HISTORIC SANFORD

WATERFRONT GATEWAY

Downtown Sanford/Lake Monroe Waterfront Redevlopment Plan

Downtown Sanford/Lake Monroe Waterfront Redevelopment Plan

"Sanford has many beautiful streets, many beautiful houses, and a waterfront that could be the best in Florida."
– Andreas Duany, 1992

Executive Summary

Downtown Sanford's potential in becoming a major anchor for north Seminole and west Volusia Counties is unparalleled. Sanford is a natural transportation hub connected by I-4, SR 46 and US 17-92. Sanford's airport is emerging as a strong reliever airport to Orlando International Airport and also as a major international and passenger freight destination. Sanford also has a less utilized water access through its premier location on the St. Johns River. The city has an outstanding array of physical assets which include numerous available waterfront properties, large presence of local and county governments, many public amenities such as parks, arts facilities, antique shops, office spaces, and high quality residential properties.

Redevelopment efforts in this area have been relatively non-existent despite numerous plans, economic analysis, and developer solicitations. The intention of this plan is to combine economic revitalization strategies and physical planning opportunities within a comprehensive redevelopment plan. The methodology adopted was to review and summarize existing planning and marketing documents, compare information on these to the present market, evaluate potential opportunity sites, and develop a strategy for redevelopment. A marketing piece is envisioned as the culmination of this project. The marketing piece is to serve as a promotional tool for the waterfront redevelopment area. The report also addresses urban design and infrastructure improvements that correspond to the redevelopment strategies.

This report consists of the following plan elements.

- Marketing Piece
- Redevelopment Strategy and Action Plan
- Existing Map and Inventory of Potential Sites
- Market Analysis and Infrastructure
- Overlay Maps
- Summary of Past Planning and Marketing Studies
- Urban Design Opportunities

This redevelopment plan is intended to be a dynamic document that can adapt to changes over time, addressing the most current context. The city should pursue setting up a website specifically for the redevelopment program. This would enable frequent updates and investor access to the most current information. The city should take a proactive role in overseeing and updating the information in this redevelopment plan. The redevelopment strategies list specific actions that need to be addressed to see the successful implementation of this plan.

Contents

Executive Summary

Introduction

Plan Elements

Section 1: *Marketing Piece*

Section 2: *Redevelopment Strategy and Action Plan*

Section 3: *Existing Map and Inventory of Potential Sites*

Section 4: *Market Analysis and Infrastructure*

Section 5: *Overlay Maps of Marketable Uses*

Section 6: *Summary of Past Planning and Marketing Studies*

Section 7: *Urban Design Opportunities*

Appendix

Introduction

Sanford has an outstanding array of physical assets. Some of these include numerous available waterfront properties; large presence of local and county government, many public amenities such as riverfronts and parks, antique markets, abundance of available second floor office space above historic buildings, and numerous other resources. These are all the elements that normally produce a strong balanced economy.

However, local demographics, and a weak commercial market may or may not support local businesses at this time. It is essential to identify means and strategies to make redevelopment economically attractive to developers. To accomplish this, the city of Sanford has secured Herbert-Halback Inc. (HHI) a planning design and management firm to jump-start the redevelopment process. HHI, in collaboration with Real Estate Research Consultants (RERC), and TEI Engineers and Planners have drafted the redevelopment strategies outlined in this document.

Project Goals

The project goals for this Downtown Sanford/Lake Monroe waterfront redevelopment plan are:

- review and summarize existing planning and marketing documents;
- compare information from these studies to the present market;
- evaluate potential opportunity sites;
- create an inventory and map of these opportunity sites;
- undertake an economic analysis for the opportunity sites;
- analyze infrastructure requirements for the opportunity sites;
- map the suggested uses and intensities for opportunity sites;
- develop a strategy for redevelopment; and
- create an urban design framework to tie in the vision with the economic analysis.

A graphically attractive marketing piece is envisioned as the culmination of this project. The marketing piece is to serve as a promotional tool for the waterfront redevelopment area. This piece could be sent to developers and potential investors to attract them to Sanford.

Project Process

Over the past few years, the city of Sanford has undertaken original planning research and marketing studies on various issues. The planning and marketing research reports elaborate on the vision and specific projects and solutions. As part of the project, HHI has summarized these reports to crystallize the main points from these studies to help further define a redevelopment action plan, and strategy for the downtown Sanford/Lake Monroe waterfront. This exercise presented the consultants with an in depth understanding of background issues and information about opportunity sites.

RERC has evaluated various properties suitable for redevelopment against existing market information to identify the economic potential of the redevelopment area. The objective is to suggest most appropriate uses and intensities of development for the various opportunity sites. Based on this economic evaluation, TEI has analyzed the infrastructure required to achieve the suggested use and intensity of development in these opportunity sites.

The various aspects of the redevelopment plan are combined through a conceptual urban design framework plan, which ties in the economic analysis, and the vision with respect to traditional design elements.

HHI has functioned as an extension of city staff with regular meetings and project updates throughout the project process.

The following plan elements are presented sequentially in the following document.

- Marketing Piece
- Redevelopment Strategy and Action Plan
- Existing Map and Inventory of Potential Sites
- Market Analysis and Infrastructure
- Overlay Map of Marketable Uses
- Summary of Past Planning and Marketing Studies
- Urban Design Opportunities

Section 1: Marketing Piece

The marketing piece is conceived as an 8-page color brochure, in both a digital and hard copy format, which is graphically pleasing and succinct with the objective of attracting potential developers and investors to Sanford.

The intention to have both a hard copy and an electronic compact disc version of this brochure is to facilitate periodic in-house updates and modifications to this document. It is also visualized that this document be posted on the Internet to leverage the dynamic character of the web.

Section 2: Redevelopment Strategy and Action Plan

This section describes redevelopment strategies and actions the city needs to take to market downtown Sanford and corresponds with this plan. The points listed in this section are primarily derived from the market analysis and summary of planning and market studies.

The consultants recommend a comprehensive redevelopment strategy broadly covering all issues pertinent to Sanford's redevelopment. The redevelopment strategies have incorporated relevant suggestions and ideas expressed in past studies and reports. The redevelopment strategies are categorized in five main areas which are listed below.

- Theme Based Redevelopment Approach
- Opportunity Sites
- Specific Investors
- Historic Neighborhood Assets and Residential Base
- Aggressive Marketing and Implementation

Theme Based Redevelopment Approach

- The city of Sanford should adopt a theme based marketing strategy. 'Historic Sanford' best describes Sanford. This theme should signify the following.
    a. Cultural Heritage
    b. Vibrant Marketplace
    c. Lakefront Destination
    d. Hometown Living with all Modern Conveniences
- The city has to initiate and jump start the redevelopment process by making conspicuously visible streetscape improvements in line with existing design standards on East First Street. This strategy psychologically conveys a positive image to potential investors.
- Adopt mixed-use as a policy. Successful waterfront development throughout the country has incorporated mixed-use housing to extend active periods; public-private partnerships to initiate key development projects; commercial development with recreation and green space projects; and effective traffic and parking coordination.

Opportunity Sites

- The city should actively pursue marketing the opportunity sites described in this study. Broadly, the concepts for different areas are to promote the waterfront area as mixed-use residential; specialty retail and recreation; the marina for mixed-use, restaurants and bars; the area around First Street for mixed-use residential, specialty retail and office; the area around Magnolia Square to primarily support arts facilities and restaurants; and the area around Park Avenue as mixed-use residential, specialty retail, and offices. (Refer to market analysis for details on opportunity sites and suggested uses.)
- The waterfront is Sanford's single biggest asset. In the long-term, the city should consider phasing out government buildings and parking such as the at courthouse, city hall and post office from prime waterfront sites to other sites within downtown. The future location of these activity centers should be strategically located to generate greater pedestrian activity downtown, thereby supporting local businesses.
- A priority of this redevelopment plan is to strengthen pedestrian linkages along the major routes in downtown, linking it with the waterfront. Corresponding streetscape improvements and beautification is an absolute necessity to complement these redevelopment strategies. (Refer to urban design opportunities map.)
- Promote recreational facilities along the waterfront. A multi-use trail network along the waterfront in Sanford should connect the existing incomplete trail network around Lake Monroe as well as facilitate a connection to Lake Monroe Park along US Highway 17-92. This strategy would generate more visitor trips to the city, and historic downtown could be promoted as a major stop along this route.

Specific Investors

- Market Sanford as a great residential destination with premium undeveloped lakefront properties available for development.
- Initially target expanding local businesses to locate in Sanford through advertising, telephone calls, information distribution, and followed by personal discussions. This may be followed by a strategy to attract national franchises and businesses. (Refer to appendix for a list of local and national contacts.)
- Selectively target regional business that would prefer to locate here (those who would desire the 'Historic Sanford' image). Business types that may prefer Sanford include design offices, art based businesses, specialty shops, recreational businesses, and high-tech startups preferring an alternative environment.
- Advertise and discuss competive office space rates in Sanford with businesses and potential investors.
- Marketing discussions with potential investors should focus on monetary benefits and emphasize the potential for big returns, which may be supported factually by the economic analysis presented in this study.
- Marketing strategies and discussions with potential investors, especially national franchises, should emphasize the positive regional growth in Central Florida, this may again be supported by factual data and forecasts.

Historic Neighborhood Asset and Residential Base

- Strengthen the residential base by highlighting during investor discussions, the currently in vogue historic and architectural qualities of the traditional commercial and residential neighborhoods. This would attract residents and improve the base resident population.
- Leverage opportunities created by the Sanford designation as the administrative capital of Seminole County with administrative offices and the courthouse located downtown.
- Encourage and provide incentives to government employees who work here to live within the city of Sanford. This may be achieved by advertising supplemented with incentive plans and regulations. Government incentives for employees may include local government subsidies on mortgage rates for home ownership, down payment assistance for interest or interest-free loans. Regulatory plans may include residency requirements for employees to live within a 1.5 mile radius of their work place.
- Identify high-tech companies in the Lake Mary area and promote incentives to these employees to live in Sanford. Start with letters and advertising materials followed by telephone calls and personal discussion.
- Much of the city is suburban in character, consisting of highways, shopping malls, and housing clusters. This may be appealing to certain investors and potential homeowners in Sanford. The city needs to emphasize this aspect in any discussion with potential investors or residents.

Aggressive Marketing and Implementation

- Adopt an aggressive multi-faceted marketing approach which includes standard marketing tools such as the following.
    - Mailing Marketing Packages
    - Advertising in Various Media
    - Videotapes
    - Public Relations
    - Conferences and Trade Shows
    - Electronic CD Mailing
    - Creation of a Website
- Market the brochure attached with this study. It is a first step in creating an attractive marketing piece, promoting downtown Sanford. This document should be periodically updated to reflect current information. It is also appropriate that this piece be posted on the web.
- Focus on cheaper and more effective web based strategies to market Sanford and available properties so as to reach a greater audience. This may involve setting up an exclusive website for this purpose with links to the Seminole County and city of Sanford websites.
- Historic districts are highly desirable as in the examples of Coconut Grove, Key West, and Winter Park. The fact that Sanford has all the ingredients and potential to become a vibrant and functional historic district needs to be emphasized in any discussion with potential investors.
- Post comparative advertisements showing Sanford placed side by side with similar advertisements promoting suburbs. These advertisements will weigh heavily in favor of Sanford as it offers much more as a package. The local newspaper and the *Orlando Sentinel* can be an effective tool in realizing this.
- Project positive information about Sanford area schools, grades and their special programs to attract home owners.
- Pursue the current redevelopment strategies listed above, corresponding to the urban design and infrastructure improvements suggested in this study. Redevelopment strategies and opportunity sites should be updated annually to reflect the changed scenario accommodating the long-term urban design and public infrastructure improvements mentioned in this document.

Urban Design Strategies

The urban design strategies include, but are not limited to, site opportunities, urban character, improvement of existing buildings, streetscape improvements, waterfront promenade, signs, and landmarks. The following is a summary of the strategies and concepts that are outlined in section 7 of this report.

- Pursue streetscape improvements in line with the design standards on East 1st Street, beginning from the downtown core i.e. East 1st Street and Magnolia Avenue extending outward.
- Promote pedestrian linkages between historic downtown, residential neighborhoods and the waterfront. Pedestrian friendliness may be reinforced by requiring building fronts to address the streets.
- In general, promote the waterfront area as mixed-use residential, specialty retail and recreation; the marina for mixed-use, restaurants and bars; the area around East 1st Street for mixed-use residential, specialty retail and office; the area around Magnolia Square to primarily support arts facilities and restaurants; and the area around Park Avenue as mixed-use residential, specialty retail, and offices.
- Improve the quality of life by creating recreational facilities as parks and other amenities such as a waterfront promenade within the downtown area.
- Continue with the Historic Preservation Program that is compatible with Sanford's existing urban fabric and character.
- Reinforce the historic character of Sanford through a signage program and an entrance gateway feature in to the town.

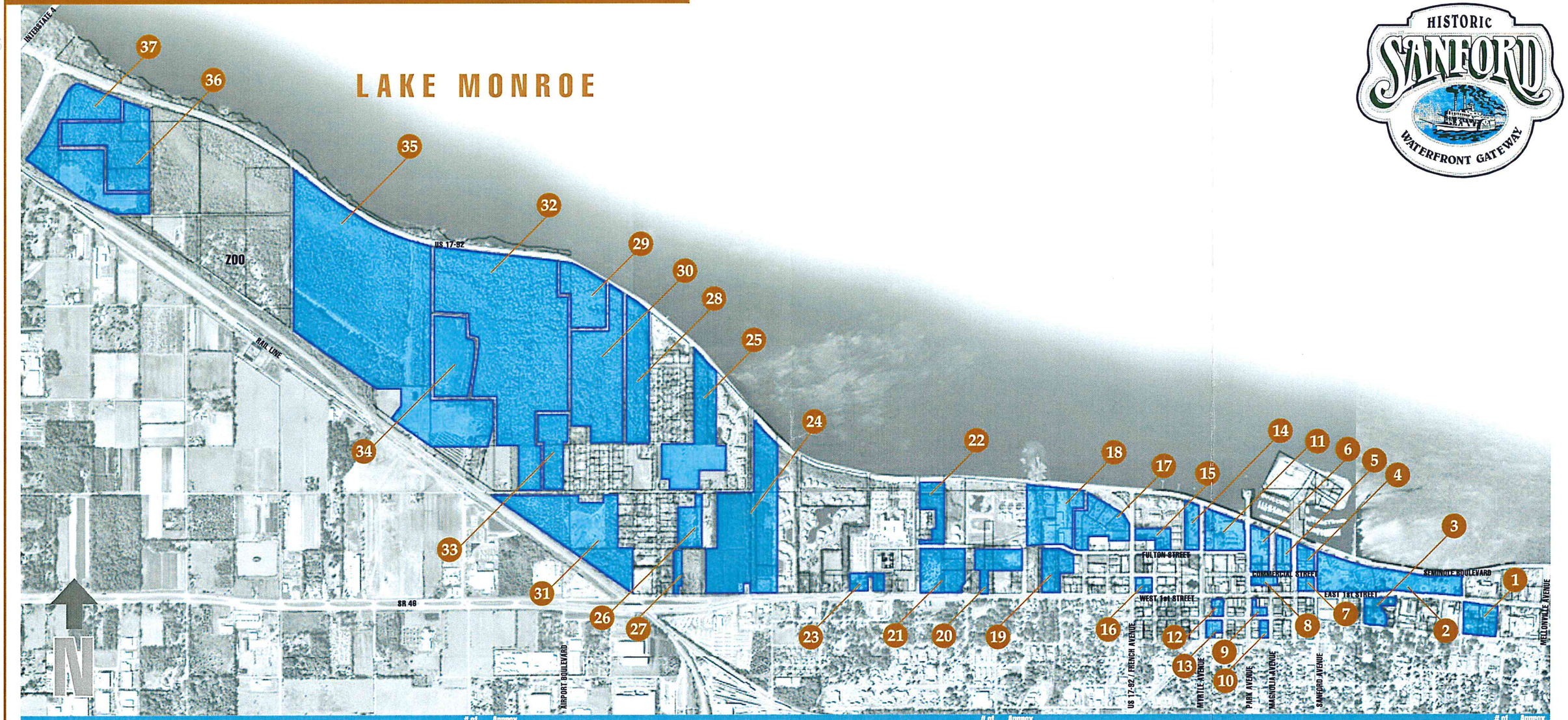
Section 3: Existing Map and Inventory of Potential Sites

The following maps, which are overlayed on an aerial photograph, list all opportunity sites within the redevelopment area. The sites were identified based on their market potential and importance to the overall urban design scheme and vision for the city of Sanford.

The maps show 37 opportunity sites within the study area that have a potential for development, based on the market analysis. Some of the opportunity sites have multiple owners and call for aggregation as shown on the map. The scenario 1 map shows the market potential for these sites when the most favorable site and regulatory conditions exist. The scenario 2 map presents the most constrained site and regulatory conditions, which relate to the present context in terms of infrastructure and level of service.

The new proposed comprehensive plan for the city of Sanford calls out the entire study as 'waterfront/downtown business district.' This designation allows land uses that are not necessarily permitted in that land use district, subject to special review by the city commission, to encourage high quality development.

INVENTORY OF OPPORTUNITY SITES



Site #	Description	Land Size	# of Owners	Approx. % Vacant
1	Buildings housing non-profit organizations and County	4.38	4	11%
2	Fort Mellon Park	16.31	1	48%
3	Various properties south of Ft. Mellon Park, beside Bram Towers	2.93	7	100%
4	Block, NW corner of Commercial St. and Sanford Ave.	2.25	3	44%
5	Block, NW corner of Commercial St. and Palmetto Ave.	2.50	3	76%
6	Block, NE corner of Commercial St. and Park Ave.	3.74	2	9%
7	Square block, NW corner of E 1st St. and Sanford Ave.	1.20	3	100%
8	Half of Block, NE corner of E 1st St. and Park Ave.	0.82	2	41%
9	First Union Building on E 1st and Park Ave.	0.88	1	38%
10	Block, SE corner of Park Ave. and 2nd St., north of First Union Bldg.	0.72	3	100%
11	Block, SW corner of Seminole Blvd. and Park Ave.	6.97	2	15%
12	Half-block, SW corner of E 1st St. and Oak Ave.	0.33	1	100%
13	Block, SE corner of Myrtle Ave. and 2nd St.	1.26	2	100%
14	Block, NW corner or Fulton St. and Myrtle Ave.	2.98	2	100%
15	Parcels along Fulton St. and French Ave., south of apartments	2.77	1	100%
16	Block, NE corner of French Ave. and E 1st St.	1.12	1	100%
17	Block, SW corner of French Ave. and US 17-92	8.26	1	100%
18	Block, with water treatment plant along US 17-92	13.14	3	44%
19	Block along 1st St., south of the water plant	5.67	3	100%
20	Block along 1st St., south of the water plant, west of Site 19	6.28	4	100%
21	Block along 1st St., SE of the hospital	9.34	2	100%
22	Block, along US 17-92, west of water treatment plant, east of the hospital	4.30	3	100%
23	Parcels along 1st St., SW of the hospital	2.47	1	100%
24	Long parcels with frontage on 1st St. and US 17-92, west of the Town Center Apts.	34.29	3	100%
25	Parcels, west of the Sanford Landing Apartments	20.18	3	100%
26	Parcel on the south side of Narcissus St., south of Site 25	4.73	1	100%
27	Parcel along 1st St., east of the CSX rail corridor, south of Site 26	1.79	1	100%
28	Parcel along US 17-92, west of Regatta Shores Apts.	16.90	1	100%
29	Parcels along US 17-32, west of Site 30	11.83	2	100%
30	Parcels along US 17-92, directly west of Site 28	30.88	1	100%
31	Parcels along the CSX corridor, NW of 1st St.	28.77	2	100%
32	Parcels along US 17-92, west of Site 30	93.21	1	100%
33	Parcels along Narcissus St., directly south of 32	10.20	1	100%
34	Parcel west of Site 32, east of Site 35	16.49	1	100%
35	Parcels along US 17-92, east of the Zoo, west of Sites 32 and 34	122.21	1	93%
36	Parcels along US 17-92, east of I-4, west of the Zoo	22.22	2	100%
37	Parcels along US 17-92, east of I-4,west of 24A	13.75	4	100%

Section 4: Market Analysis and Infrastructure

The following section prepared by Real Estate Research Consultants (RERC) lists potential sites and development scenarios based on a market analysis. The section includes separate narratives on vacant properties; existing developed properties; waterfront prospects; light industrial opportunities around the railroad; marina potential; and an overview of the regional economic growth scenario. This section highlights specific parcels and suggests uses over a time period based on a market analysis.

The economic study is supported by an infrastructure analysis, prepared by TEI, which explains the infrastructure required to support the most favorable site and regulatory conditions for the opportunity sites suggested in the redevelopment plan.

Downtown Sanford Opportunities Assessment

REAL ESTATE RESEARCH CONSULTANTS

August 2000

INTRODUCTION

Real Estate Research and Herbert Halback were retained by the City of Sanford to describe general real estate development opportunities in or near the core of downtown. Among other objectives, the analysis was to establish a context for several vacant or underutilized parcels in this area. Though the effort should not be construed as a detailed analysis intended to identify the potential for each of these sites, it is sufficient in scope to gauge the relative capacity of the market to support broad categories of land uses within this setting.

The parcels and acreage reported as vacant were identified by a visual survey. Tax records indicate that, in many cases, these vacant parcels are publicly owned and could, in fact, be parks or parking lots.

Underutilized parcels were defined as those with structures representing less than 33% of the total assessed value according to Seminole County's 1999 tax rolls. In either case, specific parcels may have been overlooked because of incomplete or inadequate data. Given the general nature of the analysis, however, a failure to identify specific sites should not materially alter the outcome.

Our analysis of area market conditions is based on a combination of field surveys, conversations with local planning and development officials, property appraisal records, and available secondary market survey data, primarily from older studies as noted below.

Tables1through 11 which support the analysis are contained in Appendix 1.

SUMMARY OF ANALYSIS AND LIMITATIONS

In total, we identified thirty-seven (37) sites that might be developed or redeveloped as circumstances or conditions warrant. Based on their physical configuration, status, and ownership, these many sites were grouped as twenty-eight (28) plausible opportunity sites. In some cases, we were able to communicate with the owners, but in most cases the analysis is a function of a particular property's relationship to trends in the market as we have assessed them.

It needs to be understood that sites explored in this analysis as possible assemblages may *never* be pieced together for a variety of reasons. Accordingly, in some cases, we viewed various combinations of the same sites as alternative assemblages and explored how, if at all, a variation could impact development potential.

Each site or assemblage has its own set of unique conditions that ultimately impact the feasibility of a particular project or undertaking. Our analysis focuses exclusively on the market issues associated with development potential in the

context of apparent locational and regulatory considerations. Potential costs to acquire a site or place it into service were not evaluated but would ultimately be a factor in determining the financial feasibility or suitability of any property likely to be developed.

Overall, the market context is generally supportive of a wide variety of land use activities although the timing on these is speculative in many cases. In the relatively near to mid term, there are many opportunities for residential activity and selected opportunities for lower intensity retail. In the future, residential activities might continue and the environment for retail and dining should improve commensurately.

Among the biggest barriers to development on any scale is the need to achieve the aforementioned assemblages. In the absence of aggressively unified ownership or business associations, development *will* occur albeit more slowly and without a comprehensive vision. Assemblages are particularly important to achieving residential development except at the most modest thresholds. One way to encourage such assemblages is for the City to hold and invite the property owners to meetings or community workshops regarding development within the study area. Once informed, the various property owners could see the merits of the assemblages. Other strategies to encourage assemblages include:

- Having charettes and workshops for local property owners;
- Mailing out brochures/information packets to local property owners;
- Informing local real estate brokers about the CRA Plan;
- Inviting both local property owners and real estate brokers to community meetings and workshops to discuss the development potential of their properties and how they could work together;
- Making a commitment to the timely availability of infrastructure where it would be appropriate; and
- Regulatory incentives to make assemblages more appealing to property owners and developers.

These suggestions should be taken into consideration without compromising reasonable standards regarding safety and welfare within the City. Because residential uses can substantively influence both the nature and the timing of other land uses in or near downtown, this perceived need for assemblages should be addressed fairly soon. As mentioned above, closely related would be the obvious need to assure the availability of infrastructure to support specific opportunities. Non-residential uses rely less on assemblages but the size and configuration of parcels in the study area, absent assemblages, limits development options to some degree.

STUDY AREA DEFINED AND DESCRIBED

The parcels collectively identified in this study represent about 980 acres, generally located in or near downtown Sanford. The study area itself is defined as the

downtown business core, properties along West 1st Street up to the CSX rail corridor, properties to the east of the CSX rail corridor, and properties along US 17-92 toward Interstate-4. The boundaries of this district are consistent with those of the City's legally defined Community Redevelopment Area.

The location overlooks Lake Monroe, one of the larger lakes in the region. Principal roadways in the area are East First Street, the spine of the downtown business district, French Avenue/US 17-92 which divides the study area into eastern and western segments, and US 17-92 which fronts much of Lake Monroe. East First Street also links the downtown core to I-4 and to the emerging commercial district surrounding the Seminole Town Center about 3.0 miles to the west.

Within the confines of the study area, there are about six hundred (600) parcels of land, some of which may be readily assembled because of their undeveloped status and their contiguous boundaries. In this analysis, however, a property is recognized either as vacant or underdeveloped. Although future development potential could relate to assemblage opportunities, this analysis distinguishes ownership and configuration except at the most cursory level.

At an aggregate level, the study area is assessed at approximately $136,000,000 based on 1999 reported tax values. Of this sum, about $51,000,000 is associated with institutional and government holdings. Much of this sum appears to be tax exempt and non-revenue producing. Based on conventional appraisal and assessment practices the values for these institutional and government holdings are likely to be low because there are only modest incentives to monitor exempt properties. As a result, these holdings are likely to represent an even larger share of total downtown valuations than shown.

PRIOR STUDIES INVOLVING THE AREA AND SOURCES OF DATA

A detailed list of prior studies involving the subject area or specific elements influencing its development potential is attached. For further reference, Herbert Halback has summarized these many studies.

To the degree possible, this effort draws on the output of several previous studies, all completed since 1993. These older studies address diverse issues associated with the implementation of future plans, including the overall development potential of the area and specific strategies for accomplishing such development. While we agree with some conclusions and observations that were made in these studies, time and context have limited the usefulness of much material.

Among the most relevant findings are those that explore the implications of substantial public holdings in an area attempting to reestablish its future direction, the physical limitations imposed by the dimensions of the built environment, regulatory considerations, and the potential scale of development.

DEMOGRAPHIC OVERVIEW

Although demographic information is important in ascertaining an area's development potential, it must be screened carefully, particularly within a very small area where the margin of error can be high. In census years, such data is assumed extremely accurate. As the census ages, however, its reliability declines and interim estimates must be judged in the context of observed activity or other indicators. In high growth areas, for example, a conservative bias tends to undercount population.

We use CLARITAS as our source of current and projected demographic data. The information is based on census data and is generally accepted by the development industry as an analytical benchmark. While recognizing the problems attendant to this and similar data sources, it provides perspective on underlying social influences. Applied with understanding, the data is useful to establish the parameters likely to govern development outcomes.

Population data provided by the City of Sanford projects the City's population to grow from about 37,000 in 1999 to about 42,000 in 2005, and to about 45,000 in 2010. In the case of the study area, there is an expected growth of about 400 households or 1,000 people over the course of the next five years. On the average, these households will have an annual income somewhat lower than either the City as a whole or the County, effectively the same conditions that presently exist. While the data does not suggest a disadvantaged area, it is *consistent* with its status as a designated redevelopment area. At the very least the data underscores a need to be sensitive to the uses that can or might be supported in a near term scenario.

REGIONAL CONTEXT

Seminole County remains one of the fastest growing and most prosperous jurisdictions in central Florida. The I-4 corridor, tying Seminole County to its neighbor Orange County, has been the principal conduit for growth that has shifted a substantial share of office and industrial development away from Maitland Center into the Heathrow and Lake Mary areas. Virtually non-existent in 1980, Lake Mary is now perceived as a preferred area for high technology employment and (re) locating corporate facilities. Though commuters still travel I-4 to other job centers, Seminole County is now employing many of its own citizens and a larger percentage of individuals from nearby Lake and Volusia counties. By some estimates, Seminole County will reach its maximum residential development capacity in less than decade, assuming the current rate of home building activity.

The City of Sanford has not always benefited from this growth in either population or employment. Though the historic center of the region and Seminole County, the community has long been eclipsed by the growth of Orlando and Orange County. According to conventional thinking, the community has remained relatively isolated from the frantic pace of development that has characterized

the I-4 corridor. In conjunction with the town's socio-demographic characteristics, which are not as attractive as the county's growth centers, the community has had some difficulty in positioning itself as an economic leader.

The opening of Seminole Town Center, as one of the limited number of regional malls in the central Florida area, and the increasing commercial activity occurring around the mall, place downtown Sanford much closer to the center of development that has come to characterize the rest of the county. Although some time will be required for the community to take full advantage of its location, it appears to be reasonably well located in a growth context. More than in years past, it is easier to envision the downtown as a distinct business and commercial center symbiotically linked to emerging activity nearby.

ASSESSMENT OF MAJOR OPPORTUNITIES AND CONSTRAINTS

Certainly the most compelling advantage is the area's location in the midst of substantial growth that has changed the fundamental character of the County and created one of the region's most desired residential and non-residential markets. The County's primary office locations are defined by large space users, including a number of corporations, which have elevated office occupancies to approximately 90% through the end of 1999. The inventory of office square footage represents about 19% of the region's total. Office demand has been so strong that several office structures are being constructed on virtually a speculative basis, a strategy defensible in only the most attractive office locations. Though industrial uses have not been as important in the mix of development activity, the industrial inventory in Seminole County represents 16% of the region's total square footage. Retail represents about 29% of the region's total. In 1998, 2,725 residential building permits were issued in Seminole County.

Such success effectively defines the required content of the broader area's development output, which is focused largely on the production of major facilities in the I-4 corridor. However attractive the physical setting, Sanford -- at least in the relatively short term -- is likely to satisfy a relatively narrow range of market opportunities. Occurring independent of other regional initiatives, they will benefit from the overall pattern of growth. As suggested by this study, these opportunities will be expressed in terms of relatively small uses and users that are free of the confines imposed by institutional developers and conventional corporate structure.

At the same time, there is some evidence that the overall real estate market is beginning to slow its rate of expansion. On the residential front, mortgage rates are creeping upward modestly which will slow some segments of the home building market. Though apartment construction has not really abated, vacancy rates are beginning to climb. Both RERC and Price Waterhouse have reported increasing office vacancies and the latter is projecting a 20% vacancy rate in the next 18 months. If this condition is realized, areas like Lake Mary with highly speculative development could become vulnerable.

In this context, Sanford has a certain stability which results from the presence of both the city and county governments that occupy significant blocks of office space in the downtown core. Among the largest employers, both the City and County are a tremendous influence on the use and (re) use of key parcels in the downtown, an issue noted in the Duany study and a condition reflected in the many vacant acres that are publicly owned. A few public facilities control valuable waterfront locations which might one day prove desirable for private activities. In the short run, such observations are probably less important than grasping the immediate dimensions of the market. In the long run, these vacant parcels and facilities represent assets that can be deployed to secure the right opportunity if planning allows for such possibilities.

More pressing concerns may relate to the general perception that the City has experienced little activity because it does not support such initiatives. Clearly, that perception is in error as evidenced by the City's drive to secure the County's financial commitment for a planned conference center on publicly owned property. The leadership is actively pursuing all opportunities that might diversify the downtown core and add to its economic diversity. This study is itself envisioned as a tool to encourage interest in the downtown.

Another issue, also addressed in prior studies, is the relative difficulty that developers always claim to experience in permitting infill locations. While beyond the scope of this analysis to address this situation specifically, regulatory controls rarely benefit infill development and are frequently a constraint to revitalizing underutilized structures. More troubling, based on our experience elsewhere, is an unwillingness to reframe the content of the problem. Design guidelines, for example, may add prohibitive costs given the size of an otherwise acceptable facility. At some minimum size, it may be difficult to recover extraordinary costs whatever their form. Likewise, ADA requirements tend to be very punitive and often preclude productive use of upper floors at a reasonable economic threshold. While not suggesting that these controls are inappropriate or undesirable, they can be intrusive and must be recognized for their impacts on development potential in this and similar settings. One way to leverage private investment/development is a combination of City-funded projects with grants. The City of Dunedin, for example, offers a $1,000 façade grant to developers who choose to develop within the CRA. Although this does not address specific ADA standards, this is viewed as a cost lowering initiative which would alleviate construction costs related to ADA specifications. The City of Dunedin also has displayed a commitment to their CRA by committing funding for public improvements such as streetscaping, installing brick streets, alleyway improvements, and the construction of a downtown parking lot.

Finally, the study area's social and demographic profile do not compare well with the County's profile. While the data may be argued, developers routinely generate such information as a means of distinguishing among a choice of opportunities. The apparent lack of affluence counters broadly themed retail

concepts and imposes some limits on housing potential. The data should be less influential in drawing conclusions about office, service or industrial opportunities.

At an aggregate level, the major considerations appear to relate to larger regional trends, timing, the scale of development, the institutional requirements needed to stimulate investment, and existing perceptions. Civic awareness and focused planning are a means of dealing with some, but not all of these issues, to a limited degree.

AREA RESIDENTIAL ENVIRONMENT

Residential development in the study area consists of a combination of single family and multifamily properties. The following table summarizes the breakdown of the total residential acreage in these categories as well as the number of individual properties involved in the analysis.

CURRENT RESIDENTIAL DEVELOPMENT PROFILE - STUDY AREA

	Total Properties	Total Acres	% of Total Acreage	% of Total Value
Residential	170	193	20%	33%
Total	594	961	100%	100%

Evident from this table is the significant share that residential properties currently play in the area's overall market. Of the *vacant* or *underutilized* property(ies) in the study area, very few are specifically designated for residential use. Most of the vacant land that might be suitable for this activity is now designated for agricultural purposes.

Of most interest to this analysis are the four major multi-family properties in the study area which together comprise about 1,100 units, operating above 96% occupancy. The oldest of these was built in 1982, the newest in 1994. As a group, they would be identified as moderate priced residential properties, keyed to the social and demographic profile of the study area.

At least two other apartment projects are planned for occupancy during 2000. Though located just outside of the study area, they represent an addition of about 750 units to the overall market. Expected to be similarly priced to the existing properties, they evidence the area's viability as an apartment location, most likely in response to continued retail and office development closer to the I-4 corridor.

Until leasing starts, it is difficult to project an absorption period for this inventory but it certainly has a bearing on the nature of residential development likely to be feasible in the study area, certainly in the near term. Clearly the desirability of this area is being established for residential activity, the greatest limitations resulting from timing, scale, and site availability.

From a location standpoint, properties with water or park exposure offer the most supportive residential environment. On the other hand, it has to be assumed that

the quantity of vacant and unencumbered parcels is greater in proximity to the most recently planned projects.

For the downtown area, the success of rentals occurring in the context of projected population growth points to probable support for smaller scale projects, perhaps conversions or less intense infill projects. Though frequently popular, it is these smaller projects that are typically the most difficult to produce from an economic standpoint. It may be necessary for the City to act very aggressively to close the financial gap which often separates implementation from the rate structure of the market. Once more, the City could offer developers various incentives such as grants, impact fee credits, and publicly funded improvements within the study area.

AREA INDUSTRIAL ENVIRONMENT

Industrial development in the study area consists primarily of light manufacturing and warehouse activities. The following table summarizes the current breakdown of total industrial square footage and acreage among the primary industrial categories as well as the total acreage associated with each category.

CURRENT INDUSTRIAL PROFILE - STUDY AREA				
	Total Properties	Total Acres	% of Total Acreage	% of Total Value
Industrial	48	186	19%	3%
Total	594	961	100%	100%

Of the *vacant* or *underutilized* property(ies) in the study area, approximately 167 acres are specifically designated for industrial type activities. This represents more than half of the vacant acreage in total.

The study area's largest concentration of existing industrial development is located west of French Street. Improvements here reflect a mixture of metal and masonry construction and are of typical industrial quality and condition. Many of the buildings appear to be owner-occupied, and a considerable amount of undeveloped land located throughout the area is available for development.

Since 1990, industrial development in the study area has been limited primarily to small renovations or conversions that are difficult to track without inspecting building permits. In any case, the lack of new inventory is particularly evident in the context of changes occurring at the City and county levels. The following table summarizes recent development trends in each broad industrial category.

INDUSTRIAL CONSTRUCTION TRENDS - STUDY AREA		
	1990-1999(SF)	Average
Study Area	5,500	550 SF/year
City of Sanford	1,772,778	4,900 SF/year
Seminole County	5,459,024	473,000 SF/year
City as % of County	32.4%	

From 1995 to 1999, there were 103 industrial buildings or facilities constructed countywide ranging in size from 5,000 SF to 50,000 SF, the general range reasonable to expect in the study area given policy considerations and site availability. To the degree that such activity is deemed undesirable, the potential to support it in the confines of the study area would drop commensurately. While we do not know what infrastructure limitations there are, such limitations could negatively impact the development potential of industrial facilities.

Given the large inventory of product and the number of industrial structures erected in the indicated timetable, the City has captured an impressive share of development. Most of this activity however has occurred in proximity to the I-4 corridor and we believe it would be very difficult to alter this pattern in the near term except in selected instances. Absent substantive intervention, it would be unlikely for the study area to experience a material increase in market share or overall demand at this time.

In our mind, the issue is not one of demand but rather of desirability. Should the City wish to encourage greater intensification of industrial activities, the past market support suggests that a larger share could be directed into the study area over time. Certainly, the quantity of vacant acreage is able to support this activity.

AREA RETAIL ENVIRONMENT

The spine of the study area, East First Street, has a distinctly local rather than a regional focus, responding to the demands of the residents in the surrounding neighborhoods rather than to Seminole County in general. The larger, regional need is filled by development immediately proximate the Seminole Town Center Mall, opened in 1997. As this retail center has matured, retail development has moved incrementally along SR 46, slowly approaching the study area. The following table summarizes the current breakdown of total retail square footage and acreage among the primary retail categories within the study area.

CURRENT RETAIL PROFILE - STUDY AREA

	Total Properties	Total Acres	% of Total Acreage	% of Total Value
Retail	165	100	10%	14%
Total	594	961	100%	100%

Of the *vacant* or *underutilized* property(ies) in the study area, approximately 70 acres are specifically identified for commercial or retail type activities.

Although outside the study area, the Seminole Town Center and the pattern of retail and commercial activity encouraged by this development substantively influence both the potential and character of the downtown core. Clearly, this area is now established as a commercial center, but the success of the mall and

its surroundings require that downtown identify a unifying theme or anchor to establish its competitive position.

Unlike most suburban retailing which removes the energy from the older downtown, here a situation exists where the newest retail is moving *toward* the city's traditional center. Though never likely to include downtown, this growing retail inventory increases the focus on downtown and reduces its perceived distance from the new hub of economic activity.

While a conceptual separation between downtown and encroaching retail will likely preclude the development of conventional outlets, the relative proximity should enable a theme or unifying element to be established. At least in the short run, a foundation of small restaurants is a practical complement and well within the thresholds of demand reported in the Marketek study completed in 1994. Over the longer term, these and similar businesses might be supported as a result of spillover from new retail development in the SR 46 corridor and from additional residential activity that might be encouraged nearby.

The following table summarizes recent development trends for the City and the County that are relevant to this analysis.

RETAIL CONSTRUCTION TRENDS - STUDY AREA		
	1990-1999(SF)	Average
Study Area	6,116	600 SF/year
City of Sanford	1,913,330	191,00 SF/year
Seminole County	7,772,514	777,000 SF/year
City as % of County	24%	

Given the large inventory of product and the number of structures erected in the indicated timetable, the City has captured an impressive share of development. Without the mall, the numbers would be impressive but it is that single property which has changed the character of the area.

Of this recorded activity, there were 91 retail or commercial buildings and facilities constructed countywide from 1995 to 1999, ranging in size from 5,000 SF to 50,000 SF, physically the range that is reasonable to expect in the study area given site availability. Viewed in the context of overall activity, there is an opportunity to support some 7 to 10 retail initiatives in any given year within the study area, assuming economic, physical and locational suitability of available sites.

AREA OFFICE ENVIRONMENT

There has been virtually no new office development in the downtown core for the last decade although some privately owned properties have been substantively upgraded. The following table summarizes the impact of office development trends in the study area.

CURRENT OFFICE PROFILE - STUDY AREA				
	Total Properties	Total Acres	% of Total Acreage	% of Total Value
Office	82	21.5	2%	12%
Total	594	961	100%	100%

Of the *vacant* or *underutilized* property(ies) in the study area, approximately five (5) acres are designated for office type activities.

Seminole County's principal office concentrations are proximate the Lake Mary/ Heathrow interchange along the I-4 corridor, an extension of the office development that emerged in the Maitland area in the 1980's. This area is now viewed as one of the most successful office concentrations in the state. Despite such growth, it is difficult to envision the study area benefiting from this trend in any large measure over the near term.

Of the many activities profiled in this analysis, it is the single one in which the core area has experienced no market share over the last ten years. The City itself performed only marginally better in the same time frame. As office activity becomes increasingly concentrated in the I-4 corridor, more office buildings in downtown Sanford are likely to be sold and possibly converted to other uses, an activity that has been underway for some period of time. Though isolated opportunities could emerge because of the attractive and unusual environment, the core area should experience no speculative office development in the next few years.

The following table summarizes recent development trends for the City and the County that are relevant to this analysis.

OFFICE CONSTRUCTION TRENDS - STUDY AREA		
	1990-1999(SF)	Average
Study Area	0	n/a
City of Sanford	49,044	4,900 SF/year
Seminole County	4,733,458	473,000 SF/year
City as % of County	1.04%	

Given the substantial inventory of product and the number of structures erected within the County overall, the City has captured much less than a fair share of office development. It is difficult to envision this trend changing, certainly not in the short run as the current cycle of office development runs its course.

Exacerbating trends overall, the office market is dominated by institutional forces that influence the size and configuration of new buildings that are constructed. The prevailing trend is toward larger buildings which would be difficult to locate in the study area without aggressive City intervention. Of the construction activity noted above, there were only 52 office buildings constructed countywide from 1995 to 1999, sized from 5,000 SF to 50,000 SF, the general range likely to be developed in the study area given site availability.

Viewed in the context of overall activity, we would not see these numbers as strongly encouraging. That said, there will continue to be demand for even modest structures, and these are not likely to be sited in the more intense office settings that dominate the region.

SITE AND DEVELOPMENT RECOMMENDATIONS

Every development issue cannot be addressed in attempting to ascertain at a gross level how the market will respond to specific opportunities that may exist. As noted, we do not know, except in a very limited number of cases, which sites are actually available. Accordingly, we do not know their price. Those that are being actively marketed however provide some perspective regarding the expectations of the owners. While these prices are being considered, in the final analysis, our judgment is based on what the market suggests is a supportable option. On that basis, the cost of a site is ultimately a variable that can only be negotiated.

Our recommendations occur under one of two scenarios.

- The first assumes that there are generally no site or infrastructure constraints. It is assumed that the former can be mitigated and that the latter will be available. Further, it is assumed that land use or zoning considerations will be modified accordingly. In most cases, the major undeveloped properties appear to be controlled under a county agricultural/conservation designation, although tax roll data reports substantial acreage classified for industrial use. Lands within the City are generally designated for some kind of commercial or mixed use activity allowing most of the activities that we believe are supportable. Only in the case of high intensity residential might there be issues associated with the appropriateness of the zoning designation. Such issues may be less important than physical constraints imposed by the size of the site and the needs for retention and detention.

  These scenarios are not without limits. Clearly from available data and from a visible inspection of developable properties, there are wetland issues to manage as well as infrastructure requirements. To the degree, such conditions exist, even if they can be resolved, they impact the timing of a development opportunity.

- The second assumes that utilities will become available according to currently proposed expansion plans and that wetlands will not be mitigated. Neither infrastructure nor wetland related issues are resolved without costs or substantial policy considerations, and there is no consensus of which we are aware that address these matters specifically in the study area. From our inspection of utility service, substantial extensions would be required. Depending on the size of

the line or the particular service available, infrastructure availability imposes major development constraints. Unlike the first scenario, timing and cost substantively influence what we believe the market can support.

Apart and aside from the above, there are issues related to the potential use, development, redevelopment or redeployment of publicly owned sites and property(ies). In areas that are seeking to stimulate development activity, the ability to leverage assets already under control is inherently attractive, particularly if the asset in question is deemed underutilized. That said, it can frequently be politically and philosophically difficult to redirect such assets, given citizen sentiment, which is often contrary. The value or strategy associated with the leverage of such assets is directly proportionate to the cost of approval, demolition (if needed) and replacement (if needed).

In the case of Sanford, there are several sites located along the lakefront where the potential to redevelop or redeploy publicly owned assets is fairly good. These include the city hall, county courthouse and park areas. Such possibilities, however, are functionally tied to policy and the aforementioned costs. For potential to be realized at some relative level of feasibility, development intensities have to be commensurate with the costs of implementation and/or such costs might be absorbed through a public action. In the short term, it is unlikely that the market will respond to the scale of costs involved. Nor is it likely that affected public bodies will agree to underwrite much, if any, of the costs associated with such a private undertaking. As a result, we believe that opportunities attendant to both city hall and the county courthouse locations must be assumed as longer-term possibilities, regardless of the strategic value inherent in the underlying real estate.

It also must be recognized that individual self interest may, or may not, move with the market at an aggregate level. There will be individual decisions that may be inconsistent with norms that otherwise prevail. Such individual actions, while probably beneficial to the longer-term financial health of the city, should not be construed as a market trend. A single transaction, whatever its basis, does not constitute what we would define as a market.

Likewise, a test of financial feasibility occurs at many different levels but must be tempered in terms of probabilities. The analysis provided here recognizes trends and probabilities, not the aforementioned decisions of individuals on a case-by-case basis.

PREVAILING INTENSITIES AND DENSITIES

The material appended to this analysis shows a predominance of opportunities best described as low intensity development. For non-residential development, this would be defined as projects requiring a Floor Area Ratio (FAR) of no more than 0.30, more likely in the range of 0.10 to 0.20. For residential development outside the core of downtown, densities will vary from 3-5 units per gross acre to 20-30 per gross acre.

As to the nature of the development itself, the low intensity speaks to the relatively modest scale of the structures likely to be constructed. Generally, we would envision buildings of no more than 20,000 to 30, 000 Square Feet, most probably smaller, depending on site constraints. We expect residential development to be more varied, depending upon the precise location or property involved.

Appendix 1

DISTRIBUTION OF LAND USES BY ACTIVITY
STUDY AREA

			Assessed Values		
Land Use	Acres	Gross Bldg. Square Feet	Total Improved	Land	Total
Residential	193.03	390,781	$38,243,732	$7,699,630	$45,943,362
Retail	99.51	479,140	$9,878,199	$10,133,779	$20,011,978
Office	21.50	342,437	$14,728,927	$2,514,150	$17,243,077
Industrial	186.16	184,089	$1,904,553	$2,632,795	$4,537,348
Agriculture	29.38	0	$903	$717,259	$718,162
Other (1)	431.26	803,409	$37,550,440	$13,598,916	$51,149,356
	960.84	2,199,856	$102,306,754	$37,296,529	$139,603,283

Note:
(1) Other includes: Institutional,
Government/Public,
Other lands w/DOR use codes from 90-9950

Source: City of Sanford; Seminole County;
Real Estate Research Consultants, Inc.

PROFILE OF VACANT PROPERTIES AND PROPERTIES EVIDENCING DISINVESTMENT
STUDY AREA

PROPERTIES EVIDENCING DISINVESTMENT (1)

			Assessed Value				
Land Use	Gross Acres	Gross Bldg. Square Feet	Building	Extra Features	Total Improvements	Land	Total
Residential	9	7,829	$93,781	$10,838	$104,619	$284,721	$389,340
Agricultural	0	0	$0	$0	$0	$0	$0
Retail	1	3,564	$90,123	$21,203	$111,326	$130,648	$241,974
Office	4	2,929	$92,774	$7,994	$100,768	$283,721	$384,489
Industrial	0	0	$0	$0	$0	$0	$0
	14	14,322	$276,678	$40,035	$316,713	$699,090	$1,015,803

VACANT PROPERTIES

			Assessed Value				
Land Use	Gross Acres	Gross Bldg. Square Feet	Building	Extra Features	Total Improvements	Land	Total
Residential	52	0	$0	$4,242	$4,242	$607,272	$611,514
Agricultural	29	0	$0	$903	$903	$717,259	$718,162
Retail	70	0	$0	$64,883	$64,883	$5,861,902	$5,926,785
Office	1	0	$0	N/A	N/A	N/A	$4,616,041
Industrial	167	0	$0	$29,973	$29,973	$1,490,825	$1,520,798
	320	0	$0	$100,001	$100,001	$8,677,258	$13,393,300

Note:
1) In these cases, the buildings represent less than 33% of the total assessed values.

Source: City of Sanford; Seminole County;
Real Estate Research Consultants, Inc.

DEMOGRAPHIC PROFILE
STUDY AREA, CITY OF SANFORD, SEMINOLE COUNTY

Study Area	1980	1990	% Change	1999	% Change	Projected 2004	% Change
Population	6,532	7,391	13%	9,244	25%	10,101	9%
Households	2,376	3,161	33%	3,970	26%	4,378	10%
Median Age of Householders	54	46	-15%	46	0%	47	2%
Average Household Income	$10,937	$22,893	109%	$37,719	65%	$46,070	22%
White Population (non-Hispanic)	2,867	4,006	40%	4,501	12%	4,664	4%
Black Population (non-Hispanic)	3,563	3,176	-11%	4,395	38%	5,006	14%
Other Population (non-Hispanic)	19	18	-5%	26	44%	26	0%
Hispanic Population	83	37	-55%	59	59%	79	34%
Amer Indian/Eskimo/Aleut Pop (non-Hispanic)	N/A	3	N/A	7	133%	6	-14%
Asian/Pacific Islander Pop (non-Hispanic)	N/A	151	N/A	256	70%	320	25%

City of Sanford	1980	1990	% Change	1999	% Change	Projected 2004	% Change
Population	26,720	32,387	21%	36,079	11%	37,877	5%
Households	9,618	12,119	26%	13,637	13%	14,527	7%
Median Age of Householders	51	44	-14%	45	2%	46	2%
Average Household Income	$14,755	$29,086	97%	$45,601	57%	$53,718	18%
White Population (non-Hispanic)	17,938	21,251	18%	21,040	-1%	20,756	-1%
Black Population (non-Hispanic)	8,154	9,138	12%	11,966	31%	13,464	13%
Other Population (non-Hispanic)	148	127	12%	151	19%	163	8%
Hispanic Population	480	269	-44%	454	69%	573	26%
Amer Indian/Eskimo/Aleut Pop (non-Hispanic)	N/A	16	N/A	35	118%	33	-6%
Asian/Pacific Islander Pop (non-Hispanic)	N/A	1,586	N/A	2,433	53%	2,888	19%

Seminole County	1980	1990	% Change	1999	% Change	Projected 2004	% Change
Population	185,026	287,529	55%	357,625	24%	391,062	9%
Households	66,079	109,602	66%	136,444	24%	150,681	10%
Median Age of Householders	47	45	-4%	47	4%	49	4%
Average Household Income	$20,533	$40,144	96%	$58,663	46%	$69,447	18%
White Population (non-Hispanic)	160,363	239,704	49%	276,675	15%	290,303	5%
Black Population (non-Hispanic)	16,554	22,571	36%	36,066	60%	43,905	22%
American Indian/Eskimo/Aleut Pop (non-Hispanic)	1,507	833	-45%	1,189	43%	1,425	20%
Asian/Pacific Islander Pop (non-Hispanic)	6,602	3,588	-46%	6,811	90%	8,807	29%
Other Population (non-Hispanic)	N/A	148	N/A	252	70%	276	10%
Hispanic Population	N/A	20,684	N/A	36,633	77%	46,346	27%

Source: Claritas Inc.:
Real Estate Research Consultants, Inc.

Table 4

PROFILE OF OFFICE DEVELOPMENT AND OCCUPANCY
SEMINOLE COUNTY, ORANGE COUNTY, AND REGIONAL

	1990			1995			1999		
	Total	Total Occ	% Occ	Total	Total Occ	% Occ	Total	Total Occ	% Occ
Seminole County	3,221,932	2,820,874	88%	3,248,932	2,985,847	92%	5,642,436	5,093,285	90%
Orange County	18,845,083	15,627,865	83%	19,116,188	16,919,864	89%	22,722,007	20,895,550	92%
Regional	22,334,315	18,690,539	84%	22,883,920	20,413,611	89%	28,938,843	26,548,835	92%
Seminole as % of Regional	14%			14%			19%		

Source: Real Estate Research Consultants, Inc.

Table 4a

PROFILE OF INDUSTRIAL DEVELOPMENT AND OCCUPANCY
SEMINOLE COUNTY, ORANGE COUNTY, AND REGIONAL

	1990			1995			1999		
	Total	Total Occ	% Occ	Total	Total Occ	% Occ	Total	Total Occ	% Occ
Seminole County	10,762,987	9,517,776	88%	11,911,191	10,732,890	90%	12,614,804	11,619,380	92%
Orange County	52,857,581	48,697,153	92%	57,379,488	53,025,906	92%	64,114,927	60,178,416	94%
Regional	65,718,571	58,277,203	89%	69,290,679	63,758,796	92%	76,874,551	71,942,616	94%
Seminole as % of Regional	16%			17%			16%		

Source: Real Estate Research Consultants, Inc.

Table 4b

PROFILE OF RETAIL DEVELOPMENT AND OCCUPANCY
SEMINOLE COUNTY, ORANGE COUNTY, AND REGIONAL

	1990			1995			1999		
	Total	Total Occ	% Occ	Total	Total Occ	% Occ	Total	Total Occ	% Occ
Seminole County	9,307,299	7,231,486	78%	11,932,740	9,756,423	82%	13,724,133	12,518,622	91%
Orange County	21,498,958	17,110,004	80%	24,157,326	19,995,912	83%	30,499,976	26,768,036	88%
Regional	32,894,635	25,992,454	79%	38,833,824	32,000,745	82%	47,589,118	42,487,274	89%
Seminole as % of Regional	28%			31%			29%		

Source: Real Estate Research Consultants, Inc.

Table 5

PROFILE OF NON-RESIDENTIAL CONSTRUCTION BY YEAR
STUDY AREA AND CONTEXT

	REDEVELOPMENT AREA				CITY OF SANFORD			SEMINOLE COUNTY	
	Number of Properties	Total Square Feet	Redevelopment Area as a % of City	Redevelopment Area as a % of County	Number of Properties	Total Square Feet	City as a % of County	Number of Properties	Total Square Feet
Office Space									
17-1905									
1990	0	0	0.00%	0.00%	0	0	0.00%	25	234,413
1991	0	0	0.00%	0.00%	0	0	0.00%	31	114,771
1992	0	0	0.00%	0.00%	0	0	0.00%	8	30,528
1993	0	0	0.00%	0.00%	1	2,301	5.27%	6	43,638
1994	0	0	0.00%	0.00%	1	2,208	5.35%	11	41,294
1995	0	0	0.00%	0.00%	0	0	0.00%	15	95,100
1996	0	0	0.00%	0.00%	0	0	0.00%	20	463,898
1997	0	0	0.00%	0.00%	1	4,147	0.47%	25	887,527
1998	0	0	0.00%	0.00%	2	9,668	0.68%	45	1,431,911
1999	0	0	0.00%	0.00%	1	30,720	2.21%	26	1,390,378
Sub-total	**0**	**0**	**0.00%**	**0.00%**	**6**	**49,044**	**1.04%**	**212**	**4,733,458**

Source: Seminole County Property Appraiser 1999 Tax Roll Data:
Real Estate Research Consultants, Inc.

N:\RERC\wells\Jobs\0023\studyarea
/SA-SAN-SEMINOLE-90-99-TAB SA-SAN-Seminole-90-99

PROFILE OF NON-RESIDENTIAL CONSTRUCTION BY YEAR
STUDY AREA AND CONTEXT

	REDEVELOPMENT AREA				CITY OF SANFORD			SEMINOLE COUNTY	
	Number of Properties	Total Square Feet	Redevelopment Area as a % of City	Redevelopment Area as a % of County	Number of Properties	Total Square Feet	City as a % of County	Number of Properties	Total Square Feet
RETAIL/COMMERCIAL 11-16, 1100-1602, 20-38, 2601, 3401									
1990	0	0	0.00%	0.00%	4	26,722	4.55%	37	587,023
1991	0	0	0.00%	0.00%	2	8,400	1.38%	22	610,061
1992	0	0	0.00%	0.00%	9	26,777	13.94%	25	192,095
1993	0	0	0.00%	0.00%	1	34,214	4.65%	26	735,435
1994	0	0	0.00%	0.00%	3	25,554	4.12%	34	620,353
1995	0	0	0.00%	0.00%	11	1,497,331	84.09%	34	1,780,549
1996	0	0	0.00%	0.00%	11	123,954	28.46%	36	435,487
1997	0	0	0.00%	0.00%	4	33,277	7.28%	27	457,241
1998	0	0	0.00%	0.00%	3	100,639	5.70%	32	1,764,728
1999	2	6,116	16.77%	1.04%	6	36,462	6.18%	36	589,542
Sub-total	2	6,116	0.32%	0.08%	54	1,913,330	24.62%	309	7,772,514

Source: Seminole County Property Appraiser 1999 Tax Roll Data:
Real Estate Research Consultants, Inc.

Table 5

PROFILE OF NON-RESIDENTIAL CONSTRUCTION BY YEAR
STUDY AREA AND CONTEXT

	REDEVELOPMENT AREA				CITY OF SANFORD			SEMINOLE COUNTY	
	Number of Properties	Total Square Feet	Redevelopment Area as a % of City	Redevelopment Area as a % of County	Number of Properties	Total Square Feet	City as a % of County	Number of Properties	Total Square Feet
HOTELS									
39, 3901-3903									
1990	0	0	0.00%	0.00%	0	0	0.00%	2	66,848
1991	0	0	0.00%	0.00%	0	0	0.00%	0	0
1992	0	0	0.00%	0.00%	0	0	0.00%	0	0
1993	0	0	0.00%	0.00%	0	0	0.00%	1	111,767
1994	0	0	0.00%	0.00%	0	0	0.00%	0	0
1995	0	0	0.00%	0.00%	0	0	0.00%	2	69,500
1996	0	0	0.00%	0.00%	0	0	0.00%	0	0
1997	0	0	0.00%	0.00%	0	0	0.00%	1	62,096
1998	0	0	0.00%	0.00%	0	0	0.00%	5	352,310
1999	0	0	0.00%	0.00%	1	36,444	43.33%	2	84,099
Sub-total	0	0	0.00%	0.00%	1	36,444	4.88%	13	746,620

Source: Seminole County Property Appraiser 1999 Tax Roll Data;
Real Estate Research Consultants, Inc.

N:\RERC\wells\Jobs\0023\studyarea
/SA-SAN-SEMINOLE-90-99-TAB SA-SAN-Seminole-90-99

PROFILE OF NON-RESIDENTIAL CONSTRUCTION BY YEAR
STUDY AREA AND CONTEXT

	REDEVELOPMENT AREA				CITY OF SANFORD			SEMINOLE COUNTY	
	Number of Properties	Total Square Feet	Redevelopment Area as a % of City	Redevelopment Area as a % of County	Number of Properties	Total Square Feet	City as a % of County	Number of Properties	Total Square Feet
INDUSTRIAL									
41-49, 4801-4805									
1990	0	0	0.00%	0.00%	5	66,892	11.44%	21	584,786
1991	0	0	0.00%	0.00%	4	80,848	18.03%	18	448,316
1992	0	0	0.00%	0.00%	3	92,522	46.05%	7	200,907
1993	0	0	0.00%	0.00%	5	86,936	71.76%	9	121,145
1994	0	0	0.00%	0.00%	7	152,457	74.75%	13	203,961
1995	1	5,500	1.82%	0.44%	15	302,011	24.12%	31	1,252,117
1996	0	0	0.00%	0.00%	8	128,700	36.28%	27	354,735
1997	0	0	0.00%	0.00%	10	287,353	37.99%	28	756,367
1998	0	0	0.00%	0.00%	11	356,191	35.46%	31	1,004,433
1999	0	0	0.00%	0.00%	12	218,868	41.12%	25	532,257
Sub-total	**1**	**5,500**	**0.31%**	**0.10%**	**80**	**1,772,778**	**32.47%**	**210**	**5,459,024**

Source: Seminole County Property Appraiser 1999 Tax Roll Data:
Real Estate Research Consultants, Inc.

PROFILE OF NON-RESIDENTIAL CONSTRUCTION BY YEAR
STUDY AREA AND CONTEXT

	REDEVELOPMENT AREA				CITY OF SANFORD			SEMINOLE COUNTY	
	Number of Properties	Total Square Feet	Redevelopment Area as a % of City	Redevelopment Area as a % of County	Number of Properties	Total Square Feet	City as a % of County	Number of Properties	Total Square Feet
INSTITUTIONAL									
81-89									
1990	0	0	0.00%	0.00%	1	12,021	2.39%	13	503,791
1991	0	0	0.00%	0.00%	1	6,025	63.43%	2	9,499
1992	0	0	0.00%	0.00%	1	8,400	40.02%	2	20,987
1993	0	0	0.00%	0.00%	0	0	0.00%	2	95,200
1994	0	0	0.00%	0.00%	0	0	0.00%	3	8,870
1995	0	0	0.00%	0.00%	0	0	0.00%	3	16,941
1996	0	0	0.00%	0.00%	0	0	0.00%	1	720
1997	0	0	0.00%	0.00%	0	0	0.00%	0	0
1998	0	0	0.00%	0.00%	0	0	0.00%	0	0
1999	0	0	0.00%	0.00%	0	0	0.00%	1	1,248
Sub-total	**0**	**0**	**0.00%**	**0.00%**	**3**	**26,446**	**4.02%**	**27**	**657,256**
TOTAL	**3**	**11,616**	**0.31%**	**0.06%**	**144**	**3,798,042**	**19.61%**	**771**	**19,368,872**

Source: Seminole County Property Appraiser 1999 Tax Roll Data:
Real Estate Research Consultants, Inc.

Table 5

PROFILE OF NON-RESIDENTIAL CONSTRUCTION BY YEAR
STUDY AREA AND CONTEXT

	REDEVELOPMENT AREA				CITY OF SANFORD			SEMINOLE COUNTY	
	Number of Properties	Total Square Feet	Redevelopment Area as a % of City	Redevelopment Area as a % of County	Number of Properties	Total Square Feet	City as a % of County	Number of Properties	Total Square Feet

Source: Seminole County Property Appraiser 1999 Tax Roll Data:
Real Estate Research Consultants, Inc.

N:\RERC\wells\Jobs\0023\studyarea
/SA-SAN-SEMINOLE-90-99-TAB SA-SAN-Seminole-90-99

Table 6

PROFILE OF ALL NON RESIDENTIAL STRUCTURES (5,000-50,000 SF)
PLACED IN SERVICE BETWEEN 1995-1999 WITHIN SEMINOLE COUNTY

Land Use	# of Bldgs or Structures	Avg. Land SF	Avg. Building SF	Total Improved Vale	Total Land Value	Total Assessed Value
Retail	91	86,940.42	14,643	$50,000,240	$49,802,871	$99,803,111
Office	52	96,183.16	17,622	$37,866,557	$15,022,493	$52,889,050
Industrial	103	61,003.91	15,268	$34,744,435	$11,553,573	$46,298,008
Institutional	15	93,567.67	19,468	$13,174,035	$4,609,852	$17,783,887

Source: Seminole County Propey Appraiser;
Real Estate Research Consultants, Inc.

Table 7

PROFILE OF ALL NON RESIDENTIAL STRUCTURES (5,000-50,000 SF)
PLACED IN SERVICE BETWEEN 1995-1999 WITHIN SEMINOLE COUNTY

Use Code	Total Area	Land Size	Floor Area Ratio	Grantee/Description
Retail				
11	12,560.	698,322.	0.02	Kensington Gardens Bldrs Corp Et Al C/o Morbitzer Group
11	11,100.	119,034.	0.09	Lancore/united Rentals #1 Llc
11	6,439.	60,525.	0.11	Discount Auto Parts Inc
11	18,800.	156,001.	0.12	Marqui Mitchell D & Lynn S
11	27,102.	216,929.	0.12	First Security Bank C/o Petsmart Inc
11	12,573.	94,525.	0.13	Urbanek August Trustee Fbo
11	24,100.	175,982.	0.14	Zom Seminole Interstate Ltd
11	7,488.	53,579.	0.14	Windermere Groves Inc
11	14,016.	90,162.	0.16	Lake Mary Center Assoc Llc
11	8,236.	50,700.	0.16	Erickson Mark B
11	16,913.	93,175.	0.18	Seminole Towne Center Lp C/o Simon Property Group L P
11	7,912.	42,725.	0.19	Commercial Net Lease Realty C/o Marvin F Poer & Company
11	12,514.	67,510.	0.19	Longwood Partners Llc
11	6,825.	36,721.	0.19	Discount Auto Parts Inc
11	18,235.	96,703.	0.19	Walgreen Co
11	12,573.	65,340.	0.19	Hwt Inv Inc Ford Tel Medical Center
11	8,001.	41,080.	0.19	Autozone Inc Dept No 8700
11	8,102.	41,468.	0.20	Autozone Inc Real Est Dept 8700
11	6,480.	33,106.	0.20	Musa Realty Group Lc
11	6,825.	34,848.	0.20	Discount Auto Parts Inc
11	14,993.	70,567.	0.21	Walgreen Co
11	6,815.	32,060.	0.21	Discount Auto Parts Inc
11	12,664.	58,370.	0.22	Ocr Eds Inc
11	15,857.	71,874.	0.22	Walgreen Co
11	30,856.	134,131.	0.23	Johnson Lyder R Succ Trustee Fbo
11	9,216.	38,768.	0.24	Walsh Michael J Trustee & Michael J Walsh Trustee Et Al
11	42,936.	155,074.	0.26	Altamonte Springs Teelbark Ltd C/o Edward S Brown Group
11	39,153.	133,280.	0.29	Commercial Net Lease Realty Inc.
11	6,825.	16,886.	0.36	Discount Auto Parts Inc
11	14,685.	39,445.	0.37	Helmag Inv Ltd
11	12,573.	32,140.	0.39	Realty Income Corp
11	12,580.	28,002.	0.45	Miller Alice O & Robert B Trs Fbo
11	18,639.	40,123.	0.46	Dikeou Deno P

Source: Seminole County Property Appraiser;
Real Estate Research Consultants, Inc.

PROFILE OF ALL NON RESIDENTIAL STRUCTURES (5,000-50,000 SF)
PLACED IN SERVICE BETWEEN 1995-1999 WITHIN SEMINOLE COUNTY

Use Code	Total Area	Land Size	Floor Area Ratio	Grantee/Description
11	5,429.	9,722.	0.56	K A D S Bicycle Co
11.03	6,822.	50,355.	0.14	Exxon Corp
11.03	8,617.	61,420.	0.14	Windermere Groves Inc
13.02	30,655.	130,912.	0.23	Zom Gateway Plaza Ltd C/o Zom Companies
16	7,704.	9,341.	0.82	Dmh Partners Inc
16.01	7,191.	39,640.	0.18	Acl Income Fund Ltd
16.01	48,245.	238,273.	0.20	Pelloni Technology Corp
16.01	17,300.	56,018.	0.31	8085 Red Bug Llp
21	5,351.	87,120.	0.06	Allan Property Group Inc The
21	10,596.	147,675.	0.07	Roadhouse Grill Inc
21	6,071.	76,666.	0.08	Cnl Apf Partners Lp C/o Avtax Inc
21	8,904.	112,058.	0.08	Gmri Inc
21	8,723.	109,336.	0.08	General Mills Res Group Dba Red Lob Str #428 C/o Prop Acct
21	6,547.	80,338.	0.08	Saxet Corp
21	6,760.	65,173.	0.10	Outback Steakhouse Of Fla Inc C/o Real Estate Manager
21	7,912.	72,745.	0.11	Acl Income Fund Ltd
21	8,538.	75,795.	0.11	P B F O Inv Sanford
21	8,477.	73,180.	0.12	Logan's Roadhouse Inc
21	6,764.	57,750.	0.12	Lucca Holdings Florida Inc
21	9,666.	77,101.	0.13	Landry's Seafood House Fla Inc C/o Landrys Seafood Restaurant
21	7,583.	54,886.	0.14	Acl Income Fund II Ltd
21	8,088.	56,785.	0.14	Cnl Apf Partners Lp C/o Avtax Inc
21	6,170.	42,904.	0.14	Lucca Holdings Florida Inc
21	6,368.	26,659.	0.24	Romacorp Operating Co Inc
21	12,339.	25,013.	0.49	Altamonte Mall A Jt Venture C/o General Growth Properties
21	15,217.	19,602.	0.78	Emerson International Inc Cranes Roost Office Park
22	5,297.	54,333.	0.10	Mc Donalds Restaurants Of Fla Inc C/o Robert A Straub
23	6,486.	64,050.	0.10	Wheeler B F Jr & Mc Allster Joan M Et Al Trs
23	5,294.	48,787.	0.11	Community National Bank Of Mid Florida
23	5,406.	39,670.	0.14	Nationsbank Of Fla C/o Deloitte & Touche Llp
25	5,085.	14,246.	0.36	Big 10 Tire Stores Inc
27	19,721.	392,040.	0.05	Sanford City Of Scamp Auto Rental 1 Inc
27	40,612.	477,418.	0.09	Featherlite Mfg Inc
27	6,388.	57,500.	0.11	Windermere Groves Inc
27	13,382.	100,907.	0.13	Sanford City Of C/o Alamo Rent A Car Inc
27	5,822.	39,975.	0.15	Sauder K D Trustee Fbo

Source: Seminole County Property Appraiser;
Real Estate Research Consultants, Inc.

Table 7

PROFILE OF ALL NON RESIDENTIAL STRUCTURES (5,000-50,000 SF)
PLACED IN SERVICE BETWEEN 1995-1999 WITHIN SEMINOLE COUNTY

Use Code	Total Area	Land Size	Floor Area Ratio	Grantee/Description
27	5,916.	39,640.	0.15	Tireco Inc
27	7,250.	47,925.	0.15	Neptune Street Partnership C/o Harry Stevenson
27	6,789.	38,333.	0.18	Fountain West Lp
27	5,760.	30,090.	0.19	W S T K Properties
27	10,666.	44,431.	0.24	Certified Auto Specialists Inc
27	19,510.	65,645.	0.30	Sears Roebuck And Co
27	13,090.	39,204.	0.33	Rogers Gary J & Donna M
27	15,596.	46,174.	0.34	Larson David A
27	13,000.	19,837.	0.66	Seminole County Port Authority C/o St Johns Marine Sales Inc
32	42,768.	320,602.	0.13	Seminole Towne Center Lp C/o Simon Property Group L P
34	9,390.	43,359.	0.22	University Performing Arts Centre Inc
34	37,853.	113,692.	0.33	Inlines Partners
35	17,280.	73,181.	0.24	M&o Lp
38	25,258.	282.	89.57	Legacy Club At Alaqua Lakes Ltd The
38.01	7,428.	135,880.	0.05	Sirrine & Assoc Inc
38.01	20,993.	85,378.	0.25	Orlando North Hotel Partners II Ltd C/o Steven M Balton
38.01	5,110.	27.32	187.04	Stone Janet L Trustee Fbo
39.02	36,444.	162,888.	0.22	Embassy Inv III Inc
39.02	47,655.	131,551.	0.36	H S I Casselberry
39.02	49,935.	131,551.	0.38	Boulevard Motel Corp C/o Deloitte & Touche Llp
39.02	48,507.	75,359.	0.64	L M Property
Office				
17	7,269.	121,166.	0.06	Watson William A Jr
17	7,381.	103,115.	0.07	Chatlos Foundation Inc
17	6,068.	71,438.	0.08	Code Plus
17	12,130.	137,473.	0.09	Mclamon Marc
17	5,096.	39,490.	0.13	Hayes Francine L Revoc Trust
17	46,771.	348,480.	0.13	Fla Power Corp Tax Dept Cx1g
17	5,600.	34,412.	0.16	L K Family Lp
17	11,028.	60,984.	0.18	Alternative Mtg Funding Corp
17	10,080.	55,626.	0.18	Classic Properties Of Central Fla Inc
17	9,600.	50,530.	0.19	Orienta Inv Ltd
17	11,160.	57,633.	0.19	Ers Consultants Inc
17	12,838.	66,037.	0.19	Piceme Dev Corp

Source: Seminole County Property Appraiser;
Real Estate Research Consultants, Inc.

PROFILE OF ALL NON RESIDENTIAL STRUCTURES (5,000-50,000 SF)
PLACED IN SERVICE BETWEEN 1995-1999 WITHIN SEMINOLE COUNTY

Use Code	Total Area	Land Size	Floor Area Ratio	Grantee/Description
17	24,732.	107,893.	0.23	Spray Tech Inc
17	18,720.	76,560.	0.24	Katiko Inc
17	12,772.	51,398.	0.25	Nasser Bassam I Trustee Fbo
17	12,772.	50,148.	0.25	Nasser Bassam I Trustee Fbo
17	16,168.	55,757.	0.29	Windermere Groves Inc
17	14,244.	39,930.	0.36	Sutherland Joseph
17	13,510.	36,391.	0.37	Amdev Prop Inc
17	11,330.	20,000.	0.57	Distrubeted Processing Technology Corp
17.02	47,300.	345,866.	0.14	Suntech/orlando II Lp
17.02	46,679.	267,410.	0.17	Weeks Realty Lp C/o Avtax
17.02	44,670.	231,676.	0.19	Suntech/orlando II Lp
17.02	20,916.	82,545.	0.25	Aaa Business Centers Inc
17.02	30,720.	110,207.	0.28	Grindle Arthur E Tr & Grindle Phyllis A Tr Tc50
18	19,415.	123,250.	0.16	Daniel Corp Of Winter Park Inc
18.02	48,807.	603,742.	0.08	Winter Park Healthcare Group Ltdm C/o Tax Dept 35977
18.02	33,760.	222,574.	0.15	Deck Primera Court Ltp C/o Fellers Schewe Scott & Rbt
18.02	40,807.	196,020.	0.21	Lyden James P Trustee
18.02	16,220.	60,409.	0.27	Amdev Properties Inc
18.02	12,156.	45,000.	0.27	Watson Realty Corp
18.02	10,466.	25,700.	0.41	1st Network Inv Inc
18.02	22,136.	54,310.	0.41	Aaa Business Centers Inc
18.02	25,516.	16,130.	1.58	Roliho Inc C/o Suncor Properties
18.03	33,295.	150,849.	0.22	Dixon Ticonderoga Co
19	5,170.	37,026.	0.14	Ware Joel D
19	20,010.	136,779.	0.15	Filutowski Pamela R
19	5,483.	37,026.	0.15	Lee Raymond S & Peta L
19	41,908.	237,184.	0.18	Winter Park Memorial Hospital Assn Inc
19	6,356.	35,250.	0.18	Gmw Partnership Ltd
19	9,246.	43,560.	0.21	International Promoters Of Art Inc
19	10,208.	41,988.	0.24	Libert David A & Ruth A
19	29,598.	94,200.	0.31	Crystal Center Inc
19	6,210.	9,800.	0.63	B R T Trust Fbo
19	6,000.	0.24	25000.00	D & B Enterprises Of Oviedo Inc
19.02	6,374.	32,200.	0.20	Shaffer Animal Hospital
19.02	6,024.	30,266.	0.20	Singh Inderjit & Kaur Jasbir
19.02	5,626.	1.2	4688.33	Markham Woods Land Ptnrs Inc C/o John Meadows

Source; Seminole County Property Appraiser;
Real Estate Research Consultants, Inc.

PROFILE OF ALL NON RESIDENTIAL STRUCTURES (5,000-50,000 SF)
PLACED IN SERVICE BETWEEN 1995-1999 WITHIN SEMINOLE COUNTY

Use Code	Total Area	Land Size	Floor Area Ratio	Grantee/Description
19.03	20,452.	112,820.	0.18	Emmis Television Broadcasting One Emmis Plaza
19.05	5,132.	22,875.	0.22	Colbert Donald E Jr & Mary H
19.05	5,000.	5,000.	1.00	Brewer David B & Martha J
19.05	5,400.	5,400.	1.00	Walsh Brian A
20	6,176.	1.	6176.00	Sanford City Of C/o Alpha Airport Serv Fl Inc
Industrial				
41	10,950.	435,600.	0.03	B C Family Partnership Ltd
41	10,500.	174,240.	0.06	Russell David A & Debra L
41	5,329.	53,579.	0.10	Accurate Home Improvement Inc
41	5,120.	46,609.	0.11	Hayman William F & Carolyn
41	11,414.	99,595.	0.11	C R C Enterprises Inc
41	10,500.	80,150.	0.13	Firetronics Inc
41	48,180.	346,302.	0.14	American Industrial Center Ltd
41	23,000.	155,074.	0.15	Maronda Homes Inc
41	13,122.	70,567.	0.19	Ten 8 Fire Equipment Inc
41	14,151.	75,690.	0.19	David Timothy H & Holly
41	10,410.	55,139.	0.19	Labels U S A Inc
41	33,010.	167,028.	0.20	Carmany Joel R & Annette
41	8,148.	39,924.	0.20	Rkw Holdings Ltd
41	5,200.	25,417.	0.20	Bmw Communications Inc
41	22,788.	108,900.	0.21	Delta Fire Sprinklers Inc
41	12,528.	59,368.	0.21	Remus Ronald L & Joan M
41	7,680.	36,024.	0.21	Grindle Arthur E Tr & Grindle Phyllis A Tr Tc50
41	7,879.	36,120.	0.22	Karapiperis Fitini
41	17,369.	78,748.	0.22	West Arthur E
41	11,025.	49,725.	0.22	Palumbo Conrad C & Kay D
41	10,106.	45,302.	0.22	Sun Tech Windows Inc
41	12,600.	56,251.	0.22	Dave Brewer Properties Inc
41	15,045.	64,460.	0.23	Swenson Arthur D Trustee Fbo
41	10,446.	43,560.	0.24	Brewer David B & Martha J
41	9,750.	40,075.	0.24	Denillo Paul & Barbara
41	10,786.	43,452.	0.25	Wescosa Florida Inc
41	14,552.	57,497.	0.25	Sawyer Properties Inc
41	6,175.	24,394.	0.25	Jeppesen Richard Trustee

Source: Seminole County Property Appraiser;
Real Estate Research Consultants, Inc.

PROFILE OF ALL NON RESIDENTIAL STRUCTURES (5,000-50,000 SF)
PLACED IN SERVICE BETWEEN 1995-1999 WITHIN SEMINOLE COUNTY

Use Code	Total Area	Land Size	Floor Area Ratio	Grantee/Description
41	8,320.	32,670.	0.25	Manufacturers Capital Associate Corp
41	8,000.	30,065.	0.27	Robach Inc
41	11,560.	43,125.	0.27	Universal Bldg Supply Inc
41	13,282.	49,100.	0.27	Premier Machinery Inc
41	8,378.	30,889.	0.27	Robach Inc
41	7,230.	26,570.	0.27	Wilson John W
41	10,262.	37,422.	0.27	Robach Inc
41	11,320.	41,220.	0.27	Fierro Timothy J Trustee Fbo
41	15,272.	55,338.	0.28	Quinn Edward T Jr
41	8,050.	29,107.	0.28	Mekwinski Julius & Ewa
41	20,500.	73,311.	0.28	Leiffer Earl M
41	8,000.	27,879.	0.29	Flandreau Frank
41	10,160.	35,118.	0.29	Dvorchak Inc C/o Daniel Dvorchak
41	6,000.	20,380.	0.29	R E Owen & Associates
41	18,860.	64,000.	0.29	High Reach Properties Llc
41	10,800.	36,109.	0.30	Edebohls Robert H & Jonnette A
41	19,980.	66,455.	0.30	Ball T B III
41	12,976.	43,062.	0.30	Hoffman Harry O & Kathleen A
41	20,532.	67,626.	0.30	Cfmr
41	25,056.	82,402.	0.30	Ball T B III
41	13,268.	43,560.	0.30	T & J Ptnr
41	13,272.	43,415.	0.31	L R K Inv Inc
41	8,354.	27,225.	0.31	Martinet Gary C/o Automatic Coax & Cable Inc
41	8,000.	25,935.	0.31	Hattaway James M & Hattaway James A
41	14,400.	46,572.	0.31	Stutts Thomas R & Joan C
41	12,000.	38,450.	0.31	Crystal Photonics Inc
41	14,420.	46,117.	0.31	Workman Properties Inc
41	8,908.	28,415.	0.31	Antelco Corp
41	14,616.	45,886.	0.32	Austin Curtis G & Cynthia L
41	7,020.	21,889.	0.32	Hattaway J M
41	22,536.	70,132.	0.32	263 Hunt Park Cove Ltd
41	13,885.	42,651.	0.33	Dello Russo Robert G & Diane
41	13,654.	41,818.	0.33	Davis Darrell L & Jacqueline P
41	7,840.	24,000.	0.33	Cambay Corp
41	9,600.	27,443.	0.35	Fernandez Pedro A & Olga
41	22,145.	63,014.	0.35	Pro Model Engineering Inc

Source: Seminole County Property Appraiser;
Real Estate Research Consultants, Inc.

PROFILE OF ALL NON RESIDENTIAL STRUCTURES (5,000-50,000 SF)
PLACED IN SERVICE BETWEEN 1995-1999 WITHIN SEMINOLE COUNTY

Use Code	Total Area	Land Size	Floor Area Ratio	Grantee/Description
41	46,265.	128,158.	0.36	Smith Worsnop Real Est Ptnr
41	8,158.	22,076.	0.37	Just In Time Distributors
41	8,120.	21,522.	0.38	Jorgensen Philip D Trustee Fbo C/o Woj Property Trust
41	24,460.	61,832.	0.40	Hattaway Mike & Bruce Robley R
41	14,640.	34,400.	0.43	Kirtley William W & Vicki M
41	19,980.	45,738.	0.44	Brantley Cynthia M & Brantley Carl W Jr Trustees
41	25,486.	54,450.	0.47	L T R Inc
41	7,220.	13,246.	0.55	Miller Wyane & Cynthia
41	31,490.	53,685.	0.59	Pdmf Properties Inc
41	14,295.	200.	71.48	Schrimscher Merrill P & Donna
41	36,255.	1.	36255.00	Sanford City Of C/o Hill Dermaceuticals Inc
41.02	7,040.	41,818.	0.17	American Industrial Center Ltd
41.02	12,950.	54,402.	0.24	Figueiredo Marie T
41.02	12,272.	43,560.	0.28	Stran Group Inc
41.02	40,584.	138,956.	0.29	American Industrial Center Ltd
41.02	29,320.	92,364.	0.32	Dunhill Inv Inc
41.02	40,651.	105,651.	0.38	American Industrial Center Ltd
41.02	46,437.	108,642.	0.43	American Industrial Center Ltd
46	7,205.	25,816.	0.28	Mc Cormack William J Sr & Merritt Judith K
48	6,340.	57,000.	0.11	Commerce Way Ltd
48	10,260.	84,070.	0.12	Miller/callihan Ptr
48	10,105.	67,525.	0.15	Employees Retirement Lp
48	26,512.	150,348.	0.18	Hudson C Fred Trustee & Hudson Catherine J Trustee
48	6,976.	33,977.	0.21	Kane Gerald C/o Instrument Specialties Inc
48	20,152.	82,950.	0.24	Kirtley William W & Vicki M
48	6,500.	25,414.	0.26	Lamphier Painting Services Inc
48	12,000.	44,216.	0.27	Van Wormer Richard &.Van Wormer Norman
48	8,805.	31,363.	0.28	Maksimowicz Robert J
48	6,500.	23,062.	0.28	Kanistras George
48	31,744.	112,180.	0.28	Consolidated Inv Prop Inc
48	16,192.	57,000.	0.28	Commerce Way Ltd
48	8,050.	26,717.	0.30	Greenlee George R C/o Walmark Corp
48	9,520.	29,799.	0.32	Barontini Inv Inc
48	20,315.	62,410.	0.33	Milo Brothers Inc
48	16,174.	43,996.	0.37	Acadian Industries Inc
48	5,500.	12,607.	0.44	Armstrong David B & Karen L

Source: Seminole County Property Appraiser;
Real Estate Research Consultants, Inc.

PROFILE OF ALL NON RESIDENTIAL STRUCTURES (5,000-50,000 SF)
PLACED IN SERVICE BETWEEN 1995-1999 WITHIN SEMINOLE COUNTY

Use Code	Total Area	Land Size	Floor Area Ratio	Grantee/Description
48	30,866.	40,946.	0.75	Leiffer Earl M
48.02	19,800.	69,442.	0.29	Keller Arthur V & Patricia A
48.02	31,200.	84,504.	0.37	Young Sidney B & Lee James E
Institutional				
71	6,440.	4.32	1490.74	Central Fla Presbytery Inc
71	7,148.	4.73	1511.21	Church Gathering Place Worship Center Inc The
72	7,800.	435,600.	0.02	Thomas J Gast Family L P The
72	9,956.	48,656.	0.20	Royal Academy Of Learning Inc
72	46,764.	22.07	2118.89	Alcott William M & Alcott Pouneh M
72.01	16,056.	115,870.	0.14	Gim Of Seminole County Inc
72.01	8,320.	44,000.	0.19	Malk Brian C Tr & Zarcades Peter A Tr Et Al
74	27,732.	141,212.	0.20	Clare Bridge Of Tuscawilla Lp C/o Alterra Healthcare Corp
74	42,736.	124,887.	0.34	Willa Oaks Guest Home Ltd C/o Marriott Internatl Inc
74.02	44,931.	179,716.	0.25	Elder Healthcare Dev Llc Atria #804
74.02	42,463.	119,415.	0.36	Meridian Healthcare Inc C/o Genesis Eldercare Fin Dept
75	5,508.	290.	18.99	Rescue Outreach Mission Of Sanford Inc
76	10,000.	98,202.	0.10	Scl Funeral Serv Of Fla Inc
86	8,084.	69,696.	0.12	Seminole B C C County Services Building
89	8,089.	25,940.	0.31	Oviedo City Of

Source: Seminole County Property Appraiser;
Real Estate Research Consultants, Inc.

COMPARISON OF NON-RESIDENTIAL PROPERTIES DEVELOPED 1995-1999 WITH SELECT PROPERTIES AVAILABLE IN THE STUDY AREA

VACANT LAND

Status	General Location	Assumed Bldg SF Low FAR	Assumed Bldg SF High FAR	RERC Primary Uses	No of Properties Actually Developed Low	No of Properties Actually Developed High	RERC Secondary Uses	No of Properties Actually Developed Low	No of Properties Actually Developed High
For Sale	along 17-92, east of the zoo	1,169,586	2,339,172	Residential	N/A	N/A	Residential	N/A	N/A
For Sale	along 17-92 & Mangoustine	24,764	49,528	Office (Medical Related)	40	12	Industrial	88	15
For Sale	along Fulton, west of Elm St	3,202	6,403	Office	0	14	Residential	N/A	N/A
For Sale	NE corner of 1st and Palmetto	4,051	8,102	Commercial	0	36	Office	0	16
For Sale	W 1st St, Mangoustine Ave	57,173	114,345	Commercial	91	0	Commercial	91	0
For Sale	W 1st St, west of Holly St	16,335	32,670	Office	33	19	Industrial	33	10
For Sale	W 1st St, west of Mangoustine	10,389	20,778	Office	20	17	Industrial	20	18
For Sale	W 1st St, north of overpass	32,670	65,340	Industrial	96	7	Industrial	96	7

Notes:

1) Using the assumed Floor Area Ratio (FAR) and the resulting building square footage thresholds above, the number of properties developed between 1995-1999 were analyzed to determine how many of the current developed properties could be developed on the selected vacant land within the study area.

Source: Real Estate Research Consultants, Inc.

Table 9

DETAILED CHARACTERISTICS OF KEY OPPORTUNITY SITES
CITY OF SANFORD CRA

Site #	Description	Land Size	# of Owners	Approx. % Vacant
1	Buildings housing non-profit organizations and County	4.38	4	11%
2	Fort Mellon Park	16.31	1	48%
3	Various properties south of Ft. Mellon Park, beside Bram Towers	2.93	7	100%
4	Block, NW corner of Commercial St. and Sanford Ave.	2.25	3	44%
5	Block, NW corner of Commercial St. and Palmetto Ave.	2.50	3	76%
6	Block, NE corner of Commercial St. and Park Ave.	3.74	2	9%
7	Square block, NW corner of E 1st St. and Sanford Ave.	1.20	3	100%
8	Half of Block, NE corner of E 1st St. and Park Ave.	0.82	2	41%
9	First Union Building on E 1st and Park Ave.	0.88	1	38%
10	Block, SE corner of Park Ave. and 2nd St., north of First Union Bldg.	0.72	3	100%
11	Block, SW corner of Seminole Blvd. and Park Ave.	6.97	2	15%
12	Half-block, SW corner of E 1st St. and Oak Ave.	0.33	1	100%
13	Block, SE corner of Myrtle Ave. and 2nd St.	1.26	2	100%
14	Block, NW corner or Fulton St. and Myrtle Ave.	2.98	2	100%
15	Parcels along Fulton St. and French Ave., south of apartments	2.77	1	100%
16	Block, NE corner of French Ave. and E 1st St.	1.12	1	100%
17	Block, SW corner of French Ave. and US 17-92	8.26	1	100%
18	Block, with water treatment plant along US 17-92	13.14	3	44%
19	Block along 1st St., south of the water plant	5.67	3	100%
20	Block along 1st St., south of the water plant, west of Site 19	6.28	4	100%
21	Block along 1st St., SE of the hospital	9.34	2	100%
22	Block, along US 17-92, west of water treatment plant, east of the hospital	4.30	3	100%
23	Parcels along 1st St., SW of the hospital	2.47	1	100%

Source: Real Estate Research Consultants, Inc.

Table 9

DETAILED CHARACTERISTICS OF KEY OPPORTUNITY SITES
CITY OF SANFORD CRA

Site #	Description	Land Size	# of Owners	Approx. % Vacant
24	Long parcels with frontage on 1st St. and US 17-92, west of the Town Center Apts.	34.29	3	100%
25	Parcels, west of the Sanford Landing Apartments	20.18	3	100%
26	Parcel on the south side of Narcissus St., south of Site 25	4.73	1	100%
27	Parcel along 1st St., east of the CSX rail corridor, south of Site 26	1.79	1	100%
28	Parcel along US 17-92, west of Regatta Shores Apts.	16.90	1	100%
29	Parcels along US 17-32, west of Site 30	11.83	2	100%
30	Parcels along US 17-92, directly west of Site 28	30.88	1	100%
31	Parcels along the CSX corridor, NW of 1st St.	28.77	2	100%
32	Parcels along US 17-92, west of Site 30	93.21	1	100%
33	Parcels along Narcissus St., directly south of 32	10.20	1	100%
34	Parcel west of Site 32, east of Site 35	16.49	1	100%
35	Parcels along US 17-92, east of the Zoo, west of Sites 32 and 34	122.21	1	93%
36	Parcels along US 17-92, east of I-4, west of the Zoo	22.22	2	100%
37	Parcels along US 17-92, east of I-4,west of 24A	13.75	4	100%

Source: Real Estate Research Consultants, Inc.

POTENTIAL LAND USES RESPONSIVE TO MARKET AND DEMAND CONSIDERATIONS
ASSUMPTION ONE (Most favorable site and regulatory conditions)

Site #	Assumption One Use	Gross Estimated Yield	Time Period	Pre-Development or Re-development Action Needed	Comments
1	Office	35,000 SF	UN	-non-profit users moves out -taxable users move in	-current tenants are non-profit groups
2	Mixed Use Residential, Retail	40 units, 30,000 SF	MT-LT	-substantive policy action -clear land	-owned by the City
3	Retail/Office	20,000 SF	MT	-clear land	
4, 5, 6	Mixed Use Residential, Retail, Office	40 units, 100,000 SF	UN	-substantive policy action -refurbish/demolish buildings -taxable users move in	-sites 4,5, and 6 would be aggregated -streets would be vacated -project would include variety of users
7	Retail/Office	10,000 SF	NT-MT	-continue marketing	-currently for sale
8	Retail/Office	10,000 SF	MT	-refurbish/demolish buildings	-address parking issue
9	Mixed Use Residential, Retail	30-50 units 10,000 SF	LT	-convert building for residential use	-ADA issues -residential tower with ground floor retail
10	Office	8,000 SF	MT	-clear land	
11,14	Mixed Use Residential, Retail, Office	20-30 units 60,000 SF	UN	-substantive policy action -taxable users move in -demolish buildings	-sites 11 and 14 would be aggregated -streets would be vacated -project would include variety of users
12	Retail/Office	3,000 SF	MT	-clear land	
13	Office	11,000 SF	MT	-clear land	
15	Office	20,000 SF	NT-MT	-clear land -continue marketing	-currently for sale
16	Retail	10,000 SF	NT-MT	-clear land	
17,18	Mixed Use Residential, Retail, Office	40-50 units 50,000-75,000 SF	MT	-clear land -confirm access	-sites 11 and 14 would be aggregated -project would include variety of users
19	Retail/Office	40,000 SF	MT-LT	-clear land	
20	Retail/Office	50,000 SF	MT-LT	-clear land	

Note:
NT- near term (0-3 yrs) MT- mid term (3-5 yrs)
LT- long term (5-10) UN- unspecified

Source: Real Estate Research Consultants, Inc.

Table 10

POTENTIAL LAND USES RESPONSIVE TO MARKET AND DEMAND CONSIDERATIONS
ASSUMPTION ONE (Most favorable site and regulatory conditions)

Site #	Assumption One Use	Gross Estimated Yield	Time Period	Pre-Development or Re-development Action Needed	Comments
1	Office	35,000 SF	UN	-non-profit users moves out -taxable users move in	-current tenants are non-profit groups
2	Mixed Use Residential, Retail	40 units, 30,000 SF	MT-LT	-substantive policy action -clear land	-owned by the City
3	Retail/Office	20,000 SF	MT	-clear land	
4, 5, 6	Mixed Use Residential, Retail, Office	40 units, 100,000 SF	UN	-substantive policy action -refurbish/demolish buildings -taxable users move in	-sites 4,5, and 6 would be aggregated -streets would be vacated -project would include variety of users
7	Retail/Office	10,000 SF	NT-MT	-continue marketing	-currently for sale
8	Retail/Office	10,000 SF	MT	-refurbish/demolish buildings	-address parking issue
9	Mixed Use Residential, Retail	30-50 units 10,000 SF	LT	-convert building for residential use	-ADA issues -residential tower with ground floor retail
10	Office	8,000 SF	MT	-clear land	
11,14	Mixed Use Residential, Retail, Office	20-30 units 60,000 SF	UN	-substantive policy action -taxable users move in -demolish buildings	-sites 11 and 14 would be aggregated -streets would be vacated -project would include variety of users
12	Retail/Office	3,000 SF	MT	-clear land	
13	Office	11,000 SF	MT	-clear land	
15	Office	20,000 SF	NT-MT	-clear land -continue marketing	-currently for sale
16	Retail	10,000 SF	NT-MT	-clear land	
17,18	Mixed Use Residential, Retail, Office	40-50 units 50,000-75,000 SF	MT	-clear land -confirm access	-sites 17 and 18 would be aggregated -project would include variety of users
19	Retail/Office	40,000 SF	MT-LT	-clear land	
20	Retail/Office	50,000 SF	MT-LT	-clear land	

Note:
NT- near term (0-3 yrs) MT- mid term (3-5 yrs)
LT- long term (5-10) UN- unspecified

Source: Real Estate Research Consultants, Inc.

Table 10

POTENTIAL LAND USES RESPONSIVE TO MARKET AND DEMAND CONSIDERATIONS
ASSUMPTION ONE (Most favorable site and regulatory conditions)

Site #	Assumption One Use	Gross Estimated Yield	Time Period	Pre-Development or Re-development Action Needed	Comments
21	Office	80,000 SF	MT	-clear land	
22	Office	35,000 SF	MT-LT	-substantive policy action -taxable users move in -clear land	-City owned property
23	Office	20,000 SF	MT	-clear land	
24	Low-Medium Density Residential	120 units	MT	-clear land	-access from 1st St. and US 17-92
25	Medium Density Residential	200-250 units	MT	-none	-currently being developed as a residential project
26	Low Density Residential	10-15 units	MT	-clear land	
27	Low Density Residential	1-2 units	MT	-clear land	
28,29,30	Low Density Residential	200 units	MT	-clear land & mitigate wetlands	-sites 28,29, and 30 would be aggregated and developed into a single family residential subdivision
31	Medium Density Residential	300-350 units	MT	-clear land	-adjacent to CSX rail corridor
32	Low Density Residential	400-450 units	MT	-clear land & mitigate wetlands	-sites 32, 33, and 34 would be aggregated and developed into a single family residential subdivision
35	Low Density Residential	450-500 units	MT	-clear land & mitigate wetlands	
36,37	Mixed Use Residential, Retail	100units, 75,000-100,000 SF	MT	-clear land & mitigate wetlands	-sites 36 and 37 would be aggregated -project would include variety of users

Source: Real Estate Research Consultants, Inc.

Note:
NT- near term (0-3 yrs) MT- mid term (3-5 yrs)
LT- long term (5-10) UN- unspecified

Table 11

POTENTIAL LAND USES RESPONSIVE TO MARKET AND DEMAND CONSIDERATIONS
ASSUMPTION TWO (Most constrained site and regulatory conditions)

Site #	Assumption Two Use	Gross Estimated Yield	Time Period	Pre-Development or Re-development Action Needed	Comments
13	Office	11,000 SF	MT	-clear land	
14	Office	25,000 SF	NT-MT	-clear land	
15	Office	20,000 SF	MT	-clear land -continue marketing	-currently for sale
16	Retail	10,000 SF	NT-MT	-clear land	
17	Medium Density Residential	120-150 units	NT-MT	-clear land	-confirm access availability on Fulton St.
18	Retail/Office	100,000 SF	MT	-clear land -substantive policy action -taxable users move in	
19	Retail/Office	40,000 SF	MT-LT	-clear land -continue marketing	-currently for sale
20	Retail/Office	50,000 SF	MT-LT	-clear land	
21	Office	80,000 SF	MT	-clear land	-could be developed as medical-related office
22	Office	35,000 SF	UN	-substantive policy action -taxable users move in -clear land	
23	Office	20,000 SF	MT	-clear land	-could be developed as medical-related office
24	Low to Medium Density Residential	120 units	MT	-clear land	-access from 1st St. and US 17-92
25	Medium Density Residential	200-250 units	MT	-none	-currently being developed as a residential project
26	Low Density Residential	10-15 units	MT	-clear land	-access from Narcissus St.
27	Low Density Residential	1-2 units	MT	-clear land	-small and long parcel

Note:
NT- near term (0-3 yrs) MT- mid term (3-5 yrs)
LT- long term (5-10) UN- unspecified

Source: Real Estate Research Consultants, Inc.

Table 11

POTENTIAL LAND USES RESPONSIVE TO MARKET AND DEMAND CONSIDERATIONS
ASSUMPTION TWO (Most constrained site and regulatory conditions)

Site #	Assumption Two Use	Gross Estimated Yield	Time Period	Pre-Development or Re-development Action Needed	Comments
28	Medium Density Residential	100-150 units	LT	-clear land	
29	Wetlands	n/a	NT	-none	
30	Medium Density Residential	300 units	LT	-clear land	
31	Medium Density Residential	300-350 units	LT	-clear land	-adjacent to CSX rail corridor
32	Wetlands	n/a	UN	-none	-large parcel is mostly wetlands
33	Wetlands	n/a	UN	-none	
34	Medium Density Residential	100 units	UN	-clear land & mitigate wetlands -buy additional land for access	-isolated parcel without access
35	Wetlands	n/a	UN	-none	
36	Medium Density Residential	100-150 units	UN	-clear land	
37	Medium Density Residential	40-50 units	UN	-clear land -buy additional land for access or aggregate with adjacent land	

Source: Real Estate Research Consultants, Inc.

Note:
NT- near term (0-3 yrs) MT- mid term (3-5 yrs)
LT- long term (5-10) UN- unspecified

Appendix 2

F. SUMMARY OF PAST PLANNING AND MARKETING STUDIES

Over the past few years the city of Sanford has undertaken original planning research and marketing studies on various issues. Planning and marketing research reports are usually voluminous and elaborate, explaining various problems and solutions in detail. The intention of this section of the report is to briefly summarize the studies done and to present the main points in these studies to help further define an action plan and strategy to market downtown Sanford as an ideal place for potential investors. The intention of this section is also to demonstrate to investors and other lay people in a brief and easy to understand manner, the various projects undertaken by the city government.

Each report shall contain the following two sections:

1. An executive summary and current status of the project; and
2. The summary of the report

List of Reports

1. CITY OF SANFORD STRATEGIC PLAN 2000, 1999

2. CITY OF SANFORD LEGISLATIVE PRIORITY PROJECTS, 2000

3. REDEVELOPMENT PLAN AND FINDING THE NECESSITY FOR THE LAKE MONROE WATERFRONT AND DOWNTOWN SANFORD COMMUNITY REDEVELOPMENT, 1995

4. WATERFRONT REDEVELOPMENT STUDY FOR SANFORD, FLORIDA, 1995

5. ECONOMIC IMPACT ANALYSIS, LAKE MONROE AND DOWNTOWN SANFORD, CONFERENCE CENTER AND HOTEL REDEVELOPMENT PROJECT, 1998

6. MARKET ANALYSIS AND IMPLEMENTATION STRATEGY FOR THE REVITALIZATION OF DOWNTOWN SANFORD, 1994

7. LAKE MONROE WATERFRONT AND DOWNTOWN OPPORTUNITY SITES, 1994

8. LAKE MONROE RIVERFRONT MASTERPLAN; HISTORY OF THE SANFORD WATERFRONT, 1993

9. SANFORD WATERFRONT AND MAINSTREET DEVELOPMENT PLAN, 1993

10. MASTER PLAN AND URBAN REGULATIONS FOR OLD SNAFORD, 1992

11. AGENDA 2000 – REVITALIZING SANFORD'S HISTORIC DOWNTOWN BUSINESS DISTRICT, 1999

12. CONFERENECE CENTER/HOTEL FEASIBILITY ANALYSIS, 2000

13. COURTHOUSE PARKING STUDY, 2000

Downtown Sanford/Lake Monroe Waterfront Redevelopment Plan

Infrastructure Analysis Report

For

The City of Sanford

SEMINOLE COUNTY, FLORIDA

HHI Project No. 9930.2

Submitted By:

TEI ENGINEERS & PLANNERS
300 PRIMERA BOULEVARD, SUITE 200
LAKE MARY, FL 32746
(407) 805-0355

August, 2000

Forward

This report is intended as a supporting document to the Downtown Sanford / Lake Monroe Waterfront Redevelopment Plan's economic analysis that was performed by Real Estate Research Consultants (RERC). In that analysis, thirty-seven sites were defined as having good potential for redevelopment. These sites are grouped within an area that is located along Lake Monroe between Interstate 4 and Mellonville Avenue. This area is known as the Community Redevelopment Area (CRA). A map of these sites is provided in the previous section of this report.

The purpose of this report is to provide the reader with a general overview of the existing infrastructure and level of service within the Lake Monroe Waterfront and Downtown Redevelopment Area. It will also indicate infrastructure improvements that may be necessary for the proposed redevelopment scenario. This infrastructure needs analysis is based on scenario 1 of the economic analysis, which assumes the most favorable site and regulatory conditions.

The thirty-seven sites are divided into four logical groups that are based upon geographical location, existing development levels and the suggested redevelopment use of the sites. These four groups include the following sites:

Group 1 – Site #1 Through Site #16 (Downtown)
Group 2 – Site #17 Through Site #23 (French Ave. to Hospital)
Group 3 – Site #24 Through Site #35 (Hospital to Zoo)
Group 4 – Site #36 and Site #37 (Interstate 4)

Group 1 sites are located in the downtown section of Sanford east of U.S. 17-92 / French Ave. Here the existing property and infrastructure is the most developed and the suggested land use is mainly business offices or retail establishments with some consideration given to residences and to a lesser extent commercial use. The properties that comprise Group 2 are significantly less developed than those of Group 1 but share the same suggested use as Group 1. This is mainly office and retail use with some consideration to residential development. Groups 3 and 4 are located west of the downtown area of Sanford and are almost completely undeveloped. The main distinction between Group 3 and Group 4 is that Group 3 is recommended to be used for residential purposes only whereas the Group 4 recommendation is for mixed retail and residential use.

Finally, the infrastructure improvements for the redevelopment scenario that are outlined in this report are intended for informational purposes only. Prior to redevelopment of a particular site, a detailed analysis will have to be performed with regards to existing conditions, current regulations and the proposed use for the specific site in question.

Existing Infrastructure

Roads & Pedestrian Facilities

The roads within the Community Redevelopment Area (CRA) are generally in fair condition, however, a few roads in the Group 1 area are in poor condition and are in need of improvement. Specifically, Seminole Blvd, East First St. and a short section of East Second St. are exhibiting various signs of failure. Additionally, a few of the brick streets and intersections in the downtown area are also in need of improvement. The City is aware of these deficiencies and is taking action to correct these problems. The rehabilitation of the brick streets has started and Seminole Blvd. is scheduled to be reconstructed as part of the City's $2.7 million Riverwalk project.

Despite the downtown area's tight grid style roadway network, which has many intersections, the existing traffic flow on the current network is good throughout the CRA. Vehicles can proceed without significant delay to destinations located within the area. The intersections within the CRA are almost entirely stop controlled and do not exhibit signs of backing up traffic to any degree. The one major signalized intersection at French Ave. (U.S. 17-92) and First St. (S.R. 46 is First Street west of U.S. 17-92) adequately services the existing traffic through the intersection. The Florida Department of Transportation (FDOT), Seminole County and the City are currently studying an alternate alignment concept for U.S. 17-92. This alternate alignment would shift U.S. 17-92 approximately 1.75 miles to the west of its current alignment. Should this concept be implemented it would further reduce the traffic load on the existing alignment of U.S. 17-92 which runs through the downtown and lake front areas of the CRA.

A look at the roadway network that surrounds the CRA shows some significant problems. This is important since these are the roads that carry the majority of the traffic into and out from the CRA. These roads are U.S. 17-92, S.R. 46 and Interstate 4 (I-4). U.S. 17-92 is currently operating at or near its capacity to the south of the CRA as is S.R. 46 to the west near the interchange with I-4. The interstate during peak periods completely breaks down and traffic backs up for miles on a daily basis. The source of the problem, the St. Johns River Bridge, is located immediately at the western border of the CRA. A number of improvement projects are intended to correct these deficiencies. These include the six-laning of U.S 17-92 to the south of Sanford, the replacement of the S.R. 46 interchange and the six-laning and St. Johns River bridge replacement on I-4. The replacement of the St. Johns River Bridge includes the reconstruction of the U.S. 17-92 interchange. The six-laning of I-4 is scheduled to begin construction in 2001 with the construction of the bridge to begin in 2002. In addition to these improvements, construction has begun on the Greenway extension to I-4. Completion of this important link will help relieve congestion on both the U.S. 17-92 and I-4 corridors.

Public transportation is also available within the CRA. The Lynx bus system has stops dispersed throughout the Downtown area. These bus lines provide service to important community areas within the CRA such as the Hospital, Government Buildings and Parks as well as linking the CRA to outside attractions such as the Seminole Town Center Mall.

The level of pedestrian facilities varies depending upon location within the CRA. The downtown area has sidewalks in many areas and the continuity of these sidewalks is good. As you move out of the downtown area the availability of pedestrian facilities decreases rapidly. The existing sidewalks and adjoining curb are in some cases broken, uneven and disabled person accessibility is not continuous throughout the network. Additionally, in many cases the existing sidewalk system does not connect to the existing Lynx bus stops. This condition is a detriment to these two transportation modes as they are interdependent. Proposed pedestrian improvements include a Riverwalk that is to be constructed along the Lake Monroe southern shoreline. The intent of this project is to tie the downtown areas of Sanford with various recreational areas along the lakefront, the pedestrian / bicycle facilities in Volusia County and to eventually connect to the Florida Trail. The City has recently instituted an aggressive sidewalk program that includes the replacement of damaged sections of sidewalk and the construction of new segments. Funding for this replacement and rehabilitation program is planned at $300,000 per year for the next five years. An additional $5 million is anticipated in Federal funding from the Transportation Efficiency Act for the 21st century (TEA-21). This figure includes the funding for the proposed Riverwalk project.

Parking

Parking availability within the Downtown area is generally good with spaces available on public roads and in public and private parking lots. An exception to this exists in the vicinity of the Seminole County Courthouse where the available parking capacity is insufficient to handle the demand. The overflow parking from the Courthouse spills out into the City Hall parking lot as well as other adjacent private parking facilities. Reserved parking and tow away signs have been posted in an effort to keep the Courthouse users from utilizing parking that is reserved for patrons or employees of other buildings in that area. The City has completed a Courthouse parking study (2000) that contemplates metered and controlled parking in the downtown area. The recommendations have not been implemented as of this date.

Drainage Systems

The CRA lies entirely within the middle St. Johns River Hydrologic basin, under the jurisdiction of the St. Johns River Water Management District. The existing drainage system within the downtown area currently discharges directly into Lake Monroe. This system does not provide any treatment or attenuation of the runoff. The system was designed for use with the brick streets in the area. Some of these streets have been resurfaced with asphalt. This has increased runoff to the existing inlets that are generally spaced too far apart to efficiently handle the additional runoff. Between the downtown area and the undeveloped areas to the west the roads utilize an open ditch drainage system. The undeveloped areas of the CRA (Groups 3 & 4) contain large areas of wetlands. The existing drainage system in the undeveloped areas consists of ditches and canals that discharge directly into Lake Monroe.

Utilities

Electric

Electric power is provided in this area of Sanford by the Florida Power & Light Co. (FPL), which maintains a substation on S.R. 46 just to the southwest of the CRA. The transmission and distribution lines, which are located along West First St., provide power to the developed properties located off that street and to the downtown area. The system is capable of handling additional load and FPL has indicated that the system can be readily expanded should demand require.

Gas

Natural gas service is provided to areas within the CRA by Florida Gas Co. They maintain a transmission gas main that runs down the S.R. 46 corridor. They indicated that the existing system has ample capacity to sustain additional connections for future development.

Sanitary, Reuse & Potable Water

The City of Sanford provides all of the water services within the CRA. The system has been recently upgraded and extensive improvements are either being constructed or are scheduled to be constructed. The City currently operates two water treatment facilities and one wastewater treatment plant. Reuse water from the current wastewater treatment plant is used within the city for irrigation purposes. This system allows the facility to handle a greater loading by being able to efficiently distribute treated wastewater from the plant. The systems are currently operating well within their capacity and additional loading to the system can be sustained. Construction of a new wastewater treatment plant is scheduled to begin in January 2001. The addition of this plant to the system will relieve the current loading on the existing plant and allow for even greater development levels to be accommodated. A new 12" water main and a new 8" force main are proposed to be constructed just south of the western portion of the CRA. Construction of these lines is scheduled to begin in summer and fall of 2000 respectively. As part of the construction casings will be installed under the existing CSX railroad tracks. This will readily allow for the extension of these lines into the Group 3 & 4 areas of the CRA.

Infrastructure Analysis for Redevelopment

(Based on scenario 1 of the economic analysis for most favorable site and regulatory conditions)

Group 1 Sites - Site #1 through Site #16 (Downtown)

The roadway improvements needed for the redevelopment of this group consist of the rehabilitation of the deteriorating sections of Seminole Blvd, East First St. and East Second St. Minor street maintenance is all that is required to correct the other deficiencies of the roadway system in this area. The existing roadway system is capable of handling the increased traffic loading but the addition of traffic signals may be required once the full redevelopment of these sites is achieved. When a particular property is developed the pedestrian facilities should be improved to provide a continuous sidewalk and must be brought into compliance with the Americans with Disabilities Act (ADA) accessibility regulations.

As development in this area increases the existing parking spaces within the area will become less available. Considering the suggested use of the sites within this group the turnover rate of the parking will be generally low. Therefore it is recommended that sufficient onsite parking be incorporated into the development plans for each of the sites within this group. The city is amending its comprehensive plan to encourage shared parking. This along with the new parking spaces that are generated through development should ensure ample parking within the downtown area.

Site #3 is almost entirely located within the 100-year flood plain as are portions of sites 4,5,6 and 11. Compensating storage volume will be required for any encroachments into the 100-year flood plain. Any proposed developments will require stormwater management systems that are designed to meet the criteria of the St. Johns River Water Management District for water quality and water quantity.

Utility service within this group is best classified as abundant. Nearly every site within the group is currently receiving all necessary utility services or the properties adjacent to it are. Since much of the existing development on or near these sites has the same land use, the existing utility services should be adequate for the proposed redevelopment scenario. Therefore, the required utility improvements for the redevelopment of this group should consist of no more than service connections.

Group 2 Sites - Site #17 through Site #23 (French Ave. to Hospital)

The existing roads within this area will serve as collector roads for the proposed redevelopment of these sites. The roads are generally in fair condition and minor resurfacing projects should suffice to maintain the long-term functionality of these roadways. The roads have the capacity to support increases in the traffic loading but consideration should be given to the construction of minor collector roads to service the larger redeveloped sites. Existing sidewalks are not

prevalent in this group of sites but new sidewalks should be constructed with the proposed redevelopment to create more pedestrian access within the area. This is especially true for sites 17 and 18, which have been suggested for retail and residential development. As with Group 1, sufficient onsite parking should be incorporated into the development plans for each site.

A portion of site #22 is located within the 100-year flood plain as designated by the Federal Emergency Management Agency's flood insurance maps. Compensating storage volume will be required for any encroachments into the 100-year flood plain. Any proposed developments will require stormwater management systems that are designed to meet the criteria of the St. Johns River Water Management District for water quality and water quantity. Meeting this criteria will be more easily attained for the sites within this group due to the larger size of the parcels.

Although the existing development level of these sites is significantly lower than those of group 1, utilities are still readily available. Each of the sites in this group is located adjacent to properties that have full utility service. Sites 17 and 18 even have full utilities available on site now. Utility improvements required for these sites would generally require service connections to the existing systems or the installation of a minor branch distribution / collector system.

Group 3 Sites - Site #24 through Site #35 (Hospital to Zoo)

All of the sites that comprise this group are proposed to be utilized for residential use. This group if fully developed to the level that is proposed, will become a major traffic generator with high peak volume traffic that will tax the existing roadway system of this area. As there are few existing roads within this group and the sites are currently undeveloped, both residential and collector roads will have to be constructed to service the traffic of the proposed development. Site #24 has good access to the existing roadway network. It is recommended that the residential streets for this site be connected to S.R. 46 and U.S. 17-92. This will allow for more flexibility in access to the site for the future users. Access to the more centrally located sites of this group (Sites 25, 26 & 27) can be attained through connection to the existing residential streets in the area. Creating a better connection to U.S. 17-92 on the north side of site #25 and reconfiguring the existing streets to utilize this new access point instead of the existing one can provide further improvement. Utilizing the existing street network for these sites is possible due to the moderate development level that is proposed for them. The remaining sites due to their location and development level will require significant roadway improvements. It is recommended that a north-south oriented collector road be constructed that will serve as the main access point for these sites to S.R. 46 and U.S. 17-92. Seminole County is planning on widening and realigning Airport Blvd so that it will connect to S.R. 46 approximately 0.3 miles to the west of its current location. This intersection will require signalization due to the traffic volumes on Airport Blvd. This would create the best location to connect the collector road for the proposed residential developments. As the majority of the retail services in the area are located to the west on S.R. 46, the future residents would need convenient access to that area. The signalized intersection would regulate traffic entering and exiting S.R. 46 and provide safe access from this main arterial. The main drawback to this plan is that it requires the construction of a bridge to cross over the railroad tracks. A less expensive alignment for this collector is available. This alternate alignment would skirt the northern side of the railroad and connect just to the east of

the existing S.R. 46 railroad overpass bridge. This is a less desirable alternative because the connection point would be located very close to the overpass and as a result the sight distance to the intersection would be limited. Sidewalks should be constructed in conjunction with the collector and residential streets. Linking these sidewalks to the proposed Riverwalk on U.S. 17-92 will provide the residents with excellent recreational opportunities.

Large portions of the sites, which comprise group 3, encroach to some degree into the 100-year flood plain. The properties that lie within this zone include sites 24, 25, 28, 29, 30, 32, 34 and 35. Compensating storage volume will be required for any encroachments into the 100-year flood plain. Any proposed developments will require stormwater management systems that are designed to meet the criteria of the St. Johns River Water Management District for water quality and water quantity. In addition to the stormwater treatment and attenuation criteria, impacts to the existing wetlands will have to be mitigated at a ratio that is determined by the water management district. The ratio will be determined by the quality of the existing wetlands that are being impacted.

Utility service availability within this group of sites varies. The sites that are adjacent to existing developments can connect to those systems if the demand of the proposed systems is not too great. This would be applicable to sites 26 and 27. The sites with the major proposed developments would require more extensive measures to provide service to them. The proposed water and force mains that were mentioned above can be extended under the railroad utilizing the proposed casings that are to be installed as a part of those projects. These lines will have the capacity to serve the proposed development. A distribution and collection network will need to be installed along the proposed streets to provide the required service to the area. Electrical and natural gas service can be brought into the area through the collector road corridor.

Group 4 Sites - Site #36 and Site #37 (Interstate 4)

The only existing roads in the vicinity of these sites are U.S. 17-92 and C.R. 15. U.S. 17-92 is in good order and is capable of supporting an increased traffic load. This is not the case with C.R. 15. During the afternoon peak period the traffic flow on this road breaks down. The problem stems from vehicles being unable to effectively merge with traffic on I-4. This situation will be remedied with the proposed reconstruction of the U.S. 17-92 interchange. Another improvement currently scheduled for C.R. 15 includes the widening of the existing two lane facility to five lanes. Seminole County plans to begin construction of this widening in the fall of 2004. Access from these sites to these roads is limited due to the proximity of the Orange Blvd. and U.S. 17-92 intersections as well as the I-4 ramp terminals. A detailed access analysis of this area should be conducted as part of the future development plans of these sites. No pedestrian facilities exist in this area and they should be constructed when future development takes place in this area. The sidewalk should connect to the proposed Riverwalk and the signal at U.S. 17-92 should be modified to accommodate pedestrian movements.

Both sites of this group lie almost entirely within the 100-year flood plain. As a result, compensating storage volume will be required for encroachments into the 100-year flood plain. Any proposed developments will require stormwater management systems that are designed to

meet the criteria of the St. Johns River Water Management District for water quality and water quantity. In addition to the stormwater treatment and attenuation criteria, impacts to the existing wetlands will have to be mitigated at a ratio that is determined by the water management district. The ratio will be determined by the quality of the existing wetlands that are being impacted.

The Central Florida Zoo is located next to this property. The city plans to extend the proposed water main extension under the railroad to serve this facility. Spare casings are being installed as part of that project so a collection line from the proposed sanitary force main can readily be extended into this area also. Electrical service is also available from the zoo. Given this situation, the utility improvements required for these sites would generally require the installation of a branch distribution / collector system and the associated service connections.

Conclusion

The full redevelopment of the sites mentioned above is estimated to take place over a time period of ten years. It is further estimated that thirty out of the thirty-seven sites will be redeveloped to some degree within five years. Like all cities and counties in Florida, Sanford's concurrency management system requires adequate services and facilities to be in place upon impact of development. To aid in managing growth, a detailed analysis should be performed prior to any redevelopment of a site. This analysis should address any improvements that are required with regards to existing conditions, current regulations and the proposed use for the specific site in question.

Downtown Sanford/ Lake Monroe Waterfront Redevelopment Infrastructure Analysis Summary Table*

					Utilities			
	Roads	**Sidewalks**	**Parking**	**Drainage**	**Water**	**Sanitary**	**Gas**	**Electric**
Group 1 Downtown	3 / 4	3 / 5	3 / 3	3 / 3	4 / -	5 / -	5 / -	5 / -
Group 2 French Ave. to Hospital	4 / 4	1 / 2	2 / -	2 / -	4 / -	4 / -	4 / -	4 / -
Group 3 Hospital to Zoo	2 / -	1 / 2	1 / -	1 / -	1 / 2	1 / 2	1 / -	1 / -
Group 4 Interstate 4	2 / 5	1 / 3	1 / -	1 / -	1 / 3	1 / 3	1 / -	2 / -

X / Y

X = Existing Level of Service.
Y = Level of Service after planned improvements have been constructed.

1 = Minimal or no facilities currently exist.
2 = Major improvements are required to support the proposed redevelopment.
3 = Moderate improvements are required to support the proposed redevelopment.
4 = Minor improvements are required to supprot the proposed redevelopment.
5 = The facility is capable of supporting the proposed redevelopment.
- = No improvements currently planned for this facility.

* This table does not take into accout improvements that are required to be constructed as part of the redevelopment scenario.

Section 5: Overlay Maps of Marketable Uses

The following maps present the opportunity sites within the redevelopment area, a brief description of their location, suggested uses, intensity of development, and the time frame for potential redevelopment.

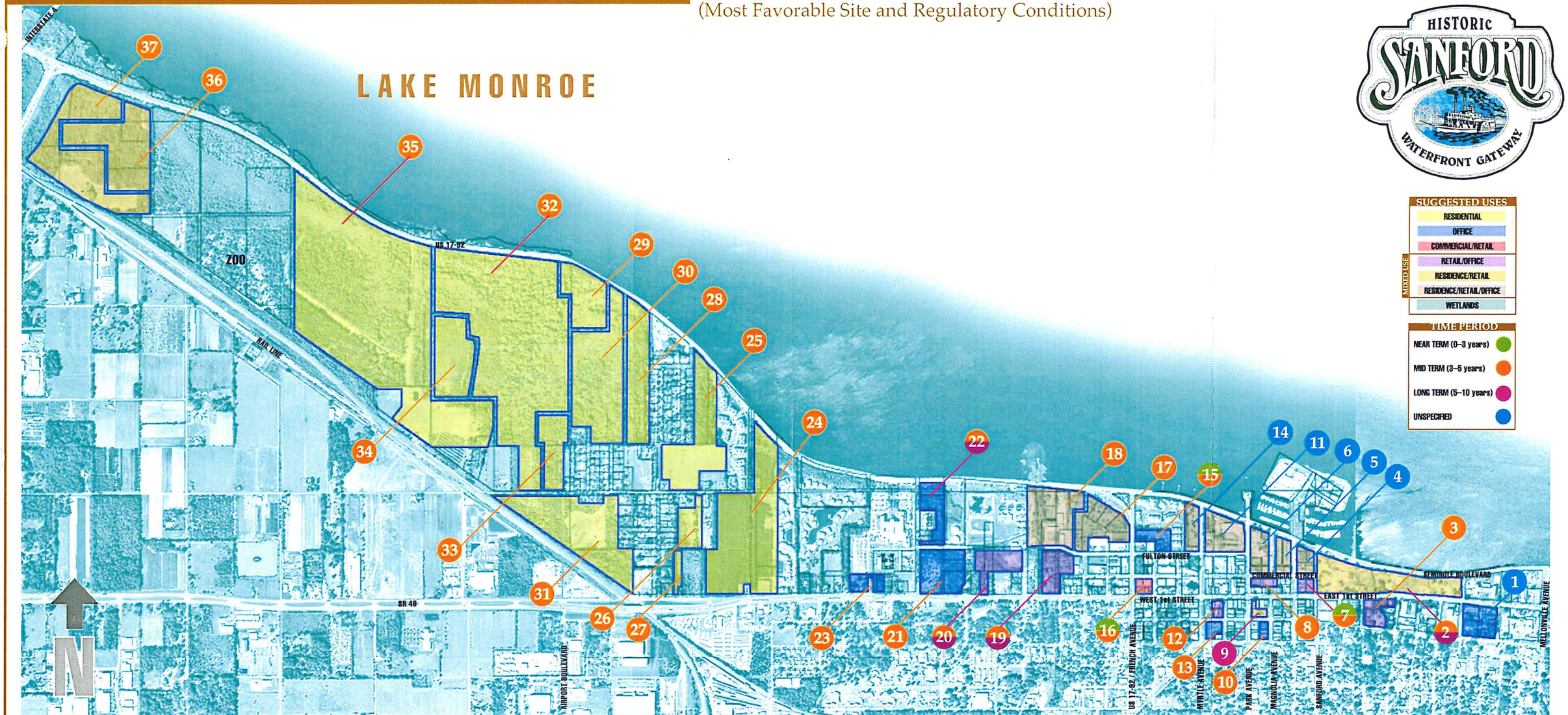
The maps are based on the economic analysis and market information complied by RERC as shown in the previous section. The maps show 37 opportunity sites within the study area that have a potential for development, based on the market analysis. Some of the opportunity sites have multiple owners and call for aggregation as shown on the map. The scenario 1 map shows the market potential for these sites when the most favorable site and regulatory conditions exist. The scenario 2 map presents the most constrained site and regulatory conditions, which relate to the present context in terms of infrastructure and level of service. Maps 1A and 2A are the exact same maps as 1 and 2 respectively, except that they do not show the time periods for development.

The new proposed comprehensive plan for the city of Sanford calls out the entire study as 'waterfront/downtown business district.' This designation allows land uses that are not necessarily permitted in that land use district, subject to special review by the city commission, to encourage high quality development.

DOWNTOWN SANFORD/LAKE MONROE WATERFRONT REDEVELOPMENT PLAN

OPPORTUNITY SITES - SUGGESTED USES AND TIME PERIOD - SCENARIO 1

(Most Favorable Site and Regulatory Conditions)



Site #	Suggested Use	Gross Estimated Yield	Time Period	Pre-Development or Redevelopment Action Needed
1	Office	35,000 SF	UN	-non-profit users moves out, -taxable users move in
2	Mixed Use	40 units,	MT-LT	-substantive policy action,-clear land, -owned by the City
	Residential, Retail	30,000 SF		
3	Retail/Office	20,000 SF	MT	-clear land
4, 5,	Mixed Use	40 units,	UN	-substantive policy action, -sites 4,5, and 6 would be aggregated
&6	Res./Ret./Office	100,000 SF		-refurbish/demolish buildings, -taxable users move in,
7	Retail/Office	10,000 SF	NT-MT	-continue marketing, -currently for sale
8	Retail/Office	10,000 SF	MT	-refurbish/demolish buildings, -address parking issue
9	Mixed Use	30-50 units	LT	-convert building for residential use
	Residential, Retail	10,000 SF		-residential tower with ground floor retail
10	Office	8,000 SF	MT	-clear land
11,14	Mixed Use	20-30 units	UN	-substantive policy action, -sites would be aggregated
	Res./Ret./Office	60,000 SF		-taxable users move in, -demolish buildings

Site #	Suggested Use	Gross Estimated Yield	Time Period	Pre-Development or Redevelopment Action Needed
12	Retail/Office	3,000 SF	MT	-clear land
13	Office	11,000 SF	MT	-clear land
15	Office	20,000 SF	NT-MT	-clear land, -continue marketing
16	Retail	10,000 SF	NT-MT	-clear land
17,18	Mixed Use	40-50 units	MT	-clear land, -confirm access
	Res./Ret./Office	50,000-75,000 SF		
19	Retail/Office	40,000 SF	MT-LT	-clear land
20	Retail/Office	50,000 SF	MT-LT	-clear land
21	Office	80,000 SF	MT	-clear land
22	Office	35,000 SF	MT-LT	-substantive policy action, -taxable users move in, -clear land
23	Office	20,000 SF	MT	-clear land
24	Residential	120 units	MT	-clear land, -access from 1st St. and US 17-92
25	Residential	200-250 units	MT	-none, -currently being developed as a residential project

Site #	Suggested Use	Gross Estimated Yield	Time Period	Pre-Development or Redevelopment Action Needed
26	Residential	10-15 units	MT	-clear land
27	Residential	1-2 units	MT	-clear land
28,29	Residential	200 units	MT	-clear land & mitigate wetlands, -sites would be aggregated and
&30				developed into a single family residential subdivision
31	Residential	300-350 units	MT	-clear land
32,33	Residential	400-450 units	MT	-clear land & mitigate wetlands, -sites would be aggregated and
& 34				developed into a single family residential subdivision
35	Residential	450-500 units	MT	-clear land & mitigate wetlands
36,37	Mixed Use	100units,	MT	-clear land & mitigate wetlands, -sites would be aggregated
	Residential, Retail	75,000-100,000 SF		-project would include variety of users

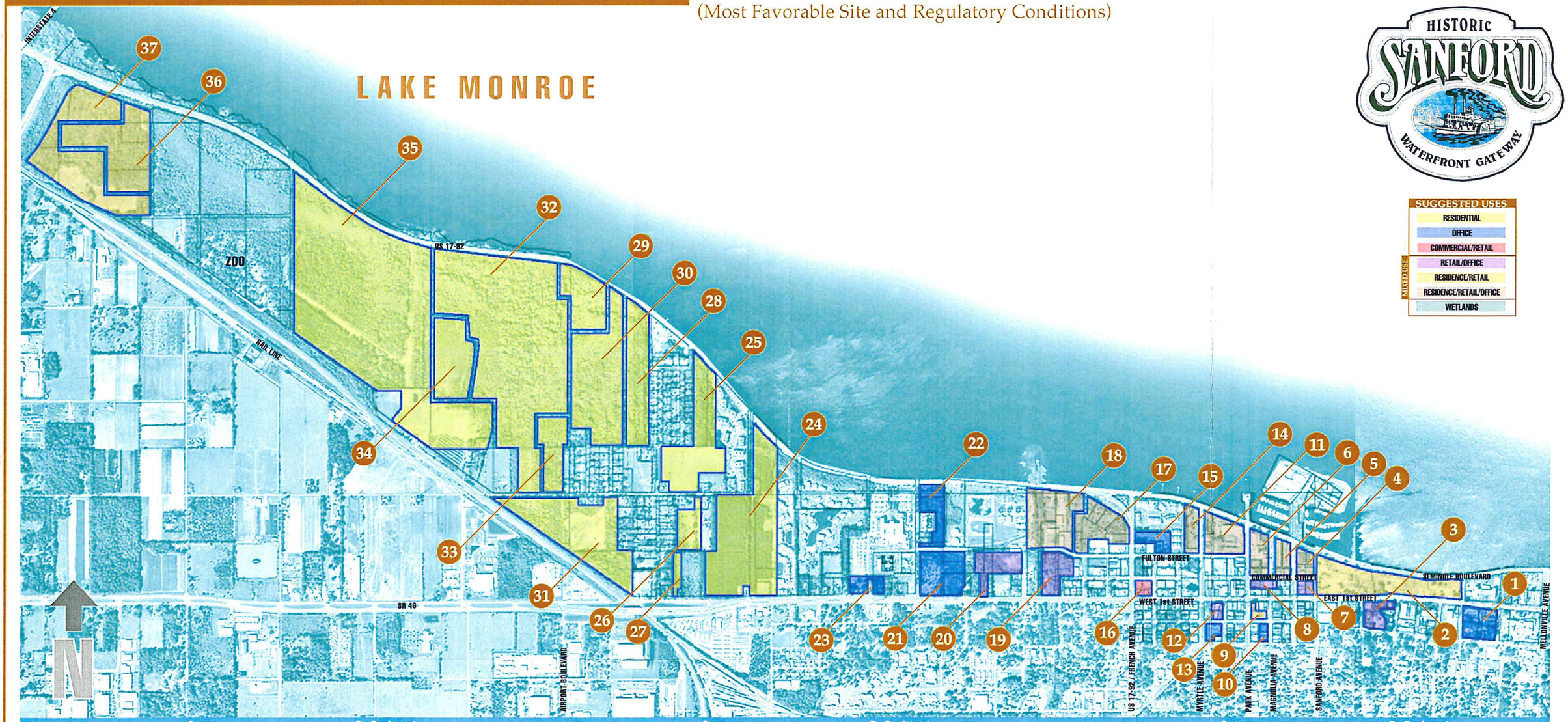
hhi

DOWNTOWN SANFORD/LAKE MONROE WATERFRONT REDEVELOPMENT PLAN

OPPORTUNITY SITES - SUGGESTED USES - SCENARIO 1A

(Most Favorable Site and Regulatory Conditions)

HISTORIC SANFORD WATERFRONT GATEWAY



Site #	Suggested Use	Gross Estimated Yield	Pre-Development or Redevelopment Action Needed
1	Office	35,000 SF	-non-profit users moves out, -taxable users move in
2	Mixed Use	40 units,	-substantive policy action,-clear land, -owned by the City
	Residential, Retail	30,000 SF	
3	Retail/Office	20,000 SF	-clear land
4, 5,	Mixed Use	40 units,	-substantive policy action, -sites 4,5, and 6 would be aggregated
&6	Res./Ret./Office	100,000 SF	-refurbish/demolish buildings, -taxable users move in,
7	Retail/Office	10,000 SF	-continue marketing, -currently for sale
8	Retail/Office	10,000 SF	-refurbish/demolish buildings, -address parking issue
9	Mixed Use	30-50 units	-convert building for residential use
	Residential, Retail	10,000 SF	-residential tower with ground floor retail
10	Office	8,000 SF	-clear land
11,14	Mixed Use	20-30 units	-substantive policy action, -sites would be aggregated
	Res./Ret./Office	60,000 SF	-taxable users move in, -demolish buildings

Site #	Suggested Use	Gross Estimated Yield	Pre-Development or Redevelopment Action Needed
12	Retail/Office	3,000 SF	-clear land
13	Office	11,000 SF	-clear land
15	Office	20,000 SF	-clear land, -continue marketing
16	Retail	10,000 SF	-clear land
17,18	Mixed Use	40-50 units	-clear land, -confirm access
	Res./Ret./Office	50,000-75,000 SF	
19	Retail/Office	40,000 SF	-clear land
20	Retail/Office	50,000 SF	-clear land
21	Office	80,000 SF	-clear land
22	Office	35,000 SF	-substantive policy action, -taxable users move in, -clear land
23	Office	20,000 SF	-clear land
24	Residential	120 units	-clear land, -access from 1st St. and US 17-92
25	Residential	200-250 units	-none, -currently being developed as a residential project

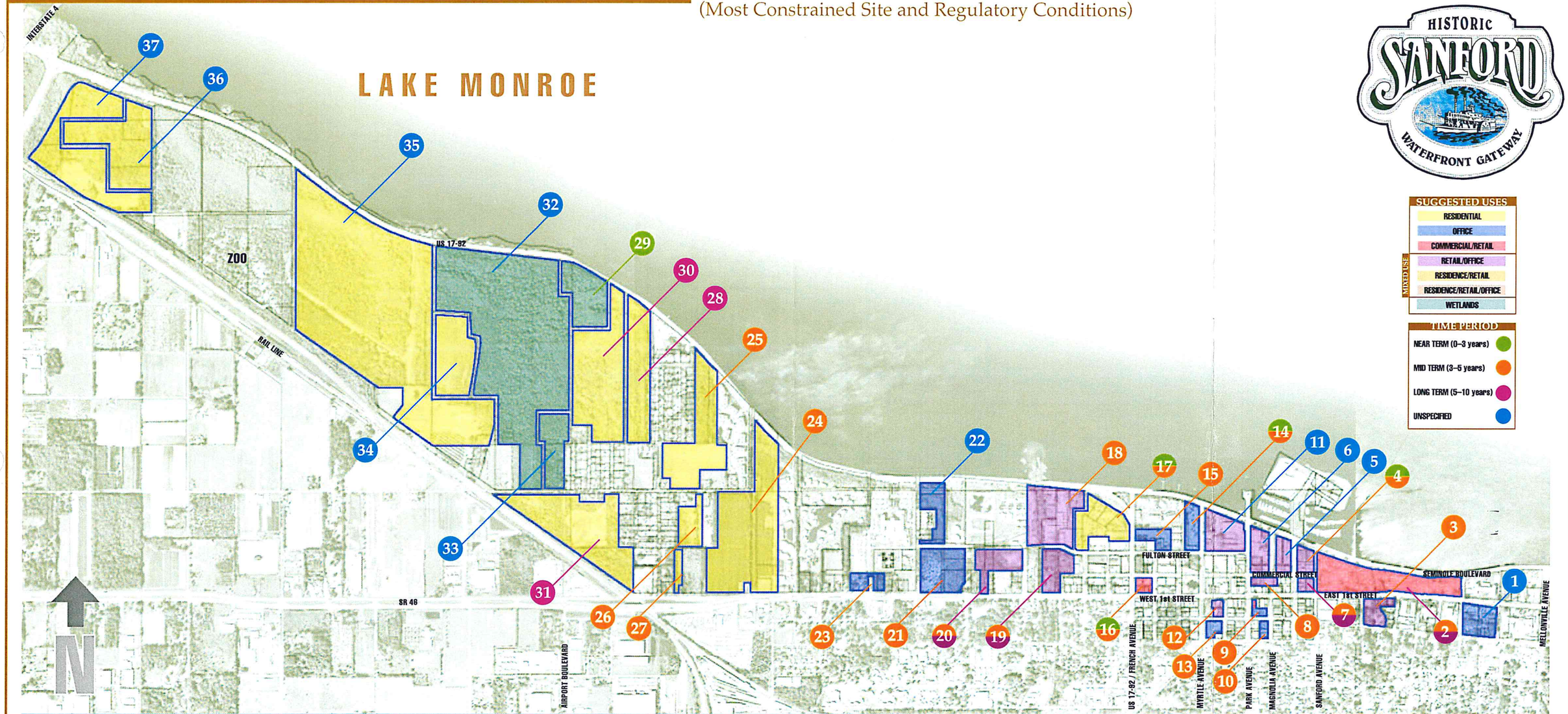
Site #	Suggested Use	Gross Estimated Yield	Pre-Development or Redevelopment Action Needed
26	Residential	10-15 units	-clear land
27	Residential	1-2 units	-clear land
28,29	Residential	200 units	-clear land & mitigate wetlands, -sites would be aggregated and
&30			developed into a single family residential subdivision
31	Residential	300-350 units	-clear land
32,33	Residential	400-450 units	-clear land & mitigate wetlands, -sites would be aggregated and
& 34			developed into a single family residential subdivision
35	Residential	450-500 units	-clear land & mitigate wetlands
36,37	Mixed Use	100units,	-clear land & mitigate wetlands, -sites would be aggregated
	Residential, Retail	75,000-100,000 SF	-project would include variety of users

hhi

DOWNTOWN SANFORD/LAKE MONROE WATERFRONT REDEVELOPMENT PLAN

OPPORTUNITY SITES - SUGGESTED USES AND TIME PERIOD - SCENARIO 2

(Most Constrained Site and Regulatory Conditions)



Site #	Suggested Use	Gross Estimated Yield	Time Period	Pre-Development or Redevelopment Action Needed
1	Office	35,000 SF	UN	-non-profit users moves out, -taxable users move in
2	Hotel	200-300 rooms	MT-LT	-clear land, -substantive policy action
3	Retail/Office	20,000 SF	MT	-clear land
4	Retail/Office	25,000 SF	NT-MT	-refurbish buildings, -taxable users move in
5	Retail/Office	25,000 SF	UN	-substantive policy action, -refurbish buildings, -City moves out, -taxable users move in
6	Retail/Office	40,000 SF	UN	-refurbish buildings, -County moves out, -taxable users move in
7	Retail/Office	10,000 SF	MT-LT	-continue marketing
8	Retail/Office	10,000 SF	MT	-refurbish buildings
9	Office and Retail	50,000 SF of office 10,000 SF of retail	MT	-continue marketing
10	Office	8,000 SF	MT	-clear land
11	Retail/Office	60,000 SF	UN	-non-profit users moves out, -taxable users move in, -refurbish buildings

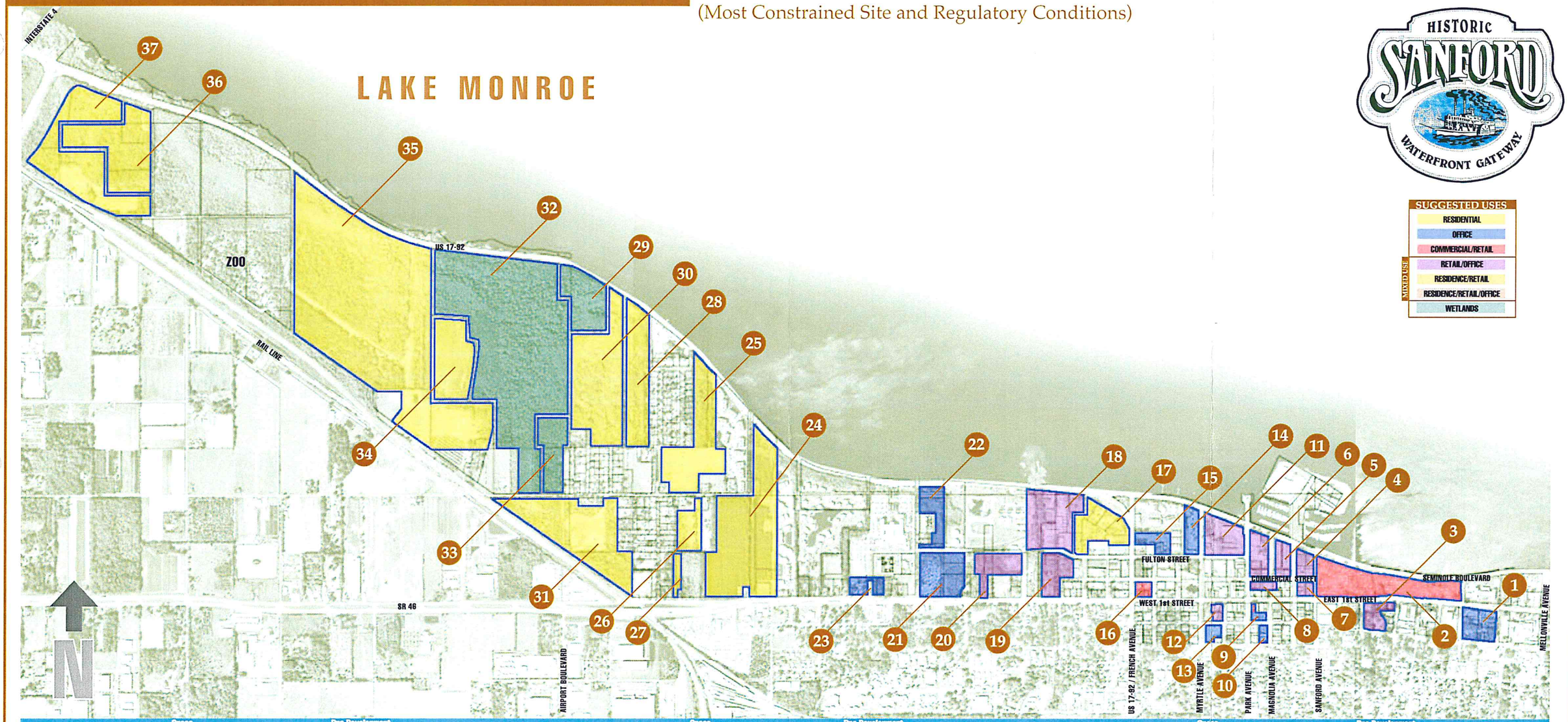
Site #	Suggested Use	Gross Estimated Yield	Time Period	Pre-Development or Redevelopment Action Needed
12	Retail/Office	3,000 SF	MT	-clear land
13	Office	11,000 SF	MT	-clear land
14	Office	25,000 SF	NT-MT	-clear land
15	Office	20,000 SF	MT	-clear land, -continue marketing
16	Retail	10,000 SF	NT-MT	-clear land
17	Residential	120-150 units	NT-MT	-clear land
18	Retail/Office	100,000 SF	MT	-clear land, -substantive policy action, -taxable users move in
19	Retail/Office	40,000 SF	MT-LT	-clear land, -continue marketing
20	Retail/Office	50,000 SF	MT-LT	-clear land
21	Office	80,000 SF	MT	-clear land, -could be developed as medical-related office
22	Office	35,000 SF	UN	-substantive policy action, -taxable users move in, -clear land
23	Office	20,000 SF	MT	-clear land, -could be developed as medical-related office
24	Residential	120 units	MT	-clear land, -access from 1st St. and US 17-92

Site #	Suggested Use	Gross Estimated Yield	Time Period	Pre-Development or Redevelopment Action Needed
25	Residential	200-250 units	MT	-none, -currently being developed as a residential project
26	Residential	10-15 units	MT	-clear land, -access from Narcissus St.
27	Residential	1-2 units	MT	-clear land, -small and long parcel
28	Residential	100-150 units	LT	-clear land
29	Wetlands	n/a	NT	-none
30	Residential	300 units	LT	-clear land
31	Residential	300-350 units	LT	-clear land, -adjacent to CSX rail corridor
32	Wetlands	n/a	UN	-none, -large parcel is mostly wetlands
33	Wetlands	n/a	UN	-none
34	Residential	100 units	UN	-clear land & mitigate wetlands,-buy additional land for access
35	Wetlands	n/a	UN	-none, wetlands
36	Residential	100-150 units	UN	-clear land
37	Residential	40-50 units	UN	-clear land

DOWNTOWN SANFORD/LAKE MONROE WATERFRONT REDEVELOPMENT PLAN

OPPORTUNITY SITES - SUGGESTED USES - SCENARIO 2A

(Most Constrained Site and Regulatory Conditions)



Site #	Suggested Use	Gross Estimated Yield	Pre-Development or Redevelopment Action Needed
1	Office	35,000 SF	-non-profit users moves out, -taxable users move in
2	Hotel	200-300 rooms	-clear land, -substantive policy action
3	Retail/Office	20,000 SF	-clear land
4	Retail/Office	25,000 SF	-refurbish buildings, -taxable users move in
5	Retail/Office	25,000 SF	-substantive policy action, -refurbish buildings, -City moves out, -taxable users move in
6	Retail/Office	40,000 SF	-refurbish buildings, -County moves out, -taxable users move in
7	Retail/Office	10,000 SF	-continue marketing
8	Retail/Office	10,000 SF	-refurbish buildings
9	Office and Retail	50,000 SF of office 10,000 SF of retail	-continue marketing
10	Office	8,000 SF	-clear land
11	Retail/Office	60,000 SF	-non-profit users moves out, -taxable users move in, -refurbish buildings
12	Retail/Office	3,000 SF	-clear land
13	Office	11,000 SF	-clear land
14	Office	25,000 SF	-clear land
15	Office	20,000 SF	-clear land, -continue marketing
16	Retail	10,000 SF	-clear land
17	Residential	120-150 units	-clear land
18	Retail/Office	100,000 SF	-clear land, -substantive policy action, -taxable users move in
19	Retail/Office	40,000 SF	-clear land, -continue marketing
20	Retail/Office	50,000 SF	-clear land
21	Office	80,000 SF	-clear land, -could be developed as medical-related office
22	Office	35,000 SF	-substantive policy action, -taxable users move in, -clear land
23	Office	20,000 SF	-clear land, -could be developed as medical-related office
24	Residential	120 units	-clear land, -access from 1st St. and US 17-92
25	Residential	200-250 units	-none, -currently being developed as a residential project
26	Residential	10-15 units	-clear land, -access from Narcissus St.
27	Residential	1-2 units	-clear land, -small and long parcel
28	Residential	100-150 units	-clear land
29	Wetlands	n/a	-none
30	Residential	300 units	-clear land
31	Residential	300-350 units	-clear land, -adjacent to CSX rail corridor
32	Wetlands	n/a	-none, -large parcel is mostly wetlands
33	Wetlands	n/a	-none
34	Residential	100 units	-clear land & mitigate wetlands,-buy additional land for access
35	Wetlands	n/a	-none, wetlands
36	Residential	100-150 units	-clear land
37	Residential	40-50 units	-clear land

hhi

DOWNTOWN SANFORD/LAKE MONROE WATERFRONT REDEVELOPMENT PLAN

MATRIX OF SUGGESTED USES & TIME PERIODS

SUGGESTED USES

- RESIDENTIAL
- OFFICE
- COMMERCIAL/RETAIL
- MIXED USE: RETAIL/OFFICE
- MIXED USE: RESIDENCE/RETAIL
- MIXED USE: RESIDENCE/RETAIL/OFFICE
- WETLANDS

TIME PERIOD

- NEAR TERM (0–3 years)
- MID TERM (3–5 years)
- LONG TERM (5–10 years)
- UNSPECIFIED

PROPERTY DESCRIPTION

Site #	Description	Land Size	# of Owners	Approx. % Vacant
1	Buildings housing non-profit organizations and County	4.38	4	11%
2	Fort Mellon Park	16.31	1	48%
3	Various properties south of Ft. Mellon Park, beside Bram Towers	2.93	7	100%
4	Block, NW corner of Commercial St. and Sanford Ave.	2.25	3	44%
5	Block, NW corner of Commercial St. and Palmetto Ave.	2.50	3	76%
6	Block, NE corner of Commercial St. and Park Ave.	3.74	2	9%
7	Square block, NW corner of E 1st St. and Sanford Ave.	1.20	3	100%
8	Half of Block, NE corner of E 1st St. and Park Ave.	0.82	2	41%
9	First Union Building on E 1st and Park Ave.	0.88	1	38%
10	Block, SE corner of Park Ave. and 2nd St., north of First Union Bldg.	0.72	3	100%
11	Block, SW corner of Seminole Blvd. and Park Ave.	6.97	2	15%
12	Half-block, SW corner of E 1st St. and Oak Ave.	0.33	1	100%
13	Block, SE corner of Myrtle Ave. and 2nd St.	1.26	2	100%
14	Block, NW corner or Fulton St. and Myrtle Ave.	2.98	2	100%
15	Parcels along Fulton St. and French Ave., south of apartments	2.77	1	100%
16	Block, NE corner of French Ave. and E 1st St.	1.12	1	100%
17	Block, SW corner of French Ave. and US 17-92	8.26	1	100%
18	Block, with water treatment plant along US 17-92	13.14	3	44%
19	Block along 1st St., south of the water plant	5.67	3	100%
20	Block along 1st St., south of the water plant, west of Site 19	6.28	4	100%
21	Block along 1st St., SE of the hospital	9.34	2	100%
22	Block, along US 17-92, west of water treatment plant, east of the hospital	4.30	3	100%
23	Parcels along 1st St., SW of the hospital	2.47	1	100%
24	Long parcels with frontage on 1st St. and US 17-92, west of the Town Center Apts.	34.29	3	100%
25	Parcels, west of the Sanford Landing Apartments	20.18	3	100%
26	Parcel on the south side of Narcissus St., south of Site 25	4.73	1	100%
27	Parcel along 1st St., east of the CSX rail corridor, south of Site 26	1.79	1	100%
28	Parcel along US 17-92, west of Regatta Shores Apts.	16.90	1	100%
29	Parcels along US 17-32, west of Site 30	11.83	2	100%
30	Parcels along US 17-92, directly west of Site 28	30.88	1	100%
31	Parcels along the CSX corridor, NW of 1st St.	28.77	2	100%
32	Parcels along US 17-92, west of Site 30	93.21	1	100%
33	Parcels along Narcissus St., directly south of 32	10.20	1	100%
34	Parcel west of Site 32, east of Site 35	16.49	1	100%
35	Parcels along US 17-92, east of the Zoo, west of Sites 32 and 34	122.21	1	93%
36	Parcels along US 17-92, east of I-4, west of the Zoo	22.22	2	100%
37	Parcels along US 17-92, east of I-4,west of 24A	13.75	4	100%

SCENARIO 1 – MOST FAVORABLE SITE AND REGULATORY CONDITIONS

Site #	Suggested Use	Time Period	Yield	Predevelopment or Redevelopment Needed	Comments
1			35,000 SF	-non-profit users moves out, -taxable users move in	
2			40 units, 30,000 SF	-substantive policy action, -clear land	
3			20,000 SF	-clear land	
4, 5			40 units, 100,000 SF	-substantive policy action	-sites 4,5, and 6 would be aggregated
&6				-refurbish/demolish buildings	-streets would be vacated
				-taxable users move in	-project would include variety of users
7			10,000 SF	-continue marketing	-currently for sale
8			10,000 SF	-refurbish/demolish buildings	-address parking issue
9			30-50 units, 10,000 SF	-residential tower with ground floor retail	- ADA issues
10			8,000 SF	-clear land	
11&14			20-30 units, 60,000 SF	-substantive policy action	-sites 11 and 14 would be aggregated
12			3,000 SF	-clear land	
13			11,000 SF	-clear land	
11&14			see above	-taxable users move in, -demolish buildings	-project would include variety of users
15			20,000 SF	-clear land	-currently for sale, -continue marketing
16			10,000 SF	-clear land	
17&18			40-50 units	-clear land	-sites 17 and 18 would be aggregated
			50,000-75,000 SF	-confirm access	-project would include variety of users
19			40,000 SF	-clear land	
20			50,000 SF	-clear land	
21			80,000 SF	-clear land	
22			35,000 SF	-substantive policy action, -clear land	-taxable users move in, -City owned property
23			20,000 SF	-clear land	
24			120 units	-clear land	-access from 1st St. and US 17-92
25			200-250 units	-none	-currently being developed as a residential project
26			10-15 units	-clear land	
27			1-2 units	-clear land	
28,29			200 units	-clear land & mitigate wetlands	-sites 28,29, and 30 would be aggregated
&30					developed into a single family residential subdivision
31			300-350 units	-clear land	-adjacent to CSX rail corridor
32,33			400-450 units	-clear land & mitigate wetlands	-sites 32, 33, and 34 would be aggregated
&34					developed into a single family residential subdivision
35			450-500 units	-clear land & mitigate wetlands	
36&37			100units,	-clear land & mitigate wetlands	-sites 36 and 37 would be aggregated
			75,000-100,000 SF		-project would include variety of users

SCENARIO 2 – MOST CONSTRAINED SITE AND REGULATORY CONDITIONS

Site #	Suggested Use	Time Period	Yield	Predevelopment or Redevelopment Needed	Comments
1			35,000 SF	-non-profit users moves out, -taxable users move in	
2			200-300 rooms	-clear land, -substantive policy action	
3			20,000 SF	-clear land	
4			25,000 SF	-refurbish buildings, -taxable users move in	-address parking issue
5			25,000 SF	-substantive policy action, -refurbish buildings, -City moves out/taxable users move in	-address parking issue
6			40,000 SF	-refurbish buildings, -City moves out/taxable users move in	--address parking issue
7			10,000 SF	-continue marketing	-currently for sale
8			10,000 SF	-refurbish buildings	-address parking issue
9			50,000 SF (O)/10,000 SF (R)	continue marketing, -currently for sale	-address parking issue
10			8,000 SF	-clear land	
11			60,000 SF	-refurbish buildings, -non-profit users moves out/taxable users move in	-address parking issue
12			3,000 SF	-clear land	
13			11,000 SF	-clear land	
14			25,000 SF	-clear land	
15			20,000 SF	-clear land, -continue marketing	-currently for sale
16			10,000 SF	-clear land	
17			120-150 Units	-clear land	-confirm access on Fulton St.
18			100,000 SF	-clear land, -substantive policy action, -taxable users move in	
19			40,000 SF	-clear land, -continue marketing	-currently for sale
20			50,000 SF	-clear land	
21			80,000 SF	-clear land	- possible medical-related office
22			35,000 SF	-substantive policy action, -taxable users move in, -clear land	
23			20,000 SF	-clear land	- possible medical-related office
24			120 Units	-clear land	-access from 1st St. & US 17-92
25			200-250 Units	-none	-currently being developedt
26			10-15 Units	-clear land	-access from Narcissus St
27			1-2 Units	-clear land	-small and long parcel
28			100-150 Units	-clear land	
29			n/a	-none	
30			300 Units	-clear land	
31			300-350 Units	-clear land	-adjacent to CSX rail corridor
32			n/a	-none	-large parcel is mostly wetlands
33			n/a	-none	
34			100 Units	-clear land & mitigate wetlands, -buy additional land for access	-isolated parcel without access
35			wetlands	-none	-wetlands
36			100-150 Units	-clear land	
37			40-50 Units	-clear land	

Section 6: Summary of Past Planning and Marketing Studies

Over the past few years, the city of Sanford has undertaken original planning and marketing research studies on various issues. These reports are usually voluminous and elaborate, explaining various problems and solutions in detail. The intention of this section of the report is to briefly summarize the studies done, to present the main points in these studies to help further define an action plan, and strategy to market downtown Sanford as an ideal place for potential investors. The intention of this section is also to demonstrate to investors and other lay people in a brief and easy to understand manner, the various projects undertaken by the city government.

This section contains a summary of each of the 14 planning and marketing study reports and resource volumes compiled by the city of Sanford.

Each report summary contains the following:

- an executive summary and current status of the project; and
- the summary of the report.

List of Reports

A. City of Sanford Legislative Priority Projects (2000)

B. Conference Center/Hotel Feasibility Analysis (2000)

C. Courthouse Parking Study (2000)

D. Agenda 2000–Revitalizing Sanford's Historic Downtown Business District (1999)

E. City of Sanford Strategic Plan 2000 (1999)

F. Economic Impact Analysis, Lake Monroe and Downtown Sanford, Conference Center and Hotel Redevelopment Project (1998)

G. Redevelopment Plan and Finding the Necessity for the Lake Monroe Waterfront and Downtown Sanford Community Redevelopment (1995)

H. Waterfront Redevelopment Study for Sanford, Florida (1995)

I. Market Analysis and Implementation Strategy for the Revitalization of Downtown Sanford (1994)

J. Lake Monroe Waterfront and Downtown Opportunity Sites (1994)

K. Sanford Waterfront and Main Street Development Plan (1993)

L. Lake Monroe Riverfront Master Plan; History of the Sanford Waterfront (1993)

M. Resource Volumes 1&2 (1993)

N. Master Plan and Urban Regulations for Old Sanford (1992)

A. City of Sanford Legislative Priority Projects (2000)

1.0 Executive summary

The city of Sanford Legislative Priority Projects 2000 is an annual document. The projects described in this report embody economic, transportation, and environmental needs of the city of Sanford. The projects listed are:

- Lake Monroe Seawall;
- Control of Nuisance of Chironomidae (blind mosquitoes) in Lake Monroe; and
- Historic Sanford Memorial Baseball Stadium Renovation.

Due to scope and costs of these projects, federal and state resources are needed to supplement local funds for these projects.

2.0 Summary of Report

Each project brief in this document is structured around a request, background, rough cost estimate, and contact.

2.1 Project 1 Lake Monroe Seawall

The Lake Monroe Seawall is jointly owned by the state of Florida, city of Sanford, and Seminole County. The integrity of the 4.5-mile seawall is critical for the protection of downtown Sanford and US 17-92. The repair of the seawall also forms the foundation for the Lake Monroe Riverwalk project. Studies and assessments estimate the cost of repair to be approximately $4.5 million ($2.5 million for the city and $2 million for the county and state portions).

As a follow up to the seawall repair project, the Lake Monroe Riverwalk project proposes a 4.5-mile multi-use sidewalk, 10-12 feet wide along the south side of Lake Monroe. The project, scheduled to begin in 2003, is to cost approximately $3.5 million, and is funded by the Florida Department of Transportation.

2.2 Project 2 Control of the Nuisance of Chironomidae (blind mosquitoes) in Lake Monroe

Large populations of chironomid midges are a great cause for concern in Sanford. Dr. Arshad Ali, a world-renowned expert, studied this problem in 1998. The recommendations from the study include:

- installation of attraction lights in and around the lake; and
- introduction of midge-predatory fish species.

The city has budgeted $50,000 for this purpose through an inter-local agreement with the East Volusia County Mosquito Control District. The city has budgeted an additional $50,000 to install lights and $10,000 for additional chemicals. Funding from the Department of Agriculture will augment the city's effort to solving this problem.

2.3 Project 3 Historic Sanford Memorial Baseball Stadium Renovation

Baseball in Sanford has a rich tradition. The city of Sanford and the Central Florida Sports Commission are renovating the Historic Sanford Memorial Stadium. This stadium with its historic traditions is slated to be an important venue for national events. Restoration of the stadium began in 1997 with $250,000 being spent on new lighting, turf, stadium chairs, fencing, and other amenities.

The completion of the project involves construction of restrooms, offices, and concession areas. A total of $1,735,391 is budgeted for the completion of this project in two phases.

For additional information on these projects contact:

Larry A Dale, Mayor or
Tony VanDerworp, City Manager
City of Sanford
Post Office Box 1788
Sanford, FL 32772-1788
(407) 330 5602

B. Conference Center/Hotel Feasibility Anaylsis (2000)

1.0 Executive Summary

This report describes Hunter Interests Inc.'s (HII) analysis for the feasibility of a conference center and full service hotel in downtown Sanford. The study describes two options, a 300-room full-service hotel, and a smaller 200-room boutique hotel in conjunction with a publicly financed conference center. HII concluded that prospects for a hotel or conference center in downtown Sanford are good.The report considers a 200 room boutique hotel and a full-service hotel. The report is currently being refined to consider public financing.

2.0 Summary of Report

HII analyzed market potentials for the conference center and hotel and also looked into the Sanford area demographics in order to understand the prospects of revitalization. The report is structured in the following sections.

- Background and Introduction
- Economic Overview
- Hotel and Conference Center Market Analysis
- Development Program Options
- Financial Feasibility Analysis
- Public Investment Requirements
- Next Steps

2.1 Background and Introduction

The most important characteristic in support of the hotel/conference center project is the rapid expansion of technology-based industries in the I-4 corridor in north Orlando. The study indicates that this trend is likely to continue for the next five to ten years. The report suggests that public financial support for conference center construction, site improvements, and certain waterfront amenities will be necessary.

2.2 Economic Overview

This section of the report summarizes aspects of the Sanford and north Orlando economies that are considered relevant to this assignment. Statistics presented show Seminole County having an effective buying income at more than $44,000 per year. Significantly, more than 43% of Seminole County households had an EBI greater than $50,000. The population in 2004 in a 10-mile ring radius is estimated at 260,077. The households for the same category are estimated at 96,808, and the average household size is 2.66.

The report describes Seminole County having less than one-quarter of the metropolitan area's sales, yet more than one-quarter of the area's purchasing power. The study predicts a significant increase in retail sales demand in the Sanford area as the affluent residential population continues to grow.

The population of the 2-mile ring radius is slightly younger than residents in the 5-mile ring radius, and significantly younger than the 10-mile ring. The further out one goes from downtown Sanford, the higher the per capita and household income.

The study also describes as a new revelation, the magnitude of the employment increases experienced recently in the north Orlando I-4 corridor, particularly in technology sectors. Within 2.5 miles of I-4 beyond the outskirts of the metropolitan area, between 22 and 48 new employers of significant size have been added each year from 1994 through 1999. This is expected to continue in the next 10 years. The I-4 corporate corridor is described in the report as the single best prospect for support of a conference center/hotel project in downtown Sanford.

2.3 Hotel and Conference Center Market Analysis

Conference centers are described as a natural outgrowth of the age of specialization. Meetings have long been integral to an organization's efforts to maintain internal and external communications. The conference centers emphasize the concept of a total meeting environment, controlled by a team of professionals with the highest level of expertise.

Nine hotels were identified as major competitors to the proposed conference center facility in Sanford. The AAA conference facility was not considered as a potential competitor because it did not include lodging accommodations. The most competitive hotel/conference facility in the north Orlando market area is identified as the Hilton Inn in Altamonte Springs. This facility contains 322 good quality hotel rooms.

The north Orlando hotel market contains 43 hotels and motels with a total of 5,844 rooms. Of this inventory, only nine hotels are considered to be competitive. They have a total of 2,303 rooms. HII summarizes through their initial research a market opportunity for a new conference center/hotel product in this market. The three primary market bases for the facility are identified as the I-4 corporate market, state associations, and local demand. Alternatives of an upscale, small hotel and an eco-tourist market are suggested.

The study suggests that the 300-room Sanford hotel will conceivably have approximately 109,500 room nights available annually. A stabilized 70% occupancy rate seems to be realistic. A 200-room hotel on the other hand is suggested to be a specialty product, such as a European-style boutique hotel.

2.4 Development Program Options

The study was initiated to test the feasibility for a 300-room full service hotel at Fort Mellon Park in Sanford. Two options described above and a third option slightly smaller than the original concept was tested for financial feasibility. The report suggests that the smaller and less risky option may prove financially feasible initially. Additional meeting rooms and breakout rooms are said to be necessary and interviews conducted for the study confirm the importance of a large amphitheater with state-of-the-art audiovisual facilities.

2.5 Financial Feasibility Analysis

This section of the report describes preliminary financial feasibility analysis for the proposed conference center and two hotel options described earlier.

2.5.1 Conference Center Financial Analysis

The study suggests that an appropriately sized conference center developed in conjunction with either the 300-room full service hotel or smaller 200-room boutique hotel may be integral to the success of the project.

A rough estimate of 42,700 square feet of gross building area is proposed for the program.

Revenues

- Approximately 22,000 guest days in the first year (8,000 day and 14,000 overnight) to a stabilized level of 29,000 in the fourth year. A conservative $25 for the first three years per capita rate for all guests is estimated.
- Spending on food and beverages typically generates per capita revenues of $37 to $38.
- Other revenues include a 5% commission on all lodging revenues.

Expenses

- Department expenses include conference, food, and beverage expenses. Conference center expenses are estimated to be 63% of conference revenues. 72% to 79% of food and beverage revenues are estimated to be expenses.
- Undistributed operating expenses account for approximately 25% of gross total revenue.
- Fixed charges are estimated at 4% of gross revenues based on the development model.
- Replacement reserves for fixed assets are estimated at 3% of gross revenues.
- Real estate and property tax is termed inconsequential, as the conference center would be publicly owned.

The net operating income summary states that the total expenses will exceed gross revenues by approximately $40,000 in the first three years, which would stabilize at approximately $32,000 annually.

The supportable debt is estimated at approximately $23,000 annually. Assuming a low cost 7% loan and a term of 25 years, the supportable debt on the project would be $273,297.

Project capital costs for an area of 42,700 square feet considering both hard and soft costs would total to $4.48 million based on a $105 per G.S.F. calculation.

2.5.2 300-Room Hotel Financial Analysis

The financial analysis for this option is presented in the report as stated below.

Revenues

- Room revenue projections are based on a 55% occupancy rate in the first year, increasing to 75% through 10 years. An assumption of $85 for an average daily room rate in the first year leading up to $100 in years 5 through 10 is made.
- Food and beverage revenues are estimated at 54% of room revenues.
- Telephone and other revenues are estimated at 10% of room revenue.

Expenses

- Room expenses are estimated at 23% of department revenues based on comparative operations.
- Food and beverage expenses are equal to approximately 72% of revenues.
- Telephone and other expenses equal approximately 90% of department revenues.
- Undistributed expenses including administration are estimated to cost 25% of gross revenue.
- Fixed charges such as utilities are estimated at 4% of gross revenues.
- Replacement reserves for fixed assets are estimated at 2% of gross revenues.
- Real estate and property taxes are estimated at $710,000 per year.

Total annual revenues are expected to reach $8.3 million in the first full year of operation and increase to $12 million in the third and fourth years at stabilization. The total expenses will amount to approximately 75% of gross revenues. Expenses would increase from $6.5 million to $9 million at stabilization.

The project is estimated to afford a debt service of approximately $2.1 million annually. Assuming an 8% conventional loan and a term of 25 years, the supportable debt on the project would be approximately $26.7 million.

Based on an annual cash flow after debt service (a 17% developer return), the hotel project would support an estimated $3.82 million of private capital investment.

The capital cost projections include hard and soft costs that are estimated to be $120 per G.S.F. Based on this calculation the total development cost is $27 million.

2.5.3 200-Room Hotel Financial Analysis

A second option proposed is the smaller 200-room boutique hotel. The analysis shows that this option performs better than the 300-room hotel described previously. The report suggests an option that the 200-room boutique hotel could pay ground rent to the city totaling $1,833,881 during the first ten years of operation and still achieve a residual land value of $571,248 while returning a 17% cash-on-cash ROI to equity investors. Supportable equity is $2,506,533 and supportable debt is $14,564,715.

2.6 Public Investment Requirements

The report suggests that public investment requirements are likely to remain the same whether it is a 300-room full service hotel, or the smaller 200-room boutique hotel. Assuming the smaller 200-room hotel is the preferred option, an initial calculation of the taxes paid by the hotel is indicated in excess of $700,000 a year.

The study also briefly presents an initial estimate of public investment requirements. A total estimate of $8,000,000 is presented as a rough figure. The cost of paving, parking areas, amenities such as swimming pools, and extraordinary landscaping are not included.

2.7 Next Steps

The following are the next steps outlined in this study project.

- Review of Report
- Refinement of Feasibility Analysis
- Decision on Hotel Approach
- Public Funding Analysis
- Decision to Proceed
- Developer Solicitation

C. Courthouse Parking Study (2000)

1.0 Executive Summary

The parking alternatives study for the courthouse was conducted to provide the city of Sanford with parking strategies to effectively and efficiently manage their parking resources. The report presents three alternatives for parking management at the courthouse parking lot. The alternatives are assessed using various criteria including capital and operating costs. The intention of the study was to aid the city of Sanford in selecting a parking policy. The project is currently in discussion with the city commission. Suggestions for restructuring the whole parking system downtown are being considered.

2.0 Summary of Report

The existing courthouse parking site is located behind the Seminole County Courthouse accessed by Seminole Boulevard, Hood Avenue, and Palmetto Avenue. The existing parking condition at the courthouse is described as having 282 general and 7 handicap spaces. There are no restrictions on these spaces. The parking lot frequently overflows to the city hall parking lot (164 spaces) and on-street parking (417 spaces). The total available spaces is 870, which includes 28 handicap spaces.

2.1 Alternative Parking Systems

Three alternative parking systems are explored. They are lease management arrangement, contracted management arrangement, and self-management arrangement.

- Lease management arrangement is when a fixed amount of rent or percentage is offered to the property owner by a parking management company.
- Contracted management arrangement is when the company assumes the responsibility of collecting revenues and payment of expenses and carrying out the owner's instructions.
- Self-management arrangement is when the property owner assumes complete responsibility of staffing, insurance, maintenance, and enforcement.

The different revenue collection methods detailed are described as follows.

- Full Attendant Service
- Automated Pre-Pay System
- Centralized Parking Meter System

2.2. Parking Issues and Opportunities

The potential issues and opportunities that may be associated with the implementation of pay parking are listed below.

- Treatment of Employee Options are Smart Card and Parking Decals
- Overflow of Courthouse Parking into Surrounding Areas
- Impact on Downtown Sanford Parking
- Parking Enforcement

A review of parking facilities at various other courthouses in Florida suggest most facilities are free except for those in Orange, Hillsborough, and Palm Beach counties. The rates vary from $0 to $94.50 a month for employees and $0.75 to $1.00 an hour for visitors.

2.3. Evaluation of Alternatives

The evaluation criterions in choosing a particular alternative are administrative operability, ease of enforcement, revenue potential, start-up-costs, operating costs and impact on downtown Sanford.

The total costs (capital and annual operating costs) for each alternative are stated below.

- Full Attendant Service
  $136,000 and $91,714, which total $227,714
- Automated Pre-Pay System
  $45,600 and $78,840, which total $124,440
- Centralized Parking Meter System
  $78,840 and $0, which total $78,840

The potential annual revenue is estimated to be $158,100

The report also suggests that in order to fully realize potential revenues, current levels of use have to be maintained, no cheaper convenient parking alternative is to be available, charge for parking at the city hall, aggressively enforce temporal time limits on free parking, and add signage to direct visitors.

The study is concluded by suggesting that the automated pre-pay system presents the best combination of user friendliness to the visitor and administrative ease, in addition to lower capital and operating costs.

D. Agenda 2000 – Revitalizing Sanford's Historic Downtown Business District (1999)

1.0 Executive Summary

Over seven years ago, a group of downtown business owners and interested citizens decided that redevelopment, revitalization, and preservation of Sanford's downtown business district and historic structures could be best accomplished through formulation of a local Main Street organization, affiliated with both the State and National Main Street organizations, and their parent organization-the National Trust for Historic Preservation.

Since its inception, the Sanford Main Street program has been funded through memberships, fund raising activities, private donations, and contracts and grants from the city of Sanford and the Seminole County Board of County Commissioners.

The purpose of this document is set forth in an orderly basis for dealing with these challenges by establishing long-range goals and objectives.

2.0 Summary of Report

The Main Street program is dedicated to promoting and preserving the economic, historical, and cultural resources of downtown Sanford. By working with businesses and city officials, the organization has built a framework to save downtown Sanford from neglect and despair.

2.1 Background

Since its inception in 1993, the program has been involved in a number of initiatives. They include:

- The annual Winter-Fest celebration, including the Christmas Parade and downtown festivities.
- The 'Taste of Sanford' which annually showcases the area's top restaurants.
- 'Cruise Night', featuring classic cars and street entertainment, on the third Saturday evening of each month.
- The annual Fourth of July Festival and fireworks display in Fort Mellon Park.
- Grants to individual merchants or building owners for façade improvements to historic buildings in the downtown area.
- An annual dinner-dance showcasing the downtown Sanford area.
- A banner program to highlight the downtown business district.
- Beautification of the First Street area between Oak and Sanford Avenues.

In addition, the organization cooperates with other downtown organizations, such as the Sanford Historic Trust, the Sanford-Seminole Chamber of Commerce, and the Ritz Theatre Restoration Projects, Inc. in promoting the downtown business district.

The need for a 'main street program' arises with the neglect of traditional downtown areas in the past 40 years with the creation of the interstate highway system. Neglected buildings, boarded-up storefronts, and empty trash strewn streets in traditional downtown called for the initiation of the Main Street Program.

The program benefits a wide array of persons and organizations. They include:

- Building Owners
- Merchants
- The General Public
- The Corporate Sector
- The Government Sector
- Realtors
- Financial Institutions

2.2 Mission

The mission of Sanford Main Street, Inc. is to promote a positive image of the downtown area by preserving our unique historic character, strengthening the economic base, and emphasizing the downtown historic district as the center of community activity through a focused program of organization, design, promotion, and economic restructuring.

The day-to- day activities of Main Street are under the immediate control of an executive committee, composed of the president, the vice-president, the secretary, the treasurer, and chairman of the outreach committee. A full-time employed executive director coordinates all activities of the program.

The Sanford Main Street Program is based upon the National Main Street Center's Four-Point Approach. The four points are: organization; economic restructuring; promoting; and design. The organization builds consensus and cooperation between the various groups that play a role in the downtown district. Promotion involves marketing the downtown's unique characteristics. Economic restructuring means strengthening the existing economic base. Design contributes to improving the downtown's image by enhancing its physical appearance.

2.3 An Agenda for the 2000's- Long Range Goals and Objectives

Nine long-range goals described below were identified.

- Create an attractive, memorable image of the downtown business district that expresses Sanford's history and character, and which attracts shoppers and new businesses.
- Promote the Downtown Historic Business District at the city's social, cultural, and community center.
- Pursue opportunities for special facilities in or near the Historic Business District that will attract a wider visitor base.
- Develop and maintain a close and cooperative working relationship with downtown business owners, and with all organizations and programs serving the downtown area and the Historic Residential District.
- Eliminate the dependency on government resources for operational expenses of the Main Street Organization.
- Development, adoption, and implementation of a consensus master plan for the redevelopment of the entire downtown area, including the Historic Business District, the Historic Residential District, and the Waterfront area.
- Ensure a safe and crime-free environment for merchants, residents, building owners, and visitors in the Historic Business and Residential District.
- Increase private sector investment in the Downtown Historic Business District.
- Increase public involvement in Main Street and Main Street activities.

The report also lists priorities and action plans for 1999-2000.

E. City of Sanford Strategic Plan 2000 (1999)

1.0 Executive summary

The City of Sanford Strategic Plan is an ongoing process, a document that is updated annually. It is drafted with the objective of tapping the city's unique opportunities and reducing the city's long-standing problems. It facilitates overall city policy direction. The strategic plan, therefore, arrives at a common vision to guide government, businesses, educators and residents in promoting Sanford as "The most successful city in the World!"

The strategic plan is described as broad goals, supported by tangible strategies to achieve these goals.

2.0 Summary of Report

The City of Sanford Strategic Plan 2000 document focuses on four main goals followed by strategies to achieve the goals. The four goals established are:

- Goal 1 - Every neighborhood in the city is a safe and friendly place to live and city residents have pride in their homes and neighborhoods.
- Goal 2 - The city's schools and businesses provide our residents with an opportunity to succeed in life.
- Goal 3 - The city's unique assets are unparalleled and enjoyed by residents and visitors alike.
- Goal 4 - City government, at all levels, has the vision and leadership to be successful.

The second part of the report emphasizes making the vision a reality through:

- communicating the vision;
- prioritizing projects and budgets;
- building effective partnerships; and
- staff empowerment and accountability.

The last part of the report lists specific actions suggested by the strategic plan. A table elaborates specific tasks, leads, and precise actions for the fiscal year. The following are specific actions listed under each goal.

2.1 Goal 1 - Every neighborhood in the city is a safe and friendly place to live and city residents have pride in their homes and neighborhoods.

1. Establish community police service centers
2. Officers assigned for a minimum one year period
3. Establish neighborhood watch and other activities
4. Officers allowed to take home vehicles as an added safety measure
5. Partner with community, schools, etc. to promote excellence in youth
6. Reduce transient crime through neighborhood teams
7. State of the art public safety services
8. Master planning Goldsboro and Georgetown communities
9. Establish 'Front Porch Program' to tap state and federal resources
10. Extensively renovate Hoper Academy
11. Downtown to be integral part of downtown economic development
12. Older 1950's buildings improved through special assessment districts
13. Drainage problems addressed through multi-year improvements
14. Aggressive streetscape improvements by the city
15. Renovation of historic houses
16. Undeveloped eastern portions of city to be identified and planned
17. Zone and market vacant and re-developable properties especially second floor storefront for housing

2.2 Goal 2 - The city's schools and businesses provide our residents with an opportunity to succeed in life.

18. Partnering with the school system and community college, in areas of drug prevention, job training, sports, and athletics
19. Identify long term solutions to improve test scores
20. Safer and more attractive school environments
21. Schools and colleges to develop labor pool to attract businesses
22. Training residents for careers in law enforcement
23. Increase tax base
24. Create new job opportunities for residents
25. Renovation and infill buildings along 17-92 to provide job opportunities
26. High quality development at new interchanges
27. Update building codes to promote renovation and second story occupation
28. Downtown CRA to act as a catalyst for development and redevelopment
29. Planning codes to be modified to promote a mix of uses
30. Renovation of county buildings along with streetscape improvements
31. Quick permitting for job growth incentives
32. Promoting high quality development in the north 46 area, airport area, and GreeneWay Interchanges through road and utility extensions
33. Creating jobs and providing air transportation for residents and businesses
34. Renovations of CSX and Amtrak facilities

2.3 Goal 3 - The city's unique assets are unparalleled and enjoyed by residents and visitors alike.

35. Improvements to Coastline Park for recreation and leisure
36. Improvements to community parks for leisure and sport
37. Improve connections to trails and boat ramps
38. Landscape and light all roads
39. Improving signs and landscaping at interchanges and entrances
40. Strengthen the regional public transit network
41. Landscape and renovate areas around the municipal golf course and cemetery
42. Improvements to the Memorial Baseball Stadium
43. Renovate Fort Mellon Park, control midges, rehabilitate seawall, improve marina, create additional fishing piers, and construct the 4-mile Riverwalk
44. Connect utilities to the zoo
45. Rejuvenate old brick streets in the downtown area

2.4 Goal 4 - City government, at all levels, has the vision and leadership to be successful.

46. Provide training for better customer friendly citywide services
47. Better communication with residents
48. Elected officials to continue strategic planning
49. City to demonstrate a business approach to service delivery to compete with private sector
50. City to demonstrate a business approach to service delivery for budgeting and strategic planning
51. Increasing the city's tax base by promoting economic uses and upscale housing
52. Modernize personnel programs to promote teamwork and excellence in service delivery
53. Leverage volunteer and community agencies' support to reduce costs to residents

F. Economic Impact Analysis, Lake Monroe and Downtown Sanford, Conference Center and Hotel Redevelopment Project (1998)

1.0 Executive Summary

This report was prepared by Fishkind & Associates to assess the economic impact of the proposed conference center and hotel development on the Fort Mellon Park site. The focus was on the tax increment and subsequent bond money that it would generate, and the overall funding needs for public improvements. The study provides a rough estimate of potential revenues and financing for a conceptual hotel and conference center at Fort Mellon Park based on assumptions provided by a developer.

2.0 Summary of Report

The 300-room conference center/hotel development is proposed on approximately 8-9 acres of city owned land at Fort Mellon.

The total private development value estimated by PRA Development, a prospective developer, was $31,135,300. The public development (street and parks and recreation improvement) would cost $17,100,000. Therefore, the sum of public and private development for this project totals to $48,235,300.

This development would, in turn, have direct and indirect economic impacts. The total economic impact in terms of direct and indirect employment would result in an annual payroll of $23,147,170. Other positive impacts would be the increase in the property values of surrounding properties in the redevelopment area. Intangible impacts include altering the perception of, and positioning Sanford for dynamic development.

The estimated tax increment from this new development is estimated to be $356,113. Subsequently, bond money available from this tax increment would total $4,160,000. The construction fund that can be generated through the program is estimated to be $3,049,200.

Other sources of funding include a $3,000,000 contribution from the developer, $2,415,435 in lease-based revenue bonds, an estimated $6,835,365 TDC (Tourist Development Commission) development tax revenue bond, and a $1,800,000 FDOT Riverwalk Program contribution. The funding sources mentioned above, together with the funds available from the Waterfront/Downtown CRA, make the public development part of the conference center project ($17,100,000) possible.

G. Redevelopment Plan and Finding The Necessity for the Lake Monroe Waterfront and Downtown Sanford Community Redevelopment (1995)

1.0 Executive Summary

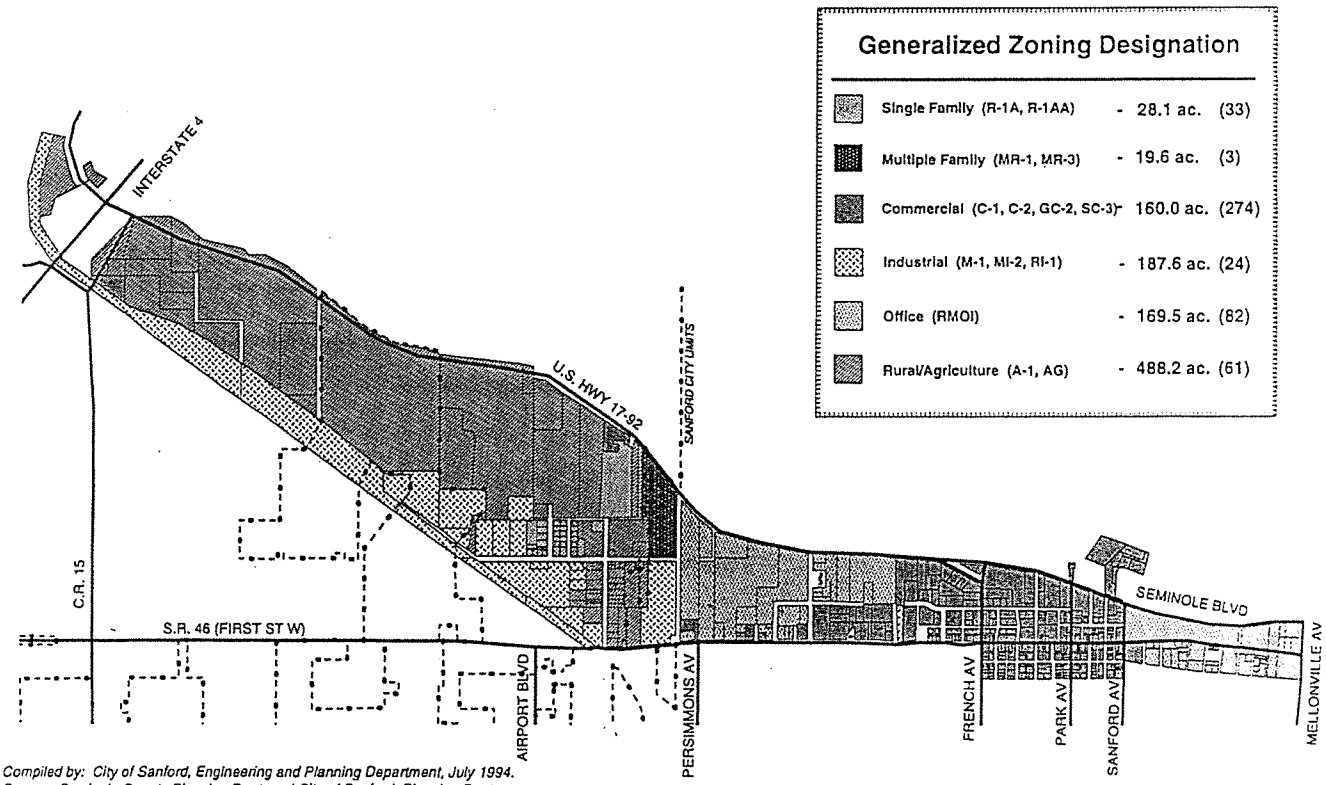
The redevelopment plan was established in 1995. It is a general plan that provides direction for the CRA. The plan could be amended to include several parcels annexed after 1995. This document was prepared with the intention of establishing a CRA district in Sanford. Based on Florida Statute 163, conditions of blight have to be proved within the district to make it eligible for a CRA. This document, therefore, explains extensively Sanford's socioeconomic blight for the above stated purpose.

2.0 Summary of Report

The redevelopment plan is structured around the following sections.

- Background and Introduction
- Finding of Necessity
- Land Use Characteristics
- Property Inventory and Financial Analysis
- Community Involvement
- Mission Statement and Benefits
- Redevelopment Plan
- Summary and Conclusion

Refer to the following map for the CRA boundary and location.



Compiled by: City of Sanford, Engineering and Planning Department, July 1994.
Source: Seminole County Planning Dept. and City of Sanford, Planning Dept.

2.1 Background and Introduction

The background for this report describes the location and history of Sanford. Sanford's history is traced back to 1870 when it was a popular spot for immigrants from Europe. Initially it was a prosperous center for commerce and industry. The city, however, experienced a setback with the decommissioning of the Sanford Naval Air Base in the 1960s. Over the years Sanford's growth and development have lagged behind the rest of the county. The socioeconomic statistics are explained in a tabular format. The table primarily shows an analysis of per capita income in Sanford in comparison to the rest of the county. The per capita income in Sanford is only two thirds the per capita income of surrounding Seminole County.

2.2 Finding of Necessity

The CRA boundary is first described in this section (see map). The Community Redevelopment Act requires that local governments adopt a resolution finding that slum or blighted conditions exist, or that rehabilitation, conservation, or redevelopment is necessary in public interest [FS 163.355 (1)].

The following are examples of blight noted within the study area.

- Faulty Surface Water Drainage Systems
- Deteriorating Bulkhead
- Deteriorating/Irregular/Broken Streets and Sidewalks
- Faulty Lot Layout and Diversity of Ownership
- Structures Needing Rehabilitation/Renovation
- Inadequate Parking Facilities
- Loss of Offices and Retail Commercial Businesses
- Environmental Blight Caused by Midges

2.3 Land Use Characteristics

Land use characteristics within the proposed CRA are depicted in three different maps; existing land use map; future land use map; and zoning. The maps are supplemented by tables that explain the land use classification, acreage, and number of parcels. There are a total of 1,053 acres within the overall study area included within 477 parcels, the greatest number of parcels being utilized as commercial and office and are located within the city. The greatest number of parcels are designated as the Central Business District for future land use designations. These commercial classifications are located primarily in the eastern half of the study area. Wetlands, rural zoning, and agricultural designations in the western, predominantly unincorporated, portion of the study area around the zoo reflect the largest acreages.

2.4 Property Inventory and Financial Analysis

A complete inventory of property in the study area is complied and included in the appendix of the document. The inventory shows a decline in the assessed property values from the year 1991 to 1994 within the project area. The decline in city and county taxes was approximately 3.32% for the fiscal year 1993 to 1994.

2.5 Community Involvement

Two important community organizations are working towards involving the community in a consensus approach to revitalize the Lake Monroe Waterfront. They are the Waterfront Master Plan Steering Committee consisting of public and private organizations, businesses, and individuals and the Sanford Main Street, Inc., a non-profit organization of public and private property owners, community businesses, banking, city, and county government.

2.6 Mission Statement and Benefits

Five primary goals are stated under this category of mission statements and benefits.

The goals are to aggressively pursue redevelopment and revitalization; establish downtown as a regional center; create a family oriented lakefront activity center; integrate the downtown-waterfront in both function and transportation; and improve neighborhood conditions in both physical and social quality.

2.7 Redevelopment Plan

A consensus plan, 'Scheme D' developed by the University of Florida was preferred by the community. The plan is considered as a concept that depicts potential development such as hotel/convention center, alternative courthouse layouts, reorientation of Fort Mellon Park, and various cultural and recreational amenities. A need for dedicated funding is expressed as a priority.

The prioritized capital improvement project list details specific projects that are to be undertaken as part of the CRA plan. They are explained below.

- Downtown Parking-Improvements and Property Purchase
- $3,000,000 Lake Monroe Riverwalk Project

Non-Prioritized Capital Improvement Project List

- $500,000 Seawall Rehabilitation
- $200,000 Streetscape Linkages and Improvements
- Building Renovations
- Public Art and Street Graphics
- $1,000,000 Fort Mellon Park Redesign
- Marina Improvements

Potential Programs and Events

- Sanford Main Street, Inc. Annual Funding
- Economic Development Incentive Programs
- Promotion and Marketing

General financing and funding sources include incremental property tax revenues, CRA tax revenues, tax increment financing, federal and state grants, and a combination of private sources.

2.8 Summary and Conclusion

The aim of the Redevelopment Plan and Finding of Necessity is to provide a broad framework for redeveloping the Lake Monroe Waterfront and downtown Sanford areas. Revitalization and redevelopment are long-term processes that require commitment as well as flexibility to take advantage of opportunities.

H. Waterfront Redevelopment Study for Sanford, Florida (1995)

Prepared by: University of Florida, Department of Architecture

1.0 Executive Summary

The Waterfront Redevelopment Study for Sanford provided a suite of land uses that were generally integrated into the redevelopment plan. This project was done as part of the University of Florida's Department of Architecture's commitment to help communities initiate redevelopment activities by serving as a catalyst. The project was introduced as an academic design studio project. The study, however, did not identify specific uses for parcels of land.

2.0 Summary of Report

The project report is categorized in three primary sections describing the general project background, study procedures and activities, observations, recommendations, and conclusions.

2.1 General Project Background

The following topics are briefly discussed in this section.

- Research and community service promoted by the Department of Architecture at the University of Florida to promote revitalization.
- The Problem Statement, where the intention of the study states 'to explore alternate waterfront redevelopment strategies and develop a master plan to assist community redevelopment efforts.'
- An overview of the community, physical, and political location.
- Brief historical summary tracing the history and growth of Sanford from 1870 to the present.
- The demographic and economic information indicates a population of 34,096 and a median income of $25,029 in 1993. Resources in Sanford include the administrative offices of Seminole County, professional businesses and restaurants downtown, marina, financial services, light industrial around the railroad, and new commercial near I-4.
- Cultural resources, which include the First Street Gallery, Historical Museum, Cultural Arts Center, and other facilities. This is in addition to the public institutions such as the zoo, park, museum, library, and post office. Local activities and events such as festivals and games also attract visitors.
- Transportation systems serving the city include: regional airport, train services, bus service, highways, and marinas.
- Past redevelopment efforts in Sanford included efforts by Ed Preston & Associates, Anderson and Associates, and Duany Platter-Zyberk.

2.2 Study Procedures and Activities

This section of the report begins with identifying the primary goal of the project. The goal is to develop a master plan for the waterfront area that is integrated with the community redevelopment and economic revitalization efforts.

The study revolved around a design studio. The methodology adopted involved a multi-phased approach. The phases are detailed below.

2.2.1 Phase 1

Phase 1 included research of the community's background, history and site context as well as exploring other similar waterfront developments. The community analysis involved identifying types of user groups, activities on streets and identification of nodes. This was followed by a site visit and documentation. Case study analysis of similar waterfront redevelopment projects around the country were done as part of the study process to determine factors that would influence the design.

2.2.2 Phase 2

Phase 2 involved the preparation of alternative schemes to generate feedback and design focus. Initially ten different exploratory schemes were drawn up for the purpose of initiating further design investigation. Following the presentation and brainstorming session, the following options for each area were short-listed as potential uses in each area.

- **Waterfront Edge:** Hotel/convention center, civic center or concert hall, boardwalk along lake, gateway fountain, focal point/icon on lake that can be seen from I-4.
- **Marina Peninsula:** Amphitheater, fountains, residential, civic center, water recreational rentals, and space for multi-purpose events.
- **Fishing Pier:** New fishing piers; modify Memorial Park to accommodate fishing.
- **Fort Mellon Park:** Amphitheater, event space, special playground, water fountains, arts center, picnic area, restaurant, and sculpture garden.
- **Downtown:** Low rise housing, theater renovation, civic/convention center, art walk, studio spaces, parking garage.
- **County Courthouse Expansion:** Link courthouse to waterfront visually.

Phase 2 of this project also involved documentation and overlay maps with potential uses and redevelopment ideas.

2.2.3 Phase 3

Phase 3 of this project showed the development of three detailed schemes reflecting different levels of intensity ranging from very aggressive city involvement to traditional private sector development options. The following programmatic elements were common to all three schemes.

- Expansion of County Courthouse
- Expansion of County Administration Building
- Increased Housing Density in the Downtown Area
- Covered Event Space and Expansion at the Marina
- Water Related Sports and Recreation Facilities
- Expansion of Historical Museum
- Commercial Development Near the Waterfront
- Facilitate Romance Cruise Types of Operations
- Civic Plaza for Events and Subsequent Event Parking Facilities
- Recreation Use at Fort Mellon Park
- Resort-Convention/Hotel Complex Related to Water
- Major Element/Icon on the Lake that can be Seen from I-4.

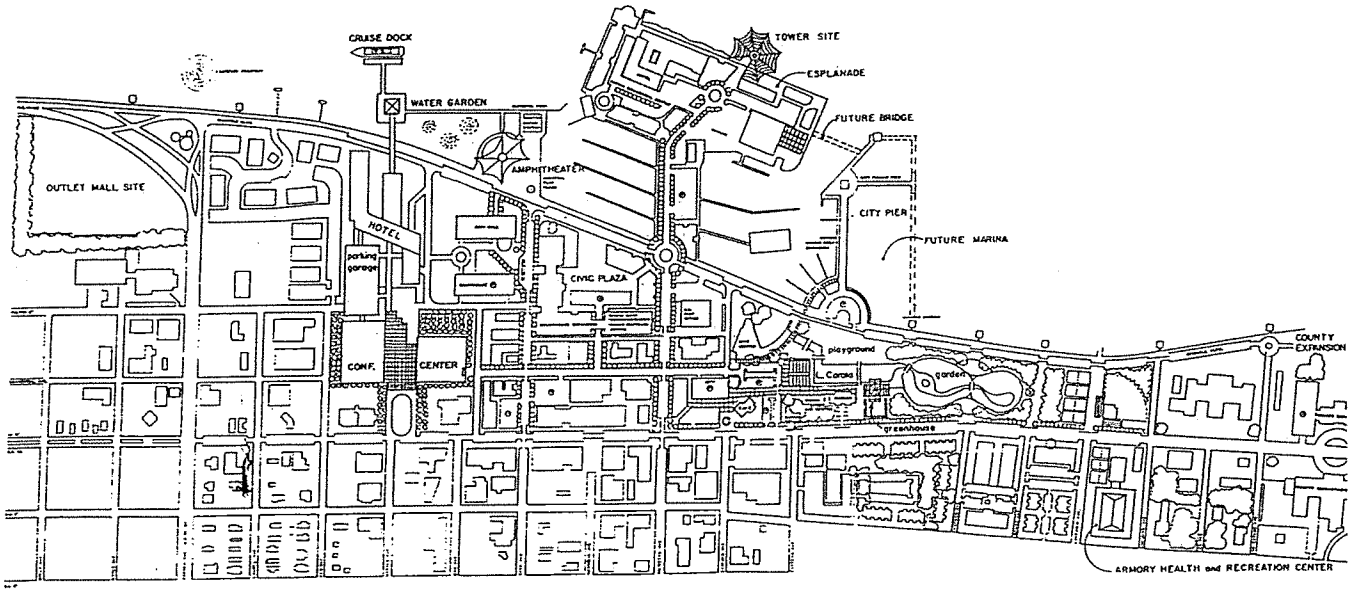
This section also contains documentation and a description of the three proposed schemes. Public responses to the three schemes were encouraging. The community strongly felt that there was a need to have a focal point of interest that would boost the local economy. The main topics of discussion were the convention center, hotel, and park.

2.2.4 Phase 4

Phase 4 presents a synthesis of various alternatives into a consensus scheme, as preferred by the community. This was presented through drawings and a model. Refer to the following figure.

Phase 4 Documentation

Community Consensus - Scheme D



Highlights of the proposals are shown below:

- Higher density housing throughout the city, fill in gaps and strengthen residential in the south, and innovative housing along the waterfront.
- Multiple Use of Fort Mellon Park
- Civic Plaza at the County Courthouse Site
- 200 Room Hotel and Conference Center at the Site Between City Hall and Sail Point Condominium
- New Commercial on the Marina Peninsula
- Waterfront Development and Amphitheater at the Waterfront West of the Marina Peninsula
- County Administration Building Expansion
- Downtown Development Through the General Public Infrastructure Improvement
- Alternate strategies include office development for the site next to city hall and a multi-use complex for cruise line operation.
- Tower at the Marina Peninsula

2.3 Observations, Recommendations, and Conclusions

The last section of this report describes the master plan recommendationsz which are shown below.

- Linkages to reinforce connections between historic downtown and new waterfront developments.
- Housing by encouraging new, higher density and innovative types throughout the city and the waterfront area.
- Fort Mellon Park to accommodate multiple user groups.
- Waterfront east of the peninsula to accommodate passive recreation
- Expansion and integration of the existing marina
- Waterfront west of the peninsula developed as an extension of Memorial Park
- County courthouse to be expanded to configure a civic plaza
- County administration building expansion to accommodate growing needs
- Seminole Boulevard redevelopment by emphasizing pedestrian circulation
- Downtown developments to include hotel/conference/convention center and other private development
- 17-92 waterfront corridor from I-4 to serve as a visual and recreational corridor
- Historic preservation and redevelopment that is compatible with existing character and structure of Sanford.

I. Market Anaylsis and Implementation Strategy for the Revitalization of Downtown Sanford (1994)

1.0 Executive Summary

The objective of this study exercise undertaken by Marketek was to understand the potential business market in downtown Sanford and suggest marketing strategies and tools to go about achieving the stated goal of creating greater retail and business opportunities in downtown Sanford. Part of the process included extensive surveys of shoppers, workers, and downtown businesses. This study provides the basis for land use clusters in downtown Sanford. The document is currently being updated.

2.0 Summary of Report

The market analysis and study included research on the economic restructuring flow chart; trade area boundaries; socioeconomic summary; shopper, downtown worker and business surveys; analysis of survey results; and conclusions and recommendations.

2.1 Economic Restructuring Flow Chart

The economic restructuring flow chart explains the process undertaken for the study. After the study process and analysis mentioned above, the program focuses on an analysis of demand and subsequent share for Sanford. From these statistics, a cluster development concept is suggested. The last column in the chart and program process shows the retention and recruitment plan to facilitate the development of the cluster plan concept.

2.2 Trade Area Definition

The trade area boundary is delineated as approximately nine miles to the north of downtown, ten miles to the west, eight miles to the east and eight miles to the south.

Three potential market segments were targeted for downtown businesses. They were: downtown workers, local shoppers, and long-term tourists.

2.3 Socio Economic Analysis

The population of the primary market area was projected to grow by more than 55,208 people from 1990 to 1999 (from 178,339 to 203,759). 45% of the market area population was in the 25-54 year old category, prime consumers and workers. The median income was $32,815, and the per capita income was $15,658 in 1990.

The region was once dependent on citrus and cattle, however, recently the greater Orlando region has now become a major tourist destination with an increasingly diverse economic base. Non-agricultural and other high-tech industries have a strong presence in this region as well. One of the primary stimulant for this growth was the regional transportation network.

2.4 Retail and Survey Analysis

The most dominating retail market in the region is the Seminole Towne Center, a planned 1.5 million square foot regional shopping mall, along I-4. The following areas were identified as unfulfilled potential demands in the region.

General Merchandise	19,532 sq.ft.
Apparel and Related	32,961 sq.ft.
Home Furnishings	17,259 sq.ft.
Lumber/Building Materials	15,818 sq.ft.
Eating and Drinking	21,400 sq.ft.
Other	29,582 sq.ft.

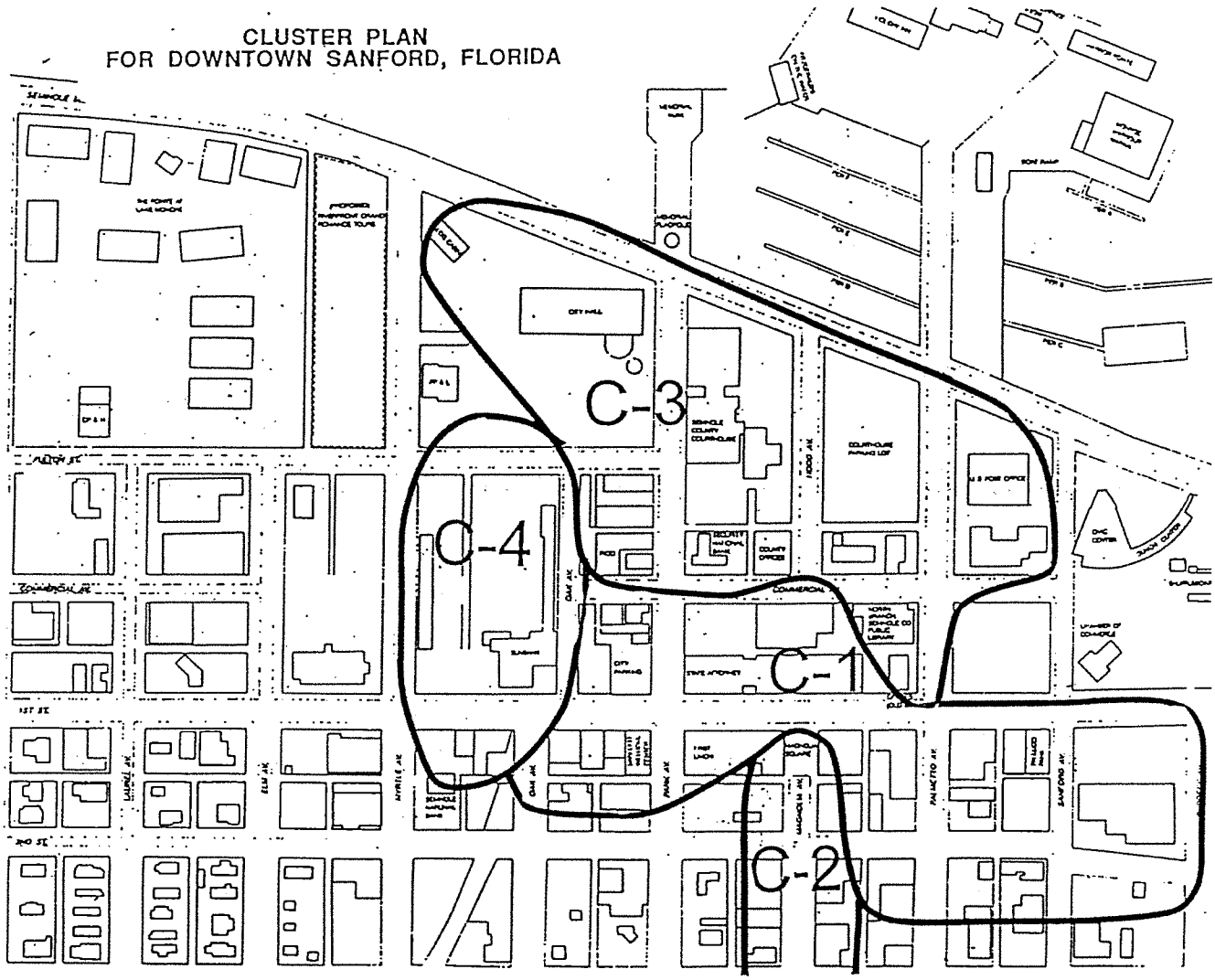
As part of the process, shoppers were asked a series of questions to ascertain their preferences. When asked what goods they thought were needed downtown, the following were the top shopper preferences in descending order; men's apparel, children's apparel, books, gifts and cards, restaurants, and sporting goods. When asked what services they thought were required in downtown the choices were entertainment/recreation, exercise studio, day care, and copy center.

When workers were asked what they think were required downtown in terms of shopping, their preferences in descending order were; restaurants, gifts/cards, books, women's apparel, and men's apparel. When asked about what services they thought needed to be in downtown, their choices were entertainment/recreation, exercise studio, and day care.

Businesses, when surveyed, expressed their program priorities on the following, in descending order, marketing and promotional tactics, customer service, target marketing, and financial assistance.

The surveys are supplemented by statistical information supporting the potential retail demand. The primary market area consists of general merchandise, apparel, home furnishing, lumber/building materials, grocery/convenience, drugs/toiletries, eating and drinking, and other.

- The potential gross sales volume was estimated to be $990,676,258 in 1994 and $1,316,504,439 in 1999.
- The area demand on an assumption that Sanford captures 10% of the regional market would be 76,718 sq.ft. in 1994 and 136,551 sf.ft. in 1999.



2.5 Conclusions and Recommendations

The last section of this marketing study describes development concepts. Marketek suggests Sanford portray itself as a special multi-purpose commercial district, distinct from the area's traditional shopping centers. Four themes which have been suggested are cultural heritage, specialty marketplace, lakefront development, and hometown living. Refer to the cluster plan map.

The cultural heritage theme relates to preservation and promotion of the many historic attractions. It includes buildings, homes, and artifacts. This theme primarily targets the tourist market.

The specialty marketplace theme entices both local shoppers and visitors back to downtown.

The lakefront destination theme focuses on physical and economic strategies to link downtown and the waterfront. It calls for the location of specialty shops and eating places along the waterfront.

The hometown living theme is based on current trends and a craving for a family oriented activity center within downtown. Part of this strategy includes promotional activities and events downtown. A farmer's market is also suggested to accentuate this theme.

The four themes stated above are further developed into a cluster design concept that forms the framework for the redevelopment plan. The cluster design concept is based on the premise that economic development is enhanced by an appropriate mix of uses which enables businesses to symbiotically benefit from each other. Examples of successful clusters include food courts and outlet malls.

The conceptual redevelopment scheme is further illustrated with a plan showing the four different clusters. The areas on First Street between Park Avenue and Sanford Avenue is marked as cluster one- the core retail area. Cluster two is the Magnolia Square area marked as the arts/cultural center. Clusters three and four are the waterfront area and office/business area respectively.

The report names examples of various specialty businesses for locals and tourists that can potentially locate here. The whole study is supported by statistical demographic and socioeconomic data. Marketek suggests a workbook approach in implementing the marketing strategies. The last part of the report consists of two general workbooks that might be useful tools to implement this plan. The two workbooks included as part of this report are *Creating a Realistic Redevelopment Plan*; and *Effective Recruitment for Downtown Business Districts*. Relevant concepts suggested in these workbooks are included as marketing strategies and action plans for this program.

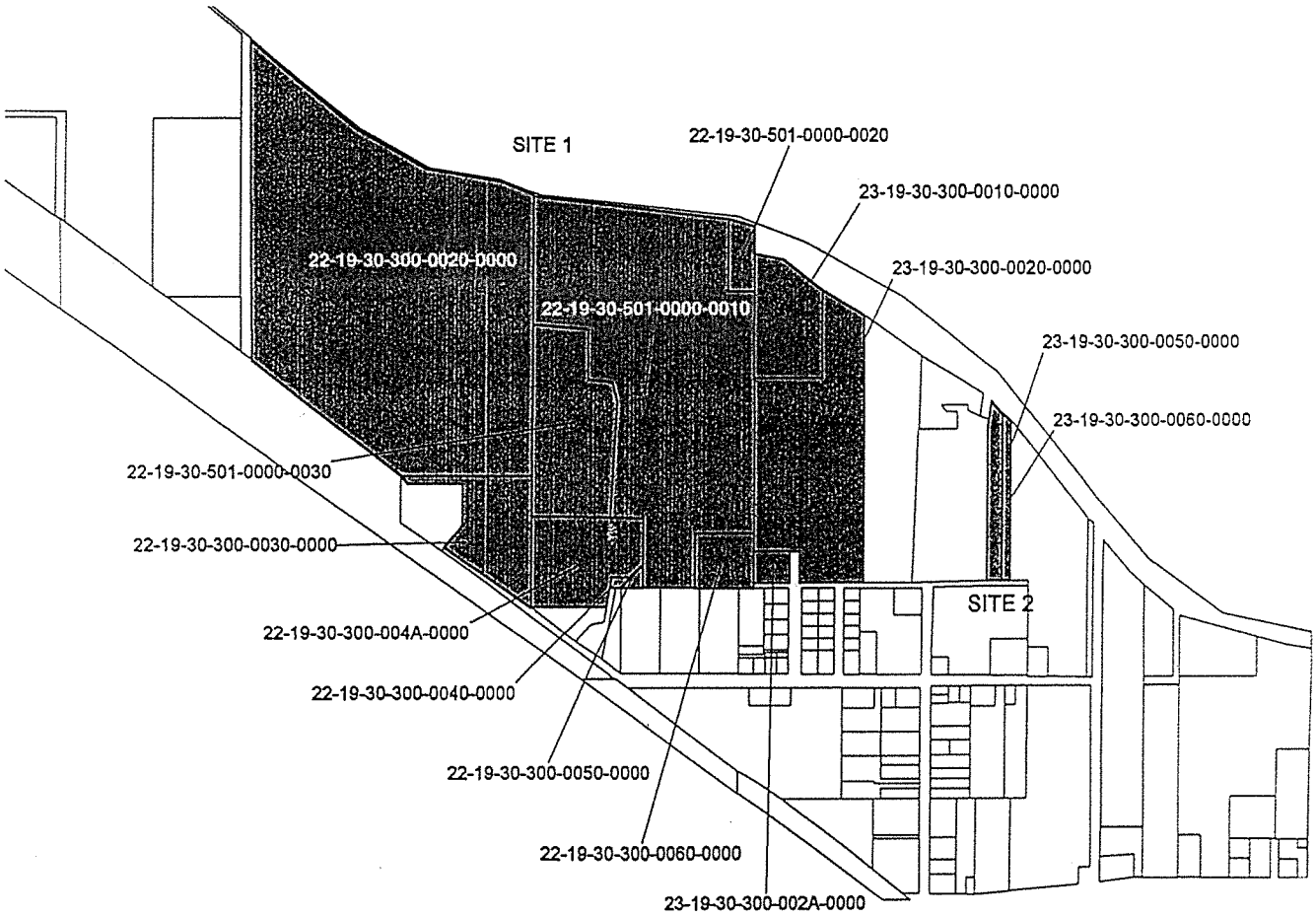
J. Lake Monroe Waterfront and Downtown Opportunity Sites (1994)

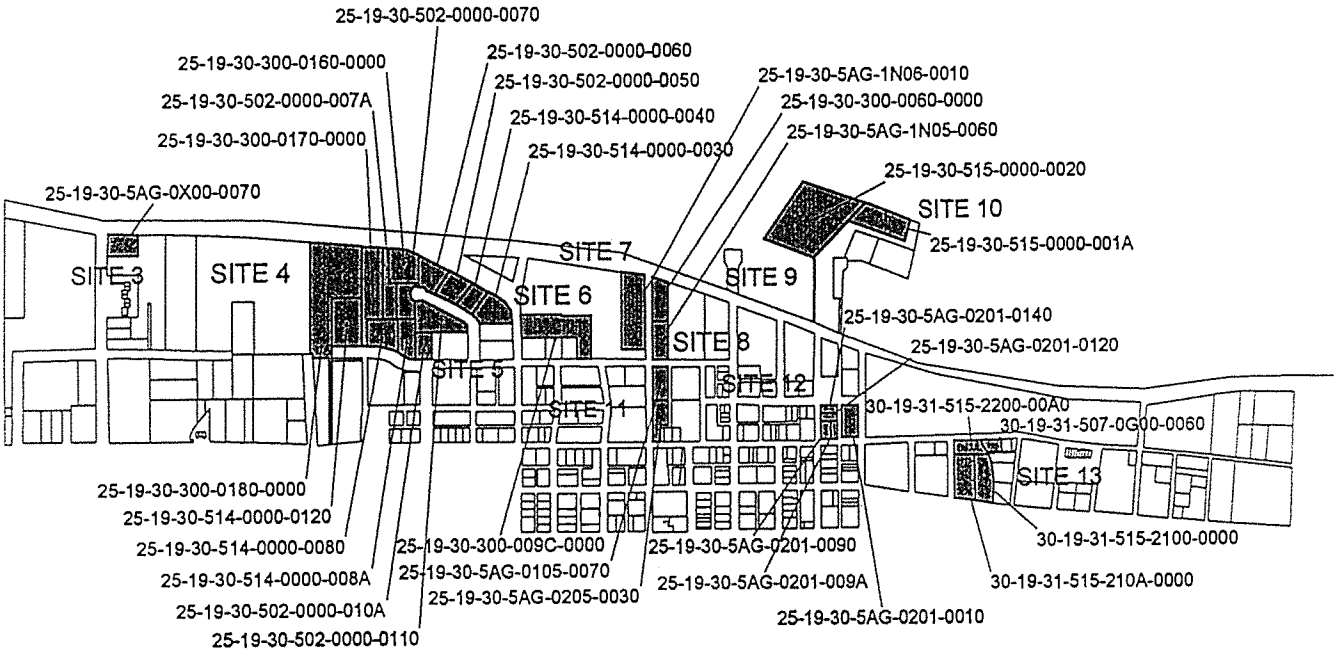
1.0 Executive Summary

This report complied by the City of Sanford Department of Engineering consists of an inventory of 'potential opportunity sites.' The report describes 13 'sites' that consist of either single lots or aggregated parcels. It is the conception of this report that these properties are highly geared towards private market land use and development opportunities. This project is similar to the effort made in the present redevelopment plan being developed jointly by HHI, RERC, and TEI. This study is currently not being utilized due to format and materials not being integrated.

2.0 Summary of Report

The following is a list of sites identified corresponding with suggested opportunities. Refer to the attached map for the location of opportunity sites.





Site 1: Opportunity Site 1 is composed of several parcels located between Riverview Avenue and the Central Florida Zoo. The report suggests development that would complement and enhance the lakefront area. At one time, a small conference center and a heliport was proposed. The report mentions the St. Johns River Water Management District has received an application from the owner for a tree farm on the property.

Site 2: Opportunity Site 2 consists of two parcels located between Lake Monroe Inn and Regatta Shores Apartments. The tract is described as wetlands that have been filled over the years.

Site 3: Opportunity Site 3 is located at the southeasterly intersection of 17-92 and Mangoustine Avenue. The report suggests offices that complement the hospital in the vicinity as an appropriate use.

Site 4: Opportunity Site 4 on which the city's public works complex is located is described as a prime lakefront location. The report suggests the relocation of the public works complex to another area such as the airport.

Site 5: Site 5 is adjacent to Site 4, which could potentially be combined with the adjacent property on the east. North of the Sanford Herald building, the site's advantage is its proximity to the urbanized downtown area that still has lakefront visibility.

Site 6: Site 6 is a double frontage site located between the Conklin, Porter & Holmes office and Sailpointe Apartments. The site is described as flat, with significant development opportunities.

Site 7 Site 7 between Myrtle and Sailpointe Apartments is presently planned for the headquarters of the Romance Cruise Ship Lines. Plans have been approved by the St. Johns River Water Management District for up to three boats for this facility.

Site 8 Site 8 consists of two parcels, the power & light two-story building and the old log cabin building owned by the city. The report also proposes an option of combining these sites with the drive-thru area in front of the city hall.

Site 9 Site 9 described in the report relates to the Holiday Inn site on the marina. A vacant piling between Pier F and Fitzgerald's Restaurant and the Palmetto Avenue extension is also described. The proposal included meeting rooms on the ground floor and additional rooms above.

Site 10 Site 10 is described as a small and significant opportunity site on Marina Island. The report suggests investigation of this site as a stand-alone opportunity site.

Site 11 Site 11 is the old depot building. The report suggests combining this opportunity site with the SunTrust Bank drive-thru area.

Site 12 Site 12 is the vacant block between the library and the Chamber of Commerce. The report calls for development similar to that on First Street, with zero setbacks. Some of the issues identified here are the location of parking and multiple ownership.

Site 13 The study report indicated offices and multi-family housing as an ideal use for this area, which is strategically located south of Fort Mellon Park. The issue that needs to be resolved for the sites here are drainage.

The report is supported with information on parcel data and site information, and opportunity site location maps. Refer to the following map to locate the opportunity sites.

K. Sanford Waterfront and Mainstreet Development Plan (1993)

1.0 Executive Summary

This report is a sequel to the Lake Monroe Waterfront and Downtown Opportunity Sites study described in the previous section.

This study is a bridge between the visioning in 1993 and the Waterfront Redevelopment Study for Sanford done by the Department of Architecture at the University of Florida. The report compiled by the Department of Engineering at the City of Sanford and Anderson and Associates, consists of site development prospects for the potential opportunity sites. The report describes 13 sites that consist of either single lots or aggregated parcels. It is the belief of this report that these properties are highly geared towards private market land use and development opportunities. The concepts are expressed through site plans and conceptual project programs. This study is currently not being utilized due to format and materials not being integrated.

2.0 Summary of report

The City of Sanford Department of Engineering and Planning identified forty-six parcels combined into 13 sites. The locations of these parcels are shown on a map in the previous section. This report presents thumbnail sketches of the potential of each site. The stated objective of this exercise was to point out viable development opportunities of a particular site for the benefit of the property owner, developer, and public.

The major revelation of this study is the opportunity presented by sites 9 and 10 combined (see map in previous section). The study suggests a specialty waterfront shopping center and the central plaza development area.

Development programs for individual sites are described below. Refer to the map in the previous section for a location of these sites.

2.1 Site 1 Development Program

68 acres out of 277 acres are developable. Suggested development includes single-family homes in lots of 50 feet by 100 feet. Overall density is 5 dwelling units per acre. Home sizes vary from 1,400 sq. ft. to 1,800 sq. ft. for a total of 340 homes.

The hard and soft costs calculated for this project total to $5,425,000. The income is estimated at $6,324,000. This generates a profit margin of approximately 13.2%.

2.2 Site 2 Development Program

The program for site 2 includes single-family housing with zero lot line. This includes 40 dwelling units at 5 dwelling units an acre.

2.3 Site 3 Development Program

The development program for site 3 includes a 22,000 square foot, two story, medical office building and 150 parking spaces.

The hard and soft costs calculated for this project total $2,329,000. As this is a custom building, the report suggests that no income is generated from the rental of this building.

2.4 Site 4 and 5 Development Program

The development program for these sites includes 320 rental apartments in 16 acres, 8 units per floor, two story buildings, leasing office, recreation, and parking at 1.5 spaces per unit. The average unit size varies from 620 to 800 square feet.

The hard and soft costs calculated for this project total $12,480,000. The rental income is estimated at $1,866,000. The income before debt service is estimated at $1,773,000.

2.5 Site 6 Development Program

The development program for site 6 includes multi-family residential with 96 dwelling units in 2.3 acres. The program assumes 8 units per floor, two story buildings, leasing office, recreation and parking at 1.5 spaces per unit. The average unit size varies from 620 to 800 square feet.

The hard and soft costs calculated for this project total $3,467,000. The rental income is estimated at $606,000. The income before debt service is estimated at $576,000.

2.6 Sites 7, 8 and 11 Development Program

The development program for these sites includes a condominium or 110,000 square feet of offices that vary from 3,000 to 15,000 square feet. Each would have its individual identity and entrance on Myrtle Avenue.

The hard and soft costs calculated for this project total $8,090,000. The net sales are estimated at $8,360,000. The income is $270,000, which is 3% expressed as a percentage of sales.

2.7 Sites 9 and 10 Development Program

The development program for these sites includes 98,000 square feet of specialty retail, entertainment, and dining. Suggested tenants include nationally recognized chains as Columbia, Chart House etc. The pattern conceived is one-story buildings with offices on the second floor.

The hard and soft costs calculated for this project total $8,161,000. The net sales are estimated at $8,555,000. The income is $394,000, which is 4.4% expressed as a percentage of sales.

2.8 Site 12 Development Program

The development program for this site includes 7,500 of retail and 110,000 square feet of offices with at grade parking. Each would have its individual identity and entrance on Myrtle Avenue.

The hard and soft costs calculated for this project total $9,547,000. The net sales are estimated at $10,258,000. The income is $711,000, which is 6.7% expressed as a percentage of sales.

2.9 Site 13 Development Program

The development program for site 13 includes multi-family residential with 80 dwelling units. The program assumes 8 units per floor, two story buildings, leasing office, recreation and no covered parking. The average unit size varies from 620 to 800 square feet.

The hard and soft costs calculated for this project total $2,818,000. The rental income is estimated at $467,000. The income before debt service is estimated at $444,000.

L. Lake Monroe Riverfront Masterplan; History of the Sanford Waterfront (1993)

1.0 Executive Summary

This report was compiled by city staff in 1993. It consists of a general introduction to the history, a chronological list of events and copies of old images, views, plans and maps.

Refer to the following sketch.

2.0 Summary of Report

The history of the city as stated in this report begins in 1870 with the arrival of Henry Sanford, a lawyer and diplomat from Connecticut. He envisioned the city as 'The Gate City of South Florida.'

In 1877, Sanford was incorporated as a town. A town plan was drawn using the grid system. The east-west streets were numbered and the north-south streets bore tree names. Conceptually, commercial districts were planned for areas closest to the water and residential areas paced to the south around a series of parks.

Sanford's first commercial district was located at the junction of East First Street and Sanford Avenue. In 1877, a fire destroyed the east side of the commercial district. In its early days, Sanford's lakeshore was a working waterfront. Wharves were built into the lake to compensate for the shallowness of Lake Monroe. The waterfront became an attraction to tourists who came up the river. Sanford had many wooden tourist hotels and hunters and fisherman came for sport.

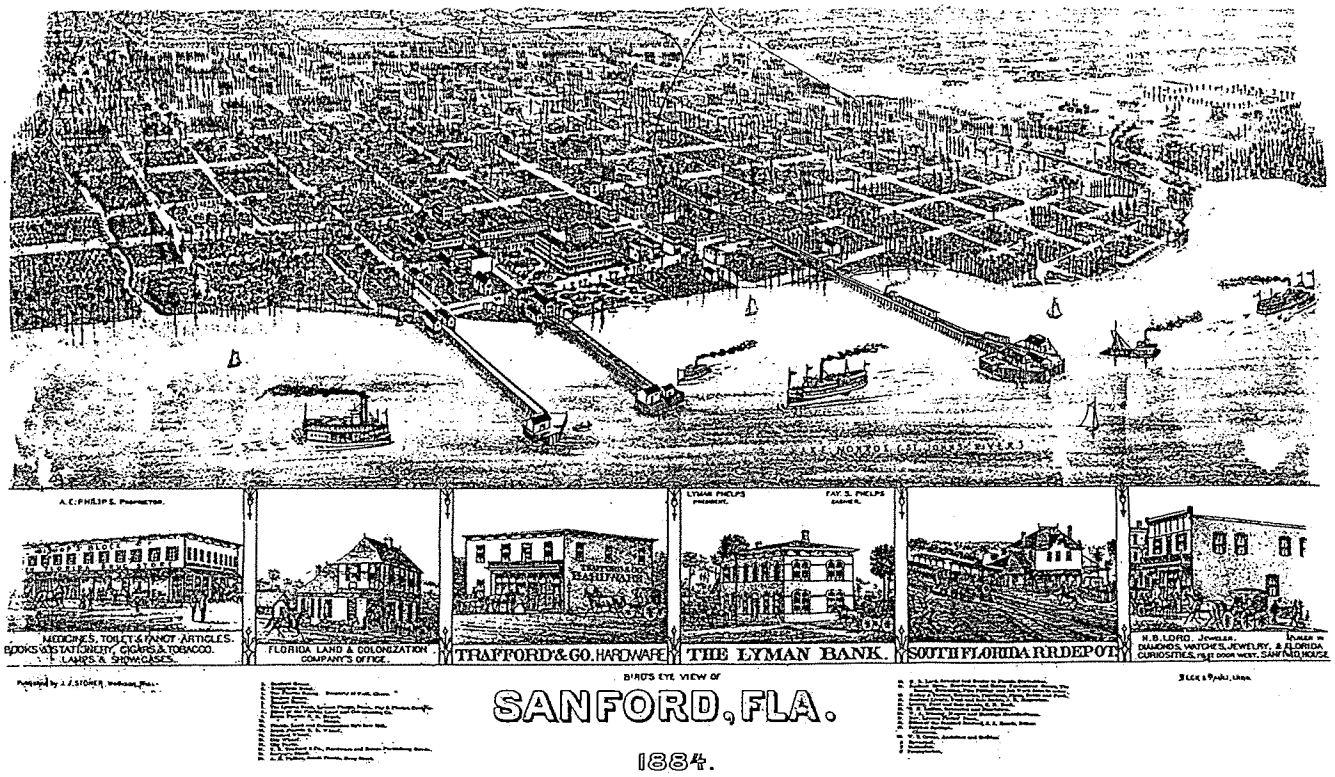
In the 20th century, the city council acknowledged the importance of the lakeshore by launching a project to bulkhead its entire length. Much of Sanford's original infrastructure was built during the period prior to 1928. The city turned its attention towards the recreational and civic use of the waterfront. This resulted in the construction of several waterfront parks, a marina, and major public buildings.

2.1 Chronological Highlights of the Sanford Waterfront

- Timucuan Indians were the first to live here and the remnants can still be found around Sanford.
- 1836- Camp Monroe is constructed by the US Army.
- 1840- The riverport of Mellonville develops near the site of Fort Mellon.
- 1845- Mellonville becomes the seat of Orange County (moved to Orlando in 1856).
- 1870- Henry S. Sanford purchases 18,000 acres of land west of Mellonville.
- 1877- Sanford is incorporated.
- 1916- The new bulkhead is officially complete, 2,000 feet long and reclaimed 35 acres of land.
- 1923- The Sanford Zoo is established.
- 1924- First Street extended to Mellonville Avenue and paved.
- 1925- New city hall is dedicated.
- 1925- Sanford Zoo built on waterfront alongside city jail.
- 1931- The first Farmer's Day is held on the lakefront.

- 1935- $250,000 Lakefront Boulevard is officially opened.
- 1942- Mayfair Hotel becomes housing for Navy personnel.
- 1957- Sanford Memorial Library and Museum opened in Fort Mellon Park.
- 1958- City civic center is dedicated.
- 1963- Post office at Palmetto Avenue is dedicated.
- 1963- Mayfair Inn becomes Sanford Naval Academy.
- 1964- Master plan for Riverport Marina, which opened in 1967.
- 1971- New courthouse completed.
- 1975- Central Florida Zoological Park moves to land west of Sanford on 17-92.
- 1977- New city hall opens.
- 1978- Sanford Naval Academy bought by New Tribes Mission and becomes the mission's international head quarters.
- 1982- Central Florida Regional Hospital opens.
- 1993- Sanford Memorial Library and Museum is expanded.

This report is supplemented with copies of old images, views, plans, and maps tracing the history of Sanford. See the following figure.



M. Resource Volumes 1 & 2, (1993)

1.0 Executive Summary

Resource volumes one and two consist of older studies, newspaper and research articles compiled as a database for reference on issues relating to the development of Sanford over a period of time.

2.0 Summary of Report

Resource volume one comprises 14 articles ranging from design plans along the waterfront to generic articles published in books and journals addressing the waterfront issue. Resource volume two is categorized in four sections comprising of articles that are specific, general, regulation oriented, and research oriented.

2.1 Resource Volume One

Studies and articles in this volume that relate to the present context are summarized as follows:

- The Riverport Marina Project done by Maurice H Connel in 1964, makes a clear statement that the endeavor is to provide a major boating facility in Sanford so as to become the principal economic factor for the Central Business District. The report explains the need for publicizing this concept until Sanford becomes synonymous with 'riverport marina.' Some of the strategies for advertising suggested here include television spot advertising, planned vacations with airlines, and direct mail. Public improvements suggested to correspond with this marketing effort are to rebuild SR 46 and impressive signs. The study also talks about leadership and organization efforts needed to implement this project. This project is supported by a conceptual master plan for the marina. The highlights of this plan, beside the development of the actual marina are a marina business center between Palmetto and Hood Avenue, landscaped mall near the business district, beautified walkways, emphasis on and pedestrian linkages to the marina.
- A conceptual image of a proposed city hall, 1970.
- The Scenic Improvement Board Master Plan done in 1985 prioritizes the landscaping improvements that were to be undertaken. The projects listed were categorized as those that are inexpensive and those that are expensive. The projects on the expensive list were the municipal parking lot (at Seminole Boulevard and Palmetto Avenue), marina, city hall, medians at various locations, cultural arts building (on 5th Street and Oak Avenue), and park (on Sanford Avenue and First Street). The projects on the inexpensive list included lakefront greenbelt, weed growth, and nastiness on the lake. Fort Mellon Park is categorized as a site deserving special consideration.
- The discussion outline for the Lakefront Development Planning and Zoning Commission report in 1986 detailed the existing conditions including inside city, riverfront marina project, outside city, historical perspective; and future development.
- The building heights and setbacks along the Lake Monroe waterfront are defined in the land development regulations. The minimum setback line from the parcel line is 35 feet. The permissible height is linked to the maximum footprint area. Building height ranges from 0-95' and the allowable footprint varies from 25 to 0% of total site area.

- The Artificial Beach Study project done for the Chamber of Commerce in 1990 proposed two alternatives of a 30 meter and 20 meter beach along the front end of the marina. The estimated material costs ranged from $313,500 for the 30 meter beach to $223,500 for the 20 meter beach.
- Resource volume one also contains a plan of the proposed Romance Facility along the lakefront exploring the opportunities of piers. Traffic median landscape plans for traffic islands at the intersection of 17-92 and Seminole Boulevard are also presented in another document. The estimated cost for the medians was $18,196 and the annual maintenance estimated at $4,755.
- The Historic Tree Program was initiated by the parks and recreation department in 1993, with the objective of growing trees that are tied to the nation's heritage. The focus of this program was around the Sanford Museum and the cost of each tree would be $35. In 1993 a proposal to create a lake feature retention pond to enhance the lake was also put forth.
- Articles in newspapers and journals covered various themes on Sanford and the waterfront development in general. Plans to develop Sanford along the lines of other prominent waterfront examples as Savannah, Charleston, Memphis, and Augusta are suggested. Articles also describe an effort to find a vision for the waterfront by Ed Peterson and Associates, a petition drive to build a pier on Lake Monroe.
- *The ABC of Waterfront Planning*, an article by Fredrick Zeidman in 1989 lists the main components in waterfront planning. They are environmental and political conditions, market factors, physical design factors, development factors, and involving the community. The three main requirements of a strategic waterfront plan are called out as need to take a comprehensive approach, considerate to neighbors, and process to be action oriented and dynamic.
- Resource volume one is concluded with an article on the success story of the San Antonio waterfront by Ann Breen and Dick Rigby.

2.2 Resource Volume Two

Resource volume 2 consists of both general and specific articles relating to waterfront development. Research papers and articles compiled in this document explain various cases and examples of practices that could relate to Sanford. The following is a list of articles compiled in this document.

Specific Waterfront Articles

- Ann Arbor's Gallup Park
- What's Right (and Wrong) about Inner Harbor (Baltimore)
- Small Town Riverfront Revitalization: The Awakening of Bristol, Pennsylvania
- Battery Park City Markets Large-Scale Development, New York City
- Planning for Bellingham's Waterfront, Washington
- Fort Lauderdale Riverwalk Corridor Plan
- A Product Life Cycle Approach to Urban Waterfronts: The Revitalization of Galveston
- Mooring Choices for our Shrinking Coastline, California/West Coast
- The Community Vision for the Riverfront, Sebastian, Florida
- Waterfront + Renovation=Recreation, Wilmington, Delaware

General Waterfront Articles

- Down by the Riverside
- Greenbelting Riverfronts
- Interest Runs Deep in Waterfront Projects
- The Last Urban Frontier
- Whose Waterfront Is It, Anyway?
- Urban Waterfront Management Project Articles

Regulation Oriented

- Land Use Controls for Urban Waterfront Development
- Regulating Development on Inland Lakes
- Waterfront Development, Residential Development Handbook

Research Oriented Articles

- Economic Demand for Marinas and Projected Impact on Wetlands
- Multi-jurisdictional Waterfront Land Use Modeling

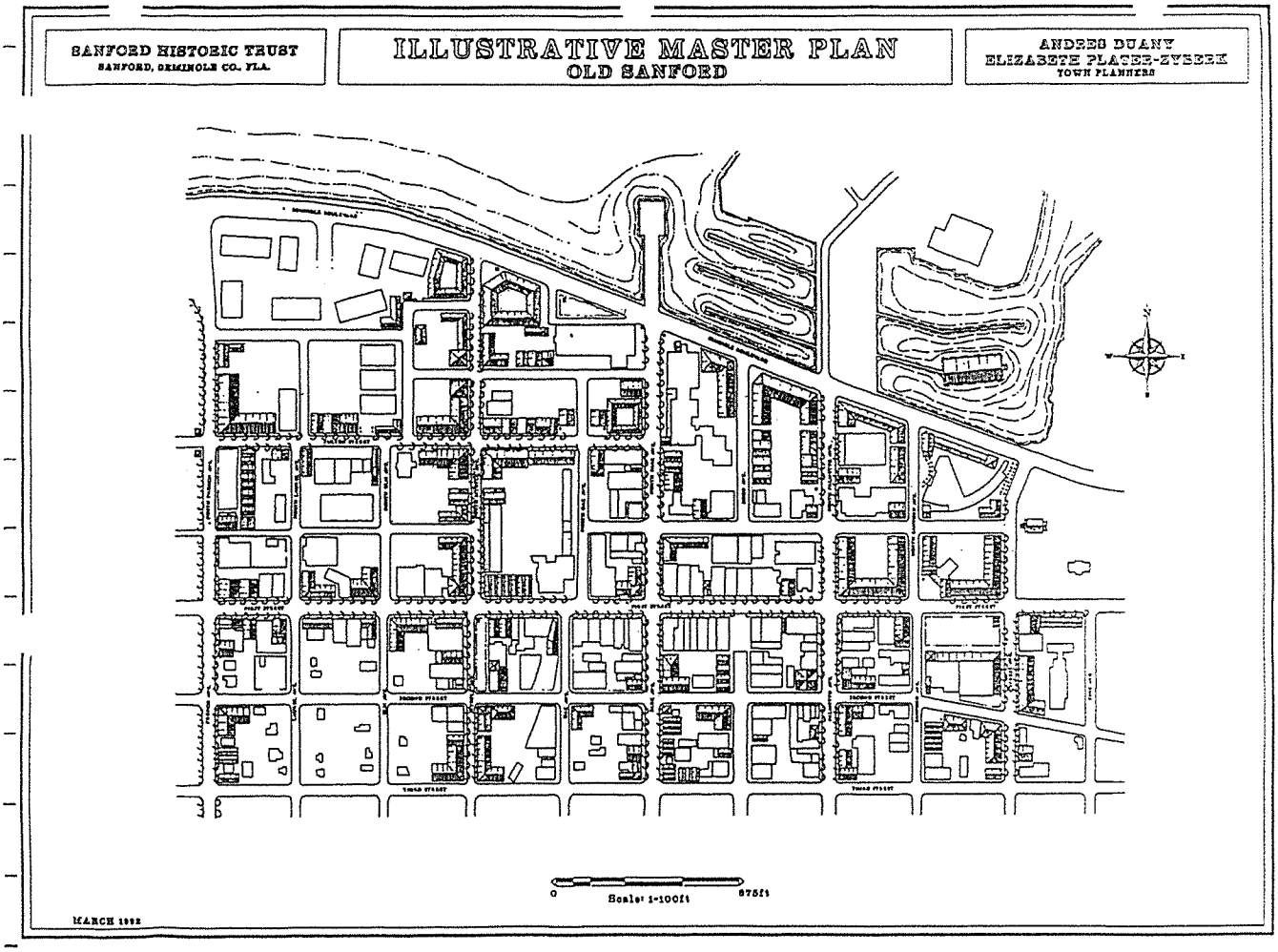
N. Master Plan and Urban Regulation for Old Sanford (1992)

1.0 Executive Summary

The Master Plan and Urban Regulations report for Old Sanford prepared by Andres Duany takes a thorough approach towards creating regulations with an understanding of background issues, and influencing factors. A charrette was conducted by the team to understand the context and make appropriate recommendations. However, Duany's concepts were not embraced for the downtown area.

2.0 Summary of Report

The report is categorized in three main sections. The first describes issues, thoughts, and possible remedies presented in the charrette. The second section consists of urban regulations presented as design plates, and the third section describes architectural regulations and special standards. Refer to the proposed illustrative master plan.



2.1 Charrette Presentaion

In the charrette presentation, Duany explains various urban issues affecting Sanford and his thoughts on how to improve the situation.

In the introduction, Sanford is described as a wonderful place, especially for someone from outside who focuses more on the physical attributes rather than the problems. The following points are the highlights of various issues presented as the background to this report.

- Sanford has beautiful streets, many beautiful houses, and a waterfront that could be the best in Florida.
- The outside impression of Sanford is that it is a railhead for the autotrain.
- The townspeople have a positive energy, and its bad reputation is its economy which relies greatly on agriculture.
- Much of the city is quite similar to suburban sprawl throughout Florida, consisting of highways, shopping malls, and housing clusters.
- Historic districts are highly desirable as in the examples of Coconut Groove and Key West. Therefore, the Historic District in Sanford should be identified, separated, and safeguarded.
- The natural desirability of Sanford should become competition to the promoted desirability of the suburbs.
- Designate the historic district as 'Old Sanford.'
- Include the Georgetown neighborhood as part of historic Sanford.
- There is a need for rules to implement regulations. The concept of 'alley cats', 'violation tickets', and 'policing by the Historic Preservation Board' are suggested as a means of improving regulation and code compliance.
- The kind of codes proposed in this report is meant to guarantee the performance of neighboring buildings, their function and style, to make home investment safe.
- The codes are a business proposition rather than a gesture to bring back old standards.
- Financial support for investors and home buyers needs to be addressed as a combination of home improvement and mortgage loans to make feasible the proposition of restoration.
- Attack advertisement against suburban lifestyles and promote greater overall value of Sanford. Advertisements should be placed side by side with similar advertisements in the Orlando Sentinel.
- On First Street, spaces or gaps between shops should be discouraged at all costs as they inhibit pedestrian movement. The code is obsessive about continuity and pedestrian flow.
- The development of anchors which are crucial to developers. Large stores and shopping centers attract people which is healthy for smaller retailers.
- City owned and public land along the waterfront should be freed for private development. Prepare a master plan with this objective and invite developers to do joint ventures with the city, thereby sharing profits of development along this front and increasing the tax base.

- Improve the architecture and character of city owned and public places.
- Cash in on the neo-traditionalist phase and orient the city towards arts and culture. Museums present a great opportunity in realizing this.
- Encourage the community college to expand and diversify, as students and college institutions provide culture at the level of the city. Promote Sanford as a 'college town.'
- The actual code described in the next two sections consists of Urban Regulations and Architectural Regulations.

2.2 Urban Regulations

The Urban Regulations specify the precise location of buildings relative to their neighbors, which includes the shape and size of buildings, as well as the provisions of such elements as porches and canopies. The urban regulations are presented in plates and are classified according to typology based on the uses. The typologies are:

Downtown Shopfront; Waterfront Arcade; Neighborhood Shopfront; House; and Industrial Loft. Each typology is addressed with respect to the following issues.

- Instructions
- Building Placement
- Easements
- Parking
- Building Use
- Building Height

The emphases in all the issues mentioned above were on street response, pedestrian priorities, and historic preservation.

2.3 Architectural Regulations

Architectural regulations restrict the form of buildings, their construction materials, and the building techniques that result in their architectural expression. The stated intention here is not just to make things pretty, but more so to do with the quality of construction which maintains the value of buildings and, thus, the neighborhood.

This section is categorized into building walls, building elements, roofs, and windows and doors. Each category is addressed in terms of the following.

- Materials
- Configurations
- Techniques

The emphases in all the issues mentioned above were on historic preservation.

2.4 Special Standards

The special standards talk about enforcement standards, occupancy standards, maintenance standards, and management standards. The discussions presented in this plate broadly reflect the ideas mentioned during the design charrette.

The last part of the report contains an illustrative master plan, emphasizing historic preservation, waterfront redevelopment, and other concepts mentioned during the design charrette.

Section 7: Urban Design Opportunities

This section describes public infrastructure and urban design improvements that need to be addressed by the city of Sanford to correspond with this redevelopment plan.

Urban design opportunities include, but are not limited to, site opportunities, urban character, improvement of existing buildings, streetscape improvements, waterfront promenade, signs, and icons. This section of the report describes the urban design opportunities that need to be explored in Sanford to mirror with the redevelopment plan. The fundamental concept in strategizing these opportunities is to improve the 'quality of life' for Sanford's residents and enhance visitor experience. The issues raised here have been developed from an analysis of past planning and marketing studies, site visits, research, and discussions with staff. The opportunities are categorized in to short-term, and long-term opportunities. The urban design opportunities plan graphically presents some of these concepts.

Short-Term Opportunities

For definition purposes, short-term urban design opportunities are opportunities that need to explored and accomplished within the first three years of the adoption of the redevelopment plan. The short-term opportunities are:

1.Overall Strategies

- Initiate and jump start the redevelopment process by making conspicuously visible streetscape improvements in line with existing design standards on East First Street. This strategy psychologically conveys a positive image to potential investors. The order of priority for streetscape improvements are 1st Street-from the Seminole County Administrative Building to 17-92; waterfront promenade on Seminole Boulevard, Palmetto Avenue, Park Avenue, Commercial Street, Magnolia Avenue, Sanford Avenue, Hood Avenue, Myrtle Avenue, Fulton Street, Elm Avenue, Laurel Avenue; and French Avenue within the city limits.
- Emphasize pedestrian linkages to reinforce connections between historic downtown and waterfront developments. Pedestrian connections may also be encouraged by accentuating the building line (moving up the city wall by reducing setbacks) to address the street, as is the case in downtown Sanford (East 1st Street). Pedestrian linkages should also connect residential neighborhoods to the waterfront.
- Broadly, the urban design concepts for different areas are to promote the waterfront area as mixed-use residential, specialty retail and recreation; the marina for mixed-use, restaurants and bars; the area around East 1st Street for mixed-use residential, specialty retail and office; the area around Magnolia Square to primarily support arts facilities and restaurants; and the area around Park Avenue as mixed-use residential, specialty retail, and offices. (Refer to market analysis for details on opportunity sites and suggested uses.)
- Encourage innovative, mixed-use, higher density housing alternatives along the waterfront and on vacant and developed properties downtown to generate longer activity periods, thereby making Sanford a safer environment.

- Improve the quality of life by creating recreational facilities. This could be achieved by:
  - Accommodating multiple user groups in Fort Mellon Park, for example, different zones for children, a sculpture garden, formal garden, and water features may be located here. This may be accomplished through negotiations with the hotel/conference center developer.
  - Encourage active and passive water recreation activities along the waterfront to fully utilize the potential of this natural resource.
  - Work towards the development of a multi-use trail network along the waterfront to complete the loop around Lake Monroe. The trail could include pedestrians and bicyclists.
  - Complete the baseball stadium.
  - Design and build the waterfront promenade with a boardwalk and piers for the benefit of residents and visitors. This could promote Sanford as a day-trip destination.
- Enhance the existing marina and create more pedestrian friendly uses to create a prime node here. This would attract more visitors to the Marina from downtown. Complementary to this is strengthening the visitor routes to both the existing and proposed marinas (Palmetto Avenue and Park Avenue).

2. Identity

- Design and build a dual-purpose - waterfeature/fountain icon on Lake Monroe to create an identity for the city which can also help control mosquitoes. This icon should be located so as to be visible from the bridge on I-4.
- Design and construct two gateways, a major and minor gateway at the intersections of 17-92 and SR 46 and 17-92 and Seminole Boulevard. This would help define historic Sanford for most visitors creating a transition point.
- As part of the improved streetscape program, the city should design and adopt a coherent sign program for the entire downtown and historic areas. The citywide theme based signage program will create a unique identity for Sanford.
- Initiate streetscape improvements with the relatively easy tree planting aspect. Pursue the Historic Tree Program that involves the general public.

3. Historic Preservation

- Continue with the Historic Preservation Program that is compatible with Sanford's existing urban fabric and character.
- Assess the urban character and historic preservation impact of the new hotel project at Fort Mellon Park. The following criteria can be adopted as a generic checklist for assessing all potential developments in Sanford.
    - Appropriate use of traditional building materials and colors.
    - Appropriate building elements such as roof configurations, eave details, windows, building form, and building footprint.
    - Respect traditional typologies such as yards, porches, entries, and orientation.
    - Respect the urban character and structure by following similar building lines, setbacks, and scale.
    - Adopt appropriate streetscape design through landscaping, signs and site furnishings to be compatible with the historic context.

4. Parking

- Pursue an integrated long-term approach to downtown parking demand management, based on the parking management study, which incorporates public parking facilities at the city hall, municipal parking lot, courthouse parking and on-street parking.
- Carefully plan the location of prime activity generators (bars, convenience stores etc.) so as to induce and evenly spread pedestrian activity downtown and avoid parking and vehicular congestion.

5.Funding

- Initiate bonding opportunities for private property owners to facilitate façade improvements along the main corridors. The city of West Palm Beach has been successful on this issue.
- Explore tax increment financing and bonding possibilities to fund public infrastructure improvements. Fort Lauderdale and Jacksonville have been successful in receiving funds for waterfront projects.
- Trigger the redevelopment process by fast-tracking initial development (the hotel development is an example). This, together with improved public infrastructure, would boost investor confidence and create a positive climate for new development.
- Explore joint public-private programs such as the Romance Facility.

Long-term Opportunities

For definition purposes, long-term urban design opportunities are opportunities that need to explored and accomplished in the period from four to ten years after the adoption of this redevelopment plan. The long-term opportunities are:

- Relocating the city hall, courthouse and post office to the downtown core freeing up prime waterfront property for potential new development.
- Develop the waterfront west of the peninsula as an extension of Memorial Park into a new marina site. The new marina would generate greater direct and indirect revenues.
- Expand and integrate the existing marina (a potential pedestrian magnet) with downtown and the city core. This may be achieved by strengthening the building line along Palmetto Avenue and Park Avenue to address the public domain.
- Pursue light industrial opportunities around the railroad. This would increase the tax base and base resident population.
- Consolidate parking to multi-story garages in the long-term to free valuable prime properties for redevelopment.

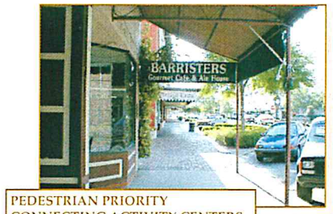
The city should coordinate efforts of all other agencies in arriving at a consensus to implement the urban design opportunities. The agencies are:

- Historic Preservation Board
- Scenic Improvement Board
- Historic Downtown Waterfront Association
- Chamber of Commerce
- Seminole County Government
- Zoological Society
- Tourist Development Council

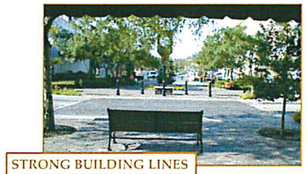
URBAN DESIGN OPPORTUNITIES – DOWNTOWN SANFORD

HISTORIC SIGNATURE

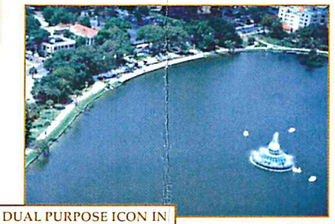
WATERFRONT PROMENADE



PEDESTRIAN PRIORITY CONNECTING ACTIVITY CENTERS

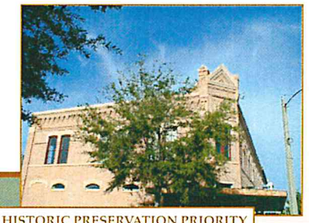


STRONG BUILDING LINES AND URBAN STRUCTURE



DUAL PURPOSE ICON IN LAKE MONROE

POTENTIAL MARINA

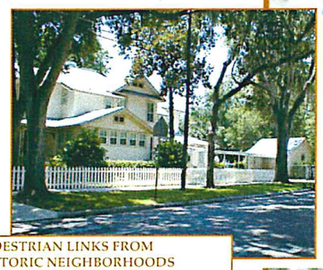


HISTORIC PRESERVATION PRIORITY

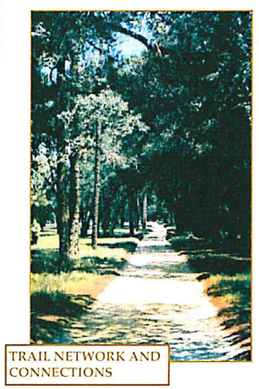
STREETSCAPE IMPROVEMENTS

PARKS AND RECREATION AMENITIES

PEDESTRIAN INTEGRATION OF INSTITUTIONAL USE



PEDESTRIAN LINKS FROM HISTORIC NEIGHBORHOODS TO DOWNTOWN AND WATERFRONT

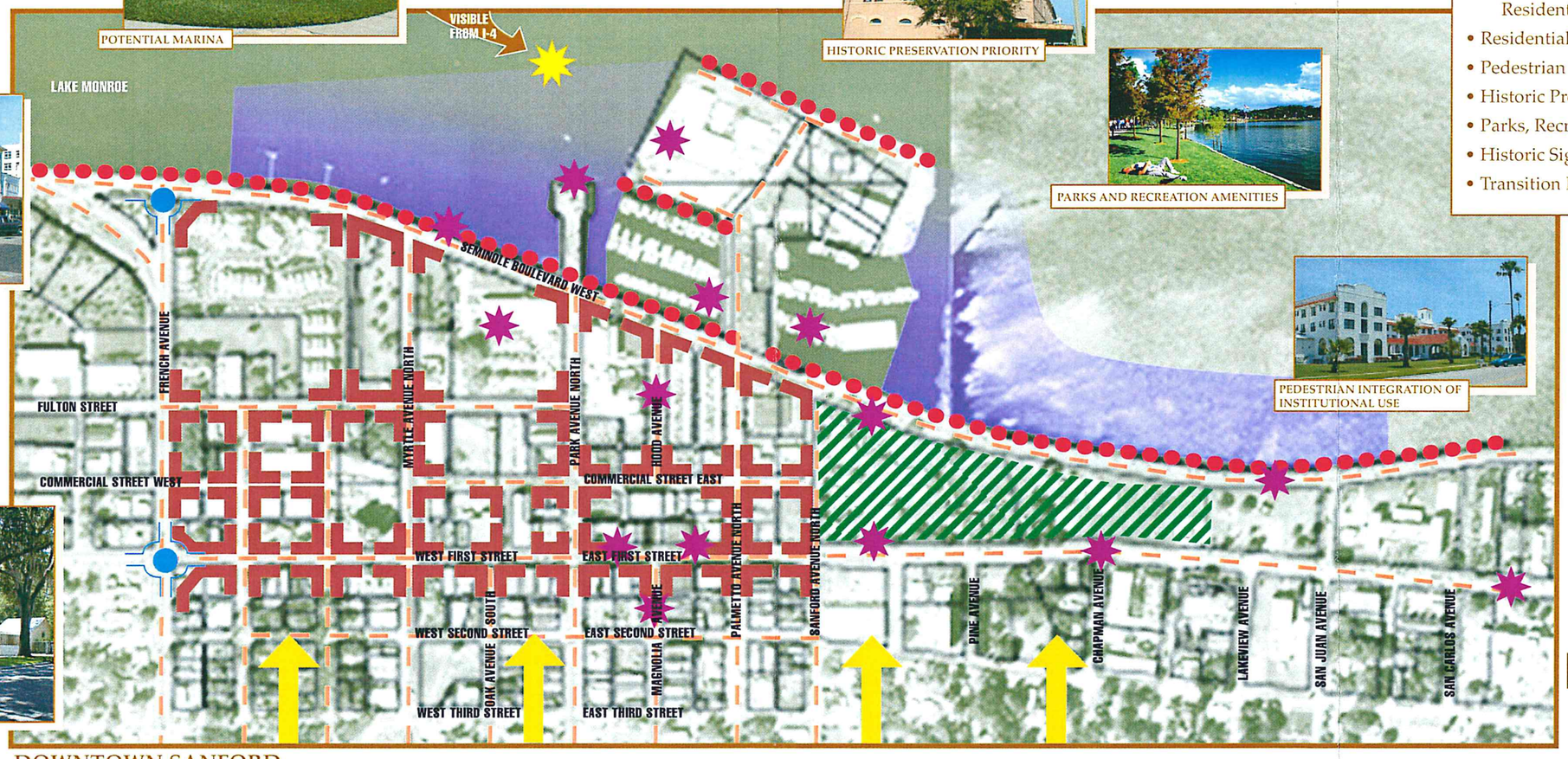


TRAIL NETWORK AND CONNECTIONS

HISTORIC SANFORD WATERFRONT GATEWAY

CONCEPTS

- Mixed Use Office, Retail, and Residential Downtown
- Residential/Mixed Use Waterfront
- Pedestrian Priority Linkages
- Historic Preservation Priority
- Parks, Recreation and Trail Facilities
- Historic Signage
- Transition Point Gateways



DOWNTOWN SANFORD

PEDESTRIAN PRIORITY STREETS
WATERFRONT PROMENADE
PARKS & RECREATION FACILITY
ACTIVITY CENTERS
PEDESTRIAN LINKAGES FROM RESIDENTIAL TO WATERFRONT
GATEWAYS & TRANSITION POINTS TO DOWNTOWN
STRENGTHEN CITY WALL/ URBAN STRUCTURE
DUAL PURPOSE ICON
POTENTIAL MARINA

N

hhi

Appendix

Crittenden Directory of Florida Developers

Crittenden Directory of Florida Developers

This directory of Florida commercial developers is provided as a supplement to Florida Developments newsletter which covers the commercial development in the state of Florida. The directory is arranged in alphabetical order by company name. The first listings are for the company's corporate office, followed by any additional regional offices when applicable.

With each listing, we identify key personnel from the company. The focus here was to identify those people actively involved in the decision making, particularly in the areas of land acquisitions and purchasing. However, you will notice that the titles of these individuals vary from company to company. This is because of the unique structures of these firms. While one company may have an actual Purchasing Manager, these duties may be handled by the CFO or other individual at another company.

Research Assistants

Diane Cano

Published by:

Crittenden Marketing, Inc.
P.O. Box 919035
San Diego, CA 92191-9035

Customer Service: (800) 211-1697

copyright CRITTENDEN MARKETING INC 1999

The Crittenden Directory of Florida Developers

Adache Associates Architects
550 S Federal Hwy
Fort Lauderdale FL 33301

Daniel Adache, Chairman
George Fletcher, President
Kerry Munn, Manager A/P

PHONE (954) 525-8133
FAX (954) 728-8159

AEW Capital Management
225 Franklin St
Boston MA 02110

Joseph Azrack, President/CEO
Jim Flynn, Managing Dir
Edward Cassidy, Director

PHONE (617) 261-9000
FAX (617) 261-9555

Agora LLC
7400 Baymeadows Way
Jacksonville FL 32256

William Sulzbacher, President
Todd Walter, Exec VP

PHONE (904) 739-1235
FAX (904) 739-9008

copyright CRITTENDEN PRESS INC 1999

The Crittenden Directory of Florida Developers

The Alter Group

7303 N Cicero Ave
Lincolnwood IL 60712

PHONE (800) 637-4842
FAX (847) 676-4301

William A Alter, Chairman/CEO
Michael J Alter, President
Richard M Gatto, Exec VP

Regional Offices

5 Concourse Pkwy Ste 840
Atlanta GA 30328
Phone: (770) 392-0092 Fax: (770) 392-0097
Todd Yates, VP

Architects Tonica

550 Brickell Ave Ste 200
Miami FL 33131

PHONE (305) 372-1812
FAX (305) 372-1175

Bernardo Brescia, President/CEO
Ana Miyares, Controller
Victor Yue, Sr VP

Atlantic Gulf Communities

2601 Bayshore Dr
Miami FL 33133

PHONE (305) 859-4000
FAX (305) 859-4524

J Larry Rutherford, Pres/CEO/Chairman
Kimbell Woodbury, VP/Acquisitions
Lisa Anness, VP/Planning
Matthew Allen, VP/Finance

copyright CRITTENDEN PRESS INC 1999

The Crittenden Directory of Florida Developers

Beechwood Company
3838 Oaklawn Ave Ste 1000
Dallas TX 75219

PHONE (214) 521-8300
FAX (214) 521-8339

Frank Harrison, President/CEO
Carl Schwab, VP
Jeff Lindsey, VP
Mike Wadsworth, VP

Belz Enterprises
100 Peabody Place Ste 1400
Memphis TN 38103

PHONE (901) 767-4780
FAX (901) 260-7378

Jack Belz, President/CEO
Morris Thomas, Dir/Acquisitions
John Ellis, Sr VP/Development
Jack Bearden, Dir/Construction

Boran Craig Barber Engle Const
3606 Enterprise Ave
Naples FL 34104

PHONE (941) 643-3343
FAX (941) 643-4548

Melvin Engel, President
Don Barber, CEO
Rick Dykman, Exec VP/Marketing

Boykin Lodging Company
45 W Prospect Ave Ste 1500
Cleveland OH 44115

PHONE (216) 241-6375
FAX (216) 430-1201

Robert Boykin, President/CEO
Mark Bishop, Sr VP/Acquisitions

copyright CRITTENDEN PRESS INC 1999

The Crittenden Directory of Florida Developers

Breaux Rey & Associates
1100 NW 72nd Ave
Miami FL 33126

Don Breaux, President
Alex Rey, Partner

PHONE (305) 470-9300
FAX (305) 470-9755

Brock Development
1551 Forum Place Ste 100
West Palm Beach FL 33401

Andrew Brock, Partner
Peter Brock, Partner

PHONE (561) 684-1040
FAX (561) 686-9940

Cambridge Homes
242 N Westmonte Dr
Altamonte Spgs FL 32714

Bill Orosz, President/CEO
Kyle Sanders, VP/Land Acq & Dev
Scott South, VP/Construction
Steve Wood, VP/Sales & Mktg

PHONE (407) 865-9600
FAX (407) 865-9477

Candler Deb
180 Allen Rd NE #202 S
Atlanta GA 30328

Asa Candler, President/CEO

PHONE (404) 303-1600
FAX (404) 303-0250

copyright CRITTENDEN PRESS INC 1999

The Crittenden Directory of Florida Developers

Cap Advisors
38345 W Ten Mile Rd Ste 170
Farmington Hills MI 48335

Joseph Capozzoli, President/CEO
Jim Snyder, Exec VP

PHONE (800) 310-6300
FAX (248) 476-2760

Carramerica Development Inc
1850 K Street NW Ste 500
Washington DC 20006

James Williams, President
Tom Yockey, VP/Development

PHONE (202) 729-1754
FAX (202) 729-1080

Regional Offices

2424 N Federal Hwy Ste 160
Boca Raton FL 33431
Phone: (561) 395-7588 Fax: (561) 395-2813
Stewart Pearlman, Leasing Dir
John Davies, Sr Project Mgr

copyright CRITTENDEN PRESS INC 1999

The Crittenden Directory of Florida Developers

Carter & Associates

1275 Peachtree St NE
Atlanta GA 30367

PHONE (404) 888-3000
FAX (404) 888-3344

William A Mitchell, President/CEO
Philip S Stevenson, Exec VP
A Trent Germano, Sr VP
John A Willig, VP
Kenneth Mattie, VP

Regional Offices

405 N Reo St Ste 160
Tampa FL 33609
Phone: (813) 287-0101 Fax: (813) 287-0397
John Carter, Principal

20 N Orange Ave Ste 101
Orlando FL 32801
Phone: (407) 649-8999 Fax: (407) 426-7078
Charles Carter, Dir/Operations

9143 Phelps Highway Ste 100
Jacksonville FL 32256
Phone: (904) 363-6400 Fax: (904) 363-9694
Beverly Brown, VP

Cb Richard Ellis Investors LLC

865 Figueroa St Ste 3500
Los Angeles CA 90017

PHONE (213) 683-4200
FAX (213) 683-4301

Robert H Zerbst, President
Phil Hench, Manageing Dir/Acq

Regional Offices

800 Boylston St Ste 1475
Boston MA 02199
Phone: (617) 425-2800 Fax: (617) 425-2801
Jeff Torto, Director

copyright CRITTENDEN PRESS INC 1999

The Crittenden Directory of Florida Developers

CBL & Associates
1 Park Pl - 6148 Lee Hwy #300
Chattanooga TN 37421

Charles Lebovitz, President/CEO
Keith Honnald, Dir/Acquisitions
Steve Tingle, VP/Dir of Dev

PHONE (423) 855-0001
FAX (423) 490-8662

Centex Construction
6300 NW 5th Way
Fort Lauderdale FL 33309

Bob Moss, President
Larry Casey, VP/Mktg & Dev

PHONE (954) 771-7122
FAX (954) 938-3007

Centex Corporation
2728 N Hardwood St
Dallas TX 75201

Laurence Haisch, CEO
Dan Anderson, VP/Land Acq

PHONE (214) 981-5000
FAX (214) 981-6859

Chadwick Saylor Co
11601 Wilshire Blvd Ste 2240
Los Angeles CA 90025

William Chadwick, President
Paul Saylor, Managing Dir
Bruce Megwan, Sr RE Officer

PHONE (301) 268-6620
FAX (301) 268-6629

copyright CRITTENDEN PRESS INC 1999

The Crittenden Directory of Florida Developers

Chelsea GCA Realty
103 Eisenhower Pkwy
Roseland NJ 07068

PHONE (973) 228-6111
FAX (973) 228-3891

Les Chao, President
David Bloom, CEO
John Klein, VP/Development

Codina Group Inc
2 Alhambra Plaza Penthouse II
Coral Gables FL 33134

PHONE (305) 520-2300
FAX (305) 520-2467

O Ford Gibson, President/CEO
Eric Swanson, Exec VP
Bob Ferrante, Pres/Codina Dev

Cohen Freedman Ecinosa Assoc
8085 NW 155th St
Miami FL 33016

PHONE (305) 826-3999
FAX (305) 826-4155

Stuart Cohen, President/CEO
Larry Freedman, VP
Guillermo Ecinosa, VP

Colonial Properties
2101 Sixth #750
Birmingham AL 35203

PHONE (205) 250-8700
FAX (205) 250-8890

Thomas Lowder, President/CEO
Richard Yeilding, Sr VP/Retail Acq
John Hughey, Exec VP/Retail Div
Bryan Ratliff, VP/Retail Dev
Murray Legg, VP/Retail Dev

copyright CRITTENDEN PRESS INC 1999

The Crittenden Directory of Florida Developers

Cooper Carey

3520 Piedmont Rd NE Ste 200
Atlanta GA 30305

Kevin Cantley, President/CEO
Jerry Cooper, Chairman

PHONE (404) 237-2000
FAX (404) 237-0326

Regional Offices

112 S Alfred St Ste 200
Alexandria VA 22314
Phone: (703) 519-6152 Fax: (703) 519-7127
David Kitchens, Principal

Crescent Resources

400 S Tryon St
Charlotte NC 28202

Robert S Lilien, Chairman/CEO
Art Fields, President
Tony Byers, VP/Commercial Dev

PHONE (704) 382-2311
FAX (704) 382-6385

Regional Offices

14025 Riveredge Dr Ste 130
Tampa FL 33637
Phone: (813) 979-8600 , Fax: (813) 979-8629
Joe Taggert, VP

copyright CRITTENDEN PRESS INC 1999

Cushman & Wakefield

5430 LBJ Frwy Ste 1400
Dallas TX 75243

Arthur Mirante, CEO

PHONE (972) 770-2500
FAX (972) 770-2557

Regional Offices

601 Brickell Key Dr #600
Miami FL 33131
Phone: (305) 371-4411 Fax: (305) 373-7382
Mark Gilbert, Dir/Fin Svcs

Cypress Realty

1800 W Loop South Ste 850
Houston TX 77027

Stephen Clark, President
Mark Sparrow, VP/Asset Mgmt & Dev
Tim Clark, VP

PHONE (713) 622-7270
FAX (713) 622-7279

DLJ RE Capital Partners

277 Park Avenue 19th Fl
New York NY 10172

David Weil, Co-Chairman/Mng Dir

PHONE (212) 892-2208
FAX (212) 892-7553

copyright CRITTENDEN PRESS INC 1999

Don M Casto Organization

7045 S Tamiami Trail
Sarasota FL 34231

Brett Hutchens, Partner
Mark Sneed, VP/Leasing & Dev

PHONE (941) 926-0051
FAX (941) 925-9562

Driscoll Development

3514 S Ocean Dr
Hollywood FL 33019

Thomas Driscoll, President/CEO

PHONE (954) 457-2000
FAX (954) 457-2026

copyright CRITTENDEN PRESS INC 1999

Duke-Weeks Realty Corp

8888 Keystone Crossing #1200
Indianapolis IN 46240-4640

Thomas L Hefner, Chairman/CEO
A Ray Weeks Jr, Vice Chrmn/Pres/COO

PHONE (317) 808-6000
FAX (317) 808-6794

Regional Offices

10150 Highland Manor Dr #150
Tampa FL 33610
Phone: (813) 630-2425 Fax: (813) 630-9500
Forrest Robinson, Exec VP
Moses Salcido, Sr VP

1025 Greenwood Blvd Ste 175
Lake Mary FL 32746
Phone: (407) 805-9620 Fax: (407) 805-9628
John Coleman, Sr VP

50 International Pkwy Ste 100
Jacksonville FL 32218
Phone: (904) 741-4880 Fax: (904) 741-4885
Charles Graham, Sr VP

East Group Properties

188 E Capital St Ste 300
Jackson MS 39201

Leland Speed, CEO
David Hoster, President
Stewart Speed, Land Acq Mgr

PHONE (601) 354-3555
FAX (601) 352-1441

Regional Offices

505 Maitland #200
Altamonte Spgs FL 32701
Phone: (407) 262-9060 Fax: (407) 262-9066
Chip Jones, VP/Development
Anthony Bruno, President

copyright CRITTENDEN PRESS INC 1999

The Crittenden Directory of Florida Developers

Echelon International
450 Trinity Lane
Saint Petersburg FL 33716

PHONE (727) 803-8200
FAX (727) 803-8234

Darryl LeClair, President/CEO
Tim Tinsley, VP
Julio Maggi, VP

Elkins Construction
4501 Beverly Ave
Jacksonville FL 32210

PHONE (904) 384-6455
FAX (904) 387-1303

Barry Allred, President/CEO
Richard Elkins, Estimator
Matt Welch, VP/Construction
Gary Norman, VP/Development

Equity One
1600 NE Miami Gardens Dr #200
N Miami Beach FL 33179

PHONE (305) 947-1664
FAX (305) 947-1734

Chaim Katzman, President/CEO
Alan Merkur, Dir/Acquisitions
Doron Valero, COO
Randy Slick, Dir/Development

Extended Stay America Inc
450 E Las Olas Blvd Ste 1100
Fort Lauderdale FL 33301

PHONE (954) 713-1600
FAX (954) 713-1665

George D Johnson Jr, President/CEO
Mike Beck, VP/Real Estate

copyright CRITTENDEN PRESS INC 1999

Federal Realty Invest Trust

1626 E Jefferson St
Rockville MD 20852

PHONE (301) 998-8100
FAX (301) 998-3700

Steve Guttman, President/CEO
Charles Garner, VP/Acquisitions
Howard Biel, VP/Managing Dir/Dev

First Industrial Realty Trust

311 Wacker Dr Ste 400
Chicago IL 60606

PHONE (312) 344-4300
FAX

Michael Brennan, Exec CEO
Mike Havala, CFO
Anthony Muscatello, Pres/Dev Services

Regional Offices

6302 Benjamin Rd Ste 400
Tampa FL 33634
Phone: (813) 884-6161 Fax: (813) 889-9469
Ron Smith, RE Dev Officer
Ross Kirk, Regional Dir

The Forbes Co

100 Galleria Office Ctr #427
Southfield MI 48034

PHONE (248) 827-7801
FAX (248) 827-1379

Nathan Forbes, Partner
Sidney Forbes, Partner

copyright CRITTENDEN PRESS INC 1999

The Crittenden Directory of Florida Developers

FRP Development
155 E 21st St
Jacksonville FL 32201

John Anderson, President
David de Villers Jr, VP/Land Acq
Nat Hughs, Dir/Corporate Dev

PHONE (904) 355-1781
FAX (904) 355-0817

Hall Financial Group
2595 Dallas Parkway Ste 300
Frisco TX 75034

Craig Hall, CEO
Don Braun, President
Larry Levey, Pres/Development

PHONE (972) 377-1100
FAX (972) 377-6694

Hardin Capital
3715 Northside Pkwy Bl 100/250
Atlanta GA 30327

Earl Shell, President/CEO
Eric Brooks, VP
Carl Hair, Sr VP

PHONE (404) 264-0404
FAX (404) 816-6701

Higgins Development Partners
101 E Erie Ste 800
Chicago IL 60611

John W Higgins, Chairman/CEO
Gerald A Pientka, President

PHONE (312) 943-4999
FAX (312) 943-9768

copyright CRITTENDEN PRESS INC 1999

Highwoods Properties

3100 Smoketree Ct Ste 600
Raleigh NC 27604

Ron Gibson, CEO
Mark MacDonald, Acquisitions Mgr
Randy Roberson, Dir of Development

PHONE (919) 872-4924
FAX (919) 873-0088

Regional Offices

201 E Pine St Ste 475
Orlando FL 32801
Phone: (407) 849-2275 Fax: (407) 849-2274
Dale Johannes, Sr VP

#1 Independent Dr Ste 200
Jacksonville FL 32202
Phone: (904) 356-1978 Fax: (904) 358-5479
Henry Pratt, Dir/Operations

9720 Princess Palm Ave Ste 140
Tampa FL 33619
Phone: (813) 612-7700 Fax: (813) 623-5445
Skipper Peek, VP

215 S Monroe St Ste 803
Tallahassee FL 32301
Phone: (850) 222-1955 Fax: (850) 681-0342
Pat Alley, Property Mgr

Hilton Hotels Corp

9336 Civic Center Dr
Beverly Hills CA 90210

Stephen Bollenbach, President/CEO
Dieter Huckestein, Pres/Hotel Div

PHONE (310) 278-4321
FAX (310) 205-7655

Regional Offices

2100 Riveredge Pkwy Ste 1000
Atlanta GA 30328
Phone: (770) 857-8504 Fax: (770) 953-2940
Tom Huegel, Dir/Francise Dv
Steve Crabill, VP/Francise Dev

copyright CRITTENDEN PRESS INC 1999

Hirsch Bedner Associates
909 W Peachtree St NE
Atlanta GA 30309

Howard Pharr, President/CEO
Ann Praven, Acquisitions
David Rissier, Dir/Marketing & Dev

PHONE (404) 873-4379
FAX (404) 872-3588

HKS Inc
1919 McKinney Ave
Dallas TX 75201

Ron Skaggs, CEO
Joe Buskuhl, President

PHONE (214) 969-5599
FAX (214) 969-3397

Regional Offices

225 E Robinson St Ste 405
Orlando FL 32801
Phone: (407) 648-9956 Fax: (407) 648-9976
Chuck Means, Sr VP

Holiday Inn Hotels and Resorts
3 Ravina Dr Ste 2900
Atlanta GA 30346

Tom Oliver, Chairman
Dave Woodruff, Reg Dir/Franchise Sl
Brown Kessler, VP Development

PHONE (770) 604-2000
FAX (770) 604-5403

copyright CRITTENDEN PRESS INC 1999

Horton Harley Carter
100 W Kennedy Ste 770
Tampa FL 33602

Steve Horton, President/CEO

PHONE (813) 223-1964
FAX (813) 223-1778

Host Marriott Corp
10400 Furnwood Rd
Bethesda MD 20817

Terrence Golden, President/CEO
Matthew Richardson, Sr VP/Development
Christopher Nassetta, COO

PHONE (301) 380-0000
FAX (301) 380-6601

Hyatt Hotels & Resorts
200 W Madison
Chicago IL 60606

Douglas Geoga, President/CEO
Dale Moulton, VP/Development
John Nicolls, Sr VP/Arch & Design

PHONE (312) 750-1234
FAX (312) 750-8550

Impact Properties
7627 Courtney Campbell Cswy
Tampa FL 33607

Dilip Kanji, President/CEO
Nash Kanji, VP/Dir of Dev
Kish Kanji, VP

PHONE (813) 287-0907
FAX (813) 282-8158

copyright CRITTENDEN PRESS INC 1999

Industrial Developments

Monarch Twr-3424 Pchtr Rd 1500
Atlanta GA 30326

Greg Gregory, President/CEO
Dan Webb, VP/Investments
Michael Parks, VP Development

PHONE (404) 479-4000
FAX (404) 479-4162

Regional Offices

1100 Satellite Blvd
Suwanee GA 33024
Phone: (770) 232-1500 Fax: (770) 232-1100
Matt O'Sullivan, Sr VP/East Reg

Innisfree Hotels

113 Baybridge Park
Gulf Breeze FL 32561

Julian MacQueen, President/CEO

PHONE (850) 934-3609
FAX (850) 934-3896

Jameson Inn

8 Perimeter Ctr East #8050
Atlanta GA 30346

Tom Kitchen, CEO
Craig Kitchen, President
Douglas Walker, VP/Development
Cathi Stockton, Dir/Purchasing

PHONE (770) 901-9020
FAX (770) 901-9550

copyright CRITTENDEN PRESS INC 1999

Joe Caplan Architectural Lgtng
1901 Avenue of the Stars #1750
Los Angeles CA 90067

Joe Caplan, President/CEO
Mike Gehring, Principal

PHONE (310) 552-2191
FAX (310) 552-2192

John Q Hammons Hotel & Company
300 John Q Hammons Pkwy #900
Springfield MO 65806

John Q Hammons, President/CEO
John Fulton, VP/Design & Const

PHONE (417) 864-4300
FAX (417) 864-8900

The Kessler Enterprise
7380 Sand Lake Rd Ste 120
Orlando FL 32819

Richard Kessler, President/CEO
Day Dantzlar, Dir/Real Estate
Brian Py, Dir/Development

PHONE (407) 996-9999
FAX (407) 996-9998

Koger Equities
8880 Freedom Crossing Trail
Jacksonville FL 32256

Victor Hughes, CEO
C J Teagle, President
Mike Beale, VP
Bob Bridger, Sr VP/Const & Dev

PHONE (904) 732-1000
FAX (904) 538-8869

copyright CRITTENDEN PRESS INC 1999

Lahaina Acquisitions
2900 Atlantic Ave
Fernandina Beach FL 32034

Richard Smith, President/CEO

PHONE (904) 277-4438
FAX (904) 277-9792

Lasalle Partners
200 E Randolph Dr
Chicago IL 60601

Stuart Scott, President/CEO

PHONE (312) 782-5800
FAX (312) 228-0820

Regional Offices

390 N Orange Ave Ste 1875
Orlando FL 32801
Phone: (407) 425-3491 Fax: (407) 649-8796
Ken Kupp, Sr Dev Dir

Legg Mason Real Estate Svcs
1735 Market St 12th Fl
Philadelphia PA 19103

Walter D'Alessio, President/CEO
Richard Layman, Managing Dir
Kathleen Hands, Dir/Portfolio Equity

PHONE (215) 496-3080
FAX (215) 496-3079

copyright CRITTENDEN PRESS INC 1999

Liberty Property Trust

65 Valley Stream Parkway
Malvern PA 19355

PHONE (610) 648-1700
FAX (610) 644-4129

Williard Rouse, CEO
Jim Lutz, Dir/Development
Michael Hagan, Sr VP
Joseph Denny, President

Regional Offices

8010 Woodland Center Blvd #700
Tampa FL 33614
Phone: (813) 881-1776 Fax: (813) 249-0438
Robert Goldschmidt, Sr VP

LNR Property Corp

760 NW 107th Ave Ste 300
Miami FL 33172

PHONE (305) 485-2000
FAX (305) 226-7691

Jeff Crasnoff, President
Stewart Miller, Chairman

copyright CRITTENDEN PRESS INC 1999

Lowe Enterprises

11777 San Vicente Blvd
Los Angeles CA 90049

Robert Lowe, Chairman/CEO

PHONE (310) 820-6661

FAX (310) 207-1132

Regional Offices

PO Box 354489
Palm Coast FL 32135
Phone: (904) 446-6460 Fax: (904) 446-6448
John Hempill, Managing Dir

Mack-Cali Realty Corp

11 Commerce Dr
Cranford NJ 07016

Mitchell E Hersch, CEO
Timothy M Jones, President
Barry Lefkowitz, CFO
John R Cali, Exec VP/Development

PHONE (908) 272-8000

FAX (908) 272-6755

Regional Offices

3030 LBJ Freeway
Dallas TX 75234
Phone: (972) 888-8000 Fax: (972) 888-8029
Darryl Freling, VP/Acquisitions

copyright CRITTENDEN PRESS INC 1999

Madison Marquette

7 West 7th St
Cincinnati OH 45202

John Boorn, Chairman/CEO

PHONE (513) 579-7800 FAX (513) 579-7259

Regional Offices

551 Fifth Avenue Ste 413
New York NY 10176
Phone: (212) 557-6631 Fax: (212) 557-6647
Warren Fink, Sr VP

Mandarin Oriental Management

222 Sansome St
San Francisco CA 94104

Wolfgang Hultner, CEO

PHONE (415) 885-0999 FAX (415) 986-5667

Regional Offices

707 Skokie Blvd Ste 600
North Brook IL 60062
Phone: (847) 480-2779 Fax: (847) 480-2780
Michael Schindler, VP/Dev Amer

copyright CRITTENDEN PRESS INC 1999

Mass Mutual Life Insurance Co
1295 State St
Springfield MA 01111

Bob O'Connell, President/CEO

PHONE (800) 767-1000
FAX (413) 744-6005

Regional Offices

Cornerstone Realty Advisors Inc
1 Financial Plaza Ste 1700
Hartford CT 06103-2604
Phone: (800) 488-0457 Fax: (860) 509-2222
C A Anderson, Managing Dir

Matthews Southwest
1660 S Stemmons Frwy Ste 280
Lewisville TX 75067

John H Matthews, President/CEO
Doug Hazelbaker, Sr VP

PHONE (972) 221-1199
FAX (972) 221-1217

The Mills Corp
1300 Wilson Blvd Ste 400
Arlington VA 22209

Larry Siegel, CEO
Peter McMillan, President
Ramsay Walker, VP/Acq & Pre-Dev

PHONE (703) 526-5000
FAX (703) 526-5111

copyright CRITTENDEN PRESS INC 1999

Myers & Crow
3811 Turtlecreek Blvd Ste 730
Dallas TX 75219

Marc Myers, President/CEO
Richard Crow, VP

PHONE (214) 520-7800
FAX (214) 520-2015

Nichols Brosch Sandoval
161 Almeria Ave
Coral Gables FL 33134

John Nichols, President/CEO
Bruce Brosch, VP
Greg Sandoval, VP
Ann Dronen, Accounts Payable

PHONE (305) 443-5206
FAX (305) 446-2872

North American Properties
14990 Landmark Blvd Ste 300
Dallas TX 75240

Joe Barrett, President/CEO
Mike Pacillio, Sr VP
Kurt Heinbecker, VP/Construction

PHONE (972) 866-9555
FAX (972) 387-8242

North American Prop Southeast
12995 S Cleveland Ave Ste 214
Fort Myers FL 33907

Dale Hafele, President/CEO
Jimmy Adkins, Dir/Marketing
Shawn McIntyre, Dir/Development
Jim Klecker, Dir/Construction

PHONE (941) 278-1121
FAX (941) 278-0995

copyright CRITTENDEN PRESS INC 1999

Oakmont Industrial Group
3520 Piedmont Rd Ste 365
Atlanta GA 30305

PHONE (404) 869-9990
FAX (404) 869-9996

Richard Rider, Principal
Steve Nelsen, Exec VP
Tom Cobb, VP

Opryland Lodging
One Gaylord Drive
Nashville TN 37214

PHONE (615) 316-6000
FAX (615) 316-6898

David Jones, President/CEO
Steve Hightower, Dir/Purchasing
Doug West, Purchasing Manager

Opus Corporation
4200 W Cypress St Ste 444
Tampa FL 33607

PHONE (813) 877-4444
FAX (813) 877-1222

Neal Rauenhorst, President/CEO
Jerry Shaw, VP/Real Estate

Orlando NTC Partners
1850 John Paul Jones Ave
Orlando FL 32803

PHONE (407) 622-0505
FAX (407) 622-0508

Dick Shields, President/CEO
Lisa Feuerman, CFO
David Evans, Dir/Development

copyright CRITTENDEN PRESS INC 1999

Peebles Atlantic Dev

100 SE 2nd St #4650
Miami FL 33131

R Donohue Peebles, President
Richard Matlof, Exec VP

PHONE (305) 995-5330
FAX (305) 995-5340

Post Properties

4401 Northside Parkway Ste 800
Atlanta GA 30327

John Glover, President
Doug Gray, Sr VP
John Mears, Exec VP/Development

PHONE (404) 846-5000
FAX (404) 846-5001

Regional Offices

5005 Interbay Blvd
Tampa FL 33611
Phone: (813) 902-9179 Fax: (813) 832-4526
Anthony Everett, VP/Development

copyright CRITTENDEN PRESS INC 1999

Prologis

14100 E 35th Place
Aurora CO 80011

PHONE (303) 375-9292
FAX (303) 576-2605

K Dane Brooksher, Chairman/CEO
Irving F Lyons, President/CEO
Jeffrey H Schwartz, Sr Mng Dir/CIO Intl
Walter C Rakowich, Managing Dir/CFO

Regional Offices

4105-A 34th Street
Orlando FL 32811
Phone: (407) 648-9292 Fax: (407) 839-0290
John Frederick, VP

207-D Kelsey Lane
Tampa FL 33619
Phone: (813) 621-4830 Fax: (813) 621-4620
Randy Bongard, VP

Realvest Partners Inc

2200 Lucien Way Ste 350
Maitland FL 32751

PHONE (407) 875-9989
FAX (407) 875-3137

George Livingston, President/CEO

Regency Realty

121 W Forsyth St Ste 200
Jacksonville FL 32202

PHONE (800) 950-6333
FAX (904) 634-3428

Happ Stein, CEO
Mary Lou Rogers, COO
Mark Momberg, VP/Const Services

copyright CRITTENDEN PRESS INC 1999

The Related Group

2828 Coral Way 5th Fl
Miami FL 33145

George Perez, President/CEO
Andrew Chesnick, Financial Officer
Fernando Arimon, Project Manager

PHONE (305) 460-9900
FAX (305) 445-1834

Related Lodging Group

625 Madison Avenue
New York NY 10022

Stephen Ross, President/CEO

PHONE (212) 421-5332
FAX (212) 593-5794

Regional Offices

2828 Coral Way Penthouse 1
Miami FL 33145
Phone: (305) 460-9900 Fax: (305) 460-9911
Roberto Rocha, Dir/Development
Jeff Bailey, Dir/Management

Retail Equities

PO Box 1509
Sorrento FL 32776

Toby Hardy, Owner/CEO

PHONE (352) 357-2700
FAX

copyright CRITTENDEN PRESS INC 1999

Retzsch Lanao Caycedo Architects
124 E Boca Raton Rd
Boca Raton FL 33432

Bruce Retzsch, President/CEO
Luis Lanao, Principal

PHONE (561) 393-6555
FAX (561) 395-0007

Rife Miller Inc
427 S New York Ave
Winter Park FL 32789

John Rife Jr, President/CEO

PHONE (407) 628-1230
FAX (407) 628-1290

Rink Reynolds Diamond Fisher
1301 Riverplace Blvd Ste 500
Jacksonville FL 32207

James E Rink Jr, President/CEO
Tom Reynolds, Principal
Jack Diamond, Principal
Tom Fisher, Principal

PHONE (904) 396-6353
FAX (904) 346-0781

Robert E Wolley Co
8181 Eagle Palm Dr
Riverview FL 33569

Paul Grasser, Exec VP
Eric Eicher, Exec VP

PHONE (813) 672-3600
FAX (813) 672-2203

copyright CRITTENDEN PRESS INC 1999

RREEF
875 N Michigan Ave 41st Fl
Chicago IL 60611

Don King, Managing Principal
Gary Kachadurian, Principal\Acq
Jim King, Principal/Dev

PHONE (312) 266-9300
FAX (312) 266-9925

Regional Offices

55 E 52nd St 31st Fl
New York NY 10055
Phone: (212) 688-3900 Fax: (212) 832-2616
Bob Harmor, VP

Scott Dyer Architects
7522 Briar Cliff Cir
Lake Worth FL 33467

Scott Dyer, President/CEO
Mark Jurgrau, Partner

PHONE (561) 374-9633
FAX (561) 374-9690

The Scott Partnership Arcitect
1900 Summit Tower Blvd #260
Orlando FL 32810

Ray Scott, President/CEO
John Page, Project Dev

PHONE (407) 660-2766
FAX (407) 875-3276

copyright CRITTENDEN PRESS INC 1999

Seefried Properties

4200 Northside Pkwy Bl 1 #300
Atlanta GA 30327

Ferdinand Seefried, President/CEO
Gerald Daws, Exec VP

PHONE (404) 233-0204
FAX (404) 266-3864

Regional Offices

8100 Chancellor Dr Ste 145
Orlando FL 32809
Phone: (407) 851-2662 Fax: (407) 240-5254
Robert Rakusin, Exec VP/Dev
John Lee, VP/Marketing

The Siegel Group

5000 Blue Lake Dr Ste 150
Boca Raton FL 33431

Ned Siegel, President/CEO

PHONE (561) 998-9200
FAX (561) 998-7882

Simon Property Group

115 W Washington Ave
Indianapolis IN 46204

Melvin Simon, Co-Chairman
Herbert Simon, Co-Chairman
David Simon, CEO
Randy Foxworthy, Exec VP/Corp Dev
Jerry Garvey, Exec VP/Property Dev

PHONE (317) 636-1600
FAX (317) 685-7221

copyright CRITTENDEN PRESS INC 1999

Skyline Realty Services
601 Riverside Ave Bldg 2 #650
Jacksonville FL 32204

Marty Shaw, President/CEO
J T Thornton, VP

PHONE (904) 358-0900
FAX (904) 358-0301

Spillis Candela & Partners
800 Douglas Entrance
Coral Gables FL 33143

Hilerio Candela, Partner
Peter Spillis, Partner
Jesus Cruz, Principal

PHONE (305) 447-3500
FAX (305) 447-3576

St Joe Co
1650 Prudential Ste 400
Jacksonville FL 32207

Peter Rummell, Chairman/CEO
Kevin Twomey, President
John Carey, VP/Dev-Comrcl/Indust

PHONE (904) 396-6600
FAX (904) 396-4042

The Steinberg Collaborative
5177 Richmond Ave Ste 530
Houston TX 77056

Sanford Steinberg, Principal
Arthur Steinberg, President
Louis Hodnett, Dir/Operations

PHONE (713) 552-1777
FAX (713) 850-7744

copyright CRITTENDEN PRESS INC 1999

Stiles Corporation
6400 N Andrews Ave
Fort Lauderdale FL 33309

PHONE (954) 776-9377
FAX (954) 776-9305

Terry W Stiles, Chairman/CEO
Douglas P Eagon, President
James Stine, CIO
Nancy Brusher, Dir/Mktg & Comm

Swerdlow Real Estate Group
200 S Park Rd
Hollywood FL 33201

PHONE (954) 967-2800
FAX (954) 961-1715

Frank Zohm, President/COO
Michael Swerdlow, Chairman
Sid Atzmon, Exec VP/Development

Tanger Factory Outlet Centers
3200 Northline Ave Ste 360
Greensboro NC 27408

PHONE (336) 292-3010
FAX (336) 852-2096

Stanley K Tanger, President/CEO
Frank Marchisello Jr, Sr VP/CFO

Regional Offices

20350 Summerlin Rd Ste 4145
Fort Myers FL 33908
Phone: (941) 454-1974 Fax: (941) 454-6004
Joann Rybak, General Manager

copyright CRITTENDEN PRESS INC 1999

Taubman Centers
PO Box 200
Bloomfld Hls MI 48303-0200

PHONE (248) 258-6800
FAX (248) 258-7601

Robert Taubman, President/CEO
John L Simon, Sr VP/Mngng Dir-Dev
Jeffrey Armitage, Sr VP/Construction

TMPC Realty
1412 Main St 26th Fl
Dallas TX 75202

PHONE (214) 741-7744
FAX (214) 741-4650

David Weinreb, President/CEO
Stacey Davis, CFO

Toll Brothers Realty Trust
3103 Philmont Ave
Huntingdon Vly PA 19006

PHONE (215) 938-8207
FAX (215) 938-8278

Joel Rassman, CFO
Zvi Barzilay, President
Kevin McAndrews, VP/Commercial Dev
Richard Keyser, Mgr/Commercial Dev

copyright CRITTENDEN PRESS INC 1999

Trammell Crow Co

2001 Ross Ave Ste 3400
Dallas TX 75201

PHONE (214) 863-3000
FAX (214) 863-3120

George Lippe, President/CEO
Jim Hendricks, Managing Dir
H Pryor Blackwell, COO
Robert E Sulentie, CFO

Regional Offices

400 N Ashley #2675
Tampa FL 33602
Phone: (813) 229-8545 Fax: (813) 222-0694
Phyliss Robinson, Office Supv

1515 S Federal Hwy Ste 113
Boca Raton FL 33432
Phone: (561) 394-3388 Fax: (561) 394-4414
Pryse Elam, Mgng Dir/ExecVP
Pete Odorico, VP/Development

225 Water St Ste 2200
Jacksonville FL 32202
Phone: (904) 632-0100 Fax: (904) 354-7489
Tom Morris, Princ/Cty Leadr

315 E Robinson St Ste 400
Orlando FL 32801
Phone: (407) 425-9700 Fax: (407) 425-3167
Chip Lilley, Sr VP

Transnational Properties

3925 Collins Ave
Miami Beach FL 33140

PHONE (305) 673-2750
FAX (305) 673-9664

Cristaine Bomeny, President
Paul Murphy, Project Manager

copyright CRITTENDEN PRESS INC 1999

United Investors Realty Trust

5847 San Felipe Ste 850
Houston TX 77057-3008

PHONE (713) 781-2860
FAX (713) 268-6006

Randy Keith, President/CEO
Lance Hall, VP/Acq-Operations

WCI Communities

24301 Walden Center Dr Ste 300
Bonita Springs FL 34134

PHONE (941) 947-2600
FAX (941) 948-0768

Al Hoffman Jr, CEO
George Page, Sr VP/Commercial Dev
Rick Newman, VP/Operations
Kim Bosaw, Financial Manager

Webb Co

200 E Robinson St Ste 920
Orlando FL 32801

PHONE (407) 841-1414
FAX (407) 422-7048

Dan Webb, President/CEO

Winegardner and Hammons

4243 Hunt Road
Cincinnati OH 45242

PHONE (513) 891-1066
FAX (513) 794-2595

J Erik Kamfjord, President
Don Burgstahler, Dir/Purchasing
William O'Brien, VP/General Counsel
Terry Dammeyer, Sr VP/Product Mgmt

copyright CRITTENDEN PRESS INC 1999