



# CHAPTER 13

**ACTION PLAN**

## DOWNTOWN OUTLOOK

### **13.1 Proposed Redevelopment Actions**

The CRA established its vision for downtown as a whole and for each of its neighborhoods. The CRA's vision will not be achieved overnight or even in the next five years. This plan is intended to provide a framework for policy decisions and public improvements over the next twenty years. Figure 13-1 identifies specific actions that need to be addressed by the CRA to turn the vision into reality, both capital improvement and policy based. The actions identified in Figure 13-1 are a compilation of recommendations from the rest of the plan. Funding for capital improvement projects is addressed Figure 14-1 of the Financial Plan in the next chapter.

For the purposes of this plan, “encourage” means to support, recommend, endorse or approve any project, action, program or activity and can also mean to provide incentives and authorize, expend, and allocate funds, assets and resources, including participation by staff, employees, contractors, consultants or others.

This plan contains provisions that contemplate actions to be taken by the City of Orlando, including the City Council or various agencies, departments or boards of the City. While the City Council has adopted this Plan, any actions to be taken by the City constitute recommendations that will require action to be taken by the City to approve and authorize implementation of any such actions.

The following abbreviations are used in the action plan:

Phase

I = 2000-2004

III = 2010-2014

II = 2005-2009

IV = 2015-2019

Planning Area

U = Uptown

C = CBD

P = Parramore

E = Eola

Action Type

P = Policy

CI = Capital Improvement

Miscellaneous

City = City of Orlando

CPTED = Crime Prevention Through Environmental Design

CRA = Downtown Orlando Community Redevelopment Agency

DDB = Downtown Development Board

DRC = Development Review Committee

DRI = Downtown Development of Regional Impact

EAR = Evaluation and Appraisal Report

FDOT = Florida Department of Transportation

GMP = Growth Management Plan

LDC = Land Development Code

OCSB = Orange County School Board

OHA = Orlando Housing Authority

OUC = Orlando Utilities Commission

**Table 13-1: Action Plan**

AREA	ACTION TYPE	ACTION/PROJECT	POTENTIAL PARTNERS
<b>General Policies – Entire CRA</b>			
All	P	The CRA shall have the authority to adopt and amend financial incentive programs to promote the development of the following types of development downtown, including but not limited to: residential, office, retail and hospitality development.	
All	P	Financial incentive programs offered by the CRA shall require that projects conform to all applicable goals, objectives and policies established by this plan. Projects that are not consistent with this plan may be developed if they are consistent with all other city requirements, including the GMP and LDC, but will not receive any financial assistance or incentives from the CRA or City.	City
All	P	Specific project recommendations may be modified at the time of implementation based on market, redevelopment, design and financial considerations at the time of implementation.	
All	P	Additional physical improvements and policies not covered in this plan may be permitted if consistent with the vision established and the purpose and intent of existing objectives and policies.	
<b>Community Character Actions – Entire CRA</b>			
All	P	Recommend that the City update the guidelines defined in <i>Crime Prevention Through Environmental Design: Your Guide to Creating a Safe Environment</i> with the assistance of a professional trained in Crime Prevention Through Environmental Design (CPTED) techniques.	City
All	P	Recommend that the City amend the Land Development Code (LDC) to require compliance with Crime Prevention Through Environmental Design (CPTED) guidelines for all new structures in the Community Redevelopment Area. Structures undergoing substantial improvement should meet as many of the guidelines as is feasible given the extent of the reconstruction.	City
All	P	All projects that are subject to review by the Development Review Committee and Downtown Development Board or receive financial incentives from the CRA or City shall comply with Crime Prevention Through Environmental Design (CPTED) guidelines.	City, DRC, DDB
All	P	Work with the City of Orlando Police Department to enhance community-policing efforts throughout downtown, but especially in the Parramore Heritage area	City
All	P	Support the City’s recommendation for expanded “zero-tolerance” zones and increased enforcement of these zones	City

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All	P	Form a partnership with the Orange County School Board to improve school choice downtown through the offering of alternatives such as charter schools and/or programs focused on specific areas of interest such as the arts	OCSB
P	P, CI	Support the development of charter elementary schools, including pre-kindergarten classes, in the Parramore Heritage area	OCSB
All	P	Encourage the local business community to partner with and support downtown schools	OCSB
All	P	Encourage the use of downtown assets to support the learning experience – Library, Regional History Center, Courthouse, City Hall, the future Florida Center for the Arts and Education, etc.	OCSB
All	P	Work with public and private schools to encourage cooperation and sharing of resources	OCSB, Private Schools
All	P	Build relationships between the community and the school system by coordinating with Howard Middle School to encourage public use of recreation facilities such as playgrounds and gymnasiums.	OCSB
All	P	Encourage sharing of knowledge and resources between downtown’s higher education facilities, public and private schools	OCSB, UCF, VCC
All	P	Focus efforts on increasing availability and affordability of different housing types for people of all incomes.	City, Private Developers
All	P	Recommend that the City consider allowing the banking and transfer of impact fee credits to reduce the cost of development in projects that include an affordable housing component.	City
All	P	Work with the following agencies to improve the quality of affordable housing: <ul style="list-style-type: none"> <li>▪ City of Orlando Housing and Community Development Bureau</li> <li>▪ City of Orlando Code Enforcement Bureau</li> <li>▪ Orlando Housing Authority</li> <li>▪ Non-profit and for-profit organizations</li> <li>▪ Private developers</li> </ul>	Referenced Agencies
All	P	Encourage housing development, particularly mixed-income developments, through the use of an incentive program.	DDB
All	P	Incorporate child-sized elements (water fountains, benches, hands-on sculpture, bike racks, etc.) into designated streetscapes, parks, and other public open spaces.	City, DDB

All	P	Ensure that streetscape designs account for physical limitations such as people using canes, walkers, wheelchairs, strollers, etc	City, DDB
All	P	Recommend that the City amend the Land Development Code to add standards discouraging telecommunications equipment facilities in active pedestrian areas such as downtown.	City, DDB
All	P	Recommend that the City amend the Land Development Code to prohibit chain link fences in areas visible from the public streets.	City, DDB
All	P	Recommend that the City amend Chapter 58, Footnote 29 of the Land Development Code to allow commercial use on 100% of the ground floor of a building located in the MU-1/T and MU-2/T zoning districts subject to compliance with design guidelines, such as those in Chapter 11 of this plan.	City
All	P	Recommend that the City amend Chapter 58, Footnote 29 of the Land Development Code to allow buildings to be 100% office in the MXD-2/T zoning district subject to compliance with design guidelines such as those in Chapter 11 of this plan.	City
All	P	Recommend that the City amend Chapter 58, Footnote 29 of the Land Development Code to allow commercial uses on 100% of the ground floor of office and residential buildings located in MXD-2/T districts that are designated in Figure DT-2 of the Growth Management Plan as locations for encouraged or required ground floor commercial activity subject to compliance with design guidelines such as those in Chapter 11 of this plan.	City
All	P	Recommend that the City amend the Land Development Code to restrict or prohibit tattoo parlors and body piercing establishments within the Community Redevelopment Area.	City
All	P	Recommend that the City review the minimum required area for active ground floor uses downtown and consider standards to deal with the location of these uses in active pedestrian areas.	City
All	P	Recommend that the City amend Chapter 58 of the Land Development Code to adopt a build-to line for activity center and mixed-use corridor districts.	City
All	P	Recommend that the City amend Chapter 58 of the Land Development Code to change the maximum building height allowed in the AC-2/T zoning district from 100 feet to 75 feet.	City
All	P	Recommend that the City amend the Land Development definition of building height to exempt rooftops from building height calculations.	City
All	P	Recommend that the City amend the City Code to allow the Building Official flexibility in applying current code requirements to historic buildings provided any modifications do not create health and safety concerns.	City

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All	P	Recommend that the City coordinate with the State of Florida to ensure that proposed amendments to the Southern Building Code do not eliminate the authority of local building officials to make modifications to standard building and fire code requirements in historic buildings	City
All	P	Recommend that the City coordinate with the State of Florida to ensure that proposed amendments to the Standard Building Code and fire codes do not discourage the development of multiple uses in one building	City
All	P, CI	Coordinate with the City to establish a tree replacement program to encourage replacement of canopy trees lost due to age, disease, construction or other natural events. Ideally, replacement trees would have at least a 5-inch caliper. This program would focus mainly on public rights-of-way as a supplement to the Green-Up Orlando program which assists private property owners.	City
All	P, CI	Coordinate with the Orlando Utilities Commission to develop a comprehensive program to allow the gradual conversion to under-grounding of utilities.	OUC
All	All	Continue to maintain and refurbish existing streetscape.	DDB
All	All	Create an environment downtown for families that is not adversely impacted by air pollution, excessive noise and solicitation.	City, DDB
All	P	Work with the City and the Florida Department of Transportation to consolidate proposed ponds into large water features that serve as visual amenities or appear to be natural lakes	City, FDOT
All	P	Stormwater ponds for both public and private projects that cannot be incorporated into a larger lake should be designed as visual amenities using at least two of the provisions contained in Section 60.144 of the City's Land Development Code unless the stormwater is dealt with through exfiltration	City
All	P	Encourage the enhancement of existing retention areas at the time of redevelopment by requiring retrofitting of existing ponds into visual amenities with at least two of the provisions contained in Section 60.144 of the Land Development Code.	City
U, P, E	P	Evaluate the need for traffic calming measures to ensure neighborhood protection in locations recommended by the Downtown Development Board and installed, if determined necessary by the City.	City

<b>Family Connections Actions – Entire CRA</b>			
All	P	Where land acquisition and park development are not feasible in the exact locations specified in this plan, park locations may be shifted as necessary to meet the vision of the plan.	
All	All	Recommend that the City extend the “Green Links” streetscape program outside the CRA boundary to continue the network of open spaces.	City
All	All	Support and promote development of the proposed performing arts center, the Florida Center for the Arts and Education.	City
All	All	Work with the City to promote public art, particularly that of Florida artists, throughout the cultural corridor and downtown arts district.	City
All	All	Work with the City to identify strategic locations within the cultural corridor and arts district for placement of public art that reflects Orlando’s unique qualities and history. Both public and private institutions such as churches should be surveyed for potential public art sites.	City
All	All	Assist the City of Orlando and Downtown Development Board in establishing a pedestrian and transit friendly corridor for the visual and performing arts along Magnolia Avenue from Livingston Street to South Street.	City, DDB
All	All	Work with the City of Orlando and Downtown Development Board to promote awareness of the cultural corridor and arts district through signage and other marketing efforts.	City, DDB
All	All	Enhance the character of each area by emphasizing its uniqueness and “filling in the gaps” with unified streetscape treatments consistent with the streetscape guidelines outlined in this plan.	City, DDB
P,C	CI	Improve the existing LYMMO streetscape with the use of colorful hanging plants such as those recommended in Chapter 4. Plant species should be attractive and easy to maintain.	City, LYNX
U, P, C	CI	Introduce thematic art elements, which provide aesthetic appeal as well as educational opportunities and awareness of Orlando as a special and unique American city. At significant intersections within the cultural corridor, place themed paving featuring Florida’s history, flora and fauna. Many of these intersections currently feature circular centers, framed by attractive patterned paving.	City, DDB
U, P, C	P	Consider the use of unique colored and patterned lights throughout the cultural corridor to enliven the nighttime atmosphere, particularly along the portals linking the CBD and Parramore underneath the interstate.	City, DDB

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<b>Getting Around Actions – Entire CRA</b>			
All	P	Recommend that the City delete Sections 61.400 through 61.404 of the Land Development Code (LDC) for an increase in the parking cap with the intent of providing a higher cap in the Parramore area.	City
All	P	Recommend that the City amend the Land Development Code to allow more flexible minimum parking provisions for mixed-use projects, including considering counting on-street parking for commercial uses.	City
All	P	Revisit the proposed Colonial Drive improvement plans to determine if a four lane cross section with turn lane is feasible to maximize the pedestrian zone on each side.	City, FDOT
All	CI	Work with LYNX to support and create a fare-free transit zone downtown.	LYNX, City, DDB
All	P, CI	Implement the East-West and Uptown transit circulators by 2010, and the North-South circulator by 2020, subject to funding availability, as depicted in Figure 5-2.	LYNX
All	P, CI	Revisit the accessibility of Downtown Orlando from outlying communities through examination of various modes of mass transit and support the prevailing regional alternatives.	LYNX, FDOT
All	P	Encourage mass transit modes that do not require elevation, but remain at grade throughout downtown.	LYNX, City
All	P	Should a mass transit alternative be selected that requires elevation above grade, intersections with streets should incorporate a distinct architectural style to create a gateway effect with elements identified in Chapter 5.	LYNX, City
All	CI	Implement the streetscape projects identified in Figure 11-1 to enhance city pedestrian connections.	DDB
All	P, CI	Work with the City and OUC to install additional streetlights as needed or as part of new developments.	City, OUC, DDB
All	P	All underpass connections for Interstate 4 and the East-West Expressway should be designed as portals using the guidelines identified in Chapter 11 to mitigate the impacts of the proposed Interstate and Expressway improvements, at minimum incorporating a distinct architectural style to create a gateway effect.	City, FDOT
All	P	As part of the FDOT reconstruction of Interstate 4, ramps entering downtown should include gateway features in accordance with the guidelines outlined in Chapter 11 to mitigate the visual blight caused by the ramp design.	FDOT

<b>Market Potential Actions – Entire CRA</b>			
All	P	Hire a retail coordinator to fill an existing position within the Downtown Development Board (DDB) to spearhead retail revitalization efforts Downtown Orlando and implement the Strategic Retail Revitalization Marketing Plan.	DDB
All	P, CI	Refine and expand existing retail incentive program to target primary and secondary retail incentive areas and further define the types of retail establishments desired for each area. Coordinate efforts consistent with the Strategic Retail Revitalization Market Plan.	DDB
All	P	Recommend that the City reevaluate the existing mandatory ground floor retail requirement in the Land Development Code to address the following: <ul style="list-style-type: none"> <li>▪ Specific streets where this requirement applies should be examined to make sure that retail concentration is directed toward retail market nodes;</li> <li>▪ Certain retail nodes may need more than 50% set-aside;</li> <li>▪ Specific retail uses that meet the requirement may be redefined to target certain merchandise mix;</li> <li>▪ Depth of retail space should be defined to disallow display windows only.</li> </ul>	City, DDB
All	P, CI	Provide incentives for office development in the areas of impact fees, parking, infrastructure, City and State site location programs, etc. to encourage development and business relocation within Downtown Orlando.	DDB
All	P, CI	Expand and diversify the downtown residential incentive program to encourage a wide variety of housing opportunities for residents of all income levels, with an emphasis on mixed-income housing over the first five years of the plan.	DDB
All	P, CI	Enhance Downtown as a viable location for conferences, small conventions and meetings by encouraging through incentives the development of both public and private facilities that meet market demand.	DDB
All	P, CI	Provide incentives for hotel development in the area of impact fees, parking, infrastructure, City and State site location programs, etc., to encourage development of hotels within Downtown Orlando.	DDB
All	P, CI	Establish a partnership between retail revitalization activities, art and cultural events in Downtown Orlando, providing multi-purpose reasons for visiting and staying downtown.	DDB, City

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<b>Uptown Actions</b>			
U	P	Recommend that the City amend the Land Development Code to adopt a ten- story height limit for the area zoned AC-3A/T within Uptown.	City
U	P	Recommend that the City amend Figure DT-2 of the Downtown Element of the GMP to include Park Lake Street between Orange and Magnolia Avenues as an area of mandatory active ground floor uses.	City
U	P	Recommend that the City require building façades along Park Lake Street between Orange and Magnolia Avenue to have a clearly defined base that creates a human-scale environment through adoption of design guidelines that specifically address the issue of massing and scale along primary pedestrian streets.	City
U	P	Recommend that the City amend Policy 2.1.8 of the Downtown Element of the GMP to limit building height in the areas zoned MXD-2/T in Uptown to 55 feet, removing any conditional use provision for additional height.	City
U	P	Support redevelopment of the Orlando Utilities Commission (OUC) properties consistent with the plan approved by the neighborhood, city and Lake Highland Preparatory School.	OUC, City
U	P	Celebrate the importance of the cultural corridor by introducing common elements along Orange Avenue which visually connect Loch Haven Park to the Central Business District.	City, DDB
U	CI	Acquire the property located on the west side of Orange Avenue at the Park Lake Street intersection and develop it as a park with a cultural arts theme to serve as a visual terminus to the Park Lake Street neighborhood center.	City
U	CI	Acquire land along the south side of Park Lake Street between Magnolia Avenue and Highland Avenue to create a linear park that forms a visual and physical link between Park Lake and the cultural corridor on Orange Avenue. Encourage the development of townhouses or similar residential development on the south side of the park.	DDB
U	CI	Work with the City to visually enhance Lake Highland Park along the publicly-owned portion of the north shore of Lake Highland and extend pedestrian/bicycle walkways along the western shore to connect Lake Highland Preparatory School to the recreation area on the north side of the lake.	City
U	CI	Apply landscape treatment along the boundary of the CSX railway between Orange Avenue and Highland Avenue as permitted by existing development and the new Alden Road development.	City, DDB

U	P	Forge a visual connection between Gaston Edwards Park and Beth Johnson Park through the use of common streetscape elements along South Ivanhoe Boulevard.	City, DDB
U	CI	Use landscaping and other treatments in accordance with the streetscape design guidelines contained in this plan to connect and reinforce the network of open spaces on the following “Green Link” streets (depicted in Figure 11-1): <ul style="list-style-type: none"> <li>▪ Orange Avenue from Colonial Drive to Legion Place</li> <li>▪ Orange Avenue from ½ block west of Magnolia Avenue to the northern boundary of the CRA</li> <li>▪ Magnolia Avenue from Colonial Drive to Ivanhoe Boulevard</li> <li>▪ Highland Avenue from Colonial Drive to Orange Avenue</li> <li>▪ Colonial Drive from Garland Avenue to Highland Avenue</li> <li>▪ Park Lake Street from Orange Avenue to Highland Avenue</li> <li>▪ Ivanhoe Boulevard from Orange Avenue to Legion Place</li> </ul>	DDB
U	CI	Coordinate with the City to establish gateways with a cultural/artistic theme in the following locations: <ul style="list-style-type: none"> <li>▪ Orange Avenue at the northern boundary to the CRA</li> <li>▪ Legion Place at the proposed off-ramp for Interstate 4</li> </ul>	City
U	CI	Create a more inviting pedestrian atmosphere along Orange and Magnolia Avenues in Uptown by reducing street widths through techniques such as lane width reduction, elimination of one lane of on-street parking, and widening of pedestrian areas.	DDB
U	P, CI	Expand the City’s Bicycle Plan to include the following streets (depicted in Figure 5-3): <ul style="list-style-type: none"> <li>▪ Park Lake Street from Orange Avenue to Highland Avenue</li> </ul>	City
U	CI	Support development of the Dinky rail line bicycle and pedestrian trail, including its realignment, to be consistent with the proposed OUC Lake Highland redevelopment project.	OUC, City

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<b>Parramore Actions</b>			
P	P, CI	Work with the Orlando Police Department to explore innovative public safety and adjudication programs that help to reduce crime and improve the community.	City
P	P	Recommend that the City amend the Future Land Use Map to designate the area shown as Downtown Core in Figure 8-1, Downtown Activity Center and rezone the area to AC-3A/T.	City
P	P	Encourage private developments to provide amenities that serve the entire area and draw people in from both the east and west through the use of some of the following techniques: <ul style="list-style-type: none"> <li>▪ Incorporate green park spaces and wider green swaths along the street.</li> <li>▪ Ensure that open space is well lit, visually open for drive-by surveillance, and allow for recreational amenities.</li> <li>▪ Ensure that site furnishings are functional but do not encourage loitering.</li> </ul>	City, DDB
P	P	Work with private developers to encourage development that is consistent with the preferred character districts.	City, DDB
P	P	Work with the City, Orlando Housing Authority and other agencies and developers to focus redevelopment funds into areas designated for residential development.	City, OHA
P	P	The Coalition for the Homeless and other similar facilities should be relocated during the life of this plan to achieve goals such as neighborhood preservation.	City
P	P	Recommend that the City, CRA , Orlando Housing Authority and other private investors pool financial resources to target new home construction and rehabilitation in concentrated areas to allow for the development of a truly mixed income community.	City, OHA, Private
P	P, CI	Partner with the Orlando Housing Authority to redevelop residential areas as part of the federal Hope VI program. The area south of the East-West Expressway as indicated on the Preferred Character Plan in Figure 8-1 is based on the current proposed plan for the Hope VI project and is subject to change.	OHA
P	P, CI	Continue to acquire and redevelop areas with residential uses, including but not limited to the area bounded by Federal Street, Livingston Street and Otey Place.	DDB
P	P	As areas redevelop, encourage the use of the recommended streetscape guidelines in Chapter 11 for residential character streets.	City, DDB

P	P	<p>Recommend to the City that development receiving financial assistance be part of a mixed income development and meet certain minimum standards to accommodate future family growth and enable families to remain in the neighborhood:</p> <ul style="list-style-type: none"> <li>▪ Houses should be sited on a lot to maximize the possibility of future expansion and should not occupy the entire buildable area of a lot.</li> <li>▪ Encourage construction of garage apartments and accessory apartments in conjunction with single-homes to provide additional income or space for extended family members (i.e. in-law apartments) in zoning districts where they are allowed.</li> </ul>	City
P	P	Encourage the development of child-care centers in conjunction with church and school facilities located in the neighborhood.	City
P	P	Recommend that the City of Orlando eliminate or revise the alternative development standards for affordable housing contained in Chapter 67 of the Land Development Code.	City
P	P, CI	Recommend that the City, CRA and Orlando Housing Authority evaluate redevelopment alternatives using Crime Prevention Through Environmental Design (CPTED) guidelines for Quill Street from Carter Street to Conley Street.	City, CRA, OHA
P	P	Minimize the visually negative impacts of industrial and commercial uses through the use of well-designed landscape and interesting architecture based on the design guidelines recommended in Chapter 11 of this plan.	City
P	P	Encourage the City to enforce the existing outdoor storage regulations contained in Chapter 58 of the Land Development Code, including those properties which may have vested or grandfathered rights relative to non-conforming outdoor storage.	City
P	P	Recommend that the City evaluate the non-conforming landscaping provisions of the Land Development Code to see if stricter enforcement is possible in the Parramore Heritage area.	City
P	P	Adopt guidelines and standards for better screening of intense commercial and industrial uses from the street and adjacent residential uses and establish a deadline for properties to conform with the new standards.	City
P	P, CI	Work with the City to develop a program that rewards property and business owners who improve their properties consistent with the new screening guidelines in a timely manner, perhaps with a financial incentive program that decreases financial assistance with every year that passes.	City

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P	P	Encourage the revitalization of the Amelia Street area by working with the surrounding property owners to prepare a vision plan for the industrial property adjacent to Amelia Street on the north and Federal Street on the south and from Parramore Avenue to Westmoreland Drive. At the time of adoption of the Downtown Outlook Plan, the City Council contemplated that the Preferred Character designations may change to be consistent with the vision plan.````	City
P	P	Encourage the revitalization of the industrial area east of Westmoreland Drive between Washington Street and Jackson by working with property owners to prepare a vision plan for this area to determine the appropriate mix of uses to be more compatible with existing adjacent uses. At the time of adoption of the Downtown Outlook Plan, the City Council contemplated that the Preferred Character designations may be changed.	City
P	CI	Acquire property bounded by South Street on the north, Anderson Street on the south, Hicks Avenue on the west and Division Avenue on the east to allow for the development of a new park and residential development.	DDB
P	CI	Work with the City to acquire property bounded by Central Boulevard on the north, Church Street on the south, Glenn Avenue on the west, and Parramore Avenue on the east to permit the expansion of Fire Station #2 and the development of a new active park.	City
P	CI	Improve pedestrian facilities along Division Avenue and South Street as part of the proposed street narrowing.	DDB
P	CI	Support the location of Florida A&M University School of Law through financial incentives to be used for infrastructure and streetscape costs.	DDB
P	P,CI	Work with the City to support development of new arena project.	DDB, City
P	CI	Acquire the property bounded generally by the CSX Railroad, Robinson Street, Oakwood Street and Lee Avenue and develop as passive open space.	DDB
P	CI	Work with the federal government to develop a linear park along Central Boulevard as part of the construction of the new Federal Courthouse.	Federal Gov.
P	CI	Use landscaping and other treatments in accordance with the streetscape design guidelines contained in Chapter 11 to connect and reinforce the network of open spaces on the following “Green Link” streets (depicted in Figure 11-1): <ul style="list-style-type: none"> <li>▪ Westmoreland Drive between Amelia Street and South Street</li> </ul>	DDB

		<ul style="list-style-type: none"> <li>▪ Parramore Avenue between Colonial Drive and Church Street</li> <li>▪ Parramore Avenue between Anderson Street and Gore Street</li> <li>▪ Amelia Street between Westmoreland Drive and the Centroplex Parking Garage</li> <li>▪ Division Avenue between Robinson Street and South Street</li> <li>▪ Robinson Street between Westmoreland Drive and Hughey Avenue</li> <li>▪ Washington Street between Division Avenue and Hughey Avenue</li> <li>▪ Central Boulevard between Westmoreland Drive and Hughey Avenue</li> <li>▪ South Street between Westmoreland Drive and Hughey Avenue</li> <li>▪ Livingston Street/Bentley Avenue between Parramore Avenue and Hughey Avenue</li> </ul>	
P	CI	<p>Use streetscape on the following arterials to improve the pedestrian experience (depicted in Figure 11-1):</p> <ul style="list-style-type: none"> <li>▪ Colonial Drive between Westmoreland Drive and Interstate 4</li> <li>▪ Anderson Street between Parramore Avenue and Hughey Avenue</li> <li>▪ Hughey Avenue between Colonial Drive and Hughey Place</li> </ul>	DDB
P	CI	<p>Coordinate with the City to establish gateways using the criteria outlined in Chapter 11 in the following locations:</p> <ul style="list-style-type: none"> <li>▪ Parramore Avenue at Colonial Drive</li> <li>▪ Parramore Avenue at Anderson Street</li> <li>▪ Amelia Street at Westmoreland Avenue</li> <li>▪ South Street at Clear Lake Way</li> </ul>	City
P	P, CI	<p>Encourage and support redevelopment of the Centroplex with multiple uses, such as the incorporation of office, retail, eating and drinking and educational facilities in addition to the existing entertainment and convention facilities.</p>	City
P	P, CI	<p>Encourage and support reuse of the existing TD Waterhouse Center (formerly the Orlando Arena) in the event a new arena is constructed.</p>	City
P	P	<p>As part of the Division Avenue extension project and any Centroplex redevelopment, evaluate the feasibility of developing a new park on the south side of the TD Waterhouse Center bounded by Terry Avenue, Division Avenue and Robinson Street that mirrors the park to the north.</p>	City
P	P	<p>Work with the City of Orlando to implement improvements to the cultural corridor within the Parramore Heritage area.</p>	City

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P	CI	Develop high quality pedestrian crossings across Garland and Hughey Avenues on all east-west streets that connect under the interstate.	City, FDOT
P	P, CI	Expand the City's Bicycle Plan to include the following streets (depicted in Figure 5-3): <ul style="list-style-type: none"> <li>▪ Division Avenue from Amelia Street to Anderson Street</li> <li>▪ Parramore Avenue from Washington Street to Gore Street</li> </ul>	City
P	CI	Narrow South Street to two lanes, one in each direction, between Westmoreland Drive and Interstate 4.	City, FDOT
P	CI	Narrow Division Avenue to two lanes, one in each direction, between Anderson Street and its northern terminus.	City
P	CI	Use right-of-way remaining after the narrowing of South Street to improve the pedestrian amenities on both sides of the street.	DDB
P	CI	Make Anderson a two-way street, one lane in each direction, between Westmoreland Drive and Interstate 4 and narrow the pavement width if possible.	City, FDOT
P	CI	Use remaining right-of-way to improve the sidewalk/parkway conditions on the north side of Anderson Street.	DDB
P	P	Recommend that the City extend the Anderson Street and South Street improvements to Orange Blossom Trail on the west, outside of the CRA.	City
P	CI	Extend Division Avenue and Terry Avenue north through the Expo Centre to connect to each other just south of the Orlando Arena and extend Division Avenue north to connect to Amelia Street.	City
P	CI	As a short-term or interim action, the right-of-way remaining after the narrowing of Division Avenue could be used to create a wide landscaped pedestrian/bicycle path on the west side of the street.	DDB
P	CI	In the long-term, the right-of-way remaining after the narrowing of Division Avenue could be utilized as a future transit corridor.	DDB, City
P	CI	Realign and create new streets to facilitate the creation of the South Street park.	City
P	P	Ensure retail mix focuses on providing convenience items to the local population and downtown workforce.	DDB
P	P, CI	Evaluate urban design issues on Parramore Avenue between South Street and Anderson Street and support recommended improvements to enhance this retail node.	City, DDB

<b>Central Business District Actions</b>			
C	P	Work with the City of Orlando to develop a comprehensive course of action to deal with the transient and homeless problem.	City
C	P	<p>Recommend that the City amend Chapter 58 of the Land Development Code to:</p> <ul style="list-style-type: none"> <li>▪ Adopt new height limits in accordance with Figure 3-2 for properties zoned AC-3A/T that are identified as Downtown Edge in Figure 9-1.</li> <li>▪ Allow a Floor Area Ratio (FAR) of 4.0 in areas designated Downtown Core in Figure 9-1, leaving the maximum FAR for all other properties zoned AC-3A/T at 3.0.</li> <li>▪ Simplify the bonus system to make it easier to achieve density and intensity bonuses, including compliance with design guidelines such as those recommended in Chapter 11.</li> <li>▪ Allow density bonuses in the AC-3A/T zoning district.</li> <li>▪ Exempt redevelopment of existing structures from minimum FAR requirements.</li> <li>▪ Allow an FAR buy-down for new buildings provided they are a minimum of two stories in height.</li> </ul>	City
C	P, CI	Recommend that the City consider adopting a special plan and/or specific GMP policies that encourage the development of support uses for the hospital including but not limited to: medical technology, senior residences and care facilities, medium to high intensity residential development, hotels and other commercial support uses in the area of the CBD located south of the East-West Expressway.	City
C	P	Ensure that the design of the Intermodal Station has a human scale that is inviting to pedestrians, with emphasis on plantings, shade structures, and public art.	LYNX, City
C	P, CI	Continue to support the Regional History Center as an anchor to the Magnolia Avenue Corridor Connection.	City, DDB
C	CI	<p>Use landscaping and other treatments in accordance with the streetscape design guidelines contained in this plan to connect and reinforce the network of open spaces on the following “Green Link” streets (depicted in Figure 11-1):</p> <ul style="list-style-type: none"> <li>▪ Orange Avenue between Gore Street and Lucerne Circle</li> <li>▪ Lucerne Circle West</li> <li>▪ Orange Avenue between the E-W Expressway and South Street</li> <li>▪ Orange Avenue ½ block north and south of Robinson Street</li> <li>▪ Orange Avenue between Amelia Street and Colonial Drive</li> <li>▪ Rosalind Avenue between Anderson Street and South Street</li> </ul>	DDB

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		<ul style="list-style-type: none"> <li>▪ South Street between Garland Avenue and Orange Avenue</li> <li>▪ South Street between Magnolia Avenue and Rosalind Avenue</li> <li>▪ Magnolia Avenue between Amelia Street and Colonial Drive</li> <li>▪ Rosalind Avenue between Church Street and Livingston Street</li> <li>▪ Central Boulevard between Rosalind Avenue and Lake Avenue</li> <li>▪ Washington Street between ½ block west of Orange Avenue and Rosalind Avenue</li> <li>▪ Robinson Street between Garland Avenue and Rosalind Avenue</li> <li>▪ Amelia Street between Garland Avenue and Orange Avenue</li> </ul>	
C	CI	<p>Use landscaping and other treatments in accordance with the streetscape design guidelines contained in this plan to improve the pedestrian experience on the following arterials (depicted in Figure 11-1):</p> <ul style="list-style-type: none"> <li>▪ Garland Avenue between Anderson Street and Colonial Drive</li> <li>▪ Anderson Street between Interstate 4 and Delaney Avenue</li> <li>▪ Colonial Drive between Interstate 4 and Rosalind Avenue</li> </ul>	DDB
C	CI	Use streetscape and special landscape features to delineate Washington Street as the main gateway to Lake Eola Park.	DDB
C	CI	Redevelop plaza at the entry into Lake Eola Park from Rosalind Avenue to draw people in from East Washington Street and the rest of the CBD.	DDB
C	CI	Develop a temporary park at the southeast corner of Livingston Street and Rosalind Avenue until the site is redeveloped.	DDB
C	CI	<p>Coordinate with the City to establish gateways in the following locations:</p> <ul style="list-style-type: none"> <li>▪ Orange Avenue at Colonial Drive</li> </ul>	City
C	P, CI	Support development of the Intermodal Station at Garland Avenue and Livingston Street	City, LYNX
C	P, CI	Support the introduction of a commuter rail line running along the Florida Central rail line	LYNX
C	P	Develop an interim (5 year) re-use plan for the existing LYNX bus terminal on Central Boulevard that addresses support service needs for downtown including, but not limited to: loading and delivery and valet parking	City
C	P, CI	Develop a long-term reuse plan for the existing LYNX bus terminal on Central Boulevard incorporating support services needed to increase Downtown's competitive advantage and maximizing the development	City

		potential of the site	
C	P	Expand the City’s Bicycle Plan to include the following street (depicted in Figure 5-3): <ul style="list-style-type: none"> <li>▪ Jackson Street from Magnolia Avenue to Liberty Avenue</li> </ul>	City
C	CI	Change the direction of Pine Street between I-4 and Rosalind Avenue from one-way eastbound to one-way westbound.	City
C	CI	Make Anderson Street and South Street two-way between I-4 and Rosalind Avenue	City, FDOT
C	CI	Support the creation of additional public parking capacity in the Central Business District in the following locations: <ul style="list-style-type: none"> <li>▪ Expansion of the courthouse garage (at Orange and Amelia)</li> <li>▪ Expansion/redevelopment of the Magnolia Avenue garage (between Jefferson and Washington)</li> <li>▪ Construction of a Jefferson Street garage (between Jefferson and Washington)</li> <li>▪ Other locations as determined appropriate by the City and Downtown Development Board</li> </ul>	City, DDB
C	P	Require the provision of active ground floor uses in new public parking garages in areas identified in Figure DT-2 of the Downtown Element of the Growth Management Plan as being areas of required or encouraged active ground floor uses	City
C	P	Encourage the City to continue to use the validation program for both daytime and nighttime businesses	City
C	P	Encourage the City to continue to market the availability of valet parking program to all downtown businesses	City
C	P	Encourage the City to develop an annual parking pass program, linking the parking pass to the E-Pass program for the East-West (408) Expressway	City
C	P	Encourage the City to determine the value of an on-street parking space	City
C	P	Encourage the City to develop a residential parking program within the downtown core and edge areas including the following elements: <ul style="list-style-type: none"> <li>▪ A monthly parking rate for apartments within the downtown core and edge areas</li> <li>▪ The availability of spaces within public garages for residential parking</li> <li>▪ Time restrictions, if any, on residential parking in public garages</li> <li>▪ Where residential parking should be available</li> </ul>	City

## DOWNTOWN OUTLOOK

C	P	Encourage the City to work with local distributors of freight companies to establish nighttime deliveries.	City
C	P	Encourage the City to continue to add freight zones where needed to support downtown businesses.	City
C	P	Encourage the City to evaluate the need for a centralized loading and delivery area.	City
C	P	Encourage the City to work with businesses to concentrate loading and delivery areas on secondary streets	City
C	P	Encourage the creation of service alleys on large, undeveloped blocks.	City
C	P	Central compactor sites should be planned, developed and operated by the City, as a public facility, to ensure adequate solid waste capacity	City
C	P	<p>Recommend that the City amend Figure DT-2 of the Downtown Element to require street-level retail uses along the following streets, recognizing that further analysis by the retail coordinator may result in specifically requiring street-level retail uses on certain streets:</p> <ul style="list-style-type: none"> <li>▪ East Washington Street between Orange Avenue and Rosalind Avenue</li> <li>▪ Magnolia Avenue in general between Church Street and Livingston Street</li> <li>▪ Orange Avenue between Livingston Street and South Street</li> <li>▪ Livingston Street between State Street and Magnolia Avenue</li> </ul>	City
C	P	<p>Recommend that the City amend Figure DT-2 of the Downtown Element to encourage street-level retail uses along the following streets, recognizing that further analysis by the retail coordinator may result in specifically encouraging street-level retail uses on certain streets:</p> <ul style="list-style-type: none"> <li>▪ South Street between Garland Avenue and Magnolia Avenue</li> <li>▪ Central Boulevard between Rosalind Avenue and Lake Avenue</li> </ul>	City
C	P	Recommend that the City review the minimum required area for active ground floor uses downtown and consider standards to deal with the location of these uses in active pedestrian areas.	City
C	P	Improve linkages with Orange and Magnolia Avenues south of Jefferson Street to increase activity.	DDB
C	P	Create stronger linkages between the Central Business District's retail nodes Provide a broader range of full-service restaurants along Orange Avenue.	DDB
C	P	Provide a broader range of full-service restaurants along Orange Avenue.	DDB
C	P	Target retailers known as leaders in revitalizing urban retail.	DDB
C	P	Develop and adopt revised façade guidelines.	DDB

C	P	Establish visual and retail links between Orange Avenue and Magnolia Avenue by introducing retail stores, cafes and galleries.	DDB
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## DOWNTOWN OUTLOOK

C	P	Create stronger visual linkages between the Magnolia Node and Lake Eola along Central Boulevard, Wall Street, Washington Street and Jefferson Street.	DDB
C	P, CI	Expand noon and evening free entertainment events at the Lake Eola Amphitheater.	DDB
C	P, CI	Encourage outdoor events featuring various local and regional performers.	DDB
C	P	Work with downtown businesses to implement employee passes and loyalty programs that encourage lunch and evening business.	DDB
<b>Eola Actions</b>			
E	P	Emphasize that while part of the downtown, the area south of the East-West Expressway is part of the larger Lake Cherokee neighborhood and redevelopment should be consistent with the Lake Cherokee Historic District by deferring appearance review issues to the City.	City
All	P	Recommend that the City amend Figure LU-1 of the Future Land Use Element to allow ground floor commercial use as a secondary use in the Office Low Intensity, Office Medium Intensity, Residential Medium Intensity and Residential High Intensity future land use designations if in an area identified as encouraged or required on Figure DT-2 of the Downtown Element.	City
E	P	Recommend that the City amend Figure DT-2 of the Downtown Element to identify East Washington Street as an area where active ground floor uses are encouraged.	City
E	P	Recommend that the city amend Figure DT-2 of the Downtown Element of the GMP to require active ground floor uses along Osceola Avenue between Central Boulevard and Jackson Street.	City
E	P	Encourage townhouses or other urban-scale attached residential development to frame the proposed park at Jackson Street and Osceola Avenue.	City
E	P	Recommend that the City amend Policy 2.1.8 of the Downtown Element of the GMP to limit building height in the MXD-2/T area bounded by Lake Eola Park, South Street, Lake Avenue and Eola Drive to 55 feet, with the exception of predominantly residential buildings which may extend up to 120 feet with conditional use approval.	City
E	P	Recommend that the City amend the GMP to adopt a subarea policy limiting building height on the properties zoned MXD-2 along the south side of East Washington Street, west of Eola Drive, to 55 feet.	City
E	P	Recommend that the City amend the Land Development Code to adopt a 200 foot height limit for the area zoned AC-3A/T within Eola, with a provision to allow predominantly residential buildings with no height limitations except those applied by the FAA.	City

E	P	Encourage development between Eola Drive and Summerlin Avenue that is compatible in scale and massing with the single-family residential neighborhoods to the east.	City
E	P	Encourage the development of attached dwellings and townhouses along the boundaries of Constitution Green at a scale and massing consistent with the single-family neighborhoods on the east side of Summerlin Avenue.	City
E	CI	Work with the City to acquire property for use as a public park in the South Eola area.	City
E	CI	Create a new crescent pocket park between Jackson Street and South Street at Osceola Avenue by acquiring adjacent properties realigning Osceola Avenue to form the eastern and western boundaries of the park.	City, DDB
E	CI	Realign Osceola Avenue around the proposed crescent pocket park at Jackson Street.	City
E	CI	Connect the Washington Street and Osceola Avenue mixed-use areas through Lake Eola Park with a clearly designated pathway.	City, DDB
E	P	Determine the most appropriate type of recreation for the northwest corner of Central Boulevard and Eola Drive to activate that corner of Lake Eola Park.	City, DDB
E	CI	Recommend that the City improve the retention pond adjacent to Lake Olive to create a visual amenity through the use of decorative gates and landscaping.	City
E	CI	Any stormwater retention required as part of the East-West Expressway improvement should be designed as exfiltration or as visual amenities that blend into the community.	FDOT

## DOWNTOWN OUTLOOK

E	CI	<p>Use landscaping and other treatments in accordance with the streetscape design guidelines contained in this plan to connect and reinforce the network of open spaces on the following “Green Link” streets (depicted in Figure 11-1):</p> <ul style="list-style-type: none"> <li>▪ Broadway Avenue between Robinson Street and Hillcrest Street</li> <li>▪ Hillcrest Street between Broadway Avenue and Highland Avenue</li> <li>▪ Highland Avenue between Hillcrest Street and Colonial Drive</li> <li>▪ Robinson Street between Rosalind Avenue and Summerlin Avenue</li> <li>▪ Central Boulevard between Rosalind Avenue and James Avenue</li> <li>▪ Jackson Street between Osceola Avenue and Summerlin Avenue</li> <li>▪ Osceola Avenue between Lake Eola Park and South Street</li> <li>▪ Summerlin Avenue between Jackson Street and Palmer Street</li> <li>▪ Ponce De Leon Place between Delaney Avenue and Lake Avenue</li> <li>▪ Delaney Avenue between Anderson Street and Gore Avenue</li> <li>▪ Palmer Street between Lake Avenue and Summerlin Avenue</li> <li>▪ Lake Avenue between Ponce De Leon Place and Palmer Street</li> </ul>	DDB
E	CI	Implement the streetscape projects identified in Figure 11-1 to enhance pedestrian connections.	DDB
E	CI	<p>Use streetscaping to improve the pedestrian experience on the following arterials (depicted in Figure 11-1):</p> <ul style="list-style-type: none"> <li>▪ Colonial Drive between Magnolia Avenue and Summerlin Avenue</li> <li>▪ South Street between Lake Avenue and Summerlin Avenue</li> <li>▪ Anderson Street between Delaney Avenue and Summerlin Avenue</li> </ul>	DDB
E	CI	Encourage the city to analyze the intersection of Robinson Street and Broadway Avenue to determine the most effective improvement to ensure a protected pedestrian crossing between the Lake Eola Heights neighborhood and Lake Eola Park.	City
E	P, CI	<p>Encourage the City to expand the City’s Bicycle Plan to include the following streets (depicted in Figure 5-3):</p> <ul style="list-style-type: none"> <li>▪ Osceola Avenue from Lake Eola Park to South Street</li> <li>▪ Jackson Street from Lake Avenue to Summerlin Avenue</li> </ul>	City
E	P	Encourage food, retail, convenience and personal service establishments along Osceola Avenue and East Washington Street in the Eola area.	City, DDB

<b>Design Guideline Actions (Entire CRA)</b>			
All	P	Use the design guidelines identified in this plan as a basis for updating the criteria that the Development Review Committee uses to review proposed developments.	City, DRC, DDB
All	P	Recommend that the City use these guidelines as a basis for supplementing and revising existing Traditional City design standards.	City
All	P	Prepare and adopt revised streetscape design standards based on the guidelines contained in Table 11-4. These standards should also include a bicycle-parking element as part of the streetscape design guidelines. Until these revised standards are adopted, the guidelines in Table 11-4 should apply.	DRC, DDB
All	P	As part of the update of the streetscape design guidelines, assign street type designations (primary pedestrian, secondary pedestrian and residential character streets) to all streets within the CRA.	DRC, DDB
All	P	Only streets designated on Figure 11-1 shall be considered for CRA sponsored streetscape projects.	
All	P	Streetscape on streets other than those depicted on Figure 11-1 should be installed by the property owner at the time of substantial improvement/enlargement or new construction. The CRA may provide a funding incentive for private developers to construct streetscape adjacent to their new or substantially improved development on a matching basis. The type of streetscape required for streets other than Green Links shall be determined by the CRA staff at the time of development.	Private Development

### **13.2 Community Redevelopment Agency Authority**

This Plan will be undertaken in accordance with the provisions of the Community Redevelopment Act of 1969, as amended. The City and the CRA may use any and all methods of achieving revitalization of the Redevelopment Area as authorized by law. The following sections generally describe the available development actions.

#### **13.2.1 Property Acquisition**

The Act authorizes the City and the Redevelopment Agency to acquire real property in the redevelopment area by purchase, condemnation, gift, exchange or other lawful means in accordance with this plan. The City and CRA may acquire real property within the redevelopment area as may be necessary for public improvements. These acquisitions will provide sites for public facilities, eliminate unsafe conditions, remove non-conforming uses, or overcome diversity of ownership and faulty lot layout which prevent redevelopment and contribute to the perpetuation of blight in the area.

Whenever possible, the designated property will be acquired through negotiation with current owners. The property will be acquired through standard Community Redevelopment Agency procedures. In those instances where negotiation does not result in a mutually satisfactory agreement, the properties may be acquired by eminent domain proceedings and just compensation awarded in accordance with Chapter 170, Florida Statutes.

### 13.2.2 Relocation Procedures

Relocation of residents and businesses displaced as a result of property acquisition by the CRA will follow procedures which fulfill the intent of the law and objectives stated below, as well as the procedures used by the City of Orlando as outlined in its “Relocation Assistance Brochure for Payment of Moving Costs and Supplemental Housing Payments,” a copy of which can be obtained from the CRA. The CRA may adopt a separate relocation policy from time to time for a specific project. The CRA will assume responsibility for reasonable moving expenses and financial assistance required under these procedures.

- To adequately inform affected persons and/or businesses regarding benefits policies and procedures.
- To provide displaced persons and/or businesses with uniform and consistent services.
- To make available to displaced persons, within a reasonable period of time prior to development, decent, safe and sanitary replacement dwellings and/or business establishments.
- To make replacement housing and/or commercial structures available in the same range of choices to all displaced persons regardless of race, color, religion or national origin.
- To provide fair and reasonable payments and assistance to residential or commercial displaces.
- The CRA relocation procedures and the City of Orlando’s “Relocation Assistance Brochure for Payment of Moving Costs and Supplemental Housing Payments” may be amended from time to time.

In addition, a 1982 ordinance addresses the commitments of City Council concerning the relocation of residents of the City of Orlando Redevelopment Area.

### 13.2.3 Demolition, Site Preparation and Public Improvement

The City and the CRA may each demolish, clear or move buildings, structures and other improvements from any real property in the redevelopment area which it has acquired and as may be necessary to carry out the purpose of this plan. In addition, the City and/or the CRA may construct or cause to be constructed streets, sidewalks, curbs, utilities, lighting, open space, plazas, landscaping, water elements, and other urban amenities deemed necessary to implement this plan.

The City and CRA may change portions of the redevelopment area to be devoted to public uses, public improvements and infrastructure.

### 13.2.4 Property Disposition and Development

The CRA is authorized under the Act to sell, lease, exchange, subdivide, transfer, assign, pledge encumber by mortgage or deed of trust, or otherwise dispose of any interest in real property. To the extent permitted by law, the CRA is authorized to dispose of Real Property by negotiated sale or lease. All real property acquired by the CRA in the redevelopment area shall be sold or leased for development for the fair value to further the purpose of this plan and as determined pursuant to 163.380 (2) Florida Statute (1999).

The CRA may reserve such powers and controls through disposition and development documents with the purchasers or lessees of real property from the CRA as may be necessary to ensure that development begins within a reasonable period of time and that such development is carried out pursuant to the purpose of this plan.

Interested developers will submit proposals in accordance with Section 163.380, Florida Statutes. Selected developers will be required to execute binding disposition agreements with the CRA which will safeguard that the provisions of this plan be implemented. The property may be transferred for fair value subject to the disposition agreement and other conditions or covenants necessary to ensure that the purpose of redevelopment will be effectuated.

#### 13.2.5 Duration, Modification and Severability of the Plan

The plan shall be effective for 30 years from the date of adoption by City Council. From time to time during the term of this plan, the CRA may amend or modify this plan.

It is the intent of the CRA to initiate and complete all projects and activities by the twentieth (20<sup>th</sup>) anniversary from the date of adoption of this plan, provided that the term of any financing or the expenditure of any funds for such projects and activities may extend to the thirtieth (30<sup>th</sup>) anniversary of the adoption of this plan. The CRA reserves the authority and flexibility to extend the initiation, implementation, development, construction, installation, and completion of any project or activity contemplated by this plan in the years 21 through 30 from the date of adoption of this plan as circumstances may warrant from time to time as determined by the CRA in its discretion.

The provisions of this Plan are severable, and it is the intention of the City and the CRA to confer the whole or any part of the powers, goals, objectives and actions herein provided for and if any of the provisions of this Plan or any action implementing any provision of this Plan shall be held unconstitutional, invalid or void by any court of competent jurisdiction, the decision of said court shall not affect or impair any of the remaining provisions of this Plan. It is hereby declared to be the intent of the City and the CRA that this Plan would have been adopted and implemented had such unconstitutional, invalid or void provision or action not been included herein.