LAKE MARY CITY COMMISSION

Lake Mary City Hall
100 N. Country Club Road

STRATEGIC WORKSHOP

THURSDAY, NOVEMBER 17, 2016
5:30 PM

1. **Items for Consideration**

   A. Growth and Development

2. **THE ORDER OF ITEMS ON THIS AGENDA IS SUBJECT TO CHANGE**

   Per the direction of the City Commission on December 7, 1989, this meeting will not extend beyond 11:00 P. M. unless there is unanimous consent of the Commission to extend the meeting.

   PERSONS WITH DISABILITIES NEEDING ASSISTANCE TO PARTICIPATE IN ANY OF THESE PROCEEDINGS SHOULD CONTACT THE CITY ADA COORDINATOR AT LEAST 48 HOURS IN ADVANCE OF THE MEETING AT (407) 585-1424.

   If a person decides to appeal any decision made by this Commission with respect to any matter considered at such meeting or hearing, he or she will need a record of the proceedings, and that, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. Per State Statute 286.0105.

MEMORANDUM

DATE: November 17, 2016

TO: Mayor and City Commission

FROM: Tom Tomerlin, Ph.D., Economic Development Director
John Omana, Community Development Director

VIA: Jackie Sova, City Manager

SUBJECT: Growth and Development

BACKGROUND:

The purpose of this workshop is to outline issues that need policy consideration by the Mayor and City Commission. Three key issues have surfaced related to future growth and development within the City. These issues include Density, Rinehart Road, and Parking. This workshop will help clarify these issues in an effort to obtain City Commission feedback on solution ideas. In addition, this workshop may also aid staff in developing the Letter of Determination for the upcoming Evaluation and Appraisal Report (EAR) in 2017. A brief summary of these issues is framed below, and a more thorough description is provided in the attached presentation.

Density
During the past 12 months, staff has received multiple inquiries regarding projects that require a residential density in excess of 9 du/acre outside of the Downtown and Midtown, where current land use provisions allow for greater densities. Requests for density bonuses and increased density for senior housing have also been made, again, outside of the Downtown and Midtown areas. Based on these inquiries, staff would like to discuss the possibility of higher residential densities outside of the Downtown and Midtown, what ramifications may occur as a result of higher densities, and possible solutions.

Rinehart Road
Staff has been monitoring traffic count data in the Rinehart Road corridor, including segments connecting to I-4. For example, the 2016 Average Daily Trips (ADT) count between I-4 and Rinehart Road on 46A is 41,047. Between I-4 and Lake Emma Road, it is 66,546. With future projects coming online, the ADT will continue to increase. Staff will present additional traffic count data along with possible traffic management solutions.

Parking
The trend of employers placing workers in smaller footprints has had an effect on parking demands where many of the City's Class-A offices are located. Two scenarios have recently unfolded: the construction of a parking garage at Deloitte, and an increased number of parking spaces on land adjacent to the Verizon office.

This increased need for parking presents several challenges for land development and will have an impact on the built environment. Challenges include a greater number of spaces required for parking and the resultant need for additional land, and increased impervious surface. Staff will provide additional talking points and possible solution ideas to address this issue.

The three key issues described above are not all inclusive, but they do encapsulate inquiries being communicated by the development industry. The Mayor and City Commission can add to this list of issues at the workshop.

DESCRIPTION OF THE PROCESS:

These issues will be examined in a three step process, as follows:

1. **Issue Identification.** Each strategic issue will be framed around identifying the issue, the factors that make it an issue, and the consequences of failure to address the issue.
2. **Solution Ideas.** Next, solution ideas for each strategic issue will be discussed. These solution ideas can be practical or lofty visions. Solution ideas will then be numbered for each issue and placed in the appropriate quadrant of a PICK Matrix.
3. **PICK Matrix.** The ultimate goal for this exercise is to develop a PICK Matrix for each issue. The PICK Matrix consists of four quadrants that will help us determine where each solution idea falls with respect to its payoff and achievability. The grid is called a PICK Matrix based on the quadrant identifier attached to each cell (i.e., Potential, Implement, Challenge, or Kill).

	Low Payoff	High Payoff
Easy to Implement	Potential *Put solution ideas here that have low payoff, and are easy to implement*	Implement *Put solution ideas here that have high payoff, and are easy to implement*
Hard to Implement	Kill *Put solution ideas here that have low payoff, and are hard to implement*	Challenge *Put solution ideas here that have high payoff, and are hard to implement*

The goal of the workshop is to utilize the PICK Matrix to help discuss each issue and to arrive at a very basic awareness of the benefits and costs associated with solution ideas. Ideally, at the conclusion of the workshop, a completed PICK Grid is developed for each issue.

Additionally, for every issue there is an option to stay with the "status quo" which will represent taking no action, as well as an "other" option that can be an alternative solution that may manifest during discussion.

DISCUSSION:

Density
The potential solution ideas to address the issues of density include:

1. Allowing higher residential density in the Comprehensive Plan – This would involve adjusting the Comprehensive Plan to allow for a residential density higher than 9 du/acre outside of the Downtown and Midtown.

2. Developing a City-wide TDR/Density Bonus Program – This option would allow for transferring residential density from one portion of the City to another, thereby concentrating the higher residential density in particular areas while reducing residential density in others.

3. Senior Housing Density Bonus – This solution would allow for increase in density in areas where senior housing is proposed. However, it may also encourage senior housing in the remaining available sites in the City.

4. Stay "as is" (Status Quo) – This option would be to retain the same residential density without changes.

5. Other – This would address any other alternatives that may be presented during the discussion.

The continued request for increased residential density presents the question of whether or not the City is providing what the market is demanding.

Rinehart Road

The potential solution ideas to address the issues at Rinehart Road include:

1. Beyond the Ultimate/Michigan Lefts – This option includes taking advantage of the increased capacity that may be generated from the I-4 Beyond the Ultimate (BtU) Project and the creation of Michigan Lefts. The Michigan Lefts may reduce congestion by replacing left turns with U-turns. (Video Illustration)

It is important to note that at this time, the City and County are exploring options to have the Michigan Lefts funded and constructed prior to the full I-4 BtU project occurring. It is the understanding of staff that the full I-4 BtU project is not currently funded; therefore, such improvements as the diverging-diamond interchanges and increased laneage on I-4 may not occur for several years.

2. Internal Road Networks – Proposed Internal Road Networks within major projects under review that run parallel to Rinehart Road may alleviate some of the direct traffic on Rinehart Road towards I-4.

3. Primera Direct I-4 Exit – The creation of a Direct I-4 Exit from Primera to alleviate the traffic from Primera that travels on Rinehart Road to get to I-4.

4. Other – This would address any other alternatives that may be presented during the discussion.

Parking

The potential solution ideas to address the parking issue include:

1. Higher parking requirement for offices of a certain size – This option would address the issue of offices adjusting their floor plates to add more people per square foot. This enables buildings to house more workers, hence requiring more parking. Once an office reaches a certain square footage threshold, increased parking capacity would be required. This option has many resulting effects that staff will discuss in greater detail, such as the potential for taller buildings, larger land campuses, and more impervious surface within the City.

2. Structured parking incentives – Providing incentives for developers to encourage structured parking. This may create more parking spaces with a smaller impervious surface footprint. This may also include taller structures as well as having parking at the base of buildings.

3. Pervious parking requirement – This option may increase construction costs but will allow for a decrease in runoff, an increase in groundwater recharge, and could reduce stormwater retention requirements.

4. Land Development Code adjustment based on market trends – Adjust parking requirements to meet parking demands per the market.

5. Other – This would address any other alternatives that may be presented during the discussion.

RECOMMENDATION:

Staff requests direction from the Mayor and City Commission on how to proceed with these issues by engaging in the workshop process outlined herein.

ATTACHMENTS:

- Power Point Presentation
- Rinehart Road Traffic Counts Graphic
- Traffic Improvement Graphic
- Assessed Value per Acre for Select Projects

Growth and Development Workshop

Lake Mary City Commission

November 17, 2016

Approach

- Identify Strategic Issues
- Identify Solution Ideas
- Place Alternatives in a PICK Matrix

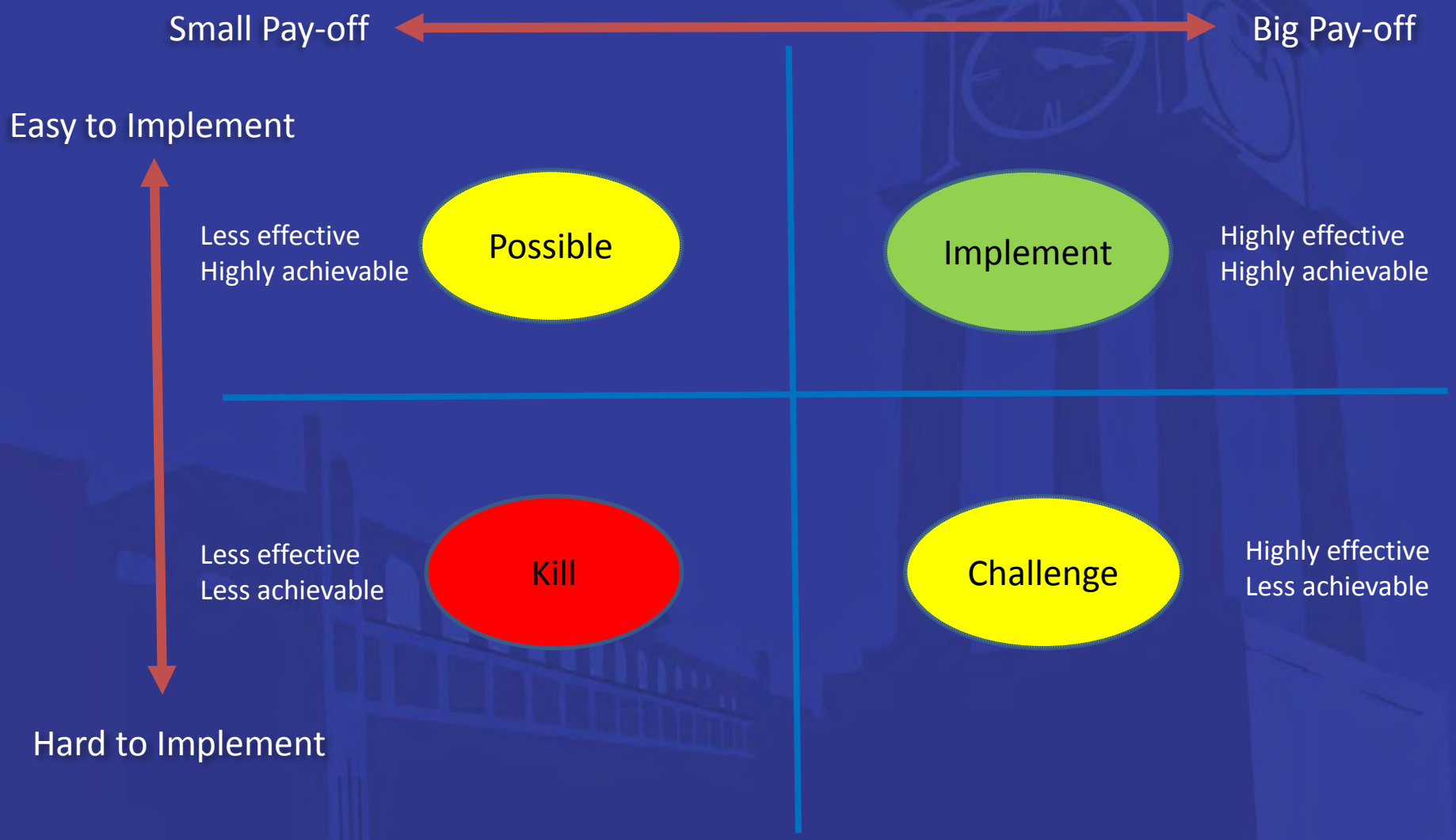
Strategic Issues

- Reflect and Brainstorm on Strategic Issues
- Three Questions
  - What is the issue?
  - What factors make it an issue?
  - What are the consequences of failure to address the issue?

Solution Ideas

- What are Solution Ideas we might pursue to address each issue?
  - The ideas can be practical, or lofty dreams or visions.
- Staff has prepared a number of possible Solution Ideas for each Strategic Issue.

PICK Matrix


Small Pay-off
Big Pay-off
Easy to Implement
Hard to Implement
Less effective
Highly achievable
Possible
Implement
Highly effective
Highly achievable
Less effective
Less achievable
Kill
Challenge
Highly effective
Less achievable

Strategic Issues

- Density
- Rinehart Road
- Parking

Density

Issues

- Requests for higher than 9 du/acre outside of Downtown and Midtown
- Requests for density bonuses outside of Downtown
- Senior Housing Density
  - N. Sun Dr.
- What are the ramifications of allowing more density throughout the City?
- What entitlements are left in the City?

Remaining Entitlements

- Colonial Center Heathrow
  - Office: 1,053,651 sq. ft.
  - Retail: 15,264 sq. ft.
- Primera
  - Office: 389,504 sq. ft.
  - Retail: 5,505 sq. ft.
  - Primera is quickly approaching build-out. Could occur within next 18 months.
- Fountain Parke
  - Approaching build-out of the total 500 units.
  - Commercial parcels in front cannot exceed 192,000 sq. ft.
- Rinehart Place
- Griffin Farm at Midtown

Density

Issues

- Requests for higher than 9 du/acre outside of Downtown and Midtown
- Requests for density bonuses outside of Downtown
- Senior Housing Density
  - N. Sun Dr.
- What are the ramifications of allowing more density throughout the City?
- What entitlements are left in the City?

Solution Ideas

1. Allow higher density in the Comprehensive Plan
2. City-wide TDR/Density Bonus Program
3. Senior Housing Density Bonus
4. Stay “as-is” (Status Quo)
5. Other

Rinehart Road

Issues

- Traffic Counts
- Corridor Improvements
  - I-4 Beyond the Ultimate (BtU)/Michigan Lefts
    - http://www.michigan.gov/mdot/0,4616,7-151-9615_44557-161777--,00.html
    - https://www.youtube.com/watch?v=RfKMr8Qlgv0
    - https://www.youtube.com/watch?v=jHojQ_LppEw
    - https://www.youtube.com/watch?annotation_id=annotation_785117473&feature=iv&src_vid=jeLEWLSVOIQ&v=8VcNBkSaKO8
    - https://www.youtube.com/watch?v=kTO5YgVEdxE (Before and After)
  - Internal Road Networks
  - Primera Direct I-4 Exit
  - Intersection Improvements
- Build Out of Existing Entitled Projects
- Background Development ("North" Rinehart)

"North" Rinehart Development

- In Sanford, there are currently 1,182 apartment units, with an additional 176 under construction.
- Build-out continues of the Southgate PD with additional restaurants, etc.
- NE Corner of Rinehart Rd. and 46A
  - HQ Hyundai and PUD Development
    - Possible offices/hotels/mixed-use

Rinehart Road

Issues

- Traffic Counts
- Corridor Improvements
  - I-4 Beyond the Ultimate (BtU)/Michigan Lefts
    - http://www.michigan.gov/mdot/0,4616,7-151-9615_44557-161777--,00.html
    - https://www.youtube.com/watch?v=RfKMr8QIgv0
    - https://www.youtube.com/watch?v=jHojQ_LppEw
    - https://www.youtube.com/watch?annotation_id=annotation_785117473&feature=iv&src_vid=jeLEWLSVOIQ&v=8VcNBkSaKO8
    - https://www.youtube.com/watch?v=kTO5YgVEdxE (Before and After)
  - Internal Road Networks
  - Primera Direct I-4 Exit
  - Intersection Improvements
- Build Out of Existing Entitled Projects
- Background Development ("North" Rinehart)

Solution Ideas

1. BtU/Michigan Lefts
2. Internal Road Networks
3. Primera Direct I-4 Exit
4. Other

Parking

Issues

- Office Parking Needs
  - Higher Ratios
- Structured Parking vs. Pervious Parking vs. Other Opportunities
- FAR vs. Parking Ratios/Bulk Requirements/Open Space
- Ramifications of requiring more parking, or structured parking
  - Taller buildings or Smaller buildings?
  - More open space?

Solution Ideas

1. Higher parking requirement for offices of a certain size
2. Structured parking incentives
3. Pervious parking requirement
4. Code adjustment based on market trends
5. Other

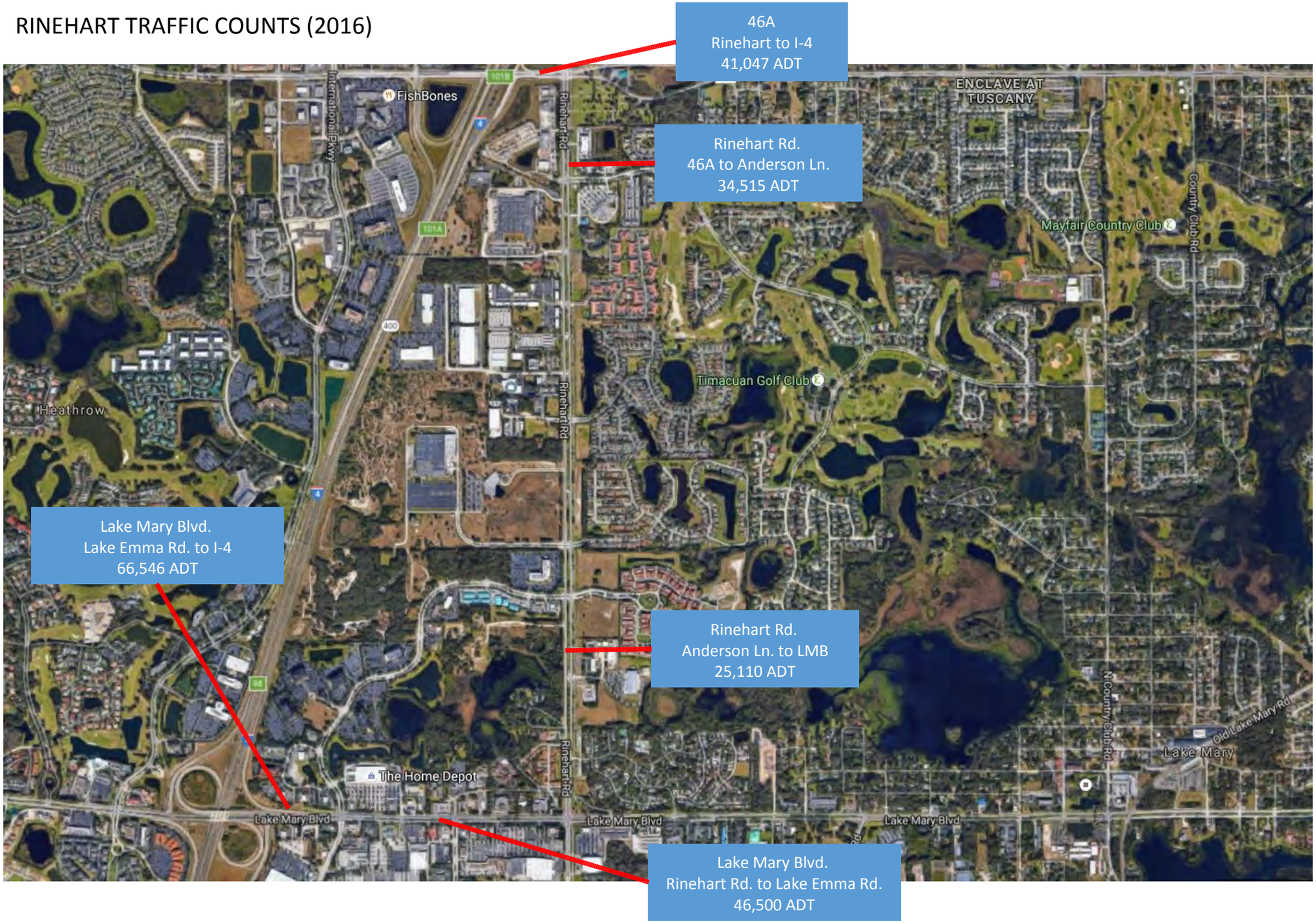
NOTE

There are many parcels that are already entitled that would not be required to comply with new rules regarding parking. There is a potential that the changes will have little to no impact on the built environment.

Conclusion

- Where do we go from here?
- Any additional input?
- What impact does this discussion have on the City's 2017 Evaluation and Appraisal Report (EAR) Based Amendments?
  - At least every seven years, pursuant to Rule Chapter 73C-49, Florida Administrative Code, the City shall determine whether the need exists to amend the comprehensive plan to reflect changes in state requirements since the last time the comprehensive plan was updated. The City must notify the State of this intended action by July 1, 2017.

RINEHART TRAFFIC COUNTS (2016)



RINEHART ROAD TRAFFIC SOLUTION IDEAS

Comparison of Taxable Values - Current Developments in 2016

Project Name	Description	Units or SF	Acreage	2016 Assessed Value	2016 Tax Bill (Total)	Assessed Value per Acre
Station House	New Apartment Community	200	0.71	$25,369,460	$413,778.43	$35,731,634
Verizon Finance Center	Class A Office Space	220,400	13.45	$37,425,330	$610,410.88	$2,782,467
Lake Mary Marriott	Hotel	304	8.79	$22,397,309	$365,302.34	$2,549,379
Legends (Golfview Apartments Rinehart Rd)	Apartment Community	260	31.5	$29,163,830	$477,306.95	$925,836
Oaks at Lake Mary (Longwood LM Road and LMB)	Retail Center	32,000	11.40	$6,723,617	$110,731.82	$589,817
Publix Plaza at Timacuan (Rinehart Road and Timacuan Blvd)	Retail Center	44,052	9.12	$7,378,714	$123,034.65	$808,895
Chick-Fil-A - Restaurant Out-Parcel	Retail Restaurant	3,374	0.97	$1,006,767	$16,649.45	$1,037,909
4th Street Grill Parcel (downtown)	Retail Restaurant	5,133	0.29	$765,886	$13,331.27	$2,622,798
701 International Parkway (Jeunesse Office Building)	Class A Office Space	139,034	7.27	$13,570,192	$221,331.18	$1,867,115
Typical Timacuan Single Family	Single Family	2,934	0.26	$258,662	$3,592.22	$978,066
Colonial Grand at Lake Mary	Apartment Community	232		$30,898,549	$503,958.42	
Projects in the Pipeline				Estimates		
Pulte Homes Project on Anderson Lane (Lake Emma Sound)	Single Family Development	78	35	$35,150,000		$1,004,286
Griffin Farm at Midtown	Mixed Use Development	various	35	$150,000,000		$4,285,714

Pulte project assumes 85% assessment on a $500K valued house across 78 homes plus $2m in common area assessment project wide