



Silver Springs CRA

2024 MASTER PLAN

Community Redevelopment Plan

Volume 2 of 2

Kimley»Horn



The *Silver Springs Master Plan – Reimagine Silver Springs* is the direct result of a collaborative effort between the Marion County Board of County Commissioners, the Silver Springs Community Redevelopment Agency, and various Marion County Departments and Agencies including, but not limited to: Growth Services, Community Services, Parks & Recreation, and Public Relations.

Other Partners that have contributed to the success of this plan include the Florida Department of Environmental Protection – Silver Springs State Park, Florida Department of Transportation, SunTran, Ocala/Marion County Chamber and Economic Partnership, and the Ocala/Marion County Transportation Planning Organization.

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On behalf of the Kimley-Horn team, we extend our sincere appreciation to the residents, business owners, elected officials, and stakeholders who participated in the planning process and guided the development of this plan. Everyone’s time, input, and effort are greatly appreciated.



Executive Summary

The Silver Springs Community Redevelopment Area (CRA) was established in 2013 as part of the Finding of Necessity (FON) Resolution No. 12-R-185 and encompasses over 4,000 acres of land in Central Marion County. The CRA was established based on a “need to stimulate reinvestment in the area and identify new funding sources which would improve existing conditions and generate additional improvement activity. A key concern of the area is an underutilization of economic potential of the springs themselves and the surrounding properties. A redevelopment initiative to identify new market potential for the area and the supporting upgrades to the infrastructure, housing stock, and overall physical environment is a necessary component to the broader goal of attracting investment.”

The CRA was created to guide redevelopment efforts of the area and encourage new capital investments in residential, commercial, recreational, and tourism development. An overarching goal for redevelopment in the Silver Springs community is to have an emphasis on the creation of job-generating investments and the protection of natural features.

The Silver Springs community has a long and distinct history as a key community focal point for not only Marion County, but for north central Florida. The Silver Springs State Park is a key component of the CRA; but it is far from being the sole component – it’s the state park system, the County park and trails system, Silver Springs Boulevard, the commercial and retail businesses and hotels in the commercial core, and the supporting residential neighborhoods and employment centers. Together they form a community with great potential and unique natural assets. Lastly, the Silver Springs community has always been about tourism. From the early steamship days, to the development of Silver Springs as an attraction, to today’s ecotourism boom; *Silver Springs remains a destination for travelers from around the world.*

The 2024 Silver Springs CRA Master Plan is not “just an update” but a refocus and reimagining of the community by bringing to light community assets and leveraging them for short-, mid-, and long-term community benefits.

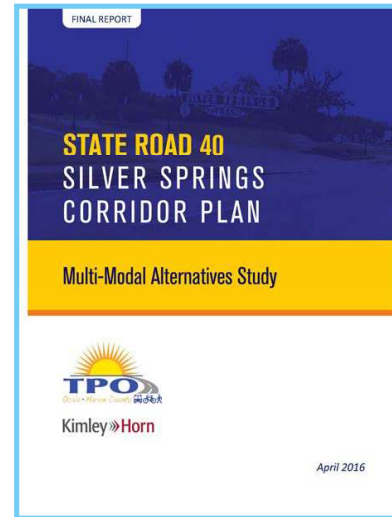
This Master Plan has been developed through an extensive and proactive public involvement and planning process. The planning process has included the following activities and elements:

- ◆ Community engagement through a series of workshops and a comprehensive online survey
- ◆ Stakeholder meetings with interested and affected parties, including the local business community
- ◆ An updated assessment of CRA assets, land use patterns and infrastructure
- ◆ A detailed and complete market study to identify future revenue expectations and inform development of catalyst concepts
- ◆ The development of four catalyst concepts as a vision for how commercial redevelopment in the central core can be achieved
- ◆ The development of mobility enhancement goals and projects, including a reimagining of Silver Springs Boulevard
- ◆ Creation of Gateway and Wayfinding branding for the CRA
- ◆ Development of a capital improvement program budget, with identification of innovative funding opportunities
- ◆ A final plan summary of short term and longer term activities to achieve the vision and goals of the Master Plan

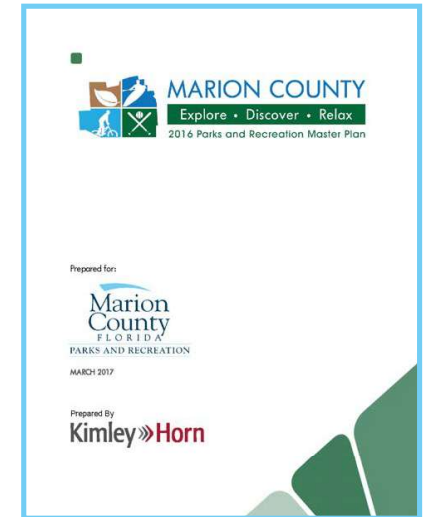


The resulting 2024 Silver Springs CRA Master Plan updates and refines the vision and goals for the Silver Springs CRA and outlines a strategic plan to realize those goals. The result is an actionable plan that will guide the oversight of the CRA into future years as the area continues to grow and revitalize.

The 2024 Silver Springs CRA Master Plan is built upon not just the previous Master Plan for the Silver Springs CRA, but also the following:



State Road 40 Silver Springs Corridor Plan



Marion County 2016 Parks and Recreation Master Plan



Ocala Marion TPO 2035 Bicycle and Pedestrian Master Plan




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*Section One:
Introduction*

**Background and Overview
Community Engagement**



Background and Overview

In September of 2022, the Marion County Board of County Commissioners and the Silver Springs Community Redevelopment Agency engaged Kimley-Horn and Associates, Inc. (Kimley-Horn) to prepare the 2024 Silver Springs CRA Master Plan. This reimagined master plan will incorporate the key findings and initiatives established in the previous plans as well as the related studies that the County, City of Ocala, Florida Department of Environmental Protection (FDEP), and the Florida Department of Transportation (FDOT) have completed in recent years.

This Master Plan was developed through an extensive and proactive public involvement process, on-site field inspection and investigations, and review of adopted community plans and initiatives. The on-site investigations included the transportation and pedestrian network, stormwater infrastructure, parking and circulation, building conditions, landscaping, and aesthetics. This Master Plan is also based on interviews with identified stakeholders (residents, business owners, civic leaders, and public officials) and community input and comments received throughout the public involvement process. This Master Plan is intended to be a guide for CRA and local government decisions and implemented over the CRA's lifetime. As the current plan expires in [FY 2043-2045, on May 19, 2026, the Board of County Commissioners of Marion County, Florida, extended the CRA's duration by 10 years to conclude with FY 2053-2054, 2042, Marion County is pursuing an extension as part of the plan update process to 2052](#) consistent with Florida Statutes, Chapter 63, Part III.

The 2024 Master Plan includes an economic and market analysis, analysis of current and projected funding through Tax Increment Financing (TIF), alternative funding opportunities (grants), identification of "catalysts concepts" (i.e., development concepts that will assist the CRA to implement the overall Vision), redevelopment initiatives and programs including a Capital Improvements Plan (CIP), and strategies for improvements within the CRA. The recommended CIP projects are identified in *Section Three - Implementation Plan* and includes project summaries as well as anticipated (targeted) time frames within which individual projects are to be undertaken (short-, medium-, or long-term). These projects and programs include a wide range of targeted public improvements that not only benefit the CRA, but also Marion County as a whole. Suggested projects include "brick and mortar" approaches to community reinvestment streetscape and viewshed enhancements, pedestrian safety enhancements/improvements, gateway and wayfinding signage, neighborhood stabilization, and property rehabilitation/remediation. They also identify recommendations including review and consideration of updated design and development standards, and development requirements found within the County's respective codes.

It is important to understand the placement of the CRA within the broader community, especially with the assumed Market Area as defined in *Section Two - Strategic Reinvestment* of this Plan, and Marion County/Ocala Metropolitan Statistical Area (MSA) as a

whole. Marion County is approximately 1,588 square miles, and the Silver Springs CRA encompasses approximately 6.39 square miles. The CRA is roughly 0.40 percent of the total County area. With an estimated population of 3,158 persons, the CRA represents approximately one percent of the County/MSA's total population estimate of 385,554 persons. The County's population is anticipated to grow to between 500,000 to 600,000 persons by the year 2050, including additional residential growth within the CRA.

Since the initial FON and Master Plan analyzed the areas within the CRA through a broad lens, this Master Plan reflects the combination of programs and projects that are intended to support and enhance the community, the CRA, and Marion County. Unlike many other CRAs in Florida, the Silver Springs CRA has unique and "one of a kind" features, including the iconic Silver Springs State Park, and numerous other parks and natural features.



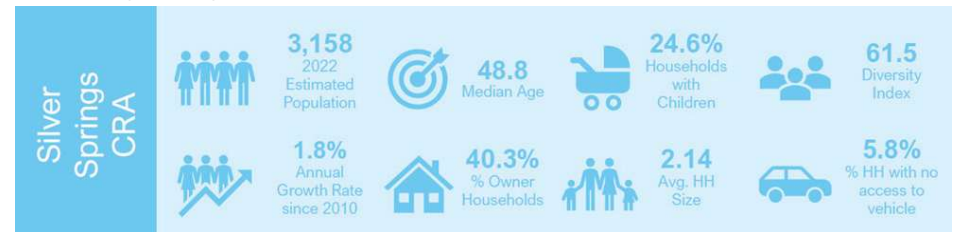
This Master Plan is dependent on advocacy and support by the residents, the CRA, and the County. Thus, the County (and CRA) must look at ways to include and encourage involvement by all segments of the community, capitalizing on the socio-economic diversity within the community. In addition to the projects and initiatives included in the CIP, this Master Plan identifies assets and opportunities that can assist the County and the CRA in its mission to provide quality environments and places for businesses, residents, and visitors. Many of the challenges identified within this Master Plan will not be solved overnight, or even in the short-term, but will instead be undertaken and completed in the next 5 to 10 years. This Master Plan addresses several critical elements necessary to achieve the long term vision for the CRA. Additional critical elements may be identified in the future based on changing conditions.

Silver Springs and Community Redevelopment

To better understand the Silver Springs Community and the CRA, including its statutory provisions, it is important to understand the Community as well as Redevelopment as defined by Florida Statutes.

Silver Springs ... Who We Are!

The Silver Springs community is a subset of Marion County and the Ocala Metropolitan Statistical Area (MSA). The Community and the CRA are not just the Silver Springs State Park but encompasses an area of core non-residential / retail with supporting residential neighborhoods. The total Population of the CRA has grown slightly since its inception in 2013 by just over 500 residents to a current population of just over 3,100 people (approximately 1.8 annual percent). The CRA is also generally older than the Market Area but slightly younger than the MSA.



Through the Market Analysis, five distinct Population Segments, or "Tapestries", were identified within the CRA. These Tapestries reflect various aspects including demographics, spending habits, and hobbies. The top Tapestry Segments reflect a diverse population with young families (referred to as "Middleburg") and a more senior population (referred to as "Senior Escapes"). The smallest Tapestry segment is referred to as "Traditional Living" which includes second generation families and workforce sectors. The Market Study in *Section Two - Strategic Reinvestment Plan* provides a full range and description of the Silver Springs CRA, the Market Area and the Ocala MSA as a whole.

Community Redevelopment and the Silver Springs CRA

Traditional development patterns, such as those generally evident in the CRA, included extensive connectivity and gridded blocks and an effective mix of uses. However, during the last 20 years more suburban development patterns and land use principles began to emerge, leading to the separation of land uses and activities from people and neighborhoods. Relinking these disconnected segments of the community is a primary goal of this Master Plan.



- ◆ Marion County has the assets and resources necessary to pursue such activities based on:
- ◆ Public support for economic development and diversification of (land) uses;
- ◆ An integrated, connected multimodal transportation system including automobiles, transit, bicycles, and pedestrians;
- ◆ Lands, including developed and or potentially redeveloped sites, located within close proximity to the multimodal and related infrastructure (water, wastewater, stormwater, open spaces/parks, etc.);
- ◆ Catalyst concepts and development options.

The opportunity exists to meet the challenges identified by the community in planning, building, and revitalizing this core area of the County. The County acknowledges the need for an integrated plan that recognizes land use, infrastructure, transportation, environment, and linkages to key community assets.

“It is full of possibilities for rebuilding. It’s an area that is rooted in history.”

The Marion County Board of County Commissioners initiated the first step in focusing on the area’s redevelopment with the commissioning and adoption of a formal “Finding of Necessity” (FON) study in 2012 which qualified the Silver Springs area for the CRA program through the Florida Community Redevelopment Act of 1969. The FON study identified a proposed redevelopment area, and a subsequent Community Redevelopment Plan (CRP) was approved in 2013 which established the boundary of the CRA. The CRA boundary includes a portion of the Silver Springs State Park, an important tourist destination for Marion County.

Silver Springs CRA

The 2013 Silver Springs Community Redevelopment Plan focused on five key areas: Economic Development, Infrastructure and Utility Investments, Environmental Enhancements, Transportation Initiatives, and Increased Governmental Coordination. Within these categories, community members were primarily focused on redeveloping Silver Springs Park, revitalizing the SR 40 corridor, and reducing impacts to the Springs and other natural features by expanding Marion County Utility services to properties within the CRA boundary. Successes have been achieved within the CRA through the application of the Overlay Design Guidelines for new and redeveloped properties, community policing provided in conjunction with the Marion County Sheriff’s Office, as well as targeted site and building improvements.

Consistent with the applicable Florida Statutes, the Community Redevelopment Agency is the administering entity which establishes and implements the CRA budget which includes revenues derived from the TIF as well as other sources of revenue (i.e., grants and in-kind services).

The activities and programs offered within a Community Redevelopment Area are administered by the Community Redevelopment Agency with oversight and implementation through the CRA Board. Consistent with Section 163.357, Florida Statutes, the Marion County Board of County Commissioners serves as the CRA Board. The CRA has certain powers that a City or County by itself may not do, such as establish tax increment financing and leverage local public funds with private dollars to encourage redevelopment.

Tax Increment Financing

The Silver Springs CRA utilizes Tax Increment Financing (TIF) to promote private redevelopment within the community. The TIF district provides funding through property taxes and a trust fund dedicated to the CRA area. Property values of all real property are determined at a fixed date, typically the establishment of the CRA, which is commonly referred to as the “frozen value”. As property values increase, Marion County continues to receive property tax revenue based on the frozen value. A portion of tax revenues from increases in real property value, the “increment”, are deposited into the trust fund for use within the CRA. The frozen value and a portion of the increase are directed to Marion County’s General Fund. Therefore, as the taxable property values increase due to redevelopment projects, the redevelopment fund also increases. Tax increment financing is not an additional tax to the property owner. *The Silver Springs CRA has experienced relatively “flat” to limited gains in new TIF revenues which are derived from increases in the respective property valuations.*

Since all the monies used in financing community redevelopment area activities are locally generated, Community Redevelopment Agencies are not overseen by the state. However, redevelopment plans must be consistent with local government comprehensive plans, and funds derived from within the CRA must be used to benefit the targeted redevelopment area. The tax increment

revenues can be used immediately as they are received to undertake planning studies, capital projects, or other programs that serve the community redevelopment area. In addition, these funds can be saved for a particular project or can be bonded to maximize the funds available. All funds received from a tax increment financing area must be used for specific redevelopment purposes within the targeted area, and not for general government purposes and other certain types of projects as defined by the Statutes. Section 163.387(1), Florida Statutes provides the guidance for determining the TIF. Revenues are not required to be spent within the Fiscal Year and may be carried over from year to year.

This Master Plan also looked at potential TIF projections, taking into consideration expected growth trends and tax base growth based on the Catalyst Concepts identified in *Section Two – Strategic Reinvestment Plan*. These revenue projections are provided within the Market Study. The projections assume a number of factors and are subject to periodic adjustments in both the market and development trends.

The Silver Springs CRA can also utilize grant funding as a source of funds for specific projects. *Potential grants, sources of the grants, timeframes and potential projects are included for review in Section Two of this Plan.*

Outreach & Engagement

Community Outreach and Engagement has been critical to the development of this Master Plan. In partnership with Marion County staff, Kimley-Horn facilitated a robust community outreach plan through a series of community-wide workshops held at the Silver Springs Park, online surveys, and targeted stakeholder meetings. These outreach efforts are further detailed in this Master Plan. During these various outreach efforts several key ideas and items emerged that applied both to the Vision and CRA Master Plan, as well as the County’s subsequent implementation. These “Lessons Learned” included:

- ◆ Taking advantage of opportunities in previous plans, and building off those as part of this Master Plan; projects need to be as “shovel ready” as possible, especially with regard to the various “catalyst concepts”.
- ◆ Adopt recommendations that are flexible, allowing for the ability to adapt to changing market conditions and/or changing public priorities.
- ◆ Understanding that the role of the County/CRA and its staff is to balance the goals in the Plan with the real-world issues, funding, and opportunities that arise when implementing the Plan or a specific activity.
- ◆ Identifying key incremental components and thresholds of larger projects from both a funding (resources) and implementation perspective. Smaller projects or components of projects can be easily built upon and allow greater flexibility in budgeting.
- ◆ Creating a “Sense of Place” and a “Sense of Community” using natural amenities and features including Silver Springs State Park and Coehadjoe Park.
- ◆ Maintaining an “Open for Business” attitude through government agencies as well as civic and professional organizations.

A common theme that emerged during the planning process is the community’s understanding that the physical environment of the Silver Springs Community –its neighborhoods, buildings, streets, utilities, and natural resources—have a far-reaching impact on economic vitality and the cultural legacy of the CRA. A growing population creates more opportunities to enhance the quality of life but places increased demands on services and infrastructure. Retail follows tourism and rooftops, and with the opportunity for increased residential development within the CRA and the Market Area, growth has the potential to lead to new retail vitality.





Silver Springs Community Vision Statements

The Silver Springs CRA Master Plan focuses on five Key Vision Statements, identified below, which are reflected throughout the Plan and its goals and recommendations. These Key Vision Statements were established based on comments, concerns, and desires for the Silver Springs CRA by stakeholders and members of the public documented within the Community Engagement section. The recommendations utilize core capital and non-capital related approaches to achieve the objectives and vision of this Master Plan. These objectives and the Master Plan's recommendations aim to provide community options to achieve the following:



Provide a Range of Options for Housing, Jobs, and Transportation/Multimodal Opportunities



Enhance Connectivity to Employment Centers, Community Assets, and Other Key Destinations



Improve Safety for Motorists, Bicyclists, and Pedestrians



Celebrate Unique Assets of the Silver Springs and the Region



Better Quality of Life for all

The broad-based vision statements identified above serve as the basis for the Goals and Recommendations of this Master Plan.





Silver Springs Master Plan Goals

Turning visions into results requires specific goal setting. What goals can be identified that, when achieved, will build toward the vision of the CRA? The planning team listened to public and stakeholder input, evaluated the planning tools and assessments (such as the market forecast and revenue projections) and created a set of goals with actionable steps that can be pursued and achieved.

Six primary goals were identified to serve as benchmarks to guide the future growth and redevelopment of the CRA:

GOAL ONE: Promote commercial redevelopment that includes family-friendly public spaces, implementation of the catalyst concepts, and encourage development of commercial uses more conducive for tourism.

GOAL TWO: Enhance multi-modal connectivity between the parks and natural resources within the CRA, and in the surrounding areas.

GOAL THREE: Support residential development and redevelopment that provides additional housing opportunities for residents.

GOAL FOUR: Increase pedestrian safety and encourage alternate mobility options. Reconnect disconnected areas.

GOAL FIVE: Establish wayfinding and branding standards for the Silver Springs CRA.

GOAL SIX: Transform Silver Springs Boulevard into a complete street that creates a vibrant commercial core that supports activity in the CRA.

Implementation Principles

This CRA Master Plan encourages proactive planning while understanding why decisions were made in the past. Ensuring success requires focus, leadership, and application of resources.

1. **Identify a Champion:** Each action item and initiative requires a champion—someone who owns the responsibility for achieving the stated goal. These champions should be empowered with the ability to mobilize partners and align resources specific to the action's needs. The CRA can assign action items to those with the greatest influence on the opportunity, recognizing it does not have to be CRA staff.
2. **Measure Progress:** The best way to maintain momentum is to monitor progress on a regular basis. Regular status reports should identify completed task, ongoing work, and future programming as well as highlight where progress is being made and tasks that require more attention. Developing an “assessment” tool provides a means to evaluate progress with annual reports to check progress on action items and consistency with this Master Plan's vision and goals.
3. **Embrace Accountability:** The goals and objectives of this Master Plan will not be achieved overnight. Some tasks will come easy and will be achieved in short order. Other tasks will be a challenge, take more time, and require persistence and flexibility. Failure to achieve a certain task in the timeframe reflected should not be viewed as a failure but rather an acknowledgment that there is a need to reassess focus, leadership, and resources.
4. **Focus on Sustainability of Improvements:** In this context, Sustainability refers to the ongoing maintenance of improvements and new assets of Marion County and the CRA. New sign, landscaping, and streetscape improvements must be maintained. As these improvements are implemented, a maintenance entity must be identified to ensure that improvements maintain their impact over the long term.





COMMUNITY ENGAGEMENT: Key Findings



- There were over **850** individual responses received from the public workshops, online survey, and stakeholder meetings.
- Business Development Grants and Incentives programs are a key tool the business community uses for redevelopment efforts.
- Community needs include: attainable housing, additional businesses and restaurants, preserving the State Park, and preserving the Silver Springs community identity.

COMMUNITY ENGAGEMENT: Implementation



- **Master Plan Goals 1-5**
- **Master Plan Recommendations 1, 2, 5, 7, and 8**

Community Engagement and Involvement

Public involvement was a vital component of the Master Plan process. Input solicited from residents and Community Stakeholders informed the project team about the preferences and concerns for the CRA and provided valuable feedback for the continued vision for redevelopment of the area.

A key component in this process is resident and stakeholder feedback. Marion County embarked on a broad public outreach and community input process that included an online survey, neighborhood workshops that included a variety of public comment activities, and an online "open comment" box on the County's CRA webpage. *Altogether over 850 responses were received through the various engagement methods* including over 750 through the online survey plus an additional (approximately) 100 through the Community Workshop and Stakeholder sessions. The team also performed technical site visits to review facility conditions and perform an analysis of available community partnerships with the City of Ocala, Marion County, and State.

Public comments were encouraged throughout the Master Plan development process through in-person meetings and activities, and online surveys and engagement, and formal meetings with stakeholders. Additionally, an online survey was developed and was publicly available from November 21, 2023, through January 17, 2024, and advertised via social media and communications channels. *Over the course of the eight weeks, 750 people participated in the survey, generating over 2,000 individual data points and 13,000 individual comments.*

Marion County hosted a community on November 30, 2023, at the Silver Springs State Park Paradise Ballroom to present draft concepts and priorities for the Master Plan Update as part of two

interactive sessions. Attendees were given the opportunity to learn more about the proposed concepts and share feedback to further improve the update to the Master Plan. An initial presentation as well as activity stations provided an opportunity for more focused and specific discussion of key concepts and ideas. The various engagement opportunities are further discussed and summarized below. This chapter serves as recognition of the formal and informal input received from the public throughout the course of the Master Plan Update.

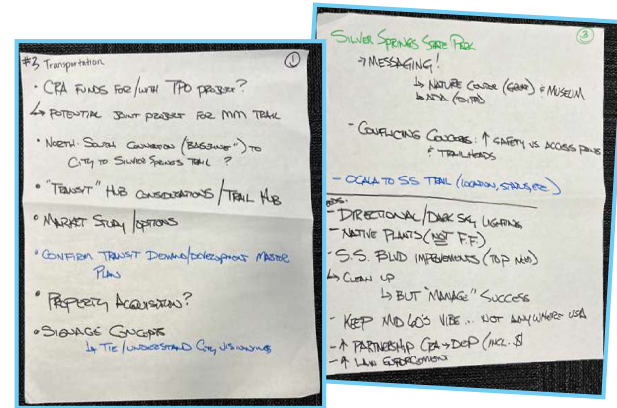
What Did We Hear?

Information collected through the County's robust community outreach efforts helped inform the understanding of existing conditions ("the perceptions") and how the larger community would like to see the Silver Springs CRA redevelop and grow ("the Opportunities"). Key Findings across the Engagement Platforms focused on five (5) main findings / areas:

1. Respondents enjoy the Silver Springs Parks and this area due to the natural setting and desire to keep the community centered on parks and the natural environment.
2. Although there are some businesses in the core commercial areas, additional retail, hotel and other supporting uses are desired (this is also substantiated through the Market Study).
3. There is a desire to improve the SR 40 Silver Springs Boulevard corridor as a whole through building and parking lot improvements, improved lighting, enhanced signage and multimodal streets/roadways. This includes a desire to improve socio-economic related and social service-related issues.
4. An infusion of new development and redevelopment is desired including the items proposed in the Catalyst Concepts.
5. There is a desire for better coordination across the government agencies to achieve a cohesive multi-modal network, improved and interconnected parks and recreation facilities, and more information on the various community assets.

Stakeholder Meetings

An additional aspect of the Community Engagement process involved meetings with targeted Stakeholders with interest(s) and linkages to the Silver Springs Community on specific topics. Four (4) core groups were identified and provided thoughts on not only the Vision of the area but also plans and programs each may have to offer to the broader Community. Stakeholders included representatives from the Marion County Parks Department and Silver Springs State Park, Transportation (City of Ocala, Marion County, SunTran, and FDOT), Economic Development, and the business community, including the hotel association. Following a brief presentation, the Stakeholders were given the opportunity to provide information and insight, identification of key partners,



Note sheets from the Stakeholder Meetings specifically about Transportation and the Silver Springs State Park



as well as plans and or upcoming opportunities.

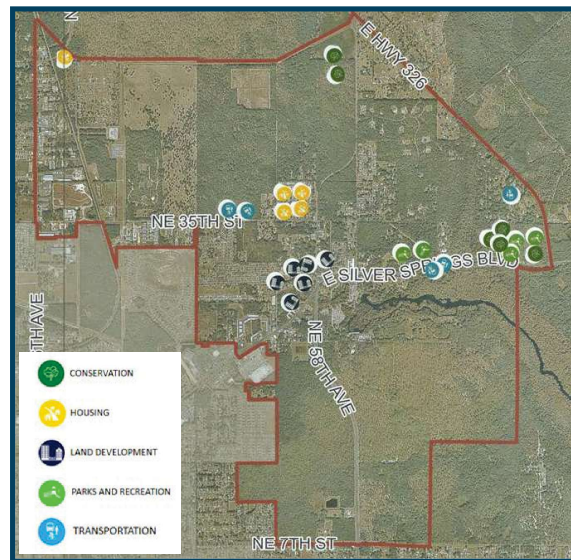
Key discussion items centered on enhancing the linkage between the State Park and its forthcoming Master Plan Update Process, connections both vehicular and pedestrian to/from the Park, linkages and coordination between the State Park, Sandhill Park and Coehadjoe Park including the opportunity for trailheads and the Ocala Downtown Connector Trail. During the course of the Stakeholder meeting, additional partnerships and potential next step sub-committees were identified that could focus on specific topics and or projects which would positively impact the Community as a whole.

Community Workshop

Marion County and the Silver Springs CRA hosted two community workshops on Thursday, November 30, 2023, at Silver Springs State Park Paradise Ballroom to share draft concepts for signage options, discuss catalyst sites, and alternative corridor design options. Following a brief presentation, attendees were invited to participate in interactive stations and share feedback to improve the conceptual designs and direct growth and types of development in the community. The interactive stations included several Map Exercises and the opportunity to vote for their favorite sign design for the community. Additionally, attendees were encouraged to talk with staff and the consulting team about their ideas and thoughts as well as complete the online survey.

Map Exercise

The Mapping Exercise station offered the public an opportunity to provide thoughts and ideas, including locations for various community benefits including additional conservation, housing, development, parks and recreation, and transportation within the community. A large-scale map of the community was displayed, and participants used different colored dots to identify where they would like to see improvements to the community. This activity helped orient participants to the study area and provided visual representation on where improvements are desired.

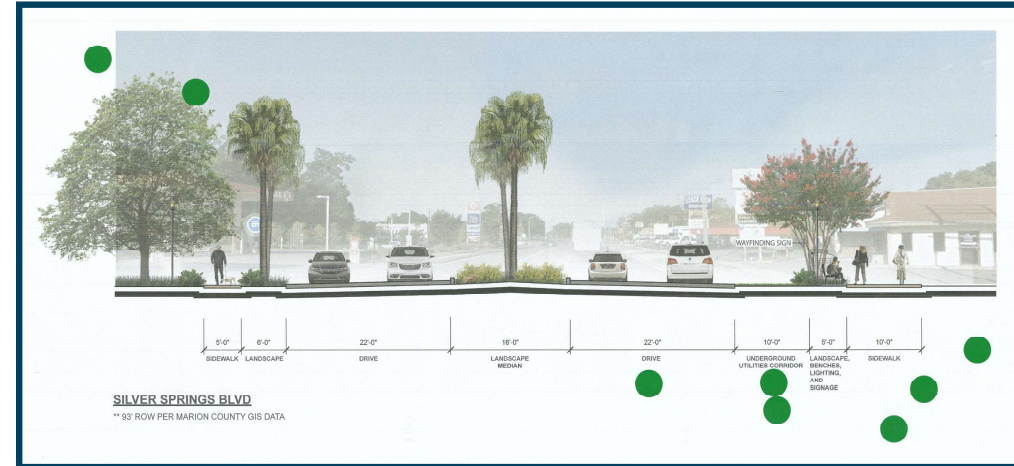


Map Exercise board with resident placed dots to identify desired improvements to the CRA

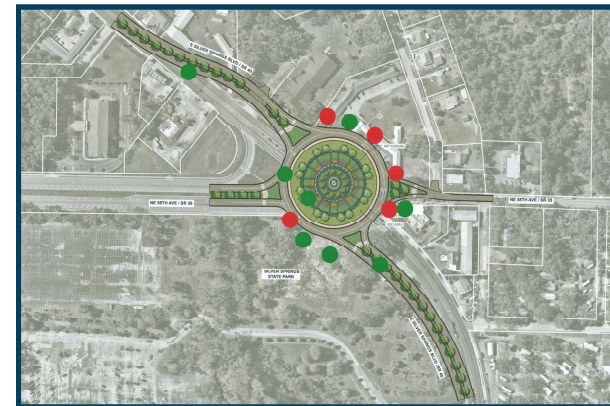
Key Findings from this generalized Mapping Station provided a broad range of comments and locations for desired outcomes. Silver Springs Blvd and the eastern portion of the CRA received the greatest concentration of Conservation and Parks dots (i.e., comments) indicating a desire to preserve the parks and natural settings in this portion of the CRA. Specific comments received focused on maintaining and or enhancing conservation efforts and the preservation of the park areas (County and State Parks facilities). The land development comments were concentrated at the intersection of Silver Springs Blvd and NE 58th Ave indicating the desire to provide additional retail and restaurant options at this key focal point of the community including the designs presented as part of the Catalyst Concepts station. Housing included not only a location for new, attainable housing (housing options) but also a focus on improving housing conditions within the NE 35th Street corridor. This could potentially be attributed to the age and type of housing currently found in this portion of the CRA including older/aging manufactured homes. The Transportation dots keyed in on the need for sidewalks along NE 35th Street as well potential improvements for Silver Springs Boulevard and NE 66th Court (note, no specific improvement was noted other than a generalized “improvement needed”).

Transportation and Mobility

The Transportation and Mobility station provided an opportunity to review various improvements on Silver Springs Boulevard, NE 24th Street, NE 58th Avenue, NE 35th Street, as well as a potential roundabout at the intersection of Silver Springs Boulevard and Baseline Road. The activity was not solely focused on the core of the area but also provided attendees to identify on a map and also through the comments form, locations and types of improvements in other locations of the community including enhanced bus stops, additional sidewalk connectivity, street lighting, shared-use paths and bicycle facilities, mid-block pedestrian crossings and various crossing treatments, undergrounding utilities, and wayfinding signage.



Cross Section of Silver Springs Boulevard with resident placed dots to identify what they liked about the design.



Cross Section of the roundabout concept with resident placed dots to identify what they liked and didn't like about the design.

At the Transportation and Mobility station, participants were given red and green dots to identify elements of proposed cross sections and a roundabout concept that they liked (green dots) or did not like (red dots). For the cross sections, the green dots are generally centered around underground utilities, wide sidewalks, and canopy trees. There is only one red dot placed, and the comment associated with the red dot is need bike facility on the cross section for NE 35th Street.

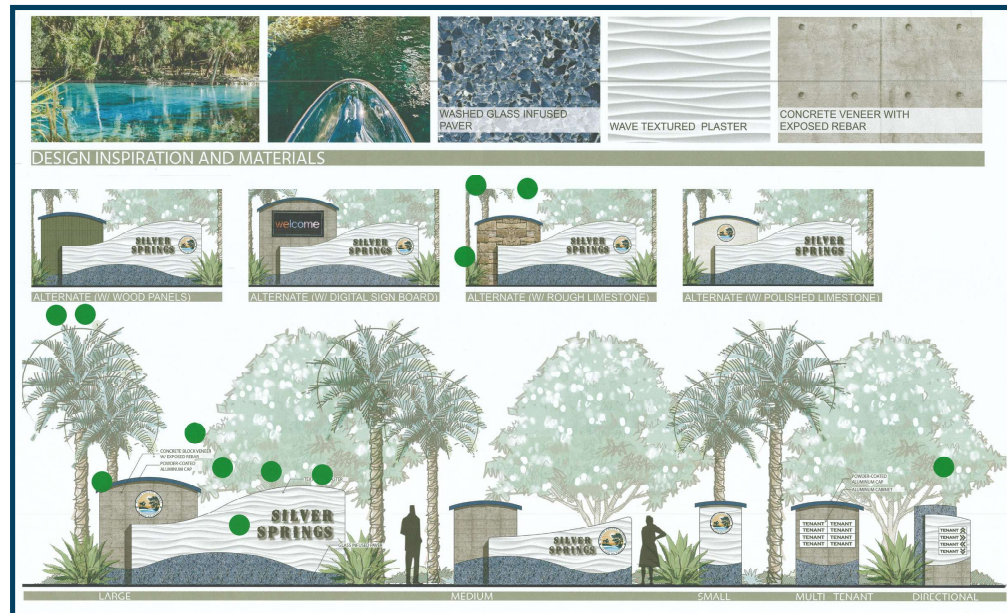
On the Roundabout concept, there is a mix of red and green dots. Some participants were happy to see a roundabout at the intersection to slow traffic and provide an entrance feature to the Silver Springs CRA. Participants shared they would want monument features and landscaping to enhance the design of the roundabout and make it more visually pleasing.



Some participants had concerns about a roundabout at this location due to property impacts, concern over at-grade pedestrian crossings with a yield condition for motorists, and dislike for traveling through roundabouts in general.

Wayfinding and Signage

As part of this Activity Station, participants were asked to review the Signage Families (A, B and C) as well as the design inspiration and key construction features and provide their thoughts on not only the type of sign but the location of such signs. Three Sign Family options were created that utilized various materials inspired by the Silver Springs community (see also *Section Two - Strategic Reinvestment Plan* for additional information and considerations of Wayfinding). Participants placed the majority of green dots on the Large Sign options for Sign Family Option A and C. They also generally liked the Rough Limestone material, and put green dots on the Sign Family Option A Alternate (w/ Rough Limestone). Sign Family Option B was not as popular as options A and C and received more red dots than green. Some of the landscaping treatments provided alongside the signs also received both red and green dots across all three sign options. Overall, respondents favored Option A due to its linkage to Silver Springs and the glass bottom boats.



Sign Family A with resident placed dots to identify what they liked about the design.

Catalyst Concepts

The four catalyst concepts as discussed in *Section Two - Strategic Reinvestment Plan* of this Master Plan outline the key concept areas and the design and potential development intent for each Concept and idea. Each of the four concepts was presented and attendees had the opportunity to ask questions about the locations, key concepts and ideas and also to provide alternative thoughts. Attendees provided recommended forms of potential redevelopment including the type of projects, specific design aspects (parks, streetscapes, etc) and the look of certain types of buildings. The majority of comments revolved around Concepts

#2, #3, and #4 due to their proximity to Silver Springs Park and being located within a highly visible corridor. Concept #1 was well received due to the opportunity for additional (new) housing within the CRA. Using the same approach as the other Activity Stations, participants were encouraged to place green and red dots on aspects of the concepts that they did and did not like.

Participants were generally supportive of all of the Catalyst Concepts with an emphasis on supporting a mix of new retail uses including neighborhood and community serving shopping and restaurants at the intersection of Silver Springs Boulevard and NE 58th Avenue/NE 55th Avenue/Baseline Road. There was also widespread support for the provision and integration of parks and community focal points including the family friendly community spaces identified in Catalyst Concept #2 (i.e., splash pad and the park fronting the pedestrian-style retail uses along NE 25th Street) within each of the concepts as a means of providing on-site amenities to residents and visitors including guests at the adjacent hotel uses. However certain aspects of Concept #3 and Concept #1 had participants placing a red dot on certain types of residential as well as the potential for attainable housing options. While the need for new housing and housing options including single family and townhouses was identified, the potential for attainable, workforce housing, apartments and the like was not widely supported by attendees due to perceived issues with property values and a general lack of maintenance and upkeep for apartment buildings.

Public Survey

The online survey consisted of a series of questions with an option to provide additional comments on certain questions and an additional question providing participants with the opportunity to stay up-to-date on the Silver Springs CRA by providing contact information. Each question addressed different elements of the Silver Springs CRA, including questions on transportation, buildings and design, housing options, parks and open space, streetscape, utilities, signage, and landscaping. Additionally, residents were asked whether they lived, worked, or visited the area, what they love about the area, and what they would change about the area. Data collected from the survey can be viewed in the following figures.

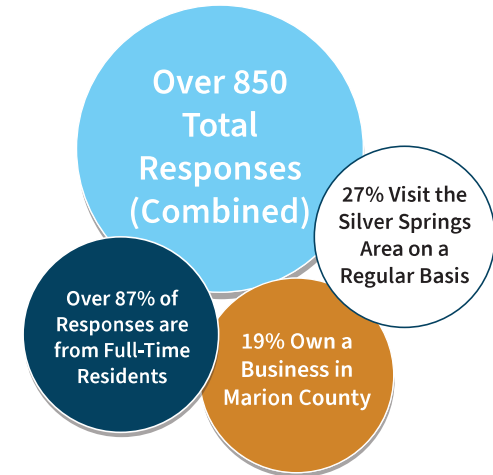
By the Numbers

The majority of responses are from Full-Time Residents that have lived in the area for more than 15 years. Almost 17% of respondents are Full-Time Residents and have lived in the area for less than 5 years. Almost 50% of the respondents visit the area a few times a month.

Survey Questions

Throughout the survey responses below, quotes, comments and “great ideas” are provided to help provide context to the responses received throughout the Planning Process. Based on the responses, residents and visitors alike are passionate about the Springs and the community placing an emphasis on “small-town” and “rural charm” to go along with the parks and recreational opportunities within the entire community.

Survey Questions 1 and 2 asked respondents to provide “One-Word” that best describes, in their opinion, how they see the Silver Springs Community today (what they love) and what they would like to see in the future (what “change” is needed).





Question 1 - Use ONE WORD to describe what you love about the Silver Springs community. (You can submit up to three answers but limit each answer to just one word.)

Survey respondents were asked to submit three words to describe what they love about the community, allowing an open-ended response. A word cloud was used to identify the 100 most common words used to describe the Silver Springs community. *Nature* was the word most used to describe what respondents love about the community. Additional commonly used words include *natural, springs, wildlife, park, history, quiet, and beautiful.*

Question 2 - Use ONE WORD to describe what you would change about the Silver Springs community. (You can submit up to three answers but limit each answer to just one word.)

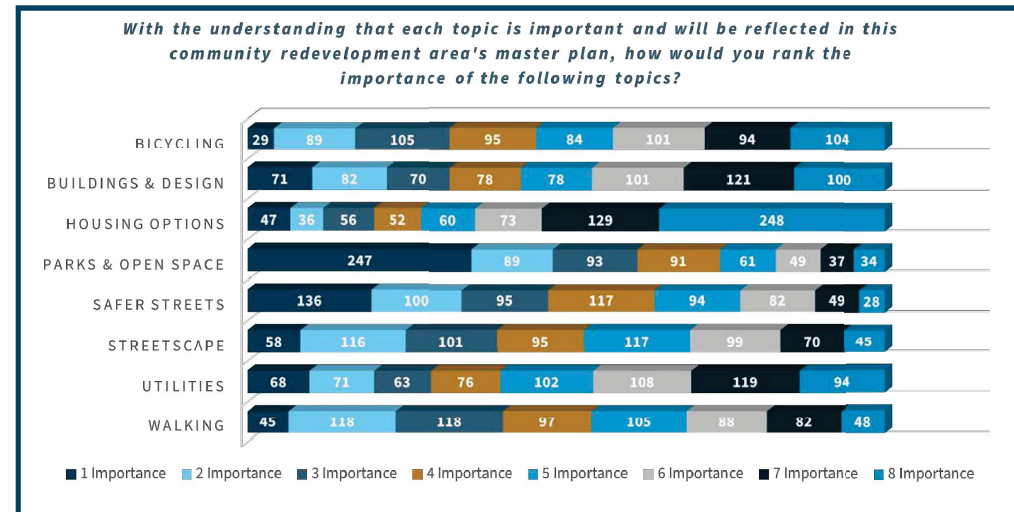
Survey respondents were asked to submit three words to describe what they would change about the community, allowing an open-ended response. A word cloud was used to identify the 100 most common words used to describe the Silver Springs community. *Nothing, homeless, and traffic* were the words most used to describe what respondents would change about the community. Additional commonly used words include *restaurants, motels, development, roads, drugs, and crime.*

Key Takeaways: Respondents enjoy the natural setting that is known as the Silver Springs Community, its history, nature and the wildlife. However, respondents also recognized there are areas for improvement within the community through addressing the broad-based concerns with traffic, socio-economic issues (actual and or perceived), dilapidated conditions of the existing buildings and the transient population associated with these areas, need for improved lighting and more businesses within the area.

“Unique natural resource with extensive history, recreational opportunities, and provides an anchor/sense of place for the community.”

Question 3 - With the understanding that each topic is important and will be reflected in this community redevelopment area's master plan, how would you rank the importance of the following topics?

- ◆ *Bicycling* - Make it easier to ride a bicycle in the Silver Springs community.
- ◆ *Buildings & Design* - Focus on ways to enhance the look and feel of the Silver Springs community's commercial buildings and residential development.
- ◆ *Housing Options* - Encourage different type, size, and cost of housing in the Silver Springs community.
- ◆ *Parks & Open Space* - Improve the availability of - and connectivity to - parks/open space in the community.
- ◆ *Safer Streets* - Emphasize ways to make streets and intersections safer in the Silver Springs community.
- ◆ *Streetscape* - Focus on ways to enhance the look and feel of the community's streets.
- ◆ *Utilities* - Ensure adequate water, sewer, and stormwater facilities in the Silver Springs community.
- ◆ *Walking* - Make it easier to walk in the Silver Springs community.

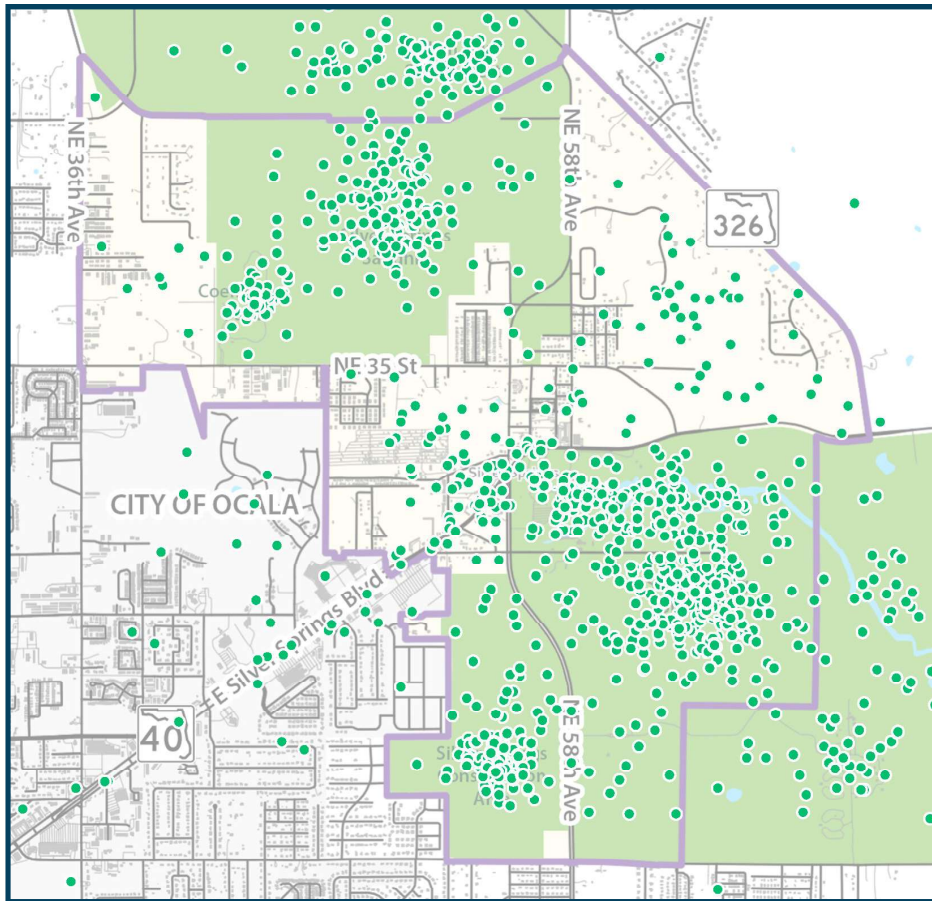


Participants were asked to list in order of importance the above list of topics important to the Silver Springs CRA. Overall, *Parks & Open Space* and *Safer Streets* were the two topics identified as being top priority. 54.64% of respondents identified these topics as most important for the future redevelopment of the community. The least important topic overall to respondents was *Housing Options*.



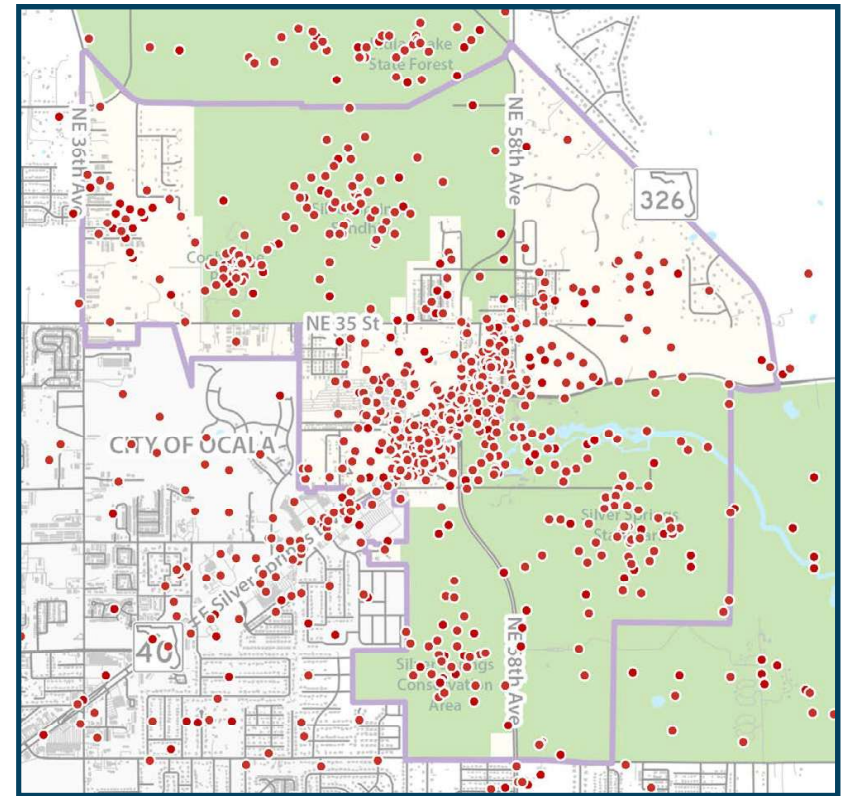
Question 4 - 6 - Strong Places. Click on the map to indicate a strong place that should be valued and protected.

Respondents were asked to identify three strong places and provide a comment as to why the identified location was a “strong place”. The map below is a compilation of the points identified for the three questions. *Overwhelmingly, the parks and natural areas were identified as places of importance that should be protected.* Common comments include: *the beauty and cleanliness of the natural springs and surrounding environments; the importance of conservation and preservation of wildlife, nature, and history; natural attractions, parks and recreation driving tourism and financially benefiting the county; the quaint, small town feeling attracting new residents to the community; concerns about new developments in the area; requests for improvements of the roadways, and the addition of buffers to wildlife areas.*



Question 7 - 9 - Weak Places. Click on the map to indicate a weak place that the plan should address.

Respondents were asked to identify three weak places and provide a comment as to why the identified location was a “weak place”. The map below is a compilation of the points identified for the three questions. In contrast to the previous question regarding strong places, *respondents overwhelmingly identified the Silver Springs Boulevard Roadway corridor as a weak place within the CRA.* Common comments include: *addressing traffic concerns, overall safety, socioeconomic considerations, panhandling and homeless encampments; old buildings are outdated and in need of updating; need for structural and cosmetic improvements to commercial and residential areas, as well as signage; need for law enforcement patrol; lack of public transportation; lack of lighting on the roadways; need for safe spaces for families and children; requests for shopping areas, waterparks or swimming area, parks and recreation; and the need for roadway and sidewalk improvements.*



“This is what most people see when driving through this area. It gives an impression of this area of town. Right now it’s okay but could be better taken care off to provide a better opinion of the beauty that surrounds it.”



Question 10 – When you think about the Silver Springs community, what are the great things that come to mind?

Responses to this question were varied with the majority of the responses focused on the Silver Springs State Park but also reflecting an overall desire to protect the “rural” and suburban residential feel that exists in this portion of the County. Key themes include a focus on conservation efforts, provides existing and future generations with outdoor activities, and the area is “irreplaceable”.

“Overall vision for Silver Springs a well-designed community with safe streets, with walking and biking paths. Homes for residents to live in a safe environment. All parks maintained with the wilderness intact. Would like to see small cabins in the parks for families to use as vacation rentals. Well maintained restaurants in SS with boat rides for residents.”

Question 11 – What is your overall vision for the Silver Springs community?

Responses to this question elicited a broad range of thoughts ideas and vision concepts including focusing on the natural beauty of the area and not over-developing to providing more family friendly activities and events. A common theme centered on restoring the Springs Community, *key in on the area’s natural assets (not just Silver Springs Park but the County’s parks facilities as well)*, and also focus on the cleaning up the image of the area. Some residents were concerned that the area has “been forgotten” due to the growth and development along the I-75 corridor and the western portion of the County. Additional thoughts included “to be brighter, lighter and safer”, with some recommending new buildings, a mix of uses, hotels and shopping.

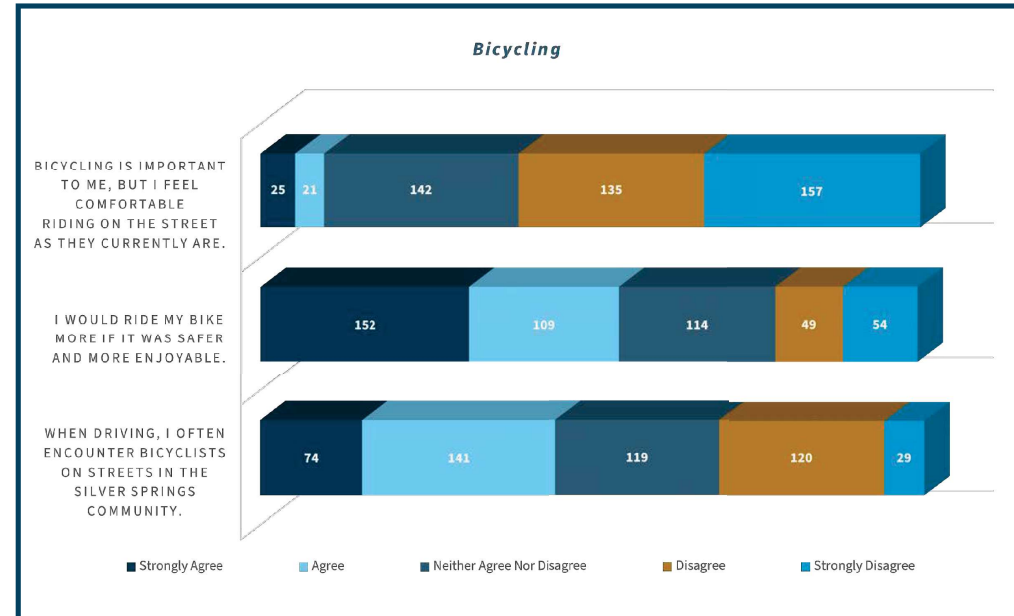
“Much more walking biking safety and protection of all the beautiful green spaces. Updated restored store fronts especially near baseline and 40. I envision ability to ride my bike from silver springs state park to Indian lake or even Coehadjoe on a dedicated Greenway! Keep Ocala as small as possible protect the large array of natural parks, green spaces, forests. Stop, limit development.”

Question 12 – Bicycling

Respondents were asked to respond to three statements regarding Bicycling in the Silver Springs community:

- ◆ Bicycling is important to me, but I feel comfortable riding on the street as they currently are
- ◆ I would ride my bike more if it was safer and more enjoyable
- ◆ When driving, I often encounter bicyclists on streets in the Silver Springs community

Respondents generally responded *Agree* or *Neither Agree nor Disagree* to encountering bicyclists on streets in the Silver Springs community; they responded with *Strongly Agree* that they would ride my bike more if it was safer and more enjoyable; and responded *Strongly Disagree* to bicycling is important to me, but I feel comfortable riding on the street as they currently are. Respondents were able to provide comments, and common comments include concerns of safety bicycling in this part of the community; request for bike lanes, trails, and sidewalks for cyclists; and law enforcement needed for safety on the road.



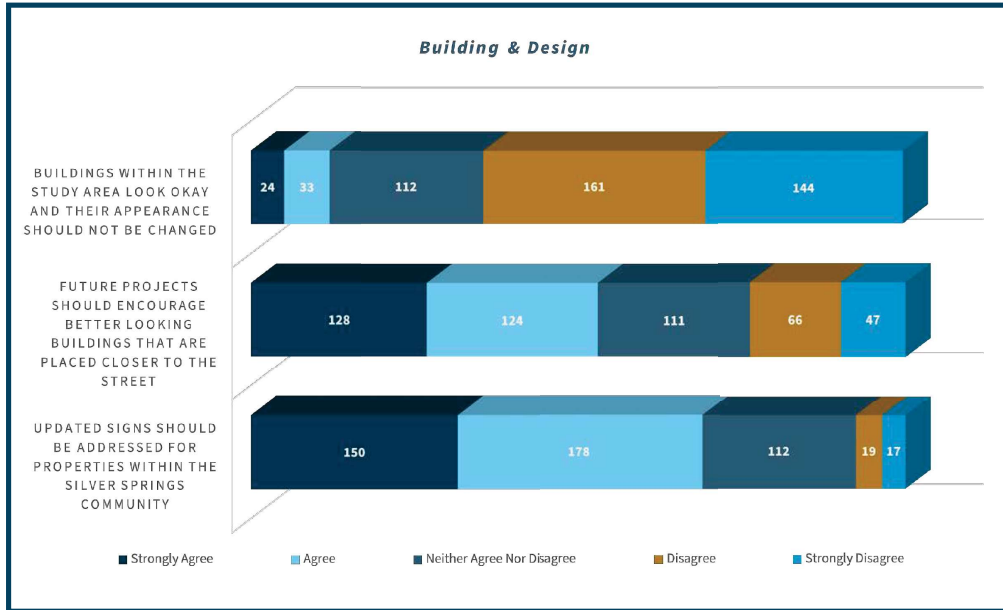


Question 13 – Buildings & Design

Respondents were asked to respond to three statements regarding Buildings and Design in the Silver Springs community:

- ◆ Buildings within the study area look okay and their appearance should not be changed
- ◆ Future projects should encourage better looking buildings that are placed closer to the street
- ◆ Updated signs should be addressed for properties within the Silver Springs Community

Respondents generally responded *Disagree* or *Strongly Disagree* to *buildings within the study area look okay and their appearance should not be changed*; they responded with *Strongly Agree*, *Agree*, or *Neither Agree nor Disagree* that *future projects should encourage better looking buildings that are placed closer to the street*; and responded *Agree* or *Strongly Agree* to *updated signs should be addressed for properties within the Silver Springs community*. Respondents were able to provide comments, and common comments include: preference to renovate and improve the look of existing buildings rather than building new; request for “Old Florida” and clean historical design, theme, appearance of buildings/structures; keeping buildings a good distance from the streets for frontage and curb appeal; concerns about many old, run down motels, unkept apartment buildings and trailer parks, shutdown/abandoned buildings; requests for signage, hardscape, and landscape improvements throughout.

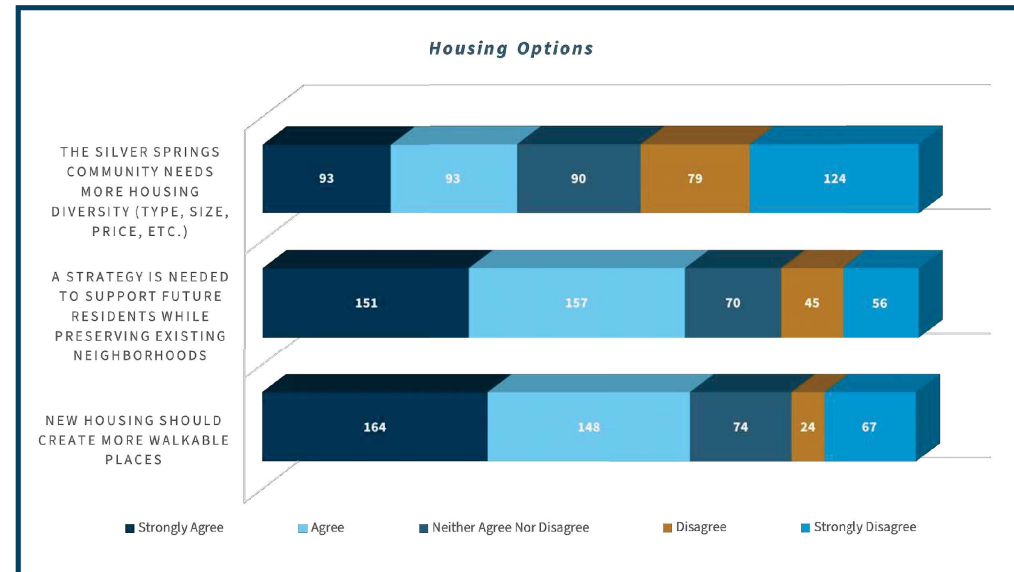


Question 14 – Housing Options

Respondents were asked to respond to three statements regarding housing in the Silver Springs community:

- ◆ The Silver Springs Community needs more housing diversity (type, size, price, etc.)
- ◆ A strategy is needed to support future residents while preserving existing neighborhoods
- ◆ New housing should create more walkable places

Respondents generally responded *Strongly Disagree* to the *Silver Springs community needs more housing diversity*; they responded with *Strongly Agree* that *a strategy is needed to support future residents while preserving existing neighborhoods*; and responded *Strongly Agree* to *new housing should create more walkable places*. Respondents were able to provide comments, and common comments include requests not to build any new housing; ensuring walkability in existing housing developments including sidewalks and inter-community connections; improvements for low-income areas and existing high-density neighborhoods; and need for cleanup and repair of existing developments rather than building new.



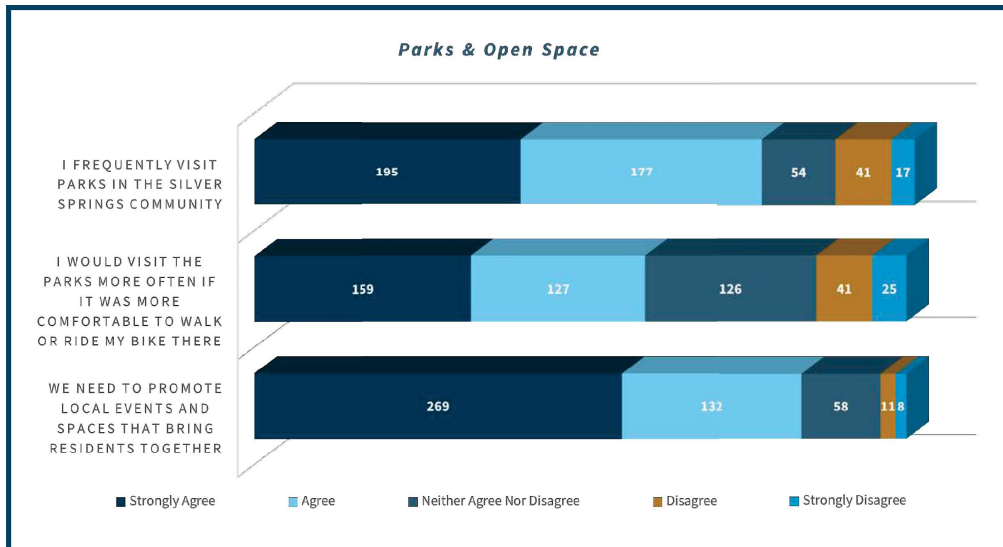


Question 15 – Parks & Open Space

Respondents were asked to respond to three statements regarding parks and open space in the Silver Springs community:

- ◆ I frequently visit parks in the Silver Springs community
- ◆ I would often visit the parks more often if it was more comfortable to walk or ride my bike there
- ◆ We need to promote local events and spaces that bring residents together

Respondents generally responded *Strongly Agree* to *I frequently visit parks in the Silver Springs community*; they responded with *Strongly Agree* that they would visit the parks more often if it was more comfortable to walk or ride my bike there; and responded *Strongly Agree* to *we need to promote local events and spaces that bring residents together*. Respondents were able to provide comments, and common comments include: concerns about safety, homelessness, and lack of law enforcement; need for more parks, trails for bicycles, hiking, horseback riding, etc.; requests for craft shows, car shows, sports courts, dog parks, outdoor community events, outdoor recreation spaces for children and families, swimming areas and splash pads, and farmers market; and the need to clean the parks and protect nature and wildlife.

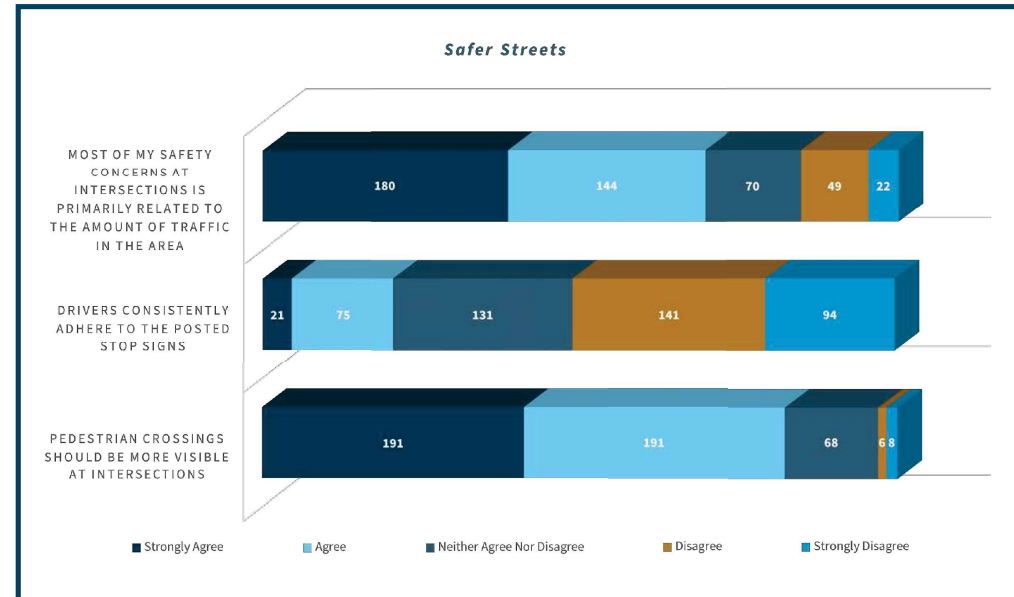


Question 16 – Safer Streets

Respondents were asked to respond to three statements regarding safer streets in the Silver Springs community:

- ◆ Most of my safety concerns at intersections is primarily related to the amount of traffic in the area
- ◆ Drivers consistently adhere to the posted stop signs
- ◆ Pedestrian crossings should be more visible at intersections

Respondents generally responded *Strongly Agree* or *Agree* to *most of my safety concerns at the intersections is primarily related to the amount [of] traffic in the area*; they responded with *Disagree* that *drivers consistently adhere to the posted stop signs*; and responded *Strongly Agree* or *Agree* to *pedestrian crossings should be more visible at intersections*. Respondents were able to provide comments, and common comments include adding turn-lane lights, streetlights, better markings and signage, roundabouts, enhanced safety features at crosswalks, law enforcement, concerns with drivers running through red lights and stop signs, traffic and safety on SR 40, jaywalking, drugs, and crime.



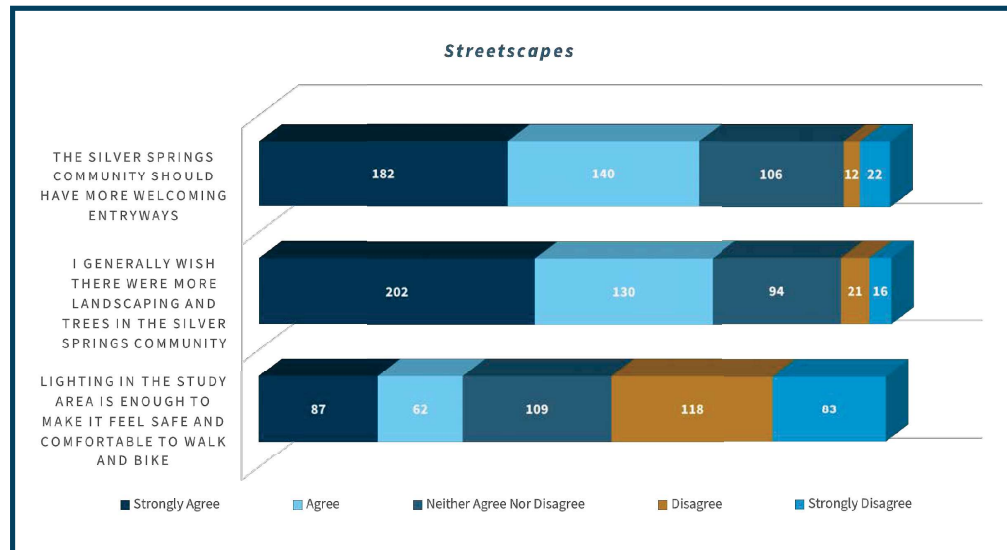


Question 17 – Streetscape

Respondents were asked to respond to three statements regarding streetscape in the Silver Springs community:

- ◆ The Silver Springs community should have more welcoming entryways
- ◆ I generally wish there were more landscaping trees in the Silver Springs community
- ◆ Lighting in the study area is enough to make it feel safe and comfortable to walk and bike

Respondents generally responded *Strongly Agree* to the *Silver Springs community should have more welcoming entryways*; they responded with *Strongly Agree* that *they generally wish there were more landscaping and trees in the Silver Springs community*; and responded *Neither Agree nor Disagree* or *Disagree* to *lighting in the study area is enough to make it feel safe and comfortable to walk and bike*. Respondents were able to provide comments, and common comments include concerns with lighting for safety and light pollution, need for landscaping and cleaning, clear and safe sidewalks for pedestrians, law enforcement, concerns about drugs and homeless persons.

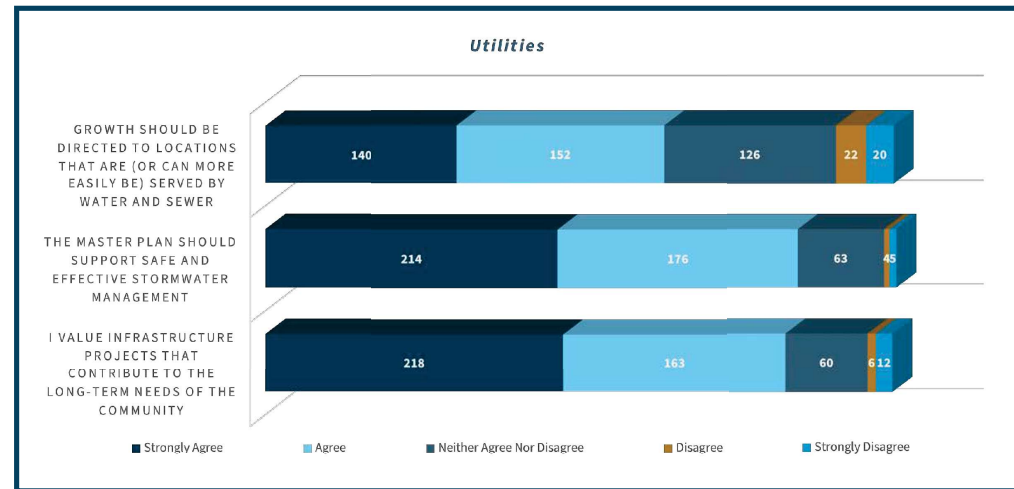


Question 18 – Utilities

Respondents were asked to respond to three statements regarding bicycling in the Silver Springs community:

- ◆ Growth should be directed to locations that are (or can more easily be) served by water and sewer
- ◆ The Master Plan should support safe and effective stormwater management
- ◆ I value infrastructure projects that contribute to the long-term needs of the community

Respondents generally responded *Agree* to *growth should be directed to locations that are (or can more easily be) served by water and sewer*; they responded with *Strongly Agree* that *the master plan should support safe and effective stormwater management*; and responded *Strongly Agree* to *I value infrastructure projects that contribute to the long-term needs of the community*. Respondents were able to provide comments, and common comments include concerns about internet service, crowding with new development, upgrades to existing residential utilities, flooding/drainage concerns, and stormwater management.



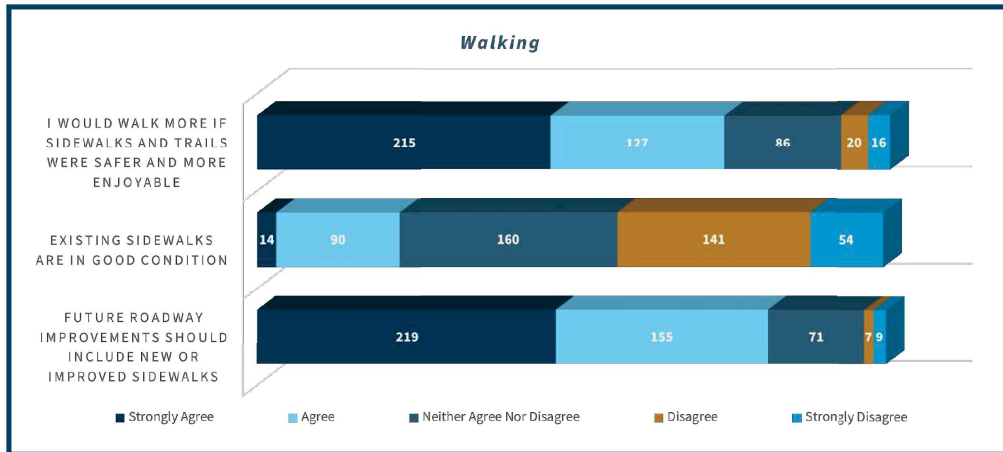


Question 19 - Walking

Respondents were asked to respond to three statements regarding walking in the Silver Springs community:

- ◆ I would walk more if sidewalks and trails were safer and more enjoyable
- ◆ Existing sidewalks are in good condition
- ◆ Future roadway improvements should include new or improved sidewalks

Respondents generally responded *Strongly Agree* that *they would walk more if sidewalks and trails were safer and more enjoyable*; they responded with *Neither Agree Nor Disagree* that the *existing sidewalks are in good condition*; and responded *Strongly Agree* to *future roadway improvements should include new or improved sidewalks*. Respondents were able to provide comments, and common comments include requests for more sidewalks, wider sidewalks; attraction for pedestrians, dog walkers, etc.; concerns about safety, lack of lighting and law enforcement, drugs, and homeless persons, and requests for bike paths.



The background image shows a commercial strip with several signs. On the left, a tall pole holds an American flag. Below it, a building with a blue roof has two vertical signs: a yellow one that says 'SALE' and a red one that says 'FURNITURE'. In the center, a large sign for 'SILVER SPRINGS' is visible, with an arrow pointing left. Below that is a tall sign for 'CARTRUCK' with 'SUPERSTOCK' and a car image. Further down is a sign for 'Unique Beauty' and 'Barker Salon'. Below that is a sign for 'IT'S ALL ABOUT YOU BEAUTY SALON' with a scissors icon and the number '3'. Next is a sign for 'PET SPA' with paw prints. Below that is a sign for 'SILVER SPRINGS PAWN & GUN' with a diamond icon and the text 'YOUR ONE STOP SHOP FOR JEWELRY, FIREARMS, TOOLS, DESIGNER BAGS & MUCH MORE'. At the bottom of this sign is a yellow banner that says 'VOT BEST OF 352 PAWN SHOP JEWELRY PLACE TO BUY A GIFT'. To the right of the 'SILVER SPRINGS PAWN & GUN' sign is a sign for 'PAWN & GUN' with the phone number '236-4009' and the text 'Cash Loans Buy Sell Trade'. Further right is a 'DQ' sign and a 'K' sign. The sky is clear and blue.

Section Two: Strategic Reinvestment Plan

Existing Conditions

Market Study

Utilities and Infrastructure

Catalyst Concepts

Mobility Enhancements

Gateways, Wayfinding, and

Corridors

Capital Planning



EXISTING CONDITIONS: Key Findings



- The CRA's mix of Future Land Use designations and Zoning classifications create a broad range of residential density and non-residential intensity that cause uneven development patterns within the CRA.
- Current Future Land Use designations and Zoning classifications along Silver Springs Boulevard support redevelopment along the corridor.
- Vacant Lands account for approximately one-fourth of the total CRA area.
- Maximum development potential of the Vacant Lands could provide approximately 800 additional residential dwelling units and over 3.3 million square feet of non-residential development potential.

EXISTING CONDITIONS: Implementation



- **Master Plan Goal 1** (Promote Redevelopment)
- **Master Plan Goal 4** (Support residential development)
- **Master Plan Recommendation 1** (Catalyst Concepts and Partnerships)
- **Master Plan Recommendation 5** (Encourage new residential development)

Existing Conditions - Land Use

The purpose of the Land Use Analysis is to identify the current Future Land Use designations (Comprehensive Plan – Future Land Use Element) and corresponding Zoning (Land Development Code, Article 4) classifications for the properties within the Silver Springs CRA. This information is understood to provide the basis for land use and development projects within the CRA including but not limited to the specific use(s) permitted on a specific property, residential density, non-residential square feet (expressed as Floor Area Ratio – FAR), building heights, parking requirements, setbacks, landscape and buffering requirements, as well as the Silver Springs CRA Overlay and related Design Guidelines located in Article 5 of the Land Development Code.

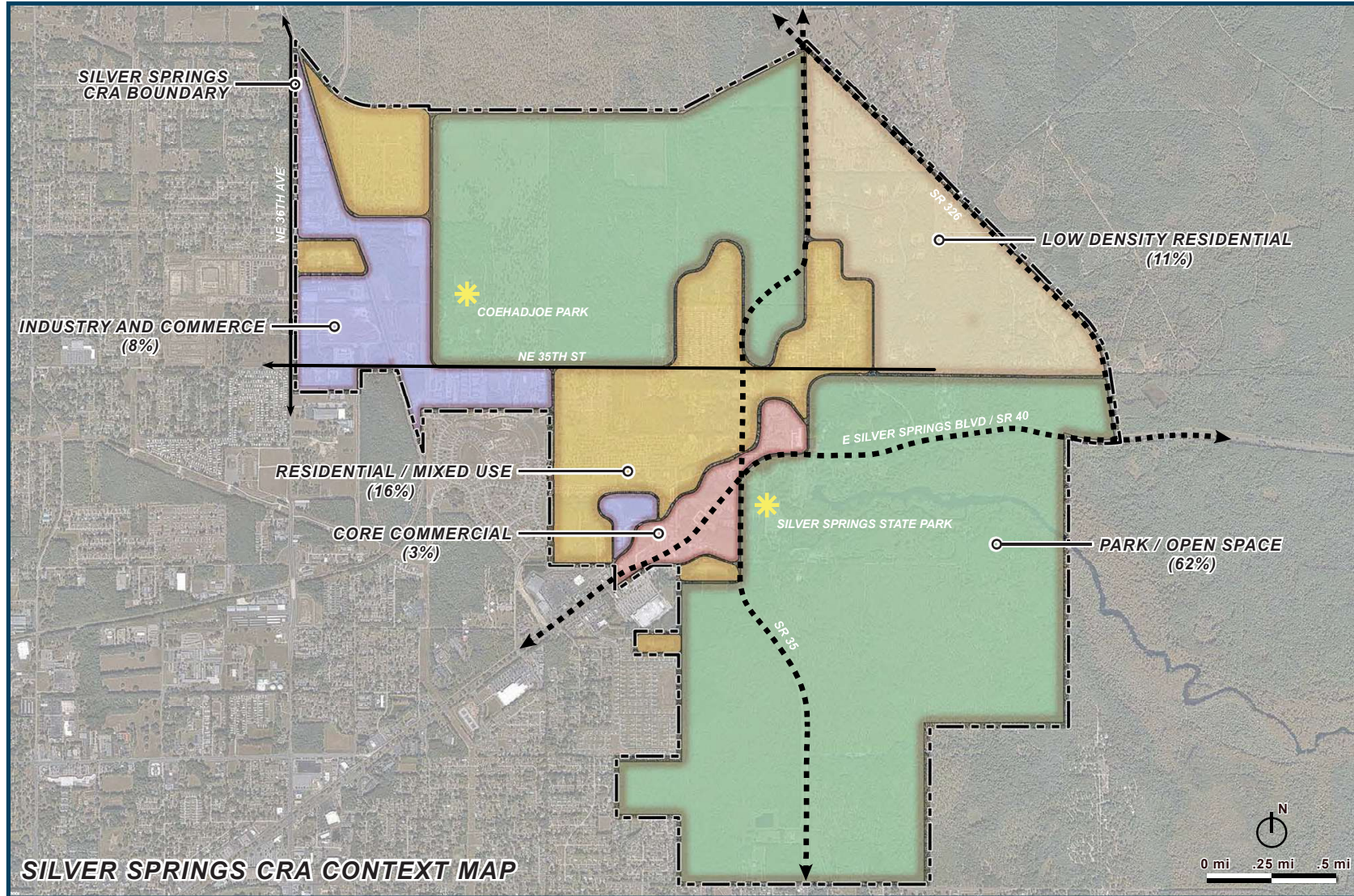
An additional component of the land use analysis also includes the type of lands (publicly owned vs private) and also property vacancies. This Plan relied upon the following in the analysis and is based on information available in April 2023:

- ◆ Marion County Future Land Use Map
- ◆ Marion County Zoning Map and Zoning District Standards
- ◆ Marion County Property Appraiser data

The following sections describe the process used to determine the maximum development potential for the Silver Springs CRA, with an emphasis on the lands identified as vacant.



Land Uses Within the CRA



- ◆ The Silver Springs CRA Context Map shows the general land uses within the CRA.
- ◆ +/- 196 parcels (25%) are designated as "vacant".
- ◆ 73% of the CRA is public lands and low-density residential.
- ◆ Industry & commerce are primarily located along NE 35th Street and NE 36th Avenue.
- ◆ The Core Commercial area is 3% and is centered on Silver Springs Boulevard.



Land Use Analysis - Comprehensive Plan and Future Land Use

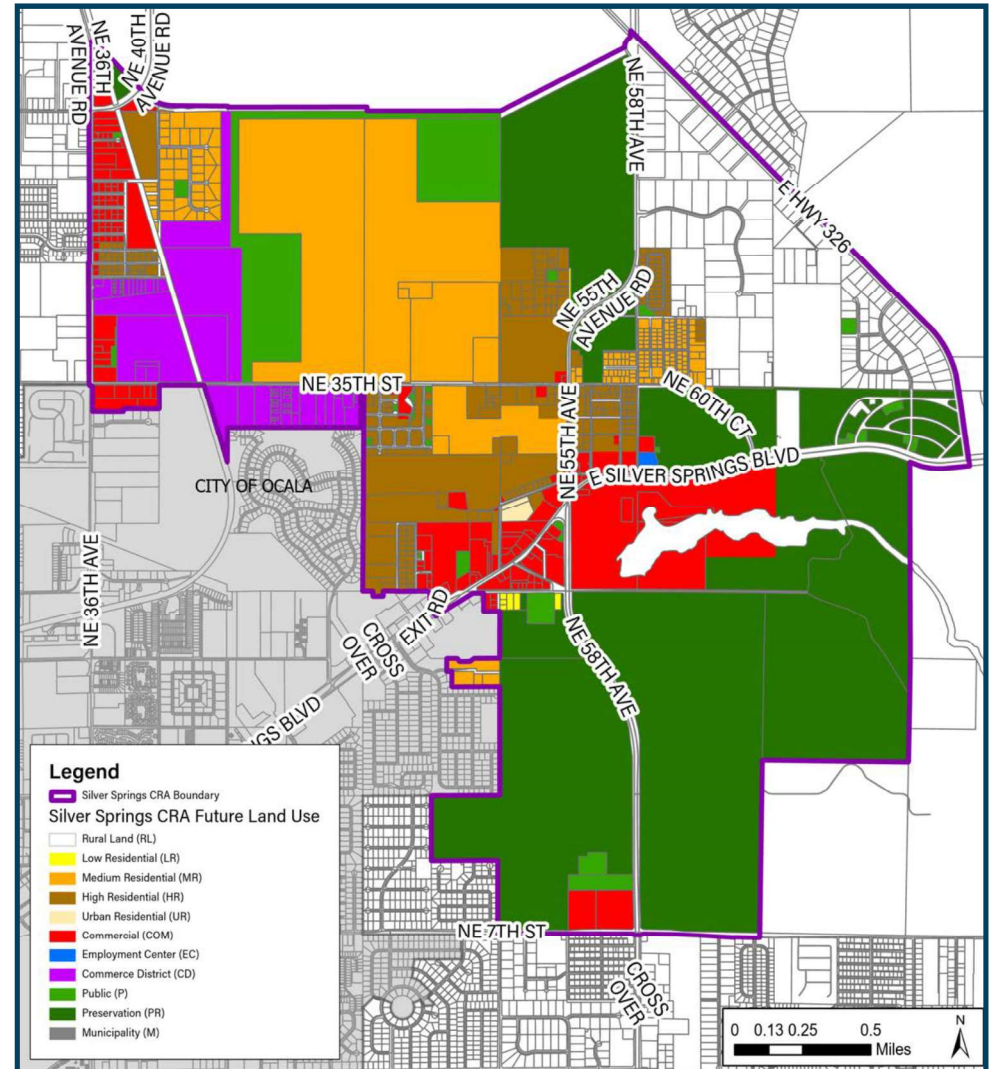
The adopted Marion County Comprehensive Plan 2045 identifies and defines the 2045 Future Land Use designations within the County, including the CRA. The most common Future Land Use within the CRA is Preservation (PR) which is 48% of the CRA. After Preservation, Rural Land (RL) at 21% is the second most common land use. As a result, nearly 70% of the lands within the CRA are not expected to support development or redevelopment. The table provides the percentage of land area for each of the future land use designations within the CRA rounded to the nearest whole number. The Urban Residential (UR) and Employment Center (EC) future land use designations have less than a half percent of land area.

The Preservation land use does not permit residential or commercial development outside of “development for recreation, scientific research, education and training facilities, [or] public facilities or services”. This development must also have minimal impact on the preservation areas. Rural Land permits residential development at one (1) dwelling unit per 10 acres. Certain types of residential development including Cluster Development and Hamlets can increase residential density up to one (1) dwelling unit per 3.5 acres.

Outside of Preservation and Rural Land, Medium Residential (MR), High Residential (HR), and Commercial (COM) comprise the majority of the remaining developable lands at 23% of the CRA. Commercial is primarily located along the Silver Springs Boulevard which provides Marion County and the CRA with the greatest flexibility in development and redevelopment activities by providing both residential and non-residential opportunities. The Commercial district permits up to eight (8) dwelling units per acre and a maximum Floor Area Ratio of 1.0 for commercial development. The High Residential and Medium Residential land use designations transition from Commercial to the northwest. High Residential permits up to eight (8) dwelling units per acre and Medium Residential permits up to four (4) dwelling units per acre.

Based on the Future Land Use Map, portions of the Silver Springs State Park front Silver Springs boulevard and Baseline Road are designated Commercial while the majority of the publicly owned lands are designated Preservation. The Commercial Future Land Use designation is not generally consistent with other local and state parks designations in Marion County or within other communities across the State which typically assign either a Preservation, Government, or Public future land use designation for similar uses. This designation is assumed to be a remnant of the Park's commercial operations which included the water park, zoo, and other features.

	%
RL	21%
LR	0%
MR	11%
HR	6%
UR	0%
COM	6%
EC	0%
CD	4%
P	3%
PR	48%
M	1%
Total	100%



Future Land Use Map for the Silver Springs CRA



Land Use Analysis - Zoning

The General Agriculture (A-1) and Single Family Dwelling (R-1) zoning districts within the CRA account for 68% of the total area. The remaining zoning districts within the CRA have less than 10% of the area per district. The table provides the percentage of land area for each of the zoning districts within the CRA rounded to the nearest whole number. The Silver Springs Boulevard corridor is generally zoned Community Business (B-2) or Neighborhood Business (B-1), totaling 6% of CRA area. Rural Residential (RR-1) has less than a half percent of land area.

The Marion County Land Development Code defines each of the above referenced zoning districts as follows:

General Agriculture (A-1) is intended to preserve agriculture as the primary use. Within the Urban Area, land zoned A-1 may be used for agriculture until it is rezoned to another classification. The maximum permitted density within this district is one (1) dwelling unit per 10 acres.

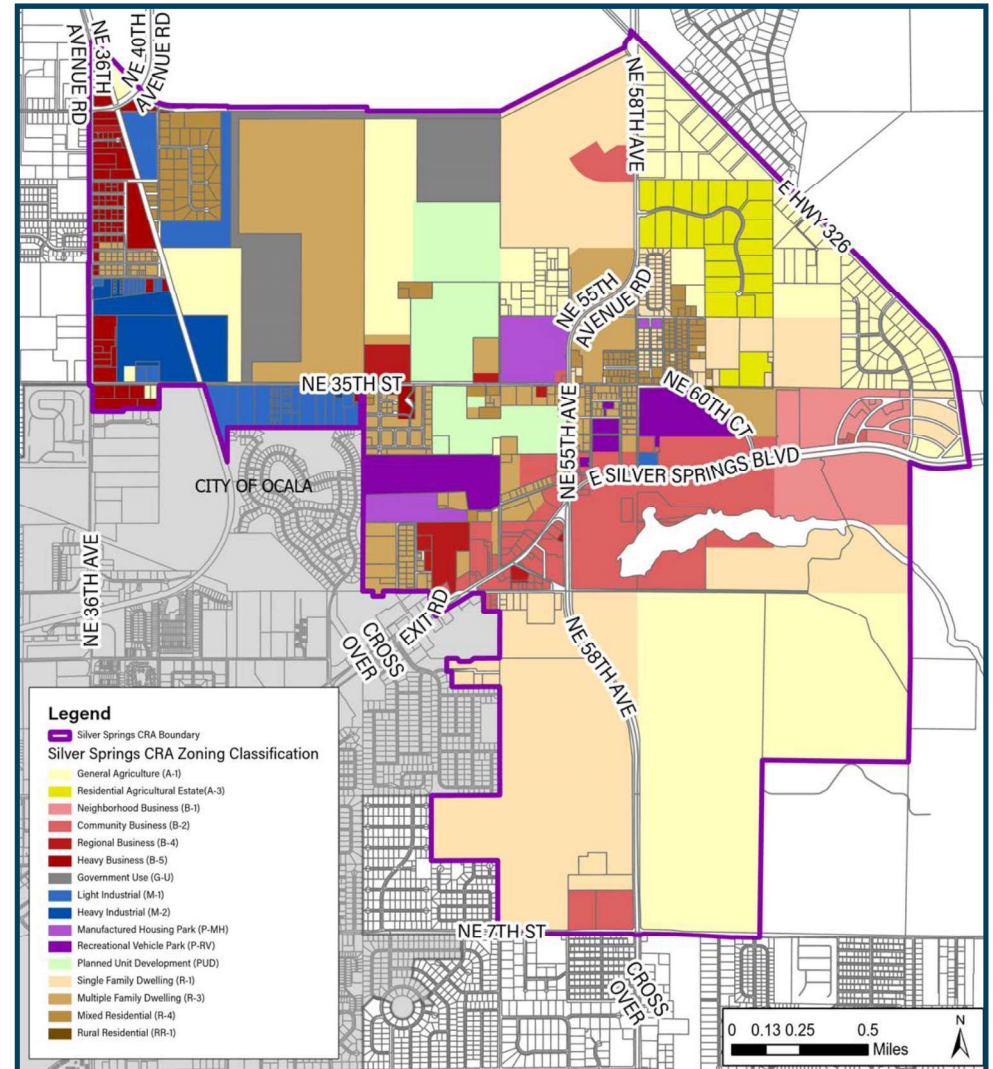
Single Family Dwelling (R-1) is intended to provide areas for medium-density residential development. The minimum lot area in this district is 10,000 square feet, but new subdivision developments that are connecting to the Marion County Utilities system can reduce the minimum lot area to 7,700 square feet.

Neighborhood Business (B-1) is intended to provide neighborhood level retail and shopping facilities that are appropriate within a residential context. Some potential uses include a bakery, a library, a laundromat, restaurants, or a veterinary clinic. The maximum permitted Floor Area Ratio is 0.70, and the maximum permitted density within this district is one (1) dwelling unit per shop or store.

Community Business (B-2) is intended to provide for the needs of several neighborhoods, a community, or a substantial land area. Retail stores are intended to provide general merchandise, fashion, durable goods, and personal services. Some potential uses in this district, which also include the uses permitted in the B-1 zoning district, include air-conditioning related services, bicycle sales and rentals, a bowling alley, a hotel, and a theater.

Similar to the Future Land Use designations, the Silver Springs Park properties fronting Silver Springs Boulevard and Baseline are zoned Community Business (B-2) or Neighborhood Business (B-1); the remaining portions of the Park are zoned General Agriculture (A-1) which are implementing zoning classifications for their Future Land Use designations. This commercial designations are assumed to be a remnant of the Park's commercial operations.

	%
A-1	46%
A-3	2%
B-1	2%
B-2	4%
B-4	1%
B-5	1%
GU	5%
M-1	2%
M-2	1%
P-MH	1%
P-RV	1%
PUD	4%
R-1	22%
R-3	6%
R-4	2%
RR-1	0%
Total	100%



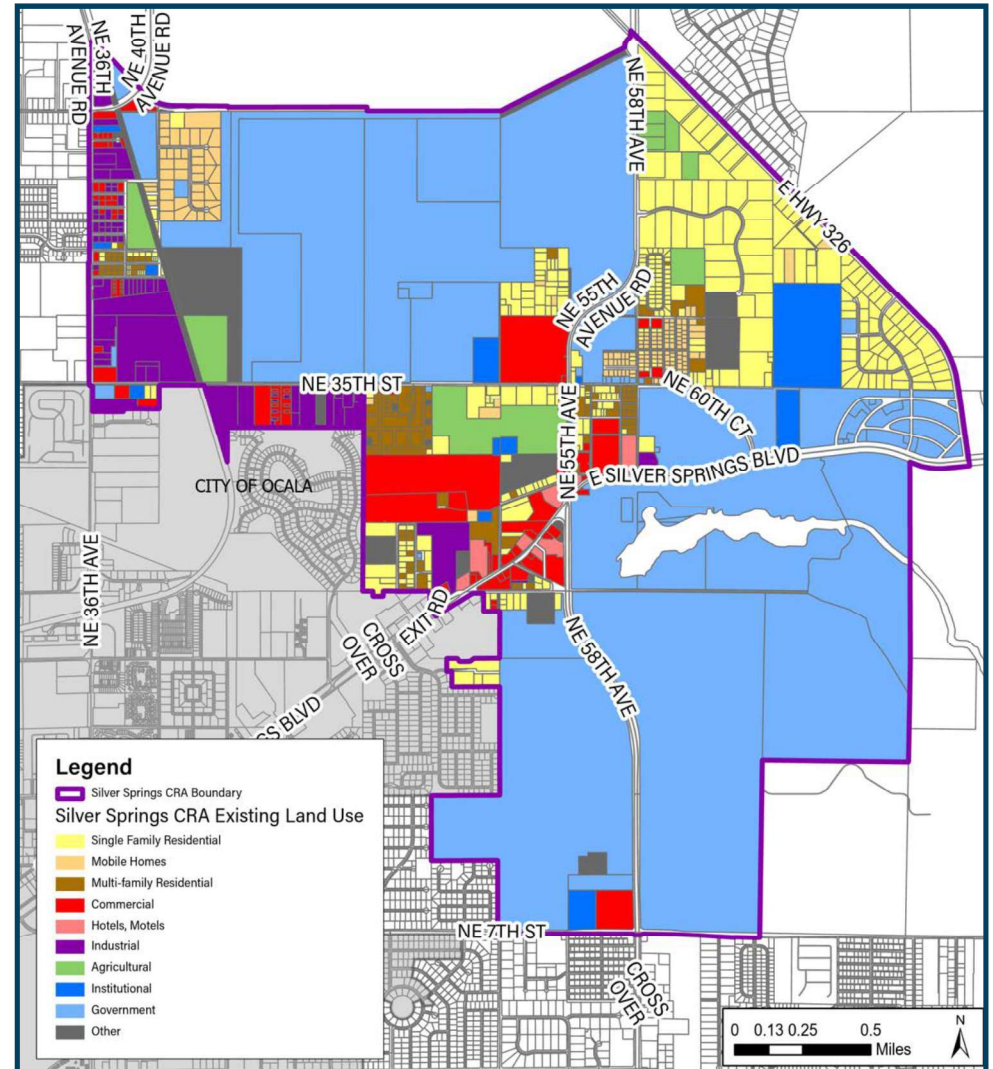
Zoning Map for the Silver Springs CRA



Land Use Analysis - Existing Land Use

The CRA contains approximately 873 separate parcels. The primary developed land use within the CRA is residential or residential associated uses, accounting for approximately 70% of the total parcels within the CRA (605 parcels). The largest section of residential uses is in the northeast, with additional residential uses along the Silver Springs Blvd corridor.

Approximately 100 parcels were noted as publicly owned/Miscellaneous (State, Government and or Miscellaneous - rights of way, utilities, etc.) which do not generate Tax Revenue for the CRA. This accounts for approximately 11% of the total parcels within the CRA; however, as shown in the map, these parcels account for approximately 50 percent of the total land area.



Future Land Use Map for the Silver Springs CRA



Land Use Analysis - Vacant Land Analysis

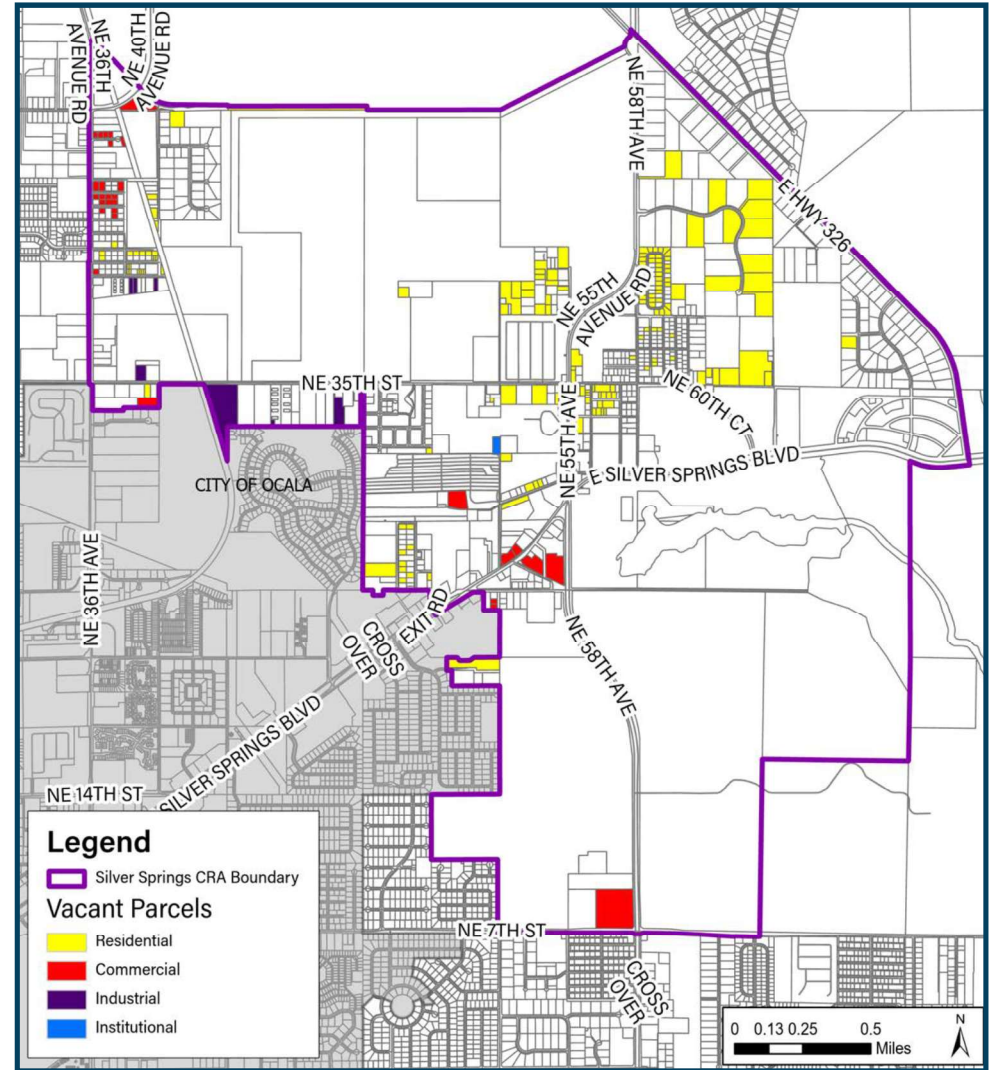
A key indicator for development potential is an inventory of vacant parcels. Within the CRA, the Property Appraiser's data identifies approximately 196 parcels (approximately one-fourth of the total properties) as "vacant". Based on a combined analysis of the Marion County Property Appraiser's data and the County Future Land Use designations, the vacant properties were designated as follows in the table below. The table also identifies the total acreage by FLU designation and the potential (maximum) development based on the allowable FLU residential density and/or the non-residential intensity floor area ratio. The maximum permitted development numbers do not include site design constraints, such as easements, parking requirements, landscape buffers, or building setbacks.

FLU Designation	Acreage	Maximum Residential Development (Dwelling Units)	Maximum Non-residential Development (Square Feet)
Rural Land (RL)	75.82	8	0
Medium Residential (MR)	13.07	52	0
High Residential (HR)	50.06	400	0
Urban Residential (UR)	1.3	21	0
Commercial (COM)	39.53	316	1,721,927
Commerce District (CD)	18.13	0	1,579,486
Public (P)	1.0	0	43,560
Total	198.91	797	3,344,973

The Vacant Parcels by Type Map identifies the location of the Vacant Parcels grouped into one of four larger "Use Categories" for ease of reference and identification. Approximately 79 percent were identified as Vacant Residential, with approximately 16 percent identified as Vacant Commercial. Vacant Industrial and Vacant Institutional accounted for approximately 4 percent of the total. The majority of the Vacant Residential are in the northeast portions of the CRA primarily centered on NE 55th Avenue and NE 35th Street. The Vacant Commercial and the remaining non-residential Vacant lands are generally located in the southwest and northwest portions of the CRA. One of the core Vacant Commercial areas identified during the analysis and represented on the map below was included as part of Catalyst Concept #2 in an effort to illustrate how that property could be redeveloped consistent with this Plan.

Assuming all vacant properties as currently designated by the Comprehensive Plan – Future Land Use Map developed (1) consistent with their FLU designations and (2) developed at their fullest potential per the Comprehensive Plan, *these areas could contribute an additional 797 residential units and over 3.3 million square feet of non-residential development.* Typically these areas do not develop at their full maximum allowable densities due to various development factors and constraints, but the analysis shows a potential for significant additional development within the CRA.

While residential development at this level is supported by the Market Study, the non-residential development maximum far exceeds the totals expected or assumed as part of the Market Study.



Vacant Parcels by Type Map for the Silver Springs CRA



Existing Conditions - Silver Springs State Park

In the heart of the Silver Springs CRA lies the iconic Silver Springs State Park. Within the State Park lies a grouping of natural springs known simply as Silver Springs. Silver Springs is a jewel of natural Florida, being a first magnitude spring that feeds the beautiful Silver River. Historically, Silver Springs has had the highest average flow of any spring in the United States, at more than 500 million gallons per day. As far back as the 1820's, Silver Springs was a destination for adventure travelers and by the 1850's it was a major commercial distribution center for barge commerce.

In 1924 Davidson and Ray acquired the rights to the Springs and Silver Springs experienced a tourism boom. Glass bottom boats were introduced, and the Springs became Florida's first bona fide theme park attraction. Beginning in the 1930's Silver Springs became a popular film site for the motion picture industry and over 30 movies were filmed there.

The attraction flourished for many decades but began to see some decline in later years. In 1985 the State acquired lands to the south of Silver Springs and created the Silver River State Park. In 1993 the State acquired the Silver Springs attraction lands, but operation remained in the hands of a private operator. Finally, in 2013 the State canceled the lease for the private operator and took over the Silver Springs lands. The property was merged with the Silver River State Park to the south and the current Silver Springs State Park was born.



Glass Bottom Boat used for tours at Silver Springs State Park

When the State assumed responsibility for the Silver Springs State Park they inherited a Park with issues that needed to be corrected, including habitat loss, pollutants, contamination, and an aging main concourse building. They also responded to community input for desired improvements at the Park to bolster tourism and to help with the revitalization of the Silver Springs CRA. In 2014, after a public engagement process, the State adopted the Silver Springs State Park Unit Management Plan (the "Management Plan"). This document assessed the then current conditions of the Park and laid out a Master Plan with a series of needed improvements and enhancements. Of all the State Parks in Florida, this Park is unique in that the State recognized the need to maintain the Park with more intense activities than would normally be managed by the State. For example, the Management Plan maintained, and improved, glass bottom boat tours and service. In addition, the Management Plan established the ability for non-motorized boats (canoes, kayaks, etc.) to launch at the Spring – which was not permitted at the time they assumed the Park.

Between October 2022 and October 2023 the Park welcomed 580,000 visitors. Though the experience within the park today is much different than the theme park years, the Park offers visitors a much-desired tourism destination and is still a vital part of the Silver Springs CRA, with much opportunity for growing impact.

2014 Unit Management Plan

The 2014 Unit Management Plan identifies several Park initiatives, which are in varying stages of completion:

Engagement with Adjacent Facilities

The Management plan outlines priorities for the Park to cooperate and engage with two significant adjacent entities.

1. Silver Springs CRA

The Park recognizes the mission of the CRA, the Park's inclusion within its boundaries, and the role that the Park should play in the revitalization of the CRA area. This Master Plan documents several key ways in which the CRA should engage

with the Park moving forward to maximize communication and partnership to reach mutually beneficial goals.

2. Florida Greenways and Trails System

The Park recognizes the considerable planning and implementation that is occurring with the Florida Greenways and Trails System (FGTS). The Management Plan adopts a mission to serve as a major destination and trails hub for the FGTS. It also recognizes the Ocala-Marion 2035 Bicycle and Pedestrian Master Plan and the Cross Florida Greenway Feasibility study. In short, the Park is to function as the main trails hub for this locale and will provide a destination along the FGTS that will be second to none across Florida. At the time the Management Plan was adopted many of the trail segments on the FGTS were still in the conceptual stage. Today, many of the segments are designed, and funded for construction. The CRA and the Park should be engaged in frequent coordination to determine how the Park will establish the trails system through Park lands to play their part in the FGTS. This Master Plan discusses all planned area trails and makes recommendations for coordination with the Park that should begin immediately.



Sign on the history of Silver Springs State Park along one of the trails

Proposed Park Improvements

Within the Management Plan, several Park improvements are established, which are in varying stages of completion:

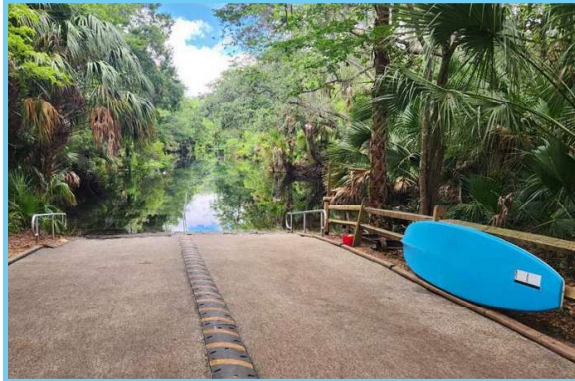
1. **Removal of some former attraction facilities (zoo animal enclosures, petting zoo, amusement rides, etc.).** This has largely been completed.
2. **Expansion to the frequency and content of interpretive and educational programs.** This is ongoing.
3. **Improve and repair existing facilities, and construct new facilities, which will enhance the Park experience.** These include remediation and renovations of the existing Town Center building (which is a notable architectural structure) and the Cypress Room. This has been a major endeavor and is nearing completion, pending the upcoming restroom renovation project. In recent months, a very nice restaurant has opened in the Town Center building.
4. **Relocation of the existing SR40 Park Entrance to a location that fit the Park operations better.** This is still in the planning stages and the CRA could bring considerable input to this matter.
5. **Repair the glass bottom boat dock and the glass bottom boat vessels.** Recently, the Park added an ADA accessible glass bottom boat to the fleet, something that has never existed. In fact, much of the existing park has ADA compliance issues from the theme park operator days that the Park is working on updating.



Silver Springs State Park artwork



- 6. *Removal of the Wild Waters theme park infrastructure.* This has been completed.
- 7. *Creation of a swimming area within the headsprings.* The Management Plan outlines a swimming area to offsite for the removal of the Wild Waters attraction. This has not yet been implemented.
- 8. *Construction of trails connection facilities.* This is ongoing. The Management Plan calls for numerous trails improvements within the Park, and for coordination with the planned trails improvements outside of the Park to fulfill the Park’s mission of becoming a major trails hub destination, including the allowance for a portion of the Florida National Trails system on State Park Lands.



Boat Launch point at Silver Springs State Park

The CRA can be a significant voice at the table to help coordinate the Park’s goal to become a trails hub. This Master Plan makes recommendations for the CRA to engage with the Park on this subject.

In order for the trails system within the Park to be completed, two major pedestrian bridges were needed. These two bridges are nearing completion, which will allow the Park to implement their trail network. However, the Park intends to undertake a refinement to the Management Plan’s trails map concepts to update the routes for current conditions and the location of these two bridges. As part of that exercise, the connection points to the FGTS need to be established, Park access concerns addressed.

9. *Paddling and Boating Facilities*

Paddling launch facilities will be provided at two locations to allow access to the headsprings. These facilities have largely been completed, and today are one of the most popular activities at the Park, attracting visitors from around the world that want to experience the springs and the Silver River nature and wildlife.

Other improvements within the Park, such as camping upgrades and support facilities, are noted as well and are in varying stages of completion.

The Silver Springs State Park has been a jewel of the area for over 100 years and is poised to continue its path towards full restoration and upgrades. There is ample opportunity for partnership with the Park, through the CRA as a coordinator, to enhance their role in continuing tourism attraction, and revitalization of the Silver Springs CRA area. This Master Plan makes several recommendations to the CRA for partnership and coordination opportunities that will accelerate improvements and help to prioritize improvements that tie in to planned adjacent improvements to transportation, trails, business revitalization, hotels, and tourism.



A trail at Silver Springs State Park



MARKET STUDY: Key Findings



- CRA Market Demand for: New Housing (between 400-1,050 units); Retail (40,000 sf-67,500 sf); Office (10,000 sf-15,000 sf); and Hotel Keys (145-210)
- Majority of Demographics included in two Tapestry Segments: “Social Security Set” (65 years or older) and “Rustbelt Traditions” (Mix of Married couples and singles)
- Housing in the CRA reflects increased “Renter-Occupied” percentage versus “Owner-Occupied”, compared to the Market Area and Ocala MSA
- Potential to increase Taxable Valuations by over \$25 million without the redevelopment of any catalyst concept; or over \$75 million on full redevelopment of all three Catalyst Concepts.

MARKET STUDY: Implementation



- **Master Plan Goal 1** (Promote Redevelopment)
- **Master Plan Goal 4** (Support residential development)
- **Master Plan Recommendation 1** (Catalyst Concepts and Partnerships)
- **Master Plan Recommendation 5** (Encourage new residential development)

Market Study Summary

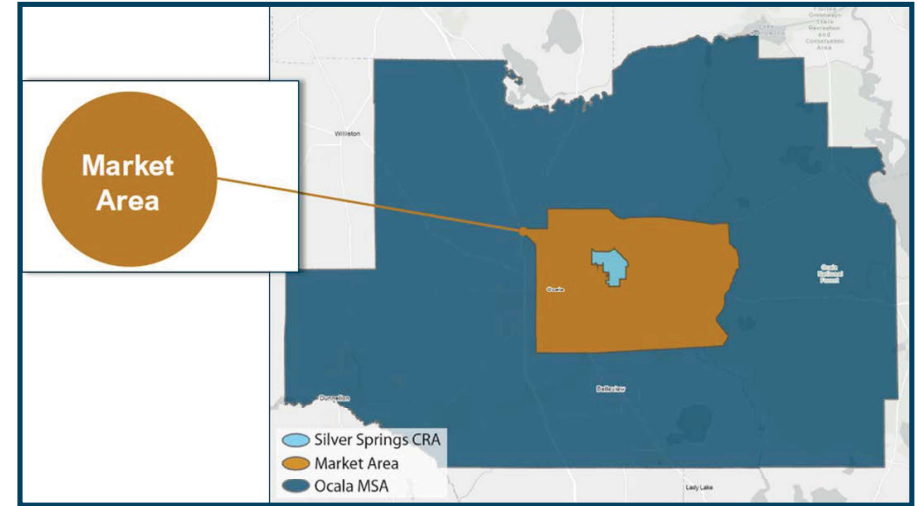
Creating successful and dynamic places requires a firm understanding of real estate and economic conditions that could influence future growth opportunities. The market study documents existing conditions from a socioeconomic and real estate perspective, providing baseline market statistics to inform the development of the Silver Springs CRA Master Plan from a market-based perspective.

Future development demand in the Silver Springs CRA is estimated based on population and job growth projections and potential uses with the strongest opportunities to support redevelopment. The Market Study’s Demand Analysis identified a series of potential needs within the CRA, Market Area and the Ocala Metropolitan Statistical Area (MSA) as a whole. In turn, this expected demand was used to inform the respective Catalyst Concepts and their overall development program (i.e., residential, retail and hotel characteristics).

The Market Area was determined through an iterative process with County staff to identify, refine and finalize the boundaries based on actual and or perceived boundaries. Graphic A identifies the Silver Springs CRA in relation to the Market Area and the Ocala MSA as a whole. The Market Area is roughly bounded by SW 27th Avenue to the west, Burbank Road to the north, County Road 314A to the east, and SE 95th Street to the south.

Impact of the Catalyst Concepts

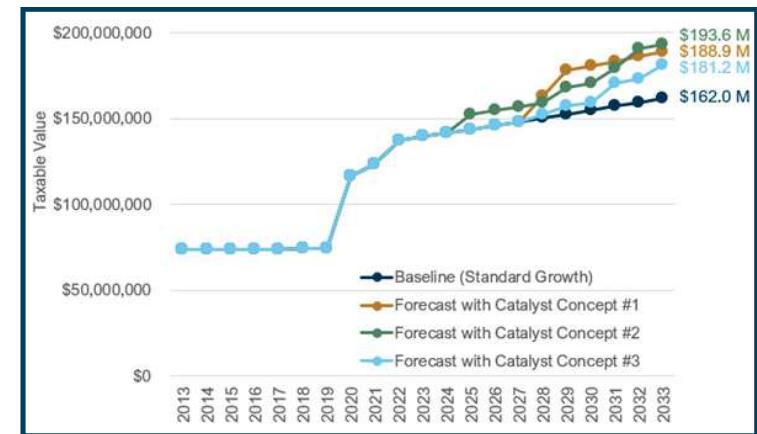
The Market Study identifies the projected increases in the Silver Springs CRA TIF using a Baseline Analysis and also factoring in development of the Catalyst Concepts. Specific information regarding the projected TIF increases is provided in the Market Study included in the Appendix and also summarized in the Catalyst Concepts Section of this Plan, *Section Two - Strategic Reinvestment Plan*. In summary, the baseline growth rate of 1.5 percent assumes a consistent upward trend in property valuations resulting in a potential increase in taxable valuations from \$137 million to over \$160 million. Using the Market Study Analysis including the CRA



Silver Springs CRA, Market Area, and Ocala MSA

Capture Rates, three Concepts were developed which assuming all Concepts are constructed could result in an increase in valuations of over \$100 million from the current CRA valuation.

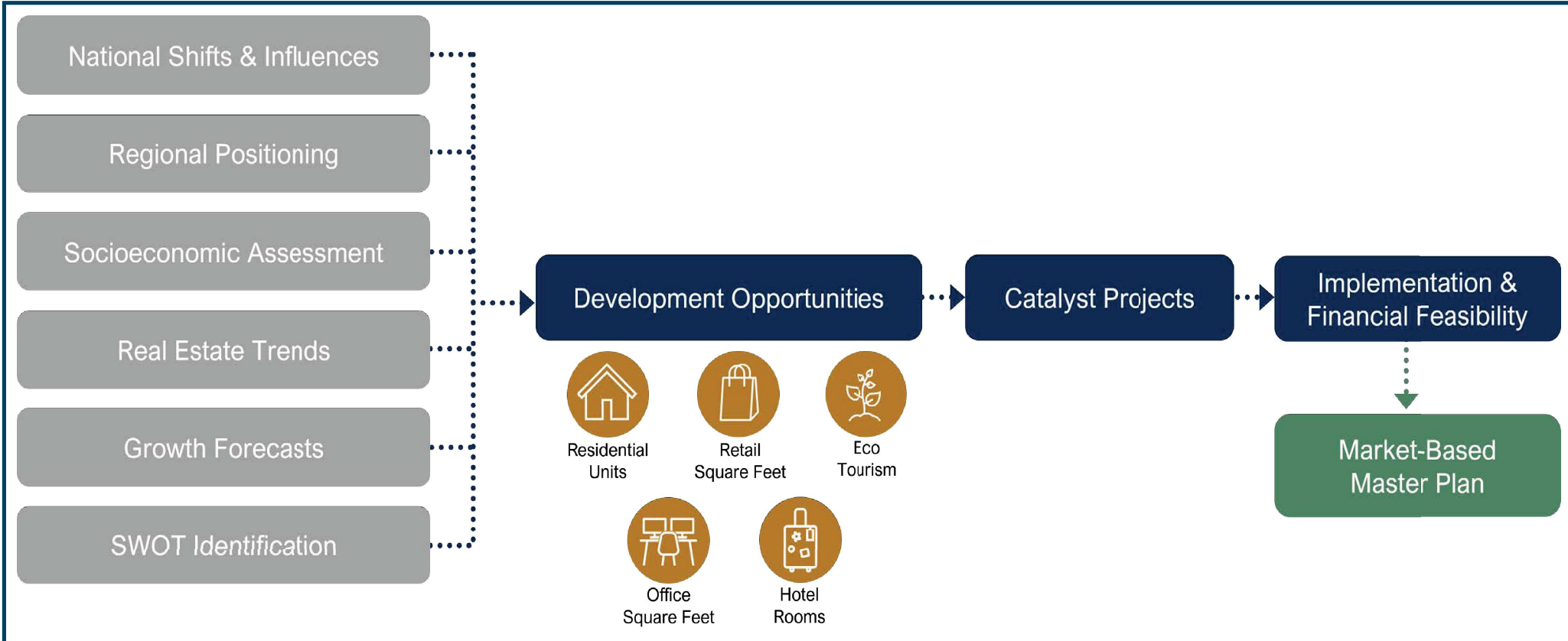
The Market Study Process Overview provides a summary of the factors and the process utilized to develop the Market Study. The Study culminates in a series of Valuation Estimates assuming the development of the respective Catalyst Concepts #1, #2, and #3.



Comparison Forecast of TIF Revenue Increase, Catalyst Concepts Evaluated Individually



Market Study Process Overview





Key Findings: CRA Compared to the Market Area and the MSA

1. The CRA is growing at a faster Annual Growth Rate compared to the Market Area and the MSA (1.8% compared to 1.1% and 1.3%, respectively).
2. The CRA has a median age of 48.8 years with approximately 40% of the CRA residents are aged 55-85. The Market Area attracts comparatively more young families, with 32% of households having children.
3. Median Household income in the CRA is considerably less than the Market Area and the MSA (\$40,938 compared to \$53,198 and \$53,871).
4. The CRA provides less employment opportunities per capita than the Market Area and the MSA.
5. The age of housing is generally consistent for the CRA and the Market Area but the CRA experiences an approximate \$36,000 decrease in median home value.
6. The CRA includes higher renter-occupied percentages (49.3%) compared to the Market Area (34.2%) and roughly double that of the MSA (23.8%).
7. The highest retail density in the area is located outside of the CRA with roughly 5.5% of the Market Area's square footage included west of the CRA including Wal-Mart, Lowe's and the Six-Gun Plaza.
8. The majority of hotel rooms in the CRA were constructed prior to or during the 1970s with only the Holiday Inn Express & Suites built after 2000.
9. The CRA experiences higher occupancy rates compared to hotels within the Market Area and the MSA.

The Market Study used this information and the key market indicators identified in the Process Overview to develop a series of Demand Summaries which are assumed to identify the key economic sectors and the CRA's ability to support the existing and projected demands. The Market Demand Summary looked at a 10-year period from 2022-2032 and identified the following estimates for the Market Area and what expectation the CRA could hope to capture as part of the overall anticipated growth. This information was used in the development of the respective Catalyst Concepts identified in *Section Two*. Furthermore, the Report identified key sub-segments within each of the broader Market Segments including the anticipated Timeframe as well as other Market Considerations.

Market Demand Summary (2022-2032)				
	 HOUSING	 RETAIL	 HOTEL	 OFFICE
Market Area Demand Forecast	3,890 – 10,440 Units	820,000 – 1.35 M Square Feet	580 – 830 Rooms	226,100 – 302,600 Square Feet
CRA Capture Rate	~10%	~5%	~25%	~5%
CRA Demand Forecast	400 – 1,050 Units	40,000 – 67,500 Square Feet	145 – 210 Rooms	10,000 – 15,000 Square Feet

CRA and Market Area Market Demand Summary

- ◆ **Short-Term Demands** focused on both housing and hotel opportunities while retail was viewed as a mid-term timeframe with office as more of a long-term timeframe due primarily to the general lack or perception of needed office types of uses

and space within the CRA.

- ◆ **Housing** identified the opportunity for not only single-family detached residences but also townhouses and multifamily units. Senior housing demand was identified based on the Market Area's higher share of senior residents projected during the analysis period. This is consistent with regional housing trends which are also experiencing greater growth in the 55-85 age groups. Per the study, a variety of housing products will be in demand across the Market Area, representing a continuation of the current inventory and the known development pipeline. Future housing demand is expected to continue to be heavily driven by single-family detached units. Attached product, including townhouses, duplexes, and tri/quad-plexes, will also be popular, catering to younger millennials and aging baby boomers. Larger multi-family projects could also represent a portion of the future demand. The CRA is assumed to support roughly 10 percent (approximately 400 – 1,050 units) of the Market Area Demand for housing of which is estimated between 3,890 – 10,440 units.
- ◆ **Retail** needs were typically identified as being neighborhood commercial and tourism oriented. However, it was also noted that retail continues to remain in a state of flux as shopping habitats continue to evolve (i.e., online shopping and home delivery services). As noted within the Market Study, the CRA's retail inventory makes up approximately 1.0% of the total share in the Market Area. There are 23 retail properties located within the CRA, accounting for 96,282 square feet. The majority of recently constructed retail is located just outside of and west of the current CRA, primarily along Silver Springs Boulevard within the City of Ocala. The CRA is assumed to support an additional 40,000 – 67,500 square feet of retail uses.
- ◆ **Hotel** uses remain a need within the CRA to help facilitate and support the tourism economy generated by eco-tourism attractions in the area. Although there are some existing hotels including the Holiday Inn Express, there is a need for additional flagship type hotels that cater to the traveling public. Based on the potential Market Capture analysis, the CRA could absorb between 145-210 additional hotel rooms (keys) which could account for 1-2 additional hotels.
- ◆ **Office** uses are assumed to be minimal through the analysis period with between 10,000 – 15,000 square feet of additional office space supported within the CRA.

Conclusion

There were a number of characteristics that were analyzed to further understand the impacts of the Silver Springs CRA/Community on the larger Market Area and the Ocala MSA. These characteristics included:

1. Population
2. Household
3. Tapestry Segmentation
4. Regional Employment Growth
5. Employment Characteristics & Forecasts
6. Commuting Patterns
7. Real Estate Characteristics

These characteristics can be generally grouped into *Demographics* (Population, Households and Tapestry Segmentation) and *Economics* (Regional Employment Growth, Employment Characteristics, Community Patterns), and *Real Estate Characteristics*.

Demographics: The overarching findings of the Market Study identify that the CRA population is generally older in age, includes fewer persons per household and contains less households with children (all characteristics of an aging population in general). Furthermore, there is almost a 60:40 split in renter occupied housing versus owner-occupied housing. By comparison, the Ocala MSA experiences the opposite of the CRA with over 64 percent owner-occupied households. These trends are further supported by the Tapestry Segmentation, provided by ESRI Business Analyst Online, which provides general characteristics of communities and their respective population groups. As noted in the Market Study, over 50 percent of the CRA's households are characterized by the "Social Security Set" which includes persons aged 65 and older, lower fixed incomes, lower rent focused housing (Recreation Vehicles, mobile homes and other senior living facilities) and low vehicle ownership. By contrast, the "Rustbelt Traditions" Segment are characterized by a mix of married-couple families and singles, living in older, single-family homes, primarily white-collar workforce, and family-oriented. Additional Tapestry Segments are further discussed in the Market Study. It should be noted that, "Tapestry segmentation descriptions are generalizations based on commonly-observed patterns nationwide and are not meant to represent individual households within a specified area."



Economics: Key Economic Indicators and Trends provided in the Market Study focused more so on the regional aspects of employment growth, forecasts, commuting patterns and overall real estate characteristics due to the availability of these analysis characteristics at the more macro level scale of the MSA compared to the CRA and the micro-scale. Although there is some baseline employment and economic data at the CRA level it is generally limited to an estimate of jobs and job industries. Additional information and analysis on the macro level is provided in the Market Study. Generally, the MSA is anticipated to experience strong growth in Healthcare, Education, and Leisure and Hospitality.

Real Estate Characteristics: Real Estate Characteristics provided in the Market Study focused on housing characteristics (median year built, median home value and percent of owner-occupied, renter-occupied and vacant) which are presented at the CRA, Market and MSA levels. Generally, housing stock within the CRA tends to be older construction with less overall value than that of the Market Area and the MSA. Additional characteristics including numbers of building permits, “for-sale” residential trends, and rental performance are provided on the Market Area and or MSA level only. Based on a review of the available data, the MSA as a whole out-performs the Market Area in median home values and rental vacancy rates. The Market Study does indicate that residential rental lease rates within the CRA and Market Area are generally identical but lag behind the MSA (approximately \$1,100 lease rates per month compared to over \$1,400 per month, respectively).

Retail trends exhibited a similar trend in vacancy rates and retail lease rates in that the MSA outperforms the Market Area in both categories; no data was available for the CRA in this category. The Market Area has experienced growth in the retail sector and added more than 138,000 square feet in the last five years bringing the total retail in this geography to an estimated 9.4 million square feet of retail space. *The newly added space represents nearly one-half of all new space added in the MSA during the same time frame.* Both geographies (Market Area and the MSA) have experienced a stable vacancy rate, ranging roughly from 4.0% to 5.0%.

Hotel rooms are a key to the overall redevelopment efforts in the CRA catering to a tourism based economic approach. Approximately one-third of the total Market Area hotel rooms are located within the CRA. However, the majority of these units were constructed prior to 1980. Generally, occupancy rates for the CRA and the MSA are similar at 64.4% occupied; however, the average daily rate of the MSA exceeds that within the CRA, \$112.50 compared to \$86.70, respectively. While the CRA and the Market Area have similar reported average daily rates, the larger Ocala MSA achieves a notable premium. The premium is likely driven by hotels located along I-75, catering to highway travelers.

The Market Study provided in the *Appendix* includes detailed information on each of these characteristics as it relates to the CRA, Market Area and the MSA.



Demographic Overview Snapshot

Area	Population	Median Age	Households with Children	Diversity Index	Annual Growth Rate since 2010	% Owner Households	Avg. HH Size	% HH with no access to vehicle
Silver Springs CRA	3,158 2022 Estimated Population	48.8 Median Age	24.6% Households with Children	61.5 Diversity Index	1.8% Annual Growth Rate since 2010	40.3% % Owner Households	2.14 Avg. HH Size	5.8% % HH with no access to vehicle
Market Area	120,234 2022 Estimated Population	43.2 Median Age	32% Households with Children	64.5 Diversity Index	1.1% Annual Growth Rate since 2010	56.1% % Owner Households	2.46 Avg. HH Size	7.4% % HH with no access to vehicle
Ocala MSA	385,554 2022 Estimated Population	51.4 Median Age	25% Households with Children	61.0 Diversity Index	1.3% Annual Growth Rate since 2010	64.4% % Owner Households	2.34 Avg. HH Size	4.8% % HH with no access to vehicle



Economic Overview Snapshot

Area	Businesses	Full-Time Jobs	Largest Sector	% Adults with Bachelor's Degree +	White Collar Occupation	Median Home Value	Median HH Income	Unemployment Rate
Silver Springs CRA	165	1,107	Retail Trade	25.8%	47.0%	\$157,407	\$40,938	5.4%
Market Area	6,202	57,481	Healthcare	23.2%	59.3%	\$193,666	\$53,198	4.1%
Ocala MSA	12,899	118,405	Retail Trade	22.3%	57%	\$209,867	\$53,871	4.3%



UTILITIES AND INFRASTRUCTURE: Key Findings



- Capital Improvements are recommended for existing utility infrastructure.
- A Regional Stormwater facility is not recommended.

UTILITIES AND INFRASTRUCTURE: Implementation



- **Master Plan Goal 1** (Promote Redevelopment)
- **Master Plan Goal 3** (Support residential development and redevelopment)

Utilities and Infrastructure

The Silver Springs CRA has been developing for decades dating back to the first improvements that turned a dirt road from downtown Ocala to the steamship port to a paved roadway, and then later a thriving commercial area and tourism district with a State highway connecting the two areas. Key to the development and health of the area is a strong backbone of utilities and infrastructure. This section describes the current state of utilities and infrastructure within the CRA and discusses areas where future investments would benefit the area and support continued growth consistent with the Master Plan.

Potable Water and Sanitary Sewer

Potable water and sanitary sewer are provided throughout the CRA by Marion County Utilities (MCU). *Through years of acquisitions and capital improvements MCU has created a backbone of strong service capabilities throughout the CRA.* The attached system maps in this section depict the current network of water and sewer infrastructure extending within the CRA.

Before the widespread availability of central water and sewer service most developed properties maintained their own well and septic system. As is now well known, these individual systems are harmful to the environment through multiple withdrawal points and via nutrient discharge from the septic systems. Those nutrient discharges directly impact the health of the aquifer and natural springs systems in Marion County. Much work has already been done, and more is ongoing, to eliminate individual wells and septic systems through the developed areas of the County.

Today, MCU maintains a strong network of central water and sewer utilities within the CRA, and very few developments would be allowed to construct their own wells and septic systems per the Marion County Comprehensive Plan and Land Development Code. For most parcels within the developed areas of the CRA water and sewer connections are readily available within reasonable connection distances. Examination of the existing systems and planned improvements would suggest the following improvements be considered when funding is available (these improvements are included on the Capital Improvements List in *Section Three - Strategic Reinvestment Plan*):

1. MCU is currently constructing a significant potable water interconnection project, known as the “Irish Acres Interconnect.” This new water main construction will open properties along NE 36th Avenue and NE 49th Street for potable water

connections. *As discussed elsewhere, this extension will provide potable water service to Catalyst Concept #1.* This water main extension is expected to be operational in late 2025.

2. The utility mapping for the CRA indicates that a future water main extension along NE 35th Street from NE 36th Avenue to the existing connections at Sterling Pointe Apartments would be recommended to provide connections for the properties along NE 35th Street when they are developed or redeveloped.
3. MCU recently constructed a master lift station and force main extension known as the ‘Trailwinds Utility Improvements’. *This project, now in service, provides a force main on NE 36th Avenue within approximately 3/4 mile of Catalyst Concept #1.* Construction of this segment of wastewater forcemain would provide a service connection to the Catalyst Location and also potentially provide future service to the developed parcels already in the area.
4. On the northeast side of the CRA there is an area of existing low-density, rural residences and agricultural properties. Though these properties are not currently served by MCU, other capital improvements, as mentioned above, would be more impactful. If these areas were to redevelop into more intense uses the Marion County Land Development Code would require them to evaluate connections to the nearest water and sewer lines.

Stormwater

Stormwater runoff within the CRA is managed by one of three parties: Private Owners, Marion County, or FDOT. The current FEMA flood maps for the area were last updated in 2017 as part of several County-wide studies. Roadway flooding and regional flooding is addressed by various capital improvements programs by the County and State. For the focus of the CRA, this Master Plan discusses the ramification of stormwater regulations on the development or redevelopment of parcels in the commercial areas and Catalyst Locations.

Stormwater runoff is regulated by the Marion County Land Development Code and the St Johns River Water Management District (SJRWMD). Where stormwater design includes impacts to State roadways, the FDOT also regulates stormwater runoff. In the Spring of 2024, the State of Florida and FDEP adopted new stormwater regulations that now require the development and redevelopment of parcels to address nutrient runoff reduction criteria as part of the permitting process.

The question for the CRA Master Plan is whether the County should consider a regional stormwater facility capital improvement to make development and redevelopment in key locations more streamlined. Such a facility exists in Tuscawilla Park near downtown Ocala.

The pros and cons of such an undertaking are considered below:

Regional Stormwater Facility Pros and Cons

PROS

- ◆ Lower development/redevelopment costs
- ◆ Expedited design and permitting timelines
- ◆ Less individual pond areas and more developable areas

CONS

- ◆ Lack of available properties
- ◆ High cost of property acquisition
- ◆ Feasibility of central stormwater areas under new permitting rules from FDEP
- ◆ The need for multiple pond locations and significant offsite stormwater infrastructure to convey stormwater to the regional facilities
- ◆ Removal of properties acquired for stormwater from development opportunities and tax rolls
- ◆ Need for public maintenance of regional facilities

Considering the new FDEP stormwater rules, which require a distributed “treatment train” approach, the numerous cons associated with creating regional stormwater facilities, and the new technologies that are being utilized more commonly (including pervious



materials, low-impact stormwater strategies, underground storage and treatment products) *it is the recommendation of this Master Plan that stormwater facilities for development and redevelopment be handled on a per-project basis.*

Power and Communications

The Silver Springs CRA is served by the following existing power and communications utilities:

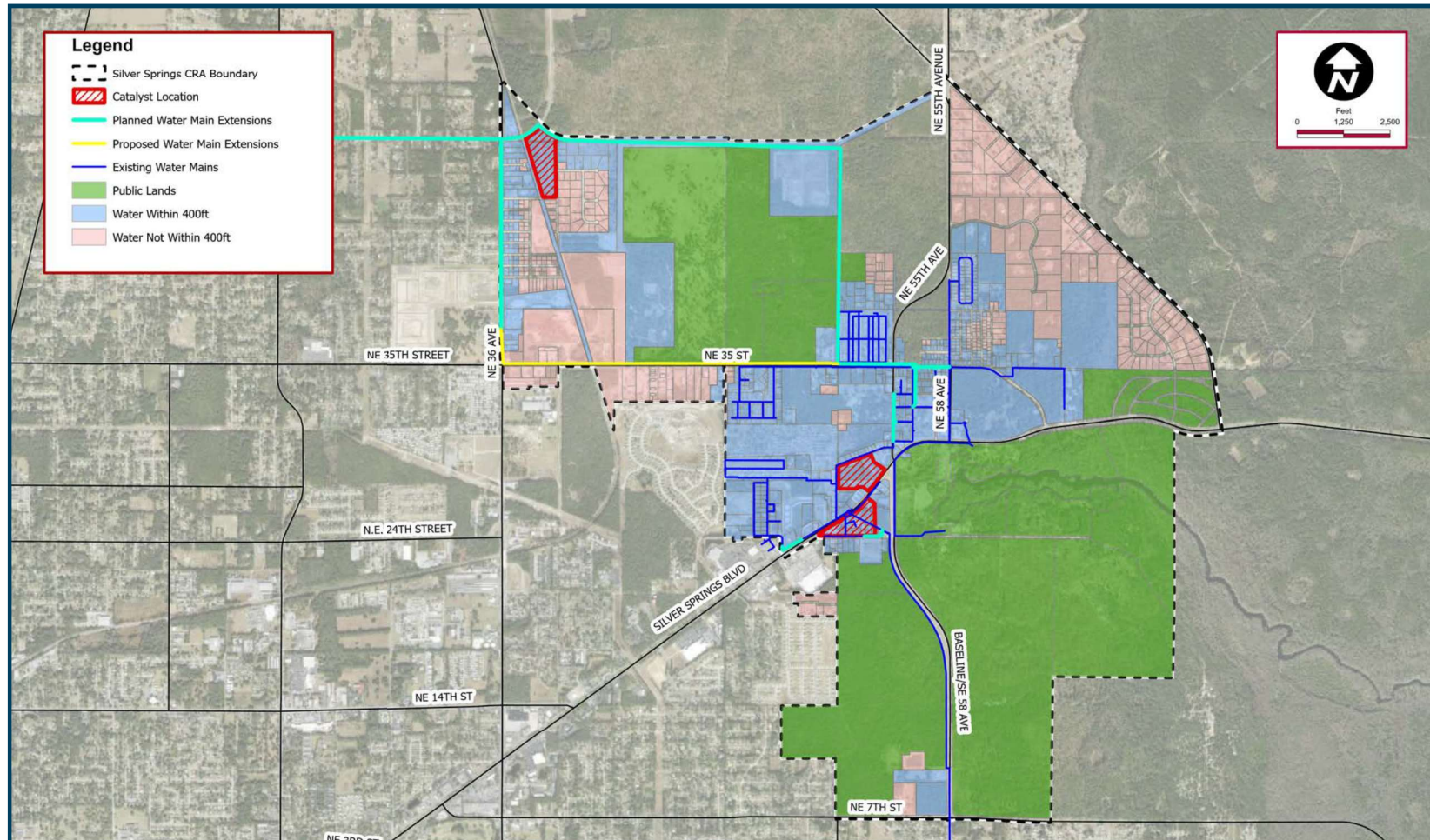
Utility Type	Utility Provider
Fiber	Century Link, City of Ocala Telecommunications, Metro Fibernet LLC, Uniti Fiber LLC
Telephone	Century Link
Cable TV	Cox Cable - Marion
Water and Sewer	Marion County Utilities
Electric	Ocala Electric Utility
Gas, Natural Gas	TECO Peoples Gas

Areas of development within the CRA are currently served by these utilities. Planned upgrades or capital projects will be at the cost to the existing utilities as they strive to better serve their customers. *The CRA is not recommended to take on a responsible role in planning upgrades to these facilities.*

It has been noted that undergrounding existing overhead utility lines along Silver Springs Boulevard and other major roadways within the CRA would provide benefit for pedestrian experience and accessibility, as well as aesthetics. The CRA may desire to partner with undergrounding efforts and suggest new utilities or utility relocations due to road improvements.



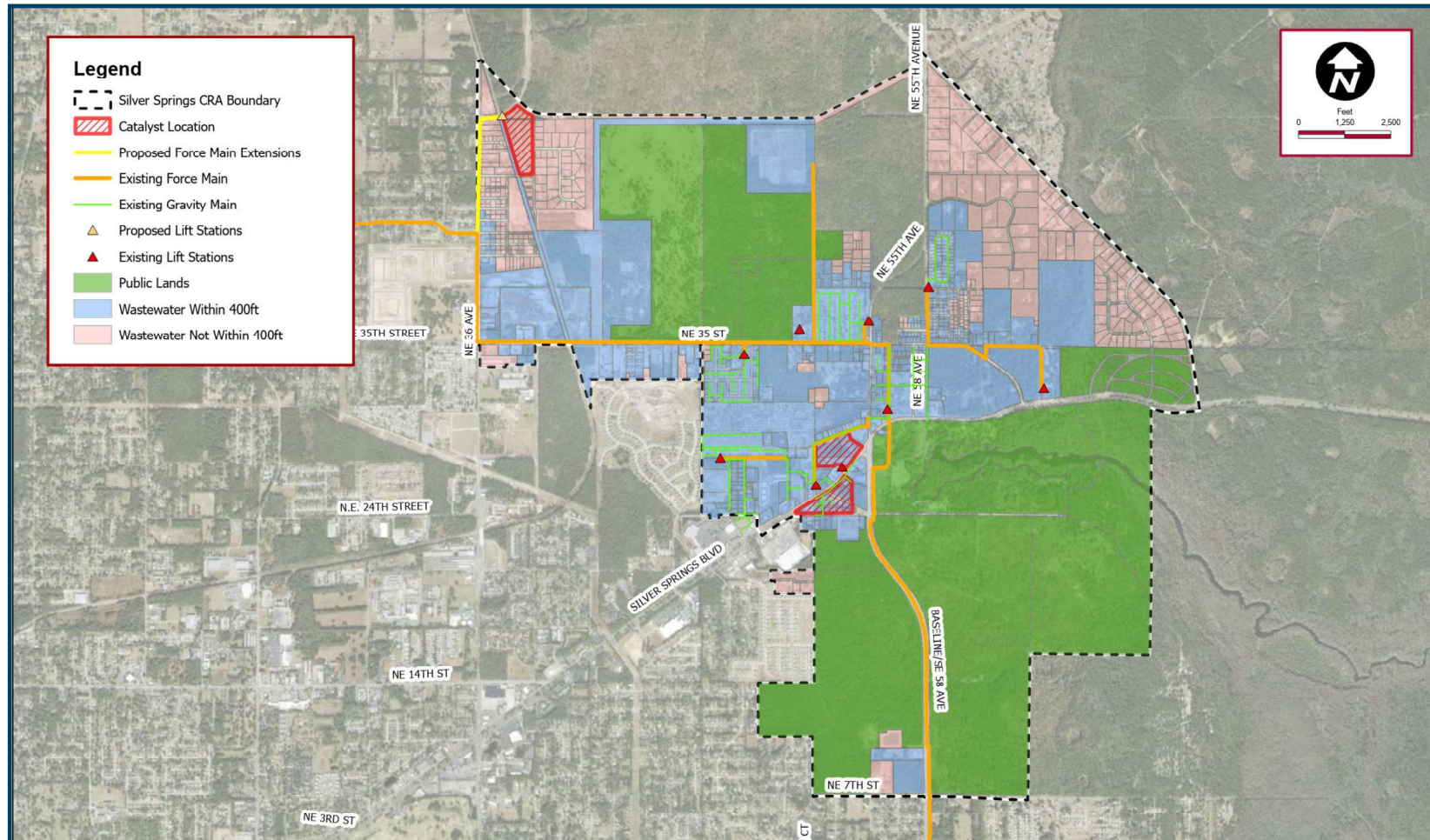
Water Service in the CRA



- ◆ Potable water infrastructure, existing and planned, is depicted.
- ◆ The planned water main extension is the County's "Irish Acres Interconnect", which will greatly enhance potable water service in the CRA.
- ◆ A future recommended improvement is the installation of a potable water main along NE 35th Street.



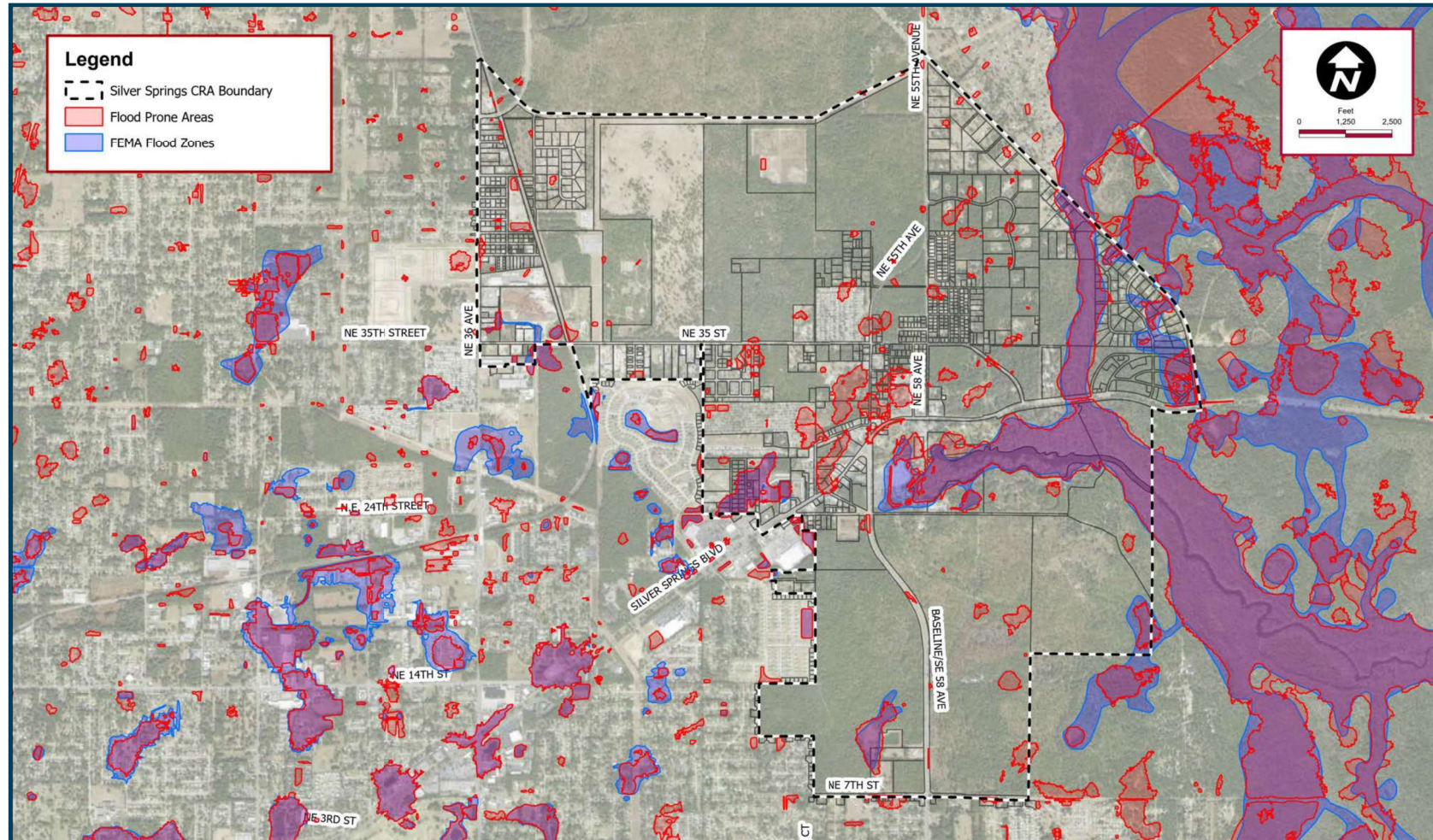
Wastewater Service in the CRA



- ◆ Sanitary sewer service infrastructure is depicted.
- ◆ A force main sewer extension will be necessary to serve the Catalyst Location at the NW corner of the CRA.



Flood Zone Areas Within the CRA



- ◆ FEMA Flood Zones are mostly concentrated over the Silver River and Ocklawaha Rivers.
- ◆ Flood Prone Areas, which are areas of predicted flooding, are regulated by Marion County under the Land Development Code. Numerous isolated flood prone areas exist within the CRA.



CATALYST CONCEPTS: Key Findings



- Four sites were selected within the CRA to be developed as “Catalyst Concepts”
- Each site was evaluated for Challenges and Opportunities
- Site Plans were created for each Catalyst Concept
- Expected revenues for each Catalyst Site after redevelopment are included in the Market Study

CATALYST CONCEPTS: Implementation



- **Master Plan Goal 2** (Enhance Connectivity)
- **Master Plan Goal 4** (Support Residential Development)
- **Master Plan Recommendation 1** (Catalyst Concepts & Partnerships)
- **Master Plan Recommendation 5** (Encourage New Residential Development)

Catalyst Concepts

The Silver Springs CRA Master Plan provides an opportunity for the Silver Springs community to reimagine a future for the CRA that builds on the ongoing planning efforts and community branding efforts of Marion County. The Master Plan provides a framework that creates opportunities for public and private investment aimed at improving local economic conditions through business development, and support for the surrounding residential neighborhoods. Investment within the CRA will benefit the surrounding area and Marion County as a whole.

As part of the Master Planning process, potential redevelopment plans for four properties within the CRA have been developed. These are known as “Catalyst Concepts”, a property whose redevelopment would encourage other developments in the area. It is important to note that the Catalyst Concepts and other recommendations are dynamic and unforeseen opportunities will arise over the lifetime of this plan, and recommendations may change based on new circumstances. These changes will strengthen the Master Plan as a “living” document that provides guidance for not only the specific concept areas but also those areas (properties) which may benefit due to their proximity to the Catalyst Concept areas and key areas of the CRA.

The Master Plan provides opportunities and solutions to challenges by identifying redevelopment opportunities tied to the CRA goals identified on Page 8. These are broad categories, and identified opportunities and recommendations may meet more than one goal. In addition, implementation strategies and other funding tools may apply to all the goals.

These projects and initiatives lay the foundation for Capital Improvement Projects (See Section 3) and programs for implementation by the CRA. By encouraging new public and private investment, physical and social improvements, and investment in the catalyst concepts property values may increase and the overall health, safety, and welfare of residents can improve.

The four catalyst concepts outlined below are not inclusive of all the properties in the Redevelopment Area that need attention or have potential, nor are they inclusive of the types of projects needed to achieve the CRA vision. These projects have the potential to serve as catalysts for additional redevelopment in the area and were identified as “first step” redevelopment opportunities.

Catalyst Concepts are intended to convey possible redevelopment and implement the vision of the Silver Springs CRA Master Plan while providing a series of options, opportunities, and possibilities.

Catalyst Concepts - Specific Concepts and Development Programs

As part of any Redevelopment Plan, a series of questions are asked including, “Is there ongoing Redevelopment?” and if not, “What could (would) get cause a level of excitement and energy within the CRA?”

This Plan undertook a Market Study to identify potential amounts of residential and non-residential development that could be supported within the CRA area as well as the larger Market Area. The Market Study also identified the scale and or types of development that may be supported within the area including single-family detached, multifamily, hotels and general retail uses.

The Master Plan took an iterative approach to identifying key Concepts as well as potential locations using the following decision-layers:

1. Market Study findings,
2. Existing County-owned land(s),
3. Vacant lands (as identified by the Property Appraiser),
4. Underutilized lands (using the Property Appraiser’s data and also aerial and field interpretation),
5. Size and configuration of properties,
6. Condition(s) of existing buildings, neighborhoods as well as the age of structures,
7. Available infrastructure (water, wastewater),
8. Transportation Network, and
9. Visibility within Community.

Using the available data and decision-layers, four (4) Key Concepts were developed. Catalyst Concept #1 represents vacant County-owned land located in the northwest area of the CRA. This Concept supports the County and Community’s identified need for a range of housing types within the CRA. The other three locations were selected based on their proximity to the CRA’s Commercial Core along Silver Springs Boulevard. These are represented by Catalyst Concepts #2, #3 and #4 and provide the bulk of the non-residential uses envisioned by the Market Study. These properties are privately owned and will require Public-Private Partnerships to redevelop as shown.

The Catalyst Concept Location Map identifies the areas recommended as Catalyst Concept areas; however, it does not presume all or portions of the properties are available for sale or development by their respective property owners, and no outreach to these owners was undertaken as part of this exercise. *The Catalyst Concept Map is intended to provide a foundation for targeted improvements within the CRA* and represents possible project areas and project types which could be envisioned in whole or in part based on the potential for property aggregation and or the final development program proposed. Each of the concepts was developed with key features that can embrace a wide range of properties within the CRA including concepts and ideas that could also be applied to alternate property assemblages should that opportunity arise.

The Map identifies representative areas where a project may provide for greater overall CRA success while also recognizing that the concepts and potential projects need to be reviewed for not only their respective geography but also availability of key infrastructure including access to roadways, access to pedestrian facilities, available public infrastructure (water and wastewater) as well as consistency with the County’s Comprehensive Plan and applicable Zoning Districts/standards.

Concepts #2, #3, and #4 are located within the Commercial (COM) Future Land Use Designation which supports a mixed-use development approach comprised of retail, office and community businesses as well as residential development. Potential projects within this designation could provide up to a 1.0 Floor Area Ratio and up to eight (8) dwelling units per acre. Each of the concepts proposed meet the intent of the Future Land Use Designation as well as the Silver Springs CRA Overlay development standards

The Catalyst Concept Map provides an initial series of focus areas for the CRA and the community. These concepts are a critical component of the 2024 Master Plan because they:

- ◆ Identify key sites and strategies critical to the Silver Springs CRA’s continued growth and enhancement;
- ◆ Illustrate how design principles can guide future land use and development decisions; and



- ◆ Define key public improvements and initiatives to catalyze appropriate growth and enhancement.

Catalyst Concepts - Positive TIF Impact

The Market Study takes into consideration the existing Property Valuation/Tax Increment Baseline with conservative but stable growth of approximately 1.5 percent increase in year over year valuations. The Market Study also includes a detailed analysis identifying potential increase in the valuations assuming one or all of the Catalyst Concepts (#1, #2, #3 only. Note, Concept #4 was developed after completion of the Market Study therefore is not included in the analysis but is assumed to create a positive impact on the property valuations and ultimate TIF Revenues).

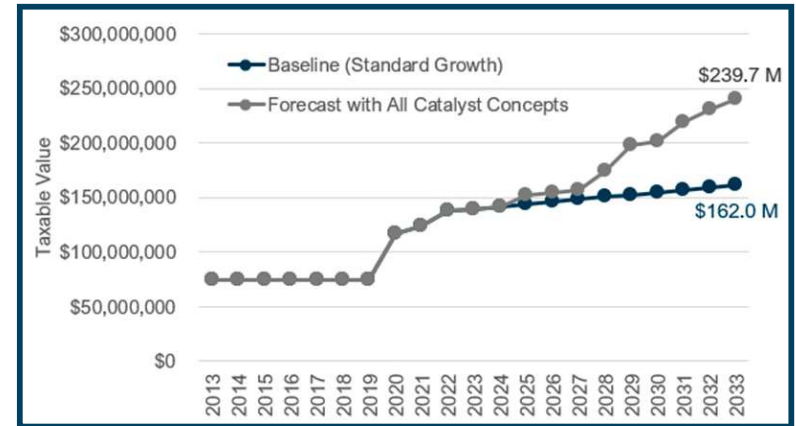
Baseline Growth - No Catalysts Assumed

Assuming the average growth is maintained, the taxable valuation for the CRA could increase from approximately \$137 million to over \$160 million with a corresponding increase in the TIF of between \$5,000 - \$10,000 per year up to an additional (approximately) \$60,000 in 2033.

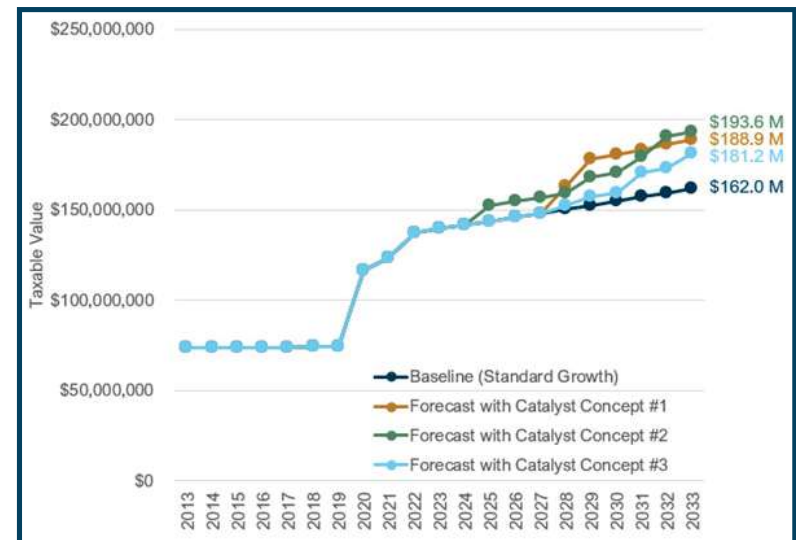
Baseline Growth Plus Catalyst Concept Development

It is understood that the Catalyst Concepts will not all be developed at the same time and may not all be developed during the same planning period. The Market Study provided valuation analysis of the respective Catalyst Concepts individually and collectively as referenced below. The Market Study illustrates the potential TIF Revenue increases for the baseline (assuming no Catalyst Concepts, natural rate of increase in property valuations, and limited to static investment in properties) as well as Catalyst Concepts #1, #2 and #3. It is assumed that based on available information and projects in the County's development pipeline, one additional hotel is assumed within the next three years. The graph to the right illustrates the Comparison Forecasts using the 2013 Base year, 2023 valuations and projecting the baseline (standard) growth compared to each of the representative Concepts (individually) for comparison purposes.

The Market Analysis concludes that if all three catalysts (Catalyst Concepts #1 - #3) are completed based on the assumptions outlined in the analysis, *the resulting 2033 total taxable valuation of the Silver Springs CRA could be over \$239 million* (see the Comparison Forecast of TIF Revenue Increase, Catalyst Concepts Evaluated Collectively graph). *This is an increase of over \$100 million from the current taxable valuation projections and over \$77 million in the baseline year.* The resulting increase in TIF Revenues is also anticipated to increase by a similar rate through the Planning period and *could generate an additional \$200,000 in revenues per year* depending on the scenario and timeframe for construction.



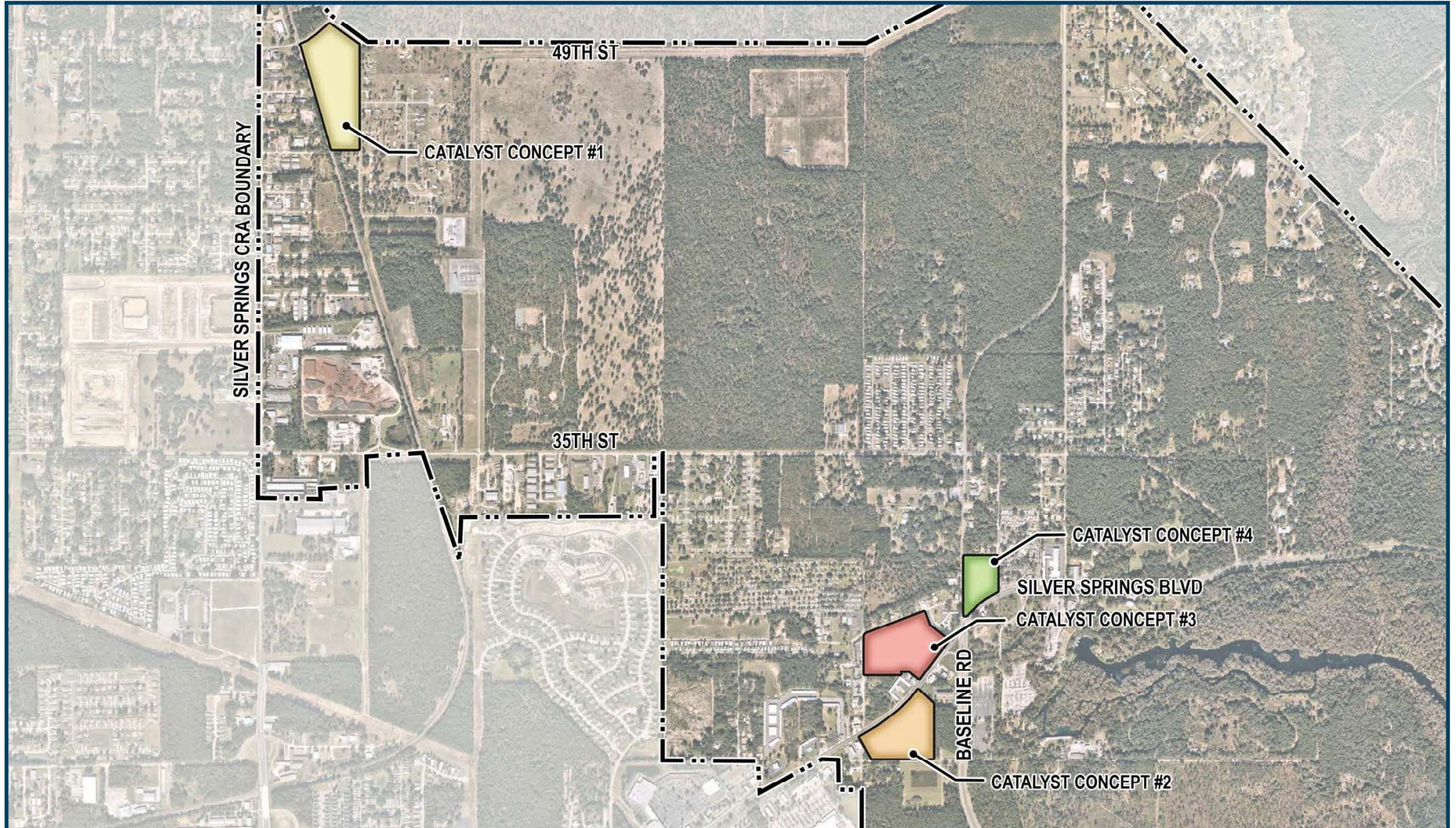
Comparison Forecast of TIF Revenue Increase, Catalyst Concepts Evaluated Collectively



Comparison Forecast of TIF Revenue Increase, Catalyst Concepts Evaluated Individually



Catalyst Concept Location Map





Concept #1 - Residential

Catalyst Concept #1 provides new housing within the CRA which not only provides a range of housing types but also the ability to provide a range in rental prices (workforce, attainable, market rate). This Concept also infuses new housing into the Silver Springs aging housing stock. This concept also addresses an ongoing “affordability” concern within not only the CRA but the community as a whole. This area was selected based on:

1. County owned land
2. Currently vacant
3. Approximately 17.6 Acres
4. Will require a Comprehensive Plan Future Land Use Map Amendment, or some other mechanism, to exceed 140 dwelling units based on the current comprehensive plan future land use designation (High Density Residential (4 – 8 dwelling units per acre).
5. Property is within the County’s Low Income Census Block.

Opportunities & Needs

- ◆ Requires a Comprehensive Plan Future Land Use Map Amendment from High Density Residential (HR) and Commercial (COM) to Urban Residential (UR) to achieve densities greater than 8 du/ac. Alternatively, the County could employ another method to address density in the HR land use to achieve higher densities. If Future Land Use Map changes are not feasible, and no other density increases are applied, this site will be limited to 140 dwelling units.
- ◆ Requires rezoning from A-1 Agricultural zoning classification R-3 Multiple-Family Dwelling or PUD Planned Unit Development.
- ◆ Requires extension of Sanitary Sewer approximately 3,500 linear feet to serve the property (current sanitary sewer lines are located at NE 36th Avenue and NE 42nd Place)
- ◆ Timing is dependent on completion of “Irish Acres Interconnect” water line extension by MCU.
- ◆ Recommend RFP or similar to solicit Bids, Concepts and Program from qualified residential/affordable housing developer for a mixed income housing community.

Design Intent

Catalyst Concept #1 envisions a mix of market rate and attainable housing that could be developed as a series of 2- and 3- story buildings centered on pedestrian amenities such as a clubhouse/amenity center, public green and lawn space. Access (pedestrian and vehicular entrances) could be designed to create a viewshed entering the property where driveways terminate at amenities and other features including the public green/amenity center.

Key features of this concept could include a transition from the property perimeter to the center of the property where building heights transition (increase) as do the project densities providing enhanced compatibility with the adjacent properties. Other key features including on-site stormwater which could also be designed as a community asset by incorporating it into the project’s amenities with a walk trail or similar around it. Additional key considerations include landscape buffers along the perimeter with enhanced trees and plantings. This concept would be located on publicly owned lands in close proximity to County and State recreational facilities including Coehadjoe Park.

Proposed Development Program

Total Site	+/- 17.61 Acres
Residential Use	+/- 240 dwelling units with Future Land Use and Zoning amendments (current Land Use category permits 140 dwelling units
Associated Open Space / On Site Amenity	10-20% of the total land area





Concept #2 - Core Commercial

Concept #2 imagines a mix of non-residential types at the gateway to the CRA served by Silver Springs Boulevard, NE 25th Street, NE 24th Street with continuing access to Baseline Road. This concept includes locations for hotel(s)/transient lodging and neighborhood scale retail uses centered on one or more small family friendly parks/open spaces.

This area was selected based on:

1. Location within the highest visibility area of the CRA; proximity to Silver Springs and the primary CRA Focal Point (Silver Springs Boulevard & Baseline Road).
2. Contributes to the "Springs Gateway" corridor along Silver Springs Boulevard.
3. Contains vacant (north of NE 25th Street) and underdeveloped properties (south of NE 25th Street) capable of supporting redevelopment.
4. Approximately 10.7 acres combined.
5. Meets the County's land use controls including comprehensive plan – future land use designation (Commercial) and zoning classifications (Community Business – B-2 and B-4). Note, the majority of the Concept area is zoned B-2 with one area of B-4 located south/southwest of the intersection of NE 25th Street Silver Springs Boulevard. If desired, a PUD Master Plan could be pursued.
6. Access to the properties provided via Silver Springs Boulevard, NE 25th Street, NE 24th Street.
7. Adequate infrastructure exists to serve the site.

Opportunities & Needs

- ◆ Requires aggregation of privately owned parcels, north or south side of NE 25th Street to achieve Concept Plan in whole.
- ◆ Current Land Use and Zoning support the uses identified in the Concept as proposed. However, a PUD Master Plan will most likely need to be pursued which would also allow for modified setbacks allowing buildings to be located closer to the roadways providing a more pedestrian friendly, urban feel. (Current B-2 and B-4 zoning districts require a minimum 40' front yard setback (65' for gas pumps within the B-2) which is more suburban in nature and do not allow the building orientations shown on the Concept Plan.
- ◆ Development would require Public-Private Partnerships.

Design Intent

This concept envisions a mixture of uses served by a pedestrian level spine road using Complete Streets design features (street trees, furnishings, lighting, sidewalks and improved accessibility) with service to the existing roadway network. Concept #2 takes into consideration the existing retail and convenience uses located on the north and southwest portions of the property as well as a proposed hotel (adjacent to the concept area and Baseline Road).

This concept would require aggregation of a number of parcels to fulfill the concept as designed as a whole; however, the concept has been designed such that it could be developed in phases, or partially This concept further supports the Market Study's recommendations of the neighborhood style, smaller retail and office types of uses along the highly visible Silver Springs Boulevard corridor.

Proposed Development Program

Total Site	+/- 10.66 Acres
Hotel / Transient Accommodation	+/- 100 Keys
Retail	+/- 82,500 sf
Associated Open Space / On Site Amenity	10% of the total land area





Concept #3 - Mixed Retail and Residential

Concept #3 is located on the north side of Silver Springs Boulevard in close proximity to the Concept #2 area. This Catalyst Concept provides a mix of neighborhood-scale retail, lodging and residential uses served by Silver Springs Boulevard, NE 29th Street, and NE 52nd Court. The Concept incorporates an existing depression area as a central park/recreation facility.

This area was selected based on:

1. Location and proximity to Silver Springs and the primary CRA Focal Point (Silver Springs Boulevard & NE 58th Avenue).
2. Contributes to the “Springs Gateway” corridor along Silver Springs Boulevard.
3. Contains vacant and underdeveloped areas (lands) supporting redevelopment consistent with the Market Study and can be developed as two phases (residential component and a retail component) independently.
4. Approximately 14.47 Acres combined
5. Meets the County's land use controls including comprehensive plan – future land use designation of Urban Residential (UR), High Density Residential (HR), and Commercial (COM), and Zoning classifications (Multiple Family Dwelling R-3 and (Community Business – B-2)
6. Direct access to Silver Springs Boulevard; secondary access to NE 29th Street.
7. Adequate infrastructure to serve the site.

Opportunities & Needs

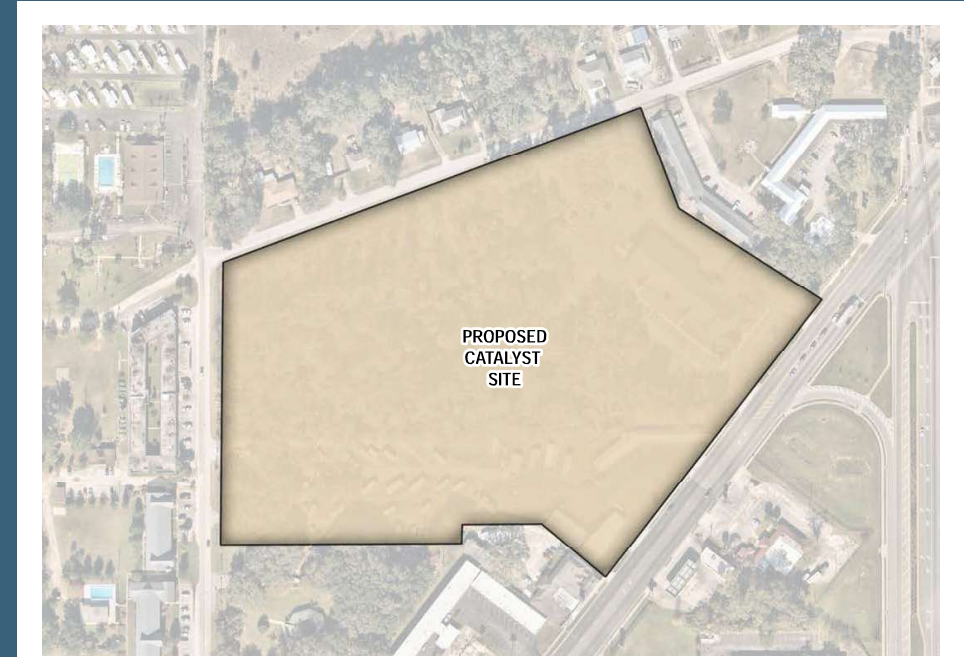
- ◆ Recommended aggregation of privately owned parcels to achieve Concept Plan as a whole; but not required.
- ◆ Could consider rezone to PUD Planned Unit Development to better accommodate the development program.
- ◆ May require roadway/corridor improvements along NE 29th Street and NE 52nd Court.
- ◆ Requires redevelopment of the Ocala RV Community.
- ◆ Depending on future Silver Springs Boulevard Corridor improvements, there may be limited access to the Boulevard.

Design Intent

This concept envisions a lower scale mixture of uses served by the adjoining roadway network with enhanced building design features along the corridor. Buildings have been designed to front Silver Springs Boulevard with centrally located shared parking located behind the retail buildings. Hotel use(s) are envisioned to be more “lodge” or boutique-style accommodations that can also utilize the site’s central lake feature. Residential uses have been located around the lake creating a loop-style roadway system while providing perimeter buffering creating a transition from the single-family residences on the north side of NE 29th Street.

Proposed Development Program

Total Site	+/- 14.47 Acres
Residential	+/- 44 dwelling units
Hotel / Transient Accommodation	+/- 80 Keys
Retail	+/- 35,000 sf
Associated Open Space / On Site Amenity	15-20% of the total land area





Concept #4 - Springs North and Residential

Concept #4 is located on the north side of Silver Springs Boulevard and east of NE 55th Avenue. Concept #4 provides flexibility in the recognition of limited business uses in the Concept area while providing an additional housing form within the CRA. The Concept is further bounded by NE 56th Avenue and NE 31st Street. The area north of NE 30th Street includes a combination of manufactured homes, recreational vehicles and a County pump station located centrally along NE 56th Avenue. Like Concepts #2 and #3, this highly visible area has the potential to create transformative change within the CRA and the Silver Springs Corridor.

This area was selected based on:

1. Location and proximity to Silver Springs and the primary CRA Focal Point (Silver Springs Boulevard & NE 55th Avenue).
2. Contributes to the "Springs Gateway" corridor along Silver Springs Boulevard.
3. Provides an opportunity to retain certain businesses/properties before and after a possible roadway/roundabout improvement.
4. Approximately 5.8 Acres combined; approximately 1.77 acres (non-residential), 4.03 acres (residential); excludes right-of-way of NE 30th Street.
5. Portion of the Concept Area meets the County's land use controls including comprehensive plan – future land use designation (Commercial) and Zoning classification (Community Business – B-4); requires rezone of Recreational Vehicle Park (P-RV) and portion of B-4.
6. Direct access to Silver Springs Boulevard.
7. Adequate infrastructure to serve the site.

Opportunities & Needs

- ◆ Requires aggregation of privately owned parcels, north or south side of NE 30th Street to achieve Concept Plan in whole; non-residential could potentially be developed on individual parcels; however, would impact concept of shared parking and common facilities.
- ◆ Requires redevelopment of the existing RV and Manufactured Home Community.
- ◆ Requires rezoning from P-RV and portion of B-4 for residential portion - recommended PUD Planned Unit Development.
- ◆ May require roadway/corridor improvements along NE 31st Street and NE 56th Avenue.
- ◆ Recommends vacating NE 30th Street to provide a uniform development parcel without public roadways bisecting the uses.
- ◆ Depending on future Silver Springs Boulevard Corridor improvements and corresponding improvements to NE 55th Avenue, one or more existing businesses may be impacted.

Design Intent

Similar in nature to Concept #2 and #3, this concept envisions a lower scale mixture of uses served by the adjoining roadway network with enhanced building design features along the corridor. Buildings have been designed to front Silver Springs Boulevard with centrally located shared parking located behind the retail buildings. Residential uses have been designed as a series of 3-unit buildings and one 2-unit building along a grid-style network roadway extending north-south creating a series of pedestrian/resident green space corridors with views, and connections, to the retail uses along Silver Springs Boulevard.

Proposed Development Program

Total Site	+/- 6.26 Acres
Residential	+/- 47 Keys
Retail	+/- 10,000 sf
Associated Open Space / On Site Amenity	5-8% of the total land area





MOBILITY ENHANCEMENTS: Key Findings



- Update the existing Corridor Plan for Silver Springs Boulevard to provide for safe pedestrian crossing and other mobility and corridor enhancements.
- Partner in upcoming FDOT and Marion County roadway projects to ensure the inclusion of desired roadway enhancements.
- Identify and map Key Mobility and Corridor enhancements.
- Review and update existing adopted studies in the area.

MOBILITY ENHANCEMENTS: Implementation



- **Master Plan Goal 2** (Enhance Connectivity)
- **Master Plan Goal 3** (Transform Silver Springs Boulevard)
- **Master Plan Goal 5** (Increase Pedestrian Safety and Mobility Options)
- **Master Plan Recommendation 4** (Update the adopted Redevelopment Plan for Silver Springs Boulevard and engage with TPO and FDOT)

Mobility Enhancements

Our roads and trails connect our communities. The opportunity to create a well-connected, multi-modal transportation network supports socio-economic priorities within the Silver Springs CRA. The comprehensive approach to transportation mobility enhancements is to link transportation and land use through an interconnected multimodal transportation system. It's an approach that involves strategic transportation investments with an emphasis on quality design.

Retail commerce and tourism in the Silver Springs CRA is centered primarily on SR 40/Silver Spring Boulevard, SR 35/Baseline Road, and NE 35th Street. These corridors address multimodal needs and support community reinvestment and strategic improvements within the CRA. Community connectivity combined with the County and State parks system provides linkage in the areas in the CRA that the public values the most – the natural area. This connectivity can be in the form of multi-modal trails for pedestrians and cyclists, linear parks located along strategic corridors, or pocket parks that provide community focal points. *This connectivity has a higher emphasis in the Silver Springs CRA as it is a mission goal for multiple agencies to attract tourism to the area, and tourists come to this part of the County to enjoy these beautiful parks.*

Multiple agencies are responsible for the transportation network within the Silver Springs community. These include Marion County, FDOT, and the Ocala Marion TPO. These agencies are supportive of multimodal transportation planning that includes an interconnected network of community-friendly streets, adequate sidewalks, and interconnected pathways. Each agency recognizes that this network will provide for the safe, effective, and efficient movement of all modes of travel including driving, walking, cycling, and transit.

“Complete Streets” is a term used nationally to describe the transformation of vehicle-dominated thoroughfares in urban and suburban areas into community-oriented streets that safely and conveniently accommodate all modes of travel, not just motorists. Wherever feasible, development and redevelopment of transportation facilities in the CRA should embrace these concepts. This section describes the existing mobility conditions in the CRA and sets the stage for this Master Plan’s transportation and land use recommendations. During the Public Outreach portion the Local citizens, business owners, and officials recognized the importance of a shift from an automobile-dominated roadway to a balanced, multimodal transportation system that respects all users of the roadway and the rights of adjacent landowners. Stakeholders and the public voiced their desires and some level of concerns with the existing network.

Key goals and desired outcomes may include:

1. Identify and approve funding for transportation systems (automobiles, transit, pedestrians, and bicycles) to facilitate connectivity throughout the CRA by serving all neighborhoods and providing connection access to retail, parks, and activities.
2. Incorporate “Complete Streets” and other Context Sensitive Design practices and programs into all retrofits and new roadway construction, where feasible.
3. Identify areas programmed for infrastructure improvements with FDOT and or the City of Ocala, including water/wastewater, drainage, parking, traffic lights, sidewalks, landscaping, and new signage. Coordinate beautification and infrastructure projects in order to save time and material costs.
4. Create a safe and efficient traffic circulation system that provides sufficient access for all modes of transportation between activity centers within the redevelopment area and the services of the community.
5. Develop a streetscape plan for the primary corridors including site furnishings, lighting and lighting types, landscaping, decorative pavers, and signage. Prioritize the recommended improvements based on programmed plans in partnership with other agencies.
6. Integrate traffic calming techniques throughout the internal roadway system to enhance safety and facilitate a pedestrian/bicycle friendly environment.
7. Underground utilities, where feasible, to protect property during natural disasters and increase visual appeal.

Existing Conditions

There are two arterial roadways that bisect the CRA; SR 40/Silver Springs Boulevard and SR 35/Baseline Road. These roadways are intended for efficient movement of people and goods, and have historically been focused on vehicular travel. In 2011 SR 35 was widened from a two-lane section to a four-lane divided section with sidewalks on both sides – which greatly improved the functionality of that road. Access is controlled and the roadway functions smoothly.

In contrast, SR 40 is a 4-lane highway with a continuous center turn lane and narrow sidewalks close to the back of curb. Access is uncontrolled (i.e. not controlled by median openings) and there are numerous driveways and odd-angle connections present. Several businesses have parking fields that connect almost continuously to the roadway. The roadway functions above its intended level of service, but driver behavior can be unpredictable, and it is not a comfortable environment for pedestrians. One of the most problematic features of this roadway is the lack of safe, marked pedestrian crossings. In fact, there is a 0.6-mile gap between pedestrian crossings on SR40, from SR 35 west to the signal at NE 49th Terrace. Safe pedestrian crossings on SR 40 are a critical need and should be an immediate priority.

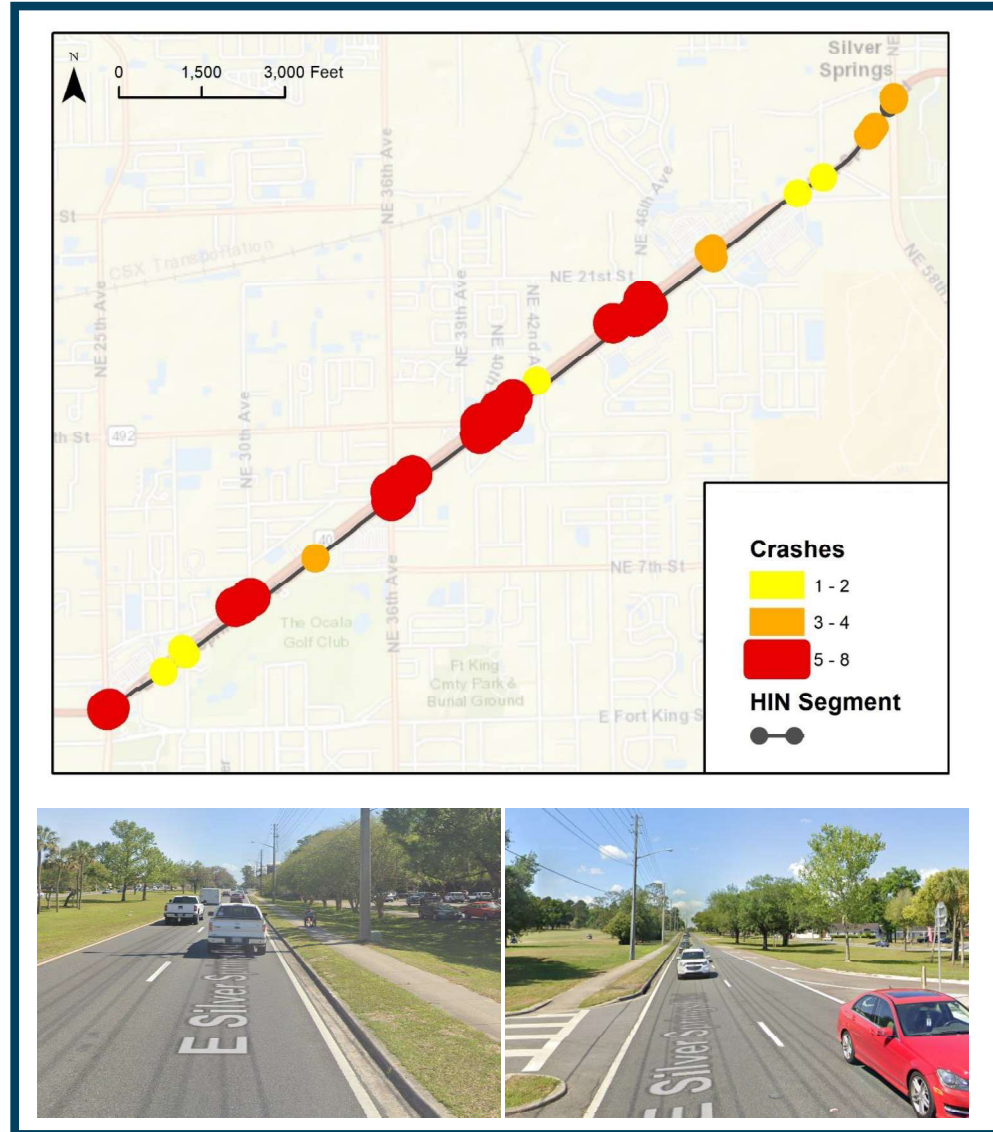


Commitment Zero

The Ocala Marion TPO completed a *Commitment to Zero Safety Action Plan* in June 2023. The Safety Action Plan identified High Injury Networks within Marion County. SR 40, from NE 25th Avenue to NE 55th Avenue is listed as the number 2 High Injury Network. Approximately 20% of the reported crashes were bicycle/pedestrian crashes, and made up 60% of the fatal crashes within the corridor.

NE 55th Avenue north of Silver Springs Boulevard is a heavily traveled pedestrian area, particularly near the post office. There is inconsistent sidewalk coverage on this roadway, and the existing sidewalks are close to the existing roadway due to the limited available right-of-way. There is a bus stop located at the post office, currently served with wooden benches.

The lack of adequate sidewalks and transit shelters/facilities is prevalent throughout the CRA which further contributes to an overall lack of connectivity between the neighborhoods and commercial uses, as well as the park system. Where sidewalks are provided, they may be generally characterized as moderate to poor condition and generally do not provide a pedestrian comfort level necessary for this area.





Planned Improvements

Many of the needed improvements in the CRA are beyond the ability of the CRA to fund or manage. It is key that the CRA be an active engaged partner with the TPO, which can administer many of the needed projects.

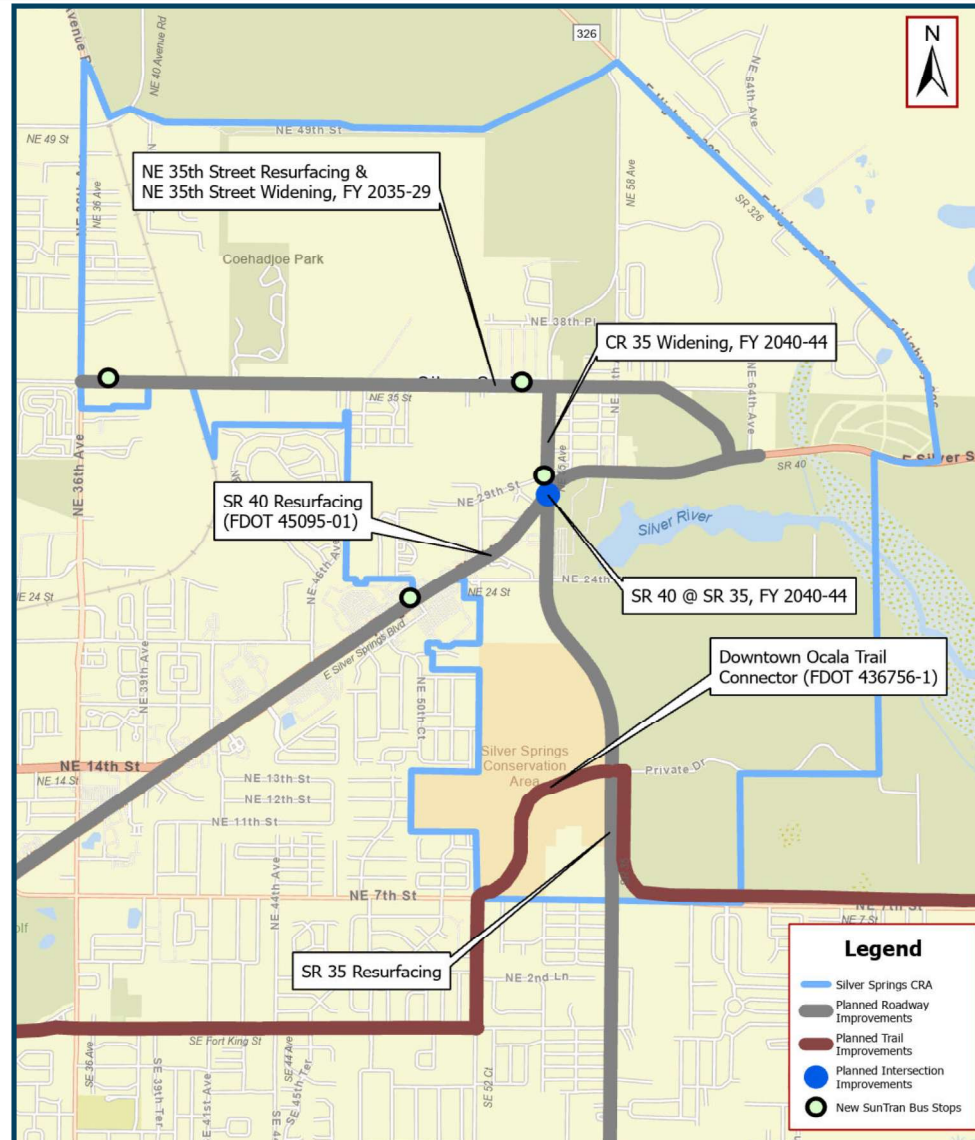
Leveraging planned projects will be a key strategy. When another agency, such as FDOT, programs a project there is opportunity to partner to get desired enhancements included in the work. *There are several planned mobility improvements within the CRA through Sun Tran, Marion County, and FDOT that could be leveraged to provide additional mobility enhancements with the goal of improving pedestrian connectivity between uses.*

Near term projects include:

- ◆ **SR 40 Resurfacing.** FDOT project 45095-01. Construction is planned for FY 2025/2026. There is a potential for the County and CRA to partner with FDOT on this project to implement access management within the CRA to promote slower travel speeds and enhance multimodal mobility.
- ◆ **Downtown Ocala Trail Connector.** FDOT project 436756-1. Preliminary Engineering is planned for FY 2024/2025. This is a joint project between the City of Ocala and FDOT and includes a trail connection from downtown Ocala to the Silver Springs State Park. The project will improve pedestrian and bicycle connectivity within the CRA. Additional improvements could be considered in the study that would accomplish CRA goals and objectives.
- ◆ **SR 35 Resurfacing (candidate FDOT project).** There may be opportunity to partner with FDOT on enhancements to SR 35 within the CRA area including improved pedestrian crossings / mid-block crossing locations for pedestrians and bicyclists.
- ◆ **NE 35th Street Resurfacing.** This is a Marion County project to resurface NE 35th Street from NE 36th Avenue to SR40. There is potential to leverage with that project for pedestrian crossings, multi-modal connectivity and pedestrian improvements.
- ◆ **Sun Tran Transit Stops.** This is an existing project to upgrade and install new transit stops throughout the City of Ocala, including four new stops within the CRA limits.

Longer term projects include:

- ◆ **NE 35th Street Widening, FY 2035-39.** This is a Marion County project to widen NE 35th Street within the CRA from two lanes to four lanes. Concepts within this Master Plan should be incorporated into the new roadway design to provide for enhanced mobility and connectivity, including bus stops and shelters, wider sidewalks, and shared-use paths.
- ◆ **CR 35 Widening, FY 2040-44.** This is a Marion County project to widen the existing road to four lanes. There will be opportunity to partner in the design to incorporate pedestrian and multi-modal facilities.
- ◆ **SR 40 @ SR 35, FY 2040-44.** This project will be a partnership between Marion County and FDOT to replace the current signalized intersection with a roundabout. There will be significant opportunity to incorporate major wayfinding and branding elements into the design of this facility.





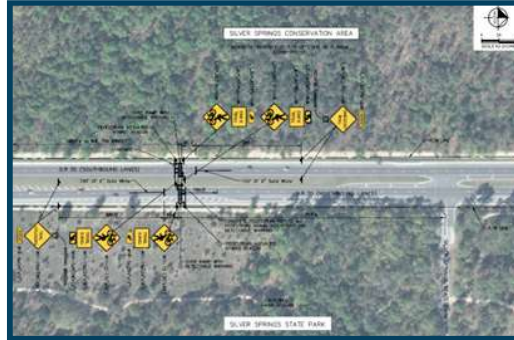
Corridor Enhancements

The Master Plan makes recommendation for corridor enhancements that would be performed in conjunction with future roadway improvements. Proposed concepts for Silver Springs Boulevard, NE 55th Avenue, NE 35th Street, and NE 24th Street are included in this section.

SR 35 (Baseline Road)

SR 35 is owned and maintained by FDOT. Currently it exists as a four-lane divided facility with a large, grassed median with some existing landscaping. Sidewalks are present on both sides of the roadway. Because the majority of the properties on either side of the highway are state owned lands, a pleasant environment exists at the edges of the right of way. It is not recommended that the County or CRA undertake a landscaping enhancement program on SR 35.

In 2018 the TPO conducted a design report to plan a pedestrian crossing to support the Ocala-Marion Bicycle Pedestrian Master Plan. This crossing will support the overall trail connectivity in the area. It is recommended that the CRA coordinate with the TPO regarding construction programming of this improvement.



Pedestrian Crossing from 2018 TPO Report

Silver Springs State Park Entrance

In discussions with Silver Springs State Park, officials have noted that the State Park may contemplate a new park entrance, or relocation of the main park entrance, to a location on SR 35 across from the existing Holiday Inn Hotel site. If that occurs the CRA and County should amend the 2018 TPO Study to consider a second pedestrian crossing at this location to allow pedestrians from the CRA to more easily access a relocated park entrance.



Proposed alternative entrance to Silver Springs State Park

Silver Springs Boulevard

One of the goals of the Master Plan is to support a *transformation of Silver Springs Boulevard*. During the public outreach portion of the Master Plan, the condition of Silver Springs was overwhelmingly noted as a weakness of the area. In 2016 the TPO created the *Silver Springs Corridor Plan and Multi-Modal Alternatives Study*, which proposed enhancements along the corridor. At the time of the writing of this Master Plan, the Silver Springs Corridor Plan is not yet implemented. As part of that study, concepts for access controls and median improvements were created and discussed with all stakeholders.



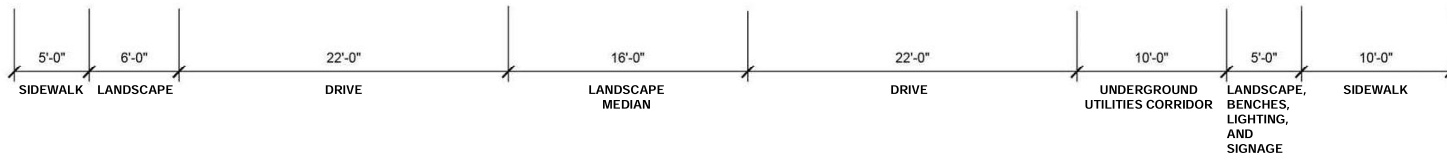
(Above) Proposed Silver Springs Corridor Improvements
(Below) Proposed street section of Silver Springs Boulevard



Silver Springs Boulevard Proposed Street Section

As part of this Master Plan, corridor concepts were further refined that incorporate design elements of the wayfinding and branding themes. The main thematic element of the Silver Springs Boulevard transformation is the introduction of a landscaped median, access control, and safe pedestrian crossings. This improvement could be programmed ahead of any major roadway projects and constructed within existing right of way without impacting the design of the roadway. *Advancing a project as quickly as possible for a landscaped median with access control on SR 40 would accomplish the following CRA goals and objectives:*

1. A median addition would provide a way to landscape and soften the corridor. Street lights and wayfinding features could potentially be located in the median.
2. A median addition may provide the opportunity to narrow the existing travel lanes, which would help align travel speeds with the roadway target speed and provide increased pedestrian comfort.
3. A median addition would provide a refuge in the middle of the roadway for safe pedestrian crossing design.
4. A median addition would allow for improved access control for left turns, which will increase functionality of the road, make driver behavior more predictable, and greatly increase pedestrian safety.



SILVER SPRINGS BLVD

** 93' ROW PER MARION COUNTY GIS DATA



NE 55th Avenue, NE 35th Street, and NE 24th Street Proposed Street Sections



◆ Corridor enhancements for these streets are recommended to be less expansive to retain the suburban and rural characters of these roadways. Concepts have been developed as part of this master plan to envision roadway treatments that will enhance the experience of these roadways.

◆ These enhancements would need to be programmed to coincide with other roadway improvement or mobility projects recommended by this master plan or by other area plans.



Mid-Block Crossings

PROPOSED PLANTING PALETTE



HARDSCAPE MATERIALS PALETTE



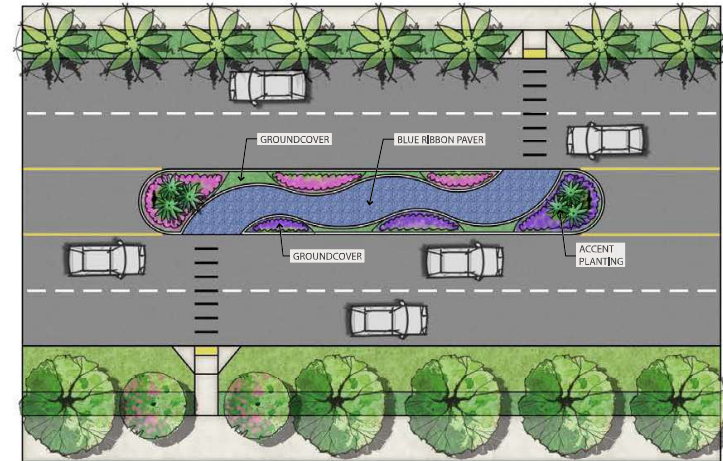
CONCEPT - B



CONCEPT - A



CONCEPT - C



- ◆ Mid-block crossings would provide pedestrian safety until such time that SR 40 is modified to include a median.
- ◆ Mid-block crossings can be aesthetic and enhance the character of the corridor, while providing a functional pedestrian refuge while crossing the roadway.
- ◆ The crossings would require a permit from FDOT, but could be constructed on the existing pavement and would have minimal impact to utilities and infrastructure.
- ◆ FDOT has permitted similar pedestrian crossings in the area, such as on US 441 and NE 36th Avenue.



Proposed Mid-Block Crossing Locations





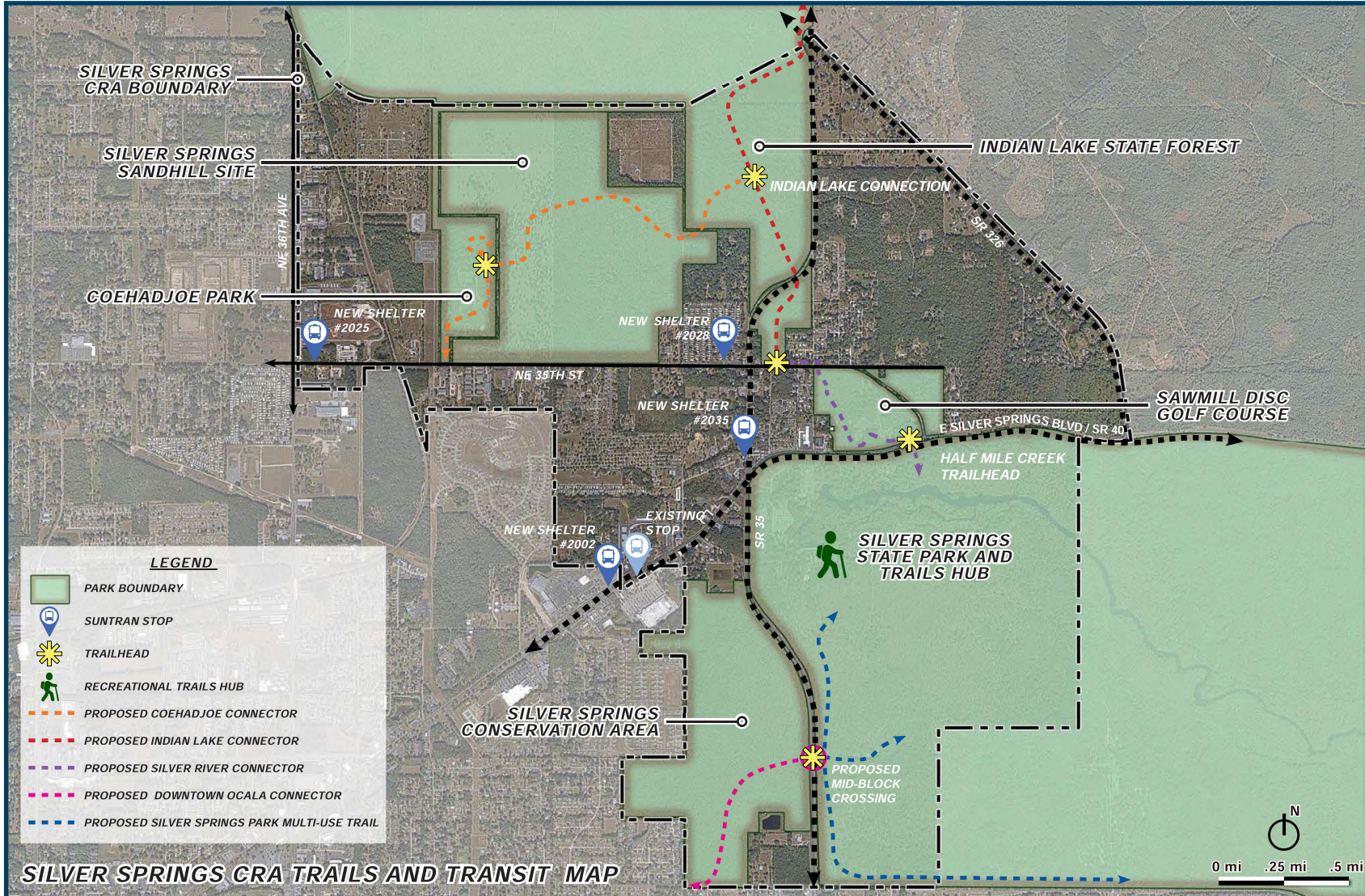
Multi-Modal Enhancements

Multi-modal improvements within the CRA can generally be categorized in the following categories:

1. Sidewalk improvements and pedestrian crossings on existing roadways.
2. Multi-modal off-street paths, generally associated with the County and State Parks system.
3. Cycling trails.

The *Ocala-Marion TPO 2035 Bicycle & Pedestrian Master Plan* established a solid vision for interconnectivity of these facilities throughout the County. Goal 3 of the Plan lays out a vision to “*Complete regional connections with existing and proposed trails across Central Florida*”.

It is a “*close-the-gaps*” initiative. Because of the confluence of regional facilities in the Silver Springs CRA, portions of that Goal must be achieved with its boundaries. The 2035 plan establishes minimum standards for multi-use trail designs that should be followed for new projects.





Multi-Modal Trail Projects

The following trail projects should be prioritized within the CRA:

Half-Mile Creek Connection to Silver Springs State Park

The Half-Mile Creek Connection will provide connectivity between Silver Springs State Park and Indian Lake State Forest. Marion County has acquired parcels on the north side of NE 35th Street that will allow for connection to the state forest. This connection is recommended to be a 12' shared use path.

Downtown Ocala Trail

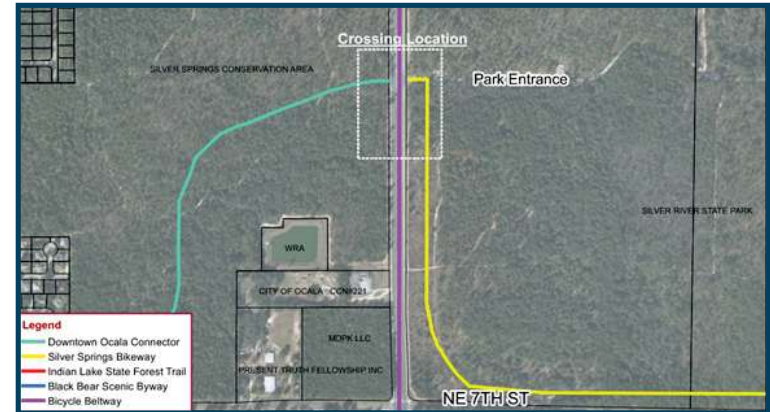
The Downtown Ocala Trail from SE Osceola Avenue to Silver Springs Park will provide connectivity through the CRA to the cycling facilities and trails east of SR 35. The project includes a section through state lands west of SR 35 and a mid-block crossing to connect cyclists to other regional trails in the area.

Coehadjoe Park / Sandhill Connector

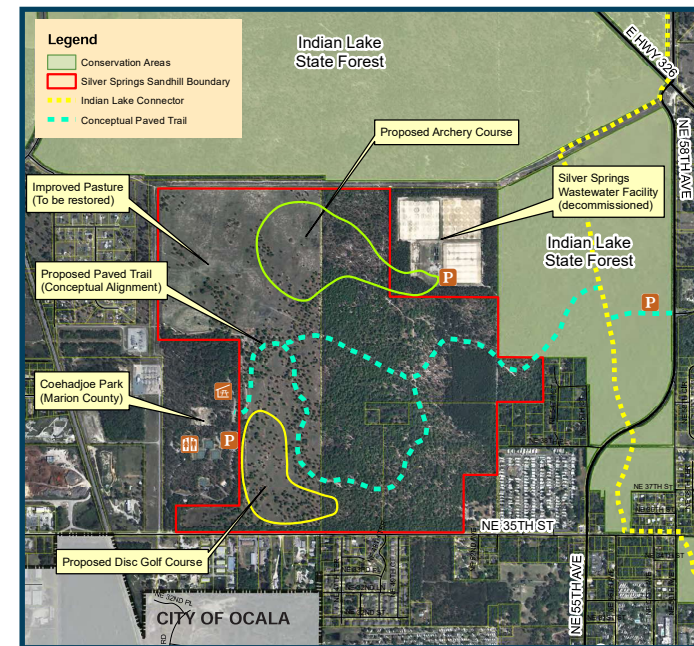
This connection is a paved trail connection from Coehadjoe Park to the Indian Lake State Forest. This trail would provide connectivity between the State Forest and the County Park. When combined with the Indian Lakes State Forest Trail and the Half-Mile Creek Trail, it would ultimately provide connectivity between Coehadjoe and Silver Springs State Park.



Half-Mile Creek Connection to Silver Springs State Park



Downtown Ocala Trail Connection along Baseline Road (SR 35)



Coehadjoe Park / Sandhill Trail Connector



GATEWAYS, WAYFINDING, AND CORRIDORS: Key Findings



- Establishes a Wayfinding and Community Signage Program
- Identifies Key Locations for Signage and Sign Types
- Creates a Signage Family including a unifying design theme
- Connects to Marion County’s other Wayfinding Projects
- Recommends that the CRA work with the Silver Springs State Park to create a gateway sign on the corner of Silver Springs Boulevard and Baseline Road.

GATEWAYS, WAYFINDING, AND CORRIDORS: Implementation



- **Master Plan Goal 2** (Enhance Connectivity)
- **Master Plan Goal 3** (Transform Silver Springs Boulevard)
- **Master Plan Goal 6** (Establish Branding Standards)
- **Master Plan Recommendation 4** (Update the adopted Redevelopment Plan for Silver Springs Boulevard and engage with TPO and FDOT)
- **Master Plan Recommendation 9** (Implement Wayfinding Signage within the CRA)

Gateways, Wayfinding, and Corridor Enhancements

Some of the simplest and least expensive capital project efforts can have enormous impacts on the CRA. Gateway and Wayfinding signage, and associated landscape and streetscape improvements can be the first building blocks of an overall branding program; and instill a sense of community and neighborhood identity.

- ◆ Signage is one of the most effective tools to help implement a new vision strategy and guide residents and visitors quickly and efficiently to where they want to go.
- ◆ Streetscape and corridor enhancements along the respective corridor can be completed incrementally over time, but it is important to have an overall plan in place to strategically organize the investments.

Currently there is a lack of identifying signage within the CRA. Consistent and complementary signage and gateways were identified as priorities during the public workshops. The implementation of a gateway and wayfinding program in the CRA would help achieve the following goals:

1. Gateway and Wayfinding signage would create a sense of arrival for residents and tourists. Traveling west from the Ocala National Forest, a strong gateway on Silver Springs Boulevard, would announce the CRA and the many destinations within. Traveling east from downtown Ocala, an equally strong gateway would let travelers know that they have left the downtown area and are entering a new and special place.
2. Gateway features will enhance planned transportation improvements, particularly the expected roundabout project at the intersection of SR 40 and SR 35 near the Silver Springs State Park entrance. Though the roundabout is not a project that will be completed in the near term, or necessarily by local agencies, it is recommended that the CRA have a desired gateway enhancement to place in the center of the roundabout.
3. On major roads other than Silver Springs Boulevard, smaller gateway signs will help announce arrival and a sense of place for travelers that use different routes to visit the CRA.
4. A consistent theme for directional signage and multi-tenant retail signs within the CRA will reinforce the sense of place and help to carry out a consistent design feel for the area.

Wayfinding signage can include not only basic information such as a site’s name and general direction, it could also include a map illustrating the proximity of uses to one another at key locations. This could include community focal points and public parks.

Wayfinding and community signage can assist with an efficient community connectivity system which joins neighborhoods, parks, and activity centers via a network of streets, sidewalks, and bicycle lanes that are safe and supportive of pedestrians, bicyclists, and vehicles—including public transit.

Marion County is currently implementing other gateway signs and facility branding at other locations. Though the signs for the Silver Springs CRA do not need to exactly replicate those designs, they should incorporate their main design elements to reinforce Marion County’s branding and theming established by the County and the Tourism Development Council (TDC).

Key benefits and initial recommendations for Gateway and Wayfinding signage includes:

1. Provide gateways at key areas of the CRA to encourage a sense of location and arrival to the Silver Springs Community. Potential gateway locations were identified through the preliminary review and are reflected on the “Preliminary Signage Location Layout” map.
2. Coordinate with other roadway projects including, but not limited to, FDOT, the City of Ocala, and Marion County to add paving systems or other symbolic markings along the sidewalks and at key intersections to reinforce the gateway effect.
3. Coordinate the Wayfinding Signage Master Plan through a partnership with local and State agencies as well as local businesses. Wayfinding design and other features require careful planning to avoid conflicts with other features, pedestrian flow, and view corridors to local business signage and building identifiers.
4. Address the needs of seasonal residents and visitors to the CRA who often have limited knowledge of the location of attractions in the Silver Springs CRA. The importance of signage and wayfinding, which cater to a national and international population base, can be a major supporter to the many businesses and economic activities including eco-tourism within the CRA.



Sign for Marion County along I-75

Silver Springs Community Preliminary Signage Location and Sign Family Options

During the public outreach portion of the Master Plan creation, several sign themes were developed for the public and stakeholders to comment on. Each of the options presented were inspired by local materials, natural features, and tourism attractions within the CRA. They also included elements present in other Marion County gateways as discussed above.

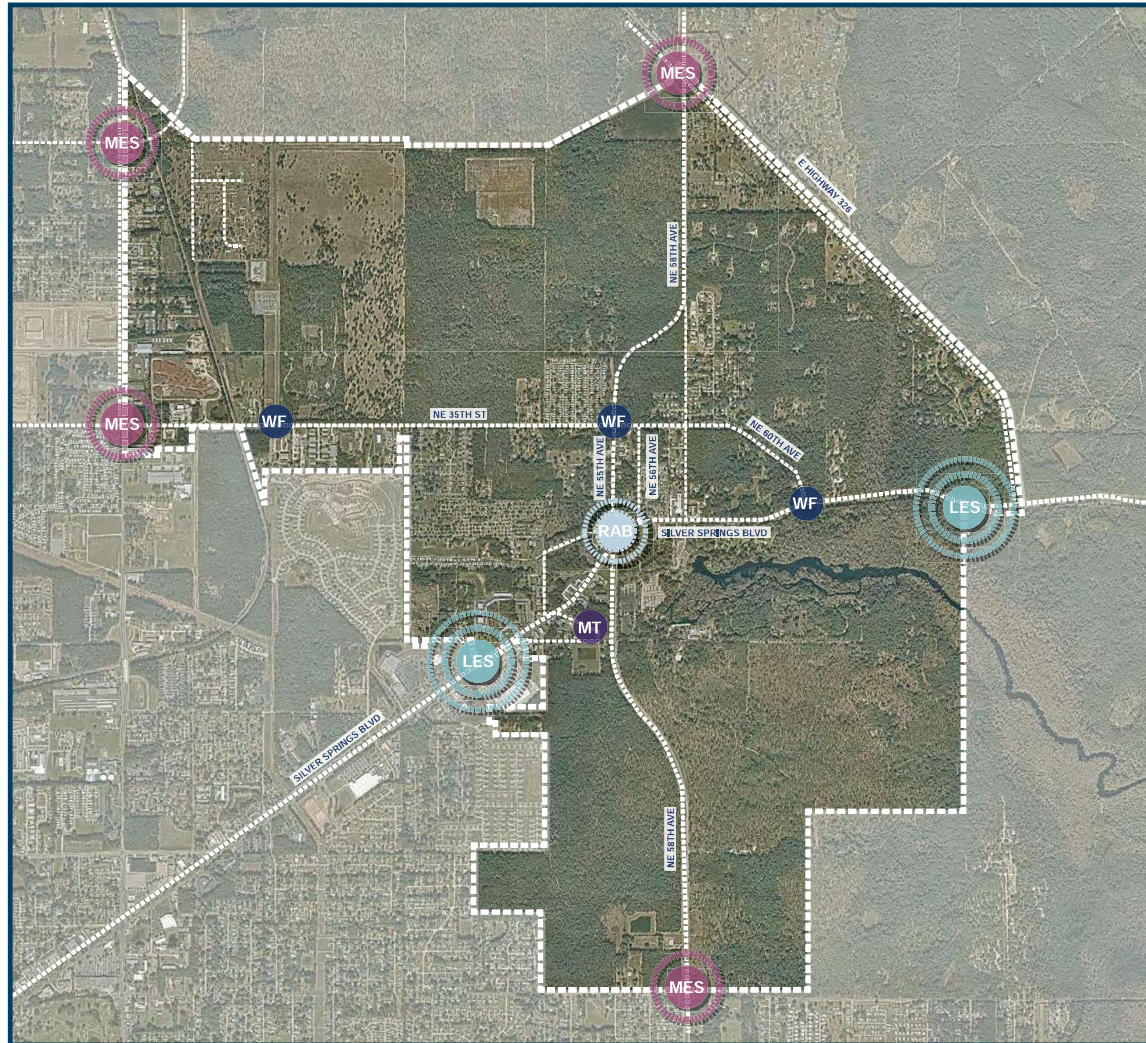
The Preliminary Signage Location Layout map recommends locations for the various types of signs proposed throughout the CRA. Additional wayfinding signs or directional signs can be added based on site specific factors during development and redevelopment of areas within the CRA. The map indicates different types of signage as noted on the Legend (for example: LES = Large Entry Sign; MT = Multi-tenant / Directional Sign, etc.).

During the Master Plan process, three Signage options were prepared based on different design inspirations taken from the Silver Springs community. Based on feedback received during the community workshops and discussions with the local stakeholders, “Sign Family Option A” received the most support. All sign options are included within the Appendix.

Sign Family A takes inspiration from the local springs and flowing waters. Colors, shapes, and design materials represent the essence of crystal blue, reflective flowing water. The overall materials and shapes relate back to the County’s other gateway sign themes and the accent colors relate to the current TDC branding materials for Marion County. Alternative material options are presented and can be finalized during final design. If desired by the County at major locations, digital sign boards can be incorporated into the larger signs.



Preliminary Signage Location and Sign Types Map



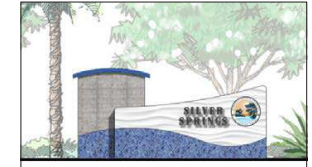
LEGEND



LARGE ENTRYWAY SIGN



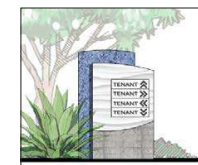
MEDIUM ENTRYWAY SIGN



MULTI-TENANT / DIRECTIONAL SIGN



WAYFINDING SIGN



ROUND-A-BOUT



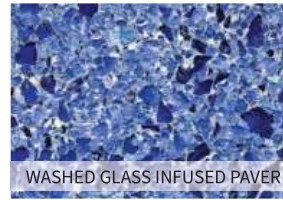
- ◆ The Preliminary Signage Location and Sign Types Map depicts recommended locations for gateway and wayfinding signage within the CRA.
- ◆ Large entryway signs are recommended on Silver Springs Boulevard. Medium entryway signs are recommended at other key CRA entrances.
- ◆ An iconic design feature in the future roundabout at Silver Springs Boulevard and Baseline Road is recommended.
- ◆ Wayfinding sign locations can be determined at the time of roadway enhancement projects and site development/redevelopment.



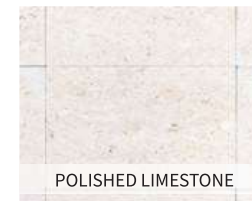
Signage and Design Inspiration



World Famous Glass



Spring Water



Natural Silver Springs

◆ Different elements from within the CRA area were considered for design inspiration.



Preferred Signage Family Option



DESIGN INSPIRATION AND MATERIALS



ALTERNATE (W/ WOOD PANELS)



ALTERNATE (W/ DIGITAL SIGN BOARD)



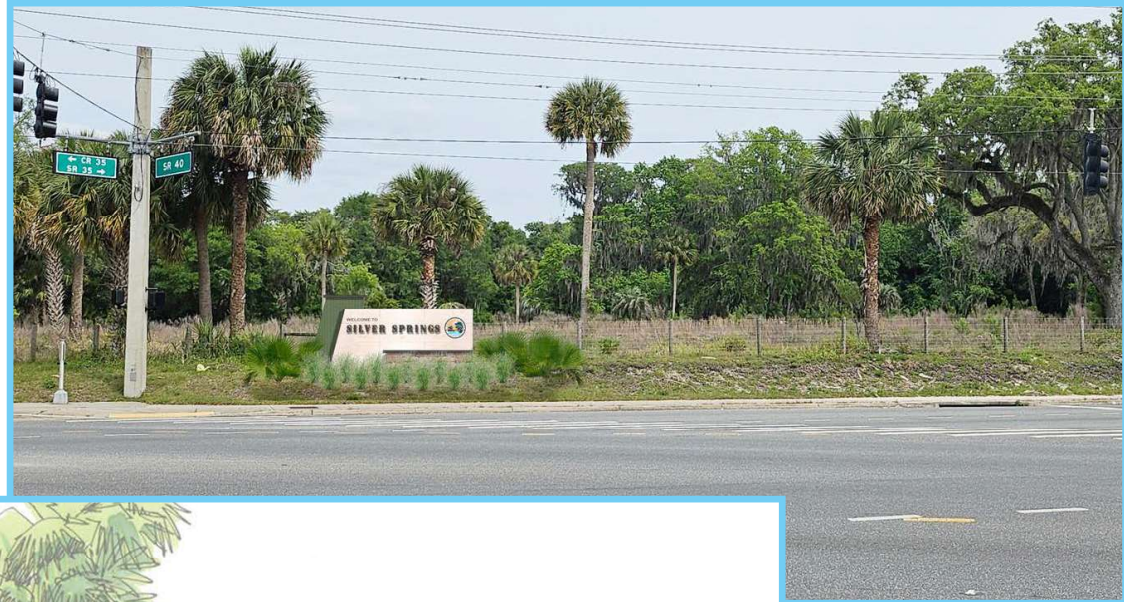
ALTERNATE (W/ ROUGH LIMESTONE)



ALTERNATE (W/ POLISHED LIMESTONE)



- ◆ The preferred signage options were selected following public involvement and stakeholder meetings.
- ◆ The preferred options draw inspiration from the clear blue waters of the Silver River.
- ◆ They also incorporate colors and design elements from the adopted branding standards of Marion County and the Tourist Development Council.
- ◆ The preferred options provide ample opportunity for refinements based on sign location and purpose.



Silver Springs State Park

A significant signing and branding opportunity exists at the corner of Silver Springs Boulevard and Baseline Road. For many years a water park existed at this location known as Wild Waters. By 2021 this park was demolished by FDEP as part of their Unit Management Plan for Silver Springs State Park. Today this area is being reestablished as a natural area, but the demolition of Wild Waters has left the State Park without a “front door” at the corner. In fact, the park entrance and main sign is east of the intersection on SR 40. New visitors who come to the area from the west are not even aware that the park exists until they have left the core of the CRA.

At this location it is recommended that the CRA engage with Silver Springs State Park to investigate the feasibility of erecting a significant entrance sign on this corner. This creates not just a better presence on the roadways, but also a better sense of arrival for visitors when arriving from the west or south. The final design of a new entrance sign would need to be coordinated with the State Park, but this Master Plan created a sign design that could be used as a starting point for further discussions on CRA facing signage from the State Park.

Estimated costs for each type of Sign is provided in *Section Three - Strategic Reinvestment Plan*.



Potential signage for Silver Springs CRA at the intersection of SR 40 and SR 35



CAPITAL PLANNING: Key Findings



- Capital improvements needed in the CRA are identified, some improvements will require partnership with other agencies.
- Projects included a range of improvements including mobility enhancements, development incentives, grants, and community open spaces.
- TIF revenues are anticipated to increase with the development of one or more of the Catalyst Concepts
- Funding is assumed to be derived through TIF Revenues, Grants, Public-Private Partnerships, and Strategic Partnerships with agencies such as the TPO and FDOT.

CAPITAL PLANNING: Implementation



- All Master Plan Goals
- Master Plan Recommendations 1, 4, 5, 6, 7, 8, and 9

Capital Planning Strategies

The success of any specific program and/or project is dependent on the identified steps for implementation, the coordination of efforts, and limitations of available resources. The CRA's ability to fund capital improvements is limited to the funds available from TIF revenues, which are not sufficient to fund all capital improvements needed in the area. Some projects will require the dedicated efforts of the CRA and strategic partnerships including those identified in *Section Two: Strategic Reinvestment Strategies* to better leverage available resources, as well as the potential for additional investment in the project either through dedicated funds, or public-private partnerships. This Section identifies potential projects and certain funding mechanisms necessary for successful development and redevelopment activities including Tax Increment Financing (TIF) funds or leveraged funds, such as grants.

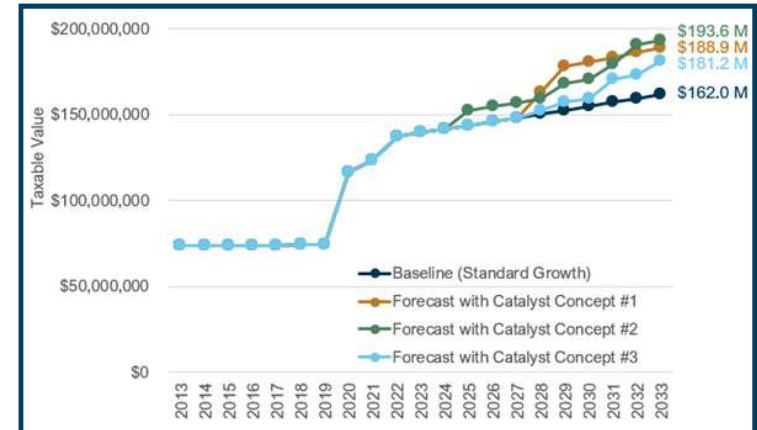
The 2024 Silver Springs Master Plan provides the blueprint for the future redevelopment of the Silver Springs CRA and surrounding community. The Master Plan provides the County with specific strategies and techniques to address the opportunities identified in *Section Two* and the goals identified in *Section One - Introduction*. In this Section, projects and programs have been identified including priority (low-, medium-, and high-) and possible funding sources (CRA, County, TPO, etc.). In addition, this Section provides a summary listing of potential grants which the CRA/County may pursue to assist with the overall implementation of the Plan. The Plan is mindful of limited funding sources assumed to be primarily derived through the TIF. It is understood, certain expectations and ongoing (recurring) expenses will continue through the Planning period for the CRA including but not limited to existing agreement(s) with the Marion County Sheriff's Office to provide community policing within the CRA.

TIF Funding

The CRA had a taxable value of approximately \$74.0 million in 2013 and that value has grown to over \$137.5 million in FY 22-23. In recent years the CRA has experienced limited annual growth (generally less than 1 percent). Between FY 23-24 and FY 24-25, the CRA TIF Revenues grew by less than \$1,000 to a current annual revenue of \$378,000. However, some level of future growth is anticipated in the Market Study, and one or more of the Catalyst Concepts could not only provide much needed increase in the underlying taxable property base but could also cause secondary economic benefits. Redevelopment of these areas would result

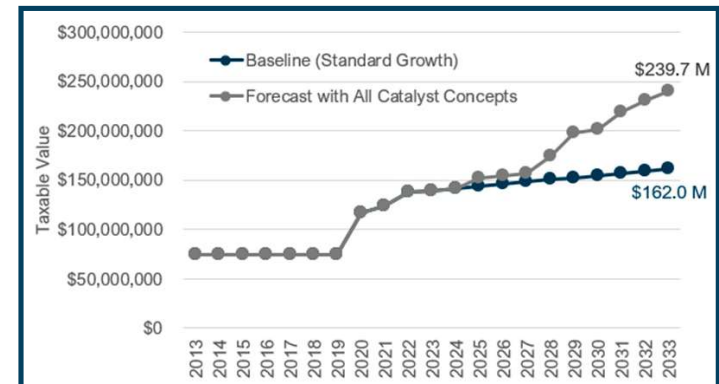
in an increase in taxable values which will in turn result in increased TIF revenues.

The Master Plan assumed a relatively modest 1.5 percent increase in year over year valuations. Assuming this growth rate is maintained, the taxable valuation for the CRA could increase to just over \$160 million in 2033. However, if one or more of the Catalyst Concepts is developed, this number could increase significantly. The graph below illustrates the potential TIF Revenue increases for the baseline growth projections and considering Catalyst Concepts #1, #2 and #3 individually.



Comparison Forecast of TIF Revenue Increase, Catalyst Concepts Evaluated Individually

If three of the catalyst concepts were to be fully developed, the taxable within the CRA would grow cumulatively as shown here:



Comparison Forecast of TIF Revenue Increase, Catalyst Concepts Evaluated Collectively

Based on available information and projects in development, one additional hotel is assumed within the next three years which contributes to a continued upward trend in property valuations. Considering baseline growth without the development of Catalyst



Projects, the taxable value of the CRA is projected to increase to \$162 Million in 2033, which would generate an additional \$60,000 - \$80,000 in annual revenues. As the projections above show, development of Catalyst Projects would increase the taxable value significantly, and could result in an additional \$200,000 per year in annual revenues.

Fiscal Year Budget Review

The CRA prepares and adopts an annual Fiscal Year budget which identifies revenue sources and expenditures. The Budget is provided as part of a the CRA's required Annual Report to Marion County and to the *Florida Commerce Department* (formerly Florida Department of Economic Opportunity). While the budget does not include specific projects such as development incentive grants, the CRA Annual Report provides a detailed breakdown of grants, projects and the like and their respective status (on-going, complete, pending, etc.).

Florida Statutes, Chapter 163, Part III Community Redevelopment, specifically F.S. 163.387, identifies specific requirements of the Redevelopment Trust Fund including the types of projects and programs TIF Revenues can be used for including the following items. It should be noted that marketing and promotional items and projects are not available to funded by the CRA's TIF Funds.

1. Administrative and overhead expenses directly or indirectly necessary to implement a community redevelopment plan adopted by the agency.
2. Expenses of redevelopment planning, surveys, and financial analysis, including the reimbursement of the governing body or the community redevelopment agency for such expenses incurred before the redevelopment plan was approved and adopted.
3. The acquisition of real property in the redevelopment area.
4. The clearance and preparation of any redevelopment area for redevelopment and relocation of site occupants within or outside the community redevelopment area as provided in s. 163.370.
5. The repayment of principal and interest or any redemption premium for loans, advances, bonds, bond anticipation notes, and any other form of indebtedness.
6. All expenses incidental to or connected with the issuance, sale, redemption, retirement, or purchase of bonds, bond anticipation notes, or other form of indebtedness, including funding of any reserve, redemption, or other fund or account provided for in the ordinance or resolution authorizing such bonds, notes, or other form of indebtedness.
7. The development of affordable housing within the community redevelopment area.
8. The development of community policing innovations.
9. Expenses that are necessary to exercise the powers granted under s. 163.370, as delegated under s. 163.358.

Based on the previous FY Budgets, FY 2023-24 and FY 2024-25, the CRA has maintained consistent allocations of TIF revenues towards the budget items. Generally, the FY Budgets include Professional Services (including Community Policing and Administrative costs), Improvements Other Than Buildings and Grants & Aid (including specific project programs).

Table 1 provides a summary of Revenues and Expenditures for the above noted Fiscal Years.

Currently, the CRA is spending approximately 43-45% of the TIF Revenues received on Community Policing under a contract with the Marion County Sheriff's Office which provides additional law enforcement resources within the CRA (targeted number of officers and increased presence). Professional-Administrative costs are generally between 4-6 percent with the remaining funds allocated to the capital-oriented projects including grants for building rehabilitation, signage, parking renovations, private security enhancements and utilities (i.e., sanitary sewer retrofits).

Table 1: Revenue and Expenditures within the CRA for FY 23-24 and FY 24-25

Revenue	FY 2023-24		FY 2024-25	
	Budget	% of Budget	Budget	% of Budget
Revenue	\$387,690*		\$378,000	
Expenditures	Budget	% of Budget	Budget	% of Budget
Professional - Community Policing	175,000	45.14%	\$165,000	43.65%
Professional - Other	\$18,117	4.67%	\$25,950	6.88%
Improvements other than buildings	\$89,000	22.96%	\$52,000	13.76%
Grants & Aid (project programs)	\$105,573	27.23%	\$135,000	35.71%**
Total	\$387,690	100.00%	\$377,950	100.00%

* Includes TIF Revenues of \$377,490 plus \$10,200 in interest; previous year TIF funds (carry-over) are not included
 ** Includes sign grant which has been extended outside of design district

Capital Projects, Programs, and Projected Costs

The CRA anticipates exercising the enumerated powers set forth in the Community Redevelopment Act of 1969 to create, fund, and implement an array of strategies to promote redevelopment programs and projects within the community redevelopment area. The Community Redevelopment Act also requires identification of publicly funded capital projects to be undertaken within the CRA.

For purposes of developing this Action Plan, it is understood the CRA will continue to budget for “buckets” or groups of funds which provide a list of potential project types. This allows the CRA to take a more flexible approach to respond to the redevelopment demands. A budget for these projects and programs has been identified and reviewed against recommended projects necessary to support redevelopment. When considering the budget, the list of projects, as included in *Table 1*, was initially utilized to identify a cost-per-item versus a total CRA wide project. These projects have been identified as either short-term (< 5 years), medium-term (5 - 10 years) and long-term (beyond years). The budgets also consider the potential implementation of other Capital Projects such as roadway improvements as part of the County's Long Range Transportation Plan and or similar.

Table 2 provides a snapshot of the recommended Capital Project categories including identifying projects based on their priority in being undertaken and completed by the CRA. This table identifies the proposed list of projects by project type and then the timeframes in which to complete or, in the case of Development Incentives, are assumed to be provided through the life of the CRA.

The projects and associated costs listed have been used for budgetary purposes only and will need to be verified at the time of implementation.

The following tables provide additional Project Information including location, type (group), time-frame, priority, estimated costs, funding sources, representative projects and other information that may further discuss and or support the project. There are a number of strategic partners undertaking various projects which may be developed in-parallel with the list below.



Table 2: Capital Improvement Projects and their recommended Implementation Period

		Short-Term (<5 years)	Medium-Term (5-10 years)	Long-Term (>10 years)
Development Incentives	Facade Grants	X	X	X
	Development Incentives	X	X	X
Mobility	Sidewalks/Pedestrian Crossings	X	X	X
	Multi-modal trails		X	X
Transportation	Roadway Capacity Improvement Projects		X	X
Parks/Open Space	Community/Public Spaces	X		
Signage and Corridor Improvements	Community Signage (gateway/wayfinding), Corridor Enhancements	X	X	X
Safety	Community Policing	X	X	X

It is important to note that the CRA can fund certain improvements associated with capital expenditures for projects including the design, permitting, and construction; but are generally limited (restricted) in funding the long-term maintenance following construction. The CRA can enter into agreements with other entities or agencies which would be responsible for maintenance post installation. Also, the CRA can enter into agreements with other agencies which would “augment” projects and other improvements within the CRA, including FDOT and TPO.

Funding Options

All funds received from a TIF District must be used for specific redevelopment purposes within the targeted area, and not for general government purposes and other certain types of projects as defined by Florida Statutes, Section 163.387(1). The statute provides the guidance for determining the use of the funds in the TIF Redevelopment Trust Fund. Revenues are not required to be spent within the Fiscal Year and may be carried over from year to year. The CRA has several strategies which can fund projects such as (1) paying for projects as sufficient TIF funds are received (aka “pay as you go”), (2) obtaining grants to fund all or parts of a project, (3) long-term bond financing pledging TIF revenues for repayment, or (4) a combination of multiple sources and strategies. With respect to long-term bond financing, the CRA can seek long-term bonds through an outside source or enter into an agreement with Marion County Board of County Commissioners with the CRA repaying funds through the TIF revenues.



There are advantages and disadvantages to these funding strategies, specifically the pay-as-you-go and the long-term bond financing. The pay-as-you go approach reflects a conservative financial perspective that has the advantage of avoiding the long-term costs of financing. However, pay-as-you-go extends the timeframes required to make needed and desired improvements within the community. Pursuing long-term financing through the issuance of revenue bonds consistent with Section 163.385 FS can expedite projects and allow for an immediate impact on the community and stay ahead of inflationary cost increases. However, bond funding secured through outside sources will also carry additional costs for interest payments and other bond related fees .

An additional funding option is to set aside TIF revenues into a Sinking Fund. A sinking fund is a method where a sum of money is set aside on a regular basis to pay for larger, expected future expenses. This method ensures that projects can be paid in full or with limited debt. The funds saved using this method can also be used to make future loan payments or retire debt. This is similar to the pay-as-you-go approach, however all the required funds for the project are available prior to the project start instead of being available in phases. The sinking fund goal is to avoid stacking debt.






The Master Plan contains several projects that include opportunities for sustained community input and involvement including some public-private partnership opportunities. The Master Plan is aggressive in nature and not all projects may be fully funded within the life of the CRA. The following Recommended Capital Projects list is understood to be a guide to help prioritize existing available funds, community desired implementation programs, catalysts concepts/opportunities, and incentives to support economic development within the CRA. As the Master Plan is implemented, budgets and costs for the necessary underlying infrastructure to develop the CRA’s Vision will need to occur. It will be necessary to combine both public and private sources of capital, potentially using both long- and short-term financing options, to successfully implement the Master Plan.



Table 3: Recommended Projects, Costs, and Funding Sources

#	Project Name / Identifier	Project Location	Project Type(s)	Timeframe	Priority	Estimated Cost(s)	Funding Source(s)	Types of Projects	Other Information
1	Sidewalks	Various County Roads (potential: NE 58th Avenue, NE 35th Street, NE 24th Street)	Mobility Enhancement / Safety	Short- to Mid-	<i>Project Specific Dependency; assumed to be High</i>	Per mile of sidewalk (assuming 5' width): \$420,000	CRA, County, Grant(s)	Various sidewalk improvement and or enhancement projects including sidewalks along NE 58th Avenue, NE 35th Street, NE 24th Street;	
2	Wayfinding & Monument Signage	Various; see Gateway Location Map	Community Signage	Short	<i>Medium</i>	<ol style="list-style-type: none"> 1. Large Entry Sign: \$90,000 per sign; \$25,000 additional for digital screen 2. Medium Entry Sign: \$60,000 per sign 3. Small Sign/Entry Sign: \$13,000 per sign 4. Multi-Tenant Directional Sign: \$22,000 per sign 5. Wayfinding Sign: \$20,000 per sign 	CRA, County	Community Identification Signs, Wayfinding, Monument including Gateway Signage	



#	Project Name / Identifier	Project Location	Project Type(s)	Timeframe	Priority	Estimated Cost(s)	Funding Source(s)	Types of Projects	Other Information
3	Transit Shelter	SR40, 35th Street, SR35	Mobility Enhancement/ Transportation	Mid-term	Medium	\$25,000 per shelter	SunTran	<p>Transit Shelter and pad site, designed to meet SunTran Transit shelter standards (see <i>Trails and Transit Map</i> for potential locations).</p> <p>Note, it is understood SunTran has identified an in the process of installing four new transit shelters within the CRA</p>	 
4	Community Public Spaces; Park Connections	Indian Lake Connector, Coehadjoe Connector	Mobility Enhancement/ Transportation	Mid- to long-term	Medium	Estimated cost(s) dependent on the nature and type of facility proposed; recommend linking to Countywide Parks Master Plan and Capital Improvements	County, Grant(s)	<p>Includes but not limited to Parks, Trails and or other projects identified within the County's Parks Master Plan</p> <p>May include: accessible spaces, signage, universal design fixtures, splash pad, exercise equipment, Multiuse Recreational Trail (MURT), etc.</p>	 
5	Pedestrian Crossing(s)	SR 40	Mobility Enhancement / Transportation	Short- to mid-term	High	<ol style="list-style-type: none"> 1. Marked Protected Pedestrian Crossing: \$35,000 per crossing 2. Enhanced Pedestrian Crossing: \$350,000 per crossing. 	CRA, County, Grant(s)	<p>May be included with overall roadway / corridor improvement projects; potential high priority if identified as part of a Safety Action Plan or similar</p>	



#	Project Name / Identifier	Project Location	Project Type(s)	Timeframe	Priority	Estimated Cost(s)	Funding Source(s)	Types of Projects	Other Information
6	Facade Grants		Community Appearance	Short- to mid-term	<i>High</i>	Various Costs subject to Application/ Request Consistent with FY 24-25 Budget, approximately \$52,000 annual	CRA County (potential CDBG and other Grant Sources)	<ul style="list-style-type: none"> ◆ Streetlighting ◆ Property Acquisition ◆ Easement Acquisition 	TBD; Dependent on Type and Number of Applications and available funding
7	Development Incentives (Grants & Aid - Project Programs)	Various; dependent on Applications (Requests) received	Community Appearance / Redevelopment Project	Short- term to ongoing	<i>High</i>	Various Costs subject to specific Grants/ Application type Consistent with FY 24-25 Budget, approximately \$135,000 annual	CRA County (potential CDBG and other Grant Sources)	<ul style="list-style-type: none"> ◆ Building Improvements ◆ Façade Grants ◆ Security Improvements ◆ Utility Connection ◆ Sign/Painting ◆ Code Abatement ◆ Brownfields ◆ Etc; may also include as part of a development agreement limited site preparation (clearing, grading, infrastructure extensions) 	TBD; Dependent on Type and Number of Applications



Grant Funding and Opportunities

There are a variety of grant and funding opportunities available to leverage the TIF funds received by the CRA. Having an updated Community Redevelopment Plan with identified capital improvement projects and program enhancements in place will increase the opportunities for support and funding for specific projects by providing an overall vision, community support, and technical implementation criteria. The following presents a summary of various grant and funding opportunities available, grouped by relevance to the CRA and the project list above. This listing is not intended to be exhaustive; there may be additional funding

opportunities that can further assist with design and development assistance for the identified improvements. It is recommended during the annual review process that further review and update of available and applicable funding opportunities be explored to determine applicability for specific project(s), as well as revisions to application procedures, guidelines, and dollar amounts. This list also identifies the specific projects identified by this Plan and or projects discussed throughout the Planning Process and the potential Grant (source).

Table 4: Grant Opportunities

#	Grant Name	Agency	Funding Max	Required Match	Date Open	Date Due	Grant Period	Priorities	Types of Projects	Silver Springs CRA Potential Projects
1	Ametek Foundation, Inc.	Ametek Foundation, Inc.	\$160,000	No	Rolling	Rolling	Unknown	Employment, Economic Development, Job Related and Business Grants	The foundation provides wide ranging types of support including: annual campaigns, building and renovation, endowments, equipment, exchange programs, general/operating support, matching and challenge support, program development, research, scholarship funds, and technical assistance.	Potential Business/incubator type of projects (development incentives)
2	Community Challenge Grant	American Association of Retired Persons (AARP)	\$50,000	None	May	June	12 months	Supports projects that: <ul style="list-style-type: none"> ◆ Increase civic engagement; ◆ Deliver a range of transportation and mobility options; ◆ Demonstrates the tangible value of “Smart Cities”; and ◆ Other community improvements. 	Affordable Housing Parks Eligible activities include: <ul style="list-style-type: none"> ◆ Permanent physical improvements in the community; ◆ Temporary demonstrations that lead to long-term change; and ◆ New, innovative programming or services. 	<ul style="list-style-type: none"> ◆ Catalyst Concept #1, #3 and #4 (depending on the ultimate development program for those Concept Areas) ◆ Housing & Neighborhood Initiatives (including Neighborhood Stabilization),
3	Community Planning Technical Assistance Grant	Florida Department of Commerce	\$75,000	None	April	May	12 months	CPTA grants provide counties, municipalities, and regional planning councils the opportunity to create innovative plans and development strategies to promote a diverse economy, vibrant rural and suburban areas, and meet statutory requirements for planning, while also protecting environmentally sensitive areas. Understanding that many Florida communities have been impacted by hurricanes, CPTA grants may also be used to assist with disaster recovery, resiliency, and economic development planning.	<i>Projects should relate to community planning and economic development strategies that implement the requirements in the Community Planning Act</i> (see section 163.3168, Florida Statutes). DEO encourages communities to apply for projects related to planning for disaster recovery and community resiliency, especially related to flooding and the effects of sea level rise and meeting the requirements in section 163.3178(2)(f), Florida Statutes. Applicants are encouraged to seek funding for innovative, creative, or unique approaches to planning, development, and infrastructure in their community.	<ul style="list-style-type: none"> ◆ Additional Master Planning Efforts (housing study, green infrastructure, etc). ◆ Potential Economic Development Element of the Comprehensive Plan or additional economic / housing study.



#	Grant Name	Agency	Funding Max	Required Match	Date Open	Date Due	Grant Period	Priorities	Types of Projects	Silver Springs CRA Potential Projects
4	Community Public Spaces	The Knight Foundation	Varies	TBD	Rolling	Rolling	-	Investments to connect people to the places where they live and to the public life of the community through the design, construction and programming of inclusive and equitable public spaces. Belief is that great public spaces have the power to transform cities. They are where neighbors can meet and residents can enjoy local arts and culture, take a jog or spend time with family.	Arts Culture Examples of engagement projects include choosing to stay in a place, participating in community and civic affairs, voting, volunteering or simply taking part in the social life of the community.	<ul style="list-style-type: none"> ◆ Catalyst Concept #1, #2, #3 and #4 (depending on the ultimate development program for those Concept Areas) ◆ Linkages to Coehadjoe Park, Silver Springs State Park or similar.
5	Cultural Facilities Program	Florida Division of Arts and Culture	\$500,000	1:1	04/01/2024	06/03/2024	23 months	Projects are focused on renovation, acquisition, or construction of a cultural facility.	Arts	Consider Possible Silver Springs Cultural and Community Center or similar community oriented center (outside of Silver Springs Park)
6	Florida Recreation Development Assistance Grant	Florida Department of Environmental Protection (FDEP)	\$200,000	Projects of \$50,000 or less qualify for a 100 percent grant. A local match is required for grants greater than \$50,000	08/01/24	08/31/24	3 Years	Provides state funds to acquire or develop lands for public outdoor recreation.	Parks Examples of projects include park upgrades, equipment, resiliency parks	<ul style="list-style-type: none"> ◆ Park improvements ◆ Park Connectors
7	Grants for the Arts	National Endowment for the Arts	\$100,000	1:1	January/February/June/July	Varies	24 months	Through project-based funding, the program supports public engagement with, and access to, various forms of art across the nation, the creation of art, learning in the arts at all stages of life, and the integration of the arts into the fabric of community life. Projects are funded in specific disciplines: Artist Communities, Arts Education, Dance, Design, Folk & Traditional Arts, Literary Arts, Local Arts Agencies, Media Arts, Museums, Music, Musical Theater, Opera, Presenting & Multidisciplinary Arts, Theater, and Visual Arts.	Arts Under the Visual Arts Discipline (open now), project types include commissions or public art and innovative uses of technology among others. Under the Design Discipline, the NEA supports design projects that have a public benefit. Projects that have public benefit include:- Commissions and production of new work, particularly that hire / provide direct fees to artists- Design and community planning for public spaces or landscapes- Artistically excellent design projects that foster positive social impact and employ inclusive design concepts.	<ul style="list-style-type: none"> ◆ Catalyst Concept #2 and #3 (depending on the ultimate development program for those Concept Areas) ◆ Public Art Program ◆ Parks enhancements and improvements



#	Grant Name	Agency	Funding Max	Required Match	Date Open	Date Due	Grant Period	Priorities	Types of Projects	Silver Springs CRA Potential Projects	
8	Land and Water Conservation Fund	Florida Department of Environmental Protection (FDEP)	\$1,000,000	1:1	01/01/2024	02/01/2024	-	Provides federal funds to acquire or develop lands for public outdoor recreation. Eligible applicants: local governmental entities with the legal responsibility for providing public outdoor recreational sites and facilities. Funding is contingent upon approval by the National Park Service.	<i>Ecotourism</i> <i>Parks</i> Outdoor recreation areas and facilities such as beaches, picnic areas, trails, ball fields, tennis and basketball courts, and playgrounds along with associated support facilities such as lighting, parking, restrooms, and landscaping.	<i>Various projects including County Parks enhancements, trails/trail linkages, ecotourism efforts.</i>	
9	Our Town Program	National Endowment for the Arts	\$150,000	None	July/August		8/4/2023 Grants.gov 8/16/23 Applicant Portal	24 months	The NEA encourages applications for projects that integrate arts, culture and design into strategies for strengthening communities. Arts, culture, and design may uniquely:- Bring new attention to or elevate key community assets and issues, voices of residents, local history, or cultural infrastructure.- Inject new or additional energy, resources, activity, people, or enthusiasm into a place, community issue, or local economy.- Envision new possibilities for a community or place-Connect communities, people, places, and economic opportunity via physical spaces or new relationships. Requires partnership with local government and cultural organization.	ArtsPublic art (art that is conceived for a particular place or community)Public space design (designing elements of public infrastructure or spaces where people congregate, e.g. parks)	<ul style="list-style-type: none"> ◆ <i>Depending on Type and Design of Community parks and facilities including public art; potential art or "springs walk" concept.</i> ◆ <i>Potential inclusion in Catalyst Concept area depending on nature of park/ community focal point.</i>
10	Planning and Local Technical Assistance Programs	U.S. Department of Commerce and Economic Development Administration (EDA)	\$300,000	50%* (may be lowered depending on economic distress - see NOFO)	3/15/2021 (NOFO #: EDA-PHI-TA-PRO-2021-2006851)		Rolling	3 years for Partnership Planning; 1-3 years for other Planning or Technical Assistance	Applications are evaluated on, amongst other criteria, how well the project aligns with at least one investment priority (e.g. promoting economic prosperity by enhancing environmental quality and developing/implementing green products, processes, places, and buildings) and includes projects that encourage innovations in energy-efficient technologies, clean energy and alternative fuel technologies as well as promoting job creation/private investment and business expansion.	Projectsthatalignwithatleastoneinvestment priority (e.g. promoting economic prosperity by enhancing environmental quality and developing/implementing green products, processes, places, and buildings) and includes projects that encourage innovations in energy-efficient technologies, clean energy and alternative fuel technologies as well as promoting job creation/private investment and business expansion.	<i>Catalyst Concept #1, #2, #3 and #4 (depending on the ultimate development program for those Concept Areas)</i>



#	Grant Name	Agency	Funding Max	Required Match	Date Open	Date Due	Grant Period	Priorities	Types of Projects	Silver Springs CRA Potential Projects
11	Public Works and Economic Adjustment Assistance Program	U.S. Department of Commerce and Economic Development Administration (EDA)	Generally range from \$600,000 to \$3,000,000	50% - 80%	Rolling	Rolling	36 months	<p>EDA solicits applications from applicants in order to provide investments that support construction, non-construction, planning, technical assistance, and revolving loan fund projects under EDA's Public Works program and Economic Adjustment Assistance program.</p> <p>Requires applicant meet economic distress criteria: (i) unemployment rate for last 24-month period is 1% higher than national average (Bureau of Labor Statistics); (ii) per capita income 80% or less the national average (based on latest American Community Survey data); (iii) qualifies as Special Need as determined by EDA (see Notice of Funding).</p>	<p><i>Economic Development</i></p> <p><i>Utilities</i></p> <p>Provides funding for a full range of communities' and regions' economic development needs from planning and technical assistance to construction of infrastructure.</p>	<p><i>Utility and Infrastructure including (consider partnership with Community Services)</i></p>



Grant Funding and Opportunities

The CRA is required to prepare an annual budget for expected revenues and expenditures. Considering the improvements recommended in the Master Plan, the following table recommends capital improvements that should be considered for implementation.

Table 5: Capital Improvement Table

#	Project Name	Description	Funding Source ⁽³⁾	5 Year Funding Totals	2024/25	2025/26	2026/27	2027/28	2028/29
REVENUES									
	Expected TIF Revenues	Expected revenues based on taxable values, without Catalyst developments			\$378,000	\$383,670	\$389,425	\$395,266	\$401,195
EXPENDITURES									
SS1	Community Policing Funding	Expenditures to Marion County Sheriff	CRA	\$690,000	\$165,000	\$150,000	\$135,000	\$125,000	\$115,000
SS2	CRA Facade and Improvement Grants	Annual Expenditure to CRA grant applications from businesses	CRA	\$625,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
SS3	Silver Springs Pedestrian Crossings	Mid Block Pedestrian Crossings on SR 40, without signalization.	CRA	\$100,000	\$50,000	\$50,000			
SS4	Gateway Signage at SR 40 ⁽⁴⁾	Major gateway in eastbound direction on SR 40.	CRA, TDC	\$40,000	\$40,000				
SS5	Gateway Signage at Silver Springs State Park ⁽⁴⁾	Partnership with Silver Springs State Park to install major gateway signage on the corner of SR 40 and SR 35.	CRA, State	\$25,000		\$25,000			
SS6	24006-00-000 Site Preparation	Demolition of building	CRA	\$15,000	\$15,000				
SS7	Gateway Signage Installations ⁽⁴⁾	Additional gateway installations per the Master Plan.	CRA, County	\$40,000			\$40,000		



#	Project Name	Description	Funding Source ⁽³⁾	5 Year Funding Totals	2024/25	2025/26	2026/27	2027/28	2028/29
SS8	Sidewalk Extension Projects	Install sidewalks on an annual basis per recommended gap analysis	CRA	\$75,000			\$25,000	\$25,000	\$25,000
SS9	Trails Connector Project	Half-Mile Creek Trail	CRA	\$338,500		\$18,500	\$65,000	\$120,000	\$135,000
TOTALS:				\$1,948,500	\$395,000	\$368,500	\$390,000	\$395,000	\$400,000

- (1) Gateway signage funding may be a combination of design efforts, physical construction, grant partnerships, or leveraged dollars for grant applications, to the extent allowable by Florida Statutes.
- (2) State Park signage may be a combination of design efforts, physical construction, or leveraged funding partnerships with the State Agency, to the extent allowable by Florida Statutes.
- (3) Funding Sources may include grant opportunities as applicable by project type.

A photograph of the entrance to Silver Springs. In the center, a large sign reads "SILVER SPRINGS" in a decorative font, with "ENTRANCE" written below it in a smaller, oval-shaped sign. The sign is set against a backdrop of lush greenery, including several tall palm trees. In the foreground, there is a well-maintained green lawn. To the right, a paved road and utility poles are visible. The overall scene is bright and sunny, with a clear blue sky.

SILVER SPRINGS
ENTRANCE

Section Three:
Implementation Plan
Summary



SUMMARY: Key Findings



- The Vision Statement and CRA Master Plan Goals are revisited.
- Targeted actions are identified that would serve to implement the Master Plan Goals.

SUMMARY: Implementation



- All Master Plan Goals
- All Master Plan Recommendations

Marion County, through the Silver Springs CRA, embarked on the development of the 2024 Silver Springs CRA Master Plan. The 2024 Silver Springs CRA Master Plan takes a holistic approach to the Silver Springs Community *including not only the traditional CRA and its functions but also the linkages between the CRA the surrounding government agencies and State Parks*. The Master Plan and its recommendations are founded on the analytical components identified in previous sections and a robust Community Outreach program that involved a series of events providing both in-person and virtual opportunities to provide input and recommendations. Feedback from the area residents and public and private stakeholders indicated the pressing need for strategic infrastructure improvements, community policing, and new hospitality and commercial opportunities designed to enhance tourism in the area, all while embracing what makes this particular area special.

The process analyzed a broad range of topics and supporting information including but not limited to:

- ◆ Identification of Community Assets
- ◆ Analysis of Existing Land Uses, Future Land Uses, and Zoning Classifications; including Vacant Land Uses
- ◆ Mobility Options and Opportunities (i.e., the local and State roadway network, sidewalks, transit)
- ◆ A Market study comparison of residential and non-residential trends as well as potential future market demands, which further informed the Catalyst Concepts
- ◆ Existing and Proposed Infrastructure utilized by the CRA
- ◆ Community Outreach; including the review of comments and sentiments from over 750 respondents



Members of the public discuss proposed improvements during one of the Community Workshops

CRA Vision Statements - Revisited

The community comments and analysis resulted in a series of five Key *Vision* Statements (the highest level, inspirational in nature, setting the foundation for the Goals) and six Master Plan *Goals* which further the Vision and serve as benchmarks to guide future growth and redevelopment efforts. The Vision statements identified in *Section 1 - Introduction*, form the basis of the Plan and its recommendations including the Strategic Reinvestment Plan and Capital Improvements Plan. Based on the Vision, the Plan aspires to:



Provide a Range of Options for Housing, Jobs, and Transportation/Multimodal Opportunities



Enhance Connectivity to Employment Centers, Community Assets, and Other Key Destinations



Improve Safety for Motorists, Bicyclists, and Pedestrians



Celebrate Unique Assets of the Silver Springs and the Region



Better Quality of Life for all



CRA Master Plan Goal Implementation

Building on the Key Vision Statements, the purpose of this Master Plan is to foster development and redevelopment opportunities to increase property values and economic vitality, and to improve the quality of life for residents and visitors to the area. Six primary goals were identified to serve as benchmarks to guide the future growth and redevelopment of the CRA.

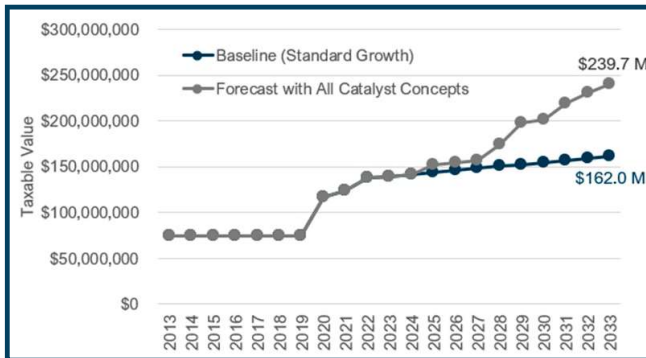
In this section, the Master Plan presents targeted and actionable recommendations, summarized from the various sections of the Plan, that should be undertaken to help achieve these goals.

Goal #1 - Promote commercial redevelopment that includes family-friendly public spaces, implementation of the Catalyst Concepts, and encourage development of commercial uses more conducive for tourism.

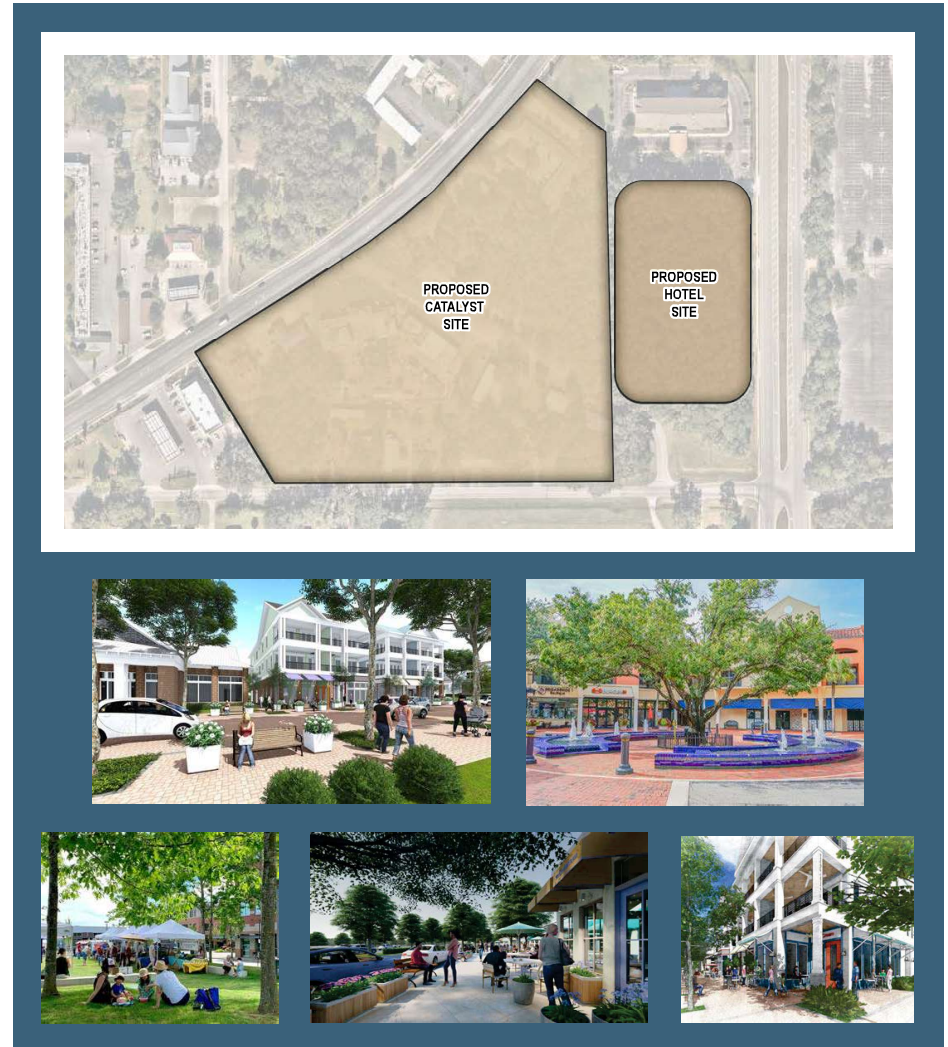
- Share Catalyst Concept #2, #3 and #4 with selected local business owners and property owners to generate interest. These concepts include a mix of residential (Catalyst #3 and #4), retail and restaurants (Catalyst #2, #3, and #4), and hotel/lodging uses (Catalyst #2 and #3). Each concept provides opportunities for pedestrian-level scale development with an emphasis on the Silver Springs Corridor. These concepts are also “portable,” meaning that they can be utilized on other property assemblages.
- Ensure that Catalyst Concepts are readily available in the Growth Services Department for staff to utilize during pre-application meetings for developments within the CRA as an example of desired projects.
- After acquisition by the County, demolish the blighted structure on Parcel #24006-000-00. Create a concept plan for desired uses and commercial/hospitality redevelopment of the property. Create an RFP, or sale agreement with restrictions and incentives, for commercial developers to partner with the County of the development of this parcel.
- Work collaboratively with potential developers that bring high-quality proposals to the CRA (such as additional modern hotels, mixed use commercial redevelopment, tourism, and hospitality support, etc.). When these applications come to the County, assign a senior staff member familiar with the history of the CRA as a consistent liaison between the applicant and the review processes to facilitate the redevelopment efforts.



Example of a property within the CRA that could be utilized for redevelopment



Comparison Forecast of TIF Revenue Increase, Catalyst Concepts Evaluated Collectively

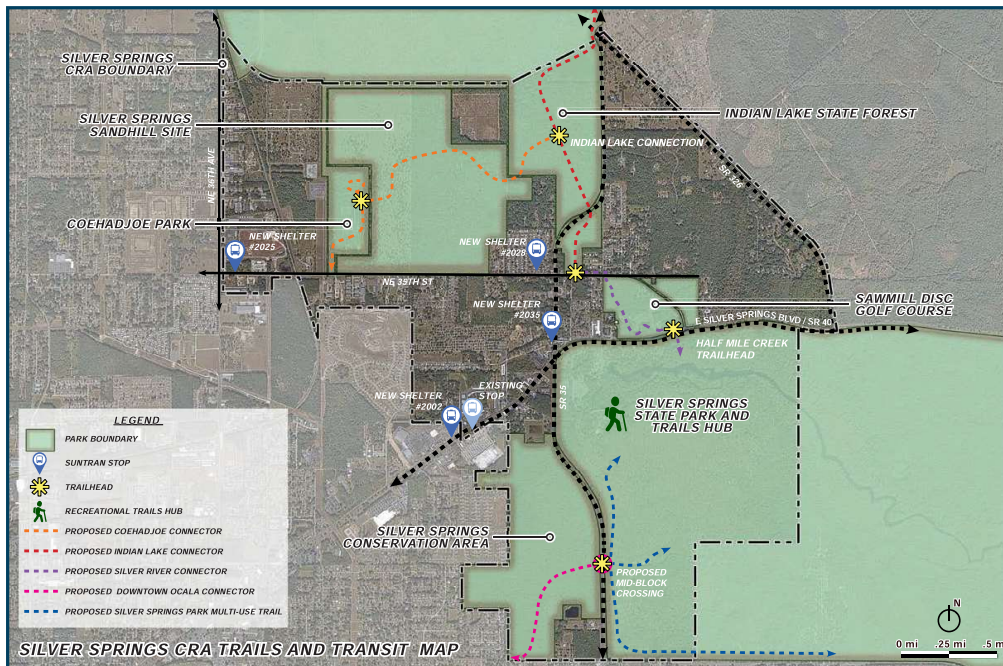


Example of redevelopment opportunities for Catalyst Concept #2

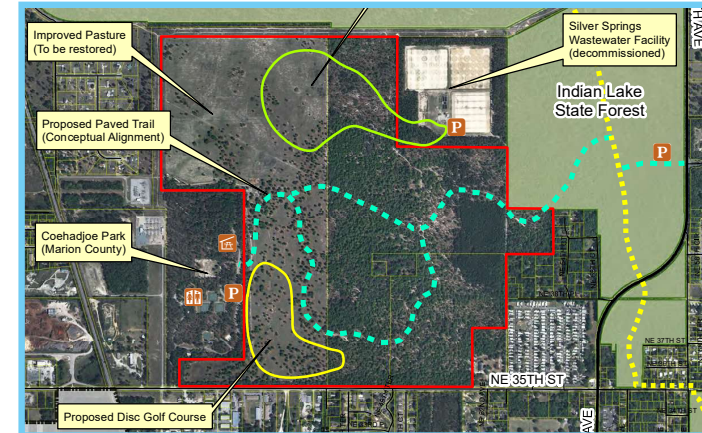


Goal #2 - Enhance multi-modal connectivity between the parks and natural resources within the CRA, and in the surrounding areas.

- In Stakeholder meetings, Silver Springs Park officials expressed a desire to help the redevelopment of the CRA. Create a nimble and succinct working group of County officials (Growth Services, Parks and TDC at the staff and director level) to establish a quarterly meeting with the Silver Springs State Park (Park Manager and staff). This group should meet regularly and share information about projects being planned, projects underway, and prioritization of projects in future funding cycles. This will enable Marion County and the CRA to have current information about the Park's progress in implementing their Unit Management Plan and will enable the Park to understand more fully the County's goals and priorities for the area.
- Use the working group to participate with Silver Springs State Park to allow for interconnection of recreation trails into the Park lands at locations other than their main controlled entrances, and to ensure that updates to the trail network inside the Park account for planned trail improvements outside the Park.
- Finalize and adopt the alignments of the Half-Mile Creek and Sandhill/Coehadjoe multi-use trails concepts. Coordinate the alignments with the State for segments on their lands. Seek cooperative funding, or County capital project funding, for the projects and move the projects to design and construction. Explore ways that the CRA annual budget can be leveraged to assist with these projects.
- Coordinate with the TPO to facilitate the construction of the Downtown Bike Connector and planned mid-block crossing of Baseline Road / SR35 to add connectivity between Silver Springs and Ocala residents.



Map of proposed trail connectors within the Silver Springs CRA



Proposed trail network expansion



Half-Mile Creek Connection to Silver Springs State Park



Goal #3 - Support residential development and redevelopment that provides additional housing options for residents.

- Process land use entitlements for Parcel # 14885-002-00 and #15885-001-00 (Catalyst Site #1), currently owned by Marion County. This could be in the form of a land use amendments from FLUM Category High Residential (HR) and Commercial (COM) to Urban Residential (UR), which would allow the development of Catalyst Concept #1 as shown in this report. Alternatively, the County may assess lesser density increases under the Transfer of Rights (TRPS) programs.
- After addressing Land Use entitlements, process a Zoning Amendment for Parcel # 14885-002-00 and #15885-001-00, currently owned by Marion County. The Amendment should request a change from M-1 and B-5 to Multi-Family Residential District (R-3) or Planned Unit Development (PUD), which would allow the development of Catalyst Project #1 as shown in this report. If a PUD zoning is pursued, this could be done in conjunction with a private development partner.
- Create an RFP for affordable/attainable housing developers to partner with the County of the development of these parcels.
- For new residential development applications, discourage density on new projects that are significantly lower than the existing Future Land Use, which is generally Medium Residential (MR) and High Residential (HR), with the exception of the Rural Lands (RL) properties to the northeast of the CRA along CR236.



Example of redevelopment opportunities for Catalyst Concept #1

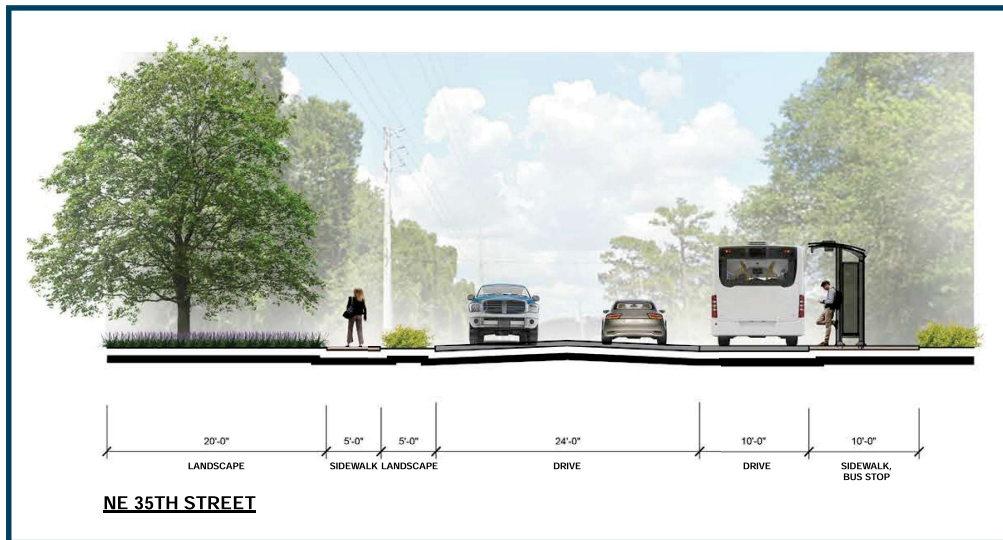


Goal #4 - Increase pedestrian safety and encourage alternate mobility options. Reconnect disconnected areas.

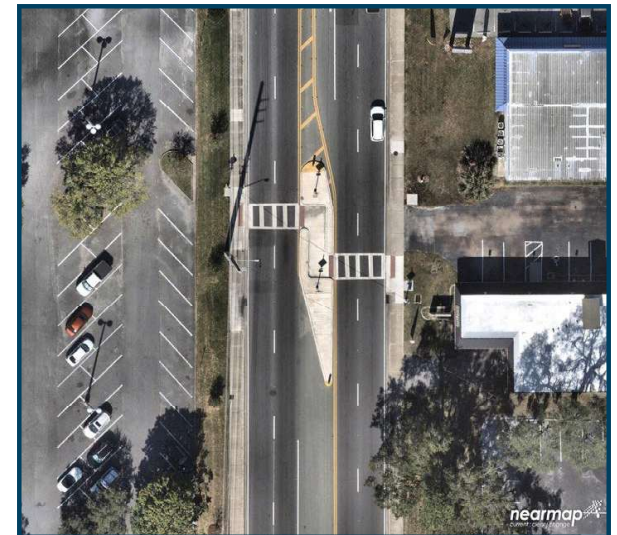
- Ahead of future Silver Springs Boulevard improvements, design and construct two safe pedestrian crossings in the core commercial area. These can be constructed in the current condition of the roadway with median refuge areas and warning signage and features similar to recent installations on NE 36th Avenue and US 441. This will increase pedestrian safety in the core commercial area.
- Coordinate with the TPO on the timing of the Downtown Ocala Connector through the Silver Springs Conservation Area and the proposed mid-block crossing of SR 35 to provide a connection to the Silver Springs Park Entrance.
- Coordinate with Marion County's upcoming NE 35th Street resurfacing project to include sidewalks, transit shelter lighting, wayfinding, and other thematic elements in the project scope. Sidewalks may be constructed with CRA funds.
- Create a sidewalk gap analysis for the entire CRA and program a yearly allocation of funding for sidewalk improvements throughout all areas.



Example of a protected pedestrian crossing



Proposed cross section of NE 35th Street



Proposed mid-block crossing of SR 35



Goal #5 - Establish wayfinding and branding standards for the Silver Springs CRA

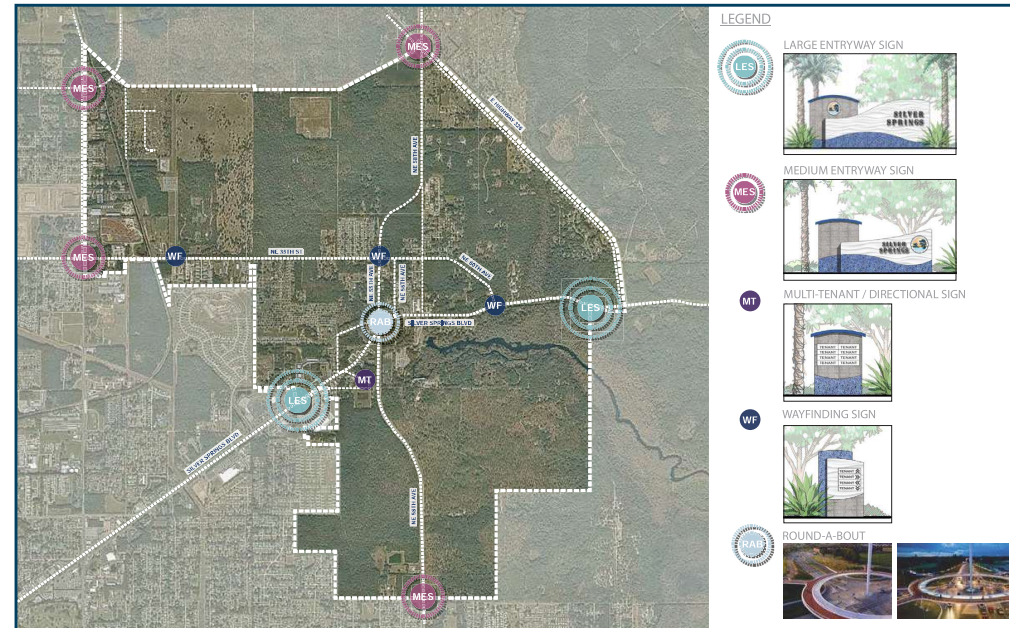
- Coordinate with Silver Springs State Park to design and construct a Park gateway on the southeast corner of SR 40 and SR 35.
- Consistent with the Wayfinding Mater Plan Map, design and construct a gateway sign on Silver Springs Boulevard, eastbound and westbound, at the edge of the CRA boundary. Strategize on the best way to partner with the TDC to leverage CRA funding dollars for design and construction costs.
- Adopt the signage standards in this Master Plan as part of the Silver Springs Overlay. Require that new signs for commercial development and redevelopment within the Overlay follow the new signage standards. Allow for cost of constructing new signage standards to be a permissible application under the CRA's Building Improvement and Façade Grant Program.
- Program additional wayfinding signage and gateways on an annual basis as part of the CRA's capital improvement expenditures, as may be permitted in accordance with FS Ch 163, Part III.



Potential Signage at the intersection of SR 40 and SR 35



Preferred Signage Family



Proposed locations of wayfinding signage

LEGEND

- LARGE ENTRYWAY SIGN
- MEDIUM ENTRYWAY SIGN
- MULTI-TENANT / DIRECTIONAL SIGN
- WAYFINDING SIGN
- ROUND-A-BOUIT

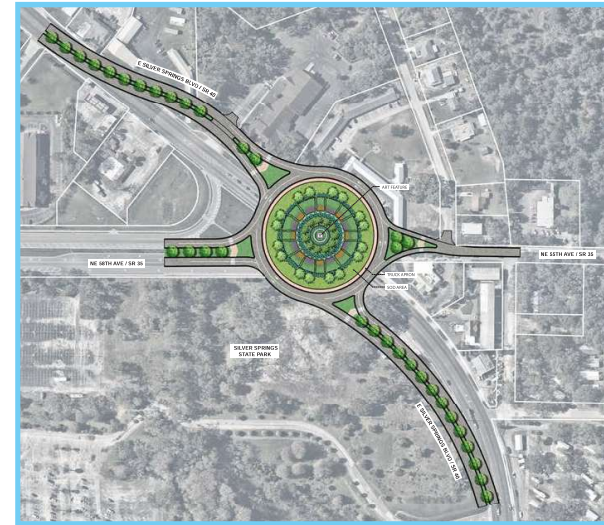


Goal #6 - Transform Silver Springs Boulevard into a complete street that creates a vibrant commercial core that supports activity in the CRA.

- Coordinate with the TPO to revisit and update the State Road 40 Silver Springs Corridor Plan (Multi Modal Alternatives Study). Engage in discussions about moving this project into a future TPO funding cycle. Updates should include enhancements of pedestrian features, landscaping, and lighting. Maintenance entities for all features must be identified during the design process.
- Create a working group of CRA officials and local business owners to meet on a quarterly or bi-annual basis to inform the CRA members about CRA initiatives, and to publicize and promote available funding for façade and site upgrades. Utilize Code Enforcement Officers to provide information regarding CRA programs and grants prior to enforcement activities.
- Create a detailed concept for an iconic gateway feature design at the future roundabout as SR 40 and SR 35 so that the design is ready to implement when the intersection project is funded.



Proposed Silver Springs Corridor Improvements



Proposed Roundabout at SR 40 and SR 35



Proposed Street Section for Silver Springs Boulevard



Marion County
 Board of County Commissioners
COE HADDOCK
PARK
 ACQUIRED AND DEVELOPED BY THE
 MARION COUNTY PARKS & RECREATION DEPARTMENT
 THROUGH YOUR PENNIES FOR PARKS PROGRAM

*Section Four:
Appendix*

**PUBLIC WORKSHOP MATERIALS
SILVER SPRINGS CRA MARKET
STUDY**