

**CELEBRATION
COMMUNITY DEVELOPMENT DISTRICT**

AGENDA PACKAGE

Tuesday, August 8, 2023

Remote Participation:

Zoom: <https://us02web.zoom.us/j/3797970647>, Meeting ID: 3797970647

--or--

Call in (audio only) (415) 762-9988 or (646) 568-7788, 3797970647#



313 Campus Street
Celebration, Florida 34747
(407) 566-1935

Celebration Community Development District

Board of Supervisors:

Greg Filak, Chairman
Tom Touzin, Vice Chairman
David Hulme, Assistant Secretary
Jack McLaughlin, Assistant Secretary
Cassandra Starks, Assistant Secretary



Staff:

Angel Montagna, District Manager
Jan Carpenter, District Counsel
Jay Lazarovich, District Counsel
Mark Vincutonis, District Engineer
Russell Simmons, Field Manager

Workshop Agenda Tuesday, August 8, 2023 – 6:30 p.m.

1. **Call to Order and Roll Call**
2. **Pledge of Allegiance**
3. **Public Comment Period**
4. **Discussion of Community Center and Parks & Recreation Master Plan**
5. **Other Business, Updates, and Supervisor Comments**
6. **Public Comment Period**
7. **Adjournment**

The next meeting is scheduled for Monday, August 21, 2023, at 6:00 p.m.

District Office:

313 Campus Street
Celebration, FL 34747
407-566-1935

www.CelebrationCDD.org

Meeting Location:

In person: 313 Campus Street, Celebration, FL
Participate remotely: Zoom <https://zoom.us/j/3797970647>
OR dial 415-762-9988 or 646-568-7788, ID 3797970647



Workshop: Discussion of Community Center

Presentation by: Greg Filak – CCDD Chairman

8 August 2023

Objective: Consider options for development of a Community Center within Celebration

Agenda:

- “What” and “Why?”: Requirements Analysis, Prior Surveys and Studies
- “How?”: Role of a CDD in Parks and Recreation Amenities
- “Where?”: Land Availability in Celebration
- “Who?”: Potential Stakeholders and Partners
- “What’s Next?”: Potential Next Steps

“What?” and “Why?”

Requirements Analysis and Substantiation of Need:

Prior Studies on the Planning of Parks and Recreation Amenities in Celebration

Community Inputs on Desired Amenities, Previous Studies

The community and P&R organizations (Partner Programs, Sports Leagues, Civic Organizations) have been surveyed in detail multiple times on desired P&R amenities.

Three major Studies / “Master Plan” Updates (2010, 2013, 2019) by CROA provide detailed, consistent, and actionable data on community desires.

The 2019 “Lose” Study is the most recent and incorporated data from prior studies. In summary:

- Year long independent study commissioned by CROA.
- 769 resident responses from the community. “Responses to the community-wide survey were generally consistent with the statistically valid survey in the respondent’s desires for facilities and parks.”
- Multiple public Focus Groups were conducted to gather inputs (Civic and Service, Partner Programs, Sports Leagues, Standing Town Committees, Boards).
- 19 separate partner programs, activity groups, sports leagues, and civic organizations provided direct inputs of needs for their organizations.

Takeaway: Detailed Independent Studies Already Exist on Community Amenities

2019 “Lose Design Study”: Ranked Priority of New Amenities Needed

Takeaway: Community Desire for the Top Projects Is Strong

In previous public meetings, Celebration residents suggested the highlighted facilities and/or parks improvements to be considered. How important is it for you that each of these be incorporated into CROA’s capital improvement program?



Residents were asked to rank amenities in order of priority on a scale of 1 (Low) to 5 (High). The top 5 items are indicated above.

All five of these amenities are consistent with a consolidated large community center building for indoor active and community activities with adequate parking.

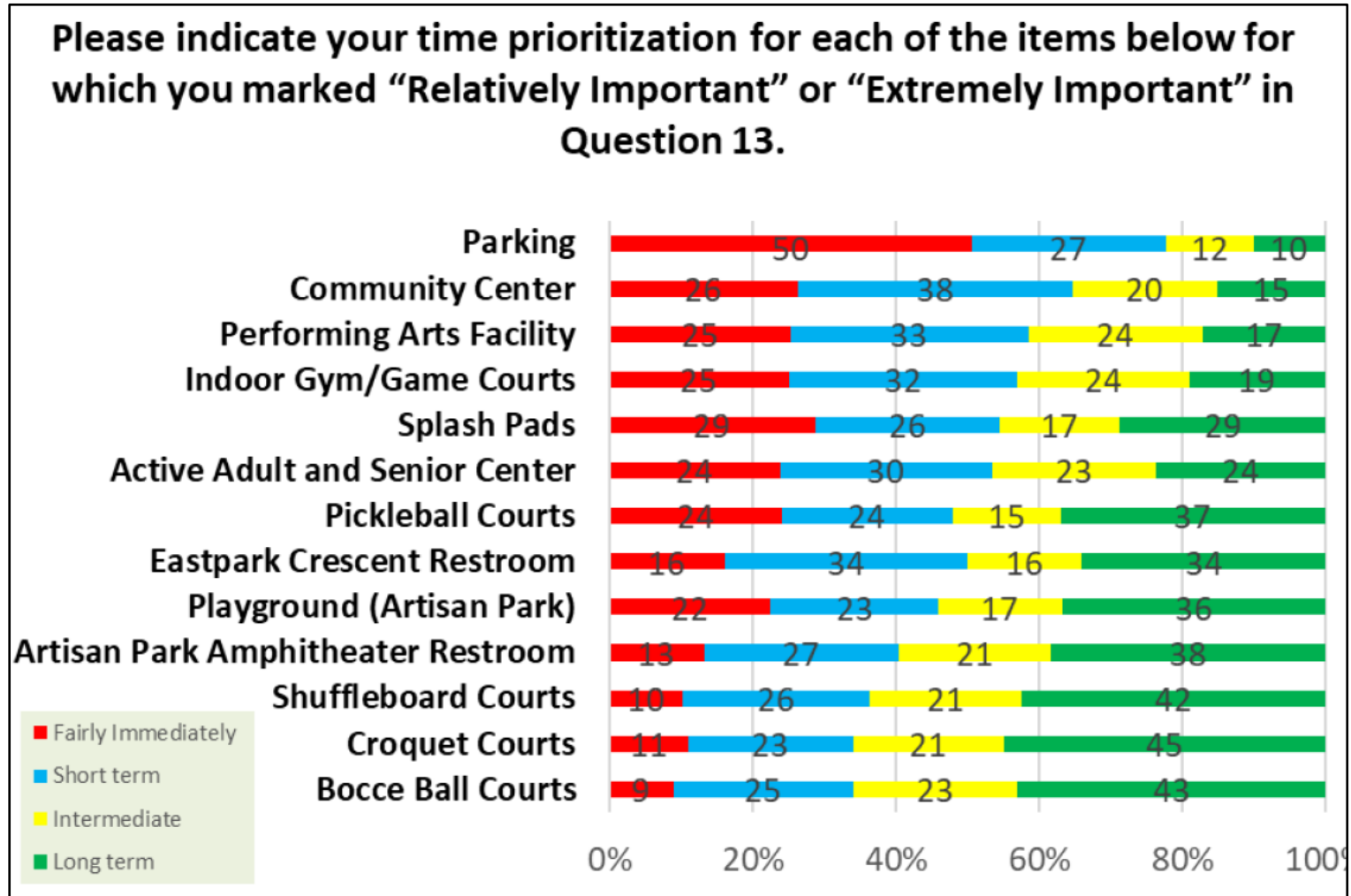
2019 “Lose Design Study”: Desired Implementation Timelines

Percentages of Respondents who prioritized the immediacy for development of the previous slide’s Top 5 amenities as:

“Immediately” (<1 year),
 “Short Term” (1-3 years) or,
 “Intermediate” (3-5 years):

- Parking: 90%
- Community Center: 85%
- Performing Arts Facility: 83%
- Indoor Gym / Courts: 81%
- Adult / Senior Center: 76%

Takeaway: Top Community Desires Can be Met In One Large Project



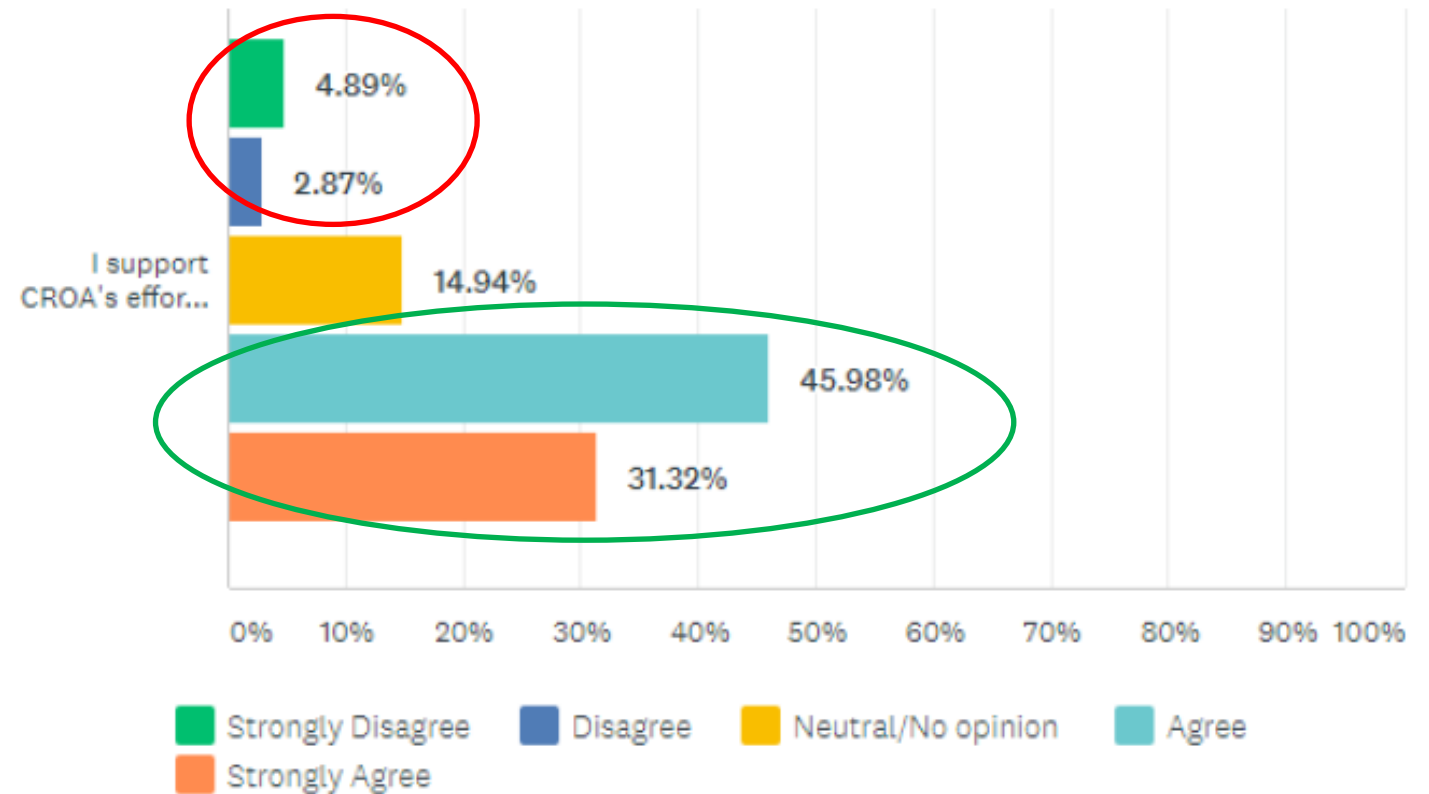
2019 “Lose Design Study”: Community Willingness to Commit Funds

Takeaway: Celebration is Willing to Smartly Pay for What It Wants

When Celebration residents were asked if they were willing to support the expenditure of community funds to improve facilities and parks:

- 77.3% “Agreed” or “Strongly Agreed”
- Only 7.76% “Disagreed” or “Strongly Disagreed”

Q5 Support to improve Celebration's facilities and parks over time as funding options become available.



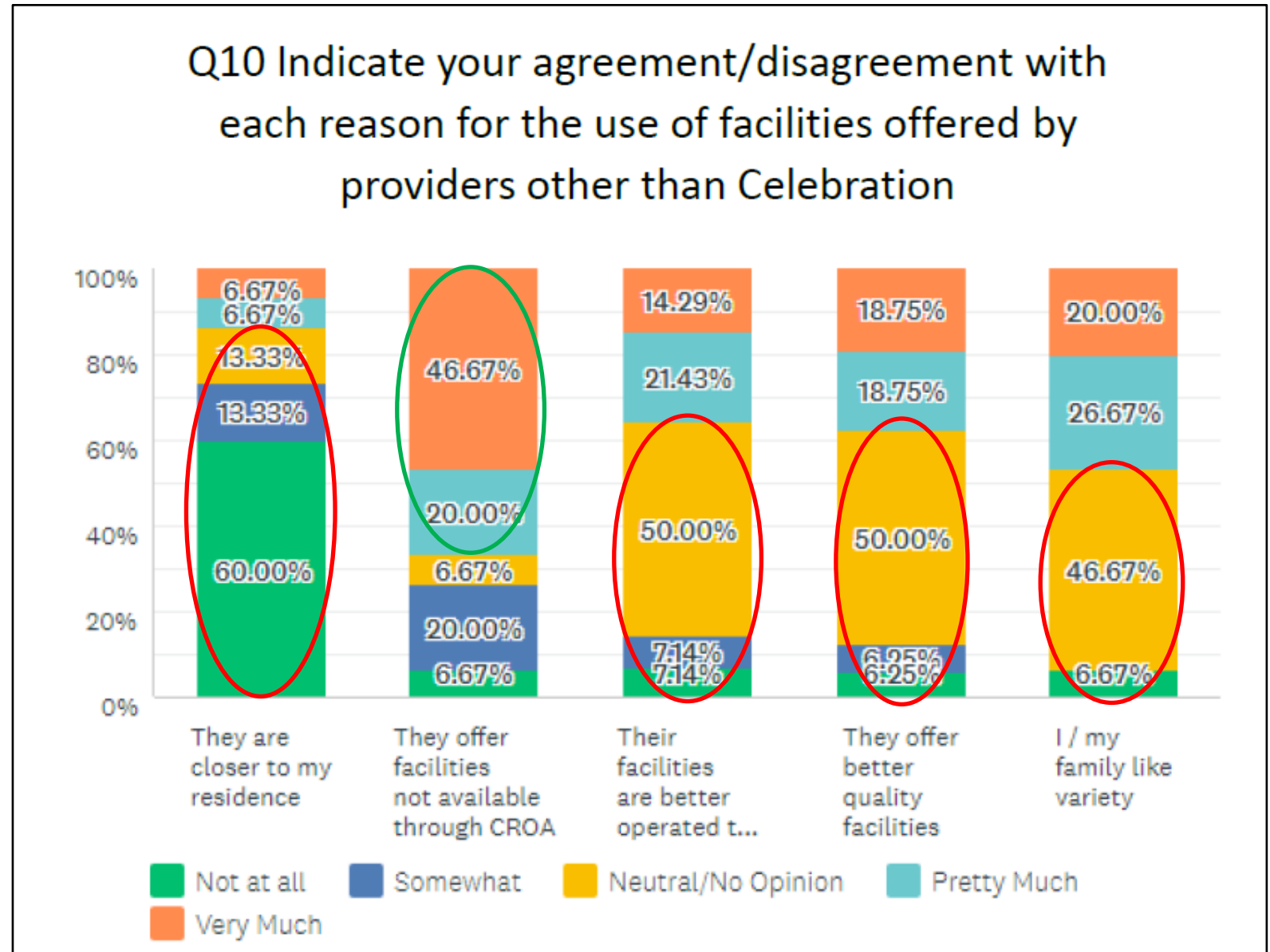
Source: Celebration survey respondents

2019 “Lose Design Study”: Rationale for Need of New Facilities

Two thirds (66.67%) of Celebration residents “Agreed” or “Strongly Agreed” that they traveled outside of Celebration to use facilities because other areas “Offer facilities not available [in Celebration]”.

A majority of residents Disagreed or had “no opinion” with all other stated reasons for travelling elsewhere to use facilities.

Takeaway: Celebration Today Doesn't Offer the Needed P&R Facilities



2019 “Lose Design Study”: Summary Themes from the Community

Takeaway: Common Themes Point to Need for a Large Multi-Generational Community Center

The Lose surveyors collected general comments from the community.

Of the 14 most common themes of comments, over 2/3 of them directly addressed the desire for a community center and the willingness to commit community funds to such a project.

In conclusion, the public input process brought forward the following consistent themes, which are highlighted below:

- Discussed a willingness to partner with county and school district to provide future park amenities. (land – county / project costs – Celebration).
- Would like to serve every resident in Celebration by offering access to all facilities which are air conditioned, offer appropriate meeting space, and support the cultural and social needs of Celebration. An indoor recreation facility would be nice. Outside facilities are very hard to use during the hot summer months.
- Would like to see the redevelopment of the AMC Theater (performing arts) and Stetson Hall (artist and craft space, teen and senior center, offices). These both could become income source to help add new facilities.
- Would look at parking (paid) for external guests and revenue generation.
- CROA Board of Directors should explore funding options, intergovernmental agreements, loans, and other grants that encourage and support the development of new and existing assets.
- A Community Center large enough for Lifelong learning classes and large group, meetings.
- An accessible central Senior Center with meeting, parking, eating and food preparation facilities, and WiFi.
- Develop a safe place for the teens to hang out in a somewhat monitored setting.
- Look ahead to the areas north of I-4 and south of I-4 that will be supporting a TOD Station (Transit Oriented Development Station) - which should be named Celebration Station!
- Parks and facilities are so vital to this community and to the value of the homes in Celebration. Parks and facilities are needed for all ages across the board and all age groups should be considered when investing in such.
- About 75% of visitors come twice a year and get to know Celebration, which is starting to cause traffic on backroads (google maps also uses most direct route).
- One of the reasons we were drawn to Celebration was the amazing boardwalks and running / walking areas. We use these wonderful trails every day. Would like to see more linkage of trail system.
- Wayfinding system would be helpful to coordinate Celebration facilities that would be recognizable.
- The time is NOW to demonstrate a commitment to the adult and aging adult population. It is unconscionable that entities such as Lifelong Learning and The Celebration Foundation, and or arts and crafts minded people should have to beg for what amounts to very limited or non-existent space. The former-AMC theater and the Stetson building represent what should be the near-term Celebration focus!

Prior Community Surveys: 2010 and 2013 Inputs

The top-rated items from the 2010 survey are now completed or partially expanded (Dog park, New fields, Outdoor fitness, Park amenities), or measured by CROA P&R Committee and determined further growth is not currently needed (Tennis).

An indoor facility is the only un-actioned item.

- Dog Park – 50 green, 8 yellow, 14 red
- Baseball Fields – 32 green, 11 yellow, 6 red
- Restrooms – 29 green, 4 yellow, 4 red
- Indoor Multi Use Facility – 26 green, 13 yellow, 7 red
- Pavilions – 26 green, 14 yellow, 17 red
- Tennis (More Courts, Improved Facilities, Light Courts) – 24 green, 1 yellow, 1 red
- Water Park and Swimming Pools (Splash Park, Larger/Better Pools, Heated Pools, Jacuzzis) – 23 green, 13 yellow, 6 red
- Multi-Purpose Athletic Fields – 22 green, 8 yellow, 6 red
- More Parking (Parking Structure, Lot) – 21 green, 9 yellow, 4 red
- Outdoor Fitness Facilities (Tracks, Trails, Exercise Stations) – 17 green, 3 yellow, 2 red

Community Survey

In 2010 the residents in Celebration had an opportunity to participate in an online survey to obtain feedback on current and potential new recreational opportunities. The Parks and Recreation and Communications Committee put the survey together based on criteria given by the Celebration Residential Owners' Association Board of Directors. The results of the survey were compiled by Dorie Moyer, Parks and Recreation Committee and reviewed at a task force meeting in January 2010. The results of the survey are listed below.



- Dog Park – 16.5%
- Courts and Fields
(New fields and Expansion of existing fields) – 9.6%
- Indoor Multi Use Facility – 7.9%
- Outdoor Fitness Facilities
(Tracks, Trails, Exercise Stations) – 7.8%
- More Park Amenities
(Benches, Water Fountains, Trash Cans, Picnic Table, BBQ Grills, Restrooms, etc.) – 6.9%
- Tennis (More Courts, Improved Facilities, Light Courts) – 6.5%

The top-rated items from 2013 similarly have either been fully addressed or have at least some number of assets already in use in Celebration, except an Indoor Multi-Use Facility.

Takeaway: Other Major Community P&R Desires Have Largely Been Addressed Over the Past Decade

“How?”

**The Role of Celebration CDD in
Funding and Executing
Parks and Recreation Amenities:**

**Scope of Authority, History,
and Common Practices Among CDDs Today**

2019 “Lose Design Study” – Funding Realities for a “CROA Alone” Plan

The major initiatives desired in the Lose surveys are not within a 10-year reach for CROA alone. If taken on as a CROA-led initiative, the plan stressed the need for CROA to seek outside funding support.

The current funding realities and priorities for CROA due to the Townhall building’s current need for major repairs exacerbate the financial constraints for CROA’s ability to unilaterally execute major projects.

“A review of benchmark communities indicates that **Celebration is not funding park operations at the same level** in comparison to Osceola County and local municipalities, so transforming Celebration’s facilities and recreational opportunities will be a significant undertaking, **requiring increased funding.**”

“To meet the expressed goals, a **combination of funding resources is necessary**, which includes redirecting existing general funds to facility expansion, continuing to identify possible **partnerships with the Celebration Community Development District**, the Osceola County School Board, Osceola County, future village builders, and securing grants and private funding. The combination of these funding sources would increase the ability to make the identified improvements, and allow for an increased operating budget, which is **needed in order to improve facility expansion** and increase the number of programs offered throughout the year.” Cited: Lose Study, Section 5 “Funding Recommendations”

Takeaway: CROA Is Not Fiscally in a Position to Lead a Major Initiative Alone

Authority of a CDD in Active Community Assets, Florida Law

Takeaway: A Major Amenity Project is Within CCDD's Authorities

To develop Active Community Assets, Florida Statute 190.012(2)(a) (“Special powers; public improvements and community facilities”):

*After the local general-purpose government within the jurisdiction of which a power specified in this subsection is to be exercised consents to the exercise of such power by the district, the district shall have the power to **plan, establish, acquire, construct or reconstruct, enlarge or extend, equip, operate, and maintain** additional systems and **facilities** for: Parks and **facilities for indoor and outdoor recreational, cultural, and educational uses.***

To issue public bonds for financing, Florida Statute 190.011(9) (“General powers”):

*To **borrow money and issue bonds**, certificates, warrants, notes, or other evidence of indebtedness as hereinafter provided; to levy such tax and special assessments as may be authorized; and to charge, collect, and enforce fees and other user charges.*

What's Been Done in Celebration? What is Done Elsewhere Today?

Takeaway: "How We've Done Business In The Past" Doesn't Constrain Future Possibilities

CROA has traditionally led Parks and Recreation (P&R) amenities because it was allocated most of the active usable lands in Celebration.

CCDD has historically taken a limited support role in specific instances (e.g. Civic Corridor roadway development).

In other Florida communities, some CDDs take a more robust role in developing and operating P&R assets through the issuances of local bonds for construction.

- Community centers
- Pools, waterparks, and splashpads
- Active sports areas (fields, courts, gyms)
- Clubhouses

Nothing prohibits or constrains CCDD from taking a more active role, or even the sole lead, when and where the Board feels is appropriate.

“Where?”

Land Availability in Celebration:

Options for Community Center Placement

Key Constraints, Needs, and Attributes of Appropriate Land

Land acquisition cost must be reasonable.

Must be of sufficient acreage to support large floorplan for active activities.

Land development cannot be cost-prohibitive (e.g. submerged).

Preferred to be already zoned for commercial / community use.

Must have adequate space for parking for cars and NEVs.

Location must be safely and easily accessible by common means used in Celebration including bikes/scooters, NEVs, and walking.

Purpose and Vision - Current Zoning: Celebration PUD (PD19-00029)

Tract 7: Celebration Boulevard

“Purpose and Intent - The Commercial Tracts are intended to encourage innovative commercial and office development adjacent to major thoroughfares and neighborhood villages. These areas may offer a variety of goods and services to the central Florida regional market as well as the adjacent residential land uses. The Commercial Tracts will also encourage the Celebration PD's mixed-use concept by allowing **a variety of uses in addition to commercial/office**, such as residential, **recreational**, medical and institutional.”

“This tract is to encourage Prominent buildings that act as landmarks, symbols and **activity centers for community identity**.”

“Convention facilities such as **auditoriums, conference rooms** or display areas”

“**Facilities for recreation** such as bowling alleys, theater buildings, golf driving ranges, or putting practice areas”

“Entertainment facilities such as **auditoriums**, skating rinks, and dance halls”

Tract 11: Downtown, CK8 School, Civic Corridor

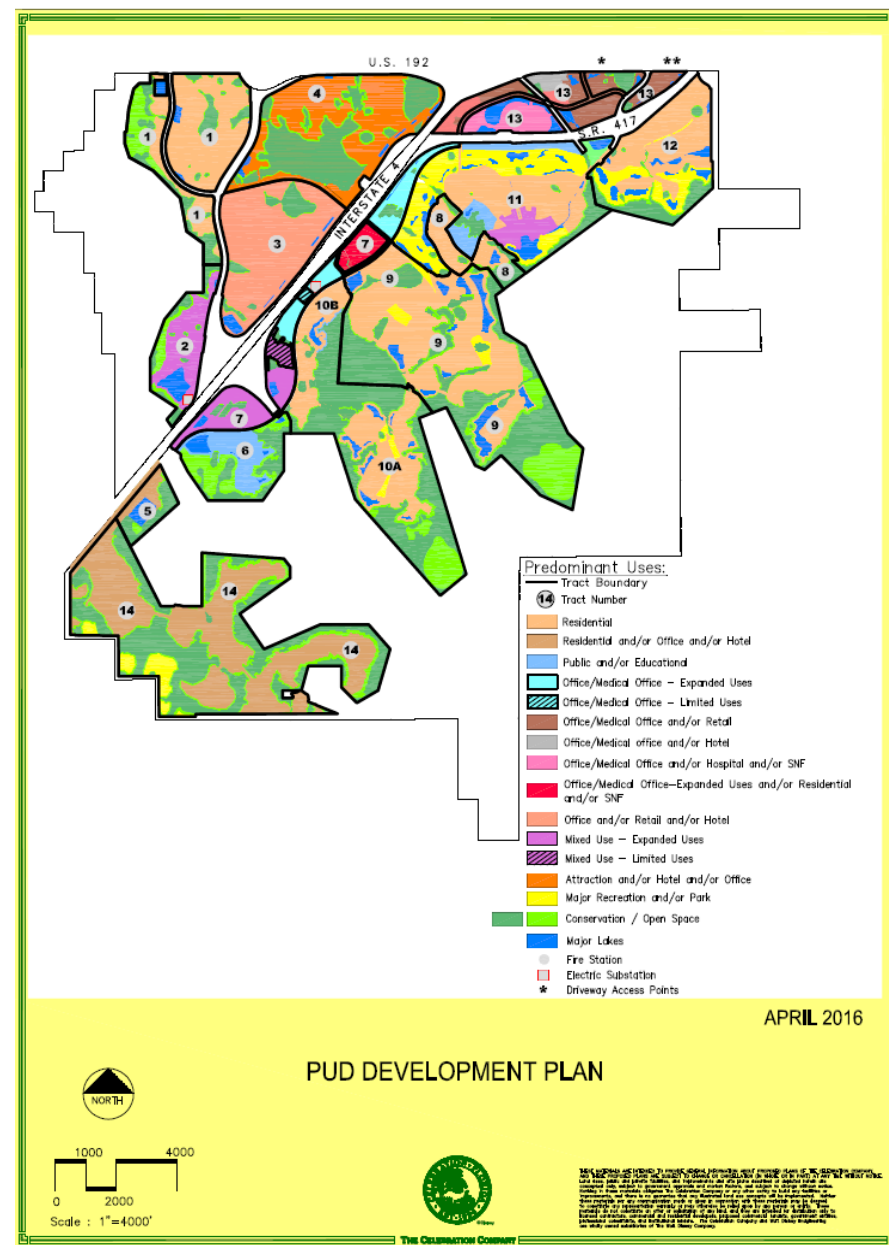
“Purpose and Intent: Tract 11 is dedicated to **collective social activity, recreation** in a traditional commercial and residential environment which nurtures a **unified sense of community**. Tract 11 is intended to be a **traditional activity center** that serves the surrounding neighborhoods.”

“Objectives of this [tract] include: A strong sense of community identity based on a shared, coherent and functionally efficient mixed-use environment; **Buildings**/open spaces and other visual features that act as **landmarks, symbols, and activity centers for community identity**.”

“Parks, playgrounds, libraries, **and similar activities not operated for profit**.”

“**Recreation facilities** for special groups such as athletic associations, scouts, and boys and girls clubs.”

Takeaway: A Community Center is Within Scope of Design & Zoning



Option 1: Civic Corridor “Lot D”

Readily Developable Area: 4.03 acres

Submerged / Wetland Area: 0.0 acres

Land Value: \$785,900 (county)

Zoning: Rural Acreage, Tract 11

Owner: CROA



Advantages:

- 1) Integrates with “Civic Corridor” concept
- 2) Removed from residential areas = no “NIMBY”
- 3) No submerged/wetland areas
- 4) Active indoor areas align with corridor activity plan
- 5) Ample size of developable land
- 6) Potential CROA partnership, “Master Plan” concept

Disadvantages:

- 1) Not easily accessible for walking, biking, NEVs
- 2) Removes/lessens options for development of future outdoor activity areas
- 3) Unknown willingness by CROA to sell or partner

Option 2-A: Civic Corridor “Lot F” (West Lot)

Readily Developable Area: 0.0 acres

Submerged / Wetland Area: 2.08 acres

Land Value: \$200 (county)

Zoning: Submerged, Tract 11

Owner: CROA



Advantages:

- 1) Integrates with “Civic Corridor” concept
- 2) Removed from residential areas = no “NIMBY”
- 3) Submerged area is not marked as “Conservation” on Property Record Card, possible use for parking or outdoor activity area
- 4) Potential CROA partnership, “Master Plan” concept

Disadvantages:

- 1) 100% submerged land, potential high development cost, unconfirmed ability to utilize for large building
- 2) Likely only successful if combined with South Lot
- 3) Unknown willingness by CROA to sell or partner

Option 2-B: Civic Corridor “Lot F” (East Lot)

Readily Developable Area: 0.0 acres

Submerged / Wetland Area: 2.08 acres

Land Value: \$1,200 (county)

Zoning: Submerged, Tract 11

Owner: CROA



Advantages:

- 1) Integrates with “Civic Corridor” concept
- 2) Removed from residential areas = no “NIMBY”
- 3) Submerged area is not marked as “Conservation” on Property Record Card, possible use for parking or outdoor activity area
- 4) Potential CROA partnership, “Master Plan” concept

Disadvantages:

- 1) 100% submerged land, potential high development cost, unconfirmed ability to utilize for large building.
- 2) At least 50% of land is pond. Irregular shape, only usable when multiple lots combined.
- 3) Unknown willingness by CROA to sell or partner.

Option 2-C: Civic Corridor “Lot F” (North Lot)

Readily Developable Area: 0.0 acres

Submerged Area: 11.04 acres (appx 1.0 acre south of 417 adjacent to other Lot F properties)

Land Value: \$1,100 (county)

Zoning: Submerged, Tract 11

Owner: Central Florida Tourism Oversight District (formerly RCID)

Advantages:

- 1) Likely unusable by CFTOD, initially intended for roadway cut-thru from 192. Possible to split a portion of the lot south of 417 for purchase
- 2) Integrates with “Civic Corridor” concept
- 3) Removed from residential areas = no “NIMBY”
- 4) Possible use for parking or outdoor activity area

Disadvantages:

- 1) 100% submerged land, potential high development cost, unconfirmed ability to utilize for large building.
- 2) Narrow strip, appx 1 acre south of 417. Only usable if combined with other surrounding lots.
- 3) Unknown willingness by CFTOD to partner.

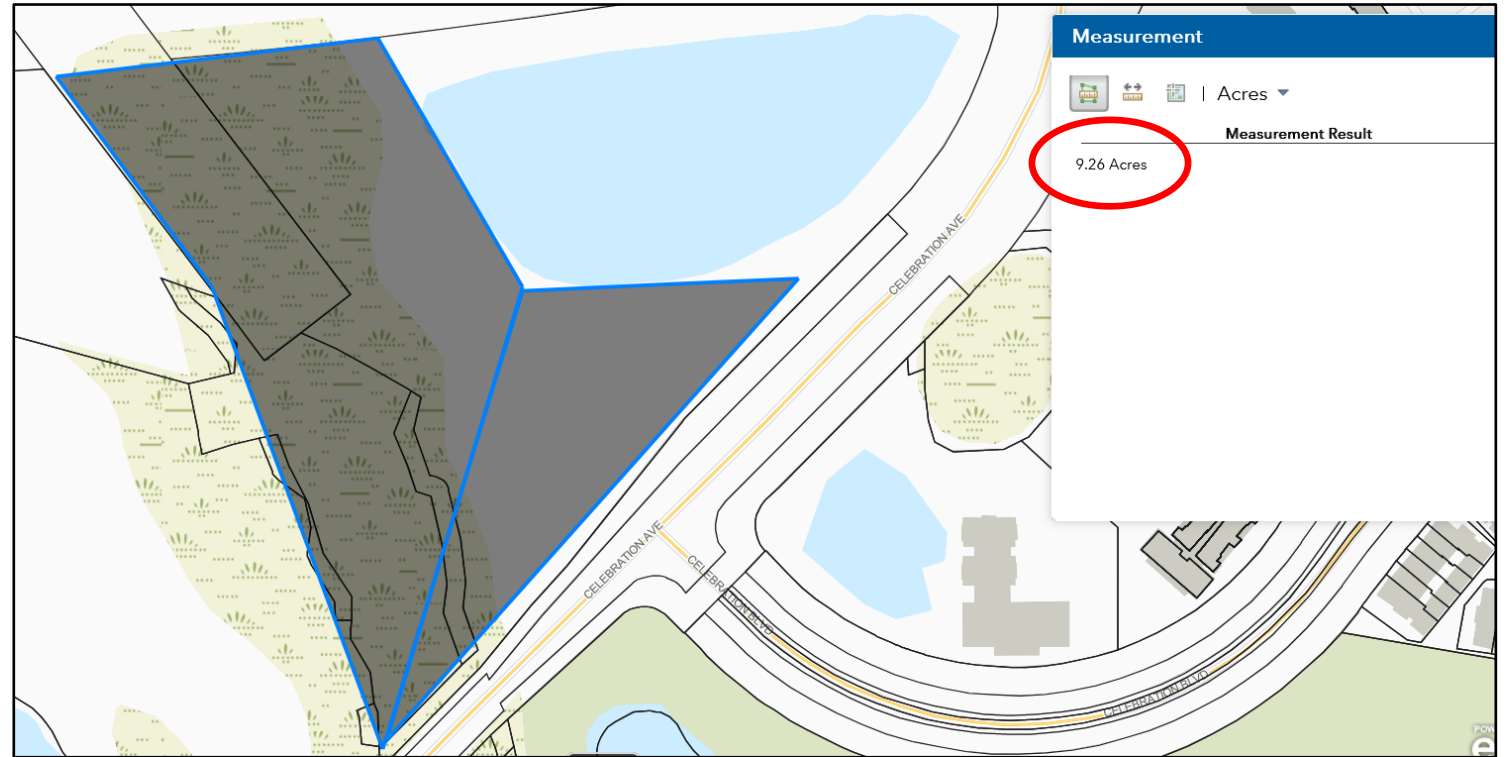


“Civic Corridor” Lot F – Additional Details

Maximum Space Available:
9.26 acres

At least half of this space is
submerged / wetland

This space has not been
formally surveyed for
development



Existing deed restriction:

“The **property shall be used**, in perpetuity, **solely as recreational sport fields**, and, ancillary thereto, as schools, public support facilities, an environmental center, places of worship, utility substations and other utility facilities serving the Project, government buildings such as libraries, post offices, law enforcement substations, fire stations and parks”

The deed restriction does not include a community center or other major building construction.

Option 3-A: 1600 Block of Celebration Boulevard (Lot 4.A)

Readily Developable Area: 6.66 acres

Submerged Area: 3.60 acres

Land Value: \$1,936,700 (county). Last purchased with Lot 4A.5 for total \$12.48M.

Zoning: Commercial, Tract 7 (“Limited Use”)

Owner: [FLC Willmark Communities Inc.](#)



Advantages:

- 1) Fresh lot, clean purchase with no dependencies
- 2) Removed from residential areas = no “NIMBY”
- 3) Submerged area is not marked as “Conservation” on Property Record Card, possible use for parking or outdoor activity area

Disadvantages:

- 1) Safety concerns and distance for youth bikers, walkers coming from residential areas
- 2) Likely only successful if combined with Lot 4A.5
- 3) Potential high acquisition cost
- 4) Significant submerged areas

Option 3-B: 1600 Block of Celebration Boulevard (Lot 4A.5)

Readily Developable Area: 7.96 acres

Submerged Area: 3.60 acres

Land Value: \$2,314,500 (county). Last purchased with Lot 4A for total \$12.48M.

Zoning: Commercial, Tract 7 (“Limited Use”)

Owner: [FLC Willmark Communities Inc.](#)



Advantages:

- 1) Fresh lot, clean purchase with no dependencies
- 2) Removed from residential areas = no “NIMBY”
- 3) Submerged area is not marked as “Conservation” on Property Record Card, possible use for parking or outdoor activity area

Disadvantages:

- 1) Safety concerns and distance for youth bikers, walkers coming from residential areas
- 2) Irregular shape, likely only successful if combined with Lot 4A
- 3) Potential high acquisition cost
- 4) Significant submerged areas

Option 4: 1460 Block of Celebration Boulevard (Lot 4D)

Readily Developable Area: 2.42 acres

Submerged Area: N/A

Land Value: \$1,301,700 (county)

Zoning: Commercial, Tract 7

Owner: [Boulevard Development Partners LLC](#)

Advantages:

- 1) Fresh lot, clean purchase with no dependencies
- 2) Lot shape is clean, no irregularities
- 3) Across the Boulevard from Spring Lake but otherwise removed from residential areas = no "NIMBY"



Disadvantages:

- 1) Limited space, possible drainage concerns
- 2) Safety concerns and distance for youth bikers, walkers coming from residential areas
- 3) Significant number of deed restrictions, anticipates office or self-storage facility

Option 5: 1700 Block of Celebration Boulevard (Lot 2D)

Readily Developable Area: 1.73 acres

Submerged Area: N/A

Land Value: \$1,196,400 (county). Last sold in 2012 for \$4.5M.

Zoning: Commercial, Tract 7

Owner: [DCS Real Estate Investments III LLC](#)

Advantages:

- 1) Fresh lot, clean purchase with no dependencies
- 2) Near Spring Lake and other apartments, but otherwise removed from residential areas = no "NIMBY"



Disadvantages:

- 1) Size limitations require significant vertical construction to address both parking and building
- 2) Safety concerns and distance for youth bikers, walkers coming from residential areas
- 3) Significant number of deed restrictions, focused on intended use for retail / banking
- 4) May require rezoning

Option 6: Former Stetson University Building

Total Land: 1.10 acres

Land Value: \$306,000

Building Size: 33,519 sqft (3 story)

Building Value: \$6.9M (sold 2021), last under negotiation for >\$8M (2022)

Zoning: Educational, Tract 11

Owner: [800 Celebration LLC](#)

Advantages:

- 1) Location is easily accessible to bikes, walkers, NEVs
- 2) Adjacent to existing CCDD parking lot
- 3) Would capitalize on under-utilized building
- 4) Current zoning allows for expansion of up to 6 stories total, would require TCC authorization



Disadvantages:

- 1) Not currently listed for sale, leasing only
- 2) High acquisition cost in previous sales
- 3) Building not conducive to any indoor active sports
- 4) Even for community rooms / passive areas, significant reconfiguration required
- 5) Rezoning likely required
- 6) Limited lot size, limited expansion space

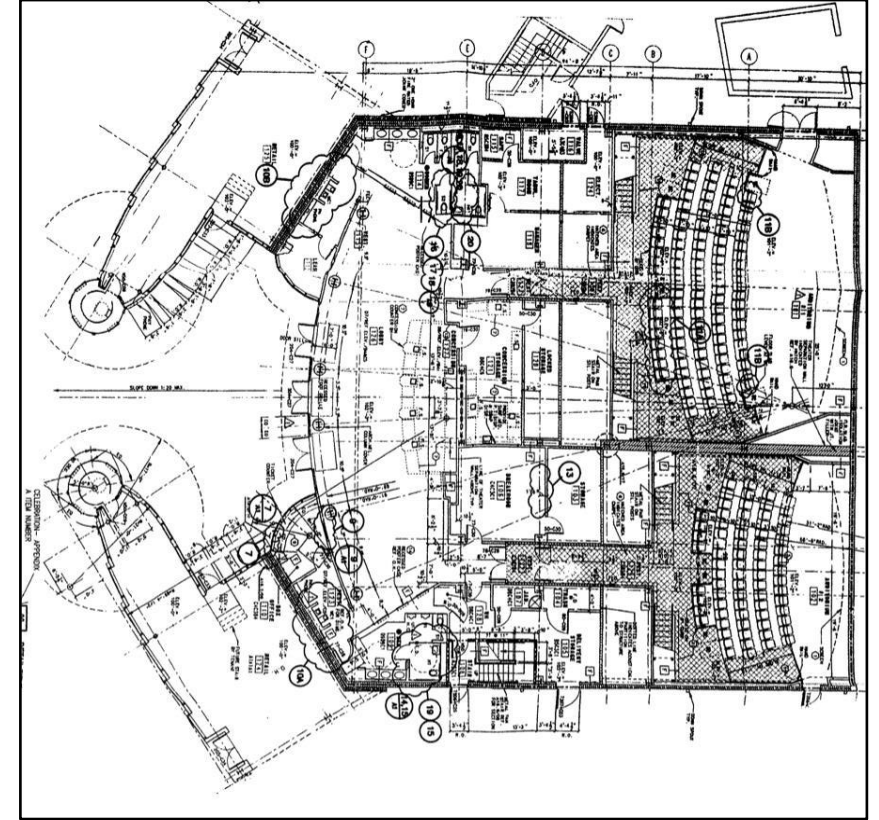
Option 7: Former Downtown AMC Movie Theater

Building Size: 10,800 sqft

Building Value: Not for sale, unknown leasing costs

Zoning: Commercial, Tract 11

Owner: [Lexin Celebration Commercial LLC](#)



Advantages:

- 1) Location is easily accessible to bikes, walkers, NEVs
- 2) Would capitalize on under-utilized building
- 3) Utility for performing arts, possibly other passive activities if space is reconfigured

Disadvantages:

- 1) Not currently listed for sale, leasing only
- 2) Building not conducive to any indoor active sports
- 3) Even for community rooms / passive areas, significant reconfiguration required
- 4) Parking is already stressed in this area
- 5) No expansion space

Option 8: Celebration K8 Front Fields on Celebration Avenue

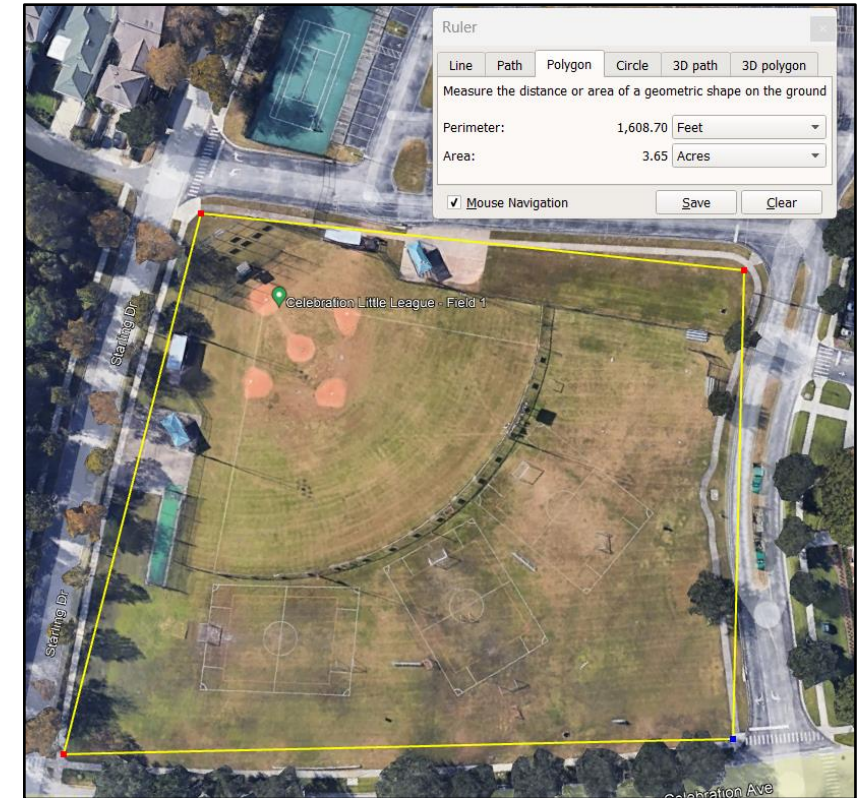
Readily Developable Area: Appx 3.65 acres

Submerged Area: 0.0 acres

Land Value: Unknown

Zoning: Educational, Tract 11

Owner: School District of Osceola County (SDOC)



Advantages:

- 1) Location is easily accessible to bikes, walkers, NEVs and is centrally located. Although near residential areas, already used for non-residential purposes.
- 2) Size and shape of lot are conducive for development
- 3) Potential partnership with SDOC (building + parking)
- 4) May require rezoning, but fits within Tract 11 intent

Disadvantages:

- 1) Must find alternative space for baseball field (CROA Lot F, East Village, CCDD parcel near IV K-5)
- 2) Unknown drainage mitigation, requires engineering study

“Who?”

**Stakeholders and Partners:
Development and Operations**

Stakeholders and Partners – Development and Construction

Celebration Residential Owners Association (CROA):

- Coordination of “Master Plan” concept for amenity development
- Partner for community engagement and inputs, past studies
- Potential sale or transfer of land

Osceola County:

- Potential for funding of initial development (must weigh against facility usage requirements)
- Zoning and developmental approvals

The Celebration Company (TCC):

- Design considerations and deed restriction variances
- Potential funding partner

School District of Osceola County (SDOC) (Option 8 only):

- Potential partner if developing on existing SDOC land for shared facility usage

Stakeholders and Partners – Operations and Sustainment

Activity Programs (Private / For-Profit):

- Several businesses already have engaged with interest for use of space
- Long and short-term partnerships can offset operational costs

Activity Programs (Civic / Non-Profit):

- Options for organizations to use space for community improvement
- Long and short-term partnerships can offset operational costs

Local and State Governmental Partners:

- Potential for Celebration Civic Center (OCSO, tax and driver's license office, other public services

School District of Osceola County (SDOC) (Option 8 only):

- Potential for sharing indoor active space (courts) during school hours on a long-term agreement if SDOC provides capital funding
- Possibility for development of increased parking in existing K8 parking lot for shared space agreement

“What’s Next?”

Potential Next Steps

Next Step Considerations

Is This Something CCDD Wants to Pursue?: Board discussion for today

Community Input:

- Additional workshop for community inputs to validate requirements
- Engagement with CROA Board and Park & Rec Committee (as needed)

Functional Support Considerations:

- Project Management consultation
- Real Estate acquisition
- Engineering and Design
- Specialty Legal
- Bond Underwriters

What Else?

Celebration Parks and Recreation Master Plan 2015–2020



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Five Cornerstones of the Foundation of Celebration

The Celebration Community was formed with the concept of building a better place and a better way to live. In order to draft a blueprint for fulfilling such a vision and oversee its creation, the Walt Disney Company founded The Celebration Company. Utilizing the combined experience of a specialized group of world-renowned city and social planners, as well as the best architects of our time, The Celebration Company conceived five principles that would guide every aspect of the community's creation. Those five guiding principles known as the Celebration Cornerstones consist of...

SENSE OF COMMUNITY

More than anything else, what the residents of Celebration have in common is a shared vision for what life could be, with the ability to become as personally involved as they want in making it happen. This leads to a deep level of interaction between friends and neighbors that provides the very heartbeat of the community. Whether in public spaces, at community events, Town Meetings or simply on a neighbor's front porch, you'll find an unmistakable sense of community and feeling of togetherness throughout Celebration. The memories and bonds of friendship that result are the glue that holds Celebration together, ensuring a bright, long-lasting future.



SENSE OF PLACE

All people have a universal need for stimulating experiences and social interaction. Providing a variety of unique "places" throughout Celebration, where this type of activity would continually occur, was an important Cornerstone behind its creation. "Places" take on many forms at Celebration. A comprehensive master plan provides the foundation for place-making throughout town. Signature buildings designed in some of the world's greatest architectural styles provide timeless character to residential neighborhoods.

FOCUS ON TECHNOLOGY

From the beginning, Celebration has embraced technology as an essential means of connecting people.

Today, every resident has access to a Celebration email address and an electronic identification card.

To accommodate future advancements, Celebration is prepared to evolve with technology as it changes; helping to ensure that technology will continue to do exactly what it is intended, to bring people together.



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



FOCUS ON EDUCATION

Celebration has placed education at the heart of its vision in the belief that lifelong learning provides an essential key to higher quality life. In 1995 education began at The Learning Academy, a public education system recognized by the Florida Department of Education with a 2000-2001 Five Star School Award. Currently educational opportunities include KinderCare, a Montessori School, Stetson University Center at Celebration, Celebration K-8 and Celebration High School.

FOCUS ON HEALTH

Good health is the key to a good life. So, at Celebration, the Cornerstone of Health focuses first on prevention and caring for the whole person – mind, body and spirit. Numerous amenities, parks, and trails encourage people to get out and stay active. A state-of-the-art Florida Hospital facility and comprehensive Fitness Centre located within the community further support Celebration's commitment to health and well-being.



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Table of Contents

Part One – Existing Conditions Analysis

- Introduction
- Inventory of Existing System
- Demographics
- Community Survey
- Stakeholder Meeting
- Park Typology
- Level of Service Maps

Part Two – Master Plan Vision

- Vision
- Civic Corridor
- Upgrade Existing Parks

Part Three – Implementation

- Funding Strategy
- Order-of-Magnitude Estimate of Probable Costs
- Partnerships



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Introduction

Celebration developers, residents and community leaders decided years ago that the development of parks and trails and the preservation of open space were critical to the quality of life for current residents and for future generations.

To ensure the quality of life through parks and recreation was maintained a series of planning initiatives were conducted. The current planning initiative for Parks and Recreation began in 2010 with a community wide survey of residents to identify recreational needs. This was followed up in 2013 with a town hall stakeholder meeting where residents, civic and service group representatives and community leaders gathered to identify priority needs for the community. This information was compiled into a Master Plan Presentation on February 21, 2014.

To further enforce the importance of development of parks and trails and the preservation of open space, in 2014 residents decided to add an additional assessment known as the Working Capital Reserve Fund to ensure this quality of life vision would continue through the addition of the Civic Corridor and current park improvements.

This summary of results will describe the continuation of Celebration's long range vision and concept of building a better place to live, work and play.



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Inventory of Existing System

Understanding the inventory of Parks is important when beginning the planning process. Below is a list of existing systems within Celebration.

CELEBRATION FLORIDA: NEIGHBORHOOD AND COMMUNITY PARKS



COMMUNITY PARKS PARKS PARCELS WITH RECREATIONAL FACILITIES

| | | |
|------------------------------|--|-----------------------|
| 1. Celebration Village | Lakeside | 631 Sycamore St |
| 2. North Village | The Commons, North Village Pavillion, Meeting Room | 215A Celebration Blvd |
| 3. South Village | Spring Park | 951 Spring Park St |
| 4. South Village/Spring Lake | Spring Lake | 1581 Castile St |
| 5. East Village | East Crescent | 820 Oak Shadows Road |

NEIGHBORHOOD PARKS PARK PARCELS WITH MINIMAL HARDSCAPE

Celebration Village

| | |
|--------------------|--|
| 6. Founders | Celebration Ave / Campus St / Mulberry Ave |
| 7. Hippodrome | Greenbrier Ave / Iris St / Camelia St |
| 8. Longmeadow | Longmeadow St |
| 9. Savannah Square | Mulberry Ave / Longmeadow St |
| 10. Veranda | Veranda Pl / Camelia St |

North Village

| | |
|-----------------------|---------------------------------|
| 11. Eastpark Crescent | Eastpark Crescent / Eastpark Dr |
| 12. Norfolk Place | Norfolk Pl / Norfolk St |
| 13. Reserve Park | Reserve Place and Longview |

West Village

| | |
|----------------|------------------------------|
| 14. Canne | Canne Pl / Westpark Dr |
| 15. Greenbrier | Greenbrier Ave / Westpark Dr |
| 16. Nadina | Nadina Pl |
| 17. Trumpet | Trumpet Place |

South Village

| | |
|------------------|---------------------------------------|
| 18. Central Bark | Banks Rose St / Pawstand Rd |
| 19. Downey | Abelia St / Downey Place |
| 20. Croton | Croton Place |
| 21. Waterside | Waterside Drive S of Celebration Blvd |

Spring Lake

| | |
|--------------------|-----------------|
| 22. Twin Oaks Mews | Resolute St |
| 23. Grove Mews | Navarre St |
| 24. Eastern Mews | Castile St |
| 25. Pool | Castile St |
| 26. Western Mews | Castile St |
| 27. Playground | Resolute St (W) |

Roseville Corner

| | |
|--------------|-------------------------------------|
| 28. Memorial | Celebration Ave W of Jeater Bend Dr |
| 29. Blaze | Blaze Street / Old Blush Road |
| 30. Damask | Damask Street / Old Blush Road |
| 31. Nash | Nash Dr / Damask St |

East Village

| | |
|-------------------------|--|
| 32. Aquila Loop | Aquila Loop / Eagle Woods Trail |
| 33. Eastlawn | Eastlawn Dr / Pondview Ct |
| 34. Towhee | Towhee Ct |
| 35. Pondview | Pondview Ct / Pondview Lane |
| 36. Runner Oak | Runner Oak St |
| 37. Greenlawn | Greenlawn St |
| 38. The Greens Rec Area | Oak Shadows Rd / Indigo Rd / Oak Pond Dr |
| 39. Wild Elm | Wild Elm St |
| 40. Sandlace | Morning Glory / Sandlace Court |
| 41. Deerwoods | Deerwoods Rd. / Morning Glory Cir. |
| 42. Oak Pond | Oak Pond Dr / Indigo Dr |
| 43. Roseling | Roseling Place / Oak Shadows Rd |
| 44. Blue Sage | Blue Sage St / Oak Shadows Rd |
| 45. Golden Aster | Golden Aster Ct / Oak Shadows Rd |
| 46. Rosemary | Rosemary Way / Indigo Dr |
| 47. Penny Royal | Penny Royal St / Oak Shadows Rd |

Artisan Park

| | |
|------------------|---|
| 48. Lutyens | Lutyens Ln / Celebration Ave |
| 49. Ashbee | Ashbee Ln / Celebration Ave |
| 50. Greene | Greene Sq / Wilde Dr |
| 51. Oscar | Oscar Sq / Wilde Dr |
| 52. Moasic E | Moasic Dr E |
| 53. Moasic W | Moasic Dr W |
| 54. Craftsman | Craftsman Ave / Wilde Dr / Moasic Dr |
| 55. Bocci | Craftsman Ave / Moasic Dr / Tapestry Dr |
| 56. Tapestry E | Tapestry Dr E |
| 57. Tapestry W | Tapestry Dr W |
| 58. Amphitheater | Tapestry Dr / Stickley Ave |

BUILDINGS WITH GROUNDS ARTISAN PARK SERVICE AREA COMMITTEE STRUCTURE

| | | |
|-----------------|--------------|----------------------|
| A. Artisan Park | Artisan Club | 1343 Celebration Ave |
|-----------------|--------------|----------------------|

BUILDINGS WITH GROUNDS CROA STRUCTURES AND PARCELS

| | | |
|---------------------|-----------------------------------|-----------------------|
| B. West Village | Administration, 851 Meeting Rooms | 851 Celebration Ave |
| C. South Village | Heritage Hall | 951 Spring Park St |
| D. Roseville Corner | Maintenance | 1251A Celebration Ave |
| E. Watertower Place | Watertower | Blake Blvd |

CIVIC CORRIDOR



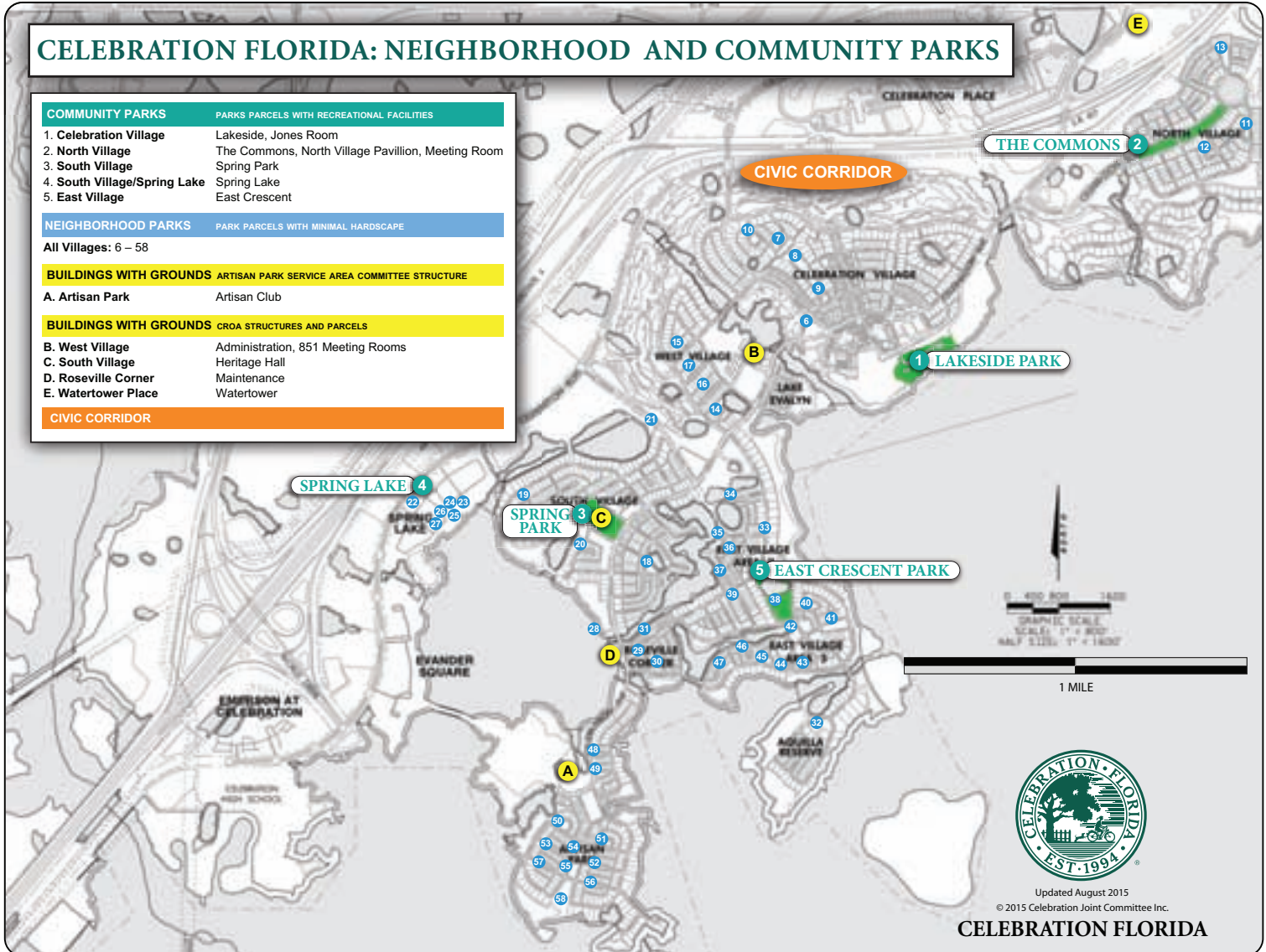
407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Inventory of Existing System

Below is a map of existing systems within Celebration.



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Quick Facts

| People QuickFacts | Celebration CDP | Florida |
|---|-----------------|------------|
| Population, 2014 estimate | X | 19,893,297 |
| Population, 2013 estimate | X | 19,600,311 |
| Population, 2010 (April 1) estimates base | X | 18,804,623 |
| Population, percent change - April 1, 2010 to July 1, 2014 | X | 5.8% |
| Population, percent change - April 1, 2010 to July 1, 2013 | X | 4.2% |
| Population, 2010 | 7,427 | 18,801,310 |
| Persons under 5 years, percent, 2010 | 5.4% | 5.7% |
| Persons under 18 years, percent, 2010 | 25.6% | 21.3% |
| Persons 65 years and over, percent, 2010 | 9.2% | 17.3% |
| Female persons, percent, 2010 | 52.4% | 51.1% |
| <hr/> | | |
| White alone, percent, 2010 (a) | 91.0% | 75.0% |
| Black or African American alone, percent, 2010 (a) | 1.5% | 16.0% |
| American Indian and Alaska Native alone, percent, 2010 (a) | 0.2% | 0.4% |
| Asian alone, percent, 2010 (a) | 3.2% | 2.4% |
| Native Hawaiian and Other Pacific Islander alone, percent, 2010 (a) | Z | 0.1% |
| Two or More Races, percent, 2010 | 2.2% | 2.5% |
| Hispanic or Latino, percent, 2010 (b) | 11.2% | 22.5% |
| White alone, not Hispanic or Latino, percent, 2010 | 81.9% | 57.9% |
| <hr/> | | |
| Living in same house 1 year & over, percent, 2009-2013 | 84.3% | 83.7% |
| Foreign born persons, percent, 2009-2013 | 16.9% | 19.4% |
| Language other than English spoken at home, pct age 5+, 2009-2013 | 15.0% | 27.4% |



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Quick Facts

| People QuickFacts | Celebration CDP | Florida |
|---|-----------------|-----------|
| High school graduate or higher, percent of persons age 25+, 2009-2013 | 97.4% | 86.1% |
| Bachelor's degree or higher, percent of persons age 25+, 2009-2013 | 64.1% | 26.4% |
| Veterans, 2009-2013 | 379 | 1,569,406 |
| Mean travel time to work (minutes), workers age 16+, 2009-2013 | 24.3 | 25.9 |
| Housing units, 2010 | 4,086 | 8,989,580 |
| Homeownership rate, 2009-2013 | 68.3% | 67.1% |
| Housing units in multi-unit structures, percent, 2009-2013 | 42.6% | 30.1% |
| Median value of owner-occupied housing units, 2009-2013 | \$379,700 | \$160,200 |
| Households, 2009-2013 | 2,729 | 7,158,980 |
| Persons per household, 2009-2013 | 2.64 | 2.61 |
| Per capita money income in past 12 months (2013 dollars), 2009-2013 | \$42,682 | \$26,236 |
| Median household income, 2009-2013 | \$79,636 | \$46,956 |
| Persons below poverty level, percent, 2009-2013 | 4.5% | 16.3% |
| Geography QuickFacts | Celebration CDP | Florida |
| Land area in square miles, 2010 | 10.54 | 53,624.76 |
| Persons per square mile, 2010 | 704.9 | 350.6 |
| FIPS Code | 11285 | 12 |
| Counties | Osceola County | |



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Community Survey

In 2010 the residents in Celebration had an opportunity to participate in an online survey to obtain feedback on current and potential new recreational opportunities. The Parks and Recreation and Communications Committee put the survey together based on criteria given by the Celebration Residential Owners' Association Board of Directors. The results of the survey were compiled by Dorie Moyer, Parks and Recreation Committee and reviewed at a task force meeting in January 2010. The results of the survey are listed below.



- **Dog Park – 16.5%**
- **Courts and Fields**
(New fields and Expansion of existing fields) – 9.6%
- **Indoor Multi Use Facility – 7.9%**
- **Outdoor Fitness Facilities**
(Tracks, Trails, Exercise Stations) – 7.8%
- **More Park Amenities**
(Benches, Water Fountains, Trash Cans, Picnic Table, BBQ Grills, Restrooms, etc.) – 6.9%
- **Tennis (More Courts, Improved Facilities, Light Courts) – 6.5%**

A dog park in Celebration is the single most requested amenity, with 16.5% of all respondents mentioning the need for a dog park. Of those requesting a dog park, 81.0% are dog owners and 19.0% are not. Among dog owners as a whole, 36.4% would like to have a dog park. Only 1.1% of the total respondents do not want to see a dog park built.

Overall the largest numbers of comments were about sports, with 37.2% of respondents making some sports related comment. Within the sports comments, additional courts and fields, and indoor multi-use recreational facility, and additional outdoor fitness facilities received the most comments. Tennis at 6.5% is only individual sport with more than 1-2% of residents requesting additional or improved facilities.

Seventeen percent (16.7%) would like to see improvements to existing parks and facilities. The most common request are for additional shade at playgrounds, pools and parks (4.0%), additional amenities in our parks (6.9%).



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Stakeholder Meeting

On September 28, 2013 and October 11, 2013 Geoffrey Mouen, Geoffrey Mouen Architect, LLC conducted a stakeholder planning meeting with the Celebration Residential Owners' Association Board of Directors, Civic and Service Groups, and other interested residents. During this meeting these groups were asked to provide feedback and place a green dot on items that they wanted or provide a YES, a yellow dot on items they were neutral and a red dot for items they did not want or a NO.

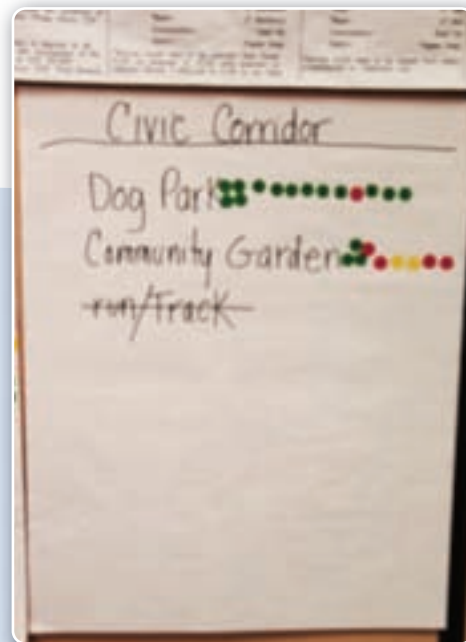
Below are the results from the town hall stakeholder meeting.

Green: YES,

Yellow: Neutral

Red: NO.

- Dog Park – 50 green, 8 yellow, 14 red
- Baseball Fields – 32 green, 11 yellow, 6 red
- Restrooms – 29 green, 4 yellow, 4 red
- Indoor Multi Use Facility – 26 green, 13 yellow, 7 red
- Pavilions – 26 green, 14 yellow, 17 red
- Tennis (More Courts, Improved Facilities, Light Courts) – 24 green, 1 yellow, 1 red
- Water Park and Swimming Pools (Splash Park, Larger/Better Pools, Heated Pools, Jacuzzis) – 23 green, 13 yellow, 6 red
- Multi-Purpose Athletic Fields – 22 green, 8 yellow, 6 red
- More Parking (Parking Structure, Lot) – 21 green, 9 yellow, 4 red
- Outdoor Fitness Facilities (Tracks, Trails, Exercise Stations) – 17 green, 3 yellow, 2 red
- Playgrounds – 16 green, 6 yellow, 17 red
- Improve Maintenance (Grounds, Landscaping, Thin Scrub) – 14 green, 5 yellow, 1 red
- Community Meeting Spaces (Expand Jones Room, Senior Center) – 13 green, 5 yellow, 10 red
- Improve Amphitheater – 13 green, 1 yellow, 2 red
- New Town Hall and Meeting Facilities – 12 green, 8 yellow, 15 red
- Skate Park – 9 green, 1 yellow, 6 red
- Bike Lanes – 8 green, 3 yellow, 4 red
- BBQ Grills – 8 green, 1 yellow, 2 red
- Benches – 7 Green
- Picnic Tables – 6 green, 3 reds
- Community Garden – 3 green, 2 yellow, 4 red



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Park Typology

A common way to make a system of complex network of facilities easier to understand is to develop a park typology which classifies a system's parks into descriptive categories. As part of the Recreation Master Plan Task Force the group was tasked with reviewing the types of facilities consisting of: Neighborhood Parks (Mews, Conservation and Garden), Community Parks, Trails and Greenways and Signature Parks. The Master Plan Task Force then asked management to post the types listed below on line for resident feedback. Below are the Facility Types as identified along with the core experience, potential facilities at these parks potential use, common size of those park types, access mode to the parks and level of service. Level of service describes how far you would need to go to get to a park.

| Facility Type | Core Experience | Potential Facilities | Potential Use | Size | Access Mode | Level of Service |
|---|--|---|--|-------------------|-------------------|------------------|
| Neighborhood Park | Walkable, close-to-home, open use recreation | Benches, pavilion, paths, open green space, playgrounds | Open field, limited scheduled programming, one or more amenities which are more "passive" or "casual" by nature, pavilions reserved by residents | Less than 5 acres | Walk, bike | .5 mile |
| Sub Categories of Neighborhood Parks | | | | | | |
| Mews | Open grass areas | Limited pavement, structures or seating if any | "Passive" or "Casual" | Less than 1 acre | Walk, bike | .5 mile |
| Conservation | Protected land, left in its natural state | Boardwalks, trails | "Passive" or "Casual" | Varies | Walk, bike | .5 mile |
| Garden | Open use | Fountains, art, conservation | "Passive" or "Casual" | Less than 1 acre | Walk, bike | .5 mile |
| Community Park | Mixed uses, team/league sports, something for everyone, open use not far from home | Pools, sports facilities, ball fields, restrooms, exercise paths, open spaces, playgrounds, trails, parking | Balance between "passive" or "casual" amenities with "active" amenities, community meetings, scheduled programming | Up to 20 acres | Walk, bike, drive | 1 miles |
| Trails and Greenways | Interconnected walking, biking, skating, jogging | Paved or unpaved multi-purpose use trails | Mostly open recreational usage, limited scheduled programming | Varies | Walk, bike | 5 miles |
| Signature Facilities | Specialized recreation use | Dog Park, Community Center, Gymnasium | Scheduled programming | Varies | Walk, bike, drive | 15 miles |



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Park Typology

| Village | Park Name | Type | Features |
|---------|--------------------------|--|--|
| North | Reserve Park | Neighborhood/Garden | Chairs, natural area |
| | North Village Commons | Community | Athletic fields, meeting room, pool, playground, volleyball cts, benches |
| | Eastpark Crescent | Neighborhood/Mew | Benches, open grass area |
| | Norfolk Place | Neighborhood/Mew | Benches, open grass area |
| | North Village Buffer | Neighborhood/Mew | Athletic fields, pavilion |
| Central | Savannah Square | Neighborhood/Garden | Fountain benches |
| | Longmeadow Park | Neighborhood | Playground, pergola, open grass area |
| | Hippodrome Park | Neighborhood | Open grass area, artwork, fountain, pergola, benches |
| | Founders Park | Neighborhood | Benches, flag pole, memorial, open grass area |
| | Veranda Park | Neighborhood/Garden | Benches, chair, open grass area |
| | Lakeside Park | Community | Tennis courts, Jones room, playground, pool, snack bar, shade games, open grass area, petanque cts, basketball, pavilion |
| | Market Square | Neighborhood/Garden | Fountain, trees |
| West | Greenbrier | Neighborhood/Mew | Benches, open grass area |
| | Trumpet | Neighborhood/Garden | Benches, pergola |
| | Nadina | Neighborhood/Mew | Trees in grass area |
| | Canne | Neighborhood/Mew | Bench, grass area, pergola |
| | K-8 Fields | Community (Partnership w/Osceola County Schools) | 851 Building, activity room, meeting room, ball fields, athletic fields, open grass areas, tennis courts, indoor gymnasium |
| South | Central Bark | Neighborhood | Benches, swing, open grass area, birdhouse |
| | Downey | Neighborhood | Fountain, pergola, open grass area |
| | Croton | Neighborhood/Mew | Open grass area, benches |
| | Waterside | Neighborhood | Open grass area, benches |
| | Pier on Spring Park Loop | Neighborhood/Mew | Lake |
| | Spring Park | Community | Heritage hall, BBQ, playground, open grass areas, pool |



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Park Typology

| | | | |
|------------------|-------------------------|----------------------------------|---|
| East | Aquila Loop | Neighborhood | Large open grass area, pavilion benches |
| | East Lawn | Neighborhood | Pergola, small open grass area |
| | Wild Elm | Neighborhood/Mew | Median, small grass area with trees |
| | Greenlawn | Neighborhood/Conservation | Small grass area, benches |
| | Towhee | Neighborhood/Garden | Trees in grass area |
| | Crescent Park | Community Park | Pool, playground, open grass area |
| | East Village Green | Community Park | Pavilion, open grass area, ball field area |
| | Sandlace | Neighborhood/Mew | Open grass area, chair |
| | Deerwoods | Neighborhood/Garden/Mew | Open grass area, benches |
| | Firethorn Park | Neighborhood/Garden | Small grass area |
| | Golden Aster | Neighborhood/Mew | Open grass area, benches |
| | Blue Sage | Neighborhood/Garden | Small grass area, picnic table, bench |
| | Penny Royal | Neighborhood/Mew | Open grass area, benches |
| | Roseling | Neighborhood/Garden | Benches, trees, sidewalk |
| | Pondview | Neighborhood/Mew | Chairs, garden, open grass area |
| | Runner Oak | Neighborhood/Mew | Small grass area, trees, benches |
| | Oak Pond | Neighborhood/Mew | Small grass area, benches |
| | Rosemary | Neighborhood/Mew | Open grass area, bench |
| Artisan | Lutyens | Neighborhood/Garden | Chairs, strip of grass |
| | Ashbee | Neighborhood/Mew | Art, open grass area, fountain |
| | Greene | Neighborhood/Garden | Benches, pergola, garden |
| | Oscar | Neighborhood/Mew | Open grass area, benches |
| | Moasic East | Neighborhood/Mew | Chairs, open grass area, artwork |
| | Moasic West | Neighborhood/Mew | Open grass area, artwork, chairs, trees |
| | Bocce | Neighborhood | Bocce Ball |
| | Tapestry East | Neighborhood/Mew | Open grass area |
| | Tapestry West | Neighborhood/Mew | Open grass area, bench, trees |
| | Amphitheater | Neighborhood/Signature | Amphitheater, open grass area |
| | Olmstead | Neighborhood/Mew | Open grass area, benches |
| | Wright | Neighborhood/Mew | Open grass area, benches |
| | Artisan Club | Community (Artisan Service Area) | Fitness center, club café, room rental, grill, pool, hot tub, outdoor kitchen, lawn, open field space |
| Roseville Corner | Memorial | Neighborhood/Garden | Memorial garden |
| | Blaze | Neighborhood/Garden | Garden |
| | Damask | Neighborhood/Mew | Open grass area, chairs |
| | Nash | Neighborhood/Mew | Open grass area, bench |
| Spring Lake | 12 Mews | Neighborhood/Mews | Future tot lot, open grass areas |
| | Pool & Fitness Center | Community | Pool, fitness center, grills |
| Civic Corridor | West Parcel | Signature | Future dog park, trees |
| | East Parcel | Community | TBD |
| | Celebration Blvd Parcel | Community | TBD |



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY

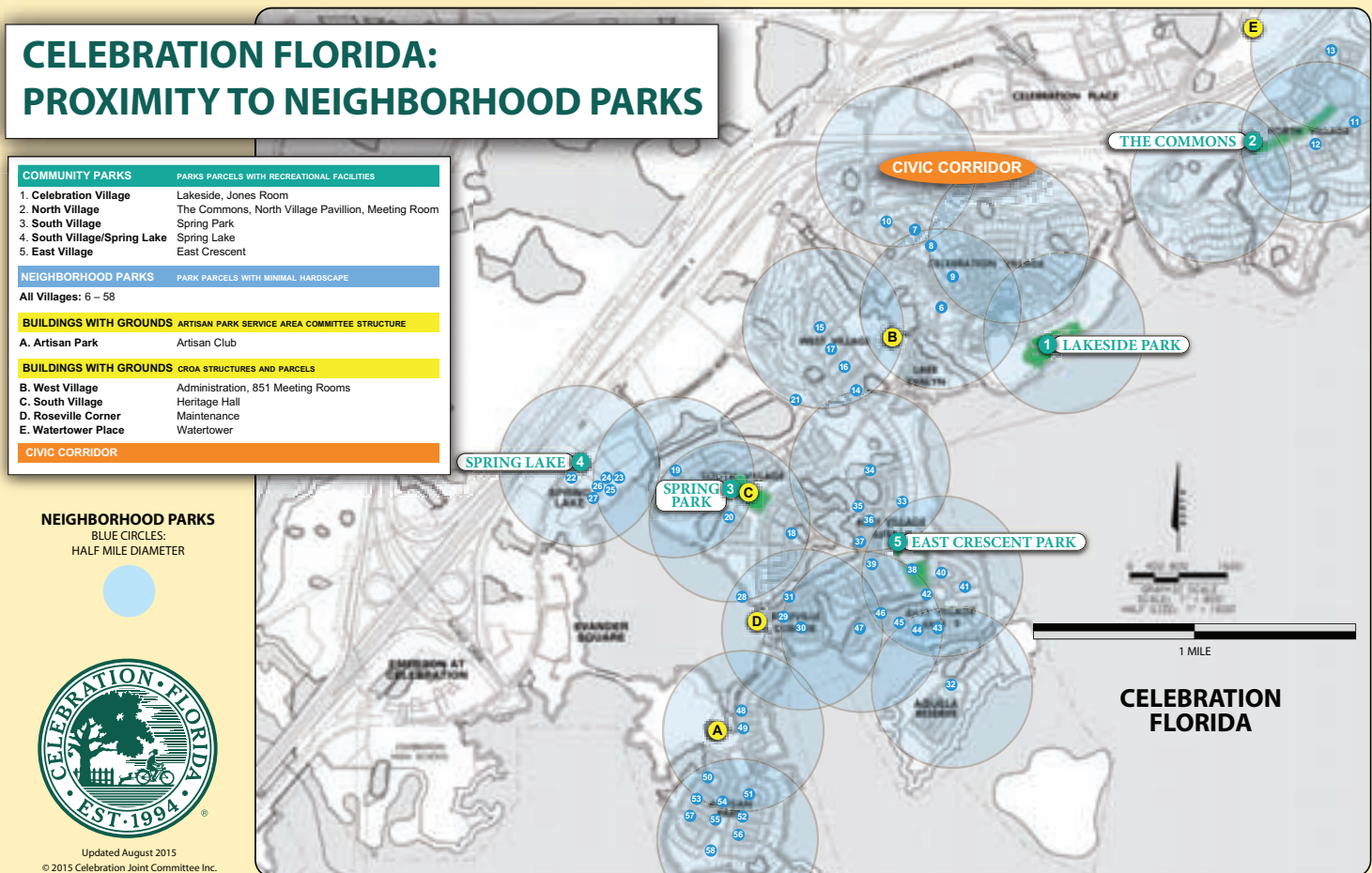


Level of Service Maps

Access level of service is a measure of how residents have access to recreation facilities within particular service areas. In this case a service area is defined as the distance to get to a park within Celebration. For the purpose of the Celebration Parks and Recreation Master Plan the access was measured by park type (neighborhood park or community park.)

Access Level of Service for Neighborhood Parks

Neighborhood parks have been identified with the core experience of being able to walk, close to home, open use recreation with possible benches, pavilion, paths, open green space and playgrounds. To measure current access, neighborhood parks were mapped and analyzed for a half-mile service area. The map below shows that nearly all residential areas of Celebration are within a half mile of a neighborhood park.



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Access Level of Service for Community Parks

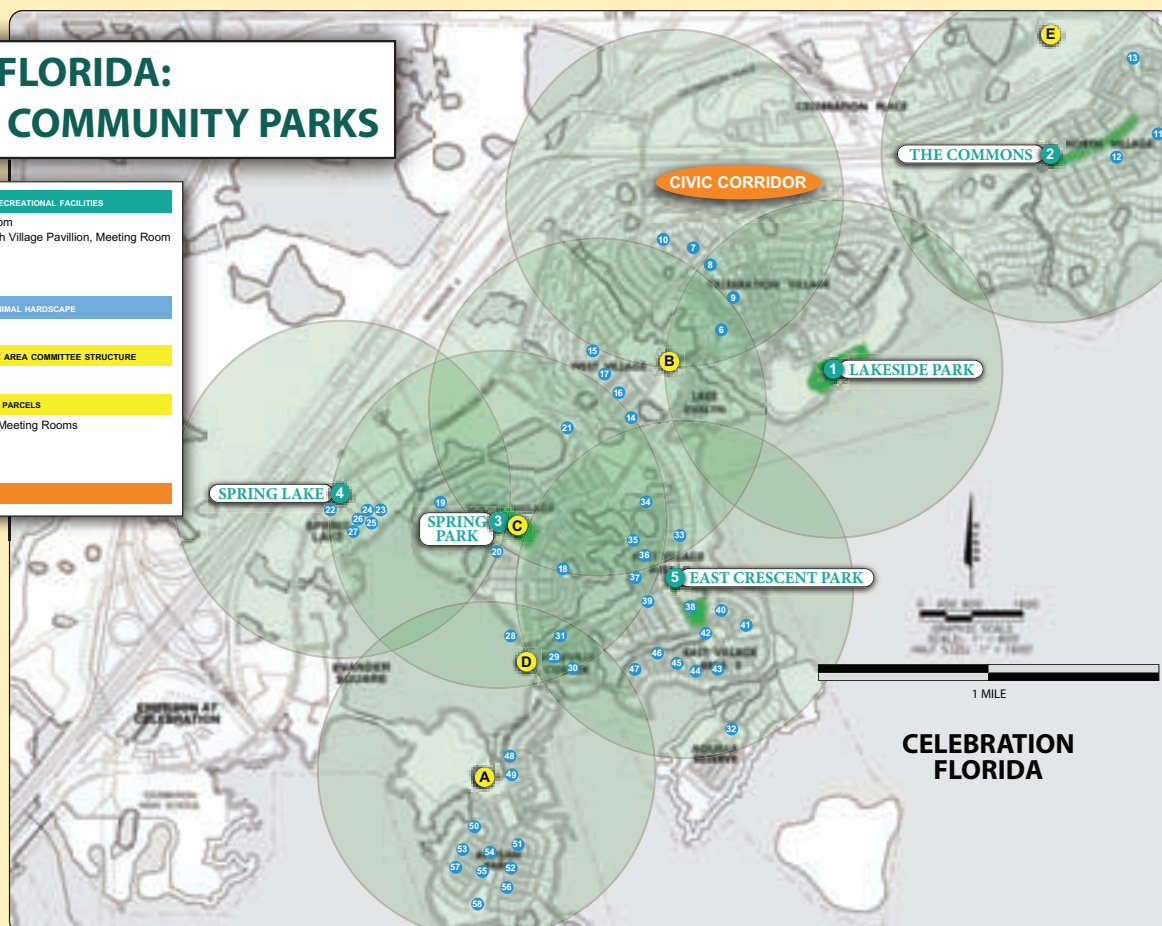
Community parks are typically larger than neighborhood parks and have been identified with the core experience of mixed uses, team/league sports, something for everyone, open uses not far from home with possible pools, sports facilities, ball fields, restrooms, exercise paths, open spaces, playgrounds, trails and parking.

To measure current access, community parks were mapped and analyzed for a one mile service area.

The map below shows that nearly all residential areas of Celebration are within a one mile radius of a community park if the Civic Corridor land is developed as a community park.

CELEBRATION FLORIDA: PROXIMITY TO COMMUNITY PARKS

| COMMUNITY PARKS | |
|---|---|
| 1. Celebration Village | Parks Parcels with Recreational Facilities |
| 2. North Village | Lakeside, Jones Room |
| 3. South Village | The Commons, North Village Pavilion, Meeting Room |
| 4. South Village/Spring Lake | Spring Park |
| 5. East Village | Spring Lake |
| | East Crescent |
| NEIGHBORHOOD PARKS | |
| PARK PARCELS WITH MINIMAL HARDSCAPE | |
| All Villages: 6 – 58 | |
| BUILDINGS WITH GROUNDS | |
| ARTISAN PARK SERVICE AREA COMMITTEE STRUCTURE | |
| A. Artisan Park | Artisan Club |
| BUILDINGS WITH GROUNDS | |
| CROA STRUCTURES AND PARCELS | |
| B. West Village | Administration, 851 Meeting Rooms |
| C. South Village | Heritage Hall |
| D. Roseville Corner | Maintenance |
| E. Watertower Place | Watertower |
| CIVIC CORRIDOR | |



COMMUNITY PARKS
GREEN CIRCLES:
ONE MILE DIAMETER



Updated August 2015
© 2015 Celebration Joint Committee Inc.



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Part Two – Master Plan Vision

On January 29, 2014 Geoffrey Mouen, Geoffrey Mouen Architect, LLC presented the Parks and Recreation Master Plan vision based on the summary of needs techniques. Below are the parks in Celebration and the recommended enhancements or improvements.

Civic Corridor

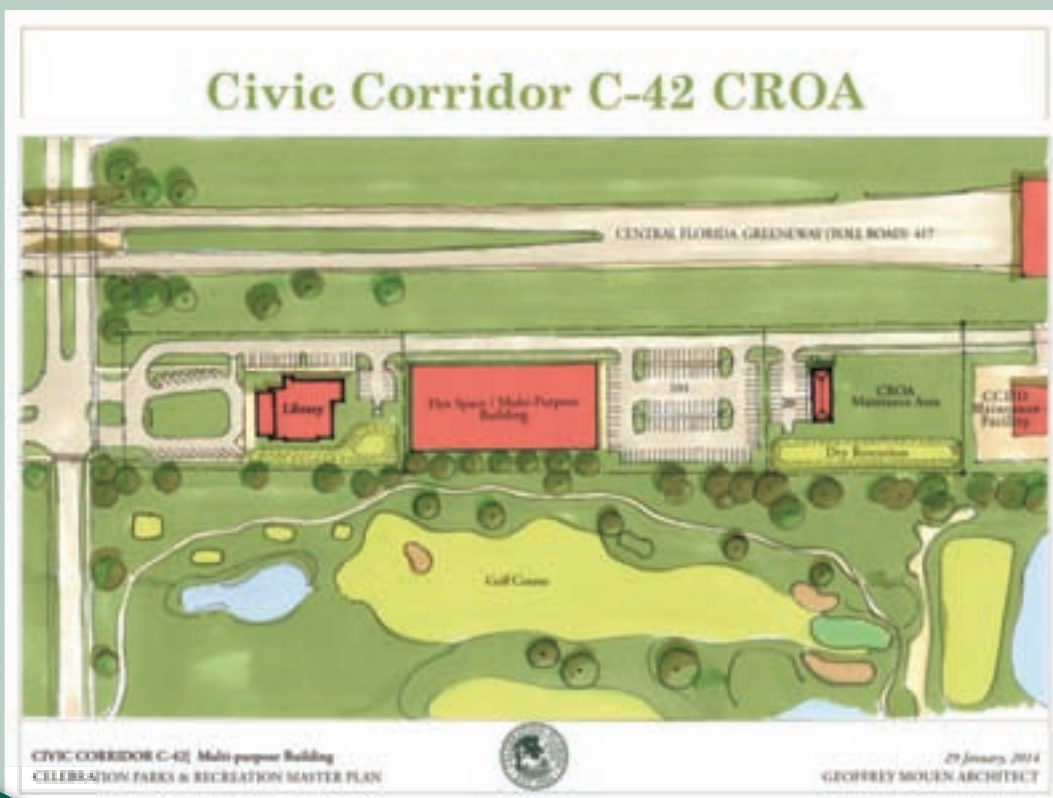


407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Civic Corridor



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Civic Corridor

Civic Corridor Suggested Amenities

Three multi-purpose fields
Bathrooms and concession
Parking
Dog park
Future indoor sports facility

Planning Discussions

A dog park in Celebration has been consistently identified as the most requested amenity.

The results from the community survey showed that 16.5% of all respondents mentioned the need for a dog park and during the dot exercise at the stakeholder meeting the dog park received 50 green dots, 8 yellow dots and only 14 red dots.

(Green: YES, Yellow: Neutral, Red: NO.)

The Celebration Residential Owners' Association Board of Directors have discussed placement of the dog park at numerous meetings and on March 24, 2015 the Board of Directors voted to move forward with the dog park at the Civic Corridor.



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Lakeside Park Improvements

Lakeside Park



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Lakeside Park Suggested Improvements

Lakeside Park



LAKESIDE PARK
CELEBRATION PARKS & RECREATION MASTER PLAN



29 January, 2014
GEOFFREY MOUEN ARCHITECT

- Enlarge Meeting Room
- Shade Structure at Pool and Playground Area
- Concession (Snack Bar)
- Splash Pad
- Additional Parking
- Bathrooms
- Light remaining Tennis Courts and Petanque Court



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



North Village Commons



North Village Commons Suggested Improvements

Dog park
Sports courts



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY





- Expand field perimeter
- Add BBQ and party pavilions
- Enlarge meeting space
- Expand play area
- Splash pad

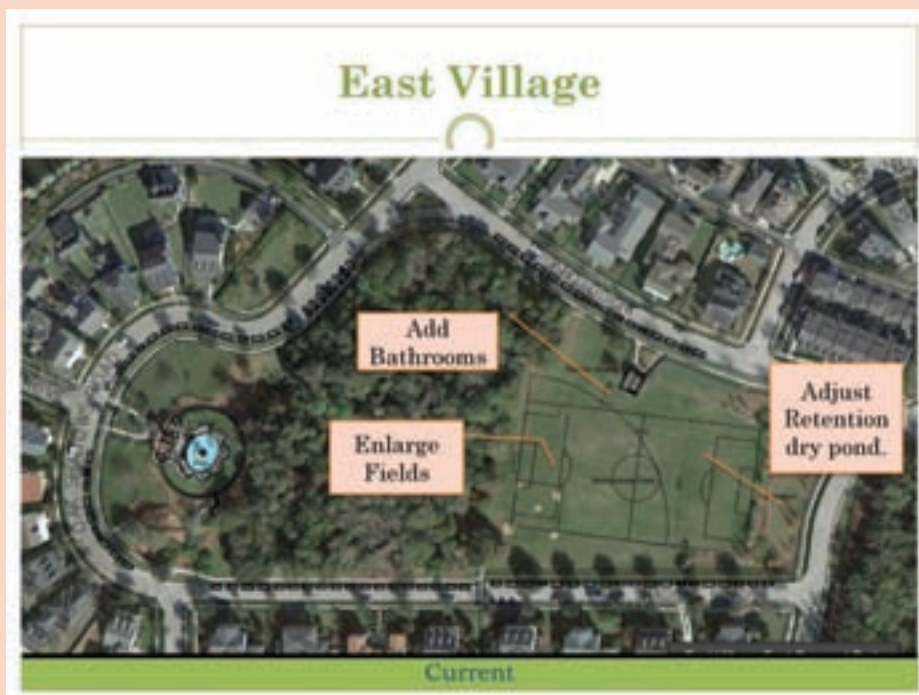


407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



East Village



East Village Suggested Improvements

- Expand multi-purpose field perimeter
- Add bathrooms
- Adjust dry retention area
- Add designated parking spaces



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Artisan Park



Artisan Park Suggested Improvements

- Add bathrooms at amphitheater
- Add playground
- Reversed benches
- More flat play lawn area



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



West Village K-8 Fields and 851 Building



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



West Village K-8 Fields and 851 Building



K-8 Fields and Town Hall Suggested Improvements

- 3rd Little League field
- Resurfaced multi-sports courts
- Improve multi-purpose fields
- Add concession/storage building
- Expanded activity building within 851 building



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Part Three – Implementation

Funding Strategy

This funding strategy was worked on with CCMC management, the CROA Board and the Recreation Master Plan Task Force Committee. The strategy is based on the following assumptions:

1. The master plan will be implemented over a 10-15 year period as funds become available through the Working Capital Reserve Fund.
2. Priorities may change over time in response to funding opportunities and/or changing demand.
3. The vision may change over time in response to changing trends, demographics and/or community needs. To fund the Parks and Recreation Master Plan the CROA Board of Directors has established the Working Capital Reserve Fund.

This fund is made up of the following funding sources:

Capital Contribution Assessment

In April of 2014 the members of the Celebration Residential Owners' Association voted to approve the Restatement of Amended and Restated Declaration of Covenants, Conditions, and Restrictions for Celebration Residential Properties. The amended Section 12.9 reads In addition to the other types of Assessments authorized by this Charter, each Owner, regardless of how title is acquired, at the time he or she takes record title to a Unit, shall pay to the Association a one-time Initial Capital Contribution Assessment in an amount equal to one (1) year's Annual Base Assessment for the Unit. This amount shall be in addition to, not in lieu of, the annual Base Assessment and any Service Area Assessment levied on the Unit and shall not be considered an advance payment of such assessments. Said Assessments shall be due and collectible from the Owner at the time of transfer of record title of the Unit and may be used to cover the operating expenses and other expenses which the Association incurs. The Board of Directors has the ability to utilize the funds collected from the one-time Initial Capital Contribution Assessment to fund the Parks and Recreation Master Plan with Board approval for expenditures.

Apartment Recreation Fees

Apartment Recreation Fees are fees paid by the apartment complexes within Celebration. Apartment renters do not pay annual assessments but they have the ability to participate in Celebration events and use the parks and recreation facilities through these fees. This fee is determined by using a formula that takes into account all parks and recreation expenses minus the revenues.

Capital Improvement

In October of 2015 the payment for the loan to the 851 building was paid off. The allotment for this payment is being re-directed into the Working Capital Reserve Fund.



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Capital Funding for Parks and Recreation Master Plan Projections

Below are projections for the Working Capital Reserve Fund. These projections are conservative estimates based on the assumption that annual assessments remain at \$911.40 and the apartment recreation fees have a slight increase each year.

| | Assessment | # of Sales | Total | Apt. Contribution | Payment (Redirect after | TOTAL POSSIBLE INCOME |
|--------------|------------|------------|-----------------------|------------------------|----------------------------|--------------------------|
| 2014 | \$ 911.40 | 150 | \$ 136,710.00 | \$ 96,939.82 | \$ - | \$ 395,969.87 |
| 2015 | \$ 911.40 | 300 | \$ 273,420.00 | \$ 159,756.82 | \$ 28,196.57 | \$ 521,525.79 |
| 2016 | \$ 911.40 | 300 | \$ 273,420.00 | \$ 261,622.66 | \$ 338,358.84 | \$ 946,313.50 |
| 2017 | \$ 911.40 | 300 | \$ 273,420.00 | \$ 316,667.78 | \$ 338,358.84 | \$ 965,814.02 |
| 2018 | \$ 911.40 | 300 | \$ 273,420.00 | \$ 326,167.82 | \$ 338,358.84 | \$ 937,946.66 |
| 2019 | \$ 911.40 | 300 | \$ 273,420.00 | \$ 335,952.85 | \$ 338,358.84 | \$ 947,731.69 |
| 2020 | \$ 911.40 | 300 | \$ 273,420.00 | \$ 343,063.00 | \$ 338,358.84 | \$ 954,841.84 |
| TOTAL | | | \$1,230,390.00 | \$ 1,840,170.75 | \$ 1,719,990.77 | \$ 5,670,143.37 |

The Celebration Company provided an additional \$381,115 donation after closing cost on the Civic Corridor property that could be used as part of the Parks and Recreation Master Plan funding.

Order-of-Magnitude Estimate of Probable Costs

The entire proposed plan to upgrade and enhance the Celebration parks facilities is roughly estimated to cost \$10+ million in 2015 dollars over the next 12-15 years. These estimates are general estimates based on management's discussion with municipality Parks and Recreation Directors throughout the state that have experience with similar projects. Note that the estimate of costs is not intended for individual project budgeting purposes, as no site analyses or preliminary plans have been developed for these projects. Detailed planning and design studies for each project will need to be developed in order to generate budget-level estimates.

As the plan is implemented, annual operations and maintenance (O & M) costs are expected to increase. The estimate of probable costs may change to absorb the cost of the O & M.



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Estimate of Probable Cost and Timeframe (continued)

| 2016 Projects | | | Estimated 2015 Working Capital | With TCC Donation |
|------------------------------------|----------------|----------------|-----------------------------------|----------------------|
| | Park Site | Estimated Cost | \$ 968,885.00 | \$ 1,350,000.00 |
| Dog Park (West Parcel) | Civic Corridor | \$ 133,318.00 | \$ 835,567.00 | \$ 1,216,682.00 |
| Site Work (West Parcel) 1.55 acres | Civic Corridor | \$ 298,383.00 | \$ 537,184.00 | \$ 918,299.00 |
| Road (Annual Payment) | Civic Corridor | \$ 31,050.00 | \$ 506,134.00 | \$ 887,249.00 |
| Benches | Artisan Park | \$ 7,500.00 | \$ 498,634.00 | \$ 879,749.00 |
| Light Tennis Courts | Lakeside | \$ 30,000.00 | \$ 468,634.00 | \$ 849,749.00 |

| 2016 - 2017 Projects | | | Estimated 2016 Working Capital | With TCC Donation |
|---|----------------|-----------------|-----------------------------------|----------------------|
| | Park Site | Estimated Cost | \$ 1,414,948.00 | \$ 1,796,063.00 |
| Site Work/Fields (East Parcel) 8.14 acres | Civic Corridor | \$ 1,000,000.00 | \$ 414,948.00 | \$ 796,063.00 |
| Road Payment (Annual Payment) | Civic Corridor | \$ 62,000.00 | \$ 352,948.00 | \$ 734,063.00 |
| Parking Lot (East Parcel) | Civic Corridor | \$ 130,000.00 | \$ 222,948.00 | \$ 604,063.00 |
| Concession/Restroom/Storage (East Parcel) | Civic Corridor | \$ 190,000.00 | \$ 32,948.00 | \$ 414,063.00 |
| North Village Parcel Trail Connector | Civic Corridor | TBD | | |

| 2017-2018 Projects | | | Estimated 2017 Working Capital | With TCC Donation |
|--|----------------|----------------|-----------------------------------|----------------------|
| | Park Site | Estimated Cost | \$ 998,762.00 | \$ 1,379,877.00 |
| Field Lighting (East Parcel) | Civic Corridor | \$ 120,000.00 | \$ 878,762.00 | \$ 1,259,877.00 |
| Bleachers (East Parcel) | Civic Corridor | \$ 10,000.00 | \$ 868,762.00 | \$ 1,249,877.00 |
| 4' Chain Link Fence/Vinyl Coated (East Parcel) | Civic Corridor | \$ 30,000.00 | \$ 838,762.00 | \$ 1,219,877.00 |
| Scoreboard (East Parcel) | Civic Corridor | \$ 22,500.00 | \$ 816,262.00 | \$ 1,197,377.00 |
| Playgrounds (East Parcel) | Civic Corridor | \$ 250,000.00 | \$ 566,262.00 | \$ 947,377.00 |
| Civic Corridor Road Payment | Civic Corridor | \$ 59,000.00 | \$ 507,262.00 | \$ 888,377.00 |
| Splash Pad | South Village | \$ 200,000.00 | \$ 307,262.00 | \$ 688,377.00 |
| Shade Shelter | Civic Corridor | \$ 120,000.00 | \$ 187,262.00 | \$ 568,377.00 |
| Lightning Prediction System | Civic Corridor | \$ 20,000.00 | \$ 167,262.00 | \$ 548,377.00 |



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Estimate of Probable Cost and Timeframe (continued)

| 2018-2019 Projects | | | Estimated 2018 Working Capital | With TCC Donation |
|---|-----------------------|----------------|-----------------------------------|----------------------|
| | Park Site | Estimated Cost | \$ 1,105,209.00 | \$ 1,486,324.00 |
| Splash Pad | Lakeside | \$ 400,000.00 | \$ 705,209.00 | \$ 1,086,324.00 |
| Community Meeting Spaces (Expand Jones Room, Senior Center) | Lakeside (Jones Room) | \$ 240,000.00 | \$ 465,209.00 | \$ 846,324.00 |
| Improve Shade for Playgrounds, Pools, Park Areas, Umbrellas | Lakeside | \$ 150,000.00 | \$ 315,209.00 | \$ 696,324.00 |
| Restrooms | Lakeside | \$ 100,000.00 | \$ 215,209.00 | \$ 596,324.00 |
| Road Payment (Annual Payment) | Civic Corridor | \$ 59,000.00 | \$ 156,209.00 | \$ 537,324.00 |
| Expand Field - Thin Scrub | Artisan Park | \$ 5,000.00 | \$ 151,209.00 | \$ 532,324.00 |
| Expand Athletic Field - Thin Scrub | East Village | \$ 50,000.00 | \$ 101,209.00 | \$ 482,324.00 |
| Parking | East Village | \$ 25,000.00 | \$ 76,209.00 | \$ 457,324.00 |
| Snack Bar and Covered Seating | Lakeside | \$ 80,000.00 | \$ (3,791.00) | \$ 377,324.00 |

| 2019-2020 Projects | | | Estimated 2019 Working Capital | With TCC Donation |
|--|-----------------|----------------|-----------------------------------|----------------------|
| | Park Site | Estimated Cost | \$ 943,940.00 | \$ 1,325,056.00 |
| Restrooms - Amphitheater | Artisan Park | \$ 112,500.00 | \$ 831,440.00 | \$ 1,212,556.00 |
| Pavilion | Spring Park (2) | \$ 160,000.00 | \$ 671,440.00 | \$ 1,052,556.00 |
| Playground | Artisan Park | \$ 250,000.00 | \$ 421,440.00 | \$ 802,556.00 |
| Improve Amphitheater | Artisan Park | \$ 80,000.00 | \$ 341,440.00 | \$ 722,556.00 |
| Remainder of Civic Corridor Road Phase I | Civic Corridor | \$ 245,500.00 | \$ 95,940.00 | \$ 477,056.00 |
| Restrooms | East Village | \$ 112,500.00 | \$ (16,560.00) | \$ 364,556.00 |
| Exercise Stations | Civic Corridor | \$ 35,000.00 | \$ (51,560.00) | \$ 329,556.00 |
| Expand Heritage Hall | Spring Park | \$ 240,000.00 | \$ (291,560.00) | \$ 89,556.00 |



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Estimate of Probable Cost and Timeframe (continued)

| 2020-2021 Projects | | | Estimated 2020 Working Capital | With TCC Donation |
|---|----------------|----------------|-----------------------------------|----------------------|
| | Park Site | Estimated Cost | \$ 663,282.00 | \$ 1,044,398.00 |
| Parking | East Village | \$ 25,000.00 | \$ 638,282.00 | \$ 1,019,398.00 |
| Parking | South Village | \$ 25,000.00 | \$ 613,282.00 | \$ 994,398.00 |
| Restrooms | East Village | \$ 112,500.00 | \$ 500,782.00 | \$ 881,898.00 |
| Remainder of Civic Corridor Road Phase II | Civic Corridor | \$ 245,500.00 | \$ 255,282.00 | \$ 636,398.00 |
| Playgrounds | K-8 | \$ 250,000.00 | \$ 5,282.00 | \$ 386,398.00 |
| Expansion | Heritage Hall | \$ 220,000.00 | \$ (214,718.00) | \$ 166,398.00 |

| 2021-2022 Projects | | | Estimated 2021 Working Capital | With TCC Donation |
|-----------------------|-----------|----------------|-----------------------------------|----------------------|
| | Park Site | Estimated Cost | \$ 740,124.00 | \$ 1,121,240.00 |
| Baseball Fields | K-8 | \$ 330,000.00 | \$ 410,124.00 | \$ 791,240.00 |
| Athletic Field | K-8 | \$ 110,000.00 | \$ 300,124.00 | \$ 681,240.00 |
| Pickle Ball | K-8 | \$ 10,000.00 | \$ 290,124.00 | \$ 671,240.00 |
| Community Garden | TBD | \$ 25,000.00 | \$ 265,124.00 | \$ 646,240.00 |
| Outdoor Fitness Track | K-8 | \$ 300,000.00 | \$ (34,876.00) | \$ 346,240.00 |

| 2022-2023 Projects | | | Estimated 2022 Working Capital | With TCC Donation |
|--------------------------|----------------|----------------|-----------------------------------|----------------------|
| | Park Site | Estimated Cost | \$ 919,966.00 | \$ 1,301,082.00 |
| Maintenance Bldg. | Civic Corridor | \$ 360,000.00 | \$ 559,966.00 | \$ 941,082.00 |
| Concession Storage Bldg. | K-8 | \$ 100,000.00 | \$ 459,966.00 | \$ 841,082.00 |

| 2023-2024 Projects | | | Estimated 2023 - 2024 Working Capital | With TCC Donation |
|---|----------------|-----------------|---|----------------------|
| | Park Site | Estimated Cost | \$ 2,369,650.00 | \$ 2,750,766.00 |
| Indoor Sports/Recreation/Fitness/Multi-Use Facility | Civic Corridor | \$ 2,000,000.00 | \$ 369,650.00 | \$ 750,766.00 |

| 2024-2025 Projects | | | Estimated 2024 - 2026 Working Capital | With TCC Donation |
|--------------------------------------|-----------|-----------------|---|----------------------|
| | Park Site | Estimated Cost | \$ 2,279,334.00 | \$ 2,660,450.00 |
| New Town Hall and Meeting Facilities | TBD | \$ 1,500,000.00 | \$ 779,334.00 | \$ 1,160,450.00 |



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



Partnerships

To better meet the parks and recreation needs of homeowners, CCMC management will continue to identify possible partnerships with the Celebration Community Development District, the Osceola County School Board and future village builders.



407-566-1200 • www.celebration.fl.us

TECHNOLOGY • EDUCATION • PLACE • HEALTH • COMMUNITY



2019 CELEBRATION FACILITIES AND PARKS MASTER PLAN UPDATE



ACKNOWLEDGEMENTS |

The Lose Design research and design team would like to thank all the Celebration elected officials, staff and residents of Celebration who participated in the development of this master plan. Through your commitment and dedication to the Parks and Recreation Department, we were able to develop this plan to guide the delivery of recreation services to the citizens of Celebration.

Celebration Residential Owners Association Board of Directors

Brian Kensil, President
Vanessa Winter, Vice President
Kevin Kirby, Secretary
Vaughn Roberts, Treasurer

David Anderson, Director
Maryann Barry, Director
Jackson Mumey, Director

Celebration Residential Owners Association Community Management Staff

Steve Waring, Executive Director
Suzan Kearns, Community Manager
Niki Patten, Parks & Recreation Manager

Todd Haskett, Operations Manager
Patrick Dume', Customer Solutions Manager
Corrin Harris, Lifestyle Coordinator

2019 Parks Facilities Master Plan Update Focus Groups

Celebration Flag Football
Celebration Foundation
Celebration Garden Club
Celebration Lifelong
Celebration Little League
Celebration Phoenix Lacrosse
Celebration Tropics Soccer
Celebration Zumba
The Celebrators
Central Florida Irish Dance

Dog Park Committee
Fit4Mon
RCFit
Recreation Committee
Special Events Committee
Tennis
Thriving In Place
Veterans Club of Celebration
X-Factor Dance

Residents of Celebration

Lose Design, Inc., a multi-disciplinary design firm with offices in Nashville, Knoxville, and near Metro Atlanta, which specializes in park and recreation planning, was selected to generate this Master Plan. Using demographics, population projections, assessments of current facilities, national standards and public input, Lose Design has developed a 10-year master plan. This document serves as both a strategic plan and an action plan, providing Celebration with guidelines for future program planning efforts and capital improvement projects.

Table of Contents

SECTION 1 - Executive Summary

| | |
|---|-----|
| Previous Planning Efforts | 1.2 |
| Opinion of Probable Cost and Funding Alternatives.. | 1.5 |

SECTION 2- Community Profile

| | |
|-----------------------------------|------|
| Population Characteristics | 2.3 |
| Population Growth..... | 2.5 |
| Population by Age and Gender..... | 2.7 |
| Population by Race..... | 2.8 |
| Limited English Proficiency..... | 2.9 |
| Household Income..... | 2.9 |
| Health Trends..... | 2.10 |
| Key Findings..... | 2.11 |

SECTION 3- Public Engagement

| | |
|-------------------------------------|------|
| Introduction..... | 3.1 |
| Community Survey Input..... | 3.6 |
| Potential Capital Improvements..... | 3.12 |
| Key Findings..... | 3.18 |
| General Comments..... | 3.19 |



SECTION 4- Facility Assessments

| | |
|---|-----|
| Classifications and Service Criteria..... | 4.1 |
| Level of Service..... | 4.2 |
| Park Locations and Gap Analysis..... | 4.4 |
| Looking Forward..... | 4.6 |

SECTION 5- Funding Recommendations

| | |
|--|-----|
| Opinion of Probable Cost and Funding Alternatives..... | 5.1 |
| Moving Forward with Funding | 5.7 |
| Capital Development Funding Opportunities | 5.8 |
| Celebration Facilities / Infrastructure Loan..... | 5.8 |
| Out of Celebration Resident Fees..... | 5.9 |
| Grants..... | 5.9 |
| Funding Recommendations Summary..... | 5.9 |

Appendix

| |
|--|
| Celebration Comments Cards |
| Celebration Facilities and Parks Master Plan Update Survey |
| Celebration Focus Group Questionnaire |
| Celebration Master Plan Update Display Boards |
| Celebration Parks and Rec Public Meeting Presentation |
| Celebration Post Card Print Sample |
| Celebration Postcard Back |
| Celebration Postcard Front |



This page left intentionally blank.

EXECUTIVE SUMMARY

Section 1



Section 1

Executive Summary

00^& 00^00 { { 00^

The population of Osceola County is expected to increase by 73 percent over the next 25 years. This growth, combined with the draw of Central Florida, will continue to drive the demand for parks and recreation opportunities. Additionally, the proposed Celebration Island Village, Phase 1 development includes provisions for the School Board of Osceola County, Florida, to be required to build or cause to be built, the Celebration K-5 School Improvements on the Celebration Island Village School Property and complete construction of such improvements by the start of school for the 2021/2022 school year. In anticipation of these and future growth demands, Celebration engaged the services of Lose Design to develop a 2019 Facilities and Parks Master Plan Update for the community. The goal of this master plan is to assist Celebration in guiding its strategies for future improvements to the community's facilities and parks over the next ten years. Developing the master plan involved a process of public engagement, facility assessment, examination of community trends in Celebration's facilities and parks. The report includes five sections: (1) population and demographic analysis, (2) needs analysis and Celebration involvement, (3) phasing and implementation costs, (4) capital layout and funding options, and (5) future leverage recommendations.

Across America, and especially in the Southeast, Parks and Recreation facilities and parks have taken on a new role. Gone are the days of children as primary users of park facilities while parents sit in the outfield and watch. Park facilities and programs now serve all residents, all ages and all segments of the community. This fact has led to a diversification of services, which is based on sound research, demographic data and market conditions. Shrinking open space, increased property values, and residents with busy schedules have collectively placed a demand for well-designed and efficient facilities and park space and recreational opportunities that serve the wide and varied needs of Celebration. Park facilities have become social gathering spaces, health related improvement opportunities and benchmarks for the quality of life within individual communities. Prospective residents select or eliminate communities based on the quality of Parks and Recreation facilities available. Parks and recreation agencies have become a "big deal." So, how do American communities' step up to the plate and make a home run with their parks and recreation facilities and parks - Good Planning.



Questions must be asked and carefully answered:

- What facilities and parks do the residents of Celebration want?
- What are the demographics of Celebration? Understanding a community's wellness profile is critical to design recommendations.
- Do they live in Celebration year-round; how do they travel?
- What do they need to lead a robust high quality of life?
- What capital programs will be developed that promote the quality of life expectations Celebration residents desire?

This planning process will address these questions asked, fully analyze and answer them, but more importantly, will provide guidance on a plan structure so that the needs and desires of Celebration residents be met through a well-developed Facilities and Parks system.

Previous Planning Efforts

In January 2014, a stakeholder and planning assembly of Celebration residents provided direction for the 10.7 square mile master-planned community in Osceola County, Florida. Seven parks were covered in the vision-based plan: Civic Corridor, Lakeside Park, North Village Commons, Spring Park and Heritage Hall, East Village, Artisan Park, and West Village which mainly focused on park improvements. Prior planning documents and public input used in the development and assessment of this report include, but are not limited to, the following reference material:

- 2017 Celebration Parks & Recreation, Recreation Program Plan
- 2018 CROA Board Strategic Planning Goal Areas
- 2018 Celebration 25 Year, Community Conservation RECAP
- 2019 Celebration Island Village Phase I, Preliminary Subdivision Plan
- 2017 COMMUNITY HEALTH NEEDS ASSESSMENT REPORT CENTRAL FLORIDA COMMUNITY BENEFIT COLLABORATION LAKE, ORANGE, OSCEOLA AND SEMINOLE COUNTIES
- 2018 Osceola County Large Scale Comprehensive Plan Tax Amendment
CPA18-0001
- 2019 Osceola County Board of Commissioners Capital Improvements Plan
- 2019 Osceola County Board of Commissioners Parks & Recreation Element Plan



- 2019 Osceola County Development Review Committee PS18-00032 Celebration Island Village – Phase I
- 2018 The School District of Osceola County, FL School Capacity Report – Three-Year Outlook
- United States Census Bureau American Fact Finder
- MetroPlan Orlando TAZ based maps

Presentations/Q&A sessions were conducted with the Thriving in Place, Celebration Foundation, Celebration Lifelong, Garden Club, Celebrators, Veterans Club of Celebration, Celebration Tropics, Celebration Little League, Celebration Flag Football, Celebration Phoenix Lacrosse, X-factor Dance, Zumba, Irish dance, Tennis, Fit4Mom, RCFit, Recreation Committee, Special Events Committee, Dog Park Committee, Little Fins, Yoga, Martial Arts, Celebration Parks and Recreation Staff, CROA Board members, and Celebration residents. Several participatory methods were used to obtain information from members of these diverse groups. The needs and opportunities presented in this report were prepared as part of the 2019 Facilities and Parks Master Plan Update and are consistent with the planning process. The most important source of data and input into this plan comes from engagement with Celebration residents and consultation with Focus Group stakeholders. The planning process uses a detailed procedure that identifies community characteristics and allows the project team to become familiar with previous and current planning efforts. At this stage of the process, we will consolidate and analyze all public input, demographics and existing planning documents. Existing parks and recreation goals will be analyzed and restructured in response to interviews, workshops, and public comment. We will review the goals and objectives of existing planning reports to determine the extent to which those goals have been achieved. Generally, all groups interviewed are pleased with the services they receive from the Celebration Department of Parks and Recreation, and the commitment of the Department staff. A total of seven (7) public meetings were held at various times and days in Celebration Town Hall throughout the public engagement phase so that the Planning Team had an opportunity to reach community members around Celebration. A brief presentation was given at each meeting to provide an overview of the Master Plan process, next steps in the process, and a discussion of what a modern parks system looks like.

More recently, the Parks and Recreation Department developed a “2017 Recreation Program Plan” with the following Mission Statement:

“To maintain and improve our residents’ quality of life.”



The 2017 Celebration Recreation Program Plan included clearly stated goals and a robust list of detailed objectives to guide implementation. Although these goals were developed by past CROA Board Directors, they are still embraced as the primary focus or purpose of their governance, these eight core values:

1. To provide high quality of life throughout the community
2. To develop quality of education.
3. Implement quality of safety and security for all residents.
4. Provide quality of the environment practices.
5. Continue to develop quality of the business community.
6. Develop marketing strategies using printed publications, social media, websites, and other proven marketing methods.
7. Continue to develop quality of successful governance.
8. Develop quality of the overall community fabric or sense of community.

The Celebration Parks and Recreation Master Plan 2015 – 2020 also included the following guiding principles known as the Celebration Cornerstones:

- SENSE OF COMMUNITY
- SENSE OF PLACE
- FOCUS ON TECHNOLOGY
- FOCUS ON EDUCATION
- FOCUS ON HEALTH

These principles that would guide every aspect of the community's creation were carefully considered in development of the current 2019 Parks Facilities Master Plan Update. Additionally, throughout the planning process and engagement with Celebration residents the following Vision Statements were developed:

- Ensure the safety of our residents and visitors to our facilities and parks
- Engage citizens in determining program and facility needs
- Enhance, sustain, and protect physical and natural resources
- Plan and develop new facilities and park amenities
- Upgrade and renovate existing facilities and parks to meet community needs

These Vision Statements were carefully considered in development of the current 2019 Celebration Parks Facilities Master Plan Update. The most predominant comments centered on Wellness communities, which share the same general commitments—to health, to nature, to art and culture, to environmental sustainability. The Gallup Active Living Study found that residents

of places that score highest for “active living environment” (walkability, bikeability, and parks) experience significantly lower rates of issues such as smoking, obesity, diabetes, high blood pressure, high cholesterol, and depression. One of Celebration's most cited Cornerstones by Celebration residents in the Focus Group secessions was HEALTH. Celebration's Heath



Cornerstone is as follows: Good health is the key to a good life. So, at Celebration, the Cornerstone of Health focuses first on prevention and caring for the whole person – mind, body and spirit. Numerous amenities, parks, and trails encourage people to get out and stay active ... further support Celebration's commitment to health and well-being.

Opinion of Probable Cost and Funding Alternatives

Celebration residents have expressed a desire for increased recreational opportunities throughout the Celebration owned properties. In the development of the 2019 Celebration Parks Facilities Master Plan Update, alternatives for a ten-year spending plan were created. These spending plans identify the costs for the recommended and suggested improvements to existing and proposed parks and facilities, as outlined in the sections of this Master Plan report. The costs are based on current construction costs, therefore cost escalation likely will occur over the plan's life cycle. Note that the estimate of costs is not intended for individual project budgeting purposes, as no site analyses or preliminary plans have been developed for these projects. Detailed planning and design studies for each project will need to be developed in order to generate budget-level estimates.

The strategies presented are intended to serve as a guide on the potential impacts to capital funding by illustrating both a conservative approach to facility improvements/expansion, as well as a more accelerated approach. As such, it is understood that the adoption and implementation of a capital improvement program by Celebration may deviate from these recommendations. It should also be noted that there is an opportunity that potential donations or outside contributions may alter the structure of the recommendations presented. As discussed in Section 3 of this report, the residents of Celebration had also indicated a desire to incorporate other projects from previous planning efforts into the current capital improvement program planning. These projects are in addition to the current facility recommendations identified above and will require evaluation from Celebration leadership as to how these projects will align with the recommended capital improvement plan options. As such, the planning team has developed three funding options – Option 1 (Pay-as-you-go), Option 2 (Additional funding A), and Option 3 (Additional funding B).

The following provides a summary of the total costs identified in the Option 1 spending plan, including existing known funds:

| | |
|-----------------|-------------|
| 2020-2024 TOTAL | \$4,463,000 |
| 2025-2029 TOTAL | \$4,537,000 |
| TOTAL | \$9,000,000 |
| FUTURE | \$9,650,000 |



Within the presented 10-year capital improvement plan options, the planning team has identified facility expansion and new facility costs ranging from \$3,387,000 - \$10,505,000, not including those projects previously identified in the Celebration Parks and Recreation Master Plan 2015–2020. As noted previously, the recommendations included in Option 1 will permit these improvements within the current capital improvement funding program. However, Options 2 and 3 would require additional funding sources to execute the plans. Although a funding analysis was not part of the master plan scope, the following table illustrates the potential cost impacts to the residents of Celebration to support Options 2 and 3:

| Table 5.6: Additional Funding Analysis | | | |
|--|-------------|--------------|--------------|
| | Option 1 | Option 2 | Option 3 |
| Current Capital Funding | \$9,000,000 | \$9,000,000 | \$9,000,000 |
| Recommended Capital Improvements | \$9,000,000 | \$15,093,000 | \$16,118,000 |
| Funding Deficit | \$0 | -\$6,093,000 | -\$7,118,000 |
| Additional Annual Costs per Household | \$0.00 | \$1,410.09 | \$1,647.31 |
| Additional Monthly Costs per Household | \$0 | \$117.51 | \$137.28 |

Survey respondents indicated support to consider alternative funding options for the construction of new facilities, purchase and renovation of existing facilities, and/or long-term rental leases for facilities in Celebration. The combination of these funding options would increase the ability to make the identified improvements, and allow for an increased operating budget, which is needed in order to improve facility expansion and increase the number of programs offered throughout the year.



This page left intentionally blank.

COMMUNITY PROFILE

Section 2



Section 2

Community Profile



Celebration is a unique community due to its census-designated place (CDP) and a master-planned community in Osceola County, Florida, located near Walt Disney World Resort and originally developed by The Walt Disney Company. As part of the Orlando–Kissimmee Metropolitan Statistical Area, Celebration is located on the westside of Osceola County and the I-4 interstate corridor, spanning approximately 133 miles along a generally west–east axis.

Walt Disney World Resort serves as a major tourist destination, and in 2018 the park hosted over 20.45 million visitors, making it the most visited theme park in the world for the twelfth consecutive year and the most visited theme park in North America for at least the past eighteen years. Indirectly, Celebration receives economic development betterments and real estate exposure from these guest population. Visitors have a range of entertainment options from Main Street, U.S.A., Frontierland, Liberty Square, Fantasyland, and Tomorrowland just to name a few. Celebration residents enjoy the sub-tropical climate with an average temperature of 71.75°F, and 236 sunny days easily boasts perfect conditions for an array of outdoor recreation activities, shopping venues and numerous entertainment attractions.

According to MetroPlan Orlando's TAZ-based projections, the current population of unincorporated Osceola County (excluding the cities of St. Cloud and Kissimmee) is estimated to be 227,859 people. Unincorporated Osceola County is most densely populated in the Urban Growth Boundary (UGB) around Lake Tohopekaliga, in the Buena Vista Lakes, Celebration, and near the Interstate 4 corridor spanning the northwest corner of the County. According to the 2017 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, the permanent population of Celebration was 8,536.

Established in 1994, the first homeowner arrived in 1996. Celebration's facilities and parks are 24 years old and the community is facing challenges as it seeks to provide the highest quality of recreational and cultural services. The current facilities are limited and aging, while at the same time the community is growing and thriving. As noted in the Celebration Parks and Recreation Master Plan 2015–2020, Celebration has a park infrastructure which is composed of major park typologies – Community Parks, Trails and Greenways and Signature Parks and Neighborhood Parks (Mews, Conservation and Garden). Community Parks are typically larger than Neighborhood Parks and have been identified with the core experience of mixed uses, team/league sports, open space, pools, ball fields, restrooms, playgrounds, trails and parking. Civic Corridor Park is the major outdoor athletic facility with three multi-purpose fields, bathrooms and concessions, parking, a dog



park, and room to accommodate future development. This facility is slated to open to the residents in August 2019. To the west of Town Hall is the Celebration K-8 School campus separated by Mill Creek. The campus offers turf fields and a gymnasium facility typical of student competitive sports. Due to its proximity to Celebration Town Hall, students are major users of the area and on-site facilities especially after school and during summer months. A Development and Operating Agreement for the Celebration Schools between The School Board of Osceola County, Florida (State/County) and Celebration provides some access to these facilities, but overall there are limited facilities in the Celebration facilities and parks portfolio, and many of them have the same peak times for primary usage. The Island Villages development community impacts are based on 192 single family residential building lots, 87 townhome single family residential building lots and 300 multi-family residential apartment dwelling units. In total, the Celebration Recreation Department manages 70 parks containing approximately 31.84 plus acres of parkland for Celebration resident usage. The majority of these parks are located near the villages that make up the urbanized areas of Celebration, with the outer most park being the Civic Corridor.

One of the most notable challenges for Celebration is the development of the Osceola County park system's most prominent park type, in terms of acreage and number of parks, the Conservation Area-Based parks (74% of total acreage and 25 parks). This extensive acreage (6,397.68) and parks distribution is not surprising given the abundance of lakes, wetlands, and natural resource lands throughout the county. Although admirable in terms of preservation of green/open space, this planned approach creates underserved recreation and community cultural needs in terms of recreation opportunities for the westside of Osceola County. To compound the issue further Osceola County planners, have designated the population groups that compose Celebration as primarily temporary/seasonal housing. Based on analysis of the housing stock using ESRI® Business Analyst and U.S Census Bureau American Fact Finder data, 60% of the total housing stock in Celebration's population groups is used for temporary/seasonal housing. Primarily, the temporary/seasonal housing stock is comprised of multi-family dwelling units.

Current projected unincorporated new park needs not do reflect any immediate efforts to address recreational deficits for the westside/I-4 corridor of Osceola County until 2025. This puts the leadership of Celebration in a position to address its own facilities and park needs. However, the Osceola County Department of Parks and Recreation has recently submitted revisions to the Osceola County Board of County Commissioners for the revision of its Parks and Recreation Facilities Element Plan to improve the County's ability to partner with private partners to enhance leisure facilities to improve the community's physical health, promote relaxation, and enhance the quality of life for all County residents and visitors. The key understanding of the revision is still to maintain a public betterment for the citizens of Osceola County. This factor is key to mention because if a partnership and/or intergovernmental agreement were to be developed, it would be understood that the service area would include the citizens of Osceola County and the residents of Celebration – hence a public private partnership.



Population Characteristics

In addition to determining the desires and priorities of current residents, a Parks Facilities Master Plan Update must include analysis of statistical data to anticipate the needs of future generations. The anticipated needs are based on demographic data obtained through the most recent census data in addition to population projections.

Recreational needs and trends of a community are dependent on several factors including cultural environment and geographic setting. Preference and lifestyle are often dependent on age, gender, education and socio-economic status. Demographic research and public input generate data that allows us to anticipate public desires and predict activities that will likely become popular as a community's demographic profile changes. Although accurate data is available every ten years, demographic factors, such as age, are ever-changing. Age projections may be the best indicator of changes in recreation trends over the time of a Recreation Plan. For example, the child who is 10 years old when a plan is developed may be interested in team sports like baseball; however, by the end of the plan's timeframe, he or she has taken an interest in individual recreation activities like running and cycling.

Knowledge of a community's age and its predicted changes are useful when a large percentage of the population will soon reach an age when their recreation preferences are likely to change. This trend is now noticeable with the large number of baby-boomers who are reaching retirement age across the country.

To gain a better understanding of the facility and park needs of Celebration, an updated community profile has been developed. The demographic factors in this section include:

- Population Trends
- Population by Age
- Population by Gender
- Population by Race and Ethnicity
- Economic Trends
- Health Trends

This demographic data helps researchers identify and study the quantifiable subsets within the population. Researchers use demographic findings to compare with results of the public input survey. If input from survey respondents varies significantly from the demographic community profile, recommendations would adjust accordingly. For example, if demographic data indicates that the community has a large population of senior men, but few responded to the public input survey, the researcher would recommend additional outreach to understand if the community is meeting this group's parks and recreation needs. Serving the community's recreation needs is traditionally the central purpose of any parks and recreation department. Nevertheless, many recreation departments will remain with the status quo because of a lack in funding, little or no



communication with residents, shortage of knowledge about its own community demographic, and an incomplete understanding of how that demographic profile can be used to anticipate the community's changing recreational and cultural needs.

Recreation departments often develop facilities and parks based on the pressure of the moment, resulting in a disconnected assortment of facilities and parks that typically meet the needs of one small sector of their community. To meet this service demand, the department may remove trees from a dwindling supply of green space in remote, inconvenient locations. This is the equivalent to putting a Band-Aid on a deep cut. Reactionary decisions like this come at a high cost to the community; funds are spent, and open space resources are developed without fully understanding a community's needs. This could ultimately result in a poorly organized park system that residents find inconvenient or undesirable. The purpose of sharing this example is to illustrate that making long-term decisions guided by community demographics and population projections can result in well-planned and properly managed park facilities that anticipate a community's growing recreation needs before residents become dissatisfied.

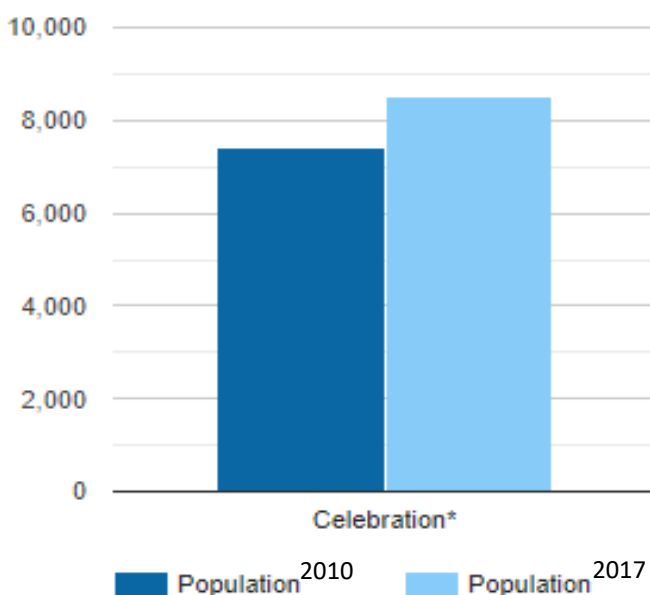
Recreation departments often develop facilities and parks based on the pressure of the moment, resulting in a disconnected assortment of facilities and parks that typically meet the needs of one small sector of their community.



Population Growth

As noted in a number of the focus group meetings and published Census data developed over the past 10 years, Celebration continues an impressive decade-long boom in population growth, with new residents drawn by the community's school system, high quality of life, and proximity to employment centers in the Orlando–Kissimmee Metropolitan Statistical Area. Neighboring Orlando-Deltona-Daytona Beach, FL CSA, Kissimmee City-FL, Campbell, Kissimmee CCD-FL, Four Corners, Loughman, and Hunters Creek even further contribute to the economic viability of the study area. The Celebration population change from 2010 to 2017 indicates an increase of 1,109 or (15%).

Celebration Population Change
From 2010 to 2017



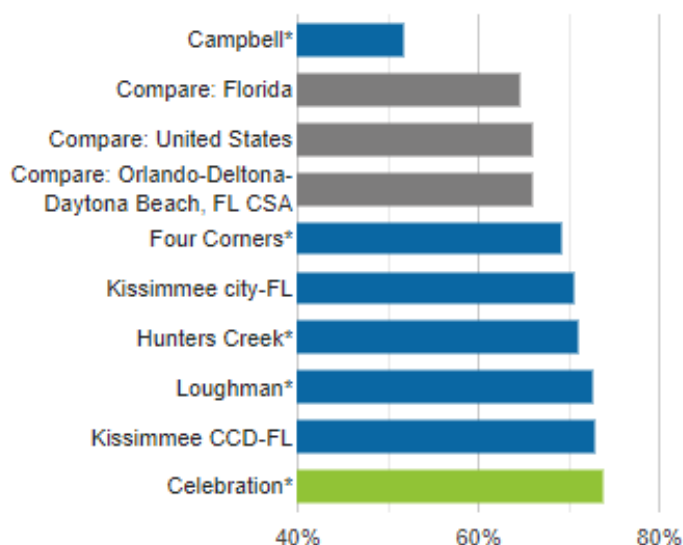
Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

According to U.S Census Bureau data, Celebration illustrates it has a 3.5 average family size which is the 4th in average family size, out of 10 totals in the study area. Additionally, the ratio of families as a total of all households, Celebration has 74% of people who are in a family, which is the highest of all places in the sample area. Moreover, Celebration's population has 40% of its people who are



single for any reason, which is the 4th smallest percent of people who are single for any reason of all the other places in the area. Cities marked with an asterisk ("*") should resemble a city or town but do not have their own government (i.e. Mayor, City Council, etc.) These places should be recognizable by the local community, but their boundaries have no legal status. Technically these include both Census Designated Places (CDP) and Census County Divisions (CCD) which are defined by the Census Bureau along with local authorities.

Celebration Has 74% of People Who Are in A Family

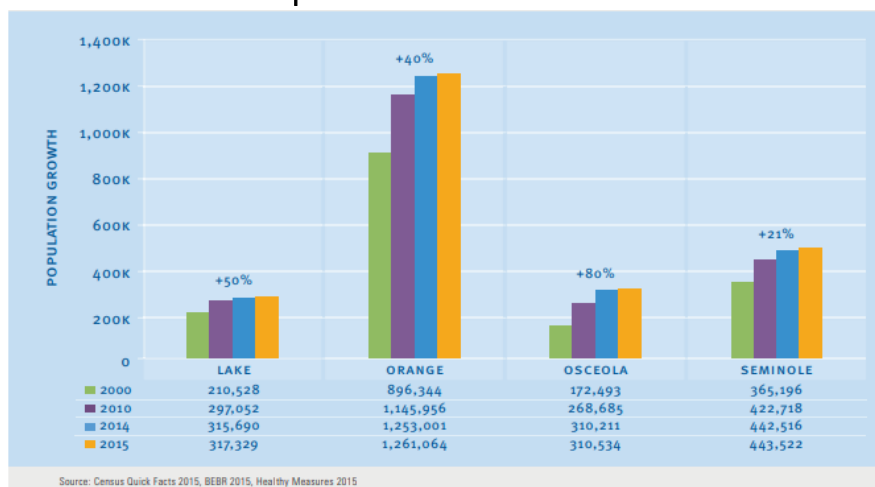


Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates



According to the U.S. Census Bureau, every county in the four-county assessment region has seen consistent population growth from 2000-2015. Orange County is by far the most populous of the assessment region and Osceola is the least populous. However, Osceola County has seen the largest percentage of growth (80 percent) since 2000.

Four-county Assessment Region Has Seen Consistent Population Growth from 2000-2015



Population by Age and Gender

Understanding the age of the population is a critical element to providing appropriate recreational programming to all age groups. In 2016, the largest population age group at 61.2% was between the ages of 18 to 64 years old. The second largest age group was 18 years and younger at 23.6%. Persons 65 and over comprised 15.4%. Baby-boomers have recently entered the 65+ age group and are in the beginning phases of becoming senior citizens. However, most seniors do not think of themselves as growing old and generally prefer the term “active adults.” These empty nesters are an energetic group with ample leisure time to participate in park and recreation activities, especially those that provide social interaction. Recent retirees in the 65 to 75 age group also fit this active and participatory description. As a result, attention should be given to the activities most often utilized by active mature adults including pickleball, tennis, swimming, golfing, walking, hiking and cultural/civic facilities.



In addition, this demographic group is likely to participate in classes and programs that are social and educational.

Celebration Population by Age and Gender

Age

41.1

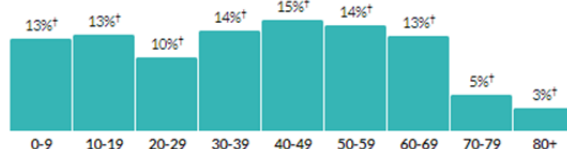
Median age

about 10 percent higher than the figure in the Orlando-Kissimmee-Sanford, FL Metro Area: 36.9

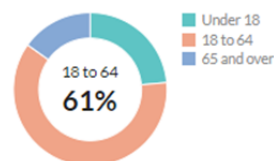
about the same as the figure in Florida: 41.8

Census data: ACS 2017 5-year unless noted

Population by age range



Population by age category



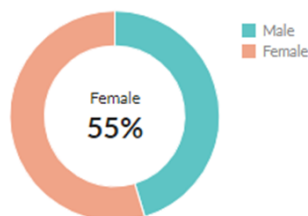
According to U.S Census data, the Male to Female ratio in Celebration is of note. Females comprise 54.6% of the population while Males comprise 45.4%. This fact may have significant impact on services necessary to serve different genders. Women tend to desire different services and single mothers may desire vastly different services such as childcare.

Population by Race

Celebration is 80.3% white, followed by 3.6% Asian, 13.5% Hispanic, and 1.1% "Two or more races." Black or African American and Native Hawaiian and "Other Pacific Islander alone" represent less than 1% of the Celebration population.

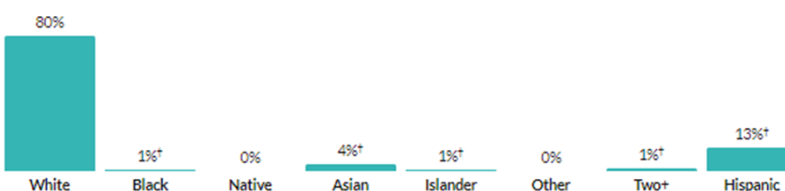
Celebration Population by Race

Sex



Census data: ACS 2017 5-year unless noted

Race & Ethnicity



* Hispanic includes respondents of any race. Other categories are non-Hispanic.

While race does not dictate the types of facilities available within the community, it can be used as a helpful metric to test if facility and park offerings are being utilized by all groups within Celebration.



Limited English Proficiency

The ability to communicate effectively has a direct impact on one's ability to access the programs and services provided by one's community. Limited English Proficiency, or LEP, is a measure of individuals who are not fluent in English or may not use the English language to communicate at all. According to census estimates, 20.3% of the Celebration population is limited in their ability to use and understand the English language. This is 1.5 times that of Orlando-Kissimmee-Sanford, FL Metro Area and 1.5 times that of the State of Florida.

Of these LEP households, 9.2% speak primarily Spanish languages. However, 8.9% are categorized as "Other Indo-European Languages". This may represent individuals living and working in Celebration on non-immigrant J-1 Visas.

Celebration English Proficiency

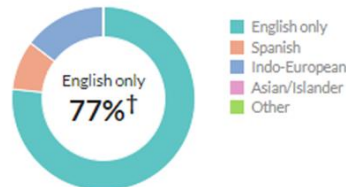
Language

N/A

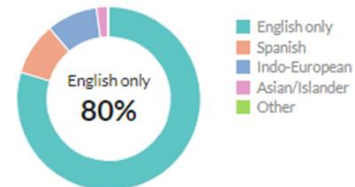
Persons with language other than English spoken at home

Census data: ACS 2017 5-year unless noted

Language at home, children 5-17



Language at home, adults 18+



Household Income

Celebration appears to be in good fiscal standing. By comparison, there are fewer families living in poverty within Celebration than Orlando-Kissimmee-Sanford, FL Metro Area or the State of Florida. According to the 2017 census estimates only 8% of Celebration's population falls below the poverty line. These indicators of fiscal health may indicate that residents of Celebration do not have a financial barrier to participating in recreation facilities, parks, programs and activities.

Celebration Household Income

Income

\$41,798

Per capita income

about 1.5 times the amount in the Orlando-Kissimmee-Sanford, FL Metro Area: \$26,966

about 1.5 times the amount in Florida: \$28,774

Census data: ACS 2017 5-year unless noted

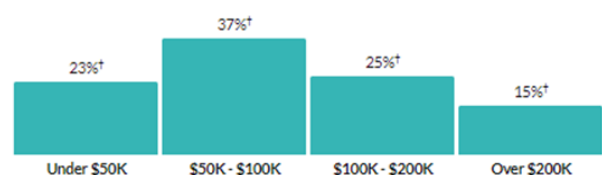
\$83,228

Median household income

about 1.5 times the amount in the Orlando-Kissimmee-Sanford, FL Metro Area: \$52,261

more than 1.5 times the amount in Florida: \$50,883

Household income



Health Trends

One of Celebration's five guiding principles known as Celebration Cornerstones, that guide every aspect of the community's creation is the Focus on Health. This Cornerstone states, "Good health is the key to a good life. Numerous amenities, parks, and trails encourage people to get out and stay active. A state-of-the-art Florida Hospital facility and comprehensive Fitness Centre located within the community further support Celebration's commitment to health and well-being.

Sitting is the New Smoking

"For people who sit most of the day, their risk of heart attack is about the same as smoking." ~ Martha Grogan, Cardiologist, Mayo Clinic

As part of the research, it is important to highlight the health issues related to inactivity. In general, people are less active than in the past and lead sedentary lifestyles. This inactivity has led to an obesity epidemic, which continues to grow with the most dramatic increases seen in the southern United States. This routine affects life expectancy and has a direct economic impact on medical spending. According to the Centers for Disease Control and Prevention, "an estimated annual medical cost of obesity in the U.S. was \$147 billion in 2008 U.S. dollars; the medical costs for people who are obese were \$1,429 higher than those of normal weight" (CDC 2015).

County health rankings are published by the University of Wisconsin Population Health Institute and the Robert Wood Johnson Foundation to help communities understand what influences how healthy residents are now (Health Outcomes) and how healthy a county will be in the future (Health Factors). Health Outcomes affect length of life and quality of life equally and Health Factors are comprised of Health Behaviors (weighted at 30 percent), Clinical Care (20 percent), Social and Economic Factors (40 percent) and Physical Environment (10 percent). This results in numerical rankings given to each county in a state. Thus, decision-makers in said counties can see how they stack up relative to the other counties in their state on each of the six measures. They can also help these same decision-makers pinpoint areas of focus to improve the health and well-being of residents. Wellness plays a significant role in the development of successful community. A healthy community isn't measured only by access to high quality health care, says the University of Wisconsin's Bridget Catlin, director of the county health rankings program. "There are so many things we can do in our communities – outside the doctor's office – to prevent illness from even occurring in the first place," she says. "You need to give people options to make the healthy choice the easy choice. That's why we think it's important to ... make sure there are places to exercise." According to the National Recreation and Parks Association, the work of local parks and recreation takes on some of the nation's toughest challenges like obesity, the economy and environmental sustainability and offers solutions. Local parks and recreation are uniquely positioned to make significant contributions in these areas and do so by providing critical front-line services and resources.



Table 2.1 below shows Osceola County's Health Outcomes ranking is equally as impressive, but they rank in the bottom third of the state on Health Factors. This is likely due to very low rankings on Clinical Care and Physical Environment. Osceola County also has the lowest score in the region for Social and Economic Factors.

Table 2.1: Osceola County's Health Outcomes

| COUNTY | LENGTH OF LIFE | QUALITY OF LIFE | HEALTH BEHAVIOR | CLINICAL CARE | SOCIAL & ECONOMIC FACTORS | PHYSICAL ENVIRONMENT |
|----------|----------------|-----------------|-----------------|---------------|---------------------------|----------------------|
| LAKE | 23 | 14 | 15 | 14 | 17 | 42 |
| ORANGE | 7 | 43 | 18 | 31 | 18 | 53 |
| OSCEOLA | 8 | 58 | 30 | 59 | 32 | 59 |
| SEMINOLE | 4 | 21 | 10 | 16 | 3 | 50 |

Source: County Health Rankings and Roadmap - The Robert Wood Johnson Foundation Program

Key Findings

In summary, Celebration's population is growing, and is anticipated to continue an upward trend. With a new \$61.2M mixed-use project starting in 2019, Island Village will bring an estimated 1,014 single-family homes, 296 apartments, and a new K-5 school. Additionally, Celebration has a higher average household income than state and national levels of income, and higher housing values. While higher, it is important to note that there are areas of the Osceola County where income and housing values are lower than national and state averages, and that 8% of the population lives below the poverty level. According to U.S. Census data, the economy of Celebration, FL employs 4.1k people. The largest industries in Celebration, FL are Arts, Entertainment, and Recreation (757 people), Professional, Scientific, & Technical Services (512 people), and Accommodation & Food Services (467 people), and the highest paying industries are Manufacturing (\$105,750), Health Care & Social Assistance (\$82,250), and Information (\$80,729), (ACS 2017 5-year estimate).

Osceola County has seen a decrease, or no positive change, in the percentage of people, young and old, who are receiving vaccinations. Additionally, they have seen an increase in both new HIV and new AIDS cases. It is the only county in the region whose two-year-old immunization percentage is not at or above the HP2020 target. Across the region, we have seen a decrease in the number of two-year-olds who are fully immunized and, except for Orange County, a decrease in the percentage of elderly adults receiving flu vaccinations. HIV and STIs in general did emerge as themes in Lake, Orange and Osceola Counties' concerns generated by the Collaboration.



On average, the obesity rate is higher among middle age adults 40-59 years old than it is for adults under 39 or above 60. Multi-use paths, trails, sidewalks and bike lanes provide citizens with an opportunity for exercise. Physical activity not only helps maintain a healthy weight, but it also benefits mental health, according to a report by the US Department of Health and Human Services, 1996. Research also reveals that commuters who walk or cycle more regularly have noticeably better mental health than those who commute by car. (University of East Anglia (UEA) and the Centre for Diet and Activity Research (CEDAR), 2014).

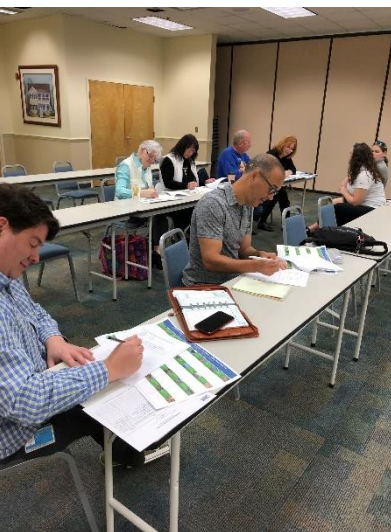
With concerns growing nationally, it is important to look at the health statistics for Celebration Officials, as well as residents, need to understand these risks because strong action at the community level is critical to addressing chronic disease trends. In researching risk factors, the planning team found data for Osceola County from County Health Ranking and Roadmaps. We know that people's environment has an enormous impact on their choices. Having more parks, recreation amenities, sidewalks, bike lanes and greenways can help to improve a community's overall health. These changes will require Celebration to look at facility and park needs in order to address changing populations.



This page left intentionally blank.

PUBLIC ENGAGEMENT

Section 3



Section 3

Public Engagement

Q&A

The Public Engagement process included one-on-one interviews, public meetings, presentations to Focus Groups, Service Clubs, Business Associations and meetings with the Recreation Committee. Interviews included residents who are involved with the Celebration Parks Department in an elected or appointed capacity. Also interviewed were representatives of the Osceola County Parks and Recreation Department, Osceola County Community Development Department, and Osceola County Public School District.

To begin the process of gathering public input, a community meeting was held at the onset of the planning process on Wednesday, January 9, 2019, at 6:00 p.m. in the Celebration Town Hall, for residents to provide feedback on personal utilization of the Celebration Facilities and Parks system and to collect positive/constructive feedback. The meeting was well attended, with approximately 125 community members present. Attendees were invited to participate in an interactive exercise around the room with various tables to mark on display boards and maps of the Parks and Recreation Master Plan indicating areas, facilities, and parks that should be considered for inclusion in or exclusion from the updated master plan. Attendees were also given comment cards to complete and leave behind after the meeting, allowing all who were present to communicate information to the planning team, even if they were not able to share their input verbally at the meeting. Facilitators discussed the need to understand the vocabulary of a modern park system and how the updated information could benefit the community. Additionally, the attendees were informed of the project's planning process, with upcoming Focus Group meetings that would be held over the course of the Parks and Recreation Master Plan process. Together, these elements paint a comprehensive picture of Celebration while creating a consensus on current issues and opportunities.

Presentations were also given to the Seniors program participants, Youth Sports representatives, Partnered Programs, Committee councils (Recreation, Special Events, Dog Park) and CCMC Management Team. Several participatory methods were used to obtain information from members of these diverse groups. The needs and opportunities presented in this report were prepared as part of the 2019 Parks Facilities Master Plan Update and are consistent with the planning process. The most important source of data and input into this plan comes from engagement with Celebration residents and consultation with Focus Group stakeholders.

The analysis phase of the project is a detailed process that identifies community characteristics and allows the project team to become familiar with previous and current planning efforts. In order



to understand what facilities and parks survey respondents are most interested in funding; they were asked about the facility and park improvements they would like to see. Additionally, respondents were offered several options to offer input, and given an opportunity to suggest other improvements as well. Data from the various reference collection inputs were consolidated, and the planning team analyzed all public input, demographics, and existing planning documents. Existing parks and recreation goals were analyzed and restructured in response to interviews, workshops, and public comments. The planning team reviewed the goals and objectives of existing planning reports to determine the extent to which those goals have been achieved. The planning team utilized the consensus results of public input, personal interviews, Focus Group meetings, and a Community Needs Assessment Survey to develop a vision for future capital improvement funding opportunities.

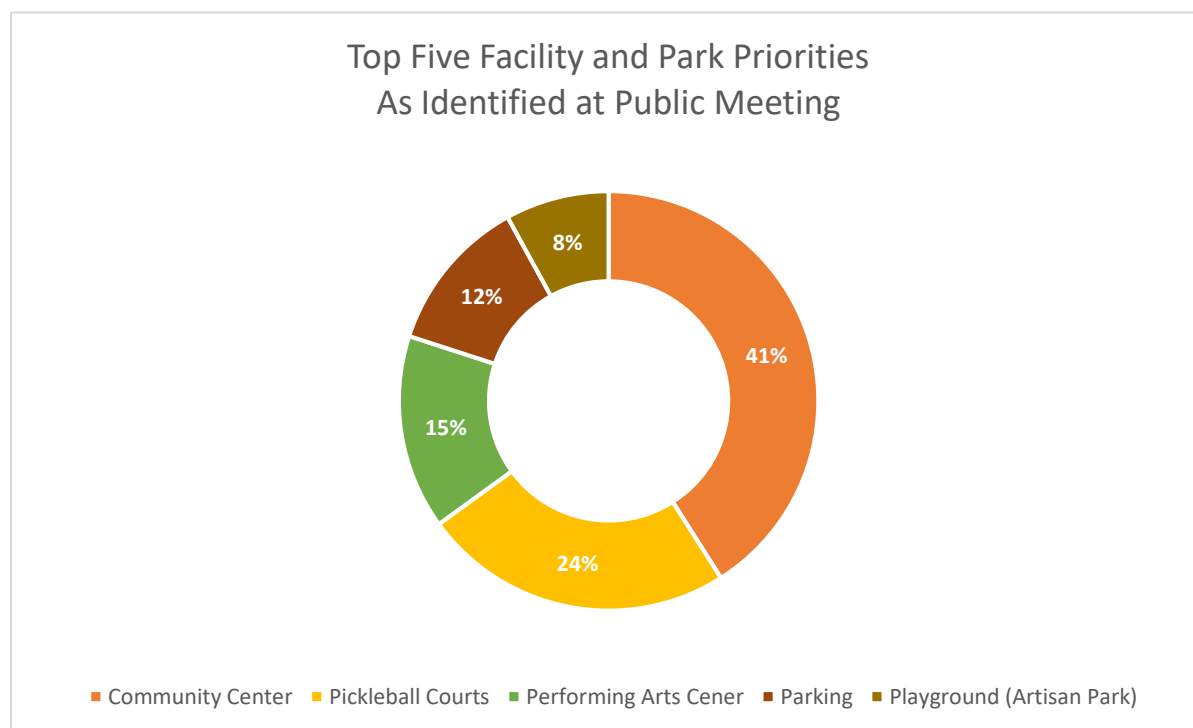
2019 Celebration Facilities and Parks Master Plan Data Collection Process

| | |
|--|---|
| Public Meeting to kick off the process in January | Focus Groups meetings in February <ul style="list-style-type: none"> • Civic and Service • Partnered Program Providers • Youth Sports • Committees • Management Team • Celebration Board |
| Resident Survey (769 homeowners responded) | |

Source: Lose Design Planning Process



The figure below shows the top five facility and park priorities that Celebration residents identified at the public meeting that they are interested in funding.



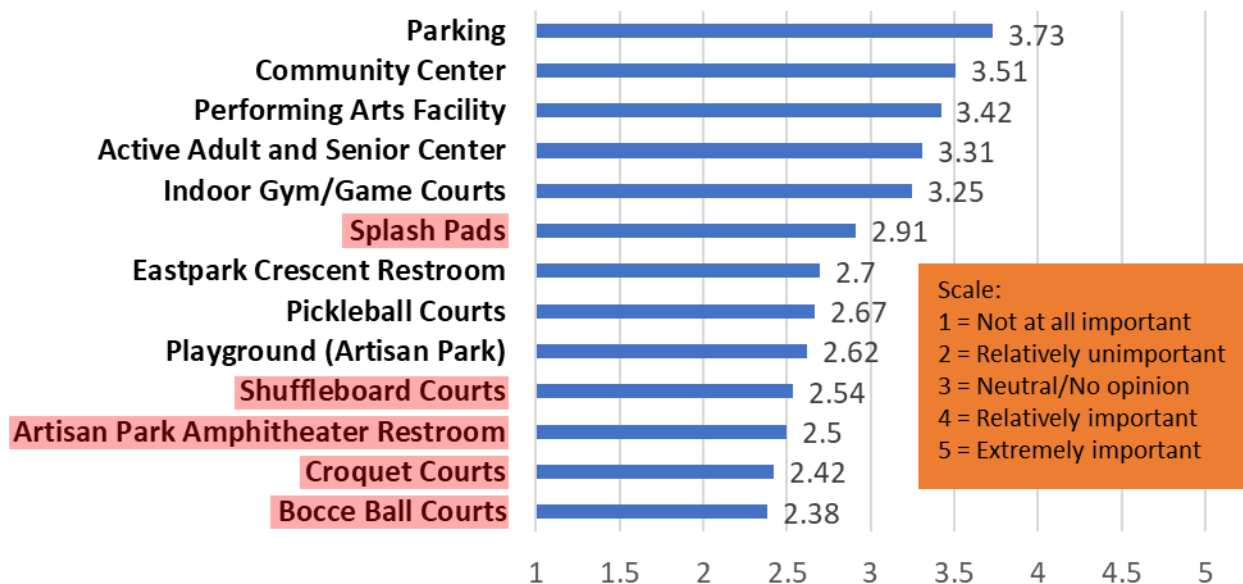
Source: 2019 Celebration Facilities and Parks Master Plan Update Public Meeting

The residents of Celebration have identified many positive attributes of their community, including its vibrant facilities and parks system, great school system, a family-oriented and safe community, and Celebration's central location to many urban centers. While the results of this process produced a diverse list of facility and park strengths, taken together most opinions reflected a simple communal goal for the residents of Celebration that are consistent with past planning efforts. Looking to the future, residents want to maintain and enhance these valuable assets of their community, while adapting to population change and encouraging the development of cultural and area recreation activities to occur in a way that complements Celebration residents' vision.



The figure below shows the results, by importance, that Celebration residents suggested the following facilities and/or parks improvements be considered. **The highlighted improvements in the chart below were identified in previous master planning efforts.** Respondents in the community engagement process are suggesting the following facilities and/or park improvements be incorporated into future capital improvement programs.

In previous public meetings, Celebration residents suggested the highlighted facilities and/or parks improvements to be considered. How important is it for you that each of these be incorporated into CROA's capital improvement program?



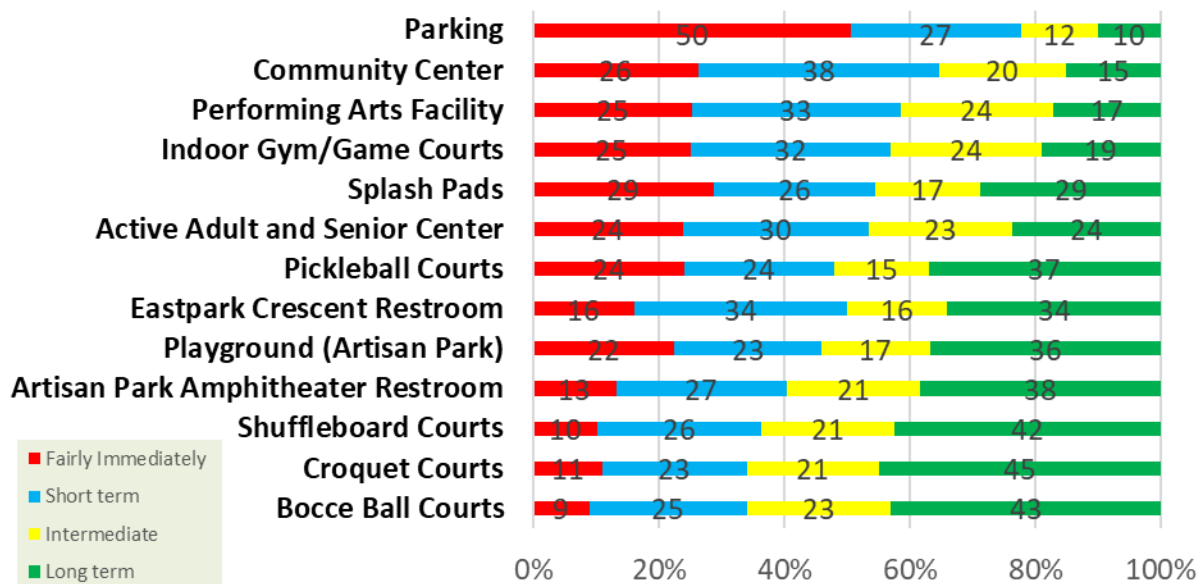
Source: 2019 Celebration Parks Facilities Master Plan Resident Survey

This report's assessment focuses on residents' input and discusses Celebration's most relevant request for additional opportunities for service enhancements. The largest cited community need is the public demand for a Community Center and to address parking. This needs assessment is further supported by Celebration's Recreation Program Plan, which began in April 2016, the 2018 Board of Directors Goals, the 25 Years Community Conversation 2018 Recap, and the Celebration Parks and Recreation Master Plan 2015–2020 were also analyzed. Additionally, these reports also state that more opportunities for facilities and cultural amenities are needed, which has been consistent with the focus groups and recreation stakeholder findings.



The figure below shows the time prioritization identified in the public engagement process. Respondents suggest that these amenities be considered in future capital improvement programs.

Please indicate your time prioritization for each of the items below for which you marked “Relatively Important” or “Extremely Important” in Question 13.



Source: 2019 Celebration Parks Facilities Master Plan Resident Survey

In terms of preliminary recommendations for the advancement of a proposed Community Center, it is understood that the physical boundary of Celebration is established and finding a suitable new site development footprint of approximately 5 to 10 acres to house the facility and associated site improvements such as parking, stormwater management, and a special events would be difficult. Therefore, exploring existing properties with similar characteristics is the most viable option. Section 4, of this report will cover this topic in more detail.

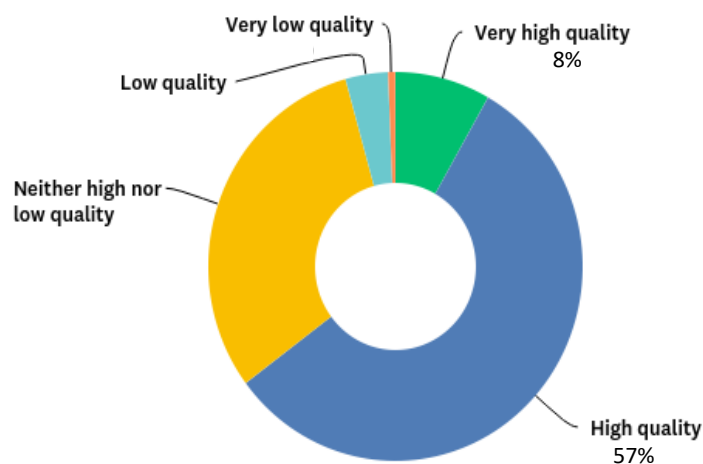
The development of Intergovernmental Agreements with area and regional partners (e.g. schools, healthcare agencies, and the County) would also enhance opportunities for funding and return on investment. If possible, the project design should include other amenities such as an exercise facility, classrooms, and a rental space. This would greatly help to accommodate the need for additional indoor programming space as well as provide opportunity for additional revenue streams.



Community Survey Input

In addition to the statistically valid survey, an on-line community-wide survey was available for anyone to complete. A Celebration wide input survey was made available for residents to complete. The on-line survey, open from April 27, 2019 through May 17, 2019, asked a variety of questions about facilities and parks, maintenance, funding and marketing. A total of 893 online completions were obtained. The statistically valid survey responses (31) and community-wide survey responses (769). **Responses to the community-wide survey were generally consistent with the statistically valid survey in the respondent's desires for facilities and parks.** The following select responses provide insight into the thoughts and desires of the Celebration residents. The full list of questions and results from the Celebration wide survey are provided in the Appendix. As noted in Question 1 below, the survey respondents felt that the condition of Celebration owned facilities and parks rated high quality (57%) and (8%) ranked the condition of facilities of very high quality which is a testament to the oversight of CCMC Management Team and ŌÜUŒBoard of Directors given the age of the existing facilities and fixtures. Similarly, as noted in Question 2, on Page 3.7, the parks rated as well, as (58%) ranked them "high quality" and (10%) ranked the condition "very high."

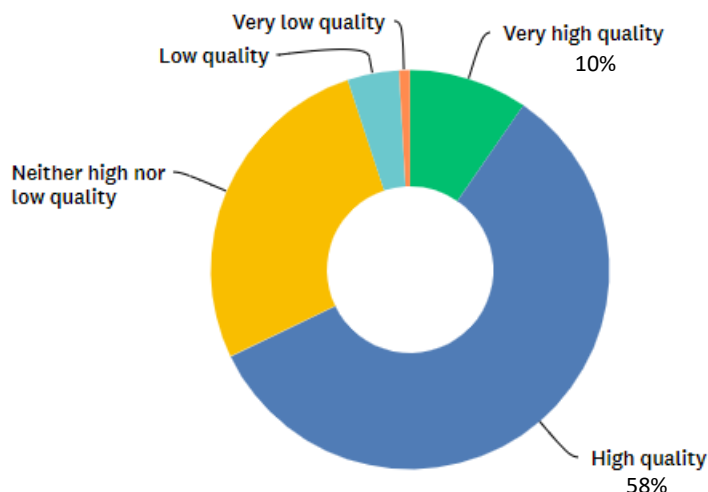
Q1 How would you rate the condition of Celebration owned facilities?



Source: Celebration survey respondents



Q2 How would you rate the condition of Celebration owned parks?



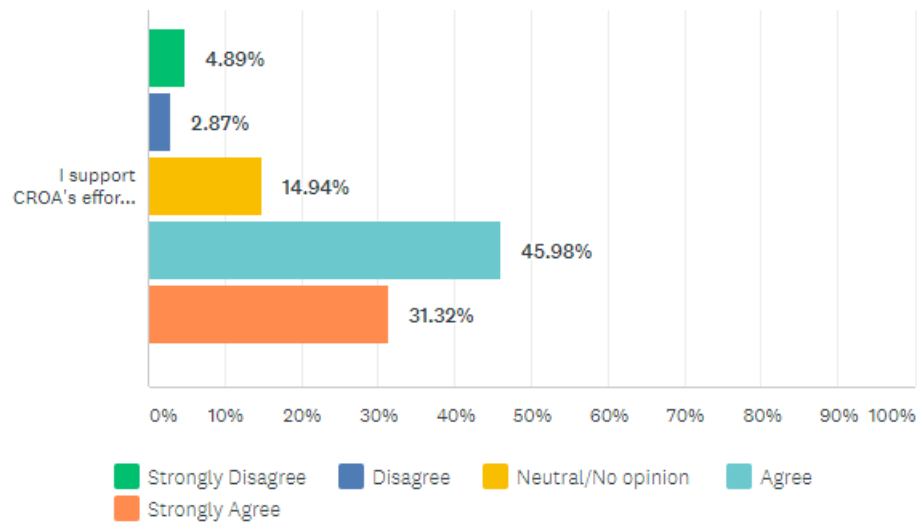
Source: Celebration survey respondents

The public input process started with interviews that included meetings with the Celebration Town Hall Executive Director, parks and recreation staff, Board officials, as well as individuals representing the various Focus Groups and stakeholders. These interviews were necessary to develop an understanding of how Celebration facilities and parks function. They also served to develop an understanding of issues that exist within the Celebration community and the department itself. Interviews with Celebration/CCMC officials provided the planning team with an overview of how the department staff interacts with board officials and shares information. Further, the interviews provided insight into their vision for long-term planning, department administration and department priorities as part of the overall management of Celebration assets.



When asked if residents support improvements to Celebration's facilities and parks over time as funding options become available, Question 5 illustrates that 46% of the respondents agree that they would support the improvements of facilities and parks and 31% strongly agreed that as options become available, improvements to Celebration facilities and parks should be addressed.

Q5 Support to improve Celebration's facilities and parks over time as funding options become available.

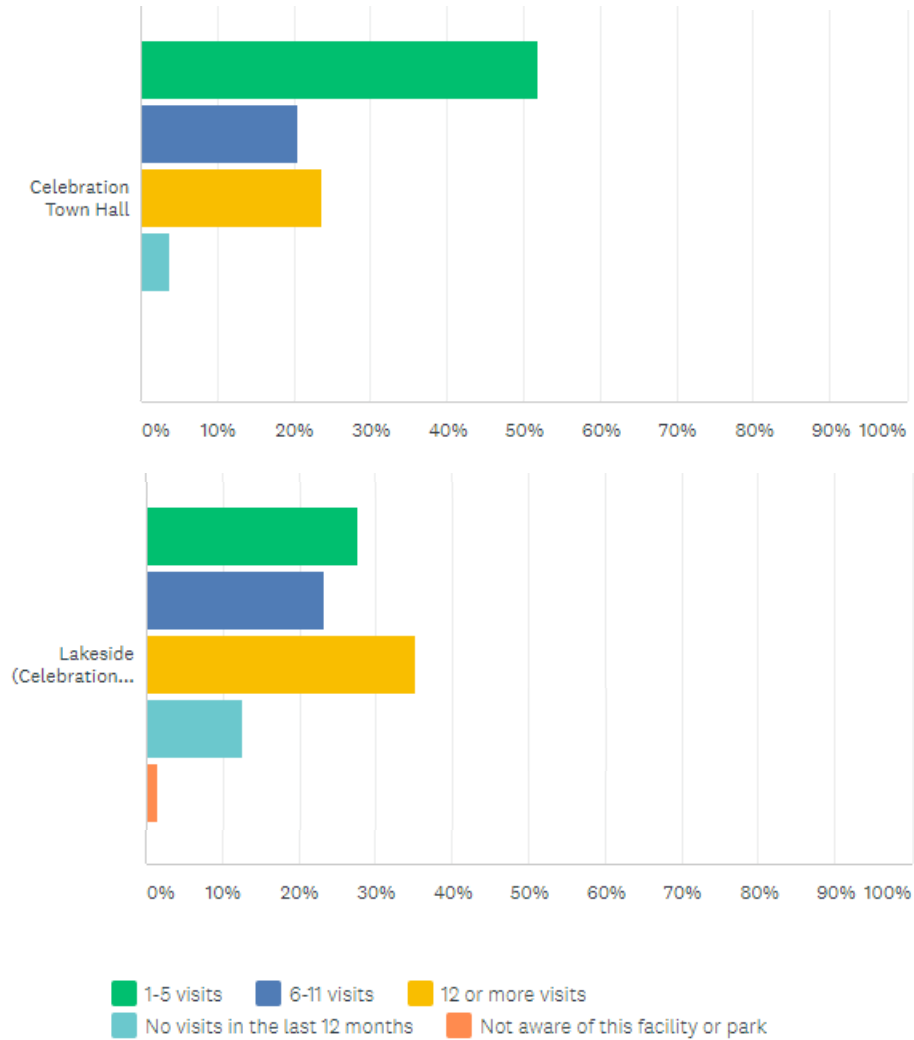


Source: Celebration survey respondents



When asked which venue residents visited the most over a 12-month period, Celebration Town Hall and Lakeside were the two most visited amenities cited by Celebration residents.

Top Two facilities and parks visited in the last 12 months

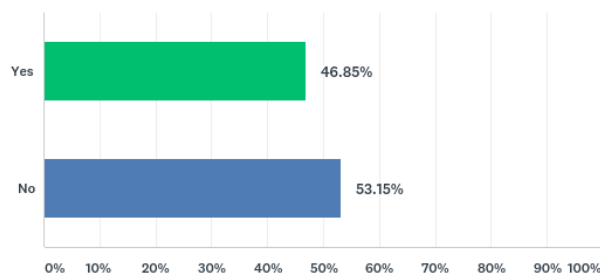


Source: Celebration survey respondent

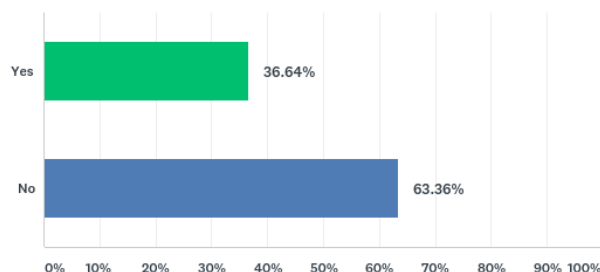


Survey Question 6 and Question 7 ask respondents about travel and use of facilities and parks outside of Celebration provided by other organizations.

Q6 Do you travel outside Celebration to use facilities to meet your family, club, social, life event, cultural enrichment, and/or recreational needs?



Q7 Do you travel outside Celebration to use parks to meet your family, club, social, life event, cultural enrichment, and/or recreational needs?



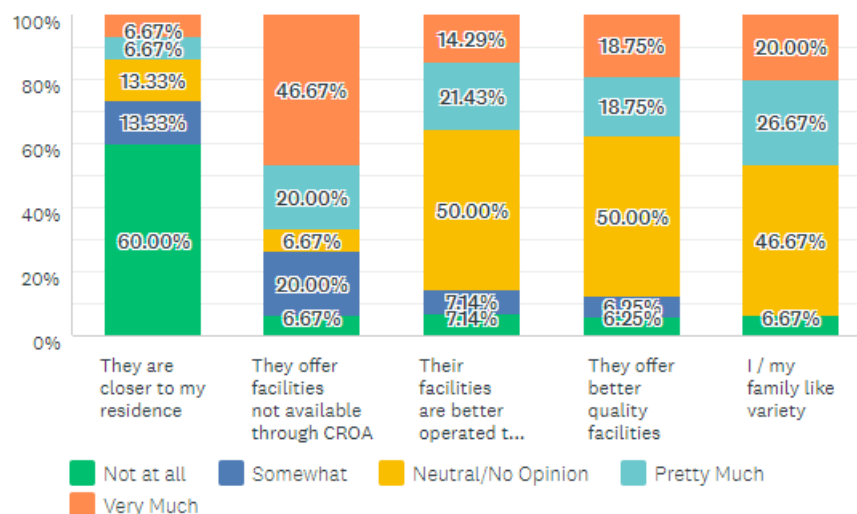
Source: Celebration survey respondent

Survey respondents reported that, 47% of the residents travel outside of the Celebration service area to use facilities provided by others and 37% of residents travel outside of the Celebration service area to use parks to meet family, club, social, life event, cultural enrichment, and/or recreational needs.



Question 10 below, includes only those survey respondents that marked yes to Question 9. When asked what factors influence residents' decision to use facilities outside of Celebration, or through other providers, 61% of the survey respondents to this question indicated that a reason to use amenities provided by others is that they are not currently available through Celebration. The figure below also provides a summary of other reasons why residents felt that they needed to travel outside of the service boundary of Celebration.

Q10 Indicate your agreement/disagreement with each reason for the use of facilities offered by providers other than Celebration



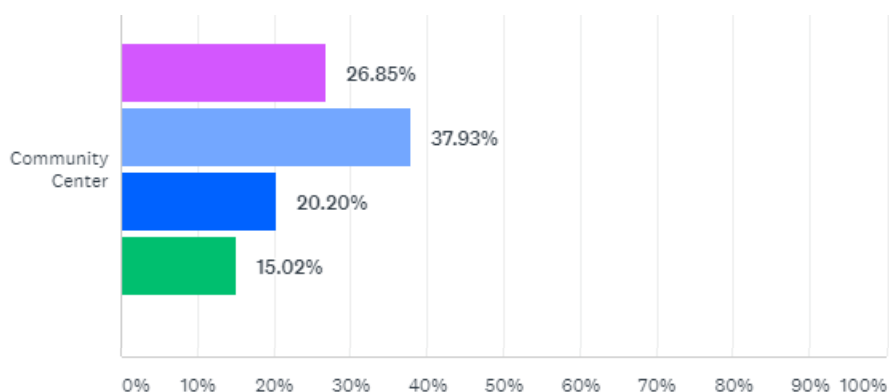
Source: Celebration survey respondent



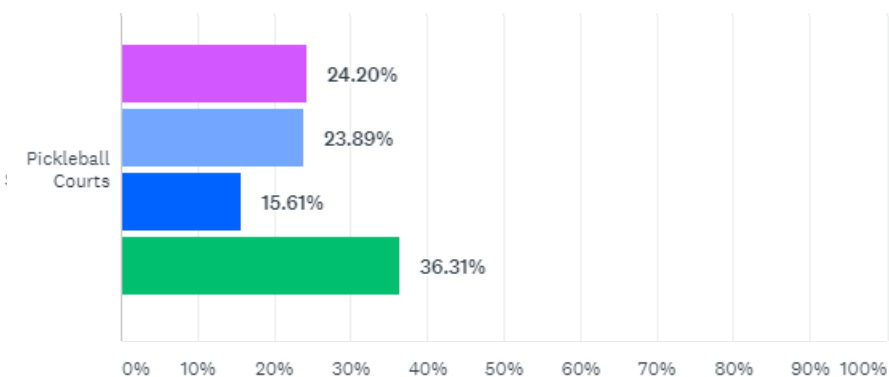
Potential Capital Improvements

When asked about a timeframe of prioritization for each of the items listed below in Question 14, survey respondents marked “Relatively Important” or “Extremely Important.” For purposes of this discussion, only the top five Capital Improvement groupings are presented. Parking is noted as the number one item in terms of addressing immediately, 50% of the survey respondents to this question cited parking as “Fairly Immediate (within one year).” The graph below shows the summary of each of the top five projects.

Q14 Top five facilities / parks time prioritization for each of the items below for which you marked “Relatively Important” or “Extremely Important”



■ Fairly immediately (within one year)
 ■ Short term (2-3 years)
 ■ Intermediate term (5 years)
 ■ Long term (10 years)

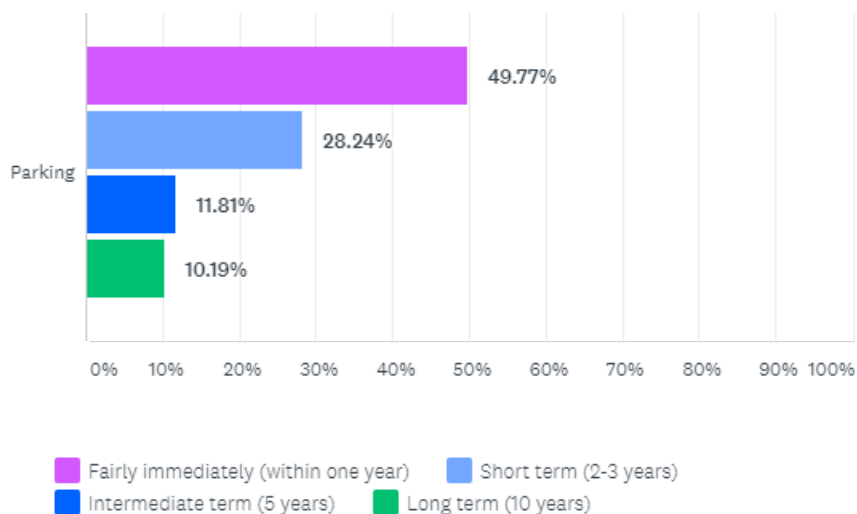
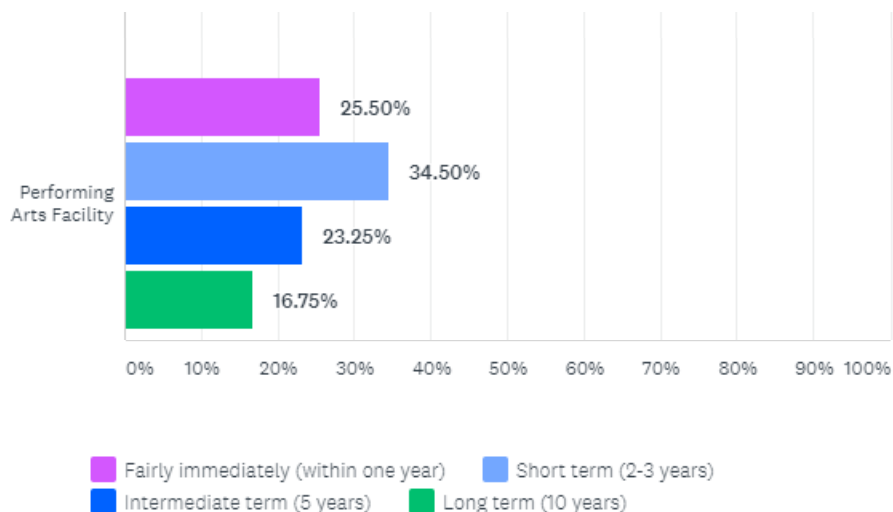


■ Fairly immediately (within one year)
 ■ Short term (2-3 years)
 ■ Intermediate term (5 years)
 ■ Long term (10 years)

Source: Celebration survey respondents



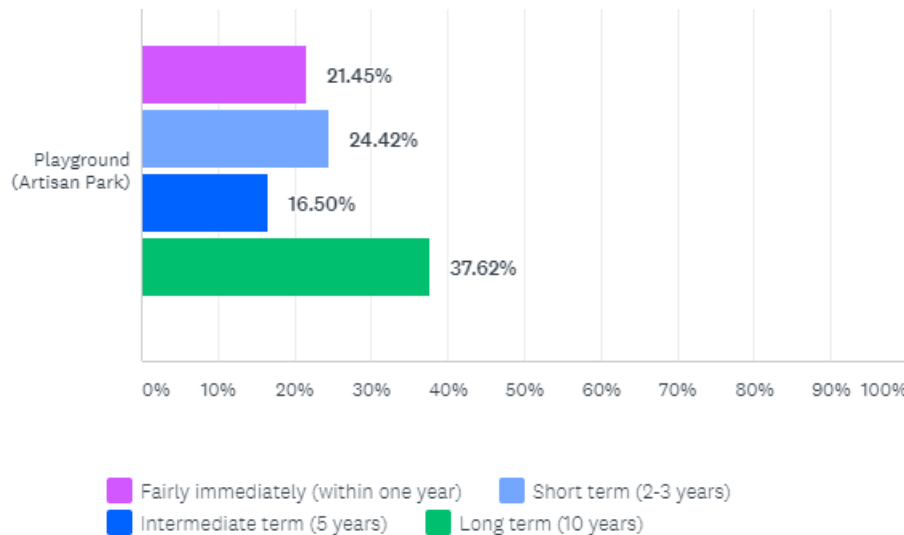
Q14 Top five facilities / parks time prioritization for each of the items below for which you marked “Relatively Important” or “Extremely Important” (Continued)



Source: Celebration survey respondents



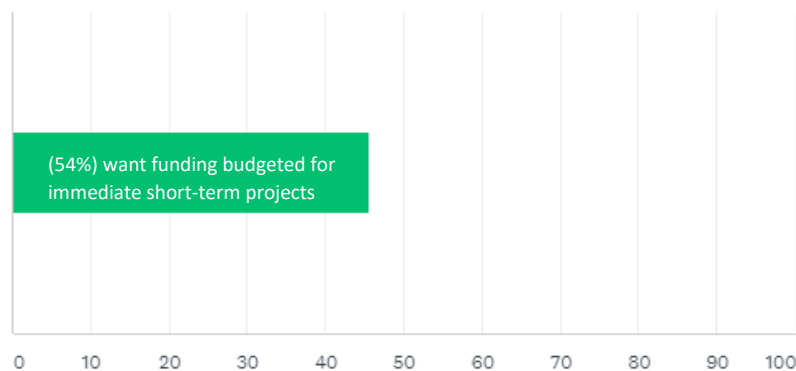
Q14 Top five facilities / parks time prioritization for each of the items below for which you marked "Relatively Important" or "Extremely Important" (Continued)



Source: Celebration survey respondents

In being good stewards of limited funding, the Board of Directors wanted to gain an understanding of resident priorities as it pertains to facilities, both in the overall Celebration-owned facilities and parks system, and specific to potential development in Celebration. Residents were asked to indicate what they felt the level of need for short term and long-term projects might be considered if funding were available.

Q16 Capital funding is budgeted for approximately for \$750,000 in 2019. How would you allocate this funding between immediate or short-term (1-4 years), and intermediate or long-term (5-10 years) projects?



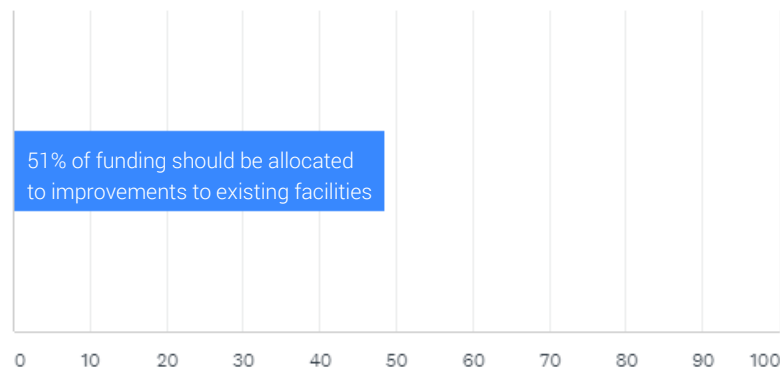
Source: Celebration survey respondents



Data referenced above on Page 3.14 in Question 16, reflects that 54% of the survey respondents want funding budgeted for immediate short-term projects and 46% of residents want consideration given to intermediate long-term initiatives. Correspondingly, residents were asked how they would allocate funding between improvements on existing facilities and investment for new facilities.

The data referenced in Question 17 below, shows that 51% the survey respondents favor that funding should be allocated to improvements to existing facilities and 49% of available funding should be allocated to new facilities.

Q17 How would you allocate this funding between improvements on existing facilities and investment for new facilities? In your response, indicate what percentage of the total annual allocation should spent on new facilities.

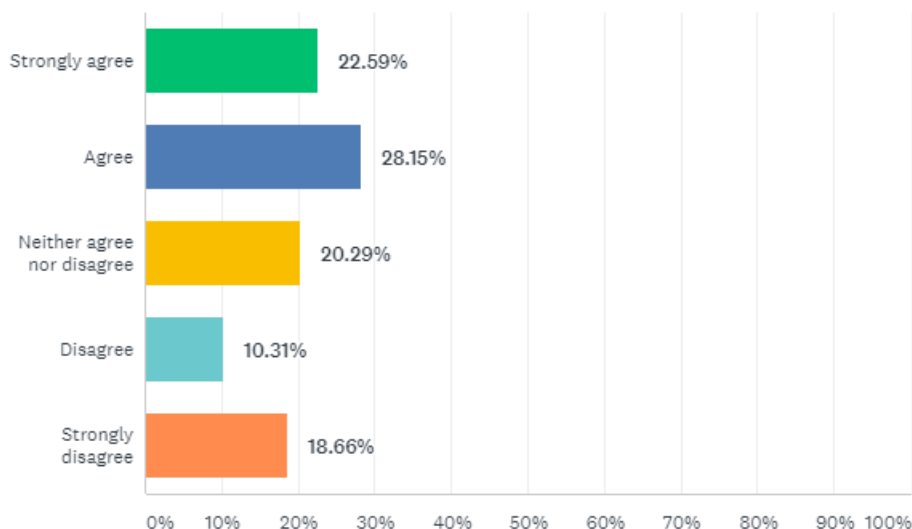


Source: Celebration survey respondents

In Question 18 of the survey, respondents were asked about potential funding options for improved facilities and parks (e.g., special assessments, grants, donations, membership fees, bank loan, County funding). The graphic on Page 3.16 illustrates the level of support residents are willing to contribute toward the consideration of alternative funding options (e.g., special assessments, grants, donations, membership fees, bank loan, County funding) for the construction of new facilities, purchase and renovation of existing facilities (e.g., Stetson University Building, AMC Theater) and/or long-term rental leases for facilities (e.g., Stetson University Building, AMC Theater) in Celebration. When asked if residents would be willing to consider alternative funding options, 51% of the survey respondents stated they support using alternative methods for capital funding sources. A summary of Question 18 on Page 3.16 illustrates the level of support by survey respondents.

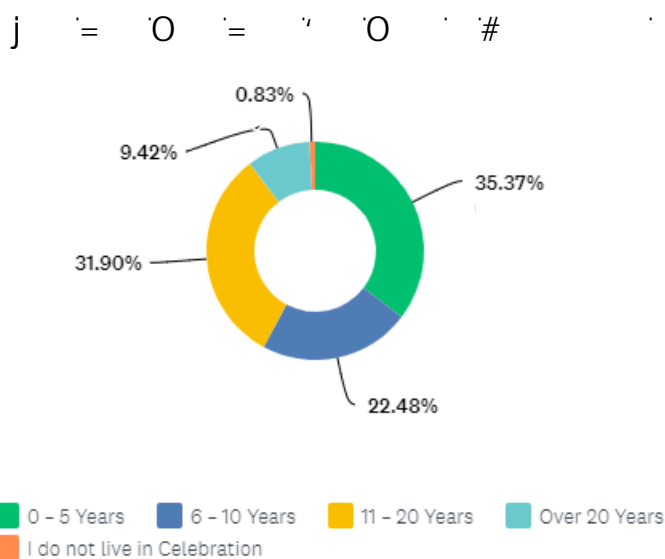


Q18 Alternative funding options (e.g., special assessments, grants, donations, membership fees, bank loan, County funding) for new facilities, purchase and renovation of existing facilities and/or long-term rental leases for facilities



Source: Celebration survey respondents

Question 20 asks survey respondents how long they have lived in Celebration. The graph below provides an overview of resident responses.



Source: Celebration survey respondents



Question 22 asked the survey respondents about their household ownership. The results from this data provide an insight into their housing status. Most of the survey respondents 99.35% reported that they are homeowners, compared to the 0.65% of the survey respondents who cited that they fall into the rental category.

Please Check Your Housing Status



Source: Celebration survey respondents



Key Findings

The most notable findings to date are the jurisdictional responsibilities that the Board of Directors has over the stewardship of Celebration. Although not technically a municipality, the Board of Directors and its management team facilitate the fiduciary and corporate status of a local governance. Similarly, municipal governments are responsible for areas such as libraries, parks, community water systems, local police, roadways and parking. They receive authority for these areas from the provincial governments. They also have the ability to set user fees, levy taxes, borrow money, issue bonds, and regulate property and zoning codes. But most importantly, they serve in the best interest of the public at large. That is where the similarities end. The establishment of Celebration does not have the full bundle of rights and privileges as that of a governmental agency. A subsidiary of The Walt Disney Company, The Celebration Company, LLC designed, developed and marketed the community of Celebration. Working with internationally acclaimed architects, TCC developed a wide range of residential and commercial offerings, managed the Celebration Residential Owners Association and Town Center area until 2004, and worked to create a real and innovative town. Therefore, Celebration is a unique community due to its census-designated place (CDP) and a master-planned community in Osceola County, Florida, located near Walt Disney World Resort and originally developed by The Walt Disney Company. These limitations are key to mention because if a partnership and/or intergovernmental agreement were to be developed with any public judicial system it would be understood that the service area would include the citizens of Osceola County and the residents of Celebration – hence a public private partnership. To date, the citizens of Celebration have expressed a desirable characteristic to keep their facilities and parks distinct to Celebration resident usage only.

In order to understand what facilities respondents are most interested in funding, they were asked about the park facility improvements they would like to see. Respondents were offered several options of community engagement in the public input process and given an opportunity to suggest other improvements as part of the master plan process. Celebration residents participating in the public engagement process cited improvements that they would support. Ranking of the amenities varied slightly between the different formats of input, but the top priorities, in no particular order, are as shown on Page 3.19.



Top priorities Celebration residents participating in the public engagement process cited improvements that they would support.

| Public Meeting | Community Survey | Previous Master Plans |
|---------------------------|--------------------------------|------------------------------------|
| Community Center | Parking | Splash Pads |
| Pickleball Courts | Community Center | Shuffleboard Courts |
| Performing Arts Center | Performing Arts Center | Artisan Park Amphitheater Restroom |
| Parking | Active Adult and Senior Center | Croquet Courts |
| Playground (Artisan Park) | Indoor Gym/Game Courts | Bocce Ball Courts |

Source: 2019 Celebration Parks Facilities Master Plan Public Engagement Process

The recommendation is that the board should concentrate on the development of these facilities, noting that where they fall in the development schedule will be based on available funding, available property, available buildings for redevelopment, and other factors. All but one of the priorities (Parking) have a social or gathering aspect to facilities and park activities. Throughout the public engagement process, Celebration residents have expressed they want improvements that assist in meeting their community needs for entertainment, add cultural and social interaction space, and increase their outdoor recreation options.

The Recreation Department is meeting the current competitive sports needs of Celebration residents, especially youth activities. Focus Group respondents stated, meeting space with leisure activities, spaces for social interaction, performing arts, and teen meeting space are priorities of current residents.

General Comments

The amount of public input received during this process was vital in determining Celebration's needs and desires for its facilities and parks system in the future. The Planning Team gathered information from a variety of perspectives. There were some facility amenities that rose to the top in terms of the resident interest in all groups, while others were more significant in some respondent input forums than others.



In conclusion, the public input process brought forward the following consistent themes, which are highlighted below:

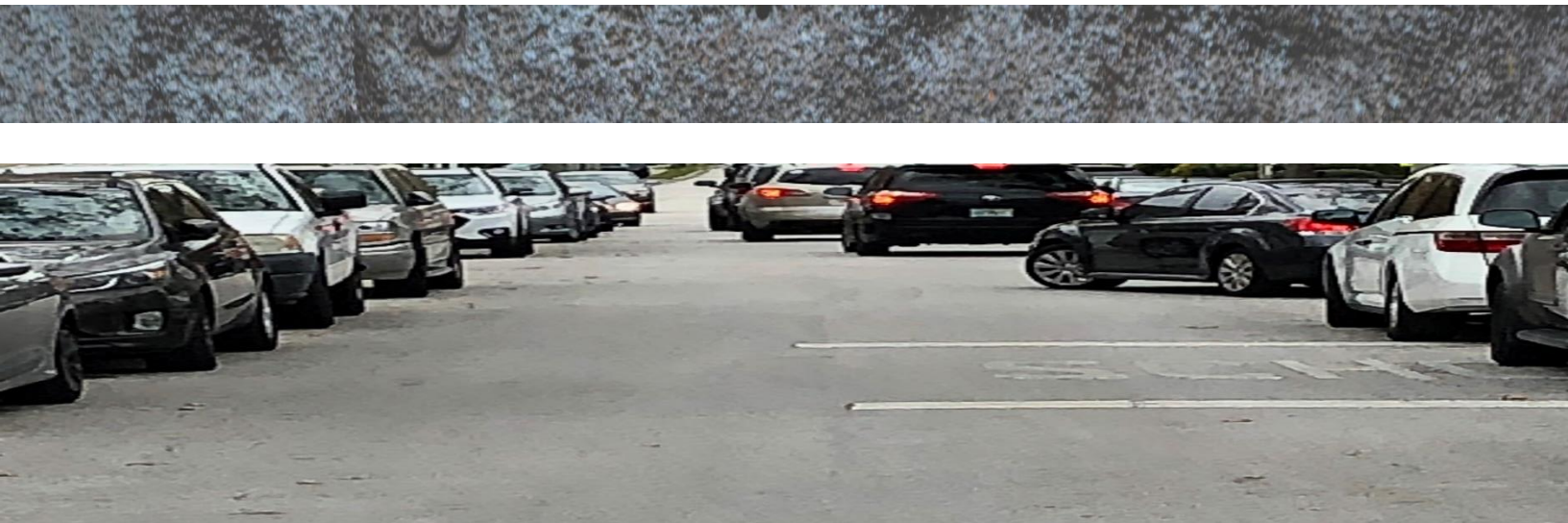
- Discussed a willingness to partner with county and school district to provide future park amenities. (land – county / project costs – Celebration).
- Would like to serve every resident in Celebration by offering access to all facilities which are air conditioned, offer appropriate meeting space, and support the cultural and social needs of Celebration. An indoor recreation facility would be nice. Outside facilities are very hard to use during the hot summer months.
- Would like to see the redevelopment of the AMC Theater (performing arts) and Stetson Hall (artist and craft space, teen and senior center, offices). These both could become income source to help add new facilities.
- Would look at parking (paid) for external guests and revenue generation.
- ~~MOORE~~ Board of Directors should explore funding options, intergovernmental agreements, loans, and other grants that encourage and support the development of new and existing assets.
- A Community Center large enough for Lifelong learning classes and large group, meetings.
- An accessible central Senior Center with meeting, parking, eating and food preparation facilities, and WiFi.
- Develop a safe place for the teens to hang out in a somewhat monitored setting.
- Look ahead to the areas north of I-4 and south of I-4 that will be supporting a TOD Station ~~Q/a • aUia } cãÖç^[[] { ^} ãUaa } D~~ which should be named Celebration Station!
- Parks and facilities are so vital to this community and to the value of the homes in Celebration. Parks and facilities are needed for all ages across the board and all age groups should be considered when investing in such.
- About 75% of visitors come twice a year and get to know Celebration, which is starting to cause traffic on backroads (google maps also uses most direct route).
- One of the reasons we were drawn to Celebration was the amazing boardwalks and running / walking areas. We use these wonderful trails every day. Would like to see more linkage of trail system.
- Wayfinding system would be helpful to coordinate Celebration facilities that would be recognizable.
- The time is NOW to demonstrate a commitment to the adult and aging adult population. It is unconscionable that entities such as Lifelong Learning and The Celebration Foundation, and or arts and crafts minded people should have to beg for what amounts to very limited or non-existent space. The former-AMC theater and the Stetson building represent what should be the near-term Celebration focus!
- Thank you for this opportunity. My compliments go to the Town Hall staff for their support of the many and diverse needs of the community. Juggling limited space, a full annual calendar and the diversity of Celebration resident needs/interests is done with skill and grace.



This page left intentionally blank.

FACILITIES ASSESSMENT

Section 4



Section 4

Facility Assessments

Overview of the Facility Assessment

This section of the report provides an assessment of Celebration's existing park facilities and looks at levels of service to determine future facility needs. An analysis of where gaps in facility and park service exist and how those gaps can be closed is addressed. Taking all of this information and synthesizing needed improvements, additional facilities and park needs for the future, the plan presents a long-term plan for Celebration for the development of a capital program that addresses community needs for facility and park opportunities. In 1995, the National Recreation and Parks Association (NRPA) published *Park, Open Space, and Greenway Guidelines* by James D. Mertes, Ph.D., CLP, and James R. Hall, CLP. The book outlined a template for typical park typology, numbers of acres a system should have, and recommended service levels based on population. The park typology is associated with a diverse local impact in planning processes. Strictly intended as a guideline, the book does not consider the unique character of a community. Local trends and popularity of some activities often dictate a greater need for particular facilities. The guidelines outlined in *Park, Open Space, and Greenway Guidelines* serve as a good baseline for determining a minimum standard. These guidelines, along with the community needs assessment, community input and comparisons to similar communities were used in the facilities and park planning processes are represented by different stages of plan development for Celebration. For public park providers, the guidelines suggest, "A park system, at a minimum, should be composed of a core system of park lands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population" (Mertes, 1995).

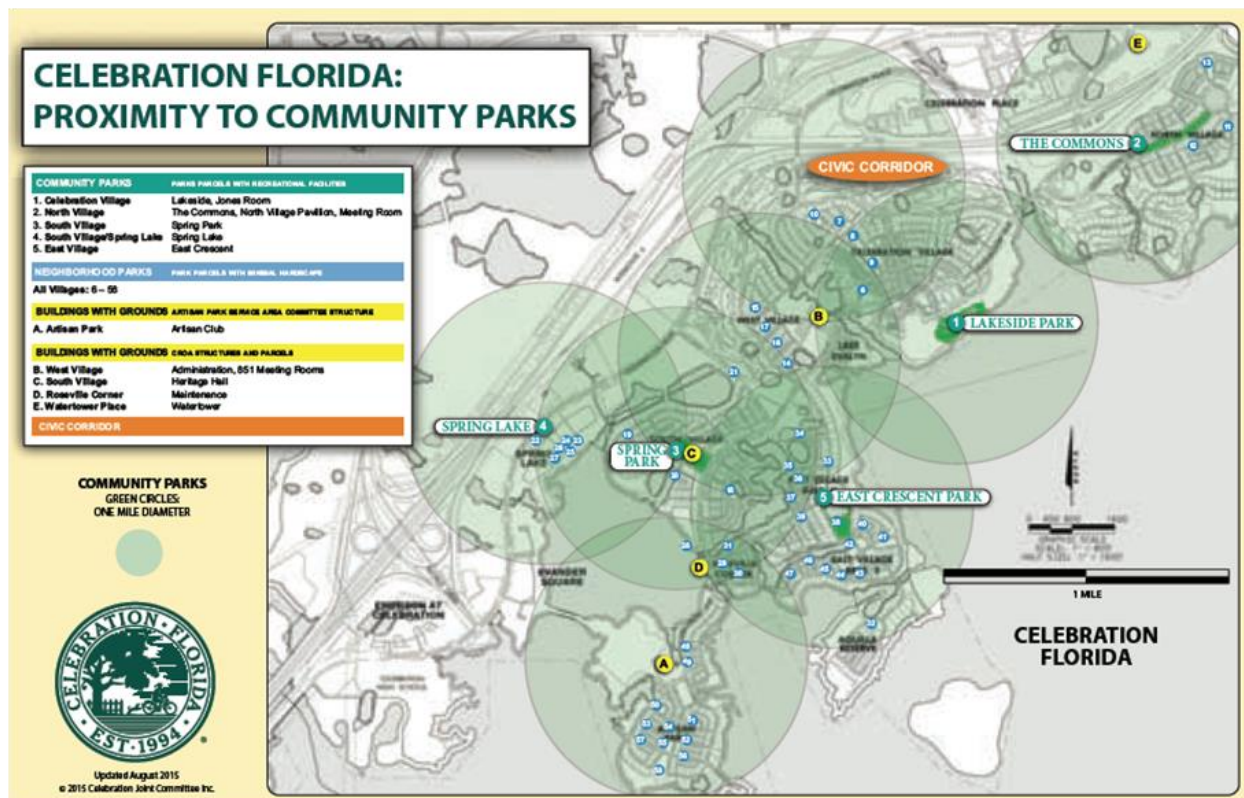
Critical to the service delivery system of any department is the provision of the four basic park categories: mini parks, neighborhood parks, community parks and regional parks. Beyond these four basic park types are special-use parks, natural areas/preserves, greenways, school parks and private parks/recreation facilities. Each is classified differently based upon the types of amenities, size, service area and how access is gained to the facility. Due to the fact that Celebration's park typology was established in the "Celebration Parks and Recreation Master Plan 2015 - 2020," this report focuses on assisting the Celebration Board of Directors to cite a facility assessment plan for the top five Celebration community needs reflected by the research and data collected during this planning effort.



Level of Service

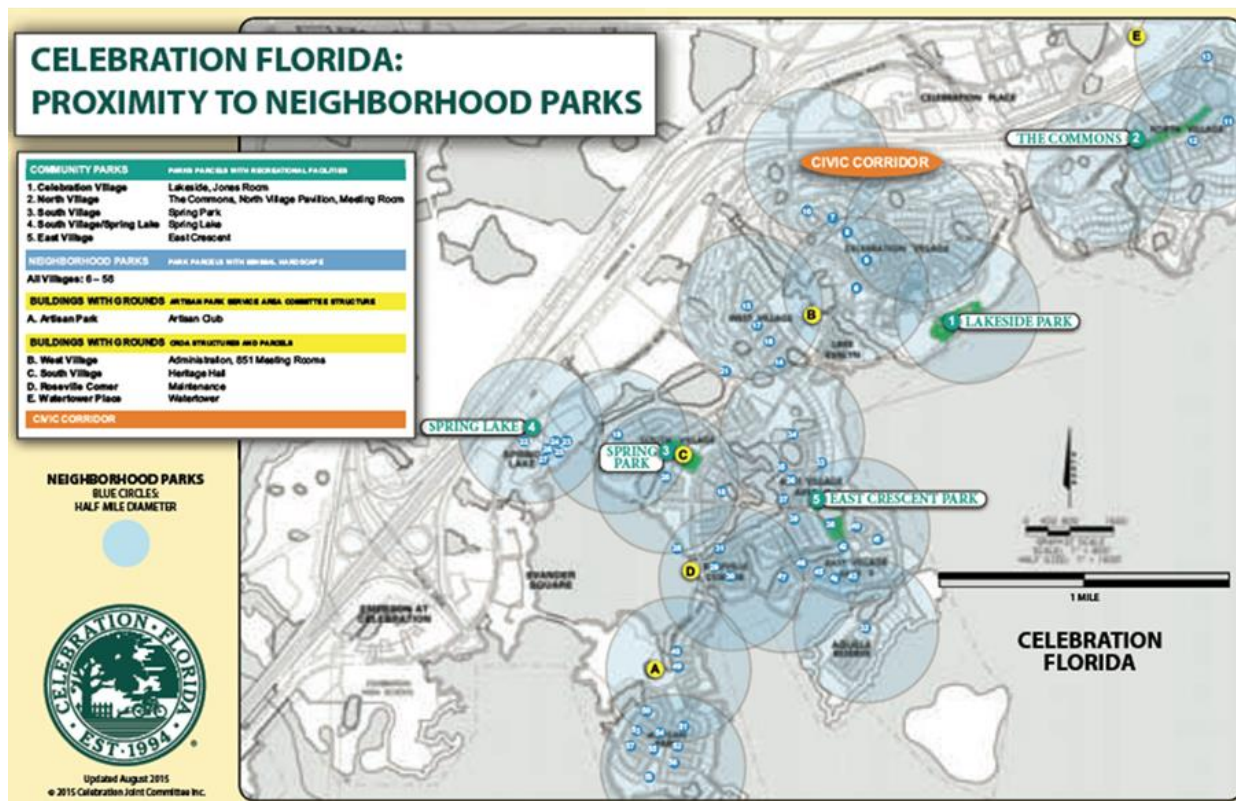
Access level of service is a measure of how residents have access to recreation facilities within particular service areas. In this case, a service area is defined as the distance to get to a park within Celebration. For the purpose of the Celebration Parks and Recreation Master Plan, the access was measured by park type (neighborhood park or community park). Celebration's current park inventory is adequate in terms of acres needed per the level of service standard adopted in "Celebration Parks and Recreation Master Plan 2015 - 2020." However, there is a shortage of acreage in large, developable sites that would facilitate the addition of active, passive, and cultural recreational facilities such as Community Center, Performing Arts Center, Surface Courts, and Parking.

As referenced in the parks gap analysis presented in the "Celebration Parks and Recreation Master Plan 2015 - 2020," Celebration does not preclude the Recreation Department from exceeding the standards, and the case is made here that additional community center space is desired, and additional park sites for arts and culture, community/passive, and active court recreation are likely to be needed during the planning horizon.



Source: Celebration Parks and Recreation Master Plan 2015 - 2020





Source: Celebration Parks and Recreation Master Plan 2015 - 2020

Evaluating the level of service helps determine whether a recreational delivery system is meeting the needs of the population it serves. The analysis begins with a review of the existing facilities and level of service offered by a community. The facilities inventory reveals that the Celebration Recreation Department manages 70 parks containing approximately 31.84 acres of parkland. The terrain is flat and composed primarily of wetlands and would offer little recreation opportunity other than for primitive hiking trails and enjoying passive recreation activities.

Once the existing facilities inventory was completed, the planning team compared the overall number and types of facilities to standards based on NRPA and other guidelines. The NRPA standards are taken from the 2018 NRPA Agency Performance Review. These guidelines enable the planning team to detect where Celebration has a surplus or deficiency in a particular type of facility or service when compared to current national averages. While these standards provide guidance on the quantity of facilities, they should not be used indiscriminately and without understanding facility quality, location and other factors. To reveal the surpluses and deficits of each facility, the planning team compared the existing facilities in Celebration to the current national averages. The planning team performed this analysis using "Celebration Parks and Recreation Master Plan 2015 – 2020" and the U.S Census American Community Survey 2017 5-



year Census data. The following summarizes the results of these comparisons:

2019: Celebration has a deficit in the following facilities:

- Community Center
- Parking
- Performing Arts Center
- Pickleball Courts
- Playground/Restroom (Artisan Park)

The amount (existing level of service) of community center space provided by the Celebration Recreation Department is considered inadequate, given the various recreation programs competing for available space and based on the Celebration residents' desire to expand the community center and performing arts initiatives. Although the Celebration Parks and Recreation Master Plan 2015 – 2020, indicates several facility surpluses, the truth is that these activities cannot be fully utilized within the current facility assets of Celebration's recreational infrastructure, which creates a very real and significant impact to recreation and cultural access for Celebration residents. This unique attribute of Celebration's identity and economic system requires a nuanced approach to measuring the current level of service for recreation facilities. While standards are good for planning, in order to determine demand, actual scheduling of facilities should be used as well. For example, if current sports fields are programmed at full capacity and there is a deficiency based on the desired level of service, that is a strong indicator that additional sports fields are needed. In our recommendations, we also use the community needs assessment and public input to determine what facilities should be included in a long-range capital plan.

Park Locations and Gap Analysis

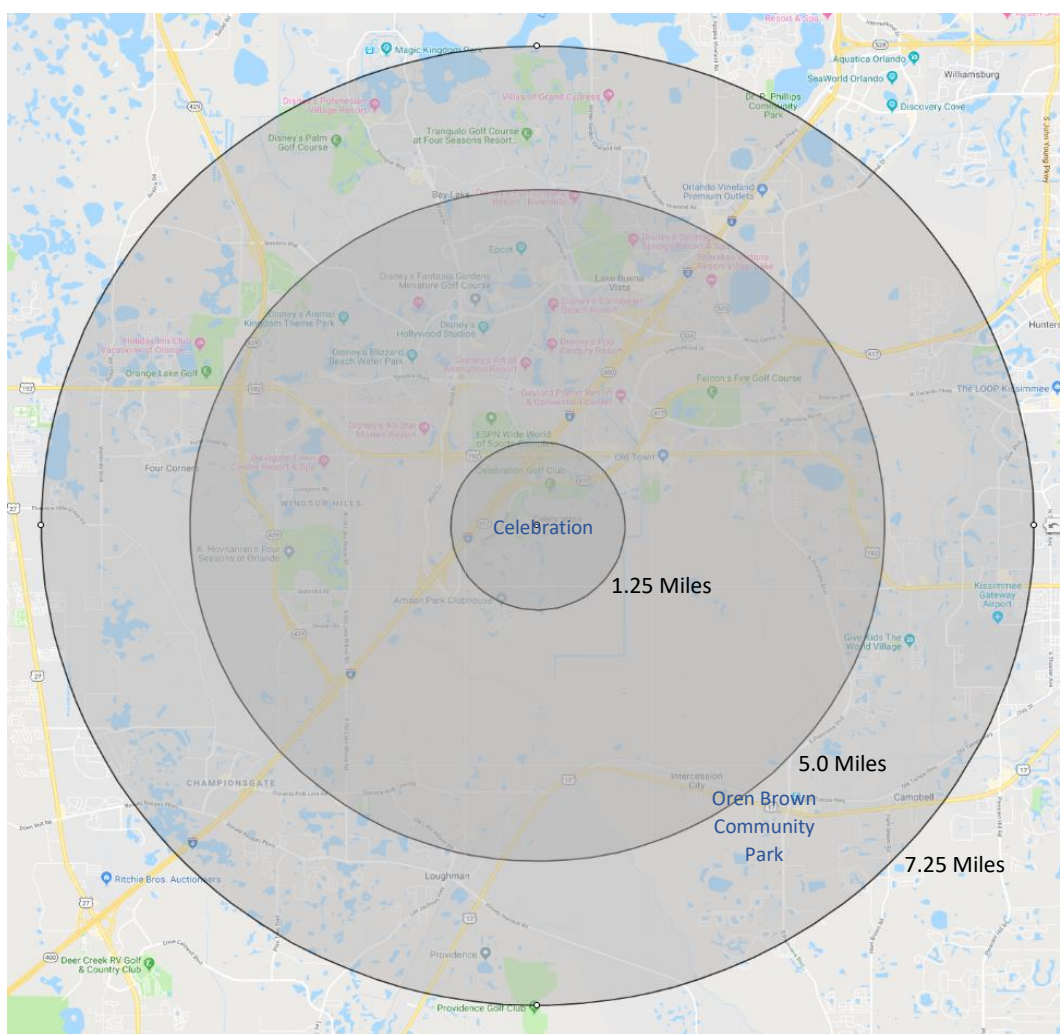
Evaluating the level of service helps determine whether a facility and park delivery system is meeting the needs of the population it serves. The analysis begins with a review of the existing facilities and level of service offered. A gap analysis is an assessment of the service areas related to parks and its facilities to determine if there are areas of a community that are underserved. It identifies gaps in the overall service standard for each park category. Development patterns in Celebration reflect a community where growth is guided by physical constraints and the commercial viability of land. The most intense development has occurred in the eastern portion of the community and along Celebration Avenue and Celebration Boulevard. Island Village is the southern-most parcel within Celebration and is comparably less developed and represents an area of possible facility and park expansion. On Feb. 11, 2019, Osceola County commissioners approved the first phase of Island Village, the fifth and final neighborhood of the master-planned community. Preliminary site development plans call for 277 single-family homes, a 300-unit apartment complex, 30,000 square feet of commercial space, a community auxiliary and a



kindergarten through fifth grade elementary school with a 948-child capacity. Island Village will also be the largest of Celebration's five villages, spanning 350 acres, with entitlements for an additional 737 single-family homes.

To impact the situation further, the Osceola County Parks Master Plan, Phase II and III does not provide any significant parks or cultural services within a five-mile radius of the Celebration Town Hall. The Oren Brown Community Park is the closest County Park, but it is limited to softball fields. Additionally, the nearest baseball fields are located at the Buenaventura Lakes Community Park, which is located approximately 11-miles east of Celebration.

Driving Radius in Miles



Source: Map Developers

Osceola County planners have designated the population groups that compose Celebration as primarily comprised of temporary/seasonal housing. Based on analysis of the housing stock using



ESRI® Business Analyst and 2010 U.S Census Bureau data, 60% of the total housing stock in Celebration's population groups is used for temporary/seasonal housing. This leaves the Celebration CROA Board of Directors to address Celebration's resident facility needs even though these same residents pay Osceola County Taxes. Although this may seem like a disparity, it actually supports the data collected in the Focus Group meetings that Celebration CROA residents want to embrace the esprit de corps "There's a reason Celebration is not a town, but a community in every positive sense of the word. While the population is diverse, the residents share a strong community spirit and a desire for a friendship with their neighbors." (The author of this quote does not want to be cited).

Celebration has successfully combined education, health, community, technology and architecture into a community with a strong sense of self. World-renowned architects designed Celebration to be a new and exciting place to live, work and play. Conversely, the City of Kissimmee and neighboring communities do offer facilities and parks amenities similar to the ones described in the needs assessment survey that are located within a 10 to 15 minute commute. The City of Kissimmee is one of the fastest growing communities in Florida, it does offer quality athletic fields and courts, community centers, and an aquatic center. Most notably, all of their facilities and parks are designed around public access and tourism. While tourists may not utilize every recreation facility, it should be understood that relying only on the full-time population to calculate recreation needs in Osceola County underestimates the true demand for parks and open space in Celebration. In terms of meeting the facilities and parks standards established by NRPA Park Metrics, the residents of Celebration and the surrounding community meet these service standards in that there is access to park facilities within a 40-minute commute, but these facilities do not meet the standard set by the citizens of Celebration, who have expressed a desirable characteristic to keep their facilities and parks distinct to Celebration resident usage only. Recognizing that land, program/meeting space, and funding resources are limited, Celebration residents do have options to travel outside of the boundaries Celebration for facilities and parks until such time as needed resources can be attained.

Looking Forward

With the conclusion of the facilities and parks site assessments, gap analysis, interviews and public input, the planning team had the task of considering all user groups and developing a strategy to meet current needs of the residents of Celebration. Following recommendations for NRPA and their Performance Review statistics based on current Celebration resident population, Celebration is fairly well accommodated by existing recreation amenities. One area that is deficient, and which was supported during the interview process, was the lack of existing amenities for Community Center, Pickleball Courts, Performing Arts Center, Parking, and a Playground at Artisan Park.



Other comments received during the public engagement process expressed the desire for more access to adult fitness/wellness opportunities and the desire for performing arts and dance spaces conducive to community special events, indoor dining and large meeting rooms. Focus Group participants cited additional greenway linkages, and lights at the dog park were also popular among participants of the public engagement process. The planning team recommends several new facilities and improvements to existing facilities. These recommendations are based on information received through the public input process, the 2015 – 2020 Parks and Recreation Master Plan, Celebration community standard levels of service that have been established, evaluation of the current facilities, as well as consideration of Celebration's current and anticipated populations.

All the factors mentioned above were considered as we developed a list of recommendations for redevelopment, expansion and the addition of facilities and parks. These recommendations included:

- Create additional recreation opportunities / amenities for Celebration residents not currently utilizing the existing park network (promote healthy lifestyle)
- Encourage collaboration with Osceola County and the Osceola County School system to maximize recreation quality and offerings for both user groups
- Provide a safer pedestrian connection, linkage to existing greenways and trails, to the K8 Fields and Civic Corridor for student circulation during after school programming and summer camps
- Expand the community center facilities to accommodate more health/wellness activities and multi-purpose programming/rental space
- Expand facilities to include the performing arts and accommodate more cultural and civic activities and multi-purpose programming/rental space
- Develop destination and special event spaces that accommodate local and visitor interests
- Improve access to passive natural areas that promote nature programming opportunities and education
- Expand parking facilities to accommodate the growth of Celebration and aid in revenue generation for future expansion and redevelopment efforts
- Create additional recreation opportunities/amenities for Celebration residents in the area of surface courts and playgrounds (Pickleball and Artisan Park)
- Expand the greenway network and where possible incorporate small mini park designs into neighborhood trailhead access points to offer greater recreation opportunities for neighborhood residents

With these ideas in mind, the planning team developed recommendations for facilities and park amenities located at Celebration Little League K-8 Field, Celebration Town Hall, the existing Stetson University Center, Celebration K-8 School Campus, and Artisan Park. Site location notions have

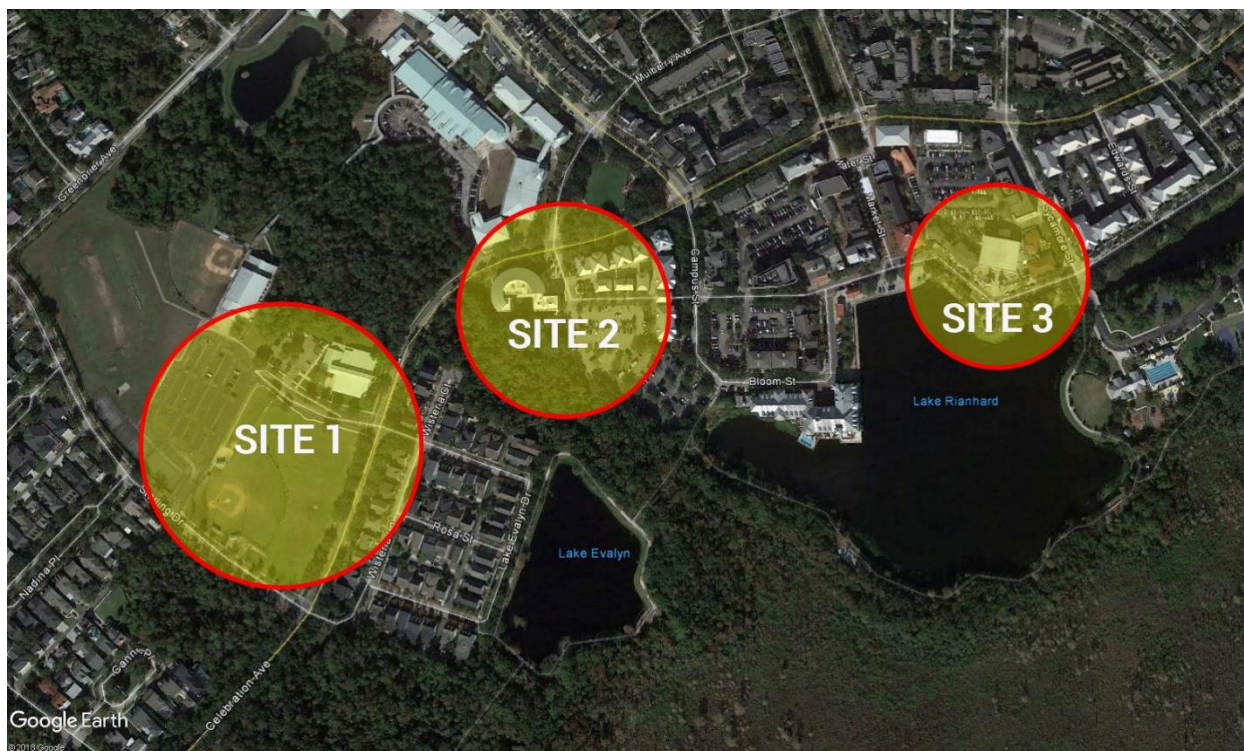


been developed for each facility and park program. The following provides a description of these programs and their relevance to future opportunities.



Study Areas: Celebration, FL





Study Area 1: Celebration Village/ West Village

SITE 1: Celebration Town Hall/ Celebration K – 8 School Campus

Opportunities for Site 1 include several options that could serve as potential candidates for future capital programming. The site is ideal for supporting several of the desired facilities and park amenities mentioned in the data collection phase of the project. While the Celebration K – 8 School Campus offers recreation and facility access to all Celebration user groups, the Celebration Town Hall and adjacent school campus open space amenities are resident focused facilities. Their current proximity to one another offers the opportunity to create a true campus approach to the design.

- Removal of extraneous parking pavement within the existing school site, and enhanced construction of a parking deck (200 – 500 cars) and crosswalks are needed to promote safe pedestrian circulation within the campus. This initiative would address one of the most notable and desirable capital amenities cited in the stakeholder and public meetings.
- Future expansion of the existing Celebration Town Hall into a Community Center is possible. It should be noted that an expansion to the existing Celebration Town Hall (adding a second floor) would only add an additional 2,000 square feet and may not meet the seating capacity (400-seat meeting room) and food accommodations. A larger place to hold Celebration Foundation meetings and have capabilities for food preparation and serve area is based on stakeholder comments and feedback during Focus Group interviews and



public input meetings. If consideration is given to the parking deck concept, it may be possible to expand the physical footprint of the existing Celebration Town Hall. The existing Celebration Town Hall, built in 1996, has approximately 5,000 sf. of enclosed meeting and limited recreation space and while very well maintained and in good condition for the age of the building, it needs modifications and expansion to meet the facility and programming needs of Celebration residents and to remain an attractive and relevant destination.

- Construction of desired pickleball courts and a restroom could be located adjacent to the existing K – 8 Little League fields within the grass lawn areas adjacent to Starling Drive and along Celebration Avenue.

SITE 2: Stetson University

To provide expanded programming opportunities, several expansion/redevelopment options were explored. Site 2 is the first opportunity for redevelopment and calls for the procurement and/or long-term lease of the existing Stetson University facility and campus parking.

- Taking advantage of an existing large two-story facility could provide approximately 15,000 square feet of additional space. This space could be utilized as a new Community Center that would more than double the current square footage for existing exercises equipment, dance studio, and meeting space found at the Celebration Town Hall. Free weights and heavier equipment could be placed on the first floor and spin equipment and light cardiovascular equipment could be placed on the second floor. The addition of this new space would allow the current aerobics and dance space to be converted to flexible programming space which was an identified need in the public engagement process.
- A more detailed study of the Stetson University building is recommended to determine if there are other renovations or renovation alternatives that are needed to improve the overall function of the building and to ensure that it meets the needs of the Celebration residents for the next 20 years.
- Removal of extraneous parking pavement within the existing university campus site, and enhanced construction of a parking deck (200 – 500 cars) and crosswalks are needed to promote safe pedestrian circulation within the campus. This initiative would address one of the most notable and desirable capital amenities cited in the stakeholder and public meetings.



SITE 3: AMC Theater

Opportunities for Site 3 include the second opportunity for redevelopment and calls for the long-term lease of the existing AMC Theater.

- The new renovated 300-seat state-of-the-art theater will provide an intimate experience for audiences and performers. For the presentation of dramatic theater, this sense of immediacy with the action on stage is key to creating a magical, live experience for audiences. With the new design, audience comfort and sightlines are a priority, along with providing universal access to welcome and accommodate all audiences. Audience sightlines, accessibility and acoustics all make theater seating a hugely precise art. In the End Stage form, the entire audience faces the stage in the same direction. Sightlines are kept simple, making these layouts perfect for lectures, films and production companies. They also fit well into conventional rectangular plans.
- A shared-road concept (Provides larger program space and staging areas during special events) with textured surfaces and reduced roadway widths is proposed to give pedestrians a greater sense of right of way within the new theater district. With the ability to close the street to vehicular traffic during special events, this new roadway treatment will become an urban plaza park space which is great for special events and additional program space.
- A more detailed study of the AMC Theater building is recommended to determine if there are other renovations or renovation alternatives that are needed to improve the overall function of the building and to ensure that it meets the needs of the Celebration residents for the next 20 years.





Study Area 1: Artisan Park

SITE 4: Artisan Park

Opportunities for Site 4 include an expansion to the existing park to include a playground and restroom, in response to the need for more recreation space in this area of Celebration. A proposed playground (one traditional /or one modern) has been cited as an initiative that would address one of the most notable and desirable capital amenities cited in the stakeholder and public meetings. In a prioritization exercise as part of the public engagement process, this was the fifth highest ranked item behind expanding parking facilities.

These capital improvements would provide the Celebration residents with a modern facility and park program that could result in an increase in use and revenue stream for Celebration.



This page left intentionally blank.

FUNDING RECOMMENDATIONS

Section 5



Section 5

Funding Recommendations

2019 Celebration Parks Facilities Master Plan Update

In the development of the 2019 Celebration Parks Facilities Master Plan Update, alternatives for a ten-year spending plan were created. These spending plans identify the costs for the recommended and suggested improvements to existing and proposed parks and facilities, as outlined in previous sections of this Master Plan report. The costs are based on current construction costs, therefore cost escalation likely will occur over the plan's life cycle. Note that the estimate of costs is not intended for individual project budgeting purposes, as no site analyses or preliminary plans have been developed for these projects. Detailed planning and design studies for each project will need to be developed in order to generate budget-level estimates.

Given the previously identified capital improvement goals set forth in the Celebration Parks and Recreation Master Plan 2015-2020, as well as the findings identified in Section 4: Facility Assessments of this report, the planning team has developed three capital improvement options for consideration by Celebration. These options represent alternative strategies for capital programs to accomplish a long-term vision for facility expansion to support the needs identified by the residents of Celebration. The strategies presented are intended to serve as a guide on the potential impacts to capital funding by illustrating both a conservative approach to facility improvements/expansion, as well as a more accelerated approach. As such, it is understood that the adoption and implementation of a capital improvement program by Celebration may deviate from these recommendations. It should also be noted that there is an opportunity that potential donations or outside contributions may alter the structure of the recommendations presented.

Within each of these strategies, it should be noted that the costs associated for land acquisition, permit fees and architecture/ engineering (A/E) design fees, realtor fees, etc. are not included, as there are too many unknowns to anticipate for the purposes of this master plan service deliverable. Expenditures noted as "miscellaneous site improvements" encompass improvements outside of the physical construction of the other new facilities, i.e., demolition, hardscape improvements, landscape improvements, site furnishings and other amenities associated with development.

Option 1: Pay-As-You Go

The recommendations presented in Option 1 reflect an approach to accomplishing as much of the identified facility improvements/expansion as permissible within the currently allocated

Table 5.1: Celebration, Florida 10-Year Spending Plan (Option 1: Pay-As-You-Go)

| NEW PARK AND FACILITY CAPITAL COSTS | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Future | TOTAL |
|---|------------------|------------------|------------------|------------------|--------------------|------------------|------------------|-----------------|--------------------|------------------|--------------------|---------------------|
| Celebration PRMP 2015-2020 | | | | | | | | | | | | \$0 |
| <i>2020-2021 Projects</i> | \$878,000 | | | | | | | | | | | \$878,000 |
| <i>2021-2022 Projects</i> | | \$775,000 | | | | | | | | | | \$775,000 |
| <i>2022-2023 Projects</i> | | | \$460,000 | | | | | | | | | \$460,000 |
| <i>2023-2024 Projects</i> | | | | | | | | | \$2,000,000 | | | \$2,000,000 |
| <i>2024-2025 Projects</i> | | | | | \$1,500,000 | | | | | | | \$1,500,000 |
| Civic Corridor | | | | | | | | | | | | \$0 |
| <i>Pickleball Courts (6 courts, lighted)</i> | | | | | | | \$600,000 | | | | | \$600,000 |
| Site 1- Celebration Town Hall/ K-8 School | | | | | | | | | | | | \$0 |
| <i>Community Center (Frmr. Town Hall Reno.)</i> | | | | | | \$500,000 | | | | | | \$500,000 |
| <i>Parking Deck (250 spaces)</i> | | | | | | | | | | | \$4,625,000 | \$4,625,000 |
| <i>Restroom Building</i> | | | \$250,000 | | | | | | | | | \$250,000 |
| <i>Misc. Site Improvements</i> | | | \$50,000 | | | | | | | | \$150,000 | \$200,000 |
| Site 2- Stetson University | | | | | | | | | | | | \$0 |
| <i>Procurement/ Renovations</i> | | | | | | | TBD | TBD | TBD | TBD | TBD | \$0 |
| <i>Feasibility Study/ Concepts</i> | | | | | | \$65,000 | | | | | | \$65,000 |
| <i>Parking Deck (250 spaces)</i> | | | | | | | | | | | \$4,625,000 | \$4,625,000 |
| <i>Misc. Site Improvements</i> | | | | | | | | | | | \$250,000 | \$250,000 |
| Site 3- AMC Theater | | | | | | | | | | | | \$0 |
| <i>Procurement/ Renovations</i> | | | | | | | | TBD | TBD | TBD | TBD | \$0 |
| <i>Feasibility Study/ Concepts</i> | | | | | | | \$65,000 | | | | | \$65,000 |
| <i>Streetscape Improvements</i> | | | | | | | | | | \$400,000 | | \$400,000 |
| Site 4- Artisan Park | | | | | | | | | | | | \$0 |
| <i>Community Playground (7,500 SF)</i> | | | | \$400,000 | | | | | | | | \$400,000 |
| <i>Restroom Building</i> | | | | | | \$250,000 | | | | | | \$250,000 |
| <i>Misc. Site Improvements</i> | | | | \$50,000 | | | | | | | | \$50,000 |
| Misc. Capital Improvement Needs | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$50,000 | \$50,000 | \$37,000 | \$500,000 | | \$757,000 |
| YEARLY TOTAL | \$898,000 | \$795,000 | \$780,000 | \$470,000 | \$1,520,000 | \$835,000 | \$715,000 | \$50,000 | \$2,037,000 | \$900,000 | \$9,650,000 | \$17,893,000 |

| | | | |
|-----------------|-------------|-------------|--------------|
| 2020-2024 TOTAL | \$4,463,000 | GRAND TOTAL | \$18,650,000 |
| 2025-2029 TOTAL | \$4,537,000 | | |
| TOTAL | \$9,000,000 | | |
| FUTURE | \$9,650,000 | | |

| | |
|---------------------------|-------------|
| 2020-2029 TOTAL | \$9,000,000 |
| Ten Year Average Spending | \$900,000 |

Existing Funding \$ 9,000,000 Current Annual Budget: \$900,000/YR

Total Additional Funds Needed for 2020-2024 - \$37,000
Total Additional Funds Needed for 2025-2029 \$37,000

Property acquisition/lease costs not included
Permit fees, A&E fees not Included
Opinion of probable cost estimates as of June 2019.

capital funding program. Within this approach, the planning team has made the recommendation for providing space for the requested Community Center through the renovation of the existing Town Hall building, following the construction of a “New Town Hall and Meeting Facilities”, as identified in the Celebration Parks and Recreation Master Plan 2015-2020. That document’s recommendation for the development of a new indoor recreation facility at the Civic Corridor is recommended to be postponed to year 2028, based on facility prioritization from the community input process as well as the need to balance spending across the duration of this capital program. Facility recommendations from Section 4 of this report which have relatively low capital impacts have been allocated to years 2022-2029, while other significant investments, such as the desired parking facilities and the acquisition of the Stetson University and AMC Theater properties, are recommended for consideration in future capital programs. It is also recommended that Celebration explore long-term leases for the Stetson University and AMC Theater properties as a desirable alternative, therefore expanding funding options. This program also permits the implementation of other miscellaneous facility improvements (furnishings, maintenance, etc.) as necessary to maximize the utilization of the available funding.

The 10-year average spending on this plan is \$900,000, which aligns with the available funding using Celebrations existing revenue structure. Unused funds from previous years can be placed in reserves each year to save for the larger improvements that have been identified or consolidated for use as contingency funds for development.

The following provides a summary of the total costs identified in the Option 1 spending plan, including existing known funds:

| | |
|-----------------|-------------|
| 2020-2024 TOTAL | \$4,463,000 |
| 2025-2029 TOTAL | \$4,537,000 |
| TOTAL | \$9,000,000 |
| FUTURE | \$9,650,000 |

Option 2: Additional Funding “A”

As an alternative approach to facility improvements/expansion, Option 2 explores one approach to a capital improvement program that may require additional funding beyond the sources currently in place for Celebration. Sources for that additional funding is discussed later in this section.

Similar to the approach in the previous option, this program relies on the development of a new town hall facility at the civic corridor to provide an opportunity to convert the existing town hall structure into a functioning community center. While the recommendation in Option 1 does provide for additional indoor programming space, the planning team recognizes that the footprint and organization of the existing structure may not be sufficient to support the variety and scale

Table 5.2: Celebration, Florida 10-Year Spending Plan (Option 2: Additional Funding "A")

| NEW PARK AND FACILITY CAPITAL COSTS | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Future | TOTAL |
|---|-----------|-----------|-----------|-------------|-------------|-----------|-------------|-----------|-----------|-------------|-------------|--------------|
| Celebration PRMP 2015-2020 | | | | | | | | | | | | \$0 |
| 2020-2021 Projects | \$878,000 | | | | | | | | | | | \$878,000 |
| 2021-2022 Projects | | \$775,000 | | | | | | | | | | \$775,000 |
| 2022-2023 Projects | | | \$460,000 | | | | | | | | | \$460,000 |
| 2023-2024 Projects | | | | \$2,000,000 | | | | | | | | \$2,000,000 |
| 2024-2025 Projects | | | | | \$1,500,000 | | | | | | | \$1,500,000 |
| Civic Corridor | | | | | | | | | | | | \$0 |
| Pickleball Courts (6 courts, lighted) | | | | | | \$600,000 | | | | | | \$600,000 |
| Site 1- Celebration Town Hall/ K-8 School | | | | | | | | | | | | \$0 |
| Community Center (Frmr. Town Hall Reno. & Add.) | | | | | | | \$2,500,000 | | | | | \$2,500,000 |
| Parking Deck (250 spaces) | | | | | | | | | | \$4,625,000 | | \$4,625,000 |
| Restroom Building | | | \$250,000 | | | | | | | | | \$250,000 |
| Misc. Site Improvements | | | \$50,000 | | | | \$75,000 | | | \$150,000 | | \$275,000 |
| Site 2- Stetson University | | | | | | | | | | | | \$0 |
| Procurement/ Renovations | | | | | | | | TBD | TBD | TBD | TBD | \$0 |
| Feasibility Study/ Concepts | | | | | | | \$65,000 | | | | | \$65,000 |
| Parking Deck (250 spaces) | | | | | | | | | | | \$4,625,000 | \$4,625,000 |
| Misc. Site Improvements | | | | | | | | | | | \$250,000 | \$250,000 |
| Site 3- AMC Theater | | | | | | | | | | | | \$0 |
| Procurement/ Renovations | | | | | | | TBD | TBD | TBD | TBD | TBD | \$0 |
| Feasibility Study/ Concepts | | | | | | \$65,000 | | | | | | \$65,000 |
| Streetscape Improvements | | | | | | | | \$400,000 | | | | \$400,000 |
| Site 4- Artisan Park | | | | | | | | | | | | \$0 |
| Community Playground (7,500 SF) | | | | | | | | | \$400,000 | | | \$400,000 |
| Restroom Building | | | | | | | | | \$250,000 | | | \$250,000 |
| Misc. Site Improvements | | | | | | | | | \$50,000 | | | \$50,000 |
| YEARLY TOTAL | \$878,000 | \$775,000 | \$760,000 | \$2,000,000 | \$1,500,000 | \$665,000 | \$2,640,000 | \$400,000 | \$700,000 | \$4,775,000 | \$4,875,000 | \$19,968,000 |

| | | | | | | | | | | | | |
|---|--------------|-------------------------------------|--|--|--|--|--|--|--|--|-------------|--------------|
| 2020-2024 TOTAL | \$5,913,000 | | | | | | | | | | GRAND TOTAL | \$19,968,000 |
| 2025-2029 TOTAL | \$9,180,000 | | | | | | | | | | | |
| TOTAL | \$15,093,000 | | | | | | | | | | | |
| FUTURE | \$4,875,000 | | | | | | | | | | | |
| Existing Funding \$ | 9,000,000 | Current Annual Budget: \$900,000/YR | | | | | | | | | | |
| Total Additional Funds Needed for 2020-2024 | \$1,413,000 | | | | | | | | | | | |
| Total Additional Funds Needed for 2025-2029 | \$4,680,000 | | | | | | | | | | | |

Property acquisition/lease costs not included
Permit fees, A&E fees not Included
Opinion of probable cost estimates as of June 2019.

| | |
|---------------------------|--------------|
| 2020-2029 TOTAL | \$15,093,000 |
| Ten Year Average Spending | \$1,509,300 |

of programs that the residents have requested. As such, the recommendation in Option 2 is to renovate the existing structure as well as expand the facility with an adjoining addition of approximately 10,000 square feet. The planning team recognizes that the increased parking demand of a formal community center cannot be accommodated with the existing vehicular facilities on the site, so the development of a parking deck has been prioritized into this capital program as well. For financial planning purposes these large expenditures have been recommended in years 2025-2029 to permit the time required to identify and acquire additional funding sources for the program. Similar to Option 1, this capital program recommends evaluation of the Stetson University and AMC Theater properties for suitability for potential incorporation into a future capital program to address the parks and recreation facility needs of Celebration. The provision for miscellaneous capital improvements has been removed from this approach due to the fact that no remaining funds from annual revenues will be available for implementation. Should Celebration desire to identify additional capital projects outside of those provided in Option 2, it is understood that those costs would extend this program beyond the values indicated.

The 10-year average spending on this plan is \$1,509,300, which will require additional funding outside of currently identified revenue sources. The following provides a summary of the total costs identified in the Option 1 spending plan, including existing known funds:

| | |
|-----------------|--------------|
| 2020-2024 TOTAL | \$5,913,000 |
| 2025-2029 TOTAL | \$9,180,000 |
| TOTAL | \$15,093,000 |
| FUTURE | \$4,875,000 |

Option 3: Additional Funding "B"

Similar to the previous approach, the recommendations in Option 3 provides a capital improvement program that may require additional funding beyond the sources currently in place for Celebration. The primary difference between the two additional funding options is the provision of a performing arts center, which was not incorporated into the previous 10-year capital plans, as well as a different approach to resolving the need for a community center.

The planning team recognizes that the Stetson University property and the facilities thereupon, will likely be sufficient for utilization as a community center, pending the necessary renovations to reorganize the interior space. In this approach, the planning team is recommending that the existing town hall remain in place and the funds for a new structure be reallocated towards the purchase and renovation of the Stetson property. This would require an accelerated assessment of the facility for suitability as a community center, which is why the costs for "Feasibility Study/Concepts" is recommended to be advanced to year 2021. Similar to Option 2, the planning team recognizes that the parking infrastructure to support a community center may not be

sufficient; therefore, the recommendation is made to develop a parking deck adjacent to the Stetson property as part of this capital program. It should be noted that the value for acquisition of the property was identified by Celebration management and that the budget for renovation has been established by the planning team based on assumed conditions. Both the actual acquisition and renovation costs will have to be determined at a later date as they were not within the scope of this planning effort.

Similarly, the planning team recognizes that the AMC Theater property is likely the most tangible opportunity for the provision of a performing arts center to address the needs of the residents of Celebration. Its assumed condition and known former use make it a prime candidate for implementation of this type of facility. Similar to the Stetson property, the planning team recommends early analysis of the property for suitability. The budgets identified for acquisition and renovation have been recommended as starting point for capital planning purposes but actual costs will have to be determined at a later date as they were not within the scope of this planning effort.

The provision for miscellaneous capital improvements has been removed from this approach due to the fact that no remaining funds from annual revenues will be available for implementation. Should Celebration desire to identify additional capital projects outside of those provided in Option 3, it is understood that those costs would extend this program beyond the values indicated.

The 10-year average spending on this plan is \$1,611,800, which will require additional funding outside of currently identified revenue sources. The following provides a summary of the total costs identified in the Option 1 spending plan, including existing known funds:

| | |
|-----------------|--------------|
| 2020-2024 TOTAL | \$6,543,000 |
| 2025-2029 TOTAL | \$9,575,000 |
| TOTAL | \$16,118,000 |
| FUTURE | \$4,775,000 |

Table 5.3: Celebration, Florida 10-Year Spending Plan (Option 3: Additional Funding "B")

| NEW PARK AND FACILITY CAPITAL COSTS | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Future | TOTAL |
|---|------------------|------------------|------------------|--------------------|--------------------|--------------------|--------------------|------------------|------------------|--------------------|--------------------|---------------------|
| Celebration PRMP 2015-2020 | | | | | | | | | | | | \$0 |
| <i>2020-2021 Projects</i> | \$878,000 | | | | | | | | | | | \$878,000 |
| <i>2021-2022 Projects</i> | | \$775,000 | | | | | | | | | | \$775,000 |
| <i>2022-2023 Projects</i> | | | \$460,000 | | | | | | | | | \$460,000 |
| <i>2023-2024 Projects</i> | | | | \$2,000,000 | | | | | | | | \$2,000,000 |
| <i>2024-2025 Projects</i> | | | | | N/A | | | | | | | \$0 |
| Civic Corridor | | | | | | | | | | | | \$0 |
| <i>Pickleball Courts (6 courts, lighted)</i> | | | | | | \$600,000 | | | | | | \$600,000 |
| Site 1- Celebration Town Hall/ K-8 School | | | | | | | | | | | | \$0 |
| <i>Parking Deck (250 spaces)</i> | | | | | | | | | | | \$4,625,000 | \$4,625,000 |
| <i>Restroom Building</i> | | | \$250,000 | | | | | | | | | \$250,000 |
| <i>Misc. Site Improvements</i> | | | \$50,000 | | | | | | | | \$150,000 | \$200,000 |
| Site 2- Stetson University (Community Center) | | | | | | | | | | | | \$0 |
| <i>Procurement/ Renovations</i> | | | | | \$2,000,000 | \$500,000 | | | | | | \$2,500,000 |
| <i>Feasibility Study/ Concepts</i> | | \$65,000 | | | | | | | | | | \$65,000 |
| <i>Parking Deck (250 spaces)</i> | | | | | | | | | | \$4,625,000 | | \$4,625,000 |
| <i>Misc. Site Improvements</i> | | | | | | | | | | \$250,000 | | \$250,000 |
| Site 3- AMC Theater | | | | | | | | | | | | \$0 |
| <i>Procurement/ Renovations</i> | | | | | | | \$2,000,000 | \$500,000 | | | | \$2,500,000 |
| <i>Feasibility Study/ Concepts</i> | | \$65,000 | | | | | | | | | | \$65,000 |
| <i>Streetscape Improvements</i> | | | | | | | | \$400,000 | | | | \$400,000 |
| Site 4- Artisan Park | | | | | | | | | | | | \$0 |
| <i>Community Playground (7,500 SF)</i> | | | | | | | | | \$400,000 | | | \$400,000 |
| <i>Restroom Building</i> | | | | | | | | | \$250,000 | | | \$250,000 |
| <i>Misc. Site Improvements</i> | | | | | | | | | \$50,000 | | | \$50,000 |
| YEARLY TOTAL | \$878,000 | \$905,000 | \$760,000 | \$2,000,000 | \$2,000,000 | \$1,100,000 | \$2,000,000 | \$900,000 | \$700,000 | \$4,875,000 | \$4,775,000 | \$20,893,000 |

| | | | | | | | | | | | | | |
|---|--------------|-------------------------------------|--|--|--|--|--|--|--|--|--|-------------|--------------|
| 2020-2024 TOTAL | \$6,543,000 | | | | | | | | | | | GRAND TOTAL | \$20,893,000 |
| 2025-2029 TOTAL | \$9,575,000 | | | | | | | | | | | | |
| TOTAL | \$16,118,000 | | | | | | | | | | | | |
| FUTURE | \$4,775,000 | | | | | | | | | | | | |
| Existing Funding \$ | 9,000,000 | Current Annual Budget: \$900,000/YR | | | | | | | | | | | |
| Total Additional Funds Needed for 2020-2024 | \$2,043,000 | | | | | | | | | | | | |
| Total Additional Funds Needed for 2025-2029 | \$5,045,000 | | | | | | | | | | | | |

Property acquisition/lease costs not included
Permit fees, A&E fees not Included
Opinion of probable cost estimates as of June 2019.

| | |
|---------------------------|--------------|
| 2020-2029 TOTAL | \$16,118,000 |
| Ten Year Average Spending | \$1,611,800 |

Prioritized Projects from Previous Planning

As discussed in Section 3 of this report, the residents of Celebration had also indicated a desire to incorporate other projects from previous planning efforts into the current capital improvement program planning. These projects are in addition to the current facility recommendations identified above and will require evaluation from Celebration leadership as to how these projects will align with the recommended capital improvement plan options. The desired projects, along with their respective prioritization ranking and current opinion of probable costs are as follows:

| Table 5.4: Prioritized Projects from Previous Planning | | |
|--|------|-----------|
| Project | Rank | Cost* |
| Splash Pads | 1 | \$600,000 |
| Shuffleboard Courts | 2 | \$36,000 |
| Artisan Park Amphitheater Restroom | 3 | \$250,000 |
| Croquet Courts | 4 | \$60,000 |
| Bocce Ball Courts | 5 | \$35,000 |

* Permit fees, A/E fees not included; Opinion of Probable Cost Estimates as of August 2019

Capital Improvement Summary

Using the information from the capital improvement plan options as well as the prioritized projects above, the planning team has identified capital projects valued at more than \$23 million for Celebration. A summary of those projects is as follows:

Table 5.5: Celebration, Florida Capital Improvement Summary

| PROJECTS | Estimated Cost* |
|---|---------------------|
| Celebration PRMP 2015-2020 | |
| <i>2020-2021 Projects</i> | \$878,000 |
| <i>2021-2022 Projects</i> | \$775,000 |
| <i>2022-2023 Projects</i> | \$460,000 |
| <i>2023-2024 Projects</i> | \$2,000,000 |
| <i>2024-2025 Projects</i> | \$1,500,000 |
| Prioritized Projects from Previous Planning | |
| <i>Splash Pads</i> | \$600,000 |
| <i>Shuffleboard Courts</i> | \$36,000 |
| <i>Artisan Park Amphitheater Restroom</i> | \$250,000 |
| <i>Croquet Courts</i> | \$60,000 |
| <i>Bocce Ball Courts</i> | \$35,000 |
| Civic Corridor | |
| <i>Pickleball Courts (6 courts, lighted)</i> | \$600,000 |
| Site 1- Celebration Town Hall/ K-8 School | |
| <i>Parking Deck (250 spaces)</i> | \$4,625,000 |
| <i>Restroom Building</i> | \$250,000 |
| <i>Misc. Site Improvements</i> | \$200,000 |
| Site 2- Stetson University (Community Center) | |
| <i>Procurement/ Renovations</i> | \$2,500,000 |
| <i>Feasibility Study/ Concepts</i> | \$65,000 |
| <i>Parking Deck (250 spaces)</i> | \$4,625,000 |
| <i>Misc. Site Improvements</i> | \$250,000 |
| Site 3- AMC Theater | |
| <i>Procurement/ Renovations</i> | \$2,500,000 |
| <i>Feasibility Study/ Concepts</i> | \$65,000 |
| <i>Streetscape Improvements</i> | \$400,000 |
| Site 4- Artisan Park | |
| <i>Community Playground (7,500 SF)</i> | \$400,000 |
| <i>Restroom Building</i> | \$250,000 |
| <i>Misc. Site Improvements</i> | \$50,000 |
| TOTAL | \$23,374,000 |
| * Assume additional 20% for survey, engineering, etc. | |
| Opinion of probable cost estimates as of June 2019. | |

Moving Forward with Funding

Celebration residents have expressed a desire for increased recreational opportunities throughout the Celebration owned properties. A review of benchmark communities indicates that Celebration is not funding park operations at the same level in comparison to Osceola County and local municipalities, so transforming Celebration's facilities and recreational opportunities will be a significant undertaking, requiring increased funding.

Within the presented 10-year capital improvement plan options, the planning team has identified facility expansion and new facility costs ranging from \$3,387,000 - \$10,505,000, not including those projects previously identified in the Celebration Parks and Recreation Master Plan 2015–2020. As noted previously, the recommendations included in Option 1 will permit these improvements within the current capital improvement funding program. However, Options 2 and 3 would require additional funding sources to execute the plans. Although a funding analysis was not part of the master plan scope, the following table illustrates the potential cost impacts to the residents of Celebration to support Options 2 and 3:

| Table 5.6: Additional Funding Analysis | | | |
|--|-------------|--------------|--------------|
| | Option 1 | Option 2 | Option 3 |
| Current Capital Funding | \$9,000,000 | \$9,000,000 | \$9,000,000 |
| Recommended Capital Improvements | \$9,000,000 | \$15,093,000 | \$16,118,000 |
| Funding Deficit | \$0 | -\$6,093,000 | -\$7,118,000 |
| Additional Annual Costs per Household | \$0.00 | \$1,410.09 | \$1,647.31 |
| Additional Monthly Costs per Household | \$0 | \$117.51 | \$137.28 |

Survey respondents indicated support to consider alternative funding options for the construction of new facilities, purchase and renovation of existing facilities, and/or long-term rental leases for facilities in Celebration. To meet the expressed goals, a combination of funding resources is necessary, which includes redirecting existing general funds to facility expansion, continuing to identify possible partnerships with the Celebration Community Development District, the Osceola County School Board, Osceola County, future village builders, and securing grants and private funding. The combination of these funding sources would increase the ability to make the identified improvements, and allow for an increased operating budget, which is needed in order to improve facility expansion and increase the number of programs offered throughout the year.

Capital Development Funding Opportunities

Future CELEBRATION capital funding is dependent on resident approval. It is clear Celebration will need to explore other methods to increase capital funding if the goal of improving the overall quality and quantity of the facilities and park amenities is to be met. In the following paragraphs, alternative funding options are explored. A number of funding options are available that Celebration should explore and consider for increasing funding to support capital improvements of facilities and park amenities.

Celebration Facilities / Infrastructure Loan

The residents of Celebration would vote to approve a secured business loan. When it comes down to it, secured business loans are some of the best financing options on the market. The practice of offering high-value assets as collateral for secured business loans has been around for years. By offering collateral, you are securing the loan. There are a number of kinds of collateral – real property, cash saving or deposits in bank account (sometimes referred to as “cash secured loans” or “passbook loans”), accounts receivable, unpaid invoices, business inventory, blanket liens, stocks & bonds, mutual funds, or personal guarantees. Putting up collateral on your line of credit allows borrowers with lower revenues and credit scores to get higher credit limits at lower interest rates.

Another option is Commercial Real Estate loans. This is income-producing property used solely for business (rather than residential) purposes. Examples include retail malls, shopping centers, office buildings and complexes, parking decks, and hotels. Financing – including the acquisition, development and construction of these properties – is typically accomplished through commercial real estate loans: mortgages secured by liens on the commercial property. Unlike residential loans, the terms of commercial loans typically range from five years (or less) to 20 years, and the amortization period is often longer than the term of the loan. A lender, for example, might make a commercial loan for a term of seven years with an amortization period of 30 years. In this situation, the investor would make payments for seven years of an amount based on the loan being paid off over 30 years, followed by one final “balloon” payment of the entire remaining balance on the loan.

An alternative method of securing cash is Peer-to-peer (P2P) lending. P2P lending is an option for borrowing from individuals without using a traditional bank or credit union. This method enables you to get a loan from individuals rather than a bank. P2P has been around for more than a decade and has been growing. Generally, the services are web-based, which cuts down on overhead costs allowing rates to be competitive. P2P lending started with personal loans that were not secured with collateral. Today, while personal loans are still the most common, according to The Balance, P2P platforms also offer options for loans for specific purposes, e.g., business loans, and collateral-secured loans. Especially if you have good credit, P2P loan rates can be surprisingly low. Even with less-than-perfect credit, you may get approved for an affordable loan with these online

lenders. No matter the method of financing, it is imperative that a financial advisor be brought in for consultation. It is important to understand that before you receive any business financing from a lender, they will scrutinize both your personal and business finances to see if they are willing to lend you the money. And while you might be hesitant to put your assets on the line, the best way to protect yourself from the risk of losing is to be the best borrower you can be.

Out of Celebration Resident Fees

The employment of Out of Celebration Resident Fees means to aid the development of facilities and park amenities used by many city governments across the country. In the case of parks, local governments use Out of County Fees for capacity reason. For example, a Celebration Resident fee would be \$3.25 and a Non-Celebration Resident fee would be \$6.25, therefore, doubling the user fees for non-residents. This alternative fee method could be significant in terms of enhanced programming for a future community center, performing arts center, and/or parking deck. This funding approach could be carried across all areas of potential user groups – camps, regional/travel sport tournaments, etc. The establishment of a mandatory non-resident fee would greatly aid in the enhancement of funds to retire future capital programs. Changes to the resident use only policy would need to be implemented in order to achieve this. Taking advantage of the extensive visiting tourist market would also bring opportunities for revenue generation especially in the fees associated with parking and performing arts.

Grants

Grant programs available for parks and recreation improvements are available through various private, nonprofit and civic organizations, local, state and federal agencies. Many state agency grants allocate federal dollars for projects such as transportation enhancement grants, trail and greenway improvements and parks improvements. Grants are also available through some businesses and corporations.

Because grants are typically highly competitive, any pursuit to acquire grant funding should begin with an understanding of the grant requirements, including matching fund requirements, understanding what the grant will and will not cover, the timeframe for completion and what obligations may be required in the future, such as deed restrictions, maintenance and reporting.

Funding Recommendations Summary

Survey responses from the Celebration resident survey, public meeting, and focus groups, indicate support for funding future capital projects. When asked to rank their preferred methods of capital funding for additional facilities and park amenities, (46%) of residents want consideration given to intermediate long-term initiatives and (54%) want funding budgeted for immediate short-term projects. Additionally, the data collected stated that (49%) of available funding should be allocated

to new facilities and (51%) of funding should be allocated to investments in facilities. When asked if residents would be willing to consider alternative funding options for the purchase and

construction of new facilities, and renovation of existing facilities, and/or long-term rental leases for facilities in Celebration, (22.59 %) stated they strongly agreed with using alternative methods for capital funding sources. Therefore, the support for exploring future capital funding options is available.

As stated previously, the Osceola County park system's most prominent park type, in terms of acreage and number of parks are Conservation Area-Based parks (74% of total acreage and 25 parks). Although admirable in terms of preservation of green/open space, this planned approach creates underserved recreation and community cultural needs in terms of recreation opportunities for the westside of Osceola County. Additionally, to compound the issue of recreational service demands for Celebration further, Osceola County planners have designated the population groups that compose Celebration as primarily temporary/seasonal housing. Current projected unincorporated new park needs do not reflect any immediate efforts to address recreational deficits for the westside/I-4 corridor of Osceola County until 2025. This puts the leadership of Celebration in a position to address its own facilities and park needs and does not contribute additional funding to facilities or maintenance. Therefore, the following recommendations are offered:

Increase general fund revenues to the Parks and Recreation Department. It has been established that CELEBRATION falls below comparable benchmark communities in terms of general funding for parks. Increasing the general fund dollars will bring Celebration more in line with surrounding communities and will also provide necessary funding for improved services and facilities.

Assess and increase park user fees. Park user fees should be explored as a funding alternative. Establishing a fee policy, as discussed in previous sections, would consider the future cost associated with capital improvements and operations of facilities. Assessing user fees this way allows the department to enhance revenue generation.

Seek grants and leverage existing funds as potential matches. Expand the level of grant writing by the department. Grants have been, and will continue to be, a credible funding source for special projects and plans. Grants should not be sought as a primary revenue source, but as a supplement to the department and capital funding. The Parks and Recreation Department should work closely with Osceola County to pursue grant funds for further partnerships in cultural and recreational development.

Build on existing partnerships. Building stronger relationships with current non-profit groups and other organizations could allow Celebration to provide services through allied providers and save capital costs in the future. As discussed in this section, the department currently works with a number of provider groups, and recommendations were made for working with other groups in the community to increase services and outreach. Any agreements with these partners should be in writing, in the form of memorandums of understanding (MOU), memorandums of agreement (MOA) or other similar written agreement formats to ensure that all parties understand their roles and responsibilities.

PREPARED BY LOSE DESIGN
FOR
CELEBRATION RESIDENTIAL OWNERS ASSOCIATION

JULY 2019



FINAL REPORT
of the
CELEBRATION HALL ADVISORY GROUP
July 31, 2022

Dorie Moyer – Chair
Paul Rashkind
Paul Kinser
David Berelsman
Diana Vassallo
Vaughn Roberts
David Hulme
Tom Hull



At the Wednesday, April 27, 2022 Celebration Residential Owners Association (CROA) Board of Directors meeting, the CROA Board approved appointments to two advisory groups, Celebration Hall Resident Advisory Group and Communications Resident Advisory Group.

Each advisory group will convene for 90 days beginning May 1, compiling information on specific directives set forth by the CROA Board.

Celebration Hall Resident Advisory Group

Dorie Moyer - Chair

Paul Rashkind

Paul Kinser

David Berelsman

Diana Vassallo

Vaughn Roberts

David Hulme

Tom Hull

CONTENTS AT A GLANCE

| | |
|--|----|
| PREFACE | 1 |
| THE BOARD'S CHARGE | 2 |
| PART I | 4 |
| Questions from Appendix A..... | 4 |
| Community Needs and Definitions | 4 |
| Location, Use and Purpose of the Properties | 5 |
| The 851 Building..... | 5 |
| The Theatre..... | 17 |
| Lot B at Civic Corridor | 27 |
| PART II | 37 |
| Broad Questions..... | 37 |
| Additional Questions | 39 |
| PART III..... | 42 |
| The Town Hall and Written Resident Comments | 42 |
| PART IV..... | 44 |
| Alternative Sites and Financial Considerations | 44 |
| Stetson Building | 44 |
| Lakeside Park | 45 |
| Undeveloped Property on the Boulevard..... | 54 |
| Lot 2D | 54 |
| Lots 4A and 4A.5..... | 56 |
| Lot 4D | 57 |
| Tract 73..... | 58 |
| Tract 6..... | 58 |
| Lot 7 | 59 |
| Lots E1 and E2..... | 60 |
| School Auditorium | 61 |
| Financial Considerations..... | 63 |
| PART V | 65 |
| Conclusion..... | 65 |

PREFACE

This is the final report of the Celebration Hall Advisory Group. An interim report was presented on June 7, 2022, in anticipation of the community's Town Hall. The interim report consisted of Parts I and II. In this final report, we have updated those sections to reflect additional information and developments. We have also added Parts III, IV and V to summarize resident comments, address alternative sites and basic financial considerations, and our conclusion.

We could not have done this without help. Our work was made easier thanks to the constantly prompt assistance of CROA's Executive Director, Lauren Gunnyon, and architect Danny Bumpus, who generated helpful sketches and located original blueprints for the sites we considered.

THE BOARD'S CHARGE

The CROA Board appointed the Celebration Hall Advisory Group and tasked it with answering two lists of questions concerning the possible development of a community center and performing arts facility. Our consideration was originally limited to three sites: the 851 Building, the Theatre building in town center, and the undeveloped portion of Lot B on the civic corridor. The Board directed us to *not* evaluate financial considerations, which will instead be considered by the CROA Finance Committee.

The first list of 15 questions covers “Community Needs and Definitions,” as well as “Location Use and Purpose” relating to three specific properties. All of these questions are recited below, although for clarity we answer the questions in a narrative style. We answer those questions in Part I of our Report. Each of the three sites was evaluated using identical criteria: location, property dimensions, available parking, as well as current or proposed space utilization.

The second list asks 15 additional questions denominated “Broad Questions” and “Additional Questions.” Those are not easily combined, so they are addressed individually in Part II of our Report.

In Part III, we recount the comments received by the Advisory Group during the Town Hall and in written correspondence.

In Part IV, we evaluate the various alternative sites suggested by homeowners, and address owners' questions about financial considerations.

We conclude with Part V, noting that we have addressed each of the sites and alternative sites, and answered all questions posed by the Board.

PART I

Questions from Appendix A

Community Needs and Definitions

1. *What is the difference between a Community Center and a Performing Art Center?*
2. *What should a Community Center include?*
 - a. *Which audiences would be served?*
3. *What should a Performing Arts Center include?*
 - a. *Which audience would be served?*
4. *What community needs are not currently being met?*

A **community center** is generally a single multipurpose building or structure that serves as a gathering place for activities of interest to the residents of a community. It may house recreation and meeting facilities, as well as provide a space for distributing civic information needed by community members. Some of the activities may be organized, but it is also important to include space for freestyle activities that do not require a resident to first “belong” or “join” a group.

A **performing arts center** is a building devoted to entertaining an audience by the exhibition of the performing arts. Performing arts include dance, music, opera, theater and musical theater, magic, illusion, or mime. It may also include vintage and classic movies. We also suggest using a more expansive label of arts center, which could be dedicated to the creation and display of artistic expression, such as painting, pottery, sculpture, photography, or light shows.

The **audience** for both a community center and a performing arts center should be a reflection of the community itself. In Celebration, it would include everyone, from children to parents to seniors, families and single residents.

Celebration has a vast list of indoor activities, sponsored by the homeowners association and partner groups. Question 4 asks, though,

what community needs are not currently being met. We answered this by examining the results of four CROA surveys on amenities, conducted over the past decade. We concentrated our attention on indoor activities and amenities since we were not asked to advise on outdoor activities and amenities.

In terms of indoor amenities, the surveys show that the most requested amenity is a “Community Center – meeting space.” The second-most requested is a “Performing Arts Facility.” Third on the list is an “Active Adult & Senior Center.” The fourth most requested indoor amenity is “Indoor Gym / Game Courts / Multiuse facility.”

Location, Use and Purpose of the Properties

The 851 Building

1. 851 Building

- a. How can the 851 building be configured and utilized as a community center or multipurpose building/complex?*
- b. What purpose(s) would be served?*

Location:

The 851 Building is located at 851 Celebration Avenue (*fig. 1*) on a portion of property that is otherwise owned by the School Board of Osceola County (*fig. 2*). The building and 2.11-acre parcel of property on which it stands were sold to CROA in 2006 by the Celebration Company. The purchase price was \$2,000,000.00, originally secured by a mortgage in the amount of \$2,500,000.00. The mortgage was satisfied in 2015.

The building sits on the Southeastern quadrant of the property. On its East side, the building fronts a two-lane road (Celebration Avenue), with lanes marked for parking on both sides of the street. On the South side of the property is a driveway and a field, but both the driveway and field are owned by the School Board. The West portion of the property is a paved parking area owned by CROA. Although there is a parking lot and gymnasium further West, this property is owned by

the School Board and is behind fencing. The North portion of the property is an irregularly shaped green area of lawn and trees, adjacent to a conservation area.



Figure 1
Aerial View of 851 Celebration Avenue
Osceola County Property Appraiser



Figure 2
851 Building Property Adjacent to School Property
Osceola Property Appraiser

Building Dimensions:

According to the Property Appraiser, the 851 Building is 16,218 square feet, with 15,158 under heat. The building has an irregular shape depicted in *fig. 3*. It has a main building of 11,738 square feet, and a separate building that is connected at a slight angle, consisting of 2,695 square feet. There is a 726-foot addition on the North side, and patios adjoin the main building, varying in width from 9 feet to 3 feet. The center portion of the building, running East to West, is a two-story reception area (known as the Grand Hallway), with some seating and community displays, most of which are remnants of the Celebration Company sales offices.

PARCEL: 072528278200013660
CARD: 1
DATE: 05/16/2022

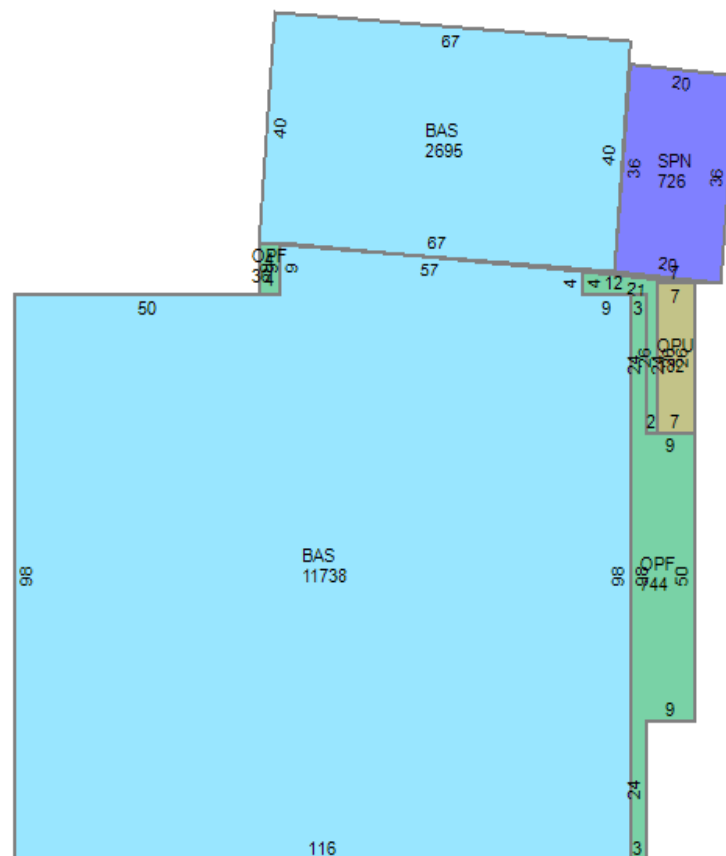


Figure 3
851 Celebration Avenue Building Dimensions
Osceola County Property Appraiser

Management has supplied us with the structural plans for the 851 Building, constructed originally as the Celebration Teaching Academy. These engineering and architectural plans include detailed construction plans and surveys. The property survey details the precise line limits of the wetlands areas, the 25-foot wetlands buffer, as well as project line limits and project construction line limits.

Parking:

An aerial view of the property reveals that there are 15 marked parking spaces on Celebration Avenue, extending the length of the Eastern side of the building. There are an additional 34 paved parking spaces in the lot to the West of the building, yielding a total of 49 parking spaces. These spaces are used by staff's personal vehicles, management-supplied vehicles for staff, and visitors' vehicles.

Currently available paved parking spaces: 49

Caveat: The school parking lot is open to residents after 4:00 PM weekdays and all day on weekends. The lot may provide additional available spaces for event parking on nights and weekends.

Space Utilization:

The 851 Building houses staff offices and storage for management, two small conference rooms and three connecting large meeting rooms. Two of these meeting rooms areas are carpeted. One has wood flooring. In addition, the separate building houses a large wood-floored multipurpose area, storage, and a kitchen area (*fig. 4*).

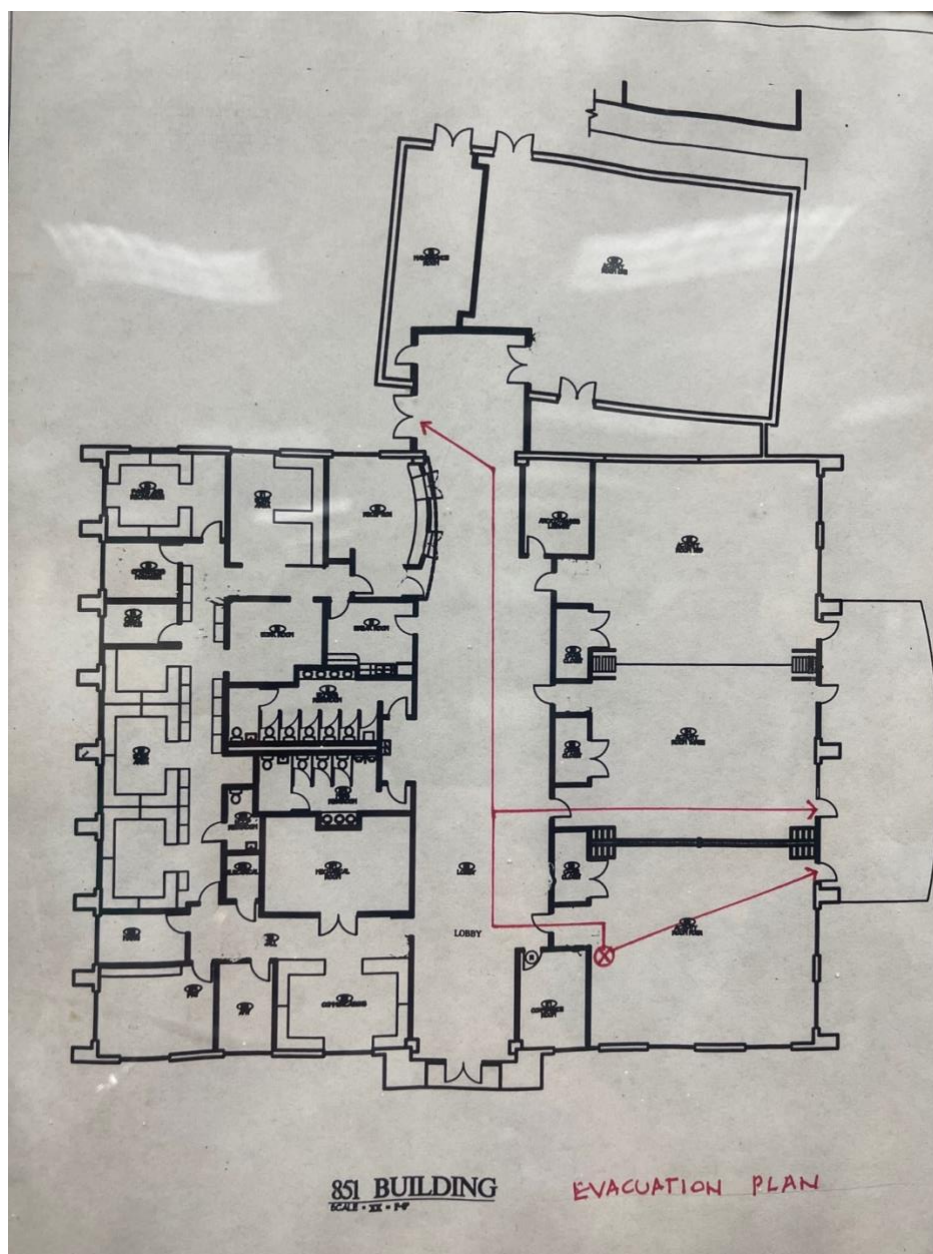


Figure 4
851 Building Floor Plan
(Posted Evacuation Plan)

One of the small conference rooms and one of the large conference rooms are equipped with cameras and audio-visual equipment allowing for videoconferences and recording of meetings. Other rooms have shared audio-visual equipment, but do not have cameras that can capture large meetings, including those of the Board or committees.

Additionally, the building has restrooms, a small storage room, a small kitchen area with icemaker, sink and refrigerator. A significant portion of the management side of the building houses a mechanical room for air conditioning equipment, and the restrooms, which were originally built to be adequate for a public-school population (*fig. 4*).

Staff has provided a list of dozens of partner programs, community organizations and CROA committees that vie for the limited meeting-room space in the 851 Building. In addition, the CROA Board and committee meetings occur in these same spaces. The space for meetings is further constrained because Board meetings and committee meetings require videoconference and recording facilities, often forcing other meetings and events into the smaller rooms, if available. The shortage of overall space has required management to rent three 10-foot x 20-foot storage units for items for which there is no room within the 851 Building or elsewhere.

The 851 Building does not contain a performing arts facility, nor does it contain an indoor gym or game courts.

We asked many questions of management about office space needs and storage, and received a full set of answers. Their needs assessment establishes three realities:

- (1) Office and storage space are currently at capacity.
- (2) More square footage for office and storage space will be needed to accommodate future needs, especially as Island Village continues to build out more homes, facilities and service area needs; and
- (3) Meeting space at the 851 Building is at maximum capacity.

RECOMMENDATIONS:

First, based on our study of management's needs assessment, the Advisory Group feels strongly that management, staff and meeting rooms should be within the same building. We believe that this is ideal

for staff's multiple interactions throughout the day with managers. And, the close proximity of staff to meeting rooms, sometimes called co-location, is very important for a group that routinely moves from individual work to staff meetings, to meetings and activities with the public. It seems counter-productive to spread management staff to different locations. This would result in less efficiency, particularly in communication between staff members.

Additionally, based on our review of the facility program schedule for the 851 Building, one option is that the Activities Room (the 40-foot x 67-foot rear building) be utilized as a dedicated Teen Center (afternoon and evenings) with the option for use as a co-existing flex space during school hours. Students currently have no dedicated space to congregate after school so they often gravitate to the downtown area. A tailored space near the middle school is a more attractive alternative.

We recognize that other organizations and partner programs are currently scheduled in the Activities Room daily, throughout the afternoons and evenings. The only other uncarpeted space is used daily in the afternoons by a partner program. So, it would be necessary to develop other scheduling or new space for some of those partner program activities. Yet, a dedicated teen room makes a lot of sense, especially since the Celebration K8 School is directly adjacent to the 851 Building. It is convenient in proximity and gives K8 teens a safe space to congregate after school hours.

It is difficult to assess the viability of building additional space at the 851 site, either across the remaining land, or vertically. Building to the East and South has setbacks. Building to the North is environmentally limited by setbacks to the adjoining preserve, wetlands, and a 25-foot wetlands buffer. Some building may be permitted to the West, but that would eliminate or reduce the only parking lot.

It was suggested to us that an architectural analysis was done some time ago that found a way to build on space behind the existing building in the unbuilt area between the back of the building and the parking lot. This building would fill the space between the parking lot

sidewalk and the back of the 851 Building, extending to the sidewalk on the South of the building. The idea is worth exploring, but no such architectural or engineering plans were located. The Advisory Group made an interim recommendation that if the original plans could not be located, a new architectural and engineering analysis be commissioned to explore this possibility.

It was also suggested to us that a second floor can be added to the grand hallway at the center of the 851 Building, which might add 1,000-1,200 square feet of office space. A similar suggestion was made to build a second-floor on the 67-foot x 40-foot back building. It is unknown if either idea is practical or permitted. Among other possible concerns, we have been advised that the 851 Building was built as a pre-engineered steel structure and that cutting into it to add a second floor is a significant construction project, if viable at all. In addition, a second floor raises ADA compliance issues, likely requiring addition of an elevator system to the second-floor areas. The Advisory Group made an interim recommendation that new plans should be commissioned if existing architectural or engineering studies could not be located for these possibilities.

Management responded to our interim recommendations by obtaining a draft architectural drawing setting forth potential renovations that add space to the 851 Building, as indicated in *fig. 5*.

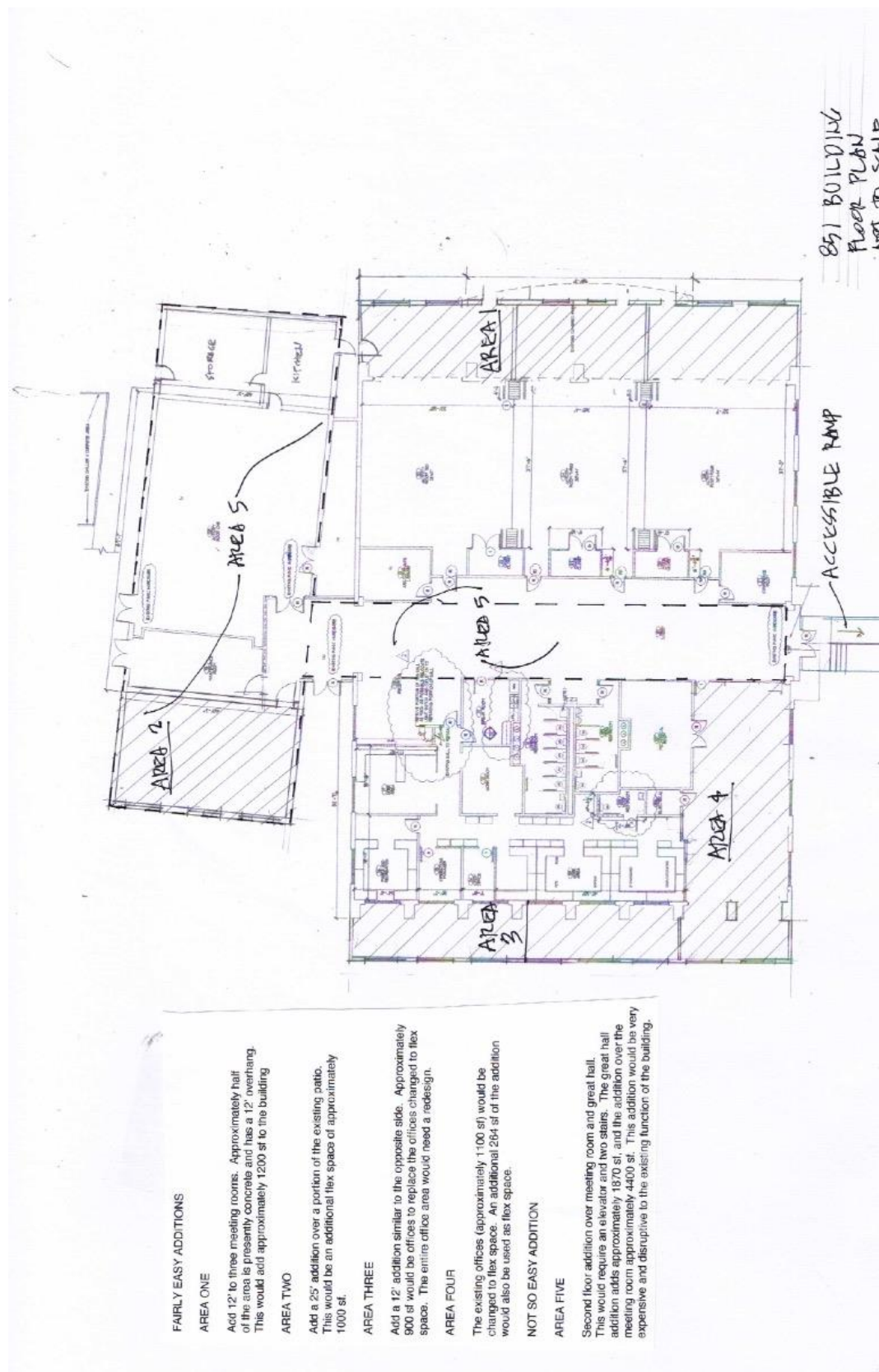


Figure 5
Bumpus 851 Sketch of Potential 851 Building Renovations

In order to meet current and future community needs, an architect and town management will meet with county officials to determine the “buildable footprint” of the 851 Building. Should space and resources be available, it is recommended that the CROA Board consider ameliorating the existing scheduling challenges, and lack of office and storage space, as follows.

- Address limited availability for scheduling and cancellations of activities, both day and evening, by adding flexible meeting space. At least two general purpose meeting rooms should be added. Each should seat at up to 40 people. The rooms should be contiguous and expandable into one larger space. The rooms should be sound-proofed to the extent possible, including the movable wall between the rooms. Each should include windows and adjustable lighting to facilitate all of the general-purpose usage associated with rooms that support multiple functions.
- Each room should have access to the outside. Both should have sound systems that promote quality listening. Each should have the capacity to accommodate multiple sources of technology. Plentiful storage space should be included in each room. Multiple sources of electrical power should be included. Furniture and equipment should be selected to meet community and CROA staff needs. Lockable closets should be included for storage.
- Create an area to accommodate the office space required to serve the onboarding of Island Village and the general growth of Celebration. Opportunities for small group meetings should be included.
- Storage should be expanded. While efforts are already underway to reduce the quantity of materials being stored, adequate, safe, secure space should be created to accommodate any important documents, materials or equipment that are currently being stored, externally, at a cost to the community (currently, \$16,444, annually). Expanding the maintenance shed would also address this issue in a cost-effective way.

- Storage space should be securable, accessible and climate controlled to preserve the materials contained therein. Enough storage space should be created to serve demonstrated growth needs.
- Depending upon the outcome of a construction feasibility study and a strong recommendation to keep staff together for efficiency, space needs could be met in several ways. A single-story space could be constructed or, should horizontal building space be unavailable because of setback or environmental restrictions, a connecting building or addition to the existing structure could be constructed on the 851 acreage. The structure could house office staff and small conference rooms on the second floor. An elevator would be required. The first floor could include two new meeting rooms as described above. The rooms could be configured in a way that provides a boardroom with permanently installed audio-video equipment. The boardroom should be expandable into one of the meeting rooms to accommodate Town Hall meetings. The entry to the first floor should be light, bright and welcoming to community members who might want to congregate, relax and engage each other, informally.
- Should current offices move into the new construction, it is expected that nearly all of the space currently occupied by staff could be renovated into additional meeting, conference and general-purpose meeting space.
- Finally, accessibility to the kitchen, bathrooms and a water source should also be factored in to any possible renovations.

Caveat: We are aware that any substantial building at the 851 site, particularly of a second story, may require that current staff and activities vacate the building during construction. If that occurs, there is presently no other CROA property to house staff, the activities, or Board functions during any such period of construction, which could last many months. We recommend that any studies for further construction at the 851 Building make a recommendation about whether staff will have to vacate the premises, and, if so, for how long.

Update: An engineering study of the 25-year-old 851 Building was completed following our Interim Report. Based on that study, the community was advised during the July 13, 2022 Board meeting that the 851 Building requires significant facility replacements and repairs, including the HVAC, plumbing, electrical, fire alarm panel, windows, as well as to correct water intrusion issues. The cost of such repairs is considerable, well into six figures. Once renovation repairs exceed certain dollar thresholds, it is also necessary to bring other parts of the property up to current building codes and ADA compliance.

The Board has commissioned an architectural study to evaluate the cost of these required renovations, and whether it is more economical to simply rebuild the current building. In that event, the Board should consider a building that meets the needs set forth in this Final Report.

The Theatre

1. Theatre

- a. How can the Theatre be reconfigured to be the most useful to the community?*
- b. What are the potential options for the Theatre as a multi-use /town hall space?*
- c. Consider the short term decision needs for the Theatre versus other long term options. Rent/own*

Location:

The Theatre building is located among a group of buildings on Front Street in the town center of Celebration. The building consists of 10,800 square feet. It is bounded to the East by buildings currently occupied by Columbia Restaurant, and on the West by Kilwins Chocolates & Ice Cream. The South abuts an entry plaza, sidewalk and Front Street, and is across the street from the town's splash pad. The North side of the building is a parking lot, including a small storage garage. *Fig. 6* illustrates the position of the Theatre building in relation to the street and surrounding structures.

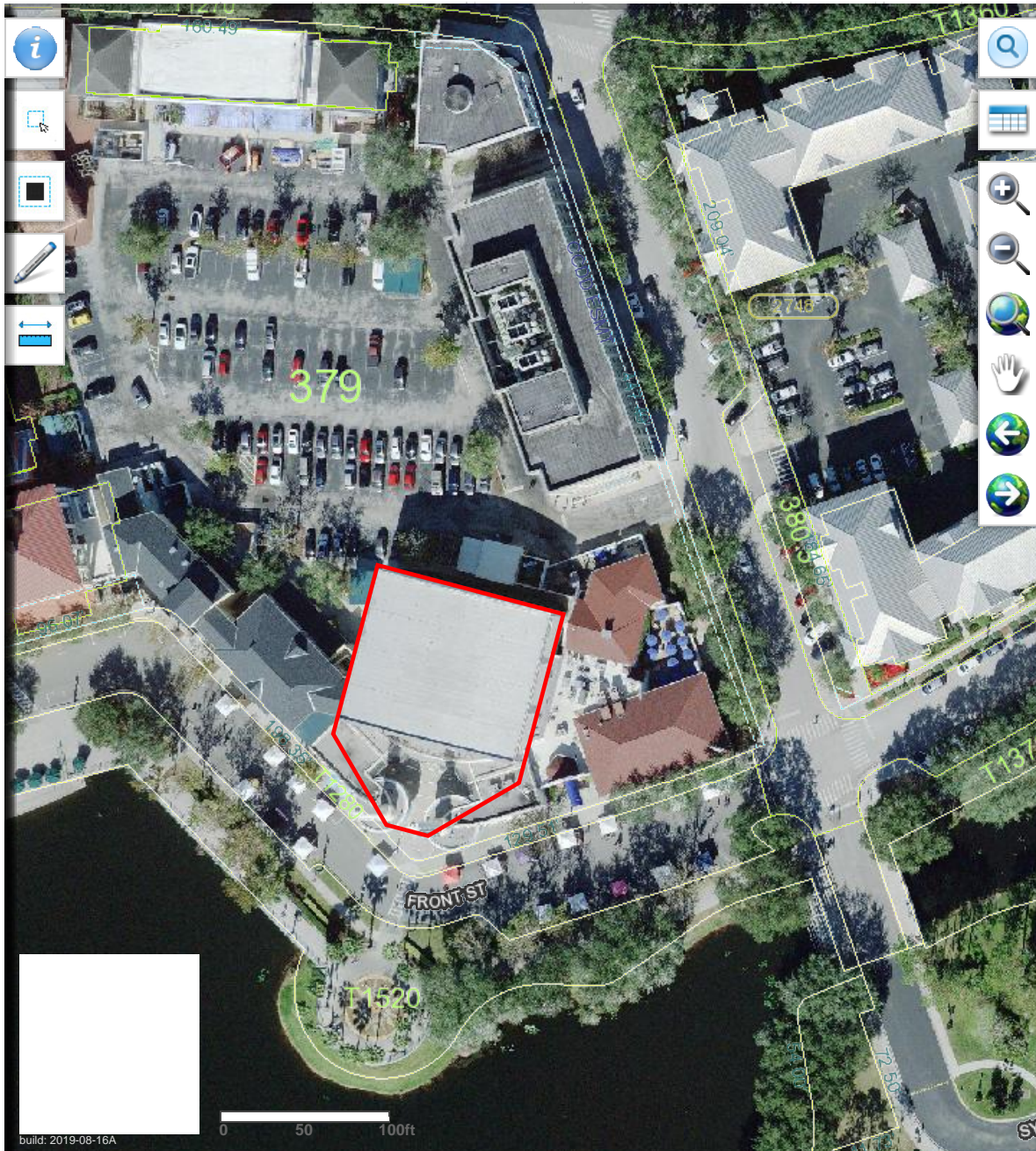


Figure 6
Theatre Aerial View
Per Osceola Property Assessor

The Theatre building was designed by cinema design architect Cesar Pelli & Associates. It served as a movie theater operated by AMC until AMC ceased operation at that location in 2010. Although closed, AMC continued to pay rent on the cinema building until October, 2021.

It has been reported to us that AMC kept the air conditioning running during that entire time and had a maintenance person make monthly visits to inspect and maintain the interior of the property. During our visits to inspect the theatre, the air conditioning was on and cooling.

All of the commercial buildings in the town center area are owned by Lexin Celebration Comm LLC, including the Theatre building. The building is listed by the Osceola Property Assessor as Vacant Commercial.

Parking:

The Theatre has shared parking with the town center area. There are 750 shared parking spaces, available as follows:

- 125 spaces in the adjacent parking lot to the North of the Theatre
- 177 public parking spaces on Front Street
- 52 parking spaces owned by CROA at Lakeside Park
- 25 public spaces on Sycamore South of Celebration Avenue
- 99 public spaces owned by CCDD behind Carlyle South
- 90 public parking spaces on Water Street
- 30 public spaces on Bloom Street
- 58 public spaces in the lot behind Starbucks
- 94 public spaces in the lot behind the Tavern
- 750 Total Available Parking Spaces

Space Utilization:

The Theatre was built out and utilized as a two-screen movie theater. *Fig. 7* illustrates the original blueprints. Based upon our physical tours of the building, it remains as the plans show. There is presently only stairway access to the balconies and projection booth area.

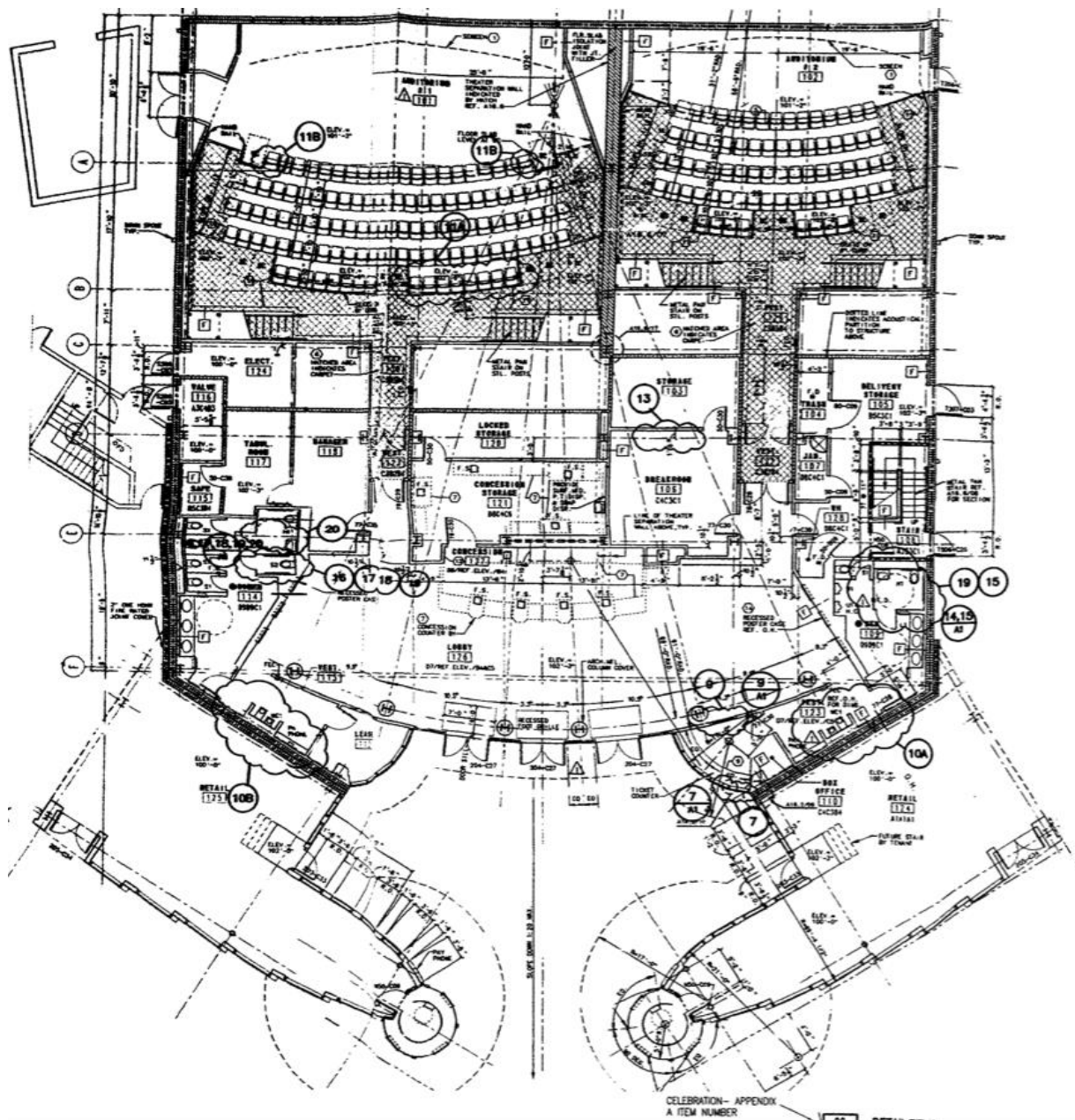


Figure 7
Theatre Blueprint

There are two movie theaters, with a total of 527 seats. Both projection screens remain intact. Theater One has approximately 382 seats; Theater Two has approximately 145 seats; of those, the balcony section of Theater Two has 72 seats. Both theaters have seating accommodations for the disabled. The seating is padded, with movable armrests that have space to hold drink containers (or popcorn).

There is a joint projection booth that runs the width of the building. Within the booth are two separate projection locations, one centered above each theater. The projection area has a significant amount of cinema equipment and expensive high-end electronics for audio. The two theaters still have the high-end speakers for sound used by the former tenant.

Each theater has its own separate balcony. Beneath the balcony and projection booth are a catering kitchen, storage, meeting room areas, a break room, and a concession stand. There are also separate indoor restroom areas, an arcade room area, and an indoor ticket booth with access to the plaza.

We have been asked to imagine how the Theatre may be reconfigured to be most useful to the community. This means renovating Theater One to also accommodate performing arts, while still having a screen to show movies, podcasts, or sporting events. This includes adding a permanent or removable stage. Perhaps the existing screen can be salvaged behind a removable stage. Or, it may require substituting the current built-in screen with a retractable screen that lowers and raises as needed for each use.

Reconfiguring the Theatre also requires converting Theater Two space to another use. One example proposed to us is to convert Theater Two – the smaller theater – into office space for CROA staff. This example is illustrated in *fig. 8*.

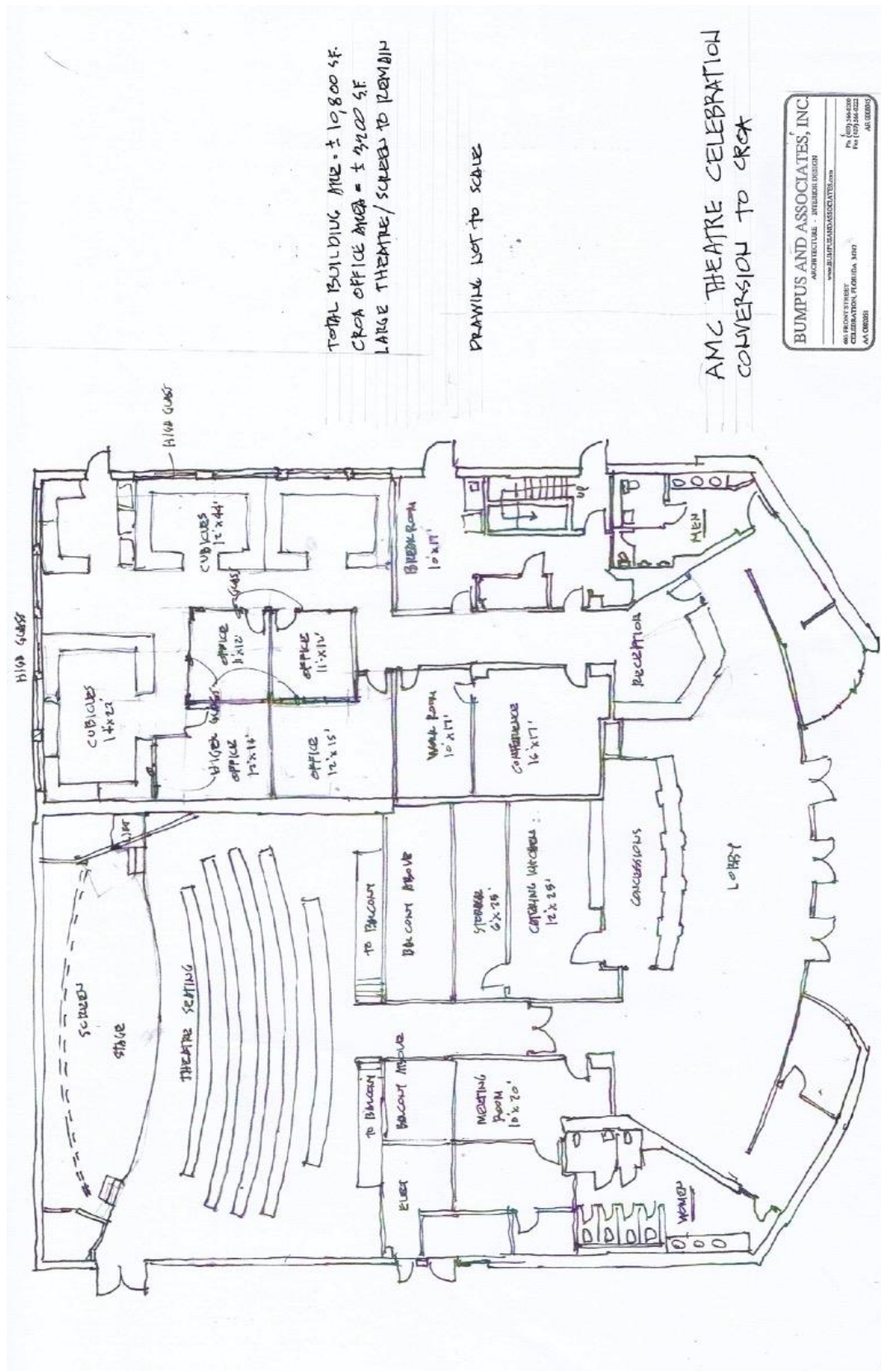


Figure 8
Danny Bumpus Sketch of Theatre Renovations

This first example is simply that. We are exploring other possible approaches to making the Theatre building a multiuse facility for CROA. *Figs. 9 and 10* show a blank slate of the area that may be reimagined – *fig. 9* shows the open space if the balcony seating in Theater Two remains intact, while *fig. 10* shows the open space if that balcony and supporting structure are removed.

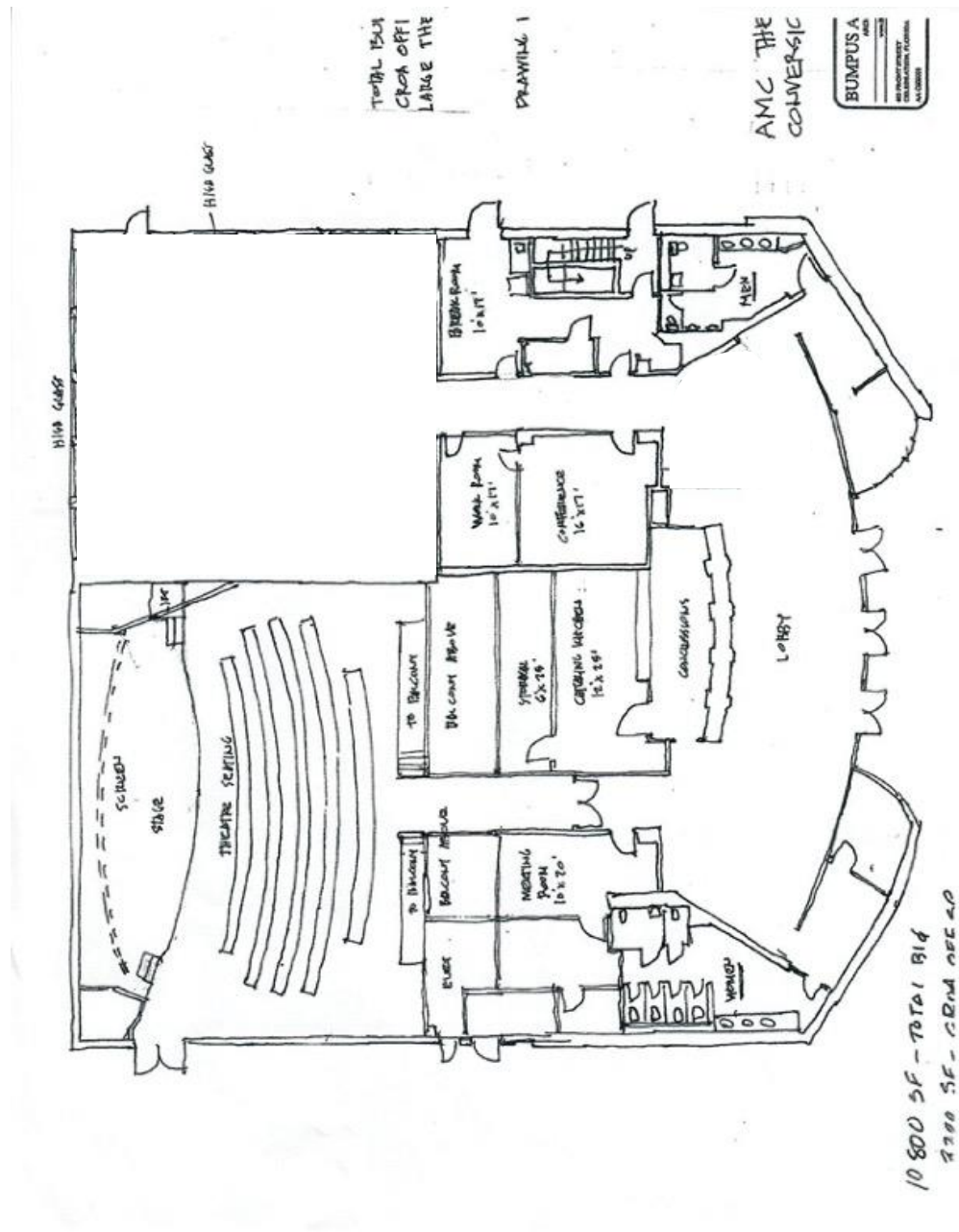
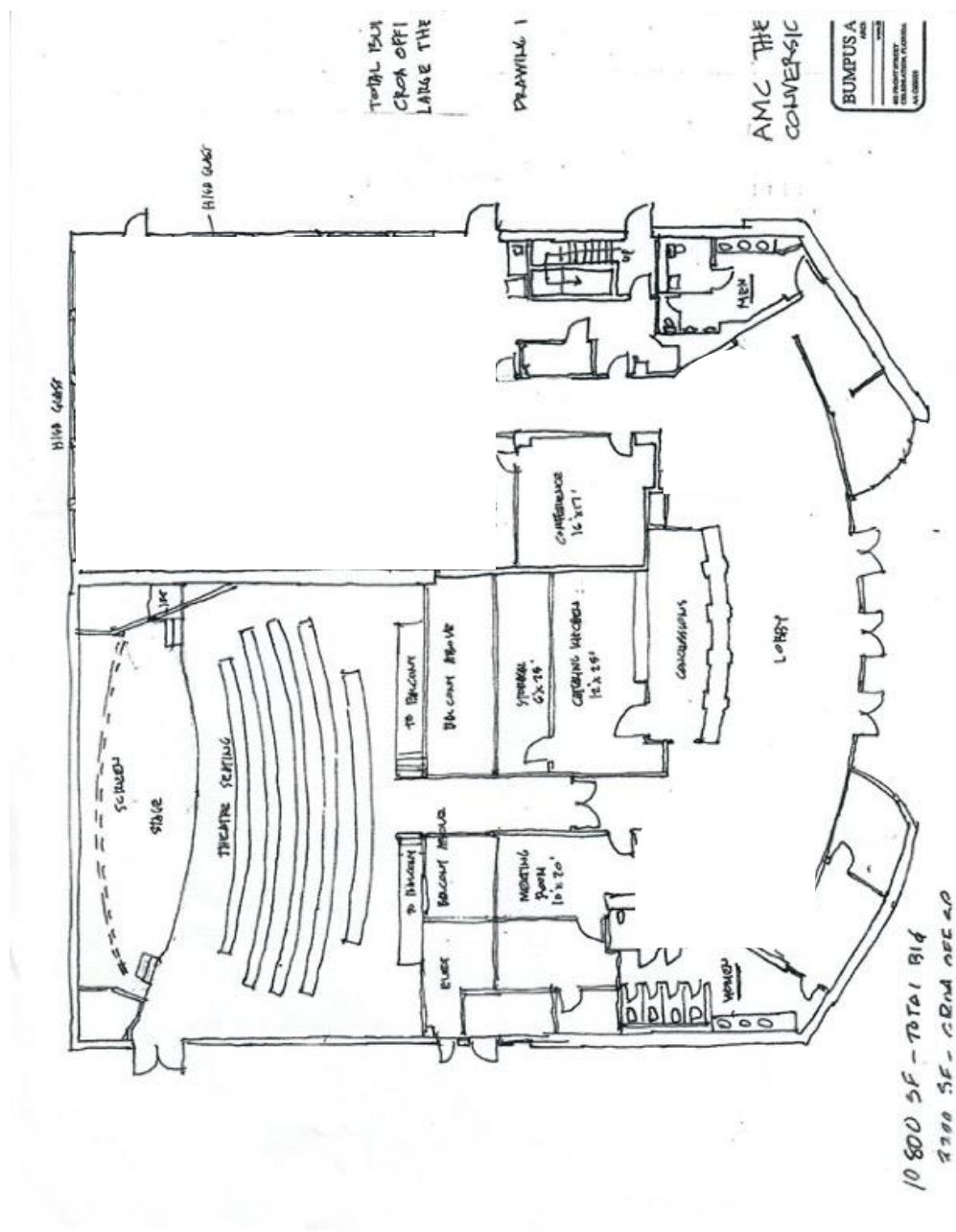


Figure 9
 Danny Bumpus Sketch Alt. 1
 Clean Slate of Theater Two with Balcony Intact



We are able to imagine many design possibilities. All of the designs alter Theater One to accommodate performing arts, including the addition of a stage and side stage area (“Green Room” located in the front area of Theater Two). The “Green Room” region would provide performance logistics including temporary prop storage, costume storage, changing facilities, a performer rest room, and like amenities.

Other modifications to Theater One include: curtains and their operating equipment, stage and lighting power, trusses and their mounted lights, as well as audio components for monitors and microphones (wireless and wired). If a location for supporting musicians is desired, a region to the front-side is a possibility. This area would require power, lighting and added audio input and monitor devices.

The specific requirements should be determined by theatrical performance subject-matter experts. Those requirements would then be included in the detailed architectural design of the facility. At the same time, we imagine that Theater One could retain its facilities to show movies, podcasts, sporting events and the like, even if it means using a retractable screen. This screen could be located above and behind the front set of curtains and deployed as needed for projection events. The projection equipment, found behind the balcony wall, would be modernized. The same area would serve as a location for sound and lighting operation during performances by appropriate staff. The power and sound reinforcement infrastructure is already in place.

Initially, we propose a conservative approach to Theater Two. That is, keep it as a smaller theater venue with a simple ability to convert it to a meeting space. As stated above, the front portion of the theater, where the screen is presently located, could be converted to the “Green Room” space for Theater One. Clearly, a large access opening between the two areas is required. In addition, the floor of the green room would be raised to the same level as the stage area in Theater One. A hard wall would separate the front area of Theater Two from its remaining area. The “Green Room” area would be accessible from Theater Two via a ramp on one side.

As a future consideration, Theater Two could be renovated into a flex space. Possibilities include a gymnasium-type floor, the kind of floor and space used by our partner programs for dance, fitness, yoga and other exercise. It may also include a retractable basketball backboard and be used as an indoor sports court. The same floor could be used for parties and gatherings, pre- and post-reception venues, cabaret events, and the like. Preparation would include using stored tables and chairs,

as well as food catered from the set-up kitchen in the center of the Theatre. This is similar to smaller music venues.

Another possible use for the flex-space (and one adjoining conference room) is for a young adult recreation and e-sports gaming venue. This would be a safe indoor space downtown where our youth already congregate and provide a home to high school gaming clubs. Local e-sports could serve as a feeder to college e-sport teams and provide scholarship opportunities (we are told that there are indeed, such scholarship opportunities). Externally, it could provide a venue for sponsored regional e-sport events and tournaments.

Even the original ticket booth and arcade room seem useful, convertible into a space for remote staff to control access to the building, and display for sale Celebration logo merchandise, while otherwise doing staff work. Additional small office areas for existing staff and resident meetings are also available in the facility as shown in the previous sketches. It has also been suggested that some of the rooms could be converted into classrooms or meeting spaces related to education and other fields associated with the Arts.

There are so many possible uses, and many we may have overlooked. A professional design analysis is the only way to evaluate their feasibility.

One thing seems certain. The Theatre is built and currently vacant. So, adding renovations and modifications will not require starting from the ground up, and will not displace staff, CROA events, or partner programs. None of the other options can be as expeditiously completed.

We have been asked about rent vs. own. The CROA Board should give careful, thoughtful consideration to short- or long-term decisions concerning renting space or owning space. That said, we have been informed that the Theatre building is not for sale, in part because it is connected together with financing on all town center buildings. So, the question for us is: Should CROA rent the Theatre or not? There is no option to own this building. If the community wants to own a

performing arts facility, the only option is for CROA to build one, or convert space within an existing CROA building into a performing arts facility.

RECOMMENDATIONS:

Based upon our review of the Theatre, we recommend that additional information be obtained, such as the as-built construction documents for the Theatre space; the professional opinion of a performing arts consultant about required improvements; and the professional opinion of a contractor specializing in theater build-out to estimate the feasibility (including costs) of such improvements.

Likewise, it would help to have the professional opinion of a space planner to discuss the best use and way to renovate the Theater Two space, as well as the lobby, conference room, storage areas, projection rooms, and ticket-booth areas.

Update: At its July 13, 2022, meeting, the Board voted to engage an architectural firm to do a building assessment of the Theatre Building. The scope of the assessment includes architectural, mechanical (HVAC, plumbing, Fire Protection), and electrical systems.

Lot B at Civic Corridor

2. Lot B

- a. If we were to build on Lot B, what should be built?*
- b. What would its use be?*
- c. How would the building integrate into the corridor plan and be used with other CROA buildings?*

Location:

Lot B is on the Civic Corridor, between the Celebration Unleashed Dog Park and the office building and maintenance facility of the Celebration Community Development District and Enterprise Community Development District (CCDD/ECDD) (Lot C). The Civic

Corridor is on a two-lane access road, running East to West, just South of SR 417 (*figs. 11-14*).



Figure 11
Lot B

Google Maps



Figure 12
Lots A, B & C

Google Maps

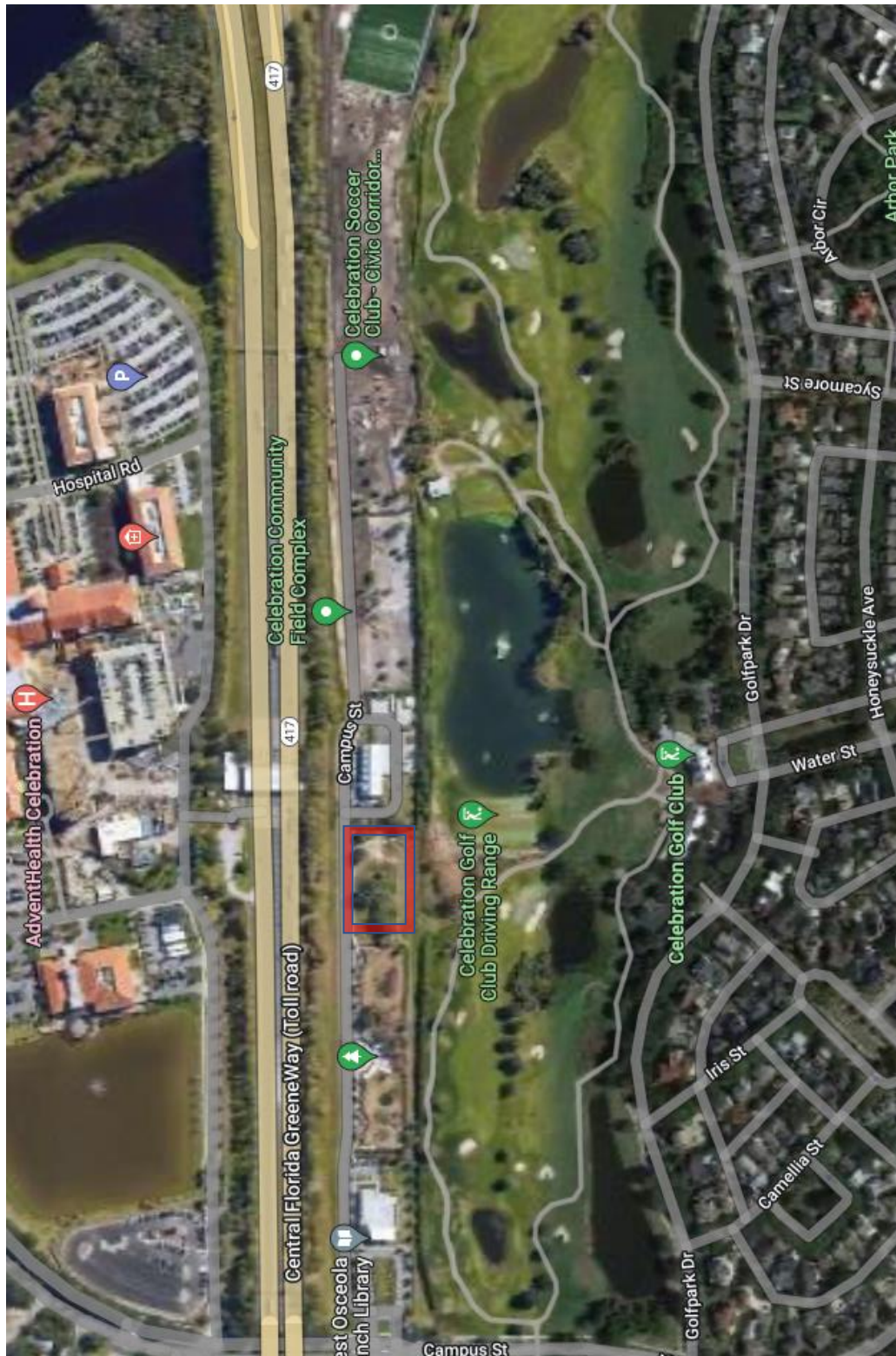


Figure 13
Full Civic Corridor

Lot B fronts a 2-lane access road (aka Campus Street extension), which provides the sole traffic access for the Celebration Community Fields Complex (CCFC), dog park, library, as well as maintenance and landscaping vehicles and equipment. There is a lighted concrete walkway leading from the Library on the West all the way to the sports fields on the East (*fig. 13*).

The undeveloped Lot B is actually just a part of the original Lot B, which included the area on which the community's dog park was built. The remainder of Lot B is available for development, although its potential development is limited by a stormwater pond and easements (*figs. 14, 16*).

The undeveloped portion of Lot B is ~320-feet wide (East to West) x 150-feet deep (North to South), although the Southern-most portion of Lot B and part of the Eastern-most portion is dedicated to a storm pond and storm water easement. As such, it is likely that the buildable portion of the lot is ~275' x ~120', including space that may be paved for parking. KPMFranklin Engineers has determined that the remaining portion of Lot B has only 0.78 acres of developable area. The engineering report relating to Lot B, and the engineer's concept art depicting Lot B appear in *figs. 14-16*.



Celebration Civic Corridor Project Plan

Lot B

Lot B is 4.74 acres of which most is currently being used as a dog park. The remainder of Lot B is undeveloped. A stormwater pond and easements are located in the undeveloped portion of Lot D, leaving a total of 0.78 acres of developable area. At this time, Lot B will remain as is. No work proposed.

Future development should refer to SFWMD (South Florida Water Management District) Permit Application No. 141113-15 and 160502-16, which notes a total permitted impervious (pavement, roof, sidewalks, etc.) area allowed of 2.79 acres (including 1.02 ac of building) or 58.86%. Lot B is supported by Pond B, located within the lot, and allows for up to 2.79 acres of impervious or 58.86%. Existing permitted impervious area for Lot B is 0.90 ac or 18.99%, leaving 1.89 acres of impervious available (1.02 ac for building, 0.87 ac for other hard surface amenity areas). Pond B ultimately discharges to master pond 18B via a control structure and conveyance system. Any changes to Lot B will required a permit modification with the water management district, along with approval from the CDD, RCID, FDEP, and Osceola County.

An exhibit has been included showing Lot B along with the approximate locations of easements, boundaries, and the stormwater pond.

Figure 14
KPM Franklin Report on Lot B

All Improvements

All improvements will require survey, a geotechnical investigation, and permitting. The following is an idea as to how long each of these might take to complete:

- **Survey** – 6 to 8 weeks (can run concurrent with Geotech)
- **Geotechnical Investigation** – 6 to 8 weeks (can run concurrent with Survey)
- **Design** – 2 months after receipt of survey and Geotech
- **Permitting** – 4 months from completion of design
 - ECDD/CCDD
 - RCID (Reedy Creek Improvement District)
 - SFWMD – Dependent on RCID approval
 - Osceola County – Dependent on RCID and SFWMD approval
 - FDEP – May not be required, would run concurrent to other reviews

Costs

Costs are based on current information available and may vary based on supply and demand, vendor selection, and consultant selection. An estimate breakdown of costs has been provided below. Please note these are estimated and based on conceptual plans. For a more accurate estimate of costs, we recommend having the concept plans reviewed by a contractor who can provide a bid estimate. Costs do not include survey, electrical, geotechnical, design, or permitting fees.

| | |
|-------|------|
| LOT B | \$ 0 |
|-------|------|

Figure 15
KPM Franklin Report on Improvement Timelines



Figure 16
KPM Franklin Lot B Concept Art

Parking:

Currently there is no parking on Lot B.

The adjacent dog park has 35 paved parking spaces. These spaces are often filled during the peak dog park hours in the early morning and late afternoon.

To the West, the West Osceola Branch Library (Lot A) has a total of 48 paved parking spaces surrounding the library building. These spaces are often filled by staff and visitors daily during hours when the library is open.

To the East, the street area in front of the CCDD Building (Lot C) has 17 paved parking spaces. The fenced area beside and behind the CCDD building has space reserved to CCDD/ECDD for maintenance vehicles, staff, landscaping vehicles and supplies. None of the fenced-in space is available for public parking.

Further East, there are presently 50 paved spaces outside the fenced-in Celebration Community Fields Complex. There are future plans for another 49 paved spaces on Lot D, if it is developed according to current plans. Future plans for Lot D also include a multipurpose graded pad for fields, which may accommodate up to 160 unpaved parking spaces.

Note that during weekdays, the CCDD/ECDD staff, customers, maintenance and landscaping crew currently park their private vehicles in the spaces in front of the building, and on the shoulder of the two-lane road (Campus Street) across from the CCDD building and Lots B and D. In addition, the dog park has regular users every day who fill the available spaces abutting the dog park, mostly in the morning, late afternoon, and early evening. Also, maintenance vehicles travel the road to and from the maintenance parking area adjacent to the CCDD building.

Currently available paved parking spaces: 150

Possible future unpaved parking spaces: 160

Space Utilization:

Lot B is a blank slate. Both indoor and outdoor facilities are options. Any appropriate civic facility might be built on the property that will fit within a 0.78-acre space, and that can obtain significant governmental approvals that are described below.

The Lot B drainage easement physically limits size and configuration of any build-out. KPMFranklin Engineers also cautions that future development of Lot B is subject to SFWMD (South Florida Water Management District) Permit Application 141113-15 and 160502-16, governing permitted impervious area, and that further development will require a permit modification with the water management district, along with approval from the Celebration Community Development District, Reedy Creek Improvement District, Florida Department of Environmental Protection, and Osceola County (*figs. 14, 15*). It is likely that any development permit will require that frontage space be devoted to parking spaces, as it was on the frontage of the dog park and the CCDD Building. This will further reduce the buildable footprint of Lot B.

Beyond government permitting and its relatively small size, Lot B development may be limited by its placement. The civic corridor has generally been the place for amenities that residents did not want in their backyard. The dog park, CCDD/ECDD maintenance yard and staff building, and the soccer fields each have qualities that caused a NIMBY (Not in My Backyard) backlash when originally proposed. As such, the corridor is a collection of needed civic improvements, but it is not considered a desirable area as the centerpiece of a community. Having a performing arts center or a community center between barking dogs, a maintenance yard, and the drone of highway traffic, is not desirable. In addition, parking in this area is limited, distant from Lot B, and often filled by visitors to the surrounding amenities and employees of the landscape and maintenance crews. Successful community and performing arts centers are primarily located within the commercial core surrounded by complementary retail and mixed uses.

We have confined our analysis to indoor amenities. But we assume the best use for Lot B is outdoor recreation, perhaps with multiuse courts. One suggested use is to move the basketball court from the Lakeside parking lot to Lot B, which would allow it to be easily secured with a fence and passkey access, by simply extending those same security features from the dog park. This would also allow for adding more courts or other multiuse courts, all in the same proximity to other recreational activities and with the same security.

RECOMMENDATIONS:

Lot B is a valuable tract of land. It should be saved for a future use that fits well within its developable space.

PART II

Broad Questions

1. Which of the three options adds the most value to the community?

Measuring value to the community is not simple because value has different meanings in different contexts, some tangible and some intangible. Answering this question just in terms of space for offices, meeting rooms, and activities, the best value would be to expand the 851 Building. We have discussed in the 851 portion of our report, above, a number of suggested ways this might be done. This expansion for office space would keep CROA money invested in its own property. Value to the community also may be more intangible, such as adding to general real estate values by development of additional amenities the community wants. The Advisory Group has no special skill to evaluate overall real estate values, or intangible values.

2. Do the locations provide ample parking for the intended use?

Ample parking is always difficult in Celebration, but we have counted the available parking contiguous with each option. All of it is shared parking. A parking analysis has been provided for each of the three parcels.

3. What is the timeline to complete each of the options?

This is dependent on available funding, engineering and architectural studies.

4. How would each of these options, or a combination of these options address community needs?

Theater One at the Celebration Theatre can be used for a performing arts venue, with some modification, e.g., removal of some seating to make room for a stage. Converting Theater Two, by removing its seating and leveling the floor, opens a large area

that can be used to accommodate a multi-purpose flex space. This could include a “Green Room” accessible to the stage in Theater One by opening a door through the connecting wall between theaters. The multi-purpose flex space also accommodates space for indoor recreational activities or meeting space. A general discussion of potential uses for the flex space is included in our report on the Theatre property, above.

5. *Is there an immediate need and a long term need that can be addressed by one or more of these options?*

There are no immediate critical needs for any of these spaces at this time. The community has requested amenities, as detailed in the various surveys conducted by CROA, but none has been characterized as being an immediate need.

6. *What other stakeholders would be impacted by these options?*

In the context of this report, stakeholders include those civic and partner programs that utilize CROA’s indoor space for meetings and activities for our residents. As for space, the modification of the Celebration Theatre and/or the 851 Building would benefit most, if not all, groups who now utilize CROA structures throughout Celebration.

7. *Do you consider children or youth needs? What should be consider for children & youth?*

Yes. Both the Celebration Theatre and the 851 Building could be configured to provide activity space for youth and teens. The specific activities should be the topic of a future staff study with input from parents and their children. We have made a recommendation, above, that the Activities Room at the 851 Building should be a dedicated teen room during after-school hours.

8. *Are there any “hard stops” to one or more of these options that make it unrealistic as an answer to the identified community needs?*

Lack of finances for construction or leases, structure modification, regular maintenance, insurance and staffing would be the hard stop for all of the options.

9. *Is one or more of these choices value-additive to Celebration as a whole outside of addressing an identified community need? (e.g., economic revitalization of downtown, alternative revenue sources, etc.)*

All of the choices are “value-additive” to Celebration. The expansion of the 851 Building would centralize the governance of Celebration and consolidate management into one building – sort of a one-stop location for all services provided now and in the future as the population expands, *i.e.*, Island Village. Specifically, the expansion of the 851 Building would allow management to increase staff as needed and provide much needed storage space.

- 10 *Does addition of Island Village impact the optional benefit of one or more of these options?*

Island Village will increase the need for more activity space for adults, teens and youth. Youth and teen activity in our facilities would require staff monitors on-sight during that activity. The needs of Island Village are well served by expanding the 851 Building as an all-in-one stop for all residents. Decentralizing management into different villages could result in confusion about which building location serves which service and likely increase the number of staff needed for duplicate services at more than one location.

Additional Questions

1. *Will CROA meeting rooms and Grand Manors offices be co-located in one of these three facilities?*

Yes. We are recommending that CROA meeting rooms and Grand Manors offices should all be located at the 851 Building for efficiency reasons.

2. *Should consideration be given to the possibility of generating external income streams from outside groups using these facilities?*

Both the 851 Building and Celebration Theatre have the potential for generating income from organizations based within Celebration and outside, as well. Partner programs currently provide some income for the use of CROA facilities and it is likely this will continue. The extent of such income streams is the province of the Board and management.

3. *What type of flex space could accommodate multiple needs to include, leisure recreation, education, learning, art, etc.*

Space that is added or remodeled at either the 851 Building or Celebration Theatre should be designed to be multi-purpose in nature, with the ability to fairly easily convert the space to accommodate the desired activity, e.g., moveable walls and partitions, seating, tables.

4. *What were the definitions of “community center,” “performing arts facility,” and “active adult/senior center” in the 2019 master plan survey?*

The survey report does not provide specific definitions for those terms. Although these are generic terms with commonly-understood general meanings, we cannot speak for the authors of the study. In our view, these terms are merely types of wants or desires, not names for actual building structures. For example, a community center could theoretically house a performing arts venue and senior/adult, teen and youth activity areas. Perhaps the title of “Community Center” should be dropped and simply call the buildings what they are called now – Town Hall and Celebration Theatre.

5. *How much total CROA operational (management, back-of-house, meeting spaces) is needed and how much exists today, i.e., what type and amount of space is the ask?*

Management was posed this question during a tour of the office space at the 851 Building. The Advisory Group was told that current office space was all being utilized, but one or two additional offices would be needed as Island Village comes totally online. The need for more storage space was expressed as well.

PART III

The Town Hall and Written Resident Comments

On June 23, 2022, the CROA Board held a meeting in conjunction with the Celebration Hall Advisory Group for the purpose of gathering homeowners' thoughts on the Advisory Group's Interim Report on Celebration Hall. The report focused on the three community locations that could be used as a community center and performing arts venue.

There were a number of owners at the meeting as well as several that attended via videoconference. The Advisory Group also received written comments from a number of homeowners. Owner comments focused on the 851 Building, Lot B and the Celebration Theatre, and some suggested alternative sites.

With regard to the 851 Building, owners supported continued use of the facility for meetings, office use, storage and general gathering of residents and partner programs. Many were in favor of expanding the building to add more office space and meeting rooms. In smaller buildable areas where expansion is less feasible, it was suggested that that space be used for storage. There were no recorded negative comments about using the activities room for a mixed-use flex space for teens, seniors or partner organizations.

Owners were enthusiastic about the concept of using the theatre as a venue for movies, dinner shows, musical performances, educational lectures, partner programs or casual gatherings with friends.

However, there was strong negative sentiment toward leasing the theatre facility. Past performance on maintenance and general upkeep of downtown properties was a widespread concern among residents. Residents were also concerned about entering into a contract to lease the theatre from the owner. Some suggested that the owner give the property to CROA.

Additionally, some residents were opposed to spending CROA funds on a property that they do not own.

It was suggested that other locations be considered such as the Stetson Building and other locations within Celebration.

PART IV

Alternative Sites and Financial Considerations

Following the Town Hall, and owner suggestions that additional sites be considered, the Board and management undertook to examine the most commonly mentioned alternatives. We recount those alternative sites here. We also address owners' comments about financial considerations.

Stetson Building

It was suggested by numerous owners that the Board should put a community center or performing arts facility in the "Stetson Building" (800 Celebration Avenue) (*fig. 17*). It is a 35,000 square-foot building sitting on a 1.1-acre lot. Actually, Stetson has not owned the building for some time. It sold the building (for \$4,200,000) and that purchaser sold it to the current owner for \$6,900,000. The owner plans to develop the building into a medical college. Orlando Business Journal, *Former Stetson University building in Celebration slated for college of osteopathic medicine*, <https://www.bizjournals.com/orlando/news/2021/07/26/former-stetson-building-in-celebration-slated-for.html>. CROA management inquired if it is available for sale. The building's owner states that it is not for sale. CROA management was advised, however, that space on the first floor is available for a short-term lease.

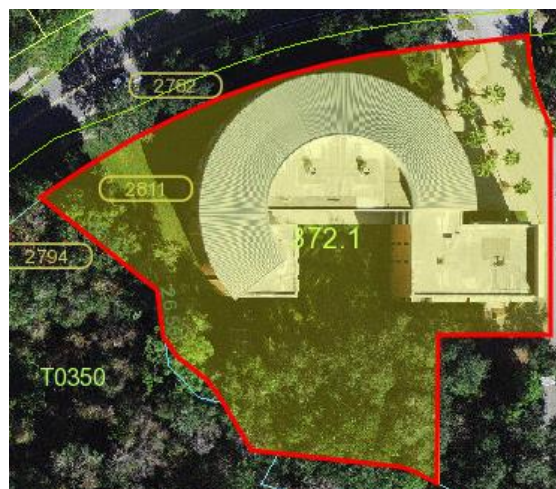


Figure 17
800 Celebration Avenue
Property Assessor's Aerial View

Lakeside Park

The Advisory Group reviewed the possibility of adding to the construction at Lakeside Recreation Center (*fig. 18*), or demolishing the present building to rebuild it as a community center. The land and building are owned by CROA.



Figure 18
Lakeside Park
Property Assessor's Aerial View

The property abuts to the South a conservation area and a buffer zone surrounding protected wetland and a wildlife management conservation area. These areas are under the control of the South Florida Water Management District, Florida Department of Environmental Protection (formerly, Department of Natural Resources), Reedy Creek Improvement District, and the Army Corps of Engineers. (*figs. 19, 20*).

The Celebration Company constructed the Lakeside Recreation Center in 1996, including the building at 651 Sycamore Street. The building overlooks the picturesque Lake Rianhard, Town Center, the conservation area, and the Bohemian Hotel (*fig. 21*) (*composite*).



Figure 21

Lakeside Recreation Center Building

View North Across Lake Rianhard

View South Across Great Lawn to Bohemian Hotel and Bloom Street

The building has a total cross-floor area of 2,687 square feet. It houses a small meeting room (named the Jones Room), a breakroom (with a small sink and refrigerator), a small technology office, a storage room, restrooms, lifeguard station, and snack bar, as well as an open-air breezeway (*fig. 22*).

The Jones Room is utilized as a flex space for partner programs and meetings, as well as a staging area for community performances on the Great Lawn and stage. It is connected to the breakroom, which gives it access to the small sink and refrigerator. A doorway on the other side connects it to the technology office.

The technology office was built to be a storage area, which it was for over 20 years. Recently, the storage space was commandeered for use as a small working technology innovation center. There are tables and equipment along three walls and a table that seats five in the center of the room. The Advisory Group met there and discovered it is too small to comfortably seat all eight group members.

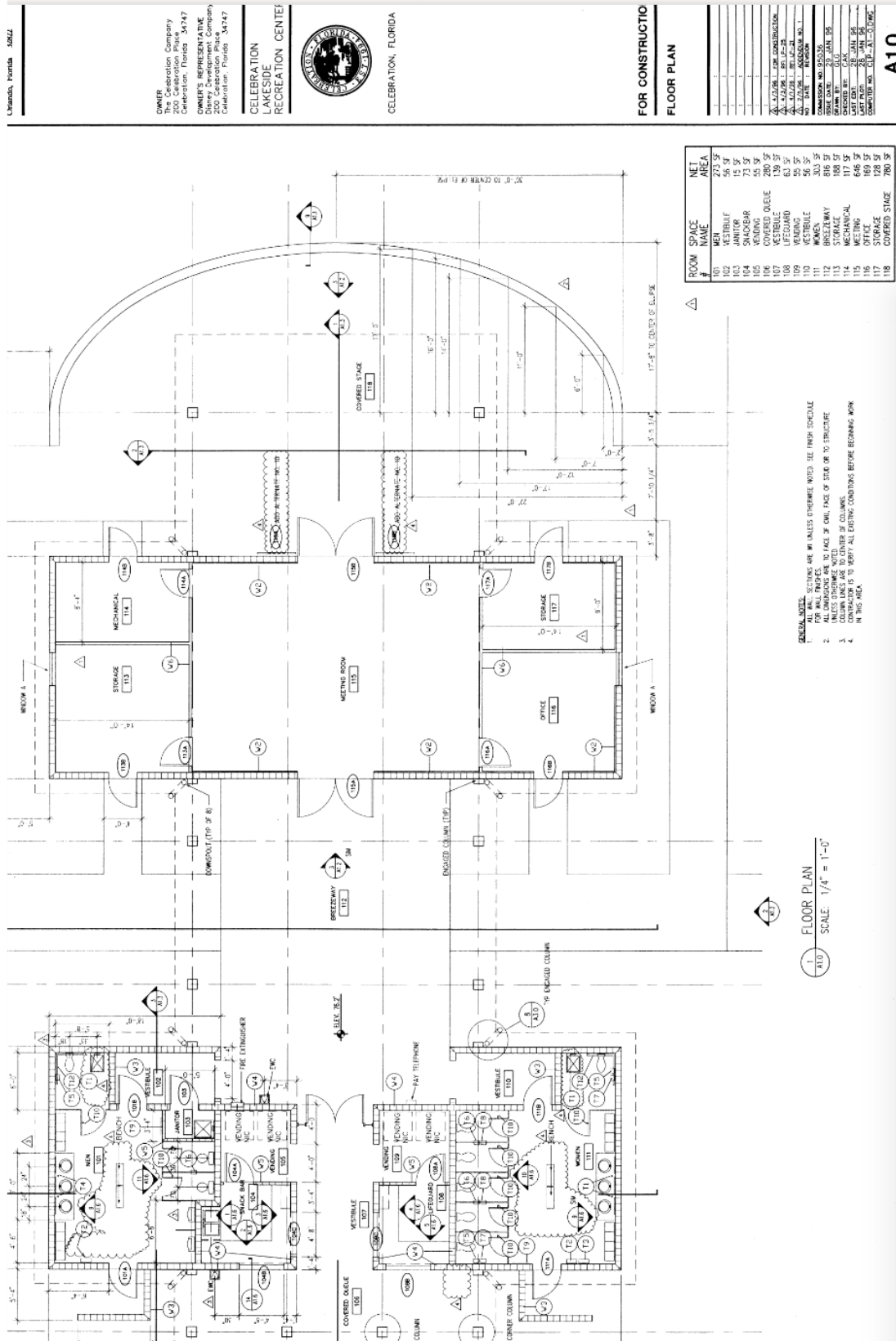


Figure 22
Lakeside Recreation Center Building (1996)

The West end of the building is a partially-covered deck facing the “Great Lawn,” an oval green space (*figs. 23*). To the East is a swimming pool and kiddie wading pool. To the South is a fenced-in (and under-utilized) playground and a small picnic area. The property also has five tennis courts, two pétanque courts, a basketball court, four small pavilions, and a parking lot with 52 marked spaces. There are an additional 700 shared parking spaces throughout the town center area (*figs. 18-20*).



Figure 23
Partially-Covered Deck on South Side of Building

The Lakeside building is far too small to house a community center for the current number of Celebration residents. And, it has neither the size nor equipment to stage anything larger than a small group performing outdoors. Any further use of the property as a community center or a performing arts facility would require additional building (including multiple stories, if feasible), or demolition and re-building.

At the CROA Board meeting of July 13, 2022, the Board announced that it has tasked the Advisory Group with considering Lakeside Park as a location for a community center. At the same time, two concepts were identified for consideration: Adding a canopy over the Great Lawn, which would likely require replacing the natural turf on the Great Lawn with synthetic turf; and upgrading the Jones Room. Respectfully, neither concept resolves the space deficiency.

- Adding an open-air canopy over the Great Lawn, and turning the lawn into synthetic turf, does not increase space. The canopy might make the space somewhat more comfortable during the heat of Summer or during rain. But, based upon recent events, including the Independence Day festivities and Food Truck Fridays, residents fill the Great Lawn to capacity despite challenging weather.
- The Jones Room is only 656 square-feet (~29' x 22'). "Upgrading" it does not add space unless upgrading involves new construction. It is surrounded by the covered deck, a mechanical room, technology room, storage room, breakroom. and the access breezeway. The only way to make it larger requires, at the least, demolishing walls to take over the technology room (186 SF) and breakroom (169 SF), which nets a paltry 355 square-feet.

Although those suggestions do not add size, the Advisory Group has discussed two other options for enlarging the Lakeside building:

- A two-story rebuild of the West side of the building, the portion containing the Jones Room, technology room, storage, breakroom, and perhaps the breezeway. The West side of the building covers 1,410 square feet and the breezeway covers 1,680 square feet. A second story over the West side and breezeway could add over 3,000 square feet above the current structure. If the breezeway is also enclosed, it would bring the additional space to 4,500 square feet. If such a building is contemplated, we imagine that the building would have West-facing windows overlooking the lake, similar in design to the Artisan Park Clubhouse (*fig. 24*).



Figure 24
Artisan Park Clubhouse Pool View
Illustrative Multi-Story Building With Lake View

- Constructing a new two- or three-story building to the South, in the space presently occupied by the fenced-in playground. Again, we imagine that this building would have West-facing windows overlooking the lake. If this second option is chosen, the new building could be L-shaped, connected to the existing building. This would add a significant amount of new space, limited only by the land area used (subject to setback requirements) and the number of stories built.

The newly-constructed building(s) could serve residents in a variety of ways: a community fitness center, flexible space for recreation, and an enlarged technology room. It might even house a

coffee bar by day and patio bar by night, all overlooking the town and lake. Residents could use this space to enjoy book clubs, small meeting rooms and casual community events. Moreover, the upstairs floors could be all things entertainment: movie theater, wedding venue, formal events, conferences, community events, lectures, educational classes, and the like. If a third floor is built, we imagine it as an open flex-space, which could also be available for offices, if needed (*fig. 25*).



Figure 25
Typical Flex-Space

Exterior changes to the Lakeside site are subject to architectural approval by The Celebration Company, which retains such rights even though the property is owned by CROA. It is also likely that any new construction will require permitting by the South Florida Water Management District, Florida Department of Environmental Protection, Reedy Creek Improvement District and the Army Corps of Engineers, which were all named as claiming interests in the original 1996 construction blueprints. If additional stories are added, ADA compliance will require an elevator for upper floor access. Should the Board elect to construct on this property, it should first engage architectural and engineering studies, and explore any approvals and permitting that may be needed.

Undeveloped Property on the Boulevard

Another suggested location is “the undeveloped property on Celebration Boulevard,” although resident suggestions have not always focused on the same parcel. There are nine possible locations. Only two are owned by CROA, but they are both under water and have significant deed restrictions. None of the other seven lots are owned by CROA and none of those are listed for sale. All of these properties abut a heavily trafficked interstate or state road (I-4 or SR 417).

Lot 2D

One undeveloped Boulevard property is **Lot 2D**, a 1.73-acre parcel at the intersection of Celebration Boulevard and the I-4 On-Ramp, just South of the 7-Eleven filling station at 1730 Celebration Boulevard (*fig. 26*).



Figure 26
Lot 2D

The property is owned by DCS Real Estate Investment III LLC. Lot 2D is one of four adjoining lots under the original deed, for which the owner paid \$4,500,000 in 2012 (Official Record Book 4328, Page 281). The other three parcels under the deed were developed as a 7-Eleven (Lot 2C), McDonalds (Lot 2B), and a self-storage facility (Lot 2A). Lot 2D is enclosed on three sides by a 25-foot drainage and utility easement. indicated by the blue dotted line in *fig. 26*.

Lot 2D is subject to a detailed 78-page set of deed restrictions, which, among other things, limits the type of buildings that can be built on the lot, the minimum size, and the number of stories (Official Record Book 4328, Page 203). The original restrictions are supplemented by an additional 16-pages of modifications and clarifications (Official Record Book, 4999 Page 906).

The restrictions state that Lot 2D is to be sold or leased to an approved retail end user for a branch bank of a national or regionally recognized banking association, or for such other establishment and retail use approved by the original developer, The Celebration Company. The restrictions require that any building on Lot 2D must be for retail sales or an office building of at least 9,000 square feet. The restrictions specifically prohibit some uses, such as retail sale of food and merchandise, and certain medical professional practices. Significantly, one of the many, many restrictions prohibits “theaters or cinemas operated on a for-profit basis.”

Lots 4A and 4A.5

Two other Boulevard properties **Lots 4A and 4A.5** are contiguous parcels (*figs. 28-29*) owned by FLC Willmark Communities Inc. Lot 4A is 10.257 acres (of which 3.6 acres is submerged land) and Lot 4A.5 is 11.556 acres (with 3.6 acres is submerged land). The property was purchased for \$12,480,000 to build senior housing, but the land remains vacant. The buildable footprint is limited by wetlands, as well as easements in favor of Florida Power Corp., Florida Gas Transmission Co., and ECDD.



Figure 27
Lot 4A



Figure 28
Lot 4A.5

Lot 4D

Another vacant Boulevard property is **Lot 4D** (*fig. 27*), which is owned by Boulevard Development Partners LLC.



Figure 29
Lot 4D

Lot 4D is subject to a detailed seven-page set of deed restrictions, which, among other things, limits the type of buildings that can be built on the lot. The building(s) must be a minimum of two stories and at least 40,000 square feet. (Official Record Book 4973, Pages 2436-42). The restrictions accompanying the deed state that the expected use of the property is as a self-storage facility or office building, and excludes some uses, such as retail sale of food and merchandise, and certain medical professional practices, which are uses apparently reserved to other buildings on the Boulevard.

The lot is 3.02 acres. The southernmost portion of Lot 4D has already been developed into a three-story self-storage, mini-warehouse facility.

Tract 73

Tract 73 is 6.23 acres of submerged land, legally described as Celebration Village Unit 2 PB 8 Pg 185-212 Tract 73 Conservation Area. Located between office buildings at 1114 and 1180 Celebration Boulevard, official records describe Lot 73 as a submerged conservation area owned by the Celebration Community Development District (*fig. 30*).



Figure 30
Tract 73

Tract 6

Tract 6 is a small 0.701-acre conservation area owned by the CCDD, legally described as Celebration Village Unit 2 PB 8 Pg 185-212 Tract 6 Conservation Area (*fig. 31*). The parcel is between 1114 Celebration Boulevard and land owned by Celebration Golf Co. LLC.



Figure 31
Tract 6

Lot 7

Another Boulevard location is **Lot 7**, at the corner of Campus Street and Celebration Boulevard, across the street from the Osceola County Library (*fig. 32*). It is owned by The Celebration Company. The lot is a comparatively small 0.99 acres, and is subject to a significant 35-page utility easement covering the Northern half of the lot (“Distribution Power Line Easement (Switch Gear)”) (Official Record Book 1346, pages 2119-53). The terms of the easement limit the right to “locate, construct, excavate or create any buildings, structures or permanent obstacles . . . if to do so would materially and adversely affect access to Easement area.” The easement area is depicted in *fig. 32*, bordered by the red property-line at the top and the blue line bisecting the property.

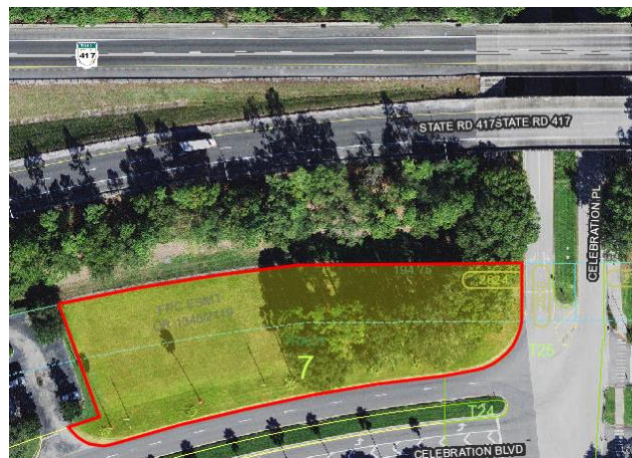


Figure 32
Lot 7

In addition to underground power lines, there is currently at least one above-ground transformer in the middle of the lot (hidden under the trees in the aerial photograph) (*fig. 32*). If this lot could be utilized, a portion of the lot would need to be paved for parking, as required by county building codes. Of note, Osceola County has previously discussed using a portion of the property to create a traffic circle at the intersection in front of the library. Management has inquired of The Celebration Company if this parcel is available for a community center or performing arts center and has not yet received a response.

Lots E1 and E2

At the very Northeast end of the Civic Corridor are **Lots E1 and E2**, contiguous parcels of land that were deeded by The Celebration Company to CROA as part of the Civic Corridor property (*figs. 33, 34*) (Official Record Book 4711 Page 1771). The only street adjacent to the property is Celebration Avenue, across from the entrance to North Village. Although not technically on the Boulevard, it is discussed here because it was originally planned as the roadside of the boulevard extension Disney never built to connect North Village to Celebration Boulevard South of Campus Street.



Figure 33
Lot E1



Figure 34
Lot E2

According to public records, Lot E1 is 2.08 acres of submerged wetland. Lot E2 is 12.29 acres of submerged land, including a large retention pond. Both parcels are subject to the following deed

restriction, which governs all parcels of the Civic Corridor: “The property shall be used, in perpetuity, solely as recreational sport fields, and, ancillary thereto, as schools, public support facilities, an environmental center, places of worship, utility substations and other utility facilities serving the Project, government buildings such as libraries, post offices, law enforcement substations, fire stations and parks” The restriction does not include a community center or performing arts building owned by a private homeowner association.

School Auditorium

One person wrote to the Advisory Group suggesting an alternative is to rent the Celebration High School auditorium (*fig. 35*) on an as-needed basis.



Figure 35

Celebration High School Auditorium

We explored this possibility, which is not a reliable alternative. The futility of trying to use the school auditorium is acknowledged by the same resident who suggested it to the Advisory Group. In his letter, he wrote that it is **“nearly impossible to get on the schedule, with—as the stories go—the CHS administration denying use of the auditorium except on very short notice (which makes it impossible to plan, rehearse, and hold events).”** Reserving it is just part of the problem. So is the reliability of access to rented facilities.

We contacted the school directly to discuss rental opportunities. We were told that all requests to rent any school facility, including the auditorium, must be done through the school district’s web-based program on a first-come first-served basis. Yet, that alone does not

secure a reservation. As the website cautions, the Osceola School District “administrative staff makes final decisions on all facility use requests.” <https://www.osceolaschools.net/facilitron>. As noted above, and experienced by others in the community who tried to rent the facilities, such approvals are often not timely such that planning, rehearsal, and advertising of events are impossible.

The cost is considerable, beginning “from \$150.00 per hour, with additional fees for services, utilities, etc.” That is just for the auditorium and does not include any additional space for a “Green Room,” set-up, or storage, which would have to be rented at additional cost. In addition, “[u]sage of facilities prior to the approved event start time is not allowed.” And rented space must be cleared of all equipment and supplies, except during the actual rental period, generally after-school hours until 10:30 p.m.

The reliability of access to the facility is questionable. The school district actually cautions that it might fail to unlock the facility for a scheduled performance, so it offers the following instructions:

Is it after your event start time and facilities are still locked?

You should first attempt to locate school site staff on campus to report the lockout and request access.

If school staff cannot be located onsite, please call (800) 272-2962 to report the lockout by stating "lockout" at the prompt. Our team will attempt to get in contact with District staff to unlock the facilities on your behalf.

<https://support.facilitron.com/support/solutions/articles/33000272290-what-happens-if-i-am-locked-out-of-the-facility->

There is no explanation of what to do with the audience, performers, instruments, equipment or stage props while searching the campus (after hours) for someone with a key or getting a response to a call from

the 800 number. This is simply unacceptable risk for a performing arts program.

Moreover, sound and lighting equipment is rudimentary, as one would expect of a public school. A member of the Advisory Group has a significant background in audio-electronics, having staged electronics for over 200 productions. He has personally attended events at the auditorium and, in his professional opinion, the sound and lighting do not compare favorably with a real performing arts facility. Indeed, in his opinion, the sound quality at the auditorium is mediocre compared, for example, to the professional-grade electronic equipment AMC left behind at the theatre building. In his opinion, the high school facility is just a school auditorium that does not function to the level expected of a performing arts facility.

These considerations likely explain why theatrical productions at the high school auditorium have been limited to student programs and student performances, which are produced by the school's theater department and in-house theater company, Off Book Productions™. These same considerations have made the high school auditorium an unworkable venue for other groups staging performing arts events.

The Osceola School District is a sovereign governmental entity, not controlled by Osceola County, the CCDD, CROA, or Celebration residents. We have no authority to change their rules or override the School District's rental process and decisions.

Financial Considerations

Comments during the Town Hall expressed concern that the Advisory Group did not provide pricing for the options identified in our Interim Report. Our directive from the Board was to leave financial considerations to the CROA Finance Committee. Yet, our Advisory Group's liaison has been actively involved in the Finance Committee's consideration of those issues. We expect that the Finance Committee will make financial determinations as the Board clarifies which, if any, alternatives are under active consideration.

Certain financial numbers, however, are readily available and these may assist those who would like to quantify the various options set forth in our report. Finance Committee members obtained estimates that commercial construction in Celebration currently costs \$250 to \$300 per square foot, or more.

In contrast, the prevailing base rental rate for vacant office space on Celebration Boulevard is \$17 to \$32 per square foot per year.

https://www.loopnet.com/search/commercial-real-estate/for-lease/?sk=7903c2fef644ec4b8cec569d1fa4c819&bb=8jqm_xw_7Gt2r5pQ

- Celebration Business Center I & II, 1130-1154 Celebration Blvd.
(\$17.00 sf/yr) 10,620 SF available
- Celebration Office Center I & II, 1170-1180 Celebration Blvd.
(\$27.50 sf/yr) 2,028–30,448 SF available
- Celebration Medical Center, 1530 Celebration Blvd.
(\$26.00 - \$32.00 sf/yr) 3,154–14,412 SF available

In addition to those Boulevard properties, a Facebook advertisement appeared on July 20, 2022, for daily, weekly or monthly rental, space-sharing, turn-key office suites, and short-term leases for office space at:

- 800 Celebration Business Center, 800 Celebration Ave.
(\$18.50 sf/yr) 13,379 SF & 10,026 SF available

<https://www.facebook.com/photo?fbid=5434952969898163&set=gm.1908591199338224> and <https://www.propertypanorama.com/office-tours/451447>

To be clear, such lease rates do not apply to lease of the Theatre building in town center, which is reportedly less. The actual cost to lease the Theatre will only be known after negotiations, if that course is chosen by the Board.

PART V

Conclusion

The Advisory Group has fulfilled its charge. It has examined and reported on all three original sites as well as comments and alternative sites suggested by owners. The Final Report sets forth the applicable considerations for each site as a place for a community center or performing arts facility. We have answered all of the questions the Board asked of us and the “what-abouts” asked by others.

The Board voted at its July 13, 2022, meeting to create an Evaluation Team to further investigate the viability of the projects discussed in this Final Report. We request that this report be furnished to that Team to assist their efforts.

We thank the Board and homeowners for the opportunity to collect and distribute this information.