



LACOOCHEE-TRILBY STRATEGIC MASTER PLAN



Submitted to:
Pasco County Board of County Commissioners
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CHAPTER 1: OVERVIEW

BACKGROUND AND PURPOSE

In February 2009, the Board of County Commissioners of Pasco County directed the County staff to retain a consulting team to assist in the preparation of a strategic master plan for the areas of Trilby, Lacoochee, and Trilacoochee Area. The neighborhoods were identified as high priority areas in need of redevelopment in several of the previous planning studies undertaken by the County, including the Northeast Pasco County Rural Area Plan (NECRAP, 2005), Evaluation and Appraisal Report (2004), and the Pasco County Comprehensive Plan.

The County established the following primary goals for the strategic master plan:

- Formulate economic development strategies to stimulate the local economy creating job growth and employment opportunities for area residents.
- Develop a long-term vision for the rehabilitation, redevelopment infill and enhancement of the neighborhoods.
- Identify key infrastructure projects to will allow the County to make capital improvements projections based upon known project needs, demands and proposed locations.

On May 27, 2009 the BCC retained the services of IBI Group for the completion of the Lacoochee-Trilby Strategic Master Plan. This Strategic Master Plan is a key component of the system of plans that govern future growth in Pasco County. The Lacoochee-Trilby Strategic Master Plan is intended to be a guiding document for local government actions designed to stimulate private investment by overcoming deterrents to desired future growth.

PLANNING PROCESS

The phased planning approach used to develop this Strategic Plan was based on a well-orchestrated public involvement effort throughout the project. This document is the result of an extensive community visioning process conducted over a period of six months. The recommendations and projects identified in this Plan were a product of the public participation process, led by the Board of County Commissioners, the County staff, and the consultant team. The purpose of this citizen-led planning effort was to initiate an open dialogue between residents, stakeholders, staff, and County leadership for sharing concerns and priorities related to the revitalization of this area.

From June 2009 to November 2009, County staff and IBI Group worked with a diverse group of participants including residents, business owners, county officials, elected officials, and government representatives to create a realistic plan reflective of the community and stakeholder interests and aspirations. More than a hundred residents and stakeholders came together to participate in the visioning process to explore new concepts and opportunities for the future growth of their community.

The first step in preparing the plan was the completion of an inventory of existing conditions in the strategic planning area. The focus group meetings and public workshops following the inventory phase generated discussions about the community's assets, issues and opportunities. Next, the concept graphic was developed after a detailed analysis of the existing conditions and potential opportunities in the strategic planning area. Opportunities for public improvements, transportation enhancements, redevelopment activities and proposed future land use composition were identified

and graphically represented on the concept graphic. The concept graphic was then presented to the community for validation of the recommended projects and strategies. After incorporating the community's feedback into the concept graphic, the County and the consultant worked together to draft the Goals, Objectives, and Action Strategies for each of the plan elements, as well as set forth actions to be undertaken by the County and various stakeholders involved in the implementation of this master plan.

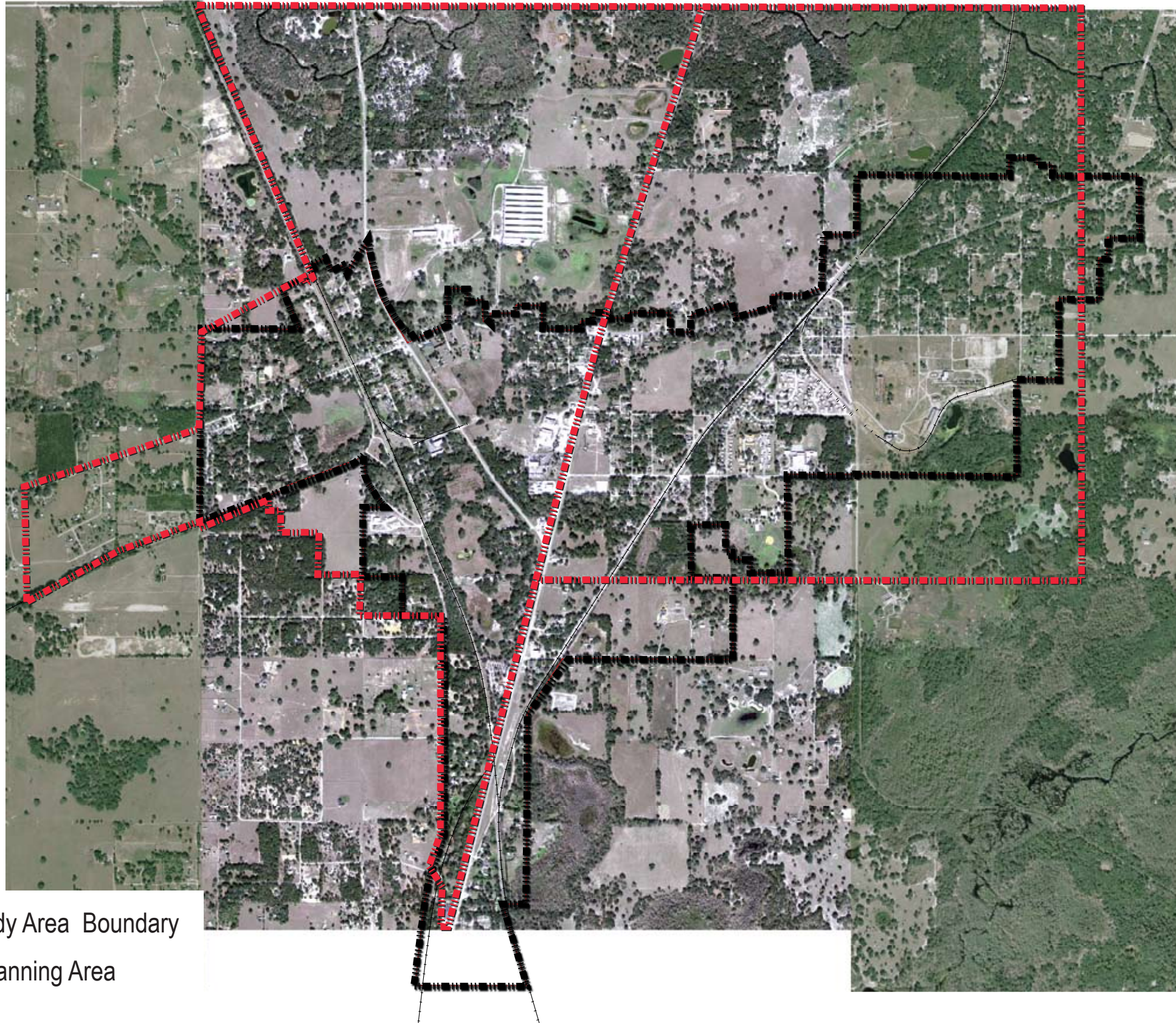
STUDY AREA



The preliminary study area for this master planning effort was initially defined to include the agricultural lands between the Hernando -Pasco County boundary on the north and the ranches located just east of Powerline Road in the Trilby neighborhood. Based on feedback received during initial focus group meetings with the County staff, GIS parcel-level analysis of the area, and field investigations of existing conditions within the preliminary study area boundaries, the strategic master planning area boundaries were revised. The revised boundary was reduced to focus on redevelopment of the existing neighborhood cores and accommodated a large percentage of the population residing in the area.

Other factors that were instrumental in determining the final Lacoochee-Trilby Strategic Planning Area included:

- Areas providing a logical terminus for the boundaries such as property lines, roadways, jurisdictional boundaries;
- Consideration of future development and redevelopment potential based on several factors including: existing land use development patterns, future land use map, proposed developments, ownership patterns, parcel size and configuration; and
- Consideration of sound planning principles for continuity of future land uses based on existing development patterns, transportation systems, and efficient provision of public utilities and services.

The Lacoochee-Trilby Strategic Planning Area is a 2.5 square-mile area consisting of three neighborhoods- Lacoochee, Trilby, and Trilacoochee. The area, located in the northeast section of Pasco County, is distinguished by scenic views of agricultural and rural landscapes. Agricultural lands and low-density residential uses dominate the development pattern in the area with commercial development limited to the primary corridors traversing through the community- U.S. 301, U.S. Hwy 98, and SR 575. The western section of strategic planning area, in the Lacoochee neighborhood, includes four public housing developments. Institutional uses include the Lacoochee Elementary School, Boys and Girls Club, and the Stanley Park in the Lacoochee neighborhood. There are numerous local churches, with medium to small congregations, and attended primarily in ethnic groupings. The Lacoochee Industrial Park, a 90-acre site which historically was the location for the Cummer saw mill that defined the Lacoochee neighborhood for decades, is also located within the strategic planning area. The Trilby Area is home to the Trilby Community Center and the Withlacoochee Trail.



-  Original Study Area Boundary
-  Strategic Planning Area

LACOOCHEE-TRILBY STRATEGIC MASTER PLAN **STUDY AREA MAP**

HISTORIC CONTEXT

The Lacoochee-Trilby Strategic Planning area has a rich cultural heritage embedded in the old railroad towns and the mill towns associated with the railroads.

Trilby was once the largest city in Pasco County. It originated with the Elijah McLeod farm (circa 1862). It transitioned into an incorporated city in 1901, by Mr. McRae of Pasco County. In 1902, the Atlantic Coast Line took over use of the rail lines in Trilby. A freight depot was built, as well as a passenger station. So began the growth of Old Trilby.

According to "From Boomtown to Ashes" written by Scott Black, the businesses in old Trilby included:

- Bankston's Grocery,
- G. H. Mills' Store,
- Stevens' Grocery,
- Pitts' Meat Market,
- Wade's Drug Store,
- Bradham's Dry Goods Store,
- Hilliard's Barber Shop,
- Trilby Post Office,
- Trilby Drug Company, and several others.

In 1925, a fire destroyed the upstairs of Bradham's Dry Goods Store. It then destroyed the west side of town. Subsequently, the town lost the train station depot and other commerce. The following two articles are taken from the History of Pasco County Pages.

"Founded by Henry B. Plant, the millionaire railroader, who is President of the Plant system of railways, steamship lines, and hotels, and holding its site at the crossing point of two of the railroads of this system, the little Florida village is fast growing into the proportions of a pretentious town; and, strangely enough, its prosperity dates back no further than when it was given the name of Trilby. The railroad station near this point was formerly known as Macon, Fla. There was nothing of a town so long as it went by the name of Macon.

President Plant was just at the time deeply interested in a second reading of Du Maurier's book the popularity of which at that time amounted to a craze with the American people. The character as drawn by the author and given to the little waif about the streets of Paris had touched the railroad magnate with all its weird and gruesome phases, and when one of his officials came to him and asked what the new station should be named Mr. Plant looked up with his accustomed bright twinkle about the eye, which seems to bespeak a nature full of merriment as well as shrewdness, and said: "We will name it Trilby" -- and Trilby it is to-day.

That was enough. Trilby began at once to grow. A place which had never been heard of so long as it was called Macon became known in a jiffy to all the world as Trilby. Ever-alert real estate agents took hold, Winter tourists on the west coast of Florida craned their necks out of Pullman car windows to see Trilby, and went home to talk about it among their fellow-capitalists of the North; newspaper writers wrote about it; the map of Florida held it out the most conspicuous of all names of towns and cities. Under such environment the little town of Trilby bids fair to become an important point some day. The streets have been named after the characters of the famed book; there is a Svengali Square,

with the network of railroad tracks in the centre, presenting the fanciful spider web which was the emblem of the book; there is a Little Billee Street, a Taffy Street, and a Laird Lane. The avenues are named for the women of the book.” – Trilby a Future Metropolis, article appeared in Leslie's Weekly, and subsequently in the New York Times on May 23, 1897.¹

The Greater Trilby Community Association was incorporated in 2004 as a nonprofit organization. The mission, as written in the articles of incorporation, is:

“The Association exists to provide community-based programs and services to citizens in the greater Trilby area, as it seeks to attain its goals and ideals; to interpret and communicate these goals and ideals to the citizens in the greater Trilby area; and to provide services and facilities for the general benefit of the area that the Association serves.”

The history of Lacoochee is related closely to the arrival of the Cummer sawmill from Michigan in 1922. Considered to be town’s foundation, the mill brought prosperity to the area. The following article by Lorise Abraham which appeared in the East Pasco Heritage provides a summary of the area’s historic evolution:

“Prior to the year 1922, when Cummer first began construction of a sawmill in Lacoochee, the anticipated growth of this community in northeast Pasco County had not materialized. Prospective land buyers had once been brought in by train to invest in what promised to be a large manufacturing center. The area surrounding Lacoochee had prospered for a while by growing strawberries and running turpentine stills. At one time orange groves had lined the banks of the Withlacoochee River, just one-half mile from the center of town. It is said that the "Big Freeze" of 1898 completely wiped out every trace of any orange trees there. Eventually the remains of the homes of the grove owners also vanished.

In 1922 Cummer acquired the land in Lacoochee needed to construct a modern, completely electrified sawmill and box factory, the largest of its kind in the South. This continued in operation until 1959, bringing the long-promised prosperity to this area. At one time Cummer offered the largest payroll in Pasco County.

While the mill plant, company office, commissary, hotel, and doctor's office were being built, as well as many homes for individual employees, a flurry of building activity began in the town of Lacoochee itself. In addition to the postoffice and general merchandise stores already there, many new private businesses were built. These included more general merchandise stores, garages and filling stations, restaurants, bakeries, dairy, drug stores, theaters, barber shops and shoeshine stands, grocery stores and meat markets, dry cleaners, pool rooms and bars, hardware stores, inns, and a social club, the Woodmen of the World.

The spiritual lives of the residents were enriched by the construction of several Protestant houses of worship, which included First Baptist Church, Oak Ridge Baptist Church, United Methodist Church, and Assembly of God Church. Christian fellowship in Lacoochee was not only a Sunday affair. The townspeople practised their religion in an everyday manner by helping those of the community who were in need from sickness, poverty, or loss of personal belongings by fire or floods. To a community

¹ History of Pasco County, website maintained by Jeff Miller <http://fivay.org/trilby.html>

constructed mainly of lumber, fire was a daily hazard, not only to the mill site but to all the homes and businesses. Each fire was valiantly fought by Cummer's own fire department, assisted by local volunteers, and when needed by the Dade City Volunteer Fire Department.

During the Second World War, labor at the mill became a problem because so many of the young men were called to the service and so many people went to work in the shipyards at Tampa. Lacochee contributed more than vitally needed lumber to the war effort, giving up five native sons in this conflict. Lost in the European theater of war were the Lessig twins, Gerald C. and Harold L. Lessig, Robert Holt, and L. Hawkins. Paratrooper Carmen Thompson gave his life in the Pacific. Killed in action also were Francis Woods and James Mills of Trilby, both of whom had worked at the mill, and whose loss was deeply felt by Lacochee people too.

Like so many Americans, Lacochee people were devotees of our national sport, baseball. For many years the team enjoyed a friendly rivalry with the teams from Dade City and Brooksville. Almost everyone in town turned out for Sunday afternoon ball games. These were held at a ball park built on land donated for that purpose by Cummer.

The history of Lacochee is unique because of the feeling prevailing throughout the community of "one family." Many young people who grew up there have ventured out into the world to become leaders in their chosen professions. Lacochee people take great pride in the achievements of their friends and neighbors. These accomplishments are spoken of without envy whenever two or more people from Lacochee get together.

After Cummer reluctantly closed down the mill operation, the location was purchased by Wood Mosaic Corporation of Louisville, Kentucky in 1960. Wood Mosaic operated a plywood mill there until 1964. From then until 1971 the site remained unused, at which time the property was purchased by Interpace Corporation of Parsippany, New Jersey. "- History of Lacochee (1976), article by Lorise Abraham appeared in East Pasco's Heritage.²

Given this rich cultural and architectural heritage shared by the area neighborhoods, consideration should be given to achieving consistency with the area's historic structures during redevelopment, renovation, and new development projects.

² History of Pasco County, website maintained by Jeff Miller <http://fivay.org/trilby.html>

REGIONAL CONTEXT

The Lacoochee-Trilby Strategic Planning Area is located in the northeastern section of Pasco County. Pasco County, founded in 1887, is part of the Tampa Bay Metropolitan Statistical Area (MSA). The County is bounded by Hernando County to the north, Sumter to the northeast, Polk to the southeast, Hillsborough to the south and Pinellas to the southwest. The MSA 2008 population estimate was 3.5 million, with Pasco County accounting for 16 percent of the total population with an estimated population of 449,500 residents. Pasco County includes six cities. The unincorporated areas of the county makes up about 90 percent of the county.

Lacoochee and Trilby were considered one of the earliest towns in the County. Lacoochee is a census-designated place (CDP) with a population of 1,345 residents, according to the 2000 Census. The Lacoochee-Trilby area is located between the Pasco-Hernando county boundary and Dade City, the county seat. Dade City is home to approximately 6,000 residents and is the closest urban center serving the Lacoochee-Area residents.

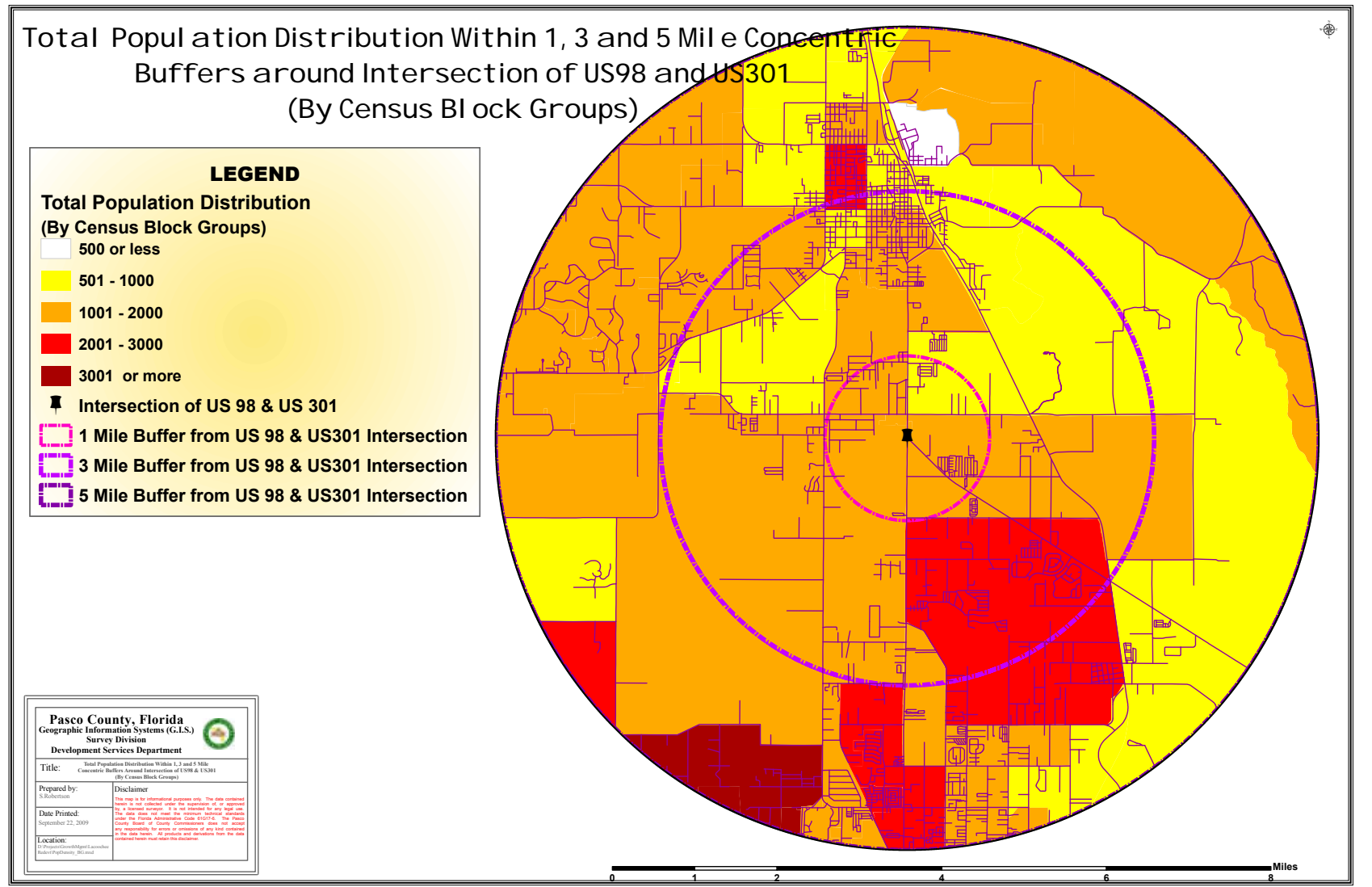
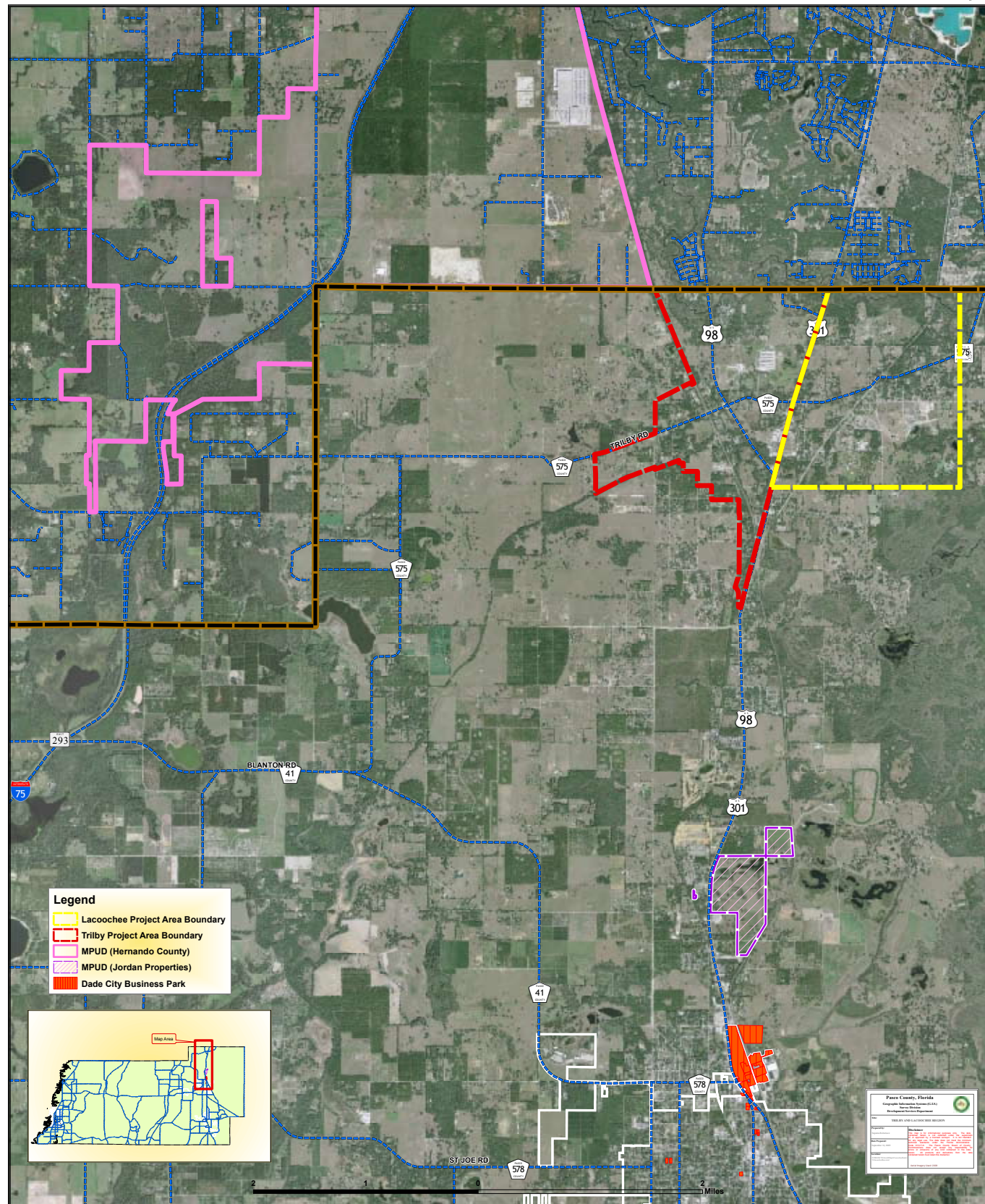
From an economic standpoint, according to the 2000 census Pasco grew 23% in the 1990s while the Lacoochee-Trilby area lost 35 percent of its population during the same time period. The Pasco County Consolidated Plan identified Lacoochee as one of the top ten potential target areas for Community Development activity between 2008 and 2012. This was based on four criteria:

- High Percentage of low/moderate income population and increase in percentage of low/moderate income
- Percentage of families in poverty and increase in percentage of families in poverty
- Low educational attainment levels than the City
- High minority population

According to the ULI Advisory Services Panel Report for Pasco County completed in 2008, there is a lack of employment centers in the East Market Area. The report highlights the lack of recognition of the area's contribution to the industrial sector of Pasco County. The Lacoochee Industrial Park site is being promoted by the Pasco County Economic Development Council as part of its overall strategy. With the potential of SunRail, Central Florida's commuter rail, coming to fruition, the rail line traversing through the Lacoochee- Trilby Strategic Planning Area could serve as a catalyst to promote the strategic planning area as an important industrial center.

The Lacoochee-Trilby area is served primarily by U.S. 301, which runs north-south connecting the area to the neighboring communities. U.S. Hwy 98 and SR 575 are the other two roadways connecting the area regionally. Connections to I-75 are available via SR 52 on the north and potential extension of Christian Road in the future. The Lacoochee-Trilby Strategic Planning Area is bounded on the east by the environmentally sensitive Green Swamp conservation area and on the north by the Withlacoochee River. Although there is no significant development planned within the Lacoochee-Trilby Strategic Planning Area, there are some major planned developments in adjoining areas of Hernando County that have been recently approved. Coordination with regional agencies to develop regional growth management strategies will be critical in ensuring that the desired vision for the Lacoochee-Trilby Strategic Planning Area is successfully implemented.

TRILBY AND LACOOCHEE REGIONAL PERSPECTIVE



STRATEGIC PLAN ORGANIZATION

The purpose of this document is to establish a framework for the community's future growth, as well as identify strategies that will provide guidance for successful implementation of the overall theme to create seamless neighborhoods throughout the City.

The Strategic Master Plan is organized into three chapters plus appendices.

CHAPTER 1: OVERVIEW

This chapter presents the historic, regional, and geographic contexts that form the foundation for understanding the evolution of the Lacoochee-Trilby Strategic Planning Area. The chapter also includes a summary of the planning process utilized to develop this plan.

CHAPTER 2: STRATEGIC MASTER PLAN

Chapter 2 presents the future vision for the Lacoochee-Trilby Strategic Planning Area organized by a discussion of the six overriding Plan Elements that serve as the building blocks of the community's planning systems:

- Circulation and Mobility;
- Economic Development;
- Infrastructure and Utilities;
- Rural, Recreational and Environmental Lands;
- Community Facilities; and
- Future Land Use and Community Identity.

Each plan element is summarized by a brief overview discussing the area-wide issues and opportunities, followed by a list of Goals and Objectives. The goals and objectives describe the vision and key recommendations of the Lacoochee-Trilby Strategic Master Plan, and are supported with action strategies recommended for implementation. Where applicable, the Plan elements contain Special Projects that highlight opportunities for improvement that connects the overall vision with individual initiatives.

CHAPTER 3: IMPLEMENTATION

This chapter presents the historic, regional, and geographic contexts that form the foundation for understanding the evolution of the Lacoochee-Trilby Strategic Planning Area. The chapter also includes a summary of the planning process utilized to develop this plan.

The chapter also includes a Capital Improvement Program that lists prioritized projects in the short-term (less than 5 years) and long-term (6+ years). Included are anticipated costs for the proposed improvements in the near term, combined with funding sources to assist the County with budgeting and financial planning.

APPENDICES

The Appendices provide supplemental data and resources.

- Appendix A: Existing Conditions Inventory and Analysis report
- Appendix B: Community Feedback
- Appendix C: Lacochee-Trilby Resource Directory
- Appendix D: Funding Sources

CHAPTER 2: STRATEGIC MASTER PLAN

PLAN CONTENT AND DESCRIPTION

This Strategic Master Plan defines a clear vision and provides policy direction for the Lacoochee-Trilby Strategic Master Planning Area. It serves as guideline for promoting the sound development and redevelopment of properties within the Lacoochee-Trilby Strategic Planning Area. Opportunities for public improvements, new private redevelopment investment, and future land use composition are identified and graphically illustrated in the following chapters. These identified opportunities reflect the community's expressed desires, placed within the context of market realities and the current economic crisis faced by communities across the nation. Additionally, this document incorporates various concepts, projects, and strategies presented in previously adopted plans into an organized system of implementable action strategies that should be pursued for the successful realization of area's revitalization.

The Lacoochee-Trilby Strategic Master Plan involved a thorough investigation of the area's existing conditions utilizing an extensive community input process. Through the leadership of the County, several infrastructure and physical improvement projects are expected to be implemented in the next twenty years to establish a foundation supporting the reinvestment and accelerating positive change in these neighborhoods. The neighborhood planning principles were formulated after analyzing the existing conditions, the business climate in the strategic planning area and its surrounding areas, and existing county-wide programs and initiatives. These principles reflect the values and concerns of the Lacoochee-Trilby community described by the residents and stakeholders during a series of workshops and focus group meetings conducted as part of the strategic planning process.

While the impact of the constrained national market conditions on the Lacoochee-Trilby Strategic Planning Area does imply a slower than usual growth rate and shortage in private sector investment in the near-term, it does not reduce the redevelopment potential and the untapped opportunities offered by the area's assets once the economy stabilizes. The Lacoochee-Trilby Strategic Master Plan is a guiding document for local government actions, designed to overcome deterrents to desired future growth and development in order to stimulate private investment. This Strategic Plan is not intended to be static. Over time, the objectives and strategies of this Strategic Plan should be updated and revised based upon changes in the economy, relevant public concerns, and opportunities associated with private development proposals.

Lacoochee Trilby Strategic Master Plan Guiding Principles

The IBI Group and County have developed the following principles after analyzing the existing conditions, the economic climate in the region, and existing neighborhood programs and initiatives. These principles reflect the values and concerns of the Lacoochee-Trilby community as articulated during the strategic planning process.

The over-arching principles of the Lacoochee-Trilby Strategic Master Plan are as follows:

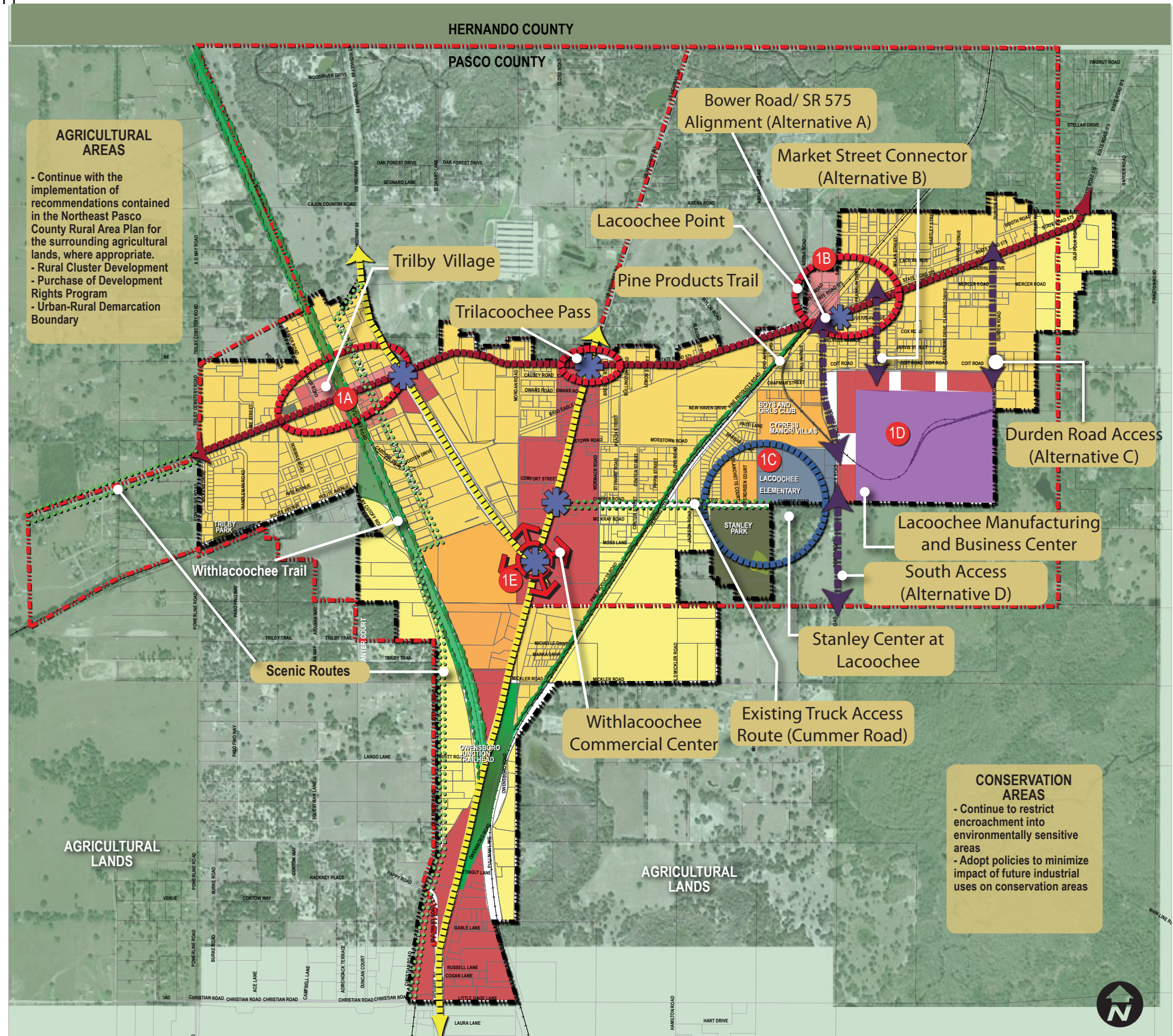
- Allow the County to make capital improvements projections based upon known future, public project needs, demands and proposed locations.
- Locate commercial sites based upon expected market demands and reasonable residential service areas.
- Provide a tool for Pasco County to promote development goals by showing prospective developers, public investment initiatives and redevelopment opportunities thereby reducing the developer's risk when investing in the community.
- Support desired social, environmental, physical and economic development strategies, as expressed by community representatives, including, but not limited to:
 - Improve physical and visual access to the area's recreation and open space network.
 - Develop community gathering places.
 - Preserve the rural character of the residential neighborhoods.
 - Support for historic preservation efforts.
 - Encourage infill, renovation and enhancement of residential areas and prevent commercial encroachment into neighborhoods.
 - Introduce mixed-use and owner-occupied multi-family development at strategic locations.
 - Increase home ownership opportunities.
 - Provide enhanced connectivity between the area's recreational resources, commercial centers, and neighborhoods.
 - Identify opportunities to locate essential community services in the area.
 - Continue to enhance public safety initiatives.
 - Pursue beautification efforts and streetscape improvements, such as street lighting, traffic calming measures, and tree planting, to improve the overall perception of safety for the area residents.
 - Enhance the aesthetic character of the commercial corridors and neighborhood connectors to improve the community's investment image.
 - Promote development patterns and infrastructure improvements that ensure access to an integrated, safe, and aesthetically pleasing pedestrian environment to all residents.
 - Strengthen the existing network of community based services and institutions including the area schools, social service agencies, and faith based organizations.
 - Improve the business climate through capacity building, youth development, and workforce training.
 - Provide alternate truck access to the industrial site to prevent conflicts with through traffic in the surrounding neighborhoods

Opportunities for public improvements, redevelopment activities and proposed future land use composition are identified and graphically illustrated on the concept graphic (shown on the following page). The purpose of the concept graphic is to provide a holistic and simplified representation of the elements identified in the Strategic Plan. The Strategic Master Plan translates environmental preservation efforts, economic development strategies, future land use classifications, and community programs into a physical land use pattern. Preserving and maintaining the area's rural character and the natural and cultural amenities while promoting quality growth and economic diversification is one of the primary goals of this strategic plan.

The concept graphic identifies special projects and implementation strategies that highlight opportunities for improvement connecting the overall vision with strategic individual initiatives. The Strategic Plan also contains projects that provide opportunities for the public and private sector to work together towards mutually beneficial development activities. The concept graphic illustrates these projects at the following geographic centers of activity:

- **Trilby Village**- Neighborhood oriented historic mixed-use center with retail/ local restaurants/ convenience stores/ post-office/ church/ trailhead;
- **Lacoochee Point**- Create a mixed-use focal point for Lacoochee residents building upon the existing Post Office facility and retrofitting historic structures to accommodate neighborhood activities- retail/ local restaurants/ convenience stores/ eco-tourism outfitters;
- **Stanley Center at Lacoochee**- Institutional/ Recreational center in Lacoochee- connecting the School/ Boys and Girls Club/ Stanley Park and residential areas; destination for regional and local sporting events;
- **Lacoochee Industrial Park** - Concentrated future industrial development in order to develop synergies that will be necessary for it to thrive/ explore opportunity to attract "green" industries; and
- **Withlacoochee Commercial Center**- Commercial development at the intersection of US Hwy 301 and US Hwy 98/ includes basic services such as grocery stores, restaurants, multi-tenant buildings, retail stores, light industries, and service businesses that provide conveniences for the Lacoochee and Trilby residents.

- 1A Trilby Village**
 - Neighborhood oriented historic mixed-use center with retail/ local restaurants/ convenience stores
 - Post Office/ Church
 - Upgrade existing Trilby Community Center
 - Integrate Adult Education Center (School Board)
 - Trailhead/ park/ bike rental facilities/ public restrooms/ parking
 - Bed and Breakfast
 - Establish traditional "Rural Main Street" design guidelines for future development and renovations
- 1B Lacoochee Point**
 - Create a mixed-use focal point for Lacoochee residents building upon the existing Post Office facility and retrofitting historic structures to accommodate neighborhood activities- retail/ local restaurants/ convenience stores/ eco-tourism outfitters/ Community Center
 - Improve crossing at 575/ Bower Road
 - Realign town center access to the east at the intersection of Market Street and SR 575
 - Design and install Neighborhood Gateway
- 1C Stanley Center at Lacoochee**
 - Create a destination for regional and local sporting/ recreational activities in the area surrounding Stanley Park
 - Improve pedestrian connectivity to Lacoochee Elementary/ School from adjoining residential areas
 - Promote regional sporting events and organize regular activities involving the area youth and children at Stanley Park
 - Develop joint-use programs with the School Board to host regional events at the facility
 - Continue with plans to relocate the Boys and Girls Club to Stanley park in order to increase visibility of the facility
 - Collaborate with YMCA and other non-profits and regional institutions to include additional facilities such as a swimming pool, library, day care center
- 1D Lacoochee Industrial Park**
 - Where possible, concentrate future industrial development to the Lacoochee Industrial Park site in order to develop synergies that will be necessary for it to thrive.
 - Explore opportunities to attract "green" industries and businesses in the area as a specialized cluster serving the region
 - Conduct a detailed traffic impact study for these and other potential alternatives, incorporating a community planning process involving impacted landowners, area residents and stakeholders
 - Evaluate feasibility of prohibiting truck access from 301 via Cumer Road and SR 575 via Bower Road when the industrial park is redeveloped.
 - Require increased buffering and site design requirements in future industrial developments to minimize the impact of industries on surrounding residential uses (e.g. flex space on the periphery, landscape buffering)
- 1E Withlacoochee Commercial Center**
 - Encourage basic services such as grocery stores, restaurants, gas stations, multi-tenant office buildings, retail stores that service the needs of both Lacoochee and Trilby residents and regional traffic along 301
 - Discourage strip commercial development
 - Establish Commercial Rehabilitation Grant program
 - Work with FDOT to include beautification elements as part of future roadway and traffic improvements
 - Install gateway/ monumental markers announcing entry into the Lacoochee and Trilby neighborhoods



LACOOCHEE-TRILBY STRATEGIC MASTER PLAN

CONCEPT PLAN

PLAN ELEMENTS

Based on the over-arching planning principles, the Strategic Plan is divided into six Plan Elements:

1. Circulation and Mobility;
2. Economic Development;
3. Infrastructure and Utilities;
4. Rural, Recreational and Environmental Lands;
5. Community Facilities; and
6. Future Land Use and Community Identity

These Plan Elements hinge on the fundamental philosophy of creating self-sufficient neighborhoods characterized by interconnected community planning systems of transportation and commercial corridors, surrounded by a diversity of housing types, services, amenities and local employment opportunities. The presentation of these elements is designed in a manner that filters the issues and solutions from a regional level to the county level and finally to the neighborhood level. Each plan element is summarized by a brief overview that discusses the area-wide issues and opportunities, followed by a list of goals and objectives. The goals and objectives describe the vision and key recommendations of the Lacoochee-Trilby Strategic Master Plan and are supported with specific action strategies recommended for implementation. Special Projects and Implementation Strategies highlight opportunities for improvement connecting the overall vision with strategic individual initiatives.

The Strategic Plan contains descriptions of several types of projects and programs, including capital projects, private development, and government programs. Capital projects are those that are funded solely by the public sector to address specific infrastructure needs such as roads, utilities, streetscapes, parks and other municipal facilities including master planning studies to plan for these improvements. The Strategic Plan also contains projects that provide opportunities for the public and private sector to work together toward mutually beneficial development activities. The public and private sectors can bring different resources and capabilities to bear on projects that fulfill the objectives of the Strategic Plan but otherwise might be unsuccessful. For these projects, public costs are undetermined at this time because the County's role in each will be defined through negotiation at the time of the project.

Finally, The Strategic Plan anticipates that Pasco County will pursue various actions for the implementation of the strategic plan. Regulatory actions may include revisions to the County's Comprehensive plan, land development regulations, and building codes. Land acquisition programs, such as land banking and property swapping, are not expected to be pursued at this time but may be incorporated as part of the duties of the recommended Community Redevelopment Agency to control prime development sites; thereby ensuring future development in a manner consistent with redevelopment objectives.

1. CIRCULATION AND MOBILITY

Alternative forms of transportation play a pivotal role in connecting communities both internally to destinations within the neighborhoods and externally to the regional centers of activity. Roadways serve as major access routes for vehicular movement and pedestrian circulation. U.S. 301, U.S. Hwy 98 and SR 575 serve as the primary corridors accommodating regional and local vehicular traffic through the Lacochee-Trilby area. If designed properly, roadways offer an opportunity to enhance a community's attractiveness, build its local economy, preserve its character and provide for the mobility, comfort and safety of its inhabitants.

In addition to the roadways, the existing trail system combined with the sidewalk network provides significant opportunities to design an integrated system of linkages that connect the area both internally and with the surrounding communities. As new development and redevelopment occurs in the area, the existing transportation network is expected to be strained further and needs to be supported by an interconnected system of mobility options that provides alternatives to the typical solution of widening roadways. To accommodate this increase, all new and improved transportation options should be designed in a manner that builds upon the relationship between land use and transportation by supporting established neighborhoods and respecting the rural character of these areas.

Roadways

Highly visible and easily accessible locations are critical components of community development. Therefore, the integration of transportation and land use requires a coordinated approach to establish an attractive, safe and efficient traffic circulation and pedestrian mobility system. During the planning process, the community had identified the need to surface frequently traveled unpaved roads, specifically McCray Road and Stuart Street. The County should continue to work with the community to identify priorities as it relates to paving and regular maintenance of roadways.

The following hierarchy of connectors is established as a model for future roadway design and planning in the Lacochee-Trilby area based on existing land use intensities and future development patterns.

- **Primary Regional Corridor- U.S. 301**

U.S. 301 currently serves as the major regional 4-lane thoroughfare through the heart of the Lacochee and Trilby neighborhoods. It is generally an established notion that that the movement of commuters is the most critical goal in designing efficient traffic routes that connect regional centers. When these regional connectors, such as U.S. 301, pass through rural communities striving to preserve their historic character, it is important to ensure that their designs reflect the character of the surrounding environment. The U.S. 301 corridor traversing through the strategic planning area is designed to accommodate regional traffic effectively. A significant amount of the area's commercial and light industrial uses are located along the corridor thereby providing easy access to accommodate service delivery and regional commercial traffic. However, lack of appropriate landscaping and rural design standards have a negative impact in certain sections of the corridor within the strategic planning area. However, Therefore, appropriate streetscape improvements along the corridor including: landscaping and tree planting, gateways, directional signage and traffic calming at key intersections, effective roadway

alignments, and access management are recommended in order to preserve the character of the Lacoochee, Trilby, and Trilacoochee communities.

- **Rural Arterials- U.S. Hwy 98 and SR 575**

The primary purpose of the U.S. Hwy 98 and SR 575 roadways within the Lacoochee-Trilby Strategic Planning Area is to collect traffic from the neighborhoods and distribute to the regional connectors. These roadways have two lanes and often have exclusive left-turn lanes at intersections with major and minor thoroughfares and less frequently at intersections with other collectors. Currently, both these collectors support a rural character with mature tree canopies and low impact land uses. However, during the public workshops the community expressed the need for traffic signalization at key intersections and safety measures to minimize pedestrian and vehicular conflicts. Strategic Plan Improving the visual and functional conditions is recommended along these corridors employing a combination of elements including: traffic signalization and rural street lighting at key intersections, gateway treatment, directional signage, preserving the existing tree canopies, and encouraging moderate-density residential uses with nodal commercial development as a future land use strategy. Key intersections along these collector roadways include:

- U.S. Hwy 98 with SR 575 and U.S. 301
- SR 575 with U.S. 301 and Bower Road

The intersection of SR 575 and US Hwy 98, is identified as a prime opportunity for installing gateway treatment, minor streetscape improvements, and nodal neighborhood commercial development announcing entry into the Trilacoochee neighborhood. Further to the east when the roadway enters Lacoochee, the corridor is predominantly flanked by rural residential uses with an existing post office facility and traces of a historic town-center. One of the major issues currently impacting the SR 575 corridor is truck traffic from the surrounding region, including internal truck traffic accessing the industrial site located on Bower Road, thereby resulting in intermodal conflicts- commuter, truck, rail, and pedestrian- at its intersection with Bower Road. It is recommended that the **County should work with the private sector to conduct a truck route realignment alternatives study and incorporate a study of the traffic impact on SR 575 as part of this study.**

- **Neighborhood Connectors- Cummer Road and Trilby Road**

In a rural community such as the Lacoochee- Trilby Strategic Planning Area, well-defined and clear internal linkages between the residential uses and the area parks, regional trails, community facilities such as community centers, schools, faith-based institutions, and commercial centers, are crucial in encouraging sustainable growth. The Lacoochee- Trilby Strategic Planning Area presently has two main neighborhood connectors utilized by area residents- Cummer Road in the Lacoochee neighborhood and Trilby Road in the Trilby neighborhood.

Cummer Road is the Lacoochee neighborhood's primary pedestrian spine connecting U.S. 301 to neighborhood convenience store, public housing, Stanley Park, and the Lacoochee Elementary School. Although the street has a mature tree canopy and other elements that are characteristic of a well-designed neighborhood street, the lack of pedestrian-friendly amenities such as sidewalks, rural street lighting, and conflicts with the truck traffic have rendered the street unsafe for users, especially school children. Improving the overall connectivity of the area and

enhancing the walkability and accessibility of neighborhood activity centers plays a key role in improving circulation. Incorporating streetscape improvements such as sidewalks and rural streetlighting, traffic calming mechanisms and gateway treatments will help define the corridor as a destination for residents from within the area and the surrounding neighborhoods.

Cummer Road dead-ends into Bower Road at the Lacoochee Industrial Park site and is currently used as an alternative truck route. During the public workshops, several participants had expressed a concern with the truck traffic in the residential areas surrounding the Lacoochee Industrial Park. As part of the conceptual planning process, the County staff and IBI Group evaluated several alternatives to reconfigure the existing truck access from SR 575 and U.S. 301 via Cummer Road in order to reduce truck traffic through the residential neighborhoods. Feasibility and route design considerations included community input, connectivity to regional corridors, land use compatibility, proximity to residential areas, access management, proximity to schools, impact on adjoining residential areas, public health and safety, and conflicts with other modes of transportation including railroads. It is important to note that the following conceptual alternatives are a preliminary assessment of the issue and were not validated with supporting data for traffic counts, environmental impact or economic feasibility.

These alternatives include:

- A. Retaining existing access routes through Bower Road and Cummer Road;
- B. Redirecting access along Market Street;
- C. Redirecting access along Durden Road;
- D. Establishing south access to the Industrial Park site and Bower Road

Alternative A will involve a reconfiguration of the intersection of Bower Road and 575 to accommodate truck traffic. This will include the relocation of the railroad arms at the intersection, and signalization at Bower and 575

Alternative B assumed that the route would begin at an interchange at Market Street and SR 575. This would redirect the traffic from Bower Road and Cummer Road to Market Street. However, proximity to residential development along Market Street and limited right-of-way available made this option less practical from a land use and roadway design perspective.

Alternative C would redirect traffic from Bower Road and Cummer Road to Durden Road. A traffic study would have to be completed to determine feasibility of this alternative

Alternative D South Access to the Industrial Park Site – It will be necessary to identify a truck access route to the Industrial Park site without potential conflicts with residential uses and the school. Further access management and traffic studies will have to be completed to determine the best solution for this

The County should conduct a detailed traffic impact study for these and other potential alternatives, incorporating a community planning process involving impacted landowners, area residents and stakeholders

Trilby Road has historically served as the main east-west linkage connecting the residents to vital community facilities such as a post office, historic churches, Trilby Community Center, and the Withlacoochee trailhead. The street has a rural ambience with architectural elements

reminiscent of traditional old-town Main Streets and has the potential of accommodating a mix of neighborhood uses to create a village center to serve the area residents. The residents of the Trilby community expressed a desire to establish the section of Trilby Road between US Hwy 98 and Old Trilby Road as the focal point. In order to realize this objective, Strategic Plan Pursuing streetscape improvements thoughtfully constructed to serve both pedestrians and motorists while drawing from the character of historic town centers will help realize this objective.. These improvements may include 6' wide sidewalks with brick pavers, planting of shade trees, lower vehicular speed limits, and appropriate traffic calming measures.

- **Scenic Rural Routes- Old Trilby Road and Trilby Road (west of Powerline Road)**
Old Trilby Road and Trilby Road (west of Powerline Road) currently act as the two main unobstructed corridors for viewing some of the area's most scenic and diverse vistas. It is because of the scenic attributes and rural characteristics that establishing a local scenic route designation for these roadways should be given high priority. This distinction would ensure that the rural character of the area would remain intact in its current state and encourage future development respecting and preserving the viewsheds.

Railroad

The Lacochee- Trilby area functioned as a viable mill-town during the pre-World War II era. Although the concentration of industrial uses no longer exist in the area, it still has the basic infrastructure including an active railroad spur traversing through the planning area. With the possibility of the SunRail, Central Florida's commuter rail, coming to fruition, this CSX owned freight rail line may be resurrected and turned into a significant advantage to serve economic development interests throughout the region. **The County should continue to monitor the progress of the SunRail and strengthen its relationship with FDOT and CSX.**

Although the presence of the rail line traversing through the community has significant economic advantages, it also presents unique challenges to the community especially as it safety and traffic circulation issues. Public input solicited during the workshops suggests that the railroad line creates unsafe conditions for residents and needs to be analyzed as part of the overall transportation impact analysis for the Lacochee Industrial Park site. Major deficiencies related to the railroad lines expressed include stalling of trains at the grain silos in the middle of Bower Road for six to eight hours, thereby potentially obstructing access for emergency vehicles in the area and disrupting the overall circulation patterns.

The other primary concern is the conflict of trains, cars, pedestrians, and trucks at the intersection of SR 575 and Bower Road. This crossing is situated in the middle of established residential neighborhoods and is controlled by a stop sign and gates. **The County should continue discussions with FDOT and CSX to develop solutions to address issues related to parking of the train carriages blocking Bower Road and possible redesigning the intersection at SR 575 and Bower Road thus improving the safety issues at this crossing.**

Pedestrian Network- Sidewalks and Trails

The existing Withlacoochee Trail and the rural sidewalk network combined with proposed trail extensions and streetscape improvements will be a critical in completing the pedestrian network system linking the Lacoochee- Trilby Strategic Planning Area both internally and externally to key destinations. The addition of the new connections in the Lacoochee neighborhood to the existing regional trail network will further enhance the pedestrian connections to the neighborhood's centers of activity and to the region. Adopting the Metropolitan Planning Organization's Trails & Greenways Master Plan as a part of the County's Comprehensive Plan will be the first step toward creating a Countywide Trails & Greenways Plan. During the inventory and analysis phase, Pine Products Road was identified as a potential addition to the existing trail network that presents the opportunity to connect the Lacoochee neighborhood to the Trilby area and the region through the Withlacoochee Trail network. The Strategic Plan recommends **developing a feasibility study, working in close collaboration with appropriate agencies (e.g. CSX, MPO, FDOT), to pursue the design and construction of the Pine Products Road.**

Traffic Calming and Intersection Treatment

Throughout the planning process the community identified safe pedestrian mobility, traffic circulation, and enhanced connectivity as pivotal elements of neighborhood revitalization efforts. Highly visible and easily accessible locations are critical components of community development, therefore, the integration of transportation and land use requires a coordinated approach to establish an attractive, safe and efficient traffic circulation and pedestrian mobility system. Based on expressed public concern for pedestrian safety and high speed traffic on the primary corridors, it is recommended that as part of the overall design of gateways, **the County should consider installing traffic signalization, better signage and reduced speeds at the identified key intersections.** Crosswalk materials and patterns could serve as a critical unifying element of the pedestrian environment in the area with use of materials that portray the historic character of the district. **Specific intersection design treatments should be incorporated as part of the overall Rural Design Guidelines.** Some of these guidelines may include provisions for clear space to handle pedestrian capacities; visibility to safely negotiate crossing; legibility of all directional information; freedom from obstructions; code based ramps and landings.

Transit

Pasco County Public Transportation (PCPT) provides transit services to address the mobility needs of the Lacoochee-Trilby area residents. The County operates fixed-route transportation service throughout West Pasco, Dade City and Zephyrhills with further connections provided to the Pinellas Suncoast Transit Authority (PSTA) through dedicated routes. In the future, the service is planned to be expanded to other areas of the County. Transit service in the Lacoochee-Trilby Strategic Master Planning Area is restricted to the loop created by U.S. Highway 301, Cummer Road, Bower Road, Trilby Road/ SR 575, and US Hwy 98. While the bus service is slower than automobile access on a point to point basis, it allows for a more affordable and environmental friendly means to access the regional activity centers and communities. In order to accommodate envisioned residential and commercial growth in the strategic planning area, the Strategic Plan recognizes that transit service needs to be improved working in close collaboration with appropriate transit agencies. **Pursuing improvements to the frequency and routing of the PCPT bus transit service and also upgrading the transit stops along the existing routes** is recommended.

GOAL: Establish a safe and efficient traffic circulation and pedestrian mobility system providing access to different modes of travel meeting the needs of area residents while maintaining the existing rural character.

OBJECTIVES: ROADWAYS

Invest in minor streetscape improvements along identified corridors. Strive to create a balance between the economic benefits of commercial corridors, while at same time minimizing their impact on adjacent land uses through the application of sound rural design principles.

Action Strategies:

1. *Work with FDOT to include beautification elements on US Hwy 301 as part of future roadway and transportation improvements.*
2. *Improve pedestrian circulation and safety along the major corridors employing a combination of streetscape elements including access management, sidewalks, landscaped medians, and traffic calming.*
3. *Improve traffic flow at the intersection of SR 575 with US Hwy 301 and US Hwy 98 through the installation of traffic lights, rural street lighting fixtures, well-marked pedestrian crossings.*
4. *Conduct a study to assess the traffic circulation impact of the redevelopment of the Lacochee Industrial Park site on adjoining neighborhoods including evaluating alternatives for accessing the site from the south side/ SR 575/ Bower Road/ Durden Road.*
5. *Examine opportunities to initiate joint transportation projects working closely with the MPO and Hernando County.*

OBJECTIVES: RAILROAD

Continue to facilitate movement of goods into and out of the Lacochee-Trilby Strategic Planning area through maintenance and improvement of railroad facilities and services, while ensuring that the area's transportation system is designed to maximize safety.

Action Strategies:

1. *Pursue federal and state grants to improve existing rail crossings, working with FDOT and CSX, to address traffic issues at the intersection of the railroad crossing with SR 575 in Lacochee.*
2. *Address safety issues related to the train blocking Bower Road for extended time periods while servicing the Lacochee Industrial site.*
3. *Include implementation of crossing improvement projects as part of the recommended truck route realignment study and in the capital improvements program.*
4. *Avoid or minimize the number of new at-grade railroad crossings created by new roads crossing existing rail lines.*
5. *Encourage new development, particularly residential uses, to be designed with sensitivity to potential conflicts between the various transportation modes serving the area.*

OBJECTIVES: PEDESTRIAN NETWORK AND TRAILS

Improve pedestrian circulation and connectivity in the Lacoochee-Trilby neighborhoods by providing internal linkages between the neighborhoods, and establishing regional connections. The intent is to create a safe and efficiently designed system of pedestrian, bicycle, and equestrian routes easily accessible to the residents of the Lacoochee-Trilby area.

Action Strategies:

1. *Conduct a detailed inventory of the sidewalk network in the Lacoochee/ Trilby area to identify critical gaps in the pedestrian system connecting the residential areas with the neighborhood destinations.*
2. *Pursue improvements to the sidewalk systems near key pedestrian traffic generating areas. Priority locations include: Stanley Center at Lacoochee- connecting the School/ Boys and Girls Club/ Stanley Park and residential areas; Trilby Village and Lacoochee Point.*
3. *Reduce traffic speeds and institute traffic calming measures in pedestrian areas located near neighborhood destinations.*
4. *Ensure that safety concerns are addressed along the trails through the use of Crime Prevention through Environment Design Strategies (CPTED). Some of these strategies include increased street lighting and security, appropriate vegetation, clearly identified crosswalks, and introducing diverse uses and activities along the trails.*
5. *Maintain and expand trail connections throughout the study area including:*
 - *Evaluating the feasibility of converting the Pine Products Road (parallel to the railroad spur in Lacoochee) into a trail connecting the Lacoochee and Trilby neighborhoods.*
 - *Develop historic/ interpretive side trails along the Withlacoochee Trail.*
 - *Include extension of the Withlacoochee State Trail to connect Trilby to Blanton and to SR 52*
6. *Include bicycle and equestrian accommodations on the rural road network and in existing recreational trails.*

OBJECTIVES: TRANSIT

Promote a safe, efficient and accessible public transportation system that reduces the dependence on automobiles, decreases traffic congestion and ensures adequate access for all community members to local and regional businesses, industries, and employment centers.

Action Strategies:

1. *Work with area residents and PCPT to identify and improve transit services in the Lacoochee-Trilby neighborhoods. Potential improvements may include expanded bus route service areas and increased service frequency.*
2. *Improve pedestrian access, user comfort and visibility of bus stops by installing lit shelters, benches, trash receptacles, signage, informational enhancements and other amenities.*
3. *Continue to work with neighboring County transit systems, including Hernando Express, Pinellas Suncoast Transit Authority, and the Hillsborough Area Regional Transit Authority, to provide increased access for area residents to regional destinations.*
4. *Promote benefits of transit to increase ridership through coordinated marketing campaigns.*

2. ECONOMIC DEVELOPMENT

A primary driving force behind the preparation of the Lacoochee-Trilby Strategic Master Plan is the County's overarching goal to recognize the important role the economy plays as a basis for improving the quality of life for its citizens. The Pasco County Comprehensive Plan specifically identifies the redevelopment of the Lacoochee, Trilby and Trilacoochee area (Policy ED 1.4.11) as a high priority and directs the community master plan to craft economic development strategies promoting the overall redevelopment of the area. The Pasco County Consolidated Plan identified Lacoochee as one of the top ten potential target areas for Community Development activity between 2008 and 2012. This was based on four criteria:

- High Percentage of low/moderate income population and increase in percentage of low/moderate income;
- Percentage of families in poverty and increase in percentage of families in poverty;
- Low educational attainment levels than the City; and
- High minority population

During the community workshops, residents and stakeholders identified economic development as a fundamental component of community development. In general terms, the community's response focused on emphasizing economic development as the foundation and measure of success of all community revitalization efforts. The following fundamental economic development principles synthesize the citizens' expectations for future economic development efforts in the Lacoochee-Trilby Strategic Planning Area and serve as a basis for the objectives and action strategies discussed later in this chapter:

- Economic Diversification for increased job creation;
- Workforce Development and Training;
- Improved Investment Image; and
- Organization and Financing

In order to have a strong impact, it is essential that a strategy be developed that collectively addressing these economic development principles at the neighborhood, county, and regional levels. Economic development and the resulting sense of community well-being do not happen overnight. In fact, many of these expectations will take more than a generation for success. Therefore it will be important for the County and the residents to set realistic benchmarks for different aspects of the program that will relate to appropriate timelines. The community should not lose sight of the fact that ultimately the real measure of success is when the private sector assumes the lead in economic development and the government's role is diminished over time.

Economic Diversification

Earlier in its history, Lacochee was home to many wealthy citrus and strawberry farmers until the freeze of 1895 wiped out those industries and the town's economic viability. From 1922 to 1959, the Lacochee area was considered a thriving industrial township in Pasco County with the construction of the Cummer saw mill site in 1922. With the closing of the saw mill and the property changing several hands since, the Lacochee area has witnessed a gradual decline in its economic and physical environment. The Strategic Planning Area, which includes the Lacochee, Trilby, and Trilacochee communities, is predominantly rural in character with large tracts of viable, active agricultural uses. The area still possesses a strong industrial base anchored by the Lacochee Industrial Park site, which has the advantage and potential to be upgraded to green industry, employing local trained workforce and capitalizing on the new wave of investment and economic growth.

With the possibility of the SunRail, Central Florida's commuter rail, coming to fruition, the active freight rail line traversing through the Lacochee neighborhood may be resurrected and turned into a significant advantage serving economic development interests throughout the region. The Strategic Plan seeks to maximize opportunities through economic diversification by presenting strategies and recommendations to retain existing and attract new commercial and industrial uses to the area. Particularly, it is recommended that there be an aggressive pursuit of new businesses in the green industry and training for green collar jobs. In December 2007, President Bush signed the Green Jobs Act to train workers for green collar jobs, while the Obama Administration puts green industry and energy-clean economy on an ever high priority. Federal funding and other grants are available for workforce training programs targeted at veterans, displaced workers, at-risk youth, and families in extreme poverty. It will train people for jobs like installing solar panels and weatherization.

The Lacochee-Trilby Strategic Planning Area consists of several untapped assets that present additional opportunities for increasing the area's capacity to attract diverse economic growth. These assets and opportunities include:

Eco-tourism and Heritage Tourism- With focused efforts and strategic partnerships, a relatively stable tourist base could potentially be created capitalizing upon the area's access to the regional Withlacochee Trail and developing kayaking, canoeing facilities along the Withlacochee River. The area's rich heritage should also be integrated as part of the overall tourism promotion strategy.

Agri-tourism- Agri-tourism activities build upon the area's working farms, agricultural plants, or ranches to create a formalized program that generates supplemental income for the owner. These activities may include farm stands or shops, U-pick, farm stays, tours, on-farm classes, fairs, festivals, youth camps, guest ranches, and other farm-related activities.

Sports Tourism- The newly constructed Stanley Park facilities in the Lacochee neighborhood offers the potential to generate tourism related to sports activities including equestrian, cycling, as well as accommodating regional sporting events such as state level leagues in soccer, baseball, or soccer.

"Village" Centers - This Strategic Plan calls for mixed-use neighborhood oriented village centers-Trilby Village and Lacochee Point- containing retail, multi-family residential, local restaurants, bed and breakfasts, civic uses, and other neighborhood oriented uses. These centers are envisioned to serve as focal points for the neighborhoods organized in a manner that encourages small-scale

commercial development reminiscent of the historic village centers designed to act as a community gathering space.

The community, during the planning process, identified the Dollar General store located along U.S. 301 as an asset indicating the need for increased neighborhood commercial opportunities to serve the daily needs of the area residents. In order to address this concern, attracting prospective investors to redevelop the properties in the vicinity of U.S. 98 and U.S. 301 as a commercial node- Withlacoochee Commercial Center is recommended. The Withlacoochee Commercial Center is envisioned to be anchored by a grocery store, banks, gas stations and other uses serving the local residents as well as regional commuters driving along U.S.301.

Retaining existing businesses is extremely important for the long-term sustainability of the Lacochee-Trilby Strategic Planning Area. Working with the Pasco County Economic Development Council and local businesses, the County should take steps to increase local entrepreneurship opportunities and in ensuring the provision of neighborhood amenities and instilling a sense of community pride.

Workforce Training and Development

Maintaining a stable core of employment generating businesses and availability of a skilled workforce will be pivotal in creating a sustainable community with economic opportunity for all residents. Small enterprises are an integral part of the area's economic base and developing strategies to increase local entrepreneurship will be pivotal in ensuring the provision of neighborhood amenities and instilling a sense of community pride. This Strategic Plan seeks to maximize opportunities by devising strategies to retain and attract businesses to the area, expanding training and mentorship opportunities, and increasing job accessibility for the area residents. The recommended strategies build on strengthening partnerships with the area's existing institutional and economic development resources including the Pasco County Economic Development Council, Pasco County School Board, local businesses, and other social service agencies.

Youth training and development initiatives including the expansion of mentorship programs and apprenticeship opportunities initiated in collaboration with area schools and businesses will be critical to ensure that the skills of the current and future labor force match the demands of the area employers. The County should work with the private sector to evaluate opportunities to develop a business assistance center in conjunction with the redevelopment of the Lacochee Industrial Park.

Investment Image

The investment image of a community essentially relates to the overall business climate offered to support economic development. The attributes that are key factors in gauging the investment image of a local economy include: physical infrastructure, aesthetics, regulatory framework, quality of life, access to financing and capital, and incentives. Ensuring the allocation of an adequate supply of land that is appropriately zoned with the essential infrastructure services in place accommodating the needs of businesses and industry will be an integral component of future economic development programs in the area. Provision of these public facilities by the County instead of the developer would demonstrate to prospective high-quality employers that Pasco County is committed to quality of life, image, and desirable economic development.

During the community workshops, some participants identified the complex and time-consuming regulatory process as an obstacle to barrier to attracting the type of development that the community desires. Businesses and developers have expressed concerns, not with the actual requirements of the regulations, but the expense and risk that the process and length of time adds to a project. An efficient regulatory environment includes ensuring that local government actions are in place in order to develop the optimal business and investment climate to retain existing businesses and attract new development. These strategies are geared towards promoting a pro-business and pro-development philosophy and may include activities such as revising the zoning code, streamlining the development review process, and providing assistance to prospective investors in navigating through the local regulatory process. The County should ensure that design standards for new commercial and industrial uses are in place to avoid future land use conflicts between incompatible uses.

Working with the Pasco County Economic Development Council (PEDC), the County should take steps to retain and expand existing businesses, and building on its existing strengths to attract new investment and jobs to the Lacoochee-Trilby Strategic Planning Area. The County should concentrate initial efforts to attract commercial and industrial establishments related to its key assets including the Lacoochee Industrial Park and the Withlacoochee Trail. Attracting real estate developers interested in constructing “green” housing products is one such strategy that could be promoted to further the goal to diversify the economy and make use of available funds and tax incentives for promotion of green industries.

While incremental progress through public realm improvements will strengthen the overall investment environment, ultimately the private sector is anticipated to assume the lead in future economic growth with continued support from the County. Developing an incentive matrix streamlining the redevelopment process for interested developers and reduce risks associated with plan approvals is recommended. Providing tax incentives to attract the desired investment and a variety of financing source to establish programs for existing businesses that make improvements consistent with the vision of this Strategic Plan should be formulated.

Organization and Financing

The Lacoochee-Trilby strategic planning area spans the Lacoochee, Trilby and Trilacoochee neighborhoods necessitating a well designed organizational. The implementation of the recommendations outlined in this Strategic Plan depends on the ability to establish appropriate channels of communication between the community's stakeholders and agencies. It is important to ensure that the goals, priorities, and budgets of the County departments are aligned with the strategies identified for the Lacoochee-Trilby Strategic Planning Area, when possible. The County should also consider establishing measurable indicators to track progress of implementation activities in the area.

The support of civic and neighborhood leaders is imperative for successful program implementation, as they will act as ambassadors of the Lacoochee-Trilby Strategic Master Plan and increase awareness about the program within the larger community. The County, working in close collaboration with the PEDC, should continue to expand promotional efforts for the Lacoochee-Trilby area including all of the proposed tourism activities, when appropriate. The County should also consider establishing a formal volunteer recruitment and recognition program in order to attract more volunteers that are interested in offering their skills to the community. Continuing partnerships with key organizations will ensure that all responsible agencies will work collaboratively with the various players to maximize existing resources, as well as avoid duplicating efforts. Chapter 3- Implementation Strategies discusses the administration and organizational framework in detail.

GOAL: Create an economic environment that enables the area residents to higher-paying jobs and employment opportunities, commensurate with other areas in the region.

OBJECTIVES: ECONOMIC DIVERSIFICATION

Encourage growth and development in existing and new commercial and industrial sectors of the local economy.

Action Strategies:

- 1. Continue working with the Pasco County Economic Development Council to examine opportunities and to support existing and attract new commercial/ industry clusters such as "green" industries, eco-tourism, and agritourism.*
- 2. Identify and promote a sustainable agricultural industry as a vital component of the area's economic potential. Strategies may include using sustainable farming practices in individual farms, and promoting certain farms and destinations for tourists and visitors (agri-tourism).*
- 3. Redevelop underutilized industrial sites (Cummer Sawmill/ Lacoochee Industrial Park) as a catalyst to create self-sustaining, higher value, job-creating enterprises.*
- 4. Initiate dialogue with Withlacoochee River Electric Cooperative and other potential investors to assess their interest in redeveloping the Lacoochee Industrial Park as a manufacturing base for green energy manufacturing jobs (solar panels, component parts for wind turbines and towers).*

OBJECTIVES: WORKFORCE TRAINING AND DEVELOPMENT

Improve the business climate in the strategic master planning area through capacity building, youth development and workforce training.

Action Strategies:

1. *Promote green industries and training programs for green-collar jobs; and seek grants for green-collar job training.*
2. *Work with the Pasco County Housing Authority, Community Development Department, Pasco County EDC, United Way, Habitat for Humanity, and YMCA to discuss strategies that address provision of affordable housing and essential community services such as health care services, employment assistance programs, life management skills, after-school programs, day-care to area residents.*
3. *Work with area schools to provide financial literacy and life management training programs for the community's youth.*
4. *Develop strategies to better integrate the area's migrant worker population into the overall community vision including: formulating policies to address migrant worker issues in the area; collaborating with non-profit agencies and potential partner organizations in improving participation of minority groups in community meetings and ensuring that the overall quality of life is maintained in the area.*

OBJECTIVES: INVESTMENT IMAGE

Expand public investment in infrastructure and the development of community facilities.

Action Strategies:

1. *Create and strengthen activity centers through land use and planning.*
2. *Prevent the future occurrence of slum and blight through active code enforcement policies such as developing a minimum maintenance ordinance to ensure adequate care and maintenance of properties located in the strategic planning area.*
3. *Work collaboratively with property owners to encourage the consolidation of small parcels of land into parcels of adequate size to accommodate new construction encouraging stab growth in those areas as deemed appropriate.*
4. *Develop detailed design standards to establish a higher standard of quality in future development within the area's corridors and neighborhoods.*
5. *Provide improvements to the area's major corridors and gateways to improve the overall perception of the area in order to attract potential visitors, commuters, and investors into the area.*
6. *Consider development and property rehabilitation programs using financial or other economic incentives to facilitate new investment in the strategic planning area, thereby increasing the tax base.*
7. *Work with Hernando County and Dade City to address issues related to economic development efforts, public safety, land use compatibility, transportation improvements, and traffic concerns.*

OBJECTIVES: ORGANIZATION AND FINANCING

Establish priorities focused on the needs of the Lacoochee- Trilby community, and an appropriate administrative framework for successful program implementation.

Support existing and proposed development programs and activities through an efficient organizational system to stimulate improved flow of information and create strategic partnerships between stakeholders to provide efficient service delivery for the residents.

Action Strategies:

1. *Establish a CRA for the proposed Lacoochee- Trilby Strategic Planning Area to take advantage of the tools and resources available for improvements.*
2. *Develop a grant stacking strategy to seek funding from federal, state, regional governmental, quasi- governmental, and private entities.*
3. *Review opportunities to implement various economic development programs such as the Front Porch Program, Enterprise Zone, Weed and Seed, CDBG funds as additional grant and technical assistance source to provide incentives for future development.*
4. *Collaborate with regional universities and colleges, Pasco County EDC, School Board, area faith-based institutions, non-profit organizations, residents, and local employers to provide quality education, employment training, small business start-up training, mentoring, apprenticeship and technical assistance programs.*
5. *Partner with the School Board and area institutions to host regional and local sporting events at Stanley Park as a tool to improve the investment image of the community and attract visitors to the area.*
6. *Work with the School Board, Sherriff's Office, area residents, and faith-based organizations to increase awareness about crime prevention and drug prevention programs such as the Florida Department of Education's Safe and Drug-Free Schools Program and the School Resource Officers Program.*
7. *Work with Pasco County EDC, area residents and businesses to hold community fairs and special events to promote tourism activities in the area and improving the investment image of the neighborhoods.*

3. INFRASTRUCTURE AND UTILITIES

Community facilities and adequate infrastructure meeting the needs of area residents play a key role in ensuring the desired quality of life. As new development occurs in the Lacoochee-Trilby Strategic Planning Area, a primary concern expressed by several community members and stakeholders will be the provision of potable water supply service in the area. Presently, the majority of the area relies primarily upon individual wells as the primary source for providing potable water supply for area residents. Area residents depend upon individual septic tank systems as the method of disposal of wastewater within the area. **The County should continue working collaboratively with Dade City and Hernando County to develop joint planning agreements establishing long-range strategies at a regional level to address water supply and sewer needs for existing and future growth.** In addition, the County should consider developing a comprehensive utilities master plan for water supply, stormwater management and wastewater treatment of existing and future growth.

GOAL: Develop an efficient and economical infrastructure and utility system ensuring public health and safety, and protecting area environmental resources.

OBJECTIVES: INFRASTRUCTURE AND UTILITIES

Provide necessary infrastructure facilities at acceptable levels of service to accommodate existing needs as well as new demands as proposed development occurs within the strategic master planning area.

Action Strategies:

1. *Develop a utilities master plan to accurately quantify the overall capacity of the area's infrastructure system including potable water, wastewater, stormwater, electric.*
2. *Continue working with Dade City and Hernando County to develop joint planning agreements and revise agreements for providing utilities service in the area.*
3. *Secure grant funding, when possible, to leverage public investment to accomplish stated goals related to the provision of adequate infrastructure.*
4. *Identify and install adequately sized water main lines at appropriate locations to accommodate the anticipated future growth.*
5. *Require that new development within the Rural Area shall not be designed nor constructed with central water systems.*
6. *Pursue installation of utilities and drainage system upgrades.*
7. *Work with SWFWMD to initiate an awareness campaign to educate homeowners about the proper use of septic systems and encouraging agricultural landowners to incorporate sustainable practices in their daily operations.*
8. *Increase awareness about water conservation measures through targeted outreach programs.*
9. *Collaborate with Withlacoochee River Electric Cooperative to ensure adequate electric service provision.*
10. *Incorporate Low Impact Development (LID) techniques in new developments to lessen the creation of stormwater runoff.*

4. RURAL, RECREATIONAL AND ENVIRONMENTAL LANDS

The presence of large tracts of agricultural lands and conservation areas in and around the Lacoochee-Trilby Strategic Planning Area combined with the recreation and open space network in the form of parks and trails are the major elements that shape the valued rural character of the area. The Northeast Pasco County Rural Area Plan provides recommendations for preserving the agricultural and conservation areas in the Strategic Planning Area. An overlying intent of the Lacoochee-Trilby Strategic Master Plan is to improve environmental conditions, whenever possible, and increase recreational opportunities through the strategic planning process.

With the completion of the Stanley Park facilities in the Lacoochee neighborhood and the Withlacoochee Trail facilities in the Trilby neighborhood, the County has established the foundation for a high quality system of parks, open space and trails in the strategic planning area. It is recommended that the County build upon these assets to identify additional recreational and open space opportunities that will further strengthen and expand upon the open space network system. This will also foster improved connections between these recreational facilities and the surrounding neighborhoods. The following elements outline the major components of the envisioned open space and recreation network in the Lacoochee-Trilby Strategic Planning Area.

Stanley Center at Lacoochee- Stanley Park is a new 33-acre facility located along Cummer Road, across from the Lacoochee Elementary School within the strategic planning area. The facility includes one softball, one football, and one multi-purpose field, 4 basketball hoops, and one tennis court and one volleyball court. Stanley Park also has an equipped playground, small group shelter, 13 picnic tables and 6 benches. The Stanley Center at Lacoochee is anticipated to serve as a pivotal project that integrates the park and open space system with the adjoining neighborhoods as well as serving as an economic catalyst for promoting sports tourism activities within the area. The County should capitalize on this facility to develop the Stanley Center at Lacoochee as the area's institutional core connecting the Lacoochee Elementary School, the Boys and Girls Club with the park facilities. The Stanley Center at Lacoochee offers the potential to generate tourism related to sports activities including hosting local tournaments, serving as a playground for Lacoochee Elementary, and providing alternative locations to accommodate regional sporting events such as state level leagues in soccer, baseball, or soccer.

Trilby Station – In order to meet the recreational needs of the Trilby neighborhood, an opportunity to create a trailhead with passive recreational facilities along the Withlacoochee Trail in the vicinity of the proposed Trilby Village district is identified. The area contains some vacant public right-of-way land that could be developed as a consolidated facility that accommodates trail related uses including bike rentals, additional parking, and public restrooms, when combined with adjacent undeveloped properties. The County should initiate discussions with property owners in the area to assess their interest in supporting the vision of this Strategic Plan.

Withlacoochee Trail- In conjunction with the proposed construction of the Trilby Station, the Withlacoochee trail should be upgraded with improved lighting standards, directional signage, and adequate landscaped buffers.

Pine Products Trail- The addition of the new connections in the Lacochee neighborhood to the existing regional trail network will further enhance the pedestrian connectivity between the neighborhoods and the region. During the inventory and analysis phase, Pine Products Road was identified as a potential addition to the existing trail network that presents the opportunity to connect the Lacochee neighborhood to the Trilby area and the region through the Withlacochee Trail network. The County should work with CSX, FDOT and MPO to negotiate the right-of-way dedications and final design and construction of the trail.

GOAL: Preserve the area's rural character providing for recreational activities related to the community's cultural and natural resources.

OBJECTIVES: AGRICULTURAL AND CONSERVATION AREAS

Protect and preserve the area's agricultural lands and conservation areas within the Lacochee-Trilby Strategic Planning Area and on adjacent lands within the Northeast Pasco County Rural Area.

Action Strategies:

- 1. Continue implementation of recommendations contained in the Northeast Pasco County Rural Area Plan for the surrounding agricultural lands, where appropriate including- Rural Cluster Development, Transfer of Development Rights Program; and Urban-Rural Demarcation Boundary*
- 2. Ensure the proper management of agricultural lands to protect water quality and natural resources.*
- 3. Establish rural area boundary to concentrate new development in existing developed areas and also to limit future development conflicts with agricultural areas and environmentally sensitive lands.*
- 4. Protect and maintain the area's rural character through implementation of appropriate development standards.*
- 5. Include identification and inventorying of potential brownfields in the Lacochee Trilby Strategic master planning area as a priority within ongoing county and regional brownfield redevelopment efforts.*
- 6. Restore natural features such as conservation lands, wetlands, and forested areas where possible.*
- 7. Continue to restrict encroachment into environmentally sensitive areas.*
- 8. Adopt policies to minimize impact of future industrial uses on conservation areas.*
- 9. Ensure that green policies adopted by the County are implemented to the maximum extent possible in new projects in the Lacochee- Trilby Strategic Planning Area. These policies could be related to energy efficiency, renewable energy, water conservation, toxics reductions, recycling, sustainable agriculture practices, green jobs and sustainable/high-performance buildings.*

OBJECTIVES: RECREATION AND OPEN SPACE

Enhance the aesthetic and functional character of the area's recreational facilities, natural resources, parks, and open spaces to create a neighborhood environment that improves the quality of life for the entire community.

Action Strategies:

1. *Create, with the help of local residents, new programs for the community's existing parks and implement these programs in order to enhance park use.*
2. *Expand active recreational facilities at the Stanley Park and promote it as a region-serving recreation destination. Consider developing a master plan for the Stanley Center at Lacoochee. Scope of the master plan should include: programming of future recreational facilities (swimming pool, baseball fields, soccer fields); relocation of the Boys and Girls Club; continue dialogue with the Library; working with the PEDC and School Board to promote sports tourism at the facility.*
3. *Develop a master plan to create new recreational facilities in the area identified as Trilby Station, along the Withlacoochee Trail, to serve the recreational needs of the residents in Trilby and Trilacoochee area.*
4. *Promote eco-tourism opportunities including hiking along area nature trails, ranches, kayaking and fishing in the Withlacoochee River Canoe Trail.*
5. *Maintain and promote trail connections throughout the study area including:*
 - *Evaluate feasibility of converting the Pine Products Road (parallel to the railroad spur in Lacoochee) into a trail connecting the Lacoochee and Trilby neighborhoods.*
 - *Develop historic/ interpretive side trails along the Withlacoochee Trail*
 - *Include bicycle accommodations on the rural road network and in existing recreational trails.*

5. COMMUNITY FACILITIES AND SERVICES

During the planning process, several residents expressed their desire for community facilities including a resource center, a business incubator, a health care center, a community meeting space, a grocery store, neighborhood retail, and restaurants. The Trilby Community Center, Post Offices on Trilby Road and SR 575, and the Boys and Girls Club in Lacoochee are existing community facilities within the area in addition to the area's recreational facilities. The County should focus the planned allocation of the area's existing facilities, and ensure that the location of new services and resources are maximized through coordination among County agencies, non-profit organizations, faith based institutions, private sector, and the Pasco County School Board. The County should explore opportunities to initiate partnerships with the area's service providers both from a programmatic perspective and also encourage joint use of facilities. For example, the Library and the Boys and Girls Club could be co-located in partnership with the Lacoochee Elementary School at the existing Stanley Park facilities. Another opportunity involves developing a business incubator/ business assistance center in partnership with the private sector as part of the future redevelopment plan for the Lacoochee Manufacturing and Business Center site. The Trilby Village and Lacoochee Point concepts (discussed in detail in the Future Land Use and Community Identity section), are also envisioned to accommodate a diverse mix of uses including residential, commercial, and civic uses that cater to the daily needs of the citizens.

With respect to public health and safety, the efficient provision of police and fire services are of critical importance in maintaining a safe environment within the community. The County should seek opportunities to work with adjoining communities and the area residents to address crime related issues in the Lacoochee-Trilby Strategic Planning Area. Incorporating Crime Prevention Through Environmental Design (CPTED) principles, increased street lighting, and regularly informing residents about crime prevention and safety information are some of the strategies recommended to create an environment supporting increased pedestrian activity and a safer environment in the Lacoochee-Trilby Strategic Planning Area.

The presence of the historical Lacoochee Elementary School within the strategic planning area boundaries and achieving a higher standard in delivery quality education to the area youth and children will have a significant impact on the area's development potential. The County should continue to strengthen its relationship with the Pasco County School Board to assess the need for better school facilities and to provide quality educational facilities to address the needs of existing families and to attract new residents into the area.

The residents emphasized the need for better access to health facilities, day-care centers, and counseling services in the Lacoochee-Trilby Strategic Planning Area. The County should consider developing strategic partnerships with the faith-based organizations, non-profit agencies, community organizations, and private health service providers located in the area and the County to provide improved services and access to health-care providers.

GOAL: Provide adequate and safe access to public facilities while enhancing communication between existing community service providers and the area residents.

OBJECTIVES: PUBLIC FACILITIES

Form strategic partnerships with all appropriate governmental, non-profit, quasi-governmental entities and private organizations providers to strategically locate and use community facilities in order to provide a high level of service.

Action Strategies:

1. *Conduct a master planning study to determine the space and programmatic needs for upgraded facilities at the Trilby Community Center.*
2. *Direct potential investors and entrepreneurs interested in developing neighborhood oriented commercial, institutional and residential uses to the identified Trilby Village area.*
3. *Promote Trilby Village as the center of the Trilby community accommodating uses related to the Withlacoochee Trail.*
4. *Continue to work with the social service agencies in identifying opportunities and funding to locate a community resource center with essential services within the area.*
5. *Promote the revitalization of the historic Lacochee Town Center by showing prospective investors locations that have been designated for this purpose; thereby reducing the developer's risk and permitting hurdles when coming to the community.*
6. *Strengthen linkages with existing eco-tourism facilities located near the Withlacoochee River by encouraging complementary uses as part of the Lacochee Point Town Center development.*
7. *Initiate dialogue with regional and local institutions (schools, faith-based institutions, and social service agencies) and area employers to develop a program for creating a small business incubator and business assistance center in order to promote local entrepreneurs and create a trained workforce.*
8. *Continue communication with nonprofit agencies in ensuring that short, mid and long range plans for the area coordinate with the strategic planning goals as laid out in plan. Discuss strategies that address provision of affordable housing and essential community services such as health care services, employment assistance programs, life management skills, after-school programs, day-care to area residents.*

OBJECTIVES: PUBLIC SAFETY AND HEALTH

Strive to maintain an environment of low crime in the area and provide for the public health, safety, morals, and welfare of the community.

Action Strategies:

1. *Continue to work with the Pasco County Sherriff's Office, the Emergency Services and Fire Rescue, community organizations, and area residents to address crime and fire emergency issues in the Lacochee- Trilby Strategic Planning Area and also strengthen the law enforcement and community partnership.*
2. *Organize neighborhood outreach drives to inform and educate the residents about emergency preparedness, reporting of illegal activities in the area, and other maintenance issues to prevent code violations and fire accidents in the commercial and residential areas.*
3. *Continue to work with the community based organizations and area schools to enhance programs designed to reduce and prevent substance abuse.*
4. *Continue to support the Sherriff's Office in establishing stronger relationships with area schools and faith-based institutions to increase community involvement, through mentorship programs and safety awareness.*
5. *Initiate community based activities involving the youth and the public safety staff to generate support and participation in local anti-crime programs, and to improve public relations with the officials.*
6. *Encourage the residents to institute a Neighborhood Watch Program.*
7. *Conduct a joint effort involving the Pasco County Sherriff's Office, the Emergency Services and Fire Rescue staff, and the Parks and Recreation staff to prepare a crime generating and fire hazard physical conditions inventory. Involve these agencies while designing public improvements incorporating Crime Prevention Through Environmental Design (CPTED) principles.*
8. *Increase landlord communication with the neighborhood associations and tenants to promote landowner participation in maintaining the integrity of the neighborhoods.*
9. *Examine opportunities to institute regular shuttle services to access health care services located in neighboring communities collaborating with the area's faith-based organizations, social service agencies, and the County's health care providers.*
10. *Encourage the development of day-care centers and counseling services as additional support to the area residents.*

6. FUTURE LAND USE AND COMMUNITY IDENTITY

The elements of growth management, future land use development patterns, preservation, and community identity have been the primary topics of concern facing the Lacoochee-Trilby Strategic Planning Area. Through the community visioning workshops, it was established that the Lacoochee-Trilby Strategic Planning Area's future land use and community identity element should be based on the principles of redevelopment planning, open space preservation, and traditional village development patterns.

The challenge is balancing the community's vision of protecting and preserving the rural character with the need to promote development in a tough economic environment. The sustainable growth of the Lacoochee-Trilby Strategic Planning Area will rely on the manner in which the residential areas, activity centers, transportation network, buildings, and natural resources are coordinated and designed. Transportation and land use patterns are integrated components and often communities across the country have neglected this symbiotic relationship. This has resulted in the proliferation of strip commercial corridors, residential suburbanization and the encroachment of industrial uses along the edges of the neighborhoods.

Future development patterns in the Lacoochee-Trilby Strategic Planning Area should be designed to accommodate an expanded mix of uses focused on infill development in existing residential districts and areas with existing infrastructure capacity or where infrastructure extensions or improvements can be made economically.

Residential Uses

It is anticipated that the area will continue to develop as a moderate density, predominantly residential area as established by the County's Comprehensive Plan. Agricultural activity will continue on land surrounding the traditional village. Infill housing and adaptive reuse will play a pivotal role in the revitalization of the older neighborhoods in the area. Working in close collaboration with the area residents, the County should consider initiating programs such as a Neighborhood Pilot Project for the repair, removal, or replacement of substandard housing.

The Lacoochee neighborhood is home to four public housing developments: Cypress Manor (USDA), Cypress Farms (USDA), Cypress Villas I and II (HUD). There are potential opportunities for developing some moderate-density multi-family housing (attached housing townhomes, apartments) at strategic locations, depending on the market conditions, at the following locations:

- Trilby Village mixed-use village center along Trilby Road
- Lacoochee Point mixed-use village center along SR 575
- Intersection of U.S. 301 and U.S. Hwy 98

Commercial Uses

Future commercial development within the planning area should be concentrated along U.S. 301 with a commercial center recommended at the intersection of U.S 301 and U.S. Hwy 98. Land uses along these corridors consist of long-standing businesses that provide an economic base for the residents with access to jobs, retail services, and entrepreneurial opportunities.

However, the deteriorating physical conditions of the properties and lack of design guidelines along the corridor have a negative effect on the investment image of the community. It is important that strategies be developed to sustain the long-term viability of the businesses, but not at the expense of neglecting the quality of development. Maintaining and preserving the aesthetic character of new development along the commercial corridors can be accomplished through appropriate landscaped buffers, clean-up of properties, proactive code enforcement and establishing appropriate buffering regulations and standards for future development. It is recommended that the County conduct detailed corridor improvement plans for the commercial corridors in the planning area.

Industrial Uses

Industrial uses were the foundation for the establishment of the Lacochee-Trilby Area. Major industrial development in the planning area should be concentrated at existing locations in order to avoid encroachment into the residential neighborhoods and communities.

The Lacochee Industrial Park site is identified as the prime opportunity to accommodate future industrial growth in the area. Requiring adequate buffering mechanisms will help mitigate the potential conflicts between industrial and residential uses. In addition to requiring sufficient setback from the frontage, flex-spaces should be encouraged to separate industrial and residential uses. Flex space is a term used for space within the setback that can be converted into a variety of lower intensity uses such as offices, retail, or research laboratories. This configuration helps in improving the economic feasibility of the property as well as providing a physical and visual buffer between the industrial and residential uses. In addition to the site design, adequate buffering should be provided through landscaping and limiting the number and location of access points into the site.

Mixed-Use Village Centers

Based on the community's expressed concern for the lack of a community focal point and the need to establish an identity for the Lacochee-Trilby Strategic Plan Area, it is recommended that mixed-use village centers be established to act as focal points. Traditional villages provide a means to concentrate a mix of land uses (residential, business, recreational, civic) to promote walkable, sustainable communities with a sense of place. The concept of mixed-use village centers proposed in the area is consistent with the Traditional Neighborhood Design principles and standards for creation of Town Centers contained in the Pasco County Comprehensive Plan. It is recommended that a detailed master plan, employment study, and market study be conducted per the requirements of locational criteria in the Comprehensive Plan (Policy FLU 1.8.3 and Policy FLU 1.8.4).

The proposed locations for the mixed-use village centers in the area include:

- **Trilby Village**

Location: Properties fronting Trilby Road between U.S. Hwy 98 and Beaver Road
Recommended Uses: Neighborhood oriented historic mixed-use center with retail, local restaurants, convenience stores, post-office, church, trailhead, residential uses in the Trilby area.

- **Lacoochee Point-** Create a mixed-use focal point for Lacoochee residents building upon the existing Post Office facility and retrofitting historic structures.

Location: Properties fronting SR 575 between Market Road and Bower Road
Recommended Uses- post office, neighborhood retail, local restaurants, convenience stores, eco-tourism outfitters;

It is recommended that the **County should develop and adopt a Mixed-Use Village Center Overlay Zoning district** for these identified centers. The regulations should include specific design performance criteria for residential and non-residential uses.

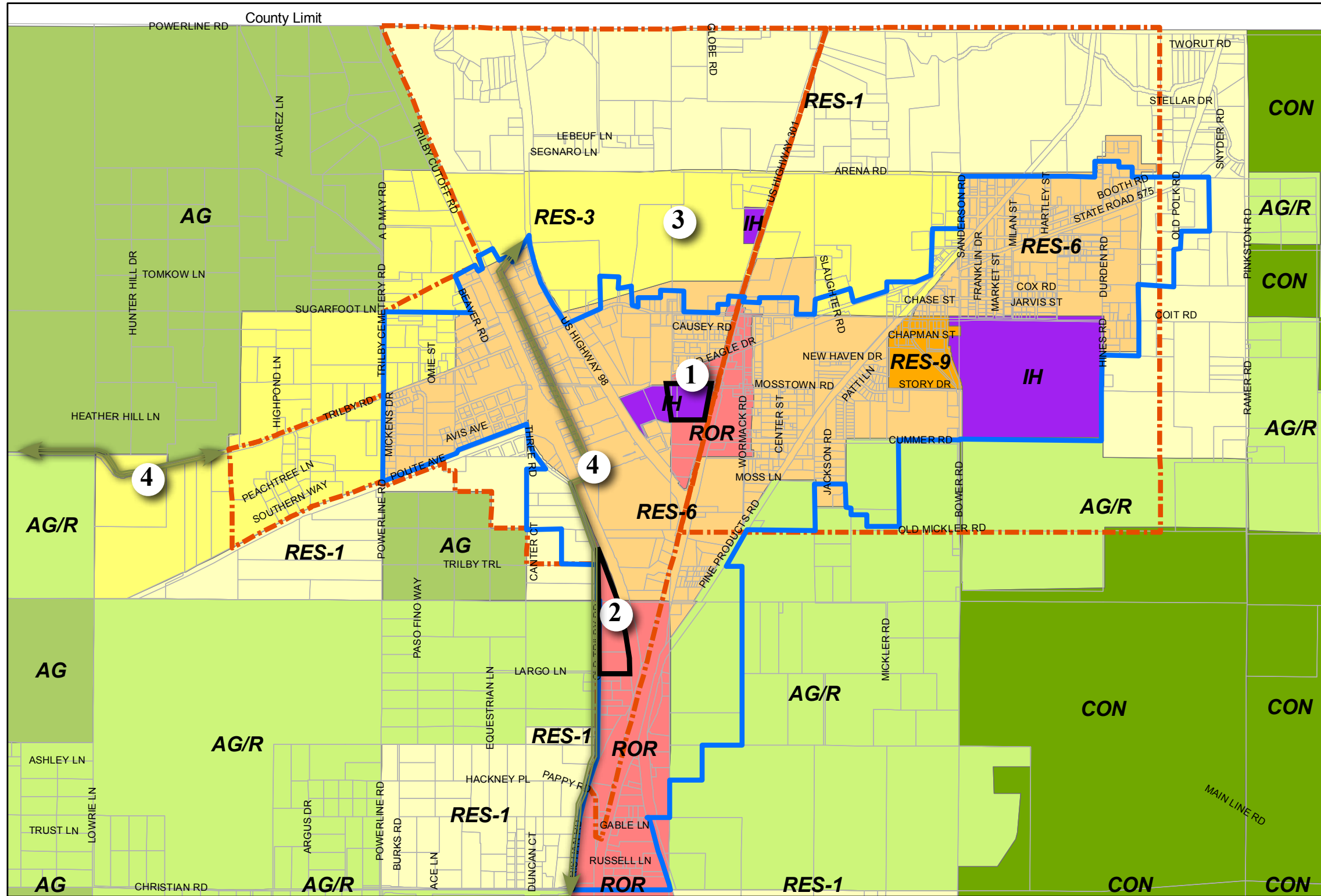
Rural Lands, Open Space and Agricultural Lands

The rural character of the Lacoochee-Trilby Strategic Planning Area is defined by the relationship of its built environment with the natural resources and open space network. As new development occurs on undeveloped land within the Lacoochee-Trilby Strategic Planning Area, the supply of existing open spaces will be reduced. During the community workshops, preservation of the rural heritage of the area was a primary concerns raised by the citizens and stakeholders. The County's adoption of the Northeast County Rural Area Plan was a significant step towards pursuing a growth management strategy that embraces and aims to preserve the rural character of the Lacoochee-Trilby Strategic Planning area. It is recommended that the County continue with the implementation of the Northeast County Rural Area Plan for the agricultural lands surrounding the Lacoochee-Trilby Strategic Planning Area. It is recommended that rural design standards be developed emphasizing upgrading of the physical environment and preservation of existing viewsheds and open spaces.

Comprehensive Plan Amendments

The following map amendments reflect recommended changes to the Future Land Use Map contained in the Pasco County Comprehensive Plan:

1. Properties between Old Trilby Road and the Withlacoochee Trail (including only the properties that do not have frontage along U.S. 301): Change from ROR to RES-1
2. Industrial properties along U.S. 301: Change from IH to COM
3. Area adjacent to the Strategic Planning Area boundary: Change from Res-3 to Agricultural/Rural
4. Designate Trilby Road (west of Powerline Road) and Old Trilby Road as a Local Rural Scenic Roadway.



**RECOMMENDED
COMPREHENSIVE PLAN AMENDMENTS**

1. Properties along U.S. 301: Change from IH to COM
2. Properties between Old Trilby Road and the Withlacoochee Trail (including only the properties that do not have frontage along U.S. 301): Change from ROR to RES-1
3. Area adjacent to the Strategic Planning Area boundary: Change from Res-3 to Agricultural/Rural;
4. Designate Trilby Road (west of Powerline Road) and Old Trilby Road as a Local Rural Scenic Roadway.

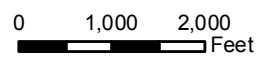
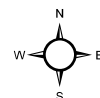
Future Land Use

Legend

- Project Boundary Proposed by IBI
- Project Boundary Proposed by Staff

Future Land Use

- AG: Agricultural-0.1 du/ga
- AG/R: Agricultural/Rural-0.2 du/ga
- Conservation Lands
- IH: Industrial-Heavy
- RES-1: Residential-1 du/ga
- RES-3: Residential-3 du/ga
- RES-6: Residential-6 du/ga
- RES-9: Residential-9 du/ga
- ROR: Retail/Office/Residential



GOAL: Establish a land use pattern that strengthens the area's rural character while encouraging the location of diversified uses and activities in a compatible and harmonious manner.

OBJECTIVES: RESIDENTIAL

Provide for rural residential development consistent with the historic development character of traditional villages. Create new housing opportunities through redevelopment and infill in existing neighborhoods.

Action Strategies:

1. *Concentrate growth in the developed part of the planning area to protect existing rural lands from sprawl development pressures*
2. *Maintain low to moderate densities (1 du/ga to 6 du/ga) in the existing residential areas*
3. *Encourage cluster development patterns in new residential developments*
4. *Initiate program for the repair, removal, or replacement of substandard housing.*
5. *Work with Code Enforcement to require that code violations and substandard housing be brought into compliance, especially as it relates to abandoned properties or those owned by absentee landlords.*
6. *Focus multi-family residential housing in proximity of the envisioned "village" centers to create an active pedestrian environment where residents can support a mix of uses and activities.*
7. *Prepare and implement joint planning agreements with Dade City and Hernando County to address issues related to future development in areas adjacent to the Strategic Planning Area boundaries.*
8. *Develop a minimum maintenance ordinance to ensure adequate care and maintenance of property located within the strategic planning area.*

OBJECTIVES: COMMERCIAL

Concentrate commercial along the area's primary corridors integrating new development into the functional, economic and aesthetic framework of the strategic planning area.

Action Strategies:

1. *Develop a US 301 Corridor Overlay District that establishes specific recommendations for the desired urban form in new development along the corridor. The intent is to discourage strip commercial development patterns and concentrate new commercial development at specific locations along the corridor.*
2. *Concentrate future big-box commercial development at the area identified as the Withlacoochee Commercial Center.*
3. *Develop adequate design standards that guide new development to build upon the rural attributes of the area as well as providing adequate buffering from residential uses.*

OBJECTIVES: INDUSTRIAL

Focus on redeveloping existing industrial sites while ensuring appropriate transition uses are allowed to protect the rural character of the area.

Action Strategies:

1. *Direct future industrial development to the Lacoochee Industrial Park site in order to minimize land use conflicts.*
2. *Develop adequate design standards to buffer new industrial development from the surrounding neighborhoods.*
3. *Devise provisions to mitigate adverse impacts of new industrial development in agricultural lands and environmentally sensitive lands located in and around the planning area.*

OBJECTIVES: MIXED-USE VILLAGE CENTERS

Provide opportunities for mixed-use development at strategic locations in the planning area

Action Strategies:

1. *Create a mixed-use focal point in the Trilby (vicinity of the Trilby Road and the Old Trilby Road) and Lacoochee (intersection of SR 575 and Bower Road) neighborhoods that serve as the “Village Center” for the community’s cultural and civic activities.*
2. *Establish a Mixed-use village center zoning district and future land use designation at identified locations (Trilby Village/ Lacoochee Point) to introduce a more complementary mix of land uses in the area. The intent is to stimulate activities that will mutually support residential, neighborhood retail, lodging, and community facilities.*
3. *Incorporate requirements for specific uses, density, setback, height limits, landscape buffers, and public open space dedication in the Overlay zoning district.*

OBJECTIVES: RURAL, OPEN SPACE AND AGRICULTURAL LANDS

Maintain the rural character of the area through preservation of natural systems and protection of agricultural uses.

Action Strategies:

1. *Protect existing agricultural and sensitive environmental areas surrounding the identified redevelopment area boundary employing a combination of techniques, where feasible: appropriate future land use regulations and zoning classifications, urban-rural demarcation boundary, or transfer of development rights (TDR).*
2. *Continue with the implementation of recommendations contained in the Northeast Pasco County Rural Area Plan (NEPCRA) for the surrounding agricultural lands, where appropriate.*

Community Identity and Rural Design Guidelines

The Lacoochee-Trilby Strategic Planning Area still retains some characteristics reminiscent of its early settlement as a thriving mill town- compact neighborhood pattern, mature tree canopies, natural resources, historically significant structures, railroad, and presence of agricultural lands. The image envisioned by the community for the area represents the rural heritage of the built and open space environment.

New development and its compatibility with the surrounding neighborhoods, including building styles and design, placement, density, architectural character, viewshed preservation, are elements to be addressed through a set of detailed rural design guidelines. Public realm design standards and guidelines include the design of gateways, streetscapes, lighting, parking, public spaces, and signage. It is recommended that the County consider preparing design standards incorporating the following:

Residential Standards

- Minimize visual impact of development from roadways
- Use existing vegetation to screen new development
- Create standards for rural cluster development in existing agricultural large landholdings to preserve the character of rural areas and to maximize utilization of available resources
- Promote integration of development with existing natural features
- Incorporate existing rural roads into development plans
- Minimize the number of driveways accessing off-site public roadways with use of common driveways encouraged in new cluster developments.

Public Realm Guidelines

- Define neighborhood gateways at major intersections creating a sense of arrival into the community. Gateways should be designed to reflect the unique identity and rural character incorporating elements such as landscaping, pedestrian-scale lighting, public art, directional signage, and identity markers.
- Pedestrian-scaled street lighting and sidewalks should be provided on both sides at locations with high pedestrian traffic, such as the Trilby Village, Lacoochee Point, and the Stanley Center at Lacoochee.
- Employ traffic calming techniques at in neighborhood cores and along major roadways. These measures may include such as pedestrian crosswalks, appropriate signage, landscaped medians, pedestrian islands
- Establish a variety of lot sizes in residential developments and create housing options for residents.
- Orient buildings along frontage of the major pedestrian connectors- Trilby Road and SR 575- with adequate connections provided to the sidewalks.
- Enhance gathering places in public open space areas by integrating design elements such as landscaping, seating, street furniture, and play areas.
- Preserve existing tree canopies and use tree plantings to define street edges and beautification purposes, especially along the major corridors.
- Require landscaped buffers for parking lots that are visible from public rights-of-way, major commercial corridors and between incompatible uses.

Architectural Guidelines

- Existing structures deemed to be of historic significance should be retained and adaptive reuse of existing structures for commercial, residential or community facility use should be permitted.
- Refer to existing historic buildings in the area to formulate architectural guidelines that serve as precedents for future development and redevelopment activities.
- Ensure prominent civic buildings, open spaces, public art and other community gathering places are developed at highly visible locations.
- Ensure new buildings are compatible with adjacent development employing tools such as scale, massing and height to design compatible new buildings.
- Prohibit construction of buildings with blank facades and integrate architectural patterns into the overall design to reduce the perception of massing.

CHAPTER 3: IMPLEMENTATION

OVERVIEW

The success of the Lacoochee- Trilby Strategic Master Plan ultimately rests on the coordinated efforts of the various agencies and stakeholders serving the community. Through this Strategic Master Planning process, the County has initiated dialogue and established pivotal relationships between key players that will have a significant impact on the revitalization of this area. The County intends to utilize the synergies created by this master planning effort to strengthen its role in providing a higher standard of living for its citizens. This chapter outlines the anticipated organizational framework and recommended implementation functions serving as a guideline for the various stakeholders involved in turning this vision into reality.

Implementation of the Strategic Master Plan will require the coordinated efforts of the County, other government agencies, local business organizations, property owners, private sector, nonprofit organizations, faith-based institutions, community organizations and residents. These efforts will be coupled with various organizational, legal, funding and promotional techniques to successfully implement the program.

Implementation functions consist of both programming and financing considerations, with both components equally important. Programming considerations deal with the often complex coordination efforts in order to ensure that the use of resources is maximized. Financing mechanisms are more easily defined, but should ideally be focused on once the organizational elements are put into effect. Programming/Project Management functions are briefly discussed below followed by financing strategies.

PROGRAMMING AND PROJECT MANAGEMENT

Leadership

Successful implementation hinges upon close cooperation and coordination between private and public groups and agencies requiring strong and determined leadership. Leadership while a highly intangible quality is the single most important factor for successful implementation of the strategic master plan. This leadership must come from both the public and private sectors. The leadership of the Pasco County Board of Commissioners and the staff has been outstanding thus far. County leaders have brought the vision of their community to the threshold of positive change. Perseverance will be required when deliberating future policy decisions related to the implementation of the Strategic Master Plan.

Board of County Commissioners and Pasco County Staff

The Board of County Commissioners and their staff are the leaders of the program presented in this Strategic Master Plan and must assume this role with vitality and enthusiasm. Working with the various agencies and stakeholders, the staff will be responsible for establishing the administrative, financial and programmatic mechanisms necessary to achieve the goals and objectives of the Lacoochee- Trilby Strategic Master Plan. The Board of County Commissioners and the staff should establish policies that support the principles described in this Plan and initially concentrate on the following actions throughout the implementation process:

- Provide commitment of public policy and resources for the redevelopment effort;
- Support the community's vision and insure implementation of scheduled projects;
- Commit to making the necessary public improvements identified in the Plan;
- Provide necessary staffing and administrative support to properly implement the Strategic Master Plan;
- Provide leadership and support for administering public development controls and incentives to promote high-quality private development. This may include updating the comprehensive plan and the land development code to streamline the development review process and to minimize the time involved in the approval process due to land use and zoning conflicts; conducting corridor planning and traffic impact studies, when appropriate; developing site and architectural design guidelines; provision of additional public facilities and utilities; and devising a coordinated capital improvement program.
- Developing a grant stacking strategy to take advantage of the funding opportunities available through the American Recovery and Reinvestment Act of 2009.

Organizational Roles and Relationships

The first step in having a successful redevelopment program is to establish lines of communication between all sectors and facets of the community. The planning process has established relationships between key players in this effort, but has not fully developed roles and responsibilities. The County must develop the organizational framework and institutional relationships to facilitate effective redevelopment activities in cooperation with area businesses, residents and community representatives. A network of relationships must be established and nurtured to provide focus on the redevelopment effort to maximize the use of available resources and avoid duplication of responsibilities enabling effective program implementation.

Establish a Community Redevelopment Agency

It is recommended that Pasco County should establish a Community Redevelopment Agency (CRA) for the identified Lacoochee-Trilby Strategic Master Planning area, in accordance with the provisions of Chapter 163, F.S. for the management of the program. It is recommended that Pasco County establish a Community Redevelopment Agency (CRA) for the Lacoochee-Trilby area under the provisions of Chapter 163 Part III of the Florida Statutes. This action will create a system for local governance of the redevelopment process ensuring program implementation and continued public involvement. The statute also provides a revenue source through the generation of tax increment revenues that will be expended in direct accordance with the proposals contained in the formally adopted Redevelopment Plan. This commitment by the County sends a strong message to the private sector that establishes stable policies, a plan of action and the availability of future revenues to resolve issues that may otherwise limit the amount of private sector investment in the community.

To create a CRA, the Statute requires that a Finding of Necessity Study be conducted to establish the boundaries of the redevelopment district. Based upon the results of the Finding of Necessity study, the established Agency should prepare a redevelopment plan in accordance with the provisions of the Community Redevelopment Act. These actions present the best opportunity to accomplish many long-range goals that will benefit the community. Section 163.362 F.S. contains a detailed description of the required contents of this Plan.

The formulation of a redevelopment plan, using the tools made available in the Statutes, is an additional financing mechanism to overcome the obstacles to economic development identified in this strategic master plan. The redevelopment plan can provide focus and oversight for the land development process while improving the appearance and marketability of the area. The Community Redevelopment Agency is responsible for assisting in the preparation of the Redevelopment Plan (CRA Plan). The CRA Plan is intended to address the needs identified in this study, define community redevelopment goals and objectives, set forth specific policies and actions, and identify capital improvement projects, their costs and funding sources. It can provide a strategy for funding capital improvements and economic incentives that will attract private sector investment and ensure that infrastructure is in place to support future growth and development. The Lacooshee-Trilby Strategic Master Plan contains many of the elements required by Statute to be included in a CRA Plan, and therefore should be revised and adopted to streamline the process and to take advantage of the financing tools made available through the Statutes.

Program funding and accounting is administered through a Redevelopment Trust Fund, which is created by ordinance of the governing authority. Subsequent to adoption of the Redevelopment Plan, the Trust Fund is established and, according to statute, provides for the collection of tax increment revenues to finance capital improvements identified in the Plan. Upon adoption, the ordinance freezes the tax base and thereby establishes the base valuation of the property located within the boundaries of the redevelopment district. Thereafter, all taxes assessed by qualified taxing authorities on future increases in the value of properties contained in the district are diverted to the Redevelopment Trust Fund. All taxes assessed on the value of property determined prior to adoption of the ordinance continue to flow to the general revenue accounts of local taxing authorities.

In these tough economic times with constrained local budgets and resources, community redevelopment efforts need to take advantage of funding available from multiple sources. The ultimate goal of the redevelopment program will be to increase the area's tax base to generate additional revenue for capital improvements and services through implementation of projects and programs, as described in the Redevelopment Plan. The CRA through tax increment financing and other statutory funding provisions will enable Pasco County to leverage limited government resources. A CRA can receive income from any source including private contributions such as gifts and donations as well as having the ability to obtain grants from the public sector or private foundations. CRA's can leverage public sector grant funding for Pasco County in those cases where a government jurisdictions are limited to one grant application per funding cycle. Since a CRA is considered a separate political jurisdiction by statute, the Agency can pursue these grants separately from the County using tax increment revenues for local matching requirements. This enables the county to use its resources to pursue these grants to address other needs in the County. Through local citizen involvement, the provision

of a framework for program management and administration and the ability to leverage limited public financial resources, establishment of a Community Redevelopment Agency provides the best strategy for the success of this worthy effort.

Establish a Steering Committee

As part of the implementation strategy, it is recommended that the County consider establishing a Lacoochee- Trilby Neighborhood Improvements Steering Committee. The primary goal of this Steering Committee will be to act as stewards of the program and to monitor the progress and timely development of the projects proposed in the Strategic Master Plan. In addition, the role of this Steering Committee may include generating community interest in the projects through increased public involvement activities and initiating awareness campaigns to instill a sense of pride in the community. If deemed appropriate, the Committee could also serve as the Community Redevelopment Agency and expand its role to help in formulating redevelopment incentives to help existing businesses invest in the community and to attract new developers and businesses into the area.

Private Sector

Private property owners, developers and tenants are the principle basis for new development and any related financial investment in all redevelopment projects. The private sector ultimately carries the burden of funding the redevelopment program, therefore a positive development environment must be established to capture private investment in an increasingly competitive market. Essential private sector leadership will come from entities such as the Withlacoochee River Electric Cooperative, local banks, real estate developers, entrepreneurs, and property owners from within the community.

The leadership role of Withlacoochee River Electric Cooperative will be critical in forming strategic alliances with representatives at the state and federal levels and in providing private sector support to promote economic development in the area. The local banks also have a key role in developing innovative financing packaging for potential investors, developers, and first-time home buyers. The area businesses and industries should be encouraged to assist in creating a business incubator and to develop mentoring and apprenticeship programs in order to develop a trained workforce that lives and works in the community. The Pasco County Economic Development Commission should continue to market the Lacoochee Industrial Park site as a high-priority and evaluate regional and national interest in attracting green manufacturing jobs in the area.

Some of the recommendations contained in this Strategic Master Plan may include public-private partnership in land development activities such as site assembly, clearance and relocation and policymaking. In the case of the Lacoochee-Trilby Strategic Master Planning Area, the principal opportunity for change lies in promoting economic development, in coordination with major infrastructure improvements, public facilities and streetscape improvements. The County should continue working with private landowners to assess their interest in supporting the redevelopment program and proposed improvements.

Area Institutions, Non-Profits and Community Organizations

Through partnering with area institutions and social service agencies the County can leverage more commitment for projects and create a cumulative impact in the area. These institutions and agencies may include, but are not limited to the following entities: Pasco County School Board, faith-based institutions, community organizations such as the Greater Trilby Community Association, Community Action Task Force (Lacoochee), social service agencies including YMCA, East Pasco Habitat for Humanity, and the United Way of Pasco County.

Continued Citizen and Stakeholder Involvement Program

The County and the proposed Steering Committee should work with area residents, property owners, and businesses to establish channels of communication that foster support for the redevelopment effort and facilitate program implementation. Staff should provide public information concerning all aspects of the redevelopment program throughout the process using venues such as newsletters, radio, television, newspapers and the Internet as well as presentations to neighborhood and civic organization meetings to generate public support.

Capital Improvements

These can include major infrastructure items including street improvement and upgrading utilities. Also, capital improvements can include a variety of revitalization items such as facade improvements, landscaping, streetscaping, and new parking development. Proposed capital improvements with order of magnitude costs, funding and phasing are contained in the Capital Improvements section of this Strategic Master Plan. It is recommended that the County staff devise policies for the construction and maintenance of proposed capital improvements. These policies will streamline the operating and overhead expenses of the Agency freeing up revenue for much needed capital improvements.

Standards and Controls

Standards and controls are beneficial to assure developers and tenants that quality development will occur. Additional Rural Design Standards and guidelines should be incorporated into the Land Development Code in order to improve the quality of new development in the Lacoochee-Trilby Strategic Planning Area.

Development Incentives

To further stimulate private investment the County, working with the Pasco County EDC, can provide development incentives through various means, including facade, landscape, signage or property improvement grants, payment of impact fees, provision of site specific infrastructure improvements to address any deficiencies, participation in environmental clean-up of contaminated sites, flexibility in the application of use restrictions and increasing intensity of site use, flexible parking regulations, grants or low interest loans for life safety improvements, and joint business support ventures such as district business identification signage or centralized marketing strategies.

FINANCING MECHANISMS

The County should consider utilizing additional or alternative financing methods to fund the planned improvements that are either currently available or could be secured in the future. Some of these financing methods that are potential revenue sources for funding redevelopment at the local level include, but are not limited to:

- General Fund Revenue Sources
- Local Option Sales Tax
- Charges for Services
- Establishment of a Special Assessment District or Special Improvement District
- Issuance of General Obligation Bonds
- Tourist Development Taxes

Public Improvements in conjunction with Private Sector Development

Working in collaboration with the private sector, the County can finance public improvement activities such as street improvements, streetscaping, parking development, open space development, and utility hook-ups as part of development agreements with interested developers. In order to stimulate the desired private investment, the County should consider developing a developer agreement prototype for pursuing public realm improvements made by private development that exceeds minimum requirements, with an appropriate reimbursement program .

Tax Increment Financing

Tax increment financing uses increased revenues generated by taxes gained from growth in property values resulting from successful redevelopment activities. Tax Increment funds can be used for development in a declared redevelopment area only and act as an additional source of funding for continuation of improvements.

Grants

Federal grants have long been a source of funding for development projects, especially as it relates to pursuing public improvements. Sources such as the Community Development Block Grants (CDBG), Section 108 Grants, Weed and Seed Grant, and Urban Development Action Grants are available, although the extent of their use is diminishing as the volume of the total grant monies decrease. Grants have the advantage of directly affecting development costs and their benefits are predictable and easily understood. The County, as part of its grant stacking strategy, should prepare a feasibility study for public projects including: roads, utilities, streetscapes, parks, and law enforcement, particularly targeting potential projects to receive funding through President Obama's American Recovery and Reinvestment 2009 Act.

LACOOCHEE-TRILBY STRATEGIC MASTER PLAN IMPLEMENTATION MATRIX			
	IMPLEMENTATION STRATEGIES	DESCRIPTION	KEY PLAYERS
A.	Administrative/ Regulatory/ Program Management		
A1	Obtain Plan Approval	Coordinate with Other Planning Initiatives	Development Services Division
A2	Interdepartmental Coordination	Ensure planning initiatives undertaken by various departments incorporate the recommendations contained in the Strategic Master Plan	Development Services Division
	<i>Code Enforcement</i>	Develop citizen participation campaign for increased code compliance action.	Code Enforcement, Zoning and Site Development
	<i>Economic Development</i>	Continue to coordinate with PEDC to attract potential business partners for the Lacoochee Industrial Park, and use existing incentive program, as well as additional economic development initiatives as a result of the Economic Development Plan	PEDC
	<i>Pasco County Housing Authority</i>	Work closely with the Housing Authority to update data on on population served; coordinating programs and services with public and private agencies; providing improved and safer access to facilities from existing public housing developments in the area to community amenities such as the Lacoochee Elementary	CD
	<i>Engineering Services</i>	Assist in the development of CIP for Lacoochee Industrial Site - program all necessary traffic improvements for the area as a result of alternatives studies	DSD
	<i>Traffic Operations</i>	Traffic calming, signalization	Traffic Operations
	<i>MPO and Public Transportation</i>	Coordination with FDOT, long range transportation plan (LRTP), Transit Development Plan (TDP), seek grant funding for implementation of public transit in the area	MPO, PCPT
	<i>Utilities Services</i>	Develop joint planning agreement with Hernando County and Dade City and revise utility service agreements for the area	Utilities
	<i>Community Development</i>	Determine what funds are available for slum and blight recovery, establish additional grant opportunities that can be utilized for redevelopment, coordinate with existing agency participation mechanisms	CD
	<i>Public Services (Division - Under which is Community Services, Human Services, etc.)</i>	Assist in the development of core group of service providers and agencies in the area, through communication with the United Way, Planning and Growth Management, and other interested parties for social service provision in the area	PSD
	<i>Libraries</i>	E-government initiatives for library service development. Coordination with social service agencies for implementation of community center concept at Stanley Center	PSD
	<i>Parks and Recreation</i>	Stanley Center - coordinate with tourism department, collocation opportunity with social service agencies, public services branch, expansion of PAL and other community leagues. Public/private partnership for park development.	PSD
	<i>Sherriff</i>	Develop neighborhood watch, coordinate with Dade City Police Department, etc., for further enforcement in the area	Sheriff's Office
<i>Tourist Development</i>	Marketing for the area - ecotourism, sports-tourism, agri-tourism etc.	Tourism Development	
<i>Zoning</i>	Resolving conflict zoning issues, assist in implementation of LDC required revisions	DSD	

	IMPLEMENTATION STRATEGIES	DESCRIPTION	KEY PLAYERS
A3	Intergovernmental Coordination		
	<i>Dade City</i>	Coordinate with Dade City Planning Department, Public Works, and Police Department	DSD
	<i>Hernando County</i>	Coordinate with Planning Department, MPO, private consulting firms, utilities department	DSD
	<i>Pasco County School Board</i>	Continue coordination with DSB in community awareness campaigns, community center development, etc.	Pasco County School Board and DSD
	<i>Private Sector/ Other Agencies</i>		
	<i>Withlacoochee River Electric</i>	Continue coordination with WREC on funding, development public/private partnership, and other outreach coordination	DSD with PEDC, CD
	<i>CSX</i>	Continue to monitor Sun Rail and other CSX ventures. Continue coordination on Lacochee Industrial Park site development.	PEDC
	<i>Faith-based institutions</i>	Consider development of interfaith council and coordinate faith-based groups with existing social service network.	DSD with CD
	<i>Community Organizations -Greater Trilby Community Association, Community Action Task Force (Lacochee)</i>	Utilize existing community networking opportunities to promote neighborhood-related initiatives. Consider using community groups as starting point for development of steering committee.	DSD with PS, CD
	<i>Social Service Agencies (YMCA, East Pasco Habitat for Humanity, United Way of Pasco County)</i>	Continue communication with nonprofit agencies in ensuring that short, mid and long range plans for the area coordinate with the strategic planning goals as laid out in plan. Discuss strategies that address provision of affordable housing and essential community services such as health care services, employment assistance programs, life management skills, after-school programs, day-care to area residents.	DSD with PS, CD
A4	Establish Community Redevelopment Agency	Conduct Finding of Necessity Study per F.S. 163, Chapter III, to delineate boundaries for the Community Redevelopment Agency district;	DSD/ PEDC
		Amend and adopt the Lacochee-Trilby Strategic Master Plan per Chpater II, F.S.163 to establish the Community Redevelopment Agency, the CRA Board, and the Redevelopment Trust Fund	DSD/ PEDC
		Utilize increase in TIF funds to generate additional revenues for pursuing public realm improvements	DSD/ PEDC
A5	Prepare a Grant Stacking Strategy	Establish core group of public, private, nonprofit groups for developing initial list of grant opportunities and goals; Identify additional funding sources that may be tapped into.	DSD with PEDC, CD
A6	Establish a Lacochee- Trilby Steering Committee	Monitor the progress and timely completion of projects and programs identified in the strategic plan	DSD/CD
		Generate community interest in the planning area and serve as stewards of the plan to gather support for the planning area at various governmental levels.	DSD/CD
A7	Establish Ongoing Public Involvement Program	Work with the residents, proposed CRA Board and the Lacochee-Trilby Steering Committee to develop an ongoing community involvement program in order to gather citizen support for the proposed improvements and also to develop a sense of pride in area residents and merchants.	DSD/ Citizens
A8	Develop a one, three, five year work program	Develop detailed work program with action strategies within a 1,3, and 5 year horizons to guide implementation of the plan identifying the timeframe, roles and responsibilities, and benchmarks to measure accomplishments.	DSD

	IMPLEMENTATION STRATEGIES	DESCRIPTION	KEY PLAYERS
B.	FUTURE LAND USE AND COMMUNITY IDENTITY		
B1	Amend Future Land Use Map	Amend FLUM to be consistent with existing development pattern and to eliminate conflicts between zoning and future land use designations in the area. Recommended comprehensive planning amendments include: 1. Properties between Old Trilby Road and the Withlacoochee Trail (including only the properties that do not have frontage along U.S. 301): Change from ROR to RES-1; 2. Industrial properties along U.S. 301: Change from IH to COM; 3. Area adjacent to the Strategic Planning Area boundary: Change from Res-3 to Agricultural/ Rural; 4) Designate Trilby Road (west of Powerline Road) and Old Trilby Road as a Local Rural Scenic Roadway.	DSD
B2	Update Pasco County Comprehensive Plan	EAR; Adopt specific Goals, Objectives, and Policies from the Strategic Plan into the County Comprehensive Plan; Transmittal to DCA	DSD
B3	Update Land Development Code	Prepare a “regulatory audit” to identify barriers and inconsistencies in zoning, future land uses, and existing land use patterns in the Lacoochee-Trilby strategic planning area	DSD
B4	Agricultural Lands Preservation	Continue implementing the recommendations contained in the Northeast Pasco County Rural Area Plan for the agricultural lands surrounding the Strategic Planning Area; Examine the economic feasibility of instituting a Transfer of Development Rights and Purchase of Development Rights Program	DSD
B5	Rural Neighborhoods Preservation, Housing Rehabilitation and Infill Development	Concentrate growth in existing developed areas to further protect existing rural lands from sprawl and development pressures	DSD
		Prepare joint planning agreements with Dade City and Hernando County to address issues related to future development in areas adjacent to the rural sections of the Lacoochee-Trilby Strategic Planning Area	DSD
		Initiate a Neighborhood Pilot Project with residents: target blocks and property owners; design work program; implement work program; remove chain link fencing; clean-up lawns; remove debris; structural repairs, institute amnesty clean-up program; CRA/ County reimburses property owners for expenses related to clean-up and hauling of trash and debris; implement subsequent target projects.	DSD, SCHOOL BOARD, FAITH BASED INSTITUTIONS, SOCIAL AGENCIES
		Develop an incentives package to encourage infill development and housing rehabilitation	EDC AND CD
		Strengthen code enforcement and utilize the design review process to ensure adherence and attention to design guidelines and deteriorating housing conditions in order to improve the area’s investment image.	DSD
B6	Commercial Development	Develop a US 301 Corridor Overlay District that establishes specific recommendations for the desired urban form in new development along the corridor. The intent is to discourage strip commercial development patterns and concentrate new commercial development at specific locations along the corridor.	DSD
		Concentrate future big-box commercial development at the area identified as the Withlacoochee Commercial Center and consider rezoning it to Regional Commercial	DSD
B7	Mixed-Use Village Center Development	Establish a Mixed-use town center zoning district and future land use designation at identified locations (Trilby Village/ Lacoochee Point) to Introduce a more complementary mix of land uses in the area. The intent is to stimulate activities that will mutually support residential, neighborhood retail, lodging, and community facilities.	DSD
B8	Industrial Uses	Where possible, concentrate future industrial development to the Lacoochee Industrial Park site in order to develop synergies that will be necessary for it to thrive.	DSD
B9	Rural Design Guidelines	Establish detailed design guidelines to communicate the desired rural design and architectural character for future developments in the Strategic Planning Area. Incorporate design guidelines into the Pasco County Land Development Code.	DSD

	IMPLEMENTATION STRATEGIES	DESCRIPTION	KEY PLAYERS
C.	INFRASTRUCTURE- TRANSPORTATION		
C1	US 301 Commercial Corridor Improvements	Coordinate identified projects and improvements with FDOT and Pasco County MPO: Improved landscaping, shade trees, street lighting, signage, transit stops, and street furnishings; traffic calming measures including signalization of key intersections; installation of gateways	MPO
C2	US Hwy 98 Improvements	Coordinate identified projects and improvements with FDOT and Pasco County MPO: Improved landscaping, shade trees, street lighting, signage, transit stops; traffic calming measures including signalization of key intersections; installation of gateways	MPO
		Require adequate landscaped buffers in new developments visible from the roadway in order to maintain the existing rural character.	DSD
C3	SR 575 Improvements	Coordinate identified projects and improvements with FDOT and Pasco County MPO: Improved landscaping, preserve tree canopy, street lighting, signage, transit stops; traffic calming measures including improving modal conflicts at intersection with Bower Road; installation of gateways at key intersections.	MPO
		Require adequate landscaped buffers in new developments visible from the roadway in order to maintain the existing rural character.	DSD
		Incorporate traffic circulation analysis along SR 575 as part of the truck access route realignment alternatives study.	DSD
C4	Truck Access Route Realignment Alternatives Study	Conduct a study to assess the traffic circulation impact of the Lacoochee Industrial Park site on the adjoining neighborhoods including evaluating alternatives for accessing the site from south/ SR 575/ Bower Road/ Coit Road.	MPO, Engineering Services
		Initiate contact with property owners impacted by the proposed alternative routes to determine their level of support for proposed alternatives.	DSD/Steering Committee
C5	CSX Railroad	Continue discussions with CSX to address traffic issues with the intersection of the railroad with SR 575 in Lacoochee and safety issues related to the train blocking Bower Road for extended time periods while servicing the Lacoochee Industrial site.	DSD, MPO, PEDC
C6	Pedestrian, Bicycle and Trail Network Improvements	Conduct a detailed inventory of the sidewalk network in the Lacoochee/ Trilby area to identify critical gaps in the pedestrian system connecting the residential areas with the neighborhood destinations, specifically the identified Trilby and Lacoochee town centers and the Stanley Center at Lacoochee	DSD
		Conduct a feasibility study to convert the Pine Products Road into a multi-use trail connecting the Lacoochee and Trilby neighborhoods.	PS, MPO
		Improve pedestrian safety through implementation of traffic calming measures such as better street lighting, well-marked crosswalks, and traffic lights at key intersections.	TRAFFIC OPS
		Adopt the Metropolitan Planning Organization's Trails & Greenways Master Plan as a part of the County's Comprehensive Plan as a first step toward creating a Countywide Trails & Greenways Plan. Include extension of the Withlacoochee State Trail to connect Trilby to Blanton and to SR 52.	DSD
C7	Transit	Continue working with area residents and PCPT to identify and improve transit services. Potential improvements may include expanded bus routes, more frequent service, and providing more bus shelters.	DSD, PCPT
		Improve user comfort and visibility of bus stops by installing lit shelters, benches, trash receptacles, signage, etc.	PCPT
C8	Scenic Roadways	Designate Trilby Road west of Power Line Road and Old Trilby Road as a Local Rural Scenic Road and adopt ordinances to ensure that any alterations maintain the historic and natural features and character of the road.	DSD

	IMPLEMENTATION STRATEGIES	DESCRIPTION	KEY PLAYERS
D.	INFRASTRUCTURE- PUBLIC FACILITIES		
D1	Trilby Village	Direct potential investors and entrepreneurs interested in developing neighborhood oriented commercial, institutional and residential uses to the identified Trilby Village area.	DSD, PEDC
		Ensure that Trilby Community Center facilities are upgraded as part of the overall Trilby Village Master Plan	Parks and Recreation
		Promote Trilby Village as the center of the Trilby community accommodating uses related to the Withlacoochee trail	DSD, PSD, Tourism
D2	Lacoochee Point	Promote the revitalization of the historic Lacoochee Town Center by showing prospective investors locations that have been designated for this purpose; thereby reducing the developer’s risk and permitting hurdles when coming to the community.	DSD, PEDC
		Strengthen linkages with existing eco-tourism facilities located near the Withlacoochee River by encouraging complementary uses as part of the Lacoochee Point Town Center development	DSD, Parks and Recreation
D3	Stanley Center @ Lacoochee	Develop a master plan for the Stanley Center at Lacoochee. Scope of the master plan should include: programming of future recreational facilities (swimming pool, baseball fields, soccer fields); relocation of the Boys and Girls Club; continue dialogue with the Library; working with the PEDC and School Board to promote sports tourism at the facility.	DSD, Parks and Recreation
D4	Business Incubator/ Business Assistance Center	Initiate dialogue with regional and local institutions (schools, faith-based institutions, and social service agencies) and area employers to develop a program for creating a small business incubator and business assistance center in order to promote local entrepreneurs and create a trained workforce.	DSD, PEDC, WREC, Local Businesses, School Board, Faith-Based Institutions
E.	INFRASTRUCTURE- UTILITIES		
E1	Utilities Master Plan and Upgrades	Continue working with Dade City and Hernando County to develop joint planning agreements and revise agreements for providing utilities service in the area	DSD, Utilities, Hernando County, Dade City
		Identify and install adequately sized lines at appropriate locations to accommodate the anticipated future growth	DSD, Utilities
		Pursue continued installation of utilities and drainage system upgrades	DSD, Utilities
E2	Stormwater/ Flooding	Work with SWFWMD to initiate an awareness campaign to educate homeowners encouraging agricultural landowners to incorporate sustainable practices in their daily operations.	Utilities, SWFWMD
F.	INFRASTRUCTURE- ENVIRONMENT, OPEN SPACE AND RECREATION		
F1	Environmentally Sensitive Lands	Concentrate new development in existing developed areas and also to limit future development conflicts with agricultural areas and environmentally sensitive lands.	DSD
		Continue to restrict encroachments into the environmentally sensitive lands located to the south of the industrial areas	DSD
F2	Brownfields	Include identification and inventorying of potential brownfields in the Lacoochee Trilby Strategic master planning area as a priority within ongoing county and regional brownfield redevelopment efforts.	DSD
		Adopt policies to minimize impact of future industrial uses on conservation areas	DSD
F3	Green Building and Sustainable Initiatives	Ensure that green policies adopted by the County are implemented to the maximum extent possible in new projects in the Lacoochee- Trilby Strategic Planning Area. These policies could be related to energy efficiency, renewable energy, water conservation, toxics reductions, recycling, sustainable agriculture practices, green jobs and sustainable/high-performance buildings.	DSD, PEDC

	IMPLEMENTATION STRATEGIES	DESCRIPTION	KEY PLAYERS
G.	ECONOMIC DEVELOPMENT		
G1	Maximize Potential Revenues	Establish CRA district to take advantage of the tools and resources available through the Statutes to pursue public realm improvements	DSD
		Continue to leverage revenues with matching grant opportunities. Develop grant stacking strategy.	DSD, PEDC
		Seek opportunities to generate revenues through private and corporate advertising and donations; Continue coordination with WREC on funding schemes, development public/private partnership, and other outreach coordination	DSD, PEDC, Private Sector
		Examine opportunities to implement various economic development programs such as the Front Porch Program, Enterprise Zone, Weed and Seed, CDBG funds as additional grant and technical assistance source to provide incentives for future development.	
G2	Develop an Incentive Package to attract potential developers	Create a checklist of incentives for potential developers which would encourage infill development and redevelopment in the Lacoochee-Trilby Strategic Planning Area	DSD, PEDC
		Evaluate the feasibility and fiscal impacts of implementing incentives such as tax rebates for job creation, reduction in impact fees, etc. to attract developers and finance future public infrastructure improvements	DSD, PEDC
		Initiate a residential façade improvement program to assist private property owners in improving the aesthetic character of deteriorating housing	DSD, CD
G3	Economic Diversification	Continue to coordinate with PEDC to attract potential business partners for the Lacoochee Industrial Park, and use existing incentive program, as well as additional economic development initiatives as a result of the Economic Development Plan	DSD, PEDC
		Initiate dialogue with PEDC and potential private investors to assess the interest in attracting and developing green energy manufacturing jobs in the area	DSD, PEDC
		Explore the establishment of a Business Assistance Center/ Incubator in collaboration with local community college system (St. Leo's), social service agencies, PEDC, and area businesses.	DSD, PEDC, Private Sector, Social Service Agencies, local colleges
		Develop strategies to support existing businesses to help ensure their ongoing existence downtown	DSD, PEDC
		Work with the tourism department to develop a consolidated marketing and promotions strategy for the area. Strategies may include: promoting farms and destinations for tourists and visitors (agri-tourism); Withlacoochee Trail and other eco-tourism activities; Stanley Park for regional sporting events (sports tourism)	DSD, PEDC, Tourist Dev.
		Identify and promote sustainable agricultural industry as a vital component of the area's economic potential	DSD, PEDC
G4	Workforce Training	Work with area schools to provide financial literacy and life management training programs for the community's youth.	DSD, School Board
		Promote green industries and training programs for green-collar jobs; and seek grants for green-collar job training	DSD, PEDC

CD- Community Development
DSD- Development Services
MPO- Metropolitan Planning Organization
PEDC- Pasco Economic Development Council
PCPT- Pasco County Public Transportation
PS- Public Services
SWFWMD- Southwest Florida Water Management District

CAPITAL IMPROVEMENTS PROGRAM

This section shows how the Lacoochee-Trilby Strategic Plan translates to a phased series of implementation projects and breaks down anticipated costs for design and construction of capital projects as well as further plans and regulatory activities.

The community should understand that the County, working with other government entities, will be pursuing multiple elements of this Strategic Plan at all times. It is important to note that the following capital improvement program is flexible in nature. It is the best estimate of project costs based on a measure of the order of magnitude for projects in relation to anticipated revenues. As a matter of practice the County will continue to prepare annual budgets as well as establishing one, three and five-year work programs for budgetary and administrative purposes. Ultimately project costs will be refined during the design and construction phase of any given project. The following 5 year capital improvements program and subsequent long-term phasing plan (6+ Years) sets forth recommendations concerning project priorities and funding sources.

The Capital Improvement Program will be used for short-term and long range planning purposes. The program is not a guarantee of expenditure of funds on a given project in a given year. Actual funding allocations will be determined annually through the County's budgeting process. As priorities change, the capital improvement program should be amended. Managed correctly, funds from the County can be leveraged through grants to accomplish a substantial number of capital improvements and planning activities. When successful, the County should see a substantial increase in the tax base and realize a healthy return on its investment through increased ad valorem revenues, sales tax receipts and other formulated revenue sharing programs. The Lacoochee-Trilby Strategic Master Plan contains several projects consisting of public, private and joint public/private efforts, as described in previous sections of this document that will take at least twenty years for completion. Therefore, it is critical that the County incorporates a sound project implementation strategy when identifying priorities.

CAPITAL IMPROVEMENTS PROGRAM (SHORT- TERM: 1-5 YEARS)					
	PROJECTS	Costs	Timeline	Potential Funding Sources	Responsibility
INFRASTRUCTURE IMPROVEMENTS- TRANSPORTATION					
	U.S. 301 Corridor Improvements			General Fund/ FDOT/ KAB/ HBG	DSD/ FDOT
	<i>Phase I Streetscape Improvements</i>	\$706,200	Mid-Term		
	<i>Traffic Calming</i>	\$132,477	Short-Term		
	<i>Gateways</i>	\$50,000	Short-Term		
	<i>Total</i>	\$888,677			
	U.S. Hwy 98 Corridor Improvements			General Fund/ FDOT/ KAB/ HBG	DSD/ FDOT
	<i>Phase I Streetscape Improvements</i>	\$402,300	Mid-Term		
	<i>Traffic Calming</i>	\$41,649	Short- Term		
	<i>Gateways</i>	\$25,000	Short-Term		
	<i>Total</i>	\$468,949			
	SR 575 Corridor Improvements			General Fund/ FDOT/ KAB/ HBG	DSD/ FDOT
	<i>Phase 1 Streetscape Improvements</i>	\$147,300	Mid- Term		
	<i>Traffic Calming</i>	\$41,649	Short-Term		
	<i>Gateways</i>	\$25,000	Short-Term		
	<i>Total</i>	\$213,949			
	Cummer Road Improvements			General Fund/ FDOT/ KAB/ HBG	DSD/ FDOT
	<i>Streetscape Improvements</i>	\$473,600	Short- Term		
	<i>Gateways</i>	\$25,000	Short- Term		
	<i>Total</i>	\$498,600			
	Truck Access Route Alternatives Study	\$50,000	Short- Term	Private Sector/ CDBG/ PEDC	PEDC/ Private Sector
	Road Paving	TBD	Mid- Term		
	<i>Sub- Total</i>	<i>\$2,120,175</i>			
INFRASTRUCTURE IMPROVEMENTS- UTILITIES					
	Utilities Master Plan (Potable Water, Sanitary and Sewer, Stormwater)	\$200,000	Short- Term	CDBG/ USDA WWD	Utilities/ Dade City/ Her- nando County
	<i>Sub- Total</i>	<i>\$200,000</i>			
PARKS, OPEN SPACE AND TRAILS					
	Trilby Village Trailhead Park Master Plan (Phase I)	\$25,000	Mid-Term	CDBG/ FRDAP	DSD/ Private Sector
	Upgrade Trilby Community Center	\$250,000	Short- Term	USDA CFG/ CDBG/	DSD/ PSD
	Pine Products Trail Realignment Study	\$15,000	Mid-Term	FRDAP/ RTP	DSD/ PSD
	Withlacoochee River Eco-Tourism Facilities Plan	\$20,000	Mid-Term	FRDAP/ FCT	DSD/ Tourism/ PSD/
	Stanley Center at Lacoochee Master Plan	\$30,000	Short- Term	FRDAP/ FCT	DSD/ PSD
	<i>Sub- Total</i>	<i>\$340,000</i>			

ECONOMIC DEVELOPMENT					
	Neighborhood Revitalization Pilot Project	\$30,000	Ongoing	CDBG/ RBOG	DSD/ Residents
	Business Assistance Center/ Incubator	TBD		PEDC/ USDA RED/ Private Sector/ USDA REAP	DSD/ PEDC
	Sub- Total	\$30,000			
	Total	\$2,690,175			
ADDITIONAL PLANNING STUDIES (not classified as Capital Improvements)					
	PLANNING				
	Pasco County Comprehensive Plan Amendments	NA	Completed	N/A	
	Land Development Code Update	NA	Short- Term	General Fund	DSD/ OMB
	Finding of Necessity Study	\$15,000	Short- Term	CDBG/ General Fund	DSD
	CRA Plan Formulation	\$25,000	Short- Term	CDBG/ General Fund	DSD
	Design Guidelines Manual	\$35,000	Short- Term	General Fund	DSD
	Sub- Total	\$75,000			

CDBG- Community Development Block Grant
 CFG- Community Facilities Grant (USDA)
 FDOT- Florida Department of Transportation
 FRDAP- Florida Recreation Development Assistance Program
 FCT- Florida Communities Trust
 FLP- Federal Lands to Parks
 HBG- Highway Beautification Grant
 KAB- Keep America Beautiful
 LWCF- Land and Water Conservation Fund
 RBOG- Rural Business Opportunity Grant (USDA)
 RBEG- Rural Business Enterprise Grant (USDA)
 REAP- Renewable Energy Grant (USDA)
 RED- Rural Economic Development Grant/ Loan (USDA)
 RTP- Florida Recreational Trails Program
 SHIP- State Housing Initiatives Partnership
 SBA- Small Business Administration Tree Planting Grant
 TEP- Transportation Enhancement Program
 TPL- Trust for Public Land
 UFG- Urban Forestry Grant

CAPITAL IMPROVEMENTS PROGRAM (LONG- TERM: 6+ YEARS)					
	PROJECTS	Costs	Timeline	Funding Source	Responsibility
INFRASTRUCTURE IMPROVEMENTS- TRANSPORTATION					
	U.S. 301 Corridor Improvements			General Fund/ FDOT/ KAB/ HBG/ SBA	DSD/ FDOT
	<i>Phase II Streetscape Improvements</i>	\$1,295,400	Long-Term		
	<i>Traffic Calming</i>	\$44,159	Long-Term		
	<i>Gateways</i>	\$25,000	Long-Term		
	<i>Total</i>	\$1,364,559			
	U.S. Hwy 98 Corridor Improvements			General Fund/ FDOT/ KAB/ HBG	DSD/ FDOT
	<i>Phase II Streetscape Improvements</i>	\$402,300	Long-Term		
	<i>Traffic Calming</i>	\$41,649	Long-Term		
	<i>Gateways</i>	\$0	Long-Term		
	<i>Total</i>	\$443,949			
	SR 575 Corridor Improvements			General Fund/ FDOT/ KAB/ SBA	DSD/ FDOT
	<i>Phase II Streetscape Improvements</i>	\$284,200	Long-Term		
	<i>Traffic Calming</i>	\$41,649	Long-Term		
	<i>Gateways</i>	\$25,000	Long-Term		
	<i>Total</i>	\$350,849			
	Cummer Road Improvements			General Fund/ FDOT/ KAB/ SBA	DSD/ FDOT
	<i>Streetscape Improvements</i>	\$473,600	Long-Term		
	<i>Gateways</i>	\$0	Long-Term		
	<i>Total</i>	\$473,600			
	Lacoochee Business and Manufacturing Center Truck Access Route (Design and Construction)	TBD	Long-Term	Private Sector/ CDBG/ PEDC	PEDC/ Private Sector
	Trilby Village and Lacoochee Point Town Center Improvements	TBD	Long-Term	General Fund	
	Road Paving	TBD	Ongoing		
	<i>Sub- Total</i>	<i>\$2,632,957</i>			
INFRASTRUCTURE IMPROVEMENTS- UTILITIES					
	Potable Water	\$1,029,000	Long-Term	USDA WWD	Utilities/ Her- nando County
	Sanitary and Sewer	TBD	Long-Term	USDA SWMG	
	Stormwater	TBD	Long-Term		
	<i>Sub- Total</i>	<i>\$1,029,000</i>			

PARKS, OPEN SPACE AND TRAILS					
	Trilby Village Trailhead Park Master Plan (Phase II- Design and Construction)	\$500,000	Mid-Term	CDBG/ FRDAP	
	Boys and Girls Relocation	TBD	Short- Term	USDA CFG/ CDBG/	
	Library	TBD	Mid-Term	USDA CFG/ CDBG	
	Pine Products Trail Realignment Study	\$15,000	Mid-Term	FRDAP/ RTP	
	Stanley Center at Lacoochee Expansion (Phase II- Design and Construction)	\$30,000	Short- Term	FRDAP/ FCT	
	Sub- Total	\$545,000			
ECONOMIC DEVELOPMENT					
	Neighborhood Revitalization Pilot Project	\$30,000	On-going	CDBG/ RBOG	DSD/ Residents
	Business Assistance Center/ Incubator	TBD	Long- Term	PEDC/ USDA RED/ Private Sector/ USDA REAP/ USDA RBEG	DSD/ PEDC
	Sub- Total	\$30,000			
	Total	\$4,236,957			

CDBG- Community Development Block Grant
 SHIP- State Housing Initiatives Partnership
 KAB- Keep America Beautiful
 SBA- Small Business Administration Tree Planting Grant
 FDOT- Florida Department of Transportation
 FRDAP- Florida Recreation Development Assistance Program
 FCT- Florida Communities Trust
 LWCF- Land and Water Conservation Fund
 RN- River Network
 UFG- Urban Forestry Grant
 RTP- Florida Recreational Trails Program
 FLP- Federal Lands to Parks
 TPL- Trust for Public Land
 HBG- Highway Beautification Grant
 TEP- Transportation Enhancement Program
 USDA RBOG- Rural Business Opportunity Grant
 USDA RBOG- Rural Business Enterprise Grant
 USDA REAP- Renewable Energy Grant
 USDA RED- Rural Economic Development Grant/ Loan

IBI Group is a multi-disciplinary consulting organization offering services in four areas of practice:
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