

May 2018



City of Live Oak
Community Redevelopment Agency

HERITAGE SQUARE

MASTER PLAN



Heritage Square Master Plan Outline

Introduction

The City of Live Oak Community Redevelopment Agency (CRA) initiated this Master Plan for the Heritage Square site in downtown Live Oak to develop a vision and implementation strategies to revitalize and jump start redevelopment in the City’s downtown urban core. This approximately 21-acre site contains a mixture of historic structures, vacant parcels, City uses, stormwater ponds, and private property uses including commercial and residential. The CRA is currently seeking to acquire some parcels in this area where uses are either non-existent or in a state of vacancy or disrepair. Previously, the City had acquired some parcels which will allow for future redevelopment potential. The key purpose of this redevelopment effort is to create a key entertainment destination for visitors and residents thereby spurring positive economic development for the City of Live Oak. **Figure 1** depicts a rendering of the development potential by maximizing the use of the Heritage Square Site.

History of the Community Redevelopment Agency

The City of Live Oak Community Redevelopment Agency (CRA) was established in 1995 with an extension to the sunset year of 2039. The current redevelopment plan identified Heritage Square as one of its key projects. So far, the CRA staff has completed the Heritage Square Market Analysis and Concept Plan. This Master Plan outlines the implementation steps and phasing for the site along with the funding strategies to accomplish this redevelopment.



Photo 1: CRA Report Cover

Study Area

The study area for this Master Plan is defined by Mussey Avenue to the east, Duval Street to the north, Ohio Avenue to the west, and the CSX right-of-way to the south. Although this Master Plan will be primarily focused in this area, there will also be an effort to identify and plan for how this site connects to the Heritage Bike Trail and to the existing downtown business district for pedestrians via sidewalk connections on Ohio Avenue. The redevelopment of Heritage Square will help increase the use of these nearby amenities by providing additional recreational and business opportunities in the downtown area. **Figure 2** depicts an aerial image of the Heritage Square Site study area and its existing development.

**Figure 1:
Heritage Square
Concept
Plan**



KEY

- | | | |
|------------------------------------------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------|
| A EXISTING LIVE OAK CITY HALL | J TOWNHOUSES (ASSUME 3 STORY WITH FIRST FLOOR GARAGE) | S MONUMENT & LOCATION DISPLAY FOR 'OLD BETSEY' |
| B EXISTING LIVE OAK FIRE STATION | K PUBLIC GREEN WITH STAGE | T GATEWAY MONUMENT |
| C EXISTING SUWANEE COUNTY TRAIN DEPOT, CONVERTED TO RESTAURANT WITH PATIO | L REGIONAL STORMWATER POND WITH OVERLOOK / AMENITY | U TABLETOP STREET |
| D EXISTING SUWANEE COUNTY HISTORICAL COMMISSION, CONVERTED TO ARTIST STUDIO | M EXISTING BUILDING CONVERTED TO RESTAURANT WITH BEER GARDEN | V BIKE STATION |
| E EXISTING JIM HINTON OIL COMPANY / POTENTIAL FUTURE RE-DEVELOPMENT | N WATER TOWER | W 10' MULTI - USE TRAIL |
| F ENTERTAINMENT CENTER (DINING & SHOPPING) | O EXISTING RESTAURANT | |
| G CAFE / RESTAURANT SPACE | P POTENTIAL HOTEL SITE | |
| H FOOD TRUCK / FLEXIBLE EVENT SPACE | Q POTENTIAL FUTURE TOWNHOUSE | |
| I MIXED USE / RETAIL | R PUBLIC PARKING WITH SOLAR PANEL SHADE STRUCTURES | |

PHASING PLAN

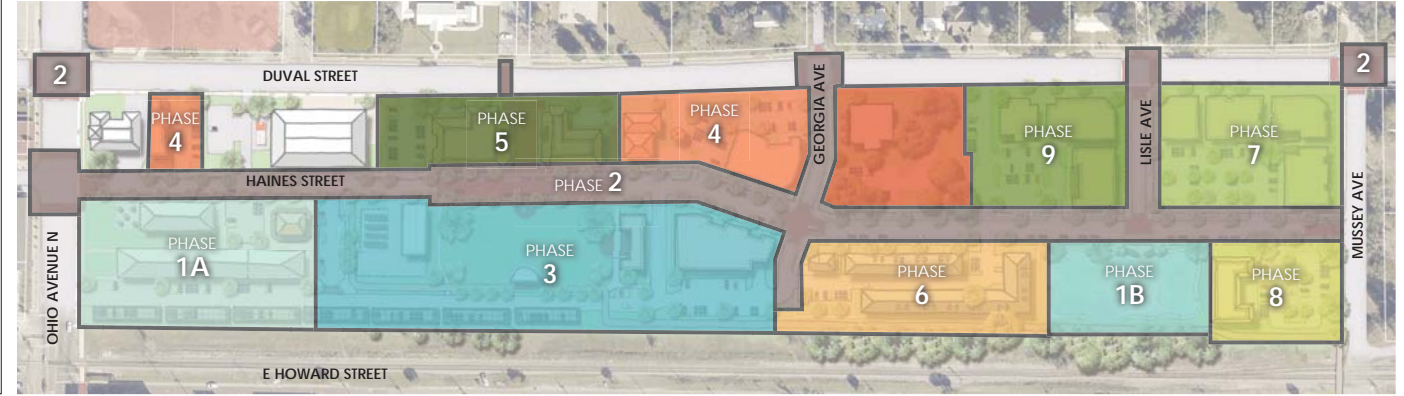
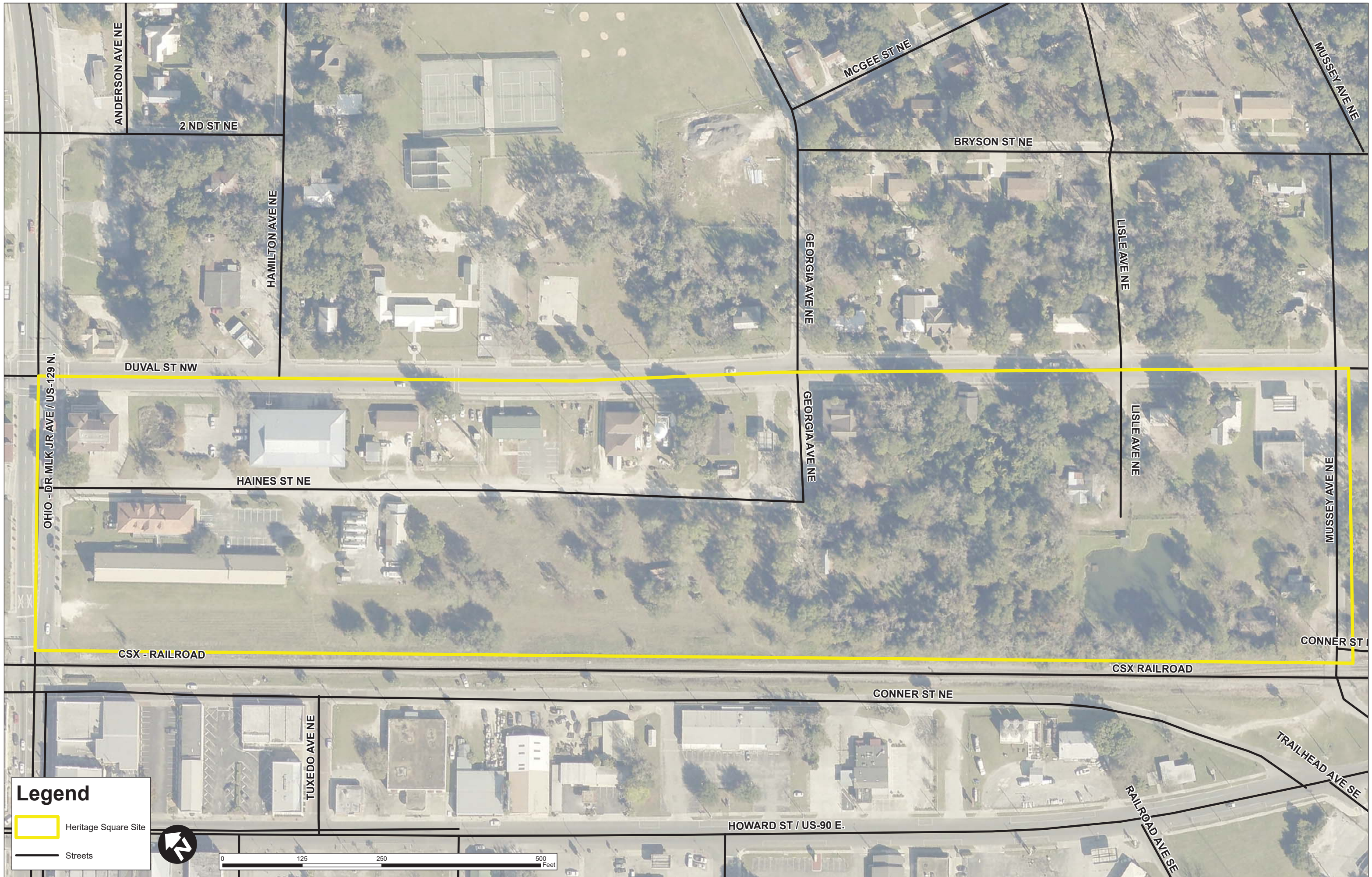


Figure 2: Heritage Square Project Area



Existing Conditions

The existing condition for this site is there are a variety of uses including commercial, residential, historic structures and vacant parcels. By definition, many of the parcels in the study area are blighted due to their poor condition and state of disrepair. Although the ultimate concept for this Master Plan may depict uses that are different from the current uses, some of which may currently be in private ownership, this plan relies on all property acquisition being the result of willing sellers through mutually beneficial negotiations with the CRA. Under no circumstances will property be taken through the eminent domain process. Therefore, this Master Plan has been developed in a manner that all or part of the final recommendations can be implemented even though all parcels have not been acquired as depicted in the final concept plan for the site. **Table 1** represents A parcel by parcel list showing the number of parcels select information regarding ownership, acreage, and potential reuse. **Figure 3** depicts the existing parcels with ownership information and the existing road network.



Photo 3: Old Waterworks Building



Photo 2: Existing Florida Department of Transportation Pond

Figure 3: Heritage Square Project Area: Existing Parcels and Street Network

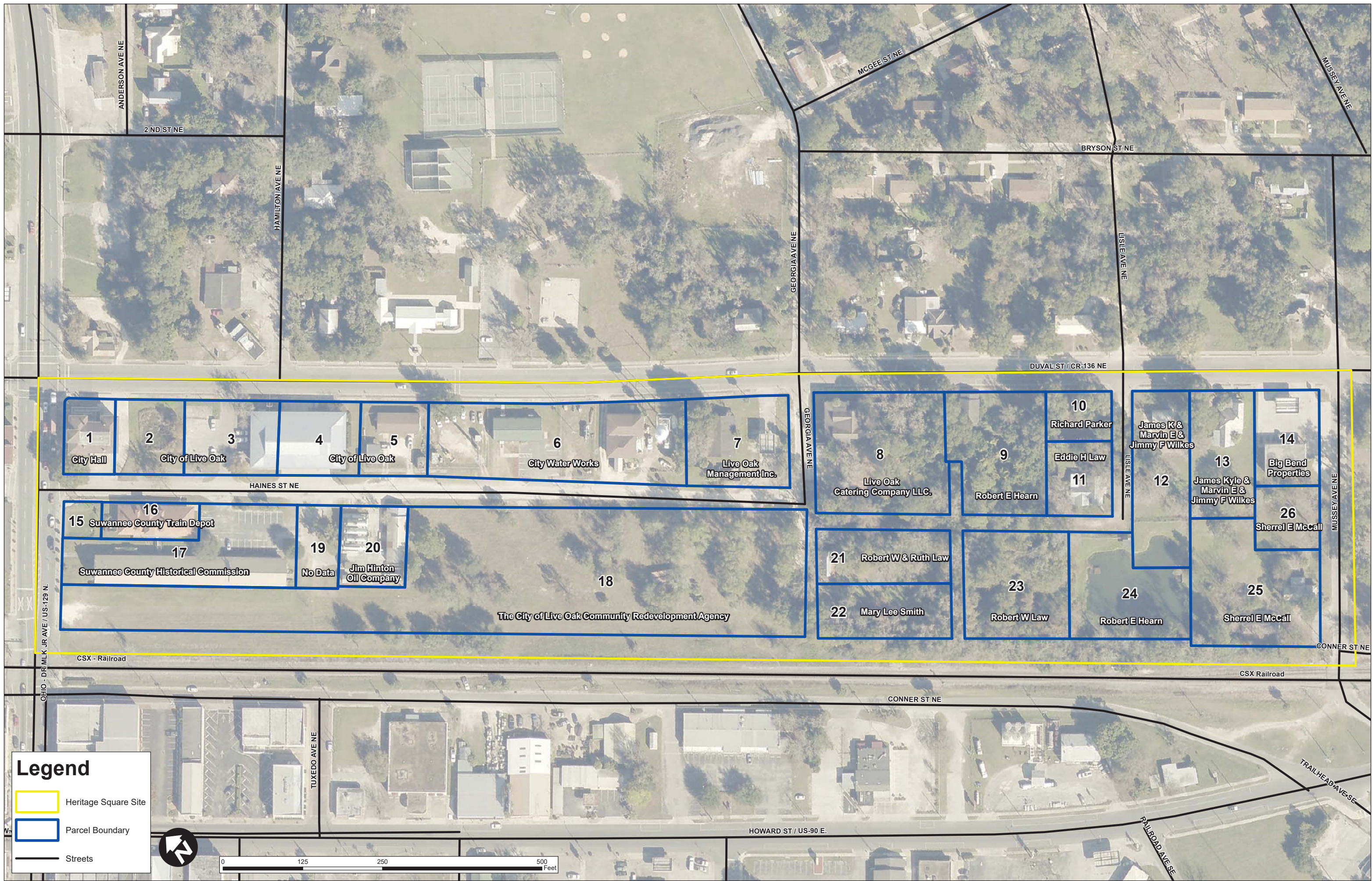


Table 1: Parcel Information

Heritage Square Parcel Information					
Parcel Number	Parcel ID Number	Owner	Current Use	Approximate Acreage	Site Reuse
1	2302S13E06640430010	City Hall	Public	0.217	Retain
2	2302S13E06641430020 - Pond	City of Live Oak	Public	0.292	Redevelop
3	2302S13E06641430020	City of Live Oak	Public	0.396	Retain
4	2302S13E06642440010	City of Live Oak	Public	0.340	Retain
5	2302S13E06643440020	City of Live Oak	Public	0.283	Redevelop
6	2302S13E06644440030	City Water Works	Public	1.143	Redevelop
7	2302S13E06645440060	Live Oak Management Inc	Commercial	0.522	Possible Acquisition
8	2402S13E07006760010	Live Oak Catering Company LLC	Commercial	0.906	Retain
9	2402S13E07007760020	Robert Hearn	Residential	0.652	Possible Acquisition
10	2402S13E07008760030	Richard Parker	Residential	0.184	Possible Acquisition
11	2402S13E07009760060	Eddie Law	Residential	0.277	Possible Acquisition
12	2402S13E07014770030	James, Marvin, and Jimmy Wilkes	Residential	0.574	Possible Acquisition
13	2402S13E07092040020	James, Marvin, and Jimmy Wilkes	Residential	0.466	Possible Acquisition
14	2402S13E07091040010	Big Bend Properties	Commercial	0.350	Possible Acquisition
15	2302S13E06560001001 - Pond	Suwannee County Historical Commission	Public	0.079	Retain
16	2302S13E06560001000	Suwannee County	Public	0.202	Retain
17	2302S13E06560001001	Suwannee County Historical Commission	Public	0.813	Retain
18	2302S13E06560000000	The City of Live Oak Community Redevelopment Agency	Public	3.725	Redevelop
19	No Data	No Data	Public	0.201	Redevelop
20	2302S13E06564000000	Jim Hinton Oil Company	Commercial	0.305	Possible Acquisition
21	2402S13E07011770012	Robert and Ruth Law	Residential	0.407	Possible Acquisition
22	2402S13E07010770011	Mary Lee Smith	Residential	0.413	Possible Acquisition
23	2402S13E07013770022	Robert Law	Residential	0.638	Possible Acquisition
24	2402S13E07012770021	Robert Hearn	Residential	0.615	Possible Acquisition
25	2402S13E07094040033	Sherrel McCall	Residential	0.820	Possible Acquisition
26	2402S13E07094040032	Sherrel McCall	Residential	0.233	Possible Acquisition

*Includes roads and other infrastructure areas

Parcel Total Acreage	15.054
Study Area Total Acreage*	20.998

Heritage Trail

One of the overall goals of this Master Plan is to create a downtown trailhead that connects downtown Live Oak with the existing Heritage Trail. The Heritage Trail may one day connect to the south as far as Branford Florida which is approximately 23.4 miles to the South. This trail may also connect to other regional trails in the future. Connecting to this network with the downtown will be beneficial to the growing regional network by providing trailhead amenities which may draw additional users. It will also be important to connect trail users to the Heritage Square site as this will be redeveloped into an entertainment district within the City where trail users can start and/or end their cycling or walking trips, leading to a greater awareness and interaction with local businesses. Connecting Heritage Square to the Heritage Trail will benefit the future development of both facilities.

Photo 4: Heritage Trail

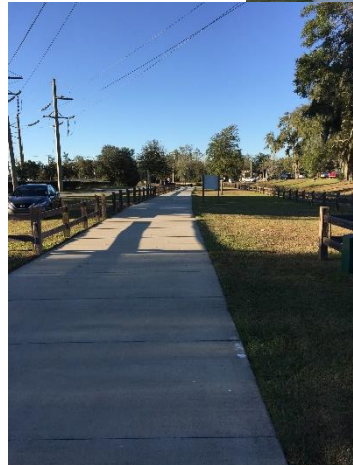


Photo 5: Heritage Trail

Stakeholder Input

A series of stakeholder interview meetings were scheduled where maps were provided and participants were asked for their input about the types of uses that could and should be located at Heritage Square. In addition, the stakeholders were also asked to mark the blank site plan up with their ideas for amenities, uses, parking, park concepts, bike trail options, etc. Based on these discussions there were many comments received and the maps were well marked with their ideas. Based on this input a set of general themes began to emerge. These themes can be generally characterized as the need for the following:

- Specialty retail
- Shopping
- Restaurants with outdoor seating
- Street improvements
- Wide sidewalks
- Build upon the existing historic structures
- Residential
- Stormwater utility
- Open green space
- Performing arts venue



Photo 6: Public Workshop

Based on these meetings, there were no negative comments received regarding the Heritage Square Master Plan and all voiced support for the general redevelopment concepts and the need for the City of Live Oak to have a place with these attributes.

The stakeholders that participated are listed below:

Robin Thomas – Dixie Grill – **Business Owner, Chef at the Dixie Grill and has his own catering business**

Jennifer Seaman – **Business Owner of Seaman’s Aqua Clean**

Coy Howell – **Business Owner of North Florida Printing**

Katherine Allen – **Director of the UF/IFAS Suwannee County Extension Office**

Buddy Williams – **City of Live Oak Chief of Police**

Ronnie Poole – **Realtor and Owner of Poole Realty**

Matt Scott – **Business Owner of McCrimon’s Office Supply**

Quinn Skierski – **Business Owner of Proactive Properties LLC**

Jimmy Norris – **Executive Director for the Chamber of Commerce**

Chad Croft – **City of Live Oak Fire Chief**

Greg Scott – **Director of Suwannee County Parks and Recreation**

Don Allen – **CRA Board Member and Councilman**

David Burch – **CRA Board Member and Councilman**

Bruce Tillman – **CRA Board Member**

Frank Davis – **CRA Board Member and Councilman**

Cynthia Robinson – **CRA Board Member**

John Yulee – **CRA Board Member and Councilman**

Photo 7: Map Feedback



Public Workshop



Photo 8: Beginning of the Public Workshop

In addition to the stakeholder meetings, the project team also prepared for and facilitated a public workshop on February 1, 2018 at the Old City Hall Building which is located in Heritage Square. This workshop was very well attended with over 60 participants who offered their input and support for this effort. The citizens of Live Oak marked up maps, participated in a “priority pyramid” exercise, and completed overall comment forms. Although the project team collected a significant amount of input, all the responses were in support of moving

forward with the redevelopment of Heritage Square.

This workshop provided a brief presentation by the project team and then the participants were divided into small groups for further and more detailed discussions with meeting facilitators. The input received included discussions of the following:

- The City needs specialized retail and shopping
- An entertainment district would be very beneficial for economic development
- Mixed use and residential in the downtown is desirable
- The entertainment district concept would help to support the current downtown business district
- A town green with performing arts stage would be a great way to attract visitors
- A phasing plan will be important
- Infrastructure will be very important including streetscape, sidewalks, streetlights, etc.

Photo 9: Public Workshop - Marking Maps



Photo 10: Public Workshop - Open Discussion



Photo 11: Public Workshop - Open Discussion

CRA Board Input

The project team also met with the CRA Board to brief them on the Master Plan progress and received input and confirmation of the general direction along the way. Input received included the need to consider the Amtrak station as part of the plan in the event that Live Oak becomes a permanent stop in the future. Additionally, it was also discussed that park like amenities should be included and if a regional stormwater facility is built, that it includes amenities making it more attractive to visitors. The Board also expressed the desire to proceed quickly to implement the project recommendations.

Many members of the CRA Board participated in the Public Workshop in April and were a part of that event to both participate and to understand the public's desires for Heritage Square.

Additional Public Workshop Photographs

Figure 4: Public Workshop Photographs



Recommendations:

Heritage Trail

This trail is a crucial part of the connection from the community to the Heritage Square site. Therefore, it is recommended to connect the existing trail directly through Heritage Square. This is depicted in the proposed Concept Plan. In addition, the Concept Plan also includes a trailhead building with bicycle parking and signage and a kiosk map. This will attract many new users to the trail and to the Heritage Square area itself. This will result in direct effect of new economic development to Live Oak’s downtown.

Land Uses, Zoning, and Land Development Code

Based on the uses as depicted in the final Concept Plan it is intended that these be codified in a special zoning overlay to ensure that all development in the Heritage Square study area is developed or redeveloped in a consistent manner to design standards, signage, parking, and other features. These changes will be needed as this site will have new uses that are not currently in the City’s Comprehensive Plan or its Land Development Codes (LDCs). The development of Form Based Codes which advise on the architectural style and development types within an area may be beneficial within this special zoning overlay. For example, there will be the need for a shared parking since there will be a mix of daytime and night time uses and there will be areas where parking is shared from site to site. Additionally, there are several historic structures currently on the site and it will be important to have future development be sympathetic to that character. Based on the adoption of this Master Plan and its corresponding final Concept Plan, these uses should be written into the Comprehensive Plan and LDC.

Street Infrastructure

One of the key elements to any redevelopment initiative is the CRA’s investment into the area’s public infrastructure. And as depicted in the Final Concept Plan for Heritage Square, it is recommended that Haines Street, Georgia Avenue, Lisle Avenue, and Mussey Ave, all be reconstructed with new pavement, stamped brick crosswalks and intersection features, drainage, wide sidewalks, street furniture zones, curb and gutter, the relocation of utilities underground, and the installation of street lights. The general process for each streetscape project would be to complete the relocation of the overhead utilities first, followed by the design and permitting of the streetscape itself, followed by construction and Construction Engineering & Inspection (CEI). **Table 2** describes the street improvements and potential features within Heritage Square.

Table 2: Concept Plan Street Improvements

Concept Plan Street Network				
Street	Bounds	Features	Approximate ROW (Feet)	Approximate Length (Feet)
Haines Street	Ohio Ave to Georgia Ave	Gateway Monument	45 ft. - 60 ft.	1200 ft.
		Sidewalks		
		Parallel Parking - Both Sides		
Haines Street	Georgia Ave to Mussey Ave	Gateway Monument	50 ft.	850 ft.
		Sidewalks		
		Parallel Parking - One Side		
Georgia Avenue	Duval St to beyond Haines St	Sidewalks	40 ft.	300 ft.
Lisle Avenue	Duval St to Haines St	Sidewalks	40 ft.	200 ft.

Typical Section Examples

The continued development of the transportation network within Heritage Square and the nearby roadways will vary based on the available roadway right-of-way (ROW) and the funds allocated for improvement. Larger ROW will allow for additional amenities to address the needs of multiple user types. **Figures 5 and 6** depict examples of how to accommodate vehicles, parking, and pedestrians with various ROW availability.

Figure 5: 40 and 45 - foot ROW



Figure 6: 50 and 60 - foot ROW



Regional Stormwater Utility

It is recommended that a regional stormwater utility be established so that the site's stormwater can be treated on site and to allow the full development of each parcel in Heritage Square. This utility should be set up to accept payment from each contributing property owner or developer in exchange for the ability to pipe their parcel's stormwater to the existing FDOT owned holding pond. This would then allow them to develop the whole site without the need for a holding pond on each parcel. The CRA Board could also offer developers the stormwater capacity of the area as an incentive for prospective parties. The first step to establish this stormwater utility is to complete a feasibility study to determine if the parcels can be served by the proposed pond. Once that is known and the capacity has been verified, coordination would have to occur with FDOT. Then design and permitting of the system would be completed followed by the actual construction. Construction of the stormwater system should be coordinated with all streetscape projects to reduce the overall project costs.



Photo 12: Existing Stormwater Pond

Parking

Shared use parking has been recommended in the Concept Plan. This will allow for the flexible use of parking facilities on the site while providing enough capacity the existing and future land uses. Multiple parking areas have been identified in the Concept Plan that should allow for increased access to the square and downtown area.

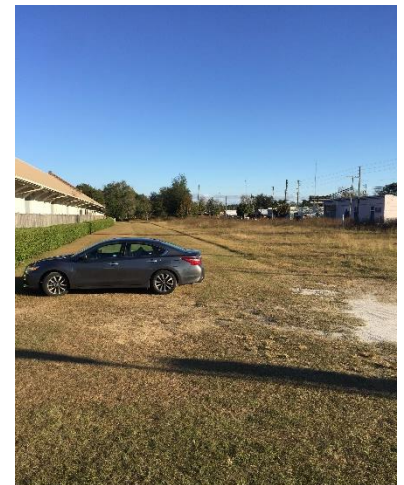


Photo 13: Potential Public Parking Area

Sustainability and Environmental Stewardship

Sustainable features have been built into this Master Plan. Stormwater best management practices should be incorporated into any design for that facility. Below is a list of the types of sustainable features that should be incorporated into the redevelopment projects at Heritage Square.

- Recycling receptacles
- LED lighting for reduced energy consumption
- Solar generating parking shades in parking areas
- Native landscaping
- Rainwater reuse
- Energy efficient roofing
- Pervious Pavers
- Area-wide stormwater management
- Bike share stations



Photo 15: Commercial Rain Barrel Example



Photo 14: Solar Covered Parking Area Example

Fire House Enhancements



Photo 16: Existing Fire Station

A set of optional recommendations have been developed to better support the operations and the public perception and visibility in the community. The firehouse is a use that should be embraced and built upon as the redevelopment of Heritage Square moves forward. For example, the City Fire Department is the proud owner of one of the oldest firetrucks in the Country named Old Betsy. This truck has been carefully restored and is used in parades and other events to promote the Department. It was suggested by stakeholders that a future police sub-station be

built at the firehouse and as a part of that a glass garage be built to showcase the truck as a point of interest and to educate the general public about the Fire Department's functions. The Police sub-station would then be a visible factor on the site which would benefit overall public safety. In addition, it was also discussed that a future new brick façade be added to the building to add to the historic charm of the area.

Town Green



Photo 17: Town Greenspace

A town green is recommended as one of the early phases of implementation as it is a highly visible feature and it is a relatively low cost project to build. This area, as depicted in the Final Concept Plan, will also support many ongoing activities at the site. This area would be used for musical events, fairs, food truck nights, and just open space on weekends. It is recommended that this space have built in seating areas, landscaping, and a fountain at its entrance. Trees should be incorporated into the site as well as seating for visitors.

Performing Arts Stage

At the center of the Town Green, it is recommended to build a relatively low cost performing arts stage. This would be the location where performing artists would perform, and where many other events could occur. The stage should be constructed so that it is expandable and so that a roof can be added later. The reason for this expandability is that as the site develops an ongoing program, additional facilities can be added. Electricity should be provided to this area for lighting and other purposes.

Photo 18: Outdoor Stage Example



Landscaping

The Final Concept Plan for this site details generally how the site should be landscaped. However, as each individual site is developed, it should generally follow this overall design. In

addition, At the completion and adoption of this Master Plan, as recommended above, the special zoning overlay should set forth the actual landscaping standards. These standards should also incorporate sustainable practices such as the use of native plants that require less maintenance and water.

Events

The City should establish an entity or program for entertainment events at Heritage Square. Typically, this is normally managed by the local visitor's bureau or chamber of commerce but it could be a new responsibility under an existing city department. This new program should be responsible for the promotion, planning, and attraction of events, performances, and reoccurring activities. These types of events can begin on a smaller scale and then as Heritage Square continues to redevelop they can grow and expand. A website should be the central site for information and social media including Instagram, Twitter, and Facebook should be used to communicate happenings. Other types of events could also be promoted such as weddings and other private events.

Examples of these events include:

- Food truck night
- Musical performances
- Comedy acts
- Plays
- School performances
- Weddings
- Fairs
- Arts events
- Seasonal events
- Holiday events
- Parades



Photo 19: Food Truck Event



Photo 20: Outdoor Performing Arts Stage

Amtrak Station

To accommodate the possible future location of an Amtrak station in Live Oak, the Final Concept Plan depicts a small conceptual station on the Heritage Square site. This is shown and an alternate inset. Because the ultimate station needs are not known at this time, this is shown as a basic layout that can be modified if this initiative moves forward in the future. At that time, a full site plan be developed based on the needs of this location.

Art Components

The site can be designed to include artistic features which will create more interest for its visitors. For the general site, art features could be incorporated throughout the site. Sculptures, pavement or pavers, wall murals, or unique street furniture, etc. can be incorporated into design elements. Through stakeholder input, it was also suggested that the existing Suwannee County Historical Commission building have a part of it converted to art studios. This would allow the building to house small work spaces to promote individuals to create and produce art for sale

during periods of time such as weekends or “first Fridays” where the area might be open for people to walk from location to location viewing art while food and drinks are provided. Again, these types of activities can be the responsibility of the City run events department that is recommended above.

Utilities:



Electricity

The site is currently served with electricity however, the existing utility poles are recommended to be relocated underground in cooperation with the planned streetscape projects. Underground utilities will improve the aesthetics of Heritage Square and reduce the likelihood of storm related damage. The costs of these relocations are listed in the phasing section of this Master Plan.

Photo 21: Existing Powerlines, Cell Tower, and Water Tower

Water and Gas

The site is currently served by water and natural gas. The presence of water and gas at the site is an important feature that will reduce future development and infrastructure costs. The reduced costs and availability of utilities is a major draw for private developers and may promote more rapid development of Heritage Square.



Photo 22: Existing Storage Tanks



Photo 23: Existing Powerlines and Roadway



Photo 24: Existing Oil Company Building

Signage

An overall sign plan should be developed for the site once the development plan is final. This should also include the completion of the planned streetscape projects. Central to the overall sign plan should be a set of kiosks on the site that orient and provide visitors with information and the location of activities, buildings, or uses at Heritage Square. **Figure 7** depicts examples wayfinding signage and branding that can be used to develop the character of the Heritage Square Site.

Figure 7: Signage Examples



Access

Since the Heritage Square site is going to become a major destination in the City of Live Oak’s downtown area, it is recommended that all roadway intersections that connect to the square be very closely assessed for pedestrian improvements. This should be done to improve the safety for all pedestrians entering or existing this area. In addition, adequate crosswalks should be added to cross the CSX rail line that is located on Ohio Avenue. This may also require coordination with CSX and the Florida Department of Transportation, District Two Office in Lake City. For all other roadway intersections, the City of Live Oak Public Works Department should be coordinated with. After the initial safety assessment, design and permitting would need to be completed followed by construction. At these intersections, pedestrian signals should be required and installed as well as adding stamped asphalt crosswalks. The purpose of these types of facilities is that they increase the safety to and from the site as well as raise the awareness of the Heritage Square area and the activities there.

Parcel Reconfiguration

In some cases, and through the property acquisition process, some parcels will have to be replatted to accommodate new roadway configurations or for a better parcel layout for other parcels in the study area. The Final Concept Plan should be used to guide these types of changes. Consideration of the overall Heritage Square site should be given to accommodate features like streets, sidewalks, the multiuse bike trail, parking and other features.

Site Assets

The current site has many positive assets. Some of these, such as the existing Old City Hall and Suwannee County Historical Commission, are features that should be built upon. Other features are not as well recognized. For example, the existing City Fire Department building will be a great asset to the site because it is seen as a positive attribute for educational and resource purposes. Additionally, the old Water Works building, when restored, will be a wonderful piece of local history and along with the water tower itself, will be a local landmark for the years to come. These features should be built upon as all the recommendations from this Master Plan are designed and implemented.



Photo 25: Existing Water Tower

Beyond Heritage Square

For the roads that surround Heritage Square, the Final Concept Plan depicts intersection, crosswalk, street lighting, and other improvement recommendations. These are important to the Heritage Square site as they emphasize the thematic design of the site and they help to connect the surrounding areas of the community with it. As resurfacing projects occur in the future, these roadway improvements should be made. When they are done as part of these other types of ongoing projects, the costs will be significantly reduced.

The Pedestrian Environment

For all projects in the study area, the movement of pedestrians should always be considered first. For example, safe pedestrian crosswalks must be provided at all intersections both on the site as well as those that connect to the site. Raised crossings, median refuges, and pedestrian activated signals are potential treatments that would allow for safer pedestrian travel while adding to the character of Heritage Square. For example, on Ohio Avenue, pronounced crosswalks should be provided on both sides of the road to better connect the current downtown business district to Heritage Square. All crosswalks must also adhere to current ADA and design standards.

Wi-Fi

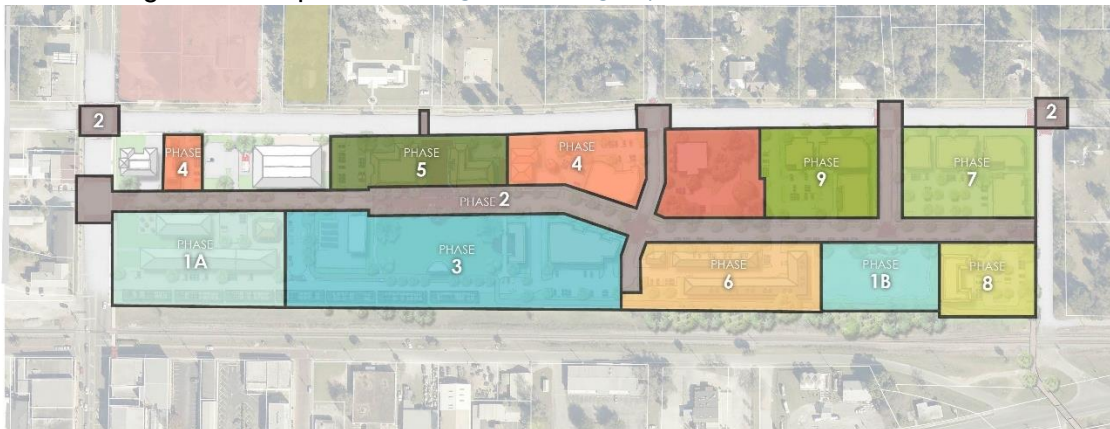
To enhance the visitor experience at Heritage Square, a Wi-Fi canopy should be integrated into the site design. This can be accomplished by integrating Wi-Fi into the streetscape projects. The area Wi-Fi should also be offered as a free service provided by the City or CRA. This will enhance the visitor experience and make it tech-friendly.

Project Phasing Plan

Although there has been overwhelming support for the general concepts of this Master Plan and the Final Concept Plan, the final recommendations will have to be phased in over time due to having limited funds for these projects. For this reason, all project recommendations have been broken into a series of phases. This way the CRA staff and Board, can proceed in a logical way based on funding and how the Heritage Square sites will be used. For example, the first phase has been developed using the existing buildings and how they can be used in their current state or in some other configuration. In addition, there is existing parking that can be utilized and the improvements in this portion of the site are lower cost and therefore offer a way to build momentum and further support for implementing the remaining phases.

Each of the project phases are broken out in the following section (depicted in **Figures 8-9**). It should be noted that there may be cases where entire phases, or parts of phases, will be modified or implemented out of this order for various reasons. In some cases, there may be specific reasons for this including funding availability, developer interest, or changes in City/CRA priorities. Therefore, this phasing plan should be used as a guide or a planning tool and not a rigid road map.

Figure 8: Phasing Map



Phase 1A

This phase includes:

- Landscaping
- Initial parking lot construction
- Pedestrian crosswalks across CSX rail corridor crossings on Ohio Avenue

Optional improvements:

- Acquisition of one parcel (Parcel 19)
- Relocation of existing stormwater pond (Parcel 15)
- Restaurant site development
- Installation of solar parking shade

Phase 1B

This phase includes:

- Establishment of stormwater utility
- Property acquisition for stormwater pond site
- Stormwater system design
- Relocation of existing stormwater ponds (2)
- Design and construction of multiuse trail

Optional improvements

- Landscaping of stormwater pond site

Phase 2

This phase includes:

- Incorporation of stormwater facilities in all streetscape projects
- Streetscape for Haines Street, Georgia Avenue, Lisle Avenue, and Mussey Avenue
- Intersection improvements for crosswalks on Duval Street and Ohio Avenue
- Property acquisition east section of Haines Street of seven parcels (Parcels 21, 22, 24, 12, 13, 25 and 26)

Phase 3

This phase includes:

- Construction of additional parking lot
- Design and construction of town green
- Construction of central fountain
- Installation of performing arts stage
- Platting of City-owned lots
- Acquisition of current industrial site (or optional screening of this site) (Parcel 20)
- Design and construction of multiuse trail

Optional improvements

- Installation of solar parking shade
- Construction of bike station or small trailhead

Phase 4

This phase includes:

- Property acquisition of one parcel (Parcel 7)
- Replatting of City-owned parcel
- Re-development of Waterworks Building and Water Tower
- Design and construction of additional parking
- Acquisition of stormwater facility

Phase 5

This phase includes:

- Relocation of existing City Department uses (Parcel 6)
- Platting for future redevelopment for two parcels
- Platting of City-owned parcels

Phase 6

This phase includes:

- Property acquisition of three parcels (Parcels 21, 22 if not conducted in Phase 2, and 23)
- Platting for future redevelopment of the above parcels
- Design and construction of multiuse trail

Phase 7

This phase includes:

- Property acquisition of five parcels (Parcels 12, 13, 14, 25, and 26)
- Platting for future redevelopment of the above parcels

Phase 8

This phase includes:

- Property acquisition of one parcel (Parcels 25)
- Platting for future redevelopment of the above parcels

Phase 9

This phase includes:

- Property acquisition of three parcels (Parcels 9, 10, and 11)
- Platting for future redevelopment of the above parcels

Figure 9: Phasing Map



Preliminary Planning Level Cost Estimates by Phase

The following are the planning level cost estimates for each phase of the Master Plan recommendations. For each phase, costs have been estimated based on previously completed projects, standards costs from FDOT and other sources, and generally accepted costing methods. **Figures 3-4** provide a generalized look at the potential improvement costs for Heritage Square, however, it should be noted that actual construction costs may vary substantially from these estimates for various reasons. If the Phasing Plan is implemented, the cost for the creation of the new Heritage Square will be approximately \$5,182,575.

Table 3: Approximate Improvement Costs

Phase	Improvements	Distance or Number	Approximate Cost by Unit	Approximate Cost Per Improvement	Approximate Cost by Phase
1A	Parcels in Phase	15, 16, 17, 18		N/A	\$190,887
	Landscaping	N/A	N/A	10,000	
	Crosswalk Construction (Raised)	4	\$8,170 Each**	\$32,680	
	Crosswalk Construction (Striped)	2	\$770 Each**	\$1,540	
	Parking Lot	40,000 Sq. Ft	Asphalt \$1.89 per Sq Ft Stabilization \$.44 per Sq Ft Lime rock Base \$1.33 per Sq Ft	\$146,667	
1B	Parcels in Phase	24		\$3,391	\$390,151
	Stormwater Utility Development and design	Engineering Fees (will vary)		\$75,000	
	Relocation of Existing Stormwater Ponds	50,000 Sq. Ft		\$240,738	
	Design and Construction of Multiuse Trail	750 Ft	\$500,000 per mile	\$71,022	
2	Parcels in Phase	12, 13, 25, 26		\$101,512	\$3,637,004
	Gateway	2	\$22,750 Each**	\$45,500	
	Streetscape: Haines St, Georgia Ave, Lisle Ave, and Mussey Ave	2,500 Ft	\$5,760,000 (\$4,800,000 per mile + 20% Utility Cost Contingency)	\$2,727,272	
	Underground Utilities Placement	Engineering Fees (will vary)		\$500,000	
	Intersection Improvement - Duval St and Ohio Ave	Pedestrian Hybrid Beacon - Ohio Ave (1)	\$57,680 Each**	\$57,680	
		Flashing Beacon - Duval St (4)	\$10,010 Each**	\$40,040	
	Parking Lot	45,000 Sq. Ft	Asphalt \$1.89 per Sq Ft Stabilization \$.44 per Sq Ft Lime rock Base \$1.33 per Sq Ft	\$165,000	
3	Parcels in Phase	18, 20		\$77,940	\$416,031
	Parking Lot	50,000 Sq. Ft	Asphalt \$1.89 per Sq Ft	\$183,334	
			Stabilization \$.44 per Sq Ft		
			Lime rock Base \$1.33 per Sq Ft		
	Design and Construction of Town Green	50,000 Sq. Ft - Engineering Fees (will vary)		\$75,000	
	Construction of Central Fountain	1	\$4,000+ Each	\$4,000	
	Replatting of City Owned Parcels	N/A	N/A	N/A	
	Acquisition or Modification to Industrial Site	Optional 10 ft. Screening ~ 4,000 Sq. Ft	\$0.58 per Sq Ft***	\$6,900	
		Optional Acquisition		\$77,940	
	Design and Construction of Multiuse Trail	800 Ft	\$500,000 per mile	\$75,757	

Table 4: Approximate Improvement Costs - Continued

Phase	Improvements	Distance or Number	Approximate Cost by Unit	Approximate Cost Per Improvement	Approximate Cost by Phase
4	Parcels in Phase	2, 6, 7, 8		\$32,532	\$112,432
	Replatting of City Owned Parcels	N/A	N/A	N/A	
	Re-development of Waterworks Building and Water Tower	N/A	N/A	\$25,000	
	Parking Lot	15, 000 Sq. Ft	Asphalt \$1.89 per Sq Ft	\$54,900	
			Stabilization \$.44 per Sq Ft		
	Acquisition of Stormwater Facility	N/A	N/A	N/A	
5	Parcels in Phase	5, 6		N/A	N/A
	Relocation of Existing City Uses	N/A	N/A	N/A	
	Replatting of Parcels	N/A	N/A	N/A	
6	Parcels in Phase	21, 22, 23		\$55,016	\$88,159
	Replatting of Parcels	N/A	N/A	N/A	
	Design and Construction of Multiuse Trail	350 Ft	\$500,000 per mile	\$33,143	
7	Parcels in Phase	12, 13, 14, 26	(If Not Already Acquired)	\$191,726	\$191,726
	Replatting of Parcels	N/A	N/A	N/A	
8	Parcels in Phase	25	(If Not Already Acquired)	\$60,591	\$60,591
	Replatting of Parcels	N/A	N/A	N/A	
9	Parcels in Phase	9, 10, 11		\$95,594	\$95,594
	Replatting of Parcels	N/A	N/A	N/A	
				Total	\$5,182,575

Table 4: Additional Improvement Costs

Optional Improvements for Nearby Roads	Approximate Cost Per Mile
Shared Lane Use Marking	\$30,000 per mile
Bike Lane	\$30,000 per mile
Buffered/Separated Bike Lane	\$1,000,000 per mile

Property Value Improvements

As described in the Phasing Plan, many of the properties within Heritage Square have recommended improvements and uses that will be essential to future development. These improvements will positively impact the existing parcels and will improve the property values as the property values and use of these parcels begins to rise, the City will see a direct benefit through increased tax increment funding (TIF). **Table 5**, depicts how the property values are estimated to change and the potential funding that may be realized if the suggested improvements are implemented. These anticipated funds will be used to finance the recommended infrastructure products of this Master Plan.

If the improvements are implemented on each of the parcels, the CRA may earn an additional \$3,923,306.06 in TIF over the CRA planning horizon of 21 years. This amount assumes a constant millage rate (2017 total millage Rate: 0.0405406) over the 21-year period. With nearly \$4 million of CRA TIF being provided by this method, the economic benefit from increased use and sales revenue will have an even higher impact on the Downtown Area.

Table 5: Estimated Property Values and Potential TIF

Parcel Number	Parcel ID Number	Owner	Acreage	Current Use	Existing Assessed Parcel Value*	Estimated Post Development Value	Horizon Year Millage Return Based on Improved Values**	Horizon Year Millage Return Based on Existing Values**	Difference of Horizon Year Return (Improved - Existing Values)**	
1	2302S13E06640430010	City Hall	0.216991	Public	\$ -	N/A	\$ -	\$ -	\$ -	
2	2302S13E06641430020 - Pond	City of Live Oak	0.292446	Public	\$ -	\$ 300,000.00	\$ 255,405.78	\$ -	\$ 255,405.78	
3	2302S13E06641430020	City of Live Oak	0.395696	Public	\$ -	N/A	\$ -	\$ -	\$ -	
4	2302S13E06642440010	City of Live Oak	0.339743	Public	\$ -	N/A	\$ -	\$ -	\$ -	
5	2302S13E06643440020	City of Live Oak	0.282865	Public	\$ -	\$ 200,000.00	\$ 170,270.52	\$ -	\$ 170,270.52	
6	2302S13E06644440030	City Water Works	1.143463	Public	\$ -	\$ 800,000.00	\$ 681,082.08	\$ -	\$ 681,082.08	
7	2302S13E06645440060	Live Oak Management Inc	0.521501	Commercial	\$ 32,532.00	\$ 300,000.00	\$ 255,405.78	\$ 2,769.62	\$ 252,636.16	
8	2402S13E07006760010	Live Oak Catering Company LLC	0.905725	Commercial	\$ -	N/A	\$ -	\$ -	\$ -	
9	2402S13E07007760020	Robert Hearn	0.65152	Residential	\$ 28,260.00	\$ 200,000.00	\$ 170,270.52	\$ 2,405.92	\$ 167,864.60	
10	2402S13E07008760030	Richard Parker	0.184436	Residential	\$ 31,455.00	\$ 100,000.00	\$ 85,135.26	\$ 2,677.93	\$ 82,457.33	
11	2402S13E07009760060	Eddie Law	0.276605	Residential	\$ 35,879.00	\$ 100,000.00	\$ 85,135.26	\$ 3,054.57	\$ 82,080.69	
12	2402S13E07014770030	James, Marvin, and Jimmy Wilkes	0.574162	Residential	\$ 6,006.00	\$ 50,000.00	\$ 42,567.63	\$ 511.32	\$ 42,056.31	
13	2402S13E07092040020	James, Marvin, and Jimmy Wilkes	0.46645	Residential	\$ 31,455.00	\$ 50,000.00	\$ 42,567.63	\$ 2,677.93	\$ 39,889.70	
14	2402S13E07091040010	Big Bend Properties	0.349509	Commercial	\$150,805.00	\$ 50,000.00	\$ 42,567.63	\$ 12,838.82	\$ 29,728.81	
15	2302S13E06560001001 - Pond	Suwannee County Historical Commission	0.078779	Public	\$ -	N/A	\$ -	\$ -	\$ -	
16	2302S13E06560001000	Suwannee County	0.201945	Public	\$ -	N/A	\$ -	\$ -	\$ -	
17	2302S13E06560001001	Suwannee County Historical Commission	0.813242	Public	\$ -	N/A	\$ -	\$ -	\$ -	
18	2302S13E06560000000	The City of Live Oak Community Redevelopment Agency	3.725366	Public	\$ -	N/A	\$ -	\$ -	\$ -	
19	No Data	No Data	0.201179	Public	\$ -	N/A	\$ -	\$ -	\$ -	
20	2302S13E06564000000	Jim Hinton Oil Company	0.304831	Commercial	\$ 77,940.00	\$ 700,000.00	\$ 595,946.82	\$ 6,635.44	\$ 589,311.38	
21	2402S13E07011770012	Robert and Ruth Law	0.407096	Residential	\$ 27,747.00	\$ 400,000.00	\$ 340,541.04	\$ 2,362.25	\$ 338,178.79	
22	2402S13E07010770011	Mary Lee Smith	0.41317	Residential	\$ 24,329.00	\$ 400,000.00	\$ 340,541.04	\$ 2,071.26	\$ 338,469.78	
23	2402S13E07013770022	Robert Law	0.638324	Residential	\$ 2,940.00	\$ 400,000.00	\$ 340,541.04	\$ 250.30	\$ 340,290.74	
24	2402S13E07012770021	Robert Hearn	0.615123	Residential	\$ 3,391.00	\$ 300,000.00	\$ 255,405.78	\$ 288.69	\$ 255,117.09	
25	2402S13E07094040033	Sherrel McCall	0.82037	Residential	\$ 60,591.00	\$ 300,000.00	\$ 255,405.78	\$ 5,158.43	\$ 250,247.35	
26	2402S13E07094040032	Sherrel McCall	0.233299	Residential	\$ 3,460.00	\$ 10,000.00	\$ 8,513.53	\$ 294.57	\$ 8,218.96	
					Total:	\$516,790.00	\$ 4,660,000.00	\$ 3,967,303.12	\$ 43,997.05	\$ 3,923,306.06

* Assessed Value from the Suwannee County Property Appraiser's Online Mapping Tool

**21 Year Rate: 0.8513526 (Assumes no Change in Millage Rate)

CRA Horizon Year: 2039

2017 County Millage Rate: 0.0158137

2017 City Millage Rate: 0.0247269

Total Millage Rate: 0.0405406

Implementation Plan

To successfully implement the Heritage Square Master Plan, the City of Live Oak CRA should look for and focus its resources on the initial three phases of the plan. This will, in effect, allow the program to claim some early successes upon the completion of this Master Plan. This will help build momentum and further support will be realized. For these reasons, it is recommended that Phases one through three be pursued simultaneously. Likewise, property acquisition should be pursued immediately for all the identified parcels. As parcels become available for sale, the CRA should aggressively procure them.

Additionally, for each phase, funding options should be identified and pursued. There are many funding sources that are available depending on the type of project. It is recommended that for each phase or individual project, a funding strategy be developed. For example, for a streetscape project it may be possible to pursue Small County Road Assistance Program or Small County Outreach Program (SCRAP/SCOP) funding from FDOT for the resurfacing portion of these projects. Since the asphalt is the most significant part of a streetscape project this could fund most of the project. CRA funds could then be parsed with this, along with other funds such as grants or developer contributions.

The CRA project team will need to continue to work closely with the City and County to pull the necessary funds together for each future project.

Progress Reporting

To measure the success of this Master Plan it is recommended that the CRA staff provide an overall performance report to the CRA Board. This progress report should be provided on a biannual basis so that the successes can be celebrated and to measure the success of the CRA's investments. This level of accountability will help to ensure that progress continues and so that the recommendations of this Master Plan are fully implemented. Measuring and understanding the successes of the project will help steer future decisions and further guide the development of Heritage Square to meet the community's needs.