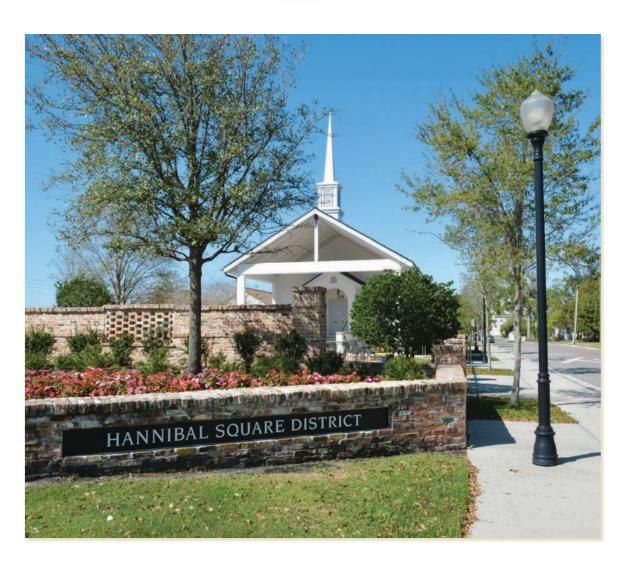


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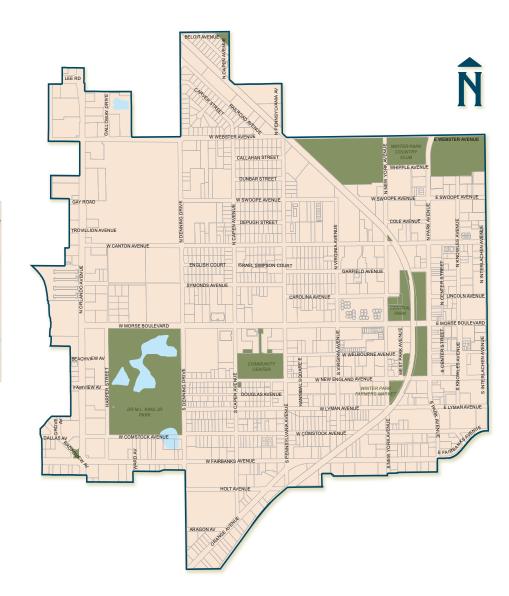




To preserve and improve the residential viability and livability of the neighborhoods within the Community Redevelopment Agency (CRA) district by encouraging and initiating activities which empower residents to effect change and to enhance and improve the commercial areas of the CRA by encouraging and implementing activities that promote economic growth.

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## district map







The Winter Park Community Redevelopment Agency (CRA) Fiscal Year 2017 Annual Report covers all activities for the period of October 1, 2016, through September 30, 2017. The report includes a complete financial statement of the CRA's revenues and expenses, amount of tax increment funds collected, and a record of CRA activities for the fiscal year.

Since 1994, the agency has played an integral role in the removal of blight and adding value to the downtown area and surrounding community. Established initially in the central business district and historic Westside neighborhood of Winter Park, the CRA expanded its boundaries to include the U.S. Highway 17-92 corridor in 1999. Today, the CRA encompasses 15 percent of the city's land area, has approximately 8 percent of the residential population, and contains over 50 percent of all businesses in the City of Winter Park. The CRA fulfills its goals by investing tax increment financing (TIF) revenues into capital improvements, incentive programs, and offering numerous initiatives to meet the needs of the community that it serves. The agency receives tax revenue from both the city and county for the area it encompasses.

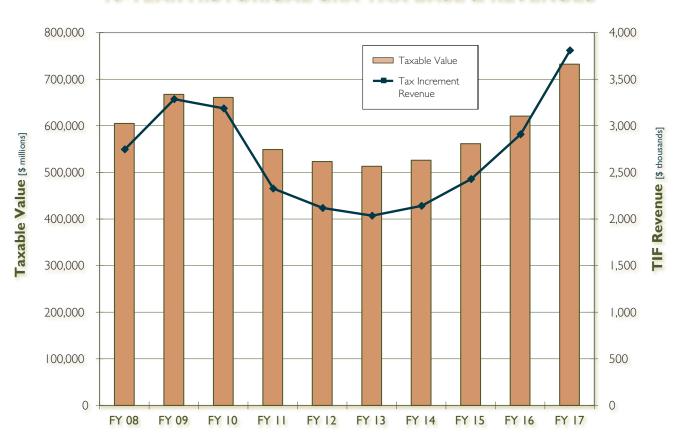


In 1994, the CRA's taxable value of all properties was \$194 million. The 2017 CRA's taxable value was \$732 million. This represents an 18 percent increase from the prior year. Over the last couple of years the real estate market has grown consistently. In turn, taxable valuations for CRA properties have mirrored this trend. Increment revenues for the year increased from about \$2.9 million to \$3.8 million. This is an improvement over last year's increase of 19.8 percent and shows that the market is strong.

The projects and programs highlighted in this report are outlined in adopted redevelopment plans and are guided by volunteer advisory boards that make recommendations to the Community Redevelopment Agency Board. This board is comprised of the Winter Park City Commission and a representative appointed from Orange County. Redevelopment initiatives are coordinated in these areas by CRA staff and implemented by partners including city departments, the Florida Department of Transportation, local non-profits and community groups, as well as private citizens.



## 10-YEAR HISTORICAL CRA TAX BASE & REVENUES



# board



The Board consists of the Mayor and City Commissioners, as well as an appointed Orange County Commissioner Representative. They are the decision-making body.

left to right ~ Commissioner Greg Seidel, Commissioner Sarah Sprinkel, Mayor Steve Leary, Commissioner Carolyn Cooper and Commissioner Pete Weldon not pictured ~ Orange County Representative Hal George

# advisory board.



The Advisory Board is a seven-member and one alternate volunteer committee made up of residents and business owners appointed by the Mayor. City staff works with the CRA Board and Community Redevelopment Advisory Board to carry out the CRA Plan.

**left to right** ~ Javier Omana, Jeff Stephens, Teri Gagliano and Woody Woodall. **not pictured** ~ Lambrine Macejewski and Alex Trauger.

## staff



## **CITY STAFF**

**left to right ~** Director Dori Stone, Program Manager Lindsey Hayes, Streetscape Attendant Barry Carson, CRA Manager Kyle Dudgeon and CRA Coordinator Laura Neudorffer

# strategic plan

Taxable value in the district continues its upward climb; leaving more dollars for increment revenue and blight remediation.

After an initial Capital Improvement Plan in 2015, Staff was able to successfully integrate and collaboratively create an updated version incorporating several projects highlighted in the 'Projects' and 'Programs' section of the report. The CRA has taken several steps towards implementation including streetscape improvements, parking, and working in partnership with the initiatives of the City and County.

The CRA is committed to maintaining and creating programs that will accomplish both the continued implementation of the redevelopment plans, and will address some of the immediate needs of our businesses, property owners and residents.

For copies of the CRA Plan, previous annual reports, and recent updates, please visit cityofwinterpark.org/cra.



The CRA moved forward on several projects this year.

## **DENNING DRIVE**

A significant component of the CRA plan is to identify and provide enhancements for buffering between residential and commercial uses. Denning Drive is a local collector road separating the residential Westside neighborhood of Winter Park and the Winter Park Village commercial area.

The intent of the project is to right-size the roadway from an undivided four-lane road to a multi-modal, three-lane road with protected left turns. The recaptured right of way will be used to construct a 10-foot mixed-use path for pedestrians and bicyclists. The project additionally provides for increased landscaping opportunities as well as the added benefit of safety and transportation improvements for all modes of transport.

An inclusive process, CRA staff led 18 public meetings with stakeholders on this project including two that were noticed CRA-wide through the *Hannibal Herald*, a revived newsletter created by previous CRA staff used for discussing upcoming and current district programs. Currently underway, the project is expected to be completed summer 2018.









### **NEW YORK AVENUE**

CRA staff continued to follow the capital improvement plan by developing concepts for improvements on New York Avenue. Running parallel to Park Avenue, the right of way has great potential for streetscape enhancement to promote connectivity and beautification. The road is also unique as it has railroad crossings at two points providing for larger than normal intersections.

Staff went through several iterations of proposed improvements, ultimately leading to an efficient and fiscally-responsible scope of work. This work includes bump outs and midblock crossings, intersection improvements for bus and pedestrian travel, and an increase to the total number of on-street parking spaces. The project is slated to begin after the completion of Denning Drive in summer 2018.

## MARTIN LUTHER KING, JR. PARK PLANNING

The CRA contributed to the cost of an updated Martin Luther King, Jr. (MLK) Park design concept. Using a consultant, the effort brought in many users of the park to discuss their needs and ideas on improvements. The effort ultimately led to a conceptual plan for discussion. Further discussions should run parallel to the development of the new library & events center located adjacent to MLK Park, allowing full integration of the projects.









## DOWNTOWN PARKING STRATEGIES

A significant portion of the CRA Plan discusses the need to evaluate existing parking conditions for accommodating residents and guests alike. CRA staff, paired with a consultant, led several meetings listening to public feedback, and ultimately delivering a final strategies report. It provided the CRA with a set of strategies that respond to observed and perceived conditions while considering the values and priorities of local citizens, business owners, employees and visitors. Staff is implementing several of these strategies including working with the police department to modernize enforcement practices, modernizing code, and applying new technologies.

## SMALL SCALE CRA PROJECTS FUND

The purpose of this fund was to provide flexibility within a given budget year for items requiring smaller funding levels, but have not yet been defined. This past year, this fund was used to encourage multi-modal transit by supporting weekend ridership of SunRail®. Of significance in the CRA Plan is parking demand, of which there are many ways of mitigating the issue including supporting alternative modes of transportation. Of the seven-week ridership through the winter holiday season, this project saw a total of 4,100 riders with average ridership 66 percent higher than during the week.







The CRA supports a number of initiatives devoted to improving the health, education and environment of the people and businesses it serves.

### HOME RENOVATION PROGRAM

This program is designed to ensure safety and maintain the character of residential neighborhoods by completing necessary rehabilitation work to distressed single-family, owner-occupied homes. To date, approximately 135 homes have been improved with over \$1.5 million in investment for income-qualifying families within the CRA.

## RESIDENTIAL DRIVEWAY & PAINT PROGRAMS

During the administration of the home renovation program, the priorities of expenditures started with safety improvements. This left a void in improving the aesthetic value of the home. Because of this, the residential driveway and paint programs were created. These programs focus on elevating the cosmetic, yet important, aesthetics by providing funds for driveway construction/rehabilitation as well as new paint for existing structures. In their second year, the programs now have increased funding to better mitigate its waitlist. This indicates continued high demand within the district.









## **BUSINESS FAÇADE IMPROVEMENT PROGRAM**

This program provides matching grant funds of up to \$20,000 to be used toward exterior improvements to businesses within the CRA, supporting economic stability, as well as maintaining the character and quality of commercial districts. To date, the program leverages a 13:1 ratio with regards to private/public funds.

### MICRO LOAN PROGRAM

SeaCoast Bank is a community partner who provides loans to start-up and existing small businesses desiring to expand or relocate within the CRA. The CRA provided an additional \$25,000 match for this program which is part of the banks' socially responsible banking program. The CRA deposit acts as a loan loss serve to secure a total loan pool of \$250,000, similar to a SBA loan. To date, the program has assisted multiple businesses in locating to or expanding in Winter Park.

## QUALIFIED TARGETED INDUSTRY INCENTIVE PROGRAM

The CRA promotes the expansion, growth and development of high wage jobs to maintain the City of Winter Park's competitiveness as a location for major employers; incentivizing continued long-term investment and involvement in the community.







## programs



## COMMUNITY CENTER PROGRAMMING

The CRA provides funding to a selection of community partners that promote leadership, health and learning activities at the Winter Park Community Center. Program selection is managed by a CRA partner; the city's Parks & Recreation Department. The selection includes participation by over 10,000 residents and visitors per year from senior programming to after school programs.

# programs



## SUMMER YOUTH ENRICHMENT PROGRAM

The CRA, in partnership with numerous local nonprofit organizations, provides paid internships and local summer camp opportunities to CRA high school students. It focuses on providing real-world work experience while developing business etiquette skills to aid in future career success. The program has been accountable for 50+ students during its lifetime, and several have found full time employment for the nonprofit in which they interned.

# programs

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The CRA works in partnership with several community organizations also devoted to improving the health, education and environment of the people and businesses it serves. Over the past year, several initiatives were implemented to advance the CRA goals and improve the community's quality of life.

## ST. PATRICK'S DAY PARADE

This long running tradition is supported by the CRA and brings thousands of visitors to the central business district each year to celebrate this 30-plus year celebration.

## ENZIAN THEATRE'S POPCORN FLICKS IN THE PARK

The CRA provides monthly films in Central Park and periodically in Shady Park. The free and family-friendly event showcases films that are appropriate for all ages and include holiday classics. Popcorn Flicks is provided to encourage families and friends to gather and build community. It also helps promote economic viability by bringing people to shopping and dining areas. The movies draw over 5,000 people per year.





### "WINTER IN THE PARK" HOLIDAY ICE SKATING RINK

For the eighth year in a row, the CRA funded the holiday ice skating rink "Winter in the Park." The event ran from Friday, November 18, 2016, through Sunday, January 8, 2017, and was held in the Central Park West Meadow. Residents and visitors were able to experience the feel of winter during the holiday season at "Winter in the Park."

The event drew over 30,000 skaters and spectators to the downtown shopping district. In its eighth year the event buys not only goodwill as an expected community staple during the holiday season, but drives direct impact and foot traffic to local merchants.





### ORGANIZATIONAL SUPPORT GRANT

With the understanding that partnerships can emerge between budget cycles, the organizational support grant was created to financially assist non-profit organizations with programming and events that produce direct benefit to the district. In its second year, the grant assisted with the "Winter on the Avenue" event; partnering with the City and Chamber of Commerce to draw residents and guests to downtown, providing for direct benefit to local merchants and a rediscovery of the CRA area to residents.

## CREALDÉ SCHOOL OF ART

The CRA provides funding for programming and exhibits managed by Crealde School of Art at the Hannibal Square Heritage Center. This year marks the 11th year of the Winter Park Heritage Center including an acknowledgement by neighborhood residents providing recognition for those that understand the importance of this community asset. The CRA also supports the annual Unity Heritage Festival.

## WINTER PARK PLAYHOUSE

The CRA provides funding for programming to the Winter Park Playhouse located on Orange Avenue. The purpose of the funds is to assist with the Playhouse's programming for youth and elderly in the district as well as provide for free or reduced-price plays.



## WELBOURNE AVENUE NURSERY & KINDERGARTEN

Continuing to carry out the social side of the CRA plan, funding is provided to the Welbourne Avenue Nursery & Kindergarten for physical building improvements and assistance in social programming for the district.

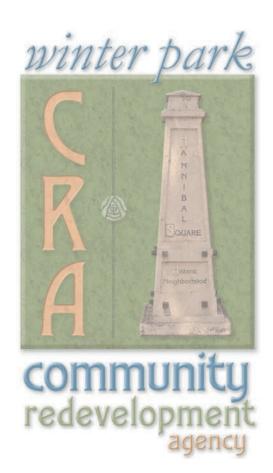


REVENUES	Actual FY 2016	Actual FY 2017	Budget FY 2018
TIF Revenue	2,986,272	3,798,143	4,322,099
Investment Revenue	42,467	31,088	35,000
Misc. Revenue	187,334	268,720	230,000
Totals	\$3,216,073	\$4,097,95 I	\$4,587,099
EXPENDITURES			
Operating	440,010	539,790	616,945
Community Initiative	131,825	159,591	204,000
Capital Maintenance	75,331	75,441	90,000
Totals	\$647,166	\$774,822	\$910,945
DEBT SERVICE			
Principal	1,055,000	1,120,000	1,160,000
Interest	409,053	373,552	336,648
Totals	\$1,498,378	\$1,493,552	\$1,496,648
NET OPERATING GAIN/LOSS	\$1,074,854	\$1,829,577	\$2,179,506
CAPITAL OUTLAY			
New Projects	\$1,405,963	\$523,749	\$4,846,328
Totals	\$1,405,963	\$523,749	\$4,846,328
OTHER FINANCING SOURCES			
Issuance of Debt	\$ -	\$ -	\$ -
CHANGE IN FUND BALANCE	\$(331,109)	\$1,305,828	\$(2,666,822)
BEGINNING FUND BALANCE	\$2,089,170	\$1,758,060	\$3,014,281
ENDING FUND BALANCE	\$1,758,060	\$3,063,888	\$347,459

FY 2016 actuals represent a reconciliation and recalculation of expenditures which occurred after the FY 2016 Annual Report submittal.

FY 2016 and 2017 totals represent actual project expenditures and transfers. The Ending Fund Balance represents funds carried over to the subsequent fiscal year from previously approved or ongoing projects.

FY 2018 totals reflect project balances rolled forward and estimated budgeted project expenditures combined. The figures represents unencumbered funds remaining to be assigned to a project before the close of the fiscal year.



Dori Stone @ 407.599.3665 dstone@cityofwinterpark.org

### **CRA MANAGER**

Kyle Dudgeon @ 407.599.3217 kdudgeon@cityofwinterpark.org

### PROGRAM MANAGER

Lindsey Hayes @ 407.599.3498 Ihayes@cityofwinterpark.org

## **CRA COORDINATOR**

Laura Neudorffer @ 407.643.1657 Ineudorffer@cityofwinterpark.org