



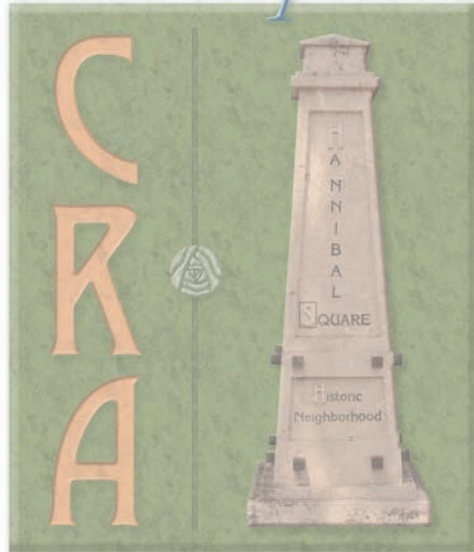
winter park



ANNUAL REPORT

fiscal year 2018

winter park



community
redevelopment
agency



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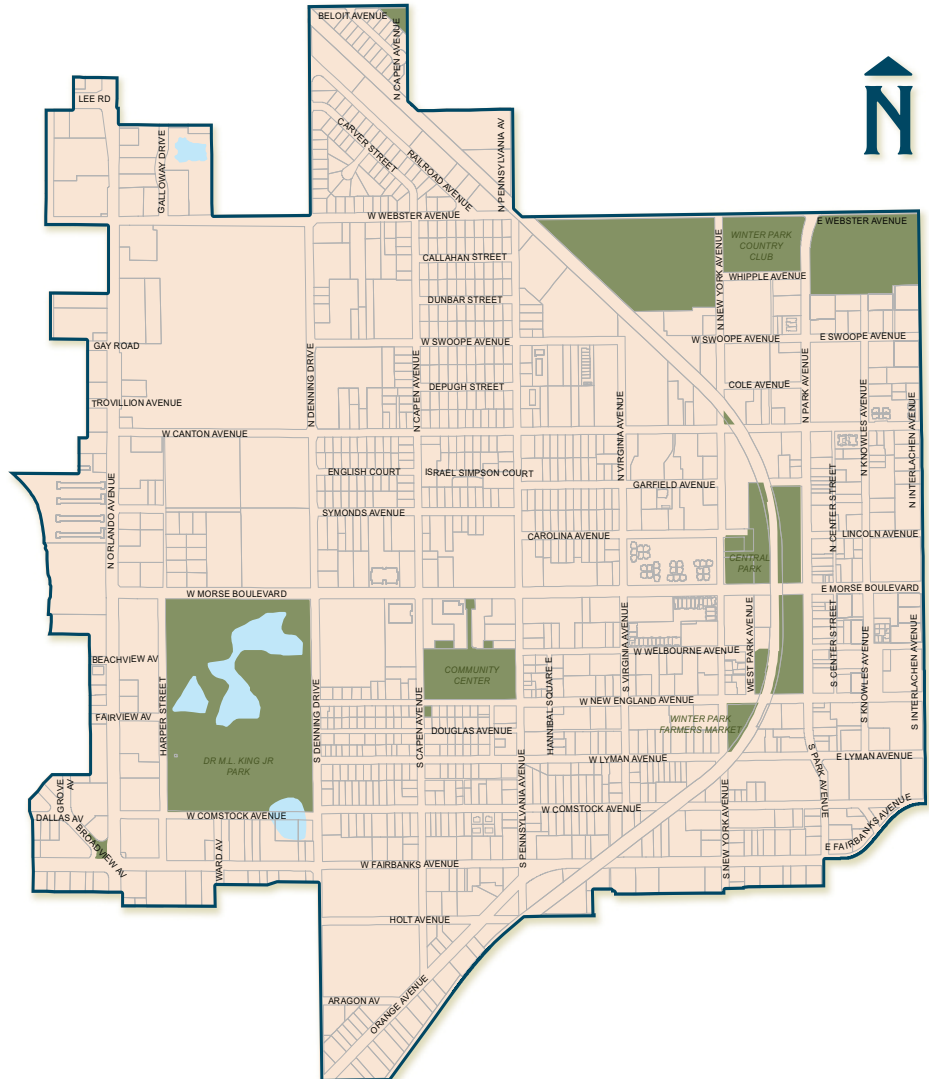




mission

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.

The Winter Park CRA is guided by a CRA Plan. The CRA Plan is designed to explore the critical factors that have shaped Winter Park and to identify opportunities to create a quality environment for residents and businesses. The CRA Plan has been the foundation for establishing and defining the vision and mission for revitalizing the Winter Park CRA district. The CRA Plan and the CRA Plan Amendment were adopted in August 1994 and February 1999, respectively.



history



The Winter Park Community Redevelopment Agency (CRA) Fiscal Year 2018 Annual Report covers all activities for the period of October 1, 2017, through September 30, 2018. 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 as well as 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.

history



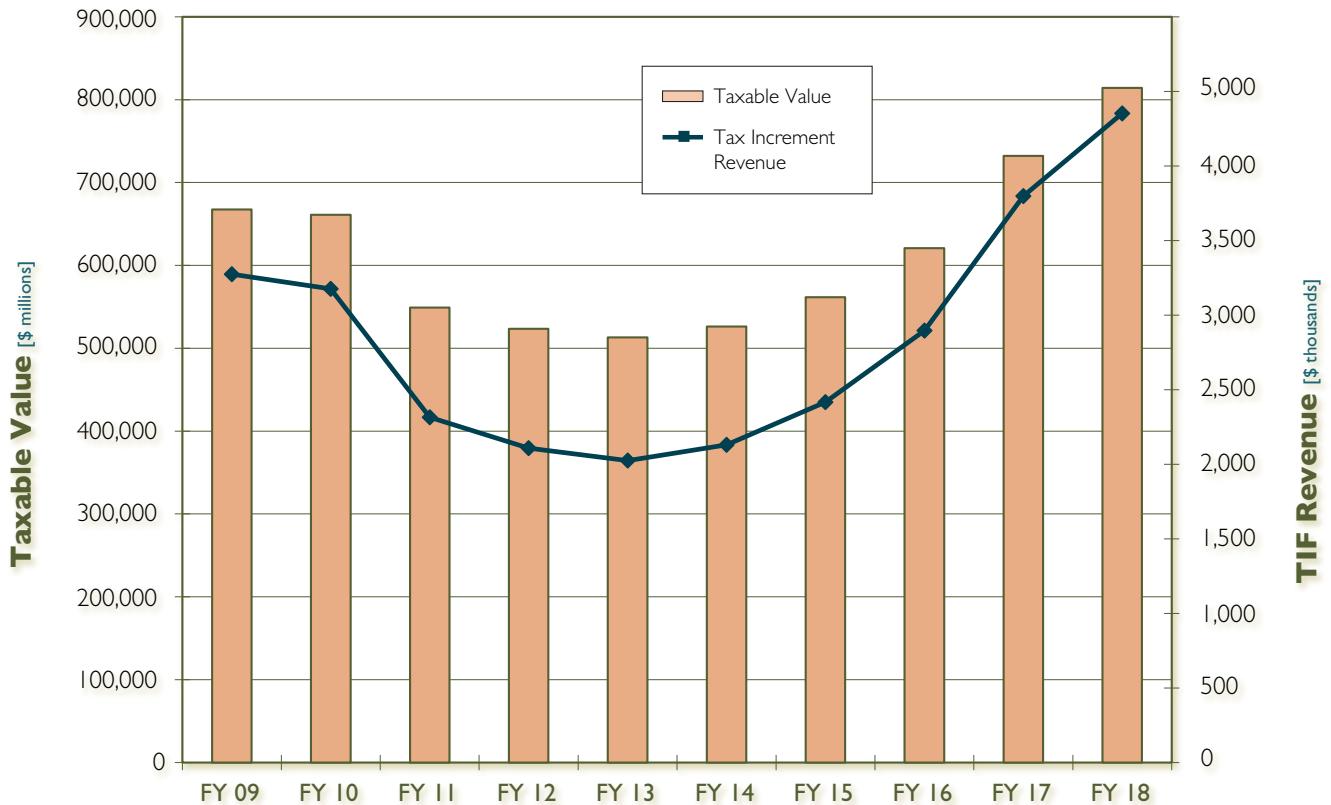
In 1994, the CRA's taxable value of all properties was \$194 million. The 2018 CRA's taxable value was over \$800 million. This represents an 12.9 percent increase from the prior year. Over the last couple of years the real estate market has grown consistently. In turn, taxable valuations for CRA properties have mirrored this trend. Consistent growth in the market has allowed the CRA to further extend its projects and programming from the resulting increase in TIF funding.

The projects and programs highlighted in this report are outlined in adopted redevelopment plans and 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 by Orange County. Redevelopment initiatives are coordinated by CRA staff and implemented in partnership with city departments, the Florida Department of Transportation, local non-profits, and community groups, including the public.

history



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 ~ Alex Trauger, Lambrine Macejewski, Mike Emerson, Teri Gagliano and Woody Woodall.

not pictured ~ Javier Omana and Jeff Stephens.

staff



CITY STAFF

left to right ~ CRA Coordinator Laura Neudorffer, Assistant Division Director Kyle Dudgeon, Streetscape Attendant Barry Carson and Division Director Peter Moore.

not pictured ~ Program Manager Lindsey Hayes and Streetscape Attendant Mike Stiff.



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 the successes of that plan into 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 design and execution of streetscape improvements, parking, social and residential enhancement, 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. Copies of the CRA Plan, previous annual reports, and recent updates can all be found at cityofwinterpark.org/cra.

projects



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 three-lanes with protected left turns. The recaptured right-of-way will be used to construct a ten 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 connecting to a regional trail system.

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 CRA staff in the past used for discussing upcoming and current district programs. Construction started in October 2017 and was divided into four phases:

Phase I » Orange Avenue to Fairbanks Avenue

Phase II » Fairbanks Avenue to Morse Boulevard » began approximately February 2018

Phase III » Morse Boulevard to Canton Avenue » began July 2018

Phase IV » Canton Avenue to Webster Avenue » began end of January 2019





projects

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. Project construction is slated to begin after the completion of Denning Drive.

ORLANDO AVENUE [U.S. HIGHWAY 17-92 DESIGN]

Since the CRA amended its plan to include Orlando Avenue, staff has worked to study potential improvements in partnership with the Florida Department of Transportation. Originally beginning in 2002 but put on hold due to financial limitations, the 2016 Project Development and Environment (PD&E) study provided a road map for costing enhancements to the road.

In turn, CRA staff has provided the Capital Improvement Plan with \$3.6 million in funding through FY2021. Proposed improvements include mast arm traffic signals, wider sidewalks, reducing lane width, crosswalk and stormwater/drainage improvements.



projects



DECORATIVE LIGHTING PLAN

The Winter Park CRA has taken great care in improving the safety and security within its boundaries. Since 2017, it has provided funding for improvements to decorative lighting throughout the district. Due to the city's current electric undergrounding, the CRA was able to save tremendously on this project. During 2017-18 fiscal year, the CRA installed 101 decorative lights throughout the residential areas of the CRA.

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 multiple meetings listening to public feedback and ultimately delivering a final 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 implemented several of these strategies including working with various city departments to modernize enforcement practices, code, and applying new technologies.

LICENSE PLATE READER (LPR) SYSTEM

The 2017 Downtown Parking Strategies report also recommended investment in advanced parking enforcement equipment, including mobile vehicle mounted license plate recognition (LPR) software. The equipment's intention is to better enforce parking requirements for more efficient management of short and long-term demands without additional staff. Ultimately, improved monitoring of parking promotes increased turnover and the availability of prime parking spaces within the downtown.



projects



PARKING CODE MODERNIZATION

CRA staff played a critical role in evaluating and developing updates to the city's parking code. Beginning in January 2018, staff led discussions with city staff, officials, stakeholders, advisory boards, and the public. During this time, it was determined the need to better align parking requirements with community goals and more locally address code updates to reflect Winter Park's development conditions.

The process ultimately yielded six suggested modernization ideas. These included:

- 1. Removal of the parking exclusionary area for retail to restaurant conversions.**
- 2. Updates to the parking requirements within the Central Business District, a portion of the Hannibal Square Neighborhood Commercial District, and along the Orange Avenue corridor** Change for retail and office floor spaces from one space per 250 square feet to one space for each 350 square feet.
- 3. Large Office Building Change** Avoid over-parking by using the current one space for 250 square feet on the first 20,000 square feet; then transitioning to one space for each 350 square feet above 20,000 square feet.
- 4. Shared Parking Reference** Adopts the Urban Land Institute's (ULI) Shared Parking Analysis as a reference for determining when shared parking scenarios are applicable.
- 5. Off-site Parking** Changes the distance permitted for off-site parking from 300 feet to 750 feet.

Approval occurred for the items above after the scope of this report.



projects

PARKING SENSORS

In keeping with parking modernization, the 2017 downtown parking strategies plan included incorporating technology updates. Aside from the LPR system, internal city/CRA staff also developed a parking sensor technology to be tested at the Park Place Garage. As opposed to outsourcing this product, staff development resulted in a savings of 67 percent per parking sensor. Should this project reach full potential, additional return on investment includes a public facing element to provide real time data of parking availability as well as data sets for supply and demand capacity.

MERCHANT EMPLOYEE PARKING PROGRAM

The CRA implemented the Merchant Employee Parking Program for several purposes, including the need to open spaces on Park Avenue for customers and visitors. Merchant employees with a hangtag are provided all day parking in select areas downtown. By providing these locations, it incentivizes the movement of employee cars off the main downtown commercial arterials and frees on-street parking for customers and guests. The program is in its fourth year.



programs

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 137 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 its third year, the programs now has increased funding to better mitigate its waitlist. This indicates continued high demand within the district.





programs

BUSINESS FAÇADE IMPROVEMENT PROGRAM

This program provides matching grant funds of up to \$20,000 toward exterior improvements to businesses within the CRA; supporting economic stability and maintaining the character and quality of commercial districts. To date, the program has successfully leveraged 54 projects with a 12:1 ratio of private to public funds.

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



SUMMER YOUTH ENRICHMENT PROGRAM

The CRA, in partnership with numerous local nonprofit organizations, provides paid internships with local businesses 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 158 students during its lifetime, and several have found full time employment for the nonprofit in which they interned.



programs

COMMUNITY CENTER PROGRAMMING

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

TEEN CHEF PROGRAM

In addition to current initiatives, the CRA enhanced its profile for community center programming to encourage CRA youth to participate in its pilot program for the culinary arts. Early in the year, the program began with 10-12 students between 13-18 years of age. The program has now grown to 20 students learning from local restaurants the basics of quality food, nutrition and baking.

programs



events & partners



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.

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 events draw over 5,000 people per year.



events & partners



“WINTER IN THE PARK” HOLIDAY ICE SKATING RINK

For the ninth year in a row, the CRA funded the holiday ice skating rink “Winter in the Park.” The event ran from Friday, November 19, 2017, through Sunday, January 7, 2018, 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.”

Between patrons and spectators, the event drew over 30,000 to the downtown shopping district. In its ninth 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.

CREALDE SCHOOL OF ART

The CRA provides funding for programming and exhibits managed by Crealdé School of Art at the Hannibal Square Heritage Center. This year marks the 10th 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 city’s annual Unity Heritage Festival.



events & partners



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.

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.

events & partners



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.

financials



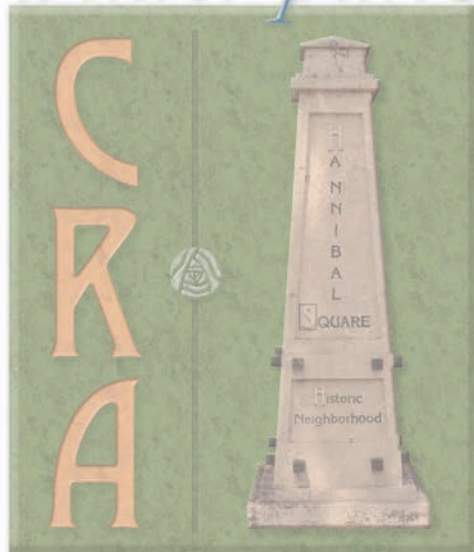
| | Actual FY 2017 | Actual FY 2018 | Budget FY 2019 |
|--------------------------------|---------------------|---------------------|----------------------|
| REVENUES | | | |
| TIF Revenue | 3,783,493 | 4,340,218 | 4,917,812 |
| Investment Revenue | 31,088 | 35,000 | 31,500 |
| Misc. Revenue | 280,087 | 181,495 | 1,030,000 |
| Totals | \$ 4,094,668 | \$ 4,556,713 | \$ 5,979,312 |
| EXPENDITURES | | | |
| Operating | 538,154 | 546,685 | 689,814 |
| Community Initiative | 159,591 | 200,278 | 225,000 |
| Capital Maintenance | 75,441 | 94,471 | 90,000 |
| Totals | \$773,186 | \$841,434 | \$1,004,814 |
| DEBT SERVICE | | | |
| Principal | 1,120,000 | 1,160,000 | 1,185,000 |
| Interest | 373,552 | 343,624 | 298,491 |
| Totals | \$1,493,552 | \$1,503,624 | \$1,483,491 |
| NET OPERATING GAIN/LOSS | \$1,827,930 | \$2,211,655 | \$3,491,007 |
| CAPITAL OUTLAY | | | |
| New Projects | \$381,333 | \$1,757,743 | \$6,200,881 |
| Totals | \$381,333 | \$1,757,743 | \$6,200,881 |
| OTHER FINANCING SOURCES | | | |
| Issuance of Debt | \$ — | \$ — | \$ — |
| CHANGE IN FUND BALANCE | \$1,446,597 | \$453,912 | \$(2,709,874) |
| BEGINNING FUND BALANCE | \$1,747,060 | \$3,193,657 | \$3,647,569 |
| ENDING FUND BALANCE | \$3,193,657 | \$3,647,569 | \$937,695 |

FY 2017 actuals represent a reconciliation and recalculation of expenditures which occurred after the FY 2017 Annual Report submittal.

FY 2017 and 2018 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 2019 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.

winter park



community
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agency



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