



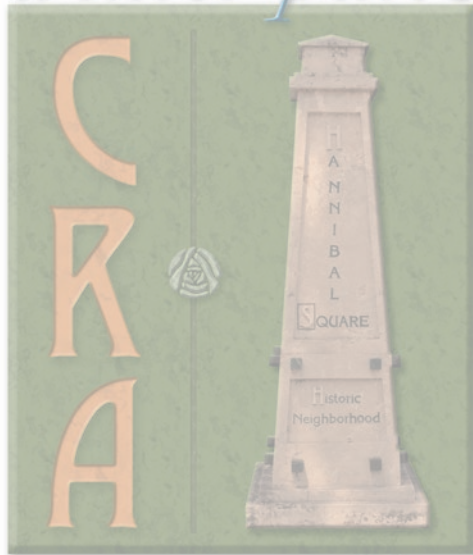
winter park



ANNUAL REPORT

fiscal year 2019

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

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% of the city's land area, has approximately 8% of the residential population, and contains over 50% 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 2019 CRA's taxable value was over \$890 million. This represents an 11.9% 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 CRA once again has been effective in achieving its goals set out by the CRA plan. The 1994 and 1999 plan articulate several overarching goals relating to economic vitality, transportation, social development, public safety, business, property value, communication and housing.

history



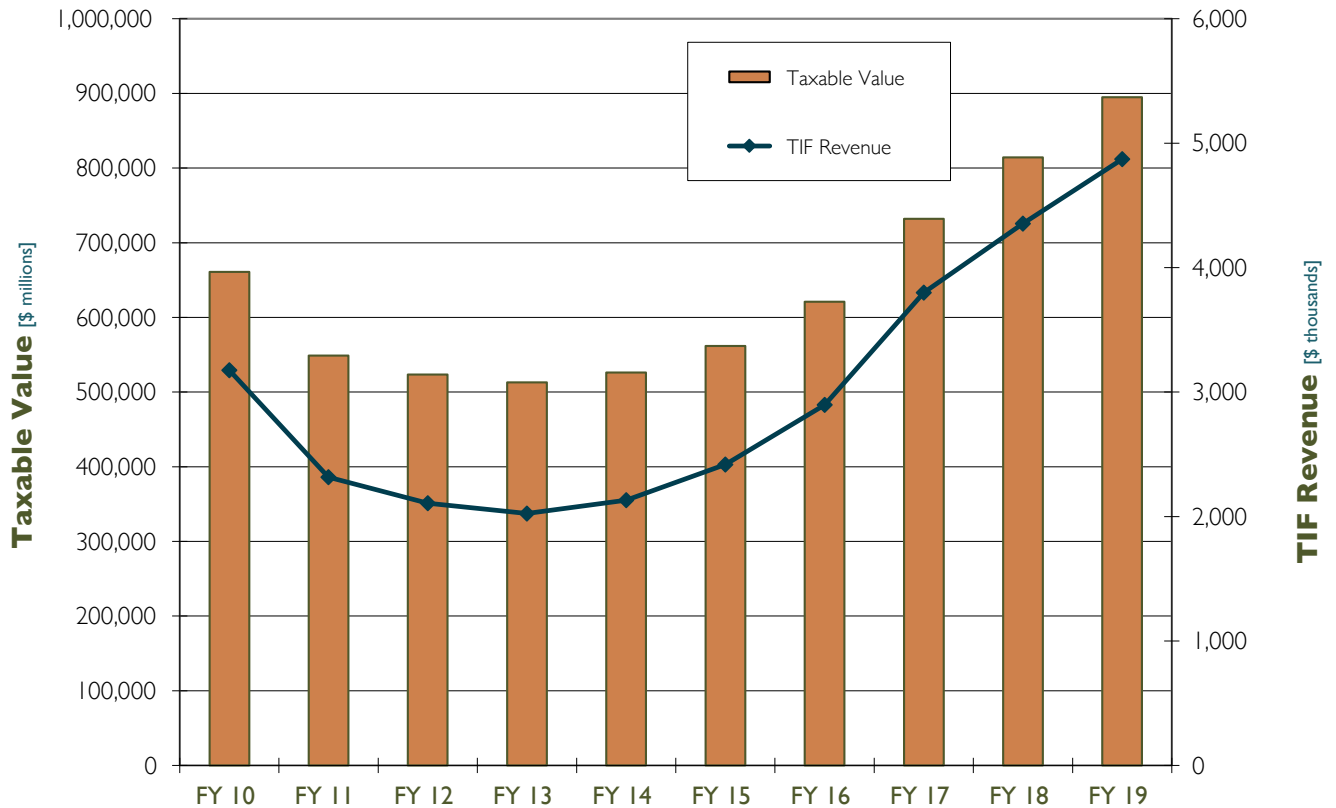
After the success of the 2015 Capital Improvement Plan resulting in a highly visible Denning Drive complete street project as well as contemplated designs for Orlando and New York Avenues, staff was able to continue that momentum into evaluating capital project funding for the future. There are several projects highlighted in the 'Projects' and 'Programs' section of the report. In addition, the CRA has taken several steps towards implementation including design of streetscape improvements, parking, social and residential enhancement, and working in partnership with the initiatives of the city and county. During FY18-19, CRA staff identified, started and completed 15 projects, with an additional nine in development, including capital project design and program and event support. Total expenditure from the redevelopment trust fund in FY18-19 was \$4,769,263.

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 from 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, as well as the public.

A full financial audit of the CRA can be found as part of the city's Comprehensive Annual Financial Report (CAFR) located on the city's website at cityofwinterpark.org/finance.

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 Todd Weaver

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 ~ John Caron, Woody Woodall, Lambrine Macejewski,
Mike Emerson and Javier Omana.

not pictured ~ Teri Gagliano and Randall Slocum.

staff



CITY STAFF

left to right ~ Streetscape Attendant Mike Stiff, Assistant Division Director Kyle Dudgeon, Division Director Peter Moore and Streetscape Attendant Barry Carson.



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 its successes 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



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 bumpouts, 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 with construction estimated in March 2020. Estimated total cost of the project is \$600,000.



projects



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 (FDOT). Originally beginning in 2002, but was 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 worked with the Agency and FDOT on accounting for local funding of the project which is expected to be a multi-year process. Proposed improvements include mast arm traffic signals, wider sidewalks, reducing land width, crosswalk, stormwater/drainage, and intersection improvements. Early estimates suggest the local portion of the project totals at \$3.4 million. However, design of the project is still early and could incorporate additional scope amendments moving forward.

DECORATIVE LIGHTING PLAN

The Winter Park CRA has taken great care in improving the safety and security of its boundaries. Strategized through a two-year window, the CRA has placed funding for improvements to decorative lighting throughout the district. The CRA was able to save tremendously on this project due to the city's current electric undergrounding. Since its inception, the CRA installed 140 decorative lights throughout the residential areas of the CRA. Total estimated cost of the project is \$500,000.





projects

CHARLES H. MORSE PARK MOONLIGHT GARDEN

The CRA plan discusses the need for synergy between open space, connectivity, and every day use. In partnership with the city's Urban Forestry Division and Public Works and Parks & Recreation departments, with input and approval from the Morse Genius Foundation, the moonlight garden provides a safe, idyllic environment guiding residents and visitors along a winding path through mature trees, color and softness of landscape beds, luminescent stones that provide a glowing effect, low voltage lighting for evening hours. The project was also done in tandem with improvements to adjacent surface parking switching from black pavers to brick which match the overall style and context of the area. The project was completed in two phases with each estimated at a value of \$35,000.

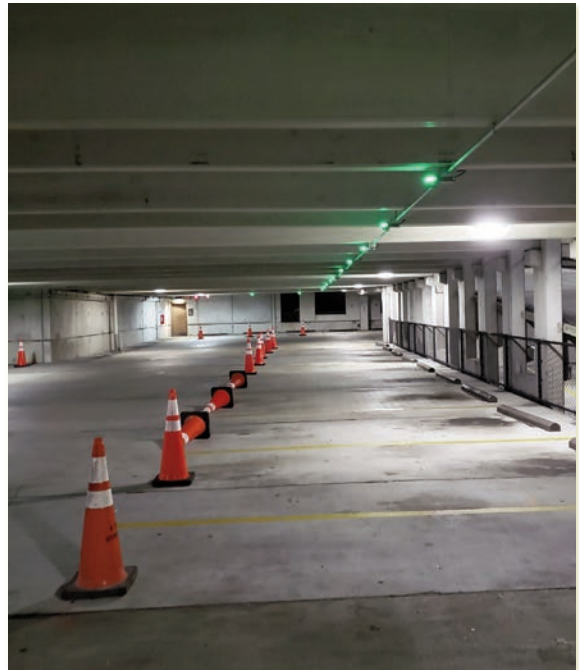


projects

PARKING SENSORS

Beginning in 2017, the Planning & CRA departments led the way on a downtown parking strategies plan incorporating several strategies including code modernization and technology updates implemented in 2018. In addition, city/CRA staff also developed a parking sensor technology located at the Park Place Garage on the north end of Park Avenue. As opposed to outsourcing this product, staff development resulted in a savings of 67% per parking sensor. Since its inception, 57 parking sensors have been deployed, provide updated wayfinding to available parking in the garage. Estimated total cost of the sensors was \$35,000.

CRA staff continues to work with the garage owner on appropriate signage, and development of a sensor system on the top floor of the garage. Signage at both entrances of Garfield and Canton avenues is expected in FY19-20.



projects

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 fifth year and operates for less than \$1500 per year.



programs

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

AFFORDABLE HOUSING

Programs under this designation are designed to ensure safety and maintain the character of residential neighborhoods by completing necessary rehabilitation work to distressed single-family homes. In FY2019, the CRA spent \$43,000 on total affordable housing projects. To date, approximately 141 homes have been improved through the Housing Rehabilitation Program with over \$1.6 million in investment for income-qualifying families within the CRA.

During the administration of the Home Renovation Program, priority expenditure 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. Since 2016, 17 homes have contributed to the upkeep and preservation of integrity to residential neighborhoods within the district through the driveway and paint-only programs. In FY2019, the CRA provided funding for an additional four paint projects and four driveway projects bringing the total number of successful projects up to 25 under these programs.





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 55 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. [\[SEE PHOTO NEXT PAGE\]](#) In FY18-19, the city and CRA approved an allocation under this program to add 80 new jobs over the next six years, with an average annual wage over 200% of that in Orange County. Total local support is a maximum of \$56,000.

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 170 students during its lifetime, and several have found full time employment for the nonprofit in which they interned.





program support

COMMUNITY CENTER PROGRAMMING

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. 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 a program for the culinary arts. Last year, the program began with 10-12 students between the ages of 13 and 18 years of age, and has grown to 24 students teaching the basics of quality food, nutrition, and baking. The program has continued to grow and now incorporates cooking for others including appreciation dinners, and support from teen and senior mentors.



events & partners

SNOW IN THE PARK

The CRA funded the holiday **Snow in the Park** event on December 21, 2018, in the Central Park West Meadow. Residents and guests were able to experience the feel of winter during the holiday season with snow slides, a trackless train, Santa's workshop, s'mores station and hot chocolate stand.

Between patrons and spectators, the event drew over 5,000 to the downtown shopping district. In its inaugural year, the event buys not only goodwill as a community staple during the holiday season, but drives direct impact and foot traffic to local merchants.





events & partners



CREALDÉ 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 11th year of the 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.

ENZIAN THEATRE'S POPCORN FLICKS IN THE PARK

The CRA provides monthly films in Central Park. The free and family-friendly event showcases films that are appropriate for all ages and include holiday classics. Popcorn Flicks in the Park 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.

THE GARDENS AT DEPUGH NURSING CENTER

Support for the social side of the CRA plan is also carried out by The Gardens at DePugh Nursing Center. Funds are invested in the improvement of the building in order to provide additional capacity for social assistance.





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 third year, the grant has partnered with several organizations including the Center for Independent Living and Winter Park Chamber of Commerce to improve the lives of residents and draw guests to downtown providing a direct benefit to the district and local merchants.

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.



financials

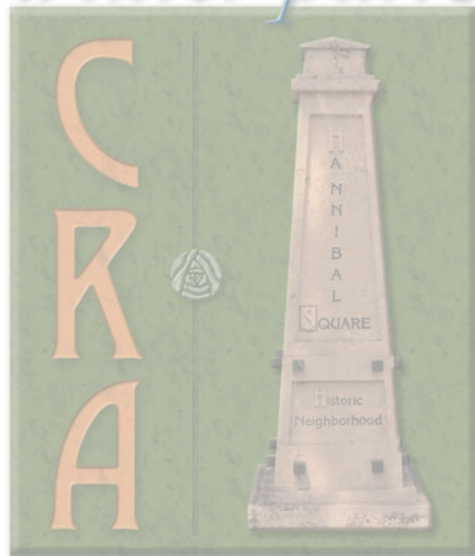
	Actual FY 2018	Actual FY 2019	Budget FY 2020
REVENUES			
TIF Revenue	4,356,217	4,871,213	5,592,221
Investment Revenue	17,381	36,219	70,000
Misc. Revenue	1,168,541	31,938	30,000
Totals	\$5,542,139	\$4,939,370	\$5,692,221
EXPENDITURES			
Operating	544,185	600,044	858,680
Community Initiative	190,278	231,125	234,000
Capital Maintenance	94,471	129,138	90,000
Totals	\$828,934	\$960,307	\$1,182,680
DEBT SERVICE			
Principal	1,160,000	1,185,000	1,230,000
Interest	343,624	311,263	269,412
Totals	\$1,503,624	\$1,496,263	\$1,499,412
NET OPERATING GAIN/LOSS	\$3,209,581	\$2,482,800	\$3,010,129
CAPITAL OUTLAY			
New Projects	1,726,385	2,312,693	7,676,412
Totals	\$1,726,385	\$2,312,693	\$7,676,412
OTHER FINANCING SOURCES			
Issuance of Debt	\$ —	\$ —	\$ —
CHANGE IN FUND BALANCE	\$1,483,196	\$170,107	\$(4,646,283)
BEGINNING FUND BALANCE	\$3,220,321	\$4,703,517	\$4,873,624
ENDING FUND BALANCE	\$4,703,517	\$4,873,624	\$227,341

FY 2018 actuals represent a reconciliation and recalculation of expenditures which occurred after the FY 2019 Annual Report submittal.

FY 2018 and 2019 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 2020 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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