



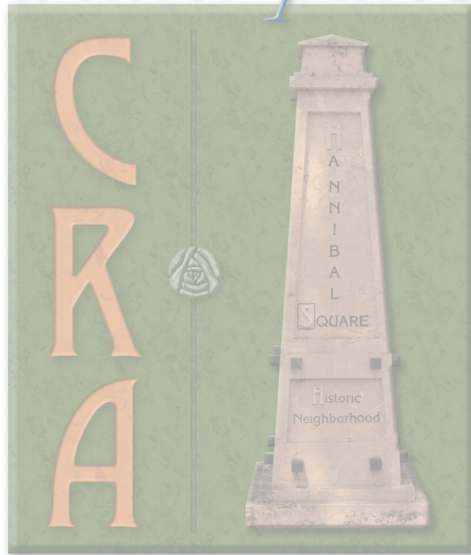
winter park



ANNUAL REPORT

fiscal year 2020

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 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 increment 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. In 2020, that value has increased to over \$990 million. This represents a 14.8 percent increase from the prior year. Taxable valuations for CRA properties have shown positive growth over the past year. This has allowed the CRA to further leverage increment revenue to execute successful projects and programming for the overall improvements of the district.

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.

After the success of the 2015 Capital Improvement Plan resulting in a highly visible Denning Drive complete street project as well as preparing designs for Orlando and New York avenues, staff was able to continue that momentum into new capital projects for

history



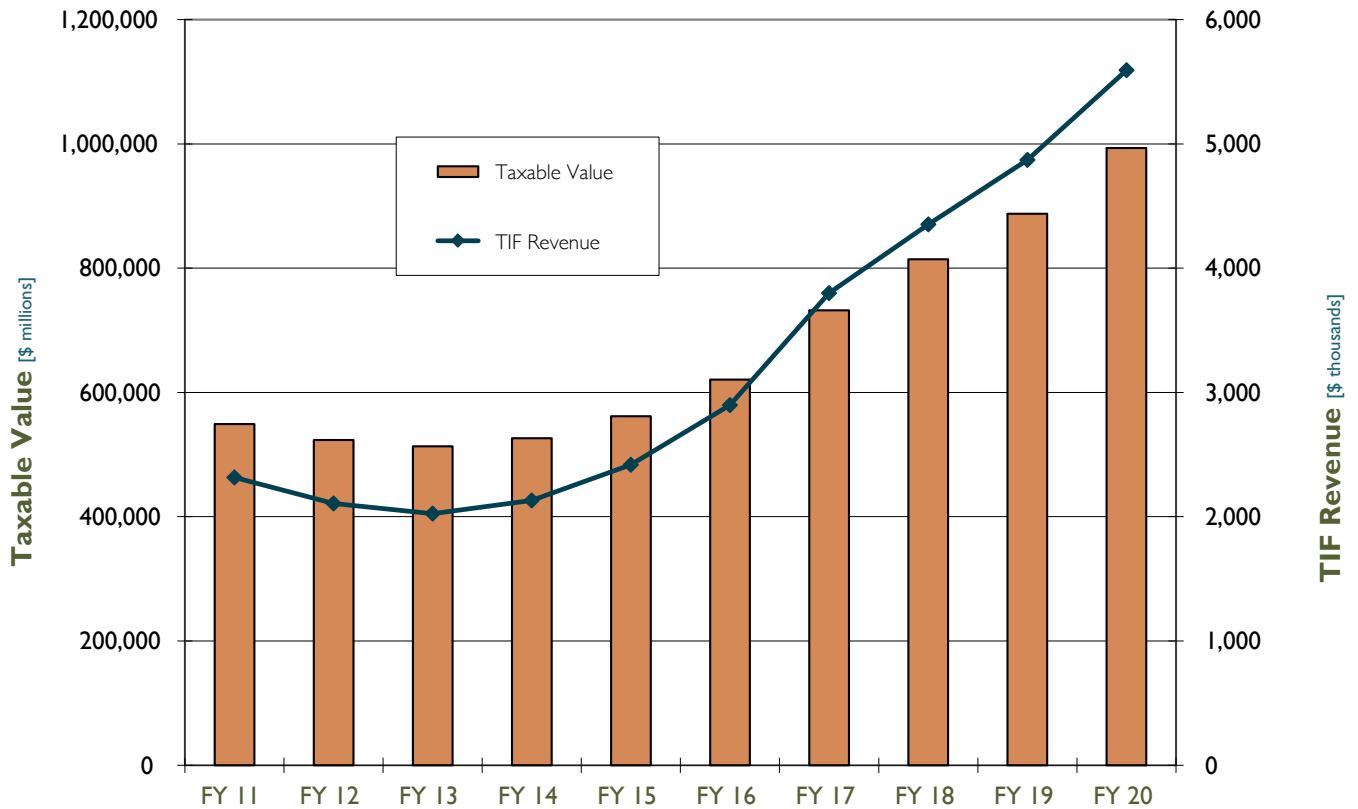
the future. In January 2020, staff proposed an update to the CRA's CIP plan through fiscal year 2027. The intent was to provide guidance on the remaining years of the CRA, and plan strategically for the future. As part of this new CIP, there are several projects highlighted in the 'Projects' and 'Programs' section of the report. During FY19-20, the CRA staff has identified in total six projects begun and completed, seven categorized programs managed, and an additional six significant initiatives in development including capital project design, programs and enhancement support. Total expenditure from the redevelopment trust fund in FY19-20 was \$3,317,448.

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 on the city's official Web site at cityofwinterpark.org/cra.

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 an appointed representative from Orange County. Redevelopment initiatives are coordinated by CRA staff and implemented in partnership with city departments, the Florida Department of Transportation (FDOT), local non-profits, community groups, city boards, and the public at-large. As part of additional steps taken this year, staff followed appropriate guidelines to ensure safety protocols during the COVID-19 pandemic.

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.

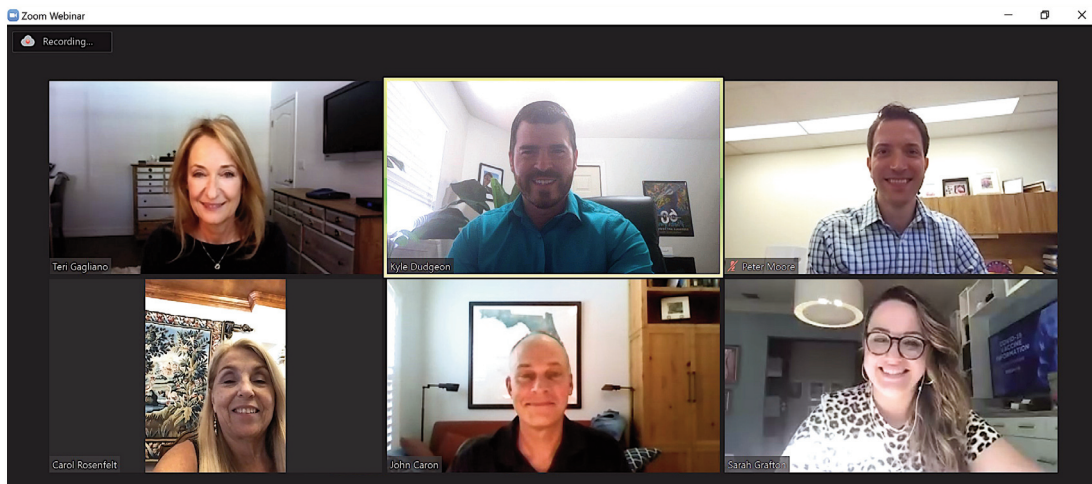


left to right ~ Commissioner Marty Sullivan, Commissioner Sheila DeCiccio, Mayor Steve Leary, Commissioner Carolyn Cooper and Commissioner Todd Weaver

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 ~ Teri Gagliano, Assistant Division Director Kyle Dudgeon, Division Director Peter Moore, Carol Rosenfelt, John Caron and Sarah Grafton.

not pictured ~ Lambrine Macejewski, Christine Girand and Linda Faye Washington, along with Streetscape Attendants Mike Stiff and Barry Carson.

capital improvement 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 in January 2020 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.

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CRA 2020 CIP COVER



CRA Capital Improvements FY2020

Winter Park Community Redevelopment Agency



Community Redevelopment Agency
401 Park Avenue South
www.cityofwinterpark.org



projects

BUSINESS ASSISTANCE FUNDING

In March 2020, staff began evaluating opportunities to assist residents and businesses within the district to mitigate the short and long-term effects of COVID-19. The CRA approved the Small Business Utility Assistance program in order to provide merchants grant support to offset utility costs during shutdown periods and beyond. Over 100 businesses took advantage of the program. General fund dollars were used to support businesses outside the district. It operated in tandem with Orange County's CARES program in order to further mitigate the pandemic's effects on the market.

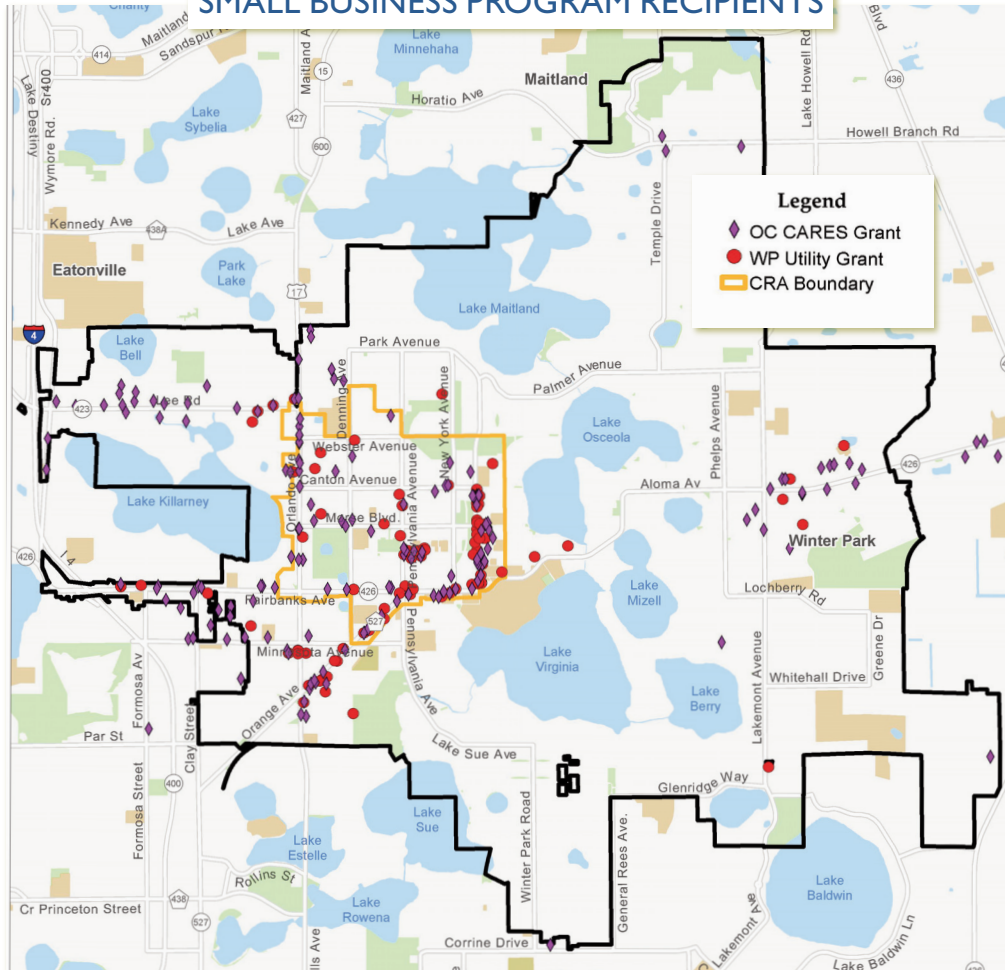
The CRA also provided business support in partnership with the Economic Recovery Task Force for opportunities related to sales generation, public capital projects, study and analysis, and marketing of the district. This included a branding campaign to support mask wearing and installation of public Wi-Fi nodes in open air outdoor venues such as Central and Shady parks. These costs were offset by CARES Act funding.

Thirdly, the CRA supported its social mission under the Plan collaborating with organizations such as Feed the Need to program responsible opportunities for food and utility waivers that were also reimbursed through CARES Act funding. Estimated total cost of the project is \$500,000.





SMALL BUSINESS PROGRAM RECIPIENTS



projects

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

Staff has worked to study potential improvements in partnership with the Florida Department of Transportation (FDOT) for Orlando Avenue. Originally discussed in 2002 but was put on hold due to financial limitations, the project arose again in 2016 with an update to its Project Development and Environment (PD&E) study which provided a road map for cost enhancements to the road.

As part of this process, the city/CRA further requested additional decorative lighting and landscaping design be considered throughout the corridor within the project boundaries. To meet this end, a locally funded agreement (LFA) between the city, CRA, and FDOT was executed. The LFA improvements are over and above what was originally scoped as part of the 2016 PD&E, and provide for elevated design elements. Updated designs are currently set for completion at the end of 2021. Total cost of the LFA is \$179,934.



U.S. HIGHWAY 17-92 SCOPE





projects

NEW YORK AVENUE

CRA staff continued to follow the capital improvement plan by finalizing concepts for improvements on New York Avenue. Running parallel to Park Avenue, the right-of-way has great potential at its intersections for enhanced pedestrian connectivity 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 includes bumpouts, midblock crossings, intersection improvements for bus and pedestrian travel, and an increase to the total number of on street parking spaces. Staff has continued to work with FDOT, particularly at the intersection of Fairbanks and New York Avenue ultimately resulting in final signed plans. Next steps include an invitation to bid for materials. Estimated total cost of the project is \$600,000.



projects

DOWNTOWN ENHANCEMENTS

During this fiscal year, the CRA advisory board and agency spent several meetings discussing opportunities to improve the downtown including:

STREETLIGHTS, GARBAGE & RECYCLING CONTAINERS AND CENTRAL PARK IRRIGATION

Streetlights within the downtown area; while still functional, are in need of paint and cosmetic repair. According to city GIS data, there are 90 in the immediate Park Avenue area and over 200 in the district in need of attention. Staff has determined that in lieu of replacement, paint could provide a refreshed look to the existing inventory. Refurbishment is set to take place in two phases. Phase I was completed this year with 90 poles repainted, and the remaining 114 to be done next fiscal year.

Additionally, there are various styles of trash and recycling containers needing to be repainted, repaired, or replaced to provide a more updated aesthetic. CRA staff, in coordination with the Parks & Recreation Department, took this in tandem with improvements to the irrigation system in Central Park resulting in a fresh aesthetic for one of Winter Park's crown jewels.



projects



CENTRAL PARK STAGE AREA

The stage was originally constructed in the early 1980's. Staff has identified a refitting of the canopy after the hurricanes in 2004 as the last known significant improvement to the structure. Through meetings and public process, the need to re-tool the stage was identified and prioritized. Outreach on the project to date has included the Parks and CRA Advisory Board, nonprofit partners including the Winter Park Rotary, Morse Genius Foundation, the Bach Festival, local merchants, and Chamber of Commerce.

City staff has observed several limitations at the site including, tears in the canvas, foundational cracking on the stage, audio constraints, faded aesthetics, limited outlet functionality, and worn mechanisms for raising banners. Staff direction from the Agency was to continue with design considerations to be reviewed next fiscal year. Total estimated cost of the design as part of the total downtown enhancement cost is \$250,000.

projects



CRA STORMWATER MASTER PLAN

The CRA identified stormwater improvements to the district as a point of emphasis. The CRA plan identifies this type of management as a consideration including improvements to the drainage basin in areas around the district. As part of the annual budget, funds were allocated towards a CRA stormwater master plan. A draft of the plan is expected FY20-21 with discussion and execution of priority projects set for the future. Total cost of the master plan is \$152,923.59.

MARTIN LUTHER KING, JR. PARK + LIBRARY & EVENT CENTER ENHANCEMENTS

The CRA plan amendment from 1999 makes several references to MLK Park including “Lake Island Park is a huge hidden asset.” It further discusses the need for improvements to the area such as lake edge enhancements, landscaping, signage, street trees, plantings, parking, and stormwater improvements.

As the development of the Library/Event Center continues, the CRA supported the project by providing funding for supplemental enhancements around the area as stated in the CRA plan. Total cost of the improvements was \$750,000.

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 sixth 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 FY2020, the CRA spent \$57,000 on total affordable housing projects. To date, approximately 142 homes have been improved through the housing rehabilitation program with over \$1.7 million since its inception. Coupled with other affordable housing initiatives, that total rises to \$3.9 million.

During the administration of the home rehabilitation 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. 23 homes through these programs have supported the upkeep and preservation to residential neighborhoods within the district. In FY2020, the CRA provided funding for two paint projects and one driveway grant bringing the total number of successful projects up to 26.





programs

BUSINESS FAÇADE IMPROVEMENT PROGRAM

This program provides matching grant funds 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 56 projects with a 12:1 ratio of private to public funds. Total funds spent in 2020 is \$86,059.

QUALIFIED TARGETED INDUSTRY (QTI) 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. The city and CRA have been successful under this program adding a maximum of 237 new jobs over the next six years with an average annual wage over 200% of that in Orange County. Total local support for 2020 is \$6,779.44.



QTI PROGRAM - TIMBERS RESORTS RELOCATION



program support

The CRA provides funding to a selection of community partners that promote leadership, health and learning activities at the Winter Park Community Center. During this fiscal year, all programming observed safety guidelines including those of the Center for Disease Control, World Health Organization, Orange County, and the City of Winter Park.

COMMUNITY CENTER PROGRAMMING

Program selection is managed by a CRA partner – the city's Parks & Recreation Department. It includes participation by over 52,000 resident and visitor interactions per year from senior programming to after-school 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 178 students during its lifetime, and several have found full time employment for the nonprofit in which they interned.

program support

TEEN CHEF PROGRAM

The CRA enhanced its profile for community center programming to encourage CRA youth to participate in a program for the culinary arts. It has now grown to an annual staple, teaching the basics of quality food, nutrition and baking. The program incorporates cooking for others, appreciation dinners, as well as support from teen and senior mentors.



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. The free and family-friendly event showcases films that are appropriate for all ages and include holiday classics. Popcorn Flicks encourages families and friends to gather and build community. It also helps promote economic viability by bringing foot traffic to shopping and dining areas. During the pandemic, the CRA, City, and Enzian partnered to find new ways to provide socially distant movie outings that were safe to the public. Sanitation stations were installed and movie pods were created to keep gatherings small and provide at least six feet of distance between families.



ENZIAN THEATER SOCIAL DISTANCED
POPCORN FLICKS IN THE PARK

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-priced plays.

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.

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.

THE GARDENS AT DEPUGH NURSING CENTER

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

financials

REVENUES	Actual FY 2019	Actual FY 2020	Budget FY 2021
TIF Revenue	4,871,213	5,514,345	6,400,585
Investment Revenue	317,276	209,182	100,801
Misc. Revenue	31,938	30,000	30,000
Totals	\$5,220,427	\$5,753,527	\$6,531,386
EXPENDITURES			
Operating	599,844	595,481	874,974
Community Initiative	226,125	286,857	620,347
Capital Maintenance	129,138	59,275	100,000
Totals	\$955,107	\$941,614	\$1,595,321
DEBT SERVICE			
Principal	1,185,000	1,230,000	1,265,000
Interest	311,263	269,412	226,056
Totals	\$1,496,263	\$1,499,412	\$1,491,056
NET OPERATING GAIN/LOSS	\$2,769,057	\$3,312,500	\$3,445,009
CAPITAL OUTLAY			
New Projects	1,163,143	3,256,103	8,832,233
Totals	\$1,163,143	\$3,256,103	\$8,832,233
OTHER FINANCING SOURCES			
Issuance of Debt	\$ —	\$ —	\$ —
CHANGE IN FUND BALANCE	\$1,605,914	\$56,397	\$(5,387,224)
BEGINNING FUND BALANCE	\$4,693,977	\$6,299,891	\$6,356,288
ENDING FUND BALANCE	\$6,299,891	\$6,356,288	\$969,064

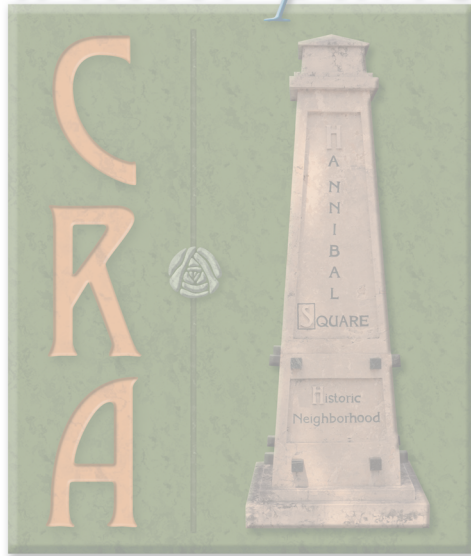
FY 2019 actuals represent a reconciliation and recalculation of expenditures which occurred after the FY 2020 Annual Report submittal.

FY 2019 and 2020 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 2021 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.

The most recent complete audit report of the Redevelopment Trust Fund as required in F.S. 163.387(8) may be accessed at cityofwinterpark.org/finance.

winter park



community
redevelopment
agency

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