



*winter park*

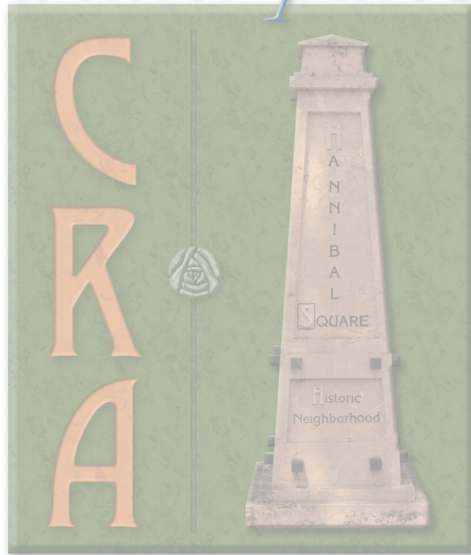


# ANNUAL REPORT

fiscal year 2021



*winter park*



community  
redevelopment  
agency





# contents

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Mission	I
District Map	2
History	3
Capital Improvement Plan	6
Boards & Staff	8
Projects	10
Programs	24
Program Support	28
Events & Partners	30
Financials	34









# mission

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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.

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

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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 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 2021, that value has increased to over \$1.1 billion. This represents a 13% 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 improvement of the district.



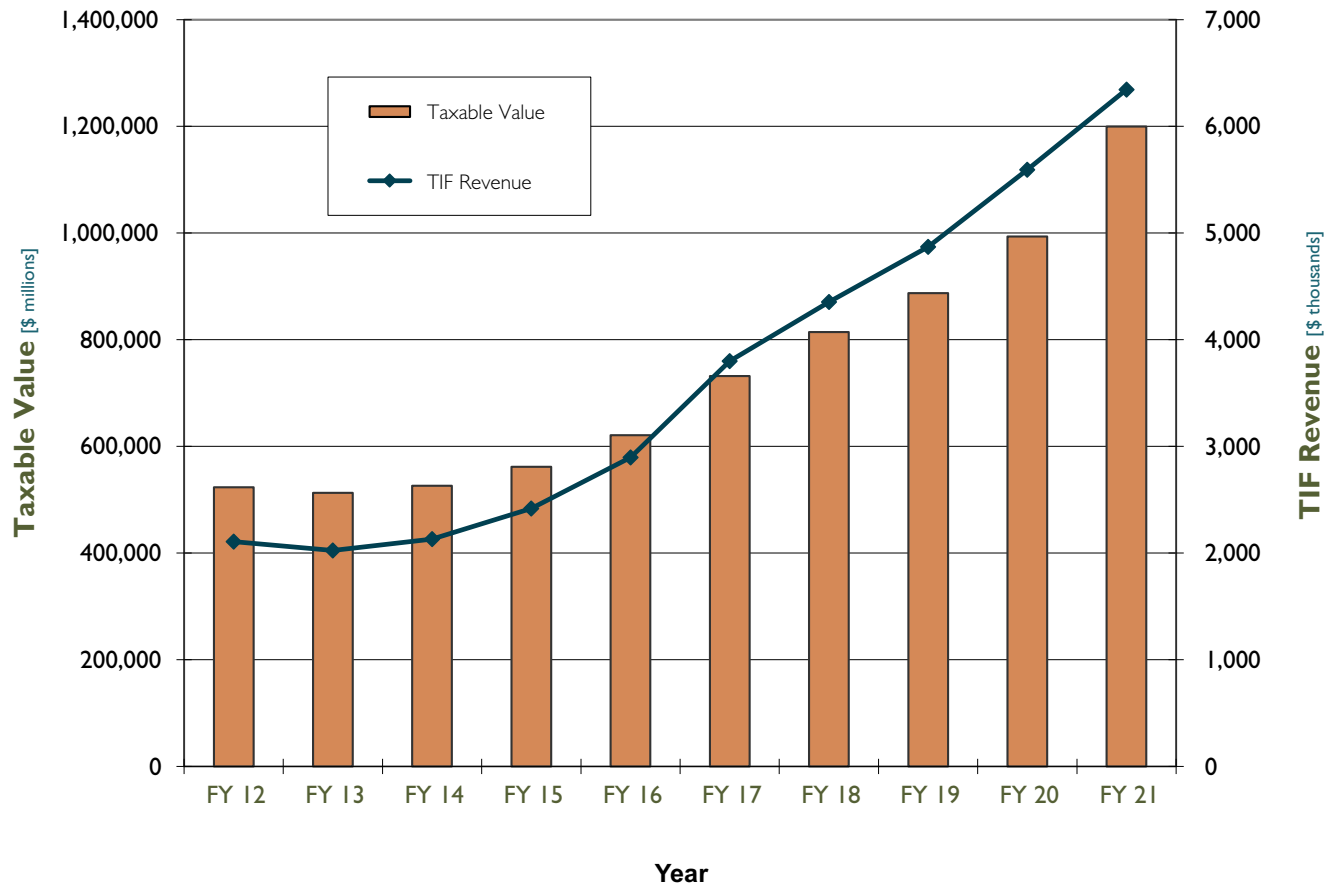
# history

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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 (CIP) 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 the future. This includes a continuation of the CRA's build out of a CIP through 2027. The intent was to provide guidance on the remaining years of the CRA, and plan strategically for the future.

# history

## 10-YEAR HISTORICAL CRA TAX BASE & REVENUES



# capital improvement plan



With taxable valuing in the district increasing this past year, more dollars from increment revenue are needing to be allocated. After an initial Capital Improvement Plan in 2015, staff has updated annually when projects are completed, new priorities are identified, and gives the Agency a 'one stop shop' view of capital investment potential on the horizon. The CRA has taken several steps towards implementation including design and execution of streetscape improvements, social and residential enhancements, and working in partnership with the initiatives of the city and county.

As part of this CIP, there are several projects highlighted in the 'Projects' and 'Programs' section of the report. During FY20-21, the CRA staff has identified in total four projects begun and completed, ten categorized programs managed, and an additional seven significant initiatives in development including capital project design, contracting for execution, or under construction. Total expenditure from the redevelopment trust fund on these projects is estimated at \$4,382,832.

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](http://cityofwinterpark.org/cra).





The projects and programs highlighted in this report are outlined in adopted redevelopment plans and are guided by a volunteer advisory board 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, private sector vendors, and the public at-large. As part of additional steps taken in FY21, staff followed appropriate guidelines to ensure safety protocols during the COVID-19 pandemic.

# 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 Phil Anderson, Vice Mayor Carolyn Cooper and Commissioner Todd Weaver

**not pictured ~** Orange County Representative Hal George

# advisory board

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



**left to right ~** Murray Wilton, Assistant Division Director Kyle Dudgeon, Carol Rosenfelt;  
Maria Bryant, Division Director Peter Moore, Linda Faye Washington;  
CRA/ED Specialist Jessica Lovelace

**not pictured ~** Christine Girand, Matthew Hurst and Anjali Vaya;  
Streetscape Attendants Barry Carson and Mike Stiff



# projects



## NEW YORK AVENUE

CRA staff continued to follow the capital improvement plan by finalizing design plans 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 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. The project is split into two phases. The first phase is at the intersection of New York and Fairbanks avenues. A large amount of funding for this phase was dedicated to street light mast arms. This stage of the project is nearing substantial completion with the estimated total cost at \$600,000. Next steps include continuation into Phase II including the intersections of New York and Comstock avenues, New England and Welbourne avenues, and Morse Boulevard.

# projects



# projects

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## MARTIN LUTHER KING, JR. PARK IMPROVEMENTS

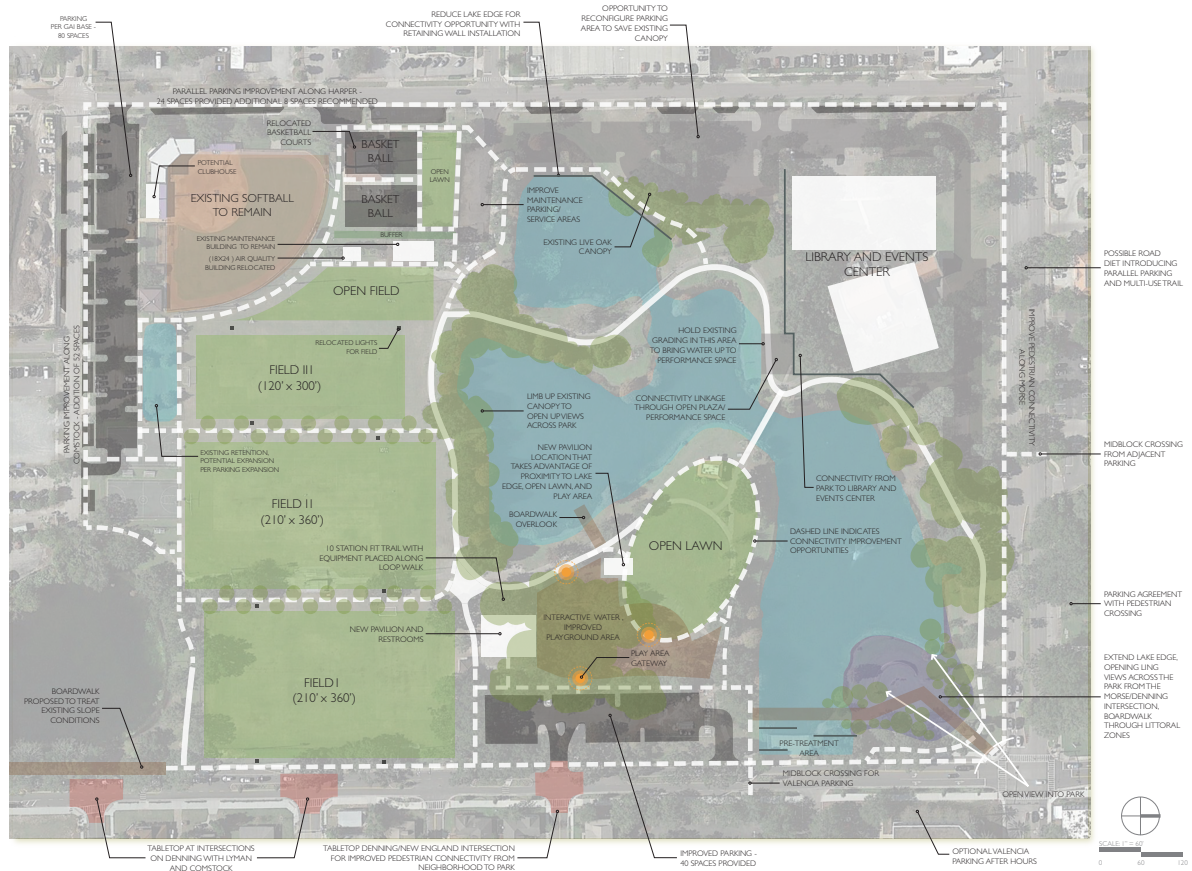
The CRA plan amendment from 1999 makes several references to MLK Park including “Lake Island Park is a huge hidden asset.” It further discusses the need for improvements to the area such as lake edge enhancements, landscaping, signage, street trees, plantings, parking and stormwater improvements.

Included as part of its Capital Improvement Plan, the CRA identified the park as an area for reinvestment. In 2021, staff met with the Parks & Recreation Advisory Board (PRAB) Community Redevelopment Advisory Board (CRAB) regarding new improvements. Financially the CRA has an allocation of \$3 million within its current Capital Improvement Plan towards MLK enhancements through FY23. During its September 2021 budget meeting, the Agency approved \$625K for some of these improvements including fields, hardscape around the fields for a future shade structure, sidewalks, sod, landscaping and a memorial corner.

The future \$2.4 million would be allocated to fund remaining enhancements including but not limited to, restroom and picnic pavilion, playground, connectivity and pedestrian pathways, fencing, gates, entry gateways, signage, stormwater and lighting. As the project progresses, staff anticipates soliciting a new project estimate in order to determine updated costs.



# projects



# projects

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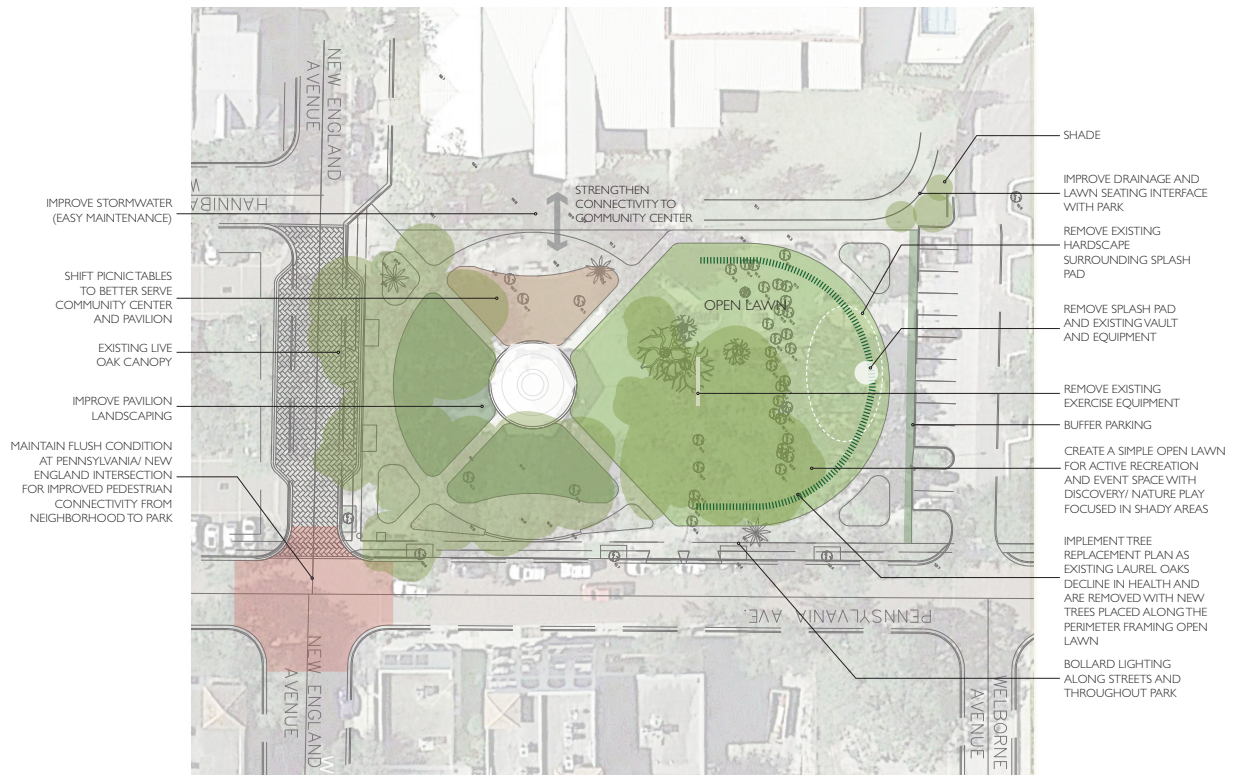
## SHADY PARK ENHANCEMENTS

In coordination with improvements to park space, Policy 7.3A of the 1994 CRA plan states the Agency shall enhance public spaces. In addition, Policy 8.6D states open spaces shall be coordinated to provide a cohesive neighborhood. Shady Park acts as this in Hannibal Square. Public process for the project included input by the residents, children, seniors, board members, and community center program participants through several mediums including NextDoor®, Survey Monkey®, written surveys, board and community meetings, door hangers and signage on the future use of the park.

Staff worked to integrate these thoughts into several key features of the park. These include increased green/event space, elevated landscape, ADA accessibility improvements, updated seating areas, kids features, and highlighting the history and heritage of the neighborhood. To that end, the installation of an art feature was proposed for display on the north end of the park.

Approval on this concept from the Agency and potential construction is slated for 2022. The CRA has budgeted \$300,000 for this project.

# projects



# projects



## CENTRAL PARK STAGE

Policy 7.3A of the 1994 CRA plan and Policy 8.6D also speak to this project. The stage was originally constructed in the early 1980's with a refitting of the canopy (after the hurricanes in 2004) as the last known significant improvement to the structure. The site is also highlighted in the 2002 Central Park Master Plan and 2009 Parks Strategic Plan as an area for update.

City staff 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. 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 Society of Winter Park, local merchants and Winter Park Chamber of Commerce.

Approved for design by the Agency in January 2021, staff has worked diligently with community stakeholders, the city's Parks Department, and private firms to realize a schematic concept for bid. In FY21, the project is expected to coordinate with American Rescue Plan Act funds for construction in the coming year. Total estimated cost of the project in TIF funding is \$500,000.



# projects



# 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

Streetlights within the downtown area; while still functional, are in need of paint and cosmetic repair. Last fiscal year, the CRA identified 90 streetlights in immediate need of refurbishment.

During this year, the CRA concluded this work by refurbishing an additional 114 streetlights giving the downtown a clean, fresh look.

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 Department, took this opportunity to create a unique, but consistent look for the downtown that is consistent with the districts charm and style. Total cost this fiscal year was \$43,200.





# projects

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## **BUSINESS ASSISTANCE FUNDING**

Continuing in FY21 was the CRA's support for business and residents through the pandemic. The CRA 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 Park. 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.

# projects



## **PROPERTY PURCHASE**

During the FY19-20 fiscal year, the Agency approved \$1M for enhancements to the Denning/Fairbanks intersection for the purpose of traffic and stormwater improvements. Over the course of the following year (FY21), the City Commission and CRA Agency provided direction on the pursuit of properties along Fairbanks Avenue to this end. The 1999 CRA plan envisions property acquisition on the northside of Fairbanks Avenue to improve road conditions and the possible expansion of Lake Island (MLK Park).

### **901 WEST FAIRBANKS AVENUE**

Acquiring this corner piece provided a critical cornerstone to any future road project that involves the rest of the properties in this area by adding space for a southbound right turn lane from Denning onto Fairbanks and relieving some vehicle stacking.

### **929-957 WEST FAIRBANKS AVENUE**

Shortly thereafter, an opportunity presented itself to purchase the adjacent property located at 929-957 W. Fairbanks. The property, at approximately one acre, adds a contiguous piece to overall public improvements for traffic and possible park expansion. Staff is working with the city's planning and transportation department on conceptual design plans for improvements to the area. Total cost for these two purchases was \$1,450,000.

# projects





# projects

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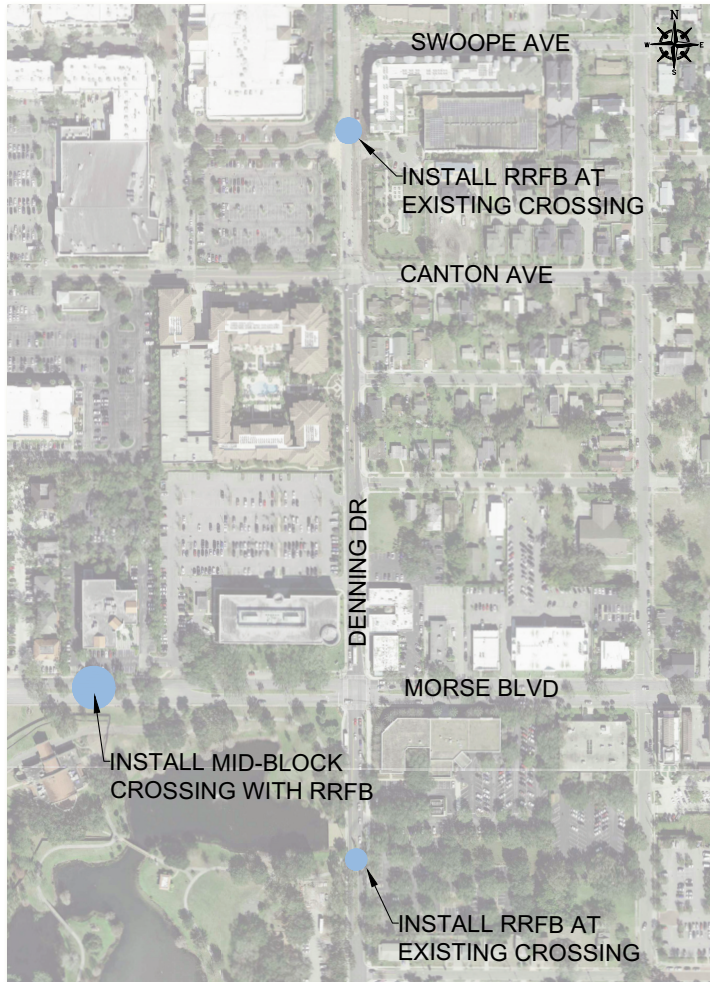
## RAPID RECTANGULAR FLASHING BEACONS

Rectangular Rapid Flashing Beacons (RRFB) are pedestrian enhancements used in combination with marked crossings to improve safety. The device includes rectangular-shaped indications, each with an LED-array-based light source, that flash with a high frequency when activated notifying vehicles of pedestrian crossings. RRFB's has been successfully installed at various locations around the city including Palmer and Lakemont avenues. Staff partnered with the city's Planning & Transportation Department on RRFB installation at three locations.

The first is on Denning Drive between Martin Luther King, Jr. (MLK) Park and Valencia College, south of Morse Boulevard. As fields at MLK are most frequently used on the weekends, families and guests look for opportunities to safely traverse to the park in order to enjoy outdoor activities. Installation of the beacons at this location support this need for an additional pedestrian access point across Denning Drive as an improved mitigation strategy for safety.

The second location is also on Denning Drive north of Morse Boulevard located between Winter Park Village and Village Park Senior Housing. With midblock crossings already in place, installation of RRFBs provide added safety enhancements for residents and guests walking to or from Winter Park Village.

# projects



The third location is on Morse Boulevard between MLK Park and Heritage Park (commercial building at 941 W. Morse Blvd.). Anticipated increased use of MLK as a result of the completed Winter Park Library & Events Center has allowed the City an opportunity to work with Heritage Park on shared use of their surface parking lot. The midblock crossing and RRFB installation provide for safer travel for individuals taking advantage of this agreement. Total cost of the project is approved at \$90,000.



# programs

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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 FY2021, the CRA spent \$14,550 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. Since inception 31 homes through these programs have supported the upkeep and preservation to residential neighborhoods within the district.

# programs



# 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 64 projects with a 12:1 ratio of private to public funds. Total funds spent in 2021 is \$14,091.







# programs

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## **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 2021 is \$21,741.00.



# 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



# 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  
POPCORN FLICKS IN THE PARK



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# events & partners

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## 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 the past, the grant has partnered with several organizations including the Center for Independent Living and 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 Crealdé School of Art at the Hannibal Square Heritage Center. This year marks the 12<sup>th</sup> 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.

# events & partners

## WELBOURNE AVENUE NURSERY & KINDERGARTEN

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



## THE GARDENS AT DEPUGH NURSING CENTER

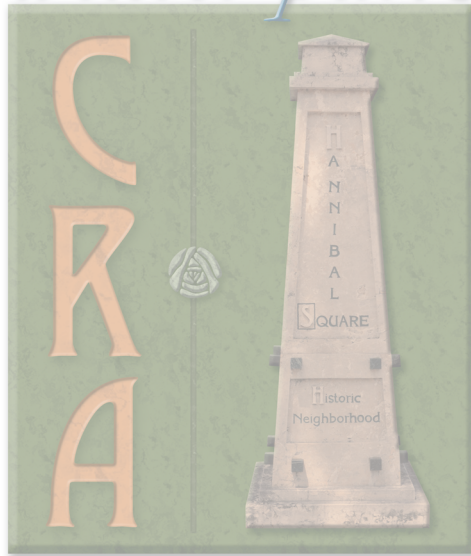
Support for the social side of the CRA plan is also carried out by the Depugh Nursing Center. Funds are invested in the improvement of the building in order to provide additional capacity for social assistance.

# financials

<b>REVENUES</b>	<b>Proposed FY 2022</b>	<b>Adopted FY 2021</b>
Intergovernmental Revenues	3,173,086	3,142,034
Charges for Services	—	—
Miscellaneous	50,000	130,801
Transfers	3,641,491	3,351,094
Fund Balance	271,814	1,876,351
<b>TOTAL REVENUES</b>	<b>\$ 7,136,391</b>	<b>\$ 8,500,280</b>
<b>EXPENDITURES</b>		
Operating Expenses	1,012,320	941,620
Capital Projects	4,065,000	4,940,000
Debt Service	1,496,097	1,491,056
Organizational Support/ Community Initiatives	439,000	947,250
Reimbursement to Other Funds	123,974	180,354
Transfers to Other Funds	—	—
Contingency Reserve	—	—
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,136,391</b>	<b>\$ 8,500,280</b>
<b>EXCESS OF REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ 0</b>	<b>\$ 0</b>

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](http://cityofwinterpark.org/finance).

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