



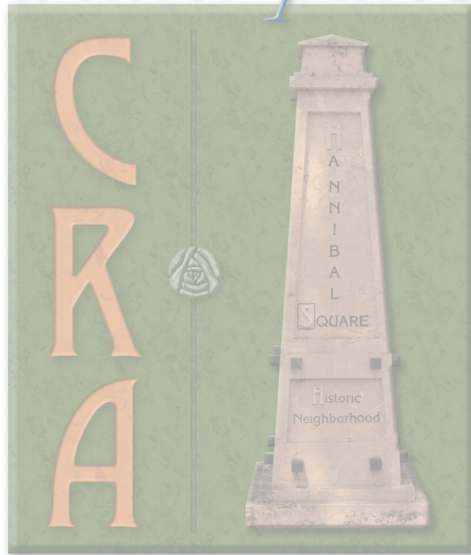
winter park



ANNUAL REPORT

fiscal year 2022

winter park



community
redevelopment
agency



contents

Mission	I
District Map	2
History	3
Capital Improvement Plan	6
Boards & Staff	8
Projects	10
Programs	22
Program Support	26
Events & Partners	28
Financials	32





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 percent of the residential population, and contains over 50% of all businesses in the City of Winter Park.

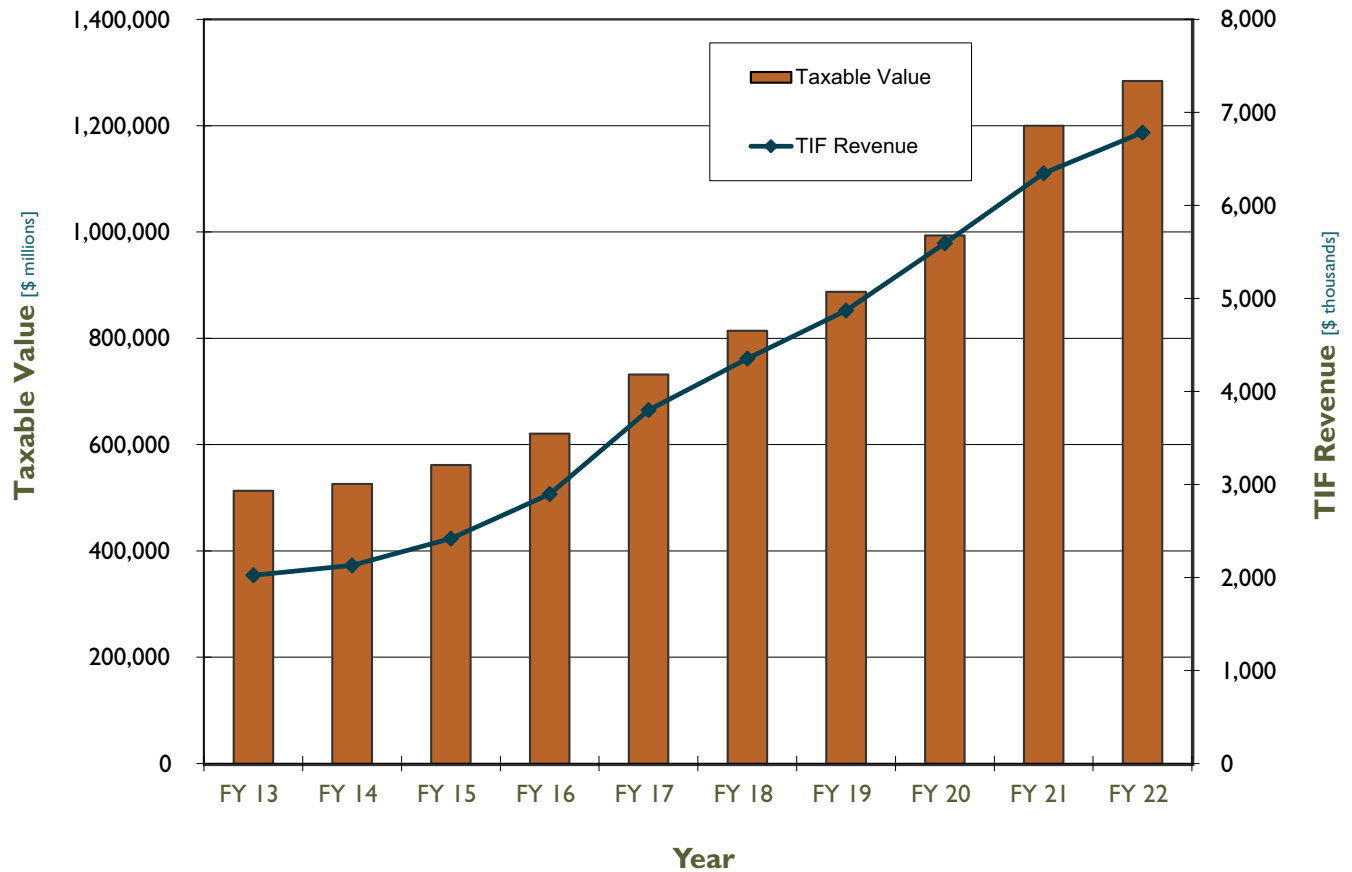
The CRA fulfills its goals by investing tax increment financing (TIF) revenues into capital improvements, incentive programs, and offering numerous initiatives to meet the needs of the community that it serves. The Agency receives increment revenue from both the city and county for the area it encompasses.

In 1994, the CRA's taxable value of all properties was \$194 million. In 2022, that value has increased to over \$1.2 billion. This represents a 7% 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.

history

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.

10-YEAR HISTORICAL CRA TAX BASE & REVENUES



capital improvement plan



With taxable valuations 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 on the horizon. The CRA has taken several steps towards implementation of these items including design and execution of streetscape improvements, community and residential enhancement, 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 FY21-22, CRA staff has identified in total five projects begun and completed, eleven categorized programs managed, and an additional eight significant initiatives in development including capital project design, contracting for execution, or under construction. Total expenditure from the redevelopment trust fund on these projects and programs is estimated at \$7,285,892.

The CRA is committed to maintaining and creating programs that will accomplish both the continued implementation of the redevelopment plans as well as address some of the immediate needs of our businesses, property owners and residents. The CRA Plan, previous annual reports, and recent updates can all be accessed via the city's official website at 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 FY20, staff continues follow appropriate guidelines to ensure safety protocols since the pandemic moving forward.

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, Commissioner Kris Cruzada and
Vice Mayor 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.



board members ~ Maria Bryant, Carol Rosenfelt, Sherwin Sargeant, Anjali Vaya,
Linda Faye Washington and Murray Wilton.

city staff ~ Division Director Peter Moore, Assistant Division Director Kyle Dudgeon;
CRA/ED Coordinator Anne Sallee, Streetscape Attendants Barry Carson,
Mike Stiff and David Callaway.

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 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 bump outs, midblock crossings, intersection improvements for bus and pedestrian travel, and an increase to the total number of on street parking spaces.

The project was split into two phases. The first phase is at the intersection of New York and Fairbanks avenues with a large amount of funding being dedicated to street light mast arms. This phase of the project is complete. Next steps include finalization of the project intersections of New York and New England avenues, Welbourne Avenue, and Morse Boulevard. Once complete, the road will be milled and repaved. The estimated total cost of both phases is \$1 million.

projects



projects

MARTIN LUTHER KING JR. PARK IMPROVEMENTS

The 1999 CRA plan amendment identifies Redevelopment Goals and Objectives sections 1.8, 1.9, and 6.5, make several references to Martin Luther King Jr. (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 2022, staff met with the Parks & Recreation Advisory Board (PRAB), Community Redevelopment Advisory Board (CRAB), and through multiple public meetings on new improvements. Financially the CRA has an allocation of \$4.1 million within its current Capital Improvement Plan towards MLK Park enhancements through FY22. The CRA has already begun completing small elements of this work through Agency approval including playing field repair, hardscape around the fields for future shade structure, sidewalks, sod, landscaping, and a memorial corner.

The remaining funds would be allocated to improve; but not limited to the following, restroom and picnic pavilion, playground, connectivity and pedestrian pathways, fencing, gates, entryways, signage, stormwater, and lighting. As the project progresses, staff anticipates a new cost estimate would be needed.

projects





projects

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 the Hannibal Square neighborhood. Public process for the project included input by the residents, children, seniors, board members, and community center program participants through several mediums.

Staff worked to integrate these thoughts into several key features of the park. These include increased green and event space, elevated landscape in key areas, replacement of sod and trees, hardscape and site amenity improvements, ADA accessibility improvements, addition of interactive gaming spaces, rehabilitation of current historic markers, and a heritage and history memorial art piece. To that end, the installation of the art feature is proposed for display on the north end of the park.

Construction is slated for FY2023 with staff completing a solicitation of an artist to create the piece. The CRA has budgeted \$300,000 for this project.

projects



projects

CENTRAL PARK MAIN STAGE

Policy 7.3A of the 1994 CRA plan and Policy 8.6D speak to Central Park, and contained therein, the Main Stage. Originally constructed in the early 1980s, it is also highlighted in the 2002 Central Park Master Plan and 2009 Parks Strategic Plan as an area for update.

The last known significant improvement to the main stage was after the 2004 hurricanes. 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 PRAB and CRAB, nonprofit partners including the Winter Park Rotary, Elizabeth Morse Genius Foundation, the Bach Festival Society of Winter Park, local merchants and Winter Park Chamber of Commerce.

In FY22, staff has worked diligently with community stakeholders, the city's Parks & Recreation Department and private firms to construct the design. In coordination with American Rescue Plan Act (ARPA) funds, the project was completed in September 2022. Total estimated cost of the project in TIF funding is \$275,009. Remaining funds for the project were paid for with ARPA funds.

projects



projects

DOWNTOWN ENHANCEMENTS

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

GARBAGE & RECYCLING CONTAINER AESTHETIC ENHANCEMENTS

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 opportunity to create a unique, but consistent look for the downtown that is complimentary to the district's charm and style. Total cost this fiscal year was \$66,265.





projects

PROPERTY PURCHASES

During the FY19-20 fiscal year, the CRA approved \$1 million for enhancements to the Denning Drive/Fairbanks Avenue intersection for the purpose of traffic and stormwater improvements. Over the course of the following year (FY21), the City Commission and CRA 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 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 Drive onto Fairbanks Avenue to relieve 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 Ave. The approximate 1-acre property adds a contiguous piece to overall public improvements for traffic and possible park expansion.

While the purchase of these properties occurred in FY21, staff continued the effort to demolish, clean and sod the property until agreed upon improvements take place. Total cost for addressing the properties in FY22 was \$45,890.

projects

PARKING SENSORS

Since the creation of the CRA, one of the critical areas identified in the plan has been adequate parking opportunities in the Central Business District. Dating back to 1994, the preliminary CRA study found that parking demand exceeded supply. Since then, community meetings have echoed the need to address this in multiple ways.



In an effort to clarify the current situation, parking sensors were installed on Park Avenue for a study in July 2022. This study was done at no expense to the city. The pilot had several goals including establishing benchmark data for parking duration, frequency, and peak times, assess the performance and scalability of the technology, identifying low-cost opportunities to improve the Park Avenue experience, designing future mobility opportunities that align with initiatives including smart city application.

It was clear that further research is needed to find solution(s) to improve the downtown experience and facilitate traffic flow. Alternative transit and mobility options should be considered to create an ideal scenario for moving residents and visitors alike in, through and out of the Central Business District to support Winter Park's merchants and restaurants.

Total costs of the pilot project was \$3,000. Pilot elements were gratis to the CRA.



projects

BUSINESS SUPPORT

In FY22, the CRA continued its effort in supporting businesses as a result of the pandemic. Consistent with the CRA plan, investments were made to support the public realm including the installation of community features such as Wi-Fi and security bollards. These elements support surrounding public amenities such as Central Park, and are a reflection of the importance of third spaces rediscovered during the pandemic. Total costs in FY22 for these features is \$66,628.

The CRA also supports its business community through enhancements not scheduled in the city's budget. These include expanding the reach of sidewalk repair and rehabilitation and small scale streetscape improvements. Support elements such as these are budgeted in the CRA to also react quickly to address immediate, but not budgeted for, issues. Total costs in FY22 is \$45,680.

Additional projects in development include streetscape enhancements at Webster Avenue and Denning Drive, Fairbanks Avenue and Denning Drive, Orlando Avenue (U. S. Highway 17-92) streetscape improvements, and request for CRA plan modification. While contemplated in FY22, a majority of work is anticipated for FY23.



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 FY2022, the CRA spent \$106,840 on total affordable housing projects. To date, over 140 homes have been improved through the housing rehabilitation program with over \$1.8 million since its inception. Coupled with other affordable housing initiatives over the years, that total rises to \$4 million.

During the administration of the home rehabilitation program, the priorities of expenditures started with safety improvements. This left a void in preserving its integrity and aesthetic value. Because of this, the residential driveway and paint programs were created. These programs focus on elevating the cosmetic, yet important integral features of the home by providing funds for driveway construction/rehabilitation as well as new paint for existing structures. Since inception 32 homes through these programs have supported the upkeep and preservation to residential neighborhoods within the district.

programs



AFTER

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 68 projects with a 13:1 ratio of private to public funds. Total funds spent in 2022 is \$57,516.





programs

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. In the wake of the pandemic, firms under this program were granted a pause on job creation for FY22. Therefore, local support for FY22 is \$0.



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 approximately 200 students during its lifetime, and several have found full time employment for the nonprofit in which they interned.

Total cost for all programs mentioned in FY22 was \$53,319.

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. Sponsored by AdventHealth, 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. In FY22, the program boasted almost 1500 in yearly attendance, totaled over 100,000 in digital impressions with a 7% response rate.



ENZIAN THEATER
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 eligible organizations that produce direct benefit to the district. In the past, the grant has partnered with several organizations including the Center for Independent Living to improve the lives of residents and draw in guests providing a direct benefit to residents, local merchants and the district as a whole.

WINTER PARK PLAYHOUSE

The CRA provides funding for programming to youth and elderly in the district as well as provide for free or reduced price plays consistent with the community elements of the CRA plan.

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 its 12th year, including an acknowledgement by neighborhood residents providing recognition for those that understand the importance of this community asset.

events & partners

WELBOURNE AVENUE NURSERY & KINDERGARTEN

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



THE GARDENS AT DEPUGH NURSING CENTER

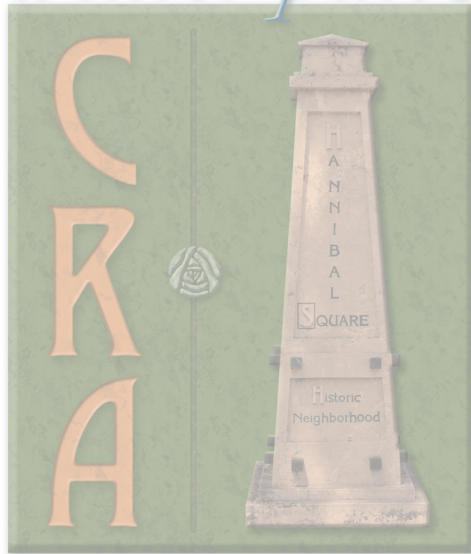
Support for the community side of the CRA plan is also carried out by The Gardens at Depugh Nursing Center. Funds are invested in the improvement of the building in order to provide additional capacity for community assistance.

financials

REVENUES	Adopted FY 2022	Proposed FY 2023
Intergovernmental Revenues	3,173,086	3,390,920
Charges for Services	—	—
Miscellaneous	50,000	130,801
Transfers	3,641,491	4,043,522
Fund Balance	271,814	—
TOTAL REVENUES	\$ 7,136,391	\$ 7,434,442
EXPENDITURES		
Operating Expenses	582,920	622,503
Capital Projects	4,065,000	3,721,765
Debt Service	1,496,097	1,484,485
Organizational Support/ Community Initiatives	439,000	327,000
Reimbursement to Other Funds	123,974	62,759
Transfers to Other Funds	—	—
Contingency Reserve	—	706,047
TOTAL EXPENDITURES	\$ 7,136,391	\$ 7,434,442
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 0	\$ 0

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

DIVISION DIRECTOR

Peter Moore @ 407.599.3567
pmoore@cityofwinterpark.org

ASSISTANT DIVISION DIRECTOR

Kyle Dudgeon @ 407.599.3217
kdudgeon@cityofwinterpark.org

CRA/ED COORDINATOR

Anne Sallee @ 407.599.3225
asallee@cityofwinterpark.org