



Community Redevelopment Advisory Board Regular Meeting

Agenda

February 22, 2024 @ 5:30 PM

City Hall Commission Chambers
401 S. Park Avenue

welcome

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please note

Times are projected and subject to change.

1. Call to Order

- a. CRA Annual Report Board Photo 5 minutes

2. Consent Agenda

- a. Approve the minutes of January 25, 2024

3. Public Comments (for items not on the agenda): Three minutes allowed for each speaker**4. Action Items**

- a. CRA Plan Modification & Update 30 minutes
b. MLK Playground Scope of Services 20 minutes
c. Downtown Gateway Scope of Services 20 minutes

5. Non-Action Items**6. Staff Updates****7. Board Comments****8. Upcoming Agenda Items****9. Adjournment**



Community Redevelopment Advisory Board

agenda item

item type

Consent Agenda

meeting date

February 22, 2024

prepared by**approved by**

Peter Moore, Director of Office of
Management and Budget

subject

Approve the minutes of January 25, 2024

motion | recommendation**background****strategic objectives****alternatives | other considerations****fiscal impact****attachments**

1. Minutes 01-25-24



Community Redevelopment Advisory Board Regular Meeting Minutes

January 25, 2024 at 5:30 PM

City Hall Commission Chambers
401 S. Park Avenue

Present

Anjali Vaya, Carlos Benitez, Jay Trent, Maria Bryant, Matthew Downs, Sherwin Sargeant

Absent

Lindsay Eriksson

Staff Present

Assistant Director of Strategic Programs and Budget Kyle Dudgeon, Director of OMB Peter Moore, CRA Coordinator Anne Sallee, Board Coordinator Charisma Lowery

1. Call to Order

The meeting was called to order at 5:34 p.m.

2. Consent Agenda

- a. Approve the minutes of the regular meeting, November 9, 2023

Motion made by Carlos Benitez to approve the minutes; seconded by Maria Bryant. Motion unanimously with a 6-0 vote.

3. Public Comments (for items not on the agenda):

4. Action Items

- a. Community Center Enhancements

Mr. Dudgeon reviewed the history of the Community Center, which was constructed through a bond on which the CRA carries the debt service until 2027. The Parks and Recreation Department has requested funding assistance for improvements to the Community Center, which are permitted to be funded under the CRA, as done previously. The estimated funding is approximately \$30k. He responded to questions regarding revenue and expenses for operational expenses. Director of OMB Peter Moore explained that the Community Center recovers approximately 50% of operating costs through revenues from rentals, programs and activities. He added that the Community Center is a CRA capital project building with very strong ties to the CRA.

Maria Bryant recommended the amphitheater be included in construction funding to improve sound equipment for activities and concerts. Mr. Dudgeon suggested setting a maximum amount of \$40k.

Maria Bryant's recommendation was accepted as a motion to approve funding in an amount not to exceed \$40k, seconded by Carlos Benitez. Motion unanimously with a 6-0 vote. There were no public comments.

b. License Plate Reader (Parking) Improvements

Mr. Dudgeon provided the background of this project that started in 2017-2018 with the assistance of a transportation consultant to look at maximizing utilization of existing parking spaces who then suggested technology improvements. He explained license plate reader technology which maximizes the use and capability of parking enforcement officers, and he provided data on parking violations. He presented two options and staff's recommendation to change to a new system and vehicle at a cost not to exceed \$40k. Staff responded to questions regarding functionality, camera system and turnover, enforcement, and vehicle disposal where proceeds from the sale are used for vehicle replacement.

There were no public comments. **Motion made by Matthew Downs to approve as presented; seconded by Carlos Benitez. Motion carried with a 5-1 vote. Jay Trent voted no.**

5. Non-Action Items

a. Knowles Parking Refurbishment

Mr. Dudgeon reviewed photos of poor parking conditions on Knowles Avenue and a draft design site plan/concepts were shown containing ten spaces. He showed a site plan for parking and beautification, which is supported by area property owners, despite losing ten parking spaces. The anticipated cost is \$120k with the work done by city staff. In response to questions, he said staff will the signage plan to the board. Discussion followed on the site plan as it relates to sidewalks, ability for trees to grow better and provide shade, and shared parking agreements during construction. Staff will review notes with public works. owners, and provide an update in next meeting or following meeting.

6. Staff Updates

Mr. Dudgeon gave an update on the MLK groundbreaking, Denning/Fairbanks improvements, west meadow restroom, and screening of dumpsters at West Park Avenue.

7. Board Comments

Mr. Dudgeon gave an update on the requirement for condensate drainage as part of Center street improvements for which the CRA approved reimbursement up to \$3k to businesses and takes effect in April. He added that a third CRA streetscape attendant has been hired for additional coverage and trash removal.

Mrs. Bryant spoke about MLK Park and said commercial trash cans are needed in MLK park. Mr. Dudgeon said staff is addressing the need for type and location of trash cans.

Mrs. Bryant suggested that the WWPN be kept informed on the CRA extension.

8. Upcoming Agenda Items

MLK playground scope of Services
CRA \Plan modification & update
Downtown Gateway Scope of Services

9. Adjournment

Motion made by Mr. Benitez to adjourn; seconded by Mrs. Bryant. Motion unanimously with a 6-0 vote.

The meeting adjourned at 6:22 p.m.

Approved by the board on
/s/ Charisma Lowery, Board Secretary



Community Redevelopment Advisory Board

agenda item

item type

Action Items

meeting date

February 22, 2024

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Rene Cranis, City Clerk

subject

CRA Plan Modification & Update

motion | recommendation

Recommendation to move the plan forward to the CRA Agency is requested

background

The City retained GAI/CSG to perform an in-depth analysis of potential Community Redevelopment Area (CRA) boundary modifications, and a potential 10-year extension of the operational period of the Community Redevelopment Agency to 2037 and to update the Community Redevelopment Plan.

Over the past year, staff along with the consultant have worked to provide exhaustive community outreach and meet statute requirements to this end. Community outreach elements include stakeholder interviews, a full website to collect questions, concerns, and ideas, a community workshop, advisory board and Agency meetings. Statute requirements state any CRA must provide for new language to a CRA plan update, must also issue a new Finding of Necessity (FON) for any new area, and be consistent with the city's comprehensive plan. The plan itself highlights three major focus areas including affordable housing, environmental sustainability, and transportation safety. While these are primary agenda items, they do not comprehensively address all items in the CRA. As a result, the goals and strategies section of the plan (beginning on page 28) augment the focus areas through seven different elements: administration, housing, community development and culture, economic development, public space amenities, public health and safety, and regulatory environment. Under each element is a set of goals, action strategies, projects, and activities. This provides the CRA clear objectives, but also allows for flexibility in the event of unknown circumstances in the future.

Regarding the FON, Appendix B provides for this study and includes several key factors of blight. Blight in the statute is defined very broadly, including identification of infrastructure needs, faulty parcel layouts, etc. The FON identifies a number of these items verifying the

opportunity for a CRA.

Lastly, the CRA plan language identifies the existing Future Land Use (FLU) and zoning codes as part of its compliance with the comprehensive plan. As a reminder, a CRA carries no authority to implement zoning entitlements, but can advocate for uses and provide programming and project funding in order to implement them. To that end, the plan is either consistent with the comprehensive plan, or at minimum, provides thoughts for future consideration within it. More specifically, there are several policies in the comprehensive plan that speak explicitly to the development and execution of the city's CRA plan:

OBJECTIVE 1-4.3: Implement the CRA Plan. The City and Orange County shall partner in the execution of the CRA Plan as the Winter Park CRA Agency.

Policy 1-4.3.1: CRA Plan - Coordinate and work with property owners and the development community to implement the intent of the CRA Plan and CRA strategic plan.

Policy 1-4.3.2: CRA Tax Increment Financing - The City's responsibilities shall include serving as the catalyst for stimulating, marketing, and encouraging both public support and private participation. As part of its responsibilities for maintaining and improving the CRA tax increment financing program, the City shall monitor CRA property values. These responsibilities shall include annual review, update, and evaluation of the effectiveness of the tax increment financing program including the timely processing of information by the City and County to ensure that the best interests of the City are carried forth.

Policy 1-L-6: Community Redevelopment Area (CRA) in the West Fairbanks Planning Area - The City shall analyze and evaluate the creation of a Community Redevelopment Area (CRA) for all or portions of this West Fairbanks Planning Area.

The final length and breadth of the CRA Plan update will be determined by the direction and guidance received from Orange County. The authorization of Orange County to extend the operational period or expand the CRA boundaries will require a formal action of the County through the adoption of a Delegation of Authority Resolution that will memorialize the extension and expansion.

The following is a tentative schedule for the CRAs request to extend and expand its boundaries:

- 2/22 CRA Advisory Board review
- 2/28 CRA Agency review
- 2/27 P&Z work session (if necessary)
- 3/5 P&Z Determination of Consistency with Comp Plan
- 3/10 CRA Agency Resolution to Adopt Finding of Need, Plan Update and recommendation to Commission
- 3/10 City Commission Adopt ordinance first reading (TIF Boundaries, Plan Adoption)
- 3/24 City Commission Adopt ordinance second reading (TIF Boundaries, Plan Adoption)

Spring TBD City of Orlando - TIF Agreement for Orlando properties

Spring TBD County Commission – Delegation of Authority

The calendar for such approval begins with the CRA Advisory Board. Staff is requesting the board to (1) review draft, offer comments and revisions, and (2) recommend the draft to the

Land Planning Agency (Planning and Zoning) for a review of the draft plan's general consistency with the city's adopted Comprehensive Plan.

strategic objectives

Exceptional Quality of Life
Intelligent Growth & Development
Fiscal Stewardship
Public Health & Safety

alternatives | other considerations

Amend the plan

fiscal impact

Impacts have been provided for in the plan

attachments

1. Winter Park CRA Plan Update 2024_Narrative_DRAFT



CITY OF WINTER PARK

CRA PLAN UPDATE

CITY OF WINTER PARK

CRA PLAN UPDATE

WINTER PARK, FLORIDA

FEBRUARY 2024

PREPARED FOR:

City of Winter Park
Community Redevelopment Agency
401 South Park Avenue,
Winter Park, Florida 32789

PREPARED BY:

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This document has been prepared by GAI
Consultants, Inc. on behalf of the City of Winter Park
Community Redevelopment Agency.

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EXECUTIVE SUMMARY

The 2024 Winter Park Community Redevelopment Plan ("Plan") builds upon the accomplishments of the Winter Park Community Redevelopment Agency ("Agency") with the identification of new capital projects and programming to address remaining conditions of "slum" and "blight" within the Community Redevelopment Area (CRA) through the 2037 planning horizon. These capital projects and programming articulate the three Redevelopment Focus Areas of the Plan: **Affordable Housing**, **Environmental Sustainability** and **Transportation Safety**.

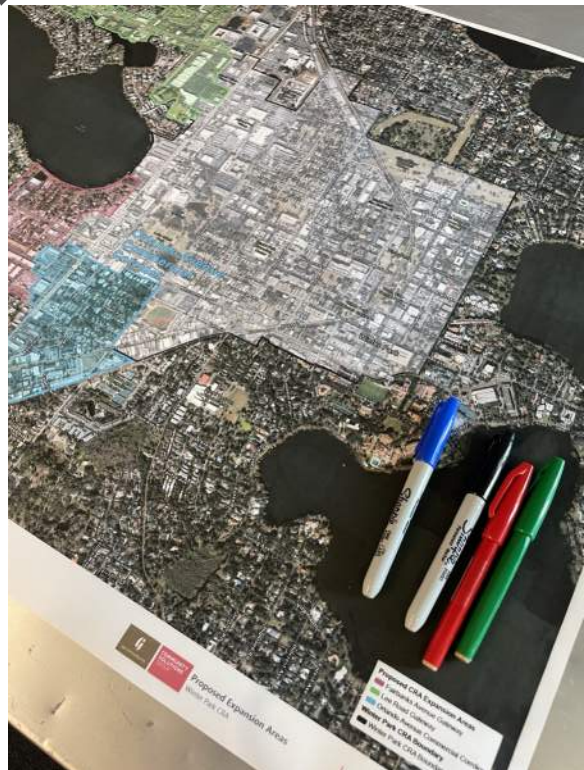
This Plan, developed by the Agency in close coordination with Orange County Government and coordination with the City of Orlando, includes an expanded CRA boundary and an extend operational timeframe of the Agency. The 142 +/- acre expansion of the CRA, takes in a transitioning, former industrial area along the Fairbanks Avenue Corridor, west of US-192. The operational timeframe extension for the Agency adds an additional ten (10) years of operations from 2027 to 2037.

The **Affordable Housing** programming and capital projects identified within this Plan encourage the development of additional affordable housing, while maintaining and supporting existing affordable housing facilities. The **Environmental Sustainability** capital projects identified within this Plan are intended to alleviate localized flooding and to encourage sanitary sewer connections to provide a healthier environment for our residents and visitors. The **Transportation Safety** capital projects identified within this Plan seek to improve connectivity and provide safe multi-modal options between neighborhoods, employment centers and activity centers.

The Plan has identified over \$137,554,465 in potential programming and potential capital improvement costs through 2037¹. The Plan projects a potential available Tax Increment Revenue of \$153,030,300 for the 2037 period² that may be used for these projects or other projects and programming that address the Plan's Redevelopment Focus Areas and the Plan Elements and Action Strategies.

¹ Potential Capital Projects and Programming Worksheet, Winter Park CRA Plan, City of Winter Park, GAI-CSG, 2024

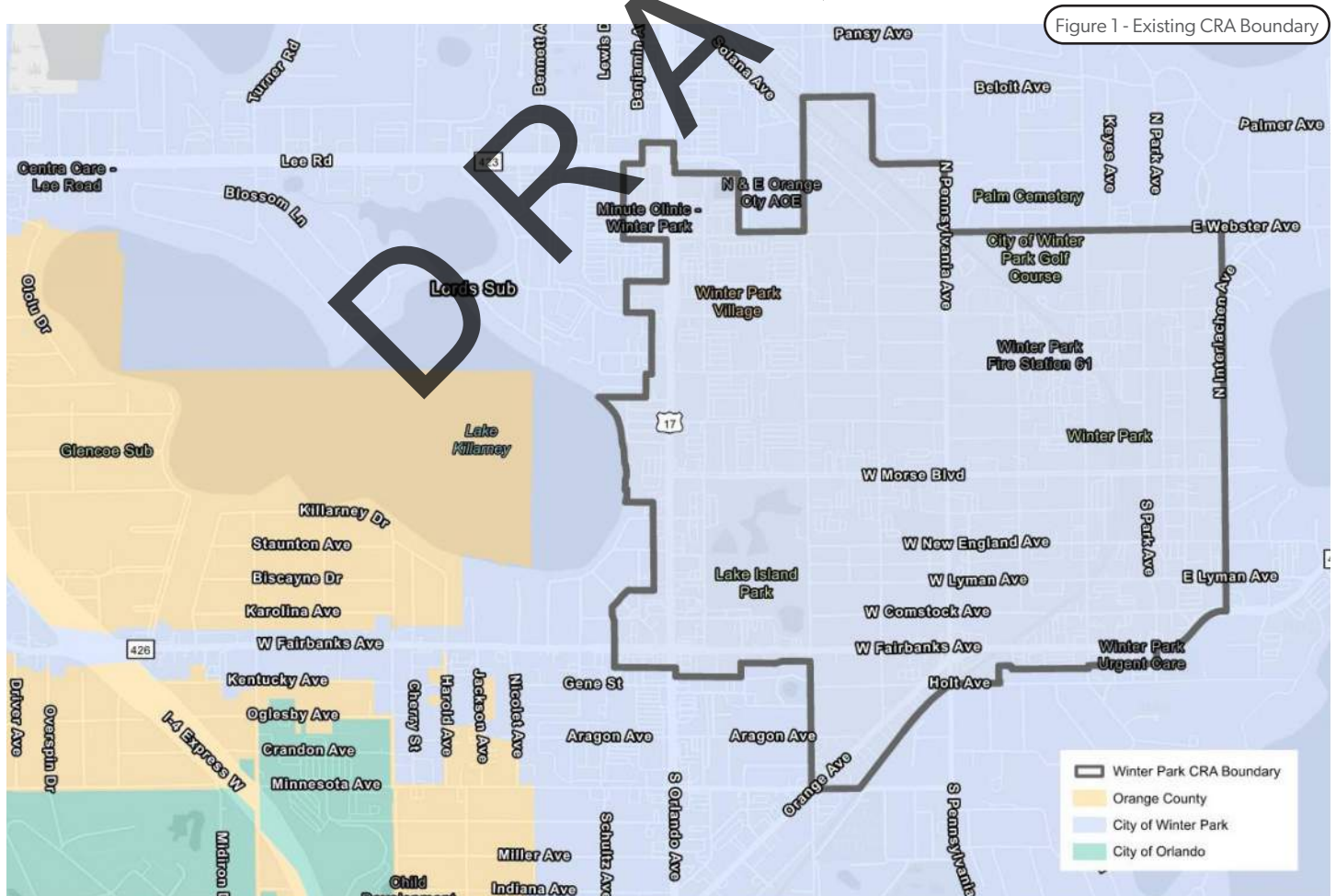
² Tax Increment Revenue Projections, Moderate Growth Rate, Winter Park CRA Plan, City of Winter Park, GAI-CSG, 2024



INTRODUCTION / BACKGROUND

The Agency was established in 1991, in accordance with Chapter 163, Part III, Florida Statutes. The initial CRA was an area generally bounded by Denning drive on the west, Interlachen Avenue on the east, Webster Avenue on the North and Fairbanks Avenue on the south, comprising 443 +/- acres. The initial Plan, outlining redevelopment strategies and capital improvement projects to address the documented conditions of “slum” and “blight”, in accordance with Section 163.340 (7), (8), Florida Statutes, was adopted in 1994. In 1999 the western boundaries of the CRA were expanded to include portions of Orlando Avenue (US 17-92). The 1999 boundary expansion included areas generally bound by Lee Road on the north, Fairbanks Avenue on the south, and the rear property of the parcels fronting the west side of Orlando Avenue (US 17-92), comprising approximately 175 +/- acres.

The boundary expansion sought to address conditions that were preventing development and economic activity along portions of US 17-92. The area of the existing CRA is 618 +/- acres. The existing boundary of the CRA is shown in **Figure 1 - Existing CRA Boundary.**



PROPOSED CRA BOUNDARY EXPANSION AREA

The City of Winter Park in close coordination with the Orange County Administrator's Office evaluated three (3) targeted areas for consideration of inclusion within the CRA. The areas examined were the: Lee Road Expansion Area; the Fairbanks Avenue Expansion Area and the Orlando Avenue Expansion Area. The City prepared a Finding of Necessity evaluation to determine if the areas qualified for potential inclusion within the CRA in accordance with Section 163.340 (7), (8), Florida Statutes (See **Appendix 1 - City of Winter Park Finding of Necessity, 2023**).

All three (3) of the potential expansion areas evaluated contained the requisite conditions for inclusion within the CRA. After in-depth discussions between the City of Winter Park and Orange County leadership and staff, it was determined that the Fairbanks Avenue Expansion Area was the area that demonstrated the greatest need for inclusion within the CRA.

The area is generally bound by the Fairbanks Avenue corridor on the north, Orlando Avenue (US 17-92) on the east, Interstate-4 on the west and Minnesota Avenue on the south. The existing CRA and the Fairbanks Avenue Expansion Area is

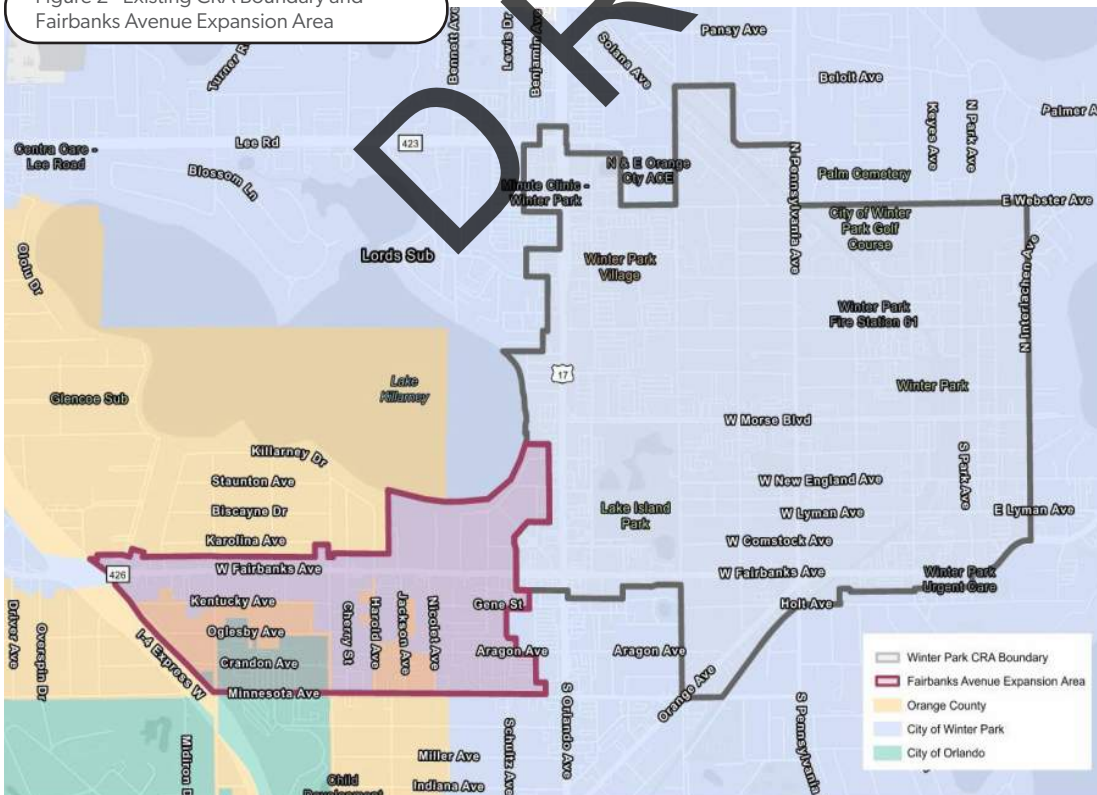
shown in **Figure 2 - Existing CRA Boundary and Fairbanks Avenue Expansion Area**. The Fairbanks Avenue Expansion Area contains 307 parcels, comprising of 142 +/- acres.

The Fairbanks Avenue Expansion Area encompasses three jurisdictions: the City of Winter Park; the City of Orlando; and Orange County Government. The anticipated community redevelopment activities will be administered by the Agency with Interlocal Agreements between the City of Winter Park, the City of Orlando and Orange County Government. The Interlocal Agreements will address the Delegation of Authority (Orange County) as well as increment contributions to the Agency's tax increment trust fund (Orange County, City of Winter Park and the City of Orlando).

The City and the County have identified several issues and conditions within this area that have been determined to discourage and inhibit private sector development and redevelopment activities and lower the quality of life within the area. These issues include a lack of affordable housing inventory, localized flooding and associated deficiencies in stormwater and sanitary sewer infrastructure, outdated

development patterns and parcel layouts, and traffic and pedestrian safety issues. The City of Winter Park and the Orange County Administrator's Office have determined that the Fairbanks Avenue Expansion Area is appropriate for targeted redevelopment and economic development activities and qualifies for inclusion within the CRA boundaries.

Figure 2 - Existing CRA Boundary and Fairbanks Avenue Expansion Area



FINDING OF NECESSITY – CONDITIONS OF SLUM AND BLIGHT

The following Slum and Blight Matrix summarizes the “Slum” and “Blight” conditions that were observed present, not observed present or not observed but suspected present within the Fairbanks Avenue Expansion Area. The Fairbanks Avenue Expansion Area demonstrated one (1) condition of “Slum” present (163.340,(7) (c)) and seven (7) conditions of “Blight” present (163.340, (8) (a),(b),(c),(d),(e),(f) and (k).

Slum Area Conditions
(7) “ Slum area ” means an area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, reason of dilapidation, deterioration, age, or obsolescence, and exhibiting one or more of the following factors:
(a) Inadequate provision for ventilation, light, air, sanitation, or open spaces;
(b) High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, other studies and the requirements of the Florida Building Code;
(c) The existence of conditions that endanger life or property by fire or other causes.
Blight Area Conditions
(8) “ Blighted area ” means an area in which there are a substantial number of deteriorated or deteriorating structures; in which conditions, which two or more of the following factors are present:
(a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities.
(b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the
(c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness.
(d) Unsanitary or unsafe conditions.
(e) Deterioration of site or other improvements.
(f) Inadequate and outdated building density patterns.
(g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality.
(h) Tax or special assessment delinquency exceeding the fair value of the land.
(i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality.
(j) Incidence of crime in the area higher than in the remainder of the county or municipality.
(k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality.
(l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality.
(m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.
(n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.
(o) A substantial number or percentage of properties damaged by sinkhole activity which have not been adequately repaired or stabilized.

Based on these observation of the presence of “Slum” and “Blight” conditions as defined by Chapter 163.340, (7), (8), there are sufficient findings to justifiably consider the inclusion of the Fairbanks Avenue Expansion Area within the CRA.

Appendix 1 - City of Winter Park Finding of Necessity, 2023, documents the observed conditions within the Fairbanks Avenue Expansion Area.

	Observed	Not observed but suspected present	Not observed
y, or crime because there is a predominance of buildings or improvements, whether residential or nonresidential, which are impaired by			
			X
as indicated by government-maintained statistics or			X
	X		

Source: Chapter 163.340 (7), Florida Statutes; GAI-CSG, 2023

	Observed	Not observed but suspected present	Not observed
as indicated by government-maintained statistics or other studies, endanger life or property or are leading to economic distress; and in			
	X		
e 5 years prior to the finding of such conditions.	X		
	X		
	X		
	X		
	X		
		X	
			X
			X
			X
	X		
nty or municipality.			X
ardous area.			X
			X
			X

Source: Chapter 163.340 (8), Florida Statutes; GAI-CSG, 2023

PRELIMINARY REDEVELOPMENT STRATEGIES

The Agency Staff and the Orange County Administrator's Office have worked together to develop a group of shared redevelopment priorities to address the conditions observed within the Fairbanks Avenue Expansion Area, to encourage redevelopment and private sector investment and to continue the successful redevelopment activities within the original CRA boundaries.

These priorities are: to encourage affordable housing development; to support small business formation and growth; to improve available infrastructure services; and, to improve multi-modal transportation and safety options.



Encourage Affordable Housing

- Foster residential development with a range or mix of price points
- Agency to assist in the development, upgrade and maintenance of affordable housing units within the CRA
- Agency staff to increase coordination of Affordable Housing providers working in the CRA



Support Small Business/Entrepreneurs

- Schedule service providers to offer services at Community Center
- Coordinate with service providers (SCORE, DEO, NEC, SBDIC and Incubator programs)
- Offer small business training courses at the Community Center and elsewhere in CRA



Infrastructure Improvements

- Expedite Stormwater collection and conveyance system improvements to address localized flooding
- Expedite Street/Roadway improvements to address deteriorating roadway conditions
- Encourage Sanitary Sewer Connections to decrease use of septic tanks



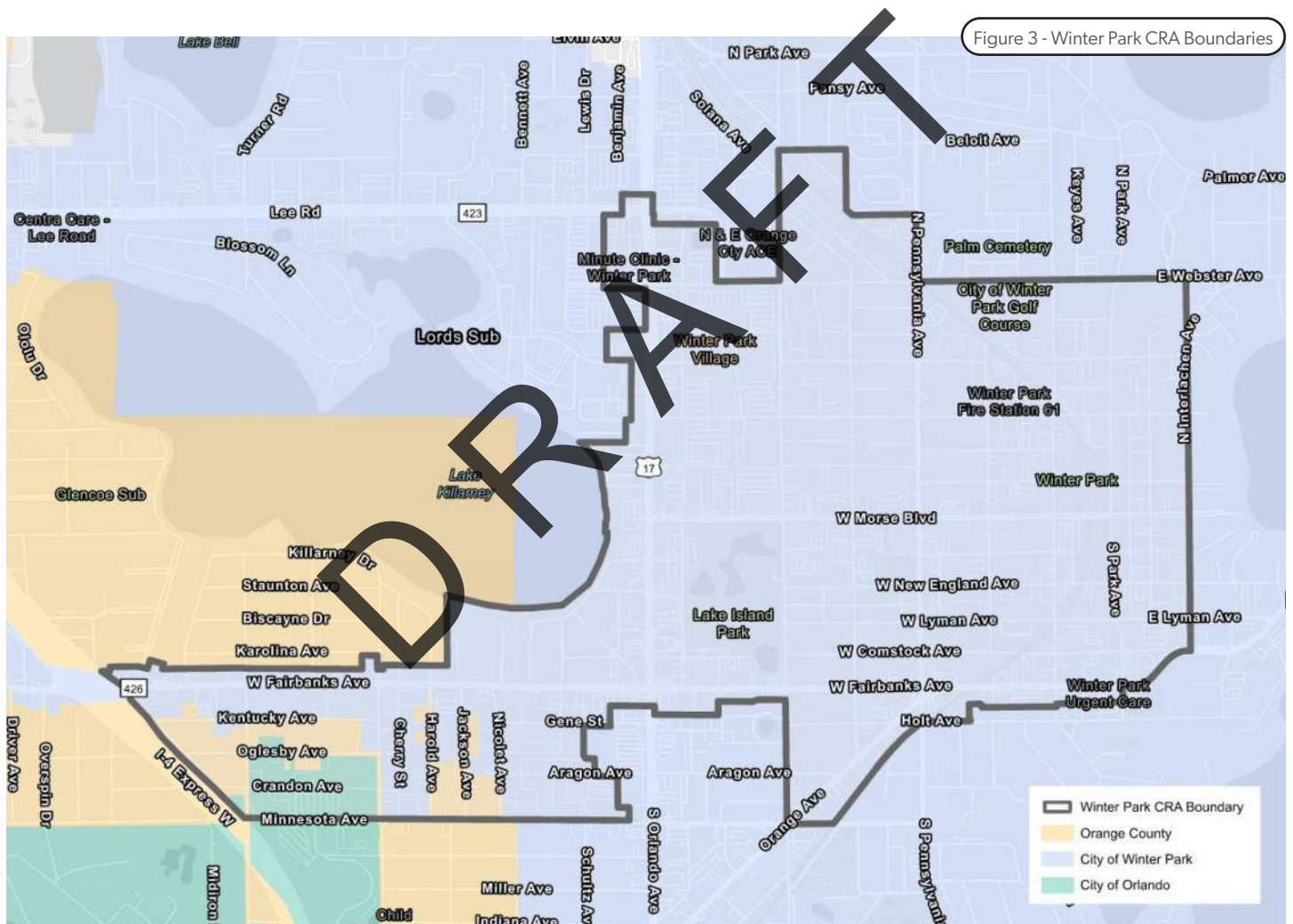
Multi-Modal Transportation Enhancements

- Improve pedestrian crosswalks and signals to reduce accidents and improve safety
- Improve sidewalk connectivity and overall conditions of sidewalks to provide options to driving
- Install bike-trails and multi-purpose paths to provide options to driving and improve safety
- Improved lighting in neighborhoods, connecting to parking lots and activity areas to improve safety and encourage activity

REVISED COMMUNITY REDEVELOPMENT AREA

The revised CRA includes the Fairbanks Avenue Study Area that is generally located on the southwest corner of the CRA, stretching from US 17-92 to the I-4 corridor. **Figure 3 - Revised Community Redevelopment Area**, depicts the new CRA boundaries.

The new CRA is 760 acres in size³. This is comprised of the 618 +/- acres existing CRA and the newly added Fairbanks Avenue Expansion Area, 142 +/- acres.



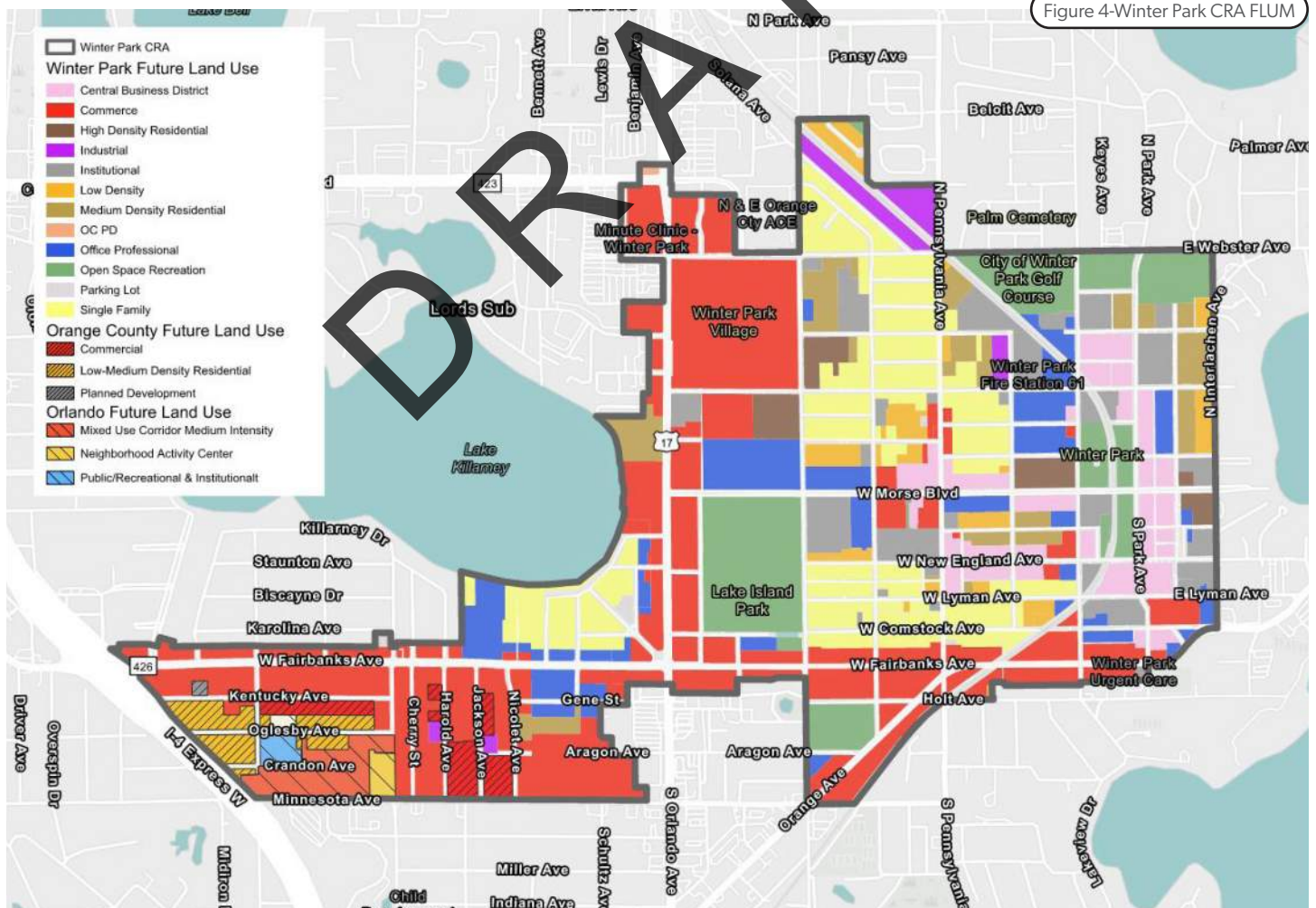
³ Total area acreage calculation of Winter Park CRA includes roadways, utility corridors and railroad rights-of-way acreage in addition to parcel acreages.

EXISTING CONDITIONS

The following Map Series presents the Existing Conditions of the CRA. Conditions evaluated include the CRA's Future Land Use designations, the Existing (current) Uses within the CRA, locations and sizes of City-owned parcels, locations, types and locations of vacant parcels located within the CRA and Public and Affordable Housing facilities within the CRA. Within the CRA, in the recently added Fairbanks Expansion Area, the majority of the properties are administered by the City of Winter Park (566 acres)⁴. A small portion of the area is administered by Orange County (24 acres) and the City of Orlando (16 acres). The City of Winter Park has active Joint-Planning-Agreements with the City of Orlando and Orange County Government regarding coordinating the review of applications for development within these areas.

Future Land Use

A 'Future Land Use designation' is a classification of a property that explains what types of development can be built on that property in the future, in accordance with policies of the City's Comprehensive Plan, definitions of that land use classification in the Plan, and the requirements of the City's Land Development Regulations. **Figure 4 - Future Land Uses**, presents the different future land uses within the CRA.



⁴ Parcel acreage only, does not include roadways, utility corridors and railroad rights-of-way acreage

The following tables depict the distribution of Future Land Use designation within the CRA.

The largest (Area and number of parcels) future-land-use designation within the CRA is Commerce (34% of CRA) with 79 parcels comprising over 195 +/- acres. The next most prevalent future-land-use designations are; Single-Family Residential (16% of CRA) (49 parcels and 89 acres); Open Space Recreation (12% of CRA) (12 parcels and 67 acres); Office Professional (10%) (37 parcels and 55 acres); and Institutional (8%) (32 parcels and 47 acres).

The City of Orlando component of the CRA is comprised of 16 +/- acres. The largest City of Orlando administered areas (by acreage and number of parcels) future-land-use designation within the CRA is Mixed Use Corridor Medium-Intensity (10 parcels comprising 7 acres); next is Neighborhood Activity Center (4 parcels comprising 7 acres) and Public-Recreation-Institution (1 parcel at 2 acres).

The Orange County component of the CRA is comprised of 24 +/- acres. The largest Orange County administered areas (by acreage) future-land-use designations within the CRA are Commercial (37 parcels comprising 12 acres); next is Low-Medium Density Residential (70 parcels comprising 12 acres) and Planned Development-Commercial (1 parcel at less than 1/2 acre).

City of Winter Park

Future Land Use	Parcels	Acreage	% Acreage
Commerce	79	195.0778	34%
Single Family	49	88.8963	16%
Open Space Recreation	12	67.01363	12%
Office Professional	37	55.15751	10%
Institutional	32	46.63084	8%
Central Business District	36	34.5999	6%
Medium Density Residential	20	31.92528	6%
Low Density	20	19.29371	3%
High Density Residential	5	14.05794	2%
Industrial	5	11.57598	2%
Parking Lot	5	1.48331	0%
OC PD	1	0.44934	0%
Total Parcels	301		
Total Acres		566.1615	100%

Source: City of Winter Park, GAI-CSG, 2024

Orange County

Future Land Use	Parcels	Acreage	% Acreage
C	37	11.87979	49%
LMDR	70	11.87457	49%
PD-C	3	0.47258	2%
Total Parcels	110		
Total Acres		24.22694	100%

Source: Orange County, GAI-CSG, 2024

City of Orlando

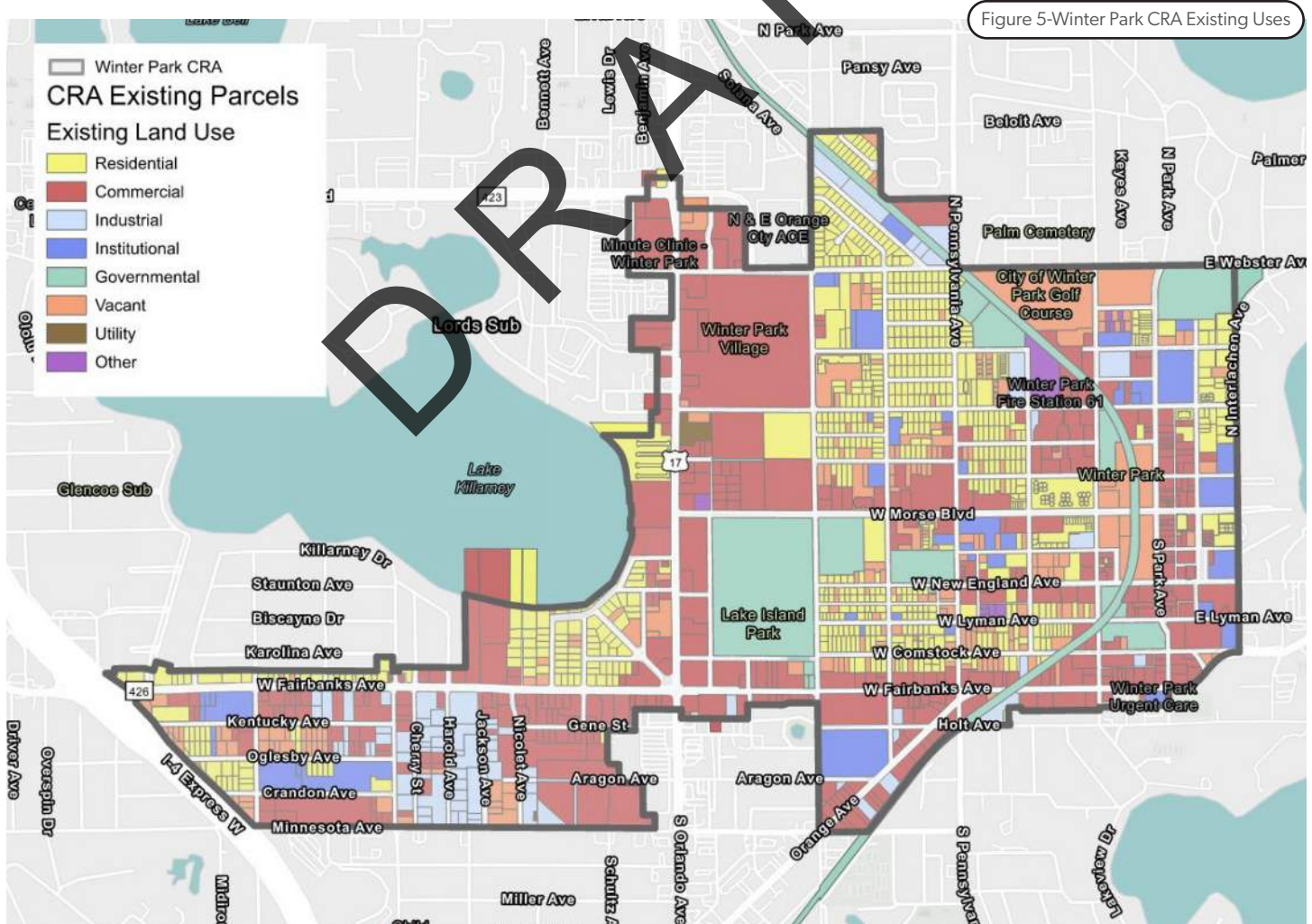
Future Land Use	Parcels	Acreage	% Acreage
MUC-MED	10	6.77203	43%
NEIGH-AC	4	6.7425	42%
PUB-REC-INST	1	2.41885	15%
Total Parcels	15		
Total Acres		15.93338	100%

Source: City of Orlando, GAI-CSG, 2024

Existing Uses

‘Existing Land Use designation’ is a classification of a property that depicts what the current use of the property. The Florida Administrative Code (FAC) requires Property Appraisers to classify each parcel of real property to indicate its use as determined for valuation purposes. This use is reflected in the Department of Revenue (DOR) Use Codes applied to each real property parcel on assessment rolls and depicts what is the existing use of the property. These DOR codes also **recognize condominium properties as individual parcels** for tax determination purposes, which can provide an inaccurate over-representation of the area allocated for condominium uses.

The Condominium use properties have been grouped into associated single parcels to minimize potential over counting of the parcels within the CRA. **Figure 5 - Existing Land Uses**, presents the existing land uses within the CRA. The associated table depicts the existing-uses based on their DOR use code classification, number of parcels and general acreages assigned to the use codes.



The largest (Area and number of parcels) existing-use designation within the CRA is Single Family Residential (16% of CRA) with 659 parcels comprising over 103 +/- acres. The next most prevalent existing-land-use designations are; Retail One Story (8% of CRA) (126 parcels and 52 acres); Municipal (Other) (8% of CRA) (12 parcels and 51 acres); Office Low Rise (7%) (77 parcels and 46 acres); and Industrial Warehouse 1 (6%) (73 parcels and 38 acres).

The Existing Land-Use table depicts the existing land-uses based on their Department of Revenue classification, the number of parcels and general acreages⁵ assigned to the use codes.

DOR Code	Parcels	Acres	% of Acreage
SFR	659	102.88	15.98%
Retail One Story	126	51.77	8.04%
Municipal (Other)	12	51.16	7.95%
Office Low Rise	77	45.51	7.07%
Industrial Warehouse I	73	38.03	5.91%
Commercial Vacant	74	31.24	4.85%
Regional Mall	1	30.54	4.75%
Govt Vacant Land	36	29.51	4.59%
Surface Parking	45	26.51	4.12%
State (Other Bldg)	1	23.68	3.68%
Office One Story	74	22.91	3.56%
Vacant	147	21	3.26%
Institutional-Religious	25	20.17	3.13%
Office medical Building	20	19.52	3.03%
Common Areas	24	19.03	2.96%
Store/Office/Res Class I	50	14.38	2.23%
Multi Family	20	14.34	2.23%
Auto Dealership	17	13.41	2.08%
Institutional-School Private	5	11.29	1.75%
Retail Restaurant I	19	9.32	1.45%
Financial/Bank I	9	5.77	0.90%
Retail Fast Food	9	5.67	0.88%
Public College	1	5.21	0.81%
MultiFamily	19	4.52	0.70%
Condo	23	4.4	0.68%
Institutional -Vacant	13	3.19	0.50%
Retail Community Center	1	3.06	0.48%
Institutional-Charitable	5	2.37	0.37%
Institutional-Cultural	3	2.19	0.34%
Federal (Other)	1	1.97	0.31%
Institutional Retirement Communi	1	1.72	0.27%
Private Utility	3	1.58	0.25%
Institutional Lodge/Union Hall	3	1.39	0.22%
Industrial Light Manufacturing	2	1.21	0.19%
Motel	2	0.69	0.11%
Industrial Food Processing	2	0.65	0.10%
Nightclubs/Bars	1	0.58	0.09%
Private Wetland Lowland	2	0.57	0.09%
Recreational/Meeting	1	0.41	0.06%
Institutional-Mortuary	1	0.26	0.04%
Private Recreational Park	1	0	0.00%
TOTALS	1,608.00	643.61	100%

Source: Orange County Property Appraiser Office, Property Use Codes, GAI-CSG, 202

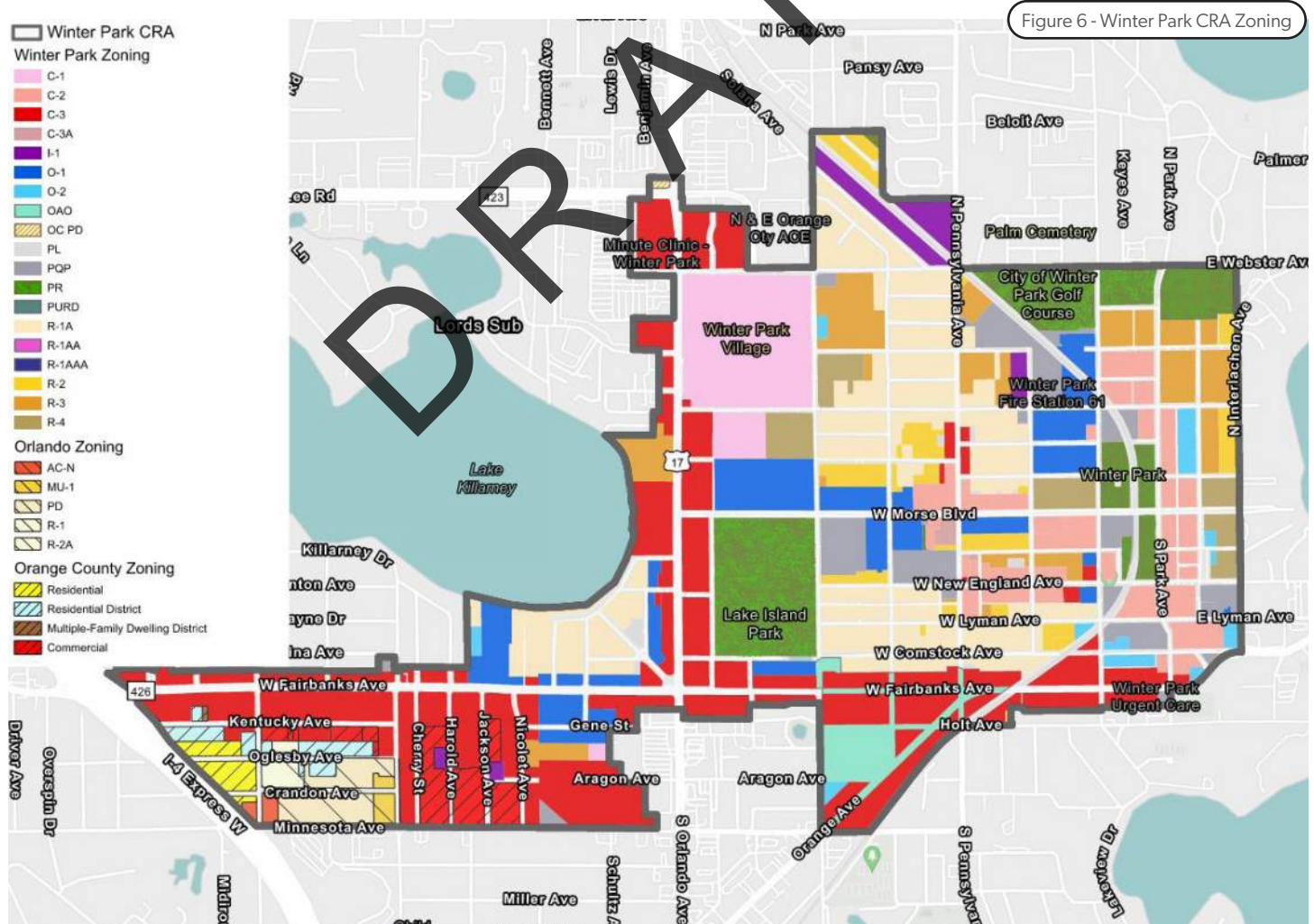
⁵ For the purposes of this Plan, parcels identified as individual condominium units are not included in the condominium parcel count, only the parent parcel on which the condominium units are located is included in the count of condominium parcels.

Zoning

The ‘Zoning designation’ is a classification of the property that explains what types of development may be built on that property at the moment, in accordance with the requirements of the City’s Land Development Regulations. **Figure 6 - Winter Park CRA Zoning**, presents the different zoning classifications within the CRA.

The following tables show the distribution of Zoning designations within the CRA by the number of parcels, acreage of each designation and the percentage of each designation relative to the overall CRA. Please note the Zoning designations in the Fairbanks area of the CRA is administered by the City of Winter Park with small portions administered by the City of Orlando and Orange County.

The largest (Area and number of parcels) zoning designation within the CRA is Highway or Roadway Commercial (C-3) (25% of CRA) with 309 parcels comprising over 149 +/- acres. The next most prevalent zoning designations are; Parks and Recreation (15% of CRA) (15 parcels and 92 acres) and Residential Single-Family (R-1A) (15% of CRA) (578 parcels and 92 acres); Office (O-1) (8%) (103 parcels and 50 acres); and Medium-Density Multi-Family Residential (R-3) (7%) (129 parcels and 43 acres).



City of Winter Park

Zoning	Parcels	Acres	% Acres
C-3	309	149.93	25%
PR	15	92.32	15%
R-1A	578	91.49	15%
O-1	103	50.04	8%
R-3	129	43.54	7%
C-2	154	41.08	7%
C-1	7	40.02	7%
PQP	20	27.88	5%
R-4	20	21.87	4%
R-2	95	18.65	3%
I-1	16	12.37	2%
O-2	41	7.78	1%
PL	5	2.1	0.35%
C-3A	3	1.16	0.19%
OC PD	2	0.84	0.14%
Total Parcels	1,497		
Total Acres		601.07	100%

Source: City of Winter Park, GAI-CSG, 2024

City of Orlando

Future Land Use	Parcels	Acreage	% Acreage
AC-N	4	1.46	9%
MU-1	6	1.84	11%
PD	3	9.92	60%
R-1	1	2.42	15%
R-2A	3	0.8	5%
Total Parcels	17		
Total Acres		16.44	100%

Source: City of Orlando, GAI-CSG, 2024

Orange County

Future Land Use	Parcels	Acreage	% Acreage
R-1A	29	5.23	19%
R-2	38	6.38	23%
R-3	1	0.16	0.58%
C-3	43	15.75	57%
Total Parcels	111		
Total Acres		27.52	100%

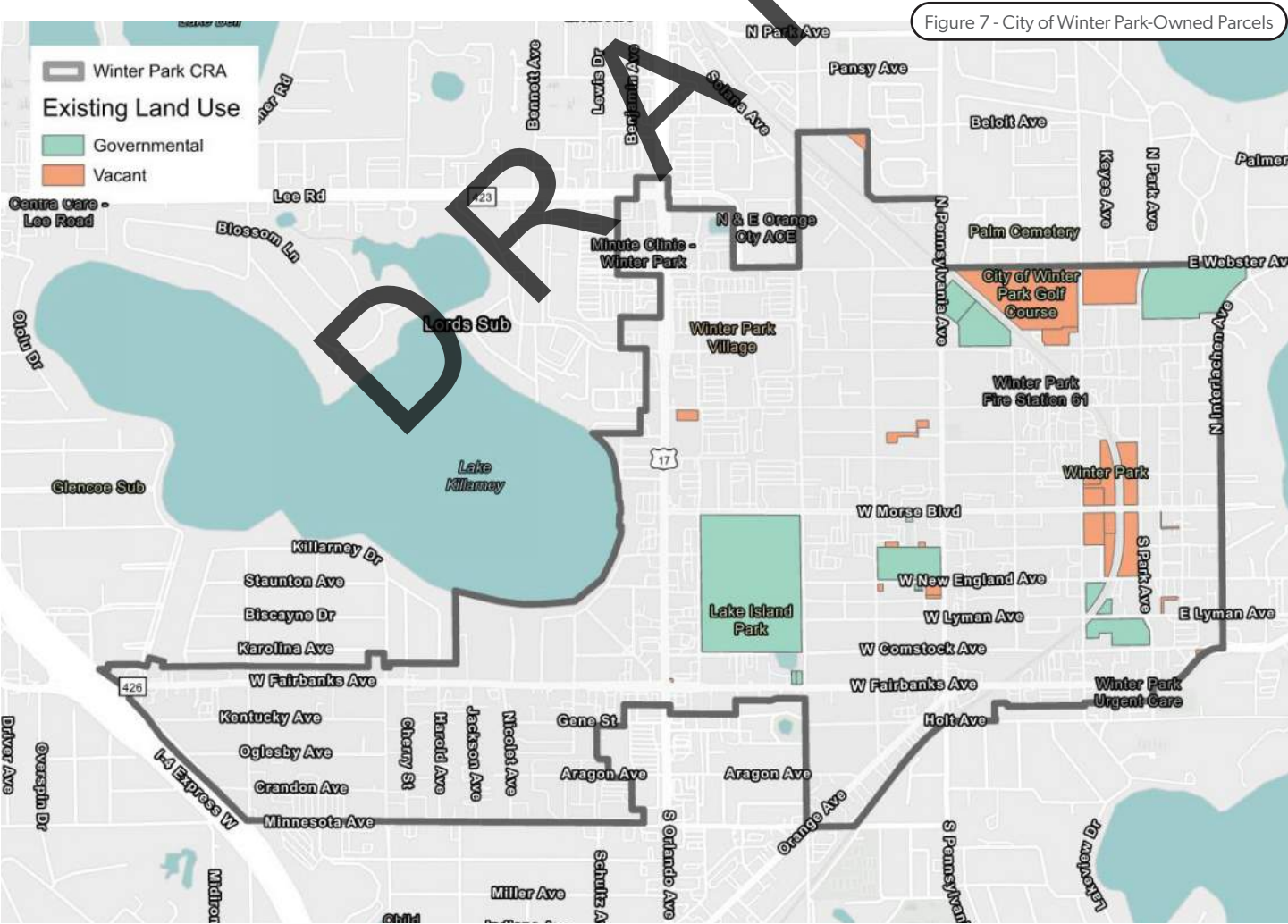
Source: Orange County, GAI-CSG, 2024

City-owned Parcels

‘City-Owned’ parcels are parcels within the CRA that are owned by the City of Winter Park. These parcels may be utilized by the City and the Agency to facilitate the implementation of redevelopment goals and strategies identified within this Plan. Several of the City-owned parcels, while listed as vacant, are undeveloped open spaces or recreational areas (i.e., golf course or parks). There are 37 City-Owned parcels comprising 79 acres within the CRA boundaries. **Figure 7 - City of Winter Park-Owned Parcels** depicts the general location of the parcels within the CRA.

	Parcels	Acres
Government Vacant Land	25	28
Municipal (other)	12	51
Total	37	79

Source: Orange County Property Appraisers Office, GAI-CSG, 2024



Vacant Parcels

‘Vacant’ parcels are parcels within the CRA that do not have a built structure upon them. There are four (4) categories of Vacant Parcels: Vacant Residential; Vacant Commercial; Vacant Institutional and Vacant Governmental. These vacant parcels represent redevelopment opportunities in their respective land use category. Note, several of the Vacant Governmental parcels include parks and open recreational spaces, that are not available for redevelopment. The Vacant Governmental parcels may be utilized by the City and Community Redevelopment Agency to facilitate the implementation of redevelopment goals and strategies identified within this Plan.

Figure 8 - Vacant Parcels depicts the general location of the vacant parcels within the CRA.

	Parcels	Acres
Vacant Residential	147	21
Vacant Commercial	74	31
Vacant Institutional	13	4
Vacant Governmental	36	29
Total	270	85

Source: Orange County Property Appraisers Office, GAI-CSG, 2024

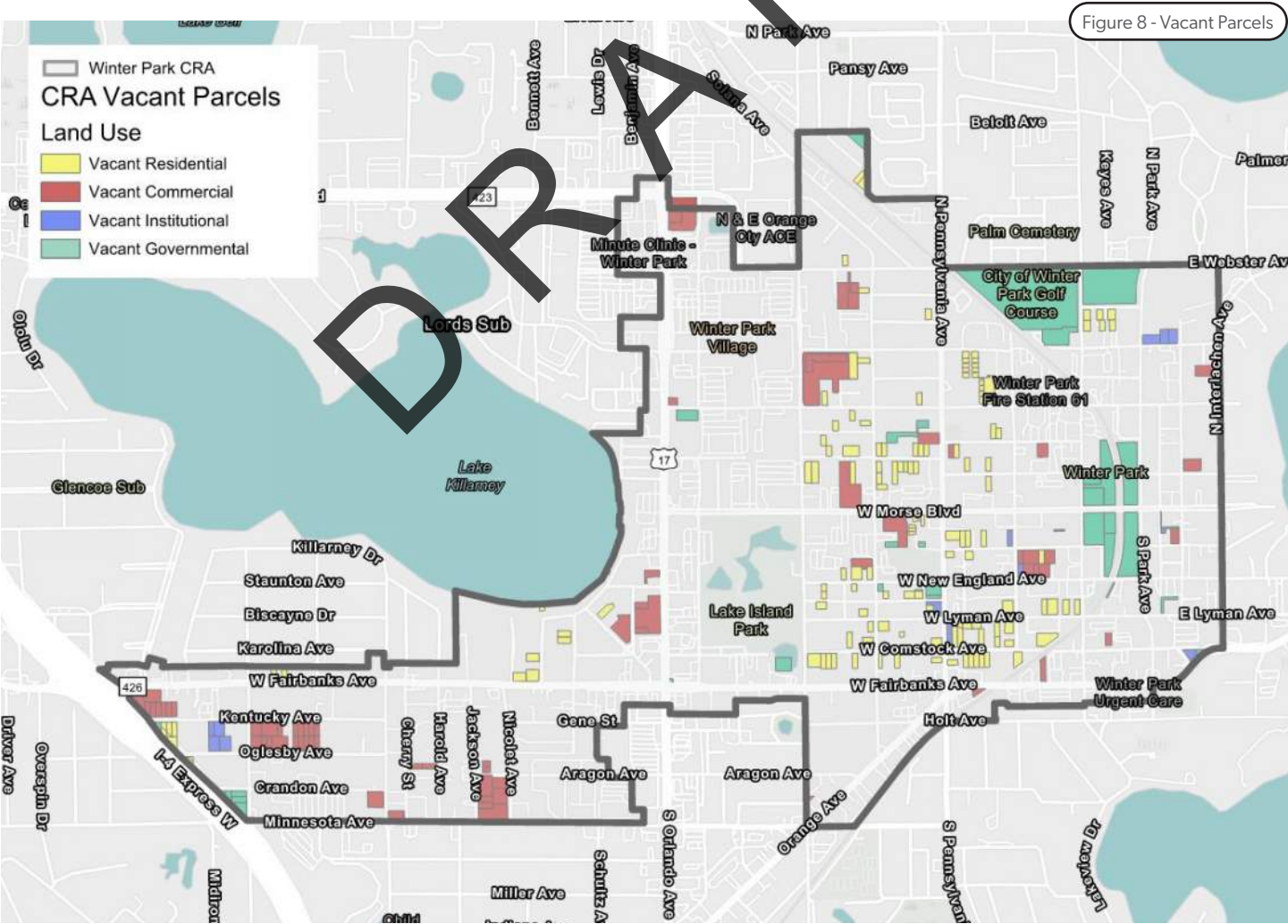
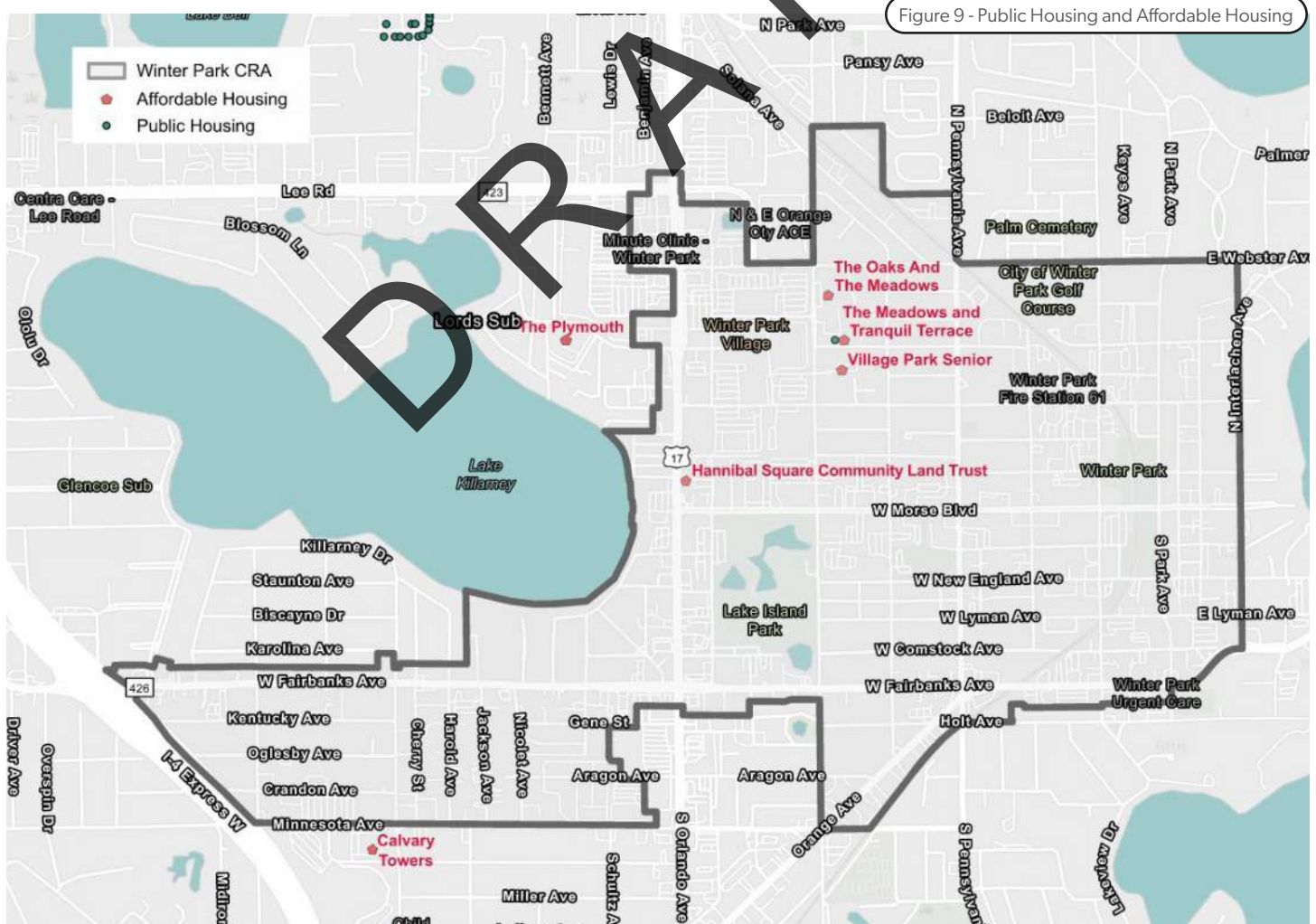


Figure 8 - Vacant Parcels

Public Housing and Affordable Housing

‘Public Housing’ refers to housing units owned and operated by government entities, typically at the local or municipal level. These units are specifically designated for low-income individuals or families who meet certain eligibility criteria. ‘Affordable Housing’ refers to housing units that can be owned by a range of entities including both public and private entities. ‘Affordable Housing’ encompasses a broader range of housing options that are designed to be affordable to individuals or families with various income levels. It can be developed and owned by a variety of entities, including government agencies, nonprofit organizations, and private developers.

Rent in affordable housing is often determined by a combination of factors, including the tenant’s income, the size of the unit, and the local housing market. This type of housing can take the form of apartment buildings, townhouses, or single-family homes.



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PUBLIC ENGAGEMENT

The Winter Park CRA Plan update utilized a robust public engagement and outreach program. This program included: (1) An on-line presence with an interactive website that provided project specific information about upcoming meetings and also enabled visitors to take a survey and leave comments on an interactive GIS map of the CRA; (2) in-person, small group, stakeholder interviews, over multiple days, with local business owners, residents and key thought-leaders; and, (3) an in-person Community Workshop to facilitate in-depth discussions and provide another opportunity for community input and engagement. (See **Appendix 2 - Public Engagement Activities**).

Public Engagement Summary

The Public Engagement activities identified recurring themes and shared concerns regarding the CRA and its neighborhoods. The community priorities identified through the public engagement and outreach activities are:

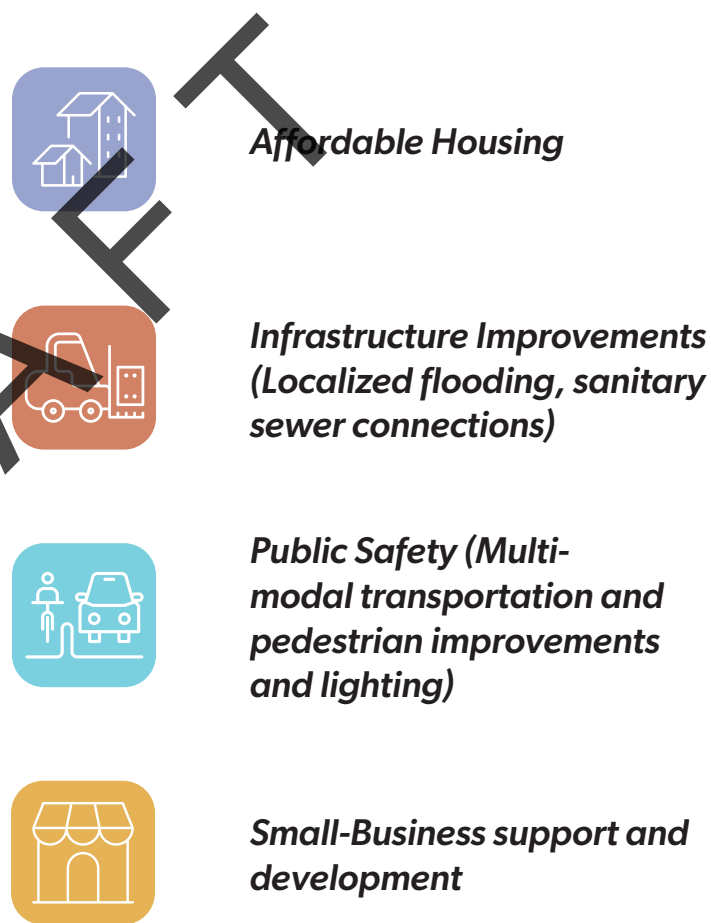


Figure 10 - Public Workshop, August 2023



REDEVELOPMENT FOCUS AREAS

The Agency has made significant improvements to the CRA through public infrastructure investments, supporting local housing initiatives, programming and activities and the development of community facilities (buildings). The Redevelopment Focus Areas seek to build upon these accomplishments while also addressing the concerns and issues identified during discussions with the City's and Orange County's leadership and community redevelopment staff, and also to address concerns and items identified during the Public Engagement portion of the Plan update.

The following focus areas summarize the Plan's three-point redevelopment strategy.

- Housing Affordability
- Environmental Sustainability
- Transportation Safety

These focus areas guide the Agency when evaluating projects and programs that may be considered for implementation to address the opportunities and challenges that face the CRA. These focus areas while addressing the challenges and opportunities of the Area in particular, also supports the City of Winter Park's Vision that states , **"Winter Park is the city of arts and culture, cherishing its traditional scale and charm while building a healthy and sustainable future for all generations."**

The following Elements of the Plan complement the Redevelopment Focus Areas and also acknowledge issues identified during public engagement activities. The Elements address the day-to-day operations of the Agency and presents the broader range of potential activities and programming that may be undertaken by the Agency:

- Administration
- Housing
- Community Development and Culture
- Economic Development
- Public Space Amenities
- Public Health and Safety
- Regulatory Environment

Housing Affordability - Maintain and Improve Accessibility to Housing

The Agency has focused on the rehabilitation of existing homes and the development of new homes within its boundaries for over 20 years. The Agency has spent over \$3.9M to improve the affordable housing stock in the CRA. This includes one-hundred and eighty-seven (187) new or rehabilitated homes⁶. This does not include the value of lands donated by the Agency to advance affordable housing initiatives. This land is estimated to be worth several million dollars. The maintenance and improvement of existing housing stock and the development of new housing products will maintain the high-quality of life for which the City has become known, and will increase the availability, varied price-points and diversity of housing products available.

The Agency shall increase its coordination with the agencies (Habitat for Humanity, Hannibal Square Land Trust and the Winter Park Housing Authority, etc.) currently providing services for affordable housing development in the City.

The maintenance and improvement of existing housing stocks is also intended to help stabilize and maintain existing neighborhoods, particularly on the west side of the CRA. This area has seen portions of its aging residential stock replaced with new, higher priced housing products limiting the affordability for current neighborhoods residents.

Activities to maintain and improve access to affordable housing include but are not limited to:

- Coordination with Orange County to facilitate implementation of the Orange County Housing for All Initiative.
- Evaluation of City owned and vacant properties throughout the CRA to identify compatible locations for additional residential and affordable housing development.
- Evaluate potential purchase (by Agency) of houses for sale in compatible locations for potential acquisition and addition to affordable housing stock within the CRA.
- Creation and distribution of a database of the potential residential sites to affordable housing developers and associated agencies.
- Actively coordinating the different agencies and groups that currently provide affordable housing services (construction, resident services, facility management) to improve availability and delivery of services.
- Continue to implement and identify additional resources for the Agency's home improvement and home ownership programs in existing neighborhoods within the CRA.
- Evaluate opportunities to fully utilize the terms of the Live Local Act to develop additional affordable housing within the CRA.
- Expanded outreach to philanthropic organizations (local, national, international) to assist the funding of additional affordable housing within the CRA.
- Utilization of the powers afforded to the City under FS 163.370 and applicable Interlocal Agreements.
- Evaluation and potential utilization of public-private-partnerships to facilitate development of additional affordable housing stock in the CRA.

⁶ Winter Park CRA, Social Investment Highlights, 2021.

Environmental Sustainability - Maintain and Improve Physical Environment

The City of Winter Park is located among central Florida's numerous lakes. The Winter Park Lake system is one of the City's well-known attributes, attracting development, visitors and tourists. Maintaining and improving the quality of the lakes' aquatic environment, while addressing localized flooding issues are issues that impact the CRA and the residents and businesses within the area.

Within the CRA numerous houses and developments utilize septic tanks. Septic tank run-off and older leaking septic systems can expel waste into the water table and lake system degrading water quality and creating a potential public health hazard. Sanitary sewer lines have been installed in most areas of the CRA, however many households and businesses have not yet connected to the City's system.

This Plan identifies Goals, and Action Strategies that will encourage users to transfer from septic tanks to sanitary sewer systems.

Localized flooding is also a significant concern at several locations within the CRA. The stormwater collection and conveyance systems in certain areas of the CRA are not capable of accommodating the rainfall from Central Florida thunderstorms. Water ponding on roadways, flooded streets and submerged sidewalks present safety hazards for residents and visitors. The lack of an adequate stormwater system discourages additional investment in the areas.

This Plan identifies Goals and Action Strategies that will address localized flooding and improve the stormwater collection, conveyance and storage systems within the CRA.

Activities to maintain and improve the physical environment and address local flooding include but are not limited to:

- Coordination with City's Public Works Department to identify projects and schedule stormwater infrastructure improvements as part of the Agency's Annual Work program.
- Coordination with City of Orlando, St. Johns River Water Management District and Orange County regarding regional drainage and flooding issues in multi-jurisdictional areas of the CRA.
- Coordinate with the City's Lakes Division and other appropriate City Departments to identify opportunities to support lake water quality improvements and programming within the CRA.
- Initiate an outreach program to septic tank users within the CRA to encourage proper maintenance of septic tank systems and encourage connections to sanitary sewer system replacing the septic tank system.



Figure 13 - Street Flooding



Figure 14 - Street Flooding

Transportation Safety - Maintain and Improve Pedestrian, Cyclist, and Roadway Safety

The CRA is framed and bisected by several major thoroughfares (US-17/92 (Orlando Avenue); Lakemont Avenue; Webster Avenue; Fairbanks Avenue; Morse Boulevard; Canton Avenue; and, Park Avenue). The conditions of the roadways has an outsized impact and effect upon the safety of residents and visitors to the CRA. The Agency has successfully completed several streetscape and transportation infrastructure projects that have enhanced the affected areas and improved the safety features and amenities available to residents and visitors.

This Plan's Goals and Action Strategies identify streetscape and roadway improvements that can improve pedestrian and cyclist safety while enabling continued safe vehicular movement throughout the CRA.

Activities to maintain and improve transportation safety within the include but are not limited to:

- Evaluation and identification of pedestrian and cyclists accident "hotspots" within the CRA.
- Coordination with City's Public Works & Transportation Department to identify projects and schedule transportation infrastructure improvements as part of the Agency's Annual Work program.
- Evaluate the 2023 City of Winter Park Transportation Master Plan for potential projects and programs located within the CRA for potential Agency support and participation.
- Coordinate with FDOT regarding potential improvements and programming for jurisdictional roadways (i.e, US 17-92, Fairbanks Avenue, Lee Road, etc.).

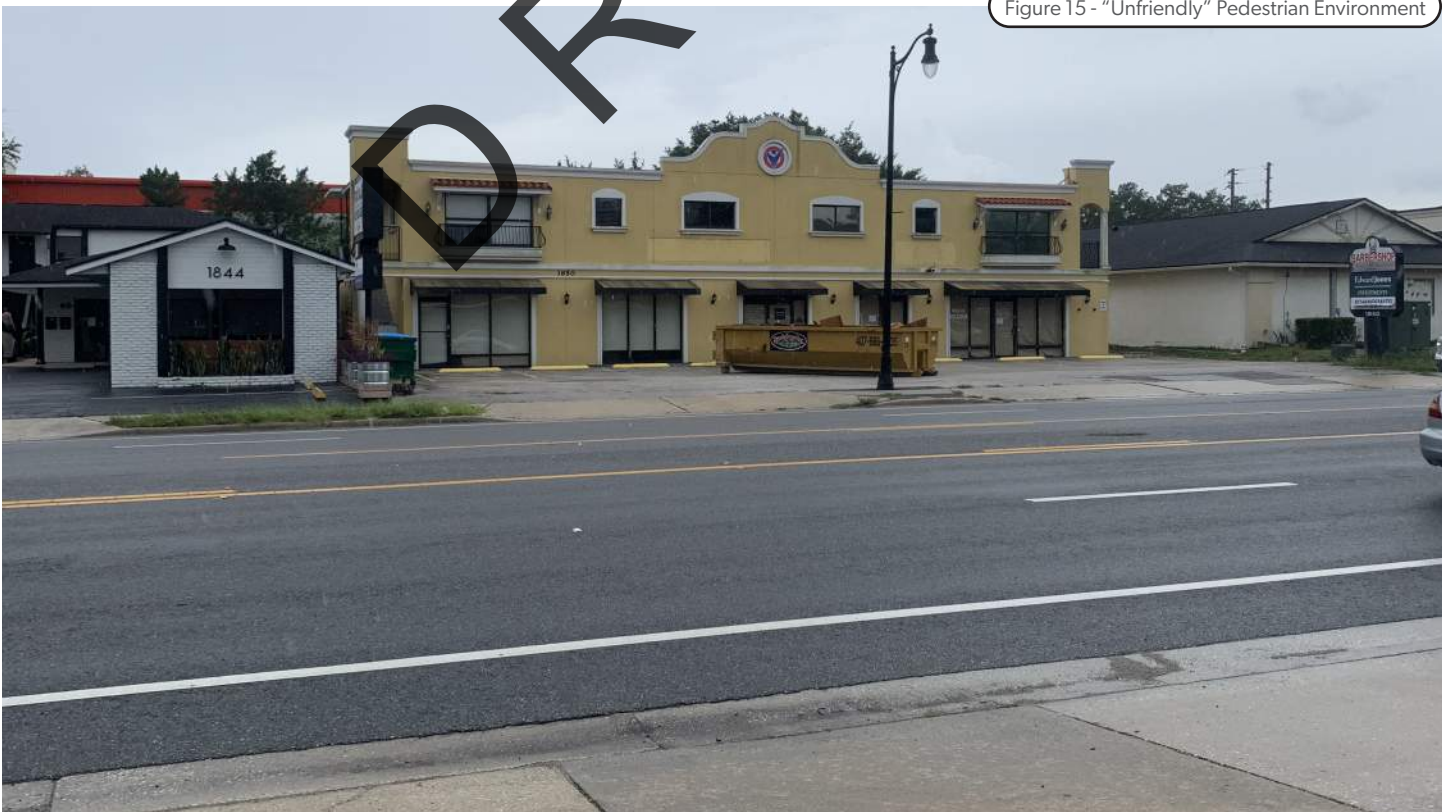


Figure 15 - "Unfriendly" Pedestrian Environment

REDEVELOPMENT GOALS AND ACTION STRATEGIES

A Plan for the Future

The vision for the CRA is to increase the supply of affordable housing while maintaining and improving the existing supply of affordable housing, improve public utility infrastructure to address localized flooding and access to sanitary sewer services, enhance and improve the transportation safety infrastructure and multi-modal options available, strengthen and preserve historic neighborhoods, enhance public spaces for use by residents and visitors, support and improve the commercial centers, support redevelopment and in-fill development of the City's urban center, and to promote the redevelopment of targeted sites within the CRA.

The Elements of the Plan present detailed programming options to facilitate the implementation of the Redevelopment Focus Areas while also addressing the day-to-day operations of the Agency and the range of current and potential activities and programming undertaken by the Agency. The following Plan Elements, Goals and their associated Action Strategies are intended to complement and not preclude any of the activities associated with the Redevelopment Focus Areas.

The Plan Elements include the following categories:

- Administration
- Housing
- Community Development and Culture
- Economic Development
- Public Space Amenities
- Public Health and Safety
- Regulatory Environment

Administration

GOAL 1

The Agency will maintain the requisite administrative and financial mechanisms to ensure the continued cost-effective operations of the Agency.

ACTION STRATEGIES

- 1.1 The Agency should continue to utilize funding derived from tax increment fund revenues and other sources where appropriate, to fund capital improvements, programs and activities identified in all editions of the Winter Park Community Redevelopment Plan.
- 1.2 The Agency should coordinate with the City's various Departments to develop cost effective, annual budgets and work programs that will provide administrative and operational support for the Agency's activities.
- 1.3 The Agency shall provide a copy of the Agency's Annual Budget to the Clerk of the Orange County Board of County Commissioners within ten (10) days after its formal adoption by the City.
- 1.4 The Agency shall administer and coordinate the implementation of Winter Park Community Redevelopment Plan with municipal, county and regional redevelopment objectives.
- 1.5 The Agency will maintain an updated, current digital map of the CRA and post the map on the Agency's website (cityofwinterpark.org/CRA).
- 1.6 The Agency staff and the Agency Governing Board members are strongly encouraged to attend community redevelopment training, ethics and professional development courses as may be offered by the Florida Redevelopment Association, Florida League of Cities and/or other professional development and training providers.
- 1.7 The Agency staff should periodically hold Redevelopment Plan Implementation status meetings and briefings with the Orange County Board of County Commissioners representing the district, City Commission members, and the Orange County Planning and Development staff.

PROJECTS/ACTIVITIES

- Post (Maintain) current digital map of the CRA boundary online.
- Prepare and publish periodic Community Redevelopment Plan Implementation Status Memos.
- Host and Facilitate periodic Community Redevelopment Plan Implementation Meetings with Orange County Planning and Development staff and representative District County Commissioner(s).
- Provide Agency Board Meeting Notifications– (invitations) to Orange County's Planning and Development Department, and Traffic and Transportation Department.
- Agency Governing Board Members shall register for requisite Ethics Training in accordance with Section 112.3142, Florida Statutes requirements.
- Agency Governing Board Members are encouraged to pursue continuing education programming addressing community redevelopment provided by the Florida Redevelopment Association (FRA), the Florida League of Cities (FLC) or other continuing education providers.

Administration

GOAL 2

The Agency will comply with the requirements of the Florida Statutes.

ACTION STRATEGIES

- 2.1 The Agency and its operations shall be reviewed and audited, annually as part of City of Winter Park's Annual Comprehensive Financial Report (ACFR).
- 2.2 The Agency shall ensure that information from the ACFR is incorporated into the Agency's Annual Reports.
- 2.3 The Agency should distribute copies of the Redevelopment Agency's Annual Report and Agency-related available portions of the City's ACFR to the Clerk of the Orange County Board of County Commissioners and the City of Orlando on or before March 31st of each year and post the Agency's Annual Report on the website (cityofwinterpark.org/CRA).
- 2.4 The Agency shall provide the Annual Fees (Agency Registration Fee) and Updates to the Agency's status to the Office of Special District Accountability at the Florida Department of Economic Opportunity (<http://floridajobs.org/communityplanning-and-development/special-districts/special-district-accountability-program>).
- 2.5 The Agency shall prepare an Annual Audit (third-party audit) or shall be included in the City of Winter Park's Annual Audit. (www.myflorida.com/audgen).

PROJECTS/ACTIVITIES

- Audit of Winter Park Community Redevelopment Agency as part of City of Winter Park's ACFR.
- Prepare the Agency's Annual Report.
- Distribute the Agency's Annual Report and Audit to Orange County Clerk and City of Orlando.
- Upload the Agency's Annual Report and Audit Online to the Agency's website.
- Annually (September 30) update the Agency's website posting the Annual Budget (Proposed and Adopted), Board membership and contact information.

Administration

GOAL 3

The Agency may utilize the CRA Community Advisory Board to identify community stakeholders, thought leaders and partners to assist in the implementation of the Redevelopment Plan Goals, Action Strategies, and Projects/Activities.

ACTION STRATEGIES

- 3.1 The Agency should coordinate with local business associations, merchant groups, Chambers of Commerce and other organizations to facilitate regularly scheduled community briefing and “listening” sessions to provide project updates and identify potential programming needs and opportunities.
- 3.2 The Agency may utilize public-private partnerships, interagency and interlocal agreements where applicable, in accordance with Florida Statutes, to facilitate the implementation of the Winter Park Community Redevelopment Plan.
- 3.3 The Agency may contract with professional firms or organizations to implement specific Goals, Policies, Projects/Activities in accordance with Florida Statute requirements, relevant determinations from the Florida Attorney General’s Office, and the adopted purchasing protocols of the City of Winter Park.

PROJECTS/ACTIVITIES

- Facilitate regularly scheduled community briefing and “listening” sessions with local business associations, merchant groups, Winter Park Chamber of Commerce and other organizations.
- Utilizing the CRA Community Advisory Board, compile a list of key stakeholders, business representatives, faith-community representatives, neighborhood representatives, thought leaders and residents for an “invite-list” and “notification-list” for community briefings and listening sessions.

Administration

GOAL 4

The Agency shall evaluate opportunities for site and facility acquisition to implement the Goals, Action Strategies and Projects/Activities of the Plan.

PROJECTS/ACTIVITIES

- Prepare a GIS inventory of vacant, publicly-owned, and other properties within the CRA.

ACTION STRATEGIES

- 4.1 The Agency should prepare a GIS inventory of vacant, publicly-owned, and other properties within the CRA for evaluation and consideration of acquisition to facilitate the implementation of the Plan.
- 4.2 The Agency may utilize aggregation of parcels and properties within the CRA to facilitate the implementation of the Plan.
- 4.3 The Agency may utilize public private partnerships, interagency and interlocal agreements, where applicable, in accordance with Florida Statutes, to enable the acquisition of sites and facilities needed to implement the Plan.
- 4.4 The Agency may contract with professional firms or organizations to enable the acquisition of sites and facilities, in accordance with Florida Statutes, and the adopted purchasing protocols of the City of Winter Park to implement specific Goals, Action Strategies, and Projects/Activities contained in the Plan.

Housing

GOAL 5

The Agency should promote, encourage and incentivize homeownership within the CRA.

ACTION STRATEGIES

- 5.1 The Agency should maintain and enhance their residential improvement and stabilization grant programs to provide funding for the redevelopment and repair of owner-occupied residential structures within the CRA.
- 5.2 The Agency should evaluate the implementation of additional residential improvement programming for existing homeowners within the CRA and additional home purchasing assistance (e.g. down payment assistance and closing cost assistance) programming for those seeking to buy a home within the CRA.
- 5.3 The Agency may evaluate for implementation the potential use of increment revenue rebates/recapture programs to encourage the purchase and occupancy of a range of housing products including single family residences, townhomes, duplexes, etc. within the CRA.
- 5.4 On a periodic basis, the Agency shall offer residents who live within the CRA legal education workshops regarding title clearing options, resources, services and home purchasing processes.

PROJECTS/ACTIVITIES

- Facilitate homeownership educational workshops for residents of the CRA to provide information and guidance about available home ownership programming, resident rights, title clearances and home financing options.

Figure 16 - Hannibal Square Community Land Trust Property



Housing

GOAL 6

The Agency should support the City of Winter Park's efforts to encourage the development of a variety of affordable housing products with varying price points within the CRA.

ACTION STRATEGIES

- 6.1 The Agency should work with City Staff to develop regulatory incentives (i.e., inclusionary zoning regulations, accessory dwelling regulations, residential density bonuses, etc.) in the Winter Park Code of Ordinances/ Land Development regulations that encourages the inclusion of affordable dwelling units in market rate housing projects.
- 6.2 The Agency should explore available funding sources for affordable, attainable, workforce and senior housing development within the CRA.
- 6.3 The Agency may develop a marketing strategy and plan to incentivize developers and investors to construct multifamily housing products within the CRA.
- 6.4 The Agency should collaborate with City Planning and Zoning staff to develop regulatory incentives (such as density or intensity bonuses) for higher-density mixed-use development within the CRA.
- 6.5 The Agency should work with City Planning and Zoning staff to incentivize the construction and rehabilitation of low-density residential developments within existing single family neighborhoods.
- 6.6 The Agency may evaluate the opportunity to develop or revise regulations that would allow the development and utilization of smaller sized parcels and lots within the CRA for residential development.
- 6.7 The Agency may distribute vacant and nonconforming parcel data to local residential developers and home ownership agencies (such as Habitat for Humanity and others) to encourage the use of these parcels for future development.
- 6.8 The Agency should establish working relationships with local landlord associations and short-term rental managers to address property management issues and provide education to landlords and/or their tenants regarding rental responsibilities and rights development.
- 6.9 The Agency should seek to improve coordination between the providers of affordable housing land acquisition, construction and management and maintenance services within the CRA.
- 6.10 The Agency may seek to provide funding and support for the maintenance and improvement of existing and future affordable housing assets located within the CRA.

Housing

GOAL 7

The Agency should continue to support the Home Renovation Program to preserve and improve the CRA's inventory of historic housing and neighborhoods.

ACTION STRATEGIES

- 7.1 The Agency may continue to provide funding to the Home Renovation Program and Residential Driveway and Paint Program to protect historic residential structures from decline and demolition.
- 7.2 The Agency should work with City Staff to develop additional incentives that encourage property owners of historic single-family to multifamily conversions to revert their structures back to single family.

Housing

GOAL 8

The Agency should actively coordinate with Orange County to facilitate implementation of the Orange County Housing for All Initiative within the Winter Park CRA.

ACTION STRATEGIES

- 8.1 The Agency may share available data with Orange County regarding available units or vacant parcels that have been identified as compatible or appropriate (i.e., proximity to transit services, proximity to schools, shopping, parks and open spaces, medical and social services, etc.) to facilitate the timely development of additional affordable housing.
- 8.2 The Agency should continue to work with the Orange County Housing for All Task Force Subcommittees (Accessibility & Opportunity; Innovation & Sustainability; and, Design & Infrastructure) to learn about and share current, available, affordable housing programming and to emulate best-practices from other communities.

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Community and Culture

GOAL 9

The Agency should prioritize dissemination of information regarding development and investment opportunities in the CRA.

ACTION STRATEGIES

- 9.1 The Agency may prepare programming and event content for distribution on the City's social media accounts across multiple platforms, which the Agency should update regularly with the new events and content regarding the Agency's activities and programming.
- 9.2 The Agency can develop informational materials to advertise the development and redevelopment opportunities within the CRA to prospective investors, developers and development groups.
- 9.3 The Agency can develop a marketing package for prospective investors that showcases redevelopment and economic development opportunities in the CRA.

Community and Culture

GOAL 10

The Agency should act as a liaison, resource, and advocate for existing businesses within the CRA and for businesses seeking to locate within the CRA.

ACTION STRATEGIES

- 10.1 The Agency should continue to support the Business Support programming (i.e., Business Façade Matching Grant Program, Business Sign Replacement Program, and the Merchant Employee Parking Program).
- 10.2 The Agency should evaluate additional business support programming that may complement the existing Business Support programs and potentially address heretofore unidentified business needs within the CRA.
- 10.3 The Agency may periodically host luncheons with Winter Park business owners and merchants to discuss the challenges and opportunities facing businesses in the CRA.
- 10.4 The Agency should support 'shop local' campaigns on social media to support small businesses within the CRA.

Community and Culture

GOAL 11

The Agency should coordinate with local, county, regional, and state partners to promote local events and projects that advance, support and implement the redevelopment strategies for the CRA.

ACTION STRATEGIES

- 11.1 The Agency shall continue to coordinate with Orange County, the City of Winter Park, the City of Orlando and regional agencies, law enforcement and public safety agencies, when regionally impacting events are planned within the CRA.

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Economic Development

GOAL 12

The Agency shall seek to increase private sector investment, business development and economic activity within the CRA.

ACTION STRATEGIES

- 12.1 The Agency should evaluate additional regulatory and financial incentives for potential implementation that encourages private sector investment and business development within the CRA. Regulatory incentive examples may include but are not limited to reduced/eliminated parking requirements, increased residential density for development of affordable housing, reduced open space requirements and increased building height limitations where appropriate; financial incentives may include but are not limited to tax-increment recapture programs, tax abatement programs, City and County impact fee assistance, and rental subsidies for targeted businesses.
- 12.2 The Agency may continue to work with the City's Economic Development Department, Orange County's Office for Economic Development and regional economic development partners to attract private investment, tourism and business relocations to the CRA.
- 12.3 The Agency should support the City's Economic Development programming (Vacant Storefront program, West Fairbanks Business Facade Matching Grant Program and Sustainability Program and other programs to be developed) to encourage private sector investment and redevelopment within the CRA.

Economic Development

GOAL 13

The Agency should continue to support small businesses, start-up businesses and support entrepreneurial activity within the CRA.

ACTION STRATEGIES

- 13.1 The Agency should coordinate with the Orlando Economic Partnership (OEP) and provide information regarding available sites and facilities that may accommodate target industry (e.g. Agri-Tech/ Nutra-ceuticals, Manufacturing, Aviation/ Marine/ Composite Materials, Information Technology/ Educational Services, Distribution/ Logistics and Life Sciences) development within the CRA.
- 13.2 The Agency can support local job fairs and business recruitment activities that are targeted towards residents and businesses located within the CRA.
- 13.3 The Agency should act as a resource for new minority-owned and operated startups located within the CRA seeking public and private grant opportunities, training, and partnerships with other agencies (e.g. Small Business Development Center, etc.).
- 13.4 The Agency may facilitate and support regularly scheduled entrepreneurial education and small business training programs that may be hosted by Winter Park Chamber of Commerce (or other appropriate Agency), for residents, business owners and operators within the CRA.
- 13.5 The Agency may provide additional regulatory and financial assistance to small businesses and start-up businesses during periods of national or state declared emergencies, pandemics or other natural disasters to assist residents, companies and business located within the CRA.

Economic Development

GOAL 14

The Agency shall seek to enhance the Agency's community presence and community awareness of the CRA, its amenities and assets to develop the area as a regional visitor destination.

ACTION STRATEGIES

- 14.1 The Agency should coordinate with the City's Communications Department to maintain and update its social media presence as part of its operational and administrative activities.
- 14.2 The Agency and the City may evaluate options and alternatives to develop (or refresh) an area "brand" for the CRA.
- 14.3 The Agency should continue to use the City's and Agency's "brand(s)" when developing unique features in the CRA (e.g. wayfinding signs, paver patterns/ styles, shade structures, transit stops, amenities, etc.) and continue to incorporate these items into the built environment through public realm improvements within the CRA to reinforce the identity and character of the City of Winter Park and the CRA.
- 14.4 The Agency and the City can evaluate opportunities to support the development of marketing strategies by local business groups for businesses located within the CRA.
- 14.5 The Agency may regularly disseminate information about Agency's programs and activities on the City's website and social media platforms.

Economic Development

GOAL 15

The Agency should evaluate and prioritize streetscaping, street lighting, pedestrian and bicycle safety improvement opportunities throughout the CRA.

ACTION STRATEGIES

- 15.1 The Agency can coordinate with the City's Public Works and Transportation Department and Parks and Recreation Department to prioritize and support pedestrian-related improvements located within the CRA such as streetscape projects, trail connections, crosswalks, street lighting and sidewalk installations/ expansions within the Agency's Annual Work Plan and Budget for the CRA.
- 15.2 The Agency should coordinate with the City's Public Works and Transportation Department to identify, evaluate and prioritize potential locations for existing streetscape updates, streetlighting improvements, sidewalk repair and gap connections (new sidewalk connections) and improvements to other existing pedestrian ways, bikeways and paths, within the CRA, for inclusion in the Agency's Annual Work Plan and Budget for the CRA.

Economic Development

GOAL 16

The Agency shall seek to prioritize, in the Annual Work Plan and Budget for the CRA, infrastructure improvements and amenity installation that will facilitate new development and redevelopment projects within the CRA.

ACTION STRATEGIES

- 16.1 The Agency may evaluate using TIF funds generated from specific projects to facilitate the accelerated installation of improvements or amenities that will mitigate the specific projects' potential impacts and/or enable the realization of Redevelopment Plan Redevelopment Goals and Strategies.
- 16.2 The Agency can annually evaluate and prepare grant applications for available potential grant funding opportunities and other alternative funding opportunities to assist in the implementation of transportation improvements that are located within or connect to and serve the CRA.

Economic Development

GOAL 17

The Agency shall assist and support the City in providing utility and infrastructure improvements that support public utilization of open spaces and outdoor activities within the CRA.

ACTION STRATEGIES

- 17.1 The Agency should where appropriate, consider using accessibility elements and multi-modal design features when considering streetscape improvements or retrofits of existing streets within the CRA.
- 17.2 The Agency shall consider incorporating special event power conduit boxes (i.e. outlet boxes), banner stanchions and "dark-sky" features when evaluating potential streetscape improvements and light pole retrofits or replacements.
- 17.3 The Agency may evaluate and support the development, improvement and management of public parking facilities, including parking structures, in the CRA to accommodate special events, outdoor activities and to advance the redevelopment strategies of the CRA.

Economic Development

GOAL 18

The Agency shall support the City's efforts to address stormwater issues and localized flooding within the CRA.

ACTION STRATEGIES

- 18.1 The Agency may include stormwater system improvements, as needed, when designing and constructing streetscape improvements, retrofits and other public improvements within the CRA.
- 18.2 The Agency should coordinate with the Public Works and Transportation Department and Water & Wastewater Utilities Department and the Saint Johns' River Water Management District (SJRWMD) to identify and prioritize potential stormwater improvements for inclusion in the Agency's Annual Work Plan and Budget for the CRA.

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Public Space Amenities

GOAL 19

The Agency shall seek to evaluate and identify opportunities to improve, maintain or provide additional amenities within public spaces within the CRA (Capital asset needs and upgrade analysis).

ACTION STRATEGIES

- | | |
|--|---|
| <p>19.1 The Agency may create an inventory and map of all public and City-owned spaces and park facilities within the CRA.</p> <p>19.2 The Agency should include placemaking projects and CRA-funded amenity upkeep, maintenance and modernization activities within the Agency's Annual Work Plan and Budget for the CRA.</p> <p>19.3 The Agency can evaluate and identify opportunities, including land acquisition and the demolition of derelict structures, to create additional green spaces and open spaces within the CRA.</p> <p>19.4 The Agency may prepare an asset inventory and asset location map of existing pedestrian (benches, shade-stops, water fountains, restrooms, etc.) and bicycle amenities (paths/ trails/route signage, bicycle racks, repair/air/tool facilities) within all public parks and spaces and City-owned parcels within the CRA.</p> <p>19.5 The Agency shall endeavor to coordinate biannually with the Parks and Recreation Department to identify and prioritize parks and recreation-related improvements within the CRA for potential inclusion in the CRA's Annual Work Plan and Budget.</p> | <p>19.6 The Agency shall support opportunities to improve accessibility and utilization of the regional recreational destinations of Central Park, Martin Luther King Jr. Park, South Martin Luther King Jr. Park, and Shady Park with improved connections to the downtown, connections to trail networks, supportive uses and improved visitor amenities (signage, street furnishings, lighting, shade, etc.) within the CRA.</p> <p>19.7 The Agency shall coordinate with the Parks and Recreation Department to support improvements, renovations, upgrades, and expansions to the open space and parks facilities and other local public spaces located within the CRA, within the Agency's Annual Work Plan and Budget.</p> |
|--|---|

Economic Development

GOAL 20

The Agency shall continue to support activities, programs and projects that reinforce the City's distinctive character and identity within the CRA.

ACTION STRATEGIES

- 20.1 The Agency may evaluate the continued use of and neighborhood identification at key intersections within the CRA.
- 20.2 The Agency should review its wayfinding signage program throughout the CRA to identify needs for maintenance, updating or improving existing signage to ensure ease of use and efficacy.

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Public Health and Safety

GOAL 21

The Agency should advocate for the health and safety of the CRA residents, business owners/operators and visitors.

ACTION STRATEGIES

- 21.1 The Agency should encourage residents and visitors to participate in active transportation (walking, biking) and through evaluation of opportunities to install additional pedestrian and bicyclist infrastructure in appropriate locations within the CRA.
- 21.2 The Agency should coordinate with local, and state law enforcement agencies and organizations to educate the public and enforce traffic laws in order to increase awareness, reduce accidents and protect pedestrians and bicyclists.
- 21.3 The Agency may complete an assessment of street lighting throughout the CRA to improve the safety and aesthetics of the pedestrian-environment infrastructure within the CRA.
- 21.4 The Agency may install trees and street furniture throughout the CRA to dramatically improve the quality of the pedestrian experience, encourage slower traffic speeds and enhance safety by providing a physical and visible buffer between the pedestrian and the car.
- 21.5 The Agency staff may undergo Crime Prevention Through Environmental Design (CPTED) Training and identify actionable strategies that can be used by the City of Winter Park to reduce occurrences of local crime.
- 21.6 The Agency can create a list of properties that are in danger of becoming deteriorated or dilapidated and coordinate with the City of Winter Park's Safety and Code Compliance staff to contact those owners and provide tips on avoiding further deterioration.
- 21.7 The Agency should coordinate with the City of Winter Park's Safety and Code Compliance, Orange County's Code Enforcement, Winter Park's Police Department and the Orange County Sheriff's Office to identify and address the abandonment of vehicles, illegal dumping and littering within the CRA.
- 21.8 The Agency shall collaborate with community partners and health service providers in order to support policies that promote health equity.
- 21.9 The Agency can develop communication tools (in the form of in-person community engagement and social media) to support efforts of policy initiatives for health equity.
- 21.10 The CRA shall evaluate public safety improvements for applicability within the CRA that include, but are not limited to, on-demand flashing pedestrian crosswalks and emergency call boxes.

Regulatory Environment

GOAL 22

The Agency should continue to enforce, evaluate and improve the development regulations applicable to the CRA to shape development and redevelopment into a more pedestrian friendly environments with a unified character/identity.

ACTION STRATEGIES

- 22.1 The Agency may evaluate and propose revisions to the Code of Ordinances/Land Development regulations and the City's Comprehensive Plan for regulations and policies that may potentially discourage the realization of the community redevelopment vision and objectives of the Agency.
- 22.2 The Agency should work closely and coordinate with the Planning and Zoning Department to update the sign code to specifically address signage regulations in the CRA.
- 22.3 The Agency may, working in conjunction with the City, when writing proposals/RFQs and RFPs for the redevelopment of targeted sites within the CRA, seek to include design requirements to provide public open space, connect the street grid, and allow for multimodal access through the site(s), where appropriate.



Figure 17 - Conceptual Master Plan



TAX INCREMENT REVENUE PROJECTIONS

The tax increment projections present a general range and scope of the potential tax increment revenue that might be generated by the Expansion Area in addition to the existing CRA. The TIF revenue projections reflect a 10-year projection period beyond the current 2027 sunset date, from 2028 through 2037. **Appendix 3 - Tax Increment Projections** provides a detailed methodology and major assumptions used in the development of the Tax Increment Revenue Projections.

The CRA (CRA I) was established in 1994, with a base year value of \$194,097,285. In 1999, the CRA was expanded to include the U.S. Highway 17-92 corridor (CRA II), CRA II has a base year value of \$69,094,520. The Fairbanks Avenue Expansion Area assumes a 2023 base year with a value of \$247,392,628.

The projections recognize the TIF rebate, as described below, that are returned to the County each year as indicated in the interlocal agreement between the City and the County: "The City hereby agrees to rebate back to Orange County each year the following portions of the amount deposited by Orange County in the Community Redevelopment Trust Fund established by the City, pursuant to Section 163.387, Florida Statutes, for the particular year:

"Thirty percent (30%) of the amount in excess of \$2,000,000.00 but less than or equal to \$3,000,000.00 plus (b) Fifty percent (50%) of the amount in excess of \$3,000,000.00"

In addition, the projections take into consideration the likely components of change in total taxable value from the current taxable value given the composition of properties within the existing CRA (CRA I and CRA II) and the Expansion Area. Projected future taxable value is anticipated to be a function of (1) growth in market values of existing improved properties over time (e.g., inflationary growth); (2) redevelopment of some portion of existing improved properties; (3) development of available vacant land area; and (4) additional growth in market value on newly developed or redeveloped properties over time.

Tax Increment Projections

Based on prior rates of growth and change in market driven opportunities throughout the CRA and Expansion Area, the projection model takes a conservative approach in providing a H-M-L scenario for tax increment generated through 2037. While the moderate projection is considered the most likely scenario for any given year, the low and high projection scenarios present a range of possible outcomes for the same period. Conditions assumed to create each path of the low and high projection scenarios are not mutually exclusive and do not indicate an either/or path of potential TIF revenue projections through 2037.

- The moderate scenario assumes a continuation of historical inflationary growth plus development of vacant land and redevelopment of existing improved properties. Any general disruption of economic activity is considered short-lived and has a minimal impact on the region or the commercial and residential development sector in general.
- The low scenario considers a high possibility of a general U.S. economic recession occurring within the initial years of the projection period as a result of the current economic disruptions followed by long-term, slower market performance as a result of relative commercial and residential development market maturity. The low scenario assumes that the CRA and Expansion Area will be unable to maintain historical growth rates and should be viewed as a worst-case scenario.
- The high scenario is the most synergistic of the three scenarios and incorporates the optimal general economic conditions and continued robust market performance. This scenario assumes no disruption of general economic activity in the near-term or an historically short and very shallow U.S. recession followed by relatively robust growth. The high scenario also assumes an improved capture of commercial and residential development within the CRA and Expansion Area compared with other areas of the City and County

The projection model predicts that the taxable value for current improved land, existing vacant land, and new development within the existing CRA (CRA I and CRA II) and Expansion Area will generate a combined tax increment between \$41,666,600 and \$42,841,300 through the current Agency’s sunset date. In addition, the combined existing CRA and Expansion Area have the potential to generate, in total, as much as \$146,369,900 to \$177,692,100 in additional receipts throughout the 10-year projection period, 2028 to 2037, experiencing an annualized average increment roughly between \$14,636,990 and \$17,769,210. The table below details this summary and illustrates how the Expansion Area may impact the existing CRA (CRA I and CRA II) throughout the projection period.

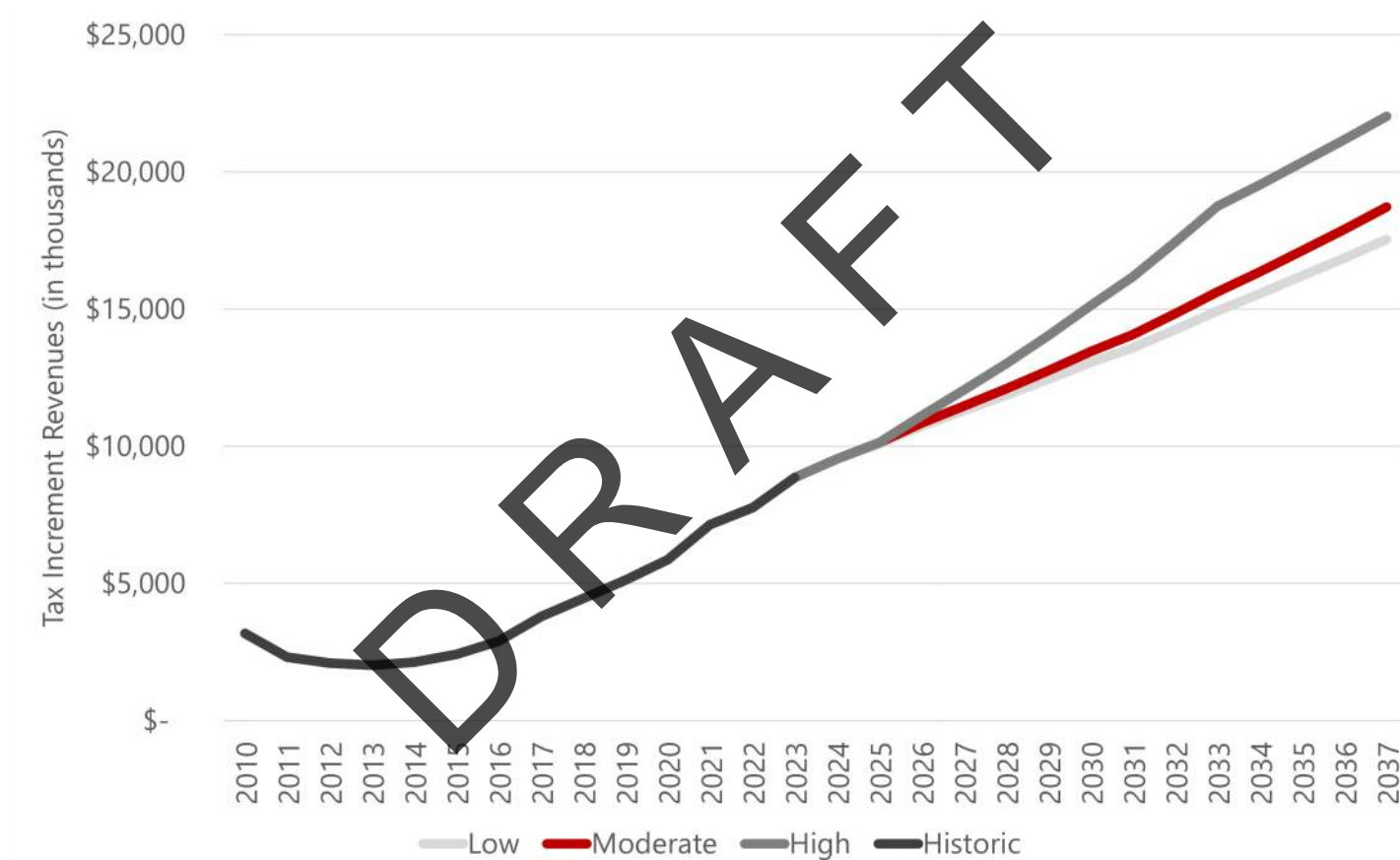
Figure 18 - Summary of Tax Increment Revenues - Cumulative

	10-Year Tax Increment Projections		
	Low	Moderate	High
Existing Winter Park CRA	\$138,188,800	\$144,453,600	\$167,677,000
Fairbanks Avenue Expansion Area	\$8,181,100	\$8,576,700	\$10,015,100
Combined Total	\$146,369,900	\$153,030,300	\$177,692,100

Source: FDOR; Orange County Property Appraiser; City of Winter Park; GAI Consultants. Note: “Existing Winter Park CRA” refers to CRA I and CRA II combined. “Combined Total” includes the Existing Winter Park CRA and the Fairbanks Avenue Expansion Area. 10-year Increment Projections reflect the projection period beyond the current Agency’s current 2027 sunset date, 2028-2037.

Over the full projection period, 2028 through 2037, the projection model reflects CAGRs in TIF revenues between 4.0% and 5.4% for the combined existing CRA (CRA I and CRA II) and the Expansion Area. This rates of growth are comparable to the TIF revenue growth rates previously achieved within the existing CRA (CRA I and CRA II) since 2001. Historic TIF revenues as well as the H-M-L projected TIF revenues for the existing CRA (CRA I and CRA II) and the Expansion Area from 2010 to 2037 are illustrated in figure on the following page.

Please see **Appendix 3 - Tax Increment Projections** for the full H-M-L projection scenarios for total taxable value, total tax increment, the County and City’s contribution to the Trust Fund, and the total TIF revenues for the existing CRA (CRA I and CRA II), as well as the potential Expansion Area through the full planning period, 2024 to 2037.



Source: FDOR; Orange County Property Appraiser; City of Winter Park; GAI Consultants. Note: "Existing Winter Park CRA" refers to CRA I and CRA II combined. Totals may not add due to rounding. The years following sunset are provided for reference in a future evaluation of extending the Agency's current sunset date, 2027.

CAPITAL PROJECTS AND PROGRAMMING WORKSHEET

The proposed Capital Projects and Programming Worksheet presents potential projects, programming, their anticipated cost estimates and potential general timeframes for implementation in accordance with Section 163.362, *Florida Statutes*. This information is to be used when preparing the Agency's Annual Budget and Work Program.

This is not an Annual Budget document. Future projects undertaken by the Agency that are not specifically listed in this Worksheet may be supported and implemented by the CRA as long as those projects and programming address the Redevelopment Focus Areas and the Redevelopment Goals and Action Strategies contained in this Plan.

Category	Projects	1-3 Years short-term	4-6 Years middle-term	7-10 Years long-term
AFFORDABLE HOUSING				
	Housing Rehabilitation	\$250,000	\$350,000	\$750,000
	New Home Construction	\$250,000	\$350,000	\$350,000
	Support Existing Facilities	\$100,000	\$150,000	\$200,000
TRANSPORTATION & SAFETY				
	Sidewalk Gap connections			
	Minnesota Avenue	\$267,000		
	Webster Avenue			\$787,500
	Connectivity Improvements			
	CRA-wide	\$300,000		
	Hannibal Square Connectivity	\$200,000		
	Shared Use Paths			
	Denning Drive extension			\$618,000
	Railroad Avenue		\$3,264,000	
	Street Crossing Improvements			
	Ohio & Fairbanks	\$2,600,000		
	Jackson & Fairbanks	\$2,730,000		
	Shoreview & Fairbanks	\$2,600,000		
	Overpass/Underpass/Crossing (each)		\$7,500,000	\$9,000,000
	Streetscape, Lighting & Intersection Improvements			
	Fairbanks Avenue (West) Streetscape	\$5,000,000		
	US 17-92 Streetscape		\$10,370,456	
	Orange Avenue Street Reconfiguration		\$4,650,000	
	Orange Ave./Minnesota/Denning Intersection Reconfiguration			\$3,000,000
	Fairbanks Ave./Denning Intersection Reconfiguration		\$1,750,000	
	Fairbanks US 17-92 to Pennsylvania Ave.-Streetscape			\$27,750,000
	Morse Boulevard Streetscape US 17-92 to New York		\$18,000,000	
	Minnesota Ave. (Bike Lanes)			\$1,177,500
	Morse Blvd Traffic Study	\$300,000		
	Lighting Needs Survey	\$15,000		
	Lighting Improvements	\$50,000	\$75,000	\$125,000
	Parking Improvements		\$7,000,000	\$10,000,000
INFRASTRUCTURE & SUSTAINABILITY				
	Stormwater Management			
	West Minnesota Ave. Drainage Improvements		\$3,600,000	
	Nicolet Pond Improvements	\$200,000		
	Kentuck Avenue Collection and Conveyance Piping (Stormwater)		\$500,000	
	Hollieanna Ditch Pipe		\$2,000,000	
	Corrugated Pipe Replacement (CRA-wide)	\$500,000		
	Level of Service Study	\$100,000		
	Martin Luther King Jr. Memorial Park Improvements	\$1,500,000		
	Post Office Purchase			\$7,075,000
	Sanitary Sewer Connection Assistance Program			
	Connection Incentives	\$50,000	\$75,000	\$75,000
	Short Term Potential Project Costs	\$17,012,000		
	Medium Term Potential Project Costs		\$59,634,456	
	Long Term Potential Projects Costs			\$60,908,000

NEIGHBORHOOD IMPACT STATEMENT

This section of the Redevelopment Plan addresses the requirements of Chapter 163 Part III of the Florida Statutes, Sections 163.360 and 163.362.

The implementation of the Plan will foster many positive impacts to the quality of life in the CRA and surrounding communities. Neighborhoods will benefit from the redevelopment programming, through the development of new and the improvement of existing affordable housing, improvements to public infrastructure addressing localized flooding issues and connectivity to sanitary sewer services, pedestrian safety and multi-modal transportation, and other improvements the public realm. These activities are to address conditions of slum and blight that were found present in the community.

Successfully addressing the conditions of blight will improve the quality of life for residents, businesses and visitors. The planned redevelopment activities and public realm improvements will also improve the economic environment for business owners, employers and workers within Winter Park and Orange County.

While all impacts cannot be determined without site-specific proposals from which to evaluate potential impacts, the following section presents the range of potential impacts that may be anticipated to occur in the categories required by Chapter 163 Part III of the Florida Statutes, Sections 163.360 and 163.362.

Relocation

The City of Winter Park has relocation policies⁷, which provides equitable payment for all property, owners and tenants in the event of displacement from property acquisition by the Agency. The Agency seeks to avoid displacement of households and businesses as a general policy. The proposed elements of this Plan specifically seek to promote the reuse of existing structures when appropriate, support neighborhood revitalization, and allow the current residents to invest in and remain in their neighborhoods.

Residential Development

The efforts undertaken by the Agency, as described in this Plan, are intended encourage the continued residential uses within the redevelopment district and encourage home ownership, fix up and repair.

Affordable Housing

The Plan identifies the development of new affordable housing as one the Plan's Focus Area. The Plan seeks to continue the Agency's existing affordable housing programming (rehabilitation programs, painting and driveway improvement programs) while increasing support for existing public housing and affordable housing facilities within the CRA. The Agency anticipates coordinating the implementation of its affordable housing activities with the Orange County Housing for All initiative activities. The Plan also supports the identification of potential sites for the development of affordable owner-occupied housing in concert with community housing development agencies (Habitat for Humanity, Hannibal Square Land Trust, Winter Park Housing Authority, etc.).

Programming that enhances the buying power of the low and moderate-income homebuyers are also proposed within the Plan.

⁷ City of Winter Park Community Redevelopment Plan, "Relocation Plan", pgs. 74-77, 1999

Environmental Quality

Drainage

Infrastructure improvements to address localized flooding issues have been identified in the Plan. These include improvement to the stormwater collection and conveyance systems within the CRA. These improvements are to be provided concurrently with streetscape improvements and will be consistent with low-impact design techniques to minimize and mitigate potential drainage impacts upon the Winter Park lake system.

Vegetation

No loss of vegetation is expected due to the implementation of the Redevelopment Plan. Additional street trees, open spaces and refurbished and refreshed green spaces are proposed within the Plan.

Noise

It is anticipated that construction activities may cause a temporary increase in local noise levels, however, these activities will occur during normal working hours and should not create a hardship for local residents and businesses.

Water Quality

Improvement to the stormwater collection and conveyance systems within the CRA have been identified as potential projects in the Plan. Improving the ability of residents and business to connect to available sanitary sewer services is identified within the Plan. Improvements to the stormwater drainage system infrastructure and reduced use of septic tank systems are anticipated to have a positive impact upon water quality in the Winter Park's lakes system.

Air Quality

The implementation of the Plan does not involve the addition of any anticipated point sources of air pollution that would require State or Federal permits. Proposed construction activities that occur as a part of project development or redevelopment activities will be a source of airborne dirt and dust. Dust control mitigation measures may be employed during these activities. Traffic circulation and pedestrian mobility improvements should provide long-term benefits for the air quality in the redevelopment area by increasing the efficiency of traffic flow and decreasing dependency on the automobile for shorter trips in town.

Transportation

The Plan proposes streetscape improvements, pedestrian improvements and improved bicyclist amenities throughout the CRA. These projects will maintain or improve downtown traffic circulation and parking as well as the flow of regional through traffic while enhancing the pedestrian character of the district.

Future streetscaping projects will emphasize the provision of enhanced pedestrian facilities and bicycle facilities. While regional traffic capacity is maintained, the pedestrian environment will be enhanced, and bicycle facilities expanded. Neighborhood revitalization incorporating new local employment is expected to provide some relief to traffic congestion in the community by fostering the development of traditional neighborhood characteristics. The closer proximity between various land uses encourages pedestrian, rather than automobile, trips. The Agency in close coordination with the City will utilize maintenance of traffic (MOT) and maintenance of business (MOB) plans to manage traffic flow and to ensure easy access to local businesses during construction periods.

Police and Fire Services

The Plan supports the use of Community Oriented Policing (COPs) programs and Crime Prevention Through Environmental Design (CPTED) planning and design principles during neighborhood planning and when reviewing new private sector development. The Winter Park Police and Fire & Rescue Departments currently provide high quality law enforcement and fire safety and rescue services. The Plan endorses the use of improved street lighting and sidewalks in residential areas to address residents' concerns of potential crimes of opportunity.

Additionally, by reducing the number of unsafe, deteriorating, vacant, or poorly maintained structures the potential for fire is proportionally decreased. This supports the City's capacity for the provision of Fire & Rescue services.

School Population

Potential housing development and population growth within the CRA are not anticipated to significantly increase the amount of school age children. The population growth of Winter Park has been relatively flat. Winter Park has a 2024 population of 29,882. Winter Park is currently growing at a rate of 0.11% annually but its population has decreased by -0.44% since the most recent census, which recorded a population of 30,013 in 2020. While significant increases in the population of school age children are not anticipated within the CRA, population trends will be monitored for potential changes in this trend.

Employment

The long-term implementation of the Plan is anticipated to increase employment activities within the CRA and increase employment opportunities for the residents of the redevelopment area. Small business development is a key factor to providing a stronger, more diverse employment base that is more resistant to fluctuating economic cycles and decisions regarding capital mobility. The Plan supports the establishment and revitalization of neighborhood commercial, retail, hospitality and office uses in appropriate locations throughout the community redevelopment area.

Community Redevelopment Plan Approval

In accordance with Chapter 163.360, Florida Statutes, the Agency shall submit any Redevelopment Plan it recommends for approval together with its written recommendations, to the local planning agency and then to the Winter Park City Commission. The Agency Governing Board (City Commission) shall hold a public hearing on the Plan after public notice thereof by publication in a newspaper having a general circulation in the area of operation of the county or municipality. The notice shall describe the time, date, place, and purpose of the hearing, identify generally the Redevelopment area covered by the Plan, and outline the general scope of the Redevelopment Plan under consideration.

Following such a hearing, the governing board may approve the Plan therefore if it finds that:

1. A feasible method exists for the location of families who will be displaced from the CRA in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such families;
2. The Plan conforms to the overall Goals, Policies and Objectives of the City's adopted Comprehensive Plan;
3. The Plan provides due consideration to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety, and welfare of children residing in the general vicinity of the site covered by the Plan; and,
4. The Plan will afford for the maximum opportunity, consistent with the sound needs of the county or municipality as a whole, for the rehabilitation or redevelopment of the CRA by private enterprise.

Upon approval by the Winter Park City Commission, the Plan shall be considered in full force and effect for the respective CRA and the City may then cause the Agency to carry out the implementation of the Plan.

Duration of Plan

The provisions of the Plan shall remain in effect and serve as a guide for the Agency's future redevelopment activities in the designated CRA through 2037.

Amendment of Plan

The Plan may be modified, changed, or amended at any time by the Winter Park City Commission upon the recommendation of the Agency, provided that if modified, changed, or amended after the lease or sale of property by the Agency, the modification may be consented to by the developer or redevelopers of such property or his successors or their successors in interest affected by the proposed modification. This means that if a developer acquired title, lease rights, or other form of development agreement from the Agency to a piece of property within the CRA with the intention of developing it in conformance with the Plan, any amendment, which might substantially affect their ability to proceed with that development may require their (developer) consent. When considering modifications, changes, or amendments in the Plan, the Agency will take into consideration the recommendations of interested area property owners, residents, and business operators. Any proposed minor changes in the Plan will be communicated by the agency responsible to the affected property owner(s).

Safeguards and Retention of Control

The Plan is the guiding document for future development, redevelopment and ancillary programs, projects and activities in and for the CRA. To assure that redevelopment will take place in conformance with the projects, goals and policies expressed in this plan, the Agency will utilize the regulatory devices, instruments and systems used by the City of Winter Park to permit development and redevelopment within its jurisdiction. These regulatory devices, etc., include but are not limited to the adopted Comprehensive Plan, the Land Development Code, the Zoning Code, adopted design guidelines, performance standards and City authorized development review, permitting and approval processes. In accordance with Florida Statutes and the current Delegation of Authority Resolution and Interlocal Agreements with Orange County Government, the Winter Park City Commission retains the vested authority and responsibility for:

- 1 The power to grant final approval to Community Redevelopment Plans and modifications.
- 2 The power to authorize issuance of revenue bonds as set forth in Section 163.385, F.S.
- 3 The power to approve the acquisition, demolition, removal or disposal of property as provided in Section 163.370(3), F.S. and the power to assume the responsibility to bear loss as provided in Section 163.370(3), F.S.

The Agency Governing Board shall be fully subject to the Florida Sunshine Law and will convene, at publicly noticed meetings, on a regularly scheduled meeting basis in a public forum.

The Agency shall file an Annual Report with the State's Auditor General's Office and with the City of Winter Park. This report shall contain a programmatic overview of the activities of the Agency as allowed by the Redevelopment Plan. In addition to an annual audit as part of the City's Annual Comprehensive Financial Report (ACFR), the Agency shall also be audited annually by a third-party auditor. The findings of the audit shall be presented at a meeting of the Agency Board and such findings shall be forwarded to the State Auditor General's Office by March 31 of each year for the preceding year, which shall run from October 1 through September 30. The Annual Report, ACFR and third-party audit of the Agency shall be provided to the City of Winter Park and the City Clerk's Office for public review and availability. Legal notice in a newspaper of general circulation shall be provided to inform the public of the availability for review of the Annual Audit Report and the Annual Report. The Agency shall provide adequate safeguards to ensure that all leases, deeds, contracts, agreements, and declarations of restrictions relative to any real property conveyed shall contain restrictions and/or covenants to run with the land and its uses, or other provisions necessary to carry out the goals and objectives of the Plan.

Severability

Should any provision, section, subsection, sentence, clause, or phrase of this Plan be declared by the courts to be invalid or unconstitutional, such declaration shall not affect validity of the remaining portion or portions of Plan.

APPENDICES

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APPENDIX 1-CITY OF WINTER PARK FINDING OF NECESSITY, 2023

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CITY OF WINTER PARK

CRA PLAN UPDATE

**FINDING OF NECESSITY
FOR EXPANSION**

CITY OF WINTER PARK

FINDING(S) OF NECESSITY FOR EXPANDED CRA BOUNDARY

WINTER PARK, FLORIDA

AUGUST 2023

PREPARED FOR:

City of Winter Park
Community Redevelopment Agency
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Winter Park, Florida 32789

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COMMUNITY
SOLUTIONS
GROUP

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This document has been prepared by GAI
Consultants, Inc. on behalf of the City of Winter
Park Community Redevelopment Agency.

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Project Overview

Finding of Necessity Introduction

The purpose of this analysis is to provide data that documents potentially blighting conditions, as defined in Chapter 163, Part III, Florida Statutes (the "Community Redevelopment Act of 1969") within selected areas of the City of Winter Park, Florida.

If the determination of such conditions of slum and blight can be established based on the statutory definitions set forth in Section 163, Part III, Florida Statutes (F.S.), the "Redevelopment Act," the Finding of Necessity Study Areas may be considered for inclusion within the Winter Park Community Redevelopment Area, in conjunction with the preparation and adoption of an updated redevelopment plan.

Adoption of the updated Winter Park Community Redevelopment Plan reflecting any changes in the Community Redevelopment Area's boundaries is contingent upon review and approval by the Winter Park Community Redevelopment Agency, the Winter Park City Commission and the Orange County Board of County Commissioners.



Flooding in a proposed expansion area

Winter Park CRA History

The Winter Park Community Redevelopment Agency (CRA) is a public entity created by the City of Winter Park in 1991 to implement the community redevelopment activities outlined under Chapter 163, Florida Statutes. The Community Redevelopment Area encompasses approximately 443 acres.

The Winter Park CRA's initial Community Redevelopment Plan was adopted in 1994. In 1999 the Community Redevelopment Area's boundaries were expanded to include portions of US 17-92 and the Winter Park Village. The inclusion of these additional 175 acres increased the size of the Winter Park Community Redevelopment Area to 618 acres. Redevelopment activities have been guided by the 1994 Community Redevelopment Plan that addresses the original Community Redevelopment Area and the 1999 Community Redevelopment Plan Amendment for Expansion Area. These two documents have served as the primary guide for all CRA activities to date.

The Winter Park Community Redevelopment Area currently encompasses 15% of the land area, approximately 10% of the residential population, and over 50% of all businesses within the City of Winter Park.

The Winter Park Community Redevelopment Area is located within Orange County Florida. Orange County is a Charter County and as such has special authority regarding the establishment, operation and expansion of Special Districts and Community Redevelopment Agencies by municipalities

within the County. A Delegation of Authority by the Orange County Commission was required to establish, expand and operate the Winter Park CRA. The operational term of the Winter Park Community Redevelopment Agency expires at the end of 2026. The Orange County Commission may grant an extension to the operational term up to 2054 through a modification to the Delegation of Authority Resolution.

The initiative to evaluate selected areas for consideration of inclusion within the Winter Park Community Redevelopment Area and update of the community redevelopment plan in response to a directive from the Winter Park Community Redevelopment Agency Governing Board and also arises from the Board's recognized need to stimulate private sector reinvestment in targeted areas of the City and to address and implement long-term City and regional redevelopment initiatives.

Before targeting prospective private sector investors to the area, blighting influences should be addressed to enable installation of new infrastructure and rebuild existing infrastructure necessary to address blighting influences and support and encourage new investment respectively. Limited availability of key infrastructure services (i.e., stormwater facilities, pedestrian amenities, sanitary sewer connections) coupled with deteriorating conditions of structures, utilities, and conditions of the general physical environment undermine economic development efforts and impede improvement of the area.

Removing blight is essential to remain competitive in the central-Florida economic marketplace. This analysis addresses an expansion of the CRA redevelopment area due to present slum and blight conditions in the adjacent commercial corridors that lead into downtown Winter Park and the existing Community Redevelopment Area. This Finding of Necessity (FON) will support the area's need for redevelopment. A subsequent update of the community redevelopment plan will memorialize any redevelopment area boundary changes and specify the redevelopment strategies, desired improvement projects and implementation steps.

Defining the Area

The City of Winter Park is located in the center of northern Orange County and is part of the Orlando–Kissimmee–Sanford, Florida Metropolitan Statistical Area. In 2020, the City of Winter Park had a population of 29,975 and a median household income of \$88,688¹.

The current Winter Park Community Redevelopment Area is generally located east of US 17-92, north of Minnesota Avenue, south of Webster Avenue and west of Interlachen Avenue.

Figure 1, Existing Winter Park CRA Boundary, depicts the current Winter Park CRA boundary and relative location within the City.

The City of Winter Park FON evaluated three separate areas for the presence of conditions of ‘slum’ and ‘blight’ as defined in Chapter 163.340 (7),(8), Florida Statutes for consideration of inclusion within the Winter Park Community Redevelopment Area. These areas are:

- Fairbanks Avenue Corridor
- Lee Road Corridor
- Orlando Avenue Commercial Corridor

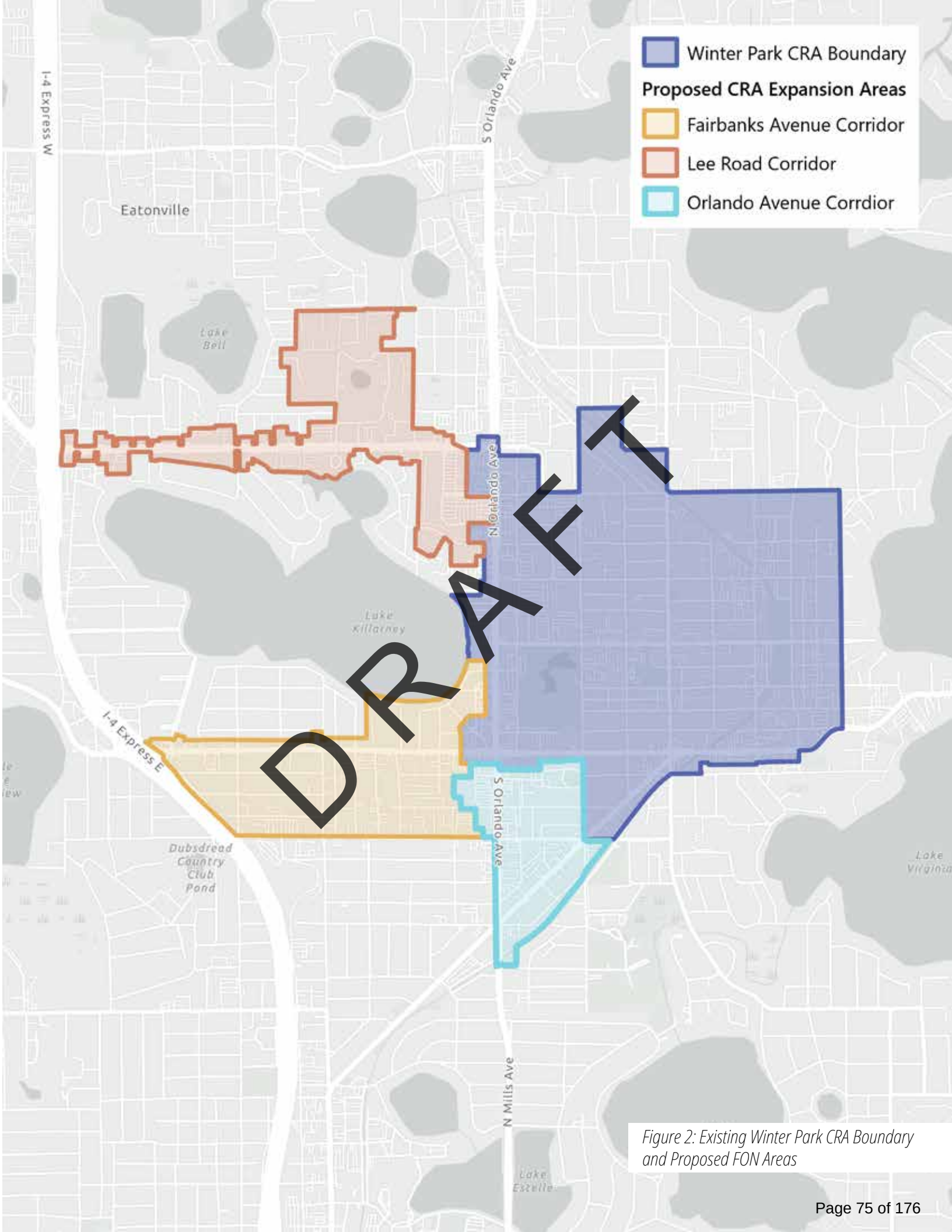
These gateway corridors provides access to downtown Winter Park from Interstate-4 and US 17-92. The Fairbanks Avenue Corridor is comprised of 307 parcels covering 142.0 acres. The Lee Road Corridor is comprised of 425 parcels covering 164.6 acres. The Orlando Avenue Commercial Corridor is comprised of 269 parcels and covers 90.5 acres. The combined FON area is 397.1 acres.

Figure 2, Existing CRA Boundary and Proposed FON Areas, shows the existing Winter Park Community Redevelopment Area and the three (3) FON areas under evaluation for potential inclusion within the Winter Park CRA.

Figure 1: Existing Winter Park CRA Boundary



¹ US Census, QuickFacts, July, 1, 2022 (V2022)



Winter Park CRA Boundary

Proposed CRA Expansion Areas

- Fairbanks Avenue Corridor
- Lee Road Corridor
- Orlando Avenue Corridor

Figure 2: Existing Winter Park CRA Boundary and Proposed FON Areas

Community Redevelopment Act of 1969

The purpose of the Community Redevelopment Act of 1969 is to assist local governments in prevention and elimination of slums and blight that contribute substantially and increasingly to the spread of disease and crime, constitute an economic and social liability imposing onerous burdens which decrease the tax base and reduce tax revenues, substantially impairs growth, hinders the provision of housing accommodations, aggravates traffic problems, and substantially hampers the elimination of traffic hazards and the improvement of traffic facilities.

The following Florida Statutes define slum and blight conditions, their specific effects, and the intentions of the community redevelopment regime as a tool for implementing policy and programs

Section 163.335(1), F.S. ...Slum and blighted areas constitute a serious and growing menace, injurious to the public health, safety, morals, and welfare of the residents of the state; that the existence of such areas contributes substantially and increasingly to the spread of disease and crime, constitutes an economic and social liability imposing onerous burdens which decrease the tax base and reduce tax revenues, substantially impairs or arrests sound growth, retards the provision of housing accommodations, aggravates traffic problems, and substantially

hampers the elimination of traffic hazards and the improvement of traffic facilities; and that the prevention and elimination of slums and blight is a matter of state policy and state concern in order that the state and its counties and municipalities shall not continue to be endangered by areas which are focal centers of disease, promote juvenile delinquency, and consume an excessive proportion of its revenues because of the extra services required for police, fire, accident, hospitalization, and other forms of public protection, services, and facilities.

Section 163.335(2), F.S. ...certain slum or blighted areas, or portions thereof, may require acquisition, clearance, and disposition subject to use restrictions, as provided in this part, since the prevailing condition of decay may make impracticable the reclamation of the area by conservation or rehabilitation; that other areas or portions thereof may, through the means provided in this part, be susceptible of conservation or rehabilitation in such a manner that the conditions and evils enumerated may be eliminated, remedied, or prevented; and that salvageable slum and blighted areas can be conserved and rehabilitated through appropriate public action as herein authorized and the cooperation and voluntary action of the owners and tenants of property in such areas.

Section 163.335(3), F.S. ...powers conferred by this part are for public uses and purposes for which public money may be expended and police power exercised, and the necessity in the public interest for the provisions herein enacted is declared as a matter of legislative determination.

Section 163.335(5), F.S. ...the preservation or enhancement of the tax base from which a taxing authority realizes tax revenues is essential to its existence and financial health; that the preservation and enhancement of such tax base is implicit in the purposes for which a taxing authority is established; that tax increment financing is an effective method of achieving such preservation and enhancement in areas in which such tax base is declining; that community redevelopment in such areas, when complete, will enhance such tax base and provide increased tax revenues to all affected taxing authorities, increasing their ability to accomplish their other respective purposes; and that the preservation and enhancement of the tax base in such areas through tax increment financing and the levying of taxes by such taxing authorities therefore and the appropriation of funds to a redevelopment trust fund bears a substantial relation to the purposes of such taxing authorities and is for their respective purposes and concerns.

Section 163.335(6), F.S. ...there exists in counties and municipalities of the state a severe shortage of housing affordable to residents of low or moderate income, including the elderly; that the existence of such condition affects the health, safety, and welfare of the residents of such counties and municipalities and retards their growth and economic and social development; and that the elimination or improvement of such conditions is a proper matter of state policy and state concern is for a valid and desirable purpose.

The Winter Park Community Redevelopment Agency (whose six-member governing board is comprised of the members of the Winter Park City Commission plus one member appointed by the Orange County Commission) possesses the authority to govern the course of action concerning the redevelopment and rehabilitation of the existing Community Redevelopment Area and the proposed expansion areas.

This power was granted to the City of Winter Park by Orange County Commission through the adoption of Orange County Resolutions Nos. 91-M-32 (Creation of Winter Park CRA); 92-M-03 and 93-M-71.

The City of Winter Park authorized the establishment of the Winter Park Community Redevelopment Agency through the adoption of Winter Park Resolutions Nos. 1528 (Finding of Necessity/Creation of Agency); Nos. 1587 (Finding of Necessity/Creation of Agency), and; Nos. 1610 (Approval of Community Redevelopment Plan).

The Orange County Commission and City of Winter Park have also entered into an Interlocal Agreement (September 1994) that addresses Tax Increment revenue rebates provided by the City of Winter Park to Orange County.

Declarations & Process

The initial step in changing the boundary of a CRA redevelopment area is to document the existing conditions within the proposed expansion area. This analysis summarizes the extent and effects of slum and blight that deteriorate the economic, social, and physical elements of the three potential expansion areas evaluated.

Finding of Necessity

This Finding of Necessity (“FON”) is intended to be considered by the Winter Park City Commission to support the update of the CRA Redevelopment Plan as well as to enable the potential expansion of the Community Redevelopment Area boundary. The FON, as set forth in Section 163.355 of the Florida Statutes, is a tool for assessing an area of the slum and blighting influences and how these conditions affect the area’s economic viability relative to the City of Winter Park and Orange County as a whole.

Two explicit pathways exist for verifying the existence of blight under Chapter 163, sufficient to warrant the full application of redevelopment powers conveyed by such a designation.

“Alternative One” involves the layering of two tests. The first test is broadly conditional, and the second test is criteria specific. Both tests must conclude that the described conditions exist affirmatively.

The first of Alternative One’s two tests requires that an area identified as blighted contain a “substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress

or endanger life or property.” Recent court decisions affirm that “structures” include infrastructure.

The second of Alternative One’s two tests is that the area must then be one in “which two or more of the following factors are present”:

- a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;
- b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;
- c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- d) Unsanitary or unsafe conditions
- e) Deterioration of site or other improvements;
- f) Inadequate and outdated building density patterns;
- g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality;
- h) Tax or special assessment delinquency exceeding the fair value of the land;
- i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality;
- j) Incidence of crime in the area higher than in the remainder of the county or municipality;
- k) Fire and emergency medical service calls to the area proportionally higher than in the remainder of the county or municipality;
- l) A greater number of violations of the Florida Building Code in the area than

- the number of violations recorded in the remainder of the county or municipality;
- m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or
- n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.
- o) A substantial number or percentage of properties damaged by sinkhole activity which have not been adequately repaired or stabilized.

“Alternative Two” involves interlocal agreement or resolution by which all relevant taxing authorities and the CRA agree that the area is blighted. Where such agreement exists, the jurisdiction seeking to designate a redevelopment area needs to pass a less rigorous test. As in “Alternative One”, this test relates to specific criteria, and it must conclude affirmatively that at least one of the factors identified in paragraphs (a) through (o) of F.S. Chapter 163.340(8) are present.

This report focuses on the requirements of Alternative One, including the first and second tests. The documentation of the conditions within the proposed FON Study Areas satisfy the first test and second test of Alternative One (in that order), following the process set forth within F.S. Chapter 163, Part III.

FON Study Areas

This section provides a detailed summary of the evaluation of each FON Study Area. The Summaries include a narrative synopsis of each FON Study Area followed by a Blight Matrix that presents each of the qualifying conditions of 'slum' and 'blight' for each area examined. Following the Blight Matrix is a detailed evaluation of each FON Study Area and relevant documentation of the conditions observed.

The FON Study Area address the first test and second test of Alternative One of the Finding of Necessity and present the requisite conditions to qualify the potential expansion areas for consideration of inclusion within the Winter Park Community Redevelopment Area.

Fairbanks Avenue FON Study Area

Summary of Existing Conditions & Surrounding Development

The Fairbanks Avenue FON Study Area is a roughly rectangular area (142 acres, 307 parcels) whose boundaries are west of US 17-92, both sides of the Fairbanks Avenue corridor to the north, Minnesota Avenue on the south and the Interstate 4 corridor on the west. The area includes portions of the City of Winter Park, the City of Orlando and unincorporated Orange County.

The area was initially developed as rural residential in the 1920's and during the period of the 1950's through the 1970's the area transitioned to commercial and industrial uses. Recent development around the perimeter of the area (Fairbanks Avenue corridor and US 17-92 corridor) has included commercial/retail and medical office, and higher density residential development, while the center of the area has not experienced as much recent development activity.

While still home to active commercial and industrial uses, recent development has included higher density residential development and professional services. Located less than one-mile north of the North Orlando Medical District that is anchored by Advent Health and a Sun-Rail station, the Fairbanks Avenue FON Study Area is anticipated to continue an incremental transition to higher density residential uses and mixed use development in the future.

Existing higher density residential development within the area includes: Seven41 Winter Park (222 Apartments, 2021) located on Clay Street, Orlando; and the Elon Winter Park (97 Apartments, 1972) located on Nicolet Avenue, Winter Park, in the center of the FON Study Area.

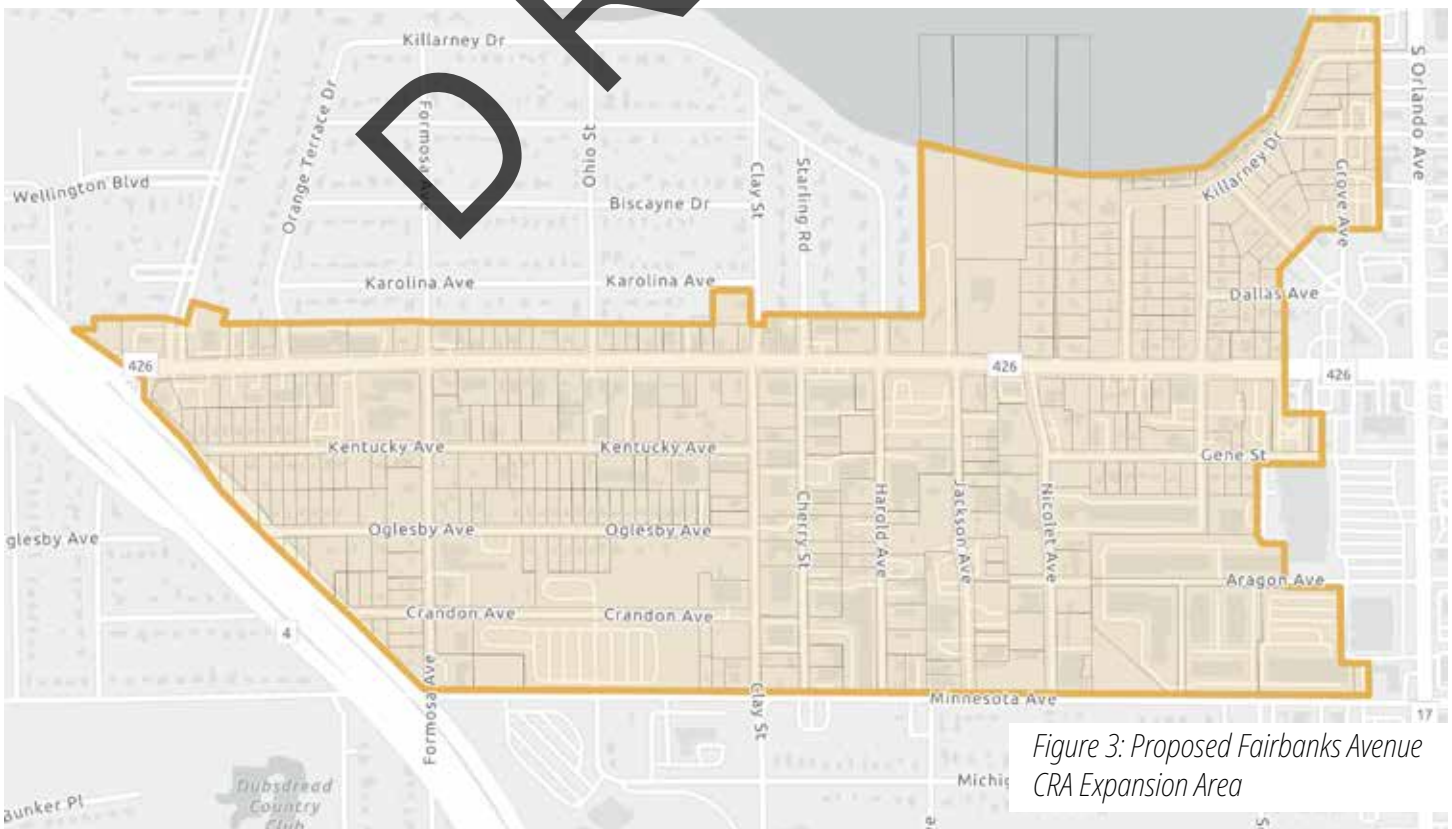


Figure 3: Proposed Fairbanks Avenue CRA Expansion Area

Fairbanks Avenue FON Study Area

Higher density development adjacent to the Fairbanks Avenue FON Study Area includes the Berkshire Winter Park (310 Apartments, 2019).

The existing limited infrastructure within the Fairbanks Avenue FON Study Area is frequently aged and outdated. A significant portion of the current development is not connected to available sanitary sewer services. There is no

stormwater retention provided on individual properties, and most of the streets have no sidewalks or curbs. The area frequently experiences episodic flooding and flooded roadways.

Slum & Blight Matrix

The following Slum and Blight Matrix summarizes the “Slum” and “Blight” conditions that were observed present, not observed present or not observed but suspected present within the Fairbanks Avenue FON Study Area. The Fairbanks Avenue FON Study Area demonstrated one (1) condition of “Slum” present (163.340,(7) (c)) and seven (7) conditions of “Blight” present (163.340,

(8) (a),(b),(c),(d),(e),(f) and (k). Based on these observation of the presence of Slum and Blight conditions as defined by Chapter 163.340, (7), (8), there are sufficient findings to justifiably consider inclusion of this area within the Winter Park Community Redevelopment Area.

Slum Area Conditions	Observed	Not observed but suspected present	Not observed
(7) “Slum area” means an area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of buildings or improvements, whether residential or nonresidential, which are impaired by reason of dilapidation, deterioration, age, or obsolescence, and exhibiting one or more of the following factors:			
(a) Inadequate provision for ventilation, light, air, sanitation, or open spaces;			X
(b) High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code;			X
(c) The existence of conditions that endanger life or property by fire or other causes.	X		

Blight Area Conditions	Observed	Not observed but suspected present	Not observed
(8) "Blighted area" means an area in which there are a substantial number of deteriorated or deteriorating structures; in which conditions, as indicated by government-maintained statistics or other studies, endanger life or property or are leading to economic distress; and in which two or more of the following factors are present:			
(a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities.	X		
(b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions.	X		
(c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness.	X		
(d) Unsanitary or unsafe conditions.	X		
(e) Deterioration of site or other improvements.	X		
(f) Inadequate and outdated building density patterns.	X		
(g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality.		X	
(h) Tax or special assessment delinquency exceeding the fair value of the land.			X
(i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality.			X
(j) Incidence of crime in the area higher than in the remainder of the county or municipality.			X
(k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality.	X		
(l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality.			X
(m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.			X
(n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.			X
(o) A substantial number or percentage of properties damaged by sinkhole activity which have not been adequately repaired or stabilized.			X

Source: Chapter 163.340 (7), (8), Florida Statutes; GAI-CSG, 2023

Fairbanks Avenue FON Study Area

Finding of Necessity

The following section provide background and narrative regarding the observed conditions of “Slum” and “Blight” within the Fairbanks Avenue FON Study Area.

Slum (FS 163.340, (7))

The following “Slum” factors were evaluated for their presence within the Fairbanks Avenue FON Study Area.

- (a) Inadequate provision for ventilation, light, air, sanitation, or open spaces.



Not observed

- (b) High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code.



Not observed

- (c) Predominance of dilapidated structures and conditions that endanger life or property by fire or other causes.



Observed

The following photographs provide documentation of the presence of dilapidated structures and conditions that endanger life or property within the Fairbanks Avenue FON Study Area:



Dilapidated and deteriorating structures within the Fairbanks FON Study Area

Fairbanks Avenue FON Study Area

Blight (FS 163.340, (8))

The following “Blight” factors were observed within the Fairbanks Avenue FON Study Area.

- (a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges or public transportation facilities.



Observed

The following photographs provide documentation of the presence of defective or inadequate street layout, roadways and parking facilities within the Fairbanks Avenue FON Study Area.



Observed examples of defective or inadequate street layout, roadways, and parking facilities within the Fairbanks Avenue FON Study Area.

- (b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions.



Observed

The aggregate assessed values of real property within the Fairbanks Avenue FON Area have not increased appreciably since 2019. The aggregate assessed values of real property within the City of Winter Park and Orange County have experienced significant growth since 2019 of +38% and +42% increases in value respectively through 2023². The table below shows the relative appreciation rates for the period 2019-2023.

Table 1. Taxable Value Appreciation

Area	Total Taxable Value - 2019	Total Taxable Value - Prelim 2023	% Change
Winter Park CRA: Existing	\$1,243,322,020	\$ 1,432,565,740	+15%
Expansion Area: Fairbanks Avenue Gateway	\$163,414,198	\$163,414,198	0%
City of Winter Park	\$7,087,143,684	\$9,748,844,323	+38%
Orange County	\$164,593,826,105	\$233,894,393,213	+42%

Source: Orange County Property Appraiser Office, 2023; GAI/CSG, 2023.

Fairbanks Avenue FON Study Area

(c) Faulty lot layout in relation to size, adequacy, accessibility or usefulness



Observed

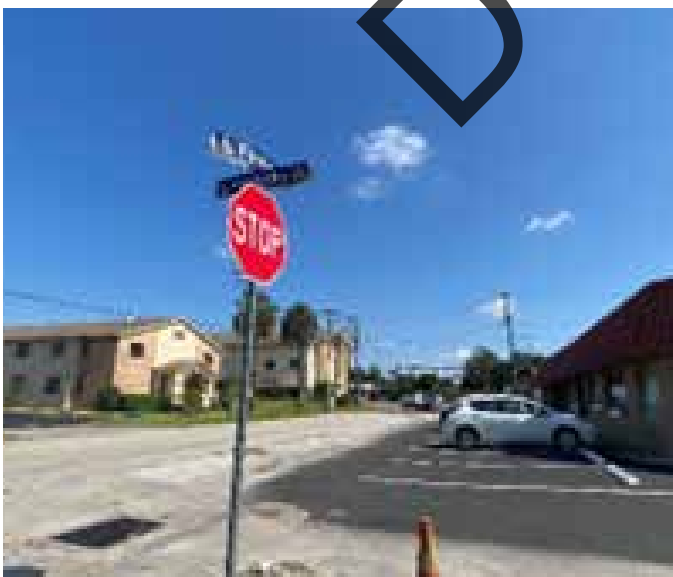
The following photographs provide documentation of the presence of faulty lot layout in relation to size adequacy, accessibility or usefulness within the Fairbanks Avenue FON Study Area.



School crosswalk with no sidewalk or crosswalk on lots.



No sidewalk; lot configuration precludes full use of site.



Church/School with no sidewalk accessibility.
Parking configuration on commercial lot is unsafe.



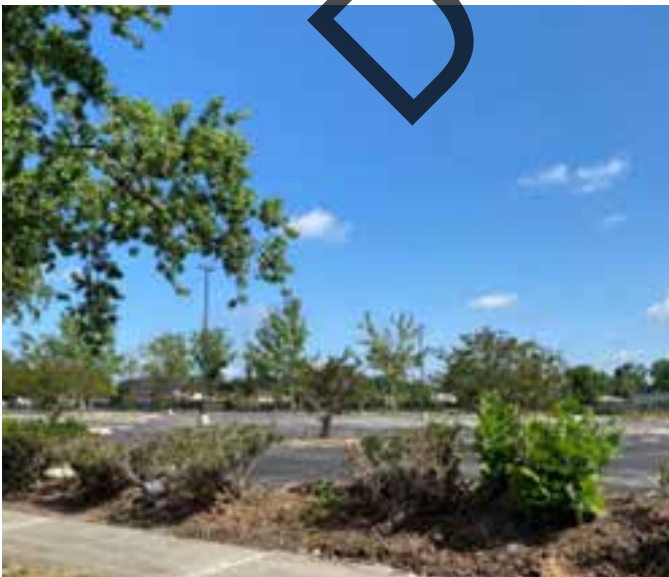
Convenience store with no clear sidewalk accessibility.
Lot configuration prevents maximum use of site.



Lot configuration and accessibility affecting adjacent building set-backs, and screening of dumpsters.



Lot configuration and building placement preclude maximum utilization of the site.



Empty parking lot is not fully utilized.

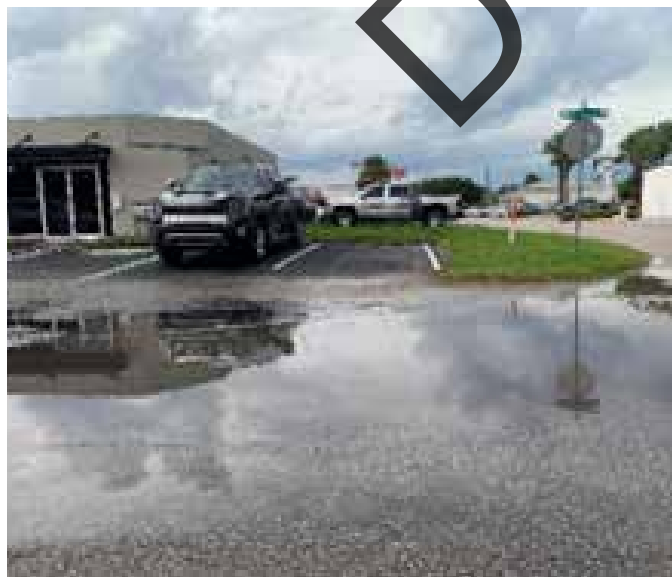
Fairbanks Avenue FON Study Area

(d) Unsanitary or unsafe conditions



Observed

The following photographs provide documentation of the presence of unsanitary and unsafe conditions within the Fairbanks Avenue FON Study Area.



Unsafe and unsanitary conditions from localized roadway flooding & internal parcel flooding within the Fairbanks Avenue FON Study Area.

There were several unsanitary and unsafe conditions observed within the Fairbanks Avenue FON Study Area. Unsafe conditions included flooding, roadway conditions and a lack of pedestrian amenities and sidewalks. Unsanitary conditions included a lack of sanitary sewer connection and a dependence

on septic tanks in the area. The prevalent use of septic tanks coupled with frequent localized flooding potentially leads to unsanitary and unsafe conditions within the Fairbanks Avenue FON Study Area.



Lack of connected sidewalks, curbs, and gutters within the Fairbanks Avenue FON Study Area.

Fairbanks Avenue FON Study Area



Unsafe and unsanitary conditions from illegal dumping at various location within the Fairbanks Avenue FON Study Area.

(e) Deterioration of site improvements



Observed

The following photographs provide documentation of the observed deterioration of public realm and infrastructure site improvements within the Fairbanks Avenue FON Study Area.



Deteriorated roadway surfaces.



Deteriorated stormwater collection and conveyance improvements.

Fairbanks Avenue FON Study Area

Both public realm infrastructure improvements and private sector improvements and buildings were observed in a range of deteriorating conditions. Deteriorated public realm site improvements included roadways surfaces, curbs, gutters and signage, and storm water collection and conveyance improvements.

Deteriorated private sector improvements included deteriorated site access, aging pavement and parking areas, deteriorated structures, buildings and signage.



Deteriorated signage and parking improvements.



Deteriorated building and site improvements.



Deteriorated building and site improvements.

- (f) Inadequate and outdated building density patterns



Observed

The original building density patterns in this area were based on rural residential development standards of the 1920's. Over time (1950's - 1970's) light industrial and heavy commercial began supplanting the single family residential uses that had previously characterized the area. Currently the building density patterns in this area are regulated by two municipalities and one county and vary from location to location within the Fairbanks Avenue FON Study Area.

There are three different maximum residential densities present in the Fairbanks Avenue FON Study Area. They are: 30 dwelling units per acre - City of Orlando; 10 dwelling units per acre (more through PD) application - Orange County; and 17 dwelling units per acre City of Winter Park.

- (g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality.



Not observed, but suspected

Falling lease rates while not directly observed through available data are suspected due to the deteriorating conditions of commercial and industrial spaces within the Fairbanks Avenue FON Study Area.

- (h) Tax or special assessment delinquency exceeding the fair value of the land.



Not observed

- (i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality.



Not observed

Fairbanks Avenue FON Study Area

- (j) Incidence of crime in the area higher than in the remainder of the county or municipality.



Not observed

- (k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality.



Observed

The Fairbanks Avenue FON Study Area has a proportionally higher demand for fire and emergency services as demonstrated by FDOT crash and calls for service data.

Area	Non-Fatal Crash Count (2021)	Fatal Crash Count (2021)	Square Miles	Crashes per Square Mile
Expansion Area: Fairbanks Avenue Gateway	72	0	0.269	267.7
City of Winter Park	1,226	3	10.359	118.6
Orange County	39,803	205	1,003.36	39.9

Source: FDOT, 5-Years Crash Rates, 2023; GAI/CSG, 2023.

- (l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality.



Not observed

- (m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.



Not observed

- (n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.



Not observed

- (o) A substantial number or percentage of properties damaged by sinkhole activity which have not been adequately repaired or stabilized.



Not observed

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Lee Road FON Study Area

Summary of Existing Conditions & Surrounding Development

The Lee Road FON Study Area is generally located on the frontage parcels of Lee Road from Interstate -4 to US -17-92 (165 acres, 4227 parcels). Portions of the Lee Road FON Area on the eastern end of the area extend northwest behind the Ravaudage development and includes several apartment (Westmount) and condominium complexes (Waterfall Cove), the Winter Park Housing Authority (The Meadows) and property owned by the City of Winter Park.

Portions of the Lee Road Gateway FON Study Area on the eastern end of the area extend south behind and including several of the commercial and retail centers (Ross, Marshalls, DSW, Office Depot, HomeGoods and LA Fitness shopping center) along US 17-92 frontage and east of Executive Drive. The area is wholly within the City of Winter Park.

Lee Road is one of the primary point of entry/ gateways into Winter Park from I-4. Lee Road was built as a two (2) lane road during the early 1970's as part of the suburban periphery of Orlando/Orange County connecting US 17-92 to Interstate 4. Initial development along the roadway was primarily single-family and some multifamily residential uses with a handful of commercial or office uses. Now, it is a four (4) to six (6) lane road with a central median and turn lanes. The subsequent decades have seen the in-fill development of vacant parcels along the corridor with additional multifamily apartments, additional office space. Older single-family residences along the corridor have transitioned to professional office, medical offices and commercial uses.

Recent redevelopment along Lee Road , such as the Westmount of Winter Park (228

apartments) and the 73 acre Ravaudage Development (546 apartments, 320,000+ sq.ft. commercial and 890,000+ sq.ft. office space) significantly impact the traffic level (number of vehicles), and significantly increase the demand for utilities and pedestrian activity within the area.

The utilities serving the Lee Road FON Study Area are considered "mature" by the Water and Wastewater Utilities Department of the City of Winter Park and require "extensive proactive measures to insure (sic) safe conveyance of sanitary waste." Recent development projects have necessitated the upgrading of utility capacity to serve each new development. Additional capacity improvements to utility and mobility infrastructure are needed to safely accommodate existing residents, visitors and anticipated future development. Lee Road is scheduled to have its overhead utilities placed underground in the FY 2024-2026 period. This may present an opportunity to simultaneously initiate additional below ground infrastructure upgrades and above ground mobility improvements.

Additional redevelopment of existing developed and undeveloped parcels within the Lee Road FON Study Area represent opportunities for additional multi-family residential and mixed-use development, open space development and public mobility and infrastructure improvements within the Study Area.



Figure 4: Proposed Lee Road
CRA Expansion Area

Lee Road FON Study Area

Slum & Blight Matrix

The following Slum and Blight Matrix summarizes the Slum and Blight conditions that were observed present, not observed present or not observed but suspected present within the Lee Road FON Study Area. The Lee Road FON Study Area demonstrated one (1) condition of "Slum" present (163.340,(7) (c)) and six (6) conditions of "Blight" present (163.340, (8) (a),(c),(d),(e),(f) and (k). Based on these

observation of the presence of Slum and Blight conditions as defined by Chapter 163.340, (7), (8), there are sufficient findings to consider inclusion of this area within the Winter Park Community Redevelopment Area.

Slum Area Conditions	Observed	Not observed but suspected present	Not observed
(7) "Slum area" means an area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of buildings or improvements, whether residential or nonresidential, which are impaired by reason of dilapidation, deterioration, age, or obsolescence, and exhibiting one or more of the following factors:			
(a) Inadequate provision for ventilation, light, air, sanitation, or open spaces;			X
(b) High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code;			X
(c) The existence of conditions that endanger life or property by fire or other causes.	X		

Blight Area Conditions	Observed	Not observed but suspected present	Not observed
(8) "Blighted area" means an area in which there are a substantial number of deteriorated or deteriorating structures; in which conditions, as indicated by government-maintained statistics or other studies, endanger life or property or are leading to economic distress; and in which two or more of the following factors are present:			
(a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities.	X		
(b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions.			X
(c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness.	X		
(d) Unsanitary or unsafe conditions.	X		
(e) Deterioration of site or other improvements.	X		
(f) Inadequate and outdated building density patterns.	X		
(g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality.			X
(h) Tax or special assessment delinquency exceeding the fair value of the land.			X
(i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality.			X
(j) Incidence of crime in the area higher than in the remainder of the county or municipality.			X
(k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality.	X		
(l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality.			X
(m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.			X
(n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.			X
(o) A substantial number or percentage of properties damaged by sinkhole activity which have not been adequately repaired or stabilized.			X

Source: Chapter 163.340 (7), (8), Florida Statutes; GAI-CSG, 2023

Lee Road FON Study Area

Finding of Necessity

The following section provide background and narrative regarding the observed conditions of “Slum” and “Blight” within the Lee Road FON Study Area.

Slum (FS 163.340, (7))

The following “Slum” factors were evaluated for their presence within the Lee Road FON Study Area.

- (a) Inadequate provision for ventilation, light, air, sanitation, or open spaces.



Not observed

- (b) High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code.



Not observed

- (c) Predominance of dilapidated structures and conditions that endanger life or property by fire or other causes.



Observed

The following photographs detail the presence of dilapidated structures and conditions that endanger life or property within the Lee Road FON Study Area.



Deterioration of buildings, unsanitary and unsafe storage of garbage.



Dilapidated and unsafe structures.

Lee Road FON Study Area

Blight (FS 163.340, (8))

The following “Blight” factors were observed within the Lee Road FON Study Area.

- (a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges or public transportation facilities.



Observed

The Lee Road corridor initially was developed in the 1970's. Subsequent development along the Lee Road corridor has created a wide variety of disparate street layouts, roadways and public transportation facilities. These disparate street layouts do not always provide adequate access, parking, and space to accommodate development.



Defective street layout. Sidewalks and roadway serving large undeveloped, superblock, parcels near Ravaudage.



Defective parking layout.
Temporary, employee parking on unimproved site.



Defective street and parking layout.
Cars parking on street frontage, continuous curb-cut.

- (b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions.



Not Observed

The aggregate assessed values of real property within the Lee Road FON Study Area have increased appreciably, 49% from \$183,636,409 in 2019 to \$273,823,679 in 2023. The taxable value appreciation outpaced the City of Winter Park and Orange County. The aggregate

assessed values of real property within the City of Winter Park and Orange County have grown +38% and +42% since 2019 respectively through 2023. The table below shows the relative appreciation rates for the period 2019-2023.

Table 2. Taxable Value Appreciation

Area	Total Taxable Value - 2019	Total Taxable Value - Prelim 2023	% Change
Winter Park CRA: Existing	\$1,243,322,020	\$ 1,432,565,740	+15%
Expansion Area: Lee Road	\$183,636,409	\$273,823,679	+49%
City of Winter Park	\$7,087,143,684	\$9,748,844,323	+38%
Orange County	\$164,593,826,105	\$233,894,393,213	+42%

Source: Orange County Property Appraiser Office, 2023; GAI/CSG, 2023.

Lee Road FON Study Area

(c) Faulty lot layout in relation to size, adequacy, accessibility or usefulness



Observed

The following examples of faulty lot layouts, accessibility issues and lot usefulness were observed within the Lee Road Gateway FON Study Area.



Faulty lot layout. Frontage parking directly off Lee Road. Traffic crosses sidewalk accessibility.



Defective street layout. Sidewalks and roadway serving large undeveloped, superblock, parcels near Rauvadge.



Faulty lot layout. Parking directly off Executive Road. Dumpster not screened and placed in right-of-way.



Faulty lot layout. Parking directly off Executive Road. Dumpsters not screened and placed in right-of-way.

(d) Unsanitary or unsafe conditions

**Observed**

Narrow sidewalks, on-street bike lane and no pedestrian crosswalks to traverse Lee Road.

The following examples of unsanitary or unsafe conditions were observed within the Lee Road FON Study Area.

One of the most pervasive unsafe conditions is pedestrian safety along Lee Road (SR-423). The road width varies from four (4) to six (6) lanes with a divided median. There are two (2) areas (intersections) with pedestrian crosswalks and signalization for pedestrians to cross Lee Road. One is located on the western end of the road near I-4 and Wymore Road, and the Lee Road intersection. The other pedestrian crosswalk is 1.23 miles away on the eastern end of the at the intersection of Lee Road and US 17-92.



Over 1 mile of 4+ vehicle lanes to cross with no mid-block pedestrian signals, crosswalks, or points of refuge.

Lee Road FON Study Area

(e) Deterioration of site improvements



Observed

The following are examples of deterioration of site improvements that were observed within the Lee Road FON Study Area.



Deteriorated cross-walk markings.



Deteriorated group mailboxes.



Deteriorated parking lot entry apron and curb.



Deteriorated driveway.



Deteriorated brick driveway.



Deteriorated improvements boundary fence.

(f) Inadequate and outdated building density patterns



Observed

The following examples of inadequate and outdated building patterns that were observed within the Lee Road FON Study Area.

The following photo shows the former locations of a former single-family neighborhood located nearby to the Ravaudage mixed-use development near the north-west corner of Lee Road and US 17-92. The former building density pattern (SFR) uses have been demolished and removed from the site. The vacant sites await redevelopment.



Former Single-Family residential neighborhood, vacant site awaiting redevelopment.

Lee Road FON Study Area

(g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality.

 Not observed

(h) Tax or special assessment delinquency exceeding the fair value of the land.

 Not observed

(i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality.

 Not observed

(j) Incidence of crime in the area higher than in the remainder of the county or municipality.

 Not observed

(k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality.

 Observed

Area	Non-Fatal Crash Count (2021)	Fatal Crash Count (2021)	Square Miles	Crashes/SqMi
Expansion Area: Lee Road	89	0	0.257	346.3
City of Winter Park	1,226	3	10.359	118.6
Orange County	39,803	205	1,003.36	39.9

Source: FDOT, 5-Years Crash Rates, 2023; GAI/CSG, 2023.

The Lee Road FON Study Area has a proportionally higher demand for fire and emergency services as demonstrated by FDOT crash and calls for service data. The ratio of crashes per square mile for the Lee Road FON Study Area was 346.3 crashes per square mile, while the ratio for the City of Winter Park and Orange County was 118.6 and 39.9 crashes per square mile, respectively.

- (l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality.



Not observed

- (m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.



Not observed

- (n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.



Not observed

- (o) A substantial number or percentage of properties damaged by sinkhole activity which have not been adequately repaired or stabilized.



Not observed

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Orlando Avenue Commercial Corridor FON Study Area

Summary of Existing Conditions & Surrounding Development

The Orlando Avenue Commercial Corridor FON Study Area is roughly rectangular shaped area with a triangular shaped end with the western border generally located along US 17-92 (a.k.a Mills Avenue or Orlando Avenue) from Garden Drive on the south to just south of Fairbanks Avenue. The eastern border being formed by FEC railroad line from Mills Avenue to just past Denning Avenue and then Denning Avenue running north to just south of Fairbanks Avenue. The northern border of the FON area being a line just south of Fairbanks Avenues (south of frontage parcels) from Denning Drive across Mills Avenue to behind the frontage parcels facing Fairbanks Avenue (~91 acres, 270 parcels).

Portions of the Orlando Avenue Commercial Corridor FON Study Area contain the Hollieanna Shopping Center, the “fast-food” restaurant row along the eastern side of US 17-92, a limited number of residential units (townhomes, multi-family and single family residences along Kentucky Avenue, Aragon Avenue, Bungalow Avenue and Minnesota Avenue, the former Lombardi’s Seafood shop and the Jewett Orthopaedic clinics and offices located east of US 17-92 (Mills Avenue). The area is wholly within the City of Winter Park.

The Orlando Avenue Commercial Corridor FON Study Area is primarily oriented along two commercial corridors, US 17-92 (Mills Avenue) and North Orange Avenue (SR-527) and is one of the primary point of entry/gateways into Winter Park from Orlando. US 17-92, as one of the City’s primary commercial corridors, has significantly impacted the development pattern as suburban commercial while just a block east of Mills Avenue the area is characterized as older urban residential neighborhoods and urban professional offices. These two disparate development patterns have different

levels of automobile dependency and different needs for improved pedestrian safety and non-automotive transportation amenities.

In the past decade Orange Avenue has received streetscape improvements including street lights, street trees and street furnishings. These public improvements has spurred infill redevelopment and the redevelopment of former automotive related uses into restaurant and retail uses. This has greatly increased the pedestrian activity and automobile activity in the area.

One of the more significant change of uses in the area is the redevelopment of the former Florida Power and Light facility (1100 North Orange Avenue) located west of Denning Drive and south of Minnesota Avenue. The long term redevelopment plans for the site include the development of a park, restroom, and recreational facilities to complement the existing, adjacent, Winter Park Tennis Club facilities, the Azalea Lane Park Playground and Azalea Lane Recreation Center. It is anticipated that the continued development of the public amenities, private sector restaurants and personal care services will increase automotive and non-automotive activity in the area. This vehicular and pedestrian activity will increase the demand for improved pedestrian safety features, non-automotive connectivity and additional automobile parking in the area.

Redevelopment of the existing developed and undeveloped parcels within the Orlando Avenue Commercial Corridor FON Study Area represent opportunities for additional multi-family residential, and mixed-use development, open space development and public mobility and infrastructure improvements within the Study Area.



Figure 5: Proposed Orlando Avenue
CRA Expansion Area

Orlando Avenue Commercial Corridor FON Study Area

Slum & Blight Matrix

The following Slum and Blight Matrix summarizes the Slum and Blight conditions that were observed present, not observed present or not observed but suspected present within the Orlando Avenue Commercial Corridor FON Study Area. The Orlando Avenue Commercial Corridor FON Study Area demonstrated one (1) condition of “Slum” present (163.340,(7) (c)) and four (4) conditions

of “Blight” present (163.340, (8) (a),(c),(e), and (k)). Based on these observations of the presence of Slum and Blight conditions as defined by Chapter 163.340, (7), (8), there are sufficient findings to justifiably consider inclusion of this area within the Winter Park Community Redevelopment Area.

Slum Area Conditions	Observed	Not observed but suspected present	Not observed
(7) “Slum area” means an area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of buildings or improvements, whether residential or nonresidential, which are impaired by reason of dilapidation, deterioration, age, or obsolescence, and exhibiting one or more of the following factors:			
(a) Inadequate provision for ventilation, light, air, sanitation, or open spaces;			X
(b) High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code;			X
(c) The existence of conditions that endanger life or property by fire or other causes.	X		

Blight Area Conditions	Observed	Not observed but suspected present	Not observed
(8) "Blighted area" means an area in which there are a substantial number of deteriorated or deteriorating structures; in which conditions, as indicated by government-maintained statistics or other studies, endanger life or property or are leading to economic distress; and in which two or more of the following factors are present:			
(a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities.	X		
(b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions.			X
(c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness.	X		
(d) Unsanitary or unsafe conditions.			X
(e) Deterioration of site or other improvements.	X		
(f) Inadequate and outdated building density patterns.		X	
(g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality.		X	
(h) Tax or special assessment delinquency exceeding the fair value of the land.			X
(i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality.			X
(j) Incidence of crime in the area higher than in the remainder of the county or municipality.		X	
(k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality.	X		
(l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality.			X
(m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.			X
(n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.			X
(o) A substantial number or percentage of properties damaged by sinkhole activity which have not been adequately repaired or stabilized.			X

Source: Chapter 163.340 (7), (8), Florida Statutes; GAI-CSG, 2023

Orlando Avenue Commercial Corridor FON Study Area

Finding of Necessity

The following section provide background and narrative regarding the observed conditions of “Slum” and “Blight” within the Orlando Avenue Commercial Corridor FON Study Area.

Slum (FS 163.340, (7))

The following “Slum” factors were evaluated for their presence within the Orlando Avenue Commercial Corridor FON Study Area.

- (a) Inadequate provision for ventilation, light, air, sanitation, or open spaces.



Not observed

- (b) High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code.



Not observed

- (c) Predominance of dilapidated structures and conditions that endanger life or property by fire or other causes.



Observed

The following photographs provide documentation of the presence of dilapidated structures and conditions that endanger life or property within the Orlando Avenue Commercial Corridor FON Study Area.



Dilapidated and potentially unsafe structures within the Orlando Avenue Commercial Corridor FON Study Area

Orlando Avenue Commercial Corridor FON Study Area

Blight (FS 163.340, (8))

The following “Blight” factors were observed within the Orlando Avenue Commercial Corridor FON Study Area.

- (a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges or public transportation facilities.



Observed

The disparate uses, and reuses, of the rail-side and adjacent parcels over decades of time have yielded disjointed street layouts, and parking facilities that are functionally defective and inadequate to the area’s needs.



Inadequate and defective parking facilities within the Orlando Avenue Commercial Corridor FON Study Area.



Disjointed and defective roadway layout within the Orlando Avenue Commercial Corridor FON Study Area.

- (b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions.



Not Observed

The aggregate assessed values of real property within the Orlando Avenue Commercial Corridor FON Study Area have increased appreciably, 41% from \$143,294,781 in 2019 to \$202,246,912 in 2023. The taxable value appreciation outpaced that of the City of Winter Park at 38%

appreciation while Orange County taxable value appreciated 42% for the same period. The table below shows the relative appreciation rates for the period 2019-2023.

Table 3. Taxable Value Appreciation

Area	Total Taxable Value - 2019	Total Taxable Value - Prelim 2023	% Change
Winter Park CRA: Existing	\$1,243,322,020	\$ 1,432,565,740	+15%
Expansion Area: Orlando Avenue Commercial Corridor	\$143,294,781	\$202,246,912	+41%
City of Winter Park	\$7,087,143,684	\$9,748,844,323	+38%
Orange County	\$164,593,826,105	\$233,894,393,213	+42%

Source: Orange County Property Appraiser Office, 2023; GAI/CSG, 2023.

Orlando Avenue Commercial Corridor FON Study Area

(c) Faulty lot layout in relation to size, adequacy, accessibility or usefulness



Observed

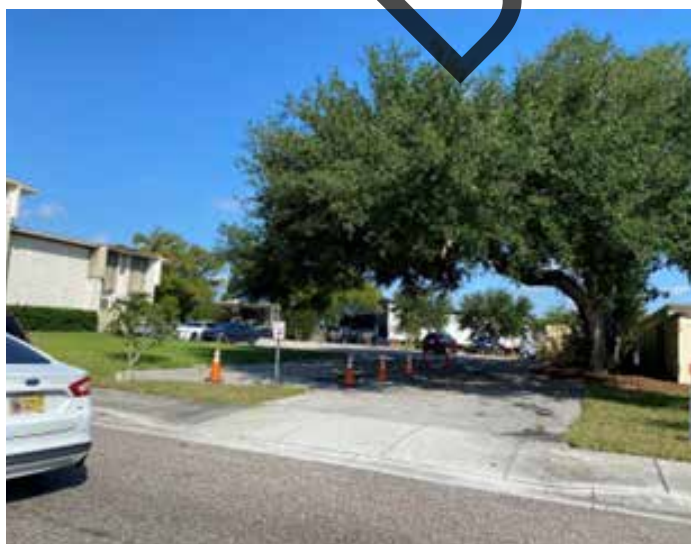
The disparate uses, and reuses, of the rail-side and adjacent parcels over decades of time have yielded, within the Orlando Avenue Commercial Corridor FON Study Area, faulty lot layouts that are inadequate for the current or future economic uses and inadequate accessibility to parcels.



Orientation to street frontage/curb cuts

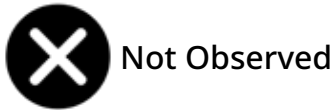


Orientation to street frontage



Inadequate site accessibility

(d) Unsanitary or unsafe conditions



(e) Deterioration of site improvements



The following examples of the deterioration of site improvements, public and private were found present within the Orlando Avenue Commercial Corridor FON Study Area.



Deterioration of site improvements & public parking

Orlando Avenue Commercial Corridor FON Study Area



Examples of deterioration of site improvements, electric switch boxes, public parking, private development and curb cuts/driveways

(f) Inadequate and outdated building density patterns



Not observed

(g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality.



Not observed

(h) Tax or special assessment delinquency exceeding the fair value of the land.



Not observed

(i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality.



Not observed

(j) Incidence of crime in the area higher than in the remainder of the county or municipality.



Not observed

(k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality.



Observed

Area	Non-Fatal Crash Count (2021)	Fatal Crash Count (2021)	Square Miles	Crashes/SqMi
Expansion Area: Orlando Avenue Commercial Corridor	109	0	0.141	773.0
City of Winter Park	1,226	3	10.359	118.6
Orange County	39,803	205	1,003.36	39.9

Source: FDOT, 5-Years Crash Rates, 2023; GAI/CSG, 2023.

The Orlando Avenue Commercial Corridor FON Study Area has a proportionally higher demand for fire and emergency services as demonstrated by FDOT crash and calls for service data. The ratio of crashes per square mile for the Orlando Avenue Commercial Corridor FON Study Area was 773 crashes per square mile, while the ratio for the City of Winter Park and Orange County was 118.6 and 39.9 crashes per square mile, respectively.

Conclusion

This FON Report assesses the presence of conditions of 'slum' and 'blight' in three (3) different commercial corridors in Winter Park, Florida. The evaluations of the three (3) Study Areas is to determine if the conditions identified qualify the areas for consideration of inclusion within the existing Winter Park CRA boundaries.

Based on the 'findings' of the Finding of Necessity evaluations, there are sufficient conditions of 'slum' and 'blight' present within the Fairbanks Avenue Corridor, Lee Road Corridor, and Orlando Avenue Commercial Corridor Study Areas, in accordance with Chapter 163.340 (7),(8), Florida Statutes, to qualify the areas for consideration of inclusion within the existing Winter Park CRA boundaries.

The information summarized in this report provides the City of Winter Park the requisite information to consider declaring the need for the rehabilitation, redevelopment, and conservation of the Study Areas in the interest of public health, safety, morals, and welfare.

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This document has been prepared by GAI Consultants, Inc. on behalf of the City of Winter Park Community Redevelopment Agency.

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APPENDIX 2 – PUBLIC ENGAGEMENT ACTIVITIES

Public Engagement

The following provides a summary of the Winter Park CRA Plan update public engagement and outreach program. This program included: (1) An interactive website that provided project specific information about upcoming meetings and also enabled visitors to take an on-line survey and leave comments on an interactive GIS map of the CRA; (2) in-person stakeholder interviews, over multiple days, with local business owners, residents and key thought-leaders; and, (3) an in-person Community Workshop

Website

An on-line mechanism (Winter Park CRA Plan update Website) was deployed to provide project specific information and updates and to enable community participation and engagement on a 24 hour and seven-day a week availability. Accessible through the City of Winter Park's website landing page, the Winter Park CRA Plan update website also enabled community engagement and participation by those residents that were unable or did not want to physically attend public events. The CRA Plan update website included an on-line survey that asked respondents what their concerns were for the CRA and what their aspirations were for the community. The website also included an interactive GIS map where visitors could view and leave comments on a map of the CRA to call-out areas of focus or to identify site-specific issues or concerns. The website has received over one hundred and fifty (153) visits during the Plan update. Items identified by visitors to the CRA Plan update website included:

- Concerns over the availability of affordable housing
- Neighborhoods being lost to gentrification
- Traffic and Safety Issues
- Local flooding issues

Stakeholder Interviews

The Winter Park CRA Plan update team facilitated two-days of stakeholder interviews with twenty-six (26) various representatives of the Winter Park CRA community. Stakeholders represented the local business community, various service agencies, residents, affordable housing providers and property owners within the CRA. As the stakeholder interviews progressed, they began to identify recurring themes, concerns and common issues regarding the Winter Park CRA. These initial recurring themes included:

- Housing
- Infrastructure
- Transportation Safety and Mobility
- Small Business and Economic Development



Community Workshop

A community workshop was held on August 7th, 2023, from 5:30 to 7:00 pm at the Winter Park Community Center. The workshop began with a presentation focusing on what a Community Redevelopment Area is, the history of the Winter Park Community Redevelopment Area, and the reasons for the CRA Plan update and the value of public engagement and this public workshop.

Public workshops accomplish several important objectives. Most notably the workshops allow residents to interface directly with the project team, sharing their experiences and observations firsthand. Additionally, public workshops can enable residents to better understand how decisions have been made regarding the activities undertaken by the Agency and how residents and workshop attendees can be active participants in developing the future vision for the Winter Park Community Redevelopment Area.



Activities

Priority Maps

Following the CRA information presentation, two activities were held at the workshop in an open-house layout. Participants were able to engage with the activities at their own pace, ask questions and have conversations between residents and the project team throughout the event.

The primary activity for the workshop was a "Priority Map." Seven large-scale maps were displayed in the venue showing the existing CRA area, each of the proposed CRA Expansion areas, and a combination of the existing and proposed areas. Workshop participants were given five blue dot stickers to place on the maps, indicating their perceived priorities. Four major categories were written on the maps:

- Multi-modal transportation improvements (sidewalks, paths, non-auto improvements)
- Infrastructure improvements (sanitary sewer, stormwater, lighting)
- Attainable housing
- Small business/entrepreneur assistance

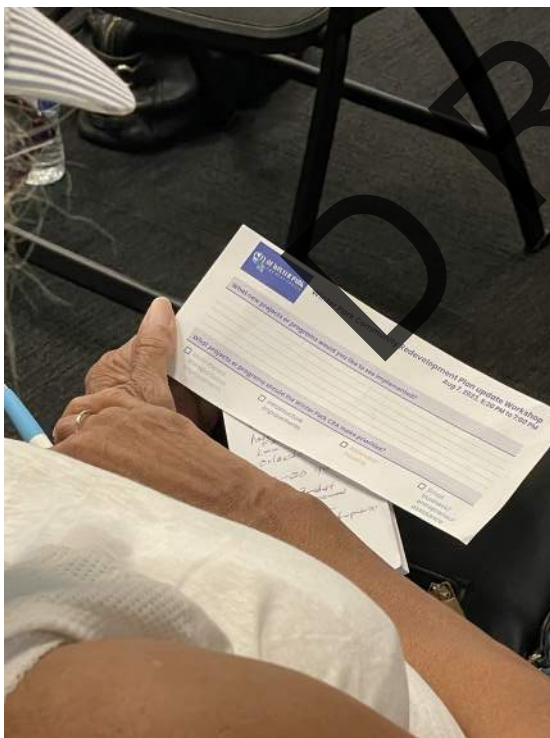


Stickers could be placed directly underneath these categories to indicate a priority. Alternatively, if a community member's priority did not fit neatly into a category, a dot sticker could be placed directly on the map with a brief written explanation.

Questionnaire

As workshop participants entered the room and signed in, they were given a brief questionnaire. The questionnaire asked, “What new projects or programs would you like to see implemented?” with an open response section and “What projects or programs should the Agency make priorities?” with the following options:

- Multi-modal transportation improvements (sidewalks, paths, non-auto improvements)
- Infrastructure improvements (sanitary sewer, stormwater, lighting)
- Attainable housing
- Small business/entrepreneur assistance



Open Discussion/Q&A

An open discussion and Q&A session followed the PowerPoint presentation. There were a few questions regarding the funding mechanisms for the CRA, to which the project team discussed the use of a Tax Increment Trust Fund and Tax Increment Financing. Conversations ensued about the operational timeframe of the Agency and how coordination with Orange County Government is needed. A thoughtful discussion regarding the differences between “affordable” and “attainable” housing was held, specifically noting the Orange County Housing for All initiative and how the Agency should support the creation additional affordable housing inventory. This discussion was integral to several community members’ priorities and helped clarify the definitions.

Following the conversation, the project team amended the “Priority Maps” to reflect “affordable housing” as opposed to “attainable housing.”

Priority Map - Existing CRA Boundary

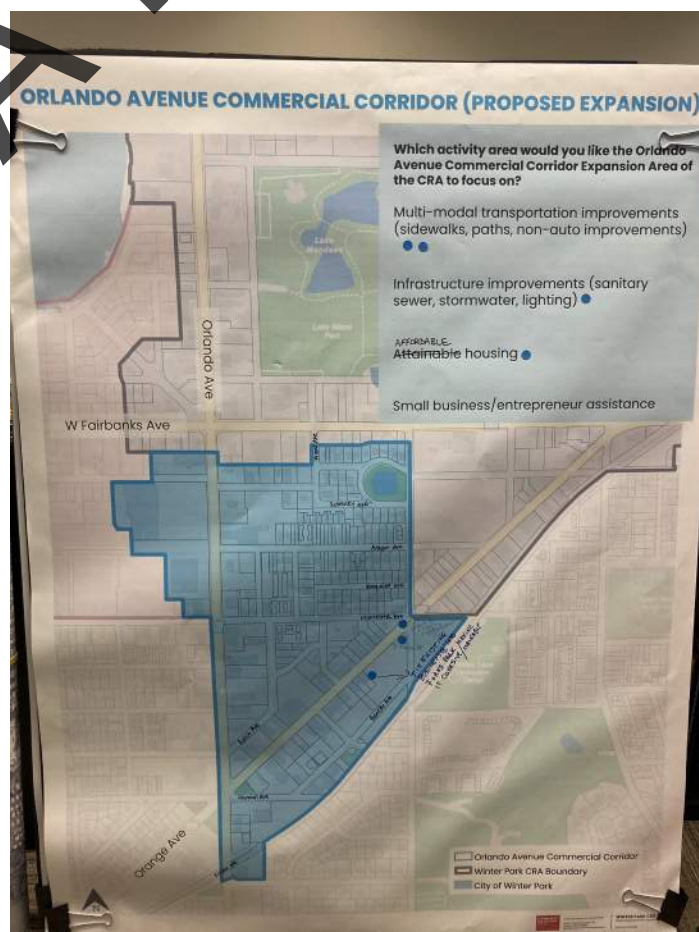
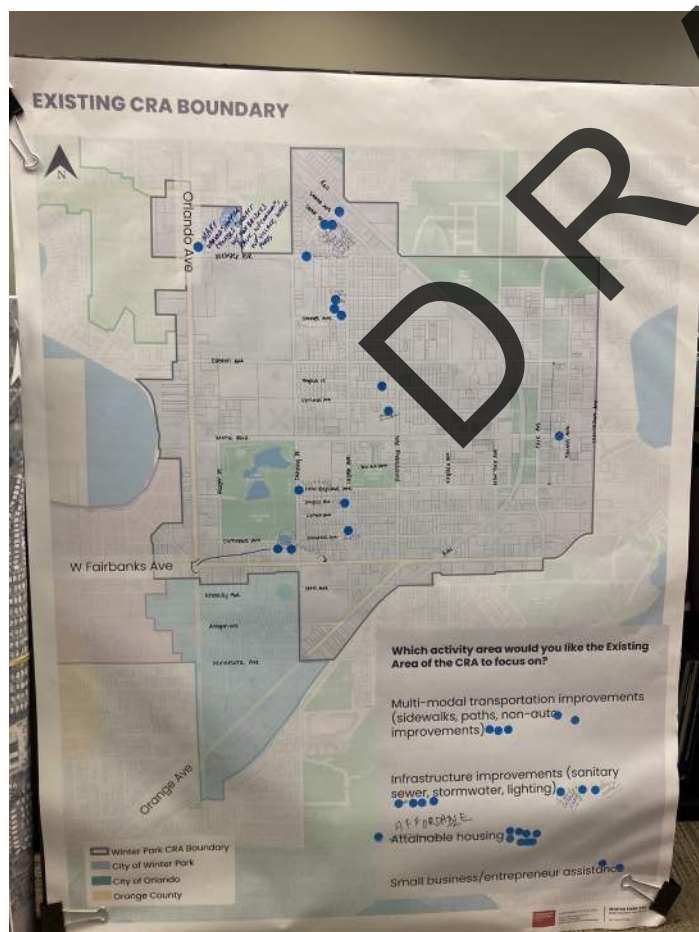
The category, "affordable housing" received the most blue dot stickers (13 dots). Multi-modal transportation improvements (10 dots) and infrastructure improvements (7 dots) were also viewed as high-priority areas. Write-in comments included increased lighting in the residential areas, beautification around Lake Rose, and additional single-family housing in parcels that are currently vacant.

The top three priorities identified were affordable housing, infrastructure improvements, and multi-modal transportation improvements. Other priorities identified included beautification and pedestrian-oriented shopping centers along Orlando Ave.

Priority Map - Orlando Avenue Corridor (Proposed CRA Expansion Area)

Multi-modal transportation improvements were highlighted as the priority (4 dots) if the Orlando Avenue Commercial Corridor expansion area were to be added to the CRA area. The write-in comments were focused on pedestrian safety and mobility. They included, requesting additional sidewalks and flashing pedestrian crossing signals across US 17-92.

The top three priorities identified were multi-modal transportation improvements (4 dots), infrastructure improvements (1 dot), and affordable housing (1 dot). Other priorities include connecting existing businesses into Seven Oaks Park to increase walkability. **The Orlando Avenue Corridor area was not added to the CRA area.**

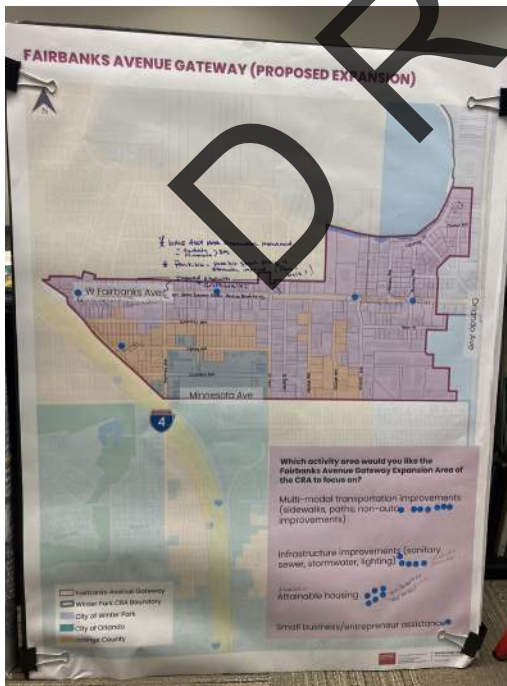


Fairbanks Avenue (Proposed CRA Expansion Area)

The Fairbanks Avenue area saw a wide distribution of prioritization. Multi-modal transportation improvements (9 dots), including traffic calming were generally popular priorities. Write-ins for both multi-modal transportation and infrastructure improvements complimented each other: Stormwater improvements increase the viability of on-street parking and can lead to a “park and walk” type of neighborhood in the area. Other write-in comments highlighted the residents’ approval of the existing zoning boundaries: notes commented to keep the residential sections residential and the keep the O-1 zoned properties O-1. West Fairbanks Avenue, in particular, was highlighted as an area to have small businesses incentivized with affordable housing surrounding the small businesses.

The top three priorities identified were multi-modal transportation improvements (9 dots), affordable housing (7 dots), and infrastructure improvements (7 dots). Other priorities included small business incentives and improved streetscapes.

The Fairbanks Avenue Corridor area was added to the CRA area.



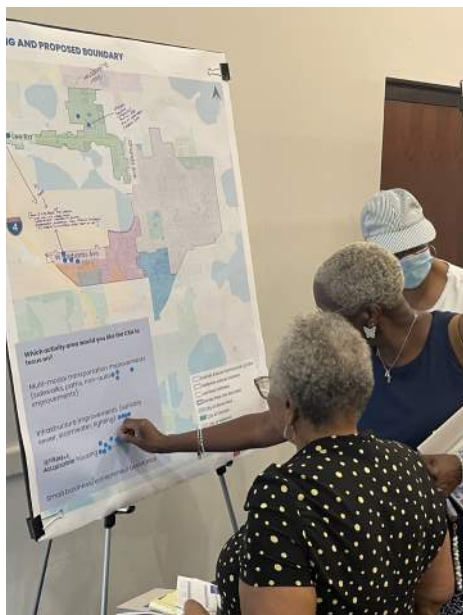
Lee Road (Proposed CRA Expansion Area)

The Lee Road responses focused heavily into housing supply. The community members’ input was advocating not only for the creation of additional affordable housing, but also for increased upkeep and renewal of the existing stock (8 dots). The proposed expansion area contains property owned by the

City of Winter Park Housing Authority used for income-based housing, with one note indicating a preference to see another Housing Authority-owned property in the southeast section of the expansion area, near the Center of Winter Park commercial area.

The top priorities identified were affordable housing (8 dots) and infrastructure improvements (4 dots). These priorities encompassed all the recommendations for this area. **The Lee Road Corridor area was not added to the CRA area.**





Combined Existing and Expanded CRA Area

This map asked the residents to consider a scenario where the CRA is expanded to include all three proposed areas. The results were evenly split between affordable housing (11 dots), infrastructure improvements (10 dots), and multi-modal

transportation improvements (9 dots). Several comments indicated the need for maintenance, both of the affordable housing stock as well as the street systems.

The top priorities identified were affordable, attainable, and market rate housing (11 dots), infrastructure (10 dots), and multi-modal transportation (9 dots). Other priorities include an I-4 to Park Ave. consistent with the charm of Winter Park, general maintenance, and traffic calming.

Questionnaire

The questionnaire functions as a supplement to the priority map activity, providing space for community members to expand on what new projects they would like to see implemented. There is also a section to identify the general priority areas for the CRA – the same categories from the priority map were utilized.

Many responses called for increased spending on affordable housing. Of these, comments were split between creating additional affordable housing and investing in refurbishing the existing stock. There were also a number of residents who identified infrastructure as high priority. While some focused on sewer and electrical infrastructure, the majority addressed the trouble with stormwater and drainage the community has been facing.

The residents hoping to see the commercial/ areas flourish specified their preference for small businesses. Incubators were a popular idea to aid small or minority-owned businesses.

Finally, there was a series of responses encouraging increasing pedestrian safety through lighting and crosswalks. Other comments requested increased parking downtown and increasing walkability within the CRA.

The general priority areas identified by workshop participants, and the relative priority amongst respondents is shown in the adjacent table. The two leading priorities for workshop participants were **Affordable/Attainable Housing** and **Infrastructure Improvements**.

Potential Priorities	Votes	Rank
Affordable/ Attainable Housing	11	1-T
Infrastructure Improvements	11	1-T
Small Business/Entrepreneur Assistance	7	2
Multi-Modal Transportation Improvements	6	3

Public Engagement Summary

The direction received through the Public Engagement activities indicated that **Affordable Housing, Infrastructure Improvements (Localized flooding, sanitary sewer connections), Small-Business support and development and Public Safety (Multi-modal transportation improvements and lighting)** are the community's priorities within the Winter Park Community Redevelopment Area.

APPENDIX 3 - TAX INCREMENT PROJECTIONS

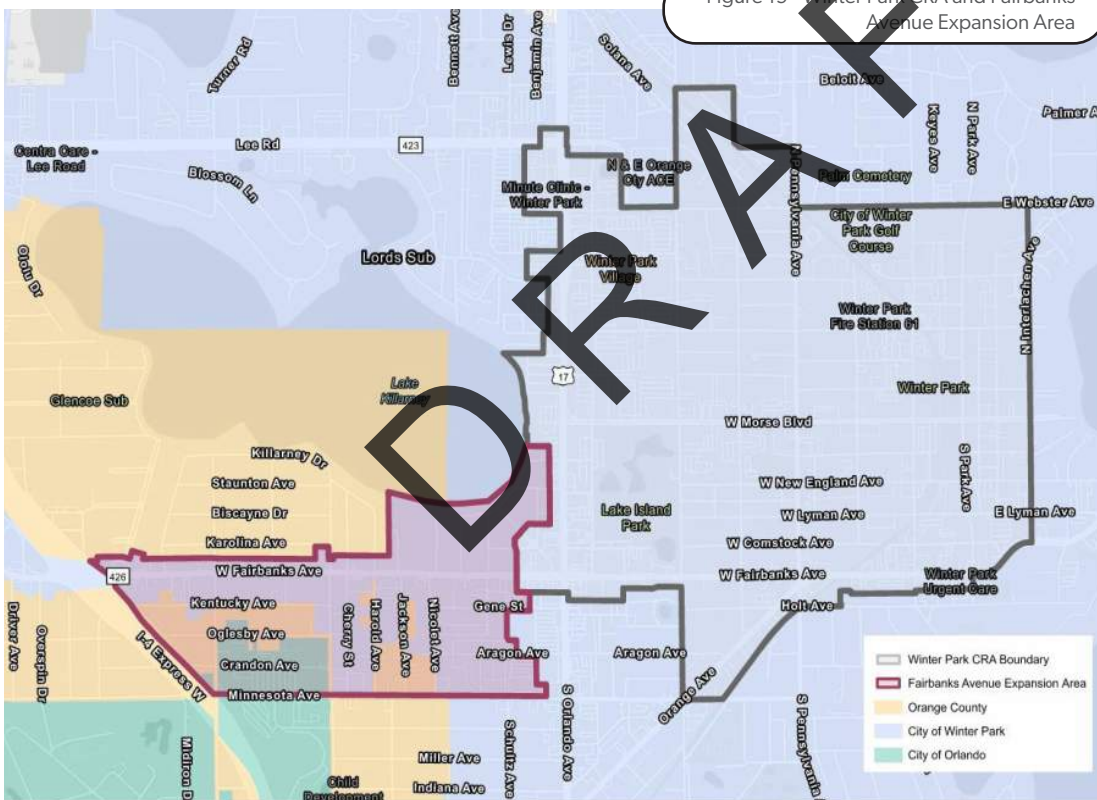
Tax Increment Projections

GAI Consultants, Inc. ("GAI") was retained by the City of Winter Park ("Client" or "City") to provide a tax increment analysis of the potential Fairbanks Avenue Expansion Area ("Expansion Area"), as well as the existing Winter Park Community Redevelopment Area ("Winter Park CRA"), over a 10-year period beyond the current sunset date, 2028 through 2037 ("projection period"). The Expansion Area comprises 142.3 acres within the City of Winter Park. The figure below illustrates the potential Expansion Area relative to the existing Winter Park CRA.

Tax Increment Financing Overview

The Community Redevelopment Act authorizes a county or municipality to create a community redevelopment agency as a means of redeveloping areas experiencing slum and blighted conditions. Community redevelopment agencies administer programs and activities which implement goals as defined within an adopted community redevelopment plan. These programs and activities are primarily funded by tax increment financing ("TIF") revenue, which is used to leverage public funds to promote redevelopment activities within community redevelopment areas.

Figure 19 - Winter Park CRA and Fairbanks Avenue Expansion Area



TIF revenues are generated from increases in property values above their value at the time the community redevelopment agency was created. TIF revenues accrue into a Redevelopment Trust Fund which is created for that express purpose. The ordinance creating the Redevelopment Trust Fund specifies the base valuation of all property located within the boundaries of the community redevelopment area. Thereafter, 95% of taxes assessed by qualified taxing authorities on increases in the value of all property contained in the community redevelopment area accrue into the Redevelopment Trust Fund.

The tax increment projections provided within the subsequent pages present a general range and scope of the potential tax increment revenue that might be generated by the Expansion Area in addition to the existing Winter Park CRA. The following memo outlines GAI's major assumptions and summary projections of the analysis.

The Winter Park CRA (CRA I) was established in 1994 and has a base year value of \$194,097,285. In 1999, the Winter Park CRA was expanded (CRA II), the expansion area has a base year value of \$69,094,520. The Winter Park CRA (CRA I and CRA II) had a total taxable value of nearly \$1.43 billion in 2023, with approximately \$8,858,000 realized as TIF revenues to the Redevelopment Trust Fund. Over the past 10-year period from 2014 to 2023, CRA I and CRA II combined collected approximately \$50,455,500 in TIF revenues. In 2024, the initial year of projections, the Winter Park CRA (CRA I and CRA II) is estimated to have a total taxable value of nearly \$1.51 billion which equates to about \$9,401,100 realized as TIF revenues. With the addition of the Expansion Area, the total taxable value of the Winter Park CRA could increase by \$264,710,100, resulting in TIF revenues increasing by \$144,200. From 2024 through the current sunset date in 2027, the existing Winter Park CRA (CRA I and CRA II) is projected to generate approximately \$41,115,500 in TIF revenues and the Expansion Area is projected to generate \$881,100 in TIF revenues—combined equating to \$41,996,600 in TIF revenues through 2027.

The existing Winter Park CRA (CRA I and CRA II) with the addition of the Expansion Area is projected to experience a compound annual growth rate ("CAGR") of 4.1% in total taxable value through the projection period, 2028 to 2037; and collect between an estimated \$146,369,900 and \$177,692,100 in TIF revenue during this same period. This rate of annual growth is consistent with what the CRA has historically been realizing in TIF revenue growth since its adoption.

To note, the current operational term of the Winter Park Community Redevelopment Agency ("Agency") began in 1994 and the Agency is due to "sunset" in 2027. Therefore, the projection years following 2027 are provided for reference in a future evaluation of extending the Agency's sunset date.

Major Assumptions

This tax increment analysis reflects a projected level of property values and the manner in which these property values are taxed, evaluated, and collected throughout the CRA's existence. A reasonable and diligent effort has been made to confirm all assumptions.

In the course of estimating TIF revenues, data provided by the Florida Department of Revenue ("FDOR"), Orange County Property Appraiser, and City of Winter Park was considered. The projections reflect levels of tax increment that could be achieved based on expected development and redevelopment which may occur within the existing Winter Park CRA (CRA I and CRA II), as well as the Expansion Area throughout the projection period. The following major assumptions were utilized within the projections:

- Average annual increase (appreciation) of existing and new taxable value includes value from residential and commercial development and redevelopment within the redevelopment area(s), as well as an annual inflation rate of 2%.
- Assumes full build-out of new development within 10 years and redevelopment construction within 15 years. New development includes converting tax-exempt properties to taxable and development on existing undeveloped properties.
- The Winter Park CRA (CRA I) was established in 1994, with a base year value of \$194,097,285. In 1999, the Winter Park CRA was expanded to include the U.S. Highway 17-92 corridor (CRA II), CRA II has a base year value of \$69,094,520.
- The Expansion Area assumes a 2023 base year with a value of \$247,392,628.
- Ad valorem tax millage rates utilized were 4.4347 for Orange County and 4.3302 for the City, assuming a 95% participation rate. The millage rates are reflective of the final 2023 millage rates for both the County and the City.
- The Annual TIF Revenues are provided in three scenarios, high-moderate-low ("H-M-L"). This model provides a range of potential taxable value and annual TIF collections for the existing Winter Park CRA (CRA I and CRA II) as well as the Expansion Area.

- The moderate projection scenario is considered the most likely for any given year over the projection period, whereas the low and high projection scenarios present a range of possible outcomes.
- The TIF revenue projections reflect a 10-year projection period beyond the current 2027 sunset date, from 2028 through 2037.
- The projections recognize the TIF rebate, as described below, that are returned to the County each year as indicated in the interlocal agreement between the City and the County:

"The City hereby agrees to rebate back to Orange County each year the following portions of the amount deposited by Orange County in the Community Redevelopment Trust Fund established by the City, pursuant to Section 163.387, Florida Statutes, for the particular year:

Thirty percent (30%) of the amount in excess of \$2,000,000.00 but less than or equal to \$3,000,000.00 plus (b) Fifty percent (50%) of the amount in excess of \$3,000,000.00"

The potential development and redevelopment opportunities for both commercial and residential markets within the Winter Park CRA (CRA I and CRA II) and the Expansion Area are based on existing land use data, as well as an Investment and Redevelopment Opportunity Index ("ROI") model, see below.

In addition, the projections take into consideration the likely components of change in total taxable value from the current taxable value given the composition of properties within the existing Winter Park CRA (CRA I and CRA II) and the Expansion Area. Projected future taxable value is anticipated to be a function of (1) growth in market values of existing improved properties over time (e.g., inflationary growth); (2) redevelopment of some portion of existing improved properties; (3) development of available vacant land area; and (4) additional growth in market value on newly developed or redeveloped properties over time. These causes of change are reflected in the table below.

	Winter Park CRA (CRA I and CRA II)	Fairbanks Avenue Expansion Area
FY 2023 Taxable Value	\$1,428,493,300	\$247,392,600
Causes of Change		
Base Inflation Growth	\$494,069,500	\$85,564,400
Residential Development & Redevelopment	\$136,938,800	\$14,599,700
Commercial Development & Redevelopment	\$547,123,000	\$39,964,500
New Development Inflation Growth	\$366,469,700	\$23,831,500
Other	(163,536,700)	(8,434,500)
Subtotal Change	\$1,381,064,300	\$155,525,600
FY 2037 Taxable Value	\$2,809,557,600	\$402,918,200

Investment and Redevelopment Opportunity Index

The ROI included in this analysis has been developed using weighted values that can identify potential investment and redevelopment properties located within a specific area. For the purpose of this analysis, investment and redevelopment opportunities were examined for the entire Winter Park CRA (CRA I and CRA II) and the Expansion Area.

The ROI model defines investment opportunities as current for-sale commercial properties or available vacant land, whereas the ROI model defines redevelopment opportunities as select properties—including commercial, residential, and industrial/flex—based on Department of Revenue (DOR) property use codes, with an opportunity index score greater than 80. These redevelopment opportunities generally represent developed properties that may be in active use and are, in most cases, not currently on the market for sale. While many legal, physical, and economic factors ultimately play a role in the viability of redeveloping properties, the general factors used in the ROI model include the following:

- Property Utilization in terms of Floor Area Ratio ("FAR").
- Age of the Improvements.
- Relationship between Land and Improvement Value.
- Total Market Value, including Land and Improvements per square foot of property.
- Size of the Parcels.

Each of these factors for these properties are weighted to provide a measure between 0 and 100. Values closer to 100 reflect factors in favor of redevelopment, and values closer to 0 reflect less favorable indicators for redevelopment. For this analysis, properties scoring 80 or above are considered significant redevelopment targets. The potential taxable value of these redevelopment targets is then estimated and applied to the TIF revenue projection model(s) utilizing the taxable value per square foot of existing properties recently built within the Winter Park CRA delineated by property use. It is important to note, the ROI Model does not consider any other legal, physical, or economic factors that may influence development opportunity.

Review of Millage Rates

Although the millage rate in the City increased in 2023, millage rates within both the County and the City have otherwise remained consistent over the last 10-years, as illustrated in the following table. In an effort to remain conservative, the tax increment projections apply the 2023 final property millage rates for both the County and the City as a constant 4.4347 and 4.3302 per \$1,000 of taxable real property value, respectively, throughout the projection period. Although it is likely the millage rates may vary marginally during the projection period, the moderate projection scenario remains the most likely and reasonable estimate of TIF revenues anticipated to be generated by the Winter Park CRA and Expansion Area through 2037.

	2014	2015	2016	2017	2018
County	4.4347	4.4347	4.4347	4.4347	4.4347
City	4.0923	4.0923	4.0923	4.0923	4.0923
	2019	2020	2021	2022	2023
County	4.4347	4.4347	4.4347	4.4347	4.4347
City	4.0923	4.0923	4.0923	4.0923	4.3302

Tax Increment Projections

Based on prior rates of growth and change in market driven opportunities throughout the Winter Park CRA and Expansion Area, the projection model takes a conservative approach in providing a H-M-L scenario for tax increment generated through 2037. While the moderate projection is considered the most likely scenario for any given year, the low and high projection scenarios present a range of possible outcomes for the same period. Conditions assumed to create each path of the low and high projection scenarios are not mutually exclusive and do not indicate an either/or path of potential TIF revenue projections through 2037.

- The *moderate scenario* assumes a continuation of historical inflationary growth plus development of vacant land and redevelopment of existing improved properties. Any general disruption of economic activity is considered short-lived and has a minimal impact on the region or the commercial and residential development sector in general.
- The *low scenario* considers a high possibility of a general U.S. economic recession occurring within the initial years of the projection period as a result of the current economic disruptions followed by long-term, slower market performance as a result of relative commercial and residential development market maturity. The low scenario assumes that the Winter Park CRA and Expansion Area will be unable to maintain historical growth rates and should be viewed as a worst-case scenario.

- The *high scenario* is the most synergistic of the three scenarios and incorporates the optimal general economic conditions and continued robust market performance. This scenario assumes no disruption of general economic activity in the near-term or an historically short and very shallow U.S. recession followed by relatively robust growth. The high scenario also assumes an improved capture of commercial and residential development within the Winter Park CRA and Expansion Area compared with other areas of the City and County.

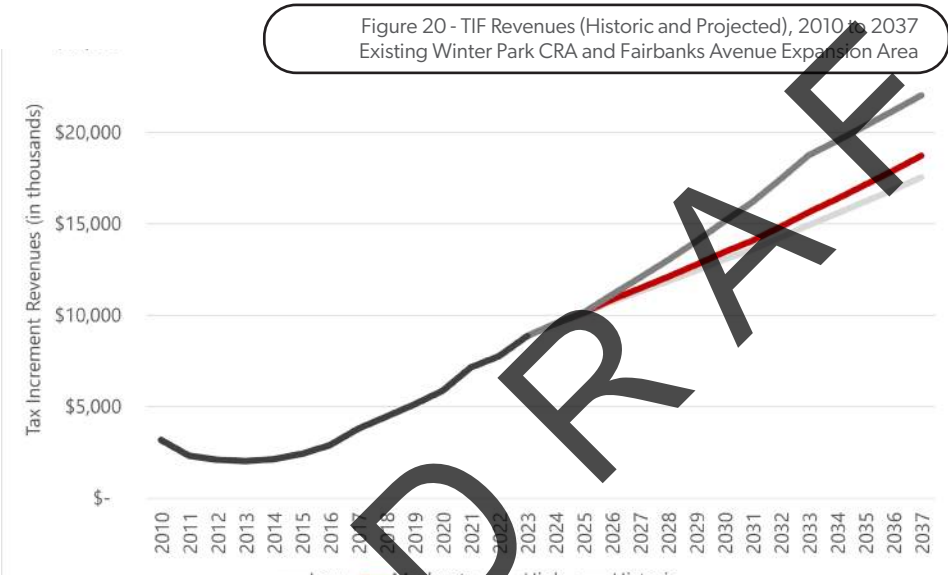
The projection model predicts that the taxable value for current improved land, existing vacant land, and new development within the existing Winter Park CRA (CRA I and CRA II) and Expansion Area will generate a combined tax increment between \$41,666,600 and \$42,841,300 through the current Agency’s sunset date. In addition, the combined existing Winter Park CRA and Expansion Area have the potential to generate, in total, as much as \$146,369,900 to \$177,692,100 in additional receipts throughout the 10-year projection period, 2028 to 2037, experiencing an annualized average increment roughly between \$14,636,990 and \$17,769,210. The table below details this summary and illustrates how the Expansion Area may impact the existing Winter Park CRA (CRA I and CRA II) throughout the projection period.

10-Year Tax Increment Projections

	Low	Moderate	High
Existing Winter Park CRA	\$138,188,800	\$144,453,600	\$167,677,000
Fairbanks Avenue Expansion Area	\$8,181,100	\$8,576,700	\$10,015,100
Combined Total	\$146,369,900	\$153,030,300	\$177,692,100

Source: FDOR; Orange Coutny Property Appraiser; City of Winter Park; GAI Consultants. Note: “Existing Winter Park CRA” refers to CRA I and CRA II combined. “Combined Total” includes the Existing Winter Park CRA and the Fairbanks Avenue Expansion Area. 10-year Increment Projections reflect the projection period beyond the current Agency’s current 2027 sunset date, 2028-2037.

Over the full projection period, 2028 through 2037, the projection model reflects CAGRs in TIF revenues between 4.0% and 5.4% for the combined existing Winter Park CRA (CRA I and CRA II) and the Expansion Area. These rates of growth are comparable to the TIF revenue growth rates previously achieved within the existing Winter Park CRA (CRA I and CRA II) since 2001. Historic TIF revenues as well as the H-M-L projected TIF revenues for the existing Winter Park CRA (CRA I and CRA II) and the Expansion Area from 2010 to 2037 are illustrated in figure on the following page.



Source: FDOR; Orange Coutny Property Appraiser; City of Winter Park; GAI Consultants. Note: “Existing Winter Park CRA” refers to CRA I and CRA II combined. Totals may not add due to rounding. The years following sunset are provided for reference in a future evaluation of extending the Agency’s current sunset date, 2027.

The following tables illustrate the H-M-L projection scenarios for total taxable value, total tax increment, the County and City’s contribution to the Trust Fund, and the total TIF revenues for the existing Winter Park CRA (CRA I and CRA II), as well as the potential Expansion Area through the full planning period, 2024 to 2037.

Table 4 - Summary of TIF Revenue Projections, Existing Winter Park CRA, Low Scenario

FY	Total Taxable Value	Base Year Value ⁽¹⁾	Tax Increment	County Contribution at 95% ^(2,3)	City Contribution at 95% ⁽²⁾	Total Annual TIF Revenues	Rebate (Returned to the County)
2024	\$ 1,508,399,800	\$ 263,191,805	\$ 1,245,208,000	\$ 4,278,700	\$ 5,122,400	\$ 9,401,100	\$ 967,300
2025	1,591,191,300	263,191,805	1,327,999,500	4,485,500	5,435,700	9,921,100	1,109,300
2026	1,676,979,800	263,191,805	1,413,788,000	4,743,300	5,757,900	10,501,200	1,212,900
2027	1,765,885,700	263,191,805	1,502,693,900	4,880,800	6,089,300	10,970,200	1,450,000
Agency's Sunset Date (2027) sub-total			\$ 5,489,689,400	\$ 18,388,300	\$ 22,405,300	\$ 40,793,600	\$ 4,739,500
2028	1,858,034,400	263,191,805	1,594,842,600	5,022,700	6,430,500	11,453,100	1,696,300
2029	1,953,556,600	263,191,805	1,690,364,800	5,169,100	6,781,500	11,950,600	1,952,300
2030	2,052,588,700	263,191,805	1,789,396,900	5,320,200	7,142,900	12,463,100	2,218,500
2031	2,155,272,900	263,191,805	1,892,081,100	5,393,000	7,515,000	12,908,100	2,578,300
2032	2,261,757,500	263,191,805	1,998,565,700	5,581,500	7,898,300	13,479,900	2,838,400
2033	2,372,197,000	263,191,805	2,109,005,200	5,776,100	8,293,100	14,069,200	3,109,100
2034	2,475,701,900	263,191,805	2,212,510,100	5,954,500	8,656,600	14,611,100	3,366,700
2035	2,582,993,900	263,191,805	2,319,802,100	6,138,600	9,031,000	15,169,700	3,634,600
2036	2,694,225,900	263,191,805	2,431,034,100	6,328,600	9,416,700	15,745,300	3,913,300
2037	2,809,557,600	263,191,805	2,546,365,800	6,524,600	9,814,200	16,338,700	4,203,100
10-Year Total⁽⁴⁾			\$ 20,583,968,400	\$ 57,208,900	\$ 80,979,600	\$ 138,188,800	\$ 29,510,600

Sources: FDOR; Orange County Property Appraiser; City of Winter Park; GAI Consultants. Notes: "Existing Winter Park CRA" refers to CRA I and CRA II combined. Totals may not add due to rounding. (1) Assumes 1994 base year of \$194,097,285 and 1999 base year of \$69,094,520. (2) Applies millage rate of 4.4347 for the County and 4.3302 for the City. (3) Reflects County Contribution at 95% after the interlocal agreement rebate, shown in the table as "Rebate (Returned to the County)", is applied. (4) The years following sunset are provided for reference in a future evaluation of extending the Agency's current sunset date, 2027; therefore, the 10-Year Total reflects the projection period from 2028 to 2037.

Table 5 - Summary of TIF Revenue Projections, Existing Winter Park CRA, Moderate Scenario

FY	Total Taxable Value	Base Year Value ⁽¹⁾	Tax Increment	County Contribution at 95% ^(2,3)	City Contribution at 95% ⁽²⁾	Total Annual TIF Revenues	Rebate (Returned to the County)
2024	\$ 1,508,399,800	\$ 263,191,805	\$ 1,245,208,000	\$ 4,278,700	\$ 5,122,400	\$ 9,401,100	\$ 967,300
2025	1,591,191,300	263,191,805	1,327,999,500	4,508,000	5,463,000	9,971,000	1,086,800
2026	1,676,979,800	263,191,805	1,413,788,000	4,791,100	5,815,900	10,607,000	1,165,100
2027	1,765,885,700	263,191,805	1,502,693,900	4,954,800	6,181,600	11,136,400	1,376,000
Agency's Sunset Date (2027) sub-total			\$ 5,489,689,400	\$ 18,532,600	\$ 22,582,900	\$ 41,115,500	\$ 4,595,200
2028	1,858,034,400	263,191,805	1,594,842,600	5,124,400	6,560,700	11,685,100	1,594,600
2029	1,953,556,600	263,191,805	1,690,364,800	5,300,300	6,953,600	12,253,900	1,821,100
2030	2,052,588,700	263,191,805	1,789,396,900	5,482,600	7,361,000	12,843,600	2,056,100
2031	2,155,272,900	263,191,805	1,892,081,100	5,585,600	7,783,400	13,369,100	2,385,700
2032	2,261,757,500	263,191,805	1,998,565,700	5,809,900	8,221,500	14,031,400	2,610,000
2033	2,372,197,000	263,191,805	2,109,005,200	6,042,600	8,675,800	14,718,400	2,842,600
2034	2,475,701,900	263,191,805	2,212,510,100	6,260,600	9,101,600	15,362,200	3,060,600
2035	2,582,993,900	263,191,805	2,319,802,100	6,486,600	9,542,900	16,029,600	3,286,600
2036	2,694,225,900	263,191,805	2,431,034,100	6,720,900	10,000,500	16,721,500	3,521,000
2037	2,809,557,600	263,191,805	2,546,365,800	6,963,900	10,475,000	17,438,800	3,763,800
10-Year Total⁽⁴⁾			\$ 20,583,968,400	\$ 59,777,400	\$ 84,676,000	\$ 144,453,600	\$ 26,942,100

Sources: FDOR; Orange County Property Appraiser; City of Winter Park; GAI Consultants. Notes: "Existing Winter Park CRA" refers to CRA I and CRA II combined. Totals may not add due to rounding. (1) Assumes 1994 base year of \$194,097,285 and 1999 base year of \$69,094,520. (2) Applies millage rate of 4.4347 for the County and 4.3302 for the City. (3) Reflects County Contribution at 95% after the interlocal agreement rebate, shown in the table as "Rebate (Returned to the County)", is applied. (4) The years following sunset are provided for reference in a future evaluation of extending the Agency's current sunset date, 2027; therefore, the 10-Year Total reflects the projection period from 2028 to 2037.

Table 6 - Summary of TIF Revenue Projections, Existing Winter Park CRA, High Scenario

FY	Total Taxable Value	Base Year Value ⁽¹⁾	Tax Increment	County Contribution at 95% ^(2,3)	City Contribution at 95% ⁽²⁾	Total Annual TIF Revenues	Rebate (Returned to the County)
2024	\$ 1,508,399,800	\$ 263,191,805	\$ 1,245,208,000	\$ 4,278,700	\$ 5,122,400	\$ 9,401,100	\$ 967,300
2025	1,591,191,300	263,191,805	1,327,999,500	4,485,500	5,435,700	9,971,000	1,109,300
2026	1,676,979,800	263,191,805	1,413,788,000	4,861,900	5,901,800	10,872,200	1,094,300
2027	1,765,885,700	263,191,805	1,502,693,900	5,124,800	6,393,800	11,693,200	1,206,000
Agency's Sunset Date (2027) sub-total			\$ 5,489,689,400	\$ 18,750,900	\$ 22,853,700	\$ 41,937,500	\$ 4,376,900
2028	1,858,034,400	263,191,805	1,594,842,600	5,399,400	6,912,800	12,561,500	1,319,600
2029	1,953,556,600	263,191,805	1,690,364,800	5,686,000	7,459,700	13,479,300	1,435,400
2030	2,052,588,700	263,191,805	1,789,396,900	5,985,200	8,035,800	14,449,100	1,553,500
2031	2,155,272,900	263,191,805	1,892,081,100	6,202,000	8,642,300	15,374,500	1,769,300
2032	2,261,757,500	263,191,805	1,998,565,700	6,558,300	9,280,500	16,486,900	1,861,600
2033	2,372,197,000	263,191,805	2,109,005,200	6,931,300	9,951,700	17,688,000	1,953,900
2034	2,475,701,900	263,191,805	2,212,510,100	7,109,700	10,336,000	18,342,500	2,211,500
2035	2,582,993,900	263,191,805	2,319,802,100	7,292,800	10,729,100	19,043,600	2,480,400
2036	2,694,225,900	263,191,805	2,431,034,100	7,481,000	11,121,400	19,766,300	2,760,900
2037	2,809,557,600	263,191,805	2,546,365,800	7,674,100	11,543,300	20,511,200	3,053,600
10-Year Total⁽⁴⁾			\$ 20,583,968,400	\$ 66,319,800	\$ 94,022,600	\$ 167,677,000	\$ 20,399,700

Sources: FDOR; Orange County Property Appraiser; City of Winter Park; GAI Consultants. Notes: "Existing Winter Park CRA" refers to CRA I and CRA II combined. Totals may not add due to rounding. (1) Assumes 1994 base year of \$194,091,240 and 1999 base year of \$69,094,520. (2) Applies millage rate of 4.4347 for the County and 4.3302 for the City. (3) Reflects County Contribution at 95% after the interlocal agreement rebate, shown in the table as "Rebate (Returned to the County)", is applied. (4) The years following sunset are provided for reference in a future evaluation of extending the Agency's current sunset date, 2027; therefore, the 10-Year Total reflects the projection period from 2028 to 2037.

Table 7 - Summary of TIF Revenue Projections, Fairbanks Avenue Expansion Area, Low Scenario

FY	Total Taxable Value	Base Year Value ⁽¹⁾	Tax Increment	County Contribution at 95% ^(2,3)	City Contribution at 95% ⁽²⁾	Total Annual TIF Revenues	Rebate (Returned to the County)
2024	\$ 264,710,112	\$ 247,392,628	\$ 17,317,900	\$ 73,000	\$ 71,200	\$ 144,200	\$ -
2025	266,676,000	247,392,628	19,191,400	80,900	78,900	159,800	-
2026	276,785,300	247,392,628	29,099,300	122,600	119,700	242,300	-
2027	287,220,800	247,392,628	39,235,400	165,300	161,400	326,700	-
Agency's Sunset Date (2027) sub-total			\$ 104,844,000	\$ 441,800	\$ 431,200	\$ 873,000	\$ -
2028	297,994,800	247,392,628	49,587,700	208,900	204,000	412,900	-
2029	309,119,500	247,392,628	60,204,200	253,600	247,700	501,300	-
2030	320,608,300	247,392,628	71,036,900	299,300	292,200	591,500	-
2031	332,474,800	247,392,628	82,145,800	346,100	337,900	684,000	-
2032	344,733,200	247,392,628	93,506,900	393,900	384,700	778,600	-
2033	357,398,500	247,392,628	105,156,300	443,000	432,600	875,600	-
2034	368,259,200	247,392,628	114,956,100	484,300	472,900	957,200	-
2035	379,457,900	247,392,628	124,984,200	526,600	514,100	1,040,700	-
2036	391,006,600	247,392,628	135,228,400	569,700	556,300	1,126,000	-
2037	402,918,200	247,392,628	145,712,800	613,900	599,400	1,213,300	-
10-Year Total⁽⁴⁾			\$ 982,519,300	\$ 4,139,300	\$ 4,041,800	\$ 8,181,100	\$ -

Sources: FDOR; Orange County Property Appraiser; City of Winter Park; GAI Consultants. Notes: Totals may not add due to rounding. (1) Assumes 2023 base year of \$247,392,628. (2) Applies millage rate of 4.4347 for the County and 4.3302 for the City. (3) Reflects County Contribution at 95% after the interlocal agreement rebate, shown in the table as "Rebate (Returned to the County)", is applied. (4) The years following sunset are provided for reference in a future evaluation of extending the Agency's current sunset date, 2027; therefore, the 10-Year Total reflects the projection period from 2028 to 2037.

Table 8 - Summary of TIF Revenue Projections, Fairbanks Avenue Expansion Area, Moderate Scenario

FY	Total Taxable Value	Base Year Value ⁽¹⁾	Tax Increment	County Contribution at 95% ^(2,3)	City Contribution at 95% ⁽²⁾	Total Annual TIF Revenues	Rebate (Returned to the County)
2024	\$ 1,508,399,800	\$ 263,191,805	\$ 1,245,208,000	\$ 4,278,700	\$ 5,122,400	\$ 9,401,100	\$ 967,300
2025	1,591,191,300	263,191,805	1,327,999,500	4,485,500	5,435,700	9,921,100	1,109,300
2026	1,676,979,800	263,191,805	1,413,788,000	4,743,300	5,757,900	10,501,200	1,212,900
2027	1,765,885,700	263,191,805	1,502,693,900	4,880,800	6,089,300	10,970,200	1,450,000
Agency's Sunset Date (2027) sub-total			\$ 5,489,689,400	\$ 18,388,300	\$ 22,405,300	\$ 40,793,600	\$ 4,739,500
2028	1,858,034,400	263,191,805	1,594,842,600	5,022,700	6,430,500	11,453,100	1,696,300
2029	1,953,556,600	263,191,805	1,690,364,800	5,169,100	6,781,500	11,950,600	1,952,300
2030	2,052,588,700	263,191,805	1,789,396,900	5,320,200	7,142,900	12,463,100	2,218,500
2031	2,155,272,900	263,191,805	1,892,081,100	5,393,000	7,515,000	12,908,100	2,578,300
2032	2,261,757,500	263,191,805	1,998,565,700	5,581,500	7,898,300	13,479,900	2,838,400
2033	2,372,197,000	263,191,805	2,109,005,200	5,776,100	8,293,100	14,069,200	3,109,100
2034	2,475,701,900	263,191,805	2,212,510,100	5,954,500	8,656,600	14,611,100	3,366,700
2035	2,582,993,900	263,191,805	2,319,802,100	6,138,600	9,031,000	15,169,700	3,634,600
2036	2,694,225,900	263,191,805	2,431,034,100	6,328,600	9,416,700	15,745,300	3,913,300
2037	2,809,557,600	263,191,805	2,546,365,800	6,524,600	9,814,200	16,338,700	4,203,100
10-Year Total⁽⁴⁾			\$ 20,583,968,400	\$ 57,208,900	\$ 80,979,600	\$ 138,188,800	\$ 29,510,600

Sources: FDOR; Orange County Property Appraiser; City of Winter Park; GAI Consultants. Notes: "Existing Winter Park CRA" refers to CRA I and CRA II combined. Totals may not add due to rounding. (1) Assumes 1994 base year of \$194,097,285 and 1999 base year of \$69,094,520. (2) Applies millage rate of 4.4347 for the County and 4.3302 for the City. (3) Reflects County Contribution at 95% after the interlocal agreement rebate, shown in the table as "Rebate (Returned to the County)", is applied. (4) The years following sunset are provided for reference in a future evaluation of extending the Agency's current sunset date, 2027; therefore, the 10-Year Total reflects the projection period from 2028 to 2037.

Table 9 - Summary of TIF Revenue Projections, Fairbanks Avenue Expansion Area, High Scenario

FY	Total Taxable Value	Base Year Value ⁽¹⁾	Tax Increment	County Contribution at 95% ^(2,3)	City Contribution at 95% ⁽²⁾	Total Annual TIF Revenues	Rebate (Returned to the County)
2024	\$ 1,508,399,800	\$ 263,191,805	\$ 1,245,208,000	\$ 4,278,700	\$ 5,122,400	\$ 9,401,100	\$ 967,300
2025	1,591,191,300	263,191,805	1,327,999,500	4,508,000	5,463,000	9,971,000	1,086,800
2026	1,676,979,800	263,191,805	1,413,788,000	4,791,100	5,815,900	10,607,000	1,165,100
2027	1,765,885,700	263,191,805	1,502,693,900	4,954,800	6,181,600	11,136,400	1,376,000
Agency's Sunset Date (2027) sub-total			\$ 5,489,689,400	\$ 18,532,600	\$ 22,582,900	\$ 41,115,500	\$ 4,595,200
2028	1,858,034,400	263,191,805	1,594,842,600	5,124,400	6,560,700	11,685,100	1,594,600
2029	1,953,556,600	263,191,805	1,690,364,800	5,300,300	6,953,600	12,253,900	1,821,100
2030	2,052,588,700	263,191,805	1,789,396,900	5,482,600	7,361,000	12,843,600	2,056,100
2031	2,155,272,900	263,191,805	1,892,081,100	5,585,600	7,783,400	13,369,100	2,385,700
2032	2,261,757,500	263,191,805	1,998,565,700	5,809,900	8,221,500	14,031,400	2,610,000
2033	2,372,197,000	263,191,805	2,109,005,200	6,042,600	8,675,800	14,718,400	2,842,600
2034	2,475,701,900	263,191,805	2,212,510,100	6,260,600	9,101,600	15,362,200	3,060,600
2035	2,582,993,900	263,191,805	2,319,802,100	6,486,600	9,542,900	16,029,600	3,286,600
2036	2,694,225,900	263,191,805	2,431,034,100	6,720,900	10,000,500	16,721,500	3,521,000
2037	2,809,557,600	263,191,805	2,546,365,800	6,963,900	10,475,000	17,438,800	3,763,800
10-Year Total⁽⁴⁾			\$ 20,583,968,400	\$ 59,777,400	\$ 84,676,000	\$ 144,453,600	\$ 26,942,100

Sources: FDOR; Orange County Property Appraiser; City of Winter Park; GAI Consultants. Notes: "Existing Winter Park CRA" refers to CRA I and CRA II combined. Totals may not add due to rounding. (1) Assumes 1994 base year of \$194,097,285 and 1999 base year of \$69,094,520. (2) Applies millage rate of 4.4347 for the County and 4.3302 for the City. (3) Reflects County Contribution at 95% after the interlocal agreement rebate, shown in the table as "Rebate (Returned to the County)", is applied. (4) The years following sunset are provided for reference in a future evaluation of extending the Agency's current sunset date, 2027; therefore, the 10-Year Total reflects the projection period from 2028 to 2037.

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Consultants, Inc. on behalf of the City of Winter Park
Community Redevelopment Agency.



Community Redevelopment Advisory Board

agenda item

item type

Action Items

meeting date

February 22, 2024

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

MLK Playground Scope of Services

motion | recommendation

Approve the scope as presented

background

At the August 23, 2023 CRA Agency meeting, staff presented a schematic design for the playground concept for MLK park. Prior to that meeting, staff had spent several months hosting, guiding, and listening to community feedback regarding what should be included in a concept for the playground, leading to a design created by the city's consultant, Dix-Hite. The intent of the design was to keep with the desire of residents valuing the legacy of the area, while also accommodating aspirational new elements for the next generation. These include better visibility, water features (spray play), accessibility, line of sight adjustments, inclusiveness, and modern safety standards.

The following solicitation provides for all aspects of the schematic plan including but not limited to scope, preservation of existing structure, hardscape, landscape, furnishings, signs, installation of new fixtures, public meetings, removal, and preservation where applicable, of items not identified in the plan, scheduling, and coordination with any other subcontractors.

strategic objectives

Exceptional Quality of Life
Fiscal Stewardship
Public Health & Safety

alternatives | other considerations

Amend the scope
Do not approve the scope

fiscal impact

Impact has been provided for in the approved CRA budget for this year.

attachments

1. RFP MLK Park Community Playground Installation v2
2. Schematic_Playground_Rev_1__1_
3. MLK Playground Cost Estimate - April 2023

Dr. Martin Luther King (MLK) Jr. Park Community Playground Project



Project Description

The City of Winter Park (the “City”) is issuing a Request for Proposals for fabrication, construction, and installation of new playground equipment and site furnishings at the Martin Luther King Jr. (MLK) Community Playground. Services shall include existing equipment removal, supply of new equipment, installation, site furnishings, surfacing and associated site work.

The City has a prominent location within MLK Park where the new installation will take place. Conveniently situated off Denning Drive, approximately 500 feet from two connector streets and multiple access points to the Park, the Community Playground is in close proximity to active and passive uses including pedestrians, bicyclists, vehicular travel on Morse and Denning Drive, office, residential and institutional building uses. The completed site will serve as a placemaking cornerstone to the Park to be enjoyed by residents and guests alike.

The City of Winter Park is located in Orange County, Florida. The City is approximately nine square miles and has about 30,000 residents. Martin Luther King Jr Park, formerly Lake Island Park, is on an approximately 27.5 acre parcel and situated in a central hearth of the city. The Park is also home to the new 55,000 square foot Winter Park Library and Events Center, which features multiple interactive areas, 120 seat performance and education space and grand ballroom that can seat 250 people at tables or 316 theatre style. In addition to the Park, Winter Park is the home of Rollins College and several other major cultural institutions including the Morse Museum of American Art, The Cornell Fine Arts Museum, and the Albin Polasek Museum and Sculpture Garden as well as music and the performing arts. The downtown area is listed on the National Register of Historic Places and the city has numerous examples of outstanding architecture by noted architects.

Scope of Services

1. The selected Vendor shall provide the following services:
 - A. Refinement of Schematic Design: Review and refine the previously prepared schematic design provided by the City, ensuring alignment with project objectives, site constraints, and community needs.
 - B. Design Development: Develop detailed construction drawings, specifications, and material selections based on the approved schematic design, integrating innovative and sustainable design solutions.
 - C. Construction: Execute the construction of the playground, including site preparation, installation of equipment, safety surfacing, amenities, and landscaping, in accordance with the approved design and schedule.
 - D. Quality Assurance: Implement quality control measures throughout the construction process to ensure compliance with safety standards, accessibility guidelines, and industry best practices. All playground equipment, site layout, and surfacing shall conform to all relevant safety standards for lead paint, use of hazardous materials, use zones, spacing, entanglement, protrusion and entrapment hazards. All equipment shall be certified by IPEMA (International Play Equipment Manufacturer’s Association) as conforming to ASTM (American Society for Testing and Materials) Publication #F1487-95

(Standard Consumer Safety Performance Specification for Playground Equipment for Public Use).

- E. Project Management: Provide comprehensive project management services, including scheduling, budgeting, procurement, subcontractor coordination, and regular progress reporting.
- F. Community Engagement: Coordinate with the City to facilitate up to (3) opportunities for community input and participation in the design and construction process, fostering a sense of ownership and pride in the completed playground, and to respond to questions and concerns; including but not limited to, material selection, sub-vendor recommendations, design, color, and scheduling.

2. This work is of a highly specialized nature and shall be performed by a company which derives a significant portion of its annual income from play structure design and installation. Any applicant is encouraged to include work performance reference and history. Vendor shall provide the location of a nearby example of his/her product upon request. The playground installation supervisor shall be a Certified Playground Safety Inspector by the National Recreation and Parks Association. A copy of the Supervisor's current, valid certificate must be included as part of the Statement of Qualifications. Copies of certificates will not be counted toward any page limit maximum.
3. Playground equipment and design shall meet ADA (Americans with Disabilities Act) current requirements and shall incorporate multiple accessibility features as described in the schematic design. Design shall be age appropriate for all ages.
4. Final colors will be determined after award of contract, however consistency with the existing color palette, as defined in the schematic design is preferred.
5. Natural materials, such as wood and metal are the preference for the playground equipment, however the city will consider equipment made from a composite material if they are deemed to be significantly similar to the color and finish of natural materials
6. Existing Structures and Landscape: Nearby existing asphalt, curbs, or other surfacing, lawn areas, trees, etc. shall be retained and protected during all work unless specified in the schematic design or otherwise directed by the City of Winter Park. Critical root zones of mature trees were identified by the City and shall be fenced off by selected contractor with protective fencing prior to commencement of all work and remain undisturbed.
7. Demolition: the selected Vendor shall remove all identified existing play equipment, plastic curbing, benches, and wood/rubber fiber surfacing in the playground area except for any small items salvaged by City. Dispose of all debris properly. The schematic plan calls for keeping two of the main towers of the existing play structure as described in the schematic design, e.g. Exhibit A. Respondents should provide any concerns regarding feasibility of restoration and if determined restoration is not feasible than provide an alternative within their submittal.
8. Curbing: the selected Vendor shall provide and install vertical concrete curbing around new playground area per schematic design as needed.
9. Splash Pad: the selected vendor shall have requisite experience with the scope, size, and scale of the multiple elements of the project outside of the traditional playground equipment install. This includes any other elements, as described in the schematic design, and specifically related to the splash pad concept as described herein.

10. Trees: Tree pruning, removal or transplant as needed will be completed by the City.
11. Sign: the selected Vendor shall provide one or more playground safety signs that include age appropriate warnings consistent with City of Winter Park policy.
12. Benches & Furnishings: the selected Vendor shall remove existing benches and furnishings to complete the work. Location of disposal will be determined by the City of Winter Park. Replacement benches will be determined prior to finalizing a Scope of Work.
13. Installation: the selected Vendor shall be responsible for all installation and associated site work. All equipment shall be installed to conform to schematic design and manufacturer's guidelines. Site damage caused by installation shall be repaired to the City's satisfaction upon completion of work. Concrete curbs shall be installed as per schematic design. All Vendor shall cut and fill as needed to create level grades and gradual transitions to lawn. Excess soil shall be disposed of in coordination with the City of Winter Park. Vendor shall secure site and all equipment from use by protective fencing until playground is ready for public use.

Budget

The budget for the complete project includes coordination with multiple vendors including city staff, third party design vendors, community stakeholders, constituents, construction, engineering, installation and is **\$2,020,180.00 (maximum)**. City staff will support coordination of installation, but there will be no consideration of additional funds to complete the project. Payment schedule will be negotiated with the selected proposer upon selection.

Eligibility

The project is open to all teams, professional service firms, and qualified individuals with preference towards Florida and minority business enterprises (MBE). The team must warrant that the scope of work created is the original product of its efforts, and unless otherwise expressly stated in the proposal, the proposal is original and a single edition that shall not be reproduced, or allow others to do so without the City's permission.

Application Requirements

Design-build firms interested in submitting a proposal must include the following information:

- a. Company Overview: Provide a brief overview of the firm, including relevant experience in playground design and construction, as well as any certifications or accreditations.
- b. Project Team: Introduce key personnel who will be involved in the project, including designers, engineers, project managers, and subcontractors, highlighting their qualifications and experience.
- c. Approach and Methodology: Outline your approach to refining the schematic design, developing detailed construction documents, managing the construction process, ensuring quality assurance, and project closeout.
- d. Schedule: Present a detailed project schedule indicating key milestones, deliverables, and durations for design, permitting, procurement, construction, and project closeout.
- e. Budget: Provide a comprehensive cost proposal, including all design fees, construction costs, contingency allowances, and any other relevant expenses, along with a breakdown of costs by line item.

- f. Value Engineering: Identify opportunities for value engineering to optimize the design and construction process, maximize cost-effectiveness, and enhance project value.
- g. References: Furnish at least three client references for similar design-build projects completed within the past five years, including contact information for project owners or representatives.

Contact Information

Interested design-build firms must submit their proposals electronically to:
City of Winter Park Procurement Division
401 South Park Avenue
Winter Park, FL 32789
Email - Procurement@cityofwinterpark.org

Submissions Due

1. no later than 4:45 p.m., Monday, April 1, 2024. Late submissions will not be considered. Any questions or requests for clarification regarding this RFP should be directed to the same contact person.

Selection Process

The City of Winter Park Selection Committee will review the submitted proposals and select 1 proposer. All proposers will be reviewed by said committee with subsequent recommendation to be presented to the City Commission/CRA Agency for final approval. The City Commission/CRA Agency will have the final right of refusal over any design, placement and content of any installation proposals to ensure, but not limited to, consistency with the scope or maintenance and that such concept captures the spirit and character of the RFP scope and the community at large.

Evaluation Criteria

Proposals will be evaluated based on the following criteria:

- Experience and Qualifications of the Design-Build Firm
- Understanding of Project Requirements and Objectives
- Creativity and Innovation in Design Solutions
- Feasibility and Effectiveness of the Proposed Approach and Methodology
- Cost-effectiveness and Value for Money
- Timeliness and Realism of the Proposed Schedule
- Quality of Past Work and Client References

Project Timeline

Issuance of solicitation	April 1, 2024
Deadline for concept proposal submission	May 15, 2024
Proposals to selection committee	June 2024
Proposals to oral presentations	June 2024
Recommendation to City Commission/CRA Agency	July 2024
Final proposal selection approved and contract	July/August 2024
Final installation complete and in place	May 2025

Reservation of Rights

The City reserves the right to reject any or all proposals received, to waive any irregularities or informalities in the proposals, and to negotiate with any qualified design-build firm to secure the best possible terms for the City.

Confidentiality

All information submitted in response to this RFP shall be treated as confidential by the City and used solely for the purpose of evaluating proposals.

Governing Law

This RFP and any resulting contract shall be governed by the laws of City of Winter Park *and the State of Florida*, and any disputes shall be resolved in accordance with the laws of the same jurisdiction.

DR. MARTIN LUTHER KING, Jr. PARK COMMUNITY PLAYGROUND + SPLASH PAD

SCHEMATIC PACKAGE

Prepared for the City of Winter Park

January 6, 2023

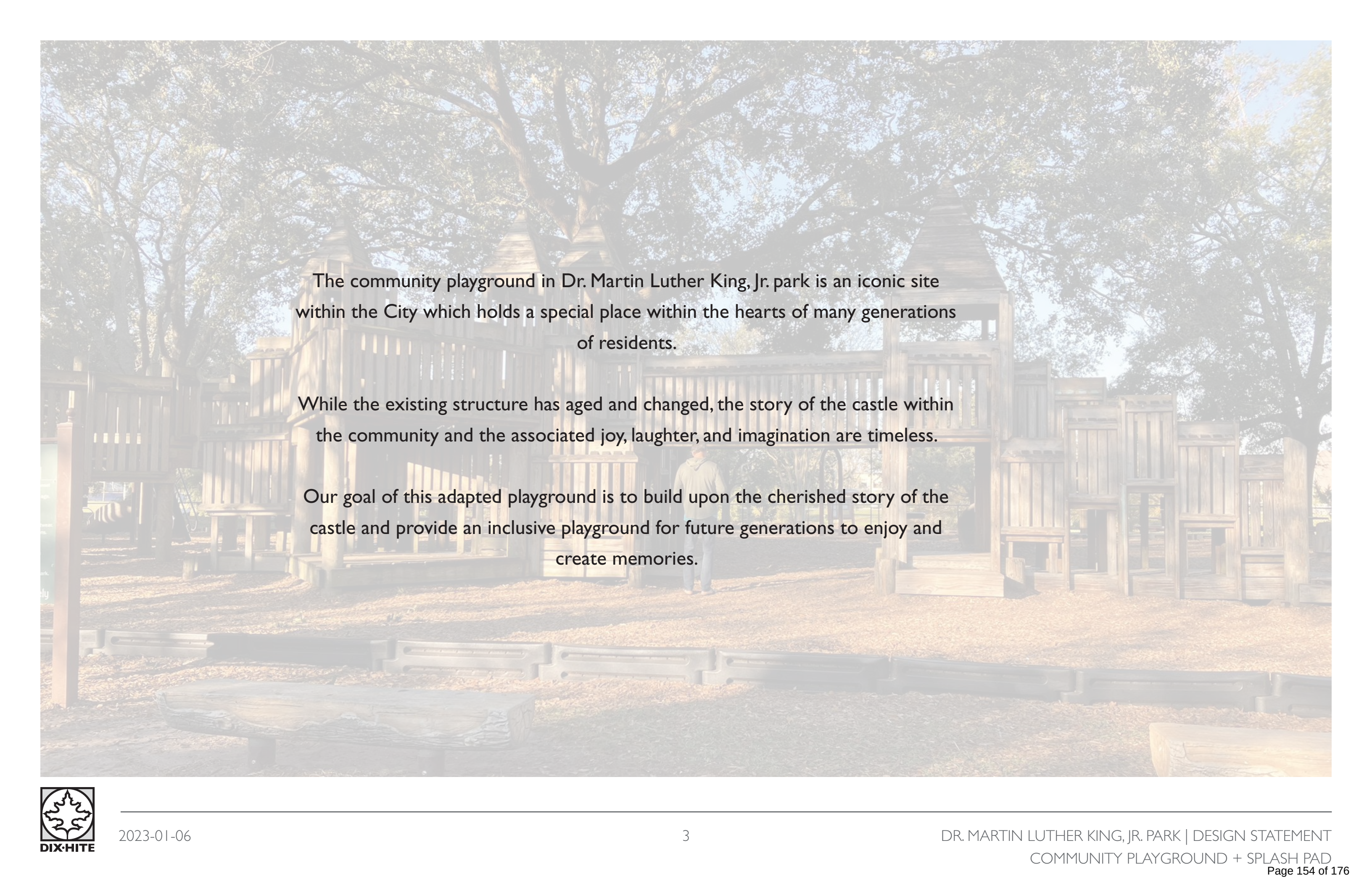
Revised: April 7, 2023



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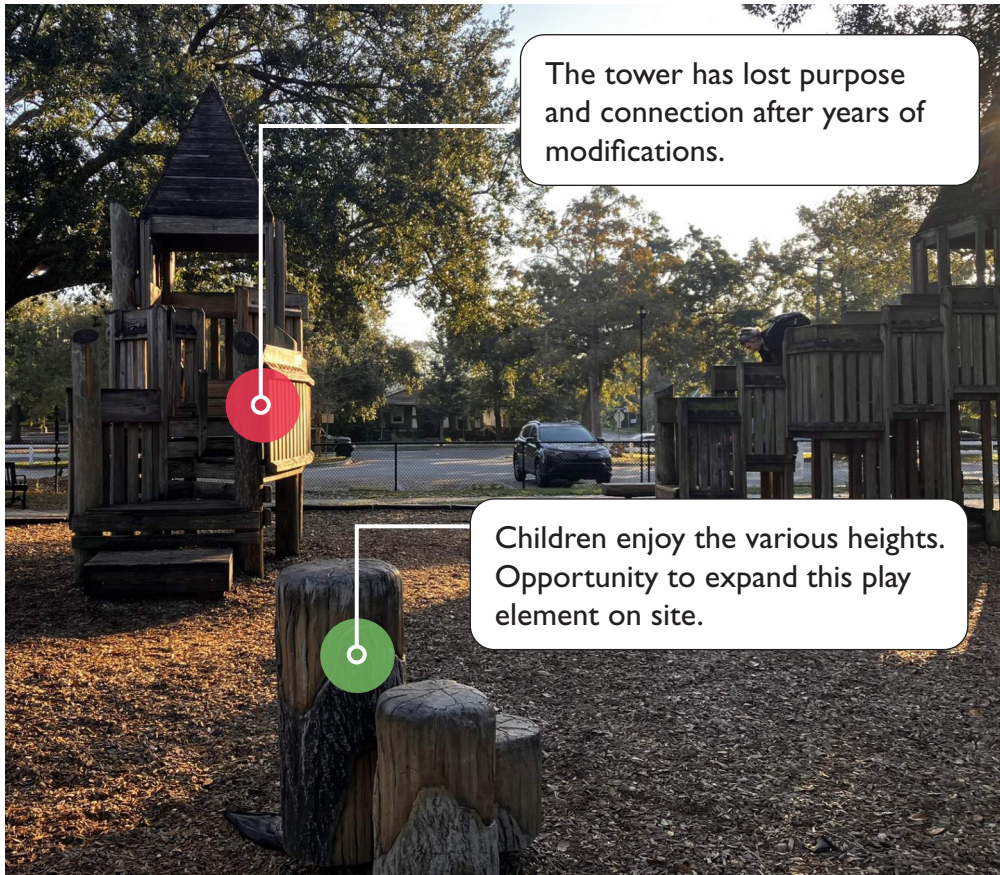




The community playground in Dr. Martin Luther King, Jr. park is an iconic site within the City which holds a special place within the hearts of many generations of residents.

While the existing structure has aged and changed, the story of the castle within the community and the associated joy, laughter, and imagination are timeless.

Our goal of this adapted playground is to build upon the cherished story of the castle and provide an inclusive playground for future generations to enjoy and create memories.



The tower has lost purpose and connection after years of modifications.

Children enjoy the various heights. Opportunity to expand this play element on site.



Children enjoy hiding and gathering in the smaller space. Opportunity to integrate into the play story as a whole.



Existing benches are highly used and can be relocated along the playground for better visibility.



Children enjoy the spiral slide but it is not fully connected with the playground. Opportunity to better integrate the slide experience2.

SITE INVENTORY + ANALYSIS



Access to and from the playground is not safe as one enters from the parking area. Playground lacks safe walks to reach parked cars.

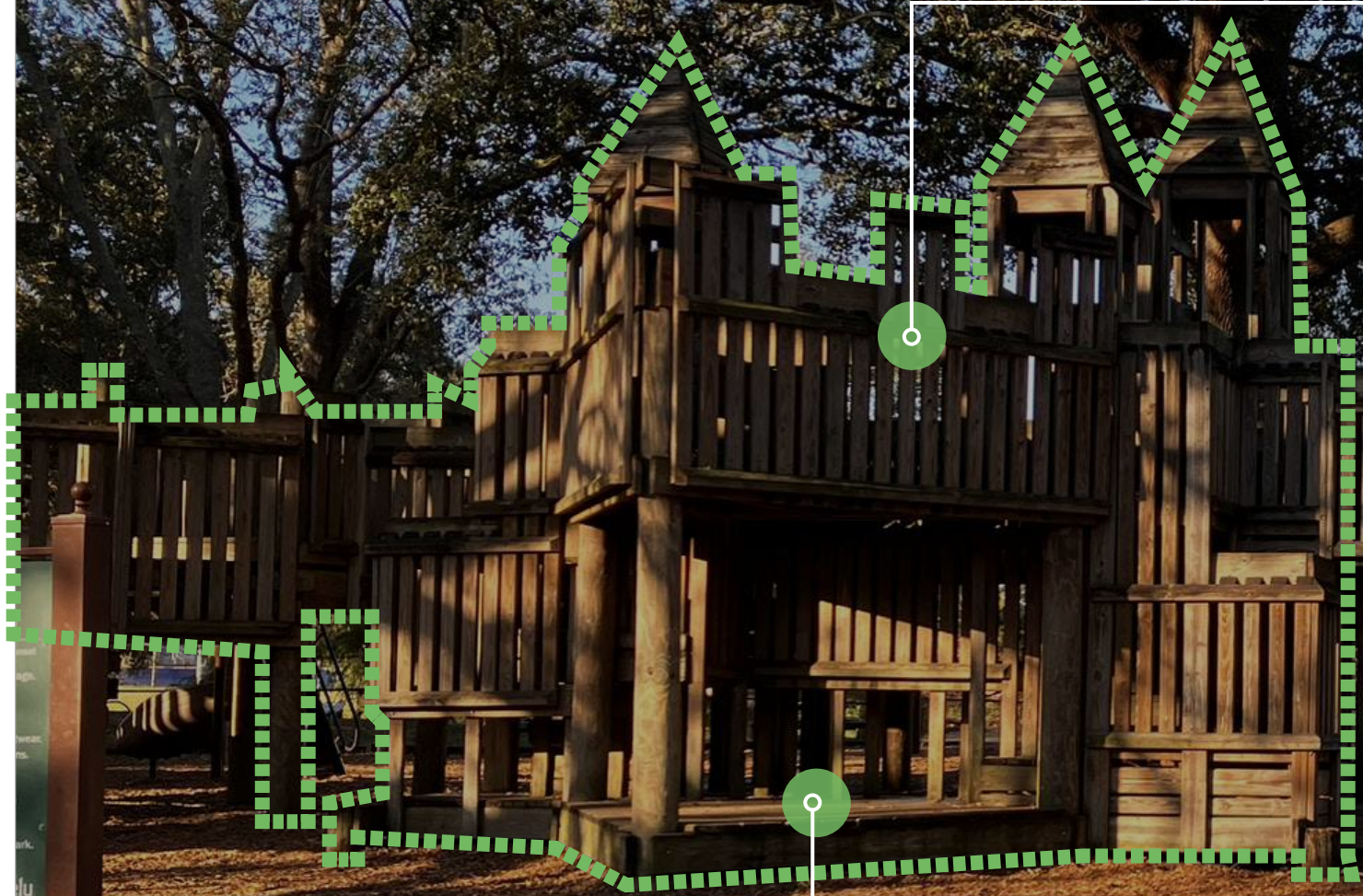


Existing picnic tables throughout the playground are highly used. The shade from existing trees creates comfortable seating opportunities.



The center pathways of the castle are a unique and a key part of the playground.

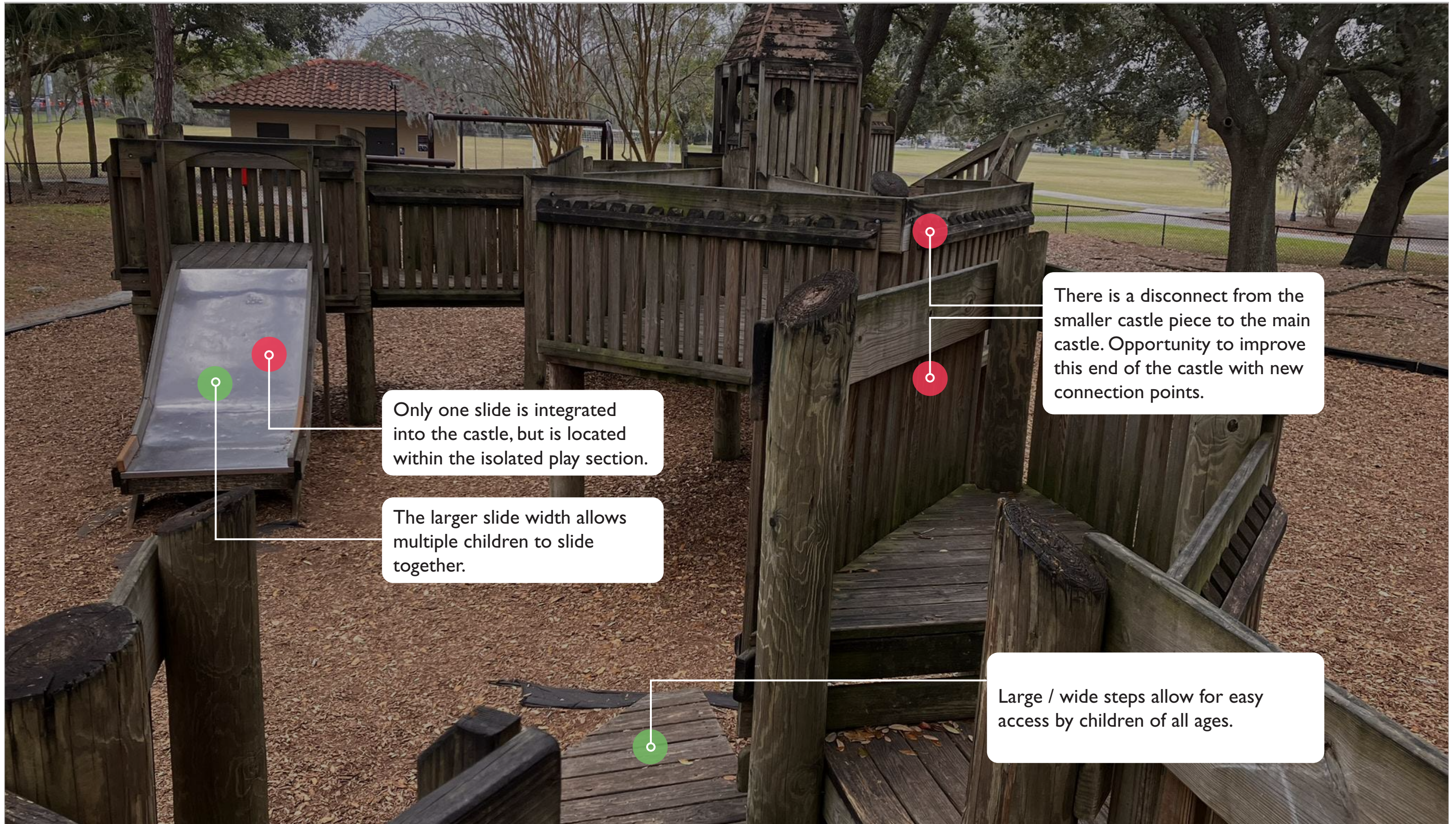
Some areas of the castle are in need of substantial maintenance for safety and stability.



Children enjoy the various entry and exit points on the castle.



Overall transitions to the playground and play structures are not accessible to all abilities.



Only one slide is integrated into the castle, but is located within the isolated play section.

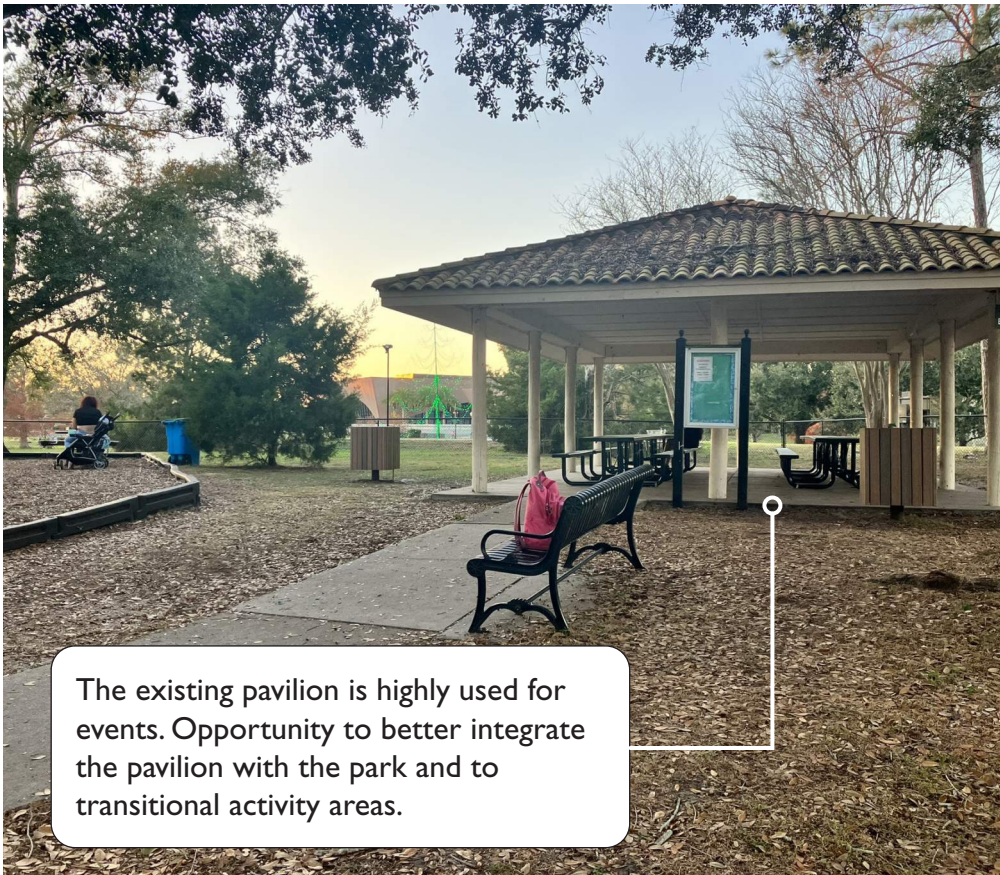
The larger slide width allows multiple children to slide together.

There is a disconnect from the smaller castle piece to the main castle. Opportunity to improve this end of the castle with new connection points.

Large / wide steps allow for easy access by children of all ages.



All the swings in the playground provide a variety of experiences in the current playground. There is an opportunity to relocate these swings with the expansion of the play space.



The existing pavilion is highly used for events. Opportunity to better integrate the pavilion with the park and to transitional activity areas.



Existing playground memorial gets lost in the playground. Opportunity to relocate to more prominent location

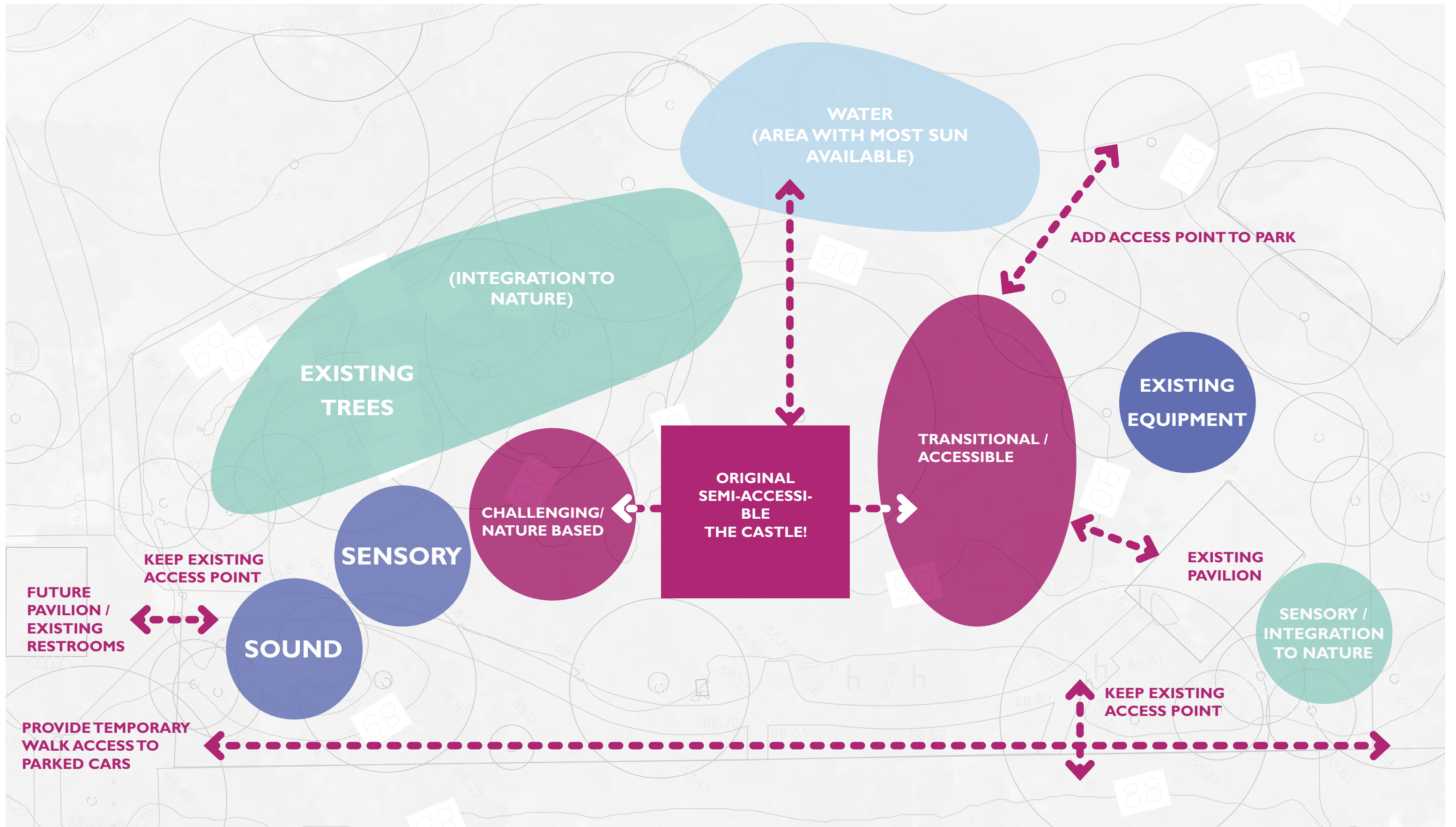
INVENTORY + ANALYSIS

KEY TAKEAWAYS:

- Need for accessible paths and play for children of all abilities
- Opportunity to integrate a splash play in the open/ sunny space
- Need for challenging / climbing opportunities within the park
- Need for additional access points from the northern side of the park into the playground
- Opportunity to integrate part of the existing castle with new, innovative and accessible play systems
- Opportunity to reuse existing play elements
- Opportunity to keep natural play as part of the playground's feature

(For additional takeaways based on workshop feedback, see Appendix A of overall park schematic package)



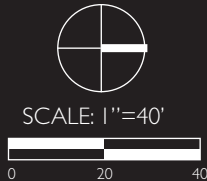


DR. MARTIN LUTHER KING JR. PARK:
PLAYGROUND + SPLASH PAD

- 1 ENTRY FROM PARKING LOT
- 2 EXISTING PAVILION
- 3 NATURE SENSORY STATION
- 4 RECOLATED SINGLE AND GROUP SWINGS
- 5 CASTLE PLATFORM OVER 5' ARTIFICIAL TURF MOUND
- 6 CONCRETE WALK ACCESS TO CASTLE PLATFORM
- 7 ROLLER SLIDES OVER TURF MOUND
- 8 OPEN TUBE SLIDE OVER MOUND
- 9 CLIMBING ROCKS
- 10 BRIDGE CONNECTION TO EXISTING CASTLE
- 11 EXISTING CASTLE PORTION TO REMAIN
- 12 CLIMBING TOWER
- 13 TUNNEL ENTRIES ON SENSORY WALL
- 14 POURED IN PLACE RUBBER PATH
- 15 PLAYGROUND MULCH
- 16 ROPE SWING
- 17 TRUNK STEPS TO SODDED EXISTING MOUND
- 18 SPLASH PAD / RIVERINE
- 19 RELOCATED PICNIC TABLES OVER MULCH
- 20 RELOCATED TODDLER SWINGS
- 21 ARTIFICIAL TURF MOUND WITH SENSORY "ROOMS" AND TUNNEL
- 22 SOUND EQUIPMENT ON ARTIFICIAL TURF
- 23 ENTRY FROM EXISTING RESTROOM
- 24 ENTRY FROM NORTH OF PARK
- 25 PLAYGROUND FENCE
- 26 EXISTING TREES, TYP.
- 27 PLAYGROUND SEATING ,TYP.
- 28 PROPOSED PALM TREES
- 29 SPLASH PAD EQUIPMENT



2022-05-10





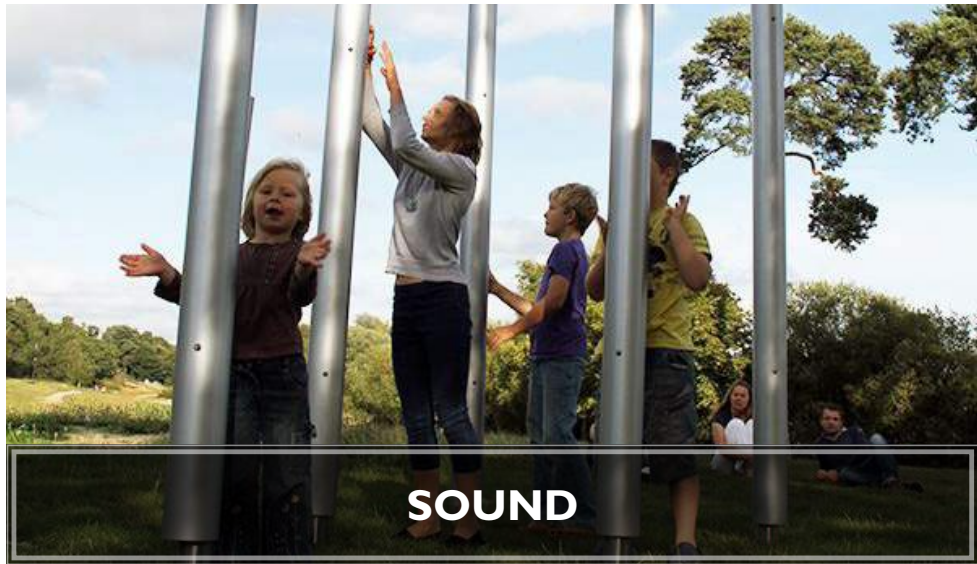
COMPOSITE WOOD + CARGO NET



CASTLE CHARACTER



SENSORY WALLS



SOUND



ROLLING SLIDE ON LAND MOUND



SPLASH PAD / RIVERINE



CLIMBING ROCKS ON LAND MOUND



LEVELED TRUNKS



INTEGRATED TUNNELS





All elements connect with the story of the castle including tunnels, climbing walls and ground material

Climbing tree trunks integrated into the natural mound by the existing Oak trees

Climbing tower connects to the south point of the castle, with sensory elements at various levels

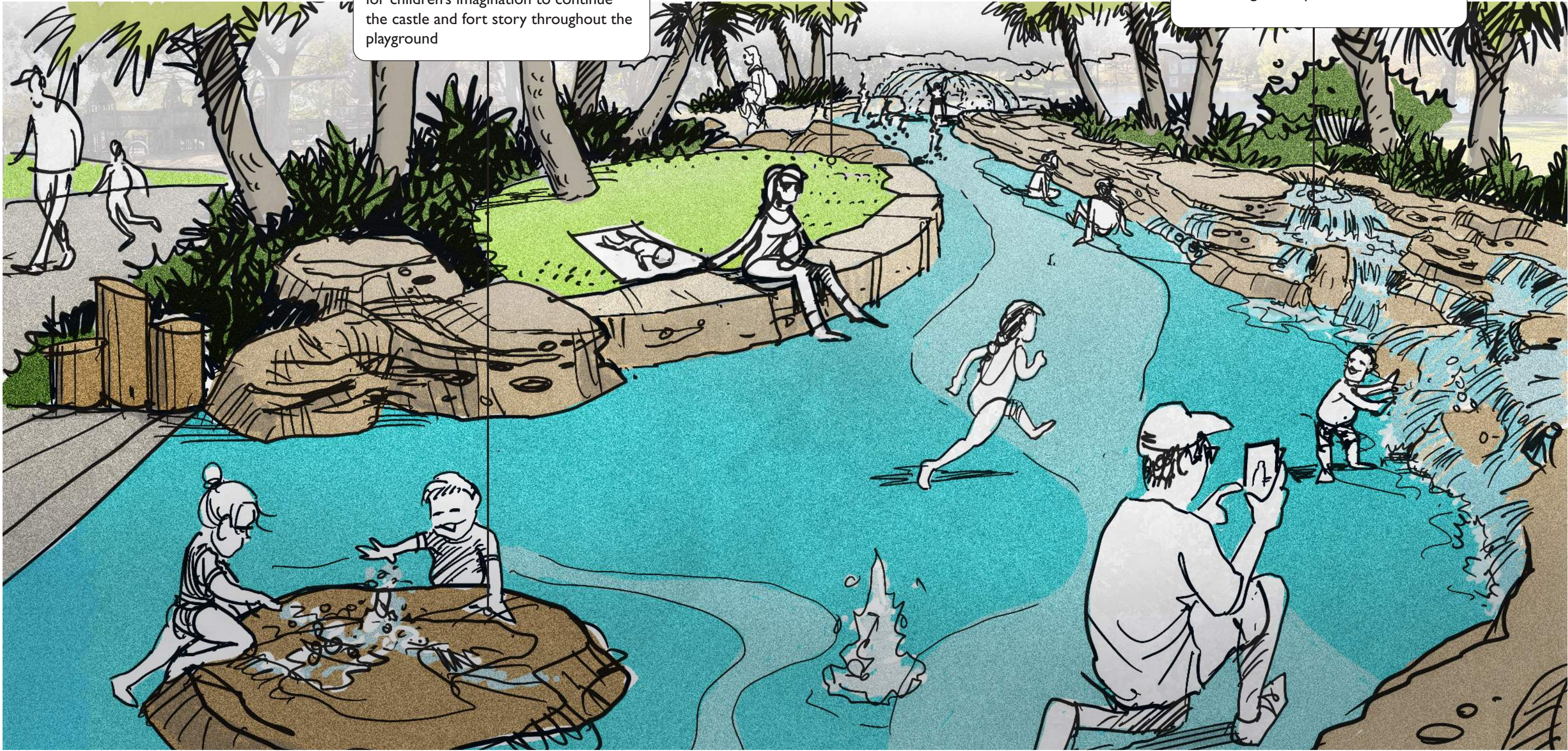




Splash pad is in riverine form, allowing for children's imagination to continue the castle and fort story throughout the playground

Raised artificial turf by caprock walls allow spaces for children and babies to sunbathe and rest

Various water experiences provided for different ages and preferences



SITE FURNISHINGS

PICNIC TABLE



EXISTING TABLES TO BE RELOCATED IF IN GOOD CONDITION



IF TABLES ARE TO BE REPLACED, USE MONOLINE CAROUSEL TABLE
MANUFACTURER: SITE PIECES
COLOR: TBD

SEATING



EXISTING LOG BENCHES TO BE RELOCATED IF IN GOOD CONDITION



ALL OTHER BENCHES TO FOLLOW EXISTING CITY STANDARD

TRASH RECEPTACLE



EXISTING TRASH RECEPTACLES TO BE RELOCATED IF IN GOOD CONDITION

BIKE RACK



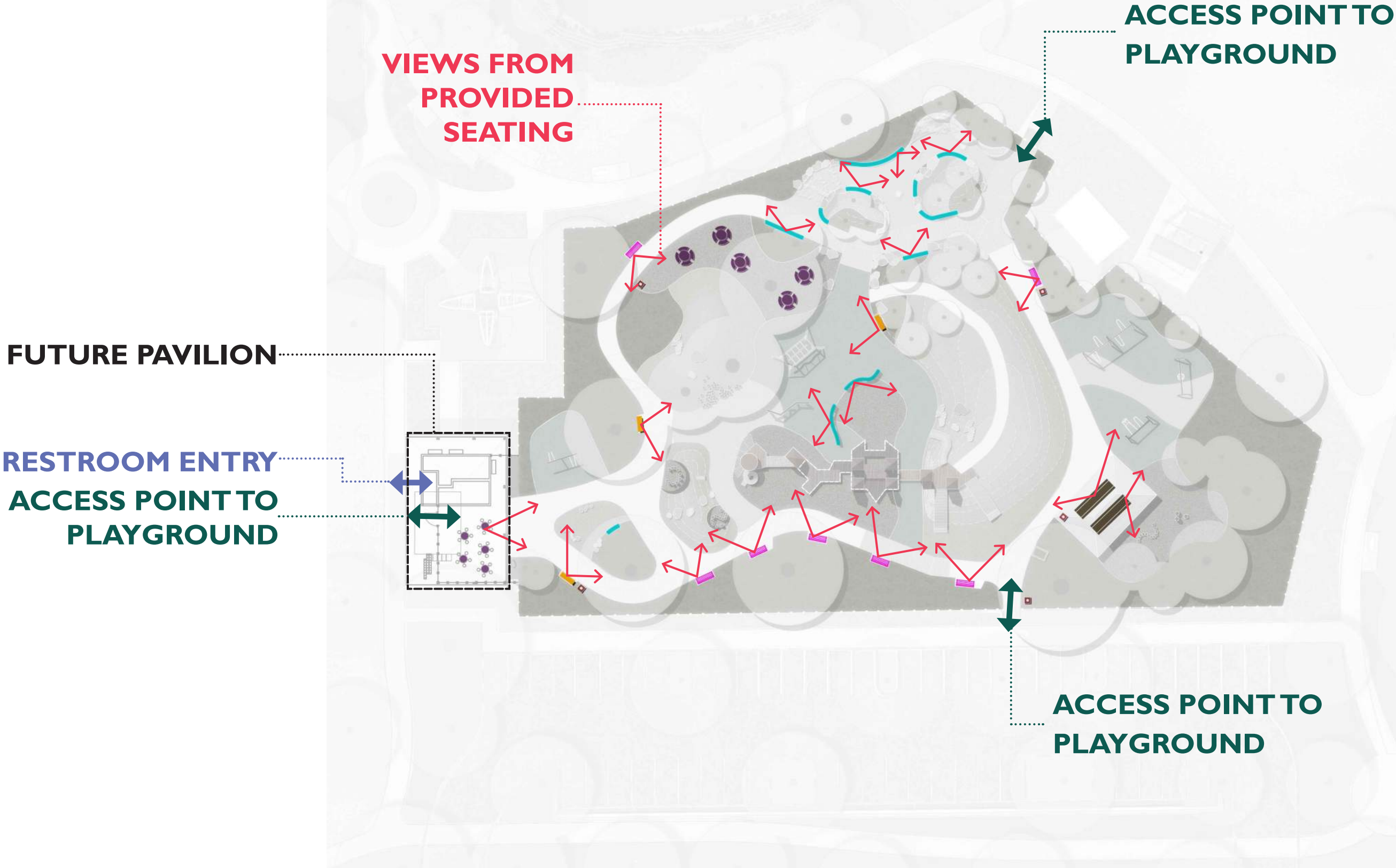
ROUND RACK
MANUFACTURER: DERO
COLOR: TBD

LEGEND

- PICNIC TABLES
- STANDARD CITY BENCH
- LOG BENCH
- CAPROCK SEAT WALL
- EXISTING PICNIC TABLE
- TRASH RECEPTACLES
- BIKE RACK



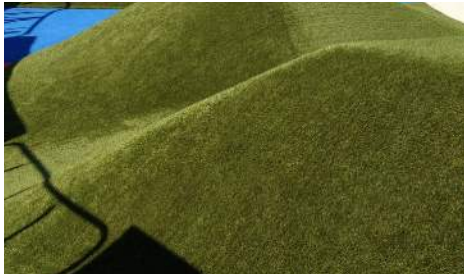
ACCESS AND VIEWS



MATERIALS PALETTE



POURED IN PLACE RUBBER



ARTIFICIAL TURF



FLORIDA STONE WALLS



CONCRETE ROCK FORMATION



BOARD FORMED / STAMPED CONCRETE



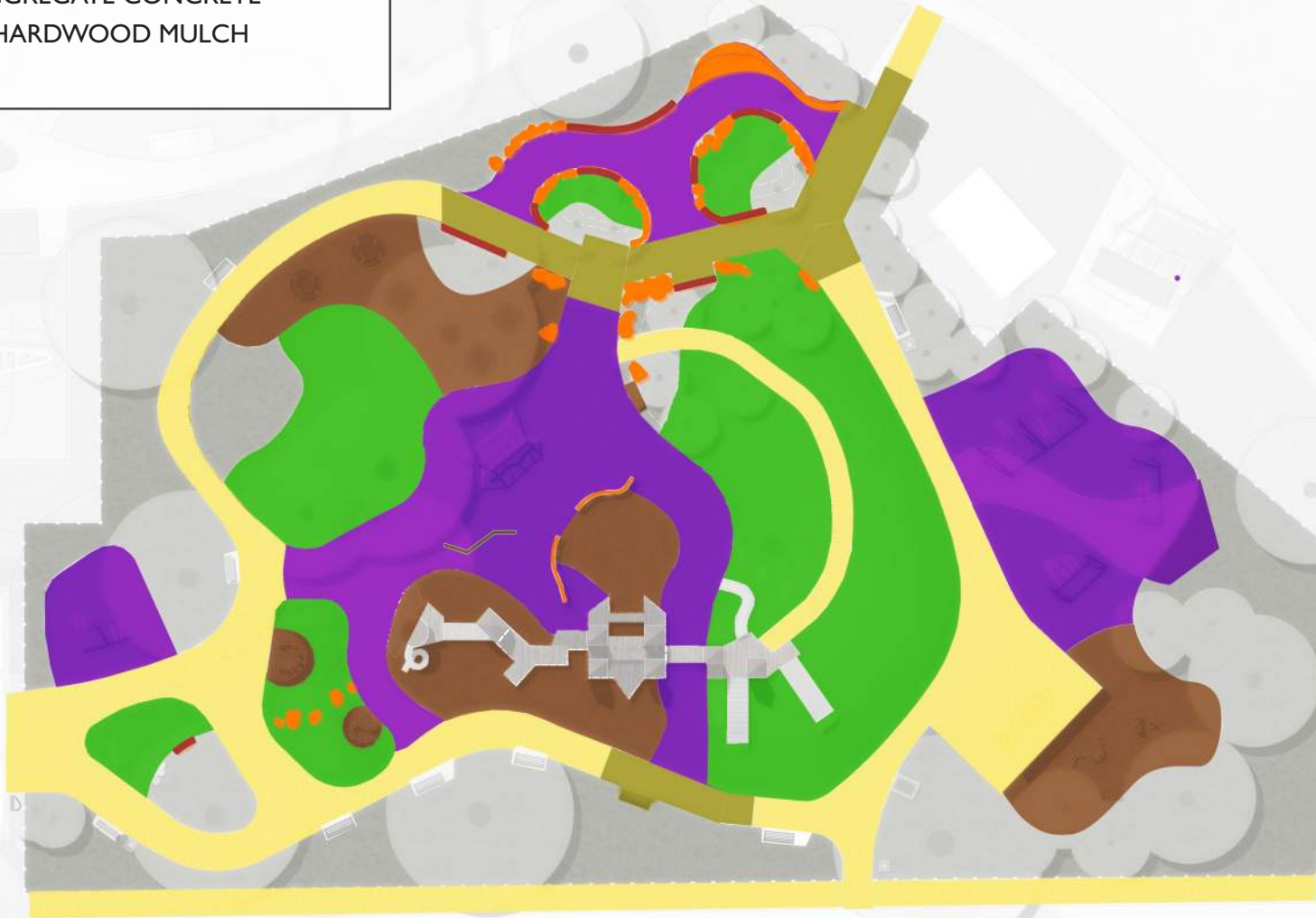
EXPOSED AGGREGATE CONCRETE



SHREDDED HARDWOOD MULCH

LEGEND

- POURED IN PLACE RUBBER
- ARTIFICIAL TURF
- FLORIDA STONE WALLS
- CONCRETE ROCK FORMATION
- BOARD FORMED / STAMPED CONCRETE
- EXPOSED AGGREGATE CONCRETE
- SHREDDED HARDWOOD MULCH



LANDSCAPE MATERIAL



SABAL MINOR
DWARF PALMETTO



MUHLENBERGIA CAPILLARIS
MUHLY GRASS



NEPHROLEPIS BISERRATA
MACHO FERN



VIBURNUM OBOVATUM Densa
DWARF WALTER'S VIBURNUM



ILEX VOMITORIA
DWARF YAUPON



TRIPSACUM DACTYLOIDES
FAKAHATCHEE GRASS



HAMELIA PATENS
FIREBUSH



HARDSCAPE COMPONENTS - PLAYGROUND AND SPLASH PAD

Fences & Gates

HS - FG	Fence - Playground				LF	860	\$90.00	\$77,400.00
HS - FG	Gate - Playground				EA	4	\$2,000.00	\$8,000.00

Paving

HS - PC	Artificial Turf			Artificial turf mounds 4' ht. max with all grading, aggregate, and nailer board	SF	8,400	\$35.00	\$294,000.00
HS - PC	Boulders			Cap rock boulders	EA	50	\$1,200.00	\$60,000.00
HS - PC	Concrete Paving	Sidewalks		4" thick natural gray concrete sidewalk with broom finish and wwm	SF	6,400	\$7.00	\$44,800.00
HS - PC	Concrete Paving	Sidewalks		4" thick natural gray concrete sidewalk with board form / stamped finish and wwm	SF	2,200	\$9.00	\$19,800.00
HS - PC	Surfacing - Playground			Playground surfacing - poured in place rubber	SF	8,700	\$30.00	\$261,000.00
HS - PC	Surfacing - Playground Mulch			Playground mulch	LS	1	\$8,000.00	\$8,000.00

Site Structures

HS - SS	Pavilion - Exising		33'x21'	Rehabbed existing pavilion	EA	1	\$50,000.00	\$50,000.00
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Site Fixtures

HS - SX	Bench - Anchored			City Standard	EA	7	\$4,000.00	\$28,000.00
HS - SX	Picnic Table - Anchored			City Standard	EA	5	\$3,000.00	\$15,000.00
HS - SX	Bike Rack			City Standard	EA	6	\$1,500.00	\$9,000.00
HS - SX	Playground Equipment			New elements and renovation of the existing castle structure. (see item ## on schematic drawings)	EA	1	\$700,000.00	\$700,000.00
HS - SX	Playground Equipment			Musical instruments (chimes, drums, and bells) (see item ## on schematic drawings)	EA	3	\$5,000.00	\$15,000.00
HS - SX	Playground Equipment			Pendulum swing (see item ## on schematic drawings)	EA	1	\$16,000.00	\$16,000.00
HS - SX	Trash Receptacle			City Standard	EA	5	\$1,000.00	\$5,000.00

Water Features

HS - WF	Faux Rockwork			24" ht. x 24" depth artificial rockwork / retaining wall along edge of splash pad.	LF	200	\$500.00	\$100,000.00
HS - WF	Splash Pad			Splash pad w/4" thick color TBD concrete w/ (color based on color group 3-4) thickened edges, sponge finish and reinforcement (1,212 SF). Includes all equipment, plumbing, mechanical and filtration systems. Includes 20 landscape boulders	LS	1	\$240,000.00	\$240,000.00

Walls & Steps

Miscellaneous

HS - Misc	Relocated Picnic Tables				LS			
HS - Misc	Relocated Swings				LS			
HS - Misc	Tree Trunk Step Elements				LS			
HS - Misc	Relocation of existing play equipment				LS			

Sub-Total Playground Hardscape: \$1,951,000.00

LANDSCAPE COMPONENTS - PLAYGROUND AND SPLASH PAD

Irrigation	Irrigation			Irrigation, 100% coverage	SF	14,500	\$1.20	\$17,400.00
LS - Mulch	Mulch		3" depth	Hardwood	CY	135	\$38.00	\$5,130.00
LS - Shrubs	Shrubs			5% @ #10, 5% @ #7, 90% @ #3	SF	14,500	\$2.50	\$36,250.00
LS - Palm				Sabal Palm, regenerated palms, 8'-16' CT	EA	26	\$400.00	\$10,400.00

Sub-Total Playground Landscape: \$69,180.00

Total Overall Playground \$2,020,180.00



Community Redevelopment Advisory Board

agenda item

item type

Action Items

meeting date

February 22, 2024

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

Downtown Gateway Scope of Services

motion | recommendation

Motion to approve the scope of services as presented

background

At the August CRA Agency budget meeting, through a recommendation for approval by the advisory board, the Agency agreed to provide \$200,000 for gateway features. Since that time, staff has continued to work on research that would assist in the procurement of such a manufacturer to design and install this item. The attached RFB (request for bid) scope of work encapsulates all items necessary for the design, fabrication, and installation of up to two gateway locations on Park Avenue. The scope includes dimensions of the gateways, requested recommendations for materials, warranty and maintenance details, schedule, references, and a completion date.

Any respondent should itemize and cost out each gateway feature separately. The purpose for this is to differentiate between the total commitment by the CRA, and other departments efforts in working with the community on fundraising. While it is assumed fundraising goals will be reached, the purpose of separating each gateway serves two goals. The first is to provide weight to the value of fundraising. The second is to make sure the commitment by the CRA is not over extended.

The city commission requests scope of work be brought to their respective advisory boards where applicable. In this particular case, staff is looking for any edits the board may make to the scope with ultimately an approval to move forward.

strategic objectives

Exceptional Quality of Life
Fiscal Stewardship

Public Health & Safety

alternatives | other considerations

Amend the scope

Do not consider the scope

fiscal impact

Impacts have been provided for as part of the CRA FY23-24 budget.

attachments

1. Gateway Entrance-Sign-RFP-compressed

City of Winter Park
Request for Bids
Gateway Arch Signs
RFB#- _____

Summary:

The City of Winter Park, Florida is requesting to receive bids for the design, manufacture and installation of up to two Historic Gateway Arch signs to the entrances on Park Avenue for the Central Business District. A proposed conceptual design has been supplied to direct the proponent in the style and size being requested.

Business District.

Project Scope & expected deliverables:

The successful bidder will be expected to provide the specific gateway arch sign design, specifications and materials and construction plans. The successful bidder will be required to provide such plans with an approval and seal by a Florida registered engineer as to the capabilities to meet the wind load standards of the Florida Building Code. The successful bidder will provide for the manufacture of such signs per the specifications included on the plans and agreed to by the City. The successful bidder will also be responsible for such assembly and manufacture per such plans. The successful bidder will also be responsible for the installation of the signs at the agreed upon locations. City will assist with any required tree trimming, the relocation if necessary of any underground electric, water, sewer or drainage infrastructure as well as street closure needed and traffic control during installation. The successful bidder shall also assume the role of project manager. The Historic Gateway arch signs shall be two sided and identical in appearance on both sides. Proposed locations are generally defined on Park Avenue, one located just north of Fairbanks Avenue and the second located just south of Webster Avenue, see Exhibit A. Proposer should itemize the cost of east gateway feature separately.

City desires a design and materials that will be durable in the outdoor environment.

The successful bidder will supply the cost to design, build, and install the arch at the proposed locations and shall quote the costs for each phase as described. Cost shall include electrical installation at the base of each sign post for the potential addition of Christmas decorations but shall not otherwise be lighted.

Included with this RFB is a proposed design that has been developed by City to guide the proponent. The Town reserves the right to seek proposal clarification with the proponents to assist the evaluation process.

Expected qualifications and activities from the successful bidder:

- Design the historic gateway arch signs to the satisfaction of the City.

- Provide experience with similar projects and tasks.
- Provide references
- Provide a completion date
- Provide warranty details
- Provide a cost breakout for each phase of the project and each sign.
- Provide construction plans including structural and wind load engineering
- Build and fabricate the historic gateway arch signs
- Install the approved historic gateway arch signs.
- Complete project by October 31, 2024

Sign Dimensions

The attached pages show the desired sign design appearance. The dimensions are a minimum height from roadway to the lowest portion of the sign at a minimum 18 feet. Width for the southern location is 47 feet from middle of post/column to middle of post/column on the opposite side of the street. Width for the northern southern location is 53 feet from middle of post/column to middle of post/column on the opposite side of the street.

Proposal Information

Please include but not limit the proposal to:

- The individual costs to design, build and install the historic gateway arch signs.
- Conceptual specifications.
- Products or materials to be included in the design.

Terms of this Request for the Bid

- The City reserves the right to cancel the RFB for any reason without any liability to any proponent or to waive irregularities at its own discretion
- Proposals may be withdrawn by written notice once provided such notice is received by the City, prior to the closing date and time.
- No proponent shall have any claim for any compensation of any kind as a result of participating in the RFB. By the submission of the proposal each proponent shall be deemed to have agreed that it has no claim.
- A proposal which contains an error, omission or misstatement, which contains qualifying conditions, which does not fully address all the requirements of this RFB, or which otherwise fails to conform to the requirements of this RFB may be rejected in whole or in part by the City at its sole discretion.
- The City may waive any non-compliance with the RFB, specifications or any conditions including the timing of delivery of anything required by the RFB and may at its sole discretion elect to retain for consideration proposals which are non-conforming, which do not contain the content or form required by the RFB or because they have not complied with the process for submission set out herein consistent with City policy.
- The City has the right to not proceed with the project and to select any bidder.
- It is the sole responsibility of the proponent to check on the City's web site and RFB for

available updates and addendums. Updated information will also be provided upon request.

- We wish for the project to be completed by October 31, 2024.

SUBMISSION DEADLINE:

All submissions must be received no later than **4:00 pm** on _____, 2024.

Exhibit A – Northern and Southern Gateway Sign

