



# Community Redevelopment Agency Regular Meeting

## Agenda

**February 28, 2024 @ 2:00 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**
  - 2. Public Comments (for items not on the agenda): Three minutes allowed for each speaker**
  - 3. Consent Agenda**
    - a. Approve the minutes of the regular meeting, December 13, 2023 1 minute
    - b. Approve minutes of the the work session, January 24, 2024 1 minute
  - 4. Action Items**
    - a. CRA Plan Modification and Update 60 minutes
  - 5. Staff Updates**
  - 6. Board Comments**
  - 7. Adjournment**



Community  
Redevelopment  
Agency

# agenda item

**item type**

Consent Agenda

**meeting date**

February 28, 2024

**prepared by**

Rene Cranis, City Clerk

**approved by**

**subject**

Approve the minutes of the regular meeting, December 13, 2023

**motion | recommendation**

Approve

**background**

**strategic objectives**

**alternatives | other considerations**

**fiscal impact**

**attachments**

1. Minute 12-13-2023



# Community Redevelopment Agency Regular Meeting Minutes

**December 13, 2023 at 2:30 PM**

City Hall Commission Chambers  
401 S. Park Avenue

## **Present**

Mayor Phil Anderson, Commissioners Marty Sullivan, Sheila DeCiccio, Kris Cruzada, and Todd Weaver, Orange County Representative Hal George, City Manager Randy Knight; and City Clerk Rene Cranis.

### **1. Call to Order**

Mayor Anderson called the meeting to order at 2:31 p.m.

### **2. Public Comments (for items not on the agenda):**

### **3. Consent Agenda**

- a. Approve the minutes of November 9, 2023

**Motion made by Mr. George to approve the Consent Agenda; seconded by Commissioner Cruzada. Motion carried unanimously with a 6-0 vote.**

### **4. Action Items**

- a. Central Park Area Improvements: Public Facility

Kyle Dudgeon, Assistant Division Director of Economic Development and CRA, provided the history of the design process and summarized changes to the plan as a result of prior discussions/requests of the commission, i.e. addition of a family restroom and design compatibility with the train station and Central Park stage. Upon approval, the design documents will be released for bid. He responded to questions stating that all restrooms are ADA compliant.

Mr. Charles Newton, 631 W. Swoope Avenue, supported the design of the building. He spoke about the CRA and his experience as a resident within the CRA and supported the expansion and extension of the CRA with prioritization of social issues. Mayor Anderson advised that housing will be an important part of continued discussions of the extension and expansion of the CRA.

Staff acknowledged Commissioner Cruzada's suggestion for a solid surface changing table as opposed to a drop-down changing table in the family restroom.

Mr. Knight shared a recent experience of a mother's difficulty finding a public restroom while visiting Park Avenue, which shows the need for a public restroom.

**Motion made by Mr. George to move forward as requested; seconded by Commissioner Sullivan. Upon a roll call vote, Commissioners Sullivan, DeCiccio, Cruzada and Weaver, Mr. George and Mayor Anderson voted yes. Motion carried unanimously with a 6-0 vote.**

## **5. Staff Updates**

## **6. Board Comments**

Mayor Anderson -

- Spoke about definition of housing and ownership preferences and the needed to learn more about the Land Trust and Habitat for Humanity. He suggested representatives of those programs be included in the work session on housing in January.
- Spoke about the book "Pocket Neighborhoods" by Ross Chapin which presents concepts for developing small pocket neighborhoods and may be an option to consider in the CRA, and the book The Pattern Language, which became the template for new urbanism with discussion on walkable communities and urban landscapes.

## **7. Adjournment**

The meeting was adjourned at 2:49 p.m.

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Mayor Phillip M. Anderson

ATTEST:

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City Clerk Rene Cranis



Community  
Redevelopment  
Agency

# agenda item

**item type**

Consent Agenda

**meeting date**

February 28, 2024

**prepared by**

**approved by**

**subject**

Approve minutes of the the work session, January 24, 2024

**motion | recommendation**

**background**

**strategic objectives**

**alternatives | other considerations**

**fiscal impact**

**attachments**

1. CRA-min-2024-01-24 draft



# Community Redevelopment Agency Work Session Minutes

**January 24, 2024 at 2:00 PM**

City Hall Commission Chambers  
401 S. Park Avenue

## **Present**

Mayor Phil Anderson, Commissioner Sheila DeCiccio, Commissioner Kris Cruzada, Commissioner James Sullivan, Commissioner Todd Weaver; Orange County Representative Hal George; City Manager Randy Knight; Assistant City Manager Michelle del Valle and City Clerk Rene Cranis.

## **Also Present**

OMB Division Director Peter Moore; Assistant Division Director of EDAB/CRA Kyle Dudgeon; and City Planning Consultant Jeff Briggs.

## **1. Call to Order**

Mayor Anderson called the meeting to order at 2:00 p.m.

## **2. Discussion Item (s):**

- a. Affordable and attainable housing.

Mayor Anderson spoke about the extension/expansion of the CRA and the affordable/attainable housing component. Mr. Knight noted staff is meeting tomorrow to discuss the timeline and next steps. Mr. Dudgeon outlined steps which will include presentations to city boards, CRA and ultimately to Orange County for approval in spring 2024. The plan, currently being developed, will be presented to several city boards for review. Mayor Anderson spoke about recent projects (former Patmos Chapel property) where residents expressed concern about density but more so about ownership opportunities.

City Planning Consultant Jeff Briggs explained income guidelines for determining eligibility for affordable and attainable housing and reviewed completed housing projects that include partnerships. He explained the terms of purchase of Habitat for Humanity housing and discussion followed on mortgages, financing, ability to sell, and restrictions that would continue affordability of the house. Mr. Moore stated the affordable housing fund received approximately \$100k annually, but is close to a zero-balance due to the most recent \$200k contribution to Habitat.

Mr. Briggs explained the Hannibal Square Community Land Trust model where the land is leased but the home is owned, which reduces homeowners' taxes since they pay tax only on the structure, and restricts resale to another qualified buyer and caps the profit from the sale. Winter Park Housing Authority manages three apartment projects in the Winter Park vicinity where rent is income-based. A senior project is based on the Federal Tax Credit Program. He outlined the Affordable Housing link fees, only assessed on non-residential properties, and generates just \$100k a year and is insufficient to purchase property in the current market. Future opportunities for affordable housing

exist by amending the city code to allow some accessory dwelling units (ADUs). The new Live Local Act allows the city to assess a housing fee in lieu of providing affordable housing in projects. He addressed the potential for condemnation to obtain properties for affordable housing.

Mr. George explained the application and review process for participating in the Habitat for Humanity program.

Mr. Briggs explained the basis for determining the square footage rate for the linkage fee. The cost of land in Winter Park has deterred purchasing land for any affordable properties. Mr. Moore identified existing projects in Orange County and discussion followed on qualifying, considerations and prioritization of applicants, economic drivers, land cost and the need for site plan ideas for desired housing models (i.e. single-family, multi-family, townhomes) for the CRA expansion.

Mr. George provided information on multi-family housing projects as a way to expand the Habitat model. He explained a rental model is not likely since Habitat would have to act as property manager. Habitat is unique in that its model creates home ownership in the community whereas the Housing Authority is tenant based.

Mayor Anderson spoke about the differences between the Habitat and Land Trust models surrounding real estate property taxes and creating a Habitat model on a land trust. Mr. George agreed with the concept but cautioned that the purchase of land is still costly even as part of a land trust. Discussion continued on cost of land. Mr. George noted that Habitat's model cannot continue to thrive with current land costs. Commissioner DeCiccio feels the only way the model will work is if the city annexes property, receives it by donation or buys it for affordable/attainable housing.

Commissioner Weaver spoke about ADUs and suggested offering lots with an ADU under either model would effectively get an R-2 zoning and cut the lot costs in half. Mayor Anderson said there may be some opportunities with the expansion of CRA west of Fairbanks and could be used anywhere in the CRA. He suggested having community meetings to determine what the neighborhoods and community wants.

Commissioner DeCiccio asked what ideas Orange County is looking for in the plan. Mr. Dudgeon said the CRA draft must provide goals, plans and strategies and will include agreed upon metrics by the commission and Orange County. Meetings for the CRA, Planning & Zoning Board, and Commission to review the plan document will be scheduled in the first part of March.

### **3. Adjournment**

The meeting adjourned at 3:05 p.m.

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Mayor Phillip M. Anderson

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ATTEST:

City Clerk Rene Cranis



# Community Redevelopment Agency

# agenda item

**item type**

Action Items

**meeting date**

February 28, 2024

**prepared by**

Kyle Dudgeon, Assistant Division Director of Economic Development/CRA

**approved by**

Randy Knight, City Manager

**subject**

CRA Plan Modification and 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 A 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 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
- 3/5 P&Z Determination of Consistency with Comp Plan
- 3/13 CRA Agency Resolution to Adopt Finding of Need, Plan Update and recommendation to Commission
- 3/13 City Commission Adopt ordinance first reading (TIF Boundaries, Plan Adoption)
- 3/27 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

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. GRAPHIC Winter Park CRA Plan Update Revised\_2-22-2024

# WINTER PARK

**COMMUNITY REDEVELOPMENT  
PLAN UPDATE**

**FEBRUARY 2024**



# CITY OF WINTER PARK

## CRA PLAN UPDATE

CITY OF WINTER PARK, FLORIDA

FEBRUARY 2024

### ACKNOWLEDGMENTS

**Peter Moore | Director, Winter Park Office of Management and Budget**

**Kyle Dudgeon | Assistant Division Director, Winter Park Economic Development**

City of Winter Park  
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(407) 599-3399

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### PROJECT TEAM

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**John M. Jones | Project Manager**

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**Natalie Frazier, MBA | Assistant Urban Analytics Manager**

**Hannah Hollinger, LEED AP O+M | Senior Planner**

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# WINTER PARK COMMUNITY REDEVELOPMENT PLAN UPDATE

## EXECUTIVE SUMMARY

The 2024 Winter Park Community Redevelopment Plan update ("Redevelopment Plan") builds upon the accomplishments of the Winter Park Community Redevelopment Agency ("Agency") and the existing Winter Park Community Redevelopment Area ("CRA") Plan that was originally adopted in 1994. This Redevelopment Plan identifies new capital projects and programming to address remaining conditions of "slum" and "blight" within the Winter Park Community Redevelopment Area ("CRA") through the 2037 operational timeframe. These capital projects and programming articulate the three (3) Focus Areas of this Redevelopment Plan:

- Affordable Housing
- Environmental Sustainability
- Transportation & Safety

The focus area of this Redevelopment Plan include specific programming and capital projects which have been summarized below.



The **Affordable Housing** programming and capital projects identified within this Redevelopment Plan encourage 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, as well as, 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.

This Redevelopment Plan, developed by the Agency in close coordination with the administrations of both Orange County ("County") and the City of Orlando, includes an expanded CRA boundary and an extension of the 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 Base Year Value for the CRA expansion area will be 2023. The operational timeframe extension for the Agency adds an additional ten (10) years of operations from 2027 to 2037.

In addition, this Redevelopment Plan has identified nearly \$137,554,500 in potential programming and potential capital improvement costs through 2037. This Redevelopment Plan also estimates that the expanded CRA will generate between \$181,646,200 and \$213,007,100 in Tax Increment Revenue from 2024 through 2037, which 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.

Formal adoption of this Redevelopment Plan update in accordance with the process is required under Florida Statutes ("F.S.") Chapter 163(III). This Redevelopment Plan update is current with the latest data, and addresses specific desired outcomes regarding capital investments, and economic development as cornerstones of strategies moving forward.



# INTRODUCTION & BACKGROUND

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## SECTION 1.2 WINTER PARK CRA HISTORY

The City recognized significant areas of the downtown that were in need of redevelopment and dedicated investment. In 1991, the City completed a study to identify and delineate the boundaries of the Winter Park CRA. This study resulted in the City forming the Winter Park Community Redevelopment Agency (“Agency”), a public entity established in June 1991 to implement the community redevelopment activities outlined under Florida Statutes (“F.S.”), Chapter 163, Part III. The goal of this effort was to create a vibrant, high-quality environment for residents and businesses within the downtown area of Winter Park.

The CRA created by the Agency, has been served by the Winter Park CRA Redevelopment Plan (“Redevelopment Plan”). In September 1994, the initial Redevelopment 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 1999, the western boundaries of the CRA were expanded to include portions of Orlando Avenue (U.S. Highway 17-92), with the desire to address conditions that were preventing development and economic activity along portions of U.S. Highway 17-92. The boundary expansion was adopted in 1999, resulting in a subsequent amendment to the Redevelopment Plan in February 1999.

The Redevelopment Plan serves as a primary guide for all CRA activities with regard to prioritization of improvements, allocation of funds, and other implementation activities. The mission of the CRA is to preserve and improve the residential viability and livability of the neighborhoods within the CRA by encouraging and initiating activities which empower residents to effect change, and to enhance and improve the commercial areas of the CRA by encouraging and implementing activities that promote economic growth.

The CRA plays an essential role in the vitality and success of the City as a whole—encompassing 15% of the land area, approximately 10% of the residential population, and over 50% of the total businesses within the City. As the center of entertainment, commerce, and business activity, the CRA represents the identity of the City to the local community and the County. The CRA is committed to bringing redevelopment and reinvestment to the community through socially, economically, and environmentally sustainable methods in order to help create a vibrant area which reflects the assets and the character of the City as a whole.

SECTION 1.3  
**PROPOSED CRA EXPANSION AREA**

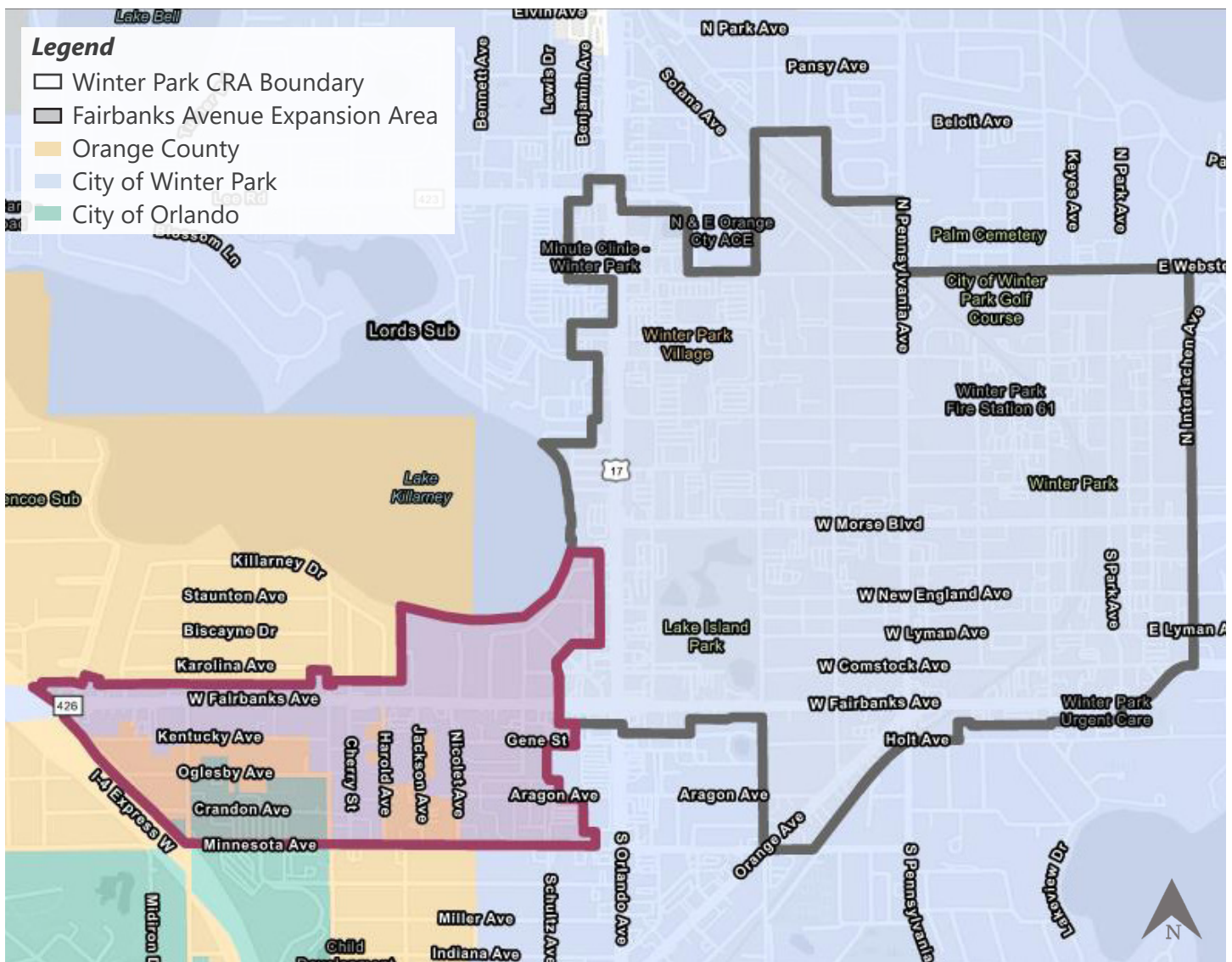
In 2023, the City of Winter Park ("City") staff, in close coordination with the administration of Orange County ("County"), evaluated three targeted areas for consideration in inclusion within the existing CRA. The targeted areas that were examined included: (1) Lee Road Expansion Area, (2) Fairbanks Avenue Expansion Area, and (3) Orlando Avenue Expansion Area. The City prepared a Finding of Necessity ("FON") evaluation to determine if the targeted areas qualified for potential inclusion within the existing CRA in accordance with F.S. Section 163.340 (7), (8) (see Appendix A – Finding of Necessity for CRA Expansion).

While all three of the evaluated potential expansion areas contained the requisite conditions for inclusion within the existing CRA. After in-depth discussion between the City and 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 existing CRA.

The Fairbanks Avenue Expansion Area ("Expansion Area") contains 307 parcels, composing 142 +/- acres and is generally bounded by the Fairbanks Avenue corridor to the north, U.S. 17-92 to the east, I-4 to the west, and Minnesota Avenue to the south.

The existing CRA and the Expansion Area are shown in Figure 2 – Existing Winter Park CRA Boundary and Fairbanks Avenue Expansion Area.

**Figure 2.** Existing Winter Park CRA Boundary and Fairbanks Avenue Expansion Area Boundary



The 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 County have identified several issues and conditions within the Expansion Area that have been determined to discourage and inhibit private sector development and redevelopment activities, as well as lower the quality of life within the Expansion Area. These issues include:

- 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 and the Orange County Administrator's Office have determined that the Expansion Area is appropriate for targeted redevelopment and economic development activities and qualifies for inclusion within the existing CRA boundaries.

## SECTION 1.4 **COMMUNITY REDEVELOPMENT ACT**

The Community Redevelopment Act assists local governments in the 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 impair growth; hinder the provision of housing accommodations; aggravate traffic problems; and substantially hamper the elimination of traffic hazards and the improvement of traffic facilities.

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

1 | F.S. CHAPTER 163.335(1) ...[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.

2 | F.S. CHAPTER 163.335(2) ...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 the property in such areas.

3 | F.S. CHAPTER 163.335(3) ...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.

4 | F.S. CHAPTER 163.335(5) ...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 therefor 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...

5 | F.S. CHAPTER 163.335(6) ...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 condition is a proper matter of state policy and state concern is for a valid and desirable public purpose.

The CRA possesses the authority to govern the course of action concerning the redevelopment and rehabilitation of the area, and further, in the corporate limits of the City in the case that the City's governing body has acceded in the Redevelopment Plan set forth by the City.

## SECTION 1.5 FINDING OF NECESSITY – CONDITIONS OF SLUM AND BLIGHT

The purpose of the Fairbanks Avenue Expansion Area FON was to provide data that documents potentially blighting conditions within the existing CRA, as defined in F.S. Chapter 163(III). If the determination of such conditions of blight can be established based on the statutory definitions set forth in the Redevelopment Act, the CRA can be created, or in this case expanded, in conjunction with preparation and adoption of an updated Redevelopment Plan.

The initiative to expand the CRA and update the Redevelopment Plan arises from the need to stimulate reinvestment in the area and identify new funding sources to improve existing conditions. The existing conditions of available development sites inhibit further growth. A redevelopment initiative is necessary to identify new market potential for the area and subsequently kick start upgrades to the infrastructure, commercial and residential uses, and overall physical appearance.

Before targeting prospective private sector investors to the area, blighting influences should be addressed to rebuild the infrastructure necessary to support new investment. Deteriorating conditions of structures, utilities, and general physical environment undermine economic development efforts and impede improvement of the area. Symptomatic of the difficulty to attract investment to the area is reflected in the extreme vegetation overgrowth on numerous available parcels.

Removing blight is essential to remain competitive in the economic marketplace. The FON, as provided in **Appendix A – City of Winter Park Finding of Necessity, 2023**, addresses an expansion of the CRA due to present slum and blight conditions. This 2024 Redevelopment Plan update specifies the desired improvement projects and implementation steps, funded in part by tax increment revenues designated to the proposed Expansion Area.

The Slum and Blight Matrix, detailed on the subsequent pages, summarizes the "Slum" and "Blight" conditions that were observed or present, not observed or present, or not observed but suspected present within the Expansion Area (see **Table 1 – Slum and Blight Matrix, Expansion Area**). The Expansion Area demonstrated one condition of "Slum" present (163.340,(7) (c)), and 6 conditions of "Blight" present (163.340, (8) (a),(c),(d),(e),(f) and (k).

Based on these observations of the presence of "Slum" and "Blight" conditions as defined by F.S. Chapter 163.340, (7), (8), there are sufficient findings to justify the inclusion of the Expansion Area within the CRA. *The existing CRA legal description and the recently amended Expansion Area legal description can be found in **Appendix B - Legal Descriptions**.*

**Table 1. Slum and Blight Matrix, Expansion 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	

Sources: F.S. Chapter 163.340 (8); GAI Consultants.

**Table 1.** Continuation of Slum and Blight Matrix, Expansion Area

Blight Area Conditions	Observed	Not observed, but suspected present	Not observed
(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

Sources: F.S. Chapter 163.340 (8); GAI Consultants.



City of Winter Park, FL

SECTION 1.6

# PRELIMINARY REDEVELOPMENT STRATEGIES

The Agency has worked together with the City and County to develop a group of shared redevelopment priorities to address the conditions observed within the Expansion Area, to encourage redevelopment and private sector investment and to continue the successful redevelopment activities within the existing CRA boundaries.

These priorities include: (1) Encourage Affordable Housing, (2) Support Small Business/Entrepreneurs, (3) Infrastructure Improvements, and (4) Multi-Modal Transportation Enhancements. These priorities and associated actions/strategies to achieve these priorities are further detailed below.



## *Encourage Affordable Housing Development*

- 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 within the CRA and Expansion Area.



## *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 and Expansion Area.
- Support merchant associations.



## *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.



# EXISTING CONDITIONS

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# EXISTING CONDITIONS

## SECTION 2.1 EXISTING CONDITIONS MAP SERIES

The following map series presents the existing conditions of the expanded CRA. Conditions evaluated include 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 the Public and Affordable Housing facilities within the CRA.

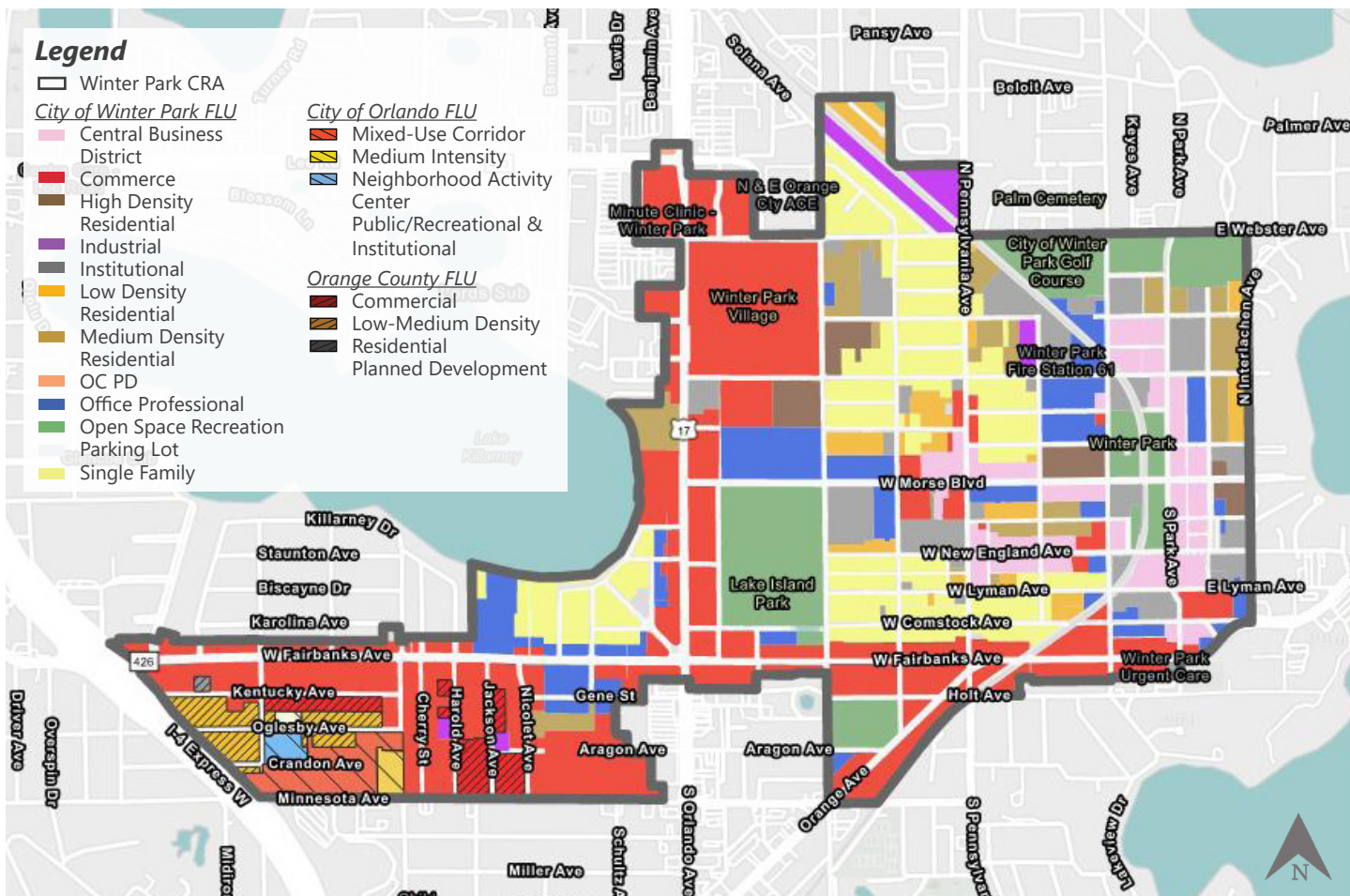
Within the CRA and Expansion Area, the majority of the properties are within the jurisdictional boundaries of the City of Winter Park (566 acres). This acreage includes parcel acreage only, and does not include roadways, utility corridors, and railroad right-of-way acreage reflected in the total 760 acres referenced in the prior section. The remaining properties are located within unincorporated

Orange County (24 acres) or within the jurisdictional boundary of the City of Orlando (16 acres). The City of Winter Park has active Joint-Planning-Agreements ("JPA") with the City of Orlando and Orange County regarding coordinating the review of applications for development within these areas.

### FUTURE LAND USE

Future Land Use ("FLU") designations are classifications of property that categorize permissible levels of intensity and/or density of development, in accordance with policies of the City's Comprehensive Plan and the requirements of the City's Land Development Regulations. **Figure 3 – Existing CRA and Expansion Area Future Land Uses** below illustrates the various FLUs within the CRA and Expansion Area.

**Figure 3. Existing CRA and Expansion Area Future Land Uses**





The following table(s) depicts the distribution of FLU designation within the expanded CRA (see **Table(s) 2-4 – Existing CRA and Expansion Area Future Land Use Distribution**).

Within the portion of the expanded CRA located within the jurisdictional boundaries of the City of Winter Park, the predominant future land use designation is Commerce (34%) with 79 parcels comprising over 195 acres. The next most prevalent FLU designations are; Single-Family Residential (16%); Open Space Recreation (12%); Office Professional (10%); and Institutional (8%).

**Table 2. Existing CRA and Expansion Area Future Land Use Distribution | City of Winter Park**

Future Land Use	Parcels	Acreage	% Acreage
Commerce	79	195.08	34%
Single-Family	49	88.90	16%
Open Space Recreation	12	67.01	12%
Office Professional	37	55.16	10%
Institutional	32	46.63	8%
Central Business District	36	34.60	6%
Medium Density Residential	20	31.93	6%
Low Density Residential	20	19.29	3%
High Density Residential	5	14.06	2%
Industrial	5	11.58	2%
Parking Lot	5	1.48	0%
OC PD	1	0.45	0%
<b>Total Parcels</b>	<b>301</b>	<b>–</b>	<b>–</b>
<b>Total Acres</b>	<b>–</b>	<b>566.16</b>	<b>100%</b>

Sources: City of Winter Park; GAI Consultants.

Within the portion of the expanded CRA located within the jurisdictional boundaries of the City of Orlando, comprised of 16 +/- acres, the predominant FLU designation is Mixed Use Corridor Medium-Intensity (43%); followed by Neighborhood Activity Center (42%) and Public- Recreation-Institution (15%).

**Table 3. Existing CRA and Expansion Area Future Land Use Distribution | City of Orlando**

Future Land Use	Parcels	Acreage	% Acreage
MUC-MED	10	6.77	43%
NEIGH-AC	4	6.74	42%
PUBC-REC-INST	1	2.42	15%
<b>Total Parcels</b>	<b>15</b>	<b>–</b>	<b>–</b>
<b>Total Acres</b>	<b>–</b>	<b>15.93</b>	<b>100%</b>

Sources: City of Winter Park; GAI Consultants.

Within the portion of the expanded CRA located within the unincorporated County, comprised of 24 +/- acres, the predominant FLU designations are Commercial (49%), Low- Medium Density Residential (49%), and Planned Development-Commercial (2%).

**Table 4. Existing CRA and Expansion Area Future Land Use Distribution | Unincorporated Orange County**

Future Land Use	Parcels	Acreage	% Acreage
C	37	11.88	49%
LMDR	70	11.88	49%
PD-C	3	0.47	2%
<b>Total Parcels</b>	<b>110</b>	<b>–</b>	<b>–</b>
<b>Total Acres</b>	<b>–</b>	<b>24.23</b>	<b>100%</b>

Sources: City of Winter Park; GAI Consultants.

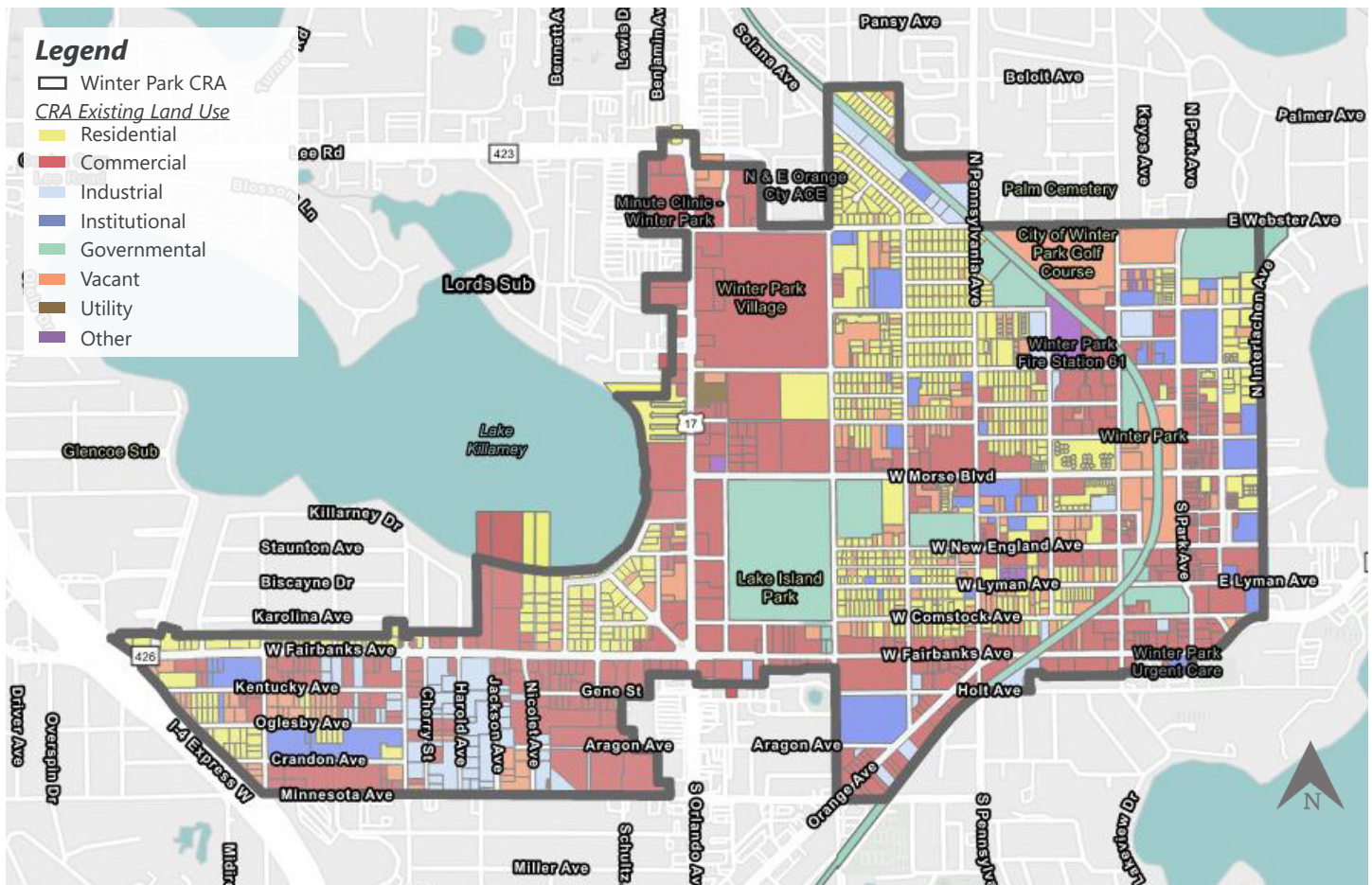
## EXISTING USES

Existing Land Use designations are classifications of property that describe 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 on tax assessment rolls and depicts the existing use of the property. These DOR use codes account for individual condominium units as unique parcels for tax treatment purposes, which results in the appearance of an overabundance in the count of condominium parcels compared to the total acres of land occupied by condominium uses.

Therefore, the purposes of this Redevelopment Plan update, 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.

Figure 4 – Existing CRA and Expansion Area Existing Land Uses illustrates the existing land uses within the CRA and Expansion Area. The associated table on the following page depicts the existing-uses based on their DOR use code classification, number of parcels and general acreages assigned to the use codes.

Figure 4. Existing CRA and Expansion Area Existing Land Uses



The predominant existing land use designation within expanded CRA is Single Family Residential (16%) with 659 parcels comprising over 103 +/- acres. The next most prevalent existing land- use designations are Retail One Story (8%); Municipal (Other) (8%); Office Low Rise (7%); and Industrial Warehouse 1 (6%).

Table 5 – Existing CRA and Expansion Area Existing Land Use Distribution depicts the Existing Land Uses based on their DOR classification, the number of parcels and general acreages assigned to the DOR use codes.

**Table 5.** Existing CRA and Expansion Area Existing Land Use Distribution

DOR Code	Parcels	Acres	% of Acreage
Single-Family Residential	659	102.88	15.98%
Retail One Story	126	51.77	8.04%
Municipal (other)	12	51.16	7.95%
Office LowRise	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	23.6	5.68%
Office On 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 Area	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	3.05	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 Community	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	0.069	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%
<b>Totals</b>	<b>1,608</b>	<b>643.61</b>	<b>100%</b>

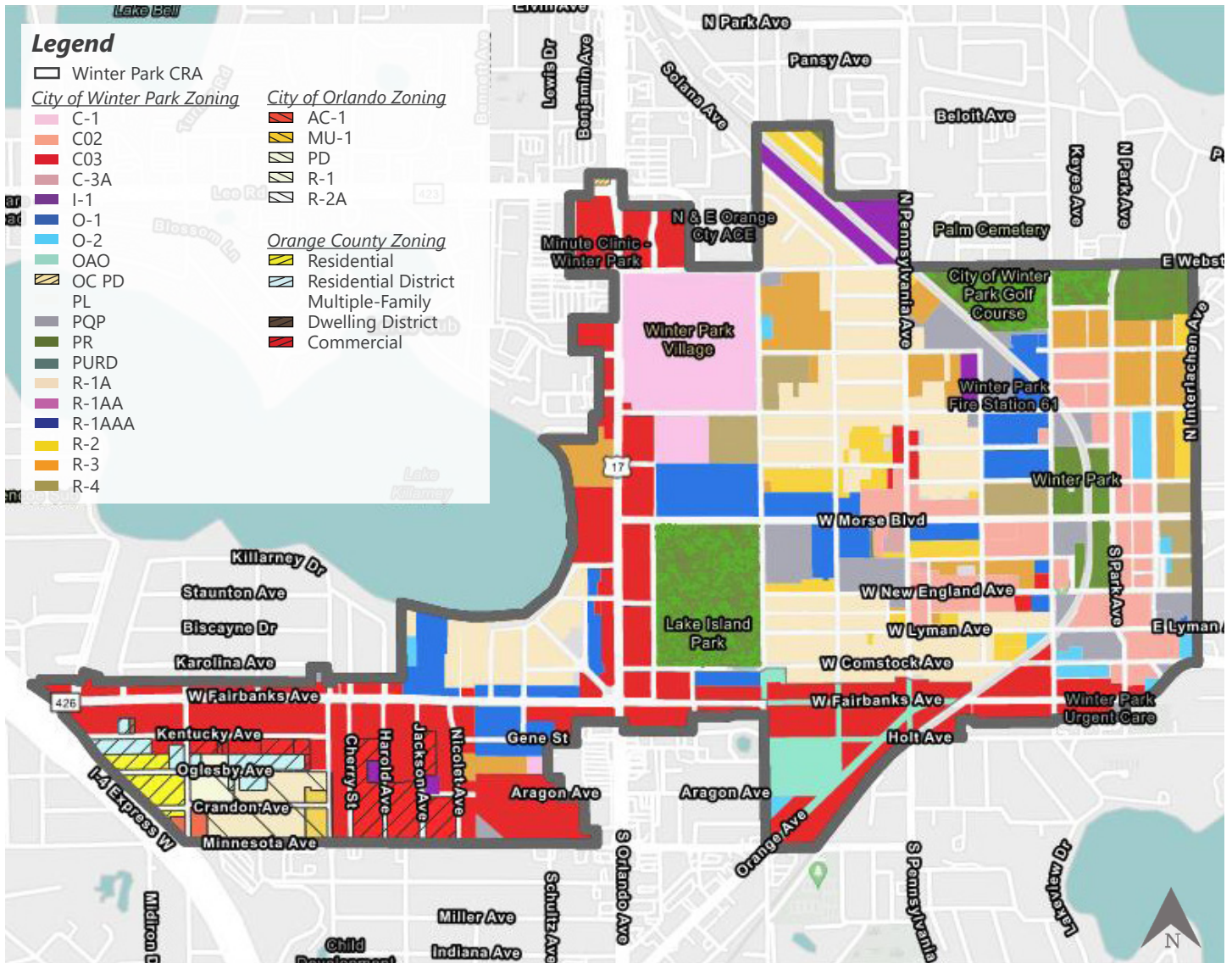
Sources: Orange County Property Appraiser, Property Use Codes; GAI Consultants.

## ZONING

Zoning designations are classifications of property that describes the permitted uses, and development standards applicable to the property, in accordance with policies with policies of the City's

Comprehensive Plan, and the requirements of the City's Land Development Regulations. **Figure 5 - Existing CRA and Expansion Area Zoning** illustrates the different zoning classifications within the CRA.

**Figure 5. Existing CRA and Expansion Area Zoning**



The following tables show the distribution of zoning designations within the expanded CRA by the number of parcels, acreage of each designation and the percentage of each designation relative to the overall expanded CRA (see **Table(s) 6-8 – Existing CRA and Expansion Area Zoning Distribution**). To note, the zoning designations in the Expansion Area represent portions located within the jurisdictional boundaries of the City of Winter Park, as well as the small portion located within the jurisdictional boundaries of the City of Orlando and within unincorporated Orange County.

The predominant zoning designation within expanded CRA is Highway or Roadway Commercial (C-3) (25%) with 309 parcels comprising over 149 +/- acres. The next most prevalent zoning designations are Parks and Recreation (15%); Residential Single-Family (R-1A) (15%); Office (O-1) (8%); and Medium-Density Multi-Family Residential (R-3) (7%).

**Table 7.** Existing CRA and Expansion Area Zoning Distribution | City of Winter Park

Zoning	Parcels	Acreage	% Acreage
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%
OCPD	2	0.84	0.14%
Total Parcels	1,497	–	–
Total Acres	–	601.07	100%

Sources: City of Winter Park; GAI Consultants.

**Table 6.** Existing CRA and Expansion Area Zoning Distribution | City of Orlando

Zoning	Parcels	Acreage	% Acreage
AC-N	4	1.46	9%
MU-1	5	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%

Sources: City of Winter Park; GAI Consultants.

**Table 8.** Existing CRA and Expansion Area Zoning Distribution | Unincorporated Orange County

Zoning	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%

Sources: City of Winter Park; GAI Consultants.



## CITY-OWNED PARCELS

City-Owned parcels are those within the expanded CRA that are owned by the City. These parcels may be utilized by the City and Agency to facilitate the implementation of redevelopment goals and strategies identified within this Redevelopment Plan update. 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.

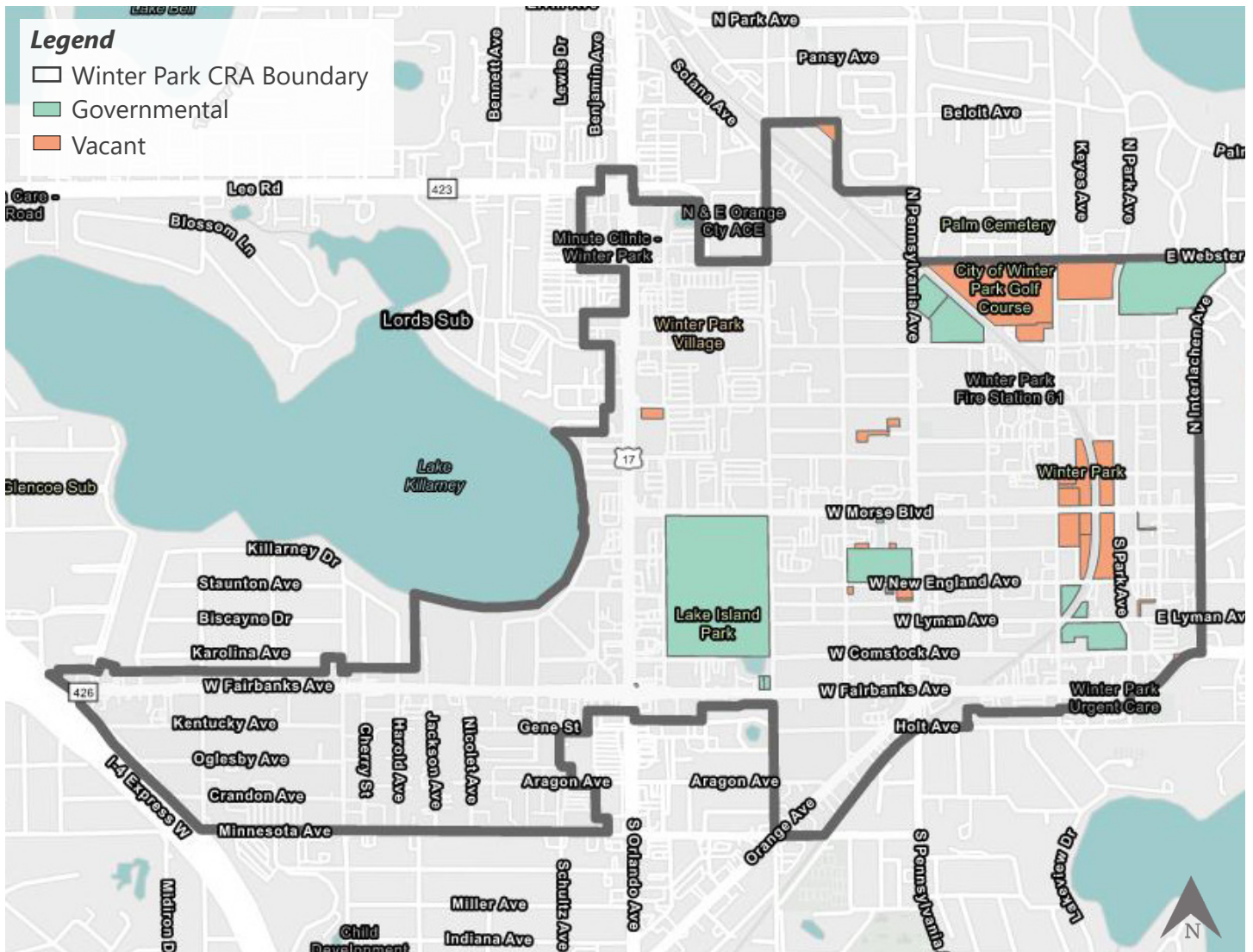
Figure 6 – City of Winter Park Owned Parcels illustrates the general location of the City-Owned parcels within the existing CRA and Expansion Area.

Table 9. City of Winter Park Owned Parcels

	Parcels	Acreage
Government Vacant Land	25	28
Municipal (Other)	12	51
Total	37	79

Sources: Orange County Property Appraiser; GAI Consultants.

Figure 6. City of Winter Park Owned Parcels





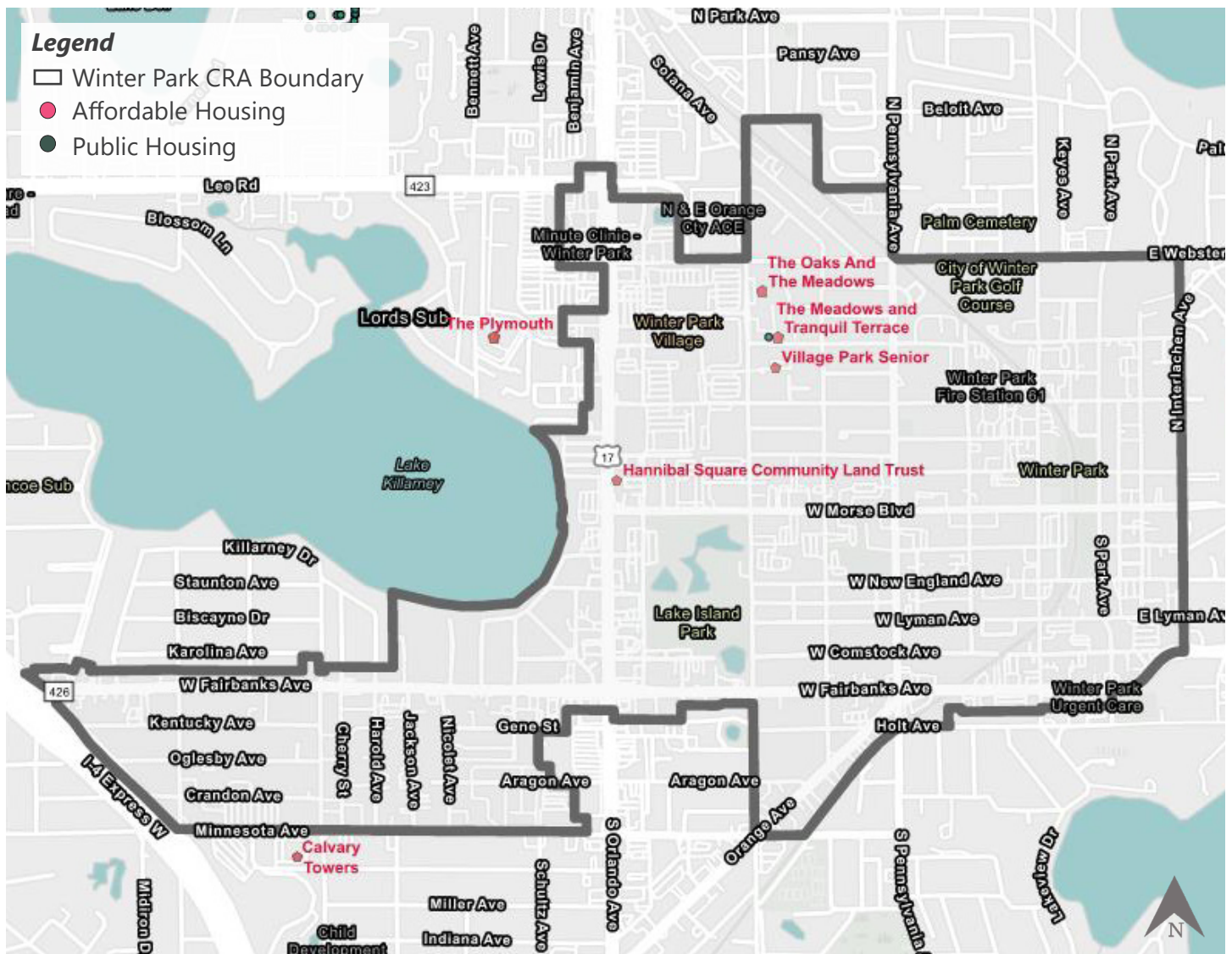
## PUBLIC HOUSING AND AFFORDABLE HOUSING

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 that 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 at 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 units is often determined by a combination of factors, including income, 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.

Figure 8 – Existing CRA and Expansion Area Public Housing and Affordable Housing below illustrates the general location of the public and affordable housing communities within the CRA.

Figure 8. Existing CRA and Expansion Area Public Housing and Affordable Housing



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# 03

# OBJECTIVES & INITIATIVES

## SECTION 3.1 PUBLIC ENGAGEMENT

The planning process and community input sessions accomplished as a part of this Redevelopment Plan update included 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 community input 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.
3. An in-person Community Workshop to facilitate in-depth discussions and provide another opportunity for community input and engagement.

Further details on the public engagement component of this Redevelopment Plan update can be located within **Appendix C – Public Engagement & Community Input**.

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 included:



**Affordable Housing**



**Infrastructure Improvements  
(localized flooding, sanitary sewer connections)**



**Public Safety (multi-modal transportation and pedestrian improvements and lighting)**



**Small-Business Support and Development**



## SECTION 3.2 REDEVELOPMENT FOCUS AREAS

Since the Agency's establishment, it 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 identified in this Redevelopment Plan update seek to build upon these accomplishments while also addressing the concerns and issues identified during discussions with the leadership of the City and Orange County, as well as the community redevelopment staff, to address concerns and items identified during the Public Engagement portion of this Redevelopment Plan update.

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

1. Housing Affordability
2. Environmental Sustainability
3. 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 support the City'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."

### 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, including the addition of 187 new or rehabilitated homes, according to the 2021 CRA Social Investment Highlight. However, 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

The following Elements of the Plan complement the Redevelopment Focus Areas and also acknowledge issues identified during public engagement activities. The Elements of the Plan 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 & Culture**



**Economic Development**



**Public Space Amenities**



**Public Health & Safety**



**Regulatory Environment**

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 F.S. Chapter 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.

The following photo(s) illustrate deteriorated building/site located within the Expansion Area.



## ENVIRONMENTAL SUSTAINABILITY – MAINTAIN AND IMPROVE THE 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.

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 Redevelopment Plan update identifies Goals, and Action Strategies that will encourage users to transfer from septic tanks to sanitary sewer systems, in addition to addressing 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, the following:

- 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 the County regarding regional drainage and flooding issues in multi-jurisdictional areas.
- Coordinate with the City’s Lakes Division and other appropriate City Departments to identify opportunities to support lake water quality improvements and programming.
- 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.



## TRANSPORTATION SAFETY – MAINTAIN AND IMPROVE PEDESTRIAN, CYCLIST, AND ROADWAY SAFETY

The CRA is framed and bisected by several major thoroughfares U.S. Highway 17-92 (Orlando Avenue), Lakemont Avenue, Webster Avenue, Fairbanks Avenue, Morse Boulevard, Canton Avenue, and Park Avenue. The conditions of the roadways has a significant 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 Redevelopment Plan update’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 necessarily limited to, the following:

- 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.).



### SECTION 3.3 REDEVELOPMENT GOALS AND ACTION STRATEGIES

The vision for the CRA is to (1) increase the supply of affordable housing while maintaining and improving the existing supply of affordable housing; (2) improve public utility infrastructure to address localized flooding and access to sanitary sewer services; (3) enhance and improve the transportation safety infrastructure and multi-modal options available; (4) strengthen and preserve historic neighborhoods; (5) enhance public spaces for use by residents and visitors; (6) support and improve the commercial centers, support redevelopment and in-fill development of the City’s urban center; and (7) to promote the redevelopment of targeted sites within the CRA.

The Elements of this Redevelopment Plan update 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. As a result, the Elements of this Redevelopment Plan update include the following categories:

-  **Administration**
-  **Housing**
-  **Community Development & Culture**
-  **Economic Development**
-  **Public Space Amenities**
-  **Public Health & 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. 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.
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.
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.
4. The Agency shall administer and coordinate the implementation of Winter Park Community Redevelopment Plan with municipal, county and regional redevelopment objectives.
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](http://cityofwinterpark.org/CRA)).
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.
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.

## GOAL 2

**The Agency will continue to comply with the requirements of the Florida Statutes.**

### Action Strategies

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. The Agency shall ensure that information from the ACFR is incorporated into the Agency's Annual Reports.
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](http://cityofwinterpark.org/CRA)).
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>).

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](http://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.

#### 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

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.
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. 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.

#### GOAL 4

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

#### Action Strategies

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.
2. The Agency may utilize aggregation of parcels and properties within the CRA to facilitate the implementation of the Plan.
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. 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.

#### Projects/Activities

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



## Housing

### GOAL 5

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

#### Action Strategies

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.
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.
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.
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.

### 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

5. 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. The Agency should explore available funding sources for affordable, attainable, workforce and senior housing development within the CRA.
7. The Agency may develop a marketing strategy and plan to incentivize developers and investors to construct multifamily housing products within the CRA.
8. 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.
9. 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.
10. 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.
11. 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.
12. 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.
13. The Agency should seek to improve coordination between the providers of affordable housing land acquisition, construction and management and maintenance services within the CRA.
14. 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.

## 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

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.
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.

## 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

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.
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.





## Community Development & Culture

### GOAL 9

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

#### Action Strategies

1. The Agency may prepare programming information for distribution on the City's social media accounts across multiple platforms, which the Agency should update regularly.
2. The Agency can develop informational materials to advertise the development and redevelopment opportunities within the CRA to prospective investors, developers and development groups.
3. The Agency can develop a marketing package for prospective investors that showcases redevelopment and economic development opportunities in the CRA. duplexes, etc. within the CRA.

### GOAL 10

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

#### Action Strategies

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).

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.
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.
4. The Agency should support 'shop local' campaigns on social media to support small businesses within the CRA.

### 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 CRA redevelopment strategies.***

#### Action Strategies

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.



## Economic Development

### GOAL 12

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

#### Action Strategies

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.

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.
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.

### **GOAL 13**

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

#### **Action Strategies**

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/Nutraceuticals, Manufacturing, Aviation/ Marine/Composite Materials, Information Technology/Educational Services, Distribution/ Logistics and Life Sciences) development within the CRA.
2. The Agency can support local job fairs and business recruitment activities that are targeted towards residents and businesses located within the CRA.
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.).
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.
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.

### **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**

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.
2. The Agency and the City may evaluate options and alternatives to develop (or refresh) an area "brand" for the CRA.
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.
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.
5. The Agency may regularly disseminate information about Agency's programs and activities on the City's website and social media platforms.

### **GOAL 15**

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

#### **Action Strategies**

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.

- 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.

### 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

- 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.
- 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.

### 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

- 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.
- 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.
- 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.

### GOAL 18

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

#### Action Strategies

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

### GOAL 19

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

#### Action Strategies

- The Agency may evaluate the continued use of and neighborhood identification at key intersections within the CRA.
- 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.



Park Avenue, Winter Park, FL



## Public Space Amenities

### GOAL 20

**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

1. The Agency may create an inventory and map of all public and City-owned spaces and park facilities within the CRA.
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.
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.
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.

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.
6. The Agency shall support opportunities to improve accessibility and utilization of the regional recreational destinations of Central Park, 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.
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.



## Regulatory Environment

### GOAL 21

**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

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.

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.
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 multi-modal access through the site(s), where appropriate.



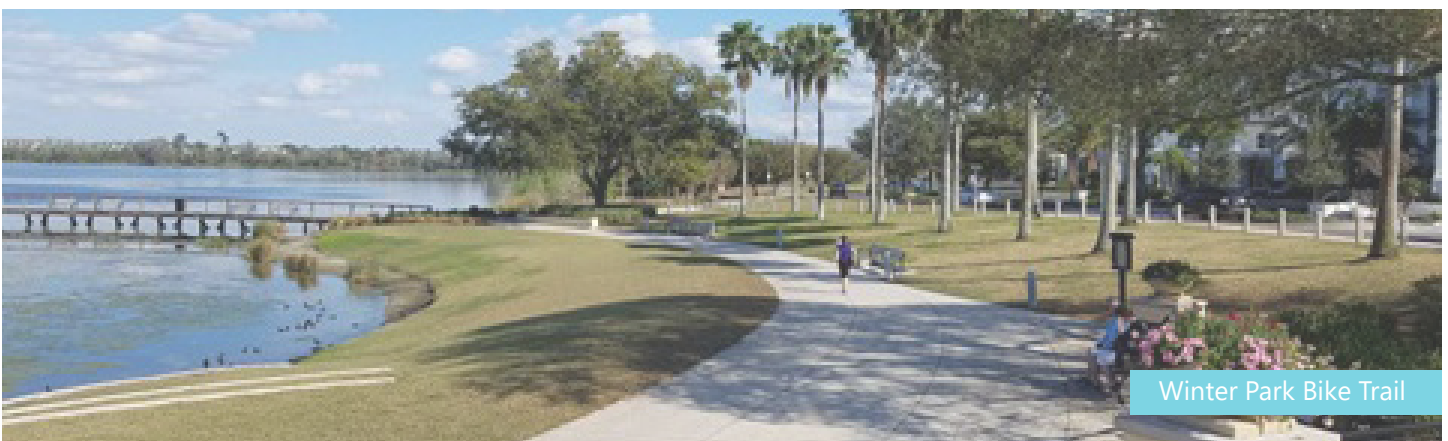
## Public Health and Safety

### GOAL 21

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

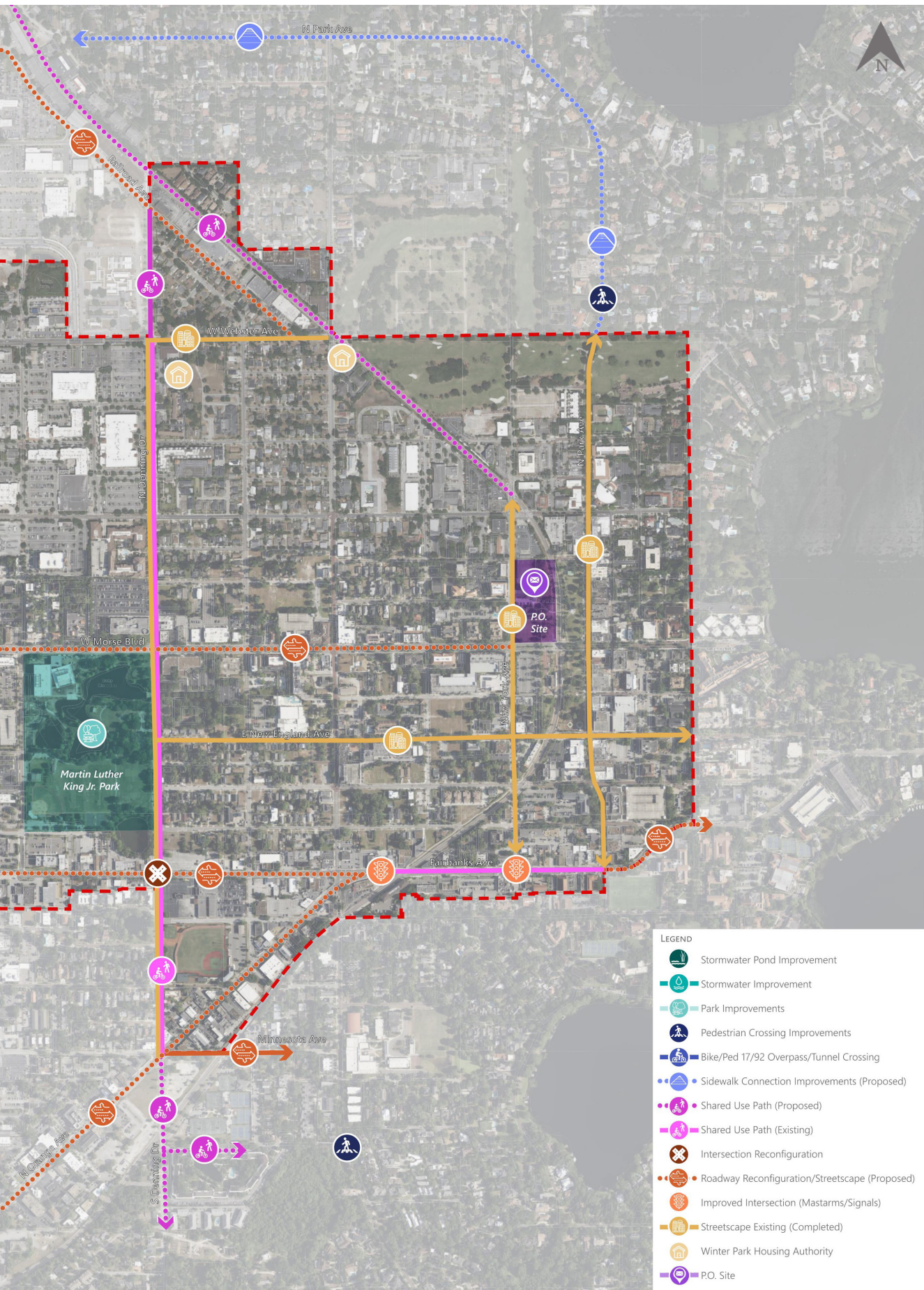
#### Action Strategies

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.
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.
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.
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.
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.
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.
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.
8. The Agency shall collaborate with community partners and health service providers in order to support policies that promote health equity.
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.
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.
11. The Agency shall coordinate the Agency's Annual Work Plan and Budget with the Public Works and Transportation Department to support improvements, renovations and upgrades to the existing site improvements and facilities and the public realm, to improve public safety and health within the CRA



Winter Park Bike Trail





- LEGEND**
- Stormwater Pond Improvement
  - Stormwater Improvement
  - Park Improvements
  - Pedestrian Crossing Improvements
  - Bike/Ped 17/92 Overpass/Tunnel Crossing
  - Sidewalk Connection Improvements (Proposed)
  - Shared Use Path (Proposed)
  - Shared Use Path (Existing)
  - Intersection Reconfiguration
  - Roadway Reconfiguration/Streetscape (Proposed)
  - Improved Intersection (Mastarms/Signals)
  - Streetscape Existing (Completed)
  - Winter Park Housing Authority
  - P.O. Site

# FINANCIAL ANALYSIS

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# FINANCIAL ANALYSIS

## SECTION 4.1

### 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.

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.

As referenced in *Section 1*, the Winter Park CRA ("CRA I") was established in 1994 with a base year taxable value of \$194,097,285. In 1999, the Winter Park CRA was expanded ("CRA II"), the expansion area has a base year taxable 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 \$9,119,600 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 \$132,900. From 2024 through the current sunset date in 2027, the existing Winter Park CRA (CRA I and CRA II) is projected to generate approximately \$39,874,800 in TIF revenues and the Expansion Area is projected to generate \$812,000 in TIF revenues—combined equating to \$40,686,800 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 4.3% in total taxable value through the full *planning* period, 2024 to 2037; and collect between an estimated \$181,646,200 and \$213,07,100 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.***

## SECTION 4.2

### 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



Aerial View of Winter Park

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:

- The TIF revenue projections reflect a 10-year *projection* period beyond the current 2027 sunset date, from 2028 through 2037.
- 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 4.0923 for the City and all adjacent incorporated places, 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 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 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 **Table 11 - Components of Change** on the following page.

**Table 11. Components of Change**

	Winter Park CRA	Expansion Area
FY 2023 Taxable Value	\$ 1,428,493,300	\$ 247,392,600
<i>Causes of Change</i>		
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)
<i>Subtotal Change</i>	\$ 1,381,064,300	\$ 155,525,600
<b>FY 2023 Taxable Value</b>	<b>\$ 2,809,557,600</b>	<b>\$ 402,918,200</b>

Sources: FDOR; Orange County Property Appraiser; City of Winter Park; GAI Consultants.

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.

**SECTION 4.3  
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.

**SECTION 4.4  
REVIEW OF MILLAGE RATES**

The millage rates within both the County and City have remained consistent over the last 10-years, as illustrated in the table on the following page (see **Table 12 – Review of Millage Rates**).

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 4.0923 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.

**Table 12. Review of Millage Rates**

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

Sources: Orange County Property Appraiser; City of Winter Park.

## SECTION 4.5 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 \$40,367,200 and \$41,504,700 through the current Agency’s sunset date, 2027.

In addition, the combined existing CRA and Expansion Area have the potential to generate, in total, as much as \$141,279,000 to \$171,502,400 in additional receipts throughout the 10-year projection period, 2028 to 2037, experiencing an annualized average increment roughly between \$14,127,900 and \$17,150,240. The table on the following page 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 (see **Table 13 – Summary of TIF Revenue Projections, Cumulative**).



**Table 13.** Summary of TIF Revenue Projections, Cumulative

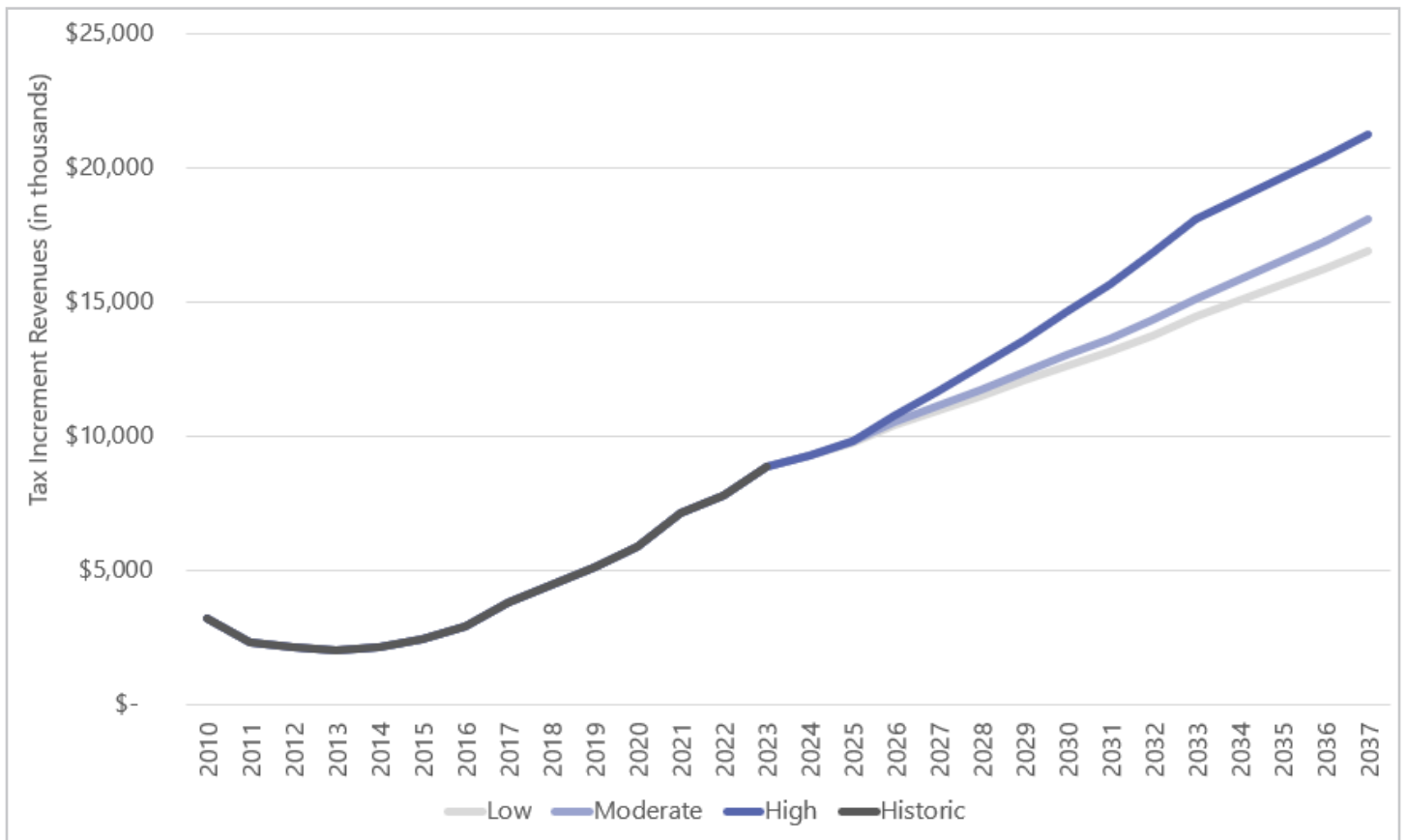
	10-Year Tax Increment Projections		
	Low	Moderate	High
Existing Winter Park CRA	\$ 133,739,900	\$ 139,801,500	\$ 162,273,500
Expansion Area	\$ 7,539,100	\$ 7,903,500	\$ 9,228,900
<b>Combined Total</b>	<b>\$ 141,279,000</b>	<b>\$ 147,705,000</b>	<b>\$ 171,502,400</b>

Sources: 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 Gateway Expansion Area. 10-Year Tax 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 below (see **Figure 10 – TIF Revenues (Historic and Projected), 2010 to 2037 | Existing CRA and Expansion Area**).

**Figure 10.** TIF Revenues (Historic and Projected), 2010 to 2037 | Existing CRA and Expansion Area



Sources: 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 Gateway Expansion Area. 10-Year Tax Increment Projections reflect the projection period beyond the current Agency's current 2027 sunset date, 2028-2037.

Detailed table(s) illustrating 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 can be located in **Appendix D – Detailed Tax Increment Tables**.

SECTION 4.6

**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 (see **Table 14 – Capital Projects and Programming Worksheet**). 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.

**Table 14. Capital Projects and Programming Worksheet**

<b>Category</b>	<b>1-3 Years Short Term</b>	<b>4-6 Years Mid-Term</b>	<b>7-10 Years Long-Term</b>
<b>AFFORDABLE HOUSING</b>			
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
<b>TRANSPORTATION &amp; SAFETY</b>			
Sidewalk Gap connections			
Minnesota Avenue	\$267,000		
Webster Avenue			\$787,500
Connectivity improvements			
CRA-Wide	\$300,000		
Hannibal Square Connectivity	\$200,000		
Share 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
<b>INFRASTRUCTURE &amp; SUSTAINABILITY</b>			
Stormwater Management			
West Minnesota Ave. Draining Improvements		\$3,600,000	
Nicolet Pond Improvements	\$200,000		
Kentucky Avenue Collection and Conveyance Piping (Stormwater)		\$500,000	
Holieanna 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
<b>Short Term (1-3 Years) Potential Project Costs</b>	<b>\$17,012,000</b>		
<b>Medium Term (4-6 Years) Potential Project Costs</b>		<b>\$59,634,456</b>	
<b>Long Term (7-10 Years) Potential Project Costs</b>			<b>\$60,908,000</b>

# COMMUNITY IMPACT STATEMENT

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# COMMUNITY IMPACT STATEMENT

## SECTION 5.1

### COMMUNITY IMPACT STATEMENT

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

The implementation of the Redevelopment Plan update 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 the City of 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 policies, as noted in the City of Winter Park 1999 Community Redevelopment Plan, 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 Redevelopment Plan update 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 Redevelopment Plan update, are intended to encourage the continued residential uses within the redevelopment district and encourage home ownership, fix up and repair.

#### AFFORDABLE HOUSING

This Redevelopment Plan update identifies the development of new affordable housing as one the Redevelopment 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.

This Redevelopment Plan update 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 this Redevelopment Plan update.

#### ENVIRONMENTAL QUALITY

**Drainage** - Infrastructure improvements to address localized flooding issues have been identified in this Redevelopment Plan update. 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 this Redevelopment Plan update. Additional street trees, open spaces and refurbished and refreshed green spaces are proposed within this Redevelopment Plan update.



**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 this Redevelopment Plan update. Improving the ability of residents and business to connect to available sanitary sewer services is identified within this Redevelopment Plan update. 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 this Redevelopment Plan update 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

This Redevelopment Plan update 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

This Redevelopment Plan update 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 this Redevelopment Plan update 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. This Redevelopment Plan update supports the establishment and revitalization of neighborhood commercial, retail, hospitality and office uses in appropriate locations throughout the community redevelopment area.

## SECTION 5.2 COMMUNITY REDEVELOPMENT PLAN REQUIREMENTS

In a very simply described and summarized process for adopting and amending a community redevelopment plan, it is necessary that a local government and its Agency evaluate the physical, social and economic attributes of a specific area and make a determination that it satisfies multiple criteria. This determination would allow the local government to adopt and implement a redevelopment strategy and utilize all the powers available to its Agency.

Toward assuring compliance with the larger mission and responsibilities of the Agency and an implementable redevelopment plan, the Redevelopment Act outlines both the contents of the legally sufficient redevelopment plan and the general framework for its adoption. The particulars of this 2024 Winter Park CRA Redevelopment Plan update and the means by which it will be adopted, like its predecessor, adhere to the current legal requirements.

The Redevelopment Act, according to Chapter 163.360, Florida Statutes, prescribes that each adopted plan:

- a. *Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Community Planning Act.*
- b. *Be sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the community redevelopment area; zoning and planning changes, if any; land uses; maximum densities; and building requirements.*
- c. *Provide for the development of affordable housing in the area or state the reasons for not addressing in the plan the development of affordable housing in the area. The county, municipality, or community redevelopment agency shall coordinate with each housing authority or other affordable housing entities functioning within the geographic boundaries of the redevelopment area, concerning the development of affordable housing in the area.*

The Redevelopment Act, according to Chapter 163.362, Florida Statutes, prescribes that each community redevelopment plan shall:

- i. *Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan.*
- ii. *Show by diagram and in general terms:*
  - a. *The approximate amount of open space to be provided and the street layout.*
  - b. *Limitations on the type, size, height, number, and proposed use of buildings.*
  - c. *The approximate number of dwelling units.*
  - d. *Such property as is intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature.*
- iii. *If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.*
- iv. *Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.*

- v. *Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan.*
- vi. *Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.*
- vii. *Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.*
- viii. *Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the plan is not intended to remedy such shortage, the reasons therefore.*
- ix. *Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues.*
- x. *Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.*

***This 2024 Winter Park CRA Redevelopment Plan update documents required compliance with Chapter 163.***

To fulfill its many responsibilities, the Agency has many powers. These enumerated powers acknowledge the status of the Agency as a functioning governmental entity but one that stands apart in its supportive mission of the CRA. These powers tend to reaffirm the Agency's specific duties in the pursuit of development and redevelopment while separating its financial obligations from those of the associated general government.

These enumerated powers for the Agency as outlined in Chapter 163.0370 include, but are not limited to:

- To make and execute contracts and other instruments necessary or convenient to the exercise of its powers under this part.
- To disseminate slum clearance and community redevelopment information.
- To undertake and carry out community redevelopment and related activities within the community redevelopment area.
- To provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment and related activities, and to include in any contract let in connection with such redevelopment and related activities or provisions to fulfill such of the conditions as it deems reasonable and appropriate.

Although any associated general-purpose governments and any of its property owners or citizens as tax payers are intended to benefit from the activities of the Agency or the CRA, they are insulated from its financial obligations. Further, certain operating and capital expenses of an associated general government, are not to be absorbed through funds flowing into the Winter Park CRA and its Redevelopment Trust Fund. Despite that insularity, the CRA exports many financial and community benefits well beyond its legally defined boundaries.

## SECTION 5.3 **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.

#### **SECTION 5.4 DURATION OF THE PLAN**

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

#### **SECTION 5.5 AMENDMENT OF THE 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).

#### **SECTION 5.6 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 Comprehensive Annual Financial Report ("CAFR"), 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 CAFR 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.

## SECTION 5.7 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.



Winter Park City Hall

# APPENDIX

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# APPENDIX A FINDING OF NECESSITY FOR CRA EXPANSION



# APPENDIX B LEGAL DESCRIPTIONS

## ORIGINAL COMMUNITY REDEVELOPMENT AREA 1994 LEGAL DESCRIPTION

AREA LIMITS: Commencing at Center Line of Beloit Avenue and Center Line of Denning Drive; thence southerly to center line of Minnesota Avenue; thence easterly to center line of Seaboard Coast Line Railroad; thence North Easterly along center line of Seaboard Coast Line Railroad to center line of Holt Avenue; thence Easterly ,to 25' South of the East lot line of Lot 16, Block 89 of Town of Winter Park; Misc 3-220; A-67 to 72; B-86-88; thence Northerly along said Lot 107'; thence Easterly 1001 across Lot 15, Block 89, Town of Winter Park to the Southwest corner of Lot 14, Block 89 Town of Winter Park; thence easterly along the South lot lines of Lot 14 thru Lot 3, Block 89 of Town of Winter Park to the Southeast corner of Lot 3, Block 89 of Town of Winter Park; thence easterly to the center line of New York Avenue; thence northerly along the Center line of New York Avenue 35' to a point 25' West of Lot 305 unplatted, thence 125' East across Lot 35 unplatted to a point 7' South. of the southwest corner of Lot 10, Block 88 of Town of. Winter Park; misc 3-220; A67 to 72, B-86 to 88; thence easterly,525' along center line of alley way south of Lots 10 thru Lot 1 to the center line of Park Avenue South; thence northerly along center line of Park Avenue South to center line of Fairbanks Avenue; thence Northeasterly along center line of Fairbanks Avenue to the Center line of Interlachen Avenue; thence Northerly along center line of Interlachen Avenue to the center line of Webster Avenue; thence westerly along center line of Webster Avenue to the center line of the Seaboard Coast Line Railroad; thence northwesterly to the center line of the Seaboard Coastline Railroad to the center line of Pennsylvania Avenue; thence Northerly along center line of Pennsylvania Avenue to a point 25' east of the Southeast corner of Lot 2 of Winter Park Oasis plat book Z-135: thence westerly along the South line of Lot 2 thru Lot B of Winter Park Oasis to a point 94.07' west of the southeast corner of Lot 8 of Winter Park Oasis; thence Northwesterly 77.07' along the Southwest likne of Lot 8 and Lot 7 of Winter Park Oasis to the center line of Capen Avenue; thence northerly along center line of Capen Avenue to the center line of Beloit Avenue; thence westerly to the point of beginning.

*Source: City of Winter Park, Community Redevelopment Plan Amendment for Expansion Area, Adopted by the City Commission: February 9, 1999.*

## COMMUNITY REDEVELOPMENT 1999 EXPANSION AREA LEGAL DESCRIPTION

AREA LIMITS: A 173.57 acre tract of land in Winter Park, Florida. The tract is located in Section 1 and 12, Township 22 South, Range 29 East, Orange County, Florida and described metes and bounds as follows. Beginning at the southeast corner of Section 1 a point near the center line of Denning Drive, located and described in the plat of Lake Island Estates, Plat Book M, Page 95 of the official records of Orange County Florida: Thence; South 01 deg.-10'-36" East, 1,430.70 feet with the east line of Section 12, Township 22 South, Range 29 East to its point of intersection with the extended center line in an alley between Blocks A and B of the Fairbanks Park Subdivision as recorded in Plat Book D, Page 36 for an angle point in this description. Thence: North 90 deg.-00'-00" West, 266.37 feet, 7 foot from and parallel to the south line of Block A to an angel point in the center line of said alley for an angel point in this description. Thence; South 76 deg.-08'-13" West 62.82 feet, 7 foot from and parallel to the North line of Blade B to an angle point in the center line of said alley for an angle point in this description. Thence; South 89 deg.-00'-00" West, 333.29 feet, 7 foot from and parallel to the south line of Block A to a point in the east line of a 0.491 acre tract and the west line of the 50 foot Ward Avenue Right-of-Way for an angle point in this description. Thence; South 00 deg.-43'-49" East, 141.15 feet with the west Right-of-Way line of Ward Avenue to the Northeasterly corner of Lot 12, Block A of the Oak Crest Subdivision as recorded in the official records in Plat Book L, Page 42 of Orange County, Florida for an angle point in this description.

## CONTINUE OF COMMUNITY REDEVELOPMENT 1999 EXPANSION AREA LEGAL DESCRIPTION

Thence; South 90 deg.-00'-00" West, 636.70 feet with the North line of Oak Crest Subdivision, Block A to the Northwest corner of Lot 1, Block A a point on the East Right-of-Way line of Orlando Avenue (US 17-92) for an angle point in this description. Thence; North 01 deg.-01'-00" West, 59.22 feet with the East Right-of-Way line of Orlando Avenue (US 17-92) to its intersection with the extended South line of Lot 25 of the Beverly Park Subdivision as recorded in Plat Book K, Page 45 of the official records of Orange County, Florida for an angle point in this description. Thence; North 90 deg.-00'-00" West, 565.69 feet with the South lines of Lots 25 through 16 to the Northeast corner for an angle point in this description. Thence; North 00 deg.-00'-00" East, 150.00 feet, with the East line of Lot 15 to its northeast corner for an angle point in this description. Thence; North 02 deg.-54'-29" East, 41.50 feet, crossing Fairbanks Avenue, to the Southwest corner of Lot 8, Block 3 of the Killarney Estates Subdivision as recorded in Plat Book L, Page 9 of the official records of Orange County, Florida for an angle point in this description. Thence; North 00 deg.-00'-00" East, 250.00 feet with the East lines of Lots 7 and 15, Block 3 to the Northwest corner of Lot 16 and the South Right-of-Way line of Dallas Avenue for an angle point in this description. Thence; North 21 deg.-07'-30" West, 53.60 feet crossing Dallas Avenue (50' Right-of-Way) to the Southwesterly corner of Lot 8, Block 4 of Killarney Estates, for an angle point in this description. Thence; North 01 deg.-26'-17" East, 75.00 feet, with East line of Lot 7, Block 4, to the Southeast corner of Lot 10, Block 4, for an angle point of this description. Thence; North 43 deg.-53'-59" East, 72.00 with the West line of Lot 8, Block 4 to the Northeast corner of lot 10, Block 4 for an angle point in this description on the West Right-of-Way line of Broadview A venue. Thence; North 43 deg.-41' -48" East, 50.00 feet, crossing Broadview to the Southwest corner of Lot 1, Block 5 of the Killarney Estates Subdivision for an angle point in this description. Thence; North 43 deg.-46'-48" East, 77.76 feet, with the Southeast line of Lot 2, Block 5, Killarney Estates Subdivision of the Southwest corner of Lot 14, Block 5, and an angle point in this description. Thence; South 88 deg.-36'-33" East, 71.58 feet, with the South line of Lot 14 to the Northeast corner of Lot 1, Block 5 a point on the West Right-of-Way line of Grove Avenue for an angle point in this description. Thence; North 84 deg.-03'-52" East, 50.16 feet, crossing Grove Avenue to the Southwest corner of Lot 8, Block 6, Killarney Estates for an angle point in this description and a point on the East Right-of-Way line of Grover Avenue. Thence; North 90 deg.-00'-00" East, 124.10 feet, with the North line of Lot 7, Block 6 to the Southeast corner of Lot 8, Block 6 for an angle point in this description. Thence; North 01 deg.-27'-56" West, 842.17 feet with the West line of Lots 19 through 24, Block 6, Lots 10 through 13, Block 7 and Lots 4 and 5, Block 8 to the Northeast corner of Lot 3, Block 8 a point on the Block D of the L.A. Chase's Addition of Winter Park as recorded in Plat Book A, Page 73 of the official records of Orange County, Florida for an angle point in this description. Thence; North 88 deg.-55'-23" West, 259.67 feet, with the common lines of Killarney Estates and L.A. Chase Addition to the edge of Lake Killarney for an angle point of this description. Thence; Northwesterly with the meanders of edge of the lake approximately 1,100 feet (North 09 deg.-43'-06" West, 1,071.15) to a point on the South line of Lot 6, Block 6 being 55.32 feet west of its Southeast corner for an angle point in this description. Thence; North 90 deg.-00'-00" East, 355.32 feet, with the North line of Lot 8, Block C to the Southwest corner of Lot 2, Block C of the L.A. Chase's Subdivision for an angle point in this description. Thence; North 00 deg.-33'-00" West, 221.01 feet, with the West lines of Lots 1 and 2, Block C, to the Northeast corner of Lot 3, Block C and a point on the South line of the abandoned Canton Avenue Right-of-Way for an angle point in this description. Thence; North 90 deg.-00'-00" East, 75.01 feet with the North line of Lot 2 and the South line of the abandoned Canton Right-of-Way to its intersection with the extended West line of Lot 3, Block D of the Killarney Shores Subdivision as recorded in Plat Book Q, Page 135 for an angle point in this description. Thence; North 0 deg.-29'-13" West, 584.08 feet with the East line of Lot 1, Block D and

## CONTINUE OF COMMUNITY REDEVELOPMENT 1999 EXPANSION AREA LEGAL DESCRIPTION

the East line of Lots 1 and 16, Block B and the West lines of Blocks C and A to the North Right-of-Way line of Executive Drive (formerly Gay Road) for a point in the South line of the 1.3 acre tract and an angle point in this description. Thence; South 90 deg.-00'-00" West, 252.24 feet, with the North line of Executive Drive to the West line of Marion Drive and its intersection with the Right-of-Way line for an angle point of this description. Thence; North 0 deg.-00'-00" East, 299.86 feet with the West line of Marion Drive to an angle point of this description. Thence; South 90 deg.-00'-00" East 364.72 feet with north line on a 0.661 acre tract to the West Right-of-Way line of Orlando Avenue (US 17-92) for an angle point in this description. Thence; North 00 deg.-38'-52" West, 398.36 feet with the West Right-of-Way of Orlando Avenue (US 17-92) to its intersection with the South Right-of-Way line of Webster Avenue as described on Orange County Book 1881, Page 570 for an angle point in this description. Thence; South 89 deg.-32'-19" West, 408.00 feet with the South Right-of-Way line of Webster Avenue to the Southwest corner of the road Right-of-Way described in Orange County Book 1881, Page 570 for an angle point in this description. Thence; North 00 deg.-37'-41" West, 768.86 feet with the West line of Webster Avenue Right-of-Way to the South Right-of-Way line of Lee Road (SR 423) for an angle point in this description. Thence; North 89 deg.-03'-19" East, 165.85 feet with the South Right-of-Way line of Lee Road (SR 423) to its intersection with the extended East Right-of-Way line of Benjamin Avenue as recorded in Plat Book M, Page 97 of the official records of Orange County, Florida for an angle point in this description. Thence; North 00 deg.-56'-41" West 202.20 feet crossing Lee Road and to the Northwest corner of Lot 1, Block A of the Home Acres Subdivision as recorded in Plat Book M, Page 97 of the official records of Orange County, Florida for an angle point within description. Thence; North 89 deg.-34'-39" East, 302.98 feet, with the North lines of Lots 1 through 9, Block A to a point in the East Right-of-Way line of Orlando Avenue (US 17-92) and a point in the West line of Block 1, of the Haulah Park Subdivision as recorded in Plat Book O, Page 144 of the official records of Orange County, Florida for an angle point in this description. Thence; South 00 deg.-24'-15" East, 339.23 feet, along the East Right-of-Way of Orlando Avenue (US 17-92) to the Southwest corner of Lot 10, Block 1, at the North Right-of-Way line of Quacker Avenue for an angle point in this description. Thence; North 88 deg.-47'-18" East, 637.76 feet, to an angle in Lot 7, 45 foot South of the North line and 138.16 feet West of its Northeast corner of said Lot 7 as recorded in Plat Book A, Page 61, Holden Brothers Addition to Winter Park in the official records of Orange County, Florida, for an angle point of this description. Thence; South 00 deg.-33'-10" East, 588.46 feet, passing the South line of Lot 19, Block B at 510.46 feet, to the North Right-of-Way of Webster Avenue for an angle point in this description. Thence; South 89 deg.-50'-31" East, 621.57 feet, with the North Right-of-Way line of Webster Avenue to its intersection with the East line of Section 1, Township 22 South, Range 29 South for an angle point in this description. Thence; South 01 deg.-43'-18" East, 2,581.03 feet, with the Section line to the Point of Beginning and containing 173.57 acres of land.

Note: This description written from records of the City of Winter Park Engineering Division, Public Works Department of the City.

Source: City of Winter Park, Community Redevelopment Plan Amendment for Expansion Area, Adopted by the City Commission: February 9, 1999.

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# APPENDIX C PUBLIC ENGAGEMENT

## 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 INTERVIEW

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.

**CITY OF WINTER PARK**  
CRA PLAN UPDATE

**WE WANT YOUR INPUT!**

**JOIN US!**  
To learn about the City's Community Redevelopment Plan Update and tell us about your community priorities.

**COMMUNITY WORKSHOP**

Monday, August 7, 5:30 pm - 7:00 pm  
Winter Park Community Center  
721 West New England Avenue

FOR MORE INFORMATION CONTACT  
Kyle Dudgeon, CRA Manager  
kdudgeon@cityofwinterpark.org

## COMMUNITY WORKSHOP 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.**

### PRIORITY MAP – 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.**

### PRIORITY MAP – 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.

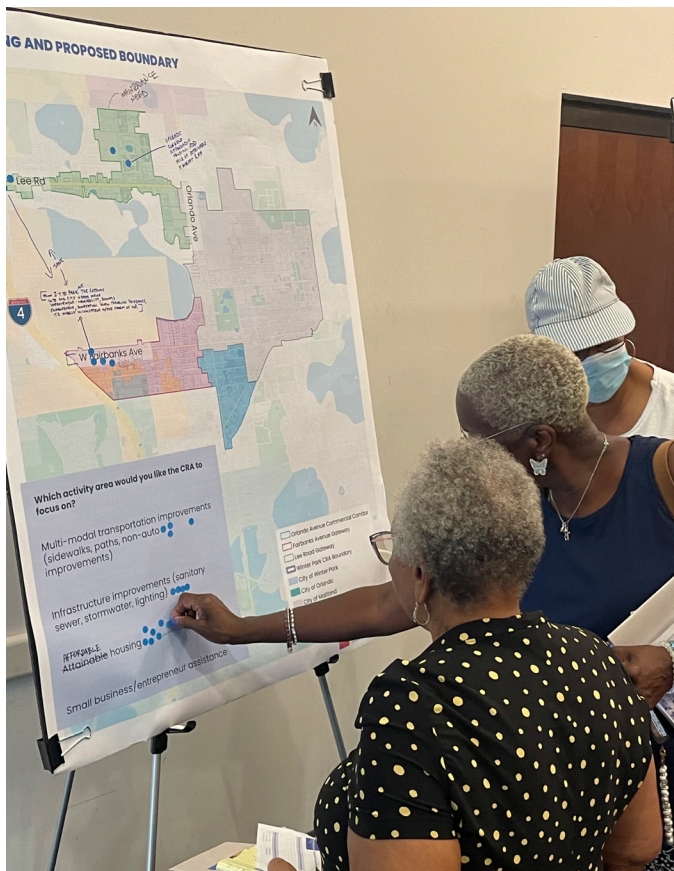
The top priorities identified were affordable housing (8 dots) and infrastructure improvements (4 dots). These priorities encompassed all the recommendations for this area. **The Lee Road Corridor area was not added to the CRA area.**



## PRIORITY MAP – 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 D

## DETAILED TAX INCREMENT TABLES

**Table D1.** Summary of TIF Revenue Projections, Existing Winter Park CRA, High Scenario

FY	Total Taxable Value	Base Year Value <sup>(1)</sup>	Tax Increment	County Contribution at 95% <sup>(2,3)</sup>	City Contribution at 95% <sup>(2)</sup>	Total Annual TIF Revenues	Rebate (Returned to the County)
2024	\$ 1,508,399,800	\$ 263,191,805	\$ 1,245,208,000	\$ 4,278,700	\$ 4,841,000	\$ 9,119,600	\$ 967,300
2025	1,591,191,300	263,191,805	1,327,999,500	4,485,500	5,137,000	9,670,900	1,109,300
2026	1,676,979,800	263,191,805	1,413,788,000	4,861,900	5,577,600	10,544,700	1,094,300
2027	1,765,885,700	263,191,805	1,502,693,900	5,124,800	6,042,500	11,336,600	1,206,000
<b>Agency's Sunset Date (2027) sub-total</b>			<b>\$ 5,489,689,400</b>	<b>\$ 18,750,900</b>	<b>\$ 21,598,100</b>	<b>\$ 40,671,800</b>	<b>\$ 4,376,900</b>
2028	1,858,034,400	263,191,805	1,594,842,600	5,399,400	6,532,900	12,174,100	1,319,600
2029	1,953,556,600	263,191,805	1,690,364,800	5,686,000	7,049,800	13,059,100	1,435,400
2030	2,052,588,700	263,191,805	1,789,396,900	5,985,200	7,594,300	13,994,100	1,553,500
2031	2,155,272,900	263,191,805	1,892,081,100	6,202,000	8,167,500	14,882,700	1,769,300
2032	2,261,757,500	263,191,805	1,998,565,700	6,558,300	8,770,700	15,956,100	1,861,600
2033	2,372,197,000	263,191,805	2,109,005,200	6,931,300	9,404,900	17,090,000	1,953,900
2034	2,475,701,900	263,191,805	2,212,510,100	7,109,700	9,768,100	17,745,500	2,211,500
2035	2,582,993,900	263,191,805	2,319,802,100	7,292,800	10,139,700	18,420,800	2,480,400
2036	2,694,225,900	263,191,805	2,431,034,100	7,481,000	10,519,900	19,116,800	2,760,900
2037	2,809,557,600	263,191,805	2,546,365,800	7,674,100	10,909,100	19,834,300	3,053,600
<b>10-Year Total<sup>(4)</sup></b>			<b>\$ 20,583,968,400</b>	<b>\$ 66,319,800</b>	<b>\$ 88,856,900</b>	<b>\$ 162,273,500</b>	<b>\$ 20,399,700</b>

**Table D2.** Summary of TIF Revenue Projections, Existing Winter Park CRA, Moderate Scenario

FY	Total Taxable Value	Base Year Value <sup>(1)</sup>	Tax Increment	County Contribution at 95% <sup>(2,3)</sup>	City Contribution at 95% <sup>(2)</sup>	Total Annual TIF Revenues	Rebate (Returned to the County)
2024	\$ 1,508,399,800	\$ 263,191,805	\$ 1,245,208,000	\$ 4,278,700	\$ 4,841,000	\$ 9,119,700	\$ 967,300
2025	1,591,191,300	263,191,805	1,327,999,500	4,508,000	5,162,800	9,670,800	1,086,800
2026	1,676,979,800	263,191,805	1,413,788,000	4,791,100	5,496,400	10,287,500	1,165,100
2027	1,765,885,700	263,191,805	1,502,693,900	4,954,800	5,842,000	10,796,800	1,376,000
<b>Agency's Sunset Date (2027) sub-total</b>			<b>\$ 5,489,689,400</b>	<b>\$ 18,532,600</b>	<b>\$ 21,342,200</b>	<b>\$ 39,874,800</b>	<b>\$ 4,595,200</b>
2028	1,858,034,400	263,191,805	1,594,842,600	5,124,400	6,200,200	11,324,600	1,594,600
2029	1,953,556,600	263,191,805	1,690,364,800	5,300,300	6,571,600	11,871,900	1,821,100
2030	2,052,588,700	263,191,805	1,789,396,900	5,482,600	6,956,600	12,439,200	2,056,100
2031	2,155,272,900	263,191,805	1,892,081,100	5,585,600	7,355,800	12,941,400	2,385,700
2032	2,261,757,500	263,191,805	1,998,565,700	5,809,900	7,769,800	13,579,700	2,610,000
2033	2,372,197,000	263,191,805	2,109,005,200	6,042,600	8,199,100	14,241,700	2,842,600
2034	2,475,701,900	263,191,805	2,212,510,100	6,260,600	8,601,500	14,862,100	3,060,600
2035	2,582,993,900	263,191,805	2,319,802,100	6,486,600	9,018,700	15,505,300	3,286,600
2036	2,694,225,900	263,191,805	2,431,034,100	6,720,900	9,451,100	16,172,000	3,521,000
2037	2,809,557,600	263,191,805	2,546,365,800	6,963,900	9,899,500	16,863,400	3,763,800
<b>10-Year Total<sup>(4)</sup></b>			<b>\$ 20,583,968,400</b>	<b>\$ 59,777,400</b>	<b>\$ 80,023,900</b>	<b>\$ 139,801,300</b>	<b>\$ 26,942,100</b>

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 4.0923 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 D3. Summary of TIF Revenue Projections, Existing Winter Park CRA, Low Scenario**

FY	Total Taxable Value	Base Year Value <sup>(1)</sup>	Tax Increment	County Contribution at 95% <sup>(2,3)</sup>	City Contribution at 95% <sup>(2)</sup>	Total Annual TIF Revenues	Rebate (Returned to the County)
2024	\$ 1,508,399,800	\$ 263,191,805	\$ 1,245,208,000	\$ 4,278,700	\$ 4,841,000	\$ 9,119,600	\$ 967,300
2025	1,591,191,300	263,191,805	1,327,999,500	4,485,500	5,137,000	9,622,500	1,109,300
2026	1,676,979,800	263,191,805	1,413,788,000	4,743,300	5,441,600	10,184,900	1,212,900
2027	1,765,885,700	263,191,805	1,502,693,900	4,880,800	5,754,800	10,635,700	1,450,000
<b>Agency's Sunset Date (2027) sub-total</b>			<b>\$ 5,489,689,400</b>	<b>\$ 18,388,300</b>	<b>\$ 21,174,400</b>	<b>\$ 39,562,700</b>	<b>\$ 4,739,500</b>
2028	1,858,034,400	263,191,805	1,594,842,600	5,022,700	6,077,100	11,099,900	1,696,300
2029	1,953,556,600	263,191,805	1,690,364,800	5,169,100	6,408,900	11,578,100	1,952,300
2030	2,052,588,700	263,191,805	1,789,396,900	5,320,200	6,750,500	12,070,700	2,218,500
2031	2,155,272,900	263,191,805	1,892,081,100	5,393,000	7,102,200	12,495,300	2,578,300
2032	2,261,757,500	263,191,805	1,998,565,700	5,581,500	7,464,400	13,045,900	2,838,400
2033	2,372,197,000	263,191,805	2,109,005,200	5,776,100	7,837,400	13,613,500	3,109,100
2034	2,475,701,900	263,191,805	2,212,510,100	5,954,500	8,181,000	14,135,600	3,366,700
2035	2,582,993,900	263,191,805	2,319,802,100	6,138,600	8,534,900	14,673,500	3,634,600
2036	2,694,225,900	263,191,805	2,431,034,100	6,328,600	8,899,400	15,227,900	3,913,300
2037	2,809,557,600	263,191,805	2,546,365,800	6,524,600	9,275,000	15,799,500	4,203,100
<b>10-Year Total<sup>(4)</sup></b>			<b>\$ 20,583,968,400</b>	<b>\$ 57,208,900</b>	<b>\$ 76,530,800</b>	<b>\$ 133,739,900</b>	<b>\$ 29,510,600</b>

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 4.0923 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 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 D4. Summary of TIF Revenue Projections, Expansion Area, High Scenario**

FY	Total Taxable Value	Base Year Value <sup>(1)</sup>	Tax Increment	County Contribution at 95% <sup>(2,3)</sup>	City Contribution at 95% <sup>(2)</sup>	Total Annual TIF Revenues	Rebate (Returned to the County)
2024	\$ 264,710,112	\$ 247,392,628	\$ 17,317,500	\$ 73,000	\$ 59,900	\$ 132,900	\$ -
2025	266,676,000	247,392,628	19,283,400	81,200	66,800	148,000	-
2026	276,785,300	247,392,628	29,392,700	126,900	104,200	231,100	-
2027	287,220,800	247,392,628	39,828,200	176,200	144,700	320,900	-
<b>Agency's Sunset Date (2027) sub-total</b>			<b>\$ 105,821,800</b>	<b>\$ 457,300</b>	<b>\$ 375,600</b>	<b>\$ 832,900</b>	<b>\$ -</b>
2028	297,994,800	247,392,628	50,602,200	229,200	188,200	417,400	-
2029	309,119,500	247,392,628	61,726,900	286,100	234,900	521,000	-
2030	320,608,300	247,392,628	73,215,700	347,100	284,900	632,000	-
2031	332,474,800	247,392,628	85,082,200	412,200	338,500	750,700	-
2032	344,733,200	247,392,628	97,340,600	481,900	395,700	877,600	-
2033	357,398,500	247,392,628	110,005,900	556,200	456,700	1,012,900	-
2034	368,259,200	247,392,628	120,866,600	608,000	499,300	1,107,300	-
2035	379,457,900	247,392,628	132,065,300	661,000	542,800	1,203,800	-
2036	391,006,600	247,392,628	143,614,000	715,200	587,500	1,302,700	-
2037	402,918,200	247,392,628	155,525,600	770,600	632,900	1,403,500	-
<b>10-Year Total<sup>(4)</sup></b>			<b>\$ 1,030,045,000</b>	<b>\$ 5,067,500</b>	<b>\$ 4,161,400</b>	<b>\$ 9,228,900</b>	<b>\$ -</b>

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 4.0923 for the City, assumes all parcels located within an incorporated place will contribute at or below the City's millage rate. (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 D5. Summary of TIF Revenue Projections, Expansion Area, Moderate Scenario**

FY	Total Taxable Value	Base Year Value <sup>(1)</sup>	Tax Increment	County Contribution at 95% <sup>(2,3)</sup>	City Contribution at 95% <sup>(2)</sup>	Total Annual TIF Revenues	Rebate (Returned to the County)
2024	\$ 264,710,100	\$ 247,392,628	\$ 17,317,500	\$ 73,000	\$ 59,900	\$ 132,900	\$ -
2025	266,676,000	247,392,628	19,283,400	81,200	66,700	147,900	-
2026	276,785,300	247,392,628	29,392,700	123,800	101,700	225,500	-
2027	287,220,800	247,392,628	39,828,200	167,800	137,800	305,600	-
<b>Agency's Sunset Date (2027) sub-total</b>			<b>\$ 105,821,800</b>	<b>\$ 445,800</b>	<b>\$ 366,100</b>	<b>\$ 811,900</b>	<b>\$ -</b>
2028	297,994,800	247,392,628	50,602,200	213,200	175,100	388,300	-
2029	309,119,500	247,392,628	61,726,900	260,100	213,600	473,700	-
2030	320,608,300	247,392,628	73,215,700	308,500	253,300	561,800	-
2031	332,474,800	247,392,628	85,082,200	358,400	294,400	652,800	-
2032	344,733,200	247,392,628	97,340,600	410,100	336,800	746,900	-
2033	357,398,500	247,392,628	110,005,900	463,500	380,600	844,100	-
2034	368,259,200	247,392,628	120,866,600	509,200	418,200	927,400	-
2035	379,457,900	247,392,628	132,065,300	556,400	457,000	1,013,400	-
2036	391,006,600	247,392,628	143,614,000	605,000	496,900	1,101,900	-
2037	402,918,200	247,392,628	155,525,600	655,200	538,100	1,193,300	-
<b>10-Year Total<sup>(4)</sup></b>			<b>\$ 1,030,045,000</b>	<b>\$ 4,339,600</b>	<b>\$ 3,564,000</b>	<b>\$ 7,903,600</b>	<b>\$ -</b>

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 4.0923 for the City, assumes all parcels located within an incorporated place will contribute at or below the City's millage rate. (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 D6. Summary of TIF Revenue Projections, Expansion Area, Low Scenario**

FY	Total Taxable Value	Base Year Value <sup>(1)</sup>	Tax Increment	County Contribution at 95% <sup>(2,3)</sup>	City Contribution at 95% <sup>(2)</sup>	Total Annual TIF Revenues	Rebate (Returned to the County)
2024	\$ 264,710,112	\$ 247,392,628	\$ 17,317,500	\$ 73,000	\$ 59,900	\$ 132,900	\$ -
2025	266,676,000	247,392,628	19,283,400	80,800	66,500	147,300	-
2026	276,785,300	247,392,628	29,392,700	122,600	100,700	223,300	-
2027	287,220,800	247,392,628	39,828,200	165,300	135,700	301,000	-
<b>Agency's Sunset Date (2027) sub-total</b>			<b>\$ 105,821,800</b>	<b>\$ 441,700</b>	<b>\$ 362,800</b>	<b>\$ 804,500</b>	<b>\$ -</b>
2028	297,994,800	247,392,628	50,602,200	209,000	171,600	380,600	-
2029	309,119,500	247,392,628	61,726,900	253,700	208,200	461,900	-
2030	320,608,300	247,392,628	73,215,700	299,400	245,800	545,200	-
2031	332,474,800	247,392,628	85,082,200	346,000	284,300	630,300	-
2032	344,733,200	247,392,628	97,340,600	394,000	323,500	717,500	-
2033	357,398,500	247,392,628	110,005,900	443,100	363,800	806,900	-
2034	368,259,200	247,392,628	120,866,600	484,300	397,800	882,100	-
2035	379,457,900	247,392,628	132,065,300	526,600	432,300	958,900	-
2036	391,006,600	247,392,628	143,614,000	569,700	468,000	1,037,700	-
2037	402,918,200	247,392,628	155,525,600	613,900	504,100	1,118,000	-
<b>10-Year Total<sup>(4)</sup></b>			<b>\$ 1,030,045,000</b>	<b>\$ 4,139,700</b>	<b>\$ 3,399,400</b>	<b>\$ 7,539,100</b>	<b>\$ -</b>

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 4.0923 for the City, assumes all parcels located within an incorporated place will contribute at or below the City's millage rate. (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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