

Staying ON TARGET



FIFTY
WEST

2024 ANNUAL REPORT

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Ocoee CRA

1 N. Bluford Ave. | Ocoee, FL 34761
407.905.3100 ext. 9-1027

BOARD MEMBERS

- Rusty Johnson, Mayor and CRA Board Member
- Rosemary Wilsen, Commissioner and CRA Chair
- Richard Firstner, Commissioner and CRA Board Member
- Scott Kennedy, Commissioner and CRA Board Member
- George Oliver III, Commissioner and CRA Board Member
- Randy June, Orange Co.Appointed CRA Board Member
- Philip Koovakada, City Appointed CRA Board Member

STAFF

- Rob Frank, City Manager and CRA Executive Director
- Craig Shadrix, Assistant City Manager
- Michael Rumer, Development Services Director
- Virginia “Ginger” Corless, CRA Administrator
- Carolina Vaca, Redevelopment Program Manager

LEGAL COUNSEL

- Richard S. Geller, Fishback Dominick, LLP

This Annual Report serves to meet the requirements of Section 163.371 (2), Florida Statutes, whereas, each CRA in Florida must prepare a report of its activities for the preceding fiscal year. Covering Fiscal Year (FY) 2023-2024, this Report is posted at www.ocoeeecra.com and available for viewing at the City of Ocoee Clerk's Office and CRA's Office, 1 N. Bluford Ave. Ocoee, FL 34761.

For more information on the CRA budget visit <https://www.ocoeeecra.com/Archive.aspx?AMID=38>

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OCOEE CRA AGENT for Change

CRA's Facilitate Community Revitalization

Community Redevelopment Agencies (CRAs) are important in facilitating and validating the revitalization of economically underperforming blighted areas. CRAs are created at the local level to not only provide a governing board, but also to gain access to tax increment financing (TIF).

TIF revenues are generated from increasing property values within a redevelopment district as public infrastructure improvements are made and private entities reinvest in the District. The incremental growth in tax revenue over the level of the base year is paid into the District's Redevelopment Trust Fund and is to be used only within the District as called for in the Community Redevelopment Plan and annual budgeting process.

CRAs may use increment revenues to leverage other monies such as grants and public/private partnerships. The revenues can be used for the planning and implementation of public infrastructure projects, as well as, for land acquisition and providing development incentives.

Fifty West Redevelopment District

The Ocoee Community Redevelopment District, now known as Fifty West, was established in 2006 and consists of 1,070 acres centering on State Road 50, Ocoee's primary commercial corridor. With the District currently set to sunset in 2036, redevelopment as articulated by the District's Vision Statement, Redevelopment Plan and subsequent planning initiatives, such as the Target Areas Special Development Plan, is beginning to be realized.

During fiscal year 2023-2024, the Ocoee CRA met on December 5, 2023, March 5, 2024, June 4, 2024, and September 17, 2024. For a schedule of upcoming CRA Board meetings visit www.ocoeeecra.com/929/CRA-Meeting-Dates or call the Fifty West CRA office at (407) 905-3100 ext. 9-1027.

The Ocoee CRA is an “Agent for Change” and well positioned with increasing revenues and private reinvestment to create Fifty West as a thriving contemporary commercial destination that provides diverse employment opportunities and enhances the quality of life for not only the businesses and residents of the District, but the entire region.

Tax increment revenues stay in the District, allowing the CRA to invest in public infrastructure and stimulate private reinvestment.

BE IN THE KNOW: The Ocoee CRA is seeking opportunities to meet with businesses, organizations, property management and home owner associations to share the Fifty West Redevelopment District's vision, opportunities, and information on projects. If you are interested in finding out more about the Fifty West Redevelopment District contact Ginger Corless, CRA Administrator at 407.905.3100 X 9-1028.

FIFTY WEST

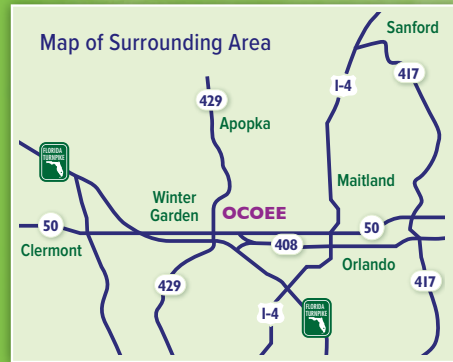
Taxable Property Value increased from \$157,484,822 when the District was established in 2006 to **\$529,211,378** in **2024.**





FIFTY WEST

All Roads LEAD TO OCOEE



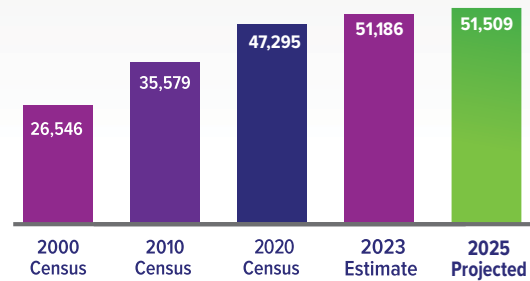
The Fifty West Community Redevelopment District sits along a 2-mile stretch of SR 50 and is easily accessible from the Florida Turnpike, the East-West Expressway (408) and the Western Beltway (429). Significant improvements to these roadways have occurred over the last 18 years, in addition to other roadway extensions serving the rest of the community. Ocoee is just minutes from downtown Orlando, Disney World, I-Drive - Convention Center Area, and Orlando International Airport, as well as other large scale employers in the area. Fifty West is anchored by the 1.1 million square foot West Oaks Mall and Orlando Health's Health Central Hospital, in addition to a full array of medical, retail, and service businesses.

MEASURING *Success*

FIFTY WEST

currently serves as a primary Commercial Center for the City

Citywide population has nearly doubled since 2000 – providing access to **over 49,000 people**



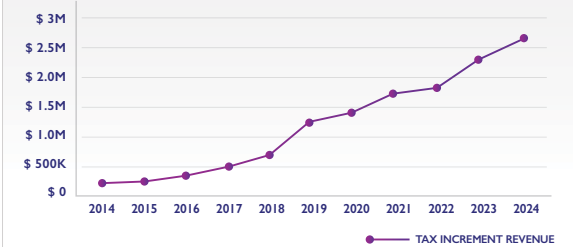
FIFTY WEST TOP EMPLOYERS

Orlando Health - Health Central	1,927 Employees
Manheim Auto Auction	946 Employees
Westgate Resorts	918 Employees
Walmart	420 Employees

OCOEE'S CRA INCREMENT REVENUES HAVE INCREASED BY

14%
SINCE LAST YEAR

TAX INCREMENT REVENUE OVER THE LAST 10 YEARS



BUSINESS FRIENDLY OCOEE CRA

- Custom development incentive programs
- Tap into incentives for job-creation
- CRA public/private partnership opportunities
- C-PACE Access
- Call (407) 905-3100 ext. 9-1027 for additional information



Check out the City of Ocoee's Economic Development Viewer

For specific demographic and site information for parcels within the Fifty West Redevelopment District | www.ocoee.org/856/economicdevelopment

THE IMPLEMENTATION OF THE FIFTY WEST COMMUNITY REDEVELOPMENT PLAN IS THE BASIS IN WHICH WE MEASURE THE OCOEE CRA'S SUCCESS.

In 2020, Florida State Legislature stipulated new reporting requirements for the CRA's Annual Report and website (see FS 163.371). One of the new requirements for the Annual Report is to include a summary of how well the CRA has achieved the goals and objectives as set out in the Redevelopment Plan and subsequent planning studies. Pages six (6) through eight (8) summarize our success.

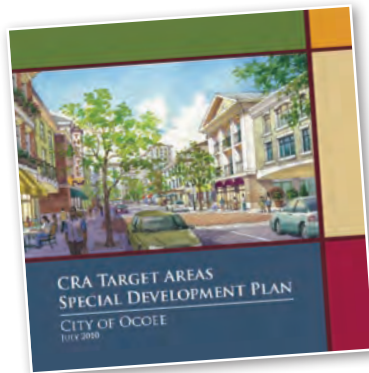
The Redevelopment Plan was adopted in 2006 and set the foundation of each of the programs, projects, and services undertaken by the CRA. In 2010, the CRA adopted the award winning CRA "Target Areas Special Development Plan" (Target Areas Plan). The Target Areas Plan provides the development framework for three (3) target areas, as well as

for the Fifty West Redevelopment District. This year, the City began the process of updating the Land Development Code (LDC). When complete, the LDC will include language from the Target Areas Plan.

The Fifty West Vision

Everything the CRA has done, from land acquisition (Colony Plaza); to enhancing Fifty West's corridors; to preparing infrastructure plans and development standards; to designing parks; to offering development incentives to property owners has been done to realize the CRA's vision.

Fifty West will include centers of vibrant, urban, mixed-use development providing enhanced pedestrian and automobile connectivity, flexible land uses, diverse economic base, a mix of housing types, a shared responsibility of infrastructure financing, public open space and parks, creating an enhanced image and contemporary development form.



Recipient of the FAPA 2011 Award of Merit



Mixed-use Village Vision

The Target Areas Plan can be found on the CRA website at www.ocoecra.com/DocumentCenter/View/12370/Target-Areas-Special-Development-Plan-PDF

GUIDING Objectives

Objective 1 – Land Acquisition

"Take back the SW corner at intersection of SR 50 & Maguire Road"

Following its establishment in 2006, the CRA worked tirelessly alongside the City to purchase property within the area now known as Target Area 1. The blighted Colony Plaza Hotel that plagued the Fifty West Redevelopment District for decades was acquired and imploded in 2009 after a lengthy legal battle. An agreement was reached with a developer to revitalize the parcels at the SW corner of the SR 50 and Maguire Road intersection which later became the Ocoee Corners development. The first two phases of Ocoee Corners brought new businesses such as Southern Steer Butcher, UrgentVet, Tijuana Flats, and Sonny's BBQ to Fifty West. Andy's Frozen Custard and Double O's coffee followed, joining Ocoee Corners in 2023.

Objective 2 – Transportation and Pedestrian Safety

"Improving Connectivity and Accessibility"

The Finding of Necessity identified the lack of safe roadways, including bicycle and pedestrian facilities. The condition of SR 50, Maguire Road, Old Winter Garden Road, and Bluford Avenue were identified as blight factors. The Redevelopment Plan and the Target Areas Plan identified the need to improve these roads, as well as, to develop urban local roads within each of the Target Areas. The following projects demonstrate how the CRA is implementing this objective.

SR 50 Roadway Improvements – Florida Department of Transportation (FDOT) increased the safety of SR 50 by expanding the facility from a 5-lane undivided to a 6-lane divided roadway, adding bike lanes, and installing new sidewalks and medians. Improvements were completed in late Spring of 2018. The CRA then worked with FDOT and Duke Energy to bring highway LED lighting to the SR 50 corridor. Installation of the new LED lighting was completed in the fall of 2022.

S. Bluford Avenue Complete Street – In 2019, the CRA completed a complete streets study for Bluford Avenue. In 2021, the CRA selected CPH Consulting, LLC to provide engineering and design services. Planned improvements include a 10' shared path, traffic calming, roundabouts, expansion of sewer capacity, lights, and landscaping. Estimated cost is over 13 million dollars. Construction should start in fiscal year 2024-2025.

Old Winter Garden Road/Economic Court Extension – In late 2019, the CRA completed a conceptual master stormwater and infrastructure plan that identified the roadway alignment for the extension of Old Winter Garden Road and Economic Court. In 2023, the City and CRA entered into a development agreement with the developer of The Regency mixed-use development as a means to complete the extension and necessary intersection improvements at Old Winter Garden and Maguire Road. Under the agreement, the City and CRA agree to reimburse the developer for the improvements and a portion of the right-of-way costs upon the completion of the intersection and road extension. More on The Regency on page nine (9).

Transportation Planning – The CRA, City, and MetroPlan Orlando have worked together to identify transportation projects, including bicycle and pedestrian improvements needed throughout the Fifty West District for the next 20 years. This year, MetroPlan's Vision Zero Plan identified bike/ped safety enhancements at several intersections throughout the District.



Colony Plaza Implosion



Andy's Frozen Custard - Ocoee Corners Development



SR-50 Landscape Improvements



S. Bluford Avenue Corridor Plan

Objective 3 – Urban Design and Infrastructure “A Change from Suburban to Urban”

The Redevelopment Plan and the Target Areas Plan speak to enhancing the overall visual characteristic of the Redevelopment District. The framework presented in the Target Areas Plan is being followed as demonstrated not only in each of the three Target Areas but also throughout the Redevelopment District. In late 2019, a “midtown” vision plan was completed for the south side of SR 50 between Maguire Road and Bluford Avenue. The City will be including the CRA’s development criteria in the 2025 Land Development Code update.

To help facilitate infrastructure improvements, the CRA created a line in the budget called Minor Infrastructure Improvements designated to fund water, sewer, reclaimed water, and sidewalk improvements throughout the Redevelopment District.

Objective 4 – Open Space and Recreation “Creating Urban Open Spaces And Dynamic Places To Play”

The Redevelopment Plan emphasizes the need for quality open spaces and parks to be provided. In 2021, the CRA finalized design of the Healthy West Orange Wellness Park. Located on S. Bluford Avenue, the park is constructed around a stormwater pond built to serve SR 50. The park includes four (4) fitness hubs with composite and individual exercise equipment positioned under a sunshade.

Midtown Vision



Construction began in early 2022 and the park opened on Valentine’s Day, 2023. Final construction cost was \$2,949,419.64. In 2024, the CRA awarded a contract for the construction of a restroom building at Wellness Park. When completed, the restroom, designed by CPH Consulting LLC, will elevate the user experience at the park.

A new park is also scheduled to be constructed at The Regency. The park will be open to the public and will include a fitness trail and other site amenities.

Objective 5 – Funding, Financing, Management, and Promotion

“Leveraging Resources and Marketing the CRA”

The CRA understands the importance of leveraging the increment revenues to secure other funding through sources such as grants, like the FDOT Highway Beautification Grant for SR 50 and the \$3 million grant from West Orange Wellness Park, as well as through public/private partnerships.

To encourage private reinvestment, the CRA may offer a developer an incentive package. Typical incentives offered include permit fee reduction, impact fees waived, and even capital charges for water and sewer connections paid by future increment revenues pledged by the CRA.

STAYING ON *Target*

The mission for the CRA is to create centers of vibrant, mixed-use, urban development that are connected, walkable, and sustainable; realize the full economic potential of the area; and enhance the image and character of the area. To help accomplish this mission, the City and CRA engaged in a seven month process that began in August 2009 and aimed to create a holistic and sustainable vision for key areas of the CRA. As part of this visioning effort, City officials, staff, and stakeholders, including residents, property owners, and property developers, worked together to identify issues and provide solutions relating to land use planning, infrastructure and services, land development regulations, economic development, and aesthetic design. The resulting *CRA Target Areas Special Development Plan*, adopted in 2010, identified three key “Target Areas” within the CRA as well as design principles and opportunities for new urban development within those Areas.

The *Target Areas Plan* identified Transportation, Open Space, and Land Use as three main components of community design, and this year, the CRA is one step closer to making major improvements in these areas and realizing their vision. The groundbreaking of The Regency development in Target Area 1 means the long-awaited arrival of mixed-use development to the area. Planned for 300 apartment units and 7,000 square feet of commercial space in buildings that address and align to the street, The Regency is consistent with the design principles outlined in the *Target Areas Plan* and promises a vibrant walkable community. Another element of the Regency that is significant to the development of the Target Area is the extension of Old Winter Garden Road—one of several transportation recommendations made in the *Target Areas Plan*. In 2023, the City and CRA entered into a development agreement with the developer of The Regency to reimburse them for a portion of the right-of-way costs associated with construction of the road extension. The agreement also calls for reimbursement of the intersection improvements necessary to extend the road across Maguire Road upon the road’s completion. With Phase 1 of The Regency’s construction now well underway, the CRA is one step closer to improved connectivity and access.

Despite experiencing a few setbacks over the years, the CRA has made strides toward realizing the visions adopted in the *Target Areas Plan* including the construction of the Ocoee Corners Development in Target Area 1 and the Maine Street connection in Target Area 2. The City is also currently working on formally including language from the *Target Areas Plan* in the 2025 Comprehensive Plan update—another recommendation made in the Plan. As The Regency takes off and promises to kick-start economic development in the Fifty West District, the CRA will continue to plan for new, quality urban development and redevelopment opportunities that will further keep the CRA on target to becoming a viable “destination place”.

To view the full *Target Areas Plan*, please visit
<https://www.ocoeecra.com/936/Land-Use-Strategy>



Maguire/Old Winter Garden Rendering



Maguire/Old Winter Garden Rendering



Old Winter Garden Road
Ground Level Retail Rendering



Construction
Aerial



THE OCOEE CRA CATEGORIZES KEY 2024 PROJECTS AS EITHER PLANNING, DESIGN, OR CONSTRUCTION/INSTALLATION. THE FOLLOWING PROVIDES THE COST INFORMATION FOR KEY PROJECTS UNDERTAKEN BY THE OCOEE CRA FOR FISCAL YEAR 2023-2024.

Planning Studies <ul style="list-style-type: none"> • Redevelopment Plan Update 	\$38,675 \$38,675
Design <ul style="list-style-type: none"> • Wellness Park Restroom Design Services • Bluford Ave. Complete Street Design & Final Engineering • Blackwood Ave. Streetscape Design 	\$339,342.20 \$27,479.50 \$308,967.70 \$2,895.00
Construction/Install <ul style="list-style-type: none"> • Montgomery Ave. & Blackwood Ave. Force Main • SR 50 Median Enhancements 	\$47,821.16 \$36,914.41 \$10,906.75
2024 Trust Fund Expenditures on the above Projects	\$425,838.36
Total Number of Key Projects	6

REPORTING THE *Numbers*

Financial Reporting

The Ocoee CRA is responsible for filing an annual report and an independent financial audit. This Annual Report will be filed consistent with Fla. Stat. 163.356 (3) (c). The independent financial audit will also be included in the City's Comprehensive Annual Financial Report (CAFR) once it has been finalized. A copy of the CAFR as well as the independent audit will be made public on the CRA's website, at the office of the City Clerk and distributed to the taxing authorities paying into the Redevelopment Trust Fund, including Orange County.

FISCAL YEAR 2023-2024 REVENUES

The following were the revenues contained within the Ocoee CRA's Redevelopment Trust Fund for FY 2023-2024

Opening Cash Balance 10/01/23	\$ 3,569,053.07
Contributions (TIF)	\$ 2,313,635.63
City	\$ 1,408,187.51
County	\$ 1,254,955.91

Total Income **\$ 7,877,892.42**

FISCAL YEAR 2023-2024 EXPENDITURES

During FY 2023-2024, the CRA expended a total of \$1,096,785.84 as follows.

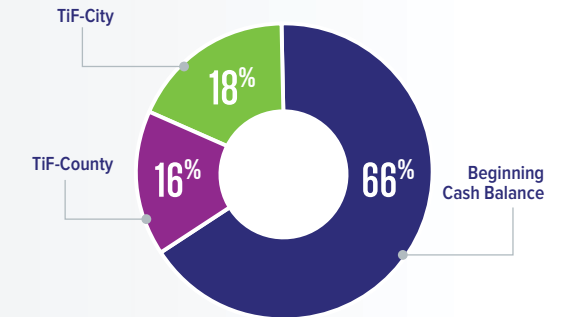
Operating	\$ 357,446.02
Personnel	\$ 355,843.19
Capital	\$ 383,496.63

It is noted that funds remaining in the Redevelopment Trust Fund as of September 30, 2024, are designated by the CRA Board for specific CRA capital improvement projects for FY 2024-2025 pursuant to Florida Statutes.

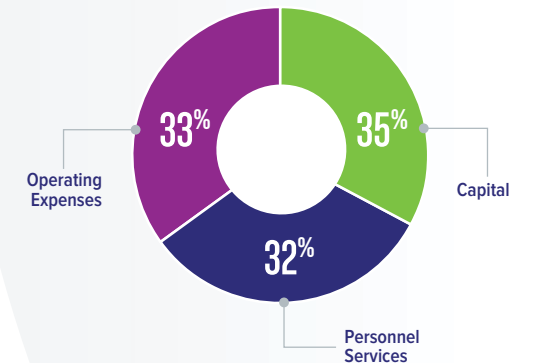
Numbers are accurate at time of publication but may change when the independent financial audit is finalized.

For more information on the CRA budget visit
www.ocoeeecra.com/Archive.aspx?AMID=38

CRA REVENUES



CRA EXPENDITURES



NEW BUSINESSES COMING SOON TO THE FIFTY WEST DISTRICT



Wawa



O2B Kids



Darren Medical Center



Open FOR BUSINESS

39 NEW BUSINESS LICENSES WERE ISSUED IN FISCAL YEAR 2024

CHRISTIAN BROTHERS AUTOMOTIVE
1140 Maguire Rd.

DOUBLE O'S COFFEE
1517 Maguire Rd.

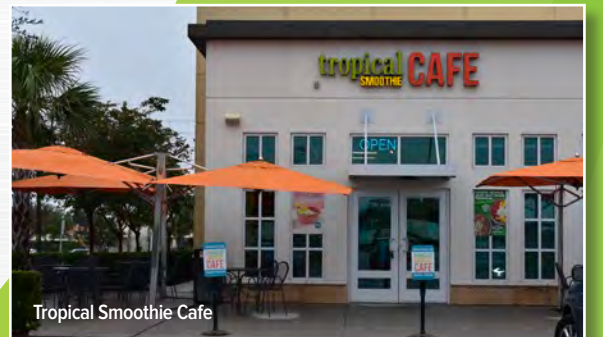
TROPICAL SMOOTHIE CAFE
11050 W. Colonial Dr.

JETS PIZZA
1104 S. Clarke Rd. Suite 70

Christian Brothers Automotive



Double O's Coffee



Tropical Smoothie Cafe



Jet's Pizza

Healthy West Orange Wellness Park

Since opening in February 2023, Healthy West Orange Wellness Park has been recognized for its innovation and design by professional organizations throughout the state. In January of this year, Wellness Park received an award from the North American Deck and Railing Association (NADRA), earning first place in the Commercial Outdoor Living Project category.

This marked the third award for Wellness Park and the CRA who previously received awards from the Florida Planning and Zoning Association (FPZA) and the Florida Chapter of the American Planning Association (FAPA). In May 2023, Wellness Park was selected for an award from FPZA in their Outstanding Infrastructure category. Staff traveled to the Florida Planning and Zoning Conference in Delray Beach in June to accept the award. Later that same month, Wellness Park was selected for another award from FAPA, earning the Award of Excellence in the Implementation Project category. Staff traveled to the Florida Planning Conference in Jacksonville in September to accept the award.

Constructed in partnership with Healthy West Orange and the Foundation for a Healthier West Orange, Wellness Park continues to support the mission of cultivating the healthiest community in the nation by providing access to free wellness opportunities and annual community events.

For more information about Healthy West Orange, please visit www.healthywestorange.org/



Changes at the Helm

In 2004, **City Manager, Rob Frank** saw the need for a massive redevelopment effort to revitalize the SR 50 Corridor. The major commercial center of the city was quickly eroding as the once thriving Colony Plaza hotel and conference center lay vacant and deteriorating. Understanding the need to gain access to as many tools as possible, Mr. Frank directed staff to proceed with the planning studies needed in order to determine if the area met blight criteria and seek the "Delegation of Authority" from Orange County. After two (2) years, in May 2006, Orange County delegated redevelopment powers to the City and they then established the Ocoee Community Redevelopment Agency (CRA). The CRA then named the City Manager, Rob Frank, as the Executive Director of the Agency, per their by-laws.



After 20 years with the City of Ocoee, Mr. Frank retired in 2024. In July 2024, the City Commission named the Assistant City Manager, **Craig Shadrix**, as the City Manager. Being that the CRA's By-laws stipulate that the City Manager shall serve as the CRA Executive Director, Mr. Shadrix became the Ocoee

Community Redevelopment Agency's Executive Director as of October 1, 2024.

Mr. Shadrix has been instrumental in the CRA's planning and daily operations since joining the City in 2008. Equipped with a strong community planning background, one of the first projects he oversaw was the CRA's Target Areas Special Development Plan. Based on sound contemporary planning policies, this document sets the development standards to be followed to achieve the desired urban form within the Fifty West Redevelopment District. Staff is excited to continue our work for the CRA under Mr. Shadrix's leadership.



**FIFTY
WEST**

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