



CITY OF WINTER PARK

401 Park Avenue South

Winter Park, Florida

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ECONOMIC DEVELOPMENT/
CRA DEPARTMENT

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March 30, 2026

Julissa Torres
Management and Budget Analyst
Office of Management and Budget
Orange County Government
201 South Rosalind Avenue
Orlando, FL 32802-1393

Dear Ms. Torres,

Per Florida Statute, please find attached the FY25 Annual Report for the Winter Park Community Redevelopment Agency. The audit is currently underway, and will be made available to you immediately upon completion. With a continued increase in the tax base we are pleased that the CRA continues to fulfill its mission by providing sustainable programming and executing vibrant projects. We appreciate the county's continued support of our efforts. If you have any questions or concerns, we are happy to discuss at any time. The latest city audits are also available online at www.cityofwinterpark.org/finance as is the latest CRA annual reports and audits at www.cityofwinterpark.org/cra.

Sincerely,

Kyle Dudgeon

Kyle Dudgeon
Assistant Director
Economic Development/CRA
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Received by: Clerk the BCC 3/30/2026 th
c: County Mayor
County Attorney County Commissioners
County Administrator



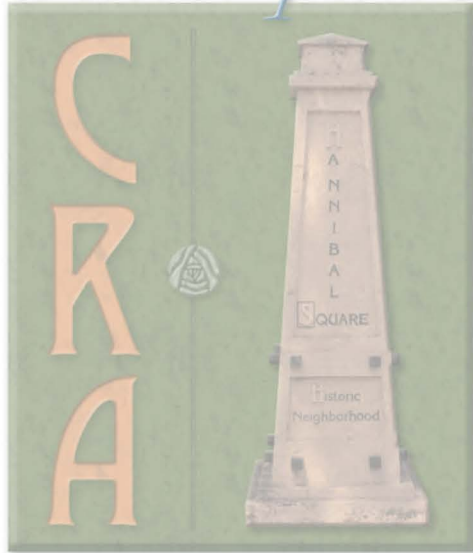
winter park



ANNUAL REPORT

fiscal year 2025

winter park



community
redevelopment
agency



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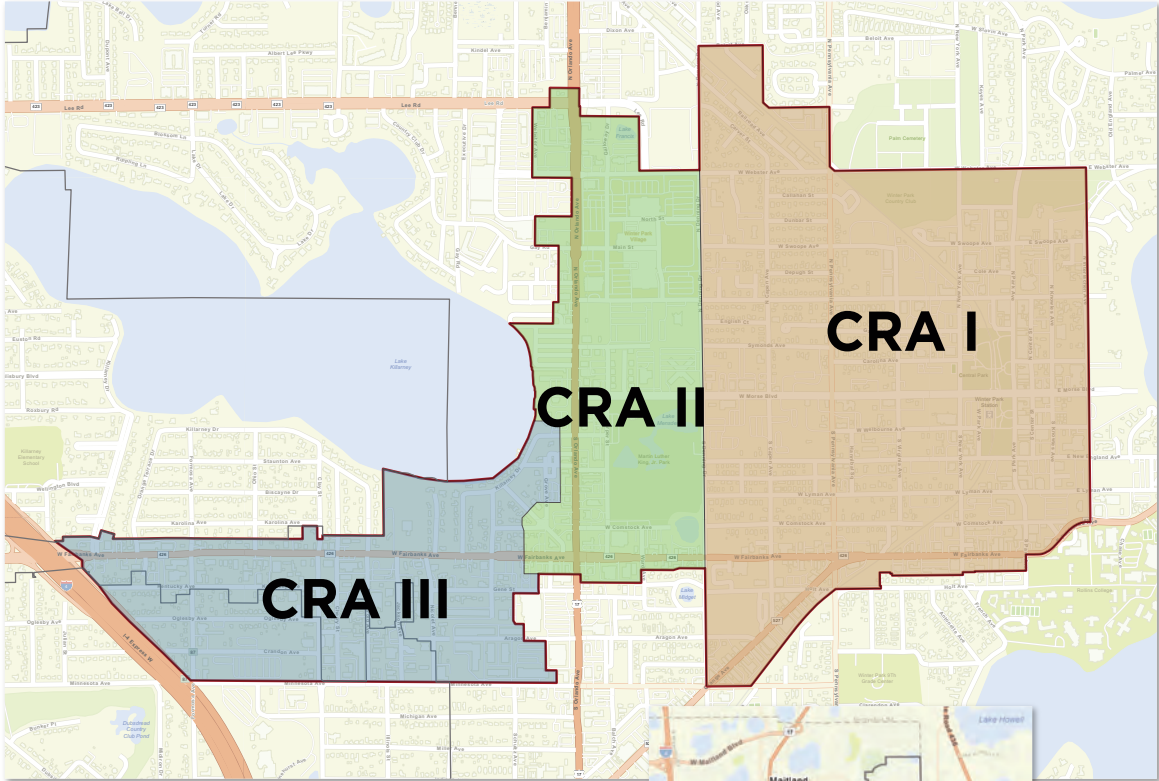


mission

To preserve and improve the residential viability and livability of the neighborhoods within the Community Redevelopment Agency (CRA) district by encouraging and initiating activities which empower residents to effect change and to enhance and improve the commercial areas of the CRA by encouraging and implementing activities that promote economic growth.

The Winter Park CRA is guided by a CRA Plan. The CRA Plan is designed to explore the critical factors that have shaped Winter Park and to identify opportunities to create a quality environment for residents and businesses. The CRA Plan has been the foundation for establishing and defining the vision and mission for revitalizing the Winter Park CRA district. The CRA Plan and the CRA Plan Amendments were adopted in August 1994, February 1999, and calendar years 2023 and 2024.

district map



CRA I @ 434 acres +
CRA II @ 175 acres +
CRA III @ 142 acres =
TOTAL @ 751 ACRES





history

The Winter Park Community Redevelopment Agency (CRA) Fiscal Year 2025 Annual Report covers all activities for the period of October 1, 2024, through September 30, 2025. The report includes a complete financial statement of the CRA's revenues and expenses, amount of tax increment funds collected, and a record of CRA activities for the fiscal year.

Since 1994, the Community Redevelopment Agency (CRA) has played an integral role in the removal of blight and adding value to the downtown area and surrounding community. Established initially in the central business district and historic Westside neighborhood of Winter Park, the CRA expanded its boundaries to include the U.S. Highway 17-92 corridor in 1999. In 2023-24, the CRA in cooperation with Orange County and the City of Orlando, was further expanded to the West Fairbanks corridor representing an additional 751 acres in total area.

In total, the CRA encompasses 13% of the city's land area, has approximately 11% of the residential population, and contains over 51% of all businesses in the City of Winter Park. The CRA fulfills its goals by investing tax increment financing (TIF) revenues into capital improvements, incentive programs, and offering numerous initiatives to meet the needs of the community that it serves. The Agency receives increment revenue from both the city and county for the area it encompasses.

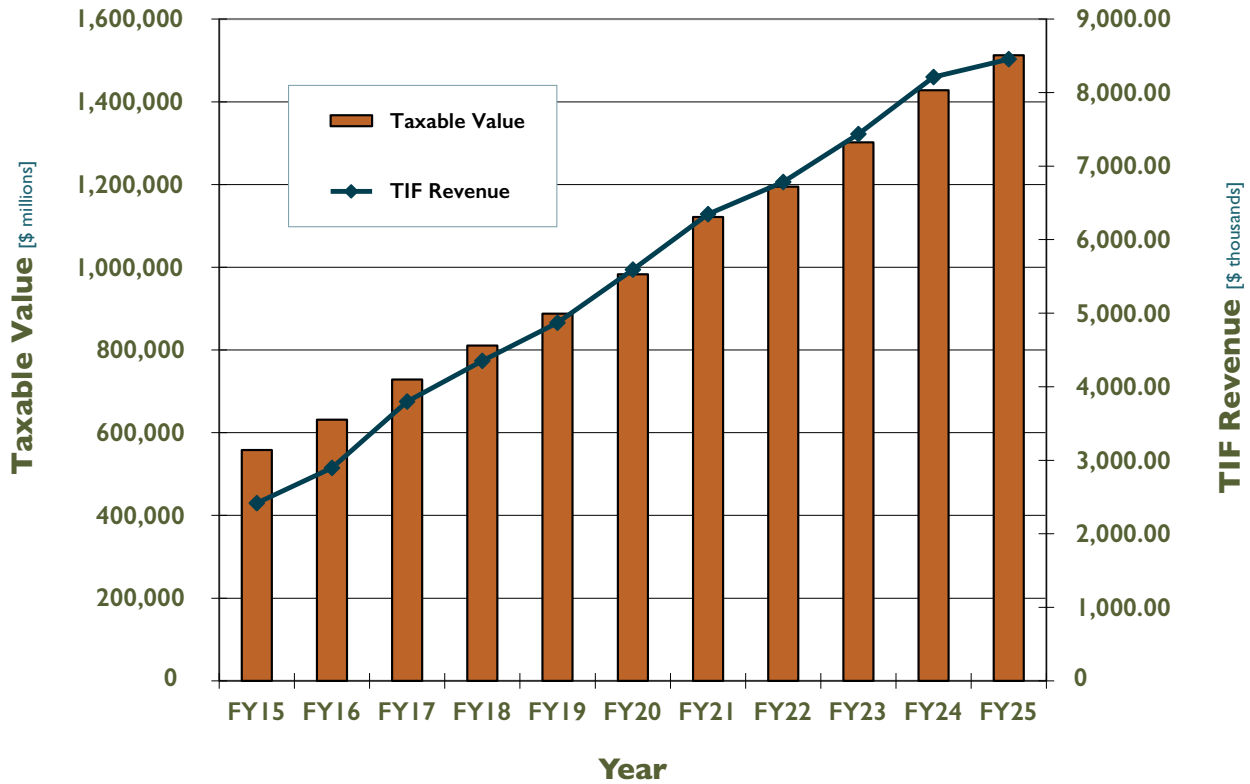
history



In 1994, the CRA's taxable value of all properties was \$194 million. In 2025, that value has increased to over \$1.5 billion (2.3B in assessed value). This represents a 5.92% increase from the prior year. Taxable valuations for CRA properties have shown positive growth over the past year. This has allowed the CRA to further leverage increment revenue to execute successful projects and programming for the overall improvements of the district.

The CRA once again has been effective in achieving its goals set out by the CRA plan. The 1994, 1999, and 2023-24 plans articulate several overarching goals relating to economic vitality, transportation and stormwater infrastructure, community development, public safety, business, property value, communication and housing.

10-YEAR HISTORICAL CRA TAX BASE & REVENUES





capital improvement plan

The CRA adopts a Capital Improvement Plan (CIP) to assist board members and the public on the understanding of where and when the CRA prioritizes projects. This practice has resulted in highly visible streetscape improvements, business and community programs, housing, facilities and parks projects. This also includes designs for public amenities, infrastructure and public safety enhancements.

With the extension and expansion of the CRA, staff has been diligently working with the Community Redevelopment Advisory Board to recommend a CIP plan to 2036 for consideration by the CRA Board. While a CIP plan can and should be reviewed for adjustments annually, this provides a roadmap to future projects, coordination, and planning.

The CRA has worked diligently over the past year to incorporate a process for infrastructure design. This includes the Lake Mendoceno, Lake Killarney and West Fairbanks Avenue areas.

Design and extensive public process also began on the Park Avenue Refresh Program. Similar to other streetscape enhancements, the useful life of existing facilities degrades and weathers, and is in need of refurbishment. Within the boundaries of the Winter Park CRA, Park Avenue acts as a major corridor for economic vitality.

The CRA has also continued its work on public amenities such as the Central Park West Meadow restrooms, Martin Luther King, Jr. Park, and property acquisition for new opportunities at the southeast corner of Denning Drive and Fairbanks Avenue.

capital improvement plan



As part of this CIP, there are several items highlighted in the 'Projects' and 'Programs' section of the report. During FY24-25, the CRA staff identified a total of 10 projects (downtown enhancements, CRA stormwater improvements, etc.) that have begun or been completed, and 10 categorized programs managed. Projects and programs are ongoing and can sometimes take several years (this includes enough money to execute a project).

This means funds for projects may carry over to ensure:

- (1) total expenditure of CRA fund dollars
- (2) develop a fully collaborated project, or
- (3) be redesigned or reconsidered

To that end, total expenditure of the trust fund may not equal the total value of the projects described.

The CRA is committed to maintaining and creating initiatives that will accomplish both the continued implementation of its redevelopment plans, and address some of the immediate needs for businesses, property owners and residents. Copies of the CRA Plan, previous annual reports, and recent updates can all be found on the city's official Web site at cityofwinterpark.org/cra.



capital improvement plan

The projects and programs highlighted in this report are also guided by a volunteer advisory board that make recommendations to the Community Redevelopment Agency Board. The Agency board is comprised of the Winter Park City Commission and an appointed representative from Orange County. To ensure broad participation, redevelopment initiatives are coordinated by CRA staff and implemented in partnership with city departments, the Florida Department of Transportation (FDOT), local non-profits, community groups, city boards, private sector vendors, and the public at-large.

board

The Board consists of the Mayor and City Commissioners, as well as an appointed Orange County Commissioner Representative. They are the decision-making body.



left to right ~ Commissioner Craig Russell, Commissioner Marty Sullivan,
Mayor Sheila DeCiccio, Commissioner Kris Cruzada and
Commissioner Warren Lindsey

not pictured ~ Orange County Representative Hal George

advisory board

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



board members ~ James Everett, Jay R. Trent, Michael Perelman, Carlos Benitez,
Carl Creasman and Pragasen Ramiah.

not pictured ~ Lindsay Eriksson

city staff



city staff ~ Director Peter Moore, CRA/ED Coordinator Anne Sallee,
Project Manager Edwige Josue [March 2026] and
Assistant Director Kyle Dudgeon.



projects



PARK AVENUE REFRESH

Park Avenue is at the core of Winter Park's downtown and the CRA district. The last Park Avenue streetscape restoration occurred between 1996 and 1999. Several pieces of infrastructure are aging past their useful life requiring reinvestment into a public cultural cornerstone. The project will take a broad approach looking at hardscape, landscape, and architectural features along the Avenue, enhance aesthetics, and strengthen infrastructure for areas such as electric, smart city initiatives, irrigation, and multimobility elements

On January 20, 2026, the city began Phase I of the Park Avenue Refresh, a multi-year, \$2.5 million project aimed at improving safety, infrastructure, and aesthetics along the historic road. The first phase focuses between Webster and Garfield avenues and includes new reinforced planter boxes, updated streetlights, seasonal landscaping, and modern trash cans. Funds for the project were approved in August 2025.

A key goal of the refresh is safety. The new planter boxes will be built with concrete and rebar, serving as both attractive greenery and protective barriers against vehicles entering pedestrian areas. Strategically placed bollards will add another layer of security. Additional goals of the project identify installation of conduit for new electrical, low voltage, fiber and irrigation lines to optimize infrastructure utilization now and in the future

Aesthetically, these elements will support new hardscape improvements including:

- new street lights equipped with integrated smart hubs & smart technology as well as banner arms & hanging baskets
- seasonal landscaping along with additional live oaks (where appropriate)
- decorative planter pots & safety bollards
- new trash & recycling receptacles

projects



In order to minimize disruption, the project-maintained closure of only one to two blocks at a time beginning on the west side of Park Avenue at Swoope Avenue, heading south, toward Garfield Avenue, then continuing on the east side of Park Avenue headed north. Each construction zone included a barricaded closure of the right of way, adjacent parking spaces and one southbound lane of traffic. Additional temporary parking was provided on Morse Boulevard between New York and Virginia avenues.

Total cost is estimated at \$8.5 million for all three phases.



projects

WEST FAIRBANKS AVENUE | REGIONAL STORMWATER

Over the past year, staff has worked on diligently evaluating design concepts and project documents to execute meaningful impact aligned with the city's stormwater master plan within the CRA. This includes supplemental efforts to pursue federal and state grants to offset potential costs.

While these endeavors have been underway, staff has also pursued more shovel-ready projects such as Phase I and Phase II Lake Killarney outfall projects. Intended to improve stormwater management, the existing outfalls have long since been in disrepair creating an optimal opportunity for the CRA to intervene.

Over the past year, staff has largely completed Phase I of the project with Phase II well underway. Total cost is estimated at \$3,000,000.

projects





projects

MARTIN LUTHER KING, JR. PARK IMPROVEMENTS

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

Included as part of its Capital Improvement Plan, the CRA identified the park as an area for reinvestment. In 2021, staff met with both the Parks & Recreation Advisory Board and Community Redevelopment Advisory Board regarding new improvements to the park. Financially, the CRA is anticipating a multiyear allocation within its current Capital Improvement Plan towards MLK enhancements through FY26. Currently, that is set at \$6 million.

In 2021, the Agency approved \$625K for some of these improvements including fields, hardscape around the fields for future shade structure, sidewalks, sod and landscaping. Future allocations would fund enhancements including; but not limited to, restroom and picnic pavilion, playground, connectivity and pedestrian pathways, fencing, gates, entry gateway features (to include a tribute to Dr. Martin Luther King Jr. and memorial wall for individuals who previously lived in the park space), signage, stormwater and lighting.

projects

Final concept renderings were completed for an upgraded playground to add additional accessibility and safety features, a ground level water feature, and improve the overall appeal and value of the playground while retaining the Community Park legacy affectionately called “Castle Park.” This was in response to a number of community meetings and feedback which greatly drove its direction. To date, in addition to all meetings, the CRA has secured a general contractor for completed construction documents, with final permit pending for groundbreaking in March 2026.



projects

KILLARNEY ESTATES BRICKING

In tandem with the Lake Killarney outfall projects, staff worked to provide immediate relief for unsafe street conditions in the Killarney Estates neighborhood. After years of wear and tear, streets were found with broken bricks, buckling, uneven surfaces, and multimobility hazards. The CRA stepped forward and improved streets in the neighborhood by rebricking areas of Lakeview Avenue, Killarney Drive, Fairview Avenue, Grove Avenue, and Beachview Avenue. Total cost of the project was \$503,588.



projects

WEST MEADOW RESTROOMS

In addition to CRA Plan Policies 7.3A and 8.6D, Table 6-1 of the 1994 plan illustrates the Central Park area aimed for investment. Staff engaged with a consultant for facility improvements in Central Park's West Meadow with the intent to combine a need for restrooms, consolidation of Parks & Recreation equipment storage, public safety/EMS space, and a more structured covered area for events and operations.

The total height of the project remains at a pedestrian scale, as it's six feet shorter than the main stage, which showcases a scale conducive to both passive and active uses. The style is consistent with the Winter Park Train Station and Central Park Main Stage, noting the same latticework, detail and charm. Total cost of the project was \$1,361,698.



projects

DOWNTOWN ENHANCEMENTS

During this fiscal year, the Community Redevelopment Advisory Board and staff continue work to improve downtown.

STREETLIGHTS, GARBAGE & RECYCLING CONTAINERS, COMMUNITY POLICING AND SIDEWALK IMPROVEMENTS

Every year, the Community Redevelopment Agency (CRA) works with several departments including Parks & Recreation, Electric Utility, Public Works & Transportation, and the Facilities Management Division, to identify opportunities to further improve its downtown. This includes the rehabilitation and refurbishment of Knowles Avenue parking area, trash cans,

street lights, sidewalks, pressure washing, bricking enhancements, and more to provide an updated aesthetic. CRA staff is committed to maximize the unique, but consistent look for the downtown that is unwavering with the districts charm and style.



The CRA also supported elevated levels of community policing within the CRA district including installation of bollards at key points on Park Avenue, weekly additional security details, and Park Avenue gateway features.

projects

PARK AVENUE GATEWAYS

Gateway features are a common reprise in the city's CRA plans. Decorative features are often applied to intersections, or at the entrance of a commercial corridor to introduce a placemaking atmosphere and can even lower traffic speeds. The Park Avenue gateways bracket the city's main street on the north and south ends, providing a sense of 'I've arrived.' The project was also financially supported by residents suggesting even greater support for the installation. The project was installed in August 2025.



Total cost for all downtown enhancement projects in FY25 was \$849,801.21.

projects

DENNING DRIVE & FAIRBANKS AVENUE IMPROVEMENTS

As a multi-year project including property acquisition, the CRA has successfully completed the extension of a southbound right turn lane at the intersection of Denning and Fairbanks. The project provides relief for this traffic movement by installing a 120' turn lane and alleviate backed up congestion on Denning. In addition, the CRA is now underway on a review of the remaining property space to augment and support public amenity improvements including the purchase of 929 W. Fairbanks Avenue. Total estimated budget in FY25 was \$3,039,596.52.



projects

MARTIN LUTHER KING, JR. PARK STORMWATER BASIN IMPROVEMENTS

As a driving force discussion point, the CRA is making a concerted effort to not only provide investment into stormwater mitigation for its expansion area, but also for its other basin areas as well. This includes design and planning for new infrastructure and techniques to the MLK Stormwater basin. Currently underway is a multiphase study with the anticipated results yielding recommendations for physical enhancements to the basin to reduce flooding and further insulate neighborhoods and businesses who surround MLK Park. The study is expected to move well into FY2026. Total cost in FY25 was \$41,813.





programs

ATTAINABLE HOUSING

Programs under this designation are designed to ensure safety and maintain the character of residential neighborhoods by completing necessary rehabilitation work to distressed single-family homes.

In FY2025, the CRA spent \$135,372.00 on total housing projects. To date, approximately 160 homes have been improved through the housing rehabilitation program with over \$2.1 million since its inception. Given the nature of pandemic related inflation, the CRA also discovered the need to reevaluate total project costs for each project and its ability to make an impact. Through work with the CRA Advisory Board, staff raised the total amount of each successful applicant 50%, or from \$20,000 to \$30,000. Coupled with other affordable housing initiatives, that total rises to \$4.1 million.

During the administration of the home rehabilitation program, the priorities of expenditures started with safety improvements. This left a void in improving the aesthetic value of the home. Because of this, the residential driveway and paint programs were created. These programs focus on elevating the cosmetic, yet important aesthetics by providing funds for driveway construction/rehabilitation as well as new paint for existing structures. Since inception 37 total homes through these programs have supported the upkeep and preservation to residential neighborhoods within the district.

programs



Project Cost
\$19,263

IMPROVEMENTS INCLUDE general cleaning | painting exterior » pressure wash+prime & paint+wall repairs+soffits



Project Cost
\$13,426

IMPROVEMENTS INCLUDE new patio slab | fence | exterior paint | pest control





programs

BUSINESS FAÇADE & RETAIL BUILDOUT IMPROVEMENT PROGRAMS

The business facade program provides matching grant funds up to \$30,000 toward exterior improvements to businesses within the CRA, supporting economic stability and maintaining the character and quality of commercial districts. To date, the program has successfully leveraged 80 projects with a 13:1 ratio of private to public funds.

Over the past year, the CRA also expanded its programming for businesses to include a build out program more tailored to interior improvements for select businesses along the District's commercial corridors. This may also be utilized to reduce the impact of the costs and requirements incurred when contemplating a change of use.

Since its inception in 2024, the program continues to gain popularity, with emphasis in the West Fairbanks area. Funding for the program is coupled with business façade annually. Total funds spent in FY2025 is \$98,896.

programs





program support

The Community Redevelopment Agency (CRA) provides funding to a selection of community partners that promote community leadership, healthy lifestyles and learning activities.

PARK AVENUE DISTRICT

In December 2022, the Park Avenue Merchants Association was authorized by the State of Florida to become the city's first Main Street Program, the Park Avenue District. A Main Street District is often formed to help, create, preserve, and add value to downtown community cores and help them thrive.

The CRA helped foster this ideal through their last year of a three-year agreement with a matching grant in the amount of \$50,000. The District continues to meet its goals and provide a great benefit to the city, the merchants and guests.



program support

COMMUNITY CENTER PROGRAMMING

Program selection is managed by a CRA partner – the city's Parks & Recreation Department. It includes participation by over 52,000 resident and visitor interactions per year from senior to after-school programs. The CRA also supports the Annual Unity Heritage Festival.

SUMMER YOUTH ENRICHMENT PROGRAM

The CRA, in partnership with numerous local nonprofit organizations, provides paid internships and local summer camp opportunities to CRA high school students. It focuses on providing real-world work experience while developing business etiquette skills to aid in future career success. The program has been accountable for 248 students during its lifetime, and several have found full time employment for the nonprofit in which they interned.

community partnership

The logo for the Community Reinvestment Act (CRA) is positioned behind the word "community" in the title. It features the letters "CRA" in a stylized font, with a small illustration of a person standing next to a building.

The CRA works in partnership with several community organizations also devoted to improving the health, education and environment of the people and businesses it serves. This includes but is not limited to meeting the obligation under the 1994 plan policies 6.2B and 6.2L. Over the past year, several initiatives were implemented to advance the CRA goals and improve the community's quality of life.

ENZIAN THEATER'S POPCORN FLICKS IN THE PARK

The CRA provides monthly films in Central Park. The free and family-friendly event showcases films that are appropriate for all ages and include holiday classics. Popcorn Flicks in the Park encourages families and friends to gather and build community. It also helps promote economic viability by bringing foot traffic to shopping and dining areas.

WINTER PARK PLAYHOUSE

The CRA provides funding for programming to the Winter Park Playhouse located on Orange Avenue. The purpose of the funds is to assist with the Playhouse's programming for youth and elderly in the district as well as provide for free or reduced-price plays.

community partnership



ENZIAN THEATER
POPCORN FLICKS IN THE PARK

community partnership

The logo for the Community Renaissance Area (CRA) is a square with a light green background. It features the letters 'C' and 'A' in a stylized, light blue font. The 'C' is on the left and the 'A' is on the right. In the center, there is a small, light blue silhouette of a lighthouse.

CREALDÉ SCHOOL OF ART

The CRA provides funding for programming and exhibits at the Hannibal Square Heritage Center, which is managed by Crealdé School of Art. This year marks the 15th year of the Heritage Center including an acknowledgement by neighborhood residents providing recognition for those that understand the importance of this community asset.

WELBOURNE AVENUE NURSERY & KINDERGARTEN

Continuing to carry out the community side of the CRA plan, funding is provided to the Welbourne Avenue Nursery & Kindergarten for physical building improvements and assistance. The Nursery acts as a cornerstone for the district from youth to seniors.

THE GARDENS AT DEPUGH NURSING CENTER

Support for the social side of the CRA Plan is also carried out by The Gardens at Depugh Nursing Center. Funds were invested in the improvement of the building in order to provide additional capacity for CRA constituents.

financials

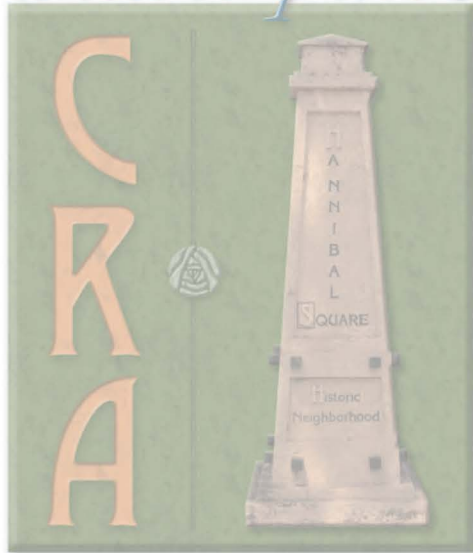
REVENUES	Proposed FY 2026	Adopted FY 2025
Intergovernmental Revenues	4,021,021	3,840,295
Charges for Services	–	–
Miscellaneous	602,044	457,652
Transfers	5,206,424	4,872,398
Fund Balance	–	–
TOTAL REVENUES	\$ 9,829,489	\$ 9,170,345
EXPENDITURES		
Operating Expenses	1,835,145	1,778,668
Capital Projects	5,700,000	5,140,000
Debt Service	710,565	1,066,442
Organizational Support/ Community Initiatives	1,003,300	859,000
Reimbursement to Other Funds	120,299	138,242
Transfers to Other Funds	–	–
Contingency Reserve	460,180	187,993
TOTAL EXPENDITURES	\$ 9,829,489	\$ 9,170,345
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 0	\$ 0

The most recent complete audit report of the Redevelopment Trust Fund as required in F.S. 163.387(8) may be accessed at cityofwinterpark.org/finance.

blank for notes



winter park



community
redevelopment
agency

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