

INTERNATIONAL DRIVE CRA REDEVELOPMENT PLAN UPDATE

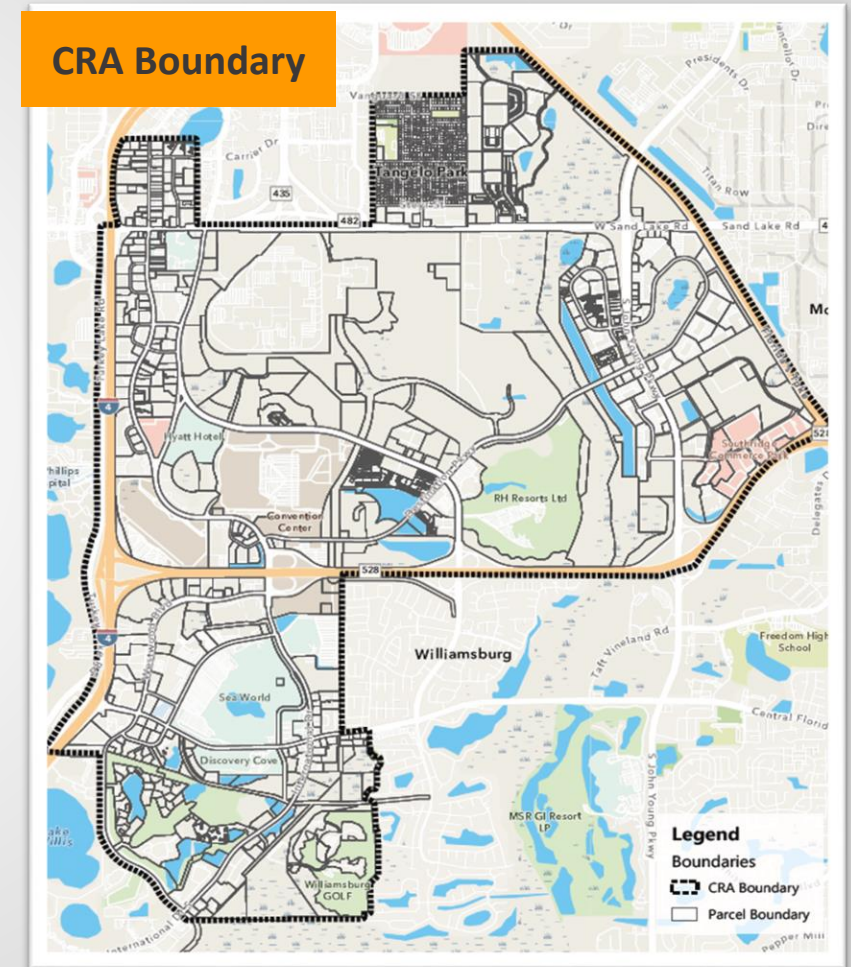
*BOARD OF COUNTY COMMISSIONERS
March 9, 2021*

ORANGE COUNTY, FL

BACKGROUND

INTERNATIONAL DRIVE CRA

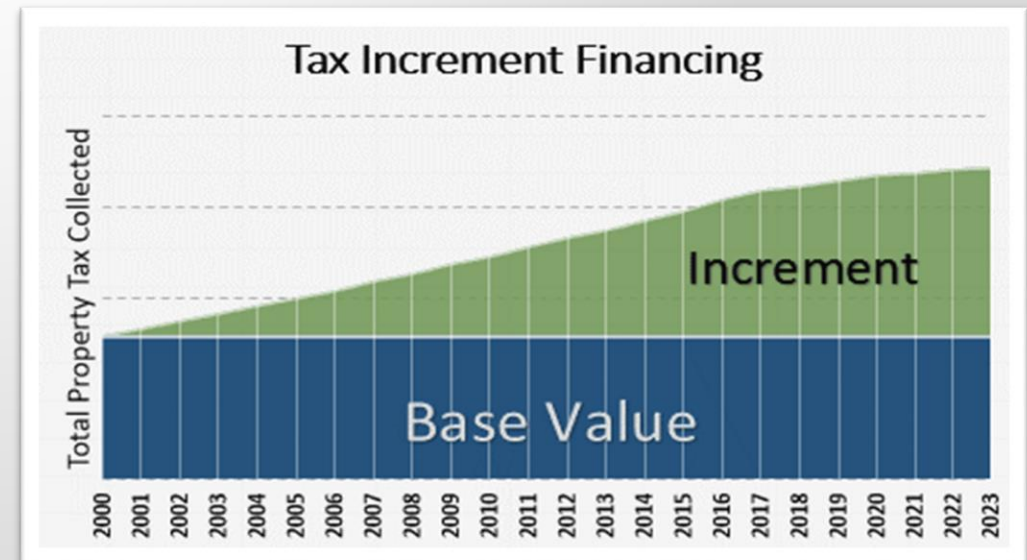
- 7,315 acres
- Created in 1998 (sunsets in 2028)
- Focused on Transportation-related Blight
- Redevelopment Plan Adopted in 1998
- Amended in 2006, 2009, and 2019
- Includes proposed redevelopment activities



BACKGROUND

FUNDING

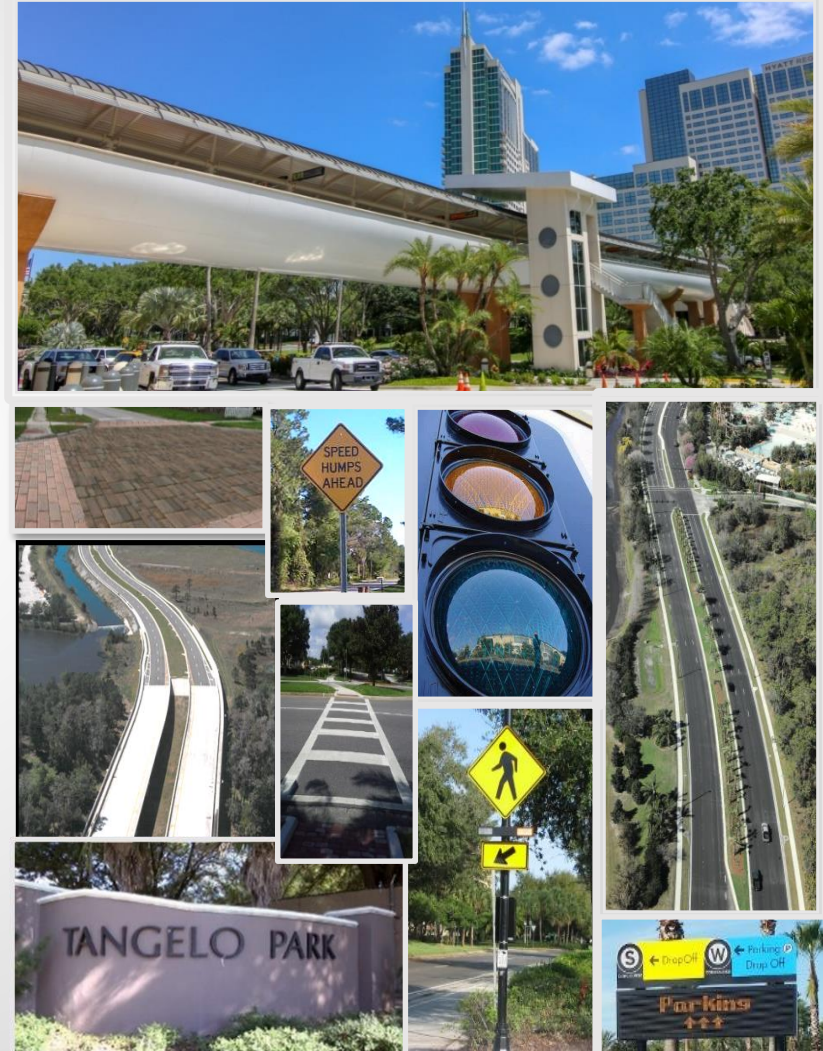
- Tax Increment Financing (TIF)
- Based on taxable value of properties within CRA
- Capture growth of ad valorem tax revenues within CRA
 - Base Year (1998) taxes continue to support General Fund
 - *Growth* of taxes in subsequent years (TIF) funds redevelopment activities
- Dedicate those funds to specific improvements within CRA
- Does *not* impact ad valorem taxes supporting schools
- FY 20 Tax Increment - \$22M



BACKGROUND

COMPLETED PROJECTS

- John Young Parkway - Widening
- Sand Lake Road/John Young Parkway – New Urban Interchange
- International Drive - Widening
- International Drive Pedestrian Bridge
- Destination Parkway - New Roadway
- Tangelo Park Traffic Calming (2 Phases)
- Tangelo Park Sidewalks
- SCOOT Adaptive Traffic Signal System
- Directional Signage/Wayfinding System
- Various Sidewalk/Pedestrian Safety Projects



BACKGROUND

PROJECTS UNDERWAY

- International Drive Transit Lanes
- International Drive Transit Feasibility and Alternative Technology Assessment
- Kirkman Road Extension
- Tangelo Park Transit Shelters
- Pedestrian Safety Enhancements



MAYOR/BCC DIRECTION

- Update Redevelopment Plan with current data/analysis
- Consider expanded uses of CRA resources to address housing needs and others as may be determined
- Re-evaluate Sunset Date
- Engage with I-Drive Area Employees (November 2020)



REDEVELOPMENT PLAN FRAMEWORK

KEY CONSIDERATIONS

- I-Drive 2040 Vision
- *Housing for All* Initiative
- Tangelo Park Community Needs
- Expanded considerations beyond transportation

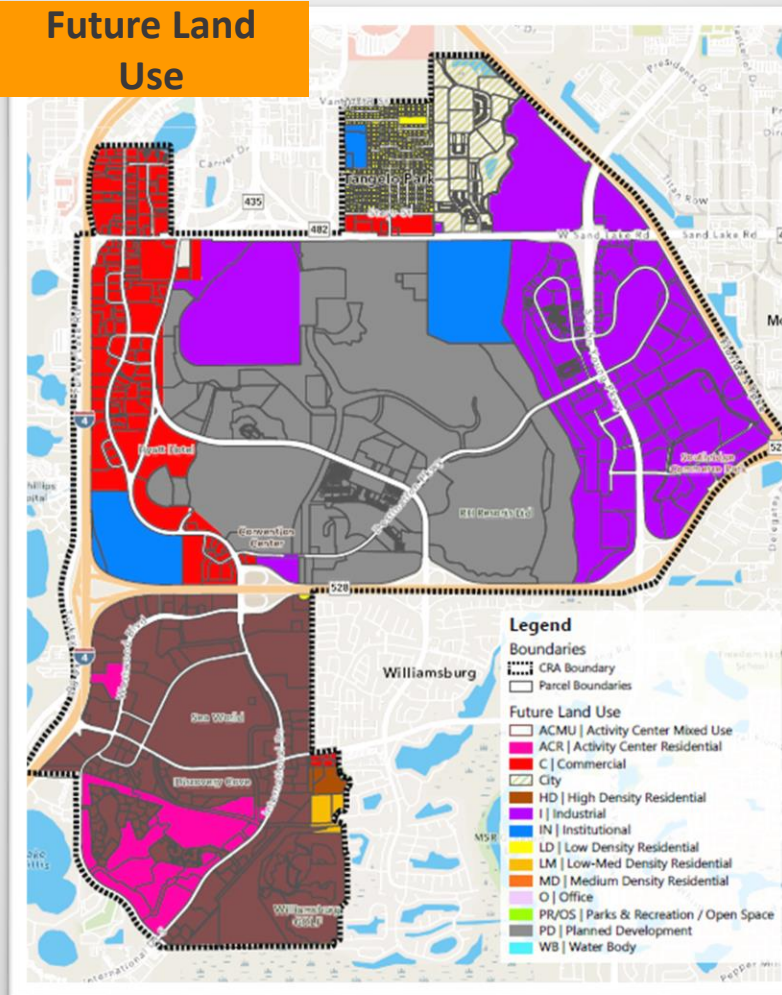


LAND USE ANALYSIS

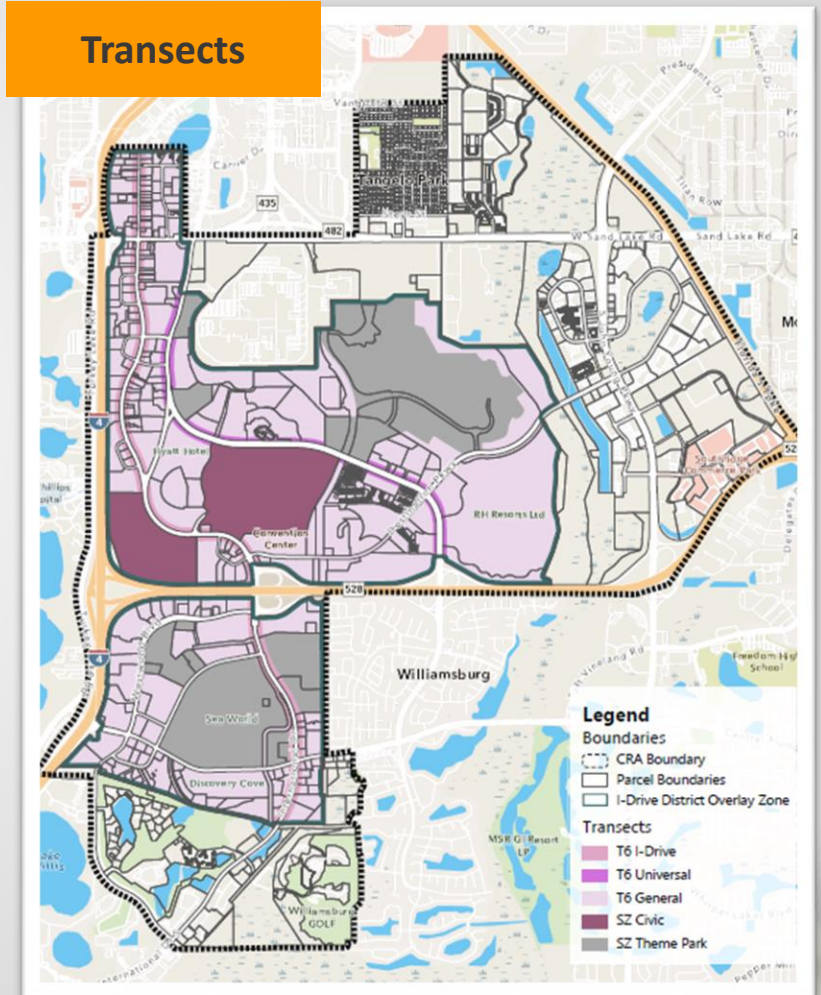
MUST COMPLEMENT TRANSPORTATION POLICY

Land use and transportation system must be coordinated to assure connectivity and mobility for residents, employees, and visitor populations

Future Land
Use



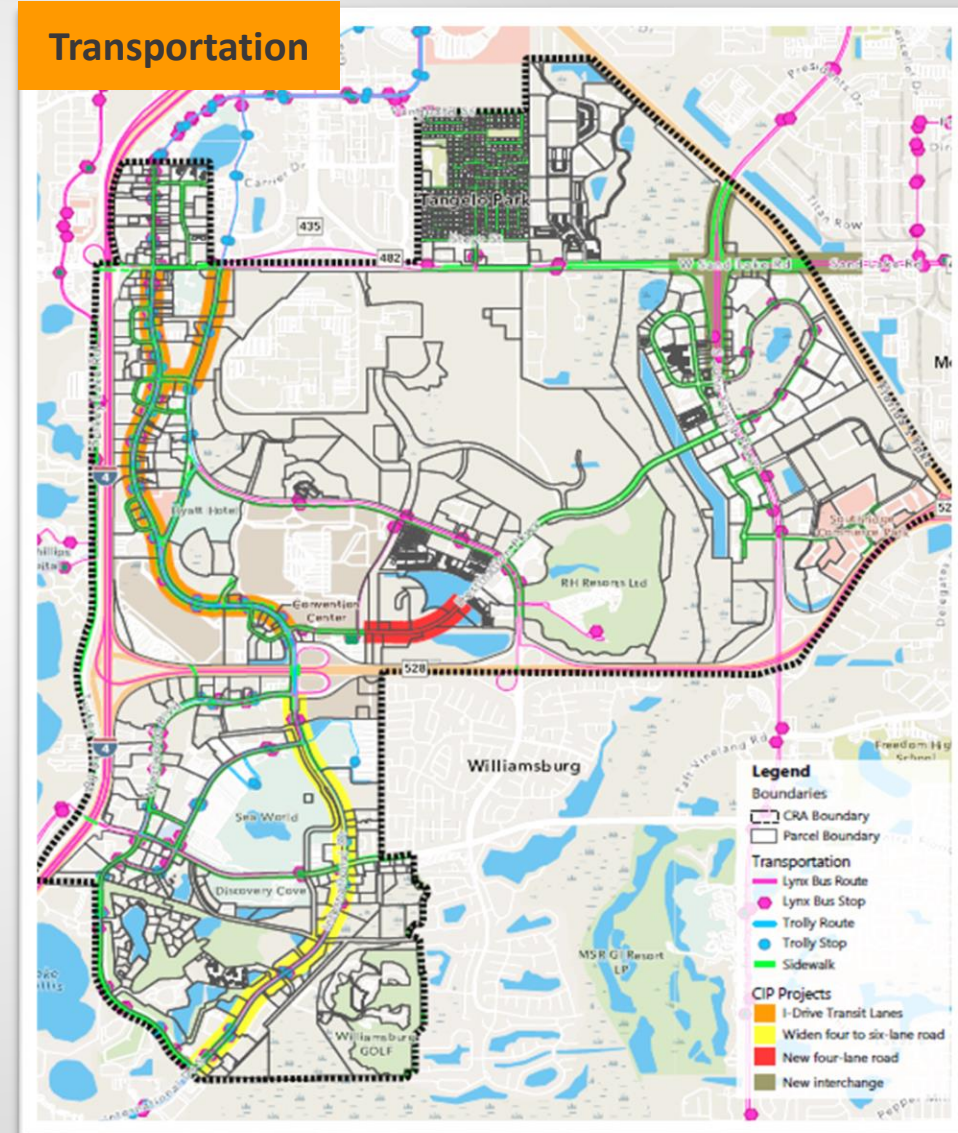
Transects



MULTI MODAL TRANSPORTATION SYSTEM

ESSENTIAL TO SUSTAINING THE I-DRIVE CRA

- Pedestrian
- Automobile
- Mass Transit
 - Regional Connectivity
 - Sustainability



HOUSING DEVELOPMENT

HOUSING OPTIONS IMPORTANT ELEMENT OF POLICY

- Diversity of product types
- Support of all price points
- Integrate affordable, attainable, and market-rate residential units
- Create housing for workers in the area
- Alignment with *Housing for All* initiative

Live-Work Unit
with Front Patio



Urban Courtyard
Apartments



Mid-Rise
Apartments



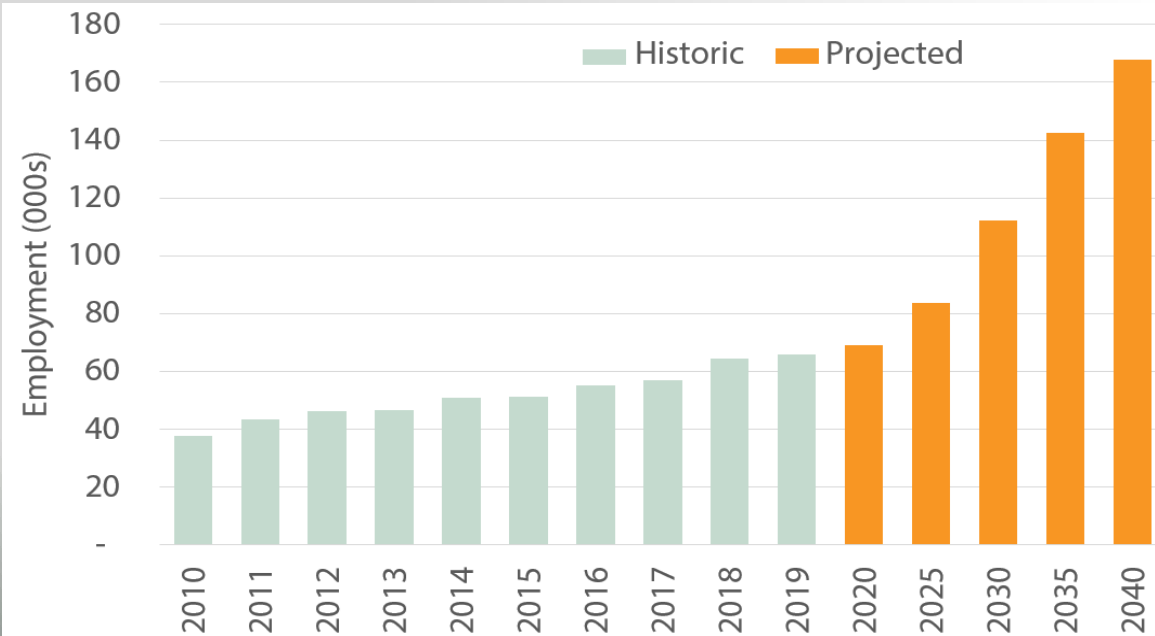
High-Rise
Apartments



EMPLOYMENT OPPORTUNITIES

DIVERSIFICATION AND STABILITY

- Support new employment opportunities
- Sustain existing employment base



EXPANDED USE OF TIF RESOURCES

MORE THAN TRANSPORTATION

- Identify cultural opportunities
- Partner with institutions, businesses for educational and social programs and projects



EXPANDED SUPPORT OF INFRASTRUCTURE

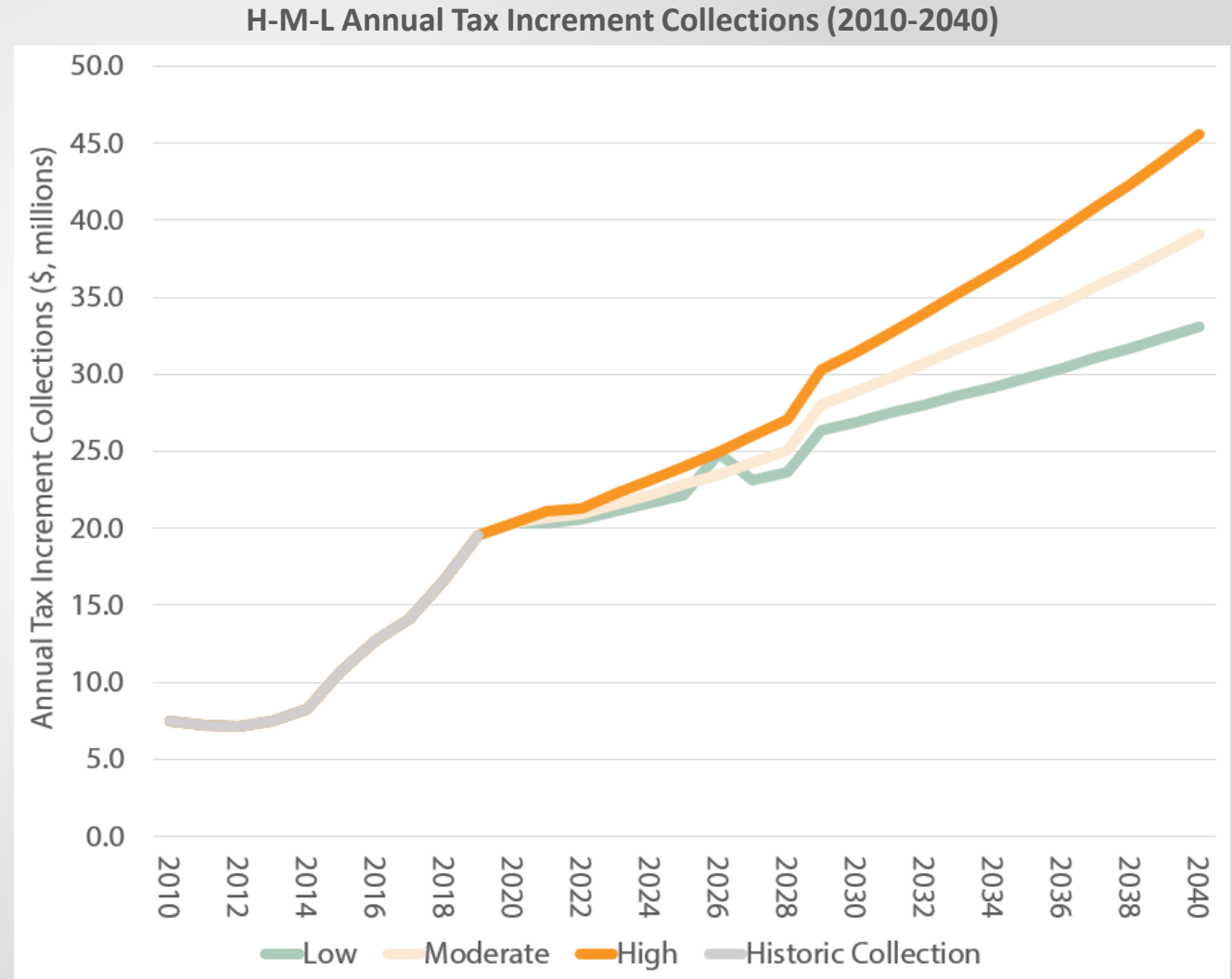
OTHER PHYSICAL IMPROVEMENTS

- Sustainable Infrastructure
- Beautification opportunities within public realm
- Gateway enhancements
- Stormwater system upgrades
- Provision of ongoing maintenance programs



TIF PROJECTIONS THROUGH 2040

- Extend sunset date by 12 years to 2040
- Low Scenario: average annual contribution to Trust Fund = **\$26,954,500**
- Medium Scenario: average annual contribution to Trust Fund = **\$29,548,800**
- High Scenario: average annual contribution to Trust Fund = **\$32,720,700**



TIF PROJECTIONS

- Extension to 2040
- TIF Revenue projections are sufficient in all scenarios
- Proposed Cap on CRA Revenues - \$22M (status quo)
 - 75% of revenues above Cap rebated back to General Fund
 - \$81M (estimated) returned to supplement Countywide needs
- Allows sufficient revenues to address needs within Key Plan Elements of the redevelopment program

KEY PLAN ELEMENTS

- Transportation
- Housing
- Economic Development
- Community, Cultural and Institutional Programs
- Beautification and Aesthetics

Potential Resource Allocation 2020-2040 (dollars in thousands)

Major Activity or Focus	Cumulative Allocation (000s)	Year 1-5	Year 6-10	Year 11-15	Year 16-20
<i>Transportation:</i>					
Roadway Improvements	\$100,000	\$60,000	\$10,000	\$15,000	\$15,000
Transit Capital and Operations	\$179,000	\$18,000	\$41,000	\$41,000	\$79,000
Pedestrian Mobility and Safety	\$32,000	\$12,800	\$6,000	\$6,000	\$7,200
Technology and Sustainability	<u>\$70,000</u>	<u>\$17,400</u>	<u>\$17,900</u>	<u>\$16,000</u>	<u>\$18,700</u>
	\$381,000	\$108,200	\$74,900	\$78,000	\$119,900
<i>Affordable or Attainable Housing:</i>					
Direct Support or Incentives	\$70,000	\$25,000	\$25,000	\$10,000	\$10,000
Other Incentives/Programs	<u>\$45,000</u>	=	<u>\$5,000</u>	<u>\$20,000</u>	<u>\$20,000</u>
	\$115,000	\$25,000	\$30,000	\$30,000	\$30,000
<i>Economic Development:</i>					
Economic Diversification	\$40,000	–	\$10,000	\$10,000	\$20,000
Employment Training	<u>\$8,000</u>	<u>\$2,000</u>	<u>\$2,000</u>	<u>\$2,000</u>	<u>\$2,000</u>
	\$48,000	\$2,000	\$12,000	\$12,000	\$22,000
<i>Community, Culture and Institutional:</i>					
Youth and Senior Programs and Projects	\$16,000	\$4,000	\$4,000	\$4,000	\$4,000
Neighborhood Enrichment	<u>\$25,000</u>	<u>\$5,000</u>	<u>\$6,000</u>	<u>\$7,500</u>	<u>\$6,500</u>
	\$41,000	\$9,000	\$10,000	\$11,500	\$10,500
<i>Beautification and Aesthetics:</i>					
Gateways, Medians, Landscaping, and Other Design Projects	<u>\$25,000</u>	<u>\$6,250</u>	<u>\$6,250</u>	<u>\$6,250</u>	<u>\$6,250</u>
	\$25,000	\$2,500	\$2,500	\$2,500	\$2,500
Total Proposed Funding Allocation (000s)	\$610,000	\$150,450	\$133,150	\$137,750	\$188,650
Cumulative Proposed Funding Allocation (000s)			\$283,600	\$421,350	\$610,000
5-Year Ending Balance (000s)		\$37,613	\$18,844	\$73.9	\$(65,562)

TRANSPORTATION

- Roadway Improvements
- Transit Capital and Operations
- Pedestrian Mobility and Safety
- Technology and Sustainability



TRANSPORTATION

INVESTMENT EXAMPLES:

- I-Drive Transit System – Bus Rapid Transit (BRT)
- LYNX – Workforce Transit
- Regional Transit Connectivity
 - OIA
 - SunRail
 - Intermodal Station
- I-Drive/Sand Lake Rd Pedestrian Bridge
- Traffic Management Communications Infrastructure
- Electric Vehicle Infrastructure



AFFORDABLE AND ATTAINABLE HOUSING

- Direct Support or Incentives
- Other Programs

Apopka CRA
Orlando II CRA



AFFORDABLE AND ATTAINABLE HOUSING

INVESTMENT EXAMPLES:

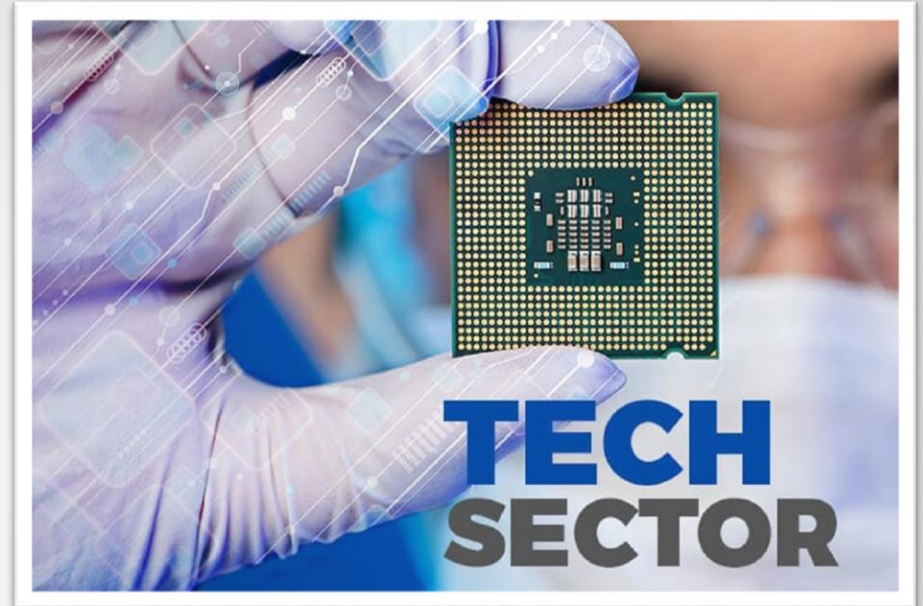
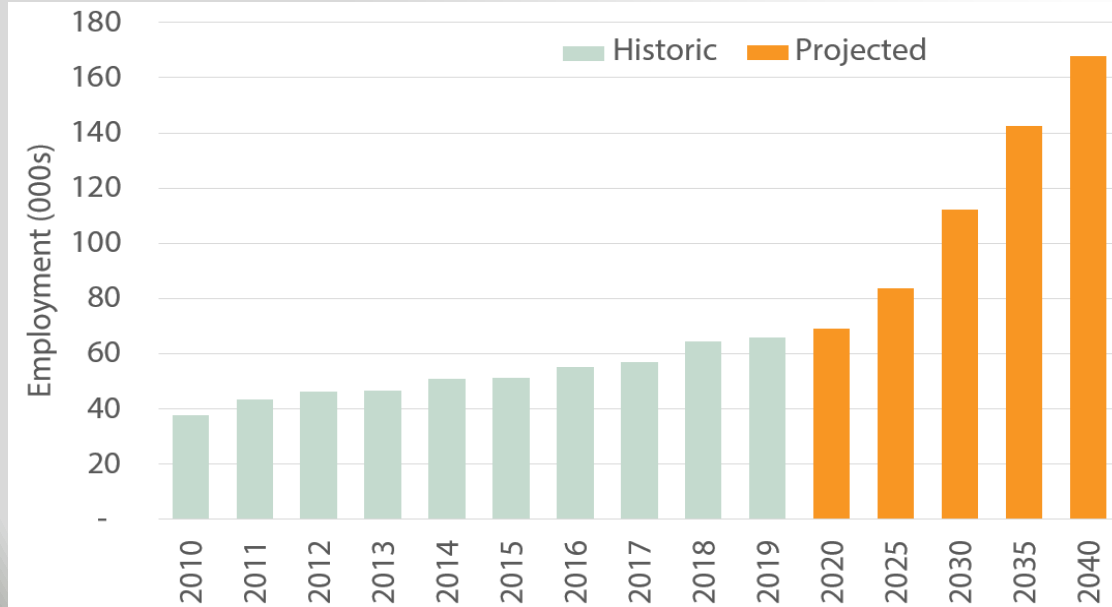
- Leverage with Federal, State, Private funds to produce mixed-income affordable/attainable residential communities
- Preserve homeownership in Tangelo Park through Homeowner's Rehabilitation Program for existing low income households and Homeownership Program for new homeowners
- Engage employers in housing opportunities for their employees through partnerships with nonprofit housing agencies to provide homebuying workshops and credit counseling workshops



ECONOMIC DEVELOPMENT

- Economic Diversification
- Employment Training

Historic and Projected Employment



ECONOMIC DEVELOPMENT

INVESTMENT EXAMPLES:

- Tourism/Hospitality employee training for upward mobility within the industry
- Resident/Employee *re-employment* training for new skills/new industries
- Resident/Employee Training within Targeted Industry Diversification Sector Clusters
- Small/local business development programs supporting onsite goods/services within area
- Programs supporting “out of market” business/office relocation to area



COMMUNITY, CULTURAL, AND INSTITUTIONAL PROGRAMS/PROJECTS

- Youth and Senior Programs and Projects
- Neighborhood Enrichment



COMMUNITY, CULTURAL, AND INSTITUTIONAL PROGRAMS/PROJECTS

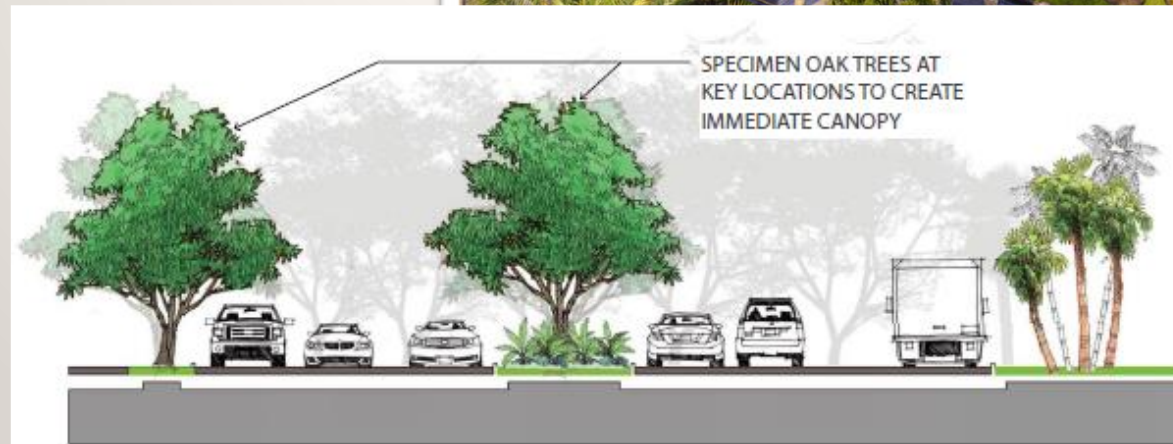
INVESTMENT EXAMPLES:

- Tangelo Park Community Center Improvements
- Youth Programs
- Senior Activities



BEAUTIFICATION AND AESTHETICS

- Gateways
- Landscaping/Tree Canopy
- Hardscaping
- Other Design Elements



BEAUTIFICATION AND AESTHETICS

INVESTMENT EXAMPLES:

- I-4/Sand Lake Road Landscape/Hardscape Maintenance
- Neighborhood Beautification
- Gateway/Entrance Features
- Directional Signage/Wayfinding



STAKEHOLDER ENGAGEMENT

EXTERNAL

- I-Drive CRA Advisory Committee
- I-Drive Steering Review Group
- I-Drive Chamber of Commerce
- I-Drive Business Improvement District
- Tangelo Park Civic Association Board
- Tangelo Park Residents
- Universal Boulevard Property Owner's Association
- Local Planning Agency (LPA)
- I-Drive Area Employees

INTERNAL

- County Administrator's Office
- Convention Center
- Planning Division
- Transportation Planning Division
- Public Works Engineering Division
- Neighborhood Services Division
- Housing and Community Development Division
- PEDS Fiscal & Operational Support/GIS
- County Attorney's Office
- Office of Management and Budget

STAKEHOLDER ENGAGEMENT

EMPLOYEE SURVEY

- Hotel General Managers/Human Resource Directors – *Employee Database*
- Centerplate – *Employee Database*
- Unite Here Local #737 Union – *I-Drive Area Members/Contacts*
- International Drive Business Improvement District - *Distribution Database*
- International Drive Resort Area Chamber of Commerce - *Distribution Database*

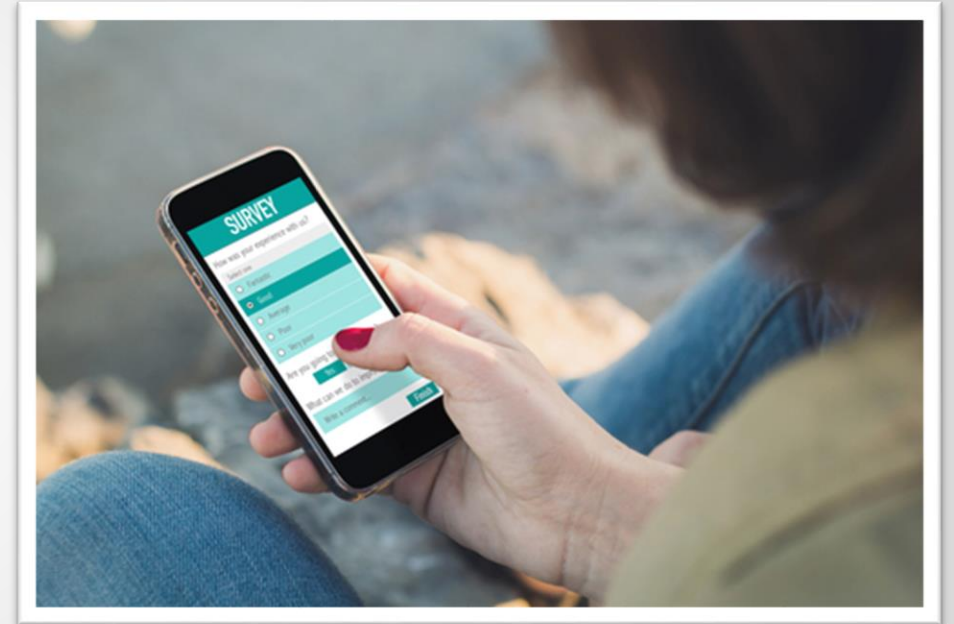


STAKEHOLDER ENGAGEMENT

RESPONSE TO STATEMENTS REGARDING:

- Industry of employment
- Traffic Congestion
- Enhanced Transit Needs
- Pedestrian Safety
- Need for Affordable and Attainable Housing
- Support for Homeownership Programs
- Support for Beautification Programs
- Cultural, Social, and Educational Programs
- Job Training Programs
- Other Suggestions

Survey provided in English/Spanish/Haitian Creole

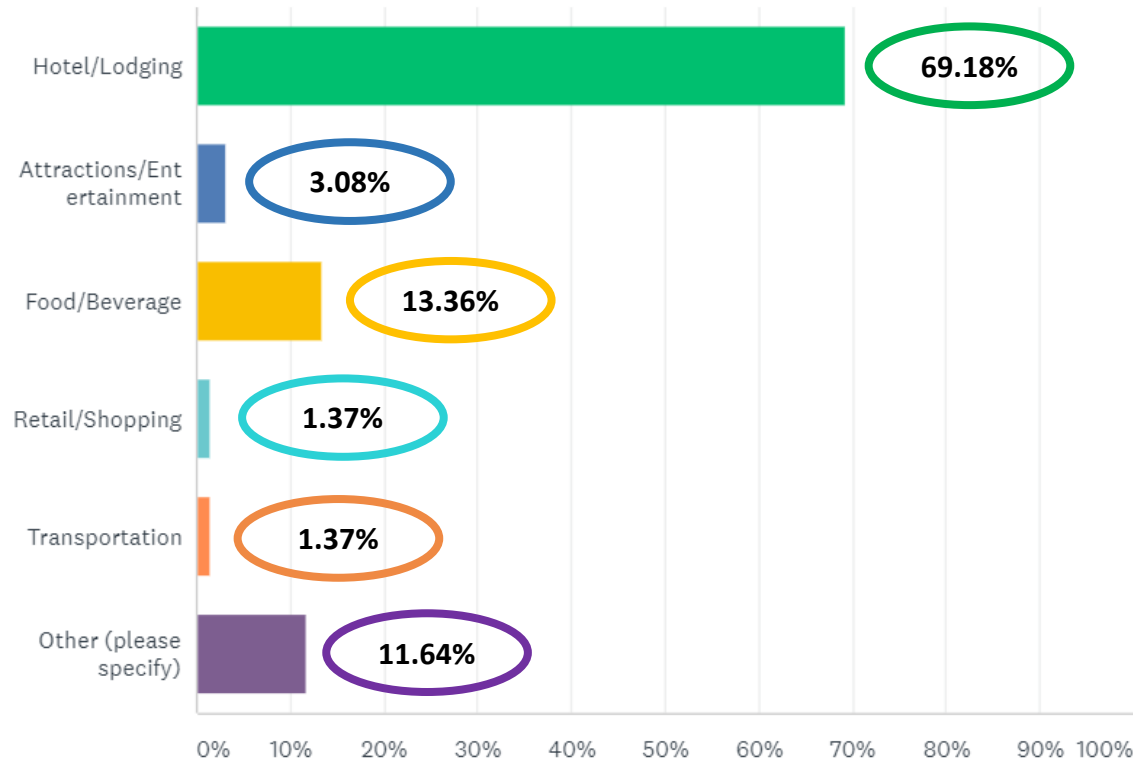


STAKEHOLDER ENGAGEMENT

EMPLOYEE SURVEY

What industry would best describe your place of employment/business?

Answered: 292 Skipped: 4



Other industries:

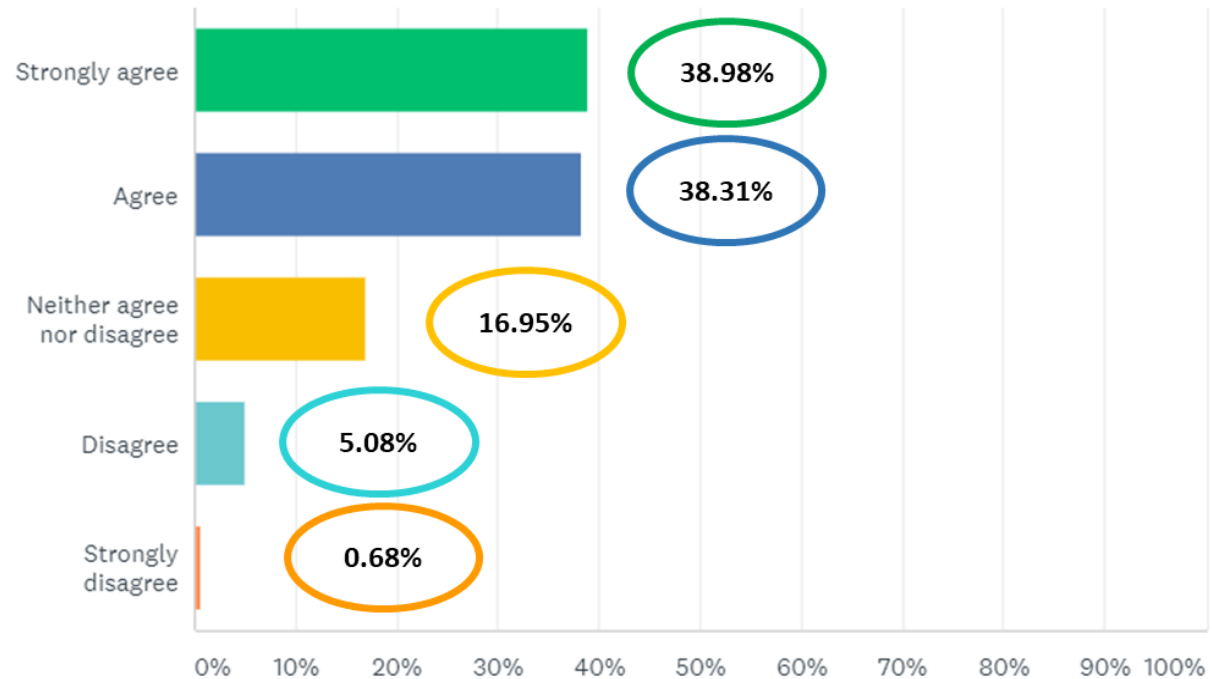
- Staffing Services
- Medical/Patient Care
- Commercial Insurance
- Training Center
- Government
- Law Enforcement
- Baggage Transfer
- Dance/Fitness

STAKEHOLDER ENGAGEMENT

EMPLOYEE SURVEY

Traffic congestion is a problem in this area.

Answered: 295 Skipped: 1

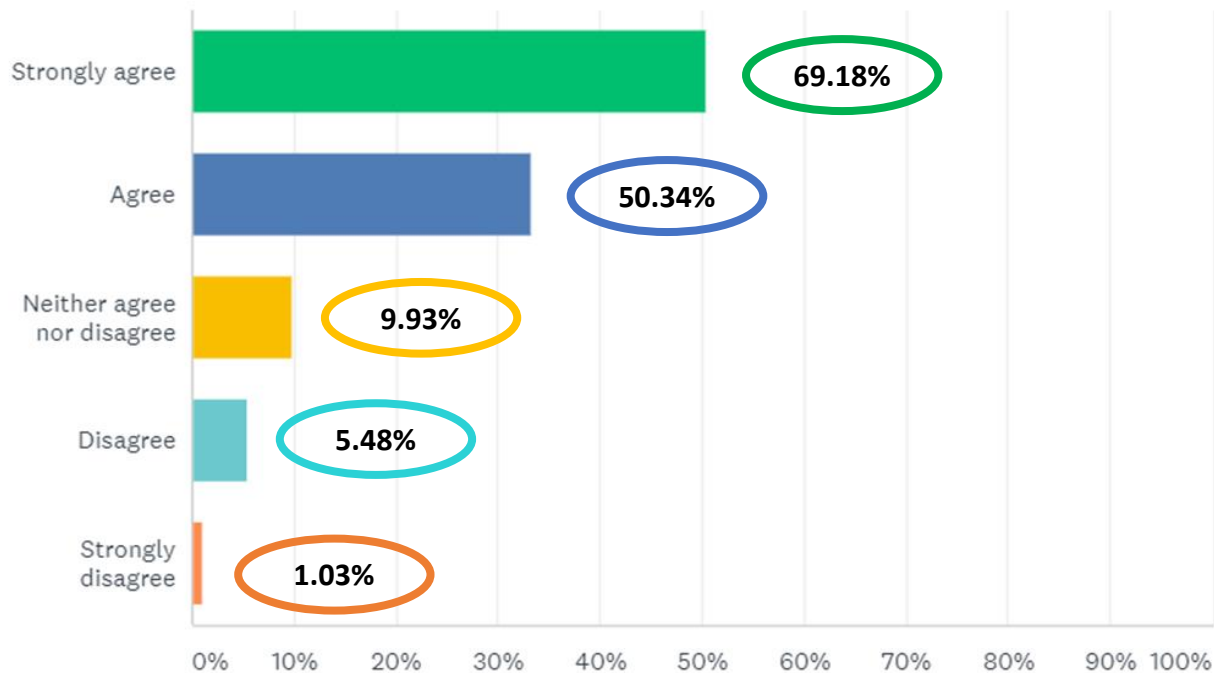


STAKEHOLDER ENGAGEMENT

EMPLOYEE SURVEY

Building an enhanced transit system is a critical need in this area (i.e. buses, trains and other modes of transportation).

Answered: 292 Skipped: 4

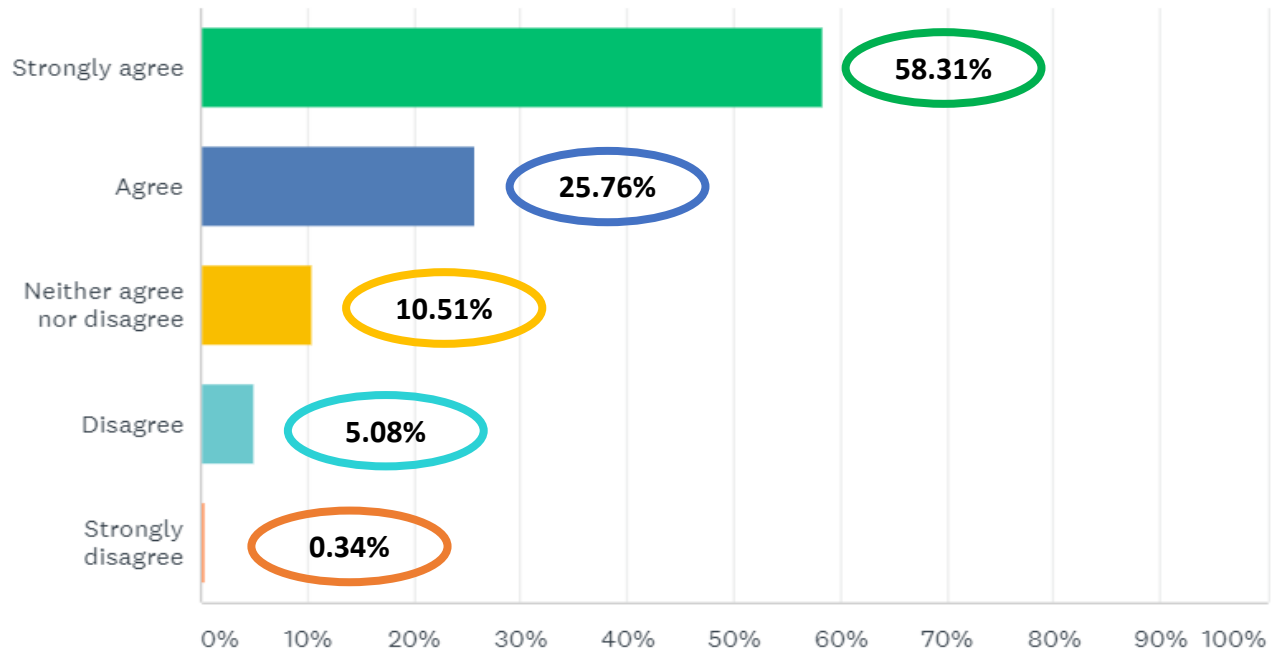


STAKEHOLDER ENGAGEMENT

EMPLOYEE SURVEY

More improvements for pedestrians to walk safely within this area are needed (e.g. sidewalks, crosswalks, pedestrian signals, multi-purpose paths along roadways, etc.).

Answered: 295 Skipped: 1

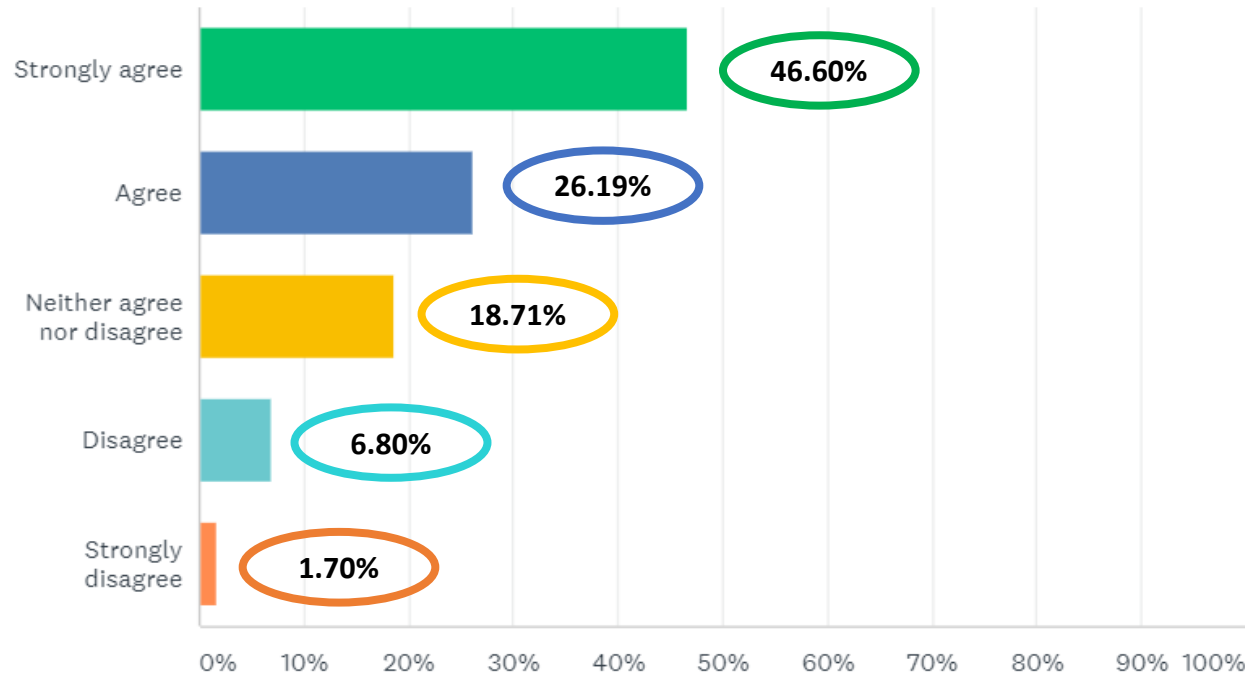


STAKEHOLDER ENGAGEMENT

EMPLOYEE SURVEY

Housing that is affordable for the people who work within the International Drive CRA is essential in this area so that people can live closer to their jobs and spend less time commuting to work.

Answered: 294 Skipped: 2

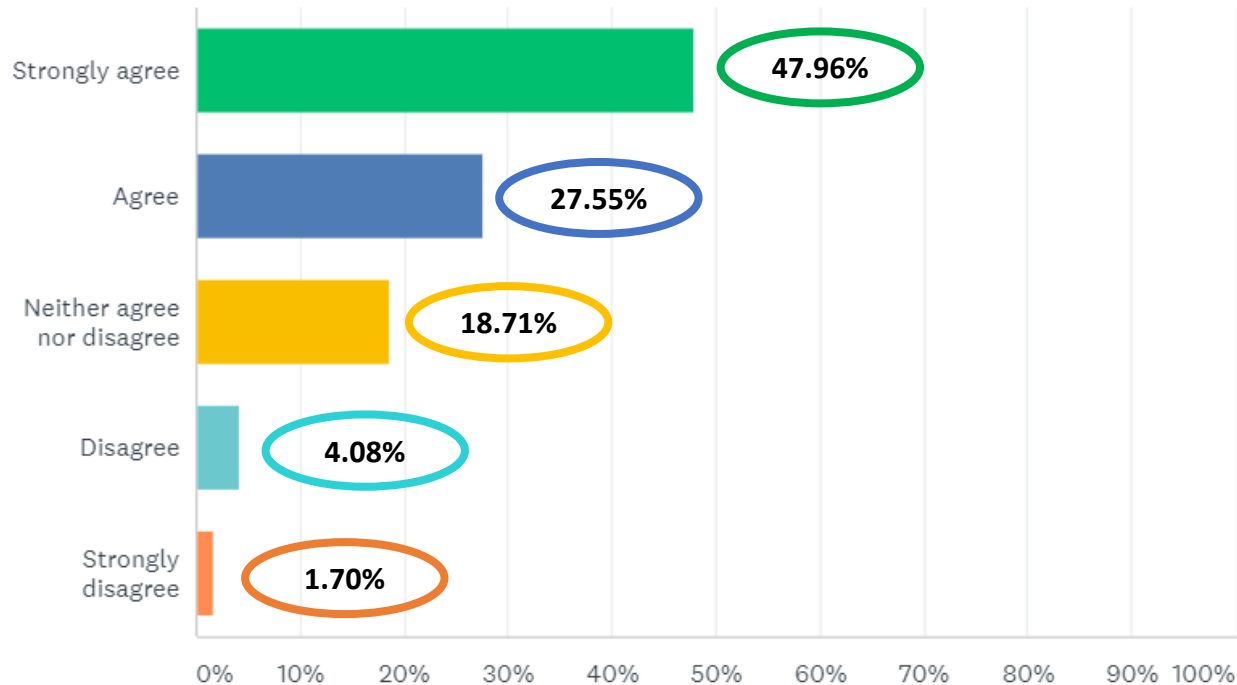


STAKEHOLDER ENGAGEMENT

EMPLOYEE SURVEY

Programs that can assist residents in becoming homeowners are needed to help strengthen and preserve neighborhoods like Tangelo Park and future residential developments in the CRA.

Answered: 294 Skipped: 2

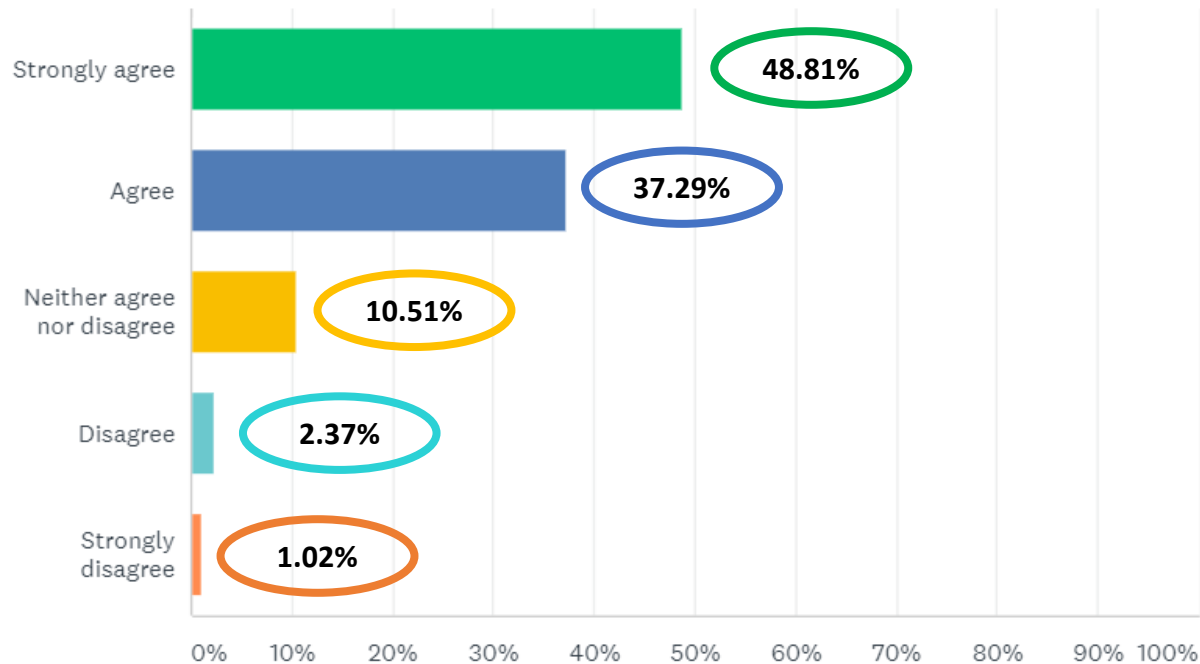


STAKEHOLDER ENGAGEMENT

EMPLOYEE SURVEY

Investments in beautification programs (e.g. median landscaping and gateway entrance features) that maintain the appearance of corridors and neighborhoods will help neighborhoods and businesses thrive in the area.

Answered: 295 Skipped: 1

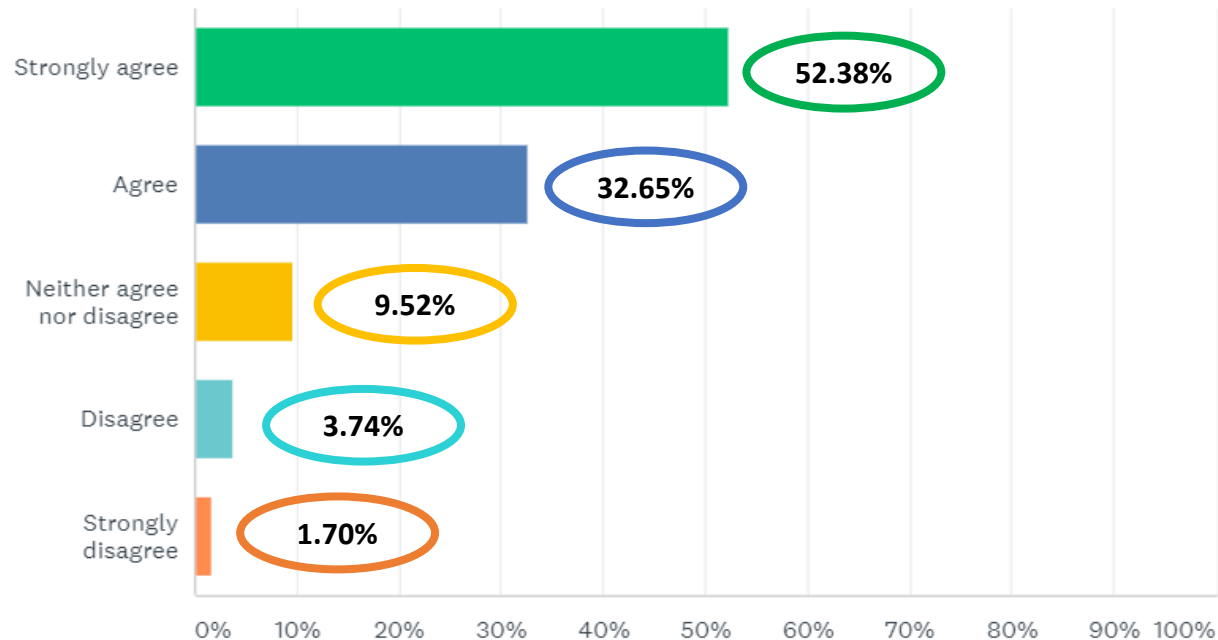


STAKEHOLDER ENGAGEMENT

EMPLOYEE SURVEY

There is a benefit to investing in employment training programs and reemployment training programs that support job opportunities within this area.

Answered: 294 Skipped: 2

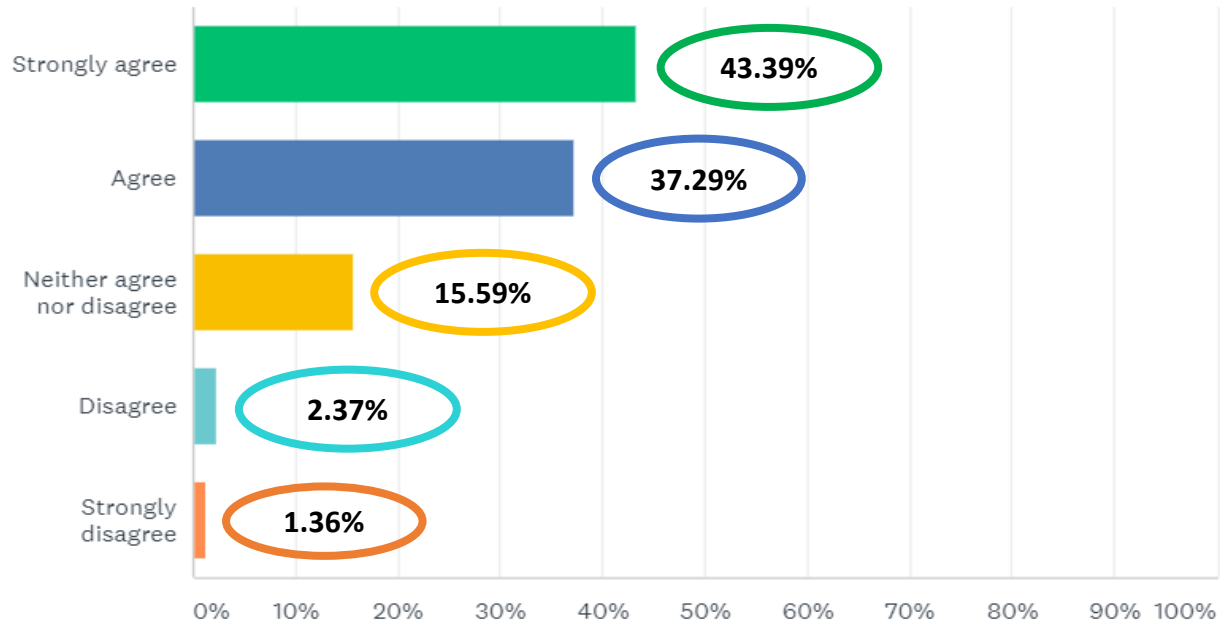


STAKEHOLDER ENGAGEMENT

EMPLOYEE SURVEY

Supporting cultural, social, and educational programs that meet the needs of youth and seniors in the CRA area will help preserve and revitalize neighborhoods in this area.

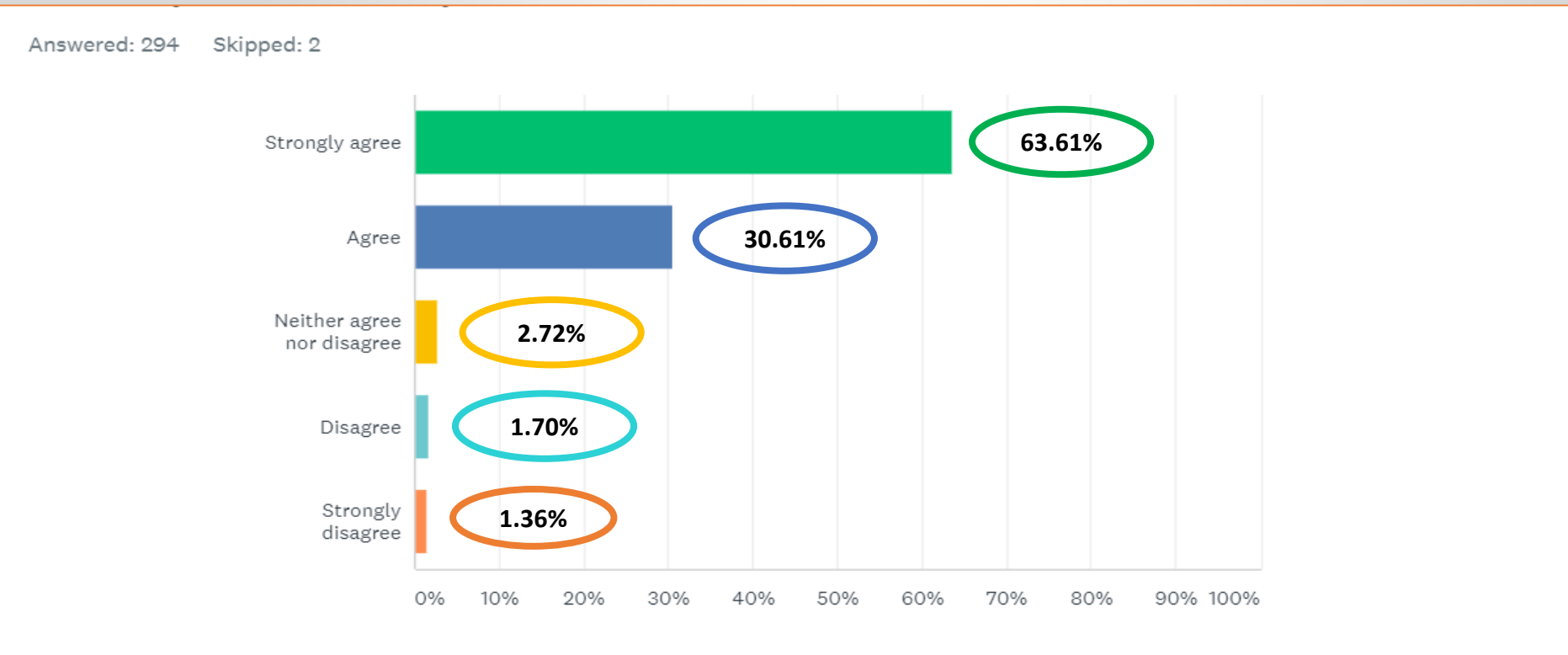
Answered: 295 Skipped: 1



STAKEHOLDER ENGAGEMENT

EMPLOYEE SURVEY

Investing in programs and initiatives that retain existing tourism/hospitality jobs while also creating new jobs in other industries is important in order to diversify the economy in this area.



STAKEHOLDER ENGAGEMENT

EMPLOYEE SURVEY

New apartments within the zone aren't needed, better transit access from afar is the better solution

Hospitality workers are overlooked and under appreciated. The community around us is built with "us". More should be done to help the workers to find pretty much all of their budget

Affordable housing is important to I-Drive businesses but further worsen traffic, it needs to be balanced with appropriate alternatives to road borne transit. i.e. raised rail travel

Affordable, safe and acceptable housing is the key to help families thrive.

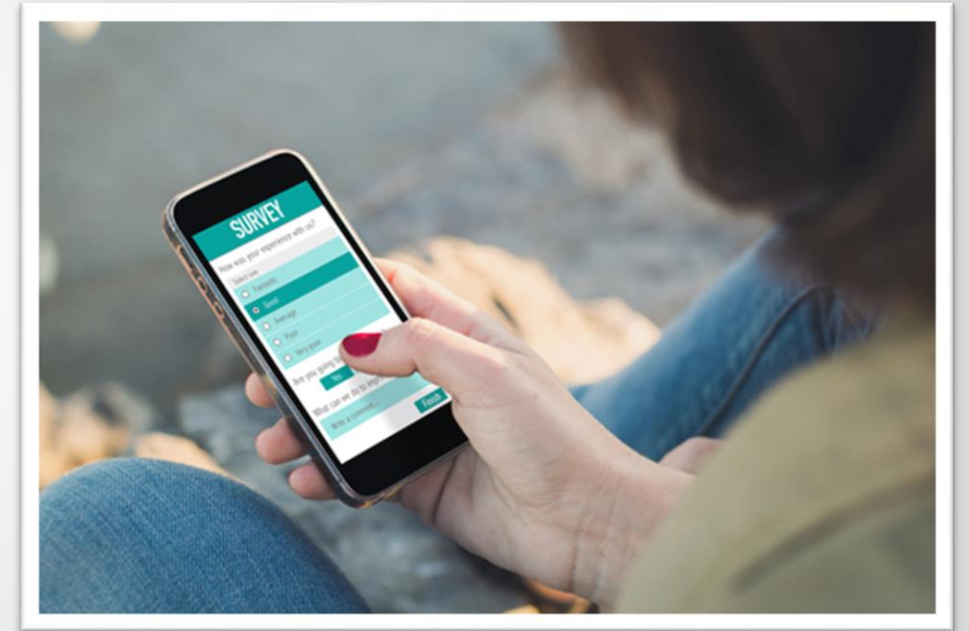
A recently added traffic light has made a tremendous difference in the safety of pedestrians and drivers. More improvements like this are much appreciated!

More transportation and more traffic lights and more cops

STAKEHOLDER ENGAGEMENT

EMPLOYEE SURVEY SUMMARY

- Respondent Support for all 5 Key Focus Areas
- Top Responses
 - Job Retention/Economic Diversification
 - Pedestrian Safety
 - Employment Training



SUMMARY

- Expanded use of CRA Revenues
- Five (5) Key Investment Areas
 - Transportation
 - Housing
 - Economic Development
 - Community, Cultural and Institutional Programs
 - Beautification and Aesthetics
- Rebate Provision allows for additional General Fund support
- Extension of CRA - Sunset Date to 2040

NEXT STEPS

- I-Drive CRA Advisory Committee
- BCC Public Hearing (action) – April 13



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