



INTERNATIONAL DRIVE COMMUNITY REDEVELOPMENT AGENCY (CRA)

Fiscal Year 2022-2023 Annual Report

BACKGROUND

The International Drive area is a vibrant destination focused on tourism, entertainment, and convention-related business. This hub of economic activity - a catalyst for the economic success of Orange County - has historically been challenged by transportation deficiencies which threaten the continued economic vitality of this activity center that provides 75,000 jobs within this region. The International Drive Community Redevelopment Area (CRA) was created in 1998 based upon a finding of the existence of transportation-related blight within the International Drive area. A Redevelopment Plan was adopted, and subsequently amended, which identified transportation improvements that could be implemented to address these blighted conditions by improving the transportation system within the CRA. This redevelopment plan includes those transportation projects which are eligible for funding utilizing, among other sources, CRA revenues. In June 2021, the Orange County Board of County Commissioners, sitting as the International Drive Community Redevelopment Agency, approved Resolution No. 2021-M-16, which modified the Plan to authorize additional community redevelopment activities in the International Drive Community Redevelopment Area. The Orange County Board of County Commissioners serves as the governing board for the International Drive Community Redevelopment Agency and directs the activities of the CRA. Additionally, a seven-member Advisory Committee has been appointed to provide recommendations to the governing board regarding implementation of the Redevelopment Plan.

REVENUE & EXPENSES

As is the case with all CRAs, the Redevelopment Plan is implemented utilizing tax increment revenues from the properties located within the CRA. The certified taxable value of properties within the International Drive CRA upon its creation in 1998 was **\$1,700,238,322**. As of January 1, 2022, the certified taxable value of these properties was **\$7,285,099,832**. This growth in taxable value of property within the International Drive CRA results in net increment revenues for FY 22- 23 totaling **\$24,618,165**.



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TOTAL EXPENDITURE BREAKDOWN: Total expenditure during FY 22-23 was \$8,169,435. Of this total, \$6,205,637 represents full or partial costs associated with eleven (11) projects that were under development or completed during this fiscal year, and \$1,963,799 represents administrative costs and interfund transfers. The project expenditures are listed below:

PROJECT	EXPENDITURE
International Drive Transit Lanes	\$177,116
Tradeshow Boulevard Improvements	\$217,911
Kirkman Road Extension	\$186,939
International Drive Ultimate Transit System	\$0
Regional Transit Connectivity	\$1,884,766
International Drive Pedestrian Overpass	\$0
International Drive Signal Communication	\$189,234
Intersection Improvements	\$173,238
International Drive Adaptive System	\$1,272,125
Pedestrian Enhancements	\$651,764
Tangelo Park Housing for All – Housing Repair	\$1,009,132
I-Drive Economic Development	\$229,910
Tangelo Park Community Center	\$213,502
Tangelo Park Neighborhood Beautification & Aesthetics	\$0
TOTAL	\$6,205,637

Information, details, and specific action steps taken with respect to the listed projects by category are summarized below. Project categories are Transportation; Affordable and Attainable Housing; Workforce and Economic Development; Community, Cultural and Institutional Programs; and Beautification and Aesthetics.

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TRANSPORTATION

INTERNATIONAL DRIVE TRANSIT LANES: This project includes design and construction of improvements to International Drive and a portion of Universal Boulevard between Destination Parkway and Sand Lake Road that will provide 12 ft. lanes for transit use along this corridor. These improvements will enhance transit operations and improve traffic flow in this area by removing buses from the general use lanes. Funding in FY 22-23 was utilized to continue the final design and right-of-way assessments.



TRADESHOW BOULEVARD & KIRKMAN ROAD EXTENSION: Included as part of the International Drive Transit Feasibility and Alternative Technology Assessment (TFATA) was an evaluation of the potential to implement improvements to Tradeshow Boulevard, to include the addition of vehicular travel lanes and transit lanes between Destination Parkway and Universal Boulevard. Kirkman Road is under construction and extends south of Sand Lake Road and will end at the intersection of Tradeshow Boulevard and Universal Boulevard. The road was designed as a six-lane general use roadway with two dedicated transit lanes. The existing two-lane Tradeshow Boulevard will be over capacity once the Kirkman Road improvements are completed and the improvements are under design.



Tradeshow Boulevard looking south.



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INTERNATIONAL DRIVE ULTIMATE TRANSIT SYSTEM: The International Drive Transit Feasibility and Alternative Technology Assessment (TFATA) was performed to define a longer-term transit solution within the CRA Redevelopment Area. This study evaluated potential transit technologies, alignments, and financial considerations to address traffic congestion more effectively with a sustainable solution that meets the extensive and varying mobility needs within this area. The recommendations included consideration of premium bus rapid transit service that would utilize the infrastructure currently being designed with the International Drive Transit Lanes project. The study was approved by the Board of County Commissioners in 2021.



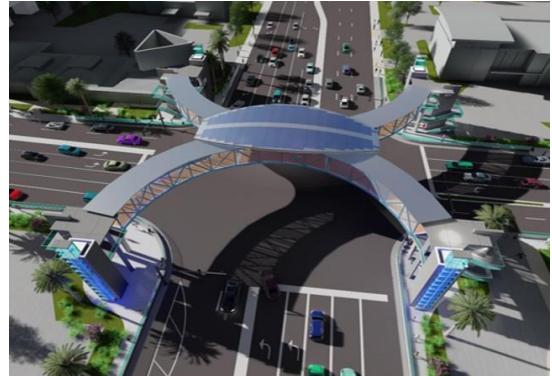
The International Drive Transit Feasibility and Alternative Technology Assessment (TFATA) project has now proceeded into the preliminary design phase. In this phase, the County will collaborate with the regional transit agency (LYNX) and a hired consulting firm to provide planning and conceptual engineering for the Federal Transit Administration's approval towards the Capital Investment Grant (CIG) Small Starts program. The project will include all social, economic, environmental effects, mitigation requirements and will analyze the connection to the overall regional transit efforts along Destination Parkway and connection to Sea Harbor Drive. The end goal of this study is to determine a locally preferred alternative, adopt a long-range transit plan, evaluate, and meet eligibility for federal funding and devise a Project Management Plan.



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INTERNATIONAL DRIVE PEDESTRIAN OVERPASS INTERSECTION ANALYSIS AND OVERPASS CONCEPTUAL DESIGN STUDY:

The International Drive Pedestrian Overpass Intersection Analysis and Overpass Conceptual Design Study developed conceptual design alternatives for the creation of a pedestrian overpass structure that will serve as both a functional pedestrian/cyclist crossing and an aesthetic gateway to the International Drive District.



The overpass will provide access to, and passage between, each of the four corners of the intersection of Sand Lake Road and International Drive. With the input of a Project Advisory Group and the public, the



recommended alternative was presented to the Orange County Board of County Commissioners in September 2023.

Orange County Real Estate Division is currently addressing the right-of-way needs for implementation. Special treatments are

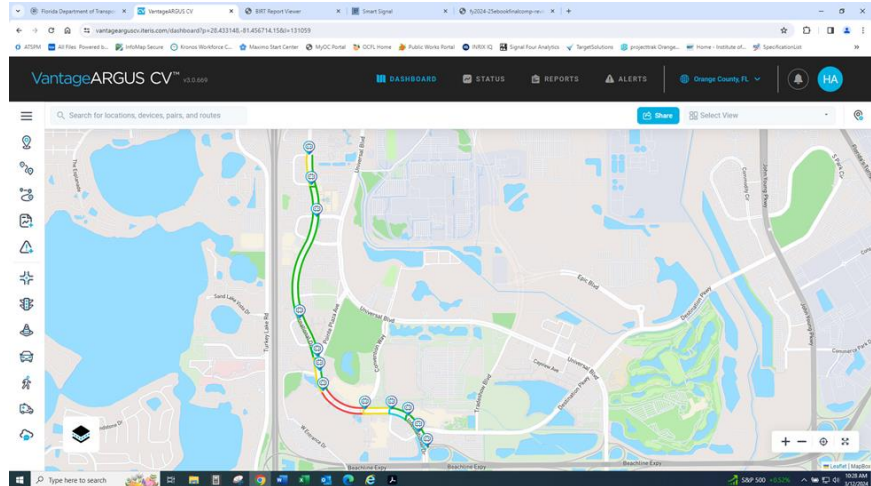
included to draw motorists' awareness to the architectural significance of the intersection and overpass and their relationship to the Interstate-4 and Sand Lake Road Interchange improvements. The aesthetic gateway design shall establish the structure's relationship to the iconic features being planned for the interchange of Interstate-4 and Sand Lake Road.

ADAPTIVE TRAFFIC SIGNAL CONTROL: This project includes upgrades of traffic signal cabinets, signal detection system, and fiber optic communication lines. It also includes deployment of new cellular communication switches, Closed-Circuit Television (CCTV) cameras, Bluetooth/Connected Vehicle antennas, and audible pedestrian signals. Project limits are State Road 528 to Jamaican Court North for a total of 12 traffic signals.



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The adaptive signal control system is software that automatically adjusts traffic signal timing in response to real-time demand. The technology improves traffic safety and flow by optimizing local signal timing cycles to minimize overall stops and delays for all users, including pedestrians and buses. Leveraging these advanced features allowed us to balance vehicle and pedestrian needs for I-Drive, especially during the last MegaCon event.



The cellular communication switches provide backup communication in case the fiber optic lines are damaged. CCTV cameras allow remote monitoring of all traffic signals by the Traffic Management Center personnel to make manual timing adjustments, if necessary. The Bluetooth/Connected Vehicle antennas allow tracking travel time along the corridor to measure system performance, in addition to providing current signal timing data to connected vehicles for countdown to the next green, yellow, or red. The audible pedestrian signals allow visually impaired pedestrians to hear when it would be safe for them to cross the street.

PEDESTRIAN ENHANCEMENTS: The CRA continues to be a resource for implementing pedestrian enhancements within this area with an emphasis on safety. Pedestrian safety assessments and action plans were recently completed for the International Drive and Universal Boulevard corridors. These plans recommended a series of projects to address documented pedestrian challenges within the area. Expenditures in FY 22-23 included design and construction of new traffic signals along International Drive and Universal Boulevard that were recommended for pedestrian safety.



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AFFORDABLE AND ATTAINABLE HOUSING

TANGELO PARK HOUSING FOR ALL HOUSING REPAIR: The Tangelo Park Repair Program was marketed at a community meeting held at the Tangelo Park Baptist Church as well as program flyers were mailed to each address in the Tangelo Park community to notify residents of the home repair program. In FY22-23, thirteen homes were successfully rehabilitated/repared. The scope of work included roofing, plumbing, electrical, HVAC, carpentry, and sewer to address the life, health, safety, and code deficiencies found in the home. A relocation allowance was granted to seven homeowners to help defer the cost of temporary relocation while the repairs were performed. A total of \$1.07 million dollars were spent on homeowner occupied repairs and rehabilitation to make homes safer and more habitable.

WORKFORCE & ECONOMIC DEVELOPMENT

Funding was used in 2023 to improve CRA employers' ability to attract and retain workers in a time of low unemployment, and to facilitate professional growth, upskilling, and increasing access to higher income opportunities for workers.

ENGLISH FOR SPEAKERS OF OTHER LANGUAGES (ESOL): The English for Speakers of Other Languages (ESOL) for Working Professionals Pilot Program was completed in May 2023 in partnership with Rosen Hotels & Resorts,

Paramount Hospitality Management, IMA Medical group, UCF Global, and the Aeras Foundation. Based on pilot results of providing free onsite English language instruction to associates during their workday, funding was approved to extend the program in 2024 and add capacity for



additional employers. Several employers outside of the CRA footprint have implemented the program without County funding, further expanding the impact of the program. Additional information can be found at www.ocfl.net/esol.



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I-DRIVE AREA WORKFORCE RESEARCH: A comprehensive study of the aspirations and needs of workers in the I-Drive area was completed and shared with community stakeholders. Recommendations for programs range from skills-based training, financial and career mentoring, as well as improved access to childcare and transportation options. In 2024 the I-Drive CRA Advisory group along with local chambers of commerce and nonprofit organizations will be developing partnerships to address each recommendation.

COMMUNITY, CULTURAL AND INSTITUTIONAL PROGRAMS

THE TANGELO PARK COMMUNITY CENTER: The Tangelo Park Community Center design has been completed and the bidding documents are being submitted for solicitation. Renovation will include rebuilding the administrative building, improving the Heating, Ventilation and Air Conditioning (HVAC), installing bathrooms, improvements to the gymnasium and replacing the existing pool. The administrative building has been demolished and the site secured. A center manager has been assigned to the Tangelo Park Community Center and additional staff are being recruited. Currently two modular units have been placed on site to operate limited programs and provide opportunities to engage, inform and educate residents.

BEAUTIFICATION AND AESTHETICS

COMMUNITY ENHANCEMENTS: The Tangelo Park Neighborhood Beautification Project includes the installation of landscaping, enhanced lighting, new sidewalks, and crosswalks, in addition to new neighborhood entrance markers. It was originally budgeted for \$200,000, and the total awarded contract includes \$273,801.62 with scheduled completion in 2024.

In addition, the CRA has funded the I-Drive Wayfinding Signage Project which seeks to enhance the I-Drive District through clear, concise, and inviting signage that celebrates its unique sub-districts. The project features over 170 signs, including larger gateway signage along major corridor entryways into the district



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and its 8 subdistricts, and a variety of aesthetically pleasing and themed vehicular and directional signs that will more effectively guide motorists and pedestrians throughout the district. The \$1.8 million CRA-funded project is entering Phase 1 of signage installation in the spring of 2024 with final Phase 2 installation anticipated in 2025.

GOALS & FUTURE PLANNING:

INNOVATION, COLLABORATION & INCLUSION: During Mayor Jerry L. Demings' second term, his three leadership principles of innovation, collaboration and inclusion have never been more important. With those leadership principles in mind, Mayor Demings believes Orange County can and will be a community that works for everyone. The transformational impact we have been able to achieve throughout the I-Drive CRA is a testament to his three leadership principles in action. During the last few years, we have successfully expanded the impact of the CRA's resources throughout the district. With a focus on more than just transportation needs, the Board of County Commissioners, at the recommendation of the I-Drive CRA Advisory Committee, invested in a diverse program focusing on affordable and attainable housing, economic development, community, cultural and institutional programs and beautification and aesthetics. Orange County looks forward with optimism as to what can be accomplished throughout the CRA by expanding the use of these dollars; the net effect we hope will empower the CRA to reach its full potential and provide economic mobility for all who live and work within the CRA.