

INTERNATIONAL DRIVE CRA  
**COMMUNITY  
REDEVELOPMENT  
PLAN UPDATE**

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DECEMBER 2020 | REVISED MAY 2021 | FINAL DRAFT



**ORANGE COUNTY, FL**

# I-DRIVE CRA COMMUNITY REDEVELOPMENT PLAN

## ORANGE COUNTY, FLORIDA

DECEMBER 2020 | REVISED MAY 2021 | FINAL DRAFT

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### Acknowledgments:

**Carla Bell Johnson** | Strategic Planning & Development  
Director, Orange County

*carla.johnson@ocfl.net*

**Natalia Garcia** | Market Research Analyst, County  
Administration

**Alberto Vargas** | Manager, Planning Division, PEDS

**James Hartsfield** | Planner II, Planning Division, PEDS

**Renzo Nastasi** | Manager, Transportation Planning  
Division, PEDS

**Raymond Williams** | Manager, Public Works  
Engineering Division, Public Works Department

**Jason Reynolds** | Manager, Neighborhood Services  
Division, PEDS

**Daniel Kilponen** | Chief Planner, Neighborhood  
Services Division, PEDS

**Dean Salmons** | County GIS Coordinator, PEDS

**Lila McHenry** | Senior Assistant County Attorney,  
County Attorney's Office

**Kurt Petersen** | Manager, Office of Management and  
Budget

Orange County Administrator's Office  
201 South Rosalind Avenue  
Orlando, Florida 32801  
(407) 836-5314

### GAI Contacts:

**Owen Beitsch, PhD, FAICP, CRE** | Senior Director, CSG  
Economics  
*O.Beitsch@gaiconsultants.com*

**Tom Kohler** | Senior Director, CSG Economics  
*T.Kohler@gaiconsultants.com*

**Laura Smith** | Financial Analyst Manager, CSG  
Economics  
*L.Smith@gaiconsultants.com*

**Natalie Frazier** | Economist, CSG Economics  
*N.Frazier@gaiconsultants.com*

### Contact Us

GAI Consultants, Inc.  
618 East South Street, Suite 700  
Orlando, Florida 32801  
(407) 423-8398



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# EXECUTIVE SUMMARY



## IN THIS CHAPTER

- Executive Summary



# EXECUTIVE SUMMARY

This document is an update (“Updated Plan” or “2020 Plan”) to the 1998 International Drive Community Redevelopment Plan (“1998 Plan” or “Plan”). It comprises a vision and policy framework for an area of about 7,315 acres generally organized along International Drive, south of Sand Lake Road.

As an amended plan, it recaps the basic contents, projects and milestones of the 1998 effort to strengthen the foundation for revised objectives, programs, and proposed funding allocations going forward. The revised objectives and allocation of resources are premised on these fundamental ideas or principles:

- The 1998 Plan was oriented primarily to transportation initiatives as a means to assure stability and accessibility of certain tourism-oriented areas and activities.
- Sustaining these areas conveys benefits and advantages well beyond the International Drive Community Redevelopment Area (“I-Drive CRA”) itself.
- Most of the initiatives contemplated in the 1998 Plan and focusing on conventional transportation modes have been completed or are underway.
- Conceptually, transportation infrastructure needs to be defined or evaluated more broadly.
- At the very least, transportation options would emphasize, if not favor, mass transit in key areas.
- Further, housing and improved proximity to jobs or work is a complement to current transportation policy.
- This housing should be diverse in its price points and market orientation.
- The provision or availability of additional housing supports transportation goals while it simultaneously advances Orange County’s Housing for All initiative.
- The resources of the International Drive Community Redevelopment Area are a rational means to support continuing transportation needs as well as housing programs complementing transportation.
- The I-Drive CRA will sunset in 2028. As the analysis shows, some identified programs or

activities are not likely to be fully funded or budgeted through increment revenues by that time, but the 2020 Plan does not contemplate extending that sunset.

- Information and data presented in the Update Plan extends to 2040 largely to add context to the I-Drive 2040 Vision Plan. We believe that this information and data are reasonable indicators for what might happen beyond the 2028 sunset date and could be useful for any related planning or budgeting.

Whatever programs or improvements are implemented or made, they should be consistent with the County’s most recent sustainability practices. Indeed, sustainability itself needs to be considered in the broadest terms possible as this plan is administrated.

The 7,315 acres of the I-Drive CRA are associated with or anchored by the Orange County Convention Center, SeaWorld, and proposed Universal’s Epic Universe. In its entirety, the I-Drive CRA comprises one of Florida’s most economically productive areas. With its concentration of meeting venues, support services, hotels, shopping, and entertainment options, the I-Drive CRA is a major source of local government revenues benefiting all parts of the region.

Chapter 163, Part III FS (“Chapter 163” or “Redevelopment Act”) authorizing this and similar redevelopment plans, makes it clear that sustaining the existing tax base through discrete and purposeful redevelopment actions and investments are desirable and appropriate actions for local governments. In this case, such actions are seen as the means to avoid the decline in competitiveness and condition that sometimes challenge tourist areas in Florida and other parts of the country. Orlando is unusually fortunate in that its destination infrastructure [airports, theme parks, meeting venues, intrastate rail, other] is substantive and would be difficult, if not impossible, to replicate at its scale anywhere else.

The long-term perspective of this amended plan, described in some detail on the pages that follow, concludes with a series of recommended investments or activities and a proposed funding allocation for each, consistent with the revenues expected within the I-Drive CRA over the next several years.

The transportation and physical improvements targeted by the original 1998 Plan largely influence the amended plan. Several million dollars of such enhancements were called for in the 1998 plan as a means to assure the area's stability. While some projects identified in that plan have yet to be fully implemented, almost all were addressed over the course of the last 20 years. Based on the needs or concepts originally articulated, the basic transportation theme comprising the 1998 Plan set an important and continuing direction for future effort.

While the economic justifications for the earlier investments remain, the character and challenges of the area have changed materially. Many of these changes could not be anticipated but their accelerating pace suggest a reevaluation of area needs and services as encouraged by Chapter 163. With there being a broader need for attainable housing throughout the region, this Updated Plan places an emphasis on such housing as well as the community elements supportive of such housing.

Transit projects and improved connectivity are the kinds of transportation infrastructure envisioned both in the 1998 Plan and in this Updated Plan. Housing, however, is a major focus of a broader redevelopment initiative spurred by regional need, the impacts of an ever-growing tourism industry, and the goals stipulated in Orange County's Housing for All initiative launched by Mayor Demings in 2019. The links among housing, transportation, work, and community improvements are strong in this Updated Plan. Effectively, the tourism segments of the region, shaping the economy well beyond the boundaries of the I-Drive CRA, are the means that enable this Updated Plan.

Prior work contained a number of studies completed or underway used to inform this Updated Plan. Among the major ones are the I-Drive 2040 Vision Plan, the master plan for Orange County Convention Center, the feasibility analysis [in process] for transit services along the International Drive corridor, the Regional Affordable Housing Initiative, and the County's Comprehensive Plan. This body of work offers observations about need or preference, content, timing, sustainability practices, and regulatory policy.

Based upon these as well as other data and analysis – vetted in the context of community input – this Updated Plan reflects six major objectives as a framework for policy in the I-Drive CRA.

Specifically, the ideas outlined evidence factual findings, consistent themes, or needs described by the Board of County Commissioners, Community Redevelopment Agency, the Agency's advisory board, commercial interests, and members of the Tangelo Park community. Tangelo Park is the one single-family residential neighborhood within the boundaries of I-Drive CRA when it was established in 1998.

1. Land uses and transportation systems must be coordinated with each other to assure maximum connectivity and mobility for residents, employees, employers, and the visiting population. The latter are essential to sustain the tourist economy of this region. Zoning and other development regulations should promote walkability, connectivity, mixed-use and density of housing products and commercial space.
2. All travel options developed or encouraged throughout the I-Drive CRA must reflect pedestrian, conventional surface, and mass transit modes that are accessible, convenient and safe.
3. There must be variety in housing options at all price points to enhance the work/home connection or relationship, assure diversity in land use, and aid transportation functionality. As an essential part of this objective, existing neighborhoods must retain their inventory of housing even as areas outside these neighborhoods grow in value or desirability for competing uses.
4. New and additional employment opportunities must be encouraged while sustaining the existing base of employment.
5. To complement conventional tourist activity, cultural events, institutions, businesses, and educational or social programs must be included or provided within the I-Drive CRA. These activities will further reinforce the diversity of populations, coordination among

land uses, and enhance access to social options in more discrete settings.

6. Streets, supporting infrastructure, buildings or facilities, as well as other improvements should be designed, constructed, improved or maintained to aesthetic or visual standards established by the County's development regulations. Attention should be directed to major gateway locations and other settings where the public and private realms interact.

These six objectives or guiding principles would be advanced through a number of specific strategies implemented upon adoption of this updated plan, invoking the powers and responsibilities contained in Chapter 163. It is expected that each objective or basic policy called for in this updated plan would be executed by a series of more specific plans, a proposed funding allocation, and timelines consistent with the objectives and general emphasis outlined in this document.

The funding for implementation could come from a variety of resources, just as they have in the past. For example, the County itself and the Florida Department of Transportation have been reliable allies in advancing the 1998 Plan. Nonetheless, while other options and partnerships should be secured to assure shared commitments or direction, tax increment funds ("TIF") accruing through gains in the valuations of real property in the I- Drive CRA will be the primary sources of revenue.

The most current year's TIF receipts are estimated at about \$20 million based on the most recent property valuations. It is almost certain this sum will be surpassed, on an average annual basis, going forward. This amount is up from about \$16 million just a few years ago. Despite a probable economic setback in the next 1-2 years brought by COVID-19 and near term loss in property valuations, the area's appeal as a destination, the existing trajectory and longer term prospective condition of the I-Drive CRA will sustain significant financial growth.

Against the backdrop of immediate job losses at several attractions and large resorts, this longer-term assessment may appear optimistic. However, the conclusions regarding future growth, growth rates and achievable revenues reflect a 30 year period of observations similarly marked with periodic declines, economic distortions, unforeseeable non-economic events, and reinvigorated development.

The analysis considers population, visitation, patterns of development, land availability, destination content, and changes in the character of the built environment occurring over this time, ultimately applying a somewhat lower rate of expansion than has been experienced historically. On balance, the financial picture constructed for planning purposes is a conservative one, bracketed by a range of possibilities and outcomes through the 2028 expiration date and beyond.

Based on the analysis further described in this document, total receipts could range from \$203.7 million to \$220.1 million for the remaining life of the amended plan through 2028. While the area has the potential to generate, in total, as much as \$566.0 to \$687.1 million in additional receipts between now and 2040, most of this money beyond \$220.1 million will go to the County's general fund.

By adopting a cap or ceiling on increment revenues available for use within the I-Drive CRA, it is likely money will be returned to the Orange County general fund for other purposes although that cannot be assured. To the degree there are financial risks, they are more certain in the short term if TIF collections fall.

Table ES.1 summarizes the Updated Plan's recommendations for programs and spending based on *total* projected costs of about \$358.8 million. A part of these costs could extend beyond the sunset date of 2028. This amount reconciles to certain infrastructure investments that were already being planned or considered. However, it also reflects major funding for housing, public safety, and other projects and programs.

Specifically, this proposed funding allocation contemplates the addition of approximately 1,600 housing units supported in some way by tax increment funds, additional transportation improvements including: expanded mass transit, beautification initiatives, and economic diversification strategies. Together, these efforts offer a diverse and more complete future for the I-Drive CRA. It is a future that reflects the County's desire to implement mixed use development to achieve a number of objectives while also recognizing the costs and challenges that often accompany this form of development. It is a future that sustains tourism and jobs while leveraging its value for other non-tourism impacts and benefits.

**Table ES.1** Proposed Funding Allocation based on Total Projected Cost (dollars in thousands, 000s)

| Major Activity or Focus <sup>(1)</sup>                                  | Total Projected Cost     | Cumulative Projected Cost  | Key Objectives <small>(Refer to pg. 65)</small> |   |   |   |   |   |
|---|--------------------------|----------------------------|---|---|---|---|---|---|
|   |                          |                            | 1   | 2 | 3 | 4 | 5 | 6 |
| <i>Transportation:</i>  |                          |                            |   |   |   |   |   |   |
| Roadway Improvements  | \$148,000                | \$298,800                  | X   | X |   |   |   | X |
| Transit Capital and Operations  | \$118,000 <sup>(2)</sup> |                            | X   | X |   |   |   | X |
| Pedestrian Mobility and Safety  | \$26,700                 |                            | X   | X |   |   |   | X |
| Technology and Sustainability   | \$6,100                  |                            | X   | X |   |   |   |   |
|   | \$298,800                |                            |   |   |   |   |   |   |
| <i>Affordable and Attainable Housing:</i>                               |                          |                            |   |   |   |   |   |   |
| Housing for All Tangelo Park  | \$2,500                  | \$326,800                  | X   | X | X | X | X | X |
| Housing Infill Opportunities  | \$3,000                  |                            | X   | X | X | X | X | X |
| I-Drive Catalytic Site  | \$22,500                 |                            | X   | X | X | X | X | X |
|   | \$28,000                 |                            |   |   |   |   |   |   |
| <i>Economic Development:</i>  |                          |                            |   |   |   |   |   |   |
| Economic Diversification  | \$3,000                  | \$334,800                  | X   |   |   | X |   |   |
| Employment Training   | \$5,000                  |                            | X   |   |   | X |   |   |
|   | \$8,000                  |                            |   |   |   |   |   |   |
| <i>Community, Cultural and Institutional Programs:</i>                  |                          |                            |   |   |   |   |   |   |
| Youth and Senior Programs and Projects                                  | \$5,000                  | \$341,800                  | X   |   |   |   | X | X |
| Neighborhood Enrichment   | \$2,000                  |                            |   | X |   |   | X |   |
|   | \$7,000                  |                            |   |   |   |   |   |   |
| <i>Beautification and Aesthetics:</i>                                   |                          |                            |   |   |   |   |   |   |
| Gateways, Medians, Landscaping and Other Design Projects <sup>(3)</sup> | \$17,000                 | \$358,800 <sup>(4,5)</sup> |   |   |   |   | X | X |
|   | \$17,000                 |                            |   |   |   |   |   |   |

Notes: (1) All initiatives would promote the efficient use of natural resources by incorporating green building practices and capitalizing on local assets. (2) \$98M from the I-Drive Premium Transit System assumes a 50/50 Federal/State funding match. (3) The Sand Lake Road/I-4 Interchange Enhancements assumes maintenance of \$750K/year. (4) Some of the projects listed above will require funding past 2028. (5) Total revenue to 2028 capped at \$22M/year is estimated to be about \$255M.

In sum, the analysis underlying this updated effort extends ideas or concepts introduced in the 1998 Plan. It enhances those with a broader vision, more diverse policy framework, and a heightened awareness of the need for sustainable practices. This updated plan, in its entirety, is consistent with the Orange County Comprehensive Plan.

**How to Read this Document**

This document is organized so that each chapter is summarized at its beginning, allowing the reader to scan subjects or related level of detail of interest or content. In effect, the executive summary and summaries at the start of each respective chapter, distill the complete analysis and key strategies comprising the full 2020 Plan.

1/ ONE:

# PURPOSE OF THE REDEVELOPMENT PLAN AND DESCRIPTION OF PLAN POWERS



## IN THIS CHAPTER

- Background and Overview



## CHAPTER SUMMARY AND POLICY IMPLICATIONS:

This document explains the reasoning and rationale behind the newly recommended priorities, connecting them in a substantial way to the mission of the 1998 Plan.

Chapter 163 conveys extraordinary advantages to the I-Drive CRA [the legally defined area] and the CRA itself [the Agency board exercising oversight]. Although the full membership of the Orange County Board of County Commissioners acts as the Agency's supervisory body, the CRA's actions are separate from those of the County while aligned with its policy and direction.

While this Updated Plan addresses additional needs and projects, these are appropriate activities and stem from the impetus of the 1998 Plan. That Plan contemplated a series of transportation initiatives

which are to be continued in the Updated Plan which now also adds certain housing and economic development priorities to assure circulation and connectivity as well as access to shelter and concentrations of jobs.

The newly recommended priorities link in a substantial way to the mission of the 1998 Plan. More specifically, the concepts of access and circulation, interacting with jobs and housing, assure that features or ideas associated with transportation continue to be supported by the Updated Plan.

While Chapter 163 conveys extraordinary powers, it also requires certain legal principles and protections. This Updated Plan provides those necessary protections and controls.

# BACKGROUND AND OVERVIEW

COVID-19 and the coincidental challenges to the region's broader economy, substantively tied to tourism related activities and investments, form an extraordinary backdrop for the analysis and ideas outlined in this report. Even as the immediate damage wrought by COVID-19 passes, there will be certain neighborhoods, populations, and businesses in need of targeted attention to assure that the larger region and its population can reestablish their productivity and absorb the near term costs of the pandemic.

This 2020 Plan amends or updates the 1998 Plan prepared for the I-Drive CRA. Adopted in September 1998, the Plan responded to issues specific to an area of some 7,315 acres, encompassing both established neighborhoods and emerging areas. The Plan, implemented through a series of ordinances, describes a series of needs, programs, or projects to be funded primarily through incremental receipts of property tax revenue. Such receipts have generally been referred to as TIF. The receipts can be used in conjunction with other legally available funds and dispersed in cash or to support debt.

The 1998 Plan was adjusted in very modest ways over a period of years. While some changes in project

priorities may have occurred; they were only nominal shifts from the 1998 activities and remained centered on transportation projects or improvements.

In the 1998 Plan, extensive analysis focused on the I-Drive CRA's transportation deficiencies although attention was extended to a broader set of socioeconomic data collection that served to characterize the larger set of properties included in the area's boundaries. This document recaps the progress made under the 1998 Plan, updating certain transportation considerations and much of the socio-economic data to confirm the priorities or focus of the original initiatives. The analysis and input of basic stakeholder or interested parties, along with an extensive series of studies for Orange County government, have helped to shape the policy context in which the I-Drive CRA and its neighborhoods or smaller area's function.

While more remains to be done throughout the I-Drive CRA, based on the priorities of the original Plan, it is also obvious other issues are properly the subjects or target of redevelopment initiatives, and TIF resources should be made available to address them. It is the purpose of this 2020 Plan to describe those issues and create a basis for policies, policy

actions, or programs that would occur as the 2020 Plan is implemented and adjusts the original Plan. Although the document may have new or additional features, it is *not* a new plan but rather an *amended* plan as expressly allowed in Chapter 163.

Among the matters given consideration in this plan are the likely need to continue supporting transportation initiatives, re-thinking the ways in which transportation might be addressed or re-characterized while also broadening the range of investments that might be associated with transportation. Toward these ends, this 2020 Plan contemplates investments in transportation and other infrastructure as those were described in 1998. At the same time, the 2020 Plan also places an emphasis on housing, safety, and a variety of other investments. These other investments are intended to sustain the neighborhoods directly impacted by conventional or traditional initiatives, to open new opportunities to a wider range of populations, to expand resources generally, to maintain social and economic connections to jobs, and to assure the funding necessary to implement previously contemplated plans and projects.

To emphasize, a community redevelopment plan is a *framework* for future action. It is not a *detailed blueprint* with a list of stipulations and provisions although those will likely follow as the framework is implemented. Since it is a framework, the 2020 Plan should not be confused as a master development plan with a discrete set of directives and specifications. In its entirety, the community redevelopment plan, formally recorded and adopted, codifies a district's commitment to thoughtful principles and objectives. These come together as a broadly outlined series of strategic initiatives or general commitments.

Each of these initiatives or general commitments could have its own plans, time certain performance, and proposed funding allocation. However, because needs and solutions may be difficult to foresee, overly explicit plans may limit options and powers envisioned and described in the enabling legislation. Viewed as means of establishing priorities within a certain context, the most effective community redevelopment plan is flexible, but coordinated, to achieve a defined mission.

Chapter 163, allowing the creation of redevelopment plans and the agency responsible for the plan, along with the local government's adopted comprehensive

plan, serve as external controls and assurances that the undertakings identified in the plan remain in conformance with its broader mission. In effect, only activities identified in the plan can benefit from TIF dollars. The objective is to avoid over specification such that a plan is compromised in a period of rapidly changing conditions or when unforeseen solutions or opportunities present themselves.

While the Redevelopment Act, allowing districts or areas to be created has been changed from time-to-time, their purpose, mission, and tools are left materially unaltered. These areas or districts draw on a combination of public and private resources to assure physical stability, thus assuring tax base stability. The character of the state's many community redevelopments districts or areas vary although Chapter 163 conveys relatively uniform and sweeping powers, possibilities, and program options. These are described in this report in some detail.

### Required Contents of a Community Redevelopment Plan

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 redevelopment 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 redevelopment agency.

In the case of the 1998 Plan, the focus of the plan's contents was largely on transportation needs although the data and analysis effort undertaken at the time included other considerations. These other considerations are now being given greater attention through the 2020 Plan

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

The Redevelopment Act prescribes that each plan to be adopted:

- a. *Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Local Government Comprehensive Planning and Land Development Regulation Act.*

The County's Comprehensive Plan is continuously under review. The most significant parts of that plan stem from changes occurring as the result of I-Drive 2040 Vision Plan affecting about half of the I-Drive CRA. All changes which would allow that portion of the I-Drive CRA to be implemented or developed in conformance with this 2020 Plan have been adopted.

- 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.*

Various maps and descriptive text or narrative are included in this Updated Plan. Together, they convey various areas where redevelopment, development and improvements are likely, or not likely, to occur. The 2020 Plan will conform to all of the existing County requirements, including future land use current planning activities, zoning and other development regulations. The 2020 Plan does not contemplate specific actions to acquire land or demolish structures although it is not the intent to exclude those activities if circumstances warrant. Funds may be allocated to any of the programs or activities outlined and summarized in this document. The County's adoption of the 2020 Plan, along with the responsibilities of the County Commission acting as the Agency, assure necessary controls.

- 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.*

Among the initiatives anticipated in this plan is a focus on varied forms of housing at multiple price points, including units that are both attainable and affordable. This specific initiative will be accomplished through a variety of emerging or existing programs and resources as well as through improved attention to certain neighborhoods within the I-Drive CRA that contain segments of attainable and affordable housing.

This 2020 Plan documents required compliance with Chapter 163.

To fulfill its many prior and prospective 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 I-Drive CRA. These enumerated 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 an 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...income.
- 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 I-Drive 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 I-Drive CRA and its trust account. Despite that insularity, the I-Drive CRA exports many financial and community benefits well beyond its legally defined boundaries.

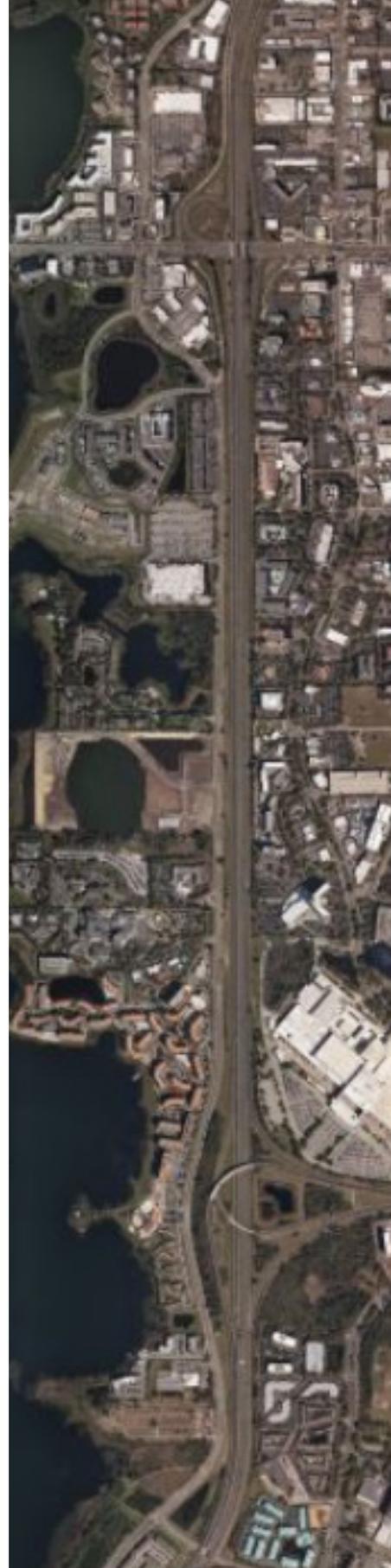


2/TWO:

# INTRODUCTION TO I-DRIVE AND THE COMMUNITY REDEVELOPMENT AREA

## IN THIS CHAPTER

- I-Drive CRA Timeline
- I-Drive CRA Boundary
- Premise of 1998 Plan Area and History of Receipts
- Relationship of the 2020 Plan to I-Drive 2040  
Vision Plan
- Socio-Economic Profile
- Significant Ownership and Planned Development
- Land Use Analysis
- Transportation
- I-Drive CRA Parcel Inventory
- Major Undeveloped Sites
- Major Associations and Partnerships





## CHAPTER SUMMARY AND POLICY IMPLICATIONS:

The I-Drive CRA has largely completed the major projects listed in the 1998 Plan and modestly adjusted from time-to-time over the last several years. The I-Drive CRA has demonstrated fiscal and planning stewardship and remained committed to the purposes of the Redevelopment Act enabling the original 1998 Plan. Viewed very objectively, the I-Drive CRA may have construed its powers and capabilities too narrowly to advance its overarching mission for the 7,315 acres encompassing the redevelopment area.

Over the last two decades, projects have centered on transportation infrastructure with a continuing nod to incremental improvements or activities that would leverage or enhance the original projects or investments. The I-Drive CRA has acted both alone and in concert with a number of partnerships or facilitators, including the County and the Florida Department of Transportation. Private land-owners contribute all the resources supporting a Municipal Services Taxing Unit (“MSTU”) that oversees the Ride Trolley system, the precursor to a more sophisticated and elaborate transit system. There may be other partnerships or allies that can be directed to the objectives and purposes of the I-Drive CRA.

An extensive mass transit system, while called for in a prior plan amendment, has not substantially advanced but it is being studied in detail now. On the basis of the studies outlined by staff, mass transit operational expenses are a major consideration and will continue as a substantial cost beyond 2028. Given the vision of the I-Drive CRA, current level of receipts, other commitments, and the looming 2028 sunset, it will likely be difficult, but not impossible, to assemble all the funding resources necessary to support a full transit option.

Today, collections from TIF, are reaching about \$20 million annually. While the revenue projections described in Chapter 3 are robust, the current economic environment must plausibly be considered a threat. Whatever the actual outcome will be, the planning and financial impacts are certainly more likely to be experienced in the immediate period preceding the current 2028 sunset date.

Going forward, the nature of development will be largely shaped by the marketplace for specific uses, driven by historical and future rates of visitation,

destination content, population growth, land availability, and infrastructure capacity. All of these variables were considered as possible limitations or constraints to development. There appear to be ample supplies of land to pursue additional development, and of course, Universal will be a substantial catalyst to the broader area’s destination content as it comes on-line. Among other things, the analysis considered a redeployment or reuse of certain properties, creating an index to gauge that potential. While it is very likely certain individual properties will improve or upgrade, consistent with the intent of a redevelopment strategy sustaining the tax base, the fiscal or economic impact of those upgrades or improvements is not a major factor in projecting future TIF available for projects or activities in the I-Drive CRA.

As outlined in this analysis, the I-Drive 2040 Vision Plan and the future of the sustainable, built environment it contemplates are materially dependent upon mass transit and various regulatory controls linked to improved mobility or connectivity. A variety of reasons and needs push mass transit and related programs to a more prominent position.

As thinking has evolved about sustainability and transportation, it has also become apparent that work/housing balance is a complementary means of improving transportation options. Enabling the work force to reside closer to employment concentrations reduces commuting trips and improves surface network capacity. While “balance” itself is almost impossible to regulate, appropriate land use, zoning, and other incentives can lower the barriers.

In the case of I-Drive CRA, there is a notable deficiency of housing options proximate any of the major employers located there. Despite the disruption and interruption of COVID-19, the market evidences potential for a strong growth trajectory. These housing deficiencies will likely increase as additional non-residential development responds to the expansion of the convention center, Universal’s Epic Universe and other yet unrecognized opportunities.

These observed housing shortfalls stem from past land use and zoning constraints now being changed, cost increases, and other obstacles that challenge housing delivery. Because of the pace of

development and the positioning of properties, land costs in certain areas make it prohibitive to provide housing at attainable price points. At the same time, the economics of the tourism industry dominating the area also place pressure on the values and integrity of existing residential neighborhoods. To those concerns, the housing stock in areas such as Tangelo Park are logically secured and maintained even as properties just beyond the neighborhood experience change.

It becomes obvious, even at a cursory level, relationships among work, transportation and housing are in need of attention and focus. Prior to launching this Updated Plan, the County had already begun to experience the multiple tensions of rapidly increasing housing costs, reduced housing deliveries, and generally lower incomes of those closely associated with the tourism and service segments. The Regional Affordable Housing Initiative launched by Mayor Jacobs and then Housing for All advanced by Mayor Demings have called additional attention to these dilemmas, but the challenges have been years in the making. The I-Drive CRA is an obvious focus for attention.

Acknowledging the gap between affordability and the desired level of housing production is an important step but it is a big one. Like those principles that encourage improved work/housing balances, actions centered on appropriate land use, zoning, deployment of underutilized lands, and other incentives can narrow this gap. Many of these actions are underway or occur in the guise of land development regulations, some implemented through the I-Drive 2040 Vision Plan. While the recommended policies of this Updated Plan look to these changes in compliance and development practices, it assumes a heavy emphasis on directly funding attainable housing and creating additional inducements to include mixed use developments that might also include housing.

The 2020 Plan is affected by a number of planning initiatives being completed by Orange County. However, the effects of the I-Drive 2040 Vision Plan are especially significant. The study area

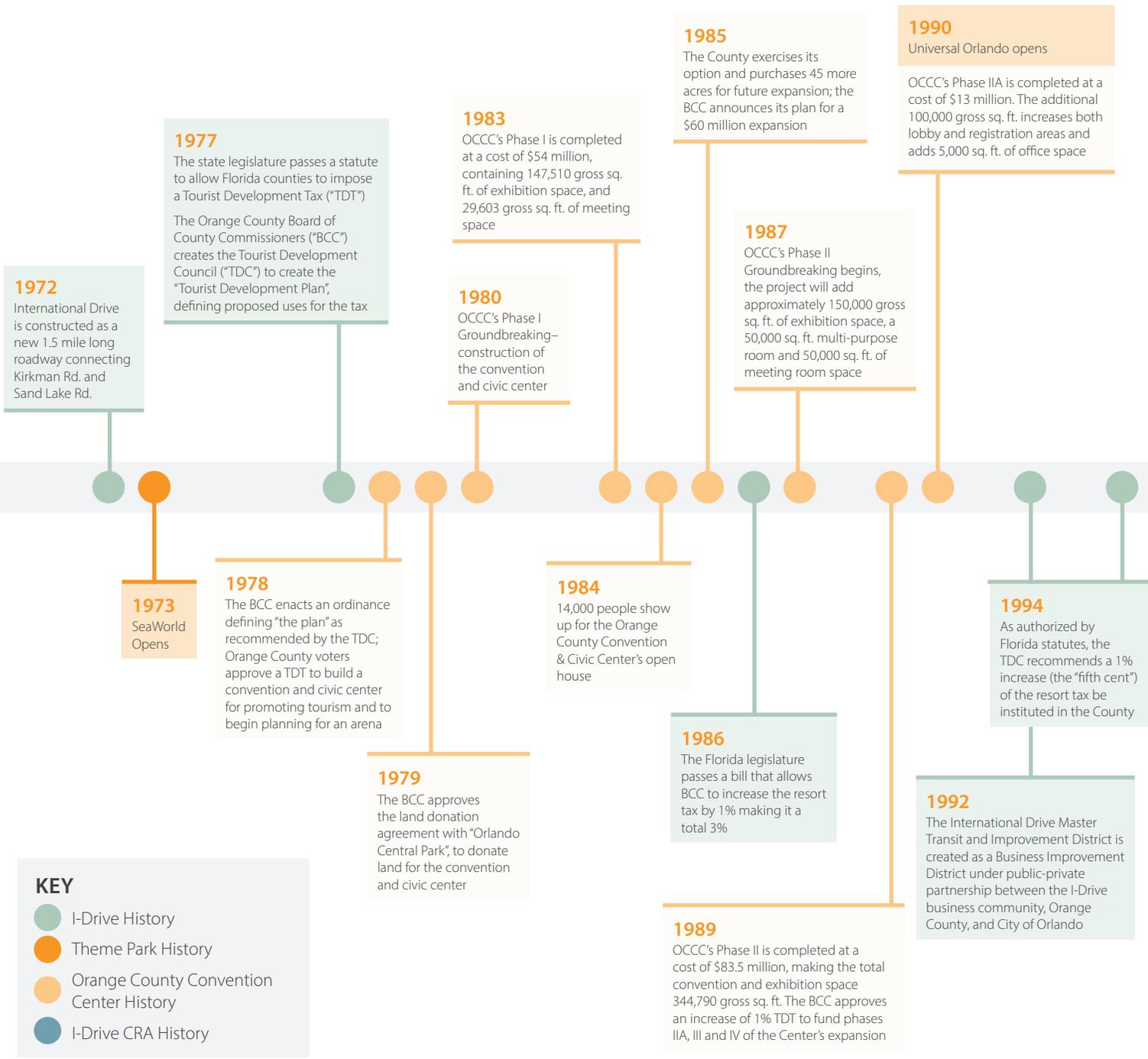
defined in that plan encompasses about half of the acreage in the I-Drive CRA. That area represents a disproportionate share of the taxable values creating the financial resources available for deployment throughout the larger redevelopment area. At the same time, this area also sustains a base of tax collections that can be allocated elsewhere in the County.

It is not an understatement to observe that the economic well-being of the region in general and Orange County in particular rely heavily on the scale and magnitude of investment being made by the tourism industry within the study area encompassed by the I-Drive 2040 Vision Plan but wholly within the larger I-Drive CRA. These investments and their capacity to generate TIF proceeds will literally grow exponentially with the expansion of Universal's Epic Universe which owns or controls about 750 acres within the study area addressed by the 2040 the Vision Plan. The opening and operation of Universal's Epic Universe will then stimulate other facilities and development. As the new theme park matures, it is reasonable to expect real property continuing development along International Drive ("I-Drive") in a seamless pattern from the Orange County Convention Center at SR 528 southward to SeaWorld and just above the Osceola County line.

In effect, the prior patterns of land use, growth, and investment in the area identified in the I-Drive 2040 Vision Plan inform our expectations about likely future development activity in the larger I-Drive CRA, especially as they connect to matters or concerns about valuations, infrastructure needs, social needs, programs, and projects necessary to assure that resources remain available to absorb the cost of prior commitments and desirable newer ones.

# I-DRIVE AND THE I-DRIVE CRA TIMELINE

The timeline below spans nearly 50-years and is provided as context for the general area within which the I-Drive CRA is located. While some of the development noted on the timeline is not within the I-Drive CRA boundary, it is part of the overall I-Drive market-area and influences activity both inside and outside of the I-Drive CRA Boundary. However, it is not intended to be an all-encompassing account of legislative, development, or other activities within the I-Drive market-area. While some activity of note on the timeline may be correlated to other activity, these relationships are not indicative of causality.



**1998**

City Walk at Universal Opens

Orange County establishes the I-Drive Community Redevelopment Agency (CRA) and the I-Drive CRA Redevelopment Plan is created

**1997**

I-Ride Trolley Service begins

OCCC's Phase I retrofit is completed for \$32.6 million

**2000**

Discovery Cove at SeaWorld opens

The OCCC's official Phase V groundbreaking takes place; Hilton Hotels Corporation confirms plans to build a 1,400-room convention hotel adjacent to the expansion

**2007**

Sharp Aquas Theater opens at Universal

Construction begins on the 18-story, 1,400-room Hilton Orlando convention center hotel, costing approximately \$380 million

**2013**

Simpsons Land opens at Universal

The Gary Sain Memorial Bridge is completed, connecting the Rosen Plaza hotel to the OCCC's West Building, a \$3 million dollar project

**2014**

Harry Potter Diagon Alley opens at Universal

Orange County Public Works completes design on the new \$9 million bridge that's expected to run from the Hyatt Regency Orlando hotel across I-Drive

The OCCC updates exterior and interior wayfinding signage along with digital signage within and around the facility as part of its Capital Improvement Plan

**2011**

The skywalk pedestrian bridge connecting the Rosen Centre hotel and the OCCC West Building opens

**2009**

Hilton Orlando convention center hotel opens

The I-Drive CRA Redevelopment Plan is updated and amended

**2019**

ICON Orlando undergoes re-branding and is re-named The Wheel at ICON Park Orlando

The I-Drive CRA Redevelopment Plan is updated and amended

**2017**

Volcano Bay Opens

**1999**

Islands of Adventure opens at Universal

**2002**

The pedestrian connector/oversight bridge is placed over International Drive

**2006**

The I-Drive CRA Redevelopment Plan is updated and amended

**2008**

Aquatica opens

**2012**

The OCCC donates more than \$1.9 million in goods and services to local organizations; this is nearly a 20% increase over goods and services donated in 2011

A five-year, \$187 million Capital Improvement Plan is announced. This will provide needed upgrades and renovations.

**2018**

The BCC approves a \$605 million Capital Improvement Project Plan for the proposed OCCC Campus Master Plan projects

**1996**

OCCC's Phase III is completed at a cost of \$219.5 million, creating a total of 728,190 gross sq. ft. of exhibition space, 213,457 gross sq. ft. of meeting space, a 2,643-seat auditorium, and a 160-seat lecture theater

Phase IV is completed at \$198.7 million, adding 367,200 gross sq. ft. of exhibition space and 99,683 gross sq. ft. of meeting space. This brings the total contiguous exhibition space at the OCCC to 1,095,390 sq. ft.

**2003**

OCCC's Phase V opens a month before the original expected completion date of October, costing \$748 million

**2010**

The Peabody Orlando hotel completes its \$450 million expansion and renovation adding 750 hotel rooms and a 54,652-square-foot ballroom

Wizarding World of Harry Potter opens at Universal

**2015**

Work begins on OCCC renovations to meeting rooms and board rooms in Halls E and F in the OCCC's West Building are completed under the Capital Improvement Plan

International Drive 2040 Vision Plan is accepted by the Orange County BCC

The 20-acre entertainment complex called I-Drive 360 is opened with the completion of the Orlando Eye, a 400 ft. tall giant observation wheel

# I-DRIVE CRA BOUNDARY

The I-Drive CRA contains about 7,315 acres within its boundaries. The I-Drive CRA is effectively defined by Interstate 4 (“I-4”) on the west and the Florida’s Turnpike on the east. Sand Lake Road is an important east/west arterial linking the heart of the I-Drive CRA with the Orlando International airport and other areas east of the I-Drive CRA.

I-Drive is the area’s principal commercial corridor. Going north/south through the I-Drive CRA, it is the organizing spine for a substantial share of the region’s tourist and visitation activity today. The area includes the Orange County Convention Center, many convention-oriented lodging properties, a number of moderate sized hotels, smaller themed attractions, Sea World, and the planned expansion of Universal’s Epic Universe. John Young Parkway, also a major north/south corridor through the I-Drive CRA, organizes much of the area’s industrial and non-tourism land uses and activities.

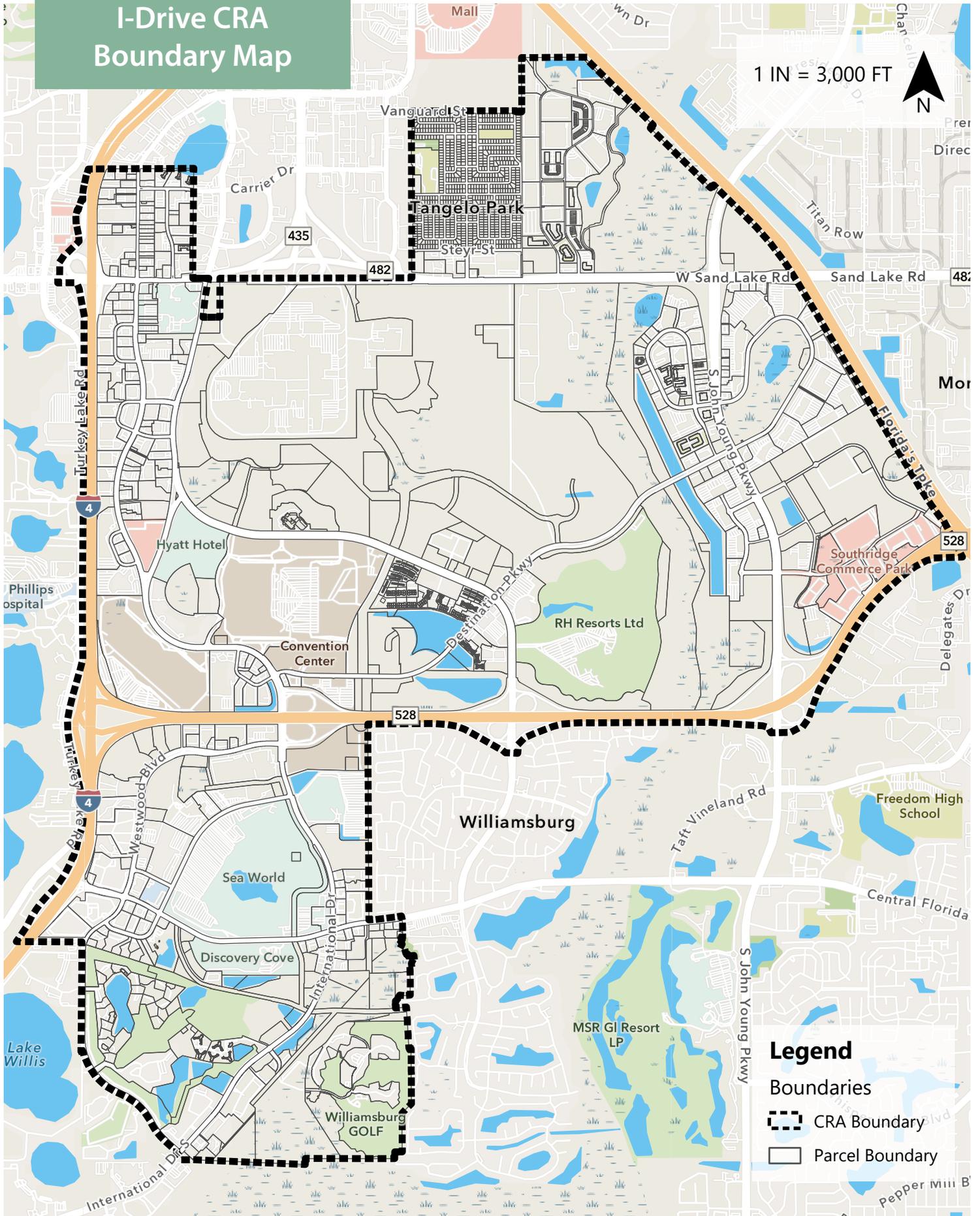
Much of the tourism and visitation activity already experienced in the I-Drive CRA will expand to Universal Boulevard which is essentially a parallel alternative to I-Drive. SR 528 is principally a regional connector that separates the I-Drive CRA into distinctive northern and southern portions while also providing airport access and regional access to the coast.

The geographic scope of the I-Drive CRA, its features, and boundaries were described and legally identified as part of the original I-Drive Redevelopment Plan adopted in 1998. That legal description, allowing for the collection of TIF from the properties contained within these boundaries into the required trust fund, is not changed as a result of this 2020 Plan. Consequently, TIF will continue to accrue through the 2028 sunset date under the same basic terms associated with the original I-Drive Redevelopment Plan when it was adopted along with any related ordinances.



# I-Drive CRA Boundary Map

1 IN = 3,000 FT



## Legend

Boundaries

 CRA Boundary

 Parcel Boundary

# PREMISE OF 1998 PLAN AREA AND HISTORY OF RECEIPTS

The catalyst for creating the 1998 Plan was Orange County’s (“County”) need to improve infrastructure in the International Drive area as it related to transportation. Issues associated with the roadways were classified as blighting conditions sufficient enough to be cured through the establishment of the I-Drive CRA.

At that time, the County commissioned a transportation study as a part of the 1998 Plan. This study reviewed the levels of service, access, and ease of mobility for arterial and connector roadways within the I-Drive CRA. The results of this study led to the creation of a list of specific transportation improvements and activities intended to increase access and mobility for all users in the area over the next 30 years. The Plan was amended in 2006, 2009, and in 2019. Each amendment included a list of redevelopment activities considered a priority for the I-Drive CRA, and their estimated costs.

Specific projects proposed in the 1998 Plan included both roadway and transit-oriented options that provide safe and reliable access to the area and accommodate future growth without furthering blight. With the establishment of the I-Drive CRA, the County was able to create a dedicated funding source using tax increment revenues from properties located in the I-Drive CRA. To date, the I-Drive CRA has realized \$184.6 million in tax increment between 1998 and 2020. Per the County’s Office of Management and Budget Department, the I-Drive CRA is projected to receive an estimated \$19 million to \$20 million annually over the next several years.

Against its base year of 1998, initial TIF collections totaled approximately \$964,000. In 1999, the taxable value within the I-Drive CRA was about \$1.9 billion. Over the next 20 years, 1999 to 2019, the I-Drive CRA collected a total of about \$163.1 million in TIF proceeds. The area’s historic taxable values, tax increment collections, and millage rates are represented in the following table (see Table 2.1).

**Table 2.1** Historic Values and Increment Collections

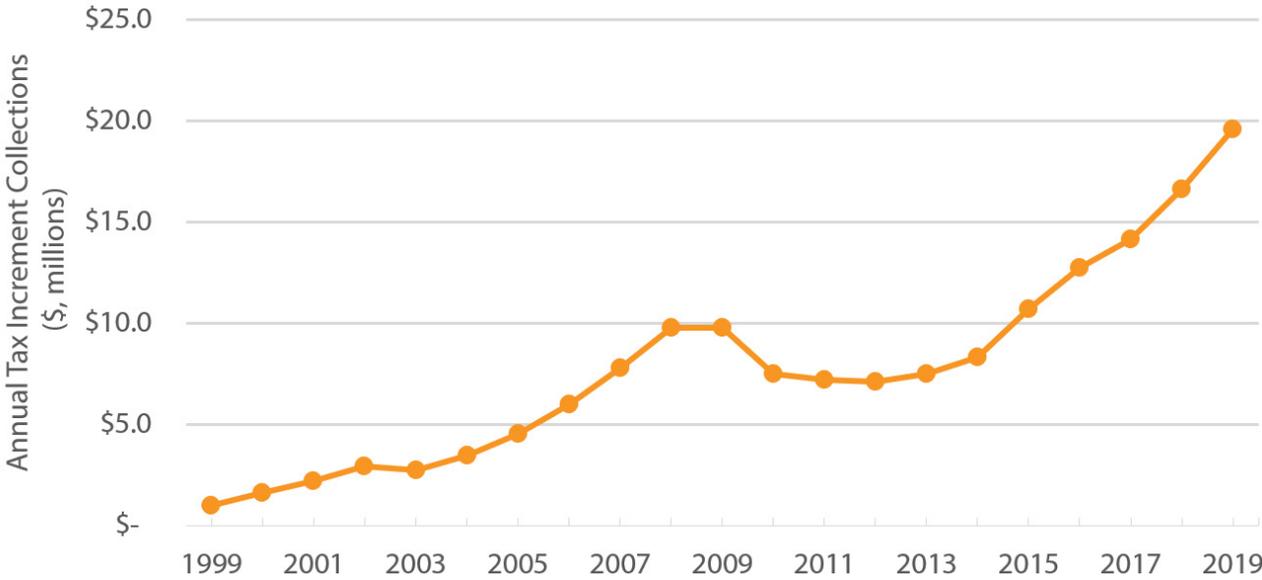
| Year End           | General Millage Rate | Total Taxable Value (millions) | Total Tax Increment (millions) |
|--------------------|----------------------|--------------------------------|--------------------------------|
| 1999               | 5.226                | \$1,894.3                      | \$0.964                        |
| 2000               | 5.164                | \$2,031.1                      | \$1.623                        |
| 2001               | 5.164                | \$2,152.3                      | \$2.218                        |
| 2002               | 5.164                | \$2,296.6                      | \$2.926                        |
| 2003               | 5.164                | \$2,252.2                      | \$2.708                        |
| 2004               | 5.164                | \$2,405.6                      | \$3.460                        |
| 2005               | 5.164                | \$2,618.6                      | \$4.505                        |
| 2006               | 5.164                | \$2,915.9                      | \$5.963                        |
| 2007               | 4.435                | \$3,551.2                      | \$7.798                        |
| 2008               | 4.435                | \$4,015.2                      | \$9.753                        |
| 2009               | 4.435                | \$4,019.1                      | \$9.769                        |
| 2010               | 4.435                | \$3,479.3                      | \$7.495                        |
| 2011               | 4.435                | \$3,413.5                      | \$7.218                        |
| 2012               | 4.435                | \$3,391.0                      | \$7.123                        |
| 2013               | 4.435                | \$3,477.5                      | \$7.488                        |
| 2014               | 4.435                | \$3,673.1                      | \$8.312                        |
| 2015               | 4.435                | \$4,235.9                      | \$10.683                       |
| 2016               | 4.435                | \$4,722.6                      | \$12.733                       |
| 2017               | 4.435                | \$5,054.3                      | \$14.131                       |
| 2018               | 4.435                | \$5,644.5                      | \$16.617                       |
| 2019               | 4.435                | \$6,345.6                      | \$19.571                       |
| Total (1999-2019): |                      | \$73,589.4                     | \$163.058                      |

The average taxable value and tax increment collected over the 20-year time period, 1999 to 2019, was \$3.5 billion and almost \$8 million, respectively. The millage rate utilized within the I-Drive CRA was \$5.2264/\$1,000 of value in 1999. In 2000, the rate dropped to \$5.1639/\$1,000 of value and remained constant until 2007, where it decreased again to \$4.4347/\$1,000 of value. From 2007 to 2019, the rate has remained unchanged at \$4.4347/\$1,000 of value. In the last five years, 2015 to 2019, total taxable value

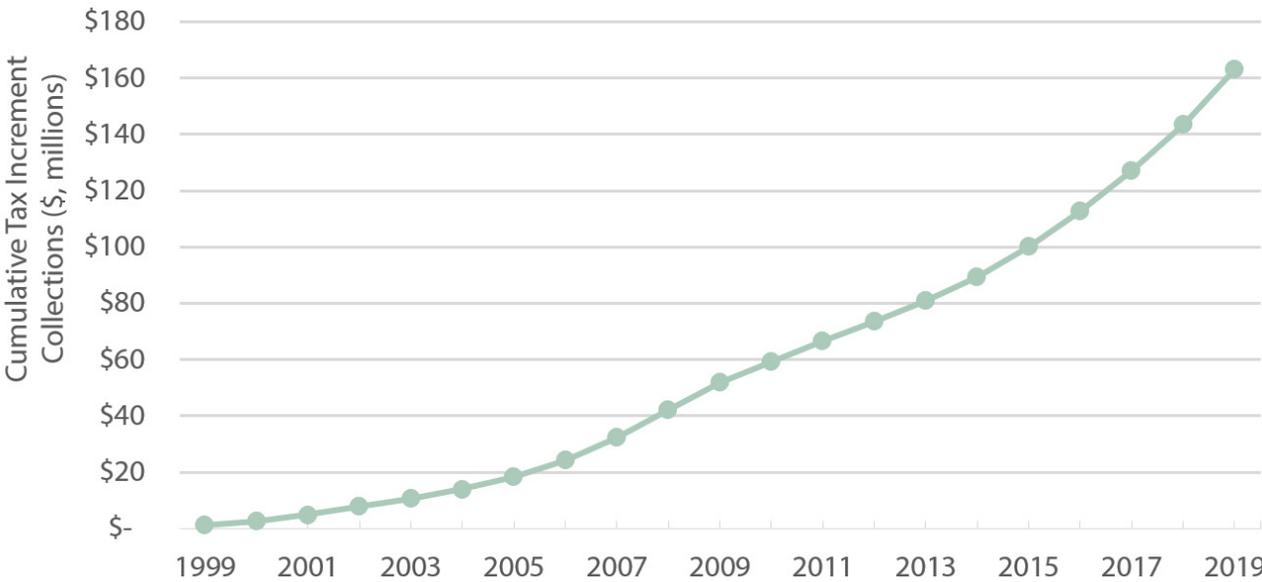
in the I-Drive CRA was approximately \$26.0 billion, with an average of approximately \$5.2 million collected each year. The total TIF collected in the last five years was \$73.7 million with an average of approximately \$14.7 million collected each year.

The figures below illustrate the historical annual tax collections and the cumulative tax increment collected between 1999 and 2019 (see Figure 2.1 and 2.2)

**Figure 2.1** Historic Annual Tax Increment Collections



**Figure 2.2** Historic Cumulative Tax Increment



# RELATIONSHIP OF THE 2020 PLAN TO 2040 VISION PLAN

The district or area defined in the I-Drive 2040 Vision Plan contains a disproportionate share of the taxable value within the larger I-Drive CRA, primarily because the land uses there are heavily oriented to tourism and visitation activities. With some exceptions the area is comprised principally of lodging, retail, and entertainment uses. Most housing and other non-residential activities, incidental to tourism if even remotely connected, lie outside the I-Drive 2040 Vision Plan area in other parts of the I-Drive CRA.

This high value activity and its limited focus are the source of positive and negative externalities.

- Valuations are extraordinarily high on properties within the I-Drive 2040 Vision Plan, potentially crowding out complementing development options that might enrich the area's character, appeal and longer-term sustainability. The formation of the larger I-Drive CRA boundaries recognized that less intensive or costly land uses might be accommodated elsewhere. In part, these other land resources have not been fully utilized because of certain transportation challenges, infrastructure needs generally, and rising prices for secondary sites.
- As lands within the I-Drive 2040 Vision Plan have become more attractive for their tourism benefits, they have displaced housing in particular. This displacement forces increasingly longer commutes, boosting prices of the limited supply of nearby housing, and burdening conventional surface transportation options. The potential presence of Universal's Epic Universe has called attention to these competing demands on land and financial resources such that housing, for workers, moderate income households, and affordable housing, is now essential infrastructure complementing transportation policy necessary to sustain the economy as well as a sense of social balance and as a transportation strategy.

In part – because of the dynamic tension among high value land uses, infrastructure needs, tourist dependent activities, and a rational emphasis on

such activities to the exclusion of other options—the County launched the I-Drive 2040 Vision Plan effort in 2016. The resulting I-Drive 2040 Vision Plan considered current and future issues and opportunities associated with this area, its character, corridors, pedestrian access, improved connectivity, heightened emphasis on natural resources, green building practices or other sustainability measures, diversified land uses, various amenities, infill and redevelopment potential, and anchor venues, among other things with an eye to achieving some consensus on a set of balanced priorities and objectives more compatible with a diversified set mix of land uses. It did *not* include a market outlook as similar to that provided here in the 2020 Plan. This additional data and analysis further underscores the impact of the County's aspirational outlook.

Despite the I-Drive 2040 Vision Plan's obvious tourism focus, smaller areas within the study area exhibit certain unifying features that appropriately suggest more individualized treatment and attention, consistent with the mission of the larger I-Drive CRA. These areas or smaller districts are centered around or oriented to the convention center, retail and hospitality, entertainment, Rosen and Shingle Creek holdings, Sea World, Destination Parkway, and Universal Boulevard. In many important ways, these areas, or neighborhoods presage opportunities for the balance of the I-Drive CRA since the underlying themes are consistent with certain principles embraced throughout the larger I-Drive CRA and because they invite a richer and more sustainable mix of uses, as well as activities and processes into a setting that would otherwise be sterile and inefficient.

Perhaps more important than the visceral reactions to form and aesthetics, is the economic importance and stability of the properties encompassed in the I-Drive 2040 Vision Plan. By the County's estimates, there are at least eight major projects in some stage of planning or development. As of 2016 when the I-Drive 2040 Vision Plan was being prepared, some 50-60% of the entitlements available to land-owners had yet to be exercised. Whether constructed only

in small measure, these rights have an undeniable valuation and service impact going forward. The lands and areas identified in the I-Drive 2040 Vision Plan appear to provide substantial capacity for additional development as the market requires it, assuming the intensities and densities of planned development are realized.

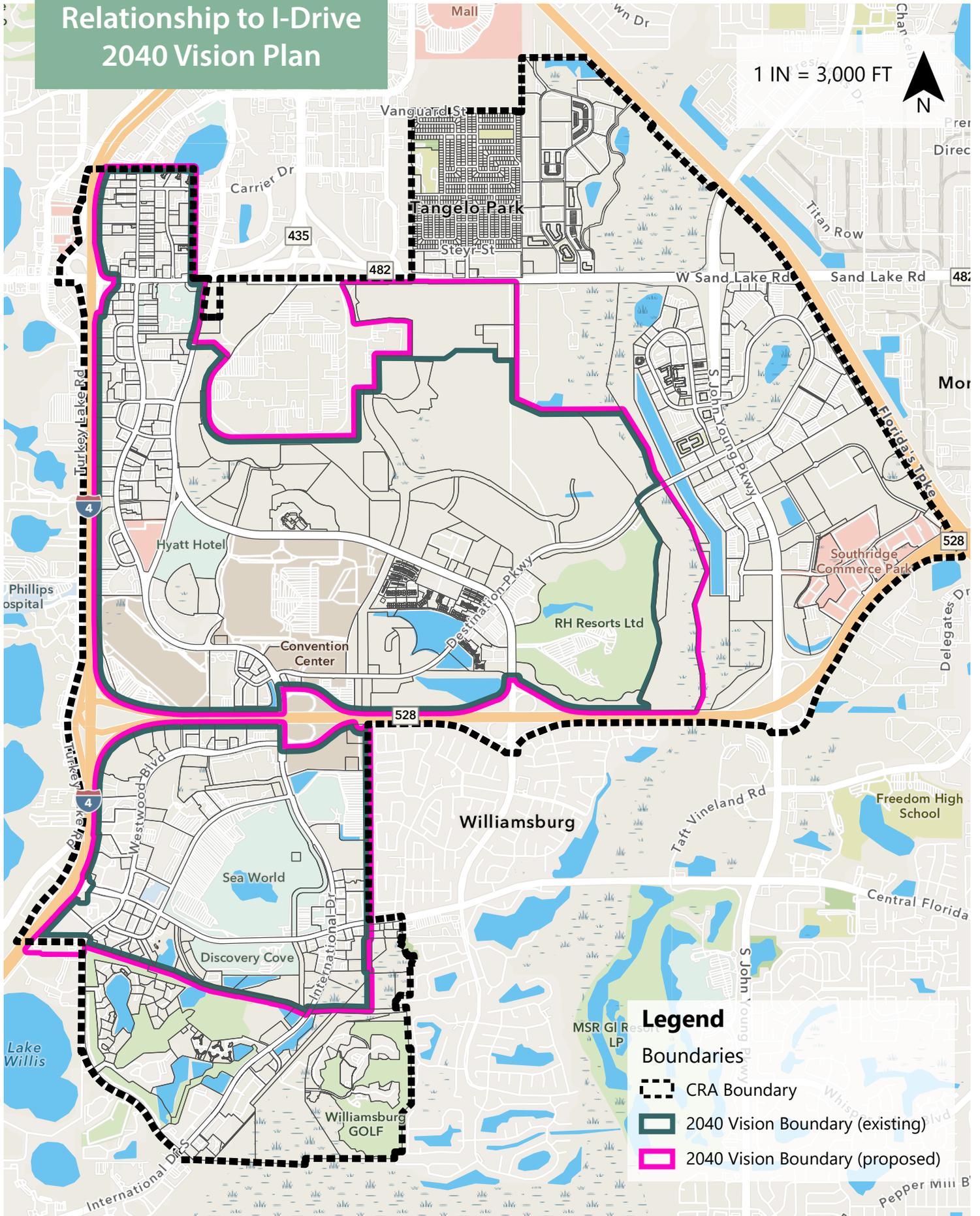
In our market outlook for the larger I-Drive CRA, we believe opportunities for more varied development -- in conjunction with the emphasis on creating a richer setting -- will encourage more housing and other diversity in land uses. Nonetheless, much of the market requires less valuable land and the less costly form of construction which intensification and density challenge. This conundrum will bring

a heightened attention to this corridor. Improved infrastructure or regulatory options should allow some share of these different and desirable uses to be captured nearby. The remainder will, and can, be accommodated elsewhere in the larger I-Drive CRA.

To the potential of redevelopment specifically within the areas defined by the I-Drive 2040 Vision Plan, we believe these ideas were aspirational and should continue to be encouraged. That said, the probability of any specific property being redeveloped in exactly the fashion described in the I-Drive 2040 Vision Plan is, in our opinion, relatively low. Consequently, the future road network, enabled by smaller blocks, may not be fully realized.



# Relationship to I-Drive 2040 Vision Plan



## Legend

- Boundaries
- CRA Boundary
- 2040 Vision Boundary (existing)
- 2040 Vision Boundary (proposed)

# SOCIO-ECONOMIC PROFILE

The I-Drive CRA contains approximately 7,315 acres and is home to some 9,950 people, resulting in a population density of 910 persons per square mile. In 2019, the I-Drive CRA comprised approximately 0.7% of the population within Orange County, and 20.2% of the total annual visitors within the County, at 6.9 million annual visitors. Additionally, the median age within the County is 35.2. The adjacent info-graphics illustrate the key socio-economic characteristics for the I-Drive CRA.

The most current employment by sector data provided by the U.S. Census Bureau for Economic Studies for the I-Drive CRA and the County is year-end 2017. In 2017, there were a total of 1,990 businesses and 56,950 employees within the I-Drive CRA. The businesses within the I-Drive CRA comprise approximately 3.1% of the total 64,400 businesses within the County. Conversely, the total number of employees within the I-Drive CRA make up about 6.5% of the total employees within the County. The employee to population ratio in the I-Drive CRA is 5.7, whereas the County has a ratio of 0.6 employees to population. Of total employees in the I-Drive CRA, 99.1% are employed in the area but are living outside, whereas 0.9% are employed and living inside the I-Drive CRA. Additionally, 87.9% are living inside the I-Drive CRA but are employed elsewhere. In 2019, the unemployment rate within the I-Drive CRA was 20.5% higher than the County's rate of 8.8%. All of these various measures underscore the imbalances between residents and workers.

In the I-Drive CRA, lower, hourly wage accommodation and food services, administration and support services, entertainment and recreation, and retail trade dominate the employment sectors. The sectors comprise approximately 78% of the total employment within the I-Drive CRA. Conversely, these employment sectors only comprise approximately 45.8% of the total employment within the County. The leading industry sectors in the County are accommodation and food services, retail trade, and health care and social assistance.

The education breakdown in 2019 for the I-Drive CRA and the County are similar. In the County, 9% of the population have not received a high school diploma, 28% have obtained only a high school diploma, and 67% have obtained some type of advanced degree.



## POPULATION

- 9,950** Population
- 910** Population Density (per sq. mi.)
- 33.7** Median Age
- 1.4** Million Annual Visitors



## EMPLOYMENT

- 1,990** Total Businesses
- 56,950** Total Employees
- 5.7** Employee/Population Ratio
- 0.9%** Employed & Living in Area
- 10.6%** Unemployment Rate



## INDUSTRY SECTORS

- 34%** Accommodation & Food
- 18%** Administration & Support
- 15%** Entertainment & Recreation
- 11%** Retail Trade
- 3%** Professional & Technical Services

## EDUCATION

- 11%** No High School Diploma
- 23%** High School Diploma
- 19%** Associates Degree
- 34%** Bachelor's Degree
- 14%** Grad/Professional Degree



## HOUSING

The I-Drive CRA has approximately 2,000 single-family and condominium residential units, with the average household size representing 2.2 persons per household. The residential units within the I-Drive CRA comprise nearly 0.35% of the total housing units within the County. In the occupied housing units within the I-Drive CRA, 38.0% are classified as owner-occupied, and 62.0% are renter-occupied. Of the occupied housing units within the County, 57.3% and 42.7% are considered to be owner-occupied and renter-occupied, respectively. Additionally, the I-Drive CRA has a rental vacancy rate of approximately 28.7%, whereas it is only 15.0% in the County.



**4,330**

Total Household Units



**2.2**

Average Household Size



**38.0%**

Owner-Occupied

## INCOME

Income plays an essential role in determining the amount per person or household which is available to allocate to shelter needs and to place back into the economy on goods and services. In 2020, the per capita income, the average income earned per person within the I-Drive CRA, was approximately 11.8% less than the per capita income within the County which was \$30,855. In the I-Drive CRA, the average disposable income, the income available to spend after taxes, is \$15,040 less than that observed in the County; at \$66,840. Additionally, the median household income in the I-Drive CRA is 14.5% lower than that of the County which was \$59,150.



**\$27,200**

Per Capita Income



**\$51,800**

Average Disposable Income



**\$50,600**

Median Household Income

## AFFORDABILITY

Affordability has become a significant topic within the I-Drive CRA and the surrounding neighborhoods. The average household income in the I-Drive CRA was 25.6% lower than that observed in the County which was \$84,300. Additionally, the average home value in the County was 29.1% higher than that of the I-Drive CRA. In 2018, estimated monthly housing costs as a percentage of household income for occupied units in the I-Drive CRA reflected: 12.9% spending less than 20 percent, 8.4% spending between 20 to 29 percent, and 14.7% spending 30 percent or more on housing costs compared to household income.



**\$62,700**

Average Household Income



**\$219,200**

Average Home Value



**14.7%**

Household Income Spent on Housing (30 percent or more)

## CONSUMER SPENDING (000s)

A few of the major categories of total expenditures (dollars in thousands) for the I-Drive CRA are represented below. In 2020, total expenditures within the I-Drive CRA were estimated to be about \$237.9 million, with consumers spending about 29.5% on retail, 15.2% on transportation and travel, and 12.2% on food. Additionally, consumers were spending approximately 31.7% on housing, 7.3% health care, and 4.1% on entertainment and recreation. In addition, total expenditures within the I-Drive CRA make up approximately 0.6% of the consumer spending within the County.



**\$70,235**

Retail Goods



**\$36,203**

Transportation and Travel



**\$29,041**

Food (\$16,875 at home, \$12,166 away from home)

## TANGELO PARK

Tangelo Park is a census-designated place and an unincorporated area in Orange County, and remains of particular concern in the 2020 Plan. The neighborhood was originally built in the 1950s as housing for workers at the nearby McCoy Air Force Base. In 1993, philanthropist Harris Rosen “adopted” Tangelo Park, offering free preschool for children and funding university and college educations for high school graduates. By 2013, Rosen had donated about \$10 million to the community.

Today, Tangelo Park is home to a population of 2,755 residents, occupying approximately 222 acres. Tangelo Park comprises about 27.7% of the population within the I-Drive CRA. In 2017, there were a total of 31 businesses and 425 employees within Tangelo Park, this data largely reflects the employment from the Tangelo Park Elementary School, and the shops along West Sand Lake Road. Total employment within Tangelo Park makes up 0.7% of the employment within the I-Drive CRA. Additionally, the unemployment rate within Tangelo Park is comparable to that of the I-Drive CRA.

Tangelo Park has approximately 860 housing units, with the average household size of 3.3 persons per household. The housing units within Tangelo Park comprise about 19.9% of the total housing units within the I-Drive CRA. Out of the occupied housing units within Tangelo Park, 64.5% are classified as owner-occupied, and 35.5% are renter-occupied. The adjacent info-graphics illustrate the key socio-economic characteristics for Tangelo Park.

In 2020, the per capita income in Tangelo Park was approximately 27.7% less than the per capita income observed in the I-Drive CRA. Whereas the average disposable income and median household income were 5.4% and 6.1%, respectively, less than that of the I-Drive CRA.

Additionally, the average household income was 6.1% lower than that observed in the I-Drive CRA. Whereas the average home value in Tangelo Park was significantly lower than that of the I-Drive CRA at 30.5%. In 2018, estimated monthly housing costs as a percentage of household income for occupied units in Tangelo Park reflected: 39.8% spending less than 20 percent, 23.4% spending between 20 to 29 percent, and 34.9% spending 30 percent or more on housing costs compared to household income.

### POPULATION

**2,755** Population

**7,942** Population Density (per sq. mi.)

**36.3** Median Age



### EMPLOYMENT

**31** Total Businesses

**425** Total Employees

**0.15** Employee/Population Ratio

**10.7%** Unemployment Rate



### HOUSING

**860** Housing Units

**3.3** Average Household Size

**64.5%** Owner-Occupied



### INCOME

**\$19,670** Per Capita

**\$49,000** Average Disposable

**\$47,500** Median Household



### AFFORDABILITY

**\$152,300** Average Home Value

Household Income Spent on Housing:

**39.8%** Less than 20 percent

**23.4%** 20 to 29 percent

**34.9%** 30 percent or more



# SIGNIFICANT OWNERSHIP AND PLANNED DEVELOPMENT

The I-Drive CRA is comprised of more than 7,315 acres of land containing a variety of existing and planned uses. Within the I-Drive CRA, there are seven entities which own about 3,500 acres. These seven entities include Infinity (World Design Center), Lockheed Martin, Marriott Resorts, Orange County Board of County Commissioners, Rosen Hotels, Sea World, and Universal. Universal is the largest single landowner within the I-Drive CRA, followed by the Orange County Board of County Commissioners. These two landowners control just under 2,000 acres of the lands within the I-Drive CRA.

The nearly 3,500 acres of land that are controlled by these seven entities include both developed projects and planned developments. The most substantial of these planned developments are on lands owned by Universal and the Orange County Board of County Commissioners. Additional development programs are contemplated within the I-Drive 2040 Vision Plan. With these planned and contemplated future development projects, also comes the need for infrastructure improvements.

Among other transportation enhancements, the I-Drive 2040 Vision Plan shows a transit hub centrally located near SR 528/Beach Line. The first two phases of a proposed transit system will serve the International Drive and Destination Parkway corridors, from north to south and east to west. However, there are no future segments that extend to the far east and north towards Tangelo Park.

## Universal's Epic Universe

In the summer 2019, Universal Orlando announced that a new Universal theme park would be coming to Orlando, Universal's Epic Universe. The location of Universal's Epic Universe, specifically south of Sand Lake Road and east of Universal Boulevard at the north end of the I-Drive CRA, encompasses roughly 750-acres of land. The new park, as planned, will feature new lands, rides, shops, restaurants, entertainment center, and an adjacent hotel.

Following the announcement of Universal's Epic Universe, Orange County and Universal entered into an agreement related to the transportation network that supports the area within and around the I-Drive CRA. The Roadway and Infrastructure Agreement ("Kirkman Road Extension"), recognizes that the extension of Kirkman Road has been in Orange County's long-range transportation plan since 2000 and that construction of the extension had been envisioned as a public-private partnership. The agreement outlines the partnership among Universal, Orange County, State of Florida, and Department of Economic Opportunity to complete the Kirkman Road Extension; with Universal agreeing to plan, design, engineer, permit and construct the Kirkman Road Extension and related infrastructure, and in exchange Orange County agreeing to reimburse Universal for a portion of the project costs.

Almost a year to the day after announcing Universal's Epic Universe, Comcast released its second-quarter 2020 earnings results. Unsurprisingly the company's theme parks division, Universal Parks & Resorts, experienced significant financial losses as a result of being closed for most of the quarter due to the global coronavirus pandemic. Toward the end of 2020, development on Universal's Epic Universe theme park in Orlando has been substantively slowed but moving forward on an adjusted timetable.

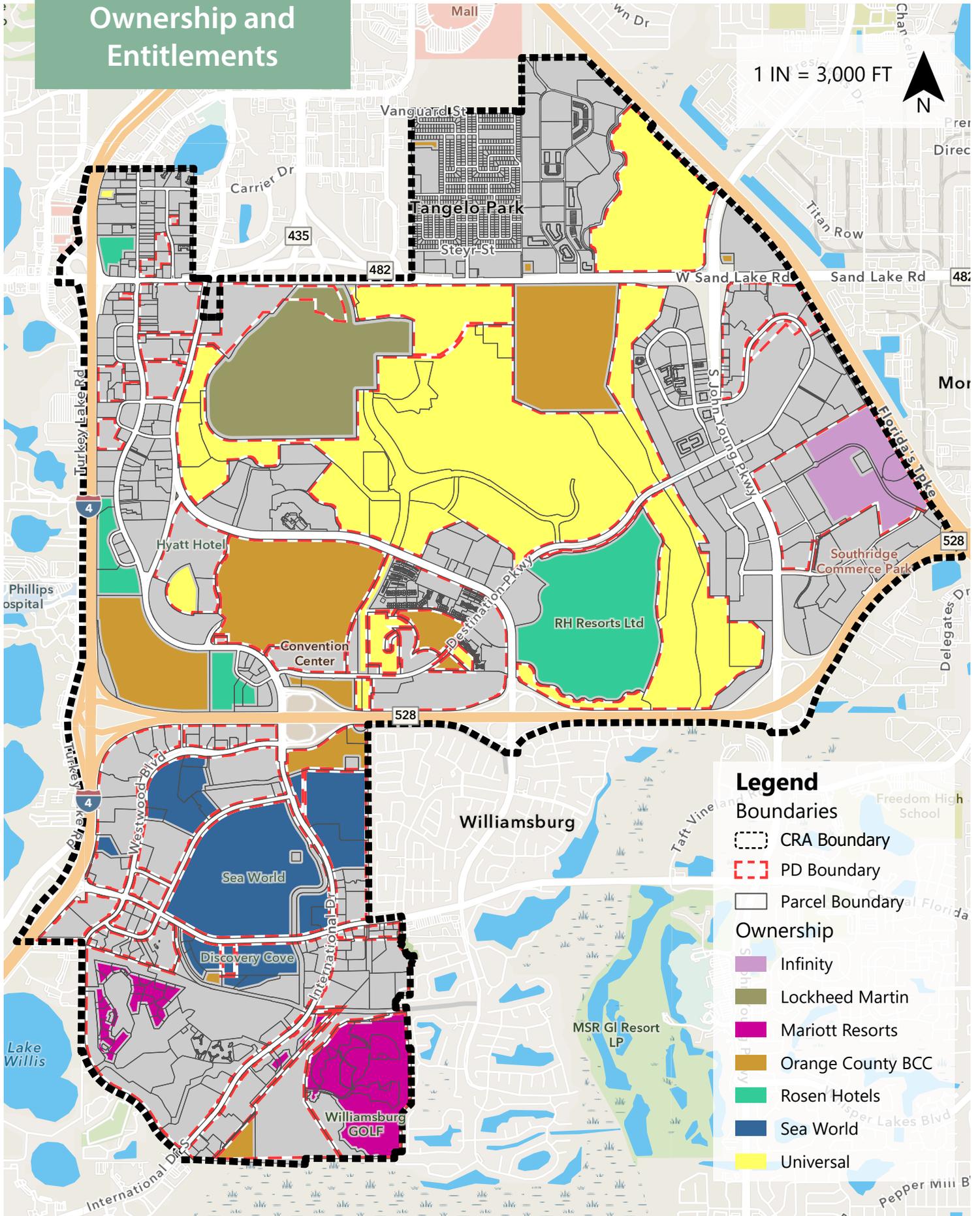
## Orange County Convention Center

The Orange County Convention Center ("OCCC" or "Center") is the second largest convention facility in North America and provides approximately \$3 billion in economic impact to Central Florida annually. In recent years, the Center has averaged nearly 200 events, including 115 conventions and tradeshows that attract more than 1.5 million attendees to the region each year.

The OCCC, located just northeast of the intersection of Interstate 4 and the Beachline Expressway within the I-Drive CRA, opened in 1983 at just under

# Ownership and Entitlements

1 IN = 3,000 FT



## Legend

- Boundaries**
- CRA Boundary
- PD Boundary
- Parcel Boundary
- Ownership**
- Infinity
- Lockheed Martin
- Marriott Resorts
- Orange County BCC
- Rosen Hotels
- Sea World
- Universal

200,000 square feet with nearly 150,000 square feet of exhibition space and nearly 30,000 square feet of meeting space. Since opening, the Center has undergone numerous expansions and renovations, with the most notable expansions being completed in 1989, 1990, 1996, and 2003. The Center has grown to roughly 7 million square feet in the over 30 years since it first opened and is now comprised of two buildings that are co-joined by a pedestrian walkway known as a sky-bridge. The West building was constructed between 1983 and 1996. The North-South building was finished in 2003.

Pertinent to the 2020 Plan, another expansion of the Center was planned as a recommendation from a campus master plan. The plan would bring both expansion and new meeting and exhibit space in the North and South concourses, further increasing the center's 7 million square feet of total function space, adding 60,000 square feet of meeting

space, an 80,000 square foot ballroom and another 200,000 square foot flexible space at its North/South Concourse. The expansion was set to be completed by 2023. However, the convention and meeting industry cutback its activity as a result of the global pandemic. Orange County Mayor Jerry Demings announced in July 2020 that the project will be postponed stating, "another casualty of the pandemic will be the planned expansion of the Orange County Convention Center, as we knew it. The expansion project will be delayed at the very least."

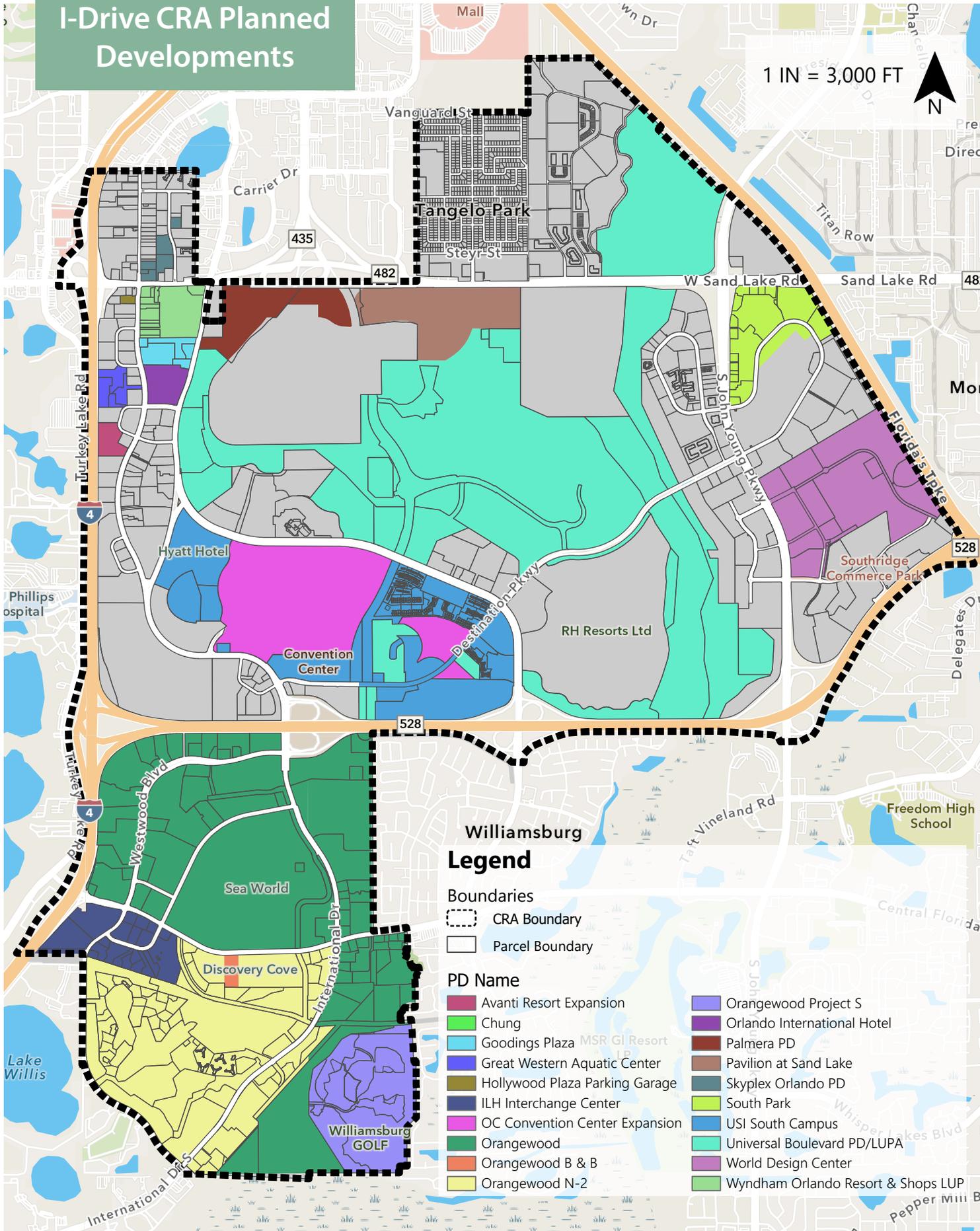
### Other impact on Neighborhoods

The 1998 Plan specifically addressed Tangelo Park, as it was the primary residential neighborhood located within the I-Drive CRA. As the larger area has matured there have been increased conflicts among cars, people, and pedestrian-oriented activities.



# I-Drive CRA Planned Developments

1 IN = 3,000 FT



## Williamsburg Legend

- Boundaries**
- CRA Boundary
  - Parcel Boundary

### PD Name

- |                                |                                    |
|--------------------------------|------------------------------------|
| Avanti Resort Expansion        | Orangewood Project S               |
| Chung                          | Orlando International Hotel        |
| Goodings Plaza                 | Palmera PD                         |
| Great Western Aquatic Center   | Pavilion at Sand Lake              |
| Hollywood Plaza Parking Garage | Skyplex Orlando PD                 |
| ILH Interchange Center         | South Park                         |
| OC Convention Center Expansion | USI South Campus                   |
| Orangewood                     | Universal Boulevard PD/LUPA        |
| Orangewood B & B               | World Design Center                |
| Orangewood N-2                 | Wyndham Orlando Resort & Shops LUP |

# LAND USE ANALYSIS

## Future Land Use

The Future Land Use Designations within the I-Drive CRA include the following:

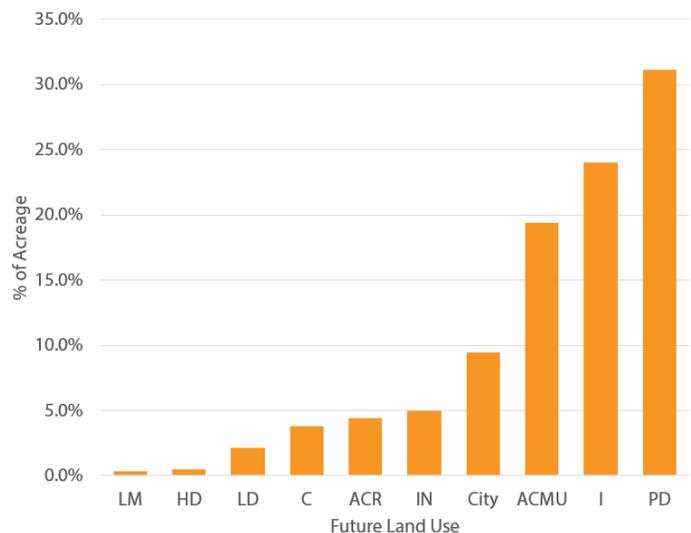
- **Commercial (C)** - Commercial uses include neighborhood and commercial scale commercial and office development that serves neighborhood or community, or village needs. Examples include neighborhood center, community center and village commercial.
  - *Density/Intensity - 1.50 FAR unless otherwise restricted or increased for specific locations pursuant to adopted County Comprehensive Plan policy or land development code.*
- **Industrial (I)** - Industrial uses include the processing of both hazardous and non-hazardous materials ranging from light assembly and manufacturing to chemical processing.
  - *Density/Intensity - 0.75 FAR*
- **Institutional (IN)** - Institutional uses include public and private utilities, facilities, structures and lands that serve a public or quasi-public purpose. Public schools that have been designated Institutional may continue to maintain that designation.
  - *Density/Intensity - 2.0 FAR*
- **Planned Development (PD)** - The PD designation ensures that adjacent land use compatibility and physical integration and design. Development program established at Future Land Use approval may be single or multiple use.
  - *Density/Intensity - Must establish development program at Future Land Use amendment stage*
- **Low Density Residential (LD)** - Intended for new residential projects within the USA where urban services such as water and wastewater facilities are present or planned. This category generally includes suburban single family to small lot single family development.
  - *Density/Intensity - 0 to 4 du/ac*
- **Low Medium Density Residential (LM)** - Recognizes low- to medium-density residential development within the USA, including single family and multi-family residential development.
  - *Density/Intensity - 0. to 10 du/ac*

- **High Density Residential (HD)** - Recognizes high-intensity urban-style development within the USA.
  - *Density/Intensity - 0 to 50 du/ac*

The following future Land Use designations within the I-Drive CRA are located only in the International Drive Activity Center:

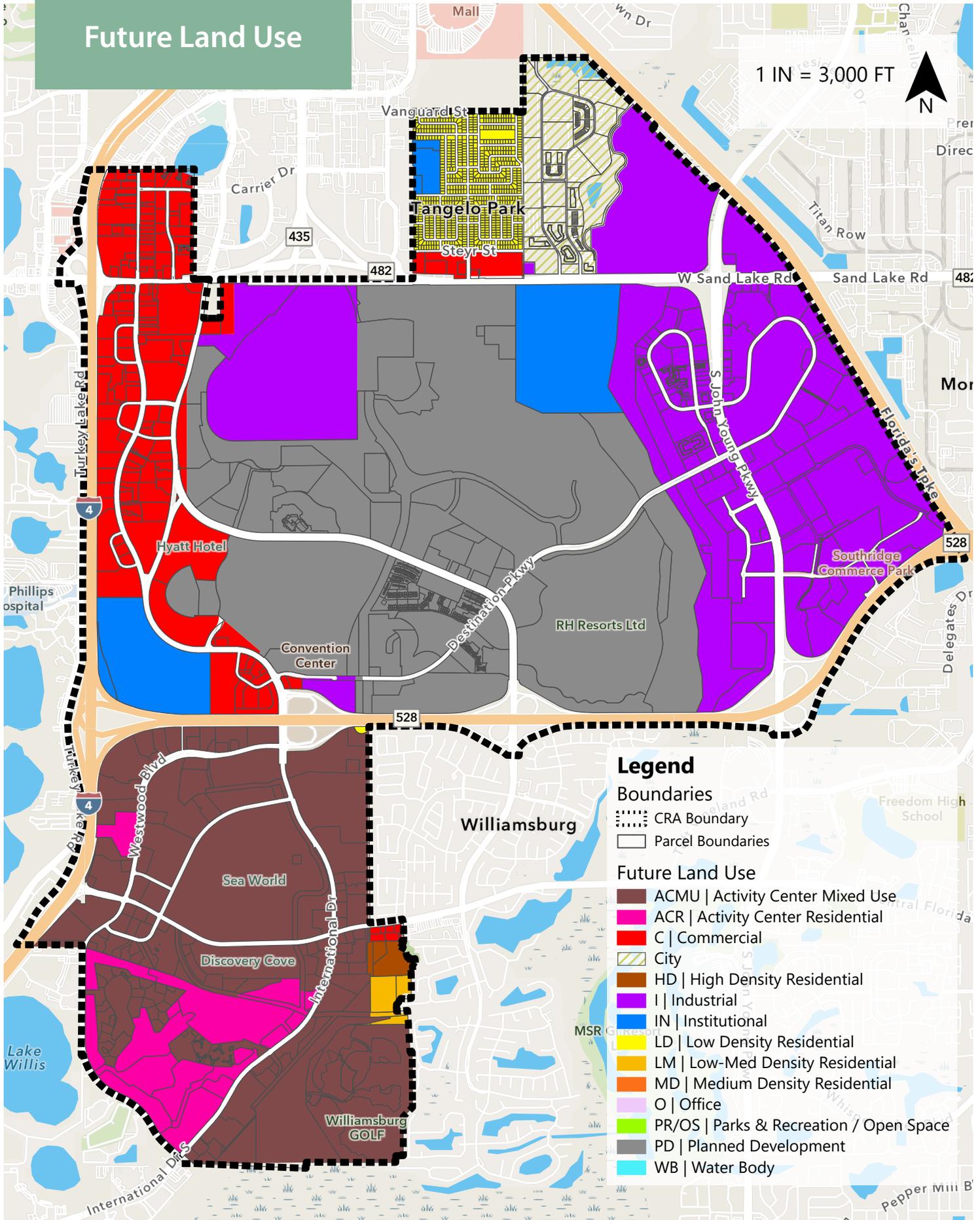
- **Activity Center Residential (ACR)** - ACR facilitates residential development in proximity to employment areas to minimize travel distances between uses. Intended to promote workforce housing for tourist-oriented employment. Establishes 50,000 square feet of non-residential neighborhood support per development. A PD is required.
  - *Density/Intensity - Up to 30 DU/AC, minimum 12 DU/AC Non-residential 10,000 SF per 125 units with a maximum of 50,000 square feet total of non-residential per development*
- **Activity Center Mixed Use (ACMU)** - ACMU is a mixture of tourist-related development and supportive residential activity. No more than 30% of a site designated ACMU shall be for residential purposes. A PD is required.
  - *Density/Intensity - Non-residential FAR 3.0; Hotel/motel lodging 60 rooms/acre; Up to 30 DU/AC with a maximum of 30% of the site in residential use*

**Figure 2.3** I-Drive CRA Future Land Use Mix



# Future Land Use

1 IN = 3,000 FT



## Legend

### Boundaries

- CRA Boundary
- Parcel Boundaries

### Future Land Use

- ACMU | Activity Center Mixed Use
- ACR | Activity Center Residential
- C | Commercial
- City
- HD | High Density Residential
- I | Industrial
- IN | Institutional
- LD | Low Density Residential
- LM | Low-Med Density Residential
- MD | Medium Density Residential
- O | Office
- PR/OS | Parks & Recreation / Open Space
- PD | Planned Development
- WB | Water Body

## Transect Analysis

As a part of the I-Drive 2040 Vision Plan, the County divided the different areas of the I-Drive CRA into sub-districts, or focus areas, that were then analyzed based on their development patterns and potential. The result of the sub-district exercise was the creation of Transect Zones. These Transect Zones are important guides for future development within the I-Drive CRA and dictate the standards for development on that lot. These transects provide the County with key linkages and areas where transit can be applied throughout the I-Drive CRA.

An analysis of the Transect Zones shows that the County expects future growth along the International Drive, Universal Boulevard, and Destination Parkway area. However, future development is being extended beyond the eastern boundary of the I-Drive Transit Feasibility and Alternative Technology Assessment (“TFATA”) study area to include sites along John Young Parkway and Sand Lake Road. Future Planned Development projects in this area include the Universal Boulevard PD/LUPA, World Design Center, and South Park Planned Developments.



For purposes of the future outlook, neither the identified transects nor the County’s planning objectives impede the pace of development or overly restrict the locational options. Because so much development is expected to be mixed use, development options may be enhanced in some segments of the I-Drive CRA.

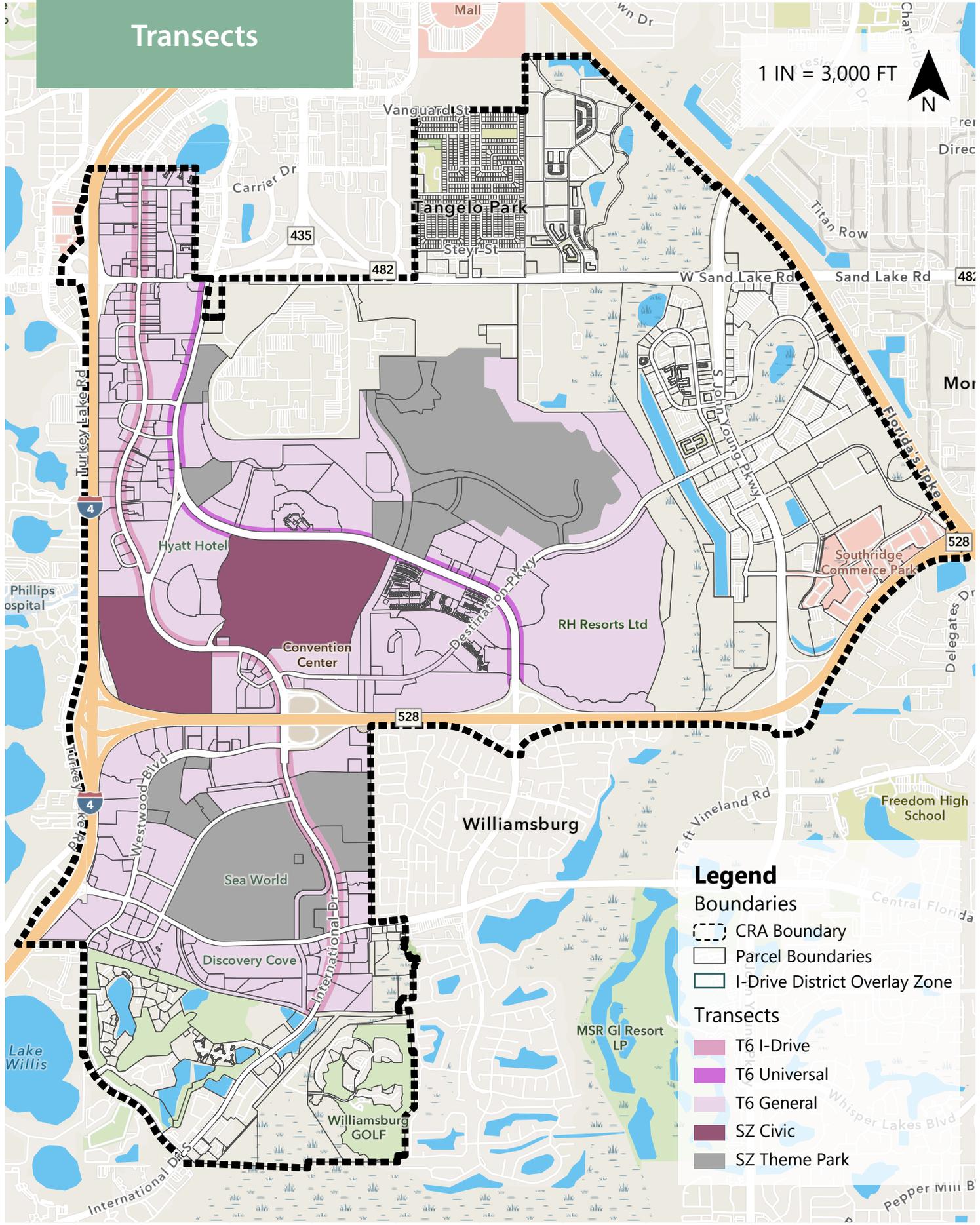
The overlay district includes the following transect zones:

- **(T6) General Transect** - Includes most of the shops and workplaces within the district, along with the public gathering spaces and residences. The Core typically allows for unlimited building height.
- **(T6) I-Drive Corridor Transect** - Like the T6 General Transect with some context sensitive standards and located within 200 feet from the right of way line of the International Drive corridor.
- **(T6) Universal Blvd Corridor Transect** - Like the T6 General Transect with some context sensitive standards and within 200 feet from the right of way line of the Universal Boulevard corridor.
- **(SZ Civic) The Special Zone Civic Transect** - Consists of uses associated with the Convention Center as well as uses such as museums and historic buildings.
- **(SZ Theme Park) The Special Zone Theme Park** - Consists of a concentration of amusement rides, hotels, retail, and their accessory uses, without open, public access.

Transect best practices identify T6 zones as the “urban core zone” or the urban area central to a region’s commercial, residential, and employment activity. T6 is the most intense zone along the rural-to-urban transect. The I-Drive District Overlay Zone differentiates the T6 zone to include distinct form and character requirements for development within 200-feet of International Drive and Universal Boulevard. The overlay district assigns a “Special Zone” to the convention center and theme parks that include uses that require additional standards or are exempt from standard transect requirements.

# Transects

1 IN = 3,000 FT



## Legend

- Boundaries**
  - CRA Boundary
  - Parcel Boundaries
  - I-Drive District Overlay Zone
- Transects**
  - T6 I-Drive
  - T6 Universal
  - T6 General
  - SZ Civic
  - SZ Theme Park

# TRANSPORTATION

The 1998 Plan centered on various transportation issues and concerns stemming from the technical findings which launched these I-Drive CRA.

Appropriately, that plan outlined a long-term solution mitigating the documented deficiencies in the I-Drive CRA and assuring improvements placed in service continued to accommodate transportation needs as the area experienced future growth.

Since the 1998 Plan was adopted, the CRA and the Board of County Commissioners have worked to see many aspects of that plan successfully completed. More, however, remains to be done as the area has matured, particularly as the larger community has become more knowledgeable and informed about technologies or programs that would improve transportation options and reduce conflicts among pedestrians, cars, and development form. Indeed, earlier funding and technical knowledge may have precluded some of the choices now available which might deliver materially improved mobility and safety.

Whatever improvements or needs are advanced specifically through the Updated Plan, the County will continue to assess the impacts of the tourism industry and to evaluate the speed at which the community's theme parks, resorts, and the OCCC return to full capacity. The immediate slowdown of activity wrought by COVID has brought some mobility relief, but that relief is only short term. More pressing, the easing stress creates economic

challenges to the financial resources that might be directed to needed improvements in the I-Drive CRA. Should future development remain stalled beyond the levels seen in the accompanying analysis, then the County and CRA will absolutely need to prioritize future transportation projects based on cost, level of service, correlation to 1998 Plan, the Updated Plan, and potential construction schedules.

To add perspective, table 2.2 represents transportation projects funded in the I-Drive CRA in the 2020-2021 budget year.

**Table 2.2** Projects Funded in FY 2020-2021

| Project                                       | FY 2020-2021 Funding Allocation |
|---|---------------------------------|
| International Drive Transit Lanes             | \$4,200,000                     |
| International Drive Transit Feasibility Study | \$100,000                       |
| Kirkman Road Extension                        | \$1,000,000                     |
| Pedestrian Safety Enhancements                | \$1,250,000                     |
| Tangelo Park Pedestrian/ Traffic Calming      | \$50,000                        |
| <b>Total</b>                                  | <b>\$6,600,000</b>              |



## Transit

As the I-Drive CRA finalizes planning and roadway studies for the construction of transit options, it will become clear how the CRA intends to utilize or modify existing infrastructure to accommodate multi-modal transit options. The 1998 Plan listed light rail as one of the larger redevelopment activities the I-Drive CRA would implement. As transit options focused on light rail changed, the plan was amended to accommodate alternative modes of movement within the I-Drive CRA. In the plan amendment of 2019, the specific activity originally associated with light rail was adjusted and reclassified simply as transit. This alteration allowed funding generated within the I-Drive CRA to be allocated to broadened forms of service and technology.

Transit options in the I-Drive CRA today are comprised of the localized I-Ride Trolley funded by the I-Drive Improvement District and regional bus service scheduled and provided by LYNX, the larger community's transit agency. Future plans look to implement a more sweeping strategy that includes a circulator at the OCCC and a Premium Transit System that offers preferred bus and curbside service. Studies underway or complete have emphasized the materially improved capacity and functionality of using these transit options or other means to link

Orlando International Airport ("MCO") and Sunrail seamlessly to the I-Drive CRA. Providing enhanced local service throughout the I-Drive CRA, while assuring opportunities to connect to MCO, Sunrail, and potentially Bright Line, is an incredibly complex planning and capital intensive effort. It is perfectly logical that prior and future funds of the I-Drive CRA would be allocated to these or similar network enhancing initiatives.

The study for the Transit Feasibility and Alternative Technology Assessment (TFATA), I-Drive Premium Transit System, is nearing completion and scheduled for an upcoming Board of County Commissioners Public Hearing. The preferred alternative entails the implementation of a Premium Bus (Bus Rapid Transit) operating within the transit lanes currently scheduled for construction in FY 22. The total estimated cost of the Premium Transit System is approximately \$60 million. The County anticipates that one half (\$30 million) of the cost would be funded through state and federal grants and the remaining costs would accrue to the County CRA as a funding source. In addition to the capital costs, the County anticipates maintenance and operating costs to be approximately \$3.4 million per year over the next 20 years.



# I-DRIVE PARCEL INVENTORY

The I-Drive CRA is comprised of many unique land uses. As the County’s principal commercial corridor, the I-Drive CRA is the organizing spine for a substantial share of the region’s tourist and visitation activity today. These include the Orange County Convention Center, many convention-oriented lodging properties, a number of moderate sized hotels, smaller themed attractions, Sea World, and the planned expansion of Universal’s Epic Universe.

In addition to the tourism and recreation uses, John Young Parkway comprises a majority of the area’s industrial and non-tourism land uses and activities. The other major uses which make up the majority of the existing land area within the I-Drive CRA consists of commercial/retail, utility/stormwater, hotel/motel, and residential. The breakdown of the existing land uses by the Department of Revenue codes provided by the Orange County Property Appraiser is represented in the following table (see Table 2.3).

The table above illustrates the capture of land use by DOR codes compared to the I-Drive CRA’s total land area. From this analysis, we can determine that of the improved land uses, commercial/retail comprises the majority of the land area within the I-Drive CRA at 23.6%, closely followed by hotel/motel and residential with 11.2% and 8.6%, respectively, of the I-Drive CRA’s total land area. In addition, utility/stormwater takes up about 19.0% of the total land area within the I-Drive CRA. Combined vacant commercial, residential, and industrial land comprise approximately 5.5% of the total land area within the I-Drive CRA, with the majority vacant industrial land.

**Table 2.3** I-Drive CRA Existing Land Use (DOR Codes)

| Existing Land Use (DOR Codes) <sup>1</sup> | Acreage | Capture       |
|--|---------|---------------|
| Agriculture                                | 156     | 2.2%          |
| Commercial/Retail                          | 1,662   | 23.6%         |
| Hotel/Motel                                | 785     | 11.2%         |
| Industrial                                 | 345     | 4.9%          |
| Office                                     | 728     | 10.3%         |
| Public/Institutional                       | 570     | 8.1%          |
| Residential                                | 608     | 8.6%          |
| Tourism/Recreation                         | 454     | 6.5%          |
| Utility/Stormwater/Misc.                   | 1,336   | 19.0%         |
| Vacant Commercial                          | 148     | 2.1%          |
| Vacant Industrial                          | 185     | 2.6%          |
| Vacant Residential                         | 55      | 0.8%          |
| <b>Total</b>                               |         | <b>100.0%</b> |

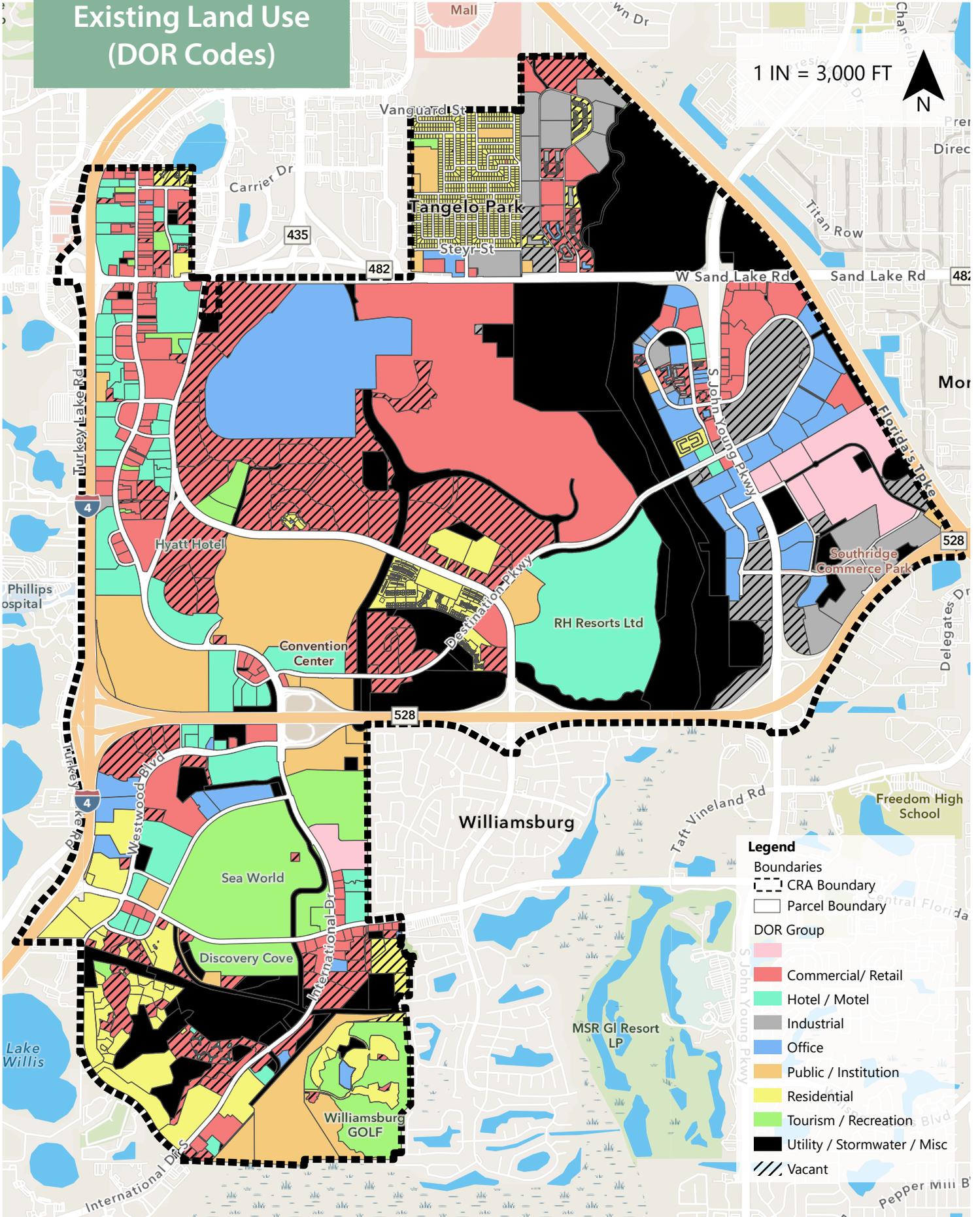
*Note: (1) FLU designations indicate the intended use and development density/intensity for a particular area. FLU designations correspond to specific zoning districts which define allowable uses and contain the design and development guidelines for those intended uses. DOR Use Codes are classification codes, the Florida Administrative Code requires Property Appraisers classify each parcel of real property to indicate its use as determined for valuation purposes. This use is reflected in the DOR Use Code applied to each real property parcel on assessment rolls.*

*While FLU designations and DOR Use Codes may be commonly referred to more generally as a property’s ‘land use,’ each serve entirely different functions. For the purposes of this Redevelopment Plan, examination of FLU designations and DOR Use Codes within their respective context to the I-Drive CRA are both relevant and necessary.*



# Existing Land Use (DOR Codes)

1 IN = 3,000 FT



## Legend

- Boundaries
  - CRA Boundary
  - Parcel Boundary
- DOR Group
  - Commercial/ Retail
  - Hotel / Motel
  - Industrial
  - Office
  - Public / Institution
  - Residential
  - Tourism / Recreation
  - Utility / Stormwater / Misc
  - Vacant

# MAJOR UNDEVELOPED SITES

As future development within the I-Drive CRA is discussed, an understanding of the major undeveloped sites play an important role in helping to determine where these future developments could or should be built. The amount of available vacant land and the existing improved properties subject to redevelopment are key indicators for potential future development sites. Currently, the I-Drive CRA has about 388.4 acres of combined total vacant land; with 0.8% residential land (54.6 acres), 2.1% commercial land (148.5 acres), and 2.6% industrial land (185.3 acres). Additionally, a redevelopment opportunity index model guides which existing improved properties are subject to redevelopment within the I-Drive CRA.

## Redevelopment Opportunity Index

The Redevelopment Opportunity Index ("ROI") was prepared using weighted values that identify potential redevelopment opportunities for properties located within the I-Drive CRA relative to all properties within that area. These redevelopment opportunities generally represent developed properties that may be in active use and are most likely 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 include:

- Property Utilization in terms of a 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 Parcels

Each of the factors above have been attributed to the residential and commercial properties within the I-Drive CRA. These factors are weighted to provide a measure between 0 and 100. Values closer to 100 reflect overall factors in favor of redevelopment and values closer to 0 reflect less favorable indicators for redevelopment. The ROI does not consider other legal, physical, or economic factors that may

influence development opportunity. For residential properties, any property obtaining a weighted index of 70 or above are considered redevelopment targets within the I-Drive CRA. Conversely, any commercial property obtaining a weighted index of 35 or above, are considered targets for redevelopment. A detailed list of the target redevelopment properties for both residential and commercial properties can be found in the Appendix which accompanies this report.

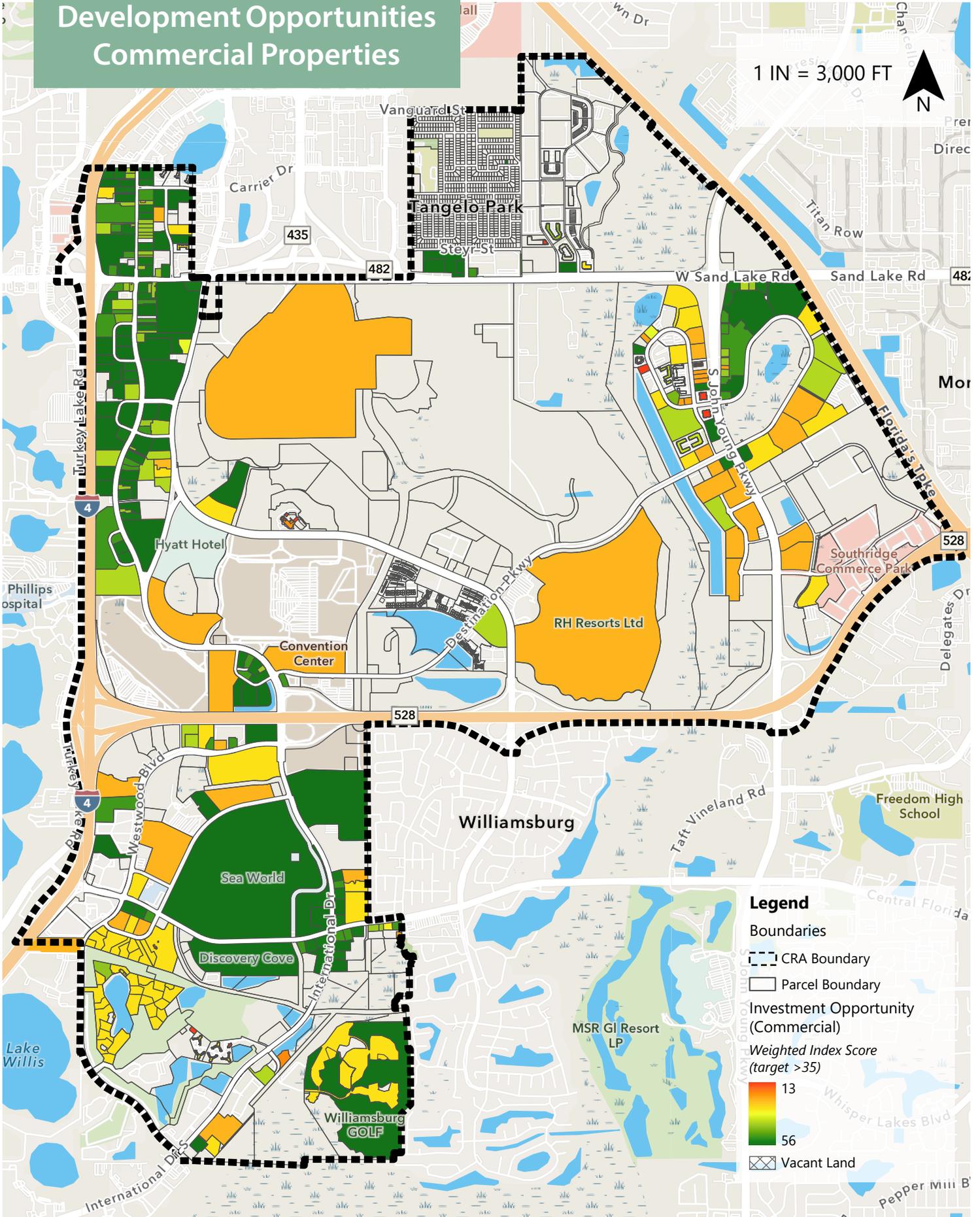
## Major Undeveloped Sites

A major undeveloped site within the I-Drive CRA is the 750-acres of land dedicated to the development of Universal's Epic Universe, south of Sand Lake Road and east of Universal Boulevard. The new park, as planned, will feature new lands, rides, shops, restaurants, entertainment center, and an adjacent hotel. Orange County and Universal have also entered into an agreement related to providing a transportation network that supports the area within and around the I-Drive CRA. Additionally, expansion plans for the North and South concourses of the Orange County Convention Center indicate there is undeveloped land near and around the Orange County Convention Center subject to development/redevelopment. In terms of residential redevelopment properties, the majority of the properties are found within the Tangelo Park neighborhood. Many of these properties were built in the 1960s, utilizing only a small portion of the total acres on the property as living area, resulting in a higher index score.

The maps on the following pages illustrated the redevelopment targets for both commercial and residential properties, as well as the vacant residential or commercial use land within the I-Drive CRA.

# Development Opportunities Commercial Properties

1 IN = 3,000 FT

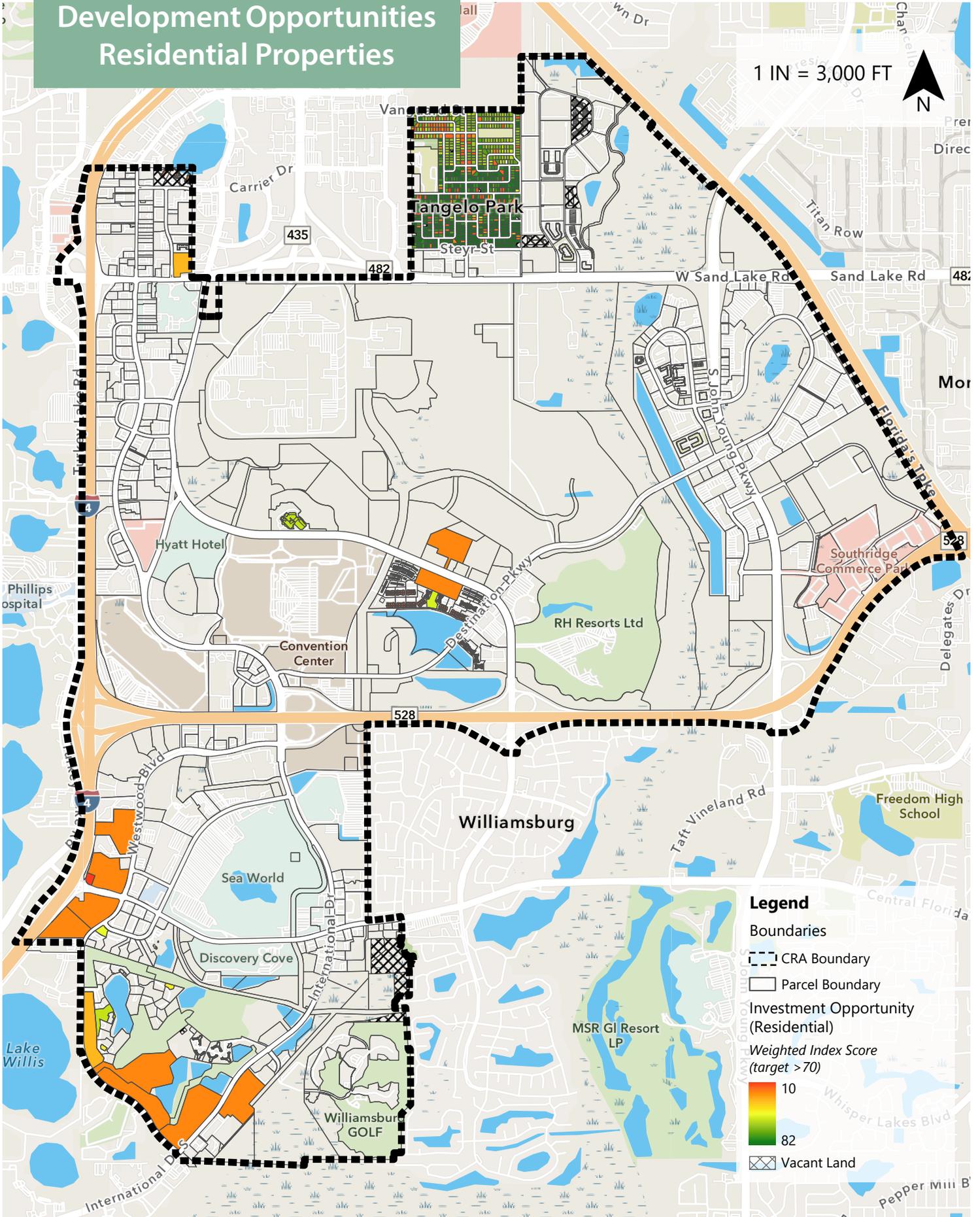


## Legend

- Boundaries
  - CRA Boundary
  - Parcel Boundary
- Investment Opportunity (Commercial)
- Weighted Index Score (target >35)
  - 13
  - 56
- Vacant Land

# Development Opportunities Residential Properties

1 IN = 3,000 FT



## Legend

- Boundaries
- CRA Boundary
- Parcel Boundary
- Investment Opportunity (Residential)
- Weighted Index Score (target > 70)
- 10
- 82
- Vacant Land

# MAJOR ASSOCIATIONS AND PARTNERSHIPS

The totality of the 2020 Plan depends on the creation of new and prospective partnerships or alliances as well as the maintenance of existing funding resources within both the public and private sectors.

Historically, Orange County has itself been a generous partner by supporting the continuance of the I-Drive CRA since it was implemented more than 20 years ago. Some projects have relied on complementary funding from the state, especially the Florida Department of Transportation (“FDOT”). Local transit service has been actively supported for many years by the creation of a Municipal Services Taxing Unit (“MSTU”) drawn from hotel, entertainment, retail, and other property owners along the I-Drive corridor.

The County has leveraged partnerships with other roadway entities to complete substantial projects in the I-Drive CRA. Each time the County accesses a partnership, the I-Drive CRA is able to leverage its TIF collections. The savings provided by these relationships are beneficial to the implementation of redevelopment activities in the I-Drive CRA in that revenue can be used on multiple projects instead of being tied up in one project for several years.

In the past, the County has worked with FDOT, Florida’s Turnpike Enterprise, and the Central Florida Expressway Authority to fund the construction of roadways and interchanges. Several projects in the I-Drive CRA benefited from this arrangement including:

- John Young Parkway/ Sand Lake Road Interchange
- I-4/Sand Lake Road Interchange
- Beach Line Interchange
- Sand Lake Road from I-4 to the Turnpike

Going forward, additional partnerships and resources must be identified and combined for newly prioritized strategic initiatives. As well as TIF available to the I-Drive CRA, it is expected that housing resources allocated to the Housing for All programs will be available in some amount. Property owned or

controlled by Orange County is expected to be made available for development. Similarly, Universal’s Epic Universe, and perhaps others, will engage directly in the support of housing through contributions of land or other resources.

The County should continue to find areas where they can use partnerships to leverage financial resources to complete redevelopment activities in the I-Drive CRA. To date, the County leveraged \$100 million by utilizing partnerships with state and local entities to share roadway costs in the I-Drive CRA. With several large-scale projects still in the pipeline, the County, and the I-Drive CRA should continue to pursue both public and private options to leverage their capital investments in transit infrastructure.

While private businesses are invested in the I-Drive CRA and are interested in bringing tourists and visitors back to International Drive, restrictions stemming from COVID-19 and proposed funding allocation constraints could limit options.



3/ THREE:

# MARKET OUTLOOK FOR THE I-DRIVE CRA

## IN THIS CHAPTER

- Market Inventory Analysis
- Population and Employment Growth
- Growth Scenarios
- Tax Increment Projections





## CHAPTER SUMMARY AND POLICY IMPLICATIONS:

The most current year's TIF proceeds are estimated at about \$20 million based on the most recent property valuations and a tax rate that has remained relatively steady. Since 1999, the tax rate has consistently been between \$4.43 and \$5.23 per thousand dollars of value since 1999. This is generally about half the full \$10.00 allowed by Florida law. In effect, while the merits of tax rate adjustments can be debated, the past rate of levy indicates room for movement if necessary.

It is almost certain the currently projected sum will be surpassed, on an average annual basis, going forward. Receipts hovered between \$7 million and \$8 million per year following the last major recession but this sum jumped to about \$16 million just a few years ago. The higher figure stems from improved valuations and development which never ceased altogether. Despite a probable economic setback in the next 1-2 years brought by COVID-19 and near term loss in property valuations, the existing trajectory and longer term prospective condition of the I-Drive CRA sustain significant financial growth with 2018 values and collections comprising a likely minimum for purposes of reference. What seems reasonably certain is that valuation losses, if they occur, will be experienced in the immediate term. If correct, the material concern in the present analysis is not annual collections in the next 1-2 years, but the period of time they will legally continue and be dedicated to the I-Drive CRA and its activities.

Against the backdrop of immediate job losses at several attractions and large resorts, any prospect of decline is a threat, especially if expectations about financial resources are unusually aggressive or fail to reflect extraordinary events. In the present case, the conclusions regarding future growth, growth rates and achievable revenues draw upon a 30 year period of observations similarly marked with periodic declines, economic distortions, unforeseeable non-economic events, and reinvigorated development. The analysis considers population, visitation, patterns of development, land availability, and changes in the character of the built environment occurring over this time.

While the focus should be the expected 2028 sunset date because of immediate revenue potential and obligations, we have prepared a longer term analysis. This outlook establishes context for the short-term projections of revenue available to the I-Drive CRA and parallels the period contemplated in the County's 2040 Vision Plan.

There are at least two notable footnotes to this analysis. The first is that the analysis ignores the manner in which any specific types of development will be distributed. There are undeveloped lands available and adequate to accommodate the forecast described with the possible exception of industrial uses which require much lower intensities than generally allowed in existing regulatory controls. In any case, while redevelopment could bring smaller parcels into the mix of market potential, this prospect is considered only implicitly. The second is that specific price points of housing are not addressed. The numbers reflected in the outlook are a projection of aggregate market activity. Specific products at defined prices or rents will be introduced in accordance with opportunities or policy interventions.

Ultimately, the analysis incorporates a somewhat lower rate of area-wide growth or expansion than has been experienced historically. On balance, the financial picture constructed for planning purposes is a conservative one, bracketed by a range of possibilities and outcomes. Again, if collections fall to levels lower than anticipated in this analysis, the declines will be experienced in the immediate term. Once more, the material concern is not the annual receipts generated but the period of time they will continue to be available for use within the I-Drive CRA for the purposes intended.

Summarizing the analysis above and detailed in the Appendix, total receipts could range from \$203 million to \$220 million through the 2028 sunset date. These figures compare to an estimated \$566 million to \$687 million accruing over the full planning period contemplated in the County's 2040 Vision Plan.



# MARKET INVENTORY ANALYSIS

The tourism industry, dominating the I-Drive CRA from an economic standpoint, shapes the future of this 2020 Plan and will itself be the primary source of future, as well as continuing, financial resources to support initiatives appropriate for the larger area. Although much of that economic base is concentrated in the smaller area defined by the I-Drive 2040 Vision Plan, the financial resources it creates are available to the larger I-Drive CRA while conferring additional financial and economic benefit to the overall community beyond the I-Drive CRA.

In no small measure, the continued development for all land uses throughout the I-Drive CRA is essential in implementing the 2020 Plan. Accordingly, in preparing the 2020 Plan, the scale of prospective development opportunities was evaluated in some detail to understand the relative magnitude of resources that could be generated over an extended planning horizon.

To achieve an informed understanding, relationships among the built environment, pace of development, land use patterns, regulatory limitations or advantages, population growth, visitation activity and other factors were considered at a comprehensive scale. What clearly emerges is that through periods of major disruptions – both of an economic and non-economic nature – at least an average annual pace of growth and development will continue and that it will be strong in comparison to other parts of the County or region. The severity of the pandemic notwithstanding, the outlook anticipates almost no growth in development or financial resources until 2022. Thereafter, a nominal pace of growth, consistent with observed patterns shown over the course of the last three decades, will occur.

As prior sections of this 2020 Plan have observed, a diverse mix of land use activities implemented in multiple areas will likely characterize future development, each with its own level of demand, its own locational needs, and its own implications for other development or change. Notably, the most substantive influences on potential demand are delays in the opening of Universal’s Epic Universe and the expansion of the Orange County Convention

Center. Both occur from the threats of the pandemic. Still, the delay of Universal is probably the more substantive variable to consider since, within some measurable variation, visitation and usage of the convention center has been relatively constant over many years.

The prospects of continued development and, in limited cases, redevelopment are the foundations of prospective TIF receipts which, when combined with other resources available to the I-Drive CRA, will be a major means of advancing implementation of the 2020 Plan. Whatever that pace of development, the gain or loss of TIF stem from a combination of change based on population, new development, and simple enhancement of the existing tax base. Each of these components were considered in this analysis which, on balance, was somewhat conservative based on prior rates of growth and change in the context of market driven opportunities throughout the larger I-Drive CRA.

This section describes the historic market trends in office, retail, industrial, multi-family, and hotel/tourism within the I-Drive CRA, as it relates to the County. This section also illustrates the key characteristics for the different market sectors as of year-to-date 2020.

A compound annual growth rate (“CAGR”) was utilized to compare historic growth rates for the various market sectors, these growth rates were subsequently utilized in formulating future development growth scenarios and projections for the I-Drive CRA area.



## OFFICE MARKET TRENDS

As of year-to-date 2020, the I-Drive CRA has approximately 4.8 million square feet of office building space in nearly 67 buildings, comprising about 7.2% of the total square feet of office space within the County. Over this same time period, the I-Drive CRA office inventory has experienced a 3.1% vacancy rate, with about 25,050 square feet of gross absorption. Comparatively, the County's office inventory has a vacancy rate of 7.8% and gross absorption of 2.6 million as of year-to-date 2020.

Over the last 20 years, 2001-2020, where data is available, the office inventory has seen a positive CAGR of 2.4%. The vacancy rate within the I-Drive CRA has fluctuated over the past 20 years, resulting in a negative CAGR of 6.8%. Additionally, the I-Drive CRA has seen a positive CAGR of 0.5% in inventory and a negative CAGR of 12.9% in vacancy, over the last 10 years. Comparatively, the County's office inventory has experienced as CAGR of 1.4% over the last 20 years. The adjacent figure illustrates the historic trends in office inventory and vacancy for the I-Drive CRA over the last 20 years (see Figure 4.1).

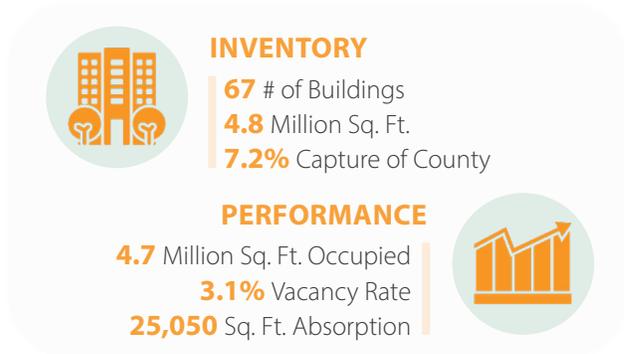


Figure 4.1 Historic Office Inventory and Vacancy



## RETAIL MARKET TRENDS

The I-Drive CRA has approximately 3.2 million square feet of retail building space in nearly 173 buildings, comprising about 4.1% of the total square feet of retail space within the County, as of year-to-date 2020. Over this same time period, the I-Drive CRA retail inventory has experienced a 6.3% vacancy rate, with about 42,720 square feet of gross absorption. Comparatively, the County's retail inventory has a vacancy rate of 4.6% and gross absorption of 1.3 million as of year-to-date 2020.

Over the last 15 years, 2006-2020, where data is available, the retail inventory has seen a positive CAGR of 1.0%. Additionally, the vacancy rate within the I-Drive CRA has resulted in a positive CAGR of 12.8% over the last 15 years. Over the last 10 years, the I-Drive CRA has seen a positive 2.0% CAGR in inventory and a negative 2.3% CAGR in vacancy. Comparatively, the County's office inventory has experienced a CAGR of 1.2% over the last 15 years. The adjacent figure illustrates the historic trends in retail inventory and vacancy for the I-Drive CRA over the last 15 years (see Figure 4.2).

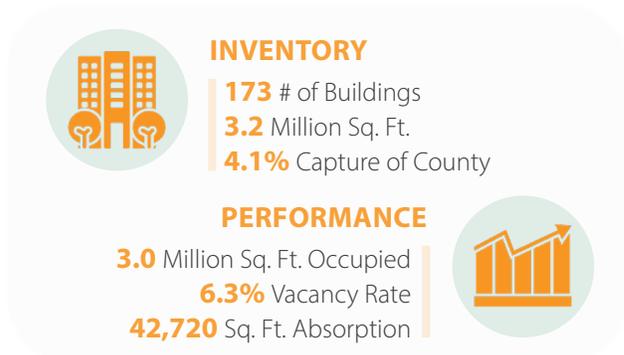


Figure 4.2 Historic Retail Inventory and Vacancy



# INDUSTRIAL MARKET TRENDS

As of year-to-date 2020, the I-Drive CRA has approximately 5.6 million square feet of industrial/flex space in nearly 82 buildings, comprising about 4.2% of the total square feet of industrial/flex space within the County. Over this same time period, the I-Drive CRA industrial/flex inventory has experienced a 7.7% vacancy rate, with about 271,630 square feet of gross absorption. Comparatively, the County's office inventory has a vacancy rate of 7.8% and gross absorption of 2.9 million as of year-to-date 2020.

Over the last 20 years, 2001-2020, where data is available, industrial/flex inventory has seen a positive CAGR of 3.5%. The vacancy rate within the I-Drive CRA has fluctuated over the past 20 years, resulting in a negative CAGR of 3.2%. Over the last 10 years, the I-Drive CRA has seen a positive 1.3% CAGR in inventory and a negative 8.9% CAGR in vacancy. Comparatively, the County's industrial/flex space inventory has experienced as CAGR of 1.6% over the last 20 years. The adjacent figure illustrates the historic trends in industrial/flex space inventory and vacancy for the I-Drive CRA over the last 20 years (see Figure 4.3).



**INVENTORY**

- 82** # of Buildings
- 5.6** Million Sq. Ft.
- 4.2%** Capture of County

**PERFORMANCE**

- 5.2** Million Sq. Ft. Occupied
- 7.7%** Vacancy Rate
- 271,630** Sq. Ft. Absorption



Figure 4.3 Historic Industrial Inventory and Vacancy



# MULTI-FAMILY MARKET TRENDS

The I-Drive CRA has approximately 4,690 multi-family residential units in nearly 14 multi-family buildings, comprising about 3.1% of the total multi-family units within the County, as of year-to-date 2020. Over this same time period, the I-Drive CRA multi-family inventory has experienced a 15.2% vacancy rate, with about 55 absorbed units. Comparatively, the County's multi-family inventory has a vacancy rate of 7.6% and gross absorption of 1,115 multi-family residential units as of year-to-date 2020.

Over the last 20 years, 2001-2020, where data is available, the multi-family residential inventory has seen a positive 5.9% CAGR. Additionally, the vacancy rate within the I-Drive CRA has also experienced a positive 10.1% CAGR over this same time frame. Additionally, over the last 10 years, the multi-family inventory and vacancy within the I-Drive CRA has seen a positive 9.4% and 11.8% CAGR, respectively. Comparatively, the County's multi-family inventory has experienced a CAGR of 2.4% over the last 20 years. The adjacent figure illustrates the historic trends in multi-family inventory and vacancy for the I-Drive CRA over the last 20 years (see Figure 4.4).



**INVENTORY**

- 14** # of Buildings
- 4,690** Units
- 3.1%** Capture of County

**PERFORMANCE**

- 3,980** Occupied Units
- 15.2%** Vacancy Rate
- 55** Absorption Units



Figure 4.4 Historic Multi-Family Inventory and Vacancy



# HOSPITALITY AND TOURISM MARKET TRENDS

As of year-to-date 2020, the I-Drive CRA has approximately 20,800 hotel rooms in nearly 43 hotel buildings, comprising about 16.6% of the total hotel rooms within the County. According to Visit Orlando, the first hotel within the I-Drive CRA area was built in 1982 with nearly 730 units. Since then, approximately 20,050 hotel units have been built within the I-Drive CRA, representing a CAGR of 9.2%. Comparatively, in the last 10 years, the hotel unit inventory within the I-Drive CRA has only experienced a 1.1% CAGR from 2011 to 2020.

According to Visit Orlando, the I-Drive CRA has an estimated average annual visitation of 1.3 million visitors, comprising approximately 20.6% of the County’s average annual visitation at 6.3 million. Over the last 5 years, 2015 to 2019, visitation within the I-Drive CRA experienced a positive CAGR of 0.3%. Comparatively, the County experienced a negative CAGR of 0.3% over this same time period. The adjacent figure illustrates the historic trends in hotel units and visitation for the I-Drive CRA over the last 9 years, where data is available (see Figure 4.5).



**INVENTORY**

- 43** # of Buildings
- 20,800** Hotel Rooms
- 16.6%** Capture of County

**AVG. ANNUAL VISITATION**

- 1.3** Million I-Drive CRA
- 6.3** Million County
- 20.6%** Capture of County



Figure 4.5 Historic Hotel Units and Visitation



# POPULATION AND EMPLOYMENT GROWTH

The inventory and tax increment projections provided in this 2020 Plan were largely driven by the Bureau of Economic and Business Research’s (“BEBR”) Projections of Florida Population by County, 2020-2045. The data provided through BEBR was utilized as the starting point for the employment and inventory projections. The analysis also considered historical and projected population and employment growth within the I-Drive CRA and the County.

## Population

As of year-to-date 2020, the population in the I-Drive CRA is estimated to be about 9,990 persons, comprising approximately 0.7% of the population captured within the County at 1.4 million persons for 2020. Over the last 10 years, 2010 to 2019, the

population within the I-Drive CRA has grown at a CAGR of 8.7%, increasing over 56.4% from the population captured in 2010. Comparatively, the County’s population was grown at a CAGR of 2.1% over this same time period, increasing 18.8% from the population captured 2010. This indicates that population within both the I-Drive CRA and the County has continued to see significant positive growth over the last decade.

## Employment

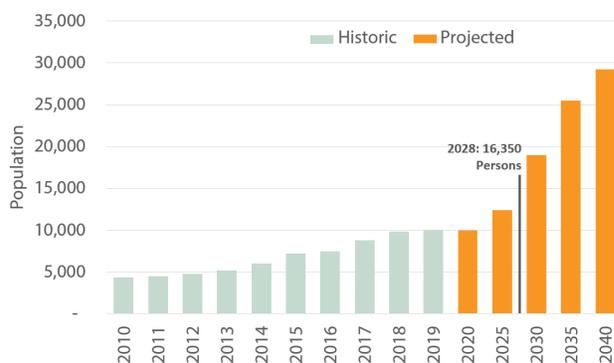
The most current employment data provided by the U.S. Census Bureau of Economic Studies for the County and the I-Drive CRA is year-end 2017. As of year-end 2017, the total employment within the I-Drive CRA was nearly 56,950 employees, comprising

approximately 6.6% of the employment captured within the County at 869,500 employees in 2017. Historically, employment within the I-Drive CRA has grown at a CAGR of 4.4% from 2008 to 2017. Comparatively, the County's total employment has grown at a 2.0% CAGR over this same time frame.

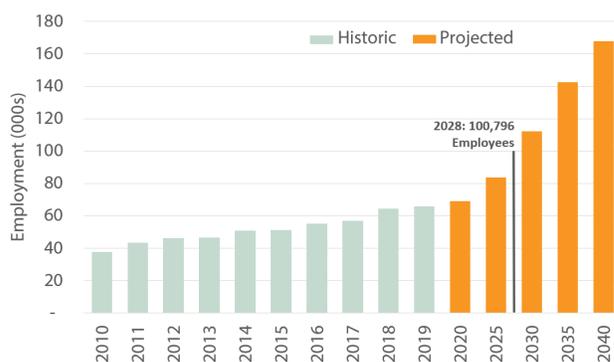
The population and employment projections through 2040 take into account the historic growth patterns within the I-Drive CRA, the total households within the nearby and surrounding area, the capture of land area as respect to land use, and the historic capture of the I-Drive CRA's population and employment as it relates to the County. Over the projected 20 year period, 2020 to 2040, population and employment are estimated to grow at a CAGR of 5.5% and 4.5%, respectively. These growth rates are comparable to what the I-Drive CRA has experienced historically, as well as taking into account future developments planned within the corridor.

The adjacent figures (see Figure 4.6 and 4.7) illustrate the historic and projected population and employment growth in the I-Drive CRA from 2010 over the next several decades.

**Figure 4.6** Historic and Projected Population



**Figure 4.7** Historic and Projected Employment



# GROWTH SCENARIOS

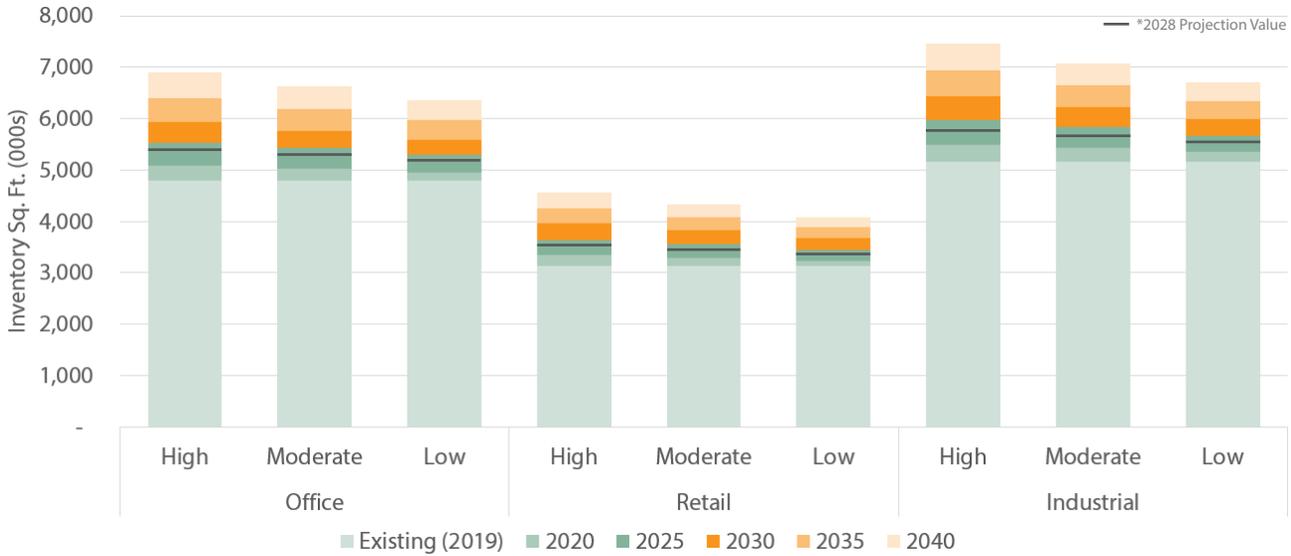
The continued development for all land uses throughout the I-Drive CRA is essential to implementing the 2020 Plan. Accordingly, in preparing the 2020 Plan, the scale of the prospective development opportunities were evaluated in some detail to understand the relative magnitude of resources that could be generated over the immediate and then an extended planning horizon.

The potential development opportunities in this 2020 Plan include high-moderate-low (“H-M-L”) growth scenarios to illustrate a range of potential development which could occur within the I-Drive CRA, through 2040, setting the stage for our estimated of increment revenue through 2028 and beyond. Our analysis suggests that the moderate scenario, on average, is the most reasonable expectation over the next few years even if conditions are very favorable to development and valuation growth over the longer-term. Each of our scenarios take into account the historical and projected population and employment growth within the I-Drive CRA as it relates to the County.

Additionally, in developing the various growth scenarios, the analysis considered the existing land use capture relative to land availability and regulatory controls, evaluated the existing market inventory and historic industry growth rates, considered the dominant role of the I-4 corridor in channeling above average rates of growth, and examined area activity and visitation relative to major destination improvements. This analysis takes a conservative approach in providing a H-M-L scenario for potential development over the next two decades. With the intent of remaining conservative, this analysis largely considered prior periods of economic disruption, evaluated pace of prior development and construction, and considered short-term and long-term economic outlooks.

The figures on the following page illustrate the H-M-L inventory projections for the various industries over the next several decades, as well as illustrating the existing inventory as of 2019. Figure 4.8 shows the relationship between commercial uses (office, retail, industrial), whereas Figure 4.9 and 4.10 illustrate projected hotel and multi-family units over the next several decades.

**Figure 4.8 H-M-L Inventory Projections through 2040 (Office, Retail, Industrial)**



Based on the above analysis, the projections indicate that there will be steady growth in office, retail, and industrial developments through the end of our projection period. As illustrated above, office is projected to add between 1.6 million to 2.1 million square feet of space over the next two decades years, with an average of approximately 310,000 to 421,000 square feet during each 5 year period. Retail

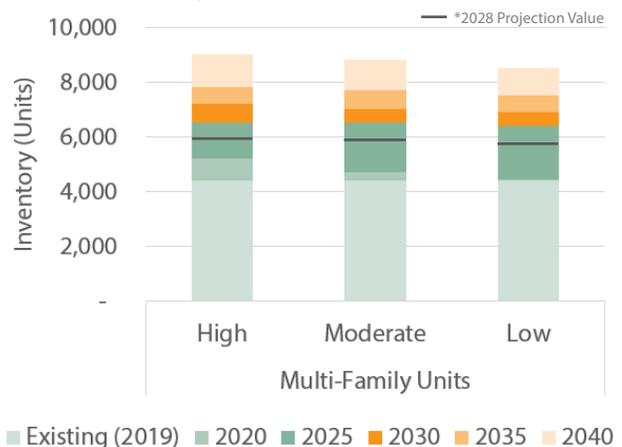
is projected to add between 0.9 million to 1.4 million square feet of space over the next two decades, with an average of nearly 191,000 to 286,000 square feet during each 5 year period. Industrial is projected to add between 1.5 million to 2.3 million square feet of space over the next two decades, with an average of 307,000 to 459,000 square feet during each 5 year period.

**Figure 4.9 H-M-L Inventory Projections through 2040 (Hotel Units)**



As illustrated above, hotel units are projected to add between 7,700 to 13,300 units over the next 20 years, with an average of approximately 1,540 to 2,660 new units each 5 year increment. The total number of hotel units are expected to increase by half of what currently exist. Multi-family units are expected to double in count over the next 20 years. This is largely due to the need for high-density residential within

**Figure 4.10 H-M-L Inventory Projections through 2040 (Multi-Family Units)**



the surrounding area. As illustrated, multi-family units are projected to add between 4,100 to 4,600 units in the next two decades, with an average of 820 to 920 units coming onto the market during each 5 year period.

Detailed tables of the H-M-L inventory projections can be located in the appendix which accompanies this report.

# TAX INCREMENT PROJECTIONS

As previously described, a diverse mix of land use activities implemented in multiple areas will likely characterize future development, each with its own level of demand, its own locational needs, and its own implications for other development or change. The prospects of continued development and, in limited cases, redevelopment are the foundations of prospective TIF receipts which, when combined with other resources available to the I-Drive CRA, will be a major means of advancing implementation of the 2020 Plan. Whatever that pace of development, the gain or loss of TIF stem from a combination of change based on population, new development, and simple enhancement of the existing tax base. Each of these components were considered in this analysis.

## Revenue Projection Model

Based on prior rates of growth and change in the context of market driven opportunities throughout the larger I-Drive CRA, the Revenue Projection Model takes a conservative approach in providing a high-moderate-low scenario for tax increment over the next two decades.

With the intent of being conservative, the Revenue Projection Model does not assume growth in taxable value for current properties and new development until 2022, largely due to the effects of COVID-19 on the national, state, and local economy. Additionally, as new development comes onto the market, vacant acres dedicated to that specific land use are absorbed and taxable value is collected for only the improved development. As multi-family developments are built, the analysis assumes that 15% of these developments are absorbed into vacant residential land as condos and town-homes, whereas the remaining 85% are absorbed into the commercial vacant land as multi-family units. This is largely due to the idea that the majority of new multi-family development will likely be constructed as a mixed-use development.

The following table (see Table 4.1) represents the taxable value (“TV”) per acre/unit for the specified land uses based on historical taxable value data provided for the I-Drive CRA.

Utilizing these historic taxable values for the specific land uses, the Revenue Projection Model assumes all new development is adjusted 25% for land and right-

**Table 4.1** Historic Land Use TV per Acre/Unit

| Land Use                           |                | Taxable Value (000s) |
|------------------------------------|----------------|----------------------|
| Vacant Land                        | Residential    | \$7 per ac           |
|                                    | Commercial     | \$374 per ac         |
|                                    | Industrial     | \$161 per ac         |
| Universal’s Epic Universe Property | Existing       | \$116 per ac         |
|                                    | Full Build-Out | \$3,201 per ac       |
| Improved Properties                | Hotel          | \$2,273 per ac       |
|                                    | Office         | \$1,024 per ac       |
|                                    | Retail         | \$1,918 per ac       |
|                                    | Industrial     | \$691 per ac         |
|                                    | Multi-Family   | \$145 per unit       |

of-way. Additionally, multi-family is assumed to be developed at a 45 dwelling unit per acre (“DU/AC”), whereas new development for hotel, office, retail and industrial is assumed to be built with an FAR of 2.0, 3.0, 3.0, and 0.3, respectively.

In addition, the most substantive influences on potential demand are delays in the opening of Universal’s Epic Universe from the threats of the pandemic. The Revenue Projection Model takes an extremely conservative approach in projecting taxable value incurred from the Universal’s Epic Universe development. The analysis assumes the existing properties at the Universal’s Epic Universe site remain vacant until full build-out in 2028, utilizing the historic taxable values based off the existing Universal’s Epic Universe Theme Park located across I-4. It is assumed that Universal’s Epic Universe, at full build-out, will include approximately 100 acres for theme park, 55-70 acres of auxiliary space, 100-150 acres of dedicated hotel space, and the remaining acreage will be surface parking and landscape buffering.

The Revenue Projection Model illustrates various tax increment scenarios based off the high-moderate-low (“H-M-L”) inventory projections as previously discussed within the report. The H-M-L scenarios assume a different growth rate in taxable value for each specific land use, current improved land,

existing vacant land, and new development. The adjacent figures illustrate the H-M-L tax increment collected annually (see Figure 4.11), and in the short and longer terms (see Figure 4.12), as well as illustrating the historic collections to provide a frame of reference. Conservatively, the Revenue Projection Model assumes changes in growth rates occur within a 24-month cycle following the effects of the recession, assuming no growth in taxable value for current properties and new development through 2022. The following growth rates were applied to the Revenue Projection Model to predict effects on taxable value through 2040 for current improved land, existing vacant land, and new development:

- 2022 – 2025 Growth Rate: 0.5% – 2.5% (L–H)
- 2026 – 2040 Growth Rate: 1.0% – 3.0% (L–H)

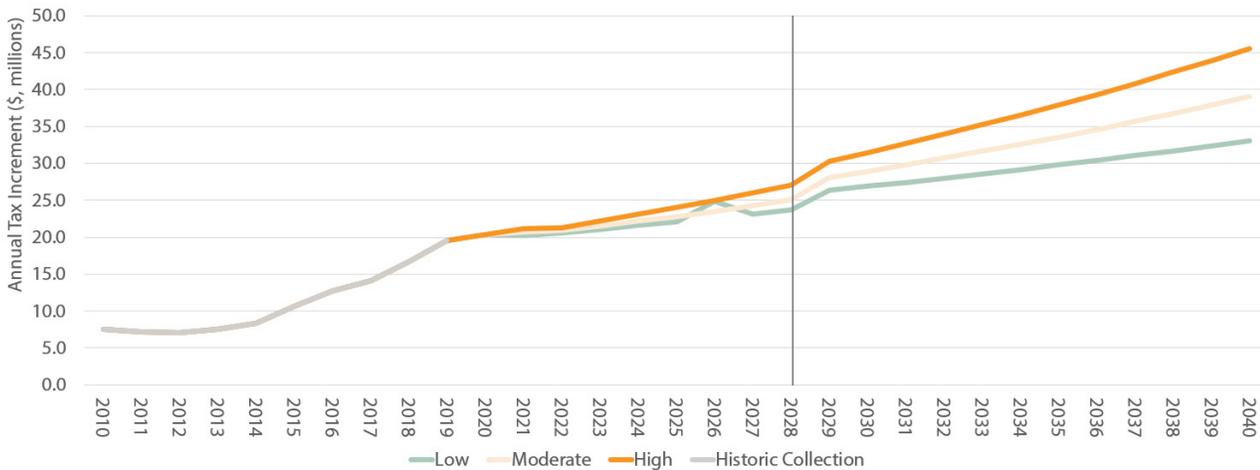
It is estimated that the H-M-L tax increment projections will bring in approximately \$203.7 to \$220.1 million in increment through 2028, with an

average annual increment collected projected to be about \$22.6 million in the low scenario. The area has the potential to generate, in total, as much as \$566.0 to \$687.1 million in additional receipts between now and 2040.

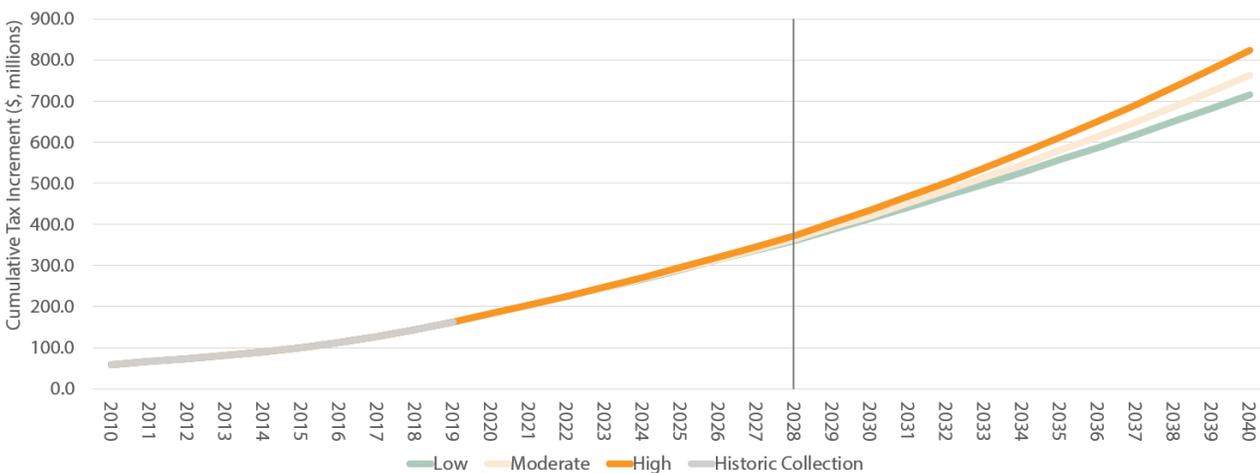
Over the full planning period, our analysis reflects an average annual rate between 2.5% – 3.9%. By comparison, the historic tax increment average annual growth rate for the I-Drive CRA between 2000 and 2019 was about 13.3%, which is significantly greater than the projected tax increment growth rate estimated in each of the Revenue Projection Model scenarios.

Detailed tables of the H-M-L scenarios from the Revenue Projection Model can be located in the appendix which accompanies this report.

**Figure 4.11 H-M-L Annual Tax Increment Collections (2010-2040)**



**Figure 4.12 H-M-L Cumulative Tax Increment (2010-2040)**



4/ FOUR:

# STAKEHOLDER FEEDBACK AND BASIS FOR THE COMMUNITY REDEVELOPMENT PLAN



## IN THIS CHAPTER

- Approach



## CHAPTER SUMMARY AND POLICY IMPLICATIONS:

The opinions and ideas of several interest groups and stakeholders are reflected in this Updated Plan, although the genesis of many recommendations connects to ongoing interaction or feedback occurring over the course of several years as the Plan was made, amendments were entertained, and the I-Drive 2040 Vision Plan was completed.

Chapter 163 prescribes only limited public interaction, legally satisfied by a public hearing in the course of the formal adoption process. In the current case, older ideas or strategies were reconfirmed either through meetings or through surveys. The feedback of residents in Tangelo Park were especially important because this neighborhood represents a major percentage of the permanent population residing within the I-Drive CRA and includes the largest concentration of existing housing. The ideas or findings of the Tangelo Park residents were further affirmed through a survey distributed to people working or employed in the I-Drive CRA.

While the transportation focus of the 1998 Plan remains, new elements are introduced and emphasized in this Updated Plan. The recommendations involving diversity of housing, public safety and various beautification efforts benefit the entire I-Drive CRA, much like the continuing transportation activities. The contents of these recommendations and their intended application for the future, however, derive in large part from the needs and sentiments of current residents, including members of the Tangelo Park community.

Effectively, the business and property priorities and strategies of the Updated Plan do not deviate from the 1998 Plan. The Updated Plan continues the transportation projects originally envisioned, adds additional elements to those projects or programs, and offers some enhanced fiscal assurances these or similar improvements will be implemented.

# APPROACH

In concert with the Orange County staff, the Community Solutions Group of GAI Consultants assisted in soliciting input from the key stakeholders most impacted by the updated Plan's initiatives. Three stakeholder groups were identified and included the I-Drive CRA Advisory Board, the I-Drive Vision 2040 Steering Committee, the residents of the Tangelo Park neighborhood, and persons working or employed in the I-Drive CRA. The engagement approach incorporated the following:

- Updating each group on the history of the CRA and the status of current projects and programs
- Educating the stakeholder groups on additional programmatic options for future increment revenue expenditures
- Describing the plan update and amendment process
- Soliciting input based on the presented information
- Documenting, compiling, and validating input

Initial meetings with the groups were held during the months of July, August, and September. Special attention was paid to the Tangelo Park solicitation process incorporating a mailed survey, in both Spanish and English, to each home address. The survey results were returned in early October, with over 14 %, returned from the 800+ mailed out. The results of the survey were tabulated and provided guidance in determining recommended resource allocation in the Plan's final draft.

A similar survey was distributed to persons working or employed in the I-Drive CRA. Survey questions generally addressed the following:

- Neighborhood infrastructure improvements (sidewalks, street lighting, drainage, etc.)
- Overall safety perception of neighborhood
- Safety of children going to and from school
- Enhanced transportation options for residents
- Need for more senior programs
- Need for more children/youth programs

- Need for programs specifically addressing home ownership
- Desire for more beautification projects (entrance/gateway features, public spaces, etc.)
- Taking advantage of school programs
- Taking advantage of YMCA programs

The results of the survey distributed to residents indicated that the top three priorities were:

1. Desire for upgraded neighborhood infrastructure
2. Enhanced neighborhood beautification projects
3. Children’s safety to and from school

The survey distributed to workers and employees within the I-Drive CRA confirmed and emphasized similar priorities. Both surveys and their detailed results are provided in the Appendix.

The results were provided to representatives of the CRA Advisory Board as well as the 2040 Vision Steering Committee to provide additional opportunity for input prior to drafting the updated planning document. Over the summer and fall of 2020 the stakeholder engagement process included, not only the I-Drive CRA Advisory Committee and the I-Drive 2040 Steering Committee, but also the I-Drive Chamber of Commerce, representatives of the Tangelo Park Civic Association Board, the Universal Boulevard Property Association, as well as the county’s internal departments.

These additional contacts and meetings well exceeded the minimal legal requirements prescribed by F.S. Chapter 163 (III) permitting the opportunity for community feedback, elaboration on ideas, and greater access to decision makers.



5/ FIVE:

# KEY ISSUES AND OBJECTIVES



## IN THIS CHAPTER

- Key Objectives



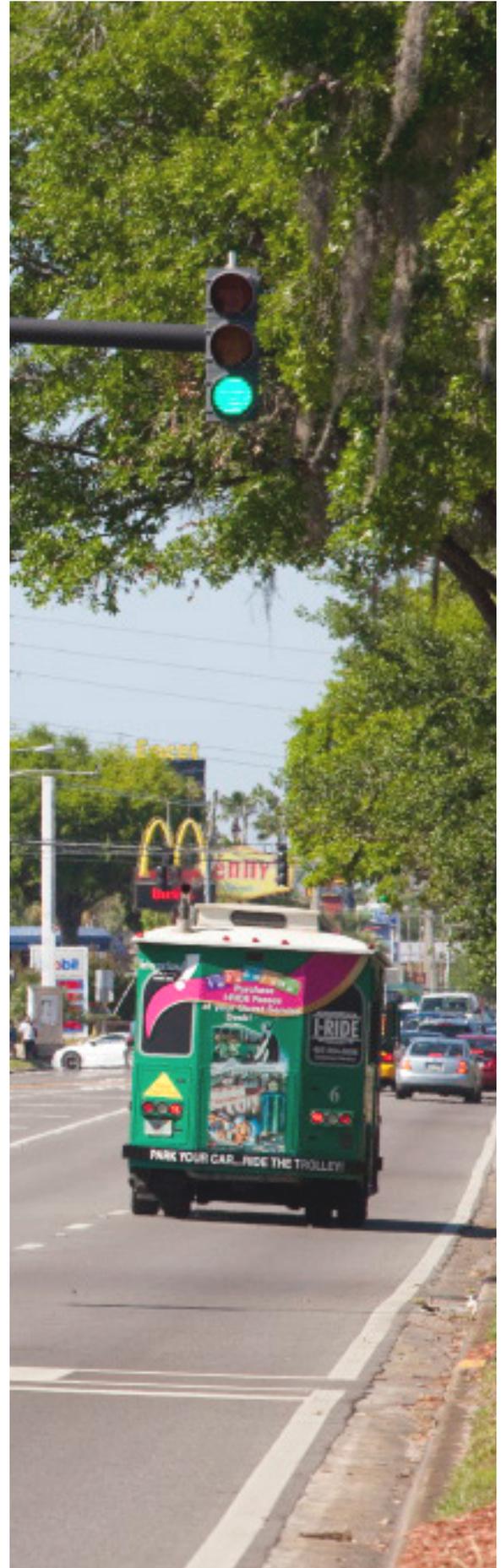
## CHAPTER SUMMARY AND POLICY IMPLICATIONS:

While preservation of key infrastructure is essential to sustaining the vitality of the tourism industry within the I-Drive CRA and beyond, elected leaders, public input, analysis, and other actions or plans being advanced by Orange County have determined the desirability of directing resources to housing. Housing fulfills an obvious social need. Its availability conveys to the affected work force that its input and labor are significant contributors to the output provided by the tourism industry. Further, as described elsewhere in this Updated Plan, there is observable linkage between jobs and housing highly dependent upon, and continuously interacting with, all transportation options.

As the I-Drive CRA evolves and matures, especially in response to the presence of Universal's Epic Universe and other major projects, it is apparent that housing in all price points must be made available in some proximity to the employment and economic opportunities throughout the I-Drive CRA. In this portion of Orange County, housing is generally in short supply. That housing which is available is expensive relative to incomes and job categories, in need of maintenance and preservation, and historically difficult to implement within the confines of the existing regulatory framework.

This Updated Plan, complemented by other plans and initiatives, is directed to these particular needs and issues in a thoughtful way. Toward achieving a jobs/housing balance that would relieve some stress from the surface transportation system, an emphasis on expanded housing options assures a nearby workforce is connected with a significant regional concentration of jobs.

There are compelling sustainability reasons to diversify the nature of these jobs, without dislodging the tourism activity that is the foundation of the existing economy in this region. These are not irreconcilable objectives. In effect, housing, jobs, and job access are dimensions of the community's economy that assure the tourism segment remains vital and competitive. At least for the foreseeable future, that segment, although largely concentrated in limited parts of the I-Drive CRA, has spillover benefits and advantages for the remainder of Orange County that must be preserved.



# KEY OBJECTIVES

The issues listed below are derived from our conversations, other plans, and the data utilized. The analysis and feedback suggest a variety of objectives that are the essential elements of the 2020 Plan's structural framework, further detailed in Table 5.1 on the following page:



**1.** Land uses and transportation systems must be coordinated with each other to assure maximum connectivity and mobility, both for residents, employees, employers, and the visiting population which are essential to sustain the tourist economy of this region. The zoning and other development regulations should promote walkability, connectivity, mixed-use and density of housing products and commercial space.



**2.** All travel options developed or encouraged throughout the I-Drive CRA, must reflect pedestrian, conventional surface, and mass transit modes that are accessible, convenient, safe, and pleasant.



**3.** There must be variety in housing options at all price points to enhance the work/home connection or relationship, assure diversity in land use, and aid transportation functionality. As an essential part of this objective, existing neighborhoods must retain their inventory of housing even as other areas outside these neighborhoods grow in value of desirability for competing uses.



**4.** New and additional employment opportunities must be encouraged while sustaining the existing base of employment.



**5.** To complement conventional tourist activity, there should be a broad spectrum of cultural events, institutions, businesses, and educational or social programs within the I-Drive CRA, further reinforcing the diversity of populations, coordination among land uses, and enhancing access to social options in discrete settings.



**6.** Streets, supporting infrastructure, buildings, or facilities, as well as other improvements should be designed, constructed, improved or maintained to aesthetic or visual standards established by the County's development regulations. Attention should be directed to major gateway locations and other settings where the public and private realms interact.

**Table 5.1** Proposed Funding Allocation based on Total Projected Cost (dollars in thousands, 000s)

| Major Activity or Focus <sup>(1)</sup>                                  | Total Projected Cost     | Cumulative Projected Cost  | Key Objectives <small>(Refer to pg. 65)</small> |   |   |   |   |   |
|---|--------------------------|----------------------------|---|---|---|---|---|---|
|   |                          |                            | 1   | 2 | 3 | 4 | 5 | 6 |
| <i>Transportation:</i>  |                          |                            |   |   |   |   |   |   |
| Roadway Improvements  | \$148,000                | \$298,800                  | X   | X |   |   |   | X |
| Transit Capital and Operations  | \$118,000 <sup>(2)</sup> |                            | X   | X |   |   |   | X |
| Pedestrian Mobility and Safety  | \$26,700                 |                            | X   | X |   |   |   | X |
| Technology and Sustainability   | \$6,100                  |                            | X   | X |   |   |   |   |
|   | \$298,800                |                            |   |   |   |   |   |   |
| <i>Affordable and Attainable Housing:</i>                               |                          |                            |   |   |   |   |   |   |
| Housing for All Tangelo Park  | \$2,500                  | \$326,800                  | X   | X | X | X | X | X |
| Housing Infill Opportunities  | \$3,000                  |                            | X   | X | X | X | X | X |
| I-Drive Catalytic Site  | \$22,500                 |                            | X   | X | X | X | X | X |
|   | \$28,000                 |                            |   |   |   |   |   |   |
| <i>Economic Development:</i>  |                          |                            |   |   |   |   |   |   |
| Economic Diversification  | \$3,000                  | \$334,800                  | X   |   |   | X |   |   |
| Employment Training   | \$5,000                  |                            | X   |   |   | X |   |   |
|   | \$8,000                  |                            |   |   |   |   |   |   |
| <i>Community, Cultural and Institutional Programs:</i>                  |                          |                            |   |   |   |   |   |   |
| Youth and Senior Programs and Projects                                  | \$5,000                  | \$341,800                  | X   |   |   |   | X | X |
| Neighborhood Enrichment   | \$2,000                  |                            |   | X |   |   | X |   |
|   | \$7,000                  |                            |   |   |   |   |   |   |
| <i>Beautification and Aesthetics:</i>                                   |                          |                            |   |   |   |   |   |   |
| Gateways, Medians, Landscaping and Other Design Projects <sup>(3)</sup> | \$17,000                 | \$358,800 <sup>(4,5)</sup> |   |   |   |   | X | X |
|   | \$17,000                 |                            |   |   |   |   |   |   |

Notes: (1) All initiatives would promote the efficient use of natural resources by incorporating green building practices and capitalizing on local assets. (2) \$98M from the I-Drive Premium Transit System assumes a 50/50 Federal/State funding match. (3) The Sand Lake Road/I-4 Interchange Enhancements assumes maintenance of \$750K/year. (4) Some of the projects listed above will require funding past 2028. (5) Total revenue to 2028 capped at \$22M/year is estimated to be about \$255M.

Toward fulfillment of these six objectives, the plan anticipates programs or activities that support housing at all price points, focused attention on attainable and affordable housing, mixed use that aids in the integration or diversification of activities but in particular housing, improved job/housing balances and neighborhood preservation or enhancement programs. The Updated Plan recognizes in particular the regulatory challenges, planning difficulties, and costs of fulfilling housing needs in an environment largely desirous of mixed-use development.

Programming or activity directed toward related objectives could include staff assistance to solicit or aid developers, loan assistance, loan guarantees, direct incentives, regulatory support, grants, grant sponsorship, assistance securing grants or monetary resources, regulatory assistance, land assembly and acquisition, rent support, provision of related infrastructure, payment of fees, consulting assistance correlated with related studies or matters, or other initiatives that result in lowered cost of housing or shared cost of development such that a complete housing strategy is advanced in accordance with the recently adopted Housing for All Plan.

Given housing's importance to general policy objectives, the 2020 Plan anticipates no exclusions to financially or programmatically assisting permanent housing of any kind or mix subject to detailed criteria which will be determined. However, it is not the objective of this plan to introduce housing for seasonal residents or to promote vacation rentals in the guise of conventional multi-family development that would otherwise be oriented to permanent residents and the local labor force. Those uses or activities should be discouraged within the legal means to do so, especially in the areas or neighborhoods defined by the I-Drive 2040 Vision Plan, while simultaneously preparing an immediate action strategy with detailed policies and criteria by which lands, projects, programs, or initiatives will be eligible for TIF resources and may further benefit from specific partnerships with agencies, individuals, or organizations committed to similar principles.

Finally, the Updated Plan also recognizes that Universal's Epic Universe is itself proposing to build

about 1,000 attainable housing units. While these could count toward general goals and housing counts of this Updated Plan, they will not be incentivized through the CRA.

In terms of transportation, the 2020 Plan acknowledges the importance of prior commitments to infrastructure, especially transportation and anticipated direct financial support as a means of enhancing mobility generally, sustaining the area's tourism activity specifically, linking housing with jobs and support services, aiding connectivity, and broadening options to include improved mass transit or similar modes and to assure safe, walkable, and appealing pedestrian movement.

The neighborhoods preserved and protected to assure the sustainability of their housing stocks will be targeted for special assistance in the context of the overarching objectives described. The associated programs and activities could involve beautification, selected neighborhood improvements or rehabilitation programs, sidewalk construction, improved public safety, enhanced signage, improved regulatory controls and increased emphasis on neighborhood identify. These programs or activities could include social or cultural programs targeted to neighborhood residents and others residing in the I-Drive CRA, especially the young and the elderly.

Both the preservation of neighborhoods, as well as employment opportunities for those residing there are central to this Updated Plan. Although tourism remains a foundation of this Updated Plan, residents of the I-Drive CRA should be positioned or prepared for other options.

Training improves existing skills and job performance while enhancing potential for other jobs. Assuring transportation to concentrations of jobs is a distinct benefit to area residents. At the same time, programs, or actions specifically contemplating aid to solicit or stabilize economic diversification would be implemented. The latter could include programs or resources comparable to those used in the course of normal economic development activities. Including grants, loans, other inducements as well as staff and consultant assistance could also prove beneficial.

6/ SIX:

# PROPOSED FUNDING ALLOCATION

## IN THIS CHAPTER

- 1998 Plan Proposed Funding Allocation
- Proposed Funding Allocation





## CHAPTER SUMMARY AND POLICY IMPLICATIONS:

While preservation of key infrastructure is essential to sustaining the vitality of the tourism industry within the I-Drive CRA and beyond, elected leaders, public input, analysis, and other actions or plans being advanced by Orange County have determined the desirability of directing resources to housing.

Housing fulfills an obvious social need. Housing availability conveys to the affected work force that its input and labor are significant contributors to the output. Housing complements other transportation and land use policies.

Consequently, the proposed funding allocation of the Updated Plan anticipates a major commitment to shelter and related expenditures, allocating financial resources sufficient to induce or encourage some approximately 1,600 units at attainable price points. While achievable, this number of units will be a major challenge given competing demand on available land and the challenges of mixed-use development.

The 1998 Plan introduced a series of transportation improvements throughout the I-Drive CRA. As the 1998 Plan was amended in later years, the cost estimates were updated to reflect any changes. The chronology of those original projects and costs is the beginning point for evaluating additional projects and program costs, understanding the potential for

material variation in costs over time. The projects funded by TIF have not only grown in cost but have embraced new technologies and approaches to maximize the benefit of the dollars committed to the I-Drive CRA. While previously transportation fund items have been retained, this Updated Plan emphasizes the near term challenges of managing a potential short-fall in TIF support compared with the likelihood of adequate funds over an extended timeline.

In the short term, defined as the current 2028 sunset date, it will be difficult to honor new and desirable objectives within the I-Drive CRA while also achieving prior transportation commitments so those choices will have to be made. The challenge is exacerbated by the prospect of TIF declines in the next 1-2 years. The history of the I-Drive CRA points to the need to allocate funds responsibly while recognizing the possibility that all goals may not be reached.

Cognizant to that possibility, this 2020 Plan anticipates a very modest level of revenues going forward derived from conservative assumptions. It is likely that project costs, estimated today, could involve program, policy, or financial commitments beyond the 2028 sunset date.

# 1998 PLAN PROPOSED FUNDING ALLOCATION

The following tables (see Table 6.1 and 6.2) illustrate and summarize how the 1998 Plan envisioned its obligations. The two tables together capture the chronological progression of cost estimates for transportation redevelopment activities from 1998 through 2019, early 2020, and beyond. The presumption is that some, but certainly not all, of these would be addressed by the current 2028 sunset date. As planning continues, some of these projects will have less priority and could be removed.

These cost estimates serve as a benchmark for the CRA and Board of County Commissioners when

making decisions about the Updated Plan and funding allocations within that Updated Plan.

Transportation initiatives with the largest cost estimates from 1998 to 2019 include these:

- Sand Lake Road
- Transit and Bus Lanes
- Pedestrian Enhancements
- John Young Parkway/Sand Lake Road Interchange

- Canadian Court (Destination Parkway)/John Young Parkway Connector
- Kirkman Road Extension

System, Tradeshow Boulevard, and the I-Drive/Sand Lake Road Pedestrian Bridge.

The remaining redevelopment activities listed in table 6.2 are currently not funded, but the Intelight Adaptive Traffic Signal System that is replacing the SCOOT system could be considered as an ongoing project under the Sequencing of Signals.

Of the future redevelopment activities in or identified by the 1998 Plan, the County has funded studies for the following activities: the I-Drive Premium Transit

**Table 6.1** Chronological Cost Estimates for Proposed I-Drive CRA Redevelopment Activities (1998-2019)

| Redevelopment Activity                   | Year Added | Location                                 | Estimated Cost (000s) <sup>1</sup> |                  |                  |                  |
|--|------------|--|------------------------------------|------------------|------------------|------------------|
|  |            |  | 1998                               | 2006             | 2009             | 2019             |
| BeeLine Interchange                      | 1998       | New Interchange east of Existing         | \$30,000                           | \$0              | \$0              | \$0              |
| Sand Lake Road                           | 1998       | I-4 to Turnpike                          | \$15,000                           | \$60,000         | \$60,000         | \$60,000         |
| Central Florida Parkway                  | 1998       | Turkey Lake Road - Waterford Court       | \$7,000                            | \$7,000          | \$7,000          | \$7,000          |
| International Drive North                | 1998       | Sand Lake Road - Carrier Drive           | \$700                              | \$700            | \$700            | \$700            |
| International Drive                      | 1998       | Westwood Blvd (S) to Westwood Blvd (N)   | \$9,500                            | \$9,500          | \$9,500          | \$9,500          |
| Light Rail (Transit)                     | 1998       | Throughout CRA                           | \$22,000                           | \$42,000         | \$42,000         | \$42,000         |
| John Young Parkway                       | 1998       | Turnpike to the Beach Line               | \$15,000                           | \$8,800          | \$8,800          | \$8,800          |
| Pedestrian Enhancements                  | 1998       | Throughout CRA                           | \$7,000                            | \$19,000         | \$19,000         | \$19,000         |
| Public Access Overpass (1/3 CRA)         | 1998       | Westwood Drive to Convention Center      | \$2,500                            | \$2,500          | \$2,500          | \$2,500          |
| Sequencing of Signals                    | 1998       | Fiber-optic improvements within CRA      | \$1,000                            | \$1,000          | \$1,000          | \$1,000          |
| TSM and Traffic Calming                  | 1998       | Throughout CRA                           | \$5,000                            | \$5,000          | \$5,000          | \$5,000          |
| Universal Blvd Extension                 | 1998       | Realignment of existing Universal Blvd   | \$15,000                           | \$15,000         | \$15,000         | \$15,000         |
| Canadian Court/John Young Pkwy Connector | 2006       | International Drive - John Young Parkway | \$0                                | \$35,000         | \$35,000         | \$35,000         |
| John Young Pkwy/Sand Lake Rd Interchange | 2006       | New Interchange                          | \$0                                | \$52,500         | \$52,500         | \$52,500         |
| Mandarian Drive Extension                | 2006       | Sand Lake Road to International Drive    | \$0                                | \$8,500          | \$8,500          | \$8,500          |
| I-Drive Transit/Bus Lanes                | 2009       | International Drive Area                 | \$0                                | \$0              | \$23,000         | \$23,000         |
| Kirkman Road Extension                   | 2019       | Sand Lake Rd - Universal Blvd            | \$0                                | \$0              | \$0              | \$60,000         |
| CRA Incentive                            | 2019       |  | \$0                                | \$0              | \$0              | \$40,000         |
| Tradeshow Blvd.                          | 2019       | Universal Blvd - Destination Parkway     | \$0                                | \$0              | \$0              | \$16,000         |
| <b>Total Cost Estimates (000s)</b>       |            |  | <b>\$129,700</b>                   | <b>\$266,500</b> | <b>\$289,500</b> | <b>\$405,500</b> |

Notes: (1) Not all of the above projects were funded by the I-Drive CRA.

**Table 6.2** Cost Estimates for Future and Unfunded Redevelopment Activities within the I-Drive CRA

| Future Activity   | Limits/Scope  | Preliminary Estimated Cost |
|---|---|----------------------------|
| I-Drive Premium Transit System                                    | International Drive; Universal Blvd; Via Mercado; Destination Parkway; Tradeshow Blvd | \$91-103M <sup>(1)</sup>   |
| International Drive/Sand Lake Road Pedestrian Bridge              | Elevated pedestrian crossing - feasibility being evaluated; partnership anticipated   | \$15-20M                   |
| Intelight Adaptive Traffic Signal System (replacing SCOOT system) | International Drive, Universal Blvd, Central Florida Pkwy                             | \$2.1M                     |
| Upgraded Fiber Optic Communication Network                        | New fiber optic trunk link along Universal Blvd                                       | \$0.4M                     |
| Sand Lake Road/I-4 Interchange Enhancements                       | Landscape/Hardscape Maintenance   | \$0.8-1M <sup>(2)</sup>    |
| Wayfinding/Gateway Signage  | Throughout Area   | \$1.8M <sup>(3)</sup>      |
| <b>Total Cost Estimates</b>                                       |   | <b>\$111–128M</b>          |

Notes: (1) Indicates an average of the range of costs provided by the County, includes capital and O&M. (2) Annually. (3) Maintenance TBD.

# PROPOSED FUNDING ALLOCATION

Tables 6.3 and Table 6.4 below or on the following pages show the relationship among the 2020 Plan’s potential TIF collections, balances brought forward, and the recommended funding allocations consistent with expected cost for key capital items.

The allocations reflect total expected costs to be about \$358 million, anticipating that about \$255 million dollars will be absorbed by the I-Drive CRA through the sunset date. These amounts or sums reconcile to certain key infrastructure investments that were already earmarked or being considered. However, they also reflect major funding for housing,

economic development, and other projects and programs. Even at the most optimistic scenario, the adjusted TIF receipts and balance carry forward will not be enough to cover the I-Drive CRA’s total expected costs through 2028.

In the case of transportation costs especially, certain state and federal partnerships may or may not be available to mitigate costs. Various housing, economic development, and other social initiatives will almost certainly be funded entirely with local dollars whatever their source.

**Table 6.3** Estimated TIF Collections Available for Proposed Funding Allocations through 2028 (dollar in thousands)

|                              | Gross Estimated TIF Receipts (Low Scenario) | TIF Ceiling (\$22 million) | Portion Returned to General Fund | Annual Adjusted TIF for CRA | Cumulative Adjusted TIF |
|------------------------------|---|----------------------------|----------------------------------|-----------------------------|-------------------------|
| <i>Initial Carry Forward</i> |   |                            |                                  |                             | \$ 78,000               |
| 2021                         | \$ 20,578                                   | \$ 22,000                  | \$ –                             | \$ 20,578                   | 98,578                  |
| 2022                         | 21,090                                      | 22,000                     | –                                | 21,090                      | 119,668                 |
| 2023                         | 21,607                                      | 22,000                     | –                                | 21,607                      | 141,275                 |
| 2024                         | 22,130                                      | 22,000                     | 130                              | 22,000                      | 163,275                 |
| 2025                         | 24,847                                      | 22,000                     | 2,847                            | 22,000                      | 185,275                 |
| 2026                         | 23,155                                      | 22,000                     | 1,155                            | 22,000                      | 207,275                 |
| 2027                         | 23,664                                      | 22,000                     | 1,664                            | 22,000                      | 229,275                 |
| 2028                         | 26,357                                      | 22,000                     | 4,357                            | 22,000                      | 251,275                 |

**Table 6.4** Proposed Funding Allocation based on Total Projected Cost (dollar in thousands, 000s)

| Major Activity or Focus <sup>(1)</sup>                                   | Total Projected Cost     |
|--|--------------------------|
| <i>Transportation:</i>   |                          |
| Roadway Improvements   | \$148,000                |
| Transit Capital and Operations   | \$118,000 <sup>(2)</sup> |
| Pedestrian Mobility and Safety   | \$26,700                 |
| Technology and Sustainability  | <u>\$6,100</u>           |
|  | <b>\$298,800</b>         |
| <i>Affordable or Attainable Housing:</i>                                 |                          |
| Housing for All Tangelo Park   | \$2,500                  |
| Housing Infill Opportunities   | \$3,000                  |
| I-Drive Catalytic Site   | <u>\$22,500</u>          |
|  | <b>\$28,000</b>          |
| <i>Economic Development:</i>   |                          |
| Economic Diversification   | \$3,000                  |
| Employment Training  | <u>\$5,000</u>           |
|  | <b>\$8,000</b>           |
| <i>Community, Culture and Institutional:</i>                             |                          |
| Youth and Senior Programs and Projects                                   | \$5,000                  |
| Neighborhood Enrichment  | \$2,000                  |
|  | <b>\$7,000</b>           |
| <i>Beautification and Aesthetics:</i>                                    |                          |
| Gateways, Medians, Landscaping, and Other Design Projects <sup>(3)</sup> | <u>\$17,000</u>          |
|  | <b>\$17,000</b>          |
| <b>Total Proposed Funding Allocation (000s)<sup>(4,5)</sup></b>          | <b>\$358,800</b>         |

Notes: (1) All initiatives would promote the efficient use of natural resources by incorporating green building practices and capitalizing on local assets. (2) \$98M from the I-Drive Premium Transit System assumes a 50/50 Federal/State funding match. (3) The Sand Lake Road/I-4 Interchange Enhancements assumes maintenance of \$750K/year. (4) Some of the projects listed above will require funding past 2028. (5) Total revenue to 2028 capped at \$22M/year is estimated to be about \$255M.

The intent of the proposed funding allocation is to recognize the relative importance of the already identified or contemplated activities or programs. The proposed funding allocation is a tool to focus decision making and actual implementation as resources become available. The activities and proposed funding allocation recognize discrete and particular plans, timetables, policies, and policy criteria or program content will be completed in accordance with these priorities. To emphasize again, a community redevelopment plan is *not* a detailed blueprint with a list of stipulations and provision. These will emerge in accord with the 2020 Plan as the framework outlined in it is implemented.

While it is the purpose this 2020 Plan to direct resources to those listed, it is also the intention that funds should be allocated with some flexibility, in part, because funds from other sources could be leveraged and directed to many of the same focus areas. As a part of that flexibility, it is expressly the intent of this 2020 Plan that the allocation of resources between and among activities should be fungible such that adjustments in sums do not require a plan amendment. These proposed funding allocation items should be boundaries, construed broadly, to accommodate new technologies, alternatives, options, and partnerships which could emerge as equivalent or corresponding actions. As long as the overarching objectives and related principles that guide this plan are maintained, spending should be consistent and in accordance with projects and programs of the 2020 Plan.

The funds for implementation could come from a variety of resources, just as they have in the past. While other options and partnerships should be secured, tax increment funds accruing through gains in the valuations of real property in the I- Drive CRA will be the primary sources of revenue.

The financial forecasts indicate receipts are not likely to be adequate to cover the costs of many desired housing and transportation programs. Consequently, partnerships with private interests or state and federal agencies, along with additional local funding, will probably have to be secured. Commitments to the most capital intensive activities or initiatives will extend beyond the current 2028 sunset. Regardless, these commitments, like other major spending, will be identified and confirmed as part of the County's normal budgeting and capital improvements process.

The Board of County Commissioners has indicated a preference not to commit increment receipts

generated within the I-Drive CRA above a specific level. Increment revenues collected beyond that sum would be returned in full to the general fund.

To illustrate how the general fund might benefit if funds flowing into the I-Drive CRA are capped at some level, we prepared a calculation, as referenced in Table 6.3 on the prior page, using \$22,000,000 as a ceiling or base, approximately the amount the I-Drive CRA should receive in the coming year. Funds collected by the I-Drive CRA beyond that figure would be returned to the County's general fund for application either here or elsewhere in the County according to budget priorities. To the degree there are financial risks, they are more certain the short term if TIF collections fall.

The analysis of prospective financial resources includes four points of reference for future funding allocations relative to the objectives and costs shown.

- The first is historical TIF receipts. These have peaked at around \$21 million per year based on the current pattern of land uses, development, and millages in place. Those collections were provided in Section 5, ranging from a first year low to an average of \$8 million a year over the time the I-Drive CRA has existed. At the existing tax levy, in addition to any balances brought forward, proceeds available to the I-Drive CRA could be about \$173 million if the present sunset is retained. Should property values decline, collections could fall somewhat short of this mark absent a millage adjustment. Effectively, prospective collections through 2028 are a baseline condition, and the Board of County Commissioners or Agency may be forced to establish further priorities among those outlined.
- Our estimates of potential TIF receipts, were all prepared without considering the application of additional funding sources, some of which are likely to be received based on prior relationships and expectations about programs for infrastructure being explored at the federal level.
- As past experience has shown, capital costs, as well as operational costs, could grow more than expected to maintain program or activity expenditures at the levels recommend. However, prospective TIF figures also evidence some capacity for growth.
- The fourth is the high and most optimistic scenario which illustrates that by 2040, with or without dedicated TIF receipts, revenues

generated in the I-Drive CRA could be well in excess of the recommended activities and funding identified today. This scenario projects potential collections of nearly \$687 million through 2040.

Whether these specific programs are then funded by debt, cash, or the application of other legally

available funds become specific decisions the Board of County Commissioners and Agency make as they move forward with implementation. We envision a combination of financing mechanisms that will vary, and staff makes further decisions about capital and operational activities allowed within the framework of the 2020 Plan.



# Appendix

## IN THE APPENDIX

- Legal Description
- Zoning Map
- Detailed Inventory Projections
- Detailed TIF Scenarios
- Tangelo Park Survey
- I-Drive Employee Survey





# LEGAL DESCRIPTION

## **International Drive Community Redevelopment Area Property Description**

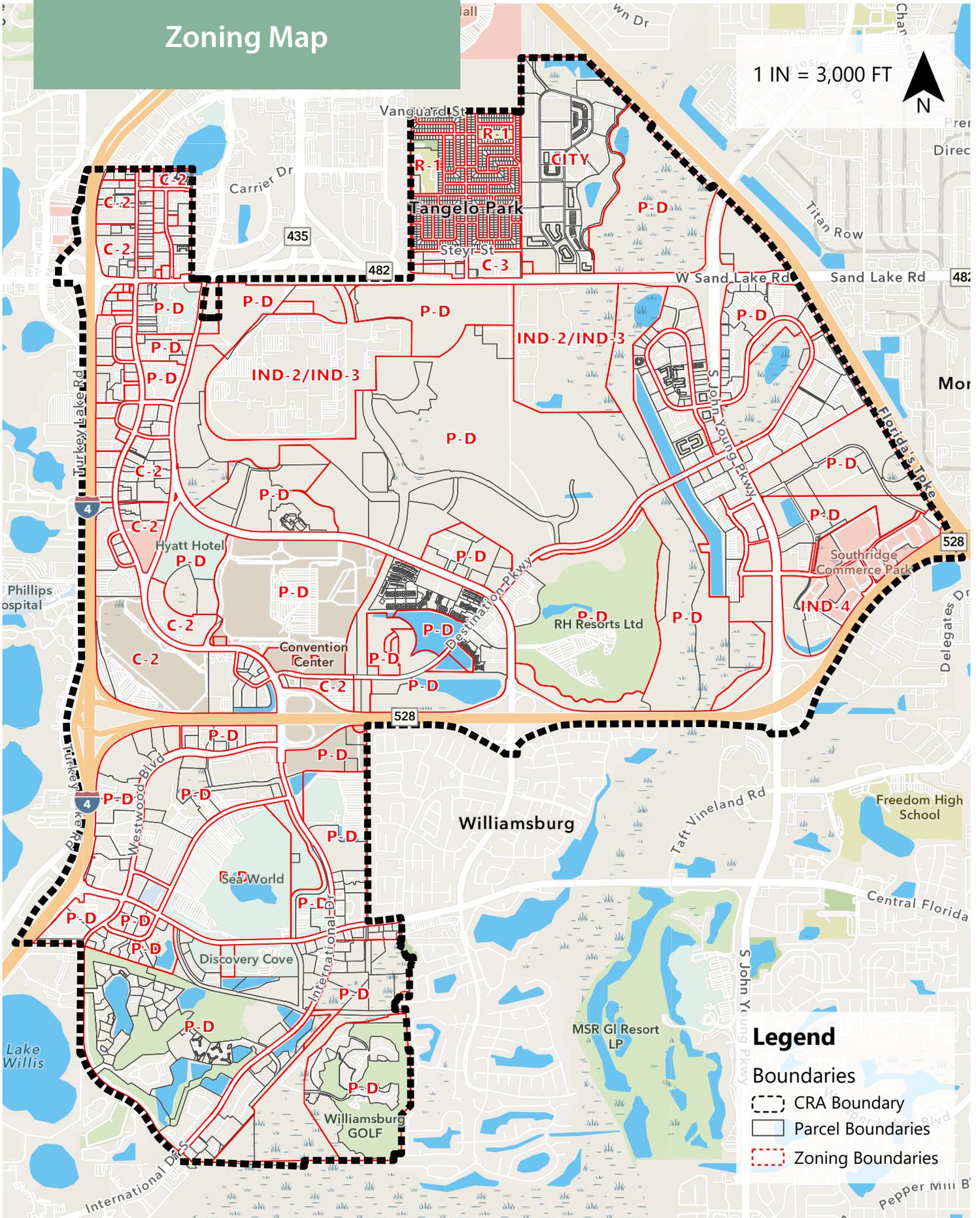
Begin at the intersection of the southwesterly right-of-way line of the Sunshine State Parkway and the easterly right-of-way line of John Young Parkway (State Road 423); thence go southeasterly along the southwesterly right-of-way line of the Sunshine State Parkway to the southeasterly right-of-way line of the Beeline Expressway (State Road 528); thence go southwesterly along the southeasterly right-of-way line of the Beeline Expressway to the northeasterly right-of-way line of Consulate Drive; thence go southeasterly along the northeasterly right-of-way line of Consulate Drive to the southeasterly right-of-way line of the Consulate Drive-Beeline interchange; thence go southwesterly along the southeasterly right-of-way line of the Consulate Drive-Beeline interchange to the southwesterly right-of-way line of the Beeline Expressway; thence go southwesterly along the southeasterly right-of-way line of the Beeline Expressway to the John Young Parkway-Beeline interchange; thence go southwesterly and westerly along the southeasterly and southerly right-of-way line of the John Young Parkway-Beeline interchange to the southerly right-of-way line of the Orangewood Boulevard-Beeline Parkway interchange; thence go westerly along the southerly right-of-way line of the Orangewood Boulevard-Beeline Parkway interchange to the southerly right-of-way line of the Beeline Expressway; thence go westerly along the southerly right-of-way line of the Beeline Expressway to the northerly projection of the east line of International Commercial Center; thence go south along the east line of International Commercial Center and the east line of Shadow Wood to the northerly right-of-way line of Central Florida Parkway; thence go easterly along the northerly right-of-way of Central Florida Parkway to the westerly right-of-way line of Gateway Avenue; thence go southerly across to the Central Florida Parkway to the west line of Williamsburg Downs Shopping Center; thence go south along the west line of Williamsburg Downs Shopping Center and a projection thereof to the line common to Tract C and Tract D of Parkview Terrace; thence go southerly along the line common to Tract C and Tract D of Parkview Terrace to the east line of Conservation Tract F of Parkview North; thence go south along the east line of Tract F of Parkview North and the east line of Conservation Tract G of Parkview North to the southerly line of Conservation Tract G of Parkview North; thence go westerly along the southerly line of

Conservation Tract G of Parkview North to the northwesterly lot line of Lot 55 of Parkview North; thence go southwesterly along the northwesterly line of Lot 55 of Parkview North to the northwesterly right-of-way line of Petunia Lane; thence go southwesterly along the northwesterly right-of-way line of Petunia Lane to the west line of Parkview North; thence go south and east along the west and south boundaries of Parkview North to a northerly projection of the West line of Parkview Pointe Section 1; thence go southerly along said projection and the west line of Parkview Pointe Section 1 and the west line of Parkview Pointe Section 2 and the west line of Deer Creek Village Section 6 to the south line of the Southwest 1/4 of Section 18, Township 24 South, Range 29 East; thence go west along the south line of the Southwest 1/4 of Section 18, Township 24, Range 29 East and the Southeast 1/4 of Section 13, Township 24 South, Range 28 East to the southwesterly right-of-way line of Westwood Boulevard; thence go northwesterly and northerly along the southwesterly right-of-way line of Westwood Boulevard to the north line of the Northeast 1/4 of Section 14, Township 24 South, Range 28 East; thence go west on the north line of the Northeast 1/4 Section 14, Township 24 South, Range 28 East to the northwesterly right-of-way of Interstate 4 (State Road 400); thence go northeasterly along the northwesterly right-of-way line of Interstate 4 to the westerly line of the Beeline-Interstate 4 interchange; thence go northwesterly and northeasterly along the west line of the Beeline-Interstate 4 interchange to the westerly line of Interstate 4; thence go northerly along the westerly line of Interstate 4 to the westerly right-of-way line of the Interstate 4 - Sand Lake Road interchange; thence go northerly along the westerly right-of-way line of said interchange to the westerly right-of-way line of Interstate 4; thence go northerly and northeasterly along the westerly and northwesterly right-of-way line of Interstate 4 to the north line of the Southwest 1/4 of Section 25, Township 23 South, Range 28 East; thence go east and south on the north and east line of the Southwest 1/4 of Section 25, Township 23 South, Range 28 East to the southeast corner of the Southwest 1/4 of Section 25, Township 23 South, Range 28 East; thence go east on the south line of the Southeast 1/4 of Section 25, Township 23 South, Range 28 East to the easterly right-of-way line of Republic Drive; thence go southerly along the easterly right-of-way line of Republic Drive to the southwest corner of Lot 1 of Overstreet Republic Drive Property; thence go east and north along the south and east lines of Lot 1 of Overstreet Republic Drive Property to the south line of the Southeast 1/4 of Section 25, Township 23 South, Range 28

East; thence go east on the south line of the Southeast 1/4 of Section 25, Township 23 South, Range 28 East and the south line of the Southwest 1/4 of Section 30, Township 23 South, Range 29 East to the southeast corner of the Southwest 1/4 of Section 30, Township 23 South, Range 29 East; thence go north on the east line of the Southwest 1/4 of Section 30, Township 23 South, Range 29 East and the east line of the Northwest 1/4 of Section 30, Township 23 South, Range 29 East to the north right-of-way line of Vanguard Street; thence go east on the north right-of-way line of Vanguard Street to the east right-of-way line of Pomelo Drive; thence go south on the east right-of-way line of Pomelo Drive to the north line of Tangelo Park Section 5; thence go east on the north line and an easterly extension of the north line of Tangelo Park Section 5 to the east line of the Northeast 1/4 of Section 30, Township 23 South, Range 29 East; thence go north on the east line of the Northeast 1/4 of Section 30, Township 23 South, Range 29 East to the northeast corner of the Northeast 1/4 of Section 30, Township 23 South, Range 29 East; thence go east on the north line of the Northwest 1/4 of Section 29, Township 23 South, Range 29 East to the southwesterly right-of-way line of the Sunshine State Parkway; thence go southeasterly along the southwesterly right-of-way line of the Sunshine State Parkway to the westerly right-of-way line of John Young Parkway and the Point-of-Beginning.

# Zoning Map

1 IN = 3,000 FT



## Legend

Boundaries

 CRA Boundary

 Parcel Boundaries

 Zoning Boundaries

# DETAILED INVENTORY PROJECTIONS

| Year End | Office Inventory Projections, Cumulative Sq. Ft. |           |           |
|----------|--|-----------|-----------|
|          | Low  | Moderate  | High      |
| 2020     | 4,955,700  | 5,022,300 | 5,085,600 |
| 2025     | 5,302,800  | 5,425,100 | 5,528,900 |
| 2028     | 5,476,500  | 5,631,100 | 5,767,600 |
| 2030     | 5,592,300  | 5,768,500 | 5,926,800 |
| 2035     | 5,964,300  | 6,192,400 | 6,405,300 |
| 2040     | 6,354,600  | 6,633,600 | 6,908,500 |

| Year End | Retail Inventory Projections, Cumulative Sq. Ft. |           |           |
|----------|--|-----------|-----------|
|          | Low  | Moderate  | High      |
| 2020     | 3,228,100  | 3,285,100 | 3,339,200 |
| 2025     | 3,445,000  | 3,549,700 | 3,638,500 |
| 2028     | 3,587,300  | 3,719,600 | 3,836,400 |
| 2030     | 3,682,100  | 3,832,900 | 3,968,400 |
| 2035     | 3,885,000  | 4,080,200 | 4,262,400 |
| 2040     | 4,087,700  | 4,326,400 | 4,561,600 |

| Year End | Industrial Inventory Projections, Cumulative Sq. Ft. |           |           |
|----------|--|-----------|-----------|
|          | Low  | Moderate  | High      |
| 2020     | 5,357,300  | 5,425,900 | 5,491,100 |
| 2025     | 5,666,600  | 5,834,600 | 5,977,100 |
| 2028     | 5,857,200  | 6,069,600 | 6,257,100 |
| 2030     | 5,984,300  | 6,226,300 | 6,443,800 |
| 2035     | 6,340,600  | 6,654,000 | 6,946,400 |
| 2040     | 6,700,100  | 7,083,200 | 7,460,800 |

| Year End | Hotel Inventory Projections, Cumulative Units |          |        |
|----------|---|----------|--------|
|          | Low   | Moderate | High   |
| 2020     | 18,900  | 20,800   | 22,900 |
| 2025     | 20,600  | 22,600   | 24,900 |
| 2028     | 21,700  | 23,900   | 26,200 |
| 2030     | 22,400  | 24,700   | 27,100 |
| 2035     | 24,400  | 26,900   | 29,500 |
| 2040     | 26,600  | 29,200   | 32,200 |

| Year End | Multi-Family Inventory Projections, Cumulative Units |          |       |
|----------|--|----------|-------|
|          | Low  | Moderate | High  |
| 2020     | 4,300  | 4,700    | 5,200 |
| 2025     | 6,400  | 6,500    | 6,500 |
| 2028     | 6,700  | 6,800    | 6,900 |
| 2030     | 6,900  | 7,000    | 7,200 |
| 2035     | 7,500  | 7,700    | 7,800 |
| 2040     | 8,500  | 8,800    | 9,000 |

# DETAILED TIF SCENARIOS

Millage Rate: 4.4347

| Year End | Cumulative TV (Moderate) |
|----------|--------------------------|
| 2019     | \$ 6,532,700,000         |
| 2020     | \$ 6,609,500,000         |
| 2021     | \$ 6,668,900,000         |
| 2022     | \$ 6,816,600,000         |
| 2023     | \$ 6,966,500,000         |
| 2024     | \$ 7,118,400,000         |
| 2025     | \$ 7,274,900,000         |
| 2026     | \$ 7,460,800,000         |
| 2027     | \$ 7,651,000,000         |
| 2028     | \$ 8,356,200,000         |
| 2029     | \$ 8,562,900,000         |
| 2030     | \$ 8,771,800,000         |
| 2031     | \$ 8,988,600,000         |
| 2032     | \$ 9,210,300,000         |
| 2033     | \$ 9,437,000,000         |
| 2034     | \$ 9,668,900,000         |
| 2035     | \$ 9,907,700,000         |
| 2036     | \$ 10,165,300,000        |
| 2037     | \$ 10,428,900,000        |
| 2038     | \$ 10,698,700,000        |
| 2039     | \$ 10,974,600,000        |
| 2040     | \$ 11,256,900,000        |

| Annual Tax Increment |               |               |
|----------------------|---------------|---------------|
| Low                  | Moderate      | High          |
| \$ 20,358,992        | \$ 20,358,992 | \$ 20,358,992 |
| \$ 20,291,163        | \$ 20,682,548 | \$ 21,111,849 |
| \$ 20,577,645        | \$ 20,932,798 | \$ 21,328,395 |
| \$ 21,089,941        | \$ 21,555,053 | \$ 22,208,062 |
| \$ 21,607,293        | \$ 22,186,576 | \$ 23,109,637 |
| \$ 22,129,701        | \$ 22,826,526 | \$ 24,032,697 |
| \$ 24,846,642        | \$ 23,485,855 | \$ 24,968,397 |
| \$ 23,154,715        | \$ 24,269,045 | \$ 26,006,893 |
| \$ 23,664,484        | \$ 25,070,351 | \$ 27,072,352 |
| \$ 26,356,569        | \$ 28,041,334 | \$ 30,266,200 |
| \$ 26,902,569        | \$ 28,912,153 | \$ 31,444,988 |
| \$ 27,446,042        | \$ 29,792,242 | \$ 32,668,854 |
| \$ 28,014,371        | \$ 30,705,613 | \$ 33,927,267 |
| \$ 28,590,283        | \$ 31,639,627 | \$ 35,223,175 |
| \$ 29,174,621        | \$ 32,594,706 | \$ 36,555,736 |
| \$ 29,766,964        | \$ 33,571,693 | \$ 37,927,056 |
| \$ 30,373,631        | \$ 34,577,749 | \$ 39,339,663 |
| \$ 31,039,701        | \$ 35,663,009 | \$ 40,829,368 |
| \$ 31,716,303        | \$ 36,773,546 | \$ 42,364,572 |
| \$ 32,400,910        | \$ 37,910,204 | \$ 43,943,591 |
| \$ 33,095,628        | \$ 39,072,561 | \$ 45,567,268 |
| \$ 33,804,670        | \$ 40,261,881 | \$ 47,238,130 |

|                  |       |                         |                |                |                |
|------------------|-------|-------------------------|----------------|----------------|----------------|
| CAGR (2020-2028) | 2.64% | Total (2020-2028)       | \$ 203,718,155 | \$ 209,050,083 | \$ 220,104,482 |
|                  |       | Avg. Annual (2020-2028) | \$ 22,635,351  | \$ 23,227,787  | \$ 24,456,054  |
| CAGR (2020-2040) | 2.57% | Total (2020-2040)       | \$ 566,043,846 | \$ 620,525,067 | \$ 687,134,150 |
|                  |       | Avg. Annual (2020-2040) | \$ 26,954,469  | \$ 29,548,813  | \$ 32,720,674  |

| Cumulative (Total over 5-years) | Low                   | Moderate              | High                  |
|---------------------------------|-----------------------|-----------------------|-----------------------|
| 2021-2025                       | \$ 110,251,223        | \$ 110,986,807        | \$ 115,647,188        |
| 2026-2030                       | \$ 127,524,379        | \$ 136,085,124        | \$ 147,459,287        |
| 2031-2035                       | \$ 145,919,870        | \$ 163,089,387        | \$ 182,972,897        |
| 2036-2040                       | \$ 162,057,211        | \$ 189,681,201        | \$ 219,942,929        |
| <b>Total</b>                    | <b>\$ 545,752,683</b> | <b>\$ 599,842,519</b> | <b>\$ 666,022,301</b> |

| Annals (Average over 5-years) | Low                  | Moderate             | High                 |
|-------------------------------|----------------------|----------------------|----------------------|
| 2021-2025                     | \$ 22,050,245        | \$ 22,197,361        | \$ 23,129,438        |
| 2026-2030                     | \$ 25,504,876        | \$ 27,217,025        | \$ 29,491,857        |
| 2031-2035                     | \$ 29,183,974        | \$ 32,617,877        | \$ 36,594,579        |
| 2036-2040                     | \$ 32,411,442        | \$ 37,936,240        | \$ 43,988,586        |
| <b>Total</b>                  | <b>\$ 27,287,634</b> | <b>\$ 29,992,126</b> | <b>\$ 33,301,115</b> |

| Historic Data |                     |                  |                     |                      |
|---------------|---------------------|------------------|---------------------|----------------------|
| Year End      | Total Taxable Value | Less Tax Base    | Total Tax Increment | General Millage Rate |
| 1999          | \$ 1,894,303,985    | \$ 194,065,663   | \$ 963,552          | 5.2264               |
| 2000          | \$ 2,031,096,574    | \$ 330,858,252   | \$ 1,623,093        | 5.1639               |
| 2001          | \$ 2,152,273,948    | \$ 452,035,626   | \$ 2,217,553        | 5.1639               |
| 2002          | \$ 2,296,584,983    | \$ 596,346,661   | \$ 2,925,501        | 5.1639               |
| 2003          | \$ 2,252,223,410    | \$ 551,985,088   | \$ 2,707,876        | 5.1639               |
| 2004          | \$ 2,405,563,781    | \$ 705,325,459   | \$ 3,460,119        | 5.1639               |
| 2005          | \$ 2,618,595,992    | \$ 918,357,670   | \$ 4,505,192        | 5.1639               |
| 2006          | \$ 2,915,852,529    | \$ 1,215,614,207 | \$ 5,963,445        | 5.1639               |
| 2007          | \$ 3,551,170,542    | \$ 1,850,932,220 | \$ 7,797,913        | 4.4347               |
| 2008          | \$ 4,015,213,354    | \$ 2,314,975,032 | \$ 9,752,909        | 4.4347               |
| 2009          | \$ 4,019,104,191    | \$ 2,318,865,869 | \$ 9,769,301        | 4.4347               |
| 2010          | \$ 3,479,325,643    | \$ 1,779,087,321 | \$ 7,495,233        | 4.4347               |
| 2011          | \$ 3,413,453,226    | \$ 1,713,214,904 | \$ 7,217,714        | 4.4347               |
| 2012          | \$ 3,391,032,233    | \$ 1,690,793,911 | \$ 7,123,256        | 4.4347               |
| 2013          | \$ 3,477,515,951    | \$ 1,777,277,629 | \$ 7,487,608        | 4.4347               |
| 2014          | \$ 3,673,127,643    | \$ 1,972,889,321 | \$ 8,311,714        | 4.4347               |
| 2015          | \$ 4,235,921,279    | \$ 2,535,682,957 | \$ 10,682,744       | 4.4347               |
| 2016          | \$ 4,722,611,763    | \$ 3,022,373,441 | \$ 12,733,154       | 4.4347               |
| 2017          | \$ 5,054,314,944    | \$ 3,354,076,622 | \$ 14,130,607       | 4.4347               |
| 2018          | \$ 5,644,492,041    | \$ 3,944,253,719 | \$ 16,617,003       | 4.4347               |
| 2019          | \$ 6,345,582,248    | \$ 4,645,343,926 | \$ 19,570,671       | 4.4347               |
| 2020          | \$ 6,806,726,820    | \$ 5,106,488,498 | \$ 21,513,457       | 4.4347               |

# TANGELO PARK SURVEY



## **TANGELO PARK COMMUNITY SURVEY**

Orange County Government is preparing a new redevelopment plan for the International Drive Community Redevelopment Area (CRA) that will benefit Tangelo Park. We need your help to identify the neighborhood's concerns, needs, and priorities. Your feedback will be important to the redevelopment plan.

Due to the coronavirus pandemic, we are not able to have an in-person community meeting, so we hope to get your thoughts about Tangelo Park through this survey. The survey has been sent to every home in Tangelo Park and is intended to get your opinions about a variety of topics.

To make sure your input is considered, **please return the survey by October 5, 2020**. For your convenience, paid postage is included. Follow the mailing instructions to properly fold the survey.

## **ENCUESTA DE LA COMUNIDAD DE TANGELO PARK**

*El Condado de Orange está preparando un nuevo plan de International Drive Community Redevelopment Area (CRA) que beneficiará a la comunidad de Tangelo Park. Necesitamos su ayuda para identificar cualquier inquietud, necesidades y prioridades de su comunidad. Sus comentarios serán importantes para este nuevo plan.*

*Debido a la pandemia de coronavirus, no podemos tener una reunión con la comunidad en persona, por lo que esperamos obtener sus pensamientos sobre Tangelo Park a través de esta encuesta. La encuesta ha sido enviada a todos los hogares en Tangelo Park y está destinada a obtener sus opiniones sobre una variedad de temas.*

*Para asegurarnos que su opinión sea considerada, **favor regresar la encuesta antes del 5 de octubre de 2020**. Para facilitar su entrega, se incluye el franqueo pagado, siga las instrucciones de envío para doblar correctamente la encuesta.*

If you would like to provide further details or any additional comments regarding other needs or concerns, please write them below or email us at [OCNeighborhoods@ocfl.net](mailto:OCNeighborhoods@ocfl.net)

*Si desea proporcionar más detalles o cualquier comentario adicional con respecto a otras necesidades o inquietudes, por favor escríbanos a continuación o envíenos un correo electrónico a [OCNeighborhoods@ocfl.net](mailto:OCNeighborhoods@ocfl.net)*

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Please indicate how strongly you agree or disagree with the following statements by putting an X in the appropriate section below:  
 Por favor, indique si está de acuerdo o en desacuerdo con las siguientes declaraciones colocando una X en la sección apropiada:

Fuertemente en Desacuerdo    Strongly Disagree    Desacuerdo    Disagree    Neutral    Fuertemente de Acuerdo    Strongly Agree    Acuerdo    Not Applicable    No aplicable

|  | Fuertemente en Desacuerdo | Strongly Disagree        | Desacuerdo               | Disagree                 | Neutral                  | Fuertemente de Acuerdo   | Strongly Agree           | Acuerdo                  | Not Applicable           | No aplicable             |
|--|---------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. Infrastructure improvements (sidewalks, sewer, lighting, or similar) are needed in Tangelo Park<br><i>Se necesitan mejoras de infraestructura (aceras, alcantarillado, iluminación o similares) en Tangelo Park</i> | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. This is a safe neighborhood that is relatively free of crime<br><i>Este es un vecindario seguro que está relativamente libre de crímenes</i>  | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. We should focus on the safety of children going to/from school<br><i>Debemos concentrarnos en la seguridad de los niños que van hacia/vienen de la escuela</i>  | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Improved transportation options are needed in Tangelo Park<br><i>En Tangelo Park se necesitan mejores opciones de transporte</i>  | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Programs for the senior citizens who reside in Tangelo Park are needed<br><i>Se necesitan programas para los jubilados que residen en Tangelo Park</i>  | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Specific programs or activities are needed for the children who reside in Tangelo Park<br><i>Se necesitan programas o actividades específicas para los niños que residen en Tangelo Park</i>                        | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. I support programs that encourage homeownership within Tangelo Park<br><i>Yo apoyo programas que fomentan la propiedad de viviendas dentro de Tangelo Park</i>  | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Neighborhood beautification projects are needed in Tangelo Park<br><i>Se necesitan proyectos de embellecimiento en el vecindario de Tangelo Park</i>  | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. My household takes advantage of the many programs at Tangelo Park Elementary School<br><i>En mi hogar se aprovechan los muchos programas de la Escuela Primaria Tangelo Park</i>                                    | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. My household takes advantage of the many programs at the Tangelo Park YMCA<br><i>En mi hogar se aprovechan los muchos programas del Tangelo Park YMCA</i>  | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

From the statements you reviewed **above**, what are your top 3 priorities for improving Tangelo Park?  
 De las declaraciones que revisó **anteriormente**, ¿cuáles son sus 3 prioridades principales para mejorar Tangelo Park?

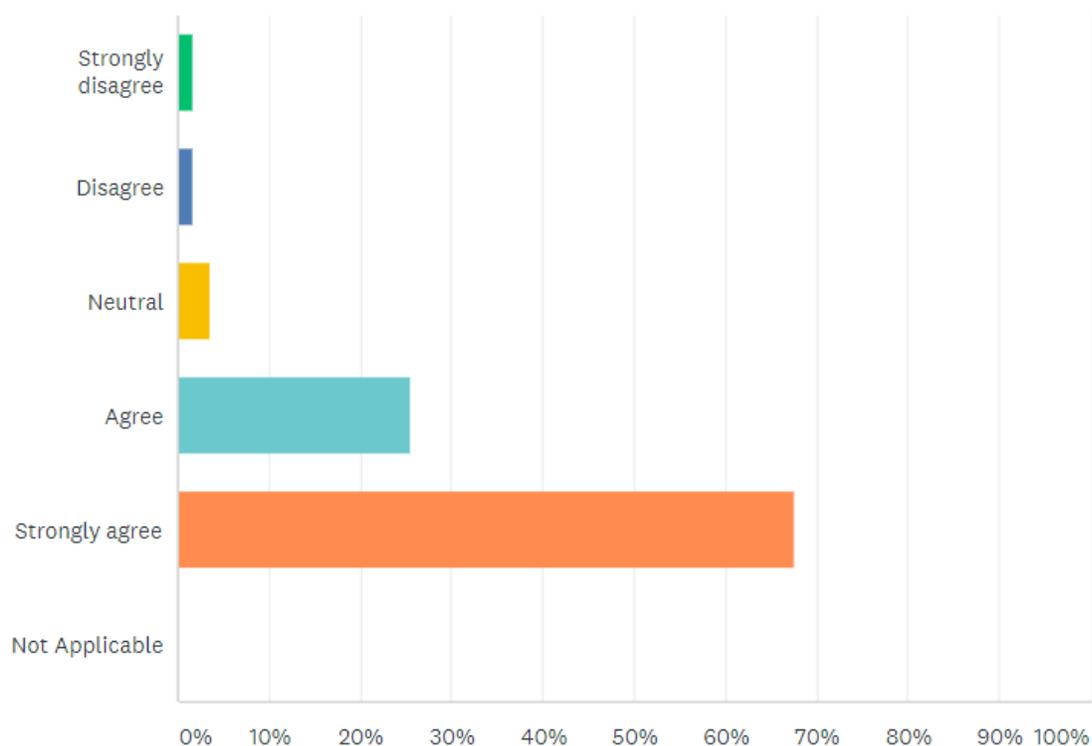
- 1)
- 2)
- 3)

Q1



## Infrastructure improvements (sidewalks, sewer, lighting, or similar) are needed in Tangelo Park

Answered: 114 Skipped: 3



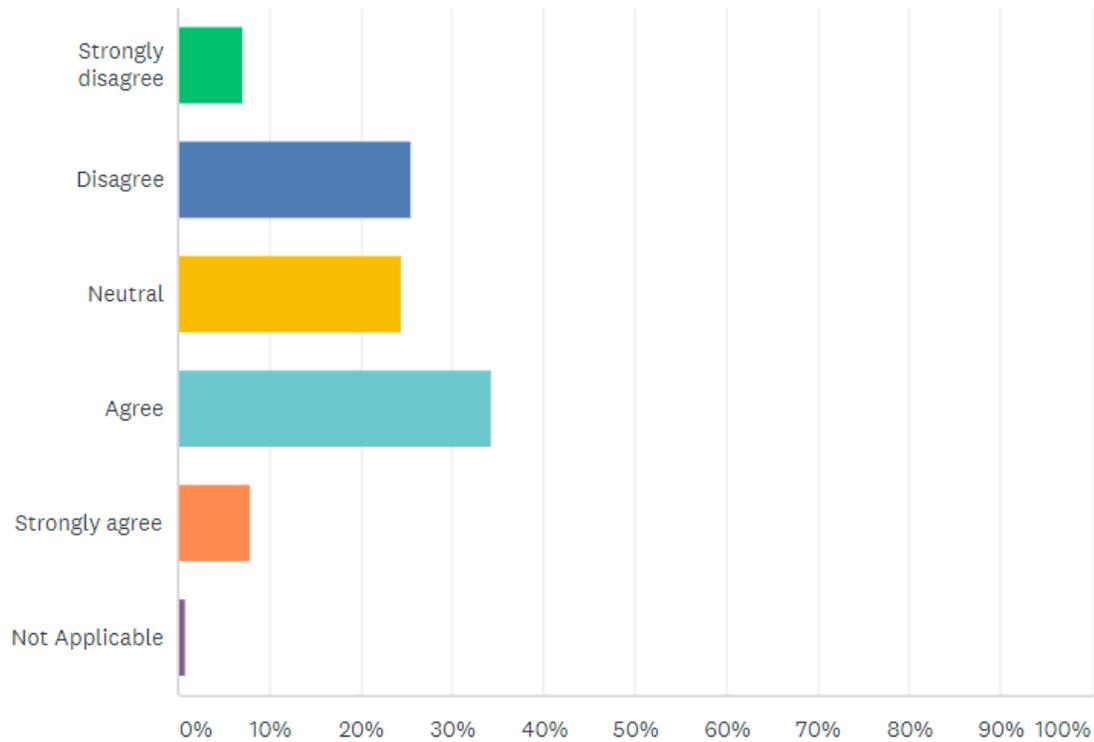
| ANSWER CHOICES    | RESPONSES |            |
|-------------------|-----------|------------|
| Strongly disagree | 1.75%     | 2          |
| Disagree          | 1.75%     | 2          |
| Neutral           | 3.51%     | 4          |
| Agree             | 25.44%    | 29         |
| Strongly agree    | 67.54%    | 77         |
| Not Applicable    | 0.00%     | 0          |
| <b>TOTAL</b>      |           | <b>114</b> |

Q2



## This is a safe neighborhood that is relatively free of crime

Answered: 114 Skipped: 3



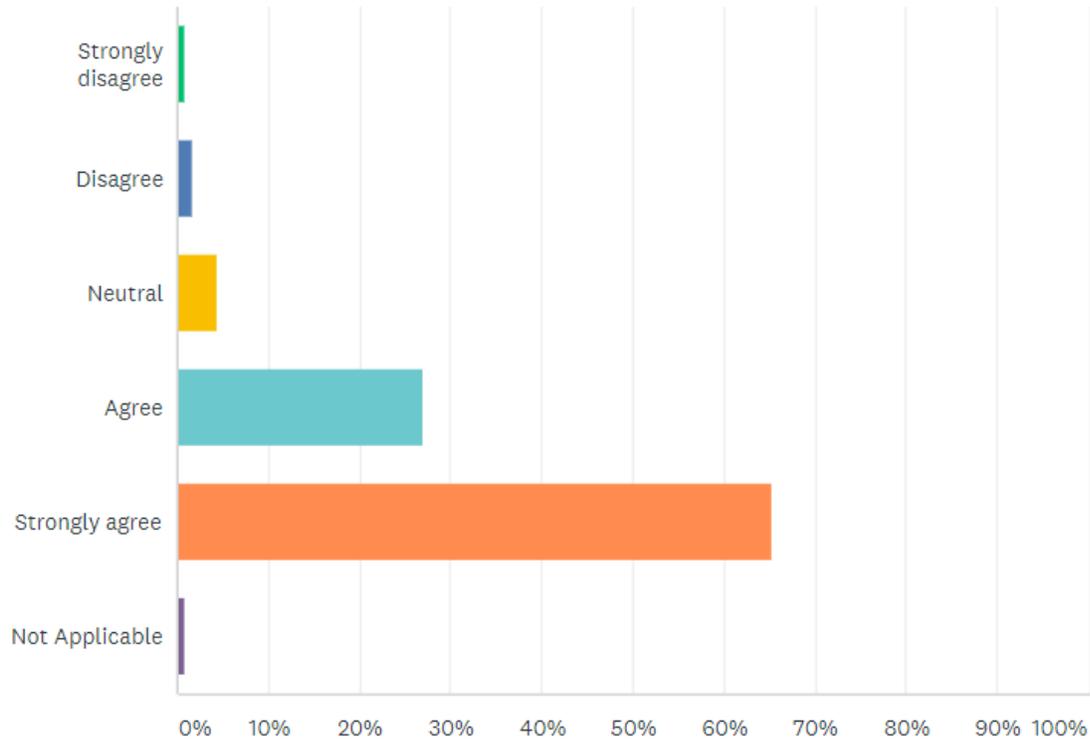
| ANSWER CHOICES    | RESPONSES |            |
|-------------------|-----------|------------|
| Strongly disagree | 7.02%     | 8          |
| Disagree          | 25.44%    | 29         |
| Neutral           | 24.56%    | 28         |
| Agree             | 34.21%    | 39         |
| Strongly agree    | 7.89%     | 9          |
| Not Applicable    | 0.88%     | 1          |
| <b>TOTAL</b>      |           | <b>114</b> |

Q3



## We should focus on the safety of children going to/from school

Answered: 115 Skipped: 2



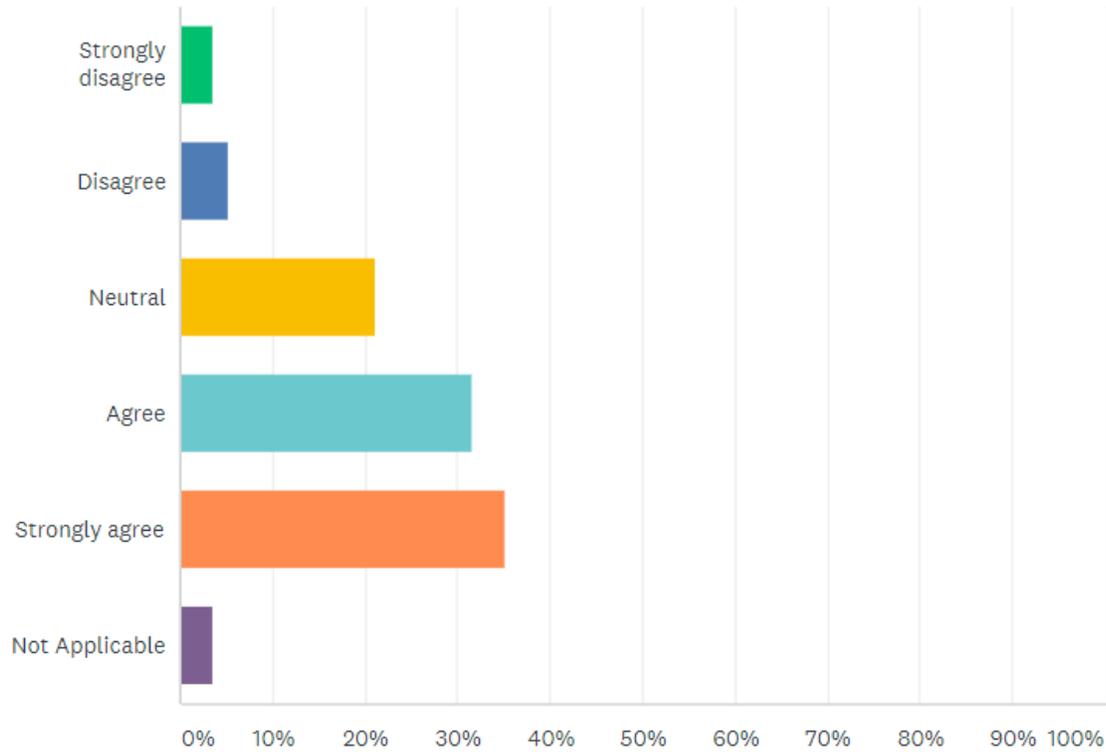
| ANSWER CHOICES    | RESPONSES |            |
|-------------------|-----------|------------|
| Strongly disagree | 0.87%     | 1          |
| Disagree          | 1.74%     | 2          |
| Neutral           | 4.35%     | 5          |
| Agree             | 26.96%    | 31         |
| Strongly agree    | 65.22%    | 75         |
| Not Applicable    | 0.87%     | 1          |
| <b>TOTAL</b>      |           | <b>115</b> |

Q4



## Improved transportation options are needed in Tangelo Park

Answered: 114 Skipped: 3



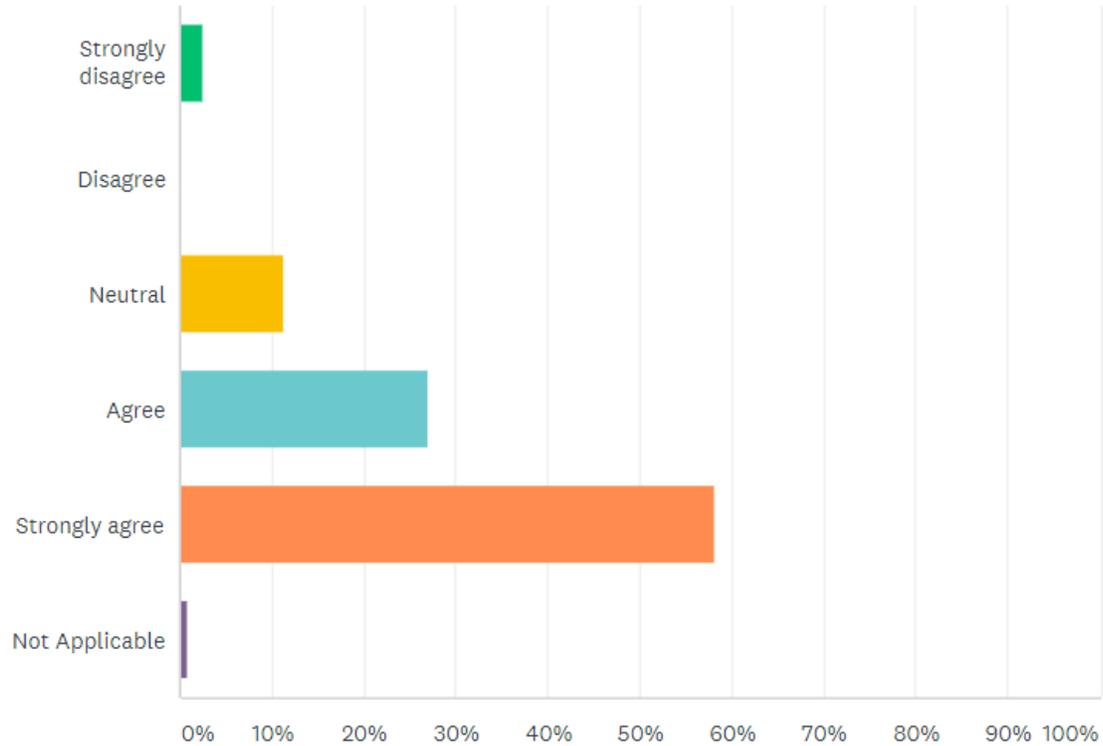
| ANSWER CHOICES    | RESPONSES |            |
|-------------------|-----------|------------|
| Strongly disagree | 3.51%     | 4          |
| Disagree          | 5.26%     | 6          |
| Neutral           | 21.05%    | 24         |
| Agree             | 31.58%    | 36         |
| Strongly agree    | 35.09%    | 40         |
| Not Applicable    | 3.51%     | 4          |
| <b>TOTAL</b>      |           | <b>114</b> |

Q5



## Programs for the senior citizens who reside in Tangelo Park are needed

Answered: 115 Skipped: 2



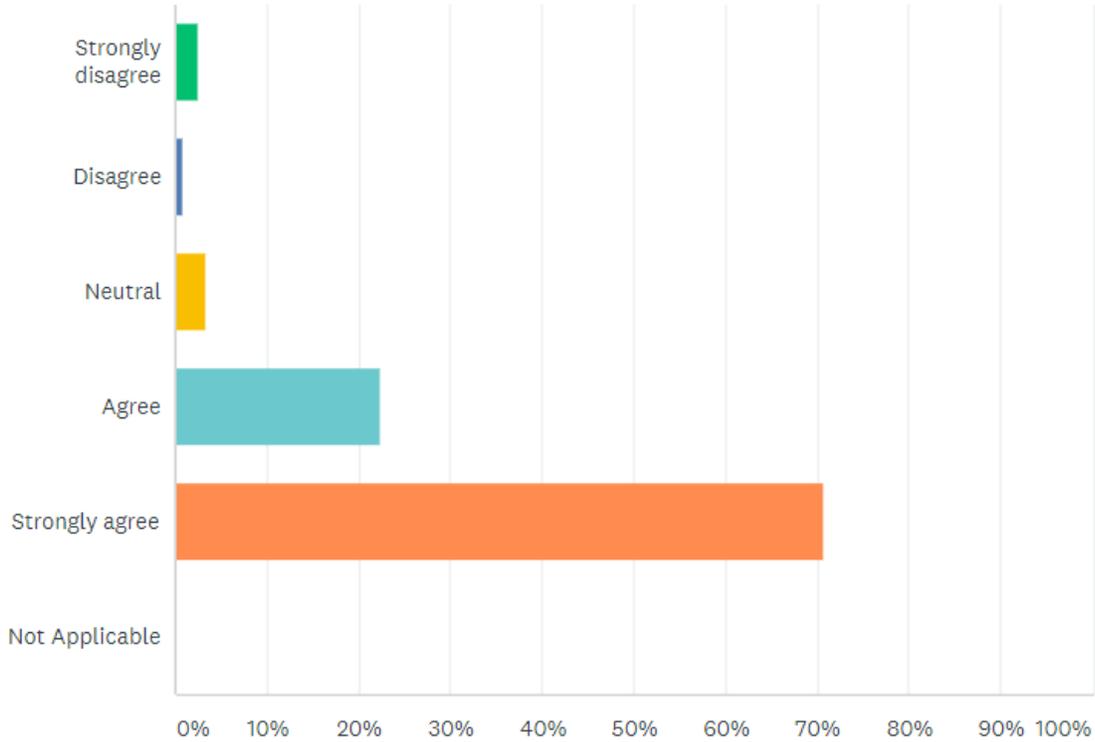
| ANSWER CHOICES    | RESPONSES |            |
|-------------------|-----------|------------|
| Strongly disagree | 2.61%     | 3          |
| Disagree          | 0.00%     | 0          |
| Neutral           | 11.30%    | 13         |
| Agree             | 26.96%    | 31         |
| Strongly agree    | 58.26%    | 67         |
| Not Applicable    | 0.87%     | 1          |
| <b>TOTAL</b>      |           | <b>115</b> |

Q6



# Specific programs or activities are needed for the children who reside in Tangelo Park

Answered: 116 Skipped: 1



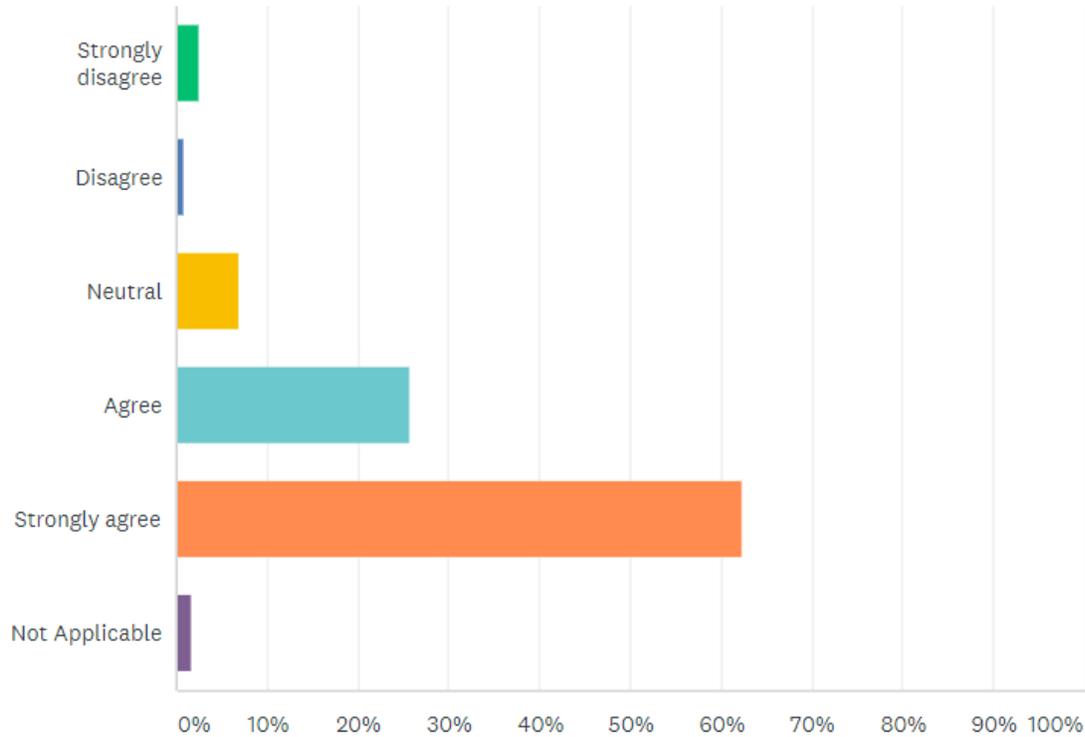
| ANSWER CHOICES    | RESPONSES |            |
|-------------------|-----------|------------|
| Strongly disagree | 2.59%     | 3          |
| Disagree          | 0.86%     | 1          |
| Neutral           | 3.45%     | 4          |
| Agree             | 22.41%    | 26         |
| Strongly agree    | 70.69%    | 82         |
| Not Applicable    | 0.00%     | 0          |
| <b>TOTAL</b>      |           | <b>116</b> |

Q7



## I support programs that encourage homeownership within Tangelo Park

Answered: 117 Skipped: 0



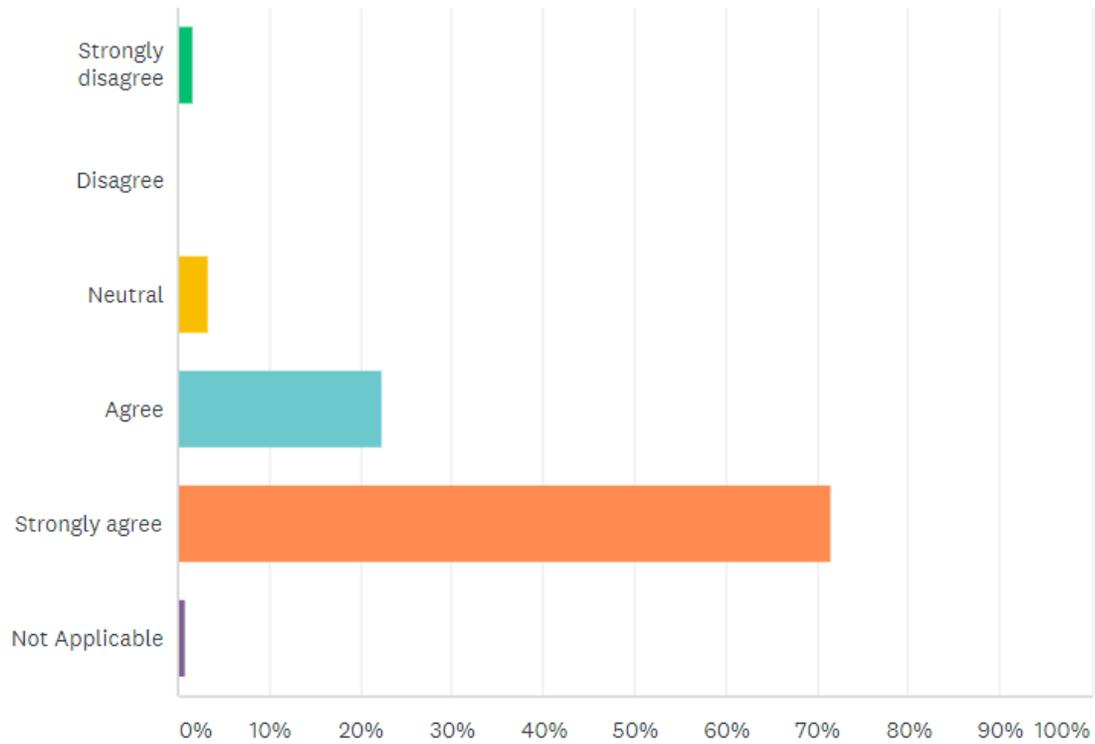
| ANSWER CHOICES    | RESPONSES |            |
|-------------------|-----------|------------|
| Strongly disagree | 2.56%     | 3          |
| Disagree          | 0.85%     | 1          |
| Neutral           | 6.84%     | 8          |
| Agree             | 25.64%    | 30         |
| Strongly agree    | 62.39%    | 73         |
| Not Applicable    | 1.71%     | 2          |
| <b>TOTAL</b>      |           | <b>117</b> |

Q8



## Neighborhood beautification projects are needed in Tangelo Park

Answered: 116 Skipped: 1



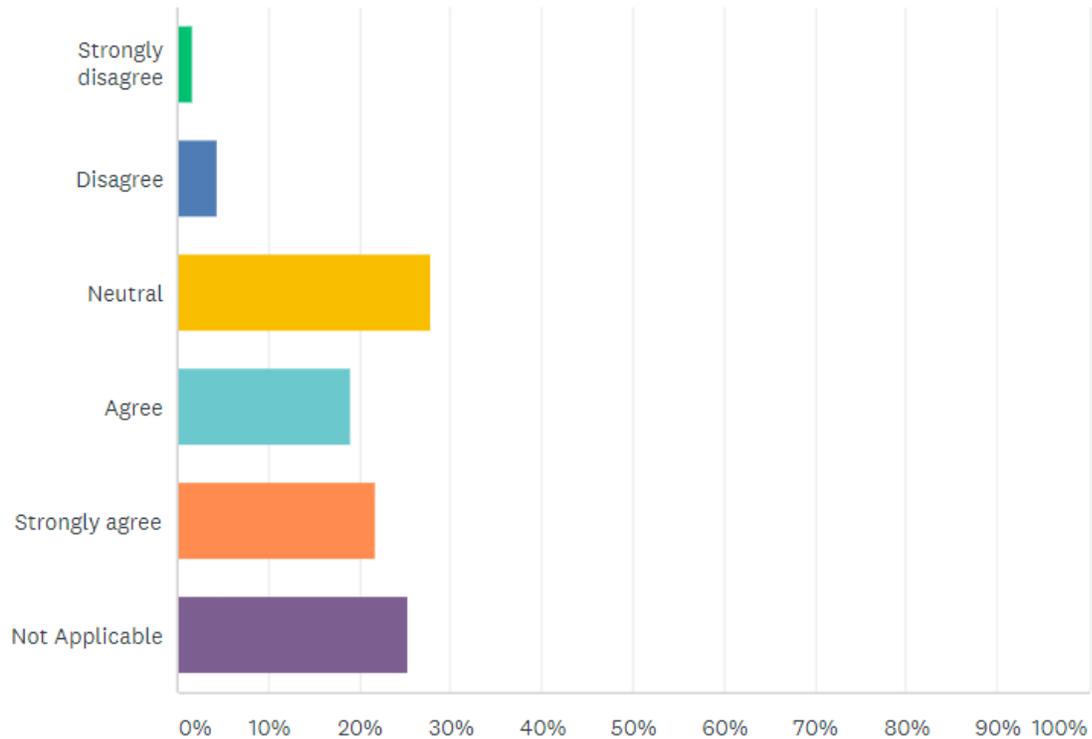
| ANSWER CHOICES    | RESPONSES |            |
|-------------------|-----------|------------|
| Strongly disagree | 1.72%     | 2          |
| Disagree          | 0.00%     | 0          |
| Neutral           | 3.45%     | 4          |
| Agree             | 22.41%    | 26         |
| Strongly agree    | 71.55%    | 83         |
| Not Applicable    | 0.86%     | 1          |
| <b>TOTAL</b>      |           | <b>116</b> |

Q9



## My household takes advantage of the many programs at Tangelo Park Elementary School

Answered: 115 Skipped: 2



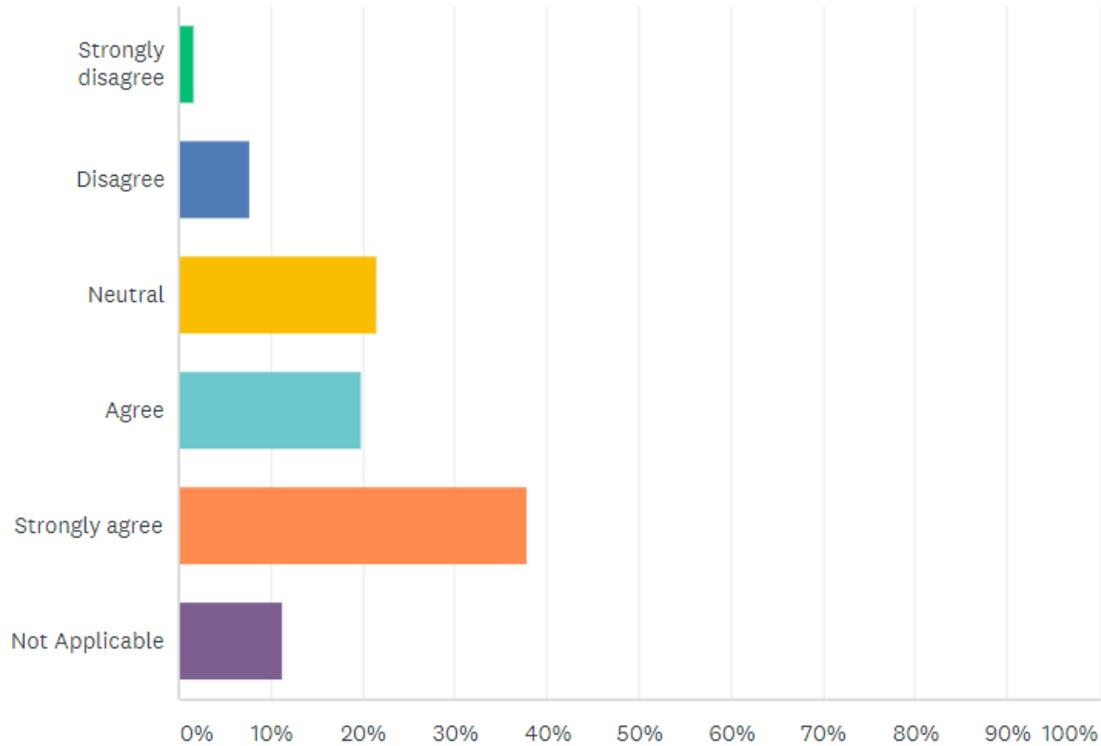
| ANSWER CHOICES    | RESPONSES |            |
|-------------------|-----------|------------|
| Strongly disagree | 1.74%     | 2          |
| Disagree          | 4.35%     | 5          |
| Neutral           | 27.83%    | 32         |
| Agree             | 19.13%    | 22         |
| Strongly agree    | 21.74%    | 25         |
| Not Applicable    | 25.22%    | 29         |
| <b>TOTAL</b>      |           | <b>115</b> |

Q10



## My household takes advantage of the many programs at the Tangelo Park YMCA

Answered: 116 Skipped: 1



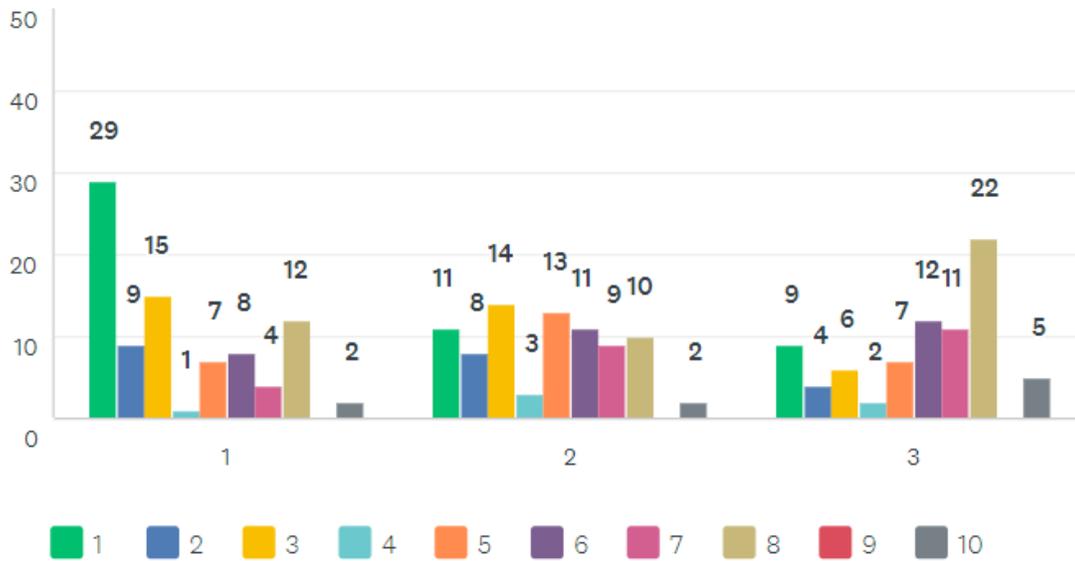
| ANSWER CHOICES    | RESPONSES |            |
|-------------------|-----------|------------|
| Strongly disagree | 1.72%     | 2          |
| Disagree          | 7.76%     | 9          |
| Neutral           | 21.55%    | 25         |
| Agree             | 19.83%    | 23         |
| Strongly agree    | 37.93%    | 44         |
| Not Applicable    | 11.21%    | 13         |
| <b>TOTAL</b>      |           | <b>116</b> |

Q11



# What are your top 3 priorities for improving Tangelo Park?

Answered: 87 Skipped: 30



|   | 1            | 2           | 3            | 4          | 5            | 6            | 7            | 8            | 9          | 10         | TOTAL |
|---|--------------|-------------|--------------|------------|--------------|--------------|--------------|--------------|------------|------------|-------|
| 1 | 33.33%<br>29 | 10.34%<br>9 | 17.24%<br>15 | 1.15%<br>1 | 8.05%<br>7   | 9.20%<br>8   | 4.60%<br>4   | 13.79%<br>12 | 0.00%<br>0 | 2.30%<br>2 | 87    |
| 2 | 13.58%<br>11 | 9.88%<br>8  | 17.28%<br>14 | 3.70%<br>3 | 16.05%<br>13 | 13.58%<br>11 | 11.11%<br>9  | 12.35%<br>10 | 0.00%<br>0 | 2.47%<br>2 | 81    |
| 3 | 11.54%<br>9  | 5.13%<br>4  | 7.69%<br>6   | 2.56%<br>2 | 8.97%<br>7   | 15.38%<br>12 | 14.10%<br>11 | 28.21%<br>22 | 0.00%<br>0 | 6.41%<br>5 | 78    |

# I-DRIVE CRA EMPLOYEE SURVEY

Orange County Government obtained direct feedback from employees within the International Drive area regarding priorities for the International Drive Community Redevelopment Area (CRA). A survey link was sent to the organizations shown below for distribution to their employees and contacts:

- Hotel General Managers/Human Resource Directors – Employee Database
- International Drive Business Improvement District - Distribution Database
- International Drive Resort Area Chamber of Commerce - Distribution Database

- Centerplate – Employee Database
- Unite Here Local #737 Union – I-Drive Area Members

Nearly 300 responses were received. The responses generally demonstrated strong support for each of the five (5) key focus areas that are being considered for investment through the CRA. These key focus areas consist of: Transportation, Affordable and Attainable Housing, Economic Development, Community, Cultural and Institutional Programs, and Beautification and Aesthetics.

The survey reads as follows:

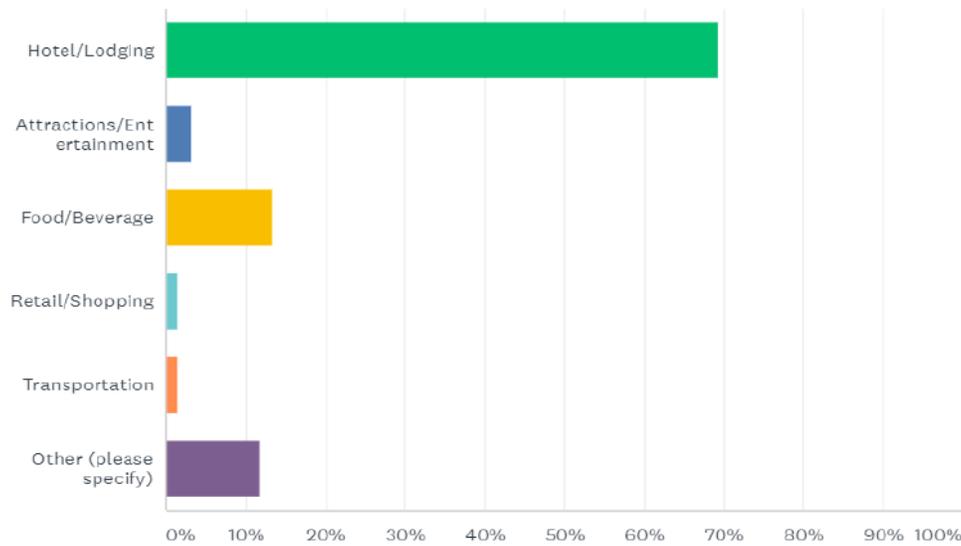
## International Drive CRA Survey: For Employees in the Area

The International Drive Community Redevelopment Area (CRA) was created in 1998 and includes the areas within the boundaries shown on the map above. This CRA consists of approximately 7,315 acres that includes attractions, hotels, restaurants, residential living, shopping venues, commercial offices, and the Orange County Convention Center. A CRA is a designated area in which a portion of the property taxes that are paid by landowners within the area are reinvested in that same area in order to fund projects and programs to address previously defined needs. The International Drive CRA was initially created to focus on transportation-related needs and has funded many roadway, sidewalk, pedestrian safety, and traffic improvement projects within the area -- with plans for transit system enhancements in the near future.

Orange County is currently updating the Community Redevelopment Plan that identifies needs for the International Drive CRA. This plan helps determine how CRA funds may be used for projects within this area in the future. The plan will consider expanding the uses of these funds so that in addition to transportation, other needs in this area, such as workforce housing, can be addressed. As someone who works within the International Drive CRA, we would like your feedback on the needs that are being considered in this plan and any additional input you would like to provide. Please complete this brief survey by Friday, February 19th.

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

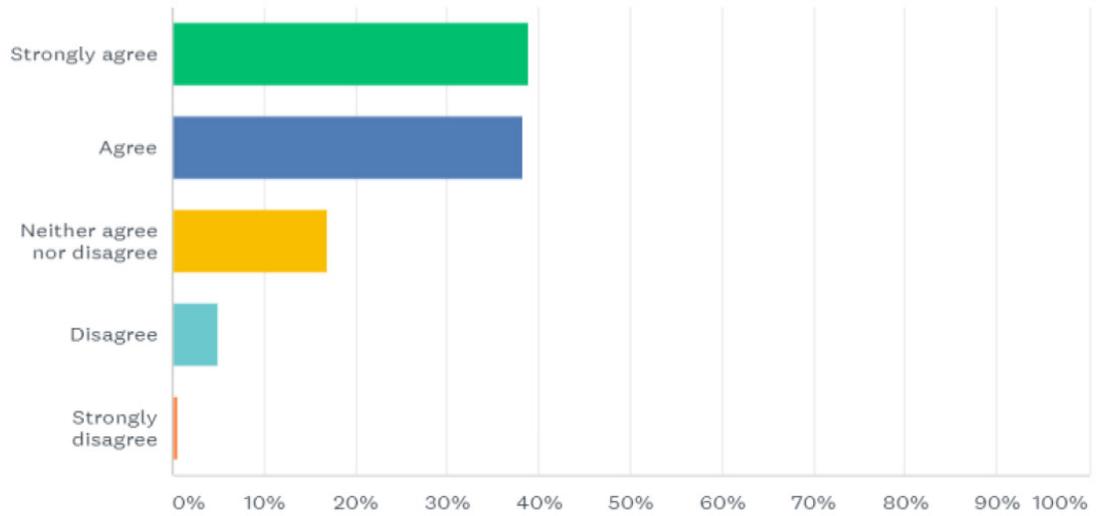
Answered: 292 Skipped: 4



| ANSWER CHOICES              | RESPONSES                           |
|-----------------------------|-------------------------------------|
| ▼ Hotel/Lodging             | 69.18% 202                          |
| ▼ Attractions/Entertainment | 3.08% 9                             |
| ▼ Food/Beverage             | 13.36% 39                           |
| ▼ Retail/Shopping           | 1.37% 4                             |
| ▼ Transportation            | 1.37% 4                             |
| ▼ Other (please specify)    | <a href="#">Responses</a> 11.64% 34 |
| <b>TOTAL</b>                | <b>292</b>                          |

# Traffic congestion is a problem in this area.

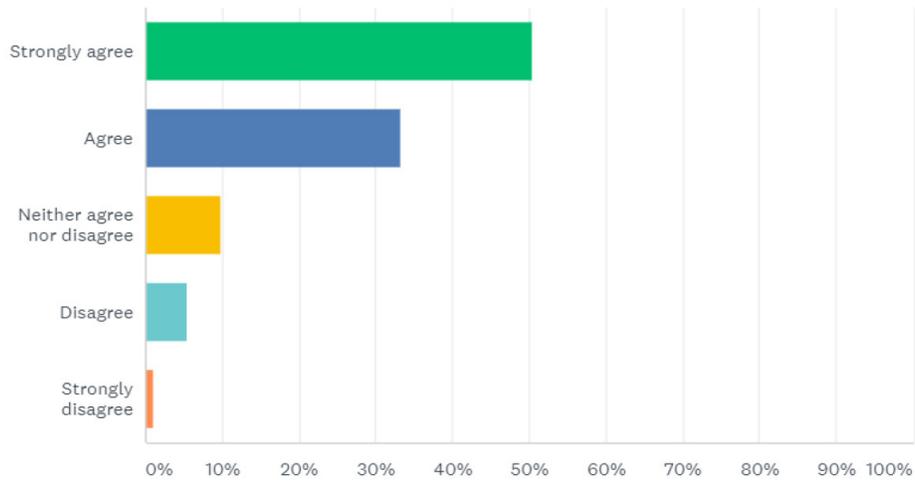
Answered: 295 Skipped: 1



| ANSWER CHOICES             | RESPONSES  |
|----------------------------|------------|
| Strongly agree             | 38.98% 115 |
| Agree                      | 38.31% 113 |
| Neither agree nor disagree | 16.95% 50  |
| Disagree                   | 5.08% 15   |
| Strongly disagree          | 0.68% 2    |
| <b>TOTAL</b>               | <b>295</b> |

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

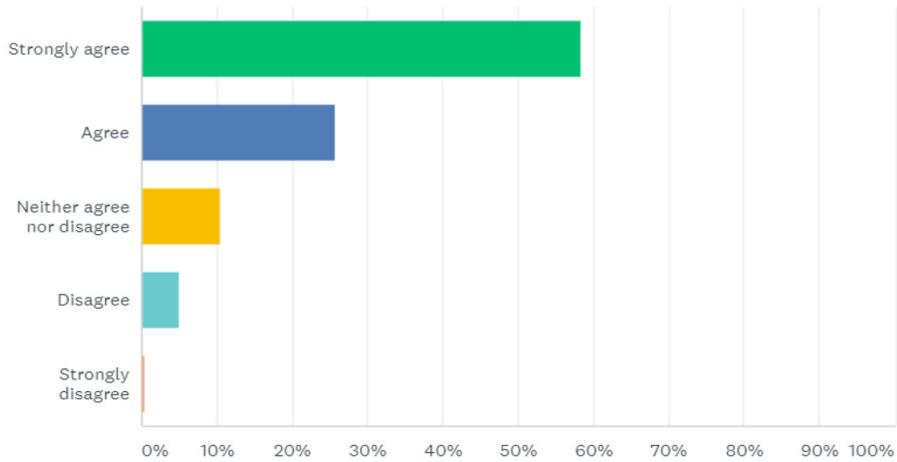
Answered: 292 Skipped: 4



| ANSWER CHOICES             | RESPONSES |            |
|----------------------------|-----------|------------|
| Strongly agree             | 50.34%    | 147        |
| Agree                      | 33.22%    | 97         |
| Neither agree nor disagree | 9.93%     | 29         |
| Disagree                   | 5.48%     | 16         |
| Strongly disagree          | 1.03%     | 3          |
| <b>TOTAL</b>               |           | <b>292</b> |

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

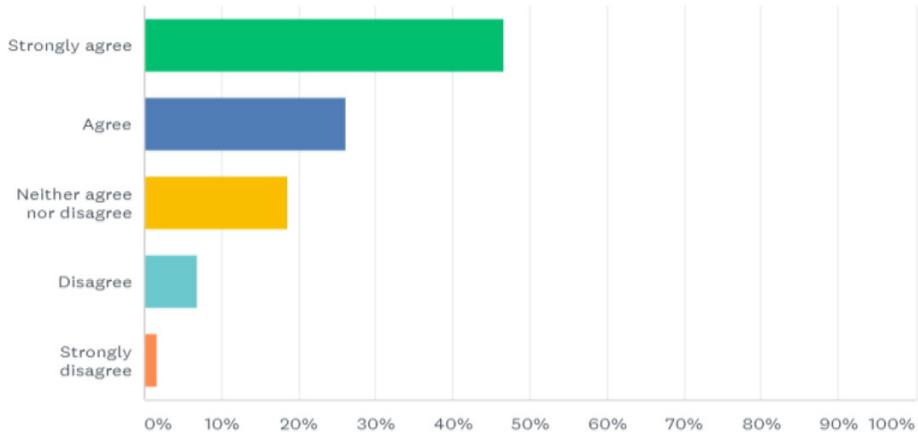
Answered: 295 Skipped: 1



| ANSWER CHOICES             | RESPONSES  |
|----------------------------|------------|
| Strongly agree             | 58.31% 172 |
| Agree                      | 25.76% 76  |
| Neither agree nor disagree | 10.51% 31  |
| Disagree                   | 5.08% 15   |
| Strongly disagree          | 0.34% 1    |
| <b>TOTAL</b>               | <b>295</b> |

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.

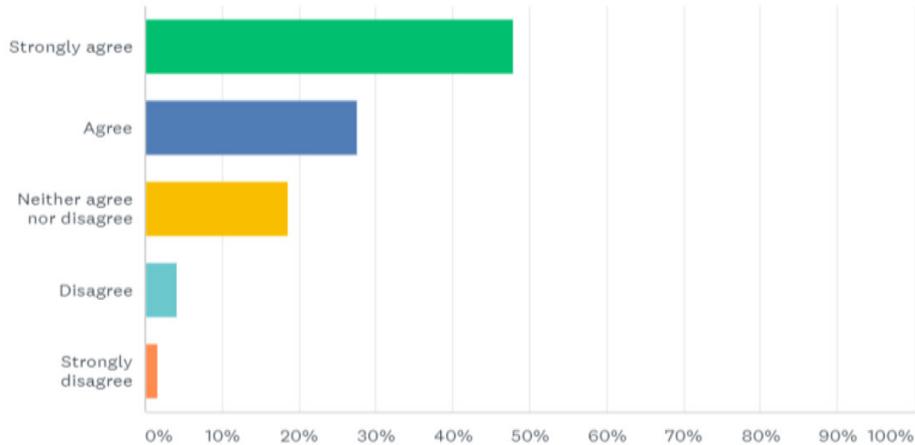
Answered: 294 Skipped: 2



| ANSWER CHOICES             | RESPONSES  |
|----------------------------|------------|
| Strongly agree             | 46.60% 137 |
| Agree                      | 26.19% 77  |
| Neither agree nor disagree | 18.71% 55  |
| Disagree                   | 6.80% 20   |
| Strongly disagree          | 1.70% 5    |
| <b>TOTAL</b>               | <b>294</b> |

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.

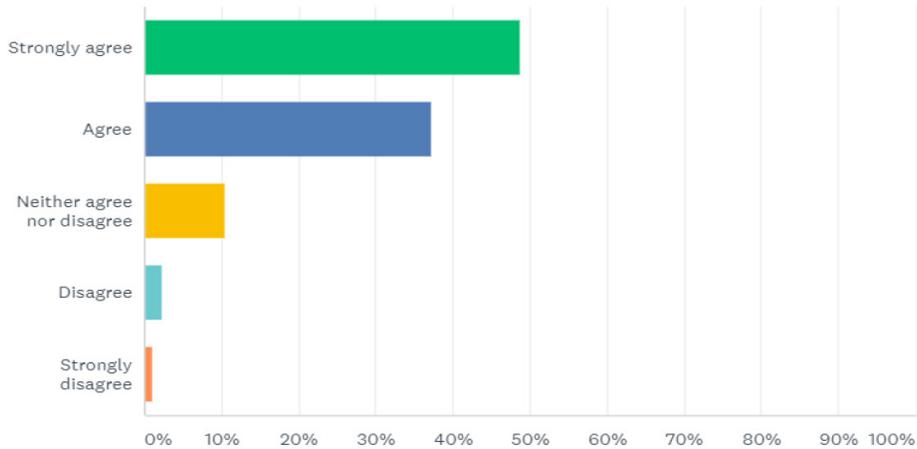
Answered: 294 Skipped: 2



| ANSWER CHOICES             | RESPONSES  |
|----------------------------|------------|
| Strongly agree             | 47.96% 141 |
| Agree                      | 27.55% 81  |
| Neither agree nor disagree | 18.71% 55  |
| Disagree                   | 4.08% 12   |
| Strongly disagree          | 1.70% 5    |
| <b>TOTAL</b>               | <b>294</b> |

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.

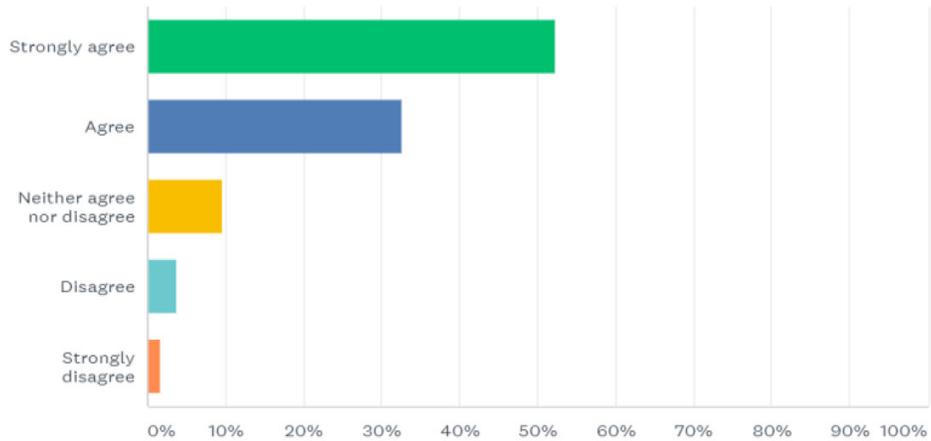
Answered: 295 Skipped: 1



| ANSWER CHOICES             | RESPONSES  |
|----------------------------|------------|
| Strongly agree             | 48.81% 144 |
| Agree                      | 37.29% 110 |
| Neither agree nor disagree | 10.51% 31  |
| Disagree                   | 2.37% 7    |
| Strongly disagree          | 1.02% 3    |
| <b>TOTAL</b>               | <b>295</b> |

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

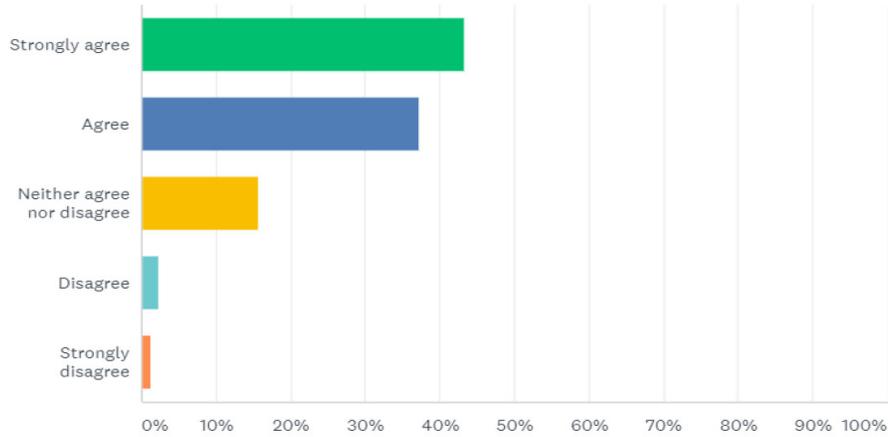
Answered: 294 Skipped: 2



| ANSWER CHOICES             | RESPONSES  |
|----------------------------|------------|
| Strongly agree             | 52.38% 154 |
| Agree                      | 32.65% 96  |
| Neither agree nor disagree | 9.52% 28   |
| Disagree                   | 3.74% 11   |
| Strongly disagree          | 1.70% 5    |
| <b>TOTAL</b>               | <b>294</b> |

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.

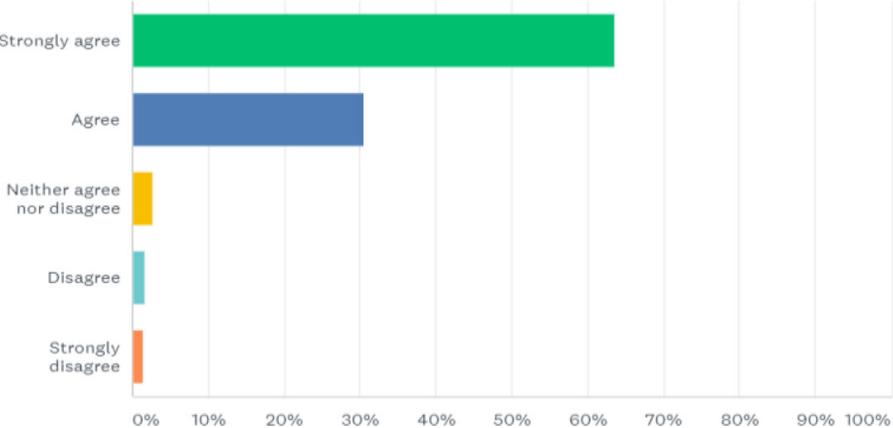
Answered: 295 Skipped: 1



| ANSWER CHOICES             | RESPONSES  |
|----------------------------|------------|
| Strongly agree             | 43.39% 128 |
| Agree                      | 37.29% 110 |
| Neither agree nor disagree | 15.59% 46  |
| Disagree                   | 2.37% 7    |
| Strongly disagree          | 1.36% 4    |
| <b>TOTAL</b>               | <b>295</b> |

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.

Answered: 294 Skipped: 2



| ANSWER CHOICES             | RESPONSES  |
|----------------------------|------------|
| Strongly agree             | 63.61% 187 |
| Agree                      | 30.61% 90  |
| Neither agree nor disagree | 2.72% 8    |
| Disagree                   | 1.70% 5    |
| Strongly disagree          | 1.36% 4    |
| <b>TOTAL</b>               | <b>294</b> |

Below are all comments (verbatim) received from survey participants in response to the following statement:

*"If you would like to provide further details regarding the statements listed above or if you have comments regarding additional needs with the International Drive CRA, please provide them below."*

- Every facet of the industry NEEDS to encourage yearly diversity trainings. For both employees and guests alike we come into contact with people of all backgrounds and walks of life. Its unacceptable that there are still issues with racial insensitivity in the work place. And we also need to remember to include religious backgrounds, gender identity and sexualities in these trainings. Personally I have worked in my property for 8 years and have had ONE training on diversity that solely covered race. This is completely unacceptable and contributes to hostile work environments.
- Please make sure that any improvements do not cause undue financial strain on those who live/ own in the area. i.e. taxation for gentrification.
- A traffic light was recently added in this area that has made a tremendous difference in the safety of pedestrians and drivers. More improvements like this are much appreciated!
- Introducing affordable area housing is important to idrive businesses but further worsen traffic and would need to be balanced with appropriate counter measures in the form of alternatives to road borne transit. ie raised rail travel
- Theft, burglary, assaults are major problems in most areas in Orlando, not good for tourism and businesses
- The pandemic has had a devastating impact the hospitality industry. As such, we should wait until the industry has fully recovered before re-distributing CRA funds to other worthwhile programs.
- Affordable, safe and acceptable housing is the key to help families thrive.
- New apartments within the zone aren't needed, better transit access from afar is the better solution
- More transportation and more traffic lights and more cops
- I feel that is hospitality workers are often overlooked and under appreciated. The community around us is built with "us". The city should be doing more to help the workers to find pretty much all of their budget
- I suggest strongly that we leave the current CRA as it is for a minimum of 3 years until we are through Covid 19 and see the impact. This is vital to ensure we can meet the demands of transportation which is the original intent of the CRA
- The area is for tourism and businesses that support tourism. A good mix of newer residential is necessary also.
- Need more ways to cross over/under I4 to gain access to the International Drive CRA. The Sand Lake/International Drive intersection and Central Fl Parkway are already congested before any further development happens.
- Improve public Transpiration system e.g. railway International Drive - North- South, Airport - International Drive.
- Orange County needs to give more attention to the County portion of I Drive NORTH of Sand Lake Road. I Drive is the County's responsibility all the way to just North of Carrier Dr, but the County only studies and helps South of Sand Lake. Underground the power lines, add a central turn lane, and create a circulator using existing easements.
- The area of I Drive past Sandlake is in great need of new design for consistent signage, landscaping, and general curb appeal. There is also an increased homeless problematic developing in this area in which sometimes they even trespass to hotel rooms in the area.
- Some focus is needed across Sand lake on I drive. No attention is ever brought this way. Landscaping and lighting are big concern on this half of i-drive. Homeless population is sleeping on the streets on this side.
- Please allocate funding to alleviate the i-4 ramp at sand lake/i-drive in Dr.Phillips....it is a nightmare. Also, theft in the area is too high.
- Side walks from the North/South Concourse to the Eye on the Northbound I-Drive corridor are very narrow and many are uprooted from tree root growth. When high traffic begins again the

bikers w/ carriages plow pedestrians into the street and into the bushes. Most people stumble and can get hurt in these areas and there has to be a location for these bikers to go without hurting pedestrians. Electric Golfcart rental may improve business because Taxi's override the I-drive corridor and take up valuable sidewalk space that could be used and people would be more apt to patron from our hotels to go to the other areas of the Pointe Orlando to the Eye if it were easier to go back and forth between amusement and dining areas.

- Investing in industries that only create low paying unskilled employment opportunities makes no sense. It attracts employees without the means to afford a reasonable income level and then we look to subsidize solutions to these problems through real estate taxes. Let the TDT pay for the problems it creates.
- Ensuring that generated Tourist Development Tax dollars are utilized only within Orange County.
- This is a tourist center, not a residential center. It would be a shame to use money meant for citizens to fill the pockets of non-local businesses such as those on I-Drive. Give funds to the citizens not the tourists.
- Salary wage need to be increase. A lot of businesses doesn't follow the minimum wage.
- The traffic currently, is not an issue. Pre-pandemic, it was an issue.
- Include enhanced lighting with the improvements of pedestrian walk ways. A safe means for pedestrians to cross Sandlake (overhead cross walk) is needed with the continued development.
- International Drive South needs better crosswalks/lights near blue green-extremely dangerous and employees cross all the time to bus stop.
- The I Drive street lighting is a issue we still have mercury vapor bulbs rather than LED lighting - Please lets get with the times this is a safety issue for both pedestrians and vehicles.
- The road construction is a real problem in International Drive, specifically at the Sand Lake Rd + International Dr intersection. It is dangerous and has taken entirely too long to complete. This

goes for the ongoing construction Sand Lake, East of that intersection as well. A focus on it's completion would be appreciated by locals and visitors alike.

- Timing of the traffic lights can help congestion and allowing a turning lane for Vehicles to move forward if all clear instead of waiting for traffic lights to change specifically on destination parkway and convention way, universal as more is going up in those areas.
- Some of the crosswalks on I Drive need to be removed. There are too many, too close together that result in vehicle congestion. It might also be interesting to have professionals study whether it would make sense to have I Drive traffic flow one way and Universal Blvd, the opposite way.
- Need more police and undercover officers in the area as the international drive represents Orlando tourism and the area needs to be more safe.
- We should be using some of the funds for the community not just so the parks and center can benefit.

Prepared By:



618 E. South Street Suite 700  
Orlando, FL 32801  
T 407.423.8398  
F 407.843.1070

[gaiconsultants.com/communitysolutions](http://gaiconsultants.com/communitysolutions)