

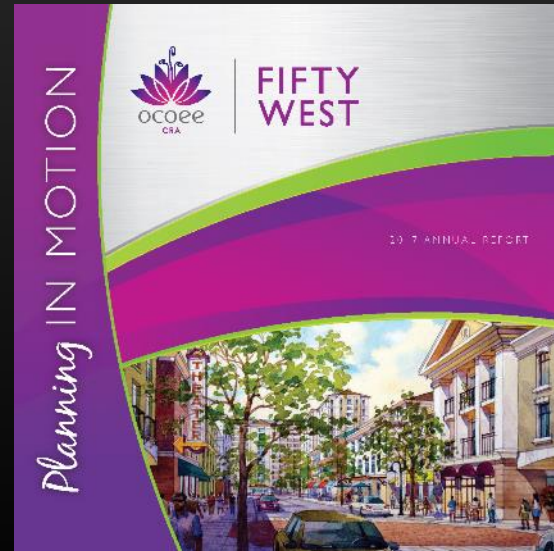
The Ocoee CRA 2018 Annual Report

The City of Ocoee CRA has created a dynamic brand for the **Fifty West** Redevelopment District.

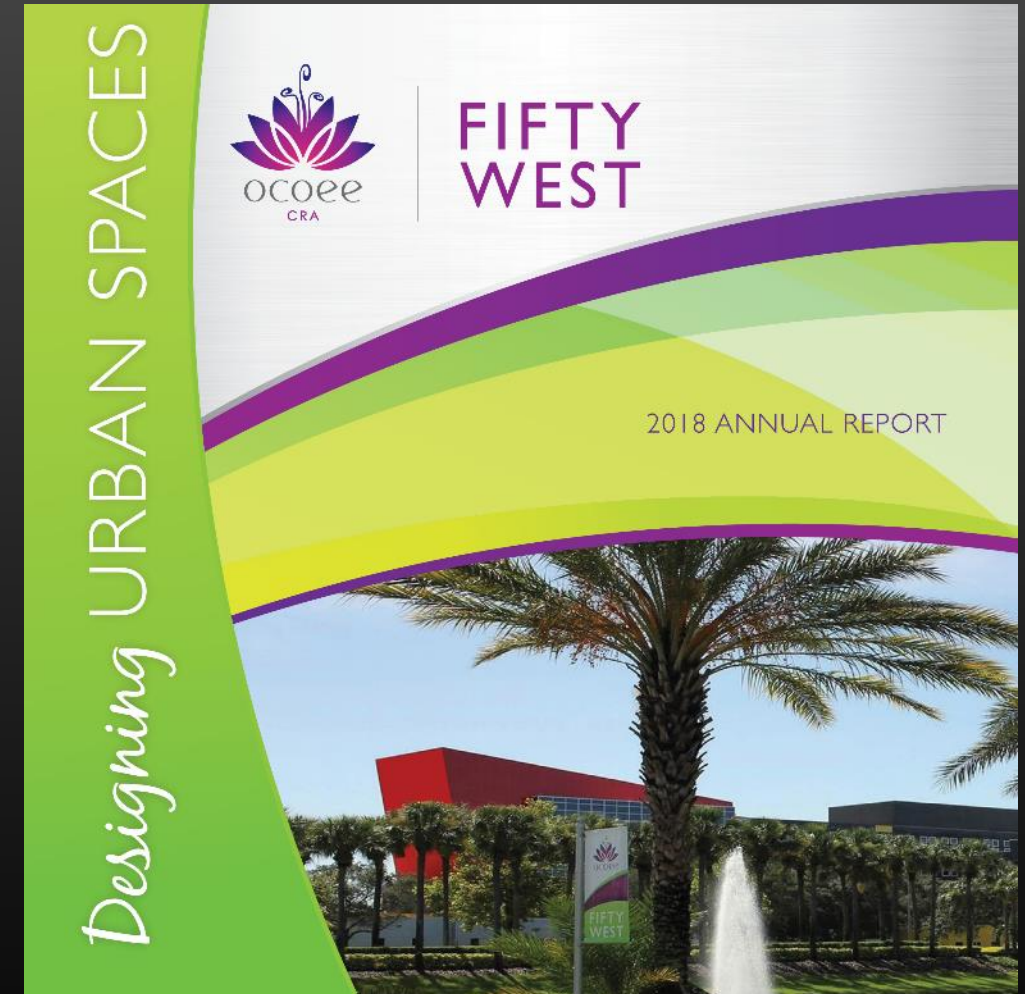
The brand uses vibrant colors including shades of purple, pink, orange, and green.

The CRA created a template for the Annual Report that reflects this brand, yet can change from year to year, while projecting a recognizable form and design.

The 2017
Annual Report



The 2018 Annual Report



Turn the page to explore our 2018
Annual Report



FIFTY
WEST

Ocoee CRA

150 N. Lakeshore Drive | Ocoee, FL 34761
407.905.3100 x 1028

BOARD MEMBERS

John Grogan, *Commissioner and CRA Chair*
Richard Firstner, *Commissioner and CRA Vice Chair*
Rusty Johnson, *Mayor and CRA Board Member*
Rosemary Wilsen, *Commissioner and Board Member*
George Oliver III, *Commissioner and CRA Board Member*
Todd Duncan, *Citizen CRA Board Member*
Randy June, *Orange County CRA Board Member*

STAFF

Rob Frank, *City Manager/CRA Executive Director*
Craig Shadrix, *Assistant City Manager*
Michael Rumer, *City Planner*
Virginia "Ginger" Corless, *CRA Administrator*
Shannon Hopper, *CRA Administrative Assistant*

LEGAL COUNSEL

Scott A. Cookson, Esq., *Shuffield, Lowman & Wilson, PA*

This Annual Report serves to meet the requirements of Section 163.3 9 (c), Florida Statutes, whereas, each CRA in Florida must prepare a report of its activities for the preceding fiscal year. Covering Fiscal Year (FY) 2017-2018, this Report will be posted at www.ocoeecra.com and available for viewing at the City of Ocoee Clerk's Office and CRA's Office, 150 N. Lakeshore Drive, Ocoee, FL 34761.

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OCOEE CRA AGENT for Change

CRA's Facilitate Community Revitalization

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

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

CRAs use tax increment revenues to leverage other monies such as grants and public/private partnerships. The revenues are also for the planning and implementation of public infrastructure projects.

OCOEE'S CRA INCREMENT REVENUES HAVE INCREASED BY



OVER THE LAST 5 YEARS

Fifty West Redevelopment District

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

During physical year 2017-2018 the Ocoee CRA met on November 11, 2017, January 16, 2018, April 12, 2018, and September 5, 2018. For a schedule of upcoming CRA Board meetings visit <http://www.ocoeecra.com/284/CRA-Meeting-Dates> or call the Fifty West CRA office at (407) 905-3100 ext. 1028.

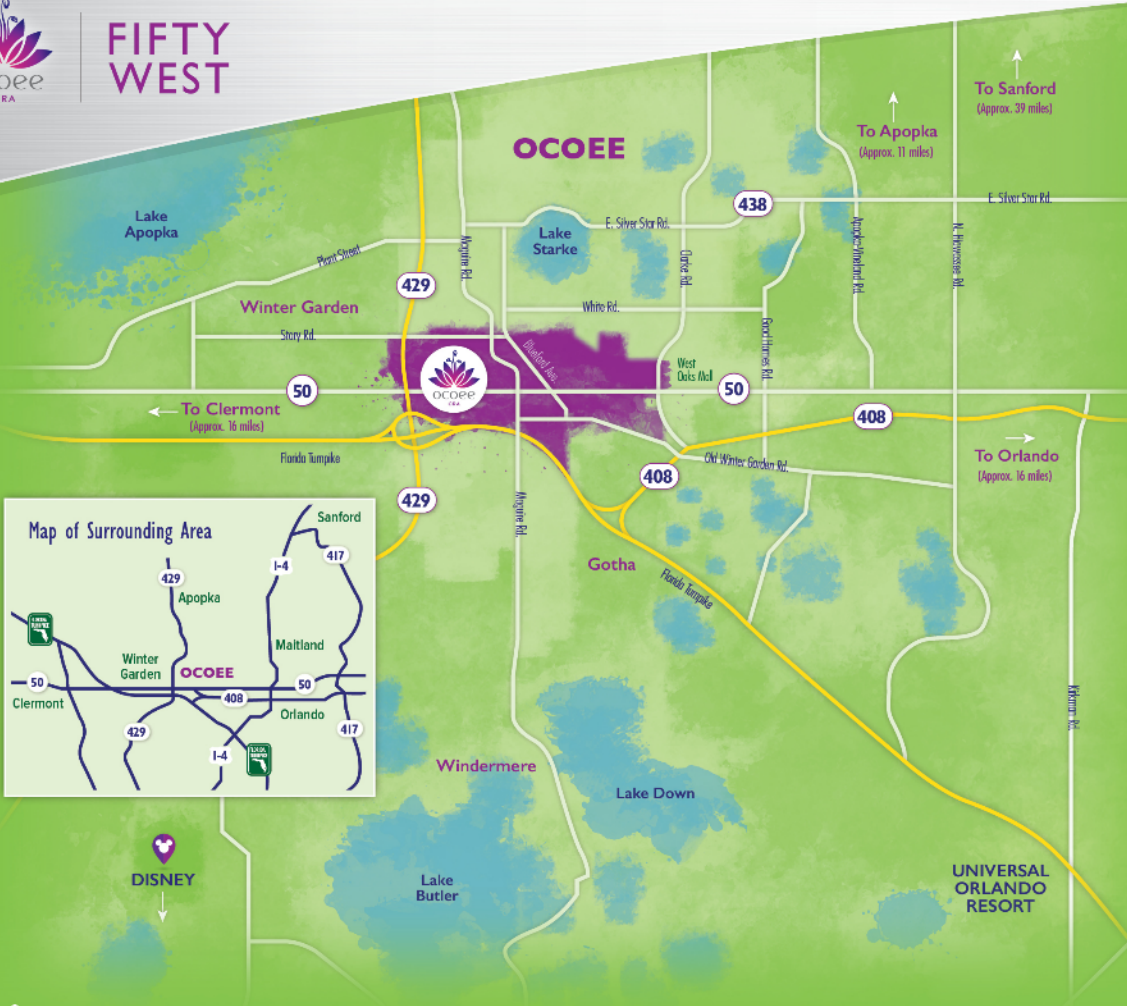
The Ocoee CRA is an "Agent for Change" and well positioned with increasing revenues and private reinvestment to create Fifty West as a thriving contemporary commercial destination that provides diverse employment opportunities and enhances the quality of life for not only the businesses and residents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

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



FIFTY WEST

All Roads LEAD TO OCOEE

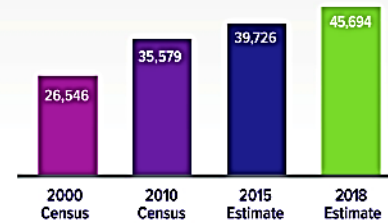


The Fifty West Community Redevelopment District sits along a 2-mile stretch of SR 50 and is easily accessible from the Florida Turnpike, the East-West Expressway (408) and the Western Beltway (429). Significant improvements to these roadways have occurred over the last 15 years, in addition to other roadway extensions serving the rest of the community. Ocoee is just minutes from downtown Orlando, Disney World, I-Drive - Convention Center Area, and Orlando International Airport, as well as other large scale employers in the area. Fifty West is anchored by the 1.1 million square foot West Oaks Mall and Orlando Health's Health Central Hospital, in addition to a full array of other retail and service businesses.

MEASURING Success

FIFTY WEST

currently serves as a primary Commercial Corridor for the City
Citywide population has nearly doubled since 2000 – providing access to over **45,000 people**



FIFTY WEST IS HOME TO OVER

350
BUSINESSES

8,500
EMPLOYEES



FIFTY WEST

Taxable Property Value increased from \$157,484,822 when the District was established to **\$288,134,454** at the end of FY 2017-18

83%
INCREASE

BUSINESS FRIENDLY OCOEE CRA

- Custom development incentive program assistance
- Tap into the City's job-creation tax-abatement program
- CRA public/private partnership opportunities
- Call (407) 905-3100 ext. 1028 for additional information



Check out the City of Ocoee's Economic Development Viewer

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

City's Redevelopment Initiatives assist in Creating Fifty West as a "Regional Destination"

Over the past year, the City continued to implement projects identified in the Downtown Master Plan and SR 429 Corridor Master Plan. These City initiatives have an immense impact on the City's Redevelopment District in a manner that furthers Fifty West as a regional destination.

Downtown Ocoee is Being Transformed

Using **\$43 million dollars'** worth of bonds, the City leveraged other funding sources to implement major capital improvement projects identified in the award winning Downtown Ocoee Master Plan.

During 2018, the City completed the reconstruction of Bluford Avenue. The work included under-grounding utilities, upgrading sewer connections, 10' wide sidewalks, new street lights and sight amenities. This palm-lined Avenue between Delaware Street and Silver Star Road sets the stage to re-imagine Downtown Ocoee.

The City is currently working on the design of the Downtown Master Stormwater Park, the reconstruction of Oakland Avenue and Taylor Avenue, the relocation of City Hall, expansion of the Lakeshore Center, and redevelopment of the Bill Breeze Park at Starke Lake. All these projects have been carefully planned in order to realize the vision for Ocoee's Downtown as a viable mixed-use environment having a consistent design theme, which is connected to major roadways and the local network, including primary access from the south through Fifty West.

For more information on the City's Downtown Redevelopment Plans, visit <https://www.ocoe.org/832/Downtown>.



Bluford Avenue Reconstruction



Vision for Oakland Avenue

SR 429 Master Plan and Overlay District

The SR 429 Master Plan is a planning initiative in which the City of Ocoee, Ocoee CRA and the City of Winter Garden collaborated. The SR 429 Corridor is defined as the area surrounding the three interchanges along SR 429 in Ocoee. The Master Plan provided recommendations to improve connectivity, draft development standards and enhance place making. The City of Ocoee has moved forward in drafting development standards for the areas within the City, including areas within the Fifty West Redevelopment District. A major focus of the Plan is creating the SR 429 corridor as a choice location of high quality targeted industries. New industries are now calling Ocoee home.



City Furniture, Park at 429

Planning Leads to Redevelopment

During the fiscal year ending September 30, 2018, the Ocoee CRA continued their efforts in implementing planning initiatives and programs as outlined in the Redevelopment Plan and the **award winning CRA Target Areas Special Development Plan** focusing on the three target areas.

Target Area 1: Located south of SR 50, west of Maguire Road, north of the Florida Turnpike and east of Marshall Farms Road. The goal is to redevelop this area as an urban mixed-use environment that is flexible and pedestrian oriented.

Target Area 2: Located north of SR 50, east of Bluford Avenue, south of Crooked Creek Drive and west of Blackwood Avenue. The area serves as a transition to the City's Downtown and residential development to the north. This Target Area supports urban land uses with a design focus that transitions from urban to suburban in nature, enhances roadway connections and integrates Lake Bennet as a park feature.

Target Area 3: Located south of SR 50, west of SR 408, north of Old Winter Garden Road and east of Blackwood Avenue. This area is primarily owned by Orlando Health's Health Central Campus. The design focus continues the contemporary urban medical campus while enhancing transportation connectivity.

In Fiscal year 2018, the Ocoee CRA focused on three target areas.

During 2018, private development was extremely active with major construction projects in each Target Area.



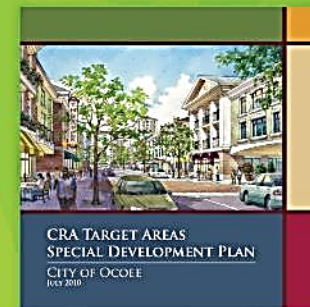
Target Area 1



Target Area 2



Target Area 3



Recipient of the FAPA 2011 Award of Merit

In the near future:

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



FIFTY WEST

Breaking NEW GROUND

THE CRA HAS MADE TREMENDOUS PROGRESS in facilitating the redevelopment of each target area. Through active negotiations, development agreements, and partnerships, private investment is continuing at a record pace and redevelopment goals are being achieved as demonstrated in the following development.

Maguire-50

Located in **Target Area 1**, the redevelopment of this area is of significant importance in that it once contained the Colony Plaza Hotel; a major blight factor in establishing the City of Ocoee's Redevelopment District, Fifty West. During fiscal year 2017-2018, the City finalized the redevelopment agreement with the current land owners paying the CRA in excess of a million dollars and commenced construction on Phase I. This work includes site work and two buildings located at the SW intersection of Maguire Road and SR 50. When Phase I is complete, there will be nearly 15,000 square feet of retail, restaurants and support facilities. At full build-out, the site may include up to 52,000 square feet of leasable space, and increase the site's taxable property value by an estimated \$22 million.

Target Area 1



Maguire-50 construction



City Center West Orange

Located in **Target Area 2**, City Center West Orange (CCWO) will be the largest mixed-use development in the City of Ocoee. Following "new urbanism" principles, the development will include a mix of urban housing, civic uses, and office/commercial buildings all within the city center. Planning includes approximately 500 condominium homes, a convention center, hotel, recreational trails and more than half a million square feet of retail and commercial space.

In 2018, the property owners established a Community Development District in order to have access to tax-free municipal bonds to pay for the cost of construction and maintenance of infrastructure. In 2019, the developer will complete the site's infrastructure and start construction on the buildings. Soon there will be cranes decorating Fifty West's skyline.

Target Area 2 - City Center West Orange



City Center construction underway

Orlando Health UF Cancer Center - Health Central

The majority of **Target Area 3** is comprised of Orlando Health's recently expanded Health Central Medical Campus. Orlando Health and the West Orange Healthcare District partnered to build this new facility, featuring the latest cancer-fighting technology. The new \$28 million, 2-story, 30,000 square foot Cancer Center was funded mostly by a \$21 million grant from the West Orange Healthcare District. The Orlando Health UF Health Cancer Center at Health Central Hospital is the first cancer treatment facility providing MRI-guided radiotherapy in Central Florida. This cutting-edge machine is only the second in the State and sixth in the nation. The facility will have between 35-40 fulltime staff members working at the Cancer Center.

30,000
square foot Cancer Center

100-bed
skilled nursing facility

1,600
people directly employed

The Cancer Center is part of a \$100 million expansion at Health Central Hospital's campus. This expansion also includes a \$24.5 million, 100-bed skilled nursing facility, currently under construction and expected to open in late 2019. When the skilled nursing facility is open, there will be over 1,600 people directly employed at the Health Central Hospital Campus. For more information on Orlando Health, visit www.orlandohealth.com. Orlando Health and the West Orange Health Care District are committed to providing the residents of Ocoee and West Orange County access to world-class healthcare. The West Orange Healthcare District was created in 1949. Its mission is to make

The majority of Target Area 3 is the Orlando Health, Health Central Medical Campus.

West Orange County the healthiest community in the nation. Visit www.wohd1949.org for additional information.

Target Area 3



Image provided by Orlando Health



FIFTY WEST

Open FOR BUSINESS

IN ADDITION TO THE 30,000 SQUARE FOOT ORLANDO HEALTH UF CANCER CLINIC, two new buildings, Extra Space Storage and Maguire Commons, were started and/or completed in 2018, resulting in an additional 157,724 square feet of new construction.



Extra Space Storage, Marshall Farms Road



Maguire Commons, 10959 W. Colonial Drive is home to four new businesses, T Mobile, Care Spot, Papa Johns and Odoba Mexican Restaurant



157,724 square feet of new construction

13 businesses opened their doors in 2018

Maguire Crossings, located at the intersection of Maguire Road and Old Winter Garden Road, welcomed several new tenants in 2018, including two restaurants and a craft activity shop.



Beautifying FIFTY WEST

THE OCOEE CRA RECOGNIZES THE IMPORTANCE of well-designed public infrastructure that includes streetscapes, open spaces, parks, and stormwater facilities.

In 2018, the CRA invested over \$200,000 to plant new landscaping on Old Winter Garden Road and S. Blackwood Avenue. Each of the projects was designed to incorporate plants that were native and/or Florida Friendly in order to practice irrigation efficiency and to increase the survivability of plants. The CRA also contracted the landscape maintenance of each of these projects, as well as, the medians of SR 50 to ensure the CRA's investments are well maintained.

Old Winter Garden Road Median Landscaping – Phase I, Maguire Road to S. Blackwood Avenue

The medians on Old Winter Garden Road were practically void of any landscape materials due to poor soils and the harsh growing environment. To rectify this issue, 6" of the existing soil was removed and replaced with new top soil that was tilled to a depth of 12". Plant materials included palms, oaks, crape myrtles, grasses and hardy shrubs. A grass strip was added for easy maintenance, and irrigation was redesigned to properly water the new plantings. The narrow portions of the medians were filled with concrete for they were too small to allow proper plant growth. The cost of Phase 1 was \$167,990.37.

S. Blackwood Avenue Refresh

Using the same plant palette, the medians and side right-of-way on S. Blackwood Avenue, between SR 50 and Old Winter Garden Road were beautified. As with the Old Winter Garden Road beautification, plant materials were upgraded and the soil improved. The refresh was designed and pre-construction activities completed during FY 2017-2018, but planted in the fall of FY 2018-2019. Total cost of the Refresh project was \$67,262.00.

SR 50 maintenance



Old Winter Garden Road



S. Blackwood Avenue Refresh





FIFTY
WEST

THE OCOEE CRA understands that promotion, marketing and the sponsoring of special events are important in increasing the District's regional recognition as a thriving urban commercial corridor and mixed-use destination. The marketing and promotional activities the Ocoee CRA participated in during fiscal year 2018 are highlighted below.

25th Anniversary of Founders Day

The Ocoee CRA has been a major sponsor of the City of Ocoee's largest special event almost every year since the CRA's establishment. The CRA's logo is prominently displayed. In 2018, Founders Day was held November 2nd and 3rd. There were over 20,000 attendees over the two-day event.

Promoting Fifty West

In 2018, the CRA actively promoted Fifty West to local, regional, national and international businesses and real estate interests. On March 18th, the West Orange Chamber of Commerce held **BEST FEST** in Ocoee. **BEST FEST** is the largest food tasting and business expo in West Orange County.

As a member of the International Council of Shopping Centers (ICSC), the City and CRA attended events in New York (December 6th-7th, 2017), Las Vegas (May 20th-23rd) and Orange County (August 27th-28th), where staff provided information on the District to potential retail business interests.



Market Guide

The CRA partnered with the City to design a Market Guide to provide potential developers and businesses information pertinent to relocating to the City and the Fifty West Redevelopment District.

The Market Guide includes important demographic information, provides a glimpse of the current reinvestment activities by the City and the CRA, and identifies potential properties that are available for development or lease. The Market Guide is designed to easily distribute, almost like a business card; however, it opens up to display an overall map of the City with the Fifty West Redevelopment District highlighted. If you would like to receive a copy of the Market Guide call (407) 905-3100 ext. 1028.



REPORTING THE Numbers

Financial Reporting

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

FISCAL YEAR 2017-2018 REVENUES

The following were the revenues contained within the Ocoee CRA's Redevelopment Trust Fund for FY 2017-2018:

Opening Cash Balance	\$618,882.00
Property Taxes	\$662,282.00
City	\$371,729.00
County	\$290,553.00
Interest Earnings	\$2,012.97
*Miscellaneous	\$1,105,406.21
Total Redevelopment Trust Fund Revenues	\$2,388,583.18

The Miscellaneous line item is the settlement payment made for the Maguire 50 property. Interest earnings are included with the miscellaneous revenue on the graph.

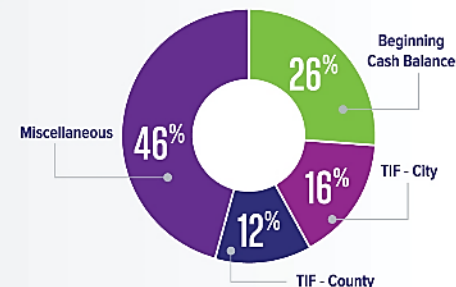
Fiscal Year 2017-2018 Expenditures

During FY 2017-2018, the CRA expended a total of \$461,107.49. The total operating expenses of \$117,875.04 and \$147,005.52 was transferred to the City of Ocoee to cover staffing expenses for the CRA. The capital expenditures were \$196,226.93.

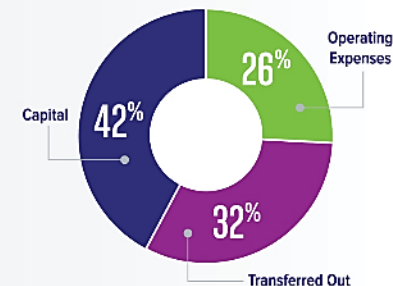
It is noted that \$1,927,475.69 remained in the Redevelopment Trust Fund as of September 30, 2018, and was designated for specific CRA capital improvement projects for FY 2018-2019, pursuant to Florida Statutes.

For more information on the CRA budget visit
www.ocoee-cra.com/268/CRA-Budgets

CRA REVENUES



CRA EXPENDITURES



WHAT'S ON THE DRAWING BOARD?

Over the next year, the CRA will move forward with several capital projects meant to enhance the overall quality of aesthetics within Fifty West. A few of these include:

Old Winter Garden Road Median Landscaping – Phase II

The CRA is continuing their efforts to beautify Fifty West with the installation of new plants in the median of Old Winter Garden Road between S. Blackwood Avenue and Hempel Avenue. The design of the medians will follow the plant palette that was used in Phase I. Planting should be completed in the summer of 2019.

N. Blackwood Avenue Streetscape

Blackwood Avenue, north of SR 50, will serve as a major gateway to the new Ocoee City Center. Improvements include roadway resurfacing, sidewalk improvements, and landscaped medians. The project is under design and construction is estimated to be completed in 2020.

SR 50 Highway Median Landscaping

The Florida Department of Transportation (FDOT) recently completed the reconstruction of SR 50 from a four to a six-lane facility from SR 429 to Good Homes Road. The Ocoee CRA and the City of Ocoee will partner with FDOT to install median landscaping. Landscape installation is estimated to begin in late spring 2019.

Wellness Park

The CRA is seeking to transform a retention pond south of SR 50, east of Bluford Avenue into a public park that includes a walking trail, fitness equipment, seating areas, site furnishings, lighting, signage, on-street parking, and landscaping. The design was initiated in the FY 2017-2018 budget; however, the design and engineering will not be completed until the summer of 2019. Construction is expected to begin in 2020.



Cultivating Our EXISTING BUSINESSES

West Orange Cinema | 1575 Maguire Road, Ocoee, FL 34761

Wondering where to go for a movie, dinner and a drink in Ocoee, then the **West Orange Cinema** is for you. The West Orange Cinema has served our community for over 30 years. It was actually one of the 1st, if not the first, movie theaters to serve meals (sandwiches, hamburgers, hotdogs, nachos, fruit trays, pizza, etc.) wine and beer in Central Florida.

When the Cinema first opened in 1988, there was only one screen. In 1992, the cinema's owner at the time, added four screens, and for many years, it was known locally as the West Orange 5. In 1996, the West Orange Cinema was purchased by Patrick Sirois, who still owns it today. In 2010, the theater was upgraded to support the showing of digital over traditional film reels. This investment began showing immediate returns with needing less pre-and-post production services.

In 2012, Mr. Sirois made significant improvements to the building, giving the façade an art-deco look. He also added the sixth screen and enlarged the concession and queuing areas. The Ocoee CRA partnered with the West Orange Cinema to fund portions of the architectural upgrade. Today, the West Orange Cinema has the capacity to serve seven-hundred people, and has sold out on numerous occasions.

The West Orange Cinema employs twenty-five employees, mostly part-time. They are open every day of the week. On Monday through Friday they open at 3:15 pm, and on Saturday and Sunday, they open at 12:15 pm. Since they follow the Orange County School Board's schedule, they open at 12:15 pm on student holidays. During the summer on Wednesdays, they open at 10:00 am to show a children's movie on all 6 screens simultaneously. Mr. Sirois stated that this event is one of his most popular with nearly six-hundred people showing up week after week all summer long. The Cinema is also available to rent for private events.

The Ocoee CRA understands the importance of our new and existing businesses located within the Fifty West District and will begin highlighting a business each quarter on our website. If you are interested in participating in this program, call 407.905.3100 X 1028.

Which business will be the next talk of the town?



West Orange Cinema
review ratings:

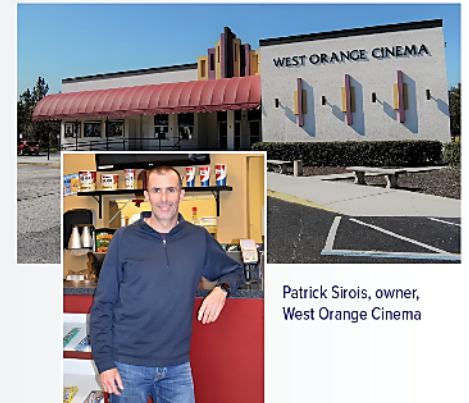
Trip Advisor ★★★★★
Yelp ★★★★★
Facebook ★★★★★

A few of the review comments include:

"It feels like a small town theater"

"It's friendly and inviting"

"Doesn't cost an arm and a leg"



Patrick Sirois, owner,
West Orange Cinema

For more information call (407) 877-8111 or go to www.westorange5.com.

Drop by for a movie, dinner and a frosty beverage; Patrick Sirois and his staff are looking forward to your visit.

Meeting State Statutes through Design

The brightness and contemporary design of our Annual Report attracts one's eye in such a way that we can't keep them in stock. A good problem to have.

Our Annual Report's template is set and has the ability to increase the page count built within. As Fifty West grows, so can our Report.

Next year's Report is already underway and will highlight passion flower pink with subtle burnt orange undertones.

We encourage you to visit the 2018 website version

<https://www.ocoee.org/ArchiveCenter/ViewFile/Item/952>



**FIFTY
WEST**

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