



INTERNATIONAL DRIVE COMMUNITY REDEVELOPMENT AGENCY (CRA)

Fiscal Year 2024-2025 Annual Report

BACKGROUND |

The International Drive area is a vibrant destination focused on tourism, entertainment, and convention-related business. This hub of economic activity - a catalyst for the economic success of Orange County - has historically been challenged by transportation deficiencies which threaten the continued economic vitality of this activity center that provides over 90,000 jobs within this region. The International Drive Community Redevelopment Agency (CRA) was created in 1998 based upon a finding of the existence of transportation-related blight within the International Drive area. A Redevelopment Plan was adopted, and subsequently amended, which identified specific transportation improvements that could be implemented to address these blighted conditions. This redevelopment plan includes those transportation projects which are eligible for funding utilizing, among other sources, CRA revenues. In June 2021, the Orange County Board of County Commissioners, sitting as the International Drive Community Redevelopment Agency, approved Resolution No. 2021-M-16, which modified the Plan to authorize additional community redevelopment focus areas in the International Drive Community Redevelopment Area and to set a limit to the amount of funds collected. The four additional focus areas for funding use are 1. Affordable and Attainable housing, 2. Community, Cultural and Institutional Programs, 3. Workforce and Economic Development, and 4. Beautification and Aesthetics. The Orange County Board of County Commissioners serves as the governing board for the International Drive Community Redevelopment Agency and directs the activities of the CRA. Additionally, in 2002, a seven-member Advisory Committee was appointed to provide recommendations to the governing board regarding implementation of the Redevelopment Plan. The advisory committee consists of seven members, four representing each of the major organizations within the CRA, one representative from the residential community within the boundaries and two at large members appointed by the Mayor and County.



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REVENUE & EXPENSES |

REVENUES: As is the case with all CRAs, the Redevelopment Plan is implemented utilizing tax increment revenues from the properties located within the CRA. The certified taxable value of properties within the International Drive CRA upon its creation in 1998 was **\$1,700,238,322**. As of January 1, 2025, the certified taxable value of these properties was **\$8,389,854,699**. This growth in taxable value of property within the International Drive CRA boundary results in net increment revenues for FY 24-25 totaling **\$29,768,035**. Per the ordinance there was a total rebate of **\$5,826,026**, “rebate 75% of the excess annual tax increment revenues above \$22,000,000 to the County General Fund and the City of Orlando, respectively.”

TOTAL EXPENDITURE BREAKDOWN: The total amount expended during FY 24-25 was \$15,401,282. Of this total, \$9,574,468. represented full or partial costs associated with twelve (12) projects that were budgeted, under development or completed during this fiscal year, and \$5,826,814 represented administrative costs and interfund transfers. The project expenditures are listed below:

PROJECT	EXPENDITURE
<u>Projects in the Transportation Focus Area</u>	
International Drive Transit Lanes	\$10,375
Kirkman Road Extension	\$164,213
Tradeshaw Boulevard Improvements	\$323,424
Regional Transit Connectivity	\$2,124,643
International Drive Pedestrian Overpass	\$33,206
International Drive Adaptive System	\$482,494
Pedestrian Enhancements	\$2,013,915
<u>Projects in the Affordable & Attainable Housing Focus Area</u>	
Tangelo Park Housing for All – Housing Repair	\$528,540



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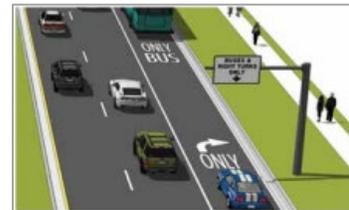
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PROJECT	EXPENDITURE
<u>Projects in the Community, Cultural and Institutional Programs Focus Area</u>	
Tangelo Park Community Center	\$3,215,746
<u>Projects in the Economic Development Focus Area</u>	
I-Drive Economic Development (Projects Combined)	\$(4,811)
<u>Projects in the Beautification & Aesthetics Focus Area</u>	
Tangelo Park Neighborhood Beautification & Aesthetics	\$291,554
I-Drive Wayfinding and Signage	\$391,169
TOTAL EXPENDITURES FY 2024-25	\$9,574,468

Information, details, and specific action steps taken with respect to the listed projects by category are summarized below.

TRANSPORTATION |

INTERNATIONAL DRIVE TRANSIT LANES: This project includes design and construction of improvements to International Drive and a portion of Universal Boulevard between Destination Parkway and Sand Lake Road that will provide 12 ft. lanes for shared bus and transit use along this corridor. These improvements will enhance transit operations and improve traffic flow in this area by removing buses from the general use lanes. Funding for FY 24-25 was used to continue the final design plans.



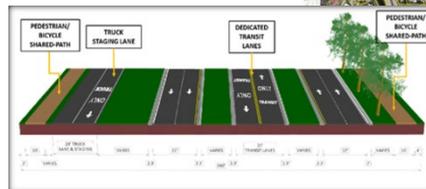


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KIRKMAN ROAD EXTENSION: The Kirkman Road extension is a new major roadway extension starting at the existing Kirkman Road at Carrier Drive in the City of Orlando and continues to Universal Boulevard. Construction of Kirkman Road was completed in FY 24-25 with the opening of a major theme park accessible from the road. Kirkman Road extension is a six-lane general use roadway with two dedicated transit lanes, providing a new north/south connection from the International Drive/Universal Boulevard area to Interstate 4. Additional funding is anticipated in future budget cycles to pay back funds based on prior commitments stated in an interlocal agreement and memorandum of understanding.



Tradeshow Boulevard: Tradeshow Boulevard is currently a two-lane roadway that runs between Universal Boulevard and Destination Parkway. The road has traditionally been used as a service entrance to the Orange County Convention Center, but with the extension of Kirkman Road connecting north, improvements were needed on Tradeshow Boulevard to create a complete and more efficient road network. The project includes dedicated transit lanes which, when completed will provide a continuous, dedicated transit lane from Carrier Drive within the Orlando city limits to Universal Boulevard within Kirkman Road, extending to Destination Parkway within Tradeshow Boulevard. Tradeshow



Boulevard will connect to the LYNX SuperStop, the new Catchlight crossing affordable housing community



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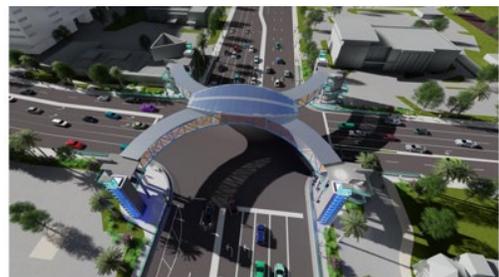
and future ultimate bus rapid transit system. Funding in FY 24-25 was used to complete the project's final design plans and begin the right-of-way acquisition and agreement process. Design plans include two lanes for general use each direction and two dedicated transit lanes in the center.

REGIONAL TRANSIT CONNECTIVITY: The funding used in FY24-25 provided for extended bus operating hours past midnight and increased frequency of bus service on LYNX bus routes 8, 37, 38 and 42 that directly serve businesses within the I-Drive CRA to better accommodate workers' shifts.



INTERNATIONAL DRIVE PEDESTRIAN OVERPASS:

The International Drive Pedestrian Overpass Intersection Analysis and Conceptual Design Study was funded by the International Drive CRA in FY 24-25 and completed in June 2025. It provided conceptual design alternatives for a pedestrian overpass structure that will serve as a functional pedestrian crossing and an aesthetic gateway to the

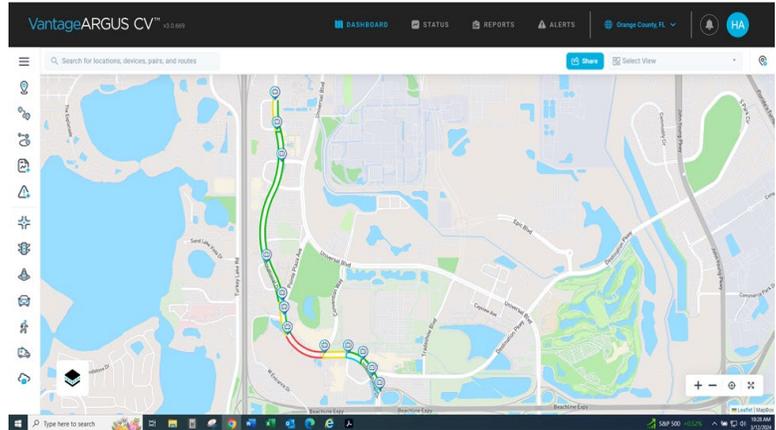


International Drive district. The overpass will provide access to each of the four corners of the Sand Lake Road and International Drive intersection using either stairs or elevator to cross the intersection above the traffic level, providing a panoramic view of the International Drive district. Special treatments will enhance the structure's architecture to be both aesthetically pleasing and consistent with nearby Interstate-4 and Sand Lake Road interchange improvement project. The proposed structure intends to be an iconic gateway to the International Drive tourist corridor and give roadway users and pedestrians a sense of the International Drive experience. Funding has been secured in FY 25-26 to begin design.

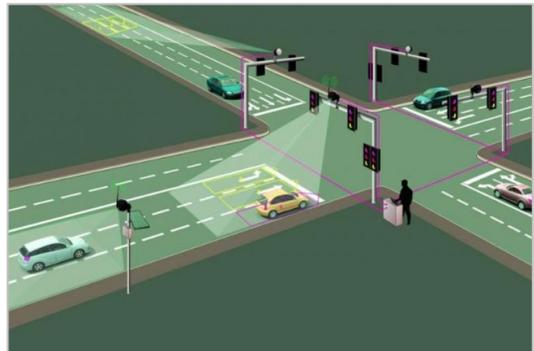


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ADAPTIVE TRAFFIC SIGNAL CONTROL: This project includes upgrades of traffic signal cabinets, signal detection system, and fiber optic communication lines. It also includes deployment of new adaptive signal control that uses cellular communication switches, Closed-Circuit Television (CCTV) cameras, Bluetooth/Connected Vehicle antennas, and audible pedestrian signals to enhance traffic flow.



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



The cellular communication switches provide backup communication in case the fiber optic lines are damaged. CCTV cameras allow remote monitoring of all traffic signals by the Traffic Management Center personnel to make manual timing adjustments, if necessary. The Bluetooth/Connected Vehicle antennas allow tracking travel time along the corridor to measure system performance, in addition to providing current signal timing data to connected vehicles for countdown to the next green, yellow, or red. The original project included an upgrade of 12 signals along International Drive, from Sand Lake Road to Aquatica and funding in FY 24-25 expanded installation to Universal Boulevard signals from Sand Lake Road to State Road 528.



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PEDESTRIAN ENHANCEMENTS: The CRA continues to be a resource for implementing pedestrian enhancements within this area with an emphasis on safety. Pedestrian safety assessments and action

plans were recently completed for the International Drive and Universal Boulevard corridors. These plans recommended a series of projects to address documented pedestrian challenges at six different intersections. Expenditures in FY 24-25 included design and construction of three locations. A new full traffic signal was installed at the location of Tradeshow Boulevard at Universal Boulevard.



This intersection is the landing site of the Kirkman Road extension and will also mark the start of the Tradeshow Boulevard widening project. The design will include enhanced pedestrian features for a safer crossing as the intersection develops. Second, a full traffic signal at the entrance to 8990 International



Drive and the access road across the street. This intersection previously had a rectangular rapid flashing beacon to assist pedestrians in crossing International Drive. Improvements include replacing it with a mast arm and pedestrian signal heads for a more protected experience crossing. Last, is the intersection of International Drive at Austrian Row. New development is planned on the southwest corner of the intersection that is expected to attract new pedestrian foot traffic. The design included new pedestrian features that will align with the development's front door access.



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AFFORDABLE AND ATTAINABLE HOUSING |

TANGELO PARK HOUSING FOR ALL HOUSING REPAIR: The Tangelo Park Housing for All Repair Program was marketed at a community meeting held at the Tangelo Park Baptist Church as well as program flyers were mailed to each address in the Tangelo Park community to notify residents of the home repair program. The program is income based and prioritizes households of the elderly, disabled and homes with a code or safety violation. In FY 24-25, three (3) households were successfully assisted under the home repair program. The scope of work included roofing, plumbing, electrical, HVAC, carpentry, and sewer to address the life, health, safety, and code deficiencies found in the homes. The total spent on homeowner occupied repairs and rehabilitation was \$528,540 to make the homes safer and more habitable. The images to the right provide a before and after-shot of a kitchen repair project completed this year.



COMMUNITY, CULTURAL AND INSTITUTIONAL PROGRAMS |

THE TANGELO PARK COMMUNITY CENTER: Construction of the new Tangelo Park Community Center began in December of 2024. Since then, the site has been demolished, fine graded, underground utilities installed and began vertical construction. Funds used in FY24-25 include the construction efforts in installing the new building. The new community center will include recreation space including a swimming pool, a renovated





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gymnasium, a computer lab and plenty of space to host local services and activities. In the meantime, during FY24-25, residents can host their small gatherings at the nearby temporary community center. The project is currently on track for completion in July 2026 and doors open in August 2026 for use.



BEAUTIFICATION AND AESTHETICS |

TANGELO PARK NEIGHBORHOOD SIGNS AND BEAUTIFICATION: The Tangelo Park Neighborhood

Sign and Beautification Project included the installation of enhanced Florida-friendly landscaping, sidewalks, a new set of crosswalks, and new neighborhood entrance markers. Funds in FY 24-25 finalized the design and installation of two pedestal signs and a central pillar sign at the main entrance to the community, and one smaller pillar sign and bench that will serve as a comfortable waiting area for the bus stop at the northern entrance of the neighborhood. The project also provided shade-enhancing landscaping that will help to cool this bus stop area throughout the year.





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INTERNATIONAL DRIVE WAYFINDING AND SIGNAGE PROJECT: The CRA funded the I-Drive Wayfinding Sign project, which seeks to enhance the I-Drive District through clear, concise, and inviting signage that celebrates the district's unique sub-districts. The project features 177 signs, including large gateway signage along major corridor entryways into the district and its eight subdistricts, a variety of aesthetically pleasing vehicular signs to efficiently move traffic, and a combination of pedestrian guide signs and informational kiosks to effectively move visitors throughout the district. The project is split into two phases. Phase One consists of 47 signs installed primarily along major roadways and Phase Two consists of the remaining 130 signs focused on the pedestrian experience. Funds in FY 24-25 included the installation of Phase One and design and coordination of Phase Two signage.



WORKFORCE & ECONOMIC DEVELOPMENT |

English for Speakers of Other Languages (ESOL) Program: In FY 24-25, ESOL classes were offered in both the Spring and Fall to participating employers within the CRA redevelopment area. Courses were offered at Rosen Hotels & Resorts, Hilton Orlando, and the Orange County Convention Center with partnerships with University of Central Florida (UCF) Global and Orange County Public School's Adult Education program. Additional programs addressing the needs of employees and employers within the CRA are in development to expand the Workforce and Economic Development projects next fiscal year. Funds were used for the program, however the initial agreement for the program covered more than one fiscal year





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and the number of supplies needed was less than originally anticipated, leaving a negative amount of funds spent on Economic Development. The new agreement for next fiscal year makes adjustments that will better provide necessary program materials upfront and avoid the appearance of negative expenditures.

GOALS & FUTURE PLANNING |

INNOVATION, COLLABORATION & INCLUSION: During Mayor Jerry L. Demings' second term, his three leadership principles of innovation, collaboration and inclusion have always been the focus to future planning and goals for the International Drive CRA. With those leadership principles in mind, Mayor Demings believes Orange County can and will be a community that works for everyone. The transformational impact we have been able to achieve throughout the I-Drive CRA is a testament to his three leadership principles in action. During the last few years, we have successfully expanded the impact of the CRA's resources throughout the district to include the four new focus areas and continue to enhance the transportation experience. In 2025, we expanded our planning efforts beyond the short-term 5-year plan to include long-range projects that extend into the 2030s and 2040s to capture more of the initiatives captured in the 2040 I-Drive Vision Plan. We continue to be innovative with a new pedestrian overpass design that will be constructed using the latest technology and minimizing the amount of time the roadway will be closed below, and we launched a new Advanced Air Mobility Feasibility Study to determine if I-Drive is the right fit for future pilot efforts. We continue our efforts collaborating with private partners and other local agencies to execute plans. With the opening of Kirkman Road, the I-Drive CRA demonstrated that good planning efforts and the willingness to work with other businesses and agencies provide for efficient development and construction. We will continue our collaborating efforts into the next year with new projects in collaboration with both LYNX and FDOT. Lastly, the I-Drive CRA has introduced a Community Center and plan for a youth program in Tangelo Park that promotes inclusion within the residential community. Orange County looks forward with optimism as to what can be accomplished in the I-Drive CRA over the next three years, as we approach the original sunset date of September 30, 2028. Our extensive planning efforts will allow the county to create a plan



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determining the best way to sunset the program and provide vital information needed to discuss if the plan should be modified to extend into the future.