



Economic Development Advisory Board Regular Meeting

Agenda

September 10, 2024 @ 8:15 AM

City Hall Commission Chambers
401 S. Park Avenue

welcome

Agendas and all backup material supporting each agenda item are accessible via the city's website at cityofwinterpark.org/meetings/ and include virtual meeting instructions.

assistance & appeals

Persons with disabilities needing assistance to participate in any of these proceedings should contact the City Clerk's Office ([407-599-3277](tel:407-599-3277)) at least 48 hours in advance of the meeting.

"If a person decides to appeal any decision made by the Board with respect to any matter considered at this hearing, a record of the proceedings is needed to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based." (F.S. 286.0105).

please note

Times are projected and subject to change.

-
- 1. Call to Order**
 - 2. Consent Agenda**
 - a. Approve the minutes of August 13, 2024 1 minute
 - 3. Public Comments (for items not on the agenda): Three minutes allowed for each speaker**
 - 4. Action Items**
 - a. National Entrepreneurship Center Partnership - Winter Park Business Academy program continuation 25 minutes
 - 5. Non-Action Items**
 - a. EDAB Priority Discussion 35 minutes
ESRI/Placer Customer Profile
Incentive Overview
Economic Scorecard
 - 6. Staff Updates**
 - a. CMET Update 5 minutes
 - b. MJB Policy Changes 1 minute
 - c. EDAB Commercial Performance Report 1 minute
 - d. Banner Updates 1 minute
 - 7. Board Comments**
 - 8. Upcoming Agenda Items**
 - 9. Adjournment**



Economic Development Advisory Board

agenda item 2.a

item type

Consent Agenda

meeting date

September 10, 2024

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

Approve the minutes of August 13, 2024

motion | recommendation**background****alternatives | other considerations****fiscal impact****attachments**

1. EDAB-mins-2024-08-13 DRAFT



Economic Development Advisory Board

Regular Meeting Minutes

August 13, 2024 at 8:15 AM

City Hall Commission Chambers
401 S. Park Avenue

Present

Kevin McClanahan, Phil Anderson, Ivan Lys-Dobradin, Sarah Grafton

Absent

Steven DiClemente, Roda Carter, Lauren Zimmerman

Staff Present

Assistant Division Director of Economic Development and CRA Kyle Dudgeon, OMB
Director Peter Moore, CRA Coordinator Anne Sallee

1. Call to Order

Phil Anderson called the meeting to order at 8:20 a.m.

2. Consent Agenda

- a. Approve the minutes of July 9, 2024

Motion made by Mr. Anderson to approve the minutes, seconded by Mr. McClanahan. Motion carried unanimously with a 4-0 vote.

3. Public Comments (for items not on the agenda): Three minutes allowed for each speaker

Gigi Papa 1440 Hibiscus Ave. queried why C2 commercial district was changing to central business district as there are no defined boundaries and how is it different than the Park Avenue corridor. Ms. Papa asked for the impact of this change on St. Margaret Mary Church or any church in the area. She asked the amount paid for the MJB study and why the study came from a California group. Mr. Anderson moved to the Action items on the agenda to address Ms. Papa's concerns.

4. Action Items

- a. MJB Report - Recommended Changes on C-2 Zoning

Mr. Anderson addressed Ms. Papa's comments regarding zoning and the MJB report. Zoning changes are not approved by EDAB. The recommendation to change C2 came out of the MJB study on ways to make Park Avenue stronger for retail and commercial uses. MJB is a nationwide company based in California. Mr. Dudgeon clarified that any board recommendations on the C2 zoning will be directed to Planning & Zoning for consideration and then ultimately to the City Commission.

Mr. Dudgeon referred to page 11 of the agenda packet. The MJB recommendation identifies that a business using the same business license can offer a supplementary business. This allows businesses to be more flexible in their offerings. The second item of reference was allowing up to 40% of takeout from restaurants. Planner II Nicholas Lewis informed the two items referred by Mr. Dudgeon were provided to EDAB in specific relation to the MJB report. The title change from C2 to Central Business District (CBD) zoning is part of Planning & Zoning's comprehensive plan implementation ordinance that was amended in 2023 and applied to the land development code. The Park Avenue and Hannibal Square corridors are special districts that include historic elements and not just commercial components. To address Ms. Papa's comments, Mr. Lewis explained that every church within the Park Avenue corridor is zoned either R3 or R4 and not C2. The changes recommended by the MJB report were for businesses zoned C2. Mr. Lewis further clarified that CBD is not defined by boundaries, it was a name change from C2.

Mr. Lys-Dobradin asked for the process of the accessory use of businesses. Mr. Lewis explained the accessory use of a business is reviewed under the Business Tax Receipt process. The business classification is based on 60% of the business activity, and the other 40% of another business activity, is the accessory use. Mr. McClanahan asked if the language affects existing businesses. Mr. Lewis explained that accessory businesses have always been allowed. However the language of the MJB clarified that the classification would change from retail to restaurant if the seating for the accessory business increased from 12 seats to 13 or more.

Mr. Anderson suggested to change the language on page 12 of the agenda packet under Sec. 58-95. Definitions, to reflect, "Take-out orders shall not exceed forty percent (40%) of the gross food revenue" instead of "gross revenue".

Motion made by Mr. Anderson to approve recommended changes on C2 Zoning with the change from gross revenue to gross food revenue; seconded by Mr. McClanahan.

Discussion: Ms. Papa asked to remove from the Implementation Matrix page 42, "Prohibit "churches, nonprofit organizations, halls/lodges and schools less than 5000 sq. ft in size..." because it doesn't speak well of the City having it there.

Motion carried unanimously with a 4-0 vote.

5. Non-Action Items

a. Board Prioritization Discussion

Mr. Dudgeon displayed the list of EDAB opportunities created by Mr. Anderson, who addressed Item number six (6) as it coincided with Mr. McClanahan's comment on targeting consumers that fit the profile of the offerings on Park Avenue. Mr. Anderson suggested using the list as a guideline for upcoming board opportunities and to add a City economic scorecard component. Mr. Lys-Dobradin suggested incentives for small

businesses in the commercial districts. Ms. Grafton suggested a visit Winter Park themed marketing program.

Mr. Anderson questioned who will be responsible for executing a marketing plan as the City is not taking the marketing role. Ms. Grafton advised the MJB group suggested creating a nonprofit organization to partner with downtown businesses and assist with marketing downtown Winter Park businesses.

Mr. Dudgeon pointed out the use of collected data to profile the customers in each of the commercial corridors. Discussion continued on the City's core strength in financial/professional services. Mr. Anderson envisioned Winter Park as the financial capital of Central Florida. Mr. McClanahan urged marketing incentive programs. Ms. Grafton informed that there is insufficient office space available for financial service businesses. Mr. Anderson suggested adding the discussion on incentives and the office market on the next agenda and recapped the top three discussions: customer profiles for the different corridors and a marketing research framework; the second is incentive programs for specific types of office businesses; lastly a comprehensive city-based scorecard. The list on page 18 of the agenda packet will be an ongoing document.

b. WPBA Midyear Report

Mid-year report for the National Entrepreneur Center Winter Park Business Academy covers the period from April 1, 2024 through June 30, 2024. Mr. Dudgeon provided an update of the program through a number of slides in the agenda packet.

c. CMET Update

The CMET program will be housed at Valencia. Applications will be received through September 3, 2024. Ms. Grafton asked if the application process is focusing on people that live in Winter Park. Mr. Dudgeon advised the participants may not be Winter Park residents, but will need to have a stake in Winter Park through their business. Mr. Lys-Dobradin asked for the participation expectation and was advised it is 20 to 25 participants. Mr. Anderson noted the eleven percent (11%) interest in entertainment and food service. Mr. Dudgeon suggested industry specific discussions in future meetings.

d. EDAB Commercial Performance Report

6. Staff Updates

a. Generic WP Banners

Mr. Dudgeon presented five different banners. Board members preferred the middle banner.

7. Board Comments

Ms. Grafton mentioned that a few of the retail stores on Park Avenue are owned by nonprofit organizations and if zoning status will be affected. Mr. Dudgeon advised that Mr. Lewis alluded to the status that current businesses will not change.

8. Upcoming Agenda Items

- a. WPBA NEC Partnership Contract FY2024-2025

Mr. Anderson announced the upcoming agenda items will include the NEC contract, discussion of how to implement or execute the three (3) top priorities and if time permits, one or two slides on the office building and discussion on office spaces.

9. Adjournment

The meeting adjourned at 9:30 a.m.

Approved by the board on
/s/ Bahiyyah Layton, Board Coordinator



Economic Development Advisory Board

agenda item 4.a

item type

Action Items

meeting date

September 10, 2024

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

National Entrepreneurship Center Partnership - Winter Park Business Academy program continuation

motion | recommendation

Approve as requested

background

The 2021 EDAB strategic and action plan describes the opportunity to evaluate new programs for expanding businesses in Winter Park (Focus Area 3, strategy 1) and to establish roundtable sessions with market and subject matter experts for educational outreach (Focus Area 4, strategy 1). Further, as part of their review of the 2022 retail strategies report, the Commission directed staff to find strategies for the development of small entrepreneurial, minority, and home based businesses. Based on a review of city business licenses, for FY23 the city currently has over 200 businesses a home based license. In addition, ESRI business analyst software identifies over 200 businesses with less than 5 employees and 170 businesses with less than \$500k in sales volume within city limits. Towards this end, staff has worked with the National Entrepreneurship Center (NEC) on a partnership program. This resulted in the advent of the Winter Park Business Academy (WPBA) and surrounding programming. The WPBA has successfully provided two pilot programs beginning in September of 2023.

Deliverables under the program has been driven by two forms. The first is monthly workshop classes. Program content, under each pilot, has varied in nature but included such program topics as:

- Business Finance
- Sources of Capital
- Digital Marketing 101
- Brand Positioning Strategies

The second was a set of roundtable discussions, led by SCORE, in both large and small scale formats. Between the two, the city has identified over 300 individual attendees in all sessions,

including fields such as professional services, physical therapy, biomed inventor, interior design, accounting, and financial services.

The attached proposal is for a 12-month continuation of the program which includes both workshops and one-on-one educational business programming (under SCORE) for those seeking support. There is no cap on the number of businesses that can be included. The agreement also provides for an uninterrupted continuation of the existing program scheduled to end in October.

alternatives | other considerations

Amend the proposal

Do not consider the proposal

fiscal impact

\$40,000 from ARPA funds

attachments

1. Winter Park_NEC_Service Agreement Oct 2024
2. NEC 3-Month Update on WPBA July 2024

Fixed Price Service Agreement

Between
City of Winter Park
401 South Park Avenue, Winter Park, Florida 32789
and
University of Central Florida Research Foundation, Inc.
12201 Research Parkway, Suite 501, Orlando, FL 32826-3246

This Service Agreement ("Agreement") is made and entered into by and between City of Winter Park ("Service Requestor"), a Florida municipal corporation, organized under the laws of Florida and the University of Central Florida Research Foundation, Inc. ("UCFRF"), a direct support organization and instrumentality acting for the benefit of and on behalf of The University of Central Florida Board of Trustees ("UCF") for the benefit of the National Entrepreneur Center; individually, "Party", or collectively, "Parties".

In consideration of the following and for the good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Service Requestor and UCFRF agree as follows:

1. TERM

UCFRF will perform the Services, described in Exhibit A, incorporated by reference herein, beginning on October 1, 2024 and shall not extend beyond September 30, 2025 unless the period is extended by modification of this Agreement.

2. FINANCIAL SUPPORT AND PAYMENT

2.1 Service Requestor hereby agrees to pay UCFRF a fixed fee of \$40,000. Payment schedule is as follows:

Upon Execution	\$40,000
TOTAL	\$40,000

2.2 In accordance with the invoicing schedule, invoices shall be submitted to:

Name	City of Winter Park Attn: CRA 401 S Park Avenue
Address	
City, State Zip	Winter Park, FL 32789
Email	kdudgeon@cityofwinterpark.org

2.3 Payment by check shall be made payable to University of Central Florida Board of Trustees and remitted to:

University of Central Florida
PO Box 160119
Orlando, FL 32816-0119

2.4 Service Requestor agrees to pay \$25.00 USD Fee for any payments made by wire transfer.

2.5 UCFRF may choose to discontinue performance of the Services if Service Requestor fails to pay any invoice within thirty (30) days of receipt.

3. REPORTS

UCFRF will provide Service Requestor a 6-month and final report summarizing the results of the Services, as described in Exhibit A. Work Sessions and Classes may vary dependent upon the nature of business needs and support in the community. Reports shall be consistent with the requested, available, and mutually agreed upon information to be delivered to the Service Requestor.

4. ADMINISTRATIVE CONSIDERATION

Service Requestor understands that UCFRF does not have any employees, and that all personnel performing under this Agreement are employees or agents of UCF. As a result and notwithstanding anything to the contrary hereunder, UCFRF shall be able to disclose confidential information, as described in this provision, to employees of UCF who have a legitimate need to know the confidential information.

5. INTELLECTUAL PROPERTY

5.1 Service Requestor hereby provides UCFRF a non-exclusive, royalty-free, fully paid up license to use any materials Service Requestor provides to UCFRF. UCFRF shall not use such materials in any manner other than for the provision of the Services.

5.2 Service Requestor will receive title to any data or test results generated. Title to all other intellectual property including, without limitation, any inventions and discoveries conceived or first reduced to practice, all computer software, works, and material developed in the course of performance of the Services, whether or not protectable by patent, trade secret or copyright shall be owned by UCFRF.

5.3 Notwithstanding any other provision of this Agreement to the contrary, UCFRF and UCF reserve an irrevocable, non-exclusive, royalty-free, nontransferable license to make and use the intellectual property, data, and test results generated hereunder for educational and research and development activities practiced by UCFRF and UCF.

6. PUBLICATION

Any research or research results generated in conjunction herewith shall be subject to unrestricted publication or dissemination provided that such publication or dissemination will not compromise the ability to file for patent protection or inadvertently divulge proprietary information of a Party.

7. NO REPRESENTATIONS AND WARRANTIES

UCFRF IS A 501(C) (3) NON-PROFIT DIRECT SUPPORT ORGANIZATION OF UCF. UCFRF AND UCF MAKE NO REPRESENTATIONS AND EXTEND NO WARRANTIES OF ANY KIND, EITHER EXPRESS OR IMPLIED WITH REGARD TO THE SERVICES PERFORMED UNDER THIS AGREEMENT. THERE ARE NO EXPRESS OR IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE, OR THAT ANY SERVICES OR INTELLECTUAL PROPERTY PROVIDED OR DEVELOPED BY UCFRF UNDER THIS AGREEMENT WILL NOT INFRINGE ANY THIRD PARTY PATENT, COPYRIGHT, TRADEMARK, OR OTHER THIRD PARTY RIGHTS. UCFRF AND UCF MAKE NO REPRESENTATION AS TO THE USEFULNESS OF ANY SERVICE DELIVERABLE OR INTELLECTUAL PROPERTY. IF SERVICE REQUESTOR CHOOSES TO EXPLOIT SERVICE DELIVERABLES OR INTELLECTUAL PROPERTY IN ANY MANNER WHATSOEVER, IT DOES SO AT ITS OWN RISK.

8. LIMITATION OF DAMAGES

In no event shall UCFRF, UCF or Service Requestor be responsible for any indirect damages, incidental damages, consequential damages, lost goodwill, lost profits, lost business and/or any indirect economic damages whatsoever regardless of whether such damages arise from claims based upon contract, negligence, tort (including strict liability or other legal theory), a breach of any warranty or term of this Agreement, any materials or information provided by any Party to any other Party, and regardless of whether it was advised or had reason to know of the possibility of incurring such damages in advance. The foregoing limitation of liability will survive any termination of this Agreement and will apply without

regard to any other provision of this Agreement which may have been breached or have been proven ineffective.

9. ASSUMPTION OF RISK

9.1 UCFRF and UCF expressly retain all rights, benefits, and immunities of sovereign immunity in accordance with Section 768.28, Florida Statutes, and nothing in this Agreement shall be deemed as a waiver of sovereign immunity or limits of liability beyond any statutory waiver. The Parties acknowledge and agree that UCFRF is a direct support organization acting on behalf of and as an instrumentality of UCF and that the cap on the amount and liability of UCFRF and UCF for damages regardless of the number or nature of claims in tort, equity, or contract shall not exceed the lesser of the (i) dollar amount set by the legislature for tort in Section 768.28, Florida Statutes or (ii) policy limits of UCFRF's insurance coverage. Service Requestor agrees, at its sole expense, to defend, indemnify and hold harmless UCFRF and UCF and their respective officers, employees, servants, and agents, and the UCF Board of Trustees from and against any and all suits, claims, demands, penalties, fines, charges, causes of action, damages, losses, liabilities, costs and expenses (including without limitation attorneys' fees) arising from or related to intellectual property infringement for content provided by Service Requestor under this Agreement or for any action or inaction taken by Service Requestor under this Agreement.

9.2 **No Waiver of Sovereign Immunity.** CITY is a municipal corporation and expressly retains all rights, benefits, and immunities of sovereign immunity in accordance with common law and § 768.28, Florida Statutes. Regardless of anything set forth to the contrary in this Agreement, nothing in this Agreement may be interpreted or otherwise deemed as a waiver of immunity or limits of liability of the CITY beyond any statutory limited waiver of immunity or limits of liability that may have been or may be adopted by the Florida Legislature, and the cap on the amount and liability of the CITY for damages, regardless of the number or nature of claims in tort, equity, or contract, may not exceed the dollar amount set by the legislature for tort. Nothing in this Agreement may inure to the benefit of any third party for the purpose of allowing any claim against the CITY, which claim would otherwise be barred under the doctrine of sovereign immunity or by operation of law.

9.3 Each Party assumes any and all risks of personal injury and property damage attributable to the negligent acts or omissions of that Party and its officers, employees, servants, and agents thereof while acting within the scope of their employment.

10. TERMINATION

10.1 Either Party may terminate this Agreement for any reason upon thirty (30) days written notice to the other.

10.2 Service Requestor will pay UCFRF any costs or non-cancellable obligations which have accrued or been encumbered up to the actual date of termination and Service Requestor will not be relieved of the obligation to pay those costs because of a termination hereunder.

11. CONFIDENTIAL INFORMATION

Should it be necessary for either Party to disclose confidential information to the other, the Parties will first execute a confidentiality agreement.

12. EQUIPMENT

UCFRF will be accountable for and hold title to all equipment purchased under this Agreement and will be responsible for employing it for the overall purpose of the project. UCFRF agrees to maintain sufficient records to enable Service Requestor to fulfill its accountability. Each Party will be accountable for and keep title to all equipment it owns and utilizes under this Agreement.

13. NON-USE OF NAMES

Neither Party may use each other's name or trademarks in any promotion, statement, advertisement, press release or communications to the general public or any third party without each other's express written consent. Any proposed public statement, advertisement, press release or communications by either Party shall be submitted to the other Party for its review and written approval at least thirty (30) days prior to the planned dissemination or publication, unless otherwise required. However, nothing shall prohibit either Party from complying with Florida Statutes 1004.22(2) regarding sponsored research activities.

14. EXPORT CONTROL

Each Party acknowledges that it is subject to and agrees to abide by the United States laws and regulations controlling the export or transfer of information, technical data, software, items, materials, mockups/prototypes, biological materials and other items (including the Arms Export Control Act ("AECA"), as amended and enumerated in the International Traffic Arms Regulations ("ITAR") 22 CFR Parts 123-130, and the Export Administration Act ("EAA") of 1979 enumerated in the Export Administration Regulations ("EAR") 15 CFR Parts 300-799. The transfer of such items and technical data may require a license from the cognizant agency of the U.S. Government or written assurances by Service Requestor that it shall not export such items to certain foreign countries and/or foreign persons without prior approval of the cognizant agency. UCFRF neither represents that a license is or is not required or that, if required, it shall be issued.

15. NOTICES

All notices and other communication given under this Agreement shall be addressed or sent via electronic mail to the address set forth below unless by a previous notice a different person or address has been designated.

UCFRF Contractual Contact:
University of Central Florida Research
Foundation, Inc.
12201 Research Parkway, Suite 501
Orlando, Florida 32826-3246

Attn: Denisha Pierre
Email: denisha.pierre@ucf.edu

UCFRF Technical Contact:
National Entrepreneur Center
3201 E. Colonial Drive, Suite A20
Orlando, FL 32803
Attn: Belinda Kirkegard
Email: Belinda@nationalec.org

Service Requestor Contractual Contact:
City of Winter Park Procurement

401 S Park Avenue
Winter Park, FL 32789

Attn: Kyle Dudgeon
Email: kdudgeon@cityofwinterpark.org

Service Requestor Technical Contact:
City of Winter Park
401 S Park Ave
Winter Park, FL 32789
Attn: Anne Sallee
Email: asallee@cityofwinterpark.org

16. MISCELLANEOUS

16.1 This Agreement will be governed by the laws of the State of Florida and the United States. Any dispute between the Parties concerning this Agreement shall be decided in a court of competent jurisdiction of the Parties and the subject matter hereof in Orange County, Florida. The Parties specifically waive the right to any other jurisdiction and venue, and the defense based on inconvenient forum.

16.2 The Parties to this Agreement are and will remain independent contractors and nothing herein will be construed to create a partnership, agency or joint venture between us. Neither Party shall have any

authority to bind the other or the other's representatives in any way and shall not represent to any third party that it has such authority.

16.3 No default, delay, or failure to perform on the part of either Party shall be considered a default, delay, or failure to perform hereunder, if such default, delay, or failure to perform is due to causes beyond either Party's reasonable control including, but not limited to, strike, lockouts, or inactions of governmental authorities; epidemic; pandemic; war; embargoes; fire; earthquake; acts of God; or default of a common carrier. In the event of such default, delay, or failure to perform, any date or times by which either Party is otherwise scheduled to perform shall be extended automatically for a period of time equal in duration to the time lost by reason of the excused default, delay, or failure to perform.

16.4 The Parties understand and agree that a Party may suffer irreparable harm in the event of breach of any of the obligations under this Agreement and that monetary damages may be inadequate to compensate for such breach. Accordingly, the Parties agree that, in the event of a breach, or threatened breach by a Party, of any of the provisions of this Agreement a Party, in addition to any other available rights, remedies or damages, shall be entitled to seek a temporary restraining order, preliminary injunction and permanent injunction in order to prevent or to restrain any such breach by the Party, or its employees, servants, agents and any and all persons directly or indirectly acting for the Party.

16.5 Neither Party may assign or transfer its rights and remedies nor transfer its obligations or subcontract for any of the Services to be performed under this Agreement, in whole or part, without the prior written consent of the other Party. This Agreement is binding upon the Parties and their permitted successors and assigns.

16.6 No waiver or delay by either Party to exercise any right or remedy of any breach of any provision hereof will constitute a waiver of any other breach of that provision or of any other provision hereof.

16.7 If any provision of this Agreement is held invalid, illegal, or unenforceable, the remaining provisions shall not be affected or impaired but shall remain in full force and effect.

16.8 Each Party represents that it has the right, power, and authority to enter into this Agreement and that it shall comply with applicable state and federal laws in its performance hereunder.

16.9 Modifications to this Agreement may be made in writing signed by authorized signatories of both Parties.

16.10 This Agreement consists of the following parts and constitutes the entire Agreement of the parties with respect to the subject matter hereof. Any other agreement, written or oral, is hereby superseded.

- a. Articles 1-16
- b. Exhibit A – Scope of Work and Deliverables

IN WITNESS WHEREOF, this Agreement has been duly executed as of the date set forth below.

University of Central Florida Research
Foundation, Inc.

City of Winter Park

By:

By:

Name Amanda Coveney

Name Randy Knight

Title Associate Director

Title City Manager

Date _____

Date _____

EXHIBIT A – SCOPE OF WORK AND DELIVERABLES

UCFRF shall perform the work described below:

Which documents are hereby incorporated into this Agreement by reference with the same force and effect as if set forth herein in full.

The following deliverable items are required:

Due Date	Deliverable
5/30/2025	6-month report (October 2024 – April 2025)
10/30/2025	Final Report

City of Winter Park
Proposed Funding Amount:
\$40,000

Funding Term:
12 Month Program

Funding Period:
10/01/2024 – 09/30/2025

Breakdown of Fund Utilization
NEC Program & Administration Communication

In-Person Business Educational Training
\$30,000

Funding Amount:

- Conduct (12) in-person business educational workshops starting October 2024 and strategically tailored to meeting the needs of Winter Park small business owners.
- NEC and the City will continue to work together to develop in advance workshop topics, locations, dates/times, and promotion opportunities for the duration of the contract.

NEC Service Line Support:

Funding Amount: \$ 6,000

- The NEC's Central FL International Trade Office (CFITO) will provide any Winter Park Business owner free one-on-one business coaching for businesses interested in import/export opportunities (in-person or virtual sessions available).
- International Trade Master Class Workshops to be provided as requested or needed, separate to by request.
- CFITO trade leads provided to WPBA through the CFITO website.
- BizLink Orange overview provided to all WPBA participants in person or through personal action plan requests.
- CEO Round Tables provided by SCORE Orlando based on WPBA participant interest.
- Continuation of monthly newsletters tailored for academy users, packed with valuable resources and updates, and insights to drive business growth.
- NEC will create all collateral materials to promote upcoming events and activities and share with the City of Winter Park for joint distribution.

NEC Program Administration & Communications

Included

- The City will be provided with a mid-year and comprehensive final program report.
- NEC will make every effort to collect as much data as requested by the City from WPBA participants.
- NEC will continue the creation and distribution of monthly newsletters, tailored for academy users, packed with valuable resources, updates, and insights to drive business growth.
- NEC will continue hosting and maintaining the all-encompassing WPBA resource page, within the NEC's BizLink Orange platform and will include any WPBA service line additions.
- NEC will create all its collateral materials to promote upcoming events and activities and share with the City of Winter Park for joint distribution.

UCF Sponsored Research

Funding Amount \$4,000

- Required 10% administration fee charged by UCF Sponsored Research

Program Requirements

- To conduct educational programs for entrepreneurs, the NEC will need the City of Winter Park to continue providing training room/classroom space for activities.
- NEC would ask for support to enhance the marketing of all program components through any City of Winter communication methods available.



WINTER
PARK
BUSINESS
ACADEMY



Mid-Term Program Update

April 1, 2024 – June 30, 2024

Prepared by:





OVERVIEW

Mid-Term Update (April - June)

The National Entrepreneur Center is pleased to provide this update on the WPBA.



Executive Summary

Provided by the
National Entrepreneur
Center



Program Timeline

- 6-Month Program
- Started April 1, 2024
- Ends September 30, 2024



Program Analysis

An in-depth look at
the services provided.



Participants

Learn more about
who engaged with the
WPBA.



Statistics

Website traffic, email
marketing and more.



Looking Forward

Recommendations
based on our findings.



Executive Summary

July 31, 2024

The National Entrepreneur Center (NEC) is pleased to provide this Mid-Term Program Update to the City of Winter Park and its CRA on the “Winter Park Business Academy (WPBA).” Our collaboration is working, and the program is growing significantly. We are excited to continue our partnership and build on the momentum we have gained together in supporting our small business community.

Here are a few highlights of the statistics outlined in our report:

- **276 Participants:** The total number of entrepreneurs that are now participating in workshops, webinars, roundtable discussions, and mentoring sessions (up 39 participants from last 6-month report.)
- **26% Local Representation:** A quarter of the participants are Winter Park locals in the 32789/32790/32792 zip codes (down 5% from last report).
- **1,036+ Webpage Views:** In a 3-month period, the BizLinkOrange/WinterPark landing page has become a valuable resource, with over 700 users seeking entrepreneurial assistance and economic development information (up 36 views from previous 6-month total).
- **5,000+ Reached on Social Media:** Our social media efforts have successfully reached over 5,000 people, continuing the buzz around town.

We are grateful to the City of Winter Park for actively supporting small businesses and partnering with us on the Winter Park Business Academy.

Please let us know if you have any questions on this report, or if we can be of assistance in any way.

Smile,

Belinda O. Kirkegard
President



2024 Program Timeline

Contract Term: April 1, 2024 – September 30, 2024

Mid-Term Update



APR

MAY

JUN

JUL

AUG

SEP

4-16-24
"Intro to
WPBA"
23 Attended

5-15-24
"Business
Model
Canvas"
17 Attended

6-11-24
"Roundtable"
3 Attended

6-25-24
"Business
Finances"
14 Attended

7-9-24
"Roundtable"
Attended

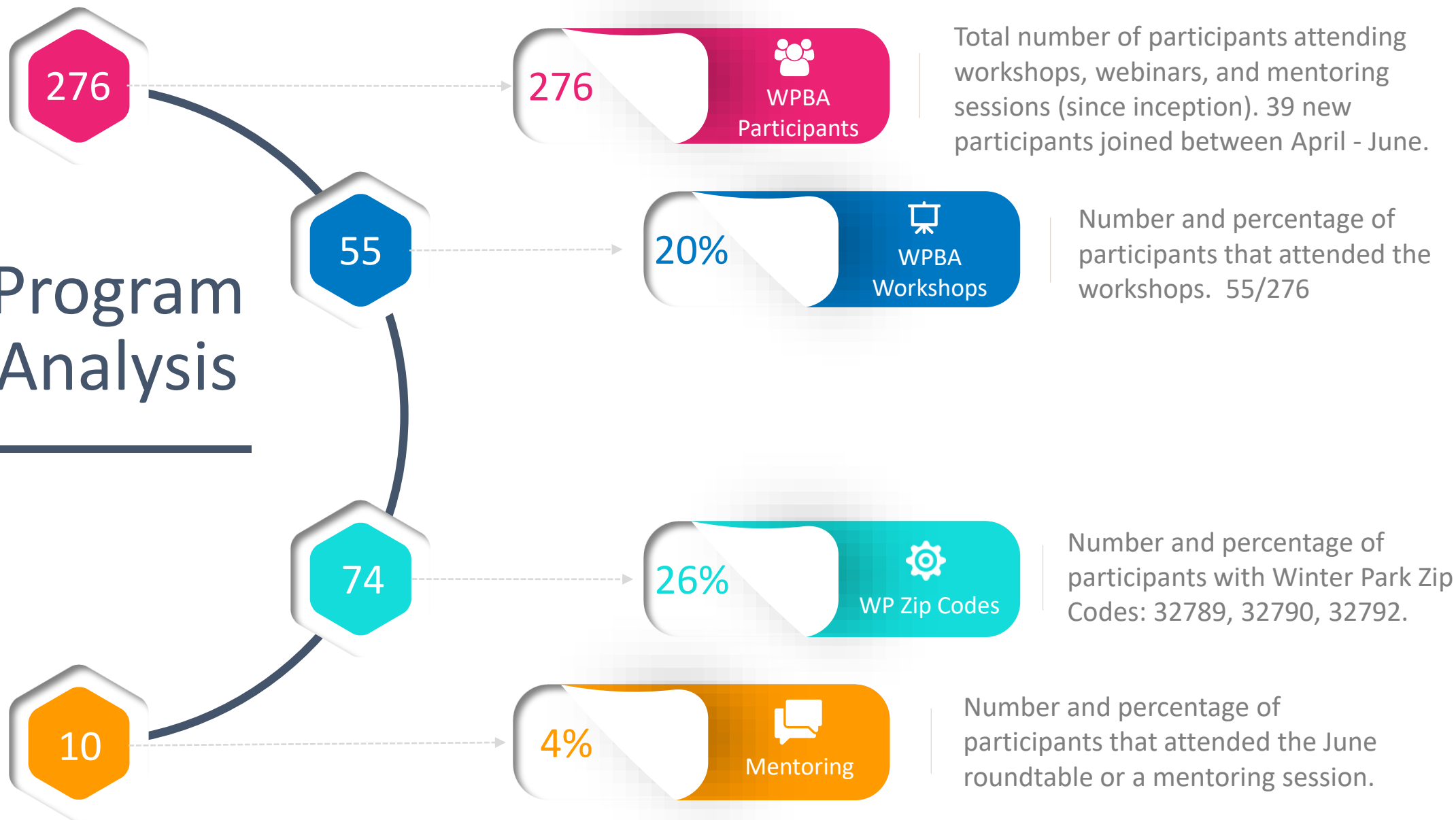
7-23-24
"Business
Finances"
Attended

8-20-24
"Digital
Marketing"
Attended

8-13-24
"Roundtable"
Attended

9-24-24
"Brand
Strategies"
Attended

Program Analysis



April – June Workshops



WPBA WINTER PARK BUSINESS ACADEMY

The Winter Park Business Academy is a partnership between the City of Winter Park and the National Entrepreneur Center designed to ignite the entrepreneurial spirit within you!

Do you want to start a new business or do you have an established business that's ready for growth? Do you have a side-hustle that you'd like to scale up? JOIN US as we start a brand new series of events focused on starting and growing your business!

TUESDAY, APRIL 16TH
Edyth Bush Theater at the Winter Park Library
1052 W. Morse Blvd, Winter Park, FL 32789

AGENDA: 6:00 - 8:00 PM

6:00 | NETWORKING TIME
Come early to meet and greet others doing (or getting ready to do) business in Winter Park!

6:30 | INTRODUCTION TO WPBA
Dive into free, top-tier resources tailored for entrepreneurs: from high-quality business education to personalized coaching and a suite of online tools ready to help you start and grow your business!

7:30 | CONNECT WITH RESOURCES
Stay after the presentations to connect with various entrepreneur support organizations that provide free and valuable assistance for your business!

IT'S FREE! DON'T MISS OUT!
Register today at [BizLinkOrange.com/WinterPark](https://bizlinkorange.com/WinterPark)

BUSINESS MODEL CANVAS
MAY 15, 2024 | 6-8 PM | Winter Park Library
1052 W. Morse Blvd
Winter Park, FL 32789

Join us to learn how to map out your vision, understand your customers, and build a strong foundation for success! Whether you're just starting out or recently launched, our experts can help you ensure your business is on the right path!

WORKSHOP INSTRUCTOR:

Kimberly Saunders, MBA, CFP®
Immediate Past President
Board Advisor
National Black MBA Association, Inc.
Central Florida Chapter

WPBA WINTER PARK BUSINESS ACADEMY

FREE EVENT - REGISTER TODAY!
[BizLinkOrange.com/WinterPark](https://bizlinkorange.com/WinterPark)

BUSINESS FINANCES
Know Your Numbers

WPBA WINTER PARK BUSINESS ACADEMY

June 25, 2024
6pm - 8pm
Winter Park Library
1052 W. Morse Blvd.
Winter Park, FL 32789


Camille Dixon, MBA, CFE, LCAM
President of the
NATIONAL BLACK MBA
ASSOCIATION,
CENTRAL FL CHAPTER


Lamont Jackson, MBA
Dir. of Business Advisory
& Technical Assistance
BBIF

Discover the power in knowing your numbers as we delve into essential topics like budgeting, understanding financial statements, and optimizing cash flow.

Gain practical guidance from financial experts, Camille Dixon and Lamont Jackson, to make informed decisions that drive growth and sustainability.

FREE EVENT! REGISTER TODAY!
[BizLinkOrange.com/WinterPark](https://bizlinkorange.com/WinterPark)



4/16/24 Introduction to the WPBA: **23 Attended**
5/15/24 Business Model Canvas: **17 Attended**
6/25/24 Know Your Numbers: **15 Attended**

"So happy that I found the NEC. This will be a helpful resource for me!" Attendee

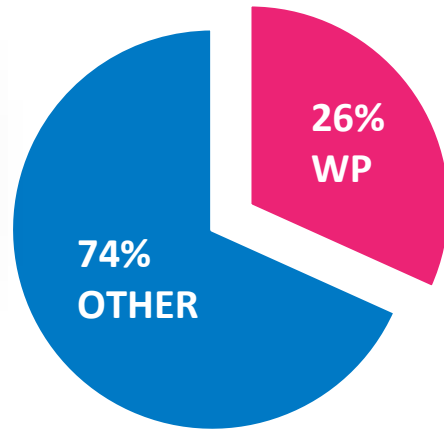
"Kimberly made the examples relevant to the businesses in the room." Attendee



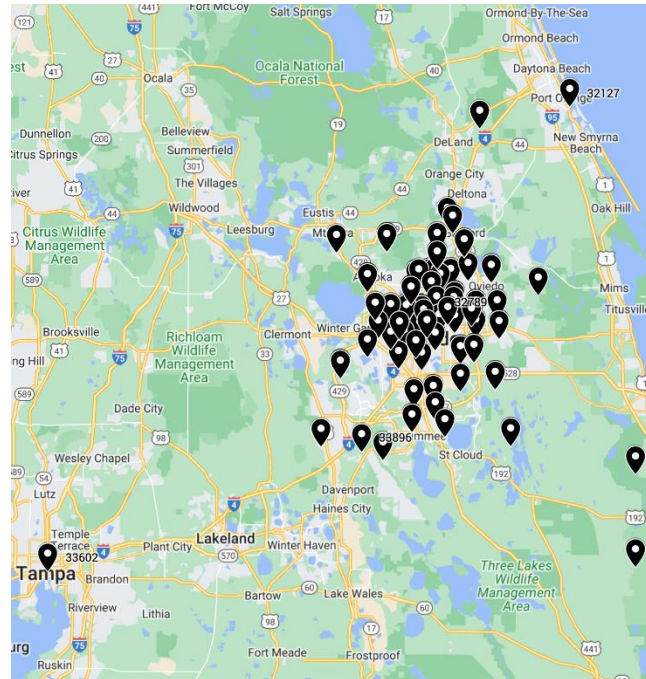


About WPBA Participants

The WPBA is open to anyone that wants to open a new business or grow an established business within Winter Park city limits.



WPBA ZIP Codes
Winter Park
32789, 32790, 32792 (26%)
Other Areas (74%)



LEARN MORE

To see the full list of WPBA Participants, refer to Appendix B.



FUN FACT

4 participants came from other distant locations including:
CA, WY, WA, KS

PARTICIPANTS BY GENDER



47%



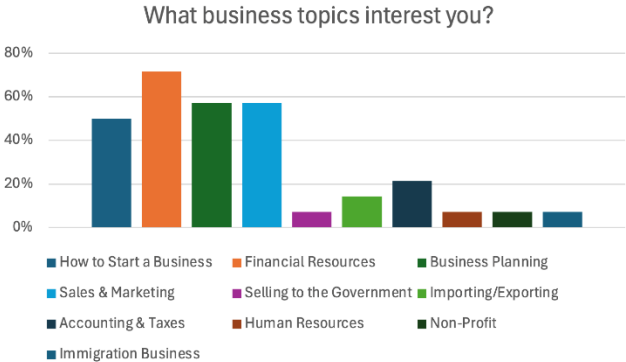
53%



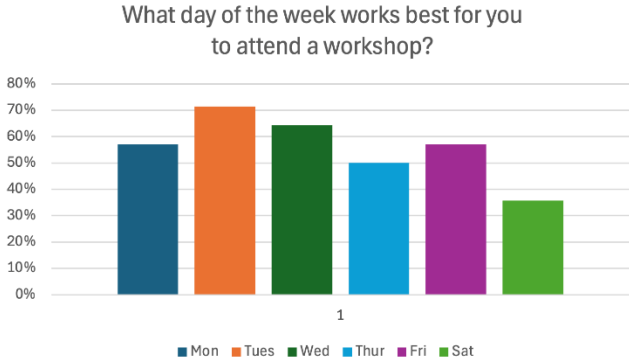
Survey Analysis

The results of the survey conducted on April 16, 2024, are as follows:

TOPIC OF MOST INTEREST Top Answer: **Financial Resources**



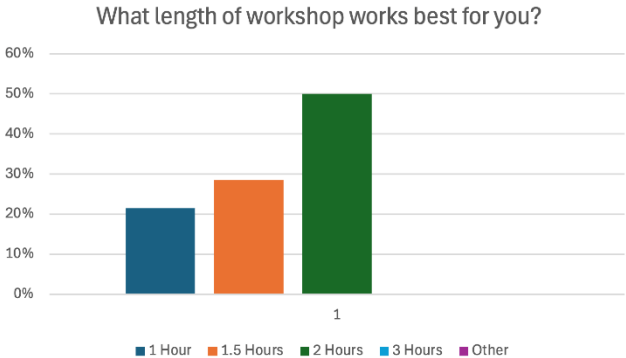
PREFERRED DAY OF THE WEEK Top Answer: **Tuesday**



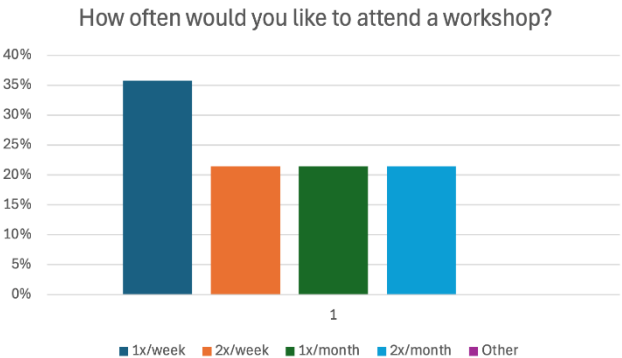
PREFERRED TIME OF DAY Top Answer: **After 5pm**



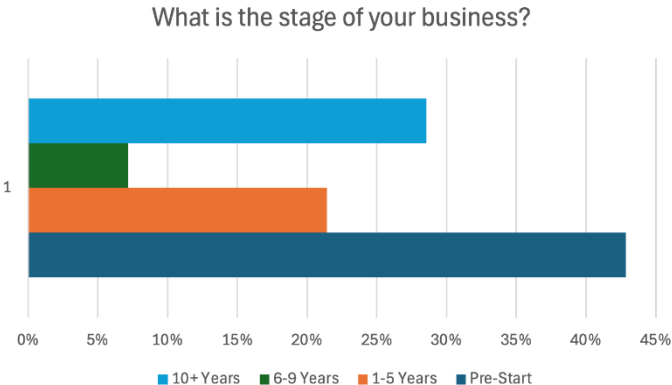
LENGTH OF WORKSHOP Top Answer: **2 Hours**



FREQUENCY OF WORKSHOPS Top Answer: **1x/Week**



STAGE OF BUSINESS Top Answer: **Pre-Start**





Survey Analysis

The results of the survey conducted on April 16th are as follows:

BIGGEST STRUGGLE IN BUSINESS Top Answer: **Writing Business Plan**



WHO IS YOUR TARGET MARKET?

- Senior Citizens
- Working world travelers
- Foreign nationals
- US corporations
- Developers/operations
- Women w/pelvic diagnosis
- Small business owners
- Event planners
- Anyone in need of a notary
- Homeowners
- Foreign nationals
- General contractors
- Alcohol/drug dependent
- Dog owners
- Immigrants
- Food

WHAT IS YOUR TARGET MARKET AREA?

- United States
- State of Florida
- Central Florida (multiple)
- Immigration
- Events
- Telehealth
- Outreach
- Food



100% of the survey respondents in May & June rated the workshops as **"Excellent."**



NEC Recommendation:
Offer more **Business Model Canvas** workshops to address the needs on this page.



Landing Page Stats

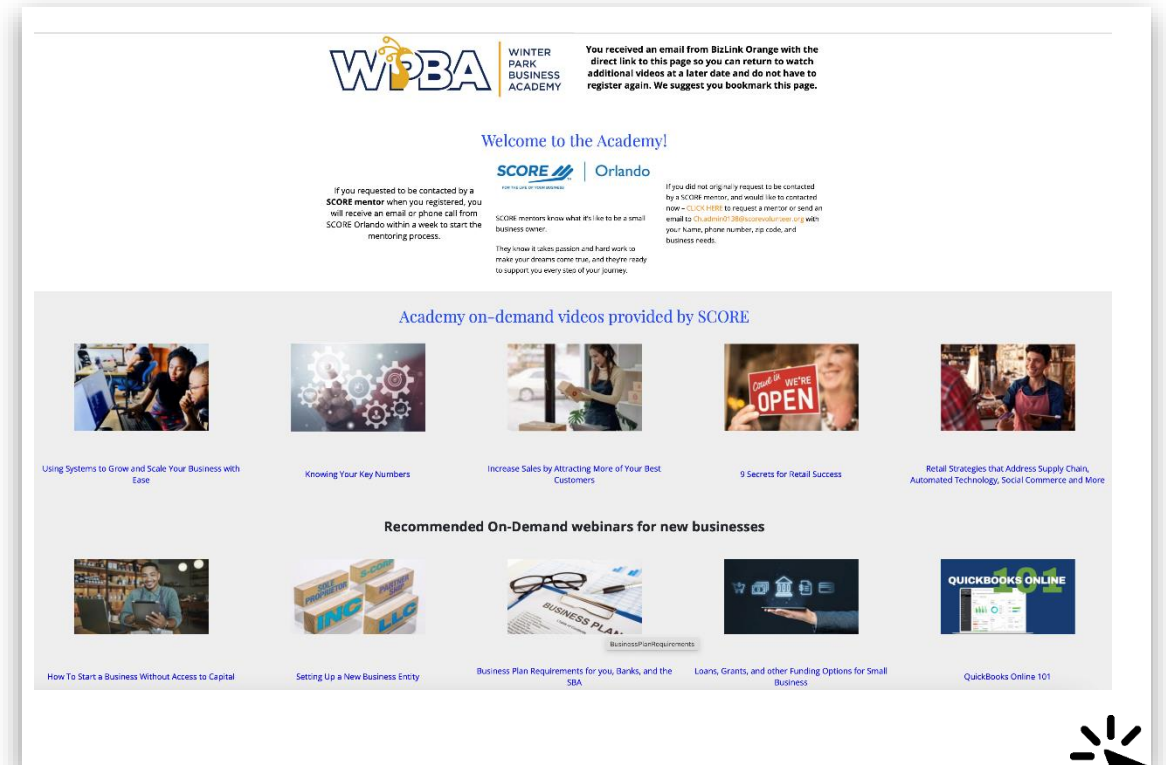
WPBA Landing Page Visits (Apr-Jun):
<https://bizlinkorange.com/winterpark/>



1,036 VIEWS / 702 USERS

(Previous 6-month total: 1,072 Views / 651 Users)

“Welcome to the Academy Page” (Apr-Jun):
<https://bizlinkorange.com/winterpark/winterpark-scorelinks/>



112 VIEWS / 67 USERS

(Previous 6-month total: 318 Views / 134 Users)



Promotional Material & E-Mail



 WINTER
PARK
BUSINESS
ACADEMY

April - September 2024



UPCOMING BUSINESS WORKSHOPS

Join us for 1 or ALL!

- ✓ April 16 - "Introduction to Winter Park Business Academy"
- ✓ May 15 - "Business Model Canvas"
- ✓ June 25 - "Business Finance"
- July 23 - "Sources of Capital"
- August 20 - "Digital Marketing 101"
- September 24 - "Brand Positioning Strategies"

ALL EVENTS
WINTER PARK
LIBRARY

ALL EVENTS
6-8PM



FREE EVENTS! DON'T MISS OUT!
Stay Tuned at [BizLinkOrange.com/WinterPark](https://bizlinkorange.com/WinterPark)

National Entrepreneur Center

WPBA 4/16/24 Dedicated E-Blast

Switch report

Overview Click Performance Recipient Activity E-commerce Content Optimizer Social Analytics360

New sender requirements for your domain
Google and Yahoo have announced new requirements for email senders. To ensure delivery of emails you send in the future, we recommend you authorize your domain, [verify your domain](#), and [verify your email address](#).

6,322 Recipients

Audience: March 2019 List
Subject: Join us for an introduction to the Winter Park Business Academy (WPBA)
Delivered: Fri, April 12, 2024 11:45 AM
View email Download Print Share

1,341 Opened	70 Clicked	117 Bounced	7 Unsubscribed
-----------------	---------------	----------------	-------------------

Successful deliveries	6,205	98.1%	Clicks per unique opens	5.2%
Total opens	2,296		Total clicks	233
Last opened	7/23/24 11:56PM		Last clicked	4/23/24 1:09PM
Forwarded	0		Abuse reports	1

Have feedback? [How can Mailchimp improve your reporting?](#)

WPBA 5/15/24 Dedicated E-Blast

Switch report

Overview Click Performance Recipient Activity E-commerce Content Optimizer Social Analytics360

New sender requirements for your domain
Google and Yahoo have announced new requirements for email senders. To ensure delivery of emails you send in the future, we recommend you authorize your domain, [verify your domain](#), and [verify your email address](#).

6,236 Recipients

Audience: March 2019 List
Subject: Join us for Business Model Canvas at the Winter Park Business Academy (WPBA)
Delivered: Fri, May 10, 2024 2:27 PM
View email Download Print Share

1,160 Opened	51 Clicked	68 Bounced	7 Unsubscribed
-----------------	---------------	---------------	-------------------

Successful deliveries	6,168	98.9%	Clicks per unique opens	4.4%
Total opens	1,856		Total clicks	141
Last opened	7/16/24 1:49PM		Last clicked	6/20/24 10:30AM
Forwarded	0		Abuse reports	2

Have feedback? [How can Mailchimp improve your reporting?](#)

April - June

13,521
Emails Sent

2,931
Opened

430
Click Throughs

Winter Park Business Academy

Sent Email • Sent May 31, 2024 at 9:30am EDT

187 sends • 97 (55%) opens • 18 (10%) clicks • 10 (5%) bounces • 1 (1%) unsubscribe

Winter Park Business Academy Roundtables

Sent Email • Sent Jun 10, 2024 at 4:36pm EDT

186 sends • 90 (51%) opens • 13 (7%) clicks • 11 (6%) bounces • 1 (1%) unsubscribe

Upcoming Events - June 24

Sent Regular email • Legacy builder

Last edited Mon June 24, 2024 3:08 pm by Lisa Busto

WPBA Enrollees
Unsaved segment
249 recipients

102
Opens

7
Clicks



Looking Forward

Through enhanced collaboration, we anticipate growing interest and participation in WPBA to enrich and empower the Winter Park business community. Aligning with our proposal for services, we also recommend the following:

1. Grow educational offerings (both in-person and online).
2. Introduce additional resource partners.
3. Leverage City Communication Office outlets to increase communication to grow City resident awareness and participation.
4. Increase awareness with ad buys in local publications, a digital campaign and a cohesive communications strategy.
5. Increase data collection.



THANK YOU!

We look forward to our continued partnership!



Services provided by:



3201 E. Colonial Drive, Suite A20, Orlando, FL. 32803 • (407) 420-4848 • NationalEC.org



@NationalEC



Economic Development Advisory Board

agenda item 5.a

item type

Non-Action Items

meeting date

September 10, 2024

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

EDAB Priority Discussion

motion | recommendation**background**

At the August 2024 meeting, the board described several items for consideration and shortlisted priorities down to three. Staff has presented backdrop material for this discussion coupled with a powerpoint presentation illustrating talking points for each item.

alternatives | other considerations**fiscal impact****attachments**

None



Economic Development Advisory Board

agenda item 5.a

item type

Non-Action Items

meeting date

September 10, 2024

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

ESRI/Placer Customer Profile

motion | recommendation**background**

Provided as part of the priority discussion topic.

alternatives | other considerations**fiscal impact****attachments**

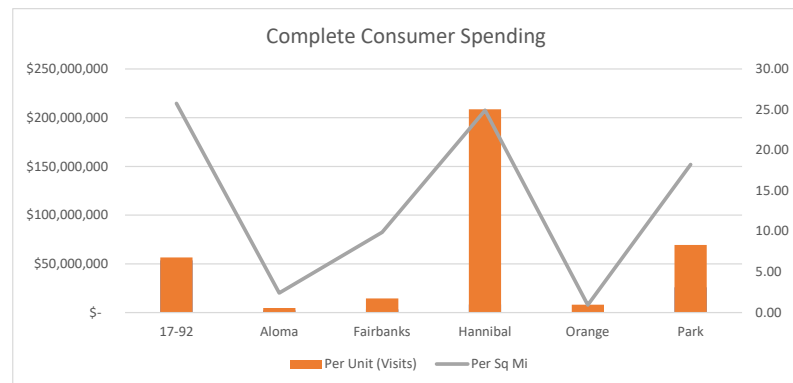
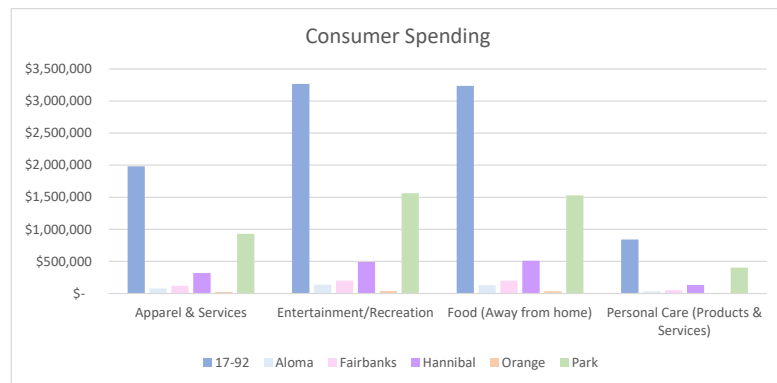
1. City of WP Commercial Corridors Consumer Profile

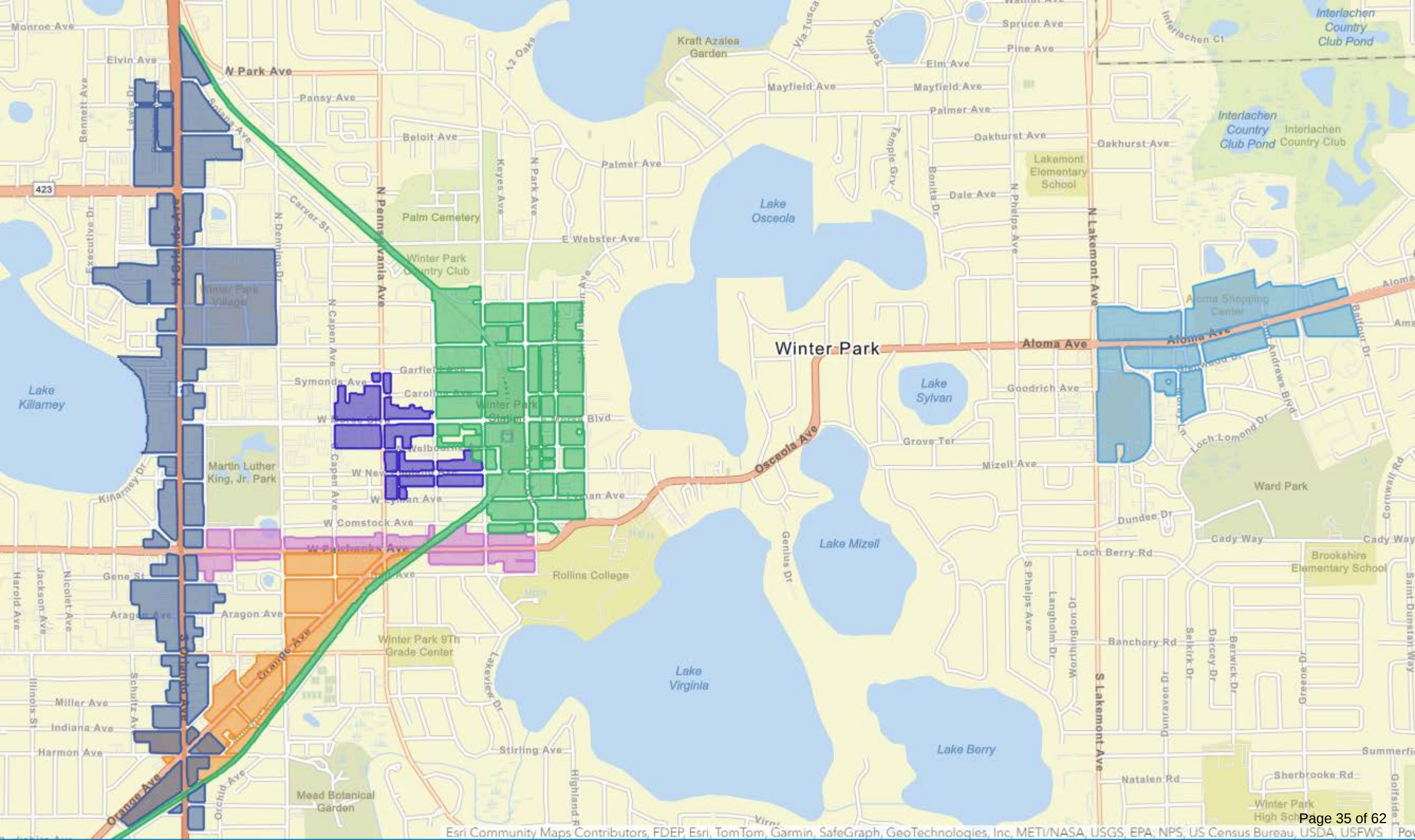
Visitor Stats (Past 12 months)	17-92	Aloma	Fairbanks	Hannibal	Orange	Park
Size (sq mi)	0.25	0.11	0.04	0.04	0.08	0.17
Age	35.9	36	35.5	36.6	35.4	35.5
Dwell Time	108 mins	149 mins	89 mins	154 mins	65 mins	59 mins
Peak Times	12pm-7pm	12pm-7pm	12pm-7pm	12pm-7pm	1pm-4pm	12pm-7pm
Visits	7,900,000	3,900,000	1,900,000	331,800	640,400	3,100,000
Intracity Visitors	802.6K	469.1K	201.6K	47.3K	113.9K	458K
Trade Area (Top 3)	Maitland (32751): 512.9K Orlando (32804): 439.2K Goldenrod (32792): 382K	Goldenrod (32792): 845.4K Maitland (32751): 151.1K Casselberry (32707): 137.3K	Goldenrod (32792): 99.1K Maitland (32751): 76.8K Orlando (32804): 74.5K	Maitland (32751): 19.2K Goldenrod (32792): 17.1K Casselberry (32707): 8K	Maitland (32751): 39.2K Goldenrod (32792): 31.9K Orlando (32804): 25.6K	Goldenrod (32792): 161.3K Maitland (32751): 139.2K Orlando (32814): 88.6K

Consumer Spending (Totals)	17-92	Aloma	Fairbanks	Hannibal	Orange	Park
Apparel & Services	\$ 1,984,081	\$ 79,997	\$ 122,026	\$ 320,104	\$ 22,979	\$ 929,433
Entertainment/Recreation	\$ 3,266,685	\$ 136,396	\$ 200,472	\$ 492,825	\$ 38,930	\$ 1,562,477
Food (Away from home)	\$ 3,235,748	\$ 129,364	\$ 198,923	\$ 511,681	\$ 37,537	\$ 1,528,402
Personal Care (Products & Services)	\$ 842,064	\$ 33,712	\$ 51,793	\$ 132,675	\$ 9,543	\$ 404,619

Top 3 Tapestry Segments	17-92	Aloma	Fairbanks	Hannibal	Orange	Park
	1. Retirement Communities (9E) 2. Metro Fusion (11C) 3. Set to Impress (11D)	1. Retirement Communities (9E)	1. Retirement Communities (9E) 2. Set to Impress (11D)	1. Set to Impress (11D) 2. Old & Newcomers (8F)	1. Emerald City (8B) 2. Set to Impress (11D)	1. Retirement Communities (9E) 2. Set to Impress (11D) 3. Old & Newcomers (8F)

Complete Consumer Spending	17-92	Aloma	Fairbanks	Hannibal	Orange	Park
Per Unit (Visits)	\$ 53,658,114	\$ 2,215,783	\$ 3,296,506	\$ 8,304,549	\$ 623,296	\$ 25,839,086
Per Sq Mi	6.79	0.57	1.74	25.03	0.97	8.34
	\$ 214,632,456	\$ 20,143,482	\$ 82,412,650	\$ 207,613,725	\$ 7,791,200	\$ 151,994,624







Economic Development Advisory Board

agenda item 5.a

item type

Non-Action Items

meeting date

September 10, 2024

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

Incentive Overview

motion | recommendation**background**

Included as part of the EDAB priority discussion conversation. Incentive list does not include the newly created retail build-out program.

alternatives | other considerations**fiscal impact****attachments**

1. COWP.CRA Economic Development Incentives Flyer 2024
2. WP Retail Business Build-Out Grant Guidelines

Targeted Industry Enhancement Program

Targeted Industry Enhancement (TIE) is a local program incentivizing expansion, growth and development of high-wage jobs as well as maintaining the City of Winter Park's competitiveness as a location for major employers, incentivizing continued long-term investment and involvement in the community. Rebate is dependent upon City Commission/Community Redevelopment Agency (CRA) Board approval plus validation of wage and job growth in the area.

Vacant Storefront Program

The Vacant Storefront Program is established as a mitigation strategy to offset commercial vacancies and promote vibrancy through the city's downtown commercial corridor. Its intent is to transform dark stores and empty windows into opportunities for economic enhancement by encouraging illuminated storefronts and artistic partnership. Successful applicants will be offered an incentive on their electric utility bill in exchange for providing well-lit window décor to boost consumer shopping experiences, brand and economic vibrancy.

To apply for these, please access cityofwinterpark.org/ed-programs.

CRA

Business Façade Improvement Program

The Business Façade Improvement Program allows for matching grant funds of up to \$20,000 to be provided toward exterior improvements to businesses within the CRA. The program supports economic stability and maintains the character and quality of commercial districts through leveraging private-public funds. The program was adopted to improve the aesthetic appearance of buildings in the boundaries of the CRA District.

Business Sign Replacement Program

The Business Sign Replacement Program provides a financial incentive to property and business owners to replace existing pole-style signs and reinvest in the exterior of their business or commercial property with a monument-style sign. The CRA may pay up to 75% of total sign cost replacement.

To apply for these, please access cityofwinterpark.org/cra-programs.

WEST FAIRBANKS

Business Façade Matching Grant Program

The West Fairbanks Business Façade Matching Grant Program provides a financial incentive to encourage renovation of and reinvestment in the exterior of properties along West Fairbanks Avenue between Interstate 4 and U.S. Highway 17-92/Orlando Avenue. The program offers a 50% matching grant up to \$5,000 for eligible improvements including storefronts, paint, signs and awnings. Water and sewer connections, and parking lot landscaping are eligible in conjunction with façade improvements. To apply, access cityofwinterpark.org/ed-programs.

SUSTAINABILITY

The city's Sustainability Program offers residential and commercial support grants for buildings, energy and water. Grant funding is subject to availability. To apply, please access cityofwinterpark.org/sustainability under **Buildings, Energy & Water**.



Business Retail Build-Out Grant Program Guidelines

The City of Winter Park has established the Business Retail Build-Out Grant Program to provide a financial incentive to property and business owners, within specified key retail commercial corridors to renovate, update, adapt and reinvest in their business or commercial property. This program was created as the result of input from the Economic Development Advisory Board. An economic consultant was retained to help guide the process of evaluating the retail strengths and opportunities that exist within the business corridors within city limits to maximize synergistic potential. The consolidation of that report is attached as Exhibit "A".

Business that wish to apply for this grant must be located within the boundaries of the City of Winter Park AND be situated in the retail commercial corridors of Park Avenue, Hannibal Square, Fairbanks Avenue, Orange Avenue, 17/92 (The Golden Mile), or Aloma Corners, as detailed on the attachment, found at the end of this document.

The Business Retail Build-Out Grant program specifically encourages redevelopment and reinvestment of commercial properties located in the Winter Park. The grant rebate ("grant") provides an incentive to improve the interior appearance, functionality and utility of commercial properties for the purpose of attracting retail owners/investors, and to improve the marketability of commercial properties. This may also be utilized to reduce the impact of the costs and requirements incurred when contemplating a change of use.

Potential Retail applicants for these purposes are identified as:

- 1) Businesses that sell products on a transactional basis to end consumers,
- 2) Food and beverage establishments,
- 3) Businesses wishing to expand the goods they offer, i.e. adding an additional retail experience as allowed by code,
- 4) Providers of services targeted toward the general public (Other than health care, legal, or financial advisory).

Businesses operating exclusively or primarily on a membership or appointment basis, and not welcoming walk-in customers, shall generally not meet this definition, unless approved on a case-by-case basis.

ELIGIBLE APPLICANTS

- The grant applicant must be a property owner or a business owner leasing a storefront;
- If applying as the tenant, an affidavit must be signed by the property owner consenting to the improvements (see application);
- Proposed project must be a small business as defined by the U.S. Small Business Administration. For more information visit www.sba.gov/size;
- Business may be an individually owned franchise as long as it meets all other criteria;
- Tenant must have at least two years remaining in lease at location of proposed project;
- Buildings with multiple occupants may be considered on a case by case basis;
- The project applicant must owe no outstanding property taxes, fees, judgment, or liens to the City of Winter Park or Orange County and have no outstanding code violations.

Ineligible Applicants: National corporate franchises, government offices and agencies (non-governmental, for-profit, tenants are eligible), businesses that exclude service to minors, properties primarily in residential use, properties exempt from property taxes.

ELIGIBLE PROJECTS

The Retail Build-Out Grant program is funded through the City of Winter Park. The Grant will match the Owner/Lessee up to fifty percent (50%) of the total cost of eligible improvements up to \$20,000. Project cost must exceed \$2,500 of eligible improvements to be considered for Retail Build-Out Grant. All work must be done within the retail customer accessible portion of the building.

Eligible work: Rehabilitation of building interiors which will be accessible and viewable by the retail customers, including:

- Remodeling, renovation, rehabilitation, installation and additions to the interior of a commercial building eligible for such funding. Grant funds may not be used for normal maintenance or repair.
- Ground floor interiors;
- Second floor interiors, IF they serve retail customers;
- Staircases;
- Interior window coverings if they are permanently affixed;
- Interior painting and masonry work;
- Change of use that incurs interior modifications, such as fire suppression or other code requirements are eligible for this Grant;
- New construction may be considered on a case-by-case basis if the applicant is upgrading the current retail enhancement of a property.

Ineligible Activities:

- Roofs;
- Structural foundations;
- Billboards;
- Security systems;
- Office equipment including computers, printers, scanners, copy machines or similar items;
- Non-permanent fixtures, such as moveable cubicles or temporary partitions;
- Personal property and equipment;
- Security bars; razor/barbed wire fencing;
- Sidewalks and paving;
- Conversions from retail to business-to-business, or from office space to residential;
- All necessary government approvals and fees for building permits, and taxes;
- Moving expenses;
- Working capital;
- Services performed by a non-licensed contractor;
- Work performed prior to grant award;

PROGRAM FUNDING USES

- a) Grantee must remain in the location for two (2) years and create two (2) or more net new full-time equivalent jobs (which may include the owner-operator) during the term of the agreement for a minimum of thirty-two (32) operating hours per week during which time the doors must be open to the public.
- b) Applicants proposing to use Grant funds to help relocate from one downtown building to another are not eligible to receive this Grant **UNLESS** the proposed move is necessary for business expansion that includes new job creation, involuntary displacement from current space, unrelated to financial or operating disputes, or similar circumstances.
- c) Applicants proposing to construct new buildings are not eligible under this program unless expressly defined otherwise elsewhere within these guidelines.
- d) Non-eligible projects include business to business companies, non-profits, or governmental agencies.
- e) Eligible Grant Expenditures include (among other items as may be determined in underwriting:
 - a. Interior demolition or site preparation costs as part of a comprehensive renovation project.
 - b. Permanent building improvements, which are likely to have universal functionality. Items included but not limited to moving walls, exterior lighting, bringing restrooms and building up to code compliance and accessibility rules, updating electrical wiring and HVAC systems.
 - c. Improvements to meet Fire and Life Safety codes and/or Americans with Disabilities Act requirements.
 - d. Plumbing and/or sanitary sewer modernization and/or improvements.
 - e. Grease traps, within the structure.
 - f. Elevator Installation for retail access and/or ADA compliance.

AWARD TIMELINE

Applications will be collected on a rolling basis as funds are available. Businesses may apply during any part of the fiscal year which begins October 1, but are encouraged to submit their applications as soon as possible to ensure funds are available for commitment.

First time applicants are encouraged to participate as they will be given priority over businesses who have previously participated in a Business Grant Program. Staff will also review safety repairs and total leverage of available funding to determine award.

AWARD REIMBURSEMENT

Reimbursement shall be limited to no more than 50% of the total cost of eligible improvements, not to exceed \$20,000 per storefront. Larger buildings with more than one storefront and/or more than one side visible (on a corner) may be considered for a larger grant on a case by case basis by the Economic Development Director. Projects totaling less than \$2,500 in qualified improvements are not eligible.

Approved applicants may request up to 50% of the estimated awarded grant funds in advance of completion, with proof of paid invoice(s). The remaining grant funds will be paid once the project is complete. Grants are awarded on a first come, first served basis, as long as funding remains available in the program.

The Economic Development Division reserves the right to refuse reimbursements in whole or in part for work that is not completed within 9 months. The Economic Development Division cannot reserve funds indefinitely. Grants may be subject to cancellation if not completed or significant progress has not been made by the completion date. Request for extensions will be considered only if made in writing and progress towards completion has been demonstrated.

Due to the uncertain nature of budget availability in any given year, the City cannot guarantee that funding will be available in future budget periods or if any applicant will be reimbursed.

Multi-Tenant Building: Business tenants in a multi-tenant property may apply to the program as long as the tenant has a clearly definable independent entrance into the storefront that is clearly visible from public rights-of-way (ex. strip-mall tenants). Business tenants in multi-tenant buildings that do not have independent storefronts are not eligible to apply, however the property owner may still apply if they meet the eligibility requirements.

Multi-tenant property owners may apply if they meet all other eligibility requirements. If no other tenant in the property has utilized the program then the property owner may apply as the applicant and receive up to \$20,000 for the entire property.

COMPETITIVE BIDDING Applicants are required to get three (3) competitive bids for every type of proposed work. Please be advised, applicants are not permitted to use their own business as one of the required bids. The City will match up to 50% of the cost up to \$20,000. All contractors must be insured and licensed by the State of Florida. All construction contracts will be between the applicant and contractor.

APPROVALS

The City has the sole authority to determine eligibility of proposed work and confirmation of completed work. Certain work may be required or precluded as a condition of funding. Participants will be responsible for obtaining necessary regulatory approvals, including any needed by City departments or boards and including, but not limited to, building permits and any other necessary permits. All work must comply with city, state and federal regulations.

CONTRACTUAL AGREEMENT

Accepted applicants must enter into a contractual agreement with the City prior to disbursement of grant funds.

SUBMISSION REQUIREMENTS

Application packages must include documentation that illustrates the visual impact of the project and its cost.

Failure to provide required information will delay the review and/or approval process.

The applications must include the following attachments:

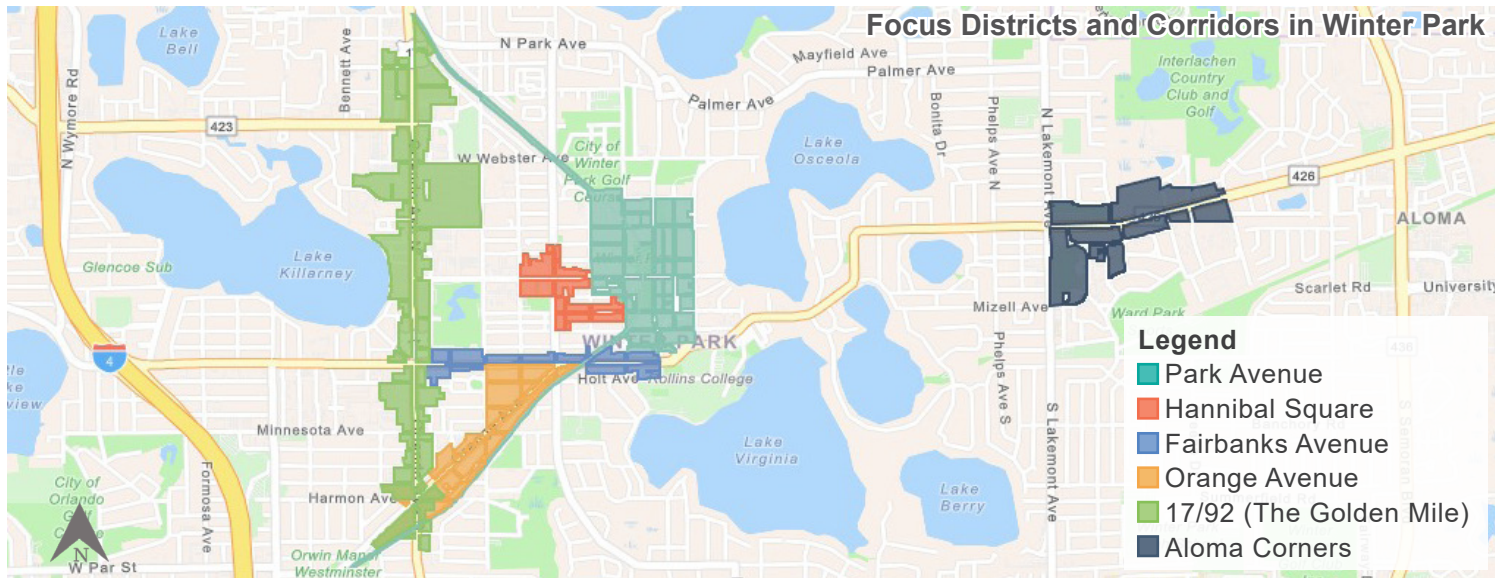
1. Complete application form
2. Copy of current business license
3. Copy of current property insurance
4. Written consent from property owner giving permission to conduct Retail Build-Out Enhancements *(if necessary)*
5. Digital photographs of existing conditions of project
6. Written description of project improvements including material list and color selections
7. Simple sketch of improvement project
8. Three competitive bids for each type of work proposed

Submit complete applications to:
Economic Development Department
Attn: Retail Enhancement Grant Program
401 Park Avenue South
Winter Park, FL 32789

For more information about the City's Business Retail Enhancement Program, please contact our office at 407-599-3225.

WINTER PARK RETAIL VISION

For more information, see Phase I memorandum.



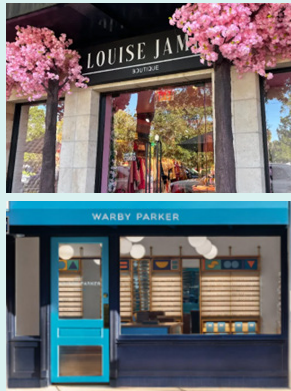
PARK AVENUE

Current Positioning

- Metro's premier walkable/authentic shopping destination
- Upmarket, skewing middle-aged and older

Potential

- Additional **soft goods** co-tenancy
- Broadening of customer base
- Side-street opportunities



ORANGE AVENUE

Current Positioning

- Continuation of neo-hipsterdom to the south/west
- Affordable **eclecticism**
- "Every-so-often" uses

Potential

- Home design/improvement
- Craft food and beverage
- Vintage/resale



HANNIBAL SQUARE

Current Positioning

- Park Avenue **spillover/extension**
- Local orientation
- Food and beverage skew

Potential

- Destination concepts/brands
- Better connectivity/in-fill



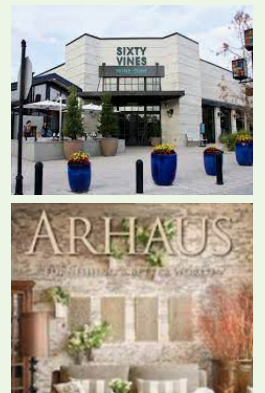
17/92 (THE GOLDEN MILE)

Current Positioning

- Upmarket/specialty strip commercial**
- "Restaurant Row" for north metro

Potential

- Comparison shopping (both upscale and value)
- "Non-commodified" conveniences
- Sophisticated/first-in-market food & beverage chain-lets



FAIRBANKS AVENUE

Current Positioning

- Park Avenue spillover + **Rollins**
- "Every so often" uses
- Primary gateway to I-4

Potential

- Hybrid college/general bookstore
- Home design/improvement, bridal
- Clinic (medical, dental, vet, etc.)
- Ongoing beautification



ALOMA CORNERS

Current Positioning

- Mid-market conveniences
- Local draw**

Potential

- Fast casual/casual food and beverage
- Mall staples going "off-mall"



KEY THEMES AND CONCEPTS

Some of the key themes and concepts that emerged from the analysis in Phase I, as useful context for what has been proposed within the *Implementation Matrix*, include the following:

LOCATION DRIVERS

The extent to which the site-location decisions of prospective retail tenants are driven by considerations of “co-tenancy”, that is, the nearby businesses that generate relevant cross-traffic.

CRITICAL MASS

The need for established shopping destinations, particularly ones specializing in comparison goods, to retain a “critical mass” (or remain above a certain threshold) of such stores.

GROUND FLOOR TENANCY

The importance of active retail tenancies on the ground floor of walkable districts and along the frontage of commercial corridors (to preserve such spaces for uses with the greatest need for high visibility)—in cases where tight market conditions prevail.

WINTER PARK RETAIL ECOLOGY

The understanding of Winter Park's districts and corridors as a retail ecology or hierarchy, with the tight market for retail space in one creating “spillover” tenant demand in others.

ZONING & POLICIES

The accompanying notion that the city's overall retail potential can only be maximized by grounding policies (including zoning) in such dynamics, even if in some cases that implies different expectations for individual properties and stakeholders.

INTERESTING MIX OF TENANCIES

The roles that development economics, permitted uses and rent expectations play in street-level vitality, with strategically-zoned, “second-generation” spaces often priced at levels that can be sustained by a broader and more interesting mix of tenancies.

FLEXIBILITY AS PRE-EMPTION

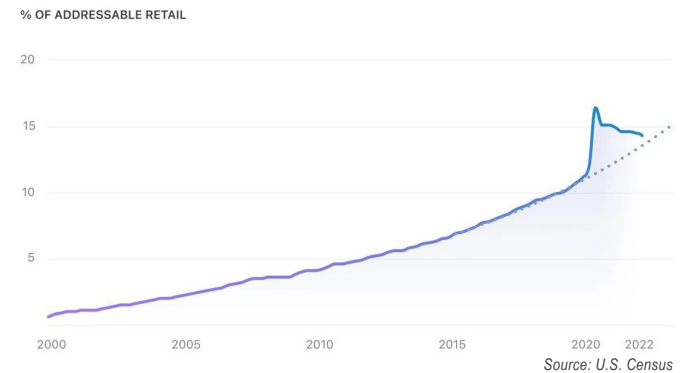
The realization that flexibility—in policy, zoning, approvals, and permitting—will be essential to keeping Winter Park relevant and differentiated in a rapidly-evolving and fiercely-competitive industry.

THE PRIMACY OF SUPPLY AND DEMAND

The recognition that market forces—specifically, supply and demand variables—can often dictate retail conditions and opportunities to a greater extent than the physical and design attributes of roads and buildings.

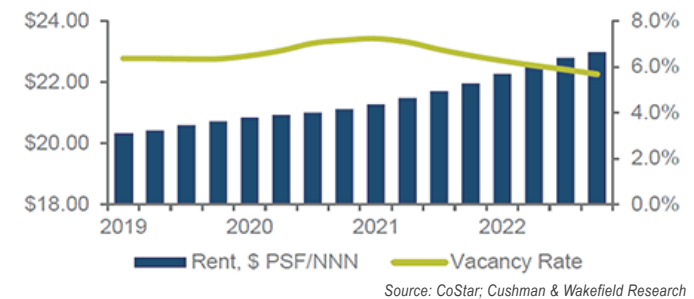
DEFINITION: “Retail” for the purposes of this scope-of-work has been defined broadly, to include any ground-floor uses that are consumer-facing—that is, welcoming potential customers either on a walk-in or subscription basis. This would encompass, then, personal services, food and beverage as well as entertainment venues, while precluding businesses that operate exclusively or primarily by appointment.

US Ecommerce Adoption Growth Rate



CAPTION: **No, e-commerce has *not* taken over:** By 2022, the market share of online sales was roughly similar to where it would have been without the pandemic, given historic growth rates.

Overall Vacancy & Asking Rent



CAPTION: **What Retail Apocalypse?** Despite pandemic-era disruption, the market for retail space was robust in 2021 and most of 2022, with declining vacancy rates and rising asking rents.





Economic Development Advisory Board

agenda item 5.a

item type

Non-Action Items

meeting date

September 10, 2024

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

Economic Scorecard

motion | recommendation**background**

Included as part of the EDAB priority discussion list.

alternatives | other considerations**fiscal impact****attachments**

1. FY23 in Review Postcard



CITYWIDE BUDGET FISCAL YEAR 2023

10.01.2022 thru 09.31.2023

\$198.6 million



GENERAL FUND

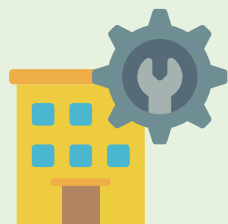
30% reserves
goal reached



ELECTRIC UTILITY

\$6.7 million
undergrounding
investment

CIP CAPITAL IMPROVEMENT PROJECTS



FACILITIES & INFRASTRUCTURE

\$14.1 million



PARKS & RECREATION

\$2.75 million

improvements made to buildings, storm drains, sanitary sewers, community development, etc. | **does not** include admin & operational costs



RESPONSE TIMES

<2 minutes

police priority 1 calls



911 CALLS

23,408

received by call center



EMS RESPONSES

<7 minutes

90% calls for service



AFFORDABLE HOUSING

\$320 thousand

CRA+city+direct investment
new homes, rehabs & assistance



WP9 & WP18

89 thousand

rounds played at
2 city golf courses



PUBLIC WORKS

55,000 sq. ft.

sidewalks replaced
equal to 36 football fields



GREENSPACES

16.3 acres

per 1,000 residents



LAKE CLARITY

7 feet

visibility depth



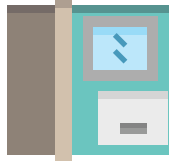
URBAN FORESTRY

279 trees

planted

OFFICE VS. RETAIL OCCUPANCY

October 2022-September 2023



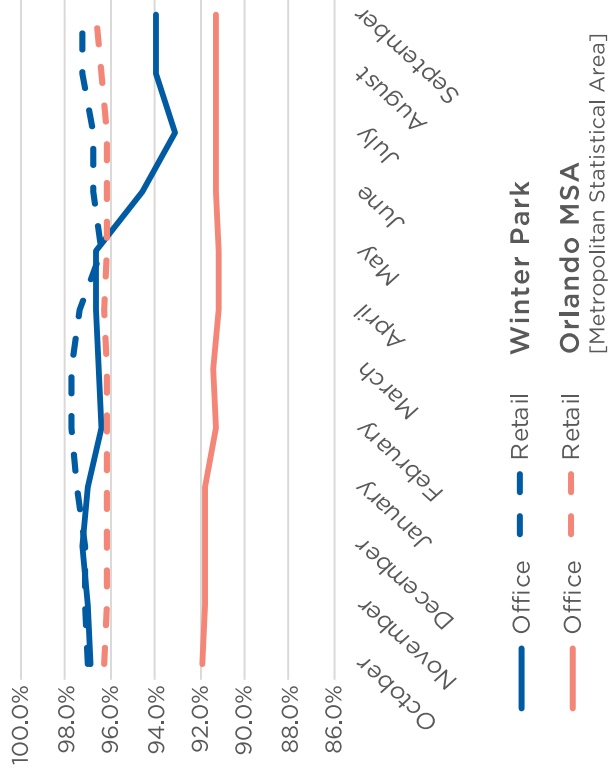
93.7%
OFFICE



97%
RETAIL



PRSRT STD
U.S. POSTAGE
PAID
ORLANDO FL
ACG



Winter Park is the city of arts and culture, cherishing its traditional scale and charm while building a healthy and sustainable future for all generations.





Economic Development Advisory Board

agenda item 6.a

item type

Staff Updates

meeting date

September 10, 2024

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

CMET Update

motion | recommendation

N/A

background

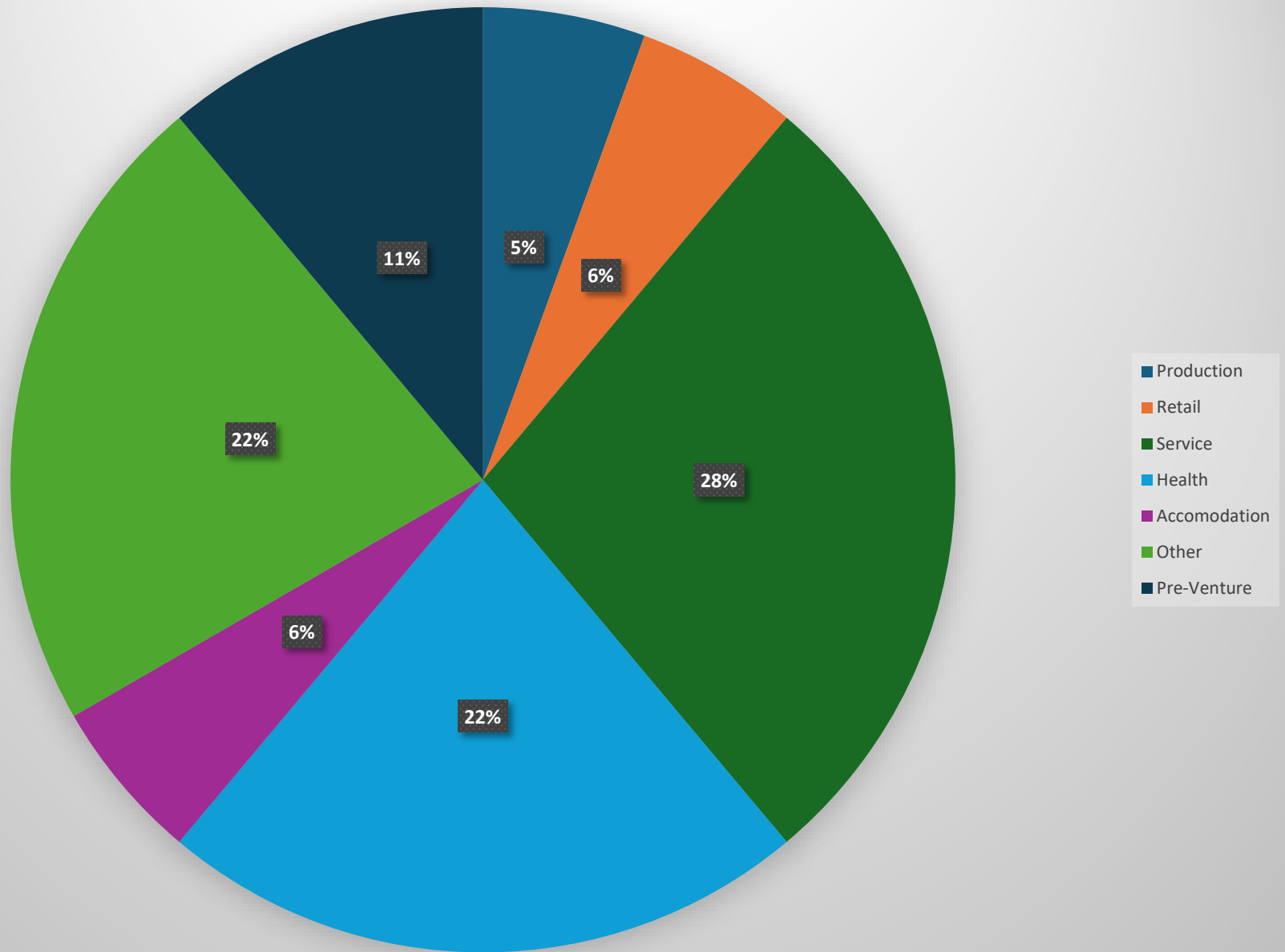
Center for Microentrepreneurial Training (CMET) partnership progress highlights to date:

- Over 60 applicants
- Cohort of roughly ~20 businesses
- Orientation scheduled for 9/5
- Classes held at Valenia College
- Need for panelist on week 10

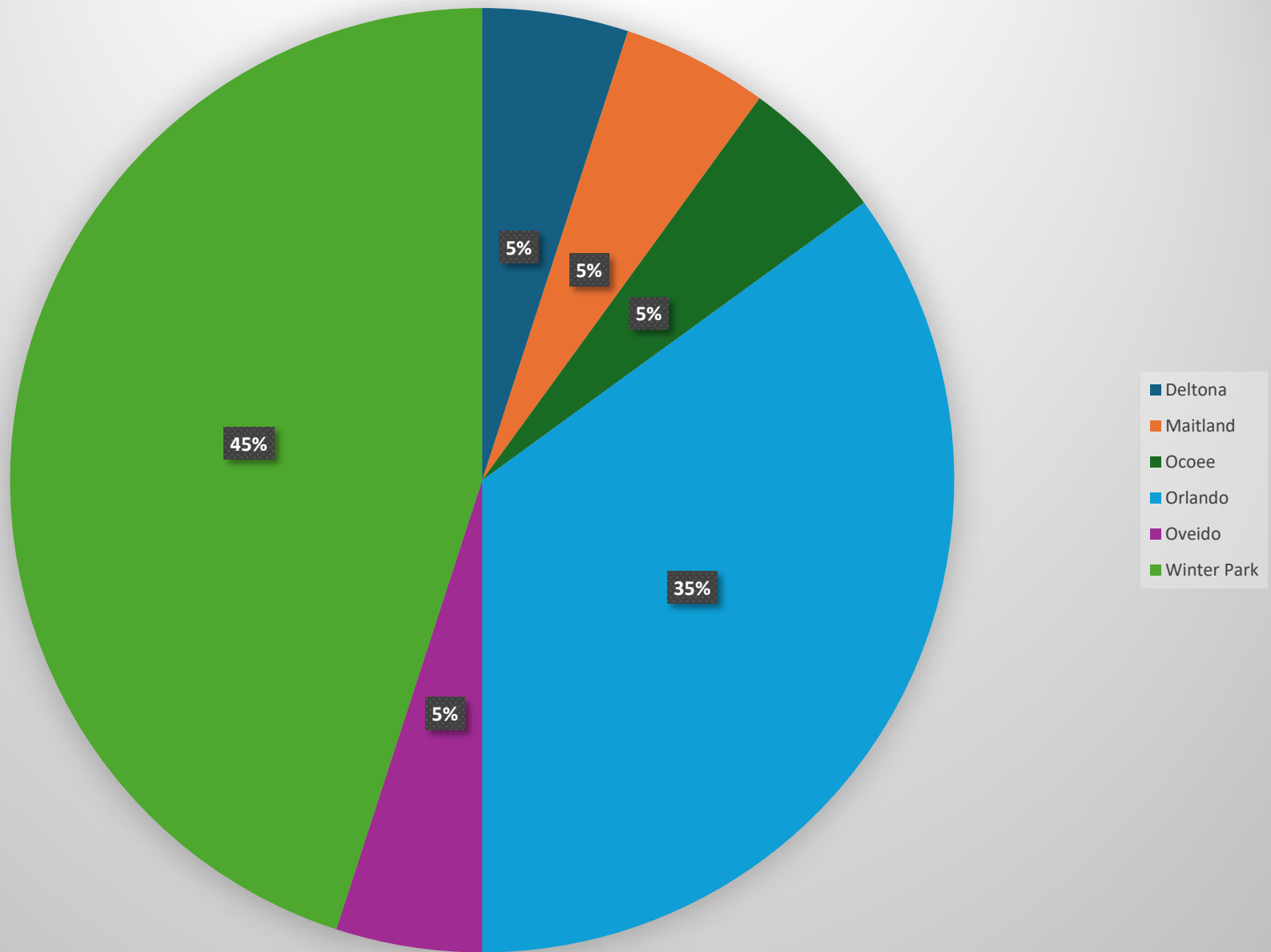
alternatives | other considerations**fiscal impact****attachments**

1. CMET Participant Charts_Sept 2024

Cohort Business by Type



Cohort Business by Location





Economic Development Advisory Board

agenda item 6.b

item type

Staff Updates

meeting date

September 10, 2024

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

MJB Policy Changes

motion | recommendation

N/A

background

Recommendations from EDAB regarding C-2 policy changes have been reviewed and approved by Planning and Zoning. Staff plans to bring them forward as early as the second Commission meeting in September.

alternatives | other considerations**fiscal impact****attachments**

None



Economic Development Advisory Board

agenda item 6.c

item type

Staff Updates

meeting date

September 10, 2024

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

EDAB Commercial Performance Report

motion | recommendation**background**

Monthly reports as requested.

Please be advised Ecocounter has not been available for the month of August due to vandalism. July's reports are being republished as a frame of reference.

alternatives | other considerations**fiscal impact****attachments**

1. EDAB Commercial Performance Report_Sept 2024
2. Ecocounter Monthly Traffic 12mo rolling
3. Ecocounter August 2024

Commercial Performance Report

9/24

Full list of quarterly reports including annually recorded metrics are available at www.cityofwinterpark.org/pm

Sources: ESRI, CoStar, BLS

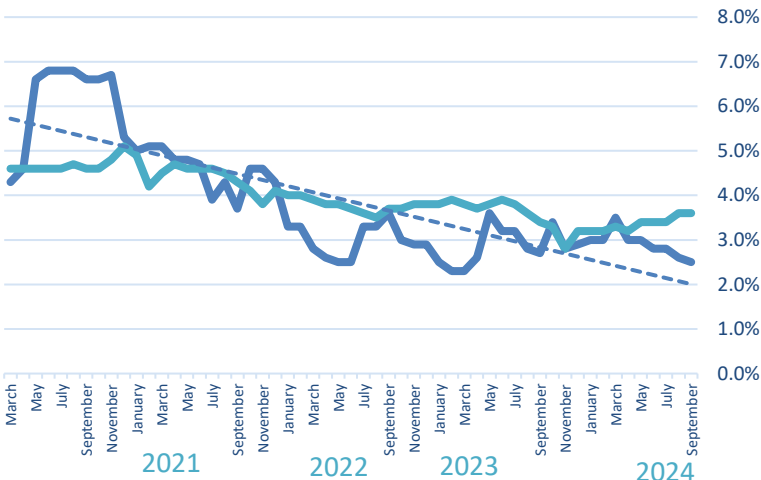
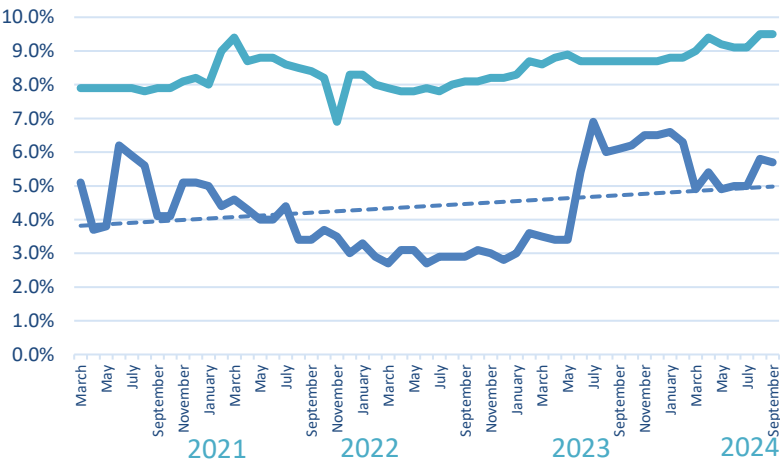
OFFICE

Vacancy

RETAIL

Winter Park Orlando MSA

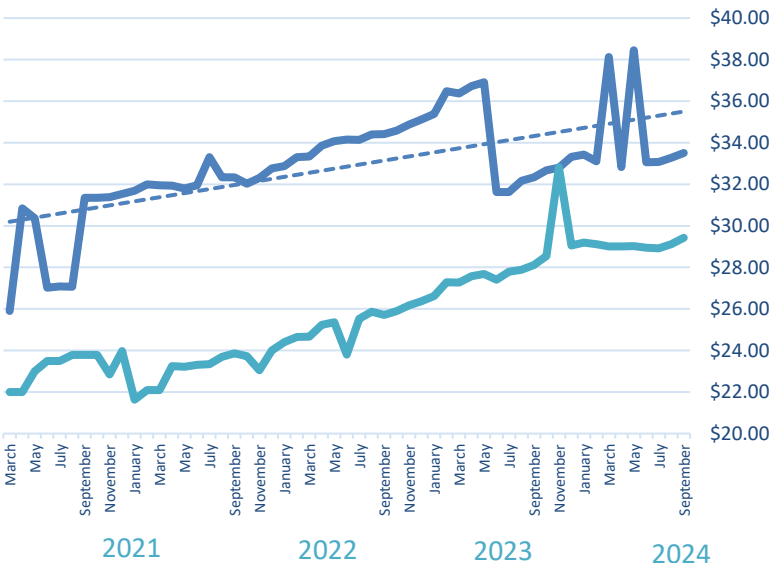
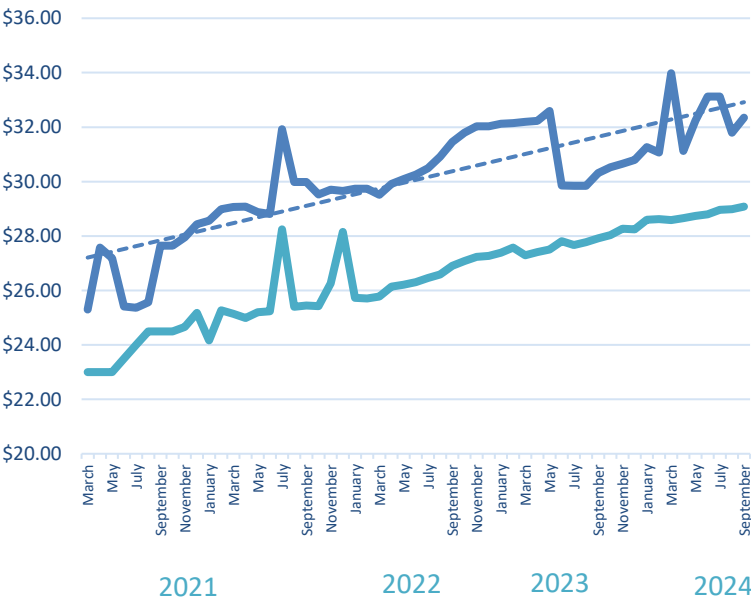
Winter Park Orlando MSA



Rental Rate

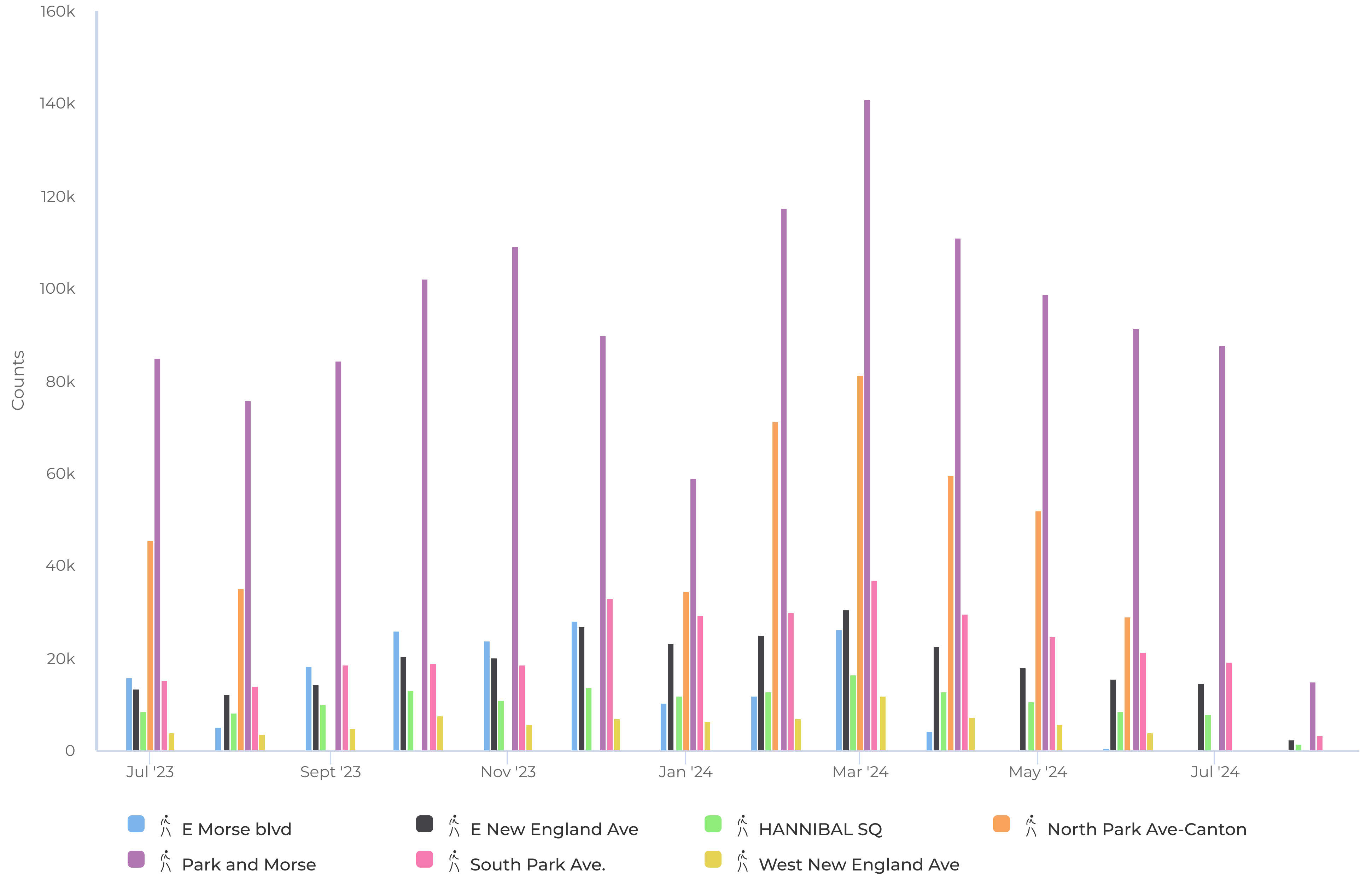
Winter Park Orlando MSA

Winter Park Orlando MSA



Monthly traffic

July 1, 2023 - August 7, 2024



City of Winter Park

Kyle Dudgeon
08/07/2024



Key Figures

July 1, 2024 → July 31, 2024

Total

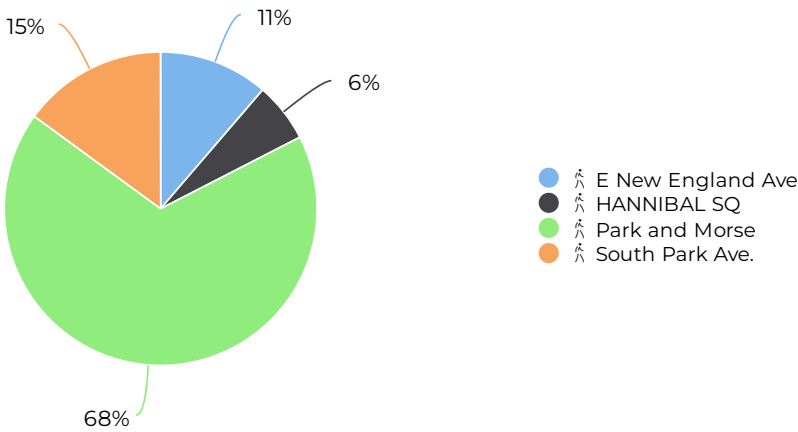
129,895

Peak Day

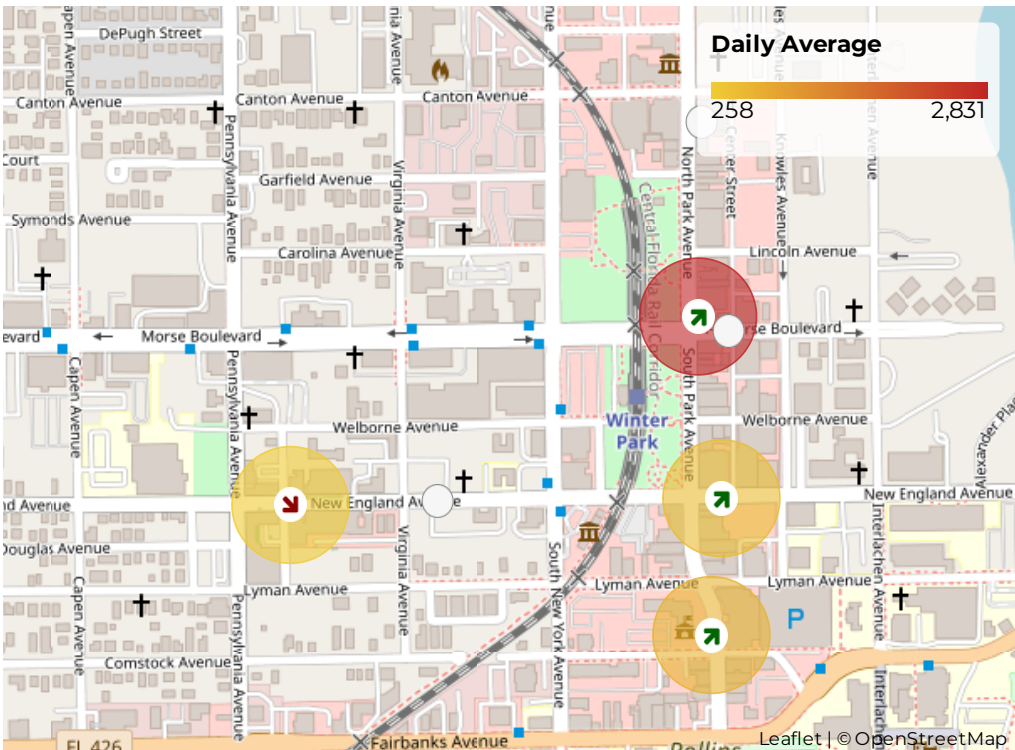
Saturday
Jul 27, 2024

7,510

Distribution



Key Figures Map

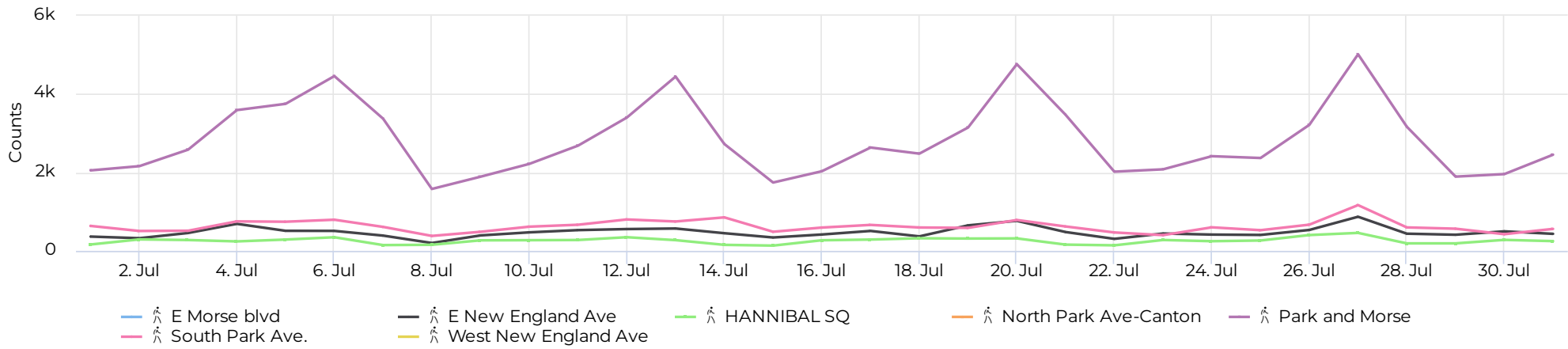


Compared to 07/03/2023 → 08/02/2023

Key Figures

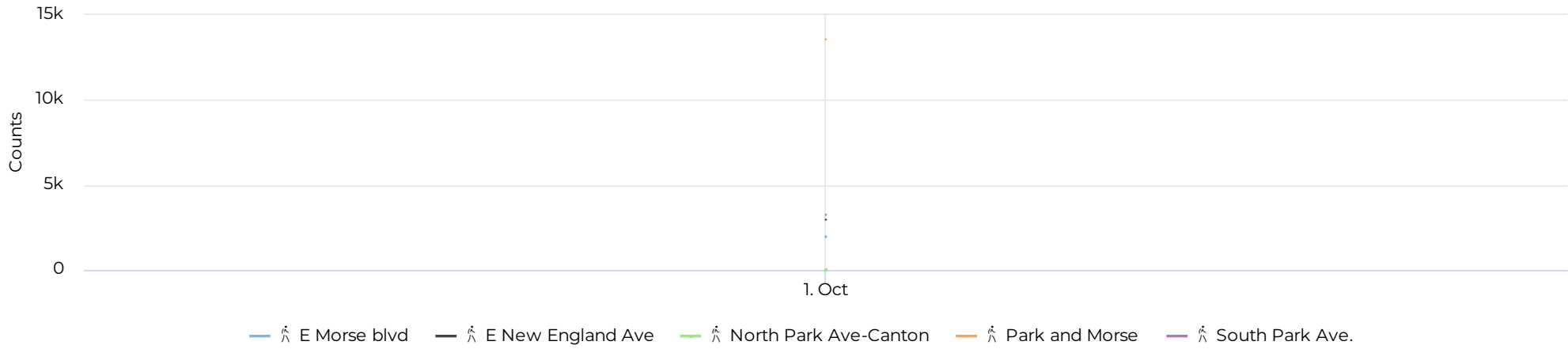
July 1, 2024 → July 31, 2024

Daily traffic



Monthly traffic

10/07/2023 → 10/08/2023

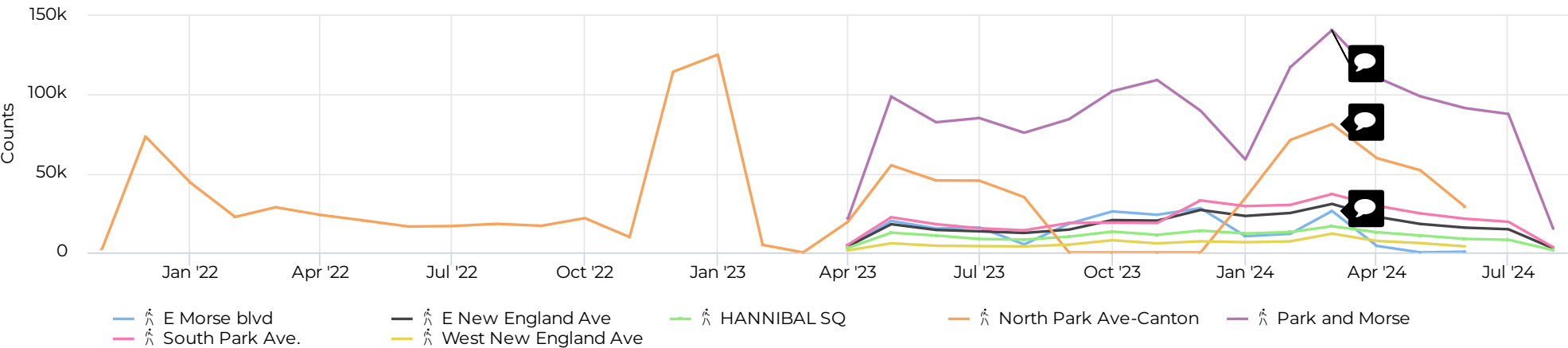


Key Figures

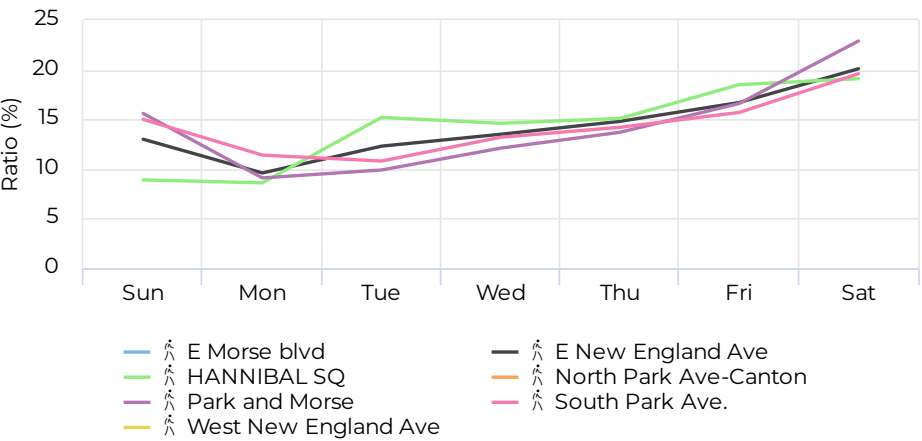
July 1, 2024 → July 31, 2024

Monthly traffic

Whole Period

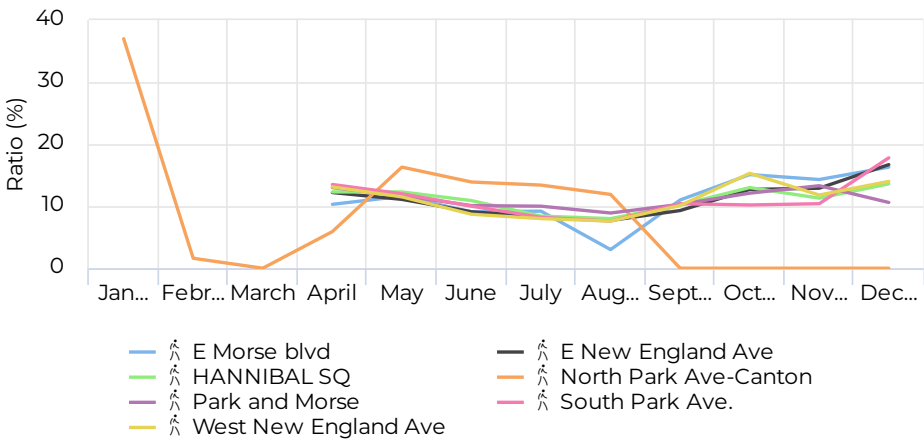


Daily Profile



Monthly Profile

01/01/2023 → 12/31/2023

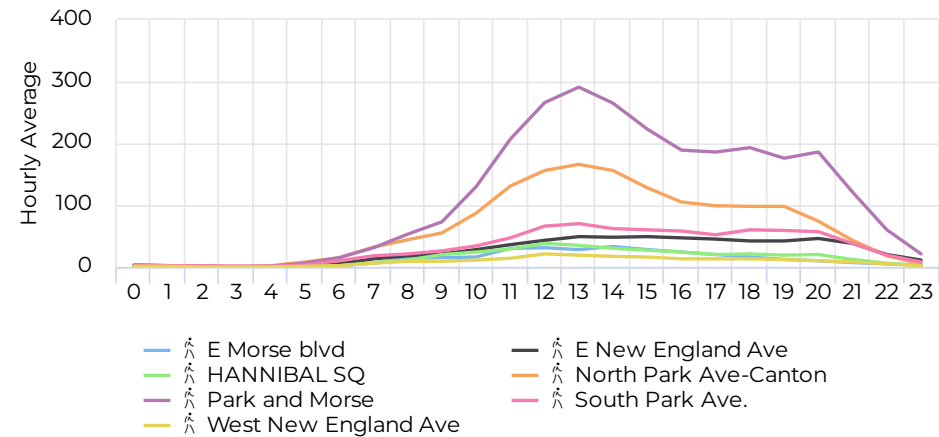


Key Figures

July 1, 2024 → July 31, 2024

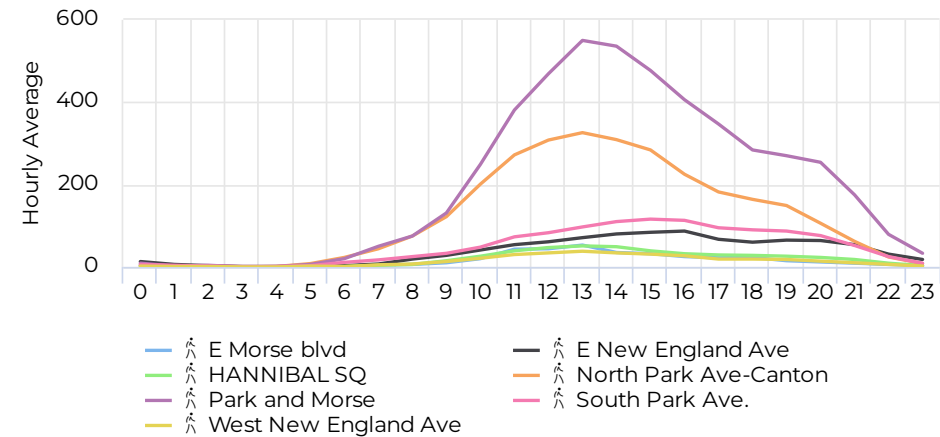
Hourly Profile - Weekdays

01/01/2024 → 08/06/2024



Hourly Profile - Weekend

01/01/2024 → 08/06/2024



Key Figures

July 1, 2024 → July 31, 2024

Key Figures Summary

Site	Daily Average ▼		Peak Day		Peak Count	
Park and Morse	2,831	▲ 6.6%	Sat Jul 27, 2024	Sat Jul 8, 2023	5,015	▲ 5.4%
South Park Ave.	627	▲ 29.2%	Sat Jul 27, 2024	Sat Jul 8, 2023	1,167	▲ 44.4%
E New England Ave	474	▲ 13.3%	Sat Jul 27, 2024	Sat Jul 8, 2023	870	▲ 18.9%
HANNIBAL SQ	258	▼ -6.5%	Sat Jul 27, 2024	Sat Jul 15, 2023	458	▲ 8.5%
E Morse blvd						
North Park Ave-Canton						
West New England Ave						

📈 Compared to 07/03/2023 → 08/02/2023



Economic Development Advisory Board

agenda item 6.d

item type

Staff Updates

meeting date

September 10, 2024

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

Banner Updates

motion | recommendation

N/A

background

Banners discussed at the last EDAB meeting have been ordered. Staff is coordinating on an install date once received.

alternatives | other considerations**fiscal impact****attachments**

1. Selected CoWP banner



Winter Park