



# Economic Development Advisory Board Regular Meeting

## Agenda

**June 10, 2025 @ 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/](http://cityofwinterpark.org/meetings/) and include virtual meeting instructions.

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### please note

Times are projected and subject to change.

- 1. Call to Order**
- 2. Consent Agenda**
  - a. Approve the minutes of March 11, 2025 1 Minute
- 3. Public Comments (for items not on the agenda): Three minutes allowed for each speaker**
- 4. Action Items**
- 5. Non-Action Items**
  - a. EDAB Introduction Briefing 20 minutes
  - b. Scorecard Drafts 20 minutes
  - c. FY25-26 Goals 20 minutes
- 6. Staff Updates**
  - a. EDAB Commercial Performance Report 5 minutes
  - b. Winter Park Business Academy FY25 Midyear Report 5 minutes
- 7. Board Comments**
- 8. Upcoming Agenda Items**
- 9. Adjournment**



Economic  
Development  
Advisory Board

# agenda item 2.a

**item type**

Consent Agenda

**meeting date**

June 10, 2025

**prepared by**

**approved by**

Peter Moore, Director of Office of  
Management and Budget

**subject**

Approve the minutes of March 11, 2025

**motion | recommendation**

**background**

**alternatives | other considerations**

**fiscal impact**

**attachments**

1. EDAB-mins-2025-03-11 DRAFT\_KD



# Economic Development Advisory Board

## Regular Meeting Minutes

March 11, 2025 at 8:15 AM

City Hall Commission Chambers  
401 S. Park Avenue

### Present

Sarah Grafton, Lauren Zimmerman, Ivan Lys-Dobradin, Phillip Anderson

### Absent

Kevin McClanahan, Roda Carter, Owen Beitsch, PhD

### Staff Present

Assistant Director of Economic Development and CRA Kyle Dudgeon, CRA Coordinator Anne Sallee, Director of Office of Management & Budget Peter Moore

### 1. Call to Order

The meeting was called to order at 8:20 a.m.

### 2. Consent Agenda

- a. Approve the minutes of February 11, 2025

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

### 3. Public Comments (for items not on the agenda)

### 4. Action Items

### 5. Non-Action Items

- a. Professional Service Retention/Attraction Discussion

During the EDAB meeting on February 11, 2025, the board engaged in an extensive discussion about attracting and relocating professional service firms to the area. Mr. Anderson presented a line graph included in the packet, which highlighted that financial services contributed the most to the GDP at \$1.8 billion, followed by food services, and then professional and business services at \$1.2 billion. He noted that professional and business services are among the lowest traffic generators and have the least demand for parking. Mr. Dudgeon introduced a family-owned professional services firm to share their experience.

Sarah Grafton introduced her brother and partner, Will Grafton, from Grafton Wealth Advisors. They spent 17 years at Bank of America Merrill Lynch on Park Avenue, a location they loved for its convenience to clients. Clients would often be treated to lunch on Park Avenue, and there was a parking garage connected to the building.

They decided to operate independently under the LPL Financial umbrella, which offered significant resources to facilitate a smooth transition. One of the challenges they faced was that a real estate professional provided by LPL was an outsider without local connections. They aimed to establish their office in the heart of downtown but underestimated the timeline, expecting six months but taking a year and a half. After a year, they were pressed for time and had to rent temporary office space for six months.

Ms. Grafton distributed a document outlining the difficulties they encountered, including limited commercial real estate options, challenges with landlord relationships, zoning regulations, high rent and property costs, issues with space size and layout, and a lack of new development.

Grafton Wealth Advisors ended up on Orange Avenue where we are actively investing in the Orange Avenue businesses, with new developments emerging. We have leased one-third of a building, which has resulted in an unusual situation with utility billing, there are currently 12 separate bills. The process of obtaining the business certificate went smoothly. Will Grafton mentioned that their financial services clients require convenience and a comfortable setting, which includes considerations like parking, lighting, and layout. Additionally, the lack of elevators in the older buildings on Park Avenue presents a challenge for older clients. Park Avenue landlords are often unwilling to invest in renovations or offer any move-in incentives.

Mr. Dudgeon indicated that a \$20k grant was approved last year to assist with commercial buildouts. Additionally, it was discussed about providing incentives for landlords to use the interior and/or exterior grants available from the city. Mr. Anderson suggested revisiting the topic in May, after the new members are appointed. Ms. Grafton proposed inviting a representative from LPL to discuss their process of selecting locations for clients.

Mr. Dudgeon summarized the need to market the retail interior build-out program to a wider audience and to assess eligibility criteria. The discussion shifted to elevator incentives, focusing on the requirement for a minimum square footage. Mr. Moore highlighted the costs involved in installing elevators, noting that the buildings on Park Avenue predate several current building standards. Mr. Lys-Dobradin mentioned he found it insightful to market the incentive through the realtors. Ms. Grafton emphasized the importance of walkability when selecting commercial office space.

## **6. Staff Updates**

### **a. Appointment Roster**

Two board members, Dr. Beisch and Mr. Lys-Dobradin will need to reach out to their appointing Commissioners if they wish to continue their board appointments.

WPBA is having a workshop on Navigating your taxes on 3/18.

## **7. Board Comments**

Mr. Anderson requested the GDP contribution be included as part of the scorecard report from different sectors, focusing on employment and concentration. He suggested staff review the existing categorizations of business clusters as described in the city's latest study. An example is engineering belonging with professional services versus construction.

**8. Upcoming Agenda Items**

**9. Adjournment**

The meeting adjourned at 9:09 a.m.

Approved by the board on

/s/ Bahiyyah Layton, Board Coordinator



# Economic Development Advisory Board

# agenda item 5.a

**item type**

Non-Action Items

**meeting date**

June 10, 2025

**prepared by**

Kyle Dudgeon, Assistant Division Director of Economic Development/CRA

**approved by**

Peter Moore, Director of Office of Management and Budget

**subject**

EDAB Introduction Briefing

**motion | recommendation**

N/A

**background**

With new board members beginning the FY25-26 campaign, staff is providing a general outline of previous discussions had by the board. The intent is to provide an overview with the role, general thought process, and opportunities to engage and advise the commission since 'economic development' is a very diverse topic.

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

1. EDAB Roster June 2025
2. EDAB Basics-Orientation (2024)
3. EDAB Basics-Orientation- 5-13-25 updates PMA



# Economic Development Advisory Board

City Hall Commission Chambers  
401 S. Park Avenue

- [Ivan Lys-dobradin](#)

**Partial Term**

Jul 10, 2024 to Apr 30, 2025

**Appointing Authority**

City Commission

**Dais Seat**

Commission Seat 3

- [Roda Ward Carter](#)

**Partial Term**

Dec 13, 2023 to Apr 30, 2026

**Appointing Authority**

City Commission

**Dais Seat**

Commission Seat 2

- [Sarah Grafton](#)

**1st Term**

Apr 26, 2023 to Apr 30, 2026

**Appointing Authority**

City Commission

**Category**

Non-resident city business owner

**Dais Seat**

Commission Seat 1

- [Miguel H De Arcos](#)

**Partial Term**

Mar 26, 2025 to Apr 30, 2027

**Appointing Authority**

City Commission

**Dais Seat**

Mayor

- [Phillip Anderson](#)

**1st Term**

May 22, 2024 to Apr 30, 2027

**Appointing Authority**

City Commission

Economic Development Advisory Board

**Dais Seat**

Mayor

- [Lauren B Zimmerman](#)

**1st Term**

Jun 03, 2024 to Apr 30, 2027

**Appointing Authority**

City Commission

**Dais Seat**

Mayor

- [Alan M Chambers](#)

**1st Term**

Apr 23, 2025 to Apr 23, 2028

**Appointing Authority**

c

**Dais Seat**

Commission Seat 4

## EDAB Overview and Opportunities

### Context for Economic Development Board

- A. Economic Development in Winter Park is focused on maintaining our quality of life and providing the tax base to support that quality of life. See the Winter Park – “Economic Development Definition” (April 19, 2022) and Guiding Principles 1 and 2.
- B. The top 3 characteristics residents value the most based on the Resident Visioning Project in 2016 are:
  - a. **Our History and Heritage**
  - b. **Our Village Ambiance and Small-Town Charm**
  - c. **Our efforts to be Proactive about our Future and Growth**
- C. “Park Avenue today remains the premier “Downtown” in metro Orlando. The only one that offers a walkable and authentic “Main Street” experience with a **critical mass of comparison goods** retailers.” Keeping Park Avenue and its spill over commercial districts occupied with strong retailers extends the “**Dwell Time**” for customers and preserves Winter Park’s brand. Because our market area is 150,000 people for 70% of our sales, Winter Park residents and workers have a much broader selection of retail and restaurants than a town of 30,000 should expect. (MJB Phase 1 Market Report)
- D. Winter Park’s Budget for its high level of services is the **General Fund**, with the following characteristics:
  - a. It is ALWAYS a balanced budget with expected revenues exceeding expenses.
  - b. It has a \$20 million dollar emergency reserve.
  - c. Winter Park has the lowest “millage rate” (the property tax rate) in all of Orange County (see bar chart).
  - d. It has the fastest emergency response times in the region.
  - e. The General Fund Fiscal Year Ending 10/1/24 has a Revenue Budget of [\$70 mill] and Expense Budget, including construction (“capital”) projects of [\$68 mill].
  - f. Winter Park has diverse revenue sources. Only [43%] comes from real estate taxes. [13%] comes from Orange County Sales Taxes, which is directly linked to tourism. The balance comes from fees for services and from excess funds and reimbursements from our power company and our water company (which are called our “Enterprises”).
  - g. Our “Enterprises” are well run and efficient. The power company serving 80% of Winter Park residents has the lowest rates in the region and is self-funding our undergrounding and sustainability efforts. The water company has excellent water quality and serves the water and sewer needs of an area [3x] the size of Winter Park itself.
  - h. In crisis times, city staff can adjust spending and stay within our revenue.

## **Areas of EDAB Influence**

The Economic Development Advisory Board can influence the vitality of the City by advising the Commission on Policy and by alerting and guiding our City team on local issues. Some of those areas are:

- A. Keeping the “Big Picture” of Winter Park’s charm and history as the keys to success
- B. Suggesting Programs and Marketing for merchants and businesses
- C. Creating and Targeting Incentives
- D. Being a voice for budget and content of Seasonal and Other City Events
- E. Being a voice for service level changes
- F. Recommending policy changes that might attract targeted businesses.
- G. Identifying Target businesses and uses
- H. Researching, educating, and marketing useful information to the business community
- I. Supplementing City and Chamber statistics with useful marketing information

## **Specific Opportunities:**

- 1. Board member Workshop/Review of the Retail Report and Other background information.
- 2. Refine and Communicate the Retail Market Study to other parties.
- 3. Execute and adjust the Retail Study Implementation Plan.
- 4. Refine how we define and pursue target businesses.
- 5. Explore how to create entrepreneurial and e-commerce strategies to build resilience in recessions (based on COVID and 2008/2009 lessons).
- 6. Explore profiling the customers for Park Avenue and other corridors with strategies to reach them.
- 7. Advise and monitor incentive programs.
- 8. Similar to the Retail study, evaluate importance of and positive characteristics of Financial Services. Discuss how to incentivize and create a critical mass of financial services (as commercial properties redevelop under existing codes).
- 9. Develop understanding of the Community Redevelopment Authority mission and funding to integrate with EDAB initiatives.

EDAB Overview and Opportunities - May 2025

Context for Economic Development Board

- A. Economic Development in Winter Park is focused on maintaining our quality of life and providing the tax base to support that quality of life. See the Winter Park – “Economic Development Definition” (April 19, 2022) and Guiding Principles 1 and 2.
- B. The top 3 characteristics residents value the most based on the Resident Visioning Project in 2016 are:
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  - g. Our “Enterprises” are well run and efficient. The power company serving 80% of Winter Park residents has the lowest rates in the region and is self-funding our undergrounding and sustainability efforts. The water company has excellent water quality and serves the water and sewer needs of an area [3x] the size of Winter Park itself. ~~has 2024, the po~~
  - h. In crisis times, city staff can adjust spending and stay within our revenue.

update # 5

i. Bond Rating Upgrade in 2024

## Areas of EDAB Influence

The Economic Development Advisory Board can influence the vitality of the City by advising the Commission on Policy and by alerting and guiding our City team on local issues. Some of those areas are:

- A. Keeping the "Big Picture" of Winter Park's charm and history as the keys to success
- B. Suggesting Programs and Marketing for merchants and businesses
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- F. Recommending policy changes that might attract targeted businesses.
- G. Identifying Target businesses and uses
- H. Researching, educating, and marketing useful information to the business community
- I. Supplementing City and Chamber statistics with useful marketing information
- J. ~~Advocating for~~ BEING A VOICE FOR RETAIL CORRIDORS, ESPECIALLY PARK AVE.

### Specific Opportunities:

1. Board member Workshop/Review of the Retail Report and Other background information.
2. Refine and Communicate the Retail Market Study to other parties.
3. Execute and adjust the Retail Study Implementation Plan.
4. Refine how we define and pursue target businesses.
5. Explore how to create entrepreneurial and e-commerce strategies to build resilience in recessions (based on COVID and 2008/2009 lessons).
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8. Similar to the Retail study, evaluate importance of and positive characteristics of Financial Services. Discuss how to incentivize and create a critical mass of financial services (as commercial properties redevelop under existing codes).
9. Develop understanding of the Community Redevelopment Authority mission and funding to integrate with EDAB initiatives.

EDAB Addendum/Excerpts (PMA 6/30/24)

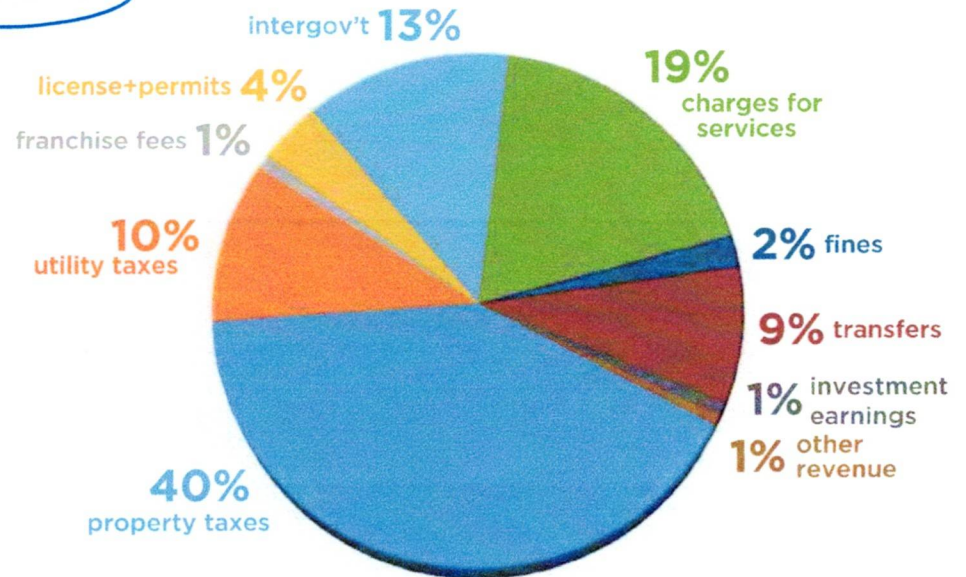
1. Economic Development Definitions and Guiding Principles
2. Vision 2016 Word Cloud
3. Retail Concepts and Park Avenue- MJB Phase 1 Excerpt
4. Millage Rate Comparison Bar Chart
5. General Fund Budget Pie Chart — *Can we show Expenses as a Pie Chart?*
6. Winter Park Power Company Rate Comparison Bar Chart
7. Retail Vision
8. Retail Implementation Plan – MJB Phase 2 excerpt
9. Winter Park Market Area- MJB Phase 1 excerpt
10. ~~Existing City Score Card~~  
~~Including Police/Fire Response~~  
↳ *Police & Fire Response* ~~Other~~  
*(use the City Service Scorecard if that is the best available)*
11. *[Discuss] - Draft of EDAB Scorecard?*
12. *Park Ave District "Audience Profile" Example*

*Can we show Expenses as a Pie Chart?*  
*otherwise OK as-is*

# general fund revenues & expenditures (2023)

2024

The city is required to account for its finances using fund accounting. This method separates revenues and expenses into different funds based on the source of the revenue and intended use. The most notable is the city's general fund. These include property taxes, utility taxes, franchise fees, licenses & permits, intergovernmental revenues, charges for services, fines, transfers and other revenue. Expenditures for these items are broken down on the next page.



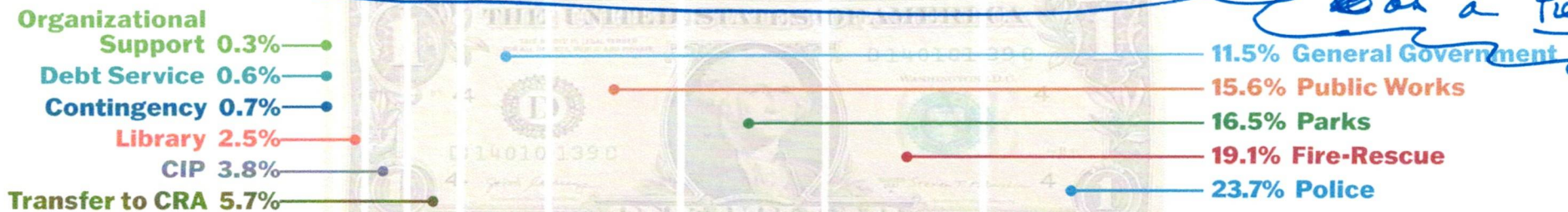
GENERAL FUND REVENUES	FY2019	FY2020	FY2021	FY2022	FY2023
PROPERTY TAXES	\$22,531,341	\$24,313,515	\$26,155,260	\$27,511,689	\$30,400,941
UTILITY TAXES	6,610,204	6,665,189	6,791,257	7,006,666	7,533,817
FRANCHISE FEES	935,492	862,173	823,954	845,243	682,947
LICENSES + PERMITS	3,938,661	3,262,118	3,684,484	3,667,915	2,890,770
INTERGOVERNMENTAL	8,357,430	7,307,153	7,575,680	9,284,363	9,612,546
CHARGES FOR SERVICES	9,796,638	8,860,037	9,712,719	11,665,578	13,872,437
FINES	1,397,330	1,047,091	830,204	1,180,220	1,505,884
TRANSFERS	5,303,292	5,224,645	5,346,469	7,488,744	6,291,728
INVESTMENT EARNINGS	1,107,060	620,102	(24,837)	(2,495,309)	678,400
OTHER REVENUE	231,923	434,621	287,582	286,121	484,638
<b>TOTAL</b>	<b>\$60,209,371</b>	<b>\$58,596,644</b>	<b>\$61,182,772</b>	<b>\$66,441,230</b>	<b>\$73,954,108</b>

The largest increase in total value was in property taxes at over \$2.9 million or 10.5% from last year. Charges for services also saw significant growth from 19% in 2023 and 20% in 2022. Expenditures rose in parks & recreation due to

the purchase of the Winter Park Pines Golf Club. Transfers also saw an increase as the uptick out of COVID has grown the total number of Capital Improvement Plan (CIP) projects. Transfers out to the CRA also still remain healthy.

GENERAL FUND EXPENDITURES	FY2019	FY2020	FY2021	FY2022	FY2023
GENERAL ADMINISTRATION	\$1,502,324	\$1,754,007	\$1,830,850	\$2,218,901	\$2,627,867
INFORMATION TECHNOLOGY	594,524	572,889	495,973	767,303	844,615
FINANCIAL SERVICES	392,858	419,202	446,235	440,836	535,551
COMMUNICATIONS	382,158	191,381	233,418	520,949	357,671
PLANNING + COMMUNITY DEVELOPMENT	550,958	871,964	1,034,432	1,225,552	1,002,759
BUILDING & PERMITTING SERVICES	2,023,916	2,363,024	2,045,153	1,982,704	2,240,579
PUBLIC WORKS & TRANSPORTATION	9,429,907	8,977,049	8,505,929	9,867,266	11,337,985
POLICE	14,504,784	14,901,031	15,235,458	16,338,467	16,221,951
FIRE-RESCUE	12,785,748	13,204,252	13,319,849	13,626,554	13,666,042
PARKS & RECREATION	8,654,415	8,563,143	8,712,096	10,731,167	12,442,308
CULTURAL + COMMUNITY SERVICES	1,556,772	1,717,339	1,657,004	1,656,999	1,840,000
TRANSFERS OUT	5,344,129	5,316,947	5,357,606	7,492,780	8,709,855
<b>TOTAL</b>	<b>\$57,722,493</b>	<b>\$58,852,228</b>	<b>\$58,874,003</b>	<b>\$66,869,478</b>	<b>\$71,827,183</b>

**EXAMPLE OF BUDGET EXPENDITURE BREAKDOWNS**



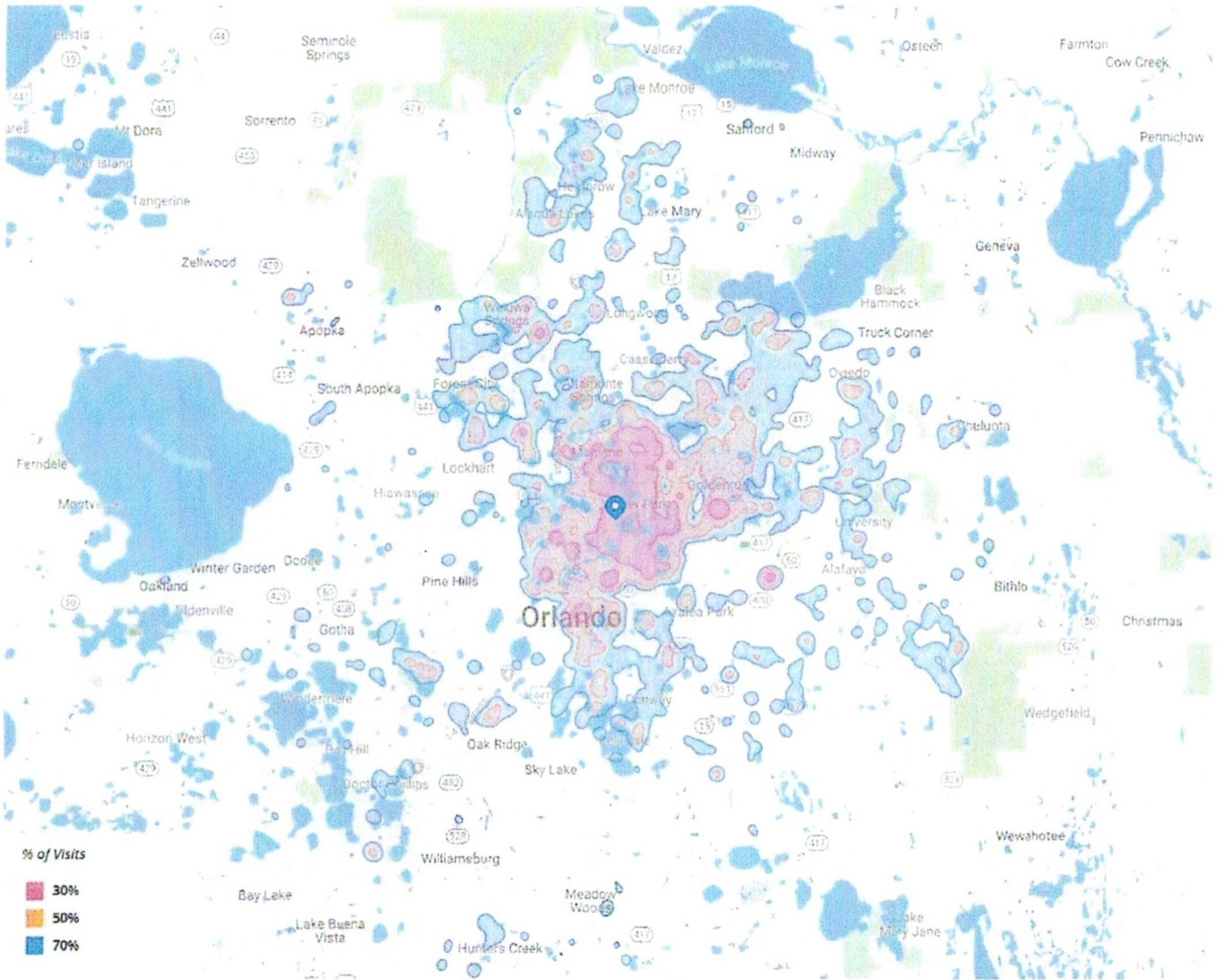
*Can we show as a Pie Chart*

# Audience Profile

Jan 1 - Dec 31, 2019



Park Avenue District, FL



FROM PARK AVENUE DISTRICT



# Economic Development Advisory Board

# agenda item 5.b

**item type**

Non-Action Items

**meeting date**

June 10, 2025

**prepared by**

Kyle Dudgeon, Assistant Division Director of Economic Development/CRA

**approved by**

Peter Moore, Director of Office of Management and Budget

**subject**

Scorecard Drafts

**motion | recommendation**

N/A

**background**

Staff is providing a first draft related to the discussed infographic sheet for residential audiences. Staff is looking for comments/changes prior to creating a default template for the other perspectives discussed including business owners, investors, and the park avenue district.

**alternatives | other considerations**

Provide discussion on the infographic

Provide changes to the infographic

**fiscal impact**

Impacts have already been accounted for as part of the city budget

**attachments**

1. Residents\_Draft\_June 2025

# CIVIC HEALTH IN ACTION

HOW WINTER PARK WORKS FOR YOU.

From low taxes to fast emergency response and strong savings, Winter Park is building a city that's safe, stable, and smart with your money.

## YOUR WALLET

15.6%

LOWER THAN FLORIDA STATE AVERAGE



\$108.86 A MONTH

\$128.66 A MONTH



4.313

MILLAGE RATE LOWEST AMONG FULL-SERVICE CITIES IN THE COUNTY



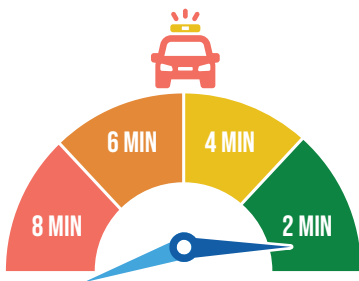
AVERAGE MONTHLY ELECTRIC BILL

\$108.86



WINTER PARK

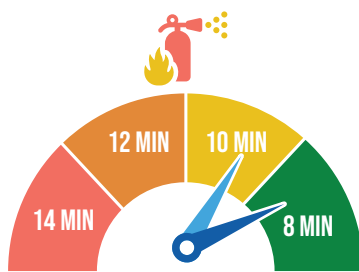
STATE OF FLORIDA



1 MIN 39 SEC

POLICE PRIORITY 1 RESPONSE TIMES

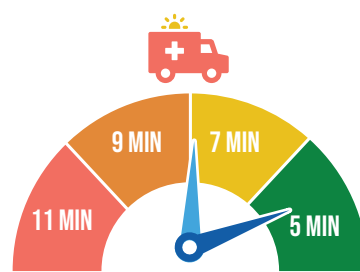
NATIONAL AVERAGE 10 MIN



8 MIN 13 SEC

FIRE PRIORITY 1 RESPONSE TIMES

NATIONAL BENCHMARK 10 MIN



5 MIN 3 SEC

EMS RESPONSE TIMES

NATIONAL BENCHMARK 8 MIN

## SAFETY FIRST

5,136



911 CALLS ANSWERED IN 10 SEC OR LESS

WINTER PARK



96% OF CALLS ANSWERED IN 10 SEC OR LESS

NATIONAL AVERAGE



90% OF CALLS ANSWERED IN 10 SEC OR LESS

## FINANCIAL HEALTH

\$22M RESERVES

BOND RATING (AAA FITCH) HIGHEST IN THE COUNTY



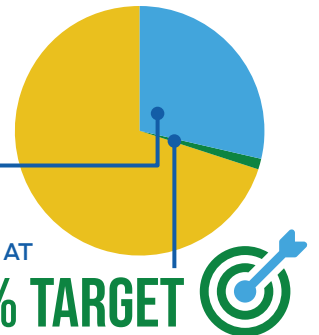
"RAINY DAY FUND"



28.83%

OF GENERAL FUND, ALMOST AT

30% TARGET



With smart planning, responsive service, and a deep commitment to community, Winter Park offers more than just good numbers—it offers a better way to live.





Economic  
Development  
Advisory Board

# agenda item 5.c

**item type**

Non-Action Items

**meeting date**

June 10, 2025

**prepared by**

Kyle Dudgeon, Assistant Division Director of  
Economic Development/CRA

**approved by**

Peter Moore, Director of Office of  
Management and Budget

**subject**

FY25-26 Goals

**motion | recommendation**

N/A

**background**

Staff is providing the board an opportunity to consider goal setting for the FY25-26 year. Of note, meetings have previously considered the following, but will consider new developments as evolved by staff and board input:

- Winter Park Enhancement Area (Commission review summer 2025)
- Updates to scorecard(s) (In development)
- Incentives for industry clusters
- W. Fairbanks Avenue development
- Job growth related to growth domestic product (GDP) and location quotients (LQs)
  - \* The latest analysis can be found here:

<https://cityofwinterpark.org/departments/management-budget/economic-development/resources/>

- Considerations for Aloma Avenue

**alternatives | other considerations**

**fiscal impact**

## **attachments**

1. WP Enhancement Area Slides
2. WP office.retail SQFT Total
3. WinterPark-PlanningZoning-Pres-V5\_EDAB June 2025

# Waivers for Permit Fees



## F.S. 553.80 Enforcement.—

(7)(a) The governing bodies of local governments may provide a schedule of reasonable fees, as authorized by s. [125.56\(2\)](#) or s. [166.222](#) and this section, for enforcing this part. These fees, and any fines or investment earnings related to the fees, **shall be used solely for carrying out the local government's responsibilities in enforcing the Florida Building Code.** When providing a schedule of reasonable fees, the total estimated annual revenue derived from fees, and the fines and investment earnings related to the fees, may not exceed the total estimated annual costs of allowable activities....

The basis for a fee structure for allowable activities must relate to the level of service provided by the local government and must include consideration for refunding fees due to reduced services based on services provided as prescribed by s. [553.791](#), but not provided by the local government. **Fees charged must be consistently applied.**

# Enhancement Areas (F.S. 376.79)



(1) Financial incentives (state programs) and local incentives for redevelopment may include, but not be limited to:

- (a) Tax increment financing through community redevelopment agencies pursuant to part III of chapter 163.
- (b) Enterprise zone tax exemptions for businesses pursuant to chapters 196 and 290.
- (c) Safe neighborhood improvement districts as provided in ss. 163.501-163.516.
- (d) Waiver, reduction, or limitation by line of business with respect to business taxes pursuant to chapter 205.
- (e) Tax exemption for historic properties as provided in s. 196.1997.
- (f) Residential electricity exemption of up to the first 500 kilowatts of use may be exempted from the municipal public service tax pursuant to s. 166.231.
- (g) Minority business enterprise programs as provided in s. 287.0943.
- (h) Electric and gas tax exemption as provided in s. 166.231(6).
- (i) Economic development tax abatement as provided in s. 196.1995.
- (j) Grants, including community development block grants.
- (k) Pledging of revenues to secure bonds.  
Low-interest revolving loans and zero-interest loan pools.
- (m) Local grant programs for facade, storefront, signage, and other business improvements.
- (n) Governmental coordination of loan programs with lenders, such as microloans, business reserve fund loans, letter of credit enhancements, gap financing, land lease and sublease loans, and private equity.

# Enhancement Areas (F.S. 376.79)



(o) Payment schedules over time for payment of fees, within criteria, and marginal cost pricing.

(2) Regulatory incentives may include, but not be limited to:

(a) Cities' absorption of developers' concurrency needs.

(b) Developers' performance of certain analyses.

(c) Exemptions and lessening of state and local review requirements.

(d) Water and sewer regulatory incentives.

(e) Waiver of transportation impact fees and permit fees.

(f) Zoning incentives to reduce review requirements for redevelopment changes in use and occupancy; establishment of code criteria for specific uses; and institution of credits

for previous use within the area.

(g) Flexibility in parking standards and buffer zone standards.

(h) Environmental management through specific code criteria and conditions allowed by current law.

(i) Maintenance standards and activities by ordinance and otherwise, and increased security and crime prevention measures available through special assessments.

(j) Traffic-calming measures.

(k) Historic preservation ordinances, loan programs, and review and permitting procedures.

(l) One-stop permitting and streamlined development and permitting process.

(3) Technical assistance incentives may include, but not be limited to:

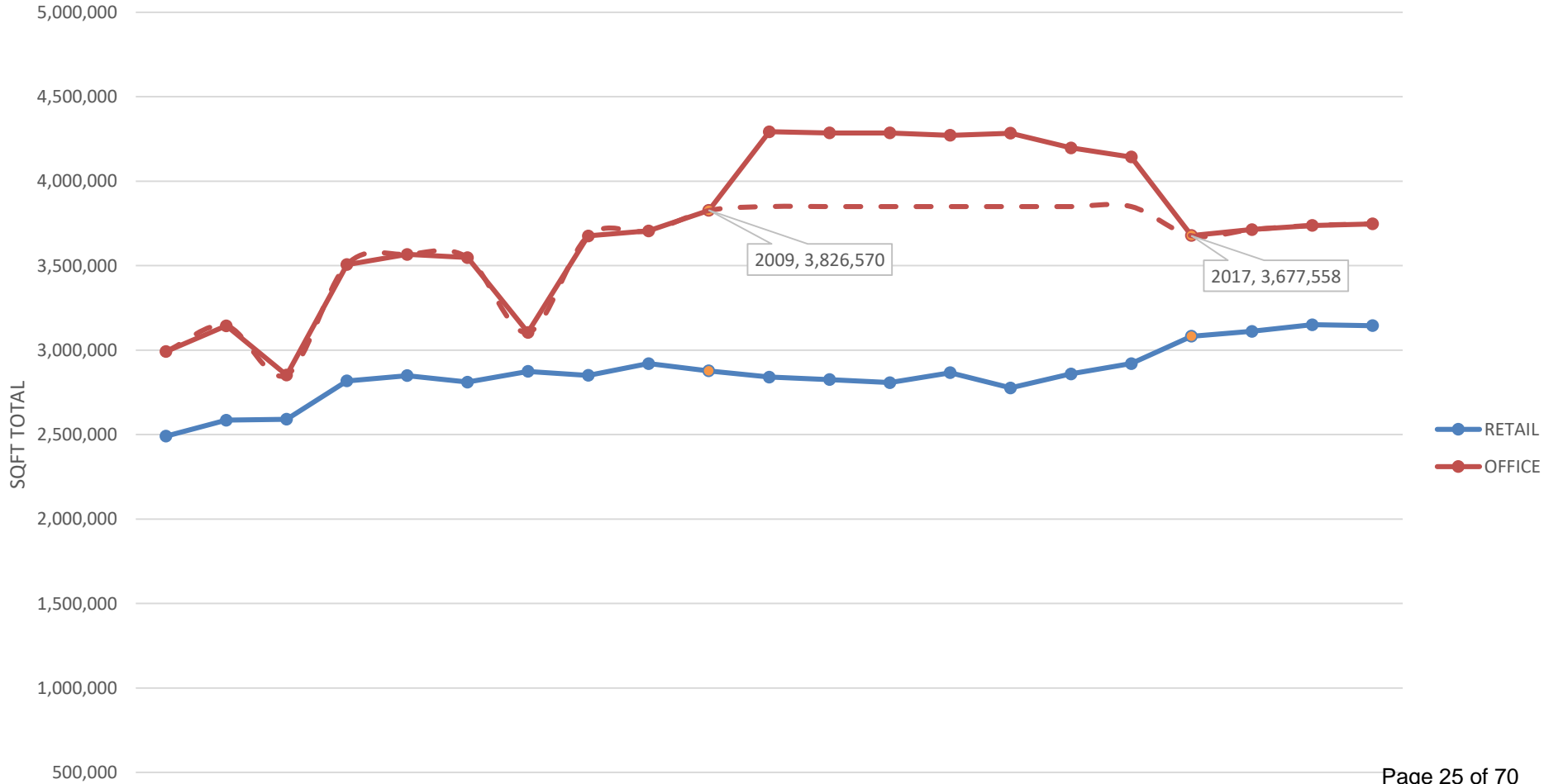
(a) Expedited development applications.

(b) Formal and informal information on business incentives and financial programs.

(c) Site design assistance.

(d) Marketing and promotion of projects or areas.

# SQFT AGGREGATE



August 22, 2023

# West Fairbanks Study

Planning and Zoning Board Work Session

# The Team



**Eric Raasch, AICP**  
Project Manager



**Pat Tyjeski , AICP**  
Principal -in -Charge

# AGENDA

- 1 Overview
- 2 Existing Conditions Summary
- 3 Peer Jurisdictions
- 4 Next Steps

# Overview

# Overview

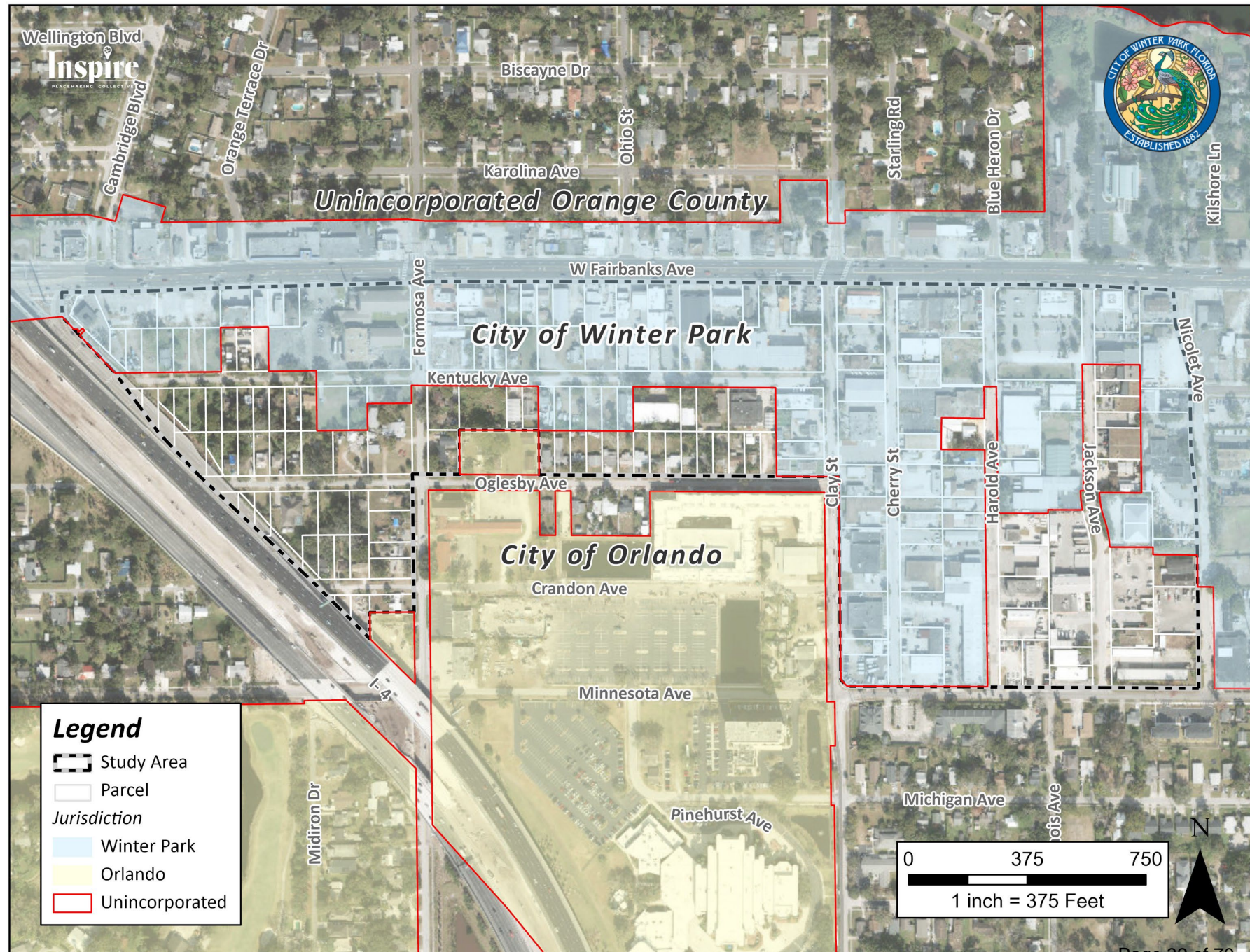
- 66.8 acres
- Split jurisdictions
- Seeking redevelopment
- Gateway to City



# Existing Conditions

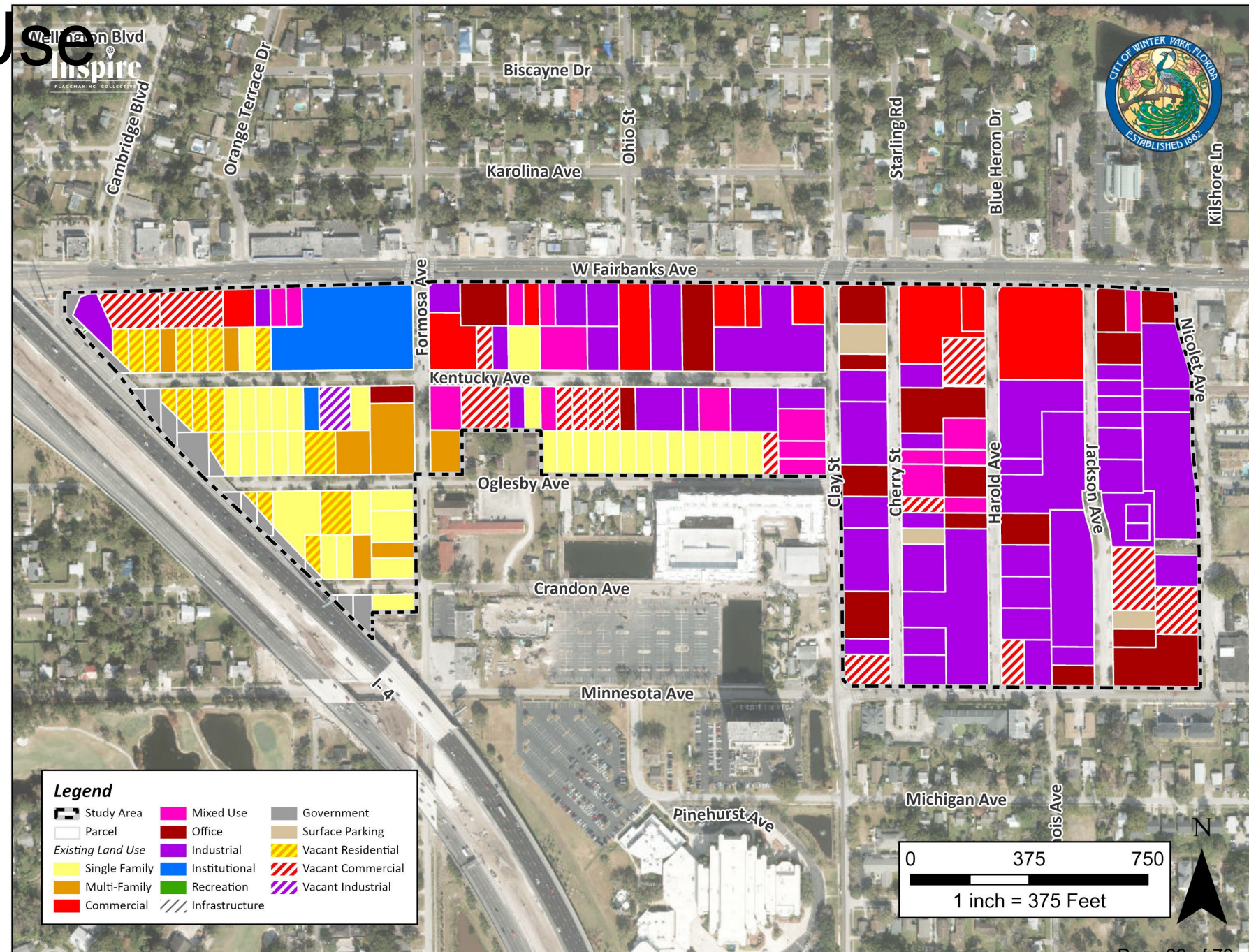
# Jurisdiction

- 37.04 acres in Winter Park
- 22.05 in Orange County
- 7.71 acres of ROW
- City of Orlando to south



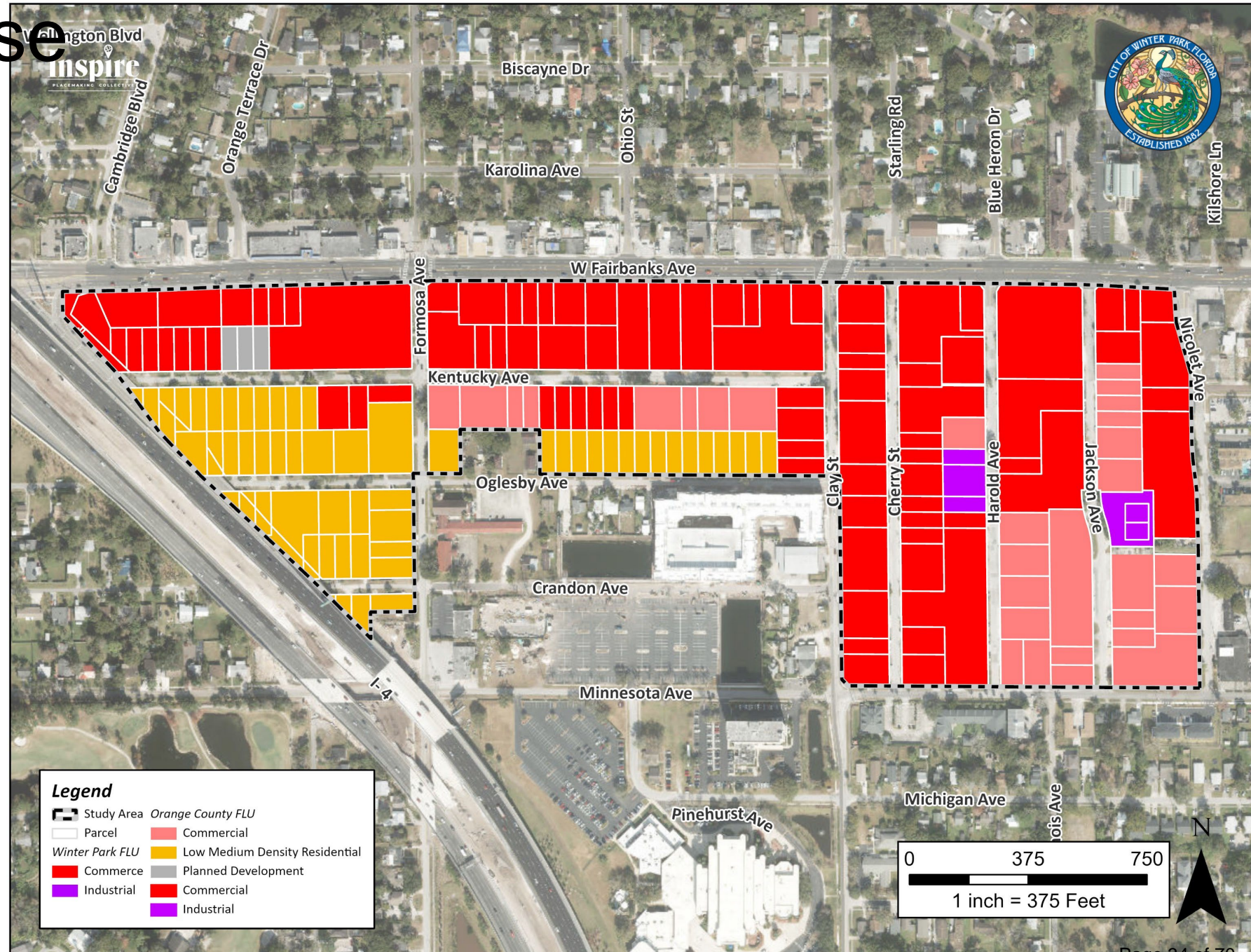
# Existing Land Use

- Residential / Vacant Residential west of Formosa
- Commercial / Industrial east of Clay
- Transition between Formosa and Clay



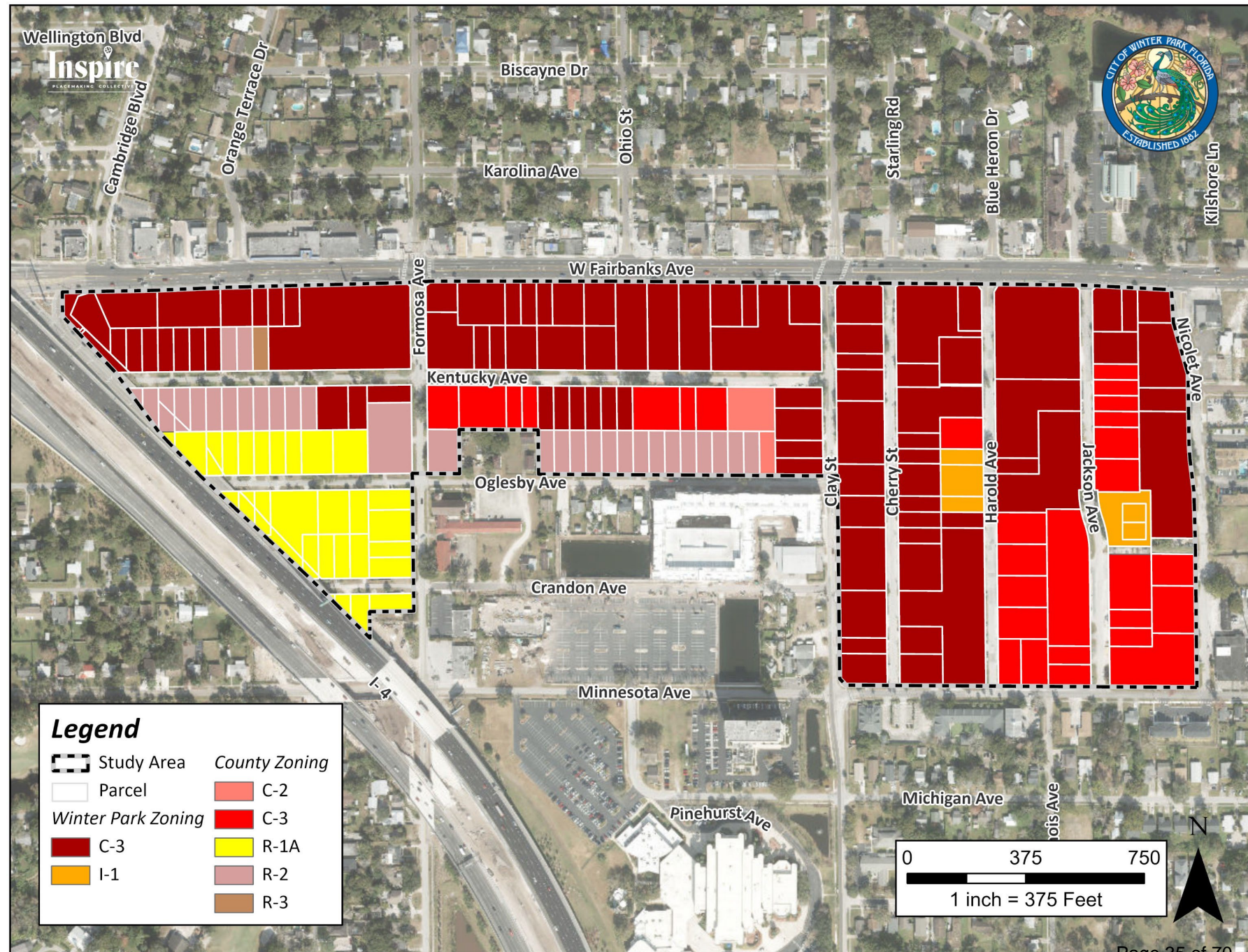
# Future Land Use

- Commercial along Fairbanks corridor
- IDMR in residential southwest area



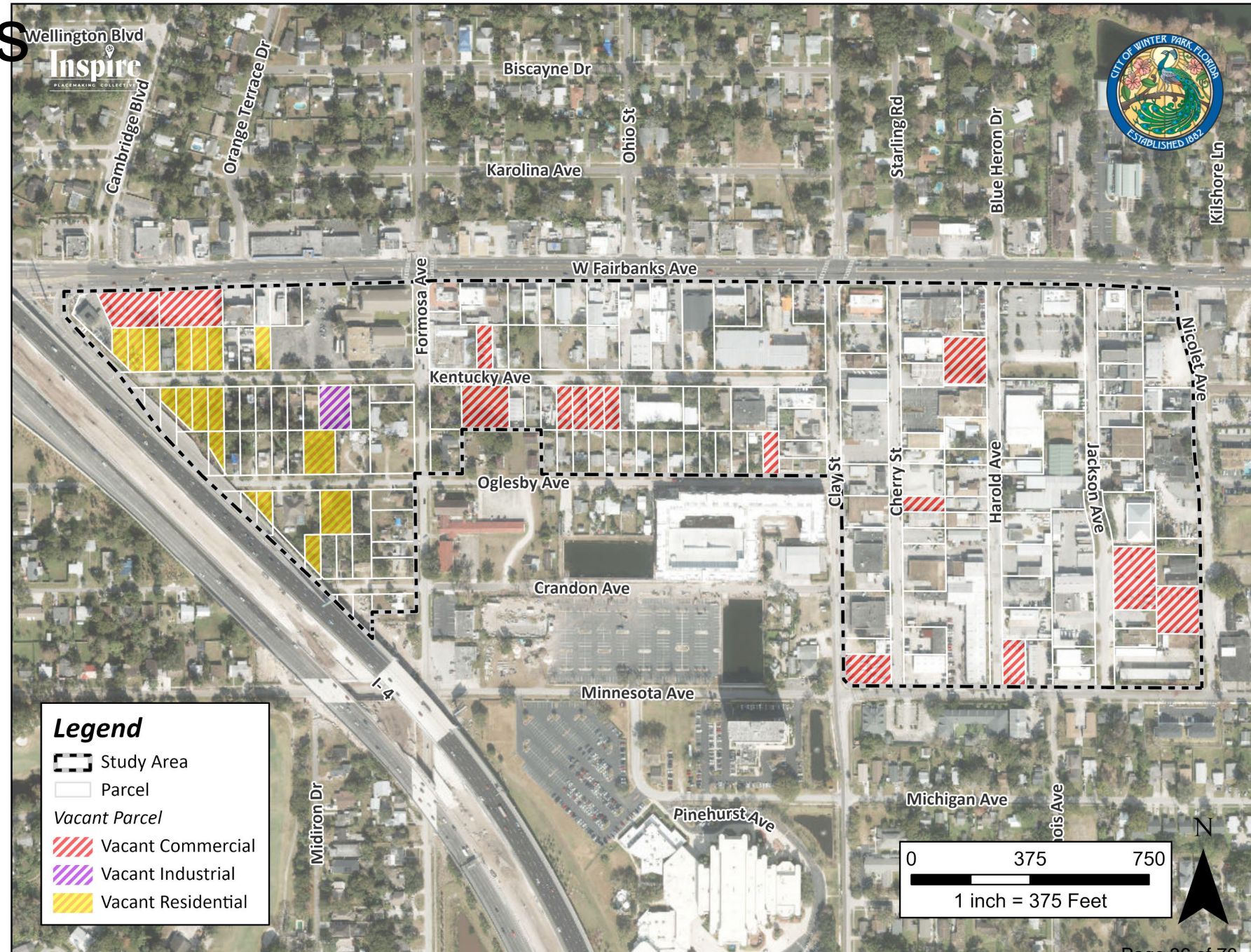
# Zoning

- Winter Park and Orange County C-3
- Orange County R-1A on southwest



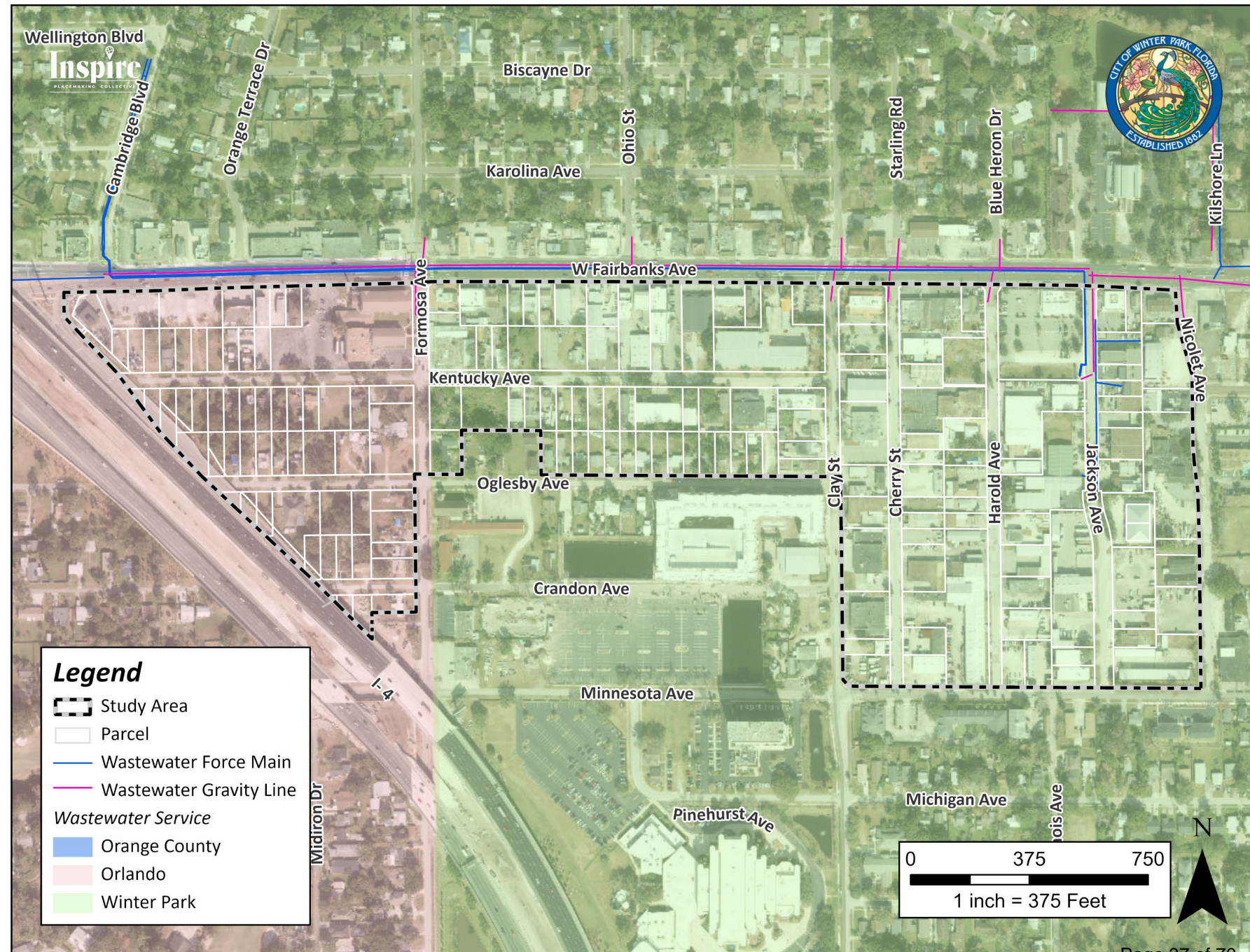
# Vacant Parcels

- 31 parcels
- Based on DOR codes
- Mostly located on west side of study area



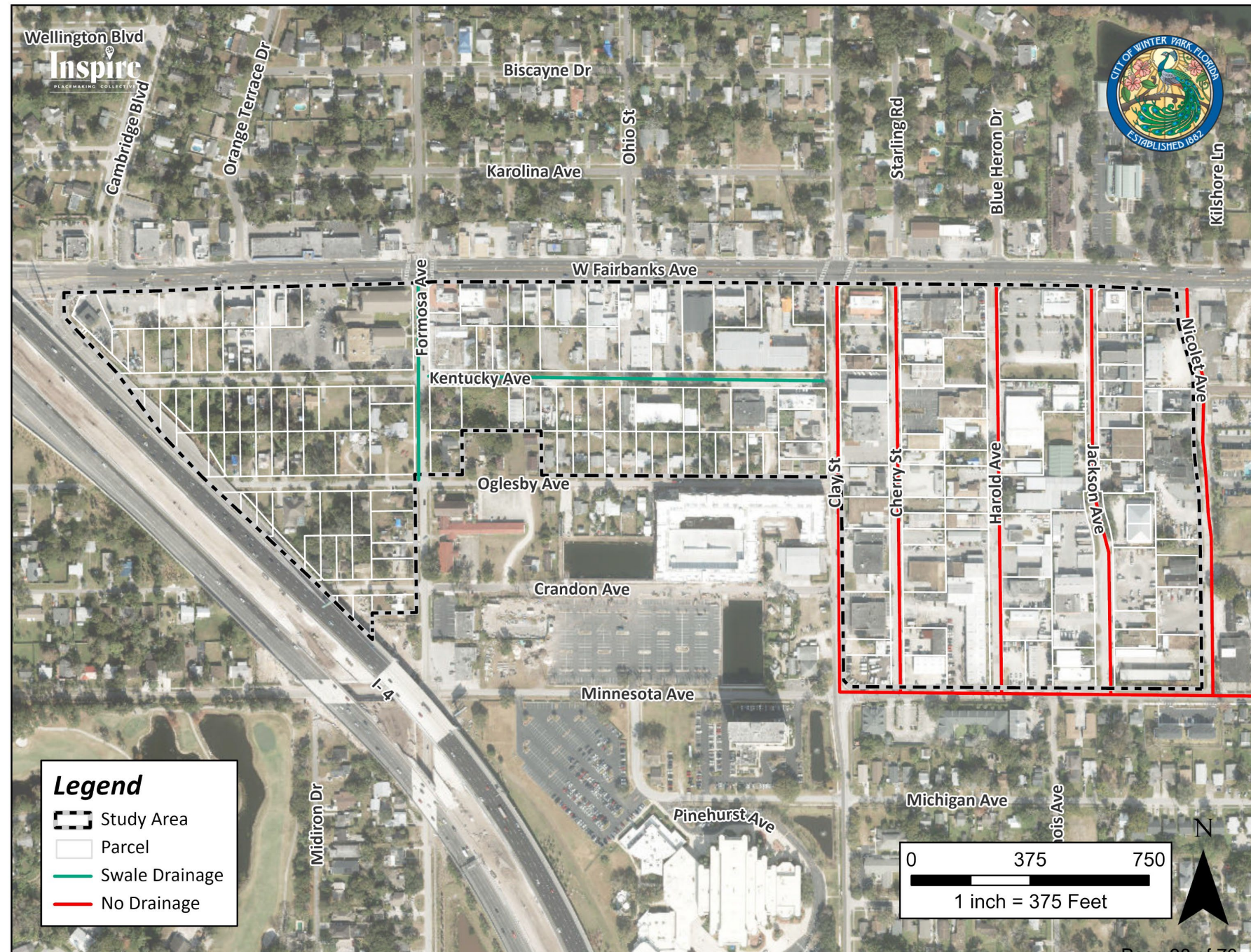
# Wastewater Infrastructure

- Winter Park installed force mains and a gravity line along Fairbanks ROW in 2013
- Limited gravity into study area



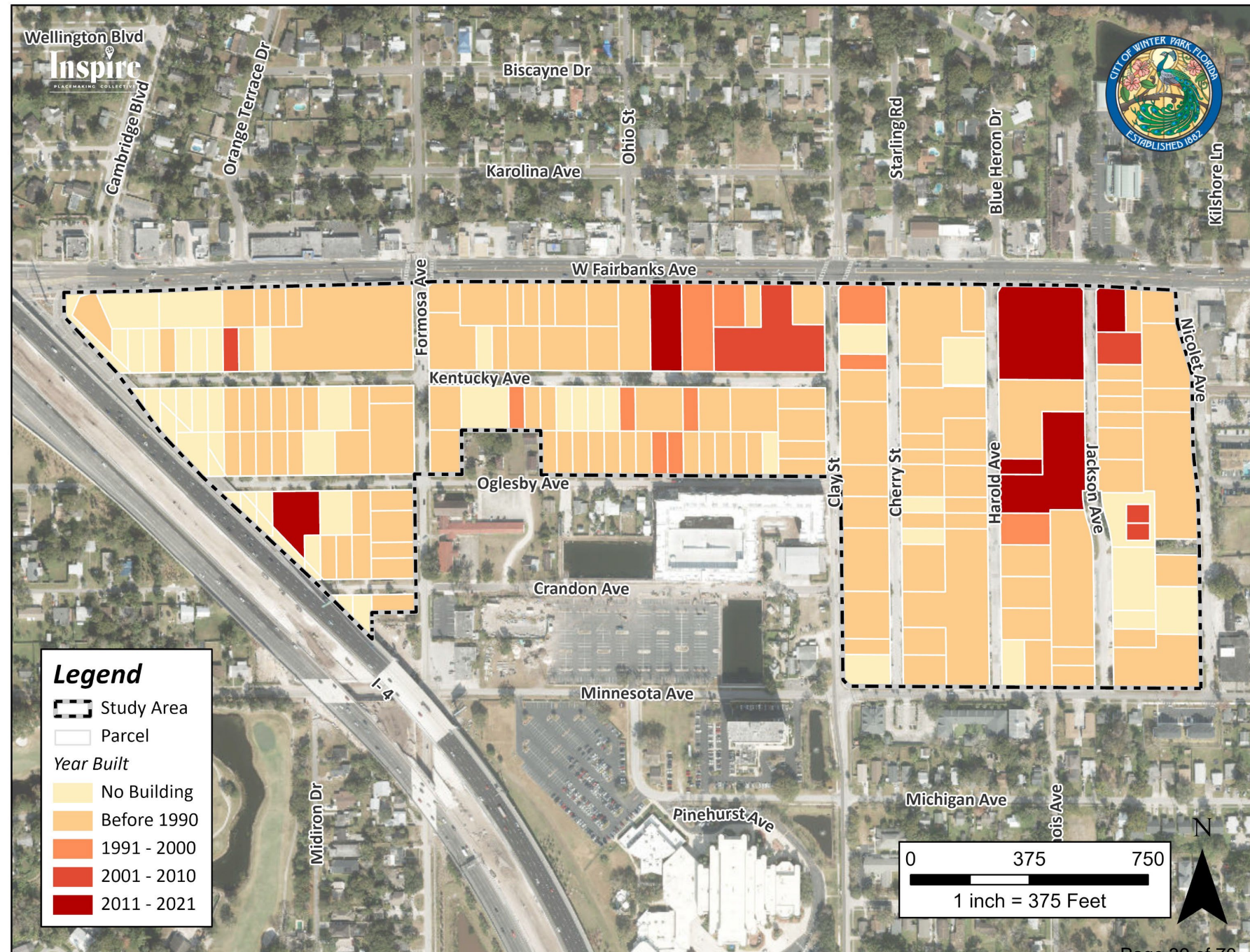
# Streets / Drainage

- ROW widths of 40' on east with no drainage
- ROW widths of 50' on west with swales
- Both substandard – min. 50' ROW for closed curb / gutter



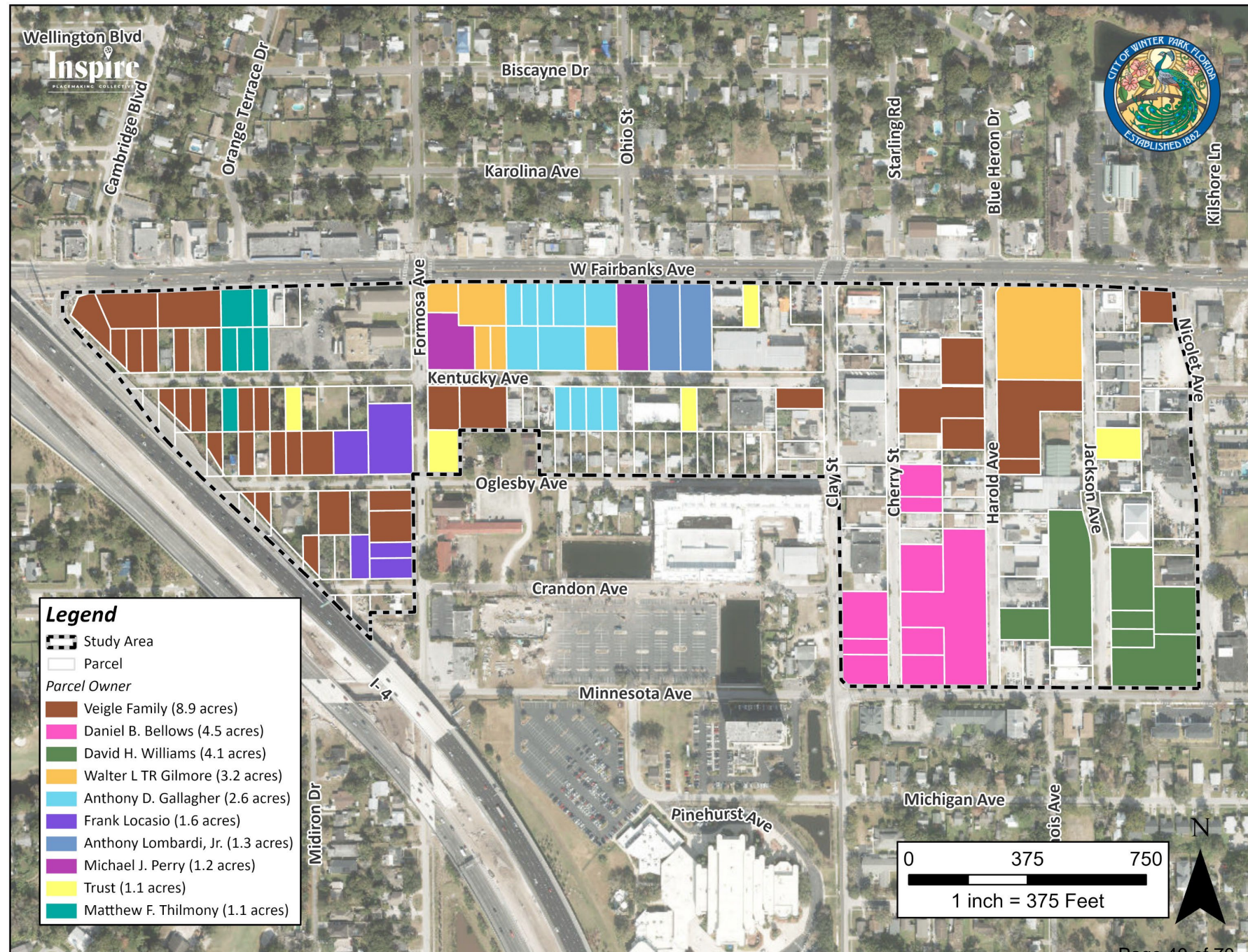
# Age of Structures

- Limited redevelopment activity since 2011



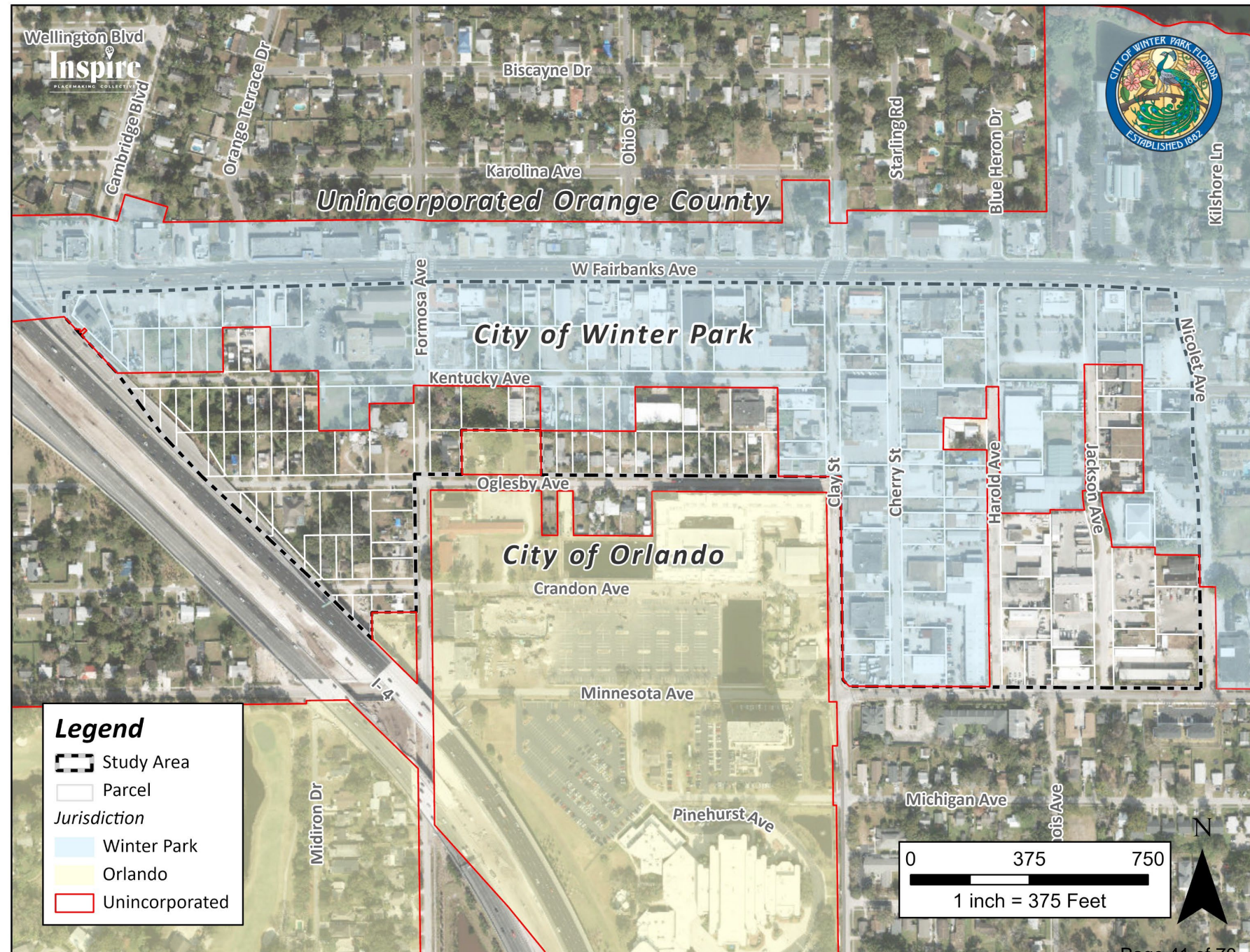
# Ownership

- Various groups aggregating property within the study area



# Challenges

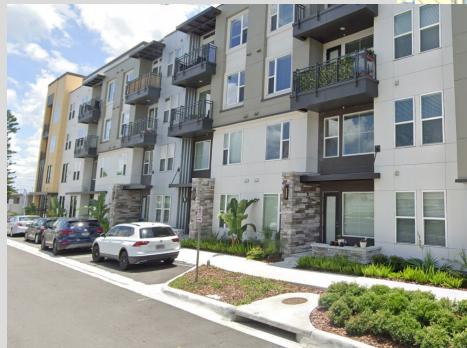
- Substandard infrastructure
- Fragmented ownership
- Competing jurisdictions with no JPA



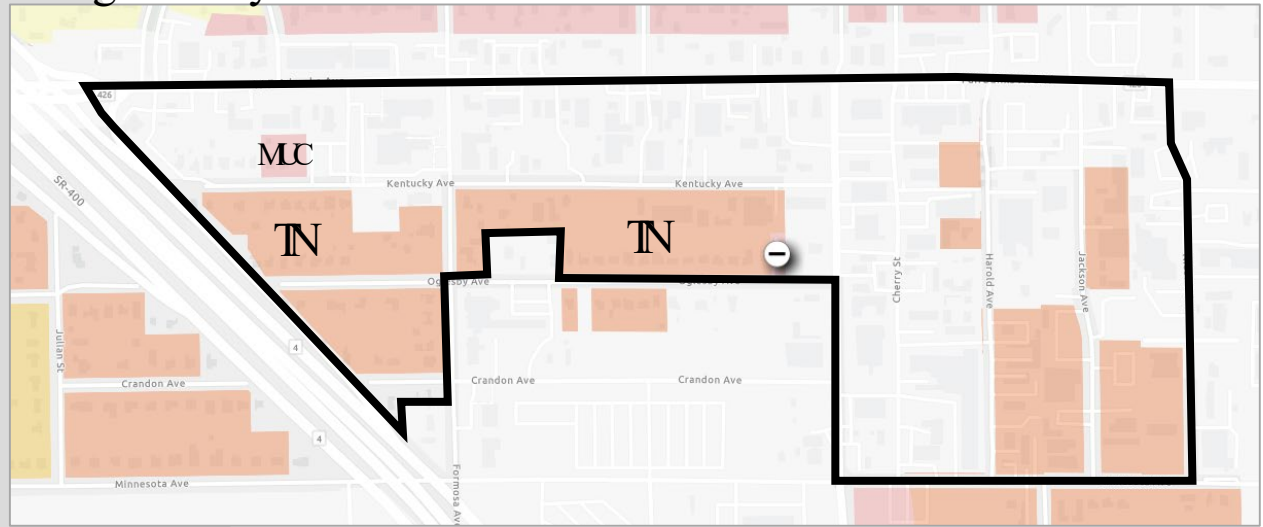
# Competing Jurisdictions

- No JPA
- Orange County and Orlando have different plans for the future of the area
- Orlando envisions higher density

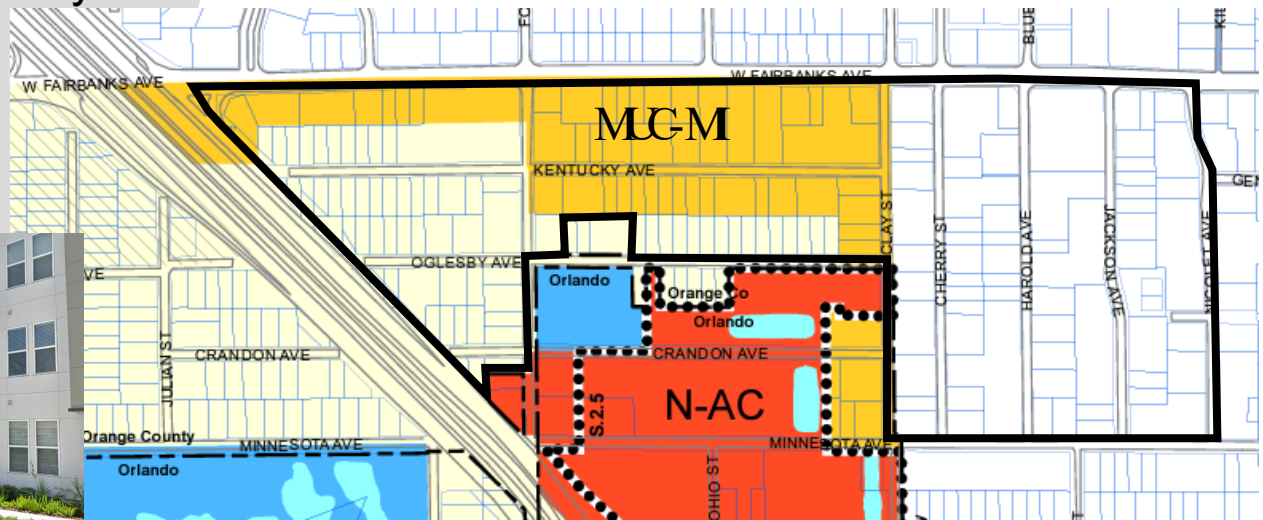
Seven41 – 54 DU/acre



Orange County Vision 2050 FLUM



City of Orlando FLUM



# Baseline

- Existing FLM
- No annexation or de-annexation

FLUM	Jurisdiction	Acreage	Max. Density (DU/Acre)	Max. Res. DUs	Max. Intensity (FAR)	Max Non Res (Sq. Ft.)
Commerce	Winter Park	35.81	17	609	0.45	701,948
Industrial <sup>2</sup>	Winter Park	1.23	0	0	1	53,579
Commercial	Orange County	11.00	N/A	0	1.5	718,740
Low Medium Density Residential	Orange County	10.57	10	106	N/A	0
Planned Development Commercial	Orange County	0.48	N/A	0	1.5	31,363
<b>Total</b>		<b>59.09</b>		<b>714</b>		<b>1,505,630</b>

1. Max density permitted by Conditional Use and only above ground-floor retail in vertical mixed-use buildings
2. Max 0.45 for retail/ office uses and 1.0 for storage or warehouse use

# Vision 2050 Adoption

- No annexation or de-annexation
- Increases density in Orange County to 30 DU/acre and 50 DU/acre

FLUM	Jurisdiction	Acreage	Max. Density (DU/acre)	Max. Res.	Max. Intensity (FAR)	Max Non Res (Sq. Ft.)
Commerce	Winter Park	35.81	17	609	0.45	701,948
Industrial	Winter Park	1.23	0	0	1	53,579
Targeted Sector Urban Corridor	Orange County	0.64	50	32	3	83,635
Targeted Sector Traditional Neighborhood	Orange County	21.41	30	642	1.5	1,398,929
<b>Total</b>		<b>59.09</b>		<b>1,283</b>		<b>2,238,091</b>

1. Max density permitted by Conditional Use and only above ground in vertical mixed use buildings
2. Max 0.45 for retail/office uses and 1.0 for storage or warehouse use
3. Max 75 DU/acre with certified affordable housing
4. Max 50 DU/acre with certified affordable housing

# Vision 2050 Adoption / Deannexation

- Assumes deannexation on northwest of study area

FLUM	Jurisdiction	Acreage	Max. Density (DU/acre)	Max. Res. DUs	Max. Intensity (FAR)	Max Non Res (Sq. Ft.)
Commerce	Winter Park	33.41	17	568	0.45	654,903
Industrial	Winter Park	1.23	0	0	1	53,579
Targeted Sector Urban Corridor	Orange County	3.04	50	152	3	397,267
Targeted Sector Traditional Neighborhood	Orange County	21.41	30	642	1.5	1,398,929
<b>Total</b>		<b>59.09</b>		<b>1,362</b>		<b>2,504,678</b>

1. Max density permitted by Conditional Use and only above ground in vertical mixed use buildings
2. Max 0.45 for retail/office uses and 1.0 for storage or warehouse use
3. Max 75 DU/acre with certified affordable housing
4. Max 50 DU/acre with certified affordable housing

# City of Orlando Annexation and Vision2050 Adoption

- City of Orlando annexes property west of Clay Street
- Orange County adopts Vision2050 for property east of Clay Street

FLUM	Jurisdiction	Acreage	Max. Density (DU/acre)	Max. Res. DUs	Max. Intensity (FAR)	Max Non Res (Sq. Ft.)
Commerce	Winter Park	35.81	17	609	0.45	701,948
Industrial	Winter Park	1.23	0	0	1	53,579
Targeted Sector Neighborhood	Orange County	8.03	30	241	1.5	524,680
Mixed Use Corridor Medium Intensity	Orlando	14.02	30	421	0.5	305,356
<b>Total</b>		<b>59.09</b>		<b>1,270</b>		<b>1,585,562</b>

1. Max density permitted by Conditional Use and only allowed in vertical mixed use buildings  
 2. Max 0.45 for retail/office uses and 1.0 for storage or warehouse use

# Live Local Act

- Effective July 1, 2023
- Preempts local government Comprehensive Plans for affordable housing (40% of units at 120% AMI for 30 years) on commercial, mixed-use, or industrial property
- Highest density available in jurisdiction
- Maximum height of 3 stories or max allowed height within a mile in the jurisdiction
- Administrative approval; no public hearings



Economic  
Development  
Advisory Board

# agenda item 6.a

**item type**

Staff Updates

**meeting date**

June 10, 2025

**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**

**alternatives | other considerations**

**fiscal impact**

**attachments**

1. EDAB Commercial Performance Report\_June 2025
2. EcoCounter June 2025

# Commercial Performance Report

## 6/25

Full list of quarterly reports including annually recorded metrics are available at [www.cityofwinterpark.org/pm](http://www.cityofwinterpark.org/pm)

Sources: ESRI, CoStar, BLS

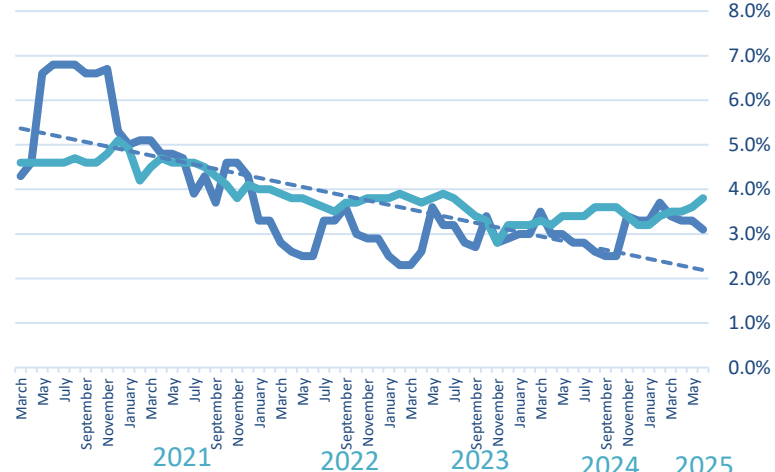
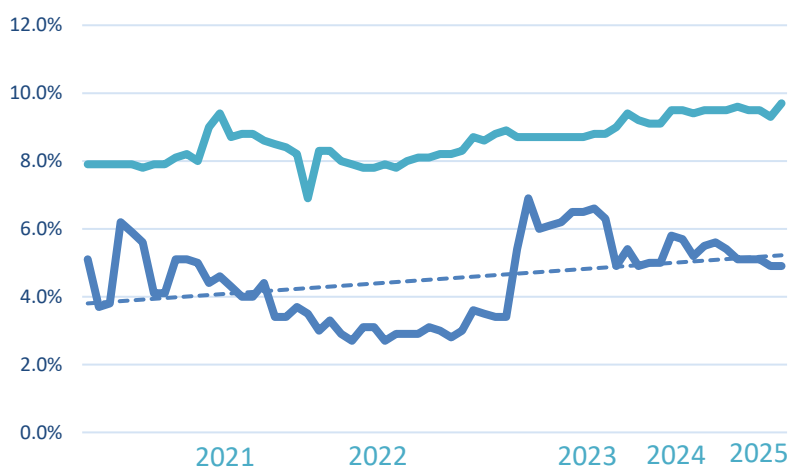
### OFFICE

### Vacancy

### RETAIL

Winter Park Orlando MSA

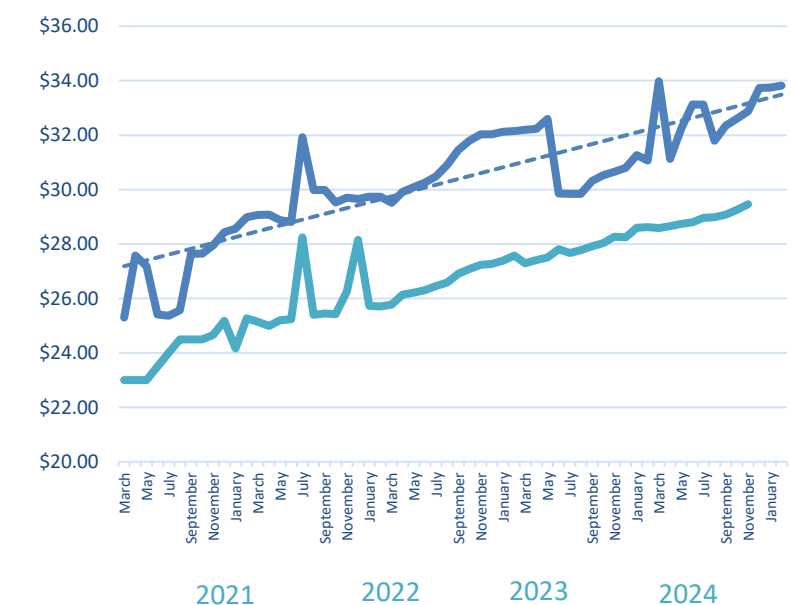
Winter Park Orlando MSA



### Rental Rate

Winter Park Orlando MSA

Winter Park Orlando MSA



# City of Winter Park



Kyle Dudgeon  
06/05/2025

# Key Figures

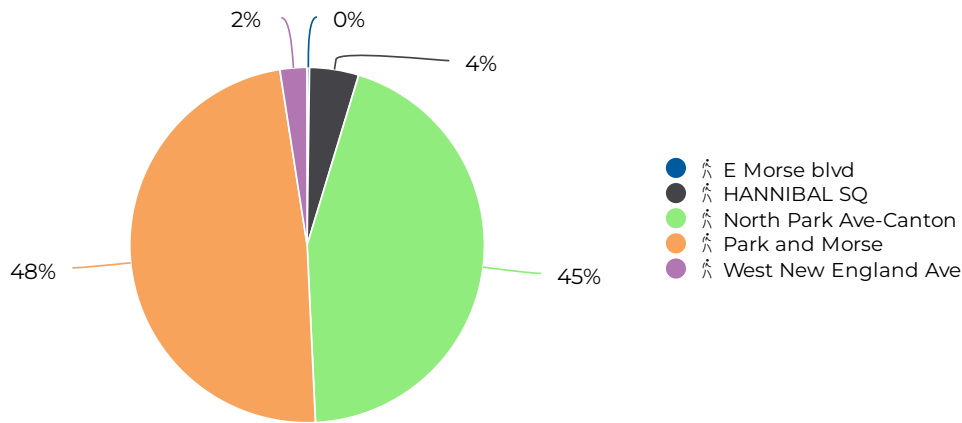
May 1, 2025 → May 31, 2025

Total  
**144,249**

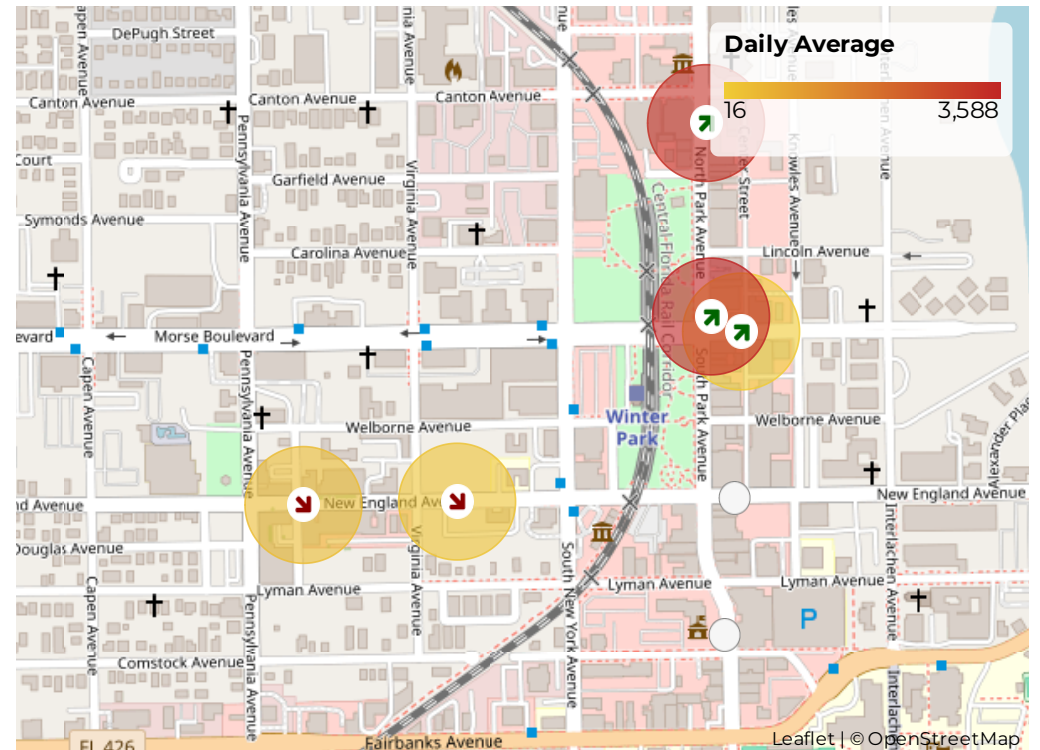
Peak Day  
**11,251**

Tuesday  
May 27, 2025

## Distribution



## Key Figures Map

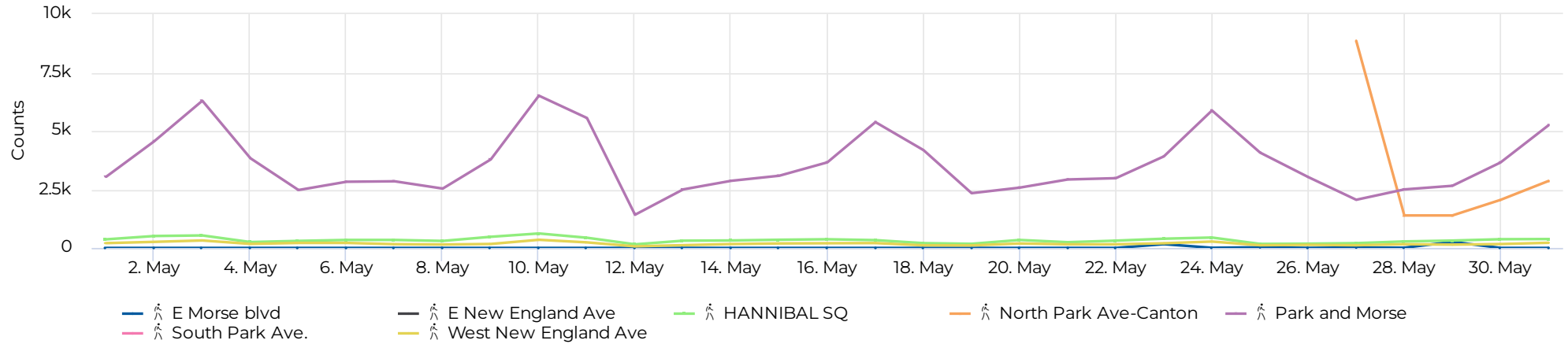


Compared to 05/02/2024 → 06/01/2024

# Key Figures

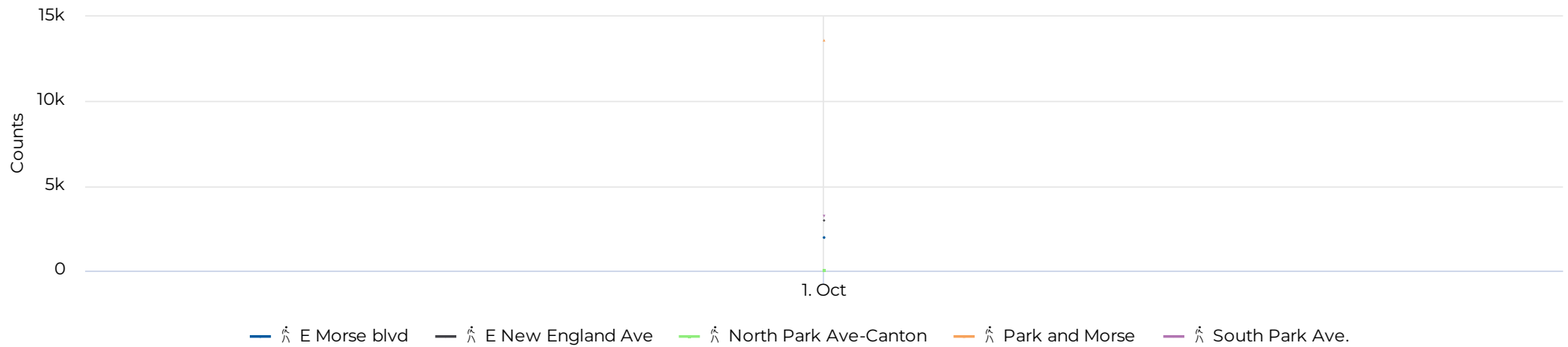
May 1, 2025 → May 31, 2025

## Daily traffic



## Monthly traffic

10/07/2023 → 10/08/2023

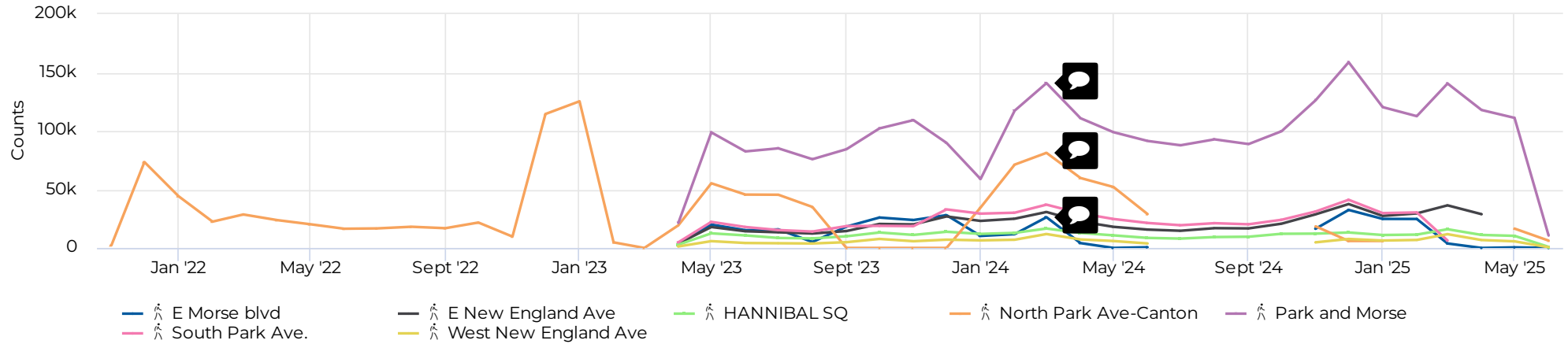


# Key Figures

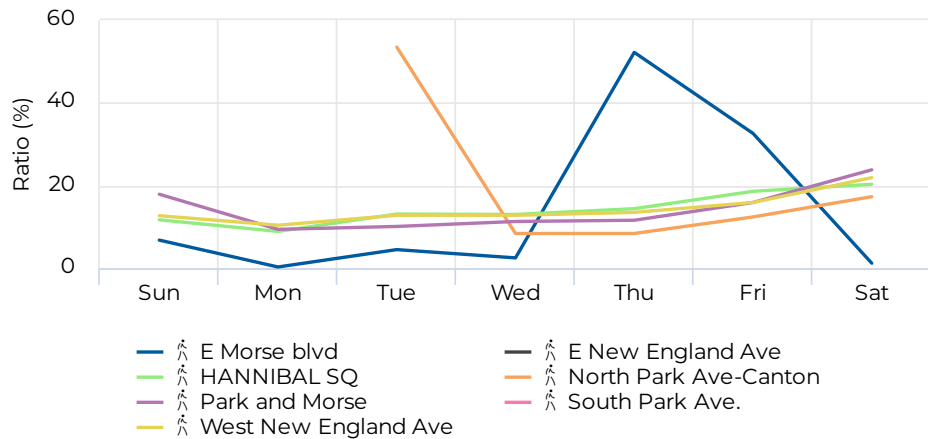
May 1, 2025 → May 31, 2025

## Monthly traffic

📅 Whole Period

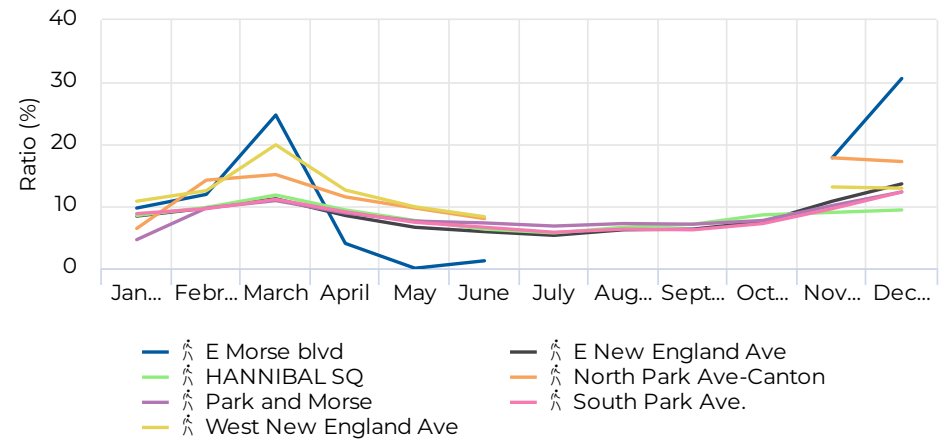


## Daily Profile



## Monthly Profile

📅 01/01/2024 → 12/31/2024

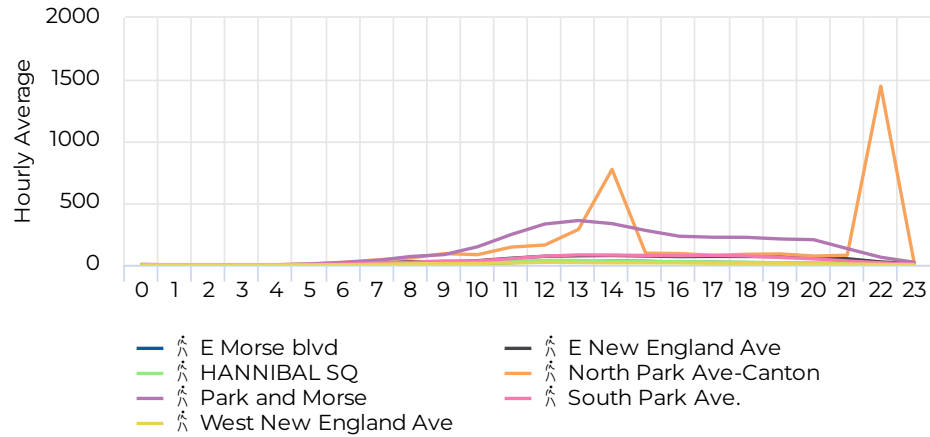


# Key Figures

May 1, 2025 → May 31, 2025

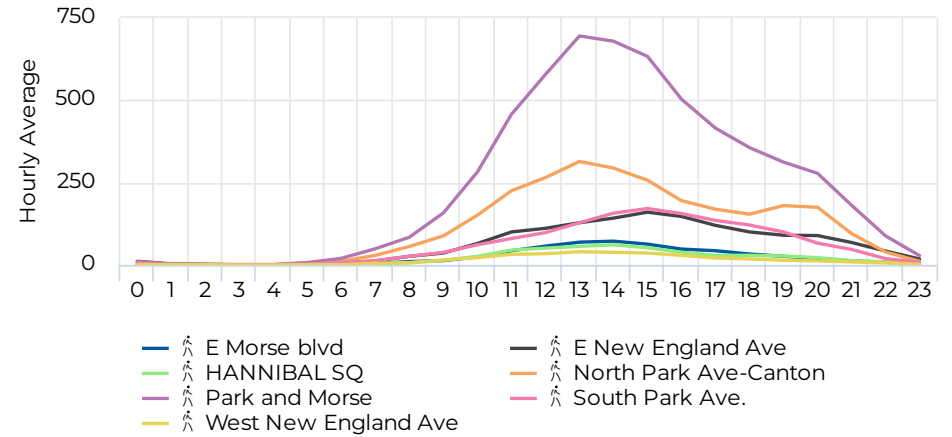
## Hourly Profile - Weekdays

01/01/2025 → 06/04/2025



## Hourly Profile - Weekend

01/01/2025 → 06/04/2025



# Key Figures

May 1, 2025 → May 31, 2025

## Key Figures Summary

Site	Daily Average ▼	Peak Day	Peak Count
Park and Morse	3,588 ▲ 10.2%	Sat May 10, 2025	6,510 ▲ 4.3%
North Park Ave-Canton	3,310 ▲ 94.5%	Tue May 27, 2025	8,854 ▲ 147.7%
HANNIBAL SQ	334 ▼ -4.7%	Sat May 10, 2025	619 ▲ 0.8%
West New England Ave	182 ▼ -5.6%	Sat May 10, 2025	348 ▼ -9.1%
E Morse blvd	16 ▲ 16230.0%	Thu May 29, 2025	261 ▲ 12950.0%
E New England Ave			
South Park Ave.			

📈 Compared to 05/02/2024 → 06/01/2024



Economic  
Development  
Advisory Board

# agenda item 6.b

**item type**

Staff Updates

**meeting date**

June 10, 2025

**prepared by**

Kyle Dudgeon, Assistant Division Director of  
Economic Development/CRA

**approved by**

Peter Moore, Director of Office of  
Management and Budget

**subject**

Winter Park Business Academy FY25 Midyear Report

**motion | recommendation**

**background**

Staff is providing an update on the Winter Park Business Academy for FY25.

**alternatives | other considerations**

**fiscal impact**

**attachments**

1. NEC WPBA Mid Year Report Oct 24-Mar 25
2. 6-17-25 WPBA Speak Like a Leader V2



*Prepared by:*

# Mid-Year Program Update

October 1, 2024 – March 31, 2025





# OVERVIEW

## Mid-Term Update (October - March)

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



### Executive Summary

Provided by the National Entrepreneur Center



### Program Timeline

- 12-Month Program
- Started October 1, 2024
- Ends September 30, 2025



### 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



March 31, 2025

The National Entrepreneur Center (NEC) is pleased to report a strong first half for our partnership on the Winter Park Business Academy! We look forward to continuing to build small businesses in Winter Park and throughout Central Florida.

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

- **517 Participants:** The total number of entrepreneurs participating in either workshops, webinars, roundtable discussions, and mentoring sessions since inception.
- **16% Local Representation:** Participants in Winter Park 32789/32790/32792 zip codes.
- **4,081 Webpage Views:** In a 6-month period, the CFLBizLink/WinterPark landing page has become a valuable resource, with over **578** unique users seeking entrepreneurial assistance and economic development information.
- **383,860 Reached on Social Media:** Our social media efforts have been very successful, boosting 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





# 2024-2025 Program Timeline

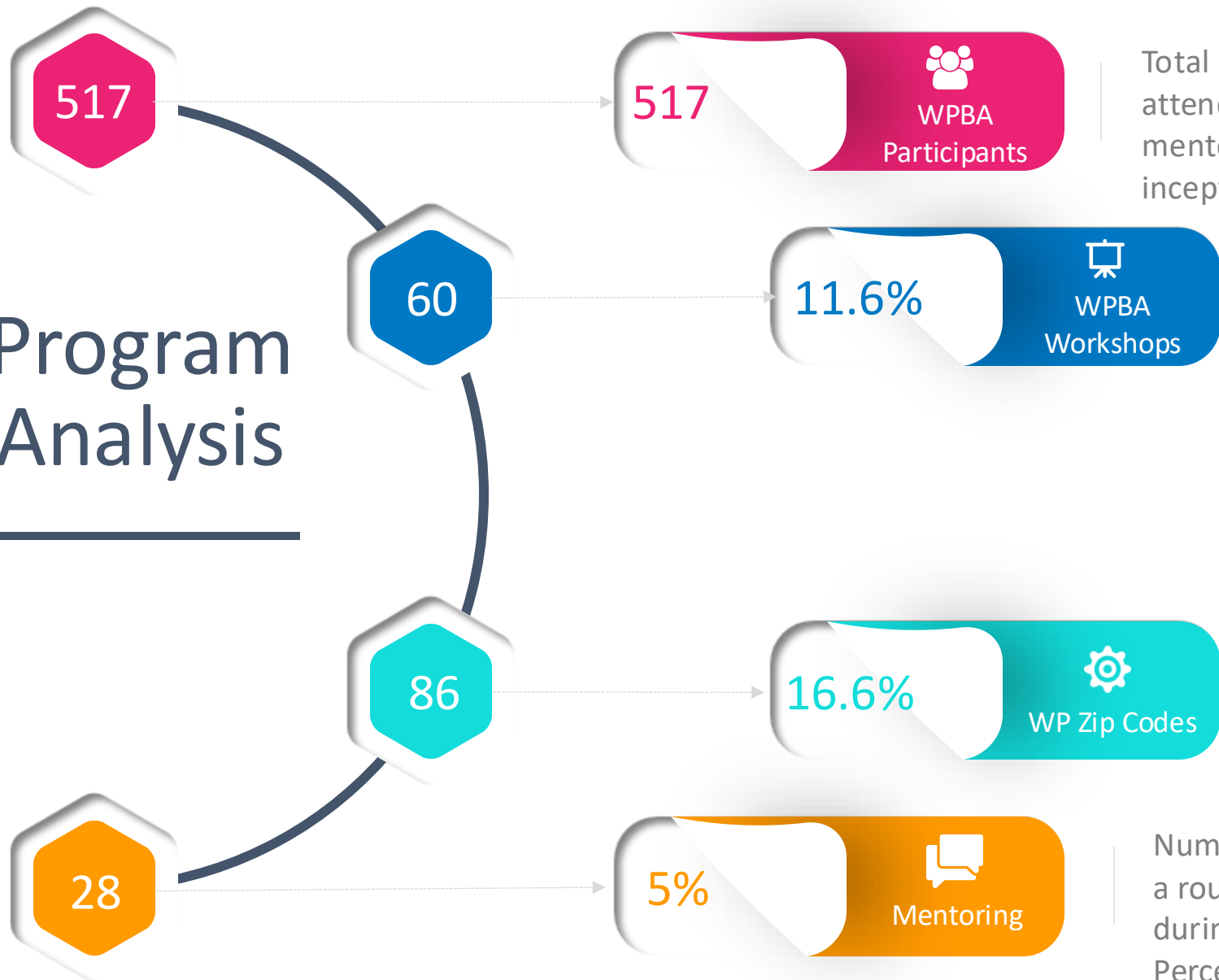
Contract Term: October 1, 2024 – September 30, 2025

## Mid-Term Update





# Program Analysis



Total number of participants that have attended workshops, webinars, or mentoring sessions since program inception.

Number of participants that attended the in-person workshops from October 2024 through March 2025 & its percentage from overall participation from program inception.

Number and percentage of total participants from Winter Park Zip Codes: 32789, 32790, 32792.

Number of participants that attended a roundtable or a mentoring session during this reporting time. Percentage from overall participation.



# January – March Workshops



Are you ready to be your own boss?

Join us to discover what you need to know to start and grow a successful business. Why not you? Why not now?



Workshop Instructor:  
**Lois Perry**  
Chapter Chair  
SCORE Orlando

Lois Perry and the Orlando team of SCORE mentors have coached and trained thousands of small business owners. Through one-on-one coaching and hundreds of workshops offered annually, Central Florida's entrepreneurs can easily access the personalized advice, resources and education they need to be successful in their businesses (for FREE!)



WINTER PARK BUSINESS ACADEMY

**January 21, 2025**  
**6:00 - 8:00 pm**

Winter Park Library  
1052 W. Morse Blvd., Winter Park, FL 32789

FREE WORKSHOP  
REGISTER TODAY!  
CFLBizLink.com/WinterPark



This event is brought to you in partnership with:



## ELEVATOR PITCH MY BUSINESS

Make a Great Impression in 30s or Less

**FREE WORKSHOP**  
**FEBRUARY 18, 2025 | 6-8PM**

Winter Park Library • 1052 W. Morse Blvd., Winter Park, FL 32789

In this hands-on workshop, you'll learn how to craft a compelling elevator pitch that grabs attention and effectively communicates your business idea in less than 30 seconds.



Workshop instructor:  
**Karen Kurta**  
President-Elect  
NAWBO Orlando



REGISTER TODAY!  
CFLBizLink.com/WinterPark



Brought to you by:



Whether you're pitching to potential investors, clients, or partners, you'll leave with a polished, memorable pitch that makes a lasting impression. Join us to refine your messaging, boost your confidence, and unlock the power of the perfect elevator pitch!

## NAVIGATING YOUR TAXES



About the EVENT

**3.18.25**  
**6-8PM**

Winter Park Library  
1052 W. Morse Blvd.,  
Winter Park, FL 32789



Free Workshop  
**REGISTER TODAY**  
BizLinkOrange.com/WinterPark



This event is brought to you by...



Workshop Instructor:  
**Gustavo Torres Becas, CPA**

Areas of Expertise:

- Payroll
- Compliance
- Tax Resolution
- Business Plans
- Accounting
- Audits
- Business Valuation
- Forensic Accounting

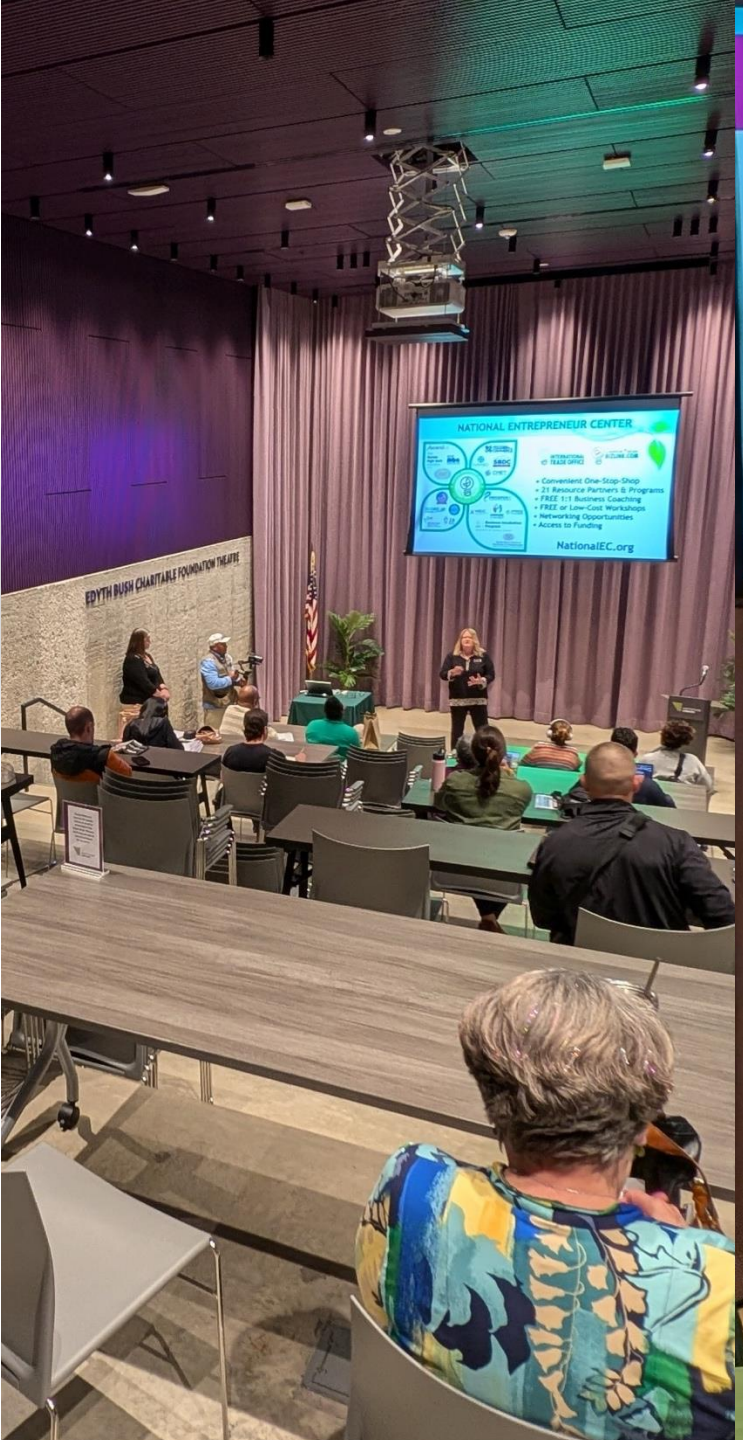
*"Having free resources like this for my business is extremely valuable... I look forward to all the events because I come away with great lessons learned and can start applying them to my business."*

Attendee


*"It means a lot to my business to have free workshops like this in Winter Park because it gives us a chance to grow and get support from other local business"*

Attendee



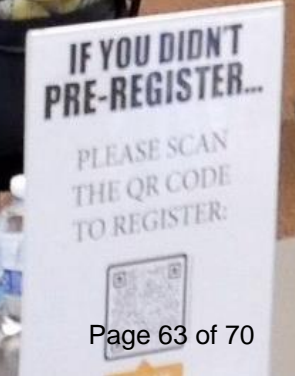


## Use Cases: Perplexity



- ✓ Market Research
- ✓ Ideal Target
- ✓ Client Research
- ✓ Validate A
- ✓ Sales Playb
- ✓ Plan a trip

2024 Copyright © Marley Nonami Incorporated

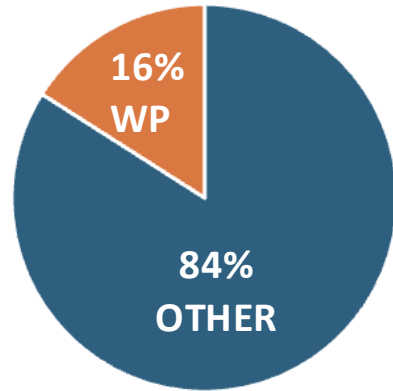




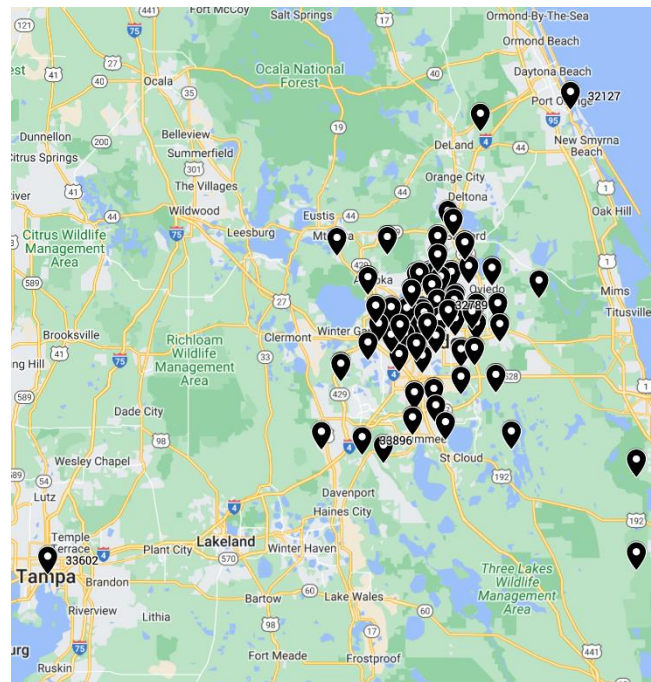
# About WPBA Participants

The WPBA is open to everyone especially those wanting to start a new business or grow an established business within Winter Park city limits.

VIDEO



**WPBA ZIP Codes**  
 Winter Park  
 32789, 32790, 32792 (16%)  
 Other Areas (84%)



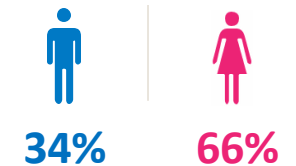
## LEARN MORE

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

## FUN FACT

Of the participants reporting their industry over "25" have identified as consultants proving WPBA is where professionals go to GROW!

## PARTICIPANTS BY GENDER





# Landing Page Stats



WINTER PARK BUSINESS ACADEMY



The City of Winter Park and its Community Redevelopment Agency (CRA) have partnered with the National Entrepreneur Center (NEC) to provide direct business technical support.

## UPCOMING WORKSHOP



## MARK YOUR CALENDAR

JANUARY - JUNE

**UPCOMING BUSINESS WORKSHOPS**  
Join us for 1 or ALL!

- ✓ January 21 - "New Year, New Business"
- ✓ February 18 - "Elevator Pitch My Business"
- ✓ March 18 - "Navigating Your Taxes"
- ✓ April 8 - "Chat GPT 101"
- May 13 - "Chat GPT 102"

ALL EVENTS  
WINTER PARK LIBRARY  
ALL EVENTS  
6-8PM

## BUSINESS ROUNDTABLE

Save the Date  
**BUSINESS ROUNDTABLE**  
April 8, 2025 | 6-8pm

WPBA

WPBA Landing Page Visits:  
<https://CLFBizLink.com/winterpark/>


**4,081 VIEWS / 578 Unique Users**  
**(October - March)**

# Social Media Stats



**Nationalec / National Entre...**  
Mon 12/30/2024 1:02 pm EST

**NEC & Winter Park Business Academy...**  
Our partnership with the City of Winter Park has created the Winter Park Business...




Video Views: 17

Estimated Minutes Watched: 6m

Engagements: 0

**National Entrepreneur Cen...**  
Thu 2/13/2025 5:00 am EDT

READY. SET. PITCH! In this hands-on workshop, you'll learn how to craft a compelling elevator pitch that grabs...



Impressions: 1,329


Reach: 1,203

Engagements: 37

Engagement Rate (per Impression): 2.8%

**nationalec**  
Thu 3/13/2025 8:17 am EDT

Entrepreneurs, Meet Your Power Duo! 📁  
The Winter Park Business Academy & National Entrepreneur Center are the...



Views: 39


Reach: 24

Engagements: 2

Engagement Rate (per View): 5.1%

**National Entrepreneur Cen...**  
Mon 3/17/2025 7:38 am EDT

Last chance to register! 📁 Don't miss the Navigating Your Taxes seminar with NEC & Winter Park Business Academy! 📁 Learn...



Impressions: 836

Reach: 811

Engagements: 16

Engagement Rate (per Impression): 1.9%

**REACH: 383,860**

Reach includes posts across all platforms (26,410), Facebook boosts (198,512) and LinkedIn ads (158,938)



# Monthly E-Mails to Registrants



## Winter Park Business Academy Oct 8

Sent Email • Sent Oct 8, 2024 at 3:45pm EDT  
346 sends • 150 (45%) opens • 5 (2%) clicks • 15 (4%) bounces • 0 (0%) unsubscribes



## Winter Park Business Academy Nov Events

Sent Email • Sent Oct 30, 2024 at 2:05pm EDT  
367 sends • 186 (53%) opens • 17 (5%) clicks • 16 (4%) bounces • 1 (1%) unsubscribe



## Winter Park Business Academy Happy New Year

Sent Email • Sent Jan 10, 2025 at 12:13pm EDT  
379 sends • 175 (48%) opens • 17 (5%) clicks • 15 (4%) bounces • 1 (1%) unsubscribe



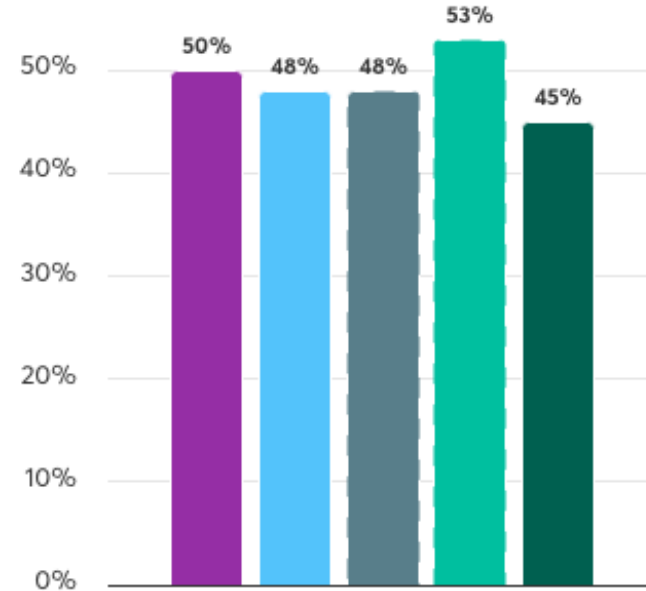
## Winter Park Business Academy Feb Events

Sent Email • Sent Feb 4, 2025 at 2:30pm EDT  
387 sends • 177 (48%) opens • 16 (4%) clicks • 19 (5%) bounces • 0 (0%) unsubscribes



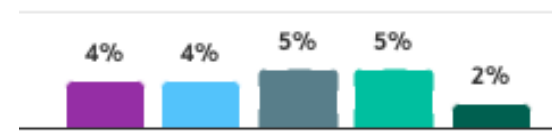
## Winter Park Business Academy March Events

Sent Email • Sent Feb 26, 2025 at 10:11am EDT  
415 sends • 198 (50%) opens • 15 (4%) clicks • 22 (5%) bounces • 0 (0%) unsubscribes



Open Rate

- Winter Park Business Academy March Events
- Winter Park Business Academy Feb Events
- Winter Park Business Academy Happy New Year
- Winter Park Business Academy Nov Events
- Winter Park Business Academy Oct 8



Click Rate

**October -  
March**

**1,894  
Emails Sent**

**886  
Opened**

**70  
Click Throughs**

\* Additional emails were sent as WPBA reminders as well as highlighting events in monthly NEC newsletters.



# Looking Forward

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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. Increase residence awareness and participation of WPBA with closer collaboration with City Communication Office.
3. Increase strategic marketing efforts: purchasing ads in local publications that include digital marketing opportunities.
4. Optimize in-person survey efforts as digital surveys have not garner desired results.
5. NEC is currently working to revamp WPBA landing page to add more online educational content.





# THANK YOU for your continued support of small business!

We are grateful for this partnership!



*Services provided by:*





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- Listen like a pro (and finally be heard)
- Use language that lifts up, motivates, and gets results
- Navigate conflict with Jedi-level calm (without sacrificing accountability)

**6.17.25 | 6-8PM**

**LOCATION:**

Winter Park Library  
1052 W. Morse Blvd.  
Winter Park, FL 32789



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