



Economic Development Advisory Board Regular Meeting

Agenda

September 9, 2025 @ 8:15 AM

City Hall Commission Chambers
401 S. Park Avenue

welcome

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assistance & appeals

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"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. Approval of Minutes**
 - a. Minutes of August 12, 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. Scorecard Review 15 minutes
 - b. FY25-26 Goals 15 minutes
 - c. Commission Worksession - September 2025 5 minutes
 - 6. Staff Updates**
 - a. EDAB Commercial Performance Report - September 2025 1 minute
 - b. Sunrail Data 5 minutes
 - 7. Board Comments**
 - 8. Upcoming Agenda Items**
 - 9. Adjournment**
 - a. Next Meeting - *October 14 (FRA conference)/November 11* 5 minutes



Economic
Development
Advisory Board

agenda item 2.a

item type

Approval of Minutes

meeting date

September 9, 2025

prepared by

approved by

Peter Moore, Director of Office of
Management and Budget

subject

Minutes of August 12, 2025

motion | recommendation

background

alternatives | other considerations

fiscal impact

attachments

1. EDAB-min-2025-08-12 DRAFT



Economic Development Advisory Board

Regular Meeting Minutes

August 12, 2025 at 8:15 AM

City Hall Commission Chambers
401 S. Park Avenue

Present

Sarah Grafton, Roda Carter, Phillip Anderson, Miguel De Arcos

Absent

Lauren Zimmerman, Alan Chambers

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 8:21 a.m. and the decorum statement was read.

2. Consent Agenda

- a. Approve the minutes of July 8, 2025

At 8: 55 a.m. Motion made by Mr. Anderson to approve the minutes, seconded by Mr. De Argos. Motion carried unanimously with a 4-0 vote.

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

4. Action Items

- a. Approval of NEC contract for FY25-26

Mr. Dudgeon submitted the NEC contract for FY25-26, continuing the initiative launched a few years ago to encourage business growth in Winter Park.

Ms. Sallee mentioned that a videographer records 3 to 4 testimonials each month, and marketing for the program is handled by NEC, who coordinates with the communications department to distribute it on social media.

Motion made by Ms. Grafton to approve the NEC contract for FY25-26; seconded by Mr. De Argos. The motion carried unanimously by a 4-0 vote.

5. Non-Action Items

- a. FY25-26 Goals

Mr. Dudgeon discussed the progress on the FY25-26 goals, emphasizing items such as W. Fairbanks and economic enhancement area. A public notice is being issued regarding the session of the Winter Park Economic Enhancement District scheduled for

September 10th. Measures are being implemented concerning scorecard updates, W, Fairbanks Enhancement Area Incentives, GDP updates (Balmoral), and Industry Cluster Promotion & BRE. The following goals were discussed:

1. Continued updates to scorecards
2. W. Fairbanks/enhancement area incentives
3. GDP updates (Balmoral)
4. Industry Cluster Promotion & BRE

Mr. Anderson started a discussion about the Park Ave pilot program, proposing it be included as a fifth goal centered on retail health. He referenced the MJB study and emphasized the importance of retail and maintaining the critical mass, also mentioning the use of advanced placer data.

Mr. De Argos stated that he reviewed the report and proposed that the city encourage new business development through incentives directed at landlords. He suggested concentrating on the industrial zone that has not yet been annexed by I-4 and Fairbanks Avenue area, as well as considering the provision of rideshare parking spaces and bus parking facilities for tour buses.

Mr. Anderson advised that Winter Park is the administrator of the CRA and is a tool to help support revitalization.

Ms. Carter recommended the technology industry for the second-floor units on Park Avenue and suggested incentivizing locals to shop on Park Avenue. She also proposed promoting wine hopping activities and enhancing walkability from other parts of Winter Park to Park Avenue. Additionally, she recommended increasing ridership on the SunRail.

Mr. Dudgeon advised that, with the placer data, extracting information regarding local walking statistics is possible, currently 18% pertain to the local area. A discussion was held regarding the targeting of appropriate consumers for the retailers. Kyle confirmed that the city has proper software to assist.

b. Scorecard Review

c. Balmoral Group White Paper

Mr. Anderson remarked on the Balmoral Group White Paper and suggested that it should be expanded. Mr. Moore explained that no one collects local-only employee counts. Mr. Anderson requested that the staff provide a response to his inquiry regarding the economic benefits associated with the teardown and reconstruction activities in Winter Park. Additionally, he inquired about the formatting and presentation of the Balmoral white paper to clarify the total impact figures across various sectors. It appears that the focus should be on financial service businesses, followed by the education and health sectors.

Ms. Carter expressed disagreement and proposed that pursuing the financial services market may lead to market saturation; hence, diversification of the GDP is necessary.

However, she emphasized that additional competition should not be introduced. In the context of increasing GDP, she recommended concentrating on successful strategies and diversifying through the tech industry.

Mr. De Arcos advised concentrating on creating space and encouraging landlords to attract specific businesses to occupy the second floors on Park Ave. He proposed offering grants to upgrade the spaces and establishing a fund that supports leases for startup tech companies, functioning like a loan loss reserve.

6. Staff Updates

- a. EDAB Commercial Performance Report - August 2025

7. Board Comments

Ms. Carter invited the board to the Pet Neighbors collaboration with Jay McLaughlin scheduled for September 19th on Park Avenue. Mr. Dudgeon reminded the board that, should they attend, no discussion of EDAB business is permitted to comply with the sunshine law.

8. Upcoming Agenda Items

- a. Next meeting: September 9th, 2025

9. Adjournment

The meeting adjourned at 9:21 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

September 9, 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 Review

motion | recommendation

N/A

background

Staff is presenting the latest version of the infographic work to date. The vendor is currently working on the last two infographics (investors and the Park Avenue district) for a complete set for distribution.

alternatives | other considerations

fiscal impact

attachments

1. Residents Infographic_v1
2. Businesses Infographic_v1

CIVIC HEALTH IN ACTION

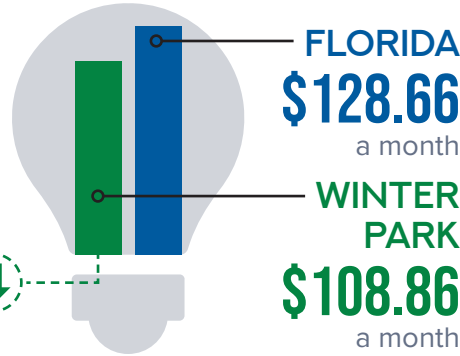
HOW WINTER PARK WORKS FOR YOU

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

WINTER PARK'S IS **15% LOWER** than state average

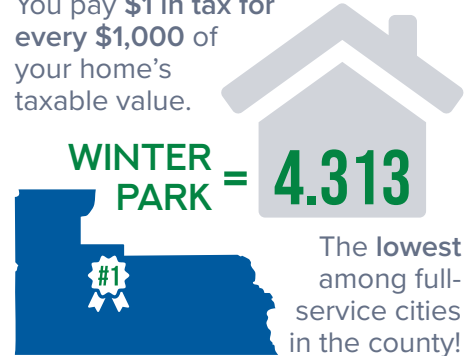
AVERAGE MONTHLY ELECTRIC BILL



MILLAGE RATE

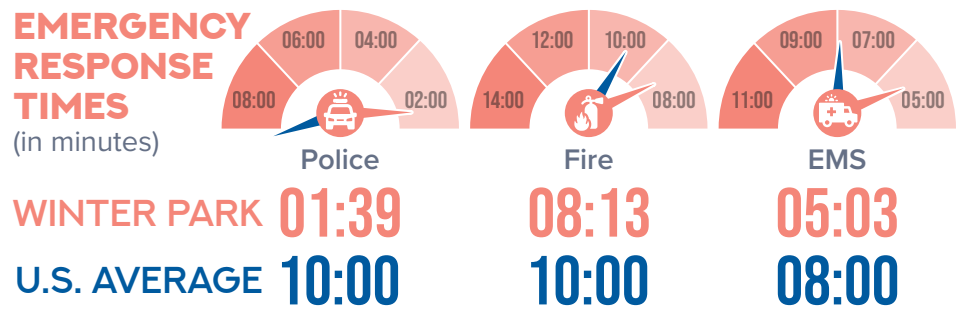
(how your property tax is calculated)

You pay \$1 in tax for every \$1,000 of your home's taxable value.



SAFETY FIRST

EMERGENCY RESPONSE TIMES (in minutes)



FINANCIAL HEALTH

BOND RATING

(how financially trustworthy a city is when it borrows money)

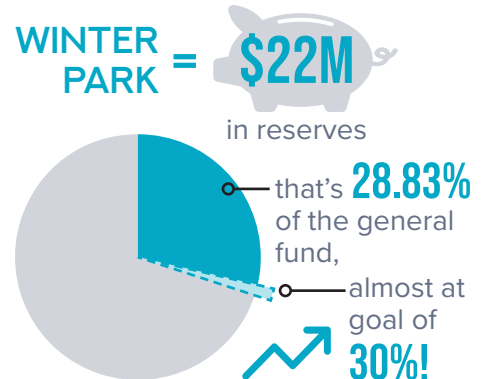
WINTER PARK = **AAA** (Fitch)

The highest bond rating in the county! **#1**



RESERVES

(city's saving account; rainy day fund)



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.



BUILT FOR BUSINESS

WHY BUSINESSES CHOOSE WINTER PARK

Whether you're launching, expanding, or investing, Winter Park is providing the foundation for lasting business success.

MARKET STRENGTH

Winter Park's higher lease rates show the city is a popular and in-demand place for businesses!

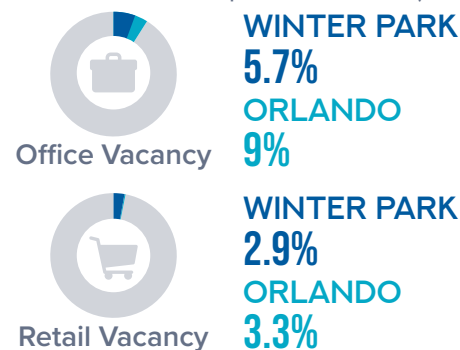
LEASE RATE

(per square foot)



VACANCY RATE

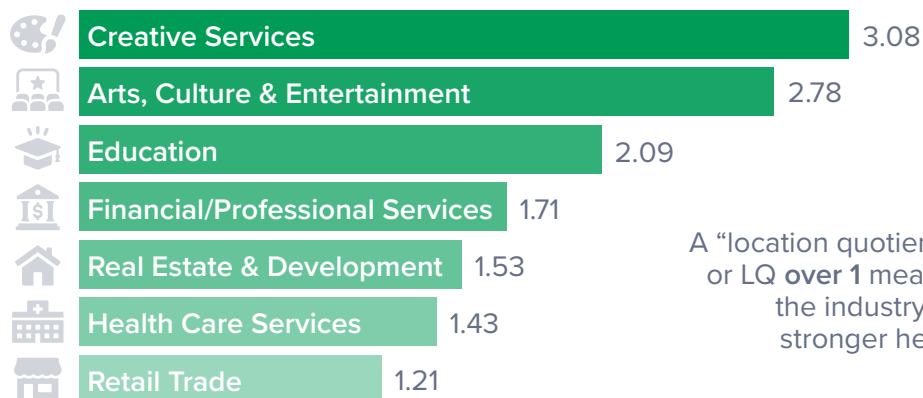
(lower numbers mean more businesses are open and active)



INDUSTRY PROFILE

Creative services, arts, and education are **over twice** as common here as nationwide!

TOP INDUSTRIES BY LOCATION QUOTIENT

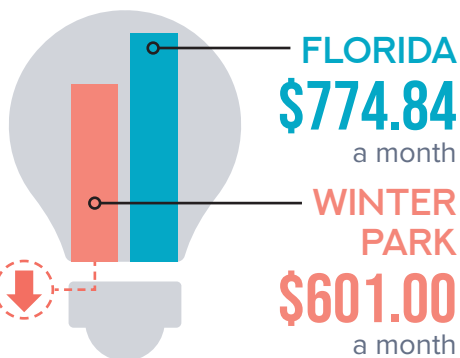


A "location quotient" or LQ over 1 means the industry is stronger here

COST ADVANTAGE

WINTER PARK'S IS **22.4% LOWER** than state average

COMMERCIAL ELECTRIC COSTS



WORKFORCE REACH

(affordable homes near jobs to help businesses attract employees)

With smart policies, responsive support, and a long-term vision for growth, Winter Park offers more than just impressive numbers. It offers a better place to do business.





Economic Development Advisory Board

agenda item 5.b

item type

Non-Action Items

meeting date

September 9, 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 this item to continue the conversation on priorities for focus elements, incentives, and directives leading into the new (fiscal) year. This includes the following general considerations and potential additions as of August 12, 2025:

- 1) Continued updates to Scorecards
 - Data to reach selected constituencies
- 2) W. Fairbanks/Enhancement Area Incentives
- 3) GDP updates (Balmoral)
- 4) Industry Cluster Promotion & BRE
 - Professional Services/Financial concentration
 - Tech concentration
 - 2nd floor occupancy
- 5) Support for corridor (Park Avenue) sustainability

At that meeting, the board discussed various initiatives as identified in the minutes. Coupled with the items identified by staff above this included, landlord initiatives, office space capacity, retail preservation, and diversity in economic inclusion.

alternatives | other considerations

fiscal impact

attachments

1. EDAB Basics-Orientation- 5-13-25 updates PMA
2. EDAB Basics 7-9-24 - Backup Material

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:
 - 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. ~~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
- 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
- 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).
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 Addendum/Excerpts (PMA 6/30/24)

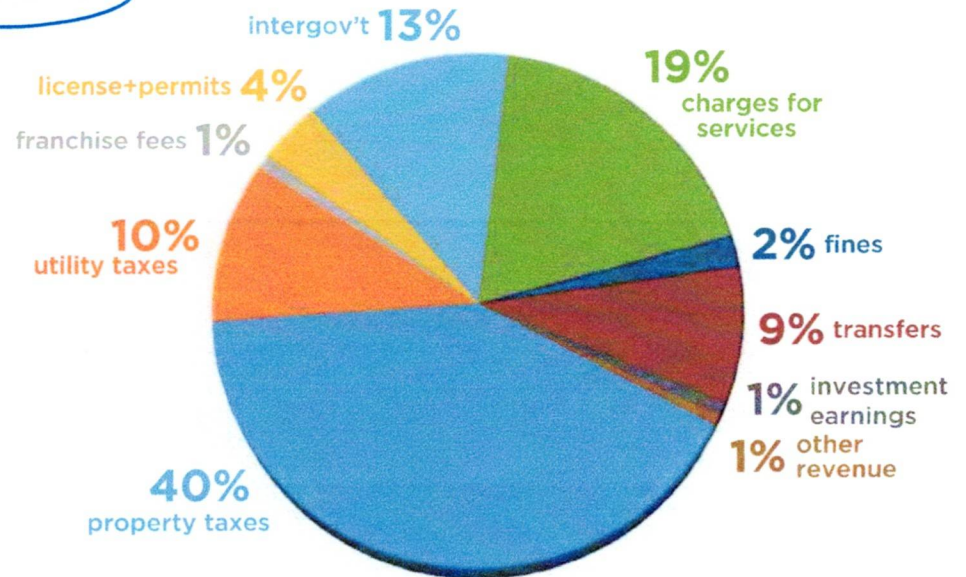
1. Economic Development Definitions and Guiding Principles
2. Vision 2016 Word Cloud
3. Retail Concepts and Park Avenue- MJB Phase 1 Excerpt
4. Millage Rate Comparison Bar Chart
5. General Fund Budget Pie Chart — *Can we show Expenses as a Pie Chart?*
6. Winter Park Power Company Rate Comparison Bar 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

*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.



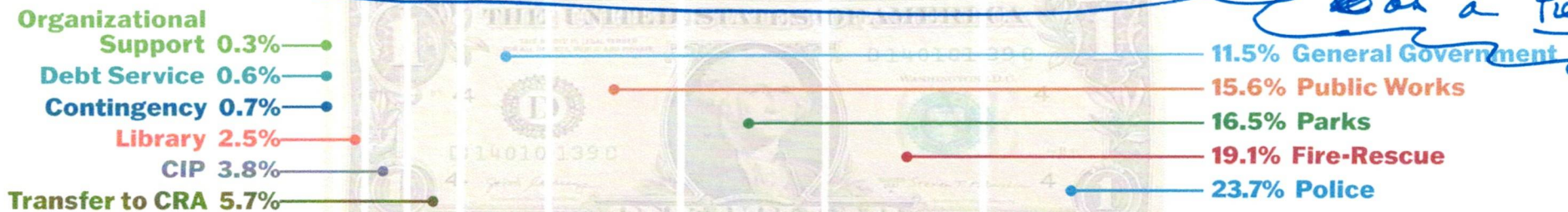
GENERAL FUND REVENUES	FY2019	FY2020	FY2021	FY2022	FY2023
PROPERTY TAXES	\$22,531,341	\$24,313,515	\$26,155,260	\$27,511,689	\$30,400,941
UTILITY TAXES	6,610,204	6,665,189	6,791,257	7,006,666	7,533,817
FRANCHISE FEES	935,492	862,173	823,954	845,243	682,947
LICENSES + PERMITS	3,938,661	3,262,118	3,684,484	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
TOTAL	\$60,209,371	\$58,596,644	\$61,182,772	\$66,441,230	\$73,954,108

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
TOTAL	\$57,722,493	\$58,852,228	\$58,874,003	\$66,869,478	\$71,827,183

EXAMPLE OF BUDGET EXPENDITURE BREAKDOWNS



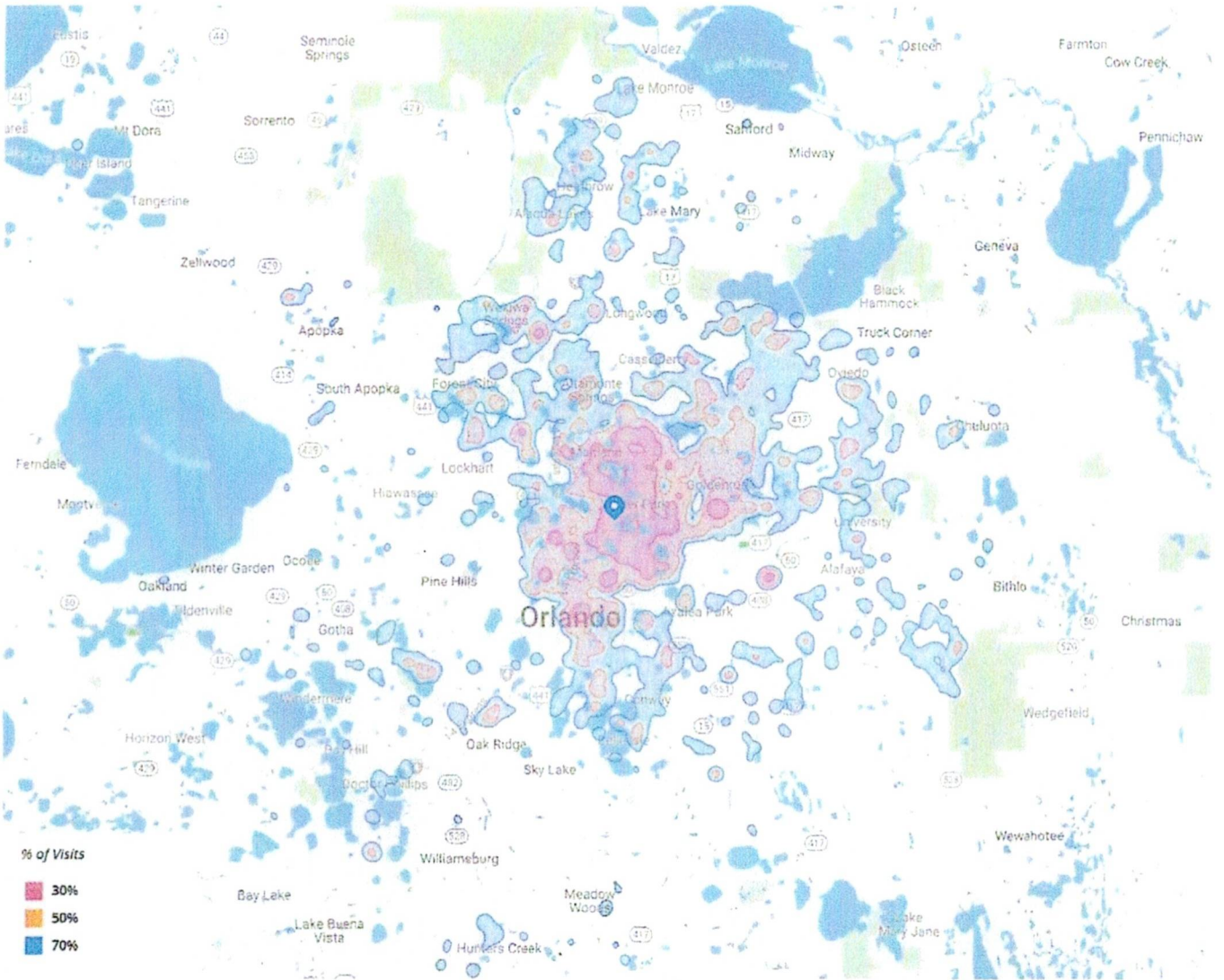
Can we show as a Pie Chart

Audience Profile

Jan 1 - Dec 31, 2019



Park Avenue District / FL



FROM PARK AVENUE DISTRICT

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
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

1. Economic Development Definitions and Guiding Principles



Winter Park- Economic Development Definition (April 19, 2022)

“Economic Development is the creation of wealth from which community benefits are realized. It is more than a jobs program, it’s an investment in growing your economy and enhancing the prosperity and quality of life for all residents.”

The Department follows a number of **guiding principles** in which it follows to execute its initiatives, projects, and programs.

- 1.** Our **quality of life** through the city’s charm and character is our competitive advantage.
(Metric example: City report, City Visioning)
- 2.** Act as fiscal stewards in **growing the tax base** to meet our needs (to support Quality of Life) and ensure future prosperity and safeguard real estate ad valorem growth rate exceeds expense growth
(Metric example: City budget metrics, DOR code analysis)
- 3.** **Attract targeted businesses and workforce** that is resilient, offer opportunity, and add to individual and community prosperity, be a net exporter of high value goods and services, providing thoughtful and premier commercial choices for residents and guests.
(Metric example: Location Quotient Report, Wages, Chamber Scorecard)
- 4.** Maintain the city as a **regional partner and player** while sustaining the city’s scale and character as a **unique economic driver**.
(Metric example: Regional organization membership, infrastructure and road spending, consumer trade area market spending)
- 5.** Embrace and leverage **our location education institutions** for a hireable, talented workforce and clustering that fosters lifelong learning.
(Metric example: Census)
- 6.** Coordinate with city departments and regional efforts on the linkage between availability of **attainable housing and commuting to ensure appropriate job needs** and activation opportunities within the community.
(Metrics example: Chamber scorecard)
- 7.** Winter Park is a welcoming city that strives for **inclusivity and sustainability** as a premier place to live work and play.

2. Vision 2016 Word Cloud

OUR VALUES

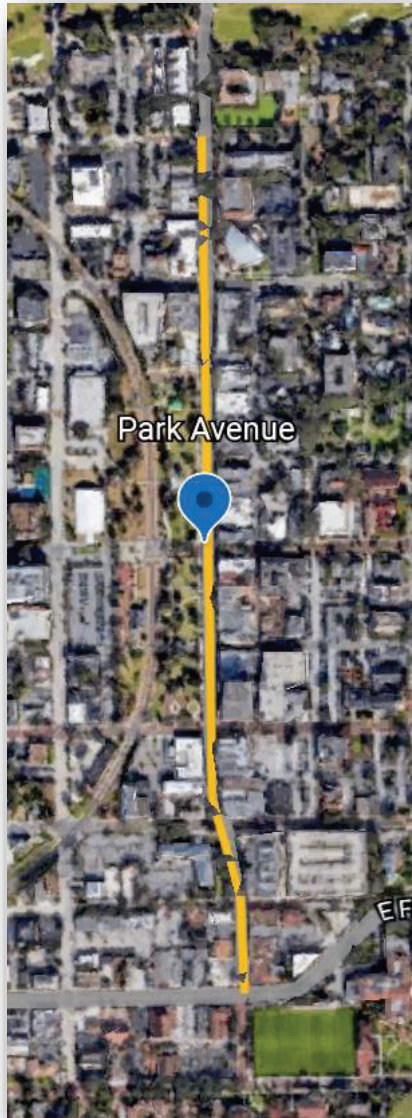
active/healthy lifestyles
safety/ security
parks/ recreation
landscape setting/ wildlife
diversity
cultural assets
family-oriented
stewardship/ sustainability
uniqueness
proactive growth/ future
thriving commercial areas
village ambiance/ small town feel
collaboration/ involvement
transportation/ transit
friendly/ welcoming
quality of life
creativity
excellence/ high-quality/ world-class
tranquility/ calmness
appeal/ destination
vibrancy
pride
technology
progressive
inclusiveness
education
history/heritage
generational appeal
walkability/ bikability
aesthetics

3. Retail Concepts and Park Avenue- MJB Phase 1 Excerpt
Key Concepts:
 - a. **“Critical Mass of Comparison Shopping”**
 - b. **“Dwell Time”**
 - c. **“Flight to Quality”** is part of success
 - d. The high concentration of comparison goods retailers is THE MOST important aspect of Park Avenue’s strength
 - e. Restaurants benefit from retail, particular with midday hours.

Winter Park's Business Districts and Commercial Corridors

Of course, these consumer segments are not distributed evenly across the study area. Rather, they impact different districts and corridors differently, for a variety of factors, not the least of which is the complex role that the *other* marketplace – the one in which tenants lease (or buy) space from landlords – plays in the ultimate composition of retail mix.

Park Avenue



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.

The Mall at Millennia and the Florida Mall are both, well, enclosed malls. Disney Springs is, well, Disney, which trade area residents largely avoid to the extent possible. And while other Downtowns like Winter Garden and Mt. Dora are no doubt ascendant, they draw primarily with food and beverage, presenting little threat at the moment as shopping destination(s).

Generally speaking, the shopping along Park Avenue targets an upmarket (though not luxury) clientele. Yet while it features retailers that appeal to shoppers middle-aged and older, like Chico’s, Lily Pulitzer, J. McLaughlin, Talbots and Eileen Fisher, its diversified collection also plays to younger audiences with concepts like Evereve, Lululemon, Synergy and the Impeccable Pig.

The arrival of Warby Parker is particularly noteworthy. A pacesetter of sorts for the ever-growing number of “digitally-native” brands that started as online-only before expanding into brick-and-mortar, the seller of uber-stylish yet moderately-priced eyewear speaks directly to the aforementioned psychographic of Millennial neo-hipsters and signals a forward-looking, “on-trend” shopping street.

Similarly, with sit-down dining, the mix skews upmarket but has evolved over the years to encompass not just traditional cuisines and atmospheres – like, for instance, BoVine Steakhouse, Prato and Pannullo’s Italian – but also, more ethnic and contemporary concepts – such as Bosphorous Turkish Cuisine, AVA MediterrAegean, ORO and Farm + Haus.

Amidst all of the hand-wringing about retail apocalypse, online competition, pandemic impacts and a looming recession, Park Avenue is that sort of “Class A” location which benefits from the “flight to quality” phenomenon, whereby tenants consolidate in or gravitate to the established market leaders in times of contraction or disruption.

Retailers and restaurants will come and go on Park Avenue, but with demand for a street-level presence far exceeding the supply of this very limited resource, newly-available spaces should backfill, assuming the floorplates are workable and the asking rents are market-appropriate.

Indeed, several Park Avenue businesses closed in the early pandemic months, yet the vacancy rate today is still quite low, with new arrivals like Evereve (replacing the Gap), Warby Parker (Alex and Ani) and Park Avenue Contemporary Art (Lighten Up!) as well as Farm + Haus (Café de France) and AVA MediterrAegean (Luna on Park).

Park Avenue’s appeal as a location for comparison goods brands remains so strong, in fact, that its roster *improved* not only amidst COVID-19, but also, at the same time that Casto was redeveloping Winter Park Village on 17/92 and undoubtedly trying to poach or attract such retailers.

Further evidence of its allure can be seen in the spill-over of its energy to intersecting side streets, Hannibal Square and Fairbanks Avenue, where well-capitalized outfits that might prefer a Park Avenue address, like Park Avenue Tavern and Bang & Olufsen, are compelled to locate as a result of the undersupply.

For all of these reasons – the critical mass, the diversification, the flight to quality – Park Avenue’s future prospects do not seem to offer cause for concern. Indeed, they actually point to a relatively deep pool of prospective tenants as well as consumer submarkets to further penetrate.

For example, it could conceivably attract other such digitally-native brands, including ones that appeal to the neo-hipster psychographic yet prefer locations along established shopping streets (versus, say, Mills 50). Also, it can potentially build on its collection of home stores (e.g. Pottery Barn, Williams-Sonoma, RH, Park Avenue Contemporary Art, etc.), a category in which existing co-tenancy exerts an especially strong pull.

This is not to say, though, that there is an absence of risk. Perhaps most worrisomely, elevated ground-floor rents threaten to narrow the range of tenants that can afford to locate and remain on the street, which would, in turn, jeopardize or weaken different components of its retail mix.

Contrary to popular belief, landlords are not free to charge whatever they want for their space(s). Rather, rents – or more accurately, occupancy costs (rents plus pass-through expenses like taxes, insurance and maintenance, known as “triple-nets” or NNN) – are supposed to be based on projected gross sales.

Generally speaking, the rule-of-thumb is 10%. That is, the average retailer will spend no more than 10% of its expected revenue on occupancy costs. If it agrees to more, it risks not having enough to pay for all of its other expenses. The property owner that demands too much, then, will either not land a tenant or sign one likely to fail, resulting in prolonged vacancy or constant turnover.

According to leasing professionals, market rents on Park Avenue typically fall between \$55 and \$65 per sq ft, with an additional \$10 to \$12 per sq ft in NNN – translating to occupancy costs between \$65 and \$77 per sq ft. In order to afford such a lease, a retailer would need to generate \$650 to \$770 per sq ft in annual sales.

Based on calculations by GAI Consultants, shops selling clothing and accessories on Park Avenue are currently grossing \$503 per sq ft, and ones offering home furnishings, \$465 per sq ft. Theoretically, then, they can handle \$39 and \$35 per sq ft, respectively – far below the current \$55 to \$65 per sq ft.

Coupled with the stubborn narrative of “retail apocalypse”, this will reinforce the longer-term trend in favor of food and beverage tenancy, which, largely due to sales of high-margin alcoholic beverages, can justify and sustain rents that are as much as 50% higher.

Historically this has been held in check by the constraints on converting shop space to restaurants, namely, the requirement to provide parking as well as the hefty costs associated with scratch-built kitchens. However, Artistry Restaurants’ plans for 500 S. Park Avenue suggest that these might no longer be adequate as deterrents.

Of course restaurants are sexy, especially in our foodie-obsessed culture. Indeed, as noted earlier, so much of what defines today’s up-and-coming competitors and concerns local stakeholders about their rise is the on-trend eateries, food halls and the like.

The trend, however, is *not* consequence-free. If spaces are converted to dining, that will mean less space for shopping. And again, with comparison goods, a shrinking collection reduces the appeal both to consumers, who want the many options, and prospective tenants, which are drawn to the co-tenancy.

The danger with critical mass is that it is relatively easy to lose but very difficult to create (or regain). Once a given location falls below that threshold, the gravitational pull of larger clusters starts to work against it – especially amidst a flight to quality. That’s partly why once-vital malls can unravel so quickly.

The uniqueness and strength of Park Avenue’s retail mix is not so much in its food and beverage – which most of its rivals offer as well – but in its concentration of comparison goods retailers and the synergies resulting from the combination of the two. To lose *that* would, in a sense, bring it back to the pack.

The retail industry today speaks to the importance of dining as a driver for shopping, but the reverse is also true, if not even more so. Especially in high-rent settings, restaurants need more than just the dinner trade, and it is the destination shopping that helps to provide the daytime traffic.

This gets to the notion of “dwell time.” Mall owners have long understood that consumers spend more money in a given location when they stay there for longer. Such centers are planned, tenanted and programmed – with food courts, restrooms, child-play areas, phone-charging stations, etc. -- so as to ensure that the visitor never has a reason to leave, as it is assumed that once they do, they will not return.

Indeed, this was likely part of the reasoning for Disney’s decision in the 2010’s to double down on what is now Disney Springs with a major expansion of retail space that would keep visitors from leaving the Disney World ecosystem for the Mall at Millennia, the Florida Mall or the nearby outlet centers. Park Avenue does not have the room for something like that, but it can make sure to keep what it has.





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Memorandum

To: Kyle Dudgeon
Assistant Division Director, Economic Development/CRA
City of Winter Park
Peter Moore
Division Director, Office of Management & Budget
City of Winter Park

Cc: Owen Beitsch
Senior Director, Economic and Real Estate Advisory Services
GAI Consultants Inc.

From: Michael Berne
President, MJB Consulting

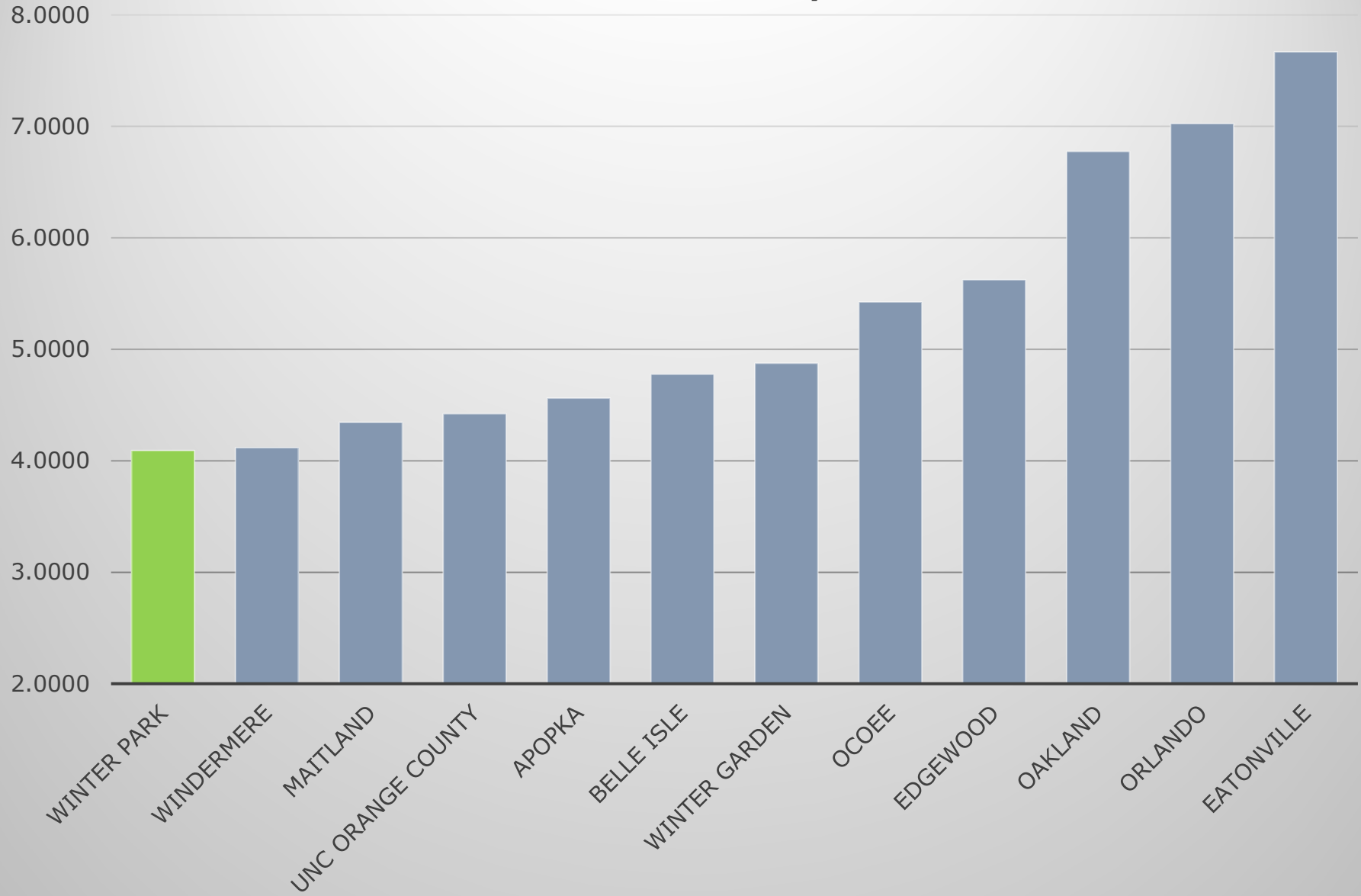
Re: Phase I Executive Summary Memo (Draft #2)

Date: February 3, 2023

In March 2022, the City of Winter Park hired MJB Consulting, as a subconsultant to GAI Consultants Inc.'s Community Solutions Group, to undertake an assessment of retail

4. Millage Rate Comparison Bar Chart

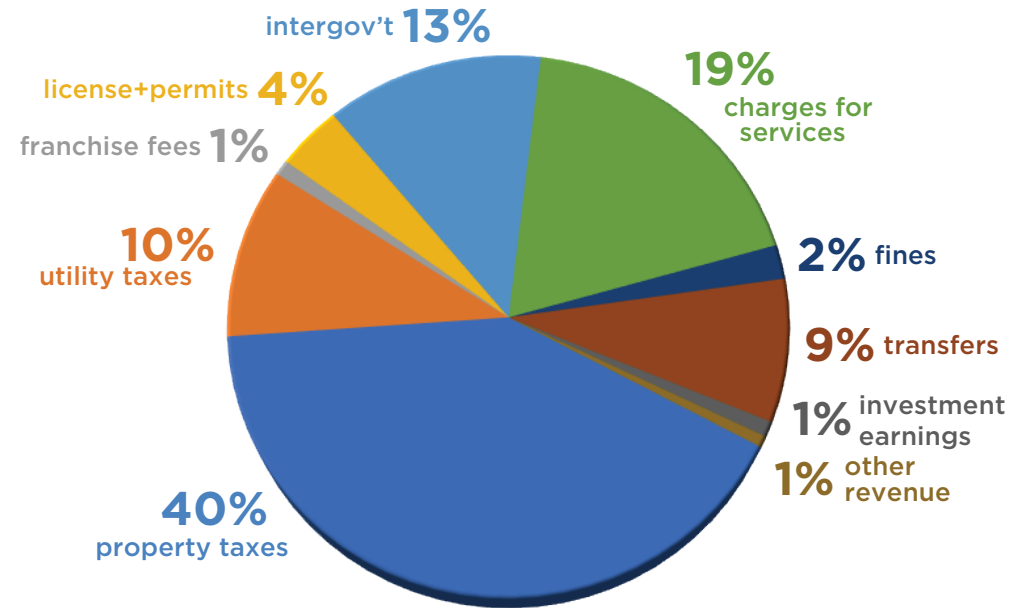
2023 Orange County Operating Millage Comparison (Exclude Debt Service)



5. General Fund Budget Pie Chart

general fund revenues & expenditures (2023)

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.



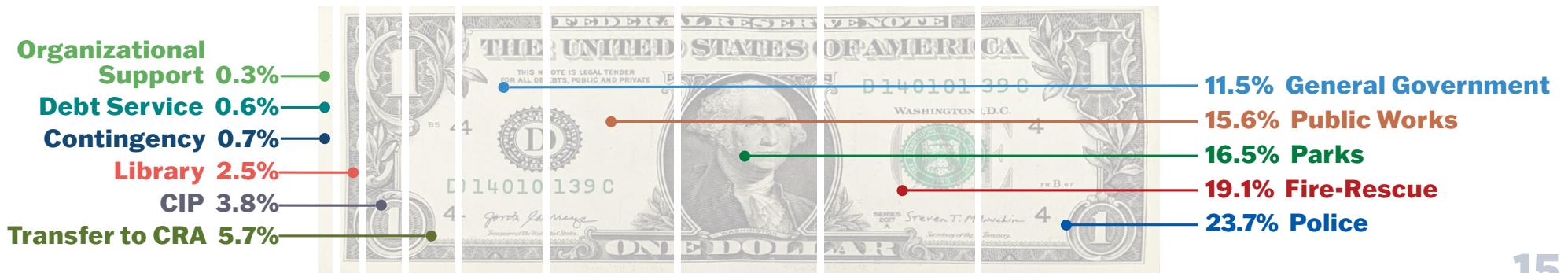
GENERAL FUND REVENUES	FY2019	FY2020	FY2021	FY2022	FY2023
PROPERTY TAXES	\$22,531,341	\$24,313,515	\$26,155,260	\$27,511,689	\$30,400,941
UTILITY TAXES	6,610,204	6,665,189	6,791,257	7,006,666	7,533,817
FRANCHISE FEES	935,492	862,173	823,954	845,243	682,947
LICENSES + PERMITS	3,938,661	3,262,118	3,684,484	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
TOTAL	\$60,209,371	\$58,596,644	\$61,182,772	\$66,441,230	\$73,954,108

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.

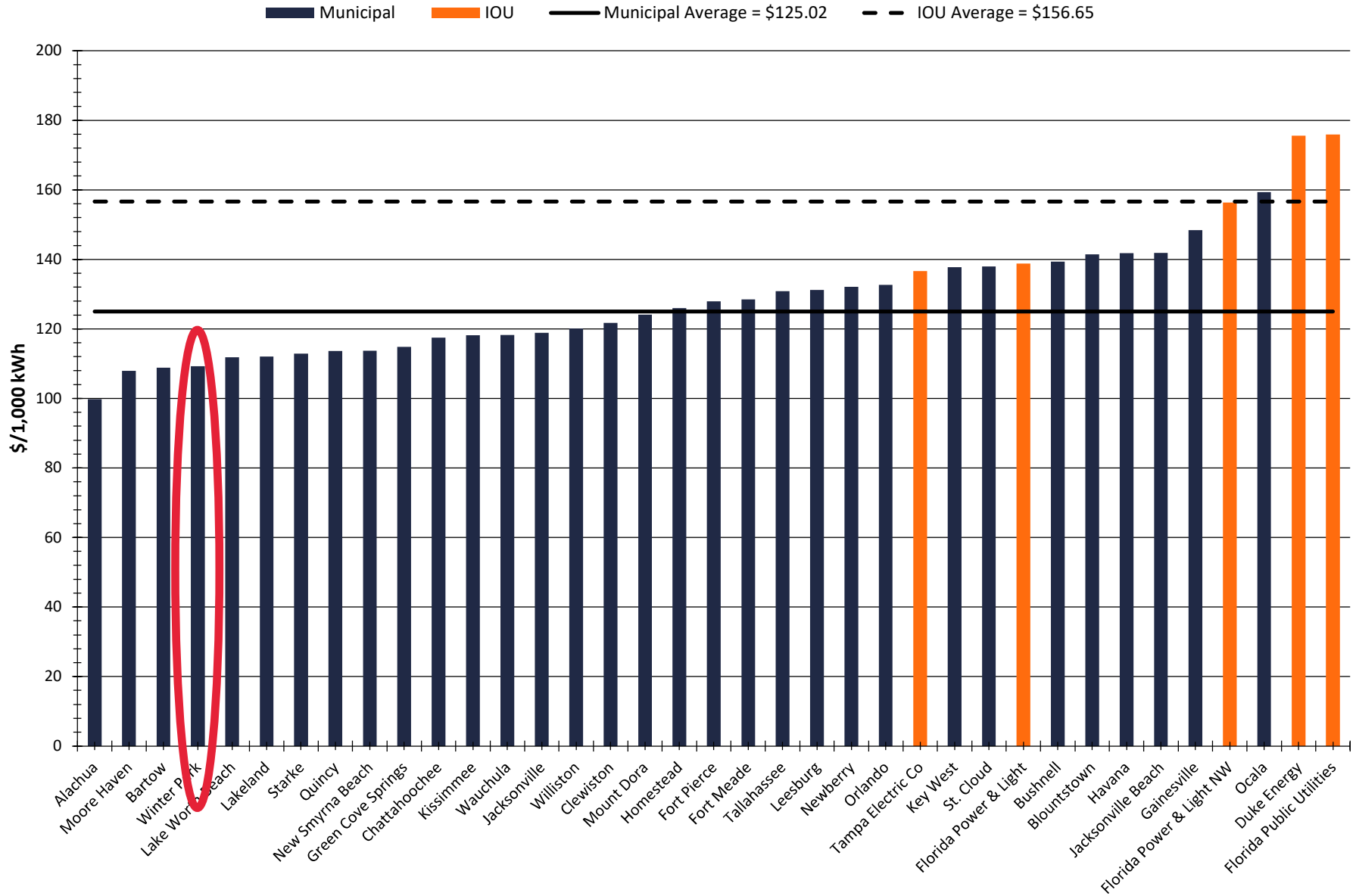
GENERAL FUND EXPENDITURES	FY2019	FY2020	FY2021	FY2022	FY2023
GENERAL ADMINISTRATION	\$1,502,324	\$1,754,007	\$1,830,850	\$2,218,901	\$2,627,867
INFORMATION TECHNOLOGY	594,524	572,889	495,973	767,303	844,615
FINANCIAL SERVICES	392,858	419,202	446,235	440,836	535,551
COMMUNICATIONS	382,158	191,381	233,418	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
TOTAL	\$57,722,493	\$58,852,228	\$58,874,003	\$66,869,478	\$71,827,183

EXAMPLE OF BUDGET EXPENDITURE BREAKDOWNS



6. Winter Park Power Company Rate Comparison Bar Chart

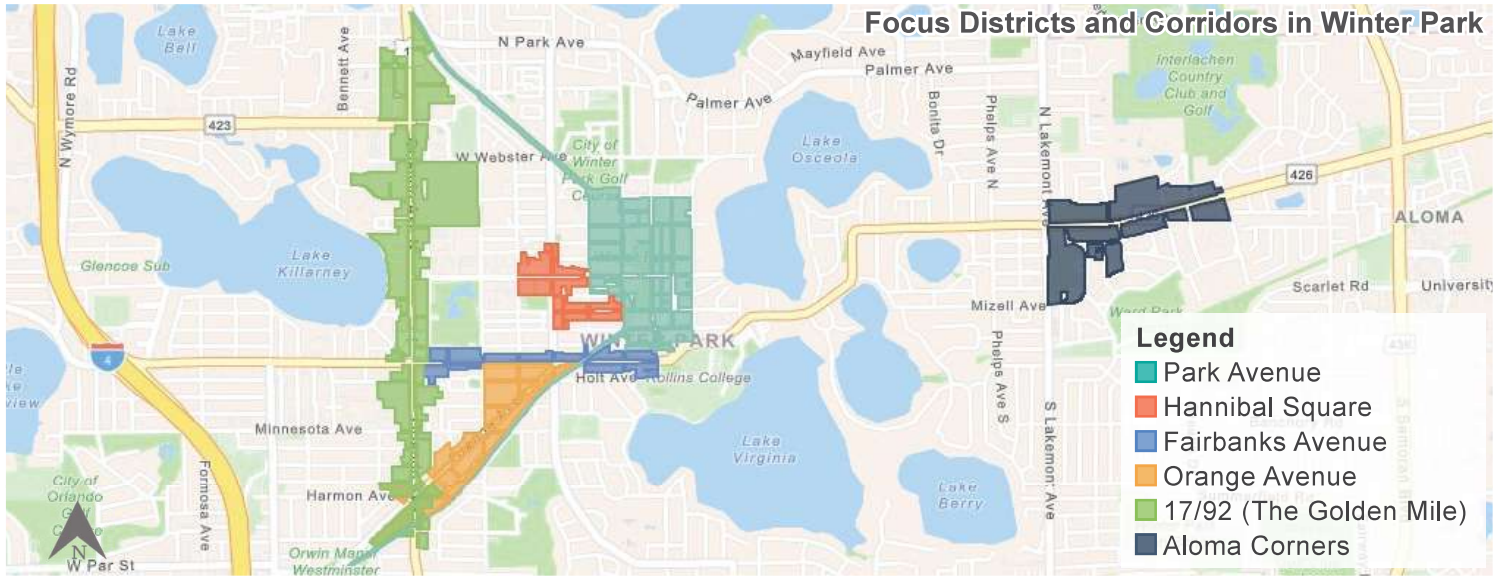
1,000 kWh Residential Bill Comparison: June 2023 - May 2024 Municipals & IOUs, Lowest to Highest



7. Retail Vision Overview of All Corridors

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

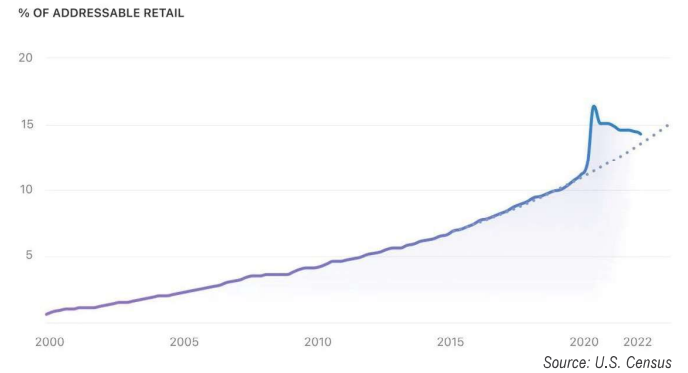
The realization that flexibility—in policy, zoning, approvals, and permitting—will be essential to keeping Winter Park relevant and differentiated in a rapidly-evolving and fiercely-competitive industry.

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.



8. Retail Implementation Plan – MJB Phase 2 excerpt

Questions:

- a. Given the guidelines to sustain the Quality of Life and Charm, as well as the up-market retail on Park Avenue (largely fashion and upscale accessories), which consumers are appropriate to target? Can that targeting be done in the tourism corridor without pushing down the retail quality?
- b. Are there “compatible” profiles such as historic charm preferences or arts and culture preferences?

IMPLEMENTATION MATRIX

Area – Bucket	Specific Action Item(s)	Time Horizon
Retail Marketing Collateral – MARKETING	Draft, refine, finalize and produce brochure, in physical and digital formats, that frames and sells Winter Park as a retail location to prospective tenants, tenant-rep brokers and other industry professionals, including inserts and tabs about specific districts as well as a sleeve for property-specific fliers.	Short Term (0-1 years)
Consumer Marketing – MARKETING	Develop and promulgate a multi-channel marketing campaign that targets theme park visitors and Central Florida residents with more elevated tastes and preferences , including tabs and inserts about specific districts.	Short to Medium Term (0-3 years – depending on sponsor response)
Place Management Entities – MARKETING/ CAPITAL IMPROVEMENTS	With the help of an established consultant, explore different models for a non-profit, “place management” entity for Park Ave—perhaps as an outgrowth to the Park Avenue District—that spearheads beautification efforts, stages events and promotions, coordinates marketing campaigns, facilitates economic development as well as advocates on behalf of the district and its stakeholders, among other predetermined responsibilities; provide support as well for nascent efforts to create “Main Street” or other such “voluntary” organization(s) in Hannibal Square and Orange Avenue, perhaps as outgrowth(s) of existing merchant association(s).	Short to Medium Term (0-3 years – allowing time for the Park Avenue District to “grow” into such a role and for efforts in other districts to cohere)

Chief Sponsor(s)	Context/Commentary
City of Winter Park, with support from leasing professionals, the Park Avenue District and the Winter Park Chamber of Commerce.	Retailers and brokers active in Central Florida certainly know about Winter Park, but the purpose here would be to deepen awareness of the opportunity in analogous markets further afield --like, for instance, St. Armands Circle (Sarasota), Chatham (Cape Cod), Cherry Creek North (Denver), Claremont Village (Los Angeles), etc., with the ultimate goal of catapulting Winter Park into the upper echelon of retail locations nationwide; such a piece would provide ammunition with which developers, landlords and leasing professionals can make a broader community/district-level pitch that would accompany their property-specific efforts; it should be updated digitally on a semi-annual basis, and in print, annually.
Winter Park Chamber of Commerce, with support from the Park Avenue District, the City of Winter Park, local hotels, Rollins College, Morse Museum and other relevant stakeholders.	Winter Park and Park Ave is still leaving money on the table in the absence of a proactive effort to capture the attention and spending of the subset of visitors that yearn for a more mature and upmarket alternative or accompaniment to the traditional Orlando tourist experience, who, while perhaps accounting for just a tiny percentage of the overall pie, nonetheless account for a large absolute number; at the same time, preemptive action is needed to ensure that Park Ave remains metro Orlando’s premier “Main Street” experience in the minds of Central Florida residents, given the ascendancy of newer competitors such as Winter Garden, Mt. Dora, etc.
Park Avenue District, the Winter Park Chamber of Commerce, the City of Winter Park and landlords/ merchants, with the requisite buy-in from relevant stakeholders (in the case of Park Avenue, as part of a mandated process).	While it can take several forms (e.g. BID, SID, NID, Main Street, etc.), the benefits of such an entity for Park Avenue include the following: 1) a guaranteed funding mechanism from the additional assessment (thereby greatly reducing the dependence on City grants, private fundraising, revenue-generating events, etc. and providing greater certainty for multi-year initiatives); 2) hedge against recession-triggered decline in municipal tax base; 3) a voice and forum for property and business owners; 4) a more entrepreneurial approach to addressing district needs and challenges; 5) a mechanism for coordinating provision of collective goods; and 6) greater marketing clout for small businesses—as an approximation of the role of a mall manager but for a Downtown setting with multiple stakeholders; in contrast, the models proposed for other Winter Park districts would not involve automatic assessments and would only offer benefits #3 through #6 above.

CONTINUATION OF IMPLEMENTATION MATRIX

Area – Bucket	Specific Action Item(s)	Time Horizon
C-2 Zoning – ZONING	<p>Consider appropriate tweaks and adjustments to the Commercial (C-2) district (Sec. 58-75) for the commercial portion of the central business district as well as definitions particularly relevant thereto:</p> <ol style="list-style-type: none"> 1. Simplify definitions of different kinds of eating and drinking establishments so as to align more closely with industry terminology and understanding; 2. Raise threshold for revenue from take-out orders to qualify as a fine-dining restaurant; 3. Allow for greater flexibility in changes to “core business” (i.e. mix of goods and services) before requiring a new application to the City (e.g. for business tax receipt); and 4. Prohibit “churches, nonprofit organizations’ halls/ lodges and schools less than 5,000 sq. ft. in size)” in the ground-floor of properties having frontage on Park Avenue or along intersecting streets within 140 feet of Park Avenue. 	Short Term (0-1 years)
Comparison Goods Retailers in the Park Avenue Corridor – INCENTIVES	<p>Explore different sorts of incentives for existing and perspective tenants in comparison goods categories (e.g. apparel, footwear, jewelry, accessories, home goods, gifts, art, etc.), like, for instance, forgivable loans and fee waivers with interior build-out and/or modernization.</p>	Short Term (0-1 years)
Role for Rollins College – INCENTIVES	<p>Partner with Rollins College and other stakeholders on a broader retail vision and tenancing approach along Fairbanks Avenue that can help to create a more compelling “college-town” environment for the school’s roughly 3,100 students, leveraging their presence to attract amenities that the general public can also enjoy, with Rollins, for instance, contracting with a new operator for a hybrid college/general bookstore and considering leases with other such broadly-desired businesses.</p>	Short to Medium Term (0-3 years)

Chief Sponsor(s)	Context/Commentary
City of Winter Park, with input and buy-in from the Winter Park Chamber of Commerce, the Park Avenue District and Park Ave landlords/merchants.	<p>Chief arguments for each of these proposed modifications are as follows:</p> <ol style="list-style-type: none"> 1. The language used to define different kinds of restaurants—for the two worthwhile and appropriate goals of protecting against fast food in particular and avoiding a proliferation of restaurants more generally—is confusing and leaves too much room for discretion, deterring prospective tenants that long for clarity and predictability; 2. The current 10% threshold does not account for the growth in “off-premise” dining that took hold amidst the pandemic. According to data from the NPD Group, off-site consumption accounted for 33% at full-service restaurants nationwide (versus 19% pre-pandemic); 3. Making such tweaks too onerous risks hampering the ability of individual businesses to respond nimbly to shifts in consumer tastes and preferences, which helps to keep the overall mix fresh and current; and 4. These uses would remove precious ground-floor inventory that could otherwise be occupied by more synergistic tenants which add to Park Avenue’s critical mass.
City of Winter Park and/or the CRA, with input and buy-in from the Winter Park Chamber of Commerce, the Park Avenue District and Park Ave landlords/merchants.	<p>Park Avenue’s appeal as a shopping destination for comparison goods is a large part of what differentiates it among other competing Downtowns in the region, yet preserving and fortifying such primacy requires a meaningful commitment to retaining the critical mass in such categories, as such shops are often outflanked by other uses (e.g. eating and drinking establishments) on a level playing field; note that the purpose is not so much to promote individual small businesses but rather, to entice certain kinds of retailers (including well-capitalized ones that do not technically need the support) so as to protect the overall mix and defend a position in the marketplace.</p>
City of Winter Park, Rollins College and Fairbanks Ave landlords/merchants.	<p>Fairbanks Avenue has long ranked as Winter Park’s most underwhelming commercial corridor, yet it is the prime gateway to Park Avenue as well as the front door to Rollins College, which would seem to have the mandate, the incentive and the financial wherewithal to reinvigorate the two-block stretch it primarily owns and controls so as to better compete with prospective students, professors and researchers (as well as engender good will as a tax-exempt institution)—similar to how many other elite colleges and universities across the country, in partnership with local government, have acted aggressively to elevate their surroundings for such purpose (even at the expense of their portfolio’s operating margins).</p>

CONTINUATION OF IMPLEMENTATION MATRIX

Area – Bucket	Specific Action Item(s)	Time Horizon
Fairbanks Avenue as Gateway – CAPITAL IMPROVEMENTS	Continue with ongoing efforts to beautify the Fairbanks Avenue corridor from the I-4 exit to Park Avenue while also, perhaps with the help of a transportation consultant, assessing ways to improve traffic flow as well as enhance automobile access and visibility for adjoining business.	Short to Medium Term (0-3 years)
Zoning in Orange Avenue Corridor – ZONING	Consider appropriate tweaks and adjustments to the Orange Avenue Overlay District (Ordinance 3228-21): <ol style="list-style-type: none"> 1. Require conditional use permits for certain personal services (e.g. spas, massage, cosmetic treatment) and “quasi-retail tenancies” (e.g. financial institutions, professional offices, medical/dental clinics) at street level, while limiting entrances, leasing or management offices and residential amenities (e.g. health/fitness, meeting/activity room, storage) in mixed-use buildings to no more than 15% of the ground floor; 2. Loosen restrictions on resale/stores as a permitted use; 3. Allow retail businesses to use a limited percentage of their floorplates for other purposes besides sale of merchandise to on-premises customers; and 4. Provide greater clarity and less room for subjectivity in the distinction between “fast food”, which is prohibited, and “fast-casual”, which is permitted. 	Short to Medium Term (1-3 years)
Off-Street Parking in the Orange Avenue Corridor – CAPITAL IMPROVEMENTS	With the help of an appropriate consultant, consider a special assessment district that identifies and secures a centrally-located parcel for as well as funds the design, construction and management of a public parking structure in or near the Orange Avenue Corridor; and, if realized, relax requirements for off-street parking in said Corridor (e.g. for redevelopment that adds square footage, change-of-use to food and beverage, etc.) as well as extend the distance threshold from 750 to 1,320 feet.	Long Term (3+ years)

Chief Sponsor(s)	Context/Commentary
City of Winter Park, State of Florida, the Winter Park Chamber of Commerce, Rollins College and Fairbanks Avenue landlords/merchants.	As the primary route between I-4 and Park Avenue/Rollins College, Fairbanks Avenue serves as the gateway to Winter Park for most visitors, yet in its current appearance, the City’s recent investments notwithstanding, it still does not always reflect the higher standards and upmarket positioning for which the community is known, nor does it offer what is perceived as a viable alternative for uses prohibited, requiring a conditional use permit or otherwise unable to secure locations along 17/92 (see below); at the same time, leasing efforts and customer volumes along the corridor are reportedly constrained by both poor access (e.g. left turns heading eastbound are extremely difficult at certain times of day) as well as compromised visibility (e.g. navigation provides few opportunities for motorists to take notice of the businesses that they are passing).
City of Winter Park, with input and buy-in from Orange Avenue landlords/merchants.	Chief arguments for each of these proposed modifications are as follows: <ol style="list-style-type: none"> 1. Such tenancies do not typically generate much street-level interest in, widespread excitement about or destination appeal for the district, nor do they provide more than limited spin-off for nearby businesses; 2. Vintage/resale has long been popular among neo-hipsters while no longer carrying quite the same stigma more broadly (as evidenced by the proliferation of stores selling “designer consignment”); 3. With the rise of “omni-channel” business models, retailers are increasingly valuing and utilizing brick-and-mortar spaces for multiple purposes, including fulfillment for on-line delivery; and 4. Gourmet “foodie” dining among younger generations often takes a fast-casual form (without the attributes of traditional “fine” dining, e.g. reservations, waiters, white tablecloths, etc.), yet differentiation vis-à-vis fast food that is based solely on what constitutes “freshly-prepared, higher-quality food” leaves prospective tenants vulnerable to personal tastes and discretion, resulting in a lack of predictability that can act as a deterrent.
City of Winter Park, with input and buy-in from Orange Avenue landlords/merchants.	Redevelopment and re-tenanting in the corridor is currently challenged—and traffic congestion exacerbated—by a number of undersized, under-parked properties, while the benefits of a new parking scheme will no doubt accrue to the owners and tenants of the same; planners and urban designers routinely define “walking distance” as a quarter-mile radius, which translates to 1,320 feet.

CONTINUATION OF IMPLEMENTATION MATRIX

Area – Bucket	Specific Action Item(s)	Time Horizon
Zoning for 17/92 and Fairbanks Avenue – ZONING	<p>Consider changes in the ordinance which create different rules for 17/92 (north of Orange Avenue) and Fairbanks (west of Denning Avenue), both of which are largely designated as Commercial (C-3):</p> <p>17/92 – as the “A” commercial corridor, with the following permitted: theaters, restaurants, bars, taverns and cocktail lounges, fitness facilities, exercise or health clubs, buildings over 10,000 sq ft (or any addition over 500 sq ft to such a building, etc.); with the following requiring conditional use permits (and prohibited along the frontage): personal or business services (including banks or similar financial institutions), business, financial, governmental, medical and professional offices, agencies and clinics, blueprinting, photocopying and printing offices, animal hospitals, veterinary clinics and other animal case businesses; and with the following prohibited in any location: funeral homes and cemetery monument sales, churches, community clubs, nonprofit organizations’ halls/lodges and schools, publicly-owned recreational facilities, repair and servicing of motor vehicles (also, as an ancillary use to a vehicle sales showroom), paint and body shops, office/showroom/warehouse uses, conditional uses provided in the R-3 and R-4 districts; and</p> <p>Fairbanks Avenue – as the “B” commercial corridor, with the same as the existing Commercial (C-3) zoning except that the following are also permitted: fitness facility, exercise or health clubs; Shopping Centers designated as Commercial (C-1): revise in accordance with the above classifications, depending on corridor.</p>	Long Term (3+ years)
Approvals and Permitting Process – INCENTIVES	<p>Undertake a comprehensive review of the current process that prospective retail tenants must navigate in order to secure necessary approvals and permits, including (but not limited to) consideration of a new, more flexible approach for evaluating proposed uses and tenancies that acknowledges today’s rapidly-evolving and fiercely-competitive retail industry.</p>	Long Term (3+ years)

Chief Sponsor(s)	Context/Commentary
City of Winter Park, with input and buy-in from landlords/merchants on 17/92 and Fairbanks Avenue.	<p>1) 17/92 and Fairbanks Avenue currently occupy very different positions in the ecology and hierarchy of Winter Park retail, suggesting different approaches to land use and zoning, with the following goals: (i) reserving the precious real estate along the space-constrained “Golden Mile” (and especially the frontage) for the tenancies with the greatest need for such visibility and access as well as the most potential for generating widespread interest; and (ii) establishing Fairbanks Avenue as a more viable alternative for uses prohibited, requiring a conditional use permit or otherwise unable to secure locations along 17/92;</p> <p>In addition, the requirement for a conditional use permit for any building of 10,000 sq ft or more seems overly restrictive for a corridor like 17/92 with so many big and medium-box uses; and</p> <p>2) With the rise of “omni-channel” business models, retailers are increasingly valuing and utilizing brick-and-mortar spaces for multiple purposes, including fulfillment for on-line delivery and distribution for wholesale – which seems especially appropriate for commercial corridors with large-floor plate tenancies, surface-parking fields, loading docks, etc.</p>
City of Winter Park, with requisite buy-in from relevant stakeholders as part of a mandated process.	<p>Prospective retail tenants frequently cite approvals and permitting as a decisive factor in where they do and do not choose to locate, and can be deterred by processes which provide ample opportunity for elected officials and staff planners to inject their subjective tastes and preferences into the process; at the same time, the conventional approach of prohibiting any use not specifically enumerated in (a periodically-updated) zoning code has always been unable to “keep up” with changes and innovations in retail tenancy – and never more so than now, with new concepts and formats (as well as combinations thereof) emerging at an especially fast clip, and with the need to stay ahead of and differentiated from the competition (both physical and digital) becoming ever more urgent.</p>

PROJECT UNDERSTANDING

In March 2022, the City of Winter Park ("Client") hired MJB Consulting, as a sub-consultant to GAI Consultants' Community Solutions Group ("Project Team"), to undertake an extensive scope-of-work designed to arrive at and secure buy-in to retail strategies for Winter Park's six main business districts and commercial corridors, listed below and illustrated on the map on the following page:

- Park Avenue and Side Streets
- Hannibal Square
- Fairbanks Avenue
- Orange Avenue
- 17/92 ("The Golden Mile")
- Aloma Corners

Phase I in this scope-of-work analyzed retail conditions, opportunities and challenges, culminating in a memorandum that assessed whether Winter Park's retail mix has been fully leveraging its synergistic potential and, if not, what market and real estate-related factors might be responsible.

As part of this exercise, the Project Team conducted interviews with the following¹:

- Teri Gagliano, Chez Vincent
- John Crossman, CrossMarc Services
- Damien Madsen, Harbert Realty Services
- Darryl Hoffman, JLL
- Sam Stark, Rollins College
- Dan Butts, Crossman & Company
- Tracy Brand-Liffey, New General
- David Gabbai, Colliers
- Matthew McKeever, Colliers
- Drew Hill, Hill Gray Seven
- David Albertson, Park Avenue landlord
- Brenda Carey, Great American Land Company
- Palmer Vietor, Owens Realty Capital
- James Petrakis, The Ravenous Pig/Swine & Sons

In addition, the Project Team met with and presented to the members of the Economic Development Advisory Board ("EDAB") on various occasions throughout 2022—July, September, and October—integrating the EDAB's input and feedback into our ultimate findings and conclusions.

In Phase II, the Project Team has developed a host of recommendations that the City and various other stakeholders might consider in the name of more fully realizing such retail potential.

These recommendations are based on our extensive research and national experience as well as initial input and feedback from the EDAB (at a March 2023 meeting) and the City's Planning Department.

¹The Project Team also reached out to a number of other stakeholders who did not respond.



Image Source: City of Winter Park

Note, however, that these recommendations are *preliminary*. There are many more stakeholders to interview for comments and buy-in. Even then, each of the individual action items would need to travel through the same mandated approval processes as any other such proposals.

The following *Implementation Matrix* provides detail on these recommendation items, including the following:

- Area – Bucket, with recommendations assigned to one of four "buckets", which include: (1) Marketing, (2) Incentives, (3) Zoning and (4) Capital Improvements.
- Specific Action Item(s), with specifics on what the proposal consists of and requires.
- Time Horizon for Implementation – ranging from 0 to 1 years (short-term), 0 to 3 years (short- to medium-term) and

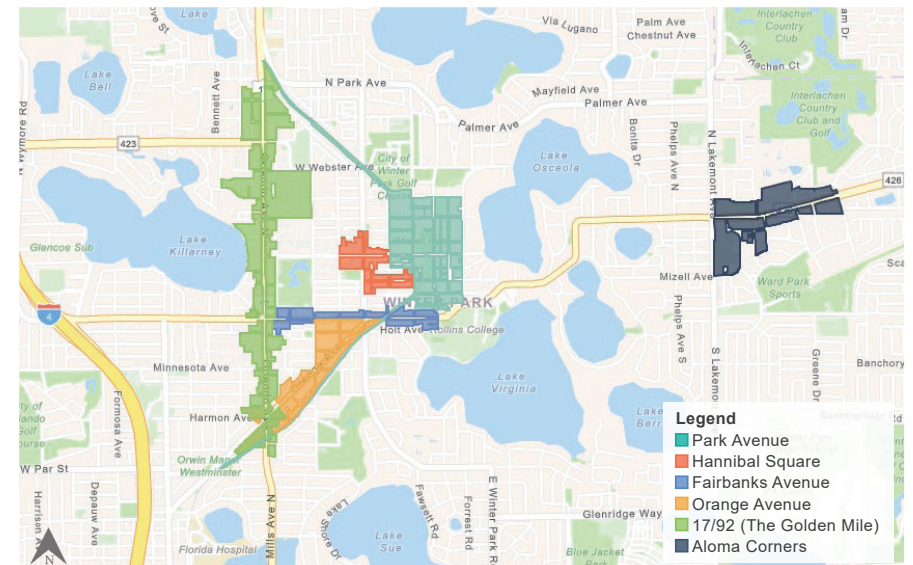
3+ years (long-term), as based on the need for adjustments or deeper dives, the process for securing buy-in as well as the practicalities of capacity, timing and priority.

- Chief Sponsor(s), including those spearheading execution, supplying funding and/or otherwise impacted.
- Context/Commentary, summarizing the reasoning and rationale.

Briefly, the three most immediate priorities that emerged from this exercise are as follows:

1. Creation and dissemination of retail marketing collateral.
2. Tweaks and adjustments to C-2 Zoning
3. Incentives for comparison goods retailers in Park Avenue Corridor.

Focus Districts and Corridors in Winter Park





CITY OF WINTER PARK RETAIL STRATEGIES

PHASE II IMPLEMENTATION MATRIX I
JUNE 2023

*Prepared by MJB Consulting and GAI Consultants, Inc.
Prepared for City of Winter Park, Florida*

CITY OF WINTER PARK RETAIL STRATEGIES

PHASE II IMPLEMENTATION MATRIX I JUNE 2023

ACKNOWLEDGMENTS

Kyle Dudgeon | Assistant Division Director, *Economic Development/CRA*
Peter Moore | Division Director, *Office of Management and Budget*

City of Winter Park
401 South Park Avenue
Winter Park, Florida 32789
(407) 599.3399

PROJECT TEAM

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COMMUNITY
SOLUTIONS
GROUP



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This document has been prepared by MJB
Consulting and GAI Consultants, Inc. on
behalf of the City of Winter Park, Florida.



9. Winter Park Market Area- MJB Phase 1 excerpt

Questions

- a. Why does polygon stop at Colonial? What economic impact do College Park, Thornton Park and Lake Osceola play (since there is no definitive restaurant corridor on central Orlando)? Do they go to Sand Lake Rd instead?
- b. Are there under-represented sectors?

Demographics, Psychographics and Trade Areas

To better understand the demographic characteristics of Winter Park residents, we retrieved and interpreted data from ESRI, one of the industry’s major data-mining companies that provides 2022 estimates on the basis of information from the U.S. Census Bureau and other sources as well as its own proprietary methodology.

	Winter Park (City)	Orlando CBSA
Population	30,734	2,799,598
Median Household Income	\$92,058	\$67,299
% HH Earning \$150K+	32%	15%
Median Home Value	\$464,169	\$288,826
% Homes Valued \$750K+	26.1%	3.5%
% B.A. or Higher	62%	35%
% Working in Management, Business, Financial or Professional Occupations	62%	40%

Table: Winter Park – Demographic Profile
Source: ESRI, MJB Consulting

Not surprisingly, Winter Park’s population boasts much higher household incomes and home values than metro Orlando as a whole, a reflection in part of its educational attainment and occupational profile.

Winter Park is also atypical psychographically for Central Florida, closer in its lifestyles and sensibilities to the communities that predominate along the so-called “Acela Corridor” in the Northeast (from Boston to Washington, D.C.) as well as coastal California.

The biggest spenders are middle-aged married couples who own their homes. Well-educated and well-traveled, they are patrons of “high” culture. As consumers, they favor upscale goods and services but will also shop at select value retailers like Costco, Target and Trader Joe’s.

The residents of Winter Park, however, account for just a small percentage of what would properly be understood as its “trade area.”

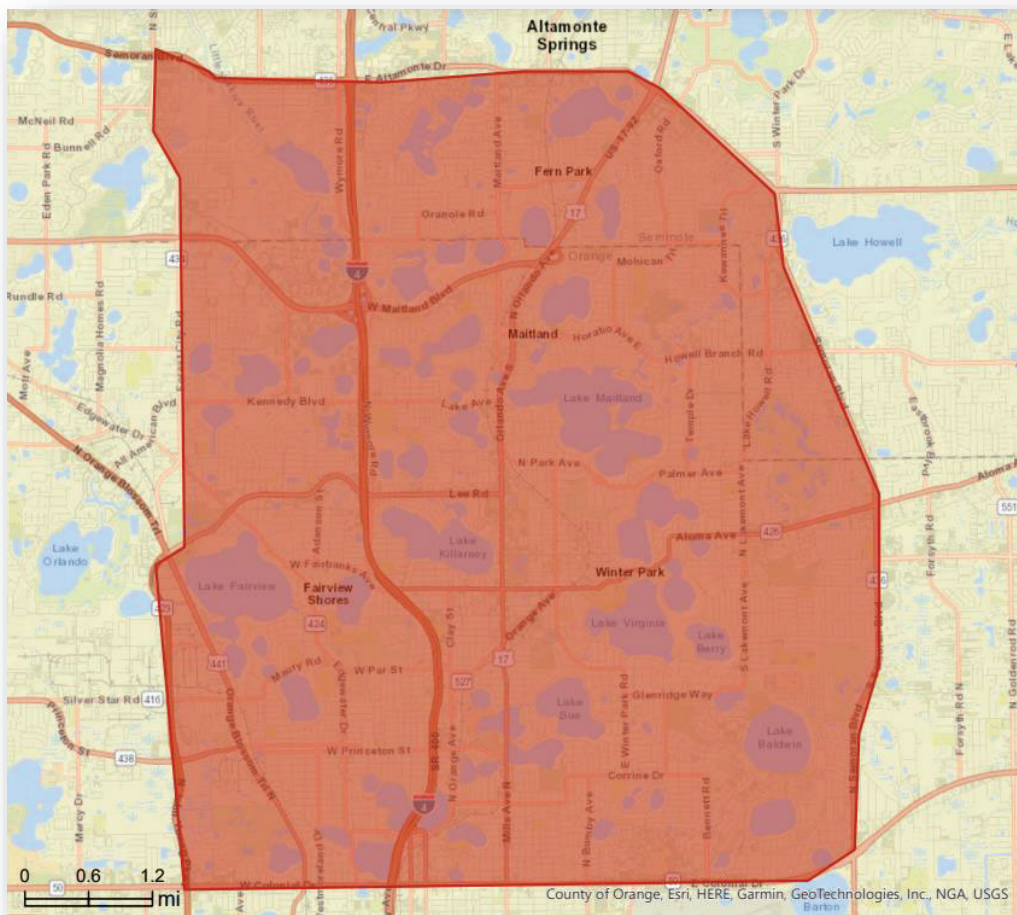
A term of art in the retail industry, trade area refers to the rough geography or polygon within which a given location derives roughly 70% of its customer base. Put in simple terms, it is meant to represent that location’s most frequent and reliable patrons. And it does *not* necessarily conform to municipal boundaries.

Moreover, trade areas vary by retail category. For goods and services generally understood as “convenience-driven”, like basic groceries, prescription drugs and dry cleaning, the relevant geography tends to be local, and the resulting polygon, relatively small. After all, why drive across town for a CVS if there is one just around the corner?

For “comparison goods” such as apparel, footwear or home furnishings, on the other hand, consumers will typically gravitate to centers or districts where they can peruse – indeed, “compare” -- multiple options at a range of styles, price points and levels of quality.

In such categories, there are increasing returns to scale: as a given cluster grows in size, its draw expands both in penetration and geographic reach. Shoppers, for instance, will bypass a standalone clothier and drive further afield for a larger concentration of such stores.

Winter Park is very fortunate that it can pull from well beyond its borders and should welcome such patronage with open arms, for a population of just 31,000 represents but a fraction of the consumer demand needed to support its current inventory of retail space.



Winter Park - Trade Area Polygon

Source: MJB Consulting, GAI Consultants, ESRI

For the sake of this analysis, we have collaborated with GAI Consultants to draw the following polygon as a representation of Winter Park’s true trade area. Its boundaries are

defined as SR 536 to the north, SR 536 to the east, SR 10 (Colonial Drive) to the south and SR 423 / SR 434 to the west.

Keep in mind that this polygon is *not* meant as a precise rendering, and should therefore not be evaluated as such. Indeed, given what was just said about the range of retail categories, such exactitude is not even possible. Nor, for that matter, is it necessary, for the placement of a boundary along one street versus another a few blocks over is unlikely to make much of a difference. Again, the point here is to arrive at a *general* understanding of those residents whom a given location draws most frequently and reliably, for *roughly* 70% of its sales.²

	Winter Park Trade Area	Winter Park (City)
Population	161,634	30,734
Population Change (2010 to 2022)	+24,105	+3,018
Median Household Income	\$76,732	\$92,058
Median Home Value	\$359,662	\$464,169
% Working in Management, Business, Financial or Professional Occupations	53%	62%
Median Age	40.6	45.5
% Aged 25 to 44	29%	23%
% Aged 65+	19%	24%

Table: Winter Park Trade Area – Demographic Profile
Source: ESRI, MJB Consulting

Comparing the demographic data of Winter Park’s trade area to that of the political jurisdiction, a few significant differences emerge.

One, not only does Winter Park itself represents less than 20% of the trade area’s consumer demand, but also, that share continues to decline, as the city accounted for just 12% of the polygon’s population growth over the last twelve years. In other words, the communities outside Winter Park proper will loom even larger in the years ahead.

Two, those communities are characterized by comparatively weaker demographics, resulting in trade area medians that, while still well above the metro’s, are considerably lower than the city’s. This would imply somewhat more of a value orientation than one might associate with Winter Park.

² From the other extreme, one might also wonder why the trade area does not comprise the entire metropolitan area. After all, Winter Park pulls from all of Greater Orlando. However, if the polygon were extended across too large of a geography, the data would start to become meaningless. Not only would it include a swath of people who visit Winter Park sparingly, but also, it is large and varied enough that one could find evidence of almost any consumer submarket and for virtually any niche opportunity.

Three, the age profile beyond the city's boundaries is much younger, with higher percentages in their 20's and 30's as well as lower ones for seniors. This points to an emerging trend, and indeed a larger opportunity, for Winter Park itself, especially along the Orange Ave corridor.

Looking more closely at the psychographics, this cohort can bring an entirely new dimension to Winter Park's retail mix and identity. It consists primarily of Millennial singles earning moderate incomes today yet well-educated and upwardly mobile. Early adopters drawn to novelty, they value the creative impulse, often gravitating to distinctive "craft" and artisan businesses.

The presence of such "Millennial neo-hipsters" within the trade area is not entirely surprising, given that the geography encompasses several Orlando neighborhoods to the north of Downtown where that psychographic appears to have concentrated in the last couple of decades, including Mills 50, Milk District, Audubon Park, College Park and Ivanhoe Village.

Of course, trade area residents constitute just one (albeit the most significant) of the consumer submarkets that inform Winter Park's retail potential.

As noted earlier, Winter Park – especially Park Ave – is also a destination for out-of-town tourists. And while the family-oriented theme park experience is a very different one, it is safe to assume that at least some percentage of those visitors would also be interested in what Winter Park has to offer. Even if just 1%, that would equal 500,000 of Disney World's 50 million annual guests.

According to ESRI data, Winter Park also boasted 35,348 daytime workers in 2022, including significant numbers of well-paid employees in professional, scientific and tech services (5,094), finance, insurance and real estate (4,254), information (1,285) as well as medicine (with AdventHealth Winter Park) and higher education (with Rollins College).

Finally, Rollins College reported an enrollment of roughly 3,100 students³ in the 2020-2021 school year, 2,800 of them full-time and 2,500 of them undergraduates. Its reputation as a school for "rich kids" notwithstanding, 85% receive some form of financial aid. Coeds are once again required to live on campus for at least three years, and the 17 residence halls contained a total of 1,554 beds in 2021.⁴

³ Note that, except for the (presumably) tiny percentage who commute from housing elsewhere, students – even those living in "group quarters" (i.e. residence halls) – are already counted in the overall Winter Park population.

⁴ <https://www.thesandspur.org/record-number-of-students-live-on-campus/>.



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Berkeley, California 94705
Phone: 510-356-4956

E-mail: info@consultmjb.com
Web: www.consultmjb.com

Memorandum

To: Kyle Dudgeon
Assistant Division Director, Economic Development/CRA
City of Winter Park
Peter Moore
Division Director, Office of Management & Budget
City of Winter Park

Cc: Owen Beitsch
Senior Director, Economic and Real Estate Advisory Services
GAI Consultants Inc.

From: Michael Berne
President, MJB Consulting

Re: Phase I Executive Summary Memo (Draft #2)

Date: February 3, 2023

In March 2022, the City of Winter Park hired MJB Consulting, as a subconsultant to GAI Consultants Inc.'s Community Solutions Group, to undertake an assessment of retail



Economic Development Advisory Board

agenda item 5.c

item type

Non-Action Items

meeting date

September 9, 2025

prepared by

Kyle Dudgeon, Assistant Division Director of Economic Development/CRA

approved by

Peter Moore, Director of Office of Management and Budget

subject

Commission Worksession - September 2025

motion | recommendation

N/A

background

Over the past year, EDAB has supported the idea of a Winter Park Economic Enhancement Area (Brownfield) designation to enter into program opportunities consistent with F.S.376.80 to 376.84. In November 2024, staff held a work session with the City Commission on the potential of this program. Subsequently, after a review of best practices, resolution language, policy conversations (by EDAB), staff is bringing forward a resolution for consideration on September 10th. Pending approval, this also has an impact on the September 11th worksession with the Commission as they discuss the West Fairbanks corridor. This program provides another 'tool in the toolbox' to encourage private investment, retain environmental protection, and add to job growth.

This item provides an opportunity to understand timeline, ask questions, and outline subsequent agenda items moving forward.

alternatives | other considerations

N/A

fiscal impact

There are no financial impact to approving the resolution on September 10.

attachments

1. Resolution 2305-25 City of Winter Park Enhancement District (Brownfield)
2. Public Hearing Notice.EED.Brownfield._WP September 2025
3. Winter Park Economic Enhancement District Public Hearing Courtesy Notice Postcard

RESOLUTION NO. 2305-25

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA, DESIGNATING CERTAIN LAND WITHIN THE BOUNDARIES OF THE COMMUNITY REDEVELOPMENT AREA OF THE CITY OF WINTER PARK AS AN ECONOMIC ENHANCEMENT DISTRICT (FOR BROWNFIELD DESIGNATION); DESIGNATING THE ECONOMIC DEVELOPMENT ADVISORY BOARD (EDAB) AS THE RECOMMENDING BODY TO THE CITY COMMISSION AS THE ECONOMIC ENHANCEMENT DISTRICT BOARD; AUTHORIZING THE CITY OF WINTER PARK NOTIFY THE FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION OF SAID DESIGNATION; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, on the 13th of August, 1991, the City Commission of the City of Winter Park approved Resolution 1528, which established the Community Redevelopment Area (CRA); and

WHEREAS, the Brownfields Redevelopment Act, Sections 376.77 - 376.85, of the Florida Statutes, as amended, (the "Brownfields Redevelopment Act" or the "Act") authorizes the City Commission to designate by resolution certain lands as a "Brownfield Area" for purposes of environmental remediation, rehabilitation, and economic development for such areas; and

WHEREAS, the City Commission of the City of Winter Park, Florida serves as the governing body of the Winter Park Community Redevelopment Agency which governs the Community Redevelopment Area; and

WHEREAS, the City Commission of the City of Winter Park, Florida has reviewed the requirements for designation set forth in Section 376.80(2)(b), Florida Statutes, and has determined that commercial properties within the Community Redevelopment Area qualify for designation as a Brownfield Area because the following requirements have been satisfied:

1. The rehabilitation and redevelopment of the proposed boundary selection will result in economic productivity of the area. The redevelopment of the site will result in the creation of new permanent jobs which are full-time equivalent positions not associated with the implementation of the brownfield area rehabilitation agreement and which are not associated with redevelopment project demolition or construction activities pursuant to the redevelopment agreement;
2. The redevelopment of the proposed brownfield area is consistent with the City of Winter Park Comprehensive Policy Plan and is a permissible use under the City's land development regulations;
3. Notice of the proposed rehabilitation of the brownfield area has been provided to stakeholders of the proposed area to be designated, and those receiving notice have the opportunity for comments and suggestions about inclusion in the boundary selection; and

WHEREAS, said CRA qualifies for designation as a brownfield area under the Act; and

WHEREAS, such designation will allow for accelerated environmental assessment and if necessary, remediation of commercial properties within the CRA, as well as access to local and state incentives; and

WHEREAS, the City Commission of the City of Winter Park, Florida wishes to notify the Florida Department of Environmental Protection of its decision to designate a Brownfield Area for remediation, rehabilitation, and economic development for the purposes set forth in the Act; and

WHEREAS, the procedures set forth in Section 376.80 of the Act, including the notice and public hearing requirements set forth in Sections 125.66 and 125.66(4)(b)(2) Florida Statutes (2010), have been complied with.

BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA :

Section 1. The recitals and findings set forth in the Preamble to this Resolution are hereby adopted by reference thereto and incorporated herein as fully set forth in this Section.

Section 2. The non-residential parcels within the CRA described in Exhibit "A" attached hereto and incorporated herein by reference, located within the municipal boundaries of the City of Winter Park, is hereby designated as the "CRA Economic Enhancement District" which shall hereafter be known as the "CRA:EED" and as a Brownfield Area for environmental remediation, rehabilitation, and economic development as set forth in the Act, under the following terms and conditions:

a. The designation of the Brownfield Area by this Resolution does not, by itself, render the City Commission of the City of Winter Park, Florida responsible for the costs and liabilities associated with site remediation, rehabilitation, economic development, or source removal, as those terms are defined in the Act, unless the City Commission of the City of Winter Park, Florida specifically designates itself responsible.

b. Nothing in this Resolution shall be deemed to prohibit, limit, or amend the authority and power or the City Commission of the City of Winter Park, Florida, otherwise legally available, to designate any other property or properties as a Brownfield area or Brownfield Area, or to modify, amend, or withdraw the designation as established herein.

c. Properties within the boundaries of the City of Orlando or Orange County, Florida shall not be included in the proposed enhancement district.

d. Only non-residential properties as described in Exhibit A

Section 3. The Economic Development Advisory Board is hereby the recommending body to the City Commission as the Economic Enhancement District Board.

Section 4. In accordance with Section 376.80, Florida Statutes, the City Commission of the City of Winter Park, Florida hereby directs the Office of Management & Budget of the City of Winter

Park to notify the Florida Department of Environmental Protection of the City of Winter Park, Florida's, decision to designate this Brownfield Area for the purposes of remediation, rehabilitation, and economic development.

Section 5. All prior resolutions or parts of resolution in conflict herewith are hereby repealed to the extent of the conflict.

Section 6. This Resolution shall become effective immediately upon adoption by the City Commission of the City of Winter Park, Florida.

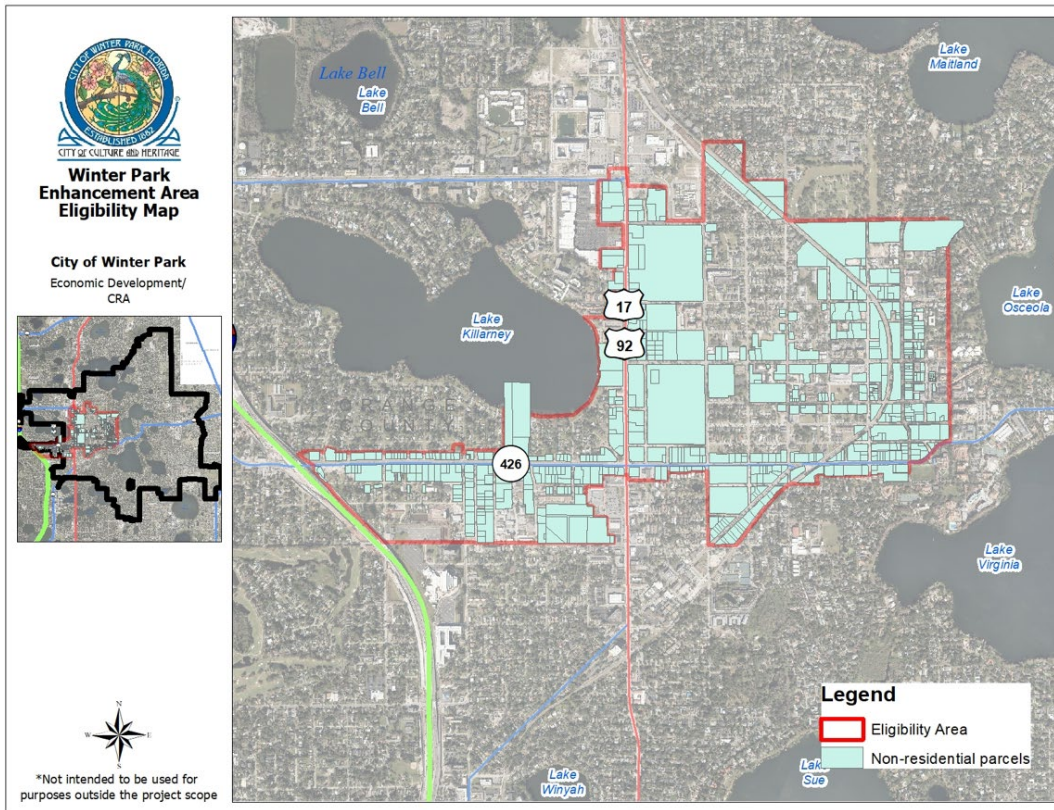
ADOPTED at a regular meeting of the City Commission of the City of Winter Park, Florida, held at City Hall, Winter Park, Florida on the _____ day of _____, 2025.

_____, Mayor

Attest: _____

Rene Cranis, City Clerk

Exhibit A





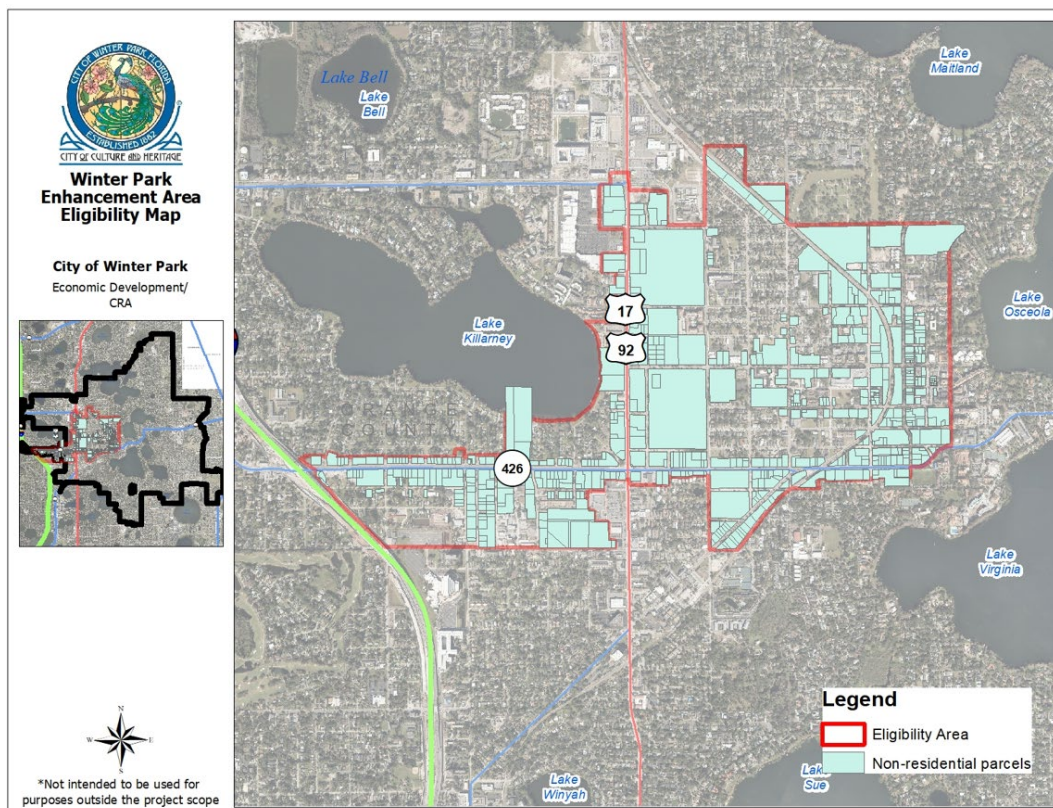
Public Hearing

NOTICE OF BROWNFIELD AREA AND DESIGNATION AS ECONOMIC ENHANCEMENT DISTRICT PURSUANT TO SECTION 376.80, FLORIDA STATUTE

NOTICE IS HEREBY GIVEN BY THE CITY OF WINTER PARK, FLORIDA, that the Winter Park City Commission proposes to adopt the following resolution #2305-25:

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA, DESIGNATING CERTAIN LAND WITHIN THE BOUNDARIES OF THE COMMUNITY REDEVELOPMENT AREA OF THE CITY OF WINTER PARK AS AN ECONOMIC ENHANCEMENT DISTRICT (FOR BROWNFIELD DESIGNATION); AUTHORIZING THE CITY OF WINTER PARK TO NOTIFY THE FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION OF SAID DESIGNATION; PROVIDING FOR AN EFFECTIVE DATE.

One public hearing on the resolution will be held on September 10, 2025. The public hearings will be held in City Hall Commission Chambers, located at 401 Park Avenue South in the City of Winter Park, Florida.



Pursuant to the provisions of the Americans with Disabilities Act: any person requiring special accommodation to participate in this meeting, because of disability or physical impairment, should contact the City Clerk Office at 407-599-3453 at least 48 hours in advance of this hearing.

Pursuant to §286.0105 of the Florida Statutes: if a person decides to appeal any decision made by the City Commission with respect to any matter considered at such meeting or hearing, they will need a record of the proceedings, and they need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is based.

public reading **COURTESY NOTICE**



COMMISSION MEETING

2025

WEDNESDAY **SEPTEMBER 10** | **3:30 p.m.**

City Hall Commission Chambers | 401 S. Park Ave. | 2nd Floor

This is the resolution reading for Florida Statute 376 Winter Park Economic Enhancement District (EED), an economic development tool to encourage redevelopment of properties by businesses and property owners. This program provides opportunities to facilitate job growth, utilize existing infrastructure, increase the local tax base, as well as improving and protecting the environment. For more information, please access cityofwinterpark.org/EED.

Persons with disabilities needing assistance to participate in this proceeding should contact 407-599-3567 at least 48 hours in advance of the meeting.

City of Winter Park
Economic Development
401 South Park Avenue
Winter Park, FL 32789



Economic
Development
Advisory Board

agenda item 6.a

item type

Staff Updates

meeting date

September 9, 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 - September 2025

motion | recommendation

N/A

background

Monthly reports as requested

alternatives | other considerations

fiscal impact

attachments

1. EcoCounter August 2025
2. 4b - ED Commercial Performance Report - Sept 2025

City of Winter Park



Kyle Dudgeon
09/03/2025

Key Figures

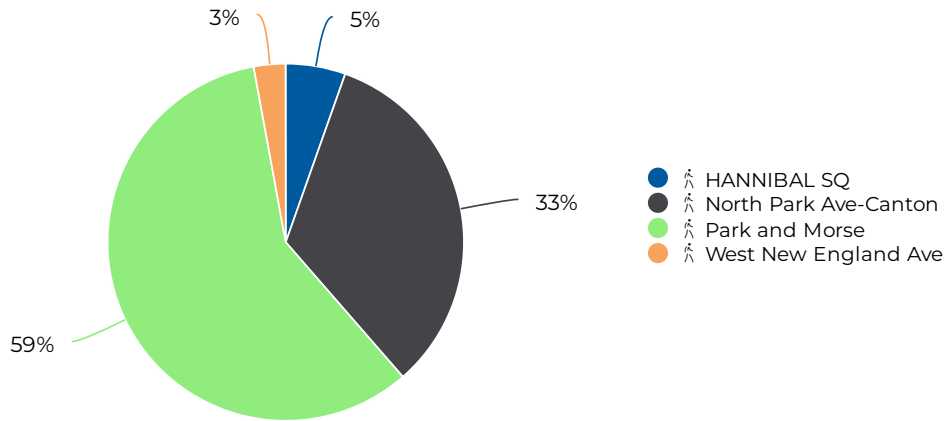
August 1, 2025 → August 31, 2025

Total
155,660

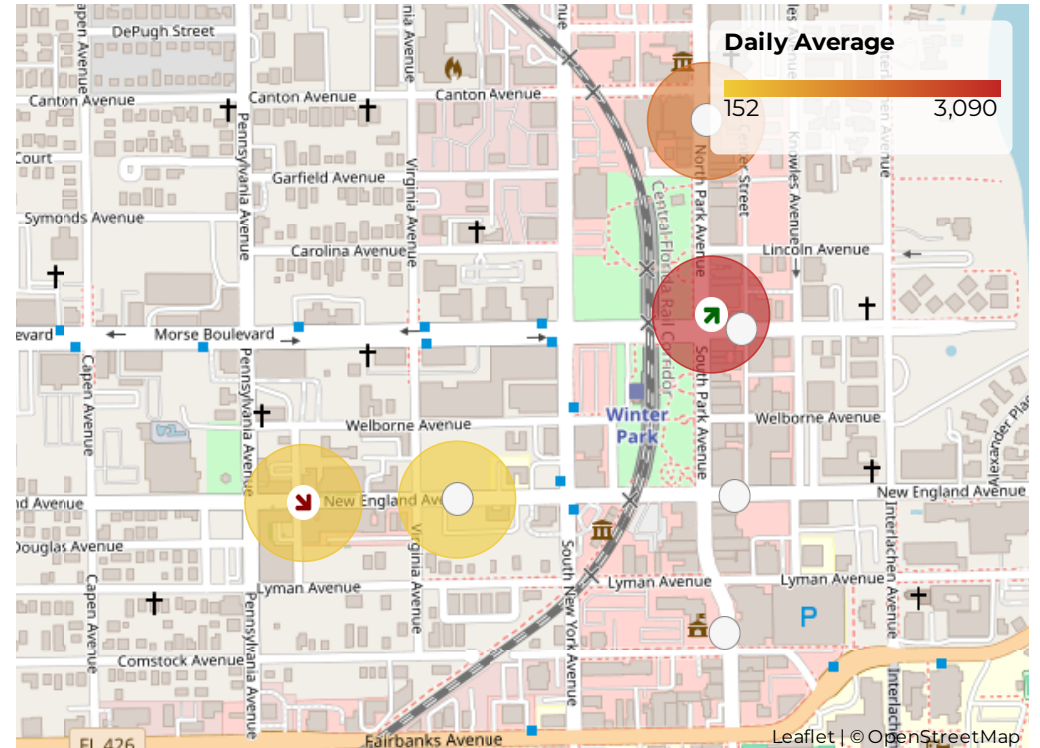
Peak Day
8,829

Saturday
Aug 9, 2025

Distribution



Key Figures Map

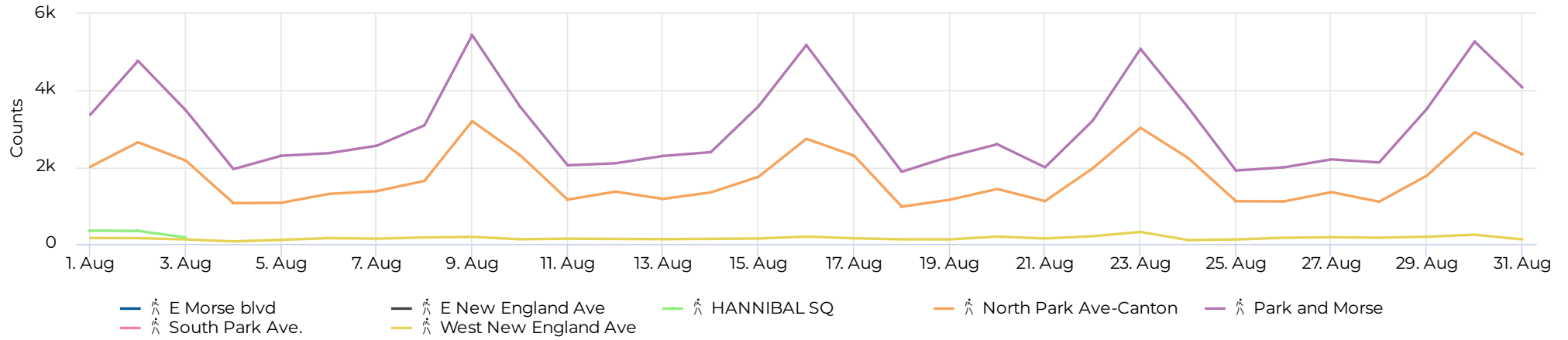


Compared to 08/02/2024 → 09/01/2024

Key Figures

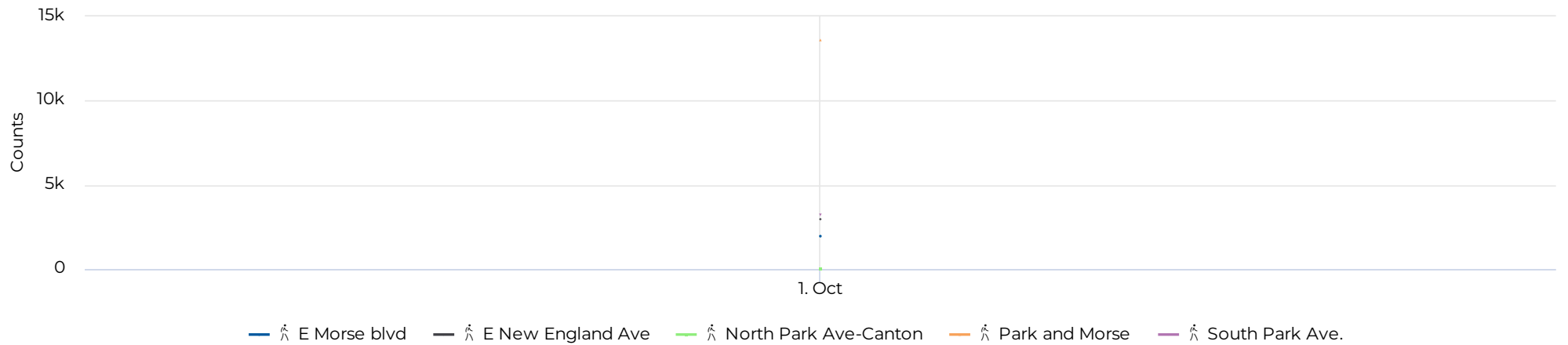
August 1, 2025 → August 31, 2025

Daily traffic



Monthly traffic

10/07/2023 → 10/08/2023

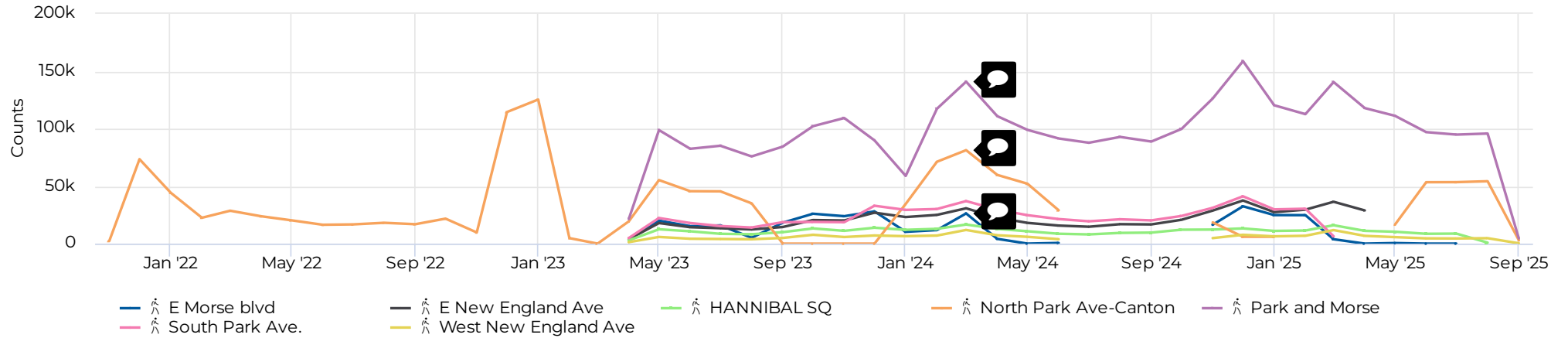


Key Figures

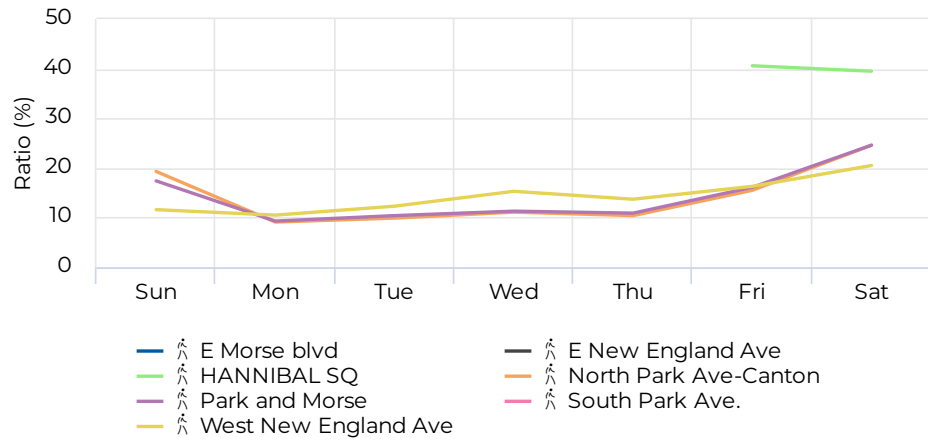
August 1, 2025 → August 31, 2025

Monthly traffic

📅 Whole Period

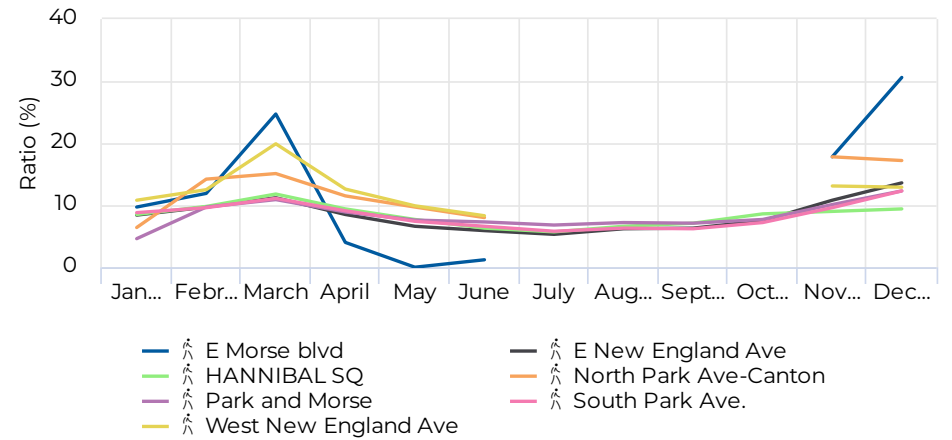


Daily Profile



Monthly Profile

📅 01/01/2024 → 12/31/2024

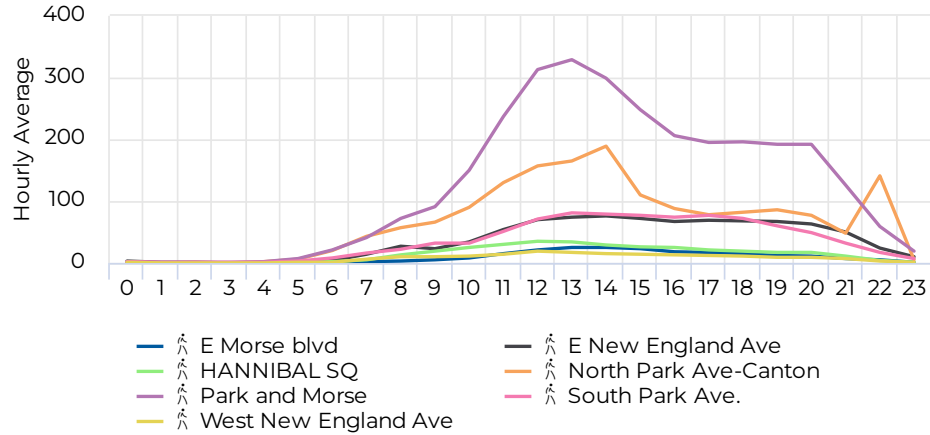


Key Figures

August 1, 2025 → August 31, 2025

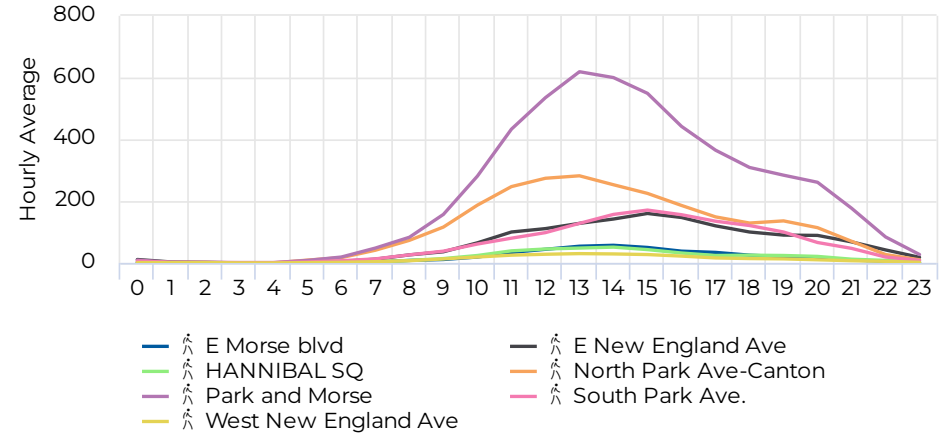
Hourly Profile - Weekdays

📅 01/01/2025 → 09/02/2025



Hourly Profile - Weekend

📅 01/01/2025 → 09/02/2025



Key Figures

August 1, 2025 → August 31, 2025

Key Figures Summary

Site	Daily Average ▼		Peak Day		Peak Count	
Park and Morse	3,090	▲ 1.7%	Sat Aug 9, 2025	Sat Aug 17, 2024	5,444	▼ -16.2%
North Park Ave-Canton	1,751		Sat Aug 9, 2025		3,201	
HANNIBAL SQ	286	▼ -3.8%	Fri Aug 1, 2025	Sat Aug 24, 2024	348	▼ -38.4%
West New England Ave	152		Sat Aug 23, 2025		313	
E Morse blvd						
E New England Ave						
South Park Ave.						

📈 Compared to 08/02/2024 → 09/01/2024

Commercial Performance Report

9/25

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

Sources: ESRI, CoStar, BLS

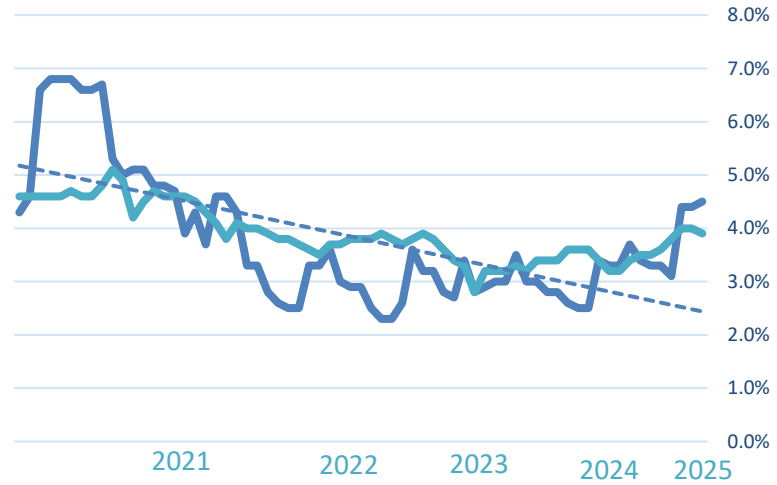
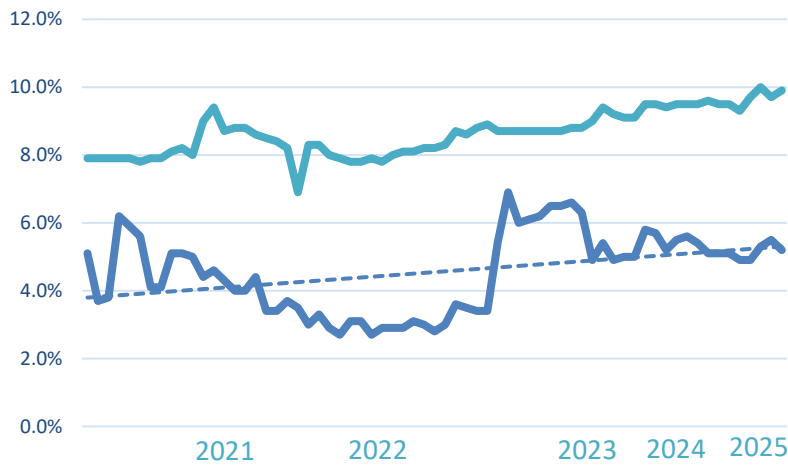
OFFICE

Vacancy

RETAIL

Winter Park Orlando MSA

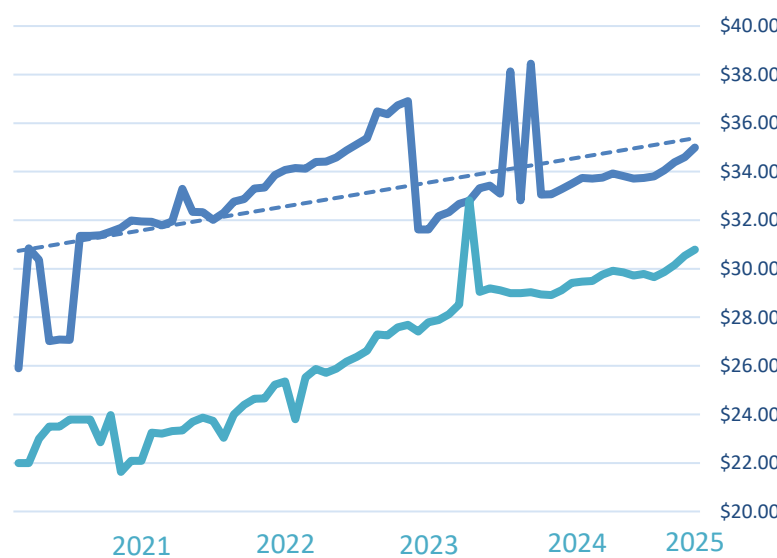
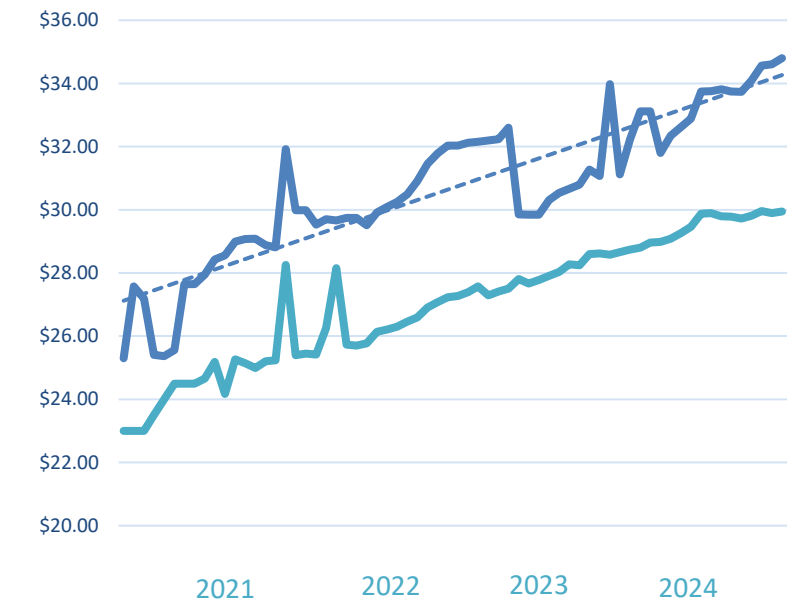
Winter Park Orlando MSA



Rental Rate

Winter Park Orlando MSA

Winter Park Orlando MSA





Economic
Development
Advisory Board

agenda item 6.b

item type

Staff Updates

meeting date

September 9, 2025

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

Sunrail Data

motion | recommendation

N/A

background

Per board request, staff is providing an update on Sunrail data.

alternatives | other considerations

N/A

fiscal impact

N/A

attachments

1. Sunrail Yearly Ridership FY2018-2025

Sunrail Ridership by Location Annually

