



Economic Development Advisory Board

Work Session Minutes

October 28, 2025 at 8:15 AM

City Hall Commission Chambers
401 S. Park Avenue

Present

Lauren Zimmerman, Phillip Anderson, Alan Chambers, Miguel De Arcos

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 8:16 am.

2. Discussion Item (s)

a. November/December Meeting Dates

The November meeting will be canceled, and the next meeting is scheduled for December 9, 2025.

b. Scorecard Breakdown

Mr. Dudgeon provided that an outside consultant produces the scorecard. He proposed that any amendments made during the meeting should be final. He reviewed the changes implemented in the previous meeting, including presenting the millage rate in a graphic format, specifically a bar chart, and illustrating the workforce reach within a ten-mile radius. Mr. Dudgeon explained the highlights of the scorecards:

- Business scorecard - workforce reach describes who commutes into the city. It reveals that Winter Park functions primarily as a daytime community with a population ranging from 53 to 54,000, in contrast to the broader population of approximately 30,000.
- Investor scorecard – The market cap rate was similar to the regional rate, and staff discussed undergrounding data with the electric utility.
- Park Avenue District scorecard - Mr. Dudgeon recommended including a map of the trade reach area on the scorecard and observed that the local visit rate is 31.5%, which is near pre-pandemic levels.

Mr. Anderson recommended that the members focus on finalizing the residential scorecard first, followed by the Park Avenue District scorecard. Additionally, they should

provide comments on the business and investor scorecards to be directed to Mr. Dudgeon for further information.

The residential scorecard will be distributed via utility bills and mailers. Mr. Anderson emphasized the millage rate in Winter Park and aimed to communicate that the City of Winter Park provides a more favorable property tax arrangement compared to surrounding municipalities. The comparison should be limited to four or five cities, with a focus on highlighting the safety response time relative to the national average, as well as the reliability of Winter Park's electric utility. Additionally, it should be noted that city taxes constitute approximately 25% of the total property taxes.

The Park Ave District scorecard was requested by Mr. Moore to include information that appeals to those with businesses on Park Ave. and includes merchants and companies interested in relocating to Park Ave. The scorecard will identify who shops on Park Ave. and their origins. Winter Park is the number two SunRail stop. The scorecard will also include a drive time polygon map showing top ZIP codes entering Winter Park; visitor numbers during the holiday season and average household income within a 15-minute radius. The focus will remain on daytime statistics. Mr. Moore also suggested creating a welcome packet similar to one from 20 years ago, encapsulating the points discussed in the scorecards. He will attempt to find a copy.

Mr. Anderson recommended reviewing the MJB report, highlighting that Winter Park has the only authentic downtown district in Central Florida, apart from Winter Garden. He emphasized the importance of comparative shopping for fashion, considering dwell time influenced by restaurants, shopping, and strolling along the Avenue. The discussion also covered factors like parking, traffic counts for retailers, and vacancy statistics.

Business scorecard – Within the industry profile section, Mr. Anderson noted that the Balmoral group had ranked the GDP base and expressed a preference for viewing the dollar ranking instead of industry rankings, noting that financial services and professional business services/construction are the leading sectors. The intention is to rank by GDP to attract businesses in industries that generate substantial GDP. This approach benefits retail and restaurants by indicating disposable income. It was also proposed to include retail as a primary financial contributor.

Investor scorecard – It was agreed to combine the business and investor scorecards to include market strength, vacancy rate, industry profile changed to GDP ranking, the cost advantage and millage rate in place of workforce reach.

c. Project Updates

The West Fairbanks corridor was discussed with the commission. Mr. Moore asked for the board's opinions on what they want to see there and whether they want to encourage development. He believes that when the commission was informed about the higher mobility impact fee, staff responded by aligning the fee with rates in unincorporated Orange County and Orlando, which means reducing redevelopment costs along West Fairbanks. The brownfield overlay was approved, covering all

commercial-zoned properties within the CRA, including the extended CRA area. This designation will change from 'brownfield' to 'economic enhancement zone,' allowing for lower impact fees, building permit fees, mobility fees, and other costs. The commission favors mixed-use development and workforce housing. Planning will lead the effort to amend the mobility fee, while budgeting will oversee adjustments to other fees.

Mr. De Arcos proposed that the city buy properties and sell them to developers who align with the city's development criteria for the area. No specific parcels will be identified. Suggested names for the area were the Peacock District or the Gateway District. Staff will keep researching other brownfield-designated areas for examples.

3. Adjournment

The meeting adjourned at 9:47a.m.

/s/ Bahiyah Layton, Board Coordinator