



# Economic Development Advisory Board

## Regular Meeting Minutes

**December 9, 2025 at 8:15 AM**

City Hall Commission Chambers  
401 S. Park Avenue

### **Present**

Sarah Grafton, Lauren Zimmerman, Phillip Anderson, Miguel De Arcos

### **Absent**

Roda Carter, 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 8:17 am.

### **2. Approval of Minutes**

- a. Minutes of September 9, 2025

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

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

### **4. Action Items**

### **5. Non-Action Items**

- a. EconDev Collateral

Mr. Dudgeon expressed appreciation to the board for their volunteerism, altruism, and time. He showed three infographic scorecards, curated from multiple discussions, which will aid efforts in resident engagement, business retention and attraction, and ongoing communication with the Park Avenue District. Staff plans to begin sharing these on digital media platforms and physical formats. Additionally, Mr. Dudgeon presented the 35-page Winter Park Economic Development Resource Guide, created in 2022. It features an economic overview, community profile, zoning map, business incentive programs, business assistance and services, living options, cultural experiences, and key contacts. He suggested the board make this guide their next project.

Mr. De Arcos suggested using the resource guide as digital collateral, shortening it to 5-8 pages targeted at individuals relocating, businesses recruiting employees, and

brokerage firms seeking tenants. He recommended distributing the guide through brokerage houses.

Mr. Anderson proposed dedicating time to identify the occupants of the second and third floors above the retail and restaurant establishments, focusing on retailers and business entities that are compatible with the marketing districts.

The discussion continued about how to effectively promote business incentives and market the digital and printable materials. Ms. Zimmerman recommended reaching out to the Winter Park Chamber of Commerce. Mr. De Arcos proposed focusing on larger companies that could generate employment and housing, raising the question of their potential locations. He noted that redeveloping Park Ave. is unlikely, given the 95% occupancy rate in older office buildings with higher rents. The city would need to purchase assets in anticipation of redevelopment or create a fund that might attract public participation, especially if it involves revitalizing the window into the city. The board also discussed the McCraney building on Orange Ave. as a good case study.

Mr. Anderson advised the board members to consult their respective commissioner—the individual who appointed them—and to communicate the debate currently under discussion by the board.

Mr. De Arcos noted that there is a method to advance new development in Winter Park that can boost economic growth while preserving the historic charm of specific areas.

Mr. Anderson recommended including a call to action and contact information on the business and downtown Park Avenue district report card infographics.

Ms. Grafton proposed removing the visitor origins section from the downtown report card, as most retailers believe there are more visitors from 32789. Mr. Moore suggested renaming the section "Market Breadth" to better represent the proportion of local, regional, and tourist/international visitors, given that 75% of visitors are not local. It was also recommended to update the color scheme.

b. EDAB Commercial Corridors (W. Fairbanks)

Mr. Dudgeon presented slides on the W. Fairbanks corridor, highlighting current conditions within a multi-jurisdictional area that includes Orlando, Winter Park, and Orange County. The CRA's involvement was noted. He discussed the area's composition, which features varied density, aging structures, diverse land use, and fragmented property ownership. Recent sales and projects indicate market changes.. Additionally, he covered infrastructure aspects, such as existing sewer, electric, and water systems, along with CRA-funded projects.

Planning & Zoning has developed a comprehensive plan to encourage higher density and other incentives for public improvements as part of development. Mr. De Arcos mentioned that if the city acquires properties, it can inform developers about available opportunities for targeted industries or desired developments, partnering with them accordingly. Ideas were presented to the commission for consideration. Staff is ongoing with discussions involving the CRA and other departments responsible for infrastructure

to forge a collective vision. Mr. Anderson noted that, if the city collaborates in land assembly, targeted zoning categories like workforce housing and professional services could benefit the community.

**6. Staff Updates**

- a. Project Updates
- b. EDAB Commercial Performance Report

**7. Board Comments**

Mr. Anderson thanked everyone and extended holiday wishes. He then specifically thanked Sarah Grafton for her presence on the board four years ago when it was restructured, recognizing her as a point of continuity.

**8. Upcoming Agenda Items**

**9. Adjournment**

The meeting adjourned at 9:01 a.m.

Approved by the board on January 13, 2026

/s/ Bahiyyah Layton, Board Coordinator