



EDAB and City Commission Joint Work Session

Agenda

February 8, 2022 @ 8:15 am

Virtual

welcome

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

assistance & appeals

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

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

please note

Times are projected and subject to change.

-
1. **Call to Order**
 2. **Discussion Item(s)**
 - a. [EDAB Priorities](#) 2 hours
 3. **Adjournment**



City Commission **agenda item**

item type Discussion Item(s)	meeting date February 8, 2022
prepared by Kyle Dudgeon	approved by Peter Moore, Michelle del Valle, Randy Knight
board approval Completed	
strategic objective Fiscal Stewardship Intelligent Growth & Development Quality of Life	

subject

EDAB Priorities

motion / recommendation

background

At the October 27 City Commission meeting, the board discussed the overall goals and latest strategic action plan prepared by the Economic Development Advisory Board (EDAB). The board is made up of business professionals from diverse fields of industry and experience, offering a one-stop shop for intellectual capacity to tackle issues and discuss high-level problems facing the city. While the code governing their purview is broad, it offers flexibility that has been utilized with case-by-case assignments from the Commission including discussions regarding code, and business experience, retention and recruitment strategies.

It was during that meeting the Commission agreed that a joint work session with EDAB would provide additional direction on their latest strategies and initiatives. Pages in the backup material are provided to assist in discussion. They include:

1. Goals chart
2. Strategies chart
3. Action table with funding estimates and timeline
4. Regular report updates list
5. Past reporting efforts

alternatives / other considerations

fiscal impact

Approximately \$500K has been allocated in ARPA funds for business and economic recovery related support. A portion of this has been used to implement holiday related initiatives, with the remainder ideally reserved to implement the programmatic elements being developed by the board including \$100K for a citywide business façade program and up to \$20K for a gap analysis study.

ATTACHMENTS:

[Plan Goals, Strategies, & Actions Sheets.pdf](#)

1. Goals Chart

Intertwined with each focus area, the corresponding goal characterizes a more outward facing meaning and draws inspiration from past efforts including prior economic development plans, visioning document, and discussions by staff and the board. The verbiage in italics underneath provides a short sentence describing the goal's general intent.

	Focus Area	Corresponding Goal
1	Advise on Industry Trends	Validate economic trends that continue to embrace the city's character
	<i>Be the repository for analytical data and reporting.</i>	
2	Maintain a Healthy Downtown Core	Sustain Winter Park's High Quality of Life
	<i>Polish the jewels of Winter Park's commercial areas through events, existing resources, and new technologies.</i>	
3	Enable Retention & Recruitment Opportunities	Ensure the city's economic development toolkit is in proactive standing to support city priorities
	<i>Reformat the city's ED programs to take advantage of supporting Winter Park businesses.</i>	
4	Facilitation & Ombudsmanship	Continue to elevate businesses who call Winter Park their home on a regular basis
	<i>Celebrate and provide opportunities & resources to Winter Park businesses.</i>	

2. Strategies Chart

Taken from EDAB Strategies and Action Plan:

Strategy 1	Refine quarterly metric reports on local economic conditions
Strategy 2	Reintroduce a development report articulating Winter Park development activity
Strategy 3	Continue to provide location quotient, shift share, and business cluster reports
Strategy 1	Invest in existing resources to promote the Winter Park experience
Strategy 2	Maintain focus on pedestrian, bicycle and transit connections
Strategy 3	Consider sustainable elements such as energy efficiency and wellness as important local elements to program functions
Strategy 1	Evaluate new programs for expanding and relocating businesses to Winter Park
Strategy 2	Expand CRA business façade program citywide
Strategy 1	Reintroduce business recognition program
Strategy 2	Establish a roundtable sessions with market and private sector experts for educational outreach

3. Actions table with funding request estimates and timeline

This item was provided as part of the 11/12/21 EDAB meeting. It gives actionable steps, a timeline for execution, and estimated cost for each initiative. To date staff has been able to move forward with several including approvals for gap analysis, citywide façade program, business welcome packet, pedestrian counter system, holiday event promotion, and report generation.

EDAB Actions Table					
Item	Initial Steps	Request		Subsequent Steps	Request
Gap Analysis	Macro	20,000	*	Recruitment/Development Programs	150,000
	Street Level	TBD			
Façade Program	Activate city-wide (1 year)	100,000	*	(Future funding would be part of budget process)	TBD
Regular Seminar/Roundtables	Coordination with:	-		Ecommerce	10,000
	Chamber/Associations			Cottage Industry	
	National Entrepreneurship Center			Financial support organizations	
	Partner Orgs			Technical assistance partners	
Business Welcome Packet	Print and Online	2,500	**	Distribute and coordinate with recognition efforts	Staff Time
EcoCounter (Ped counter)	Installation	Staff Time	**	Record for measurement, marketing, and optimization as required	Staff Time
Promote the Winter Park experience	Events/Hometown Holiday Window Contest	Staff Time	**		-
Update Website	Routine Data Reports Available Online	Staff Time	**	(Routine report costs to be part of budget)	TBD
Quarterly Economic Development Report	Vacancy & Rent	Staff Time			-
	Development Report				
	Building & Permitting stats				
	Economic Overview				
	Initial Steps Funding	142,500		Subsequent Steps Funding	160,000
Timeline	Nov - Feb		Feb - Sep		
				Total Cost FY22	302,500

*Indicates approval

**Indicates completed task

4. Regular Report Updates List

The regular report update list gives itemized and detailed information on the type of demographics that are published for trend spotting, identifying underserved and oversaturated segments of the market, and overall economic climate changes. Listed under each report is a definition of what items are reported on and how frequently. This does not include studies such as a cluster analysis, which are better updated in a two to three year window. Reporting elements may change over time based on priority or impact.

	Regular Update List	Frequency
1	Demographic Report	Annual
	<i>Trends in population, households, age, income, race, ethnicity, education, employment.</i>	
2	Development Report	Biannually
	<i>Status of the commercial and multi-family residential development projects that have been in or began construction in a given year.</i>	
3	Commercial Performance Report	Monthly
	<i>Vacancy and rental rates for retail and office property in Winter Park.</i>	
4	Park Avenue Vacancy Map	Monthly to Quarterly
	<i>Vacancy rate of Park Avenue storefronts by square foot. Frequency to shift as overall health of the Avenue improves.</i>	
5	Economic Development Report	Quarterly
	<i>Data report and infographic including economic health of the community including vacancy, rental rates, and building and permitting statistics.</i>	

5. Past Reporting Efforts

Showcase of existing resources already available through the city's website.

(Reports provided on subsequent pages)

Commercial Performance Report

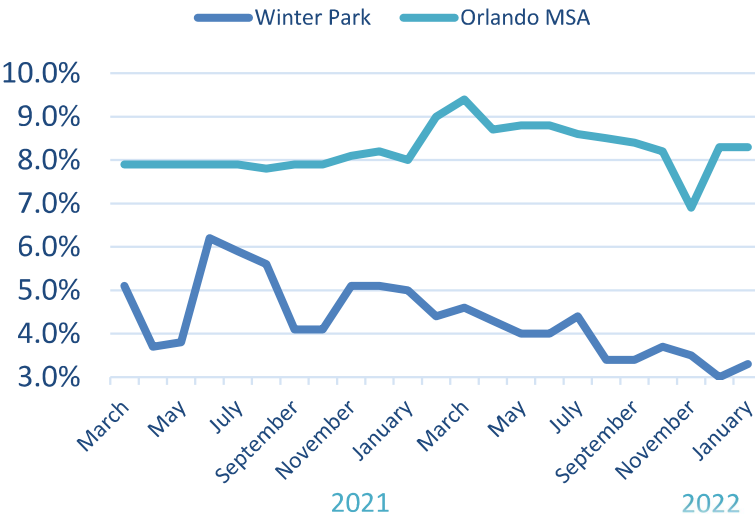
1/22

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

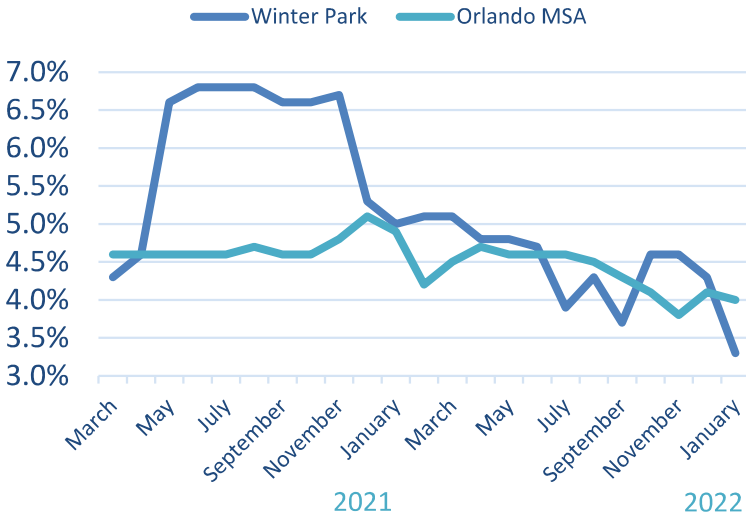
Sources: ESRI, CoStar, BLS

OFFICE

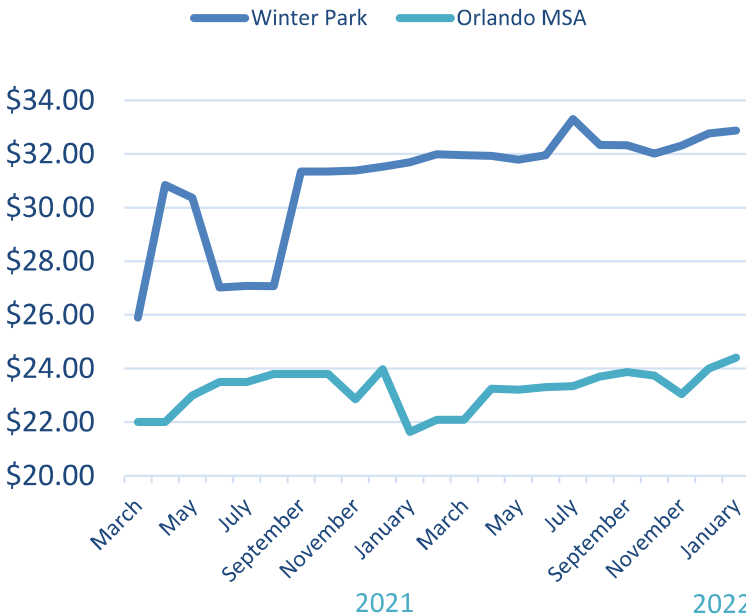
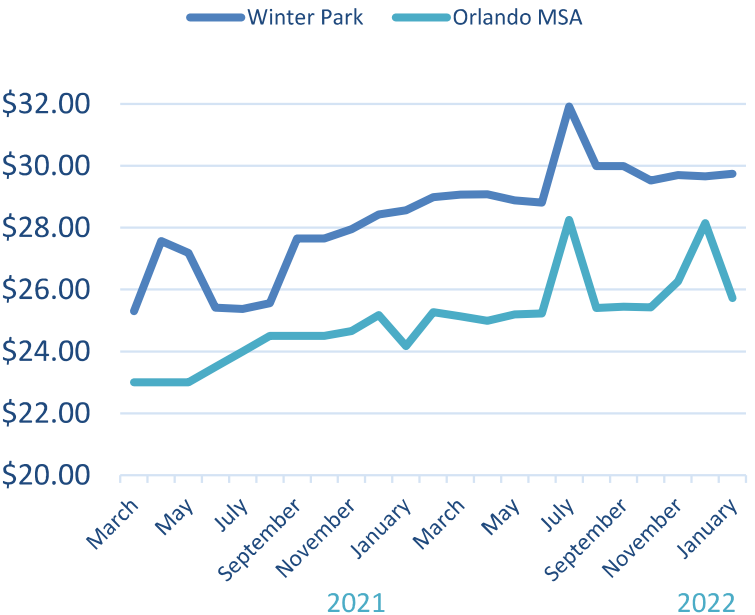
Vacancy



RETAIL



Rental Rate





VACANCY MAP

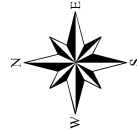
Economic Development Advisory Board

City of Winter Park
Florida

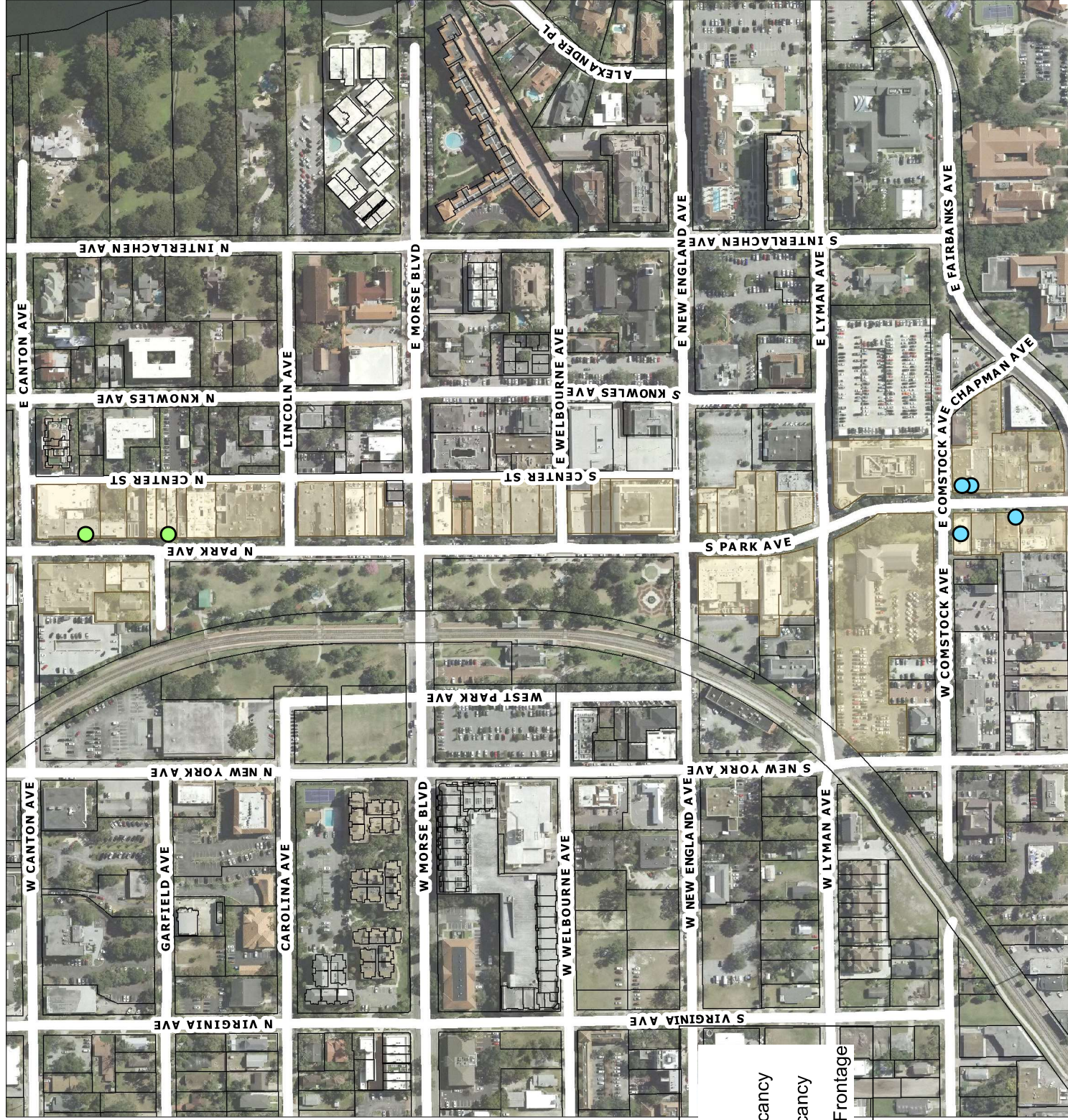
Vacancy 4.3%
(with pending 2.0%)

Legend

- South Park Avenue Vacancy
- North Park Avenue Vacancy
- Park Avenue Property Frontage



Observation Date: 1/5/22





fiscal year
2020
city of **winter park**
REPORT CARD

vision

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

objectives

1. Exceptional quality of life
2. Intelligent growth & development
3. Fiscal stewardship
4. Public health & safety
5. Investment in public assets & infrastructure

Despite the challenging times, throughout Fiscal Year (FY) 2020, key indicators were collected to track the City of Winter Park's performance across a number of categories. Inside you will find how the city measures up to its top priorities.

Find the complete listing of the city's performance measurements at cityofwinterpark.org/pm

911 calls answered within 10 seconds

quarter	first	second	third	fourth
within 10 sec	96%	96%	96%	97%
call volume	5,969	5,715	4,625	4,918

goal answer 95 percent or more 911 calls within 10 seconds

objective public health & safety

Police response times [priority I]

quarter	first	second	third	fourth
response times	0:01:58	0:02:47	0:02:06	0:02:38
call volume	71	68	69	57

goal respond in under 3 minutes

objective public health & safety

Fire-Rescue response times [fire]

quarter	first	second	third	fourth
response times	0:07:07	0:06:19	0:11:02	0:10:19
call volume	4	17	19	10

benchmark respond in under 10 minutes

objective public health & safety

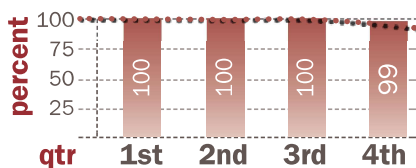
Fire-Rescue response times [medical]

quarter	first	second	third	fourth
response times	0:06:44	0:07:54	0:13:26	0:07:27
call volume	973	968	702	839

benchmark respond in under 10 minutes

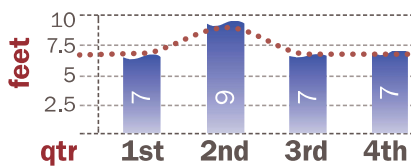
objective public health & safety

Code cases brought into compliance



goal resolve 90 percent of cases
objective public health & safety

Average lake clarity

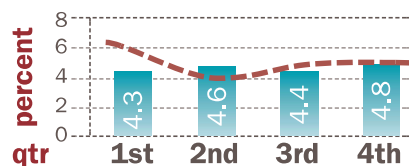


goal clarity of 6.5 feet or more
objective investment in public assets

..... goal line

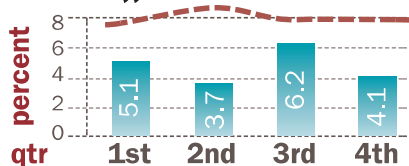
Economic indicators

Retail vacancies FY20



----- regional vacancy rate

Office vacancies FY20



objective growth & development

New elect

miles	1
FY 2019	
FY 2020	

goal 5+ miles annually; 61% co

SAIDI*

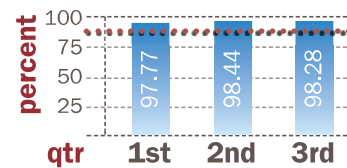
fiscal year	2019
minutes	20.4

goal less than 60 minutes

objective investment in publ

SAIDI is the average outage duration per customer served. *Data excludes

Fleet availability



goal minimum 95% of vehicles

objective fiscal stewardship

Road

miles	2
FY 2019	
FY 2020	

goal greater than 7 miles [maintain PASER

Pavement Surface Evaluation and Ra

Parks acre

acres	3
FY 2019	13.1
FY 2020	12.1

goal more than 10 park acres p

T

quarter	first
trees planted	145

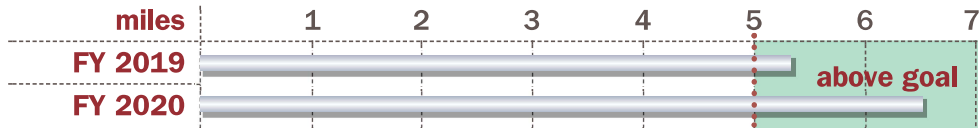
goal plant 600 trees annually [55

Recyclin

percent	20
FY 2019	19%
FY 2020	19%

goal continue to increase waste di

New electric lines underground



goal 5+ miles annually; 61% complete

objective investment in public assets

SAIDI*

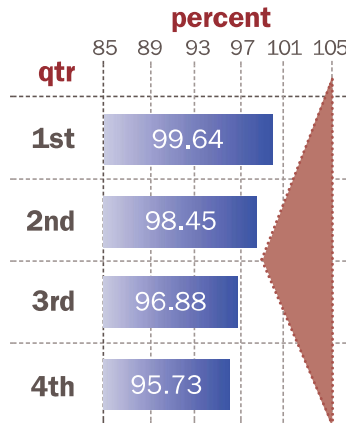
fiscal year	2019	2020
minutes	20.4	36.4

goal less than 60 minutes

objective investment in public assets

SAIDI is the average outage duration for each customer served. *Data excludes hurricanes.

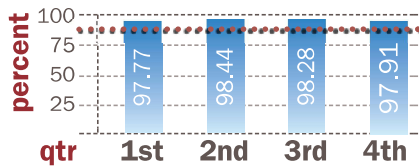
Electric Utility rates vs. state average



goal rates <105 percent of state average

objective fiscal stewardship

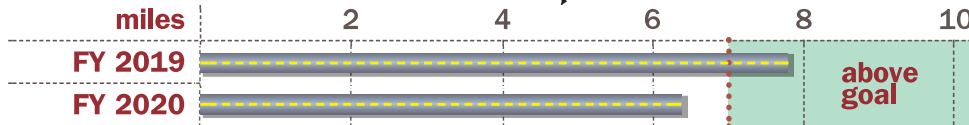
Fleet availability



goal minimum 95% of vehicles in operation

objective fiscal stewardship

Road miles repaved

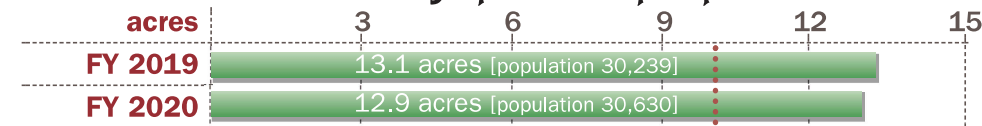


goal greater than 7 miles [maintain road PASER rating]

objective investment in public assets

Pavement Surface Evaluation and Rating is a 1-10 rating system for road pavement condition.

Parks acreage per 1,000 people



goal more than 10 park acres per 1,000 people

objective quality of life

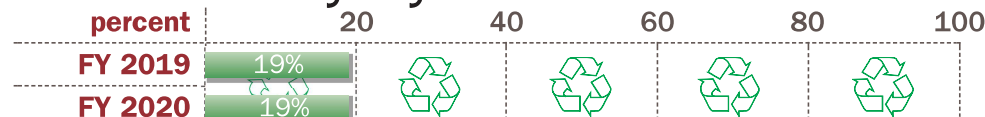
Tree plantings

quarter	first	second	third	fourth
trees planted	145	234	35	144

goal plant 600 trees annually [556 in 2020]

objective quality of life

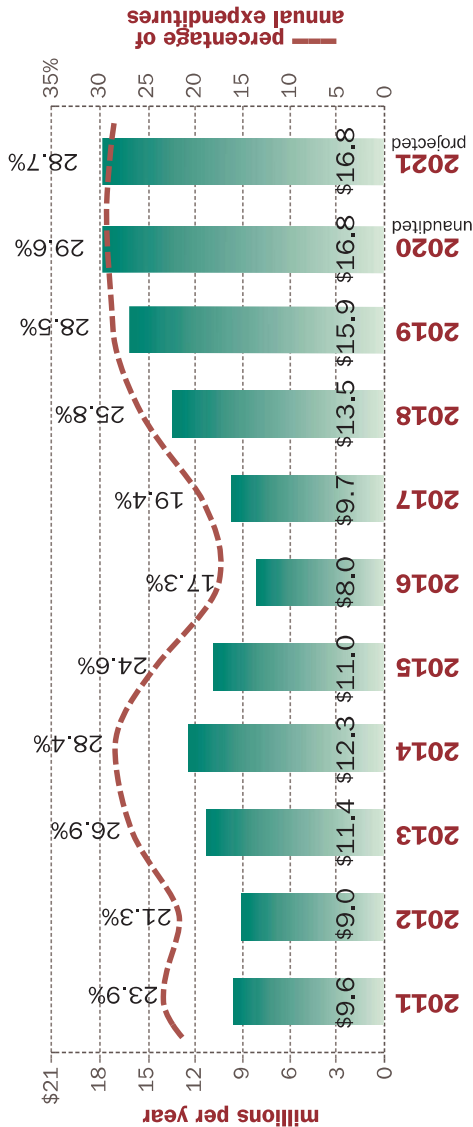
Recycling = waste diversion



goal continue to increase waste diversion tonnage **objective** growth & development



General Fund cash reserves



Governments hold cash in reserve for a variety of reasons. Often money is set aside to prepare for emergencies, such as natural disasters or unrealized revenues. Reserves may also be accumulated to fund specific projects or to position the city to take advantage of matching grants or land purchase opportunities.

2020 city of REPO

vision

Winter Park is the city of the future, preserving its traditional scale and character while creating a sustainable future for all.

objectives

1. Exceptional customer service
2. Intelligent economic development
3. Fiscal soundness
4. Public safety
5. Investment in infrastructure

Despite the challenging year of 2020, key indicators were positive. This report shows Winter Park's performance and how we are addressing our top priorities.

Find the complete report and measure your impact.