



Economic Development Advisory Board Regular Meeting

Agenda

March 10, 2026 @ 8:15 AM

City Hall Commission Chambers
401 S. Park Avenue

welcome

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assistance & appeals

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please note

Times are projected and subject to change.

-
- 1. Call to Order**
 - 2. Approval of Minutes**
 - a. Minutes of January 13, 2026 1 Minute
 - b. Minutes of February 10, 2026 1 Minute
 - 3. Public Comments (for items not on the agenda): Three minutes allowed for each speaker**
 - 4. Action Items**
 - a. West Fairbanks Guidance Language 20 minutes
 - 5. Non-Action Items**
 - a. Incentives Discussion 30 minutes
 - 6. Staff Updates**
 - a. Econ Dev Commercial Performance Report 5 minutes
 - b. Winter Park Business Academy Update 5 minutes
 - 7. Board Comments**
 - 8. Upcoming Agenda Items**
 - a. Next meeting - April 14
 - 9. Adjournment**



Economic Development Advisory Board

Regular Meeting Minutes

January 13, 2026 at 8:15 AM

City Hall Commission Chambers
401 S. Park Avenue

Present

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

Staff Present

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

1. Call to Order

The meeting was called to order at 8:15 am.

2. Approval of Minutes

- a. Minutes of December 9, 2025

Motion made by Mr. Anderson to approve the minutes, seconded by Mr. Chambers . Motion carried unanimously with a 5-0 vote.

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

4. Action Items

5. Non-Action Items

- a. W. Fairbanks Discussion Cont.

Mr. Dudgeon explained that in the last meeting, he shared a presentation on the West Fairbanks corridor, which was shown to the City Commission to assess their temperature and comfort levels. He presented the following slides:

- The density of the area using a Floor Area Ratio (FAR), which relates the total building square footage to the lot acreage or square footage. It focused on underdeveloped areas, highlighting opportunities in the area.
- The next slide showed many aging structures built before 1990, which suggests new development could be on the horizon in the next 20 to 30 years.
- A display of recent sales and projects, highlighting market interest. This suggests that sale prices on West Fairbanks influence the types of development in the area. There is also a variety of land ownership.
- A business comparison chart was shown, comparing business types on West Fairbanks and collectively in Winter Park.
- A comparison chart displaying employment in West Fairbanks and Winter Park collectively.

Mr. Dudgeon asked the board for guidance, suggestions for incentives, and whether any additional data is needed. Staff mentioned impact fee alleviation programs to encourage redevelopment the city may want to see. Mr. Moore mentioned that the main challenge is the lack of an established, accepted methodology for creating incentives, as there are no comparable cities to reference.

Mr. De Arcos considered aggregating a collection of developable properties. He believed the best approach is to construct buildings like five-story offices or multi-family units with ground-floor retail. The goal is to maximize the area's highest and best use, enhance the view into the city, create permanent jobs and avoid disrupting local traffic because it will be short of getting on and off the interstate. If the city can use CRA funds to acquire small properties with assemblages in mind and a specific intended use, it can then find a developer willing to design a project that aligns with the city's impact criteria. The city could then sell the property back to the developer at cost or through a mutually agreed arrangement, allowing the city to recoup its CRA investment. He suggested the importance of specifying what the city expects from developers. An assemblage must happen, so unless someone sells a large block of properties, it's unlikely that a private individual will do this unless they simply want to build something.

Mr. Anderson agreed with Mr. De Arcos and noted that \$6 million is allocated in the CRA for certain types of housing, aligning with the Orange County Housing For All initiative. This was one of the reasons the county approved the CRA extension. The board can facilitate the discussion on which commercial uses and retail mix would create incentives and strong justifications for an assemblage model.

Mr. Moore emphasized that there must be a valid reason from a constituent perspective. Mr. De Arcos explained that densities and all of the city's design and use parameters must be in place, ensuring the buildings can support multiple uses and provide attainable housing units. The reason behind this is that the city is not selling the properties until it achieves its objectives from them.

Mr. Anderson suggested that contributions to offset assemblage costs would result in a lower millage rate, sewer availability, and decreased water costs. To avoid over-densifying in the corridor, Rauvadage's example can serve as a guide, using a first-come, first-served density model for dwelling units per acre. Building heights are set at 6 to 8 stories in one area and 5 stories in others. The City could also require financial and design services, attainable housing, retail and restaurants on the first floor. There is ample data and experience to bring everything together effectively. Additionally, the board can provide assistance and recommend incentives. The board would endorse the city's use of CRA funding to improve quality of life, creating a shortlist based on the MJB and Balmoral data, focusing on the Fairbanks frontage by first establishing the want and secondly the look.

Mr. Dudgeon suggested that it would be prudent to own land before commissioning a master plan which the city currently does not.

Ms. Grafton recommended examining the Miami Downtown Development Authority, which offers incentives to startups and small to medium-sized businesses to relocate there, possibly providing some examples.

Mr. Moore advised that it is essential to be explicit regarding the objectives. The City Commission expressed their approval of the concept of mixed-use development, including a component of workforce attainable housing. Staff will bring forward West Fairbanks guidance language for consideration by the board.

b. Information Collateral

At the last meeting, a business packet from 2022 was distributed to the board for review and feedback. The board agreed it contained more than necessary. Mr. Dudgeon prepared slides showing how staff consolidated various sections—combining community and economic elements, narrowing business-related items, and adjusting cultural living aspects—resulting in four distinct categories:

- By the Numbers - economic overview, KPI's, community stats
- Business Growth & Development Resources - incentives, assistance, partners
- Downtown & Commercial Corridors - downtown retail/office stats, traffic (placer numbers), MJB vision page
- Winter Park Data Center - ESRI, Econ Dev Reports, Development Reports

Mr. Anderson suggested a chart to include in financing packages for investors. Mr. De Arcos recommended a QR code for more detailed information.

6. Staff Updates

a. Development Report

The Development Report is a biannual update that provides review and reflection of private sector investment within the city. It includes ten completed projects, fourteen underway, and sixteen not yet reported.

The 2026 schedule of classes for the WPBA was shown. The program continues to be successful, develop and improve.

b. Econ Dev. Commercial Performance Report

7. Board Comments

Mr. Anderson thanked Kyle for really targeting the incentives.

8. Upcoming Agenda Items

Next meeting is scheduled for February 10, 2026

9. Adjournment

The meeting adjourned at 9:07 a.m.

Approved by the board with amendment on
/s/ Bahiyyah Layton, Board Coordinator



Economic Development Advisory Board

Regular Meeting Minutes

February 10, 2026 at 8:15 AM

City Hall Commission Chambers
401 S. Park Avenue

Present

Phillip Anderson, Alan Chambers, Miguel De Arcos

Absent

Sarah Grafton, Lauren Zimmerman

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 8:18 am.

2. Approval of Minutes

- a. Minutes of January 13, 2026

Quorum was not met. Mr. Anderson noted to amend his comment from "attainable housing" to "certain types of housing".

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

4. Action Items

- a. West Fairbanks Guidance Language

Mr. Dudgeon mentioned that, in considering areas of focus, staff has incorporated the 2022 'Guiding Principles' created by EDAB and its subcommittee. He emphasized four discussion points related to the action item that could be included in the overall recommendation to the City Commission. These are: reinforcing quality of life; promoting long-term tax base growth; recognizing West Fairbanks as a strategic gateway into the city; and leveraging the city's new resources, such as policy changes, CRA investments, and state and federal programs.

Mr. Anderson recommended adding the GDP participation slide. He discussed the Rauvadage development, which covered Orange County, Winter Park, and Maitland. Winter Park would bear the costs of services while experiencing all the traffic congestion. Consequently, including Rauvadage in Winter Park was deemed advantageous for tax purposes. A similar scenario might arise at the West Fairbanks corridor, which is situated partly within the County and partly within Orlando. Winter

Park would encounter traffic challenges and service expenses yet would benefit from the authority to manage the sewer system. Additionally, he pointed out that commercial taxes are affected by policies originating from Tallahassee and proposed maintaining very broad incentives. Mr. De Arcos agreed on broad incentives but stressed establishing criteria. Infrastructure should be prioritized as it enables everything else.

Mr. Anderson suggested that when dealing with land, the city should consider providing funding, either as the main financier or to assemble land that might be hard to acquire. Mr. De Arcos concurred; after his own research, he realized the city wouldn't need to purchase as many parcels as initially thought. The planned road improvements, streetscaping, and utilities will attract others willing to pay a premium for that land, making it ready for development.

It was discussed that before arranging a work session, the board must identify the primary priority for those controlling the funds. It was noted that using CRA funding for the area upgrade is the most effective use of the CRA money.

Based on the board's research, it has been identified which industry-focused groups offer the most public benefit without overloading traffic and transportation systems. For example, financial and professional services as office users impose a much lower burden compared to medical offices. There would be a threshold or initial point for conditional uses. For instance, buildings of 10,000 sq ft or more could qualify for incentives if they primarily serve high-wage professional and financial services. Mr. De Arcos expressed that if the city intends to engage in assemblage, it must take the lead in directing the activities that occur therein.

Mr. Dudgeon summarized the discussion into two categories: land assemblage and infrastructure and indicated the city has participated in job incentive programs in the past.

Mr. Anderson advised implementing project-specific discounts and either waiving or financing sewer connection fees. Mr. De Arcos added that if one wishes to obtain impact fees, permit fees, or brownfield credits, the project must meet certain criteria concerning its type, size, or the employment it generates. For instance, if establishing a small accounting office, one has the right to pursue such measures; however, access to these beneficial credits would not be available.

It was recommended that staff return with the criteria for the two types of incentives: infrastructure incentives and building project incentives. Additionally, it was suggested to allocate an extra 30 minutes at the next meeting to review a simplified draft, which will then be expanded into targeted uses for offices, residential areas, and the first floor.

Mr. Moore recommended considering parameters in terms of use, scale, and location. 'Use' refers to the type, 'scale' pertains to the number of jobs or geographic extent, such as 5 acres for the incentive. 'Location' involves specific areas within the Fairbanks corridor, with some areas being incentivized more than others.

5. Non-Action Items

a. Marketing Collateral Update

Staff reviewed the marketing collateral updates, categorizing that was in 2022 and what is expected in 2026. The data center component is still in development.

b. WPBA Report & Calendar Update

The scheduled class dates for Winter Park Business Academy were shown. The government procurement policy class in January had the highest attendance, so another session is planned for February.

6. Staff Updates

a. EDAB Member Roster - Citizen Board Application

Mr. Dudgeon extended an invitation to the board, mentioning two vacancies for commissioner seats 2 and 3.

Mr. Anderson stated that six years ago, the board shifted from minimal activity to increased engagement.

b. Econ Dev Commercial Performance Report

7. Board Comments

8. Upcoming Agenda Items

a. Next Meeting - March 10

9. Adjournment

The meeting adjourned at 9:15 a.m.

Approved by the board on
/s/ Bahiyyah Layton, Board Coordinator



Economic Development Advisory Board

agenda item 4.a

item type

Action Items

meeting date

March 10, 2026

prepared by

Kyle Dudgeon, Assistant Division Director of Economic Development/CRA

approved by

Peter Moore, Director of Office of Management and Budget

subject

West Fairbanks Guidance Language

motion | recommendation

Motion is at the pleasure of the board

background

Over past meetings, the board has discussed the future potential of West Fairbanks and how to serve in its role to provide recommendations and assistance to the city. Most recently, this included evaluating existing conditions, investments by the city, and focus points for future advocacy. This effort is also on the heels of new resources such as the extension/expansion of the CRA, policy changes in the land development code, and approval of the city's first areawide brownfield program for commercial properties.

To reflect potential language guidance appropriately, staff is including the 2022 'Guiding Principles' developed by EDAB and its subcommittee, regarding appropriate focus elements. As such, staff has drafted points for discussion that may be used in its overall recommendation to the City Commission:

(1) West Fairbanks is a strategic gateway into the city that should be met with continued investment through public resources to promote collective infrastructure, transportation, and dwellings for redevelopment. This includes reinforcing quality of life through character-driven redevelopment such as high-quality urban design, streetscapes, and mixed-use environments that support residents, workers and visitors which must be accommodated.

(2) Take advantage of the city's new resources such as policy changes, CRA investment, and state and federal programming to ensure private investment at a scale that is consistent with code. This includes approving programs that incentivize cluster industries including; but not limited to, professional, scientific, and tech services, and finance. This suggests both smaller and larger elements from sewer connection programs to property purchases and large-scale

infrastructure for new build-outs.

(3) Large scale program incentives should encourage long-term tax base growth that meets the city's goals. Smaller scale programming should focus on KPI elements such as job creation, AMI, reimbursement percentages, and capped ceilings for total award amounts.

Additional Considerations:

Of additional note, the staff and the board spoke on the specificity of a number of supplemental items. For discussion, the board may wish to include additional language to further clarify policy considerations in regard to types of jobs, incentives clauses, and or partnering on infrastructure development. These include; but are not limited to:

- Recommend specificity on the types of jobs to be considered (10+ minimum in some cases)
- Is the board willing to recommend permit/impact fee (under brownfield) reductions for certain uses? (% reimbursement up to a flat cap)
- When should the city be willing to cost-share or partner on infrastructure projects, and should they be specific to types of private sector investment?

alternatives | other considerations

fiscal impact

attachments

1. Economic_Development_Subcommittee_Statement___Guiding_Principles_DRAFT_V1.1
(1)



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.



Economic Development Advisory Board

agenda item 5.a

item type

Non-Action Items

meeting date

March 10, 2026

prepared by

Kyle Dudgeon, Assistant Division Director of Economic Development/CRA

approved by

Peter Moore, Director of Office of Management and Budget

subject

Incentives Discussion

motion | recommendation**background**

At the February 2026 meeting, the board commented on several subjects including coupling their recommendations for West Fairbanks with the potential of adding incentive ideas. The board requested staff come back with early thoughts about what an infrastructure and building project incentive suite would look like. Attached for reference are peer community incentives which articulate funding caps, location, and industry specificity. During the meeting, Staff will outline best practices from each in order to obtain additional direction before a final program deliverable is considered.

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

1. North Miami Incentives Final (PDF)_Infrastructure
2. Lakeland_Guidelines-Application
3. NPF Incentive Guidelines
4. WP_TIE Program Packet
5. City of Kissimmee Economic Incentives - City of Kissimmee



NORTH MIAMI CRA
COMMUNITY REDEVELOPMENT AGENCY

Tax Increment Recapture & Infrastructure Grant Program

**735 NE 125th Street Suite 100
North Miami, FL 33161
Phone: (305) 895-9839 | Fax: (305) 895-9822
www.northmiamicra.org**

Tax Increment Recapture Program

The NMCRA will use tax increment revenues to encourage economic development in the Community Redevelopment Area.

The NMCRA is proposing to provide a Tax Increment Recapture to the owner of a qualifying project. A qualifying project is one that is anticipated to create at least \$2 million in Net New Taxable Value in the first full year following completion.

Provided that the real estate taxes levied on the property are paid prior to becoming delinquent and the owner complies at all times with any performance benchmarks referenced below, the Tax Increment Recapture can be provided to owner on an annual basis up to Fiscal Year 2039 unless reduced by statute (the "Recapture Period") beginning on May 1 of the City's Fiscal Year (FY) that commences after January 1 after a C.O. is issued for the project and the Miami-Dade County Property Appraiser assesses the value of the project.

The amount of the Base Tax Increment Recapture shall be 25% to 50% of the Net New City Tax Increment Revenue generated by the project. If the taxable assessed value of the Property (as determined by the Miami-Dade County Property Appraiser, in any year during the Recapture Period exceeds the Base Year Value, the Tax Increment Recapture shall be no more than 50% percentage of the project's Net New City Tax Increment Revenue.

In any fiscal year, the Tax Increment Recapture shall be subordinate in all respects to all CRA Debt. At no time will the Tax Increment Recapture exceed 50%.

Each project must demonstrate that the project would not be possible but for the incentive amount requested and must enter into an Economic Development Incentive Agreement with the CRA. The Agreement will include specific deadlines to retain the allocation for the TIF Recapture.

Any new commercial and residential developments to be constructed within the Redevelopment Area in an amount of \$200,000 or more, or such other amount as may be established by this Board, shall enter into a community benefits agreement with the Agency which will benefit primarily the residents of the Redevelopment Area. To the extent allowed by law, a community benefits agreement shall include provisions for hiring the labor workforce for the project and other permanent positions available in the completed project financed by the grant or agreement from residents of the Redevelopment Area that are unemployed or underemployed.



Depending on the worker or employee to be hired, the community redevelopment agency will require that such entity or contractor complies with wage requirements, as applicable, established by Miami-Dade County's Living Wage or Responsible Wage Ordinances, pursuant to Section 2-8.9 and 2-11.16, respectively, of the Code of Miami-Dade County, Florida (the "Code") or pay higher wages and benefits, as are feasible.

All entities or contractors contracting with or receiving a grant from the community redevelopment agency in an amount of \$500,000 or more, or such other amount as may be established by this Board, shall comply with the following Miami-Dade County ordinances contained in the Code, as may be amended, as if expressly applicable to such entities:

Miami-Dade County Living Wage Ordinance
Small Business Enterprises (Section 2-8.1.1.1.1 of the Code);
Community Business Enterprises (Section 2-10.4.01 of the Code);
Community Small Business Enterprises (Section 10-33.02 of the Code); and/or
Conflict of Interest and Code of Ethics Ordinance (Section 2-11.1 of the Code); and/or

It is imperative that you and your project team review the ordinances listed above prior to submission of a grant application.

The Agency shall include in their contracts or grant agreements a "clawback" provision that will require the Agency to "clawback" or rescind and recover funding from any entity or contractor to which it provides funding which does not substantially comply with the provisions of its agreement with the Agency by demanding repayment of such funds in writing, including recovery of penalties or liquidated damages, to the extent allowed by law, as well as attorney's fees and interest, and pursuing collection or legal action, to the fullest extent allowable by law, if feasible.



PROGRAM AND APPLICATION GUIDELINES

Projects wishing to request either an Infrastructure Grant or a Tax Increment Recapture Incentive from the North Miami CRA (NMCRA) must meet the following criteria:

- ❖ Project must demonstrate property control either through ownership or contract for purchase;
- ❖ Project must submit a letter to the North Miami CRA (NMCRA) requesting the Board consider providing incentive support to the project. The letter must include the following:
 - ✓ A copy of a conceptual site plan;
 - ✓ A description of the project including use, square footage, and density;
 - ✓ Names and qualifications of the principals and key representatives involved in the project. Special emphasis should be given to presenting past experience in partnerships with CRAs and public/private partnerships similar to the one that is being proposed;
 - ✓ Evidence of the financial strength of the deal to justify the risk of expending public capital and demonstrated financial capacity of the principals. A lender commitment letter and letters of intent from end users of the proposed redevelopment property are helpful;
 - ✓ A defensible market study that demonstrates the high probability of success for the proposed project;
 - ✓ Any potential obstacles that the project may face in securing development approvals from the City with regard to the project's compliance with all applicable City, County and State building codes, as well as the City's Comprehensive Plan. Please be specific regarding any variances, zoning change or other regulatory adjustments required by the project;
 - ✓ A project pro forma demonstrating the tax increment value anticipated by the project;
 - ✓ How the proposed project will primarily and substantially benefit residents and business owners within the Redevelopment Area;
 - ✓ Grant or Incentive Agreement, as applicable.



- ✓ Agency funding will be used to fill in any financial gaps when all other funding has been identified for the project and that, but for the Agency's funding, the project cannot be undertaken;
 - ✓ A description of how the applicant plans to meet the community benefits requirements.
 - ✓ Any additional information that will assist the CRA Board during their decision-making process.
- ❖ A cost deposit in the amount of \$15,000 made payable to the CRA. The cost deposit will be used by the CRA to pay its legal and consultant fees for the review of the application and preparation of the Infrastructure Grant Agreement and Tax Increment Recapture Agreement.
- ✓ In the event the Application is approved by the CRA Board, the cost deposit shall remain evergreen during the term of the Agreements to cover CRA legal and consultant fees. If the Application is not approved by the CRA Board, the balance of the cost deposit will be returned to the applicant.

PROGRAM AND APPLICATION GUIDELINES

Projects wishing to request either an Infrastructure Grant or a Tax Increment Recapture Incentive from the North Miami CRA (NMCRA) must meet the following criteria:

- ✓ Following receipt of a request for incentive support, CRA staff will schedule a kick-off meeting with the applicant to finalize the project information for submission to the CRAAC and CRA Board;
 - ✓ Projects will first be reviewed by the Community Redevelopment Advisory Committee (CRAAC) and then by the CRA Board;
 - ✓ Award of Tax Increment Recapture and/or Infrastructure Grant is conditioned on site plan approval within one year of award and a building permit within two years. Applicants not meeting these conditions will lose any reservation of TIR or Infrastructure Grant funds but may apply again if funding is still available.
 - ✓ Grantees must comply with the City of North Miami's Comprehensive Plan and all building and zoning requirements prior to receiving any funds.
 - ✓ Prior to consideration by the CRA Board, the applicant will be required to execute and deliver the Infrastructure Grant Agreement and Tax Increment Recapture Agreement, as applicable. The foregoing is a condition precedent to CRA Board action.
- ❖ Infrastructure Funding Requests:
- If a request for funding from the Infrastructure Incentive is being made, please provide a line-item breakdown by category of the types of proposed infrastructure improvements and the amount of funding being requested for each;





228 S MASSACHUSETTS AVE
LAKELAND, FLORIDA 33801
863.834.6011

ECONOMIC DEVELOPMENT INFRASTRUCTURE INCENTIVE PROGRAM MANUFACTURING/RESEARCH & DEVELOPMENT

The Economic Development Infrastructure Incentive Program supports the development of both new and expanding economic development projects that advance the manufacturing base within the City of Lakeland. Assistance may be provided to qualified projects through electric, water and wastewater utility extensions and relocations, transportation infrastructure development and/or utility impact fee reimbursements.

APPLICATION

- Completed and signed application
- Letter of support from the LEDC
- Project description and schedule
- Estimate of cost for the infrastructure improvements requested

PROGRAM ELIGIBILITY

The Economic Development Infrastructure Incentive Program is available to expanding and new manufacturing businesses that are located in or will locate to the City of Lakeland. Consideration may be given to specific projects that are located outside the City limits but within the service territory of the utility infrastructure they are seeking assistance with. To be eligible, applicants must meet one of the three criteria listed below.

- Create a minimum of 25 new jobs paying an average wage of 125% of Polk County Average Annual Wage
- Create a minimum of 50 new jobs paying an average wage of 100% of Polk County Average Annual Wage
- Minimum capital investment of \$10 million

ELIGIBLE IMPROVEMENTS

- Permitting Fee Reimbursement
- Mitigate Water and Wastewater Impact Fees
- Relocation of Water, Wastewater and Electric Transmission Lines
- Infrastructure Improvements
- Electric Transformers and Dual Feeds
- Transportation and Traffic Improvements



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LAKELAND, FLORIDA 33801
863.834.6011

FUNDS & DISTRIBUTION

- The maximum available incentive per project shall be \$400,000.
- The incentive shall be distributed on a first-come first-serve basis to qualified applicants that submit a completed application.
- Once the incentive fund's annual distribution has been depleted, no additional projects shall be funded until the incentive is replenished in the next fiscal year or is otherwise directed by the City Commission.
- Unencumbered dollars within this incentive fund shall rollover annually.
- The carryover balance of the incentive fund shall not exceed \$1 million prior to October 1st of the current fiscal year.

PROCESS

Qualified applicants must submit a complete application to the City Manager's Office on the 3rd floor of City Hall at 228 S. Massachusetts Avenue. Applications will be accepted on a first-come, first-served basis and incentive funds shall be awarded with the execution of an approved agreement in the form of a Resolution adopted by the Lakeland City Commission. City staff will review the application for completeness against the review criteria. Incentive funds will be reimbursed to qualified and approved projects in one payment after proof of Building Permit and Certificate of Occupancy.

City of Lakeland Economic Development Infrastructure Incentive Program

Manufacturing/Research & Development Application

The Economic Development Infrastructure Incentive Program supports the development of both new and expanding economic development projects that support the manufacturing base within the City of Lakeland. Qualified applicants must submit a complete application to the City Manager's office on the 3rd floor of City Hall at 228 S. Massachusetts Avenue. Applications will be accepted on a first-come, first-served basis and incentive funds shall be awarded with the execution of an approved agreement in the form of a Resolution adopted by the Lakeland City Commission. City staff will review the application for completeness against the review criteria. Incentive funds will be reimbursed to qualified and approved projects in one payment after a Certificate of Occupancy has been issued.

In accordance with guidelines provided for this incentive, the following information is required.

1. Attach a narrative description of the project and complete legal description of the subject property and the subject parcel identification number.
2. Name of the property owner: _____
Address of property: _____

Name of applicant (if different than owner): _____
Address: _____
City: _____ State: _____ Zip Code: _____
3. Provide a letter of project support from the Lakeland Economic Development Council (LEDC)
_____ Yes _____ No.
4. Number of new full time jobs paying an average annual wage of 125% of Polk County's average wage. (Must exceed 25 to be eligible) _____
5. Number of new full time jobs paying an average annual wage of 100% of Polk County's average wage. (Must exceed 50 to be eligible) _____
6. Provide the anticipated capital investment for this project, building & equipment. _____
7. Supporting statements affirming the job creation requirements will be met within four (4) years of the date of Certificate of Occupancy.
 - Verification of the exact number of projected new full time jobs. _____
 - Verification of the average annual wage for all projected new full time jobs. _____
 - Anticipated timeline to reach projected job levels and wage rates (*must be no longer than four (4) years from the issuance of the Certificate of Occupancy*). _____

Signature of Applicant: _____ Date: _____



City of Fort Lauderdale Community Redevelopment Agency
Northwest-Progresso-Flagler Heights Community Redevelopment Area

Incentives

3. DEVELOPMENT INCENTIVE PROGRAM (DIP)

Objectives: This program seeks to eliminate slum and blight by attracting new businesses to the CRA or existing businesses to expand within the CRA. DIP is a custom designed incentive to meet the appropriate needs of a specific development project in the CRA that represents an investment or total project cost that exceeds five (\$5,000,000) million dollars and creates a significant economic engine or destination project in the CRA.

Eligible Properties:

1. Improvements to an existing building within the NPF-CRA designed and used for:
 - a. Non-residential use, or
 - b. Mixture of uses containing a combination of residential dwelling units with commercial retail sales, service, office uses or any combination thereof as permitted by the Unified Land Development Regulations, City of Fort Lauderdale.
2. Construction a new building within the NPF-CRA designed for:
 - a. Non-residential use, or
 - b. Mixture of uses containing a combination of residential dwelling units with commercial retail sales, service, office uses or any combination thereof as permitted by the Unified Land Development Regulations, City of Fort Lauderdale.

The proposed project must comply with the CRA Redevelopment Plan, urban design guidelines, applicable land use regulations, and current code requirements.

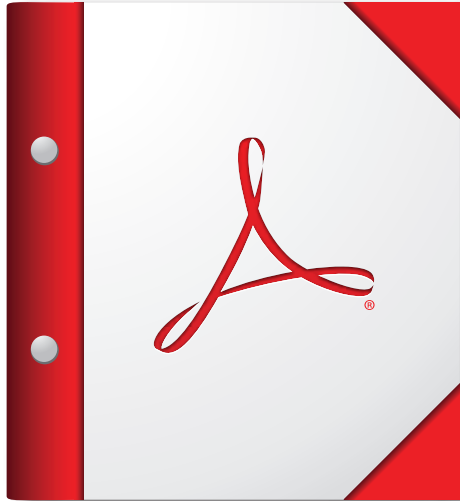
Eligible Project Costs: All costs associated with the CRA desired redevelopment project (Project), including costs and fee's associated with acquisition, rehabilitation and fines. The proposed Project must comply with the Plan, CRA urban design guidelines, applicable land use regulations, and current code requirements, subject to review or approval by the City of Fort Lauderdale Planning Division, Code Compliance Division, and CRA staff.

Award Guidelines:

- DIP award (with no minimum or maximum amount) will provide a forgivable loan or low interest loan to assist the eligible project. The CRA Staff will review the project and recommend a funding plan/strategy and amount to the CRA Advisory Board and CRA Board.
- This program will allow the CRA to use any of its incentive programs and options, including tax abatement, fee waivers, land donation and/or purchase, etc.
- In order to be eligible for the DIP, the business/property owner must invest at a minimum, a dollar-for-dollar match of the CRA investment within the project. The CRA's project contribution cannot exceed the documented contribution of the business/project owner

Funding Conditions:

- Job Creation and Retention Requirements: Job creation and/or job retention or another approved performance indicator may be a requirement for assistance provided through this program.
- Terms and Obligations: The program award will have ongoing obligations/covenants, which may include, but is not limited to a lien on the applicant's property.
- Special Conditions: Where possible, the developer will use best efforts to hire Fort Lauderdale contractors to work on approved projects. If a HCD/CRA approved contractor is awarded work, it will be for the portion of the project that is funded through the CRA.



For the best experience, open this PDF portfolio in Acrobat 9 or Adobe Reader 9, or later.

[Get Adobe Reader Now!](#)

(<https://www.kissimmee.gov/Business-Development>) / Economic Development
(<https://www.kissimmee.gov/Business-Development/Economic-Development>) / Economic Incentives
(<https://www.kissimmee.gov/Business-Development/Economic-Development/Economic-Incentives>)
/ **City of Kissimmee Economic Incentives**

City of Kissimmee Economic Incentives

The City of Kissimmee offers a wide range of incentives to encourage business development and investment. Below are available programs and benefits for eligible projects.

Job Creation Bonus

Job Creation Bonus (JCB) up to \$3,000 per job to stimulate the creation and/or retention of high wage jobs within the City of Kissimmee. This JCB is tiered, from \$1,000 per job to \$3,000 per job, based on annual average wage.

Ad Valorem Property Tax Refund

Refund up to 25% of the property taxes (ad valorem) paid by the company on the value added to real property or new business personal property, for a period of up to 10 years.

Building Permit Fee Reimbursement: Up to \$20,000

Offer eligible companies a 25% reimbursement in the fees paid to the City during construction.

Development Review Fee Reimbursement: Up to \$5,000

This incentive will offer eligible companies a 25% percent reimbursement for the Development Review Fees they have specifically paid to the city of Kissimmee including, but not limited to, Site Plan Review, Site Construction Plan Review, Plat Process, and Variances.

Fast Track Permitting

A coordinated effort through all permitting departments to expedite the review of all City permits on complete submissions.

Brownfield Building Permit Fee Reimbursement: Up to \$50,000

Under the City's adopted Brownfield Resolution, the City will reimburse 50% of Building Review and Building Permit Fee's for eligible companies located within the Kissimmee designated Brownfield Area.

Need Help?

Economic Development Department

[. \(tel:407-518-2353\)economicdevelopment@kissimmee.gov](tel:407-518-2353)

[. \(mailto:economicdevelopment@kissimmee.gov\)](mailto:economicdevelopment@kissimmee.gov)

[407-518-2556 \(tel:4075182556\)](tel:407-518-2556)

Related Services

[Medical Arts District \(https://www.kissimmee.gov/Business-Development/Economic-Development/Economic-Incentives/Medical-Arts-District\)](https://www.kissimmee.gov/Business-Development/Economic-Development/Economic-Incentives/Medical-Arts-District)

[Aerospace Advancement Initiative \(https://www.kissimmee.gov/Business-Development/Economic-Development/Economic-Incentives/Aerospace-Advancement-Initiative\)](https://www.kissimmee.gov/Business-Development/Economic-Development/Economic-Incentives/Aerospace-Advancement-Initiative)

[Apply for Economic Incentives \(https://www.kissimmee.gov/Business-Development/Economic-Development/Economic-Incentives/Apply-for-Economic-Incentives\)](https://www.kissimmee.gov/Business-Development/Economic-Development/Economic-Incentives/Apply-for-Economic-Incentives)

[Community Redevelopment Agencies \(CRA\) \(https://www.kissimmee.gov/Business-Development/Community-Redevelopment-Agencies-CRA\)](https://www.kissimmee.gov/Business-Development/Community-Redevelopment-Agencies-CRA)

[Business Assistance \(https://www.kissimmee.gov/Business-Development/Doing-Business-in-Kissimmee/Business-Assistance\)](https://www.kissimmee.gov/Business-Development/Doing-Business-in-Kissimmee/Business-Assistance)



Economic
Development
Advisory Board

agenda item 6.a

item type

Staff Updates

meeting date

March 10, 2026

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

Econ Dev Commercial Performance Report

motion | recommendation

background

Monthly reports as requested

alternatives | other considerations

fiscal impact

attachments

1. EDAB Commercial Performance Report_February 2026
2. Property Overview - Park Ave 2 - Feb 1, 2026 - Feb 28, 2026

Commercial Performance Report

3/26

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

Sources: ESRI, CoStar, BLS

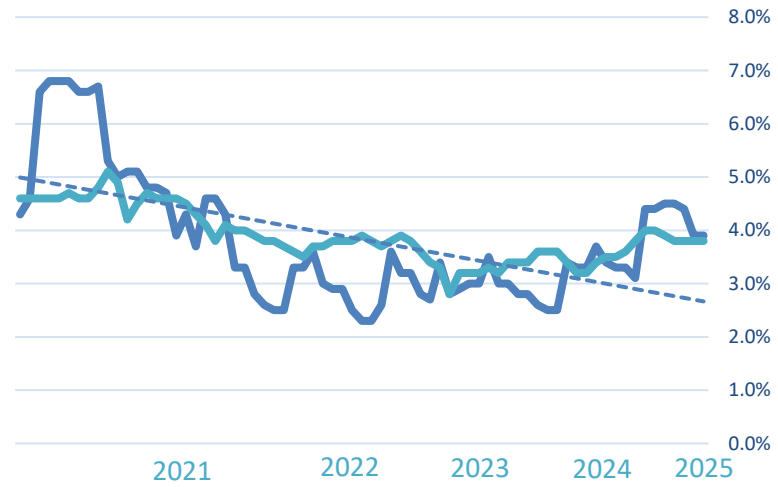
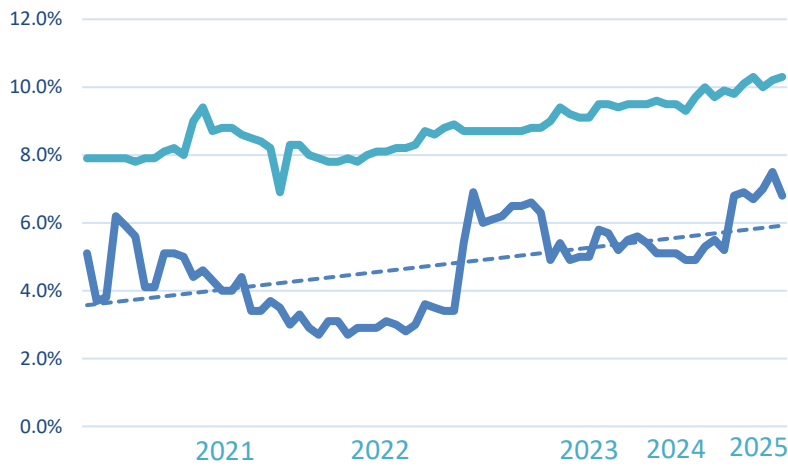
OFFICE

Vacancy

RETAIL

Winter Park Orlando MSA

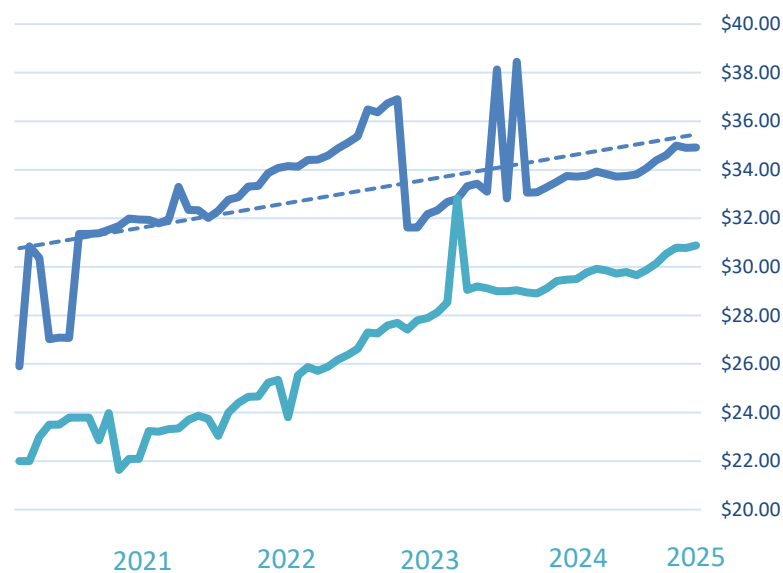
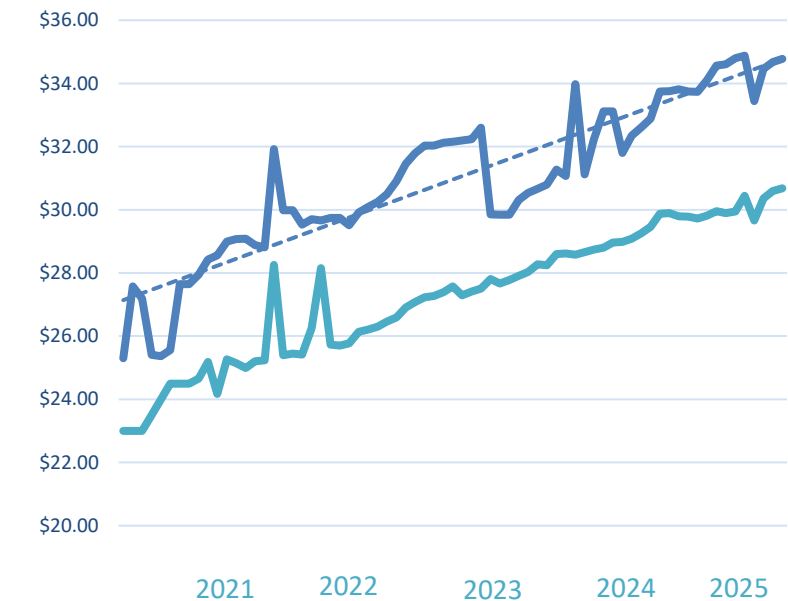
Winter Park Orlando MSA



Rental Rate

Winter Park Orlando MSA

Winter Park Orlando MSA



Property Overview

Feb 1 - Feb 28, 2026

Property:

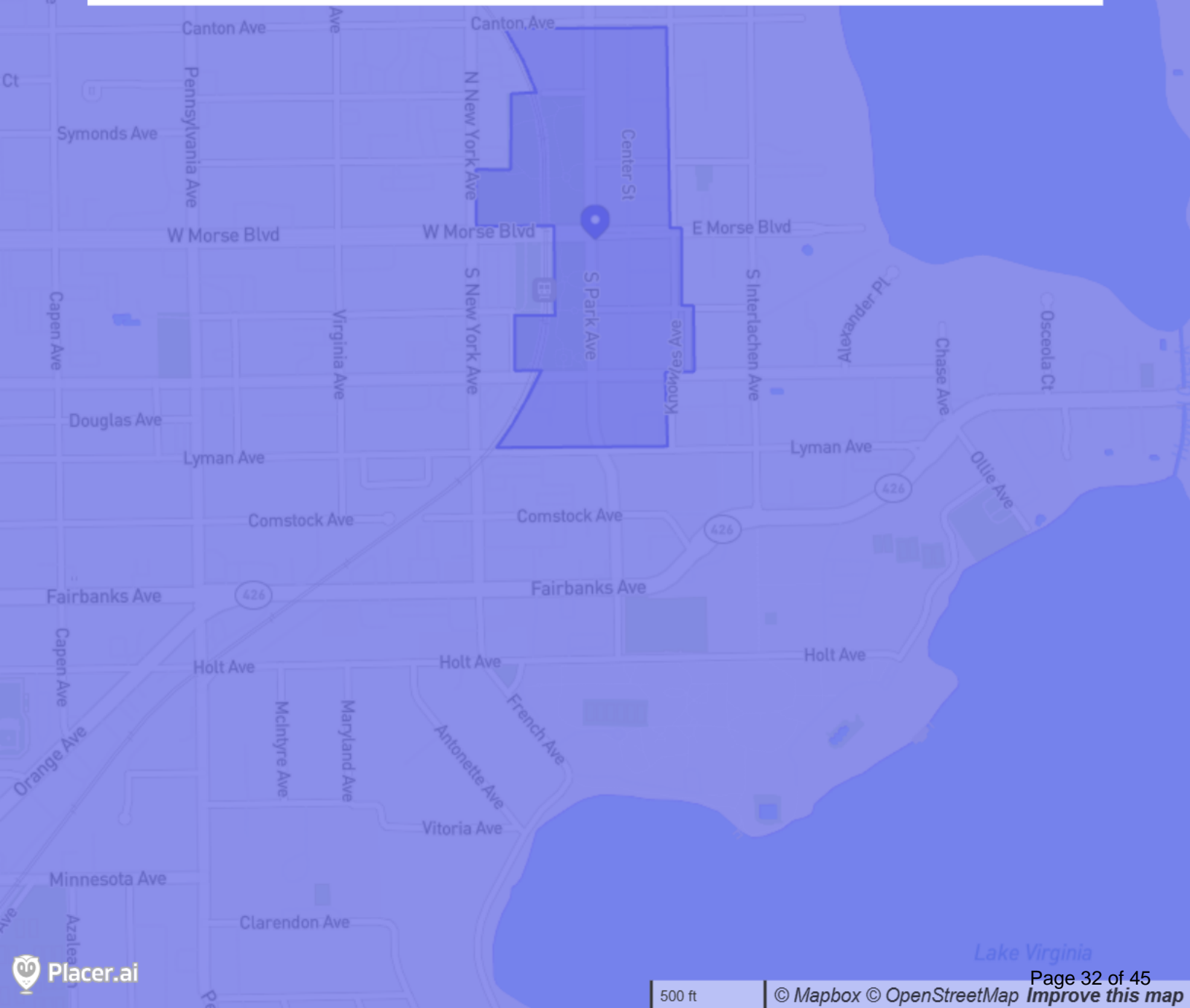


Park Ave 2

Morse Boulevard, , FL 32789



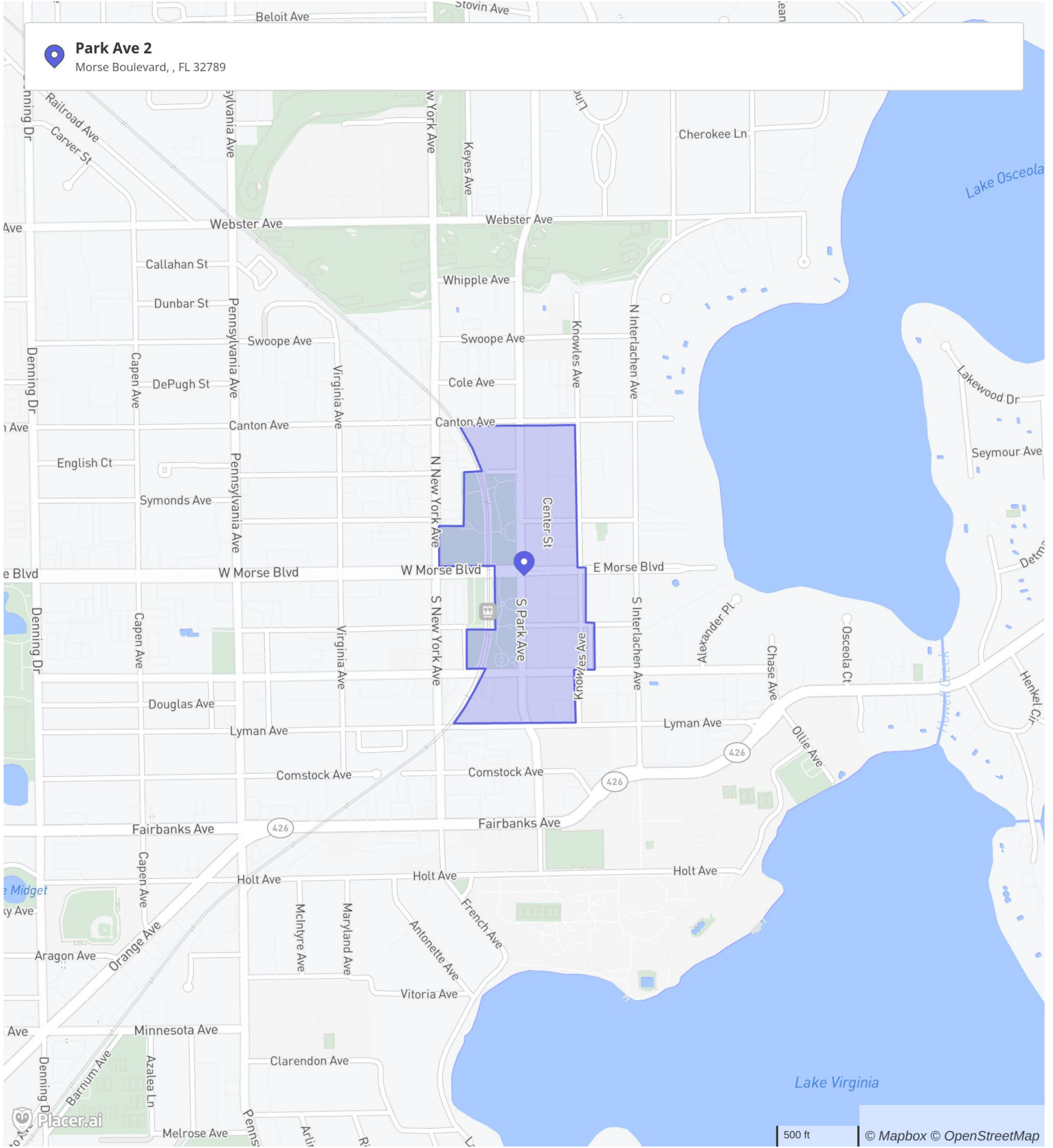
Scan to view on placer.ai platform





Property Overview

Feb 1 - Feb 28, 2026





Property Overview

Feb 1 - Feb 28, 2026

Metrics

Park Ave 2

Morse Boulevard, FL

Visits	263.6K	Panel Visits	20K
Visitors	200.1K	Visits YoY	+2.7%
Visit Frequency	1.33	Visits Yo2Y	+5.2%
Avg. Dwell Time	91 Min	Visits Yo3Y	+1.2%

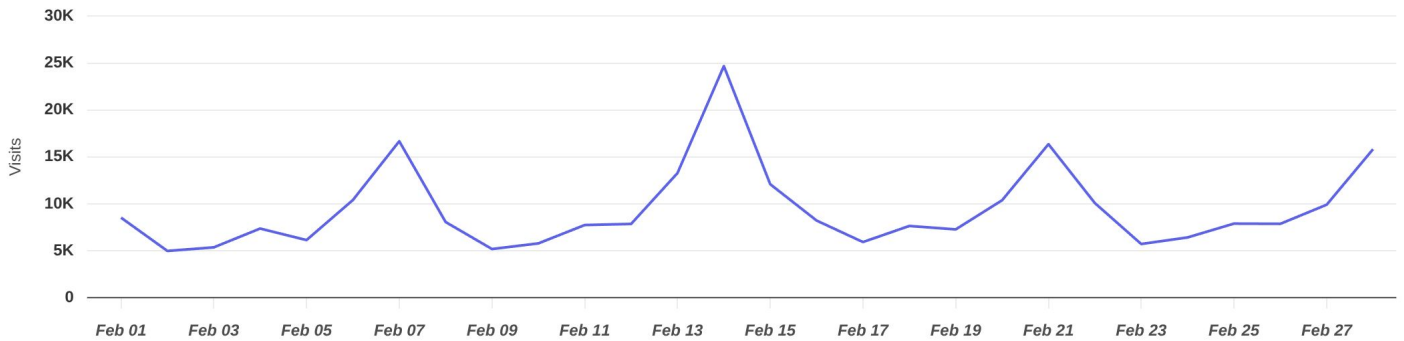
Feb 1st, 2026 - Feb 28th, 2026
Data provided by Placer Labs Inc. (www.placer.ai)



Visits Trend

Park Ave 2

Morse Boulevard, FL



Daily | Visits | Feb 1st, 2026 - Feb 28th, 2026
Data provided by Placer Labs Inc. (www.placer.ai)





Property Overview

Feb 1 - Feb 28, 2026

Audience Overview

Summary

Property	Median Household Income	Bachelor's Degree or Higher	Median Age	Most Common Ethnicity	Persons per Household
Park Ave 2 Morse Boulevard, FL	\$75.8K	43.9%	35.5	White (48.7%)	2.66
Florida	\$68.1K	32.3%	42	White (52%)	2.59

Feb 1st, 2026 - Feb 28th, 2026 | Data Source: Census 2022
Data provided by Placer Labs Inc. (www.placer.ai)





Property Overview

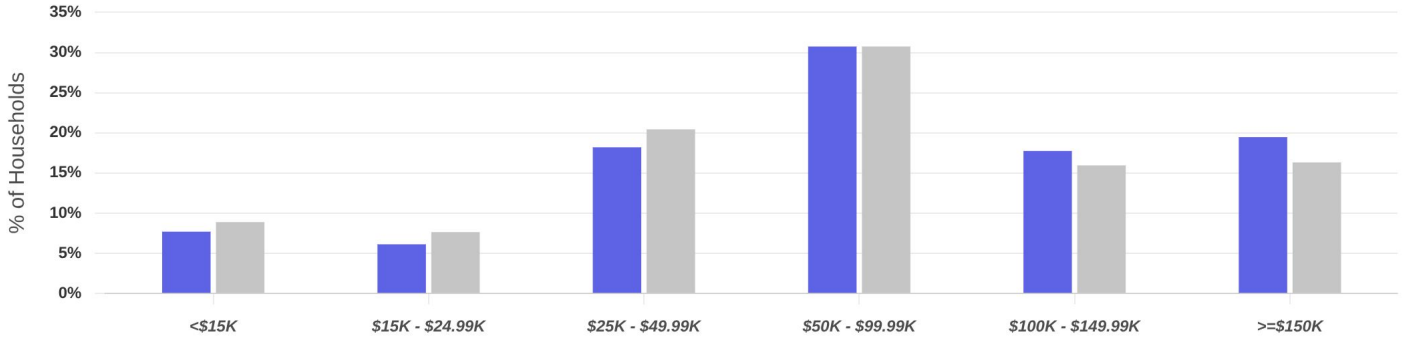
Feb 1 - Feb 28, 2026

Household Income

Park Ave 2

Morse Boulevard, FL

Florida



Feb 1st, 2026 - Feb 28th, 2026 | Data Source: Census 2022
Data provided by Placer Labs Inc. (www.placer.ai)

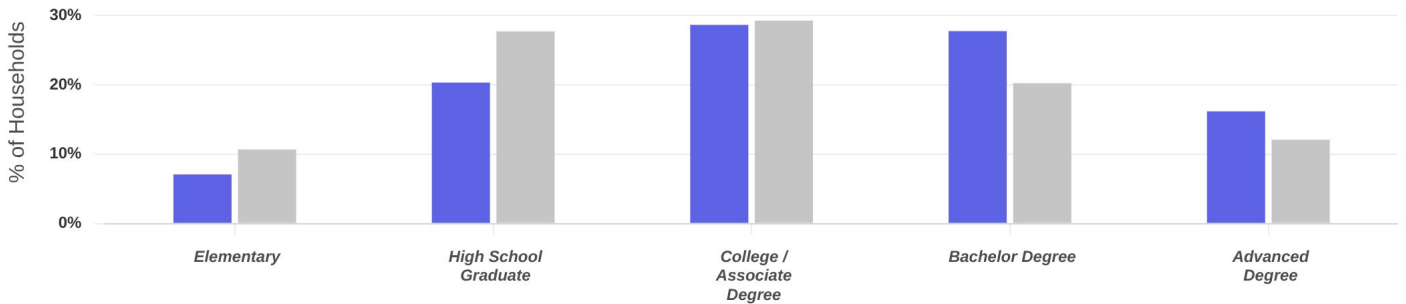


Education

Park Ave 2

Morse Boulevard, FL

Florida



Feb 1st, 2026 - Feb 28th, 2026 | Data Source: Census 2022
Data provided by Placer Labs Inc. (www.placer.ai)

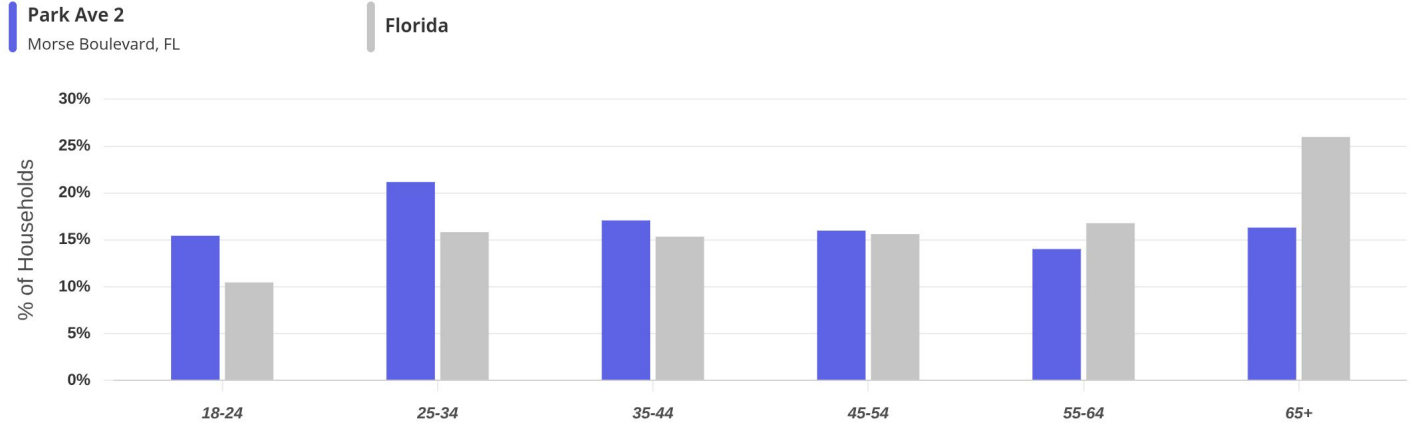




Property Overview

Feb 1 - Feb 28, 2026

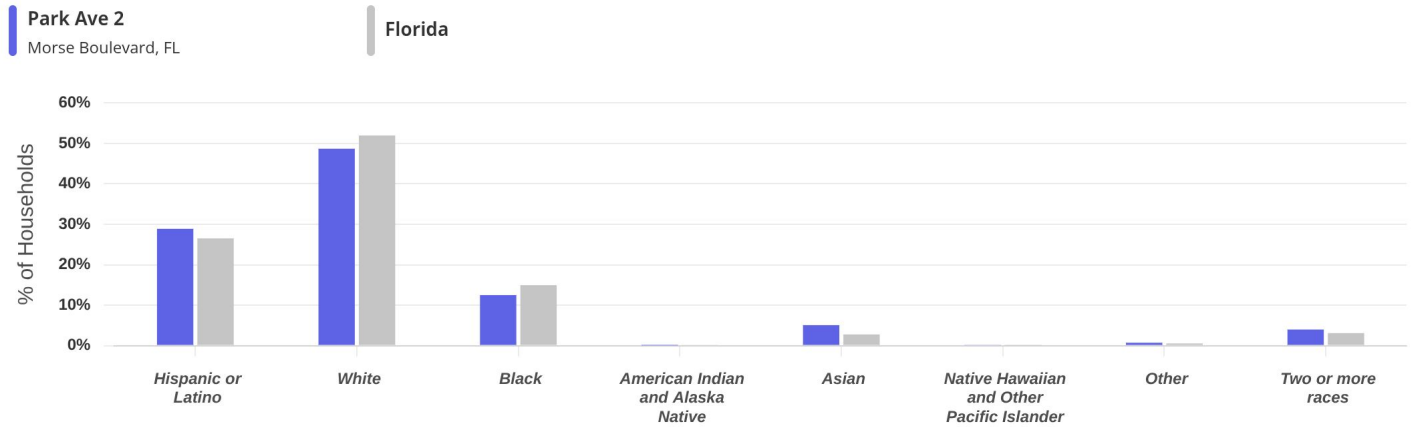
Age



Feb 1st, 2026 - Feb 28th, 2026 | Data Source: Census 2022
Data provided by Placer Labs Inc. (www.placer.ai)



Ethnicity



Feb 1st, 2026 - Feb 28th, 2026 | Data Source: Census 2022
Data provided by Placer Labs Inc. (www.placer.ai)





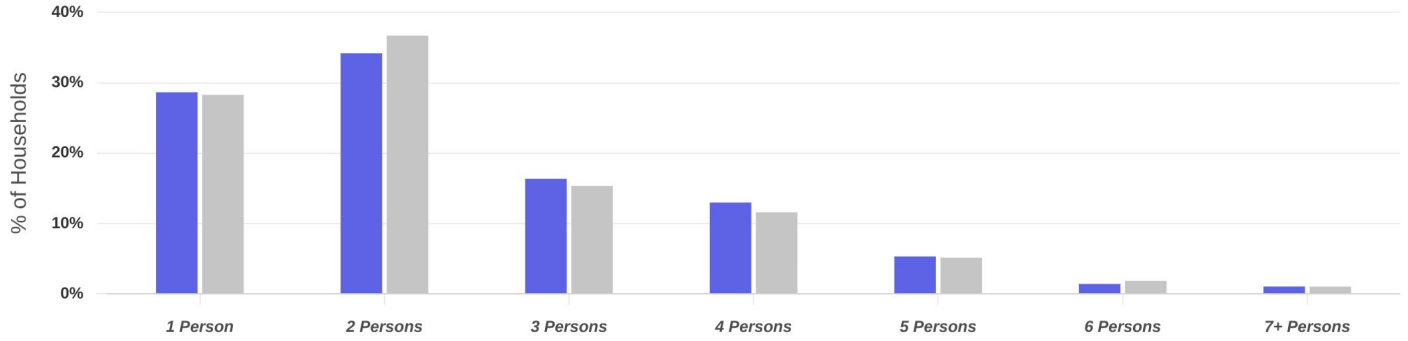
Property Overview

Feb 1 - Feb 28, 2026

Household Size

Park Ave 2
Morse Boulevard, FL

Florida

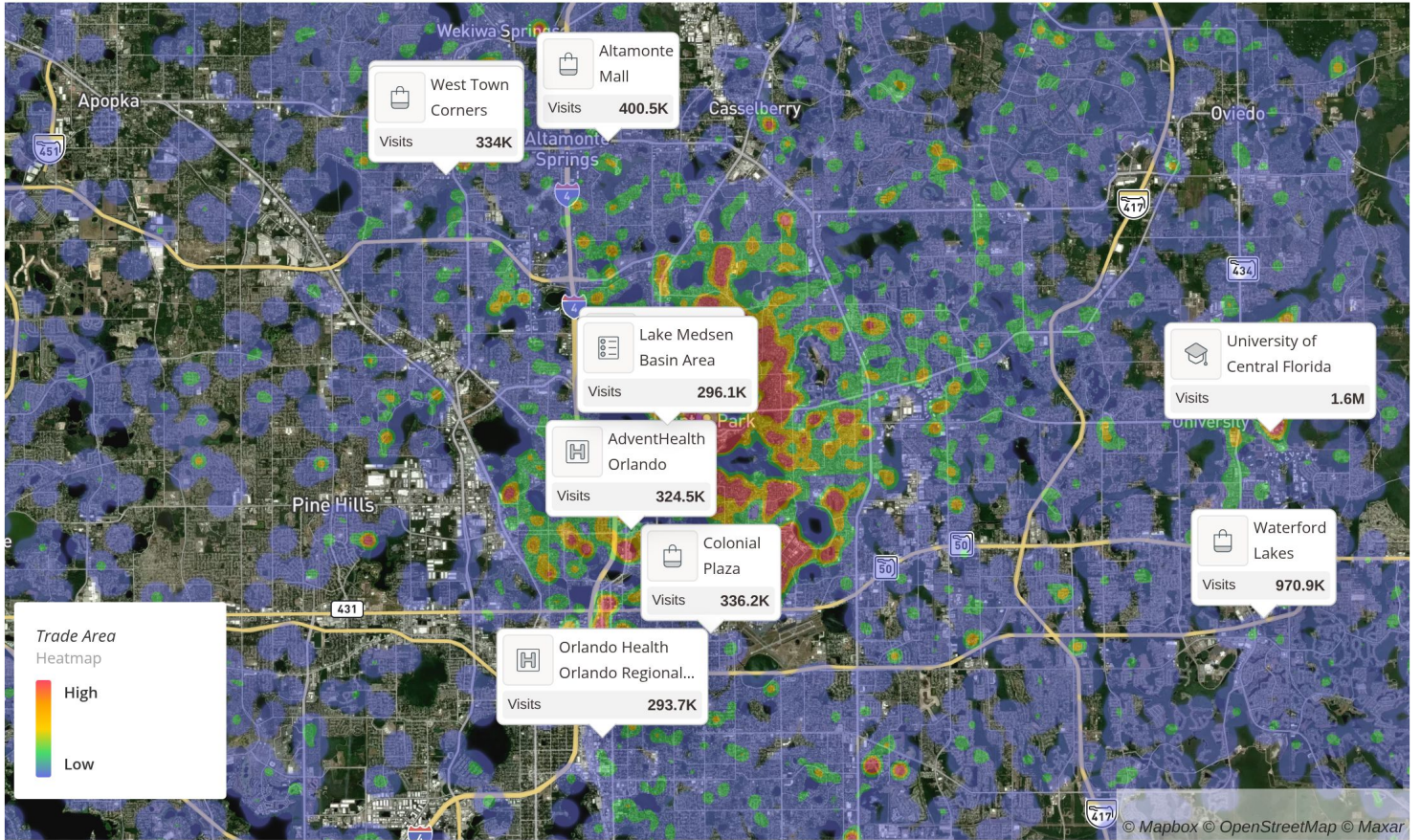


Feb 1st, 2026 - Feb 28th, 2026 | Data Source: Census 2022
Data provided by Placer Labs Inc. (www.placer.ai)





Market Landscape



Home locations are obfuscated for privacy and randomly placed within a census block. They do not represent actual home addresses.

Feb 1st, 2026 - Feb 28th, 2026
Data provided by Placer Labs Inc. (www.placer.ai)



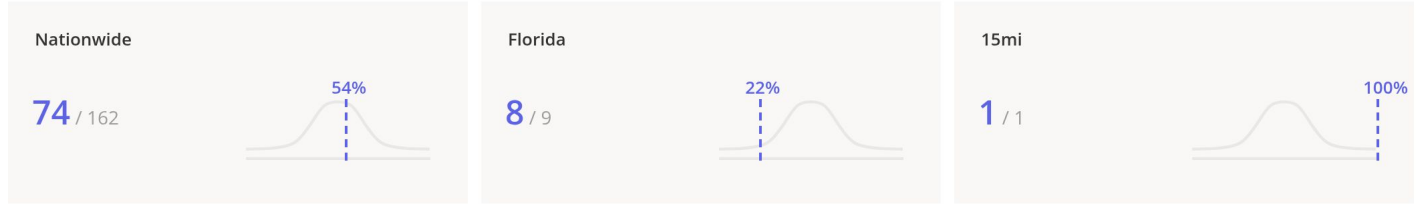


Property Overview

Feb 1 - Feb 28, 2026

Ranking Overview

Park Ave 2
Morse Boulevard, FL

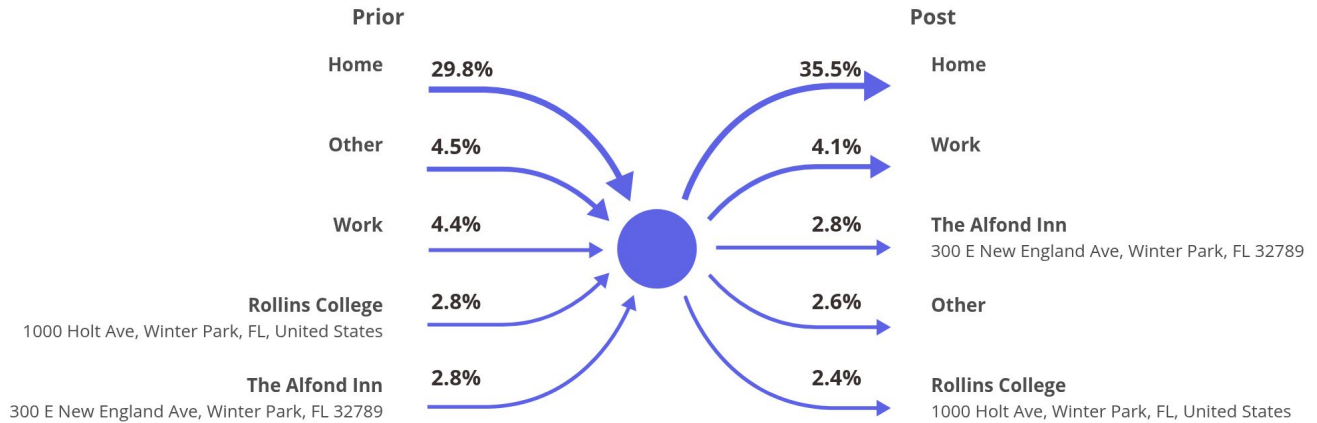


Category: Shopping District | Visits | Feb 1st, 2026 - Feb 28th, 2026
Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey

Park Ave 2
Morse Boulevard, FL



Show by: | Feb 1st, 2026 - Feb 28th, 2026
Data provided by Placer Labs Inc. (www.placer.ai)





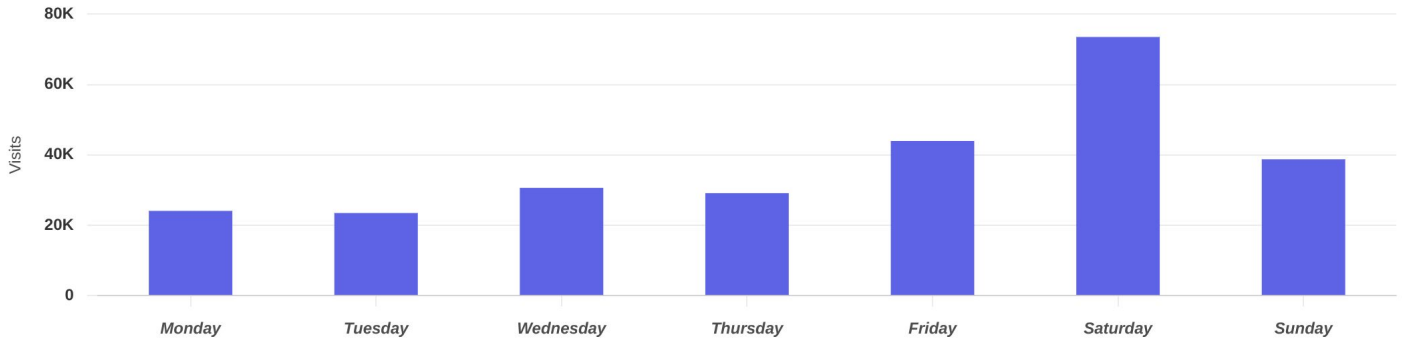
Property Overview

Feb 1 - Feb 28, 2026

Daily Visits

Park Ave 2

Morse Boulevard, FL



Visits | Feb 1st, 2026 - Feb 28th, 2026

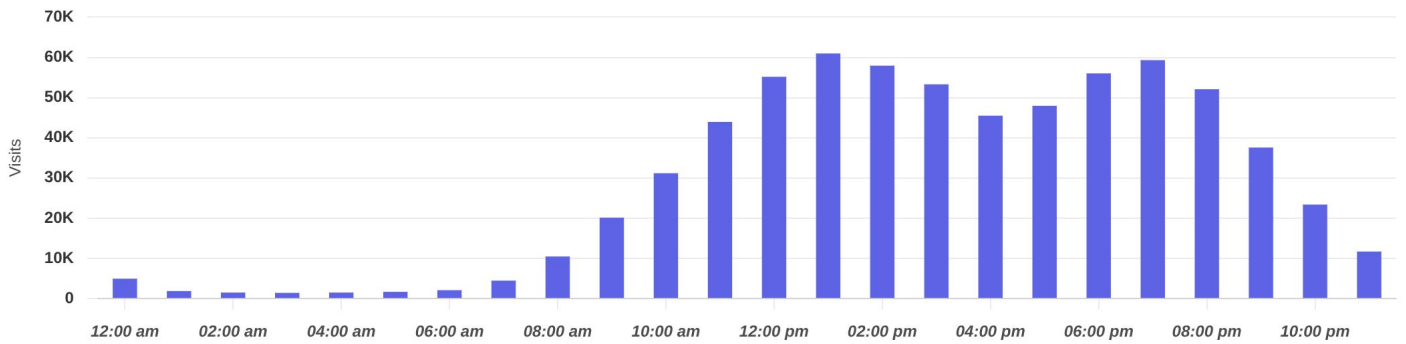
Data provided by Placer Labs Inc. (www.placer.ai)



Hourly Visits

Park Ave 2

Morse Boulevard, FL



Visits | Feb 1st, 2026 - Feb 28th, 2026

Data provided by Placer Labs Inc. (www.placer.ai)










Favorite Places

Park Ave 2

Morse Boulevard, FL

Rank	Name	Distance	Visitors (%)
1	 Central Park 401 S Park Ave, Winter Park, FL 32789	0.1 mi	74.8K (37.4%)
2	 Orlando International Airport 1 Jeff Fuqua Blvd, Orlando, FL 32827	11.8 mi	61.7K (30.8%)
3	 Winter Park Village 510 Orlando Ave, Winter Park, FL 32789	0.8 mi	52.1K (26.1%)
4	 Lakeside and Lakeside Crossing 111- 131 North Orlando Avenue, Winter Park, FL 32789	0.9 mi	39.5K (19.7%)
5	 Walt Disney World Resort 1486 Buena Vista Dr, Lake Buena Vista, FL 32830	20.1 mi	38.2K (19.1%)
6	 Center of Winter Park 501 N Orlando Ave, Winter Park, FL 32789	1.1 mi	36.8K (18.4%)
7	 The Mall at Millenia 4200 Conroy Rd, Orlando, FL 32839	9.2 mi	30K (15%)
8	 Waterford Lakes Town Center 413 N Alafaya Trail, Orlando, FL 32828	9.6 mi	29.9K (14.9%)
9	 Winter Park Corners 1030 N Orlando Ave, Winter Park, FL 32789	1 mi	29.6K (14.8%)
10	 Colonial Plaza 601 N Bumby Ave, Orlando, FL 32803	3.3 mi	28.5K (14.2%)

Category: All Categories | Min. Visits: 1 | Feb 1st, 2026 - Feb 28th, 2026

Data provided by Placer Labs Inc. (www.placer.ai)



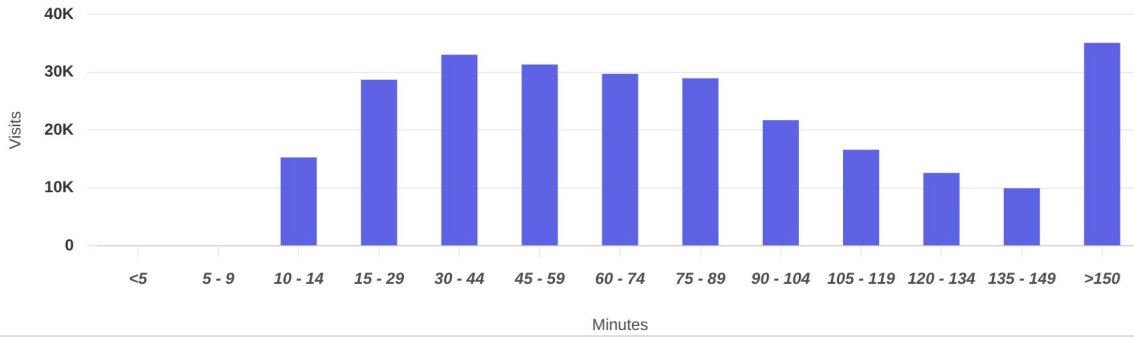


Property Overview

Feb 1 - Feb 28, 2026

Visit Duration

Park Ave 2
Morse Boulevard, FL



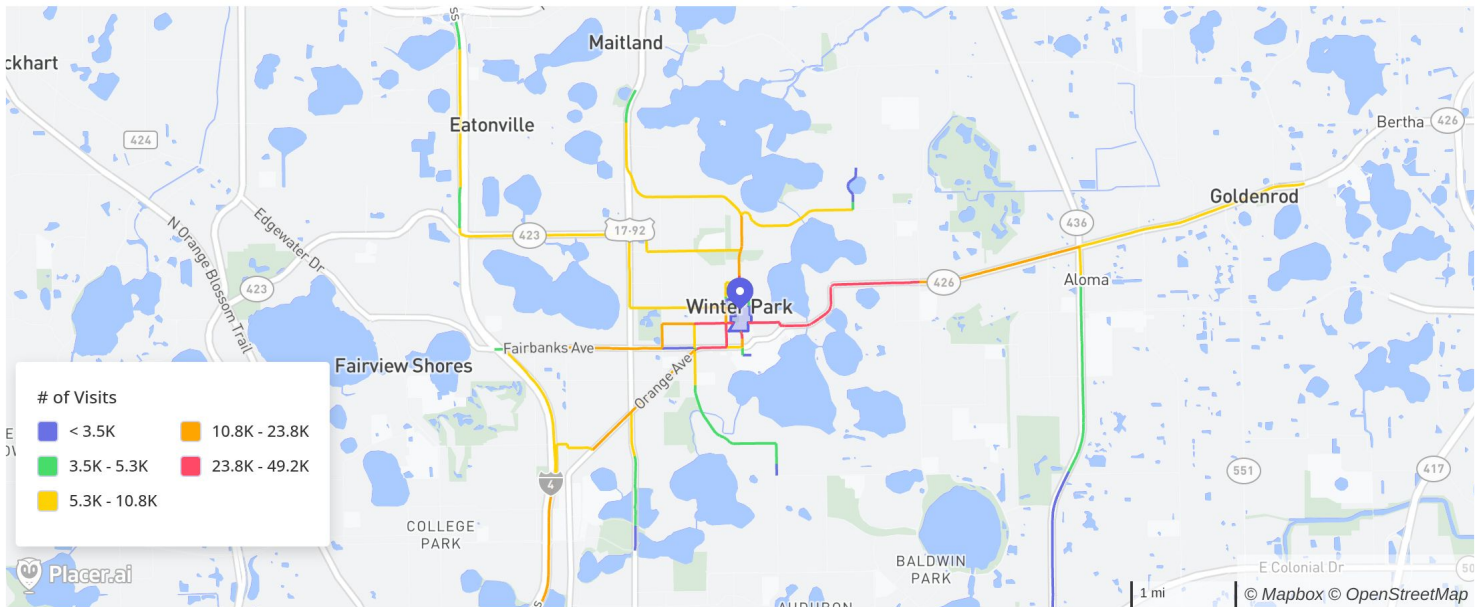
Average Stay	91 min
Median Stay	71 min

Visits | Feb 1st, 2026 - Feb 28th, 2026
Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey - Routes

Park Ave 2
Morse Boulevard, FL



To protect individual privacy, the beginning points shown for each route are approximations and do not represent actual home locations.

Journey Direction: To Property | Feb 1st, 2026 - Feb 28th, 2026
Data provided by Placer Labs Inc. (www.placer.ai)





Economic
Development
Advisory Board

agenda item 6.b

item type

Staff Updates

meeting date

March 10, 2026

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

Winter Park Business Academy Update

motion | recommendation

background

alternatives | other considerations

fiscal impact

attachments

1. WPBA March 2026

90 MINUTES TO MARKET

March 12
6-8pm



QUICK LAUNCH SALES STRATEGIES

Launch products and services without massive budgets or complex campaigns. The battle-tested system combines AI with real-world experience to help you start generating revenue immediately.

Presenter: Rey Ortega, CEO, Grata.

Investment: Free to attend.

WIPBA

WALK AWAY WITH:

- ◆ A ready-to-use launch framework you can deploy the same day
- ◆ AI-powered tools to speed up your go-to-market strategy.
- ◆ Low-cost tactics to drive real sales without the big ad spend.
- ◆ Strategies proven in real-world businesses – not theory.



**REGISTER
TODAY!**

CFLBizLink.com/WinterPark

Winter Park Library
1000 E. 1st St.
Winter Park, FL 32789