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 March 10, 2026
/s/ Bahiyyah Layton, Board Coordinator