



Economic Development Advisory Board Regular Meeting

Agenda

April 14, 2026 @ 8:15 AM

City Hall Commission Chambers
401 S. Park Avenue

welcome

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

decorum

As a courtesy to those present, please silence your mobile devices. If you must take a phone call, please excuse yourself and step outside.

Members of the public shall observe the same rules of propriety, decorum and good conduct applicable to members of the Board. Persons making remarks or exhibiting behavior that disrupts the orderly conduct of this meeting will be subject to removal from the meeting.

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board member compliance

Board/Committee members when acting within the scope of their public duties are subject to the Florida Sunshine Law (Ch. 286, F.S.), Florida Public Records Act (Ch. 119, F.S.) and state ethics laws (Ch. 112, F.S.). All discussions with any other board member(s) regarding public items that are likely to come before the board/committee must occur on the record during a public meeting. No member shall vote upon, and no appointed member shall attempt to influence, any item considered which would inure to the special private gain or loss of the member, any principal/parent/subsidiary retaining the member, or any relative or business associate of the member. Members must announce their conflict and file a written conflict disclosure with the City Clerk within 15 days of the meeting.

-
- 1. Call to Order**
 - 2. Approval of Minutes**
 - a. Minutes of March 10, 2026 1 Minute
 - 3. Public Comments (for items not on the agenda): Three minutes allowed for each speaker**
 - 4. Action Items**
 - a. W. 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 - May 12
 - 9. Adjournment**



Economic Development Advisory Board

Regular Meeting Minutes

March 10, 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, Emily Williams, Tracy Klingler

Staff Present

Director of Office of Management & Budget Peter Moore, Assistant Director of Economic Development and CRA Kyle Dudgeon, CRA Coordinator Anne Sallee, CRA Project Manager Edwige Josue

1. Call to Order

The meeting was called to order at 8:18 am.

Items #4 and #5 were switched on the agenda.

The new board members introduced themselves. Emily Williams, owner of Be On Park and Z Properties, mentioned that her business encompasses architecture, construction, development, and interior design; both companies are pertinent to EDAB.

Tracy Klingler, owner of Frank, also located on Park Avenue, noted her previous roles as past president and board chair of the Chamber.

Decorum statement read.

2. Approval of Minutes

- a. Minutes of January 13, 2026

Motion made Mr. De Arcos to approve the minutes, seconded by Ms. Grafton. Motion carried unanimously.

- b. Minutes of February 10, 2026

Motion made Mr. De Arcos to approve the minutes, seconded by Ms. Grafton. Motion carried unanimously.

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

4. Action Items

- a. West Fairbanks Guidance Language

Motion made by Mr. Anderson to table the action item West Fairbanks Guidance Language until the next meeting; seconded by Mr. De Arcos. The motion carried unanimously.

Mr. Dudgeon noted that the recommendation language was included in the agenda packet for the board to review.

5. Non-Action Items

Mr. Dudgeon introduced Ms. Edwidge Josue as the new CRA Project Manager.

a. Incentives Discussion

Mr. Dudgeon provided an overview of the incentives discussion, focusing on reinvestment and prioritization in West Fairbanks. Mr. Anderson added that the goal is to present a recommendation primarily concerning the Fairbanks corridor to the commission before their May session.

The considerations include aligning with the 2022 Economic Development Guiding Principles, supporting attainable housing in line with CRA expansion and County Housing for All, creating a critical mass of comparison shopping to increase dwell time, prioritizing financial and professional services as target sectors because of their high GDP contribution, and structuring incentives along with city/CRA support to be sector- and outcome-specific.

In the last meeting, a two-bucket approach was proposed, splitting projects into building initiatives and infrastructure incentives. Mr. Dudgeon emphasized size or scale, differentiating between large-scale and small-scale projects. For example, major improvements in Lakeland require meeting specific thresholds like AMI levels and job creation goals. Typically, these improvements involve significant costs in water, wastewater, electric, and transportation sectors. Funding limits are set, with the maximum being used approximately every two years. A framework and policy are already established. Additionally, Fort Lauderdale provides a different model suitable for both new and existing buildings. Incentives include fee waivers, land donations or purchases, funding conditions, and requirements for job creation and retention. A small-scale example is Winter Park, where the end user is an existing tenant or property owner, and assistance is offered. In Kissimmee, commercial properties in the CRA Brownfield district benefit from reimbursement of permit fees up to \$50K, encouraging economic enhancement.

Mr. Anderson highlighted Winter Park's benefits: lowest millage rate, ownership of sewer and water systems on West Fairbanks, quick police and fire response, and waived or discounted permits and fees through brownfield designation. He explained the CRA and noted that EDAB staff also serve as CRA staff.

New members asked the board to clarify why the incentives had not been effective before the expansion. Mr. Arcos explained that many small-scale owners are involved, and there is a need for a large developer or owners to redevelop assemblages significant enough to qualify for CRA funding. He suggested implementing height

restrictions and noted that the level of focus on the area was only now becoming sufficient. Mr. Anderson mentioned that the area was incorporated into the CRA and classified as a brownfield in 2025, resulting in a budget within the CRA plan through 2037. Mr. Dudgeon highlighted two key points: land costs are unique compared to other locations; second, the implementation of new policy considerations under the comprehensive plan.

Mr. Anderson indicated that the Planning and Zoning Department integrated the zoning regulations and the comprehensive development plan, which was approved by the Commission. He cited Rauvadage's 4 to 5-story residential building as an example, noting that it now produces an annual property tax revenue of approximately \$400,000, accounting for about 3% of the city's general fund budget. The board has noted that if the city seeks to promote development through incentives, certain strategies have proven effective. The aim is to share collective experiences and to propose well-informed recommendations.

Ms. Williams recommended shifting focus away from what is not wanted. Mr. De Arcos mentioned that we need enough assemblage to attract large-scale developers, with a focus on higher density. Mr. Dudgeon presented the slide showing recent small developments in the area. Ms. Klingler inquired whether the main obstacle is the presence of smaller lots.

Mr. Anderson discussed the MJB report, which analyzed the factors driving Park Ave's success, emphasizing that retail is a key attraction. Post-COVID, GDP contributors were examined, and it was found that financial services topped the list, followed by hospitality and professional services. Office users generate the least traffic, parking needs, and command the best rents and higher wages.

Orange County promotes Housing for All, aligning with the CRA's mission. Mr. De Arcos noted that Class A developers might be reluctant to allocate 20% of their units to attainable housing in exchange for incentives. With an overall office vacancy rate of 4%, there is a need for more Class A office space.

Supporting retail and economic growth, Ms. Williams recommended high-end shopping with financial services above, and coffee shops that foster a community dynamic. Mr. Anderson mentioned that parking is one of the challenges for mixed-use on smaller lots. The board should consider innovative solutions, such as investing in shared parking, to overcome these barriers.

Mr. De Arcos advised focusing on the triangular area rather than the entire region as a large-scale development. He recommended providing significant incentives for this main area, while offering smaller to medium incentives for redevelopment on smaller parcels. If there are available parcels, the city could use CRA funding to purchase them and then place them in a pool for developers to buy later, particularly if they meet specific needs the city aims to address. Mr. Anderson discussed large-scale examples and mentioned that, with adjustments, the Lakeland plan can be adapted for both mixed-use and small-scale development.

Mr. Chambers proposed focusing inward to create a walkable area with mixed uses, including a park and a retention pond that doesn't resemble one. The goal is to develop a desirable place for businesses and residents. If feasible, this could transform into a stunning gateway. He suggests adopting the Main Street model to turn Fairbanks into the Gateway District, preserving some historic buildings, constructing new infrastructure, and maintaining some historic bungalows.

Mr. Moore summarized that the corridor presents a wide range of issues, from small to large areas, and many tools are available to address them. He asked the board to categorize these issues into a couple of groups. To enable large-scale developments, address issues such as small lot sizes, lack of sewer and stormwater infrastructure, land costs, and density regulations. These challenges can be mitigated by waiving fees in brownfield areas, creating CRA projects, and investing in sewer and road infrastructure. Additionally, comp plan density pooling now allows for more dwelling units per acre. If you have a small-scale property, parking issues, stormwater management, septic-to-sewer conversions, and related needs can be addressed with shared parking options, CRA septic conversion programs, and grants for business facades and retail interior build-outs available through CRA.

The staff's main concern is understanding who the project is for. The board should present a statement that emphasizes the desire for a mixed-use component in an apartment complex. Certain industries may qualify for higher incentives; for example, lots that are 2 acres or larger, might be targeted. The location is also a factor, with the triangle area being more suitable for larger projects than the eastern side. There is also a question of whether different incentives should be offered at different ends of the corridor. Additionally, collaborating with developers and property owners who are interested in creating side street connections to other properties helps keep traffic off the main street and fosters community connectivity.

6. Staff Updates

- a. Econ Dev Commercial Performance Report
- b. Winter Park Business Academy Update

7. Board Comments

8. Upcoming Agenda Items

- a. Next meeting - April 14

9. Adjournment

The meeting adjourned at 9:27 a.m.

Approved by the board on

/s/ Bahiyah Layton, Board Coordinator



Economic Development Advisory Board

agenda item 4.a

item type

Action Items

meeting date

April 14, 2026

prepared by

Kyle Dudgeon, Assistant Division Director of Economic Development/CRA

approved by

Peter Moore, Director of Office of Management and Budget

subject

W. Fairbanks Guidance Language

motion | recommendation

Motion is at the pleasure of the board

background

Tabled from the board's March meeting, several discussions have been on the future potential of West Fairbanks and how the board may 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 area wide brownfield program for commercial properties.

To that end, the board developed guidance language to aid as a strategic cornerstone as new initiatives, programs, and project potential emerges. For reference, staff is including the 2022 'Guiding Principles' developed by EDAB and its subcommittee, regarding appropriate focus elements. Coupled with this previous effort, 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. This supplements embracing the backbone of Winter Park business cluster industries including; but not limited to, professional, scientific, tech services, retail, and finance.

(2) Take advantage of the city's new resources such as policy changes, CRA funding, and state

and federal programming to ensure public and private investment at a scale that is consistent with code, items in objective one, and investment focal points such as parks, stormwater, shared parking, mixed-use, land assemblage, roads and infrastructure development.

(3) Items one and two suggest capitalizing both smaller and larger scale programs from sewer connections to large-scale infrastructure for new build-outs. Coupled with the land development code, large scale program incentives should encourage long-term tax base growth that meets the city's goals. Smaller scale programming should focus on redevelopment of existing sites with KPI elements such as business retention and expansion for business clusters, capital reinvestment, and capped ceilings for total award amounts.

Strategic Value:

Based on the documentation provided, the board is also suggesting a strategic framework for the area by responding to three questions:

1. What is it that we want?
2. What are the focus points for investment?
3. What types of incentives and policies spark intentions?

alternatives | other considerations

The board may modify guidance language

The board may table guidance language

The board may not approve guidance language

fiscal impact

Impacts to be determined through subsequent programs and project investment

attachments

1. Economic_Development_Subcommittee_Statement___Guiding_Principles_DRAFT_V1.1
(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

April 14, 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 March 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 large scale and small scale packages mirroring best practices from peer municipalities and counties. Attached for reference are two examples; one large scale and one small scale program, for review and discussion by the board. Staff will walk through the work product to date for additional edits, thoughts, and clarity.

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

1. Septic to Sewer Conversion Program- Guidelines_DRAFT
2. Catalyst Development Program (CDP) Guidelines_DRAFT

Septic to Sewer Conversion Grant Program

A win-win: Protect Winter Park's water quality while increasing your property value.



The Winter Park Community Redevelopment Agency (CRA) established the Septic-to-Sewer Conversion Grant Program to improve water quality by replacing outdated septic systems. This grant typically covers a significant portion of the costs to connect to the city sewer system, particularly in priority areas identified by the Florida Department of Environmental Protection and the CRA.

Why should I connect?

➤ **Environmental Benefits**

Connecting to the City sewer reduces nutrient pollution entering the groundwater. Your wastewater will be sent to an Orange County treatment facility, where it's processed to higher standards and recycled to protect the environment. The Florida Department of Environmental Protection recommends septic-to-sewer conversion to enhance protection, as high nitrogen levels are affecting the ecosystem.

➤ **Personal Benefits**

Once connected, the City manages your wastewater—eliminating the burden of septic tank maintenance and repairs. Traditional septic tanks fail over time and require ongoing upkeep. By connecting to the City sewer, you'll also gain more flexibility with your yard space.

➤ **Financial Protection**

Grant funding is limited and may not be available in the future. If your septic tank fails, the Department of Health requires you to connect to the city sewer system if it's available. Connecting now with grant assistance prevents the financial burden of paying full connection costs later.

Why did the CRA start this program?

Septic tanks protect public health, but they're not designed to protect the environment. Expanding sewer service is part of the CRA's overall goal of protecting our water resources.

Who is Eligible?

This program applies to:

- Commercial and mixed-use properties
- Multifamily properties (as defined by the City)
- Properties currently using septic systems
- Properties located within the designated CRA

Priority areas may include:

- Commercial corridors
- Parcels near existing sewer infrastructure
- Environmentally sensitive zones

Program Requirements

Eligible property owners who choose or are required to participate must:

1. Connect to the City sewer system when service becomes available
2. Properly abandon existing septic systems in accordance with regulations
3. Obtain all required permits and inspections
4. Complete connection within the specified timeframe (typically 6–18 months after notice)

Financial Assistance & Incentives

To support participation, the CRA offers the following incentives (subject to funding availability):

1. Connection Cost Assistance

- Partial reimbursement for sewer connection costs
- Grant may cover a percentage of eligible expenses

2. Reduced or Waived Fees

- Discounted sewer connection fees
- Waived or reduced impact fees for qualifying properties

3. Construction Support

- City-funded or shared-cost installation of main sewer lines
- Coordination assistance to minimize business disruption

4. Expedited Permitting

- Priority review for permits related to sewer connection and redevelopment

5. Redevelopment Incentives

- Increased development flexibility where sewer service enables higher intensity use
- Potential eligibility for additional CRA Economic Development Programs

Eligible property owners in the Fairbanks Corridor can receive up to \$20,000 in grant funding to connect to the city sewer system.

Estimated Costs

Costs vary depending on property size and location, but may include:

- Private lateral connection (building to sewer line)
- Septic system abandonment
- Site restoration and plumbing modifications
- The City will provide cost guidance and resources to help property owners plan.

How to Participate

1. **Confirm Eligibility**
Contact CRA staff to verify your property is within a program area.
2. **Submit an application**
Apply for incentives and program participation
3. **Design & Permitting**
Work with a licensed contractor to prepare plans
4. **Construction & Connection**
Complete sewer connection and septic abandonment
A City inspector will conduct a final inspection after project completion

Important Notes

- Incentives are limited and may be available on a first-come, first-served basis
- Early participation may provide the greatest financial benefit

When would the connection happen?

The CRA staff will engage with the approved applicant on a mutually agreeable schedule once the agreement has been executed and the design plans have received approval.

DISCLAIMER: THE DECISION WHETHER TO AWARD THE SEPTIC-TO-SEWER GRANT TO ANY APPLICANT IS A DISCRETIONARY DECISION OF THE CRA IN ITS SOLE DISCRETION. THE CRA MAY AT ANY TIME ESTABLISH OR CONSIDER ADDITIONAL CRITERIA AND/OR REQUIREMENTS NOT LISTED IN THIS APPLICATION AND RELATED DOCUMENTS IN REJECTING OR ACCEPTING AN APPLICATION. SUBMISSION, ACCEPTANCE, OR APPROVAL OF AN APPLICATION DOES NOT CREATE A RIGHT OF THE APPLICANT TO RECEIVE THE GRANT, OR ANY OTHER RIGHT. APPLICANT SHALL HAVE ONLY THOSE RIGHTS EXPRESSLY GRANTED TO THEM IN THE SEPTIC-TO-SEWER GRANT AGREEMENT, IF ONE IS EXECUTED.



Purpose and Intent

The City of Winter Park Community Redevelopment Agency (CRA) established this Catalyst Development Program (CDP) to proactively guide and support redevelopment that produces long-term economic, fiscal, and community benefits.

Specifically, the program is intended to:

- Catalyze transformational, large-scale redevelopment projects
- Leverage CRA resources to maximize long-term tax increment growth
- Encourage high-quality, mixed-use development consistent with the City’s vision
- Address market gaps and financial feasibility challenges
- Promote redevelopment in priority CRA subareas, including underutilized and transitioning corridors
- Encourage Mixed-Use and Walkable Development Patterns
 - Prioritize projects that integrate residential, commercial, office, and civic uses in a manner that:
 - Reduces reliance on automobiles
 - Enhances connectivity between districts
 - Supports local businesses and economic vitality

Eligibility

The Catalyst Development Program (CDP) is available to businesses expanding and to new businesses located in the CRA district. To be considered for the CDP Program, the applicant should review the guidelines below (see also Table 1: Guideline Matrix).

Meeting all the guidelines does not guarantee approval of an application, and all terms of any approval are at the sole discretion of the City/CRA:

- Create a minimum of 25 new jobs paying an average wage of 125% of the Orange County Average Annual Wage.
- Create a minimum of 50 new jobs paying an average wage of 100% of the Orange County Average Annual Wage.
- Eligible businesses and tenants should generally fall within selected industry classifications as defined by the North American Industry Classification System (NAICS):
 - Construction/Attainable Housing (Code 23-61)
 - Retail Trade (Code 44-45)
 - Financial Activities and Information (Code 51-53)
 - Professional and Administrative Services (Code 54-56)
 - Education and Health Services (Code 61-62)
- Minimum total development cost of \$10 million+
- Development requires a minimum of 1 acre

- Eligible Properties improvements to an existing building or construction of a new building:
 - Multi-parcel or district-scale redevelopment
 - Mixed-use (residential, commercial, office, hospitality, civic)
- Demonstrates significant public benefit or catalytic impact, such as increased taxable value, job creation, workforce or attainable housing, public infrastructure improvements, enhanced walkability, connectivity, and placemaking
- Be located within the CRA district boundaries
- Be consistent with:
 - Comprehensive Plan
 - CRA Redevelopment Plan
 - Applicable zoning and land use policies
- Demonstrate a funding gap through a financial pro forma or financial projections

Incentive Tools

This program will allow the CRA to use any of its incentive programs and options, such as:

- On-site improvements
- Streetscape and mobility improvements
- Relocation of Water, Wastewater, and Electric Transmission Lines
- Infrastructure Improvements
- Impact fee reductions or reimbursements
- Permit fee waivers
- Expedited review and approvals
- Brownfield building permit fee reimbursement

Funds & Distribution

- The maximum available incentive per project shall not exceed \$500,000 or CDP 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.
- The incentive shall be distributed on a first-come, first-served basis to qualified applicants that a completed application.
- Once the incentive fund's annual distribution has been depleted, no additional projects shall be funded until the incentive is replenished or is otherwise directed by the CRA and/or City Commission.
- The carryover balance of the incentive fund shall not exceed \$1 million prior to October 1st of the current fiscal year.

Guidelines

In order to be considered for the Program, the Applicant should consider the guidelines listed below. Meeting all the guidelines does not guarantee approval of an application, and all terms of any approval are at the sole discretion of the City/CRA:

- All applicants will be required to maintain minimum job creation levels of employment for the term of the agreement with the City/CRA. If a business has multiple locations, only those physically located within the City limits will be considered eligible for the application.
- Average wage levels that are substantially higher than the minimum requirements may receive a greater incentive award at the discretion of the City/CRA Board.
- Applicants must commit to maintain any jobs created in the City for a period of 5-10 years. Ten years is preferred, but may be reduced at the sole discretion of the City/CRA Board.
- Agree to utilize City utilities (Water, Sewer, Electric) where applicable.
- Demonstrate that the business is, and will remain, economically sound over the course of the agreement by submitting financial statements and tax returns as requested.
- Be willing to submit employee information, including the number of employees, salaries, total payroll, and address information, indicating how many jobs are currently held by residents of the City. (Individual employee information will not be disclosed.)
- All licenses must be up to date, and all property taxes must be current, with no debts in arrears to the City when a contract is signed.
- Indicate that the Program is a major factor in its determination to locate/expand in the City.

Process

Applications are received on a first-come, first-served basis. Applications may be submitted to the City's Department of Economic Development for review of eligibility. Incomplete applications will not be accepted. Based on that review, City staff will draft a contract with the Applicant for approval by the CRA Agency or the City Commission, depending on the funding source. No agreement will be considered final until approved by either the CRA Agency or the City Commission. Applicants may be required to attend public meetings to discuss the application.

Contractual Agreement

All approved Applicants will execute an agreement with the City Commission or the CRA Agency that specifies the terms of the awarded incentive. Any mutually agreed-upon contract may include provisions for repayment of City/CRA funds if Program Guidelines are not maintained.

Change In Ownership, Bankruptcy, Relocation Of Business

Change of Ownership: If an Applicant's business changes ownership, it will remain eligible to receive award funds if the contractual obligations continue to be met.

Relocation of Business: Any Applicant business relocating within the City of Winter Park will still be eligible to receive payments upon providing proof of a new lease covering the remaining term of the contract. Any applicant business relocating outside the City of Winter Park will no longer be eligible for annual payments and must refund any funds awarded to date, as specified in their individual contractual agreement.

Bankruptcy/Dissolution: If an Applicant's business declares bankruptcy and is unable to meet the obligations of the contract or if the business is dissolved, no future payment will be made by the City/CRA.

Confidentiality

Financial statements and other information submitted to the City are not considered public records under FL Statute 288.075. However the City may use certain information retained for the purpose of issuing public reports, including the Applicant's name and business, contact info, description of need, number of full time equivalent jobs created, ratio of employees residing inside the City limits, the amount of any grant award, term of payment, and general wage information gathered for the purpose of determining eligibility.

Competitive Bidding

Applicants are required to get three (3) competitive bids for every type of proposed work, inclusive of any design or planning costs being reimbursed. All contractors must be insured and licensed by the State of Florida. All construction contracts will be between the applicant and the contractor.

Additional Program Assistance

Participation in this Program would not preclude an Applicant from seeking additional assistance from the City/CRA if approved by the respective bodies.

Approvals

The CRA/City is the sole authority to determine the eligibility of proposed work and to confirm completed work. Certain work may be required or precluded as a condition of funding. Participants will be responsible for obtaining necessary regulatory approvals, including any needed by City departments or boards, and including, but not limited to, building permits and any other necessary permits. All work must comply with city, state, and federal regulations.

Program Funding

Nothing contained in this Program shall be construed to be a guarantee or entitlement to an economic incentive from the City of Winter Park, regardless of an Applicant's conformity to the Guidelines, financial condition of the City/CRA, or funding budgeted for economic incentives.

For more information on this and other City programs, please visit www.cityofwinterpark.org and click on Departments, Economic Development/CRA.

Table 1: Guideline Matrix

Guidelines	Job Creation
# of Jobs (FTE)	For relocation to the city, at least 25 new jobs
Average Annual Salary	High wage; minimum of 125% of County Average Wage
Targeted Industry Sectors	Eligible businesses and tenants should generally fall within selected industry classifications as defined by the North American Industry Classification System (NAICS)
Term of Commitment to Remain in City	5 - 10 years
Incentive Considered	\$1,000 - \$1,500 per job created; incentive varies based on level of average wage
Payout of Incentive Awarded	Varies; no more than 5 years
Maximum Incentive	No more than \$500,000 total over 5 years

DRAFT



Economic
Development
Advisory Board

agenda item 6.a

item type

Staff Updates

meeting date

April 14, 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. Property Overview - Park Ave 2 - Mar 1, 2026 - Mar 31, 2026
2. EDAB Commercial Performance Report_April 2026

Property Overview

Mar 1 - Mar 31, 2026

Property:

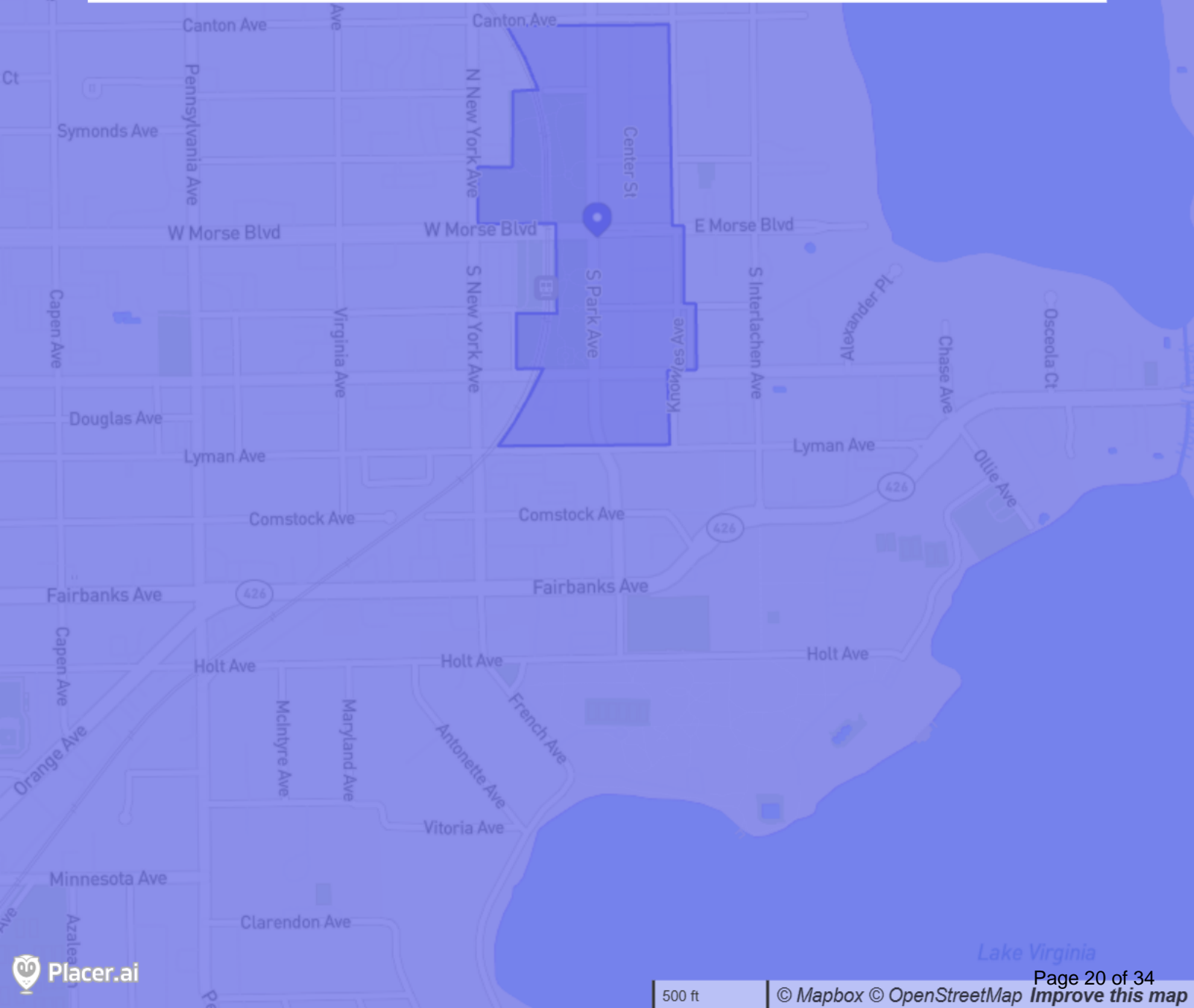


Park Ave 2

Morse Boulevard, , FL 32789



Scan to view on placer.ai platform





Property Overview

Mar 1 - Mar 31, 2026

Metrics

Park Ave 2

Morse Boulevard, FL

Visits	326.7K	Panel Visits	24.7K
Visitors	246.5K	Visits YoY	-2.3%
Visit Frequency	1.33	Visits Yo2Y	-0.6%
Avg. Dwell Time	93 Min	Visits Yo3Y	-0.6%

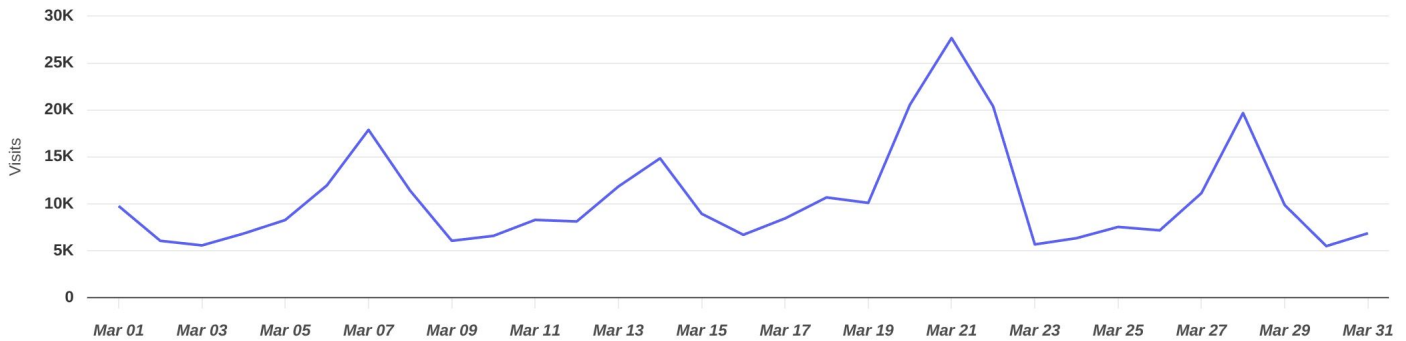
Mar 1st, 2026 - Mar 31st, 2026
Data provided by Placer Labs Inc. (www.placer.ai)



Visits Trend

Park Ave 2

Morse Boulevard, FL



Daily | Visits | Mar 1st, 2026 - Mar 31st, 2026
Data provided by Placer Labs Inc. (www.placer.ai)





Property Overview

Mar 1 - Mar 31, 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	\$74.4K	42.7%	35.7	White (47.7%)	2.66
Florida	\$68.1K	32.3%	42	White (52%)	2.59

Mar 1st, 2026 - Mar 31st, 2026 | Data Source: Census 2022
Data provided by Placer Labs Inc. (www.placer.ai)





Property Overview

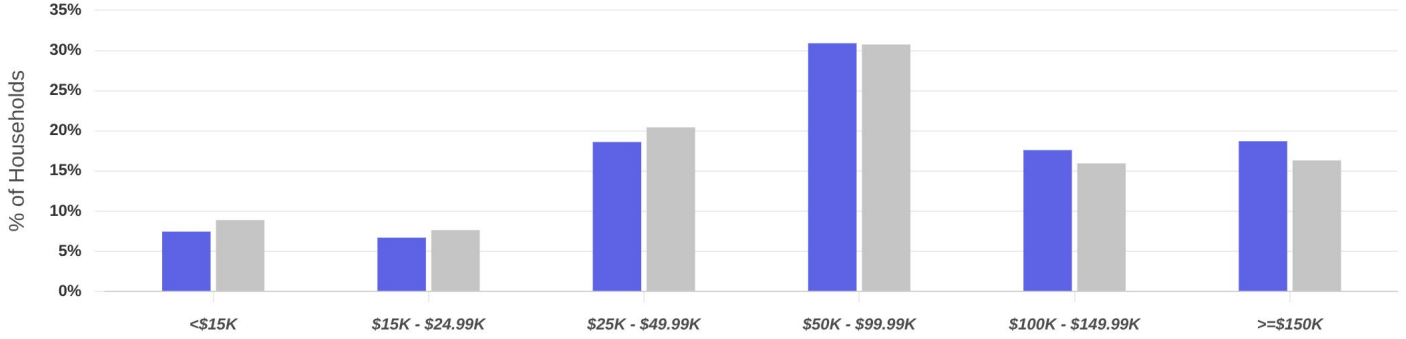
Mar 1 - Mar 31, 2026

Household Income

Park Ave 2

Morse Boulevard, FL

Florida



Mar 1st, 2026 - Mar 31st, 2026 | Data Source: Census 2022
Data provided by Placer Labs Inc. (www.placer.ai)

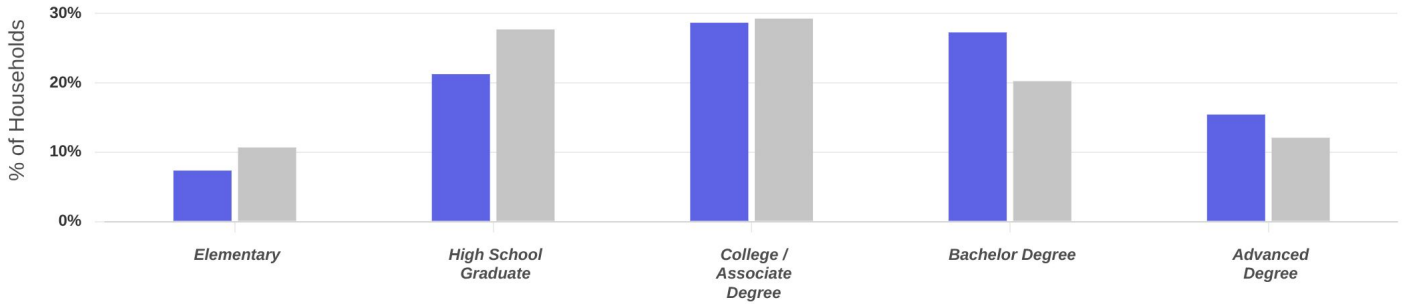


Education

Park Ave 2

Morse Boulevard, FL

Florida



Mar 1st, 2026 - Mar 31st, 2026 | Data Source: Census 2022
Data provided by Placer Labs Inc. (www.placer.ai)

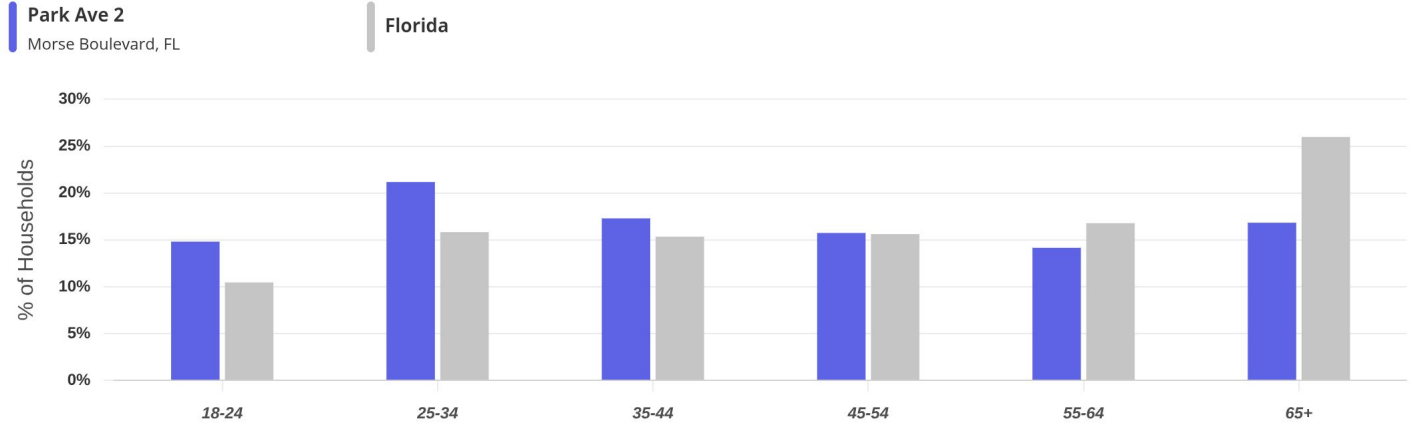




Property Overview

Mar 1 - Mar 31, 2026

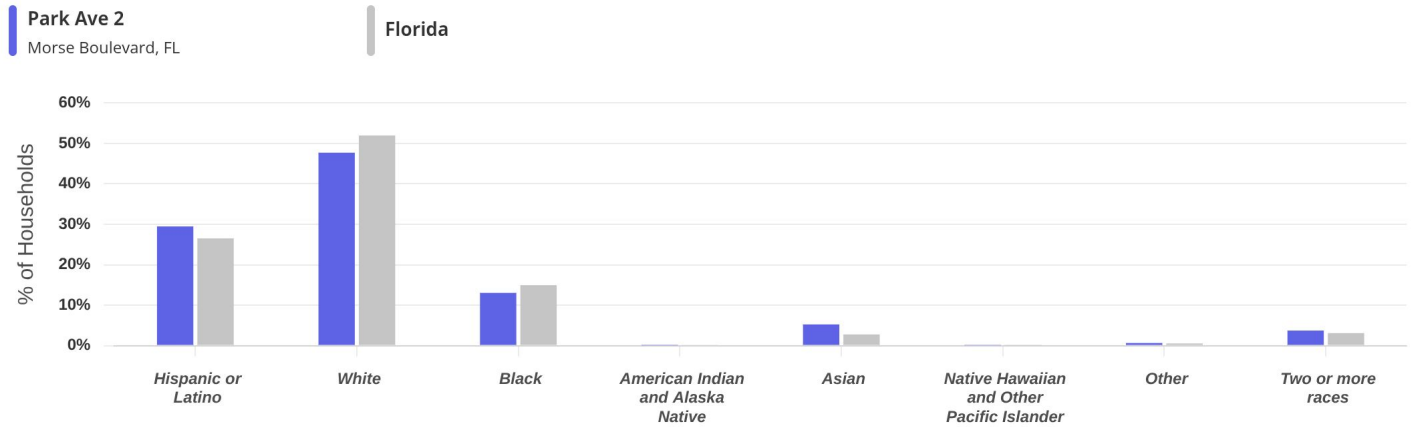
Age



Mar 1st, 2026 - Mar 31st, 2026 | Data Source: Census 2022
Data provided by Placer Labs Inc. (www.placer.ai)



Ethnicity



Mar 1st, 2026 - Mar 31st, 2026 | Data Source: Census 2022
Data provided by Placer Labs Inc. (www.placer.ai)





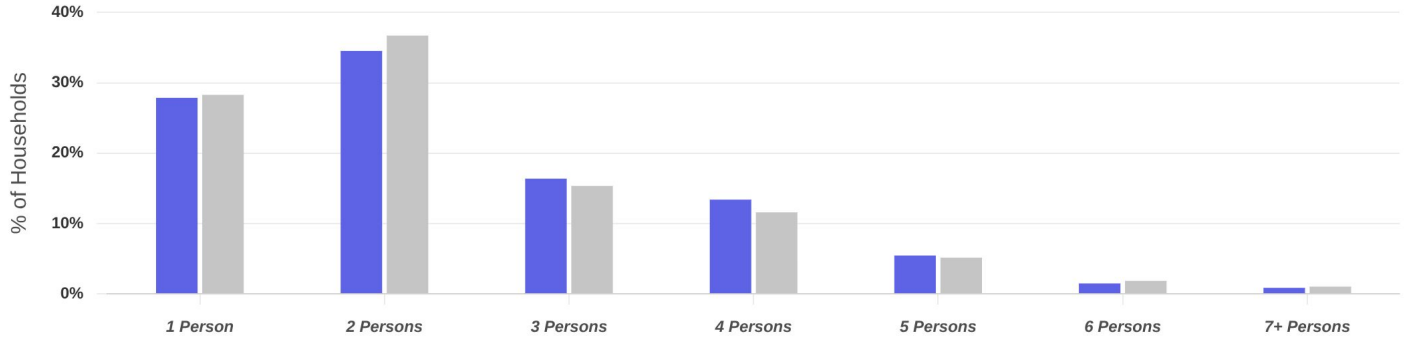
Property Overview

Mar 1 - Mar 31, 2026

Household Size

Park Ave 2
Morse Boulevard, FL

Florida



Mar 1st, 2026 - Mar 31st, 2026 | Data Source: Census 2022
Data provided by Placer Labs Inc. (www.placer.ai)





Property Overview

Mar 1 - Mar 31, 2026

Market Landscape



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

Mar 1st, 2026 - Mar 31st, 2026
Data provided by Placer Labs Inc. (www.placer.ai)





Property Overview

Mar 1 - Mar 31, 2026

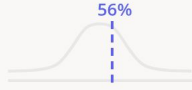
Ranking Overview

Park Ave 2

Morse Boulevard, FL

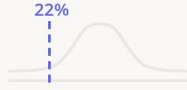
Nationwide

74 / 166



Florida

8 / 9



15mi

1 / 1



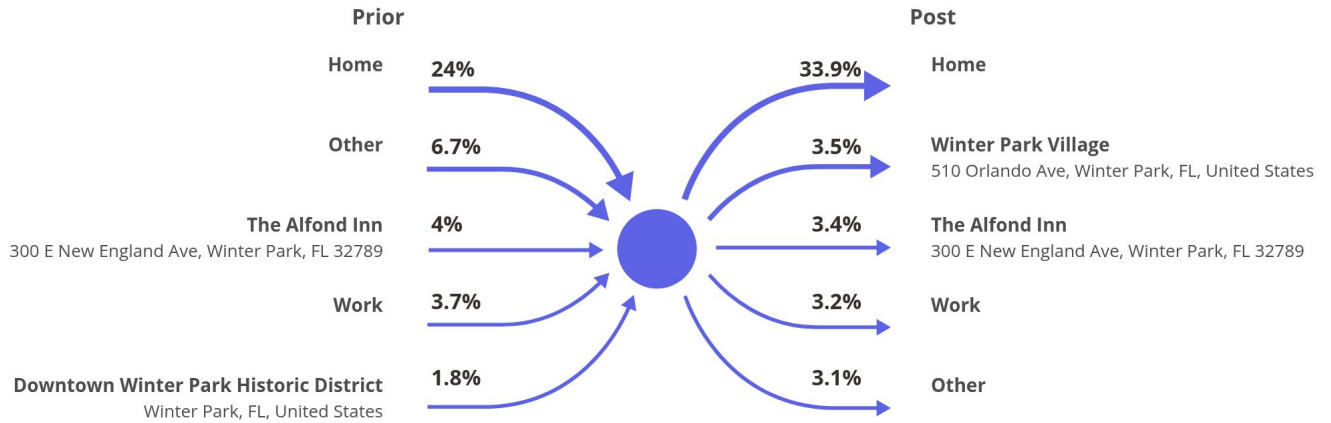
Category: Shopping District | Visits | Mar 1st, 2026 - Mar 31st, 2026
Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey

Park Ave 2

Morse Boulevard, FL



Show by: | Mar 1st, 2026 - Mar 31st, 2026
Data provided by Placer Labs Inc. (www.placer.ai)





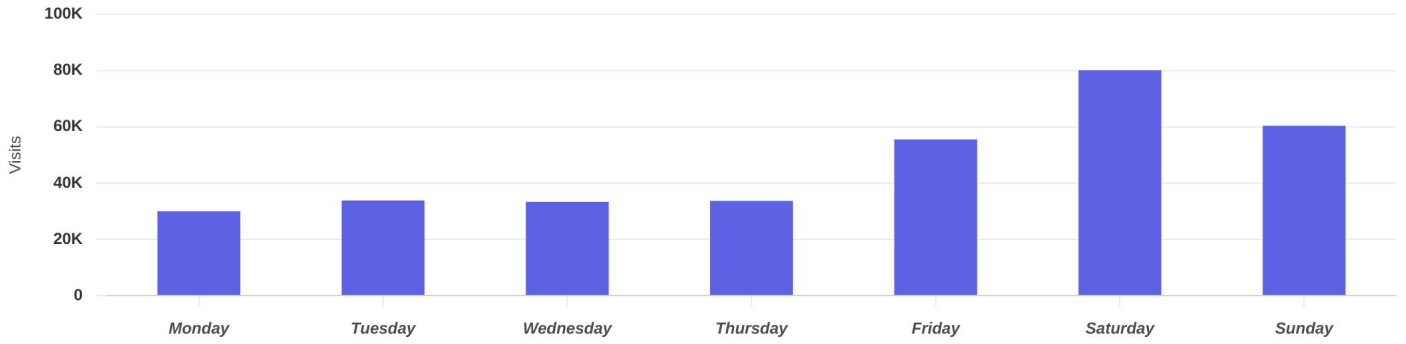
Property Overview

Mar 1 - Mar 31, 2026

Daily Visits

Park Ave 2

Morse Boulevard, FL



Visits | Mar 1st, 2026 - Mar 31st, 2026

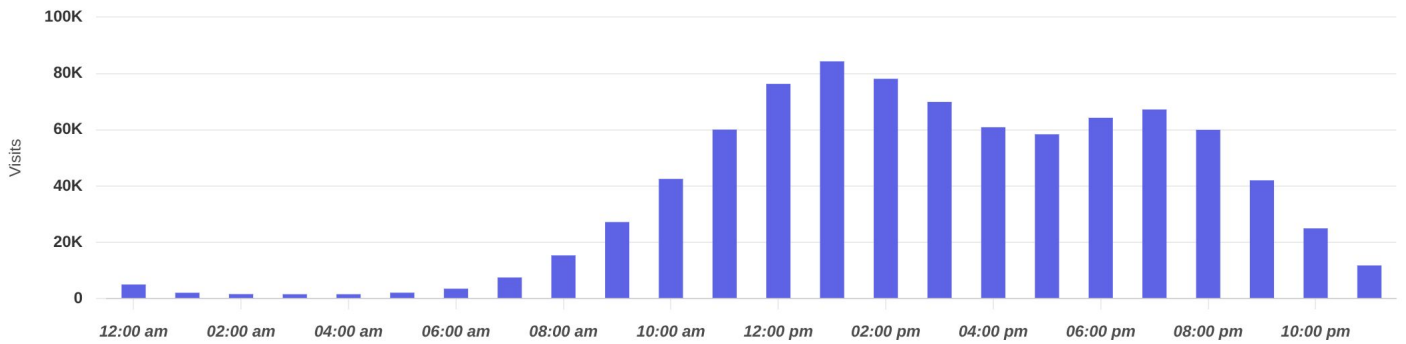
Data provided by Placer Labs Inc. (www.placer.ai)



Hourly Visits

Park Ave 2

Morse Boulevard, FL



Visits | Mar 1st, 2026 - Mar 31st, 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	113.9K (46.2%)
2	 Orlando International Airport 1 Jeff Fuqua Blvd, Orlando, FL 32827	11.8 mi	87.7K (35.6%)
3	 Winter Park Village 510 Orlando Ave, Winter Park, FL 32789	0.8 mi	65.1K (26.4%)
4	 Walt Disney World Resort 1486 Buena Vista Dr, Lake Buena Vista, FL 32830	20.1 mi	56.9K (23.1%)
5	 Disney Springs 1486 Buena Vista Dr, Lake Buena Vista, FL 32830	18.8 mi	41.2K (16.7%)
6	 Center of Winter Park 501 N Orlando Ave, Winter Park, FL 32789	1.1 mi	40.4K (16.4%)
7	 Waterford Lakes Town Center 413 N Alafaya Trail, Orlando, FL 32828	9.6 mi	36K (14.6%)
8	 Lakeside and Lakeside Crossing 111- 131 North Orlando Avenue, Winter Park, FL 32789	0.9 mi	35.6K (14.5%)
9	 The Mall at Millenia 4200 Conroy Rd, Orlando, FL 32839	9.2 mi	35.5K (14.4%)
10	 Winter Park Corners 1030 N Orlando Ave, Winter Park, FL 32789	1 mi	35K (14.2%)

Category: All Categories | Min. Visits: 1 | Mar 1st, 2026 - Mar 31st, 2026
Data provided by Placer Labs Inc. (www.placer.ai)



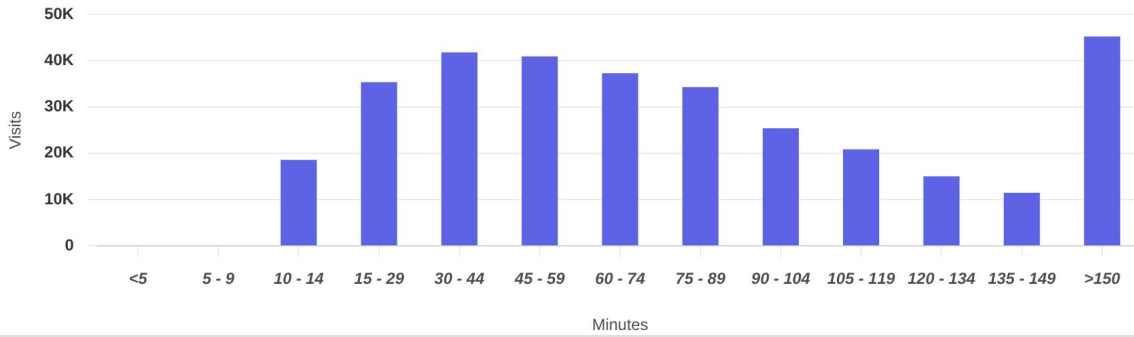


Property Overview

Mar 1 - Mar 31, 2026

Visit Duration

Park Ave 2
Morse Boulevard, FL



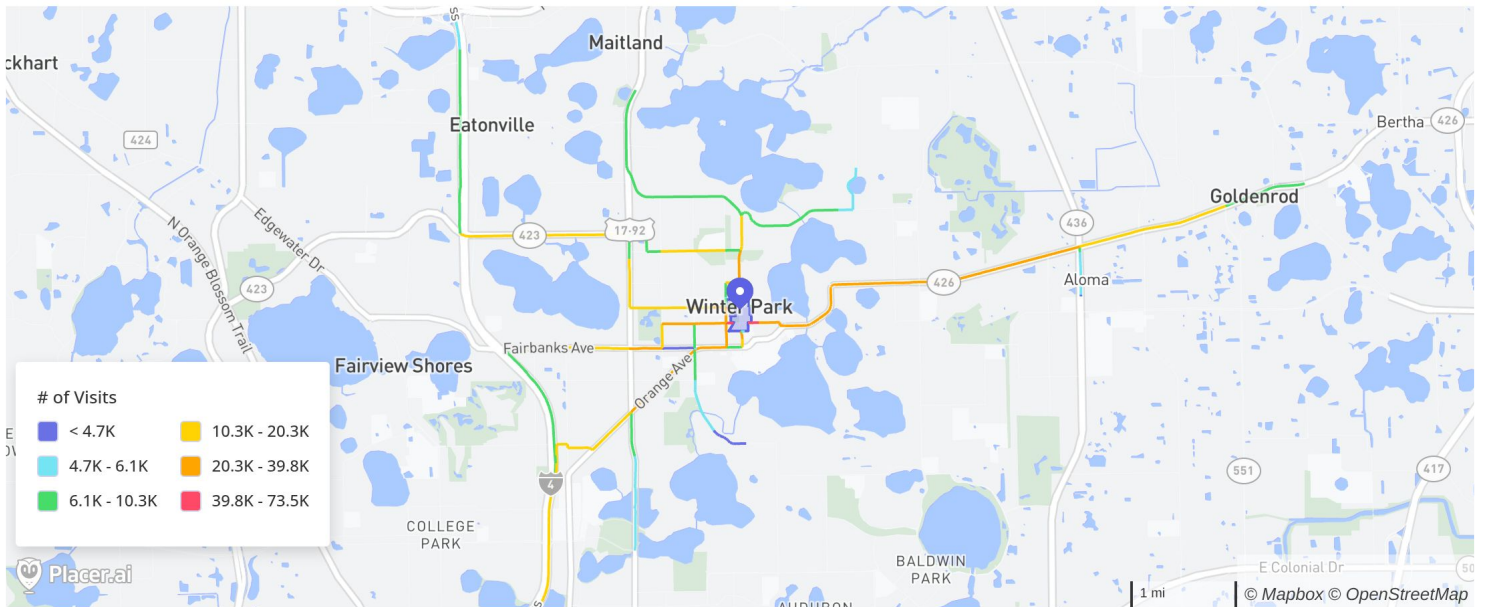
Average Stay	93 min
Median Stay	70 min

Visits | Mar 1st, 2026 - Mar 31st, 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 | Mar 1st, 2026 - Mar 31st, 2026
Data provided by Placer Labs Inc. (www.placer.ai)



Commercial Performance Report

4/26

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

Sources: ESRI, CoStar, BLS

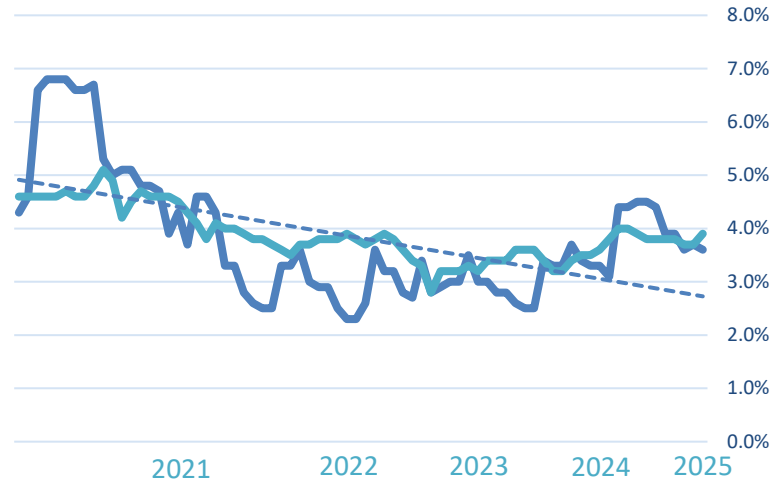
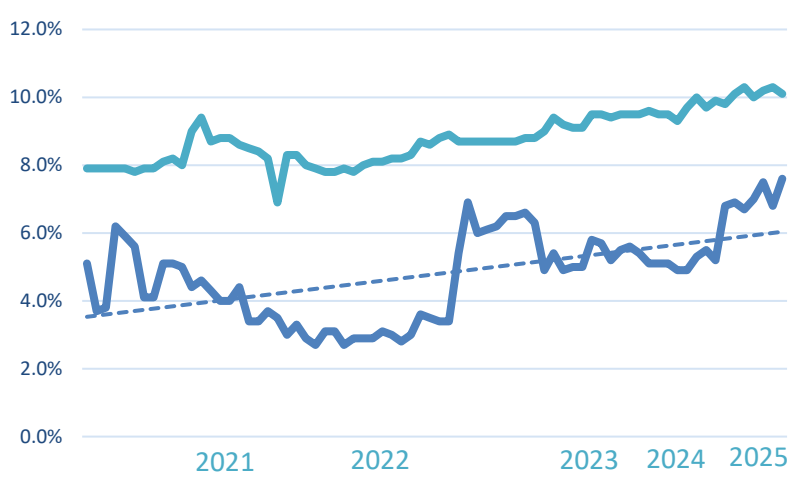
OFFICE

Vacancy

RETAIL

Winter Park Orlando MSA

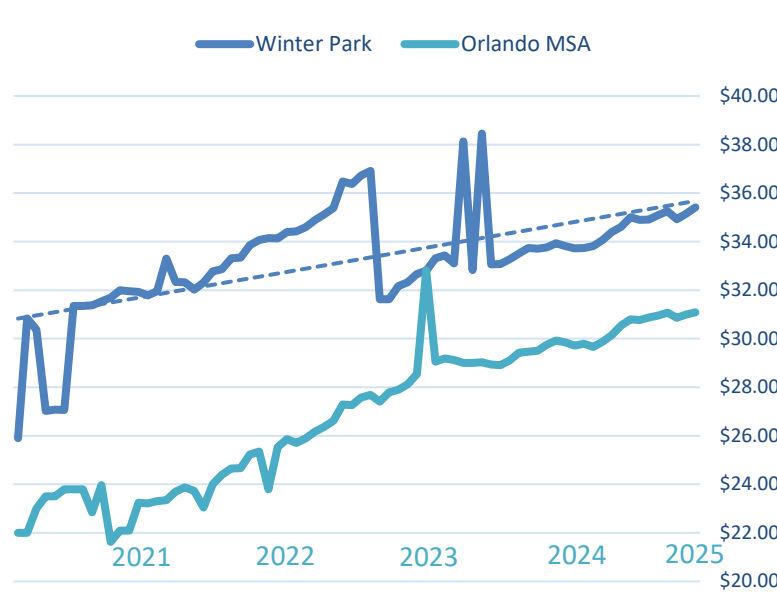
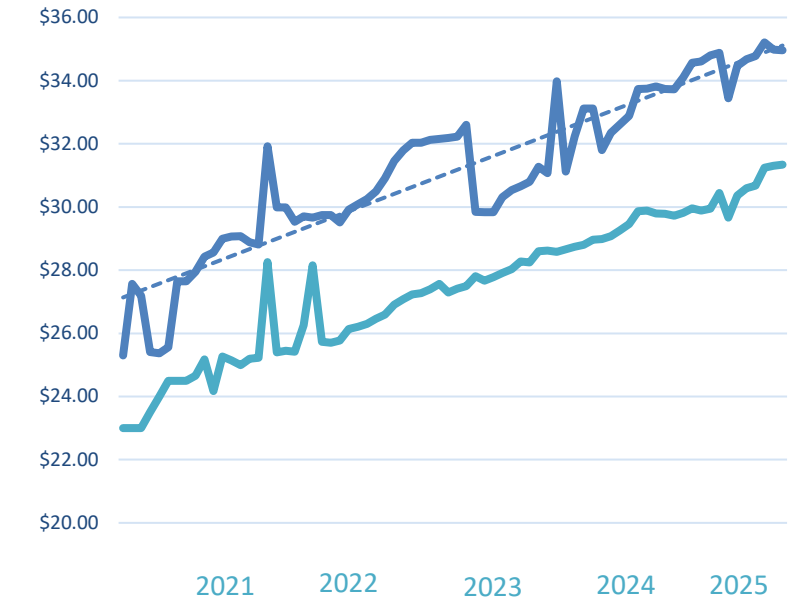
Winter Park Orlando MSA



Rental Rate

Winter Park Orlando MSA

Winter Park Orlando MSA





Economic
Development
Advisory Board

agenda item 6.b

item type

Staff Updates

meeting date

April 14, 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. 4-16-26 WPBA Inbox Domination v2

INBOX DOMINATION UNLEASHED

Sell in Their Words



FREE
WORKSHOP

Join us!

16
APRIL
6-8PM

Master how to use real buyer language to write cold outreach emails that feel like you read their mind – then automate the whole thing.

What You'll Walk Away With:

- Decoded intel on exactly what your buyers fear, want, and search for in their own words
- Subject lines and openers that get opened - based on buyer psychology - not guesswork
- A fully-built Apollo sequence - problem, agitation, solution - turning cold calls into booked calls
- Automated follow-up workflow that builds rapport and generates leads while you focus on your business
- A tracking system so you know what's converting and why - no more spray-and-pray

Presenter:



Rey Ortega
CEO, Grata

Location:

Winter Park Library
1052 W. Morse Blvd.
Winter Park, FL 32789

Seats are limited - grab yours now!



Register Today!
CFLBizLink.com/WinterPark

