



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