



Community Redevelopment Advisory Board Regular Meeting Minutes

March 26, 2026 at 5:30 PM

City Hall Commission Chambers
401 S. Park Avenue

Present

Carlos Benitez, Jay Trent, Pragasen Ramiah, Michael Perelman, Carl Creasman Jr,
James Everett

Staff Present

Assistant Director of Economic Development and CRA Kyle Dudgeon, CRA Coordinator
Anne Sallee, Director of Office of Management & Budget Peter Moore, Public Works
Director Charles Ramdatt

1. Call to Order

- a. CRAAB photo - annual report

2. Approval of Minutes

- a. Minutes of February 26, 2026

**Motion made by Mr. Trent to approve the minutes, seconded by Dr. Perelman.
Motion carried unanimously.**

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

4. Action Items

5. Non-Action Items

- a. Attainable Housing Discussion

Mr. Dudgeon opened the discussion on attainable housing, noting that the CRA has previously invested around \$4.2 million. This support has gone to organizations like Hannibal Square Community Land Trust, various grant projects under the housing rehabilitation program, driveway and painting initiatives, and contributions to the construction sector, including a \$1M investment in railroad apartment construction. To provide clarity on attainable housing business models, staff invited Ken Polsinelli and Jason Schaller, private-sector experts in this field, to demonstrate how these projects are carried out.

Mr. Polsinelli introduced himself and his partner, Jason Schaller, representing a small family-run business based in Winter Park. He explained that their customer base includes people earning between 80% and 140% of the area median income. They see housing as a service and aim to meet this fundamental human need. Currently, they

own and manage approximately 2300 apartments across 5,100 communities, amongst others in development. Founded in 2016, they focus solely on Florida's Golden Triangle covering Orlando, Tampa, and Gainesville- because this region generates more jobs paying \$15 to \$35 an hour than anywhere else in the state. He stated in this area communities usually consist of one to three-story garden-style walk-up apartments, and their company does not depend on tenants receiving subsidies to reside in our properties.

In order to pencil this type of work, the primary focus is on a cost basis— housing is delivered at a price that aligns with what our customers can afford. Typically, tenants can allocate about 30% to 35% of their income to rent. This allows a determinant maximum affordable rent, which in turn guides how much can be spent on existing buildings or new constructions.

Mr. Polsinelli further commented on how their business model works instituting elements of vertical integration from manufacturing, delivery, to sales.

Mr. Polsinelli pointed out that Central Florida and Winter Park are attractive places to live. To address housing issues, one can either get creative to boost supply or reduce demand, making the area less appealing and prompting residents to move away. This approach can help make housing more affordable.

When examining the workforce and their salaries that contribute to making Winter Park such a wonderful community, Mr. Polsinelli commented on the challenges workers face to purchase homes within a reasonable commuting distance. He stated many obstacles that create the unlikelihood for this type of product to be developed such as commutes, associated wear, tear, and stress, make it difficult to maintain the high quality of life that attracts people here.

Mr. Polsinelli reinforced the different factors that influence the viability of a project. This includes land acquisition, hard costs, soft costs, municipal fees, permits, impact fees, finance costs, as well as developer profit and overhead. A challenge in Winter Park is balancing its appeal as a charming place to live with the desire to maintain its unique scale and charm. He commented on the relationship between housing supply and density, but noted Winter Park is not open to high-rise buildings of 18 stories. Therefore, alternative methods to improve affordability are needed. One common approach is dividing existing land into smaller parcels, which can naturally make housing more affordable. The benefit for Winter Park is that development must occur as infill, since there is little undeveloped land left. Additionally, existing infrastructure supports this growth.

Speaking to their own model, Mr. Jason Schaller stated typical buildings are either 24- or 30-units. These buildings can be completed in approximately 8 months since they use a standardized design for 1- and 2-bedroom apartments, allowing a fixed soft costs. He further stated through their system they are able to sequentially move through improvements, including leasing through construction, to reduce risk and generate cash flow.

Mr. Polsinelli gave further clarity on their product stating their buildings are hyper-energy-efficient, type 2 non-combustible, fully sprinklered, reduce costs through customer benefits such as plywood cabinets, granite countertops, high-efficiency washer, dryer, water heater, and HVAC. They noted the value of minimizing transportation costs by being close to jobs and transit.

Mr. Polsinelli gave further clarity on previous public private partnerships, with particular relevance through CRAs such as an apartment building in Winter Haven, the first new apartment building in at least 50 years. He stated the company is receiving \$10,000 per unit through a TIF Which includes a joint agreement with the county, waiving all impact fees except for water and sewer. He further clarified the benefit both parties as after the project was received on the tax rolls, increment revenue would offset the value of the agreement. This project wouldn't have been possible without the CRA's investment request in the area, which is a mile from the hospital, with access to transportation and potential for job growth.

The footprints of the buildings typically range from 12 to 18 units per acre, covering about 6,700 square feet. All buildings are designed to be no taller than 35 feet, allowing us to fit R3 zoning in every municipality across Florida. However, with costs of \$5 to \$6 million per acre, the base cost can become quite high.

The board discussed how the CRA agency should be informed of the advisory board's desire for workforce housing and how to agree on funding. The focus has been on infrastructure to address current problems, and the housing solution may be for the future.

Mr. Polsinelli noted that their model follows a Florida mid-century modern architectural style, and the entryway into Winter Park can be designed to match other parts of Winter Park. His experience has been in the public-private partnerships, and when these are well-designed, they tend to achieve better results. From a staff perspective, Mr. Moore explained that today's discussion was prompted by the City Commission's desire for mixed-use and workforce housing. This conversation provides practical options the city can pursue, with suggestions from the CRA and advisory board. The information can be compiled into a recommendation for the CRA agency. Furthermore, as a CRA advisory board, you can promote incentives for projects, ground leasing, acquisitions, direct development, or forming partnerships with others.

The board requests staff to propose some options for items the board can approve and that can be advanced to the CRA through increased private development and partnership.

The developer was asked if they've done projects with long-term land leases instead of acquisitions. Mr. Polsinelli said they're open to long-term leases since they hold for the long term, treating them as operating expenses, which could lower upfront costs. Solving the math allows building operation.

b. City Department Discussion - Public Works

Mr. Dudgeon introduced Public Works and Transportation Director Charles Ramdatt, who shared his background and outlined the responsibilities of the Public Works department; Manage stormwater and oversee capital projects across all city departments through project and construction management. This includes streets, drainage, traffic signals, science and pavement markings, as well as maintenance of city facilities and transportation planning. Public works and CRA develop infrastructure to boost value and appeal, ensuring livable communities, aim for streetscapes to be attractive and supportive of walking and biking. Additionally, Public Works focuses on open space enhancements with Parks and Recreation, along with large infrastructure projects related to Stormwater.

Public Works is guided by several documents including a transportation master plan and stormwater plans.

Staff are working to enhance stormwater collection in the W. Fairbanks area. Located between Orange County, the City of Orlando, and Winter Park, this area experiences flooding. The city's and CRA's efforts aim to improve the water quality of Lake Killarney, the receiving water body, to make it safer for walking and driving, reduce accidents, and increase property usability, especially during summer.

Dr. Perelman noted that inspection management could be a tool to add value and improve operations. He questioned whether public works could maintain quality while adapting. Mr. Ramdatt mentioned that with teamwork across departments and developer cooperation, it is achievable but not instant.

Mr. Dudgeon stated that it is a collaborative effort involving capital projects.

c. Capital Project Worksheet Update

The capital project worksheet has been updated and is included in the packet for review.

6. Staff Updates

a. Project Updates

A final quote was obtained for the playground restroom concept.

Project updates include:

Denning/Fairbanks Lake Rose Improvements, MLK Park Community Playground, CRA Stormwater and W. Fairbanks Stormwater Improvements. Staff have made four videos to better share information about the CRA's programs, goals, and priorities.

Additionally, staff are researching and developing best practices from the advisory board's discussions on miscellaneous enhancement funds, such as street lighting, the Hannibal Square gateway feature, library kiosks, and housing improvement programs. Details are included in the agenda packet.

Mr. Moore mentioned that during the city commission meeting, they requested the CRA agency to hold a meeting with the Orange County representative, to review the CRA CIP and discuss parking on April 8 at 2:30 pm.

The Lake Rose project was submitted to Congressman Frost, requesting a grant amount of \$1.5 million.

7. Board Comments

Dr. Perelman recommended that staff give feedback to the CRA agency, suggesting a shift from discussing infrastructure at the advisory board to focusing on direct community support. Dr. Creasman inquired how the CRA agency receives discussions from the CRA board. Mr. Moore explained that staff provide the information to the agency. Dr. Creasman expressed his willingness to dedicate time to develop concrete recommendations for the agency.

Mr. Moore reminded the board to concentrate on the five-year Capital Improvement Program (CIP) and the designated categories established for numerous infrastructure projects discussed by the Public Works Director. A Stormwater budget for W. Fairbanks is established and incorporated into the CIP. Mr. Moore stated that he will communicate to the agency during the CIP presentation at the meeting that staff are currently collaborating with the advisory board to develop a prioritized package for these various initiatives, with the intention of presenting this to them throughout the budget process.

Dr. Creasman proposed organizing a work session, and Mr. Dudgeon mentioned that the staff will coordinate and arrange a time for it.

Mr. Trent acknowledged the lakes division for addressing the Lake Mendsen issue.

8. Upcoming Agenda Items

- a. W. Fairbanks Economic Vitality - EDAB discussions overview
- b. Next Meeting - April 23, 2026

9. Adjournment

The meeting adjourned at 7:15 p.m.

Approved by the board on April 23, 2026

/s/ Bahiyyah Layton, Board Coordinator