



# Economic Development Advisory Board

## Regular Meeting Minutes

**April 14, 2026 at 8:15 AM**

City Hall Commission Chambers  
401 S. Park Avenue

### **Present**

Lauren Zimmerman, Phillip Anderson, Miguel De Arcos, Emily Williams, Tracy Klingler

### **Absent**

Sarah Grafton, Alan Chambers

### **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.  
The decorum statement was read.

### **2. Approval of Minutes**

- a. Minutes of March 10, 2026

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

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

### **4. Action Items**

- a. W. Fairbanks Guidance Language

Mr. Dudgeon stated that the staff developed the Guidance Language based on discussions from the recent board meetings. The Guidance Language will be shared with other boards, the CRA agency, and the commission.

**Motion made by Mr. Anderson to approve the W. Fairbanks Guidance Language and forward it to the other advisory boards and the commission; seconded by Ms. Zimmerman.**

Discussion: In the first paragraph's final sentence, Mr. Anderson proposed that instead of saying "includes, but not limited to...", it should state "it's focused on these sub-segments: professional, scientific, tech services, retail, and finance." He also suggested restricting incentives to these types of projects.

Mr. Dudgeon stated that the scientific segments focus on NAICS codes 52 to 56. There was a suggestion to include medical in the list of segments, but the discussion highlighted that medical activities could increase traffic and parking issues without improving residents' quality of life.

Ms. Klingler pointed out that the language in the first and second sentences is inconsistent and needs clarification. Mr. Dudgeon clarified that the recommendation language is intended to build a strategic framework to guide direction, rather than being as specific as the incentive's discussion on particular items.

**Motion Amendment #1 - Add higher density housing after streetscapes in sentence two.**

Mr. De Arcos discussed parking and traffic issues linked to retail and medical facilities near I-4, noting that medical facilities improve quality of life and are capable of paying rent. He does not favor excluding medical. The discussion focused on different business segments, traffic management, and choosing options that best align with the primary goal of enhancing quality of life. Mr. De Arcos explained that W. Fairbanks is not a destination like Park Ave or Orange Ave because it lacks walkability. Instead, it will serve as an in-and-out destination.

Ms. Williams noted that avoiding traffic on W. Fairbanks is impossible and suggested that higher-end tenants and developers, willing to take bigger risks, should invest in transforming the gateway into a better area. Mr. Moore proposed that one eligibility criterion could be that the property must be taxable, pointing out that major hospital systems are tax-exempt. Mr. Anderson shared an example of Orange Avenue and Princeton, where hospital traffic dominates the entire block, which is situated next to the interstate—something he does not envision for Winter Park. He also recommended excluding medical facilities that require overnight stays.

**Motion Amendment #2 – re-word the last sentence of paragraph one to say, "All commercial components shall be ad valorem taxable. These incentives must embrace the backbone of Winter Park business clusters, including professional, scientific, tech services, retail, finance and medical, but excluding hospitals.**

Ms. Klingler suggested making the paragraphs in the Recommendation guidance language more concise. The board additionally discussed creating a wider range of number of jobs created for program eligibility.

**The motion with amendments 1 and 2 carried unanimously by a 5-0 vote.**

**5. Non-Action Items**

a. Incentives Discussion

Staff categorized the incentive structure into two groups: Large Scale and Small Scale. Large Scale covers, capital investments, area median income (AMI) job-related metrics, minimum total development costs, minimum site acreage, total dollar amounts, right-of-

way improvements, impact fee reductions, permit waivers, planning policy elements, and open space. Small Scale aligns more with existing programs and includes a new septic-to-sewer conversion grant program for smaller projects.

These incentives mainly focus on W. Fairbanks, and the requirements can be reduced.

## **6. Staff Updates**

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

Mr. Dudgeon briefly reviewed the Winter Park Business Academy update; next workshop is Inbox Domination Unleashed on Thursday, April 16, 2026.

## **7. Board Comments**

Mr. Anderson stated he is not seeking the Chair position and highlighted the board's missionary efforts to improve Winter Park's quality of life. The city made a significant sewage capacity investment along Fairbanks 8 to 9 years ago and now possesses the tools to expand capacity around Lake Killarney and south of Fairbanks.

## **8. Upcoming Agenda Items**

- a. Next meeting - May 12

## **9. Adjournment**

The meeting adjourned at 9:35 a.m.

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