



# Economic Development Advisory Board Subcommittee

## Agenda

**April 19, 2022 @ 2:30 pm**

Commission Chamber - City Hall  
401 S. Park Avenue

### welcome

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### please note

Times are projected and subject to change.

- 
1. **Call to Order**
  2. **Discussion Items**
    - a. [Continued discussion of EDAB subcommittee](#) 90 minutes
  3. **Adjournment**



# Economic Development Advisory Board Subcommittee

# agenda item

|                            |                                                           |
|----------------------------|-----------------------------------------------------------|
| item type Discussion Items | meeting date April 19, 2022                               |
| prepared by Kyle Dudgeon   | approved by Peter Moore, Michelle del Valle, Randy Knight |
| board approval In Progress |                                                           |
| strategic objective        |                                                           |

## subject

Continued discussion of EDAB subcommittee

## motion / recommendation

N/A

## background

The Economic Development Advisory Board subcommittee met on March 31st to discuss issues concentrated on the areas of focus, priorities, and goals of economic development as a whole. With many interpretations of the term, the subcommittee requested staff and board members collect and provide definitions to be contemplated the discussed at the next meeting. In addition, staff was asked to collect questions regarding focus areas of economic development to be discussed. Staff is providing both in the attachments.

In addition, staff included documentation related to the latest EDAB Strategies and Action Plan to help frame existing efforts undertaken to date as well as other initiatives in tandem to illustrate how they fit within the drafted definitions and approved plan.

The agenda for the meeting may be adjusted, but should consider the following:

1. Goals for the meeting
  - Discussion of economic development definitions and questions
  - Identification of economic development elements that should be prioritized
2. Clarify strategic objectives if necessary
3. Next steps

-Consensus on direction to staff for economic development definitions/mission and/or role of EDAB

## **alternatives / other considerations**

### **fiscal impact**

Approximately \$500k has been allocated in ARPA funds for business and economic recovery related support. Portions of this funding have already been committed to implement the past year's holiday related initiatives, the implementation of programmatic elements such as \$100K for citywide business façade program and up to \$20K for a gap analysis study. Any future funding is dependent upon scope and scale of the subcommittee's consensus and future evaluation through the full Economic Development Advisory Board and City Commission.

#### **ATTACHMENTS:**

[033122 City Commission EDABoard Joint Subcommittee Meeting Minutes ADA.pdf](#)

#### **ATTACHMENTS:**

[Submitted Economic Development Statements & Definitions 041922.pdf](#)

#### **ATTACHMENTS:**

[Submitted Economic Development Questions 041922.pdf](#)

#### **ATTACHMENTS:**

[EDAB-Infographic-Existing Projects in tandem with SAP.pdf](#)

#### **ATTACHMENTS:**

[EDAB Plan\\_Actions table with funding request estimates and timeline.pdf](#)



# Economic Development Advisory Board Subcommittee Minutes

March 31, 2022 at 1:00 pm

Virtual Meeting

## Present

Mayor Phil Anderson, Commissioner Sheila DeCiccio, Economic Advisor Board members Drew Madsen and Betsy Gardner Eckbert. Staff members Peter Moore and Kyle Dudgeon

## (1) Call to Order

Staff called the meeting to order at 1:02 pm.

## (2) Discussion Items

### A. Continued discussion of EDAB priorities and strategies

CRA Assistant Division Director, Kyle Dudgeon briefly discussed the purpose for the meeting as well as provided an overview of the meeting's agenda. It will briefly review topics discussed at the last joint Economic Development Advisory Board (EDAB) and City Commission meeting regarding economic development goals and priorities. Mayor Anderson followed up stating that in addition to a review, the meeting will be used to develop a definition of what economic development is in Winter Park, identify the high-level core objectives of economic development, and revisit recommendations from the Economic Development Strategies and Action Plan.

Mr. Dudgeon went over the major discussion points mentioned in the previously held joint work session to include the major goals and priorities associated with the strategic action plan. Those goals included: maintain a healthy downtown core, enable retention and recruitment opportunities, facilitation and ombudsmanship, and advisement on industry trends. Bearing in mind these four strategies, Mr. Dudgeon asked the committee to consider how is economic development defined within the framework of these four strategies and how can staff utilize that definition strategically and actionably. The subcommittee reviewed sample definitions of economic development for discussion.

The board discussed the relationship of several aspects to economic development. This includes population, finance, acceptable future growth, workforce development, and quality of life.

Ms. Gardner Eckbert stated that economic development is commonly defined as bringing in businesses and creating jobs. However, Winter Park typically has more jobs than residents and currently boasts a 2.7% vacancy rate in commercial space. Ms. Gardner Eckbert asked the committee to consider qualitative economic development elements as well. Essentially, how can Winter Park retain residents, especially younger residents who need employment and housing. Ms. Gardner Eckbert suggests developing a shared vision of economic development and determining how Winter Park defines success for its community needs.

Commissioner DeCiccio asked about the vacancy rate for all of Winter Park. Ms. Gardner Eckbert responded stating that the 2.7% rate is for the city and indicates limited availability for new development. Mayor Anderson added that the committee needs to consider what types of commercial space would be synergistic with the community and what the City should encourage to be developed. Ms. Gardner Eckbert suggested the City identify its top five business sectors and determine if these sectors are desirable for the city and can be reaffirmed in the City's vision.

Mr. Madsen stated that economic development should be defined as it relates to the needs of Winter Park. He believes that the purpose of economic development is to create financial resources to reinvest into the community and improve the quality of life for residents, which is dependent on growth.

Mayor Anderson added that his core takeaway from common economic development definitions is quality of life. Thus, Mayor Anderson agrees with both Mr. Madsen and Ms. Gardner Eckbert in that economic development is about providing financial opportunities for the next generation.

Ms. Gardner Eckbert stated that quality of life will be an important anchoring statement for Winter Park. However, attainable housing stock also plays an important role in quality of life; however, Winter Park's housing market makes it hard to compete with cities like Kissimmee and Winter Garden. She is concerned about Winter Park's long-term competitiveness and retentiveness of valuable community resources.

Mayor Anderson believes that these discussion topics will need to take place over three meetings with the first meeting being about defining economic development. Future meetings should also revolve around how the City's revenue growth compares with its expense growth.

Commissioner DeCiccio asked what is going to keep Winter Park thriving in the future. The subcommittee responded by discussing office space availability, creating public-private partnerships that support business clustering, and attracting innovators. Mayor Anderson agrees with idea of

business clusters. He stated that Winter Park has a few clusters to leverage: finance, family office and non-profit, and small corporate headquarters.

Mayor Anderson followed up by stating that for the next discussion, the committee should develop a working definition of economic development and then sift through high-level strategic objectives.

Mr. Madsen, inquired about how quality of life is measured on the Chamber of Commerce scorecard. Ms. Gardner Eckbert replied noting quality of life metrics can vary and are determined by residents. Winter Park residents consider voter turnout, sustainability, walkability, overall community well-being, and childhood poverty when measuring quality of life.

Mr. Moore recommended that the committee return to the next meeting with a definition for economic development, objectives for Winter Park economic development efforts, and comments on the boundaries for what EDAB is permitted to do. He noted that there are four areas that EDAB often ruminates over: theory (data and analysis), development, program (actionable steps the City can implement with regard to economic development), and projects (considering whether EDAB will be a clearinghouse for special projects discussed in the commission).

Mayor Anderson, presented an open invite to the committee to come up with an economic development definition or to edit existing definitions.

### **(3) Adjournment**

There being no further business to discuss, the meeting adjourned 2:26 pm. Next meeting is scheduled for April 19<sup>th</sup> at 2:30pm.

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Phil Anderson, Mayor

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Board Liaison, Kyle Dudgeon



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**CRA/Economic  
Development**

## Submitted Economic Development Statements:

**1.** 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.**

Source: <https://caled.org/economic-development-basics/>

**2.** Economic development is "the development of economic wealth of countries, regions or communities for the well-being of their inhabitants." In other words, economic development is increasing the overall wealth in a community **for the benefit of those living in that area.**

Source: <https://www.consultstraza.com/economic-development-what-it-is-its-importance-and-how-to-facilitate-in-your-city/>

**3.** Economic development is a perennially hot topic, but what does the term really mean? Searching online yields many definitions that differ significantly. Most city officials would likely agree that economic development aims to improve a community's economic well-being by creating and/or retaining jobs and boosting the tax base, **thus enhancing the quality of life for its residents** - but economic development is more than just creating or retaining jobs and the tax base. It's also about creating a climate that's attractive for investors and businesses and a place where workers and their families can flourish. To attract and retain investment, a community must have cultural amenities, modern infrastructure, quality schools, broadband and a trained workforce with skills that match business needs.

We often talk about retaining existing businesses as an important component of economic development, and while that is certainly true, it is also about retaining residents - especially young people who want jobs and seek opportunities.

Source: <https://www.westerncity.com/article/changing-how-we-think-about-economic-development>

**4.** Economic Development is generally described as succeeding in three areas:

Net gain of Economic flow into the community; an economic impact base is derived from the production of goods and services in excess of local consumption needs.

Focus of local government to improve our standard of living; Creation of jobs, higher wealth, and an overall better quality of life. Progress in an economy; the adoption of new technologies, transition from agriculture to industry-based economy, and general improvement in living standards.

The broader context of community impacts related to Economic Development include measures for employment opportunities, employment growth, the nature of jobs, educational opportunities, safety and welfare, and income and wealth, among others. There are many ways of measuring Economic Development efforts, but one common and consistent measure is simply related to the concentration and growth of jobs by type of industries or employment clusters, consistent with community goals.

**Source:** GAI Consultants. City of Winter Park Employment Analysis, January 2020.  
<https://cityofwinterpark.org/docs/departments/administration/economic-development/employment-analysis-2020.pdf?ver=1649359695717>

**5.** Economic development identifies three focus areas including promotion of economic redevelopment and growing the tax base, enhancing community character, culture & livability, and targeted support for business clusters.

**Source:** City of Winter Park Economic Development Plan, October 2014.

**6.** 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.

**7.** Economic Development is the intentional practice of improving a community's economic well-being and quality of life. It includes a broad-range of activities to attract, create, and retain jobs, and to foster a resilient, growth in the tax base and an inclusive economy.

**Source:** International Economic Development Council, <https://www.iedonline.org/pages/championing-economic-development/>

## **8. Winter Park- Economic Development Department Description**

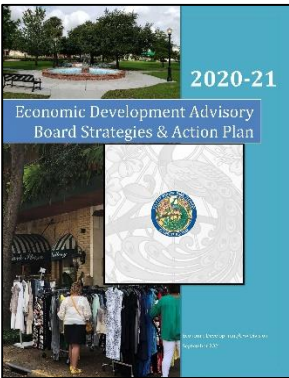
This division aims at promoting a diverse, sustainable, and proactive economic environment that incorporates all elements of the City's identity, focused on community, culture, and commerce. The department works at promoting economic development by helping existing businesses grow and by attracting new industries to the city through technical assistance, development incentives, or loan programs.

**Source:** City of Winter Park Website, <https://cityofwinterpark.org/departments/administration/economic-development/>



Submitted Economic Development Subcommittee Questions:

- 1.** Do the existing strategic objectives listed in the City's approved EDAB Strategies and Action Plan accurately reflect the priorities of the board and Economic Development in Winter Park as a whole?
  - Advise on Industry Trends
  - Maintain a Healthy Downtown Core
  - Enable Retention and Recruitment Opportunities
  - Facilitation & Ombudsmanship
- 2.** Are there foundational principles in which the board should provide recommendations? E.G. Is it already being supplied by the region? Is it additive to resident quality of life?
- 3.** Is there a scope of authority for EDAB? Previous discussions included areas such as theory, development, programs, and projects. Are there particular areas the board should be sensitive to or refrain from providing their recommendations unless specifically requested by the City Commission?
- 4.** How is economic development defined five years from now? Does it include data metric(s) for resident quality of life?
- 5.** How does the existing and future cluster analysis overlap with real estate recommendations and programs?
- 6.** Should the board convene to discuss big picture ideas or meet when recently discussed exciting projects come before the city that require time to review?



Existing projects in tandem with strategies & action plan

# MISSION FOCUS

**Intent:** Where should EDAB focus its attention/refrain from considering unless Commission directed?

**Duration:** 3 meetings currently contemplated.

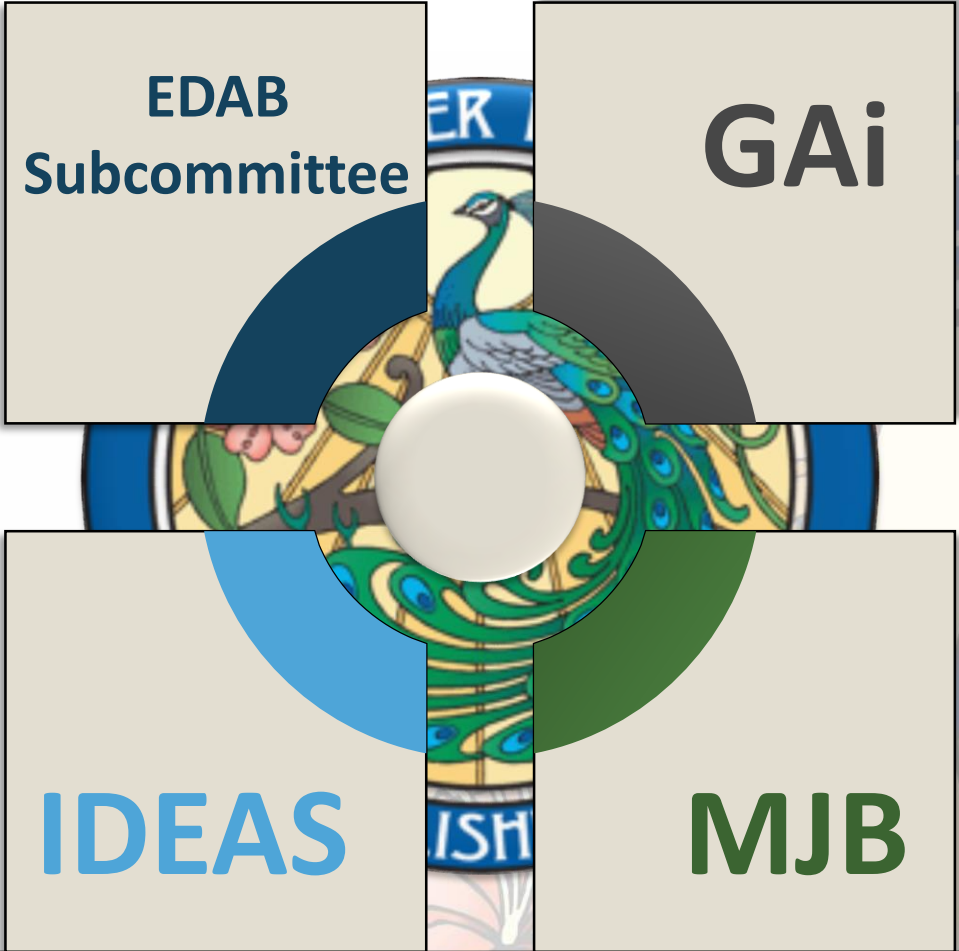
**Deliverable:** -Agreed direction on focus.

# BRAND EFFORT

**Intent:** Commission direction to evaluate past branding efforts for possible recommendation of update.

**Duration:** Ongoing. Scope to be evaluated by EDAB in May.

**Deliverable:** -Unison narrative for businesses, residents, and guest experience (messaging).  
-Potential for quality of life metrics.



# TARGET CLUSTERS

**Intent:** Target cluster identification and data update. Where is the city strong/weak to consider programming/incentives/policy

**Duration:** 2 months

**Deliverable:** -Updated employment and cluster analysis (complete)

# OUR “RIGHT MIX”

**Intent:** Understanding at a more nuanced level whether Winter Park’s mix is fully leveraging its synergistic potential and, if not, what market and real estate-related factors might be possible.

**Duration:** 4 months

**Deliverable:** -Executive summary memo (possible path for additional phases)

### 3. Actions table with funding request estimates and timeline

This item was provided as part of the 11/12/21 EDAB meeting. It gives actionable steps, a timeline for execution, and estimated cost for each initiative. To date staff has been able to move forward with several including approvals for gap analysis, citywide façade program, business welcome packet, pedestrian counter system, holiday event promotion, and report generation.

| EDAB Actions Table                    |                                        |            |           |                                                                 |            |
|---------------------------------------|----------------------------------------|------------|-----------|-----------------------------------------------------------------|------------|
| Item                                  | Initial Steps                          | Request    |           | Subsequent Steps                                                | Request    |
| Gap Analysis                          | Macro                                  | 20,000     | *         | Recruitment/Development Programs                                | 150,000    |
|                                       | Street Level                           | TBD        |           |                                                                 |            |
| Façade Program                        | Activate city-wide (1 year)            | 100,000    | *         | (Future funding would be part of budget process)                | TBD        |
| Regular Seminar/Roundtables           | Coordination with:                     | -          |           | Ecommerce                                                       | 10,000     |
|                                       | Chamber/Associations                   |            |           | Cottage Industry                                                |            |
|                                       | National Entrepreneurship Center       |            |           | Financial support organizations                                 |            |
|                                       | Partner Orgs                           |            |           | Technical assistance partners                                   |            |
| Business Welcome Packet               | Print and Online                       | 2,500      | **        | Distribute and coordinate with recognition efforts              | Staff Time |
| EcoCounter (Ped counter)              | Installation                           | Staff Time | **        | Record for measurement, marketing, and optimization as required | Staff Time |
| Promote the Winter Park experience    | Events/Hometown Holiday Window Contest | Staff Time | **        |                                                                 | -          |
| Update Website                        | Routine Data Reports Available Online  | Staff Time | **        | (Routine report costs to be part of budget)                     | TBD        |
| Quarterly Economic Development Report | Vacancy & Rent                         | Staff Time |           |                                                                 | -          |
|                                       | Development Report                     |            |           |                                                                 |            |
|                                       | Building & Permitting stats            |            |           |                                                                 |            |
|                                       | Economic Overview                      |            |           |                                                                 |            |
|                                       | Initial Steps Funding                  | 142,500    |           | Subsequent Steps Funding                                        | 160,000    |
| Timeline                              | Nov - Feb                              |            | Feb - Sep |                                                                 |            |
|                                       |                                        |            |           | Total Cost FY22                                                 | 302,500    |

\*Indicates approval

\*\*Indicates completed task