Welcome to the City of Winter Park Community Redevelopment Agency (CRA) meeting. The agenda for regularly scheduled CRA meetings is posted in City Hall the Tuesday before the meeting. Agendas and all backup material supporting each agenda item are available in the City Clerk’s office or on the City’s website at www.cityofwinterpark.org. **Persons desiring to address the Agency MUST fill out and provide to the City Clerk a yellow "Request to Speak" form located on the door.** After being recognized by the CRA Chair (Mayor), persons are asked to come forward and speak from the podium, state their name and address and direct all remarks to the Agency as a body, and not to individual members of the Agency, staff or audience.

Comments at the end of the meeting under New Business are limited to four (4) minutes. The yellow light indicator will remind you that you have one (1) minute left to sum up. Large groups are asked to name a spokesperson. This period of time is for comments and not for questions directed to the Agency or staff for immediate answer. Questions directed to the Agency will be referred to staff and should be answered by staff within a reasonable period of time following the date of the meeting. Order and decorum will be preserved at all meetings. Personal, impertinent or slanderous remarks are not permitted. Thank you for participating in your City government.

1. **ADMINISTRATIVE ITEMS**  
   Approval of Minutes ---------------------------------January 12, 2009

2. **ACTION ITEMS**  
   A. 2009 CRA Economic Investment Initiative

3. **INFORMATIONAL ITEMS**  
   A. Community Center Capital Project  
   B. Hannibal Square Community Land Trust

4. **NEW BUSINESS**

5. **OLD BUSINESS**

6. **ADJOURNMENT**

“If a person decides to appeal any decision made by the Commission with respect to any matter considered at such meeting or hear, he/she will need a record of the proceedings, and that, for such purpose, he/she may need to ensure that a verbatim record of the proceedings is made, which record included the testimony and evidence upon which the appeal is to be based.” (F. S. 286-0105). “Persons with disabilities needing assistance to participate in any of these proceeds should contact the City Clerks Office (407-599-3277) at least 48 hours in advance of the meeting.”

Next CRA Agency Meeting------------------------------------------------------------------------May 11, 2009
The meeting of the Community Redevelopment Agency was called to order by Mayor David Strong at 2:30 p.m. in the Commission Chambers, 401 Park Avenue South, Winter Park, Florida.

Members present:  Also present:
Mayor David Strong      City Manager Randy Knight
Commissioner Margie Bridges  City Attorney Trippe Cheek
Commissioner Beth Dillaha   City Clerk Cynthia Bonham
Orange County Representative Stan Roberts Deputy City Clerk Nancy McLean

Members present:
Commissioner Karen Diebel
Commissioner Phil Anderson

1. **ADMINISTRATIVE ITEMS**

Motion made by Representative Roberts to approve the minutes of November 10, 2008; seconded by Commissioner Dillaha and carried unanimously with a 4-0 vote. Commissioners Anderson and Commissioner Diebel were absent.

2. **ACTION ITEMS**

CRA Strategic Plan Revised Financial Plan and Community Center

These were combined into one discussion and motion. CRA Manager Sherry Gutch gave a power point presentation titled “The Center of Our Community; the Future of Our City.” She provided an update on the Community Center based upon their last work session. Ms. Gutch addressed the local Community Center and Statewide Community Center comparisons and summarized the proposed timeline. She stated that she met with Commissioner Segal.

City Manager Knight stated that Commissioner Anderson sent in comments via email and that he supports the Community Center within the $10 million CRA funding cap and suggested they put together a value engineering list before they do the bonds. Ms. Gutch recommended building everything except the pool that could be phased in when and if they have the money ($2.8 million) from non-City/CRA sources.

Assistant CRA Director Peter Moore explained the public process that created the CRA strategic plan included a financial plan that allocated funding across the top six goals for fiscal years 2008-2011. The goal of the financial plan was not to create a set-in-stone funding allocation but to indicate the short term expected expenditure of funds by goal category. As stated in the original CRA strategic financial plan this component was subject to change as staff began to explore each goal in depth.

Mr. Moore continued his explanation that on November 10, 2008, the CRA Agency asked for a work session on the proposed $10 million Community Center. The initial CRA financial plan had $6 million allocated to the Community Center and the Agency wanted to see how each of the remaining five CRA strategic goals were affected. In addition, the Agency wanted to see an operational and programming analysis on the new Community Center. As a result of the work session, the CRA Agency directed staff to ensure the CRA Advisory Board is comfortable with the reallocations proposed. On
December 11, 2008, CRA staff presented the revised plan outlining the differences between the two financial plans, why they have changed, and how this affects each of the six stated goals in the CRA strategic plan.

Mr. Moore stated that they want to move forward with this project, begin their fundraising and look into the debt service to fit the timeline that Ms. Gutch laid out. He added that if there is a drastic change to the tax base that will affect the CRA, they have plenty of time to make adjustments and changes going forward. He commented that staff’s recommendation is approval of the revised financial plan as part of the CRA strategic plan. Mr. Moore and Ms. Gutch answered questions.

Commissioner Dillaha had concerns about their estimated revenues. Mr. Moore explained that he underestimated the revenue side of this with regards to the pool and options for programming of the Center. Commissioner Bridges commented that the pool is important and believes that it is very much a part of the success of the Community Center which meets the needs of many portions of our neighborhoods. She added that she is comfortable knowing that they can always renegotiate their numbers if they have to. Ms. Gutch was confident that they could raise those dollars and added that they have a number of strong foundations that want to contribute to Winter Park. She stated that they will come back and ask for approval of the bonds and there are always other opportunities to make changes to this.

Representative Roberts had concerns going forward with the magnitude of this project since there were two members absent. He asked if this was a potential issue. Attorney Cheek responded that legally all that matters is a quorum and they can proceed. Mayor Strong commented they were being asked to approve this plan with the understanding that they can change it before they issue the bonds. He clarified that they have spent everything they need to spend until they issue the bonds and can reverse direction if necessary. Ms. Gutch agreed.

Mayor Strong asked what will be the burden of operating the Center with the City’s General Fund when the CRA ends. Mr. Knight commented that they want to keep the ongoing operating cost to where the City portion of the taxes from the CRA covers those operating costs. He explained that when it ends the money will come back to the General Fund. Mayor Strong commented that he was not concerned since they can reverse direction on this for the next several months and they will have a full quorum before they issue bonds. There was a consensus among the Commission that they were comfortable with that.

**Motion made by Representative Roberts to approve the revised financial plan as part of the CRA strategic plan and the proposed Community Center plans; seconded by Commissioner Bridges.**

Linda Walker, 794 Comstock Avenue, believed that the Community Center should not be piecemealed and the pool should be included at the same time with the build out.

Mayor Strong asked what will occur during construction. Parks & Recreation Assistant Director Ron Moore explained that he has been working with the existing providers on temporary facilities. He stated they are creating a complete plan for downsizing and moving to Azalea Lane and they will be able to continue to provide services. Ms. Gutch explained that construction should begin in September 2009 and they could possibly utilize Cady Way pool or Rollins College during the summer. Representative Roberts
inquired about midnight basketball. Mr. Moore responded that they have a partnership with the Ninth Grade Center and can coordinate some basketball programs.

Ms. Gutch expressed that the pool is critical and tomorrow they will be meeting with the Winter Park Health Foundation who will bring in Four Lane Pools. She stated this is a pool program provider that has wanted to come into Winter Park to manage our pools. She added that they are also meeting with Lake Highland tomorrow and possibly entering into a partnership with them. She stated they are looking into all of their options.

Upon a roll vote, Mayor Strong, Representative Roberts and Commissioners Bridges and Dillaha voted yes. The vote carried unanimously 4-0.

3. **INFORMATIONAL ITEMS**

   (A) **CRA Economic Investment Initiative**

Ms. Gutch stated CRA staff is in the process of developing a CRA Economic Investment Initiative that is designed to help the business community in the short and long term. Some of the items include: Business Improvement District/Mainstreet Pilot Program; the Virtual Business Incubation through the University of Central Florida; Business Assistance Series on Survival through Tough Times; Streamlined Permitting and Business Assistance; and Create a Business Resource Center. She commented that during the work session Commissioner Anderson suggested having a Mainstreet Pilot Program for the business improvement district that would look at the commercial and retail corridors within the CRA. She stated that the long term financial viability of the CRA area is the number six goal identified in the CRA strategic plan.

She explained that the Economic Development Advisory Board (EDAB) is also in the process of completing an economic development strategic plan and recently completed our Targeted Industry Cluster Analysis. In addition, she and City Manager Knight and Representative Roberts met with Commissioner Segal on January 5 regarding extending the CRA to include the Fairbanks right-of-way to I-4 or swapping existing CRA property for Fairbanks on the north and south in an effort to beautify the blighted gateway into our City. She stated that Commissioner Segal was supportive of Winter Park having a hotel and was open to those discussions.

Representatives Roberts suggested the possibility of the CRA engaging in conversations with some of the landlords and merchants on Park Avenue. Ms. Gutch explained that many of the landlords are cutting their rent between 30% and 50% in 2009. She commented that they will wait until this initiative is passed and get everyone together to set up something more formal.

Mayor Strong commented that at a prior work session they discussed having Historic Preservation consultant Donovan Rypkema to meet with the landlords to talk about the benefits of the historic district. Ms. Gutch added that she is working with Senior Planner Lindsey Hayes and her group to begin dressing up empty store fronts.

   (B) **FY 2009 Meeting Calendar**

The 2009 meeting calendar was provided. There was no discussion.
4. **NEW BUSINESS**

Linda Walker, 794 Comstock Avenue, voiced concerns about the Community Center article that was in the Observer last week. She commented that employees should go through the Communications Department before they speak with the press.

Communications Director Clarissa Howard stated they have a policy in place that any media requests go through the Communications Department so they can coordinate the interviews.

The CRA Agency meeting adjourned at 3:21 p.m.

Chairman David C. Strong

ATTEST:

City Clerk Cynthia S. Bonham
CRA ACTION ITEM

ITEM (2)A: 2009 CRA Economic Investment Initiative

DATE: February 23, 2009

ACTION REQUESTED: Approval of the 2009 CRA Economic Investment Initiative

KEY ELEMENTS/FACTS IMPACTING DECISION:
The long-term financial viability of the CRA area is a critical component of the CRA. The backbone of our CRA area is the Tax Increment Fund of which Orange County and the city contribute into. If we are not continually identifying and programming opportunities to grow our fund, then we will be unable to do the remainder of the five goals.

The Community Redevelopment Department is in the process of completing an Economic Development Strategy based on our targeted growth industries. But, given the current dismal economic situation at the national, state and local levels, city staff is proposing to move forward immediately with a 2009 CRA Economic Investment Initiative. Staff is proposing “When the going gets tough, the tough get going” approach. The 2009 CRA Economic Investment Initiative is designed to be pro-active and help the business community during these hard times. Below is a listing of the proposed initiatives with detailed information attached on each Program:

- Initiative 1: Park Avenue Revitalization Program and Roundtable Series
- Initiative 2: Historical Preservation Initiative within Downtown Winter Park
- Initiative 3: The Avenues Revitalization Pilot Program (Main Street Program)
- Initiative 4: Economic Gardening-Virtual Business Incubation through the University of Central Florida

Staff recommendation is based on the following: 1) Consistent with Goal 3, Preservation of Historical Integrity and Goal 6, Long-term Financial Viability of the CRA; 2) Commercial properties in the CRA pay 70% annually ($2.1 million) into the Tax Increment Fund; and 3) Our business community is struggling due to the recession.

This is intended to be a three-year initiative. During the 2010 CRA budget process, staff will report on the progress of the above initiatives and request funds on annual basis through 2011. As the City of Winter Park finalizes our Economic Development Strategy these initiatives may shift over fiscal years 2010 and 2011. New initiatives may be added, existing initiatives may grow and existing initiatives may be completed.
This item was approved unanimously by the CRA Advisory Board on January 29, 2009 and the Economic Development Advisory Board on February 4, 2009.

ALTERNATIVES CONSIDERED:
Not do anything to assist our business community and hope the economic impact is not as negative as anticipated.

BUDGET ALLOCATION:
FY 2009 $215,000/Funds are available through CRA Fund 104. To follow is the breakdown of expenditures:

- Initiative 1: Park Avenue Revitalization Program and Roundtable Series - $55,000
- Initiative 2: Historical Preservation Initiative within Downtown Winter Park - $30,000
- Initiative 3: The Avenues Revitalization Pilot Program (Main Street Program) - $70,000
- Initiative 4: Economic Gardening-Virtual Business Incubation through the University of Central Florida - $60,000

STAFF RECOMMENDATION IS: Approval of the 2009 CRA Economic Investment Initiative
City of Winter Park
2009 CRA Economic Investment Initiative

A good community, as we know, insures itself by trust,
by good faith and good will, by mutual help,
A good community, in other words, is a good local economy.

—Wendell Berry, from "Work of Local Culture"


**Initiative 1: Park Avenue Revitalization Program and Roundtable Series**

The Park Avenue Business District is the jewel of the City of Winter Park. It is recognized throughout the United States as a model other cities emulate. The Park Avenue Business District provides a unique shopping experience with its eclectic and creative boutique shops and restaurants. Unfortunately with the economic times and the rapidly changing market, Park Avenue is facing challenges. From vacant storefronts, decreased sales and a general lack of a calculated plan for the Avenue, it is only going to get worse moving into 2009.

The Park Avenue Revitalization Program and Roundtable Series will immediately address Park Avenue Business District issues, challenges, opportunities and successes. Consumer spending and the retail shopping experience have changed drastically over the past five years. The City of Winter Park needs to ensure that our crown jewel, Park Avenue, knows how and is able to compete in this tumultuous market.

City staff proposes to work with Britt Beemer from ARG on this project. Mr. Beemer (biography attached) is a leading expect on consumer and retail trends.

Initially the project will conduct two studies in the next six months to look at the challenges facing the Park Avenue retailers. The first project will be completed by the end of March 2009. The study would include interviews with 500 shoppers who previously shopped Park Avenue stores but have not shopped there in the last 18-24 months. Some of the key issues in this study would be:

- Where are they shopping now
- Why did they leave
- What can Park Avenue retailers do to get them back
- How many are advertising driven
- Where do they go for retail advertising
- Which stores did they shop
- How was the store buying experience
- How many left due to an unpleasant shopping experience
- What type store would they like to see open on Park Avenue
- How important are restaurants to their shopping
- How many have seen their favorite restaurant or store close
- What are the key issues they need to address to improve shopping levels

After Mr. Beemer conducts this study where would be six three-hour Roundtable Series to discuss the research, findings and implications. These meetings would be held monthly over a six month period. The second study will focus on the following issues:

- Store experiences to determine how retailers can make shopping experiences exceptional with the intent of building more customer loyalty.
- Types of stores Park Avenue shoppers would like to see open on Park Avenue.
• Promotions the retailers could do collectively to bring more shoppers to Park Avenue.

Each study will have 500 completed interviews for a total of 1,000 interviews during the next six months. In addition, each retailer will receive a copy of Mr. Beemer’s book “The Customer Rules” prior to the first meeting. The Park Avenue retailers are going to have to be committed to advancing and participating in this initiative. Retail today is facing unprecedented challenges and Mr. Beemer knows many successful strategies to achieve sales success in these difficult times. Initiative 1, 2 and 3 will work hand in hand in and there will be no duplication of services under these initiatives. It is estimated that Park Avenue currently has a retail vacancy rate of between 9 and 10%.

Due to Mr. Beemer’s personal desire to see Park Avenue thrive, he is willing to present the findings and implications at no additional cost. Per Mr. Beemer, “I live here, I shop there and I want them to grow.”
C. Britt Beemer Biography

Chairman, America's Research Group, Ltd. (ARG)

In 1979, after a career managing or consulting on sixteen congressional and senatorial campaigns, with their exacting research and demanding strategic planning, Britt Beemer founded America’s Research Group About ARG, a full-service consumer behavior research and strategic marketing firm.

Recognized nationally as a premier marketing strategist, Britt Beemer has gained wide acclaim for his work on how, when and why consumers select their products and services. His client list encompasses many industries, including home furnishings, appliances and electronics, financial services, specialty and mass retailing, healthcare provider institutions, manufacturers, and others.

Beemer has spoken on numerous programs for major industry and trade groups and continues to lecture in seminars and workshops. America’s Research Group conducts annual client conferences designed to update its customers on emerging consumer trends. His knowledge of consumer preferences increases monthly as ARG conducts thousands of additional shopper interviews.

Britt’s work has been cited in the media including The Wall Street Journal, The New York Times, Investor’s Business Daily, CNN Business Day, Nightly Business Report, and many others. In addition, Beemer’s work has provided the basis for major stories reporting national studies in industry publications such as Best’s Review, Supermarket News, Chain Store Age Executive, Sporting Goods Dealer, and Automotive News. Hear Britt’s Audio file Audio where he discusses the importance of a focused marketing vision.

He is the author of PREDATORY MARKETING, a book on strategic marketing. His second book, IT TAKES A PROPHET TO MAKE A PROFIT, is about emerging trends of the millennium. By identifying the seismic shifts that have occurred in the American marketplace, businesses can stay one-step ahead of coming trends.

Britt Beemer’s expertise covers each phase of survey research including questionnaire design, sample construction, and data analysis, but especially interpretation. He serves as the senior director of research at America’s Research Group, where he personally reviews all research and prepares and presents each strategic marketing plan.

Many clients hail Britt Beemer as the “brightest marketing mind of this decade”.
**Initiative 2: Historical Preservation Initiative within Downtown Winter Park**

Historic preservation is not an end to the revitalization of properties, it is a means. According to Donovan Rykema, historic preservation is a broad-based, multi-faceted movement where preservation has become a means of providing downtown revitalization, neighborhood stabilization, affordable and luxury housing, heritage tourism, education and economic development.

The Historical Preservation Initiative will allow the City to complete the survey of downtown historic resources, file a National Register of Historic Places nomination for the downtown area based on the survey findings and educate property and business owners on the Economics of Historic Preservation.

In September 2008, the City contracted with Bland and Associates to update the previous historic resources surveys of downtown Winter Park. Based on data and recommendations in earlier historic resource surveys that identified the downtown area as a potential historic district eligible for listing on the National Register of Historic Places, the City of Winter Park plans to update the 1986 and 2001 surveys, identify contributing and non-contributing historic resources and map the resources in Phase One of the project. Phase one of the survey will be complete by the end of January.

Phases two and three are ready to begin, however additional funding is needed to complete the project. With the survey data as a foundation, Department of State Florida Master Site File SMARTFORM data entry will be completed and a nomination for a downtown National Register of Historic Places would be prepared in Phases Two and Three. The City will prepare the appropriate maps for the Florida Master Site File and for the National Register in association with Bland Associates.

The National Register of Historic Places is an official listing of historically significant sites and properties throughout the nation. It is maintained by the National Park Service, U. S. Department of the Interior. Listing in the National Register of Historic Places does not impose any obligation or regulatory burden on the property owner, or restrict the owner’s basic right to use and dispose of the property. It does encourage the preservation of historic resources and the vitality of traditional downtowns in several ways:

1. By providing official recognition of the historic significance of the area and encouraging consideration of its historic value in future development planning,
2. By making the property eligible for Federal financial incentives including tax credits for historic preservation,
3. By imposing limited protection from activities involving funding, licensing, or assistance by Federal agencies that could result in damage or loss of its historic values, and

Federal financial incentives for historic preservation include eligibility for investment tax credits for the rehabilitation of income producing properties (20% for historic buildings). Given the age of the downtown buildings, this is a significant benefit for property owners. Redevelopment of a
listed property which involves Federal funding will be subject to review to assure that adequate and appropriate consideration is given to the preservation of any historic qualities for which it was originally listed. About 42.9 million tourists visited the state's historic sites, museums and districts, making recognized historic resources a significant cultural tourism draw according to the Florida Department of State.

City staff recently mailed a letter to property owners within the proposed area to determine their level of interest (attached). If the property owners are interested in learning more, Donovan Rypkema will be retained to come and speak to City officials and affected property/business owners on the Economics of Historic Preservation. Concurrently staff will develop an outreach program for property/business owners in the proposed National Register District to inform them of the potential economic benefits. Once the nomination process is complete, marketing materials will be developed and included in tourism, new resident and business promotional materials.
February 3, 2009

Regarding: Park Avenue area National Register District

Dear Property Owner:

The Winter Park City Commission is considering ways of helping our downtown business community in this difficult economic environment. One idea is the nomination of a National Register Historic District in the Park Avenue area, which would enable eligible properties to take advantage of Federal tax benefits. Previous surveys of historic resources indicate the potential of an eligible district and the City is updating the 2001 survey to confirm the earlier research data.

Since 1976, the National Park Service has administered the Federal Historic Preservation Tax incentives program. It is one of the most successful and cost effective community revitalization programs. The Preservation Tax Incentives reward private investment in rehabilitating income producing historic properties such as offices, rental housing and retail stores. The program offers a 20% tax credit for the qualified rehabilitation of a contributing building in a National Register Historic District or an individually listed National Register building. The program offers a 10% credit for the rehabilitation of a non-contributing building put into service before 1936. Unlike local designation, designation as a National Register Historic District does not add any additional local regulatory burden. In fact, the Florida Building Code allows for flexible application of the codes for historic buildings.

An estimated $3,721 billion in expenditures in Florida was generated by heritage tourism in 2000 according to the “Economic Impacts of Historic Preservation in Florida”*, and national recognition combined with our exception local cultural attractions would be a dynamic combination to bring people downtown. (*read full report at www.flheritage.com/files/economic_impact.pdf). National Register recognition would be an attractant to enhance our visitor numbers.

In addition, economists and other professionals cite that properties within historic districts command premium values in the marketplace. Enclosed is a transcription of a presentation made last year by Donovan Rypkema, who spoke on the economic benefits of historic preservation.

If you would like to hear more about the potential benefits of nominating the Park Avenue area to the National Register of Historic Places, please contact Lindsey Hayes, Senior Planner at 407-599-3498 or lhayes@cityofwinterpark.org
by March 1, 2009. If there is a majority interest in learning more about this initiative, an educational seminar will be scheduled for late March 2009. Thank you and we look forward to hearing from you in the near future.

With Regards,

Randy Knight
City Manager
Thank you. I greatly appreciate the invitation to come to Winter Park. I was very interested in reading that very soon after Loring Chase and Oliver Chapman began purchasing land and laying out the blocks that would become Winter Park, Rollins College was established here, and that proved to be a significant catalyst to additional growth and investment. I say that, because I often tell people, if I were the industrial development director for a small city, my number one recruitment target would be a 4 year liberal arts college. And the reasons for that from an economic development standpoint are that the income is much more stable and predictable than most industries and that a college is a basic industry – that is net dollars flowing into the community from the outside, not just dollars circulating within the community. But even more important is the much broader view of the world that students and faculty bring to a community. Too many places in America the size of Winter Park have a perspective that doesn’t go much past the county line. Finally, most good colleges add cultural amenities, a community that simply would not be otherwise available. I looked at the upcoming events here at Rollins, and that is certainly true in this case.

But, of course, it really isn’t possible to recruit a college, and so I certainly hope that the population of Winter Park realizes how lucky you are to have this institution here.

Earlier today I had lunch with Mayor Strong and some others and a great walking tour of Winter Park. What a great place you all have to call home.

I’m sure many of you love what you do for a living. But I have to tell you that I have the best job in America. Every year I get to go to a hundred or so cities of every size – from villages of 450 people in the middle of Kansas to Cleveland, Chicago, Los Angeles, and every size in between. In the last two weeks I’ve been in Clovis, New Mexico, Seattle, and Philadelphia. In the next two weeks I’ll be in Grants and Silver City, New Mexico, San Francisco, and back to Philadelphia.

But that’s not even the best part of my job. Here’s what I do. I go in, act like I know what I’m talking about, and leave. No responsibility, no implementation, no follow-through. I don’t actually have to do anything; which is probably just as well, because I don’t really have many skills. But I do have one. I’m a very good note taker. I go places, watch what people are doing, watch what they’re doing, what seems to succeed and what seems to fail, and I take notes. And from those notes I make lists. That’s what I really do for a living – I’m a list maker. And then I go around sort of regurgitating lists and pass it off as actually knowing something. And much of what you’ll hear from me tonight is a series of lists.

Betsy Owens contacted me some time ago to come here, and my assignment was to talk about the economics of historic preservation, which I intend to do. But as I often tell preservation clients, in the long run preservation’s economic impact is far less important that its educational, environmental, cultural, aesthetic, historical, and social impact. In the long run none of us really care what the compounded, discounted, internal rate of return on an after-tax basis is for the plazas in Florence, nor are we particularly interested in the job creating impact that the building of Monticello had on the Charlottesville economy. In the long run, all of those other values of historic preservation are more important than the economic value. But as the great economist John Maynard Keynes said, “In the long run we’re all dead.”

In the short run, however, those who have the most influence on what happens to our historic resources – property owners, mayors and legislators and city managers, bankers, developers, investors – many of those interests – legitimatingly in my opinion – do care about the economic value of heritage buildings. And often it is through the door of economic impact that those decision makers become advocates for historic preservation on the other, more important grounds.

Almost fifteen years ago Peter Brink at the National Trust asked me to write a book on the Economics of Historic Preservation. Almost twenty five years ago I was getting my preservation degree at Columbia University and at that time the discussion of historic preservation and money in the same sentence was considered déclassé, something akin to attending an Episcopal Church social then eating your dessert with a salad fork. It just wasn’t done in polite company. Well, that’s no longer true. Twenty years ago historic preservation was an end in itself – save old buildings in order to save old buildings. Today the historic preservation movement is a broad-based, multi-faceted movement where historic resources are means, not ends. And preservation has become a means of downtown revitalization, neighborhood stabilization, affordable housing, luxury housing, heritage tourism, education, and, my little niche in the world, economic development.

In the last decade particularly, considerable research has been done on the economic role of historic preservation. I’d like to quickly go through some of the ways this has been true, and give you a factoid or two from the lessons that have been learned.
While most of my clients are local or state governments, downtown organizations, non-profit organizations or preservation groups, what I really am is an economic development consultant. And at the top of the list for economic development measurements are jobs created and increased local household income. The rehabilitation of older and historic buildings is particularly potent in this regard. As some of you may know, as a rule of thumb, new construction will half materials and half labor. Rehabilitation, on the other hand, will be sixty to seventy percent labor with the balance being materials. This labor intensity affects a local economy on two levels. First, we buy an HVAC system from Ohio and lumber from Georgia, but we buy the services of the plumber, the electrician, and the carpenter from across the street. Further, once we buy and hang the sheet rock, the sheet rock doesn’t spend any more money. But the plumber gets a hair cut on the way home, buys groceries, and joins the YMCA – each recirculating that paycheck within the community.

Many people think about economic development in terms of manufacturing, so let’s take a look at that. The average manufacturing concern in Florida for every million dollars of production 23.2 jobs are created. A million dollars spent on new construction will create 35.1 jobs. But that same million dollars in the rehabilitation of an historic building here in Florida? 36.9 jobs.

A million dollars of manufacturing output in Florida will add, on average about $491,000 to local household incomes. A million in new construction – $683,000 in additional local household income. But a million dollars of rehabilitation? $755,000. Now of course the argument can be made, “Yeah, but once you’ve built the building the job creation is done.” Yes, but there are two responses to that. First, real estate is a capital asset – like a drill press or a box car. It has an economic impact during construction, but a subsequent economic impact when it is in productive use. And we’ll talk about some of those uses to which historic buildings have been placed. Additionally, however, since most building components have a life of between 25 and 40 years, a community could rehabilitate 2 to 3 percent of its building stock per year and have perpetual employment in the building trades. And these jobs can’t be shipped overseas.

Now there are some economists and politicians who would argue that in economic down turns public expenditures should be made to create employment. And I’m certainly not going to argue with that. And as you all know, among politicians’ favorite forms of public works is building highways.

David Listokin at the Center for Urban Policy Research at Rutgers has calculated the relative impact of public works let’s say a level of government spends $1 million building a highway. (And these days that means a highway not quite the length of this room) but anyway a million dollar highway - what does that mean? 34 jobs, $1.2 million in ultimate household income, $100,000 in state taxes and $85,000 in local taxes.

As an aside, you may know that one of the few things Congress got done last year was finally passing next 5 year highway budget – all sides arguing, of course, the job generating capacity of that program. It took so long because of the sizable difference between the houses of Congress. I think the House version was $318 billion and the Senate version $245 billion and they settled somewhere in the middle. I’d just like to point out that the difference between the two bills - not the entire amounts, but the difference between the two - would fund the tax expenditure from the historic rehabilitation tax credit for the next 318 years.

Anyway, we could build highways or we build a new building for $1 million. 36 jobs, $1,223,000 in household income, $103,000 in state taxes and $86,000 in local taxes. Or we could spend that million rehabilitating an historic building. 38 jobs, a million three in household income, $110,000 in state taxes and $92,000 in local taxes. Now you tell me which is the most economically impacting in public works projects.

A second broad area of the economic impact of historic preservation is downtown revitalization. There really is a resurgence of city centers in towns and cities of every size all over America. And this is the area where I do most of my work. So I could talk for hours about why this is important. But I’ll leave it at this - I cannot identify a single example of a sustained success story in downtown revitalization where historic preservation wasn’t a key component of that strategy. Not a one. Conversely the examples of very expensive failures in downtown revitalization – Detroit leaps immediately to mind – have nearly all had the destruction of historic buildings as a major element. That doesn’t mean, I suppose, that it’s not theoretically possible to have downtown revitalization and no historic preservation, but I haven’t seen it, I haven’t read of it, I haven’t heard of it. Now the relative importance of preservation as part of the downtown revitalization effort will vary some, depending on the local resources, the age of the city, the strength of the local preservation advocacy groups, and the enlightenment of the leadership. But successful revitalization and no historic preservation? It ain’t happening.

In fact by far the most cost effective program of economic development - not just of historic preservation or downtown revitalization - but the most cost effective program of economic development of any kind, is a program called Main Street. For several years Florida has had a number
of excellent local Main Street programs. Main Street is commercial district revitalization in the context of historic preservation. Main Street started as a program for downtowns of small towns. In the last 25 years some 1700 communities in all 50 states have had Main Street programs. Over that time the total amount of public and private reinvestment in those Main Street communities has been $23 Billion. There have been over 67,000 net new businesses created generating nearly 310,000 net new jobs. There have been 107,000 building renovations. Every dollar invested in a local Main Street program leveraged nearly $27 of other investment. The average cost per job generated - $2,500 - less than a tenth of what many state economic development programs brag about.

I said that Main Street began as a program of economic development in the context of historic preservation for small town downtowns. In recent years, however, the fastest rate of growth in Main Street programs has been in neighborhood commercial districts in larger cities. The first and hugely successful Urban Main Street program is in Boston where it was the top economic development priority for Mayor Menino. Subsequently there have been urban Main Street programs established in Baltimore, San Diego, Philadelphia, Milwaukee, Dallas, Detroit, Washington, D.C. and elsewhere.

Another area that consistently emerges as a major component of preservation's economic impact is heritage tourism. Ask someone who is in the business of economic analysis and they'll tell you how tricky trying to figure out exactly what "tourism expenditures" are. I live in Washington, D.C. If I rent a car and drive to New York City for a weekend is the toll on the Jersey Turnpike a tourism expenditure or not? Well, I'm not an expert in econometric modeling, so I've avoiding trying to calculate composite numbers. Instead I've simply looked at the incremental difference between the expenditures of heritage visitors and other types of tourists. Virginia is one of the states that subscribe to a giant survey data base that questions households about did they travel, where, how much did they spend, etc. The data is sortable. So in a study a few years ago we sorted out the patterns of heritage visitors. We defined heritage visitors as those who did one or more of the following: visited a museum (in Virginia around 90% of the museums are history museums), visited a Civil War battlefield, or visited an historic site. And we contrasted those patterns with visitors to Virginia who did none of those things. Here's what we found: heritage visitors stay longer, visit twice as many places, and on a per trip basis spend 2 1/2 times as much money as other visitors. Wherever heritage tourism has been evaluated this basic tendency is observed: heritage visitors stay longer, spend more per day, and, therefore, have a significantly greater per trip economic impact.

Some individual historic sites have done their own analysis. Biltmore, the great historic estate in the mountains of Western North Carolina commissioned a study of their local impact - and you can see these numbers - 760 employees, $215 million to the local economy, $5 million in taxes, etc. But to me the most impressive number is this one - for every $1 a visitor spent at Biltmore itself, over $12 was spent elsewhere - hotels, restaurants, gas stations, retail shops, etc. Biltmore was the magnet to come to Asheville, but for every dollar the Biltmore reaped, others garnered another $12 - impressive leveraging of resources.

Now I said that I've never tried to estimate total tourism dollars, but there are lots of people smarter than I who have. The University of Florida in conjunction with Rutgers did an economic analysis of historic preservation here in Florida. Now for us non-Floridians, this is not a state that immediately comes to mind as being heritage tourism based. We tend to think of Disney World, beaches, and golf courses. Tourism is clearly the largest industry here in Florida. But just the heritage tourism portion of that industry has impressive impacts, with over $3 billion in expenditures, half a billion in taxes, and over 100,000 jobs. And while most of the jobs, predictably, are in the retail and service industries, in fact nearly every segment of the economy is positively affected.

I am not a tourism expert, but I'm even less of a Biblical scholar. But there's a bible verse that many of you will recognize. It comes from Matthew 16:26, and goes, "So what is a man profited, if he shall gain the whole world, and lose his own soul?" I would suggest to you that the verse can be altered just a bit to ask the question, "So what is a community profited, if it shall gain the whole world, and lose its own soul?" When historic preservation is done right, the biggest beneficiaries are not the tourist, or even the restaurants, motels, and gas stations. The biggest beneficiaries are the local citizens who gain a renewed appreciate of their own community and its unique history.

Perhaps the area of preservation's economic impact that's been looked at most frequently is the effect of local historic districts on property values. It has been looked at by a number of people and institutions using a variety of methodologies in historic districts all over the country. And the most interesting thing is the consistency of the findings. Far and away the most common result is that properties within local historic districts appreciate at rates greater than the local market overall and faster than similar non-designated neighborhoods. Of the several dozen of these analyses the worst case scenario is that housing in historic districts appreciates at a rate equivalent to the local market as a whole.
But some of this historic preservation stuff can be a bit esoteric, so I'd like to make some distinctions for you. There is a thing called the National Register of Historic Places. Being listed on the National Register or being a building within a National Register Historic District is an honor but provides virtually no property protections. As an individual owner of a National Register property you can build it up, tear it down, paint it red, white, and blue with impunity. National Register status does require that when federal monies are spent an analysis has to be undertaken to evaluate whether that expenditure will have an adverse impact on historic resources. But other than that, if you own a National Register property you can do whatever you damn well please.

Any protections for historic resources largely come from the existence of local historic districts. This is a historic district in Evansville, Indiana. The outer black line is a National Register Historic District; the red line encloses a local historic district. As you can see the entire local district is within the National Register District but perhaps a third of the National Register District is unprotected by a local district. We charted the price movement of properties that were within both the National and local district and compared that with the appreciation of properties within the NR District but not in the local district.

What did we find over a 20 year period? The dark line at the top of the graph represents the properties within both districts; the gold lower line represents property values within the National District but not in the local district. While at the beginning of the period the average price in both areas was virtually the same, and while they both appreciated over the period, the rate of appreciation was decidedly greater where there were local controls.

Now why would that be the case? Intuitively one might say, "If I have to go through one more hoop to do something with my property that must, prima facie, adversely affect my property value." Well, it stems from that old cliché that the three most important things in real estate are location, location, location. But what does that mean? It means what all of you already know – that the economic value of real estate stems not from within four walls and a roof but rather the context within which the individual property exists. I travel all the time and with regularity I'll be in some town and they'll drive me through their great old neighborhood, point out some big historic house and say, "If that were in Washington, DC where you live it would be worth $3 million." Yeah, but it ain't! Real estate gets its value largely from its context. The economic role of land use regulations in general but local historic districts in particular is protecting the context within which an individual property exists. Nobody is paying a premium for the privilege of having to go and appear before some goofy historic district commission. Rather it is the assurance that the lunatic across the street isn't going to be allowed to do something with his property that will have an adverse impact on the value of your property.

Let me give you one more quick example of this phenomenon. South and east of Memorial Circle at the center of Indianapolis are two neighborhoods – Holy Rosary Danish Church and Fletcher Place. Both are National Register Districts established at nearly the same time. Both were built as very modest worker housing from the mid 19th century to the early 20th century. Some you may have had technical training in real estate appraisal. Well these two areas are the textbook example of comparable neighborhoods. Their distance from the center city, the school district, the impacts – positive and negative – of the Interstate and rail line are virtually identical. There is one difference, however. Both are National Register districts; only Fletcher place is also a local historic district. What has happened over time? Again here is a graph of the property value changes in the neighborhoods over about a 15 year period. Both appreciated, and the value starting point in both neighborhoods was about the same. But those properties that benefited from the protections of a local historic district saw rates of appreciation significantly higher.

Every five years or so Time and Newsweek will have a cover story on the "back to the city" movement. And indeed that really is happening all over the country. Washington DC where I live is certainly no exception. I live about downtown exactly half way between the White House and the Capitol and a block and a half from the National Archives. The 1990 population in what is now my zip code was 11 - and that was probably mostly homeless. The 2000 population was 901 and I can look out my window and see 1000 units in some stage of completion and rent up.

But wherever you look, the "back to the city" movement hasn't been back to the city in general, but back to the historic neighborhoods within the city. There may be new construction and new neighborhoods built eventually, but the first attraction back to the city is invariably historic areas. Our former mayor in Washington, Anthony Williams, established an ambitious but commendable goal of attracting 100,000 new residents to Washington over the next decade. So we looked at what had happened to Washington during the decade of the 90s. The overall population of Washington fell in that 10 year period from 607,000 to about 572,000. But that pattern certainly was not consistent throughout the city. Had Washington's historic districts declined at the same rate as did the rest of the city, the 2000 population would have been less than 562,000. Conversely had the entire city grown at the rate the historic districts grew, our population in 2000 would have been over
621,000. When “back to the city” happens, historic districts are the first magnet.

A frequently underappreciated component of historic buildings is their role as natural incubators of small businesses. It isn’t the Fortune 500 who are creating the net new jobs in America. 85% of all net new jobs are created by firms employing less than 20 people. One of the few costs firms of that size can control is occupancy costs – rents. In both downtowns but especially in neighborhood commercial districts a major contribution to the local economy is the relative affordability of older buildings. It is no accident that the creative, imaginative, small start up firm isn’t located in the corporate office “campus” the industrial park or the shopping center – they simply cannot afford the rents there. Older and historic commercial buildings play that role, nearly always with no subsidy or assistance of any kind.

Pioneer Square in Seattle is one of the great historic commercial neighborhoods in America. The business management association there did a survey of why Pioneer Square businesses chose that neighborhood. The most common answer? That it was a historic district. The second most common answer? The cost of occupancy. Neither of those responses is accidental.

One area that is a bit less obvious. You know we all diligently recycle our Coke cans. It’s a pain in the neck, but we do it because it’s good for the environment. Land fill throughout the country is increasingly expensive in both dollars and environmental quality. Now even though a quarter of everything dumped at the landfill is from construction debris, we don’t often think about the environment in relation to the demolition of historic buildings. But let me put it in context for you. Let’s say that today we tear down one small building like one of these in downtown Winter Park. We have now wiped out the entire environmental benefit from the last 1,344,000 aluminum cans that were recycled. We’ve not only wasted an historic building, we’ve wasted months of diligent recycling by the good people of your community. Now why doesn’t every environmentalist have a bumper sticker saying “Recycle your aluminum cans AND your historic buildings.” Either that or let us off the hook from having to sort those Coke cans every week.

There is no movement in America today that enjoys a more broad based support across political, ideological, and geographical boundaries than does Smart Growth. Democrats support it for environmental reasons, Republicans for fiscal reasons, big city mayors, rural county commissioner, there are Smart Growth supporters everywhere. The increasing public volume and political expenditures of Smart Growth’s opponents is in direct relationship to Smart Growth’s broad and growing support.

And the Smart Growth movement has a clear statement of principles, and here it is:

- Create range of housing opportunities and choices
- Create walkable neighborhoods
- Encourage community and stakeholder collaboration
- Foster distinctive, attractive places with a Sense of Place
- Make development decisions predictable, fair, and cost effective
- Mix land uses
- Preserve open space, farmland, natural beauty and critical environmental areas
- Provide variety of transportation choices
- Strengthen and direct development toward existing communities
- Take advantage of compact built design.

But you know what? If a community did nothing but protect its historic residential and commercial neighborhoods it will have advanced every Smart Growth principle. In fact, any Smart Growth strategy that doesn’t have historic preservation at its core is stupid growth, period.

So I have a question for you: what is the most pressing economic development challenge of 2007? Affordable housing. For a long time housing affordability was a social service issue – how do we house the least fortunate among us. Today it has become a central economic development issue.

And what is the most significant economic development variable in the year 2007? Quality of life.

And I would suggest to you that historic preservation has a vital role to play in both of those.

Some of you have probably met Dick Moe, the president of the National Trust. Well Dick is a smart guy, and has been around Washington for a long time and since he’s been at the Trust he’s pushed the Trust to be more active on the policy front. Dick was early on in the Smart Growth movement, in many cases dragging other preservationists kicking and screaming into the anti-sprawl movement. Many preservationists, frankly, didn’t initially understand the connection. But we do now and that’s to Dick’s credit.

So three years ago Dick looked around, saw that Smart Growth had its own momentum and pondered internally what the next major Trust policy initiative should be. He’d been hearing this
emerging issue of affordable housing so wanted to understand what link, if any, there was between housing affordability and older and historic houses. So we took a look.

Of the many lessons learned, here are some of the most telling:

- In the market place older and historic houses – those built before 1950 – disproportionately meet the housing needs of those of modest means
- The majority of this older, affordable housing is simply provided by the market, with no subsidies, incentives, or government intervention of any kind.
- If today we had to replace the pre-1950 housing being occupied by households living at the poverty level, using the most cost effective Federal program it would cost the tax payers $335 Billion dollars – that’s like paying for another Iraq war.

Well if affordable housing – what the ULI calls workforce housing – is a critical need and if older housing is disproportionately meeting that need, then there must be a major effort going on to keep this housing inventory viable, right? Alas, that’s not the case. In the every day, seven days a week, 52 weeks a year for the last thirty years we’ve lost 577 units of older and historic housing – 80% of which were single family dwellings. I say “lost”, but it’s not that we misplaced them. A few were destroyed by tornadoes and a few hit by lightning, but the vast majority of them were consciously torn down.

And for those with the most historic significance? The 90s are generally seen as a decade rather enlightened about historic preservation. But during that ten years removed forever were 772,000 housing units built before 1920, arguably our most historic.

The result? We are systematically tearing down what is affordable and building what is not.

But people of modest means need more then just low rent. They also need proximity – to schools, shopping, work, and transportation. Where are those daily needs nearly always nearby? In our older and historic neighborhoods. Where are those daily needs almost never nearby? – new subdivisions.

I earlier said that affordable housing was the most critical economic development challenge today and that that cliché – quality of life – was the most significant economic development variable. Now there are some who think that “quality of life” is simply a function of urban design. And everybody has their own name for it – New Urbanism, Traditional Neighborhood Development, Transportation Oriented Development, and at the National Governors Association they call it New Community Design. And in their publication – New Community Design to the Rescue – they too have established a set of principles, and they are these:

- Mixed use
- Community interaction
- Transportation/walkability
- Tree lined streets
- Open space
- Efficient use of infrastructure
- Houses close to the street
- Diverse housing
- High density
- Reduced land consumption
- Links to adjacent communities
- Enhances surrounding communities

Great list. But you know what? We don’t need new community design to rescue us. That list of principles is exactly what our historic neighborhoods are providing right now. We just need to make sure they are protected.

Well I agree that good urban design is a part of “Quality of Life”. But ultimately quality of life will be determined by five senses: the sense of place, the sense of evolution, the sense of ownership, the sense of identity and the sense of community itself.

The Greeks had a phrase – horor vacui – the intolerability of no-place-at-all. Many places in America have approached that horor vacui. On a trip to California I picked up a copy of the Sacramento Bee one morning and read a local columnist – Steve Weigand – and here’s what he wrote. “And from the Brave New World of the Internet comes the following new term, “Generica: fast food joints, strip malls and subdivisions, as in ‘we were so lost in Generica, I didn’t know what city it was.’”

Generica isn’t just a California phenomenon or just a city or suburban phenomena. Generica is happening everywhere and I would suggest it is at the heart of the challenge of economic development, smart growth and place economics. Generica undermines all five senses – the sense of place, of evolution, of ownership, of identity and of community.

In his book The Good Society sociologist Robert Bellah observes, “Communities, in the sense in which we are using the term, have a history—in an important sense they are constituted by their past—and for this reason we can speak of a real community as a ‘community of memory’, one that does not forget its past.” Generica diminishes each of the five senses; preservation of the historic built
environment enhances each of the five senses, and constitutes the physical manifestation of a “community of memory”. Historic preservation builds both community and place; Generica destroys both community and place.

Just a few months ago the Center for Governmental Responsibility at the University of Florida College of Law released a superb new piece of research entitled Contributions of Historic Preservation to the Quality of Life in Florida. This is absolutely cutting edge research in the field and clearly demonstrates the importance of historic preservation to Florida communities.

Now before I close I want to tell you what I learned at two conferences in Europe a couple of years ago – one in Barcelona and the other in Geneva. In Geneva was the annual Congress of lSoCaRP – the International Society of City and Regional Planners. I joined that organization last year. I have never considered myself a planner and don’t now. But the Spanish word for what we call city planner is urbanista. So that’s why I joined – I want to be an urbanista. Anyway 200 people from 47 countries and 60 or so presentations. I heard one about the importance of traditional buildings and building patterns to neighborhood vibrancy in Lisbon; another about a new organization of historic towns in Turkey, one about the nearly missed opportunity of using the small, vernacular historic housing stock in Shanghai as counterpoint to its obsession with the high-rise glass and chrome typology which is defining its image as an emerging world city, and reinvestment in traditional buildings in Iran as part of an overall municipal strategy.

But perhaps most enlightening was a final session billed the Mayors’ Summit. Eight mayors from four continents talked about their strategies for building their cities’ futures. In every instance a key component of that strategy was restoring the past. And not, by the way, primarily for heritage tourists, but for the citizens of their cities.

In Barcelona was the second World Urban Forum sponsored by UN Habitat. 5000 participants from nearly every country on the globe. There were five days of plenary sessions, dialogues, networking meetings, and other events. Now there were certainly sessions devoted specifically to historic conservation. Some of these were put on by UNESCO, others by a combination of the Swedish government, its national heritage board, and affiliated organizations. A central part of the foreign policy of Sweden is assisting developing countries identify, protect, and enhance their historic resources. And I learned a lot from these presentations, but wasn’t so surprised that such sessions were planned.

Here was the surprise – heritage conservation permeated horizontally sessions throughout the conference and was being promoted by those not remotely identified as preservationists, was being promoted as an important vehicle for other ends. A representative of the International Labor Organization encouraged the restoration of heritage buildings for the jobs that would create – a form of labor intensity without simply padding public payrolls. At a day long session hosted by the Economic Commission of Europe on Public-Private Partnerships, investment in heritage buildings was seen as an excellent laboratory to make such partnerships viable and acceptable in emerging economies. In a master plan for one of the venues put forward as part of Spain’s bid for the 2012 Olympics, the new development was scaled to both extend and to reflect the existing historic city center. There was considerable discussion about the implications of gentrification in historic cities around the world, and now a UNESCO task force is looking into the problems and solutions there, but there was also an emphasis that any response to gentrification needed to be within the context of those historic buildings, not their demolition.

I think at this entire conference there was only one concept promoted more than heritage conservation and that was sustainable development. Although the iterations of sustainability vary widely around the globe, and there are numerous approaches, the reuse of historic buildings was mentioned in session after session as an integral part of the sustainability movement – historic preservation as smart growth around the world.

Finally, in Geneva I met an Australian woman who told me about a recently completed study there where they looked on a GIS basis as where their heritage resources were located and where their creative class tended to cluster. And lo and behold it was the same places. Where the creative class chose to be was where there was the distinction, and evolution, and differentiation of heritage resources.

In America today there are thousands of advocacy movements. And most of them are “rights” movements: animal rights, abortion rights, right to life, right to die, states rights, gun rights, gay rights, property rights, women’s rights, and on and on and on. And I’m for all of those things – rights are good. But I would suggest to you that any claim for rights that is not balanced with responsibilities removes the civility from civilization, and gives us an entitlement mentality as a nation of mere consumers of public services rather than a nation of citizens. A consumer has rights; a citizen has responsibilities that accompany those rights. Historic preservation is a responsibility movement rather than rights movement. It is a movement that urges us toward the responsibility of stewardship, not merely the
right of ownership. Stewardship of our historic built environment, certainly; but stewardship of the meaning and memory of our communities manifested in those buildings as well.

The widely admired American author Eudora Welty in her collection of essays entitled The Eye of the Story wrote, "it is our describable outside that defines us, willy-nilly, to others, that may save us, or destroy us, in the world; it may be our shield against chaos, our mask against exposure; but whatever it is, the move we make in the place we live has to signify our intent and meaning."

I conclude with the Welty quotation because her last line ought to be our guidepost for how we act toward our own communities - "...the move we make in the place we live has to signify our intent and meaning." Our communities - the places we live - ought to be strong, vigorous, in good health. The places we live ought to be valuable places, places with significance, places with meaning.

Historic preservation adds significance, adds meaning, and importantly adds value. That's why historic preservation needs to be a central strategy of every community. Thank you very much for having me here this evening.

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**Initiative 3: The Avenues Revitalization Pilot Program (Main Street Program™)**

The *Avenues* of Winter Park is designed to assist all major arteries of the City, pumping life into the City. While Park Avenue is the heart of Winter Park, many other avenues play a vital role in the City’s economic viability. These avenues are gateways into the City. They also serve as important business districts for residents and venues for entertainment, recreation, arts and culture.

**Program Background**

This program proposes to use The Main Street Four-Point Approach™, which is a community-driven, comprehensive methodology used to revitalize older business districts and corridors throughout the United States. Per Donovan Rypkema, with Place Economics, the Main Street Program is the most cost effective program of economic development throughout the United States. The Main Street Program is commercial district revitalization in the context of historic preservation. This program is actually housed under the Florida Historic Preservation Office. In the last 25 years, some 1,700 communities in all 50 states have had Main Street Programs. Over that time, the total amount of public and private reinvestment in those Main Street communities was $23 billion. There have been over 67,000 net new businesses generating nearly 310,000 net new jobs. There have been 107,000 building renovations. Every dollar invested in a local Main Street Program leveraged nearly $27 of other investment.

**Program Description**

The Main Street Program’s comprehensive strategy is tailored to meet local needs and opportunities. It encompasses work in four distinct areas — Design, Economic Restructuring, Promotion, and Organization — that are combined to address all of the commercial district’s needs.

1. **Design** means getting the program area into top physical shape. Capitalizing on its best assets — and identifying where it needs help — and making sure the help is found.
   - Review and revise Code, as needed, to refine allowed uses
   - Review and revise Code, as needed, to address design issues
   - Review, revise and/or create Design Guidelines
   - Review, revise and/or create Streetscape Guidelines
   - Consider expanding the Facade Improvement Grant Program

2. **Economic Restructuring** strengthens a community's existing economic assets while expanding and diversifying its economic base. The Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today's market.
   - Analyze market forces and complete market studies to identify an appropriate business mix within targeted avenues.
   - Identify new potential revenue sources and revenue streams for consideration
   - Identify redevelopment opportunities and market them
   - Recruit appropriate businesses that compliment the business mix
3. **Promotion** sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the program area.
   - Create marketing plans for each corridor based on their unique niche
   - Ensure Wayfinding Signage is completed
   - Create Signs for Avenue Gateways
   - Promote the “Avenues” and initiatives
   - Work with local stakeholders to achieve maximum benefit for businesses

4. **Organization** involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement the program.
   - Hire a part-time consultant, Tanja Gerhartz (biography attached) to work with business owners, property owners and City officials in implementing the program
   - The liaison shall interface with existing committees and new committees to gain consensus and assistance in implementing program goals
   - Establish plans for the targeted avenues
   - The consultant will coordinate with various entities to ensure program goals are achieved

When implemented properly, these tools will create successful business districts and commercial corridors. These avenues will receive some needed attention that will lead to stronger, viable businesses and business districts that are connected to their community.

**Targeted Avenues**
Targeted avenues have been identified to be part of this pilot program that will include:

- Fairbanks Avenue from Orlando Avenue (17-92) to Interlachen Avenue
- Orlando Avenue (17-92) from Lee Road to Orange Avenue
- Orange Avenue from Fairbanks Avenue to Orlando Avenue
- Morse Boulevard from Orlando Avenue (17-92) to Interlachen Avenue
- Park Avenue from Fairbanks Avenue to Webster Avenue
- New England from Pennsylvania to New York Avenue

**Performance Benchmarks**
Program success will be measured by the positive impact the program has on the following:

- Increased TIF revenue
- Business Districts created
- Businesses retained
- Businesses recruited
- Redeveloped sites

While some of the areas identified may not meet the State or Federal requirements for Main Street, the same principles for the targeted Avenues will be utilized. The first step is applying for the State and Federal Program.
Tanja Gerhartz Biography

Tanja has over 20 years of planning and economic development experience. She has spent most of her career working for a City, sharpening her skills in the areas of urban planning, economic development and redevelopment. She retired from the City of Orlando in 2005, where she was the Economic Development Director. Her responsibilities included managing over 200 employees, with a budget of almost $40 million. Department divisions included planning and development, business development, downtown development, permitting, code enforcement and the Centroplex (civic and cultural facilities).

Her career has given her experience in writing and implementing comprehensive plans, lend development codes, economic development plans, strategic plans, neighborhood plans, market studies, redevelopment plans, business plans and budgets. Her reputation has been built on making good things happen.

Tanja spearheaded the first economic development plan and strategy for the City of Orlando. This initiative was the catalyst for a regional strategy focusing on technology-driven economic development. Through this initiative, targeted industry clusters were identified for Metro Orlando. As part of the plan, strategies were implemented that allowed for companies to be recruited, gave existing companies the opportunity to grow, and assisted small businesses that diversified the economy, added to the tax base, created better paying jobs and improved the overall quality of life for everyone in the community.

She worked with the community to create programs that catered to the small business community. Many of these programs served as models for the larger community and state. Her experience includes working with downtowns and neighborhood business districts. She has prepared and implemented plans that have helped to create vibrant business districts for Downtown Orlando, Thornton Park, College Park, and North Orange Avenue (Antique Row).

She has extensive experience in working with the community and knows how to build consensus with elected officials, board members, and grass roots organizations.

She attended Florida State University where she received a Masters Degree in Public Administration and a Bachelors Degree in Social Sciences.

Tanja is currently the President of Gerhartz & Associates, a small consulting company that provides planning and economic development expertise to the public and private sectors.
Initiative 4: Economic Gardening-Virtual Business Incubation Initiative with the University of Central Florida Technology Incubator (UCFTI)

"Economic Gardening" is a new economy approach to economic development other than "economic hunting." Economic Gardening grows our own jobs through entrepreneurial activity instead of recruiting them. The idea is based on research by David Birch at MIT that indicated the great majority of all new jobs in any local economy were produced by the small, local businesses of the community. The recruiting coups drew major newspaper headlines but they were a minor part (often less than five percent) of job creation in most local economies. In addition, by growing our own companies, we are growing knowledge workers that have a vested interest in the success of the city that has invested in them. As a result, they give back to the city that helped them become a success. Unfortunately 90% of the time with business recruitment there is no vested interest and if a better economic incentive deal is offered and/or if doing business overseas becomes more attractive, they leave. Business recruitment should still be a part of our long term strategy but it should not take precedent over Economic Gardening.

The Winter Park Virtual Business Incubation Program is Economic Gardening. This Program is a partnership project between the City of Winter Park and UCFTI and is designed to provide all of the services located at the other UCFTI incubators with the exception of dedicated space. The Winter Park Virtual Business Incubator will be an economic development tool designed to accelerate the growth and success of entrepreneurial (new) and second stage existing companies through an array of business support resources and services developed or orchestrated by incubator management. Companies that utilize the services of the virtual incubator have the potential to create jobs and wealth, commercialize new technologies and strengthen local, regional, and national economies. The UCFTI will provide management guidance, technical assistance and consulting tailored to young, growing companies.

UCFTI Background

The UCFTI provides early to second stage companies with the enabling tools and training to create financially stable high growth enterprises. The Incubator, opened in 1999, has served over 90 emerging companies (including nearly 50 current clients), which have generated over 900 new jobs and more than $200 million in annual revenues. With five locations including the Central Florida Research Park, Downtown Orlando (2), Colonial Drive, and Winter Springs, the Incubator consists of over 80,000 square feet and they are moving toward virtual incubation, of which Winter Park will be the pilot virtual incubator.

To follow are the services that will be provided through the Virtual Incubation Program:

- Mentoring, educating and advising in all aspects of business development and growth including business and strategic planning, legal counsel, accounting/tax, human resources, government contracting, strategic partnerships, marketing and PR, financing, grant preparation, insurance and risk management. Networking opportunities with peer groups, area professionals, University faculty, and support organizations. Complimentary memberships in a variety of organizations. Access to UCF faculty and labs, library, and
support organizations. The Incubator provides client companies with the experience and insight needed to create successful companies through relationships it has created with its network of experienced entrepreneurs, professional service providers, economic development partners, small business service providers, university experts as well as a dedicated staff.

UCFTI shall assign the necessary personnel to manage the Winter Park Virtual Incubator in accordance with UCFTI existing incubator model. The employee will be an employee of UCF and, if applicable, will be hired upon terms that are customary for such positions as they currently exist at UCF. UCF shall establish and maintain express policies and procedures for the selection of businesses and proposed businesses that will receive assistance from the Project (the “Project Clients”). The Project Client selection process will be tailored for use in a mixed-business environment, inclusive of targeted industry sectors as defined by the Winter Park Targeted Industry Cluster Analysis, and shall utilize the established success of the incubator model. UCF’s existing Excellence in Entrepreneurship Certificate Course (the “EIE”) will be used as a model selection process tool. The current EIE model will be revised to meet the specific needs of applicants to the Winter Park Virtual Incubator.

**Winter Park Virtual Incubator Best Practices**

UCFTI shall create and operate the Program pursuant to recognized business incubator industry best practices as defined by the National Business Incubation Association. Successful incubators strive to:

1. Commit to two core principles that characterize effective business incubation:
   
   a. The incubator aspires to have a positive impact on its community’s economic health by maximizing the success of emerging companies; and
   
   b. The incubator itself is a dynamic model of a sustainable, efficient business operation.

2. Obtain consensus among partners, economic development organizations and supporters on a mission that meets market needs and sufficiently defines its role in the community; and

3. Develop a strategic plan containing quantifiable objectives to achieve the program mission; and

4. Seek to integrate the incubator program and activities into the fabric of the community and its broader economic development goals and strategies as a way to strengthen the role of Small and Medium Sized Enterprises (“SMEs”) and reduce the local and regional dependence on corporate recruitment; and

5. Structure the incubator for financial sustainability by developing and implementing a realistic business plan; and
6. Recruit and appropriately compensate management capable of achieving the mission of the incubator and having the ability to help companies grow; and

7. Build an effective and experienced board of advisors committed to the incubator's mission and to maximizing management's role in developing successful companies; and

8. Develop effective screening of applicants and consistently push companies to pursue activities necessary to continue strong growth and graduate within prescribed timeframes; and

9. Prioritize management time to place the greatest emphasis on client assistance, including proactive advising and guidance that results in company success and wealth creation; and

10. Develop an incubator facility, resources, methods and tools that contribute to the effective delivery of business assistance to client firms and that addresses the developmental needs of each client company; and

11. Develop and sustain stakeholder support, including a resource network, which helps the incubation program's client companies and supports the incubator's mission and operations; and

Maintain a management information system and collect statistics and other information necessary for ongoing program evaluation, thus improving a program's effectiveness and allowing it to evolve with the needs of the clients.
INFORMATIONAL ITEM

ITEM 3(A): Winter Park Community Center Update

DATE: February 23, 2009

ACTION REQUESTED: N/A

KEY ELEMENTS/FACTS IMPACTING DECISION:

Staff will give a status report on the Community Center Capital Project.

ALTERNATIVES CONSIDERED:
N/A

BUDGET ALLOCATION:
N/A

STAFF RECOMMENDATION IS:
N/A
INFORMATIONAL ITEM

ITEM 3(B): Hannibal Square Community Land Trust

DATE: February 23, 2009

ACTION REQUESTED: N/A

KEY ELEMENTS / FACTS IMPACTING DECISION:
Denise Weathers, Executive Director of the HSCLT, will give an update on the status of their projects. Attached is information that Mrs. Weathers will be discussing.

ALTERNATIVES CONSIDERED:
N/A

BUDGET ALLOCATION:
N/A

STAFF RECOMMENDATION IS:
N/A
Hannibal Square
Community Land Trust
invites you to attend their

3rd Annual Meeting

Saturday, February 28, 2009
10:00am-12:00pm

Winter Park Community Center
721 W. New England Avenue
Winter Park, FL 32789

RSVP - February 13, 2009
407 643.9111
hsaltina@gmail.com
December 31, 2008

Sherry Gutch, CRA Manager
City of Winter Park
401 Park Avenue South
Winter Park, Fl 32789

Re: 2008-2009 Operating Agreement Performance Benchmarks

Dear Mrs. Gutch:

The Hannibal Square Community Land Trust (HSCLT) have valued the partnership with the City of Winter Park’s Community Redevelopment Agency (CRA) since its inception in 2004. The HSCLT have benefited from direct access to planning, marketing, and technical support in the development of the Canton Park and W. Comstock projects.

The enclosed 2008 performance goals and benchmarks reflect the change in leadership mid year and are based upon the work performed by the Interim & current Executive Director. Enclosed is an update of the performance goals as of year end December 2008 that include:

1. Business plan implementation & update
2. Marketing & Community Outreach
3. Development strategy
4. CLT Workshops
5. Grants & funding sources
6. CLT Applicants
7. Acquisition/Development
8. CLT Inquiries
9. Partnerships

The goals for 2009 are priority and every effort is being made to fulfill the terms of our agreement. As the HSCLT looks to expand its territory to include workforce housing for city employees, teachers, police & firemen, we believe the partnership between the HSCLT & the CRA could prove to be added value in the overall outcome of the city’s Comprehensive Plan and the CRA’s Strategic Plan to include affordable housing.

We appreciate and value the continued support in the development of quality affordable housing within the CRA and Central Florida.

Regards,

Denise Weathers
Executive Director

Cc: HSCLT Board of Directors
MEMO

TO: SHERRIE GUTCH, CRA MANAGER
FROM: DENISE WEATHERS, EXECUTIVE DIRECTOR
CC: BOARD OF DIRECTORS
SUBJECT: 2008 OPERATING AGREEMENT PERFORMANCE BENCHMARKS
DATE: 12/31/2008

The HSCLT made a decision to bring the bookkeeping in house due to the performance of the contracted accountant. This new course has delayed the submittal of the requested report of expenditures from the operating proceeds. The report will be submitted to the CRA by January 6, 2009.

Every effort is being made to put the internal bookkeeping on track for all reporting and requests for financial information.

If you have any questions, please let me know.
The Hannibal Square Community Land Trust, Inc. (HSCLT) is a 501(c)3 not for profit corporation established in November 2004. The mission of the HSCLT is to create and preserve quality permanent affordable housing within the City of Winter Park and Central Florida area. As defined by the Orange County income guidelines, the HSCLT provides affordable housing for families that fall within 50% (very low), 80% (low) and 120% (moderate) area median income guidelines. The HSCLT, in partnership with the City of Winter Park and the Winter Park CRA, is revitalizing neighborhoods and transforming our community, which is of vital interest to residents and businesses within the City and CRA. An integral part of community’s efforts are the partnerships between local and regional government, residents and business leaders in encouraging renewed health to the neighborhood and the provision of an adequate supply of quality affordable rental and for-sale housing units. For some families, rental housing is a ladder to ownership. Rental housing is an area of future exploration and consideration. In 2006, the HSCLT assisted 10 families to become first time homeowners. In 2007, the HSCLT developed four (4) green certified single-family modular homes and assisted four (4) additional families on becoming first time homeowners. In 2008 and moving forward, the HSCLT will direct it’s focus on the goals established in the 5 year business plan to expand our area, improve communication, and strengthen the organization to include board development by implementing a three-prong development plan comprised of project, organizational, and program development. The objective is to increase capacity of the HSCLT and address issues most critical to the growth and development of the organization as it relates to creating, preserving, revitalizing, and providing more affordable/workforce, senior, and rental housing.

Performance Overview and Goals

1. Implement Business Plan

Implementing and providing to the City HSCLT status on 5-year Business Plan. The Status of 5-year plan will include the following components:

1. Amended the by-laws - To support the 5 yr business plan included expanding mission to include Central Florida; currently under review for other organizational modifications to maintain efficient & effective governance

2. Financial Self-sufficiency Strategy/Status – Line of credit request in process to leverage capital & income generated from projects to sustain debt; minimize debt with low interest rate loans for projects; operational grants to support administration; projects will include development & marketing fees, lease purchase, and rents

3. Marketing Strategy/Status – Interactive website (under review for redesign) for applicants to register for workshops, applications & events; quarterly updates in the Hannibal Herald; radio & print (PSA)

4. Development Strategy/Status – Joint project with Habitat in progress, working on written plan to develop Capen; future development project to include joint venture with a for-profit developer for workforce housing

PO Box 364 Winter Park, Florida 32790
407 643.9111 407 643.9053 fax
hscltinc@gmail.com
www.hannibalsquareclt.org
2. Updated Business Plan

On April 1, 2008 the HSCLT provided the City with an updated 5-year Business Plan. The updated 5-year plan included the following components:

1. **Financial Self-sufficiency Strategy**
   
   Current and future funding for the HSCLT to sustain projects, programs, and operations are based on establishing funding partners whose focus is on community development in affordable housing and education. The strategy for accomplishing the goals as outlined in the 5 year business plan are to:

   A. Leverage $1mm from the City of Winter Park for best pricing on construction loan/grant for development projects – Applied for $500k line of credit with Bank FIRST (in process); other fund requests to local banks for project financing;

   B. Maximize deposits for best return on investment (ROI) – Diversified investments in CD with short-term maturity (liquidity purposes); minimized risk; interest bearing mnymkt savings

   C. Revenue generating projects (developer fees, receivables (rents) or lease (mixed-use projects) – Joint venture to include for profit developer to include marketing & developer fees

   D. Higher retained profits by subsidizing the development project & not the resident – HSCLT can subsidize the project & maintain lower cost on resale & subsidize lower amount by retaining subsidy after resale instead of homeowner recapture

   E. Identify subsidy resources for senior or single family housing –Corporate & Private Foundation grants, cost-effective fundraiser activity for project & program development for long term sustainability- HSCLT board agreed not to pursue senior housing or identify senior subsidies; 2009 goal is to work ahead of grant timelines to insure grant requests are submitted; upcoming CDBG funding opportunity to develop affordable housing on proposed site in MOU; looking at cost effective fundraiser for 2009; CLT housing education program established and workshops funded by local bank foundations

   F. Minimize operating expenses by retaining contracted professional services – Managing expenses & investments closely; looking at profitable projects for future operating expenses & other ways to generate income

   G. Lease re-issuance, ground lease, and membership fees – Used for operating and emergency housing purposes under hardship
2. **Marketing Strategy**

The objective is to brand the HSCLT through media outlets with consistent key messages that:

A. Enforce the mission with key messages that enforce the value and operating principles as outlined in the 5 year business plan – Branding the HSCLT through all communication sources & demonstrated with quality housing and sound partnerships in the media (print, radio & TV)

B. Develop & produce positive & productive relationships within the HSCLT service area – Leveraged Rollins College service learning students to produce grant research, marketing redesign collateral, campus information

C. Increase awareness with community forums and provide membership among constituents – Creating “Friends of HSCLT” to increase and mobilize individuals to become actively involved in preserving & revitalizing their neighborhoods

D. Broaden funding partner opportunities for projects, programs, and organizational support – Developing a fundraising plan to include board & relationship building for future sustainability

E. Promote community advocacy, events and inclusion with volunteer opportunities – Established HSCLT Neighborhood Association

F. Educate – Community Land Trust model, ground lease, and CLT footprint throughout the City of Winter Park and Central Florida - Workshops & presentations that communicate CLT successes and partnerships that are inclusive and demonstrate working and ongoing growth towards affordable housing

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Marketing tools and timelines used to communicate key messages include but not limited to:

A. Hannibal Herald – Produced quarterly to CRA /CWP residents – Submitted quarterly information regarding organizational changes, workshops, availability of housing & education; tool to communicate with residents within the CRA

B. HSCLT Website – Currently under review for redesign; more interactive to include registration capabilities; in-house updating; application access & database creation

C. Radio & Press releases – Non-profit community spotlight forums; Radio CLT information on 1680AM;

D. Member organizations – Serve on affordable housing roundtable organizations and, chamber of commerce presentations – Member of Florida Housing Coalition; Rollins Philanthropy Center; Florida Green Building Coalition; CLT Network

E. Board of Directors – Leverage relationship & resources to communicate awareness & key Messages – Relationship building include funders (banks & foundations); other areas of expertise to include development, construction, legal & real estate

F. Media Kit – Identified funder & request to sponsor updating collateral; recommended changes to brochures are under review; marketing kit to include a revised HSCLT brochure, fact-at-a-glance, projects and CLT information, history, and HSCLT resident testimonies

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407 643.9111 407 643.9053 fax
hscltinc@gmail.com
www.hannibalsaquareclt.org
3. Development Strategy

The purpose of the Plan is for the City to understand the HSCLT financial strategy and development activities so that the City can determine future financial decisions, which support a business, plan capable of providing a road map toward aggressive but achievable goals.

The number of project development considerations per year as outlined in the HSCLT 5 year business plan includes new construction, acquisition of property to be rehabilitated by the HSCLT, and foreclosure rescue for the purpose of increasing the HSCLT housing inventory for senior and workforce housing. The City of Winter Park and the HSCLT currently have a memorandum of understanding dated 12/18/06 as it relates to specific land conveyance. Due to the land conveyance process and procedures with the City of Winter Park, the New England Avenue senior housing project is subject to their internal process before the HSCLT can develop the site. The development strategy, due diligence, and recommendations on development projects by the HSCLT Development Committee includes establishing the following process before board approval:

A. Qualifications & oversight by contracted project development management –
Using the CRA contractor, inspection database & process to insure individuals & companies meet license qualifications and contract process is skilled with diverse contractors

B. Participation from other HSCLT Advisory board members experienced in the realm of development, property management, and construction areas -
Established a development committee from the Advisory & board to lead in the due diligence process & recommendations to the board for all development projects; members on the development committee are experienced in property management, construction, real estate, and architecture design

C. Process to convey land if not owned by the HSCLT – Development committee reviews construction management timeline, funding, project proposal prior to submission & recommendation to the HSCLT board for land to be conveyed to the HSCLT; written proposal submitted to the CRA/Planning for plans to develop the NE Avenue site (on hold due to current economic climate & restrictions to maximize density to stay with the character of the neighborhood)

D. Feasibility case study (to include a minimum of 2 community forums and surveys) The initial feasibility study would have been based on developing more senior housing; the pre-development work contract for NE Ave for senior housing didn’t warrant a feasibility study because of the acquisition & rehabilitation of the property owned by the Winter Park Housing Authority showed 192 units with over 70 units vacant; therefore vacating the idea to develop NE Ave into senior housing; Workforce housing study & community forums will be scheduled for 2009
E. Pro-forma – Pre-development of New England Avenue – submitted letter of intent to develop under more favorable economic conditions and also once the comp plan has been adopted to review maximizing density to make this project profitable for the HSCLT; proforma submitted with site plan
F. Architecture & builder cost /Construction plans & timeline – Included in pre-develop of New England Avenue; part of all projects submitted to the development committee for review & recommendations
G. Sale price or Rent (below market, market rate or mixed rates) HUD-based rates & information; mirrored market & affordable rates from OC, City of Orlando & WPHA
H. Funding sources and/or partners (grants/debt financing/subsidies) Looking for sustainable projects to generate revenue and grants for programs & operating purposes
I. Marketing project /Project Timelines- Development committee recommendations to retain project manager to manage budget & project timelines & marketing efforts targeted towards workforce housing market

3- Marketing Efforts: Community Outreach Presentations

Board of Directors, Advisors, Executive Director and supporters included in the opportunity to network, advocate and to provide information regarding the HSCLT history, accomplishments and upcoming developments, projects and programs of HSCLT.

<table>
<thead>
<tr>
<th></th>
<th>2008 Proposed</th>
<th>2008-Actual</th>
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<tbody>
<tr>
<td>A-Public: Expos Panels &amp; Community Forums</td>
<td>5-10</td>
<td>0</td>
</tr>
<tr>
<td>B-CLT Information Sessions</td>
<td>12</td>
<td>4</td>
</tr>
<tr>
<td>C-Tours (Existing HSCLT Homes)</td>
<td>5-10</td>
<td>10</td>
</tr>
<tr>
<td>D-Grand Opening/Attendees (Based on HSCLT projects)</td>
<td>0-2/ 50-100- attendees</td>
<td>55*</td>
</tr>
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*Open House – 634 W Comstock
4- HSCLT Workshops

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<tr>
<th>2008 Proposed</th>
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<tr>
<td>8-10</td>
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These workshops are educational information sessions to enlighten interested parties regarding the organizational features of HSCLT. These sessions are a key source of identifying the distinctive features of HSCLT and potential homeowners. The goal is to provide the following:

**What is HSCLT (to include)?** Participants at the workshops were facilitated by skilled individuals in the whole homebuyer process to include realtors, lenders, title companies, down payment assistance, movers, and a thorough understanding of the HSCLT model.

**A-Homebuyer process** – Workshops included the down payment assistance process, restrictions & understanding the HSCLT ground lease, examples of the resale formula, mortgage lender process; HSCLT community involvement through volunteerism & membership.

**B. Maintenance (Foreclosure prevention)** - Intervention & prevention of foreclosure & loss prevention process;

**C. Credit/Financial Management** - Participants were referred to community partners (HANDS, ACORN, Credit Counseling & Urban League)

5- Grant Submittals/Identification/Funding

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<th>2008 Proposed</th>
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In an effort to balance the City’s investment dollars, the HSCLT is engaged in subsidy funding by other governmental entities, corporate philanthropic entities and individuals providing grant giving and contributions. The HSCLT shall provide the City with a listing of all the grants applied for and received during the term of this agreement. It shall be the goal of the HSCLT to raise an additional $60,000 to be eligible for ongoing grants from the City. Grants **funded** include:

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<tbody>
<tr>
<td>Grantor</td>
<td>Funded</td>
</tr>
<tr>
<td>A. Wells Fargo - Housing Education</td>
<td>$5000</td>
</tr>
<tr>
<td>B. Wachovia - Housing Education</td>
<td>$7500</td>
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<tr>
<td>C. CWP Neighborhood Council - Improvements</td>
<td>$5000</td>
</tr>
<tr>
<td>D. Bank FIRST (Sponsorship -Training)</td>
<td>$ 750</td>
</tr>
<tr>
<td>E. KRAFT Insurance (Sponsorship-Training)</td>
<td>$ 750</td>
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</tbody>
</table>

**Applied but NOT funded**

- F. Bank of America - Operating
- G. Morse Genius – Operating/Program
- H. WAMU - Program
- I. Winter Park Health Foundation – Housing Education
- J. Babcock Foundation – Housing Education
- K. Lowes - Improvements

PO Box 364 Winter Park, Florida 32790
407 643.9111 407 643.9053 fax
hscltinc@gmail.com
www.hannibalsquareclt.org
6- Applicants for Homes  

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<tr>
<th>2008 Proposed</th>
<th>2008 Actual</th>
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<tr>
<td>25-50</td>
<td>16</td>
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Through an application process, residents will be given an opportunity to apply to own a home. We will assist applicants with questions, preparation and access to subsidies, loans, financial services like IDA accounts and guidance against predatory lenders. At this time we will provide more in-depth information regarding HSCLT and ensure the understanding of the CLT concept. All interested applicant information to be maintained in a database for marketing and future development projects. The Orlando Housing Authority have over 3300 applicants on their WAITING LIST; working with them & the Winter Park Housing Authority to provide housing; the HSCLT have established the qualification process to include background, credit, employment & landlord verification to qualified applicants. Created a HSCLT applicant database for our housing supply as properties become available.

7- New Construction/Acquisition  

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<th>2008 Proposed</th>
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*Offer on lot & house pending

Development of affordable housing that is sustainable in our Community is imperative to help stabilize the diminishing neighborhood. In 2008, the HSCLT implemented the business plan goals outlined in the 5 year business plan to include the purchase of existing homes (i.e. rehabilitation or foreclosure prevention). Pending proposal to acquire an adjoining lot and a house for rehabilitation purposes is subject to response after the holidays. Other property the HSCLT is obtaining information include a foreclosure; working with owner's attorney to submit offer to the lender.

8- Number of Inquiries  

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Through marketing efforts the HSCLT expects to reach and attract CRA residents, essential city workers, teachers, hospital, who are eligible first time homebuyers and meet income guidelines established by Orange County to purchase new or existing home. Inquires from the website, presentations, referrals, newspapers, workshops, housing authorities, and HSCLT residents

9- Partnerships Established  

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<tr>
<th>2008 Proposed</th>
<th>Jan 09-Actual</th>
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<tr>
<td>10-15</td>
<td>17</td>
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Build and maintain active, working partnerships among the residents, businesses, financial institutions, regulatory agencies, local government and other community partners. Develop and grow the relationship of the business partners outlined in the 2008 business plan. Working relationships established and developing existing partners to include architects, developers, contractors, bankers, city, county, other CLTs across the footprint, title companies, legal, corporate, community leaders and other advisors involved in affordable housing for the growth & development of the HSCLT projects.

PO Box 364 Winter Park, Florida 32790  
407 643.9111 407 643.9053 fax  
hscitnc@gmail.com  
www.hannibalsquareclt.org
Hannibal Square Community Land Trust, Inc.

Saturday, February 28, 2009

10:00 am—12:00 pm

Winter Park Community Center
721 W. New England Avenue
Winter Park, Fl 32789

Available information to include:

✓ HSCLT model (Ground Lease/Developments/Future Projects)
✓ Changing Our Community – Neighborhood Survey
✓ Membership/Board & Advisory Member Applications
✓ How to improve your credit/Down payment Assistance
✓ IRS Tax Filing Tips/FREE tax filings
✓ Home buyer education & mortgage default prevention
✓ Health & Wealth maintenance
✓ Nursery & Child Care

Refreshments Served

For More Information Call
407 643.9111/ Denise Weathers
hscltinc@gmail.com
3rd Annual Meeting

Saturday, February 28, 2009
10:00am-12:00pm

PROPOSED AGENDA

Introductions
A. Board of Directors & Advisory/Supporting Board members
B. Executive Direct
C. HSCLT homeowners

Recognition
A. Past Board of Directors
B. Former Executive Director
C. Mayor/Commissioners/CRA Advisors & Guests

Consent Agenda
A. January 15, 2009 Minutes
B. December Financial Report
C. 2009-2010 Budget

Action Items
A. Board Renewals /Recommendation/Nomination
B. Secretary/Assistant recommendation
C. By-Law amendment recommendation for Assistant Treasurer

Informational Items
A. 2008 Annual Report (for distribution)
B. Overview of HSCLT 2008 accomplishments
C. Short/Long term development & program goals

Public Comments
Meeting Adjourned
Mary R. Daniels (Retired) - President
General Member – 3 Yr. Term
650 Canton Ave.
Winter Park, FL 32789
407-647-5072
E-mail: elizabeth@denton.com

Marketa Clark - Architect
HSCLT Resident - 3 Yr. Term
646 W. Comstock Avenue
Winter Park, FL 32789
773-255-4492 (cell)
Email: marketa.clark@gmail.com

Joe Terranova (Retired)
Public Representative – 2 Yr. Term
P.O. Box 232
Winter Park, FL 32790
407-644-7495
E-mail: joeterrana@earthlink.net

Jesse Fitzgerald (Retired) - Vice President
General Member – 3 Yr. Term
691 Symond Ave.
Winter Park, FL 32789
407-647-7692
E-mail: efsilas@yahoo.com

Denise Chatman (Accountant) – Treasurer
HSCLT Resident - 3 Yr. Term
701 Israel Simpson Court
Winter Park, FL 32789
407-312-0241
E-mail: dchatman@gmail.com

Margie Bridges – Winter Park Commissioner
Public Representative – 1Yr. Term
767 Antoneetta Ave.
Winter Park, FL 32789
E-mail: M Bridges32789@aol.com

Brandy Burton – Secretary (Lease Agent)
HSCLT Resident – 2 Yr. Term
652 Canton Avenue
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Wk# 407-294-5755 or 407 879-4593 HM
E-mail: goddidill@bme@yahoo.com

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Attorney and Counselor at Law
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E-mail: lindafaye@embarqmail.com

Caleena Shirley - Planning Technician
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Email: cshirley@cityofwinterpark.org

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Relationship Manager/Private Banking
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Orlando, FL

Eugene C. Vaughn, III | Vice President
CB Richard Ellis - Brokerage Services
189 S. Orange Avenue, Suite 1900
Orlando, FL 32801
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1835 Albert Lee Pkwy
Winter Park, FL 32789
407 628.7002/ 407 446.5010 cell
chughley@embarq.com

Robert A. Koch
Fugleberg Koch Architects
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(407) 629-0595
Email: bobbkoch@fuglebergkoch.com

Jason Howard, Director
(Former Master Builder)
2460 Salisbury Blvd.
Winter Park, FL 32789
Cell – 321-689-5539/ 407-599-4263 Fax
E-mail: JasonHoward1971@hotmail.com

Fred Lyon, Esq. – Lyon Firm
Public Representative - 3 Yr. Term
1031 W. Morse Blvd. Suite 170
Winter Park, FL 32789
407-647-8900
E-mail: vfl@flyonfirm.com

Fairlona Livingston - Historian
5500 Ansley Way
Mount Dora, FL 32757
321-279-9226
hannibalsquare@xflr.com

Advisory Board Members

REV 109
Phylis Moore  
609 Gallery Drive #9  
Winter Park, FL 32792  
407-647-628-5990 – Wk# 407-539-2680  
E-mail: pgwasmooe@gmail.com

Paulette Perkins  
430 W. Comstock Avenue  
Winter Park, FL 32789  
407-647-7053  
E-mail: pperkins23@aol.com
2009 Calendar

All HSCLT Board meetings will be scheduled on the 2nd Thursday of the month at 6:30 pm at the Winter Park Community Center – Annex 721 W. New England Avenue, Winter Park, Fl 32789 unless otherwise scheduled at a different location. HSCLT office # 407 643.9111.

January 15, 2009
*February 28, 2009
March 12, 2009
*April 9, 2009
May 14, 2009
*June 11, 2009
July 9, 2009
*August 13, 2009
September 10, 2009
*October 8, 2009
November 12, 2009
December 10, 2009
6:30 pm
12:00 pm
6:30 pm
6:00 pm
6:30 pm
6:00 pm
6:30 pm
6:00 pm
6:30 pm
HSCLT Conference Room
Annual Meeting – WP Community Center (Gym)
WP Community Center
WP Community Center
WP Community Center
WP Community Center
WP Community Center
WP Community Center
WP Community Center
WP Community Center
* Board Meeting & Community Forum
# BOARD / ADVISORY PROFILE

<table>
<thead>
<tr>
<th>Name of Board Member</th>
<th>Name of Company</th>
<th>Fiscal Year End</th>
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<thead>
<tr>
<th>Job Title</th>
<th>Wk #</th>
<th>Best Method of Communication</th>
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<td></td>
<td></td>
<td>Email Phone</td>
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<table>
<thead>
<tr>
<th>Address</th>
<th>City</th>
<th>State</th>
<th>Zip Code</th>
<th># Years of Board Service</th>
<th>Mailing Preference</th>
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</thead>
<tbody>
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<tr>
<th>Mobile #</th>
<th>Fax</th>
<th>Email Address</th>
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<table>
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<tr>
<th>Home Address</th>
<th>City</th>
<th>State</th>
<th>Zip Code</th>
<th>Date of Birth</th>
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<tbody>
<tr>
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</table>

**Area(s) of expertise (circle all that apply):**

- Accounting
- Law
- Personnel
- Marketing
- Government
- Finance
- Auditing
- Planning
- Investments
- Fundraising
- Development
- Management
- Strategic Planning
- Banking & Trust
- Business/Corporate
- Grants & Proposal Writing
- Organizational Development
- Administration
- Purchasing
- Computers
- Public Relations
- Economic Development
- Arts
- Sports
- Youth Development
- Needs Assessments
- Training
- Staff Development
- Faith-based
- Entertainment
- Tutoring K-12
- Literacy Programs
- Real Estate
- Board Development
- Program Development
- Other

## Personal Background Information

Have you ever been convicted of a felony, violent crimes or crimes involving children?  

- [ ] No  
- [ ] Yes, please explain below:  

Race/Ethnic Origin:  

Gender:  

[ ] Female  

[ ] Male  

Education:  

- [ ] HS  
- [ ] College Degree (specify area)  
- [ ] Bus. Admin.  
- [ ] Graduate Degree (area)  
- [ ] Continuing Education (Describe)  

Other information/characteristics that may be important to our organization when making assignments:  

(i.e. Disability, Sexual Orientation, Religious Beliefs, Time Constraints, Conflict of Interest, etc.)

Other Past/Current Volunteer/Board Experience - Please list organization(s) and date(s) of service:  

---

**PLEASE ATTACH RESUME & EMAIL TO hseltine@gmail.com or mail to PO Box 364 Winter Park, FL 32790**

Referred by Signature ___________________________ Date ____________
Hannibal Square Community Land Trust Inc.

Board of Directors
Tri-Partite Governance

Three General Representatives – Lives in the area the HSCLT Serves
Three Public Representatives – Appointed by the Mayor
Three Lessee Representatives – Must live in an HSCLT home

COMMITTEE DESCRIPTIONS

Executive Committee – Consist of the officers; reviews & approves recommendation from all committees.

Development Committee – This committee works with the Executive Director to review, discuss, recommend for approval and research all acquisition & development projects to be acquired by the HSCLT

Family Selection Committee - Work closely with the Executive Director in selection process of prospective homeowners for current and future projects.

Finance Committee - Review all financials, budgets, and make recommendations for revisions.

Fundraising Committee – Executive Director –
Find and apply for grants/development funding/fundraising efforts

Human Resource Committee – Oversight of all personnel/contract Director's evaluation/measurable performance.

Committees appointed by President & will reflect changes that are more effective to meet our 5 Year Business Plan objectives.
Money $mart Workshop

Date: February 19, 2009
Location: Winter Park Community Center—Annex
721 W. New England Avenue
Winter Park, FL 32789

KEYS TO IMPROVE YOUR MONEY MATTERS

- Bank On It – Types of banks, products & services
- Money Matters – Budgeting
- Pay Yourself First – Tips on saving & increasing your money
- To Your Credit – Overview of how to obtain, read, and improve your credit
- Charge It – Applying for credit, keeping credit safe, and paying bills
- Loan to Own – Different types of loans and how to apply

SCHEDULE

<table>
<thead>
<tr>
<th>TIME</th>
<th>ACTIVITY</th>
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</thead>
<tbody>
<tr>
<td>5:30 PM</td>
<td>Registration &amp; Refreshments</td>
</tr>
<tr>
<td>6:00 PM</td>
<td>Introduction to Topics</td>
</tr>
<tr>
<td>7:30 PM</td>
<td>Closing &amp; Questions</td>
</tr>
</tbody>
</table>

CALL TO SIGN UP

Denise Weathers
407 643.9111
hscltinc@gmail.com
www.hannibalsquareclt.org

Sponsored By

WACHOVIA
# FACT SHEET

<table>
<thead>
<tr>
<th>Founded:</th>
<th>November 4, 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mission:</strong></td>
<td>The Hannibal Square Community Land Trust was established as is a 501 (c)(3) not for profit Florida Corporation based in Winter Park, Florida, dedicated to creating and preserving quality permanent affordable housing within the City of Winter Park and Central Florida area.</td>
</tr>
<tr>
<td><strong>Vision:</strong></td>
<td>Hannibal Square Community Land Trust, Inc. seeks to combat community deterioration in economically disadvantaged neighborhoods in the City of Winter Park and Central Florida area by promoting the development, rehabilitation and preservation of decent housing. The HSCLT also strives to promote education and economic opportunities by making land available for projects that improve the quality of life and assist residents in improving their safety and wellbeing.</td>
</tr>
</tbody>
</table>
| **Strategy:** | Our strategy for pursuing the mission is:  
1. **To obtain real property which is then leased to qualified buyers on a 99 year ground lease thereby removing the prohibitive cost of the land from the equation**  
2. To keep the homes affordable in perpetuity under the Hannibal Square Community Land Trust model  
3. Promote affordable homeownership to first time home buyers  
4. To insure that communities like Winter Park maintain a diverse mix of housing opportunities. |
| **Board Governance:** | Hannibal Square Community Land Trust is governed by a nine (9) member board of directors  
- Three Lessee Representatives (HSCLT homeowners)  
- Three General Representatives (residents)  
- Three Public Representatives (appointed by the Mayor City Commission (HSCLT can make recommendations)  
- The HSCLT is open for membership in the Advisory Supporting/Youth membership (youth 18 or older) |
| **Fiscal Year:** | January to December |
| **Staff:** | 1 |
| **Values & Operating Principles:** |  
- Land is a community resource worthy of community based control and stewardship  
- Partnership and collaboration  
- Fiscal and social responsibility  
- Honesty and integrity  
- Constituent involvement in governance  
- High quality products and services  
- Commitment to building, maintaining and strengthening sustainable capacity to deliver product & services  
- Flexibility to respond to changing circumstances |
GROUND LEASE- SUMMARY

RECITALS

Restates factual situation
A. Community Land Trust is non-profit
B. Goal is to provide affordable housing, create economic development and preserve
C. Historical significance in the City of Winter Park's Community Redevelopment Area
D. Land is for charitable proposes
E. Homeowner shares the same goals
F. Community Land Trust realizes this is a special situation and agrees to terms within
G. Long term lease-99 year renewable lease

✓ States that you understand what the CLT concept is
✓ Description of the land
✓ Length of Lease. Option to extend. If community land trust transfers to other
  than non-profit lessee has the option to buy the land
✓ Notes the property responsibilities. Hannibal Square Community Land Trust
  has reasonable rights to inspect property
✓ Ground Lease Fees
✓ Formula for Actual Fair Market Rate adjusted based on CPI (Consumer Price
  Index)
✓ Taxes and Assessment
✓ Improvements- Lessee owns the rights, benefits and responsibility to the
  improvements of their home
✓ Financing- Mortgagees rights with agreement with CLT agreement.
✓ Liability Insurance- If damage of dwelling and insurance pays lessee must
  make 80% of repairs or spilt process with HSCLT
✓ When lessee decides to sell HSCLT retains right of first refusal
✓ Assignments- if you approve of this sign this
✓ Default
✓ Arbitration
✓ General Provisions
RESALE FORMULA

When a HSCLT homeowner wants to sell their home they can sell it to another income qualified household for a maximum price of:
1. Their down payment amount.
2. Their mortgage amount
3. The value of any eligible improvements minus the value of any deferred Maintenance
4. Compounded annually

The two primary goals of a resale formula are:
1. To give homeowners a reasonable return on their investment in their homes.
2. To keep the resale price forever affordable to households of modest means without additional subsidy

Our formula stipulate a 75%, 25% split to provide subsidy for the next family to provide affordable housing for many generations of families
1. 75% going to the Hannibal square Community Land trust
2. 25% going to the lessee of the appreciable value of the Initial Appraised Value of the home
WHAT IS THE DOWNPAYMENT ASSISTANCE PROGRAM?
The Downpayment Assistance Program provides funding to eligible first time homebuyers to purchase a new or existing home. Funding will be used to pay all or a portion of the costs and (or) the down payment associated with purchasing a home.

WHO QUALIFIES?
First Time Homebuyers - A person who has not owned a home in the past three years. Exceptions are made for displaced homemakers.

- Income cannot exceed program income limits (see income guidelines chart).

Orange County, Florida
Income Guidelines Chart
Your annual income must fall within the categories below

<table>
<thead>
<tr>
<th>Household Size</th>
<th>Very Low (Up to $35,000)</th>
<th>Low (Up to $50,000)</th>
<th>Moderate (Up to $80,000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$20,700</td>
<td>$33,150</td>
<td>$49,680</td>
</tr>
<tr>
<td>2</td>
<td>$23,700</td>
<td>$37,900</td>
<td>$56,880</td>
</tr>
<tr>
<td>3</td>
<td>$26,650</td>
<td>$42,600</td>
<td>$53,960</td>
</tr>
<tr>
<td>4</td>
<td>$29,600</td>
<td>$47,350</td>
<td>$71,040</td>
</tr>
<tr>
<td>5</td>
<td>$31,950</td>
<td>$51,150</td>
<td>$76,680</td>
</tr>
<tr>
<td>6</td>
<td>$34,350</td>
<td>$54,950</td>
<td>$82,440</td>
</tr>
<tr>
<td>7</td>
<td>$36,700</td>
<td>$58,700</td>
<td>$88,080</td>
</tr>
<tr>
<td>8</td>
<td>$39,050</td>
<td>$62,500</td>
<td>$93,720</td>
</tr>
</tbody>
</table>

- Provide greater of $1,000 or 1% of sales price towards a down payment and closing costs.
- Have a loan commitment for a first mortgage.
- Have acceptable credit.
- One Year residency in Orlando NSA
- Must have legal right to permanently reside in the United States

ELIGIBLE PROPERTIES
- Single Family homes, condominiums, townhouses, modular homes located in Orange County, but outside the city limits of Orlando.
- Maximum Sales Price for New and Existing is $219,000.
- Fee simple ownership, meaning owner has full control over a property.
- Mobile Homes are not eligible.

HOW DO I GET STARTED?
1. Attend an approved Homebuyers Educational Seminar.

To register contact one of the following agencies:

Acorn Housing
(407) 254-5930

Consumer Credit Counseling
(407) 895-8886 ext. 4

H.A.N.D.S.
(407) 447-5686 (option 4)

2. Contact a lending institution to obtain a loan commitment and be qualified for a first mortgage.

3. Find a home priced within the program sales price limits and within your pre-approved loan amount.

4. Have your lender complete your home purchase loan package and forward it to the Housing and Community Development Division.

LOAN CONDITIONS & REPAYMENT
- Assistance up to $35,000 may be provided.
- Homebuyers must attend a pre and post-purchase homebuyer seminar.
- Orange County's Downpayment Assistance must be repaid if the property is sold, rented or refinanced without prior approval of Orange County or ceases to be occupied during lien period.
- 15 year deferred loan.

Updated April 2008