1 Administrative items
   A. Approval of the Meeting Minutes from 7-27-17

2 Action items

3 Informational items
   A. Orlando Economic Partnership
   B. Parking Strategies public meetings review
   C. CRA Agency work session review

4 Public Comment

5 New business items

6 Adjournment
   A. CRA AB meeting – September 28

appeals & assistance

“If a person decides to appeal any decision made by the Commission with respect to any matter considered at such meeting or hearing, 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 includes 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 proceedings should contact the City Clerk’s Office (407-599-3277) at least 48 hours in advance of the meeting.”
Subject
Approval of Minutes

motion / recommendation

Motion to approve the July 27, 2017 workshop and meeting minutes is requested.

background

N/A

alternatives / other considerations

N/A

fiscal impact

N/A
Vice-Chairman Alex Trauger called the meeting to order at 12:00 pm

**BOARD MEMBERS PRESENT:** Teri Gagliano, Jeff Stephens, Alex Trauger, Lambrine Macejewski, and Woody Woodall.

**BOARD MEMBERS ABSENT:** Tom Hiles, Javier Omana

**STAFF MEMBERS PRESENT:** Kyle Dudgeon, Laura Neudorffer, Lindsey Hayes, Dori Stone

**ADMINISTRATIVE ITEMS:**

**Item A: Approval of the 06-22-2017 Meeting minutes**

**ACTION ITEMS:**

A. **Railroad Crossing – Minnesota Ave.**
   Staff provided background as well as a brief summary of what the project entails including costs and timelines along with purpose and expected outcome of the project. Minnesota Ave will be the last CRA funded railroad improvement as the remaining locations are outside of the CRA district.

**INFORMATIONAL ITEMS:**

A. **MLK Park discussion**
B. **CRA Projects List Update**
   Staff provided the Board with an updated spreadsheet of the current project list.

**NEW BUSINESS ITEMS:**

**ADJOURNMENT:**

**Item A: CRA AB Meeting**
   Next meeting is scheduled for August 24, 2017

There being no further business to discuss, the meeting adjourned at 1:00 p.m.

________________________     __________________________
Chairman, Javier Omana     Board Liaison, Laura Neudorffer
Vice Chairman Alex Trauger called the meeting to order at 1:20 pm

BOARD MEMBERS PRESENT: Teri Gagliano, Jeff Stephens, Alex Trauger, Lambrine Macejewski, and Woody Woodall.

BOARD MEMBERS ABSENT: Tom Hiles, Javier Omana

STAFF MEMBERS PRESENT: Kyle Dudgeon, Laura Neudorffer, Lindsey Hayes, Dori Stone

ADMINISTRATIVE ITEMS:

Item A: Approval of the 06-22-2017 Meeting minutes
Motion made by Teri Gagliano, seconded by Jeff Stephens, to approve the June 22, 2017 minutes. Motion passes 5-0.

ACTION ITEMS:

A. Railroad Crossing – Minnesota Ave.
Staff provided background as well as a brief summary of what the project entails including costs and timelines along with purpose and expected outcome of the project. Minnesota Ave will be the last CRA funded railroad improvement as the remaining locations are outside of the CRA district.
Motion made by Teri Gagliano, seconded by Jeff Stephens, to approve funding for the Minnesota Ave. railroad crossing improvements. Motion passes 5-0.

INFORMATIONAL ITEMS:

A. MLK Park discussion
This item was removed from the agenda and will now be discussed at a joint public meeting between Parks and Recreation and CRA at the Civic Center on August 7, 2017 at noon.

B. CRA Projects List Update
Staff provided the Board with an updated spreadsheet of the current project list and answered questions.

NEW BUSINESS ITEMS:

A. YOUthCAN – Linda Chapelle Walker
Ms. Walker provided a handout and a brief description of her program to the Board. Handout included a description of proposed activities and estimated expenses. Discussion was held and the Board requested Ms. Walker obtain additional information to support her request and return to the CRA AB at the next regularly scheduled meeting.

ADJOURNMENT:

Item A: CRA AB Meeting
Next meeting is scheduled for August 24, 2017

There being no further business to discuss, the meeting adjourned at 1:43 p.m.
Subject: Item 3A
Orlando Economic Partnership

motion | recommendation

background

The Orlando Economic Partnership (the Partnership) is a not-for-profit, public/private partnership whose mission includes “creating high-wage, high-value jobs, expanding Central Florida’s global reach and competitiveness, supporting and enhancing educational/skills preparedness in the talent pipeline, strengthening advocacy for improved infrastructure and community resources, and creating an enviable quality of life that is broad-based and sustainable.” As a regional economic development entity, staff works with the Partnership from time to time on economic development and CRA related business. This includes the relocation of Holiday Retirement this past year.

In the past, the CRA has contributed to the Partnership under its membership program as an investor. Annually, the Partnership provides documentation on the benefits of investor membership. This year, the Partnership is asking for an increase to its investor level membership fee from $3,500 to $7,500.

Staff from the Partnership will provide an update on the return on investment for the CRA as well as discuss the benefits of regional economic development participation.

alternatives | other considerations

fiscal impact
Economic & Community Development: Why Support It?

With regionalism comes the power of teamwork, and nowhere else in this country can you find this level of engaged players.

—Alex Martins
CEO, Orlando Magic
Governors Council & Board Member

The regional efforts to champion industry diversification and business growth align with our commitment to serve as effective allies to our clients.

—Cecelia Bonifay
Shareholder, Akerman LLP
Investor & Board Member

Championing a more prosperous and diverse economy. That’s the vision of the Orlando region.

—Lars Houmann
COO, Adventist Health System
Governors Council & Board Member

Tavistock Group USA is proud to be headquartered in Orlando and is committed to our region’s critical mission of creating jobs.

—Rasesh Takkar
Senior Managing Director, Tavistock Group
Governors Council & Board Member

The Orlando Economic Partnership brings a sharp new focus to the Orlando region’s top community and economic development priorities. The organization, created as a result of the merger of the Central Florida Partnership (CFP) and the Orlando Economic Development Commission (EDC), works to enhance economic opportunities, business climate and quality of life with a vision to:

- Create high-wage jobs
- Expand Central Florida’s global reach and competitiveness
- Support and enhance educational-skills preparedness in the labor pool
- Strengthen advocacy for improved infrastructure and community resources
- Create an enviable quality of life that is broad-based and sustainable

If you are interested in becoming an investor, contact:

Liefke Meyers
Investor Relations & Events
liefke.meyers@orlandoedc.com
P/ 407.902.2406

Amanda O’Brien
Investor Relations
amanda.obrien@ideastoresults.org
P/ 407.835.2512

Encompassing Brevard, Lake, Orange, Osceola, Polk, Seminole and Volusia Counties and the City of Orlando
**GOVERNORS COUNCIL: $100,000+**
- Seat Board of Directors and Executive Committee
- Senior representative on Governors Council
- Sponsorship recognition at Bi-Annual Leadership Mission
- Sponsorship recognition and complimentary table at Annual James B. Greene Awards Dinner
- 10 complimentary tickets to Annual BBQ
- Primary host for prospects and site selectors
- Notifications and invitations sent to 6 senior representatives
- All benefits included in the Policy Council, Ambassador, Corporate, Partner and Small Business levels (excluding sponsorships and tickets)

**POLICY COUNCIL: $50,000 - $99,999**
- Seat on Board of Directors
- Eligible to serve on invitation-only Board Committees
- Sponsorship recognition and 15 complimentary tickets to Annual BBQ
- Invitation to private Insider Updates extended to all executive staff
- Advance notification of job announcements
- Recognition in annual report distributed to regional business executives and public officials
- Press Release upon addition to the Board of Directors
- Notifications and invitations sent to 5 senior representatives
- All benefits included in the Ambassador, Corporate, Partner and Small Business levels

**AMBASSADOR COUNCIL: $25,000 - $49,999**
- Nomination consideration for Board of Directors
- Sponsorship recognition and Company highlight at private Insider Investor Updates
- Eight complimentary tickets to Annual BBQ
- Company logo on website
- Notifications and invitations sent to 4 senior representatives
- All benefits included in the Corporate, Partner and Small Business levels

**CORPORATE COUNCIL: $15,000 - $24,999**
- Nomination consideration for Board of Directors
- Eligible to serve on select Board Committees
- Private invitations to Leadership Mission and Chairman’s Holiday reception
- Invitations to exclusive company job announcements and to host corporate relocation expansions
- Notifications and invitations sent to 3 senior representatives
- All benefits included in the Partner and Small Business levels

**PARTNER: $7,500 - $14,999**
- Nomination consideration for Board of Directors
- 1 annual Business Development briefing or site tour
- Private invitation to select board receptions
- Notifications and invitations sent to 2 senior representatives
- All benefits included in the Small Business level

**SMALL BUSINESS: $5,000 - $7,499**
- Nomination consideration for Board of Directors
- Networking with CEOs and public sector leaders at complimentary private Insider Updates
- Monthly job creation and economic newsletter
- Listing in online company directory
- Leadership Orlando tuition at $3,500
- Opportunity for one person (35 or younger) to serve on the Young Professionals Advisory Council
- Invitations to Washington, D.C. and Tallahassee annual legislative trips
- Invitations to Leadership Forums, Leadership Congress and Regional Fellowship Luncheons
- Opportunity to serve on select Committees and Task Forces
- Notifications and invitations sent to one senior executive
- All benefits included in the Executive Connection membership level of the Orlando Regional Chamber

*Company with 50 employees or fewer on a national/global scale, non-profit entities and cities below 400 employees

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Investment is not tax deductible as a charitable contribution, but may be deductible as a normal business expense. Consult your tax advisor. Federal I.D. #59-1767933
May 29, 2017

Mr. Kyle Dudgeon  
Program Manager, Economic Development/CRA  
City of Winter Park  
401 Park Avenue South  
Winter Park, FL 32789

Dear Kyle,

Thank you for your strong and ongoing commitment to the Orlando Economic Partnership in our united vision to create jobs, foster an attractive business climate, and enhance the quality of life for all those in the Orlando region. We appreciate the support of engaged private-sector leaders, like you, who stand beside our efforts to improve our economy and competitiveness.

As you have heard, to further strengthen our region's position in the national and global marketplace, the Boards of Directors for both the Orlando Economic Development Commission (EDC) and Central Florida Partnership (CFP) unanimously agreed to combine forces and merge for the benefit of the community. The agreement for the new organization was finalized on January 31, 2017, and our new CEO, Tim Giuliani, has taken the helm.

We greatly value your leadership as your input assists with creating winning strategies for the entire region. Investor engagement like yours continues to drive results, as 2016 bought some of our greatest successes:

- 5,646 new jobs (Significant wins include 1,600 ADP jobs and 500 CVS Health jobs)
- $270+ million in new payroll
- 745 Film production days
- 200 Community leaders traveled to DC & Tallahassee in support of Regional Priorities
- Over 1,000 community leaders convened for Central Florida Leadership Forums

We look forward to even higher results once our programs are fully integrated. Enclosed is the renewal invoice for your 2017 investment period. After September 2017, your invoice will carry the new name of the merged organization.

We appreciate your support and look forward to working with you even closer this coming year. Please feel free to reach out to me with any questions and I would be glad to assist.

Sincerely,

Lizbe Meyers

Enclosures: Investor Invoice, 2017-2018 Founding Board Members and Investor Value Proposition Brochure

CC:
Orlando Economic Partnership, Co-Chair, Robert Utsey (Skanska)  
Orlando Economic Partnership, Co-Chair, Sean DeMartino  
President & CEO, Tim Giuliani
Bill To:

Mr. Kyle Dudgeon  
City of Winter Park  
401 Park Avenue South  
Winter Park, FL 32789

<table>
<thead>
<tr>
<th>Invoice</th>
<th>5820</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invoice Date</td>
<td>6/1/2017</td>
</tr>
</tbody>
</table>

INVOICE

Thank you for your continued support of economic prosperity in the region. Your investment schedule is provided below.

If you have any questions, please contact Alexis Jett:  
Phone: 407-422-7159 ext. 228  Email: Alexis.Jett@Orlando.org

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Investment - 7/1/2017 - 6/30/2018</td>
<td>7,500.00</td>
</tr>
</tbody>
</table>

Thank you for your investment

Please make check payable to EDC of Mid-Florida, Inc.  
301 E. Pine St. Suite 900 Orlando, FL 32801

| Amount Due | $7,500.00 |
| Due Date | 7/1/2017 |

Balance Due $7,500.00

The EDC accepts checks and major credit cards. However, there is a 4% handling fee for credit card payments. Investment in the EDC is not tax deductible as a charitable contribution, but may be deductible as a normal business expense. Please consult your tax advisor.

EDC Federal I.D. # 59-1767933.

Orlando.  
You don't know the half of it.  
301 E. Pine Street, Suite 900  
Orlando, FL 32801  
P/ 407.422.7159  
F/ 407.425.6428  
info@orlandoedc.com  
orlandoedc.com

SERVING ORANGE, SEMINOLE, LAKE AND OSCEOLA COUNTIES AND THE CITY OF ORLANDO
Subject: Item 3B
Parking strategies public meetings review

motion | recommendation
N/A

background
Staff will provide an update to the parking strategy discussion held this month, and discuss next steps moving forward. The backup provided includes a summary of the June meetings as well as a hand-out distributed to members of the public who were in attendance for the August meetings. Both were generated by the consultant.

alternatives | other considerations

fiscal impact
City of Winter Park

Downtown Parking Strategy - DRAFT

What We Know

The City of Winter Park has been successful in curating a vibrant, attractive downtown that draws local business, regional visitors, and tourism from all over the country. But with success comes new challenges and opportunities, including the city’s growing discomfort with congestion and parking challenges.

The issues of parking, mobility and access are directly related to other city priorities, including economic development, housing, and transportation. The city has made an ongoing commitment to promote convenient multi-modal mobility, as demonstrated by its current effort to address perceived downtown access issues, its 2011 Complete Streets policy and 2010 Pedestrian and Bicycle Circulation Plan Update. However, parking and access to downtown businesses remain an ongoing issue within the community, and merit analysis from a variety of angles.

Increasing Demand

At least two comprehensive parking studies have been completed within the last decade. A 2007 study, led by the community redevelopment agency, recommended improved wayfinding, and realigning supply to meet demand. A 2013 study built on these findings and quantified the increase in parking demand in the intervening six years between the two studies.

- In 2007, the peak occupancy noted on Park Avenue was 86%. Surface lots and structured parking averaged 51% and 55%, respectively, while other streets averaged only 39%.
- In 2013, the peak occupancies in downtown had risen to around 90%, with peak rates closer to 96% near Park Avenue.

These numbers highlight a recurring problem for businesses in the corridor. A 2017 city-led survey asked downtown merchants and customers about their experiences, and found that parking and accessing their destination was frequently perceived to be difficult.

<table>
<thead>
<tr>
<th>Merchant responses:</th>
<th>Customer responses:</th>
</tr>
</thead>
<tbody>
<tr>
<td>50% have employees who have issues multiple times per month</td>
<td>Many are dissatisfied with parking availability and conditions</td>
</tr>
<tr>
<td>71% feel that lunch time is the worst time to park</td>
<td>93% park between 1-4 hours</td>
</tr>
<tr>
<td>50% are not satisfied with parking for customers or employees</td>
<td>Primary destination is a restaurant</td>
</tr>
<tr>
<td>More than 60% require employees to park off-street</td>
<td>Primarily try to park on-street, with City Hall and Lot A as secondary options</td>
</tr>
<tr>
<td></td>
<td>50% find parking in less than 10 minutes</td>
</tr>
</tbody>
</table>
What We Saw

In June 2016, a Kimley Horn team spent several days in Winter Park observing downtown mobility conditions, speaking with stakeholders, and working with City staff. These observations helped inform a better understanding of the city’s accessibility challenges that have arisen as the Downtown has developed into a regional tourism destination. Below are some key observations.

Parking permits & passes

There are several options for parking near Park Ave: public surface lots, on-street parking, private valet services, and parking garages. Many of these require special permits and passes, and have their own time limits and regulations, making finding parking confusing for those unfamiliar with Downtown Winter Park.

SunRail

Winter Park enjoys good connectivity with downtown Orlando via the SunRail system. The Winter Park stop, just half a block from Park Avenue, can serve as a critical asset to bring visitors in and out of downtown without vehicles – and hence, without the need to park – if marketed and utilized to its full extent.

Full surface parking lot

Public surface parking lots are available within a few blocks’ walking distance of Park Avenue. Most of these surface lots are designated for four hour or less parking, unless a valid employee parking permit is displayed. In the 2013 parking study, occupancy rates of these lots were generally very high, with few exceptions. Overall, the study found an effective occupancy rate of approximately 95% in the immediate Park Avenue area.

Short-term street parking

In the 2013 parking study, 69% of the area’s parking supply was identified as short term parking, ranging from 15 minutes to 4 hours. These maximum time limits are enforced within business hours to ensure adequate parking turnover. As Park Avenue changes into a “full day” destinations, these time limits may need to be examined to more closely reflect the needs of customers. The enforcement for on-street parking is focused on Park Avenue and the immediately adjacent side streets.
Vacant lots for sale
A few vacant lots near Park Ave are currently severely underutilized and could be leveraged to provide additional supply. These present redevelopment possibilities that include parking solutions that benefit the entire corridor, as well as special event parking solutions with minimal investment.

Free Valet Parking
Complimentary valet parking is currently offered at three separate spots along the Park Avenue corridor. This service allows visitors to exit their vehicles close to their destinations, and avoid causing congestion while searching for parking. However, it is also sometimes perceived as removing potential parking spaces for visitors.

Merchant Employee Parking Program
Employees of downtown businesses may apply for an employee parking permit that allows them to park in designated lots for up to 8 hours. Parking through this program is free for employees. Rather than walking a few blocks from their designated spots, many employees instead park in on-street time-limited spots and hope that they won’t be ticketed.

Bike parking
A limited amount of bike parking is available, and appears to be underutilized. Providing additional facilities in convenient locations could encourage more residents to bike to downtown and leave their car at home.
What We Heard
A critical piece of understanding Winter Park’s downtown accessibility challenges is listening to those who understand them best and deal with them on a day-to-day basis. As part of the June 2016 kickoff to this project, the Kimley Horn team met with several stakeholder groups to discuss their experiences and potential solutions that could be folded into the strategy’s recommendations.

These stakeholder groups included:

- City of Winter Park Staff
- Members of City of Winter Parks Boards and Commissions
- Park Avenue Merchant’s Association
- Downtown Property Owners

These meetings included informal discussion on the topic of downtown accessibility and parking. Throughout the week’s meetings and conversations, several recurring themes were identified. These include:

- **Employee parking is problematic.** This can affect employees’ ability to make it to work on time, and many take risks and defy the rules in the name of convenience. In fact, between 34-48% of the city’s 2016 parking tickets were written to downtown employees.
- **Concern about losing business due to perceived difficulty parking.** While repeat customers often know where to park, it can be difficult to educate first-time customers.
- **Longer-term spaces are needed, because people come to explore the avenue.** While customers may park for 1 hour to visit a single shop, for many Park Avenue itself is the destination. Being able to park for a longer time would allow customers to shop, dine, and explore without fear of a ticket.
- **Whether the city truly has a parking problem or if it is only perceived.** Generally, most people are able to find spaces to park in downtown, they just may not be on Park Avenue. Perhaps this strategy presents an opportunity to improve wayfinding, encourage walking and biking, and educate people on the parking options that are currently underutilized.
- **The corridor’s current parking code is very suburban.** Modernizing the city’s parking code to allow for more shared parking and reduced parking requirements would allow for denser development. This would help the city to reap the benefits of a more walkable and bikeable mixed-use environment.

One interesting highlight is the difference in perceived support for on-street paid parking. Prior to meeting with them, business owners and residents had been described as being strongly opposed to paid parking; however, in the meeting with the Park Avenue Merchants Association, business owners were generally supportive of paid parking as a last resort, especially if there is some incentive, such as the first hour being free or offering validation. This split clearly indicates a need for additional coordination on this topic within the community, and that a possible turning point has been reached with the levels of frustration in the community – making last resort options palatable.

_Additional results from the stakeholder meetings are available on the last page of this memo._
Keypad Polling Results

During a wrap-up meeting with all stakeholders present, attendees were surveyed using a keypad polling device. This method allows for instant feedback and provides a way to conduct an in-person survey of a large number of people at the same time to better understand a certain groups’ feelings and concerns. Of the 57 people who participated in the exercise, 58% identified as resident/customer, 28% as a business owner. No respondents identified as employees, leaving a notable gap in the responses. Some of the most relevant takeaways from the polling results are listed below:

- **Downtown is important to this community, and growing more so.** 86% of respondents said they visit downtown at least a few times a week, with almost half of them visiting nearly every day. Additionally, 47% of people said they visit downtown today more than they did five years ago, and 40% of them are willing to walk one block (500 ft.) or more from their parking space to get there. While this means that downtown has continued to grow and develop into a regional attraction, it also likely means it’s time to reevaluate parking and mobility needs in view of that growth.

- **Parking can be tough, but spots are available.** While most people agreed that parking downtown is a challenge, 36% of people said that they still tend to be able to find a spot off Park Avenue at peak times. 31% of people said, “conditions are good with room for improvement” at off peak times. A minority of people believe parking is a mess at peak times (22% of respondents) and at typical times (8% of respondents) and that something should be done.
• Driving is the primary mode of transportation to downtown, but many also walk. While nearly half (47% of respondents) drive, the one quarter (25%) of respondents indicated that they usually walked to downtown. The remainder was split between biking (14%) and rideshare (6%). In addition, about 8% live downtown. Winter Park is a fairly compact and connected community, with a good opportunity to increase the share of walking and biking to downtown through a series of initiatives. Additionally, when asked about the impact ridesharing, such as Uber and Lyft, is likely to have on downtown, 89% believe it will have a modest to significant impact.

• Repeat customers are the lifeblood of Park Avenue. When considering the overall vibrancy of Park Avenue, repeat customers were ranked as the most important asset, garnering 41% of the overall responses. First-time customers and out-of-town visitors generally require the most education and wayfinding. Repeat customers generally know their way around the area and have a handle on the best places to park, therefore the priorities and targeted strategies that help each group the most are likely to be slightly different.

• On-street parking should be prioritized for customers and visitors. 46% gave priority to customers for on-street parking, 33% to visitors, 10% to business owners, and 10% to employees. Prioritizing on-street parking for customers is likely to mean increased enforcement of the existing regulations to increase turnover on the Avenue, as well as the cooperation of local businesses to work with their employees.

• Availability and proximity are most important when selecting parking. Other top priorities included time limits, and price, with few people indicating that visibility was a priority.

What most motivates your choice of parking?

- Availability - I gravitate to parking locations with the highest probability of availability: 34.55%
- Visibility - I gravitate to parking that is visible from my destination: 10.00%
- Proximity - I require a parking space within close proximity to my destination or I go elsewhere: 24.55%
- Duration - I want to park someplace where I don't have to think about time limits: 19.09%
- Price - I refuse to park in paid parking areas: 11.82%

• The group with the greatest number of parking violations is overwhelmingly believed to be employees. Over 65% identified employees as the primary offenders. Views on the effectiveness of enforcement were mixed with 50% saying that it’s hard to tell how well current parking restrictions are working. There was also a mixed response as to whether the current time frame for parking enforcement, which ceases at 6pm, should be evaluated. 43% said evaluation was unnecessary, 34% said it was necessary, and 23% were unsure.

• It’s very important for the city to maximize its existing parking supply before making new investments, but many also want new off-street parking. 75% of respondents feel it’s “very
important” or “important” for the city to maximize the use of its existing parking supply. This selection was the top choice when asked what the city should focus on as a downtown parking strategy. The other top selections were to “revise the current time of day and duration of parking” and “focus on enhanced enforcement.” At the same time, nearly 75% view the addition of new off-street parking as important for the continued vibrancy of downtown, showing contradictory values.

- **Providing and enforcing parking in downtown should be a cooperative effort.** Nearly 80% of respondents said that providing parking should be a shared responsibility between the City, property owners and businesses. A smaller majority also agreed that enforcing parking regulations should be a cooperative effort.

![Who should be responsible for...](image)

### Next Steps

The Winter Park Downtown Parking Strategy will continue with a second Parking Summit in the second week of August 2017. At this event, the Kimley Horn team and city staff will present potential future parking strategies to the public for comments and feedback.

The strategies presented will be informed by the stakeholder meetings and keypad polling conducted in June 2017 and reviewed in this memo. The menu of choices may include increased enforcement, modernizing policies, technology, paid parking, supply additions, or taking no action. The strategies proposed at the event will then be refined based on public input, and a final strategy report will be completed in September 2017.
## Stakeholder Meeting Takeaways

<table>
<thead>
<tr>
<th>Attendees</th>
<th>Takeaways</th>
</tr>
</thead>
</table>
| **City Staff**                  | - Employees appear to be the biggest violator of parking regulations along Park Avenue  
- Employees will group text that parking enforcement is coming  
- 1,400 employee permits are issued to about 200+ businesses (~5.9 permits per business)  
- Winter Park is the top destination site for SunRail  
- In peak event, City partnered with business and other communities to purchase weekend SunRail service  
- Corridor has transitioned from primarily retail to largely restaurants over past 3 decades (over 1,400 new restaurant seats since 2003)  
  - This has implications for the peak periods and how long customers require parking  
- Garages are perceived as being potential unsafe or insecure despite no real issues to date  
- Current parking code for corridor is very suburban |
| **Commissions & Board Members** | - Strategy needs to define best practices and implementation steps  
- Strategy needs to shift vocabulary from problem to opportunity  
- Strategy should incorporate mobility suite and transportation options  
- Determine impacts of parking vehicles vs. storing vehicles  
- Does current code and policies define how to provide parking for the future of Winter Park?  
- Policies should be flexible to allow City to tweak them as needed when implemented and for seasonal changes in parking patterns  
- Interested in exploring best practices from other areas, how to better communicate where parking locations and availability, what drives the decisions/behavior of the Park Avenue parker, and the possibility of an attractive parking lot at Minnesota and connect to Park Ave and other lots using a trolley |
| **Park Avenue Merchants Association** | - The employee parking permit program is limited by access to spaces in shared lots  
- Many businesses oversee employee parking on Park Avenue, but are limited in effectively changing behaviors  
- Out-of-town guests have no idea where to park.  
- Local guests know where to park, but have to budget additional time to find parking.  
- Combinations of wayfinding and technology are important to help patrons and employees  
- This strategy needs to address the parking deck  
- The need for both long-term and very short-term spaces were mentioned  
- Some businesses own or lease spaces for customers & employees; smaller businesses can’t afford to  
- Almost all of the businesses’ workforce comes from out of Winter Park  
- For employees who need to be more presentable, biking/walking is not viewed as an option  
- Elderly employees need to have more convenient parking |
| **Property Owners**             | - Area was originally designed with Park Avenue businesses sharing public parking, now businesses rely on a mixture of private and public parking  
- ITE Parking Generation is not applicable to Park Avenue  
- City policy and code can be a barrier to developing intensive mixed-use walkable urban |
Stay the Course
Continue to operate and manage parking as it is today.

Characteristics
- On-street parking remains full during peak periods with little turnover. Employee parking continues to contribute to parking challenges.
- New development continues to be limited by parking requirements.
- Assumes that the attractiveness of downtown as a vibrant destination will continue to attract visitors, with demand accommodated through a variety of travel modes.
- Downtown growth will be limited and future demands will be pushed to other areas in the community.

Scorecard

<table>
<thead>
<tr>
<th>Cost</th>
<th>★ ★ ★ ★ ★</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ease of Implementation</td>
<td>★ ★ ★ ★ ★</td>
</tr>
<tr>
<td>Promotes Existing Parking Options</td>
<td>★ ★ ★ ★ ★</td>
</tr>
<tr>
<td>Promotes Prime Parking Availability</td>
<td>★ ★ ★ ★ ★</td>
</tr>
</tbody>
</table>

Expected Outcome
No change from current conditions.

Stay the Course
How supportive are you of implementing this strategy in Downtown Winter Park?

1 2 3 4 5

Comments or Questions:
Flexible Time Limits

Allows for changes in parking time limits based upon time of day and day of week. Time limits are based on real data, so the policies capture the needs of the local parking system.

**Characteristics**

- Allows for flexibility in how demand and availability are managed, and can promote the use of available spaces during off-peak periods.
- When coupled with consistent enforcement, time limits consistent customer needs promote turnover during peak use conditions.
- Real data helps define time limit policy based on: adjacent business needs, durational parking data.

**Scorecard**

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Cost Rating</th>
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</thead>
<tbody>
<tr>
<td>Improved utilization of spaces and balanced distribution of demand that better matches customer and business needs.</td>
<td>★★★★★</td>
</tr>
</tbody>
</table>

**Expected Outcome**

Improved utilization of spaces and balanced distribution of demand that better matches customer and business needs.

<table>
<thead>
<tr>
<th>Expected Outcome</th>
<th>Rating</th>
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<tbody>
<tr>
<td>Flexible Time Limits</td>
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</table>

**Comments or Questions:**

How supportive are you of implementing this strategy in downtown Winter Park?

1 2 3 4 5
Modernized Enforcement

Uses new technologies such as automated license plate recognition to digitize enforcement.

Characteristics

- Accurate digital enforcement allows for better management of short- and long-term demands without additional staff.
- Improved monitoring of parking promotes increased turnover and the availability of prime parking spaces.
- To change the behavior of habitual offenders, a graduated fine structure should be used that increases with the number of offenses.
- Aggressive enforcement could negatively impact perceptions of Park Avenue.

Expected Outcome

Higher degree of accuracy in parking enforcement which can promote better compliance, higher turnover, and more availability.

Scorecard

<table>
<thead>
<tr>
<th></th>
<th>Cost</th>
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<th>Promotes Existing Parking Options</th>
<th>Promotes Prime Parking Availability</th>
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Modernized Enforcement

How supportive are you of implementing this strategy in downtown Winter Park?

1 2 3 4 5

Comments or Questions:
Modernized Parking Policy
Update Winter Park’s codes and policy to support shared parking, good community design, and adequate parking capacity.

Characteristics
- Aligns parking requirements with community goals and localizes parking codes to reflect Winter Park’s development conditions.
- Allows for more use of shared parking, and provides incentives to maximize underutilized space.
- Takes a data-driven approach to parking requirements and revises policies to reflect higher walking tolerances within the community.
- Creates flexible requirements that meet the needs of the both the community and development.

Scorecard

Cost

Ease of Implementation

Promotes Existing Parking Options

Promotes Prime Parking Availability

Expected Outcome
Balanced parking options with opportunities for shared parking throughout, and an increased potential for community development.

Comments or Questions:

How supportive are you of implementing this strategy in downtown Winter park?

1  2  3  4  5
Wayfinding

Utilizes modern parking apps and varied signage to direct users to available spaces.

**Characteristics**

- Branded signage makes finding parking easier for visitors, and promotes awareness of existing parking options.
- Enhances the user experience by providing information through a combination of traditional signage and smartphone apps.
- Reduces traffic caused by customers searching for an available parking space by providing real-time information.
- Creates a distinctive Winter Park parking brand.

**Expected Outcome**

Reduces stress and traffic associated with searching for spaces. Could also lead to increased utilization of previously underutilized spaces.

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**Scorecard**

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Wayfinding

How supportive are you of implementing this strategy in downtown Winter Park?

1 2 3 4 5

Comments or Questions:

________________________________________________________________________

________________________________________________________________________
Centralized Valet
Provides a collection of centrally organized valet stands to support retail and restaurant use along Park Avenue.

**Characteristics**
- Multiple valet locations allows patrons to park once and visit multiple businesses.
- Could be paid by the customer, community or business improvement district to provide subsidized usage for customers.
- Technology can provide for vehicle retrieval from anywhere along the Avenue.
- Creates a unique branded valet system for Park Avenue.
- Works with adjacent surface lots and decks.

**Expected Outcome**
Increased availability of on-street spaces while leveraging existing infrastructure, creating balanced demand along the Avenue.

**Scorecard**

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Centralized Valet

How supportive are you of implementing this strategy in downtown Winter park?

1 2 3 4 5

Comments or Questions:
Conventional Paid Parking
Charges a set rate based upon parking for a given amount of time.

**Characteristics**
- Simple parking arrangement which charges for spaces at published rates, usually managed with meters or pay stations.
- Can be an effective tool to balance demands if consistently applied throughout the area.
- Charging for on-street parking while providing free off-street spaces will help balance demand and promote increased on-street parking turnover.
- Smart meter technology makes payment quick and easy for customers.

**Scorecard**

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**Expected Outcome**
Charging for parking may increase turnover or balance demand for parking in high demand areas.

**Comments or Questions:**

How supportive are you of implementing this strategy in downtown Winter Park?

1 2 3 4 5
Validated Paid Parking
Parking is monetized, but businesses can validate so that parking is “free” for their patrons.

Characteristics
- Patron pulls ticket or initiates a transaction and the business provides payment validation to provide the patron with free parking.
- Promotes activity and spending at local businesses.
- Payment for parking is transferred from the patron to either the owner or the City (or a combination agreement).
- Parking management becomes less regulatory and more about encouraging use of the validation program.

Scorecard

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Expected Outcome
Promotes better turnover of Avenue spaces by removing employee demands.

Comments or Questions:

Validated Paid Parking
How supportive are you of implementing this strategy in downtown Winter park?

1  2  3  4  5
Progressive Paid Parking

Paid parking is setup with intent to use revenue to improve transportation and aesthetics along the Avenue, while using simple payment methods.

Characteristics

- Pay structure is set up with lower fees or free parking for shorter trips, and higher fees for longer time limits, encouraging short turnover.
- Allows for customer flexibility and encourages spending along the avenue.
- Utilizes pay-by-phone and other customer friendly payment methods.
- Excess revenue is returned to the Avenue area for transportation improvements.

Scorecard

Cost

Ease of Implementation

Promotes Existing Parking Options

Promotes Prime Parking Availability

Expected Outcome

Balances demand, promotes faster turnover of spaces, adds transportation elements to support mobility, and allows for customer flexibility.

Comments or Questions:

How supportive are you of implementing this strategy in downtown Winter park?

1  2  3  4  5
Supply Additions
Adds additional parking to the community through capital investment projects.

Characteristics

- Can be added through surface lot or structured parking decks that include ground level retail and future adaptations for other uses.
- Allows for growth in the community and actively plans for future parking needs.
- Requires a large upfront capital investment.
- New infrastructure should support normal parking demand, incentivize additional development or growth, and support special event parking needs.

Scorecard

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Expected Outcome
Increased supply may facilitate easier parking in the near term, but induced demand may fill parking lots without substantial long-term parking relief.

Comments or Questions:

1 2 3 4 5

How supportive are you of implementing this strategy in downtown Winter Park?
### Downtown Trolley

Serves both visitor and residents by providing convenient transportation from remote parking locations, hotels, and activity centers to downtown attractions.

#### Characteristics

- Connects remote parking lots, hotels, transit stations, and downtown attractions.
- Should be coupled with paid parking to encourage use and defray operating costs.
- Appeals to visitors as a downtown attraction in itself.
- Requires an upfront capital investment and yearly operating costs.
- Provides an additional mobility option for downtown visitors and residents for short trips around the community.

#### Expected Outcome

With sufficient ridership, a trolley may decrease the demand for downtown parking, leaving more spaces for those willing to pay for them.

#### Scorecard

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### Comments or Questions:

How supportive are you of implementing this strategy in downtown Winter Park?

1 2 3 4 5
Improved Employee Parking Program

Designated employee-only spaces would ensure an adequate parking supply for downtown merchant employees, and discourage employee parking in prime on-street spots.

Characteristics

- Designate one or two surface lots as employee parking only with no time restrictions. Do not allow public parking in these lots, as is currently allowed.

- Improve enforcement of on-street parking spots to encourage employees currently parking in spots meant for visitors to change their behavior.

- Provide a premium permit to ensure a guaranteed space for employees willing to pay. The existing free “hunting” permit, for employees who are willing to compete for public spaces will continue.

Expected Outcome

Increases turnover and improves on-street availability by providing more convenient options to Park Avenue employees.

Scorecard

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</table>

Comments or Questions:

How supportive are you of implementing this strategy in downtown Winter Park?

1 2 3 4 5
Subject: Item 3C

CRA Agency work session review

motion | recommendation

N/A

background

Staff will provide an update to the CRA Agency work session review regarding the budget and capital project strategic planning.

alternatives | other considerations

fiscal impact
## Winter Park CRA Strategic Planning Discussion
### 8/9/2017

### PROJECT | LOCATION | DISCUSSION | COST | NOTES
--- | --- | --- | --- | ---
17/92 - Fairbanks Intersection Improvements | Intersection of Fairbanks and Orlando Avenue | Approved as part of the 2015 Capital Improvement Plan. | $1,285,648 | Proposed improvements include lighting, mast arm traffic signals, coordination with utility undergrounding, light poles, landscaping, signage, ADA upgraded right-of-way, curbing and hardscape improvements.
17/92 - Webster Intersection Improvements | Intersection of Webster and Orlando Avenue | Approved as part of the 2015 Capital Improvement Plan. | $717,113 | Improvements showcase curb and roadway improvements, utility signage and lighting, landscaping/irrigation improvements, and mast arm signalization.
New York Streetscape | New York Avenue | Approved as part of the 2015 Capital Improvement Plan. The project builds on the 2007 CRA strategic plan in which the district prioritized updates to New York Avenue. During the recession, the CRA postponed the project due to budget cuts. From Fairbanks to Canton Ave, the project aims to incorporate improvements to ROW including curbs, hardscapes, furnishings, landscaping, irrigation and outlining of parking spaces through curb cuts and bulbouts. Adds total on-street parking from 89 to 113 total spaces. An increase of 24 or 27%. | $1,821,850 (City GC) - $2,103,879 (Private GC) | The original 2015 scope valued at $1.762 million. An updated estimate of probable cost includes direction by the Agency to extend the proposed project from Morse Blvd to Canton Avenue therefore elevating the cost. Two estimates are provided for review valuing the total cost of the project by the city and then by a private contractor.
MLK Park Upgrades | MLK Park | Includes new Master Plan for MLK Park providing for artificial turf, paving, landscaping, playground equipment, and picnic shelters. Will be designed in conjunction with new library built on Civic Center footprint proposed by GAI consultants. | $10,674,266 | The project concept includes two phases providing for a dual-pronged approach for financing the project.
Kimley Horn Strategies | CRA District (All) | $300,000 valued at $100,000 per year over the next three years as an estimated annual cost for outcomes suggested by Kimley Horn for parking strategies that do not add capacity. | $300,000 | Further conversation is expected from the August 8-10 public meetings as well as discussion by the CRA Agency and City Commission on August 14th. A final deliverable is expected thereafter.
Parking Deck | City Hall | One level deck. Total of 166 spaces and 12,000 SF lease area | Notes provided in imagery from Le-Huu Architects. |
| Lot A | One level deck. Total of 250 spaces | Notes provided in imagery from Le-Huu Architects. |
| Knowles Parking Area | One level deck. Total of 114 spaces | Notes provided in imagery from Le-Huu Architects. |
Parking Garage | City Hall | 3 level garage. 385 spaces with 22,800 rentable retail space. Approximately $34,000 - $40,000 a space. | $13,500,000 | Full notes provided in memo from Brasfield & Gorrie dated May 3rd. |
| Lot A | Parking deck on Lot A and underground structure beneath West Meadow. 516 total spaces at $30,000 - $35,000 per | $24,000,000 | Full notes provided in memo from Brasfield & Gorrie dated May 3rd. |
| Knowles Parking Area | 3 level garage. Approximately 220 cars at $20,000 - $23,000 a space | $7,300,000 | Full notes provided in memo from Brasfield & Gorrie dated May 3rd. |
Electric Undergrounding | CRA district eligible locations | Staff direction was to determine a cost for undergrounding Duke Energy lines within the CRA limits. | $0 | According to Electric Utility investment in the undergrounding of Duke primary lines within the CRA district provides minimal impact. |
Decorative Lighting | CRA District (All) | Direction to staff was to determine a scope and cost of decorative lighting throughout the CRA district | $576,000 | Coordination with the city's electric undergrounding program provides for reduce costs and coordination. There are a total of 167 lights that could be installed in the district over three budget years mainly in FY2017-18 and FY2019-20. |
Post Office Purchase | 300 N New York Avenue | Awaiting reply from Post Office regarding acquisition | $9,000,000 | Value is a placeholder for discussion purposes. |
Orlando Avenue Improvements | Orlando Avenue from Webster Avenue to the north to Fairbanks Avenue to the south | Cost includes CRA concepts for Webster, Morse and Fairbanks Avenues. Cost provides for roadway, signing and pavement markings, expanded sidewalks in areas in excess of six feet, and mast arms at signalized locations. FDOT's portion of the improvement is valued at $8,592,138. | $3,007,595 | Include FY15-16 allocation of $350,000 by CRA and $89,500 by the Lakeside Crossings developer for Morse Blvd improvements. Improvements to Webster and Fairbanks Intersections currently scheduled as part of CIP would count against total cost of the project. |