

# Economic Development Advisory Board

**April 15, 2014 at 8:00 a.m.**

Winter Park City Hall, Commission Chambers  
401 Park Avenue S., Winter Park, FL 32789



## 1 administrative

- a. Approve minutes from 03-18-14

## 2 action

## 3 informational

- a. Review existing ED 3 Year Plan

## 4 new business

## 5 adjourn

### 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."

**CITY OF WINTER PARK  
ECONOMIC DEVELOPMENT ADVISORY BOARD**

**Regular Meeting  
8:00 a.m.**

**March 18, 2014  
Commission Chambers**

**MINUTES**

---

Meeting was called to order at 8:05 a.m. in the Commission Chambers of City Hall.

**BOARD MEMBERS PRESENT:** Patrick Chapin, Stephen Flanagan, Kelly Olinger, John Gill, and John Caron. Marc Reicher and Owen Beitsch joined the meeting late

**BOARD MEMBERS ABSENT:** Maura Weiner

**STAFF MEMBERS PRESENT:** Dori Stone, David Buchheit, and Craig O'Neil

**ADMINISTRATIVE ITEMS:**

Motion made by John Caron, seconded by Stephen Flanagan, to approve the January 21, 2014 minutes. Motion passes with 5-0 vote.

**ACTION ITEMS:**

**INFORMATION ITEMS:**

Mrs. Stone reviewed the existing Economic Development 3 Year Plan with the Board and asked for input as to the direction the Board would like to go with each of the items. The Board was asked if they would like to work from the existing plan items or start from scratch.

<March and Owen arrived>

Mrs. Stone spoke briefly about the objectives and progress of each item and informed Board members that the ULI TAPS panel for 17-92 is underway. The Fairbanks ULI plan is still being implemented today but has shown progress over the last 2.5 years. The next agenda item will cover the annexation of the Fairbanks Ave area.

Some of the bulletpoints were:

- Workforce Housing: Goals were met at the single family level but fell short at the multi-family level. Housing stock will be updated as part of the study.
- Economic Gardening: Goal would be to choose a climate that gives local businesses an advantage.
- Business Recognition Program: Program is a hit and the City will continue the program

Mrs. Stone solicited the Board to come back with recommendations on where they would like the City to go with the plan. Mr .Reicher, Chairman, feels economic gardening is still valuable and would like to talk more about utility transportation services.

Next meeting is scheduled for April 15, 2014 at which discussion topics will include baseball, the Lee Rd. extension, and more detailed conversation on the ED Plan.

**NEW BUSINESS**

There being no further business, the meeting adjourned at 9:46 a.m.

\_\_\_\_\_  
Marc Reicher, Chairperson

\_\_\_\_\_  
Laura Neudorffer, Board Liaison

# Economic Development Advisory Board



meeting date 04-15-14

approved by

item type  Administrative  
 Action  
 Information

City Manager  
 City Attorney  
 N/A

**agenda  
item**

### subject 3A

Discuss Economic Development Plan update

### background

The original Economic Development Plan was developed as a three year plan. It is now time to update this tool. Staff has included a matrix from the original three year plan to begin the discussion and also included the Commission points from the dialogues that took place at the end of 2013 for additional direction.

Objective Category	Strategy	Action Steps	Implementation Year	Status	Est. Cost	Notes
Objective 1: Promote Redevelopment and Grow the Tax Base	<i>Develop Corridor Master Plans (eg: W. Fairbanks, 17-92, Lee, Denning, New York, Aloma)</i>	Establish priority ranking for corridor study, development and implementation. Delineate study boundaries, analyze land use and zoning, look at marketplace needs analysis and identify issues and constraints	1		100,000	
Objective 1: Promote Redevelopment and Grow the Tax Base	<i>Develop Corridor Master Plans (eg: W. Fairbanks, 17-92, Lee, Denning, New York, Aloma)</i>	Create an implementation plan and budget. The implementation plan may include redevelopment incentives, targeted business/anchor tenant development plans and streetscape options. Initiate plan amendment/code change as required	1		Cost already included elsewhere	
Objective #2 Promote and Enhance Community Character & Livability	<i>Evaluate Entertainment, Arts and Culture, Recreation and Events from an economic development perspective</i>	Evaluate to determine economic impact and survey local businesses to determine results	1	Underway	5,000	
Objective #2 Promote and Enhance Community Character & Livability	<i>Ensure that workforce housing is available</i>	Analyze workforce housing availability in areas close to downtown. Incorporate hospital, Rollins, Full Sail and Valencia	1		Little to no cost	
Objective #2 Promote and Enhance Community Character & Livability	<i>Ensure that workforce housing is available</i>	Identify viable sites and research partnership opportunities on cost-effective properties with developers on a program	1		Little to no cost	
Objective #3 Engage in Economic Gardening	<i>Create a business climate that gives local businesses an edge</i>	Initiate a Buy Local Program	1	Underway	Little to no cost	
Objective #3 Engage in Economic Gardening	<i>Establish programs that nurture and cultivate existing and new businesses</i>	Create a customer service environment that favors business through expedited permitting. This may include the use of electronic permitting for projects over a specific size and a Business Assistance Liaison to ensure service-oriented communications within the City	1		Little to no cost	
Objective #3 Engage in Economic Gardening	<i>Establish programs that nurture and cultivate existing and new businesses</i>	Create database with inventory availability and property owner contact information for prospective new and relocating businesses	1	Underway	4,000	
Objective #3 Engage in Economic Gardening	<i>Establish programs that nurture and cultivate existing and new businesses</i>	Create a Business Welcome Package	1	Underway	5,000	
Objective #4 Target and Grow Business Clusters	<i>Leverage ED programs to grow targeted business clusters</i>	Review all City regulatory codes for constraints and evaluate potential changes that ensure quality yet encourage growth	1		30,000	Aspects could be done in-house
Objective #5 Achieve Strategic Partnerships	<i>Implement Business Improvement Districts (eg: Park, W. Fairbanks, New England, Aloma)</i>	Identify areas that could benefit from a BID throughout the City	1	Underway	None	
Objective #5 Achieve Strategic Partnerships	<i>Establish performance metrics and work with ED Partners to attain and monitor</i>	Work with ED Partners to create performance metrics based on Economic Development strategy	1		Little to no cost	
Objective #3 Engage in Economic Gardening	<i>Create a business climate that gives local businesses an edge</i>	Create a quarterly Business Recognition Program	1-2	Underway	1,000	
Objective 1: Promote Redevelopment and Grow the Tax Base	<i>Identify a strategy to address annexations</i>	Complete annexation studies for each of the priorities. These studies would include a revenue/expenditure comparison, expansion of services review, park land quotient implications	2		47,050	
Objective 1: Promote Redevelopment and Grow the Tax Base	<i>Identify a strategy to address annexations</i>	Create an annexation schedule based on data provided through the studies	2			
Objective #3 Engage in Economic Gardening	<i>Market brand image and establish advertising program</i>	Develop marketing program geared to residents and retail customers. This program will promote the City's image and desires in the regional marketplace	2		42,730	Aspects could be done in-house
Objective #4 Target and Grow Business Clusters	<i>Create growth map for targeted business clusters</i>	Establish network groups for each business cluster. These groups would establish strategies and priorities for individual clusters that would be implemented through the plan	2		22,870	

Objective Category	Strategy	Action Steps	Implementation Year	Status	Est. Cost	Notes
Objective #4 Target and Grow Business Clusters	<i>Create growth map for targeted business clusters</i>	Compile a database for each business cluster and email notification list and create communication network	2			
Objective #4 Target and Grow Business Clusters	<i>Leverage ED programs to grow targeted business clusters</i>	Develop targeted plan to provide incentives through impact fee programs, tax abatement, anchor programs, home rule districts or permitting fee waivers	2		TBD	Depends upon approval of programs and their structure
Objective #5 Achieve Strategic Partnerships	<i>Implement Business Improvement Districts (eg: Park, W. Fairbanks, New England, Aloma)</i>	Provide education and information for affected property owners	2		3,000	
Objective #2 Promote and Enhance Community Character & Livability	<i>Strengthen pedestrian, bicycle and transit connections</i>	Promote business and existing residential development patterns around Sunrail station while allowing for adequate pedestrian and transit activities	2-3		Little to no cost	
Objective #3 Engage in Economic Gardening	<i>Create a business climate that grows entrepreneurship and businesses</i>	Work with regional educational leaders and venture capital companies to create a Business Incubator	2-3		7,860	Research and setup, no ongoing costs considered
Objective #4 Target and Grow Business Clusters	<i>Create growth map for targeted business clusters</i>	Prepare an annual report outlining priorities and strategies for each business cluster	2-3		Part of 22,870 cost included above	
Objective #4 Target and Grow Business Clusters	<i>Advance higher education/economic development partnerships to grow business clusters</i>	Work with Education Partners to align curriculum and programs based on targeted business clusters and workforce needs	3		15,600	
Objective #5 Achieve Strategic Partnerships	<i>Implement Business Improvement Districts (eg: Park, W. Fairbanks, New England, Aloma)</i>	Provide support for BID election and implementation including coordination with City Departments	3		Little to no cost	
Objective #2 Promote and Enhance Community Character & Livability	<i>Evaluate Entertainment, Arts and Culture, Recreation and Events from an economic development perspective</i>	Participate with cultural leaders to create city-wide cultural arts features and create marketing materials that support these events	ongoing		TBD	Depends upon scope of materials and outside participation
Objective #2 Promote and Enhance Community Character & Livability	<i>Strengthen pedestrian, bicycle and transit connections</i>	Identify pedestrian/bicycle gaps and investigate transit circulator connecting business districts through the City's Bike/Ped Committee as well as Metroplan Orlando	ongoing		Little to no cost	
Objective #3 Engage in Economic Gardening	<i>Create a business climate that gives local businesses an edge</i>	Create a quarterly Business Ambassador Program with Elected Officials	ongoing	Underway	1,000	Annual
Objective #3 Engage in Economic Gardening	<i>Create a business climate that grows entrepreneurship and businesses</i>	Collaborate with stakeholders to hold networking events	ongoing	Underway	3,000	Annual
Objective #3 Engage in Economic Gardening	<i>Establish programs that nurture and cultivate existing and new businesses</i>	Develop and host Business Start-up / Business Information Seminars	ongoing	Underway	3,000	Annual
Objective #3 Engage in Economic Gardening	<i>Establish programs that nurture and cultivate existing and new businesses</i>	Continue Micro Loan Program for small businesses developing within Winter Park	ongoing	Underway	Little to no cost	In CRA Only
Objective #3 Engage in Economic Gardening	<i>Establish programs that nurture and cultivate existing and new businesses</i>	Continue Facade Matching Grant Program within the CRA and find funding options to expand city-wide	ongoing	Underway	TBD	In CRA Only
Objective #4 Target and Grow Business Clusters	<i>Leverage ED programs to grow targeted business clusters</i>	Partner with Enterprise Florida and Metro Orlando EDC in leveraging State Economic Development Programs	ongoing		Little to no cost	
Objective #4 Target and Grow Business Clusters	<i>Leverage ED programs to grow targeted business clusters</i>	Establish and fund policies through the Targeted Industry Enhancement (TIE) program	ongoing	Underway	TBD	Minimum of 20,000 annually if used
Objective #4 Target and Grow Business Clusters	<i>Advance higher education/economic development partnerships to grow business clusters</i>	Establish working relationships with Metro Orlando EDC, UCF, Rollins, Full Sail, Valencia	ongoing	Underway	Little to no cost	
Objective #5 Achieve Strategic Partnerships	<i>Establish a Quarterly Economic Development Roundtable Program</i>	Meet and identify ways to collaborate to strengthen economy with ED Partners	ongoing	Underway	Little to no cost	
Objective #5 Achieve Strategic Partnerships	<i>Establish a Quarterly Economic Development Roundtable Program</i>	Build a communication network among all the economic development partners	ongoing		Little to no cost	

Objective Category	Strategy	Action Steps	Implementation Year	Status	Est. Cost	Notes
Objective #5 Achieve Strategic Partnerships	<i>Establish performance metrics and work with ED Partners to attain and monitor</i>	Create an annual report using performance metrics	ongoing	Underway	2,500	Annual

Annual Costs

Annual Costs with Ongoing

Year 1 cost	145,000	154,500
Year 2 cost	123,510	133,010
Year 3 cost	15,600	25,100
Ongoing Annual Cost	9,500	

Major Variable Costs include TIE, Business Façade, Implemented programs, and Marketing efforts

Could vary substantially... depends upon use  
TIE @ \$100K over three years  
Business Façade at \$150K over three years  
Marketing at \$75K over three years  
Total addition of \$325K