

# Economic Development Advisory Board

**February 17, 2015 at 8:00 a.m.**

Winter Park City Hall, Morse Room

401 Park Avenue S., Winter Park, FL 32789



## **1. administrative**

- a. Approve minutes from 12-16-2014

## **2. action**

## **3. informational**

- a. Update on Board Appointments
- b. Winter Park Business Survey
- c. Orlando Avenue Corridor Study

## **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.**

**December 16, 2014  
Chapman Room**

**MINUTES**

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Meeting was called to order at 8:13 a.m. in the Chapman Room of City Hall.

**BOARD MEMBERS PRESENT:** Kelly Olinger, Stephen Flanagan, John Caron, Marc Reicher, Owen Beitsch, and Patrick Chapin

**BOARD MEMBERS ABSENT:** Maura Weiner, John Gill

**STAFF MEMBERS PRESENT:** David Buchheit, Kyle Dudgeon, Laura Neudorffer

**ADMINISTRATIVE ITEMS:**

A. Approval of the October 21, 2014 Minutes

**Motion made by Kelly Olinger, seconded by Stephen Flanagan, to approve the October 21, 2014 minutes. Motion passes with unanimous vote.**

**ACTION ITEMS:**

**INFORMATION ITEMS:**

**A. Fairbanks Façade Grant Program**

Mr. Dudgeon presented a brief summary and reviewed Lombardi Seafood's façade plans. Lombardi's is looking at February 2015 as a completion date. Board members were supportive of the program.

**B. Moving the Tax Base- Ravadauge Case Study**

Mr. Dudgeon reviewed his findings with the Board regarding the Ravadauge Case Study and stated Staff will reassess the values and bring forth more information to the Board at a later meeting. Mr. Caron stressed focusing on Quality of Life and Mr. Chapin wants to ensure the information is articulated properly to visioning staff and process.

**C. EDAB 2015 Calendar Year**

Board members were provided with a 2015 meeting calendar.

**NEW BUSINESS**

**A. Business Survey Introduction**

Mr. Dudgeon touched briefly on the elements of the Business Survey and some points made were to create the survey in a digital format and to limit the survey to one page. Mr. Dudgeon will present a draft for review at the January Board Meeting.

Mr. Caron requested a Visioning Plan update be presented at the January meeting and the Board also requested Board terms and nomination process information be brought to the January meeting.

There being no further business, the meeting adjourned at 9:13 a.m.

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Marc Reicher, Chairperson

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Laura Neudorffer, Board Liaison

# Economic Development Advisory Board



meeting date 2-17-15

approved by

item type ☐ Administrative  
☐ Action  
☒ Information

☐ City Manager  
☐ City Attorney  
☐ N/A

**agenda  
item**

## Subject 3

Staff is providing information regarding the length board member terms.

## motion | recommendation

None

## background

The following chart describes appointment dates, term and eligibility for the members of the Economic Development Advisory Board. Per Resolution 1948-06, appointments shall be made for three-year terms. No member of the Board shall serve more than two consecutive full three year terms. Appointments are made at the first City Commission meeting in May.

Those wishing to reapply may do so either online or by filling out a board application form.

Name	Term Ending	Eligible for new term?
Chair: Marc Reicher	May 2016	No
Vice Chair: Owen Beitsch	May 2017	No
Patrick Chapin	No Term Limit	
Stephen Flanagan	May 2015	Yes
John Gill	May 2017	No
John Caron	May 2016	Yes
Kelly Olinger	May 2015	Yes
Alt: Maura Weiner	May 2015	<i>*will move into regular position if a seat is vacated.</i>

# Economic Development Advisory Board



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**agenda  
item**

## Subject 4

Staff is providing a survey for distribution to Winter Park businesses. The purpose of this survey is to understand business challenges and use that information to better frame city economic development programs.

## motion | recommendation

None

## background

The 2015 Winter Park Business Survey is part of the Economic Development Plan year 1 goals. Its purpose is to uncover business challenges not only in the downtown core, but other areas such as Lee Road, Orlando Avenue, Fairbanks Avenue and Aloma Avenue. Collecting and reporting on this data would assist staff in the development of new programs or customer service elements to improve the overall quality of Winter Park business assistance.



## Economic Development Division 2015 Business Survey

**The Economic Development Division is working to understand business challenges within the City of Winter Park. This information will assist the city in developing new business assistance programs.**

**1. What is the primary nature of your business?**

- |  |   |
|--|---|
| <input type="checkbox"/> Retail                                | <input type="checkbox"/> Restaurant                               |
| <input type="checkbox"/> Construction                          | <input type="checkbox"/> Financial services/insurance/real estate |
| <input type="checkbox"/> Personal services* (i.e.: hair salon) | <input type="checkbox"/> Professional services* (i.e.: attorney)  |
| <input type="checkbox"/> Public administration                 | <input type="checkbox"/> Transportation/utilities                 |
| <input type="checkbox"/> Other*                                |   |

\*please specify \_\_\_\_\_

**2. How long have you been operating this business in Winter Park?**

- |                                      |  |
|--------------------------------------|--|
| <input type="checkbox"/> < 1 year    | <input type="checkbox"/> 1-4 years     |
| <input type="checkbox"/> 5-9 years   | <input type="checkbox"/> 10-14 years   |
| <input type="checkbox"/> 15-19 years | <input type="checkbox"/> Over 20 years |

**3. How many people do you employ, including yourself?** \_\_\_\_\_

**4. Do you own your facility? If no, how long is your lease?**

- |                              |                                    |
|------------------------------|------------------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No, _____ |
|------------------------------|------------------------------------|

**5. What are your top three reasons for locating or keeping your business in Winter Park? (select only three)**

- |   |  |
|---|--|
| <input type="checkbox"/> Access to my customers | <input type="checkbox"/> Quality of housing                  |
| <input type="checkbox"/> Access to my suppliers | <input type="checkbox"/> Quality of life                     |
| <input type="checkbox"/> Proximity to home      | <input type="checkbox"/> Safety services                     |
| <input type="checkbox"/> Cost of doing business | <input type="checkbox"/> Recreation facilities/entertainment |
| <input type="checkbox"/> Workforce availability | <input type="checkbox"/> Rental cost                         |
| <input type="checkbox"/> Other _____            |  |

**6. How would you characterize your current business activity level?**

- |   |
|---|
| <input type="checkbox"/> Business is rapidly expanding.             |
| <input type="checkbox"/> Business is moderately growing/increasing. |
| <input type="checkbox"/> Business is holding steady.                |
| <input type="checkbox"/> Business needs more activity.              |



**7. Which of these areas affect your business?** (select all that apply)

- |  |                                       |
|--|---------------------------------------|
| <input type="checkbox"/> Availability of financing | <input type="checkbox"/> Competition  |
| <input type="checkbox"/> Recruiting employees      | <input type="checkbox"/> Training     |
| <input type="checkbox"/> Retaining employees       | <input type="checkbox"/> Energy costs |
| <input type="checkbox"/> Facility limitations      | <input type="checkbox"/> Other _____  |

**8. Which best describes your business plans in the next 1-2 years?**

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Plan to expand operations    | <input type="checkbox"/> Plan to relocate | <input type="checkbox"/> Plan to reduce operations |
| <input type="checkbox"/> No changes planned           | <input type="checkbox"/> Plan to sell     | <input type="checkbox"/> Uncertain at this time    |
| <input type="checkbox"/> Other (please specify) _____ |   |  |

**9. What types of city programs would help you with your business?** (select all that apply)

- |  |   |
|--|---|
| <input type="checkbox"/> Access to financing for equipment | <input type="checkbox"/> Signage improvement programs |
| <input type="checkbox"/> Workforce education programs      | <input type="checkbox"/> Façade improvement grants    |
| <input type="checkbox"/> Other (please specify) _____      |   |

**10. Are you familiar with current business assistance programs offered by the city?**

- ☐ Yes      ☐ No

**11. Have you seen more business activity as a result of SunRail®?**

- ☐ Yes      ☐ No      ☐ Uncertain

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**Business name** \_\_\_\_\_

**Business address** \_\_\_\_\_

Name of respondent \_\_\_\_\_

Name of CEO/owner \_\_\_\_\_

Telephone number \_\_\_\_\_

Company website \_\_\_\_\_

Respondent email address \_\_\_\_\_

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**Thank you for your time and valuable input.**



# Economic Development division

## 2015 BUSINESS SURVEY

Your valuable input is needed to help the Economic Development Division understand the business challenges within the City of Winter Park and develop new business assistance programs. Please take a short survey by accessing:

[cityofwinterpark.org/edsurvey](http://cityofwinterpark.org/edsurvey)

If you would prefer a hard copy survey, please contact 407-599-3217.

**Thank you for your valuable time and input!**

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☐ City Manager  
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☐ N/A

**agenda  
item**

## Subject 5

Staff is providing a report on the Orlando Avenue corridor.

## **motion | recommendation**

None

## **background**

This information based report continues the board's conversation on the city's commercial corridors. The Orlando Avenue study examines existing conditions from a planning and land use perspective to assist in the conversation regarding future development.





Focusing on Orlando Avenue in Winter Park, this study identifies its composition, existing conditions, and examines 'highest and best use' opportunities from a zoning and development perspective. Its aim is to aid in the discussion regarding the corridor's impact on the City.

# Orlando Avenue Corridor Study

## Orlando Avenue Corridor Assessment Analysis

Economic Development Division

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# Orlando Avenue Corridor Study

## EXECUTIVE SUMMARY

### Study Intent

Winter Park is widely considered a destination community throughout Central Florida. This has created a highly attractive retail market. As a response, city leaders have determined that healthy commercial corridors are key to the quality of life, identity, and level of service commensurate with Winter Park. Of the major road arterials, Orlando Avenue (U.S. 17-92) serves as a primary connector between the city and Orlando, Maitland, Orange County and many other municipalities in the region. This makes it a highly traveled and visible gateway. Mostly comprised of commercial properties, the study area's analysis evaluates current conditions which may exacerbate new strategies for investment into the corridor, ultimately creating an attractive and vibrant space that is integral to the Winter Park experience.

### Analysis

The study area, which is anchored by the city limits to the north (near Buffy's Car Wash) and Orange Avenue to the south (near the vacant St. Johns Lutheran Church parcel) totals 111 properties. Analysis was broken down into 11 different categories:

- Existing Conditions
- Sales Comparisons
- Employment
- Vacancy/Leasing Rates
- Current Use/Zoning
- Parcel Size
- Taxable Value
- Building Value
- Intensity
- Utilization
- Property Ownership

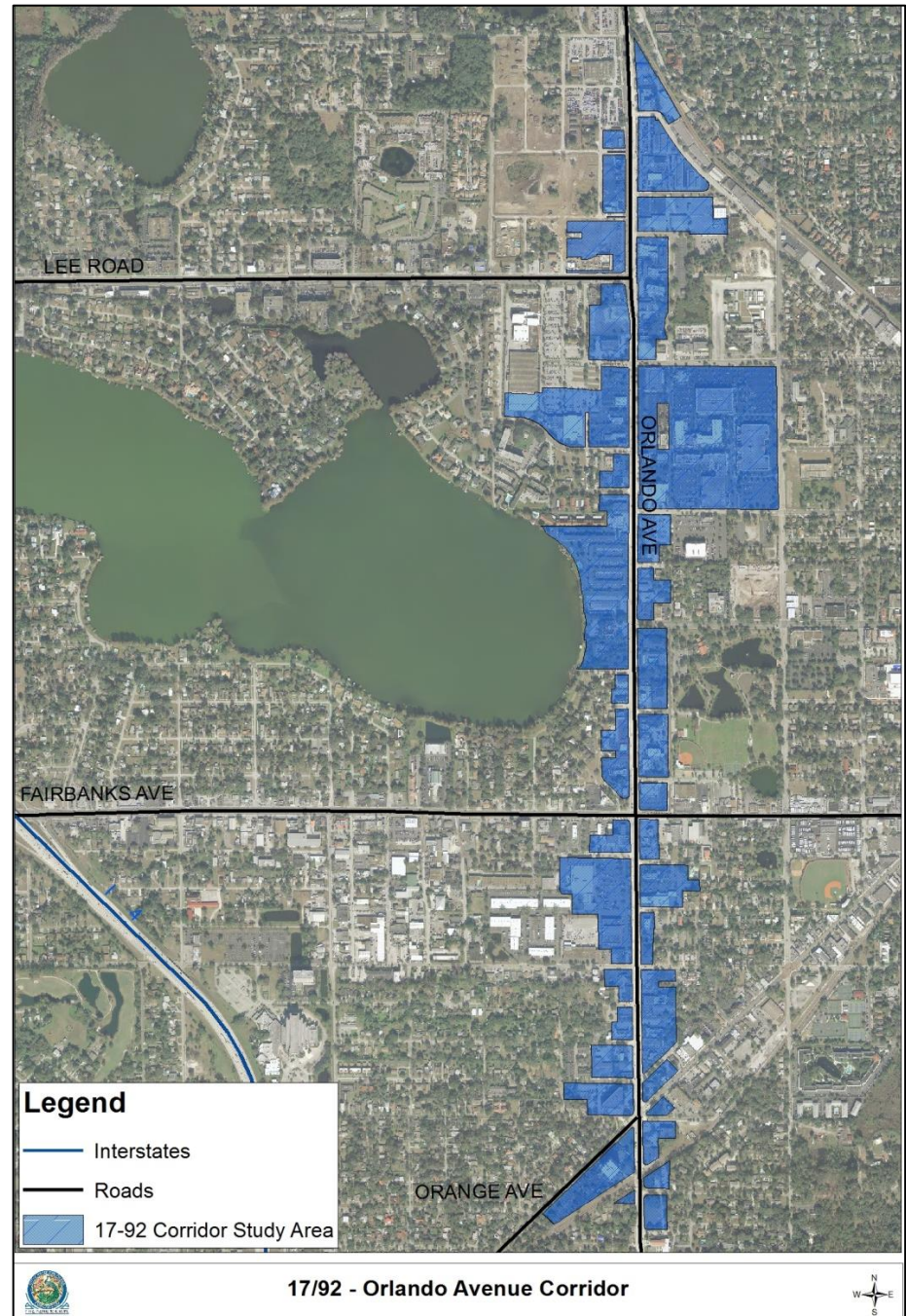
The data in this report is intended for informational purposes to be used in conjunction with discussion and other analysis.

## PROJECT OVERVIEW

### Existing Conditions

The area observed is in the City of Winter Park, Florida. Orlando Avenue extends from Sanford, FL to the north and downwards to Orlando, FL to the south. The study scope looks at a particular segment of this road in Winter Park. The map outlines this section in blue. The chart below identifies some basic information regarding the study area. All property information has been gathered from the Orange County Property Appraiser.

Parcels	111
Acreage	149.964
Building Space (SQFT)	1,611,068
Building Value	\$81,432,152
Per SQFT	\$50.23
Taxable Value	\$159,615,270
% of total property tax collected	4.3%
MAX Floor Area Ratio (commercial)	.45
MAX Floor Area Ratio (mixed-use)	.60





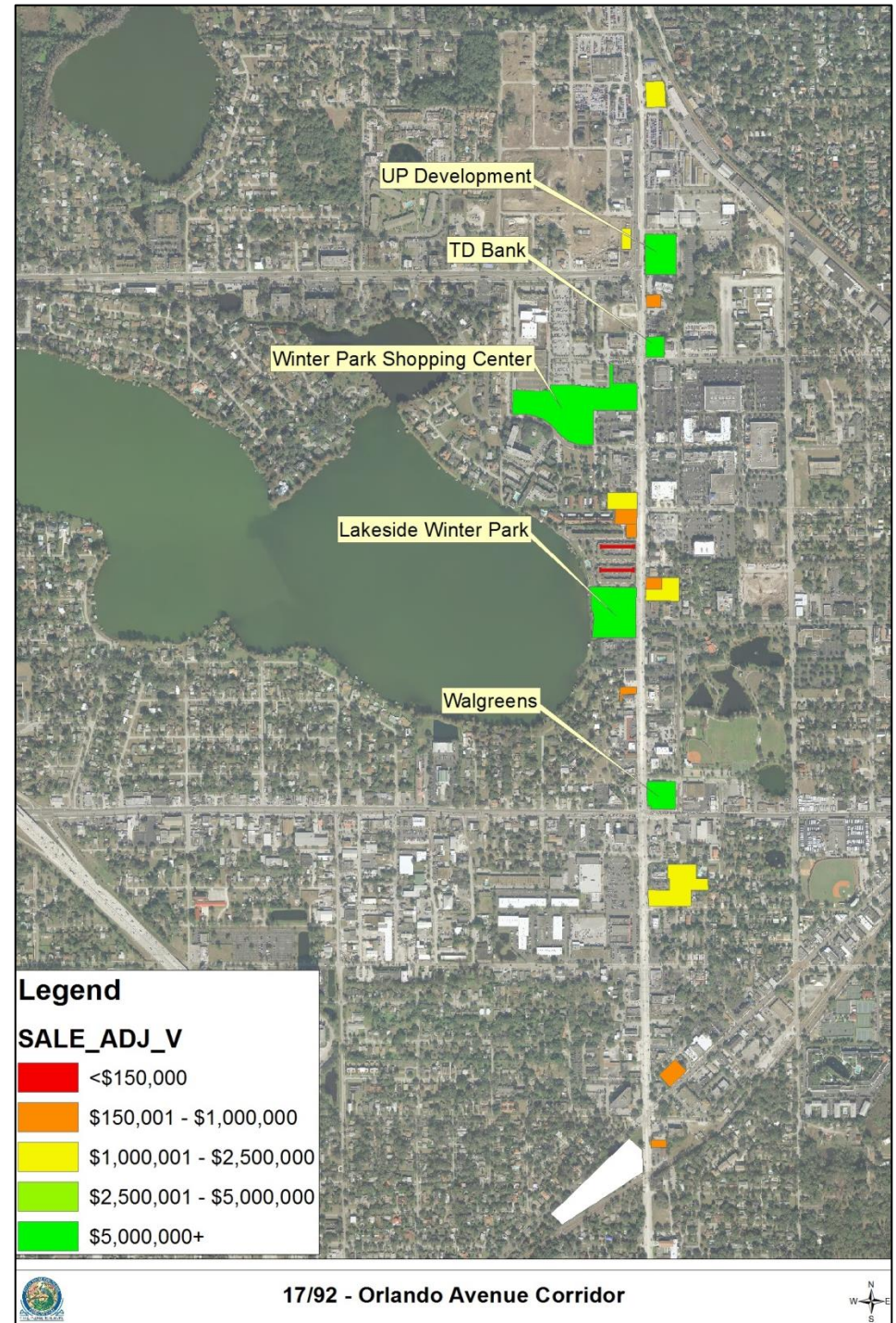


## Sales Comparisons

The map organizes the sold properties on page 4 by sale price with the lowest sales in red and highest in green. The three red properties are condominium units and are the only residential sales in the five year time period.

The green parcels have the highest sales price averaging over five million per purchase. They are called out for identification purposes.

12 of the 20 properties identified have been sold in the past two years. This could be due to several factors including confidence in the market.



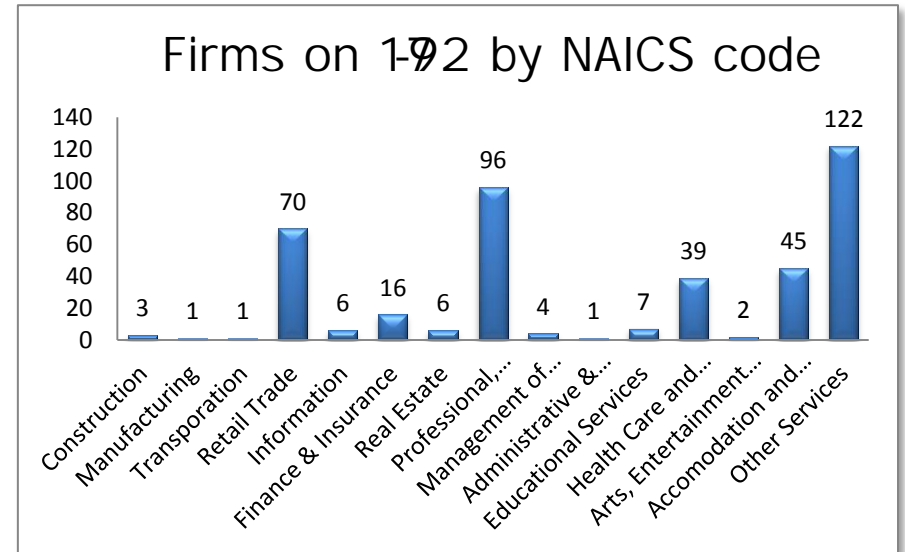
## Employment

There are a total of 419 firms on Orlando Avenue with 69% of them falling under the Other Services, Retail Trade and Professional Services categories. As described by the North American Industrial Classification System (NAICS), Other Services are generally defined as maintenance/repair shops, car washes, and personal care services. NAICS are generally accepted as the international classification for business taking over from the Standard Industrial Classification (SIC) codes in 2007. The advantage of NAICS is that it allows for flexibility in classifications as new innovations in business are created.

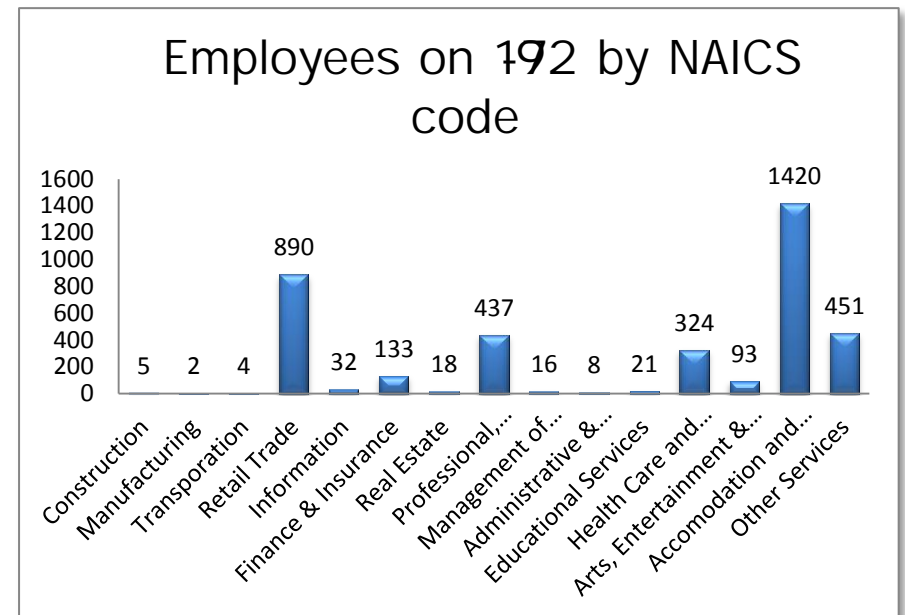
'Other Services' account for the largest portion of firms on Orlando Avenue with 122 (29%). It is seconded by Professional Services with 23% and Retail Trade with 17% respectively.

Employment numbers have similar characteristics to their firm counterparts, but remain uniquely distinct. Based on Winter Park business certificate data, there are a total of 3854 employees on the Orlando Avenue corridor. By a large margin, accommodation and food service account for 37%. Retail and trade account for 23% of employees followed by the Other Services category.

It is not unusual to find accommodation, food service, and retail trade firms to have higher numbers of employees. More often, employers in these fields hire more part-time workers to accommodate shift changes throughout the day, flexibility with schedules, and in certain cases avoid additional overhead costs such as insurance and benefits.



Source: City of Winter Park



Source: City of Winter Park



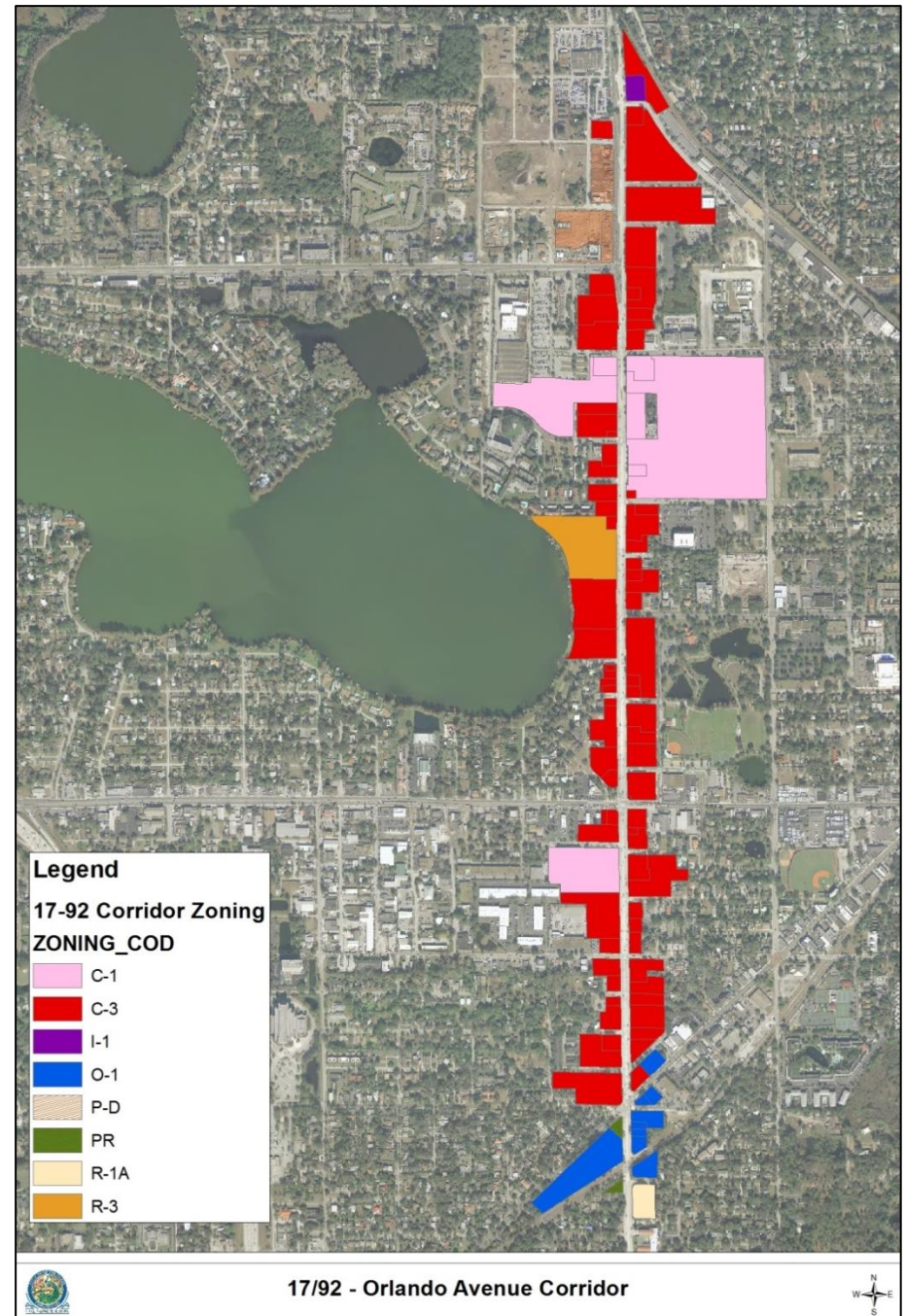


## Current Use/Zoning

The chart below outlines the current zoning of the Orlando Avenue corridor, tracking acreage and building square feet. To a certain extent, larger acreage values will in turn provide greater numbers of building square feet. This is evident in the C-1 and C-3 zoning categories. They account for 86 of the total 111 parcels (77%), 126 acres, and 1.4 million square feet of space.

### City of Winter Pa

Zoning	Parcels	Parcel %	Acreage	Acreage %	Bldg SQFT	Bldg SQFT %
R-1A	1	0.90%	1.36	0.91%	0	0.00%
R-3	1	0.90%	6.41	4.27%	85,853	5.12%
C-1	7	6.31%	47.481	31.66%	611,468	36.49%
C-3	79	71.17%	78.450	52.31%	804,435	48.01%
I-1	1	0.90%	0.864	0.58%	3389	0.20%
O-1	12	10.81%	8.639	5.76%	162,177	9.68%
PR	2	1.80%	0.535	0.36%	0	0.00%
P-D	8	7.21%	6.2260	4.15%	8236	0.49%
	111		149.96499		1,675,558	



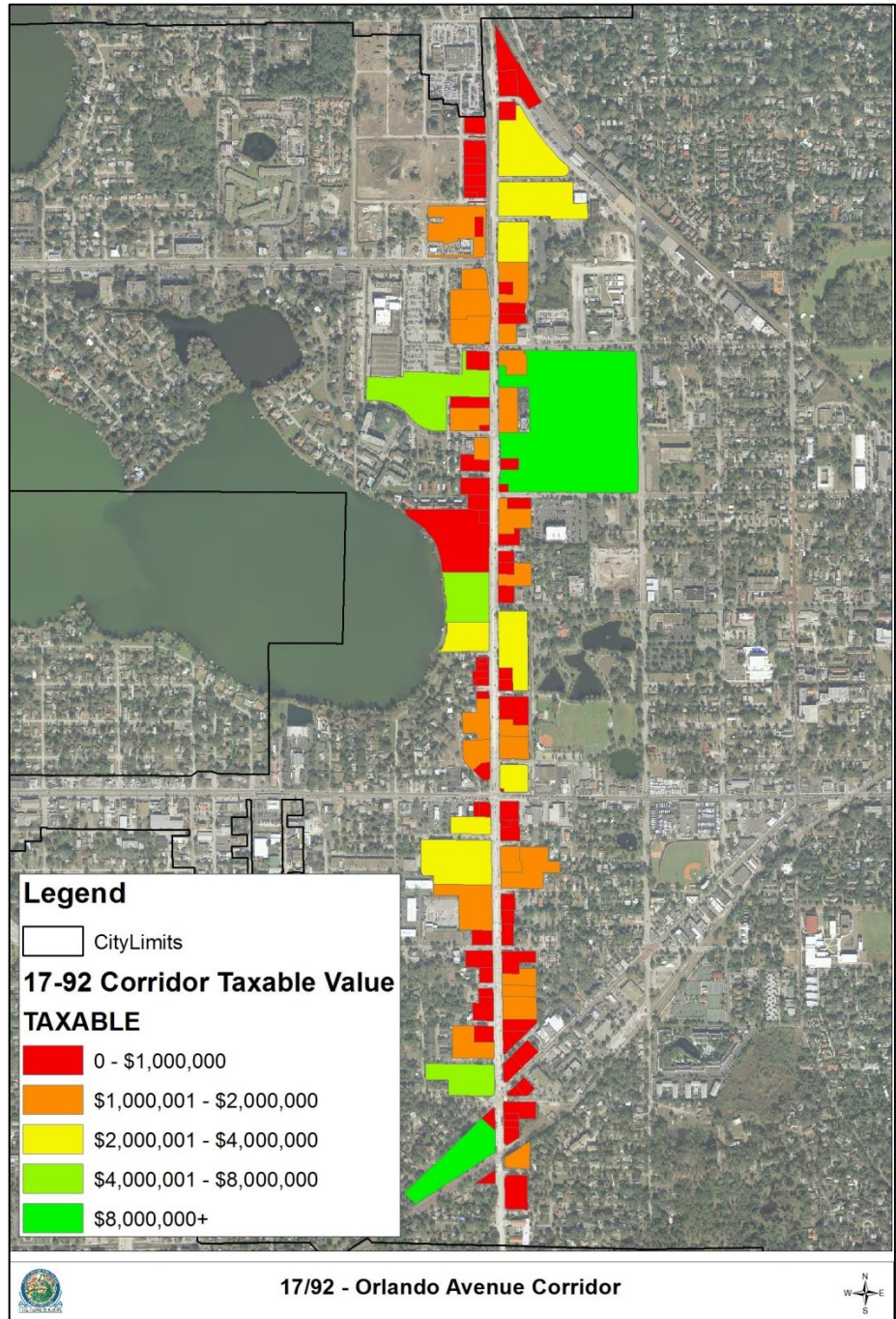


## Taxable Value

The tax base of Winter Park is largely residential. However, this is not the case for most of the city's highest traveled roads. Orlando Avenue is no exception. The highest burden in this area falls on large parcel, commercial developments. For example, the Winter Park Village development accounts for over \$41 million on its own. The parcels with the highest tax valuation are highlighted in green. 67% of parcels are valued at less than \$1 million making it an interesting contrast to the large commercial properties in green.

City of Winter Park

Size	Number	Parcel %
>\$1M	74	66.67%
\$1M - \$2M	24	21.62%
\$2M - \$4M	8	7.21%
\$4M - \$8M	3	2.70%
\$8M+	2	1.80%
Total	111	100.00%



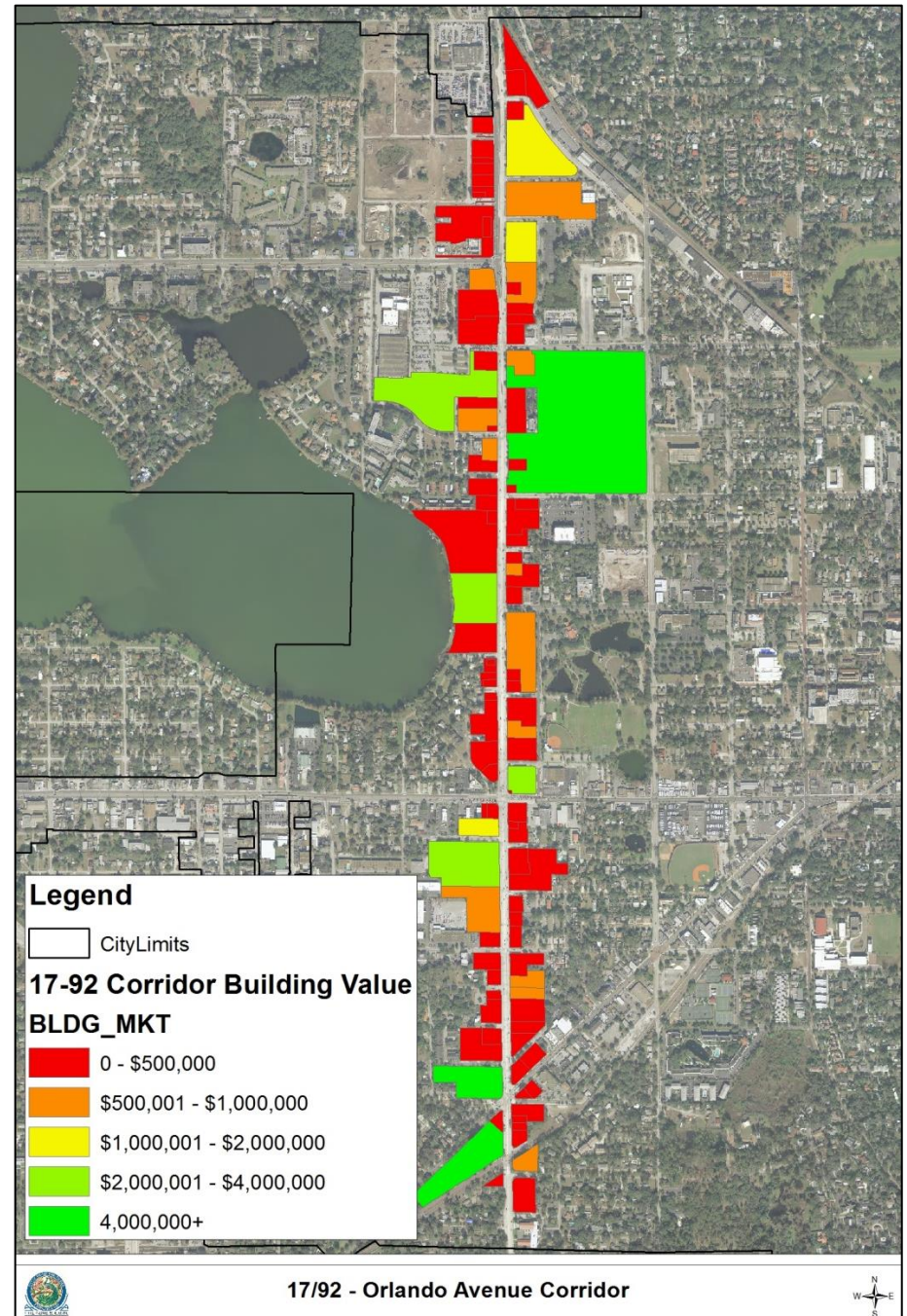


## Building Value

A look at building values can also be beneficial providing additional insight into assessments from a taxable and redevelopment perspective. They also correlate closely with taxable values in that the largest valuations are on the biggest parcels. Contrary to this, 101 parcels, or 90% of them are valued at less than \$1 million suggesting land values contribute significantly to total taxable values in the corridor. In essence, this supports the argument there is demand for property in the area.

### City of Winter Park

Size	Number	Parcel %
>\$500K	88	79.28%
\$500K - \$1M	13	11.71%
\$1M - \$2M	3	2.70%
\$2M - \$4M	4	3.60%
\$4M+	3	2.70%
Total	111	100.00%





## Parcel Size

Parcels within the Study Area range in size up to 30.54 acres. Approximately 70% of parcels are less than 1 acre.

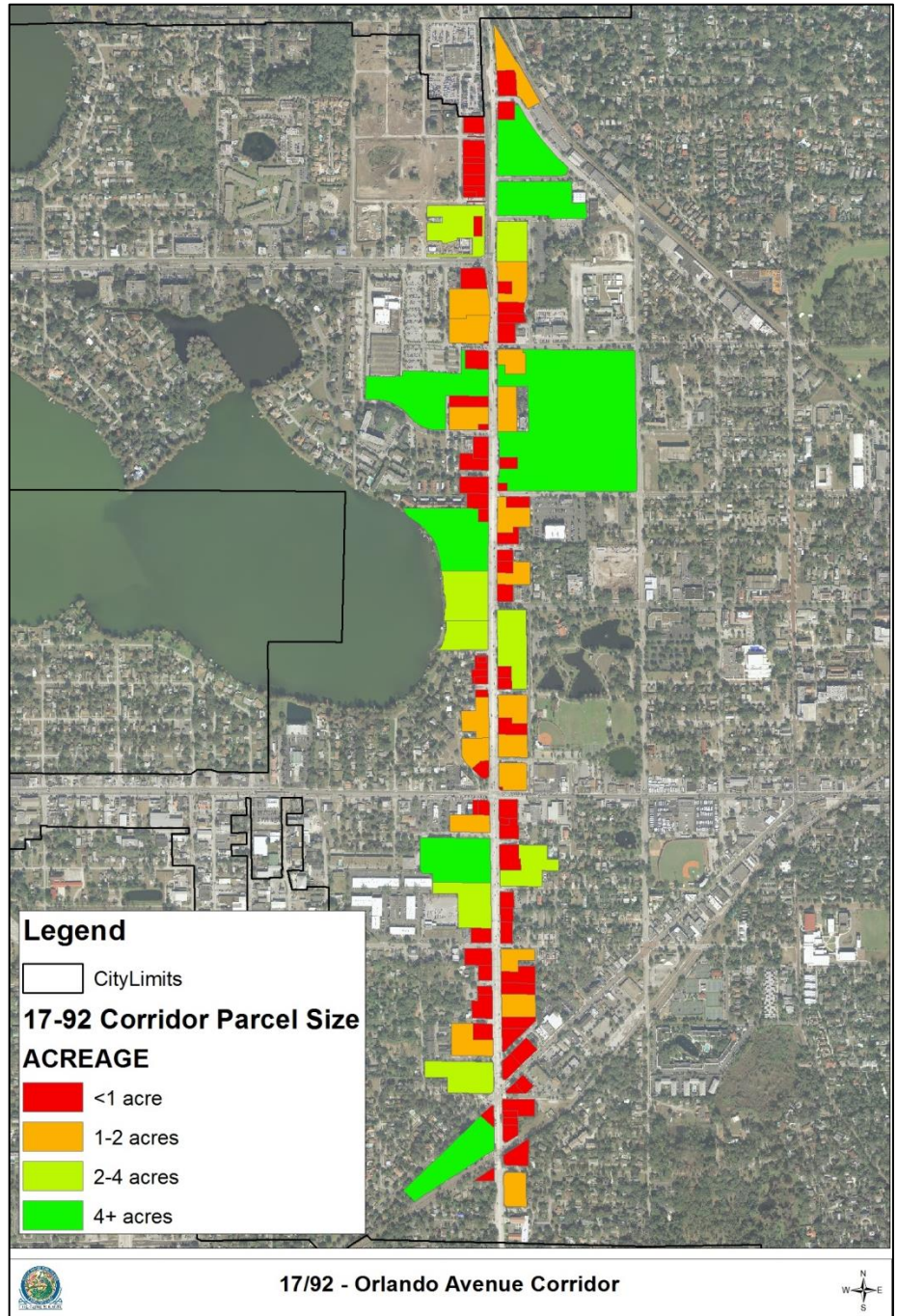
### City of Winter Park

Size	Number	Parcel %	Total Acres	Acreage %
>0.2	20	25.97%	2.07	6.43%
0.2 – 0.4	21	27.27%	6.51	20.24%
0.41 – 0.60	15	19.48%	7.66	23.82%
0.61-0.80	12	15.58%	8.18	25.43%
0.81-0.99	9	11.69%	7.75	24.08%
Total	77	100.00%	32.17	100.00%

There are 7 parcels that are larger than 4 acres. These parcels total approximately 6% of parcels by number, but account for 42% of the entire study area.

### City of Winter Park

Size	Number	Parcel %	Total Acres	Acreage %
> 1 acre	77	69.37%	32.17	22.21%
1 – 2 acres	19	17.12%	27.58	19.04%
2 – 4 acres	8	7.21%	24.63	17.00%
4+ acres	7	6.31%	60.49	41.75%
Total	111	100.00%	144.85	100.00%





## Intensity (FAR)

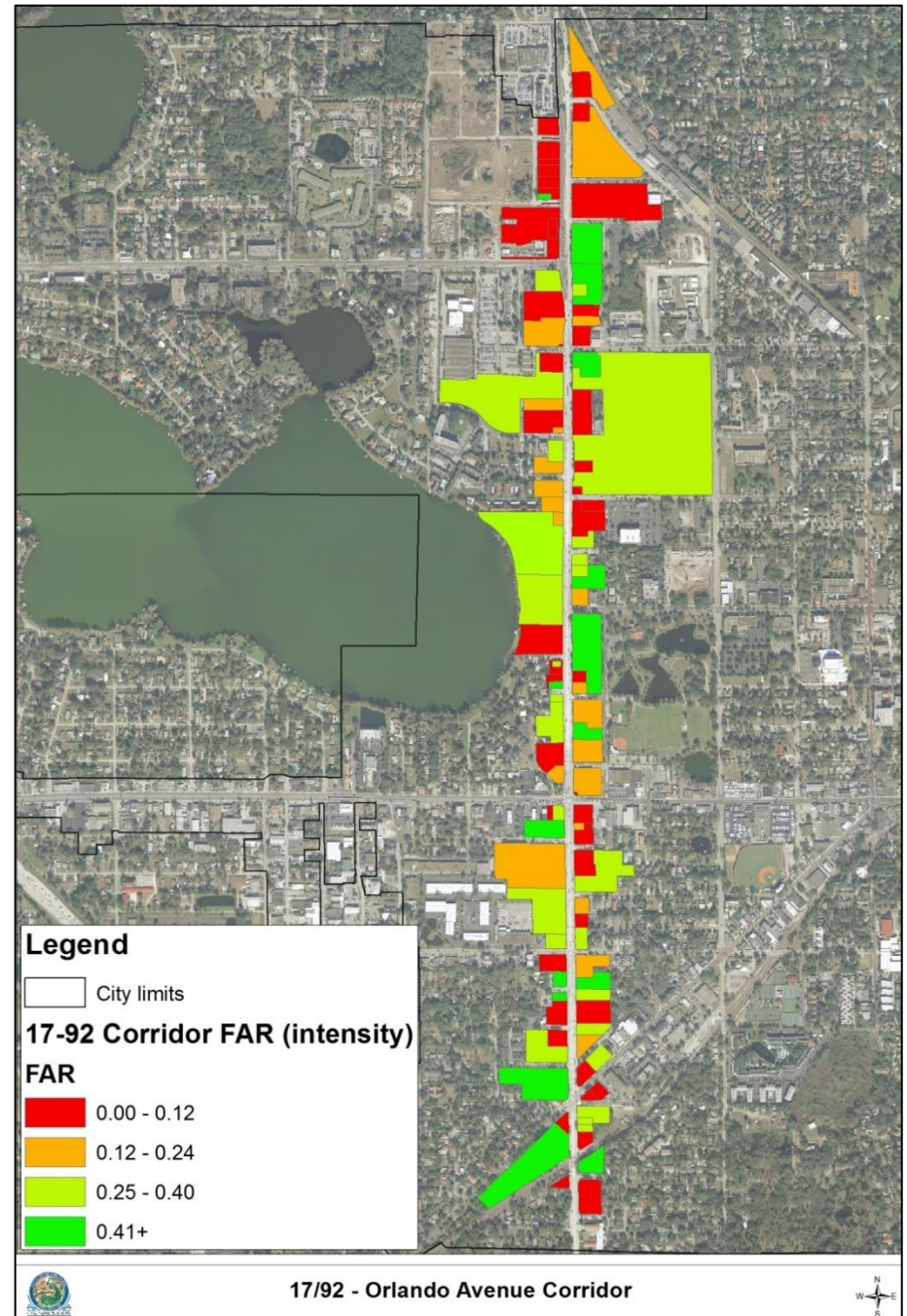
Intensity or floor area ratio (FAR), describes the building's total floor area divided by the total area of the parcel. In essence, it is the density of a building on a property. In zoning, FAR can be used to limit the amount of construction in a certain area. For example in the C-3 zoning district, properties are limited to no greater than 45% development of the parcel. In specific cases, a mixed-use project can increase FAR to 60%.

The map outlines the intensity of each parcel in the study area. 41% of properties are identified to have very low intensity. This value however, must be looked at in context of the Ravaudage development in the northwestern corner which currently has little tangible building space.

Also of note are the 18 properties that attempt to maximize their building space. These properties are scattered along the corridor.

### City of Winter Pa

FAR	Number	Parcel %
0.00 – 0.12	45	40.54%
0.12 – 0.24	22	19.82%
0.25 – 0.40	26	23.42%
0.41+	18	16.22%
<b>Total</b>	<b>111</b>	<b>100.00%</b>











## ANALYSIS

### Maximizing Property Ownership

Owners with multiple properties account for 41% of the total building square footage of the study area. WP Village, Benjamin Partners, and HWP Partners (Holler Hyundai) account for 80% of this total.

Applying the same methodology of maximizing FAR, total building square footage elevates 136% and 181% over the base line respectively.

Following the same format with building value, maximizing FAR increases the study area's valuation by over \$100 million at the 0.60 mark. Assuming land value and exemptions remain constant, this equates roughly to an additional \$12M in taxable value or \$50,154 in ad valorem revenue. This does not include other revenue sources such as impact fees, permits and utility charges.

