

# Economic Development Advisory Board

**November 17, 2015 at 8:15 a.m.**

Winter Park City Hall, Chapman Room  
401 Park Avenue S., Winter Park, FL 32789



## 1 administrative

- a. Approve minutes from 9-22-2015

## 2 action

## informational

- a. Business Survey results Part II – re-analysis
- b. Role of EDAB
- c. EDAB Plan review
- d. City project updates

## 4 new business

## 5 public comment

## adjourn

Next meeting: December 15<sup>th</sup>

## appeals & assistance

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"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.**

**September 15, 2015  
Chapman Room**

**MINUTES**

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Meeting was called to order at 8:15 a.m. in the Chapman Room of City Hall.

**BOARD MEMBERS PRESENT:** John Caron, Marc Reicher, Owen Beitsch, Kelly Olinger, John Gill, Steve Flanagan

**BOARD MEMBERS ABSENT:** Patrick Chapin, Maura Weiner

**STAFF MEMBERS PRESENT:** Dori Stone, Kyle Dudgeon, Allison McGillis

**ADMINISTRATIVE ITEMS:**

**A. Approval of the August 18, 2015 Minutes**

**Motion made by Marc Reicher, seconded by Kelly Olinger, to approve the August 18, 2015 minutes.**

Planning & Community Development Director, Dori Stone, introduced our new Planner, Allison McGillis, and also announced Mr. Dudgeon's promotion to CRA Manager.

**ACTION ITEMS:**

**INFORMATION ITEMS:**

**A. 2015 Business Survey Results**

Staff reviewed the results with the Board and allowed for feedback and comments. Under strengths and weaknesses the survey found that businesses relatively have good access to their customers and that people do not have any issues locating their business. Aesthetic and Cultural portion showed that 59% of respondents stated that places that look good and feel safe and welcoming provide a strong presence in the market. Parking was not specifically pointed out under the infrastructure portion of the survey. 45% of respondents plan to expand in the near future which means business growth, employee growth, etc. Staff walked the Board through the remaining survey results provided in their packets and discussed the recommendations based on overall survey results.

**NEW BUSINESS**

**A. Notice of Disposal – Progress Point Property**

Staff presented new information relating to the Notice of Disposal proposal for Progress Point stating the market value came back at \$5.69M which was a pleasant surprise for the property. Staff briefly discussed the suggested plans that have been brought forth by developers. Mayor Leary would like P&Z to look at the site as though nothing was there and allow them to make recommendations as to what could and should go there. Further discussion took place in relation to possible best uses for the property as well as what type of use may be most viable for the location. The topic will be discussed at the September 22, 2015 P&Z meeting at 12:00 noon.

**B. Meeting Time**

Mr. Caron proposed a new meeting time of 8:15 a.m. sharp to alleviate Board members waiting outside of the building that does not open until 8:00 .am. New meeting time shall commence at the November 17, 2015 meeting.

Mrs. Stone announced that with there being no pertinent business to discuss at the October 20, 2015 meeting the Staff would like to cancel that meeting and reconvene at the November 17, 2015 meeting. Board Members requested an update on Visioning at the next meeting as well clarification on the role of the EDAB charter and update on Historic Preservation Board.

There being no further business, the meeting adjourned at 9:35 a.m.

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John Caron, Chairperson

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Laura Neudorffer, Board Liaison

# Economic Development Advisory Board



meeting date 11-17-15

approved by

item type ☐ Administrative  
☐ Action  
☒ Information

☐ City Manager  
☐ City Attorney  
☐ N/A

**agenda  
item**

## Subject 3a

Business Survey results Part II

## **motion | recommendation**

N/A

## Background

At the September 22, 2015 EDAB meeting, staff reviewed the results from the economic development survey distributed earlier that year. As a part of the analysis, the board inquired as to whether the results were skewed based on a higher response rate from the downtown than other areas of the city.

Staff received 137 responses. After cleaning the data of duplicates and incomplete responses, 129 were recorded. Of those, 87 were catalogued as being in the downtown area. 42 were counted in all other commercial areas. Attached are two infographics. The downtown results are represented by orange and the other commercial corridors are shown in green.

### **Conclusions:**

Based on the information provided, there are several similarities in the responses. Interest in economic development programs, market strengths, obstacles and business growth were all relatively similar. Results also found relatively significant difference investment plans. More merchants in the downtown area are interested in system improvements (software, computer upgrades) while merchants in other commercial corridors are interested in bringing in new products/services.

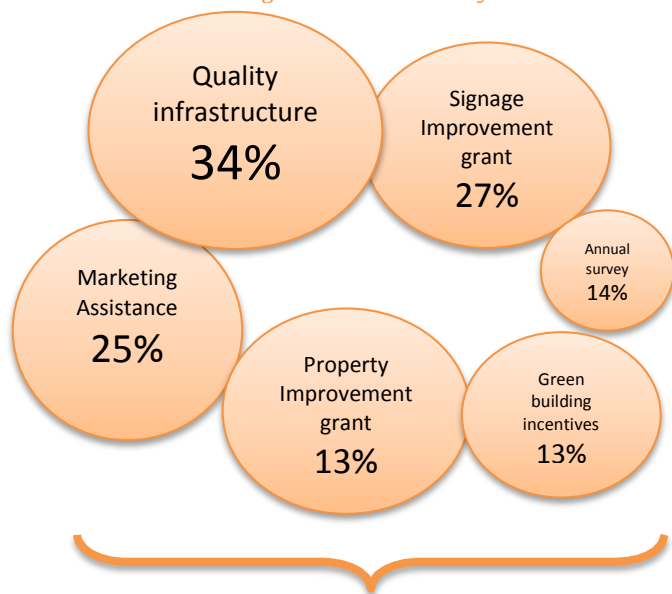
Overall, there are not significant enough differences in the data to suggest merchants in the downtown area are experiencing unusual or different obstacles than other areas of the city. Providing for discussion, staff's next direction will continue to be a work plan to address respondents' issues and questions.

# 2015 Business Survey Results

Downtown Only – Webster to Lyman & Knowles to Pennsylvania

## Interest in ED Programs

*High level interest only*



**87 Total Responses**

## Program Participation Prevention

*55 respondents*

- Time **41%**
- None **10%**
- Awareness **7%**
- Lack of autonomy **3%**

## Business Growth

**48%** Increasing  
**33%** Stable



**44%** of businesses surveyed plan to expand in 2 years

## Top Market Strengths

The area's high quality of life, access to customers and close proximity to home are the top reasons for attracting and sustaining business in Winter Park

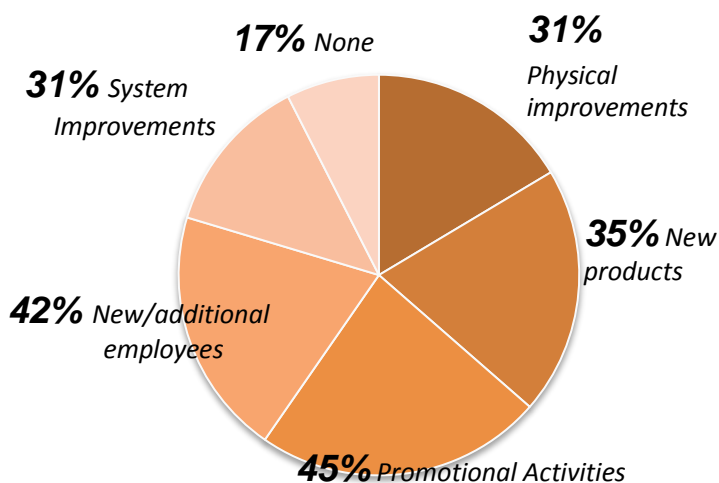
Access to my customers	70%
Aesthetics & cultural environment	65%
Proximity to home	57%
Recreation facilities/entertainment	18%
Traffic counts	17%
Community Leadership	15%
Quality of housing	13%

## Top Business Obstacles

Rent costs were clear front runner in business obstacles. From an economic development perspective, this can be interpreted as a strong, desirable location to do business. Respondents also felt that infrastructure and lack of building space were also hurdles to business growth.

Rent costs	47%
Inadequate infrastructure	25%
Lack of building space	17%
Funding building improvements	12%
Energy costs	11%
Inability to access new markets	11%
Knowledge of local resources	4%

## Investment Plans

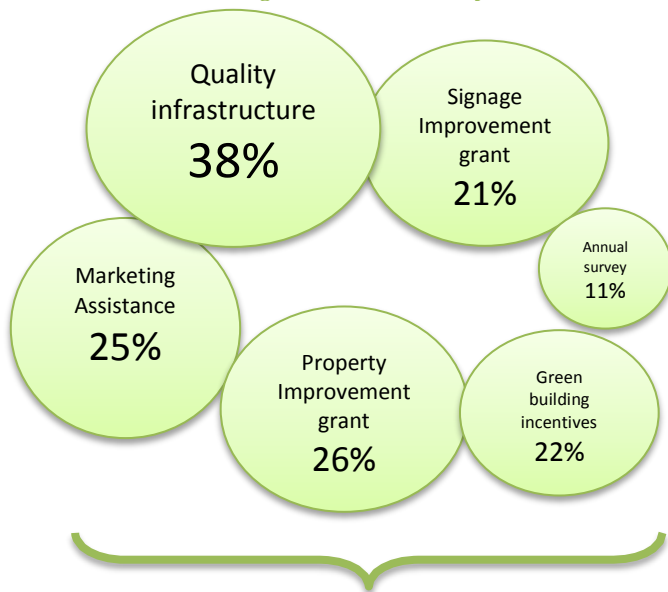


# 2015 Business Survey Results

Commercial Corridors – Lee, Fairbanks, Orlando, Orange, Aloma

## Interest in ED Programs

*High level interest only*



**42 Total Responses**

## Program Participation Prevention

*31 respondents*

- Time **39%**
- None **10%**
- Awareness **10%**

## Business Growth

**51%** Increasing

**31%** Stable



**45%** of businesses surveyed plan to expand in 2 years

## Top Market Strengths

The area's high quality of life, access to customers and close proximity to home are the top reasons for attracting and sustaining business in Winter Park

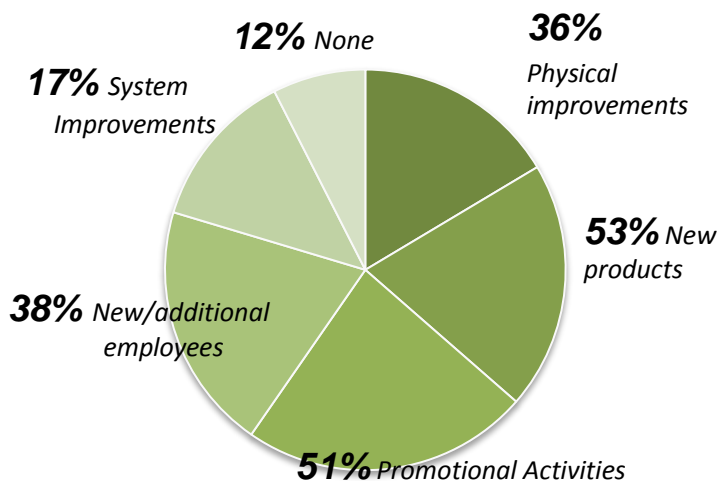
Access to my customers	72%
Proximity to home	64%
Aesthetics & cultural environment	47%
Quality of housing	19%
Workforce availability	13%
Traffic counts	11%
Rental costs	11%

## Top Business Obstacles

Rent costs were clear front runner in business obstacles. From an economic development perspective, this can be interpreted as a strong, desirable location to do business. Respondents also felt that infrastructure and lack of building space were also hurdles to business growth.

Rent costs	38%
Inadequate infrastructure	26%
Access to capital	17%
Energy costs	15%
Lack of building space	13%
Funding building improvements	13%
Knowledge of local resources	7%

## Investment Plans

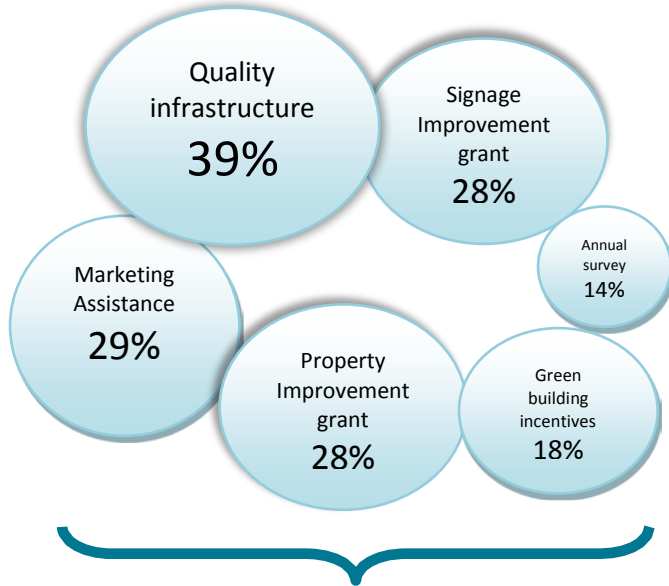


# 2015 Business Survey Results

Conducted by Winter Park Economic Development Division

## Interest in ED Programs

*High level interest only*



129 Total Responses

## Program Participation Prevention

83 respondents

- Time **42%**
- Awareness **12%**
- None **10%**
- Lack of autonomy **5%**
- Program deadlines **5%**

## Business Growth

**52%** Increasing  
**32%** Stable



**45%** of businesses surveyed plan to expand in 2 years

## Top Market Strengths

The area's high quality of life, access to customers and close proximity to home are the top reasons for attracting and sustaining business in Winter Park

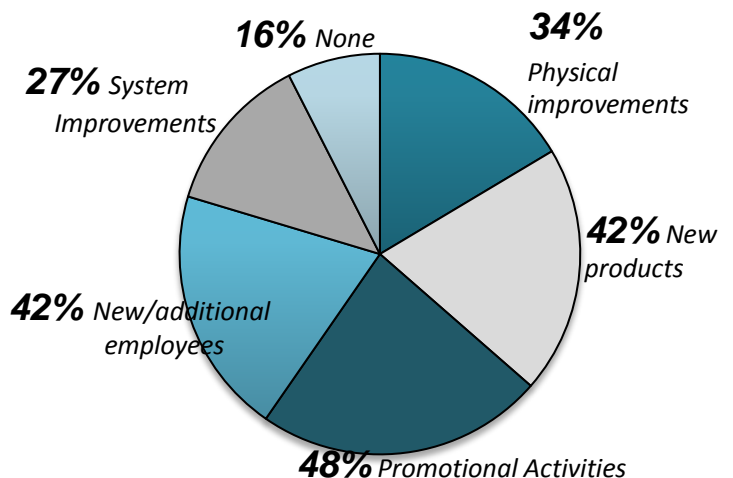
Access to my customers	72%
Proximity to home	60%
Aesthetics & cultural environment	59%
Quality of housing	16%
Traffic counts	15%
Community Leadership	13%
Recreation facilities / entertainment	13%

## Top Business Obstacles

Rent costs were clear front runner in business obstacles. From an economic development perspective, this can be interpreted as a strong, desirable location to do business. Respondents also felt that infrastructure and lack of building space were also hurdles to business growth.

Rent costs	63%
Inadequate infrastructure	35%
Lack of building space	21%
Funding building improvements	17%
Energy costs	16%
Inability to access new markets	12%
Knowledge of local resources	10%

## Investment Plans





# Economic Development Advisory Board



meeting date 11-17-15

approved by

item type ☐ Administrative  
☐ Action  
☒ Information

☐ City Manager  
☐ City Attorney  
☐ N/A

**agenda  
item**

## Subject 3b

Role of EDAB

## **motion | recommendation**

N/A

## Background

At the conclusion of the Progress Point discussion at the September 22, 2015 EDAB meeting, the board inquired as to the defined duties and scope of work that founded the Economic Development Advisory Board. The question was also posed what relationship this purpose had to the Planning and Zoning (P&Z) board. EDAB's role is defined under Chapter 2, Article III entitled 'Boards and Commissions' in the City Code which states:

*"The economic development advisory board is an advisory board and shall, after receiving such information as it deems appropriate, and following due deliberation in accordance with its internal rules and procedures, give advice and recommendations to the city commission concerning economic development. The economic development advisory board shall have the authority to establish other areas of interest that it deems relevant in the interest of the City of Winter Park and its residents with respect to quality and sustainable economic development consistent with the goals and objectives of the City of Winter Park and the Charter thereof. The economic development advisory board shall have no adjudicatory or enforcement authority."*

Additionally, EDAB has defined its role through the Economic Development Plan where it has reviewed material and made action items in accordance with its founding language. Its mission is to promote a diverse, sustainable and proactive economic environment that incorporates all elements of the City's identity, focused on community, culture, and commerce.

Also included in this section are the authorities and responsibilities of P&Z.

*"The planning and zoning board shall have such authority and responsibilities as are set out in the land development code, including the provisions in chapter 58 of the City Code, and section 58-88 et seq., of the Code. The procedures that the planning and zoning board shall abide by are those set out in the city's land development code, subject to the requirements of Florida law with respect to quasi-judicial proceedings involving land use decisions. By this reference, this section is incorporated into the city's land development code."*

For reference, select portions of Ordinance 2843-11 are attached for review which outlines the responsibilities of advisory boards.



## **ORDINANCE NO. 2843-11**

**AN ORDINANCE OF THE CITY OF WINTER PARK, FLORIDA CONSOLIDATING CITY BOARDS AND COMMISSIONS, DEFINING THE DUTIES OF BOARDS AND COMMISSIONS OF THE CITY OF WINTER PARK, AND AMENDING OR REPEALING CERTAIN ORDINANCES AND RESOLUTIONS RELATING TO SUBSIDIARY BOARDS AND COMMISSIONS; PROVIDING FOR CODIFICATION, CONFLICTS, SEVERABILITY AND AN EFFECTIVE DATE.**

**WHEREAS**, the City of Winter Park has at this time several ordinances and resolutions regarding City boards and commissions that are codified in several sections of the Code of the City of Winter Park; and

**WHEREAS**, the City has the authority under the City Charter, Section 2(b), Article VIII of the State Constitution, and Section 166.021(1), Florida Statutes, to exercise any power for municipal purposes except where expressly prohibited by law; and

**WHEREAS**, the City Commission has determined that it is in the interest of the residents of Winter Park and other persons doing business with the City to provide for a uniform and comprehensive division within the City Code, to the extent allowed by law, concerning all subsidiary boards and commissions of the City, and to provide for a consolidation of the rules pertaining to such boards.

**NOW, THEREFORE, THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA, HEREBY ORDAINS AS FOLLOWS**

Section 1. Recitals. The recitals set forth above are hereby adopted and incorporated by reference.

Section 2. Replacement of Chapter 2, Article III. Except for Sections 2-81(b) (which shall be renumbered as 2-81), and Sections 2-90 through 2-100, and Sections 2-104 through 2-120, Chapter 2, Article III entitled "Boards and Commissions" in the City Code is hereby repealed, and is replaced with the following provisions:

### **DIVISION ONE**

#### **Establishment of City Boards**

- a. Establishment of City Boards. There shall be established in this Division all boards of the City of Winter Park. If a board is required to be in existence by Florida Statute or City Charter, the section providing for the board shall so provide, as well as any special requirements. If, by Florida Statute or Charter there is a requirement with respect to the board that is different than the general rules in this Chapter and Article, then the requirements of State statute and the Charter shall control.

- b. List and Size of Boards Established. The following boards and number of members are established. The general requirements are specified in Division Two herein and the board specific requirements are specified in Division Three. Unless the City Charter or state law requires a different number of members, each board shall have seven members and one alternate member, although boards that had more than seven members prior to May 9, 2011, shall continue to have the greater number of members plus one alternate, as shown hereinafter:
1. Board of Adjustments
  2. Civil Service Board
  3. Code Enforcement Board (which also sits as the Nuisance Abatement Board)
  4. Community Redevelopment Agency
  5. Community Redevelopment Advisory Board
  6. Construction Board of Adjustments and Appeals
  7. Economic Development Advisory Board
  8. Environmental Review Advisory Board – Nine members, one alternate
  9. Ethics Advisory Board
  10. Historic Preservation Board
  11. Housing Authority Board
  12. Independent Personnel Review Board
  13. Keep Winter Park Beautiful Advisory Board – Eleven members, one alternate.
  14. Lakes and Waterways Advisory Board
  15. Parks and Recreation Advisory Board
  16. Pedestrian and Bicycle Advisory Board
  17. Planning and Zoning Board
  18. Public Art Advisory Board – Eleven members, one alternate.
  19. Tree Preservation Board
  20. Utilities Advisory Board – Nine members, one alternate.
  21. Winter Park Firefighters Pension Board
  22. Winter Park Police Officers Pension Board

## **DIVISION TWO**

### **General Rules Applicable to Subsidiary Boards of the City of Winter Park**

- a. Date of Appointment of Members. With the exception of the Civil Service Board, the members of all boards of the City shall be appointed by the Mayor, subject to the approval of the City Commission, at the first Commission meeting in May of each year or as soon thereafter as possible and such members shall be seated at the first meeting following May 31<sup>st</sup>. The members of the Civil Service Board shall be appointed in December and be seated effective the third Tuesday in January.
- b. Removal of Members. Members of City boards shall serve at the will of the City Commission and shall be subject to removal at any time, with or without

cause, by a majority vote of the City Commission. This provision is intended to be supplemental to, and not in conflict with, the provisions of Section 112.501, Florida Statutes, which concerns the procedure for removal or suspension of a member of a municipal board for cause. In instances when a member is removed for cause, the procedures in Section 112.501, Florida Statutes shall apply.

- c. Resignations. Members of all boards shall be entitled to resign at any time by delivery of written notice thereof to the City Commission.
- d. Quorum. A quorum shall be a majority of the total board membership physically in attendance at a meeting.
- e. Applicability of Rules of Ethics. No member shall take any action or vote if such vote or action is prohibited by a standard of conduct or voting conflict of interest as defined or prohibited in the Code of Ethics for Public Officers and Employees stated in Chapter 112, Florida Statutes, or if such action or vote is in violation of the Code of the City of Winter Park.
- f. Vacancies. The Mayor, subject to approval of the City Commission, shall promptly fill all vacancies, including alternate members, occurring on City boards. A vacancy shall be filled for the unexpired term of the member whose term becomes vacant.
- g. Alternate Members. An alternate member may always participate in board discussions subject to the rules adopted by each board for the conduct of meetings and member discussion at meetings. Unless a member of the board is absent, an alternate member may not make motions or cast a vote at a meeting. However, if a member of the board is absent, then at such meeting where the member is absent, an alternate may make motions and cast a vote in the stead of the absent member. In the event a regular member of a board is removed from office or vacates his or her office prior to the end of the appointed term, the alternate of said board, will automatically advance to the vacated position for the remainder of the regular term without additional action of the City Commission. If there is no alternate, the Mayor shall appoint subject to Commission approval.
- h. Exception to Automatic Advancement. If a vacancy occurs in a board position within sixty (60) days before the end of the term of the member, the position shall remain vacant until filled as part of the regular appointment process by which the Mayor shall appoint the member, subject to the approval of the City Commission, at the first Commission meeting in May of each year.
- i. Representation By Member of Third Parties. No member of a board shall represent a third party in any proceeding before such board to which the member belongs.
- j. Role and Responsibility of Members of Subsidiary Boards of the City of Winter Park. Members of subsidiary municipal boards shall have such authority as provided by law, including ordinances of the City of Winter Park and the City Charter. No member of a board shall exceed his or her delegated authority, and except to the extent Florida law or an ordinance or Charter provision expressly requires the board to perform an adjudicatory function as a quasi-judicial board, the function and duty of each subsidiary board and the

members of those boards is limited to acting in an advisory capacity only, by which the members of the various City boards are authorized to receive and gather information, attend board meetings, and apply their best efforts to render advice and recommendations to the Commission of the City of Winter Park in the interest of the City and its residents. Although City boards may make recommendations concerning provisions of the City Code, no member of a City board shall, by virtue of such office, have the authority to represent the City of Winter Park in any action to enforce the City Code or any provision thereof.

- k. Term In Office and Reappointment. Unless otherwise required by Florida Statutes or City Charter, each member of the City's boards shall have an initial term of three (3) years in office and may be reappointed to one (1) additional consecutive three (3) year term. Following a break in service of at least one (1) year, a former member may be appointed again to the same board subject to the limitation expressed herein, that the term shall be for three (3) years with an opportunity to be reappointed for one (1) three (3) year term immediately following the expiration of the initial three (3) year term. For good cause shown, the Mayor may waive this term limitation, subject to approval by majority vote of the Commission.
- l. Attendance, Participation By Telephone, and Procedures If There Is Lack Of A Quorum. Each member of a City board shall be automatically terminated from the board if the member misses three (3) consecutive meetings, or if the member is absent from more than fifty percent (50%) of the scheduled meetings of the board in any twelve (12) month period. Each member of a City board may participate in a meeting by telephone if he or she gives good cause for the need to appear by telephone, and in such instances the appearance by telephone shall be counted as the member being present at the meeting. However, a member participating by telephone may only vote if a physical quorum is present at the meeting, and votes and other action may not be taken at a meeting unless a quorum of members is physically present at the meeting. Notwithstanding, if a quorum is not physically present, the members who are in attendance may vote to adjourn the meeting for lack of a quorum. And, so long as a meeting is properly noticed and is in compliance with the requirements of the Sunshine Law, less than a quorum of a board may meet for purposes of discussion so long as there is no action or vote taken at such meeting.
- m. Evaluation Process. Each City board shall make provision for an annual self-evaluation process by which it and the individual board members are evaluated, and the activity and accomplishments of each board shall thus be annually evaluated and reported to the Commission. The City Manager shall work with the presiding officer or designee of each City board to insure that the report concerning the evaluation of each board member and each board is presented to the City Commissioner prior to the first day of April each year to insure that the information is available before the annual appointment of members at the first meeting in May of each year. The City Manager shall develop a standard City form and format for evaluations that will be used for

- each subsidiary board of the City. The City Manager shall recommend the evaluation instrument and format and the City Commission shall approve the same with such revisions as the Commission determines may be appropriate.
- n. Task Forces. The City Commission may, from time to time, establish a task force for the study of a particular issue. A task force established by the City Commission will have a limited scope of responsibility and will address only the issue or issues designated, and following the study of such matters shall report the findings of the task force to the Commission with recommendations. Unless otherwise established by the City Commission or extended by action of the Commission, no task force shall continue in existence beyond one hundred eighty (180) consecutive calendar days following the effective date of the decision, Resolution or Ordinance providing for the establishment of the task force.
- o. Sunset Of Boards Unless A Board Is Required By Statute Or Charter. Except for those boards that are required to be in existence pursuant to Florida Statute or City Charter, each City board shall sunset and terminate every five (5) years following May 1, 2011, unless the board is renewed by a majority vote of the Commission. This will allow the Commission to evaluate the effectiveness and need for the particular board on a regular basis. Notwithstanding this provision, any advisory board may be terminated at any time by a majority vote of the City Commission, unless such board is required by Florida statute or charter. The following quasi-judicial boards will not sunset: Board of Adjustments; Planning and Zoning; Construction Board of Adjustments and Appeals; Code Enforcement; Civil Service; Lakes and Waterways Advisory Board (to the extent it hears stormwater fees appeals); Historic Preservation Board (to the extent it acts in a quasi-judicial capacity with respect to recommendations for or against rezonings, demolitions, developments, lot splits, lot consolidations or conditional uses that could impact historic resources identified in the Florida Master Site File survey of the City of Winter Park, reviews applications for certificates of review for designated landmarks, resources and property within designated districts, or approves variances appropriate for the preservation of historic resources in conjunction with applications for certificates of review); and the Tree Preservation Board (to the extent it sits as a quasi-judicial board with respect to the consideration of applications for tree removal permits and appeals to the Tree Preservation Board from any denial of an application or any of the conditions attached to the approval of a tree removal permit, or to the extent it sits as a quasi-judicial board with respect to the recommendation of modification of building plans or variances regarding the preservation of protected trees, or the waiver of up to a maximum of five parking spaces for the purposes of preserving existing protected trees). Additionally, without first complying or satisfying legally imposed conditions, the Community Redevelopment Agency and the Housing Authority may not be abolished.
- p. Expenses and Reimbursement. No member of any board shall receive a salary or fee for service as a member. However, the City Manager may authorize reimbursement of necessary expenses for travel, per diem or other expenses if

the same are documented in advance and approved by the City Manager in writing in advance of the member incurring such expense while on official business for the City, it being a requirement that no expense will be reimbursable unless it is reasonably related to City business performed by a member of a subsidiary board of the City of Winter Park.

- q. Internal Rules of Conduct. Each board shall adopt such rules as are necessary to the conduct of its business. Each board shall elect a chair and vice chair from its membership on an annual basis. All meetings of the board shall be in accordance with the Sunshine Law, Section 286.011, Florida Statutes, and the records thereof shall be public records as required by Chapter 119, Florida Statutes, unless the record is specifically subject to a statutory exemption. The City Manager, City Attorney and/or a designated City staff member shall be reasonably available upon request to provide technical support and advice to assure each board that it is operating in conformance with the requirements of law. Each board shall be responsible to keep minutes of its proceedings as required by law, showing at a minimum the date, time and place of the meeting, members physically in attendance, appearing by telephone, and absent, and also showing each matter discussed, moved, and voted upon. The records of each matter voted upon shall show the vote of each member on each question, and those members absent or abstaining or otherwise failing to vote. All of such records shall be kept, and the minutes and records of official actions shall be public records and retained in the office of the City Clerk.
- r. Residency Requirement. Unless non-residency in the City of Winter Park is a requirement of the City Charter, Florida Statutes or Division Three hereof, the Mayor shall show preference to residents of the City of Winter Park for appointments to City boards.
- s. Provision Of Legal and Staff Services. To the extent not specifically mentioned in Division Three of this Chapter and Article, a subsidiary board of the City of Winter Park may request from the City Manager that the City Manager direct staff or the City Attorney to provide technical and legal support to the board with respect to such matter or matters that may be identified by the board.
- t. Frequency Of Meetings. Unless otherwise provided with respect to a specific board of the City of Winter Park, each board shall provide in its internal rules of procedure the frequency and schedule for its meetings. The board shall notify the City Clerk and City Manager in writing with respect to the schedule of meetings established by such board. Unless a board determines otherwise for good cause, it shall meet monthly. However, if it is not necessary to hold monthly meetings to conduct the business of the board, the board shall provide for an alternative schedule of meetings.

### **DIVISION THREE** **Description of City Boards**

- a. Divisions One and Two Apply To All City Boards. Except as otherwise provided in this Division, the Charter, or Florida Statutes, the requirements

- (C) Willful and deliberate disregard of, or violation of the City's Code, including its Building Code, or of any state statute concerning contractor licenses.
  - (4) Incorporation Into Building Code. The requirements and procedures set out in the City's Building Code (Chapter 22 of the City Code) shall apply to the conduct of the business of the Construction Board of Adjustments and Appeals. All activity of this Board shall be as set out in the City's Building Code, subject to the requirements of this Article. By this reference this section is incorporated into the City's Building Code.
  - (5) Building Official and Procedures For Appealing Decisions Of the Building Official. The position of the building official of the City of Winter Park, the scope of his authority on behalf of the City, and the procedures for filing an appeal from a decision of the building official are established in the City's Building Code, Chapter 22 of the City Code.
- h. Economic Development Advisory Board. Pursuant to the authority of the City Commission, there is established within the City of Winter Park, an Economic Development Advisory Board, subject to the following provisions:
- (1) Membership. The number of members and the procedures for appointment thereof shall be in accordance with the provisions in Divisions One and Two of this Article. The Winter Park Chamber of Commerce President shall be requested to serve as a member of the Economic Development Advisory Board.
  - (2) Advisory Board. The Economic Development Advisory Board is an advisory board and shall, after receiving such information as it deems appropriate, and following due deliberation in accordance with its internal rules and procedures, give advice and recommendations to the City Commission concerning economic development. The Economic Development Advisory Board shall have the authority to establish other areas of interest that it deems relevant in the interest of the City of Winter Park and its residents with respect to quality and sustainable economic development consistent with the goals and objectives of the City of Winter Park and the Charter thereof. The Economic Development Advisory Board shall have no adjudicatory or enforcement authority.
  - (3) Procedures. The procedures and rules for operation of the Economic Development Advisory Board shall be in accordance with the general requirements stated in Divisions One and Two of this Article.
- i. Environmental Review Advisory Board. Pursuant to the authority of the City Commission, there is established within the City of Winter Park, an Environmental Review Advisory Board, subject to the following provisions:
- (1) Membership. The number of members and the procedures for appointment thereof shall be in accordance with the provisions in Divisions One and Two of this Article.



# Economic Development Advisory Board



meeting date 11-17-15

approved by

item type ☐ Administrative  
☐ Action  
☒ Information

☐ City Manager  
☐ City Attorney  
☐ N/A

**agenda  
item**

## Subject 3c

EDAB Plan review

## **motion | recommendation**

N/A

## Background

During the 2014-2015 year, EDAB and staff coordinated on a number of projects and discussion topics aimed at evaluating and improving the local economic development landscape. The following EDAB project brief outlines this past year's projects and begins the project discussion for the 2016 calendar year.

Staff is requesting discussion on the 2014-15 project/discussion list and review of the project slated for the 2016 year. It is expected this item will return at the next EDAB meeting for formal approval.



# EDAB Project Brief 2014 - 2015

Economic Development Division, 401 Park Avenue South, Winter Park, FL 32789 November 17, 2015  
[www.cityofwinterpark.org](http://www.cityofwinterpark.org)

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## Background

Economic development is an important component to any community. Understanding how the components of development affect the city is critical to the balance of quality of life and sustainable business opportunities. With this understanding, the City Commission established the Economic Development Advisory Board. Serving at their pleasure, EDAB's main focus is to provide recommendations to the City Commission.

The following brief outlines goals from the EDAB plan year one as well as interrelated discussions and recommendations. The brief additionally highlights several projects, evaluating its outcomes, and what that means to the city. This snapshot encourages future discussion on subjects within and outside the economic development plan.

## Economic Development Advisory Board Mission

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*"...promoting a diverse, sustainable, and proactive economic environment that incorporates all elements of the City's identity, focused on community, culture and commerce."*

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A mission statement articulates the organization's reason for existence. For EDAB, its mission defined by both the City Commission and the Economic Development Plan. Defined in the 2014-2015 plan, EDAB should promote a diverse, sustainable and proactive economic environment that incorporates all elements of the City's identity, focused on community, culture and commerce.

## EDAB Economic Development Plan 2014-15

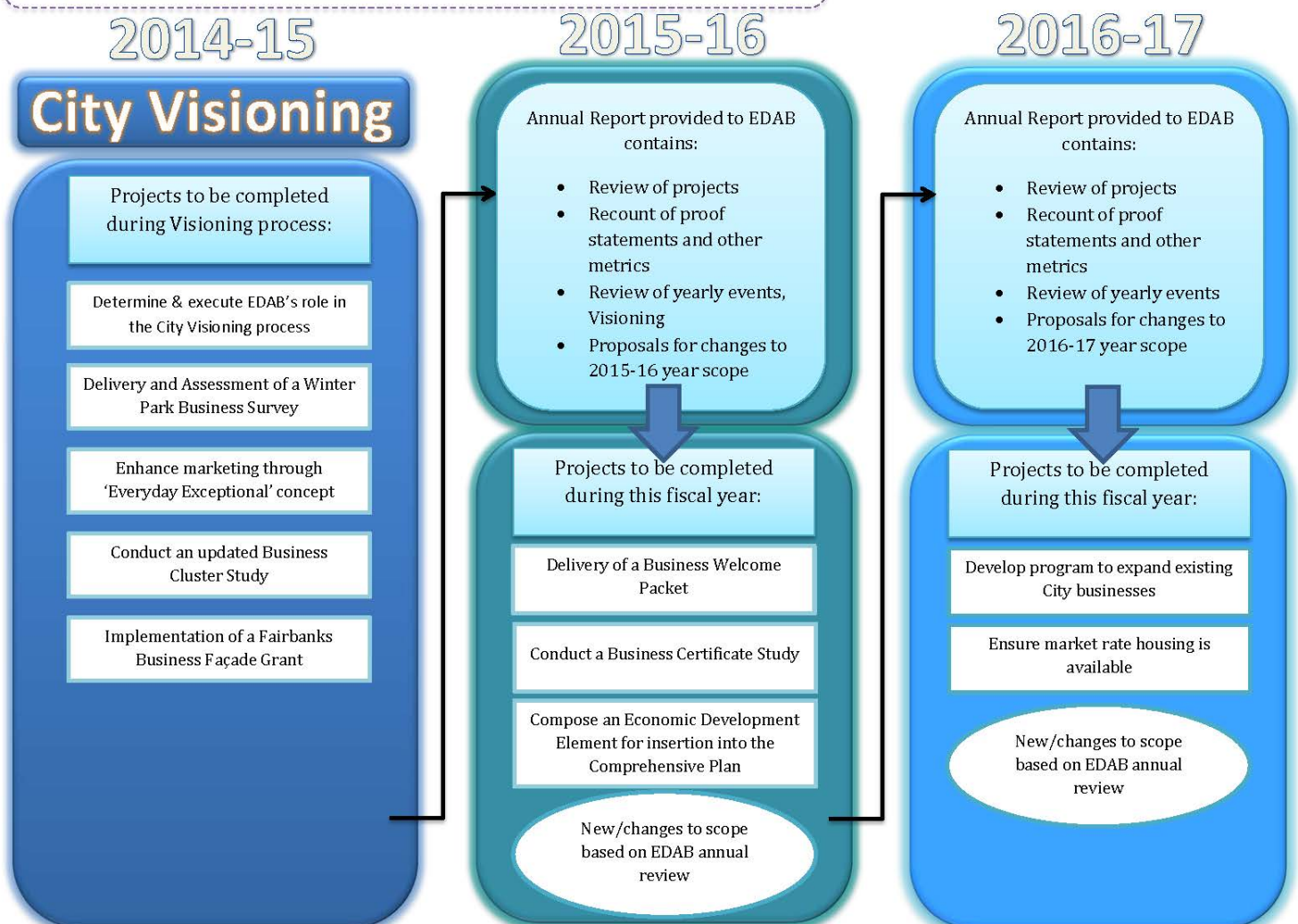
An economic development plan provides an operational framework to guide direction and discussion on board initiatives. By presenting three, 1-year plans for implementation, it provides direction, but allows for flexibility given the ever-changing economic climate. This is also valuable as the visioning process comes to a conclusion.

*"The structure's intent is to provide direction, but allow for flexibility given the ever-changing economic climate."*

Year one of the plan was also formatted during the initial stage of the 'City Visioning' process. As a response, EDAB has incorporated the visioning mission into its strategy. While running parallel to the visioning process, the board has made great strides in completing its year one goals. The board has successfully implemented the Fairbanks Business Façade Grant and business survey which will be used on upcoming projects.

The Diagram represents three, 1-year outlooks as direction for implementation of the Economic Development Advisory Board's 3 year plan. This structure's intent is to provide direction, but also allow for flexibility and review as the City moves beyond its Visioning process.

## EDAB 3 Year Plan



## Plan Projects

At the beginning of 2015, EDAB and staff established 5 projects for implementation. Provided below is a brief status update of those projects.

Project	Status	Next Steps	Notes
Role in Visioning	Ongoing		Two of EDAB's eight members are on the steering committee assisting in driving the message. Status reports are given with regularity to the board.
Winter Park business survey	Complete	Develop a workplan to address issues	Work plan is currently in development.
Marketing through 'Everyday Exceptional'	Replaced by visioning	None	
Business Cluster Study	Not Done	Do (not) consider for 2016 projects	This studies intent was to update the 2009 cluster study for trend analysis and economic development programming opportunities.
Fairbanks Business Façade Grant	Complete		Grant was met with limited success.

## Determine & Execute EDAB's role in the City Visioning Process

Since June, staff has worked with a Colorado based planning firm LoganSimpson on implementation of the city's visioning strategy. The project's intent is to shape the way Winter Park thinks about its future. The end game will use the vision as a guiding path towards future decision making. During the exercise, visioning calls for the process to be as inclusive as possible, raising the highest possible awareness and participation. Understanding the major role economic development plays on Winter Park, EDAB's position was to determine and execute a role to ensure economic development related items such as changing demographics, spending trends and lifestyle choices were considered. Currently, the visioning steering committee has two members of EDAB on the 24 member board. This process is set to be completed Spring/Summer 2016.



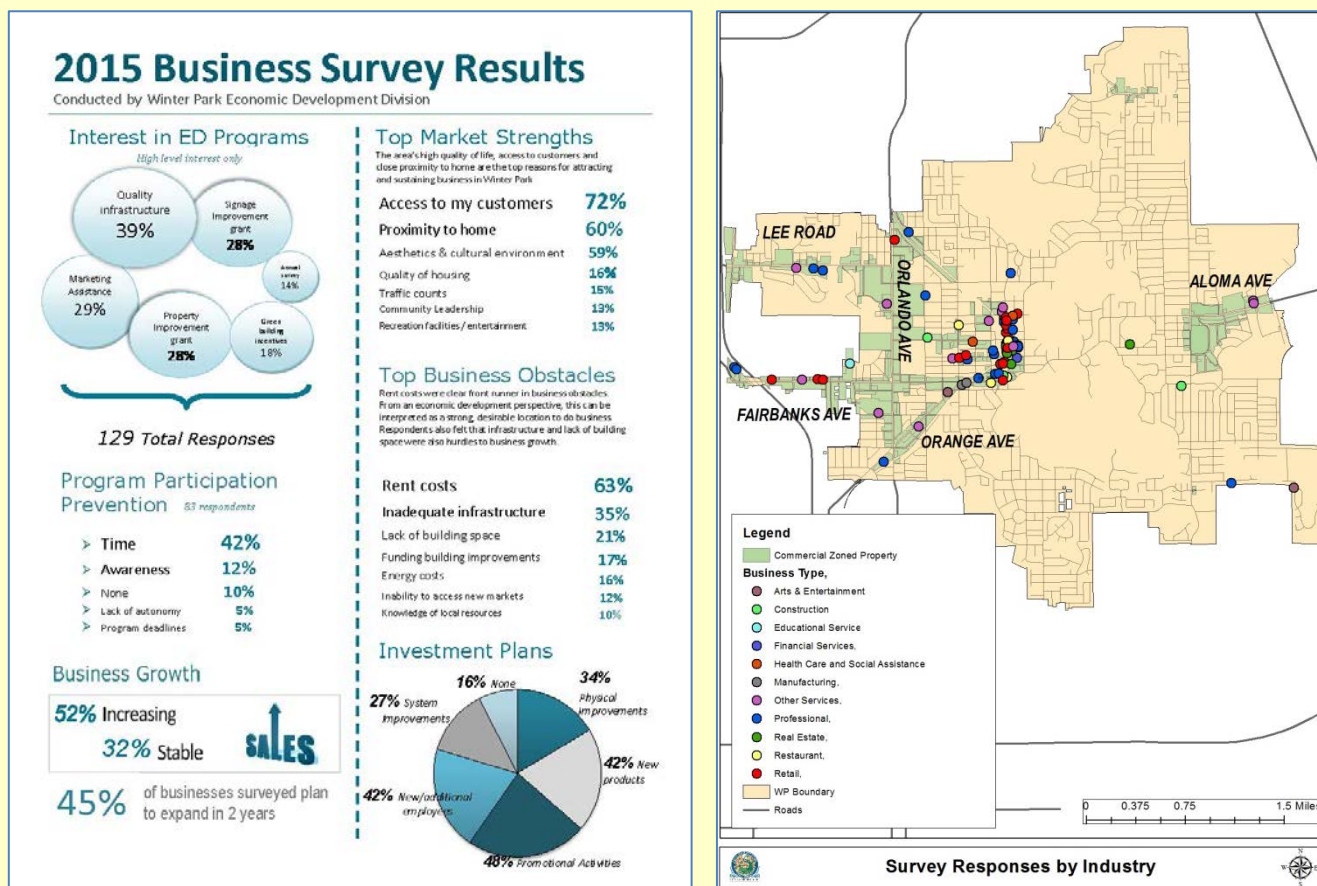
## Complete a Winter Park business survey

At the March 17<sup>th</sup> EDAB meeting, the board approved the dispersal of a business survey with the intent of assessing local economic conditions and using the results to assist in the discussion of future economic development policies/programs. To conduct this survey, staff sent 3x5 cards via mail to every registered business in the city using business certificate data. Business owners were directed to respond to the survey online at [www.cityofwinterpark.org/edsurvey](http://www.cityofwinterpark.org/edsurvey) or by contacting staff for a paper copy. Staff also coordinated with the Chamber of Commerce, Orlando Sentinel, Building and Permitting Department and by dropped off cards in person.

Staff spent April through July raising awareness, distributing and collecting responses. The business survey closed on July 1<sup>st</sup>. Staff received 137 responses, or approximately 5% of total businesses in Winter Park. After cleaning the data of duplicates and incomplete responses, 129 were recorded.

Based on the information provided, a number of conclusions can be inferred:

1. Overall, the response size is in concert with the industry composition of Winter Park at the proportional level.
2. The city should continue to invest in the qualitative elements of Winter Park such as quality of life and high quality infrastructure.
3. Current programs and policies, while not all encompassing, are consistent with the needs of business owners.
4. A limited response level comments on strong economic conditions overall. It is not a priority to comment or criticize local conditions when businesses are performing well.
5. Develop a work plan to address issues stated by businesses at the individual level.



## Enhance marketing through 'Everyday Exceptional' concept

Created in 2011, the intent of the 'everyday exceptional' concept was meant to bolster the proposed business improvement district in the downtown area. In early EDAB discussions, the proposal was an attempt to revive this concept as an opportunity to enhance current marketing for Winter Park under one banner. However, during this time the Vision Winter Park project and logo have served this purpose fulfilling the obligations of this project.



## Conduct an updated Business Cluster Study

The development of competitive industry clusters is one of the key generators of regional wealth. The 2009 Business Cluster Study proved to be valuable in identifying such clusters in the community. From a data perspective, the intent of this project was to update the information to compare, contrast, and analyze for new economic development opportunities. Due to staff limitations and time allotment this project is still in its beginning phase. The project is expected to roll over into EDAB Plan year two, or calendar year 2016.

## Implement a Fairbanks Business Façade Grant Program

West Fairbanks has been identified as a major corridor in Winter Park. There has been significant investment with the installation of sewer lines, light posts and other infrastructure improvements. It has also been analyzed by an Urban Land Institute (ULI) TAPS panel. This program reflects a recommendation made by the TAP panel in 2012. The intent of the program is to incentivize property and business owners to reinvest in the exterior of their buildings with a primary focus on what can be seen from the public right-of-way. The program encourages a partnership between the local business and municipality as a 75%/25% matching grant up to \$5,000. Eligible enhancements focus on hardscape improvements including, but not limited to, storefronts, signs and painting. Examples of ineligible improvements include roofs, landscaping and other personal property and equipment. EDAB approved this program at their meeting on October 21, 2014.

The Economic Development Division received several formal inquiries into the program, but solicited only one application and one contract. However, said agreement was met with effectiveness as the property at 1888 W. Fairbanks Avenue is now a high quality retail/restaurant seafood vendor called Lombardi's. The proposed program assisted Mr. Mike Lombardi in facilitating the financial needs required to redevelop the property. Early estimates project a 31% jump in the assessed value of this property.

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*"Working with the City of Winter Park and their ED team couldn't have been easier. They have a fundamental understanding of the importance of new investment and creative ways of helping businesses grow. We can't wait to partner again!" Mike Lombardi*

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## Additional Analysis

Community development is a living, breathing entity. As a result, other relevant discussion topics arose from EDAB's discussions that required some research. This section discusses these topics and highlights the major points of the board's conversation.

### Tax Burden Analysis: Ravaudage Case Study

Winter Park's tax base is roughly-three-quarters residential. In multiple meetings, EDAB questioned the viability of what increasing the commercial tax base actually means. Using the Ravaudage proposal as a case study, staff examined how it can impact the overall tax base and what that means to the ratio of resident to commercial tax burden.

In short, an estimated \$194.6 million in taxable value from the Ravaudage development shifts the commercial tax base from 18% to 22%. While not accounting for ad valorem adjustments over time, this means approximately \$48 million in commercial taxable value is needed to shift the tax burden 1% point. This is roughly equivalent to one Winter Park Village development, 6 Suntrust plaza buildings (400 Park Avenue South), or 28 4-Rivers Smokehouse restaurants.

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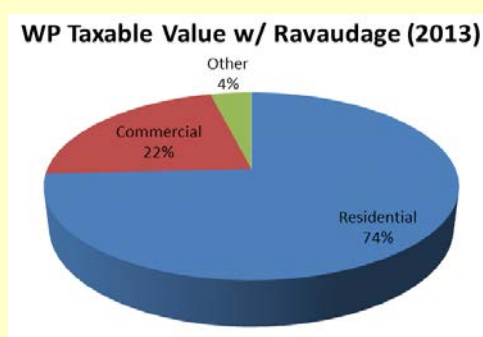
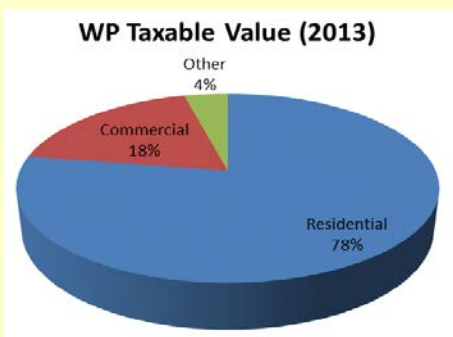
*"to move the tax burden  
1% point...is roughly  
equivalent to one Winter  
Park Village  
development"*

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Winter Park Taxable Values (2013)

	TAXABLE VALUE	RAVAUDAGE	TOTAL
Residential	\$3,329,553,936		\$3,329,553,936
Commercial	\$ 793,000,624	\$ 194,658,480	\$ 987,659,104*
Other	\$ 171,188,919		\$ 171,188,919
Total	\$4,293,743,479		\$4,488,401,959

Source: Orange County Property Appraiser





## Intensity Studies

The city's commercial corridors are often a point of interest for citizens and board members alike. The Fairbanks and Orlando Avenue studies examine existing conditions from a planning and land use perspective to assist in the conversation regarding future development. The studies themselves are not intended to support any direction regarding development policy. Instead, they were developed to better assist the conversation on the impact the city's commercial corridors overall.

### Fairbanks Avenue

In August 2014, the board reviewed a study completed by graduate students at the University of Central Florida. It examined current zoning, building value, intensity and utilization with the purpose of understanding the area's opportunities and constraints.

The resulting analysis suggested many of the properties on Fairbanks Avenue were underutilized from a land use perspective opting to propose working with multiple property owners to maximize Fairbanks' potential.

### Orlando Avenue

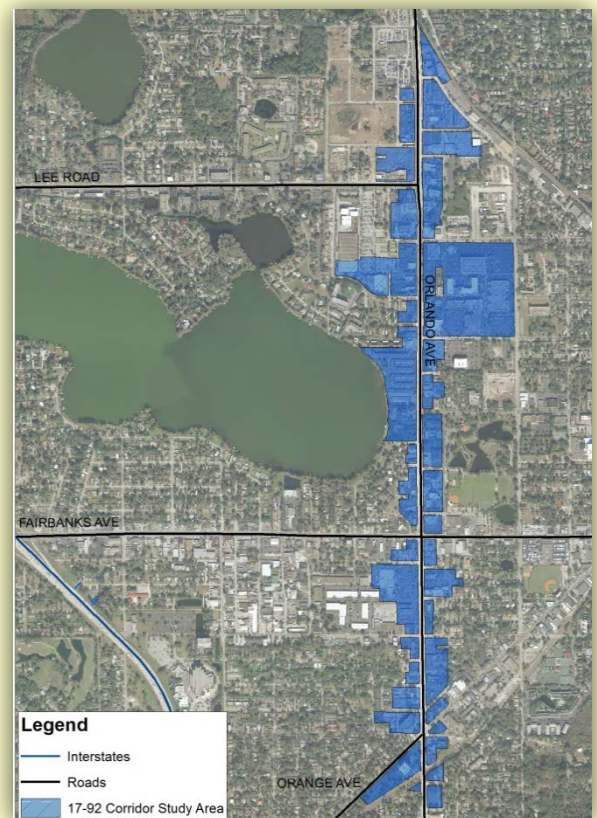
In February 2015, staff presented a similar report, focusing on Orlando Avenue (U.S. 17-92). In addition to the categories in the Fairbanks study, the Orlando Avenue looked at 7 additional groupings including sales comparisons and parcel size as part of its existing conditions analysis.

The resulting analysis suggested the corridor will continue to be a focus for realtors. With 17% of the properties sold in the past 5 years, higher leasing and price per square foot rates than the regional average, Orlando Avenue continues to be a high priority in the market.

Both studies also evaluated density from a financial perspective. The board subsequently commented on what that means from a level of service perspective. Namely, does maximizing Fairbank's potential also increase the level of service for local roads, utility and safety services, and to what extent?



Fairbanks Avenue Study Area



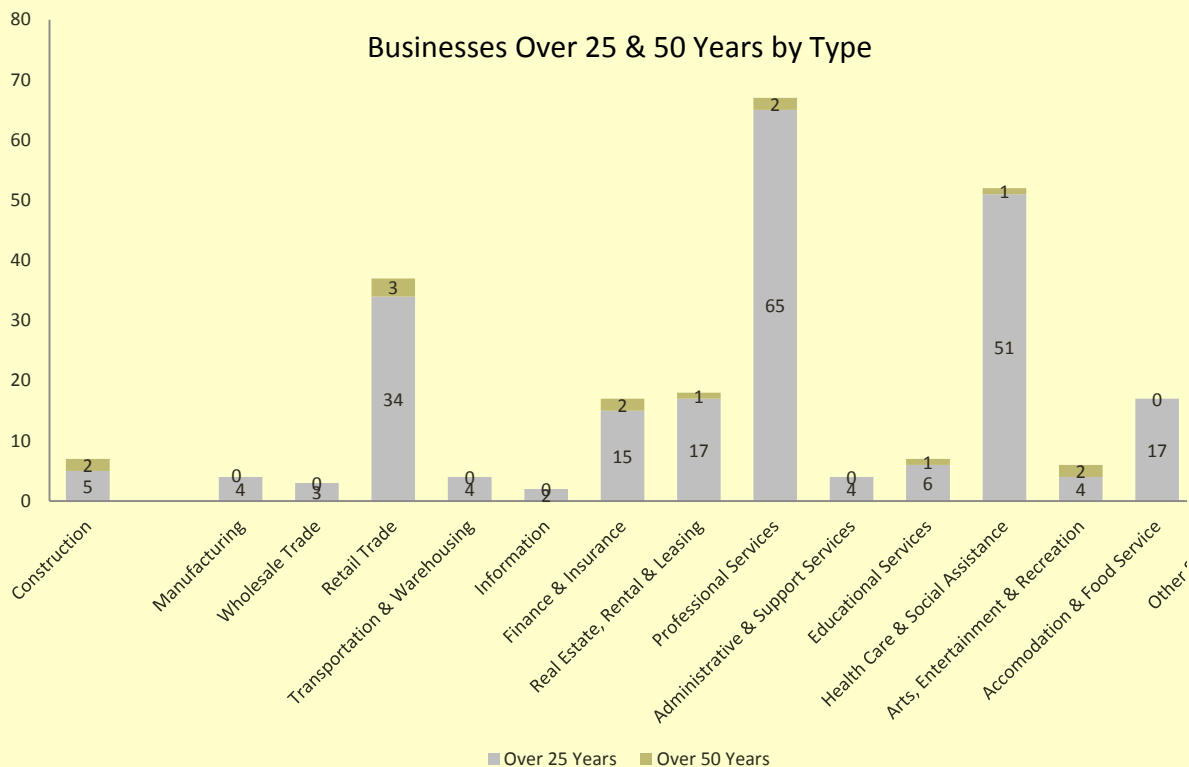
Orlando Avenue Study Area

## Business Longevity Study

Economic development is about more than just bringing in new jobs. It's also about supporting existing businesses and their growth. Local, successful businesses are a cornerstone to any sustainable economy. Recognizing that, EDAB researched local business data to find hundreds of local businesses operating for extended periods of time within city limits. The study's aim is to lay the background for discussion on a potential business recognition program for long standing businesses within the City of Winter Park.

According to the national average, only 3 of 10 businesses will survive more than 10 years. Winter Park has almost 300 businesses in operation dating back to at least the late 1980's. The city's most prominent long lasting firms have been in the professional services, social and health care fields (46% of total). According to Florida's Department of Economic Opportunity, jobs in these fields are ranked first and third respectively in wages per hour. They are also expected to grow 16% and 27% over the next eight years in Orange County. The resulting information suggests Winter Park has a number of long standing businesses that yield high wage jobs that are expected to grow in the coming years. This study speaks to the vibrancy of Winter Park as a great place to have your business, spend a weekend and what makes the Winter Park business community and overall quality of life exceptional.

On July 23, 2015, Staff with the Chamber of Commerce developed a program for recognizing businesses for their outstanding accomplishment. Titled, *A Salute to Business* firms were congratulated by the Mayor and others who thanked them for their years of investment in Winter Park.



## City-owned property - Progress Point

A Notice of Disposal (NOD) was sent out for the purposes of soliciting proposals on a city-owned property called Progress Point. Staff and Board members discussed options for the property, concerns regarding the surrounding properties, the future of Palmetto Ave, the economic feasibility of a for-profit senior living facility on Orange Ave., and parking requirements for the area. Board expressed concern that there are not enough senior housing options to fill the need for this area. Staff will have a better idea of the PD for the property and have more direction at the next meeting.

At a following meeting, Staff provided information relating to the economic feasibility of the proposal including estimates on tax base, special assessment payments, and job creation. Staff asked the Board to recommend taking the proposal forward to the Commission for final approval from an economic perspective. The Board felt the proposal was consistent with previous conversations regarding potential uses of the property.

## Real estate broker services

Staff requested input from the Board regarding the possible need of a Commercial Broker to assist in publicizing property that is available for purchase and/or development within the area. The Board commented on the various purposes of this service, but no formal recommendation was made. At this time, conversations remain ongoing at staff level.

## Historic preservation

In August 2015, staff provided information related to the latest revision of the historic preservation ordinance under review by the Historic Preservation Board. As part of this ordinance, staff requested EDAB to comment on historic preservation incentives and their impact. Staff provided four types of incentive categories including educational, promotional, development and financial. The Board felt that historic preservation is important, but should imply a balance between property rights and preservation. Consensus by the board also determined that any financial incentive or abatement would lessen contributions to the general fund and revenues would need to be supplemented elsewhere. No formal action has been taken to date.

## MAJOR PROJECTS: YEAR TWO

Year two projects builds off the efforts of year one providing further advancement on marketing and data collection. Re-examining the business welcome package further promotes community character and livability by marketing the city and its assets to the business community. It also introduces the new business to the city's Economic Development Team. Using the business survey and business certificate data, year two's business certificate study is to evaluate business closures, retention rates and emerging firms. Data sets in year one and two will also provide a policy action by including an Economic Development Element into the city's comprehensive plan. Elements in the plan require quality data to support the policies set forth, and provide a basis for the direction of economic development of Winter Park.

### Promote and Enhance Community Character and Livability

Re-examine a Business Welcome Package for new business

#### Intended Outcomes:

- ✓ Review and evaluate the contents of the drafted 2012 business packet.
- ✓ Work with staff to establish identification and notice system for new businesses coming to the city; distribute package.

### Target and Grow Business Clusters

Conduct a business certificate study

#### Intended Outcomes:

- ✓ Quantify retention rates, business start-ups, closure, target industries and emerging firms.
- ✓ Use data for monitoring, marketing and tracking trends.

### Promote Redevelopment and Grow the Tax Base

Discuss and compose an Economic Development Element for consideration into the city's Comprehensive Plan

#### Intended Outcomes:

- ✓ Gain support for an economic development element in the comprehensive plan.
- ✓ Generate an element that ensures smart growth in the city.

# Economic Development Advisory Board



meeting date 11-17-15

approved by

item type ☐ Administrative  
☐ Action  
☒ Information

☐ City Manager  
☐ City Attorney  
☐ N/A

**agenda  
item**

## Subject 3d

City updates

## **motion | recommendation**

N/A

## Background

Based on board request, Staff will be providing updates relative to city initiatives including historic preservation, the progress point property and visioning.

RESOLUTION NO. \_\_\_\_\_

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA, ACCEPTING RECOMMENDATIONS FOR INCENTIVES FOR HISTORIC PRESERVATION FROM THE HISTORIC PRESERVATION BOARD.**

**WHEREAS**, there are located within the City of Winter Park historic sites, areas, structures, buildings, improvements and appurtenances, both public and private, both on individual properties and in groupings, that serve as reminders of past eras, events, and persons important in local, state and national history; or that provide significant examples of past architectural styles and development patterns and that constitute unique and irreplaceable assets to the City; and

**WHEREAS**, the City Commission recognizes that the sites and properties of historical, cultural, archaeological, aesthetic and architectural merit contribute to the public health, welfare, economic well-being and quality of life of the citizens of Winter Park; and

**WHEREAS**, Chapter 58, Article VIII. Historic Preservation includes monetary and non-monetary incentives for historic preservation; and

**WHEREAS**, as directed by the City Commission of the City of Winter Park, the Winter Park Historic Preservation Board is recommending additional monetary and non-monetary incentives to encourage and support historic preservation;

**NOW, THEREFORE**, be it resolved by the City Commission of the City of Winter Park, Florida that:

The City Commission of the City of Winter Park hereby supports and endorses the recommended incentives for historic preservation from the Historic Preservation Board in Exhibit A, subject to additional policy implementation and funding.

**ADOPTED** at a regular meeting of the City Commission of the City of Winter Park held in City Hall, Winter Park on this \_\_\_\_\_ day of \_\_\_\_\_ 2015.

\_\_\_\_\_  
Steve Leary, Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

## Historic Preservation Incentive Guide

Status	Incentive	Type	Cost	Comments
<b>Existing</b>	Plaque program	Promotion/Educational	Budget	Offered to owners of designated properties
<b>Existing</b>	Accessory dwelling unit	Development	No cost	Single Family residential bonus ADU
<b>Existing</b>	Ad valorem tax residential rehabilitation	Financial	Property specific	Offered for major rehabilitation projects for 10 year period
<b>Existing</b>	HPB variance review	Development	No cost	No owner cost or hardship requirement for appropriate design
<b>Existing</b>	FL Building Code flexibility	Development	No cost	Flexibility allowed by the FBC for designated properties
<b>Existing</b>	No fee for designation or Certificate of Review	Financial	Staff time	No application fees charges to owners
<b>Existing</b>	Preservation easement donation	Financial	Project specific	City can receive preservation easements that may give owners tax benefits
<b>Proposed</b>	Preservation easement purchase	Financial *	Project specific	City could purchase future development rights
<b>Proposed</b>	Ad valorem tax commercial preservation	Financial *	Property specific	For commercial properties in public view and case by case basis
<b>Proposed</b>	HP resource guide	Educational/Technical	Staff time	Located at WPPL and/or City Hall
<b>Proposed</b>	HP resource library	Educational/Technical	Budget	Located at WPPL and/or City Hall
<b>Proposed</b>	HP newsletter	Educational/Promotional	Staff time and printing costs if in print	Highlights properties and provides technical information
<b>Proposed</b>	Walking tours	Educational/Promotional	Staff time and printing costs if in print	Could be in partnership with HP organizations



<b>Proposed</b>	Illustrated design guidelines	Educational/Development	Budget	Provides illustrated guidelines for appropriate rehabilitation and infill development
<b>Proposed</b>	Building assessment	Technical	Staff time	Assist owners in preservation planning to a greater and more technical degree
<b>Proposed</b>	Reduced permit fees	Financial *	Rehabilitation specific	Amend fee schedule to rebate city portion of permitting fees
<b>Proposed</b>	Expedited plan review and inspection	Development	Staff time	Involves both Planning and Building departments
<b>Proposed</b>	Transfer of density (TOD) for commercial properties	Development	No cost	Requires a policy and receiving area to accept additional density/intensity from downtown
<b>Proposed</b>	Preservation investment fund	Financial *	Project specific	% of construction costs reserved for preservation activities. Establish Commission policy.
<b>Proposed</b>	Rehabilitation grants	Financial *	Project and budget specific cost	Establish Commission policy and program
<b>Proposed</b>	Undergrounding electric building to main line	Financial *	Budget	Estimated to be about a \$3,000 benefit
<b>Proposed</b>	Period appropriate streetlights for districts	Financial *	Budget	Adds property value and pedestrian safety to walkable historic neighborhoods
<b>Proposed</b>	City acquisition	Financial *	Property specific	Establish Commission policy for unique and threatened properties

\*These incentives would require establishing policies and the appropriation of funding.

# Outreach Activity

## Summary

### OVERALL NUMBERS

784  
Website Registrations  
+ Event Participants

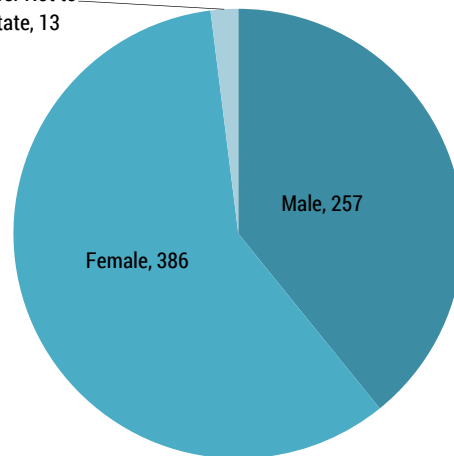
411  
Phase 1 Survey  
Respondents

116  
Phase 2 Survey  
Respondents

### DEMOGRAPHIC INFO

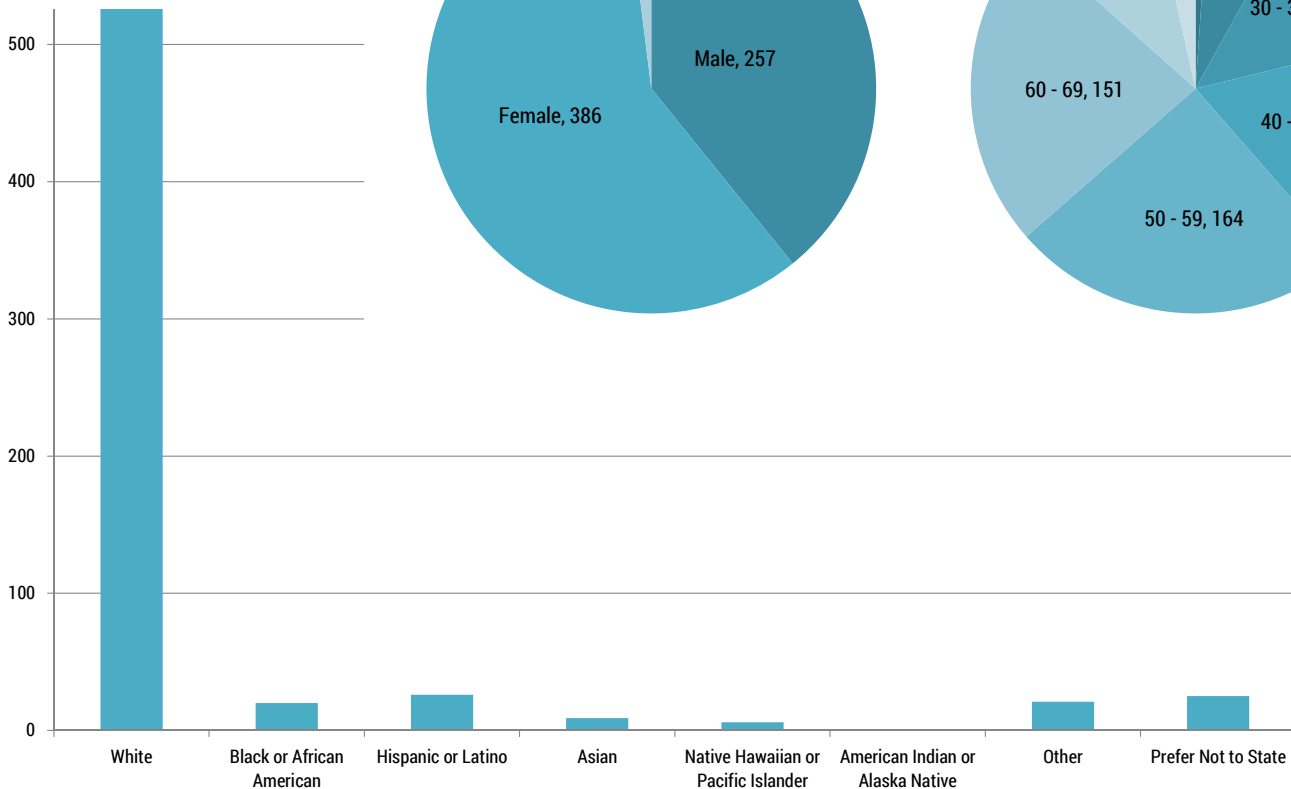
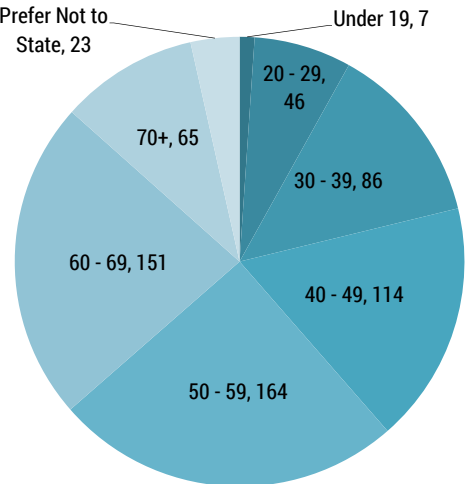
#### Sex

Prefer Not to  
State, 13



#### Age

Prefer Not to  
State, 23



#### Race/ Ethnicity

Updated with responses received as of 20 October 2015

# RESPONDENT + EVENT LOCATIONS

## Winter Park Neighborhoods, Survey Responses, and Vision Events

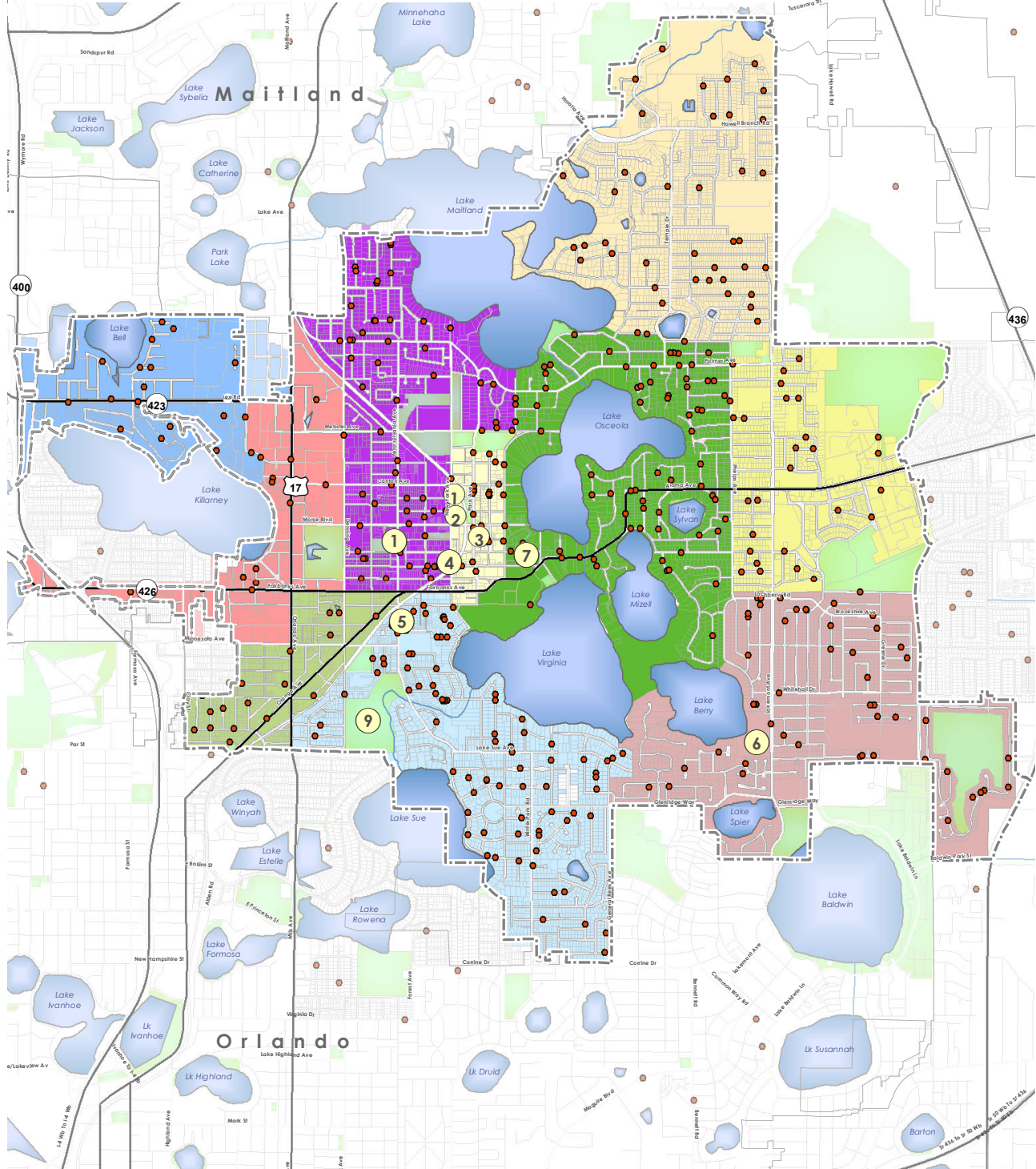
● Survey Responses

### Neighborhoods

- Aloma Avenue Neighborhood
- Denning Drive Neighborhood
- Fairbanks & Orlando Corridor
- Howell Branch Neighborhood
- Lake Osceola Neighborhood
- Lake Sue and Virginia Neighborhood
- Lee Road Corridor
- Park Avenue Corridor
- South Orlando Avenue Corridor
- Southeast Winter Park Neighborhood

### Vision Winter Park Events and Locations

- 1 Stakeholder Interviews & Steering Committee Meetings  
Winter Park Community Center
- 2 Community Kickoff/ Sip N' Stroll  
Park Avenue
- 3 4th of July Celebration  
Central Park
- 4 Winter Park Farmers' Market
- 5 Stakeholder Interviews  
Winter Park Day Nursery
- 6 Stakeholder Interviews  
Winter Park Towers
- 7 "Celebrate Winter Park"  
The Alford Inn of  
Rollins College
- 8 Autumn Art Festival  
Central Park
- 9 "Winter Park Keynotes"  
Mead Botanical Garden



Updated with responses received as of 20 October 2015

## RESULT COMPARISON

Detailed results can be found in the Vision Theme + Vision Statement Comparison handout, but summarized results of the breadth and extent to which each General Topic was mentioned, and therefore the comparison of times of which each Vision Theme was used is illustrated below.

