



# Economic Development Advisory Board Regular Meeting

## Agenda

**September 14, 2021 @ 8:15 am**

City Hall Commission Chambers  
401 South Park Avenue

### welcome

Agendas and all backup material supporting each agenda item are accessible via the city's website at [cityofwinterpark.org/bpm](http://cityofwinterpark.org/bpm) and include virtual meeting instructions.

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"If a person decides to appeal any decision made by the Board with respect to any matter considered at this hearing, a record of the proceedings is needed 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).

### please note

Times are projected and subject to change.

- 
- |  |            |
|--|------------|
| <b>1. Call to Order</b>  |            |
| a. Board Member Introduction   | 5 minutes  |
| <b>2. Consent Agenda</b>   |            |
| a. Approval of minutes for August 10, 2021   | 1 minute   |
| <b>3. Action Items</b>   |            |
| a. EDAB Strategies & Action Plan   | 20 minutes |
| <b>4. Staff Updates</b>  |            |
| a. Sustainability Action Plan (SAP) Update - Board Comments                                      | 15 minutes |
| b. Data Report   | 5 minutes  |
| c. Chamber Update  | 5 minutes  |
| <b>5. Citizen Comments (for items not on the agenda): Three minutes allowed for each speaker</b> |            |
| <b>6. Board Comments</b>   |            |
| <b>7. Adjournment</b>  |            |



Economic  
Development  
Advisory Board

# agenda item

item type	Call to Order	meeting date	September 14, 2021
prepared by	Kyle Dudgeon	approved by	
board approval			
strategic objective	N/A		

## subject

Board Member Introduction

## motion / recommendation

N/A

## background

Staff is providing this opportunity to introduce it's newest board member, Tracy Liffey.

## alternatives / other considerations

N/A

## fiscal impact

N/A



Economic  
Development  
Advisory Board

# agenda item

item type	Consent Agenda	meeting date	September 14, 2021
prepared by	Kyle Dudgeon	approved by	
board approval			
strategic objective	N/A		

## subject

Approval of minutes for August 10, 2021

## motion / recommendation

Approve as presented

## background

Approval of the August 10, 2021 meeting minutes is requested.

## alternatives / other considerations

N/A

## fiscal impact

N/A

## ATTACHMENTS:

[081021 EDABoard Meeting Minutes ADA.pdf](#)





# Economic Development Advisory Board Minutes

August 10, 2021 at 8:15 a.m.

Virtual Meeting

## Present

Bill Segal, Drew Madsen, Michael Dick, Betsy Gardner-Eckbert, Sarah Grafton  
Peter Moore, Kyle Dudgeon

## Absent

Ginny Enstad, Tracy Liffey

## Meeting called to order

Meeting was called to order at 8:16 am.

## Consent Agenda

### a) Approval of Minutes

Motion made by Michael Dick, seconded by Drew Madsen, to approve the July 13, 2021 minutes.

Motion passes 5-0.

## Action Items

### a) EDAB Strategies & Action Plan

Assistant Division Director, Kyle Dudgeon introduced the item. The board commented on the benefit and the aspirational nature of the document, but did express some concern with the volume of undertaking. Mr. Dudgeon responded by stating that the comments by the board are helpful in establishing a priority. He continued by outlining the process by the board, guiding principles, strategies, and actions. Staff and the board also discussed topics including the city's busker policy, homelessness, business toolkit/welcome packet, the voided Qualified Target Industry program, and definitions for economic development including its benefits.

After lengthy discussion, the board requested a motion to table the item with direction to staff that they reach out to each member individually for additional comments. These should be placed into the document where appropriate, or articulated more clearly to reflect direction, priority, and additional clarification. **Motion made by Betsy Gardner Eckbert-, seconded by Drew Madsen, to table the item. Motion passes 5-0.**

## Staff Updates

### a) Data & Initiatives Review

Assistant Division Director, Kyle Dudgeon, stated monthly information related to Park Avenue economic vibrancy, Winter Park/Orlando MSA vacancy and rental rates are provided for the board's review.

**b) Chamber Update**

Ms. Gardner-Eckbert commented on Chamber initiatives, looking forward to continued collaboration with EDAB discussions, and the Winter Park Outlook event in September.

**Public Comment**

Phil Anderson, 1621 Roundelay Lane, thanked the board for their effort and commitment to thoughtfully evaluating strategies. He appreciated the terminology of ombudsman and gave his thoughts regarding the importance of holiday lights, and identifying new potential in business clusters.

There being no further business, the meeting adjourned at 9:16 a.m.

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Bill Segal, Chairperson

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Board Liaison, Kyle Dudgeon



## Economic Development Advisory Board

# agenda item

item type	Action Items	meeting date	September 14, 2021
prepared by	Kyle Dudgeon	approved by	
board approval			
strategic objective			

### subject

EDAB Strategies & Action Plan

### motion / recommendation

Approve as presented.

### background

At the August 2021 meeting, the board reviewed the EDAB Strategies and Action Plan for timing, feasibility, and prioritization. In those discussions, the board requested that staff meet with individuals board members for clarity and additional comment.

Since that time, staff has conversed with all board members regarding thoughts, comments, and issues and are incorporated into the document. Staff is seeking a positive recommendation from the board in order to begin detailing projects for future consideration.

### alternatives / other considerations

### fiscal impact

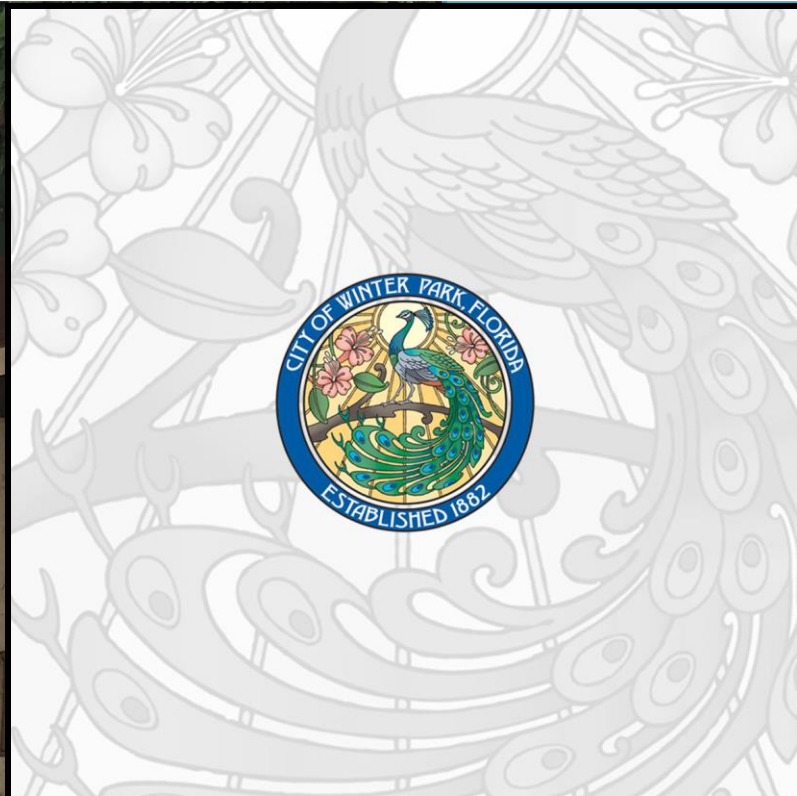
### ATTACHMENTS:

[2021 EDAB Strategies Action Plan.pdf](#)



2020-21

# Economic Development Advisory Board Strategies & Action Plan



Economic Development/CRA Division  
September 2021



**Office of City Manager**

Randy Knight  
City Manager

Michelle Del Valle  
Assistant City Manager

**Office of Management and Budget**

Peter Moore  
Division Director

**Economic Development/CRA**

Kyle Dudgeon  
Assistant Director

**Economic Development Advisory Board Members**

Chair: Bill Segal  
Vice Chair: Drew Madsen  
Michael Dick  
Ginny Enstad  
Betsy Gardner-Eckbert  
Sarah Grafton  
Tracy Liffey

Please direct comments to:  
Economic Development/CRA Division  
Phone: 407-599-3217

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## Executive Summary

Over the past 18 months, the City of Winter Park has worked diligently to mitigate the effects of the pandemic installing a myriad of programs to safely and effectively improve business conditions. This was in large part due to the efforts of the Economic Recovery Task Force (ERTF), a body of residents, nonprofits, and business owners guided in partnership with the City and Chamber of Commerce. From inception on August 12, 2020 through their final report on April 28, 2021, included was a recommendation that this work be continued by the city's Economic Development Advisory Board (EDAB). Since that time, EDAB largely focused its monthly meetings on establishing a framework to create impactful and operationally effective strategies to further vitality within the community. The ultimate objective is to provide pragmatic approaches to the city's ongoing efforts to ensure a positive business environment which overlaps with its quality of life and authentic experience.

The 2021 Strategies & Action Plan sets the stage for more detailed work to come. As a cornerstone, it outlines the targeted approaches staff will undertake with guidance from the board. Without this agreed upon direction, measuring benchmarks and success can become inconsistent and malleable over time. Through a collaborative process, the plan has four focus areas:

- ❖ Advising on Industry Trends
- ❖ Maintain a Healthy Downtown Core
- ❖ Enable Retention and Recruitment Opportunities
- ❖ Facilitation & Ombudsmanship

These four areas, as described in the pages below, discuss program development, project implementation, and call for a strengthening of knowledge base. Each item will be vetted to EDAB for consideration and approval. In select circumstances, items may also be vetted by the City Commission, particularly for funding considerations. It should be inferred that each program will be suspect to annual review and benchmarking.

The Plan has also been formatted to be cognizant of other relevant plans including the city's Comprehensive Plan, Sustainability Action Plan, and Vision Plan.

## Plan Development Process

It is the intent of this plan to augment the success of the ERTF and provide continued direction to promote vitality within the city. It relies heavily on the involvement of many viewpoints including:

- ❖ The Economic Development Advisory Board
- ❖ Public
- ❖ Business Owners
- ❖ Stakeholders
- ❖ Staff

EDAB's initial meetings contained high level conversation regarding Winter Park economic strengths given the ERTF report and Commission feedback. This included addressing questions including, but not limited to:

- ❖ "What are the city's competitive advantages?"
- ❖ "What does Winter Park economic success look like for 2021?"
- ❖ "What role(s) does the city play in the experiential economy?"
- ❖ "How does the city ensure continued participation in its commercial areas?"
- ❖ "How is success measured?"

From these discussions staff, with consensus from the board, arrived at over 40 key phrases consistent with the questions deliberated. These phrases can be found in the Exhibit section. Goal setting was undertaken in June resulting in the formation of 'ED buckets' to frame overarching themes. Under each theme, the board discussed strategies and actions for executable deliverables moving forward. This was completed in July 2021.

The calendar (right) displays significant board discussions/decisions since March. It articulates the focus by the board to establish criteria and a framework for strategies and actions quickly but effectively. This is also seen through additional approvals and action items contemplated by the board.

### EDAB Calendar





## Plan Overview

This plan identifies four focus areas that the City of Winter Park should pursue to achieve its mission and desired results. The intended outcomes will support Winter Park as a competitive and attractive place to start and grow business in the Central Florida region. These actions will also improve economic opportunity and quality of life for residents.

### STRATEGIES

- ❖ Advise on Industry Trends
- ❖ Maintain a Healthy Downtown Core
- ❖ Enable Retention and Recruitment Opportunities
- ❖ Facilitation & Ombudsmanship

### Advise on Industry Trends

Facilitating ongoing measurements and studies provides an analytical outlet to the board, who subsequently recommend to the Commission, on the refinement of Winter Park's economic climate. The board has continued to have discussions around best definitions for economic development. Given its diverse nature, it addresses several facets of the city both quantitative and qualitative in nature. Because of this having a proxy to understand impacts, both positive and negative, becomes a fundamental tool to communicate where improvements are needed and mitigate concerns. These include elements such as development reports, performance metrics scorecard, and cluster studies as further defined in the Plan later.

### Maintain a Healthy Downtown Core

Winter Park is known for possessing a livable and highly desirable community that is people-friendly with integrated land uses. Promoting Winter Park's authentic place characteristics, particularly in the downtown area is an essential component to what makes the city unique. The plan encourages continued investment through capital projects, enhanced maintenance, elevating the existing banner program, strengthening pedestrian, bicycle, transit analytics and sustainability opportunities.

### Enable Retention and Recruitment Opportunities

Lessons can be learned from the harmful effects of the pandemic. While some businesses were able to evolve and thrive, others were left with limited resources and outlets. Therefore the term 'Toolkit' was used. By expanding the city's resource tree for incentive based programming for existing and expanding business, the city adds tools to financially support firms in the after effects of COVID-19.

## Facilitation & Ombudsmanship

Facilitation and ombudsmanship tactics serve as a fast acting response to business concerns and queries. By providing a centralized point of contact for day to day issues, strategies and actions under this focus area provide advantages through connection of existing resources and acknowledgement of the diverse and community minded businesses of Winter Park.

## How to Use this Report

The overall intent of this report is to act as a starting block on each proposed strategy and action, sometimes referred to as a program or project. For each, the following table can be used to identify roles and responsibilities throughout each program/project's origin point to final deliverable.

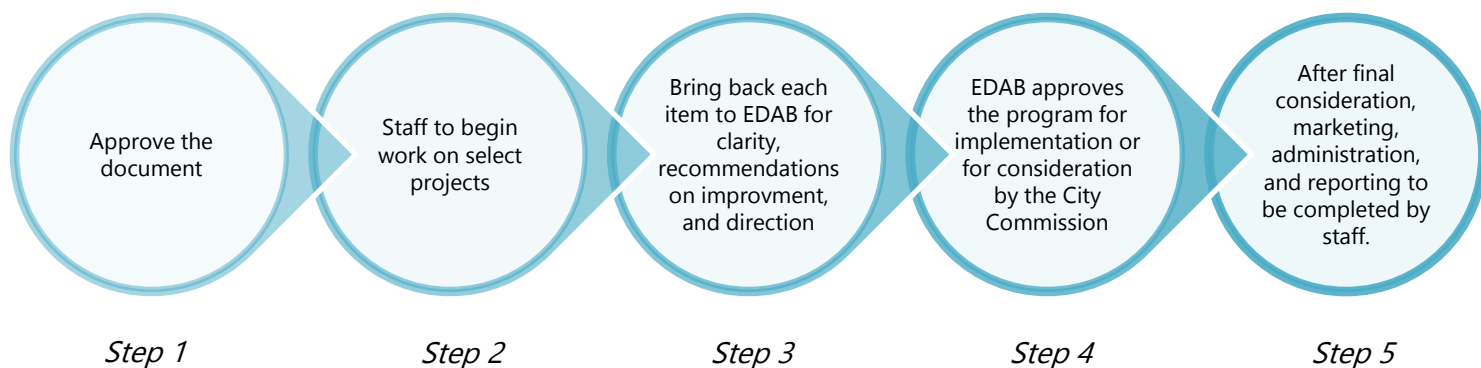
<b>Role of the Economic Development Advisory Board</b>	Provide guidance to staff on project priority
	Sharpen relevancy/eligibility parameters for said prioritized projects/programs
	Define return on investment
	Evaluate benchmarks
	Maintain accountability to staff
<b>Role of Staff</b>	Identify "which focus area is this addressing/accomplishing?"
	Generate due diligence on needs for implementation
	Author programs and project guidelines for approval by the board
	Itemize projected costs, if applicable
	Timeliness to the board

This report also acknowledges that other roles may define themselves through the life of this document.

## Where Do We Start?

From the starting block, process can be compartmentalized into five sections. The first begins with approval of the document. Once this occurs staff will initiate section two, beginning due diligence on priority projects. Staff may choose to provide their insight on which projects to consider with direction from the board. From there, it is likely a first outline for program or project consideration will take some time to complete. Once drafted, staff will deliver each item to EDAB for evaluation, revision, and direction to staff. After all edits are completed, the board may wish to approve the project or program for implementation, or provide a recommendation to the City Commission for implementation where applicable. It will then be the responsibility of staff to execute said project/program and report on successes and improvement areas moving forward.

The chart below identifies each step in the process of document approval to project/program implementation.



## Timeline

It is predictable each strategy and action will require time and resources by city staff for board consideration. As a result, timelines for items may fluctuate. However; with priority projects identified, a first round of select drafted deliverables are anticipated by the end of the calendar year/beginning of 2022.

## Review and Adjustment

The EDAB Strategies Action Plan is intended to be a guide that communicates a vision of achievement through study, action, and provides a standard for measurement of that success. Any plan requires monitoring and reflection to assess project value. With that in mind, adjustment also becomes an important tool. The advantageous structure of this plan will allow for EDAB members and City staff an opportunity to reassess projects as well as determine any fine-tuning that may be necessary given the economic or political landscape of Winter Park.

## 2021 EDAB Strategies Chart

The 2021 strategies chart provides an overview of items contemplated by the board through its strategic narrative and process yielding strategies for implementation by the board and staff.

Focus Area 1	
Advising on Industry Trends	
Strategy 1	Refine quarterly metric reports on local economic conditions.
FA1s1.action	- Meeting to discuss benchmark communities
FA1s1.action	- Identify values and generate report
Strategy 2	Reintroduce a development report articulating Winter Park development activity.
FA1s2.action	- Work with planning and permitting departments on redevelopment sites. Update biannually.
Strategy 3	Continue to provide location quotient, shift share, and business cluster reports.
FA1s3.action	- Engage consulting services
Focus Area 2	
Maintain a Healthy Downtown Core	
Strategy 1	Invest in existing resources to promote the Winter Park experience
FA2s1.action	- Establish costs for increasing cleanliness efforts (pressure washing, etc)
FA2s1.action	- Add value to the Winter Park experience during holiday and off-peak times of the year (concert series, holiday lights, WP banners)
FA2s1.action	- Continue pursuit of technology enhancements for small businesses and residents
Strategy 2	Maintain focus on pedestrian, bicycle and transit connections
FA2s2.action	- Establish baselines for pedestrian foot traffic in walkable commercial areas
Strategy 3	Consider sustainable elements such as energy efficiency and wellness as important local elements to program functions
FA2s3.action	- Coordinate presentation with Sustainability team to understand existing efforts and partnership opportunities
FA2s3.action	- Evaluate against existing programming and cost implications to business
Focus Area 3	
Enable Retention and Recruitment Opportunities	
Strategy 1	Evaluate new programs for expanding and relocating businesses to Winter Park
FA3s1.action	- Identify gap areas for consideration (gap analysis)
FA3s1.action	- Review past program successes and limitations
FA3s1.action	- Participate in peer review exercise
FA3s1.action	- Craft guidelines and application
Strategy 2	Expand CRA business façade program citywide
FA3s2.action	- Review existing programming
FA3s2.action	- Peer review
FA3s2.action	- Craft guidelines and application
Focus Area 4	
Facilitation & Ombudsmanship	
Strategy 1	Reintroduce business recognition program
FA4s1.action	- Review criteria & execute
Strategy 2	Establish roundtable sessions with market and private sector experts for educational outreach
FA4s1.action	- Staff coordination with local, community, and regional partners
FA4s2.action	- Continue working relationships with existing partners for community and private sector benefit

## Focus Area 1: Advise on Industry Trends

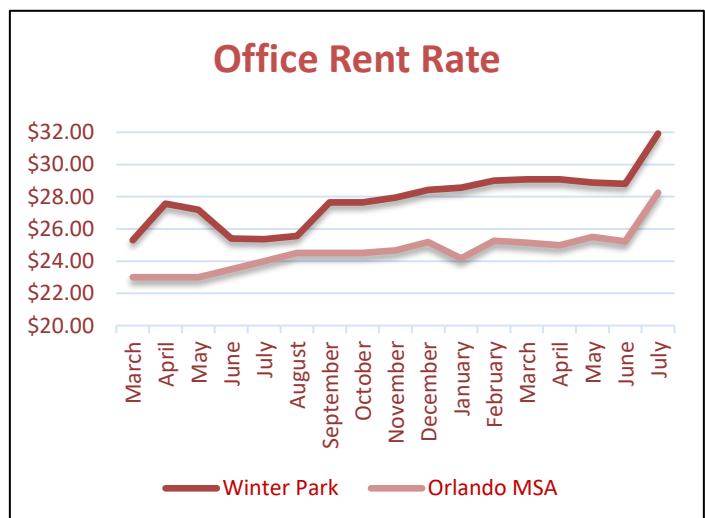
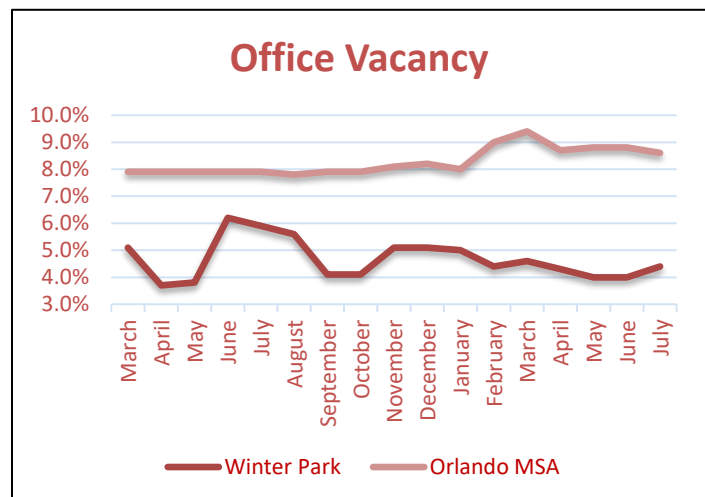
In order to be able to advise on economic conditions, it is imperative the board and staff collect and trend spot behaviors in the market. The following strategies place keen insight for strong methodologies and data backed advocacy on decision making and investment.

Refine Quarterly Metric Reports	
Engagement Tools:	
✓	Meeting to establish metrics/determine benchmark communities
✓	Share existing performance metrics
✓	Generate comparative matrix of regional community characteristics/demographics
✓	Highlight and refine reference points for inclusion of Scorecard

City staff has already begun the process of introducing metric reports on general vacancy, rental rates in order to be able to advise on economic conditions. These have been tabulated monthly since the onset of the pandemic (see also exhibits). Staff has also kept a close eye on vacancy specifically related to Park Avenue (next page).

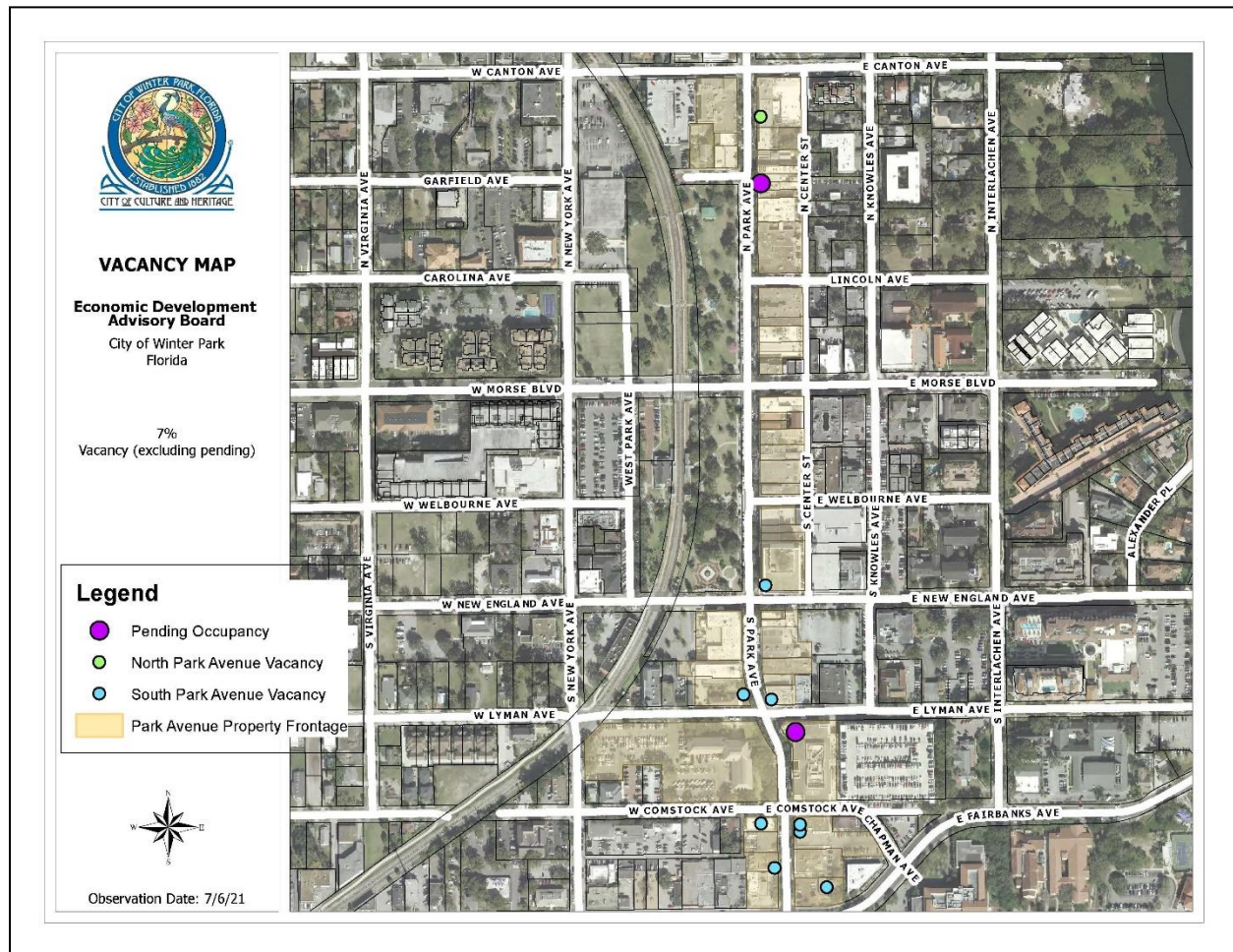
While these are valuable tools in their own right, context is key. Evaluating this data against other communities and/or the region may help to provide new insight on area changes and glean new perspective on competitive advantages or weaknesses. This also augments the work provided in the past and future business cluster analysis.

Staff will work with the board at a regularly scheduled meeting to establish parameters of comparative cities to pull and relate data. Depending on the information this may be





done at either the quarterly or monthly level in order to contextualize appropriately.



Park Avenue Vacancy Map, July 2021  
Source: Winter Park Economic Development

Well communicated metrics continue to be a staple of the Economic Development/CRA Division's mission. The below example provides an illustration of potential outcomes of the board and staff's discussion for appropriate metrics and communication delivery.



Survey Question	2016	2014	2012	2010	2007	Benchmark
<b>Favorable rating of the following characteristics:</b>						
Rating of employment opportunities	26%	21%	13%	11%	13%	Similar
Overall economic health	44%	36%	N/A	N/A	N/A	Similar
Quality of K-12 education	67%	60%	N/A	N/A	N/A	Similar
Adult education	51%	52%	N/A	N/A	N/A	Similar
Overall quality of business establishments in County	58%	55%	53%	57%	N/A	Similar
Charlotte County as a place to work	42%	36%	33%	24%	29%	Lower
Charlotte County as a place to visit	72%	70%	N/A	N/A	N/A	Similar
Cost of living in Charlotte County	48%	48%	N/A	N/A	N/A	Similar
Overall quality of new development in County	44%	42%	41%	44%	39%	Similar
Overall appearance of Charlotte County	62%	59%	51%	58%	43%	Similar
Overall impression/reputation of Charlotte County	64%	58%	53%	54%	38%	Similar
Overall built environment	50%	52%	N/A	N/A	N/A	Similar

Sources: Charlotte County Economic Development  
Dublin Economic Monitor

## Reintroduce A Development Report

### Engagement Actions:

- ✓ Partner with city departments to obtain data from development applications
- ✓ Distribute biannually

For several years, the Planning Department generated a recap of commercial and multifamily residential development projects completed or begun construction within a given time. Staff is proposing reintroducing this report as part of staff's ongoing monitoring including language on aggregate square footage and GIS mapping locations.



city  
commission

## development report

item type

City Manager's Report

meeting date

2019

### 2018 YEAR END REVIEW

Below is a recap of the commercial and multi-family residential development projects that have been completed in or began construction in 2018:

#### Completed Commercial Projects in 2018:

**Whole Foods Project:** Redevelopment of the 11 acre former Corporate Square/WP Dodge properties is complete. The new Whole Foods grocery store opened in November 2016 to coincide with the opening of the new Lee Road Extension. The other major retailer, Nordstrom Rack opened in September, 2017. Additional out-parcels including a PNC Bank site and a building holding a Café Rio restaurant and Habit Burger Grill were completed in 2018. The final out-parcel building holding a Sephora makeup/retail tenant was finished in late 2018, which completes this project.

**Rollins College Facilities Building:** On February 27, 2017 the City Commission approved a request by Rollins College to construction a new two-story, 17,410-square foot Facilities Building at 501 Holt and 450 W. Fairbanks Avenue. Building permits were issued in November 2017 and construction was completed in November 2018.

**PDQ:** A new PDQ fast food restaurant was at 925 S Orlando Avenue was completed in September, 2018.

**Broadstone Winter Park in Ravaudage:** A 268-unit multifamily project was completed in 2018 within the Ravaudage planned development on the land located northeast of Lewis Drive and Kindel Avenue.

**Winter Park Corners:** The Winter Park Corners shopping center located at 1903-1999 Aloma Avenue received approval from the City Commission in November 2017 to redevelop the portion of the shopping center (former Whole Foods Market site) by reconstructing a new 30,348 square foot Sprouts grocery store and 12,250 square feet of new retail space. The Sprouts Market, and this will be their first location in Central Florida and opened in December, 2018. The existing shopping center is also upgrading with new façades, new signage and storm water retention where none exists today. The last part of this project to to replace the former drive-thru bank tellers at the west end of the building with a new retail addition of 3,000 square feet. Construction expected to start in March, 2019.

#### Commercial Projects Under Construction:

**Project Wellness:** The Winter Park Health Foundation is redeveloping the current Wellness Center property at 2005 Mizell Avenue. The consolidated 4.2 acre site will be used to construct a new 41,508 square foot Wellness Center; 16,884 square feet of new medical related offices; 24,970 square feet of common public use areas, as well as a four-story, five level 271 space parking garage of 86,628 square feet. Construction for this project is underway, and completion expected in March, 2019.

## Provide Shift Share, Location Quotient, and Business Cluster Reports

(as new data becomes available)

### Engagement Actions:

- ✓ Enlist consulting firm for objective examination
- ✓ Analyze results and strengthen conclusions against previous reports
- ✓ Add benchmarking metrics to analysis

Winter Park continues to provide for strong industry clusters that should be monitored and nurtured. The plan will continue the commitment of updating cluster analysis to validate strengths and weaknesses for both resiliency and support strategies in the market. The city has been successful in this effort with previous iteration of cluster studies leading to new incentive programs and being a foundational resource for additional economic study. Specific examples include the city's Target Industry Enhancement Program (2011) and backdrop to the ERTF's COVID-19 economic analysis (2020).

The broader context of this analysis also includes measures for employment opportunities, growth, the nature of jobs, educational opportunities, safety and welfare, income, and wealth among others. Ultimately, this common and consistent measure related to the concentration and growth of jobs by type or employment clusters offers invaluable insight towards community goals and future prospects.

### Employment Clusters

One form of economic development analysis suggests that economic activities in an area can be divided into two categories: basic and nonbasic. Basic industries are those exporting from the local region and bringing wealth from outside, while nonbasic industries support local needs. Because export-import flows are usually not tracked at sub-national levels, it is not practical to study industry output and trade flows to and from a local area. As an alternative, the concepts of basic and nonbasic are operationalized using employment data, and location quotients ("LQ").

The location quotient formula shows whether a local area is employing enough workers in each sector as compared with a balanced national economy.

- When the Location quotient = 1.0, that means the employment is equal in the sector for the national and regional economy. Therefore the sector is non-basic and supply is just equal to local demand.
- If  $LQ < 1$ , The output is not sufficient to meet the local demand and imports are needed.
- If  $LQ > 1$  the output is more than sufficient to meet the local demand and excess is exported.

### Target Clusters

Industry clusters are local concentrations of related industries. Clusters reflect a network of economic relationships that can create a competitive advantage, if desired. This advantage then becomes an enticement for similar industries and suppliers to those industries to develop or relocate locally. Based on our analysis, we defined 6 measurable clusters in the City of Winter Park.

	2009 LQ	2016 LQ	Employment CAGR
Education & Knowledge Creation	2.89	2.86	1.2%
Real Estate & Development	4.39	2.70	0.7%
Arts, Culture & Entertainment	1.82	1.94	5.3%
Health Care Services	1.39	1.93	4.0%
Financial and Professional Services	2.24	2.68	1.7%
Creative Services	9.27	11.09	-1.2%

Source: GAI Consultants



## Focus Area 2: Maintain a Healthy Downtown Core

Pleasant and prosperous places for residents, businesses and visitors generally have several characteristics in common. One of which is the continued investment and unique nature of their downtown. Continued emphasis on downtown has been a common theme in EDAB discussions and in turn staff has collaborated on a full focus area for targeted action.

### Invest in Existing Resources to Promote the Winter Park Experience

#### Engagement Actions:

- ✓ Establish costs for increasing cleanliness efforts
- ✓ Add value to the Winter Park experience during holiday and off-peak times of the year (concert series, holiday lights, WP banners)
- ✓ Continue pursuit of technology enhancements for small businesses and residents

Staff heard several comments from the board with respect to authenticity, safety, and cleanliness. The city can act swiftly by working with departments and vendors on increasing cleaning efforts including pressure washing and strategizing internally to maintaining a consistent and pristine look.

Combined with targeted efforts of promoting authenticity and experience, staff will execute engagement strategies to elevate and maintain focus on the city's core amenities.



## Maintain Focus on Pedestrian, Bicycle and Transit Connections

### Engagement Actions:

- ✓ Establish baselines for pedestrian foot traffic in walkable commercial areas
- ✓ Use data for monitoring, marketing and tracking trends.

For local merchants and store owners, understanding foot traffic is a cornerstone to developing and sustaining business. As merchants continue to evolve their business models, line of sight still offers a considerable opportunity to generate sales. Gaining additional insight into the primetime days, times, events, and other unique analytics gives merchants and the city a new lens when reviewing store times, special events, road closures, or how last mile traffic can be maximized to ensure opportunities for small business.



## Consider Sustainable Elements such as Energy Efficiency and Wellness as Important Local Elements to Program Functions

### Engagement Actions:

- ✓ Coordinate presentation with Sustainability team to understand existing efforts and partnership opportunities
- ✓ Evaluate against existing programming and cost implications to business.

The city's Economic and Sustainability teams have often overlapped to accomplish small scale projects and programs. These include facilitating participation into the Green Business Recognition Program and capital improvements to downtown. As the board evaluates new programming for the next fiscal year, emphasis should be placed on consideration of eligible improvements under grant or matching rebate programs to leverage public/private funding in both the near and long term. Such examples of these types of investments may include lighting fixtures, insulation options, sealants, automatic times devices, technical assistance for energy audits, permanent generators, or hurricane impact windows.

## Focus Area 3: Enable Retention and Recruitment Opportunities

### Evaluate New Programs for Expanding and Relocating Businesses to Winter Park

#### Engagement Actions:

- ✓ Identify gap areas for consideration (gap analysis)
- ✓ Review past program successes and limitations
- ✓ Participate in peer review exercise
- ✓ Craft guidelines and application

Retention and recruitment is a core component of any strategy looking to retain and encourage the creation and expansion of new business. These types of programs assist with new jobs and increase competitiveness within the community's economic landscape. It also provides additional insight on the competitive strengths and weaknesses of the local area. Overall, programming should be performance-based to assist in advancing high wage jobs that support the city's competitive standing as a location for major employers and continuing long-term investment and involvement in the community.

This can begin with many tools including a gap analysis to determine strengths and weaknesses in the market. It is used to identify supply opportunities and demand for business clusters, particularly retail. If there is a difference in the supply (potential) and demand (sales)



#### Retail Market Potential

Winter Park City, FL  
Winter Park City, FL (1278300)  
Geography: Place

Prepared by Esri

Demographic Summary		2021	2026
Population		31,030	32,686
Population 18+		25,894	27,421
Households		13,566	14,289
Median Household Income		\$41,065	\$91,075

Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
<b>Apparel (Adults)</b>			
Bought any men's clothing in last 12 months	12,756	49.3%	100
Bought any women's clothing in last 12 months	11,950	46.1%	102
Bought any shoes in last 12 months	14,023	54.2%	101
Bought costume jewelry in last 12 months	4,574	17.7%	110
Bought any fine jewelry in last 12 months	4,915	19.0%	104
Bought a watch in last 12 months	3,835	14.8%	102
<b>Automobiles (Households)</b>			
HH owns/leases any vehicle	11,858	87.4%	101
HH bought/leased new vehicle last 12 months	1,375	10.1%	111
<b>Automotive Aftermarket (Adults)</b>			
Bought gasoline in last 6 months	22,775	88.0%	103
Bought/changed motor oil in last 12 months	11,228	43.4%	96
Had tune-up in last 12 months	6,551	25.3%	105
<b>Beverages (Adults)</b>			
Drank bottled water/seltzer in last 6 months	18,150	70.1%	99
Drank non-diet (regular) in last 6 months	9,250	35.9%	85
Drank beer/ale in last 6 months	11,324	43.7%	106
<b>Cameras (Adults)</b>			
Own digital point & shoot camera/camcorder	2,291	8.8%	110
Own digital SLR camera/camcorder	2,360	9.1%	114
Printed digital photos in last 12 months	6,416	24.8%	112
<b>Cell Phones (Adults/Households)</b>			
Bought cell phone in last 12 months	7,959	30.7%	95
Have a smartphone	23,239	89.7%	100
Have a smartphone: Android phone (any brand)	8,048	34.2%	84
Have a smartphone: Apple iPhone	14,151	54.6%	114
Number of cell phones in household: 1	4,654	34.3%	113
Number of cell phones in household: 2	5,269	38.8%	102
Number of cell phones in household: 3+	3,319	24.5%	82
HH has cell phone only (no landline telephone)	7,842	57.8%	90
<b>Computers (Households)</b>			
HH owns a computer	10,675	78.7%	105
HH owns desktop computer	5,028	37.1%	106
HH owns laptop/notebook	8,400	61.9%	105
HH owns any Apple/Mac brand computer	3,379	24.9%	124
HH owns any PC/non-Apple brand computer	8,227	60.6%	100
HH purchased most recent computer in a store	4,957	36.5%	104
HH purchased most recent computer online	2,255	16.6%	105
HH spent \$1-\$499 on most recent home computer	1,712	12.6%	88
HH spent \$500-\$999 on most recent home computer	2,285	16.8%	102
HH spent \$1,000-\$1,499 on most recent home computer	1,591	11.7%	114
HH spent \$1,500-\$1,999 on most recent home computer	833	6.1%	124
HH spent \$2,000+ on most recent home computer	767	5.7%	128

**Data Note:** An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.  
**Sources:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2021 and 2026.

July 11, 2021

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that is identified as the gap. The referenced report from ESRI titled **“Retail Market Potential”** includes a market potential index (MPI) which suggests potential surpluses or leakages in the local market. Staff will analyze in corroboration with other existing resources as data-driven background material for its programming.

Winter Park has shown a propensity for judicious, but effective use of its incentive programs within its Community Redevelopment Agency and citywide. The following showcases previous programs employed by the CRA/City and their results:

Program	Emphasis	ROI	Investment	Year	Notes
<b>Target Industry Employment (TIE) Program</b>	High wage jobs	75+ FTE's with an average area wage over 200% area median income (AMI).	\$99,000	2011	Contract completed.
<b>Qualified Target Industry (QTI) Program</b>	High wage jobs	Maximum of 237 jobs with an average annual wage of 200% AMI.	\$165,900* (maximum)	2017 Present	- *Jobs specified over set period of time. Total investment assumes maximum obligation.
<b>CRA Business Façade Program</b>	Capital Investment	12:1 private to public return. 56 total projects.	\$560,000	2009 Present	- Matching grant program for physical building improvements.
<b>Small Business Utility Assistance Program</b>	COVID Mitigation	Over 100 businesses supported	\$100,000 (City & CRA)	2020	Leveraged in parallel with Orange CARES program.

Staff will work with the board on establishing parameters for such programs including priority among potential categories including those identified in the gap analysis, business clusters, and/or others areas of interest contemplated by the board. Categories for return on investment may include, but not limited to new jobs, existing jobs retained, total confirmed capital investment, or wage.



## Expand CRA Business Façade Program Citywide

### Engagement Actions:

- ✓ Review funding and program parameters through comparative matrix
- ✓ Draft guidelines and application package with direction from EDAB
- ✓ Publish and market

Business façade programs have unilateral appeal with regards to investment in the public and private realm. As noted in the previous chart, not only is it able to leverage public funding, but also influences further private resources into the community. In Winter Park, its Community Redevelopment Agency established this type of program to provide a financial incentive to property and business owners to renovate and reinvest in the exterior of their business or commercial property.

Since eligibility for the program would be citywide, it offers an opportunity to consider alternative criteria to its CRA counterpart. Some example may include interior, sustainability, or utility investments. Staff will work with the board on refinement of these requirements for consideration and approval.



**Business Façade Grant  
Program Guidelines**

The Community Redevelopment Agency (CRA) of the City Of Winter Park established the Business Façade Grant Program to provide a financial incentive to property and business owners to renovate and reinvest in the exterior of their business or commercial property. The program specifically encourages redevelopment and reinvestment for commercial properties located in the Winter Park CRA district of the City.

**ELIGIBLE APPLICANTS**

- The grant applicant must be a property owner or a business owner leasing a storefront.
- The business must be located within the boundaries of the Winter Park CRA (see map).
- If applying as the tenant, an affidavit must be signed by the property owner consenting to the improvements (see application).
- Proposed project must be a small business as defined by the U.S. Small Business Administration (for more information visit [www.sba.gov/sbc](http://www.sba.gov/sbc)).
- Business may be an individually owned franchise as long as it meets all other criteria.
- Tenant must have at least two years remaining in lease at location of proposed project.
- Exterior Improvement Program Grant can only be used once per building regardless of ownership.
- Buildings with multiple occupants may be eligible on a case by case basis.
- The project applicant must owe no outstanding property taxes, fees, judgment, or liens to the City of Winter Park or Orange County and have no outstanding code violations.

**Ineligible Applicants:** National corporate franchises, government offices and agencies (non-governmental, for-profit, tenants are eligible), businesses that exclude service to minors, properties primarily in residential use, properties exempt from property taxes.


**ELIGIBLE PROJECTS**

The Exterior Improvement Grant program is funded through Community Redevelopment Agency funds. The CRA will match the Owner/Lessee up to fifty percent (50%) of the total cost of eligible improvements up to \$20,000. Project cost must exceed \$2,500 of eligible improvements to be considered for façade grant. All work must be done on the exterior of a street facing side of the building.

**Eligible work:** Rehabilitation of building facades visible to the street or public right-of-way, including:

- storefronts;
- ledges;
- gutters and downspouts;

Business Façade Program



**City Of Winter Park  
Community Redevelopment Agency  
(CRA) Business Façade Program**

**1. APPLICANT**

Name: \_\_\_\_\_

Address: \_\_\_\_\_, Zip: \_\_\_\_\_

Contact Name: \_\_\_\_\_ Phone Number: \_\_\_\_\_

Email: \_\_\_\_\_ Fax Number: \_\_\_\_\_

Legal Form: Sole Proprietorship ☐ Partnership ☐  
Corporation: Profit ☐ Non-Profit ☐

In which State are the incorporation and/or organization documents filed? \_\_\_\_\_

Tax Identification Number: \_\_\_\_\_

**2. BUILDING/BUSINESS TO BE IMPROVED**

Name: \_\_\_\_\_

Address: \_\_\_\_\_, Zip: \_\_\_\_\_

Legal Description: \_\_\_\_\_

Property Tax Parcel Number: \_\_\_\_\_

**3. OWNER OF PROPERTY (if not applicant)**

Name: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Address: \_\_\_\_\_, Zip: \_\_\_\_\_

Phone Number(s): \_\_\_\_\_

Staff Use Only: Application Approved (Y / N) Date: \_\_\_\_\_ By: \_\_\_\_\_

CRA Business Façade Program Application - Page 1 of 3

## Focus Area 4: Facilitation & Ombudsmanship

Facilitation is a common occurrence within the department. Staff coordinates with local businesses on navigating process and connecting individuals to resources. Expanding on these efforts through additional city programming and recognition continues in the matchmaking efforts by widening the reach of business support.

### Reintroduce A Business Recognition Program

#### Engagement Actions:

- ✓ Review criteria for eligible business
- ✓ Refine recognition package
- ✓ Approve and execute

The Business Recognition Program was originally created for the purpose of giving formal acknowledgement to Winter Park businesses that have contributed to the economic well-being of the City and have demonstrated a commitment to the vitality of Winter Park's business climate. While symbolic in nature, the special honor of gratitude on behalf of the City and its citizens showcases the importance of spotlighting entrepreneurs, long standing businesses and owners who call Winter Park home.

Staff will garner insight from the board on eligibility, criteria for nomination, recognition package, and overall structure.



## Establish Roundtable Sessions with Market and Private Sector Experts for Educational Outreach

### Engagement Actions:

- ✓ Staff coordination with local, community, and regional partners
- ✓ Continue working relationships with existing partners for community and private sector benefit

As information continues to play a pivotal role through 2021 and beyond, EDAB discussions have continued to center on how best to inform and provide resources to businesses on what the future will hold. As a facilitator, staff will work with new and existing relationships to forge educational and communicative educational seminars to continue to equip small businesses with the proper tools to mitigate shifting tides and maintain competitive advantage.

Staff will assisting leading the board on timing, themes, venue, and quantity of engagement sessions



Sources: Forbes, IBM, New York Times, BLS, Reuters



## Exhibits

### Key Phrases

**Success**  
**Metrics**  
**Peer Community**  
**Framework**  
**Benchmark**  
**Scorecard**  
**Measurement**  
**Comparison**  
**Value**  
**Guiding Principles**  
**Balancing short and long term goals**  
**C.I.A. (Consumer, Investor, Associates)**  
**Proactive**  
**Best Performing**

#### THEMES:

*Data*  
*Trends*  
*ROI*

#### THEMES:

*Incentives*  
*Programs*

**Art & Science**  
**Surveys**  
**Labor Market**  
**Role of Tourism**  
**Concept**  
**Vision Winter Park**  
**Future Proofing**  
**Identifying Stakeholders**  
**Multidimensional**

**Generational Quality**  
**Vision Statement**  
**Quality of Life**  
**Park Avenue**  
**Special**  
**Generational Appeal**  
**Experiential Economy**  
**Authenticity**  
**Investment**  
**Premier Experience**  
**Competitive Advantage**

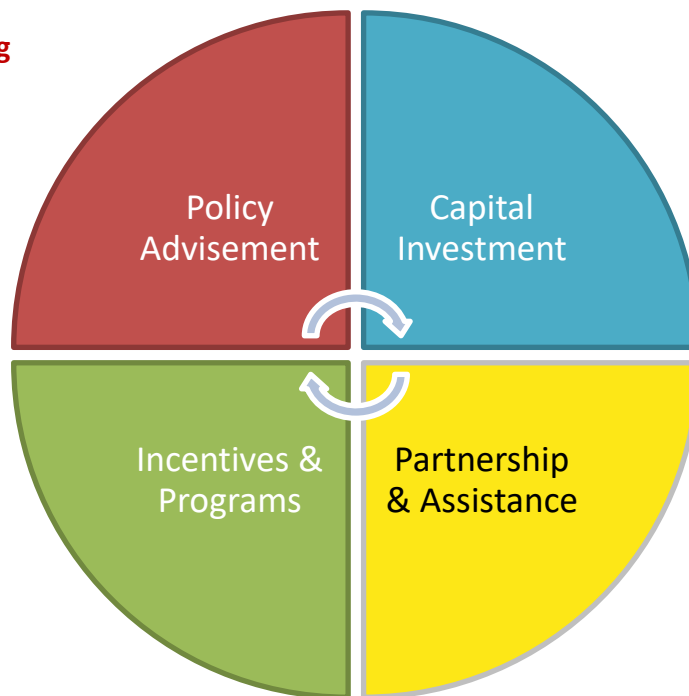
#### THEMES:

*Experience*  
*Qualitative*  
*Downtown*  
*Economic Health*

#### THEMES:

*Ombudsman*  
*Communication*  
*Education*

**Resilience**  
**Responsiveness**  
**Outside Expertise**  
**Brand**  
**Resources**  
**Programs**  
**Communicate**  
**Recession Toolbox**  
**"What if it happens again?"**

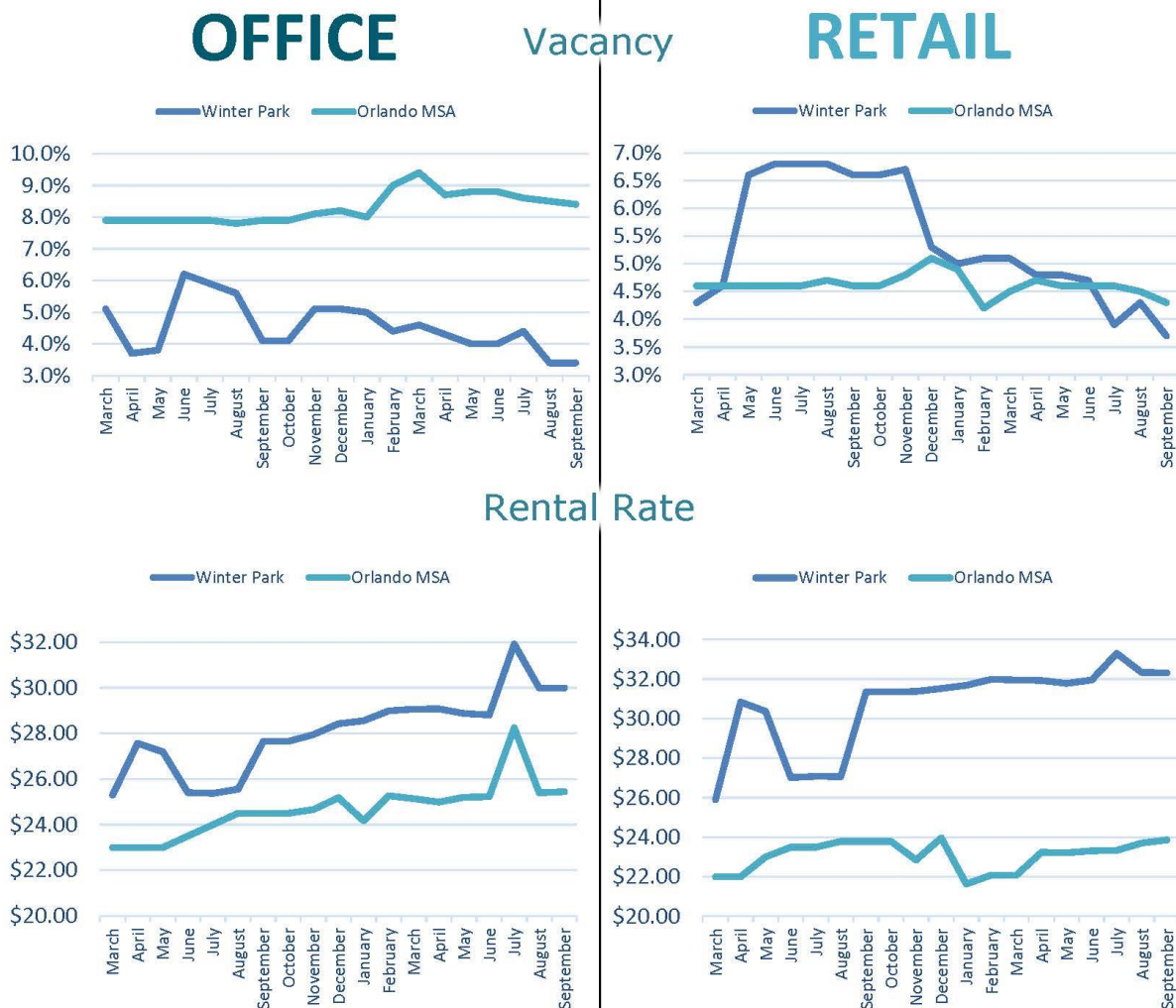


# Commercial Performance Report

## 9/21

Full list of quarterly reports including annually recorded metrics are available at [www.cityofwinterpark.org/pm](http://www.cityofwinterpark.org/pm)

Sources: ESRI, CoStar, BLS



## City of Winter Park Demographic Narrative

The City of Winter Park is located in the center of the State of Florida in North Orange County and is considered a part of the Orlando Metropolitan Area.

Although the Orlando Metropolitan Area has been one of the top growth areas in the country, generally, Winter Park has seen only modest population growth since 1970. The median age of the population is 45.1 years old. The population is better educated and older than the surrounding population in the Orange County area with a median age of 35.1 years. Winter Park's person per household ratio has continued to decline over the past several decades following the national trend so that it is now 2.16 persons on average.

The City contains the full range of residential uses, a premier central business district, major office buildings, a hospital and a small amount of industrial property. Possession of this full range of land use types plus the economic and ethnic diversity of the City's population qualifies Winter Park as a true city. Overall, economic health has been trending towards more sustainable rates since the beginning of the pandemic.

Winter Park is not a bedroom community, but a commercial working hub and an excellent place to locate business in a vibrant community with convenient access to talent. Below is a list of some of the top employers and corporate headquarters that call Winter Park home.

Corporate headquarters located in Winter Park:

- ❖ 4 Rivers BBQ – Winter Park's own nationally recognized BBQ chain.
- ❖ AndCo Consulting – Institutional investment consulting firm.
- ❖ *Bonnier Corporation* – Swedish publishing and multimedia firm located in Winter Park Village.
- ❖ *Brassfield & Gorrie* – One of the nation's largest privately-held construction and contracting services companies.
- ❖ *Holiday Retirement, LLC* – Operator of 260 senior living communities across the country.
- ❖ *Ruth's Hospitality Group International* – International restaurant chain owning the Ruth's Chris brand.
- ❖ *Timbers Resorts, LLC*, - An international resort parent company.

The city is also home to several other large employers outside of this sector including Florida Hospital, Rollins College, Orange County Schools, City of Winter Park, and Publix Supermarkets.

Regionally, Winter Park competes with employment centers in the region such as Downtown Orlando, Maitland, Lake Mary/Heathrow and Millenia/Metrowest markets which are all located along the I-4 corridor, also called the Florida High Tech Corridor. The city has also begun to see a quantitative and qualitative regional pull from competing cities of similar size and scale. With a multitude of offerings, the city looks to continue to compete in this market through competitive advantage, authentic and experiential activities, enriched culture, and a diverse marketplace.





## Economic Development Advisory Board

# agenda item

item type	Staff Updates	meeting date	September 14, 2021
prepared by	Kyle Dudgeon	approved by	
board approval			
strategic objective	N/A		

### subject

Sustainability Action Plan (SAP) Update - Board Comments

### motion / recommendation

Comments and discussion are at the pleasure of the board

### background

Presentation from the Sustainability team with regard to its latest update of their Sustainability Action Plan (SAP). The board may use this time to provide comments, suggestions, or additional insight.

### alternatives / other considerations

N/A

### fiscal impact

N/A

### ATTACHMENTS:

[Sustainability Action Plan Update - Draft.pdf](#)





# Winter Park Sustainability Action Plan 2021 Update

Presented by:

Vanessa Balta, M.S., Urban and Regional Planning, Sustainability Program Manager  
Agnieszka Tarnawska, M.E., Environmental Protection, Sustainability Program Specialist  
Keep Winter Park Beautiful & Sustainable Advisory Board

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## Background

### Vision and Purpose

The 2021 Sustainability Action Plan (SAP) updates and expands upon the City of Winter Park's 2015 SAP. The purpose of the SAP remains the same, to create a roadmap depicting where the city is today and where it would like to be in the future, in regard to sustainability.

The city defines sustainability as responsible and proactive decision-making that minimizes negative impact and maintains balance between social, environmental, and economic growth to ensure a desirable planet for all species now and in the future.

By integrating elements of this plan, the will:

- Increase quality of life while improving individual and community health
- Become more energy independent
- Protect and enhance air quality, water quality, and natural systems
- Save money
- Increase economic value

It is the intention of this document to provide high level objectives that are conceptually approved by the City Commission and leadership. The actions listed under each category are put forth as possible avenues for achievement of the approved goals, and do not represent required or prescriptive measures. The plan is a living document intended to evolve over time as the city experiences both progress and challenges.

A progress report will be presented to the City Commission on an annual basis. This annual report will include:

- Summary of progress made toward the previous year's indicators and actions
- Proposed project/action list
- Estimated project costs
- City Staff and budget allocations
- Outside funding opportunities

### History

On January 14, 2008 the Winter Park City Commission passed a resolution stating the City would pursue measures to become a certified Green Local Government through the Florida Green Building Coalition (FGBC). In 2009 Public Works Director Troy Attaway hired Tim Maslow to coordinate the city's sustainability efforts and to develop a plan for achieving the certification. In 2011, after working with each department on a multitude of new projects, policies and programs, the city was officially certified as a Green Local Government at the Gold

level, also earning the highest score for a local government that year. The Sustainability Action Plan was originally drafted based upon the structure provided by the Green Local Government certification.

In 2012 the city's Environmental Review and Keep Winter Park Beautiful (Keep America Beautiful affiliate since 1993) boards merged with a shared focus of improving community sustainability and achieving the Green Local Government Platinum certification. The new Keep Winter Park Beautiful and Sustainable (KWPB&S) Advisory Board held monthly workshops in addition to their regularly scheduled monthly board meetings in an effort to develop and refine the Sustainability Action Plan with community involvement. The 2015 SAP, presented by Kris Stenger, Assistant Director of Building, Permitting & Sustainability and Abby Gulden, Sustainability and Permitting Coordinator, was accepted by unanimous vote of the City Commission on February 9, 2015.

<b>2012-2013 KWPB&amp;S Board Members</b>		<b>2014-2015 KWPB&amp;S Board Members</b>	
Mary Dipboye, Chair	James (Bob) Robinson	Michael Poole, Chair	Mark Roush
Stephen Pategas, V. Chair	Pat Schoknecht	Stephen Pategas, V. Chair	Bruce Thomas
Michele Hipp	Julia Tensfeldt	Michele Hipp	Steven DiClemente
Michael Poole	Kent Tse	Raymond Randall	Mary Dipboye
Raymond Randall	Laura Walda	Pat Schoknecht	John Tapp
John Rife	Carol Kostick	Julia Tensfeldt	Fred Kosiewski
Lucy Roberts	Mark Roush	Laura Walda	Cathy Blanton
Joseph Robillard		Carol Shenck (Kostick)	

## About the 2021 SAP Update

### Overview

The year 2020 was the first target goal year for many of the 2015 SAP Metrics. Due to the COVID-19 Pandemic, data from 2020, in many cases, is not comparable to previous years. For this reason, many of the metrics' trend data in this document are expressed through the year 2019 (pre-COVID-19 pandemic). The City's progress toward 2015 SAP Objectives, Indicators and Actions through 2020 is provided in the 2020 Annual Report available at [cityofwinterpark.org/sap](http://cityofwinterpark.org/sap).

The 2021 SAP revises baselines, where necessary, for more complete and accurate data collection and analysis. It also includes a new category, Climate Resiliency, to help the better understand and withstand weather and climate-related risks and vulnerabilities. The update also includes actions to assist the city in learning how to apply a racial equity lens to ensure a future where race can no longer be used to predict life outcomes and outcomes for all groups are improved.

### 2021 SAP Update Community Engagement Process

The 2021 SAP integrates discussion and feedback from joint virtual KWPB&S Advisory Board work sessions, which allowed for public comments, with the following city advisory boards and

respective staff liaisons: Economic Development, Lakes, Parks and Recreation, Tree Preservation, Planning & Zoning, Transportation and Utilities. Additional community input on SAP priorities were gathered using an online survey that had over 200 respondents (over two-thirds of which identified as residents). Community input was also gathered from community organizations via an online survey from Hannibal Square Heritage Center, Ideas for Us Orlando, League of Women Voters Orange County, The Nature Conservancy, WP Garden Club, WP History Museum and WP Public Library.

### Keep Winter Park Beautiful & Sustainable Advisory Board

The mission of Keep Winter Park Beautiful and Sustainable (KWPB&S) is to improve the quality, sustainability and aesthetics of our environment in order to create a healthier, more beautiful place to live, work, and play.

2021 Board Members	Appointed By	End of Term
Ben Ellis, Chair	Mayor Anderson	2024
Danielle Flipse, Vice Chair	Commissioner Sullivan	2023
Carey Bond	Commissioner DeCiccio	2022
Lynne Bachrach	Mayor Anderson	2024
Kay Hudson	Mayor Anderson	2024
Stephen Pategas	Commissioner Weaver	2022
Rosemary Salow	Commissioner Cooper	2022

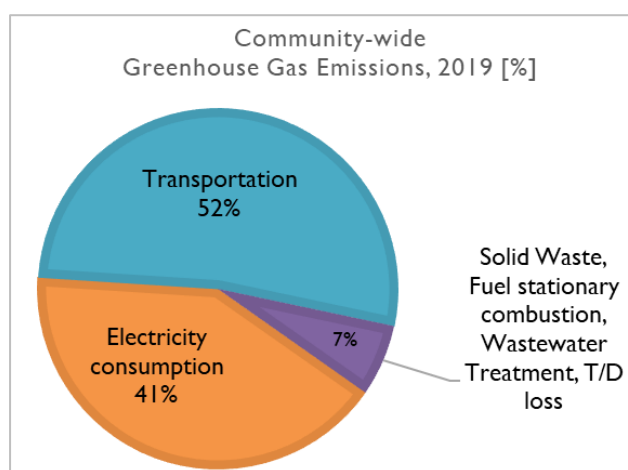
### Highlights and Accomplishments

- [East Central Florida Regional Resilience Collaborative](#) Partner
- [America In Bloom's](#) 2020 Outstanding Achievement Award for Environmental Efforts
- [SolSmart](#) Gold Designee
- EV Charging Infrastructure Readiness Ordinances ([3203-21](#), [3204-21](#))
- Backyard Chicken Permit Pilot Program Ordinance ([3182-20](#))
- Single-use Products Policy for City Facilities Pilot Program Resolution ([2238-20](#))
- Electrified the Building & Permitting Department's entire fleet
- Purchased 20MW of utility-scale solar, expanding the city's renewable portfolio
- Launched [Green Business Recognition Program](#)
- Collaborations with UCF and Rollins College students on energy benchmarking and Green Business recruitment
- [Rollins College Bonner Leaders Program](#) Partner
- Awarded over \$100,000 in Florida Department of Transportation Keep America Beautiful Florida Affiliates Grants
- Single-stream Residential Recycling Program including [Schedule Reminding and Waste Lookup Tool Digital Service](#)
- Electric Vehicle Charging Stations available to the public throughout the city at no cost
- Residential audit and rebate programs encouraging [energy](#) and [water conservation](#)

## Climate Resiliency

The Climate Resiliency category outlines long-term objectives and short-term actions focused on improving the city's capacity to cope with climate change impacts, respond or reorganize in ways that allow the city to maintain its essential functions while also maintaining the capacity for adaptation, learning and transformation. The 2019 Intergovernmental Panel on Climate Change (IPCC) [\*Special Report on Global Warming of 1.5°\*](#) asserts that human activities are estimated to have caused approximately 1°C of global warming and human-induced global warming will likely reach 1.5°C (2.7°F) between 2030 and 2052. Warming at this level is projected to increase the mean temperature of most land and ocean regions, increase hot extremes in most inhabited regions, and increase climate-related risks to health, livelihoods, food security, water supply, human security and economic growth.

The city's Community-wide Greenhouse Gas (GHG) Emissions Inventory consists of all major direct and indirect GHG emissions generated and occurring within the City of Winter Park's administrative boundary. Transportation-related (52%) and electricity consumption-related (41%) activities contribute the largest proportion of greenhouse gases emissions in the city. As a municipally owned-utility, the Electric Utility is uniquely situated to increase the percentage of its energy portfolio coming from renewable and clean alternative sources. Transitioning to 100% renewable energy, for electricity by 2035 and for transportation by 2050 may be more feasible and accessible for the city of Winter Park than many of its neighbors given that it has purchasing power over its electricity and is implementing policies that will ready future developments for a transition to electric vehicles.



## OBJECTIVES

1. Increase the city's resiliency to the impacts of climate change, ensuring a healthy, livable and sustainable community for present and future generations
2. Increase proportion of renewable energy in Winter Park Electric Utility's Energy portfolio
3. Reduce community wide greenhouse gas emissions
4. Encourage on-site renewable energy generation for residential and commercial buildings
5. Ensure access to affordable, healthy food options (community gardens, grocery stores or farmers markets)



## INDICATORS

	Indicator Description	Baseline	2025 Target	2035 Target
CR-1	Proportion of renewable energy in Winter Park Electric Utility's Energy portfolio <sup>1</sup> – Baseline Year: 2012	4%	60%	100%
CR-2	Community wide greenhouse gas emissions [Tons of carbon dioxide equivalent] <sup>2</sup> – Baseline Year: 2018	398,919	14% less than baseline year	41% less than baseline year
CR-3	WP Electric Utility Customers with Solar <sup>3</sup> – Baseline Year: 2012	7	Upward trend	Upward trend
CR-4	Proportion of Residents within 1/2 mile of affordable, healthy food options <sup>4</sup> – Baseline Year: 2012	-	50%	maintain

<sup>1</sup>In 2020, the proportion was 20%; in 2024, 20MW bulk solar purchase will come online, raising the proportion to 40%; the 2025 target assumes an additional 10MW of renewables being added to the portfolio.

<sup>2</sup>2018 is the earliest year of available transportation emissions data using Google EIE tool

<sup>3</sup>By the end of 2020, there were 79 WP Electric Utility Customers with Solar

<sup>4</sup>The baseline for this updated indicator will be calculated in 2022, previous indicator did not include “affordable” identifier

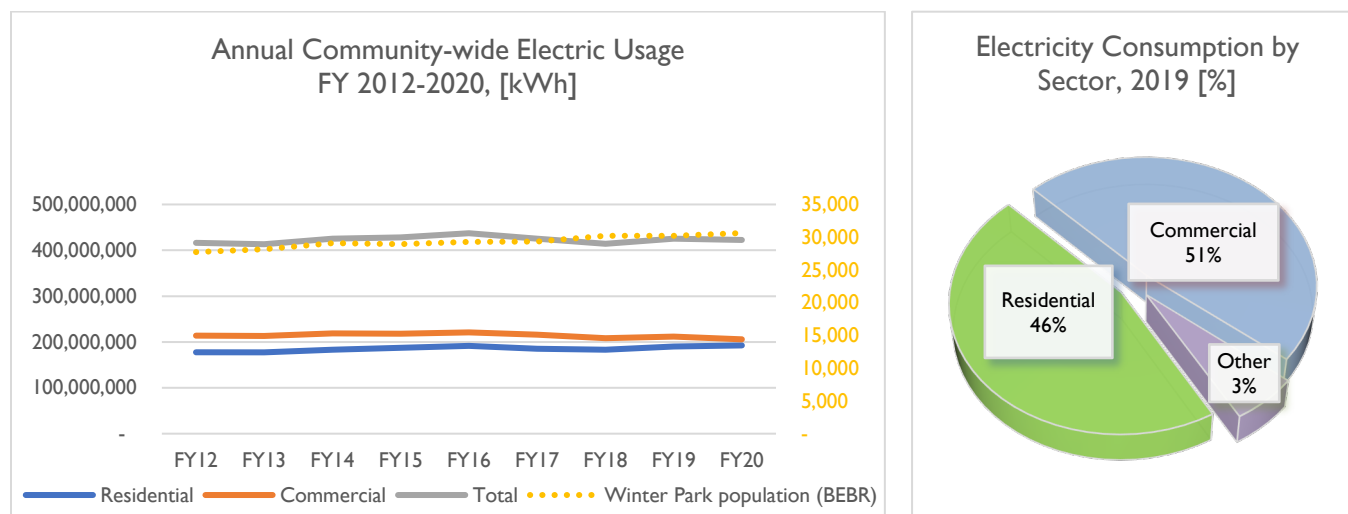
## ACTIONS

Projected Implementation Year	Action	Action Type	Responsible Department(s)
Continue Annually	Evaluate potential for increasing proportion of Winter Park Electric Utility's Energy Portfolio coming from renewable resources (e.g., wind, solar)	Policy	Sustainability Program, WP Electric Utility
Continue Annually	Conduct Community-wide Greenhouse Gas Emissions Inventory and track proportion of renewables in the WP Electric Utility's portfolio	Project	Sustainability Program
Continue Annually	Participate in Regional Sustainability and Resilience Professional Networks (Urban/Southeast/Florida Sustainability Directors Networks, East Central Florida Regional Resilience Collaborative, Good Food Central Florida Regional Policy Council, etc.)	Collaboration	Sustainability Program
Continue Annually	Provide community wide education and outreach on reducing consumption of carbon-intensive foods	Program	Sustainability Program
Continue Annually	Provide green building best practices education to building professionals and residents	Program	Building & Permitting
2022	Pass resolution committing the City to 100% of all electricity consumed in the City to come from renewable energy resources by 2035 and to 100% of all energy (electricity,	Policy	Sustainability Program, WP Electric Utility

	transportation and stationary combustion) used in the City to come from renewable resources by 2050		
2022	Solicit proposals to meet 100% Renewable Goals	Project	Sustainability Program, Procurement
2022	Develop a policy to replace gas-powered leaf blowers with alternatives that have fewer environmental and health impacts (e.g., air quality, noise pollution)	Policy	Sustainability Program
2022	Update Land Development Code, to allow food processing and handling in accordance with F.S. 500.80 (Cottage Food Operations) as a home occupation to encourage local food production	Policy	Planning & Transportation, Sustainability Program
2022	Revisit Backyard Chicken Pilot Program (exp. September 2022) to evaluate program outcomes and possibility of expanding and extending the program	Policy	Sustainability Program, Planning & Transportation
2022	Promote programs that expand access to seeds and increase the community's capacity to grow food locally	Program	Sustainability Program, Communications
2022	Provide community wide education and outreach that promotes growing edible gardens at home, community supported agriculture and local food consumption	Program	Sustainability Program
2023	Identify risks and vulnerabilities that climate change poses to the City of Winter Park by conducting a Climate Risk and Vulnerability Assessment	Project	Sustainability Program
2023	Work with Planning & Transportation Department to ensure Comprehensive Plan Update incorporates sustainability and resilience related goals, objectives and policies	Project	Planning & Transportation, Sustainability Program
2023	Research and design policies to increase green building standard requirements in residential & commercial developments	Policy	Sustainability Program, Planning & Transportation
2024	Research and explore opportunities to create resiliency hubs in the city	Project	Sustainability Program, Public Works
2025	Upon completion of Climate Risk and Vulnerability Assessment, create Climate Mitigation and Adaptation Plan (CMAP)	Project	Sustainability Program
2025	Ensure CMAP includes actions that will reduce the impacts of climate change on human health, especially for the most vulnerable communities	Project	Sustainability Program

## Energy

The Energy category focuses on measures that can reduce the environmental consequences of the construction, reconstruction and operation of buildings and infrastructure with a focus on energy efficiency and energy conservation. With buildings' energy usage contributing to nearly half of all of the community-wide greenhouse gas (GHG) emissions in 2019, implementing the prescribed actions is critical to achieving a more sustainable city. Electricity is primarily being used to power buildings for commercial (51%) and residential (46%) activities, while a smaller fraction (3%) is being used to power city scale infrastructure such as streetlights and transporting water and waste water. Between 2012 and 2019, electric usage per capita remained generally stable.



All utility data is sourced from the city's Comprehensive Annual Financial Reports, which can be reviewed on the city's website.

## OBJECTIVES

1. Increase energy efficiency of residential and commercial buildings
2. Increase energy conservation in residential and commercial sectors
3. Increase residential and commercial customers knowledge of energy efficiency and conservation best practices and benchmarking tools

## INDICATORS

	Indicator Description	Baseline	2025 Target	2035 Target
E-1	Energy usage intensity in residential buildings [kWh/customer/year] <sup>1</sup> – Baseline Year: 2012	15,263	TBD	TBD
E-2	Energy usage intensity in commercial buildings [kWh/customer/year] <sup>1</sup> – Baseline Year: 2012	91,850	TBD	TBD
E-3	Residential building audits performed annually – Baseline: Average # of audits/yr between 2017-2020	63	75	100
E-4	Commercial buildings added to benchmarking portfolio per year– Baseline Year: 2012	0	10	25

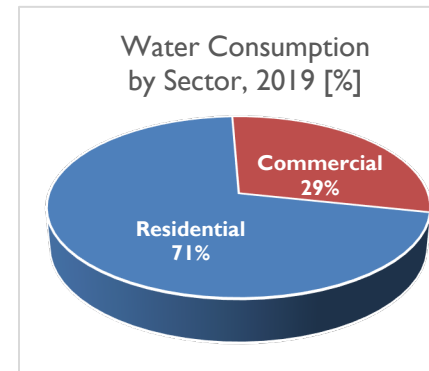
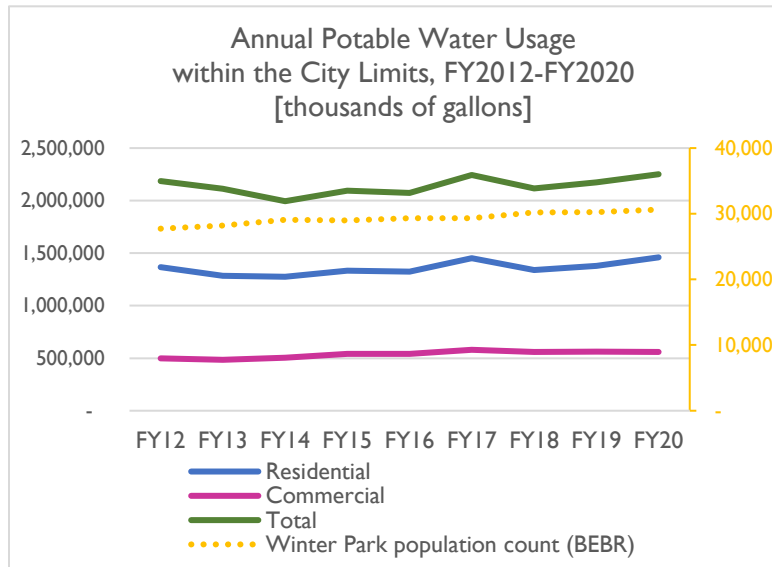
<sup>1</sup>Targets will be determined and baseline adjusted in 2022 to be in kWh/ square foot/year after GIS analysis project

## ACTIONS

Projected Implementation Year	Action	Action Type	Responsible Department(s)
Continue Annually	Promote existing Energy Conservation opportunities such as audits and rebates	Program	Sustainability Program, WP Electric Utility, Communications
Continue Annually	Provide energy conservation kits and solar feasibility reports for customers that undergo energy audits	Program	Sustainability Program, WP Electric Utility
Continue Annually	Continue Sustainability Education Program in Winter Park Schools that includes energy and water conservation education	Program	Sustainability Program, WP Electric Utility
Continue Annually	Provide technical assistance and education to commercial property owners and tenants on Energy Star Portfolio Manager	Program	Sustainability Program
2022	Identify methodology for expressing energy use intensity in kWh per square foot for residential and commercial customers	Project	GIS, Sustainability Program
2023	Explore incentive programs for commercial customers that encourage energy conservation	Program	Sustainability Program, WP Electric Utility
2025	Explore feasibility of residential energy and water benchmarking and disclosure	Project	Sustainability Program, WP Electric Utility, WP Water & Wastewater Utility
2025	Establish commercial building energy and water benchmarking and disclosure policy	Policy	Sustainability Program, WP Electric Utility, WP Water & Wastewater Utility

## Water

The Water category focuses on measures that can increase water efficiency and water conservation in residential and commercial sectors. In the City of Winter Park, residential and commercial customers use potable water for indoor and outdoor (irrigation) purposes. Over the last decade, potable water has remained generally stable, reflecting the minimal change in population growth over that time. The majority of potable water consumed in the city is used by residential customers (71%), with nearly half of residential water usage being spent on irrigation.



All utility data is sourced from the city's Comprehensive Annual Financial Reports, which can be reviewed on the city's website.

## OBJECTIVES

1. Increase water efficiency of residential and commercial buildings
2. Increase water conservation in residential and commercial sectors
3. Increase residential and commercial customers knowledge of water efficiency and conservation best practices and benchmarking tools

## INDICATORS

	Indicator Description	2012 Baseline	2025 Target	2035 Target
W-1	Water usage intensity in residential buildings [gallons/customer/year] <sup>1</sup>	123,651	TBD	TBD
W-2	Water usage intensity in commercial buildings [gallons/customer/year] <sup>1</sup>	294,098	TBD	TBD
W-3	Reclaimed water usage [gallons/year]	To be provided by WW	maintain	50% more

<sup>1</sup>Targets will be determined (in per capita) upon the renewal of St. Johns River Water Management District Consumptive Use Permit in 2025

## ACTIONS

Projected Implementation Year	Action	Action Type	Responsible Department(s)
Continue Annually	Promote existing water conservation opportunities such as audits and rebates	Program	WP Water & Wastewater Utility, Sustainability Program, Communications
Continue Annually	Promote water conservation education to residential and commercial customers through on-line and print campaigns	Program	WP Water & Wastewater Utility, Sustainability Program, Communications
2022	Implement Advanced Metering Infrastructure (AMI) to allow for more effective monitoring of water usage, system efficiency, detecting malfunctions and recognizing irregularities	Project	WP Water & Wastewater Utility
2022	Implement Water/Sewer Impact Fee Deferral Program throughout the city to reduce customer upfront costs for connecting to the sewer system	Policy	WP Water & Wastewater Utility
2022	Explore grant opportunities for septic to sewer conversion projects	Project	WP Water & Wastewater Utility
2022	Increase public awareness of Florida-friendly landscaping and landscape irrigation regulations to residential and commercial customers	Program	WP Water & Wastewater Utility, Sustainability Program, Building & Permitting, Communications
2023	Explore the creation of an incentives program for commercial customers that encourages water conservation	Program	Sustainability Program, WP Water & Wastewater Utility
2023	Using AMI system to identify customers in non-compliance with SJRWMD irrigation policies and provide non-compliant customers with water conservation best practices	Program	WP Water & Wastewater Utility, Sustainability Program
2024	Identify methodology for expressing water use intensity in gallons per capita	Project	WP Water & Wastewater Utility, Sustainability Program



	upon renewal of SJRWMD Consumptive Use Permit		
2025	Explore feasibility of residential energy and water benchmarking and disclosure	Project	Sustainability Program, WP Electric Utility, WP Water & Wastewater Utility
2025	Establish commercial building energy and water benchmarking and disclosure policy	Policy	Sustainability Program, WP Electric Utility, WP Water & Wastewater Utility
2025	Upon renewal of SJRWMD Consumptive Use Permit, review water utility rate structure to increase water conservation	Project/Policy	WP Water & Wastewater Utility
2025	Upon renewal of SJRWMD Consumptive Use Permit, expand reclaimed water system	Project	WP Water & Wastewater Utility

## Community Engagement & Green Economy

The Community Engagement and Green Economy category outlines long term objectives and actions focused on encouraging residents, business owners, schools and other organizations in the city of Winter Park to begin incorporating more sustainable solutions in their daily activities. To foster and build upon a culture that values health, environmental stewardship and financial wellbeing, the city will support public engagement campaigns to educate, inspire and offer some of the most cost effective, healthy and easy solutions. The campaign will seek to engage diverse partners and sectors of the community; create a shared community vision, goals and progress indicators of a low-carbon future; connect individuals and organizations to education, tools and resources; and celebrate positive changes and successes. A fully engaged community is the key to successfully making the city a more sustainable community.

### OBJECTIVES

1. Communicate, educate and motivate residents to begin incorporating more sustainable solutions in their daily actions to change their behaviors in ways that support the objectives of the Sustainability Action Plan
2. Engage businesses, offer sustainable solutions and recognition for greening their daily operations that support the objectives of the Sustainability Action Plan
3. Provide opportunities for schools to implement sustainable practices in their daily operations that support the objectives of the Sustainability Action Plan
4. Work collaboratively with community organizations to identify and implement sustainable solutions that support the objectives of the Sustainability Action Plan

### INDICATORS

	Indicator Description	Baseline	2025 Target	2035 Target
CEGE-1	Community engagement events – Baseline Year: 2012	12	No less than 12	No less than 12
CEGE-2	Green Businesses Recognized per year – Baseline Year: 2012	0	10	25
CEGE-3	Green School Grant Funding <sup>1</sup> – Baseline: Average amount of funding between 2017-2020	\$3,300	Equal or more than \$3,300/year	Equal or more than \$3,300/year

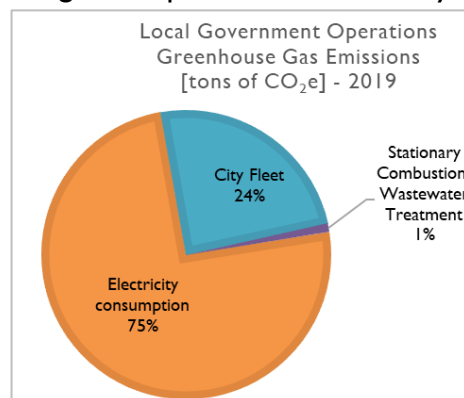
### ACTIONS

Projected Implementation Year	Action	Action Type	Responsible Department(s)
Continue Annually	Promote sustainability program initiatives through various social media platforms and traditional print media, at in-person events, and maintain and update	Project	Sustainability Program, Communications

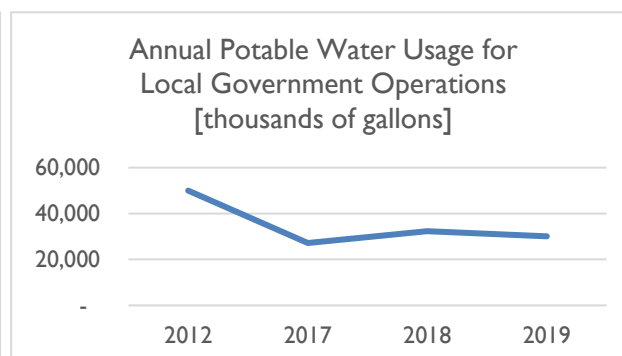
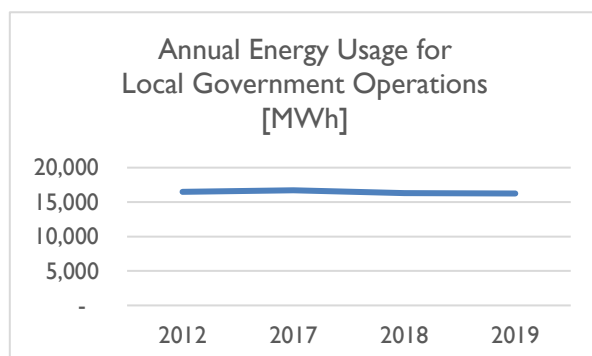
	Sustainability Program's website		
Continue Annually	Administer Green Business Recognition Program and promote Green Business initiatives	Program	Sustainability Program, Communications
Continue Annually	Administer Green School Grant Program and Green Education opportunities for educators	Program	Sustainability Program
Continue Annually	Partner with local universities (e.g., University of Central Florida, Rollins College) to provide educational trainings on sustainability-related subjects	Project	Sustainability Program
Continue Annually	Ensure all requirements are met for remaining a Keep America Beautiful affiliate	Program	Sustainability Program
Continue Annually	Provide volunteer opportunities for litter cleanups of city's lakes and rights-of-way	Project	Sustainability Program, Lakes Division
Continue Annually	Provide volunteer opportunities for beautification of city parks and greenspaces	Project	Sustainability Program, Parks & Recreation
Continue Annually	Provide education on Sustainability Program at Neighboring Community Events	Project	Sustainability Program
2022	Determine the feasibility of participating in America In Bloom's annual nationwide competition	Project	Sustainability Program
2022	Create and install Environmental Education opportunities at parks and city buildings (e.g., Howell Branch Creek)	Project	Sustainability Program, Parks & Recreation, Communications
2022	Facilitate Green Business networking events	Project	Sustainability Program
2023	Create Green Event Guide and Volunteer Program for city events	Project	Sustainability Program, Parks & Recreation, Communications

## Local Government Operations

The Local Government Operations category outlines long term objectives and actions focused on reducing GHG emissions of municipal operations, increasing municipal facilities' resiliency to the impacts of climate change, and encouraging resource protection and conservation. Creating healthier and more comfortable environments for employees and building occupants are also anticipated benefits from the city renovating existing buildings and building new city facilities to meet high performance, green building standards.

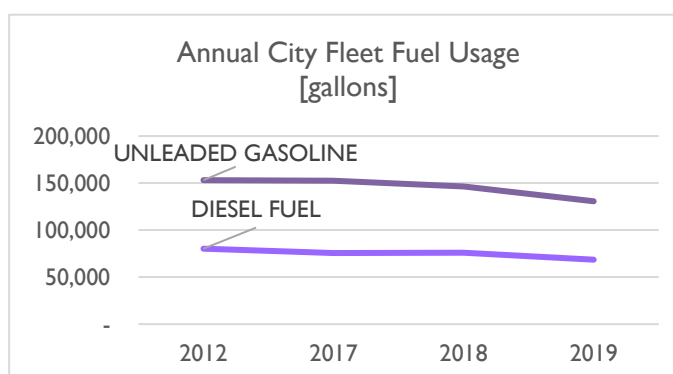


The city's Local Government Operations GHG Emissions Inventory consists of all major direct emissions from the burning of fossil fuels by the City's fleet and indirect GHG emissions associated with the electricity consumption for local government operations. City Fleet-related (24%) and electricity consumption-related (75%) activities contribute the largest proportion of greenhouse gases emissions in government operations. Energy usage has remained generally stable since the baseline year of 2012. Energy audits of city facilities would allow for the city to identify and select projects that will provide the greatest energy reduction at the best return on



investment. Recent potable water usage has declined from the baseline. Several city parks use reclaimed water, lake or well water, reducing the amount of high-quality potable water being used by the city to irrigate. Efforts to expand the use of lower-quality water for park irrigation are planned.

City fleet gasoline and diesel consumption has remained generally stable since the baseline year. Establishing a policy that creates a vehicle replacement and purchase tiered structure that prioritizes zero tail pipe emissions and high fuel efficiency vehicles would help further fleet electrification and fuel usage reduction.



## OBJECTIVES

1. Increase the city's municipal facilities resiliency to the impacts of climate change
2. Reduce Local Government Operations (LGO) greenhouse gas emissions
3. Increase energy and water efficiency of existing and new city-owned and city-operated facilities
4. Encourage on-site renewable energy generation at city-owned and city-operated facilities
5. Reduce fossil fuel consumption by city fleet vehicles
6. Communicate, educate and motivate city employees to incorporate more sustainable solutions in their daily actions to change their behaviors in ways that support the objectives of the Sustainability Action Plan
7. Reduce the amount of waste generated from local government operations
8. Encourage reuse and other means of disposal that divert generated waste away from the landfill

## INDICATORS

	Indicator Description	2012 Baseline	2025 Target	2035 Target
LGO-1	Local Government Operations greenhouse gas emissions [Tons of carbon dioxide equivalent]	11,315	40% less than baseline year	80% less than baseline year
LGO-2	Energy usage for Local Government Operations [MWh/yr]	16,471	5% less	15% less
LGO-3	Installed renewable energy capacity [MW] <sup>1</sup>	0	TBD	TBD
LGO-4	City-owned and city-operated facilities audited	3	50%	100%
LGO-5	Potable water usage [million gallons] <sup>2</sup>	49.5	50% less	TBD
LGO-6	City Fleet fuel usage [gallons of unleaded gasoline] <sup>3</sup>	143,268	Downward trend	TBD
LGO-7	City Fleet fuel usage [gallons of diesel fuel] <sup>3</sup>	80,235	Downward trend	TBD
LGO-8	Number of city-owned Electric Vehicles <sup>4</sup>	0	Increase	Increase
LGO-9	Number of Electric Vehicle charging Stations available for city business use [ports] <sup>4</sup>	1	Increase	Increase

<sup>1</sup>By the end of 2020, the city had 266kW of installed solar capacity (City Fleet Building, Aloma Water Treatment Plant)

<sup>2</sup>Target will be determined upon the renewal of St. Johns River Water Management District Consumptive Use Permit in 2025

<sup>3</sup>Target will be determined after pathway to reach 100% Renewable Goals proposal is received

<sup>4</sup>By the end of 2020, the city had 6 electric vehicles (2% of total fleet) and 7 EV Charging Ports for Fleet Use

## ACTIONS

Projected Implementation Year	Action	Action Type	Responsible Department(s)
Continue Annually	Monitor city buildings' energy and water usage through ENERGY STAR Portfolio Manager	Program	Sustainability Program
Continue Annually	Conduct Local Government Operations Greenhouse Gas Emissions Inventory	Project	Sustainability Program
Continue Annually	Shift from potable water to lower-quality water resources (e.g., well or lake water) for parks irrigation while prioritizing water conservation and continuing use of reclaimed water at existing sites	Policy	Parks & Recreation, WP Water & Wastewater Utility Utilities
Continue Annually	Ensure that all new, significantly renovated, occupied, city-owned and city-operated buildings will be designed and built to incorporate measures that would allow them to be FGBC certified or certified at a minimum of LEED "Silver Certification" level or a comparable performance criterion	Policy	Public Works, Sustainability Program
Continue Annually	Shift from fossil-fuel powered landscaping equipment to electric powered equipment as equipment is being replaced	Policy	Parks & Recreation
Continue Annually	Continue to partner with FDOT's reThink Your Commute program to encourage employees' use of SunRail, Lynx, vanpools and bike and walking to work	Program	Human Resources, Sustainability Program
2022	Solicit proposals for energy conservation audits for all city facilities	Project	Public Works, Procurement, Sustainability Program, WP Electric Utility
2022	Establish sustainable & resilient fleet policy that creates a vehicle replacement and purchase tiered structure that prioritizes zero tail pipe	Policy	Fleet, Sustainability Program



	emissions and high fuel efficiency vehicles		
2022	Develop educational workshop for city employees that cover best practices for workplace energy & water conservation, sustainable transportation modes and waste management	Program	Sustainability Program, Human Resources
2022	Revisit Single Use Product Policy Pilot Program (exp. May 11, 2022) to evaluate program outcomes and possibility of expanding and extending the program	Policy	Sustainability Program, City Administration
2022	Review Best Workplaces for Commuters criteria and apply for designation	Project	Human Resources, Sustainability Program
2023	Explore establishing a Revolving Energy Efficiency Loan Fund for city owned buildings and infrastructure.	Program	Finance, Public Works, Sustainability Program
2023	Solicit proposals for solar feasibility study for all city facilities	Project	Public Works, Sustainability Program, Procurement, WP Electric Utility
2023	Research energy and water management software capable of identifying low-efficiency city facilities and early detection of usage anomalies	Project	Sustainability Program, Public Works
2023	Update Personnel Policy Manual to reduce idling time by city fleet users and create educational campaign to inform city employees.	Policy/Program	Fleet, Sustainability Program
2023	Identify funding opportunities and training provider for racial equity training for all elected officials and department heads	Program	City Administration, Sustainability Program
2023	Pilot food scrap collection program at City Hall	Project	Sustainability Program
2024	Explore opportunities to install dishwashing machines and water bottle filling stations at city facilities to facilitate the reuse of dishware for city-business meetings and gatherings	Program	Public Works, Sustainability Program

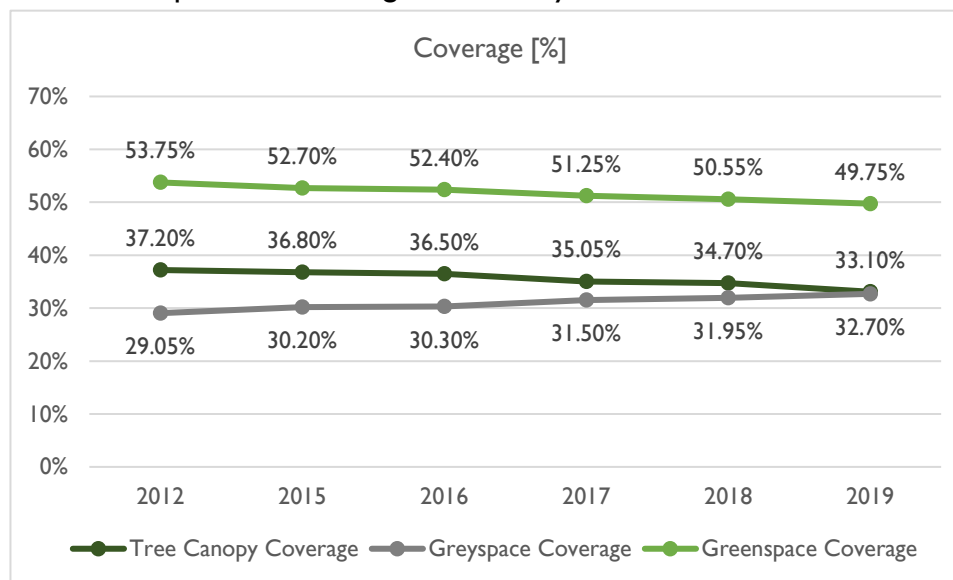
2024	Utilize racial equity lens to assess city policies, initiatives, programs, and budget issues	Program	All City Departments
2024	Design and implement sustainable procurement policy that is fiscally responsible, promotes work health, conserves natural resources, prevents pollution, and aligns with the city's sustainability goals	Program	Procurement, Sustainability Program
2024	Explore ways to quantify waste generated from city offices	Project	Sustainability Program
2025	Upon renewal of SJRWMD Consumptive Use Permit, assess and identify opportunities for water conservation measures for all city facilities	Project/Policy	WP Water & Wastewater Utility

## Natural Resources

The Natural Resources category is focused on preserving and enhancing the City of Winter Park's valuable natural features that help make the city such a great place to live. The city is known for its lush tree canopy and pristine lakes. Both of these features provide a multitude of benefits including improved air quality, wildlife habitat, cooler temperatures through reduced urban heat island effect, beautification and increased property values. In recognition of a downward trend from 2012 to 2019, the target goals for tree canopy coverage and greenspace coverage reflect a commitment to reversing the trend.

In 2020, the city's Urban Forestry Division began using [i-Tree Canopy](#). The online tool randomly lays points onto Google Earth imagery and then the user manually classifies what cover class (e.g., tree) each point falls upon. While 500-1,000 points are suggested, the Urban Forestry Division classified 2,000 points, increasing the accuracy of the estimates. Since the aerial imagery from Google Earth is normally about 2 years old, the assessment presented goes only through 2019.

Using i-Tree Canopy, Urban Forestry was able to determine the city's tree canopy coverage (includes



trees and shrubs), greenspace coverage (includes trees, shrubs, grass and herbaceous cover) and greyspace coverage (includes impervious surfaces and buildings). A trend of gradual decline in tree canopy and greenspace coverage and gradual incline of greyspace coverage is evident during the reporting years. Tree canopy loss is most likely attributable to changes in land development use, rather than from extreme weather events. Land development regulations and city programs that protect and expand the existing canopy are critical to ensure tree canopy coverage does not continue to decline.

City parks play a crucial role in residents and visitors mental and physical well-being and stimulate social cohesion. The city's Parks and Recreation Division has consistently exceeded its goal of more than 10 park acres per 1,000 people. Maintaining the percentage of residents living within a half mile from park space will not only ensure that residents are within walking distance of places that are good for their mind and body, but these green areas also help mitigate localized air pollution and provide habitat for numerous animal and plant species.

In 2021, the city's Lakes Division will begin tracking the percentage of the city's Main Lakes meeting the "Good" Water Quality Standard [average annual trophic state index (TSI) below 60]. The city's Main Lakes include Lakes Baldwin, Berry, Killarney, Maitland, Mizell, Osceola, Sue and Virginia. TSI is a classification system designed to "rate" individual lakes, ponds and reservoirs based on the amount of biological productivity occurring in the water. Using the index, one can gain a quick idea about how productive a lake is.

## OBJECTIVES

1. Maintain and expand an equitable urban tree canopy
2. Increase overall greenspace
3. Reduce grey space (including paved parking lot, street, sidewalk, rooftop, impermeable)
4. Maintain percentage of residents living within a half mile from park space
5. Maintain number of lakes meeting good water quality standard
6. Increase residents' and businesses' knowledge of best practices for pollution prevention of natural water resources, including impacts of stormwater runoff and over-fertilizing.

## INDICATORS

	Indicator Description	Baseline	2025 Target	2035 Target
NR-1	Tree Canopy Coverage - Baseline Year: 2019	33.10%	Maintain	5% more
NR-2	Greenspace Coverage - Baseline Year: 2019	49.75%	Maintain	5% more
NR-3	Greyspace Coverage - Baseline Year: 2019	32.70%	Maintain	5% less
NR-4	Residents living within ½ mile from park space <sup>1</sup> - Baseline Year: 2012	95%	TBD	TBD
NR-5	Percentage of City of Winter Park's Main Lakes <sup>2</sup> meeting Good Water Quality Standard [Average Annual Trophic State Index (TSI) below 60] – Baseline Year: 2012	100%	Maintain	Maintain

<sup>1</sup>Includes Community Parks, Mini Parks, Neighborhood Parks, Open space/conservation, Special Purpose Parks

<sup>2</sup>Lakes Baldwin, Berry, Killarney, Maitland, Mizell, Osceola, Sue and Virginia

## ACTIONS

Projected Implementation Year	Action	Action Type	Responsible Department(s)
Continue Annually	Administer city's tree management program	Program	Urban Forestry
Continue Annually	Consider the usefulness and availability of state and federal grant programs for the acquisition of lands for conservation areas or passive recreation	Policy	City Administration, Parks & Recreation, Planning & Transportation

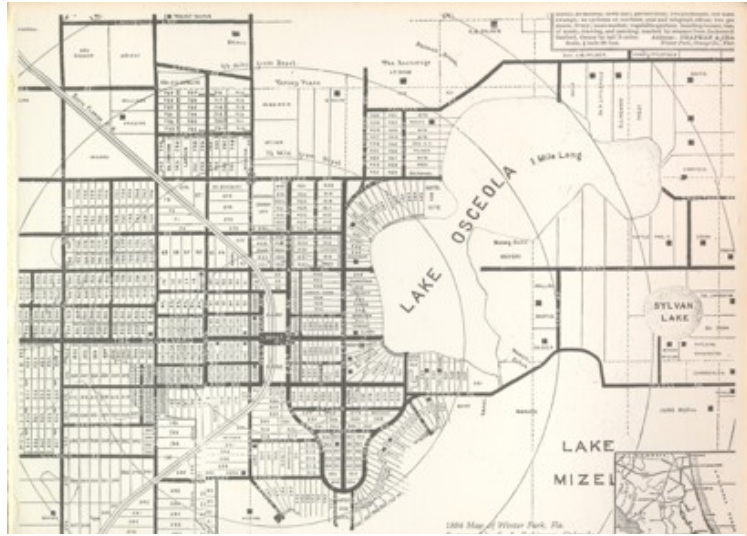
Continue Annually	Administer integrated aquatic plant management program	Program	Lakes Division
2022	Provide Tree Canopy Conservation education to residents and businesses through on-line and print campaigns	Program	Urban Forestry, Sustainability Program
2022	Provide education on pollution prevention of natural water resources (e.g., impacts of stormwater runoff and over-fertilizing) to residents and businesses through on-line and print campaigns	Program	Lakes Division, Sustainability Program
2023	Research establishing an Energy-Savings Tree Giveaway Program that delivers canopy and understory trees to residents	Program	Urban Forestry, Sustainability Program,
2023	Conduct tree equity study to determine if tree canopy cover is distributed in a way that all residents can experience the climate, health and other benefits that trees provide	Project	Urban Forestry
2023	Develop long term reforestation plan to increase tree canopy coverage	Policy	Urban Forestry
2023	Explore funding opportunities to build a green infrastructure (bio-swales, rain gardens, green roofs, etc.) demonstration project within the city limits	Project	Sustainability Program, Stormwater Division

## Transportation and Urban Form

The Transportation and Urban Form category is focused on encouraging healthier, more active forms of transportation such as walking, bicycling and using mass transit such as LYNX bus and SunRail commuter rail. As the first planned community in Florida, the city was founded around the concept of walkability and human scaled urbanism. Since owning a car was a rarity in the 1880s, the city's founders designed the original plan around the Train Station which was the town's first constructed building.

Future development was patterned off quarter mile walks around the station.

As discussed in the Climate Resiliency category, transportation is a significant (52%) contributor to the city's community-wide GHG emissions. The category also emphasizes a more human scaled, compact, mixed use neighborhood pattern and design that makes it easier for people to choose these more sustainable transportation options.



*The original Town Plan for Winter Park, FL placing the train station in the center with development planned around it. The circles represent quarter mile distances.*

Common design elements of complete streets tend to be human scaled, narrow, with continuous sidewalks, bike lanes, landscaping and shade trees. These design characteristics combined with green infrastructure such as bio-swales and rain gardens also help reduce stormwater runoff, enhance lakes water quality and reduce the urban heat island effect.

## OBJECTIVES

1. Improve pedestrian and bicyclist environments with sustainable and safe transportation infrastructure such as sidewalks, multimodal paths, and transit shelters
2. Encourage more human scaled, compact, mixed use land use development and planning
3. Create an environment that encourages residents, businesses and visitors to transition to electric and less carbon-intensive modes of transportation
4. Achieve a level of air quality that is healthy for all residents and the natural environment
5. Increase residents and businesses' knowledge of benefits and importance of sustainable transportation choices



## INDICATORS

	Indicator Description	2012 Baseline	2025 Target	2035 Target
TUF-1	Sidewalk/Street improvements allowing for pedestrian and bicyclist use [Linear feet] <sup>1,2</sup> - <i>Starting year 2022</i>	-	1 mile (cumulative)	3.5 miles (cumulative)
TUF-2	Pedestrian infrastructure improvements (enhanced crossings, benches, water bottle filling stations, sitting shelters) [improved site/year] <sup>2</sup> - <i>Starting year 2022</i>	-	TBD	TBD
TUF-3	Bicyclist infrastructure improvements (enhanced crossings, bike racks, bike storage, bike repair stations) [improved site/year] <sup>2</sup> - <i>Starting year 2022</i>	-	TBD	TBD
TUF-4	Improved transit stops (benches, transit shelters, waste receptacles, etc.) [improved transit stop/year] <sup>2</sup> - <i>Starting year 2022</i>	-	TBD	TBD
TUF-5	Public EV Charging Stations [# of Ports]**	7	Maintain	Maintain

<sup>1</sup>E.g., converting a sidewalk to a mixed use trail or adding a bike lane to an existing road

<sup>2</sup>Targets for TUF-1, TUF-2, TUF-3 and TUF-4 will be determined and baseline adjusted upon completion of Mobility Plan

<sup>3</sup>As of 2020, the city has 14 EV Charging Ports for Public Use

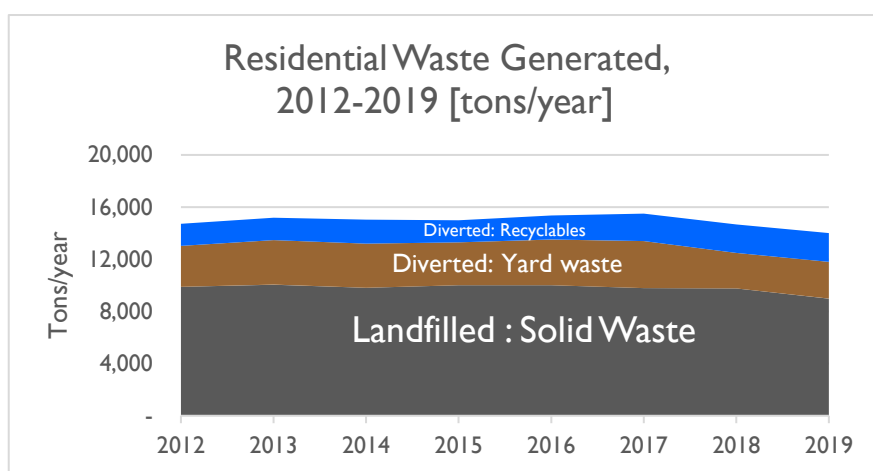
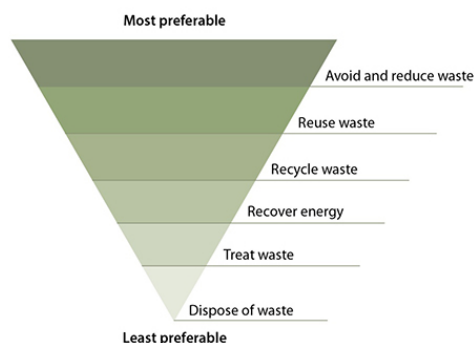
## ACTIONS

Projected Implementation Year	Action	Action Type	Responsible Department(s)
Continue Annually	Encourage private developments to increase safety and ease of walking and cycling through site plan review process	Policy	Planning & Transportation
Continue Annually	Publicize affordable & workforce housing located within a quarter mile from major employers	Program	Economic Development, Planning & Transportation
Continue Annually	Maintain Electric Vehicle Charging Stations available to the public	Program	Sustainability Program
Continue Annually	Provide education on pedestrian and bicyclist safety, routes, and proximity to amenities to residents and businesses through on-line and print campaigns	Program	Planning & Transportation, Police Department
Continue Annually	Provide education on benefits and importance of sustainable transportation choices to residents and businesses	Program	Planning & Transportation, Sustainability Department

	through on-line, print campaigns, and in-person events		
Continue Annually	Evaluate bus stop infrastructure for accessibility and amenities	Program	Planning & Transportation
2022	Develop Mobility Plan, considering SunRail, Lynx, safe routes to schools, Complete Streets, and linkages of the City's trails with adjacent counties and municipalities	Policy	Planning & Transportation, Sustainability Program
2022	Consider waiving building permit fee for EV Charging Station installation in residential and commercial properties	Policy	Building & Permitting
2023	Explore opportunities to pilot an autonomous electric shuttle	Project	City Administration, Economic Development, Sustainability Program
2023	Improve bike storage at SunRail Station (e.g., bike shelter)	Project	Planning & Transportation
2023	Work with Sustainability Program to ensure Comprehensive Plan Update incorporates sustainability and resilience related goals, objectives and policies as it relates to transportation	Project	Planning & Transportation, Sustainability Program
2023	Work with regional transit agencies to expand Lynx and SunRail service in the city	Project	Economic Development, Planning & Transportation, Sustainability Program
2024	Research and implement a Complete Streets Project Design Checklist	Policy	Planning & Transportation

## Waste Management

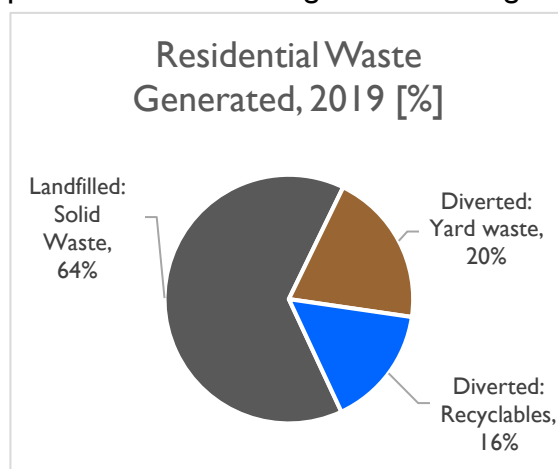
The Waste Management category is focused on reducing the amount of waste generated, encouraging the reuse and repair of products, and diverting waste from the landfill. The EPA developed the non-hazardous materials and waste management hierarchy in recognition that no single waste management approach is suitable for managing all materials and waste streams in all circumstances. The hierarchy ranks the various management strategies from most to least environmentally preferred.



The City of Winter Park has a franchise agreement with WastePro for hauling of solid waste, yard waste and recyclables from residential properties. Under this contract, WastePro hauls solid waste and yard waste to the Seminole County Transfer Station. Solid waste is landfilled and yard

waste is used primarily as road cover at the landfill, allowing yard waste to be counted as diverted waste. WastePro hauls recyclables to the Orange County Transfer Station. There, recyclables are graded by Waste Management as being “acceptable” or “rejectable” based on the level of contamination. Acceptable loads are transported to Waste Management’s sorting facility in Cocoa for sorting, baling and compaction and then prepared for market. Unacceptable loads are landfilled. In recent years, the city has had very few rejected loads. Consistency in updating residents to what is acceptable and not acceptable in the recycling bin is key to keeping rejections low.

It is important to recognize that at the top of the waste management hierarchy is avoidance and reduction of waste. The city is leading by example with its Single Use Product Policy Pilot program that prohibits plastic bags, plastic straws and Styrofoam products at city facilities. The Green Business Recognition Program provides a way



for businesses to receive recognition for switching from single-use to reusable and compostable alternatives. It is critical to reinforce the message that most environmentally preferable choice an individual can make in regards to waste is to not create it in the first place.

## OBJECTIVES

1. Reduce the amount of waste generated
2. Increase repair, reuse and donation of materials
3. Divert waste generated away from the landfill

## INDICATORS

	Indicator Description	2012 Baseline	2025 Target	2035 Target
WM-1	Residential Waste Generated [tons] <sup>1</sup>	14,714	5% less	10% less
WM-2	Residential Solid Waste Landfilled [tons]	9,890	10% less	20% less
WM-3	Residential Waste Diverted from Landfill [tons] <sup>2</sup>	4,824	5% less	10% less

<sup>1</sup>Includes tonnage collected from residential households (solid waste, yard waste and recycling)

<sup>2</sup>Includes tonnage of waste diverted for other purposes (i.e., recyclables recycled and yard waste used for landfill cover)

## ACTIONS

Projected Implementation Year	Action	Action Type	Responsible Department(s)
Continue Annually	Provide in-person, online and print education on waste management hierarchy (reduce, reuse, recycle)	Program	Sustainability
Continue Annually	Hold Annual Household Hazardous Waste (HHW) and Electronics Waste Collection Event	Program	Sustainability Program
Continue Annually	Publicize Regional Partners' Waste Diversion Programs (HHW & E-Waste Collection Events, Food Scrap Collection, etc.) and Drop-Off Facilities	Project	Sustainability Program
Continue Annually	Provide composting education and backyard composters to residents	Program	Sustainability Program
Continue Annually	Provide residents with online waste management tool that provides collection	Program	Sustainability Program

	schedules, reminders and look-up tool to determine how items should be disposed of		
Continue Annually	Maintain the list of the city's Registered Haulers	Policy	Sustainability Program
Continue Annually	Assist multi-family and commercial buildings with creating a recycling education and outreach plans	Program	Sustainability Program
Continue Annually	Participate in Florida Food Waste Prevention Week	Project	Sustainability Program
2022	Consider Waste Contractors' ability to provide single stream recycling for residential and multifamily households, food scrap collection, and Pay As You Throw options in Scope of Work description for Solid Waste Hauler Franchise Solicitation	Project	City Administration, Sustainability Program
2022	Explore feasibility of monthly residential food scraps collection at Farmers' Market	Project	Parks and Recreation, Sustainability Program
2022	Increase recycling opportunities at city-owned public facilities and parks	Program	Parks and Recreation, Sustainability Program
2022	Relaunch "Fix It, Don't Pitch It" regional community repair event	Project	Sustainability Program
2023	Increase availability of water bottle filling stations at city-owned public facilities and parks	Project	Parks and Recreation, Sustainability Program
2023	Develop and launch educational promotion campaign to encourage food recovery	Project	Sustainability Program, Communications

## Glossary

[Best Work Places for Commuters](#) is an innovative membership program that provides qualified employers with national recognition and an elite designation for offering outstanding commuter benefits such as offering at least \$30 per month towards a transit pass to employees, employee shuttle to transit stations, etc.

[Carbon-intensive foods](#) include beef (6.61 lbs. of CO<sub>2</sub>e per serving), cheese (2.45 lbs. of CO<sub>2</sub>e per serving), and other animal-based products.

[Climate change](#) refers to a change in the state of the climate that can be identified (e.g., by using statistical tests) by changes in the mean and/or the variability of its properties and that persists for an extended period, typically decades or longer. Climate change may be due to natural internal processes or external forcings such as modulations of the solar cycles, volcanic eruptions and persistent anthropogenic changes in the composition of the atmosphere or in land use.

[Climate Resilience](#) The capacity of social, economic and environmental systems to cope with a hazardous event or trend or disturbance, responding or reorganizing in ways that maintain their essential function, identity and structure while also maintaining the capacity for adaptation, learning and transformation.

[Complete Streets](#) are streets for everyone. They are designed and operated to prioritize safety, comfort, and access to destinations for all people who use the street, especially people who have experienced systemic underinvestment or whose needs have not been met through a traditional transportation approach, including older adults, people living with disabilities, people who cannot afford or do not have access to a car, and Black, Native, and Hispanic or Latino/a/x communities. Complete Streets make it easy to cross the street, walk to shops, jobs, and schools, bicycle to work, and move actively with assistive devices. They allow buses to run on time and make it safe for people to walk or move actively to and from train stations.

[Connectivity](#) reduces the distances traveled to reach destinations, increases the options for routes of travel, and can facilitate walking and bicycling. Well-connected, multimodal networks are characterized by seamless bicycle and pedestrian infrastructure, direct routing, accessibility, few dead-ends, and few physical barriers. Increased levels of connectivity are associated with higher levels of physical activity from transportation. Connectivity via transportation networks can also improve health by increasing access to health care, goods and services, etc.

[Florida Food Waste Prevention Week](#) raises awareness and inspires action to prevent food waste, save money, reduce hunger and protect the environment.

[Florida Green Building Coalition](#) has developed green certification programs that apply to construction projects and local government operations. Seeking FGBC certification demonstrates a commitment to providing your customers with products or services that are green and sustainable.

[Food Recovery](#) is the practice of collecting wholesome food that would otherwise go to waste and donating it to local food distribution agencies to help feed those in need.

[Google EIE](#) uses exclusive data sources and modeling capabilities in a freely available platform to help cities measure emission sources, run analyses, and identify strategies to reduce emissions — creating a foundation for effective action. Starting in 2021, the city's Greenhouse Gas emissions inventory uses Google EIE estimates for transportation emissions (baseline year 2018).

[Green Economy](#) is defined as an economy that is low carbon, resource efficient and socially inclusive. In a green economy, growth in employment and income are driven by public and private investment into such economic activities, infrastructure and assets that allow reduced carbon emissions and pollution, enhanced energy and resource efficiency, and prevention of the loss of biodiversity and ecosystem services.

[Green Infrastructure](#) includes a range of measures that use plant or soil systems, permeable pavement or other permeable surfaces or substrates, stormwater harvest and reuse, or landscaping to store, infiltrate, or evapotranspire stormwater and reduce flows to sewer systems or to surface waters.

[Greenhouse gases](#) are those gaseous constituents of the *atmosphere*, both natural and *anthropogenic*, that absorb and emit radiation at specific wavelengths within the spectrum of terrestrial radiation emitted by the Earth's surface, the atmosphere itself and by clouds. This property causes the greenhouse effect. Water vapour (H<sub>2</sub>O), *carbon dioxide* (CO<sub>2</sub>), *nitrous oxide* (N<sub>2</sub>O), *methane* (CH<sub>4</sub>) and *ozone* (O<sub>3</sub>) are the primary GHGs in the Earth's atmosphere.

[Integrated Plant Management Program](#), established by the City of Winter Park, attempts to meet the challenges of maintaining beneficial plants while minimizing undesirable ones. The program includes chemical, biological and mechanical control methods.

[LEED](#) (Leadership in Energy and Environmental Design) is the most widely used green building rating system in the world. Available for virtually all building types, LEED provides a framework for healthy, highly efficient, and cost-saving green buildings. LEED certification is a globally recognized symbol of sustainability achievement and leadership.

[Pay As You Throw](#) is a system in which residents pay for municipal solid waste (MSW) services per unit of waste discarded rather than solely through a fixed fee or property tax.

[Racial Equity](#) occurs when race can no longer be used to predict life outcomes and outcomes for all groups are improved.

[Reclaimed water](#) is wastewater that has been thoroughly treated to remove harmful organisms and substances, such as bacteria, viruses and heavy metals, so it can be reused.



[Renewable energy](#) is energy from sources that are naturally replenishing but flow-limited; renewable resources are virtually inexhaustible in duration but limited in the amount of energy that is available per unit of time. The major types of renewable energy sources are: Biomass, Hydropower, Geothermal, Wind and Solar.

[Resilience Hubs](#) are community-serving facilities augmented to support residents, coordinate communication, distribute resources, and reduce carbon pollution while enhancing quality of life. Hubs provide an opportunity to effectively work at the nexus of community resilience, emergency management, climate change mitigation, and social equity while providing opportunities for communities to become more self-determining, socially connected, and successful before, during, and after disruptions.

[Urban Heat Islands](#) occur when cities replace natural land cover with dense concentrations of pavement, buildings, and other surfaces that absorb and retain heat. This effect increases energy costs (e.g., for air conditioning), air pollution levels, and heat-related illness and mortality.

[Tree Equity Score](#) is an indicator of whether an area has a sufficient amount of tree canopy cover distributed in a way that all residents can experience the climate, health and other benefits that trees provide.

[Tree Management Program](#), established by the City of Winter Park, maintains existing vigorous trees, removes dead/diseased/dying trees, and replants with a diverse species. The Urban Forestry division is also responsible for maintaining trees in parks and around facilities, trees coexisting with electrical facilities, rights of way trees, and community outreach and education.

[Trophic State Index \(TSI\)](#) is a classification system designed to “rate” individual lakes, ponds and reservoirs based on the amount of biological productivity occurring in the water. Using the index, one can gain a quick idea about how productive a lake is.

Trophic State Index	Trophic State Classification	Water Quality
0-59	Oligotrophic through Mid-Eutrophic	Good
60-69	Mid-Eutrophic through Eutrophic	Fair
70-100	Hypereutrophic	Poor

[Waste Management Hierarchy](#): EPA developed the non-hazardous materials and waste management hierarchy in recognition that no single waste management approach is suitable for managing all materials and waste streams in all circumstances. The hierarchy ranks the various management strategies from most to least environmentally preferred. The hierarchy places emphasis on reducing, reusing, and recycling as key to sustainable materials management.

[Wastewater](#) is used water. It includes substances such as human waste, food scraps, oils, soaps and chemicals. In homes, this includes water from sinks, showers, bathtubs, toilets, washing machines and dishwashers.



## Economic Development Advisory Board

# agenda item

item type Staff Updates	meeting date September 14, 2021
prepared by Kyle Dudgeon	approved by
board approval	
strategic objective N/A	

### subject

Data Report

### motion / recommendation

N/A

### background

Staff is providing an update relative to the following topics. In general, these items do not necessitate action by the board, but are included to give the public the most up to date information regarding the status of various issues. The board may use this time to address discussion or viewpoints on these items.

### alternatives / other considerations

N/A

### fiscal impact

N/A

### ATTACHMENTS:

[Commercial Performance Report 09.21.pdf](#)

### ATTACHMENTS:

[Park Avenue Vacancy Map 09.21.pdf](#)

# Commercial Performance Report

## 9/21

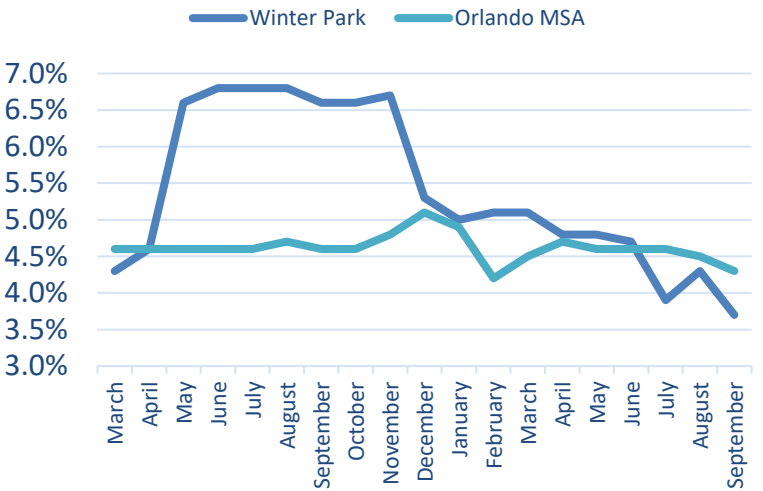
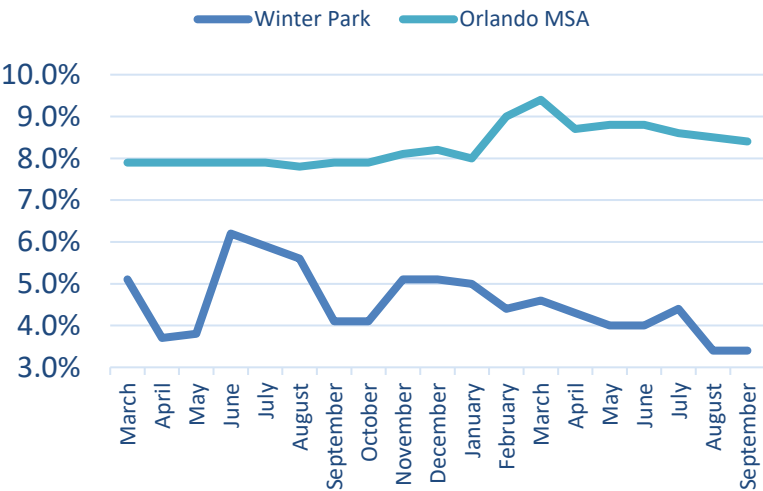
Full list of quarterly reports including annually recorded metrics are available at [www.cityofwinterpark.org/pm](http://www.cityofwinterpark.org/pm)

Sources: ESRI, CoStar, BLS

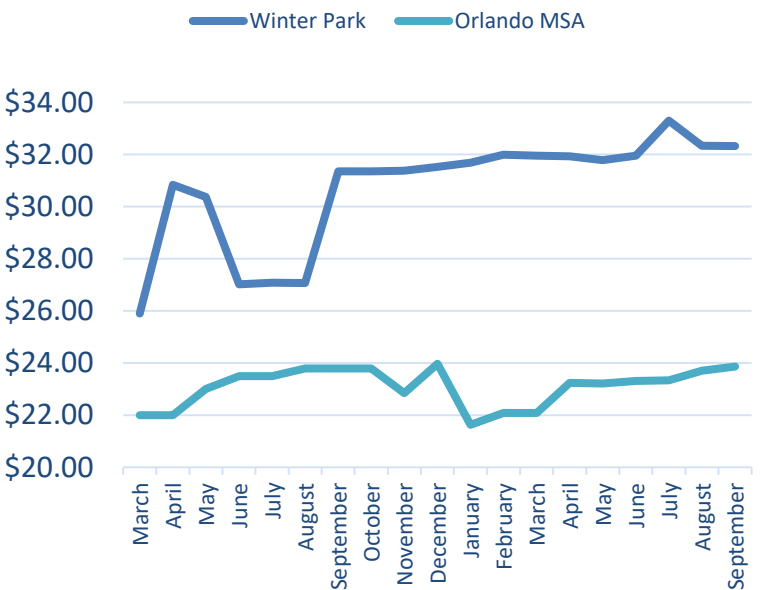
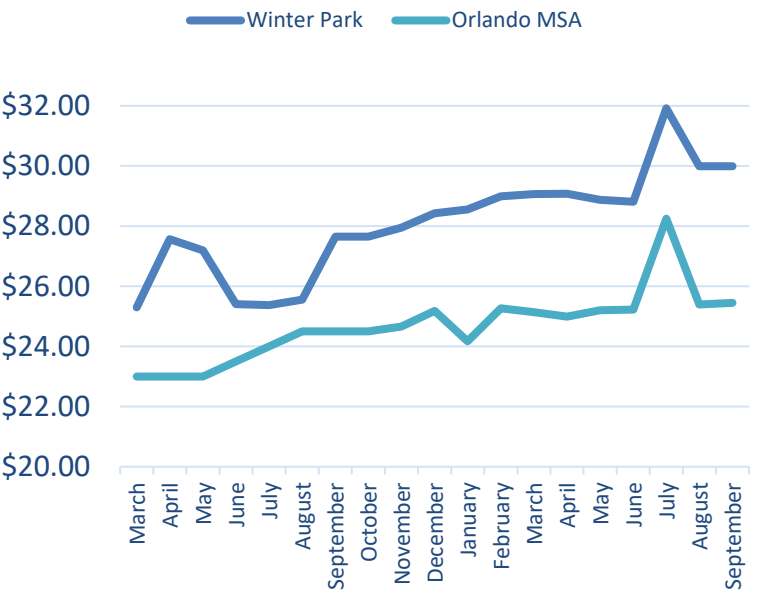
### OFFICE

### Vacancy

### RETAIL



### Rental Rate









## VACANCY MAP

### Economic Development Advisory Board

City of Winter Park  
Florida

5.8%

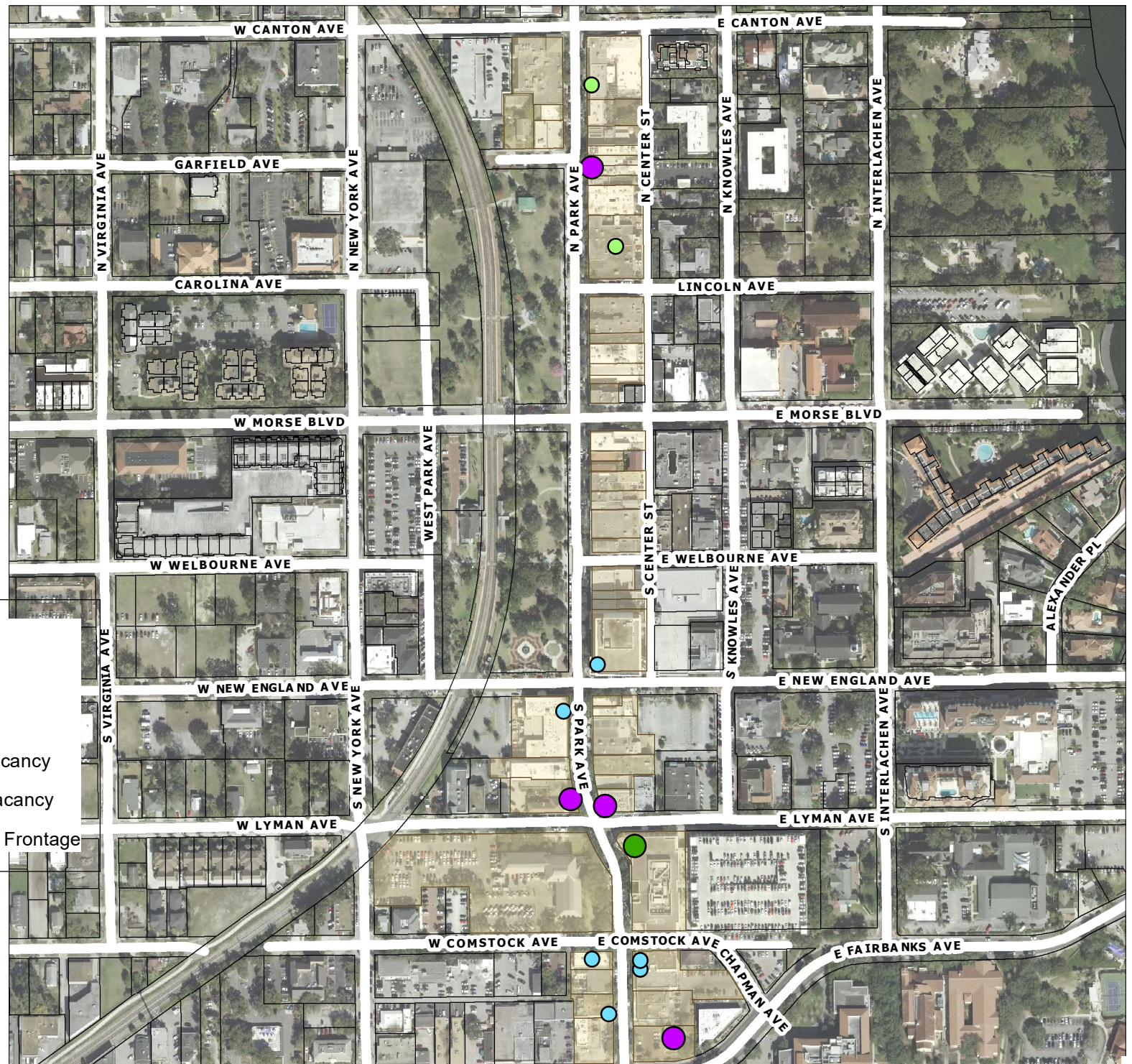
Vacancy (excluding pending)

### Legend

-  Open
-  Pending Occupancy
-  North Park Avenue Vacancy
-  South Park Avenue Vacancy
-  Park Avenue Property Frontage



Observation Date: 9/3/21  
\*\*Open businesses included  
in this month's map only







Economic  
Development  
Advisory Board

# agenda item

item type	Staff Updates	meeting date	September 14, 2021
prepared by	Kyle Dudgeon	approved by	
board approval			
strategic objective	N/A		

## subject

Chamber Update

## motion / recommendation

N/A

## background

Update to be provided by the Chamber of Commerce.

## alternatives / other considerations

N/A

## fiscal impact

N/A