



# city commission agenda

## Work Session

2:00 – 3:30 p.m.  
Monday, April 14, 2014  
Commission Chamber  
401 S. Park Avenue  
Winter Park, Florida 32789

commissioners				mayor	commissioners			
seat 1	Steven Leary	seat 2	Sarah Sprinkel	Kenneth W. Bradley	seat 3	Carolyn Cooper	seat 4	Tom McMacken

**NO PUBLIC INPUT WILL BE TAKEN AT THIS MEETING.**

1. Strategic Planning (45 minutes)

2. Affordable Housing (30 minutes)

## appeals & assistance

"If a person decides to appeal any decision made by the Commission with respect to any matter considered at such meeting or hearing, he/she will need a record of the proceedings, and that, for such purpose, he/she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based." (F. S. 286.0105).

"Persons with disabilities needing assistance to participate in any of these proceedings should contact the City Clerk's Office (407-599-3277) at least 48 hours in advance of the meeting."



# city commission agenda item

item type	Work session	meeting date	April 14, 2014
prepared by department division	Peter Moore City Administration Budget & Performance	approved by	<input checked="" type="checkbox"/> City Manager <input type="checkbox"/> City Attorney <input type="checkbox"/> N/A
board approval	<input type="checkbox"/> yes <input type="checkbox"/> no <input type="checkbox"/> N/A final vote		

## Subject:

Strategy Map Development Update, Performance Measurement draft, and basic Budget Goals for FY15

## Background:

At the last strategic planning session with the Commission, staff set out a number of tasks that would lay the groundwork for the development of a city-wide strategy map. This single document would serve as a living document that would highlight the major objectives of the city, outline strategies, and include actions and steps that would accomplish each of these strategies. This document would serve as a living document that would be updated and presented on a quarterly basis and allow the city to clearly communicate the status on a wide range of projects and programs.

Over the last few months staff has worked internally to begin laying the groundwork for the Strategy Map. Department and division heads were asked to evaluate the current business environment of the city by brainstorming a list of assets & gems, consider the needs and desires of stakeholders, look for gaps in service where improvements are needed or opportunity exists, and refine the SWOT analysis for the city (Strengths, Weaknesses, Opportunities, Threats). (Attached are copies of the Stakeholder desires and SWOT analysis.)

Using previous strategic planning work that the Commission had performed, staff created Five Objective Categories for the City:

- 1) Exceptional Quality of Life**
- 2) Intelligent Growth & Development**
- 3) Fiscal Stewardship**
- 4) Public Health & Safety**
- 5) Investment in Public Assets & Infrastructure**

Around these 5 objectives staff created Objective Category Planning Teams that are made up of the Department and Division heads that share common interests and expertise in each of the major topics. These planning teams are tasked with taking the major objectives and making sure that any recommended strategies address the needs

of stakeholders and reflect the findings of the SWOT analysis. Any good strategy would build on strengths, address weaknesses, seize opportunities, and mitigate threats. These planning teams are comprised of the following:

**Exceptional Quality of Life:**

Communications (Clarissa Howard), CRA/Planning (David Buchheit), Parks (John Holland), Forestry (Dru Dennison)

**Intelligent Growth and Development:**

Building (George Wiggins), Planning (Dori Stone), City Admin (Randy Knight), Public Works (Troy Attaway)

**Fiscal Stewardship:**

City Admin (Michelle DelValle), Purchasing (Althea Pemsel), Finance (Wes Hamil), HR (Rene Cranis), IT (Parsram Rajaram)

**Public Health & Safety:**

Police (Brett Railey), Fire (Jim White), Code Enforcement (Sylvia Wellon), Risk Mgmt (Keri Martin)

**Investment in Public Assets & Infrastructure:**

Electric (Jerry Warren), Water (David Zusi), Stormwater (Don Marcotte), Public Works (Troy Attaway), Planning (Dori Stone)

The Objective Planning Teams along with Randy Knight and Michelle del Valle have developed a draft list of strategies and actions underneath each of the objectives and will continue to meet to flesh out the rest of the strategy map. A draft of the strategy map has been attached for review.

The teams will continue to meet to fill in the remaining portions of the document which include highlighting specific steps to accomplish each action, addressing priority, estimation of resources to accomplish each task, creation of timelines, identifying the responsible departments, and evaluation tools to measure success. Each team fully expects this to be a work-in-progress and have stressed that the strategies outlined are merely at the draft stage and will require further refinement. However this process of creating teams that focus on common objectives will foster cross-functional development, enhance communication, and promote efficiencies as they work together to accomplish their goals.

Staff will bring further refinements and suggestions at the next quarter's strategic planning session where each team will report out on their findings to-date.

Performance Measurements/Scorecard

Allied with the Strategy Map effort staff has developed a draft of the performance measures that each division has begun collecting for the quarter started April 1st of this year. Many of these measures have been used by management for years in running the various departments. Performance measures build on the work already done in partnership with the Florida Benchmarking Coalition but also include other popular summary measures used by cities around the country. As this effort is further refined it will allow the city to perform internal benchmarking and will ultimately include goal targets. It is staff's intention to begin submitting to the Commission a quarterly update on the performance measurements as part of the regular reporting process. (Items highlighted in red text would be part of the formal high-level report, all others would be posted online.) The list of measurements attached to this document are also tied to each of the 5 Objective Categories so that measurements can be

viewed by responsible party as well as by the targeted objective. This will allow the city to easily tie measurements to progress on the Strategy Map.

### Budget Goals

Each year staff constructs the budget document under some general goal assumptions.

- Continue to work toward achieving 30 percent reserves in the General Fund by allocating \$500k in increases as part of FY 2015 budget.<sup>1</sup>
- Maintain the current operating millage rate of 4.0923.
- Maintain or exceed current levels of service.
- Provide a performance based pay raise for employees in the FY 2014 budget, maintaining a program that keeps pay within the top 35 percent and benefits within the top 50 percent of municipalities approved for benchmarking.

Barring any suggestions or alterations the document will use the above as some base assumptions for establishing the budget.

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<sup>1</sup> This is above and beyond any funding received from FEMA reimbursement. Decisions to spend those recovered funds will change the level of reserves percentage but will not affect the goal of adding \$500k from the operating budget. The goal of \$500k includes the placeholder amount of \$248k in reserve for future SunRail contractual obligations.

## Stakeholder Desires & Benefit Match-Up

Stakeholder Desires	Stakeholder Benefited			
	Residents	Property Owners	Businesses	
Value for their tax dollars and fees	Residents	Property Owners	Businesses	
Confidence in responsible financial stewardship by city leaders and managers	Residents	Property Owners	Businesses	
City services delivered in a customer friendly, clear, efficient, and prompt manner	Residents	Property Owners	Businesses	
Timely response to a call for service-emergency and non-emergency	Residents	Property Owners	Businesses	Visitors
Low tax rate for the city services received	Residents	Property Owners		
Protection and enhancement of property values	Residents	Property Owners	Businesses	
Convenient easy access to leisure and recreational activities and programs	Residents			Visitors
Neighbors knowing and helping neighbors and contributing to a better community	Residents			
Diverse quality housing for all ages and lifestyles	Residents			
City with Curb Appeal (Corridors, Design Guidelines, and Code Enforcement)	Residents	Property Owners	Businesses	Visitors
Places to go for dining and entertainment	Residents		Businesses	Visitors
Opportunities to start and grow a small business		Property Owners	Businesses	
Strong commercial tax base reducing the property tax burden on residential properties	Residents	Property Owners		
Opportunities for a healthy life style and living	Residents		Businesses	Visitors
Travel on quality roads with predictable travel times	Residents	Property Owners	Businesses	Visitors
Convenient access to customer friendly facilities that are responsive to residents' needs and expectations	Residents			Visitors
Access to great schools and lifelong educational opportunities.	Residents			
Access to quality healthcare and medical services	Residents		Businesses	Visitors
Great place to raise families	Residents			
Great place to work	Residents		Businesses	
Great place to visit			Businesses	Visitors

## Stakeholder Desires & Benefit Match-Up

Stakeholder Desires	Stakeholder Benefited			
	Residents	Property Owners	Businesses	Visitors
Safe homes and businesses	Residents	Property Owners	Businesses	Visitors
Convenient, varied, and fun events and activities	Residents		Businesses	Visitors
Reliable and affordable electric service	Residents	Property Owners	Businesses	
Reliable and affordable water service	Residents	Property Owners	Businesses	
Beautiful aquatic and green spaces	Residents			Visitors
Public spaces for the enjoyment of residents and visitors	Residents		Businesses	Visitors
Government responsive to stakeholder needs	Residents	Property Owners	Businesses	
Access to multiple means of transportation	Residents		Businesses	Visitors
Open and transparent communication from gov't	Residents	Property Owners	Businesses	
Vibrant arts and cultural offerings	Residents		Businesses	Visitors
Skilled workforce availability			Businesses	
Quality high wage job opportunities	Residents		Businesses	
Entertainment and dining near places of business.		Property Owners	Businesses	Visitors
Affordable quality housing opportunities for young professionals.	Residents		Businesses	
Regulatory environment that encourages and supports businesses.		Property Owners	Businesses	
Active and involved merchant associations			Businesses	
Lodging accommodations for businesses			Businesses	
Lodging accommodations for visitors			Businesses	Visitors
Mix of shopping and dining opportunities for varied ages and incomes.	Residents		Businesses	Visitors
Low cost of living	Residents			

## SWOT Analysis City of Winter Park

Strengths	Weaknesses	Opportunities	Threats
Great brand image	Perceived as too expensive	Industry Clusters in Healthcare, Finance, and Dining	Unfunded mandates
Civic Pride	Lack of consensus on underutilized city-owned property	Pedestrian and Bicycle improvements	Legislative action that affects revenues/expenses (Communications Svs, cameras, transport fees, property taxes, regulations, etc.)
Fiscally sound	Tax base burden is heavily residential	Intermodal transportation (SunRail, lynx, etc.)	Economic Uncertainty
Quality Services	Perceived Traffic (by residents) and Parking (by non residents) issues	Hotels	Electric consumption demand
Great Schools	Downtown pedestrian wayfinding	Corridor improvements	Extreme Weather
Desirable residence location	Outdated enterprise software	Marketing of downtown/city	Regional competition
Central Park	Internal cross functional training and development plan for employees	Inventory of city assets to buy/sell	
Low vacancy	Dated/Struggling public facilities (Civic center, pavilions, restrooms, city hall, library, etc.)	Improving real estate & development environment	
Strong property values in core	Physical separation of city staff and facilitating coordination	Cultural Consortium	
Desired location for investment	City-wide Wi-Fi	Technology to inform decisions and create efficiencies	
Police and Fire Service	Growth is limited (no land, no utility expansion)	Significant non-profit and educational partners	
Low millage rate	Bike paths	Utility relationship with OUC	
Downtown/Park Ave Business/Historic District	Some major corridors need improvement (Fairbanks, Orlando)	AMI system has significant capabilities	
Chain of Lakes	Sign consistency	GIS can be better leveraged for efficiencies	
Green Spaces/Tree Canopy	Maintenance of some natural areas	New enterprise software solutions may increase transparency, efficiency, process controls.	
Extensive infrastructure to serve community	Commercial design standards	Mobile aps for citizen interaction	
Arts and Culture	Aging Underground infrastructure	Standardization of internal processes	
Lake Water Quality/Clarity			
Ownership of Utilities and profitability			
Festivals and Events			
Public Facilities			
Community Engagement/Residents			
Recreational Opportunities			
Library			
Golf Course			
Diverse in-house construction capabilities			
City Employee relationship			
City Bond rating			
Climate			

Objective Category	Strategy	Actions	Steps	Implementation Year/Priority	Est. Cost	Responsible Dept.	Status	Measures
Exceptional Quality of Life	<i>Vibrant Arts &amp; Culture</i>	Launch a Cultural Consortium						
		Develop co-op marketing opportunities						
	<i>Lifelong Learning Opportunities</i>	Senior programming expansion						
		Partner with local non-profit and community organizations to enhance learning opportunities						
		Continue to expand the annual educational forum						
	<i>Develop and Maintain a Healthy and Diverse Urban Forest</i>	Complete condition assessment and develop maintenance/replanting plan for trees						
		Community outreach and education						
		Continue mitigation of high-risk trees						
		Finalize policy decision on maintenance of ROW trees						
	<i>Enhance Parks &amp; Recreation Experiences</i>	Review and Enhance Recreational Facilities						
		Update the Parks Master Plan						
		Review and evaluate event mix for programming gaps and cost recovery						
		Conclude evaluation of the minor league baseball opportunity						
	<i>Expand Awareness of History and Heritage</i>	Work with business and Non-Profit partners to promote Winter Park history						
	<i>Promote Community Engagement</i>	Expand social media outreach						
		Improve customer/user experience on city website						
		Maintain opportunities for community input						

Objective Category	Strategy	Actions	Steps	Implementation Year/Priority	Est. Cost	Responsible Dept.	Status	Measures
Intelligent Growth & Development	<i>Enhance Permitting and Approval Process</i>	Streamline permitting by enhancing online presence and software						
		Review the city's comprehensive plan						
		Review the city's DRC process						
		Explore the concept of design guidelines as part of corridor analysis						
		Provide exceptional customer service						
		Complete review of historic preservation ordinance						
		Review & update implementation codes related to permitting						
	<i>Diversify the Tax Base</i>	Promote commercial development where appropriate						
		Review and complete annexations that are financially prudent						
	<i>Promote and Enhance WP Businesses</i>	Update ED plan						
		Work with merchant community to create marketing opportunities						
	<i>Mitigate Parking &amp; Traffic Concerns</i>	Find opportunities for additional parking spaces						
		Review intersections for full functionality and efficiency						
		Strengthen requirements for traffic mitigation associated with commercial development						
	<i>Promote Sustainability &amp; Environment</i>	Create a sustainable development recognition program						
		Finalize and adopt the Sustainability Action Plan						
		Implement City Hall recycling						

Objective Category	Strategy	Actions	Steps	Implementation Year/Priority	Est. Cost	Responsible Dept.	Status	Measures
Fiscal Stewardship	<i>Forward Thinking Fiscal Management</i>	Work with departments to create short-term (1- 3 year) planned operational and capital expenditure forecasts						
		Perform Assessment of Planned Pension Obligations and maintain Plan to Reach Full Funding						
	<i>Efficient &amp; Effective City Services</i>	Installation of private fiber to all city buildings						
		Development of process desk reference manuals to catalogue internal work flows						
		Right-Size City Services through Comparisons with Other Local Gov'ts and private enterprise Based on Benchmarks and Level of Service						
		Continue to refine Scorecard with Annual Goals & Benchmarks and Review Quarterly as Part of the Budgeting Process						
		Review and suggest enterprise software solutions that utilize modern technology and integrates with GIS						
		IT Development Council to Review City Services Software and Applications and Recommend Technological Improvements that Create Efficiencies						
	<i>Exceptional Workforce</i>	Review Recruitment and On-boarding Process Making Changes to Attract and Equip Top Talent						
		Develop a corporate culture that promotes a "Can Do" attitude and focuses on customer service						
		Encourage new insights and ideas that lead to cost savings or process improvement						
		Identify critical processes and promote employee knowledge sharing (cross-training)						
		Implement an online review and performance tracking process to create accurate and up-to-date feedback between employees and supervisors						
	<i>Leverage Multi-Jurisdictional and Internal Relationships</i>	Analyze feasibility of fleet maintenance of ENCO						
		Partner with other communities/agencies to more effectively provide city Services						
		Centralize city-wide warehousing services						

Objective Category	Strategy	Actions	Steps	Implementation Year/Priority	Est. Cost	Responsible Dept.	Status	Measures
Public Health & Safety	<i>Emergency Medical Response</i>	Maintain a Leading response time to emergency medical calls						
		Obtain ambulance accreditation						
		Provide life-saving measures for residents						
	<i>Provide Exceptional Fire Service</i>	Maintain a leading response time						
		Maintain top ISO rating						
		Deploy risk based model for emergency response						
		Maintain accredited status						
		Preventative safety through fire inspections						
	<i>Promote Safety Through Code Compliance</i>	Continue to educate the business and residential community on code compliance						
		Review and recommend updates for city codes						
	<i>Enhance Public and Employee Safety through the use of Innovative Technology</i>	Monitor and consider DriveCam adoption						
		Deploy pilot body camera program for Police						
	<i>Leverage Healthy Partnerships</i>	Work with local hospitals and non-profit health organizations to enhance public awareness of healthy living						
		Launch an employee CPR training program						
		Expand deployment, education, and use of AEDs						
	<i>Promote Public Safety through Effective enforcement, education, technology, and community partnerships</i>	Maintain a prominent patrol presence throughout the city						
		Maintain accredited status						
		Utilize crime trends to target illegal activity						
		Crime prevention through environmental design						
		Encourage community education, engagement, and outreach						
		Expand neighborhood watch program						
		Expand the use of SMART water technology						
		Review and potentially expand the Police Reserves Program						
		Implement location based crime mapping applications						

Objective Category	Strategy	Actions	Steps	Implementation Year/Priority	Est. Cost	Responsible Dept.	Status	Measures
Investment in Public Assets & Infrastructure	<i>Enhance the Electric System Integrity</i>	Continue to pursue cost-effective power portfolio						
		Complete the undergrounding plan						
		Implement programs that increase electric demand while promoting sustainability						
		Enhance the reliability of electric service						
	<i>Quality Water Utility Service</i>	Coordinate and prepare funding for regional projects						
		Expansion of reclaimed water system						
		Improvements to distribution trunk systems on Lee Rd.						
		Continue extensive repair and replacement of aging infrastructure						
		Development of programs to incentivize use of the sewer system						
	<i>Stormwater Management &amp; Lake Quality</i>	Develop innovative treatment programs to control invasive aquatic vegetation						
		Advance stormwater projects through grant and partnership opportunities						
		Continue stormwater treatment capital investment						
	<i>Provide Attractive &amp; Enhanced Gateway Corridors</i>	Implement the corridor prioritization plan						
		Continue coordination of infrastructure improvements to reduce construction impact						
		Review State rds for potential municipal take-over						
		Maintain a robust repaving and ROW repair schedule						
	<i>Enhance Transportation Networks</i>	Continue implementation of multi-modal improvements (bikepath, sidewalk, sunrail, lynx, etc.)						
		Integrate SunRail and pursue and lobby for a dedicated funding source						
	<i>Coordinated Land Asset Management</i>	Finalize disposal of Garfield - Penn property						
		Issue Progress Point RFP						
		Review existing land assets for unused or idle properties						

# **Draft Performance Measurement Metrics**

Highlighted measures are proposed for quarterly reporting to the Commission

Dept./Div.	Div. Code	Planning - ED	Update Freq.	Strat. Obj.	City Influence	Type
Planning/ED	2309	# of Jobs	Annual	Intel. Growth	Low	Effectiveness
Planning/ED	2309	Retail Vacancy Rate	Quarterly	Intel. Growth	Low	Effectiveness
Planning/ED	2309	Office Vacancy Rate	Quarterly	Intel. Growth	Low	Effectiveness
Planning/ED	2309	Property Tax valuation	Annual	Fiscal Steward	Low	Fiscal
Planning/ED	2301	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
Planning/ED	2301	Net New businesses (by certificate)	Quarterly	Intel. Growth	Low	Effectiveness
CRA	2306	# people served social programs	Annual	Quality of Life	Medium	Effectiveness
CRA	2306	# people served special events	Annual	Quality of Life	Medium	Effectiveness
CRA	2306	TIF/Debt Ratio	Annual	Fiscal Steward	High	Fiscal
CRA	2306	# of CRA programs administered	Annual	Fiscal Steward	High	Workload
CRA	2306	\$ of CRA programs administered	Annual	Fiscal Steward	High	Workload
CRA	2306	# of CRA projects managed	Annual	Fiscal Steward	High	Workload
CRA	2306	\$ of CRA projects managed	Annual	Fiscal Steward	High	Workload
CRA	2306	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
Building	2303	Customer Satisfaction	Quarterly	Intel. Growth	High	Effectiveness
Building	2303	% of Commercial Reviews completed within 15 business days	Quarterly	Intel. Growth	High	Efficiency
Building	2303	New Commercial Permits Issued	Quarterly	Intel. Growth	Low	Workload
Building	2303	New Commercial Permit Dollar Value	Quarterly	Intel. Growth	Low	Workload
Building	2303	New Commercial Permit Square Footage	Quarterly	Intel. Growth	Low	Workload
Building	2303	% of Residential Reviews completed within 15 business days	Quarterly	Intel. Growth	High	Efficiency
Building	2303	New Residential Permits Issued	Quarterly	Intel. Growth	Low	Workload
Building	2303	New Residential Permit Dollar Value	Quarterly	Intel. Growth	Low	Workload
Building	2303	New Residential Permit Square Footage	Quarterly	Intel. Growth	Low	Workload
Building	2303	Rollover inspections	Quarterly	Intel. Growth	High	Efficiency
Building	2303	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
HR	1801	Turnover Rate	Annually	Fiscal Steward	Medium	Effectiveness
HR	1801	First year of service turnover rate	Annually	Fiscal Steward	Medium	Effectiveness
HR	1801	% of employees attending training/lunch and learn sessions	Quarterly	Fiscal Steward	Medium	Effectiveness
HR	1801	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
HR	1801	% of employees attending wellness programs	Quarterly	Fiscal Steward	Medium	Effectiveness
HR	1801	% of employee evaluations completed on time	Quarterly	Fiscal Steward	High	Efficiency
Risk Mgmt.	1602	Auto Cost per 1,000 of TIV	Annual	Fiscal Steward	Medium	Effectiveness
Risk Mgmt.	1602	Total Cost of Risk (incurred claims + operating exp)	Annual	Fiscal Steward	Medium	Fiscal
Risk Mgmt.	1602	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
Risk Mgmt.	1602	Experience Mod #	Annual	Fiscal Steward	Low	Effectiveness
IT	1301	Complete Outage of Email	Quarterly	Fiscal Steward	High	Effectiveness
IT	1301	Complete Outage of AS400	Quarterly	Fiscal Steward	High	Effectiveness
IT	1301	Complete Outage of Network	Quarterly	Fiscal Steward	High	Effectiveness
IT	1301	# of service requests	Quarterly	Fiscal Steward	Medium	Workload
IT	1301	Avg time to complete a service request	Quarterly	Fiscal Steward	High	Efficiency
IT	1301	% of service requests completed within 1 day	Quarterly	Fiscal Steward	High	Efficiency
IT	1301	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
Police	4111	# Priority 1 emergencies	Quarterly	Public Health/Safety	Low	Workload
Police	4111	Priority 1 response time	Quarterly	Public Health/Safety	High	Efficiency
Police	4111	# Non-Emergency calls	Quarterly	Public Health/Safety	Low	Workload
Police	4111	Non-Emergency response time	Quarterly	Public Health/Safety	High	Efficiency
Police	4104	% Change in Local Crime Rate vs. County	Annual	Public Health/Safety	Medium	Effectiveness
Police	4110	Citizen Safety Survey ratings	Annual	Public Health/Safety	Medium	Effectiveness
Finance	1501	# of Months that Financial Report is presented to Commission by the 1st meeting of the second succeeding month	Quarterly	Fiscal Steward	High	Workload
Finance	1501	CAFR Completion to Commission by March of each year	Annually	Fiscal Steward	High	Effectiveness
Finance	1501	% of time that central cashier balances within \$5 daily	Quarterly	Fiscal Steward	High	Effectiveness
Finance	1501	Debt Service Rating	Annually	Fiscal Steward	High	Effectiveness
Finance	1501	Unencumbered GF reserves	Annually	Fiscal Steward	High	Fiscal
Finance	1501	% Annualized return on Portfolio - long term	Quarterly	Fiscal Steward	Medium	Effectiveness
Finance	1501	% Annualized return on Portfolio - short term	Quarterly	Fiscal Steward	Medium	Effectiveness
Finance	1501	CAFR GFOA Award received	Annually	Fiscal Steward	High	Effectiveness
Finance	1501	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
Utility Billing	1505	% collection loss (bad debt)	Annually	Fiscal Steward	Medium	Effectiveness
Utility Billing	1505	Volume of calls	Quarterly	Fiscal Steward	Low	Workload
Utility Billing	1505	Customer calls and customer wait time	Quarterly	Fiscal Steward	High	Efficiency
Utility Billing	1505	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
Budget	1202	Top Revenue projections % variance between actual and revised	Annually	Fiscal Steward	High	Effectiveness
Budget	1202	Budget GFOA Award received	Annually	Fiscal Steward	High	Effectiveness
Budget	1202	Overall Expenditure projection % variance between actual and revised	Annually	Fiscal Steward	High	Effectiveness
Budget	1202	# of Months that Performance Measurement Report is presented to Commission by the 1st meeting of the second succeeding month	Quarterly	Fiscal Steward	High	Workload
Fire	5103	Total calls for service	Quarterly	Public Health/Safety	Low	Workload
Fire	5103	Total response time at the 90th percentile (Fire)	Quarterly	Public Health/Safety	High	Efficiency

# Draft Performance Measurement Metrics

Highlighted measures are proposed for quarterly reporting to the Commission

Dept./Div.	Div. Code	Planning - ED	Update Freq.	Strat. Obj.	City Influence	Type
Fire	5103	Total response time at the 90th percentile (EMS)	Quarterly	Public Health/Safety	High	Efficiency
Fire	5103	Total response time at the 90th percentile (Tech Res)	Quarterly	Public Health/Safety	High	Efficiency
Fire	5103	Total response time at the 90th percentile (Hazard)	Quarterly	Public Health/Safety	High	Efficiency
Fire	5103	EMS Cardiac patients RTSR	Quarterly	Public Health/Safety	Medium	Effectiveness
Fire	5101	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
Code Enf.	5107	# Cases brought to compliance before hearing or citation	Quarterly	Public Health/Safety	Medium	Effectiveness
Code Enf.	5107	# of Cases brought to compliance	Quarterly	Public Health/Safety	Medium	Effectiveness
Code Enf.	5107	% of cases brought to compliance before citation	Quarterly	Public Health/Safety	Medium	Effectiveness
Code Enf.	5107	% of cases brought to compliance	Quarterly	Public Health/Safety	Medium	Effectiveness
Code Enf.	5107	% of cases resolved in 30 days	Quarterly	Public Health/Safety	High	Efficiency
Code Enf.	5107	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
City Clerk	1203	Public Records requests	Quarterly	Fiscal Steward	Low	Workload
City Clerk	1203	% completed within 3 days	Quarterly	Fiscal Steward	High	Efficiency
City Clerk	1203	Number of meetings managed	Quarterly	Fiscal Steward	Medium	Workload
City Clerk	1203	% of meeting minutes completed on time	Quarterly	Fiscal Steward	High	Efficiency
City Clerk	1203	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
Communications	1204	Subscribers to City Media	Quarterly	Quality of Life	Medium	Effectiveness
Communications	1204	TV/Radio Ad Value of Recognition	Quarterly	Fiscal Steward	Medium	Effectiveness
Communications	1204	Electronic/Print Ad Value of Recognition	Quarterly	Fiscal Steward	Medium	Effectiveness
Communications	1204	Website visits	Quarterly	Quality of Life	Medium	Effectiveness
Communications	1204	Fans of Social Media	Quarterly	Quality of Life	Medium	Effectiveness
Communications	1204	Publications Managed	Annually	Quality of Life	High	Workload
Communications	1204	Press Releases produced	Quarterly	Quality of Life	High	Workload
Communications	1204	Graphics Work requests	Quarterly	Fiscal Steward	Low	Workload
Communications	1204	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
Purchasing	1803	Purchase orders issued by dept.	Quarterly	Fiscal Steward	Medium	Workload
Purchasing	1803	% p-card \$ volume compared to total org purchasing	Annually	Fiscal Steward	High	Effectiveness
Purchasing	1803	# Formal Contracts and median # of days to issue	Annually	Fiscal Steward	Medium	Efficiency
Purchasing	1803	Internal survey customer satisfaction	Annually	Fiscal Steward	High	Effectiveness
Purchasing	1803	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
Purchasing	1803	Cost savings analysis	Annually	Fiscal Steward	High	Effectiveness
Purchasing	1803	# and \$ of informal contracts	Annually	Fiscal Steward	Medium	Workload
Forestry	6104	Trees Removed	Quarterly	Quality of Life	High	Workload
Forestry	6104	Trees Planted	Quarterly	Quality of Life	High	Workload
Forestry	6104	Miles Trees Trimmed/Pruned	Quarterly	Quality of Life	High	Workload
Forestry	6104	Tree removal permits processed	Quarterly	Fiscal Steward	Low	Workload
Forestry	6104	Avg. Cost to Plant a tree	Annually	Fiscal Steward	High	Efficiency
Forestry	6104	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
Forestry	6104	Electric Failures related to trees	Quarterly	Public Infrastructure	Medium	Effectiveness
Parks	6102	Maintenance Cost Per Acre	Annual	Fiscal Steward	High	Efficiency
Parks	6103	Park Acreage actively maintained	Annual	Quality of Life	High	Workload
Parks	6203	Number of Venue Rentals Per Year-All Venues	Annual	Quality of Life	Medium	Workload
Parks	6202	Number of Programs Offered Per year	Annual	Quality of Life	High	Workload
Parks	6201	Per Capita Cost of Parks and Recreation per Day	Annual	Fiscal Steward	High	Fiscal
Parks	6201	Cost Recovery %	Annual	Fiscal Steward	Medium	Efficiency
Parks	6201	Park Acreage per 1,000 people	Annual	Quality of Life	High	Workload
Spec. Events	6211	# of Special Events Managed	Quarterly	Quality of Life	High	Workload
Spec. Events	6211	# of attendees at special events	Quarterly	Quality of Life	Medium	Effectiveness
Golf	6301	# Golfers	Quarterly	Quality of Life	Medium	Effectiveness
Golf	6301	\$ Golf Revenue	Quarterly	Fiscal Steward	Medium	Fiscal
Golf	6301	Golf Revenue growth rate	Annual	Fiscal Steward	Medium	Effectiveness
Cemetery	6105	Cemetery Open/Close	Quarterly	Quality of Life	Medium	Workload
Cemetery	6105	\$ Cemetery Revenue	Quarterly	Fiscal Steward	Medium	Fiscal
Cemetery	6105	Cemetery Revenue growth rate	Annual	Fiscal Steward	Medium	Effectiveness
Community Center	6205	# of Community Center Visitors	Quarterly	Quality of Life	Medium	Effectiveness
Community Center	6205	# of program participants	Quarterly	Quality of Life	Medium	Effectiveness
Community Center	6205	# of programs offered	Quarterly	Quality of Life	High	Workload
Community Center	6205	# of rentals	Quarterly	Quality of Life	Medium	Effectiveness
Community Center	6205	\$ Comm Center Revenue	Quarterly	Fiscal Steward	Medium	Fiscal
Community Center	6205	Comm Ctr Revenue growth rate	Annual	Fiscal Steward	Medium	Effectiveness
Tennis	6201	# Players	Quarterly	Quality of Life	Medium	Effectiveness
Tennis	6201	\$ Tennis Revenue	Quarterly	Fiscal Steward	Medium	Fiscal
Tennis	6201	Tennis Revenue growth rate	Annual	Fiscal Steward	Medium	Effectiveness
Civic Center	6203	# of events	Quarterly	Quality of Life	Medium	Effectiveness
Civic Center	6203	\$ Event Revenue	Quarterly	Fiscal Steward	Medium	Fiscal
Civic Center	6203	Event Revenue growth rate	Annual	Fiscal Steward	Medium	Effectiveness
Farmers' Mkt	6202	# of attendees	Quarterly	Quality of Life	Medium	Effectiveness
Farmers' Mkt	6202	# of vendors	Quarterly	Quality of Life	High	Effectiveness
Farmers' Mkt	6203	\$ Fmrs Mkt Revenue	Quarterly	Fiscal Steward	Medium	Fiscal
Farmers' Mkt	6203	Fmrs Mkt Revenue Growth Rate	Annual	Fiscal Steward	Medium	Effectiveness
Electric	2903	SAIDI (goal at < 60 minutes per year)	Quarterly	Public Infrastructure	Medium	Effectiveness

# **Draft Performance Measurement Metrics**

Highlighted measures are proposed for quarterly reporting to the Commission

Dept./Div.	Div. Code	Planning - ED	Update Freq.	Strat. Obj.	City Influence	Type
Electric	2903	MAIFI	Quarterly	Public Infrastructure	Medium	Effectiveness
Electric	2909	Undergrounded Miles	Quarterly	Public Infrastructure	High	Effectiveness
Electric	2901	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
Public Works	3115	% of roadways with Sidewalk	Annually	Public Infrastructure	High	Workload
Public Works	3115	% of roadways with Bikepath	Annually	Public Infrastructure	High	Workload
Public Works	3115	Avg Paser Road Index	Annually	Public Infrastructure	High	Effectiveness
Public Works	3110	Facilities Customer satisfaction	Annually	Fiscal Steward	High	Effectiveness
Public Works	3110	# and turnaround of Facilities Work orders	Quarterly	Fiscal Steward	High	Efficiency
Public Works	3112	% of Intersections fully functional	Quarterly	Public Infrastructure	High	Effectiveness
Public Works	3101	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
Fleet	3202	Service request completion time	Quarterly	Fiscal Steward	High	Efficiency
Fleet	3202	Fleet availability	Quarterly	Fiscal Steward	High	Effectiveness
Fleet	3202	Fleet Customer satisfaction	Annually	Fiscal Steward	High	Effectiveness
Fleet	3202	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
Stormwater	3405	Lake Clarity	Quarterly	Public Infrastructure	Medium	Effectiveness
Stormwater	3402	Distance of Drainage Pipes Cleaned (linear feet)	Quarterly	Public Infrastructure	High	Workload
Stormwater	3402	Volume of Debris Removed	Quarterly	Public Infrastructure	High	Workload
Stormwater	3404	Miles of roads swept	Quarterly	Public Infrastructure	High	Workload
Stormwater	3404	Avg Frequency of Roads swept	Quarterly	Public Infrastructure	High	Efficiency
Stormwater	3401	% of budget expended	Quarterly	Fiscal Steward	High	Fiscal
Water/Sewer	2845	Sewer overflows in TG	Quarterly	Public Infrastructure	Medium	Effectiveness
Water/Sewer	2842	O&M cost per MG Water Treatment	Quarterly	Fiscal Steward	High	Efficiency
Water/Sewer	2843	O&M cost per MG Wastewater Treatment	Quarterly	Fiscal Steward	High	Efficiency
Water/Sewer	2844	Distribution System Unaccounted for Water	Annually	Public Infrastructure	Medium	Effectiveness
Water/Sewer	2844	Conformance to Drinking water Guidelines (State & Fed)	Annually	Public Infrastructure	High	Effectiveness
Water/Sewer	2841	% of Budget Expended	Quarterly	Fiscal Steward	High	Fiscal



# city commission agenda item

item type	Affordable Housing Work Session	meeting date	04/14/2014
prepared by department division	Dori Stone Planning & Comm. Development	approved by	<input checked="" type="checkbox"/> City Manager <input type="checkbox"/> City Attorney <input type="checkbox"/> N/A
board approval	<input type="checkbox"/> yes <input type="checkbox"/> no <input type="checkbox"/> N/A   final vote		

## Subject:

Affordable Housing Work Session

## Background:

Winter Park has long been known as a true city in every sense, including a diverse housing stock that meets many income levels and the needs of its residents. For longer than 20 years, the city has made commitments to the community to provide affordable housing using the city's linkage fee, TIF revenue from the CRA and partnerships with the Winter Park Housing Authority. The table below provides a summary of the community investment that has been made through the end of FY 2013.

Affordable Housing Initiative	Support
Funds raised from Affordable Housing Linkage Fee	\$3.65 million by the end of fiscal year 2013
Habitat for Humanity	42 lots
Hannibal Square Community Land Trust total cash and land investment (19 lots)	\$3,106,552
Housing Rehabilitation Program 132 projects	\$1.5 million in CRA funds, \$150,000 in Orange County assisted funds
Railroad Avenue Apartment Land acquisition and construction of units	\$322,000
<b>Total Affordable Housing Investment</b>	<b>Approx. \$8.5 million</b>

As part of the city's Economic Development study, staff prepared a report outlining various factors about housing. In the study which was prepared during one of the country's major economic downturns, the data showed that there were a number of single family homes that met the qualifications for either affordable or workforce housing both using HUD qualifications and the

city's definitions found in the Comprehensive Plan. The study also noted that there was a shortfall of rental and multi-family units. The timing of the study was based on the three year window of the Economic Development Plan.

Since that time several significant actions have happened. The country has rebounded through the recession and Winter Park residential and commercial values have substantially increased over the past 18-24 months. What may have been identified as available single-family housing stock to meet the definitions of affordable housing and/or workforce housing has quickly gained value and many of these units may now be above these defined qualifications.

Secondly, the city has approved over 300 multi-family units, one of which is exclusively directed to senior living. Additional units are also planned in the Ravaudage project which may impact this further.

Staff recommended to EDAB that based on the market and the increased multi-family units, it would be beneficial to reanalyze the study data and update it. The EDAB supported this recommendation and staff will start looking at the housing stock and its impacts within the next several months.

A copy of the Affordable Housing study is attached as background to this item.



# Affordable Housing Study

City of Winter Park

Economic Development/CRA Department

March 2012

# Executive Summary

- ▲ THE ECONOMIC RECESSION AND HOUSING CRISIS HAS MADE WINTER PARK A MORE AFFORDABLE COMMUNITY FOR HOME OWNERSHIP
  - MEDIAN HOME PRICES HAVE DROPE FROM ABOUT \$400K TO \$230K
  - IN 2011, 42% OF SALES WITHIN CITY LIMITS WERE AT OR BELOW INCOME LIMITS FOR HOUSEHOLDS CLASSIFIED AS AFFORDABLE OR WORKFORCE (ANNUAL INCOMES OF \$46K OR \$70K RESPECTIVELY FOR A HOUSEHOLD OF FOUR).
- ▲ REGIONAL AFFORDABLE AND WORKFORCE HOUSING IS AVAILABLE WITHIN A 2.5 MILE RADIUS
  - THE METRO-ORLANDO MEDIAN HOME SALE PRICE IS \$130K
  - 50% OF RESIDENTIAL PROPERTIES WITHIN A 2.5 MILE RADIUS OF THE CITY HAVE AN ESTIMATED MARKET SALE PRICE WITHIN HOUSING AND URBAN DEVELOPMENT DEPARTMENT GUIDELINES FOR WORKFORCE HOUSING
  - DESPITE OFFERING AFFORDABLE OWNERSHIP OPTIONS WINTER PARK DOES TEND TO BE LESS AFFORDABLE THAN ITS NEIGHBORS AND AS THE ECONOMY IMPROVES HOME PRICING IS LIKELY TO BE AN ISSUE AGAIN IN THE FUTURE
- ▲ WINTER PARK IS LESS AFFORDABLE FOR RENTERS
  - RENTAL PRICES SHOWED A SUBSTANTIAL INCREASE OVER THE LAST TEN YEARS WITH UNITS LEASING BETWEEN \$1,000 TO \$1,499 PER MONTH INCREASING BY 147%, WHILE UNITS LEASING AT \$1,500 OR MORE ALMOST TRIPLED BY 183%
  - WHILE TOTAL HOUSEHOLDS INCREASED BY 17% FROM 2000 TO 2010 MULTIFAMILY UNITS DECREASED BY 17% FURTHER DECREASING SUPPLY
- ▲ RECOMMENDATIONS
  - REVISE COMPREHENSIVE PLAN DEFINITIONS OF AFFORDABLE AND WORKFORCE HOUSING AWAY FROM A HOME PRICE APPROACH AND INSTEAD ADOPT THE MORE COMMONLY USED INCOME APPROACH USED BY THE COUNTY, STATE AND FEDERAL GOVERNMENTS
  - EVALUATE CITY-OWNED SITES IN WINTER PARK FOR POTENTIAL CONSIDERATION OF WORKFORCE HOUSING PROJECTS
  - ADDRESS THE ISSUE OF RENTAL AFFORDABILITY THROUGH TARGETED POLICY AND PERMITTING PROGRAMS
  - CONDUCT A REVIEW OF AFFORDABILITY EVERY 5 YEARS

# Methodology

To conduct this study staff gathered data from federal, state, regional, and local housing entities. Data was obtained from the U.S. Bureau of Labor Statistics, U.S. Census, Orlando Regional Realtors Association, Florida Department of Economic Opportunity, Nielsen/Claritas SiteReports, Shimberg Center for Affordable Housing at UF, Winter Park Housing Authority and the Winter Park Comprehensive Plan.

## GROWTH TRENDS

Staff analyzed 2000 and 2010 U.S. Census data for the City of Winter Park, Orange County and the state of Florida. 2010 Nielsen SiteReports was used to examine Winter Park household demographics and socio-economic characteristics.

## AFFORDABLE & WORKFORCE HOUSING

Definitions listed on this report were gathered from the U.S. Department of Housing and Urban Development, Florida Community Planning and Development, Orange County Workforce Housing Task Force, and the Winter Park Comprehensive Plan.

Staff collected data from the Florida Department of Economic Opportunity (formally the Department of Labor) on occupational employment and wages for Orange County. The jobs listed on this report were originally identified in the approved 2009 City of Winter Park Industry Cluster Analysis. This report identified seven targeted industries that are dominant, existing or emerging in our business community.

## HOUSING MARKET

Staff analyzed housing characteristics from U.S. Census American Community Survey and the Winter Park Housing Authority. Information listed shows current housing supply characteristics for Winter Park, including the number, type, and tenure.

The sales trend analysis determines the number of households that can either afford, or not, the Winter Park median price home of \$132,250. This analysis includes variables such as interest rates, required income criteria and housing costs for taxes and insurance. Data for this section was gathered from the 2011 Orlando Regional Realtors Association sales report for Winter Park (32789) and boundary surrounding zip codes 32792, 32751, 32810, 32804, 32803, and 32814. Orlando Regional Realtors Association data does not contain data from sales that do not utilize the services of a “realtor”.

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# Growth Trends

## Socioeconomic Characteristics

### POPULATION

The City of Winter Park's population was 27,852 in 2010 (table 1.1) representing a 15.6% increase from the year 2000 population figure of 24,090. Over the same period Orange County grew 27.8% to a 2010 population total of 1,145,956.

**TABLE 1.1**  
**TOTAL POPULATION, 2000 - 2010**

PLACE	2000	2010	PERCENT CHANGE
WINTER PARK	24,090	27,852	15.6%
ORANGE COUNTY	896,344	1,145,956	27.8%
FLORIDA	15,982,378	18,801,310	17.6%

*Source: U.S. Census Bureau of the Census, U.S. Census of Population and Housing, 2000, 2010.*

### RACE

In 2000 the City of Winter Park's white population was 85.9% of the total population and 86.9% in 2010 (table 1.2). Although the white population of the city increased numerically over the period, its relative proportion of the total population remained flat. Over the same period minority groups grew but continue to compose a small percentage of the total population.

The black population decreased 17% as a share of all population from 2000 to 2010, and only represented 7.6% of the population after the decrease. The Asian population increased by 102% from 2000 to 2010, but accounted for only 2.3% of the total population after the increase. The remaining populations (Native American, Pacific Islander, or more than one race, and so on) increased 63% over the decade, but accounted for only 3.0% of the total population in 2010.

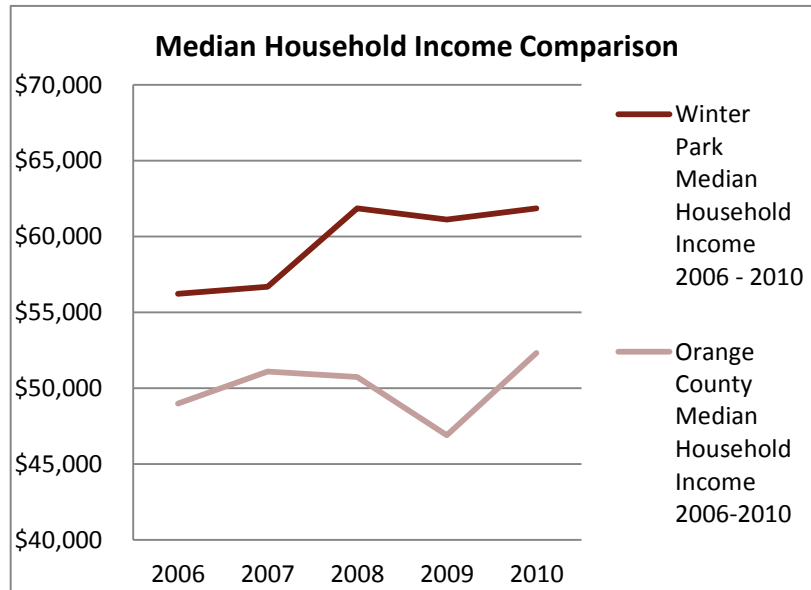
**TABLE 1.2**  
**POPULATION BY RACIAL GROUP, 2000 - 2010**

RACE	2000	2010	CHANGE	PERCENT CHANGE
WHITE	20,694	24,214	+ 3,520	+ 17%
BLACK	2,534	2,105	- 429	- 17%
ASIAN	317	643	+ 326	+ 102%
OTHER	271	380	+ 109	+ 40%
TWO OR MORE RACES	274	510	+ 236	+ 86%

*Source: U.S. Census Bureau of the Census, U.S. Census of Population and Housing, 2000, 2010.*

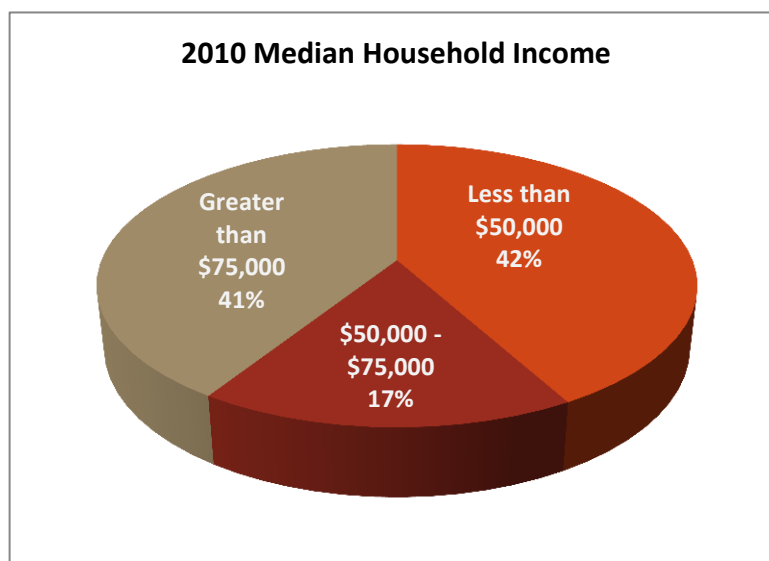
### MEDIAN HOUSEHOLD INCOME

Median household income for Winter Park has increased by 10% over the last 5 years to almost \$62,000. Growth was strongest in the earlier years but as the economy has slowed, income growth has declined as well. The city consistently maintains an overall higher level of income (15 – 20% premium) compared against the county. The graph below shows the 5 year historical change in median household income for Winter Park and Orange County.

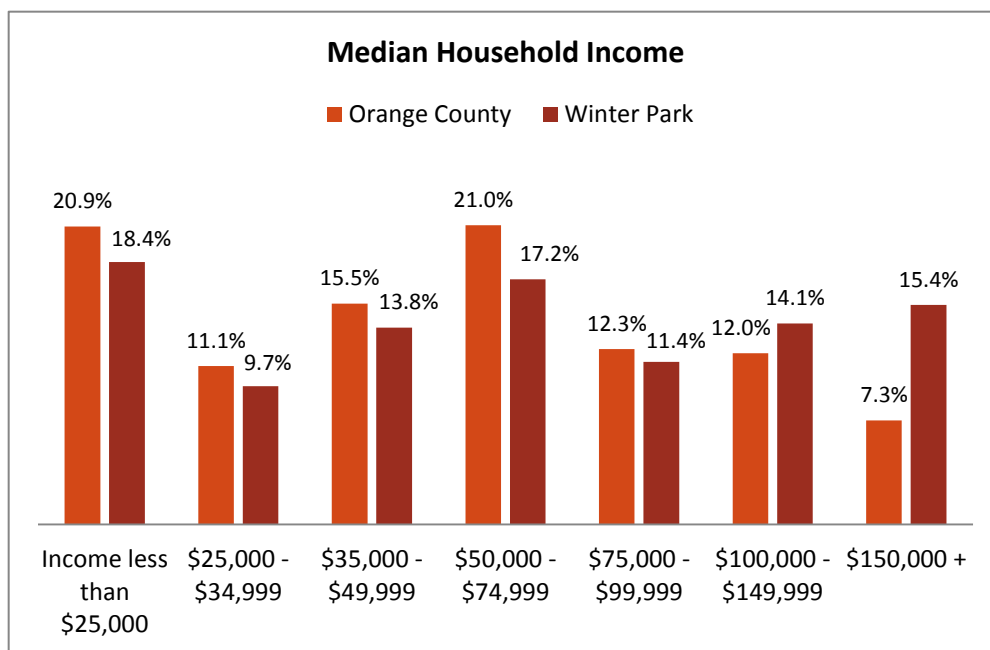


### INCOME DIVERSITY

Winter Park's Median Household Income distribution is fairly evenly distributed with approximately 42% households making less than \$50,000 annually, 42% of households making more than \$75,000, and only 17% of them making somewhere between \$50,000 to \$74,999 a year.

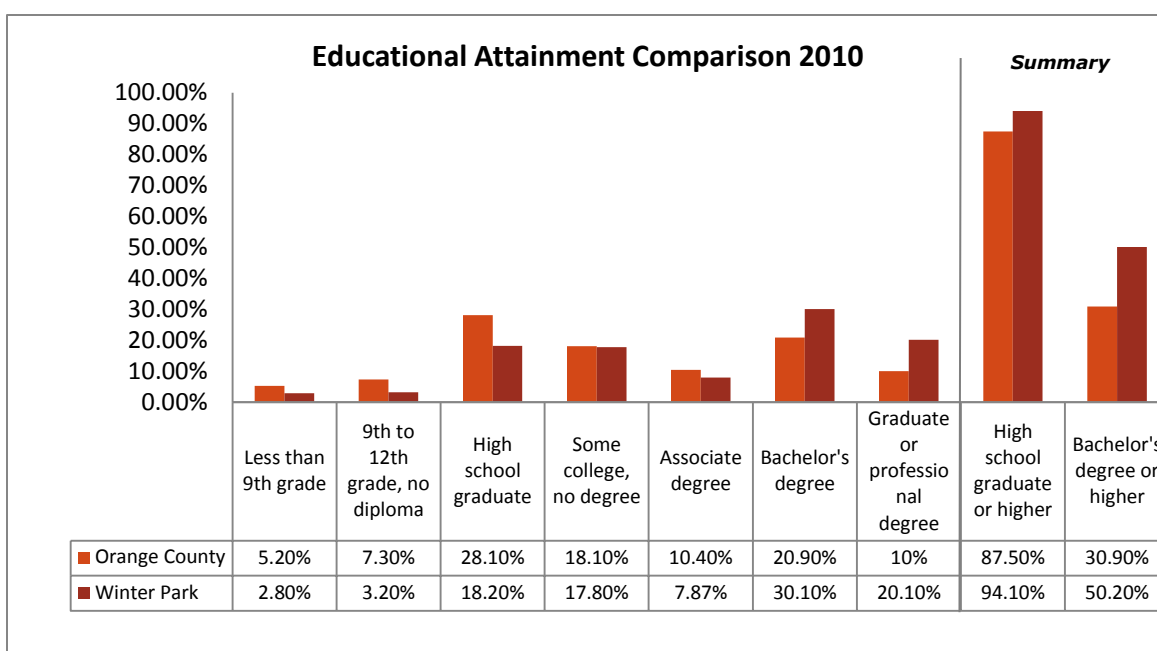


Compared against Orange County, the city has a higher distribution of those making larger annual incomes with 15% of households bringing in over \$150,000 annually. This makes Winter Park an attractive market due to its favorable income demographics however with almost 30% of all households making under \$35,000, it is important to recognize that a large segment of the population would be unable to remain in the city if displaced from their homes due to the inability to find affordable housing or rental options for very low income families.



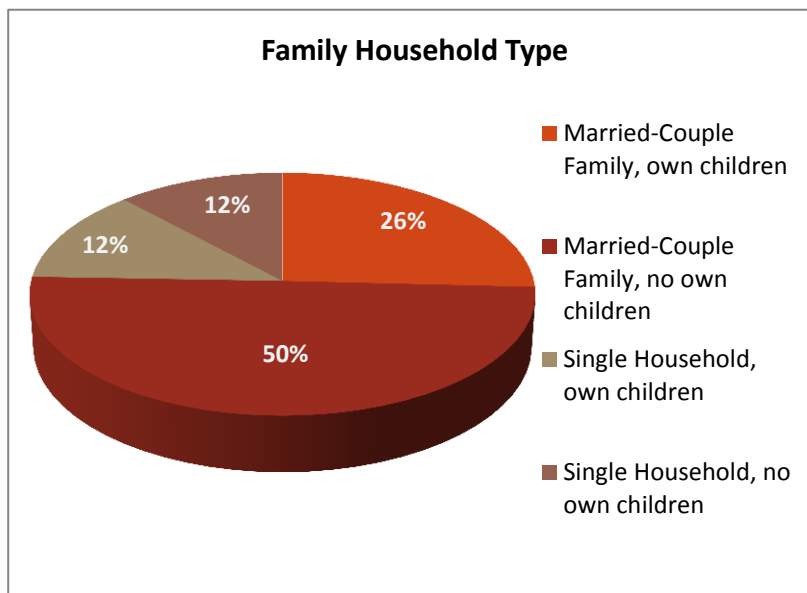
## EDUCATIONAL ATTAINMENT

Winter Park offers a highly educated workforce with over 50% of workers having obtained a bachelor's degree or higher (31% for the county), and over 20% boasting a graduate or professional degree (10% for the county).



## HOUSEHOLD COMPOSITION

According to the 2010 Census, there were a total of 13,626 households in Winter Park. Of these, 50% were married couple households with no children and 26% were married households with children. A total of 19.5% of households had children under the age of 18, and 17.6% had someone over the age of 65. The average household size was 2.17, while the average family size was 2.93.



In addition, the 2010 census states there are 1.3 workers per household. This would seem to indicate that many households are comprised of single income earners but could also be affected by the fact that Winter Park has a larger elderly and retired population. Most housing affordability calculations assume a two worker household.

## OCCUPATION OF RESIDENTS

The City of Winter Park experienced the largest increase from 2000 to 2010 in construction, transportation and warehousing, and wholesale trade. The biggest decreases came from information, manufacturing, and public administration industries.

**TABLE 1.3**  
**INDUSTRY OF RESIDENTS, 2000 - 2010**

INDUSTRY	2000	2010	PERCENT CHANGE
EDUCATIONAL SERVICES, AND HEALTH CARE AND SOCIAL ASSISTANCE	2,235	2,627	0.17%
PROFESSIONAL, SCIENTIFIC, AND MANAGEMENT, AND ADMINISTRATIVE AND WASTE MANAGEMENT SERVICES	2,110	2,518	0.19%
FINANCE AND INSURANCE, AND REAL ESTATE AND RENTAL	1,307	1,458	0.11%

AND LEASING			
RETAIL TRADE	1,144	1,384	0.21%
ARTS, ENTERTAINMENT, AND RECREATION, AND ACCOMMODATION AND FOOD SERVICES	1,110	1,341	0.20%
CONSTRUCTION	543	827	0.52%
OTHER SERVICES, EXCEPT PUBLIC ADMINISTRATION	521	637	0.22%
WHOLESALE TRADE	357	448	0.25%
INFORMATION	429	348	-0.18%
TRANSPORTATION AND WAREHOUSING, AND UTILITIES	249	332	0.33%
MANUFACTURING	562	328	-0.41%
PUBLIC ADMINISTRATION	356	310	-0.13%
<i>Source: U.S. Census Bureau of the Census, U.S. Census of Population and Housing, 2000, 2010</i>			

Sales, management, administrative, and health services continue to be the chosen occupations of Winter Park residents. However, these industries, with the exception of health practitioners, saw a decrease in placement in 2010. Health practitioners/technicians along with art/entertainment and food preparation/services saw the largest increase in 2010.

**TABLE 1.4**  
**OCCUPATION OF RESIDENTS (PERCENTAGE), 2010**

OCCUPATION	2009	2010	PERCENT CHANGE
SALES/RELATED	16.83%	16.30%	-0.53%
MANAGEMENT	14.07%	13.88%	-0.19%
OFFICE/ADMINISTRATIVE SUPPORT	9.69%	9.62%	-0.07%
HEALTH PRACTITIONERS/TECHNICIAN	7.42%	7.62%	0.20%
BUSINESS/FINANCIAL OPERATIONS	6.88%	6.55%	-0.33%
EDUCATION/TRAINING/LIBRARY	6.57%	6.70%	0.13%
LEGAL	5.45%	4.84%	-0.61%
CONSTRUCTION/EXTRACTION	3.58%	3.50%	-0.02%
ARTS/ENTERTAINMENT/SPORTS	3.55%	4.00%	0.45%
FOOD PREPARATION/SERVING	3.31%	3.49%	0.18%
PERSONAL CARE/SERVICE	2.84%	2.98%	0.14%
TRANSPORTATION/MOVING	2.80%	2.87%	0.07%
<i>Source: Claritas, 2000, 2010</i>			

# AFFORDABLE & WORKFORCE HOUSING

## Definitions

Definitions of affordable and workforce housing vary at the state, county and city level. However most housing programs and organizations define affordable and workforce housing in the context of a percentage of the Area Median Income (AMI).The term workforce housing is used to include moderate income households, while affordable housing traditionally has been used to describe low to moderate income households. The definition of “low income” is established by the US Department of Housing and Urban Development (HUD) as a percent of the Area Median Income (AMI) and varies region to region and by household size.

HUD defines "affordable" as housing that costs no more than 30 percent of a household's monthly income. That means rent and utilities in an apartment or the monthly mortgage payment and housing expenses for a homeowner should be less than 30 percent of a household's monthly income to be considered affordable. Families who pay more than 30 percent of their income for housing are considered “cost burdened” and may have difficulty affording necessities such as food, clothing, transportation and medical care.

The State of Florida follows a similar description to HUD’s. It defines “affordable” as monthly rent or monthly mortgage payment, including taxes and insurance, that does not exceed 30 percent of the amount which represents the percentage of the median annual gross income for the household. Most Florida cities and counties follow the State’s definition.

Alternatively the City of Winter Park defines “affordable” based on the home median price in the metro area. In the Winter Park Comprehensive Plan, “affordable” is defined as a dwelling unit which cost less than 80% percent of the median price of single family homes sold the previous year in the Orlando metropolitan area. This variation gives Winter Park the appearance of being less affordable than the other definitions would indicate.

DEFINITION OF AFFORDABLE HOUSING		
<b>U.S. HOUSING &amp; URBAN DEVELOPMENT (HUD)</b> HOUSEHOLDS THAT PAY NO MORE THAN 30 PERCENT OF ITS ANNUAL INCOME ON HOUSING.	<b>STATE OF FLORIDA</b> MONTHLY RENT OR MONTHLY MORTGAGE PAYMENT, INCLUDING TAXES AND INSURANCE, DO NOT EXCEED 30 PERCENT OF THE AMOUNT WHICH REPRESENTS THE PERCENTAGE OF THE MEDIAN ANNUAL GROSS INCOME FOR THE HOUSEHOLD.	<b>CITY OF WINTER PARK</b> A DWELLING UNIT WHICH COST LESS THAN 80% PERCENT OF THE MEDIAN PRICE OF SINGLE FAMILY HOMES SOLD THE PREVIOUS YEAR IN THE ORLANDO METROPOLITAN AREA

Comparable to affordable housing, workforce housing has varying definitions in terms of the area median income (AMI) restrictions, but in its simplest form it “refers to housing that is affordable to working households that do not qualify for publicly subsidized housing, yet cannot afford appropriate market-rate housing in their community.”<sup>1</sup> Workforce households work in low- and mid-paying jobs and it often refers to housing for essential community workers such as firefighters, teachers, police officers, and nurses. Affordable and workforce housing can overlap, however affordable housing programs tend to target very-low to low income households.

The State of Florida defines workforce housing as housing that is affordable to natural persons or families whose total annual household income does not exceed 140 percent of the AMI, adjusted for household size, or 150 percent of area median income, adjusted for household size. Orange County’s AMI in 2011 was \$57,400, which places workforce housing income limits at a maximum of \$80,360.

In June 2006, Orange County formed a Workforce Housing Task Force in which one of their goals was to define workforce housing. The task force defined workforce housing as the attainment of rental or for sale housing to an individual or family whose annual household income, as adjusted for household size, does not exceed 120 percent of the AMI, with an emphasis on households with an annual income between 50 percent and 120 percent of the AMI.<sup>2</sup> This definition was adopted on May 2007.

The City, on the other hand, defines workforce housing as a dwelling unit which cost less than 120% of the median price of the single family homes sold the previous year in the Orlando metropolitan area. As this report explains in the recommendation section, the information required to come up with this figure is difficult to attain and its figures can vary drastically from

## DEFINITION OF WORKFORCE HOUSING

### STATE OF FLORIDA

HOUSING AFFORDABLE TO NATURAL PERSONS OR FAMILIES WHOSE TOTAL ANNUAL HOUSEHOLD INCOME DOES NOT EXCEED 140 PERCENT OF THE AREA MEDIAN INCOME, ADJUSTED FOR HOUSEHOLD SIZE, OR 150 PERCENT OF AREA MEDIAN INCOME, ADJUSTED FOR HOUSEHOLD SIZE

### ORANGE COUNTY

THE ATTAINMENT OF RENTAL OR FOR SALE HOUSING TO AN INDIVIDUAL OR FAMILY WHOSE ANNUAL HOUSEHOLD INCOME, AS ADJUSTED FOR HOUSEHOLD SIZE, DOES NOT EXCEED 120 PERCENT OF THE AMI, WITH AN EMPHASIS ON HOUSEHOLDS WITH AN ANNUAL INCOME BETWEEN 50 PERCENT AND 120 PERCENT OF THE AMI.

### CITY OF WINTER PARK

A DWELLING UNIT WHICH COST LESS THAN 120% OF THE MEDIAN PRICE OF THE SINGLE FAMILY HOMES SOLD THE PREVIOUS YEAR IN THE ORLANDO METROPOLITAN AREA

<sup>1</sup> Urban Land Institute. (2007). Developing housing for the workforce: A toolkit. Washington, DC: Author

<sup>2</sup> Orange County (2007). Workforce Housing Task Force Report. Orlando, FL: Author.

year to year.

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## Housing Affordability

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The U.S. Department of Housing and Urban Development annually publishes the AMI of every metropolitan area in the United States. The following table (Table 2.1) lists the 2011 area median income limits for the metro Orlando area, which are based on a 2011 median family income of \$57,400.

**TABLE 2.1**  
**2011 INCOME LIMITS**

HOUSEHOLD SIZE	VERY LOW (50% OF MEDIAN)	LOW (80% OF MEDIAN)	MODERATE (120% OF MEDIAN)
1	\$20,450	\$32,700	\$49,080
2	\$23,350	\$37,350	\$56,040
3	\$26,250	\$42,000	\$63,000
4	\$29,150	\$46,650	\$69,960
5	\$31,500	\$50,400	\$75,600
6	\$33,850	\$54,150	\$81,240
7	\$36,150	\$57,850	\$86,760

*Source:* U.S. Department of Housing and Urban Development, *OC MSA Income Limits*, 2011.

The housing market's general rule of thumb is that households could afford a home that costs 2.5 to 3 times their annual income, depending on their debt-to-income ratio. A household with an income of \$57,400 (HUD's 2011 AMI for metro Orlando) could afford to purchase a home between \$143,500 and \$172,200. Traditionally, Winter Park has had a higher AMI than Orange County. In 2010, Winter Park's held an AMI of \$59,278, which means a household could afford a home between \$148,195 and \$177,834. The current housing crisis has made Winter Park a bit more affordable but its range is still not on par with our neighboring cities.

### AFFORDABILITY USING HUD'S STANDARD METHODOLOGY

HUD's standard methodology, which puts emphasis on percentage of yearly household income, places affordability within city limits at standard levels. Based on 2011 Orlando Regional Realtor Association (ORRA) sales reports, 42% percent of housing stock sold was affordable and 58% was unaffordable. Winter Park workers could find affordable and workforce housing within city limits on the West Fairbanks, Lee Road, and in the Aloma Corners section of Winter Park. In addition, workforce can find housing in the neighboring cities of Orlando, Maitland, Casselberry and unincorporated Winter Park within reasonable commuting distance (see addendum A & B).

Using HUD's Orlando MSA AMI (\$57,400), the Economic Development Department computed the maximum rental and home price a household under their income categories could afford. The maximum home price calculations are based on a four person household and include

traditional household expenses such as mortgage interest rates, property taxes, property insurance, utilities, etc. Very low incomes households (50% of AMI or less) that have an income of less than \$29,150 and could afford a maximum rent of \$729.00 per month or a maximum home price of \$73,471. Households in the low-income category (51% to 80% of AMI) that earn up to \$46,650 can afford a maximum rent of \$1,166 or a maximum home price of \$123,457. Lastly, households with moderate income (81% to 120% of AMI) that have annual income of \$69,960 can afford a maximum rent of \$1,749 per month or a maximum home price of \$193,199.

HUD Orlando AMI \$57,400					
Very Low Income		Low Income		Moderate Income	
Max Rent: \$729	Max Home Price: \$73,471	Max Rent: \$1,166	Max Home Price: \$123,457	Max Rent: \$1,749	Max Home Price: \$193,199

#### AFFORDABILITY USING WINTER PARK'S COMPREHENSIVE PLAN METHODOLOGY

Winter Park's affordable and workforce housing definitions are based on the median price of the single family homes sold the previous year in the Orlando metropolitan area. ORRA identified the 2011 median price of single family homes in the MSA was of \$130,000. Based on the Comprehensive Plan methodology, this would place Winter Park workforce housing as anything below \$158,000 and affordable housing in Winter Park as anything below \$104,000. In 2011, only 76 homes (18%) were sold under \$158,000 and 32 homes (8%) under \$104,000. Winter Park's methodology does not address rental affordability for very-low, low, and moderate income households. Additional information on the number of homes sold can be found in the 'Housing Sales Trend' section.

Median Price of Single-Family Homes Orlando MSA \$130,000	
Workforce Housing	Affordable Housing
\$158,000	\$104,000

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## Affordability Based on Occupation

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In order to get a better picture of what the Winter Park workforce could afford, an analysis of affordability based on professions and average wages was performed. As shown on figure 1.4, sales, management, administrative, and health services continue to be the chosen occupations of Winter Park residents. Table 2.2 illustrates the affordability of these and other high demand occupations in Winter Park. As indicated by the table below Winter Park has a median home sale price of \$230,000, \$100,000 more than the Orlando MSA, which would require income of almost \$83,000 annually to afford.

**TABLE 2.2**  
**AFFORDABILITY BASED ON OCCUPATION**

PROFESSION	SINGLE PERSON INCOME	30% OF INCOME	MAXIMUM MORTGAGE
BANK TELLER	\$24,340	\$7,302	\$47,594
SECRETARY	\$28,909	\$8,673	\$63,130
PARAMEDIC	\$34,417	\$10,325	\$81,860
SCHOOL TEACHER	\$46,576	\$13,973	\$123,205
POLICE OFFICER	\$47,503	\$14,250	\$126,357
REGISTERED NURSE	\$51,090	\$15,327	\$138,555
CIVIL ENGINEER	\$61,657	\$18,497	\$174,487
IT ADMINISTRATOR	\$75,255	\$22,576	\$220,725
<b>INCOME NEEDED TO AFFORD MEDIAN HOME PRICE IN WINTER PARK</b>	<b>\$82,782 INCOME NEEDED</b>	<b>\$24,835</b>	<b>\$230,000</b>

*Source: Florida Department of Economic Opportunity, Occupational Employment & Wages, 2012*

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## Affordability Based on Targeted Industries

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In the 2009 City of Winter Park Industry Cluster Analysis, the city identified seven targeted industries that are dominant, existing or emerging in our business community. The identified industries were: Education and Knowledge Creation, Real Estate and Development, Arts and Culture, Health Care Services, Financial and Professional Services, Creative Services, and Retail and Services. Table 2.3 showcases the median salary of specific occupations within the targeted industries described above.

**TABLE 2.3**  
**AFFORDABILITY BASED ON TARGETED INDUSTRY OCCUPATION**

TARGETED INDUSTRY	PROFESSION	ONE PERSON INCOME	30% OF INCOME	MAXIMUM MORTGAGE
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EDUCATION & KNOWLEDGE CREATION	BUSINESS COLLEGE PROFESSOR	\$87,266	\$26,180	\$245,246
REAL ESTATE & DEVELOPMENT	REAL ESTATE BROKER	\$52,442	\$15,733	\$126,830
ARTS & CULTURE	MUSEUM CURATOR	\$44,236	\$13,271	\$98,926
HEALTH CARE SERVICES	LABORATORY TECHNICIAN	\$61,724	\$18,517	\$158,393
FINANCIAL & PROFESSIONAL SERVICES	FINANCIAL ANALYST	\$54,626	\$16,388	\$134,257
CREATIVE SERVICES	GRAPHIC DESIGNER	\$38,959	\$11,688	\$80,983
RETAIL & SERVICES	CLOTHING STORE MANAGER	\$84,685	\$25,405	\$236,469
<b>INCOME NEEDED TO AFFORD MEDIAN HOME PRICE IN WINTER PARK</b>		<b>\$82,782 INCOME NEEDED</b>	<b>\$24,835</b>	<b>\$230,000</b>

*Source: Florida Department of Economic Opportunity, Occupational Employment & Wages, 2012*

These figures reflect that the most common careers in our targeted industries pay above average Orange County AMI. Under the current housing market conditions all the sample targeted industry occupations could afford to live in Winter Park under a single salary household. However, as market conditions continue to improve, home prices will increase which might require a double salary income household.

# HOUSING MARKET

The housing market analysis provides an estimate of the current supply of housing in Winter Park. In this portion of the analysis, the existing housing inventory is examined, including the number, type, and tenure. Housing occupancy and vacancy rates, housing sales trends and rental housing trends are analyzed to determine the residential market activity in the area.

## Housing Characteristics

### HOUSING UNITS

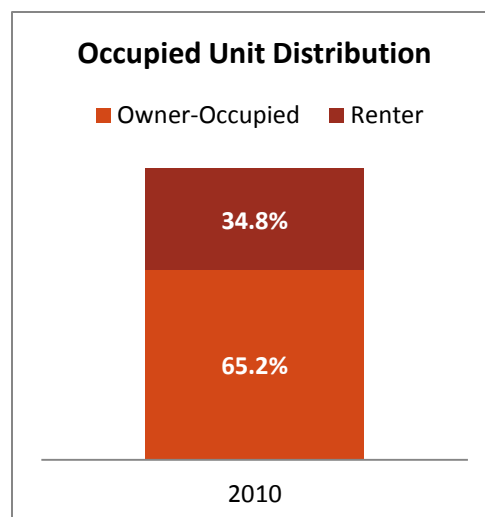
The City of Winter Park saw an increase of housing units from 2000 to 2010 (table 3.1) experiencing a 17% increase over the 10-year period. A similar rate of housing unit growth took place in Altamonte Springs over the same period with an 11% increase. However, substantial growth occurred in the neighboring cities of Maitland and Orlando with a 59% and a 37% increase, respectively. The rate of growth in housing units in Orange County (35%) was almost double the rate of growth in Winter Park.

**TABLE 3.1**  
**TOTAL HOUSING UNITS, 2000-2010**

PLACE	2000	2010	% CHANGE
WINTER PARK	11,532	13,463	17%
MAITLAND	5,104	8,137	59%
ALTAMONTE SPRINGS	19,992	22,088	11%
ORLANDO	88,486	121,254	37%
ORANGE COUNTY	361,349	487,839	35%

Source: U.S. Census Bureau of the Census, *U.S. Census of Population and Housing*, 2000, 2010.

The city has a total of 13,463 housing units, of which 11,995 are occupied (an occupancy rate of 89.1%). Of the occupied units, 7,825 (65.2%) are owner occupied and 4,170, (34.8%) are rental units. The average household size of the owner occupied unit is 2.31 persons and 1.91 persons for a renter occupied unit.



## HOUSEHOLD TYPE

In 2010, there were over 13,000 housing units in the City of Winter Park. As can be seen in table 3.2, single-family housing is the dominant form of housing in the city, representing 63% of the total housing stock in 2010; small multifamily housing (3-19 units) represented 14.5%. The remaining inventory consists of single family attached, mobile homes, and other miscellaneous types of housing.

From 2000 to 2010, approximately 1,931 units were added to the housing inventory, an increase of 17%. While single-family attached units accounted for much of the growth, there was also a significant increase in the number of single family attached units and small multi-family, with approximately 691 units added to the inventory. In addition, mobile homes and other forms of housing, such as boat, RVs, etc., experienced an increase as well. As can be seen, however, multi-family units and duplexes experienced a significant decrease.

**TABLE 3.2**  
**HOUSING UNITS BY TYPE, 2010**

TYPE	2000		2010		CHANGE	
	UNITS	PERCENT	UNITS	PERCENT	UNIT CHANGE	% CHANGE
1 UNIT DETACHED	6,882	60%	8,502	63%	1,620	23%
1 UNIT ATTACHED	435	4%	941	7%	506	116%
2 UNITS	266	2%	231	2%	-35	-13%
3 – 19 UNITS	1,753	15%	1,938	14.5%	185	10%
20 OR MORE UNITS	2,166	19%	1,786	13%	-380	-17%
MOBILE HOMES	30	0	56	0.5%	26	86%
BOAT, RV, VAN, ETC	0	0	9	0%	9	100%
<b>TOTAL</b>	<b>11,532</b>	<b>100%</b>	<b>13,463</b>	<b>100%</b>	<b>1,931</b>	<b>17%</b>

Source: U.S. Census Bureau, American Community Survey 2000, 2010.

## HOUSING TENURE

The City of Winter Park continued to observe an increase (11.5%) in owner-occupied housing units from 2000 to 2010 (table 3.3). In 2010, there were close to 12,000 occupied housing units in Winter Park. The 7,016 ownership units represented 61.4% of the 2000 housing stock; the 7,825 ownership units represented 65.2% of the 2010 housing stock. Despite the recent collapse of the real estate market, home ownership rates have increased over the decade.

**TABLE 3.3**  
**OWNER OCCUPANCY, 2000-2010**

PLACE	2000	2010	% CHANGE
WINTER PARK	7,016	7,825	11.5%
ORANGE COUNTY	204,195	243,950	19.4%
FLORIDA	4,441,799	4,998,979	12.5%

Source: U.S. Census Bureau of the Census, *U.S. Census of Population and Housing*, 2000, 2010.

The number of renter-occupied housing units increased 12.5%, from 2000 to 2010 growing from 3,706 to 4,170 (table 3.4). Rented units, as an overall percent of occupied housing has remained essentially flat over the decade with renters representing 32.4% of the housing stock in 2000 and 31% in 2010. As homeowner occupancy increased over the period the observance of a slight decrease is not unexpected.

**TABLE 3.4**  
**RENTER OCCUPANCY, 2000-2010**

PLACE	2000	2010	% CHANGE
WINTER PARK	3,706	4,170	12.5%
ORANGE COUNTY	132,091	177,897	34.6%
FLORIDA	1,896,130	2,421,823	27.7%

Source: U.S. Census Bureau of the Census, *U.S. Census of Population and Housing*, 2000, 2010.

## HOUSING VACANCY

From 2000 to 2010, Winter Park experienced a doubling of vacant housing units (table 3.5). In 2000, the city had 709 vacant units; in 2010, there were 1,468, an increase of 107%, representing 11% of the housing stock. The increase in vacant housing is most likely attributed to the real estate crash, in which many homeowners had to walk away from their properties. The 2010 homeowner vacancy rate was 2.6%, compared to 1.4% in 2000. Rentals, on the other hand, have slightly risen. The 2010 rental vacancy rate was of 5.8%, compared to 6.0% in 2000.

**TABLE 3.5**  
**HOUSING UNITS BY TYPE IN WINTER PARK**

TYPE	2000		2010		CHANGE	
	UNITS	PERCENT	UNITS	PERCENT	UNIT CHANGE	PERCENT CHANGE
OCCUPIED HOUSING	10,722	93.8%	11,995	89.1%	1,273	11.9%
VACANT HOUSING	709	6.2%	1,468	10.9%	759	107%

Source: U.S. Census Bureau, American Community Survey 2000, 2010.

## Rental Housing Supply

Winter Park's highly desirable location has created a tremendous demand for temporary housing, jeopardizing rental affordability. In 2010, Winter Park had 4,170 renter-occupied housing units, this includes single-family houses, condominiums, attached-units, etc. Monthly rents for these units have dramatically changed between 2000 and 2010. Rental units leasing below \$499.99 per month decreased by 56%, while rentals units between \$500.00 to \$749.00 per month decreased by 58%. Conversely, high-end rentals showed a drastic increase with units leasing between \$1,000 to \$1,499 per month increasing by 147%, while units leasing at \$1,500 or more almost tripled to 183% (Table 3.6).

**TABLE 3.6**  
**TOTAL HOUSING UNITS MONTHLY COST, 2000-2010**

AMOUNT	2000	2010	% CHANGE
LESS THAN \$499	855	375	-56%
\$500 TO \$749	1,391	586	-58%
\$750 TO \$999	691	929	34%
\$1,000 TO \$1,499	488	1,206	147%
\$1,500 OR MORE	318	893	180%
NO RENT PAID	158	181	14.5%
<b>TOTAL</b>	<b>3,706</b>	<b>4,170</b>	<b>12.5%</b>

*Source: U.S. Census Bureau of the Census, U.S. Census of Population and Housing, 2000, 2010.*

Assisted housing programs, such as the Winter Park Housing Authority, have helped the city to provide affordable rental housing units to the moderate and low-income residents of Winter Park. The organizations providing these types of facilities usually partner with HUD's rental assistance programs, Florida's HOME program, and affordable housing community loans. Due to the economic recession and the housing crisis, demand for subsidized housing and workforce rental units has increased. Individuals and families wishing to move to any of the Winter Park Housing Authority units must jump into a 12-18 month wait list.

The Schimberg Center for Affordable Housing analyzes housing affordability for the state of Florida and documents the number of assisted housing facilities available to residents. In Winter Park, most of these assisted housing facilities target the senior and disabled population, and they have very limited assisted housing units open to families with children. The city has 578 assisted housing units within city limits, 452 of these units (78%) are allocated to the elderly and disabled population and 126 (22%) are open to families (table 3.2).

**TABLE 3.2**  
**TOTAL ASSISTED HOUSING UNITS WITHIN CITY LIMITS**

DEVELOPMENT	ADDRESS	TOTAL UNITS	POPULATION SERVED
CALVARY TOWERS	1099 CLAY STREET	156	ELDERLY
PLYMOUTH	1550 GAY ROAD	196	ELDERLY
THE OAKS AND THE MEADOWS	700 NORTH DENNING	48	ELDERLY AND DISABLED
TRANQUIL TERRACE	845 WEST SWOOPE AVENUE	52	ELDERLY AND DISABLED
WINTER PARK OAKS	303 BALFOUR DRIVE	96	FAMILY
RAILROAD AVENUE APARTMENTS	600 RAILROAD AVENUE	30	FAMILIES AND DISABLED
<b>TOTAL</b>		<b>578</b>	

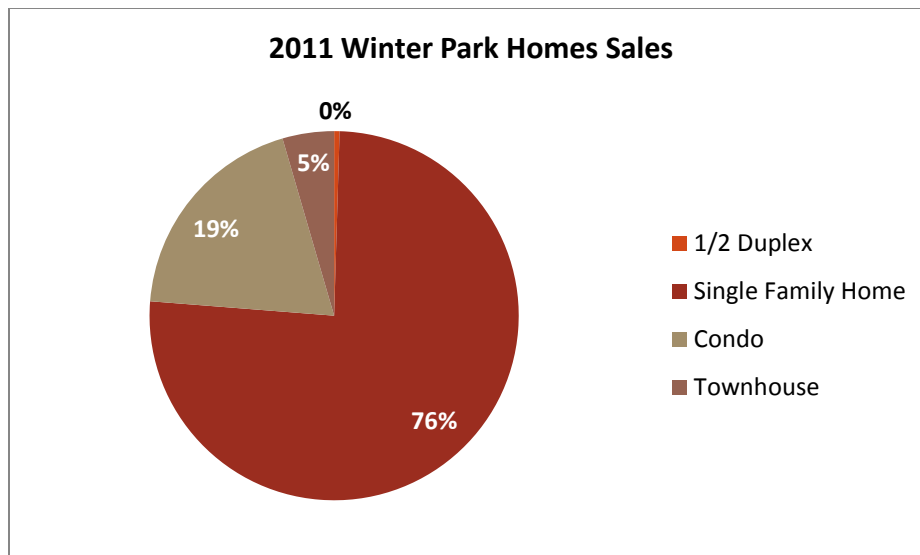
The unincorporated section of Winter Park holds almost the same amount of assisted housing units as the city and fulfills the affordable housing family gap within city limits. Unincorporated Winter Park has 574 assisted housing units, 275 of these units (48%) are strictly for moderate and low income families, 180 units (31%) are open to families and disabled individuals, 119 units (21%) are open to families, elderly, and the disabled, and four are only available for disabled individuals.

**TABLE 3.3**  
**TOTAL ASSISTED HOUSING UNITS OUTSIDE CITY LIMITS**

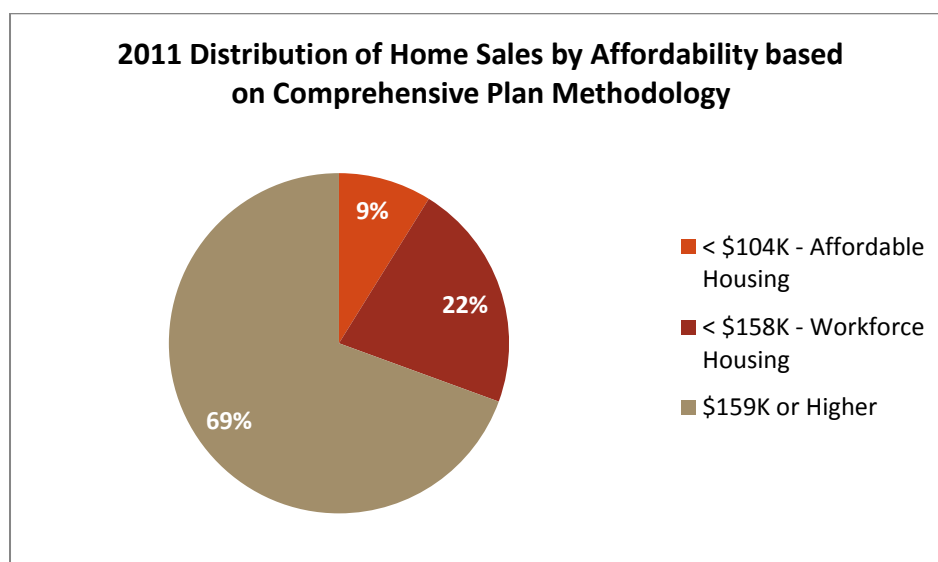
DEVELOPMENT	ADDRESS	TOTAL UNITS	POPULATION SERVED
THE MEADOWS AT MARGARET SQUARE	824 MARGARET SQUARE	119	ELDERLY, DISABLED, AND FAMILIES
TUSCANY AT ALOMA APARTMENTS	6999 ALOMA AVENUE	180	FAMILIES AND DISABLED
GOLDEN OAKS	7701 ACORN WOODS CIRCLE	96	FAMILY
HOWELL BRANCH COVE	7800 SPIRIT LANE	58	FAMILY
SAN JOSE OF SEMINOLE	2353 WINTER WOODS BLVD.	121	FAMILY
THRESHOLD, INC.	3550 GOLDENROD RD	4	DISABLED
<b>TOTAL</b>		<b>574</b>	

## Winter Park Housing Sales Trend

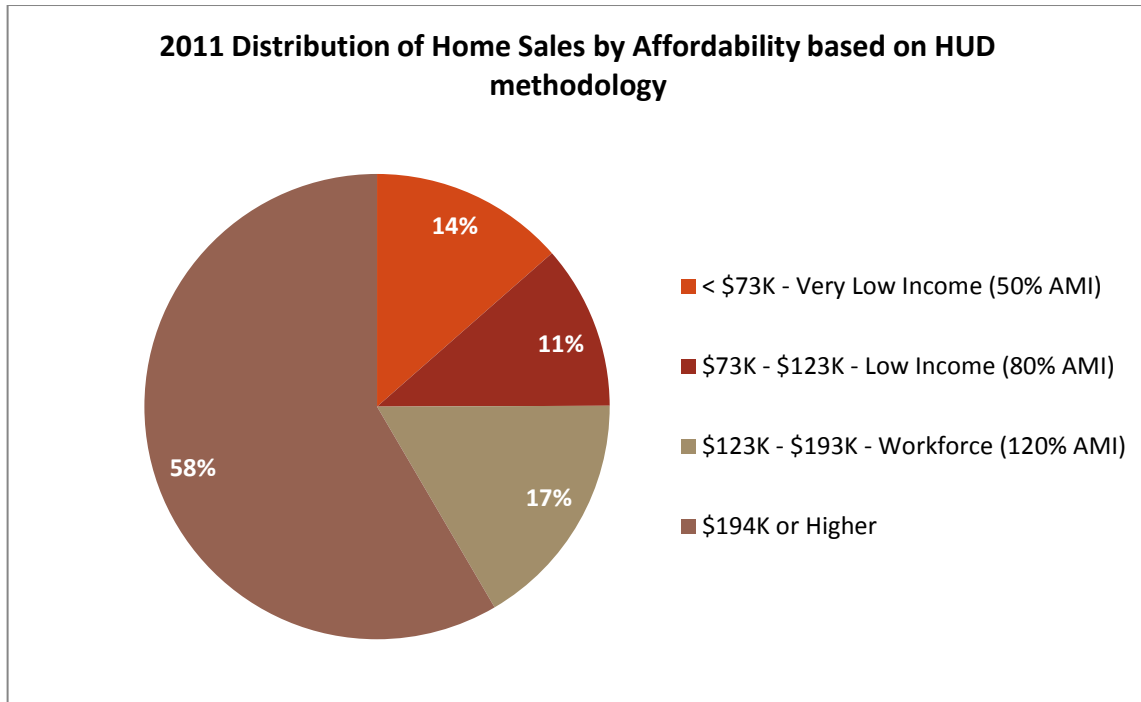
In 2011 ORRA reported 421 residential sales within the Winter Park city limits. Of these, 270 were considered “normal” sales, 59 were bank owned, and 92 were short sales. The city’s 2011 average home sale price was \$263,344, giving us an average price per square foot of \$141.50 for a three bedroom, two bath home. As expected, Winter Park is primarily a single family home community; 76% of homes sold in 2011 were single family homes, while 19% were condos and only 5% were townhomes.



When looking at affordability, the results vary according to the affordability methodology utilized. Using the methodology listed in the Comprehensive Plan, the Winter Park market has limited affordability. As stated in the “Affordable & Workforce Housing” section of this report, Winter Park’s affordable and workforce housing definitions are based on the median price of the single family homes sold the previous year in the Orlando metropolitan area. ORRA identified the 2011 median price of single family homes in the MSA was of \$130,000. Based on the Comprehensive Plan methodology, this would place Winter Park workforce housing as anything below \$158,000 and affordable housing in Winter Park as anything below \$104,000. In 2011, only 76 homes (22 percent) were sold under \$158,000 and 31 homes (9 percent) under \$104,000.



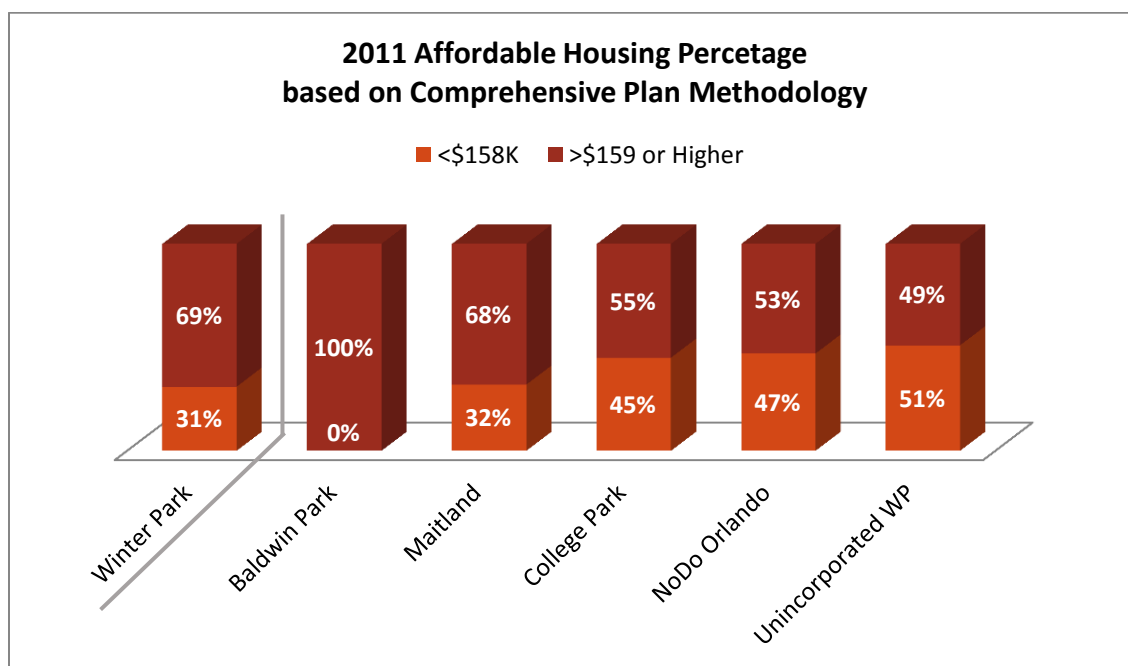
However, based on HUD's affordability methodology Winter Park can be considered to be affordable to all income levels. ORRA's sales data show that in 2011 home sales were evenly distributed between all income affordability levels. Fifty-seven homes (14%) were sold at very-low income household levels, 48 homes (11%) at low income, and 70 homes (17%) at moderate income household levels. In total, 42% of homes sold in 2011 were sold at affordable prices and 58% were sold at higher prices.



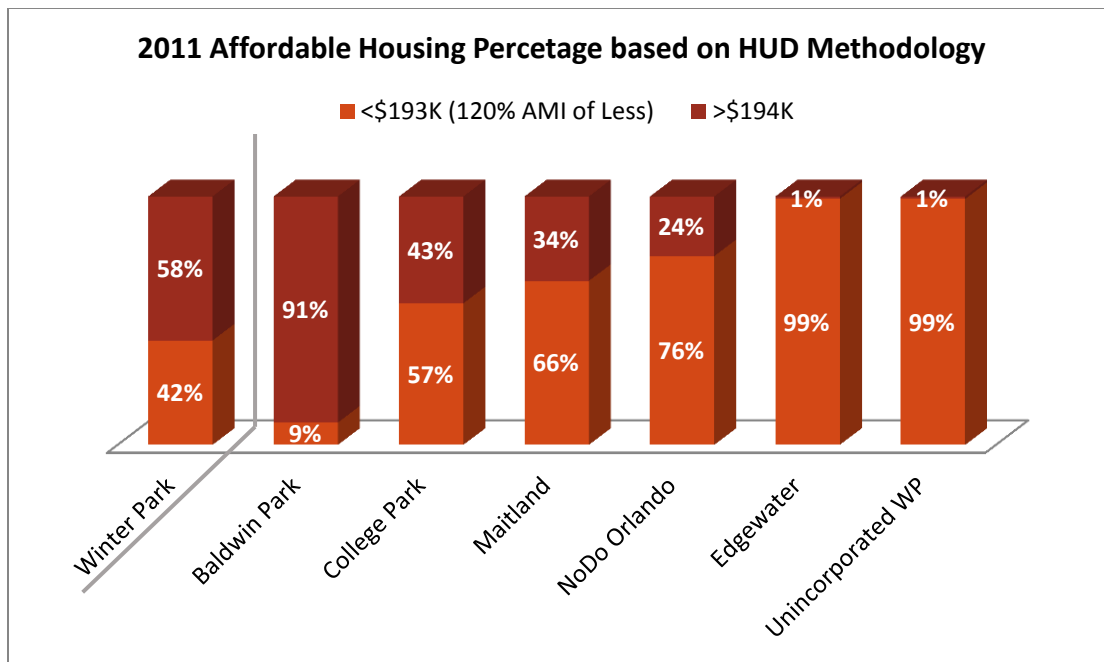
Home sales meeting HUD's very low income bracket were primarily found in the Hannibal Square planning area. Very Low income buyers (50% AMI) could find a 945 square foot, two bedrooms, and one and a half bathroom home for \$45,493. Home sales meeting HUD's low income bracket were also found in the previous area and along the Lee Road, Mead Gardens, and Waterbridge planning areas. Low income buyers (80% AMI) could find a 1,335 square foot, two and half bedrooms, and one and a half bathroom home for \$97,493. Lastly, homes meeting HUD's moderate bracket were primarily found in the Mead Gardens, Osceola/Lakeview, Brookshire, and Glenridge/Lake Sue planning areas. Moderate income buyers (120% AMI) could find a 1,491 square foot home with three bedrooms and three bathrooms for \$159,706.

## Surrounding Areas Housing Sales Analysis

Home sales analysis of the surrounding Winter Park zip codes gives a clearer picture of affordability in Central Florida. Analysis was conducted on 2011 ORRA's sales report for Winter Park (32789) and boundary surrounding zip codes 32792, 32751, 32810, 32804, 32803, and 32814. Results varied, again, according to the affordability methodology being used. Using the Comprehensive Plan methodology, Winter Park had the second lowest level of affordable housing. The neighboring cities of College Park, North Downtown Orlando, and the unincorporated section of Winter Park had higher levels of affordability ranging in the high forties. The city of Maitland also held a higher percentage, but by only one point. Baldwin Park had zero percent affordability based on the Comprehensive Plan methodology for single family homes.



Using HUD's methodology, Winter Park still ranked as one of the least affordable areas. In 2011, 42% homes sold in the city were at prices that were affordable to very-low, low, and moderate income households. Maitland, College Park and North Downtown Orlando, had a higher affordability percentages at 66%, 57% and 76%, respectively. Edgewater and unincorporated Winter Park had the largest percentage of affordable home sales with 99% in each area. Baldwin Park came in, again, as the least affordable area with only 9% of homes sold in 2011 meeting income limits.



The Orlando Edgewater area (zip code 32810) had the largest home sale count. The zip code had 365 home sales in 2011, 76% of sales were from single family homes. The average home included 1,420 square feet with three bedrooms and two bathrooms for \$71,230. Almost all (99%) of homes sold in 2011 in this zip code were considered affordable. Although only a small section of this area shares a boundary with Winter Park, residents could still fall under the standard Winter Park commute time of 20.8 minutes.

The City of Maitland (zip code 32751) had the second largest home sale count with 344 homes sold in the zip code in 2011. Single family homes had the highest share of the market with 54% followed by condominium sales at 35%. The average home included 1,864 square feet with three bedrooms and two bathrooms for \$190,331. Sixty-six percent of Maitland's sales were considered affordable.

North downtown Orlando (zip code 32803) had 335 home sales in 2011. Single family home sales took 79% of the market, while condominiums took 17%. The average home included 1,477 square feet with three bedrooms and two bathrooms for \$157,012. Seventy-six percent of the homes sold were considered affordable.

College Park (zip code 32804) had 273 home sales in 2011. Single family homes took 86% share of the sales market, while condominiums only took 9%. The average home included 1,775 square feet with three bedrooms and two bathrooms for \$226,185. Fifty-seven percent of College Park's home sales were considered affordable.

The unincorporated section of Winter Park (zip code 32792) had 191 homes sales in 2011. This saw a split between single family homes and condominiums. Condominiums had the largest share of sales with 49%, while single homes took 43% of 2011 sales. The average home

included 1,360 square feet with two and a half bedrooms and two bathrooms for \$93,512. Unincorporated Winter Park had 99% of its sales at an affordable level.

Lastly, the Baldwin Park area (zip code 32814) had 152 homes sales in 2011. Single family homes took the largest share of the sales market with 47% while townhomes took 39%. The average home had 2,370 square feet with three bedrooms and two and a half bathrooms for \$352,491. Baldwin Park had only 9% of its sales at an affordable level making it the least affordable neighboring zip code.

## TYPES OF HOUSING SALES

When looking at the 2011 type of sales, Winter Park and Baldwin Park held the highest percentage of traditional sales with 64% and 63%, respectively. Winter Park and neighboring zip codes held the same percentage of short sales closings, averaging 26% of market share. Lastly, the neighborhoods of Edgewater and unincorporated Winter Park were the hardest hit by bank owned sales. Edgewater held the highest share at 41%, while unincorporated Winter Park's share was 35%. The city of Winter Park had a 14% share of bank owned properties and 22% share of short sales (figure 4.1).

**TABLE 4.1**  
**2011 TYPE OF RESIDENTIAL SALES**

ZIP CODE	CITY/NEIGHBORHOOD	BANK OWNED	% OF MARKET	SHORT SALE	% OF MARKET	TRADITIONAL	% OF MARKET
32789	Winter Park	59	<b>14%</b>	92	<b>22%</b>	270	<b>64%</b>
32792	Unincorporated WP	66	<b>35%</b>	57	<b>30%</b>	68	<b>36%</b>
32751	Maitland	90	<b>26%</b>	90	<b>26%</b>	164	<b>48%</b>
32810	Orlando (Edgewater)	149	<b>41%</b>	111	<b>30%</b>	105	<b>29%</b>
32804	Orlando (College Park)	57	<b>21%</b>	60	<b>22%</b>	156	<b>57%</b>
32803	Orlando (N. Downtown)	72	<b>21%</b>	99	<b>30%</b>	164	<b>49%</b>
32814	Orlando (Baldwin Park)	14	<b>9%</b>	43	<b>28%</b>	95	<b>63%</b>

*Source: Orlando Regional Realtor Association, 2011 Market Sales Report.*

## AFFORDABILITY RADIUS

Analysis was conducted on Orange County Property Appraiser data for all residential parcels (single family homes, condos, duplexes, etc.) within a 2.5 mile radius of the Winter Park city

center which included parts of Maitland, Eatonville, Edgewater, North Downtown Orlando, Corrine Drive area, and unincorporated Orange County. The analysis used an adjusted market value based on the observed difference between what recent sales of properties were against the Property Appraiser's opinion of market value. This provided an estimate of what every residential property would be valued at if the owner decided to sell giving an indication of the availability of affordability near Winter Park.

Using the Comprehensive Plan methodology, individuals seeking to live within 2.5 miles from Winter Park may find affordable housing in 37% of residential parcels in the area, 63% are unaffordable. Using HUD's methodology, affordability increases to 50% of residential parcels with 12% affordable to very-low income households, 24% to low-income, and 14% for moderate income households.

<b>TABLE 4.2</b> <b>AFFORDABILITY WITHIN A 2.5 MILE RADIUS</b>					
COMPREHENSIVE PLAN METHODOLOGY			HUD'S METHODOLOGY		
CATEGORY	NUMBER OF RESIDENTIAL PROPERTIES	% OF MARKET	CATEGORY	NUMBER OF RESIDENTIAL PROPERTIES	% OF MARKET
			<\$73K – VERY LOW	3,800	<b>12%</b>
<\$104K - AFFORDABLE	5,966	<b>19%</b>	\$74K - \$123K AFFORDABLE	7,449	<b>24%</b>
\$105K - \$158K WORKFORCE	5,477	<b>18%</b>	\$124K - \$193K WORKFORCE	4,344	<b>14%</b>
\$159K OR HIGHER	19,386	<b>63%</b>	\$194K OR HIGHER	15,236	<b>50%</b>
<b>TOTAL</b>	<b>30,829</b>		<b>TOTAL</b>	<b>30,829</b>	

*Source: Orange County Property Appraiser's, 2011 Property Values Report*

## Summary and Recommendations

Winter Park is a leading urban village better known for its upscale shopping and dining and less for the income diversity of its residents and employees. With almost half of all of Winter Park's households making less than \$50,000 a year and with the city being an employment hub for the region, maintaining a stock of affordable housing options in and around the city will be important for long term economic health by providing an accessible workforce for local businesses.

The economic recession has allowed the City of Winter Park to become affordable to all levels of income as median home sale values have fallen from a high of around \$400,000 to about \$230,000 today. This decline in value has also affected the surrounding metro area dropping the median sale price of the Orlando MSA to \$130,000 providing for a greater availability of affordable housing options nearby the city. As most of the sales happening in the market today are by sellers under duress home prices are at a temporary low. It is likely that in the longer term as housing values recover, Winter Park will widen the affordability gap with the region limiting lower cost housing ownership options for workforce employees.

While affordable ownership opportunities are available in and around Winter Park, the availability of affordable rental housing has declined drastically with the credit and housing crisis. Families with poor credit due to job losses and foreclosures have either left or been forced out of homes, raising the vacancy rate of housing and creating higher demand for rental options. While rental housing in Winter Park below \$750 a month was cut in half over the last decade, rental units going for over \$1,500 a month have tripled. Using HUD guidelines a family making the median household income in Winter Park would be unlikely to find affordable rental options within the city.

The City of Winter Park has won multiple awards for its affordable housing initiatives and programs offered through the Community Redevelopment Agency and local non-profit partners have addressed issues of affordability over the years. With home prices at a low point, ownership options for housing in and around the city are obtainable however the availability, and now affordability, of rental stock is an issue for the city. The Department of Economic Development is offering the following recommendations for consideration based on a short-term outlook of the analysis of the data presented.

### **ADJUSTING WINTER PARK'S COMPREHENSIVE PLAN DEFINITIONS**

Winter Park's definition of affordability outlined in the Comprehensive Plan has some negative drawbacks and a revised definition based on more widely adopted guidelines should be considered.

- 1) Consistency with other Government Definitions: Winter Park's affordable and workforce housing definitions are based on the median price of the single family homes sold the previous year in the Orlando metropolitan area. This methodology is not commonly

used, primarily because it could have drastic changes year over year. Most cities and counties prefer to use HUD's 30 percent of AMI methodology for affordable housing and the county and state's 120% - 140% of AMI methodology for workforce housing. Adopting a definition that fits with other governmental organizations will allow more seamless and regional participation in affordable housing initiatives.

- 2) **Overstates Affordability during Market Upturns:** Whereas the Comprehensive Plan approach uses relative value to determine affordability the more common approach is to use income. During the housing boom when the metro-Orlando median home price was above \$260,000 the definition of affordable under the Comprehensive Plan would be about \$211,000 or less. With almost half of Winter Park's existing households making \$50,000 or less at that time this price of housing was not affordable. By using a methodology based on income, housing affordability is determined by the wages of the jobs that are being relocated nearer the city not the prevailing cost of housing.
- 3) **Understates Affordability in Downturn Markets:** When market prices are low like today the Comprehensive Plan definition understates the current stock of housing that is actually affordable. Using the Comprehensive Plan definition, within a 2.5 mile radius of Winter Park, 37% of residential housing is affordable to workforce and below. Under the standard definitions 50% is workforce or affordable. Analysis crafted in a downturn using the Comprehensive Plan definition may overestimate the need for lower cost housing and craft policies that unnecessarily promote it.
- 4) **The Definition Excludes non-Single Family Housing Units:** The Comprehensive Plan's definition requiring that affordability is defined as 80% of the median single family home sale price in the metro-Orlando area excludes other viable housing options from inclusion in analysis. Many workforce families elect to rent or buy starter homes that may be more affordable like condos, townhouses, or duplexes. Excluding these types of housing from the analysis will further underestimate the availability of housing options.
- 5) **Does not Provide for Rentals:** The current definition does not allow for a methodology to determine if a rental project is affordable. By defining affordability based on sale values there is no way to determine if a rental rate offered would also meet the needs of the workforce since there is no sale taking place. Basing affordability on income would allow for rental rates to be included and evaluated for affordability.
- 6) **Data is Difficult to Obtain:** Data on the median price of single family homes in the Orlando MSA is not easily obtainable. The Orlando Regional Realtor Association (ORRA) tracks median home prices but their public data does not differentiate between single family homes, condominiums, or attached units. In addition, ORRA's published reports do not reflect housing data at the MSA level; they divide their data by county, city, and zip code. By switching to an AMI based definition the benchmarks for affordability, already produced and published by the county and state, can easily be utilized.

Staff recommends adjusting the affordable and workforce housing definitions listed on the comprehensive to plan to the following:

AFFORDABLE HOUSING	WORKFORCE HOUSING
THE ATTAINMENT OF RENTAL OR FOR SALE HOUSING TO AN INDIVIDUAL OR FAMILY WHOSE ANNUAL HOUSEHOLD INCOME, AS ADJUSTED FOR HOUSEHOLD SIZE, DOES NOT EXCEED 80 PERCENT OF THE AMI, WITH NO MORE THAN 30 PERCENT OF ANNUAL HOUSEHOLD INCOME SPENT ON HOUSING.	THE ATTAINMENT OF RENTAL OR FOR SALE HOUSING TO AN INDIVIDUAL OR FAMILY WHOSE ANNUAL HOUSEHOLD INCOME, AS ADJUSTED FOR HOUSEHOLD SIZE, DOES NOT EXCEED 120 PERCENT OF THE AMI, WITH NO MORE THAN 30 PERCENT OF ANNUAL HOUSEHOLD INCOME SPENT ON HOUSING.

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## **IDENTIFY CITY OWNED SITES AVAILABLE FOR AFFORDABLE/WORKFORCE HOUSING DEVELOPMENT**

To generate additional affordable and workforce housing stock, the city could establish an internal review process for City owned sites suitable for the development of workforce housing at various income levels. When the city decides to rehabilitate or dispose of the property, emphasis will be given to projects that would bring affordable/workforce housing to Winter Park. This effort would add the issue of affordability to the city's list of considerations when disposing of land and could generate additional affordable rental and ownership opportunities.

## **ADDRESS THE AFFORDABILITY OF RENTAL HOUSING**

The credit crunch and higher unemployment has reduced the ease of purchasing a home forcing many families to seek temporary housing thus raising rental rates significantly in the city. As a way to increase the tax base while addressing the affordability issue the city could pursue a number of concepts aimed at promoting the development of rental workforce housing.

- 1) Create an expedited review process: Projects that have a component of workforce affordability would be granted higher priority of review thus speeding up the time to receive a permit. City staff would also work with applicants to create mini development review sessions to address all issues early and comprehensively.

- 2) Impact fee deferral or subsidy program: Develop an incentive based program that provides deferred or waived impacts for portions of multifamily projects that incorporate workforce housing. The level of deferment or subsidy could depend upon the affordability of the units provided.
- 3) Provide density bonuses for projects including workforce housing: Many other cities and counties provide density bonuses for projects that have a component of affordability. Particular job and affordability levels could be targeted by the city and density bonuses awarded for providing certain thresholds of housing units.
- 4) Require an affordability component in projects: The City of Atlanta has long required a certain percentage of all its multifamily projects to include an affordability component. Typically the local jurisdiction designates an area or the entire city and then requires any project of a certain size or density to provide a portion of units to varying income levels.

### **CONDUCT A PERIODIC AFFORDABILITY REVIEW**

The recent collapse in housing prices has greatly increased affordability within the region and has decreased the need for affordable ownership housing options. As the economy improves a periodic, every 5 years, review of the status of affordability within Winter Park and the surrounding area should be conducted to determine if adjustments need to be made to policies or programs.

## REMOVE REGULATORY BARRIERS AND IMPEDIMENTS TO AFFORDABLE HOUSING DEVELOPMENT

To maximize the resources available to develop affordable and workforce housing, costs resulting from City-controlled regulations and administrative processes should be mitigated. Staff recommends the adoption of the following incentives to the existing affordable/workforce permitting process:

### IMPACT FEE FINANCING PROGRAM

Establish an impact fee deferment \*\*\*\*or subsidy program\*\*\*\* to encourage the development of workforce housing. The Impact Fee Financing Program could provide financing opportunities when the total of City impact fees reaches \$20,000. The fee may be financed over XXX years with the interest being set at the prime rate.

**\*\*\*THIS COULD BE ANOTHER ALTERNATIVE\*\*\*\***

### For Sale Units

The Impact Fee Subsidy program shall provide a countywide impact fee subsidy in proportion to the following sales price of a workforce housing unit:

SALES PRICE	PROPOSED SUBSIDY
\$151,000 AND BELOW	<b>75%</b>
\$151,001 - \$185,000	<b>60%</b>
\$185,001 - \$219,000	<b>50%</b>

### Rental Units

The Impact Fee Subsidy program will provide a countywide impact fee subsidy in proportion to the following income levels:

INCOME LEVEL	PROPOSED SUBSIDY
30% OR LESS OF MEDIAN	<b>75%</b>
31% - 59% OF MEDIAN	<b>50%</b>
60% - 80% OF MEDIAN	<b>25%</b>

## EXPEDITED REVIEW PROCESS

To encourage the development of workforce housing, the staff recommends the establishment of a Workforce Housing Coordinator within current level of planning staff to expedite certified workforce housing developments during the approval process for the preliminary subdivision, construction plan and platting. The Workforce Housing Coordinator will also work on housing policies in the Planning and Economic Development Department and serve as an advocate for Workforce Housing Developments including notification to interested community groups. In addition, the Workforce Housing Coordinator will implement time saving measures for workforce housing developments such as but not limited to: (a) Schedule meetings with the Planning and Building Departments to review plans and any re-submittals; (b) Reserve several blocks of time on each Development Review Committee (DRC) schedule for Workforce Housing Development; and (c) Have the Workforce Housing Coordinator schedule meetings with the district's commissioner and applicant to review project.

AN ORDINANCE OF THE CITY OF WINTER PARK, FLORIDA, AMENDING CHAPTER 14A "HOUSING" SO AS TO ADD AND ENACT A NEW AFFORDABLE HOUSING PROGRAM, PROVIDING FOR THE ESTABLISHMENT OF AN AFFORDABLE HOUSING FEE, PROVIDING FOR EXEMPTIONS, ESTABLISHING AN AFFORDABLE HOUSING TRUST FUND, PROVIDING FOR THE ESTABLISHMENT OF AN AFFORDABLE HOUSING IMPLEMENTATION PROGRAM, PROVIDING FOR DEFINITIONS, PROVIDING AN EFFECTIVE DATE.

BE IT ENACTED BY THE PEOPLE OF THE CITY OF WINTER PARK:

SECTION 1. Chapter 14A "Housing" of the Code of Ordinances of the City of Winter Park is hereby amended by adding to Chapter 14A "Housing" new subsections 14A-3 through 14A-9 enacting an affordable housing program to read as follows:

Section 14A-3. Affordable Housing Program

1. The City Commission of the City of Winter Park has determined that the public health, safety and general welfare requires the implementation of an affordable housing program for the following purposes:
  - a. To implement the goals, policies and objectives of the Winter Park Comprehensive Plan,
  - b. To provide housing opportunities for lower income families in order to meet the existing and anticipated housing needs of such persons and to maintain a socio-economic mix in the community,
  - c. To satisfy the community's obligation to provide that a fair share of the community's housing production is affordable to lower income families,
  - d. To provide for a range of housing opportunities for those who work in Winter Park and who provide the community with essential services but cannot afford to live in the community,

- e. To provide that developments which create additional affordable housing demand within Winter Park share in the responsibility to provide affordable housing.

#### Section 14A-4. Affordable Housing Fee Established

1. In order to implement an affordable housing program, an affordable housing fee is hereby established, to be paid at the time of the issuance of building permits, based on the following schedule:
  - a. For residential construction the fee shall be \$0.15 per square foot of construction.
  - b. For non-residential construction, except non-profit institutions, the fee shall be \$0.15 per square foot of construction.
2. The affordable housing fee shall be assessed for all new construction, building additions and on the renovation of existing buildings and building space when the building permit value of the renovation or improvement exceeds fifty (50%) percent of the replacement cost of the building or building space at the time of the construction.

#### Section 14A-5. Exemptions

1. The following buildings constructed within the City of Winter Park shall be exempt from the affordable housing fee:
  - a. Residential buildings constructed as part of the City's affordable housing program.
  - b. Residential building projects which contain a set-aside of housing unit(s) which qualify under the definition of affordable housing or residential units which are constructed such that they qualify as affordable housing, as defined herein.

- c. Non-residential building construction that constitutes the exempt use of property for educational, literary, scientific, religious, charitable or governmental use, as defined by Chapter 196, Florida Statutes, or that is used for such purposes by organizations which qualify for exemption from taxation under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended.
  - d. Nursing homes or assisted living facilities, but not including retirement homes.
2. Whenever questions arise as to the applicability of these exemptions, such interpretations may be requested from the City Commission by the City Manager or by the affected party.

#### Section 14A-6. Affordable Housing Trust Fund

1. There is hereby established an Affordable Housing Trust Fund. All fees collected under these ordinance provisions shall be deposited within this fund, and shall be expended only for those purposes budgeted and authorized by the City Commission.

#### Section 14A-7. Affordable Housing Program

1. The City Commission shall establish, by resolution after public hearing, an affordable housing program to accomplish the public purposes set forth. The Affordable Housing Program shall include regulations which maximize the production of affordable housing units and which set forth restrictions that will maximize the preservation and continued use of those units as affordable housing.

#### Section 14A-8. Reference in Building Code

1. Reference to the Affordable Housing Fee shall be included within Chapter 8 Building Code, Section 8-2 Permits; schedule of permit fees.

Section 14A-9. Definitions

Affordable Housing. A dwelling unit, with regard to a unit for sale, is one which costs less than eighty (80%) percent of the median price of the single family homes sold the previous year in the Orlando metropolitan area, and with regard to units for rent, one which rents monthly for less than eighty (80%) percent of the median monthly cost of similar sized units for the previous year in the Orlando metropolitan area.

Residential Construction. Enclosed building and floor areas used for living and habitation including screened porches, recreation rooms, guest houses, but excluding garages, carports, open balconies, screen pool enclosures, cabanas, attics and storage sheds.

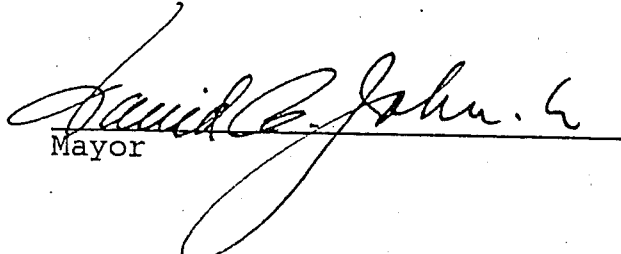
Square Footage. Square footage shall be calculated in the same method as defined and utilized within the zoning code as calculated for floor area or floor area ratio.

Non-residential Construction. Enclosed building and floor areas used for non-residential purposes, but excluding parking decks or garages, carports or covered parking, attics, external mechanical or storage buildings.

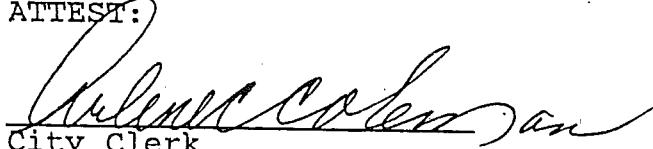
SECTION 1. All ordinances or portions of ordinances in conflict herewith shall be hereby repealed.

SECTION 2. This ordinance shall become effective on September 1, 1990.

ADOPTED at a meeting of the City Commission of the City of Winter Park, Florida, held in City Hall, Winter Park on this 28 day of August 1990.

  
Mayor

ATTEST:

  
City Clerk

# 2012 Winter Park Affordable Housing Study



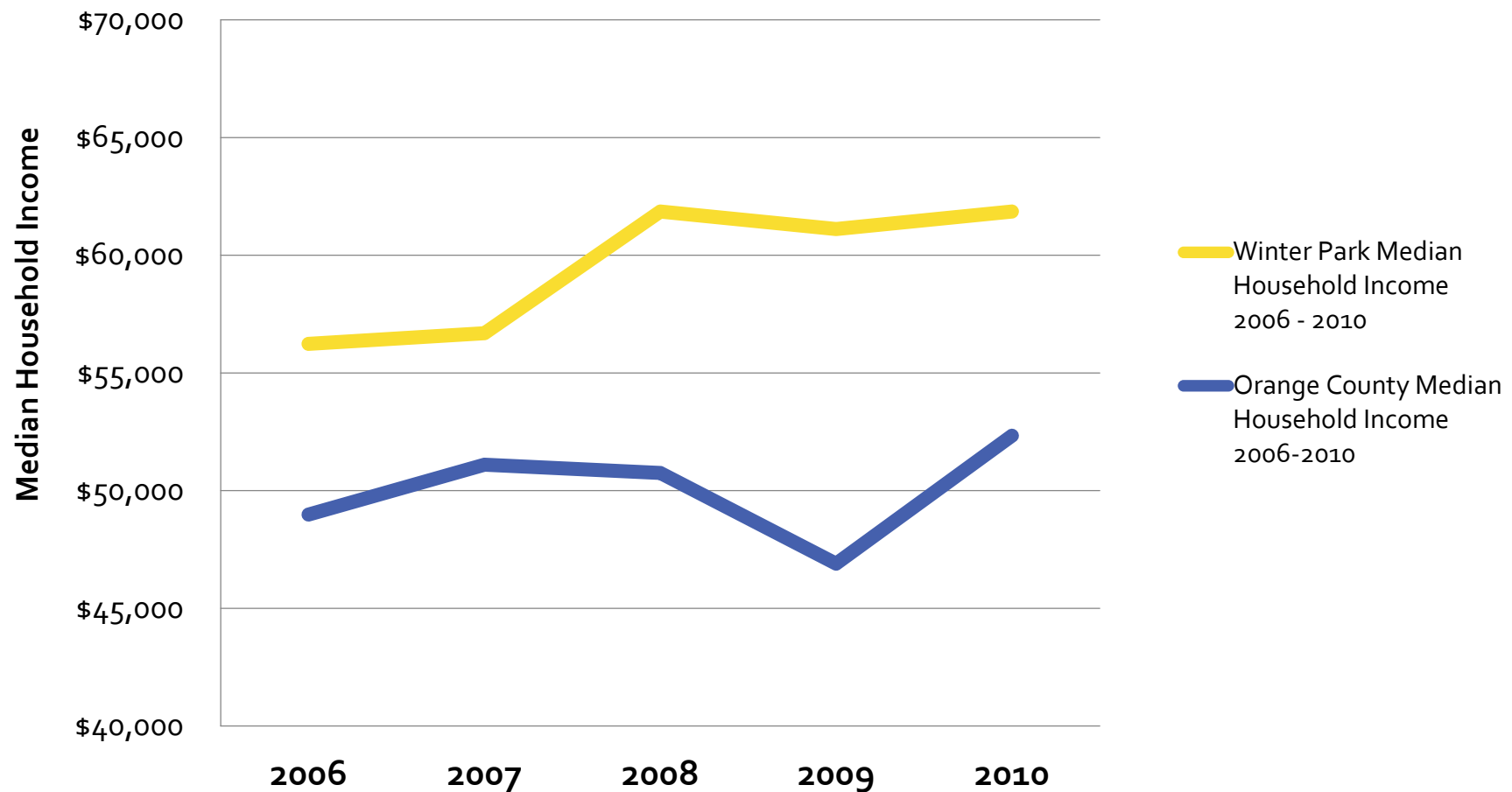
City Commission Workshop Presentation  
Planning & Community Development  
April 14, 2014

# What is Affordable Housing & Workforce Housing?

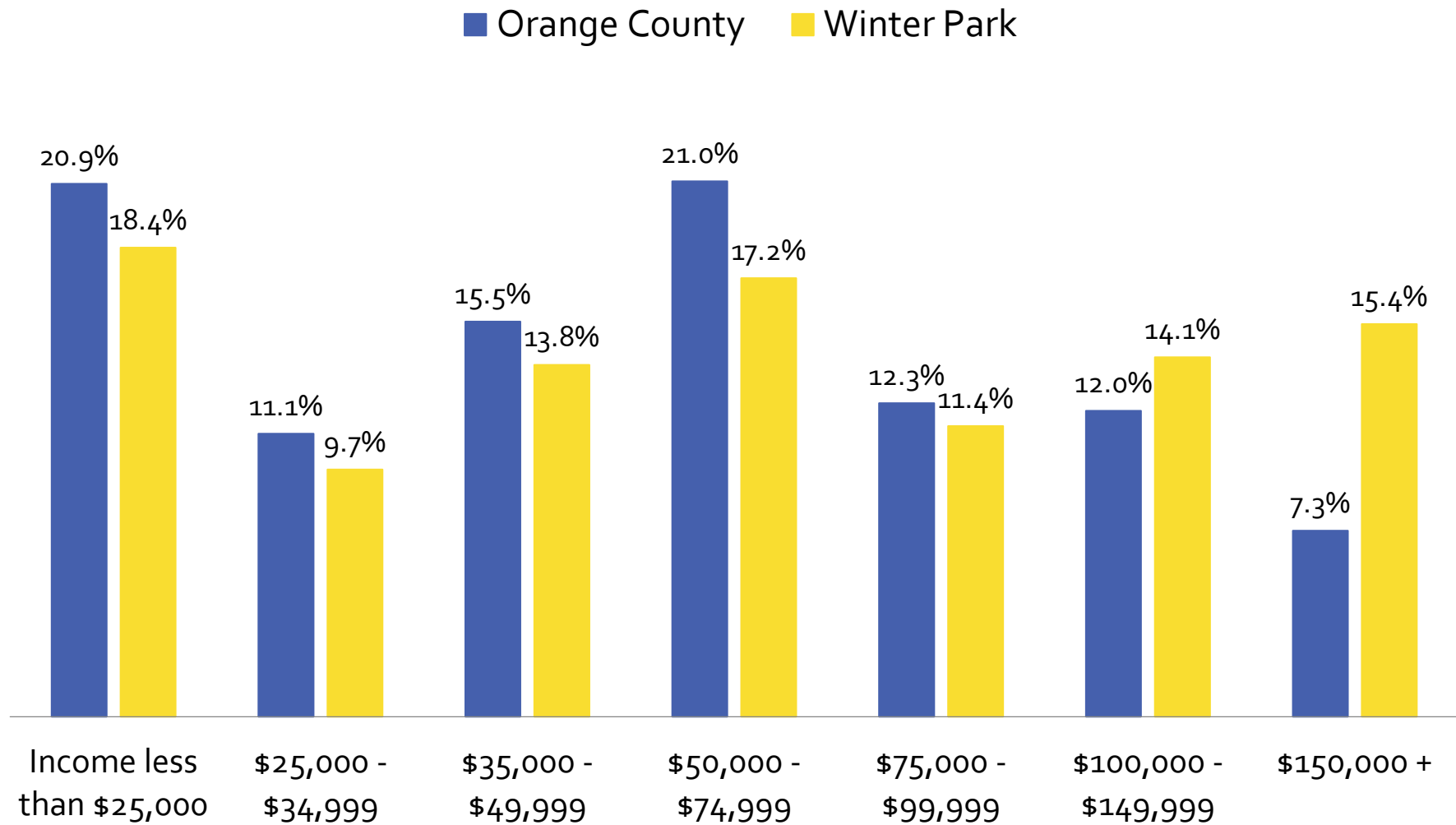
- The U.S. Department of Housing and Urban Development (HUD) defines "affordable" as housing that costs no more than 30 percent of a household's monthly income.
- The standard methodology for **affordable** are households with incomes below **80%** of Area Median Income (AMI)
- The standard methodology for **workforce** are households with incomes from **81 to 120%** of Area Median Income (AMI)

# Median Household Income Comparison

Winter Park vs. Orange County 2006-2010



# Median Household Income Comparison



# What does affordable mean in Winter Park?

## **Orange County Median Household Income: \$57,400**

- Maximum Rent: \$1,435 per month
- Maximum Home Price: \$150,490

- **Very-Low income (50%): \$29,150**
  - Maximum Rent: \$729 per month
  - Maximum Home Price: \$73,471
- **Low-income (80%): \$46,650**
  - Maximum Rent: \$1,166 per month
  - Maximum Home Price: \$123,457
- **Moderate income (120%): \$69,960**
  - Maximum Rent: \$1,749 per month
  - Maximum Home Price: \$193,199

# Characteristics of Household Income Groups

Income Group	0-30% AMI Extremely Low	31-50% AMI Very Low	51-80% AMI Low	81-120% AMI Moderate
Typical Tenure	Subsidized Rental	Mostly Rentals	Owner	Owner
Who Qualifies?	Single person earning less than \$9/hr. People who are homeless, have special needs or are disabled	4-person household earning \$18,780 - \$31,303/yr	4-person household earning \$31,929- \$51,275/yr	4-person household earning \$51,337- \$75,128/yr
Circumstances or Occupations	Person working minimum wage jobs, receiving Social Security Disability, day laborer, service workers	Bank teller, receptionist, service worker, self-employed (start-up)	School teacher, police officer, health care professional, mechanic, government employee	Engineer, manager, university professor, high tech worker
Housing Type	Shelter, group home beds, transitional housing, Public Housing, Housing First, Housing Choice Vouchers, mobile homes	Rental housing, some Habitat for Humanity Homes, homes with no/low mortgage	Rental housing, owned attached condominiums, IH ownership, Thistle ownership, homes with no/low mortgage	Rental housing, owner attached condominiums, owner low price single family homes

# Affordability Based on Occupation

Profession	One Person Income	30% of Income	Maximum Mortgage
Bank Teller	\$24,340	\$7,302	\$47,594
Secretary	\$28,909	\$8,673	\$63,130
Paramedic	\$34,417	\$10,325	\$81,860
School Teacher	\$46,576	\$13,973	\$123,205
Police Officer	\$47,503	\$14,250	\$126,357
Registered Nurse	\$51,090	\$15,327	\$138,555
Civil Engineer	\$61,657	\$18,497	\$174,487
IT Administrator	\$75,255	\$22,576	\$220,725
<b>Median Sales Price</b>	<b>\$96,080 income needed</b>	<b>\$28,824</b>	<b>\$275,218</b>

# 2010 Census Housing Figures for Winter Park

- **Total Population: 27,852**
- **Total Housing Units: 13,626**
  - Owner Occupied: 7,908
  - Rented Occupied: 7,320
  - Vacant Housing: 1,398
- **Owner Population: 18,127**
- **Renter Population: 8,116**
- **Average Owner-Occupied Household Size: 2.3**
- **Average Renter-Occupied Household Size: 1.1**

# Winter Park Real Estate at a Glance

- The 2011 median home sales price: **\$275,218**
- This median sales price is 2.9 times greater than the Orange County AMI and 2.0 greater than Winter Park AMI.
- Average size home of 1,900 sq ft with 3 bedrooms and 2 bathrooms
- 59% of households in Winter Park can not afford to purchase a home without being cost burdened.

# 2011 Winter Park Home Sales

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Homes Sold	95	125	97	19
Average Price	\$454,418	\$404,354	\$432,614	\$330,995
Foreclosures	23	20	14	1
Short Sales	15	23	28	6

# Affordable & Workforce Definition Comparisons

Comprehensive Plan – Affordable 80% of Median Price	Comprehensive Plan – Workforce 120% of Median Price
\$203,120	\$304,680

	Affordable - Acceptable Standard 80% of AMI	Workforce –Acceptable Standard 120% of AMI	HUD Standard – 30% of Income
Low Income	\$150,255	----	\$135,137
Moderate Income	----	\$225,384	\$210,772

# Foreclosures Comparison

	Units Sold	Normal Sale	Bank Owned	Short Sale	% of Normal Sale Market
<b>Winter Park</b>	<b>659</b>	<b>354</b>	<b>145</b>	<b>160</b>	<b>54%</b>
Altamonte Springs	933	279	327	327	30%
Baldwin Park	176	107	22	47	61%
Casselberry	531	212	172	147	40%
College Park	282	156	58	68	55%
Maitland	384	182	105	97	47%
Winter Garden	858	315	257	286	37%

# Winter Park Renting Opportunities

- There are 34 home rental opportunities
- We have 1,962 rental units in Winter Park
- The Winter Park Housing Authority has 617 affordable housing units
  - 248 available for elderly & disabled individuals
  - 30 available to families

# Subsidized Housing Summary

- Five subsidized housing facilities within city limits
  - Calvary Towers – *Elderly (156)*
  - The Meadows – *Elderly, disabled, & families (119)*
  - The Plymouth – *Elderly (196)*
  - Tranquil Terrace – *Elderly & disabled person (52)*
  - Railroad Avenue Apartments – *Families & disable persons (30)*
- Total of **434** subsidized housing units
- Only two facilities are available to families

# City Requirements

- City has taken a proactive stance in affordable housing
  - **Future Land Use Element of the City's Comprehensive Plan**  
**Policy 1-3.1.8: Implement Affordable/Workforce Housing Program.** The City shall take a proactive position to maintain the ethnic and economic diversity of its population by implementing the affordable/ workforce housing program outlined within the Housing Element wherein the City shall use affordable housing linkage fees and other sources to purchase land and fund the construction of housing units affordable to very low, low, or moderate income families and individuals so that 5% of all new housing construction in the City is of affordable/ workforce housing. (New housing means new net housing units and excludes demolitions and rebuilding of units).
- What does this mean in practical terms?

# City Contribution to Affordable Housing

Affordable Housing Initiative	Support
Funds raised from Affordable Housing Linkage Fee	\$3.65 million by the end of fiscal year 2013
Habitat for Humanity	40 lots
Hannibal Square Community Land Trust total cash and land investment (19 lots)	\$3,106,552
Housing Rehabilitation Program 132 projects	\$1.5 million in CRA funds, \$150,000 in Orange County assisted funds
Railroad Avenue Apartment Land acquisition and construction of units	\$322,000
Total Affordable Housing Investment	Approx. \$8.5 million

# City Contribution

- Partnerships with Habitat for Humanity, Hannibal Square Community Land Trust and the Winter Park Housing Authority yield:
  - 42 Habitat Homes
  - 19 HSCLT Homes
  - 5 Housing Authority Projects
    - The Oaks Apts – 130 units
    - Tranquil Terrace – 52 units
    - Margaret Square Apts – 119 units
    - Railroad Apts.-20 units
    - Plymouth Apts.-196 units
    - Private development – Village Park Senior Living– 107 units
- This total of 685 units when compared to the 13,626 housing units in the City (per the 2010 Census) represents 5% of the housing stock.

# Where Do We Go Next?

- The CRA Plan, the Comprehensive Plan and a number of ordinances/ resolutions have supported affordable housing efforts.
- The city through these policies and commitments have been meeting the affordable housing goals.
- The next steps are to look at workforce housing needs and create programs and initiatives to allow this population segment the advantages of homeownership in Winter Park.