

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

December 13, 2011

Welcome Center 1<sup>st</sup> Floor  
151 W. Lyman Ave.

8:30 AM

**AGENDA**

1. **ADMINISTRATIVE ITEMS**
  - A. Approval of Minutes ----- November 8, 2011
  
2. **PRESENTATION**
  - A. Economic Impact and Research Analysis of the Winter Park Farmers' Market – Crummer School of Business
  
3. **ACTION ITEMS**
  - A. Affordable Housing Resolution
  
4. **INFORMATIONAL ITEMS**
  - A. West Fairbanks Avenue Study
  
5. **NEW BUSINESS**
  
6. **ADJOURNMENT**

“If a person decides to appeal any decision made by the Commission with respect to any matter considered at such meeting or hear, 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 included 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 proceeds should contact the City Clerk’s Office (407-599-3277) at least 48 hours in advance of the meeting.”

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

ITEM (1A): Approval of Minutes from 11-8-2011

DATE: December 13, 2011

ADMINISTRATIVE ITEM  ACTION ITEM  INFORMATION ITEM

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**ACTION REQUESTED:**

Approval of the minutes from the 11-8-2011 meeting of EDAB.

**KEY ELEMENTS/FACTS IMPACTING DECISION:**

NA

**ALTERNATIVES CONSIDERED:**

NA

**BUDGET ALLOCATION:**

NA

**STAFF RECOMMENDATION IS:**

Approval of minutes as presented.

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

**Regular Meeting  
8:15 a.m.**

**November 8, 2011  
Welcome Center – 151 W. Lyman Avenue**

**MINUTES**

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Meeting was called to order at 8:30a.m. in the Welcome Center, 151 W. Lyman Avenue.

**BOARD MEMBERS PRESENT:** Marc Reicher, Stephen Flanagan, Patrick Chapin, Daniel Smith, Michael Winn, John Gill and Owen Beitsch

**BOARD MEMBERS ABSENT:** Gwen Lennox

**STAFF MEMBERS PRESENT:** Dori DeBord, Gabriella Serrado, and Peter Moore

**ADMINISTRATIVE ITEMS**

**A. Approval of Minutes**

Motion made by John Gill, seconded by Stephen Flannigan to approve the September 19, 2011 minutes. Motion carried unanimously with a 7-0 vote.

**INFORMATONAL ITEMS**

**A. State Office Building Negotiations Update**

Dori DeBord, Economic Development/CRA Director, delivered an update on the status of negotiations with Progress Point LLC regarding the proposed swap of the State Office Building and the Progress Point site.

At the October 10<sup>th</sup> commission meeting, staff was directed to continue negotiations with Progress Point LLC and to address three specific concerns in the agreement: dispute over value, strengthening the language and timeline to ensure that the end product is built and the city's interests are protected, and making sure that the agreement did not allow for a premature resale of the property to a third party once the exchange was completed.

Staff has decided to obtain an additional appraisal. Initial appraisals performed for the State Office Building by both the city and Progress Point LLC were widely divergent (\$200K to \$1.8 million gap). The City and Progress Point LLC have agreed to obtain an appraisal review by an outside party mutually agreed upon with costs shared. Angela Brown with Meridian Appraisal Group was hired and her findings and she has prepared an opinion of value for both properties that is different than others. She values that State Office Building site at \$4,575,000 and the Progress Point site at \$4,400,000. This new appraisal has closed the gap even further. Progress Point is still willing to keep the current contract incentives.

Peter Moore, Economic Development/CRA Assistant Director, went over revenue figures from this deal. The total one-time revenue estimate from the construction of an 82,000sf building is \$378,587. The total annual revenue estimate is \$141,242.

Board members discussed the benefits of the deal, the economic impact of the construction and the impact the jobs would have on the Winter Park economy. The board discussed whether is the purview of the board to recommend the approval of this contract. Most members agreed that this deals would bring economic development to Winter Park.

**Motion made by John Gill, seconded by Daniel Smith, to support the essence of the proposed transaction because of the development opportunities it would bring to Winter Park. Motion carried unanimously with a 7-0 vote.**

**B. Business Improvement District Update**

Ms. DeBord also informed the board on the progress of instituting a business improvement district in downtown Winter Park. Over the last year, staff has been working with the Park Avenue Area Task Force (PAATF) on implementing the CRA's adopted Park Avenue Strategic Plan. This plan calls for a number of goals to be accomplished, including the final implementation of a BID district which is a property owner self-assessed district. The main goal of the Park Avenue bid would be for marketing and promotion.

The CRA has recently retained Neil Fritz of RMA Associates to help with the implementation of the district and working with our consultants. RMA is currently working on delineating the BID area and figuring the assessment methodology. Staff believes the project can be completed by the summer of 2012.

There was no further business. Meeting adjourned at 9:58 a.m.

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

ITEM (2A): Economic Impact and Research Analysis of the Winter Park Farmers' Market

DATE: December 13, 2011

ADMINISTRATIVE ITEM \_\_ ACTION ITEM \_\_ INFORMATION ITEM \_X\_

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**ACTION REQUESTED:**

NA

**KEY ELEMENTS/FACTS IMPACTING DECISION:**

The Parks and Recreation and Economic Development Departments approached the Crummer MBA Program regarding undertaking an analysis of the Farmers' Market as part of their course curriculum for the Enterprise Consulting class. Each year the Enterprise Consulting class, taught by Dr. Bob Prescott, offers MBA students the opportunity to gain practical work experience through undertaking a consulting project with local employers. The Winter Park Farmers' Market is heralded throughout the region as a model Farmers' Market drawing thousands of visitors each year to the downtown. To-date no analysis of the economic benefit of this market or a study of its participants and effect on the downtown has ever been completed. The student teams assigned to the project were charged with performing a number of duties that included surveying of visitors, vendors and merchants, reviewing best practices, and considering options for potential expansion. (Scope of work attached.) Their final presentation and deliverables will give the city solid economic data to back up claims about the success of the market, allow the city to use the success of the market to promote the vibrancy of the downtown, and to consider options and suggestions for expansion and improvement.

The student team will also be making a presentation to the City Commission at the December 12<sup>th</sup> meeting.

**ALTERNATIVES CONSIDERED:**

NA

**BUDGET ALLOCATION:**

NA

**STAFF RECOMMENDATION IS:**

NA

# **Rollins College Crummer Graduate School of Business Farmer's Market Consulting Project Contract**

## **Project Background**

The Crummer Graduate School of Business was approached to form a team of students to work with the City of Winter Park to collect data regarding the Farmers' Market. Peter Moore, the Assistant Director of Economic Development/CRA and Ronald Moore, the Assistant Director Parks and Recreation, are the points of contact for the project. The Crummer team will work with the Parks and Recreation and the Economic Development departments of the City.

## **Goal of Project**

The main goal of this project is to conduct and provide a thorough market research analysis that will enable the Winter Park Farmer's Market to quantify their current success and learn the economic impact of the market as felt by visitors, vendors, and local merchants. This research report will allow the market position themselves for continued success in the future. This goal will be attained through both primary and secondary research. The primary research will be conducted on site and the targets include the customer base, vendor success, economic impact, and perceived impact. The secondary research will be conducted via the internet and telephone research tools with the objective to provide the Farmer's Market with other successful market business models and possible options for expansion.

## **Objectives**

Students will work with members of the Economic Development and Parks & Recreation Departments. Meetings will take place either at the Farmers' Market site at the corner of New England and New York Avenue or at the Winter Park City offices. Work can coincide with the class schedule which is Fall/Winter of 2011. Project scope will include:

- Survey of visitors to the market to determine market demographics (number, age, sex, zip codes, frequency, income, race, etc). The survey will also determine the drivers of attendance, expectations and economic impact of visitors.
- Survey of vendors to determine economic activity generated at the market (dollars spent on vendors) as well as an analysis of dollar capture.
- Survey of Winter Park Merchants (exclusively Park Ave and Hannibal Square merchants) to determine economic impact on local businesses including planned or actual spending of market visitors (survey dollars spent locally, where visitors plan to shop, other activities they will engage in, etc). The data may possibly assess whether business is lost or gained on market days and differing impacts on different types of businesses
- Compare/contrast other recognized leading Farmers' Markets and determine "Best Practices" and other improvements for the WP market including a review of policy, location, and size.
- Review and suggest a method for possible expansion of the market.

## **Deliverables**

- Project deliverables submitted by December 12, 2011.
- Completion of the objectives as outlined above and submitted in report format.
- Formal presentations to Economic Development Advisory Board, Mayor, City Commission and Parks Board.

## **Limitations**

- Time frame. Due to the limited time frame of the project, data analysis and recommendations will be presented, but not implemented by the team.
- Thorough knowledge of the Farmers' Market operation.
- Willingness of survey and focus group participants.

## **Role of Client**

The client will be available for meetings with staff from both the Economic Development and Parks Departments. The City will also provide assistance to student teams trying to meet with different merchants, or business groups. City staff will also make themselves readily available through phone or in-person for information or questions as needed.

## **Confidentiality**

In the interest of protecting both business partners involved in this study, the Crummer Consulting Project Team will exercise varying methods to ensure confidentiality. No formal Confidentiality Agreement will be signed.

## **Signatures of Agreement**

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Peter Moore

*Assistant Director of Economic Development/CRA*

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Ronald Moore

*Assistant Director of Parks and Recreation*

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Vince Balsamo

*Crummer Consulting Project Team Member*

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Christopher Brinkman

*Crummer Consulting Project Team Member*

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Christina Grass

*Crummer Consulting Project Team Member*

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Anthony Rivera

*Crummer Consulting Project Team Member*

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Jason Trowell

*Crummer Consulting Project Team Member*

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Ashley Watkins

*Crummer Consulting Project Team Member*

Direct Questions to [cgrass@rollins.edu](mailto:cgrass@rollins.edu)

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

ITEM (3A): Affordable Housing Resolution

DATE: December 13, 2011

ADMINISTRATIVE ITEM \_\_ ACTION ITEM \_X\_ INFORMATION ITEM \_

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**ACTION REQUESTED:**

Request EDAB review and make recommendations on a proposed city resolution to establish need, expedite approval and promote the development of affordable housing projects within the city.

**KEY ELEMENTS/FACTS IMPACTING DECISION:**

At the City Commission meeting on November 26, 2011, the Planning Department reviewed a public hearing item with the City Commission about an existing project located at 550 N. Denning Drive that would be constructed as a senior affordable housing project. The developers is applying for affordable housing tax credits and requested city approval of a resolution as well as other documentation to make the application. After much discussion, the City Commission directed staff to have the EDAB and the Planning and Zoning Board review the resolution before additional action was taken by the Commission. The City Commission anticipates a review before the January 9, 2012 meeting.

The issues highlighted in the resolution are threefold:

- Need – there is a recognized need for affordable housing within the City of Winter Park
- Expedited permitting – affordable housing projects will receive an expedited review process by staff, the P&Z Board and the City Commission
- Policy review of costs to affordable housing – Proposed policy, ordinance, resolution or plans that affect affordable housing will be reviewed for the impact on the cost of affordable housing projects

Rather than broadly address affordable housing, the City's Economic Development Plan specifically recommends examining workforce housing. Objective 2 in the Economic Development Plan lists a strategy to ensure that workforce housing is available in areas close to downtown. A component of workforce housing falls under the qualifications for affordable housing. Workforce housing is defined in the City's Comprehensive Plan as 120% of area median income which is about \$62,000. Affordable housing is defined as 80% of the

area median income. Workforce housing is often a segment of the inventory for affordable housing.

Additional discussion also involves the need for expedited permitting for affordable housing projects. The current process takes approximately three weeks from plans submittal to building permit. Historically, affordable housing projects involving Habitat for Humanity, the Winter Park Housing Authority or the Hannibal Square Community Land Trust have been given priority to move through the permitting process. Policy 3-1.2.4 lays out a requirement for a streamlined development review process.

**Policy 3-1.2.4: Maintain a Streamlined Development Review Process.** Within one year from the effective date of the Winter Park Comprehensive Plan, the City shall establish a streamlined development review and permitting process for affordable housing developments and redevelopment.

Objective 4 of the Economic Development Plan targets expedited permitting processes for targeted industries.

Finally, evaluating the impact of policy changes could be beneficial to the final costs associated with a project. In some cases, however, policy or code changes are outside the purview of the City and would be difficult to assess. An example could be in revisions to the State fire or building codes, which may be dictated by legislation rather than local preference.

**ALTERNATIVES CONSIDERED:**

NA

**BUDGET ALLOCATION:**

NA

**STAFF RECOMMENDATION:**

Staff recommends that the EDAB support the resolution with several changes to simplify the resolution. The resolution could be revised to address the desire for an expedited permitting process and the review of the costs of new policy changes, with a limited scope on affordable housing. Staff has included a revised resolution with the original highlighting these changes.

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

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA, PURSUANT TO CHAPTER 170.03, FLORIDA STATUTES, FINDING THAT THERE IS A NEED FOR AFFORDABLE HOUSING IN THE CITY OF WINTER PARK, AND DETERMINING THAT AFFORDABLE HOUSING DEVELOPMENTS SHOULD BE GIVEN PRIORITY PROCESSING IN ORDER TO EXPEDITE THEIR APPROVAL AND ENCOURAGE AND PROMOTE THEIR DEVELOPMENT AND THAT NEW POLICIES AND REGULATIONS WILL BE REVIEWED PRIOR TO ADOPTION FOR THEIR IMPACT ON THE COST OF AFFORDABLE HOUSING.**

**WHEREAS**, the City Commission of the City of Winter Park, Florida does hereby determine that there is a demonstrated need for housing serving the needs of low-income households (“Affordable Housing”) in the City of Winter Park; and

**WHEREAS**, the City of Winter Park’s Comprehensive Plan presently provides an option for a density bonus of five (5) units per acre for the development of new Affordable Housing Communities; and

**WHEREAS**, Winter Park desires to expedite certain City department approvals and incentives to Affordable Housing Developers for the construction of new Affordable Housing communities (“Housing”) in the City of Winter Park effective immediately. and

**WHEREAS**, the City Commission wishes to further promote and encourage the development of Affordable Housing in the City of Winter Park by providing an expedited review and approval process for Affordable Housing Developments; and

**WHEREAS**, the City Commission wishes to further promote and encourage the development of Affordable Housing in the City of Winter Park by expediting the review and approval of building plans through the applicable City departments.

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

**Section 1.** Any Affordable Housing development to be developed in the City of Winter Park shall be entitled to expedited consideration of its proposed site plan at the

# Original

next Development Review Committee meeting upon request regardless of prior notice requirements.

**Section 2.** Any Affordable Housing development to be developed in the City of Winter Park shall be entitled to expedited consideration for site plan approval by the Planning and Zoning Board and will be placed upon the agenda of the next meeting of such Board on an expedited basis, providing for notice as required by Code.

**Section 3.** Any Affordable Housing development to be developed in the City of Winter Park shall be entitled to expedited consideration for site plan approval by the City Commission and will be placed upon the agenda of the next meeting of the City Commission on an expedited basis, providing for notice as required by Code.

**Section 4.** Any Affordable Housing development to be developed in the City of Winter Park shall be entitled to expedited review of its building plans by all applicable City departments, and expedited issuance of building permits by the City Building Department upon approval of such building plans by all applicable City Departments.

**Section 5.** Any proposed policy, ordinance, resolution, plan or policy will be considered following a review of the impact on the cost of affordable housing.

**Section 6.** This Resolution shall become effective immediately upon its passage and adoption.

**ADOPTED** at a regular meeting of the City Commission of the City of Winter Park, Florida, held at City Hall, Winter Park, Florida on the 28th day of November, 2011.

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Kenneth W. Bradley, Mayor

Attest: \_\_\_\_\_  
Cynthia S. Bonham, City Clerk

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

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA, PURSUANT TO CHAPTER 170.03, FLORIDA STATUTES, FINDING THAT THERE IS A NEED FOR AFFORDABLE HOUSING IN THE CITY OF WINTER PARK, AND DETERMINING THAT AFFORDABLE HOUSING DEVELOPMENTS SHOULD BE GIVEN PRIORITY PROCESSING IN ORDER TO EXPEDITE THEIR APPROVAL AND ENCOURAGE AND PROMOTE THEIR DEVELOPMENT AND THAT NEW POLICIES AND REGULATIONS WILL BE REVIEWED PRIOR TO ADOPTION FOR THEIR IMPACT ON THE COST OF AFFORDABLE HOUSING.**

~~WHEREAS, the City Commission of the City of Winter Park, Florida does hereby determine that there is a demonstrated need for housing serving the needs of low-income households (“Affordable Housing”) in the City of Winter Park; and~~

WHEREAS, the City of Winter Park’s Comprehensive Plan presently provides an option for a density bonus of five (5) units per acre for the development of new Affordable Housing Communities; and

WHEREAS, Winter Park desires to expedite certain City department approvals and incentives to Affordable Housing Developers for the construction of new Affordable Housing communities (“Housing”) in the City of Winter Park effective immediately. and

WHEREAS, the City Commission wishes to further promote and encourage the development of Affordable Housing in the City of Winter Park by providing an expedited review and approval process for Affordable Housing Developments; and

WHEREAS, the City Commission wishes to consider ~~further promote and encourage the development of Affordable Housing in the City of Winter Park by~~ expediting an expedited review and approval of building plans through the applicable City departments.

NOW, THEREFORE, be it resolved by the City Commission of the City of Winter Park, Florida as follows:

**Section 1.** Any Affordable Housing development to be developed in the City of Winter Park shall be entitled to expedited consideration of its proposed site plan at the

# REVISED

next Development Review Committee meeting upon request regardless of prior notice requirements.

**Section 2.** Any Affordable Housing development to be developed in the City of Winter Park shall be entitled to expedited consideration for site plan approval by the Planning and Zoning Board and will be placed upon the agenda of the next meeting of such Board on an expedited basis, providing for notice as required by Code.

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**Section 6.** This Resolution shall become effective immediately upon its passage and adoption.

**ADOPTED** at a regular meeting of the City Commission of the City of Winter Park, Florida, held at City Hall, Winter Park, Florida on the 28th day of November, 2011.

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Kenneth W. Bradley, Mayor

Attest: \_\_\_\_\_  
Cynthia S. Bonham, City Clerk

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

ITEM (4A): West Fairbanks Avenue Study

DATE: December 13, 2011

ADMINISTRATIVE ITEM \_\_ ACTION ITEM \_\_ INFORMATION ITEM X

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**ACTION REQUESTED:**

NA

**KEY ELEMENTS/FACTS IMPACTING DECISION:**

At the November 28<sup>th</sup> meeting the City Commission requested that EDAB consider examining an economic component to the W. Fairbanks Land Development Code revisions. Staff will update the board on recommendations for moving forward with this item.

**ALTERNATIVES CONSIDERED:**

NA

**BUDGET ALLOCATION:**

NA

**STAFF RECOMMENDATION IS:**

NA