Economic Development Department

Department Budget Presentation

June 9, 2014
Department Overview

The mission of the Economic Development Department is to stimulate and guide the development of a vibrant, livable city that nurtures a creative, diverse and balanced economy for Orlando’s citizens, businesses and visitors.
Economic Development Department
Organizational Chart

- **Economic Development**
  - Brooke Bonnett, AICP
    - Director
  - Francis Flynn, AICP
    - Deputy Director
  - Transportation Planning
    - Vacant
  - Planning
    - Dean Grandin, AICP
  - Code Enforcement
    - Stephen Rhodes
  - Business Development
    - Tanya Wilder
  - Permitting Services
    - Timothy Johnson, AIA
  - Downtown Development Board/Community Redevelopment Agency
    - Thomas Chatmon
Funding Sources for General Fund Cost Centers

Within Economic Development, there are **general fund** cost centers and **non general fund** cost centers such as Downtown Development Board, Community Redevelopment Agency and Building Code Fund.

Economic Development Divisions rely on **general fund** revenue to fund our operations with the exception of Community Redevelopment Agency, Downtown Development Board and Permitting (Building Code Fund).

Permitting(GF) and Planning generate revenue through Permit and Planning fees. These fees are assessed through development review, construction and Business Tax Receipts within the City of Orlando.
New Development in the City of Orlando

Taxable Value

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 09/10</td>
<td>$782,080,885</td>
</tr>
<tr>
<td>FY 13/14</td>
<td>$211,003,548</td>
</tr>
</tbody>
</table>

Property Tax Collected

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 09/10</td>
<td>$4,242,007</td>
</tr>
<tr>
<td>FY 13/14</td>
<td>$1,144,483</td>
</tr>
</tbody>
</table>
Economic Development General Fund & Special Funds

**FY09/10**
- CRA 49%
- EDV - General Fund 27%
- Building Code Fund 15%
- Code Enforcement Fund 1%
- DDB 8%

**FY 13/14**
- CRA 49%
- EDV - General Fund 27%
- Building Code Fund 15%
- Code Enforcement Fund 3%
- DDB 6%
Economic Development Divisions Budget - GF

FY 09/10
- Director's Office: 9%
- EDV - Non Dept.: 25%
- Planning: 18%
- Code Enforcement: 21%
- Trans. Planning: 6%
- Red Light: 11%
- Permitting: 5%
- Business Tax Receipt: 1%

FY 13/14
- EDV - Non Dept.: 30%
- Code Enforcement: 20%
- Planning: 13%
- Business Dev: 3%
- Director's Office: 7%
- Permitting (GF): 6%
- Business Tax Receipt: 1%
- Trans. Planning: 6%
Economic Development Department
General Fund Revenue & Expenditures

<table>
<thead>
<tr>
<th></th>
<th>FY 09/10</th>
<th>FY 13/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>$12,500,000</td>
<td>$15,700,000</td>
</tr>
<tr>
<td>Revenue</td>
<td>$12,900,000</td>
<td>$11,400,000</td>
</tr>
</tbody>
</table>
The revenue received by Business Tax Receipt and Permitting (GF) in abundance of operational cost flows to the General Fund at the end of each fiscal year.
Key Accomplishments & Services Delivery Innovations

<table>
<thead>
<tr>
<th>Development/Economic Indicators</th>
<th>FY01/02</th>
<th>FY09/10</th>
<th>FY13/14</th>
<th>% VAR.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PLANNING DIVISION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MPB Cases</td>
<td>292</td>
<td>125</td>
<td>143</td>
<td>14.40%</td>
</tr>
<tr>
<td>HPB Cases</td>
<td>249</td>
<td>189</td>
<td>106</td>
<td>-43.92%</td>
</tr>
<tr>
<td>BZA Cases</td>
<td>142</td>
<td>106</td>
<td>125</td>
<td>17.92%</td>
</tr>
<tr>
<td>LDC Cases</td>
<td>289</td>
<td>308</td>
<td>367</td>
<td>19.16%</td>
</tr>
<tr>
<td><strong>PERMITTING DIVISION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permits Issued</td>
<td>18,599</td>
<td>16,972</td>
<td>27,250</td>
<td>60.56%</td>
</tr>
<tr>
<td>Permitting Received Applications</td>
<td>22,347</td>
<td>17,894</td>
<td>27,732</td>
<td>54.98%</td>
</tr>
<tr>
<td>Inspections</td>
<td>60,441</td>
<td>62,990</td>
<td>159,364</td>
<td>153.00%</td>
</tr>
<tr>
<td><strong>CODE ENFORCEMENT DIVISION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CEB Cases</td>
<td>971</td>
<td>1285</td>
<td>589</td>
<td>-54.16%</td>
</tr>
<tr>
<td>Red Light Citations</td>
<td>N/A</td>
<td>31,095</td>
<td>30,200</td>
<td>-2.88%</td>
</tr>
</tbody>
</table>
City Planning

Organized into Three Studios:
  Comprehensive Planning
  Land Development
  Community Planning

Coordinate development reviews with departments/agencies
# Key Services Metrics/Indicator
## FY 2001/02 through FY 2013/14

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>City Population</th>
<th>City Planning Division Staff</th>
<th>MPB Cases</th>
<th>HPB Certificates of Appropriateness</th>
<th>BZA Variances &amp; Modification of Standards</th>
<th>Total Number of Major Case Types</th>
<th>Ratio of Major Cases to Staff</th>
<th>Zoning Official/Urban Design Permit Case Reviews*</th>
<th>ZO/PO Case Reviews per Staff Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY01/02</td>
<td>187,210</td>
<td>34</td>
<td>292</td>
<td>249</td>
<td>142</td>
<td>683</td>
<td>20.09</td>
<td>231</td>
<td>6.79</td>
</tr>
<tr>
<td>FY03/04</td>
<td>202,860</td>
<td>27</td>
<td>334</td>
<td>239</td>
<td>145</td>
<td>718</td>
<td>26.59</td>
<td>552</td>
<td>20.44</td>
</tr>
<tr>
<td>FY09/10</td>
<td>241,288</td>
<td>29</td>
<td>125</td>
<td>189</td>
<td>106</td>
<td>420</td>
<td>14.48</td>
<td>5,463</td>
<td>188.38</td>
</tr>
<tr>
<td>FY13/14 (actual through first 8 months/May)</td>
<td>248,731</td>
<td>22</td>
<td>95</td>
<td>161</td>
<td>83</td>
<td>339</td>
<td>15.41</td>
<td>6,502</td>
<td>295.55</td>
</tr>
<tr>
<td>Projected Full Year FY13/14</td>
<td>248,731</td>
<td>22</td>
<td>143</td>
<td>242</td>
<td>125</td>
<td>510</td>
<td>23.18</td>
<td>9,753</td>
<td>443.32</td>
</tr>
</tbody>
</table>

*The substantial increase in the number of reviews between 2003/2004 and 2009/2010 can be attributed to changing our Tidemark "triggers", i.e., adding automatic Zoning Official and Urban Design review to cases that match certain criteria (including cases on property that had previous MPB or BZA actions as well as properties zoned PD such as Lake Nona and Baldwin Park). The increase between FY09/10 and FY13/14 is attributable to actual increases in development activity as the economy rebounded from the Great Recession.
Mandated/Regulatory Required Services

Support to nine boards and committees (processing GMP amendments, rezones, DRI amendments, conditional use permits, master plans, plats, variances, modifications of standards, certificates of appropriateness, etc.)

Permit Case Review (compliance with adopted LDC, PD, and special district standards)
Land Development Code updates (to address changing conditions and policy direction; examples include sidewalk cafes, duplexes, etc.)

Preparation of population and employment projections – essential for infrastructure planning for all City departments.

Coordination with other agencies (OCPS, OUC, GOAA, Orange County, MetroPlan, Lynx, ECFRPC, Florida Department of Economic Opportunity)
Quality of Life Services

Creation of Small Area Vision Plans (Edgewater Drive, Downtown South, Colonialtown, Mills/50, etc.)

Special Land Use Studies (demographics, market studies, land use/redevelopment studies)

Special Urban Design Studios (Loch Haven Park/National Endowment for the Arts; South Orange/FDOT Streetscape; City Commons/Plaza Design)

Community Involvement – Coordination with outside non-profits with similar missions for creating quality of life improvements (Get Active Orlando, Food Policy Council, etc.)
Code Enforcement

Protect the health, safety and welfare of the citizens of Orlando, and to preserve the aesthetic character of Orlando through the enforcement of Housing, Lot Cleaning, Parking and Land Development Codes.

Operate Orlando STOPS red light program.
Key Services Metrics/Indicators

Code Enforcement Requests for Inspection

Citizen Complaints  Up 58% since 2009
Response Time --- 24 hrs avg
Mandated/Regulatory Required Services

- Enforce property maintenance standards
  Land Development Code Chapter 30A

- Enforce land development standards
  Land Development Code Chapters 58-65
Quality of Life Services

Ensure neighborhoods are safe, and blighting influences are eliminated

Protect, maintain, and improve property values

Improve public safety through red light camera enforcement program
Orlando STOPS

• Decrease red light running
• Reduce accidents, injuries and fatalities
• Decrease the number of traffic violations
• Enable officers to focus on other public safety issues

The number of citations and net revenue:

<table>
<thead>
<tr>
<th>FY</th>
<th>Citations</th>
<th>Net Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>09/10</td>
<td>31,095</td>
<td>$1,266,662</td>
</tr>
<tr>
<td>13/14</td>
<td>34,002</td>
<td>$1,669,689</td>
</tr>
</tbody>
</table>
• **75% decrease** in number of violations issued at Conroy & Vineland Rd (2009-2012)
• **40% decrease in all crashes** at Conroy & Vineland
• **20% decrease** in rear-end collisions
• **20% decrease** in number of violations at Kirkman & International Dr (2011-2012)
• **91% of vehicles** issued a red-light violation did not receive a second violation

• In 2013 red light camera video footage was requested **more than 50 times** by local law enforcement for use in criminal investigations.
Transportation Planning

Focus on Four Key Areas:

- Alternative Modes Planning – Sunrail, LYNX/LYMMO, Carshare, Bike/Pedestrian
- Fiscal Planning
- Current Planning
- Long Range Planning
Key Accomplishments & Services Delivery Innovations

Fiscal Oversight

• **$35 million** in grants (non-City dollars) for transportation projects

• Including over **$35 million** in impact fee credits, and development related escrow accounts.
Division Highlights

• Gertrude’s Walk: $1.2M
Division Highlights

• State Strategic Intermodal System – Sligh Blvd/Columbia St Improvements: $4.03M
• State New Starts – Columbia St: $1.5M
Division Highlights

- East/West Bus Rapid Transit: $7.2M
- Parramore Bus Rapid Transit: $13M
Division Highlights

• Amtrak Assessment/Rehab: $3M
Division Highlights

- Florida Hospital/Orlando Health Reimbursement: $4.88M
Division Highlights

- Colonial Overpass: $8.3M
Mandated /Regulatory Required Services

Transportation Mitigation – Land Development Code
Construction Improvements (Chapter 61)
ROW Dedications (Chapter 61)
Proportionate Fair Share (Chapter 59)
Transit (LYNX) (Chapter 59)
Point of Contact for Florida DOT Permits
Bike/Pedestrian (Trail Easements & Bicycle Parking) (Chapter 61)
Mandated/Regulatory Required Services

• Plan Administrators
  • GMP Transportation Element
  • City Code
• City Transportation Model – Capacity Availability Report
• Community Involvement
  • METROPLAN ORLANDO (FL State Stat 339.175 MPO Operating Procedures Section 6)
  • LYNX Board/Mayor Dyer Chairman LYNX Board of Directors – Audit Committee Charter
  • SunRail Commission/Section 6 Commuter Rail Operating Agreement
Permitting Services

Provides support for all development within the City.

Organized into 3 Sections: Customer Service, Plans Review, Inspections

Pre-development and pre-submittal meetings

Issue permits/business tax receipts

Performs inspections

Current review time: 5 days for residential
15 days for commercial
Visitors in the Lobby Increased by 21% from 2010 to 2013
Business Tax Receipts

Business Tax Receipts increased by 4.5% from 2010 to 2014. This represents $7M in revenue for the General Fund.
Number of Permits Issued increased by 58.8% and non Building Code related permits increased by 60% from 2010 to 2013

There are 9 general fund staff members that perform plan review.
Number of Inspections Increased by 81% from 2010 to 2013

8% of ALL Inspections performed are related to the General Fund

General Fund related Inspections are performed by three inspectors averaging 10.5 Inspections per day
Mandated/Regulatory Required Services

The Business Development Division was reinstated in March 2013 to promote economic growth in the City. Work with entrepreneurs and business owners to expand and diversify the local economy. Implement local and state incentive programs.

Key Areas of Focus:
- Digital Media
- Manufacturing, Simulation & Technology
- Life Sciences
- Urban Core
- Neighborhood Commercial Districts
Division Highlights

To date in FY 2013/2014, economic development incentives were approved for 24 businesses, 970 jobs created or proposed, $171M in capital investment.

Each dollar invested is expected to return $78 in capital investment (excluding Main Street).

Funding Agreements with 9 Economic Development Organization Partners totaling $1.1M.
Partnerships

Economic Development Organizations Funded FY13/14:

- National Entrepreneur Center, $100,000
- BBIF, $125,000
- HBIF, $80,000
- Central Florida Sports, $72,349
- Florida Citrus Sports, $50,000
- Metro Orlando Economic Development Corporation, $342,232
- UCF Incubator System, $300,000
- Central Florida National Partnership, $92,000
- National Center for Simulation, $14,960
# Business Development Programs

## Small Business Façade Program

<table>
<thead>
<tr>
<th>Year</th>
<th>Agreements</th>
<th>Private Investment</th>
<th>Return on Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 09/10</td>
<td>22</td>
<td>$1.4 million</td>
<td>$1:$5</td>
</tr>
<tr>
<td>FY 13/14</td>
<td>10</td>
<td>$7.6 million</td>
<td>$1:$60</td>
</tr>
</tbody>
</table>

## Business Assistance Program

<table>
<thead>
<tr>
<th>Year</th>
<th>Agreements</th>
<th>Private Investment</th>
<th>Return on Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 09/10*</td>
<td>N/A*</td>
<td>N/A*</td>
<td>N/A*</td>
</tr>
<tr>
<td>FY 13/14</td>
<td>8</td>
<td>$5.9 million</td>
<td>$1:$61</td>
</tr>
</tbody>
</table>

* BAP frozen
# Business Development Programs

## Orlando Main Street

<table>
<thead>
<tr>
<th>Year</th>
<th>Districts</th>
<th>New Businesses</th>
<th>New Jobs</th>
<th>Capital Investment</th>
<th>Return on Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 09/10</td>
<td>5</td>
<td>99</td>
<td>533</td>
<td>$12,915,610</td>
<td>$1:$37</td>
</tr>
<tr>
<td>FY 13/14*</td>
<td>8**</td>
<td>81</td>
<td>474</td>
<td>$36,812,697</td>
<td>***</td>
</tr>
</tbody>
</table>

## Qualified Target Industry (QTI) Refund

<table>
<thead>
<tr>
<th>Year</th>
<th>Agreements</th>
<th>Jobs (Proposed)</th>
<th>Capital Investment</th>
<th>Return on Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 09/10</td>
<td>3</td>
<td>143</td>
<td>$7.5 million</td>
<td>$1:$55</td>
</tr>
<tr>
<td>FY 13/14</td>
<td>6</td>
<td>496</td>
<td>$63.7 million</td>
<td>$1:$83</td>
</tr>
</tbody>
</table>

*Q1-Q2

** The Orlando Tech Association will enter the program July 1, 2014 as the ninth district and first E-Street of the Orlando Main Street program.

*** FY 13/14 ROI will be calculated upon receipt of year end district budgets.
Division Highlights

- Publix Road Fund Application: $1.09M
Division Highlights

- Orlando City Soccer: $245K
- USTA Tennis Association: $2M
Potentially Vulnerable Programs & Impact on LOS

- **Vision Plans** – reduction or elimination of such plans would result in fewer opportunities for structured, citizen-led change and less focus on redevelopment and economic development options.

- **Special Studies** – City Council, staff, citizens and businesses would be required to obtain data from other sources.

- **Lot Cleaning/Board Ups** - Increased blight from overgrown lots and safety hazards from dilapidated buildings.

- **Orlando STOPS** - Increased safety hazards at intersections.
Potentially Vulnerable Programs & Impact on LOS

- **Economic Development Organization Funding** - Reduce economic development growth opportunities for the City and region
- **Business Assistance and Facade Programs** - Small business owners may not be able to open, expand or reinvest in their businesses
- **Main Street Program** - Neighborhood business districts may not flourish
- **Non-Profit Impact Fee Assistance Program** - Non Profits may not be able to expand their services in the City