

**Minutes**  
**Tourist Development Tax Application and Review Committee (ARC) Meeting**  
**March 15, 2019 1:00 p.m., Orange County Commission Chambers**

**Call to Order**

Chairman Lex Veech called the meeting to order at 1:03 p.m.

Present: 9 - Chairman Lex Veech, Vice-chairman Louis Robbins, Derek Baum, Ross Burke, Jan Clanton, Brian Comes, Martha Haynie, Joshua Vickery, and Beverly Winesburgh.

Absent: 2 - Jon McGavin and Terry Prather.

Others Present:

Orange County Assistant County Attorney Kate Latorre  
Orange County Fiscal and Business Services Division Manager Fred Winterkamp  
Orange County Fiscal and Business Services Division Assistant Manager Stephanie Taub  
Orange County Office of Management and Budget Administrative Assistant Vanan Hampton

**Pledge of Allegiance**

**Public Comment**

The following persons addressed the committee:

Peter Gottfried, citizen  
Michael Poole, citizen  
Marty Sullivan, citizen  
Forest Michael, citizen  
Kim Allen, citizen  
David Odahowski, citizen  
Randy Vance, citizen  
Thomas Yochum, citizen  
Sabrina Bernat, citizen  
Kenneth Bradley, citizen  
Brad Doster, citizen

**Approve minutes from 2-18-19 ARC meeting and AMENDED minutes to correct a typo from 1-18-19**

A motion was made by Beverly Winesburgh, seconded by Brian Comes to approve the minutes of the February 18, 2019, TDT ARC meeting. The motion carried with nine present members voting "Aye".

and

A motion was made by Beverly Winesburgh, seconded by Ross Burke to approve the corrected minutes of the January 18, 2019, TDT ARC meeting. The motion carried with nine present members voting “Aye”.

### ARC Evaluation Scoring:

Fred Winterkamp addressed the Committee regarding information needed to proceed further to Tourist Development Council (TDC) and Orange County Board of County Commissioners. Committee agreed to hold discussion until after scoring.

No action taken.

### ARC Evaluation Scoring of Holocaust Memorial Resource & Education Center

Committee members scored as follows

		Request \$ 10,000,000			Panelist TDT Grant ARC					
		Applicant Holocaust Museum								
TDT ARC Capital evaluation matrix	Tourism Expansion (35 pts)			Project Soundness (35 pts)			Anticipated Return on Investment (30 pts)			
	Multiplier x 3	Multiplier x 3	Multiplier x 1	Multiplier x 1	Multiplier x 2	Multiplier x 2	Multiplier x 2	Multiplier x 3		
	Tourist Attractions	Advertising Reach	Tourism Industry Collaboration	Quality/Longevity, Maintenance, Care & Stewardship	Process/Design & Planning	Operational Readiness	Financial Readiness	Economic Benefit (Jobs, Repts, Attraction, Employment and Development)	Tax Revenues (TDT, Sales Tax, Property Tax)	
5	Excellent	Host exceptional traveling visitor counts, need times, multi-hotel guaranteed room blocks, lengthy stays, high F&B	Generating extended periods of international coverage with high positive impact	Significant local room booking and advertising partnerships with tourism partners	Long-term facility, will avoid obsolescence, excellent history and plan for care & maintenance	Showel ready project with great design/build team, permits, plans and approvals	Extremely strong experienced board or leadership, logistics confirmed, project implementation guaranteed	Extremely strong project financial plan and budget, good financial experience, strong financial partnerships and good cashflow	Notable large scale project preferred by high wage job employers, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts many extended stay visitors (TDT driver), drives sales tax growth by high visitor spending, promotes new development
4	Above Average	Host sizable traveling visitors, good timing, multi hotel room blocks, lengthy stays, some F&B	Generating some extended national coverage with high positive impact	Some local room booking and advertising partnerships with tourism partners	Long-term facility, above average usability, good plan for care & maintenance	Showel ready project with design/build team, with some permits, plans and approvals	Strong experienced board or leadership, logistics mostly confirmed, project implementation very likely	Strong project financial plan and budget, good experience, some financial partnerships and good cashflow	Important project, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts some extended stay visitors (TDT driver), drives sales tax growth by some visitor spending, promotes new development
3	Average	Host traveling visitors, hotel room blocks, couple day stay	Media coverage with positive impact	Some local room booking with little advertising partnerships with tourism partners	Mid-term or transitional facility, average usability, good intended care & maintenance plan	Almost ready project with design/build team, needing permits, plans and approvals	Suitable board or leadership, logistics mostly confirmed, some past operational experience	Reasonable project financial plan and budget, some financial partnerships and some cashflow	Medium project, support for existing surrounding development, some construction and operating jobs	Hosts some overnight stay visitors (TDT), some sales tax growth by some visitor spending
2	Below Average	Host equal traveling visitors and locals, single day stays, no room blocks, poor timing	Random outcomes covered and periodic reviews	No local booking partnership and advertising already taken	Longevity concerns, care & maintenance plan concerns	Proposed project with some team, having some permits, plans and approvals delays	Inexperienced board or leadership. Some logistics undeveloped. Some past experience.	Tight project financial plan and budget, inexperienced, less financial partnerships and weak cashflow	Smaller project, little support for existing surrounding development, few construction and operating jobs	Hosts fewer overnight stay visitors (TDT), some sales tax growth by some visitor spending and locals spending may just displace other local spending
1	Poor	Host primarily locals, low stays, poor timing	Little impactful media coverage	Sponsored by competing destination, no local booking or advertising partnership	Longevity concerns, competing facilities, historic care & maintenance problems	Proposed project with team concerns, and permitting and approval concerns	Questionable ability to develop and operate the project effectively.	Gaps in project financial plan and budget, inexperienced, all TDT no financial partnerships and weak cashflow	Small project, weak support for existing surrounding development, few construction and operating jobs	Hosts few overnight stay visitors (low TDT), little sales tax growth by limited visitor spending and locals spending may just displace other local spending
0	Deficient	Travel unknown, lacking data, poor timing	No media plan or data, possible negative coverage	No plans or data	No usable response, project-concerns with ownership and permitting	Speculative project-concerns with ownership and permitting	No data or past failures.	No data or math errors.	Weak project data, clashes with existing surrounding development, local opposition	No data, some tax exemption

**INSTRUCTIONS: 1) Rank each request on its score sheet with 1 (lowest) to 5 (highest) in each section, using above Evaluation Matrix.**

A multiplier will be applied that will calculate your score in each section. Max section score 5; max total score 100\*.

Scoring goal of 60%

Panelists are encouraged to rank all sections.

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Score
<b>Scores 1-5→</b>	3.6110	3.8889	3.8333	4.5556	4.2222	4.5000	4.1111	3.5556	3.3889	
Section points	26.33						30.22			77.39
Section %	75%						86%			77.0%

# ARC Evaluation Scoring of Orange County Regional History Center

Committee members scored as follows

Request \$ 5,750,000 Panelist TDT Grant ARC

Applicant Orange County History Center

TDT ARC Capital evaluation matrix	Tourism Expansion (35 pts)			Project Soundness (35 pts)			Anticipated Return on Investment (30 pts)		
	Multiplier x 3	Multiplier x 1	Multiplier x 1	Multiplier x 1	Multiplier x 2	Multiplier x 2	Multiplier x 2	Multiplier x 3	Multiplier x 3
	Tourist Attraction	Advertising Reach	Tourism Industry Collaboration	Quality/Longevity Maintenance, Care & Stewardship	Process/Design & Planning	Operational Readiness	Financial Readiness	Economic Benefit (Jobs, wages, attracting employers and development)	Tax Revenues (TDT, Sales Tax, Property Tax)
5 Excellent	Host exceptional traveling visitor counts, need times, multi-hotel guaranteed room blocks, lengthy stays, high F&B	Generating extended periods of international coverage with high positive impact	Significant local room booking and advertising partnerships with tourism partners	Long-term facility, will avoid obsolescence, excellent history and plan for care & maintenance	Shovel ready project with great design/build team, permits, plans and approvals	Extremely strong experienced board or leadership, logistics confirmed, project implementation guaranteed	Extremely strong project financial plan and budget, good financial experience, strong financial partnerships and good cashflow	Notable large scale project preferred by high wage job employers, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts many extended stay visitors (TDT driver), drives sales tax growth by high visitor spending, promotes new development
4 Above Average	Host sizable traveling visitors, good timing, multi hotel room blocks, lengthy stays, some F&B	Generating some extended national coverage with high positive impact	Some local room booking and advertising partnerships with tourism partners	Long-term facility, above average usability, good plan for care & maintenance	Shovel ready project with design/build team, with some permits, plans and approvals	Strong experienced board or leadership, logistics mostly confirmed, project implementation very likely	Strong project financial plan and budget, good experience, some financial partnerships and good cashflow	Important project, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts some extended stay visitors (TDT driver), drives sales tax growth by high visitor spending, promotes new development
3 Average	Host traveling visitors, hotel room blocks, couple day stay	Media coverage with positive impact	Some local room booking with little advertising partnerships with tourism partners	Mid-term or transitional facility, average usability, good unless care & maintenance plan	Almost ready project with design/build team, needing permits, plans and approvals	Suitable board or leadership, logistics mostly confirmed, some past operational experience	Reasonable project financial plan and budget, some financial partnerships and some cashflow	Medium project, support for existing surrounding development, some construction and operating jobs	Hosts some overnight stay visitors (TDT), some sales tax growth by some visitor spending
2 Below Average	Host equal traveling visitors and locals, single day stays, no room blocks, poor timing	Random outcomes covered and periodic reviews	No local booking partnership and advertising already taken	Longevity concerns, care & maintenance plan concerns	Proposed project with some team, having some permits, plans and approvals	Inexperienced board or leadership. Some logistics undeveloped. Some past experience	Tight project financial plan and budget, inexperienced, less financial partnerships and weak cashflow	Smaller project, little support for existing surrounding development, few construction and operating jobs	Hosts fewer overnight stay visitors (TDT), some sales tax growth by some visitor spending and locals spending may just displace other local spending
1 Poor	Host primarily locals, low stays, poor timing	Little impactful media coverage	Sponsored by competing destination, no local booking or advertising partnership	Longevity concerns, competing facilities, historic care & maintenance problems	Proposed project with team concerns, and permitting and approval concerns	Questionable ability to develop and operate the project effectively	Gaps in project financial plan and budget, inexperienced, all TDT no financial partnerships and weak cashflow	Small project, weak support for existing surrounding development, few construction and operating jobs	Hosts few overnight stay visitors (low TDT), little sales tax growth by limited visitor spending and locals spending may just displace other local spending
0 Deficient	Travel unknown, lacking data, poor timing	No media plan or data, possible negative coverage	No plans or data	No usable response, maintenance nightmare	Speculative project - concerns with ownership and permitting	No data or past failures.	No data or math errors.	Weak project data, clashes with existing surrounding development, local opposition	No data, some tax exemption

INSTRUCTIONS: 1) Rank each request on its score sheet with 1 (lowest) to 5 (highest) in each section, using above Evaluation Matrix.

A multiplier will be applied that will calculate your score in each section. Max section score 5; max total score 100\*.

Scoring goal of 60%

Panelists are encouraged to rank all sections.

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Score
<b>Scores 1-5</b>	3.3333	3.1667	3.5556	4.4444	4.2778	4.5000	4.1111	3.5000	3.5556	
Section points	23.06			30.22			21.17			74.44
Section %	66%			86%			71%			74.3%

# ARC Evaluation Scoring of Orlando Philharmonic Plaza Live

Committee members scored as follows

Request \$ 10,000,000 Panelist TDT Grant ARC

Applicant Orlando Philharmonic Orchestra

	TDT ARC Capital evaluation matrix	Tourism Expansion (35 pts)			Project Soundness (35 pts)			Anticipated Return on Investment (30 pts)		
		Multiplier x 3	Multiplier x 3	Multiplier x 1	Multiplier x 1	Multiplier x 2	Multiplier x 2	Multiplier x 3	Multiplier x 3	
		Tourist Attraction	Advertising Reach	Tourism Industry Collaboration	Quality/Longevity Maintenance, Care & Stewardship	Process/Design & Planning	Operational Readiness	Financial Readiness	Economic Benefit (jobs, wages, attracting employers and development)	Tax Revenue (TDT, Sales Tax, Property Tax)
5	Excellent	Host exceptional traveling visitor counts, need times, multi-hotel guaranteed room blocks, lengthy stays, high F&B	Generating extended periods of international coverage with high positive impact	Significant local room booking and advertising partnerships with tourism partners	Long-term facility, will avoid obsolescence, excellent history and plan for care & maintenance	Showet ready project with great design/build team, permits, plans and approvals	Extremely strong experienced board or leadership, logistics confirmed, project implementation guaranteed	Extremely strong project financial plan and budget, good financial experience, strong financial partnerships and good cashflow	Notable large scale project preferred by high wage job employers, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts many extended stay visitors (TDT driver), drives sales tax growth by high visitor spending, promotes new development
4	Above Average	Host stable traveling visitors, good timing, multi hotel room blocks, lengthy stays, some F&B	Generating some extended national coverage with high positive impact	Some local room booking and advertising partnerships with tourism partners	Long-term facility, above average usability, good plan for care & maintenance	Showet ready project with design/build team, with some permits, plans and approvals	Strong experienced board or leadership, logistics mostly confirmed, project implementation very likely	Strong project financial plan and budget, good experience, some financial partnerships and good cashflow	Important project, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts some extended stay visitors (TDT driver), drives sales tax growth by some visitor spending, promotes new development
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A multiplier will be applied that will calculate your score in each section. Max section score 5; max total score 100\*.

Scoring goal of 60%

Panelists are encouraged to rank all sections.

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Score
<b>Scores 1-5 →</b>	3.6250	4.0000	3.9375	4.1875	4.1875	4.3750	3.9375	3.8125	3.7500	
Section points	26.81			29.19			22.69			78.69
Section %	77%			83%			76%			78.5%



# ARC Evaluation Scoring of Orlando Science Center

Committee members scored as follows

Request \$ 10,000,000 Panelist TDT Grant ARC

Applicant Orlando Science Center

TDT ARC Capital evaluation matrix	Tourism Expansion (30 pts)				Project Soundness (35 pts)			Anticipated Return on Investment (30 pts)		
	Multiplier x 3	Multiplier x 3	Multiplier x 1	Multiplier x 1	Multiplier x 2	Multiplier x 2	Multiplier x 2	Multiplier x 3	Multiplier x 3	
	Tourist Attraction	Advertising Reach	Tourism Industry Collaboration	Quality/Longevity Maintenance, Care & Stewardship	Process/Design & Planning	Operational Readiness	Financial Readiness	Economic Benefits (jobs, wages, attracting employers and development)	Tax Revenues (TDT, Sales Tax, Property Tax)	
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Scoring goal of 60%

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	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Score
<b>Scores 1-5</b>	4.4444	4.3333	3.7222	5.0000	4.7222	4.7222	5.0000	3.9444	3.7778	
Section points	30.06			33.89			23.17			87.11
Section %	86%			97%			77%			86.6%

# ARC Evaluation Scoring of City of Winter Park Canopy Project

Discussion ensued. Fred Winterkamp and Kate Latorre contributed to the discussion.

The following persons addressed the Committee:

- Mayor Steve Leary, City of Winter Park
- Randy Knight, City Manager, City of Winter Park
- Betsy Gardner Eckbert, President/CEO Winter Park Chamber of Commerce
- Peter Gottfried, citizen
- Kim Allen, citizen

Committee members scored as follows

		Tourism Expansion (35 pts)				Project Soundness (35 pts)			Anticipated Return on Investment (30 pts)		
		Multiplier x 3	Multiplier x 3	Multiplier x 1	Multiplier x 1	Multiplier x 2	Multiplier x 2	Multiplier x 2	Multiplier x 3	Multiplier x 3	
TDT ARC Capital evaluation matrix		Trouble Attraction	Advertising Reach	Tourism Industry Collaboration	Quality/Longevity Maintenance, Care & Stewardship	Process/Design & Planning	Operational Readiness	Financial Readiness	Economic Benefit (Job, wages, attracting employees and development)	Tax Revenues (TDT, Sales Tax, Property Tax)	
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**INSTRUCTIONS: 1) Rank each request on its score sheet with 1 (lowest) to 5 (highest) in each section, using above Evaluation Matrix.**

A multiplier will be applied that will calculate your score in each section. Max section score 5; max total score 100\*.

Scoring goal of 60%

Panelists are encouraged to rank all sections.

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Score
<b>Scores 1-5</b> →	3.1111	3.0000	3.3333	4.0556	3.2222	3.6667	3.3889	3.9444	3.6667	
Section points	21.67			24.61			22.83			69.11
Section %	62%			70%			76%			69.4%

- Committee Members Vice-chairman Louis Robbins and Ross Burke left the meeting.

## Consideration of ARC recommendations to TDC

Fred Winterkamp addressed the Committee offering suggested funding distribution and wording for motions needed to proceed for TDC review.

Discussion ensued.

A motion was made by Martha Haynie, seconded by Brian Comes to recommend to the Tourist Development Council (TDC), based on an evaluation score of 77.39 out of 100 for the Capital TDT grant application of the Holocaust Memorial Resource & Education Center (Orlando Museum Project), the Orange County TDT Grants Application Review Committee (ARC) DOES recommend an ARC TDT grant to the TDC requesting TDC review and recommendation to the County Commission for:

1. a TDT grant of up to \$10 million:
  - \$3 million from the ARC 2021 budget, \$2 million from the ARC 2022 budget, \$4 million from the ARC 2023 budget, and \$1 million from the proposed ARC 2024 budget,
2. for capital costs associated with the design, construction and equipping of the Orlando Museum project as further described in the ARC Capital application,
3. subject to any terms and conditions included in a funding agreement with the County as part of the final County Commission ARC grant approval.

The motion carried with seven present members voting “Aye”.

and

A motion was made by Jan Clanton, seconded by Beverly Winesburgh to recommend to the Tourist Development Council (TDC), based on an evaluation score of 74.44 out of 100 for the Capital TDT grant application of the Orange County Regional History Center, the Orange County TDT Grants Application Review Committee (ARC) DOES recommend an ARC TDT grant to the TDC requesting TDC review and recommendation to the County Commission for:

1. a TDT grant of up to \$5.75 million:
  - \$2 million from the ARC 2023 budget and \$3.75 million from the proposed ARC 2024 budget,
2. for capital costs associated with the design, construction and equipping of the History Center project as further described in the ARC Capital application,
3. subject to any terms and conditions included as part of the final County Commission ARC grant approval.

The motion carried with seven present members voting “Aye”.

and

A motion was made by Joshua Vickery, seconded by Jan Clanton to recommend to the Tourist Development Council (TDC), based on an evaluation score of 78.69 out of 100 for the Capital TDT grant application of the Orlando Philharmonic Plaza Live Project, the Orange County TDT Grants Application Review Committee (ARC) DOES recommend an ARC TDT grant to the TDC requesting TDC review and recommendation to the County Commission for:

1. a TDT grant of up to \$10 million:
  - \$3 million from the ARC 2019 budget, \$3 million from the ARC 2021 budget, \$2 million from the ARC 2022 budget, and \$2 million from the ARC 2023 budget.
2. for capital costs associated with the acquisition, design, construction, and equipping of the Plaza Live project as further described in the ARC Capital application,
3. subject to any terms and conditions included in a funding agreement with the County as part of the final County Commission ARC grant approval.

The motion carried with six present members voting “Aye”. Martha Haynie abstained.

and

A motion was made by Beverly Winesburgh, seconded by Derek Baum to recommend to the Tourist Development Council (TDC), based on an evaluation score of 87.11 out of 100 for the Capital TDT grant application of the Orlando Science Center “Life” Project, the Orange County TDT Grants Application Review Committee (ARC) DOES recommend an ARC TDT grant to the TDC requesting TDC review and recommendation to the County Commission for:

1. a TDT grant of up to \$10 million:
  - \$2 million from the ARC 2019 budget, \$5 million from the ARC 2020 budget, \$2 million from the ARC 2021 budget, and \$1 million from the ARC 2022 budget.
2. for capital costs associated with the design, construction, and equipping of the Orlando Science Center Life project as further described in the ARC Capital application,
3. subject to any terms and conditions included in a funding agreement with the County as part of the final County Commission ARC grant approval.

The motion carried with seven present members voting “Aye”.

and

A motion was made by Jan Clanton, seconded by Beverly Winesburgh to recommend to the Tourist Development Council (TDC), based on an evaluation score of 69.11 out of 100 for the Capital TDT grant application of the Winter Park Canopy Project, the Orange County TDT Grants Application Review Committee (ARC) DOES recommend an ARC TDT grant to the TDC requesting TDC review and recommendation to the County Commission for:

1. a TDT grant of up to \$6 million:
  - \$3 million from the ARC 2022 budget and \$3 million from the proposed ARC 2024 budget,



2. for capital costs associated with the design, construction and equipping of the auditorium and event spaces of the Canopy project as further described in the ARC Capital application,
3. subject to any terms and conditions included in a funding agreement with the County as part of the final County Commission ARC grant approval.

The motion carried with seven present members voting “Aye”.

**Consider topics for the next ARC meeting, Friday, April 19, 2019 at 1:00 p.m.**

A motion was made by Marth Haynie, seconded by Derek Baum to cancel the April 19, 2019 TDT ARC meeting and to reconvene Friday, May 17, 2019 at 1:00 p.m.

The motion carried with seven present members voting “Aye”.

**Adjournment: 3:30 p.m.**

**ATTEST:**

\_\_\_\_\_  
Chairman Lex Veech

Date: \_\_\_\_\_

**ATTEST SIGNATURE:**

\_\_\_\_\_  
Fred Winterkamp

\_\_\_\_\_  
Vanan Hampton

A verbatim record of this meeting is available at [www.ocfl.net](http://www.ocfl.net) by selecting *Businesses* tab, then select Open Government, then select *Video Archive Menu*, then *Tourist Development Tax Application & Review Committee* or click on this link: [TDT ARC Meeting, March 15, 2019.](#)

Section 286.0105, Florida Statutes, states that if a person decides to appeal any decision made by a board, agency, or commission with respect to any matter considered at a meeting or hearing, he or she will need a record of the proceedings, and that, for such purpose, he or 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.

In accordance with the Americans with Disabilities Act (ADA), if any person with a disability as defined by the ADA needs special accommodation to participate in this proceeding, then not later than two business days prior to the proceeding, he or she should contact the Orange County Communications Division at 407-836-5631.

Para mayor información en español, por favor llame al 407-836-3111.

DRAFT