Economic Development Advisory Board Regular Meeting

Agenda

November 14, 2023 @ 8:15 AM

City Hall Commission Chambers
401 S. Park Avenue

welcome

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please note

Times are projected and subject to change.

1.	**Call to Order**	
2.	**Consent Agenda**	
	a. Approve the minutes of October 10, 2023	1 min
3.	**Public Comments (for items not on the agenda): Three minutes allowed for each speaker**	
4.	**Action Items**	
	a. Direction on Retail Target List	10 minutes
5.	**Non-Action Items**	
	a. Winter Park Business Academy Update	10 minutes
	b. Retail Strategies Glossary List/Definitions	5 minutes
	c. Retail Program Development	20 minutes
	d. EDAB Commercial Performance Report	
6.	**Staff Updates**	
7.	**Board Comments**	
8.	**Upcoming Agenda Items**	
9.	**Adjournment**	

Economic Development Advisory Board

agenda item

item type
Consent Agenda

meeting date
November 14, 2023

prepared by

approved by
Tatia Ghviniashvili, Board Coordinator

subject
Approve the minutes of October 10, 2023

motion | recommendation

background

strategic objectives

alternatives | other considerations

fiscal impact

attachments
1. Draft Minutes

Economic Development Advisory Board
Regular Meeting Minutes

October 10, 2023 at 8:15 AM

City Hall Commission Chambers
401 S. Park Avenue

Present
Sarah Grafton, Tracy Liffey, Ginny Enstad and Kevin Mcclanahanh; Virtually: Elijah J. Noel.

Absent
Betsy Gradner Eckbert and Drew Madsen.

Staff Present
Assistant Division Director of Economic Development/CRA Kyle Dudgeon.

1. Call to Order

The meeting was called to order at 8:22 a.m.

2. Consent Agenda

a. Approve the minutes of the regular meeting September 12, 2023

Motion made by Tracy Liffey to approve the minutes as presented; seconded by Ginny Enstad. Motion carried unanimously with a 4-0 vote.

3. Public Comments (for items not on the agenda): Three minutes allowed for each speaker

There were none.

4. Action Items

There were none.

5. Non-Action Items

a. Retail Strategies Program Development

An at-length discussion ensued about the retail strategies program development and staff proposed a detailed conversation related to target industries related to the recommendations provided by MJB consultants. Various reports and a program framework were provided for further discussion to help identify potential pathways for businesses to locate and grow within Winter Park's commercial corridors. The board provided feedback and spoke about setting into place parameters to ensure equal distribution and diversity of businesses within the corridors, while keeping the program broad.

Staff recommendations were highlighted, such as buildout programs to encourage tenant-based improvements (increasing thresholds for occupancy and minority/woman-owned small businesses), and designating a portion of the CRA as an enhancement area. A discussion ensued about the CRA and the extension request submitted to Orange County, and permitting fees. Closing remarks were made about upcoming steps and what types of businesses would best fit into the various corridors.

b. Pedestrian Count Analysis

Detailed information and data were provided for pedestrian counters, as requested at the last meeting. Various assumptions of the counters were highlighted, noting that it is difficult to calculate foot traffic at various places/times due to how the activity is distributed. Staff noted recommendations to assist with gathering more accurate data, such as expanding the program (previously approved by the board). A discussion ensued and the board asked questions.

6. Staff Updates

a. National Entrepreneurship Center Partnership

Staff briefly spoke of the upcoming National Entrepreneurship Center (NEC) meeting that will focus on helping small businesses- 85 registrations have been submitted thus far.

b. EDAB Commercial Performance Report

No discussion was held.

7. Board Comments

No discussion was held.

8. Upcoming Agenda Items

No discussion was held.

9. Adjournment

The meeting adjourned at 9:25 a.m.

Minutes approved by the board on
/s/ Tatia Ghviniashvili, Board Coordinator

ATTEST:

Economic Development Advisory Board

agenda item

item type
Action Items

meeting date
November 14, 2023

prepared by
Kyle Dudgeon, Assistant Director of Budget and Strategic Programs

approved by
Peter Moore, Director of Budget and Strategic Programs

subject
Direction on Retail Target List

motion | recommendation
Direction on retail eligibility list is requested

background
At the October 2023 meeting, staff provided an update to the retail strategies white paper assembled by GAI and Michael Berne Consultants (MJB) with particular respect to eligibility criteria for businesses who would be able to take advantage of programs developed by the city in its commercial corridors. The board advised staff that any programming and criteria should be flexible to allow for maximum participation. To that end, the following is a list of retail businesses are a staff recommendation to be considered under the North American Industrial Classification System (NAICS) codes 42, 44, 45, and 72 for review by the board:

Wholesale Trade (NAICS 42)
Merchant Wholesalers, Durable Goods (NAICS 423)
Merchant Wholesalers, Nondurable Goods (NAICS 424)
Wholesale Electronic Markets and Agents and Brokers (NAICS 425)
Retail Trade (NAICS 44-45)
~~Motor Vehicle and Parts Dealers (NAICS 441)~~
Furniture and Home Furnishings Stores (NAICS 442)
Electronics and Appliance Stores (NAICS 443)
Building Material and Garden Equipment and Supplies Dealers (NAICS 444)
Food and Beverage Stores (NAICS 445)
Health and Personal Care Stores (NAICS 446)
~~Gasoline Stations (NAICS 447)~~
Clothing and Clothing Accessories Stores (NAICS 448)
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)
~~General Merchandise Stores (NAICS 452) (e.g. Large department stores, other general merchandise stores)~~

Miscellaneous Store Retailers (NAICS 453) (e.g. Florists, office supplies, stationery and gift stores)
~~Nonstore Retailers (NAICS 454)~~
Accommodation and Food Services (NAICS 72)
Accommodation (NAICS 721)
Food Services and Drinking Places (NAICS 722)

From this list, the board may wish to do the following:
1. Accept the list
2. Amend the list
3. Provide more detail to particular categories and/or have specific categories relate to specific corridors.

Pending approval, the list will be added to other eligibility criteria (see below) for program development:

- The grant applicant must be a property owner or a business owner leasing a storefront;
- The business must be located within the boundaries of the Winter Park;
- If applying as the tenant, an affidavit must be signed by the property owner consenting to the improvements;
- Proposed project must be a small business as defined by the U.S. Small Business Administration (For more information visit www.sba.gov/size);
- Business may be an individually owned franchise as long as it meets all other criteria;
- Tenant must have at least two years remaining in lease at location of proposed project;
- Program can only be used once per building; regardless of ownership;
- Buildings with multiple occupants may be eligible on a case by case basis. Justification such as separate addresses, need, and quality of work proposed would all be considered;
- The project applicant must owe no outstanding property taxes, fees, judgment, or liens to the City of Winter Park or Orange County and have no outstanding code violations.
- *Project must be an identified as a 'positioning or potential' category as defined by the MJB retail vision analysis.*

strategic objectives

alternatives | other considerations

Accept the list
Amend the list
Provide additional detail

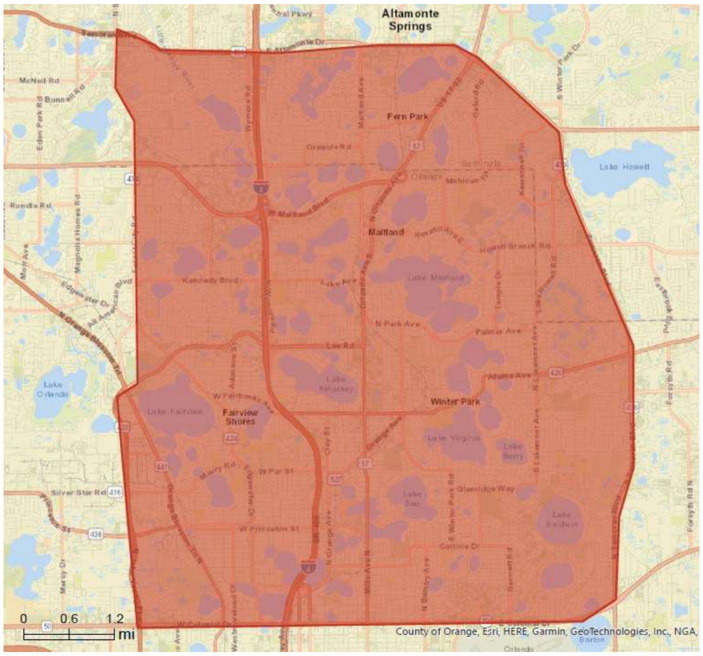
fiscal impact
N/A

attachments
1. WinterParkOnePagerNov2023

WINTER PARK RETAIL STRATEGIES

For more information, see Phase I memorandum.
Note: Potential categories referenced below are *not* meant to be prescriptive.

WINTER PARK RETAIL TRADE AREA



Note: Boundaries are approximate, intended for an order-of-magnitude understanding *only*.

GUIDING PRINCIPLES FOR RETAIL

The Phase I analysis suggested that stakeholders–public, non-profit, and private–incorporate the following themes and concepts into their respective approaches:

CO-TENANCY

The extent to which the site-location decisions of prospective retail tenants are driven by considerations of “co-tenancy”.

CRITICAL MASS FOR FASHION

The need for established shopping destinations, particularly ones specializing in fashion, to retain a “critical mass” (or remain above a certain threshold) of such stores.

GROUND FLOOR TENANCY

The importance of active retail tenancies on the ground floor of walkable districts and along the frontage of commercial corridors (to preserve such spaces for uses with the greatest need for high visibility)—in cases where tight market conditions prevail.

WINTER PARK RETAIL ECOLOGY

The understanding of Winter Park’s districts and corridors as a retail ecology or hierarchy, with the tight market for retail space in one creating “spillover” tenant demand in others.

ZONING & POLICIES

The accompanying notion that the city’s overall retail potential can only be maximized by grounding policies (including zoning) in such dynamics, even if in some cases that implies different expectations for individual properties and stakeholders.

INTERESTING MIX OF TENANCIES

The roles that development economics, permitted uses and rent expectations play in street-level vitality, with strategically-zoned, “second-generation” spaces often priced at levels that can be sustained by a broader and more interesting mix of tenancies.

FLEXIBILITY AS PRE-EMPTION

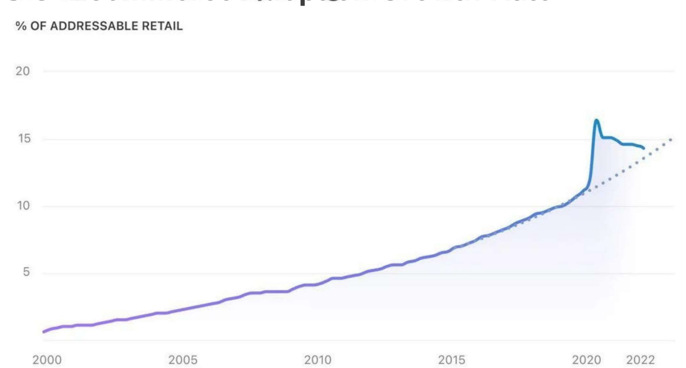
The realization that flexibility—in policy, zoning, approvals, and permitting—will be essential to keeping Winter Park relevant and differentiated in a rapidly-evolving and fiercely-competitive industry.

THE PRIMACY OF SUPPLY AND DEMAND

The recognition that market forces—specifically, supply and demand variables—can often dictate retail conditions and opportunities to a greater extent than the physical and design attributes of roads and buildings.

DEFINITION: “Retail” for the purposes of this scope-of-work has been defined broadly, to include any ground-floor uses that are consumer-facing—that is, welcoming potential customers either on a walk-in or subscription basis. This would encompass, then, personal services, food and beverage as well as entertainment venues, while precluding businesses that operate exclusively or primarily by appointment.

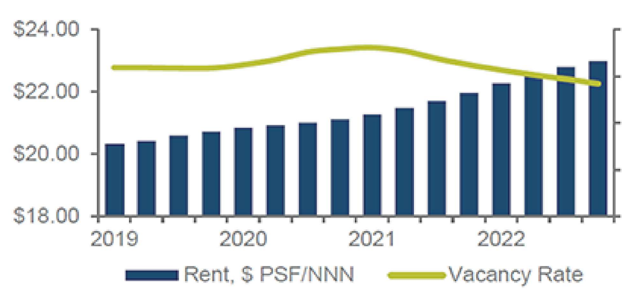
U.S. Ecommerce Adoption Growth Rate



Source: U.S. Census

CAPTION: **No, e-commerce has *not* taken over:** By 2022, the market share of online sales was roughly similar to where it would have been without the pandemic, given historic growth rates.

Overall Vacancy & Asking Rent



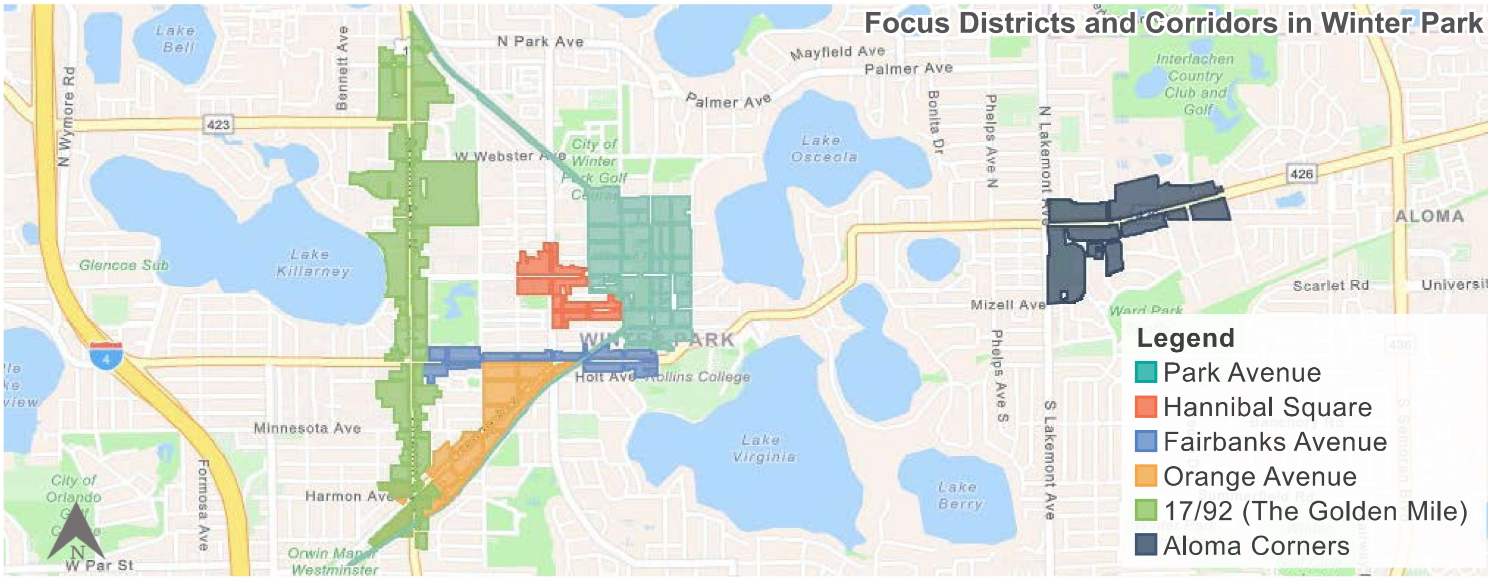
Source: CoStar; Cushman & Wakefield Research

CAPTION: **What Retail Apocalypse?** Despite pandemic-era disruption, the market for retail space was robust in 2021 and most of 2022, with declining vacancy rates and rising asking rents.

WINTER PARK RETAIL STRATEGIES

For more information, see Phase I memorandum.
Note: Potential categories referenced below are *not* meant to be prescriptive.

DISTRICT-SPECIFIC RETAIL VISION



PARK AVENUE

Current Positioning
- Metro's premier walkable/ authentic shopping destination
- Upmarket, skewing middle-aged and older

Potential
- Additional **fashion** co-tenancy
- Broadening of customer base
- Side-street opportunities

ORANGE AVENUE

Current Positioning
- Continuation of neo-hipsterdom to the south/ west
- Affordable **eclecticism**
- "Every-so-often" uses

Potential
- Home design/ improvement
- Craft food and beverage
- Vintage/resale

WINTER PARK SOCIAL HOUSE

HANNIBAL SQUARE

Current Positioning
- Park Avenue **spillover/ extension**
- Local orientation
- Food and beverage skew

Potential
- Destination concepts/brands
- Better connectivity/in-fill

17/92 (THE GOLDEN MILE)

Current Positioning
- **Upmarket/specialty strip commercial**
- "Restaurant Row" for north metro

Potential
- Comparison shopping (both upscale and value)
- "Non-commodified" conveniences
- Sophisticated/first-in-market food & beverage chain-lets

FAIRBANKS AVENUE

Current Positioning
- Park Avenue spillover + **Rollins**
- "Every so often" uses
- Primary gateway to I-4

Potential
- Hybrid college/general bookstore
- Home design/improvement, bridal
- Clinic (medical, dental, vet, etc.)
- Ongoing beautification

B&O

R BOOKSTORE

ALOMA CORNERS

Current Positioning
- Mid-market conveniences
- **Local draw**

Potential
- Fast casual/casual food and beverage
- Mall staples going "off-mall"

Economic Development Advisory Board

agenda item

item type
Non-Action Items

meeting date
November 14, 2023

prepared by
Kyle Dudgeon, Assistant Director of Budget and Strategic Programs

approved by
Peter Moore, Director of Budget and Strategic Programs

subject
Winter Park Business Academy Update

motion | recommendation
N/A

background
The 2021 EDAB strategic and action plan describes the opportunity to evaluate new programs for expanding businesses in Winter Park (Focus Area 3, strategy 1) and to establish roundtable sessions with market and subject matter experts for educational outreach (Focus Area 4, strategy 1). To this end, EDAB approved a pilot program with the National Entrepreneurship Center (NEC) in August to support the development of small entrepreneurial, minority, and home-based businesses with the goal of improving awareness of resource availability, technical skill, and financial acumen. The city hosted its first event on October 10th with a significant draw of 60 individuals. A follow-up event was held on October 24th which saw 35 individuals. Outside of formal events, the city and NEC are working to coordinate additional roundtables, one-on-one sessions, and resource connection to attending businesses. As of last week, 88 individuals have signed up for business coaching with SCORE through the WPBA Bizlink landing page.

The program contract is set to expire in Spring 2024. As part of the contract NEC will showcase where they have made impacts to businesses in an after action report.

strategic objectives
Business Retention & Expansion

alternatives | other considerations

fiscal impact

$10,000 for the contract was approved in August.

attachments

1. 10-10-23 Start & Grow Your Business in WP 1

STARTING & GROWING YOUR BUSINESS

INTRODUCING THE FREE "WINTER PARK BUSINESS ACADEMY"

TUESDAY, OCTOBER 10, 2023 | 5:30 - 7:00PM

WINTER PARK EVENTS CENTER | 1050 W. Morse Blvd., Winter Park, FL 32789

Have you heard the news? The City of Winter Park and its Community Redevelopment Agency (CRA) are launching the **Winter Park Business Academy (WPBA),** in partnership with the National Entrepreneur Center (NEC).

BIZLINKORANGE
Powered by the National Entrepreneur Center

Katy Cook
Program Manager
National Entrepreneur Center

SCORE Orlando

Lois Perry
Chapter Chair
SCORE

Join us for this inaugural, interactive session to learn about the WPBA, participate in our Hot Topic Survey, and hear about all the FREE resources that are available to assist you on your business journey.

The event is FREE & refreshments will be provided.

WINTER PARK BUSINESS ACADEMY IS POWERED BY:

CRA community redevelopment agency

City of Winter Park, Florida — Established 1882 — City of Culture and Heritage

20TH National Entrepreneur Center ANNIVERSARY

SCAN CODE AND RSVP NOW

FREE EVENT | REGISTER TODAY | BIZLINKORANGE.COM/WINTERPARK

Economic Development Advisory Board

agenda item

item type
Non-Action Items

meeting date
November 14, 2023

prepared by
Kyle Dudgeon, Assistant Director of Budget and Strategic Programs

approved by
Peter Moore, Director of Budget and Strategic Programs

subject
Retail Strategies Glossary List/Definitions

motion | recommendation
N/A

background
In addition to the one-page guidance sheet, staff has received direction to generate a supplemental piece which showcases the themes and general definitions for concepts that should permeate through the Winter Park business community. Staff is working with MJB to refine the existing draft. No action is required of the board. Next steps include a hand-off between MJB and select members of the broker community to speak on these ideas and promote buy-in.

strategic objectives

alternatives | other considerations

fiscal impact

attachments
1. WinterParkRetailVision_Glossary Definitions_DRAFT

RETAIL GLOSSARY

Some of the key themes and concepts that emerged from the analysis in Phase I, as useful context for what has been proposed within the *Implementation Matrix*, include the following:

CO-TENANCY

The extent to which the site-location decisions of prospective retail tenants are driven by considerations of “co-tenancy”, that is, the nearby businesses that generate relevant cross-traffic.

CRITICAL MASS

The need for established shopping destinations, particularly ones specializing in comparison goods, to retain a “critical mass” (or remain above a certain threshold) of such stores.

GROUND FLOOR TENANCY

The importance of active retail tenancies on the ground floor of walkable districts and along the frontage of commercial corridors (to preserve such spaces for uses with the greatest need for high visibility)—in cases where tight market conditions prevail.

DWELL TIME

The ability for retail and restaurant tenants to add to experience and keep consumers in a particular area. While retail may entertain and initiatie dwell times, restaurants can extend to a particular degree.

COMPARISON SHOPPING/GOODS

As opposed to comparative goods, comparison offers the feeling of authenticity and experience when shopping for upscale and brand items that extend dwell time, and provide a layer of quality to an area.

CROSS TRAFFIC

The realization that flexibility—in policy, zoning, approvals, and permitting—will be essential to keeping Winter Park relevant and differentiated in a rapidly-evolving and fiercely-competitive industry.

RETAIL TRADE AREA

Consumer behavior is driven from residents, guests, tourists, and individuals in the retail trade area. See retail flyer for more!

Economic
Development Advisory
Board

agenda item

item type
Non-Action Items

meeting date
November 14, 2023

prepared by
Kyle Dudgeon, Assistant Director of Budget and Strategic Programs

approved by
Peter Moore, Director of Budget and Strategic Programs

subject
Retail Program Development

motion | recommendation
Recommendation to proceed with a build-out and enhancement area program for approval by EDAB and Commission is requested

background
Over the past year, staff has worked with EDAB on the development of target industries related to retail synergies across the city's commercial corridors. To that end, staff is proposing programs to encourage the recommendations provided by MJB consultants. At the October meeting, staff introduced the item, explored analysis, and suggested that the board review the incentive research matrix for any additional programs that would add value to the work completed to date. At the conclusion of this item, staff is asking for two items: 1. Do we need to develop any additional programs? 2. Give blessing on the development of the two programs proposed by staff.

strategic objectives

alternatives | other considerations
Additions to program development
Amendments to program development
Removal of programs to develop

fiscal impact

attachments

1. Winter Park Employment Analysis_Final 4-13-2022
2. Winter Park Retail Strategies Report_June 2023_Final Draft v3
3. CRA.WP Incentives 2023
4. Business Incentive City Comparisons
5. WinterParkOnePagerNov2023

CITY OF WINTER PARK
EMPLOYMENT ANALYSIS

APRIL 2022

Prepared by GAI Consultants, Inc.
Prepared for City of Winter Park, Florida

CITY OF WINTER PARK

EMPLOYMENT ANALYSIS

APRIL 2022

GAI's Community Solutions Group (CSG) is a cross-functional team of professionals that helps create sustainable, livable places. We plan and design public spaces, sculpt landscapes and parks, reimagine streets and roads, and provide the regulatory and economic insight necessary to bring projects to life.

ACKNOWLEDGMENTS

Mr. Kyle Dudgeon | Assistant Division Director
City of Winter Park CRA/Economic Development

City of Winter Park
401 South Park Avenue
Winter Park, Florida 32789
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TABLE OF **CONTENTS**

SUMMARY OF MAJOR FINDINGS

GAI Consultant's Community Solutions Group ("CSG") was retained by the Economic Development division within the City of Winter Park ("Client") to conduct a discrete economic analysis associated with the City of Winter Park in Orange County, Florida. Specifically, the analysis provides certain benchmark data, centering on broad employment clusters of the City of Winter Park overall compared with other nearby communities. The analysis also compares certain categories of retail expenditures in the downtown area of Winter Park to the city as a whole, while identifying possible gaps and retail leakage.

This employment aspects of the analysis compares 2019 data to the benchmarking data previously prepared for the City of Winter Park. That prior analysis utilized 2009 and 2016 data. Although 2020 data is available, we believe 2019 data yields a more useful set of information for comparisons, as it eliminates any skewed impacts stemming from the COVID-19 global pandemic.

The major findings of the analysis are as follows:

- The City of Winter Park has experienced a growth in population and employment of 7% and 2.4%, respectively, over the last ten years.
- The City of Winter Park has output (total jobs) more than sufficient to meet the local demand (labor force participation), and therefore the rest of their jobs are effectively exported, creating net wealth for the community.
- Given the large concentration of jobs captured internally, there is at least an impression that a portion of the City of Winter Park's wealth is related to the presence of certain higher wage activity occurring locally.
- The City of Winter Park has a higher concentration of sector employment than the national economy within seven target clusters: Education & Knowledge Creation; Real Estate & Development; Arts, Culture, & Entertainment; Health Care Services; Financial & Professional Services; Retail Trade; and Creative Services.
- Consumers in Winter Park's downtown are spending $7.7 million on retail goods, approximately 1.68% of the total retail spending within the City of Winter Park.
- Winter Park's downtown and the city as a whole are generating a surplus (sales) of nearly $109.1 million and $304.3 million per year, respectively, in excess of what the resident population would otherwise be expected to support suggesting that additional sales and receipts are effectively from population outside the market area.

SECTION ONE:
CLUSTER ANALYSIS

ANALYSIS OVERVIEW

Using a standard Location Quotient ("LQ") technique, GAI tabulated the major employment clusters present in the City of Winter Park as a means of showing the community's talent resources and best competitive labor assets, as well as benchmarking the employment clusters within the City of Winter Park to comparable jurisdictions. The usual interpretation of such data is that superior concentrations are the basis on which to position a community for additional economic growth and/or to identify skills or resources in need of improvement should other industry groups be worthy of incubation, advancement, or growth. This section provides an update to the previous analysis using most current data provided by the U.S. Census Bureau County Business Patterns ("CBP") program.

Specifically, the tasks or data detailed in this section include:

- Compare annual employment trends in terms of total employment, growth rate, and wages within the City of Winter Park relative to those in other area cities.
- Compare the concentration and number of jobs in certain key categories within the City of Winter Park relative to those in other area cities (location quotient analysis).
- Identify the categories of employment with the greatest concentration and current level of employment.
- Comment on and quantify the information in terms of the City's potential for job growth and economic development.
- Compare and contrast concentration results from a base year (shift-share analysis).

GAI has made every effort to reflect employment establishments that physically exist in the city limits of Winter Park as well as other area cities. However, the level of employment detail required for this analysis may include areas that are only approximate to jurisdictional boundaries. While representations of concentrations within areas are approximate, calculations based on the source data are accurate and reasonably consider the conditions implied.

WHAT IS ECONOMIC DEVELOPMENT?

Economic Development is generally described as succeeding in three areas:

- Net gain of economic flows into the community – An economic impact base is derived from the production of goods and services in excess of local consumption needs. The presumption is that this excess production generates wealth.
- Focus of local government to improve our standard of living – Creation of jobs, higher wealth, and an overall better quality of life.
- Progress in an economy – The adoption of new technologies, transition from agriculture to industry-based economy, and general improvement in living standards.

The broader context of community impacts related to economic development include measures for employment opportunities, employment growth, the nature of jobs, educational opportunities, safety and welfare, and income and wealth, among others. There are many ways of measuring economic development efforts, but one common, consistent, and easily understood measure is simply related to the concentration and growth of jobs by type of industries or employment clusters, consistent with community goals.

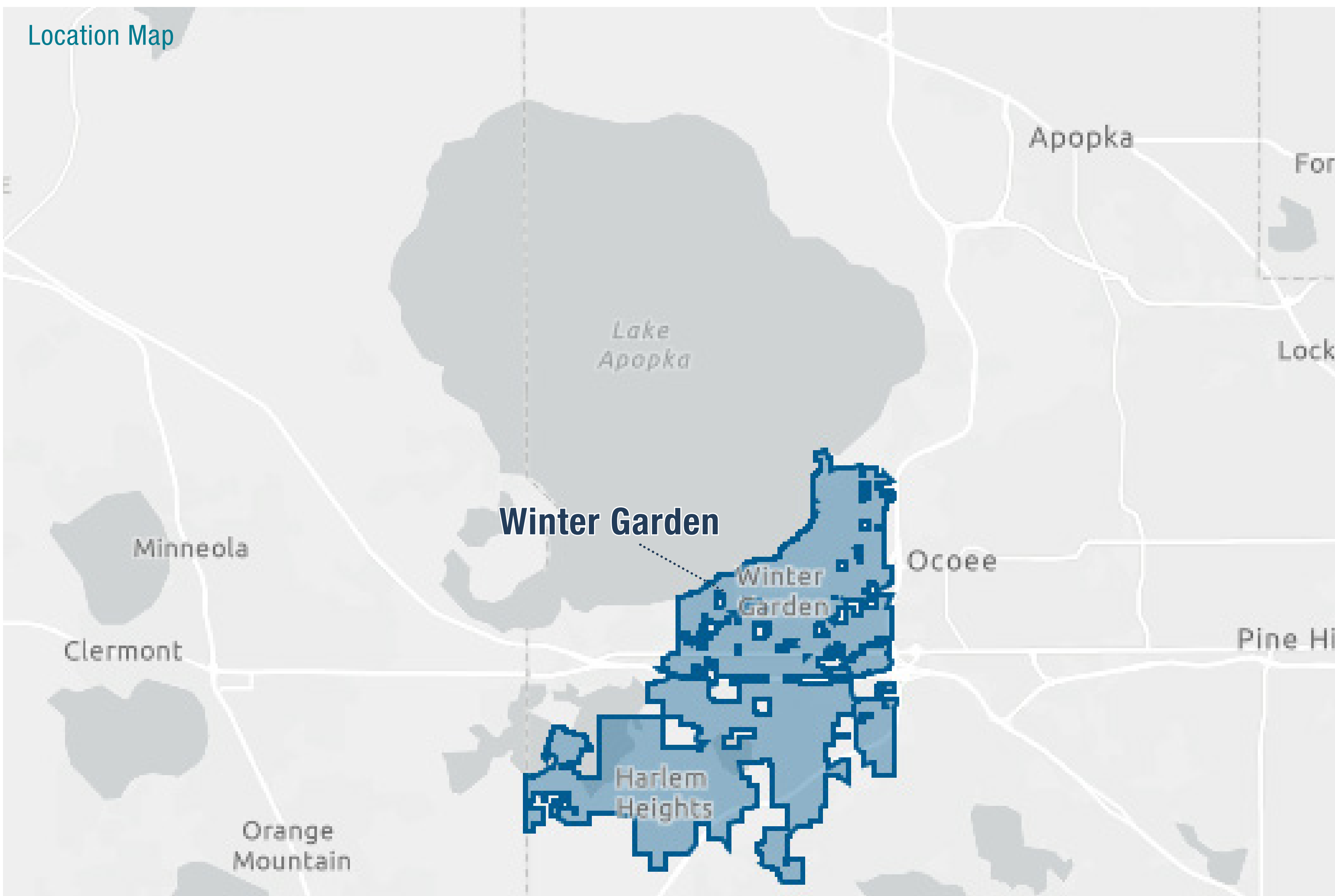
To be clear, the measures while themselves accurate and suggestive of an economic focus, *do not* address the efficiency and successful leveraging of these talents or strengths that come through programs, information exchanges, professional networks, allied research efforts, or strategically organized efforts between and among the strongest employers.

BENCHMARKING

In the context of economic analysis, making comparisons between and among groups or entities ("benchmarking") allows for specific inferences or potential conclusions to be drawn from individual metrics. Benchmarking does not require that groups or entities are identical in every aspect or on every dimension, but only one or two specific attributes.

In fact, the many potential differences among groups or entities that share something in common is a main contributor to the process of making inferences or drawing conclusions. The main challenge with selecting "comparable" locations for this type of economic analysis is a result of the many qualitative perceptions that make locations more or less alike.

There are more than 410 cities, towns, and villages in the State of Florida. The vast majority of these local jurisdictions represent smaller areas; only 2.2% or 9 cities in the state have a land area greater than 75



square miles. Whereas more than 71% or 292 cities, towns, and villages have land area of less than 10 square miles.

Based on the previous analysis, GAI identified comparable locations using quantitative metrics based on land area, population, density, and population growth, as illustrated in the table below. These locations include the cities of Maitland and Winter Garden both located in Orange County, as well as the City of Casselberry located in Seminole County.

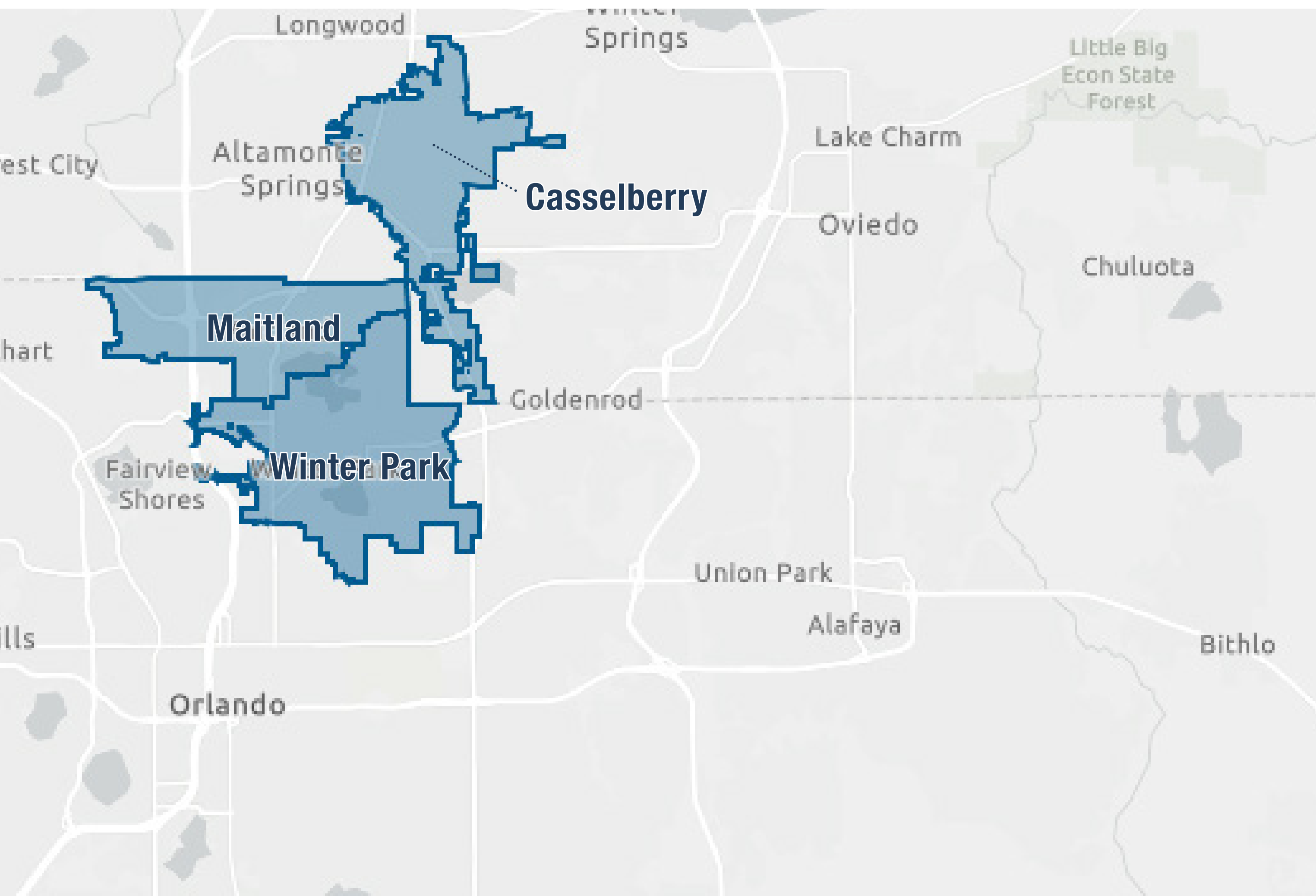
Winter Park has experienced the least amount of population growth over the last 10 years compared to the other benchmark cities. Whereas Winter Garden has captured five times the amount of population growth comparatively to that of Winter Park.

Benchmark Comparables

Municipality	2020 Pop.	Area (Sq. Mi.)	Gross Density	2010-20 Growth
Winter Park	29,795	10.2	2,921	7%
Maitland	19,543	7.5	2,606	24%
Winter Garden	46,964	17.9	2,624	36%
Casselberry	28,794	6.4	4,499	10%

Sources: U.S. Census Bureau; GAI Consultants.

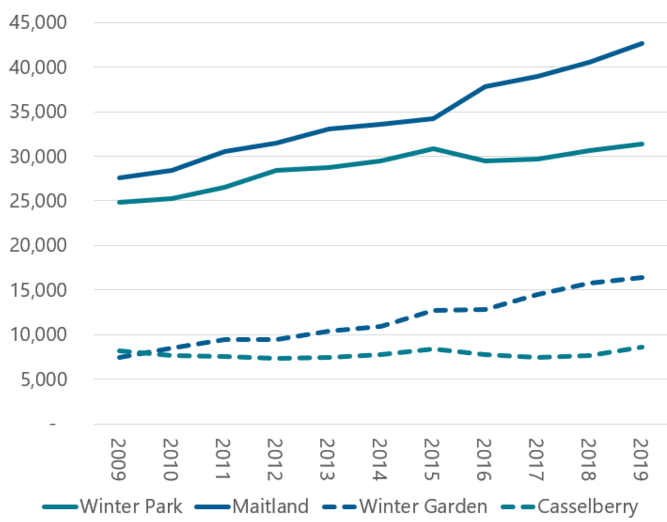
The map below illustrates the general location of these comparable jurisdictions to one another within the broader Central Florida region.



EMPLOYMENT MARKET

The most current employment by sector data provided by the U.S. Census Bureau County Business Patterns ("CBP") program for the City of Winter Park, and the benchmark comparable jurisdictions is year-end 2019. Over the last ten years, 2009 to 2019, employment within the City of Winter Park has grown at a compound annual growth rate ("CAGR") of 2.4%, adding over 6,500 jobs to the total employment within the City. During this same time frame, employment within Maitland, Winter Garden, and Casselberry have also seen positive growth at CAGRs of 4.5%, 8.2%, and 0.5%, respectively, as illustrated in the figure below.

Annual Employment Trends 2009-2019



Sources: U.S. Census Bureau; GAI Consultants.

The concept of a basic industry (jobs supported by activity in excess of local demand), is that it induces a positive flow of activity into a local economy. Whether that economic activity creates wealth that remains in the local area is a more complicated issue. However, the excess of employment above local demand is a strong indicator of more opportunity for employment and higher levels of wealth tied to the resources residing in the defined area. Metrics used to analyze excess employment above local demand include jobs per 100 population and export-import employment.

If jobs per 100 population is greater than 100 this indicates that there are more employment opportunities than local population within an area. In this analysis, the City of Maitland and the City of Winter Park are the only jurisdictions with jobs per capita greater than 100, as indicated in the table below. To establish some important perspective, there are only 40.1 jobs per 100 population in the United States.

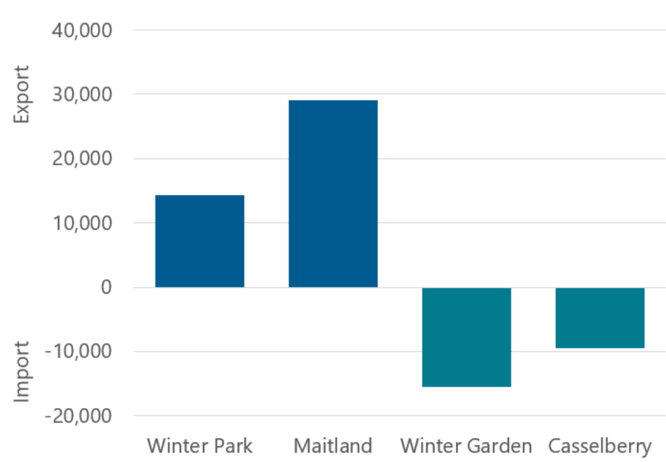
Jobs per 100 Population

Municipality	Population (000s)	Employ. (000s)	Jobs per 100 Pop.
United States	331,449	132,989	40.1
Winter Park	29.8	31.4	143.2
Maitland	19.5	42.7	160.4
Winter Garden	47.0	16.4	34.8
Casselberry	28.8	8.6	30.0

Sources: U.S. Census Bureau; GAI Consultants.

In addition, export-import employment represents the total amount of jobs relative to the labor force population in a local area. The City of Maitland and the City of Winter Park both have output (total jobs) more than sufficient to meet the local demand (labor force participation), therefore the rest of their jobs are effectively exported, as illustrated in the figure below.

Export–Import Employment



Sources: U.S. Census Bureau; GAI Consultants.

LIVE-WORK-PLAY

The concept of *Live-Work-Play* has grown in popularity in the field of planning, as numerous strands of planning literature increasingly highlight the potential benefits of creating places to live, work, and play, in close proximity. But it is important to understand that creating places that maximize these benefits does not necessarily require complete balance, particularly with the interrelationship of living and working.

The table below illustrates the number and concentration of workers, 16 years and over, who are employed within their place of residence. For the purposes of this analysis, the place of residence represents the specified jurisdiction with comparison to the United States.

Based on data from the previous report, the percentage of workers who live and work within the City of Winter Park, Maitland, and Winter Garden decreased from 2009 to 2019. These decreases indicate that employees who live within the city limits are seeking employment outside which may be attributed to the location of an employee's specific industry, higher wages located in other jurisdictions, or a variety of other factors. Given the benchmarking dates, the influence of COVID is *not* likely to be one of those factors. Comparatively, the percentage of workers who live and work within their place of residence increased within the City of Casselberry and remained unchanged in the United States as a whole.

Work in Place of Residence

Municipality	2009	2019	% Change
United States	43%	43%	–
Winter Park	34%	29%	(16%)
Maitland	21%	18%	(16%)
Winter Garden	20%	16%	(20%)
Casselberry	13%	16%	20%

Sources: U.S. Census Bureau; GAI Consultants.

WAGES COMPARISON

Over the last ten years, 2009 to 2019, workers within the City of Winter Park earning more than $3,333 per month has increased significantly at a CAGR of 25%, as illustrated in the table below.

Winter Park Jobs by Earnings

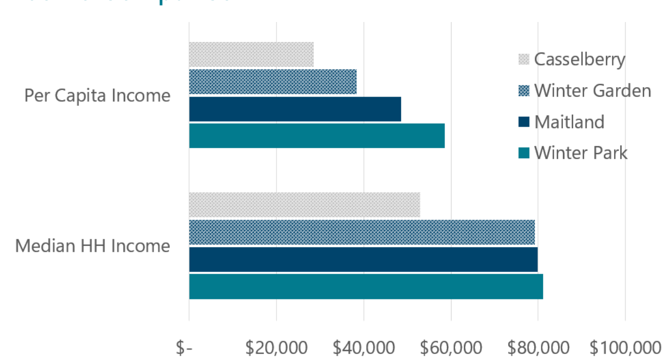
	Employ. Share, 2009	Employ. Share, 2019	% Change
$1,250 per month or less	25.7%	24.0%	(6.7%)
$1,251 to $3,333 per month	41.6%	35.2%	(15.5%)
More than $3,333 per month	32.7%	40.9%	25.0%

Sources: U.S. Census Bureau; GAI Consultants. Note: Represents total share of employment for that given year.

As of year-end 2020, the per capita income within the City of Winter Park was $58,645 with a median household income of $81,065; both significantly greater than that observed at the national level with a per capita income of $35,106 and a median household income of $64,730. Comparatively, the income levels within the City of Winter Park are also greater than that of the incomes observed within the benchmark jurisdictions, as illustrated in the figure below.

Given the large concentration of jobs captured internally, there is at least an impression that a portion of this community's wealth is related to the presence of certain higher wage activity occurring locally.

Income Comparison



Sources: U.S. Census Bureau; GAI Consultants.

EMPLOYMENT CLUSTERS

One form of economic development analysis suggests that economic activities in an area can be divided into two very discrete and impactful categories: *basic* and *non-basic*. *Basic* industries are those exporting goods and services beyond a local region or market and bringing wealth from outside. These industries may also be referred to as traded clusters. *Non-basic* industries, or local clusters, sell products and services primarily to support needs within the local market.

To understand these concepts very broadly, it is instructive to think of Disney's attendance. The service (a tourist attraction offered locally) encourages a steady flow of outsiders who bring in wealth. In effect, the service or goods provided locally are exported based on the level of financial exchange. Some local people visit Disney's attractions, but the majority of the inflows are from outside the area. Disney is likely this region's largest export producer or basic industry.

For a number of reasons, export-import flows are usually not tracked at sub-national levels. Consequently, it is not practical to study industry output and trade flows to and from a local area. As an alternative, the concepts of *basic* and *non-basic* output are operationalized using employment data, and location quotients ("LQ").

A LQ is an analytical statistic that measures how concentrated a particular industry, cluster, occupation, or demographic is within an area. For this analysis, the LQ formula shows whether a local area is employing enough workers in each sector compared with that of a balanced national economy.

- **When the LQ = 1.0,** this indicates that the sector employment is equally specialized in both the national and regional economy. Therefore, supply is equal to local demand.
- **If LQ < 1.0,** the output is not sufficient to meet the local demand and imports are needed. In other terms, the regional economy has a smaller concentration of sector employment than the national economy.
- **If LQ > 1.0,** the output is more than sufficient to meet the local demand and excess is exported. In other terms, the regional economy has a higher concentration of sector employment than the national economy.

WINTER PARK TARGET CLUSTERS

Industry clusters are local concentrations of related industries. Clusters reflect a network of economic relationships that can create a desired competitive advantage. This advantage then becomes an enticement for similar industries and suppliers to either develop or relocate locally.

In most cases, target clusters are generally industry clusters with an LQ greater than 1.0, indicating a higher concentration of sector employment compared to that of the national economy. These suggest a supply of talent or resources on which to build. The activities and resources largely exist to be leveraged and enhanced. Based on the previous analysis, we compared seven measurable target clusters within the City of Winter Park. These target clusters include, but are not limited to, the following:

- *Education & Knowledge Creation:* Establishments which provide instruction and training in a wide variety of subjects, provided through specialized establishments, such as schools, colleges, universities, and training centers.
- *Real Estate & Development:* Establishments primarily engaged in renting, leasing, and establishments providing related services; as well as establishments primarily engaged in the construction of residential and commercial buildings.
- *Arts, Entertainment, & Food Services:* Establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests.
- *Health Care Services:* Establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance programs.
- *Financial & Professional Services:* Establishments primarily engaged in financial transactions, as well as establishments that specialize in performing professional, scientific, and technical activities for others. These activities typically require a high degree of expertise and training.
- *Retail Trade:* Establishments engaged in retailing merchandise and rendering services incidental to the sale of merchandise.
- *Creative Services:* Establishments engaged in writing, designing, producing, and distributing information, creative work, and cultural products.

The table below illustrates the current and historical LQ for these target clusters within the City of Winter Park as it relates to the national economy, as well as the total employment within each industry cluster as of year-end 2019.

Target Clusters in the City of Winter Park

Target Cluster	2009 LQ	2016 LQ	2019 LQ	Total Employ. (2019)[1]
Education & Knowledge Creation	2.89	2.86	2.09	1,262
Real Estate & Development	4.39	2.70	1.53	2,472
Arts, Culture, & Entertainment	1.82	1.94	2.78	3,183
Health Care Services	1.39	1.93	1.43	5,221
Financial & Professional Services	2.24	2.68	1.71	5,127
Retail Trade	2.15	1.90	1.21	3,384
Creative Services[2]	9.27	11.09	3.08	1,043

Sources: U.S. Census Bureau; GAI Consultants. Notes: (1) Represents total employment by target cluster within the City of Winter Park as of year-end 2019. (2) The significant change in LQ for Creative Services can be attributed to a reclassification of industry related services under a new NAICS code.

The following tables illustrate the specialized (LQ>1.0) industries within each target cluster relative to total employment size, national and local share of total employment, and the industry's LQ as of year-end 2019.

Education and Knowledge Creation (Employment > 50)

NAICS	Specialized Industry	National Share[1]	Local Share[2]	Total Employ.[3]	2019 LQ[3]
61151	Technical and Trade Schools	0.08%	0.41%	126.9	5.18
61171	Educational Support Services	0.08%	0.38%	119.5	4.82
61169	All Other Schools and Instructions	0.14%	0.29%	91.1	2.03
61162	Sports and Recreation Instruction	0.11%	0.18%	55.2	1.62
61111	Elementary and Secondary Schools	0.82%	1.05%	328.4	1.27
61131	Colleges, Universities, & Professional Schools[4]	1.43%	1.39%	434.6	0.97

Sources: U.S. Census Bureau; GAI Consultants. Notes: (1) Represents the industry level jobs to total employment at the National (U.S.) level. (2) Represents the industry level jobs to total employment at the local level. (3) Represents total employment and LQ within the City of Winter Park as of year-end 2019. (4) This industry is just under the equally specialized threshold at the local and national level.

Real Estate and Development (Employment > 50)

NAICS	Specialized Industry	National Share[1]	Local Share[2]	Total Employ.[3]	2019 LQ[3]
53121	Offices of Real Estate Agents and Brokers	0.26%	0.97%	305.1	3.71
54133	Engineering Services	0.87%	1.76%	552.2	2.08
23622	Commercial and Institutional Building Construction	0.47%	0.61%	189.9	1.29
23731	Highway, Street, and Bridge Construction	0.23%	0.28%	87.5	1.22
23816	Roofing Contractors	0.15%	0.17%	53.0	1.17
23831	Drywall and Insulation Contractors	0.20%	0.23%	73.1	1.15
23811	Poured Concrete Foundation and Structure	0.18%	0.20%	66.3	1.08
23611	Residential Building Contractors[4]	0.57%	0.53%	165.1	0.93

Sources: U.S. Census Bureau; GAI Consultants. Notes: (1) Represents the industry level jobs to total employment at the National (U.S.) level. (2) Represents the industry level jobs to total employment at the local level. (3) Represents total employment and LQ within the City of Winter Park as of year-end 2019. (4) This industry is just under the equally specialized threshold at the local and national level.

Arts, Entertainment, and Food Services (Employment > 25)

NAICS	Specialized Industry	National Share[1]	Local Share[2]	Total Employ.[3]	2019 LQ[3]
71311	Amusements and Theme Parks	0.13%	1.63%	510.2	12.54
41131	Promoters of Performing Arts, Sports, and Similar Events with Facilities	0.12%	0.14%	43.60	1.16
72231	Food Service Contractors	0.50%	0.54%	168.7	1.07
72251	Restaurants and Other Eating Places[4]	8.35%	7.62%	2,389.4	0.91

Sources: U.S. Census Bureau; GAI Consultants. Notes: (1) Represents the industry level jobs to total employment at the National (U.S.) level. (2) Represents the industry level jobs to total employment at the local level. (3) Represents total employment and LQ within the City of Winter Park as of year-end 2019. (4) This industry is just under the equally specialized threshold at the local and national level.

Health Care Services (Employment > 80)

NAICS	Specialized Industry	National Share[1]	Local Share[2]	Total Employ.[3]	2019 LQ[3]
62231	Specialty Hospitals	0.18%	0.90%	282.3	4.97
62111	Offices of Physicians	1.92%	2.82%	884.6	1.47
62211	General Medical and Surgical Hospitals	4.20%	6.02%	1,886.0	1.43
62151	Medical and Diagnostic Laboratories	0.22%	0.27%	84.1	1.25
62121	Offices of Dentists	0.73%	0.75%	235.2	1.02

Sources: U.S. Census Bureau; GAI Consultants. Notes: (1) Represents the industry level jobs to total employment at the National (U.S.) level. (2) Represents the industry level jobs to total employment at the local level. (3) Represents total employment and LQ within the City of Winter Park as of year-end 2019.

Financial and Professional Services (Employment > 200)

NAICS	Specialized Industry	National Share[1]	Local Share[2]	Total Employ.[3]	2019 LQ[3]
52313	Securities Brokerage	0.18%	0.58%	181.3	3.13
54111	Offices of Lawyers	0.80%	2.15%	673.6	2.69
56161	Investigation, Guard, and Armored Car Services	0.65%	1.50%	469.4	2.29
54161	Management Consulting Services	0.86%	1.89%	593.6	2.20
52429	Other Insurance Related Activities	0.33%	0.64%	202.1	1.96
54121	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	0.87%	1.11%	348.1	1.27

Sources: U.S. Census Bureau; GAI Consultants. Notes: (1) Represents the industry level jobs to total employment at the National (U.S.) level. (2) Represents the industry level jobs to total employment at the local level. (3) Represents total employment and LQ within the City of Winter Park as of year-end 2019.

Retail Trade (Employment > 75)

NAICS	Specialized Industry	National Share[1]	Local Share[2]	Total Employ.[3]	2019 LQ[3]
45322	Gift, Novelty, and Souvenir Stores	0.11%	0.40%	126.3	3.72
44821	Shoe Stores	0.17%	0.43%	134.6	2.57
44814	Family Clothing Stores	0.55%	1.15%	362.1	2.10
44812	Women's Clothing Stores	0.23%	0.29%	89.4	1.25
44314	Electronics and Appliance Stores	0.22%	0.26%	81.7	1.18
45411	Electronic Shopping and Mail-Order Houses	0.42%	0.48%	150.0	1.13

Sources: U.S. Census Bureau; GAI Consultants. Notes: (1) Represents the industry level jobs to total employment at the National (U.S.) level. (2) Represents the industry level jobs to total employment at the local level. (3) Represents total employment and LQ within the City of Winter Park as of year-end 2019.

Creative Services (Employment > 45)

NAICS	Specialized Industry	National Share[1]	Local Share[2]	Total Employ.[3]	2019 LQ[3]
54181	Advertising Agencies	0.14%	0.81%	252.7	5.83
54192	Photogenic Services	0.05%	0.25%	79.8	5.62
54131	Architectural Services	0.13%	0.42%	130.6	3.09
51513	Television Broadcasting	0.09%	0.16%	48.7	1.68
51121	Software Publishers	0.52%	0.57%	179.9	1.11

Sources: U.S. Census Bureau; GAI Consultants. Notes: (1) Represents the industry level jobs to total employment at the National (U.S.) level. (2) Represents the industry level jobs to total employment at the local level. (3) Represents total employment and LQ within the City of Winter Park as of year-end 2019.

MAJOR EMPLOYMENT SECTORS AND CONCENTRATIONS

The following tables illustrate the major employment sectors and top concentrations within the City of Winter Park, as well as the benchmark communities. Without regard to target clusters, major employment sectors indicate the industries which have the greatest share of total employment, and top concentration are industries that have the highest concentration of employment relative to the national level.

Winter Park

Top Employment Sectors

NAICS	Specialized Industry	Share of Total Employment (%)	2019 LQ
72251	Restaurants and Other Eating Places	7.62%	0.91
62211	General Medical and Surgical Hospitals	6.02%	1.43
72111	Hotels (except Casino Hotels) and Motels	5.64%	4.55
54151	Computer Systems Designs and Relative Services	3.87%	2.68
62111	Offices of Physicians	2.82%	1.47
55111	Management of Companies and Enterprises	2.57%	0.97
56132	Temporary Help Services	2.49%	0.94
54111	Offices of Lawyers	2.15%	2.69

Sources: U.S. Census Bureau; GAI Consultants.

Top Concentrations

NAICS	Specialized Industry	Share of Total Employment (%)	2019 LQ
56152	Tour Operators	0.77%	31.02
56192	Convention and Trade Show Organizers	0.93%	12.76
71311	Amusements and Theme Parks	1.63%	12.54
52313	Commodity Contracts Dealing	0.07%	10.83
56159	Other Travel Arrangement and Reservation Services	0.44%	6.45
56151	Travel Agencies	0.46%	5.97
54181	Advertising Agencies	0.81%	5.83
52413	Reinsurance Carriers	0.06%	5.71
54192	Photographic Services	0.25%	5.62
61151	Technical and Trade Schools	0.41%	5.18

Sources: U.S. Census Bureau; GAI Consultants.

Maitland

Top Employment Sectors

NAICS	Specialized Industry	Share of Total Employment (%)	2019 LQ
62211	General Medical and Surgical Hospitals	6.47%	1.54
52211	Commercial Banking	3.25%	2.81
54151	Computer Systems Design and Related Services	3.19%	2.20
62111	Offices of Physicians	3.03%	1.58
51731	Wired and Wireless Telecommunications	2.81%	3.71
52429	Other Insurance Related Activities	2.80%	8.53
52312	Securities Brokerage	2.51%	13.60
55111	Management of Companies and Enterprises	2.43%	0.92

Sources: U.S. Census Bureau; GAI Consultants.

Top Concentrations

NAICS	Specialized Industry	Share of Total Employment (%)	2019 LQ
52313	Commodity Contracts Dealing	0.29%	47.04
56152	Tour Operators	0.62%	24.98
52413	Reinsurance Carriers	0.27%	24.80
52312	Securities Brokerage	2.51%	13.60
71311	Amusement and Theme Parks	1.57%	12.07
56192	Convention and Trade Show Organizers	0.75%	10.27
52429	Other Insurance Related Activities	2.80%	8.53
52314	Commodity Contracts Brokerage	0.05%	7.59
52239	Other Activities Related to Credit Intermediation	0.47%	6.63
52229	Other Non-Depository Credit Intermediation	2.15%	6.45
51512	Television Broadcasting	0.57%	6.15

Sources: U.S. Census Bureau; GAI Consultants.

Winter Garden

Top Employment Sectors

NAICS	Specialized Industry	Share of Total Employment (%)	2019 LQ
72251	Restaurants and Other Eating Places	7.29%	0.87
72111	Hotels (except Casino Hotels) and Motels	5.39%	4.35
44511	Supermarkets and Other Grocery Stores	2.72%	1.37
56132	Temporary Help Services	2.60%	0.99
62211	General Medical and Surgical Hospitals	2.47%	0.59
11511	Support Activities for Crop Production	2.39%	44.85
23822	Plumbing, Heating, and Air-Conditioning Contractors	2.25%	2.72
45231	General Merchandise Stores (Warehouse Clubs)	2.24%	1.29
44814	Family Clothing Stores	2.19%	3.99
23622	Commercial and Institutional Building Construction	2.09%	4.45

Sources: U.S. Census Bureau; GAI Consultants.

Top Concentrations

NAICS	Specialized Industry	Share of Total Employment (%)	2019 LQ
11511	Support Activities for Crop Production	2.39%	44.85
11521	Support Activities for Animal Production	0.57%	35.42
56162	Tour Operators	0.81%	32.46
56192	Convention and Trade Show Organizers	0.97%	13.35
45322	Gift, Novelty, and Souvenir Stores	0.76%	7.05
56159	Other Travel Arrangement and Reservation Services	0.46%	6.74
33331	Commercial and Service Industry Machinery Manufacturing	0.37%	6.50
71311	Amusement and Theme Parks	0.84%	6.45
56151	Travel Agencies	0.48%	6.24

Sources: U.S. Census Bureau; GAI Consultants.

Casselberry

Top Employment Sectors

NAICS	Specialized Industry	Share of Total Employment (%)	2019 LQ
72251	Restaurants and Other Eating Places	8.86%	1.06
44511	Supermarkets and Other Grocery Stores	4.44%	2.23
62211	General Medical and Surgical Hospitals	3.30%	0.79
56142	Telephone Call Centers	3.11%	9.31
45231	General Merchandise Stores (Warehouse Clubs)	3.10%	1.79
62111	Offices of Physicians	2.56%	1.33
61111	Elementary and Secondary Schools	2.19%	2.66
56132	Temporary Help Services	2.16%	0.82
54151	Computer Systems Design and Related Services	2.09%	1.45

Sources: U.S. Census Bureau; GAI Consultants.

Top Concentrations

NAICS	Specialized Industry	Share of Total Employment (%)	2019 LQ
56159	Other Travel Arrangement and Reservation Services	0.90%	13.14
56142	Telephone Call Centers	3.11%	9.31
45439	Other Direct Selling Establishments	0.65%	8.07
61121	Junior Colleges	0.27%	6.00
61143	Professional and Management Development Training	0.23%	5.59
56179	Other Services to Buildings and Dwellings	0.31%	5.45
54149	Other Specialized Design Services	0.04%	5.35
44613	Optical Goods Stores	0.29%	4.67
45421	Vending Machine Operators	0.14%	4.28

Sources: U.S. Census Bureau; GAI Consultants.

SHIFT-SHARE ANALYSIS

A shift-share analysis identifies the sources of regional economic changes. Generally used in regional science, political economy, and urban studies, a shift-share analysis helps determine what portions of regional economic growth or decline can be attributed to factors at the national, regional, and economic industry level.

A shift-share analysis examines the changes over time of an economic variable within industries of a regional economy, and divides that change into various components. Economic variables can include migration, demographics, firm formations and growth, and the most commonly used variable, employment. Within this analysis, changes are calculated for each industry at the regional level. Each regional change is decomposed into the following three components.

1. **National Growth** effect is the portion of the change attributed to the total growth of the national economy. National Growth equals the theoretical change in the regional variable assuming it has increased by the same percentage as the national economy.
2. **Industry Mix** effect is the portion of change attributed to the performance of the specific economic industry. Industry Mix equals the theoretical change in the regional variable assuming it has increased by the same percentage as the industry nationwide, minus the national growth effect.
3. **Local Share** effect is the portion of change attributed to regional influences, and is the component of primary concern to regional analysts. Local Share equals the actual change in the regional variable, minus the national growth and industry mix effects.

The following table illustrates the summary of the local shift-share from 2009 to 2019 within the City of Winter Park for each of the target clusters previously referenced, as well as a combined *all other* industries category for year-end 2019.

Target Clusters in the City of Winter Park

Target Cluster	Total Employ. (2019)[1]	Local Share Change[2]
Education & Knowledge Creation[3]	1,262	(115)
Real Estate & Development	2,059	473
Arts, Culture, & Entertainment	3,126	(82)
Health Care Services	5,717	2,251
Financial & Professional Services	9,004	2,121
Retail Trade	3,393	1,377
Information & Creative Services	1,328	100
All Other	5,462	313
Total	**31,351**	**6,438**

Sources: U.S. Census Bureau; GAI Consultants. Notes: (1) Represents total employment by target cluster within the City of Winter Park as of year-end 2019. (2) Represents the local share change from 2009 to 2019. (3) The local share change is negative due, in part, to the closing of Academy of Professional Careers in 2009 and Fortis College in 2016. Totals may not add due to rounding.

The tables on the following page show the City of Winter Park's specialized industries which had the highest net local share gain (greater than 200), as well as the industries which had the largest net local share loss (greater than -100) over the last ten years, 2009 to 2019.

Net Local Share Gain (Local Share > 200)

NAICS	Specialized Industry	2019 LQ	National Growth	Industry Mix	Local Share
72111	Hotels (except Casino Hotels) and Motels	4.6	7.0	318.3	1,406.0
62211	General Medical and Surgical Hospitals	1.4	163.8	(19.4)	890.2
45231	General Merchandise Stores (Warehouse Clubs)	0.7	–	–	370.5
54151	Computer Systems Design and Related Services	2.7	65.8	448.2	357.6
56161	Investigation, Guard, and Armored Car Services	2.3	4.3	128.3	314.4
62231	Specialty Hospitals	5.0	–	(14.1)	296.4
62311	Nursing Care Facilities (Skilled Nursing Facilities)	0.9	10.2	(8.2)	272.9
56142	Telephone Call Centers	3.0	9.6	(1.1)	257.0
44814	Family Clothing Stores	2.1	7.2	65.9	251.4
51731	Wired and Wireless Telecommunications Carriers	1.0	–	–	240.9
62441	Child Day Care Services	1.5	15.4	39.8	227.3
56191	Convention and Trade Show Organizers	12.8	1.4	81.7	201.6

Sources: U.S. Census Bureau; GAI Consultants.

Net Local Share Loss (Local Share > -100)

NAICS	Specialized Industry	2019 LQ	National Growth	Industry Mix	Local Share
81311	Religious Organizations	1.0	238.5	(241.0)	(836.6)
61131	Colleges, Universities, and Professional Schools	1.0	168.5	(108.9)	(500.9)
23731	Highway, Street, and Bridge Construction	1.2	79.7	(72.3)	(333.8)
51112	Periodical Publishers	0.4	51.5	(54.9)	(256.2)
23821	Electrical Contractors and Other Wiring Installation	0.7	55.8	(25.5)	(174.1)
72251	Restaurants and Other Eating Places	0.9	360.4	328.2	(171.8)
81211	Hair, Nail, and Skin Care Services	0.4	33.7	(23.6)	(132.5)
52421	Insurance Agencies and Brokerages	0.9	51.4	(33.0)	(130.2)
53131	Real Estate Property Managers	0.8	42.7	(19.6)	(128.6)
55111	Management of Companies and Enterprises	1.0	142.5	46.4	(124.6)
54137	Surveying and Mapping Services	1.7	25.1	(24.3)	(110.4)
54131	Architectural Services	3.1	45.4	(46.1)	(104.5)
54141	Interior Design Services	3.7	25.6	(16.6)	(101.4)

Sources: U.S. Census Bureau; GAI Consultants.

SECTION TWO:
GAP ANALYSIS

ANALYSIS OVERVIEW

Section One profiles the industry groups, sectors, and concentration of employment which together comprise the main clusters in the City of Winter Park. Not surprisingly, retail and related activity is one of those clusters.

In *very few* cases would retail be considered a basic or exported product or service, certainly not one sufficient in scope to generate additional wealth and opportunity. Here, the community's various economic and performance indicators for this cluster and its business segments are demonstrably strong. Indeed, the unusual combination of restaurants and small shops along Park Avenue in a main street setting may elevate the entirety of the downtown into an export producer.

As a means of testing this specific premise, GAI compared and contrasted retail activity within the Park Avenue Business District ("Park Avenue") relative to the City of Winter Park as a whole. Specifically, GAI analyzed retail leakage activity along Park Avenue, and interpreted this data as a measure of actual sales activity, retail classifications providing potential opportunity, and supportable square footage for such opportunity. The most current data provided by the U.S. Census Bureau ESRI Business Analyst was utilized within this section.

While this effort and any information accompanying it should absolutely not be construed as market analysis that identifying explicit merchandise, users, brands, or formats. However, it does point to broad categories of activity that are over or under-supplied to the area. In the current case, very low vacancies in the context of excess production suggest (1) a strong export market and (2) opportunities for other businesses to leverage that success.

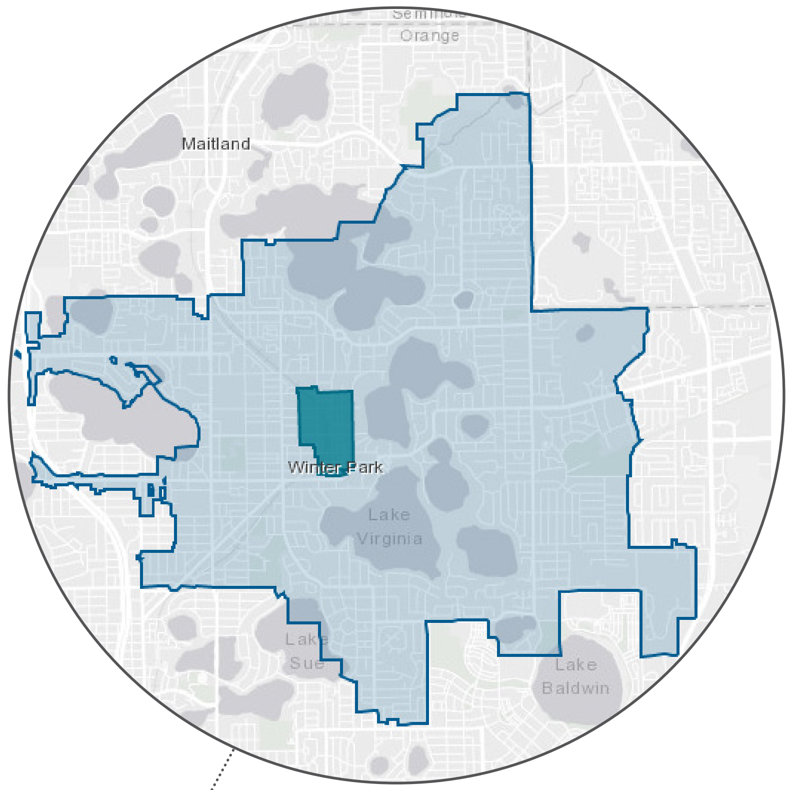
Specifically, the tasks detailed in this section include:

- Compare annual employment trends in terms of total employment, growth rate, and wages within the downtown area relative to the City of Winter Park.
- Provide a limited current snapshot of the retail market in terms of total inventory and occupancy, as well as consumer spending behaviors, within the downtown area relative to the City of Winter Park.
- Identify the Surplus/Leakage Factors and Retail Gaps between the retail trade and food services and drinking places categories within the downtown area and the City of Winter Park.
- Draw conclusions on the potential opportunities and supportable square footages of retail concentrations along Park Avenue.

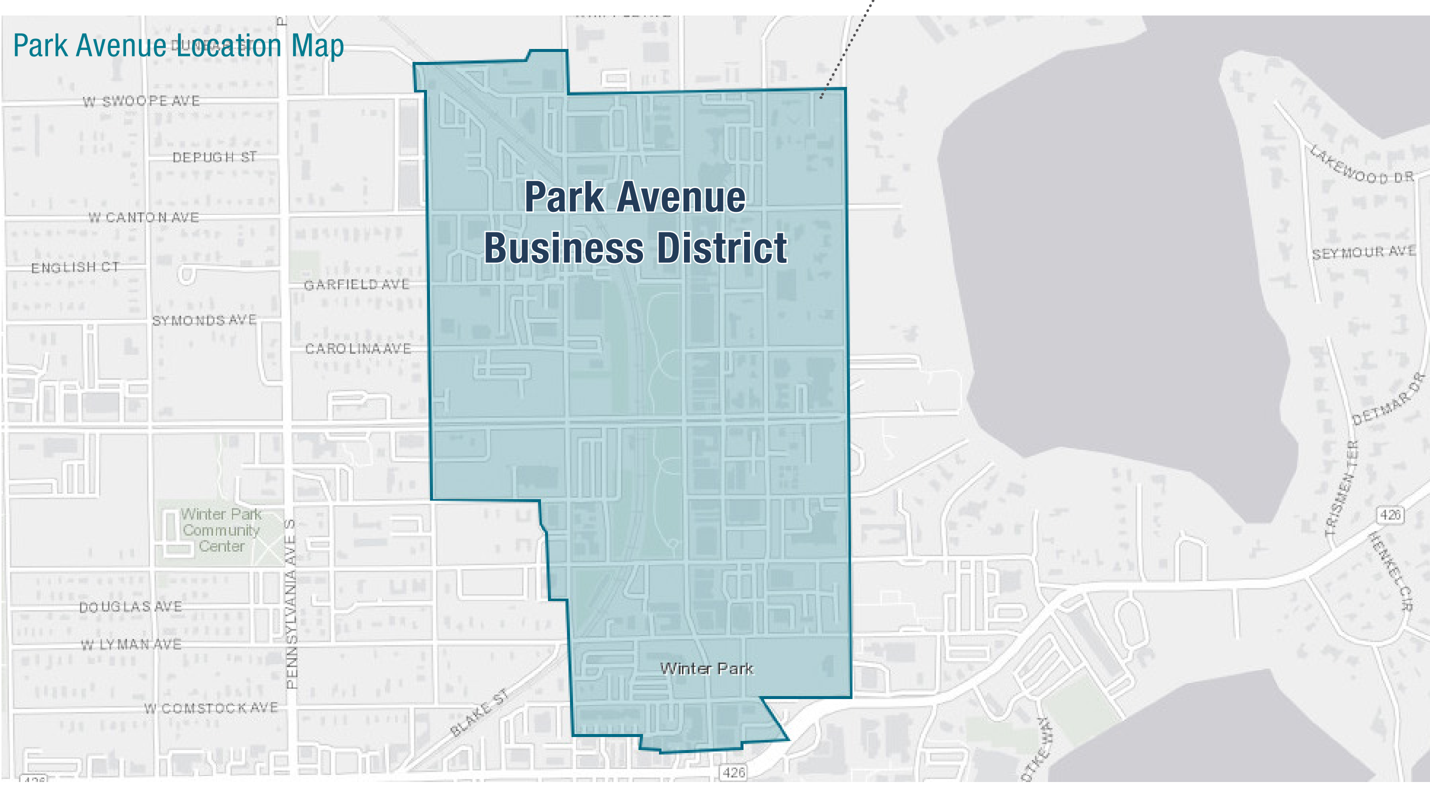
Data in very small areas is subject to over and under reporting. GAI has made every effort to reflect establishments that physically exist along Park Avenue, as well as within the city limits of Winter Park. However, the data may be influenced by its proximity to actual jurisdictional boundaries. We believe the calculations within this report reasonably consider the conditions implied by the source data.

PARK AVENUE

The Park Avenue Business District is located in the heart of downtown Winter Park, Florida. Park Avenue is a shopping, dining, and cultural destination for many Winter Park residents, as well as tourists visiting the area. Park Avenue boasts more than 140 boutiques, sidewalk cafes, diverse dining choices, and museums, all in the shadow of oak-canopied Central Park. In addition, there are many year-round cultural offerings and special events, such as seasonal art shows, concerts, exotic car shows, fashion events and holiday festivities.



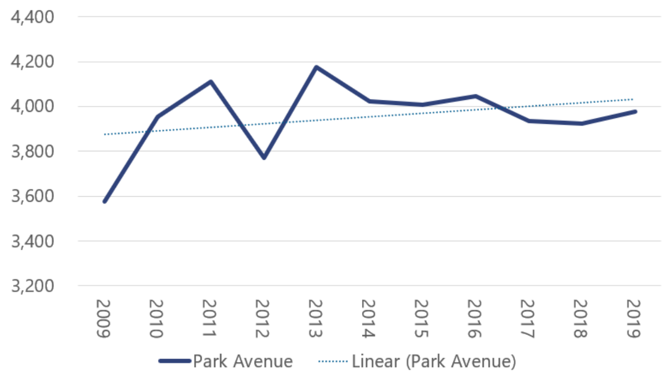
The adjacent map below illustrates the Park Avenue Business District in relation to the City of Winter Park as a whole. While the area includes more than just businesses along Park Avenue, the retail activity is largely concentrated on the Park Avenue corridor.



EMPLOYMENT MARKET

The most current employment by sector data provided by the U.S. Census Bureau for Park Avenue and the City of Winter Park is year-end 2019. Park Avenue has over 630 businesses with 3,976 employees, comprising nearly 13% of the total employment within the City of Winter Park. Over the last ten years, 2009 to 2019, employment within Park Avenue has grown at a compound annual growth rate ("CAGR") of 1.1%, adding over 400 jobs to the total employment within the district, as illustrated in the figure below.

Annual Employment Trends 2009-2019



Sources: U.S. Census Bureau; GAI Consultants.

In addition, retail trade comprises the largest share of total employment within Park Avenue, closely followed by public administration, and finance and insurance. The following table illustrates total employment within Park Avenue by industry sector at the two-digit NAICS code, as well as the percent capture of total employment within the City of Winter Park.

It is important to note, due to the small geographical size of Park Avenue, the two-digit NAICS code provides the most accurate representation of industry data.

Park Avenue Industry Breakdown

NAICS Code/Industry Sector	Employment	
	Total[1]	Capture[2]
11 Agriculture, Forestry & Hunting	–	0.0%
21 Mining, Oil, & Gas Extraction	–	0.0%
22 Utilities	1	100.0%
23 Construction	90	6.8%
31-33 Manufacturing	33	11.4%
42 Wholesale Trade	19	3.8%
45 Retail Trade	796	23.5%
48 Transportation & Warehousing	1	0.9%
51 Information	147	21.2%
52 Finance and Insurance	499	33.5%
53 Real Estate & Leasing	222	26.6%
54 Professional & Technical Services	425	9.4%
55 Management of Companies	89	11.1%
56 Administration & Support	67	1.8%
61 Educational Services	76	6.0%
62 Health Care & Social Assistance	83	1.5%
71 Arts, Entertainment, & Recreation	50	7.4%
72 Accommodation & Food Services	569	12.7%
81 Other Services	136	16.1%
92 Public Administration	673	99.7%
Total	**3,976**	**12.7%**

Sources: U.S. Census Bureau; GAI Consultants. Notes: (1) Represents total employment within Park Avenue. (2) Represents percent capture of total employment within Park Avenue to the City of Winter Park.

RETAIL MARKET SNAPSHOT

Recent commercial leasing and development activity offer some perspective on this market. As of year-end 2021, CoStar reported Park Avenue had a total of nearly 397,000 square feet of retail inventory, comprising 7.4% of the total retail square footage within the City of Winter Park at over 5.34 million square-feet. Over the last 10 years, Park Avenue's retail inventory has remained unchanged, whereas inventory within the City of Winter Park has grown at a CAGR of 0.3%. During this same time frame, occupancy within Park Avenue has increased by 2.2%, from 92.2% in 2011 to 94.4% as of year-end 2021. Comparatively, the occupancy rates within the City of Winter Park, at 97.1% for year-end 2021, were 2.7% greater than that of Park Avenue.

RETAIL LEAKAGE

What individuals and households spend for retail, restaurants, or other food service provides additional perspective on this cluster.

Any parts of the population residing within Park Avenue that leave the neighborhood to purchase certain types of goods because they are not readily or abundantly available locally is commonly referred to as *Retail Leakage*. The 2021 average consumer spending behavior for Park Avenue and the City of Winter Park as a whole are illustrated in the table below. The largest consumer spending categories within Park Avenue and the City of Winter Park are housing, retail goods, transportation, and health care, as illustrated below. Only limited categories of this spending is likely to be captured within the Park Avenue area itself.

Average Consumer Spending

	Consumer Spending (000s)		
	Park Avenue	Winter Park	Capture[1]
Alcoholic Beverages	$ 208	$ 12,708	1.64%
Apparel & Services	704	41,589	1.69%
Food Away from Home	1,209	71,130	1.70%
Food At Home	1,660	95,366	1.74%
Education	535	36,242	1.48%
Entertainment/ Recreation	1,055	62,893	1.68%
Health Care	2,139	121,169	1.77%
Housekeeping Supplies	396	22,691	1.75%
Household Operations	703	43,366	1.62%
Housing	8,409	502,225	1.67%
Personal Care Products	309	17,957	1.72%
Retail Goods	7,744	461,576	1.68%
Transportation	2,952	172,262	1.71%
Travel	799	51,105	1.56%
Total	**$28,822**	**$1,712,279**	**1.68%**

Sources: U.S. Census Bureau; GAI Consultants. Notes: (1) Represents percent capture of total consumer spending within Park Avenue to the City of Winter Park.

This analysis compares and contrasts *Retail Leakage* occurring within Park Avenue and the City of Winter Park, at each 3-digit NAICS industry code between 44-45 (Retail Trade), as well as the 772 NAICS industry code reflecting food services and drinking places. The Surplus/Leakage Factor presents a snapshot of retail opportunity and is a measure of the relationship between supply

and demand. Values closer to 100 reflect either total leakage or total surplus. Retail leakage refers to retail opportunity outside the trade area, whereas retail sales represent a market where customers are drawn in from outside the trade area.

To emphasize again, any accompanying information should not be construed as a market analysis. The objective of this analysis is to establish context for policy. To the extent opportunities may exist, this analysis is not adequate to address explicit merchandise, users, brands, or formats.

Overall, total retail trade and food services and drinking places have a positive surplus within Park Avenue and the City of Winter Park, indicating that there is a surplus of retail sales within both areas. Park Avenue has almost total surplus within Clothing/ Accessories Stores, Food Services and Drinking Places, and Furniture/Home Furnishing Stores. Whereas the retail categories that experience the highest amounts of leakage within Park Avenue include Gasoline Stations, Motor Vehicle and Parts Dealers, and General Merchandise Stores, as illustrated in the table below.

In addition, the retail categories experiencing the greatest amount of leakage within the City of Winter Park, compatible with, or supported by, the smaller market area includes General Merchandise Stores, Nonstore Retailers, and Gasoline Stations.

Surplus/Leakage Factor

NAICS	Industry Sector	Park Avenue		Winter Park	
		Surplus	Leakage	Surplus	Leakage
441	Motor Vehicle & Parts Dealers	–	60.6	34.0	–
442	Furniture/Home Furnishing Stores	94.6	–	20.7	–
443	Electronic & Appliance Stores	47.9	–	20.2	–
444	Garden Equipment/Supply Stores	71.6	–	–	9.3
445	Food & Beverage Stores	82.1	–	36.6	–
446	Health & Personal Care Stores	87.3	–	22.6	–
447	Gasoline Stations	–	100.0	–	68.1
448	Clothing/Accessories Stores	97.3	–	42.3	–
451	Sports/Hobby/Book/Music Stores	86.2	–	46.3	–
452	General Merchandise Stores	–	13.6	–	92.3
453	Miscellaneous Store Retailers	84.4	–	5.0	–
454	Nonstore Retailers	31.5	–	–	68.2
722	Food Services & Drinking Places	94.0	–	40.4	–
	Total	**84.0**	**–**	**18.2**	**–**

Sources: U.S. Census Bureau; GAI Consultants.

Based upon analysis of spending patterns, existing inventory, and retail surplus/leakage within Park Avenue and the City of Winter Park as a whole, there appears to be little need for additional retail capacity within the market areas. As a result of population and employment growth over the last 10 years, developers will respond to the opportunities presented. However, there are important distinctions between *need* and *demand*.

Need is a relatively static concept, driven primarily by deficiency and insufficient supply. Viewed through such a lens, need is largely a planning and welfare matter often measured exclusively by gains or losses in population. Responses to need typically focus on community priorities without reference to the capacity of the market to provide alternatives through profit driven transactions. Needs are real and definable, but they cannot always be adequately addressed.

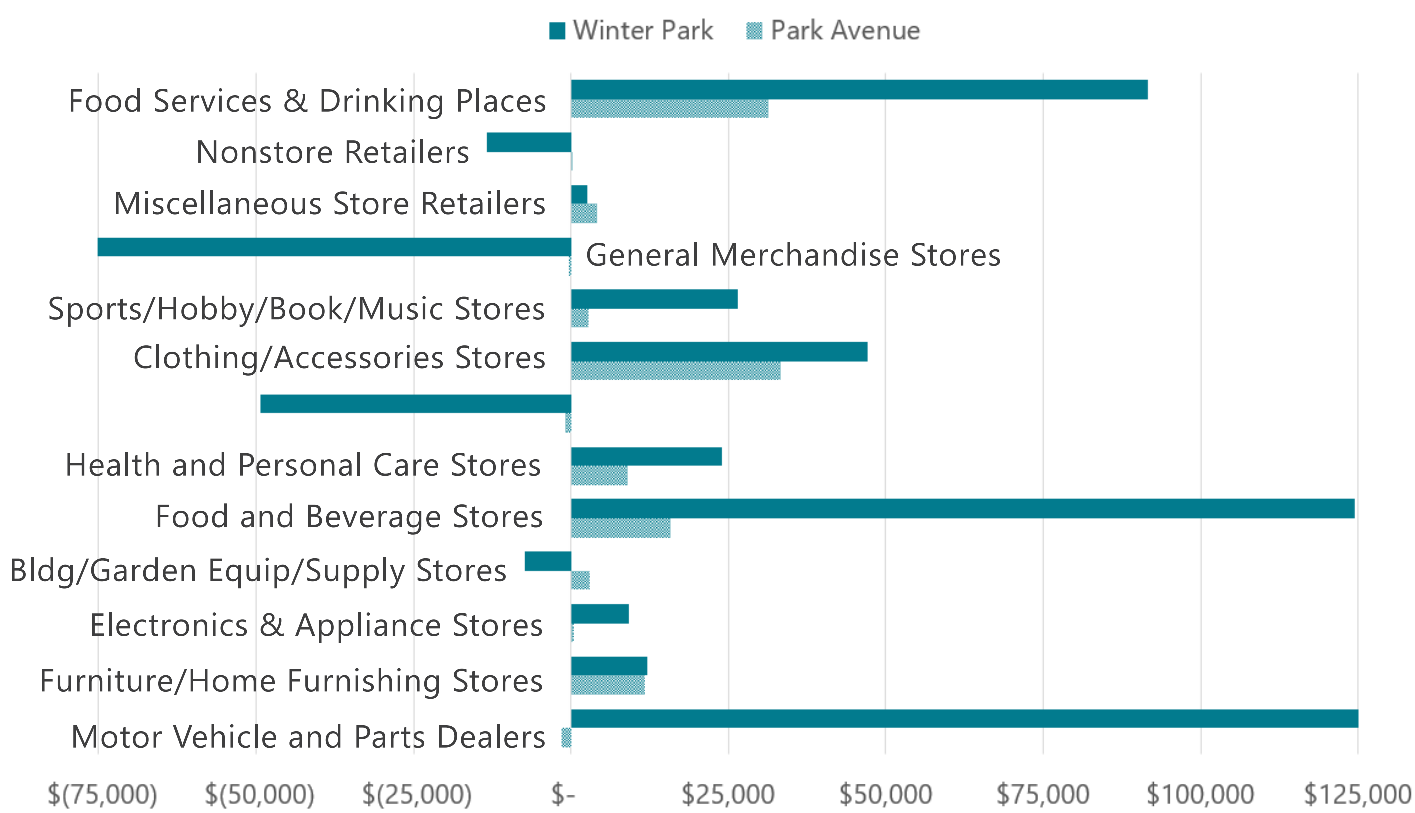
Demand, on the other hand, is a dynamic concept. It is very price and product driven, functionally the result of choices, age, lifestyle, preferences, and continued movement of the population. Even when need is limited, demand can be strong in a marketplace that has proven itself a reliable and systematic source for products and services.

In the present case, there are elements of both need and demand within Park Avenue. To that point in particular, residents drawn to Park Avenue must go elsewhere to meet shopping needs related to Motor Vehicle and Parts Dealers, Gasoline Stations, and General Merchandise Stores. Although these demands could be met by additional industry-specific retail capacity, Park Avenue is clearly not conducive, in terms of character, space and scale, for these types of retail stores.

The figure below illustrates the retail gap, the difference between retail potential (demand) and retail sales (supply), for all retail industries within Park Avenue and the City of Winter Park.

Altogether, the retail leakage analysis found that Park Avenue and the City of Winter Park are generating a surplus (sales) of nearly $109.1 million and $304.3 million per year, respectively, in excess of what the resident population would otherwise be expected to support suggesting that additional sales and receipts are effectively from population outside the market area. This is a significant concentration of economic activity, especially given the area’s size and relatively nearby retailers in adjacent jurisdictions.

Surplus/Leakage Factor



Sources: U.S. Census Bureau; GAI Consultants.

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CITY OF WINTER PARK
RETAIL STRATEGIES

PHASE II IMPLEMENTATION MATRIX | JUNE 2023

Prepared by MJB Consulting and GAI Consultants, Inc.
Prepared for City of Winter Park, Florida

CITY OF WINTER PARK

RETAIL STRATEGIES

PHASE II IMPLEMENTATION MATRIX | JUNE 2023

ACKNOWLEDGMENTS

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PROJECT **UNDERSTANDING**

In March 2022, the City of Winter Park ("Client") hired MJB Consulting, as a sub-consultant to GAI Consultants' Community Solutions Group ("Project Team"), to undertake an extensive scope-of-work designed to arrive at and secure buy-in to retail strategies for Winter Park's six main business districts and commercial corridors, listed below and illustrated on the map on the following page:

- Park Avenue and Side Streets
- Hannibal Square
- Fairbanks Avenue
- Orange Avenue
- 17/92 ("The Golden Mile")
- Aloma Corners

Phase I in this scope-of-work analyzed retail conditions, opportunities and challenges, culminating in a memorandum that assessed whether Winter Park's retail mix has been fully leveraging its synergistic potential and, if not, what market and real estate-related factors might be responsible.

As part of this exercise, the Project Team conducted interviews with the following[1]:

- Teri Gagliano, Chez Vincent
- John Crossman, CrossMarc Services
- Damien Madsen, Harbert Realty Services
- Darryl Hoffman, JLL
- Sam Stark, Rollins College
- Dan Butts, Crossman & Company
- Tracy Brand-Liffey, New General
- David Gabbai, Colliers
- Matthew McKeever, Colliers
- Drew Hill, Hill Gray Seven
- David Albertson, Park Avenue landlord
- Brenda Carey, Great American Land Company
- Palmer Vietor, Owens Realty Capital
- James Petrakis, The Ravenous Pig/ Swine & Sons

In addition, the Project Team met with and presented to the members of the Economic Development Advisory Board ("EDAB") on various occasions throughout 2022—July, September, and October—integrating the EDAB's input and feedback into our ultimate findings and conclusions.

In Phase II, the Project Team has developed a host of recommendations that the City and various other stakeholders might consider in the name of more fully realizing such retail potential.

These recommendations are based on our extensive research and national experience as well as initial input and feedback from the EDAB (at a March 2023 meeting) and the City's Planning Department.

[1]The Project Team also reached out to a number of other stakeholders who did not respond.

Image Source: City of Winter Park

Note, however, that these recommendations are *preliminary*. There are many more stakeholders to interview for comments and buy-in. Even then, each of the individual action items would need to travel through the same mandated approval processes as any other such proposals.

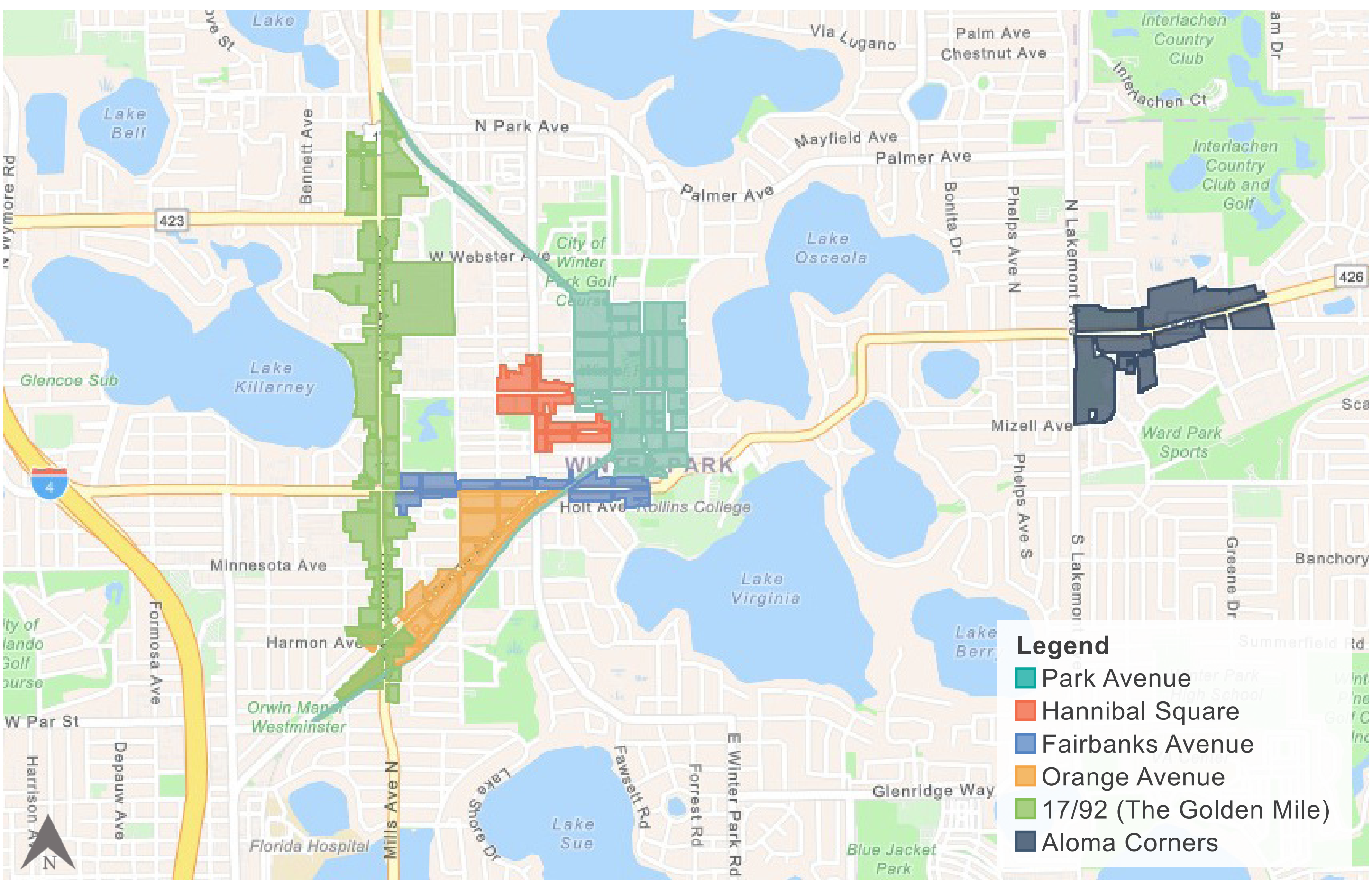
The following *Implementation Matrix* provides detail on these recommendation items, including the following:

- Area – Bucket, with recommendations assigned to one of four “buckets”, which include: (1) Marketing, (2) Incentives, (3) Zoning and (4) Capital Improvements.
- Specific Action Item(s), with specifics on what the proposal consists of and requires.
- Time Horizon for Implementation – ranging from 0 to 1 years (short-term), 0 to 3 years (short- to medium-term) and 3+ years (long-term), as based on the need for adjustments or deeper dives, the process for securing buy-in as well as the practicalities of capacity, timing and priority.
- Chief Sponsor(s), including those spearheading execution, supplying funding and/or otherwise impacted.
- Context/Commentary, summarizing the reasoning and rationale.

Briefly, the three most immediate priorities that emerged from this exercise are as follows:

1. Creation and dissemination of retail marketing collateral.
2. Tweaks and adjustments to C-2 Zoning
3. Incentives for comparison goods retailers in Park Avenue Corridor.

Focus Districts and Corridors in Winter Park



KEY THEMES AND CONCEPTS

Some of the key themes and concepts that emerged from the analysis in Phase I, as useful context for what has been proposed within the *Implementation Matrix*, include the following:

LOCATION DRIVERS

The extent to which the site-location decisions of prospective retail tenants are driven by considerations of “co-tenancy”, that is, the nearby businesses that generate relevant cross-traffic.

CRITICAL MASS

The need for established shopping destinations, particularly ones specializing in comparison goods, to retain a “critical mass” (or remain above a certain threshold) of such stores.

GROUND FLOOR TENANCY

The importance of active retail tenancies on the ground floor of walkable districts and along the frontage of commercial corridors (to preserve such spaces for uses with the greatest need for high visibility)—in cases where tight market conditions prevail.

WINTER PARK RETAIL ECOLOGY

The understanding of Winter Park’s districts and corridors as a retail ecology or hierarchy, with the tight market for retail space in one creating “spillover” tenant demand in others.

ZONING & POLICIES

The accompanying notion that the city’s overall retail potential can only be maximized by grounding policies (including zoning) in such dynamics, even if in some cases that implies different expectations for individual properties and stakeholders.

INTERESTING MIX OF TENANCIES

The roles that development economics, permitted uses and rent expectations play in street-level vitality, with strategically-zoned, “second-generation” spaces often priced at levels that can be sustained by a broader and more interesting mix of tenancies.

FLEXIBILITY AS PRE-EMPTION

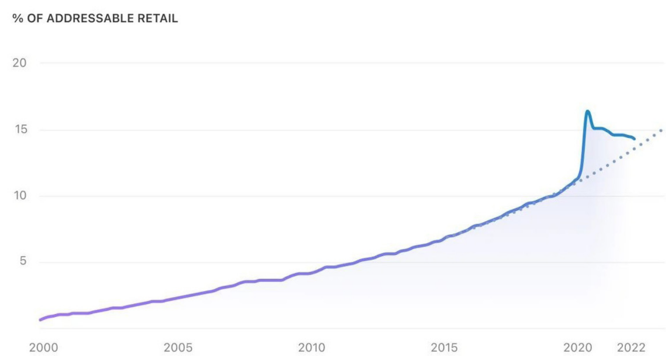
The realization that flexibility—in policy, zoning, approvals, and permitting—will be essential to keeping Winter Park relevant and differentiated in a rapidly-evolving and fiercely-competitive industry.

THE PRIMACY OF SUPPLY AND DEMAND

The recognition that market forces—specifically, supply and demand variables—can often dictate retail conditions and opportunities to a greater extent than the physical and design attributes of roads and buildings.

DEFINITION: “Retail” for the purposes of this scope-of-work has been defined broadly, to include any ground-floor uses that are consumer-facing—that is, welcoming potential customers either on a walk-in or subscription basis. This would encompass, then, personal services, food and beverage as well as entertainment venues, while precluding businesses that operate exclusively or primarily by appointment.

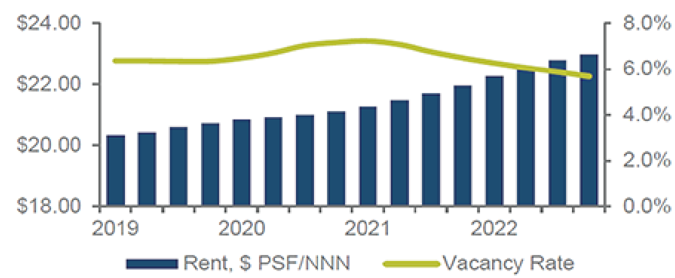
US Ecommerce Adoption Growth Rate



Source: U.S. Census

CAPTION: **No, e-commerce has *not* taken over:** By 2022, the market share of online sales was roughly similar to where it would have been without the pandemic, given historic growth rates.

Overall Vacancy & Asking Rent



Source: CoStar; Cushman & Wakefield Research

CAPTION: **What Retail Apocalypse?** Despite pandemic-era disruption, the market for retail space was robust in 2021 and most of 2022, with declining vacancy rates and rising asking rents.

IMPLEMENTATION MATRIX

Area – Bucket	Specific Action Item(s)	Time Horizon
Retail Marketing Collateral – **MARKETING**	Draft, refine, finalize and produce brochure, in physical and digital formats, that frames and sells Winter Park as a retail location to prospective tenants, tenant-rep brokers and other industry professionals, including inserts and tabs about specific districts as well as a sleeve for property-specific fliers.	Short Term (0-1 years)
Consumer Marketing – **MARKETING**	Develop and promulgate a multi-channel marketing campaign that targets theme park visitors and Central Florida residents with more elevated tastes and preferences, including tabs and inserts about specific districts.	Short to Medium Term (0-3 years – depending on sponsor response)
Place Management Entities – **MARKETING/ CAPITAL IMPROVEMENTS**	With the help of an established consultant, explore different models for a non-profit, "place management" entity for Park Ave—perhaps as an outgrowth to the Park Avenue District—that spearheads beautification efforts, stages events and promotions, coordinates marketing campaigns, facilitates economic development as well as advocates on behalf of the district and its stakeholders, among other predetermined responsibilities; provide support as well for nascent efforts to create "Main Street" or other such "voluntary" organization(s) in Hannibal Square and Orange Avenue, perhaps as outgrowth(s) of existing merchant association(s).	Short to Medium Term (0-3 years – allowing time for the Park Avenue District to "grow" into such a role and for efforts in other districts to cohere)

Chief Sponsor(s)	Context/Commentary
City of Winter Park, with support from leasing professionals, the Park Avenue District and the Winter Park Chamber of Commerce.	Retailers and brokers active in Central Florida certainly know about Winter Park, but the purpose here would be to deepen awareness of the opportunity in analogous markets further afield --like, for instance, St. Armands Circle (Sarasota), Chatham (Cape Cod), Cherry Creek North (Denver), Claremont Village (Los Angeles), etc., with the ultimate goal of catapulting Winter Park into the upper echelon of retail locations nationwide; such a piece would provide ammunition with which developers, landlords and leasing professionals can make a broader community/district-level pitch that would accompany their property-specific efforts; it should be updated digitally on a semi-annual basis, and in print, annually.
Winter Park Chamber of Commerce, with support from the Park Avenue District, the City of Winter Park, local hotels, Rollins College, Morse Museum and other relevant stakeholders.	Winter Park and Park Ave is still leaving money on the table in the absence of a proactive effort to capture the attention and spending of the subset of visitors that yearn for a more mature and upmarket alternative or accompaniment to the traditional Orlando tourist experience, who, while perhaps accounting for just a tiny percentage of the overall pie, nonetheless account for a large absolute number; at the same time, preemptive action is needed to ensure that Park Ave remains metro Orlando's premier "Main Street" experience in the minds of Central Florida residents, given the ascendancy of newer competitors such as Winter Garden, Mt. Dora, etc.
Park Avenue District, the Winter Park Chamber of Commerce, the City of Winter Park and landlords/ merchants, with the requisite buy-in from relevant stakeholders (in the case of Park Avenue, as part of a mandated process).	While it can take several forms (e.g. BID, SID, NID, Main Street, etc.), the benefits of such an entity for Park Avenue include the following: 1) a guaranteed funding mechanism from the additional assessment (thereby greatly reducing the dependence on City grants, private fundraising, revenue-generating events, etc. and providing greater certainty for multi-year initiatives); 2) hedge against recession-triggered decline in municipal tax base; 3) a voice and forum for property and business owners; 4) a more entrepreneurial approach to addressing district needs and challenges; 5) a mechanism for coordinating provision of collective goods; and 6) greater marketing clout for small businesses—as an approximation of the role of a mall manager but for a Downtown setting with multiple stakeholders; in contrast, the models proposed for other Winter Park districts would not involve automatic assessments and would only offer benefits #3 through #6 above.

CONTINUATION OF **IMPLEMENTATION MATRIX**

Area – Bucket	Specific Action Item(s)	Time Horizon
C-2 Zoning – **ZONING**	Consider appropriate tweaks and adjustments to the Commercial (C-2) district (Sec. 58-75) for the commercial portion of the central business district as well as definitions particularly relevant thereto: 1. Simplify definitions of different kinds of eating and drinking establishments so as to align more closely with industry terminology and understanding; 2. Raise threshold for revenue from take-out orders to qualify as a fine-dining restaurant; 3. Allow for greater flexibility in changes to “core business” (i.e. mix of goods and services) before requiring a new application to the City (e.g. for business tax receipt); and 4. Prohibit “churches, nonprofit organizations’ halls/ lodges and schools less than 5,000 sq. ft. in size)” in the ground-floor of properties having frontage on Park Avenue or along intersecting streets within 140 feet of Park Avenue.	Short Term (0-1 years)
Comparison Goods Retailers in the Park Avenue Corridor – **INCENTIVES**	Explore different sorts of incentives for existing and perspective tenants in comparison goods categories (e.g. apparel, footwear, jewelry, accessories, home goods, gifts, art, etc.), like, for instance, forgivable loans and fee waivers with interior build-out and/or modernization.	Short Term (0-1 years)
Role for Rollins College – **INCENTIVES**	Partner with Rollins College and other stakeholders on a broader retail vision and tenanting approach along Fairbanks Avenue that can help to create a more compelling “college-town” environment for the school’s roughly 3,100 students, leveraging their presence to attract amenities that the general public can also enjoy, with Rollins, for instance, contracting with a new operator for a hybrid college/general bookstore and considering leases with other such broadly-desired businesses.	Short to Medium Term (0-3 years)

Chief Sponsor(s)	Context/Commentary
City of Winter Park, with input and buy-in from the Winter Park Chamber of Commerce, the Park Avenue District and Park Ave landlords/ merchants.	Chief arguments for each of these proposed modifications are as follows: 1. The language used to define different kinds of restaurants—for the two worthwhile and appropriate goals of protecting against fast food in particular and avoiding a proliferation of restaurants more generally—is confusing and leaves too much room for discretion, deterring prospective tenants that long for clarity and predictability; 2. The current 10% threshold does not account for the growth in “off-premise” dining that took hold amidst the pandemic. According to data from the NPD Group, off-site consumption accounted for 33% at full-service restaurants nationwide (versus 19% pre-pandemic); 3. Making such tweaks too onerous risks hampering the ability of individual businesses to respond nimbly to shifts in consumer tastes and preferences, which helps to keep the overall mix fresh and current; and 4. These uses would remove precious ground-floor inventory that could otherwise be occupied by more synergistic tenants which add to Park Avenue’s critical mass.
City of Winter Park and/or the CRA, with input and buy-in from the Winter Park Chamber of Commerce, the Park Avenue District and Park Ave landlords/ merchants.	Park Avenue’s appeal as a shopping destination for comparison goods is a large part of what differentiates it among other competing Downtowns in the region, yet preserving and fortifying such primacy requires a meaningful commitment to retaining the critical mass in such categories, as such shops are often outflanked by other uses (e.g. eating and drinking establishments) on a level playing field; note that the purpose is not so much to promote individual small businesses but rather, to entice certain kinds of retailers (including well-capitalized ones that do not technically need the support) so as to protect the overall mix and defend a position in the marketplace.
City of Winter Park, Rollins College and Fairbanks Ave landlords/merchants.	Fairbanks Avenue has long ranked as Winter Park’s most underwhelming commercial corridor, yet it is the prime gateway to Park Avenue as well as the front door to Rollins College, which would seem to have the mandate, the incentive and the financial wherewithal to reinvigorate the two-block stretch it primarily owns and controls so as to better compete with prospective students, professors and researchers (as well as engender good will as a tax-exempt institution)—similar to how many other elite colleges and universities across the country, in partnership with local government, have acted aggressively to elevate their surroundings for such purpose (even at the expense of their portfolio’s operating margins).

CONTINUATION OF **IMPLEMENTATION MATRIX**

Area – Bucket	Specific Action Item(s)	Time Horizon
Fairbanks Avenue as Gateway – **CAPITAL IMPROVEMENTS**	Continue with ongoing efforts to beautify the Fairbanks Avenue corridor from the I-4 exit to Park Avenue while also, perhaps with the help of a transportation consultant, assessing ways to improve traffic flow as well as enhance automobile access and visibility for adjoining business.	Short to Medium Term (0-3 years)
Zoning in Orange Avenue Corridor – **ZONING**	Consider appropriate tweaks and adjustments to the Orange Avenue Overlay District (Ordinance 3228-21): 1. Require conditional use permits for certain personal services (e.g. spas, massage, cosmetic treatment) and “quasi-retail tenancies” (e.g. financial institutions, professional offices, medical/dental clinics) at street level, while limiting entrances, leasing or management offices and residential amenities (e.g. health/fitness, meeting/activity room, storage) in mixed-use buildings to no more than 15% of the ground floor; 2. Loosen restrictions on resale/stores as a permitted use; 3. Allow retail businesses to use a limited percentage of their floorplates for other purposes besides sale of merchandise to on-premises customers; and 4. Provide greater clarity and less room for subjectivity in the distinction between “fast food”, which is prohibited, and “fast-casual”, which is permitted.	Short to Medium Term (1-3 years)
Off-Street Parking in the Orange Avenue Corridor – **CAPITAL IMPROVEMENTS**	With the help of an appropriate consultant, consider a special assessment district that identifies and secures a centrally-located parcel for as well as funds the design, construction and management of a public parking structure in or near the Orange Avenue Corridor; and, if realized, relax requirements for off-street parking in said Corridor (e.g. for redevelopment that adds square footage, change-of-use to food and beverage, etc.) as well as extend the distance threshold from 750 to 1,320 feet.	Long Term (3+ years)

Chief Sponsor(s)	Context/Commentary
City of Winter Park, State of Florida, the Winter Park Chamber of Commerce, Rollins College and Fairbanks Avenue landlords/merchants.	As the primary route between I-4 and Park Avenue/Rollins College, Fairbanks Avenue serves as the gateway to Winter Park for most visitors, yet in its current appearance, the City's recent investments notwithstanding, it still does not always reflect the higher standards and upmarket positioning for which the community is known, nor does it offer what is perceived as a viable alternative for uses prohibited, requiring a conditional use permit or otherwise unable to secure locations along 17/92 (see below); at the same time, leasing efforts and customer volumes along the corridor are reportedly constrained by both poor access (e.g. left turns heading eastbound are extremely difficult at certain times of day) as well as compromised visibility (e.g. navigation provides few opportunities for motorists to take notice of the businesses that they are passing.
City of Winter Park, with input and buy-in from Orange Avenue landlords/merchants.	Chief arguments for each of these proposed modifications are as follows: 1. Such tenancies do not typically generate much street-level interest in, widespread excitement about or destination appeal for the district, nor do they provide more than limited spin-off for nearby businesses; 2. Vintage/resale has long been popular among neo-hipsters while no longer carrying quite the same stigma more broadly (as evidenced by the proliferation of stores selling "designer consignment"); 3. With the rise of "omni-channel" business models, retailers are increasingly valuing and utilizing brick-and-mortar spaces for multiple purposes, including fulfillment for on-line delivery; and 4. Gourmet "foodie" dining among younger generations often takes a fast-casual form (without the attributes of traditional "fine" dining, e.g. reservations, waiters, white tablecloths, etc.), yet differentiation vis-à-vis fast food that is based solely on what constitutes "freshly-prepared, higher-quality food" leaves prospective tenants vulnerable to personal tastes and discretion, resulting in a lack of predictability that can act as a deterrent.
City of Winter Park, with input and buy-in from Orange Avenue landlords/merchants.	Redevelopment and re-tenanting in the corridor is currently challenged—and traffic congestion exacerbated—by a number of undersized, under-parked properties, while the benefits of a new parking scheme will no doubt accrue to the owners and tenants of the same; planners and urban designers routinely define "walking distance" as a quarter-mile radius, which translates to 1,320 feet.

CONTINUATION OF **IMPLEMENTATION MATRIX**

Area – Bucket	Specific Action Item(s)	Time Horizon
Zoning for 17/92 and Fairbanks Avenue – **ZONING**	Consider changes in the ordinance which create different rules for 17/92 (north of Orange Avenue) and Fairbanks (west of Denning Avenue), both of which are largely designated as Commercial (C-3): **17/92** – as the "A" commercial corridor, with the following permitted: theaters, restaurants, bars, taverns and cocktail lounges, fitness facilities, exercise or health clubs, buildings over 10,000 sq ft (or any addition over 500 sq ft to such a building, etc.); with the following requiring conditional use permits (and prohibited along the frontage): personal or business services (including banks or similar financial institutions), business, financial, governmental, medical and professional offices, agencies and clinics, blueprinting, photocopying and printing offices, animal hospitals, veterinary clinics and other animal case businesses; and with the following prohibited in any location: funeral homes and cemetery monument sales, churches, community clubs, nonprofit organizations' halls/lodges and schools, publicly-owned recreational facilities, repair and servicing of motor vehicles (also, as an ancillary use to a vehicle sales showroom), paint and body shops, office/showroom/warehouse uses, conditional uses provided in the R-3 and R-4 districts; and **Fairbanks Avenue** – as the "B" commercial corridor, with the same as the existing Commercial (C-3) zoning except that the following are also permitted: fitness facility, exercise or health clubs; Shopping Centers designated as Commercial (C-1): revise in accordance with the above classifications, depending on corridor.	Long Term (3+ years)
Approvals and Permitting Process – **INCENTIVES**	Undertake a comprehensive review of the current process that prospective retail tenants must navigate in order to secure necessary approvals and permits, including (but not limited to) consideration of a new, more flexible approach for evaluating proposed uses and tenancies that acknowledges today's rapidly-evolving and fiercely-competitive retail industry.	Long Term (3+ years)

Chief Sponsor(s)	Context/Commentary
City of Winter Park, with input and buy-in from landlords/ merchants on 17/92 and Fairbanks Avenue.	1) 17/92 and Fairbanks Avenue currently occupy very different positions in the ecology and hierarchy of Winter Park retail, suggesting different approaches to land use and zoning, with the following goals: (i) reserving the precious real estate along the space-constrained “Golden Mile” (and especially the frontage) for the tenancies with the greatest need for such visibility and access as well as the most potential for generating widespread interest; and (ii) establishing Fairbanks Avenue as a more viable alternative for uses prohibited, requiring a conditional use permit or otherwise unable to secure locations along 17/92; In addition, the requirement for a conditional use permit for any building of 10,000 sq ft or more seems overly restrictive for a corridor like 17/92 with so many big and medium-box uses; and 2) With the rise of “omni-channel” business models, retailers are increasingly valuing and utilizing brick-and-mortar spaces for multiple purposes, including fulfillment for on-line delivery and distribution for wholesale -- which seems especially appropriate for commercial corridors with large-floor plate tenancies, surface-parking fields, loading docks, etc.
City of Winter Park, with requisite buy-in from relevant stakeholders as part of a mandated process.	Prospective retail tenants frequently cite approvals and permitting as a decisive factor in where they do and do not choose to locate, and can be deterred by processes which provide ample opportunity for elected officials and staff planners to inject their subjective tastes and preferences into the process; at the same time, the conventional approach of prohibiting any use not specifically enumerated in (a periodically-updated) zoning code has always been unable to “keep up” with changes and innovations in retail tenancy -- and never more so than now, with new concepts and formats (as well as combinations thereof) emerging at an especially fast clip, and with the need to stay ahead of and differentiated from the competition (both physical and digital) becoming ever more urgent.

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CRA Community Redevelopment Agency ECONOMIC DEVELOPMENT INCENTIVES

TARGET INDUSTRY ENHANCEMENT PROGRAM

Targeted Industry Enhancement (TIE) is a local program incentivizing expansion, growth and development of high-wage jobs as well as maintaining the City of Winter Park's competitiveness as a location for major employers, incentivizing continued long-term investment and involvement in the community. Rebate is dependent upon City Commission/Community Redevelopment Agency (CRA) Board approval plus validation of wage and job growth in the area.

VACANT STOREFRONT PROGRAM

The Vacant Storefront Program is established as a mitigation strategy to offset commercial vacancies and promote vibrancy through the city's downtown commercial corridor. Its intent is to transform dark stores and empty windows into opportunities for economic enhancement by encouraging illuminated storefronts and artistic partnership. Successful applicants will be offered an incentive on their electric utility bill in exchange for providing well-lit window décor to boost consumer shopping experiences, brand and economic vibrancy.

BUSINESS FACADE IMPROVEMENT PROGRAM

The Business Façade Improvement Program allows for matching grant funds of up to $20,000 to be provided toward exterior improvements to businesses within the City of Winter Park. The grant provides a financial incentive of **up to 50 percent of a qualifying project's costs**, not to exceed $20,000, for both property and business owners to improve the aesthetic appearance of buildings citywide. The program supports economic stability and maintains the character and quality of commercial districts through leveraging private-public funds.

To apply for these, please access **cityofwinterpark.org/ed-programs**.

CRA: BUSINESS SIGN REPLACEMENT PROGRAM

A specific result that a person or system aims to achieve within a time frame and with available resources. In general, objectives are more specific and easier to measure than goals. Objectives are basic tools that underlie all planning and strategic activities. They serve as the basis for creating policy and evaluating performance. Some examples of business objectives include minimizing expenses, expanding internationally, or making a profit.

To apply for this, please access **cityofwinterpark.com/cra-programs**.

PLEASE NOTE All incentives are subject to funding availability, eligibility requirements, and program approvals.

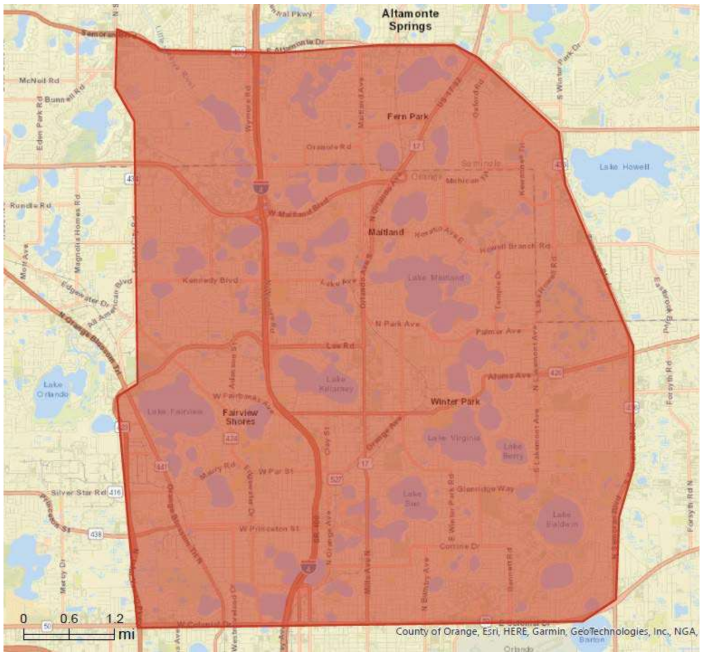
City	Program	Description	Eligibility
Longwood	Longwood Green Building Program	Fast-track processing of permits, site plan fee reduction, marketing, and award recognition	Business that promotes a sustainable future through environmentally-sensitive development
Jacksonville	Quick Response Training (QRT)	Reimbursable training expenses for instructor wages, curriculum development and materials for new or expanding businesses.	
Jacksonville	High Impact Performance Incen	Grants provided to pre-approved applicants in certain high-impact sectors. Once approved, the high impact business is awarded 50 percent of the eligible grant upon commencement of operations and the other half once full employment and capital investment goals are met	
Clearwater	On-the-Job Training	Reimbursement of up to 50% of wages paid during the training period. Employers retain complete control of all hiring decisions, and receive recruitment and job posting services, and assistance with candidate prescreening at no cost.	
	Paid Work Experience	The focus of the Paid Work Experience program is hiring young adults to learn in-demand skills at no cost to employers. Reimbursement of up to 100% of wages paid throughout the training period via employer's payroll.	
Kissimmee	Building Permit Fee Reimburser	Offer eligible companies a 10% reimbursement in the fees paid to the City during the planning review process.	No Max
	Development Review Fee Dedu	This incentive will offer eligible companies a 25% percent reimbursement for the building permit fees they've paid specifically to the City of Kissimmee during project construction.	Up to $25,000
	Hire Local Grant	This incentive offers eligible companies $5,000 towards the hiring of individuals that reside within the Medical Arts District or within a half mile radius of the Medical Arts District boundaries, or participants in a City-sponsored workforce training program. Companies are eligible to hire up to five (5) employees utilizing this grant, with a maximum allocation of $25,000 per company. Employees must remain on the payroll for a minimum of one year.	This incentive is only eligible to for-profit QTI companies
Naples	Fast Track Program	Expedited review program: streamlining the development process, providing process certainty, reducing approval times, and providing a central point of contact. Approved fast track projects receive priority review	Projects that create new or expand primary employer businesses. Primary employers are businesses that create a product or service that is principally sold outside of a region to generate new money and profits in the region. Retail, restaurant, and hospitality are excluded
	Culinary Accelerator Program	Provides a state-of-the-art commercial kitchen open to a membership base. Depending on the membership level, members may select from a range of customized hours and plans to prepare, cook and package their culinary creations for distribution. Also provides the possibility of venture funds and business assistance for members.	Food items must be on specified list provided by program. Applicant must complete and submit required documents and permitting
Coral Gables	Micro Grants	Reimbursable: $100 for 3 months on social media marketing. $1000 visual merchandising grants to support costs toward lighting, store displays, etc. Cover the cost of a photographer to go out and provide marketing photography stores can use to promote their businesses/	Have to be existing business in Coral Gables
North Miami	Green Rehab Grant	Eligible businesses can receive up to $10,000 to help small business owners in North Miami make improvements to business facilities, increase energy-efficiency and lower energy bills. The City will provide direct payment to the vendor or reimburse the cost of repairs	Eligible Use of Funds: - INSTALLING A/C units, generators and solar panels - REPLACING old light bulbs, light fixtures and windows - REHABBING insulation, rooftops and more
	Beautification and Enhancement Grant Program	This program offers up to $25,000 with no match requirement, to eligible commercial property owners or business operators for improvements to the exterior and/or interior of the building. This grant is subject to 100% forgiveness, pending the successful completion of a 3 year maintenance period on the improved property, except for murals as set forth below, which is a five (5) year maintenance period	For Beautification Grant a qualified business must have commercial space on the ground floor, with street frontage and direct pedestrian access from the street. Proposed enhancements must show visible improvements to the business/property and its surrounding area
	Business Attraction & Expansion Grant Program	The Business Attraction & Expansion Grant will cover 50% of the project cost up to $150,000, toward specifically defined, and approved costs that are related to relocation and attraction of businesses. A portion of the grant can also be used to cover half of the monthly rent of an approved property for up to 6 months during the renovations.	This program is best suited for businesses previously not located within the boundaries of the CRA or those looking for an opportunity to expand. Job creation and retention of City of North Miami residents will be required. . Expansion of business by adding at least half of the existing square footage. Example current 750 sq. ft. expansion to 1,500 sq. ft. **Every effort must be made to hire North Miami residents**

Ft. Pierce	Interior Uplift Grant	The Interior Uplift Program offers financial assistance in the form of a reimbursable, matching (50%) grant up to $10,000 to the property or business owner for for eligible expenses associated with the construction or renovation of commercial space	The Interior Uplift Grant program is available to fund eligible interior improvements on commercial properties. To be eligible the building must be located within the FPRA District and be commercially zoned
	Business Innovation Grants	The BIG Program offers financial assistance in the form of a one-time grant in the amount of $2,500 to be used to purchase new equipment or technology, or improve or upgrade existing equipment or technology to be used directly in the business at the applicant's address within the FPRA	The Business Innovation Grant (BIG) Program is designed to assist businesses in the FPRA with $2,500 grants to improve and/or invest in new equipment and technology in order to adapt to a contactless business model in the pandemic environment, improve operations, increase efficiency, and reduce costs and energy consumption, retain and create new jobs, enhance the skill level of existing jobs, expand sales revenue, improve competitiveness or enter new markets
Winter Garden	Shop Local Program	Builds awareness and support for local businesses. All new businesses are given a shop local sticker to display and a shop local marketing campaign is managed by the Economic Development Department, and the City also participates and promotes Shop Small Saturday.	
Dunedin	Demolition Program	Funds are available on a first-come, first-serve basis to program participants. Eligible applicants may receive a reimbursement grant up to five thousand dollars ($5,000) for the cost of demolition and clearance of a site. The minimum demolition grant is five hundred dollars($500.00)	Any residential or commercial site within the downtown (CRA) district where there is substandard or deteriorated structure or part thereof. The structure must be functionally obsolete or economically unfeasible to repair. Residential structures must have been abandoned or vacant for at least a year before they can be demolished under this program. Program can also be used for site clearing
DeLand	Underutilized Building Grants	Grants for downtown property owners who rehabilitate buildings that have been vacant for two or more years. Eligible projects may receive up to 25% of the total project costs with no single grant to exceed $20,000.	Changes to the buildings will either: a) partially or fully restore to the original appearance of the building based on actual evidence, including photographs and written documentation, or b) represent a modern treatment which blends into and is compatible with the building and adjoining buildings, or c) restore to an appearance consistent with the historic district.
	Mural Repair and Graffiti Removal	Financial support to assist property owners with mural repair and graffiti removal.	
	Retail Grants	Matching grants for downtown property owners that create or retain existing retail businesses or convert office/service occupancy to retail. Eligible projects may receive up to 50% of total project costs with no single grant exceeding $5000.	Colors harmonious with the historic character of DeLand, as set by the DeLand Historic Preservation Board, are required. Colors harmonious with the historic character of DeLand, as set by the DeLand Historic Preservation Board, are required.
	Upper Floor Grants	Matching grants for downtown property owners who refurbish upper floors for use as retail, office, service, or residential or any combination of these categories. Projects may receive up to 50% of the total project cost with a single grant not to exceed $5000.	Creation of stoarge or warehouse space is not eligble.
New Smyrna Beach	Expedited Permitting	Works with developers and contractors to conduct reviews and issue permits in short order. City provides short permiting turnaround times to get businesses up and running as soon as possible.	
	NSB Ready Services	Partner business owners with Planning Department, Building Department, Economic Development Department, Fire Department, and Utilities Commission staff to walk owners through how commercial property owners or buyers can maximize their investment to help them avoid costly mistakes	
	Annexation Fees Waived	The City Commission recently approved waiving annexation fees, zoning fees, land use fees, and advertising fees related to annexing commercial and residential properties into city limits	
Punta Gorda	Economic development tax rebate	A business within the City could request a rebate on its City property taxes up to 70% for a period of up to 10 years. The City would use the County criteria as a guide but not be limited to its contents	Number of current and projected employees of the business located in the County; Average wage of employees of the business; Amount of capital investment; Innovative business; Commitment to local procurement; and Net positive contribution to the local economy
	Utility Funds	Rather than the standard 25% up charge for users outside the city limits, eligible properties in the Enterprise Charlotte Airport Park (ECAP) district will only be charged an additional 10%	The business development must be identified as a targeted industry as identified by Enterprise Florida and the Governor's Office of Tourism, trade and Economic Development, or identified by resolution of the County Commission or City Council. Applicants are required to enter into a voluntary pre-annexation agreement with the City, committing to annex into the City at such time as the property becomes contiguous

WINTER PARK RETAIL STRATEGIES

For more information, see Phase I memorandum.
Note: Potential categories referenced below are *not* meant to be prescriptive.

WINTER PARK RETAIL TRADE AREA



Note: Boundaries are approximate, intended for an order-of-magnitude understanding *only*.

GUIDING PRINCIPLES FOR RETAIL

The Phase I analysis suggested that stakeholders–public, non-profit, and private–incorporate the following themes and concepts into their respective approaches:

CO-TENANCY

The extent to which the site-location decisions of prospective retail tenants are driven by considerations of "co-tenancy".

CRITICAL MASS FOR FASHION

The need for established shopping destinations, particularly ones specializing in fashion, to retain a "critical mass" (or remain above a certain threshold) of such stores.

GROUND FLOOR TENANCY

The importance of active retail tenancies on the ground floor of walkable districts and along the frontage of commercial corridors (to preserve such spaces for uses with the greatest need for high visibility)—in cases where tight market conditions prevail.

WINTER PARK RETAIL ECOLOGY

The understanding of Winter Park's districts and corridors as a retail ecology or hierarchy, with the tight market for retail space in one creating "spillover" tenant demand in others.

ZONING & POLICIES

The accompanying notion that the city's overall retail potential can only be maximized by grounding policies (including zoning) in such dynamics, even if in some cases that implies different expectations for individual properties and stakeholders.

INTERESTING MIX OF TENANCIES

The roles that development economics, permitted uses and rent expectations play in street-level vitality, with strategically-zoned, "second-generation" spaces often priced at levels that can be sustained by a broader and more interesting mix of tenancies.

FLEXIBILITY AS PRE-EMPTION

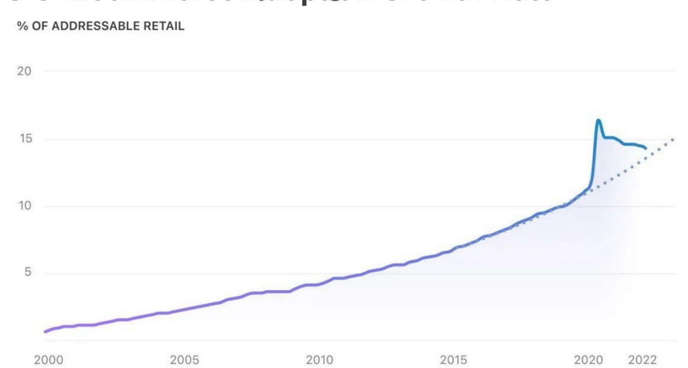
The realization that flexibility—in policy, zoning, approvals, and permitting—will be essential to keeping Winter Park relevant and differentiated in a rapidly-evolving and fiercely-competitive industry.

THE PRIMACY OF SUPPLY AND DEMAND

The recognition that market forces—specifically, supply and demand variables—can often dictate retail conditions and opportunities to a greater extent than the physical and design attributes of roads and buildings.

DEFINITION: "Retail" for the purposes of this scope-of-work has been defined broadly, to include any ground-floor uses that are consumer-facing—that is, welcoming potential customers either on a walk-in or subscription basis. This would encompass, then, personal services, food and beverage as well as entertainment venues, while precluding businesses that operate exclusively or primarily by appointment.

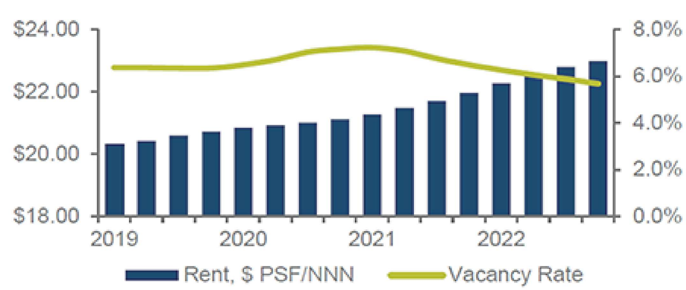
U.S. Ecommerce Adoption Growth Rate



Source: U.S. Census

CAPTION: **No, e-commerce has *not* taken over:** By 2022, the market share of online sales was roughly similar to where it would have been without the pandemic, given historic growth rates.

Overall Vacancy & Asking Rent



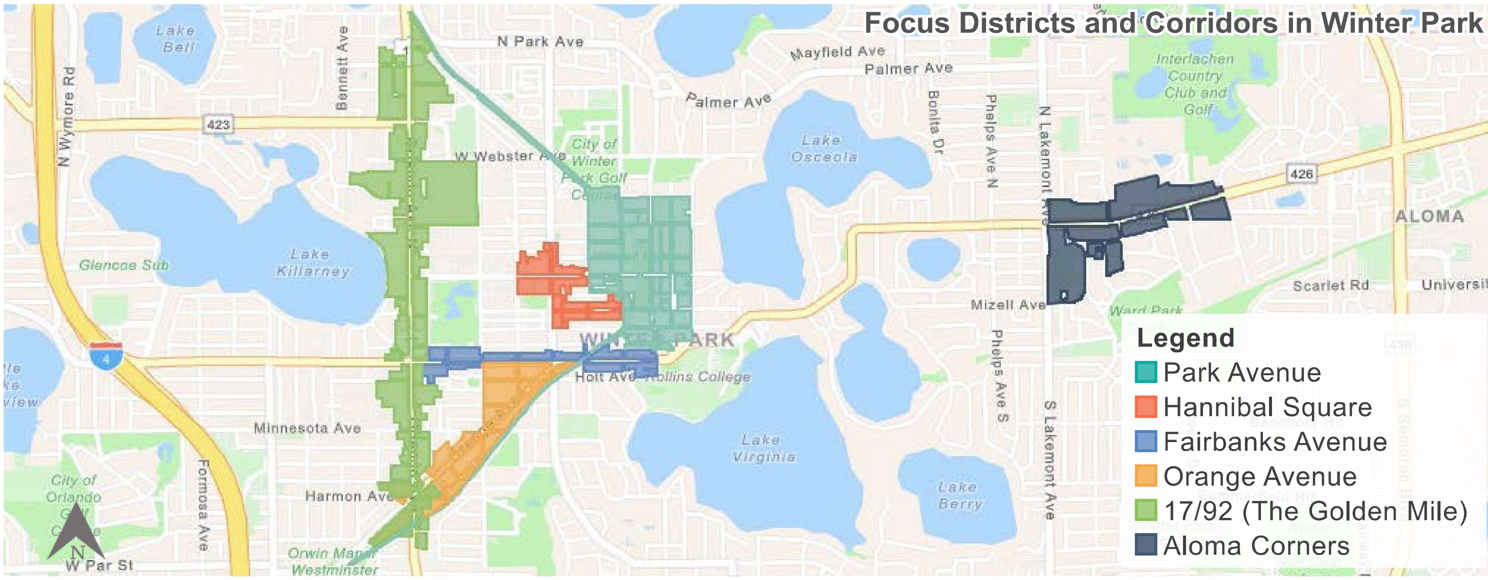
Source: CoStar; Cushman & Wakefield Research

CAPTION: **What Retail Apocalypse?** Despite pandemic-era disruption, the market for retail space was robust in 2021 and most of 2022, with declining vacancy rates and rising asking rents.

WINTER PARK RETAIL STRATEGIES

For more information, see Phase I memorandum.
Note: Potential categories referenced below are *not* meant to be prescriptive.

DISTRICT-SPECIFIC RETAIL VISION



PARK AVENUE

Current Positioning
- Metro's premier walkable/ authentic shopping destination
- Upmarket, skewing middle-aged and older

Potential
- Additional **fashion** co-tenancy
- Broadening of customer base
- Side-street opportunities

ORANGE AVENUE

Current Positioning
- Continuation of neo-hipsterdom to the south/ west
- Affordable **eclecticism**
- "Every-so-often" uses

Potential
- Home design/ improvement
- Craft food and beverage
- Vintage/resale

WINTER PARK SOCIAL HOUSE

HANNIBAL SQUARE

Current Positioning
- Park Avenue **spillover/ extension**
- Local orientation
- Food and beverage skew

Potential
- Destination concepts/brands
- Better connectivity/in-fill


17/92 (THE GOLDEN MILE)

Current Positioning
- **Upmarket/specialty strip commercial**
- "Restaurant Row" for north metro

Potential
- Comparison shopping (both upscale and value)
- "Non-commodified" conveniences
- Sophisticated/first-in-market food & beverage chain-lets

FAIRBANKS AVENUE

Current Positioning
- Park Avenue spillover + **Rollins**
- "Every so often" uses
- Primary gateway to I-4

Potential
- Hybrid college/general bookstore
- Home design/improvement, bridal
- Clinic (medical, dental, vet, etc.)
- Ongoing beautification

B&O

R BOOKSTORE

ALOMA CORNERS

Current Positioning
- Mid-market conveniences
- **Local draw**

Potential
- Fast casual/casual food and beverage
- Mall staples going "off-mall"

Economic Development Advisory Board

agenda item

item type	meeting date
Non-Action Items	November 14, 2023
prepared by	**approved by**
	Peter Moore, Director of Budget and Strategic Programs

subject

EDAB Commercial Performance Report

motion | recommendation

background

Monthly reports as requested

strategic objectives

alternatives | other considerations

fiscal impact

attachments

1. Park Avenue.Hannibal ped counters October 2023
2. EDAB Commercial Performance Report - Nov '23

City of Winter Park

Kyle Dudgeon
11/07/2023

Key Figures

October 1, 2023 → October 31, 2023

Total

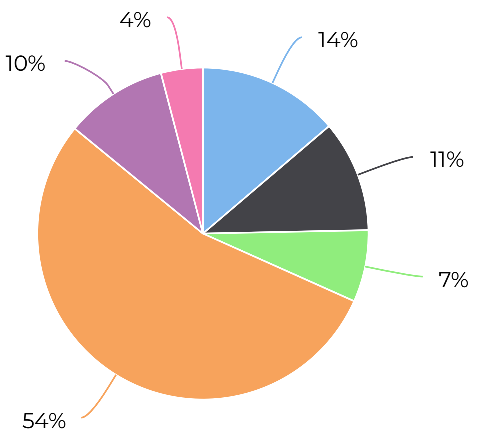
188,506

Peak Day

Saturday
Oct 7, 2023

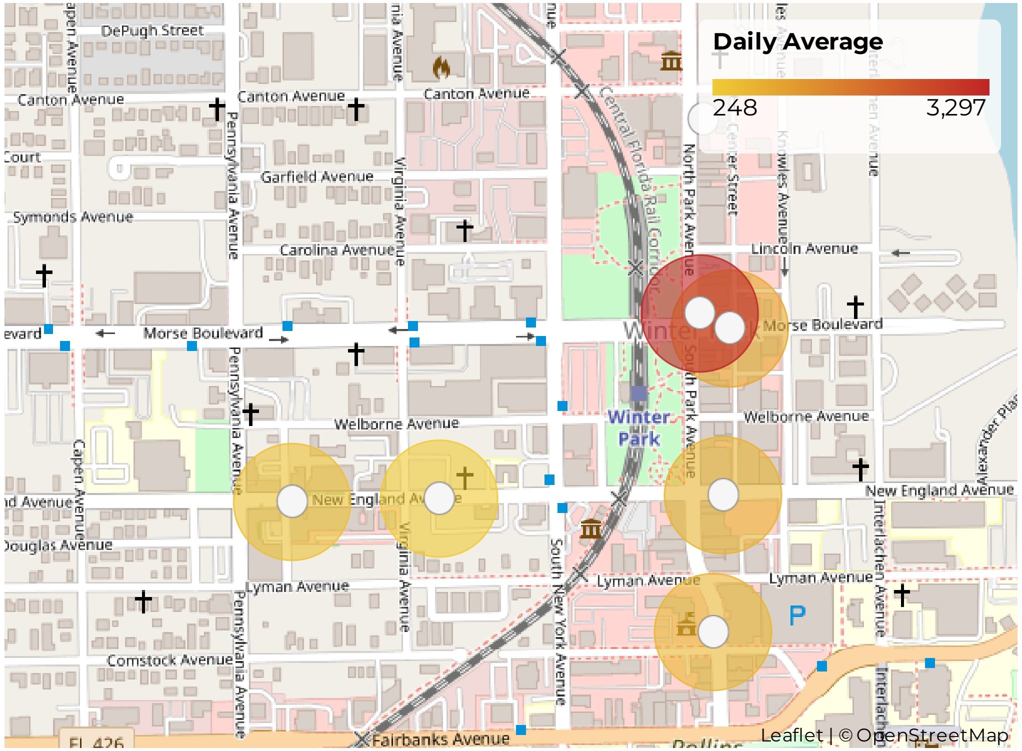
13,304

Distribution



- E Morse blvd
- E New England Ave
- HANNIBAL SQ
- Park and Morse
- South Park Ave.
- West New England Ave

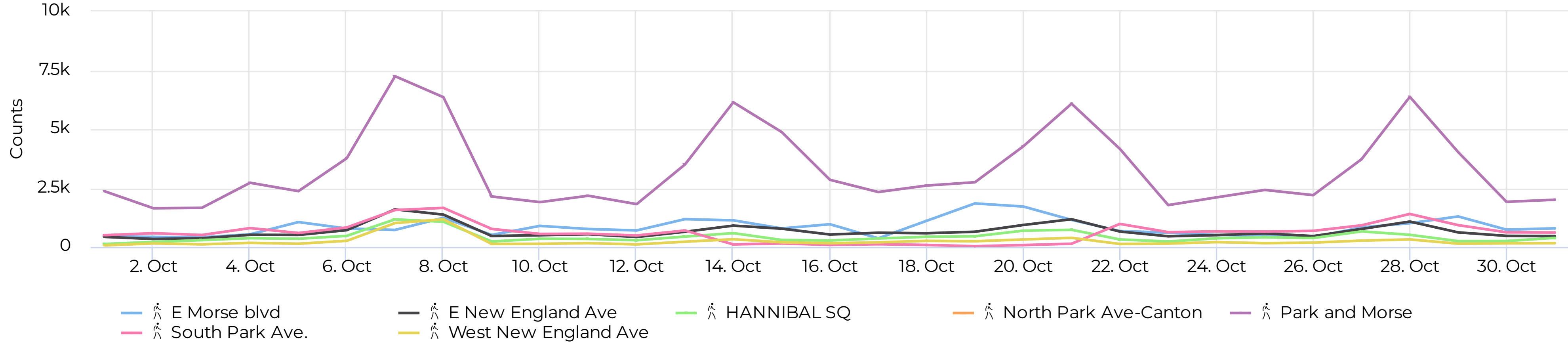
Key Figures Map



Compared to 10/02/2022 → 11/01/2022

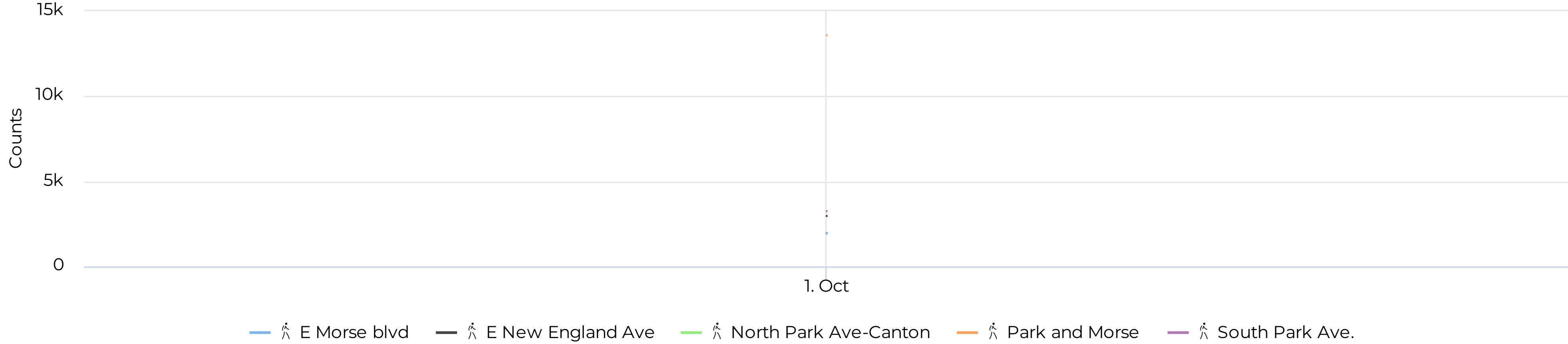
October 1, 2023 → October 31, 2023

Daily traffic



Monthly traffic

10/07/2023 → 10/08/2023

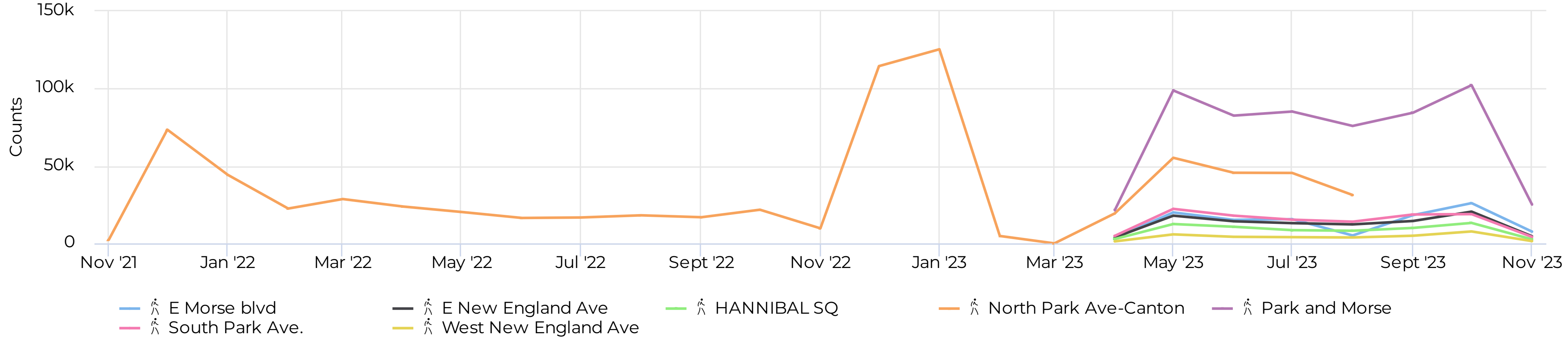


Key Figures

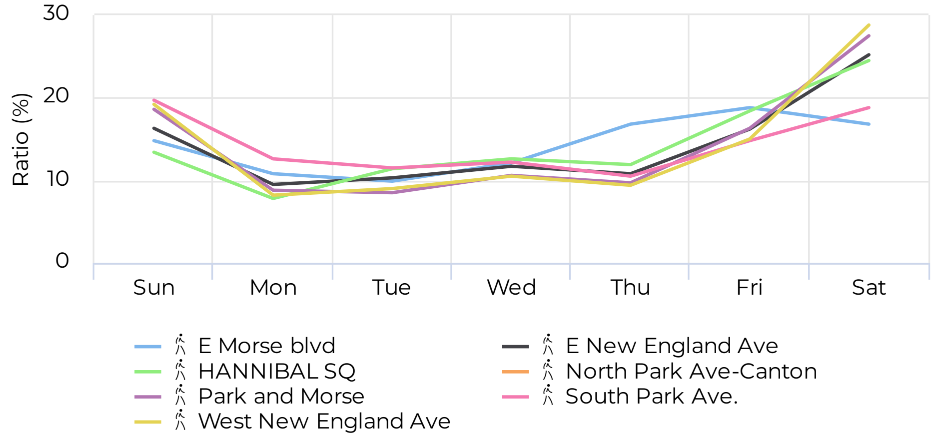
October 1, 2023 → October 31, 2023

Monthly traffic

Whole Period

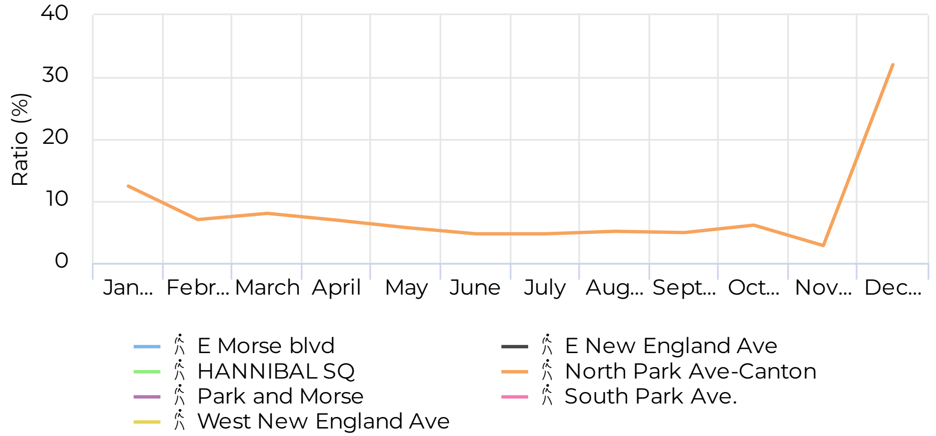


Daily Profile



Monthly Profile

01/01/2022 → 12/31/2022

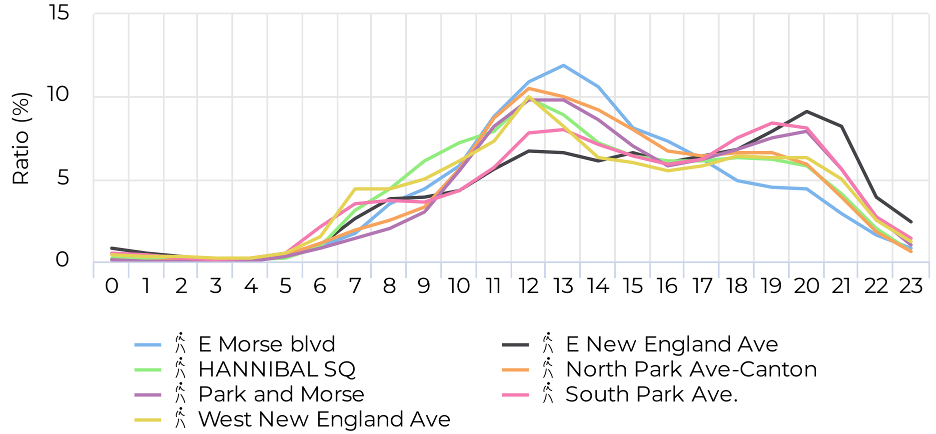


Key Figures

October 1, 2023 → October 31, 2023

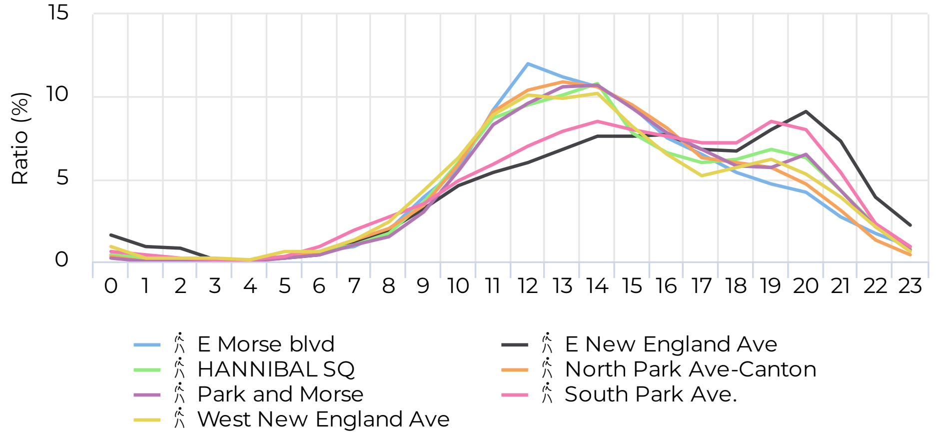
Hourly Profile - Weekdays

01/01/2023 → 11/06/2023



Hourly Profile - Weekend

01/01/2023 → 11/06/2023



Key Figures

October 1, 2023 → October 31, 2023

Key Figures Summary

Site	Daily Average	Average week days	Average weekend traffic	Peak Day	Peak Count
Park and Morse	3,297	2,482	5,290	Sat Oct 7, 2023	7,246
E Morse blvd	839	798	937	Thu Oct 19, 2023	1,845
E New England Ave	662	542	953	Sat Oct 7, 2023	1,593
South Park Ave.	609	522	822	Sun Oct 8, 2023	1,655
HANNIBAL SQ	426	371	560	Sat Oct 7, 2023	1,169
West New England Ave	248	181	414	Sun Oct 8, 2023	1,173
North Park Ave-Canton					

Compared to 10/02/2022 → 11/01/2022

Commercial Performance Report 11/23

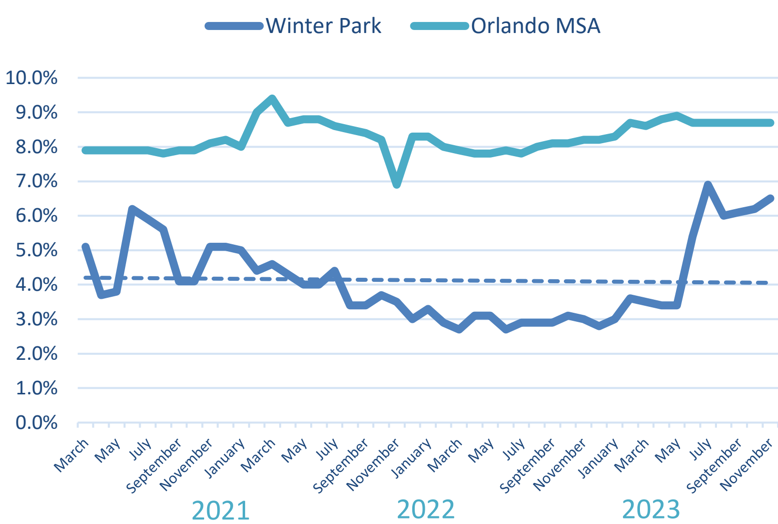
Full list of quarterly reports including annually recorded metrics are available at www.cityofwinterpark.org/pm

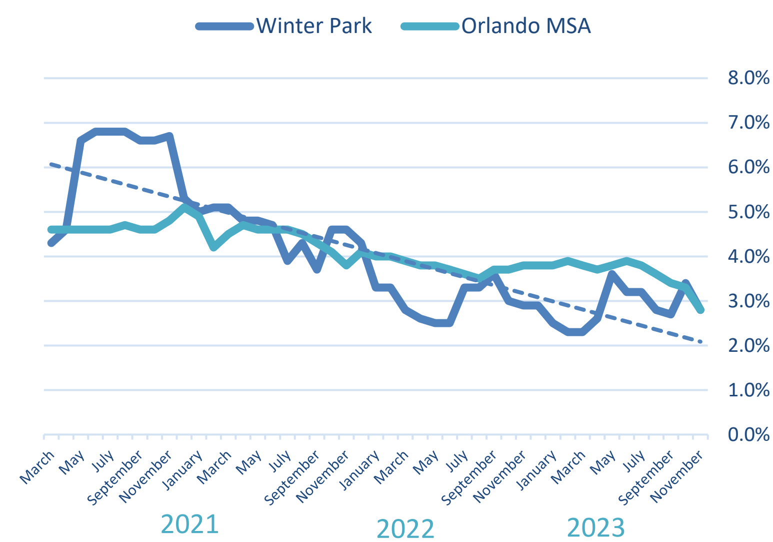
Sources: ESRI, CoStar, BLS

OFFICE

Vacancy

RETAIL





Rental Rate