Economic Development Advisory Board Regular Meeting

Agenda

August 13, 2024 @ 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.

agenda	estimated time
1. Call to Order	
2. Consent Agenda	
a. Approve the minutes of July 9, 2024	1 minute
3. Public Comments (for items not on the agenda): Three minutes allowed for each speaker	
4. Action Items	
a. MJB Report - Recommended Changes on C-2 Zoning	15 minutes
5. Non-Action Items	
a. Board Prioritization Discussion	35 minutes
b. WPBA Midyear Report	5 minutes
c. CMET Update	5 minutes
d. EDAB Commercial Performance Report	5 minutes
6. Staff Updates	
a. Generic WP Banners	5 minutes
7. Board Comments	
8. Upcoming Agenda Items	
a. WPBA NEC Partnership Contract FY2024-2025	1 minute
9. Adjournment	

Economic
Development
Advisory Board

agenda item
2.a

item type Consent Agenda	**meeting date** August 13, 2024
prepared by	**approved by** Bahiyyah Muhammad-Layton, Board Coordinator

subject
Approve the minutes of July 9, 2024

motion | recommendation

background

alternatives | other considerations

fiscal impact

attachments
1. EDAB-mins-2024-07-09 DRAFT

Economic Development Advisory Board
Regular Meeting Minutes

July 9, 2024 at 8:15 AM

City Hall Commission Chambers
401 S. Park Avenue

Present
Kevin McClanahan, Roda Carter , Steven DiClemente, Lauren Zimmerman, Phil Anderson

Absent
Sarah Grafton

Staff Present
Assistant Director of Economic Development and CRA Kyle Dudgeon, OMB Director Peter Moore, CRA Coordinator Anne Sallee

1. Call to Order

Mr. Anderson called the meeting to order at 8:23 a.m.

2. Consent Agenda

a. Approve the minutes of June 11, 2024

Motion made by Mr. McClanahan to approve the minutes, seconded by Mr. DiClemente. Motion carried unanimously with a 5-0 vote.

3. Public Comments (for items not on the agenda)

4. Action Items

a. Agreement with The Center for Micro-Entrepreneurial Training (CMET)

Mr. Dudgeon presented the contract agreement for a 10-week course through CMET, highlighting the Board's concerns from previous meetings such as marketing, payment schedule with an out clause for low turnout, Staff responsibility, mid and post program review and NEC feedback. The marketing strategy is to incorporate the city's resources, Mr. Simmons assistance and the NEC. Through the vetting process, identification can be made as to whether the individuals and businesses are local to Winter Park. Mr. Anderson suggested the program should focus on the top business sectors that contribute to Winter Park's economy, first retail, secondly financial services, thirdly medical and lastly hospitality/restaurants. Ms. Carter advised that the program's focus is on business education for individuals who lack the resources to become entrepreneurs. Mr. Dudgeon suggested that with at least 23 to 25 participants, both points will be addressed. Mr. Simmons advised that the core curriculum can be modified based on the entrepreneurs in the program. Ms. Zimmerman suggested the program teach management skills. Mr. McClanahan stated that the curriculum should start with how to set up a business and move forward to managing and running a business. Mr. DiClemente stated that he would like to see results of the program and suggested that participants work in local businesses underneath the business owner. The pilot program is funded by the City at no cost to participants.

Mr. Anderson summarized the focus and advised the program will be tracked and tweaked if necessary. The list of vetted participants can be reviewed by the Board before they start the curriculum. With the ability to terminate in 30 days, Mr. Anderson suggested adding verbiage to the contract to notify students of program termination and the exemption of student information from public records. Ms. Carter stated homebased business owners are included in the program. Mr. McClanahan suggested flyers to place in local businesses.

Motion made by Ms. Carter to implement the CMET program; seconded by Mr. DiClemente. Motion carried unanimously with a 5-0 vote.

5. Non-Action Items

a. MJB policy change recommendations

Mr. Dudgeon explained the MJB study proposed several different items on maximizing the potential of Winter Park's retail businesses. Policy changes to C2 Zoning which include the Park Avenue and Hannibal Square areas. These policy changes include differentiating eating and drinking establishments between fine dining, and fast casual dining. Changes in the code were suggested to allow for the flexibility of being a service as well as a retail business and to add a healthy mix of non-profits, churches, retail businesses and restaurants. Changes to the policy will be reviewed with Planning.

Mr. Anderson expounded on the retail study. MJB is a west coast consultant commissioned approximately two years ago to answer the questions; why Park Avenue thrived and what is the right retail mix for the area. Mr. Anderson explained that Park Avenue is zoned for fine dining, but the restaurants that survived during COVID, were restaurants that provided take out service. One finding of the study was the commercial zoning code will need to bring into alignment the evolvement of retail and take out dining in Winter Park. The strength of Park Avenue is retail shopping. Mr. Anderson would like to continue discussions on the percentage of take out dining and the 50% alcohol/food ratio.

b. Board Prioritization Discussion

Mr. Anderson advised the Board to send comments and suggestions directly to Mr. Dudgeon as per the Sunshine Law. He also suggested forming sub-committees to discuss one or two topics. Mr. Anderson reviewed charts showing Winter Park has the lowest millage rate, healthy revenues and the lowest utility rates in the region. A list of Mr. Anderson's ideas was presented, suggesting specific opportunities for EDAB. In the coming months, through discussions using data and technology, the Board will be able to bring recommendations to the Commission.

6. Staff Updates

a. EDAB Commercial Performance Report

The EDAB monthly reports were included in the packet for review.

b. Generic WP Banners

Mr. Dudgeon advised that EDAB manages the banner program. To avoid unnecessary maintenance and repairs when the banner poles are without banners, EDAB has come up with two banner designs to place on the poles. The Board agreed with using the current peacock logo. Mr. Anderson suggested that Staff return with options for the fine print.

7. Board Comments

Mr. Dudgeon will discuss with Mr. McClanahan outside the meeting, the foot traffic discrepancy and the traffic cameras.

8. Upcoming Agenda Items

Mr. Anderson asked the Board members to review the opportunities on page 8, prioritize them and at the next meeting spend 20 minutes discussing.

9. Adjournment

The meeting adjourned at 10:01 a.m.

Approved by the board on
/s/ Bahiyyah Layton, Board Coordinator

Economic Development Advisory Board

agenda item 4.a

item type
Action Items

meeting date
August 13, 2024

prepared by
Kyle Dudgeon, Assistant Division Director of Economic Development/CRA

approved by

subject
MJB Report - Recommended Changes on C-2 Zoning

motion | recommendation
Approve as submitted

background
At the conclusion of the MJB retail study, the consultant provided several recommendations for policy, program, and incentive related initiatives. Included as part was an update to C-2 zoning to encapsulate the 'omni-channel' nature of retail businesses (e.g. marketing, selling services and goods, customer experience, etc.). The background for the suggested change is included as an attachment to this title sheet. Also included are the suggested revisions to the section of the code for review. Section revisions have been coordinated and reviewed with planning staff to date. At the July meeting, the board discussed the revisions and asked for a methodology for the suggested changes. As a response, staff is bringing forward changes that are consistent with current market activities and peer communities. Any consideration by EDAB would be forwarded to the Planning & Zoning Board and City Commission.

alternatives | other considerations
Amend the changes
Do not consider the changes

fiscal impact
N/A

attachments
1. C2 Code Changes

2. City of Winter Park Retail Strategies

Sec. 58-75. ~~Commercial (C-2) district~~Central Business District (CBD).

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(b) *Permitted uses.* All permitted uses shall be conducted so as to emphasize the pedestrian orientation of the district. Thus, drive-in-type businesses or uses which have a drive-in component as part of their operation shall not be permitted. All uses permitted shall be conducted exclusively within a building except those uses permitted which are customarily conducted in the open such as off-street parking and outdoor patio seating for dining. Storage shall be limited to accessory storage of commodities sold at retail on the premises and storage shall be within a completely enclosed building. Bars, taverns, cocktail lounges, and fast food restaurants are prohibited in this zoning district. In addition, no single tenant building larger than 65,000 square feet is permitted regardless if portions of such single tenant business, such as a grocery store, may have a sublease for an interior coffee shop, bank, etc.

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(3) Banks, savings and loans, financial institutions, nonprofit organizations, travel agencies, photographic studios, interior design studios, barber shops, beauty/nail salons, spas, state-licensed massage therapists, cosmetic and skin care treatment businesses, governmental, educational, medical, real estate and other offices but only when such uses are located above the ground floor within the Park Avenue Corridor or located on any floor outside the Park Avenue Corridor. This shall be referred to as the Park Avenue corridor vertical zoning restrictions.

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(6) Fine dining restaurants, as well ~~as ice cream, tea, coffee, cheese, pastry and bakery stores with retail sales and consumption of food and beverage products on premises~~specialty food and beverage establishments, except that only those restaurants satisfying the criteria set forth below shall be permitted uses in the Park Avenue Corridor.

***

b. *~~Non-fine~~ Fast casual dining restaurants.* Certain other restaurants (other than fast food restaurants, which are a prohibited use) shall qualify for a permitted use in the Park Avenue Corridor, provided that they satisfy the following criteria and do not exceed the percentages set forth in this section:

1. Upon a patron's request, on-site food and beverage service shall be provided via table service by servers;

2. Appropriate visible signage is provided to notify patrons of the availability of table service;

3. The menu consists of a variety of food options including pre-entree items (soups, salads, appetizers, etc.) entrees, sides and desserts;

4. Non-disposable dinnerware (utensils, plates, etc.) shall be provided;

5. Food items are predominately freshly prepared on site rather than just the warming, microwaving or final preparation of pre-packaged items; and

6. All tables are bussed by restaurant staff.

The number of non-fine dining restaurants shall not exceed 20 percent of the available first floor storefronts of either side of any city block in the Park Avenue Corridor~~, nor 15 percent of the total number of businesses in the Park Avenue Corridor~~. ~~If a restaurant currently operating within the Park Avenue Corridor as of the enactment of this ordinance [from which this section derived] ceases business operations, any applicant proposing a restaurant use in that location must satisfy the criteria for a permitted use restaurant (fine dining; non-fine dining, meeting the criteria of subsections 58-75(b)(6)b.1—6.; or coffee shop, bakery and dessert restaurant). Provided that the restaurant use has not been discontinued for a period greater than three months, as provided in subsection 58-64(d)(6) of this Code, a non-fine dining restaurant will be permitted in the location of an existing restaurant, regardless of the percentage limitations on non-fine-dining restaurants.~~

c. ~~*Coffee shops, bakery and dessert restaurants*~~*Specialty food and beverage establishments.* Certain restaurants that do not provide full service~~ of food and beverages~~, but rather limit their offerings to particular food and beverages ~~reflecting the core business of the restaurant and a limited number of ancillary non-core items, are permitted uses. These restaurants~~ includinge, but~~ are~~ not limited to, ice cream, frozen yogurt, Italian ice, smoothie, cookie, tea, coffee, wine, cheese, pastry and bakery stores shall qualify as a permitted use in the Park Avenue Corridor.~~ The restaurants of this category must also provide retail sales and consumption of the named core food or beverage products on premises. Such restaurants shall include, as part of their application for the business tax receipt, a menu identifying the core offerings of the business and a limited number of ancillary non-core items. The restaurants of this category shall not change their core offerings, nor significantly expand their ancillary, non-core offerings, without submitting an application to the City for another business tax receipt.~~

~~(7) Churches, nonprofit organizations' halls/lodges and schools less than 5,000 square feet in size. (See parking requirements for limitations).~~

(c) *Conditional uses.* The following uses may be permitted as conditional uses following review by the planning and zoning board and approval by the city commission in accordance with the provisions of this ~~C-2~~CBD district section only. See section 58-90, conditional uses.

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~~(2) Churches, nonprofit organizations' halls/lodges, and schools 5,000 square feet or larger in size. (See parking requirements for limitations).~~

(2~~3~~) Buildings with a third floor and up to 40 feet in height provided that such conditional use approvals require two public hearing approvals by the city commission;

(3~~4~~) Retail stores in excess of 6,000 square feet per floor;

~~(5) Reserved.~~

(4~~6~~) Buildings over 10,000 square feet or any addition over 500 square feet to an existing building over 10,000 square feet or additions over 500 square feet to existing buildings that result in a building over 10,000 square feet in size.

(d) *Accessory uses permitted*. Accessory uses shall be permissible for businesses containing more than one type of permitted use. The business tax receipt shall pertain to the principal use. Accessory uses shall not exceed forty percent (40%) of the leasable square footage and may not exceed twelve customer seats.

(1) For example, a 1,000 square foot bookstore may be permitted to operate a 400 square foot coffee shop for on- or off-site consumption with eight customer seats.

(e~~d~~) *Minimum building lot size.* There shall be no minimum lot size in this district.

(f~~e~~) *Development standards.*

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(7) Residential density.

a. The maximum residential density shall not exceed 17 units per acre.

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(g~~f~~) *Nonconforming uses.*

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(h~~g~~) *Park Avenue Corridor Vertical zoning restrictions special circumstances.*

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(i~~h~~) *Restaurants.* The following standards and criteria shall apply:

(1) The city has established that outside of the Park Avenue Corridor all existing and proposed restaurants are conditional uses in this zoning district, except fine dining restaurants, and ~~ice cream, tea, coffee, cheese, pastry and bakery stores~~specialty food or beverage establishments, with retail sales and consumption on premises. For those restaurants that are conditional uses, renovations, changes in decor, floor plan, menu or operating hours up to midnight are not deemed to be significant changes which require amendment of the conditional use permit. Changes which result in the addition of building area, seating or operating hours beyond midnight are deemed to be significant changes which require amendment/approval of a conditional use.

(2) In order for these restaurant ~~C-2~~CBD zoning regulations to be effectively applied, this article contains strict definitions of fine dining restaurants, ~~non-fine~~fast casual dining restaurants, and ~~coffee shops, bakery and dessert restaurants~~specialty food or beverage establishments, which are either permitted uses or require conditional use approval, and cocktail lounges, taverns, and bars, as well as fast food restaurants, which are prohibited uses. Generally, if there is consumption of either food or alcoholic beverages on the premises, then the conditional use requirement applies with the exceptions of the permitted uses shown in subsection (b)(6) above. If the business is solely for food or alcoholic beverage sale for consumption off the premises, then conditional use approval is not required. With food stores or convenience stores where the primary business is the retail sale of food and beverages for consumption off premises, or when prepared sandwiches or other food is clearly incidental to the principal retail activity, then limited consumption on premises (up to ten seats) inside the premises is permitted without conditional use approval. Otherwise, if a restaurant does not fit under one of the permitted uses in subsection (b)(6) above, then conditional use approval is required.

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Sec. 58-95. Definitions.

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Fine dining restaurant means any establishment which is devoted to the retailing and on-premises consumption of meals and food where more than 50 percent of the gross revenue is derived from food sales versus alcoholic beverages. Additionally, fine dining restaurants shall meet all of the following criteria:

(1) A host or hostess must be regularly present to greet and arrange for seating of patrons;

(2) Food and beverage service (other than bar service) is provided via table service by servers;

(3) Dinnerware (utensils, plates, etc.) shall be non-disposable;

(4) Ordering, food service and payment is done at the table; and

(5) The menu shall consist of fine dining cuisine with a range of appetizers, entrees and desserts along with appropriate selections of beverages.

Establishments which include a drive-thru or where ordering or payment is done at a counter/cashier and then the food and/or beverage is brought to the table or customer by restaurant staff shall not be considered fine dining restaurants. Payment at a counter/cashier may be allowed only and exclusively to accommodate take-out orders. Take-out orders shall not exceed ~~ten~~ forty percent (40%) of the gross revenue.

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~~*Ice cream and coffee shops*~~*Specialty food or beverage establishments* means any establishment primarily devoted to the sale of ice cream, frozen yogurt, Italian ice, cookies, pastries, coffee, teas and other similar food or beverages.

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~~*Non-fine*~~*Fast casual dining restaurants* means any restaurant that satisfies all of the following criteria:

(1) Upon a patron's request, on-site food and beverage service shall be provided via table service by servers;

(2) Appropriate visible signage is provided to notify patrons of the availability of table service;

(3) The menu consists of a variety of food options including pre-entree items (soups, salads, appetizers, etc.) entrees, sides and desserts;

(4) Non-disposable dinnerware (utensils, plates, etc.) shall be provided;

(5) Food items are predominately freshly prepared on site rather than just the warming, microwaving or final preparation of pre-packaged items; and

(6) All tables are bussed by restaurant staff.

City of Winter Park Retail Strategies

Phase II Implementation Matrix

Area – Bucket	Specific Action Item(s)	Time Horizon	Chief Sponsor(s)	Context/Commentary
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)	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.

Economic Development Advisory Board

agenda item 5.a

item type
Non-Action Items

meeting date
August 13, 2024

prepared by
Kyle Dudgeon, Assistant Division Director of Economic Development/CRA

approved by

subject
Board Prioritization Discussion

motion | recommendation
N/A

background
At the July EDAB meeting, the board reviewed an agenda item to outline board priorities, review existing material, and draw connection between that material and existing conditions to help chart the path forward. The intent of this item today is to continue that discussion. Included for review are several pieces of information from previous EDAB and City documents including:

- EDAB subcommittee economic development definition
- City Vision Report
- MJB Consultants retail vision work
- Selected city budget documents
- Electric utility power rates

Staff is requesting a review of the material as a backdrop to discussing and prioritizing future board considerations.

alternatives | other considerations

fiscal impact

attachments

1. EDAB - Intro and Goals
2. EDAB Basics Addendum 6-30-24- Combined

EDAB Overview and Opportunities

Context for Economic Development Board

A. Economic Development in Winter Park is focused on maintaining our quality of life and providing the tax base to support that quality of life. See the Winter Park – "Economic Development Definition" (April 19, 2022) and Guiding Principles 1 and 2.

B. The top 3 characteristics residents value the most based on the Resident Visioning Project in 2016 are:
   a. **Our History and Heritage**
   b. **Our Village Ambiance and Small-Town Charm**
   c. **Our efforts to be Proactive about our Future and Growth**

C. "Park Avenue today remains the premier "Downtown" in metro Orlando. The only one that offers a walkable and authentic "Main Street" experience with a **critical mass of comparison goods** retailers." Keeping Park Avenue and its spill over commercial districts occupied with strong retailers extends the "**Dwell Time**" for customers and preserves Winter Park's brand. Because our market area is 150,000 people for 70% of our sales, Winter Park residents and workers have a much broader selection of retail and restaurants than a town of 30,000 should expect. (MJB Phase 1 Market Report)

D. Winter Park's Budget for its high level of services is the **General Fund**, with the following characteristics:
   a. It is ALWAYS a balanced budget with expected revenues exceeding expenses.
   b. It has a $20 million dollar emergency reserve.
   c. Winter Park has the lowest "millage rate" (the property tax rate) in all of Orange County (see bar chart).
   d. It has the fastest emergency response times in the region.
   e. The General Fund Fiscal Year Ending 10/1/24 has a Revenue Budget of [$70 mill] and Expense Budget, including construction ("capital") projects of [$68 mill].
   f. Winter Park has diverse revenue sources. Only [43%] comes from real estate taxes. [13%] comes from Orange County Sales Taxes, which is directly linked to tourism. The balance comes from fees for services and from excess funds and reimbursements from our power company and our water company (which are called our "Enterprises").
   g. Our "Enterprises" are well run and efficient. The power company serving 80% of Winter Park residents has the lowest rates in the region and is self-funding our undergrounding and sustainability efforts. The water company has excellent water quality and serves the water and sewer needs of an area [3x] the size of Winter Park itself.
   h. In crisis times, city staff can adjust spending and stay within our revenue.

Areas of EDAB Influence

The Economic Development Advisory Board can influence the vitality of the City by advising the Commission on Policy and by alerting and guiding our City team on local issues. Some of those areas are:

A. Keeping the "Big Picture" of Winter Park's charm and history as the keys to success
B. Suggesting Programs and Marketing for merchants and businesses
C. Creating and Targeting Incentives
D. Being a voice for budget and content of Seasonal and Other City Events
E. Being a voice for service level changes
F. Recommending policy changes that might attract targeted businesses.
G. Identifying Target businesses and uses
H. Researching, educating, and marketing useful information to the business community
I. Supplementing City and Chamber statistics with useful marketing information

Specific Opportunities:

1. Board member Workshop/Review of the Retail Report and Other background information.
2. Refine and Communicate the Retail Market Study to other parties.
3. Execute and adjust the Retail Study Implementation Plan.
4. Refine how we define and pursue target businesses.
5. Explore how to create entrepreneurial and e-commerce strategies to build resilience in recessions (based on COVID and 2008/2009 lessons).
6. Explore profiling the customers for Park Avenue and other corridors with strategies to reach them.
7. Advise and monitor incentive programs.
8. Similar to the Retail study, evaluate importance of and positive characteristics of Financial Services. Discuss how to incentivize and create a critical mass of financial services (as commercial properties redevelop under existing codes).
9. Develop understanding of the Community Redevelopment Authority mission and funding to integrate with EDAB initiatives.

EDAB Addendum/Excerpts (PMA 6/30/24)

1. Economic Development Definitions and Guiding Principles
2. Vision 2016 Word Cloud
3. Retail Concepts and Park Avenue- MJB Phase 1 Excerpt
4. Millage Rate Comparison Bar Chart
5. General Fund Budget Pie Chart
6. Winter Park Power Company Rate Comparison Bar Chart
7. Retail Vision
8. Retail Implementation Plan – MJB Phase 2 excerpt
9. Winter Park Market Area- MJB Phase 1 excerpt

1. Economic Development Definitions and Guiding Principles

401 South Park Avenue • Winter Park, Florida 32789
407-599-3695 • 407-599-3448 fax
CRA/Economic Development

Winter Park- Economic Development Definition (April 19, 2022)
"Economic Development is the creation of wealth from which community benefits are realized. It is more than a jobs program, it's an investment in growing your economy and enhancing the prosperity and quality of life for all residents."

The Department follows a number of guiding principles in which it follows to execute its initiatives, projects, and programs.

1. Our **quality of life** through the city's charm and character is our competitive advantage.
(Metric example: City report, City Visioning)

2. Act as fiscal stewards in **growing the tax base** to meet our needs (to support Quality of Life) and ensure future prosperity and safeguard real estate ad valorem growth rate exceeds expense growth
(Metric example: City budget metrics, DOR code analysis)

3. **Attract targeted businesses and workforce** that is resilient, offer opportunity, and add to individual and community prosperity, be a net exporter of high value goods and services, providing thoughtful and premier commercial choices for residents and guests.
(Metric example: Location Quotient Report, Wages, Chamber Scorecard)

4. Maintain the city as a **regional partner and player** while sustaining the city's scale and character as a **unique economic driver**.
(Metric example: Regional organization membership, infrastructure and road spending, consumer trade area market spending)

5. Embrace and leverage **our location education institutions** for a hirable, talented workforce and clustering that fosters lifelong learning.
(Metric example: Census)

6. Coordinate with city departments and regional efforts on the linkage between availability of **attainable housing and commuting to ensure appropriate job needs** and activation opportunities within the community.
(Metrics example: Chamber scorecard)

7. Winter Park is a welcoming city that strives for **inclusivity and sustainability** as a premier place to live work and play.

2. Vision 2016 Word Cloud

OUR VALUES

cultural assets
family-oriented
stewardship/ sustainability
safety/ security
diversity
uniqueness
parks/ recreation
landscape setting/ wildlife
proactive growth/ future
thriving commercial areas
village ambiance/ small town feel
active/healthy lifestyles
collaboration/ involvement
locational convenience
transportation/ transit
friendly/ welcoming
quality of life
creativity
community/ people
appeal/ destination
excellence/ high-quality/ world-class
tranquility/ calmness
character
equality
vibrancy
pride
progressive
technology
history/heritage
inclusiveness
education
generational appeal
walkability/ bikability
aesthetics

3. Retail Concepts and Park Avenue- MJB Phase 1 Excerpt

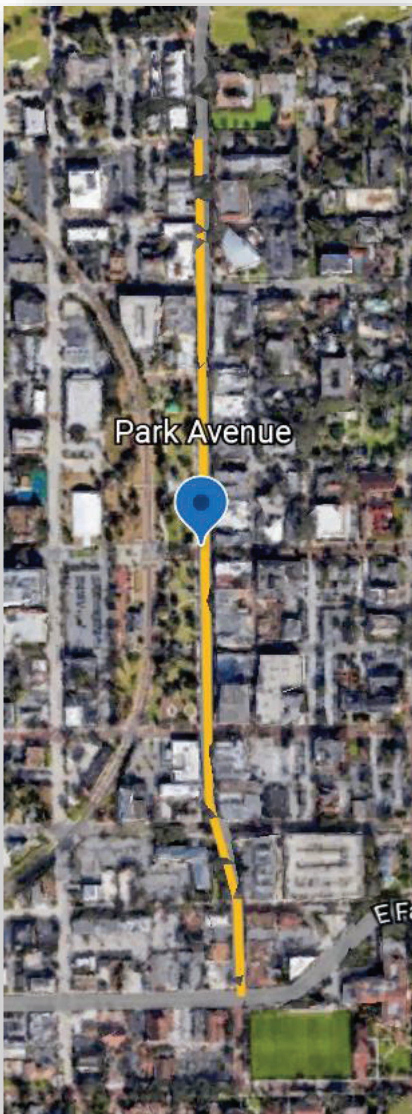
   Key Concepts:

   a. “**Critical Mass of Comparison Shopping**”
   b. “**Dwell Time**”
   c. “**Flight to Quality**” is part of success
   d. The high concentration of comparison goods retailers is THE MOST important aspect of Park Avenue’s strength
   e. Restaurants benefit from retail, particular with midday hours.

Winter Park's Business Districts and Commercial Corridors

Of course, these consumer segments are not distributed evenly across the study area. Rather, they impact different districts and corridors differently, for a variety of factors, not the least of which is the complex role that the *other* marketplace – the one in which tenants lease (or buy) space from landlords – plays in the ultimate composition of retail mix.

Park Avenue



Park Avenue today remains the premier "Downtown" in metro Orlando, the only one that offers a walkable *and* authentic "Main Street" experience with a critical mass of comparison goods retailers.

The Mall at Millennia and the Florida Mall are both, well, enclosed malls. Disney Springs is, well, Disney, which trade area residents largely avoid to the extent possible. And while other Downtowns like Winter Garden and Mt. Dora are no doubt ascendant, they draw primarily with food and beverage, presenting little threat at the moment as shopping destination(s).

Generally speaking, the shopping along Park Avenue targets an upmarket (though not luxury) clientele. Yet while it features retailers that appeal to shoppers middle-aged and older, like Chico's, Lily Pulitzer, J. McLaughlin, Talbots and Eileen Fisher, its diversified collection also plays to younger audiences with concepts like Evereve, Lululemon, Synergy and the Impeccable Pig.

The arrival of Warby Parker is particularly noteworthy. A pacesetter of sorts for the ever-growing number of "digitally-native" brands that started as online-only before expanding into brick-and-mortar, the seller of uber-stylish yet moderately-priced eyewear speaks directly to the aforementioned psychographic of Millennial neo-hipsters and signals a forward-looking, "on-trend" shopping street.

Similarly, with sit-down dining, the mix skews upmarket but has evolved over the years to encompass not just traditional cuisines and atmospheres – like, for instance, BoVine Steakhouse, Prato and Pannullo's Italian – but also, more ethnic and contemporary concepts – such as Bosphorous Turkish Cuisine, AVA MediterrAegean, ORO and Farm + Haus.

Amidst all of the hand-wringing about retail apocalypse, online competition, pandemic impacts and a looming recession, Park Avenue is that sort of “Class A” location which benefits from the “flight to quality” phenomenon, whereby tenants consolidate in or gravitate to the established market leaders in times of contraction or disruption.

Retailers and restaurants will come and go on Park Avenue, but with demand for a street-level presence far exceeding the supply of this very limited resource, newly-available spaces should backfill, assuming the floorplates are workable and the asking rents are market-appropriate.

Indeed, several Park Avenue businesses closed in the early pandemic months, yet the vacancy rate today is still quite low, with new arrivals like Evereve (replacing the Gap), Warby Parker (Alex and Ani) and Park Avenue Contemporary Art (Lighten Up!) as well as Farm + Haus (Café de France) and AVA MediterrAegean (Luna on Park).

Park Avenue’s appeal as a location for comparison goods brands remains so strong, in fact, that its roster *improved* not only amidst COVID-19, but also, at the same time that Casto was redeveloping Winter Park Village on 17/92 and undoubtedly trying to poach or attract such retailers.

Further evidence of its allure can be seen in the spill-over of its energy to intersecting side streets, Hannibal Square and Fairbanks Avenue, where well-capitalized outfits that might prefer a Park Avenue address, like Park Avenue Tavern and Bang & Olufsen, are compelled to locate as a result of the undersupply.

For all of these reasons – the critical mass, the diversification, the flight to quality – Park Avenue’s future prospects do not seem to offer cause for concern. Indeed, they actually point to a relatively deep pool of prospective tenants as well as consumer submarkets to further penetrate.

For example, it could conceivably attract other such digitally-native brands, including ones that appeal to the neo-hipster psychographic yet prefer locations along established shopping streets (versus, say, Mills 50). Also, it can potentially build on its collection of home stores (e.g. Pottery Barn, Williams-Sonoma, RH, Park Avenue Contemporary Art, etc.), a category in which existing co-tenancy exerts an especially strong pull.

This is not to say, though, that there is an absence of risk. Perhaps most worrisomely, elevated ground-floor rents threaten to narrow the range of tenants that can afford to locate and remain on the street, which would, in turn, jeopardize or weaken different components of its retail mix.

Contrary to popular belief, landlords are not free to charge whatever they want for their space(s). Rather, rents – or more accurately, occupancy costs (rents plus pass-through expenses like taxes, insurance and maintenance, known as “triple-nets” or NNN) – are supposed to be based on projected gross sales.

Generally speaking, the rule-of-thumb is 10%. That is, the average retailer will spend no more than 10% of its expected revenue on occupancy costs. If it agrees to more, it risks not having enough to pay for all of its other expenses. The property owner that demands too much, then, will either not land a tenant or sign one likely to fail, resulting in prolonged vacancy or constant turnover.

According to leasing professionals, market rents on Park Avenue typically fall between $55 and $65 per sq ft, with an additional $10 to $12 per sq ft in NNN – translating to occupancy costs between $65 and $77 per sq ft. In order to afford such a lease, a retailer would need to generate $650 to $770 per sq ft in annual sales.

Based on calculations by GAI Consultants, shops selling clothing and accessories on Park Avenue are currently grossing $503 per sq ft, and ones offering home furnishings, $465 per sq ft. Theoretically, then, they can handle $39 and $35 per sq ft, respectively – far below the current $55 to $65 per sq ft.

Coupled with the stubborn narrative of "retail apocalypse", this will reinforce the longer-term trend in favor of food and beverage tenancy, which, largely due to sales of high-margin alcoholic beverages, can justify and sustain rents that are as much as 50% higher.

Historically this has been held in check by the constraints on converting shop space to restaurants, namely, the requirement to provide parking as well as the hefty costs associated with scratch-built kitchens. However, Artistry Restaurants' plans for 500 S. Park Avenue suggest that these might no longer be adequate as deterrents.

Of course restaurants are sexy, especially in our foodie-obsessed culture. Indeed, as noted earlier, so much of what defines today's up-and-coming competitors and concerns local stakeholders about their rise is the on-trend eateries, food halls and the like.

The trend, however, is *not* consequence-free. If spaces are converted to dining, that will mean less space for shopping. And again, with comparison goods, a shrinking collection reduces the appeal both to consumers, who want the many options, and prospective tenants, which are drawn to the co-tenancy.

The danger with critical mass is that it is relatively easy to lose but very difficult to create (or regain). Once a given location falls below that threshold, the gravitational pull of larger clusters starts to work against it – especially amidst a flight to quality. That's partly why once-vital malls can unravel so quickly.

The uniqueness and strength of Park Avenue's retail mix is not so much in its food and beverage – which most of its rivals offer as well – but in its concentration of comparison goods retailers and the synergies resulting from the combination of the two. To lose *that* would, in a sense, bring it back to the pack.

The retail industry today speaks to the importance of dining as a driver for shopping, but the reverse is also true, if not even more so. Especially in high-rent settings, restaurants need more than just the dinner trade, and it is the destination shopping that helps to provide the daytime traffic.

This gets to the notion of "dwell time." Mall owners have long understood that consumers spend more money in a given location when they stay there for longer. Such centers are planned, tenanted and programmed – with food courts, restrooms, child-play areas, phone-charging stations, etc. -- so as to ensure that the visitor never has a reason to leave, as it is assumed that once they do, they will not return.

Indeed, this was likely part of the reasoning for Disney's decision in the 2010's to double down on what is now Disney Springs with a major expansion of retail space that would keep visitors from leaving the Disney World ecosystem for the Mall at Millennia, the Florida Mall or the nearby outlet centers. Park Avenue does not have the room for something like that, but it can make sure to keep what it has.

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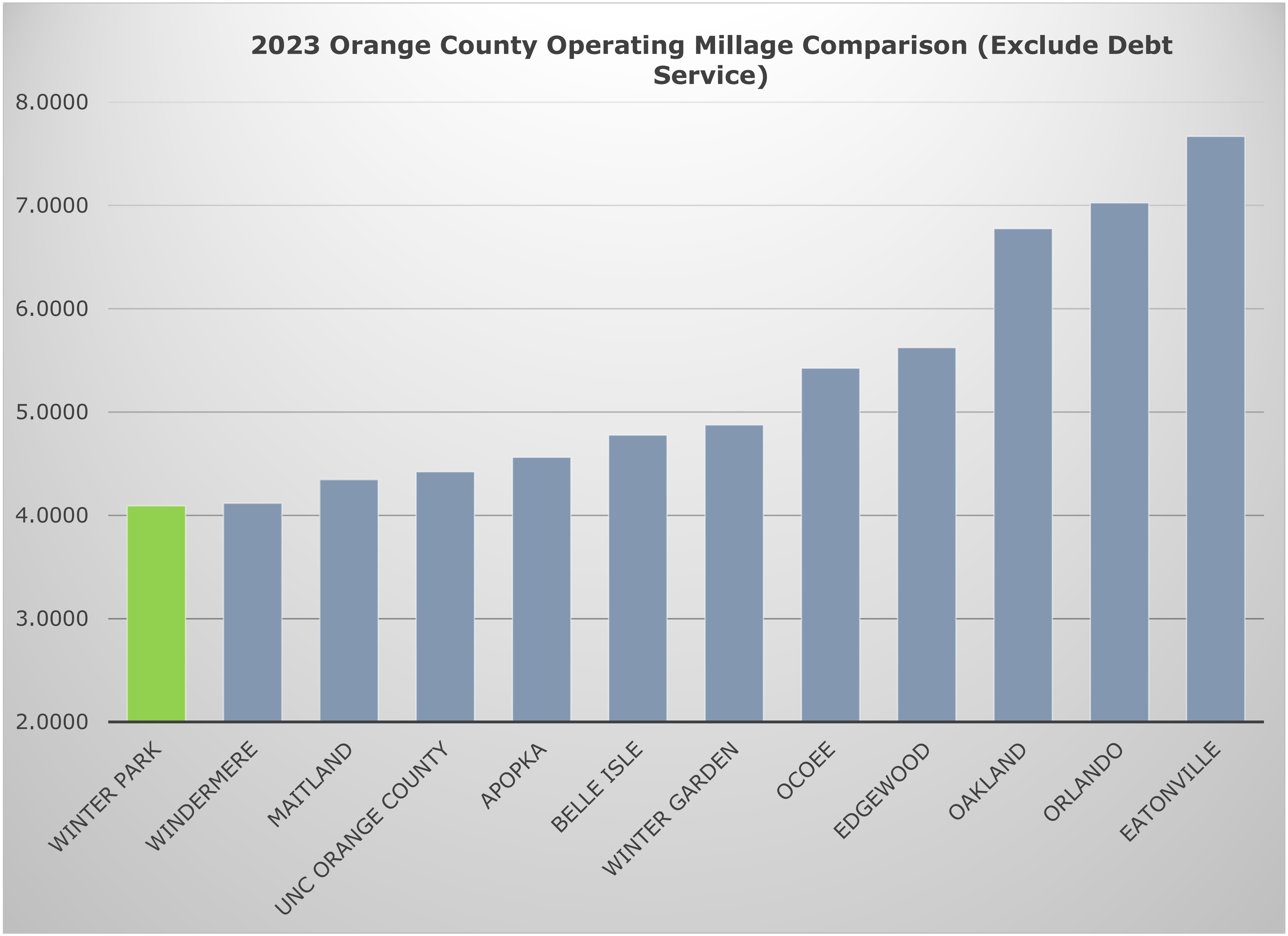
Memorandum

To:	Kyle Dudgeon Assistant Division Director, Economic Development/CRA City of Winter Park
	Peter Moore Division Director, Office of Management & Budget City of Winter Park
Cc:	Owen Beitsch Senior Director, Economic and Real Estate Advisory Services GAI Consultants Inc.
From:	Michael Berne President, MJB Consulting
Re:	Phase I Executive Summary Memo (Draft #2)
Date:	February 3, 2023

In March 2022, the City of Winter Park hired MJB Consulting, as a subconsultant to GAI Consultants Inc.'s Community Solutions Group, to undertake an assessment of retail

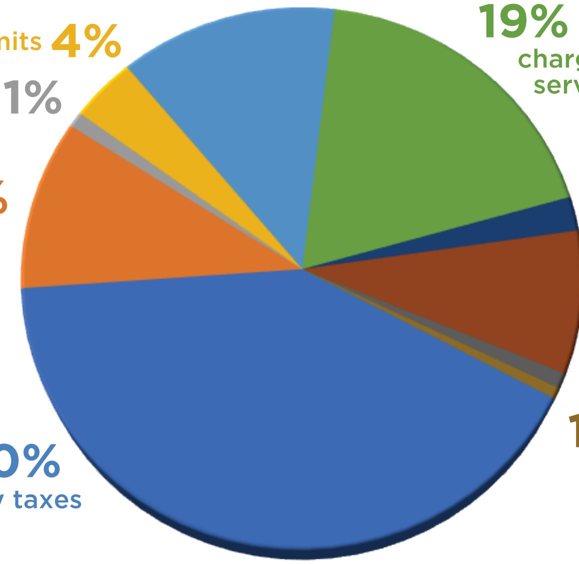
4. Millage Rate Comparison Bar Chart


2023 Orange County Operating Millage Comparison (Exclude Debt Service)
8.0000
7.0000
6.0000
5.0000
4.0000
3.0000
2.0000
WINTER PARK
WINDERMERE
MAITLAND
UNC ORANGE COUNTY
APOPKA
BELLE ISLE
WINTER GARDEN
OCOEE
EDGEWOOD
OAKLAND
ORLANDO
EATONVILLE

5. General Fund Budget Pie Chart

general fund revenues & expenditures (2023)

The city is required to account for its finances using fund accounting. This method separates revenues and expenses into different funds based on the source of the revenue and intended use. The most notable is the city's general fund. These include property taxes, utility taxes, franchise fees, licenses & permits, intergovernmental revenues, charges for services, fines, transfers and other revenue. Expenditures for these items are broken down on the next page.

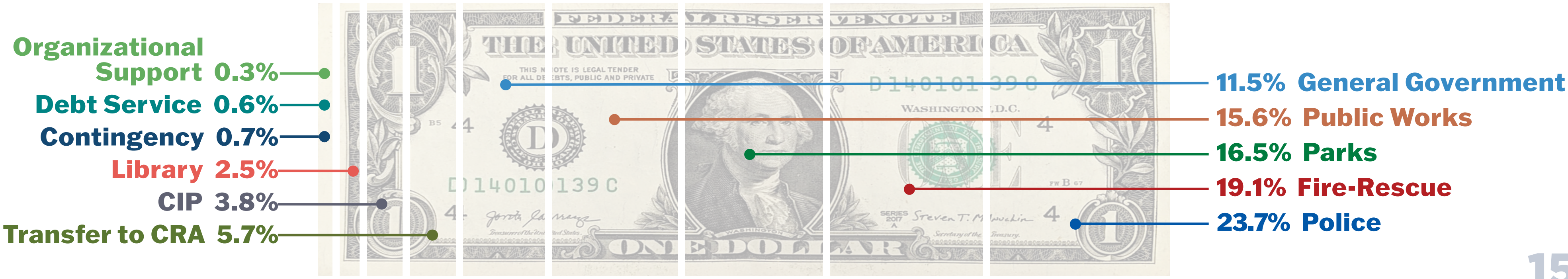


GENERAL FUND REVENUES	FY2019	FY2020	FY2021	FY2022	FY2023
PROPERTY TAXES	$22,531,341	$24,313,515	$26,155,260	$27,511,689	$30,400,941
UTILITY TAXES	6,610,204	6,665,189	6,791,257	7,006,666	7,533,817
FRANCHISE FEES	935,492	862,173	823,954	845,243	682,947
LICENSES + PERMITS	3,938,661	3,262,118	3,684,484	3,667,915	2,890,770
INTERGOVERNMENTAL	8,357,430	7,307,153	7,575,680	9,284,363	9,612,546
CHARGES FOR SERVICES	9,796,638	8,860,037	9,712,719	11,665,578	13,872,437
FINES	1,397,330	1,047,091	830,204	1,180,220	1,505,884
TRANSFERS	5,303,292	5,224,645	5,346,469	7,488,744	6,291,728
INVESTMENT EARNINGS	1,107,060	620,102	(24,837)	(2,495,309)	678,400
OTHER REVENUE	231,923	434,621	287,582	286,121	484,638
TOTAL	$60,209,371	$58,596,644	$61,182,772	$66,441,230	$73,954,108

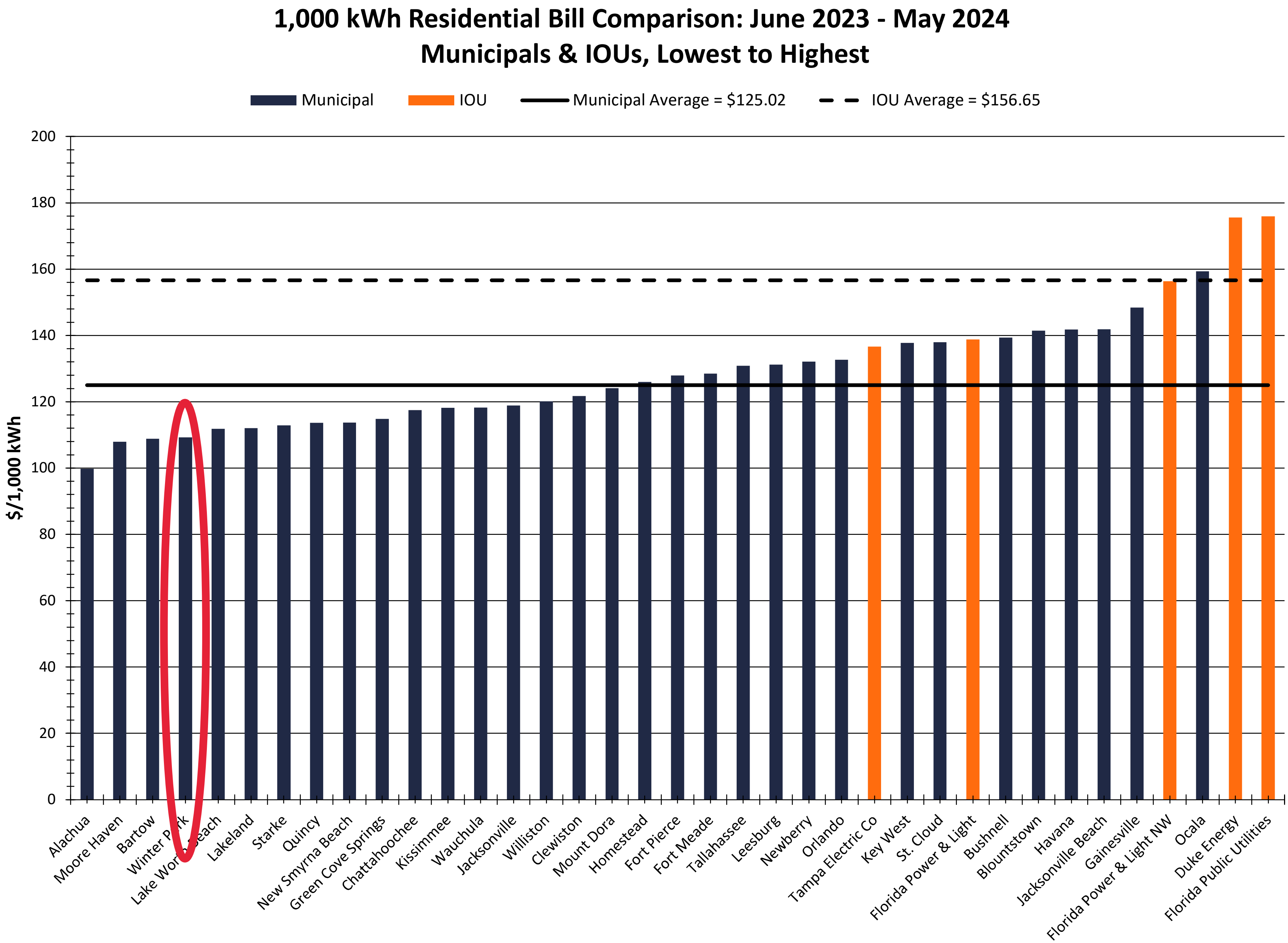
The largest increase in total value was in property taxes at over $2.9 million or 10.5% from last year. Charges for services also saw significant growth from 19% in 2023 and 20% in 2022. Expenditures rose in parks & recreation due to the purchase of the Winter Park Pines Golf Club. Transfers also saw an increase as the uptick out of COVID has grown the total number of Capital Improvement Plan (CIP) projects. Transfers out to the CRA also still remain healthy.

GENERAL FUND EXPENDITURES	FY2019	FY2020	FY2021	FY2022	FY2023
GENERAL ADMINISTRATION	$1,502,324	$1,754,007	$1,830,850	$2,218,901	$2,627,867
INFORMATION TECHNOLOGY	594,524	572,889	495,973	767,303	844,615
FINANCIAL SERVICES	392,858	419,202	446,235	440,836	535,551
COMMUNICATIONS	382,158	191,381	233,418	520,949	357,671
PLANNING + COMMUNITY DEVELOPMENT	550,958	871,964	1,034,432	1,225,552	1,002,759
BUILDING & PERMITTING SERVICES	2,023,916	2,363,024	2,045,153	1,982,704	2,240,579
PUBLIC WORKS & TRANSPORTATION	9,429,907	8,977,049	8,505,929	9,867,266	11,337,985
POLICE	14,504,784	14,901,031	15,235,458	16,338,467	16,221,951
FIRE-RESCUE	12,785,748	13,204,252	13,319,849	13,626,554	13,666,042
PARKS & RECREATION	8,654,415	8,563,143	8,712,096	10,731,167	12,442,308
CULTURAL + COMMUNITY SERVICES	1,556,772	1,717,339	1,657,004	1,656,999	1,840,000
TRANSFERS OUT	5,344,129	5,316,947	5,357,606	7,492,780	8,709,855
TOTAL	**$57,722,493**	**$58,852,228**	**$58,874,003**	**$66,869,478**	**$71,827,183**

EXAMPLE OF BUDGET EXPENDITURE BREAKDOWNS



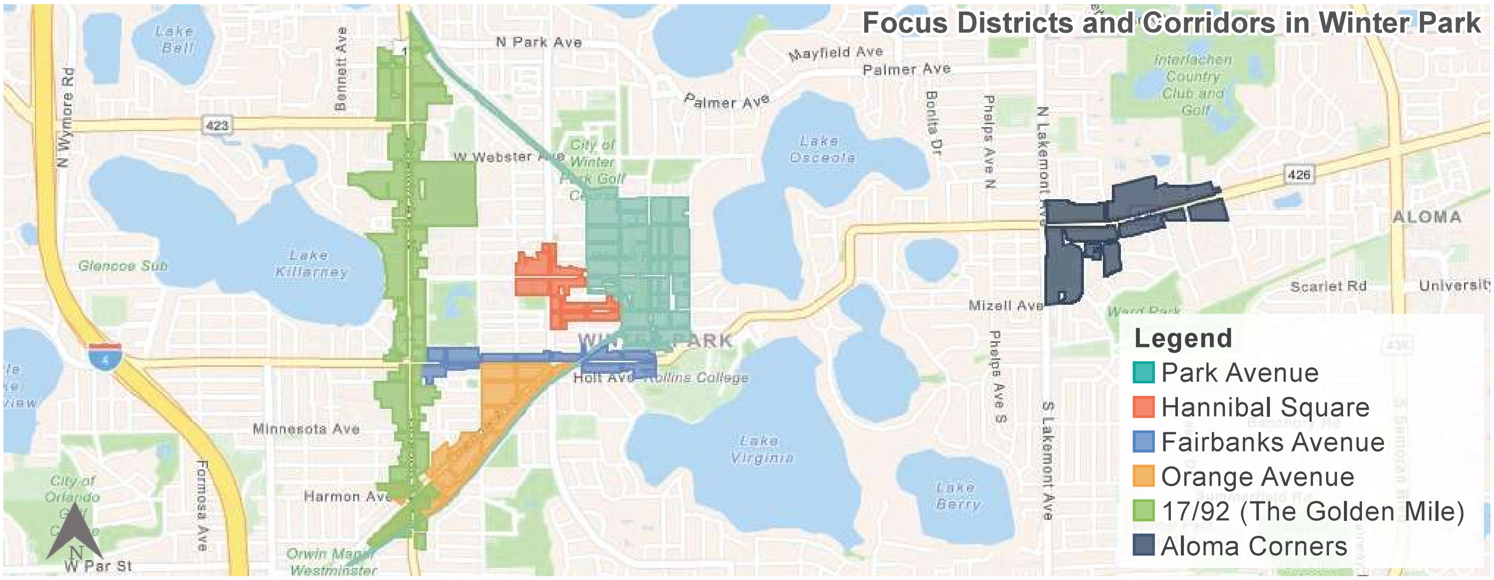
6. Winter Park Power Company Rate Comparison Bar Chart


1,000 kWh Residential Bill Comparison: June 2023 - May 2024
Municipals & IOUs, Lowest to Highest
Municipal
IOU
Municipal Average = $125.02
IOU Average = $156.65
$/1,000 kWh
200
180
160
140
120
100
80
60
40
20
0
Alachua
Moore Haven
Bartow
Winter Park
Lake Worth Beach
Lakeland
Starke
Quincy
New Smyrna Beach
Green Cove Springs
Chattahoochee
Kissimmee
Wauchula
Jacksonville
Williston
Clewiston
Mount Dora
Homestead
Fort Pierce
Fort Meade
Tallahassee
Leesburg
Newberry
Orlando
Tampa Electric Co
Key West
St. Cloud
Florida Power & Light
Bushnell
Blountstown
Havana
Jacksonville Beach
Gainesville
Florida Power & Light NW
Ocala
Duke Energy
Florida Public Utilities

7. Retail Vision Overview of All Corridors

WINTER PARK RETAIL VISION

For more information, see Phase I memorandum.



PARK AVENUE

Current Positioning

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

Potential

- Additional **soft goods** 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"

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

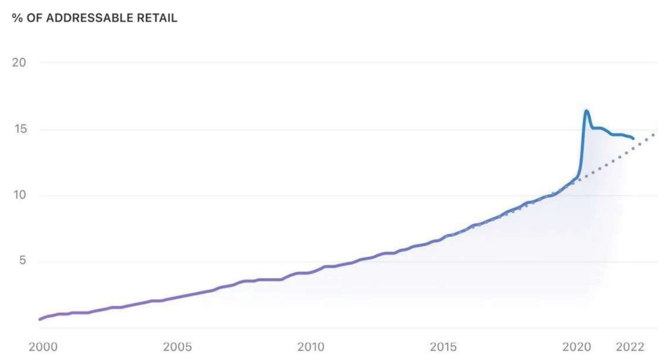
The realization that flexibility—in policy, zoning, approvals, and permitting—will be essential to keeping Winter Park relevant and differentiated in a rapidly-evolving and fiercely-competitive industry.

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.

8. Retail Implementation Plan – MJB Phase 2 excerpt

Questions:

a. Given the guidelines to sustain the Quality of Life and Charm, as well as the up-market retail on Park Avenue (largely fashion and upscale accessories), which consumers are appropriate to target? Can that targeting be done in the tourism corridor without pushing down the retail quality?
b. Are there “compatible” profiles such as historic charm preferences or arts and culture preferences?

IMPLEMENTATION MATRIX

Area – Bucket	Specific Action Item(s)	Time Horizon	Chief Sponsor(s)	Context/Commentary
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)	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.
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)	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.
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)	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	Chief Sponsor(s)	Context/Commentary
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)	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.
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)	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.
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)	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	Chief Sponsor(s)	Context/Commentary
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)	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.
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)	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.
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)	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	Chief Sponsor(s)	Context/Commentary
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)	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.
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)	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.

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.

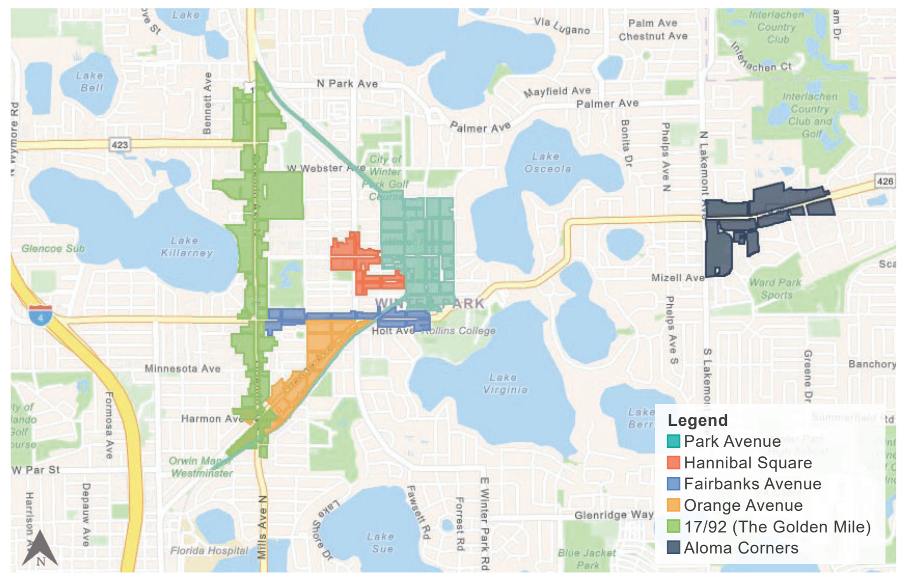
The following *Implementation Matrix* provides detail on these recommendation items, including the following:

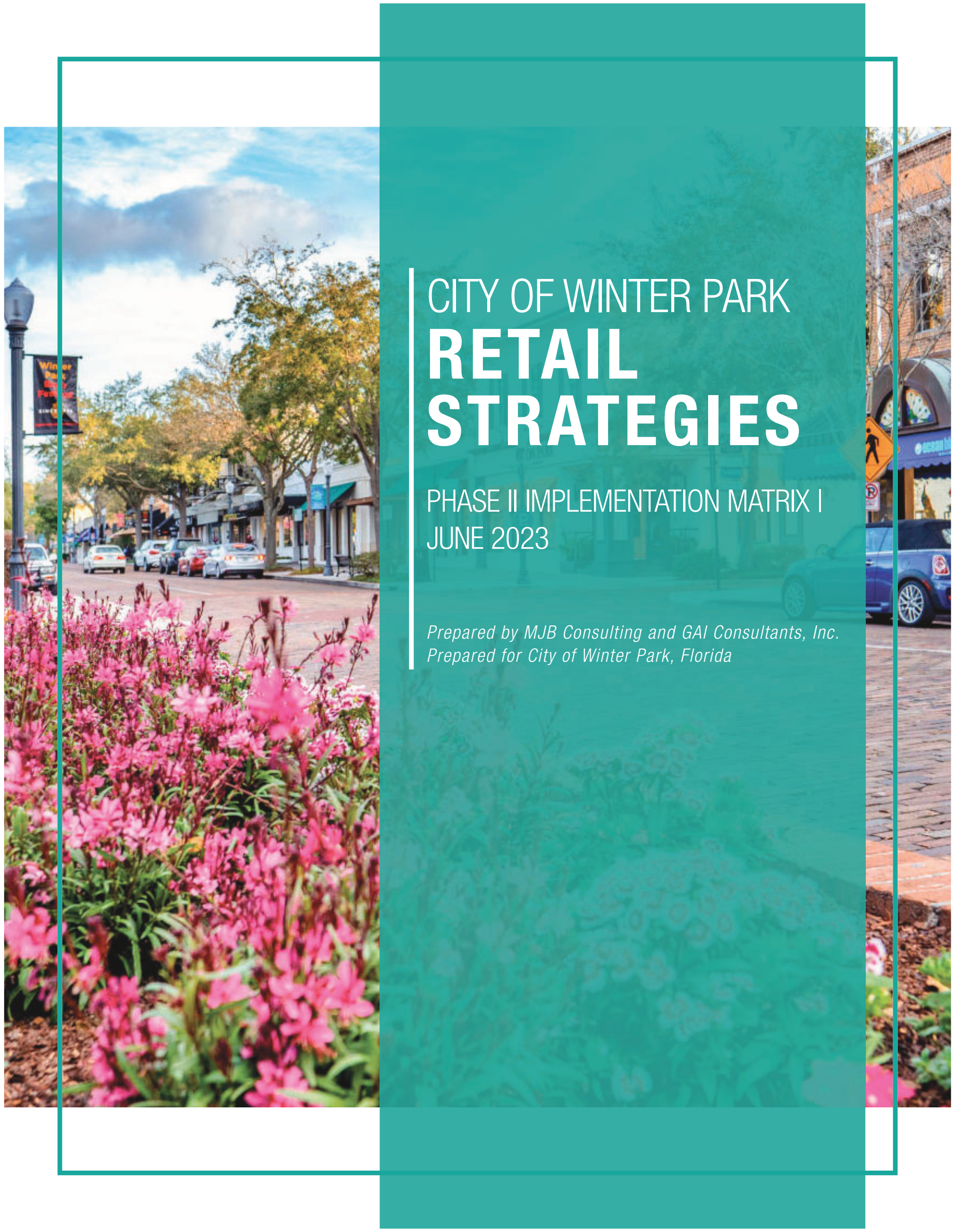
- Area – Bucket, with recommendations assigned to one of four "buckets", which include: (1) Marketing, (2) Incentives, (3) Zoning and (4) Capital Improvements.
- Specific Action Item(s), with specifics on what the proposal consists of and requires.
- Time Horizon for Implementation – ranging from 0 to 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





CITY OF WINTER PARK
RETAIL STRATEGIES

PHASE II IMPLEMENTATION MATRIX I JUNE 2023

ACKNOWLEDGMENTS

Kyle Dudgeon | Assistant Division Director, *Economic Development/CRA*
Peter Moore | Division Director, *Office of Management and Budget*

City of Winter Park
401 South Park Avenue
Winter Park, Florida 32789
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PROJECT TEAM

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Natalie Frazier, MBA | Project Manager

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(321) 319.3088

9. Winter Park Market Area- MJB Phase 1 excerpt

Questions

a. Why does polygon stop at Colonial? What economic impact do College Park, Thornton Park and Lake Osceola play (since there is no definitive restaurant corridor on central Orlando)? Do they go to Sand Lake Rd instead?
b. Are there under-represented sectors?

Demographics, Psychographics and Trade Areas

To better understand the demographic characteristics of Winter Park residents, we retrieved and interpreted data from ESRI, one of the industry's major data-mining companies that provides 2022 estimates on the basis of information from the U.S. Census Bureau and other sources as well as its own proprietary methodology.

	Winter Park (City)	Orlando CBSA
Population	30,734	2,799,598
Median Household Income	**$92,058**	$67,299
% HH Earning $150K+	**32%**	15%
Median Home Value	**$464,169**	$288,826
% Homes Valued $750K+	**26.1%**	3.5%
% B.A. or Higher	**62%**	35%
% Working in Management, Business, Financial or Professional Occupations	**62%**	40%

Table: Winter Park – Demographic Profile
Source: ESRI, MJB Consulting

Not surprisingly, Winter Park's population boasts much higher household incomes and home values than metro Orlando as a whole, a reflection in part of its educational attainment and occupational profile.

Winter Park is also atypical psychographically for Central Florida, closer in its lifestyles and sensibilities to the communities that predominate along the so-called "Acela Corridor" in the Northeast (from Boston to Washington, D.C.) as well as coastal California.

The biggest spenders are middle-aged married couples who own their homes. Well-educated and well-traveled, they are patrons of "high" culture. As consumers, they favor upscale goods and services but will also shop at select value retailers like Costco, Target and Trader Joe's.

The residents of Winter Park, however, account for just a small percentage of what would properly be understood as its "trade area."

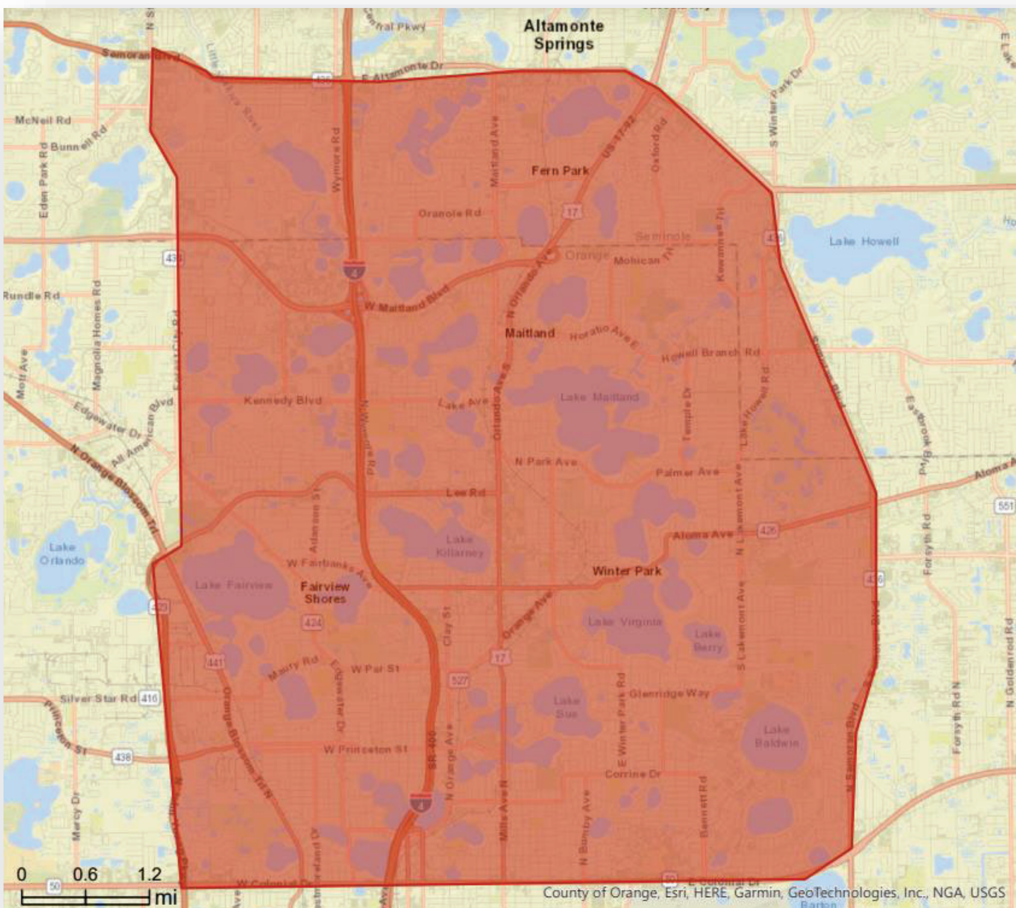
A term of art in the retail industry, trade area refers to the rough geography or polygon within which a given location derives roughly 70% of its customer base. Put in simple terms, it is meant to represent that location's most frequent and reliable patrons. And it does *not* necessarily conform to municipal boundaries.

Moreover, trade areas vary by retail category. For goods and services generally understood as "convenience-driven", like basic groceries, prescription drugs and dry cleaning, the relevant geography tends to be local, and the resulting polygon, relatively small. After all, why drive across town for a CVS if there is one just around the corner?

For "comparison goods" such as apparel, footwear or home furnishings, on the other hand, consumers will typically gravitate to centers or districts where they can peruse – indeed, "compare" -- multiple options at a range of styles, price points and levels of quality.

In such categories, there are increasing returns to scale: as a given cluster grows in size, its draw expands both in penetration and geographic reach. Shoppers, for instance, will bypass a standalone clothier and drive further afield for a larger concentration of such stores.

Winter Park is very fortunate that it can pull from well beyond its borders and should welcome such patronage with open arms, for a population of just 31,000 represents but a fraction of the consumer demand needed to support its current inventory of retail space.



Winter Park - Trade Area Polygon
Source: MJB Consulting, GAI Consultants, ESRI

For the sake of this analysis, we have collaborated with GAI Consultants to draw the following polygon as a representation of Winter Park's true trade area. Its boundaries are defined as SR 536 to the north, SR 536 to the east, SR 10 (Colonial Drive) to the south and SR 423 / SR 434 to the west.

Keep in mind that this polygon is *not* meant as a precise rendering, and should therefore not be evaluated as such. Indeed, given what was just said about the range of retail categories, such exactitude is not even possible. Nor, for that matter, is it necessary, for the placement of a boundary along one street versus another a few blocks over is unlikely to make much of a difference. Again, the point here is to arrive at a *general* understanding of those residents whom a given location draws most frequently and reliably, for *roughly* 70% of its sales.[2]

	Winter Park Trade Area	**Winter Park (City)**
Population	161,634	30,734
Population Change (2010 to 2022)	+24,105	+3,018
Median Household Income	$76,732	$92,058
Median Home Value	$359,662	$464,169
% Working in Management, Business, Financial or Professional Occupations	53%	62%
Median Age	40.6	45.5
% Aged 25 to 44	29%	23%
% Aged 65+	19%	24%

Table: Winter Park Trade Area – Demographic Profile
Source: ESRI, MJB Consulting

Comparing the demographic data of Winter Park's trade area to that of the political jurisdiction, a few significant differences emerge.

One, not only does Winter Park itself represents less than 20% of the trade area's consumer demand, but also, that share continues to decline, as the city accounted for just 12% of the polygon's population growth over the last twelve years. In other words, the communities outside Winter Park proper will loom even larger in the years ahead.

Two, those communities are characterized by comparatively weaker demographics, resulting in trade area medians that, while still well above the metro's, are considerably lower than the city's. This would imply somewhat more of a value orientation than one might associate with Winter Park.

[2] From the other extreme, one might also wonder why the trade area does not comprise the entire metropolitan area. After all, Winter Park pulls from all of Greater Orlando. However, if the polygon were extended across too large of a geography, the data would start to become meaningless. Not only would it include a swath of people who visit Winter Park sparingly, but also, it is large and varied enough that one could find evidence of almost any consumer submarket and for virtually any niche opportunity.

Three, the age profile beyond the city's boundaries is much younger, with higher percentages in their 20's and 30's as well as lower ones for seniors. This points to an emerging trend, and indeed a larger opportunity, for Winter Park itself, especially along the Orange Ave corridor.

Looking more closely at the psychographics, this cohort can bring an entirely new dimension to Winter Park's retail mix and identity. It consists primarily of Millennial singles earning moderate incomes today yet well-educated and upwardly mobile. Early adopters drawn to novelty, they value the creative impulse, often gravitating to distinctive "craft" and artisan businesses.

The presence of such "Millennial neo-hipsters" within the trade area is not entirely surprising, given that the geography encompasses several Orlando neighborhoods to the north of Downtown where that psychographic appears to have concentrated in the last couple of decades, including Mills 50, Milk District, Audubon Park, College Park and Ivanhoe Village.

Of course, trade area residents constitute just one (albeit the most significant) of the consumer submarkets that inform Winter Park's retail potential.

As noted earlier, Winter Park – especially Park Ave – is also a destination for out-of-town tourists. And while the family-oriented theme park experience is a *very* different one, it is safe to assume that at least some percentage of those visitors would also be interested in what Winter Park has to offer. Even if just 1%, that would equal 500,000 of Disney World's 50 million annual guests.

According to ESRI data, Winter Park also boasted 35,348 daytime workers in 2022, including significant numbers of well-paid employees in professional, scientific and tech services (5,094), finance, insurance and real estate (4,254), information (1,285) as well as medicine (with AdventHealth Winter Park) and higher education (with Rollins College).

Finally, Rollins College reported an enrollment of roughly 3,100 students[3] in the 2020-2021 school year, 2,800 of them full-time and 2,500 of them undergraduates. Its reputation as a school for "rich kids" notwithstanding, 85% receive some form of financial aid. Coeds are once again required to live on campus for at least three years, and the 17 residence halls contained a total of 1,554 beds in 2021.[4]

[3] Note that, except for the (presumably) tiny percentage who commute from housing elsewhere, students – even those living in "group quarters" (i.e. residence halls) – are already counted in the overall Winter Park population.
[4] https://www.thesandspur.org/record-number-of-students-live-on-campus/.

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Web: www.consultmjb.com

Memorandum

To:	Kyle Dudgeon Assistant Division Director, Economic Development/CRA City of Winter Park
	Peter Moore Division Director, Office of Management & Budget City of Winter Park
Cc:	Owen Beitsch Senior Director, Economic and Real Estate Advisory Services GAI Consultants Inc.
From:	Michael Berne President, MJB Consulting
Re:	Phase I Executive Summary Memo (Draft #2)
Date:	February 3, 2023

In March 2022, the City of Winter Park hired MJB Consulting, as a subconsultant to GAI Consultants Inc.'s Community Solutions Group, to undertake an assessment of retail

Economic Development Advisory Board

agenda item 5.b

item type
Non-Action Items

meeting date
August 13, 2024

prepared by
Kyle Dudgeon, Assistant Division Director of Economic Development/CRA

approved by

subject
WPBA Midyear Report

motion | recommendation

background
As part of the Commission's discussion regarding the 2023 retail strategies report, staff was directed to embark on several initiatives including new programming to assist small business, entrepreneurial, minority, and home-based businesses, updating its incentive portfolio, and reviewing how to benefit its existing businesses in its commercial corridors. Staff is providing a midyear report for the second pilot of the Winter Park Business Academy partnership with the National Entrepreneurship Center.

alternatives | other considerations

fiscal impact

attachments
1. NEC 3-Month Update on WPBA July 2024

WPBA

WINTER PARK BUSINESS ACADEMY

Prepared by:

National Entrepreneur Center

Mid-Term Program Update

April 1, 2024 – June 30, 2024

OVERVIEW

Mid-Term Update (April - June)

The National Entrepreneur Center is pleased to provide this update on the WPBA.

Executive Summary

Provided by the National Entrepreneur Center

Program Timeline

- 6-Month Program
- Started April 1, 2024
- Ends September 30, 2024

Program Analysis

An in-depth look at the services provided.

Participants

Learn more about who engaged with the WPBA.

Statistics

Website traffic, email marketing and more.

Looking Forward

Recommendations based on our findings.

Executive Summary

July 31, 2024

The National Entrepreneur Center (NEC) is pleased to provide this Mid-Term Program Update to the City of Winter Park and its CRA on the "Winter Park Business Academy (WPBA)." Our collaboration is working, and the program is growing significantly. We are excited to continue our partnership and build on the momentum we have gained together in supporting our small business community.

Here are a few highlights of the statistics outlined in our report:

• **276 Participants:** The total number of entrepreneurs that are now participating in workshops, webinars, roundtable discussions, and mentoring sessions (up 39 participants from last 6-month report.)

• **26% Local Representation:** A quarter of the participants are Winter Park locals in the 32789/32790/32792 zip codes (down 5% from last report).

• **1,036+ Webpage Views**: In a 3-month period, the BizLinkOrange/WinterPark landing page has become a valuable resource, with over 700 users seeking entrepreneurial assistance and economic development information (up 36 views from previous 6-month total).

• **5,000+ Reached on Social Media**: Our social media efforts have successfully reached over 5,000 people, continuing the buzz around town.

We are grateful to the City of Winter Park for actively supporting small businesses and partnering with us on the Winter Park Business Academy.

Please let us know if you have any questions on this report, or if we can be of assistance in any way.

Smile,

Belinda O. Kirkegard
President

2024 Program Timeline

Contract Term: April 1, 2024 – September 30, 2024

Mid-Term Update

APR **MAY** **JUN** JUL AUG SEP

4-16-24
“Intro to WPBA”
23 Attended

5-15-24
“Business Model Canvas”
17 Attended

6-11-24
“Roundtable”
3 Attended

6-25-24
“Business Finances”
14 Attended

7-9-24
“Roundtable”
Attended

7-23-24
“Business Finances”
Attended

8-20-24
“Digital Marketing”
Attended

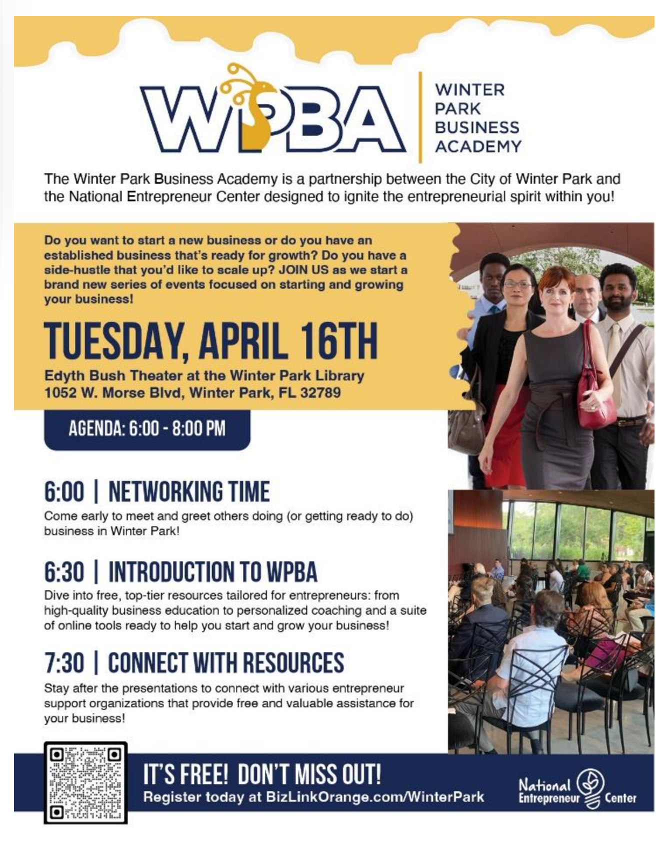
8-13-24
“Roundtable”
Attended

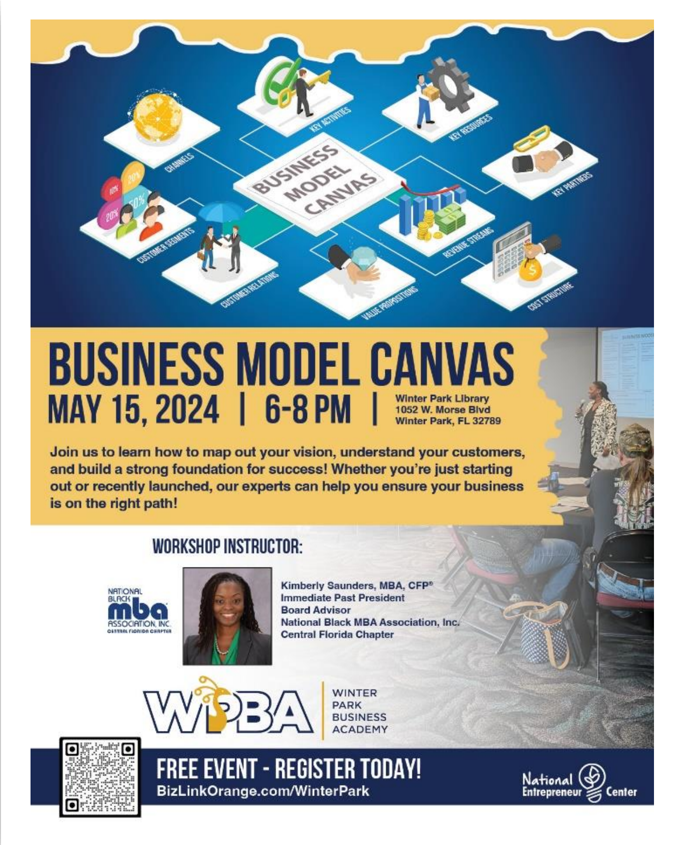
9-24-24
“Brand Strategies”
Attended

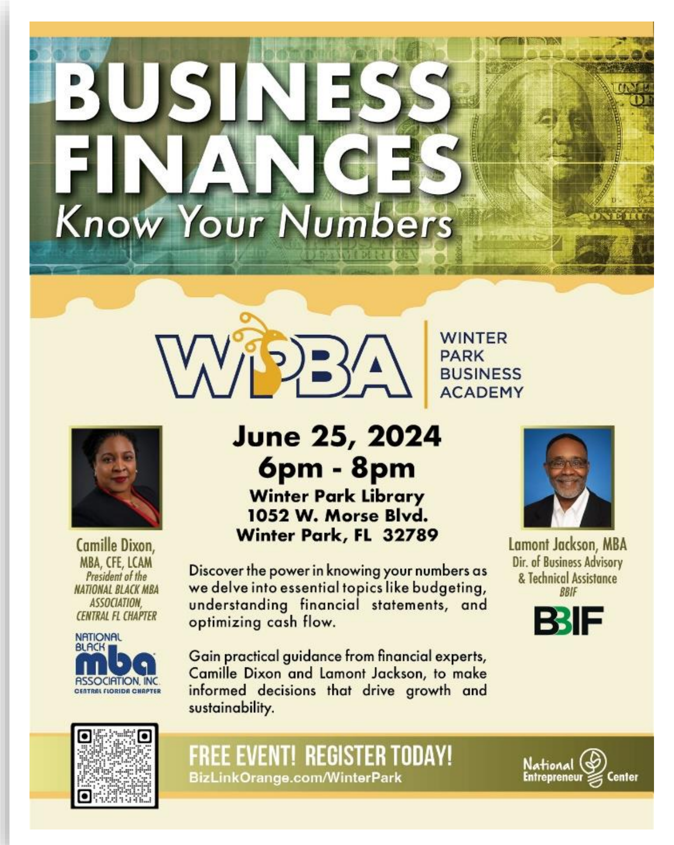
Program Analysis

276	276	WPBA Participants	Total number of participants attending workshops, webinars, and mentoring sessions (since inception). 39 new participants joined between April - June.
55	20%	WPBA Workshops	Number and percentage of participants that attended the workshops. 55/276
74	26%	WP Zip Codes	Number and percentage of participants with Winter Park Zip Codes: 32789, 32790, 32792.
10	4%	Mentoring	Number and percentage of participants that attended the June roundtable or a mentoring session.

April – June Workshops







4/16/24 *Introduction to the WPBA*: **23 Attended**
5/15/24 *Business Model Canvas*: **17 Attended**
6/25/24 *Know Your Numbers*: **15 Attended**

"So happy that I found the NEC. This will be a helpful resource for me!" Attendee

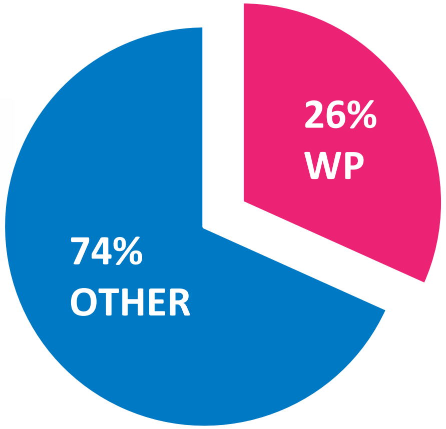
"Kimberly made the examples relevant to the businesses in the room." Attendee


WINTER PARK
LIBRARY
Nicole Heintzelman
Assistant Director


KNOW YOUR NUMBERS
EDYTH BUSH CHARITABLE FOUNDATION THEATRE

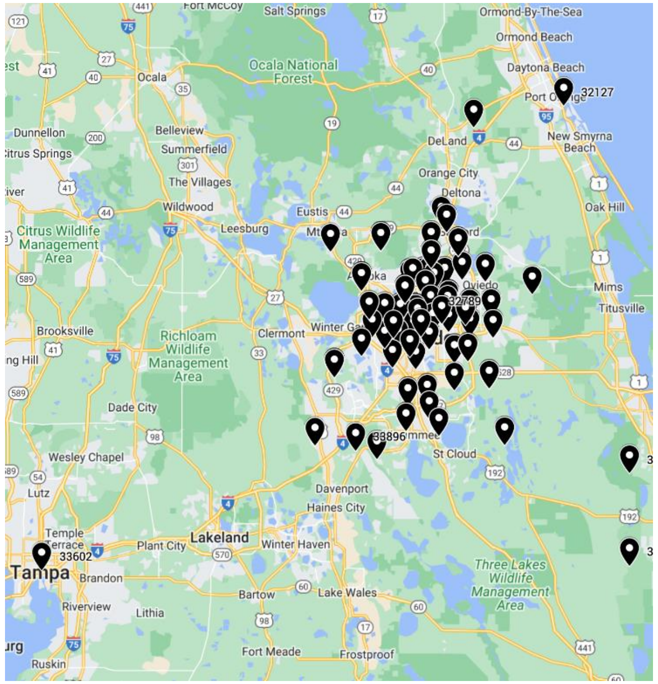
About WPBA Participants

The WPBA is open to anyone that wants to open a new business or grow an established business within Winter Park city limits.



WPBA ZIP Codes

Winter Park
32789, 32790, 32792 (26%)
Other Areas (74%)



LEARN MORE

To see the full list of WPBA Participants, refer to Appendix B.

FUN FACT

4 participants came from other distant locations including: CA, WY, WA, KS

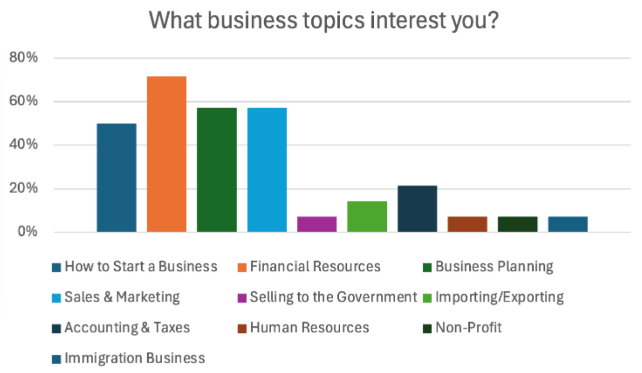
PARTICIPANTS BY GENDER

47% 53%

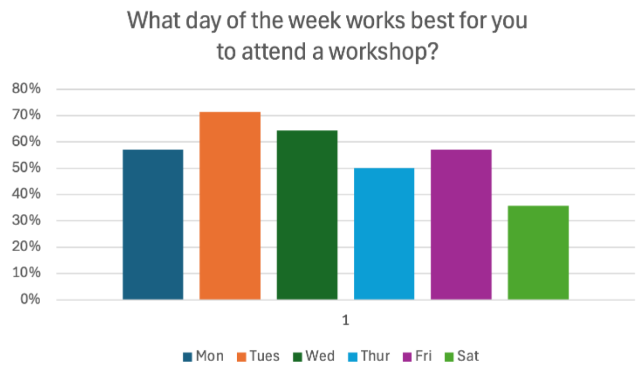
Survey Analysis

The results of the survey conducted on April 16, 2024, are as follows:

TOPIC OF MOST INTEREST
Top Answer: **Financial Resources**

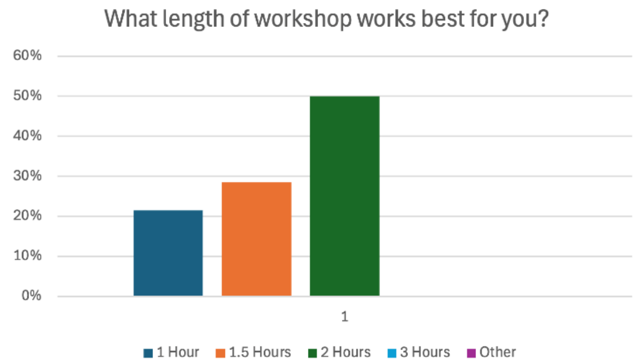


PREFERRED DAY OF THE WEEK
Top Answer: **Tuesday**

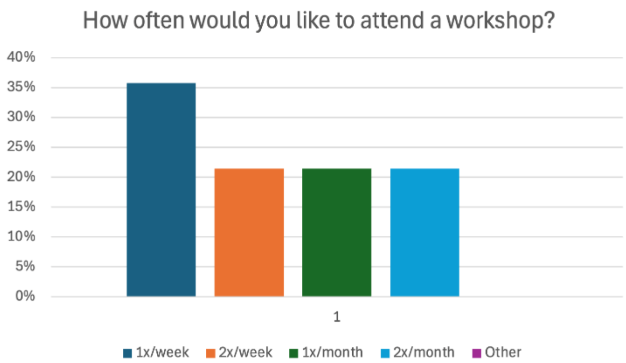


PREFERRED TIME OF DAY
Top Answer: **After 5pm**

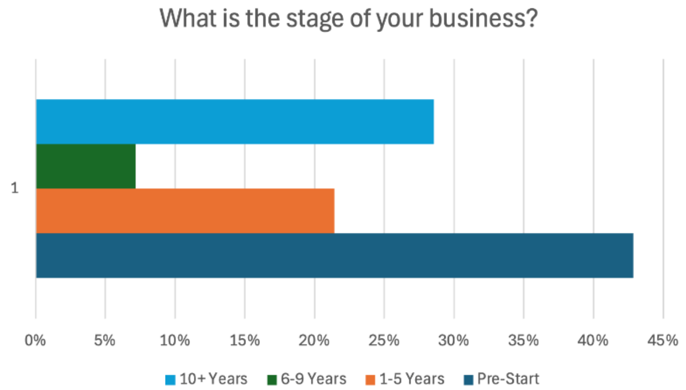
LENGTH OF WORKSHOP
Top Answer: **2 Hours**



FREQUENCY OF WORKSHOPS
Top Answer: **1x/Week**



STAGE OF BUSINESS
Top Answer: **Pre-Start**



Survey Analysis

The results of the survey conducted on April 16th are as follows:

BIGGEST STRUGGLE IN BUSINESS

Top Answer: **Writing Business Plan**

WHO IS YOUR TARGET MARKET?

- Senior Citizens
- Working world travelers
- Foreign nationals
- US corporations
- Developers/operations
- Women w/pelvic diagnosis
- Small business owners
- Event planners
- Anyone in need of a notary
- Homeowners
- Foreign nationals
- General contractors
- Alcohol/drug dependent
- Dog owners
- Immigrants
- Food

WHAT IS YOUR TARGET MARKET AREA?

- United States
- State of Florida
- Central Florida (multiple)
- Immigration
- Events
- Telehealth
- Outreach
- Food

*100% of the survey respondents in May & June rated the workshops as "**Excellent**."*

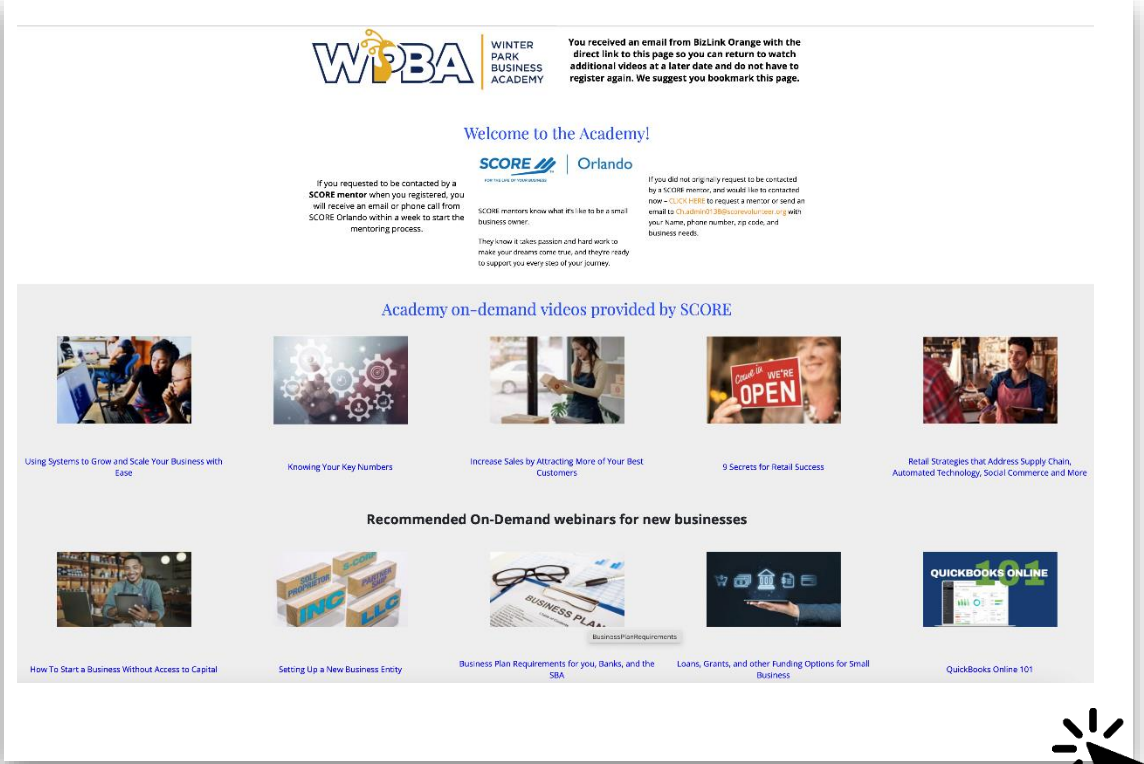
NEC Recommendation:
*Offer more **Business Model Canvas** workshops to address the needs on this page.*

Landing Page Stats

WPBA Landing Page Visits (Apr-Jun):
https://bizlinkorange.com/winterpark/

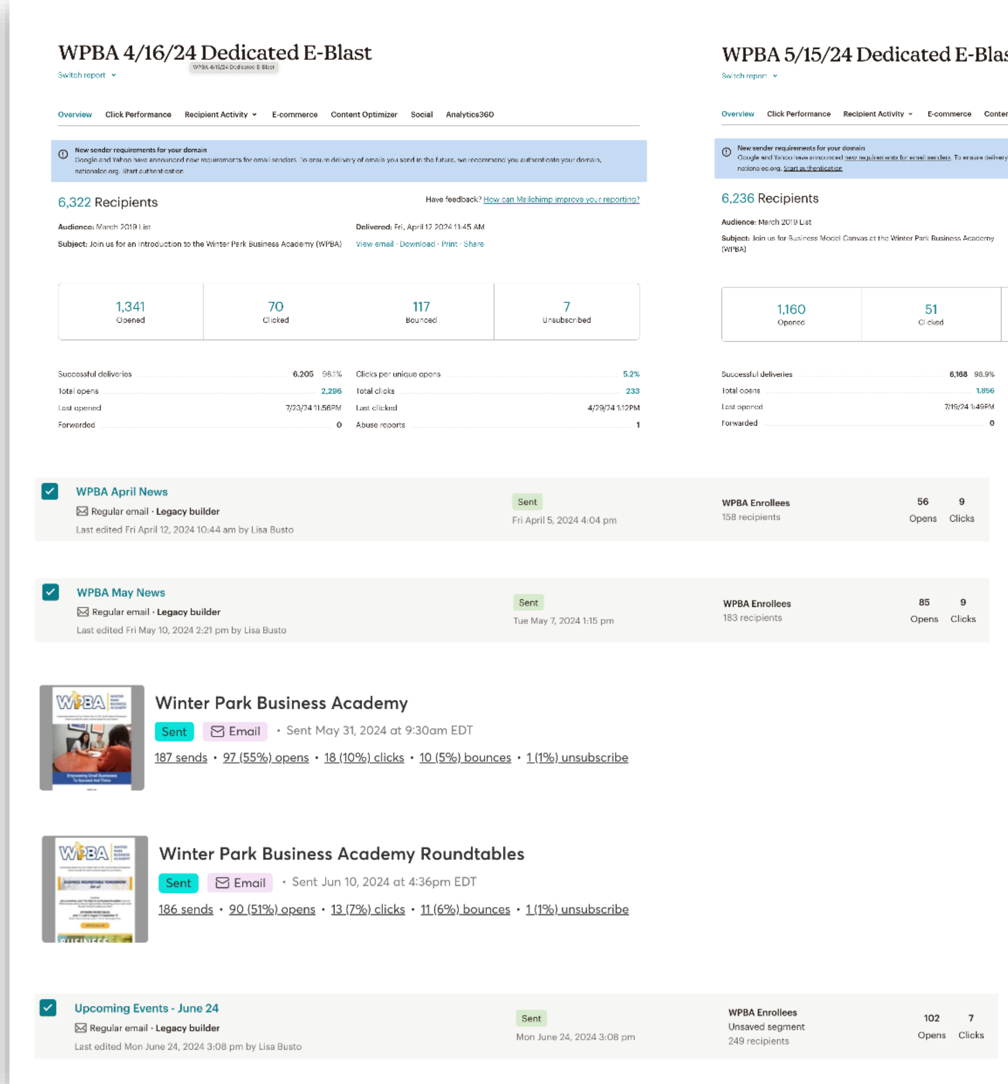
1,036 VIEWS / 702 USERS
(Previous 6-month total: 1,072 Views / 651 Users)

"Welcome to the Academy Page" (Apr-Jun):
https://bizlinkorange.com/winterpark/winterpark-scorelinks/



112 VIEWS / 67 USERS
(Previous 6-month total: 318 Views / 134 Users)

Promotional Material & E-Mail



April - June

13,521
Emails Sent

2,931
Opened

430
Click Throughs

Looking Forward

Through enhanced collaboration, we anticipate growing interest and participation in WPBA to enrich and empower the Winter Park business community. Aligning with our proposal for services, we also recommend the following:

1. Grow educational offerings (both in-person and online).
2. Introduce additional resource partners.
3. Leverage City Communication Office outlets to increase communication to grow City resident awareness and participation.
4. Increase awareness with ad buys in local publications, a digital campaign and a cohesive communications strategy.
5. Increase data collection.

THANK YOU!

We look forward to our continued partnership!

CITY OF WINTER PARK, FLORIDA
ESTABLISHED 1882
CITY OF CULTURE AND HERITAGE

CRA
community redevelopment agency

Services provided by:

Central Florida INTERNATIONAL TRADE OFFICE

National Entrepreneur Center

BIZLINK Orange

3201 E. Colonial Drive, Suite A20, Orlando, FL. 32803 • (407) 420-4848 • NationalEC.org @NationalEC

Economic
Development
Advisory Board

agenda item
5.c

item type
Non-Action Items

meeting date
August 13, 2024

prepared by
Kyle Dudgeon, Assistant Division Director of Economic Development/CRA

approved by

subject
CMET Update

motion | recommendation
N/A

background
Staff is providing an update to its newly authorized pilot program with the Center for Micro-Entrepreneurial Training.

alternatives | other considerations

fiscal impact

attachments
None

Economic
Development
Advisory Board

agenda item
5.d

item type
Non-Action Items

meeting date
August 13, 2024

prepared by
Kyle Dudgeon, Assistant Division Director of Economic Development/CRA

approved by

subject
EDAB Commercial Performance Report

motion | recommendation

background
Monthly reports as requested

alternatives | other considerations

fiscal impact

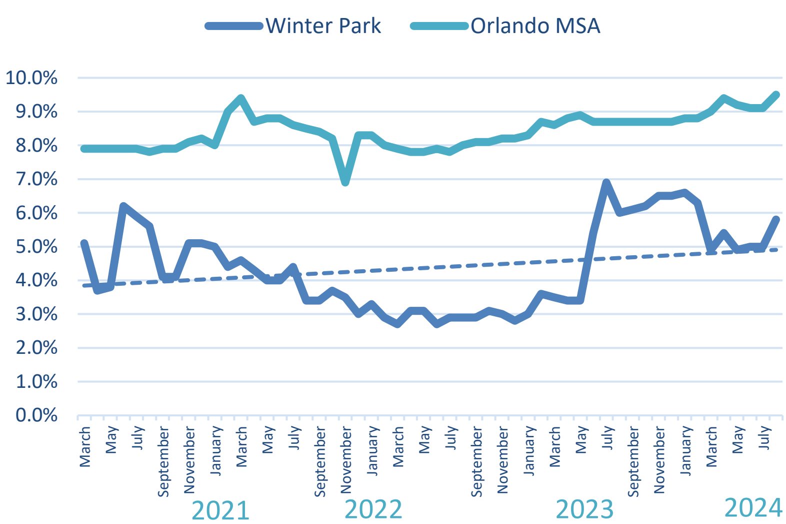
attachments
1. EDAB Commercial Performance Report-August 2024
2. EcoCounty Monthly Traffic 12mo rolling
3. Ecocounter August 2024

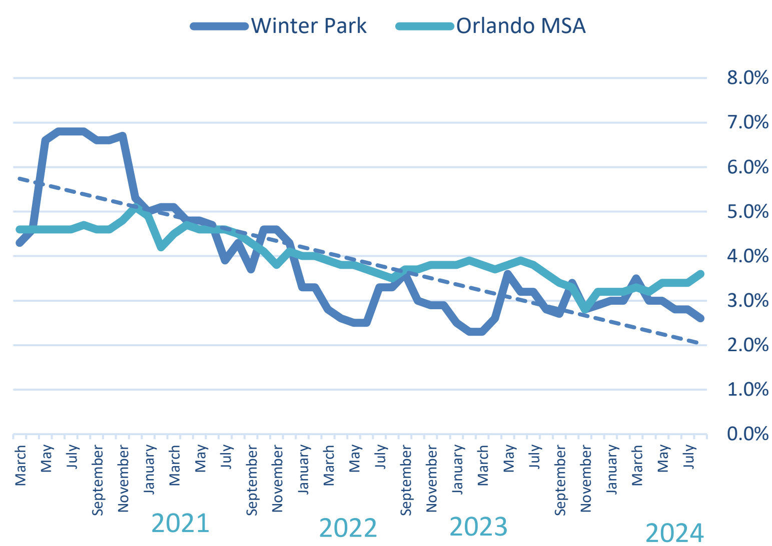
Commercial Performance Report 8/24

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

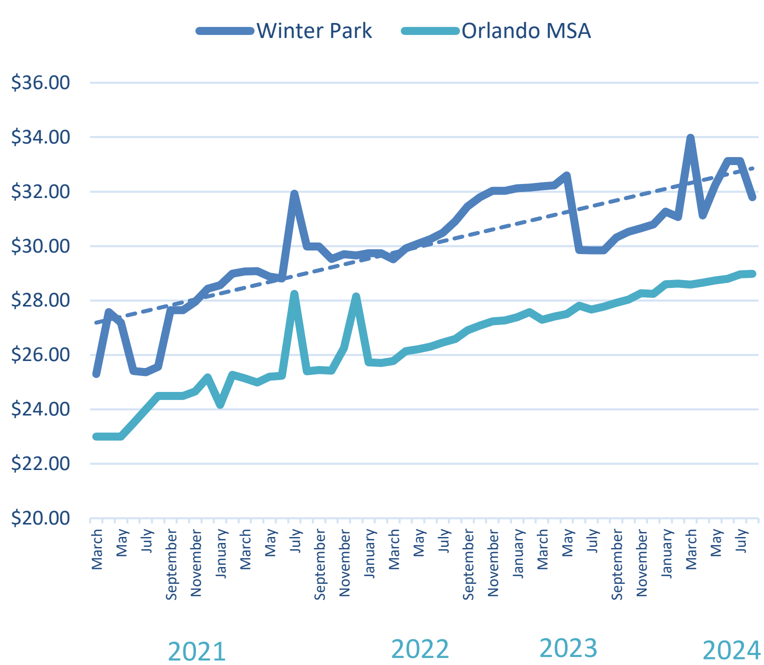
Sources: ESRI, CoStar, BLS

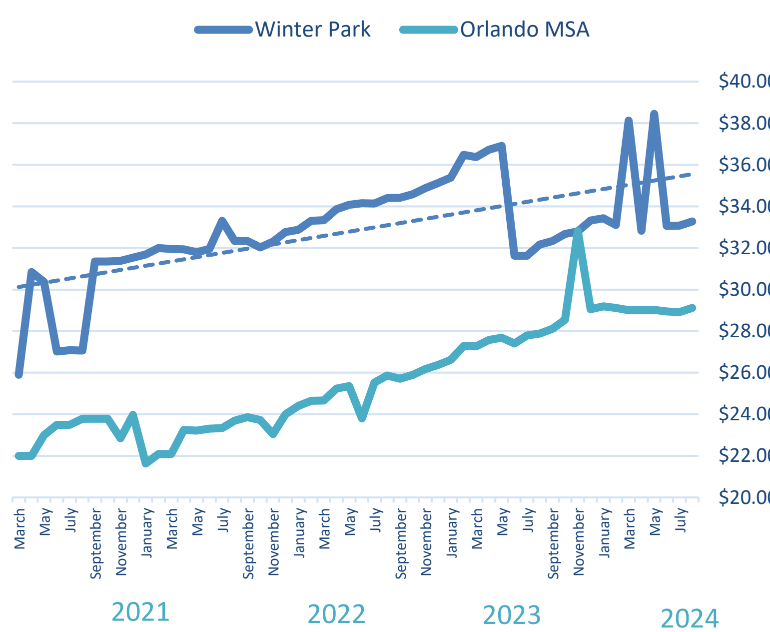
OFFICE   Vacancy   RETAIL

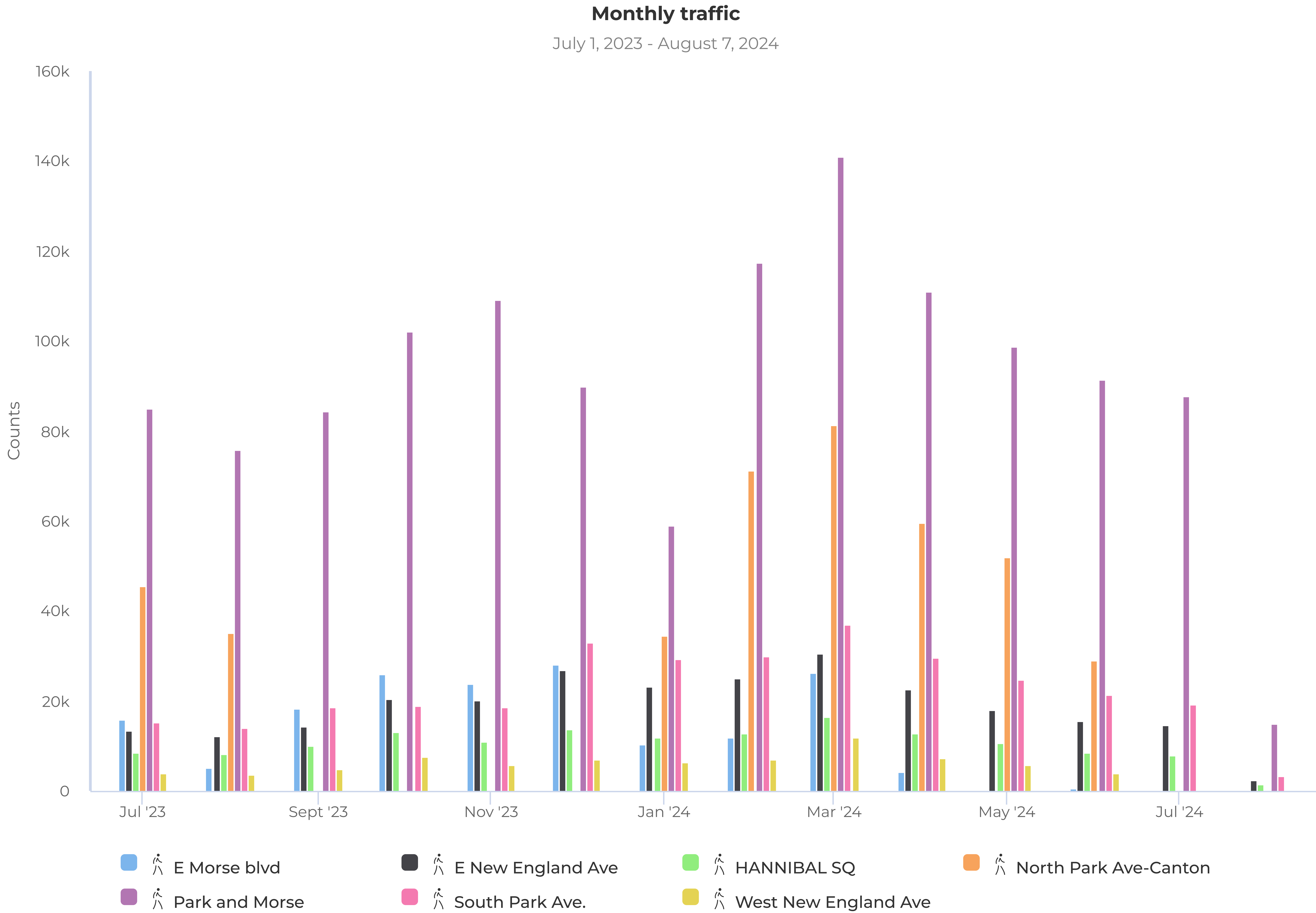




Rental Rate







Monthly traffic
July 1, 2023 - August 7, 2024
Counts
160k
140k
120k
100k
80k
60k
40k
20k
0
Jul '23
Sept '23
Nov '23
Jan '24
Mar '24
May '24
Jul '24
E Morse blvd
E New England Ave
HANNIBAL SQ
North Park Ave-Canton
Park and Morse
South Park Ave.
West New England Ave

City of Winter Park

Kyle Dudgeon
08/07/2024

Key Figures

July 1, 2024 → July 31, 2024

Total

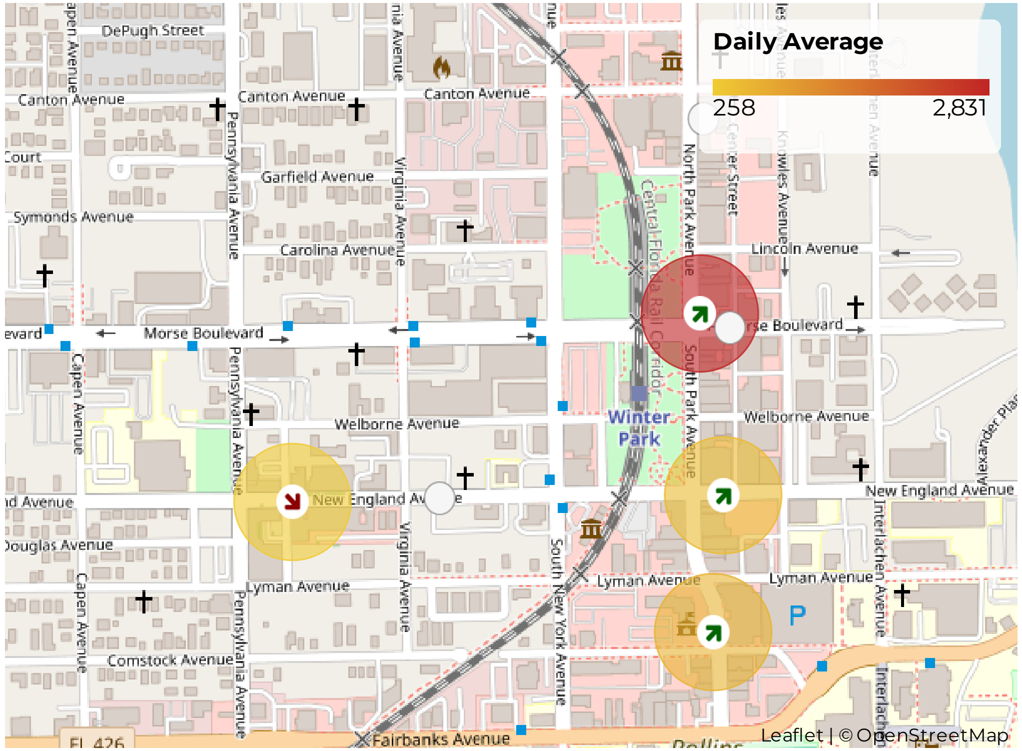
129,895

Peak Day

Saturday
Jul 27, 2024

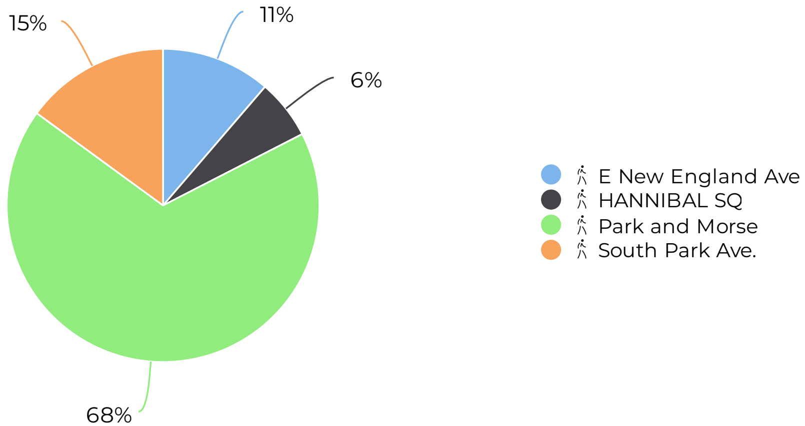
7,510

Key Figures Map



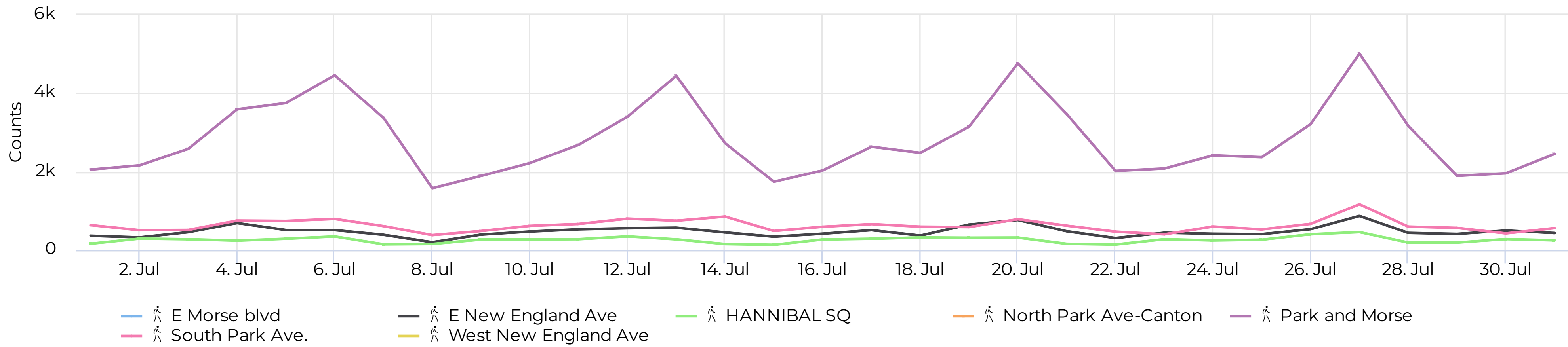
Compared to 07/03/2023 → 08/02/2023

Distribution



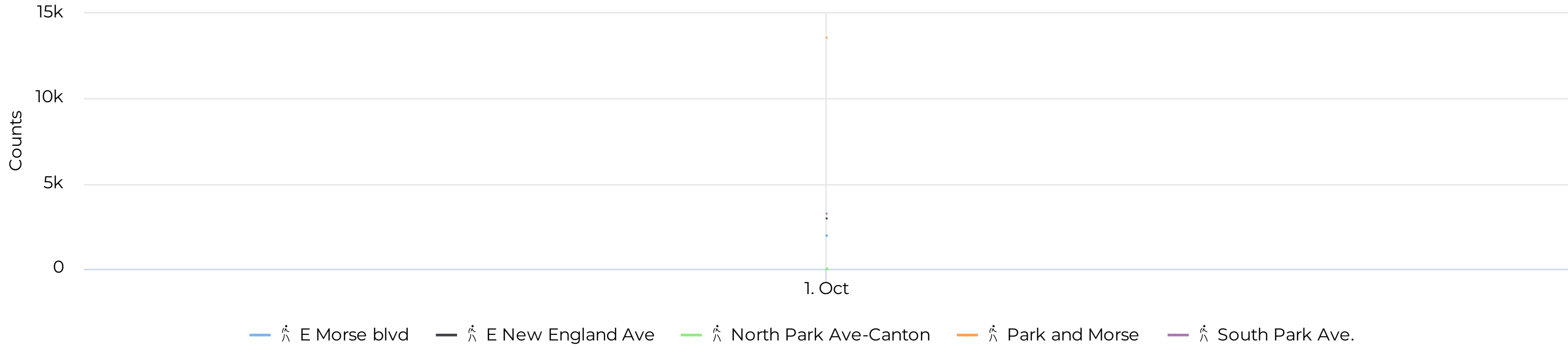
July 1, 2024 → July 31, 2024

Daily traffic



Monthly traffic

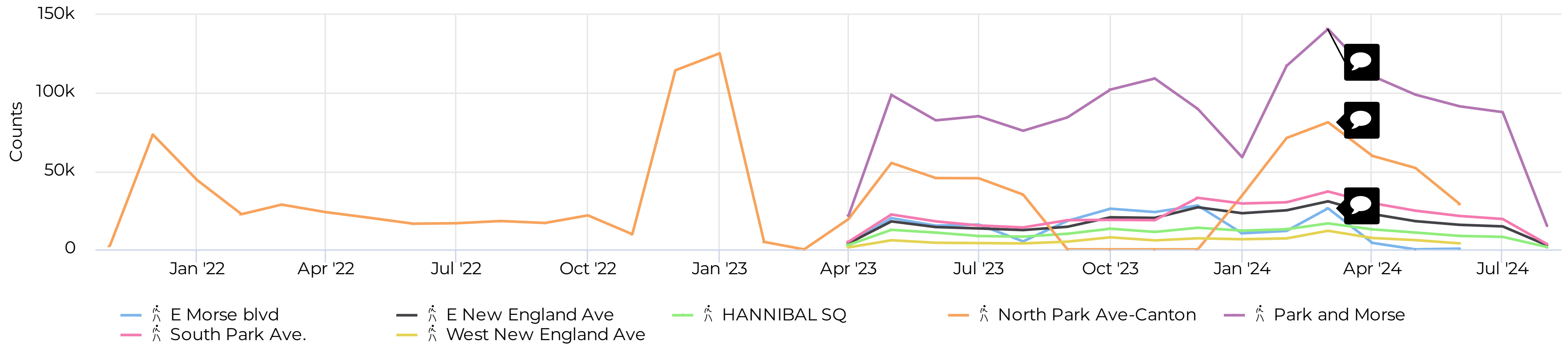
10/07/2023 → 10/08/2023



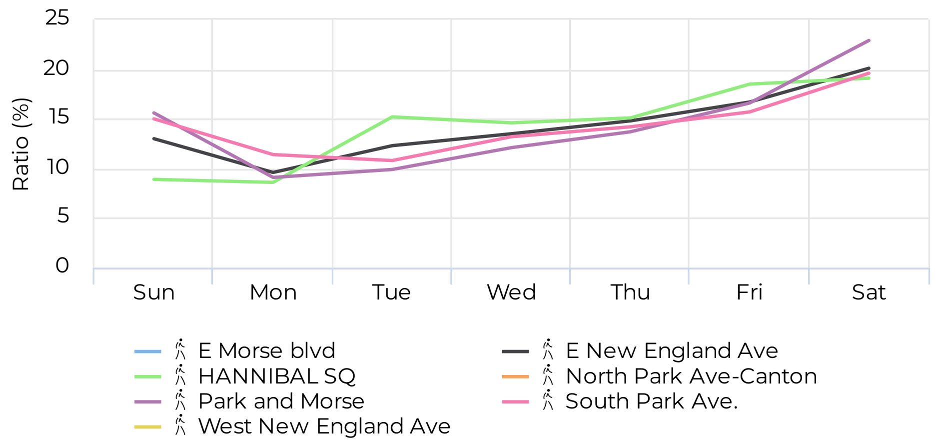
July 1, 2024 → July 31, 2024

Monthly traffic

Whole Period

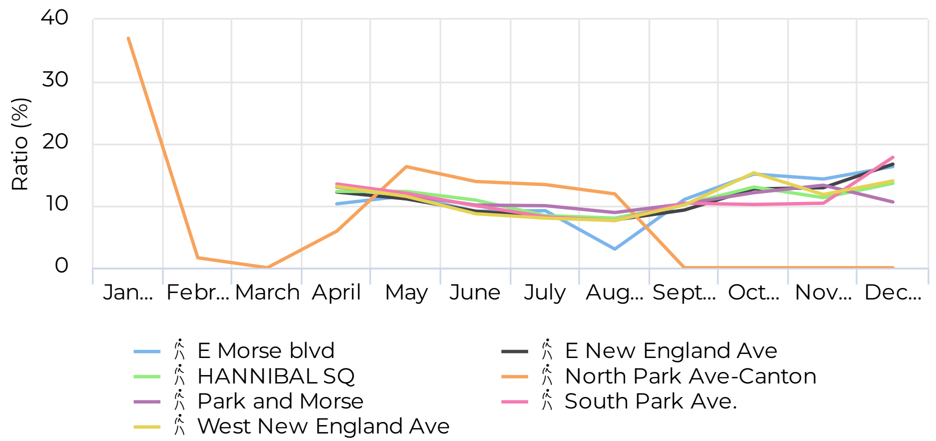


Daily Profile



Monthly Profile

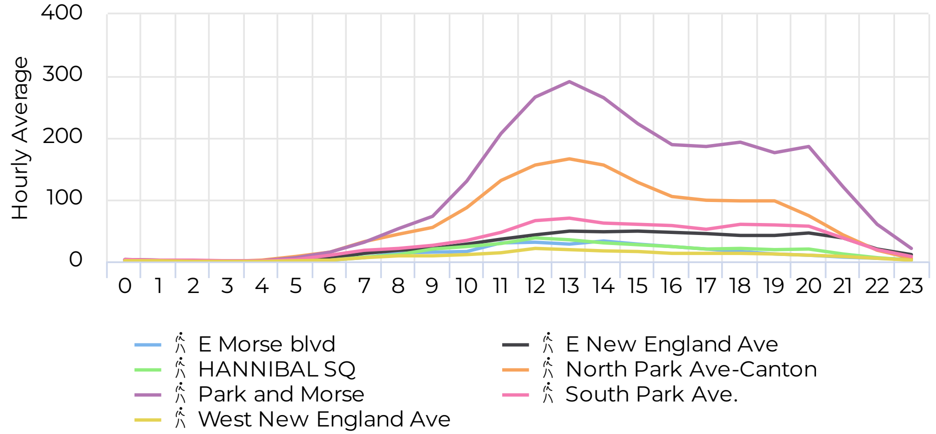
01/01/2023 → 12/31/2023



July 1, 2024 → July 31, 2024

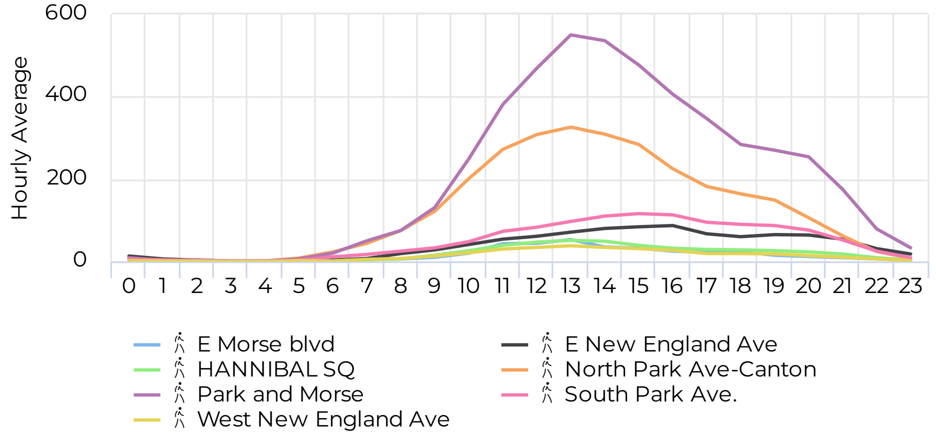
Hourly Profile - Weekdays

01/01/2024 → 08/06/2024



Hourly Profile - Weekend

01/01/2024 → 08/06/2024



July 1, 2024 → July 31, 2024

Key Figures Summary

Site	Daily Average ▼		Peak Day		Peak Count	
Park and Morse	2,831	▲ 6.6%	Sat Jul 27, 2024	Sat Jul 8, 2023	5,015	▲ 5.4%
South Park Ave.	627	▲ 29.2%	Sat Jul 27, 2024	Sat Jul 8, 2023	1,167	▲ 44.4%
E New England Ave	474	▲ 13.3%	Sat Jul 27, 2024	Sat Jul 8, 2023	870	▲ 18.9%
HANNIBAL SQ	258	▼ -6.5%	Sat Jul 27, 2024	Sat Jul 15, 2023	458	▲ 8.5%
E Morse blvd						
North Park Ave-Canton						
West New England Ave						

Compared to 07/03/2023 → 08/02/2023

Economic
Development
Advisory Board

agenda item
6.a

item type
Staff Updates

meeting date
August 13, 2024

prepared by
Kyle Dudgeon, Assistant Division Director of Economic Development/CRA

approved by

subject
Generic WP Banners

motion | recommendation
Recommendation is at the pleasure of the board

background
The ED/CRA department runs the banner program to help promote the economic vitality of the city as well as offer opportunities for city and non-profit partners to showcase upcoming events. During times where no banner applications have been submitted, staff is considering a generic banner to add charm and culture to the city. Staff is requesting the board to opine on such options for generic banners for insight and comment.

alternatives | other considerations

fiscal impact

attachments
1. General City Banner Options LR


WINTER
PARK


Winter
Park

Winter Park


Winter Park


Winter Park