



Economic Development Advisory Board Regular Meeting

Agenda

July 8, 2025 @ 8:15 AM

City Hall Commission Chambers
401 S. Park Avenue

welcome

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please note

Times are projected and subject to change.

- 1. Call to Order**
- 2. Selection of Chair and Vice Chair**
 - a. Selection of Chair and Vice Chair
- 3. Consent Agenda**
 - a. Approve the minutes of June 10, 2025 1 Minute
- 4. Public Comments (for items not on the agenda): Three minutes allowed for each speaker**
- 5. Action Items**
- 6. Non-Action Items**
 - a. EDAB Intro Cont. 10 minutes
 - b. FY25-26 Goals 30 minutes
 - c. Scorecard Review 15 minutes
- 7. Staff Updates**
 - a. EDAB Commercial Performance Report 5 minutes
 - b. Staff Updates 1 minute
- 8. Board Comments**
- 9. Upcoming Agenda Items**
 - a. August 12, 2025 @ 8:15
- 10. Adjournment**



Economic
Development
Advisory Board

agenda item 3.a

item type

Consent Agenda

meeting date

July 8, 2025

prepared by

approved by

subject

Approve the minutes of June 10, 2025

motion | recommendation

background

alternatives | other considerations

fiscal impact

attachments

1. EDAB-mins-2025-06-10 DRAFT_KD edits



Economic Development Advisory Board

Regular Meeting Minutes

June 10, 2025 at 8:15 AM

City Hall Commission Chambers
401 S. Park Avenue

Present

Roda Carter, Lauren Zimmerman, Phillip Anderson, Alan Chambers, Miguel De Arcos

Absent

Sarah Grafton

Staff Present

Assistant Director of Economic Development and CRA Kyle Dudgeon, Director of Office of Management & Budget Peter Moore

1. Call to Order

The meeting was called to order at 8:24 am.

2. Consent Agenda

- a. Approve the minutes of March 11, 2025

Motion made by Mr. Anderson to approve the minutes, seconded by Ms. Carter. Motion carried unanimously with a 5-0 vote.

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

4. Action Items

5. Non-Action Items

- a. EDAB Introduction Briefing

Introduction of the members: Alan Chambers, Miguel De Arcos, Phil Anderson, Roda Ward Carter, Lauren Zimmerman

Mr. Anderson reviewed the activities of EDAB and its focus. Mr. Dudgeon provided a comprehensive outline of prior discussions held by the board, including an overview of the role, general thought process, and opportunities for engagement and advisory input to the commission. He presented the EDAB Overview and Opportunities document, which included updates and contextual information relevant to the Economic Development Advisory Board, along with specific areas of EDAB influence and opportunities. He confirmed that there was a clear understanding of the vision, mission, actionable items, and expected results. All four objectives were achieved in the past year.

Mr. Anderson noted that 28% of property taxes are allocated to Winter Park, while the remainder funds schools and Orange County services. Winter Park also enjoys the highest response rates from police and fire departments, has the best park system, the most reliable utilities, and the lowest utility rates for 80% of our residents.

Mr. De Arcos inquired whether the shift to larger homes replacing smaller ranch-style houses led to an increase in the city's tax base. Mr. Moore clarified that land in Winter Park is valued at twice the rate of land in Orlando on a taxable per square foot basis. The goal is to promote commercial properties because they are denser, requiring a specific amount of road infrastructure. He also clarified how this compares to commercial property and its relationship to taxable return on investment such as generating higher revenue to cover public service costs. The discussion continued, covering the state legislative discussion regarding elimination of property taxes, the percentage of properties with homestead exemptions, and noting that Winter Park is the slowest-growing residential area within Orange County.

Ms. Carter and Ms. Zimmerman recommended expanding the tech industry on the second floors instead of financial services, as the tech group is younger and more likely to invest in Park Ave., whereas clients from the financial services sector tend to be older and are dissatisfied with the limited parking and other amenities.

b. Scorecard Drafts

Mr. Dudgeon presented a draft of the residential scorecard and sought feedback from the board. Mr. Anderson commented that it appears quite busy and difficult to understand what the infographic conveys. The board members clarified that the scorecard is intended for existing residents. They agreed to submit their suggestions to Mr. Dudgeon for the next meeting.

c. FY25-26 Goals

The FY25-26 goals will be included on next month's agenda.

6. Staff Updates

a. EDAB Commercial Performance Report

The EDAB Commercial Performance Report is located in the agenda packet.

b. Winter Park Business Academy FY25 Midyear Report

Mr. Dudgeon highlighted that an award was received for the WP Business Academy, which has engaged over 500 participants in less than two years. The midyear report is included in the agenda packet.

7. Board Comments

Mr. Anderson suggested spending 5 or 10 minutes reviewing the city's boundaries and the CRA district.

8. Upcoming Agenda Items

9. Adjournment

The meeting adjourned at 9:19 a.m.

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

DRAFT



Economic
Development
Advisory Board

agenda item 6.a

item type

Non-Action Items

meeting date

July 8, 2025

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

EDAB Intro Cont.

motion | recommendation

background

In continuation with last month's meeting, staff has included introduction discussion materials. The intent is to continue the general thought process on advising the commission since 'economic development' is a very diverse topic.

alternatives | other considerations

fiscal impact

attachments

1. EDAB Basics 7-9-24 - Backup Material
2. EDAB Basics-Orientation- 5-13-25 updates PMA

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



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 hireable, 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

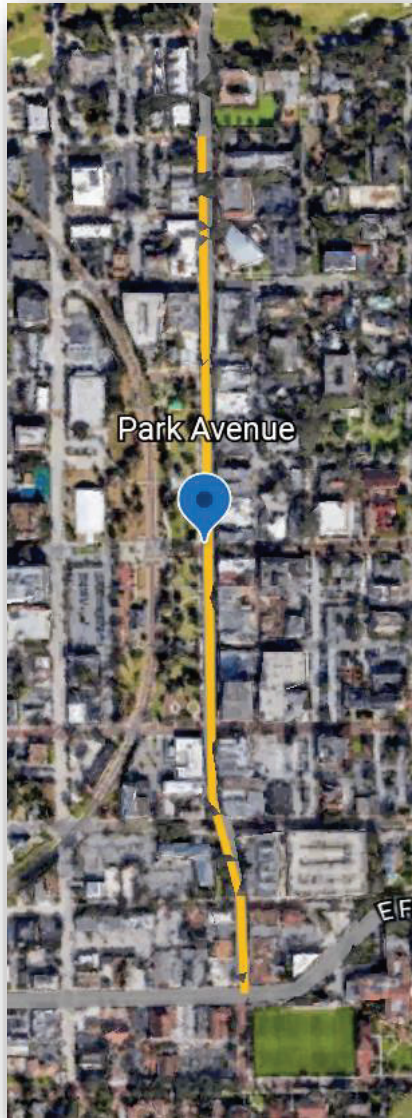
active/healthy lifestyles
safety/ security
parks/ recreation
landscape setting/ wildlife
diversity
cultural assets
family-oriented
stewardship/ sustainability
uniqueness
proactive growth/ future
thriving commercial areas
village ambiance/ small town feel
collaboration/ involvement
transportation/ transit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

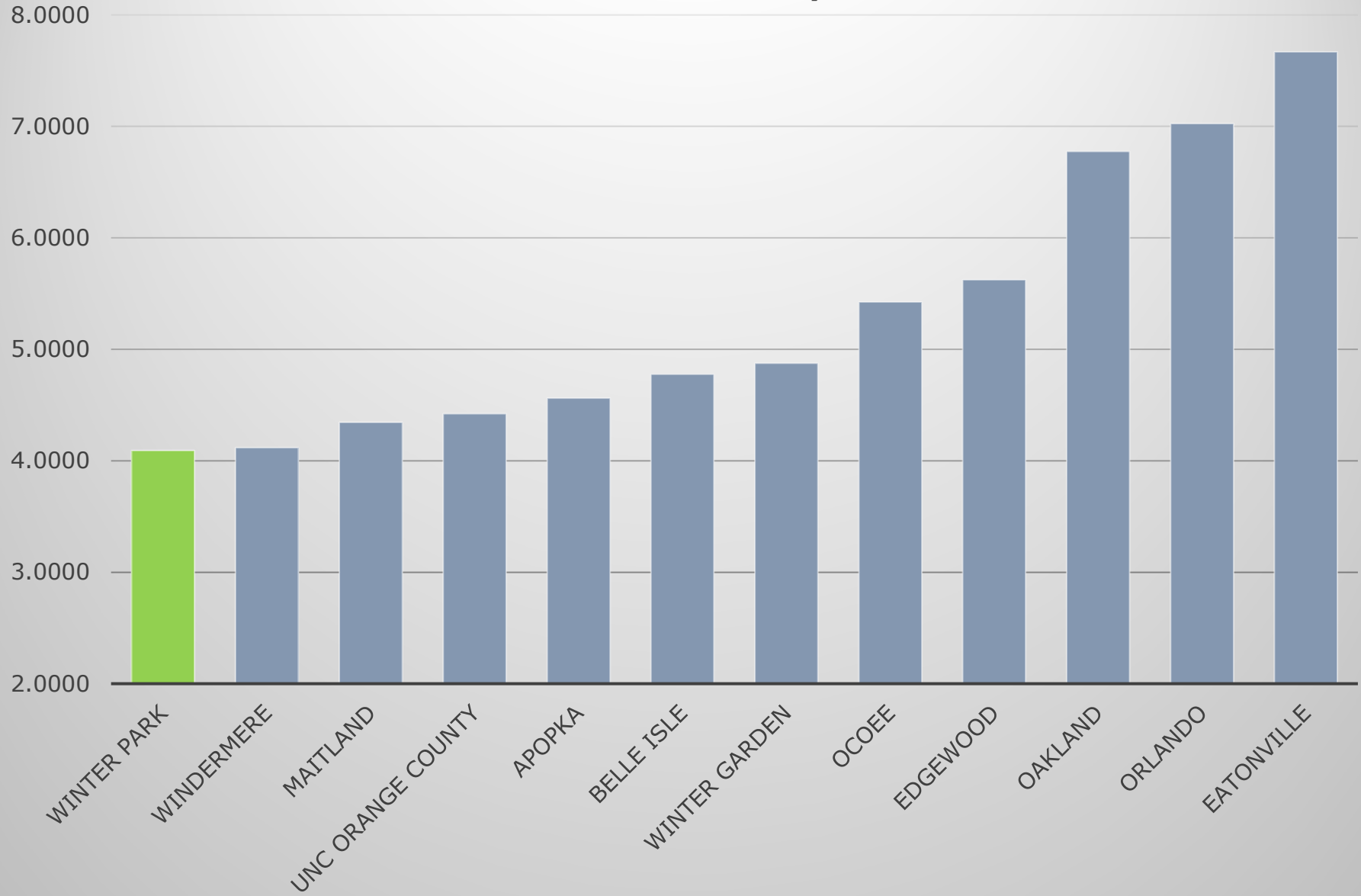
Re: Phase I Executive Summary Memo (Draft #2)

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

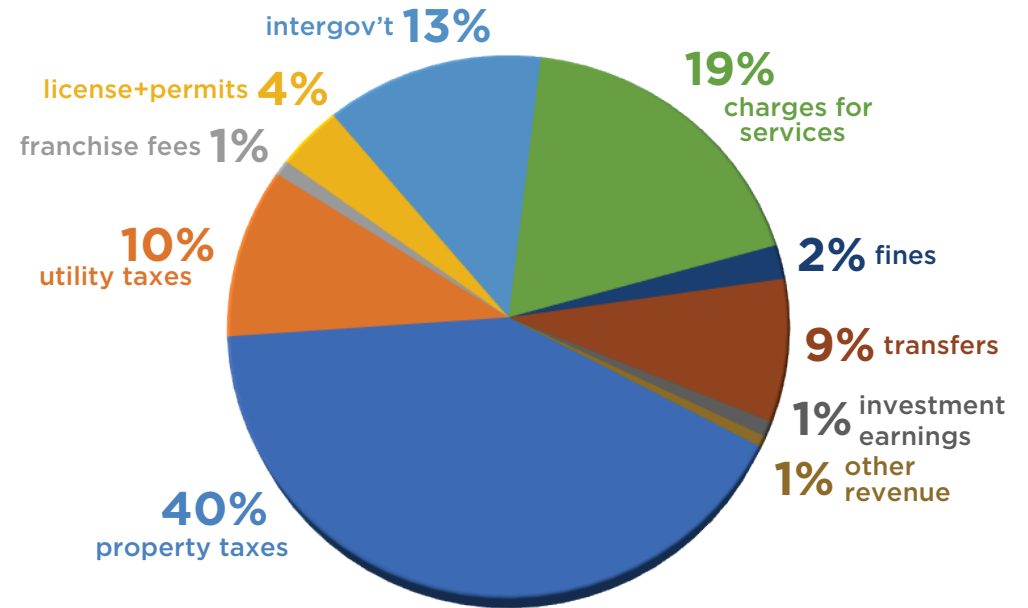
2023 Orange County Operating Millage Comparison (Exclude Debt Service)



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.



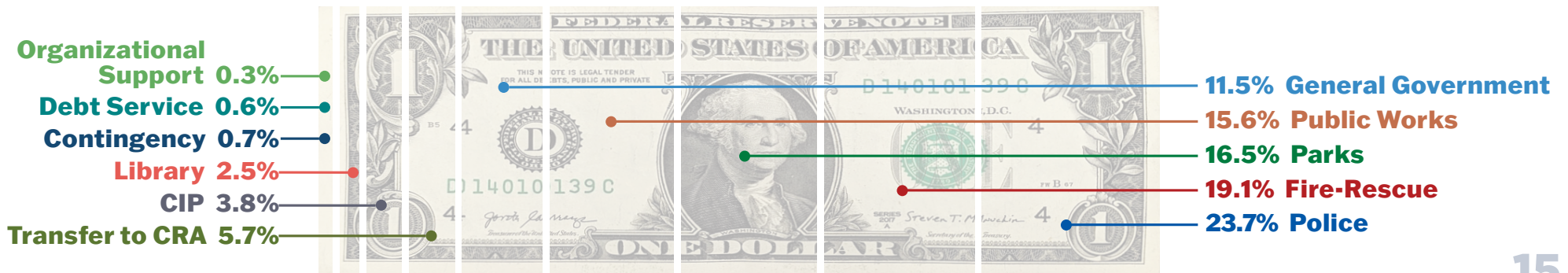
GENERAL FUND REVENUES	FY2019	FY2020	FY2021	FY2022	FY2023
PROPERTY TAXES	\$22,531,341	\$24,313,515	\$26,155,260	\$27,511,689	\$30,400,941
UTILITY TAXES	6,610,204	6,665,189	6,791,257	7,006,666	7,533,817
FRANCHISE FEES	935,492	862,173	823,954	845,243	682,947
LICENSES + PERMITS	3,938,661	3,262,118	3,684,484	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.

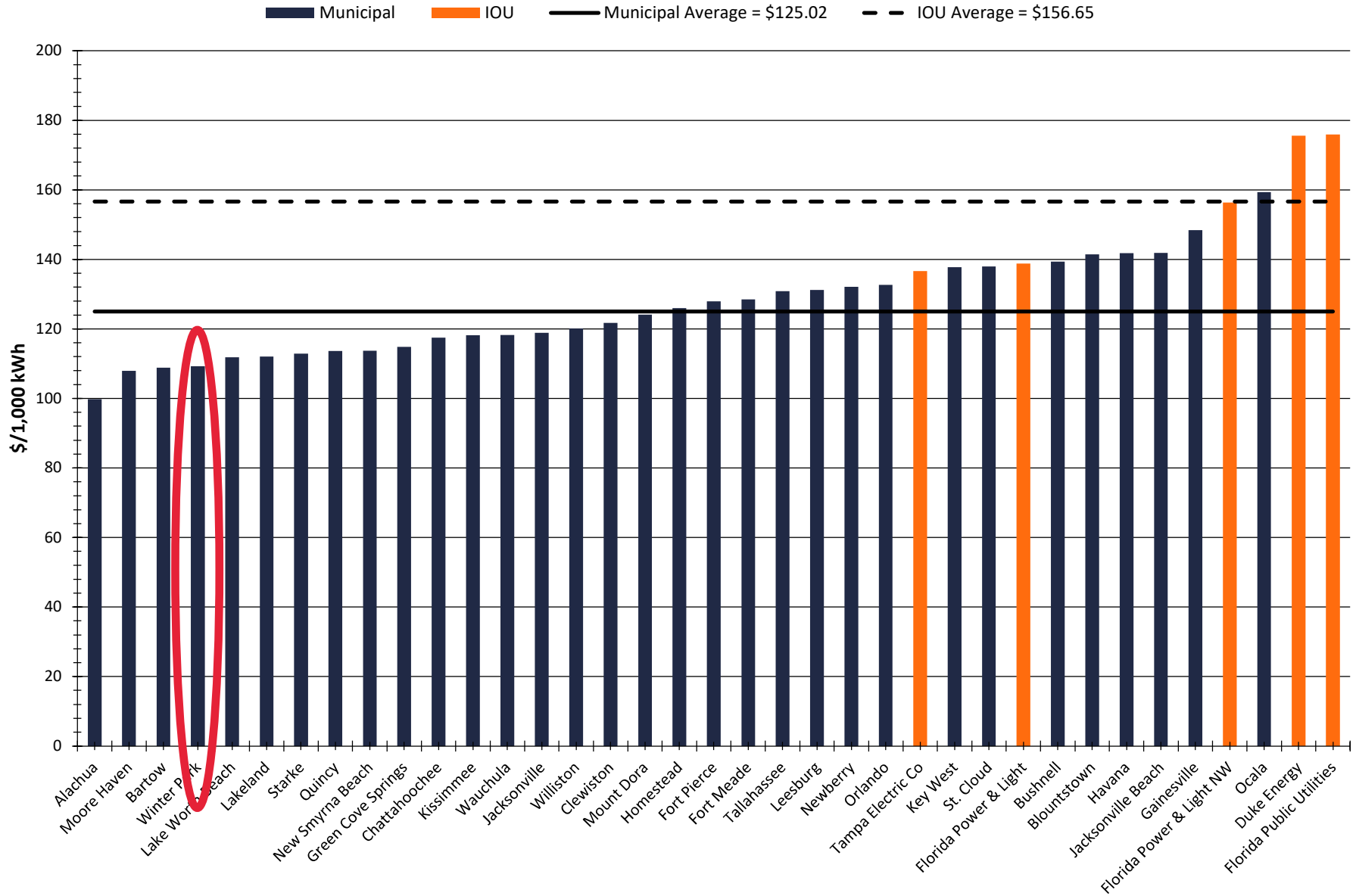
GENERAL FUND EXPENDITURES	FY2019	FY2020	FY2021	FY2022	FY2023
GENERAL ADMINISTRATION	\$1,502,324	\$1,754,007	\$1,830,850	\$2,218,901	\$2,627,867
INFORMATION TECHNOLOGY	594,524	572,889	495,973	767,303	844,615
FINANCIAL SERVICES	392,858	419,202	446,235	440,836	535,551
COMMUNICATIONS	382,158	191,381	233,418	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

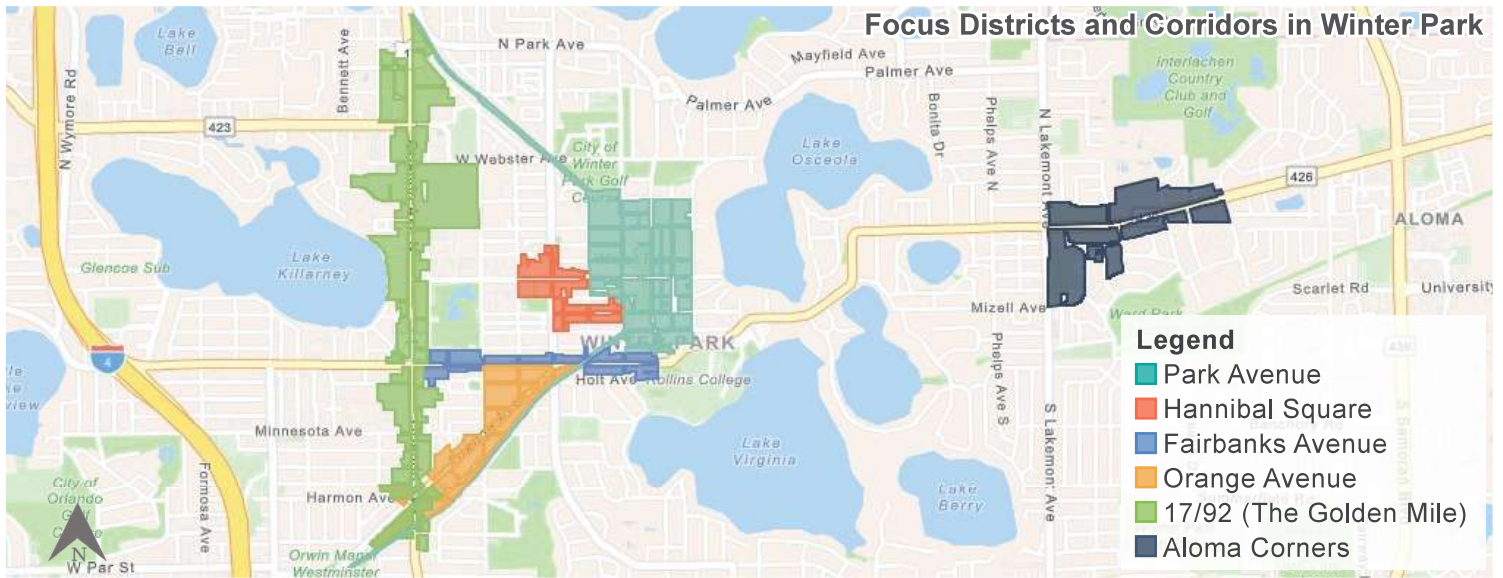
1,000 kWh Residential Bill Comparison: June 2023 - May 2024 Municipals & IOUs, Lowest to Highest



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




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




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

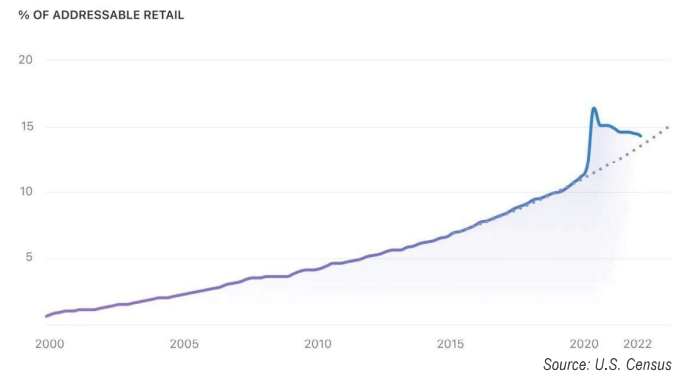
The realization that flexibility—in policy, zoning, approvals, and permitting—will be essential to keeping Winter Park relevant and differentiated in a rapidly-evolving and fiercely-competitive industry.

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



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



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

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

CONTINUATION OF IMPLEMENTATION MATRIX

Area – Bucket	Specific Action Item(s)	Time Horizon
C-2 Zoning – ZONING	<p>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:</p> <ol style="list-style-type: none"> 1. Simplify definitions of different kinds of eating and drinking establishments so as to align more closely with industry terminology and understanding; 2. Raise threshold for revenue from take-out orders to qualify as a fine-dining restaurant; 3. Allow for greater flexibility in changes to “core business” (i.e. mix of goods and services) before requiring a new application to the City (e.g. for business tax receipt); and 4. Prohibit “churches, nonprofit organizations’ halls/ lodges and schools less than 5,000 sq. ft. in size)” in the ground-floor of properties having frontage on Park Avenue or along intersecting streets within 140 feet of Park Avenue. 	Short Term (0-1 years)
Comparison Goods Retailers in the Park Avenue Corridor – INCENTIVES	<p>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.</p>	Short Term (0-1 years)
Role for Rollins College – INCENTIVES	<p>Partner with Rollins College and other stakeholders on a broader retail vision and tenancing 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.</p>	Short to Medium Term (0-3 years)

Chief Sponsor(s)	Context/Commentary
City of Winter Park, with input and buy-in from the Winter Park Chamber of Commerce, the Park Avenue District and Park Ave landlords/merchants.	<p>Chief arguments for each of these proposed modifications are as follows:</p> <ol style="list-style-type: none"> 1. The language used to define different kinds of restaurants—for the two worthwhile and appropriate goals of protecting against fast food in particular and avoiding a proliferation of restaurants more generally—is confusing and leaves too much room for discretion, deterring prospective tenants that long for clarity and predictability; 2. The current 10% threshold does not account for the growth in “off-premise” dining that took hold amidst the pandemic. According to data from the NPD Group, off-site consumption accounted for 33% at full-service restaurants nationwide (versus 19% pre-pandemic); 3. Making such tweaks too onerous risks hampering the ability of individual businesses to respond nimbly to shifts in consumer tastes and preferences, which helps to keep the overall mix fresh and current; and 4. These uses would remove precious ground-floor inventory that could otherwise be occupied by more synergistic tenants which add to Park Avenue’s critical mass.
City of Winter Park and/or the CRA, with input and buy-in from the Winter Park Chamber of Commerce, the Park Avenue District and Park Ave landlords/merchants.	<p>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.</p>
City of Winter Park, Rollins College and Fairbanks Ave landlords/merchants.	<p>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).</p>

CONTINUATION OF IMPLEMENTATION MATRIX

Area – Bucket	Specific Action Item(s)	Time Horizon
Fairbanks Avenue as Gateway – CAPITAL IMPROVEMENTS	Continue with ongoing efforts to beautify the Fairbanks Avenue corridor from the I-4 exit to Park Avenue while also, perhaps with the help of a transportation consultant, assessing ways to improve traffic flow as well as enhance automobile access and visibility for adjoining business.	Short to Medium Term (0-3 years)
Zoning in Orange Avenue Corridor – ZONING	Consider appropriate tweaks and adjustments to the Orange Avenue Overlay District (Ordinance 3228-21): <ol style="list-style-type: none"> 1. Require conditional use permits for certain personal services (e.g. spas, massage, cosmetic treatment) and “quasi-retail tenancies” (e.g. financial institutions, professional offices, medical/dental clinics) at street level, while limiting entrances, leasing or management offices and residential amenities (e.g. health/fitness, meeting/activity room, storage) in mixed-use buildings to no more than 15% of the ground floor; 2. Loosen restrictions on resale/stores as a permitted use; 3. Allow retail businesses to use a limited percentage of their floorplates for other purposes besides sale of merchandise to on-premises customers; and 4. Provide greater clarity and less room for subjectivity in the distinction between “fast food”, which is prohibited, and “fast-casual”, which is permitted. 	Short to Medium Term (1-3 years)
Off-Street Parking in the Orange Avenue Corridor – CAPITAL IMPROVEMENTS	With the help of an appropriate consultant, consider a special assessment district that identifies and secures a centrally-located parcel for as well as funds the design, construction and management of a public parking structure in or near the Orange Avenue Corridor; and, if realized, relax requirements for off-street parking in said Corridor (e.g. for redevelopment that adds square footage, change-of-use to food and beverage, etc.) as well as extend the distance threshold from 750 to 1,320 feet.	Long Term (3+ years)

Chief Sponsor(s)	Context/Commentary
City of Winter Park, State of Florida, the Winter Park Chamber of Commerce, Rollins College and Fairbanks Avenue landlords/merchants.	As the primary route between I-4 and Park Avenue/Rollins College, Fairbanks Avenue serves as the gateway to Winter Park for most visitors, yet in its current appearance, the City’s recent investments notwithstanding, it still does not always reflect the higher standards and upmarket positioning for which the community is known, nor does it offer what is perceived as a viable alternative for uses prohibited, requiring a conditional use permit or otherwise unable to secure locations along 17/92 (see below); at the same time, leasing efforts and customer volumes along the corridor are reportedly constrained by both poor access (e.g. left turns heading eastbound are extremely difficult at certain times of day) as well as compromised visibility (e.g. navigation provides few opportunities for motorists to take notice of the businesses that they are passing).
City of Winter Park, with input and buy-in from Orange Avenue landlords/merchants.	Chief arguments for each of these proposed modifications are as follows: <ol style="list-style-type: none"> 1. Such tenancies do not typically generate much street-level interest in, widespread excitement about or destination appeal for the district, nor do they provide more than limited spin-off for nearby businesses; 2. Vintage/resale has long been popular among neo-hipsters while no longer carrying quite the same stigma more broadly (as evidenced by the proliferation of stores selling “designer consignment”); 3. With the rise of “omni-channel” business models, retailers are increasingly valuing and utilizing brick-and-mortar spaces for multiple purposes, including fulfillment for on-line delivery; and 4. Gourmet “foodie” dining among younger generations often takes a fast-casual form (without the attributes of traditional “fine” dining, e.g. reservations, waiters, white tablecloths, etc.), yet differentiation vis-à-vis fast food that is based solely on what constitutes “freshly-prepared, higher-quality food” leaves prospective tenants vulnerable to personal tastes and discretion, resulting in a lack of predictability that can act as a deterrent.
City of Winter Park, with input and buy-in from Orange Avenue landlords/merchants.	Redevelopment and re-tenancing in the corridor is currently challenged—and traffic congestion exacerbated—by a number of undersized, under-parked properties, while the benefits of a new parking scheme will no doubt accrue to the owners and tenants of the same; planners and urban designers routinely define “walking distance” as a quarter-mile radius, which translates to 1,320 feet.

CONTINUATION OF IMPLEMENTATION MATRIX

Area – Bucket	Specific Action Item(s)	Time Horizon
Zoning for 17/92 and Fairbanks Avenue – ZONING	<p>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):</p> <p>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</p> <p>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.</p>	Long Term (3+ years)
Approvals and Permitting Process – INCENTIVES	<p>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.</p>	Long Term (3+ years)

Chief Sponsor(s)	Context/Commentary
City of Winter Park, with input and buy-in from landlords/merchants on 17/92 and Fairbanks Avenue.	<p>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;</p> <p>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</p> <p>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.</p>
City of Winter Park, with requisite buy-in from relevant stakeholders as part of a mandated process.	<p>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.</p>

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 following¹:

- 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.

¹The 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

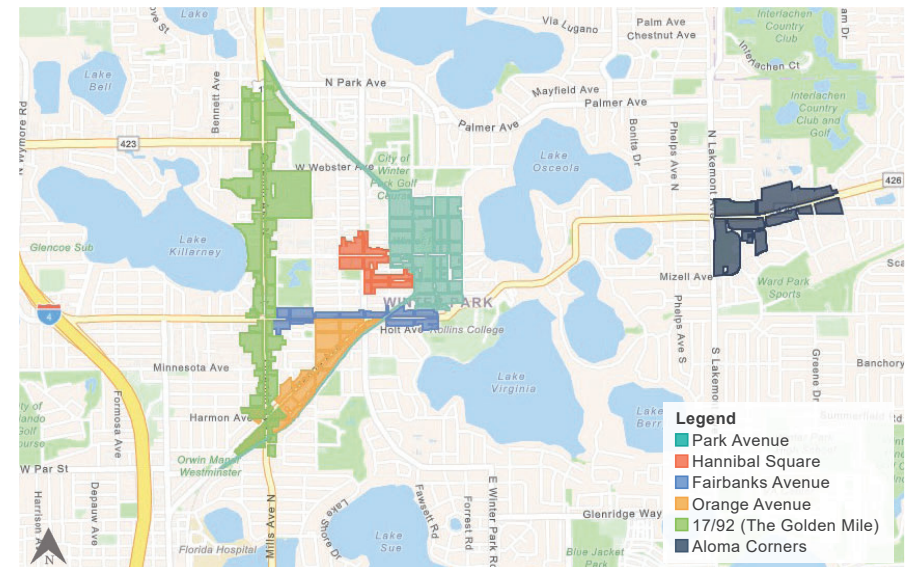
3+ years (long-term), as based on the need for adjustments or deeper dives, the process for securing buy-in as well as the practicalities of capacity, timing and priority.

- 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

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

CITY OF WINTER PARK RETAIL STRATEGIES

PHASE II IMPLEMENTATION MATRIX I JUNE 2023

ACKNOWLEDGMENTS

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

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COMMUNITY
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This document has been prepared by MJB
Consulting and GAI Consultants, Inc. on
behalf of the City of Winter Park, Florida.



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."

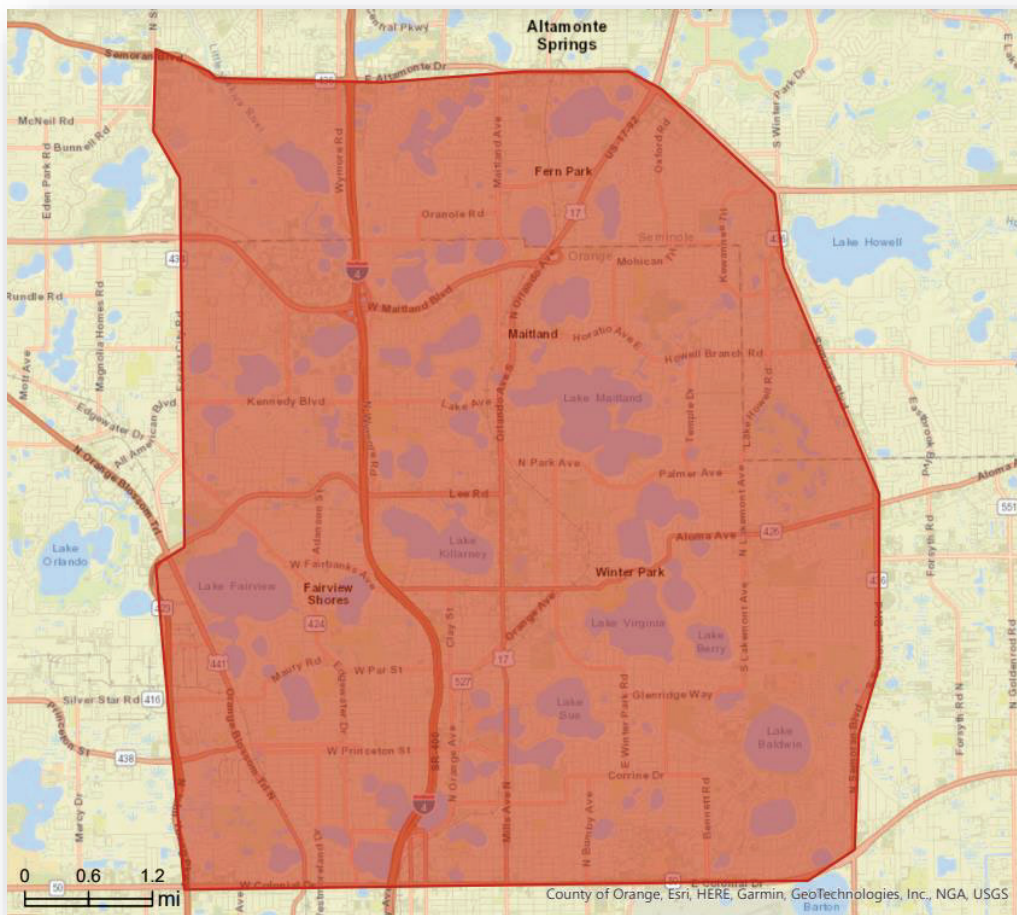
A term of art in the retail industry, trade area refers to the rough geography or polygon within which a given location derives roughly 70% of its customer base. Put in simple terms, it is meant to represent that location's most frequent and reliable patrons. And it does *not* necessarily conform to 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 students³ 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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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

EDAB Overview and Opportunities - May 2025

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.

update # 5

i. Bond Rating Upgrade in 2024

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
- J. ~~Advocating for~~ BEING A VOICE FOR RETAIL CORRIDORS, ESPECIALLY PARK AVE.

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)

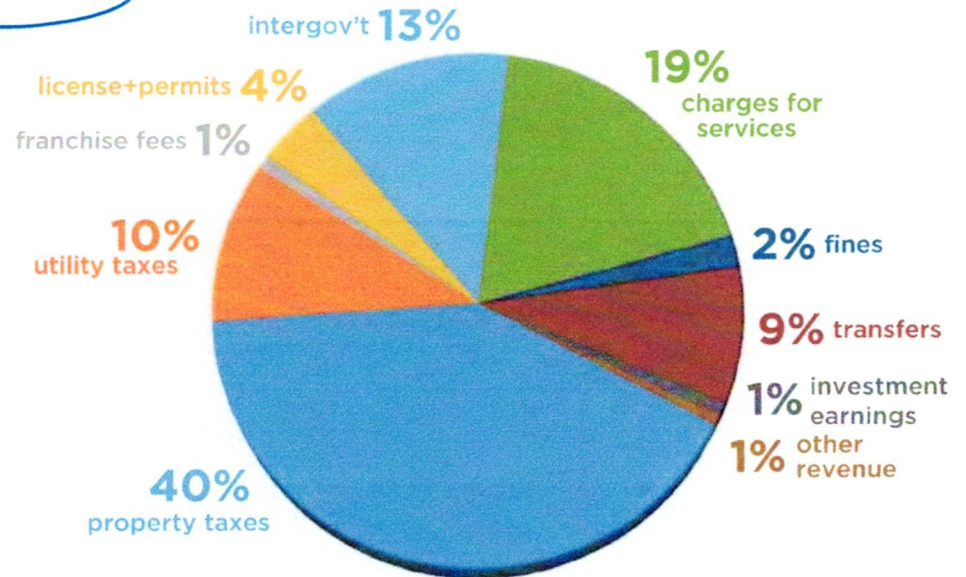
1. Economic Development Definitions and Guiding Principles
2. Vision 2016 Word Cloud
3. Retail Concepts and Park Avenue- MJB Phase 1 Excerpt
4. Millage Rate Comparison Bar Chart
5. General Fund Budget Pie Chart — *Can we show Expenses as a Pie Chart?*
6. Winter Park Power Company Rate Comparison Bar Chart
7. Retail Vision
8. Retail Implementation Plan – MJB Phase 2 excerpt
9. Winter Park Market Area- MJB Phase 1 excerpt
10. ~~Existing City Score Card~~
~~Including Police/Fire Response~~
↳ *Police & Fire Response* ~~Other~~
(use the City Service Scorecard if that is the best available)
11. *[Discuss] - Draft of EDAB Scorecard?*
12. *Park Ave District "Audience Profile"*
Example

Can we show Expenses as a Pie Chart?
otherwise OK as-is

general fund revenues & expenditures (2023)

2024

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.



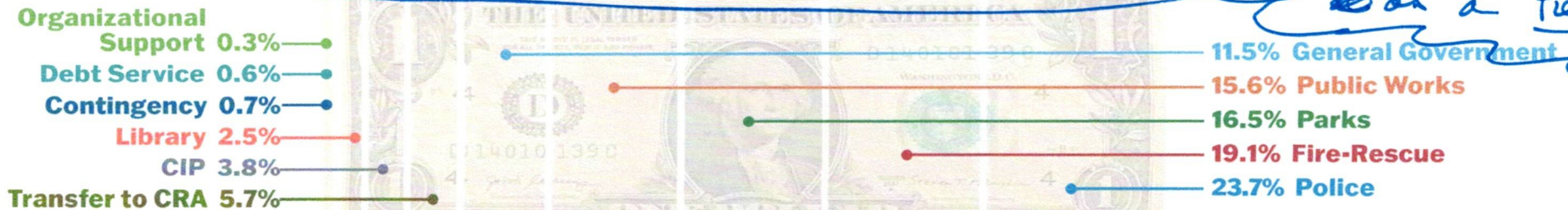
GENERAL FUND REVENUES	FY2019	FY2020	FY2021	FY2022	FY2023
PROPERTY TAXES	\$22,531,341	\$24,313,515	\$26,155,260	\$27,511,689	\$30,400,941
UTILITY TAXES	6,610,204	6,665,189	6,791,257	7,006,666	7,533,817
FRANCHISE FEES	935,492	862,173	823,954	845,243	682,947
LICENSES + PERMITS	3,938,661	3,262,118	3,684,484	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



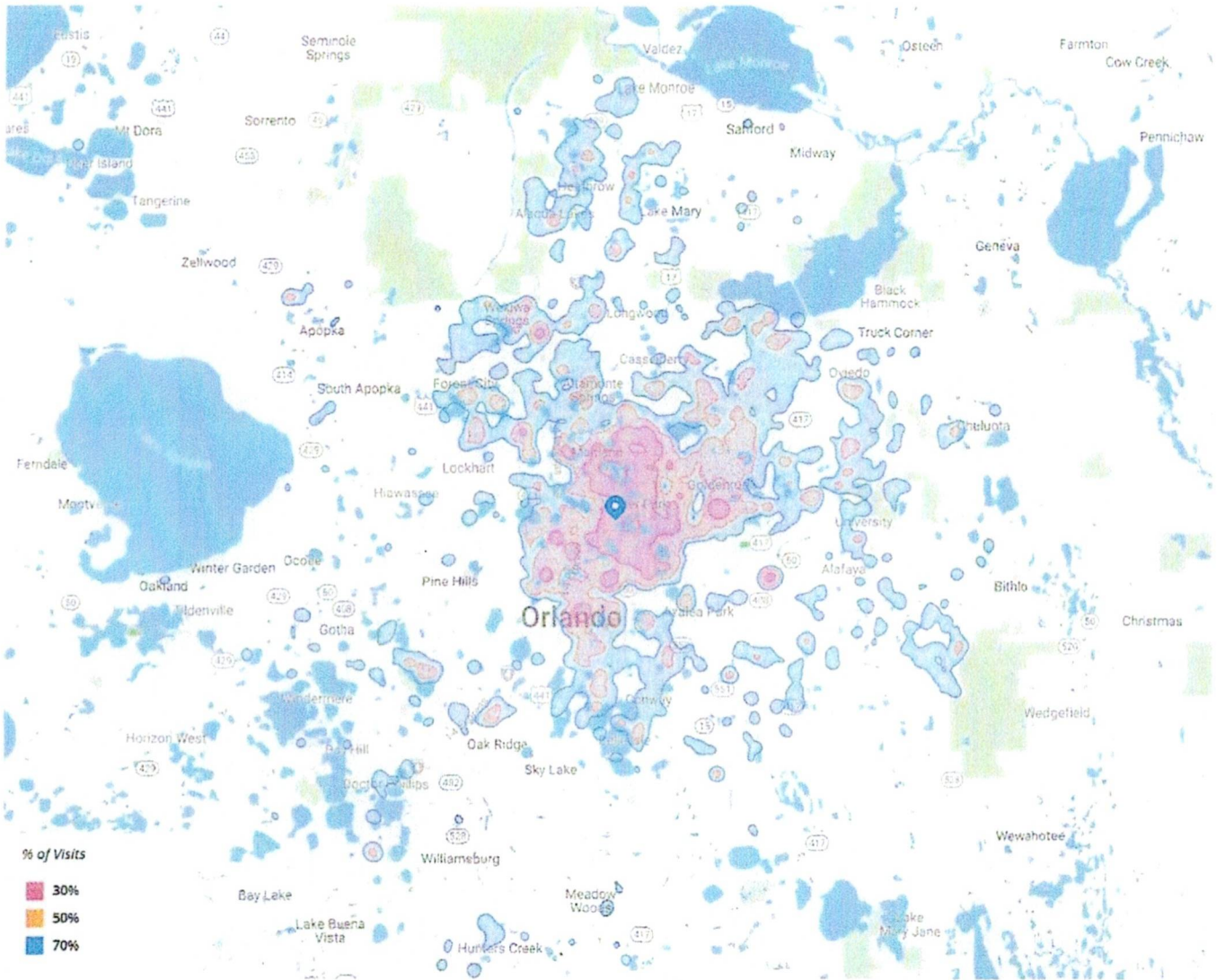
Can we show as a Pie Chart

Audience Profile

Jan 1 - Dec 31, 2019



Park Avenue District, FL



FROM PARK AVENUE DISTRICT



Economic
Development
Advisory Board

agenda item 6.b

item type

Non-Action Items

meeting date

July 8, 2025

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

FY25-26 Goals

motion | recommendation

N/A

background

Staff is providing the board an opportunity to consider goal setting for the FY25-26 year. Of note, meetings have previously considered the following, but will consider new developments as evolved by staff and board input:

- Winter Park Enhancement Area (*Commission review summer 2025*)
- Updates to scorecard(s) (In development)
- Incentives for industry clusters (*Retail buildout program complete and in use*)
- Opining on W. Fairbanks Avenue (*jobs, industries, etc.*)
- Job growth related to growth domestic product (GDP) and location quotients (LQs)
 - * The latest analysis can be found

here: <https://cityofwinterpark.org/departments/management-budget/economic-development/resources/>

At the May 2025 meeting, the board provided commentary on the following:

- Adding to professional services concentrations (office/family office)
- Adding to tech industry concentrations
- 2nd floor occupancy in commercial corridors
- Need for data to reach constituencies (Placer data)

Staff is looking for additional conversation on FY25-26 goals for implementation by the board over the next year.

alternatives | other considerations

fiscal impact

attachments

1. LQ study - select pages April 2022
2. Community_Profile_Park

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

Education and Knowledge Creation (Employment > 50)

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

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

Real Estate and Development (Employment > 50)

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

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

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

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

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

Health Care Services (Employment > 80)

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

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

Financial and Professional Services (Employment > 200)

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

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

Retail Trade (Employment > 75)

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

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

Creative Services (Employment > 45)

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

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

MAJOR EMPLOYMENT SECTORS AND CONCENTRATIONS

The following tables illustrate the major employment sectors and top concentrations within the City of Winter Park, as well as the benchmark communities. Without regard to target clusters, major employment sectors

indicate the industries which have the greatest share of total employment, and top concentration are industries that have the highest concentration of employment relative to the national level.

Winter Park

Top Employment Sectors

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

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

Top Concentrations

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

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

Population Summary	
2010 Total Population	427
2020 Total Population	460
2020 Group Quarters	153
2025 Total Population	459
2025 Group Quarters	164
2030 Total Population	460
2025-2030 Annual Rate	0.04%
2025 Total Daytime Population	6,475
Workers	6,172
Residents	303
Household Summary	
2010 Households	259
2010 Average Household Size	1.00
2020 Total Households	299
2020 Average Household Size	1.03
2025 Households	291
2025 Average Household Size	1.01
2030 Households	288
2030 Average Household Size	1.03
2025-2030 Annual Rate	-0.21%
2010 Families	94
2010 Average Family Size	2.00
2025 Families	121
2025 Average Family Size	2.00
2030 Families	119
2030 Average Family Size	2.00
2025-2030 Annual Rate	-0.33%
Housing Unit Summary	
2000 Housing Units	347
Owner Occupied Housing Units	39.8%
Renter Occupied Housing Units	49.0%
Vacant Housing Units	11.2%
2010 Housing Units	327
Owner Occupied Housing Units	41.3%
Renter Occupied Housing Units	37.9%
Vacant Housing Units	20.8%
2020 Housing Units	335
Owner Occupied Housing Units	49.9%
Renter Occupied Housing Units	39.4%
Vacant Housing Units	12.2%
2025 Housing Units	324
Owner Occupied Housing Units	53.1%
Renter Occupied Housing Units	36.7%
Vacant Housing Units	10.2%
2030 Housing Units	326
Owner Occupied Housing Units	54.6%
Renter Occupied Housing Units	33.7%
Vacant Housing Units	11.7%

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: Esri forecasts for 2025 and 2030. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

2025 Households by Income

Household Income Base	291
<\$15,000	10.0%
\$15,000 - \$24,999	8.6%
\$25,000 - \$34,999	5.5%
\$35,000 - \$49,999	5.8%
\$50,000 - \$74,999	10.7%
\$75,000 - \$99,999	8.6%
\$100,000 - \$149,999	16.8%
\$150,000 - \$199,999	7.9%
\$200,000+	25.8%
Average Household Income	\$167,102

2030 Households by Income

Household Income Base	288
<\$15,000	8.3%
\$15,000 - \$24,999	6.6%
\$25,000 - \$34,999	4.9%
\$35,000 - \$49,999	4.9%
\$50,000 - \$74,999	10.4%
\$75,000 - \$99,999	8.7%
\$100,000 - \$149,999	18.1%
\$150,000 - \$199,999	9.0%
\$200,000+	28.5%
Average Household Income	\$179,103

2025 Owner Occupied Housing Units by Value

Total	172
<\$50,000	0.0%
\$50,000 - \$99,999	0.0%
\$100,000 - \$149,999	0.0%
\$150,000 - \$199,999	0.0%
\$200,000 - \$249,999	0.0%
\$250,000 - \$299,999	0.6%
\$300,000 - \$399,999	5.2%
\$400,000 - \$499,999	19.2%
\$500,000 - \$749,999	25.6%
\$750,000 - \$999,999	16.9%
\$1,000,000 - \$1,499,999	19.2%
\$1,500,000 - \$1,999,999	7.0%
\$2,000,000 +	7.0%
Average Home Value	\$927,168

2030 Owner Occupied Housing Units by Value

Total	178
<\$50,000	0.0%
\$50,000 - \$99,999	0.0%
\$100,000 - \$149,999	0.0%
\$150,000 - \$199,999	0.0%
\$200,000 - \$249,999	0.0%
\$250,000 - \$299,999	0.0%
\$300,000 - \$399,999	1.7%
\$400,000 - \$499,999	14.6%
\$500,000 - \$749,999	28.7%
\$750,000 - \$999,999	21.3%
\$1,000,000 - \$1,499,999	21.9%
\$1,500,000 - \$1,999,999	6.2%
\$2,000,000 +	5.6%
Average Home Value	\$945,927

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: Esri forecasts for 2025 and 2030. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

Median Household Income	
2025	\$102,390
2030	\$118,125
Median Home Value	
2025	\$747,159
2030	\$809,211
Per Capita Income	
2025	\$56,675
2030	\$60,365
Median Age	
2010	24.5
2020	30.3
2025	29.7
2030	31.7
2020 Population by Age	
Total	460
0 - 4	1.5%
5 - 9	1.3%
10 - 14	1.3%
15 - 24	40.9%
25 - 34	8.5%
35 - 44	6.3%
45 - 54	6.3%
55 - 64	11.1%
65 - 74	11.5%
75 - 84	7.8%
85 +	3.0%
18 +	94.1%
2025 Population by Age	
Total	460
0 - 4	1.3%
5 - 9	1.3%
10 - 14	1.1%
15 - 24	42.4%
25 - 34	8.0%
35 - 44	6.3%
45 - 54	6.1%
55 - 64	9.3%
65 - 74	11.7%
75 - 84	9.1%
85 +	3.3%
18 +	94.8%
2030 Population by Age	
Total	461
0 - 4	1.3%
5 - 9	1.1%
10 - 14	1.1%
15 - 24	41.0%
25 - 34	7.8%
35 - 44	6.5%
45 - 54	6.3%
55 - 64	8.9%
65 - 74	11.1%
75 - 84	11.3%
85 +	3.7%
18 +	95.0%

Source: Esri forecasts for 2025 and 2030. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

2020 Population by Sex	
Males	197
Females	263
2025 Population by Sex	
Males	199
Females	260
2030 Population by Sex	
Males	199
Females	262
2010 Population by Race/Ethnicity	
Total	427
White Alone	76.6%
Black Alone	18.7%
American Indian Alone	0.0%
Asian Alone	1.4%
Pacific Islander Alone	0.0%
Some Other Race Alone	1.2%
Two or More Races	2.1%
Hispanic Origin	6.8%
Diversity Index	45.6
2020 Population by Race/Ethnicity	
Total	460
White Alone	72.6%
Black Alone	13.3%
American Indian Alone	0.2%
Asian Alone	2.8%
Pacific Islander Alone	0.0%
Some Other Race Alone	3.9%
Two or More Races	7.4%
Hispanic Origin	11.5%
Diversity Index	56.0
2025 Population by Race/Ethnicity	
Total	458
White Alone	71.4%
Black Alone	13.5%
American Indian Alone	0.0%
Asian Alone	3.1%
Pacific Islander Alone	0.0%
Some Other Race Alone	4.1%
Two or More Races	7.9%
Hispanic Origin	12.2%
Diversity Index	58.0
2030 Population by Race/Ethnicity	
Total	458
White Alone	69.2%
Black Alone	14.4%
American Indian Alone	0.0%
Asian Alone	3.3%
Pacific Islander Alone	0.0%
Some Other Race Alone	4.6%
Two or More Races	8.5%
Hispanic Origin	13.5%
Diversity Index	61.2

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: Esri forecasts for 2025 and 2030. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

2020 Population by Relationship and Household Type

Total	460
In Households	66.7%
Householder	38.0%
Opposite-Sex Spouse	11.3%
Same-Sex Spouse	0.4%
Opposite-Sex Unmarried Partner	2.0%
Same-Sex Unmarried Partner	0.4%
Biological Child	7.8%
Adopted Child	0.2%
Stepchild	0.2%
Grandchild	1.1%
Brother or Sister	0.7%
Parent	0.4%
Parent-in-law	0.2%
Son-in-law or Daughter-in-law	0.2%
Other Relatives	0.7%
Foster Child	0.0%
Other Nonrelatives	3.0%
In Group Quarters	33.3%
Institutionalized	0.4%
Noninstitutionalized	33.0%

2025 Population 25+ by Educational Attainment

Total	249
Less than 9th Grade	0.4%
9th - 12th Grade, No Diploma	1.6%
High School Graduate	11.6%
GED/Alternative Credential	0.8%
Some College, No Degree	16.1%
Associate Degree	4.8%
Bachelor's Degree	34.9%
Graduate/Professional Degree	29.7%

2025 Population 15+ by Marital Status

Total	442
Never Married	64.9%
Married	22.2%
Widowed	6.6%
Divorced	6.3%

2025 Civilian Population 16+ in Labor Force

Civilian Population 16+	163
Population 16+ Employed	97.5%
Population 16+ Unemployment rate	3.0%
Population 16-24 Employed	15.7%
Population 16-24 Unemployment rate	3.8%
Population 25-54 Employed	49.1%
Population 25-54 Unemployment rate	3.7%
Population 55-64 Employed	17.0%
Population 55-64 Unemployment rate	3.6%
Population 65+ Employed	18.9%
Population 65+ Unemployment rate	0.0%

2025 Employed Population 16+ by Industry

Total	159
Agriculture/Mining	0.0%
Construction	3.8%
Manufacturing	1.9%
Wholesale Trade	0.0%
Retail Trade	8.2%
Transportation/Utilities	0.6%
Information	0.6%
Finance/Insurance/Real Estate	21.4%
Services	59.7%
Public Administration	2.5%

2025 Employed Population 16+ by Occupation

Total	159
White Collar	83.6%
Management/Business/Financial	27.7%
Professional	32.1%
Sales	15.1%
Administrative Support	8.8%
Services	13.2%
Blue Collar	3.1%
Farming/Forestry/Fishing	0.0%
Construction/Extraction	1.9%
Installation/Maintenance/Repair	0.0%
Production	0.0%
Transportation/Material Moving	1.3%

2020 Households by Type

Total	299
Married Couple Households	33.4%
With Own Children <18	3.3%
Without Own Children <18	30.1%
Cohabiting Couple Households	5.7%
With Own Children <18	1.0%
Without Own Children <18	4.7%
Male Householder, No Spouse/Partner	24.1%
Living Alone	20.4%
65 Years and over	6.0%
With Own Children <18	0.7%
Without Own Children <18, With Relatives	1.7%
No Relatives Present	1.7%
Female Householder, No Spouse/Partner	36.8%
Living Alone	30.1%
65 Years and over	17.1%
With Own Children <18	1.3%
Without Own Children <18, With Relatives	4.0%
No Relatives Present	1.3%

2020 Households by Size

Total	299
1 Person Household	50.5%
2 Person Household	36.5%
3 Person Household	6.7%
4 Person Household	4.0%
5 Person Household	1.3%
6 Person Household	1.0%
7 + Person Household	0.3%

2020 Households by Tenure and Mortgage Status

Total	299
Owner Occupied	55.9%
Owned with a Mortgage/Loan	23.4%
Owned Free and Clear	32.1%
Renter Occupied	44.1%

2025 Affordability, Mortgage and Wealth

Housing Affordability Index	52
Percent of Income for Mortgage	45.7%
Wealth Index	173

2020 Housing Units By Urban/ Rural Status

Total	335
Urban Housing Units	100.0%
Rural Housing Units	0.0%

2020 Population By Urban/ Rural Status

Total	460
Urban Population	100.0%
Rural Population	0.0%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: Esri forecasts for 2025 and 2030. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

Top 3 Tapestry Segments

1.	Retirement Communities (J3)
2.	Emerging Hub (D1)
3.	Social Security Set (A3)

2025 Consumer Spending

Apparel & Services: Total \$	\$1,041,827
Average Spent	\$3,580.16
Spending Potential Index	146
Education: Total \$	\$795,902
Average Spent	\$2,735.06
Spending Potential Index	153
Entertainment/Recreation: Total \$	\$1,714,007
Average Spent	\$5,890.06
Spending Potential Index	143
Food at Home: Total \$	\$3,186,339
Average Spent	\$10,949.62
Spending Potential Index	147
Food Away from Home: Total \$	\$1,730,869
Average Spent	\$5,948.00
Spending Potential Index	144
Health Care: Total \$	\$3,260,635
Average Spent	\$11,204.93
Spending Potential Index	145
HH Furnishings & Equipment: Total \$	\$1,200,932
Average Spent	\$4,126.91
Spending Potential Index	142
Personal Care Products & Services: Total \$	\$456,394
Average Spent	\$1,568.36
Spending Potential Index	150
Shelter: Total \$	\$11,645,217
Average Spent	\$40,017.93
Spending Potential Index	150
Support Payments/Cash Contributions/Gifts in Kind: Total \$	\$1,386,489
Average Spent	\$4,764.57
Spending Potential Index	144
Travel: Total \$	\$1,519,142
Average Spent	\$5,220.42
Spending Potential Index	145
Vehicle Maintenance & Repairs: Total \$	\$562,975
Average Spent	\$1,934.62
Spending Potential Index	143

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2022 and 2023 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: Esri forecasts for 2025 and 2030. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.



Economic Development Advisory Board

agenda item 6.c

item type

Non-Action Items

meeting date

July 8, 2025

prepared by

Kyle Dudgeon, Assistant Division Director of Economic Development/CRA

approved by

Peter Moore, Director of Office of Management and Budget

subject

Scorecard Review

motion | recommendation**background**

Staff is revisiting the draft related to the infographic discussed last month. There were several comments including 'it's busy', hard to read, and being unclear what the takeaways were. Between meetings, staff received some suggestions related to movement of the items, and color. The packet includes prior samples reviewed to better understand direction moving forward before completing each of the four documents.

Staff is looking for comments/changes prior to creating a default template. The four targeted audiences discussed were residents, business owners, investors, and the park avenue district.

alternatives | other considerations

Provide discussion on the infographic

Provide changes to the infographic

fiscal impact

Impacts have already been accounted for as part of the city budget

attachments

1. Resident Infographic_Draft 3_June 2025
2. EDAB Scorecard Metrics Outline - Spring 2025
3. Infographic Examples for Reference

4. WP Commercial Corridors 2025 - Dwell Time Sheet

CIVIC HEALTH IN ACTION

HOW WINTER PARK WORKS FOR YOU.

From low taxes to fast emergency response and strong savings, Winter Park is building a city that's safe, stable, and smart with your money.

YOUR WALLET

15.6%

LOWER THAN FLORIDA STATE AVERAGE



\$108.86 A MONTH

\$128.66 A MONTH



4.313

MILLAGE RATE LOWEST AMONG FULL-SERVICE CITIES IN THE COUNTY



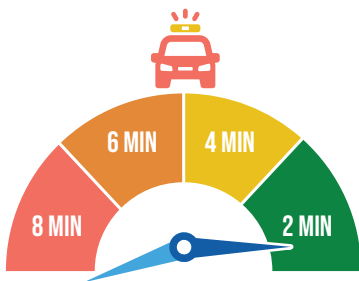
AVERAGE MONTHLY ELECTRIC BILL

\$108.86



WINTER PARK

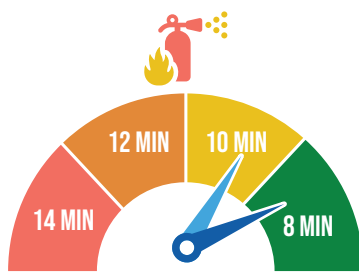
STATE OF FLORIDA



1 MIN 39 SEC

POLICE PRIORITY 1 RESPONSE TIMES

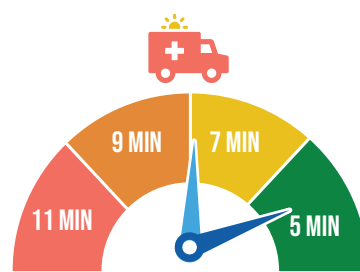
NATIONAL AVERAGE 10 MIN



8 MIN 13 SEC

FIRE PRIORITY 1 RESPONSE TIMES

NATIONAL BENCHMARK 10 MIN



5 MIN 3 SEC

EMS RESPONSE TIMES

NATIONAL BENCHMARK 8 MIN

SAFETY FIRST

5,136



911 CALLS ANSWERED IN 10 SEC OR LESS

WINTER PARK



96% OF CALLS ANSWERED IN 10 SEC OR LESS

NATIONAL AVERAGE



90% OF CALLS ANSWERED IN 10 SEC OR LESS

FINANCIAL HEALTH

\$22M RESERVES

BOND RATING (AAA FITCH) HIGHEST IN THE COUNTY



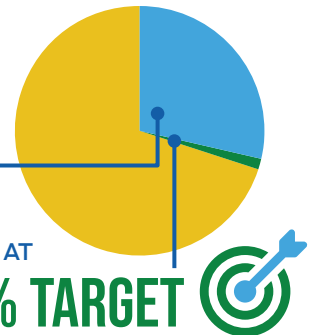
"RAINY DAY FUND"



28.83%

OF GENERAL FUND, ALMOST AT




30% TARGET










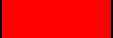









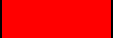


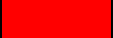





With smart planning, responsive service, and a deep commitment to community, Winter Park offers more than just good numbers—it offers a better way to live.



Scorecard Summary Outline

Legend	
Included in the Infographic	
Contemplated for later	
Not included	

Residents	Item	Methodology	Priority
Taxes	Millage Rate	Ranking in County	
	Sales Tax	County rate	
	Property Tax Bill %	% Winter Park	
	Homestead Cap	% of homes capped, average annual increase in property value for homestead, 3% cap max	
Service Rates	Water & Sewer	Average monthly bill for residential home.	
	Electric	Average monthly bill for residential home.	
	Stormwater	Average monthly bill for residential home.	
	Solid Waste	Average monthly bill for residential home, service frequency	
Schools	School Grades	List each public school and grade	
	School proximity	Count of schools within XX drive of WP.	
Educational Attainment	Educational Attainment	% population with College or Higher vs Orange County	
Housing Stock	Ownership %	% of owned homes vs Orange County	
	Appreciation	Average annual growth rate, rolling 5 years	
	Value	Median home sale price	
	Days on Market	Homes sold within 30 days or less on market	
Safety	Police Priority 1	Priority 1 response time	
	Fire Priority 1	Priority 1 response time	
	EMS Response	EMS response time	
	911 Calls Rate	Calls answered in 10 seconds or less	
	Code Cases	% of Cases resolved in 30 days or less	
	Accreditations	Police and Fire and ISO listed	
Childcare	Access to Childcare	# of Facilities within XX drive	
City Stability	Bond Ratings	List GF bond rating	
	Reserves	Unencumbered GF reserves and %.	
Incentive Programs	Incentive Programs	List programs and website links - separate list	

Businesses	Item	Methodology	Priority
Lease Rents	Rent per SF	Costar average rents by class	

Occupancy Rates	Vacancy Rate	Costar average by class	
Taxes & Fees	Millage Rate	Ranking in County	
	Sales Tax	County rate	
	Property Tax Bill %	% Winter Park	
	Fees	Link to fee schedule on internet	
Service Rates	Water & Sewer	Average monthly bill for commercial SF user.	
	Electric	Average monthly bill for commercial SF user.	
	Stormwater	Average monthly bill for commercial SF user.	
	Solid Waste	Average monthly bill for commercial SF user.	
Workforce Education	Educational Attainment	% population with College or Higher vs Orange County	
	Major area Universities	List of Universities in region	
Wages	Household income	Median household income	
Safety	Police Priority 1	Priority 1 response time	
	Fire Priority 1	Priority 1 response time	
	EMS Response	EMS response time	
	911 Calls Rate	Calls answered in 10 seconds or less	
	Code Cases	% of Cases resolved in 30 days or less	
	Accreditations	Police and Fire and ISO listed	
Connectivity	Cellular Service	5G node enabled city	
	Broadband	Top Speeds available 10Gb	
Industries	Top Industries	Cluster by employment or LQ?	
Incentive Areas	Incentive Areas	List of regions and links	
Incentive Programs	Incentive Programs	List programs and website links	
City Stability	Bond Ratings	List GF bond rating	
	Reserves	Unencumbered GF reserves and %.	
Access	Housing Access	% & # of Dwellings at 120% of AMI or lower within a 30 minute commute	

Investors & Redevelopment	Item	Methodology	Priority
Value of Property	Property Value	Sale price per SQ foot of Residential, Office, Retail	
Industries	Top Industries	Cluster by employment or LQ?	
Incentive Areas	Incentive Areas	List of regions and links	
Incentive Programs	Incentive Programs	List programs and website links	
Taxes & Fees	Millage Rate	Ranking in County	
	Sales Tax	County rate	
	Property Tax Bill %	% Winter Park	
	Fees	Link to fee schedule on internet	
Service Rates	Water & Sewer	Average monthly bill for commercial SF user.	
	Electric	Average monthly bill for commercial SF user.	
	Stormwater	Average monthly bill for commercial SF user.	

	Solid Waste	Average monthly bill for commercial SF user.	
Workforce Education	Educational Attainment	% population with College or Higher vs Orange County	
	Major area Universities	List of Universities in region	
Wages	Household income	Median household income	
Safety	Police Priority 1	Priority 1 response time	
	Fire Priority 1	Priority 1 response time	
	EMS Response	EMS response time	
	911 Calls Rate	Calls answered in 10 seconds or less	
	Code Cases	% of Cases resolved in 30 days or less	
	Accreditations	Police and Fire and ISO listed	
Connectivity	Cellular Service	5G node enabled city	
	Broadband	Top Speeds available 10Gb	
Development Opportunities	Development Sites	Link to LoopNet or equivalent	
Prospective Tenant list	Tenant opportunities	Is this already provided?	
Location	Travel	Distance to Airport, train, port.	
	Special Interest	Distance to amusement parks	
Occupancy Rates	Vacancy Rate	Costar average by class	

Downtown Park Ave District	Item	Methodology	Priority
Occupancy Rates	Park Ave Vacancy Rate	Local data from broker, no access to this.	
Lease Rate	Park Ave Lease Rate	Local data from broker, no access to this.	
Tenant Type Distribution	Tenant Distribution	Visual, would need to be created.	
Dwell Time	Park Ave Dwell Time	PlacerAI	
Visits	Pedestrian Annual Visits	PlacerAI	
	Vehicle Trips	Internal City Data, would need to collect it	
Sales per SF	Avg Sales per SF	ESRI or Placer, data may not be available	
Available Spaces	Vacant Spaces	Property owner or broker database, doesn't exist would need to make it.	
Annual Special Events	Downtown Annual Events	Link to events on website.	

Orlando Prosperity SCORECARD 2023

Trend | Reflects the change between the most current data available and 5 years earlier, unless otherwise noted. All data reflects the 4-county Orlando Metropolitan Statistical Area (Lake, Orange, Osceola, and Seminole counties), unless otherwise noted.

Rank | 1 = **Best**; 13 = **Worst**. ▲ Arrow denotes the change in Orlando's performance relative to the previous Scorecard in 2021.

For **people** indicators, gaps or disparities are based on **race** (differences between non-Hispanic white residents and Black residents), **ethnicity** (differences between non-Hispanic white residents and Hispanic or Latino residents), and **gender** (differences between men and women).

OPPORTUNITIES

ECONOMIC DIVERSIFICATION

Industry Diversity Index **69.5%** (2022)
Trend: **Better**
Rank: **6 ▲**

JOBS

Middle Wage Jobs **53.2%** (2022)
Trend: **Better**
Rank: **5 ▲**

INCOME

Median Wage **\$39,030** (2022)
Trend: **Better**
Rank: **13 ▶**

INNOVATION & ENTREP.

Jobs at Stage Two Companies **34.5%** (2022)
Trend: **Better**
Rank: **12 ▶**

PEOPLE

Occupation Diversity Index **3.9%** (2022)
Trend: **Worse¹**
Rank: **12 ▼**

	RACE	ETHNICITY	GENDER
Unemployment Rate Gap	-3.8pp (2021) Trend: Better Rank: 4 ▲	-0.9pp (2021) Trend: Better Rank: 6 ▲	-0.2pp (2021) Trend: Worse Rank: 8 ▼

	RACE	ETHNICITY	GENDER
Median Income Gap (\$000s)	\$24.9 (2021) Trend: Worse Rank: 3 ▶	\$20.9 (2021) Trend: Worse Rank: 6 ▶	\$15.3 (2021) Trend: Worse Rank: 9 ▼

	RACE	ETHNICITY	GENDER
Business Ownership Disparity	70.6% (2020) Trend: Better¹ Rank: 4 ▼	55.2% (2020) Trend: Better¹ Rank: 2 ▼	59.2% (2020) Trend: Worse¹ Rank: 6 ▶

CAPABILITIES

SOCIAL CAPITAL

Disconnected Youth **5.9%** (2021)
Trend: **Better²**
Rank: **6 ▲**

INDIVIDUAL HEALTH

	PHYSICAL	MENTAL
Adults in Poor Health*	11.5% (2020) Trend: Better¹ Rank: 10 ▲	15.5% (2020) Trend: Worse¹ Rank: 8 ▲

K-12 EDUCATION

3rd Grade Reading Proficiency **53.6%** (2021/22)
Trend: **Worse¹**
Rank: **N/A**

CONTINUED EDUCATION

Educational Attainment (AA+) **45.3%** (2021)
Trend: **Better**
Rank: **8 ▼**

Population Living in Racially Integrated Neighborhoods **97.8%** (2021)
Trend: **Better**
Rank: **4 ▶**

	RACE	ETHNICITY	GENDER
Years of Potential Life Lost Gap (per 100k Residents**)	-3,105 (2021) Trend: Worse Rank: N/A	2,085 (2021) Trend: Better Rank: N/A	4,745 (2021) Trend: Worse Rank: N/A

	RACE	ETHNICITY	GENDER
3 rd Grade Reading Proficiency Gap	29.5pp (2021/22) Trend: Better² Rank: N/A	20.1pp (2021/22) Trend: Better² Rank: N/A	-5.2pp (2021/22) Trend: Better² Rank: N/A

	RACE	ETHNICITY	GENDER
Educational Attainment Gap	17.6pp (2021) Trend: Worse Rank: 11 ▶	10.5pp (2021) Trend: Better Rank: 2 ▲	-3.5pp (2021) Trend: Worse Rank: 10 ▲

ACCESS

TRANSPORTATION

Jobs in 30-min. Transit Commute **1.0%** (2020)
Trend: **Better**
Rank: **12 ▶**

HOUSING

Severely Cost Burdened Renter Households **26.1%** (2019)
Trend: **Better**
Rank: **10 ▲**

FOOD

Food Insecurity Rate **9.9%** (2021)
Trend: **Better¹**
Rank: **9 ▼**

DIGITAL

% of Households with Internet **92.7%** (2021)
Trend: **Better**
Rank: **8 ▼**

CHILD CARE

Kindergarten Readiness **50.7%** (2021/22)
Trend: **Worse³**
Rank: **N/A**

PEOPLE

	RACE	ETHNICITY
Commute Ratio	3.4% (2020) Trend: Better Rank: 4 ▲	6.9% (2020) Trend: Worse Rank: 11 ▲

	RACE	ETHNICITY
Severely Cost Burdened Renter Households Gap	-4.8pp (2019) Trend: Better Rank: 6 ▲	-10.6pp (2019) Trend: Better Rank: 12 ▲

	RACE	ETHNICITY
Food Insecurity Gap	8.3pp (2021) Trend: N/A Rank: 3	0.7pp (2021) Trend: N/A Rank: 2

	RACE	ETHNICITY
Internet Access Gap	4.0pp (2021) Trend: Better Rank: 10 ▼	1.2pp (2021) Trend: Better Rank: 4 ▲

	RACE	ETHNICITY
Children Under 5 Living in Poverty Gap	-28.7pp (2021) Trend: Worse Rank: 13 ▼	-18.4pp (2021) Trend: Worse Rank: 10 ▼

¹reflects change from 3 years earlier

²reflects change from 4 years earlier

³reflects change from 2 years earlier

*data for City of Orlando; peer ranking based on data for the principal city of each metropolitan area

**data for Orange County



WHY ECONOMIC DEVELOPMENT MATTERS

The top six reasons why economic development is critical to a region's economy.

1

Economic developers provide critical assistance and information to companies that create jobs in our economy.



JOB CREATION

INDUSTRY DIVERSIFICATION

2

Strategic economic development diversifies the economy, reducing a region's vulnerability to a single industry.

3

Economic developers work to retain and grow existing local companies and assist companies with operational needs.



BUSINESS RETENTION

ECONOMY FORTIFICATION

4

Economic development helps to protect the local economy from downturns by attracting and retaining major employers.



5

More companies in the region translates to increased tax revenue for community projects and local infrastructure.



TAX REVENUE

QUALITY OF LIFE

6

Better infrastructure and more jobs improve the economy of the region and raise the standard of living for its residents.

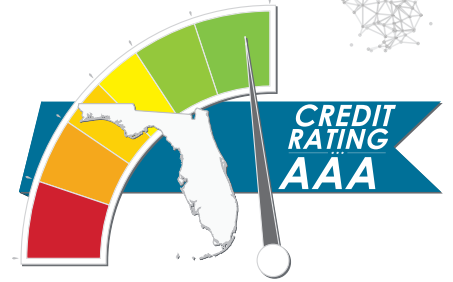


WHY FLORIDA?

BOUNDLESS FREEDOM

MANY STATES STRUGGLE TO REDUCE THE BARRIERS TO DOING BUSINESS. **WE JUST ELIMINATED THEM ALTOGETHER.**

Consistently ranked one of the best states for business, Florida is committed to keeping regulatory requirements and business taxes low. That, along with a strong economy and zero personal state income tax, makes it a great place to do business. We won't stand in the way of your success. **We'll pave the way for it.**

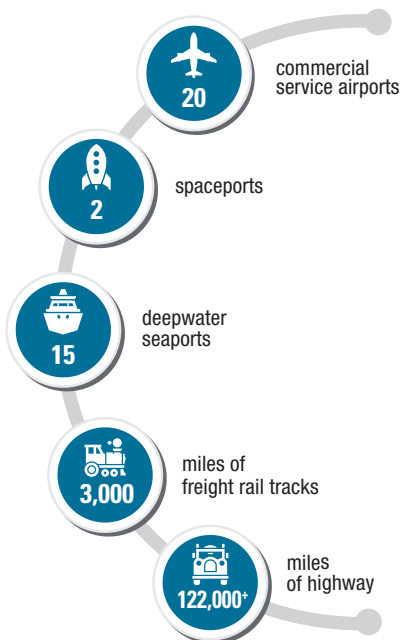
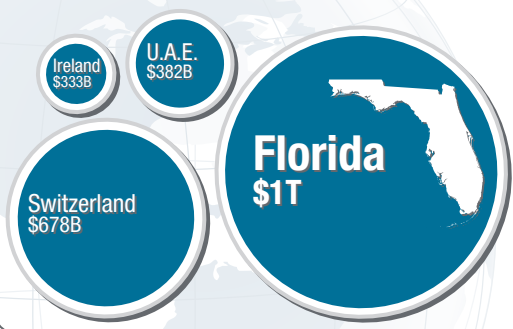


BOUNDLESS MARKETS

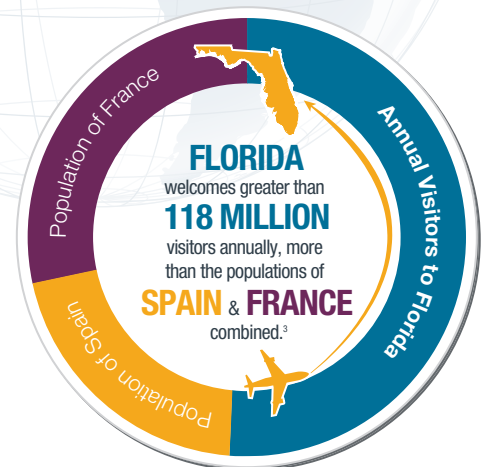
WITH 15 DEEPWATER PORTS, INCLUDING A SUPER POST-PANAMAX PORT, **FLORIDA WILL OPEN UP A WHOLE NEW WORLD FOR YOUR BUSINESS.**

Success today requires global access. And no other state can expand your reach like Florida. We offer one of the most extensive multi-modal transportation systems in the world, and we are home to one in five U.S. exporters. **Because when your business can be everywhere, there's no limit to how far you can take it.**

17th LARGEST GLOBAL ECONOMY, IF FLORIDA WERE A COUNTRY ^{2, 10}



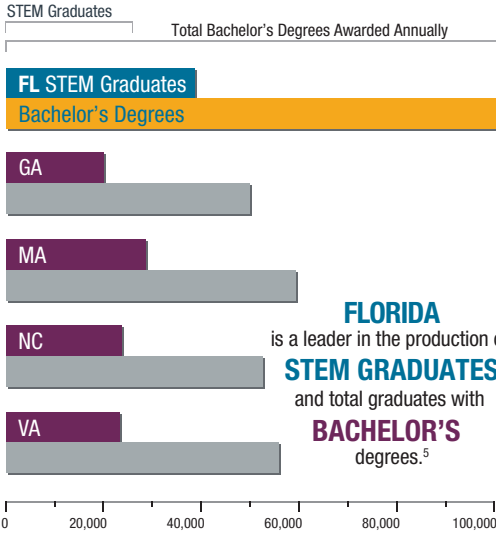
Last Year, **FLORIDA** businesses exported **\$57+ BILLION** to more than 190 countries¹¹



BOUNDLESS INNOVATION

SOME STATES WILL PROMISE YOUR BUSINESS THE MOON.
WE CAN ACTUALLY DELIVER IT.

Florida is the place where technology, creativity and exploration converge. Known as the world's premier gateway to space, we're also one of the largest exporters of high-tech goods and home to over 327,000 high-tech employees.⁴ And when you consider 28,000 new STEM graduates⁵ enter our workforce every year, it's easy to see that **Florida isn't just ready for the future; we are the future.**



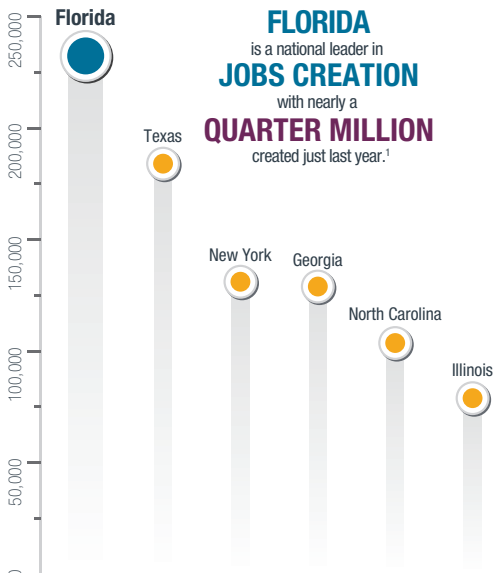
FLORIDA is a leader in the production of **STEM GRADUATES** and total graduates with **BACHELOR'S DEGREES**.⁵



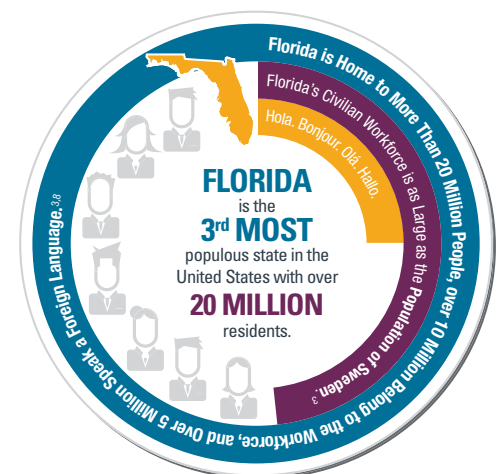
BOUNDLESS POTENTIAL

WE HAVE AN EDUCATED, TALENTED AND DIVERSE WORKFORCE EAGER TO CHANGE THE WORLD.
IMAGINE WHAT THEY'LL DO FOR YOUR BUSINESS.

The only thing as impressive as our current workforce of 10+ million is our future one. Home to three of the ten largest universities in the country, our colleges and universities are among the nation's top performers of R&D and commercialization of technologies. **So while we're helping you succeed with today's talent, we're also preparing tomorrow's.**

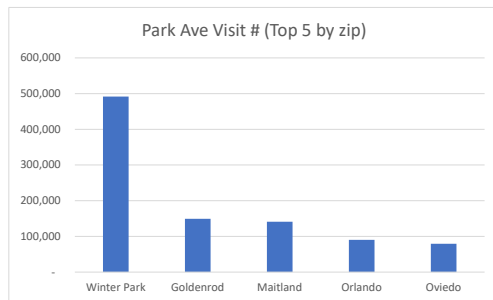
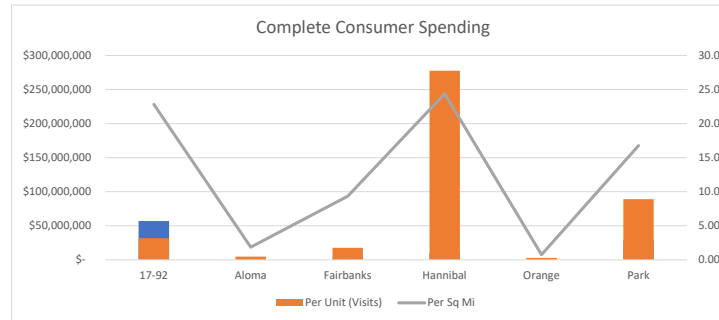
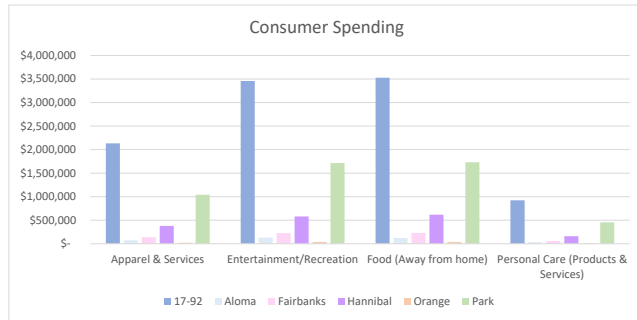


Forbes Magazine (March 2016)



¹ Bureau of Labor Statistics, ² Bureau of Economic Analysis, ³ Visit Florida, ⁴ CompTIA CyberStates, ⁵ NSF, ⁶ Chief Executive, ⁷ GeoTel, ⁸ U.S. Census Bureau, ⁹ Tax Foundation, ¹⁰ World Bank, ¹¹ WISERTrade

Visitor Stats (Past 12 months)	17-92	Aloma	Fairbanks	Hannibal	Orange	Park	Park (Excluding Central Park)
Size (sq mi)	0.25	0.11	0.04	0.04	0.08	0.17	
Age	42.5	42.4	55.5	36.8	35.6	37.2	37.3
Dwell Time	85 mins	116 mins	75 mins	130 mins	82 mins	86 mins	80 mins
Peak Times (am)	8am-12pm (17.4%)	8am-12pm	8am-12pm	8am-12pm (20.8%)	8am-12pm	8am-12pm (17.7%)	8am-12pm (15.3%)
Peak Times (pm)	12pm-7pm (54%)	12pm-7pm	12pm-7pm	12pm-8pm (49.3%)	12pm-7pm	12pm-8pm (69.4%)	12pm-8pm (71.1%)
Total Visits	17,900,000	4,300,000	2,100,000	351,300	2,100,000	3,200,000	2,800,000
WP Residents	2.4M (13.4%)	637K (14.7%)	418K (20.2%)	65.4K (18.6%)	418K (20%)	492K (15.4%)	418K (15.1%)
Trade Area (Top 3)	Maitland (32751): 1.1M (6.4%) Orlando (32804): 1.1M (6%) Goldenrod (32792): 837K (4.7%)	Goldenrod (32792): 1.1M (24.7%) Maitland (32751): 165K (3.8%) Orlando (32817): 148KK (3.4%)	Orlando (32804): 106K (5.1%) Goldenrod (32792): 104K (5%) Maitland (32751): 70.7K (3.4%)	Goldenrod (32792): 18.3K (5.2%) Maitland (32751): 16.3K (4.6%) Clarcona (32803): 11.2K (3.2%)	Orlando (32804): 106K (5.1%) Goldenrod (32792): 103K (3.9%) Maitland (32751): 87.4K (4.2%)	Goldenrod (32792): 149K (4.7%) Maitland (32751): 141 (4.4%) Orlando (32814): 90.4K (2.8%)	Goldenrod (32792): 127K (4.6%) Maitland (32751): 115K (4.2%) Orlando (32814): 72.9K (2.6%)
Consumer Spending (Totals)	17-92	Aloma	Fairbanks	Hannibal	Orange	Park	Park (Excluding Central Park)
Apparel & Services	\$ 2,133,151	\$ 75,080	\$ 139,487	\$ 377,641	\$ 22,685	\$ 1,041,827	
Entertainment/Recreation	\$ 3,457,195	\$ 128,009	\$ 225,973	\$ 580,065	\$ 37,709	\$ 1,714,007	
Food (Away from home)	\$ 3,527,939	\$ 123,230	\$ 230,776	\$ 617,799	\$ 37,305	\$ 1,730,869	
Personal Care (Products & Services)	\$ 922,851	\$ 32,214	\$ 60,403	\$ 158,712	\$ 9,671	\$ 456,394	
Top 3 Tapestry Segments	17-92	Aloma	Fairbanks	Hannibal	Orange	Park	Park (Excluding Central Park)
	1. Retirement Communities (J3) 2. Emerging Hub (D1) 3. City Greens (K6)	1. Legacy Hills (K1) 2. Small Town Sincerity (I1) 3. Scenic ywags (I2)	1. Retirement Communities (J3) 2. Emerging Hub (D1) 2. Small Town Sincerity (I1)	1. Emerging Hub (D1) 2. Social Security Set (A3) 3. Small Town Sincerity (I1)	1. City Greens (K6) 2. Emerging Hub (D1) 3. Small Town Sincerity (I1)	1. Retirement Communities (J3) 2. Emerging Hub (D1) 3. Social Security Set (A3)	
Complete Consumer Spending	17-92	Aloma	Fairbanks	Hannibal	Orange	Park	Park (Excluding Central Park)
Per Unit (Visits)	\$ 57,072,211 3.19	\$ 2,058,400 0.48	\$ 3,734,526 1.78	\$ 9,754,168 27.77	\$ 605,446 0.29	\$ 28,500,728 8.91	
Per Sq Mi	\$ 228,288,844	\$ 18,712,727	\$ 93,363,150	\$ 243,854,200	\$ 7,568,075	\$ 167,651,341	





Economic
Development
Advisory Board

agenda item 7.a

item type

Staff Updates

meeting date

July 8, 2025

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

EDAB Commercial Performance Report

motion | recommendation

background

Monthly reports as requested

alternatives | other considerations

fiscal impact

attachments

1. EDAB Commercial Performance Report - July 2025
2. EcoCounter July 2025

Commercial Performance Report

7/25

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

Sources: ESRI, CoStar, BLS

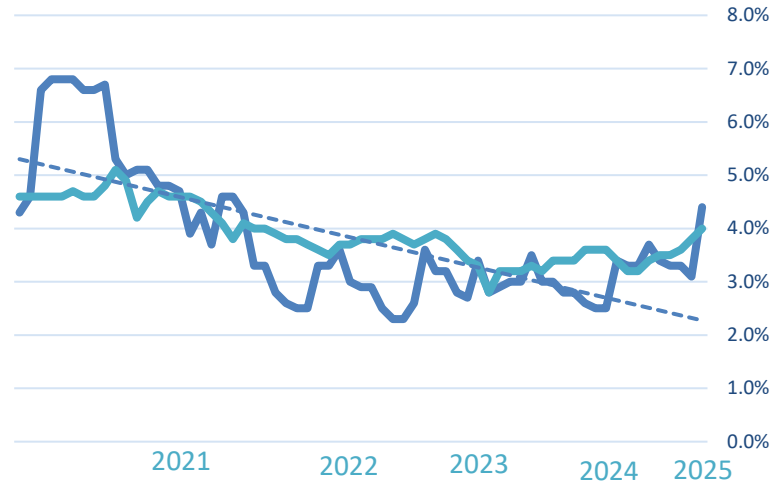
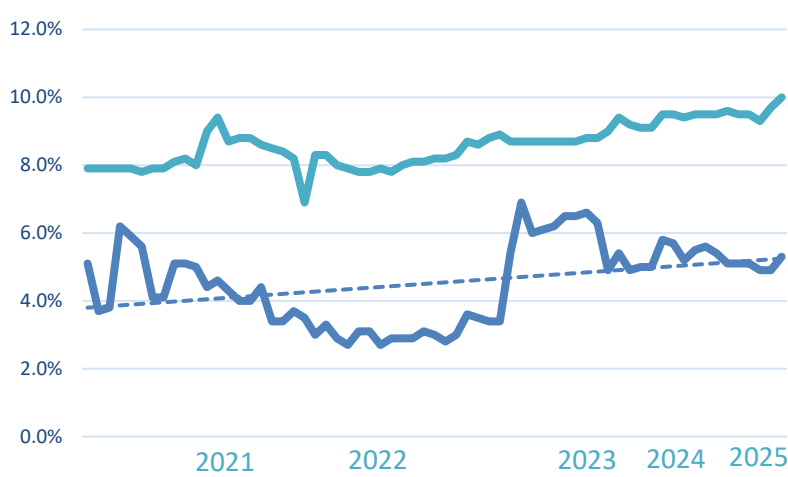
OFFICE

Vacancy

RETAIL

Winter Park Orlando MSA

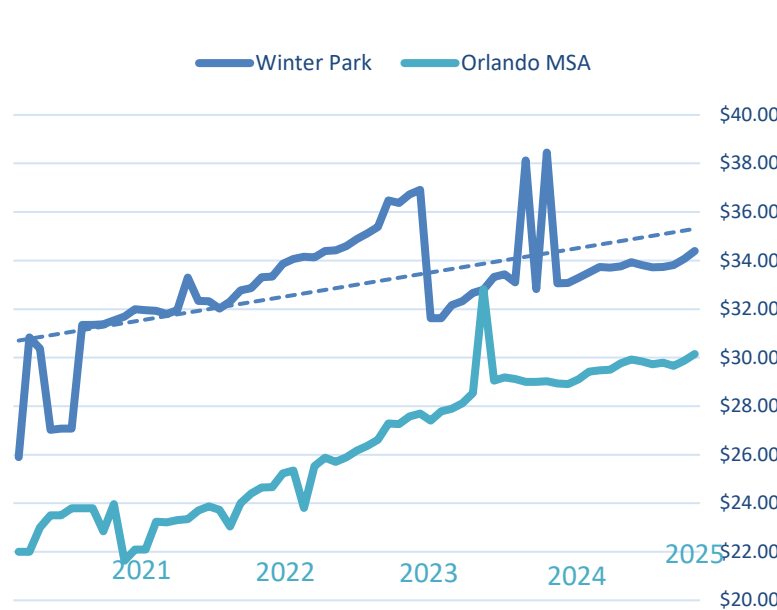
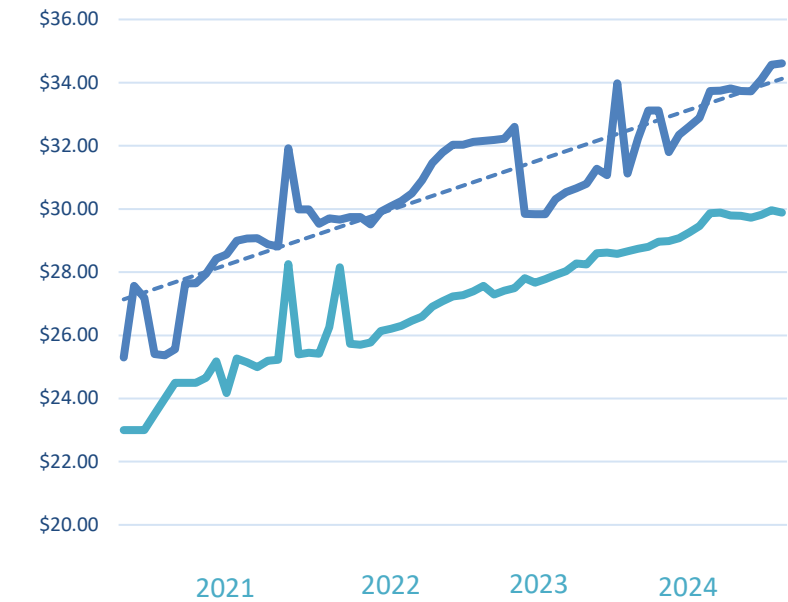
Winter Park Orlando MSA



Rental Rate

Winter Park Orlando MSA

Winter Park Orlando MSA



City of Winter Park



Kyle Dudgeon
07/01/2025

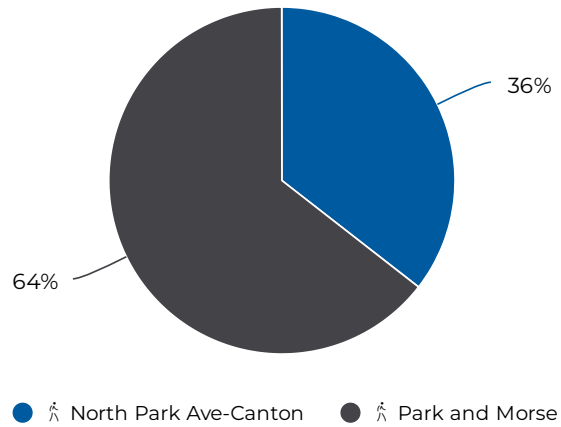
Key Figures

June 1, 2025 → June 30, 2025

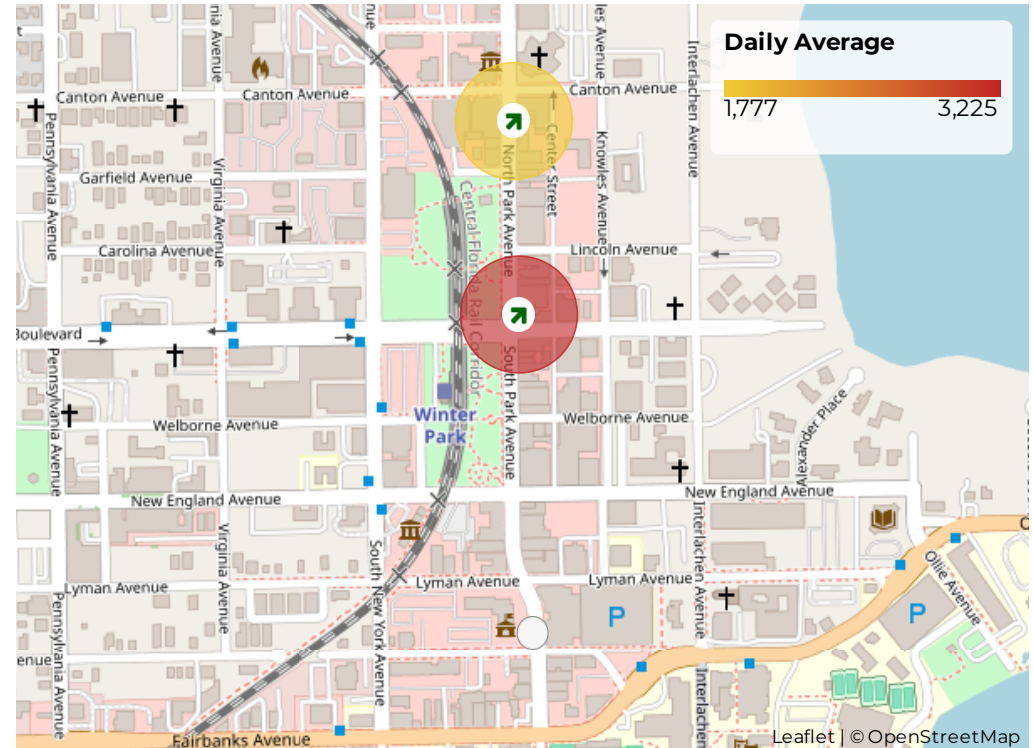
Total
150,054

Peak Day
Saturday
Jun 21, 2025
8,523

Distribution



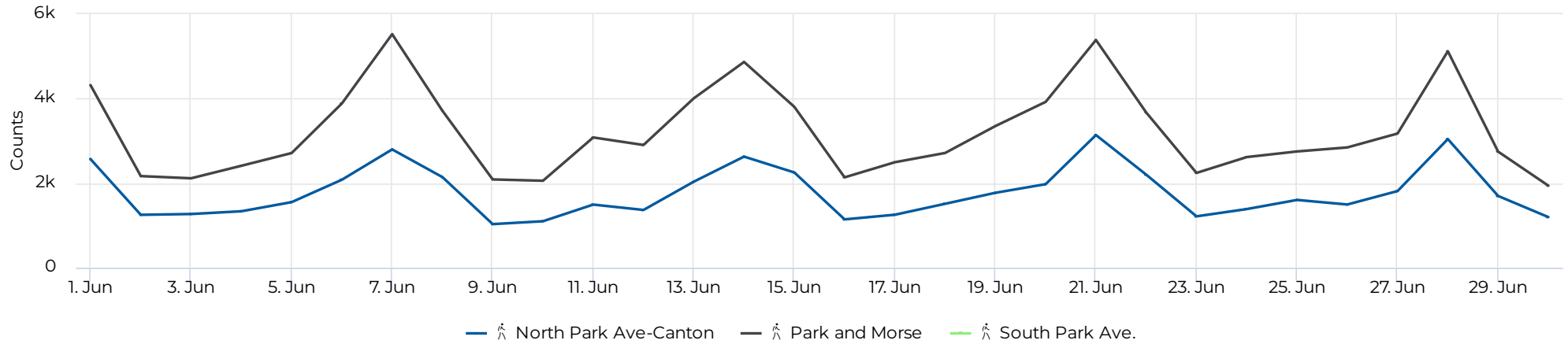
Key Figures Map



Key Figures

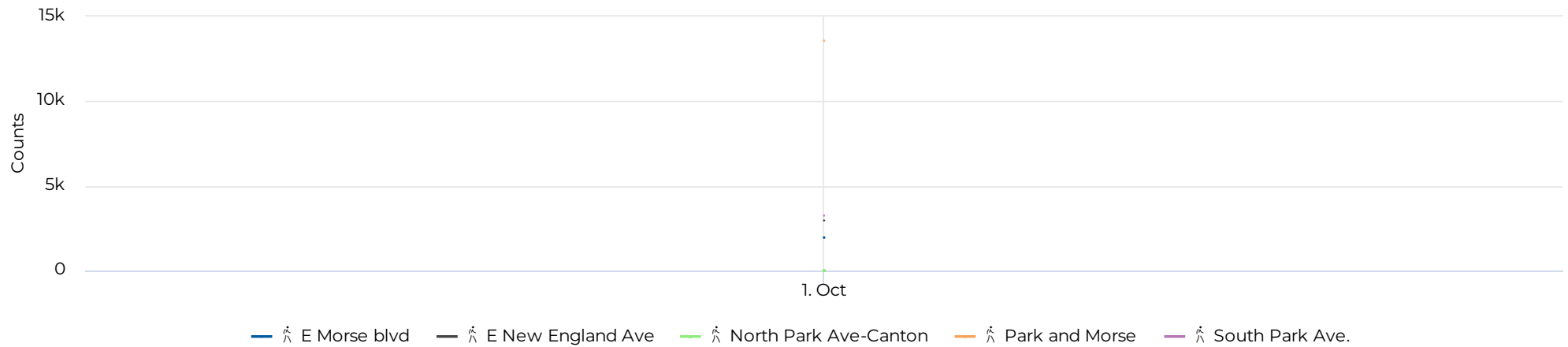
June 1, 2025 → June 30, 2025

Daily traffic



Monthly traffic

10/07/2023 → 10/08/2023

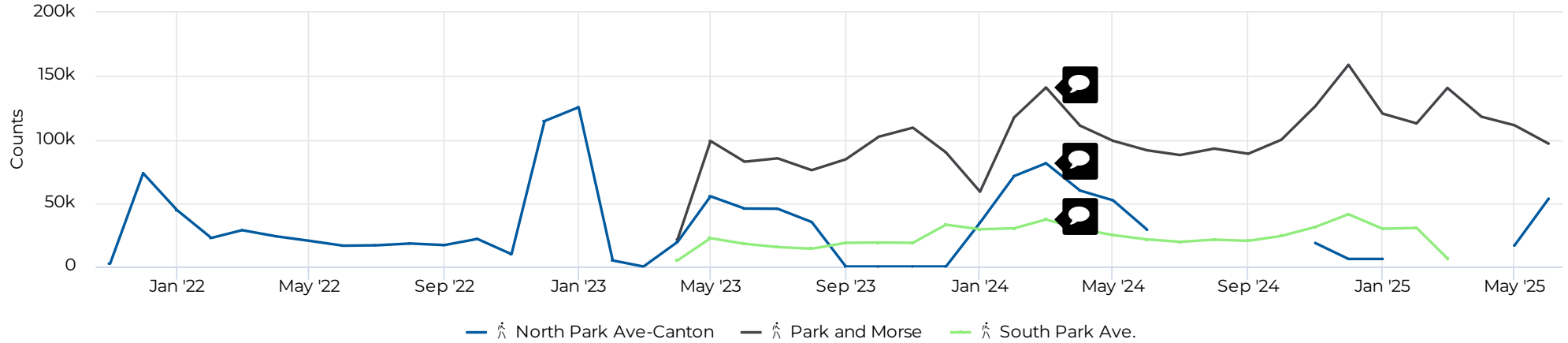


Key Figures

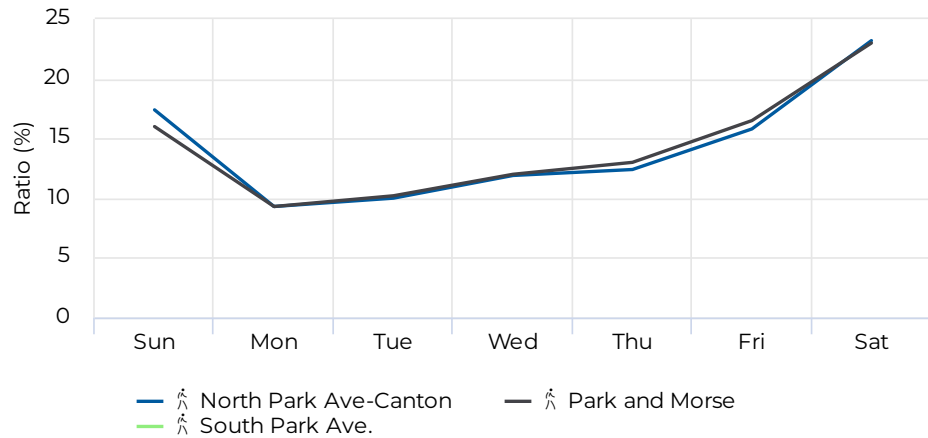
June 1, 2025 → June 30, 2025

Monthly traffic

📅 Whole Period

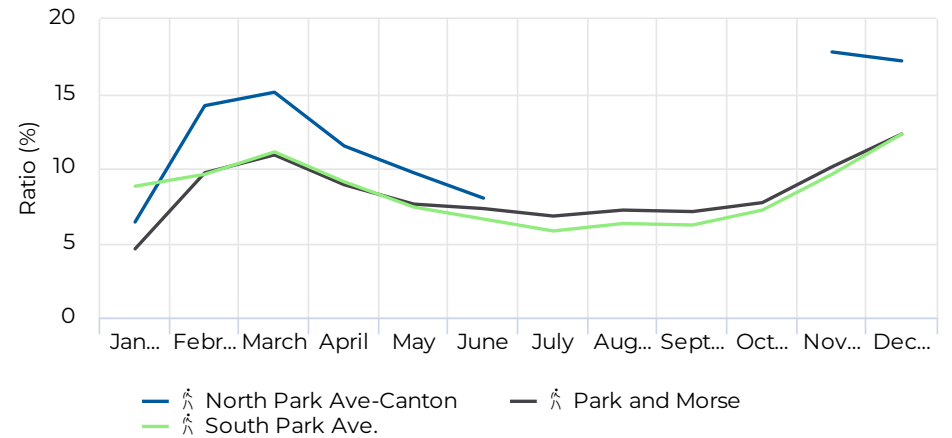


Daily Profile



Monthly Profile

📅 01/01/2024 → 12/31/2024

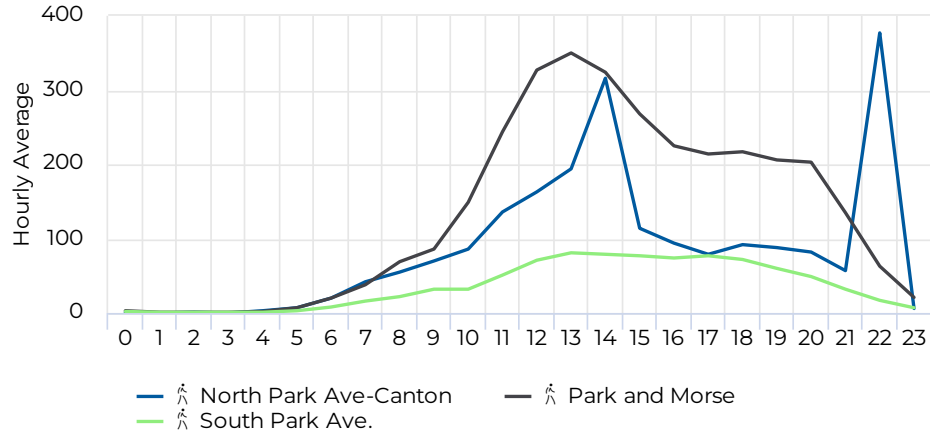


Key Figures

June 1, 2025 → June 30, 2025

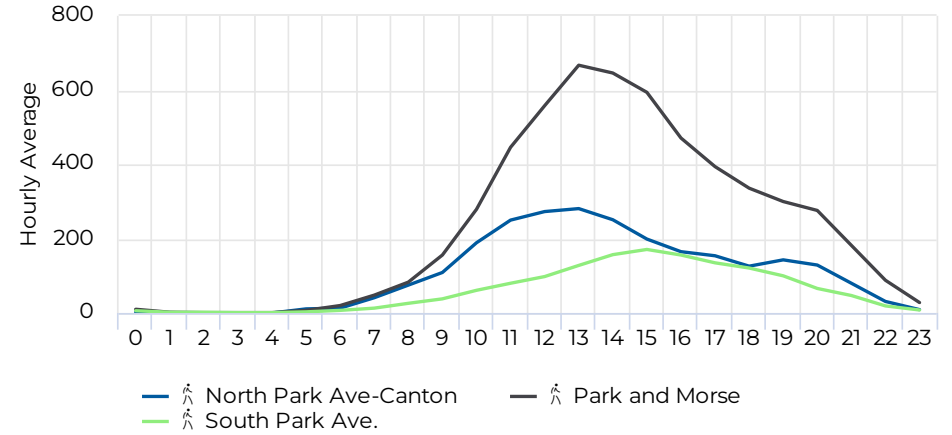
Hourly Profile - Weekdays

01/01/2025 → 06/30/2025



Hourly Profile - Weekend

01/01/2025 → 06/30/2025



Key Figures

June 1, 2025 → June 30, 2025

Key Figures Summary

Site	Daily Average ▼	Peak Day	Peak Count
Park and Morse	3,225 ▲ 8.7%	Sat Jun 7, 2025 Sat Jun 22, 2024	5,524 ▲ 3.7%
North Park Ave-Canton	1,777 ▲ 32.3%	Sat Jun 21, 2025 Sat Jun 15, 2024	3,137 ▲ 42.0%
South Park Ave.			

📈 Compared to 06/02/2024 → 07/01/2024



Economic
Development
Advisory Board

agenda item 7.b

item type

Staff Updates

meeting date

July 8, 2025

prepared by

Kyle Dudgeon, Assistant Division Director of
Economic Development/CRA

approved by

Peter Moore, Director of Office of
Management and Budget

subject

Staff Updates

motion | recommendation

background

Staff is providing an update related to updating the Balmoral study which considered economic impact of Winter Park business segments (e.g. professional services, hospitality, etc.).

Staff is also including the July flyer for the WPBA.

alternatives | other considerations

fiscal impact

attachments

1. WPBA July 2025 Class

PODCASTING

for Business Development Success

JULY 15TH | 6-8 PM

Join us to discover:

The truth nobody says out loud about social media, video and podcasting
How to make podcasting work for businesses
"Tech Talk" and "Process Planning"
How to avoid podcast pain

**Broadcasting Live for
One Night Only at:**

C47 Films
227 South Orlando Avenue
Winter Park FL 32789

(WPBA returns to
Winter Park Library
on July 31)



**FREE WORKSHOP!
REGISTER TODAY**
CFLBizLink.com/WinterPark



Participate in an experiential moment where
we podcast live within the workshop.