



Economic Development Advisory Board Regular Meeting

Agenda

July 12, 2022 @ 8:15 am

Winter Park City Hall Commission Chambers

welcome

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assistance & appeals

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please note

Times are projected and subject to change.

-
1. **Call to Order**
 2. **Consent Agenda**
 - a. [Approval of minutes from May 10, 2022](#) 1 minute
 3. **Public Comments (for items not on the agenda): Three minutes allowed for each speaker**
 4. **Action Items**
 - a. [Election of New Chair and Vice Chair](#) 5 minutes
 5. **Non-Action Items**
 - a. [Presentation - MJB Consultants](#) 40 minutes
 - b. [Roundtable Discussion & Project Status](#) 30 minutes
 6. **Staff Updates**
 - a. [ED Commercial Performance Report](#) 5 minutes
 7. **Board Comments**
 8. **Upcoming Agenda Items**
 9. **Adjournment**



Economic
Development
Advisory Board

agenda item

item type	Consent Agenda	meeting date	July 12, 2022
prepared by	Kyle Dudgeon	approved by	
board approval			
strategic objective	N/A		

subject

Approval of minutes from May 10, 2022

motion / recommendation

Approval as presented

background

Request to approve the May 10th meeting minutes as requested

alternatives / other considerations

N/A

fiscal impact

N/A

ATTACHMENTS:

[051022 EDABoard Meeting Minutes ADA.pdf](#)



Economic Development Advisory Board Minutes

May 10, 2022 at 8:15 am

Present

Board Members: Bill Segal, Betsy Gardner Eckbert, Sarah Grafton, and Elijah Noel

Staff members Peter Moore, Kyle Dudgeon, Jesica Lovelace

Absent

Drew Madsen, Ginny Enstad, and Tracey Liffey

(1) Call to order

Staff called meeting to order at 8:23 am.

A. Membership update

Welcome Elijah Noel.

(2) Consent agenda

A. Approval of Minutes – March 8, 2022

Motion to approve minutes made by Betsy Gardner Eckbert, seconded by Sarah Grafton. Motion Passes 4-0.

(3) Public comments

None.

(4) Action items

None.

(5) Non-action items

None.

(6) Staff updates

A. Continued discussion on marketing and branding efforts

CRA Assistant Division Director, Kyle Dudgeon, introduced the discussion on place branding. Mr. Dudgeon explained this is in response to a Commission request to review the concept of brand and how

it may be useful to the city. He continued stating a third party consulting team would be needed. One such firm, IDEAS Orlando, was introduced to provide a brief presentation going over their proposal for its branding strategy. Mr. Dudgeon introduced IDEAS consultants Mark Edson and Bob Allen. Mr. Edson and Mr. Allen's presentation provided a background of their company, which focused on brand development and activation, experience design, training and enculturation, and content production. In using their services, IDEAS ensured the board measurable change in six components/performance metrics:

- Quality of life
- Community investment
- Deeper partnerships
- Brand ambassadors
- Premium visitation
- Economic vitality

In all, Mr. Edson and Mr. Allen's presentation touched on several components providing context for the aforementioned performance metrics, the company's methodology for designing a unique brand strategy for the city, a timeline for execution (approximately 90 days to complete the bulk of the work, followed by a 12-month activation plan), and overall goals.

The board inquired if the City would be expected to carry forward with maintaining this brand strategy after the 12-month activation period has ended. Mr. Edson and Mr. Allen responded stating that upon identifying an overarching goal for creating a portable brand, the intention would be to utilize that brand as a vessel for continuously reaching that goal.

The board also asked how would it be possible to consolidate different brand ideas into one singular brand and then continue to move that forward and who within the city would be responsible for coordinating that. Mr. Dudgeon replied stating that staff would need to consider resource availability and determine who in-house would be able to manage the appropriate portion of that.

Discussion ensued regarding Winter Park's place brand especially as it related to the importance of keeping it moving, the efforts necessary to maintain a brand identity internally, how place branding can help Winter Park develop an identity, and the importance of identifying brand ambassadors.

B. Employment analysis report

CRA Assistant Division Director, Kyle Dudgeon, introduced the item by providing a brief background on report. Ultimately, Mr. Dudgeon asks the board to use this report to consider developing policy recommendations. Primary discussion points include:

- LQ: Location Quotient, which refers to whether there is a particular niche in the current market. Essentially, anything over 1.20 is considered a niche, whereas anything lower than 0.8 is considered a weakness.
- Leakage/Surplus. Currently, Park Avenue accounts for 1.68% of consumer spending.

Currently, the data shows that Winter Park's job growth is increasing over and above the city's population. Overall the analysis report showed strength and niches across several industries. He asked

whether the board should consider propping up their weaker industries, or growing strengths. The board commented on growing strengths.

C. ED commercial performance report

According to the reports, the data shows that the City of Winter Park boasts incredible health as it relates to retail/office space and rental rates. Staff will continue to provide this monthly report.

(7) Board comments

Mr. Dudgeon provided an update on the Economic Development subcommittee, which comprises of two members from the Economic Development Advisory Board and two members from the City Commission formed to discuss economic development and its specific role in the city.

Essentially, it is the intent of the subcommittee is to identify economic development in terms of vision, guiding principles, return on metrics, and program policy with the goal of creating action and implementation. Previous subcommittee meetings have focused primarily on clarifying the city's vision, guiding principles, and defining/conceptualizing economic development. Future meetings will likely discuss metrics.

Ultimately, the board also hopes that the subcommittee will also yield guidance on how the the commission can utilize the boards more effectively.

The city will be removing the curbside parking spots, which has resulted in minimal criticism from merchants.

The board asked if the farmer's market will be moved back to its building. Mr. Dudgeon responded stating that staff is still having discussions on that.

(8) Upcoming agenda items

Mr. Dudgeon will be sending out notices about new board member orientation.

(9) Adjournment

There being no further business to discuss, the meeting adjourned at 9:32 am.



Economic Development Advisory Board

agenda item

item type	Action Items	meeting date	July 12, 2022
prepared by	Kyle Dudgeon	approved by	
board approval			
strategic objective	N/A		

subject

Election of New Chair and Vice Chair

motion / recommendation

Motion is at the pleasure of the board

background

Staff is requesting approval of a board chair and vice- chair consistent with Ordinance 3245-22. As required annually per the ordinance, each board shall elect a chair and vice-chair from its membership on an annual basis. Election of the chair and vice-chair will take place at the second meeting following the Commission's annual board appointments. Vacancies in the position of chair or vice-chair should be filled at the subsequent regular meeting of the board following the occurrence of the vacancy.

Below is the current board roster.

- **Sara Grafton**
1st Term
Jun 23, 2021 to Apr 30, 2023
Appointing Authority
City Commission
Category
Non-resident city business owner
Dais Seat
Commission Seat 1
- **Drew Madsen**
1st Term
Jun 22, 2020 to Apr 30, 2023
Appointing Authority
City Commission
Dais Seat
Commission Seat 2

- **Bill Segal**
1st Term
Apr 28, 2021 to Apr 30, 2024
Appointing Authority
City Commission
Dais Seat
Mayor
- **Betsy Gardner Eckbert**
2nd Term
Apr 28, 2021 to Apr 30, 2024
Appointing Authority
City Commission
Category
Chamber of Commerce President
Dais Seat
Mayor
- **Ginny Enstad**
1st Term
Apr 28, 2021 to Apr 30, 2024
Appointing Authority
City Commission
Dais Seat
Mayor
- **Elijah J Noel**
1st Term
Apr 27, 2022 to Apr 27, 2025
Appointing Authority
City Commission
Dais Seat
Commission Seat 3
- **Tracy Liffey**
2nd Term
Apr 27, 2022 to Apr 30, 2025
Appointing Authority
City Commission
Category
Non-resident city business owner
Dais Seat
Commission Seat 4

alternatives / other considerations

N/A

fiscal impact

N/A



Economic Development Advisory Board

agenda item

item type	Non-Action Items	meeting date	July 12, 2022
prepared by	Kyle Dudgeon	approved by	
board approval			
strategic objective	Focus Area 1: Advise on Industry Trends		

subject

Presentation - MJB Consultants

motion / recommendation

background

As part of its Strategies and Action Plan, EDAB commissioned a pair of studies to determine the city's strengths and weaknesses in the market. The first was a location quotient study intended to provide, at a macro level, where the city's businesses were strong and where they were behind in the region. Overall, the report identified surplus and leakage in several categories under the North American Industry Classification System (NAICS). It additionally provided clarity on a number of economic strengths including health services, retail, restaurant, education, and financial and professional services. The second study was proposed to aid the city in identifying a 'right-mix' of these strengths and weaknesses to understand at a merchant level community need, synergies, and spending habits.

MJB Consultants has been reviewing city documents and reports to understand, at this nuanced level, whether Winter Park's mix is fully leveraging its synergistic potential and, if not, what market and real estate-related factors might be responsible. Staff will be providing this time to MJB to discuss early insights and address questions by the board.

alternatives / other considerations

N/A

fiscal impact

N/A

ATTACHMENTS:

[MJB_Proposal_Synergies & Benchmarking.pdf](#)



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February 1, 2021

Kyle Dudgeon, AICP, FRA-RA
Assistant Division Director
Economic Development/CRA
City of Winter Park
401 South Park Avenue
Winter Park, FL 32789

Cc: Peter Moore
Budget & Management Division Director
City of Winter Park

Owen Beitsch
Senior Director, Community Solutions Group
GAI Consultants Inc.

Laura Smith
Senior Analyst, Community Solutions Group
GAI Consultants Inc.

Dear Kyle:

We at MJB Consulting (MJB) are really excited to submit the following proposal to undertake a Retail Benchmarking Analysis on behalf of the City of Winter Park.

Our work would be undertaken as a sub-consultant to GAI Consultants Inc., subject to the terms and conditions of its Existing Conditions contract (RFP-3-2018) with the City of Winter Park that expires on February 11th, 2023.

Who We Are

Founded in 2002, **MJB Consulting** (MJB) is an award-winning retail planning and real estate consultancy based in New York City and the San Francisco Bay Area. We are retained by a wide variety of public, quasi-public/non-profit and private sector clients across the U.S., Canada and the U.K. to undertake market analyses, develop retail visions, devise tenancing strategies, guide land-use/zoning policy and spearhead implementation efforts.

Our Founder and Principal, **Michael Berne**, is one of North America's leading retail thinkers and futurists. He has delivered keynote addresses at numerous industry conferences, lectured at Penn and UC Berkeley as well as appeared in high-profile publications such as the *Washington Post*, *Planning*, the *Financial Times*, *TheStreet* and *Bloomberg BusinessWeek*.

In addition to his widely-read "Retail Contrarian" blog, Michael has written articles for *Urban Land*, *Shopping Center Business* and Dow Jones & Co.'s *MarketWatch*. He has contributed to two recent books, *Suburban Remix: Crafting the Next Generation of Urban Places* (edited by David Dixon and Jason Beske; Island Press, 2018) and *Main Street's Comeback* (written by Mary Means; Hammondwood Press, 2020).

MJB brings a particular strength in Downtown and "Main Street" retail. Michael has spoken at every conference of the International Downtown Association (IDA) since 2004 and has served on IDA's Board of Directors, including a stint as Vice Chair of its Executive Committee. He is a founding board member of the *American Downtown Revitalization Review*.

MJB has worked in numerous affluent communities within larger metropolitan areas across North America, with past and current engagements in Greenwich (CT), Stamford (CT), South Norwalk (CT), Westfield (NJ), Plymouth (MA), Phoenixville (PA), Decatur (Atlanta), Boulder (CO), Cherry Creek North (Denver), San Rafael (CA), Walnut Creek (CA) and Carlsbad (CA), among others.

MJB has also long been active across Florida, with past and current engagements in Bonita Springs, Palm Beach, Downtown Tampa (in the early stages of Water Street Tampa), Gainesville and Downtown Jacksonville (as a sub-consultant to GAI Inc.). In addition, Michael has spoken at various statewide and regional events, including, most recently, the 2019 IDA Southeast Urban Forum in West Palm Beach.

Finally, MJB offers particular strength in two types of niche markets that seem relevant to Winter Park. In addition to the work that the firm has done in high-end business districts across North America like Downtown Greenwich and Denver's Cherry Creek North, Michael is a member of the Luxury Institute's Global Luxury Experts Network (GLEN).

Also, in addition to projects in many of the nation's largest university towns (e.g. Gainesville, Tempe, Boulder, Berkeley, Lincoln, Cambridge, New Haven and others), MJB has undertaken numerous assignments in Downtowns and districts located in proximity to small college campuses, including, for instance, Santa Clara, CA (Santa Clara University), Erie, PA (Gannon University), Dogtown/Des Moines, IA (Drake University) and Decatur, GA (Agnes Scott College).

How We Approach Our Work

Put simply, MJB is a different sort of firm.

One, we are retail specialists, not general economists. Retail is our passion and obsession: we bring to it a depth of knowledge and level of nuance that simply cannot be found elsewhere.

Two, we work with a wide range of clients, including municipalities, non-profits as well as private developers and landlords, as a result of which we are intimately familiar with the imperatives, perspectives and predispositions of each.

Three, we work in a wide range of study areas, including urban, suburban and rural Downtowns, neighborhood "Main Street" districts, strip commercial corridors as well as large regional shopping centers, so we are very knowledgeable about the complexities and challenges of each.

Four, we blend a broader perspective from having worked across North America and beyond with an excitement about and sensitivity towards the particularities and idiosyncrasies of the local context.

We also offer an analytical approach that, we feel, is quite distinctive, utilizing both quantitative *and* qualitative methodologies. Indeed, we believe that the findings to be generated from number-crunching only serve as a starting point for the far deeper and more nuanced exploration needed to discern a district's or center's true latent potential and to unearth market niches and tenancing opportunities that more conventional approaches and local observers might have missed.

* Consumer demand is not just about income levels and home values: lifestyles, sensibilities and aspirations (also known as "psychographics") also play a critical role in fashioning desires and preferences, especially in Downtown settings. We have long felt that the schemes developed by major data-mining outfits (e.g. ESRI, Claritas) do not provide sufficient nuance for this purpose, and so we have developed, refined and will be applying our own proprietary typology.

* Our field work typically involves what we call "total immersion", meaning that from the moment we step foot in the study area, we strive (to the extent possible) to live as a local would – spending time in the "Third Places", talking with patrons, reading the community newspapers, eating in the restaurants, staying the weekend, etc., as we have long felt that this level of engagement is critical to understanding the unique dynamics, rhythms and yes, the psychographics, of a place and its people.

* Consumer demand is also a moving target, and we strive to understand not only what it is at the moment, but also, what it *will become* in the years ahead – a mindset that has never been more important now, (hopefully) at the tail end of a pandemic. Consider that by the time many of our recommendations are put into place, today’s realities will likely be but a faint memory.

* Consumer demand is just half of the equation: the other, arguably more important “market” to analyze is the one in which tenants rent (or buy) space from landlords. For this reason, we focus heavily on the perspectives, imperatives, whims and capacities of these two private-sector actors, as we have found, even with our work for municipal clients, that successful implementation ultimately depends on whether and to what extent they are in -- or can be brought into -- alignment.

* In deciding where to spend money or open stores, consumers and prospective tenants also consider the alternatives. No location, then, exists in a vacuum; it must be understood within a broader retail ecology, within which it necessarily vies for attention with other districts, centers and, of course, e-commerce. And analyzing how it “matches up” with such rivals is key to positioning its retail mix within the competitive marketplace.

* Urban districts are never just about a snapshot in time. Rather, they are organic and ever evolving, both in reality as well as perception. As a result, their trajectories and prevailing narratives have an outsized impact on how both consumers and tenants view them. Revitalization and repositioning efforts can leverage the role that specific brands and local bellwethers can play in signaling to these two discrete marketplaces.

Contrary to popular assumption, it does us little good as consultants to write studies that then set on shelves. As a result, we try to be that rare firm that prioritizes both analysis *and* implementation, with the latter informing how we devise our retail strategies and design our scope(s)-of-work. For example:

* We work backwards from practical realities rather than forward from wish lists, and we do not pull punches. We assume that you will have hired us for our impartial take and expert opinion, a responsibility that we handle with the appropriate level of tact but which we also take very seriously, even if and when it means some uncomfortable conversations.

* We try to avoid overly dry reports or “data dumps”, striving to offer work product that entertains, interprets and educates, that serves as both a primer for what all of the data actually means as well as a step-by-step guide for what you can *do* with it.

* We feel that a retail strategy, no matter how well-conceived or visionary, means very little and will not accomplish much unless its development is immediately followed by the hard work of securing meaningful “buy-in” from not just from public and non-profit stakeholders but also, perhaps more importantly, from landlords, developers, brokers and existing merchants.

* We like to play a role in actual implementation, which could include the development and “road-showing” of city- or district-wide leasing collateral (see caption below); the

identification and vetting of tenant leads in support of property owners and leasing professionals; the training and hand-holding of an in-house retail “prospector” to continue in this role; and various other forms of support.

* That said, we do not necessarily believe that every municipality should be involved in each of these activities. Rather, its appropriate role with respect to retail depends on a range of variables, including the capacities, resources, track record and credibility of the various stakeholders as well as the political dynamics between them, all of which we carefully assess as part of our process.

We are proud to have achieved real results – new investment, new retailers, enlightened landlords, informed brokers, improved perceptions and renewed momentum – in some very challenging settings across North America.

What We Would Do

For the purposes of this proposal, we have segmented our scope-of-work into an initial “Phase I” as well as a series of later phases and possible add-on’s that are to some degree contingent on the Phase I findings.

The Phase I would evaluate Winter Park’s various streets and sub-districts both within a market context – as based on a rigorous analysis of consumer demand, existing offerings, tenant interest, occupancy costs and other such variables – as well as broader trends in the retail industry and benchmarking vis-a-vis national analogs.

The goal of this Phase I is to understand at a more nuanced level whether Winter Park’s retail mix is fully leveraging its synergistic potential and, if not, what market and real estate-related factors might be responsible.

Note that we are proposing a *citywide* study area. While Park Avenue is undeniably at the very top of Winter Park’s retail hierarchy and will most likely receive the lion’s share of our focus, it nonetheless exists as part of a broader ecology, along with other sub-districts – like U.S. 17/U.S. 92, Orange Avenue, Fairbanks Avenue and others -- that can represent competition of a sort but also, perhaps more importantly, offer a safety valve for development and rent pressures generated by constrained inventory in the most preferred locations.

Specific Phase I tasks would include the following:

- Review of past studies and plans as well as extensive background research of local secondary-source material (e.g. mainline newspapers, business publications, popular blogs and social media, etc.)
- Client-led walking/driving tour of the study area(s), followed by a debriefing during which the Client will share relevant context, details on current projects and initiatives, etc.
- Self-guided walking/driving tours, with observations about relevant variables such as visibility, accessibility, parking, circulation patterns, demand generators, existing businesses, aesthetics/cosmetics, pedestrian experience, etc.
- Client-assisted collection of relevant data points on traffic and pedestrian counts, transit ridership, etc. as well as non-residential demand (e.g. from office space, medical centers, event venues, business travel, etc.)

- Survey and assessment of nearby competing shopping centers and business districts that vie with the study area(s) for both customers and prospective tenants, including sites and areas where new rivals could materialize in the near future
- Up to eight (8) Client-coordinated¹ meetings with property owners, developers and/or leasing professionals who have been, are or will soon be active in the study area(s)
- Review of recent economic, real estate and market updates from local brokerages and other experts, including collection of relevant data points on asking rents, NNN costs, vacancy rates, etc.
- Two (2) client-coordinated focus groups with study area merchants
- Review and interpretation of demographic, psychographic, spending-power, sales-leakage and sales-tax revenue data*, drawing on conventional sources as well as MJB's proprietary methodologies***
- Reference to appropriate analogs, drawing on MJB's knowledge base of similar districts / centers across North America

* We understand that we might need to sign NDA / confidentiality agreement in order to examine sales-tax revenue data

** These are utilized in cases where we have come to distrust the conventional sources. For example, we have also regularly found fault with the sales-leakage calculations that the major data-mining outfits produce, so we have developed a more nuanced approach that relies instead on actual sales-tax revenue data. Also, we have long felt that their lifestyle-segmentation schemes lack the requisite nuance and prove not all that useful for retail purposes, so we have created our own typology of psychographic submarkets.

The end product will take the form of an executive-summary memo.

In addition to close collaboration with project managers, we will make a total of four (4) presentations -- two (2) to both the Economic Development Advisory Board and two (2) to the City Council. For each of these audiences, the first one (in the early stages of Phase I) will be to introduce MJB Consulting, outline our scope, set expectations, provide some initial "Retail 101" education and answer questions, and the second (at the close of Phase I), to present findings, again with a "Retail 101" contextualization.

The fee for Phase I, incorporating our discount for public / non-profit sector clients, is \$29,500, not including travel expenses associated with two visits – contingent, of course, on the ongoing evolution of the COVID-19 pandemic. This amount does *not* account for any time and fee associated with GAI Inc.'s anticipated role in providing local knowledge and context as well as administrative and research support.

Note that the goal of Phase I is to understand retail potential strictly from the market and real estate perspective – *independent of and prior to* assessing it from the standpoint of practical implementation. Phase II would delve into the matter of whether and to what extent existing political dynamics, public policies, land-use controls, incentive programs and stakeholder capabilities are sufficient to the task of realizing such potential.

So, while savvy developers, landlords, brokers and existing merchants should be able to find a great deal of value in the Phase I findings, the usefulness of what it concludes – inasmuch as policymakers, planners, economic development officials, place-management entities and business associations are concerned – will ultimately depend on an expansion of the effort into later phases.

A Phase II, for instance, would focus on the roles that different public and non-profit entities are *currently* playing with respect to retail, including in-depth consideration of the mandates, programs, capacities, resources and biases of each as well as the political

¹ For the purposes of this proposal, "Client-coordinated" only means that the Client will take the lead on logistics and practicalities, e.g. initial outreach to invitees, securing of space (if necessary), etc.

dynamics between them. It would also evaluate the existing zoning, incentive programs and pandemic-era innovations from a retail perspective.

The deliverable of Phase II would be an implementation plan that provides guidance on the roles that these entities *should* be playing, including detail on specific initiatives, commitments, actions and behaviors. It would also summarize what would be expected of private sector actors, most notably property owners, in exchange for possible “carrots” on various fronts.

Phase III would, in turn, focus on the stakeholder outreach needed to build consensus around and ultimately secure buy-in to this implementation plan. It would likely involve a combination of Client-coordinated group presentations and one-on-one meetings as well as an advanced version(s) of the “Retail 101” educational workshop for a wider audience.

Note that this round of outreach would have a fundamentally different purpose from the meetings envisioned in Phase I. The latter are designed to gather information and solicit input; the former, to present the findings that emerged from that process and, most importantly, to secure meaningful buy-in (and address any resistance) to what the Phase II implementation plan calls on the respective stakeholder to do.

Additional phases beyond that would delve into practical implementation. Their precise nature would depend on the roles proposed and accepted as part of Phases II and III, possibly including, for instance:

- Creation and refinement of an “information clearinghouse” function
- Citywide and/or district-specific retail leasing collateral and associated “road show”
- Provision of technical assistance for existing merchants
- Development and selling of new retail incentive programs (in concert with GAI Inc.)
- Introduction of various models for district-specific “place management” entities
- Identification and vetting of new tenant leads on behalf of landlords and brokers
- Intensive training of an in-house retail “prospector”

More detail on scope(s) and fee(s) for each of these additional phases can be provided upon request.

Conclusion

Please do not hesitate to contact me with any additional questions. I am most easily reached by e-mail (mikeberne@consultmjb.com) or mobile (917-816-8367).

Sincerely,

Michael J. Berne
President, MJB Consulting



Economic Development Advisory Board

agenda item

item type Non-Action Items	meeting date July 12, 2022
prepared by Kyle Dudgeon	approved by
board approval	
strategic objective	

subject

Roundtable Discussion & Project Status

motion / recommendation

Staff request is for target topics and/or organizations to consider/approach for community roundtable discussions.

background

EDAB Strategy and Action Plan

Within the EDAB Strategies and Action Plan (SAP) is Focus Area 4, Strategy 2 (plan attached). This item is the development of a set (or series) of roundtables. In review of the SAP plan, the Commission is interested in discussion topics amongst third party leaders that are relevant in today's economic climate and could further position the community and business leaders towards potential programming elements. From a staff perspective we propose workforce development, ecommerce, and policy on home based businesses to be of particular interest. To assist, staff has requested the following from board members:

1. Consideration of staff's proposal
2. Additional discussion topics for evaluation and ranking at the next meeting
3. Recommendations of individuals to speak on discussion topics

EDAB Subcommittee

Attached is a sample work product produced by the subcommittee articulating an economic development definition and guiding principles for review. The next step by the board is to prioritize metrics consistent with said principles.

Swoope Site

EDAB has weighed in on this property dating back to 2019. The City Commission has agreed to move forward with a swap of a portion of the Swoope property in exchange for land and cash considerations. The full agenda item can be viewed [here](#).

alternatives / other considerations

fiscal impact

Various

ATTACHMENTS:

[EDAB Plan_Actions table with funding request estimates and timeline.pdf](#)

ATTACHMENTS:

[EDAB-Infographic-Existing Projects in tandem with SAP.pdf](#)

ATTACHMENTS:

[Economic Development Statement & Guiding Principles DRAFT V1.1.pdf](#)

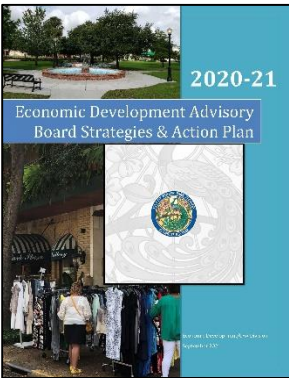
3. Actions table with funding request estimates and timeline

This item was provided as part of the 11/12/21 EDAB meeting. It gives actionable steps, a timeline for execution, and estimated cost for each initiative. To date staff has been able to move forward with several including approvals for gap analysis, citywide façade program, business welcome packet, pedestrian counter system, holiday event promotion, and report generation.

EDAB Actions Table					
Item	Initial Steps	Request		Subsequent Steps	Request
Gap Analysis	Macro	20,000	*	Recruitment/Development Programs	150,000
	Street Level	TBD			
Façade Program	Activate city-wide (1 year)	100,000	*	(Future funding would be part of budget process)	TBD
Regular Seminar/Roundtables	Coordination with:	-		Ecommerce	10,000
	Chamber/Associations			Cottage Industry	
	National Entrepreneurship Center			Financial support organizations	
	Partner Orgs			Technical assistance partners	
Business Welcome Packet	Print and Online	2,500	**	Distribute and coordinate with recognition efforts	Staff Time
EcoCounter (Ped counter)	Installation	Staff Time	**	Record for measurement, marketing, and optimization as required	Staff Time
Promote the Winter Park experience	Events/Hometown Holiday Window Contest	Staff Time	**		-
Update Website	Routine Data Reports Available Online	Staff Time	**	(Routine report costs to be part of budget)	TBD
Quarterly Economic Development Report	Vacancy & Rent	Staff Time			-
	Development Report				
	Building & Permitting stats				
	Economic Overview				
	Initial Steps Funding	142,500		Subsequent Steps Funding	160,000
Timeline	Nov - Feb		Feb - Sep		
				Total Cost FY22	302,500

*Indicates approval

**Indicates completed task



Existing projects in tandem with strategies & action plan

MISSION FOCUS

Intent: Where should EDAB focus its attention/refrain from considering unless Commission directed?

Duration: 3 meetings currently contemplated.

Deliverable: -Agreed direction on focus.

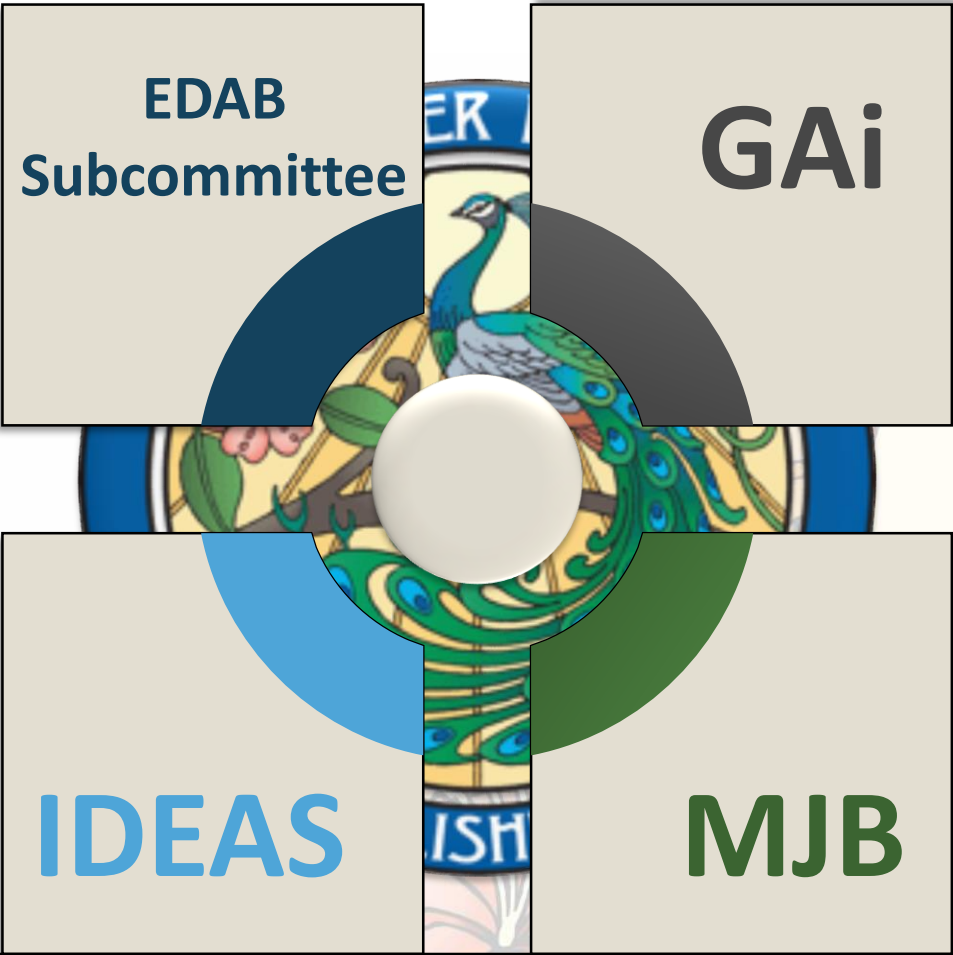
BRAND EFFORT

Under consideration

Intent: Commission direction to evaluate past branding efforts for possible recommendation of update.

Duration: Ongoing. Scope to be evaluated by EDAB in May.

Deliverable: -Unison narrative for businesses, residents, and guest experience (messaging).
-Potential for quality of life metrics.



TARGET CLUSTERS

Intent: Target cluster identification and data update. Where is the city strong/weak to consider programming/incentives/policy

Duration: 2 months

Deliverable: -Updated employment and cluster analysis (complete)

OUR “RIGHT MIX”

Intent: Understanding at a more nuanced level whether Winter Park’s mix is fully leveraging its synergistic potential and, if not, what market and real estate-related factors might be possible.

Duration: 4 months

Deliverable: -Executive summary memo (possible path for additional phases)



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.



Economic Development Advisory Board

agenda item

item type	Staff Updates	meeting date	July 12, 2022
prepared by	Kyle Dudgeon	approved by	
board approval			
strategic objective	N/A		

subject

ED Commercial Performance Report

motion / recommendation

N/A

background

Monthly reports as requested

alternatives / other considerations

N/A

fiscal impact

N/A

ATTACHMENTS:

[Park Avenue Ped Counter May 2022.pdf](#)

ATTACHMENTS:

[Park Avenue Ped Counter June 2022.pdf](#)

ATTACHMENTS:

[ED Development Report June 2022.pdf](#)

ATTACHMENTS:

[ED Commercial Performance Report July 2022.pdf](#)

City of Winter Park

Kyle Dudgeon
06/01/2022



Key Figures

May 1, 2022 → May 31, 2022

Total

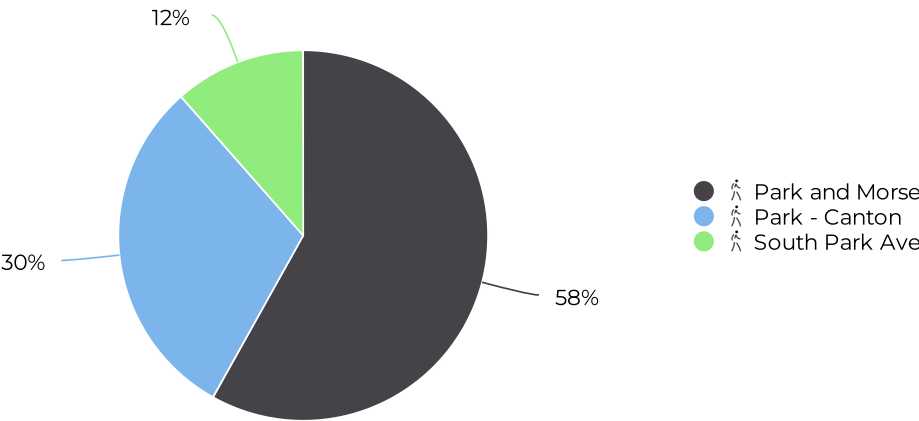
176,264

Peak Day

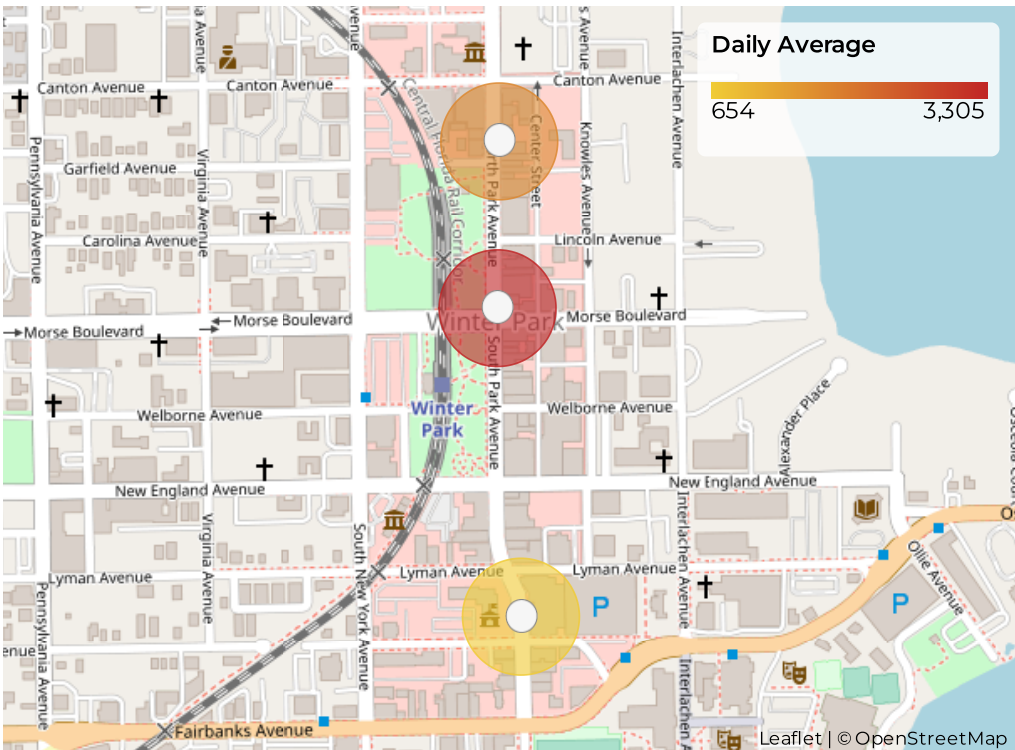
Saturday
May 7, 2022

10,809

Distribution



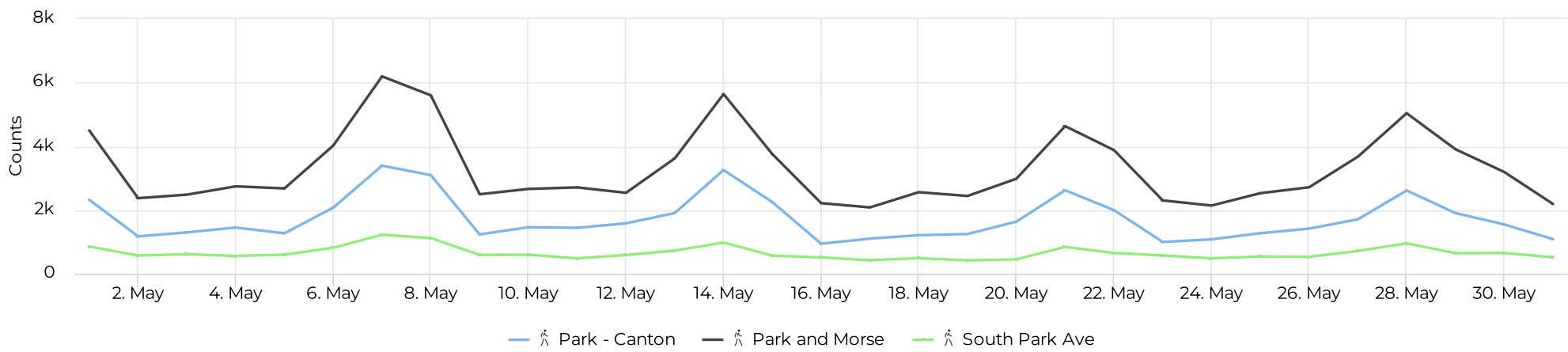
Key Figures Map



Key Figures

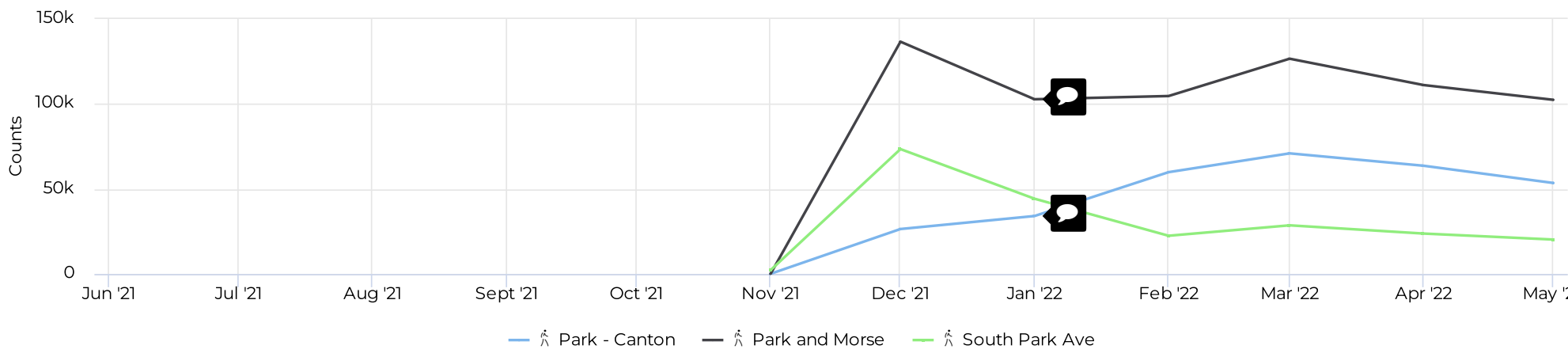
May 1, 2022 → May 31, 2022

Daily traffic



Monthly traffic

06/01/2021 → 05/31/2022

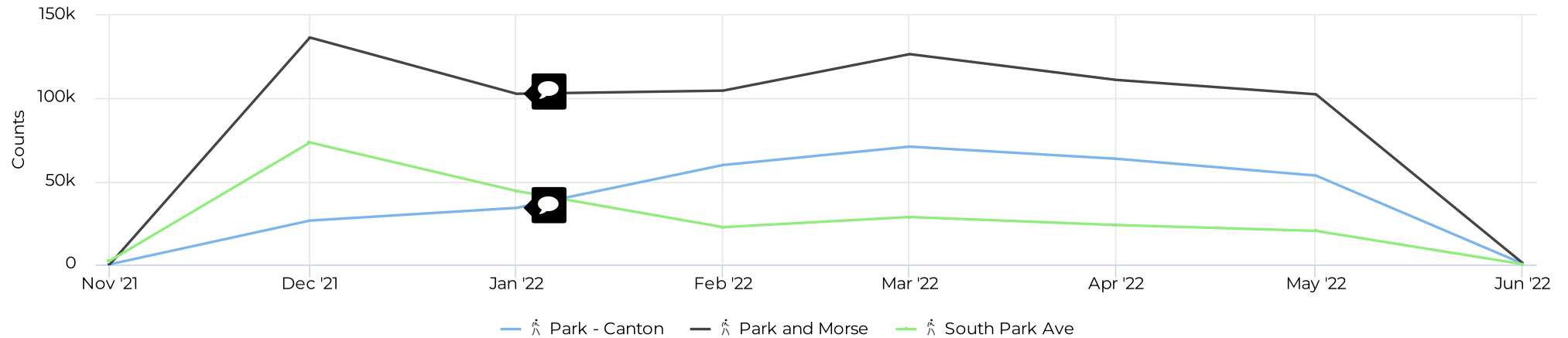


Key Figures

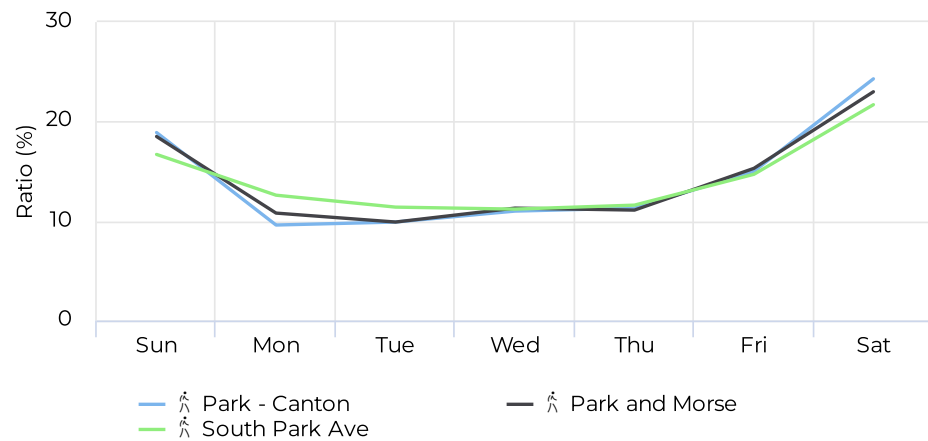
May 1, 2022 → May 31, 2022

Monthly traffic

📅 Whole Period

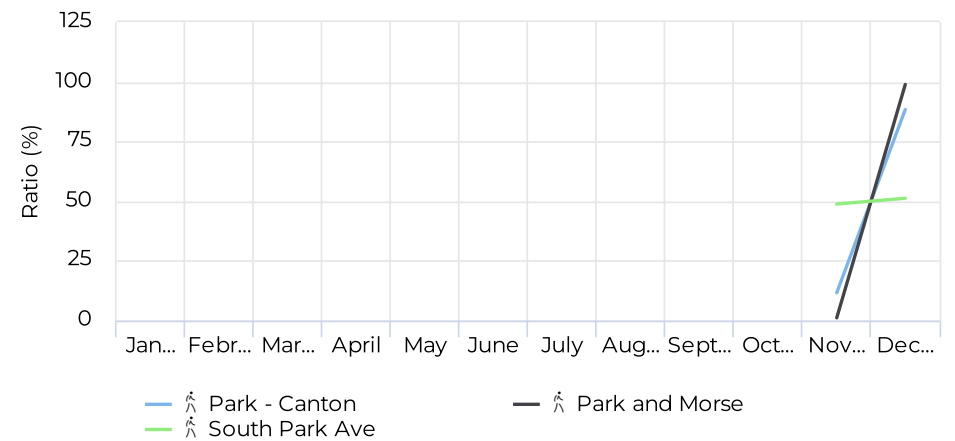


Daily Profile



Monthly Profile

📅 01/01/2021 → 12/31/2021

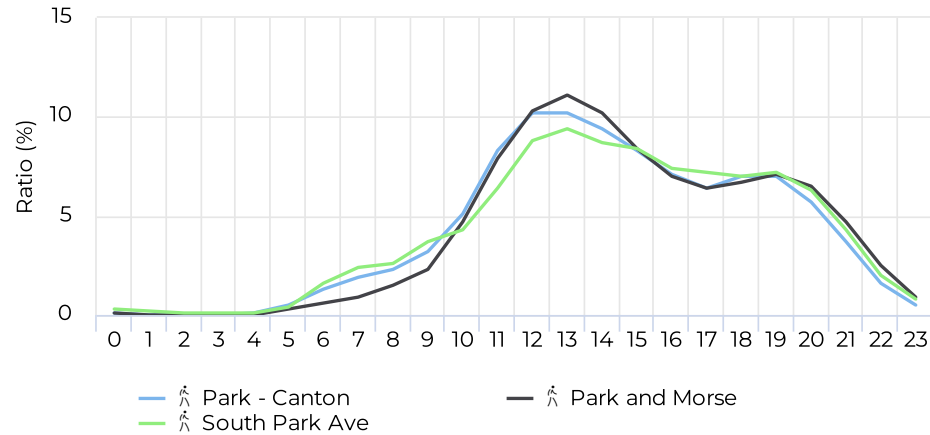


Key Figures

May 1, 2022 → May 31, 2022

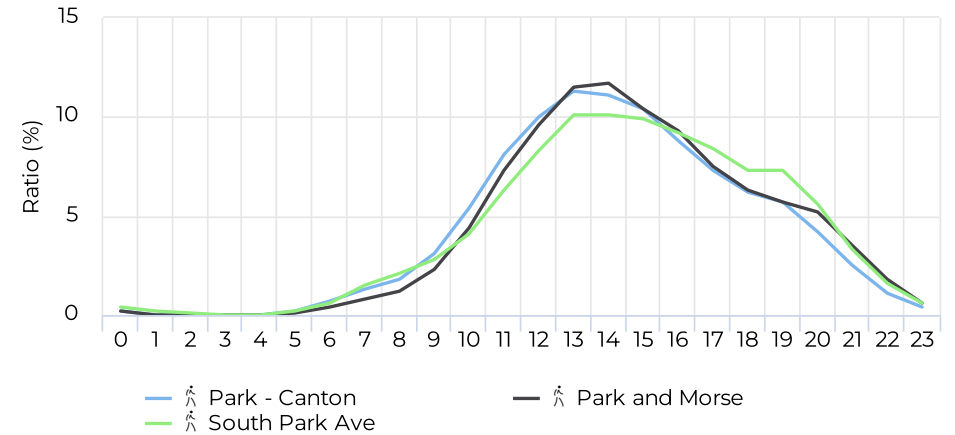
Hourly Profile - Weekdays

01/01/2022 → 05/31/2022



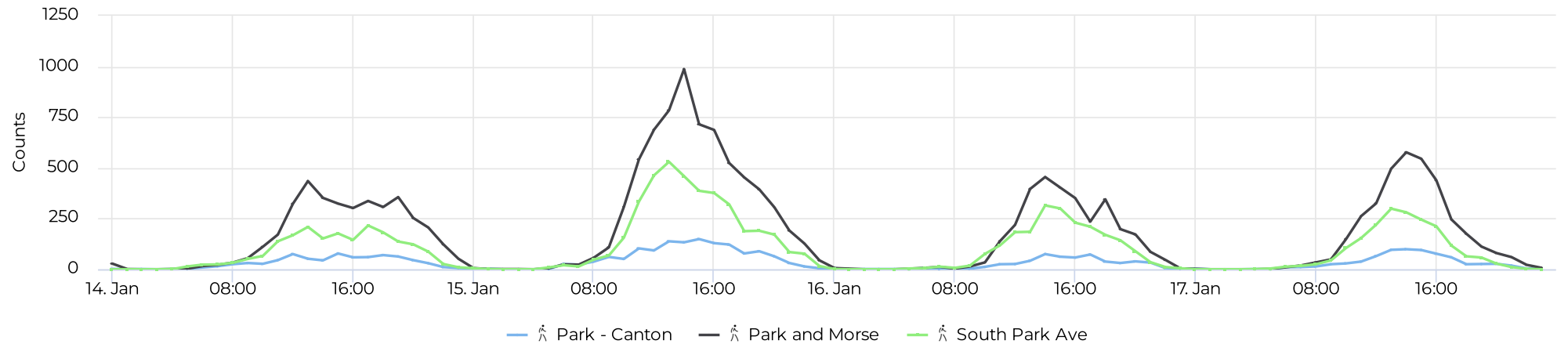
Hourly Profile - Weekend

01/01/2022 → 05/31/2022



Hourly Report

01/14/2022 → 01/17/2022



Key Figures

May 1, 2022 → May 31, 2022

Key Figures Summary

Site	Daily Average ▼		Peak Day		Peak Count	
Park and Morse	3,305		Sat May 7, 2022		6,194	
Park - Canton	1,727		Sat May 7, 2022		3,392	
South Park Ave	654		Sat May 7, 2022		1,223	

 Compared to 05/02/2021 → 06/01/2021

City of Winter Park

Kyle Dudgeon
07/01/2022



Key Figures

June 1, 2022 → June 30, 2022

Total

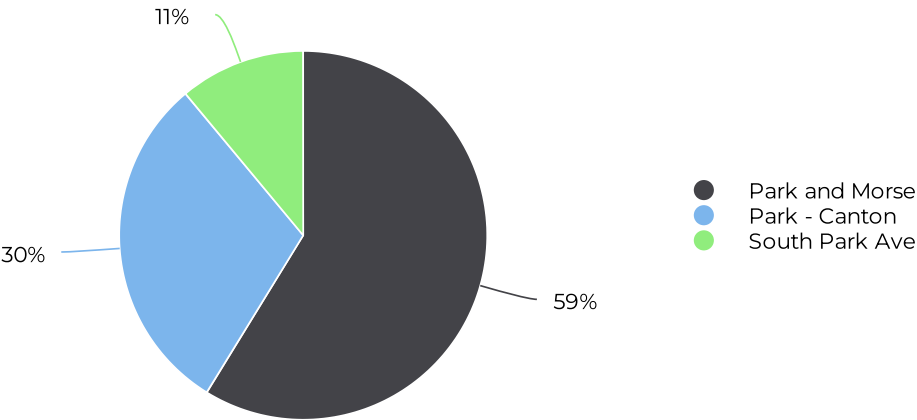
148,424

Peak Day

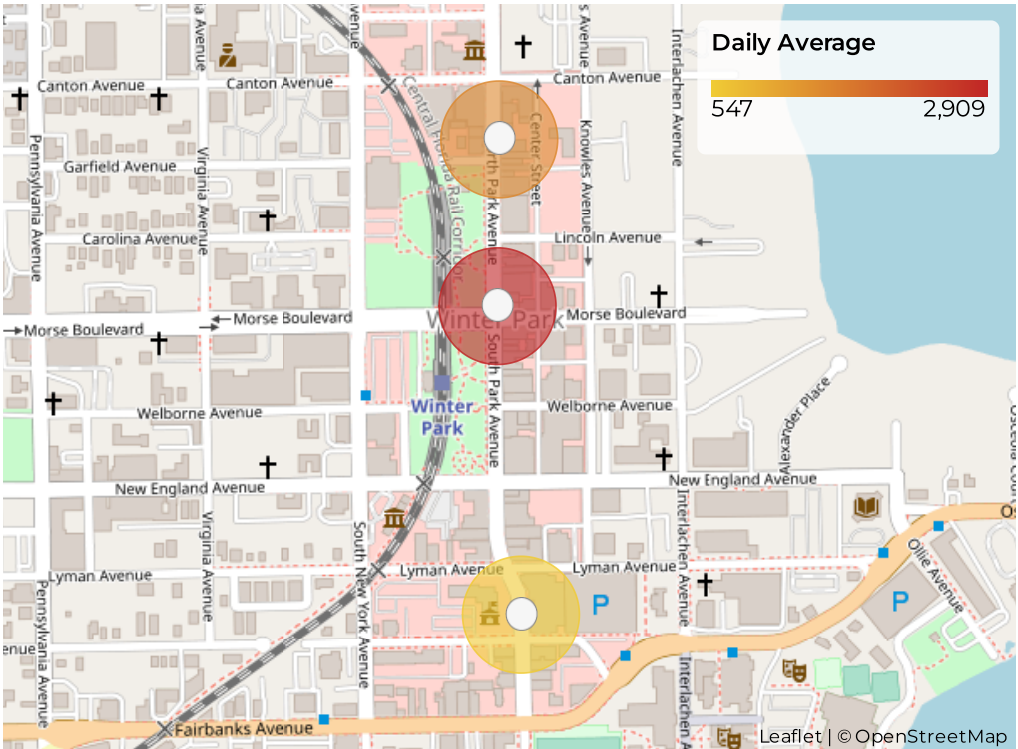
Saturday
Jun 25, 2022

9,237

Distribution



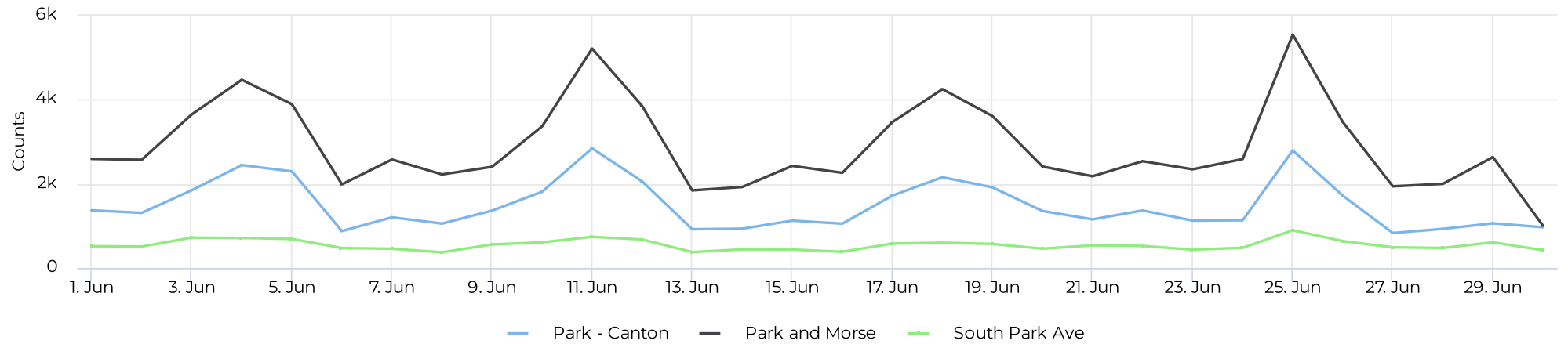
Key Figures Map



Key Figures

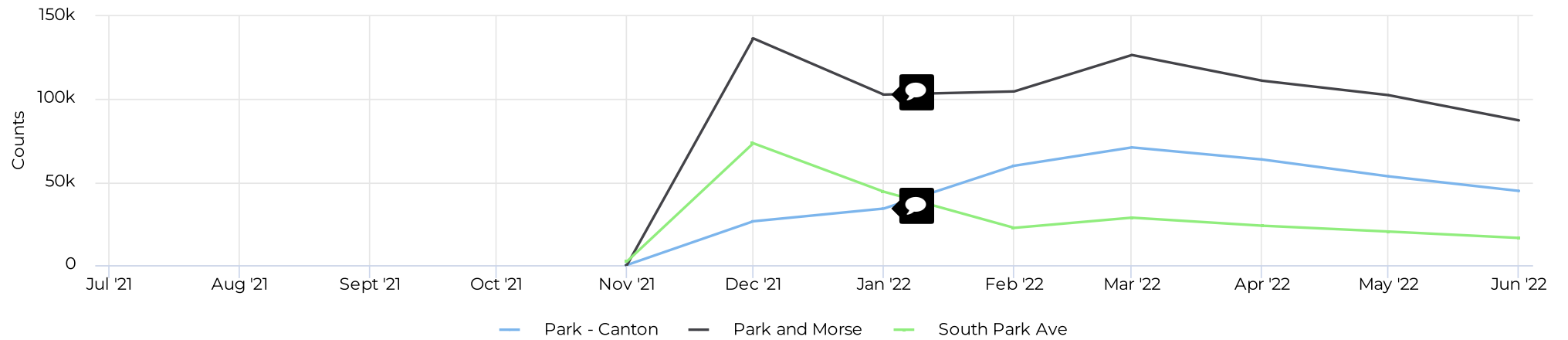
June 1, 2022 → June 30, 2022

Daily traffic



Monthly traffic

07/01/2021 → 06/30/2022

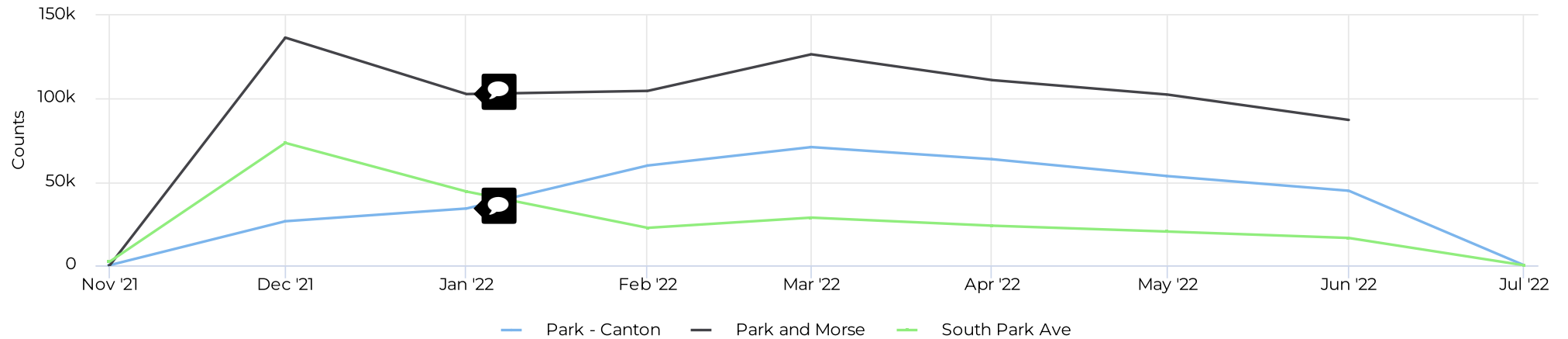


Key Figures

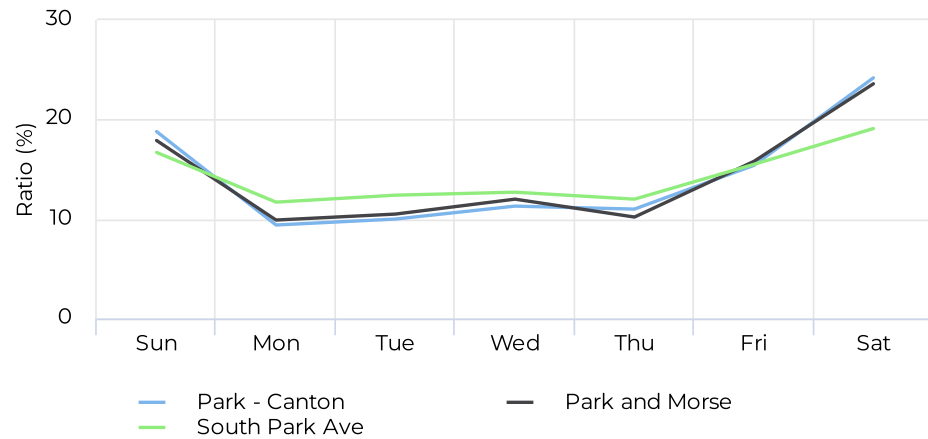
June 1, 2022 → June 30, 2022

Monthly traffic

📅 Whole Period

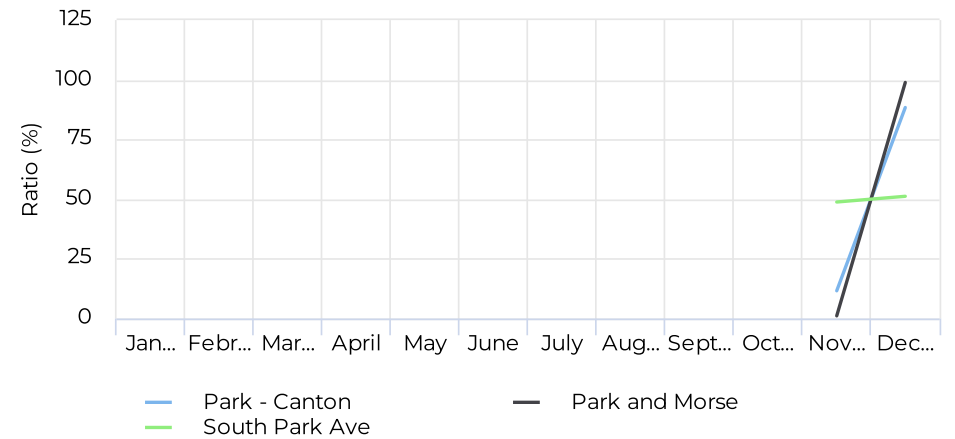


Daily Profile



Monthly Profile

📅 01/01/2021 → 12/31/2021

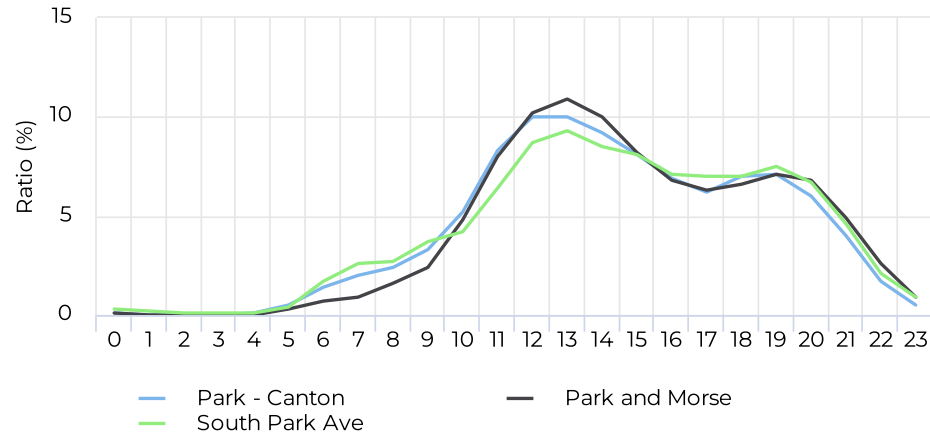


Key Figures

June 1, 2022 → June 30, 2022

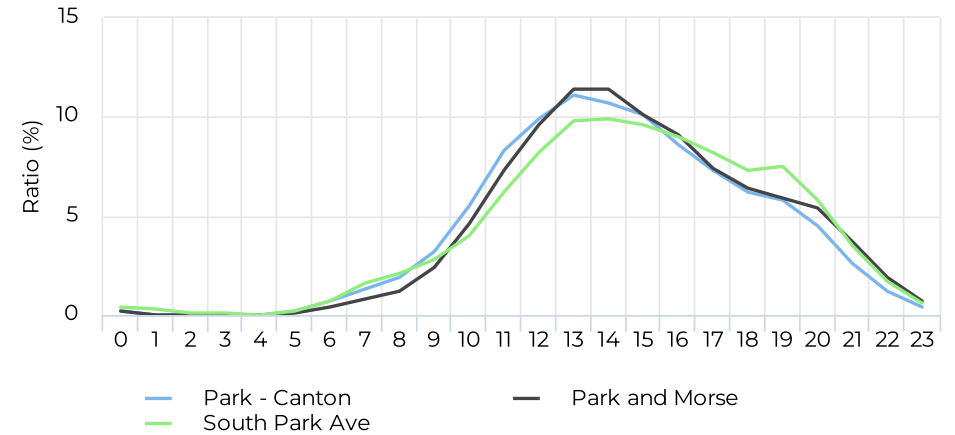
Hourly Profile - Weekdays

01/01/2022 → 06/30/2022



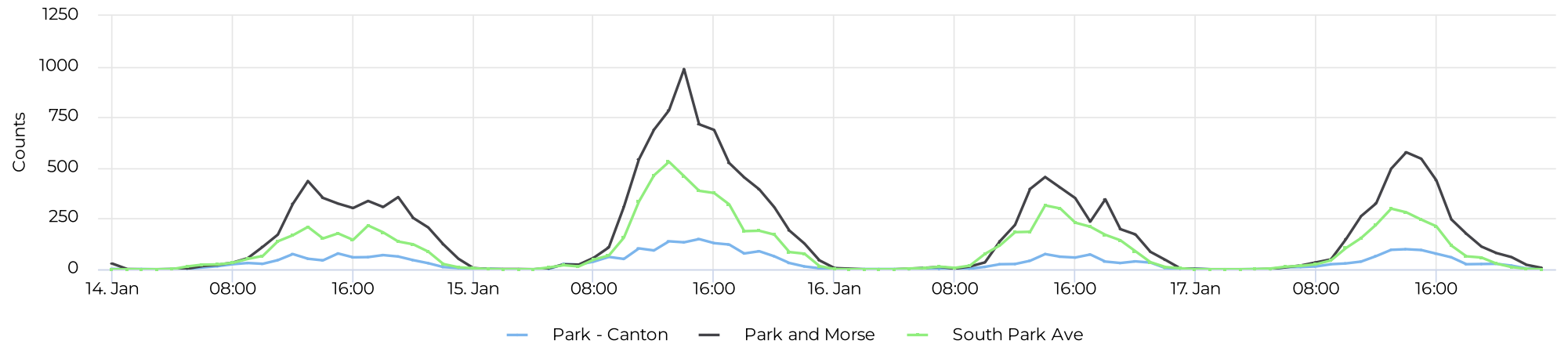
Hourly Profile - Weekend

01/01/2022 → 06/30/2022



Hourly Report

01/14/2022 → 01/17/2022



Key Figures

June 1, 2022 → June 30, 2022

Key Figures Summary

Site	Daily Average ▼	Peak Day	Peak Count
Park and Morse	2,909	Sat Jun 25, 2022	5,546
Park - Canton	1,492	Sat Jun 11, 2022	2,844
South Park Ave	547	Sat Jun 25, 2022	897

 Compared to 06/02/2021 → 07/01/2021



ECONOMIC DEVELOPMENT DEVELOPMENT UPDATE



2022 COMMERCIAL DEVELOPMENT UPDATES

Ferguson Plumbing

1133 W Morse Boulevard

Use: Demolish one-story building to develop 16,000-sqft storefront.

Status: Approved by Planning and Zoning Board June 7, 2022.

Paradise Grills

Use: Demolish dry cleaner to build 6,000-sqft outdoor furniture store.

Status: Approved by Planning and Zoning Board June 7, 2022.

Self-Storage Building

1231 Lee Road

Use: Develop 95,000-sqft storage facility, which includes 4,000-square feet of rental space.

Status: Approved by Planning and Zoning Board. Does not need City Commission approval.

Office Space

1501 Louisiana Ave

Use: Demolish existing office building to build six individual 2,000-square feet offices.

Status: Approved by City Commission.

Mayflower Expansion

1620 Mayflower Ct

Use: Building a 84,842-sqft Health Center and five residential buildings with 50 units each.

Status: The health center has completed building inspections. Progress on the residential buildings is still underway.

McLaren Dealership

1111 S. Orlando Ave

Use: Demolish former Orchid Supply Hardware building to develop a 2.4 acre luxury car dealership, which will include 22,000-square feet of green space.

Status: Approved by City Commission and is going through permitting.

Ruth's Chris

480 N Orlando Ave

Use: Demolish old Pier 1 Imports to develop Ruth's Chris restaurant.

Status: Still in planning phase.



REPORT HIGHLIGHTS

**TOTAL
PROJECTS**
8

**APPROXIMATE
SQUARE
FOOTAGE**
303,986

Commercial Performance Report

7/22

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

Sources: ESRI, CoStar, BLS

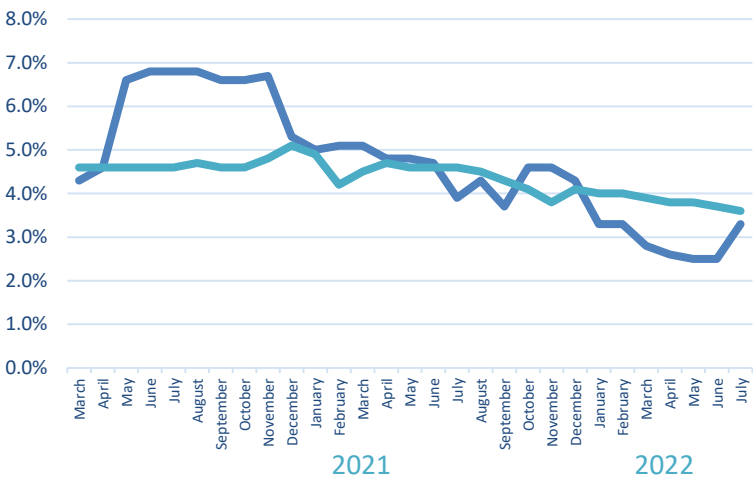
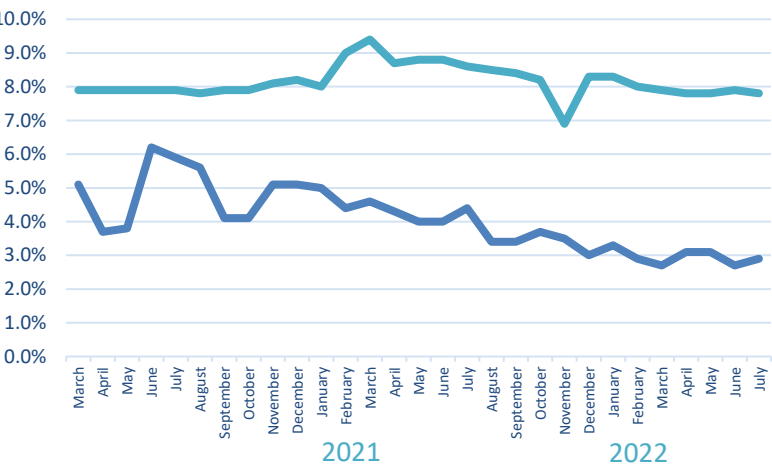
OFFICE

Vacancy

RETAIL

Winter Park Orlando MSA

Winter Park Orlando MSA



Rental Rate

Winter Park Orlando MSA

Winter Park Orlando MSA

