



Economic Development Advisory Board Regular Meeting

Agenda

May 10, 2022 @ 8:15 am

City Hall Commission Chambers
401 South Park Avenue

welcome

Agendas and all backup material supporting each agenda item are accessible via the city's website at cityofwinterpark.org/bpm and include virtual meeting instructions.

assistance & appeals

Persons with disabilities needing assistance to participate in any of these proceedings should contact the City Clerk's Office ([407-599-3277](tel:407-599-3277)) at least 48 hours in advance of the meeting.

"If a person decides to appeal any decision made by the Board with respect to any matter considered at this hearing, a record of the proceedings is needed to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based." (F.S. 286.0105).

please note

Times are projected and subject to change.

-
- | | |
|---|------------|
| 1. Call to Order | |
| a. Membership update | 1 minute |
| 2. Consent Agenda | |
| a. Approval of minutes from March 8, 2022 | 1 minute |
| 3. Public Comments (for items not on the agenda): Three minutes allowed for each speaker | |
| 4. Action Items | |
| 5. Non-Action Items | |
| 6. Staff Updates | |
| a. Continued discussion on marketing and branding efforts | 20 minutes |
| b. Employment Analysis Report | 20 minutes |
| c. ED Commercial Performance Report | 5 minutes |
| 7. Board Comments | |
| 8. Upcoming Agenda Items | |
| 9. Adjournment | |



Economic Development Advisory Board

agenda item

item type	Call to Order	meeting date	May 10, 2022
prepared by	Kyle Dudgeon	approved by	
board approval			
strategic objective	N/A		

subject

Membership update

motion / recommendation

N/A

background

Board member 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	Consent Agenda	meeting date	May 10, 2022
prepared by	Kyle Dudgeon	approved by	
board approval			
strategic objective	N/		

subject

Approval of minutes from March 8, 2022

motion / recommendation

Approve as presented

background

Approval of the minutes from March 8, 2022 is requested.

alternatives / other considerations

N/A

fiscal impact

N/A

ATTACHMENTS:

[030822 EDABoard Meeting Minutes ADA.pdf](#)



Economic Development Advisory Board Minutes

March 8, 2022 at 8:15 am

Virtual Meeting

Present

Board Members: Bill Segal, Drew Madsen, Sarah Grafton, Ginny Enstad, Betsy Gardner Eckbert, Tracey Liffey

Staff Members: Peter Moore, Kyle Dudgeon, Jessica Lovelace

Absent

Michael Dick

(1) Call to order

Staff called the meeting to order at 8:19 am.

(2) Consent Agenda

None.

(3) Staff Updates

A. Reports

CRA Assistant Division Director, Kyle Dudgeon, introduced the item. Mr. Dudgeon included three staff reports in the agenda for review, which include the Commercial Performance Report, Foot Traffic Report, and the updated Fiscal Year 2021 Development Report. The item is also outlined in the EDAB Strategies and Action Plan regarding reporting. At one point, the development report was completed by the City's Planning department. However, reporting temporarily stopped during the pandemic. Mr. Dudgeon asks the Board to review the reports and provide any feedback as necessary.

(4) Public Comments (for items not on the agenda)

None.

(5) Non-Action items

A. Chamber of Commerce Scorecard

CRA Assistant Division Director, Kyle Dudgeon, introduced the item. Board member Betsy Gardner Eckbert delivered a presentation to discuss results from the Chamber of Commerce Scorecard. To collect the data necessary to compile the scorecard, staff engaged with city residents, the mayor's office, and Rollins college. In addition, the project was funded by the Edyth Bush Foundation. The survey yielded good survey engagement with native and long-term residents responding the most. Results demonstrate that the most important areas

of concern for residents is children in poverty, voter turnout, inclusive city practices, and diversity in decision making. Key opportunities for Winter Park include affordable/attainable housing, workforce diversity, economic diversity, and office space. Top concerns include traffic, pandemic readiness, and sustainability. The scorecard should be released in April with a primary focus on business sufficiency, community resiliency, community character, existing issues and opportunities, and sustainability.

Inquiries were raised regarding some elements missing from the scorecard such as community safety, quality of schools, and taxes. Ms. Gardner Eckbert responded stating that the primary function of the scorecard is to identify true prosperity in Winter Park and determine more inclusive metrics for measuring prosperity in the City. In addition, the scorecard focused on addressing gap opportunities by focusing on areas that were not included in the city scorecard.

B. Discussion of Marketing Proposals

Budget and Management Division Director, Mr. Peter briefly discussed the 2011 resiliency study for Winter Park. Results from 2011 study revealed that stakeholders want the downtown core to operate like mall and generated shared resources and marketing like a mall by cultivating a Business Improvement District. A business improvement district is a self-assessed district that utilizes local taxes to improve businesses. In addition, the 2011 study indicated that Winter Park's goal was to generate \$100,000 annually in funding that can be used to promote and enhance the district and identify a large marketing entity to attract people to the Park Avenue corridor. In an attempt to move forward and execute many of the 2011 study's recommendations, efforts eventually stalled.

Presently, CRA Assistant Division Director, Kyle Dudgeon asks the Board to determine to what end should staff aim to position city marketing efforts with the intent of boosting the city image. In addition, what marketing tools should the city reconsider, especially during talks to collaborate with a vendor to execute the city's marketing efforts.

The Board is concerned that the 2011 study would not be comprehensibly useful at this time, as it is no longer relevant to where Winter Park is now. At this time, there are many other cities that can compete with Winter Park. Suggestions were raised regarding reaching out to a third-party consultant and potentially utilizing federal funds to support marketing efforts. Ultimately, the Board stresses the importance of developing an identifiable place brand that lives forever and easy to market in order to determine what identity guides Winter Park's decisions among competing resources for long-term quality of life. The Board engaged in brief discussions pertaining to the importance of branding, local competitiveness, community identity, and the role of Mayor's office in supporting Winter Park's marketing vision.

The Board asked about ARPA funding. According to Mr. Dudgeon, there are some funds for business support, and they must be encumbered through December 31, 2024. Thus, the Board urges staff to move forward with scheduling meetings to identify an appropriate marketing strategy for the City.

C. EDAB Strategies & Action Plan - Gap Analysis & Synergy/Benchmarking Scopes

CRA Assistant Division Director, Kyle Dudgeon introduced the item. Staff has spoken with a third-party consultant to conduct a city-wide gap analysis of trends over the past three years. The aim is to have a draft analysis complete by next month. In addition, staff solicited a sub-consultant, MJB Consulting, under the city's

continuing services agreement to verify whether Winter Park is leveraging the right mix. The consultant is not being considered under ARPA funding, but will be funded through the CRA.

(6) Action Items

None.

(7) Board Comment

The Board inquired about the timelines for the installation of the curbside-to-go parking pucks. CRA Assistant Division Director, Kyle Dudgeon, responded stating that staff is hoping to have the parking pucks installed soon and collect 30 days of data.

The Board was curious to know which roads will be closed for the Winter Park Art festival. Art Festival road closures include the following: Garfield Avenue, Lincoln Avenue and East Welbourne Avenue from Center Street to South Park Avenue, Morse Boulevard from South Knowles Avenue to South New York Avenue, New England Avenue from West Park Avenue to Center Street, Park Avenue from West Canton Avenue to Lyman Avenue. Mr. Dudgeon stated that road closure information will be made publicly available in the press release, which will be available to view today.

For future present and meetings, Budget and Management Division Director, Mr. Peter Moore asks the Board “Is there any item the board would like to see come back as an agenda item?” as a formal ask at the end of each meeting.

(8) Adjournment

There being no further business to discuss, the meeting adjourned at 9:12 am.

Bill Segal, Chairperson

Board Liaison, Kyle Dudgeon



Economic Development Advisory Board

agenda item

item type Staff Updates	meeting date May 10, 2022
prepared by Kyle Dudgeon	approved by
board approval	
strategic objective	

subject

Continued discussion on marketing and branding efforts

motion / recommendation

Direction is at the pleasure of the board

background

At the February 8 joint meeting between the City Commission and EDAB, discussion ensued regarding previous city initiatives around brand and marketing proposals. EDAB was asked to evaluate these initiatives to determine it's potential viability against existing conditions. This was to include a restating of the existing brand and looking at opportunities for additional communication channels as part of the goal. The board discussed this at their following meeting on March 8. After discussion, it was determined a third party team could be utilized to support a brand effort, and staff was asked to re-engage with the firm IDEAS, who had presented to the board in concert with the Economic Recovery Task Force. Attached is a revised proposal including workshops, focus groups, brand experience design plan, and brand activation schematic totaling \$137,450.

IDEAS will be present to discuss their proposal with the Board and staff has the following guidance for discussion:

1) Funding for this initiative would come from the American Rescue Plan Act (ARPA) funds that have been dedicated for Business Programs and includes money for studies, future programs, and incentives. The total allocation was \$500k and to-date, \$20k has been allocated toward updating the macro level job sector report and \$100k was allocated towards expanding the Business Façade program city-wide. Additionally, ARPA funds were used to enhance the lighting this last holiday season.

2) The board should consider the outcomes and next steps that proceeding with this exercise would lead to. The previous branding effort over ten years ago was initiated to

lead towards the consensus building to start a Business Improvement District. Is this a potential path now, or is this more about creating marketing tools and ultimately funding marketing efforts in the city? What is the desired outcome of this exercise?

3) Staff is currently working with MJB to perform the next level of city analysis to look more at the micro level distribution of how the city's retail and tenancy mix benchmarks against other comparable districts. This will help focus efforts on potential missing link businesses and provide a context for creating incentive programs.

4) A branding effort can be a complementary part (see attachment) of the current efforts already underway from the action plan. What timeline would be ideal for potentially beginning this study.

alternatives / other considerations

Consider amendments to the proposal

Do not consider the proposal

fiscal impact

\$137,450

ATTACHMENTS:

[City of Winter Park FINAL 040422.pdf](#)

ATTACHMENTS:

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

ATTACHMENTS:

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

Brand Refreshment Proposal

Prepared For:

The City of Winter Park



Mr. Kyle Dudgeon, AICP, FRA-RA
Assistant Division Director
CRA/Economic Development
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Prepared By:

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Director, Business Development
IDEAS

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407-334-4949

April 4, 2022



Team IDEAS

The Power of a True Team



IDEAS
BRAND & EXPERIENCE DESIGN

Created in 2001 through a management buyout from the Walt Disney Company, IDEAS is a brand and experience design company built around the central premise that powerful stories create powerful experiences. For 20 years, IDEAS has delivered more than 3500 solutions for destination development, healthcare, government, enterprise, and

entertainment to more than 1000 clients around the world.

IDEAS is not a traditional agency or design firm. We are “creative strategists and strategic creatives” practicing *experience design*—the art of inventing, activating, teaching, and communicating branded experiences that engage audiences in unexpected and unforgettable ways. Our proven methodology has been used to successfully design and launch new destinations, attractions, and brands for clients like CareerSource Florida, FlightWorks Alabama, Healthy West Orange, the Indian River Lagoon Council, The Walt Disney Company, and a long list of the world’s most celebrated companies.

With our StoryJam™ methodology, we collaboratively marry the best thinking that your stakeholders, experts, and community have to offer with a powerful professional consortium of best-of-breed market analysts, brand architects, experience designers, storytellers, writers, graphic designers and media-makers -- each brought to their maximum potential by the opportunity to concentrate on and perform in their areas of excellence. The ultimate deliverable in every case is – unforgettable visitor engagement. For more, please visit us at www.IDEASorlando.com

Integrated Insight is an analytics firm providing expertise throughout the project feasibility and implementation process. Key areas of focus include:

- Design, execution and interpretation of market research and consumer insights
- Demand forecasting
- Pricing and revenue optimization
- Operational efficiency and capacity planning
- Project feasibility through financial (pro forma) and statistical modeling



With decades of experience with Walt Disney Parks and Resorts, the executives of Integrated Insight have a deep appreciation for bringing creative projects to reality. We know first-hand what it takes to design, analyze, gain approval, develop, implement, and



operate world-class attractions and entertainment facilities, and have lived to see the results of our work, learning immensely from both our successes and failures.

For every project Disney implements, many more do not make it to the finish line. Some of the most creative concepts are left on the drawing table, but those too allowed us to develop an appreciation and style for assessing unique experiences, such as yours, which are often difficult for consumers to envision and for which precise comparables are hard if not impossible to find. It is an iterative process, requiring designers and researchers/analysts to work hand in hand to reach the optimal solution that is both creatively compelling and financially and operationally viable.

In the past nine years, we have worked with all the major theme park/amusement park/water park companies in the world, as well as cultural centers, resorts, cruise lines, zoos, aquariums, and other travel and entertainment establishments on land, water and rail. We have provided our services to companies as small as a corn maize operator to as large as Universal Parks and Resorts, Carnival Corporation, and Merlin Entertainments, and start-up businesses such as Virgin Voyages, Spaceport America, and Merriweather Park at Symphony Woods (a cultural park near Washington, DC). We are a proven partner to designers, architects, and artists and our repeat client base is strong.

Visit Integrated Insight at www.integratedinsight.com



Background

Setting the Stage for Brand Performance

Planning for destination performance means beginning with some critical new thinking. We see two very large drivers of this reimagining.

- We're now in the midst of a worldwide reassessment by travelers and consumers, with new thinking about what is valuable replacing some traditional thoughts. Fueled by extraordinary pent-up demand, the next five years will see tremendous opportunity for well-positioned brands with a clear eye on distinctive experience delivery.
- As of 2021, 41% of the world's population is under 25 and by 2025, 75% of the world's workforce will be comprised of Millennials and Gen Z. These are "experience over goods" consumers who place share of wallet priority on the "unobtainable Instagram pic".

To achieve sustainable destination performance, it is important to express your brand story in an activation plan embracing a new position. We propose to help you articulate not just a "creative" platform, but to launch a new competitive story for the City of Winter Park



along with a strategy to position you as a premiere place to live and work and for cultural visitation driving economic growth- all focused on enhancing and celebrating the unique Winter Park lifestyle.



Our Approach

A Proven Method

A brand is an organization's most powerful asset. Far beyond a logo or tagline, brands build a bridge between the organization's reason for being and your audience's reason for caring. They create the perception that there is no other product or service in the world quite like yours and attract people because they are narrow in scope, distinguishable, and easily understood. Brands allow you to command a premium, and they store market value, insulating you in times of market uncertainty. A well-crafted brand ensures that a clear, accurate, consistent, sustainable story can be told by any voice within the Winter Park community-and repeated by new friends around the world.

We base our work on delivering measurable results. We call this *Brand Performance™* and for the City of Winter Park, some key metrics might include:

- Sustainable quality of life for residents
- Appropriate share of the premium cultural visitor market
- Sustainable business growth
- Growing per capita spending per visit
- Increased frequency of repeat visitation
- Strong word-of-mouth and intent to recommend among the target segments

The Team IDEAS approach is comprehensive and spans every element from initial analysis and ideation through a successful activation, incorporating data-driven market insight, innovative creativity, fresh design thinking and targeted activation.

At the completion of this work, you will have a refreshed brand positioned to drive market performance built on solid understanding of the market, codified in a new narrative and supported by an activation roadmap and digital campaign to assure continued on-brand delivery of The Winter Park experience.





1. Discovery

1.1 Project Briefing

IDEAS will conduct a stakeholder briefing with you to review project timetables, key dates, deliverables, project management, client/staff involvement requirements and any other process details required. We will ground ourselves in available insights defining the City of Winter Park's organizational structure, services, vision for the future, key resident, stakeholder and visitor audiences, lifestyle, cultural and natural assets, challenges, and opportunities.

1.2 Competitive Brand Audit

We will review your brand charter, logos, and a sampling of online communication materials including those positioning the City of Winter Park as a destination, in order to determine how you currently project yourself to your various audiences. The audit will help us understand how Winter Park is currently perceived as a preferred place to live, work, play and invest, with a culture and voice that invite engagement and participation from all sectors of the community. Through our Audit we will review and make recommendations where required for best alignment of current messaging with your brand charter, architecture of sub-brands or partnerships and nomenclature/identity.

Based on a competitive set developed in dialogue with you, we will review three other "best-of" brands and messaging which may include cities like Winter Garden, Mt. Dora, Deland, Sanford, Boulder Colorado, Beverly Hills California or other comparable US municipalities. This audit will give us an understanding of positioning available in the marketplace, key messages and best practices that may be effective, and ways that Winter Park may be most-powerfully positioned.

1.3 Culture Mapping

Winter Park is well known and respected by its residents and the broad Central Florida community, but there are opportunities to reposition the brand to better compete. Using our proprietary Culture Mapping process, we will conduct (4) facilitated 1-hour workshops to learn from a broad spectrum of community members and thought leaders how the Winter Park destination brand experience is currently being perceived and how stakeholders interact in business, leisure, and lifestyle. We suggest meetings of 6-10 people with a diverse mixture of opinions from groups that are representative of the resident, business and visitor-oriented voices within the community.

The objective of these important sessions is to understand stakeholder perceptions, clarify differences of opinion, and understand how cultural stories, practices and habits bear on the successful delivery of the brand experience. Culture Mapping gives us a clear



understanding of the audience's perspective of ground-truth and establishes the "actuals" with respect to today's reality.

Deliverables:

- The Project Briefing will define project vision, key stakeholders, regional lifestyle assets and future planned enhancements, potential gaps, and other points of note.
- The Competitive Brand Audit findings will be included in the Experience Design Plan.
- A Culture Mapping Executive Summary highlighting top-line findings from our interviews will be briefed via a PowerPoint presentation.

Schedule:

- | | |
|-----------------------|---------------------|
| • Briefing: | 2-hour meeting |
| • Culture Mapping: | 1 hour per session |
| • Brand Audit Report: | 2 weeks to complete |

Result:

A clear understanding of Winter Park's currently perceived brand and how it compares to other benchmark cities.



2. Brand Experience Design

2.1 StoryJam™

The Winter Park branded *experience* comprised of physical, environmental and behavioral components, must be intentionally designed and activated to drive value. IDEAS StoryJam™ is a proprietary design-thinking system used to quickly envision and define a new branded experience. Unlike other "brainstorming" or "charette" techniques, StoryJam is focused and highly collaborative, delivering immediately *actionable* results. With StoryJam, we will harness the best thinking of a diverse group of stakeholders to develop a compelling narrative describing the essential qualities, voice, and future-state of the ideal Winter Park resident, business owner and visitor experience.

The StoryJam™ itself will be comprised of a facilitated creative "story conference." The participants should represent a broad cross section of knowledgeable stakeholders. Typically, these include community leadership, industry experts, and outside thought leaders. You may wish to invite regional tourism-marketing officials, members of key audience groups including influential residents, City staff members, and trusted vendor-partners. The IDEAS team will consist of 3 facilitating creative staff members and additional team members as participants. StoryJam is typically done in a 6–8-hour, large group



setting. As an option, we have also developed a successful virtual Jam in which exercises are completed by individuals working separately and collaborating using Zoom and then processed and reviewed via a large group online session. Either method can be successfully employed based on your preference.

The StoryJam will lead the team through a series of structured and tested steps from which we will develop a collection of narrative elements including success factors, failure points to avoid, brand charter elements and a new core story for the Winter Park experience. Based on the StoryJam results, we will prepare a Brand Experience Design Plan (EDP).

2.2 Brand Experience Design Plan

The Brand Experience Design Plan includes detailed descriptive narratives, visual examples and infographic models. The EDP will be structured as follows:

Executive Summary

Key Recommendations and actions

Brand Backstory

The refreshed City of Winter Park brand narrative

Day-In-The-Life Story

The core design story, this is a detailed narrative describing how the Winter Park branded experience looks and feels as imagined through the eyes of visitors, business owners and residents.

Audience Experience Pathway Model

- Audience types and perception drivers
- Brand Ecosystem model
- Key experience components
- Value creation points of touch

Core Elements

Descriptions of the primary branded experience categories derived from the StoryJam narratives

Experience Portfolio

Exploration of the visitor, resident and business owner experience including suggested enhancements

Revised Brand Charter

IDEAS will offer a refined brand charter to assure that the values, vision, mission, essence, promise, personality and positioning are aligned with the new story.

Key Messaging

Primary messaging will be suggested for each audience



Brand Activation Schematic

Using the market intelligence findings, we will develop a schematic framework for brand activation. The framework will include recommendations for earned media, a social media editorial strategy, partner marketing opportunities and paid media components and for refinements to basic tools including written treatments and budget ranges for a website refresh and new brand positioning video.

Deliverables:

- An online or in-person StoryJam.
- A Brand Experience Design Plan (EDP) delivered as one or more documents in WORD and PDF formats.
- An audio version of the Day in The Life story
- A brand activation schematic

Schedule:

StoryJam

6-8 hours of participant time

EDP

4 weeks

Result:

A refreshed brand and performance roadmap for Winter Park with guidance for messaging, a framework for market engagement and a 12-month digital activation program.



3. Market Intelligence

3.1 Research for Brand Message Appeal

Once the brand development work is complete, we recommend a quantitative, online research study to obtain consumer reactions and determine if the essence of the brand is resonating with key audiences. Cohorts include:

- 100 residents of the local Winter Park area
- 300 past and potential visitors to Winter Park from the broader Central Florida region

Respondents will be screened for active participation in shopping and dining with minimum income levels set and demographics reflective of visitors to Winter Park. Both residents and visitors will be recruited from a research panel company and asked to complete the survey. Surveys will start with current behavior relative to visiting local destinations for shopping, dining and entertainment:



- What places come to mind when think of spending time shopping or dining;
- What local places have you visited recently for entertainment such as special events, festivals, nightclubs, movies, etc.;
- On an aided basis, past visitation and perceptions of area destinations including Winter Park, other downtown destinations and other retail, dining, and entertainment destinations;
- How frequently they visit these destinations;
- What is their favorite destination and why;
- For Winter Park and two competitors, what do they like best; what makes them less likely to choose that destination.

Next, we will introduce new brand concepts for Winter Park using both visual and verbal stimulus. Through a series of open-end and closed-end rating questions, we will obtain feedback on overall appeal, what they like most and least, how it changes their overall perception of Winter Park, and what else they would like to see. Materials used to convey the brand essence should mirror those which will be advertised on an ongoing basis and can include text, storyboards, photos, video, etc. In addition to branding questions, the survey will dive deeper into intent to use, to help uncover all barriers and motivations to becoming an active participant.

Deliverables:

Analysis and reporting of research is expected to take approximately six weeks after receipt of the brand development concept materials. Final output includes:

- Topline report in Word and verbatim comments in Excel
- Full report and presentation using PowerPoint, with research findings that compare and contrast new branding with current execution.
- Data tables of all questions cut by various demographic and behavioral attributes.

Schedule:

The project is expected to take six weeks to complete.

Result:

A data driven assessment of branded experience components that resonate with key market segments.



4. Digital Activation Campaign

In line with the framework, we will execute a one-year digital marketing program to enhance Winter Park's visibility in the digital space and provide a fresh touch point for your key audiences. The program will be built on a three-pronged approach that includes social media, digital ads, and website enhancement.

4.1 Social Media Program

The social media prong includes a social media strategy guide, a year of content creation and content posting along with community engagement. The social media strategy guide will help guide all stakeholders involved in creating appropriate content for the brand and posting that content on the most relevant channels. After all stakeholders have signed off on the strategy guide, IDEAS will create a posting schedule and begin drafting the first month of content for the identified social media channels. IDEAS will work with your team to approve monthly content and assist in gathering necessary media assets such as imagery, relevant news, videos, and event opportunities. IDEAS will also provide monthly analytics and guidance on key metrics tracking engagement and growth.

4.2 Digital Advertising

To amplify the effectiveness of the social media program, IDEAS will create four digital campaigns to run throughout the year that will comprise a 10-15 second video ad and 3 graphic ads and buys within social media platforms. All ads will be approved by you before they are finalized and posted.

4.3 Web Based Tools

IDEAS will develop and maintain 4 new website landing pages to support the digital ad campaigns. IDEAS will work with your current webmasters to either implement these within your current site or create them independently as free-standing branded URLs. Monthly analytics will be compiled based on what is available on the back end of your website to help fine-tune the entire program.

Deliverables:

- Digital media strategy guide
- 12 months of digital media posts on typical platforms including Twitter, Facebook and Instagram
- Creative, production and placement of 4 quarterly digital ad campaigns including:
 - (1) 10-15 second video spot
 - 3 graphic ads
- Monthly social media and website analytics reports



Cost

- | | |
|--------------------------------|----------|
| • Discovery | \$32,400 |
| • Brand Experience Design Plan | \$70,050 |
| • Market Intelligence | \$35,000 |

Project Total	\$137,450
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- | | |
|---------------------------------------|-------------|
| • 12-month Digital Activation Program | \$6,875/Mo* |
|---------------------------------------|-------------|
- *Includes digital ad buys



Payment Terms

Pricing is valid for a period of 30-days and offered based on an approved engagement to perform all components of the program over a schedule to be mutually determined. Typically, payments are due according to the following schedule. Other payment plan options can be evaluated at your request. Each deliverable will be billed 50% on approval and 50% on completion with the exception of the 12 Month Digital Activation Program which will be billed monthly in advance.

Payment for Services shall be due and payable on a net 30-day basis upon receipt of IDEAS' invoice. Any client approved change orders will be documented in writing and submitted for approval prior to the commencement of any additional services. All change orders will be invoiced on a monthly basis along with any authorized expenses incurred in accordance with the terms and conditions as set forth.

This cost proposal does not include travel other than IDEAS staff commutes to Winter Park. Any other travel will be pre-approved by the client and billed as actual expenses. Air travel will be coach class. Lodging will be at a full-service major-branded hotel or equivalent with single occupancy. Travel costs will include meals, and reasonable transfers to and from airports and/or parking fees for personal vehicles for the duration of a requested trip. Client shall pay IDEAS for all travel and lodging expenses within 14 calendar days of invoice. Any personal vehicle mileage will be reimbursed at the maximum rate allowed at the time by the U.S. Internal Revenue Service. Work will begin upon receipt by IDEAS of a fully executed Agreement, the required deposit, and any necessary information or materials required.



General Assumptions

CLIENT will provide:

- A point of contact (POC) for the duration of the project to coordinate scheduling and access to staff, locations and information.
- Access to key staff and consultants for the IDEAS Team.
- A suitable location, AV support and catering for the StoryJam if done in-person per specifications to be provided by IDEAS.
- CLIENT acknowledges that if it does not approve work in a timely manner or requests revisions that are significantly beyond the original scope of work,

IDEAS will provide:

- An assigned Point of Contact.
- All services and deliverables as detailed in this proposal. All work products proposed become the property of CLIENT as a work-for-hire.
- Regular status meetings with the CLIENT POC will be necessary to uphold the project timeline and ensure product quality. Meetings will take place as conference calls.

Other terms will be included in an Agreement



Relevant Past Performance

Crandon Park 75th Anniversary

Miami-Dade Parks & Recreation reached out to IDEAS in advance of their 75th Anniversary celebration to help them to re-imagine what this natural jewel could become, while celebrating the legacy of its storied past. For more than 75 years, Crandon Park has been held up as an icon in the south Florida recreation landscape, boasting 800 acres of the nation's top beaches, golf and tennis facilities. But way more than that -- this park "is Miami history" providing decades of memories at its famous zoo, on its historic train and carousel, through up-close experiences with animals, immersion in nature, and treasured family celebrations.



For its 75th Anniversary, IDEAS was asked by MDP&R to craft a fresh and compelling destination story, refine branded communications, create a portfolio of unique events and new experiences, and lay the foundation for Crandon Park's NEXT 75 years. All initiatives centered on the activation of Crandon's conservation-centered mission and creating top-of-mind social ambassadorship as one of the very best places to visit and relax in all of South Florida.



To achieve this, IDEAS employed its StoryJam design thinking protocol to help "establish the actuals" in terms of diverse audience perceptions of the park experience, their favorite memories, what they enjoyed most – on our way to crafting "the optimal future experience" for the 75th Anniversary and beyond. A competitive market assessment offered what other "best of's" in the region and nation looked like.

Our Experience Design Plan detailed a robust portfolio of Signature 75th Anniversary events and enhancements

tailored to BOTH protecting the peaceful quality of life that the Key Biscayne residents so enjoyed, while immersing the broader Miami community in the great escape that only Crandon Park could offer. The Plan highlighted new Anniversary event and experience offerings that encouraged key audiences to visit more frequently, stay longer, and create a strong intent to recommend and return through a personal sense of ownership of Crandon Park as "my favorite place in the sun...MY park."



The Indian River Lagoon NEP Council – *One Lagoon* initiative

The Indian River Lagoon Council in Sebastian, FL contracted with IDEAS to create the brand, activation strategy, and launch an aggressive public awareness campaign to promote the health and long-term vitality of the Indian River Lagoon, a cornerstone of economic and lifestyle vitality spanning 140 miles of Florida's east coast. Now entering the fourth year of that engagement, IDEAS has helped the IRL Council to successfully connect with residents, businesses, and visitors across an eight-county region through its "One Lagoon" brand activation and "One Voice" outreach program. At stake is the very heartbeat of the region: economic development, tourism, talent immigration and regional prosperity are all fully dependent upon the health of this Estuary of National Significance.



"We have an important mission to inform, educate, and monitor the long-term health of the Lagoon," said Duane De Freese, Executive Director of the IRL Council. "IDEAS has been a phenomenal partner in understanding sentiment from our key audiences, ensuring that all regional stakeholder-voices are heard, and in maximizing our outreach across the region."

The initial development process included Culture Mapping™ and StoryJam™ creative input sessions to understand perspectives from regional industry partners, tourism, economic development, Lagoon activists, and residents on the road to envisioning what a fully engaged community and healthy Lagoon might look like. IDEAS then developed the One Lagoon foundational story and brand including charter, marks, style guide, and voicing. Implementation quickly followed through the launch of a new website and development of media assets and infographics to powerfully communicate the many ways that human behavior and natural phenomenon impact the health of the lagoon. A compelling One Lagoon video story and audio and video testimonials supporting the Lagoon's significance





and ten broad categories of action helped community leaders and news media to consistently share stories about ways residents, businesses, and government check-writers might help to support the One Lagoon mission. A brand Enculturation program helped IRL staff, board, and community stakeholders to understand what modeling the new One Lagoon brand “looked like on them,” and how they could be the most powerful advocates to the constituencies they served.

IDEAS is now formulating the next iteration of social activation for One Lagoon that will include new communication channels, educational content, and media engagements that promote easy, factual storytelling to keep the health of the Lagoon a top-of-mind concern for community residents and businesses support and modelling of “Lagoon-friendly” behaviors.

IDEAS is proud that the success of the IRL Council leadership, community education and engagement, funding, rebranding, and communications have been held up nationally as a “best of” by the Association of National Estuary Programs. For more information about One Lagoon, visit www.onelagoon.org or any of its social media channels.

CareerSource Florida:

In partnership with the Florida Department of Economic Opportunity, we transformed 24 regional workforce system identities and business interests within the State’s workforce system into a single, unified brand. Culture Mapping sessions held throughout the state helped us to better understand the current status of the brand from those within the system, and market testing showed us how the current system was perceived by both job seekers and employers. We used our proprietary StoryJam™ process to envision the future story of the brand, along with the brand charter, logos and standards, along with a distinctive web portal where these system resources could live. A key component of every System branding engagement has been the establishment and training of an aligned culture of service excellence to show participants what modelling the brand should look like. We designed and facilitated Enculturation sessions for Brand Champions, who then led their respective regions and sustained the culture, locally. The result? The nationally-acclaimed, award-winning **CareerSource Florida** organizational brand.





Healthy West Orange:

The “Healthy West Orange” brand is an economic development and lifestyle movement surrounding and embracing towns and communities located in the West Orange County, Florida region, including hospitals, wellness facilities, world-class sports training facilities, best-in-class biking trails and the residents that live an active lifestyle. The Healthy West Orange movement was brought to life with a new “active, healthy lifestyle story”, brand identity, style guide, website, mobile app and communications tools as the deliverables. Note the iconic anthropomorphic “Westley” character that came to life as a component of this evolution. Westley can be animated in many ways and serve as an ambassador across many different platforms. IDEAS produced an engaging animated roll-out video supporting “*the healthiest community in the nation*”.



Our engagement is currently on-going, with a complete brand activation program. The plan included an overhaul and relaunch of the organization's website and app redesign; media relations; influencer engagement; advertising; event deployment;

social media; and partner-based programs to increase awareness and reach.

Pocono Mountain Visitors Bureau:

The Pocono Mountain Visitors Bureau was in a very unique position as it represented not a single company but a branded region encompassing 2,400 square miles filled with a variety of resorts, attractions, and mountain activities that their visitors can enjoy. The brand was tired and the PMVB needed to generate *and deliver* on a new and more relevant brand promise that included an enormous number of different attractions, dining and lodging opportunities, an expanse of spectacular geographic terrain.



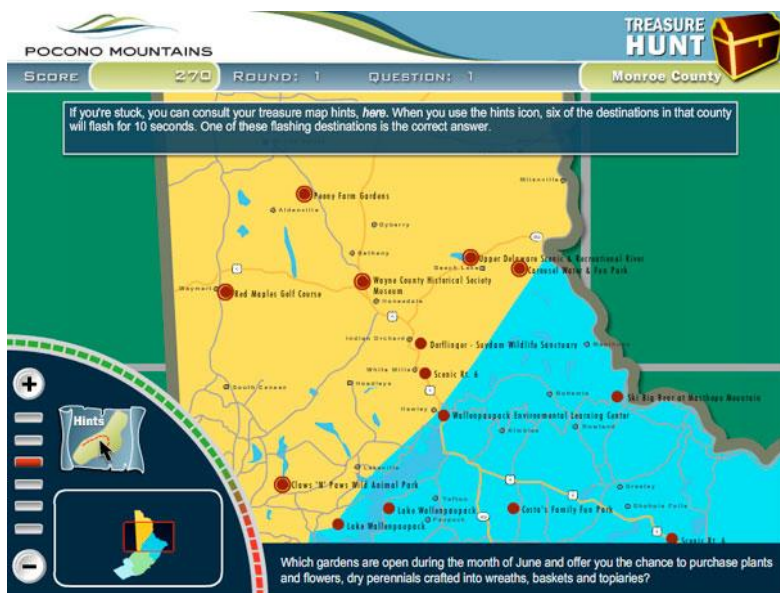
Once the new brand positioning was developed, IDEAS' focus turned to the residents in the Pocono Mountain region that could potentially come in contact with visiting tourists. The PMVB needed to turn every one of these residents into ambassadors for the region.

The solution lay in understanding the culture of the place, listening to the lore, traditions, and collective experience of the people who made up the Pocono Mountains region. The initial Storyjam™ uncovered the core story of a natural and relaxing destination only a stone's throw from the NY/NJ metroplex as the foundation for the brand. Next was the



application of Culture Mapping and Enculturation. By understanding the people who must deliver on the service level pledged by the brand initiative, the PMVB Enculturation Toolkit could then speak in the language and cultural hallmarks that make the Pocono Mountains unique and special, as they deliver the region's brand promise...back home...internally...so that everyone could understand and celebrate its value.

Using story and characters that carried the new ambassadors on a web-based e-learning journey that was the 21st century equivalent of sharing stories around the campfire, the IDEAS team delivered a multi-faceted Enculturation Toolkit so that everyone who touched a Pocono Mountains visitor understood how to deliver the high level of customer service and hospitality the new brand required. *IDEAS also created the Pocono Mountains Treasure Hunt wayfinding game to orient guest service employees to the region, what is available, and how to get there.*



Team

BOB ALLEN – IDEAS Founder and Chief Storytelling Officer

Bob Allen is IDEAS' Chief Storytelling Officer, bringing more than 40 years of experience, media, and brand design expertise to important projects across the globe. During his 25-year tenure with The Walt Disney Company, Bob worked in executive leadership positions with live entertainment design and operations at both Disneyland and Walt Disney World, theme-park show design for Walt Disney Imagineering, film and television production both for the Disneyland International division and later as the project lead for the development, planning and build-out of The Disney-MGM Studios, where he directed the complete \$40M studio-side design/build program. In 1988 he successfully opened the studio and launched an international marketing strategy attracting syndicated and network television series and feature film customers. Clients included Viacom, The Disney Channel, Nickelodeon, Warner Television, Buena Vista Television, and major features including John Turtletaub's "Instinct"



starring Anthony Hopkins and Cuba Gooding Jr., and mini-series such as Tom Hank's HBO production of "From the Earth to The Moon.

In 1991 he became Vice President of Disney Production Services Inc. and launched Disney i.d.e.a.s. evolving it into a full-service production company. In July of 2001, Bob formed Integrity Arts and Technology Inc. and completed a management buyout of IDEAS from the Walt Disney Company. The buyout allowed IDEAS to retain Disney as a client while also broadening its market scope and facilitating the creation of original story-based content for converged media uses. Since 2001, IDEAS has successfully brought our distinctive brand of storytelling to destinations and organizations across the globe.

Bob has taught as an adjunct professor at the University of Central Florida and has served three Florida Governors as chair of The Florida Institute for Film Education, The Florida Entertainment Commission, The Florida Motion Picture, Television and Recording Industry Advisory Council as well as numerous industry and economic development panels. He is a nationally known speaker to both business and education groups on the power of story, sustaining cultures of innovation and servant leadership.

DUNCAN KENNEDY – VP, Experience Design, IDEAS

Duncan Kennedy's creative career started as a performer after college in a sketch comedy and improv group playing at clubs and colleges in the Northeast. Expanding on his love for entertainment, Duncan joined a full-time party rock stage show playing festivals, corporate events, and sports venues around the world as a singer/musician and writer/show director for this international touring multi-media production. Next, Duncan took his love for writing and creating memorable experiences into the realm of video production in upstate New York and was soon writing and producing for New Media Producers Group at the Disney-MGM Studios. Thus, began an ongoing 17+ year ride with the IDEAS team culminating in his current role as Vice-President of IDEAS Innovation and leader of the IDEAS Story Team. Duncan's ability to quickly synthesize the experiential parameters of an engagement opportunity and then passionately advocate on the audience's behalf to create something unique and memorable is based on his many years as a performer and well-honed knack for inciting interaction and joy. His creative talents at IDEAS have helped the company develop and deliver many landmark programmatic and installation achievements. Duncan's deep understanding of audiences and his passion for designing memorable experiences has also taken IDEAS into the healthcare industry and important work on improving the patient experience for Florida Hospital, Novant Health, the Centers for Disease Control, and Walter Reed Army Medical Center. This work has led the IDEAS Story Team to develop a unique staff training and brand activation tool, *StoryCare™*, which is now available.



KELLY POUNDS – VP, Learning Solutions, IDEAS

Kelly Pounds' began her multi-dimensional career as a schoolteacher in Orange County (FL) Public Schools where she spent twelve years as a classroom teacher and resource teacher. Kelly next took her passion for learning and instructional design into the corporate environment as a Technology Designer for the Disney University where she developed computer-based and classroom training products for leaders at the Walt Disney World® Resort. Her next corporate role was at Hard Rock Cafe International as Manager of Organization Development where, as an innovative strategist, she helped the corporate leadership collaboratively develop strategic planning processes and products.

Kelly's enthusiasm for learning is currently shared through her role as Vice President of IDEAS Learning where she puts her past work experience and her master's degree in Educational Technology to work every day. A born teacher, Kelly is both entertaining and instructional when she speaks. Topics include the integration of storytelling into the instructional design process, innovative e-learning design, leadership, cultural transformation, integration of technology into the curriculum, and storytelling in the classroom. Kelly has been a featured speaker at many conferences and meetings including the Florida Educational Technology Conference (FETC), the National Education Computing Conference (now ISTE), the American Society for Training and Development (ASTD) International Conference, the Society for Applied Learning Technology (SALT) Conference, the U.S. Navy sponsored Learning Strategies Consortium Conference, and the Food & Beverage Training Summit (CHART).

JARED WELLS – Sr. Writer

Jared is the newest addition to the IDEAS team and already an accomplished experience designer. Fresh out of college, he joined our collection of creative minds (he was warned). Jared is a fresh and energetic storyteller with the audacity to express his ideas, the courage to be wrong and the responsibility to keep an open mind. He brings both the view of the Millennial/Gen Z tribe and the discipline of a professional writer who knows nothing even starts till draft V22.

MARK EDSON – Director, Business Development

Mark gets up in the morning to connect people with opportunities, and to make their lives and businesses...better. His innate ability to see and create opportunities, combined with relentless dedication to serving his clients' needs, has developed life-long friendships with pretty much everyone he's ever known! With a seasoned heritage in a first career at the Walt Disney World Resort, Mark helped build the company's convention sales, event productions, and Synergy and Alliance Marketing units, while representing Disney's enormous portfolio of corporate product and marketing initiatives. And in every case, it was the *story* that made the connection with both client-partners and guests.



That has never been truer than in working with IDEAS' team of expert storytellers, where Mark brings his passion for creating and activating brands, designing premium destination experiences, and transforming organizational culture to a whole new level. And IDEAS' holistic design discipline has delivered successful projects across the country and world – CareerSource Florida, AlabamaWorks! Healthy West Orange, and one most-dear with the Indian River Lagoon Council. Our Merritt Island home-boy, Mark loves anything having to do with open water and sunshine. His non-stop “zest for life” includes many friends, family, music, travel, offshore fishing, adventure biking, and surfing. Let's GO!!

JONI NEWKIRK, Chief Executive Officer, Integrated Insight

Joni Newkirk is a leading expert in the performance dynamics of consumer facing service industries, and a thought leader in the development of successful business strategies. She has over thirty years of experience leading multi-faceted organizations and managing large scale projects and excels in finding viable solutions to complex situations.

Prior to founding Integrated Insight, Joni spent 20 years with Walt Disney Parks and Resorts, rising to the position of Senior Vice President of Business Insight and Improvement where she was responsible for managing and driving over \$8 billion in revenue for worldwide theme parks and resorts, Disney Cruise Line, Disney Vacation Club and Adventures by Disney. She oversaw industry leading decision analytics and consumer insight practices within the areas of Market Research and Consumer Insights, Forecasting, Pricing, Revenue and Profit Management, and Industrial Engineering, helping lead the Parks and Resorts division to record revenue growth year after year.

At Disney, Joni led key initiatives for new product development, operational improvement and revenue growth within existing businesses at Walt Disney World in Orlando, FL, Disneyland in Anaheim, CA, Disneyland Paris, Hong Kong Disneyland, Tokyo Disneyland and for new development underway. Included were “Magic Your Way” (pricing strategy and new products and services), “Back to the Basics” (refocus on guest service as a key differentiator) and international growth initiatives for theme parks, adventure tours and cruise line operations. Joni also held management positions in planning and development at both Lockheed Martin and Orlando Regional Healthcare System. She was principally responsible for developing the Certificate of Need to gain state approval for a Pediatric Open-Heart Surgery program at ORHS' hospital for women and children. In addition, Joni has served as chair of the Travel Industry Association research committee, helping influence the overall direction and impact the association has on the travel industry She has a BA in Statistics from the University of Florida and an MS in Industrial Engineering from the University of Central Florida.



SCOTT SANDERS, President, Integrated Insight

Now a very happy Brevard County beach resident, Scott Sanders has over thirty years of experience leading large-scale strategic initiatives and operational change efforts. His unique approach of combining data driven consumer insights with quantitative analytics and predictive modeling has helped redefine the pricing discipline.

Prior to Integrated Insight, Scott was Vice President of Pricing for Walt Disney Parks and Resorts where he oversaw all pricing efforts worldwide inclusive of theme park and water park admissions, room rate, transportation, merchandise, food and beverage and many ancillary products and services. In his 20 years at Disney, Scott also led efforts for Marketing Finance including a \$1.2B travel company, a \$4M internal marketing agency, an \$800M group and convention business and a 2,000 agent call center.

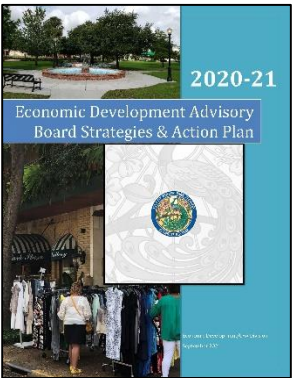
In 2005, under Scott's leadership, Walt Disney World undertook its most sweeping and successful change in pricing strategy in over 30 years, "Magic Your Way", which resulted in significant revenue lift and sustained growth year after year. The strategy was built upon in-depth guest insights and directly addressed the number one barrier to visitation – affordability – through length of stay discounts, extra theme park hours, value priced dine plans, and complimentary airport to hotel transportation. This effort also required large scale organizational and cultural change and resulted in the consolidation of disparate pricing functions previously held by various lines of business. During his tenure at Disney, Scott also provided strategic leadership and direction for "Destination Disney", a \$250M strategic technology investment that changed how the company markets, sells, and prices products.

STEPHEN DAVIS, Vice President, Integrated Insight

Stephen Davis brings a strong background in economics, forecasting, feasibility and pricing to the team, delivering insightful and prescriptive strategies that are sustainable over time.

Prior to joining Integrated Insight, Stephen was *Sr. Analyst for Food and Beverage Revenue Forecasting at Walt Disney Parks and Resorts* where he produced actionable forecasts for weekly food and beverage spending, identifying guest behavior changes impacting the business and areas of opportunity for incremental revenue. Prior, Stephen was a member of the Resorts Forecasting team primarily focused on occupancy and ADR forecasts for three Disneyland hotels, and providing insights that helped optimize the incremental value of promotional offers.

Before joining the Walt Disney Company, Stephen was *Sr. Business Planning Analyst for AM/NS Calvert, a joint venture of two of the world's largest steel conglomerates*. Stephen supported sales forecasting and business planning, partnering with executive leadership, manufacturing operators and sales teams. In this position, he also played an integral role in the transitioning of ThyssenKrupp Steel USA to AM/NS after the purchase of the facility.



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.

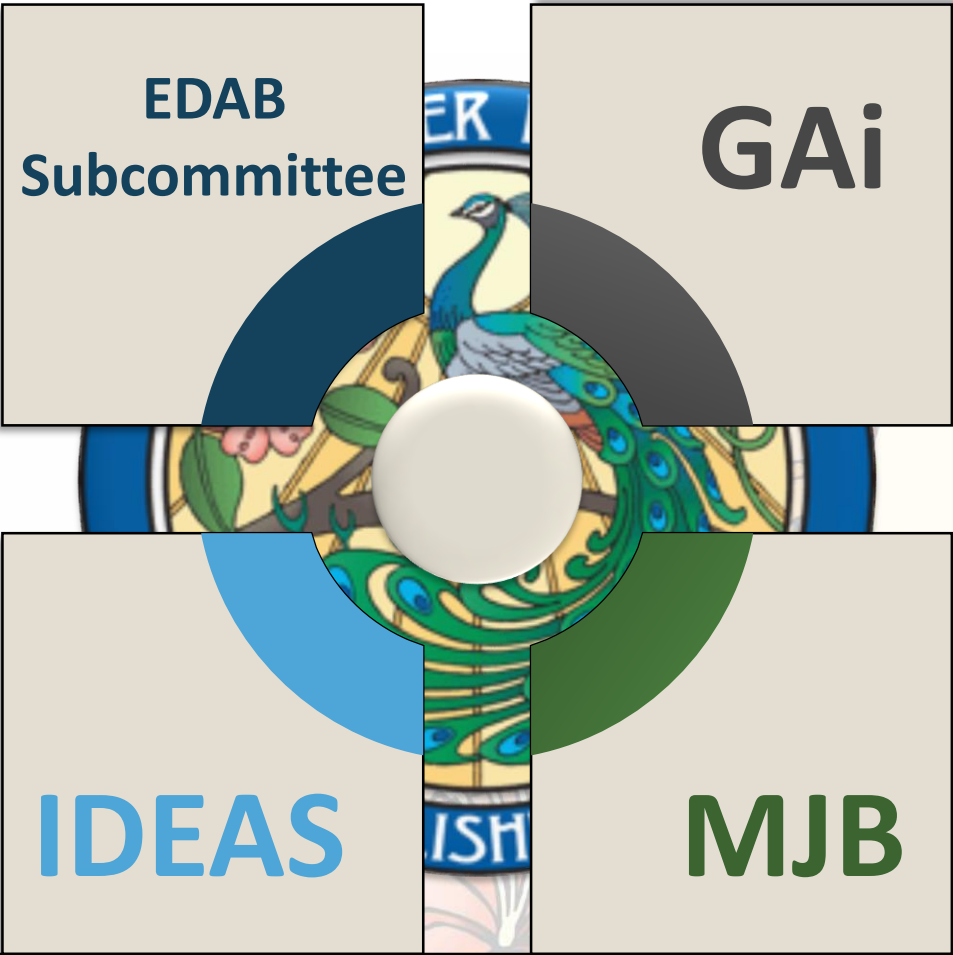
BRAND EFFORT

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)

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



Economic Development Advisory Board

agenda item

item type	Staff Updates	meeting date	May 10, 2022
prepared by	Kyle Dudgeon	approved by	
board approval			
strategic objective	Advise on Industry Trends		

subject

Employment Analysis Report

motion / recommendation

N/A

background

On November 9th, 2021 EDAB approved a 'gap analysis' initiative for the purposes of understanding strengths and weaknesses in the economic climate of the city on a macro and hyperlocal level. Staff is providing the draft report on the macro-side including information on job and employment analysis, industry clusters, and leakage. Staff will review the report with the board for comment, questions, and next steps.

alternatives / other considerations

N/A

fiscal impact

N/A

ATTACHMENTS:

[Winter Park Employment Analysis_4-13-2022.pdf](#)



CITY OF WINTER PARK **EMPLOYMENT ANALYSIS**

APRIL 2022

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

CITY OF WINTER PARK EMPLOYMENT ANALYSIS

APRIL 2022

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

ACKNOWLEDGMENTS

Mr. Kyle Dudgeon | Assistant Division Director

City of Winter Park CRA/Economic Development

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**COMMUNITY
SOLUTIONS
GROUP**

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

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SUMMARY OF MAJOR FINDINGS

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

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

The major findings of the analysis are as follows:

- The City of Winter Park has experienced a growth in population and employment of 7% and 2.4%, respectively, over the last ten years.
- The City of Winter Park has output (total jobs) more than sufficient to meet the local demand (labor force participation), and therefore the rest of their jobs are effectively exported, creating net wealth for the community.
- Given the large concentration of jobs captured internally, there is at least an impression that a portion of the City of Winter Park's wealth is related to the

presence of certain higher wage activity occurring locally.

- The City of Winter Park has a higher concentration of sector employment than the national economy within seven target clusters: Education & Knowledge Creation; Real Estate & Development; Arts, Culture, & Entertainment; Health Care Services; Financial & Professional Services; Retail Trade; and Creative Services.
- Consumers in Winter Park's downtown are spending \$7.7 million on retail goods, approximately 1.68% of the total retail spending within the City of Winter Park.
- Winter Park's downtown and the city as a whole are generating a surplus (sales) of nearly \$109.1 million and \$304.3 million per year, respectively, in excess of what the resident population would otherwise be expected to support suggesting that additional sales and receipts are effectively from population outside the market area.



SECTION ONE: CLUSTER ANALYSIS

ANALYSIS OVERVIEW

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

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

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

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

WHAT IS ECONOMIC DEVELOPMENT?

Economic Development is generally described as succeeding in three areas:

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

The broader context of community impacts related to economic development include measures for employment opportunities, employment growth, the nature of jobs, educational opportunities, safety and welfare, and income and wealth, among others. There are many ways of measuring economic development efforts, but one common, consistent, and easily

understood measure is simply related to the concentration and growth of jobs by type of industries or employment clusters, consistent with community goals.

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

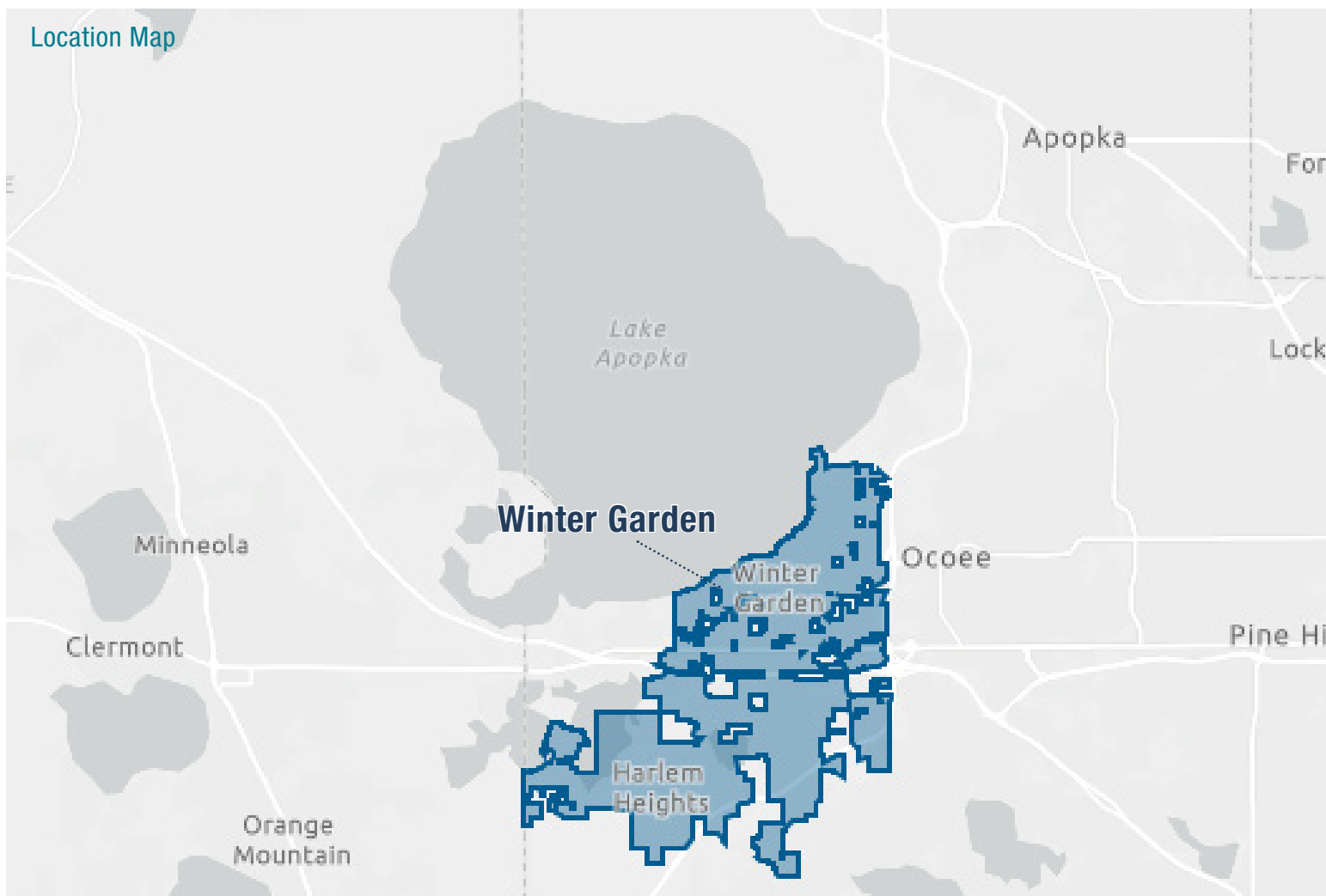
BENCHMARKING

In the context of economic analysis, making comparisons between and among groups or entities ("benchmarking") allows for specific inferences or potential conclusions

to be drawn from individual metrics. Benchmarking does not require that groups or entities are identical in every aspect or on every dimension, but only one or two specific attributes.

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

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



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

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

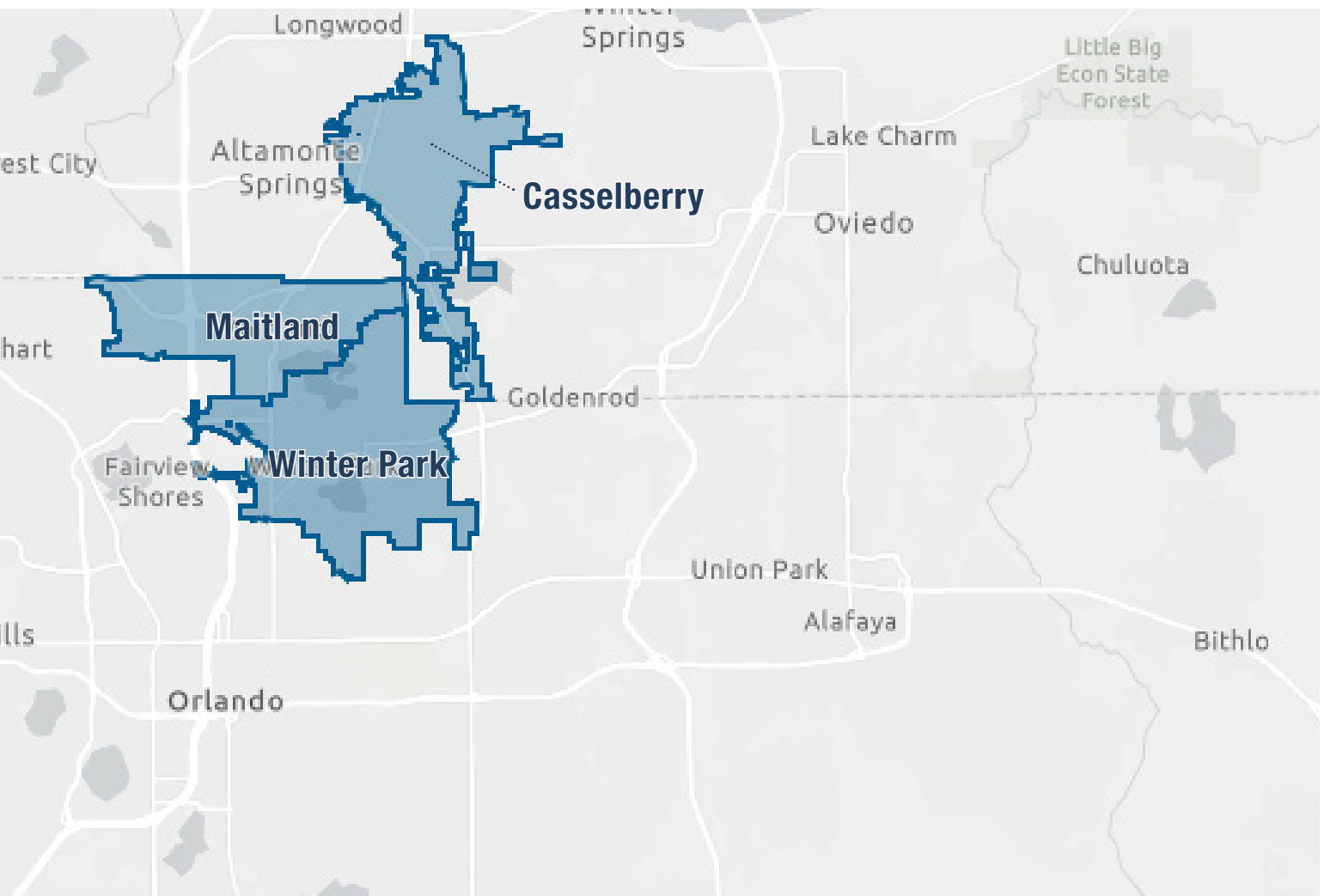
Winter Park has experienced the least amount of population growth over the last 10 years compared to the other benchmark cities. Whereas Winter Garden has captured five times the amount of population growth comparatively to that of Winter Park.

Benchmark Comparables

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

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

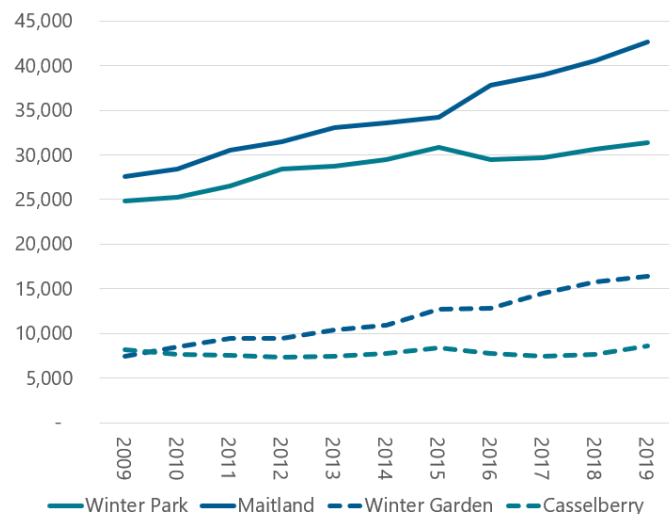
The map below illustrates the general location of these comparable jurisdictions to one another within the broader Central Florida region.



EMPLOYMENT MARKET

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

Annual Employment Trends 2009-2019



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

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

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

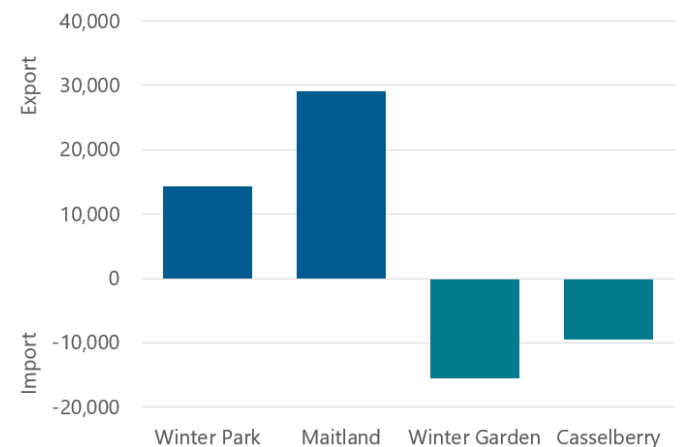
Jobs per 100 Population

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

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

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

Export-Import Employment



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

LIVE-WORK-PLAY

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

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

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

Work in Place of Residence

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

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

WAGES COMPARISON

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

Winter Park Jobs by Earnings

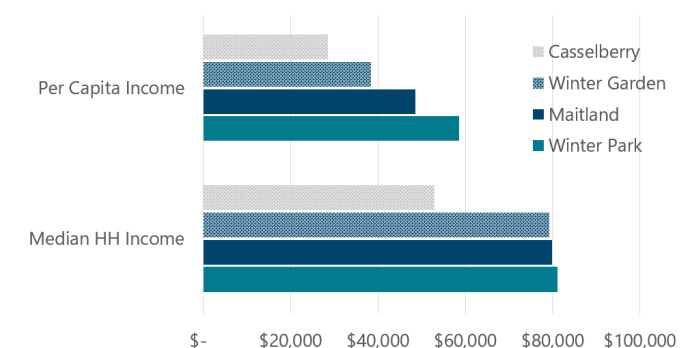
	Employ. Share, 2009	Employ. Share, 2019	% Change
\$1,250 per month or less	25.7%	24.0%	(6.7%)
\$1,251 to \$3,333 per month	41.6%	35.2%	(15.5%)
More than \$3,333 per month	32.7%	40.9%	25.0%

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

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

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

Income Comparison



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

EMPLOYMENT CLUSTERS

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

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

For a number of reasons, export-import flows are usually not tracked at sub-national levels. Consequently, it is not practical to study industry output and trade flows to and from a local area. As an alternative, the

concepts of *basic* and *non-basic* output are operationalized using employment data, and location quotients ("LQ").

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

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



WINTER PARK TARGET CLUSTERS

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

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

- **Education & Knowledge Creation:** Establishments which provide instruction and training in a wide variety of subjects, provided through specialized establishments, such as schools, colleges, universities, and training centers.
- **Real Estate & Development:** Establishments primarily engaged in renting, leasing, and establishments providing related services; as well as establishments primarily engaged in the construction of residential and commercial buildings.

- **Arts, Entertainment, & Food Services:** Establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests.
- **Health Care Services:** Establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance programs.
- **Financial & Professional Services:** Establishments primarily engaged in financial transactions, as well as establishments that specialize in performing professional, scientific, and technical activities for others. These activities typically require a high degree of expertise and training.
- **Retail Trade:** Establishments engaged in retailing merchandise and rendering services incidental to the sale of merchandise.
- **Creative Services:** Establishments engaged in writing, designing, producing, and distributing information, creative work, and cultural products.

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

Target Clusters in the City of Winter Park

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

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

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

Education and Knowledge Creation (Employment > 50)

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

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

Real Estate and Development (Employment > 50)

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

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

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

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

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

Health Care Services (Employment > 80)

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

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

Financial and Professional Services (Employment > 200)

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

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

Retail Trade (Employment > 75)

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

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

Creative Services (Employment > 45)

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

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

MAJOR EMPLOYMENT SECTORS AND CONCENTRATIONS

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

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

Winter Park

Top Employment Sectors

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

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

Top Concentrations

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

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



Maitland

Top Employment Sectors

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

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

Top Concentrations

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

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

Winter Garden

Top Employment Sectors

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

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

Top Concentrations

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

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

Casselberry

Top Employment Sectors

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

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

Top Concentrations

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

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

SHIFT-SHARE ANALYSIS

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

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

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

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

Target Clusters in the City of Winter Park

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

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

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

Net Local Share Gain (Local Share > 200)

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

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

Net Local Share Loss (Local Share > -100)

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

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

SECTION TWO: GAP ANALYSIS

ANALYSIS OVERVIEW

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

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

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

While this effort and any information accompanying it should absolutely not be construed as market analysis that identifying explicit merchandise, users, brands, or formats. However, it does point to broad categories of activity that are over or under-supplied to the area. In the current case,

very low vacancies in the context of excess production suggest (1) a strong export market and (2) opportunities for other businesses to leverage that success.

Specifically, the tasks detailed in this section include:

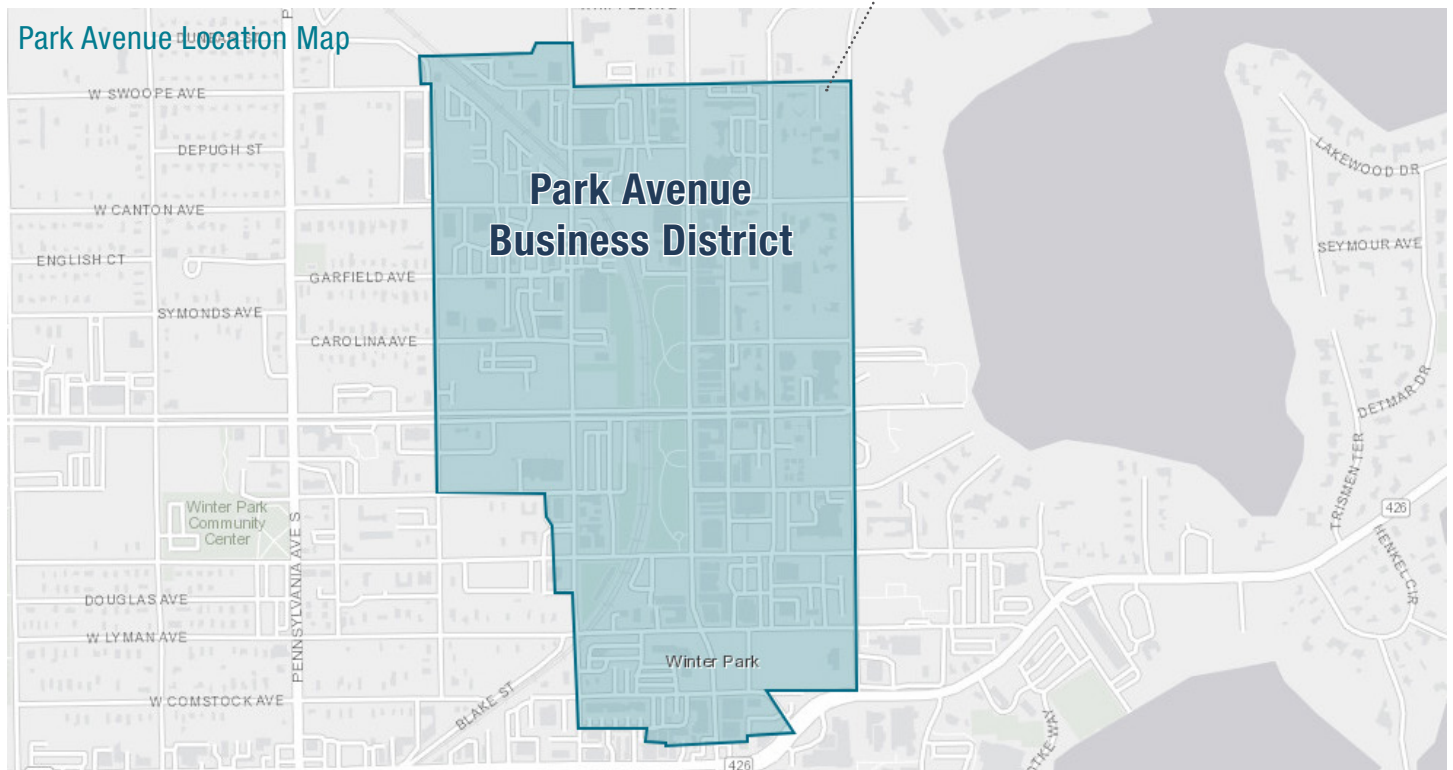
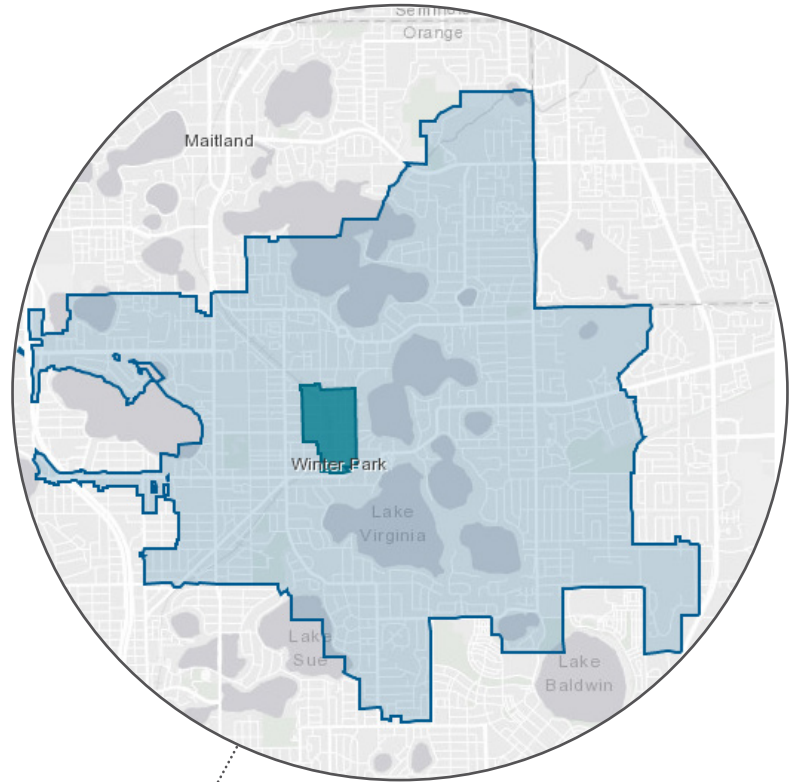
- Compare annual employment trends in terms of total employment, growth rate, and wages within the downtown area relative to the City of Winter Park.
- Provide a limited current snapshot of the retail market in terms of total inventory and occupancy, as well as consumer spending behaviors, within the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

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

PARK AVENUE

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

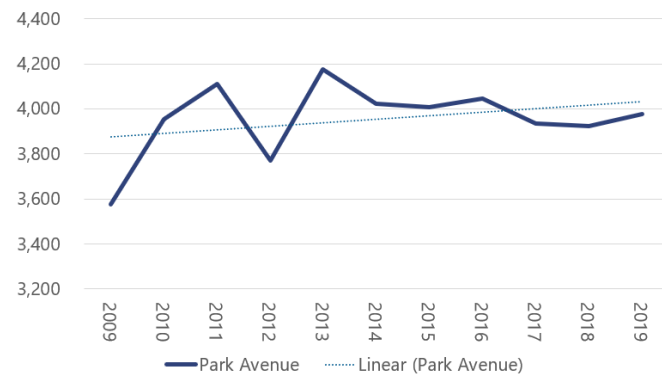
The adjacent map below illustrates the Park Avenue Business District in relation to the City of Winter Park as a whole. While the area includes more than just businesses along Park Avenue, the retail activity is largely concentrated on the Park Avenue corridor.



EMPLOYMENT MARKET

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

Annual Employment Trends 2009-2019



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

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

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

Park Avenue Industry Breakdown

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

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



RETAIL MARKET SNAPSHOT

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

RETAIL LEAKAGE

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

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

illustrated below. Only limited categories of this spending is likely to be captured within the Park Avenue area itself.

Average Consumer Spending

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

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

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



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

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

Overall, total retail trade and food services and drinking places have a positive surplus within Park Avenue and the City of Winter

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

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

Surplus/Leakage Factor

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

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

Based upon analysis of spending patterns, existing inventory, and retail surplus/leakage within Park Avenue and the City of Winter Park as a whole, there appears to be little need for additional retail capacity within the market areas. As a result of population and employment growth over the last 10 years,

developers will respond to the opportunities presented. However, there are important distinctions between *need* and *demand*.

Need is a relatively static concept, driven primarily by deficiency and insufficient supply. Viewed through such a lens, need is

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

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

In the present case, there are elements of both need and demand within Park Avenue. To that point in particular, residents drawn to Park Avenue must go elsewhere to meet shopping needs related to Motor Vehicle and Parts Dealers, Gasoline Stations, and

General Merchandise Stores. Although these demands could be met by additional industry-specific retail capacity, Park Avenue is clearly not conducive, in terms of character, space and scale, for these types of retail stores.

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

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

Surplus/Leakage Factor



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

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Economic
Development
Advisory Board

agenda item

item type Staff Updates	meeting date May 10, 2022
prepared by Kyle Dudgeon	approved by
board approval	
strategic objective	

subject

ED Commercial Performance Report

motion / recommendation

N/A

background

Reports for May 2022 attached

alternatives / other considerations

N/A

fiscal impact

N/A

ATTACHMENTS:

[EcoCounter Report April 2022.pdf](#)

ATTACHMENTS:

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

City of Winter Park - April 2022



Kyle Dudgeon
05/02/2022

Key Figures

April 1, 2022 → April 30, 2022

Total

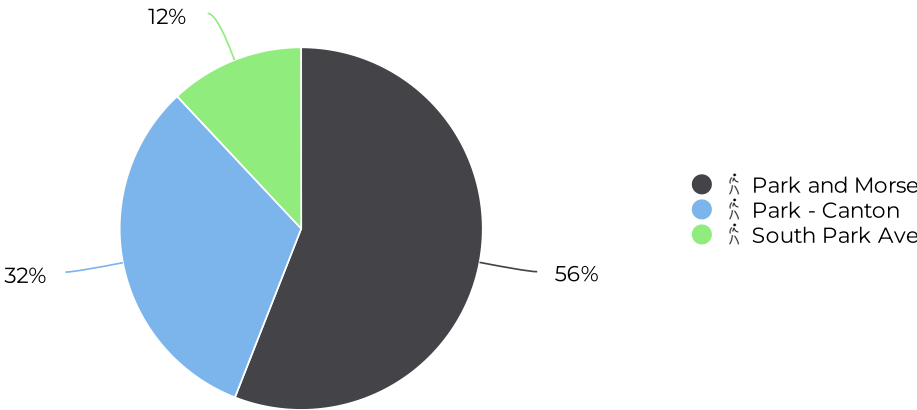
198,613

Peak Day

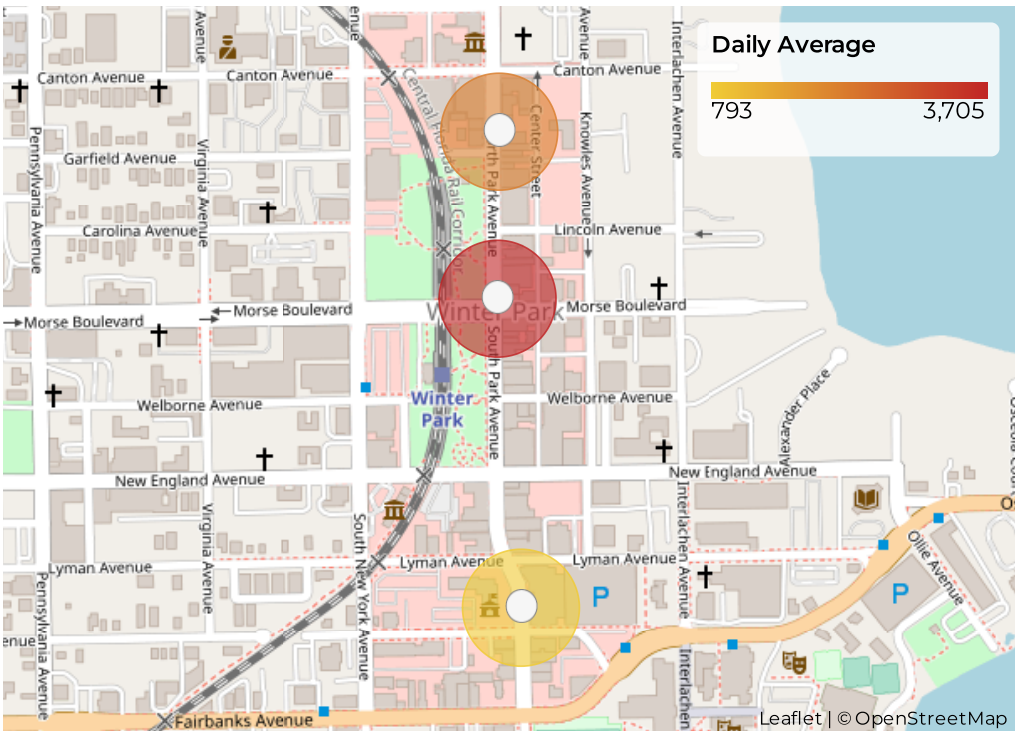
Saturday
Apr 9, 2022

12,429

Distribution



Key Figures Map

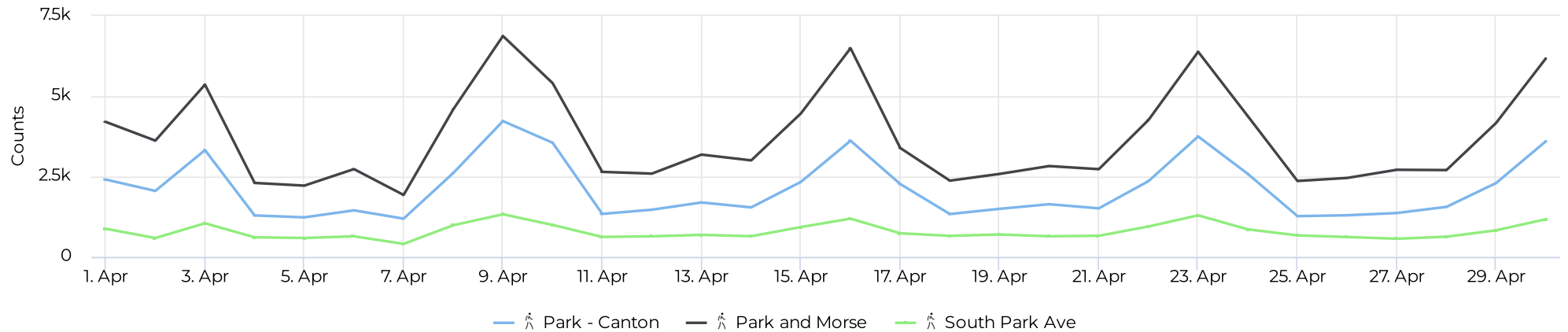


Compared to 04/02/2021 → 05/01/2021

Key Figures

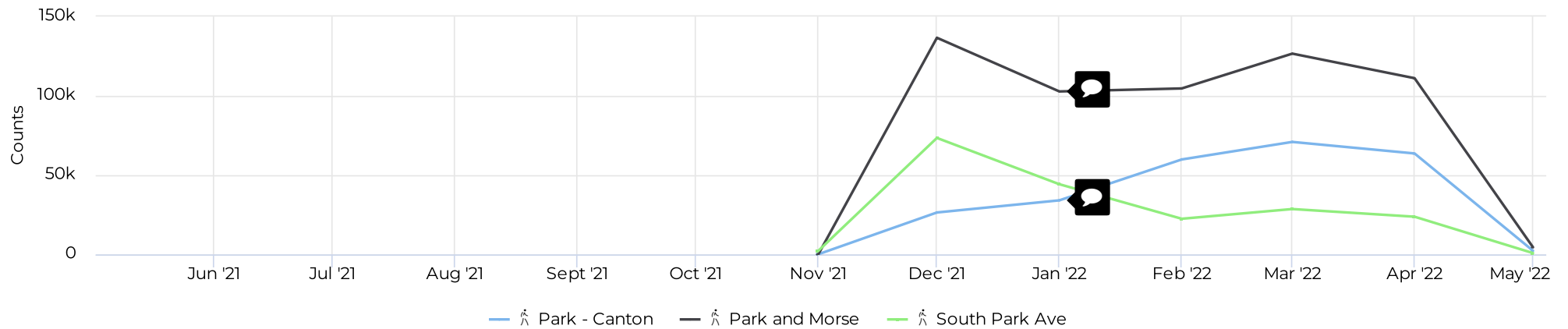
April 1, 2022 → April 30, 2022

Daily traffic



Monthly traffic

05/02/2021 → 05/01/2022

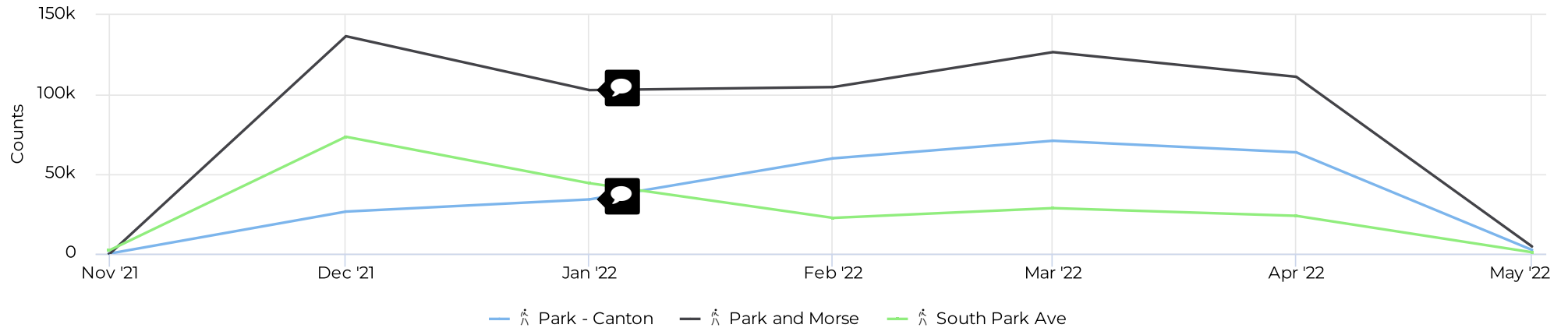


Key Figures

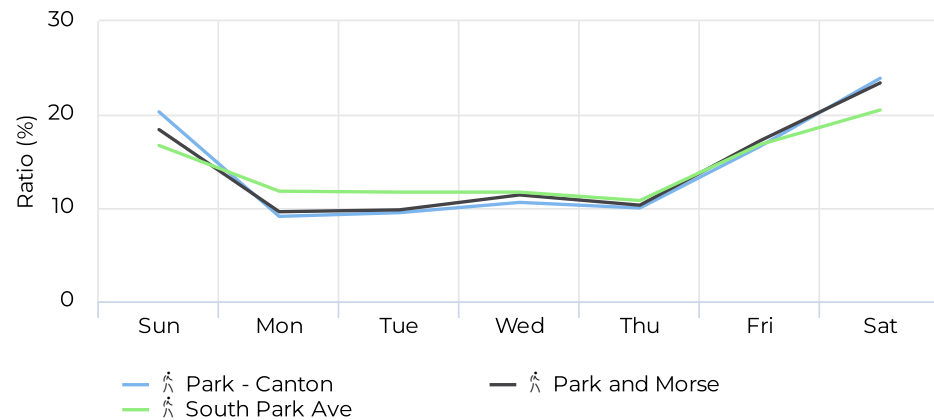
April 1, 2022 → April 30, 2022

Monthly traffic

📅 Whole Period

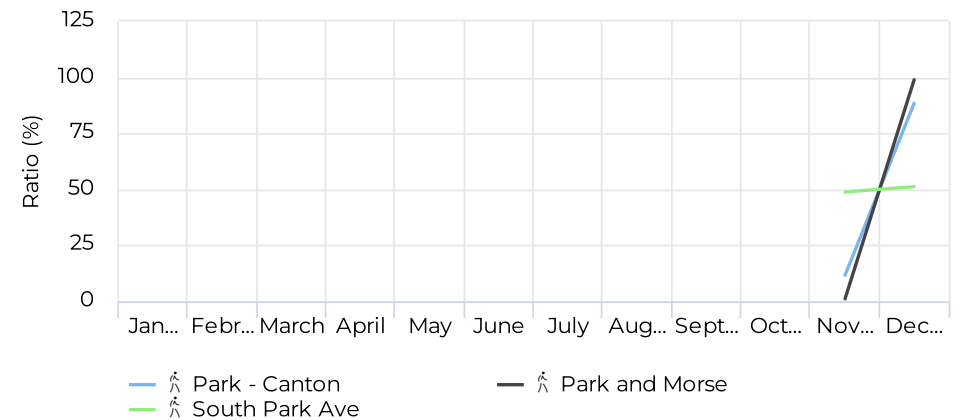


Daily Profile



Monthly Profile

📅 01/01/2021 → 12/31/2021

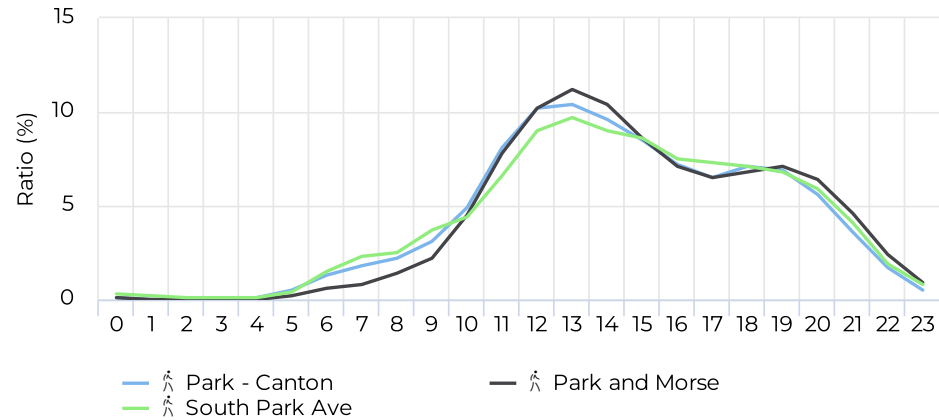


Key Figures

April 1, 2022 → April 30, 2022

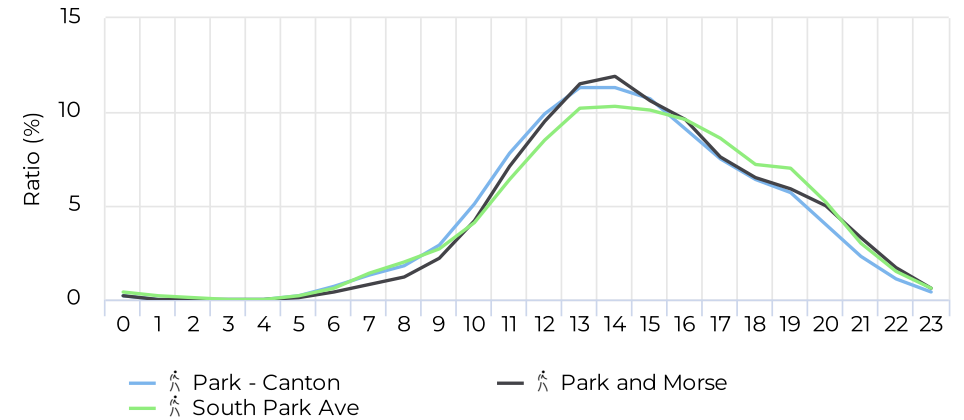
Hourly Profile - Weekdays

01/01/2022 → 05/01/2022



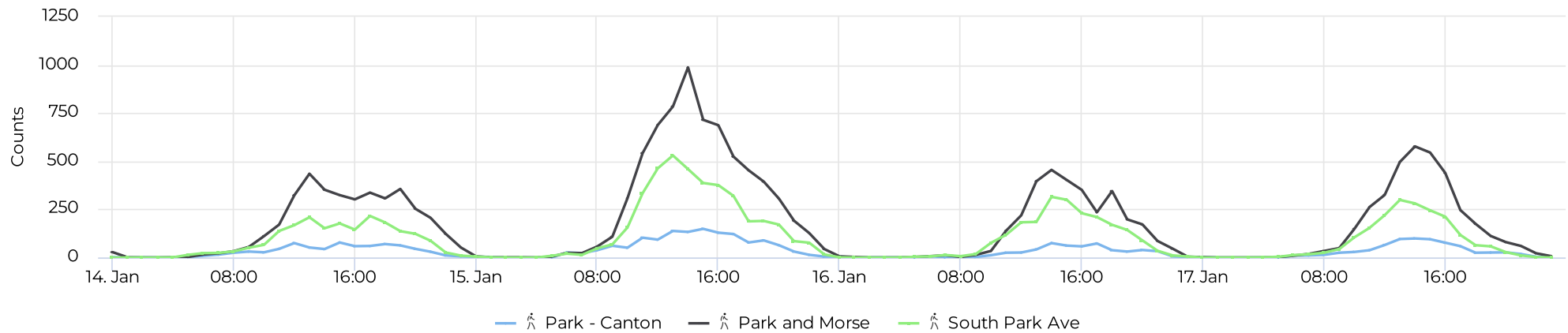
Hourly Profile - Weekend

01/01/2022 → 05/01/2022



Hourly Report

01/14/2022 → 01/17/2022



Key Figures

April 1, 2022 → April 30, 2022

Key Figures Summary

Site	Daily Average		Peak Day		Peak Count	
Park and Morse	3,705		Sat Apr 9, 2022		6,874	
Park - Canton	2,123		Sat Apr 9, 2022		4,227	
South Park Ave	793		Sat Apr 9, 2022		1,328	

📈 Compared to 04/02/2021 → 05/01/2021

Commercial Performance Report

5/22

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

Sources: ESRI, CoStar, BLS

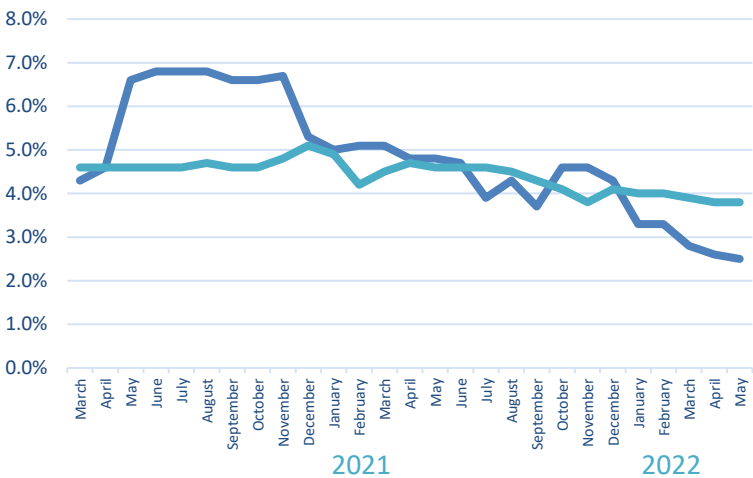
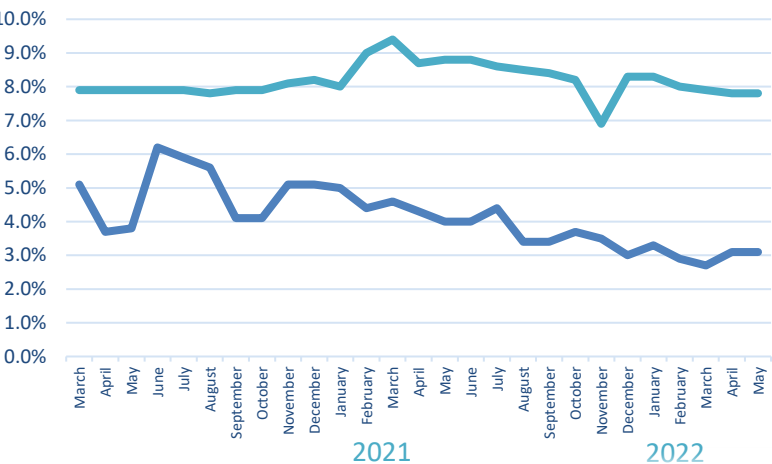
OFFICE

Vacancy

RETAIL

Winter Park Orlando MSA

Winter Park Orlando MSA



Rental Rate

Winter Park Orlando MSA

Winter Park Orlando MSA

