# Economic Development Advisory Board Minutes

**May 10, 2022 at 8:15 am**

## Present

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

Staff members Peter Moore, Kyle Dudgeon, Jesica Lovelace

## Absent

Drew Madsen, Ginny Enstad, and Tracey Liffey

## (1) Call to order

Staff called meeting to order at 8:23 am.

**A. Membership update**

Welcome Elijah Noel.

## (2) Consent agenda

**A. Approval of Minutes – March 8, 2022**

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

## (3) Public comments

None.

## (4) Action items

None.

## (5) Non-action items

None.

## (6) Staff updates

**A. Continued discussion on marketing and branding efforts**

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

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

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

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

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

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

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

**B. Employment analysis report**

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

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

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

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

**C. ED commercial performance report**

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

## (7) Board comments

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

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

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

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

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

## (8) Upcoming agenda items

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

## (9) Adjournment

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