Economic Development Advisory Board Regular Meeting

Agenda

March 8, 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) 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.

agenda	time

1. **Call to Order**
2. **Consent Agenda**
3. **Non-Action Items**
   a. Chamber of Commerce Scorecard — 10 minutes
   b. Discussion of Marketing Proposals — 30 minutes
   c. EDAB Strategies & Action Plan - Gap Analysis & Synergy/Benchmarking Scopes — 10 minutes
4. **Staff Updates**
   a. Reports — 5 minutes
5. **Public Comments (for items not on the agenda): Three minutes allowed for each speaker**
6. **Board Comments**
   a. Commission direction on 'Board Comments' item — 1 minute
7. **Adjournment**

Economic Development Advisory Board

agenda item

item type Non-Action Items	meeting date March 8, 2022
prepared by Kyle Dudgeon	approved by
board approval	
strategic objective	

subject
Chamber of Commerce Scorecard

motion / recommendation
N/A

background
A presentation to be provided by the Winter Park Chamber of Commerce on their recent Scorecard initiative.

alternatives / other considerations

fiscal impact

Economic Development Advisory Board

agenda item

item type Non-Action Items	meeting date March 8, 2022
prepared by Kyle Dudgeon	approved by
board approval	
strategic objective	

subject
Discussion of Marketing Proposals

motion / recommendation

background
Per the February 8 joint meeting between the City Commission and EDAB, discussion ensued regarding previous initiatives surrounding city marketing proposals. EDAB was asked to evaluate the previous proposals for such elements including, but not limited to, goals, place-branding, benefit, targeted industries, budget, and data collection metrics to determine the potential for a future proposal. Staff is requesting the first step be a high level discussion on these documents to understand board priority.

alternatives / other considerations

fiscal impact
Impacts to be determined based on board discussion

ATTACHMENTS:
Joint Meeting Minutes 020822.pdf

ATTACHMENTS:
Engauge_MarketingPlan_2011.pdf

ATTACHMENTS:
IDEAS Proposal FINAL_2021.pdf

City Commission/EDAB Joint Work Session Minutes

February 8, 2022 at 8:15 a.m.

Virtual

Present

Mayor Phil Anderson; Commissioners Marty Sullivan, Sheila DeCiccio and Todd Weaver; City Manager Randy Knight; Division Director of OMB Peter Moore; Assistant Division Director Economic Development/CRA Kyle Dudgeon; City Clerk Rene Cranis.

Economic Development Board Members: Bill Segal, Tracy Liffey, Michael Dick, Betsy Gardner-Eckbert, Drew Madsen, Sarah Grafton, and Ginny Enstad.

Absent: Commissioner Carolyn Cooper

1) Call to Order

Mayor Anderson called the meeting to order at 8:15 a.m.

2) Discussion Item(s)

a. EDAB Priorities

Mayor Anderson outlined the agenda beginning with general comments and then discussion of the four focus areas provided by staff in the Plans/Goals/Strategies Action Sheet (attached). He read different definitions of economic development which show the common purpose to enhance the prosperity and quality of life for residents or for those living in the area.

Discussion followed on the definition and purpose of economic development including encouragement of private investment, focus on and support of existing local businesses, diversification of businesses/industry.

Commissioner DeCiccio stated that the board needs direction from the commission and would like to understand what the commission thinks the role of the board should be. Mr. Segal stated the board is ready to carry out the Commission's vision, but the Commission needs to define the board's vision and goals.

Mayor Anderson stated he feels this joint discussion is to determine the effort and vision of economic development in Winter Park. They discussed past recommendations made by the board. Commissioner DeCiccio noted that previous recommendations were the result of the pandemic.

Ms. Grafton said she feels the biggest role is marketing and attracting new businesses, retaining existing businesses and entrepreneur development. She stated that the city

was in a reactionary role during the pandemic, but she would like to see some of these efforts moved forward.

Commissioner Weaver agreed and spoke about the challenges for new businesses with high rent in the city and suggested the Old Library may be an opportunity for an incubator small business as well as Progress Point.

Commissioner Sullivan agreed with repurposing the Old Library for start-up businesses and that EDAB could provide input how the Old Library could be used to stimulate entrepreneurial efforts. Mayor Anderson feels commerce is more about what the people are doing and less about the building.

Ms. Liffey asked if a strategic plan has been developed for all the neighborhoods that make up Winter Park. She stated that the city has multiple areas that can be purposed for a variety of things and asked what the strategic plan is for downtown vs. Orange Avenue vs. 17-92 and the different neighborhoods that. Mayor Anderson stated that the purpose of this discussion is to begin to develop that strategic Plan.

Ms. Gardner Eckbert stated that the strategic plan starts with a vision and setting something that is specific and actionable and that timebound is critical. She gave examples of ways to craft a vision and spoke about how the pandemic exposed weaknesses and strengths of the economy and considerations for future economic development.

Mayor Anderson reviewed the Plans/Goals/Strategies action sheet provided by staff. He stated that Focus Area 1 is about collecting data, but is missing clarity on how the data would be collected and used. He stated that Focus Areas 2, 3, and 4 are well-done and clear but there are opportunities for marketing and branding and would like to discuss industry trends.

Commissioner DeCiccio stated researching industry trends is the responsibility of staff and the information they provide can help the board to move forward. She feels the board needs to move forward with Focus Areas 2, 3, and 4. Mayor Anderson agreed and stated he would like the setting of the vision to be a collaborative effort with the board.

Mr. Segal stated that the board needs to understand what the Commission is looking for and the role of the Board as opposed to staff's role.

Commissioner Sullivan reiterated that there is a variety of businesses throughout the city and economic trends will impact specific areas differently and feels impacts should be considered when aligning the vision for different economic areas.

Mr. Madsen stated that economic development is a means to an end and that there are projects the board could be working on for the future. Discussion followed on the steps to define a vision.

Commissioner Weaver noted that there is a need for lower-cost housing and transportation for lower-income workers. Ms. Gardener Eckbert said that economic development should include workforce and workforce housing.

Discussion followed on the Focus Areas in the Action Plan. Mr. Dudgeon stated that the marketing elements in Focus Area 2 carry over to Focus Area 3. He said the business welcome document is complete and he is looking forward to receiving feedback.

Mayor Anderson suggested adapting old branding exercises to new social media in Focus Area 2 and that in Focus Area 4, EDAB is the standing committee to respond in a crisis. Discussion followed on the parameters of Focus Area 4.

Mayor Anderson stated that he does not feel the city's brand needs to be changed but the message needs to be recrafted. Discussion followed on the city's brand. Mayor Anderson asked the board to re-read the 2011 study and provide feedback.

Commissioner Weaver left the meeting at 9:19 a.m.

Ms. Gardner Eckbert stressed the importance of creating resilience and capacity models for times of crisis and explained how the chamber adjusted its model to reach out to people and drive business during the pandemic. She stated that having a cohesive brand to present in the digital world as part of the strategic plan would help the city's restaurants and retailers.

Mayor Anderson asked the commission if they would like to reconsider a version of what was proposed by the board with clarity on the purpose. Commissioner DeCiccio agreed and stated she would like the board to bring the recommendation forward.

Ms. Gardner Eckbert explained how place-branding can benefit the city and Commissioner DeCiccio suggested EDAB give a presentation on place-branding to the commission. Discussion followed on the purpose and goal of place-branding followed by discussion of funding for the marketing effort, areas to be targeted for branding and the expectations and goal of the branding campaign.

After discussion, consensus was for the board to present a branding proposal to the commission. Commissioner Sullivan asked that the proposal include the target industries and cross industries that would benefit from the branding and its purpose. Mayor Anderson requested the board provide revision of organization brought forward and to look at the 2011 study to determine if the study is a good foundation to start with or if a new study is needed. He added that the board has consensus to consider this topic and make it a part of the resilience plan. Commissioner DeCiccio suggested the board provide a budget with its presentation so the item can be moved forward.

Mayor Anderson stated that he feels there is value to having some type of a framework, vision, and strategic plan and suggested having a high-level work session to discuss that

topic. In response to Mayor Anderson's request for a sub-group to participate in the work session, Drew Madsen, Betsy Gardner-Eckbert, Commissioner DeCiccio and Mayor Anderson agreed to comprise the sub-group. Staff will coordinate a time for the work session.

Commissioner Sullivan stated that he would like to learn more about the different programs before allocating funds. Discussion followed on funding.

Mayor Anderson addressed Focus Area1 and stated he would like to expand the data collection to collecting data for a defined purpose which includes segments to target, segments that are over-targeted, and defining where a difference can be made. Discussion followed on programs, budget, and data collection metrics.

3) Adjournment

The meeting adjourned at 9:55 a.m.

_____
Mayor Phillip M. Anderson

ATTEST:

_____
City Clerk Rene Cranis

CITY OF WINTER PARK

MARKETING PLAN FOR WINTER PARK CENTRAL BUSINESS DISTRICT

JULY 25, 2011

engauge

City of Winter Park

Central Business District Brand Identity and Marketing Plan

Table of Contents

Executive Summary

I. Introduction
    - Central Business District Overview

II. Marketing Recommendations
    - Objectives
    - Building a Brand Strategy and Identity
    - Competitive Assessment
    - Target Audience
    - Strategy
    - Tactics
    - Creative Templates

III. Implementation
    - Timeline
    - Action Items
    - Evaluation Metrics & Tracking

IV. Supporting Documentation
    - Investigative Phase Report
        - Qualitative Insights
        - SWOT Analysis
        - Existing Primary Research Studies Analysis
        - Secondary Research
        - Social Media Audit
        - Summary Memorandum
    - Media Research

1. Appendix
    - Graphics Standards One-Sheet

© Engauge Marketing, LLC 2011

Executive Summary

Creating a Brand Identity Package and Marketing Plan is intended to guide the City of Winter Park's Central Business District (CBD) to efficiently and effectively drive visitation to Downtown Winter Park's Park Avenue and Hannibal Square areas. Based on the analysis of previous primary research studies, a series of workshops to uncover new qualitative insights, and secondary research to identify consumers, trends and opportunities, Engauge has put together recommendations for a brand identity package and marketing plan to articulate the various offerings of the area to appeal to target audiences and ultimately increase traffic.

Following a full investigation phase, Engauge utilized the insights gathered and agency processes that help to clearly articulate the purpose of a brand and its best opportunities to connect with consumers. The first step in creating the Brand Strategy hinged on the agency's proprietary Brand Platform tool to define the CBD's purpose, values, positioning, personality and promise, which proves tremendously helpful to express the area's brand essence. Then, existing surveys and secondary research were used to identify a key consumer insight or need that the CBD has a capacity to fill. The connection between consumers and the brand essence of the CBD was then illustrated through the agency's Engagement Point. This statement is intended to serve as the foundation for all marketing messages. The brand essence was also communicated through a brand video to establish a look and feel using sights, sounds and music, that can be used to set the appropriate tone for all marketing communications moving forward.

With the new Brand Strategy and Identity Package for the CBD, a coordinated launch and campaign was carefully planned to build awareness and recognition of the CBD's image—one that would entice new visitors and increase the frequency of current visits to the area. The plan's integrated strategies and tactics will work together to best position the CBD as the most desirable destination for visitors; and through implementation of the enclosed plan's media, public relations, social media and owned media recommendations, the area will occupy a distinct and desirable place within the mind of consumers, near and far, attracting a pipeline of visitors for immediate benefit and future success.

© Engauge Marketing, LLC
2011

I. Introduction

The City of Winter Park, through the Economic Development/CRA Department (ED/CRA) was interested in developing a marketing plan with the goal of creating a coordinated image and associated campaign for the CBD. The goal of the plan is to highlight the features of the City's downtown area with the result of attracting visitors, residents, businesses and other entities to this area of the City and creating a brand identity throughout the Central Florida community.

CBD Overview

The CBD of the City of Winter Park includes a well-known, brick-paved stretch of "Park Avenue" and adjacent streets, as well as nearby Hannibal Square, and their unique collections of restaurants, shops, parks and museums. Since the early 1880s this area, nestled next to a train stop, has attracted visitors from near and far as a place to vacation, get an education or grow a family.

Over the years, the merchants within the CBD have come together in a variety of ways, through task forces and associations, to build and maintain business "on the Avenue" by attracting the right mix of customers who can appreciate and partake in what Winter Park has to offer. This latest branding and marketing initiative is the first effort to look inward with the goal of creating a brand identity, which can be used outward through marketing, so the CBD can occupy a unique position within the minds of consumers. Stakeholders within the CBD believe that a living brand already exists, and it is just a matter of putting words to it. Until now, it has been left to visitors, magazine writers, authors, the City's founders and residents to describe it in their own words; and remarkably those words have traveled and been published widely, touting the area's many offerings.

Even through economic downturn, the CBD has maintained a merchant occupancy of over 80% on the Avenue, and both longtime and upscale businesses have been able to keep their doors open. Yet with consumers' habits changing due to the recession and a plethora of dining, shopping and entertainment options in Central Florida, it is more important now than ever for the CBD to remain relevant to City of Winter Park residents, Central Florida and their visitors for success in the future.

© Engauge Marketing, LLC
2011

2. Marketing Recommendations

Objectives

The City of Winter Park defined the following objectives for the marketing plan:

1) Create a *Central Business District Brand Identity* based on research, public input and information gathered from the ED/CRA
2) Develop a Marketing Plan that will promote the Central Business District as a destination and attract visitors to enjoy its fine dining, shops, cultural amenities and events
3) Develop an Implementation Strategy that will guide the ED/CRA on the most appropriate avenues to reach out to the target audience in the area

Building a Brand Strategy & Identity

The need for a marketing plan was first identified in 2009 when America's Research Group found that there was very little cooperative marketing being done by Downtown Winter Park businesses. This study led to the development of a Park Avenue Area strategic plan that addressed six goals. The first one which was to: Expand brand & increase marketing of the Park Avenue area. In order to expand the CBD brand, Engauge recommended starting with a Market Investigation / Discovery phase that would allow the agency to fully immerse themselves in the fabric of the Winter Park community and CBD, better understand the current situation and uncover details that will aid in the branding and marketing development process. Through group work sessions with key stakeholders, the City Mayor and Commissioners and a public meeting to solicit community input, Engauge gathered qualitative insights to use for brand development.

Using the input collected during this collaborative process, Engauge used a proprietary Brand Platform tool to define the strategic position the CBD has the potential to hold in the marketplace and the promise it ultimately makes to its visitors. The power of the Brand Platform comes from taking a myriad of aspects about the CBD and deriving its purest essence. The platform becomes a solid foundation that can be used for marketing communications and beyond, as the level of focus it provides can impact business decisions and more.

© Engauge Marketing, LLC 2011

The Brand Platform captures the:

- Purpose: The key reason for the brand to exist.
- Values: The set of principles that guide the brand's offering and behavior and set expectations.
- Positioning: The "exclusive" space that the brand occupies in the market relative to competitors.
- Personality - The human characteristics that bring the brand to life.
- Promise - The core benefit that is promised and delivered at every touch point.

The Brand Platform tool was created by and is for exclusive use by Engauge Marketing, LLC and may not be reproduced in any way.

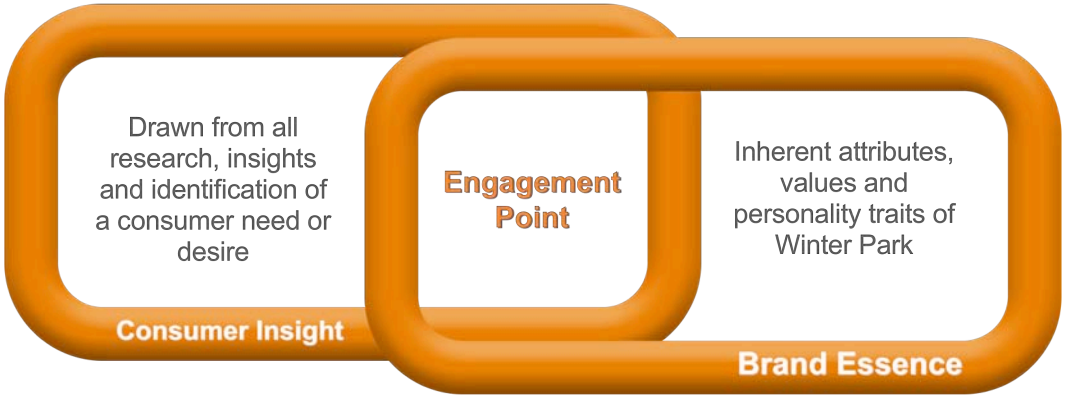
The CBD Brand Platform was defined as:

- Purpose: A place that brings together people for elevated experiences every day.
- Values: Authenticity; Culture; Tradition; History; Quality
- Positioning: A remarkable combination of culture, dining and shopping – in one historically charming, stylishly sophisticated and naturally beautiful village.
- Personality: Stylish; Intellectual; Charming; Hospitable; Social
- Promise: Every day in Winter Park is exceptional.

Brand Strategy

The Engauge Approach

Engauge uses a proprietary branding tool called the Engagement Point to bring together a key consumer insight with the brand essence to form a powerful brand promise that serves as the foundation for creative development and messaging:



© Engauge Marketing, LLC 2011

The Engagement Point was created by and is for exclusive use by Engauge Marketing, LLC and may not be reproduced in any way.

Each side of the Engagement Point and the connection for the CBD were defined as follows based on the agency's research:

Consumer Insight

Seeking to discover something out of the ordinary.

The economy and rise of couponing have changed the way that consumers shop. To make every dollar count, they want to make sure they're getting the most for their money. They are demanding value that goes beyond price and have stepped up expectations for higher-quality experiences from increased ambiance, authenticity and connectivity. In a world filled with big box chains and busy schedules, consumers welcome opportunities to find and experience something special.

Brand Essence - Winter Park Central Business District

An elevated experience that leaves you enriched.

Taking the time to savor the good things in life has a way of leaving you fulfilled and refreshed. In Winter Park, this sense of satisfaction can be enjoyed every day. With nationally-recognized museums, renowned restaurants, chic boutiques and beautiful parks and lakes, Winter Park's legacy is its uncanny ability to surprise and delight at every turn. With so much to take in and enjoy, it's the perfect place to linger and connect with friends, family and yourself. A place for discovery that leaves you feeling relaxed and complete again. A welcoming community where you can count on friendly smiles and others know your name. Like a good vacation, but always within reach, the Winter Park experience is one that enriches and renews every time.

Engagement Point - Winter Park Central Business District

Make every day exceptional.

Winter Park makes even the most basic activities remarkable and enjoyable experiences. From morning coffee to a business lunch to after-dinner drinks, Winter Park's historic charm and stylish sophistication makes every occasion, big and small, that much more enjoyable. The authenticity and quality of Winter Park's offerings are a refreshing break from the norm and make you want to press Pause on the hustle and bustle of your daily life to savor these moments. It's a quality and way of life that

© Engauge Marketing, LLC 2011

most dream of—that is much closer than one would think. Treat yourself to an exceptional day, every day, in Winter Park.

Brand Expression

Logo & Tagline

Logo Creative Rationale: A mix of classic typography and contemporary graphics pay homage to the historic nature, visuals and feel of Downtown Winter Park. A blue and green color palette is representative of not only Winter Park's parks and lakes, but also the area's historic symbol, a peacock, and its deepest colors. The dot of the "i" presents a contemporary interpretation of a peacock feather - an unexpected and special detail, many of which you will find in the Downtown area itself.

Horizontal Format (Primary):

DOWNTOWN WinterPark℠
Every day exceptional.

© Engauge Marketing, LLC 2011

Vertical Format (As Needed):

Engauge recommended seeking a registered trade/service mark for the logo and tagline "Every day exceptional." to allow for exclusive use. This is currently in progress by the City of Winter Park / CRA.

Competitive Assessment

Central Florida residents and visitors alike have a variety of choices when seeking out shopping and dining areas—all within a reasonably short driving distance from each other. Consumers are likely to be attracted to these individual areas based on the experience they are seeking—whether easy access in-and-out to shops/stores, patronizing specific restaurants, going to the theater, walking/running, shopping at a Farmer's Market or seeking an outing that offers a mix of dining, shopping and other entertainment options.

No two areas seem to be exactly alike in terms of overall features and make-up of residential, commercial/office, shopping, dining and natural amenities (lakes and parks). Of Winter Park's competitors, walkability for residents and visitors is highest in neighborhoods like College Park, Baldwin Park and Thornton Park. The areas that are most like Winter Park in terms of long-time history, mixed-use neighborhoods with "Main Street" type areas are College Park and Thornton Park. Of Winter Park's competitors, in terms of cultural or educational offerings, such as museums, art galleries and college/university campuses, Downtown Orlando has the most.

Competitive Advantage: There is definitely an opportunity to capitalize on Winter Park's assets to differentiate it as an area that has the ***most comprehensive*** mix of

© Engauge Marketing, LLC 2011

features and desirable offerings in one location, which are easily accessible to enjoy every day.

Target Audience

About the Lapsed Shopper

From research conducted by The City of Winter Park in 2008 by American Research Group, we know the following about Park Avenue shoppers. Below are some potential implications and opportunities identified by Engauge:

- The recession and the state of the economy has altered consumer behaviors. Consumers have a new outlook on the value of the dollar. They shop sales, use coupons, look for deals, and pay attention more to advertisements that communicate these type of things.
    - *Implication:* Look for opportunities to create and communicate value.
- For the lapsed shopper, these altered behaviors coupled with a perception that Park Avenue is for a special event or occasion and is for people with more money has caused this lapsed shopper to eliminate Park Avenue from the consideration set as a day-to-day shopping and dining option.
    - *Implication:* Show ways to enjoy Winter Park more frequently – even every day.
- Good is just not good enough for both the lapsed and current shoppers. They want a quality level of products to be better or the best.
    - *Implication:* Continue to attract high-quality merchants.
- More is better. The current shopper would like to see such amenities added such as a carousel and a playground.
    - *Implication:* Consider amenities that add to the offering.
- There is an opportunity to drive current shoppers to visit more frequently. A third of current shoppers are only visiting 3 times per year and another third is only visiting 4-6 times per year. As the economy improves, there is also an opportunity to get lapsed shoppers back as two thirds stated they would shop on Park Avenue again.
    - *Implication:* Give shoppers reasons to go more frequently (Rewards program, smaller/VIP events, etc).

© Engauge Marketing, LLC 2011

- Festivals and events are not drawing in current shoppers. More than half stated they stay away during the Art Festival and two thirds have never gone to the Popcorn Flick.
    - *Implication:* Consider how events can make future shoppers out of attendees.
- With the current shopper, parking is somewhat of a problem and slightly affects their shopping. Half of respondents stated that is was inconvenient.
    - *Implication:* Provide information to make parking easier.

Target Audience Profile

The audience we will target to reach our goals of generating awareness of the CBD as a destination and to drive traffic will consist of Greater Orlando Residents and Orlando Visitors are as follows:

Across these two segments, the demographic and psychographic profile Engauge recommends targeting is as follows:

- Household income of $75,000 and above
- Live in within the state of Florida*
- Participate in at least one of the following: Dining out, attend art galleries/shows, go to museums

*Note: Engauge recommends targeting Orlando Visitors that live within the state of Florida rather than outside of the state due to budget.

© Engauge Marketing, LLC 2011

Utilizing secondary research, specifically a MRI 2010 Fall Survey, we were able to further profile consumers with these demographic and psychographic traits to gain further insight into their lifestyles and needs. Ultimately, we can describe the Winter Park CBD target audience as **"Established, affluent couples."** They are:

- Age 35-64 (68%), average age is 49
- Married, 46% have children at home (typically teenagers)
- They are active and enjoy going out
  - Go to the beach (231 Index)
  - Visit bars and night clubs (142 Index)
  - Watch movies at the theater (141 Index)

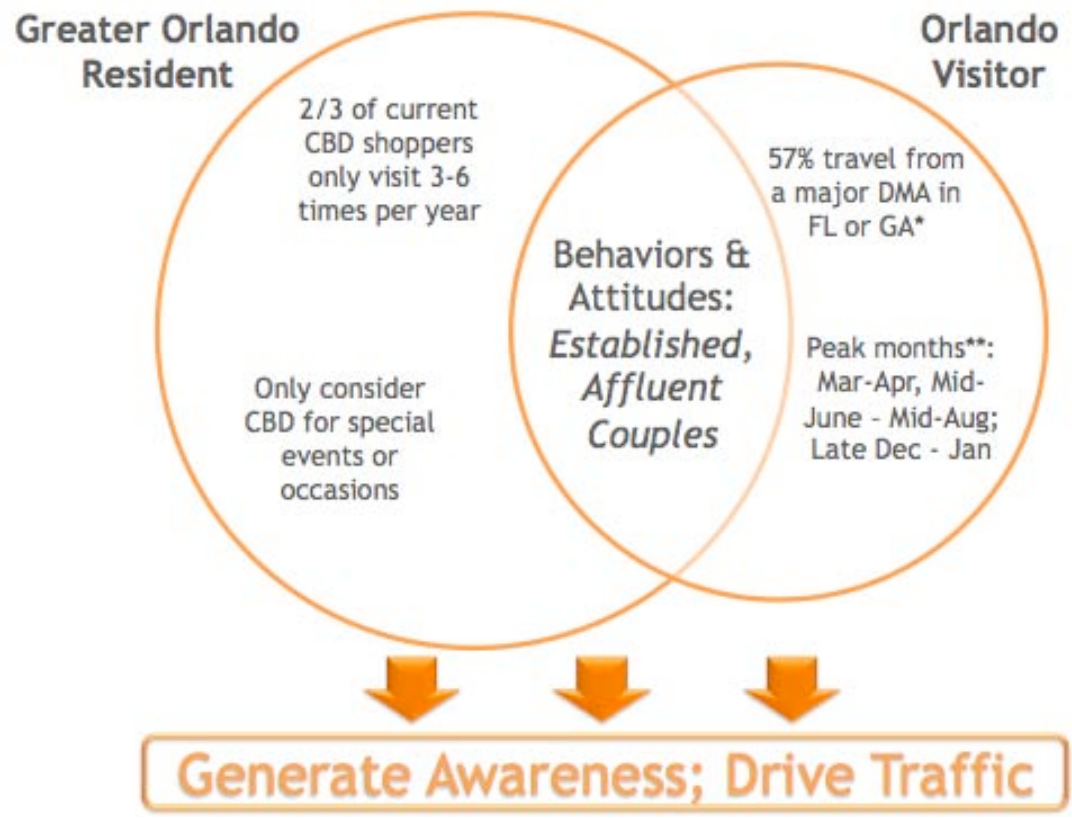
- Appearance and image are important
  - 77% prefer fashion that's classic and timeless rather than trendy (112 Index)
  - 55% consider themselves sophisticated (114 Index)
  - 40% would consider plastic surgery to improve their appearance (133 Index)

- Enjoy shopping; don't hesitate to spend money on brands they trust
  - 53% enjoy wandering stores for new, interesting products (99)
  - 47% admitted if they really wanted something, they will buy on credit rather than wait (122 Index)
  - 74% buy based on quality over price (110 Index)

One Audience, Two Segments

The CBD audience looks similar in terms of behaviors and attitudes. The point of differentiation is where the audience lives or their market of origination:

© Engauge Marketing, LLC 2011



- **Greater Orlando Residents**

  Our goals for residents in the Greater Orlando area are to remind lapsed shoppers/diners to return more frequently and to compel new shoppers to think of Winter Park in their everyday consideration set.

  - 2/3 of current CBD shoppers only visit 3-6 times per year
  - Only consider CBD for special events or occasions

- **Orlando Visitors**

  A secondary objective will be to attract tourists to consider Winter Park as part of their vacation.

  - Based on Top Orlando Domestic Leisure Origin DMAs, 57% travel from a major DMA in FL or GA.
  - Based on information from Visit Orlando/Greater Orlando Aviation Authority, peak months for visitors are from March-April, June-Mid-August, Late Dec-Jan.

    (See Media Research under Supporting Documentation for data.)

© Engauge Marketing, LLC 2011

Strategies

- Utilize a combination of paid media (channels brands pay to use), owned media (channels brands control) and earned media (people as channels) to maximize effectiveness and extend budget.
- Reach each audience via owned media first, then earned and paid media.
- Utilize Earned and Owned media channels, including the CBD and City websites, Facebook, Twitter and any partner sites to distribute information about upcoming events, activities, retailers and specials.
- Give consumers suggestions on how to have exceptional days every day within the CBD.
- Identify an implementation plan to get the work done and parameters by which success of the campaign can be measured.

Tactics

Timeframe

Based on the desire to impact sales for the 2011 holiday shopping season, a 12-month tactical plan was created to launch in October 2011 and end September 2012:

Owned Media Tactics

Downtown Winter Park Area

- **Dining/Shopping Rewards Program**
  Introduce a dining and shopping rewards program that incentivizes visitors to go to Downtown Winter Park restaurants, merchants and attractions more frequently. Program cards or a brochure would be available for pick-up at a central and participating location/business and be accompanied by instructions and offers available to those who present the card or brochure.

  Rewards Program users would receive special offers, such as:
  - $20 off a $100 purchase
  - Complimentary gift or sample with purchase
  - Complimentary dessert or glass of wine with a purchase of $50 or more

© Engauge Marketing, LLC 2011

Additional Program recommendations:

- Create a name for the Dining/Shopping Rewards Program that reinforces the brand identity that ties into the new tagline for Downtown Winter Park to reinforce where the card or brochure is available to use. (i.e. Exceptional Rewards).
- The proposed program should be sent to all businesses via email for them to opt-in as a participant and confirm the offer(s) available. Careful planning of the Rewards Program with input from CRA businesses is necessary to identify appropriate incentives.
- Rewards Program will need to be marketed appropriately and should use a combination of efforts to be most successful, using:
    - In-store/restaurant employees are useful advocates
    - Displays at point-of-purchase (registers, hostess stand, etc)
    - Posters encouraging sign-up at events
    - E-mail campaign to current database list
    - Storefront window decals (see below) to let cardholders know that the business is a participant in the program
- Should budget be available, it would also be recommended to drive program users online to enter their email addresses to opt-in to receive special offers on dining and shopping in Downtown Winter Park. This will allow for distributing future messaging and marketing to visitors.

- **Window Decals**
  To build awareness of the brand identity and show a unified Downtown Winter Park community, distribute window decals that businesses can display in their storefront windows (and potentially even car windows to express their affinity for Downtown Winter Park). Decals posted in storefronts may also be able to be utilized to suggest to Reward Program users that a special offer awaits them inside and ultimately drive traffic to participating locations by enticing first-time shoppers and driving repeat business.

- **Launch Event**
  To formally launch the new Downtown Winter Park brand identity and potentially a rewards program, leverage an already planned event (such as the Fall "Sip" event or Autumn Art Festival Park Avenue) or plan a new event that will bring exposure to both. To maximize recognition and understanding of the new identity, incorporate the logo and tagline on key items, such as wine glasses, cocktail napkins or other materials to promote the event. There is also potential to offer $5 off a Sip ticket, for example, if the rewards program card or brochure is presented to bring awareness to the new program.

- **Street Flags**
  To build awareness of the Downtown Winter Park identity, help visitors recognize the boundaries of the area and provide a sense of arrival, utilize street flags and/or banners along Park Avenue around the official launch of the

new logo and tagline. Ideally banners would be in place in time for the launch event described above and could also be used as the default flag that can be used at any time that flag poles are not in use.

- **Employee Training**
  Conduct a training session for all businesses and their managers/employees within the CBD that provides an overview on the area, so that those working within the CBD are aware of all of the area's assets and can make recommendations about what to see and where to visit/shop/dine/stay. Through education, employees are more likely to cross-promote a fellow Downtown Winter Park business. Training on the new Dining/Shopping Rewards Program would also be provided at this session.

- **Engage CBD Fans, Influencers and Businesses**
  Give these very important audiences the tools that they need to express their affinity for Downtown Winter Park.
    - Distribute a limited amount of promotional items (such as a coffee mug, pen or car window decal) to key influencers within the CBD so that they can show their affinity for Downtown Winter Park to those within their circles.
    - It is also recommended that branded items with the new identity be available for purchase. Items can range from basic, like a set of coasters, to elaborate, like a signature dessert or drink. Encourage businesses to get creative by coming up with their own customized items that use the brand identity. Providing them with access to high-resolution artwork of the new logo and tagline for reproduction. Also include a copy of the brand standards, which are mandatory to ensure consistency across platforms.

- **Existing Mailing Lists**
  Provide merchants with creative templates using the new Downtown Winter Park logo and tagline, such as a postcard with a blank back that can be customized, so that they can tie direct mail going out to their address lists to the brand.

Online

- **Dedicated CBD Website**
  Create an online destination for everything visitors need to know about Downtown Winter Park. (The URL www.DowntownWinterPark.com has been recommended.) The website should provide resources and information necessary to plan an exceptional trip or day in Downtown Winter Park, such as things to do (complete with websites, hours of operation and contact information for all restaurants, merchants and museums), where to stay (with list of nearby hotels/inns), parking information/maps, event calendar, downloadable guided tours and/or mobile applications and more. The website should provide mechanisms for online visitors to receive updates from

Downtown Winter Park, including e-mail and e-newsletter sign-ups and links to follow on Twitter and Facebook, as well as an area to sign-up for a shopping rewards program. Website should contain dedicated pages for doing business and living in the Downtown Winter Park area with information and contacts.

A mobile version of the website is also recommended to provide visitors with easy access to information when they are on the go. Users will be able to access all facets of the website, including lists of restaurants/merchants, contact phone numbers to make reservations, hours of operation, parking information/maps, calendar of events and guided tours – downloadable as MP3.

An agency or website development partner will need to be identified to fully scope the website design, development and provide a formal estimate.

- **E-newsletters & E-mail Distribution**
  Engauge recommends building email databases to allow for sending regular e-newsletters and e-mails to drive traffic to the area. Using email provides a cost-effective means for distributing information and incentives to visitors. Those signed-up to receive email communications could receive:
  - Monthly e-newsletter
    - Engauge recommends the development of a Monthly E-Newsletter which could include the following information:
      - Dining/Retail Promotions
      - Event Calendar/Photos
      - Testimonial – Why is Winter Park "Every Day Exceptional" to you?
      - CBD News & Announcements
      - Links to Social Media pages
    - There should be a form to sign up for the E-Newsletter on the website. The form should request the following information:
      - Name
      - Address
      - Email
      - Birthday
      - Areas of Interest
    - By obtaining the person's birthday, the CBD can reward them with a happy birthday e-mail with birthday offers/specials.
  - E-mail blasts on various topics, such as:
    - Events
    - Special offers

Social Media

Developing a Social Media plan and establishing a presence for the CBD via select Social Media outlets will further extend the reach of the CBD's brand, and help keep the CBD top of mind with Orlando visitors and Central Florida residents.

Social Media Policy Recommendations

- Utilize Social Media outlets to produce valuable content and serve as a resource center for residents and visitors
- Maintain a consistent tone of voice across all outlets
- Assign an individual (or individuals) to manage Social Media activities as this should be done on a daily basis
- Define an approval process before launching
- Reuse content through each channel as appropriate
- Use every opportunity to collect information from users
- Respond, encourage and participate in conversations across all sites, where appropriate
- Stick to a schedule, but be flexible

Recommended Social Networking Channels

- **Twitter**
  Engauge recommends establishing a Twitter page for the CBD. This page should be linked to the Facebook page, so posts appear on both pages.

  Recommendations

  - Updates should be made daily
  - Conversations should be monitored (on the CBD page and throughout Twitter) and responded to daily
  - Mention CBD businesses in posts when possible (i.e. @lumaonpark)
  - Encourage followers to use hashtags when talking about the CBD (#downtownwinterpark)
  - Ask questions to encourage conversation
  - Follow people who follow the CBD page…and more
  - Post links to pictures & videos
  - Link to relevant articles
  - Retweet relevant information and comment on relevant tweets
  - When posting links, shorten them using www.bitly.com

© Engauge Marketing, LLC 2011

- Each day - for 365 days - tweet another reason that Downtown Winter Park is Every Day Exceptional (these can be pulled from the calendar mentioned in the press kit section under PR)
- Every Day Exceptional Contest (see below)

- **Facebook**
  It's recommended that a dedicated Facebook page for the CBD be established (Downtown Winter Park – Every Day Exceptional). Existing pages on Facebook should be evaluated, and if appropriate, contact should be made with Facebook to have the existing pages (excluding the city's) merged with the new CBD page. This page should be linked to the Twitter page, so posts appear on both pages.

  Recommendations
  - Updates should be made daily
  - Conversations should be monitored (on the CBD page) and responded to daily
  - Tag CBD businesses in posts when possible (i.e. @lumaonpark)
  - "Like" the Facebook pages for other CBD businesses
  - Encourage fan to tag the CBD page in their posts (i.e. @downtownwinterpark)
  - Ask questions to encourage conversation
  - Post pictures & videos
  - Encourage fans to post their own pictures and videos
  - Link to relevant articles
  - Share relevant information
  - Repost other's relevant posts and comment on relevant posts
  - When posting links, shorten them
  - Each day - for 365 days – post another reason that Downtown Winter Park is Every Day Exceptional (these can be pulled from the calendar mentioned in the press kit section under PR)
  - Every day Exceptional Contest (see below)

- **YouTube** – Establish a YouTube Channel for the CBD
  - Updates should be made as frequently as possible
  - Encourage Twitter followers and Facebook fans to upload videos of the CBD

© Engauge Marketing, LLC 2011

Social Media Contest

In addition to the Social Media recommendations made above, to further expand and gain momentum behind the rebranding of the CBD as "Every Day Exceptional," the CBD should hold the "Every Day Exceptional Facebook Contest." The contest will be used to get fans and followers to share with us why Winter Park is Every Day Exceptional to them. The following tactics should be used:

- Every Day Exceptional Facebook Contest – Ask fans to submit their favorite photo of something exceptional in Downtown Winter Park to a specially designated email address. Encourage fans to include a caption explaining why they feel every day is exceptional in Downtown Winter Park. The photos will then be uploaded to the page.
- Allow one week for fans to submit photos, and then three weeks for fans of the CBD Facebook page to vote for their favorite by "liking" the photo. This will help to increase the Facebook fan base, as in order to vote for a photo, the person must first "like" the CBD page. Individuals submitting photos should encourage their contacts to vote.
- The winner could win a Weekend in Downtown Winter Park Prize Package that could include:
    - Friday & Saturday night hotel stay
    - Friday - Dinner
    - Saturday - Breakfast, lunch, dinner and admission to CBD attractions
    - $100 gift certificate to use at participating retailers

This should be promoted with a press release, on the website and on Twitter, in addition to on Facebook. To generate additional content, the same idea could be used with videos on Facebook.

Earned Media Tactics

Public Relations

Achieving the objectives set out in this plan will require a multi-faceted approach. The following are PR recommendations for October 2011 – September 2012. While a Public Relations Plan serves as a valuable road map, flexibility and the ability to capitalize on

new opportunities as they arise will be the key to achieving maximum results and meeting objectives.

Media Relations

Media Relations plays a key role in branding and will offer the CBD opportunities to reach out to media on a national, regional and local basis to generate third-party endorsements, facilitate communication and increase visibility. A variety of Media Relations efforts are detailed below which should be used to position the CBD as "Every Day Exceptional."

- **CBD Targeted Media List**
  A media list for the CBD will need to be developed and continuously updated for the following types of media outlets:
    - Major Daily Newspapers
    - Magazines
    - Newsletters and E-Newsletters
    - Radio
    - Broadcast Television
    - Podcasts
    - Blogs
    - Online Calendars

  The media lists will include the targeted areas of interest locally, regionally and nationally at the above media outlets including:
    - Travel
    - Lifestyle
    - Entertainment/Events
    - Cultural
    - Business
    - Trade
    - Food/Dining
    - Retail/Shopping
    - Event Calendars

- **Publicity Angles/Pitch Topics**
  Develop a variety of newsworthy story ideas and publicity angles, then contact editors and producers for coverage at the appropriate time. This could correspond to a feature section already established in the publication's editorial calendar, seasonality or current hot items in the news.

© Engauge Marketing, LLC 2011

Potential Pitch Topics might include:

- 365 Exceptional Things to do in Downtown Winter Park
- 12 Exceptional Days in Downtown Winter Park (12 Days of Christmas)
- Art in Downtown Winter Park
- Rewards Program

- **CBD Editorial Calendar**
  Utilizing the media lists defined above, research each media outlet's editorial calendar for potential placement opportunities and from those opportunities develop a working editorial calendar. From this annual editorial calendar, pitch coverage of the CBD in a timely manner, factoring in each publication's lead time.

- **Key Message Points**
  Develop key message points for each of the topics listed below. When communications with the media are drafted (press releases, calendar listings) and interviews take place, special attention should be made to assure the appropriate key message points are addressed.

  - Retail
  - Dining
  - Entertainment
  - Events
  - Economic Development

- **Press Kit**
  A comprehensive press kit should be developed to help ensure thorough and accurate media coverage. The press kit should address the established key message points in-depth and provide the recipient with a strong foundation of information regarding the CBD. The press kit could include:

  - Recent press releases
  - Bios of CBD leadership
  - History of Park Avenue Fact Sheet
  - Maps with retail, dining and cultural locations highlighted
  - Disk with photos and/or DVD with brand video

  *To gain further recognition, the Press Kit could be accompanied by a yearly wall calendar detailing 365 Exceptional Days in Downtown Winter Park.

- **Group Media FAM Tour (Familiarization Tour)**
  The goal of the FAM Tour will be to solicit positive editorial coverage for the

CBD. This is done by inviting targeted media personnel to the CBD to experience all that the area has to offer first hand. To host a FAM Tour the following will need to be considered:

- Invitation List – will need to be developed from the media lists referenced above. Ideally the FAM Tour would include 8 – 10 media attendees.
- Secondary Invitation List – should be developed to ensure the optimal number of attendees.
- Itinerary – will need to be developed which should include hotels and travel arrangements, all meals (breakfast, lunch & dinner) and entertainment. All efforts should be made to solicit donations from CBD partner organizations to off-set costs of the FAM Tour (meals, admissions, hotels, transportation).
- The CBD should reach out to Visit Orlando's PR team to determine if there is an opportunity to partner on FAM Tours.

- **Ongoing Press Releases/Announcements**
  Distribute press releases on an ongoing basis that generate positive coverage of the CBD. Releases should focus on news that is relevant to the CBD. Businesses throughout the CBD should be encouraged to share their stories, successes and news announcements as a way to generate content for press releases (this information can also be repurposed for use on Facebook and Twitter).

- **Holiday Retail/Dining Promotion**
  Pitch local & regional media on the wealth of dining and retail specials around the holidays including:
  - Valentine's Day
  - Easter
  - Memorial Day
  - 4th of July
  - Labor Day
  - Sweetest Day
  - Halloween
  - Veteran's Day
  - Thanksgiving
  - Hanukkah
  - Christmas
  - New Year's

© Engauge Marketing, LLC 2011

- **Calendar Listings**
  Draft calendar listings for all events and submit to local, regional and national calendars, where appropriate. This must be done in a timely manner to ensure that coverage is secured well in advance of the event.

- **Event Press Releases**
  Draft and distribute pre- and post-event releases. Releases should be distributed with photos whenever possible.

- **Society Pages**
  Pitch coverage of all of the CBD events for "society" pages of local lifestyle publications.

Community Outreach

In addition to the above detailed Media Relations efforts, a concerted effort should be focused on Community Outreach. This will allow the CBD to reach out and speak directly to individuals and organizations within the established target markets, and to those who influence our market's travel/dining/entertainment decisions.

- **Travel Agent Introduction**
  The comprehensive press kit should be tweaked and sent to leading travel agents in key drive markets for the CBD. If a wall calendar featuring 365 Exceptional Days in Downtown Winter Park is developed, this should be sent to the list of travel agents as a key reminder why they should encourage their clients to visit the CBD.

- **Speaking Opportunities**
  Identify and pursue potential speaking opportunities for CBD key executives on an ongoing basis. Start by pursuing regional opportunities that help publicize the CBD's marketing initiatives. For example, research opportunities to address professional and civic groups such as Chambers of Commerce, Rotaries, business organizations, such as CREW (Commercial Real Estate Women) and others. Over time, build efforts to secure presentations outside of Central Florida at conferences, media events, workshops and professional meetings. The goal is to increase visibility and continue to position the CBD as Every Day Exceptional.

- **Influencer Program**
  In order to capitalize on word-of-mouth marketing as an important tool in the public relations arsenal, key messages should be developed and delivered to local community influencers including media, government officials and company leaders. This could include a letter writing campaign detailing the launch of the new CBD brand.

  Additionally, Engauge recommends inviting popular local bloggers to attend

© Engauge Marketing, LLC 2011

select CBD events. For this outreach bloggers in following areas on a local and regional basis should be targeted:

- Entertainment
- Retail/Shopping
- Dining
- Lifestyle
- Women's and Men's General Interest
- Business

Bloggers will be encouraged to post about their experiences at CBD events.

- **Industry Event Calendar**
  Develop list of relevant industry events that CBD representatives should attend.

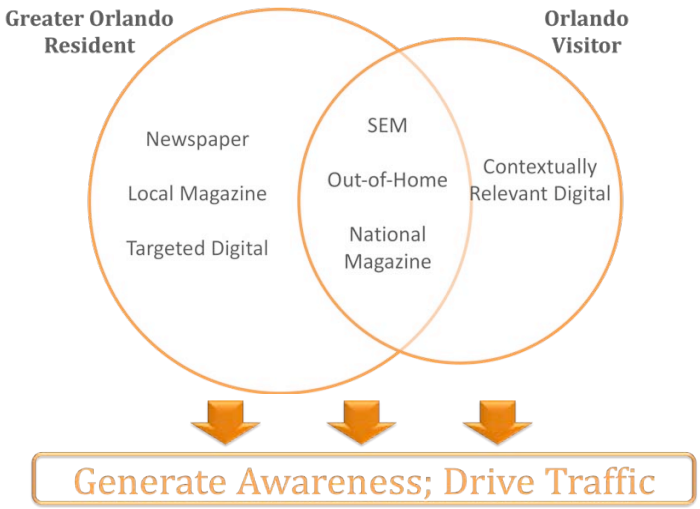
- **Testimonials**
  Testimonials will be solicited from CBD business owners, residents and visitors as to why Downtown Winter Park is "Every Day Exceptional." Testimonials could be highlighted in an e-newsletter.

- **Awards**
  Develop a list of recommended awards for the CBD to enter in an effort to gain additional recognition for the area.

Paid Media Tactics

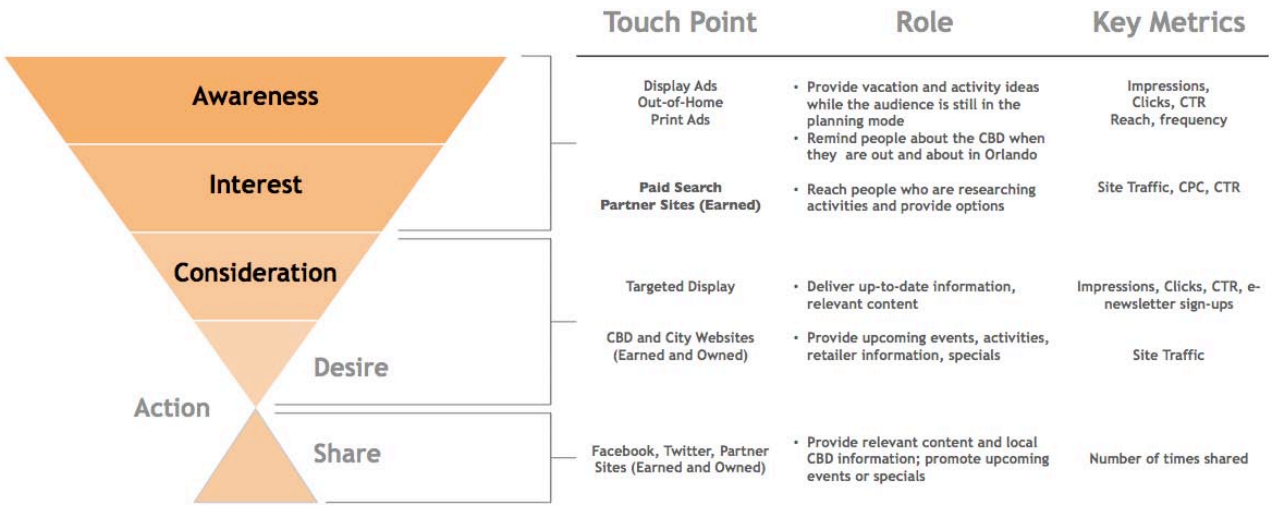
Overall Paid Media-Specific Strategies

- Implement a multimedia approach to reach the audience when they are in the mode to plan activities and they are open to new information.
- Reach the audience while they are out and about in Orlando and can easily stop by the CBD.



© Engauge Marketing, LLC 2011

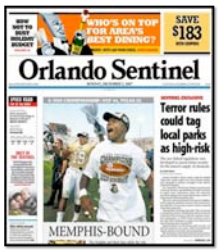
Paid Media Channel Prioritization and Key Metrics



(CTR = Click-thru-Rate, CPC = Cost-per-Click)

Paid Media Strategies & Rationale – By Medium

- **Print**
  - Strategies:
    - Reach a broad resident audience via their newspaper
      - Use high-impact placements to capture the audience's attention and remind them to visit the CBD
    - Reach the audience when they are in the mode to be inspired about their upcoming vacations or weekend plans
      - Use national (geo-targeted to SE) and local magazines to highlight the essence of Winter Park CBD
      - Explore potential partnerships to host events in CBD retail locations to pull lapsed shoppers back in-store
  - Rationale:
    - Heavy newspaper (137 Index) and magazine (124 Index) users
    - Audience says newspaper makes them think (119 Index) and gives them good ideas (141 Index); read a variety of sections including Main News (149 Index), Entertainment/Lifestyle (177 Index), Travel (194 Index) and Local News (164 Index)
    - Read a wide variety of national and local magazines to stay up-to-date with styles and trends (110 Index) and for a good source of learning (123 Index)
      *MRI Fall Survey



- **Digital Ad Networks**
  - Strategies:

© Engauge Marketing, LLC
2011

        - Be there when and where the target audience is online, reminding them to consider CBD when they are planning daily activities or providing a direct opportunity to learn more when they are planning their vacation
        - Align with relevant content for each segment: weather, entertainment, local information, maps and travel
        - Blend local sites with geo-targeted national sites, using ad networks to balance reach and frequency
        - Explore opportunities to reach the audience in the social space
    - Rationale:
        - 31% consider the internet their "most trusted medium"
        - Heavy users of the internet (141 Index) who are connected on a social networking site (120 Index) and use the internet for both information and inspiration (137 Index)
        - Use internet to plan travel (252 Index), read news & current events (161 Index), look up movie & show times (170 Index), look for recipes (168 Index) and visit blogs (153 Index)

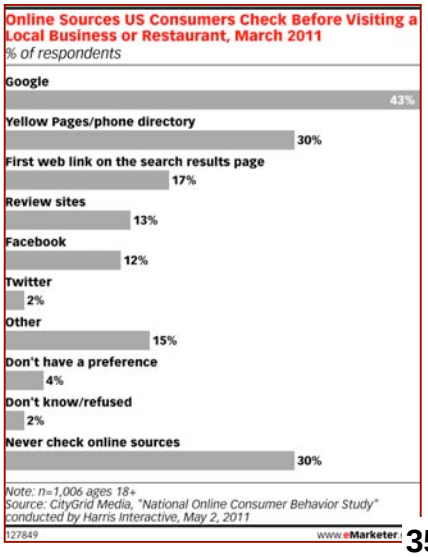
          *MRI 2010 Fall Survey; 2011 Nielsen At Plan Rel 1

- **Out-of-Home (OOH)**
    - Strategies:
        - Reach the audience while they are out and about, or already in Orlando on vacation, and remind them to stop by the CBD
            - Strategically place traditional boards on major thoroughfares in and around greater Orlando
            - Explore opportunities in and around the Orlando International Airport

    - Rationale:
        - Heavy users of outdoor (113 Index), audience is responsive to ads on the road; i.e. billboards, on buses, taxis and trains (148 Index)
        - Provides visibility and broadens reach
        - The audience says they are responsive to ads at events (138 Index)

          MRI 2010 Fall Survey

- **SEM**
    - Strategies:
        - Be the answer the audience is actively searching for online, as they are showing interest and intent around terms related to travel and activities in the Winter Park area
        - Geo-target to key areas in order to maximize the budget
    - Rationale:



© Engauge Marketing, LLC 2011

- Search (Google) is the #1 online source that consumers use to find local retailers
- Google holds 66% of the search market share, followed by Yahoo! with 15%
  *Emarketer, Harris Interactive May 2011; Emarketer, Experian Hitwise April 2011.

Paid Media Tactics Recommendation

Print

- **Orlando Style**
  - Orlando Style skews slightly younger (average age is 38), but reaches an affluent audience with a median HHI of $178,000 and an average home value of over $1MM
  - Offering a cross-platform package
    - 6 full page, full color ads in-book
      - Circulation: 33,550, subscribers, newsstands, luxury hotels and boutiques
    - Half page opposite ad, promoting upcoming CBD events
    - Monthly participation in e-newsletter sent to 14,000 opt-in subscribers
    - 3 Orlando Style boutique charity events in the CBD to drive foot-traffic
      - Includes participation of 3 – 10 retailers
      - Features different food and beverages (from CBD restaurants) at each retailer, portion of sales to go to selected charity
  - Total Net Investment: $15,600

- **Orlando Home & Leisure**
  - Orlando Home & Leisure (OH&L) effectively reaches the established, affluent audience – the median age of readers is 49, 89% earn an individual income of over $100,000 and 80% own a home
  - Offering a cross-platform package
    - 6 full page, full color, premium position ads in-book
    - 6 sixth page ads within Scott Joseph's FLAVOR section, promoting the CBD dining opportunities
    - OH&L will commit to hosting the Annual "Simply the Best" function at a CBD venue, honoring the region's most noteworthy people, places and things
    - Conduct giveaway – CBD to provide prize valued at $500, OH&L will promote in-book with a ½ page ad, online via social media and website, and on –air with WLOQ 103 FM
    - CBD-approved message to OH&L Facebook and Twitter followers, twice per month
    - Quarterly e-blast to 11,000 opt-in subscribers and added value banners on ScottJosephOrlando.com
    - Editorial support, including a cover feature in FLAVOR and a CBD shopping exclusive in Style Finds

© Engauge Marketing, LLC 2011

- Total Net Investment: $18,900*
  *Must buy into program ads in order to secure entire package.

- **Orlando Home & Leisure: Art Festival Program**
  - Orlando Home & Leisure also produces and distributes programs at some of the area's most prestigious art festivals
    - Festival of the Masters at Downtown Disney
      - 300,000 Disney guests and local art lovers attend each year
      - 13,000 programs printed
    - Winter Park Sidewalk Art Festival
      - 350,000 local and visitor attendees
      - 20,000 programs printed, also available online and emailed to 11,000 subscribers
    - Maitland Rotary Art Festival
      - 85,000 attendees each year
      - 5,000 programs printed, a portion of proceeds go to Maitland Rotary selected charities
    - Full Page, back cover ad in each program
  - Total Net Investment: $5,250

- **Additional Magazine**
  - In addition to the proposed packages, purchase full page, full color ads in national magazines geo-targeted to Orlando and additional local books
    - MNI Luxury Travel books reach an audience with a median HHI of $81,819 and a median age of 45; all books index above-average for the CBD audience
      - 3 full page, full color ads in Real Simple, Elle Décor, Food & Wine and Town & Country
      - Schedule ads for late Spring and early Summer to take advantage of influx of visitors
      - Total circulation for books geo-targeted to Orlando: 25,250
      - Total Net Investment: $24,716
    - Orlando Magazine readers have an average HHI of $251,500 and an average age of 46; they are 60% more likely to dine out 4 or more times in the past 2 weeks*
      - 3 full page, full color ads
      - Schedule ads for times of year when the weather is amenable to activities in the CBD (Spring – Fall)
      - Added Value: 300x250 banner on OrlandoMagazine.com
      - Circulation: 40,000, subscribers, newsstands, luxury hotel distribution
      - Total Net Investment: $8,694

    *The Media Audit CSR 2010, Monroe Mendelsohn Research 2008.

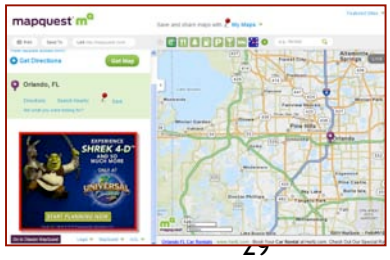
© Engauge Marketing, LLC 2011

Digital

- **Orlando Sentinel**
  - Rationale
    - Reach the audience via their local news and information source
      - 2,319,000 monthly unique visitors; indexes at 123 for the CBD audience
  - Plan Details
  - Behavioral targeting towards an affluent shopping audience
  - Local News, Weather and Daily Disney channels
  - Entertainment page takeovers (5 total)
  - Over 3.5MM impressions at an eCPM $12.40
  - Total Net Investment $44,151

- **Digital Ad Network: 24/7 Real Media**
  - Rationale
    - Ranked #6 overall among ad networks in terms of unique audience according to comScore
    - 165,000,000 monthly unique visitors; reaches 76% of total internet audience
    - Reaches 80% of the target audience (A35-64, $75K+, key attitudes and activities)
  - Plan Details
    - Re-targeting of visitors to the CBD homepage across the 24/7 network
    - Behavioral and psychographic targeting of Travelers/Entertainment Enthusiasts
    - Includes a custom blend of sites including Travel, Shopping, Entertainment, News, Home & Garden and Men's/Women's Interest, targeted to the CBD demo
    - Geo-targeted to Orlando
    - Over 13.8MM impressions at an eCPM $3.60
    - Total Net Investment $50,000

- **Travel Focus – Mapquest**
  - Rationale
    - Reach an audience who is actively travelling to, or around the Orlando area
    - Indexes at 148 against the CBD audience, 23% coverage
    - 28,027,000 monthly unique visitors
  - Plan Details
    - Targets users who select a map with a destination in the Orlando area
    - Users can originate from within Orlando, or another location



© Engauge Marketing, LLC
2011

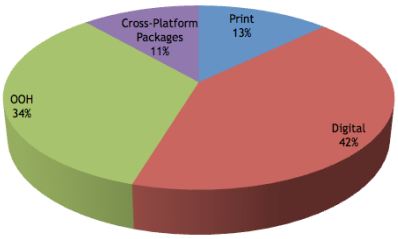
- Flight will run in the summer when travel to Orlando peaks
- Over 3.4MM impressions at an eCPM $8.51
- Total Net Investment $29,500

Out of Home

- **Posters/billboards** will be used to remind the audience throughout the Orlando metro area about the offerings in the Central Business District
  - Run a 25 showing from June – August
    - Travel to Orlando peaks from June to mid-August, reach an out-of-town audience
    - Reach the resident audience during a time of year when the weather is nice and people will be able to enjoy the outdoor shopping/dining environments
    - Total Net Investment*: $102,000
      *Does not include production.

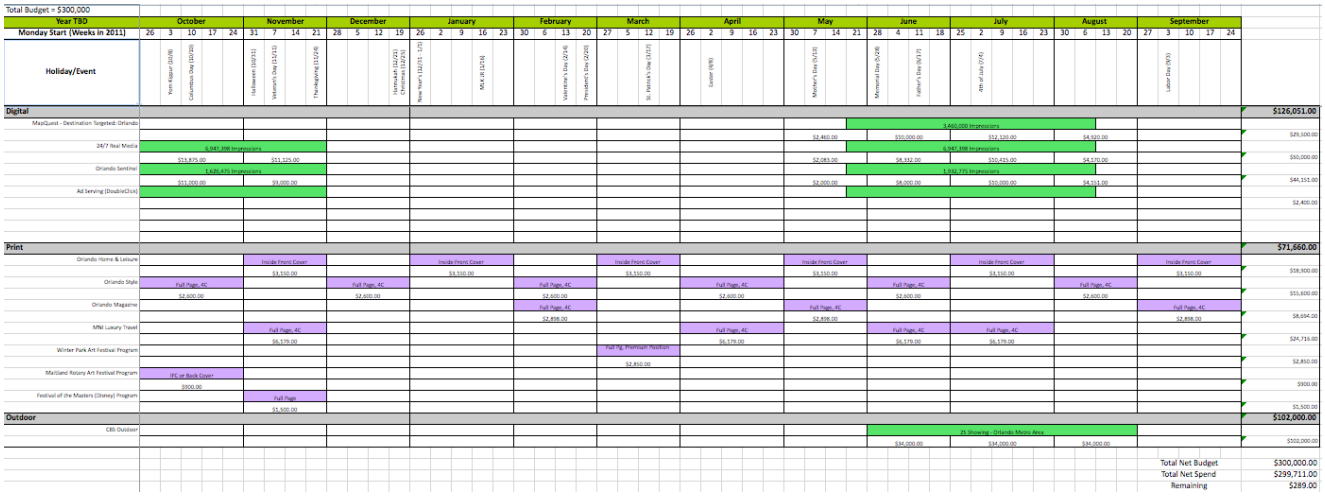
Paid Media Budget Recap

- Cross-Platform Packages: $34,500
- Print: $38,660
- Digital: $126,051 (includes ad serving)
- Out-of-Home: $102,000



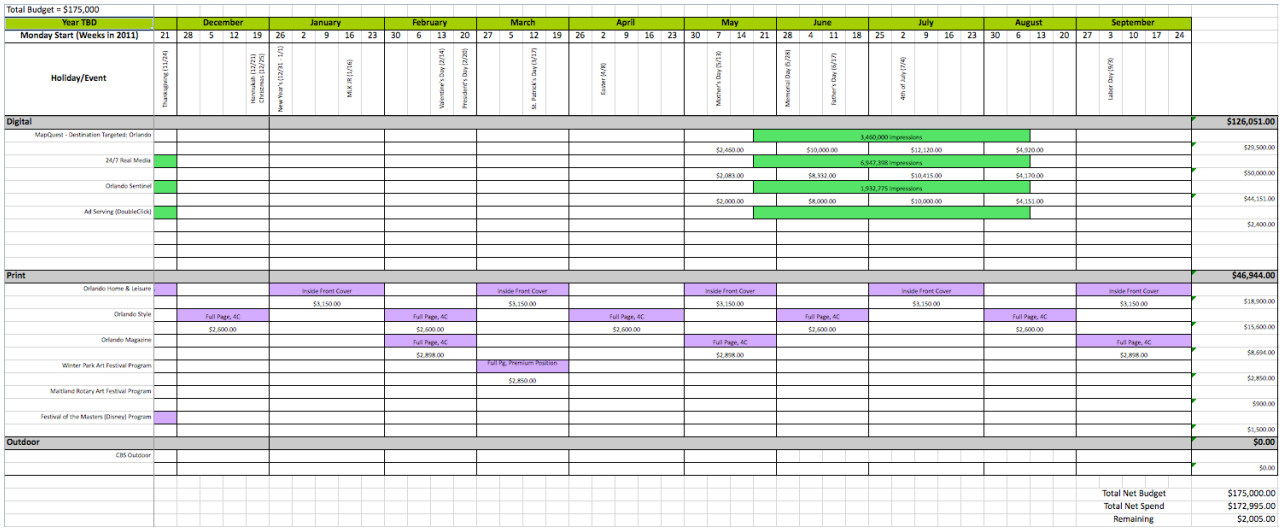
Paid Media Flowchart

$300,000 media budget:



© Engauge Marketing, LLC 2011

Engauge prepared a second media flowcharts to show recommended media tactics based at a $175,000 media budget – removing MNI Luxury regional advertising and billboard advertising:



| Total Budget = $175,000 | | |

        - Ad networks would be recommended to more efficiently target the audience
            - Larger budgets are required, but cost could be split amongst multiple partners
    - Event partnership opportunities are included with the CBD packages, would include multiple partners

- **Community Spotlight Package with WOFL**
    - WOFL will create a promotion that drives awareness of the CBD and its partners
        - Create and host a microsite on MyFoxOrlando.com, featuring prizes from CBD vendors
            - Creates a database, promotes events and local merchants; features downloadable video and photo galleries
        - WOFL will produce custom :10 spots promoting the district and tagged with a call to action to visit the microsite for a chance to win prizes
            - For 2 weeks out of each month, 10 spots per week will run on-air
        - Microsite and promotion will also be featured in an online campaign with the following elements:
            - One Pencil Pushdown takeover unit per month
            - Inclusion in daily noon newsletter each week
            - Inclusion in Deal of the Day email once per month
            - 300,000 ROS impressions
            - Listing of information on Fox 35 Facebook page
            - Listing of events on My Fox Orlando Community & Events Calendar

    - Total Investment: $5,000 per month for 3 month minimum – can be split amongst multiple partners

Creative Templates

The following creative executions are intended to serve as templates that the City of Winter Park can use to promote the area and utilize as a starting point to fulfill an advertising program. All files for these templates have been provided to the City of Winter Park for use.

NOTE: City of Winter Park must confirm that they have permission to use all of the photos shown in the following templates prior to use. None of photos shown are currently licensed for use. Engauge Marketing, LLC does not authorize use of the photos shown and will not be held responsible for any damages occurring from use.

© Engauge Marketing, LLC
2011

Full Page Print Ad: 1 of 6

© Engauge Marketing, LLC 2011

Full Page Print Ad: 2 of 6

© Engauge Marketing, LLC 2011

Full Page Print Ad: 3 of 6

© Engauge Marketing, LLC 2011

Full Page Print Ad: 4 of 6

© Engauge Marketing, LLC 2011

Full Page Print Ad: 5 of 6

© Engauge Marketing, LLC 2011

DowntownWinterPark.com

You won't see a window like this at any home improvement store.

In Winter Park, we're comfortable with our reputation for style and sophistication. People have always been drawn here to escape the mundane and treat their senses to a cultural tradition of excellence. From strolling on historic Park Avenue to catching up with a friend or business aquaintence over a cup of coffee, we offer authentic experiences that no other place in Central Florida can duplicate. And, it's here to enjoy every day. There's shopping of all kinds, from national brands to a farmers' market to quaint boutiques and art galleries. Take in the Tiffany glass collection at the Morse Museum of American Art, and annual events like the Winter Park Art Festival or the Bach Festival at Rollins College. You'll find unique dining options from some extremely creative chefs that will satisfy the most discerning of palettes. Of course, with a name like Winter Park, we're a pretty good place for some chill time, too. So defy ordinary today and embrace the inspiring hospitality that makes our delightful village so appealing.

DOWNTOWN WinterPark

Every day exceptional.

Full Page Print Ad: 6 of 6ally

© Engauge Marketing, LLC 2011

When was your last standing ovation?

In Winter Park, we're comfortable with our reputation for style and sophistication. People have always been drawn here to escape the mundane and treat their senses to a cultural tradition of excellence. From strolling on historic Park Avenue to catching up with a friend or business aquaintence over a cup of coffee, we offer authentic experiences that no other place in Central Florida can duplicate. And, it's here to enjoy every day. There's shopping of all kinds, from national brands to a farmers' market to quaint boutiques and art galleries. Take in the Tiffany glass collection at the Morse Museum of American Art, and annual events like the Winter Park Art Festival or the Bach Festival at Rollins College. You'll find unique dining options from some extremely creative chefs that will satisfy the most discerning of palettes. Of course, with a name like Winter Park, we're a pretty good place for some chill time, too. So defy ordinary today and embrace the inspiring hospitality that makes our delightful village so appealing.

Downtown WinterPark
Every day exceptional.

DowntownWinterPark.com

Dining

310 Park South
www.310parksouth.net

Bosphorous Turkish Cuisine
www.bosphorousrestaurant.com

Luma on Park
www.lumaonpark.com

Palmano's Roastery & Espresso Bar
www.palmanos.com

Pannullo's Italian Restaurant
www.pannullos.com

Peterbrooke Chocolatier
www.peterbrookewp.com

Thai Thai V
www.thaithai3.com

Shopping

John Craig
www.johncraigclothier.com

Lilly Pulitzer
www.lillypulitzer.com

Siegel's
www.siegelsonline.com

Tuni
www.shoptuni.com

Museums & Things to do:

Albin Polasek Museum & Sculpture Gardens
www.polasek.org

Charles Hosmer Morse Museum of American Art
www.morsemuseum.org

Scenic Boat Tour
www.scenicboattours.com

Winter Park Farmers' Market
Every Saturday, 7 a.m. - 1 p.m.
407-599-3341

Winter Park Historical Museum
www.winterparkhistorical.com

Full Page Print Ad for Co-Op Use: 1 of 6

© Engauge Marketing, LLC
2011

Buyers remorse.
"Why didn't I start here days ago?"

In Winter Park, we're comfortable with our reputation for style and sophistication. People have always been drawn here to escape the mundane and treat their senses to a cultural tradition of excellence. From strolling on historic Park Avenue to catching up with a friend or business aquaintence over a cup of coffee, we offer authentic experiences that no other place in Central Florida can duplicate. And, it's here to enjoy every day. There's shopping of all kinds, from national brands to a farmers' market to quaint boutiques and art galleries. Take in the Tiffany glass collection at the Morse Museum of American Art, and annual events like the Winter Park Art Festival or the Bach Festival at Rollins College. You'll find unique dining options from some extremely creative chefs that will satisfy the most discerning of palettes. Of course, with a name like Winter Park, we're a pretty good place for some chill time, too. So defy ordinary today and embrace the inspiring hospitality that makes our delightful village so appealing.

Downtown WinterPark
Every day exceptional.

DowntownWinterPark.com

Dining

310 Park South
www.310parksouth.net

Bosphorous Turkish Cuisine
www.bosphorousrestaurant.com

Luma on Park
www.lumaonpark.com

Palmano's Roastery & Espresso Bar
www.palmanos.com

Pannullo's Italian Restaurant
www.pannullos.com

Peterbrooke Chocolatier
www.peterbrookewp.com

Thai Thai V
www.thaithai3.com

Shopping

John Craig
www.johncraigclothier.com

Lilly Pulitzer
www.lillypulitzer.com

Siegel's
www.siegelsonline.com

Tuni
www.shoptuni.com

Museums & Things to do:

Albin Polasek Museum & Sculpture Gardens
www.polasek.org

Charles Hosmer Morse Museum of American Art
www.morsemuseum.org

Scenic Boat Tour
www.scenicboattours.com

Winter Park Farmers' Market
Every Saturday, 7 a.m. - 1 p.m.
407-599-3341

Winter Park Historical Museum
www.winterparkhistorical.com

Full Page Print Ad for Co-Op Use: 2 of 6

© Engauge Marketing, LLC
2011

Always have something green with your meal. Like a park, for instance.

In Winter Park, we're comfortable with our reputation for style and sophistication. People have always been drawn here to escape the mundane and treat their senses to a cultural tradition of excellence. From strolling on historic Park Avenue to catching up with a friend or business aquaintence over a cup of coffee, we offer authentic experiences that no other place in Central Florida can duplicate. And, it's here to enjoy every day. There's shopping of all kinds, from national brands to a farmers' market to quaint boutiques and art galleries. Take in the Tiffany glass collection at the Morse Museum of American Art, and annual events like the Winter Park Art Festival or the Bach Festival at Rollins College. You'll find unique dining options from some extremely creative chefs that will satisfy the most discerning of palettes. Of course, with a name like Winter Park, we're a pretty good place for some chill time, too. So defy ordinary today and embrace the inspiring hospitality that makes our delightful village so appealing.

Downtown Winter Park
Every day exceptional.

DowntownWinterPark.com

Dining

310 Park South
www.310parksouth.net

Bosphorous Turkish Cuisine
www.bosphorousrestaurant.com

Luma on Park
www.lumaonpark.com

Palmano's Roastery & Espresso Bar
www.palmanos.com

Pannullo's Italian Restaurant
www.pannullos.com

Peterbrooke Chocolatier
www.peterbrookewp.com

Thai Thai V
www.thaithai3.com

Shopping

John Craig
www.johncraigclothier.com

Lilly Pulitzer
www.lillypulitzer.com

Siegel's
www.siegelsonline.com

Tuni
www.shoptuni.com

Museums & Things to do:

Albin Polasek Museum & Sculpture Gardens
www.polasek.org

Charles Hosmer Morse Museum of American Art
www.morsemuseum.org

Scenic Boat Tour
www.scenicboattours.com

Winter Park Farmers' Market
Every Saturday, 7 a.m. - 1 p.m.
407-599-3341

Winter Park Historical Museum
www.winterparkhistorical.com

Full Page Print Ad for Co-Op Use: 3 of 6

© Engauge Marketing, LLC 2011

Food critics welcome.

In Winter Park, we're comfortable with our reputation for style and sophistication. People have always been drawn here to escape the mundane and treat their senses to a cultural tradition of excellence. From strolling on historic Park Avenue to catching up with a friend or business aquaintence over a cup of coffee, we offer authentic experiences that no other place in Central Florida can duplicate. And, it's here to enjoy every day. There's shopping of all kinds, from national brands to a farmers' market to quaint boutiques and art galleries. Take in the Tiffany glass collection at the Morse Museum of American Art, and annual events like the Winter Park Art Festival or the Bach Festival at Rollins College. You'll find unique dining options from some extremely creative chefs that will satisfy the most discerning of palettes. Of course, with a name like Winter Park, we're a pretty good place for some chill time, too. So defy ordinary today and embrace the inspiring hospitality that makes our delightful village so appealing.

Downtown Winter Park
Every day exceptional.

DowntownWinterPark.com

Dining

310 Park South
www.310parksouth.net

Bosphorous Turkish Cuisine
www.bosphorousrestaurant.com

Luma on Park
www.lumaonpark.com

Palmano's Roastery & Espresso Bar
www.palmanos.com

Pannullo's Italian Restaurant
www.pannullos.com

Peterbrooke Chocolatier
www.peterbrookewp.com

Thai Thai V
www.thaithai3.com

Shopping

John Craig
www.johncraigclothier.com

Lilly Pulitzer
www.lillypulitzer.com

Siegel's
www.siegelsonline.com

Tuni
www.shoptuni.com

Museums & Things to do:

Albin Polasek Museum & Sculpture Gardens
www.polasek.org

Charles Hosmer Morse Museum of American Art
www.morsemuseum.org

Scenic Boat Tour
www.scenicboattours.com

Winter Park Farmers' Market
Every Saturday, 7 a.m. - 1 p.m.
407-599-3341

Winter Park Historical Museum
www.winterparkhistorical.com

Full Page Print Ad for Co-Op Use: 4 of 6

© Engauge Marketing, LLC
2011

You won't see a window like this at any home improvement store.

In Winter Park, we're comfortable with our reputation for style and sophistication. People have always been drawn here to escape the mundane and treat their senses to a cultural tradition of excellence. From strolling on historic Park Avenue to catching up with a friend or business aquaintence over a cup of coffee, we offer authentic experiences that no other place in Central Florida can duplicate. And, it's here to enjoy every day. There's shopping of all kinds, from national brands to a farmers' market to quaint boutiques and art galleries. Take in the Tiffany glass collection at the Morse Museum of American Art, and annual events like the Winter Park Art Festival or the Bach Festival at Rollins College. You'll find unique dining options from some extremely creative chefs that will satisfy the most discerning of palettes. Of course, with a name like Winter Park, we're a pretty good place for some chill time, too.

So defy ordinary today and embrace the inspiring hospitality that makes our delightful village so appealing.

Downtown WinterPark
Every day exceptional.

DowntownWinterPark.com

Dining

310 Park South
www.310parksouth.net

Bosphorous Turkish Cuisine
www.bosphorousrestaurant.com

Luma on Park
www.lumaonpark.com

Palmano's Roastery & Espresso Bar
www.palmanos.com

Pannullo's Italian Restaurant
www.pannullos.com

Peterbrooke Chocolatier
www.peterbrookewp.com

Thai Thai V
www.thaithai3.com

Shopping

John Craig
www.johncraigclothier.com

Lilly Pulitzer
www.lillypulitzer.com

Siegel's
www.siegelsonline.com

Tuni
www.shoptuni.com

Museums & Things to do:

Albin Polasek Museum & Sculpture Gardens
www.polasek.org

Charles Hosmer Morse Museum of American Art
www.morsemuseum.org

Scenic Boat Tour
www.scenicboattours.com

Winter Park Farmers' Market
Every Saturday, 7 a.m. - 1 p.m.
407-599-3341

Winter Park Historical Museum
www.winterparkhistorical.com

Full Page Print Ad for Co-Op Use: 5 of 6

© Engauge Marketing, LLC
2011

See the light at one of our museums. Actually, see lots of them.

In Winter Park, we're comfortable with our reputation for style and sophistication. People have always been drawn here to escape the mundane and treat their senses to a cultural tradition of excellence. From strolling on historic Park Avenue to catching up with a friend or business aquaintence over a cup of coffee, we offer authentic experiences that no other place in Central Florida can duplicate. And, it's here to enjoy every day. There's shopping of all kinds, from national brands to a farmers' market to quaint boutiques and art galleries. Take in the Tiffany glass collection at the Morse Museum of American Art, and annual events like the Winter Park Art Festival or the Bach Festival at Rollins College. You'll find unique dining options from some extremely creative chefs that will satisfy the most discerning of palettes. Of course, with a name like Winter Park, we're a pretty good place for some chill time, too. So defy ordinary today and embrace the inspiring hospitality that makes our delightful village so appealing.

Downtown Winter Park
Every day exceptional.

DowntownWinterPark.com

Dining

310 Park South
www.310parksouth.net

Bosphorous Turkish Cuisine
www.bosphorousrestaurant.com

Luma on Park
www.lumaonpark.com

Palmano's Roastery & Espresso Bar
www.palmanos.com

Pannullo's Italian Restaurant
www.pannullos.com

Peterbrooke Chocolatier
www.peterbrookewp.com

Thai Thai V
www.thaithai3.com

Shopping

John Craig
www.johncraigclothier.com

Lilly Pulitzer
www.lillypulitzer.com

Siegel's
www.siegelsonline.com

Tuni
www.shoptuni.com

Museums & Things to do:

Albin Polasek Museum & Sculpture Gardens
www.polasek.org

Charles Hosmer Morse Museum of American Art
www.morsemuseum.org

Scenic Boat Tour
www.scenicboattours.com

Winter Park Farmers' Market
Every Saturday, 7 a.m. - 1 p.m.
407-599-3341

Winter Park Historical Museum
www.winterparkhistorical.com

Full Page Print Ad for Co-Op Use: 6 of 6

© Engauge Marketing, LLC
2011

Pocket Folder Cover

© Engauge Marketing, LLC
2011

Press Kit Stationery: Page 1

© Engauge Marketing, LLC 2011

Press Kit Stationery: Page 2

© Engauge Marketing, LLC
2011

Downtown Winter Park
Every day exceptional.

Downtown WinterPark
Every day exceptional.

Postcard Fronts (1 and 2) with Blank Back

© Engauge Marketing, LLC
2011

Area Guide Rack Brochure: Cover

© Engauge Marketing, LLC 2011

Dining

Restaurant Name
407.000.0000
0000 Park Avenue
Winter Park, FL 00000
www.WebAddress.net

Rum raepers pisquidus delluptur aut ut aperrum quia quias vellacea sunt.Ectem facienimpos sunt lacero volupti istiatur, aut re officiusam arcipiet faccuptatio.

Restaurant Name
407.000.0000
0000 Park Avenue
Winter Park, FL 00000
www.WebAddress.net

Rum raepers pisquidus delluptur aut ut aperrum quia quias vellacea sunt.Ectem facienimpos sunt lacero volupti istiatur, aut re officiusam arcipiet faccuptatio.

Restaurant Name
407.000.0000
0000 Park Avenue
Winter Park, FL 00000
www.WebAddress.net

Rum raepers pisquidus delluptur aut ut aperrum quia quias vellacea sunt.Ectem facienimpos sunt lacero volupti istiatur, aut re officiusam arcipiet faccuptatio.

Restaurant Name
407.000.0000
0000 Park Avenue
Winter Park, FL 00000
www.WebAddress.net

Rum raepers pisquidus delluptur aut ut aperrum quia quias vellacea sunt.Ectem facienimpos sunt lacero volupti istiatur, aut re officiusam arcipiet faccuptatio.

Restaurant Name
407.000.0000
0000 Park Avenue
Winter Park, FL 00000
www.WebAddress.net

Rum raepers pisquidus delluptur aut ut aperrum quia quias vellacea sunt.Ectem facienimpos sunt lacero volupti istiatur, aut re officiusam arcipiet faccuptatio.

Restaurant Name
407.000.0000
0000 Park Avenue
Winter Park, FL 00000
www.WebAddress.net

Rum raepers pisquidus delluptur aut ut aperrum quia quias vellacea sunt.Ectem facienimpos sunt lacero volupti istiatur, aut re officiusam arcipiet faccuptatio.

Restaurant Name
407.000.0000
0000 Park Avenue
Winter Park, FL 00000
www.WebAddress.net

Rum raepers pisquidus delluptur aut ut aperrum quia quias vellacea sunt.Ectem facienimpos sunt lacero volupti istiatur, aut re officiusam arcipiet faccuptatio.

Restaurant Name
407.000.0000
0000 Park Avenue
Winter Park, FL 00000
www.WebAddress.net

Rum raepers pisquidus delluptur aut ut aperrum quia quias vellacea sunt.Ectem facienimpos sunt lacero volupti istiatur, aut re officiusam arcipiet faccuptatio.

We have a lot uncommon.

In Winter Park, we're comfortable with our reputation for style and sophistication. People have always been drawn here to escape the mundane and treat their senses to a cultural tradition of excellence. From strolling on historic Park Avenue to catching up with a friend or business aquaintence over a cup of coffee, we offer authentic experiences that no other place in Central Florida can duplicate. And, it's here to enjoy every day. There's shopping of all kinds, from national brands to a farmers' market to quaint boutiques and art galleries. Take in the Tiffany glass collection at the Morse Museum of American Art, and annual events like the Winter Park Art Festival or the Bach Festival at Rollins College. You'll find unique dining options from some extremely creative chefs that will satisfy the most discerning of palettes. Of course, with a name like Winter Park, we're a pretty good place for some chill time, too. So defy ordinary today and embrace the inspiring hospitality that makes our delightful village so appealing.

Area Guide Rack Brochure: Inside Spread

© Engauge Marketing, LLC 2011

III. Implementation

Timeline

Engauge recommends launching the marketing campaign for the CBD in October 2011 in order to formally introduce the new Downtown Winter Park brand identity while it has some momentum (from press coverage and word of mouth) and to build awareness prior to holiday shopping season and spikes in Central Florida visitation in the Winter season. The following schedule and milestones can be utilized to meet this launch date:

- Marketing plan completed/delivered by Engauge: 7/18
- Budget/funding determined: 8/8
- Agency hired (if applicable): 8/15
- Digital production (incl. website design & development): 8/15 – 10/1
- Media plan approval: 8/15
- Media plan placed: 8/17
- Creative production (to meet October deadlines): 8/17 – 8/30
- Campaign launch (media start date): 10/1
- Press kits to media: 10/1
- Launch event: October (tbd)
- Campaign completion: 9/30

Action Items

There is a need to identify:

- Implementation Agency or Campaign Manager: It is recommended that one agency or group serve as the main point of contact to lead the implementation of the marketing plan, including managing of vendors, media and production deadlines, production estimating and distribution, and develop a budget to meet the expectations of the City of Winter Park and its merchants.
- Elements of this marketing plan that can be executed in the interim to support Downtown Winter Park: Engauge suggests the pursuing and looking closely at the following sections of this plan.
    - Items that raise awareness of new logo/tagline, including Launch Event, Window Decals and Street Flags
    - Rewards Program to drive traffic
    - Social Media to increase presence and drive traffic

© Engauge Marketing, LLC 2011

- Co-Op Advertising, such as print ads and postcards, funded by merchants eager to participate

Evaluation Metrics & Tracking

The following are suggestions on how to measure the success of marketing tactics:

- Sales/Traffic/Redemption Reporting from CBD Businesses: Solicit and reports from CBD businesses on a regular basis to identify changes in sales and traffic and redemption of Rewards Program offers. Adjust tactics as needed based on effectiveness.
- Surveys: E-mail surveys to consumers (shoppers and diners) in the e-mail database to solicit feedback on marketing efforts and offers. Not included in current budget.

Supporting Documentation

- Investigative Phase Report (previously delivered)
- Media Research (enclosed)

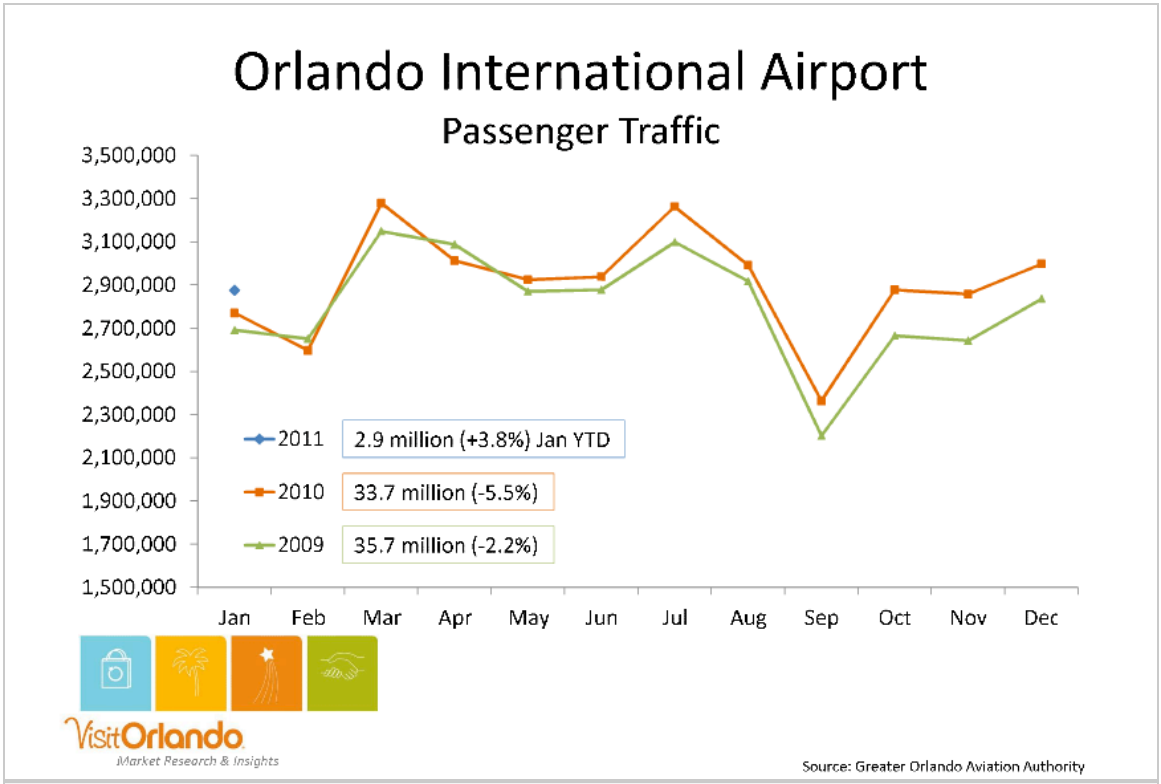
Appendix

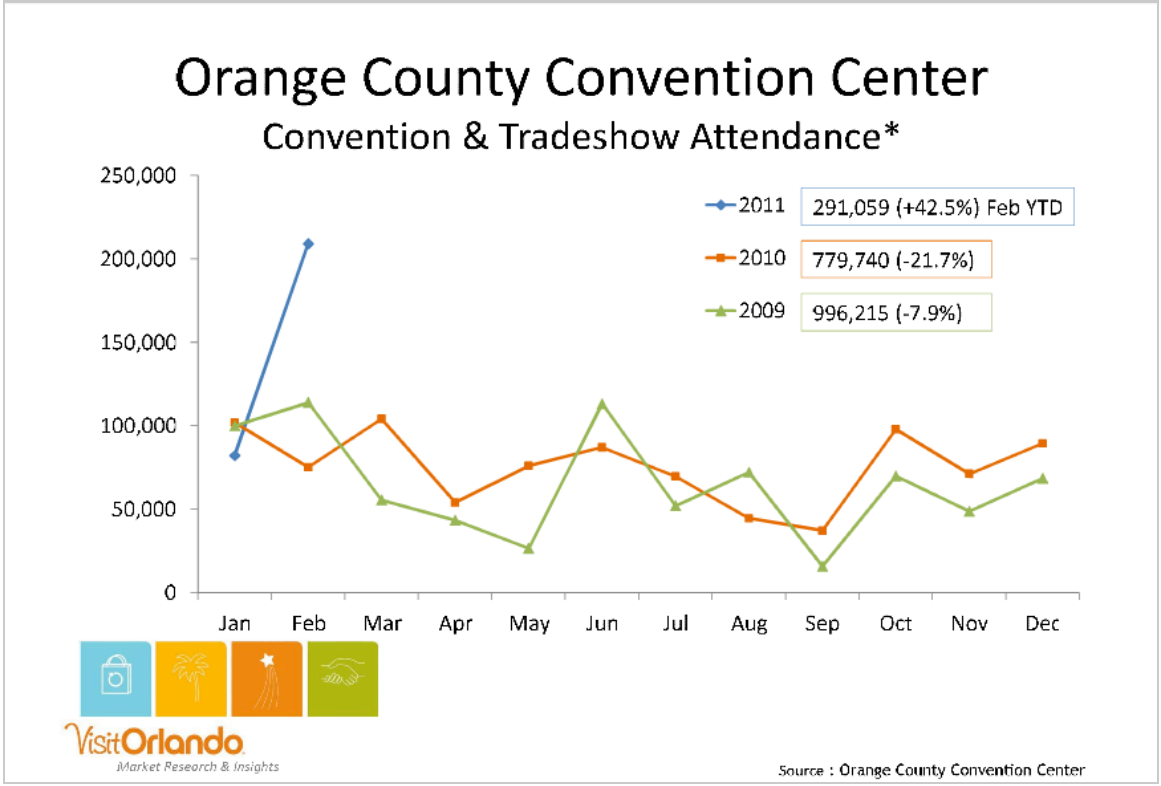
- Graphics Standards One-Sheet (enclosed)

All elements contained in this marketing plan are property of Engauge Marketing, LLC until contract with the City of Winter Park is fulfilled to completion.

Media Research

Orlando Visitation





© Engauge Marketing, LLC
2011

Top Search Engines

Leading Search Engines Among US Internet Users, Ranked by Market Share of Search Volume, 4 weeks ending April 16, 2011

www.google.com	66.46%
search.yahoo.com	14.92%
www.bing.com	13.12%
www.ask.com	3.15%
search.aol.com	1.64%

Source: Experian Hitwise, "US Data Center," April 19, 2011

127054 www.eMarketer.com

Target Audience – Media Consumption Habits

1. Heavy use of internet for convenience, information and entertainment based on MRI 2010 Fall Survey and Nielsen NetView Rel 1, 2011.

Internet provides a wealth of information:

- 87% said the internet is a good source of learning (121 Index)
- 71% said it "keeps me informed/up to date" (127 Index)
- 39% use internet for Information & Inspiration (137 Index)
- 31% consider it their most trusted media

Participate in a variety of online activities

- Making travel plans online (45%, 252 Index)
- Reading news and current events (70%, 161 Index)
- Looking up movies and show times (34%, 170 Index)
- Visiting blogs (18%, 153 Index)
- Downloading music (26%, 123 Index)
- Sharing photos (44%, 168 Index)

Websites with high indexes among target audience (100 Index = average for general population):

mapquest 130 Index | Aol Travel. 131 Index | CNN 120 Index | The Weather Channel weather.com 164 Index | HGTV START AT HOME 162 Index | People 146 Index | Expedia 221 Index | food network 154 Index

© Engauge Marketing, LLC 2011

2. Social networking is used primarily to keep in touch and share with friends based on MRI 2010 Fall Survey.

   Eager to communicate with friens
   - 27% are a member of a social networking site (Index 120)
   - 23% visited a friend's profile/page (Index 115)
   - 21% commented on a friend's post (Index 128)
   - 14% posted pictures (Index 115)

   But hesitant to engage with brands…
   - 6% "follow" or become a "fan of" something (Index 68)
   - 3% comment on a product or service (Index 71)
   - 1% post a website link (Index 24)

   Social networks with high indexes among target audience:

54%, Index 144

46%, Index 147

6%, Index 250

8%, Index 222

3. Read a wide variety of magazines for both information and inspiration according to MRI 2010 Fall Survey:
   - 50% consider themselves heavy magazine users (Index 124)
   - 69% say magazines "keep me up to date with the latest styles and trends" (Index 110)
   - 67% say "it gives me good ideas" (Index 119)
   - 58% say magazines are a good source for learning (Index 123)
   - When reading magazines, they are interested in Business & Finance (Index 146) News & Entertainment Weeklies (Index 113), Home Service (Index 124), Epicurean (Index 151) and Travel magazines (Index 197)

Index 126

Index 258

Index 184

Index 409

Index 303

Index 164

Index 137

Index 137

4. Heavy newspaper users; respond well to outdoor ads based on MRI 2010 Fall Survey.

   Newspaper
   - 31% say they use newspapers for information & inspiration (138 Index)
   - 69% say the newspaper "keeps me informed/up to date" (116 Index)
   - 65% believe the newspaper is a good source of learning (115 Index)

© Engauge Marketing, LLC 2011

- 67% say the newspaper "makes me think" (119 Index)
- 37% think the newspaper "gives me good ideas" (141 Index)

Outdoor

- 16% said they were responsive to ads on the road; i.e. billboards, on buses, taxis and trains (148 Index)
- 29% said they were responsive to ads at events (138 Index)

5. Use radio and television for relaxation based on MRI 2010 Fall Survey.
   Average users of radio
   - 26% say it is used for relaxation only (118 Index)
   - 51% believe that radio is purely for entertainment (115 Index)
   - 20% listen to internet or satellite radio (182 Index)
   - When they listen to the radio, the top formats include Adult Contemporary (139 Index), CHR (117 Index), Soft AC (117 Index) and Public radio (219 Index)

   Medium users of television
   - 80% believe that TV is a good escape (114 Index) and 63% say that TV puts them in a good mood (116 Index)
   - 67% feel that TV is a good source of learning (111 Index)
   - When they watch TV, they choose shows and channels that are informative and entertaining:

177 Index

156 Index

156 Index

156 Index

131 Index

139 Index

© Engauge Marketing, LLC 2011

Logo Color Information

Horizontal (Primary) | Vertical (As needed)

Process Color

PMS Color

Pantone Colors

2768 | 330 | 354 | 7530 | Process Cyan | Cool Gray 11

Black and White

engauge

Graphics Standards One-Sheet

© Engauge Marketing, LLC 2011

Brand Refreshment Proposal

Prepared For:

Winter Park Chamber of Commerce

Ms. Betsy Gardner Eckbert
President, CEO
Winter Park Chamber of Commerce
151 West Lyman Avenue
Winter Park, FL 32789
(407) 234-0627
bgardnereckbert@winterpark.org

Prepared By:

Mark Edson
Director, Business Development
IDEAS
MEdson@IDEASorlando.com
407-334-4949
Feb 17, 2021

Team IDEAS

The Power of a True Team

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 guest 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 Destination Performance

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

- Moving toward a Post-Covid19 market, we're in the midst of a worldwide reassessment by travelers and consumers. New thinking about what is valuable is replacing some traditional ones. 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 2020, 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 Winter Park along with

a strategy to position you as a premium destination for *cultural* visitation driving economic growth while preserving and celebrating the unique Winter Park lifestyle.

Our Approach

A Proven Method

We base our work on delivering measurable results. We call this *Destination Performance™* and for Winter Park, these metrics may look like:

- 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 segment

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.

The Team IDEAS approach is comprehensive and spans every element from initial ideation through and beyond a successful implementation, incorporating market insight, innovative creativity, fresh design and targeted activation. Built on the following program components, we will provide a Brand Experience Design Plan to operationalize a Winter Park Experience at every point of touch -- virtual and physical, across the multi-year span of the guest and resident lifecycle.

1. Discovery

1.1 Project Briefing

IDEAS will host a 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 Winter Park Chamber's organizational structure, services, vision for the future, key resident, stakeholder and guest 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 – and that of the City of Winter Park as a destination -- to determine how you currently project yourself to your various audiences. The audit will help us understand how Winter Park is currently perceived 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, or other comparable US municipalities. This audit will give us an understanding of positioning available in the marketplace, key messages that may be effective, and ways that Winter Park may be most-powerfully positioned.

1.3 Culture Mapping

The Winter Park destination brand is well known and respected by its residents and the broad Central Florida community, but there may be opportunities to reposition both its brand and experience offerings to better compete in a rapidly changing world. Using our proprietary Culture Mapping process, we will conduct a number of small, facilitated workshops to understand from a broad spectrum of community users 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 2-4 groups of 6-10 people with a diverse mixture of opinions from the various administrative, business, resident, or economic development organizations in the region. One session will be exclusively focused on commercial landlords.

The objective of these important sessions is to understand stakeholder perceptions, clarify differences of opinion between different groups and individuals; 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 deliverable will be written reports supplemented by data tables and quantitative models as required.

- 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 report will note best practices, strengths and weaknesses of the current Winter Park brand and opportunities for positioning.
- A Culture Mapping Executive Summary highlighting findings from our interviews will be briefed via a PowerPoint presentation. Other material collected will be included in the Brand Experience Design Plan.

Schedule:

- Briefing: 2 hour Zoom 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 delivered. 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, guest-centric, and highly collaborative, delivering *actionable* results. With StoryJam, we will harness the best thinking of a diverse group of stakeholders to develop a compelling future narrative describing the essential qualities, voice, and future-state of the ideal Winter Park resident and guest 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, chamber members, and trusted vendor-partners. The IDEAS team will consist of 3 facilitating creative staff members and additional

team members as participants. While the StoryJam session is typically done in a full-day, large group setting, 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 StoryJam method can be successfully employed based on Covid19 safety considerations.

The StoryJam will lead the team through a series of structured and tested steps from which we will develop a collection of story elements including success factors that must be integrated, failure points to avoid, brand charter elements and a new core narrative 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, mood-boards, visual examples and infographic models. The EDP will be structured as follows:

Executive Summary
Key Recommendations and actions

Brand Backstory
The refreshed 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 guests 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
Codification of the guest experience including committed components and suggested enhancements including signature events.

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

Brand Architecture

Brand architecture organizes the Winter Park brands into a simple, logical constellation and hierarchy, organized by types, levels and relationships. This architecture guides how and whether brands are retained, developed, grouped, extended, co-branded, or endorsed.

Nomenclature and Mark Refinement

The naming and logo system will be reviewed. If any current names or marks are missing or inconsistent with the Experience Design Plan, we will recommend changes.

Brand Activation Schematic

We will develop a schematic brand activation framework including recommendations for earned media, social media, partner marketing and paid media components and refinements to basic tools including treatments and budgets for a unified website design.

Brand Enculturation Program Plan

The brand Enculturation program plan will establish the personal delivery and service "practice" component to assure an on-brand experience at every point of touch. The plan will include:

- A needs assessment identifying objectives and codifying the brand behaviors to be presented.
- A plan document including training scope, learner types, method and contexts for use and an instructional design outline to inform the development of the content.

Deliverables:

IDEAS will plan and facilitate an online or in-person StoryJam. The StoryJam will take a full day if done in-person and approximately 8-10 hours of participant time including individual work time and multiple Zoom sessions if done virtually. The first draft of the Brand Experience Design Plan (EDP) will be ready for review 4 weeks following the StoryJam. It is delivered as one or more documents in WORD and PDF formats. All artwork presented will be provided separately as digital print-resolution files. An audio version of the Day in The Life story will be produced "audiobook" style a week following the draft EDP. The audio version is a powerful shareable asset to build awareness. If the market appeal test option is selected, one revision of the EDP will be completed to incorporate the results.

Schedule:

StoryJam	8-10 hours of participant time
EDP	4 weeks
Revised EDP	1 week (after appeal test)

Result:

A refreshed brand and destination performance roadmap for Winter Park with guidance for communication standards and a framework for market activation.

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 brand components that resonate with key market segments.

Cost

• Discovery	$32,400
• Brand Experience Design Plan and Activation Schematic	$77,850
• Market Intelligence	$35,000

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. We will explore other payment plan options at your request. Each deliverable will be billed 50% on approval and 50% on completion.

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.

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 Assumptions:

- CLIENT acknowledges that if it does not approve work in a timely manner or if CLIENT requests revisions that are significantly beyond the original scope of work, applicable schedules may be delayed and/or additional fees may result. For the purpose of this agreement, a timely manner shall be construed to be 10 working days unless both parties agree to a longer period.

Other terms will be included in an Agreement

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 improve 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.

OLIVIA ALLEN – Writer

With a background as an actor, singer and artist, Olivia is IDEAS Social Media Manager and part of our writing team. Between classes at the University of Colorado where she is finishing her degree in Creative Writing, she keeps IDEAS and our clients engaged in the Twitterverse and contributes to our Story Team. Olivia has been a key part of our work for Island H20 LIVE!, Icon Park, and Korala, and is the lead writer for Luna Martinez, a character she developed who plays co-host to Westly, mascot and animated line drawing in a podcast for our clients at Healthy West Orange…its complicated (but very cool).

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 it's 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.

RICH PEPIN, COO, Integrated Insight

Rich Pepin is a senior executive with nearly 25 years of experience developing insights and analytics in support of new products, services, marketing and pricing decisions. He has a proven track record of working with cross-functional teams to build consensus based on his ability to draw out the story from factual data and providing clear direction for setting strategy and developing effective tactics.

Prior to joining Integrated Insight, Rich spent 18 years with Walt Disney Parks and Resorts, most recently as Director, Experience Insights and Analytics. In that capacity, Rich was responsible for developing vision and strategy to personalize the guest experience using big data analytics on a plethora of sources, including information derived from MyMagic+. Efforts included forecasting guest satisfaction to identify opportunities for proactive recovery, development of affinity scoring algorithms to better target interested audiences and automating recommender capability to influence Guest behavior and increase satisfaction.

Previously, Rich served as the Director of Consumer Insights, leading a team of 75 cast members through all aspects of insight development for all lines of business for Walt Disney Parks and Resorts. In this capacity, he led all research efforts for major park, resort, and cruise line expansion projects including Shanghai Disneyland and doubling the fleet of Disney cruise ships. As well, Rich conducted numerous discrete choice pricing projects to inform pricing strategy for all lines of business, including the introduction of Magic Your Way, the most sweeping change in pricing strategy in the company's history.

Prior to Disney, Rich was responsible for establishing the in-house Consumer Insights team for Publix Supermarkets, Inc., a role he was well-suited for given his prior work on the supplier-side with Chadwick Martin Bailey, a well-regarded Market Research firm based in Boston.

JOHN PAGE, VICE PRESIDENT, INTEGRATED INSIGHT

John Page is an innovative marketing research professional with 20 years of experience in leading research and consulting with executive leadership teams.

Prior to joining Integrated Insight, John was the *Senior Manager of Business & Consumer Insights at Cracker Barrel Old Country Store*, where he was responsible for strategic insights in support of the company's Marketing, Operations, and Finance teams. Regularly consulting with Cracker Barrel's executive leadership, he drove greater connections of guest research with internal data to identify growth opportunities and establish a foundation for understanding the company's business trends. John was *previously Manager of Consumer Insight at Walt Disney Parks and Resorts, with responsibility for leading the Theme Park team*. He collaborated with Operations, Marketing and other partners in conveying the needs and experience of park guests, contributing to both tactical and strategic decision

making on the future of the parks. John also managed research efforts in support of the rollout of Disney's MyMagic+, including the design and delivery of research on MagicBands, the MyDisneyExperience app and FastPass+.

Before his work at Disney, John was *Vice President at Yankelovich*, Inc., now Kantar Consulting. John led the research team responsible for key client projects and all syndicated research, including the Yankelovich MONITOR, Multicultural MONITOR, and Global MONITOR. He regularly presented and consulted with clients from a variety of industries, while also speaking at conferences / symposiums. John has also worked in marketing / research roles in publishing and in the utility industry. *John has a BS, Business Marketing from Winthrop University and a MS, Marketing Research from the University of Georgia.*

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.

Stephen has a *BS, Commerce and Business Administration and a MS, Economics, both from the University of Alabama.*

Relevant Past Performance

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.

ONE LAGOON
ONE COMMUNITY · ONE VOICE

"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.

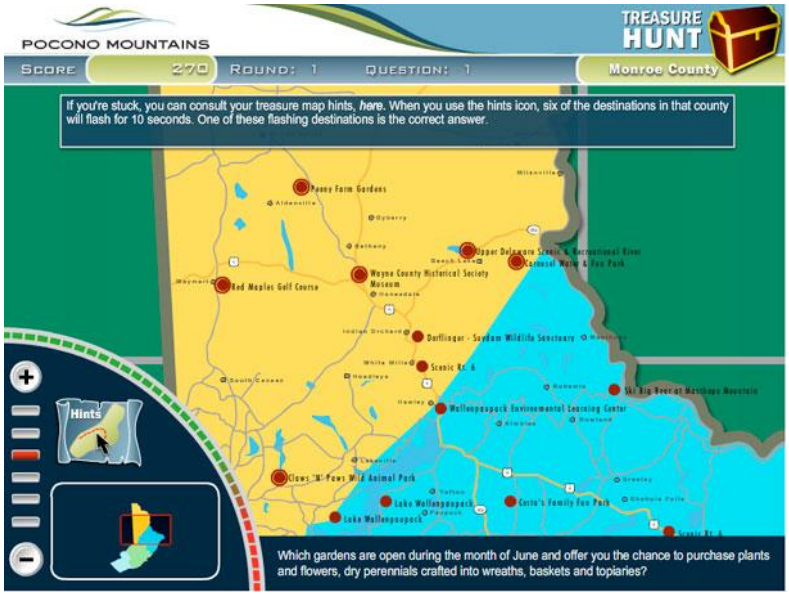
Pocono Mountain Visitors Bureau:

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 guests 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 guest 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.*

Economic Development Advisory Board

agenda item

item type Non-Action Items	meeting date March 8, 2022
prepared by Kyle Dudgeon	approved by
board approval	
strategic objective	

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

motion / recommendation

background
Staff is providing items related to the board's strategy and action plan including advising on industry trends and enabling retention and recruitment opportunities. The scope provided by GAi outlines at the macro level a gap analysis to determine strengths and weaknesses in the city's business climate. This gap analysis was approved by EDAB and the City Commission at their respective November and December 2021 meetings.

The MJB proposal provides additional support as its goal is to better understand at a more nuanced level whether Winter Park's retail mix is fully leveraging its synergistic potential and, if not, what market and real estate-related favors might be responsible. The intent of these analyses allows for a better understanding of the city's opportunities and limitations with regards to continuing to support growing business clusters, or to consider assistance for industry sectors trending downward in the city. This in turn, supports the capacity for EDAB to make recommendations to the City Commission regarding programs and budgeting.

alternatives / other considerations

fiscal impact

ATTACHMENTS:
EDAB Plan_Actions table with funding request estimates and timeline.pdf

ATTACHMENTS:
Winter Park Proposal for LQ updates.pdf

ATTACHMENTS:
MJB_Proposal_Synergies & Benchmarking.pdf

3. Actions table with funding request estimates and timeline

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

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

*Indicates approval
**Indicates completed task

COMMUNITY SOLUTIONS GROUP

Planning | Urban Design
Landscape Architecture
Economics | Real Estate

January 24, 2022

GAI Project No. R220016.00

Mr. Kyle Dudgeon
Assistant Division Director
CRA/Economic Development
City of Winter Park
401 South Park Avenue
Winter Park, Florida 32789

Proposal for Professional Services
Update of Benchmark Economic Data
Winter Park, Florida

Dear Mr. Dudgeon:

Thank you for your recent inquiry about completing certain economic analysis for the City of Winter Park. This proposal outlines how the Community Solutions Group ("CSG") of GAI Consultants ("GAI") would update or provide certain economic benchmarks associated with key business or employment categories within the City of Winter Park ("City"). These services would be performed according to our existing Continuing Services Agreement [RFP3-18A] with the City.

Project Understanding

As CSG understands the situation at this point, you would like us to provide certain benchmark data, some of which was prepared by GAI in earlier studies. Two discrete efforts are requested. One [1] centers on broad employment clusters compared with other nearby communities. The other [2] centers on certain categories of retail expenditures and compares Park Avenue activity to the City as a whole, identifying possible gaps or leakage.

- In the "cluster" analysis, GAI assumes the principal responsibility for assembling, interpreting, and presenting the data.
- You or your department assume the principal responsibility for assembling and presenting any data associated with the "gap or leakage" analysis. GAI would assist in some interpretative efforts by drawing on our internal resources.

Per our earlier discussion, the analytical efforts described would apply the best and most accessible data. Our shared initial impression is that 2019 as a baseline year would likely yield a more useful set of information for any comparisons. In any case, the precise source of that data and the appropriate means of comparison will be established as part of the study.

GAI Consultants, Inc.
618 E. South Street
Suite 700
Orlando, Florida 32801

T 407.423.8398
gaiconsultants.com

A GAI Consultants, Inc. Service Group

© 2020 GAI Consultants

Scope of Services

Based on our understanding of the project requirements provided to date by the City, CSG will perform the following described Scope of Services. The scope can be modified after your review if needed.

Cluster Analysis

Using standard Location Quotient [LQ] analysis or similar techniques generated by IMPLAN or other tools, GAI will tabulate 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. The communities or areas used in our previous analysis will again be profiled and compared.

The usual interpretation of such data is that superior concentrations are the basis on which to position a community for additional economic growth or to identify skills or resources in need of improvement. The output will reflect major categories of employment, wages, and estimated employment counts.

Gap Analysis

For this effort, the focus is exclusively the City of Winter Park, comparing and contrasting retail activity along Park Avenue specifically with the City as a whole. As we anticipate the work, City staff would assemble spending data from its available resources. GAI would act in a supportive role. Specifically, we would review and comment on that output, assisting the City to interpret it as a measure of actual sales activity, retail classifications providing potential opportunity, and supportable square footage for such opportunity. Staff would tap into GAI's resources as necessary.

Deliverables

Deliverables will take multiple forms.

- For the cluster analysis, GAI will produce a tabular summary identifying key data and concentrations of economic activity as described above. Our information will be provided in PDF format suitable for use in reporting or in work sessions. GAI anticipates attending one meeting with staff to debrief and one meeting of the EDAB Committee to share the key findings. For purposes of this proposal, any conversation or event occurring by phone, WEBEX, ZOOM, TEAMs, or similar means will be construed as a meeting.
- For the gap analysis, we anticipate only the provision of key tables or graphs that would support or summarize any City provided or prepared data. We do not anticipate any memoranda or reports. For planning purposes, we believe no more than two meetings with staff to explore key issue are necessary. Again, for purposes of this proposal, any conversation or event occurring by phone, WEBEX, ZOOM, TEAMs, or similar means will be construed as a meeting.

© 2020 GAI Consultants

Planning | Urban Design
Landscape Architecture
Economics | Real Estate

Fees

Fees are provided below by each major task.

- For the cluster analysis, we have established a lump sum fee of $6,800. These fees are inclusive of all out-of-pocket expenses associated with travel, telephone, photocopying, report production costs, data acquisition, and similar costs.
- For the gap analysis, we would bill you at our standard hourly rates up to a budgeted $5,000. When we reach $4,000 in billings, we will jointly decide whether the budget should, or needs, to be increased. Effectively, the work is a "level of effort" defined in terms of time and materials. Staff and the City would tap into GAI's resources at the level they deem necessary.

Please do not hesitate to contact us at 321.319.3131 if you have any questions or wish to discuss this proposal. Thank you again for your consideration.

Sincerely,

Community Solutions Group, a GAI Consultants, Inc. Service Group

Laura Smith
Financial Analyst Manager

Owen Beitsch
Senior Director

REQUESTED AND AUTHORIZED BY:

City of Winter Park, Florida

BY: _____

PRINTED NAME: _____

TITLE: _____

DATE: _____

© 2020 GAI Consultants

2730 Forest Avenue, Suite W
Berkeley, California 94705
Phone: 510-356-4956

85 Fourth Avenue, Suite 6A
New York, New York 10003
Phone: 917-816-8367

www.consultmjb.com
info@consultmjb.com

February 1, 2021

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

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

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

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

Dear Kyle:

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

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

Who We Are

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

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

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

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

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

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

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

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

How We Approach Our Work

Put simply, MJB is a different sort of firm.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

What We Would Do

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

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

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

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

Specific Phase I tasks would include the following:

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

- Survey and assessment of nearby competing shopping centers and business districts that vie with the study area(s) for both customers and prospective tenants, including sites and areas where new rivals could materialize in the near future
- Up to eight (8) Client-coordinated[1] meetings with property owners, developers and/or leasing professionals who have been, are or will soon be active in the study area(s)
- Review of recent economic, real estate and market updates from local brokerages and other experts, including collection of relevant data points on asking rents, NNN costs, vacancy rates, etc.
- Two (2) client-coordinated focus groups with study area merchants
- Review and interpretation of demographic, psychographic, spending-power, sales-leakage and sales-tax revenue data*, drawing on conventional sources as well as MJB's proprietary methodologies***
- Reference to appropriate analogs, drawing on MJB's knowledge base of similar districts / centers across North America

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Conclusion

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

Sincerely,

Michael J. Berne
President, MJB Consulting

Economic Development Advisory Board

agenda item

item type Staff Updates	meeting date March 8, 2022
prepared by Kyle Dudgeon	approved by
board approval	
strategic objective	

subject
Reports

motion / recommendation

background
Consistent with EDAB's strategies and action plan, the following reports are provided for discussion:

- DRAFT 2021 Development Report
- February 2022 Commercial Performance Report
- February 2022 Park Avenue Foot Traffic Analysis

alternatives / other considerations

fiscal impact

ATTACHMENTS:
DRAFT_Year End Development Report 2021.pdf

ATTACHMENTS:
DRAFT_Development Projects Chart 2021.pdf

ATTACHMENTS:
ED Commercial Performance Report. February 2022.pdf

ATTACHMENTS:
February 2022 EcoCounter Report.pdf

CRA community redevelopment agency

ECONOMIC DEVELOPMENT DEVELOPMENT REPORT

DRAFT

2021 COMPLETED COMMERCIAL PROJECTS

Rollins College Lakeside Neighborhood: Development on a new 250,000-square foot student housing facility completed construction in 2021 is ready for new student arrival for Fall 2021. The new 496-bed dormitory features two phases (188,495 in phase 1) and (49,235 in phase 2) as well as a variety of new and state-of-the-art community features to accommodate Rollins College's mission to increase capacity for on-campus student housing facilities. The project replaces Rollins College's Facilities, McKean Hall, and Chase Hall buildings. The total cost for the project is $71 million.

Starbucks on Lee Road: Development of a new 2,500 square foot Starbucks with a drive-thru component on 2615 Lee Road near I-4 successfully completed development in September 2021. In addition to the building, the project also utilized 11,550 square feet of the existing parking lot. The total project site measures 35,719 square feet. Shortly after development, the Starbucks was sold to a local private investor in January 2022 for $3,338,888.00. The Starbucks replaced two existing buildings including the Foreign Car Clinic and is currently open.

SpringHill Suites by Marriott: Originally approved in 2011, construction for an approximately 80,000 square foot SpringHill Suites hotel located at 1127 N. Orlando Avenue completed November 2021. The four-story hotel provides 126 units and comprises 1,612 square feet of meeting space. The completed project cost an estimated $15.8 million to build.

REPORT HIGHLIGHTS

TOTAL PROJECTS

13

TOTAL PRIVATE INVESTMENT

276,538,888

TOTAL SQUARE FOOTAGE

1,120,509

NEW NET SQUARE FOOTAGE

279,264

2021 COMMERCIAL PROJECTS UNDER CONSTRUCTION

Rollins College Tiedtke Theatre & Dance Center: Construction for Rollins College's new 16,165-square foot performing arts center broke ground November 2021. The Tiedtke Theatre & Dance Center will include the campus's first custom-built black box theater and will be adjacent to the Annie Russel Theatre and just north of the R.D. Keene Hall. The center is replacing the former Fred Stone Theatre, which was demolished in 2018. The center is slated to be complete in 2022. The new Tiedtke Theatre and Dance Centre was made possible by a $5 million gift from Philip and Sigrid Tiedtke and Rollins College alumni Sally Albrecht.

Edyth Bush Charitable Foundation: The Edyth Bush Charitable Foundation is continuing construction in their new landmark building, The Edyth, which was developed to replace its existing space in the heart of Winter Park, located just off Park Avenue at 199 E Welbourne Ave. Scheduled for completion in 2022, the Edyth will begin hosting events and enhance the resources available for the Foundation to strengthen and support nonprofit organizations and promote philanthropy throughout the state of Florida. Total cost for construction is approximately $8 million.

Alfond Inn Hotel Expansion: Alfond Inn at Rollins (300 N New England Ave) broke ground in August 2021 on its expansion and renovation project. September 2021, the City Commission approved Rollins College the use of the old library parking lot to support expansion of its Alfond Inn hotel. The expansion and renovation will include a new five-story, 81,000-square-foot addition next to the existing hotel and an additional 2,400-square-foot meeting and event space. Square footage for the total project is 146,323 square feet. The project is scheduled for completion in the Summer of 2023. Total expansion costs are approximately $30 million.

Mayflower Expansion: The Mayflower at Winter Park (1620 Mayflower Ct) broke ground is continuing construction on its 2019 planned expansion on its four-story 84,842-square-foot Health Center. The center will feature all-private rooms in a 60-bed Skilled Nursing and Rehabilitation Center and 24-unit Memory support area, scheduled to be open to the public Fall 2022.

Construction on the 124,770-square foot Mayflower's **Waterside Residences** as well as its 225,112-square foot **Club House and Bistro** began August 2021. Waterside Residences will feature 50 luxury 2- and 3-bedroom apartments. The residence building as well as the club house are expected to be open to the public Spring 2023. At complete the total project is estimated at $108 million.

Goodlives Wellness Studio: In January 2021, the City Commission approved the conditional use construction of a 11,245-square foot, three-story building with 22 surface parking spaces at 301N New York Ave. The new facility will be named the Goodlives Wellness Studio and will serve as a new retail space open to the public for wellness retail and nutritious food on the first floor. The second and third floors will be available for use by members of the Goodlives platform for wellness components. Currently, the site is occupied by a single-story laundromat. Although a total estimated project cost is currently unavailable, the property's current market value is $1.1 million. Upon acquiring the space, property owners have decided to convert the existing space into a green space for the next two-three years before beginning construction on the health facility.

DRAFT

Hill Center: Hill/Gray Seven LLC continues its redevelopment efforts for its new Winter Park shopping center, office space, and subsequent parking lot located at 415 S. Orlando Avenue. The total project area is approximately 110,456 and will include 24,000 sqaure feet of commercial and office space. In addition, the project will include a 31,648 square foot parking lot that will accommodate 176 parking spaces. Hill/Gray received commission approval for this project in March 2020 and is expected to open in Spring 2022.

2021 CONTINUING OR EXPECTED MULTI-FAMILY RESIDENTIAL PROJECTS:

Lake Spier Crossing Townhomes: In March 2021, the City Commission approved a new project for construction of 10 (two builds of two units and two buildings of three units) new two-story townhomes on the 1.28 acres at 1915 S. Lakemont Ave situation within a gated community. The vacant 1.28-acre property formerly held one single family home, purchased by Lake Spier Development LLC for $1.3 million, and was subsequently demolished in October 2020. Timing of this project is unknown.

Vilasa Luxury Homes: Construction for 14 new luxury townhomes (twelve two story and two three-story townhouses) and redevelopment of one single-family home continues on Canton and Swoope Avenue. After receiving City Commission approval in October 2019, Windermere Winter Park Ventures LLC began construction on the luxury home development and is scheduled to complete in spring 2022. Overall square footage for this project is 45,444 square feet with an average unit size of 3,246 square feet. The project site formerly housed four properties all in the same ownership. The project is estimated to cost a total of $13 million

DRAFT

Development Report Project Highlights
Calendar Year 2021
DRAFT

#	Project Name	Total Cost	Commission Approved	Complted/Scheduled	Sq. Footage	Address	Redevelopment?	Previous Square Footage
1	Rollins Lakeside Neighborhood	$ 71,000,000.00	Jan-19	2021	250,000	1000 Holt Ave	Yes	
2	Starbucks Lee Road	$ 3,338,888.00	Jan-20	Sep-21	35,719	2615 Lee Road	Yes	
3	SpringHill Suites	$ 15,800,000.00	2011	Nov-21	80,000	1127 N.Orlando Ave		1005
4	Rollins Tiedtke Theatre	$ 5,000,000.00	Jan-19	2022	16,165	1000 Holt Ave	Yes	
5	The Edyth	$ 8,000,000.00	Jan-20	2022		199 E Welbourne Ave	Yes	
6	Alfond Inn Expansion	$ 30,000,000.00	Feb-19	Summer 2023	81,000	300 N England Ave	Yes	
7	Mayflower Expansion	$ 108,000,000.00	Jan-18	Fall 2022	84,842	1620 Mayflower Ct		8 acres, 15.5 new acres
8	Mayflower: Waterside Residences	$ -	Jan-18	Spring 2023	124,770	1620 Mayflower Ct		8 acres, 15.5 new acres
9	Mayflower: Club House & Bistro	$ -	Jan-18	Spring 2023	225,112	1620 Mayflower Ct		8 acres, 15.5 new acres
10	Goodlives Wellness Studio	$ 1,100,000.00	Jan-21	Unknown	11,245	301 N. New York Ave		13396
11	Lake Spier Crossing	$ 1,300,000.00	Mar-21	Unknown	55,756	1915 S. Lakemont Ave	Yes	
12	Vilasa Townhomes	$ 13,000,000.00	Oct-19	Mar-22	45,444	510 West Swoope Ave	Yes	
13	Hill/Grey Seven Offices [hill center/palm hills]	$ 20,000,000.00	Feb-20	Spring 2022	110456	415 S. Orlando Avenue, 336 Grove Avenue, 434 Grove Avenue	Yes	
		$ 276,538,888.00						

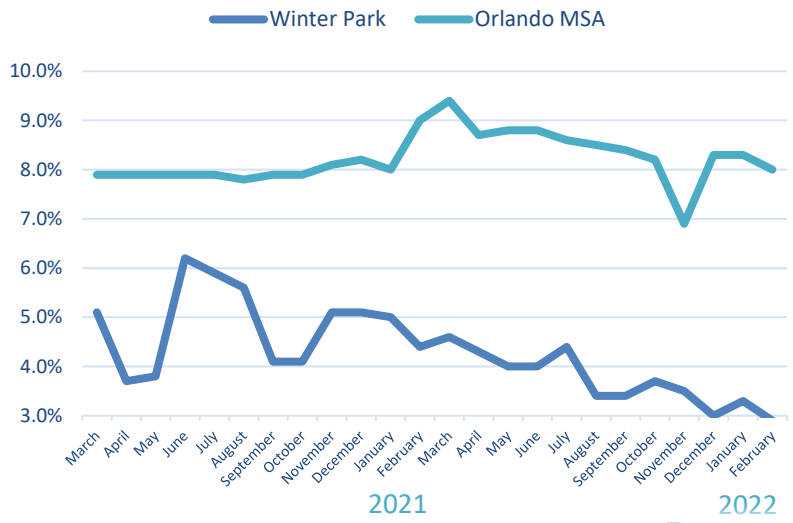
Commercial Performance Report 2/22

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

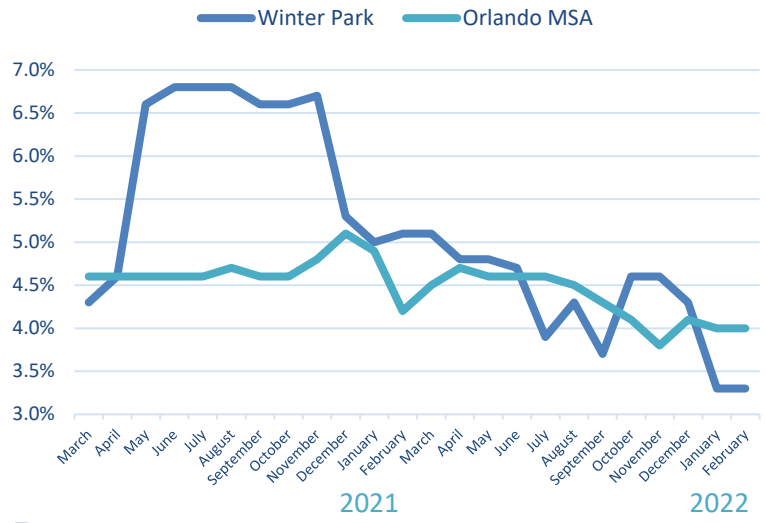
Sources: ESRI, CoStar, BLS

OFFICE

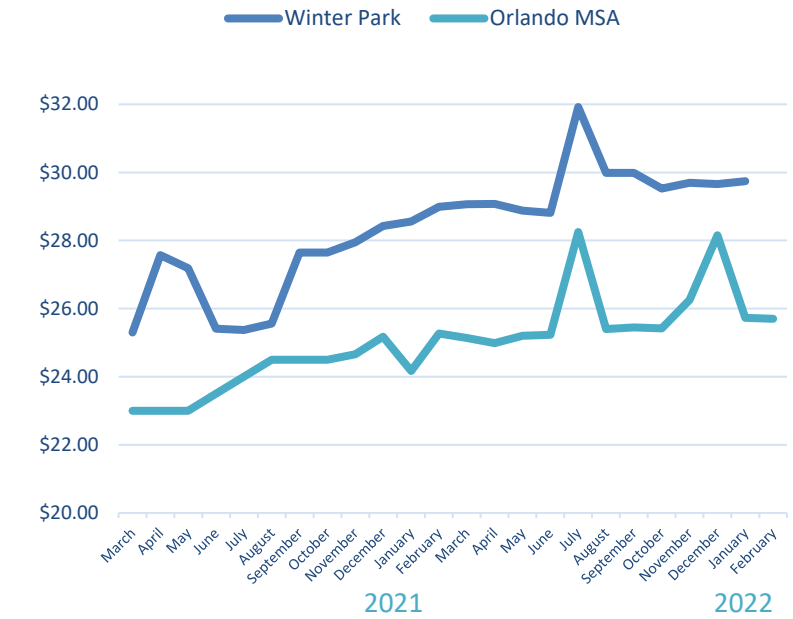
Vacancy

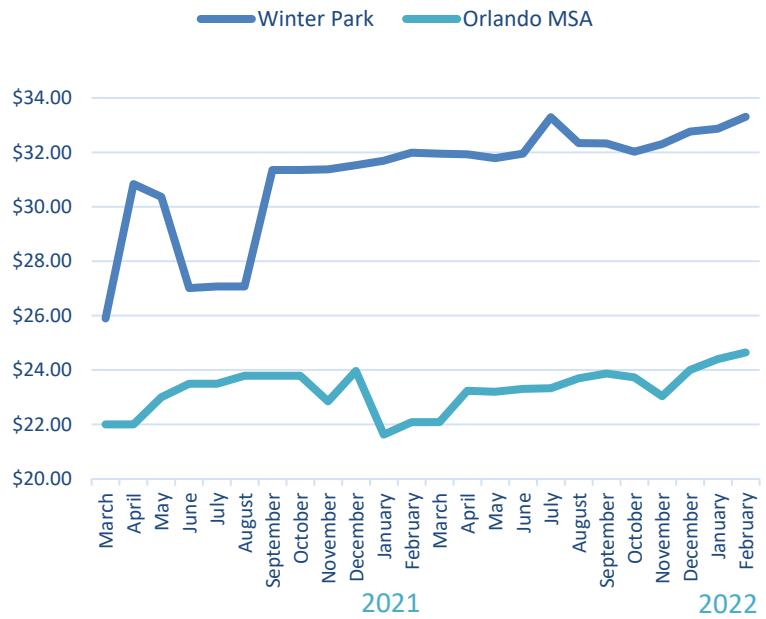


RETAIL



Rental Rate





City of Winter Park

Kyle Dudgeon
03/01/2022

Key Figures

February 1, 2022 → February 28, 2022

Total

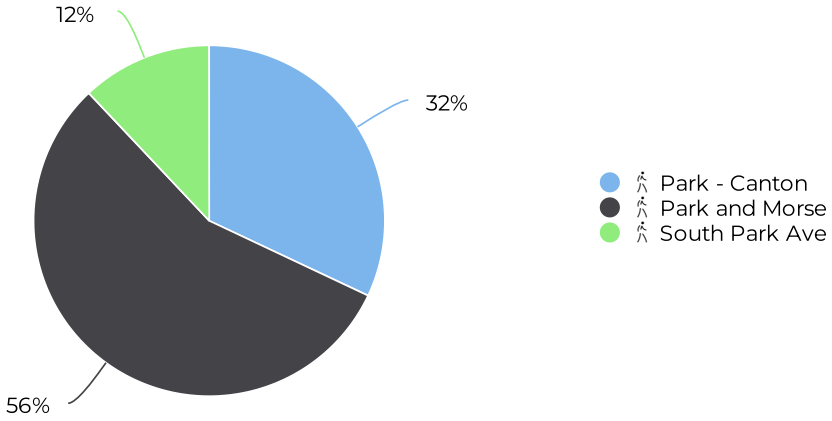
187,073

Peak Day

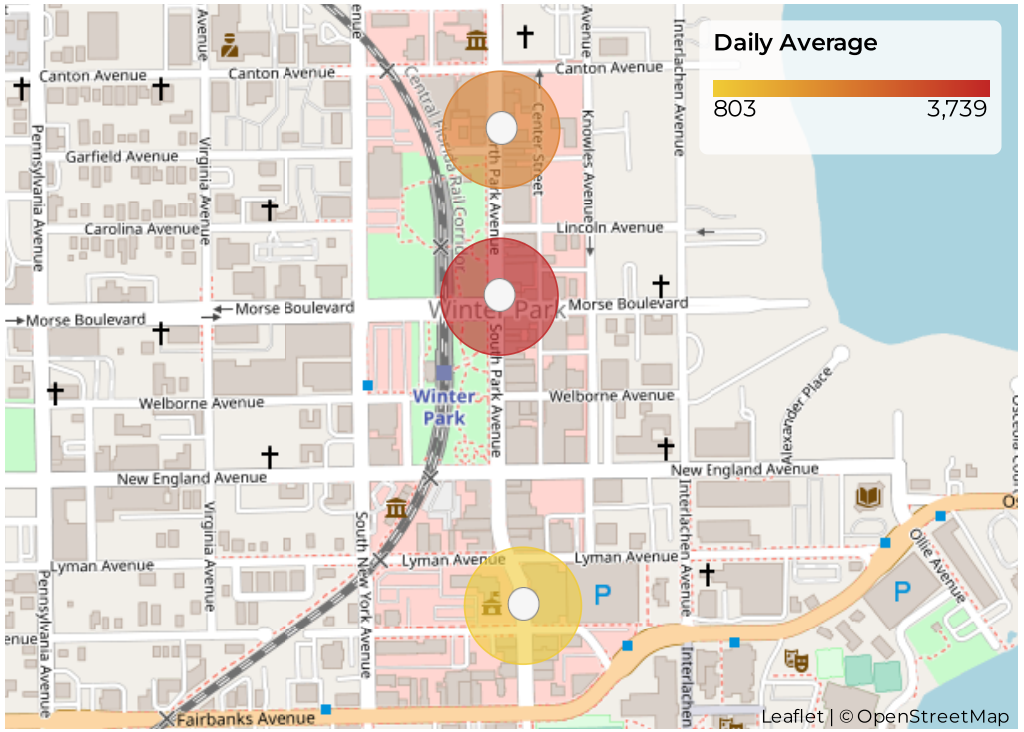
Saturday
Feb 12, 2022

12,866

Distribution



Key Figures Map

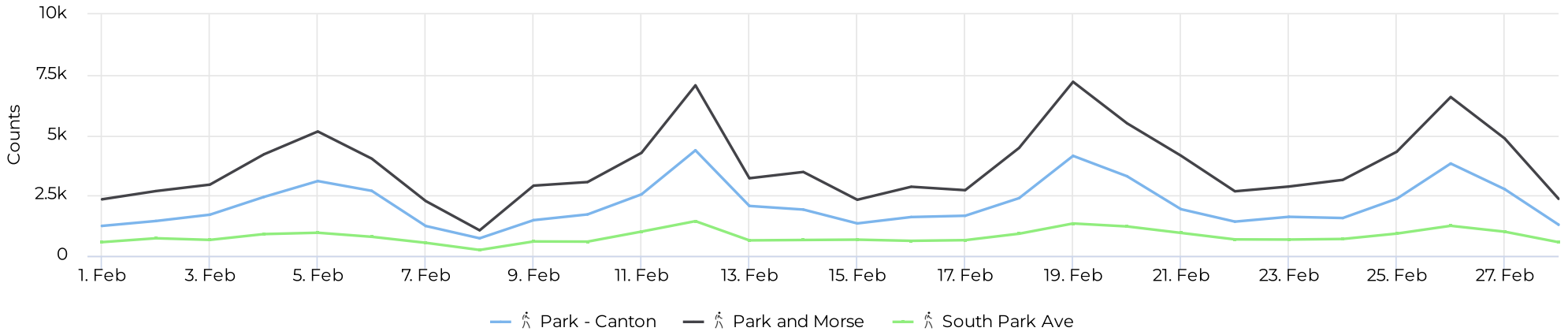


Compared to 02/02/2021 → 03/01/2021

Key Figures

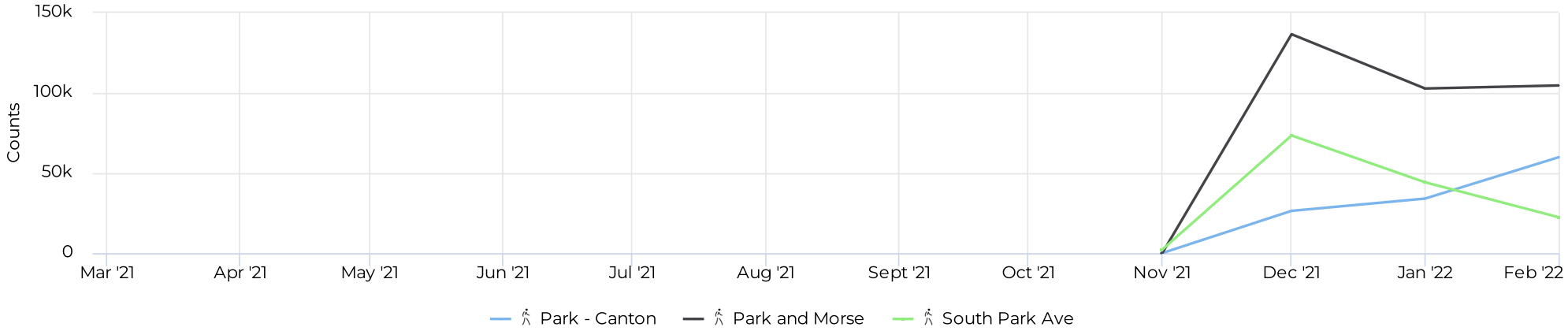
February 1, 2022 → February 28, 2022

Daily traffic



Monthly traffic

03/01/2021 → 02/28/2022

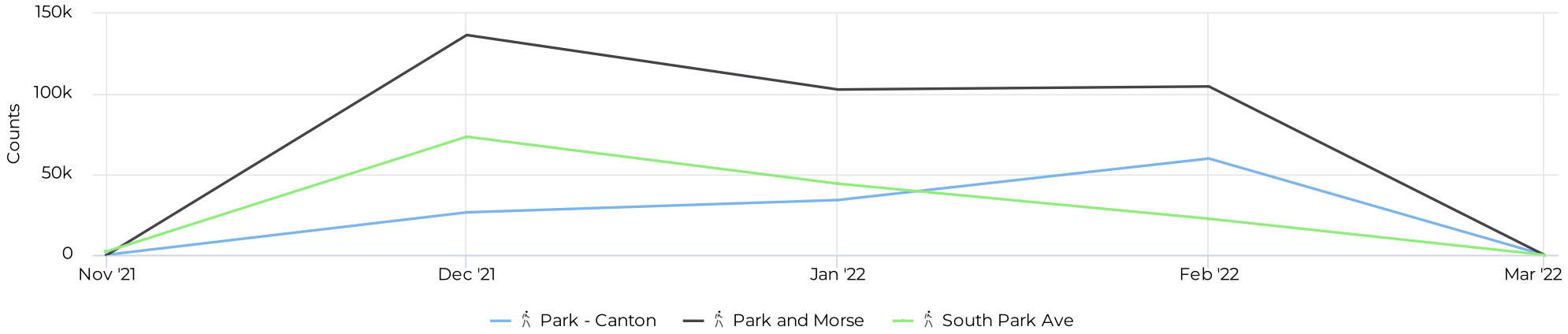


Key Figures

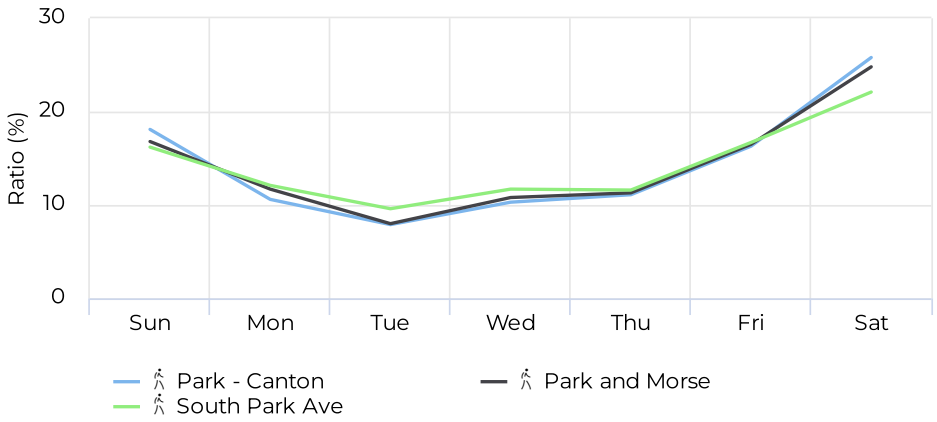
February 1, 2022 → February 28, 2022

Monthly traffic

Whole Period

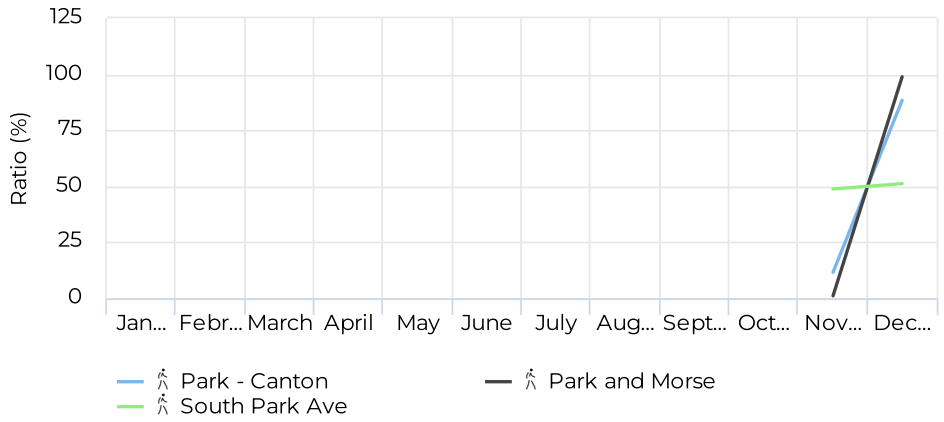


Daily Profile



Monthly Profile

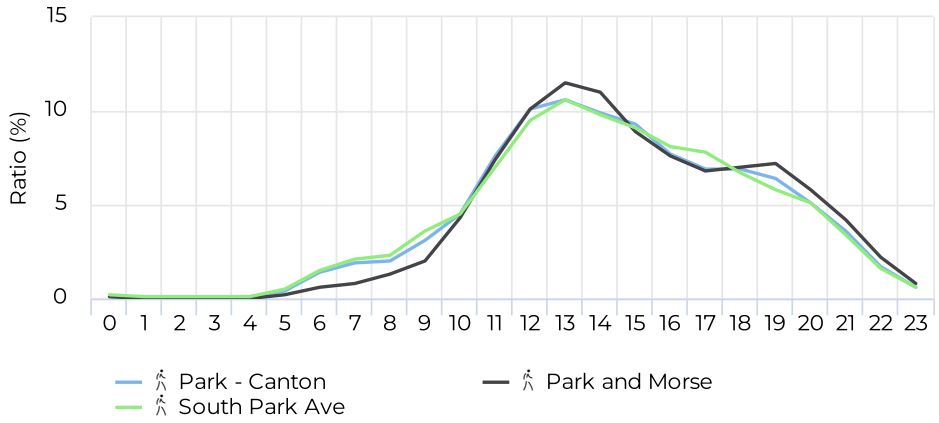
01/01/2021 → 12/31/2021



February 1, 2022 → February 28, 2022

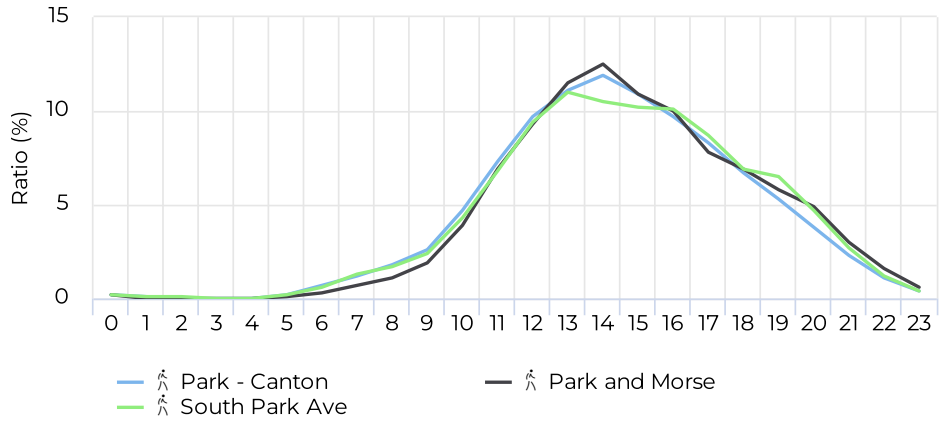
Hourly Profile - Weekdays

01/01/2022 → 02/28/2022



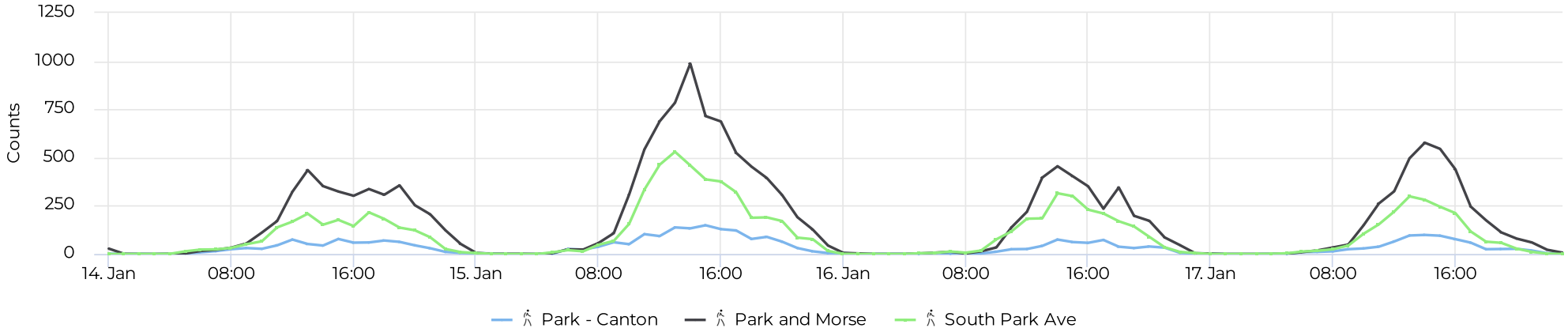
Hourly Profile - Weekend

01/01/2022 → 02/28/2022



Hourly Report

01/14/2022 → 01/17/2022



Key Figures

February 1, 2022 → February 28, 2022

Key Figures Summary

Site	Daily Average		Peak Day		Peak Count	
Park and Morse	3,739		Sat Feb 19, 2022		7,206	
Park - Canton	2,139		Sat Feb 12, 2022		4,369	
South Park Ave	803		Sat Feb 12, 2022		1,437	

Compared to 02/02/2021 → 03/01/2021

Economic Development Advisory Board

agenda item

item type Board Comments	meeting date March 8, 2022
prepared by Kyle Dudgeon	approved by
board approval	
strategic objective	

subject
Commission direction on 'Board Comments' item

motion / recommendation
N/A

background
Based on a previous work session, the Commission wished to include in a section of the advisory board agenda a time to ask about future agenda items. Staff proposes the 'board comments' section of the agenda meets this purpose.

alternatives / other considerations

fiscal impact