



2020-21

Economic Development Advisory Board Strategies & Action Plan



Economic Development/CRA Division
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Executive Summary

Over the past 18 months, the City of Winter Park has worked diligently to mitigate the effects of the pandemic installing a myriad of programs to safely and effectively improve business conditions. This was in large part due to the efforts of the Economic Recovery Task Force (ERTF), a body of residents, nonprofits, and business owners guided in partnership with the City and Chamber of Commerce. From inception on August 12, 2020 through their final report on April 28, 2021, included was a recommendation that this work be continued by the city's Economic Development Advisory Board (EDAB). Since that time, EDAB largely focused its monthly meetings on establishing a framework to create impactful and operationally effective strategies to further vitality within the community. The ultimate objective is to provide pragmatic approaches to the city's ongoing efforts to ensure a positive business environment which overlaps with its quality of life and authentic experience.

The 2021 Strategies & Action Plan sets the stage for more detailed work to come. As a cornerstone, it outlines the targeted approaches staff will undertake with guidance from the board. Without this agreed upon direction, measuring benchmarks and success can become inconsistent and malleable over time. Through a collaborative process, the plan has four focus areas:

- ❖ Advising on Industry Trends
- ❖ Maintain a Healthy Downtown Core
- ❖ Enable Retention and Recruitment Opportunities
- ❖ Facilitation & Ombudsmanship

These four areas, as described in the pages below, discuss program development, project implementation, and call for a strengthening of knowledge base. Each item will be vetted to EDAB for consideration and approval. In select circumstances, items may also be vetted by the City Commission, particularly for funding considerations. It should be inferred that each program will be subject to annual review and benchmarking.

The Plan has also been formatted to be cognizant of other relevant plans including the city's Comprehensive Plan, Sustainability Action Plan, and Vision Plan.

Plan Development Process

It is the intent of this plan to augment the success of the ERTF and provide continued direction to promote vitality within the city. It relies heavily on the involvement of many viewpoints including:

- ❖ The Economic Development Advisory Board
- ❖ Public
- ❖ Business Owners
- ❖ Stakeholders
- ❖ Staff

EDAB's initial meetings contained high level conversation regarding Winter Park economic strengths given the ERTF report and Commission feedback. This included addressing questions including, but not limited to:

- ❖ "What are the city's competitive advantages?"
- ❖ "What does Winter Park economic success look like for 2021?"
- ❖ "What role(s) does the city play in the experiential economy?"
- ❖ "How does the city ensure continued participation in its commercial areas?"
- ❖ "How is success measured?"

From these discussions staff, with consensus from the board, arrived at over 40 key phrases consistent with the questions deliberated. These phrases can be found in the Exhibit section. Goal setting was undertaken in June resulting in the formation of 'ED buckets' to frame overarching themes. Under each theme, the board discussed strategies and actions for executable deliverables moving forward. This was completed in July 2021.

The calendar (right) displays significant board discussions/decisions since March. It articulates the focus by the board to establish criteria and a framework for strategies and actions quickly but effectively. This is also seen through additional approvals and action items contemplated by the board.



Plan Overview

This plan identifies four focus areas that the City of Winter Park should pursue to achieve its mission and desired results. The intended outcomes will support Winter Park as a competitive and attractive place to start and grow business in the Central Florida region. These actions will also improve economic opportunity and quality of life for residents.

STRATEGIES

- ❖ Advise on Industry Trends
- ❖ Maintain a Healthy Downtown Core
- ❖ Enable Retention and Recruitment Opportunities
- ❖ Facilitation & Ombudsmanship

Advise on Industry Trends

Facilitating ongoing measurements and studies provides an analytical outlet to the board, who subsequently recommend to the Commission, on the refinement of Winter Park's economic climate. The board has continued to have discussions around best definitions for economic development. Given its diverse nature, it addresses several facets of the city both quantitative and qualitative in nature. Because of this having a proxy to understand impacts, both positive and negative, becomes a fundamental tool to communicate where improvements are needed and mitigate concerns. These include elements such as development reports, performance metrics scorecard, and cluster studies as further defined in the Plan later.

Maintain a Healthy Downtown Core

Winter Park is known for possessing a livable and highly desirable community that is people-friendly with integrated land uses. Promoting Winter Park's authentic place characteristics, particularly in the downtown area is an essential component to what makes the city unique. The plan encourages continued investment through capital projects, enhanced maintenance, elevating the existing banner program, strengthening pedestrian, bicycle, transit analytics and sustainability opportunities.

Enable Retention and Recruitment Opportunities

Lessons can be learned from the harmful effects of the pandemic. While some businesses were able to evolve and thrive, others were left with limited resources and outlets. Therefore the term 'Toolkit' was used. By expanding the city's resource tree for incentive based programming for existing and expanding business, the city adds tools to financially support firms in the after effects of COVID-19.

Facilitation & Ombudsmanship

Facilitation and ombudsmanship tactics serve as a fast acting response to business concerns and queries. By providing a centralized point of contact for day to day issues, strategies and actions under this focus area provide advantages through connection of existing resources and acknowledgement of the diverse and community minded businesses of Winter Park.

How to Use this Report

The overall intent of this report is to act as a starting block on each proposed strategy and action, sometimes referred to as a program or project. For each, the following table can be used to identify roles and responsibilities throughout each program/project's origin point to final deliverable.

Role of the Economic Development Advisory Board	Provide guidance to staff on project priority
	Sharpen relevancy/eligibility parameters for said prioritized projects/programs
	Define return on investment
	Evaluate benchmarks
	Maintain accountability to staff
Role of Staff	Identify "which focus area is this addressing/accomplishing?"
	Generate due diligence on needs for implementation
	Author programs and project guidelines for approval by the board
	Itemize projected costs, if applicable
	Timeliness to the board

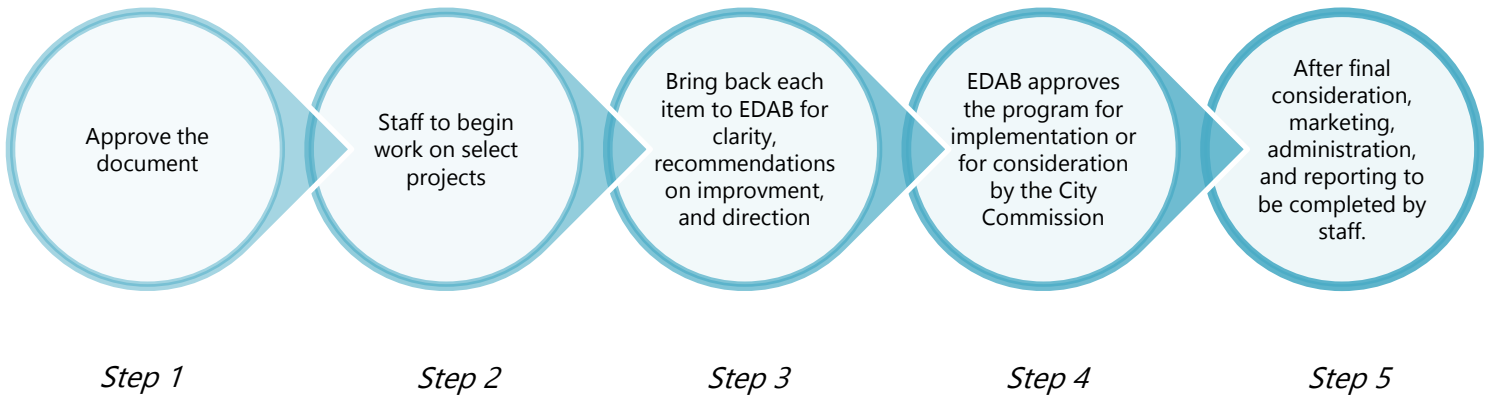
This report also acknowledges that other roles may define themselves through the life of this document.

Where Do We Start?

From the starting block, process can be compartmentalized into five sections. The first begins with approval of the document. Once this occurs staff will initiate section two, beginning due diligence on priority projects. Staff may choose to provide their insight on which projects to consider with direction from the board. From there, it is likely a first outline for program or project consideration will take some time to complete. Once drafted, staff will deliver each item to EDAB for evaluation, revision, and direction to staff. After all edits are completed, the board may wish to approve the project or program for implementation, or provide a recommendation to the City Commission for

implementation where applicable. It will then be the responsibility of staff to execute said project/program and report on successes and improvement areas moving forward.

The chart below identifies each step in the process of document approval to project/program implementation.



Timeline

It is predictable each strategy and action will require time and resources by city staff for board consideration. As a result, timelines for items may fluctuate. However; with priority projects identified, a first round of select drafted deliverables are anticipated by the end of the calendar year/beginning of 2022.

Review and Adjustment

The EDAB Strategies Action Plan is intended to be a guide that communicates a vision of achievement through study, action, and provides a standard for measurement of that success. Any plan requires monitoring and reflection to assess project value. With that in mind, adjustment also becomes an important tool. The advantageous structure of this plan will allow for EDAB members and City staff an opportunity to reassess projects as well as determine any fine-tuning that may be necessary given the economic or political landscape of Winter Park.

2021 EDAB Strategies Chart

The 2021 strategies chart provides an overview of items contemplated by the board through its strategic narrative and process yielding strategies for implementation by the board and staff.

Focus Area 1	
Advising on Industry Trends	
Strategy 1	Refine quarterly metric reports on local economic conditions.
FA1s1.action	- Meeting to discuss benchmark communities
FA1s1.action	- Identify values and generate report
Strategy 2	Reintroduce a development report articulating Winter Park development activity.
FA1s2.action	- Work with planning and permitting departments on redevelopment sites. Update biannually.
Strategy 3	Continue to provide location quotient, shift share, and business cluster reports.
FA1s3.action	- Engage consulting services
Focus Area 2	
Maintain a Healthy Downtown Core	
Strategy 1	Invest in existing resources to promote the Winter Park experience
FA2s1.action	- Establish costs for increasing cleanliness efforts (pressure washing, etc)
FA2.s1 action	- Add value to the Winter Park experience during holiday and off-peak times of the year (concert series, holiday lights, WP banners)
FA2.s1 action	- Continue pursuit of technology enhancements for small businesses and residents
Strategy 2	Maintain focus on pedestrian, bicycle and transit connections
FA2s2.action	- Establish baselines for pedestrian foot traffic in walkable commercial areas
Strategy 3	Consider sustainable elements such as energy efficiency and wellness as important local elements to program functions
FA2s3.action	- Coordinate presentation with Sustainability team to understand existing efforts and partnership opportunities
FA2s3.action	- Evaluate against existing programming and cost implications to business
Focus Area 3	
Enable Retention and Recruitment Opportunities	
Strategy 1	Evaluate new programs for expanding and relocating businesses to Winter Park
FA3s1.action	- Identify gap areas for consideration (gap analysis)
FA3s1.action	- Review past program successes and limitations
FA3s1.action	- Participate in peer review exercise
FA3s1.action	- Craft guidelines and application
Strategy 2	Expand CRA business façade program citywide
FA3s2.action	- Review existing programming
FA3s2.action	- Peer review
FA3s2.action	- Craft guidelines and application
Focus Area 4	
Facilitation & Ombudsmanship	
Strategy 1	Reintroduce business recognition program
FA4s1.action	- Review criteria & execute
Strategy 2	Establish roundtable sessions with market and private sector experts for educational outreach
FA4s1.action	- Staff coordination with local, community, and regional partners
FA4s2.action	- Continue working relationships with existing partners for community and private sector benefit

Focus Area 1: Advise on Industry Trends

In order to be able to advise on economic conditions, it is imperative the board and staff collect and trend spot behaviors in the market. The following strategies place keen insight for strong methodologies and data backed advocacy on decision making and investment.

Refine Quarterly Metric Reports

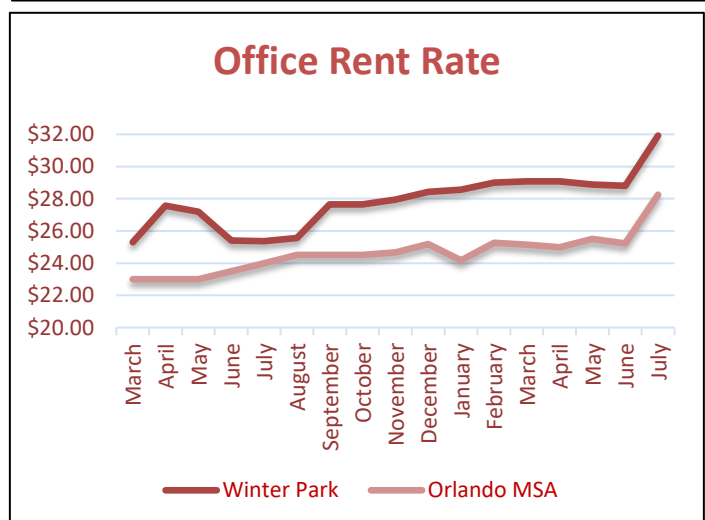
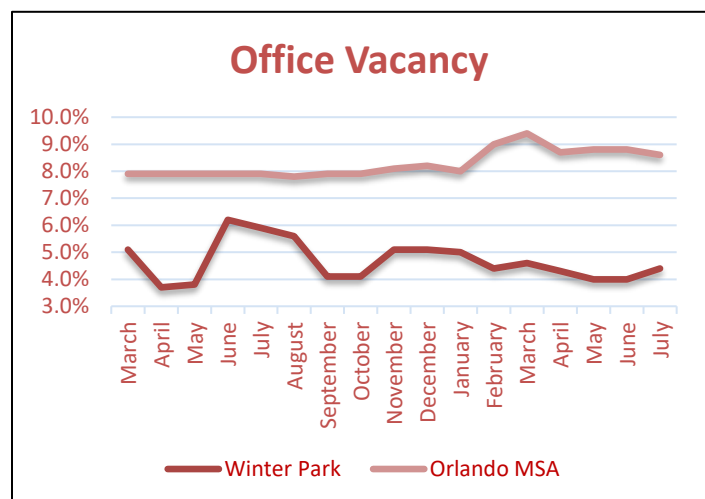
Engagement Tools:

- ✓ Meeting to establish metrics/determine benchmark communities
- ✓ Share existing performance metrics
- ✓ Generate comparative matrix of regional community characteristics/demographics
- ✓ Highlight and refine reference points for inclusion of Scorecard

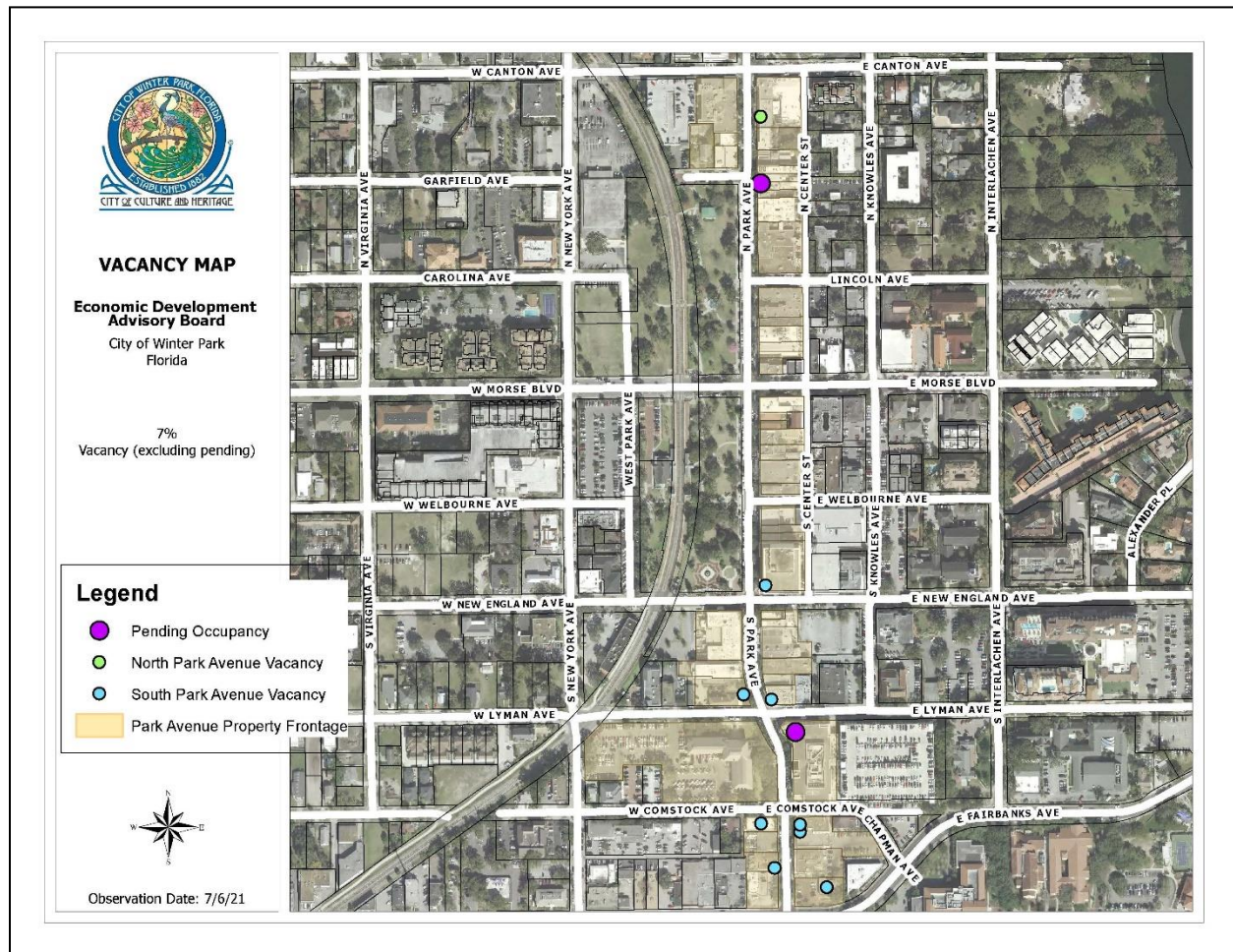
City staff has already begun the process of introducing metric reports on general vacancy, rental rates in order to be able to advise on economic conditions. These have been tabulated monthly since the onset of the pandemic (see also exhibits). Staff has also kept a close eye on vacancy specifically related to Park Avenue (next page).

While these are valuable tools in their own right, context is key. Evaluating this data against other communities and/or the region may help to provide new insight on area changes and glean new perspective on competitive advantages or weaknesses. This also augments the work provided in the past and future business cluster analysis.

Staff will work with the board at a regularly scheduled meeting to establish parameters of comparative cities to pull and relate data. Depending on the information this may be



done at either the quarterly or monthly level in order to contextualize appropriately.



Park Avenue Vacancy Map, July 2021
Source: Winter Park Economic Development

Well communicated metrics continue to be a staple of the Economic Development/CRA Division's mission. The below example provides an illustration of potential outcomes of the board and staff's discussion for appropriate metrics and communication delivery.



Survey Question	2016	2014	2012	2010	2007	Benchmark
Favorable rating of the following characteristics:						
Rating of employment opportunities	26%	21%	13%	11%	13%	Similar
Overall economic health	44%	36%	N/A	N/A	N/A	Similar
Quality of K-12 education	67%	60%	N/A	N/A	N/A	Similar
Adult education	51%	52%	N/A	N/A	N/A	Similar
Overall quality of business establishments in County	58%	55%	53%	57%	N/A	Similar
Charlotte County as a place to work	42%	36%	33%	24%	29%	Lower
Charlotte County as a place to visit	72%	70%	N/A	N/A	N/A	Similar
Cost of living in Charlotte County	48%	48%	N/A	N/A	N/A	Similar
Overall quality of new development in County	44%	42%	41%	44%	39%	Similar
Overall appearance of Charlotte County	62%	59%	51%	58%	43%	Similar
Overall impression/reputation of Charlotte County	64%	58%	53%	54%	38%	Similar
Overall built environment	50%	52%	N/A	N/A	N/A	Similar

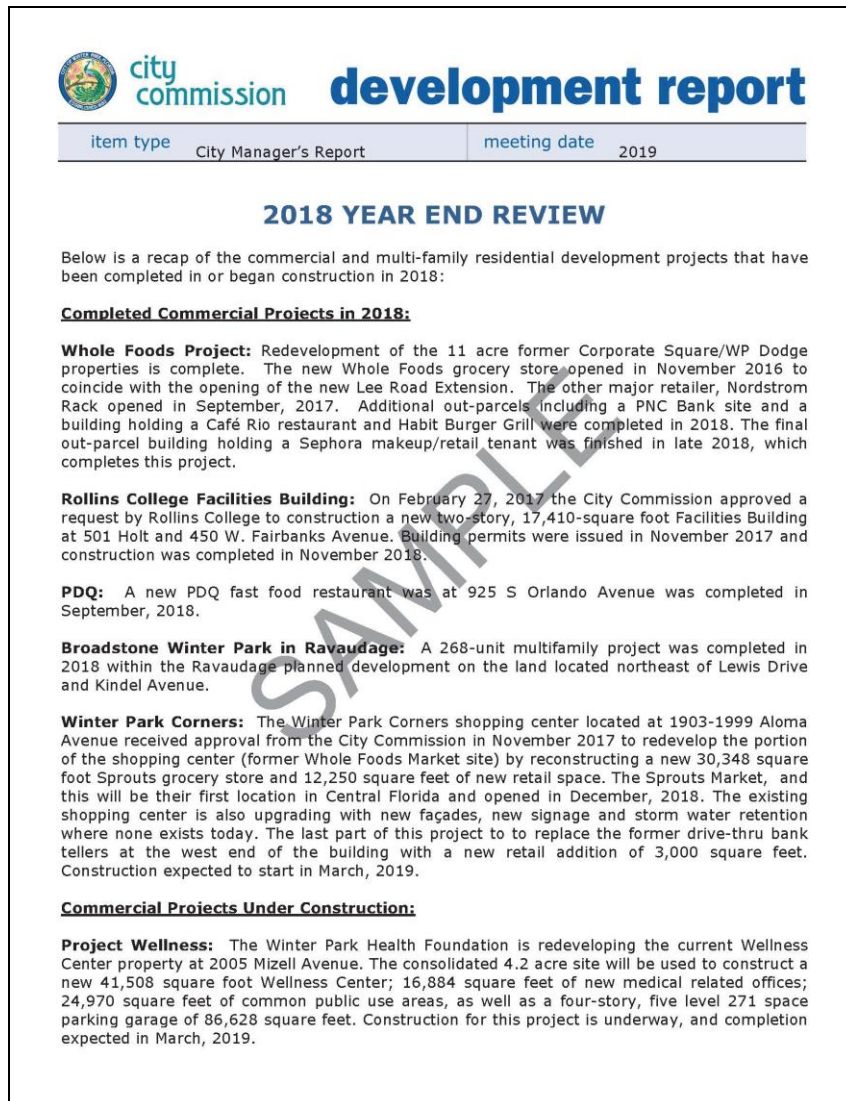
Sources: Charlotte County Economic Development
Dublin Economic Monitor

Reintroduce A Development Report

Engagement Actions:

- ✓ Partner with city departments to obtain data from development applications
- ✓ Distribute biannually

For several years, the Planning Department generated a recap of commercial and multifamily residential development projects completed or begun construction within a given time. Staff is proposing reintroducing this report as part of staff's ongoing monitoring including language on aggregate square footage and GIS mapping locations.



The screenshot shows a document header for the City Commission Development Report. It includes the City Commission logo and the title 'development report'. Below the header is a table with two columns: 'item type' and 'meeting date'. The 'item type' is 'City Manager's Report' and the 'meeting date' is '2019'. The main title of the report is '2018 YEAR END REVIEW'. The text below the title states: 'Below is a recap of the commercial and multi-family residential development projects that have been completed in or begun construction in 2018:'. There are three sections of completed projects: 'Completed Commercial Projects in 2018:', 'Whole Foods Project:', 'Rollins College Facilities Building:', and 'PDQ:'. There are also two sections of projects under construction: 'Broadstone Winter Park in Ravaudage:' and 'Winter Park Corners:'. The 'Winter Park Corners' section mentions a new retail addition of 3,000 square feet. The 'Commercial Projects Under Construction:' section includes 'Project Wellness:' which is a large multi-use development.

item type	meeting date
City Manager's Report	2019

2018 YEAR END REVIEW

Below is a recap of the commercial and multi-family residential development projects that have been completed in or begun construction in 2018:

Completed Commercial Projects in 2018:

Whole Foods Project: Redevelopment of the 11 acre former Corporate Square/WP Dodge properties is complete. The new Whole Foods grocery store opened in November 2016 to coincide with the opening of the new Lee Road Extension. The other major retailer, Nordstrom Rack opened in September, 2017. Additional out-parcels including a PNC Bank site and a building holding a Café Rio restaurant and Habit Burger Grill were completed in 2018. The final out-parcel building holding a Sephora makeup/retail tenant was finished in late 2018, which completes this project.

Rollins College Facilities Building: On February 27, 2017 the City Commission approved a request by Rollins College to construction a new two-story, 17,410-square foot Facilities Building at 501 Holt and 450 W. Fairbanks Avenue. Building permits were issued in November 2017 and construction was completed in November 2018.

PDQ: A new PDQ fast food restaurant was at 925 S Orlando Avenue was completed in September, 2018.

Broadstone Winter Park in Ravaudage: A 268-unit multifamily project was completed in 2018 within the Ravaudage planned development on the land located northeast of Lewis Drive and Kindel Avenue.

Winter Park Corners: The Winter Park Corners shopping center located at 1903-1999 Aloma Avenue received approval from the City Commission in November 2017 to redevelop the portion of the shopping center (former Whole Foods Market site) by reconstructing a new 30,348 square foot Sprouts grocery store and 12,250 square feet of new retail space. The Sprouts Market, and this will be their first location in Central Florida and opened in December, 2018. The existing shopping center is also upgrading with new façades, new signage and storm water retention where none exists today. The last part of this project to to replace the former drive-thru bank tellers at the west end of the building with a new retail addition of 3,000 square feet. Construction expected to start in March, 2019.

Commercial Projects Under Construction:

Project Wellness: The Winter Park Health Foundation is redeveloping the current Wellness Center property at 2005 Mizell Avenue. The consolidated 4.2 acre site will be used to construct a new 41,508 square foot Wellness Center; 16,884 square feet of new medical related offices; 24,970 square feet of common public use areas, as well as a four-story, five level 271 space parking garage of 86,628 square feet. Construction for this project is underway, and completion expected in March, 2019.

Provide Shift Share, Location Quotient, and Business Cluster Reports

(as new data becomes available)

Engagement Actions:

- ✓ Enlist consulting firm for objective examination
- ✓ Analyze results and strengthen conclusions against previous reports
- ✓ Add benchmarking metrics to analysis

Winter Park continues to provide for strong industry clusters that should be monitored and nurtured. The plan will continue the commitment of updating cluster analysis to validate strengths and weaknesses for both resiliency and support strategies in the market. The city has been successful in this effort with previous iteration of cluster studies leading to new incentive programs and being a foundational resource for additional economic study. Specific examples include the city's Target Industry Enhancement Program (2011) and backdrop to the ERTF's COVID-19 economic analysis (2020).

The broader context of this analysis also includes measures for employment opportunities, growth, the nature of jobs, educational opportunities, safety and welfare, income, and wealth among others. Ultimately, this common and consistent measure related to the concentration and growth of jobs by type or employment clusters offers invaluable insight towards community goals and future prospects.

Employment Clusters

One form of economic development analysis suggests that economic activities in an area can be divided into two categories: basic and nonbasic. Basic industries are those exporting from the local region and bringing wealth from outside, while nonbasic industries support local needs. Because export-import flows are usually not tracked at sub-national levels, it is not practical to study industry output and trade flows to and from a local area. As an alternative, the concepts of basic and nonbasic are operationalized using employment data, and location quotients ("LQ").

The location quotient formula shows whether a local area is employing enough workers in each sector as compared with a balanced national economy.

- When the Location quotient = 1.0, that means the employment is equal in the sector for the national and regional economy. Therefore the sector is non-basic and supply is just equal to local demand.
- If LQ < 1, The output is not sufficient to meet the local demand and imports are needed.
- If LQ > 1 the output is more than sufficient to meet the local demand and excess is exported.

Target Clusters

Industry clusters are local concentrations of related industries. Clusters reflect a network of economic relationships that can create a competitive advantage, if desired. This advantage then becomes an enticement for similar industries and suppliers to those industries to develop or relocate locally. Based on our analysis, we defined 6 measurable clusters in the City of Winter Park.

	2009 LQ	2016 LQ	Employment CAGR
Education & Knowledge Creation	2.89	2.86	1.2%
Real Estate & Development	4.39	2.70	0.7%
Arts, Culture & Entertainment	1.82	1.94	5.3%
Health Care Services	1.39	1.93	4.0%
Financial and Professional Services	2.24	2.68	1.7%
Creative Services	9.27	11.09	-1.2%

Source: GAI Consultants

Focus Area 2: Maintain a Healthy Downtown Core

Pleasant and prosperous places for residents, businesses and visitors generally have several characteristics in common. One of which is the continued investment and unique nature of their downtown. Continued emphasis on downtown has been a common theme in EDAB discussions and in turn staff has collaborated on a full focus area for targeted action.

Invest in Existing Resources to Promote the Winter Park Experience

Engagement Actions:

- ✓ Establish costs for increasing cleanliness efforts
- ✓ Add value to the Winter Park experience during holiday and off-peak times of the year (concert series, holiday lights, WP banners)
- ✓ Continue pursuit of technology enhancements for small businesses and residents

Staff heard several comments from the board with respect to authenticity, safety, and cleanliness. The city can act swiftly by working with departments and vendors on increasing cleaning efforts including pressure washing and strategizing internally to maintaining a consistent and pristine look.

Combined with targeted efforts of promoting authenticity and experience, staff will execute engagement strategies to elevate and maintain focus on the city's core amenities.



Maintain Focus on Pedestrian, Bicycle and Transit Connections

Engagement Actions:

- ✓ Establish baselines for pedestrian foot traffic in walkable commercial areas
- ✓ Use data for monitoring, marketing and tracking trends.

For local merchants and store owners, understanding foot traffic is a cornerstone to developing and sustaining business. As merchants continue to evolve their business models, line of sight still offers a considerable opportunity to generate sales. Gaining additional insight into the primetime days, times, events, and other unique analytics gives merchants and the city a new lens when reviewing store times, special events, road closures, or how last mile traffic can be maximized to ensure opportunities for small business.



Consider Sustainable Elements such as Energy Efficiency and Wellness as Important Local Elements to Program Functions

Engagement Actions:

- ✓ Coordinate presentation with Sustainability team to understand existing efforts and partnership opportunities
- ✓ Evaluate against existing programming and cost implications to business.

The city's Economic and Sustainability teams have often overlapped to accomplish small scale projects and programs. These include facilitating participation into the Green Business Recognition Program and capital improvements to downtown. As the board evaluates new programming for the next fiscal year, emphasis should be placed on consideration of eligible improvements under grant or matching rebate programs to leverage public/private funding in both the near and long term. Such examples of these types of investments may include lighting fixtures, insulation options, sealants, automatic times devices, technical assistance for energy audits, permanent generators, or hurricane impact windows.

Focus Area 3: Enable Retention and Recruitment Opportunities

Evaluate New Programs for Expanding and Relocating Businesses to Winter Park

Engagement Actions:

- ✓ Identify gap areas for consideration (gap analysis)
- ✓ Review past program successes and limitations
- ✓ Participate in peer review exercise
- ✓ Craft guidelines and application

Retention and recruitment is a core component of any strategy looking to retain and encourage the creation and expansion of new business. These types of programs assist with new jobs and increase competitiveness within the community's economic landscape. It also provides additional insight on the competitive strengths and weaknesses of the local area. Overall, programming should be performance-based to assist in advancing high wage jobs that support the city's competitive standing as a location for major employers and continuing long-term investment and involvement in the community.

This can begin with many tools including a gap analysis to determine strengths and weaknesses in the market. It is used to identify supply opportunities and demand for business clusters, particularly retail. If there is a difference in the supply (potential) and demand (sales)

Retail Market Potential			
Winter Park City, FL Winter Park City, FL (1278300) Geography: Place		Prepared by Esri	
Demographic Summary			
Population	2021	2026	
Population 18+	31,030	32,686	
Households	25,894	27,421	
Median Household Income	13,566	14,289	
	\$81,065	\$91,075	
Product/Consumer Behavior			
	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
Apparel (Adults)			
Bought any men's clothing in last 12 months	12,756	49.3%	100
Bought any women's clothing in last 12 months	11,950	46.1%	102
Bought any shoes in last 12 months	14,023	54.2%	101
Bought costume jewelry in last 12 months	4,574	17.7%	110
Bought any fine jewelry in last 12 months	4,915	19.0%	104
Bought a watch in last 12 months	3,835	14.8%	102
Automobiles (Households)			
HH owns/leases any vehicle	11,858	87.4%	101
HH bought/leased new vehicle last 12 months	1,375	10.1%	111
Automotive Aftermarket (Adults)			
Bought gasoline in last 6 months	22,775	88.0%	103
Bought/changed motor oil in last 12 months	11,228	43.4%	96
Had tune-up in last 12 months	6,551	25.3%	105
Beverages (Adults)			
Drank bottled water/seltzer in last 6 months	18,150	70.1%	99
Drank non-diet (regular) in last 6 months	9,250	35.9%	85
Drank beer/ale in last 6 months	11,324	43.7%	106
Cameras (Adults)			
Own digital point & shoot camera/camcorder	2,291	8.8%	110
Own digital SLR camera/camcorder	2,360	9.1%	114
Printed digital photos in last 12 months	6,416	24.8%	112
Cell Phones (Adults/Households)			
Bought cell phone in last 12 months	7,959	30.7%	95
Have a smartphone	23,239	89.7%	100
Have a smartphone: Android phone (any brand)	8,848	34.2%	84
Have a smartphone: Apple iPhone	14,151	54.6%	114
Number of cell phones in household: 1	4,654	34.3%	113
Number of cell phones in household: 2	5,269	38.8%	102
Number of cell phones in household: 3+	3,319	24.5%	82
HH has cell phone only (no landline telephone)	7,842	57.8%	90
Computers (Households)			
HH owns a computer	10,675	78.7%	105
HH owns desktop computer	5,028	37.1%	106
HH owns laptop/notebook	8,400	61.9%	105
HH owns any Apple/Mac brand computer	3,379	24.9%	124
HH owns any PC/non-Apple brand computer	8,227	60.6%	100
HH purchased most recent computer in a store	4,957	36.5%	104
HH purchased most recent computer online	2,255	16.6%	105
HH spent \$1-\$499 on most recent home computer	1,712	12.6%	88
HH spent \$500-\$999 on most recent home computer	2,285	16.8%	102
HH spent \$1,000-\$1,499 on most recent home computer	1,591	11.7%	114
HH spent \$1,500-\$1,999 on most recent home computer	833	6.1%	124
HH spent \$2,000+ on most recent home computer	767	5.7%	128
<small>Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. Sources: These data are based upon national propensity to use various products and services, applied to local demographic composition. Usage data were collected by GK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2021 and 2026.</small>			
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that is identified as the gap. The referenced report from ESRI titled **“Retail Market Potential”** includes a market potential index (MPI) which suggests potential surpluses or leakages in the local market. Staff will analyze in corroboration with other existing resources as data-driven background material for its programming.

Winter Park has shown a propensity for judicious, but effective use of its incentive programs within its Community Redevelopment Agency and citywide. The following showcases previous programs employed by the CRA/City and their results:

Program	Emphasis	ROI	Investment	Year	Notes
Target Industry Employment (TIE) Program	High wage jobs	75+ FTE’s with an average area wage over 200% area median income (AMI).	\$99,000	2011	Contract completed.
Qualified Target Industry (QTI) Program	High wage jobs	Maximum of 237 jobs with an average annual wage of 200% AMI.	\$165,900* (maximum)	2017 Present	- *Jobs specified over set period of time. Total investment assumes maximum obligation.
CRA Business Façade Program	Capital Investment	12:1 private to public return. 56 total projects.	\$560,000	2009 Present	- Matching grant program for physical building improvements.
Small Business Utility Assistance Program	COVID Mitigation	Over 100 businesses supported	\$100,000 (City & CRA)	2020	Leveraged in parallel with Orange CARES program.

Staff will work with the board on establishing parameters for such programs including priority among potential categories including those identified in the gap analysis, business clusters, and/or others areas of interest contemplated by the board. Categories for return on investment may include, but not limited to new jobs, existing jobs retained, total confirmed capital investment, or wage.

Expand CRA Business Façade Program Citywide

Engagement Actions:

- ✓ Review funding and program parameters through comparative matrix
- ✓ Draft guidelines and application package with direction from EDAB
- ✓ Publish and market

Business façade programs have unilateral appeal with regards to investment in the public and private realm. As noted in the previous chart, not only is it able to leverage public funding, but also influences further private resources into the community. In Winter Park, its Community Redevelopment Agency established this type of program to provide a financial incentive to property and business owners to renovate and reinvest in the exterior of their business or commercial property.

Since eligibility for the program would be citywide, it offers an opportunity to consider alternative criteria to its CRA counterpart. Some example may include interior, sustainability, or utility investments. Staff will work with the board on refinement of these requirements for consideration and approval.



winter park
CRA
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Business Façade Grant Program Guidelines

The Community Redevelopment Agency (CRA) of the City of Winter Park established the Business Façade Grant Program to provide a financial incentive to property and business owners to renovate and reinvest in the exterior of their business or commercial property. The program specifically encourages redevelopment and reinvestment for commercial properties located in the Winter Park CRA district of the City.

ELIGIBLE APPLICANTS

- The grant applicant must be a property owner or a business owner leasing a storefront.
- The business must be located within the boundaries of the Winter Park CRA (see map).
- If applying as the tenant, an affidavit must be signed by the property owner consenting to the improvements (see application).
- Proposed project must be a small business as defined by the U.S. Small Business Administration (for more information visit www.sba.gov/sba).
- Business may be an individually owned franchise as long as it meets all other criteria.
- Tenant must have at least two years remaining in lease at location of proposed project.
- Exterior Improvement Program Grant can only be used once per building, regardless of ownership.
- Buildings with multiple occupants may be eligible on a case by case basis.
- The project applicant must owe no outstanding property taxes, fees, judgment, or liens to the City of Winter Park or Orange County and have no outstanding code violations.

Ineligible Applicants: National corporate franchises, government offices and agencies (non-governmental, for-profit, tenants are eligible), businesses that exclude service to minors, properties primarily in residential use, properties exempt from property taxes.

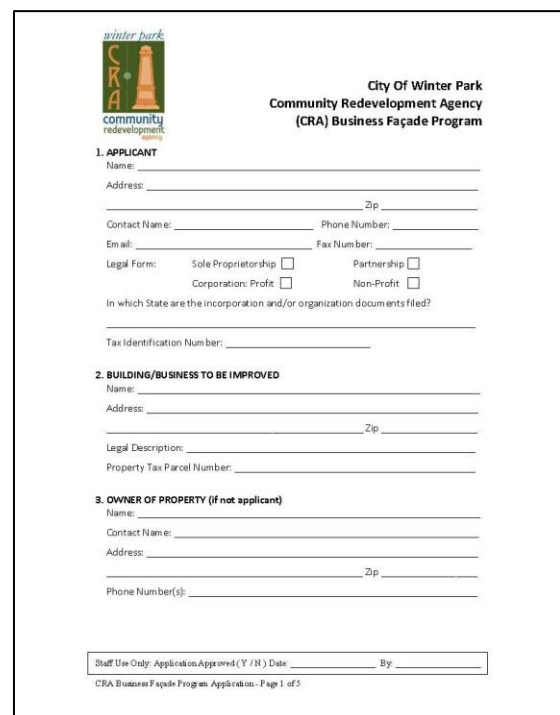
ELIGIBLE PROJECTS

The Exterior Improvement Grant program is funded through Community Redevelopment Agency funds. The CRA will match the Owner/Lessee up to fifty percent (50%) of the total cost of eligible improvements up to \$20,000. Project cost must exceed \$2,500 of eligible improvements to be considered for façade grant. All work must be done on the exterior of a street facing side of the building.

Eligible work: Rehabilitation of building facades visible to the street or public right-of-way, including:

- storefronts;
- ledges;
- gutters and downspouts;

Business Façade Program



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**City Of Winter Park
Community Redevelopment Agency
(CRA) Business Façade Program**

1. APPLICANT

Name: _____

Address: _____, Zip _____

Contact Name: _____ Phone Number: _____

Email: _____ Fax Number: _____

Legal Form: Sole Proprietorship Partnership
Corporation: Profit Non-Profit

In which State are the incorporation and/or organization documents filed? _____

Tax Identification Number: _____

2. BUILDING/BUSINESS TO BE IMPROVED

Name: _____

Address: _____, Zip _____

Legal Description: _____

Property Tax Parcel Number: _____

3. OWNER OF PROPERTY (if not applicant)

Name: _____

Contact Name: _____

Address: _____, Zip _____

Phone Number(s): _____

Staff Use Only: Application Approved (Y / N) Date: _____ By: _____

CRA Business Façade Program Application - Page 1 of 5

Focus Area 4: Facilitation & Ombudsmanship

Facilitation is a common occurrence within the department. Staff coordinates with local businesses on navigating process and connecting individuals to resources. Expanding on these efforts through additional city programming and recognition continues in the matchmaking efforts by widening the reach of business support.

Reintroduce A Business Recognition Program

Engagement Actions:

- ✓ Review criteria for eligible business
- ✓ Refine recognition package
- ✓ Approve and execute

The Business Recognition Program was originally created for the purpose of giving formal acknowledgement to Winter Park businesses that have contributed to the economic well-being of the City and have demonstrated a commitment to the vitality of Winter Park's business climate. While symbolic in nature, the special honor of gratitude on behalf of the City and its citizens showcases the importance of spotlighting entrepreneurs, long standing businesses and owners who call Winter Park home.

Staff will garner insight from the board on eligibility, criteria for nomination, recognition package, and overall structure.

Establish Roundtable Sessions with Market and Private Sector Experts for Educational Outreach

Engagement Actions:

- ✓ Staff coordination with local, community, and regional partners
- ✓ Continue working relationships with existing partners for community and private sector benefit

As information continues to play a pivotal role through 2021 and beyond, EDAB discussions have continued to center on how best to inform and provide resources to businesses on what the future will hold. As a facilitator, staff will work with new and existing relationships to forge educational and communicative educational seminars to continue to equip small businesses with the proper tools to mitigate shifting tides and maintain competitive advantage.

Staff will assisting leading the board on timing, themes, venue, and quantity of engagement sessions

Forbes
Startup Opportunities Coming Out Of The Pandemic—Some Are Opportunistic, Others Will Be Here For A Long Time

IBM
IBM Institute for Business Value
COVID-19 and the future of business

The New York Times
On the Post-Pandemic Horizon, Could That Be ... a Boom?
Signs of economic life are picking up, and mounds of cash are waiting to be spent as the virus loosens its grip.

NEWS RELEASE
BUREAU OF LABOR STATISTICS
U.S. DEPARTMENT OF LABOR
For release 10:00 a.m. (ET) Wednesday, July 7, 2021
Technical information: (202) 691-5870 • JoltsInfo@bls.gov • www.bls.gov/jlt
Media contact: (202) 691-5902 • PressOffice@bls.gov
USDL-21-124

JOB OPENINGS AND LABOR TURNOVER – MAY 2021
The number of job openings was little changed at 9.2 million on the last business day of May, the U.S. Bureau of Labor Statistics reported today. Hires were little changed at 5.9 million. Total separations decreased to 5.3 million. Within separations, the quits rate decreased to 2.5 percent. The layoffs and discharges rate, while little changed over the month, hit a series low of 0.9 percent. This release includes estimates of the number and rate of job openings, hires, and separations for the total nonfarm sector, by industry, by four geographic regions, and by establishment size class.

REUTERS
World Business Legal Markets Breakingviews Tec
July 2, 2021
6:10 AM EDT
Last Updated 10 days ago
Business
COVID Delta variant worries bubble to the surface in some asset prices
3 minute read
Saqib Iqbal Ahmed

Sources: Forbes, IBM, New York Times, BLS, Reuters

Exhibits

Key Phrases

Success
Metrics
Peer Community
Framework
Benchmark
Scorecard
Measurement
Comparison
Value
Guiding Principles
Balancing short and long term goals
C.I.A. (Consumer, Investor, Associates)
Proactive
Best Performing

THEMES:

Data
Trends
ROI

THEMES:

Incentives
Programs

Art & Science
Surveys
Labor Market
Role of Tourism
Concept
Vision Winter Park
Future Proofing
Identifying Stakeholders
Multidimensional

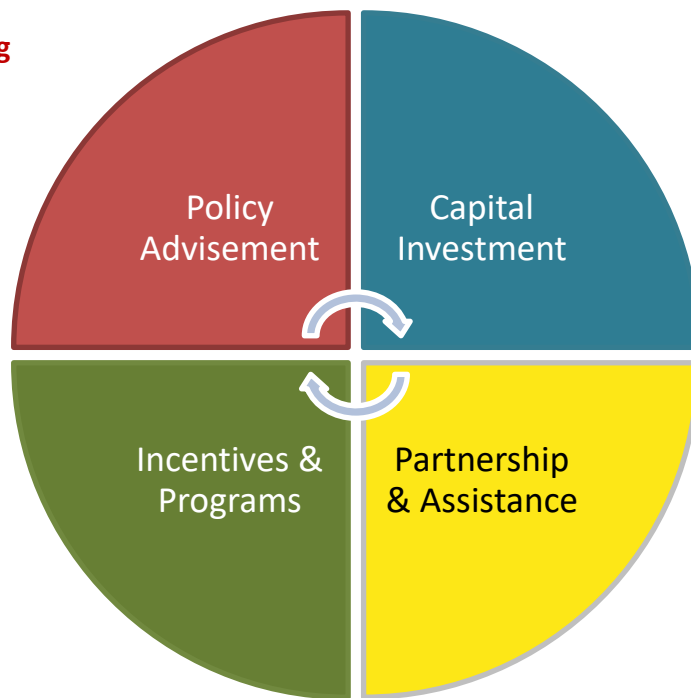
Generational Quality
Vision Statement
Quality of Life
Park Avenue
Special
Generational Appeal
Experiential Economy
Authenticity
Investment
Premier Experience
Competitive Advantage

THEMES:

Experience
Qualitative
Downtown
Economic Health

THEMES:

Ombudsman
Communication
Education

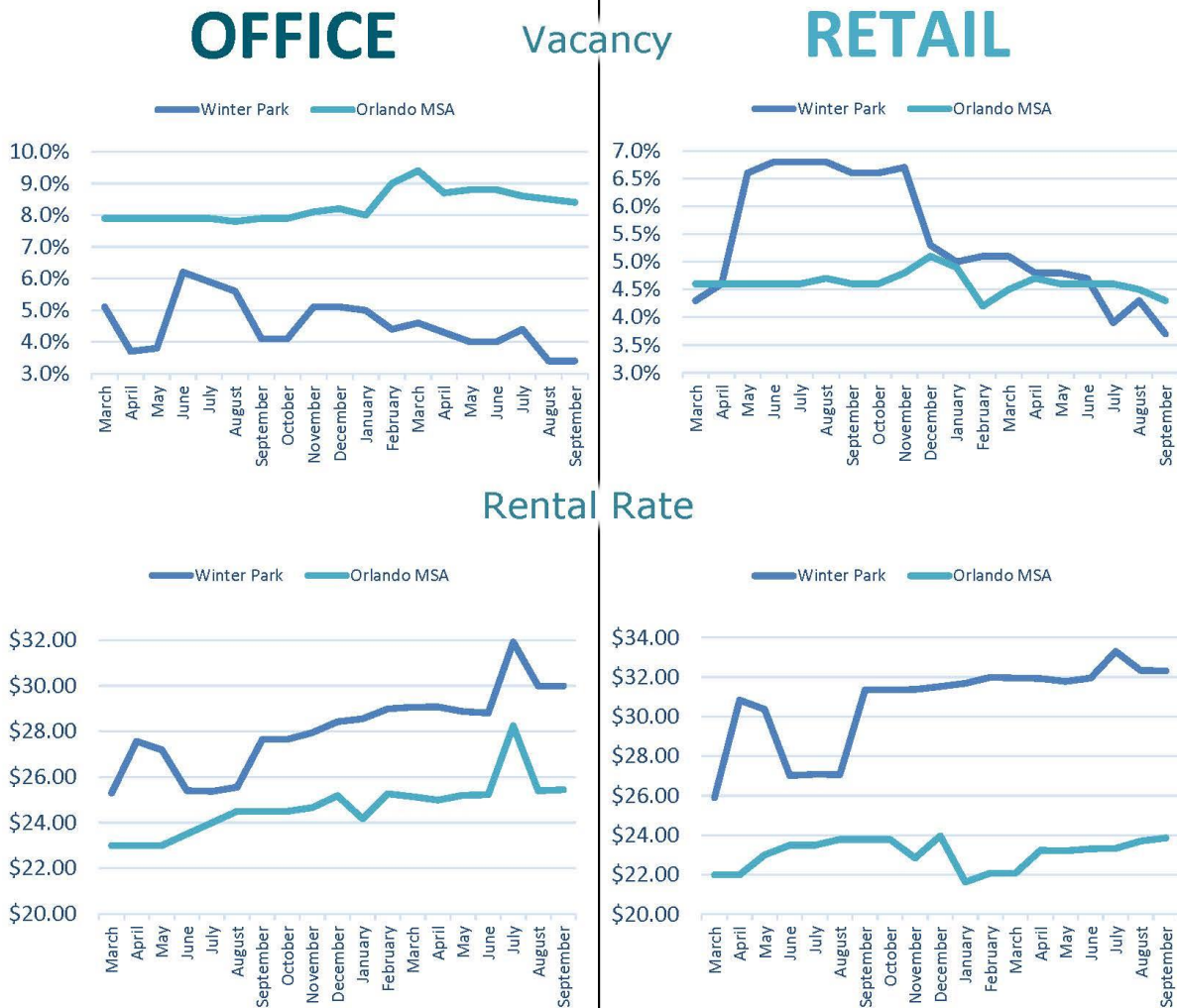


Resilience
Responsiveness
Outside Expertise
Brand
Resources
Programs
Communicate
Recession Toolbox
“What if it happens again?”

Commercial Performance Report 9/21

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

Sources: ESRI, CoStar, BLS



City of Winter Park Demographic Narrative

The City of Winter Park is located in the center of the State of Florida in North Orange County and is considered a part of the Orlando Metropolitan Area.

Although the Orlando Metropolitan Area has been one of the top growth areas in the country, generally, Winter Park has seen only modest population growth since 1970. The median age of the population is 45.1 years old. The population is better educated and older than the surrounding population in the Orange County area with a median age of 35.1 years. Winter Park's person per household ratio has continued to decline over the past several decades following the national trend so that it is now 2.16 persons on average.

The City contains the full range of residential uses, a premier central business district, major office buildings, a hospital and a small amount of industrial property. Possession of this full range of land use types plus the economic and ethnic diversity of the City's population qualifies Winter Park as a true city. Overall, economic health has been trending towards more sustainable rates since the beginning of the pandemic.

Winter Park is not a bedroom community, but a commercial working hub and an excellent place to locate business in a vibrant community with convenient access to talent. Below is a list of some of the top employers and corporate headquarters that call Winter Park home.

Corporate headquarters located in Winter Park:

- ❖ 4 Rivers BBQ – Winter Park's own nationally recognized BBQ chain.
- ❖ AndCo Consulting – Institutional investment consulting firm.
- ❖ *Bonnier Corporation* – Swedish publishing and multimedia firm located in Winter Park Village.
- ❖ *Brassfield & Gorrie* – One of the nation's largest privately-held construction and contracting services companies.
- ❖ *Holiday Retirement, LLC* – Operator of 260 senior living communities across the country.
- ❖ *Ruth's Hospitality Group International* – International restaurant chain owning the Ruth's Chris brand.
- ❖ *Timbers Resorts, LLC*, - An international resort parent company.

The city is also home to several other large employers outside of this sector including Florida Hospital, Rollins College, Orange County Schools, City of Winter Park, and Publix Supermarkets.

Regionally, Winter Park competes with employment centers in the region such as Downtown Orlando, Maitland, Lake Mary/Heathrow and Millenia/Metrowest markets which are all located along the I-4 corridor, also called the Florida High Tech Corridor. The city has also begun to see a quantitative and qualitative regional pull from competing cities of similar size and scale. With a multitude of offerings, the city looks to continue to compete in this market through competitive advantage, authentic and experiential activities, enriched culture, and a diverse marketplace.

