

# Economic Development Advisory Board

January 16, 2018 at 8:15 a.m.

Winter Park City Hall, Chapman Room  
401 Park Avenue S., Winter Park, FL 32789



## 1 administrative

- a. Approve minutes from 10-17-2017 and 11-28-2017

## 2 informational

- a. Americans for the Arts Economic Impact Study
- b. Business Certificate Study

## 3 action

- a. 2017 EDAB Annual Report/2018 EDAB plan approval

## 4 new business

- a. Development Report Year End 2017
- b. Chamber Update

## public comment

## adjourn

Next meeting: February 20<sup>th</sup>

## appeals & assistance

"If a person decides to appeal any decision made by the Commission with respect to any matter considered at such meeting or hearing, he/she will need a record of the proceedings, and that, for such purpose, he/she may need 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).

"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."

# Economic Development Advisory Board



meeting date 1-16-18

approved by

item type  Administrative  
 Action  
 Information

City Manager  
 City Attorney  
 N/A

**agenda  
item**

## Subject 1

Approve minutes for the October 17, 2017 and November 28, 2017 meeting.

## **motion | recommendation**

Motion to approve minutes from October 17, 2017 and November 28, 2017 is requested.

## Background

N/A

**CITY OF WINTER PARK  
ECONOMIC DEVELOPMENT ADVISORY BOARD**

**Regular Meeting  
8:15 a.m.**

**October 17, 2017  
Chapman Room**

**MINUTES**

---

Meeting was called to order at 8:15 a.m. in the Chapman Room of City Hall.

**BOARD MEMBERS PRESENT:** John Caron, Kelly Olinger, Tara Tedrow, Joel Roberts, Betsy Gardner-Eckbert (@ 8:30 a.m.)

**BOARD MEMBERS ABSENT:** Pete Muller, Wes Naylor

**STAFF MEMBERS PRESENT:** Kyle Dudgeon, Laura Neudorffer, Jim White, Jeff Briggs

**ADMINISTRATIVE ITEMS:**

**A. Approve minutes from 08-22-2017**

**Motion made by Kelly Olinger, seconded by Joel Roberts, to approve the 08-22-2017 minutes.  
Motion passes 4-0.**

**ACTION ITEMS:**

**INFORMATIONAL ITEMS:**

**A. Sign Code Revisions**

Staff provided information pertaining to the current sign ordinance along with suggested changes that will assist in dealing with businesses using new technology. The changes are intended to add definition so staff can better enforce that ordinance. One example would be wind screens at construction sites that use those screens for advertisement. Chief White provided a power point presentation with examples of illegal signage that the City is trying to prevent and/or limit. Discussion ensued pertaining to possible improvements to the ordinance along with possible solutions for better enforcement.

**B. Economic Development Plan Monthly Report**

Staff provided an update on the downtown parking strategy. Staff remarked that they will have a CRA Agency meeting on November 13<sup>th</sup> to discuss financial commitments.

**NEW BUSINESS:**

**A. Chamber Update**

Betsy Gardner-Eckbert, Chamber of Commerce, updated the Board on their preparations for the World Travel Market Expo and the data collection format to ensure a successful survey. She also informed the Board that the City and the Chamber are retiring the Christmas tree in Central Park and replacing the celebration with a digitally animated tree that will be closer to Morse Blvd.

Next meeting scheduled for November 28, 2017

There being no further business, the meeting adjourned at 9:34 a.m.

---

John Caron, Chairperson

---

Laura Neudorffer, Board Liaison

**CITY OF WINTER PARK  
ECONOMIC DEVELOPMENT ADVISORY BOARD**

**Regular Meeting  
8:15 a.m.**

**November 28, 2017  
Chapman Room**

**MINUTES**

---

Meeting was called to order at 8:20 a.m. in the Chapman Room of City Hall.

**BOARD MEMBERS PRESENT:** John Caron, Tara Tedrow, Joel Roberts, Betsy Gardner-Eckbert

**BOARD MEMBERS ABSENT:** Pete Muller, Wes Naylor, Kelly Olinger

**STAFF MEMBERS PRESENT:** Dori Stone, Kyle Dudgeon, Laura Neudorffer

**ADMINISTRATIVE ITEMS:**

- A. Approve minutes from 10-17-2017**  
Quorum not met

**ACTION ITEMS:**

**INFORMATIONAL ITEMS:**

**A. World Travel Market**

Betsy Gardner-Eckbert provided feedback from World Travel Marketing Expo. She discussed initiatives, market drivers, and database creation. They met with bloggers, market representatives, and travel procurement professionals. Data sets and returns on investment were provided to the board.

Top three takeaways from the experience would be 1. American Trails, 2. Savings Pass, and 3. Florida Dolphin Tours bus.

**B. Economic Development Plan Monthly Report**

Staff provided an update on Orange Avenue and Progress Pointe and how we things will progress moving forward. Second point was mobility and the topics discussed with the commission on November 13<sup>th</sup>.

**C. Meeting Calendar Update**

Staff provided board members with a list of the 2018 meeting dates.

**NEW BUSINESS:**

**A. Chamber Update**

Betsy Gardner-Eckbert, Chamber of Commerce, updated the Board on their preparations for the World Travel Market Expo and the data collection format to ensure a successful survey.

Next meeting scheduled for January 16, 2018

There being no further business, the meeting adjourned at 9:21 a.m.

---

John Caron, Chairperson

---

Laura Neudorffer, Board Liaison

# Economic Development Advisory Board



meeting date 1-16-18

approved by

item type  Administrative  
 Action  
 Information

City Manager  
 City Attorney  
 N/A

**agenda  
item**

## Subject 2a

Americans for the Arts Economic Impact Study

## **motion | recommendation**

N/A

## Background

Staff is sharing information related to the America for the Arts 'Arts and Economic Prosperity 5' report for Winter Park. Backup on this item includes a one page summary and full report respectively.

The report uses data from 20 of 35 eligible nonprofit arts and cultural organizations who shared expenditure data from a result of sales and surveying. The analysis then uses an input-output economic model which calculates the number of times a dollar is circulated within the local economy before it leaves the community to derive an economic impact value.

The resulting data supports the city's existing initiative of the Arts and Culture subcommittee, and is a direct reflection of the 2015 visioning effort. City staff will also correlate the report to the upcoming 'Weekend of the Arts' event in Winter Park beginning February 16 – 19, 2018.

## The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences in the City of Winter Park, FL (Fiscal Year 2015)

Direct Economic Activity	Arts and Cultural Organizations	+	Arts and Cultural Audiences	=	Total Industry Expenditures
<b>Total Industry Expenditures</b>	\$16,576,065		\$29,406,839		<b>\$45,982,904</b>

### Economic Impact of Spending by Arts and Cultural Organizations and Their Audiences

Total Economic Impact of Expenditures	Economic Impact of Organizations	+	Economic Impact of Audiences	=	Total Economic Impact
Full-Time Equivalent (FTE) Jobs Supported	605		1,044		<b>1,649</b>
Household Income Paid to Residents	\$15,899,000		\$16,824,000		<b>\$32,723,000</b>
Revenue Generated to <u>Local</u> Government	\$471,000		\$1,330,000		<b>\$1,801,000</b>
Revenue Generated to <u>State</u> Government	\$615,000		\$1,602,000		<b>\$2,217,000</b>

### Event-Related Spending by Arts and Cultural Audiences Totaled \$29.4 million (excluding the cost of admission)

Attendance to Arts and Culture Events	Resident <sup>1</sup> Attendees	+	Nonresident <sup>1</sup> Attendees	=	All Cultural Audiences
Total Attendance to Arts and Culture Events	493,376		576,854		<b>1,070,230</b>
Percentage of Total Attendance	46.1%		53.9%		100.0%
Average Event-Related Spending Per Person	\$18.81		\$34.89		\$27.48
<b>Total Event-Related Expenditures</b>	<b>\$9,280,403</b>		<b>\$20,126,436</b>		<b>\$29,406,839</b>

### Nonprofit Arts and Cultural Event Attendees Spend an Average of \$27.48 Per Person (excluding the cost of admission)

Category of Event-Related Expenditure	Resident <sup>1</sup> Attendees	Nonresident <sup>1</sup> Attendees	All Cultural Audiences
Meals and Refreshments	\$12.60	\$18.54	\$15.80
Souvenirs and Gifts	\$1.15	\$2.52	\$1.89
Ground Transportation	\$1.47	\$5.06	\$3.41
Overnight Lodging (one night only)	\$0.65	\$6.53	\$3.82
Other/Miscellaneous	\$2.94	\$2.24	\$2.56
<b>Average Event-Related Spending Per Person</b>	<b>\$18.81</b>	<b>\$34.89</b>	<b>\$27.48</b>

Source: *Arts & Economic Prosperity 5: The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences in the City of Winter Park*. For more information about this study or about other cultural initiatives in the City of Winter Park, visit United Arts of Central Florida's web site at [www.unitedarts.cc](http://www.unitedarts.cc).

Copyright 2017 by Americans for the Arts ([www.AmericansForTheArts.org](http://www.AmericansForTheArts.org)).

## About This Study

This Arts & Economic Prosperity 5 study was conducted by Americans for the Arts to document the economic impact of the nonprofit arts and culture industry in 341 communities and regions (113 cities, 115 counties, 81 multicounty or multicounty regions, 10 states, and 12 individual arts districts)—representing all 50 U.S. states and the District of Columbia. The diverse communities range in population (1,500 to more than 4 million) and type (small rural to large urban). Project economists from the Georgia Institute of Technology customized an input-output analysis model for each participating region to provide specific and localized data on four measures of economic impact: full-time equivalent jobs, household income, and local and state government revenue. These localized models allow for the uniqueness of each local economy to be reflected in the findings.

Americans for the Arts partnered with 250 local, regional, and statewide organizations that represent the 341 study regions (30 partners included multiple study regions as part of their participation). **To complete this customized analysis for the City of Winter Park, United Arts of Central Florida joined the study as one of the 250 partners.**

## Surveys of Nonprofit Arts and Cultural ORGANIZATIONS

Each of the 250 partner organizations identified the universe of nonprofit arts and cultural organizations that are located in its region(s) using the Urban Institute's National Taxonomy of Exempt Entity (NTEE) coding system, a definitive classification system for nonprofit organizations recognized as tax exempt by the Internal Revenue Code. In addition, the study partners were encouraged to include other types of eligible organizations if they play a substantial role in the cultural life of the community or if their primary purpose is to promote participation in, appreciation for, and understanding of the visual, performing, folk, and literary and media arts. These include government-owned or government-operated cultural facilities and institutions; municipal arts agencies and councils; private community arts organizations; unincorporated arts groups; living collections (such as zoos, aquariums, and botanical gardens); university presenters, programs, and facilities; and arts programs that are embedded under the umbrella of a nonarts organization or facility (such as a hospital or church). In short, if it displays the characteristics of a nonprofit arts and cultural organization, it is included. *For-profit businesses (e.g., Broadway, motion picture theaters) and individual artists were excluded from this study.*

Nationally, data was collected from a total of 14,439 organizations for this study. Response rates among all eligible organizations located in the 341 study regions was 54.0 percent, and ranged from 9.5 percent to 100 percent. Responding organizations had budgets ranging from \$0 to \$785 million (Smithsonian Institution). It is important to note that each study region's results are based solely on the actual survey data collected. There are no estimates made to account for nonresponding organizations. Therefore, the less-than-100 percent response rates suggest an understatement of the economic impact findings in most of the individual study regions.

**In the City of Winter Park, 20 of the 35 eligible nonprofit arts and cultural organizations participated in this study—an overall participation rate of 57.1 percent.** A list of the participating organizations can be obtained from United Arts of Central Florida.

## Surveys of Nonprofit Arts and Cultural AUDIENCES

Audience-intercept surveying, a common and accepted research method, was completed in all 341 study regions to capture information about spending by audiences at nonprofit arts and culture events. Patrons were selected randomly and asked to complete a short survey while attending an event. A total of 212,691 attendees completed the survey. The respondents provided itemized travel party expenditure data on attendance-related activities such as meals, souvenirs, transportation, and lodging. Data was collected throughout the year to guard against seasonal spikes or drop-offs in attendance, and at a broad range of events (because a night at the opera will typically yield more spending than a Saturday children's theater production). Using total attendance data for 2015 (collected from the participating organizations), standard statistical methods were then used to derive a reliable estimate of total arts event-related expenditures by attendees in each study region.

**In the City of Winter Park, a total of 786 valid audience-intercept surveys were collected from attendees to nonprofit arts and cultural performances, events, and exhibitions during 2016.**

## Studying Economic Impact Using Input-Output Analysis

To derive the most reliable economic impact data, input-output analysis was used to measure the impact of expenditures by nonprofit arts and cultural organizations and their audiences. This highly-regarded type of economic analysis has been the basis for two Nobel Prizes in economics. The models are systems of mathematical equations that combine statistical methods and economic theory in an area of study called econometrics. The analysis traces how many times a dollar is respent within the local economy before it leaves the community, and it quantifies the economic impact of each of those rounds of spending. Project economists customized an input-output model for each of the 341 participating study regions based on the local dollar flow among 533 finely detailed industries within its economy. This was accomplished by using detailed data on employment, incomes, and government revenues provided by the U.S. Department of Commerce (County Business Patterns, the Regional Economic Information System, and the Survey of State and Local Finance), state and local tax data (e.g., sales taxes, lodging tax, property taxes, income tax, and miscellaneous local option taxes), and the survey data collected from the responding arts and cultural organizations and their audiences.

<sup>1</sup> For the purpose of this study, residents are attendees who live within Orange County; nonresidents live elsewhere.





# ARTS &

## ECONOMIC PROSPERITY 5

THE ECONOMIC IMPACT OF NONPROFIT ARTS & CULTURAL ORGANIZATIONS & THEIR AUDIENCES



# in the City of Winter Park, FL



*Arts and Economic Prosperity*® 5 was conducted by Americans for the Arts, the nation's nonprofit organization for advancing the arts in America. Established in 1960, we are dedicated to representing and serving local communities and creating opportunities for every American to participate in and appreciate all forms of the arts.

Copyright 2017 by Americans for the Arts, 1000 Vermont Avenue NW, Sixth Floor, Washington, DC 20005.

*Arts & Economic Prosperity* is a registered trademark of Americans for the Arts.

Reprinted by permission.

Printed in the United States.

# Table of Contents

---

The Arts Mean Business .....	1
By Robert L. Lynch, President and CEO, Americans for the Arts	
The Economic Impact of the Nonprofit Arts and Culture Industry in the City of Winter Park .....	3
Defining Economic Impact.....	3
Economic Impact of the Nonprofit Arts and Culture Industry .....	4
Direct, Indirect, and Induced Economic Impact: How a Dollar is Respent in the Economy .....	5
Economic Impact of Spending by Nonprofit Arts and Cultural ORGANIZATIONS .....	6
An Economic Impact Beyond Dollars: Volunteerism .....	7
The Value of In-Kind Contributions to Arts Organizations .....	7
Economic Impact of Spending by Nonprofit Arts and Cultural AUDIENCES .....	8
Cultural Tourists Spend More.....	9
The Arts Drive Tourism.....	10
The Arts Retain Local Dollars .....	10
Travel Party and Demographic Characteristics of Arts Attendees ....	11
Conclusion .....	13
<i>Arts &amp; Economic Prosperity 5 Calculator</i> .....	15
Economic Impact per \$100,000 of Spending by Nonprofit Arts and Cultural ORGANIZATIONS.....	15
Economic Impact per \$100,000 of Spending by Nonprofit Arts and Cultural AUDIENCES.....	16
Making Comparisons with Similar Study Regions .....	17
About This Study.....	19
Frequently Used Terms .....	25
Frequently Asked Questions .....	27
Acknowledgments .....	29

"Understanding and acknowledging the incredible economic impact of the nonprofit arts and culture, we must always remember their fundamental value. They foster beauty, creativity, originality, and vitality. The arts inspire us, sooth us, provoke us, involve us, and connect us. But they also create jobs and contribute to the economy."

— Robert L. Lynch  
President and CEO  
Americans for the Arts

# The Arts Mean Business

By Robert L. Lynch, President and CEO, Americans for the Arts

In my travels, I meet business and government leaders who speak passionately about the value the arts bring to their communities—fueling creativity, beautifying downtowns, and providing joy. Many also share with me the challenge of balancing arts funding with the demands to support jobs and grow their economy. To these community leaders, **Arts & Economic Prosperity 5** offers a clear and welcome message: the arts are an investment that delivers both community well-being and economic vitality.

**Arts & Economic Prosperity 5** (AEP5) is Americans for the Arts' fifth economic impact study of the nation's nonprofit arts and cultural organizations and their audiences. By every measure, the results are impressive. Nationally, the nonprofit arts industry generated \$166.3 billion of economic activity in 2015—\$63.8 billion in spending by arts and cultural organizations and an additional \$102.5 billion in event-related expenditures by their audiences. This activity supported 4.6 million jobs and generated \$27.5 billion in revenue to local, state, and federal governments (a yield well beyond their collective \$5 billion in arts allocations). AEP5 is the most comprehensive study of its kind ever conducted. It provides detailed economic impact findings on 341 study regions representing all 50 states and the District of Columbia. Data was gathered from 14,439 organizations and 212,691 arts event attendees, and our project economists customized input-output models for each and every study region to ensure reliable and actionable localized results.

When Americans for the Arts published its first economic impact study in 1994, it worked with 33 local communities. As evidence of the value of these studies, AEP5 has grown this local participation ten-fold. We also have witnessed a corresponding growth in the understanding of the economic value of the arts. The U.S. Bureau of Economic Analysis, for example, now publishes an annual *Arts & Cultural Production Satellite Account*, which extends beyond the nonprofit sector to include the full breadth of commercial and for-profit arts, education, and individual artists, and lists the sector as a \$730 billion industry (4.2 percent of the nation's GDP—a larger share of the economy than

transportation, tourism, agriculture, and construction). As another example, many state and local governments have established agencies to track and grow their creative economy.

What continues to set AEP5 apart from other studies is exactly why it is so useful: it uses localized research that not only focuses on arts organizations—but also incorporates the event-related spending by their audiences. When patrons attend an arts event, they may pay for parking, eat dinner at a restaurant, enjoy dessert after the show, and return home to pay the babysitter. The study found that the typical attendee spends \$31.47 per person, per event beyond the cost of admission. AEP5 also shows that one-third of attendees (34 percent) traveled from outside the county in which the arts event took place. Their event-related spending was more than twice that of their local counterparts (\$47.57 vs. \$23.44). What brought those visitors to town? Two-thirds (69 percent) indicated that the primary purpose for their visit was to attend that arts event. The message is clear: a vibrant arts community not only keeps residents and their discretionary spending close to home, it also attracts visitors who spend money and help local businesses thrive.

AEP5 demonstrates that the arts provide both cultural and economic benefits. No longer do community leaders need to feel that a choice must be made between arts funding and economic development. **Arts & Economic Prosperity 5** proves that they can choose both. Nationally as well as locally, the arts mean business.



“Even in a strong economy, some may perceive the arts as an unaffordable luxury. Fortunately, this rigorous report offers evidence that the nonprofit arts industry provides not just cultural benefits to our communities, but also makes significant positive economic contributions to the nation’s financial well-being regardless of the overall state of the economy. The arts as a driver of employment, vibrancy, tourism, and building a creative workforce is certainly something to applaud.”

— Jonathan Spector  
President & CEO  
The Conference Board

# The Economic Impact of the Nonprofit Arts and Culture Industry in the City of Winter Park

**Arts & Economic Prosperity 5** provides evidence that the nonprofit arts and culture sector is a significant industry in the City of Winter Park—one that generates \$46 million in total economic activity. This spending—\$16.6 million by nonprofit arts and cultural organizations and an additional \$29.4 million in event-related spending by their audiences—supports 1,649 full-time equivalent jobs, generates \$32.7 million in household income to local residents, and delivers \$4 million in local and state government revenue. This economic impact study sends a strong signal that when we support the arts, we not only enhance our quality of life, but we also invest in the City of Winter Park’s economic well-being.

This Arts & Economic Prosperity 5 study documents the economic impact of the nonprofit arts and culture sector in 341 study regions—113 cities, 115 counties, 81 multicounty or multicounty regions, 20 states, and 12 arts districts—representing all 50 U.S. states and the District of Columbia. The diverse study regions range in population (1,500 to four million) and type (rural to large urban). Economists customized input-output models to calculate specific and reliable findings for each study region. This study focuses solely on the economic impact of nonprofit arts and cultural organizations and event-related spending by their audiences. Spending by individual artists and the for-profit arts and culture sector (e.g., Broadway or the motion picture industry) are excluded from this study.

The geographic area analyzed in this unique report is defined as **City of Winter Park, Florida**.

## Defining Economic Impact

This proprietary study methodology uses four economic measures to define economic impact: full-time equivalent jobs, resident household income, and local and state government revenues.

**Full-Time Equivalent (FTE) Jobs** describes the total amount of labor employed. An FTE job can be one full-time employee, two half-time employees, etc. Economists measure FTE jobs, not the total number of employees, because it is a more accurate measure that accounts for part-time employment.

**Resident Household Income** (often called Personal Income) includes salaries, wages, and entrepreneurial income paid to residents. It is the money residents earn and use to pay for food, shelter, utilities, and other living expenses.

**Revenue to Local and State Government** includes revenue from local and state taxes (e.g., income, sales, lodging, real estate, personal property, and other local option taxes) as well as funds from license fees, utility fees, filing fees, and other similar sources. Local government revenue includes funds to governmental units such as city, county, township, and school districts, and other special districts.

## Economic Impact of Spending by the Nonprofit Arts and Culture Industry (Combined Spending by Both Organizations and Their Audiences) in the City of Winter Park

In communities coast-to-coast, from our smallest towns to our largest cities, America’s 100,000 nonprofit arts and cultural organizations make their communities more desirable places to live and work every day of the year.

The arts and culture provide inspiration and joy to residents, beautify public spaces, and strengthen the social fabric of our communities. Nonprofit arts and cultural organizations are also businesses. They employ people locally, purchase goods and services from other local businesses, and attract tourists. Event-related spending by arts audiences generates valuable revenue for local merchants such as restaurants, retail stores, parking garages, and hotels.

During fiscal year 2015, spending by both the City of Winter Park’s nonprofit arts and cultural organizations and their audiences totaled \$46 million. The table below demonstrates the total economic impact of these expenditures.

<b>TABLE 1: Total Economic Impact of the Nonprofit Arts and Culture Industry in the City of Winter Park (Combined Spending by Nonprofit Arts and Cultural Organizations and Their Audiences)</b>			
	<b>City of Winter Park</b>	<b>Median of Similar Study Regions <i>Pop. = Fewer than 50,000</i></b>	<b>National Median</b>
Total Industry Expenditures	<b>\$45,982,904</b>	\$5,334,433	\$35,750,645
Full-Time Equivalent Jobs	<b>1,649</b>	147	1,131
Resident Household Income	<b>\$32,723,000</b>	\$3,111,500	\$23,154,000
Local Government Revenue	<b>\$1,801,000</b>	\$238,000	\$1,407,000
State Government Revenue	<b>\$2,217,000</b>	\$347,500	\$1,961,000

### The Arts Improve the Economy ... and the Quality of our Personal Lives

- ✓ **82 percent** of Americans believe the arts & culture are important to local businesses and the economy
- ✓ **87 percent** of Americans believe the arts & culture are important to quality of life

Source: Americans for the Arts’ 2016 survey of 3,020 adults by Ipsos Public Affairs

“The success of my family’s business depends on finding and cultivating a creative and innovative workforce. I have witnessed firsthand the power of the arts in building these business skills. When we participate personally in the arts, we strengthen our ‘creativity muscles,’ which makes us not just a better ceramicist or chorus member, but a more creative worker—better able to identify challenges and innovative business solutions.”

— Christopher Forbes, Vice Chairman, Forbes, Inc.

### Economic Impact: Total, Direct, Indirect, and Induced

How can a dollar be *respent*? Consider the example of a theater company that purchases a five-gallon bucket of paint from its local hardware store for \$100—a very simple transaction at the outset, but one that initiates a complex sequence of income and spending by both individuals and other businesses.

Following the paint purchase, the hardware store may use a portion of the \$100 to pay the sales clerk who sold the bucket of paint. The sales clerk then respends some of the money for groceries; the grocery store uses some of the money to pay its cashier; the cashier then spends some of the money for rent; and so on.

The hardware store also uses some of the \$100 to purchase goods and services from other businesses, such as the local utility company, and then to buy a new bucket of paint from the paint factory to restock its shelf. Those businesses, in turn, respend the money they earned from the hardware store to buy goods and services from still other local businesses, and so on.

Eventually, the last of the \$100 is spent outside of the community and no longer has a local economic impact. It is considered to have leaked out of the community.

The **total** economic impact describes this full economic effect, starting with the theater’s initial paint purchase and ending when the last of the \$100 leaks out of the community. It is composed of the **direct** economic impact (the effect of the initial expenditure by the theater), as well as the **indirect** and **induced** economic impacts, which are the effects of the subsequent rounds of spending by businesses and individuals, respectively.

*Interestingly, a dollar ripples very differently through each community, which is why an input-output model was customized for the unique economy of Orange County.*



## Economic Impact of Spending by Nonprofit Arts and Cultural ORGANIZATIONS in the City of Winter Park

Nonprofit arts and culture organizations are active contributors to their business community. They are employers, producers, and consumers. They are members of the Chamber of Commerce as well as key partners in the marketing and promotion of their cities, regions, and states. **Spending by nonprofit arts and cultural organizations totaled \$16.6 million in the City of Winter Park during fiscal year 2015.** This spending is far-reaching: organizations pay employees, purchase supplies, contract for services, and acquire assets within their community. These actions, in turn, support jobs, generate household income, and generate revenue to local and state governments.

The City of Winter Park’s nonprofit arts and cultural organizations provide rewarding employment for more than just administrators, artists, curators, choreographers, and musicians. They also employ financial staff, facility managers, and salespeople. In addition, the spending by these organizations directly supports a wide array of other occupations spanning many industries that provide their goods and services (e.g., accounting, construction, event planning, legal, logistics, printing, and technology).

Data were collected from 20 eligible nonprofit arts and cultural organizations that are located in the City of Winter Park. Each provided detailed budget information for fiscal year 2015 (e.g., labor, payments to local and nonlocal artists, operations, administration, programming, facilities, and capital expenditures/asset acquisition). The following table demonstrates the total economic impact of their aggregate spending.

<b>TABLE 2: Total Economic Impact of Spending by Nonprofit Arts and Cultural ORGANIZATIONS in the City of Winter Park</b>			
	<b>City of Winter Park</b>	<b>Median of Similar Study Regions <i>Pop. = Fewer than 50,000</i></b>	<b>National Median</b>
Total Organizational Expenditures	<b>\$16,576,065</b>	\$2,607,677	\$15,727,535
Full-Time Equivalent Jobs	<b>605</b>	75	608
Resident Household Income	<b>\$15,899,000</b>	\$1,609,000	\$11,441,500
Local Government Revenue	<b>\$471,000</b>	\$52,500	\$592,000
State Government Revenue	<b>\$615,000</b>	\$89,500	\$840,500

## Economic Impact Beyond Dollars: Volunteerism

While arts volunteers may not have an economic impact as defined in this study, they clearly have an enormous impact by helping nonprofit arts and cultural organizations function as a viable industry. Arts & Economic Prosperity 5 reveals a significant contribution to nonprofit arts and cultural organizations as a result of volunteerism. **During 2015, a total of 1,711 volunteers donated a total of 86,805 hours to the City of Winter Park's participating nonprofit arts and cultural organizations. This represents a donation of time with an estimated aggregate value of \$2,045,126** (Independent Sector estimates the dollar value of the average 2015 volunteer hour to be \$23.56). Volunteers can include unpaid professional staff (e.g., executive and program staff, board/commission members), artistic volunteers (e.g., artists, choreographers, designers), clerical volunteers, and service volunteers (e.g., ticket takers, docents, ushers, gift shop volunteers).

The 20 participating organizations reported an average of 85.6 volunteers who volunteered an average of 50.7 hours during 2015, for a total of 4,340.3 hours per organization.

## The Value of In-Kind Contributions to Arts Organizations

The organizations were asked about the sources and value of their in-kind support. In-kind contributions are non-cash donations such as materials (e.g., office supplies from a local retailer), facilities (e.g., office or performance space), and services (e.g., printing from a local printer). **The 20 participating nonprofit arts and cultural organizations in the City of Winter Park reported that they received in-kind contributions with an aggregate value of \$1,265,093 during fiscal year 2015.** These contributions can be received from a variety of sources including corporations, individuals, local and state arts agencies, and government agencies.

"Investments in arts and culture enhance the quality of life, the third-highest measurement businesses use when gauging development trends—behind skilled labor and highway accessibility but ahead of other factors such as corporate tax rates and incentives. These investments are breathing new life into our downtown areas, creating educational opportunities, and attracting businesses and highly skilled workers to Iowa. Today, nearly 6,000 arts organizations employ 23,000 people in Iowa, and that number jumps to 73,000 when all creative fields are counted. In all, that's about four percent of our workforce."

— Governor Kim Reynolds, Iowa

## Economic Impact of Spending by Nonprofit Arts and Cultural AUDIENCES in the City of Winter Park

The nonprofit arts and culture industry, unlike most industries, leverages a significant amount of event-related spending by its audiences. For example, when patrons attend a cultural event, they may pay to park their car, purchase dinner at a restaurant, shop in nearby stores, eat dessert after the show, and pay a babysitter upon their return home. Attendees from out of town often spend the night in a hotel. This spending generates related commerce for local businesses such as restaurants, parking garages, retail stores, and hotels. Local businesses that cater to arts and culture audiences reap the rewards of this economic activity.

To measure the impact of spending by cultural audiences in the City of Winter Park, data were collected from 786 event attendees during 2016. Researchers used an audience-intercept methodology, a standard technique in which patrons are asked to complete a short survey about their event-related spending (while they are attending the event). In the City of Winter Park, cultural attendees spent an average of \$27.48 per person, per event as a direct result of their attendance at the event.

The 20 participating nonprofit arts and cultural organizations reported that the aggregate attendance to their events was 1.1 million during 2015. **Event-related spending by these attendees totaled \$29.4 million in the City of Winter Park during fiscal year 2015**, excluding the cost of event admission. The following table demonstrates the total economic impact of this spending.

<b>TABLE 3: Total Economic Impact of Spending by Nonprofit Arts and Cultural AUDIENCES in the City of Winter Park (excluding the cost of event admission<sup>1</sup>)</b>			
	<b>City of Winter Park</b>	<b>Median of Similar Study Regions <i>Pop. Fewer than 50,000</i></b>	<b>National Median</b>
Total Audience Expenditures	<b>\$29,406,839</b>	\$3,011,967	\$18,871,511
Full-Time Equivalent Jobs	<b>1,044</b>	64	430
Resident Household Income	<b>\$16,824,000</b>	\$1,344,000	\$8,402,500
Local Government Revenue	<b>\$1,330,000</b>	\$134,500	\$898,000
State Government Revenue	<b>\$1,602,000</b>	\$165,000	\$1,007,500

<sup>1</sup> Why exclude the cost of admission? The admissions paid by attendees are excluded from the audience analysis because those dollars are captured in the operating budgets of the participating nonprofit arts and cultural organizations and, in turn, are spent by the organizations. This methodology avoids “double-counting” those dollars in the study analysis.

## Cultural Tourists Spend More

The 786 audience survey respondents were asked to provide the ZIP code of their primary residence, enabling researchers to determine which attendees were local residents (live within Orange County) and which were nonresidents (live outside Orange County). In the City of Winter Park, researchers estimate that 46.1 percent of the 1.1 million nonprofit arts attendees were residents; 53.9 percent were nonresidents.

**Nonresident attendees spent an average of 86 percent more per person than local attendees (\$34.89 vs. \$18.81) as a result of their attendance to cultural events.** As would be expected from a traveler, higher spending was typically found in the categories of lodging, meals, and transportation. When a community attracts cultural tourists, it harnesses significant economic rewards.

<b>TABLE 4: Event-Related Spending by Arts and Culture Event Attendees Totaled \$29.4 million in the City of Winter Park (excluding the cost of event admission)</b>			
	<b>Residents</b>	<b>Nonresidents</b>	<b>All City of Winter Park Event Attendees</b>
Total Attendance	493,376	576,854	1,070,230
Percent of Attendees	46.1%	53.9%	100%
Average Dollars Spent Per Attendee	\$18.81	\$34.89	\$27.48
<b>Total Event-Related Expenditures</b>	<b>\$9,280,403</b>	<b>\$20,126,436</b>	<b>\$29,406,839</b>

<b>TABLE 5: Nonprofit Arts and Culture Event Attendees Spend an Average of \$27.48 Per Person in the City of Winter Park (excluding the cost of event admission)</b>			
	<b>Residents</b>	<b>Nonresidents</b>	<b>All City of Winter Park Event Attendees</b>
Refreshments/Snacks During Event	\$2.05	\$2.48	\$2.28
Meals Before/After Event	\$10.55	\$16.06	\$13.52
Souvenirs and Gifts	\$1.15	\$2.52	\$1.89
Clothing and Accessories	\$2.09	\$2.13	\$2.11
Ground Transportation	\$1.47	\$5.06	\$3.41
Event-Related Child Care	\$0.42	\$0.10	\$0.25
Overnight Lodging ( <i>one night only</i> )	\$0.65	\$6.53	\$3.82
Other	\$0.43	\$0.01	\$0.21
<b>Total Per Person Spending</b>	<b>\$18.81</b>	<b>\$34.89</b>	<b>\$27.48</b>



## The Arts Drive Tourism

Each of the nonresident survey respondents (i.e., those who live outside Orange County) were asked about the purpose of their trip: **80.7 percent indicated that the primary purpose of their visit to the City of Winter Park was “specifically to attend this arts/cultural event.”** This finding demonstrates the power of the arts to attract visitors to the community.

The audience-intercept survey also asked nonresident attendees if they would have traveled somewhere else (instead of to the City of Winter Park) if the event where they were surveyed had not occurred: **53.8 percent of nonresident attendees would have “traveled to a different community to attend a similar cultural event.”**

Of the 53.9 percent of arts attendees who are nonresidents, 8.0 percent reported an overnight lodging expense. Not surprisingly, nonresident attendees with overnight expenses spent considerably more money per person during their visit to the City of Winter Park than did nonresident attendees without overnight lodging expenses (\$144.76 and \$25.31, respectively). For this analysis, only one night of lodging expenses is counted toward the audience expenditure, regardless of how many nights these cultural tourists actually stayed in the community. This conservative approach ensures that the audience-spending figures are not inflated by non-arts-related spending.

## The Arts Retain Local Dollars

The survey also asked local resident attendees about what they would have done if the arts event that they were attending was not taking place: **49.2 percent of resident attendees said they would have “traveled to a different community to attend a similar cultural event.”**

The cultural tourism findings on this page demonstrate the economic impact of the nonprofit arts and culture industry in its truest sense. If a community fails to provide a variety of artistic and cultural experiences, not only will it fail to attract new dollars from cultural tourists, it will also lose the discretionary spending of its own residents who will travel elsewhere for a similar experience.

"As a banker, I have visited businesses in almost every city and town in my state. There is a visible difference in places with a vibrant arts community. I see people looking for places to park, stores staying open late, and restaurants packed with diners. The business day is extended and the cash registers are ringing!"

— Ken Fergeson, Chairman, NBC Oklahoma  
Past President, American Bankers Association

## Travel Party and Demographic Characteristics of Arts Attendees

The tables below list the audience-intercept survey findings related to travel party size as well as the age, educational attainment, and household income reported by the survey respondents.

**TABLE 6: Travel Party and Demographic Characteristics of Arts Audiences in the City of Winter Park**

	Residents	Nonresidents
--	-----------	--------------

<b>Travel Party Size</b>		
Average number of adults (18 years or older)	2.1	2.2
Average number of children (younger than 18)	0.2	0.1
Average travel party size	2.3	2.3

<b>Trip Characteristics</b>		
Average number of nights spent away from home as a result of arts event	0.1	0.5
Percentage with any nights spent away from home as a result of arts event	2.8%	17.7%
Percentage attending the arts event or facility (where they were surveyed) for the first time	28.9%	39.9%

<b>Age of Cultural Attendees</b>		
18-34	14.2%	9.9%
35-44	10.9%	6.0%
45-54	15.1%	12.6%
55-64	17.3%	19.1%
65 or Older	42.5%	52.4%

<b>Educational Attainment of Cultural Attendees</b>		
Less than high school	0.0%	0.0%
High school	6.6%	13.3%
2-year college/technical/associates degree	16.6%	15.3%
4-year college/bachelors degree	41.8%	36.0%
Masters degree	26.4%	23.0%
Doctoral degree	8.6%	12.3%

<b>Annual Household Income of Cultural Attendees</b>		
Less than \$40,000	15.6%	10.5%
\$40,000 to \$59,999	15.9%	18.2%
\$60,000 to \$79,999	15.9%	21.9%
\$80,000 to \$99,999	13.0%	13.6%
\$100,000 to \$119,999	12.0%	13.6%
\$120,000 or More	27.6%	22.2%

<b>Civic Engagement of Cultural Attendees</b>		
Percentage that voted in 2016 U.S. presidential election	91.7%	90.8%

“Mayors understand the connection between the arts industry and city revenues. Arts activity creates thousands of direct and indirect jobs and generates billions in government and business revenues. The arts also make our cities destinations for tourists, help attract and retain businesses, and play an important role in the economic revitalization of cities and the vibrancy of our neighborhoods.”

— Oklahoma City Mayor Mick Cornett  
President, The United States Conference of Mayors

# Conclusion

**The nonprofit arts and culture sector is a \$46 million industry in the City of Winter Park—one that supports 1,649 full-time equivalent jobs and generates \$4 million in local and state government revenue.**

Nonprofit arts and cultural organizations are businesses in their own right. They spent \$16.6 million during fiscal year 2015 to employ people locally, purchase goods and services from local establishments, and attract tourists. They also leveraged a remarkable \$29.4 million in additional spending by cultural audiences—spending that pumps vital revenue into restaurants, hotels, retail stores, parking garages, and other local businesses.

This study puts to rest a misconception that communities support arts and culture at the expense of local economic development. In fact, communities that support the arts and culture are investing in an industry that supports jobs, generates government revenue, and is the cornerstone of tourism. This Arts & Economic Prosperity 5 study shows conclusively that **the arts mean business in the City of Winter Park!**

“A vital component to generating economic growth in our communities can be attributed to supporting and funding the arts. It is apparent that decreased support of the arts has negatively impacted some areas of our country. To compete and thrive in today’s workforce environment it is apparent that supporting the arts helps foster a more creative and innovative workforce that strengthens our economy.”

— Nevada Assemblywoman Maggie Carlton  
Co-Chair, National Conference of State Legislatures  
Labor & Economic Development Committee

# The Arts & Economic Prosperity 5 Calculator

To make it easier to compare the economic impacts of different organizations within the City of Winter Park (or to calculate updated estimates in the immediate years ahead), the project researchers calculated the economic impact per \$100,000 of direct spending by nonprofit arts and cultural organizations and their audiences.

## Economic Impact Per \$100,000 of Direct Spending by ORGANIZATIONS

For every \$100,000 in direct spending by a nonprofit arts and cultural organization in the City of Winter Park, there was the following total economic impact.

<b>TABLE 7:                      Ratios of Economic Impact Per \$100,000 of Direct Spending by Nonprofit Arts and Cultural Organizations                      in the City of Winter Park</b>			
	City of Winter Park	Median of Similar Study Regions <i>Pop. = Fewer than 50,000</i>	National Median
Full-Time Equivalent Jobs	3.65	3.25	3.52
Resident Household Income	\$95,915	\$63,198	\$74,554
Local Government Revenue	\$2,841	\$2,605	\$3,563
State Government Revenue	\$3,710	\$4,887	\$4,891

### An Example of How to Use the Organizational Spending Calculator Table (above):

An administrator from a nonprofit arts and cultural organization that has total expenditures of \$250,000 wants to determine the organization’s total economic impact on full-time equivalent (FTE) employment in the City of Winter Park. The administrator would:

1. Determine the amount spent by the nonprofit arts and cultural organization;
2. Divide the total expenditure by 100,000; and
3. Multiply that figure by the FTE employment ratio per \$100,000 for the City of Winter Park.

Thus, \$250,000 divided by 100,000 equals 2.5; 2.5 times 3.65 (from the top row of data on Table 1 above) equals a total of 9.1 full-time equivalent jobs supported (both directly and indirectly) within the City of Winter Park by that nonprofit arts and cultural organization. Using the same procedure, the estimate can be calculated for resident household income as well as for local and state government revenue.

## Economic Impact Per \$100,000 of Direct Spending by AUDIENCES

The economic impact of event-related spending by arts audiences can also be derived for an individual organization or groups of organizations in the City of Winter Park.

The first step is to determine the total estimated event-related spending by attendees who are residents of Orange County. To derive this figure, first multiply the total attendance by the percentage of attendees that are residents. Then, multiply the result by the average per person event-related expenditure by resident attendees. The result is the total estimated event-related spending by resident attendees.

The second step is to do the same for nonresidents of Orange County. To derive this figure, first multiply the total attendance by the percentage of attendees that are nonresidents. Then, multiply the result by the average per person event-related expenditure by nonresident attendees. The result is the total estimated event-related spending by nonresident attendees.

Then, add the results from the first two steps together to calculate the total estimated event-related audience spending. Finally, the ratios of economic impact per \$100,000 in direct spending can then be used to determine the total economic impact of the total estimated audience spending.

<b>TABLE 8: Audience Spending Ratios for the Arts &amp; Economic Prosperity 5 Calculator in the City of Winter Park (excluding the cost of event admission)</b>		
	<b>Residents</b>	<b>Nonresidents</b>
Percent of Attendees	46.1%	53.9%
Average Per Person Event-Related Expenditures	\$18.81	\$34.89

<b>TABLE 9: Ratios of Economic Impact Per \$100,000 of Direct Spending by Nonprofit Arts and Culture Audiences in the City of Winter Park</b>			
	<b>City of Winter Park</b>	<b>Median of Similar Study Regions <i>Pop. = Fewer than 50,000</i></b>	<b>National Median</b>
Full-Time Equivalent Jobs	<b>3.55</b>	2.11	2.46
Resident Household Income	<b>\$57,211</b>	\$45,365	\$52,101
Local Government Revenue	<b>\$4,523</b>	\$4,128	\$4,449
State Government Revenue	<b>\$5,448</b>	\$5,714	\$5,692



### **An Example of How to Use the Audience Spending Calculator Tables** (on the preceding page):

An administrator wants to determine the total economic impact of the 25,000 total attendees to his/her organization's nonprofit arts and cultural events on full-time equivalent (FTE) employment in the City of Winter Park. The administrator would:

1. Multiply the total attendance by the percentage of attendees that are residents;
2. Multiply the result of step 1 by the average per person event-related expenditure for residents;
3. Multiply the total attendance by the percentage of attendees that are nonresidents;
4. Multiply the result of step 3 by the average per person event-related expenditure for nonresidents;
5. Sum the results of steps 2 and 4 to calculate the total estimated event-related audience spending;
6. Divide the resulting total estimated audience spending by 100,000; and
7. Multiply that figure by the FTE employment ratio per \$100,000 for the City of Winter Park.

Thus, 25,000 times 46.1% (from Table 8 on the preceding page) equals 11,525; 11,525 times \$18.81 (from Table 8) equals \$216,785; 25,000 times 53.9% (from Table 8) equals 13,475; 13,475 times \$34.89 equals \$470,143; \$216,785 plus \$470,143 equals \$686,928, \$686,928 divided by 100,000 equals 6.87; 6.87 times 3.55 (from the top row of data on Table 9 on the preceding page) equals a total of 24.4 full-time equivalent jobs supported (both directly and indirectly) within the City of Winter Park by that nonprofit arts and cultural organization. Using the same procedure, the estimate can be calculated for resident household income as well as for local and state government revenue.

## **Making Comparisons with Similar Study Regions**

For the purpose of this analysis and unique report, **the geographic region being studied is defined as City of Winter Park, Florida**. According to the most recent data available from the U.S. Census Bureau, the population of the City of Winter Park was estimated to be 29,442 during 2015. For comparison purposes, 458 pages of detailed data tables containing the study results for all 341 participating study regions are located in Appendix B of the National Statistical Report. The data tables are stratified by population, making it easy to compare the findings for the City of Winter Park to the findings for similarly populated study regions (as well as any other participating study regions that are considered valid comparison cohorts).

**The National Summary Report and National Brochure are available both by download (free) and hardcopy (for purchase). The National Statistical Report (more than 500 pages in length) is available by download only. All documents and resources can be found at [www.AmericansForTheArts.org/EconomicImpact](http://www.AmericansForTheArts.org/EconomicImpact).**

“In Rhode Island, we know cultural excellence is crucial to economic development and the success of businesses large and small. Arts-related industries create jobs, attract investments, and enhance tourism—the economic impact of arts organizations is significant. The arts also play a role in promoting the health and welfare of our military members which makes our communities and our state stronger.”

— Rhode Island Lieutenant Governor Dan McKee  
Chair, National Lt. Governors Association

# About This Study

This Arts & Economic Prosperity 5 study was conducted by Americans for the Arts to document the economic impact of the nonprofit arts and culture industry in 341 communities and regions (113 cities, 115 counties, 81 multi-city or multi-county regions, 20 states, and 12 individual arts districts)—representing all 50 U.S. states and the District of Columbia.

The diverse local communities range in population (1,500 to four million) and type (rural to urban). The study focuses solely on nonprofit arts and cultural organizations and their audiences. The study excludes spending by individual artists and the for-profit arts and entertainment sector (e.g., Broadway or the motion picture industry). Detailed expenditure data were collected from 14,439 arts and culture organizations and 212,691 of their attendees. The project economists, from the Georgia Institute of Technology, customized input-output economic models for each participating study region to provide specific and reliable economic impact data about their nonprofit arts and culture industry: full-time equivalent jobs, household income, and local and state government revenue.

## The 250 Local, Regional, and Statewide Study Partners

Americans for the Arts published a Call for Participants in 2015 seeking communities interested in participating in the Arts & Economic Prosperity 5 study. Of the more than 300 potential partners that expressed interest, 250 local, regional, and statewide organizations agreed to participate and complete four participation criteria: identify and code the universe of nonprofit arts and cultural organizations in their study region; assist researchers with the collection of detailed financial and attendance data from those organizations; conduct audience-intercept surveys at cultural events; and pay a modest cost-sharing fee (no community was refused participation for an

inability to pay). Thirty of the 250 partners included multiple study regions as part of their AEP5 participation (e.g., a county as well as a specific city located within the county). As a result, the 250 local, regional, and statewide organizations represent a total of 341 participating study regions.

**United Arts of Central Florida responded to the 2015 Call for Participants, and agreed to complete the required participation criteria.**

## Surveys of Nonprofit Arts and Cultural ORGANIZATIONS

Each of the 250 study partners identified the universe of nonprofit arts and cultural organizations that are located in their region(s) using the Urban Institute’s National Taxonomy of Exempt Entity (NTEE) coding system as a guideline. The NTEE system—developed by the National Center for Charitable Statistics at the Urban Institute—is a definitive classification system for nonprofit organizations recognized as tax exempt by the Internal Revenue Code. This system divides the entire universe of nonprofit organizations into 10 Major categories, including “Arts, Culture, and Humanities.” The Urban Institute reports that approximately 100,000 nonprofit arts and cultural organizations were registered with the IRS in 2015.

The following NTEE “Arts, Culture, and Humanities” subcategories were included in this study:

- A01 – Alliances and Advocacy
- A02 – Management and Technical Assistance
- A03 – Professional Societies and Associations
- A05 – Research Institutes and Public Policy Analysis
- A11 – Single Organization Support
- A12 – Fund Raising and Fund Distribution
- A19 – Support (not elsewhere classified)
- A20 – Arts and Culture (general)
- A23 – Cultural and Ethnic Awareness
- A24 – Folk Arts
- A25 – Arts Education
- A26 – Arts and Humanities Councils and Agencies
- A27 – Community Celebrations
- A30 – Media and Communications (general)
- A31 – Film and Video
- A32 – Television
- A33 – Printing and Publishing
- A34 – Radio
- A40 – Visual Arts (general)
- A50 – Museums (general)
- A51 – Art Museums
- A52 – Children’s Museums
- A53 – Folk Arts Museums
- A54 – History Museums
- A56 – Natural History and Natural Science Museums
- A57 – Science and Technology Museums
- A60 – Performing Arts (general)
- A61 – Performing Arts Centers
- A62 – Dance
- A63 – Ballet
- A65 – Theatre
- A68 – Music
- A69 – Symphony Orchestras
- A6A – Opera
- A6B – Singing and Choral Groups
- A6C – Bands and Ensembles
- A6E – Performing Arts Schools
- A70 – Humanities (general)
- A80 – Historical Organizations (general)
- A82 – Historical Societies and Historic Preservation
- A84 – Commemorative Events
- A90 – Arts Services (general)
- A99 – Arts, Culture, and Humanities (miscellaneous)

In addition to the organization types listed above, the study partners were encouraged to include other types of eligible organizations if they play a

substantial role in the cultural life of the community or if their primary purpose is to promote participation in, appreciation for, and understanding of the visual, performing, folk, literary arts, and/or media arts. These include government-owned and government-operated cultural facilities and institutions, municipal arts agencies and councils, private community arts organizations, unincorporated arts groups, living collections (such as zoos, aquariums, and botanical gardens), university presenters and cultural facilities, and arts programs that are embedded under the umbrella of a nonarts organization or facility (such as a community center or church). In short, if it displays the characteristics of a nonprofit arts and cultural organization, it is included. With rare exception, *for-profit businesses and individual artists are excluded from this study.*

To collect the required financial and attendance information from eligible organizations, researchers implemented a multipronged data collection process. Americans for the Arts partnered with DataArts to collect detailed budget and attendance information about each organization’s fiscal year that ended in 2015. DataArts’ Cultural Data Profile (CDP) is a unique system that enables arts and cultural organizations to enter financial, programmatic, and operational data into a standardized online form. To reduce the survey response burden on participating organizations, and because the CDP collects the detailed information required for this economic impact analysis, researchers used confidential CDP data as the primary organizational data collection mechanism for the Arts & Economic Prosperity 5 study. This primary data collection effort was supplemented with an abbreviated one-page paper version of the survey that was administered to organizations that did not respond to the CDP survey.

Nationally, information was collected from 14,439 eligible organizations about their fiscal year 2015 expenditures, event attendance, in-kind contributions, and volunteerism. Responding organizations had

budgets ranging from \$0 to \$785 million (Smithsonian Institution). Response rates for the 341 communities ranged from 9.5 percent to 100 percent and averaged 54.0 percent. It is important to note that each study region's results are based solely on the actual survey data collected. No estimates have been made to account for nonparticipating eligible organizations. Therefore, the less-than-100 percent response rates suggest an understatement of the economic impact findings in most of the individual study regions.

**In the City of Winter Park, 20 of the 35 eligible nonprofit arts and cultural organizations identified by United Arts of Central Florida participated in this study—a participation rate of 57.1 percent**

## **Surveys of Nonprofit Arts and Cultural AUDIENCES**

Audience-intercept surveying, a common and accepted research method, was conducted in all 341 of the study regions to measure event-related spending by nonprofit arts and culture audiences. Patrons were asked to complete a short survey while attending an event. Nationally, a total of 212,691 attendees completed a valid survey. The randomly selected respondents provided itemized expenditure data on attendance-related activities such as meals, retail shopping (e.g., gifts and souvenirs), local transportation, and lodging. Data were collected throughout 2016 (to account for seasonality) as well as at a broad range of both paid and free events (a night at the opera will typically yield more audience spending than a weekend children's theater production or a free community music festival, for example). The survey respondents provided information about the entire party with whom they were attending the event. With an overall average travel party size of 2.56 people, these data actually represent the spending patterns of more than 544,489 cultural attendees.

**In the City of Winter Park, a total of 786 valid audience-intercept surveys were collected from attendees to arts and cultural performances, events, and exhibits during 2016.**

## **Economic Analysis**

A common theory of community growth is that an area must export goods and services if it is to prosper economically. This theory is called economic-base theory, and it depends on dividing the economy into two sectors: the export sector and the local sector. Exporters, such as automobile manufacturers, hotels, and department stores, obtain income from customers outside of the community. This "export income" then enters the local economy in the form of salaries, purchases of materials, dividends, and so forth, and becomes income to residents. Much of it is respent locally; some, however, is spent for goods imported from outside of the community. The dollars respent locally have an economic impact as they continue to circulate through the local economy. This theory applies to arts organizations as well as to other producers.

## **Studying Economic Impact Using Input-Output Analysis**

To derive the most reliable economic impact data, input-output analysis is used to measure the impact of expenditures by nonprofit arts and cultural organizations and their audiences. This is a highly-regarded type of economic analysis that has been the basis for two Nobel Prizes. The models are systems of mathematical equations that combine statistical methods and economic theory in an area of study called econometrics. They trace how many times a dollar is respent within the local economy before it leaks out, and it quantifies the economic impact of each round of spending. This form of economic analysis is well suited for this study because it can be customized specifically to each study region.

**To complete the analysis for the City of Winter Park, project economists customized an input-**

**output model based on the local dollar flow among 533 finely detailed industries within the unique economy of Orange County.** This was accomplished by using detailed data on employment, incomes, and government revenues provided by the U.S. Department of Commerce (County Business Patterns, the Regional Economic Information System, and the Survey of State and Local Finance), local tax data (sales taxes, property taxes, and miscellaneous local option taxes), as well as the survey data from the responding nonprofit arts and cultural organizations and their audiences.

### **The Input-Output Process**

The input-output model is based on a table of 533 finely detailed industries showing local sales and purchases. The local and state economy of each community is researched so the table can be customized for each community. The basic purchase patterns for local industries are derived from a similar table for the U.S. economy for 2012 (the latest detailed data available from the U.S. Department of Commerce). The table is first reduced to reflect the unique size and industry mix of the local economy, based on data from County Business Patterns and the Regional Economic Information System of the U.S. Department of Commerce. It is then adjusted so that only transactions with local businesses are recorded in the inter-industry part of the table. This technique compares supply and demand and estimates the additional imports or exports required to make total supply equal total demand. The resulting table shows the detailed sales and purchase patterns of the local industries. The 533-industry table is then aggregated to reflect the general activities of 32 industries plus local households, creating a total of 33 industries. To trace changes in the economy, each column is converted to show the direct requirements per dollar of gross output for each sector. This direct-requirements table represents the “recipe” for producing the output of each industry.

The economic impact figures for Arts & Economic Prosperity 5 were computed using what is called an “iterative” procedure. This process uses the sum of a power series to approximate the solution to the economic model. This is what the process looks like in matrix algebra:

$$T = IX + AX + A^2X + A^3X + \dots + A^nX.$$

T is the solution, a column vector of changes in each industry’s outputs caused by the changes represented in the column vector X. A is the 33 by 33 direct-requirements matrix. This equation is used to trace the direct expenditures attributable to nonprofit arts organizations and their audiences. A multiplier effect table is produced that displays the results of this equation. The total column is T. The initial expenditure to be traced is IX (I is the identity matrix, which is operationally equivalent to the number 1 in ordinary algebra). Round 1 is AX, the result of multiplying the matrix A by the vector X (the outputs required of each supplier to produce the goods and services purchased in the initial change under study). Round 2 is A<sup>2</sup>X, which is the result of multiplying the matrix A by Round 1 (it answers the same question applied to Round 1: “What are the outputs required of each supplier to produce the goods and services purchased in Round 1 of this chain of events?”). Each of columns 1 through 12 in the multiplier effects table represents one of the elements in the continuing but diminishing chain of expenditures on the right side of the equation. Their sum, T, represents the total production required in the local economy in response to arts activities.

Calculation of the total impact of the nonprofit arts on the outputs of other industries (T) can now be converted to impacts on the final incomes to residents by multiplying the outputs produced by the ratios of household income to output and employment to output. Thus, the employment impact of changes in outputs due to arts expenditures is calculated by multiplying elements in the column of total outputs

by the ratio of employment to output for the 32 industries in the region. Changes in household incomes, local government revenues, and state government revenues due to nonprofit arts expenditures are similarly transformed. The same process is also used to show the direct impact on incomes and revenues associated with the column of direct local expenditures.

**A comprehensive description of the methodology used to complete the national study is available at [www.AmericansForTheArts.org/EconomicImpact](http://www.AmericansForTheArts.org/EconomicImpact).**



"Americans for the Arts' Arts and Economic Prosperity 5 study is an invaluable tool for Guilford County and counties across the nation. The data it has collected and analyzed provide an unparalleled understanding of the influence of the arts on the economy, locally and nationally. It is vital that we continue to measure the impact of the arts on our economy to show our constituents and the nation its value. We are grateful for the work Americans for the Arts does to help us show what an important asset the arts are in the areas of education and health, both physical and mental, and as an economic driver."

— Kay Cashion, Commissioner, Guilford County, N.C.  
Chair, National Association of Counties Arts & Culture Commission

# Frequently Used Terms

## **Cultural Tourism**

Travel directed toward experiencing the arts, heritage, and special character of a place.

## **Direct Economic Impact**

A measure of the economic effect of the initial expenditure within a community. For example, when the symphony pays its players, each musician's salary, the associated government taxes, and full-time equivalent employment status represent the direct economic impact.

## **Direct Expenditures**

The first round of expenditures in the economic cycle. A paycheck from the symphony to the violin player and a ballet company's purchase of dance shoes are examples of direct expenditures.

## **Econometrics**

The process of using statistical methods and economic theory to develop a system of mathematical equations that measures the flow of dollars between local industries. The input-output model developed for this study is an example of an econometric model.

## **Econometrician**

An economist who designs, builds, and maintains econometric models.

## **Full-Time Equivalent (FTE) Jobs**

A term that describes the total amount of labor employed. Economists measure FTE jobs—not the total number of employees—because it is a more accurate measure of total employment. It is a manager's discretion to hire one full-time employee, two half-time employees, four quarter-time employees, etc. Almost always, more people are affected than are reflected in the number of FTE jobs reported due to the abundance of part-time employment, especially in the nonprofit arts and culture industry.

## **Indirect and Induced Economic Impact**

This study measures the economic impact of the arts using a methodology that enables economists to track how many times a dollar is respent within the local economy, and thus to measure the economic impact generated by each round of spending. When a theater company purchases paint from the local hardware store, there is a measurable economic effect of that initial expenditure within a community. However, the economic benefits typically do not end there, because the hardware store uses some of its income to pay the clerk that sold the paint, as well as to pay its electric bill and to re-stock the shelves. The indirect and induced economic impacts are the effects of the subsequent rounds of spending by businesses and individuals, respectively. (See the example on Page 5 of this report.)

## **Input-Output Analysis**

A system of mathematical equations that combines statistical methods and economic theory in an area of economic study called econometrics. Economists use this model (occasionally called an inter-industry model) to measure how many times a dollar is respent in, or “ripples” through, a community before it “leaks out” of the local economy by being spent non-locally (see Leakage below). The model is based on a matrix that tracks the dollar flow among 533 finely detailed industries in each community. It allows researchers to determine the economic impact of local spending by nonprofit arts and cultural organizations on jobs, household income, and government revenue.

## **Leakage**

The money that community members spend outside of the local economy. This non-local spending has no economic impact within the community. A ballet company purchasing shoes from a non-local manufacturer is an example of leakage. If the shoe company were local, the expenditure would remain within the community and create another round of spending by the shoe company.

## **Multiplier** (often called Economic Activity Multiplier)

An estimate of the number of times that a dollar changes hands within the community before it leaks out of the community (for example, the theater pays the actor, the actor spends money at the grocery store, the grocery store pays its cashier, and so on). This estimate is quantified as one number by which all expenditures are multiplied. For example, if the arts are a \$10 million industry and a multiplier of three is used, then it is estimated that these arts organizations have a total economic impact of \$30 million. The convenience of a multiplier is that it is one simple number; its shortcoming, however, is its reliability. Users rarely note that the multiplier is developed by making gross estimates of the industries within the local economy with no allowance for differences in the characteristics of those industries, usually resulting in an overestimation of the economic impact. In contrast, the input-output model employed in Arts & Economic Prosperity 5 is a type of economic analysis tailored specifically to each community and, as such, provides more reliable and specific economic impact results.

## **Resident Household Income** (often called Personal Income)

The salaries, wages, and entrepreneurial income residents earn and use to pay for food, mortgages, and other living expenses. It is important to note that resident household income is not just salary. When a business receives money, for example, the owner usually takes a percentage of the profit, resulting in income for the owner.

## **Revenue to Local and State Government**

Local and state government revenue is not derived exclusively from income, property, sales, and other taxes. It also includes license fees, utility fees, user fees, and filing fees. Local government revenue includes funds to city and county government, schools, and special districts.

# Frequently Asked Questions

## **How were the 341 participating communities and regions selected?**

In 2015, Americans for the Arts published a Call for Participants for communities interested in participating in the Arts & Economic Prosperity 5 study. Of the more than 300 participants that expressed interest, 250 agreed to participate and complete four participation criteria: (1) identify and code the universe of nonprofit arts and cultural organizations in their study region; (2) assist researchers with the collection of detailed financial and attendance data from those organizations; (3) conduct audience-intercept surveys at cultural events; and (4) pay a modest cost-sharing fee (no community was refused participation for an inability to pay). Thirty of the 250 partners included multiple regions as part of their participation (e.g., a county as well as a city located within the county); as a result, the 250 local, regional, and statewide partners represent a total of 341 participating study regions.

## **How were the eligible nonprofit arts organizations in each community selected?**

Local partners attempted to identify their universe of nonprofit arts and cultural organizations using the Urban Institute's National Taxonomy of Exempt Entity (NTEE) codes as a guideline. Eligible organizations included those whose primary purpose is to promote appreciation for and understanding of the visual, performing, folk, and media arts. Government-owned and government-operated cultural facilities and institutions, municipal arts agencies and councils, private community arts organizations, unincorporated arts groups, living collections (such as zoos, aquariums, and botanical gardens), university presenters and cultural facilities, and arts programs that are embedded under the umbrella of a non-arts organization or facility (such as a hospital or church) also were included if they play a substantial role in the cultural life of the community. For-profit businesses and individual artists are excluded from this study.

## **What type of economic analysis was done to determine the study results?**

An input-output economic analysis was customized for each of the participating study regions to determine the economic impact its nonprofit arts and cultural organizations and arts audiences. Americans for the Arts, which conducted the research, worked with highly regarded economists to design the input-output models.

## **What other information was collected in addition to the arts surveys?**

In addition to detailed expenditure data provided by the surveyed organizations and cultural attendees, researchers and economists collected extensive wage, labor, tax, and commerce data provided by the U.S. Department of Commerce (County Business Patterns, the Regional Economic Information System, and the Survey of State and Local Finance), as well as local and state tax data for use in the input-output analyses.

## **Why doesn't this study use a multiplier?**

When many people hear about an economic impact study, they expect the result to be quantified in what is often called a multiplier or an economic activity multiplier. The economic activity multiplier is an estimate of the number of times a dollar changes hands within the community (e.g., a theater pays its actor, the actor spends money at the grocery store, the grocery store pays the cashier, and so on). It is quantified as one number by which expenditures are multiplied. The convenience of the multiplier is that it is one simple number. Users rarely note, however, that the multiplier is developed by making gross estimates of the industries within the local economy

and does not allow for differences in the characteristics of those industries. Using an economic activity multiplier usually results in an overestimation of the economic impact and therefore lacks reliability.

### **Why are the admissions expenses excluded from the analysis of audience spending?**

Researchers assume that any admissions dollars paid by event attendees are typically collected as revenue for the organization that is presenting the event. The organization then spends those dollars. The admissions paid by audiences are excluded because those dollars are captured in the operating budgets of the participating nonprofit arts and cultural organizations. This methodology avoids “double-counting” those dollars in the analysis.

### **How is the economic impact of arts and culture organizations different from other industries?**

Any time money changes hands there is a measurable economic impact. Social service organizations, libraries, and all entities that spend money have an economic impact. What makes the economic impact of arts and culture organizations unique is that, unlike most other industries, they induce large amounts of related spending by their audiences. For example, when patrons attend a performing arts event, they may purchase dinner at a restaurant, eat dessert after the show, and return home and pay the baby-sitter. These expenditures have a positive and measurable impact on the economy.

### **Will my local legislators believe these results?**

Yes, this study makes a strong argument to legislators, but you may need to provide them with some extra help. It will be up to the user of this report to educate the public about economic impact studies in general and the results of this study in particular. The user may need to explain (1) the study methodology used; (2) that economists created an input-output model for each community and region in the study; and (3) the difference between input-output analysis and a multiplier. The good news is that as the number of economic impact studies completed by arts organizations and other special interest areas increases, so does the sophistication of community leaders whose influence these studies are meant to affect. Today, most decision makers want to know what methodology is being used and how and where the data were gathered.

You can be confident that the input-output analysis used in this study is a highly-regarded model in the field of economics (the basis of two Nobel Prizes in economics). However, as in any professional field, there is disagreement about procedures, jargon, and the best way to determine results. Ask 12 artists to define art and you may get 12 answers; expect the same of economists. You may meet an economist who believes that these studies should be done differently (for example, a cost-benefit analysis of the arts).

### **How can a community not participating in the Arts and Economic Prosperity 5 study apply these results?**

Because of the variety of communities studied and the rigor with which the Arts & Economic Prosperity 5 study was conducted, nonprofit arts and cultural organizations located in communities that were not part of the study can estimate their local economic impact. Estimates can be derived by using the Arts & Economic Prosperity 5 Calculator (found at [www.AmericansForTheArts.org/EconomicImpact](http://www.AmericansForTheArts.org/EconomicImpact)). Additionally, users will find sample PowerPoint presentations, press releases, Op-Ed, and other strategies for proper application of their estimated economic impact data.

# Acknowledgments

Americans for the Arts expresses its gratitude to the many people and organizations who made *Arts & Economic Prosperity 5: The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences in the City of Winter Park* possible and assisted in its development, coordination, and production. A study of this size cannot be completed without the collaboration of many partnering organizations.

Generous funding for this project was provided by United Arts of Central Florida, which also served as the local project partner and as such was responsible for the local implementation and data collection requirements of this customized analysis for the City of Winter Park.

Special thanks to the John D. and Catherine T. MacArthur Foundation, the Barr Foundation, and The Ruth Lilly Fund of Americans for the Arts for their financial support of the national implementation of Arts & Economic Prosperity 5.

Finally, each of our 250 local, regional, and statewide research partners contributed time and/or financial support toward the completion of this national study. We thank each and every one of them for committing the time and resources necessary to achieve success. A study of this magnitude is a total organizational effort; appreciation is extended to the entire board and staff of Americans for the Arts. The research department responsible for producing this study includes Randy Cohen, Ben Davidson, Isaac Fitzsimons, and Graciela Kahn.

## **The City of Winter Park's Participating Nonprofit Arts and Cultural Organizations**

This study could not have been completed without the cooperation of the 20 nonprofit arts and cultural organizations in the City of Winter Park, listed below, that provided detailed financial and event attendance information about their organization.

Albin Polasek Museum and Sculpture Garden; Bach Festival Society of Winter Park; Casa Feliz; Center for Contemporary Dance; Charles Hosmer Morse Museum of American Art; Cornell Fine Arts Museum, Rollins College; Crealde Arts (DBA Crealde School Of Art); Elizabeth Morse Genius Foundation; Global Peace Film Festival; Indian Horizon of Florida; Magic of Bronze; Mead Botanical Garden; Messiah Choral Society; Music Theater Bavaria (DBA Musiktheater Bavaria); USA Dance (DBA Orlando Chapter Of USA Dance); Winter Park Historical Association; Winter Park History Museum; Winter Park Playhouse; Winter Park Public Library; and Winter Park Sidewalk Festival.

## **The City of Winter Park's Participating Cultural Event Attendees**

Additionally, this study could not have been completed without the cooperation of the 786 arts and cultural audience members who generously took the time to complete the audience-intercept survey while attending a performance, event, or exhibit within the City of Winter Park during calendar year 2016.









AMERICANS FOR THE ARTS IS THE NATION'S LEADING NONPROFIT ORGANIZATION FOR ADVANCING THE ARTS IN AMERICA. ESTABLISHED IN 1960, WE ARE DEDICATED TO REPRESENTING AND SERVING LOCAL COMMUNITIES AND CREATING OPPORTUNITIES FOR EVERY AMERICAN TO PARTICIPATE IN AND APPRECIATE ALL FORMS OF THE ARTS.



The following national organizations partner with Americans for the Arts to help public- and private-sector leaders understand the economic and social benefits that the arts bring to their communities, states, and the nation.

Cover: Andrew Shurtleff Photography

(Clockwise from Top) Concert for Miami, Knight Concert Hall, Miami-Dade, FL.; Photos from the Broward 100 'InsideOut' campaign "Creatives Making a Difference in Hollywood". Presented by the Community Redevelopment Agency of Hollywood and supported by the Downtown Hollywood Mural Project and the Art and Cultural Center of Hollywood, FL. Photo by Jill Weisberg.; The Pool, El Paso Museums & Cultural Affairs Department, TX. Photo by Jen Lewin.; Dancer at outdoor performance. Fulton County Arts Council, GA. Photo by CGC Studios.



# Economic Development Advisory Board



meeting date 1-16-18

approved by

item type  Administrative  
 Action  
 Information

City Manager  
 City Attorney  
 N/A

**agenda  
item**

## Subject 2b

Business Certificate Study

**motion | recommendation**

N/A

## Background

The City of Winter Park requires all active businesses to purchase a business certificate as a means to approve legal commercial activity within the city. The application for this certificate includes a business name, address, type, certificate type, and in certain cases employee totals. This certificate is required to be purchase annually. The resulting data set has been used very little for economic purposes. Economic development staff proposed to use this information in an attempt to uncover data points such as business start-ups, closures, longevity to further our understanding of local economic conditions.

Staff is providing a powerpoint presentation on the study for review and comment by the board.



# Economic Development Advisory Board



meeting date 1-16-18

approved by

item type  Administrative  
 Action  
 Information

City Manager  
 City Attorney  
 N/A

**agenda  
item**

## Subject 3a

2017 EDAB Annual Report/2018 EDAB Plan Approval

## **motion | recommendation**

Motion to approve the 2017 EDAB Annual Report and 2018 EDAB plan as presented.

## Background

In 2014, EDAB approved an economic development plan for the purposes of facilitating economic development initiatives. The initiatives are designed to strengthen the city's economic vitality and quality of life through sustainable growth, and assistance through public private partnership. The 2016-17 plan provided the final year of a three year plan designed to provide a strategy that adheres to the board's mission, but is also flexible given changing economic conditions or community priority. The 2017-2018 plan continues the same characteristics by providing projects that build on previous conclusion and further our understanding of local economic trends.

Staff proposes the following for the 2017-2018 EDAB plan.

### **Tourism – Strengthen demographic identification of the city's tourism market**

This project builds on last year's work including the World Travel Market data from the Chamber of Commerce. Staff will continue to develop opportunities to reinforce the city's knowledge base of tourism demographics, look for partnership, and identify opportunities to maximize economic multipliers within the community.

### **Corridor Analysis – Continue analysis of the redevelopment of major commercial arterials within the city**

In 2017, EDAB and staff examined Orange Avenue reviewing composition of rental rates, employment, parcel utilization, ad valorem value, ownership, and others. The analysis facilitated the identification of trends and potential opportunities for consideration. In keeping with this practice, staff will work with the board to identify the next major commercial arterial corridor and develop a related study with the intent of similar outcomes.

### **Special Events – Economic impact evaluation**

A large economic driver in local economies is the development and execution of highly successful special events. These include the Autumn and Spring Art Festivals, Winter on the Avenue, St. Patrick's Day celebration and others. Outcomes to include credible statements regarding economic impacts of events to Winter Park, and assessments on ill-defined data such as quality of life.

**Reporting – Continue the practice of monthly reports to respond to projects outside the EDAB plan**

This item presents staff and the board with consistent updates regarding projects in and not in the EDAB plan. Those not included in the plan will be presented as part of staff's monthly report for discussion and recommendation. This allows the board to receive consistent updates regarding projects around the city relevant to the board's mission.



# EDAB Project Brief 2016 - 2017

Economic Development Division, 401 Park Avenue South, Winter Park, FL 32789 January 16, 2018  
[www.cityofwinterpark.org](http://www.cityofwinterpark.org)

## TABLE OF CONTENTS

- 1 Background
- 1 EDAB Mission
- 2 EDAB Plan
- 3 Plan Projects
- 6 Additional Analysis
- 9 Year '17-'18 projects for consideration

## Background

Economic development is a multi-faceted discipline combining the areas of planning, business, real estate, economics, marketing, and overall facilitation of project management in order to leverage a community socio-economically. Understanding how these components of development affect the city is critical to the balance of quality of life and sustainable business opportunities. With this understanding, the City Commission established the Economic Development Advisory Board. Serving at their pleasure, EDAB's main focus is to provide recommendations to the City Commission.

The following brief reflects on the past year as well as outlines goals from the 2017-2018 EDAB plan. The brief highlights several projects, evaluating its outcomes, and what that means to the city. This snapshot encourages future discussion on subjects within and outside the economic development plan.

## Economic Development Advisory Board

The purpose of the City of Winter Park's Economic Development Advisory Board is to give advice and recommendations to the City Commission concerning economic development with respect to quality and sustainable economic development consistent with the goals and objectives of the City of Winter Park.

The board reviews trends, data analytics, programs, projects, and overall economic conditions that incorporates all elements of the City's identity.

---

*"...EDAB reviews...economic conditions that incorporate all elements of the City's identity."*

---

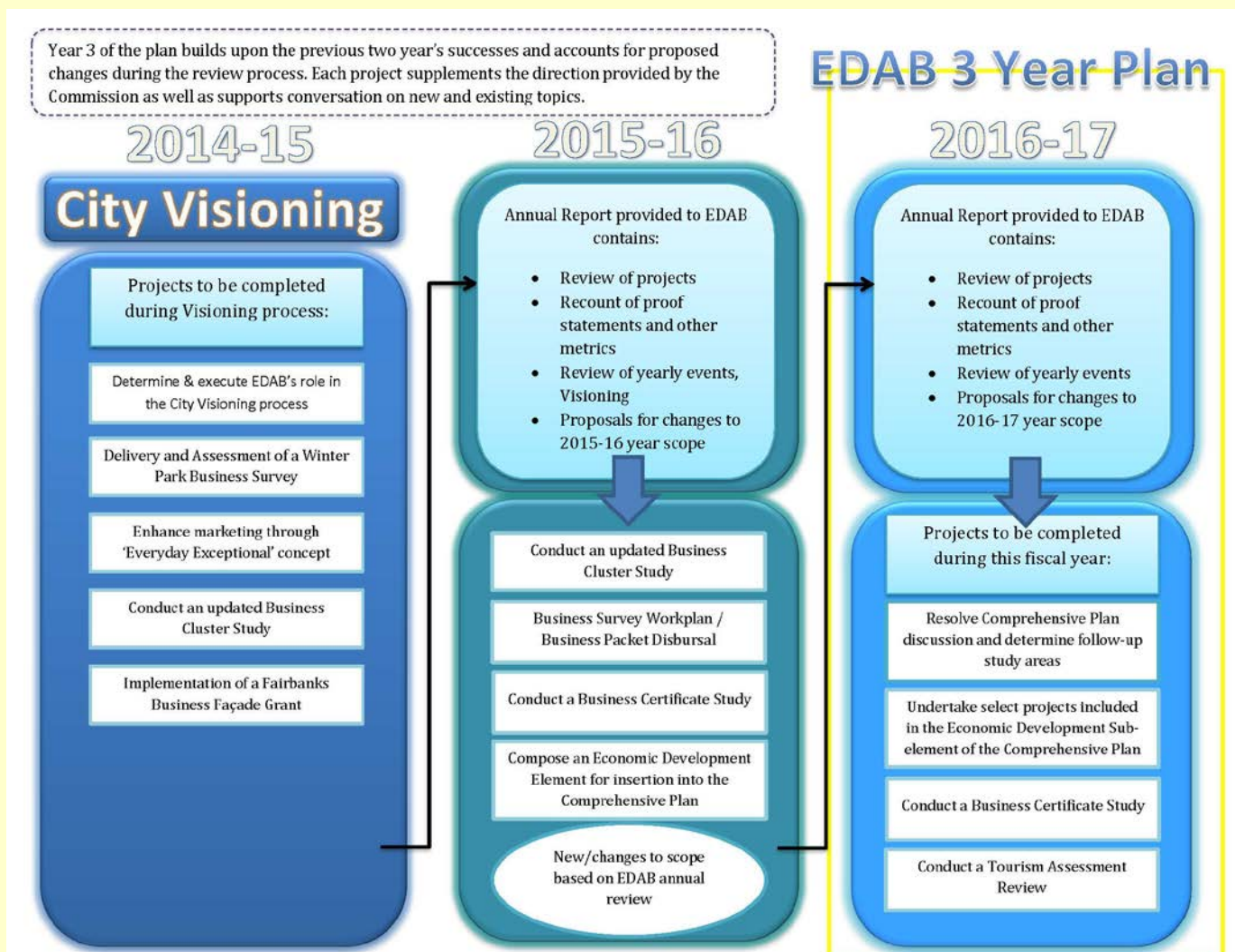
## EDAB Economic Development Plan 2016-17

An economic development plan provides an operational framework to guide direction and discussion on board initiatives. By presenting three, 1-year plans for implementation, it provides direction, but allows for flexibility given the ever-changing economic climate.

The 2016-2017 plan was formatted to coincide with the successes of years one and two furthering the mission of EDAB's Economic Development Plan. It provided for flexibility to allow the board an opportunity to discuss new projects as they became available.

The 2017-18 plan looks to build on the work provided by EDAB and staff through focused efforts on the items demonstrated in the city's comprehensive plan. It is further designed to accommodate projects from year's past, and remove tasks already completed. These are identified on page nine.

*"The structure of the plan provides direction, but allow for flexibility given the ever-changing economic climate."*





## Plan Projects

At the beginning of 2017, EDAB and staff established several projects for discussion and implementation. Provided below is a brief status update of those projects:

Project	Status	Next Steps	Notes
1. Resolve Comprehensive Plan discussion and determine follow-up study areas	Complete	None	Study areas determined through Economic Development Sub-element of the Comprehensive Plan.
2. Undertake select projects included in the Economic Development Sub-element of the Comprehensive Plan	Initial Goal Complete	Continue analysis and formulate recommendations	Projects include ongoing development of corridor studies, special event analysis, and tourism demographic identification.
3. Conduct a Business Certificate Study	Complete	Couple trends with cluster analysis; monitor	Results will be updated into the brief after presentation on January 16, 2018.
4. Conduct a Tourism Assessment Review	Initial Goal Complete	Integrate findings with new and future projects	

## Resolve Comprehensive Plan discussion; determine follow-up areas

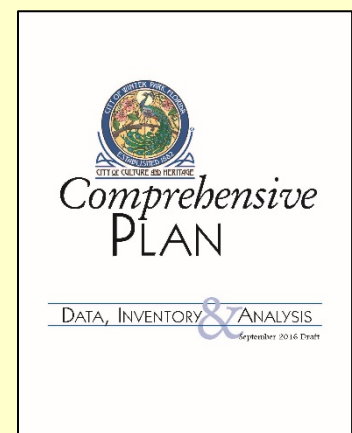
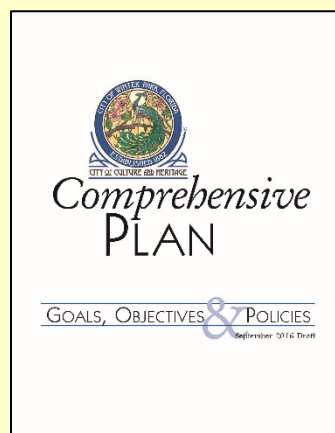
A major project for planning staff was the Comprehensive Plan update. Reviewed every seven years, the plan outlines the major priorities of the city, and subdivided through required and optional elements. The required elements reviewed by EDAB included housing, future land use, and transportation. The board's comments on several issues in these elements ultimately lead to approval in the spring. Follow-up areas were derived from the inclusion of an Economic Development sub-element to the plan.

## Economic Development sub-element; Comprehensive Plan

The resulting document can be found as part of the Future Land Use Element of the Comprehensive Plan. It outlines several objectives and policies for staff to review in conjunction with the Economic Development Advisory Board including:

- The administration of an Economic Development Plan.
- Monitor the redevelopment of major commercial arterials.
- Explore the administration of an events study to determine impacts to the city and merchants.
- Update its arts and culture study to determine the economic value of nonprofit arts and cultural establishments.
- Administer the CRA plan.

In addition, EDAB may also wish to weigh in other areas of the Comp. Plan including the development of a mobility study, and the analysis of a mixed use district.



## Conduct a Business Certificate Study

Annually, businesses are required to submit a permit for a business certificate, ensuring lawful business undertakings are being conducted and in their proper locations. Permits are filed with the Building and Permitting Department at the City. While the data set is limited by the accuracy of the form as well as the commitment by businesses to file it annually, it creates a tremendous data resource over time that innately tells staff about business tendencies.

Using the data, staff was able to gain insight on business start-up and closure tendencies, preference for which business types were entering the city, and established an additional data point in conjunction with previous studies including the business longevity study and cluster analysis.

Initial hypothesis states there is a longer life span of businesses in Winter Park than the national average. Additionally, there may be a correlation to business longevity and the cluster analysis study provided in previous iterations of the EDAB plan. Staff provided this analysis to the board at their January 16<sup>th</sup>, 2018 meeting.

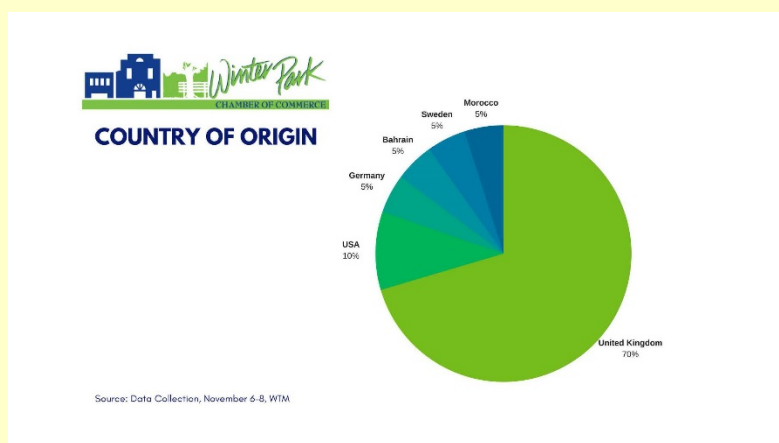
## Conduct a Tourism Assessment Review

Winter Park has several resources that appeal not only to local residents, but regionally, nationally, and internationally. Historically, economic development has been active in including these demographics anecdotally when promoting projects and events. To supplement this information, a data driven understanding of where outside interests are coming from furthers our ability to maximize the city's resources and offerings.

Working with the Chamber of Commerce, engaging in the World Travel Market staff was able to uncover several qualitative and quantitative metrics regarding tourism in Winter Park.

These data points and takeaways included:

- Increased Marketplace knowledge
  - Including destination marketing and supporting plans for implementation
- Data collection and demographic insights
  - Survey data aligning existing demands with local resources
- Exposure to strategic collaboration opportunities
  - Exposure to (inter)national partners for future opportunities



## Additional Analysis

Economic development is a constantly shifting target. As a result, other relevant discussion topics arose from EDAB’s discussions that required some research. This section discusses these topics and highlights the major points of the board’s conversation.

### Downtown Parking Strategies

Mobility plays a critical role in the economic health of a community. The availability and perhaps even more importantly, the convenience of moving from place to place allows for proper goods and service exchanges vital to the community. As a result, parking becomes a major discussion point in the wake of guests, residents, and merchants all looking for convenient parking downtown.

A consultant and staff led effort engaged in the development of a downtown accessibility strategy that will consider the increased demands from users and is supportive of previous plans including the Comprehensive Plan.

Three key problem statements were defined to foster real strategies that would improve current conditions.

	Modernized Enforcement Practices	Flexible Time Limits	Improved Employee Parking	Wayfinding	Centralized Valet	Paid Parking	Supply Additions	Remote Parking Connections	Modernized Parking Policy
Insufficient Turnover	✓	✓	✓		✓	✓			
Utilization of Parking Resources			✓	✓	✓	✓		✓	
Modernize Policies and Practices	✓	✓	✓			✓	✓		✓

Staff is currently undertaking a number of these strategies with the intent of implementation and review of success both in the short and long term.



## Orange Avenue Corridor Assessment

EDAB has long had a history of reviewing and understanding existing conditions and trend analysis of its corridors. These include past works evaluating Fairbanks and Orange Avenue.

The Orange Avenue analysis was particularly prevalent as the city continues its discussions on Progress Point and the development and interest in Orange Avenue. The study area's analysis adds to the overall context for new strategies for the corridor examining sales, employment, current use, parcel size, vacancy/leasing rates, taxable value, intensity, utilization, and property ownership.

The results uncovered several issues regarding mobility and future use. Using internal resources, staff developed a conceptual map outlining three specific nodes on Orange Avenue that have the potential to dictate the expectations of the corridor as a whole.

Staff continues to evaluate opportunities for the corridor including mobility, return on investment for capital projects, design, and use.





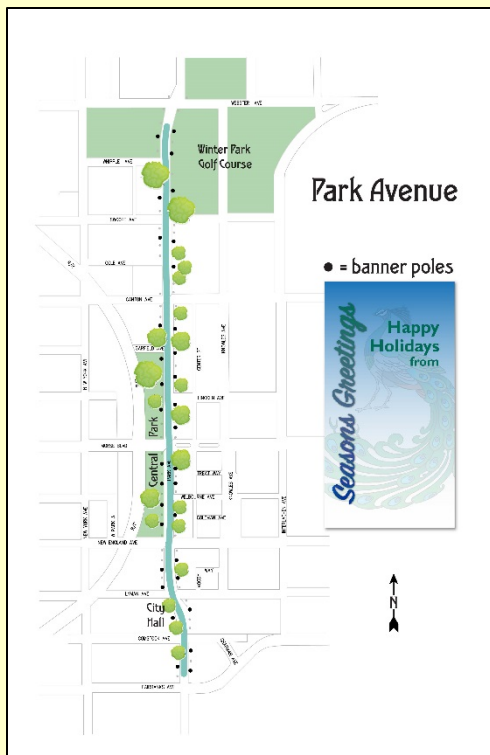
## Evolution of the Microloan Program

Since 2007, The Microloan Program has been available to businesses offering attractive loans from \$5,000-\$39,999 for firms that don't have large equity to make expansions or purchase new equipment. Since the turnaround from the Great Recession, market conditions have continued to improve allowing banks to offer competitive rates without the use of the program. Staff engaged with EDAB on evolving this program with local bank partners and are continuing to have conversations relative municipal resources and the Community Reinvestment Act requirements by banks. It is the intent of staff to bring something forward to EDAB in the 2017-2018 year.

## Holiday Banner Program

The Holiday Banner Program provided a way for merchants to increase their exposure during the holidays and showcase their business for a specific time throughout the holiday. For the city, it was an opportunity to offset additional expenses for decorations and programming associated with the holidays.

EDAB recommended this as a program for consideration at their August 22, 2017 meeting. The program was additionally approved by the City Commission on October 9<sup>th</sup>. Staff worked with the Park Avenue Merchants Association and the Chamber of Commerce to promote the program resulting in a dozen applications for consideration. It is expected this program will continue to grow as the banners themselves act as promotional material for the project with several inquiries fielded by staff. Staff recommends this program continue for the '18-'19 season.



The 3 year Economic Development Advisory Board plan from 2014-2017 concluded with tremendous success and tangible returns. The 2017-18 plan builds on this previous work by identifying projects that supplement direction by the Commission as well as supports conversation on new and existing topics.

## 2015-16

Annual Report provided to EDAB contains:

- Review of projects
- Recount of proof statements and other metrics
- Review of yearly events, Visioning
- Proposals for changes to 2016-17 year scope



Conduct an updated Business Cluster Study

Business Survey Workplan / Business Packet Disbursal

Conduct a Business Certificate Study

Compose an Economic Development Element for insertion into the Comprehensive Plan

New/changes to scope based on EDAB annual review

## 2016-17

Annual Report provided to EDAB contains:

- Review of projects
- Recount of proof statements and other metrics
- Review of yearly events, Visioning
- Proposals for changes to 2017-18 year scope



Resolve Comprehensive Plan discussion and determine follow-up study areas

Undertake select projects included in the Economic Development Sub-element of the Comprehensive Plan

Conduct a Business Certificate Study

Conduct a Tourism Assessment Review

New/changes to scope based on EDAB annual review

## EDAB Plan 2017-18

Annual Report provided to EDAB contains:

- Review of projects
- Recount of proof statements and other metrics
- Review of yearly events
- Proposals for changes to 2018-19 year scope



Projects to be completed during this fiscal year:

**Tourism** - Strengthen demographic identification of the city's tourism market

**Corridor Analysis** - Monitor the redevelopment of major commercial arterials within the city

**Special Events** - Economic impact evaluation

**Reporting** - Continue the practice of monthly reports to identify projects outside the EDAB plan



## 2017 YEAR END REVIEW – 2018 PREVIEW

Below is a recap of the commercial and multi-family residential development projects that were completed in 2017 or began construction 2017 to be completed in 2018 as well as projects expected to begin in 2018:

### Commercial Projects Completed in 2017:

**REI Retail Store:** The former Chamberlin's Food Market at 402/490 North Orlando Avenue was replaced by the first REI outdoor retail store in Orlando and only the second in Florida, which opened in August, 2017.

**Whole Foods Project:** Redevelopment of the 11 acre former Corporate Square/WP Dodge properties is nearing completion. 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 have been completed. The final out-parcel building to house a Sephora makeup/retail tenant is now under construction.

**300 North Pennsylvania:** A new two-story concierge medical building of 6,535 square feet for Dr. Castro is under construction. The building shell and first floor are completed and the second floor is under construction.

**Orchard Supply Hardware:** A new Orchard Supply hardware store at 1111 South Orlando Avenue was completed in August, 2017 is now open. This was the first location of an Orchard Supply store in Orlando.

**Center for Reproductive Medicine:** The former St. John Lutheran parking lot at 1500 South Orlando Avenue was sold and the new Center for Reproductive Medicine medical building of 15,000 square feet was completed in December 2017.

**Rollins College Bookstore:** The former Frank n Steins (Shipyard) restaurant site at 200 W. Fairbanks Avenue has been renovated for the relocation of the Rollins College Bookstore along with a small 30 seat Einstein's Café in the interior, which opened in August 2017.

### Projects Started in 2017 to be Completed in 2018:

**Reflections Dermatology:** The former Don Palladino building at 440 W. Morse Blvd. has been razed for the construction of a new two story, 3,695 square foot dermatology practice. Construction is in the finishing stages.

**K-Mart Shopping Center:** In December 2015 the City Commission gave the initial approval for the renovation of the former K-Mart shopping center at 501 North Orlando Avenue. All the buildings have been renovated in phases new facades and the parking lot upgraded with



enhanced landscaping and lighting as well as new signage. Most major tenants are remaining such as Michael's, Office Depot, L.A. Fitness, etc. New tenants have opened including a Home Goods, Marshalls, Zoe's Kitchen, Blaze Pizza, 5 Below, DSW, and Ross store is still under construction.

**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 is on-going.

**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 is at the structural framing stage.

**Winter Park Hospital:** The Winter Park Florida Hospital has just started construction of a new five story Patient Tower/Wing on the east side of the Hospital building. Construction schedule is not known at this time, but the construction permit has been issued.

**Dunkin Donuts:** A new Dunkin Donuts with a drive-through was issued a building permit in December, 2017 and is now under construction at 1655 W Fairbanks Avenue. Construction is now at the framing stage and completion is expected in May, 2018.

#### **Commercial Projects Expected to Start Construction is 2018:**

**Westminster Winter Park Towers:** A new Lifelong Learning Center amenity for the residents of the Winter Park Towers was approved by the City Commission in November 2016. The proposed building addition is located between the main Winter Park Towers building and the Parking Garage. The centerpiece of the project is an auditorium/stage to accommodate approximately 400 persons. The facility could host speakers, music productions, theatre performances and such for the entertainment and enlightenment of the residents of the Winter Park Towers. Construction timing is unknown but expected to begin in 2018.

**Watercrest ALF/Memory Care in Ravaudage:** Watercrest Senior Living Group received site plan approval in September, 2017 for an approximate 100,000-square foot assisted living and memory care facility within the Ravaudage Planned Development at the northeast corner of Bennett Avenue and Glendon Parkway. The building consists of a two-story memory care wing with 32 beds and a three-story assisted living wing with 75 beds, totaling 107 beds/units. A permit for site construction is currently under review, with construction starting in February/March, 2018.

**Ravaudage Self-Storage Project:** A site plan was approved in October 2016 for a four-story self-storage building with ground floor liner retail spaces within the Ravaudage Planned Development at the northwest corner of Glendon Parkway and Lewis Drive. A permit for site construction is currently under review, and construction timing is unknown.

**PDQ:** Development plans for a new PDQ fast food restaurant was approved at 925 S Orlando Avenue. The former bank at this property will be demolished. Construction is anticipated to start in early 2018.

**Winter Park Racquet Club:** The Winter Park Racquet Club at 2111 Via Tuscany received approval to add a new kitchen building wing, redevelop the pool side snack bar and to add on-site parking. Construction timing is unknown.

**Morse Boulevard Office Building:** The vacant site at 531 W Morse Boulevard received approval in September 2017 by the City Commission to build a two-story, office building with an underground parking level with approximately 24,106-square feet of leasable space. Plans are being reviewed for building permit now with construction expected to start in January, 2018.

**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, which is a natural and organic grocery, and this will be their first location in Central Florida. The existing shopping center is also upgrading with new façades, new signage and stormwater retention where none exists today. Permit plan for the site development and infrastructure have been submitted with the building permit to follow shortly.

**Carolina Office Building:** In August 2017, the City Commission approved plans to redevelop the former SunTrust drive-in bank teller location at 345 Carolina Avenue, with a new three story, 9,926 square foot office building, with a one lane drive-thru teller component. Permits for this project have not yet been applied for so construction timing is unknown.

#### **Multi-Family Projects in 2017/2018:**

**Broadstone Winter Park In Ravaudage:** A 268-unit multifamily project has been approved within the Ravaudage planned development to be located in the vacant land northeast of Lewis Drive and Kindel Avenue. Construction started in February 2017.

**Bainbridge Apartments Winter Park in Ravaudage:** A 278-unit multifamily project has been approved within the Ravaudage planned development to be located in the vacant land southeast of Bennett Avenue and Morgan Stanley Avenue. Permits for this project were issued on December 28, 2017 with construction to begin immediately.

**Lee Road Townhouses:** In July 2015, the City Commission approved a new project for the redevelopment of the 1800 Lee Road parcels. The property formerly consisted of eight duplex buildings which have been removed and the property is to be redeveloped into 30, two-story townhomes. Construction began in early 2017, is currently active but proceeding very slowly.

**Michigan and Shultz Townhomes:** A 12-unit, two-story townhome project has been approved at the northeast corner of Michigan and Shultz Avenue. Construction began in September, 2017, is now underway, and completion is expected in June 2018.

**Park Place Townhomes:** Ten new three-story townhouse units totaling 44,200 square feet in size were granted zoning approval in November, 2015 by the City Commission at 633 & 651 North Park Avenue across from the Park Aire Condos. Construction began in early 2017, and is anticipated to be complete in mid-2018.

**Morse and Virginia Brownstones:** Eight new three-story townhouse units of 28,924 total square feet at 401/421 West Morse Blvd. (northwest corner of Virginia Avenue) were approved by the City Commission in October 2014. That project is now under construction with completion of all the units expected in early 2018.

**652 W. Morse Boulevard:** Ten additional new two-three story townhouse units totaling 40,566 square feet are expected to begin construction in the early 2018 at 652 W. Morse Blvd (former DeCiccio law firm next to the Coop) which was approved by the City Commission in July 2016. Permits for this project are ready, but have not been issued.

**South Interlachen Place:** Building permits have been issued for six new townhouse units within a three story building totaling 20,542 square feet with underground parking at 125 S. Interlachen (former Ye Olde Bric Condo) which was approved by the City Commission in February 2015. Project completion is anticipated for late 2018.

**503 Interlachen North Condominium:** Eight new condominium units of 23,385 total square feet in a 3-story building at 503 N. Interlachen Avenue were approved by the City Commission in August, 2016. Timing of this project is unknown, but demolition has been completed.

**741 & 751 Minnesota Avenue:** Seven individual two-story townhomes totaling 10,584 square feet were granted zoning approval in July 2015 by the City Commission at 741/751 Minnesota Avenue, adjacent to the railroad tracks. Timing of this project is unknown, but the construction permit is in for review.

**New York Ave Townhomes:** Sixteen townhouse units developed as eight separate, three-story, two-unit duplex buildings at 650 N New York Avenue, which currently hold the First Church of Christ Scientist, was approved by the City Commission in October 2017. Construction timing is unknown.

**Lyman Ave Townhomes:** In January 2017, the City Commission approved the plans for a nine-unit townhouse project with a mix of two and three story units at 326/354 Hannibal Square East and 465/463/455 W Lyman Avenue. Construction timing is unknown.

For more information on these or other projects, please contact Jeff Briggs, Planning Manager at [jbriggs@cityofwinterpark.org](mailto:jbriggs@cityofwinterpark.org) or at (407) 599-3440.