



PROJECT DTO - ADVANCING DOWNTOWN

Scope of Services

SYNOPSIS

Through broad-based dialogue and focused discussions, Project DTO entails development and approval of a vision and strategic plan for Downtown Orlando that will guide actions to be undertaken by the CRA and its partners for the next 10 years and beyond. An oversight committee of 40-50 appointed members will be responsible for both the DTO Vision and the Parramore Neighborhood Comprehensive Plan. Outcomes will be:

1) a clear and compelling vision and strategy to differentiate Downtown Orlando and connect people to place emotionally, and 2) A comprehensive rewrite of the Downtown Community Redevelopment Agency's (CRA) Redevelopment Plan, the *Downtown Outlook*, to guide future projects and activities in implementing the Project DTO Vision.

"A basic rule of happiness is don't buy things; buy experiences. The market has taken one commodity product after another and turned it into an emotional experience — even hotel stays."

-David Brooks, [The Edamame Economy](#)

The project will be undertaken by Renaissance Planning Group, one of the City's on-call planning consultants, in partnership with FDG Creative, Rhodes+Brito Architects and Crossroads Consulting Services. The consultant team will be responsible for carrying out the following scope of services in close coordination with the Downtown Development Board (DDB) and Community Redevelopment Agency (CRA), City of Orlando staff and the consultant team engaged in the preparation of the Parramore Neighborhood Comprehensive Plan.

SCOPE OF SERVICES

The project is organized into four logical activity phases to establish and sustain a dialogue with the public and downtown stakeholders, and focus work activities on defining and achieving Project DTO outcomes. The phases will guide the development of a clear and compelling vision, refine planning areas, clarify objectives and principles, and build community consensus around both the vision and implementation actions that will achieve the vision over a 10 to 20 time frame through a new Downtown CRA Redevelopment Plan.

PHASE I - SET CONTEXT

Project DTO's first phase entails establishing a foundation for the Downtown Orlando Vision and rewrite of the Downtown CRA Redevelopment Plan. That foundation includes meetings required to guide the vision and strategic plan through to completion, initial stakeholder and community engagement activities, and an initial planning assessment of downtown's strengths, weaknesses, assets and opportunities. The focus of setting the context is to gain an understanding of activities that are unique to Orlando and downtown Orlando that will drive the energy of a successful downtown.



Task 1. Project Initiation & Coordination Meetings

Kick-off Work Session

The consultant team will hold a half-day kick-off project work session with key City leaders, CRA staff and leadership of the Oversight Committee (chair, vice chairs) to confirm Project DTO goals and desired outcomes, as well as to define the structure and methods for engaging the Oversight Committee in a meaningful process. The work session will address coordination and logistics for fully integrating the Parramore Neighborhood Comprehensive Plan and other downtown project planning activities into a "one downtown" project approach and, ultimately, a vision, and will address communication and coordination protocols for the Project DTO leadership team. Following the work session, the consultant will submit a detailed project schedule and milestones for use in on-going project planning activities.

Coordination Meetings

A key part of keeping Project DTO moving and achieving the schedule involves a series of meetings to obtain guidance and input from stakeholders, present interim findings and recommendations, and receive feedback on the vision and redevelopment plan process. The following meetings will occur throughout the project schedule:

- Weekly project communications/meetings with DDB and other City staff
- Monthly Oversight Committee meetings (assume up to 12)
- Oversight Subcommittee meetings/working groups (assume up to 18)
- Executive Group meetings (assume four)

Community Redevelopment Agency staff will be responsible for scheduling, noticing and reserving space for all project meetings. The consultant team will be responsible for preparing or assembling meeting materials, including agendas, discussion items and supporting materials, and for notes and meeting summaries, as necessary. However, the consultant team will not take meeting minutes or record meetings.

Task products: Detailed project schedule, meeting agendas and notes/summaries

Task 2. Develop Public Participation Plan

In advance of the first Oversight Committee meeting, the consultant team will prepare a draft Public Participation Plan to implement community outreach and engagement activities for Project DTO. The Public Participation Plan will guide the execution of an extensive public outreach effort, including some traditional "high touch" strategies (such as a small number of public meetings, notification of neighborhood and business association leaders), as well as "high tech" engaging opportunities, such as crowdsourcing technologies (such as CrowdGauge, MindMixer, etc.), social media, and other innovative strategies that may be newer in use in Orlando. The Public Participation Plan will define those methods for activating the project within the downtown landscape of neighborhoods, businesses, civic associations and other community interest groups that reflects the diversity of the Downtown Orlando marketplace.



The consultant will submit the Public Participation Plan for review by CRA staff, make necessary refinements in the plan, and present the plan at the initial meeting of the Oversight Committee for feedback/approval. The consultant will incorporate modifications requested by the Oversight Committee and CRA staff into an updated plan document for reference throughout the project.

Task product: Public Participation Plan memo (draft and final)

Task 3. Conduct Inventory of Existing and Emerging Downtown Assets

In parallel with initial stakeholder discussions and small group meetings, the consultant will develop downtown planning and development information that will help frame issues and opportunities for the Project DTO Vision. As part of this assessment, the consultant will engage the Oversight Committee's topic/functional area subcommittees and stakeholders in a process to define the activities that are unique to Orlando that will drive the energy of downtown over the next decade and beyond. This will revolve around the central questions of which of those activities exist and are in place today, which are new or emerging in the next few years, and where are those activities taking place or best suited to occur?

The subcommittee working groups will meet during this task to address the strengths, weaknesses, opportunities and threats for various functional or topic areas related to Downtown. As a complement to those discussions, there are several components to this inventory of existing and emerging downtown issues, assets and opportunities to guide subsequent tasks.

Spatial Data

The consultant will assemble and review GIS and parcel data addressing ownership patterns, use (existing/future), age of structure, streets, public rights-of-way, building footprints and other appropriate data layers maintained by the City of Orlando. These data will serve as reference information and not necessarily for mapping or public display, but will help to inform the discussion and analysis of Downtown Orlando issues and opportunities.

Relevant Plans and Programs

The consultant will perform a review and analysis of various planning and development documents that will set a context for the vision and that will be used to prepare the Downtown Orlando Redevelopment Plan in a subsequent phase. The focus of this review and assessment will be to identify key issues, opportunities and constraints, and to ensure a well-coordinated process for preparing recommendations and design guidelines for the Downtown. Plans to be reviewed include Downtown Streetscape Design Guidelines, Downtown Design Guidelines, Land Development Regulations pertaining to Downtown, the Downtown Transportation Plan, the City's Growth Management Plan, Downtown Development of Regional Impact (DRI), and the Orlando Community Venues development program. The review will help to identify possible updates and modifications to those plans as the vision and Redevelopment Plan are developed through subsequent steps.

Downtown Districts/Planning Areas

The consultant will review defined planning areas for the Downtown redevelopment area and conduct an assessment of those planning areas based on factors such as access/circulation, complementary uses,



activities and activity patterns, physical characteristics and public input. Based on this initial assessment, the consultant will recommend potential modifications to the planning areas and identify objectives for those areas based on what fits together around themes or more unified districts. This will be a preliminary organizational framework for Downtown and will be subject to refinement in subsequent project phases.

Trends Synthesis

There are dynamic influences on Downtown Orlando, as well as the metro region and other cities, which include trends in office space, housing, lodging and retail markets, demographics and socio-economic patterns, use of technology and transportation, among other factors. Many of the trends are long-term in nature, and will shape the Downtown Orlando vision and strategic plan. Using available research, discussions with key stakeholders and basic analysis of readily available demographic, real estate, and other pertinent data, the consultant will prepare a synthesis on relevant trends and perform an assessment of how Downtown Orlando can position itself to take full advantage of its opportunities relative to long-term trends and market change. The consultant will prepare a briefing memo addressing the trends synthesis and its impact on downtown.

Case Studies

Project DTO is about defining those unique attributes of Orlando that will strengthen its distinctive identity and increase its attraction for residents and business. The vision process will be aided by examples of how other comparable downtowns have defined, developed and promoted distinctive themes that enhance their brand identity and a stronger sense of attachment. The consultant will conduct research into comparable downtown case studies, identifying up to 10 examples of cities building upon local context and character to define a stronger sense of civic attachment for their downtown districts. The findings will be developed into individual infographics for ease of reference and distribution to Oversight Committee members and others, as appropriate.

A key work product of Task 3 is a map series identifying gaps, barriers, challenges, assets and opportunities for Downtown Orlando. The map series will include an open space/event space suitability map based on GIS data, stakeholder input and public activity. This map will help the team, including CRA staff and the subcommittees established for the Oversight Committee, develop an understanding of where the best opportunities are for an open space network that could address the issues of livability, sustainability and event space. Information developed in this task will also be used to prepare a Downtown Orlando profile (demographics, physical assets, trends and economic position).

Task products: Issues and opportunities map series; case study infographics; profile of downtown Orlando and briefing presentation for the Oversight Committee.

Task 4. Engage the Public

A key part of setting the context is learning the desires, ambitions and expectations for Downtown Orlando from the diverse perspectives of the public and stakeholders, along with identifying its strengths, weaknesses, opportunities and threats. This task carries out the activities defined in Task 2 with a broad-based, strategic and targeted set of public participation activities designed to generate



interest, foster a dialogue and build support around shared concepts for the downtown vision. Subject to refinement from Task 2 and collaboration with the subcommittees of the Oversight Committee, the consultant team will generally undertake the following activities:

- Connect with the natural channels of communication among key downtown interests by identifying people, forums and events in which opportunities may exist for shared resources to discuss Downtown Orlando's future. This may entail shared outreach, promotion and tactical synergies for development of the vision and master plan.
- Establish a responsive Project DTO website focused on engagement and interaction:
 - Employ tools like Mindmixer or similar crowdsourcing platforms to engage participants
 - Integrate social feeds with the website
 - Develop social platforms to support establishing connections with social media users with a downtown Orlando perspective
- Conduct stakeholder interviews and focus group discussions on downtown issues/opportunities, industry trends, etc. (assume up to 20). The consultant will prepare discussion guide(s) for these conversations for review by DDB/CRA staff, and will prepare a written summary synthesis of key observations and findings.
- Initiate small, casual group "coffee talks" or happy hours reflecting geographic and interest areas, such as neighborhood associations, civic groups, downtown business interests, culture-seekers, thought leaders, influencers, and similar affiliations.
- Develop an experiential "crowdsourcing" initiative that will live within the community and encourage participation through simple, unexpected actions conceived to ensure that there is an opportunity for everyone to play a part in inspiring the vision. (Example: [Before I die public project](#), New Orleans photo booth project)
- Develop "empathy mapping" exercises and possible data-mining of social media activity in Downtown Orlando to elicit how people connect with Downtown Orlando. Through these interactive exercises and working with tech industry sources, the consultant will be able to identify the aspects or places of Downtown with which people have a positive connection, and track/map level of activity through various modes of social media check-ins, such as Facebook, FourSquare, Tumblr, Twitter, etc. Besides the information it would produce, it could also help engage the tech community with the planning process. Pro bono assistance from tech firms or individuals may be a requirement of the data-mining aspects of this strategy.
- Develop a working vision statement and map from the input of the Oversight Committee's topic or functional area subcommittees and analysis to guide subsequent steps and refine as needed. A presentation to the Executive Group will occur at this stage for feedback and direction.

Task products: Project DTO website and social media platforms, stakeholder/focus group discussion summaries; experiential crowdsourcing initiative; "empathy map" or similar idea mapping; working vision statement and map



PHASE II - IMAGINE OUTCOMES

The second phase of the project is to explore key themes that emerge from Setting the Context by identifying future scenarios for Downtown Orlando. The scenarios may emphasize different attributes of downtown, different approaches to the next 10-20 years of downtown development, or different market opportunities and brand differentiators to pursue.

Task 5. Hold Community Open House/Workshop

Building upon the work in preceding tasks, the consultant will prepare for and conduct a community workshop to present the results of Phase I and engage participants in exploring distinct vision themes, both in terms of design concepts and principles and in terms of cultural attractiveness.

The consultant will work with the DDB to select a venue for the workshop and send invitations via conventional and unconventional methods, using the web, guerilla/grassroots initiatives, social media and emerging media. The consultant will assist the DDB in conducting a media/outreach strategy to promote the workshop and encourage participation.

The team will develop a custom video using motion graphics and film footage to introduce DTO, provide a synopsis of the purpose of the vision, and then share the Imagine Outcomes to set the stage for continued ideation. This video will be used to kick-start the workshop and will also provide context for online and social media audiences.

The team will prepare a context presentation and develop the activities/exercises for in-person participants and on-line users with the objective of defining distinct themes for Downtown Orlando based on the working vision and preceding steps. Following the workshop, the consultant will prepare a summary of results from the exercises.

Task products: Outreach strategy and execution, Video of imagined outcomes, Workshop and summary

Task 6. Develop Vision Themes

Based on results of the workshop and prior tasks, the consultant team will further develop the vision concept(s) emerging from the process. This analytical step will entail defining up to three distinct themes for achieving the downtown vision. The themes will reflect the distinct Orlando context and activities that will provide the energy for Downtown in years to come, and will be used to further refine the working vision established in the preceding phase. The consultant team will develop design concepts and strategies to illustrate the possibilities for each theme, including physical interventions, events-oriented activities and branding. As part of this analysis and development of concepts, the consultant team will address the "dead areas" - underutilized places lacking activity - in Downtown, and create stronger mental, visual and physical connections between residential areas and neighborhoods surrounding Downtown, and the districts or planning areas within Downtown. The analysis will work within the framework of current transportation and development plans and projects, building upon or addressing enhancements to those projects as appropriate.

The consultant team will define and prepare selected illustrations of concepts that strengthen the elements of sustainability, mobility and livability as an integrated and unifying series of themes for



Downtown Orlando. These elements will address economic, environmental and equity considerations for the long-term health of Downtown Orlando and its environs. The consultant will present the themes and supporting concepts/strategies to the Oversight Committee for review and comment, and make necessary refinements based on input from staff, the committee and stakeholders. Revised vision maps and illustrated concepts will be posted on the Project DTO web site for feedback and interactive discussion in the community.

Optional: The team can also produce a Vision Theme video that introduces the concepts behind each theme for use in meetings and online within the website and social media.

Task products: Thematic mapping and strategic vision concepts (illustrated, maps and narrative), possible video, Optional Vision Theme video

PHASE III - DEVELOP EVIDENCE

The third phase of the vision process involves performing additional analysis to evaluate the feasibility of the themes and concept and identify a preferred vision. This step is intended to provide the analytical "proof points" that will be used to support key messages for the vision, guide the development of a new Downtown CRA Redevelopment Plan, and provide the foundation for stronger branding and marketing of Downtown Orlando.

Task 7. Assess Feasibility and Test the Vision Concepts

The consultant will assess the feasibility of the vision themes and supporting concepts in this task by meeting with various City staff and stakeholders and performing analyses to validate the potential market support for specific concepts to be included in the Downtown Orlando Redevelopment Plan. This will entail developing information to affirm, reject or refine the vision themes and concepts, and providing analytical evidence to reinforce preferred concepts and strategies.

Office/Employment Uses Analysis

Downtown Orlando is one of the preeminent employment centers in the region and a primary location for class A office space. Maintaining this market position and planning for expansion over time will be an important element of the vision. But the emerging high-tech and digital media sectors in Downtown demonstrate how key employment sectors are demanding new styles of work spaces, in terms of both interior/building characteristics and external/neighborhood environment – as typified by Creative Village. In order to ensure that the vision is responsive to market trends in work spaces, the consultant will analyze quantitative and qualitative information, including:

- Baseline and trends analysis of what sorts of companies and jobs make up the Downtown employment base, and how it has changed
- Projection of long-term demand for office space and translation to likely future building footprint/development site needs and allocation to the Planning Areas
- Identification and assessment of key sites to preserve or prioritize for iconic office towers, collaborative/incubator spaces, etc.
- Evaluation of downtown business recruitment efforts, outcomes, and opportunities



- Local industry interviews and national literature review to formulate the place-oriented business, social, and cultural elements that attract and retain key employment sectors

Retail and Entertainment Analysis

The gaps in the Downtown retail mix and dynamics of the longstanding nightlife sector relative to other uses have been an ongoing topic of discussion and analysis by the CRA and the City. The 2008 Retail & Entertainment Study described the demand-supply imbalance and provided insight into trade areas, customer profiles, and sales potential for a variety of products and store types. Rather than fully reinvent the wheel, the consultant will focus on updating this analysis to reflect the (economically eventful) time that has passed since 2008 and new trends and developments that have emerged in Downtown as well as the broader economy. The continuing rise of Internet shopping and mobile communications means that the segments of the shopping and entertainment sectors which emphasize an “experience” that cannot be provided online are key growth segments in which vibrant urban downtowns should have a competitive advantage. In order to craft a vision that reinforces and capitalizes on that advantage, the consultant will evaluate a variety of factors including:

- Revisit, refresh, and expand upon (where necessary) the 2008 Buxton Retail study findings and recommendations
- Identify key blocks and districts (both existing and new) in downtown for retail development based on employment density, resident density, multimodal accessibility, public realm conditions, and other relevant metrics
- Assess opportunity locations and general strategies for activating ground floors and creating continuous street-oriented shopping districts
- Analyze the current mix and geographic extent of retail and entertainment uses, identify gaps to be filled, and address factors relating to critical mass, anchor/destination uses, and compatibility between different market segments
- Segmentation of demand potential according to psychographic profiles of Downtown and the Planning Areas (MOSAIC or similar source such as Claritas PRIZM or ESRI Tapestry)

Residential Analysis

Downtown Orlando already is a desirable place to live, and has seen significant residential development in areas where the benefits of amenities and accessibility combine. With the urban living becoming increasingly popular as a national trend, combined with local factors such as the opening of Sunrail, the growing Downtown employment base, and prospects for increased traffic congestion on major commuting arteries (especially after the I-4 reconstruction begins), living Downtown is poised to become even more popular in Central Florida. Accommodating this increasing demand across a variety of market segments is an important objective of the vision. The consultant will define the likely housing dynamics and opportunities through a number of approaches including:

- Identify and evaluate current and future feeder markets according to the commute origins of Downtown workers and other demographic factors
- Projection of long-term demand for Downtown housing and translation to likely future building footprint/development site needs



- Segmentation of demand potential according to psychographic profiles of Downtown and the Planning Areas (MOSAIC or similar source such as Claritas PRIZM or ESRI Tapestry)
- Segmentation of housing demand by income level (affordable versus market-rate)
- Delineation of existing residential areas for preservation versus revitalization, and identification of infill and redevelopment opportunities
- Consideration of new or undersupplied residential product types and innovative development tools, according to demand factors and linkages with other Downtown development drivers such as the high-tech and healthcare sectors

Hospitality and Tourism Analysis

The consultant will conduct a strategic analytical overview of opportunities and factors relative to hotel and tourism development downtown. The analysis will build upon any available hotel or tourism-oriented market studies prepared as part of development proposals provided by the City, and augmented, as appropriate by other readily available data from various sources. The analysis will provide a strategic assessment of market demand and supply relative to the types of hospitality development and component facilities. This is not intended to be a site-specific market or financial assessment, and is intended to address the overall market opportunity for defining and strengthening Downtown Orlando's hospitality and tourism market position. The consultant will produce a stand-alone technical memorandum documenting its analysis findings and recommendations, which will be incorporated into the drafting of the Redevelopment Plan.

Parking Analysis

Working from location, inventory, pricing and demand data provided by the City of Orlando, the consultant will perform a strategic parking analysis of Downtown Orlando. The analysis will examine the geographic aspects of existing and planned parking supply (availability) relative to changes in land use and demand for parking within the defined planning areas from new development or redevelopment. The consultant will prepare a public parking inventory map for on-street, surface lot and structured parking, and provide analysis of parking constraints relative to anticipated future demand from the vision concepts.

The consultant will review and evaluate the City's parking on-street and garage parking policies and pricing strategy, and conduct an analysis of options for meeting parking demands in areas of the downtown where parking supply is constrained. Strategies to be considered to encourage development in areas where parking is constrained will include pricing, enforcement, multimodal accommodations to connect parking-limited destinations with areas having available parking, and approaches such as car sharing. The consultant will also address the demand for bicycle parking in the analysis and identify strategies for encouraging non-auto travel to reach destinations within the downtown.

Education Analysis

Quality educational offerings are an important ingredient of a successful downtown. In support of defining the vision and preparing the Downtown Redevelopment Plan, the consultant will prepare a high level strategic assessment of ways to better align downtown's future growth with educational opportunities. This will entail an inventory of the pre-K through post-graduate school educational



offerings in the downtown area, including both public and private or charter schools. The analysis will identify school service area and capacity constraints, and prepare a matrix of educational facilities by type and characteristics (e.g., type of educational program(s) offered, enrollment, area or population served, and other relevant factors to be determined. The analysis will assess the changing demographics of the downtown and larger community, as well as the changing business models of colleges and universities to provide more distance learning and special degree programs. The consultant's work will be informed through basic research and discussions with key educational stakeholders, such as Valencia College, the University of Central Florida, Florida A&M University, Full Sail and others as appropriate.

The product of this task is a gap and opportunities memo, which will be incorporated into the drafting of the Redevelopment Plan.

Cultural Facility Analysis

In this task the consultant will perform an inventory and strategic assessment of existing and planned cultural assets in Downtown Orlando. The assessment will include museums, public art, public gathering places and venues for the enjoyment of various art forms. The inventory and assessment will identify issues and opportunities for expanding Downtown Orlando's cultural offerings, reflecting discussions with industry representatives and basic analysis of the various demographic, economic, financial and geographic drivers of various types of cultural facilities. The consultant will review the City's public art program and relevant ordinances relating to both public art and use of public spaces for cultural offerings. The consultant will also review and develop potential modifications, based on recent developments and the direction of the new vision, to the Cultural Corridor defined in the 2000 Downtown Outlook CRA Redevelopment Plan.

The work product of this task entails a strategic assessment memo describing the actions and steps needed to take advantage of opportunities for expanding Downtown Orlando's cultural offerings. The assessment will examine strategic linkages or partnerships, space opportunities and use of public space to create venues for enjoyment of different art forms. Following review, the memo will be incorporated into the drafting of the Redevelopment Plan.

Preliminary Feasibility Testing and Cost Estimates

With support from the DDB, the consultant will schedule meetings with appropriate City departments to assess feasibility and cost implications of key strategies to develop a more complete understanding of the implications and necessary actions to carry them out. The consultant will develop planning-level costs for both capital and operating/maintenance or mobilization costs, as appropriate, for selected strategies. This will reflect data supplied by local agency or department staff, or as developed from case study research findings in other communities, if necessary.

Presentation, Refinement and Preliminary Concept Selection

The consultant will develop a presentation briefing for the full Oversight Committee (including subcommittees as appropriate) and Executive Group on the results of the evaluation to help select a preferred theme/concept and set of strategies to achieve the Project DTO vision. The consultant will refine the draft of the preferred vision and its supporting elements as necessary based on feedback from



staff, the Executive Group and the Oversight Committee for presentation to the public for comment and feedback. Illustrations, renderings and maps will be prepared to provide visual support to selected components of the downtown vision.

Building upon insights gained through this phase, in combination with review of available data and research, the consultant will begin identification and formalization of the target demographics and markets for branding and marketing efforts.

Task products: Analytical evidence in presentation and white paper format, target market and audience identification for branding and marketing; presentation and selected illustrations

Task 8. Implementation Steps

For the draft preferred vision, the consultant team will establish the steps needed to carry it out in phases over a 10-20 year time horizon. Near term implementation steps and priority actions will be identified for the first two years, with mid-term and long-term actions defined. In particular, the consultant will focus on "catalyst actions" that will be critical steps to enable further or subsequent activities. A key question to be answered in this task is to identify where the spaces/physical locations for those activities to occur are, and what kind of environment (policy, physical, market, financial) is needed for them to occur?

The consultant will present the implementation action plan to CRA staff for review, and make refinements as necessary. The implementation plan will identify roles, responsibilities and milestones for achieving the vision.

Task products: Strategic implementation plan in matrix (tabular) form showing phases and actions

Task 9. Conduct Public Open House Forum

Similar to the public workshop to be held at the beginning of Phase II, the consultant will work with the DDB to schedule and prepare for an Open House community forum to allow the public to review the draft preferred vision and implementation action plan. The team will prepare a context presentation and develop materials for in-person participants and on-line users for review and comment. Following the workshop, the consultant will prepare a summary of comments and refinements needed. Previously produced videos can be used to introduce and frame the context of the visioning process which lead into presenting the draft vision and implementation action plan.

Task products: Open House and summary

PHASE IV - TELL THE STORY

This final project phase entails the assembly and production of the DTO vision document/web presence and CRA Redevelopment Plan, along with preparation of marketing/communications materials to present and activate the vision in a clear, compelling and positive way.



Task 10. Activating and Promoting Downtown Orlando's Vision

The consultant will complete brand and marketing audits to provide historical perspective that will help shape future recommendations and positioning strategies to advance DTO's new vision. The audit will include:

- Interviews with current City and CRA staff who have been involved with branding and marketing efforts.
- Review of the current brand platform, online platforms (website, social media channels, etc.), collateral, downtown information center, tradeshow booths, and other materials.
- Review of historical marketing plans, advertising campaigns, analytics, benchmarks, and budgets
- Conception of a new marketing plan that focuses on opportunities to sustain the campaign and overall branding effort beyond the original campaign timeframe.
- Initial Public Relations recommendations which can be further defined under a separate contract.
- Suggestions for new promotions and programs including in and out-of-market opportunities.

The consultant will devise a strategy for activating the vision relative to the existing brand platform. The brand platform will be observed and guide all creative and communications used throughout marketing, advertising, public relations, and communications initiatives relative to the vision. Deliverables include:

- Brand communication platform: Positioning statement, key messages, keywords, tagline
- The consultant will develop a video that activates the vision plan, brand and related DTO positioning into a 2-minute (or less) video for use throughout all online platforms for ongoing marketing efforts. A 30 second video will also be created for on-line use.
- 3-year sustaining plan recommendations and timeline for supporting visibility, activation, and continued circulation of the vision plan and DTO brand including social media, guerilla/grassroots marketing and emerging media initiatives.
- The consultant will outline potential modifications to the brand visual platform for future consideration. The outline will be driven by perspectives gained throughout the visioning process as well as audit and marketing plan development, and will address potential adjustments to logo, color palette, photography style, sample home page design for a new website, Powerpoint template, promotional item designs, Information Center environmental graphics, and customized social media platforms (Facebook, Twitter, Instagram, Youtube, Google+).

Task products: Brand and marketing audits; 12-month marketing plan, Public relations recommendations, Brand communication platform, Brand video, Sustaining plan

Task 11. Packaging the Vision and CRA Redevelopment Plan

The consultant will produce two distinct work products: 1) a summary DTO Vision document designed for clarity to convey key principles, actions and messages, and 2) the CRA Redevelopment Plan document that thoroughly describes the vision for Downtown Orlando and how it will be achieved.



The summary DTO Vision document will be a high quality design using a format, such as a brochure or fold-out poster, that provides for clarity and ease of understanding for the vision elements, key actions and principles that will guide Downtown Orlando's future development and its attractiveness as a destination. The consultant will develop a mock layout and design for review by CRA staff prior to producing the draft summary vision document. The cost for printing the summary document is not included in this proposal. The consultant will work with CRA staff to determine the quantities and method for printing, including how it will be produced and distributed, at a future time.

The CRA Redevelopment Plan will provide the supporting documentation as required by state statutes and the City of Orlando Downtown CRA. The consultant will produce an outline of the final document for review and approval by the DDB staff. Based on the outline, the consultant will prepare the CRA Redevelopment Plan by integrating the work completed in prior tasks within a compelling design format that embodies and exemplifies DTO's vision. The plan will include the following components:

- Executive Summary
- Goals, objectives, principles organized around a central unifying theme for Downtown and relating to the specific districts or planning areas defined through the process
- Alignment of the Redevelopment Plan with the City's Growth Management Plan, Parramore Comprehensive Neighborhood Plan, Downtown Transportation Plan and other relevant plans and development programs
- Project concepts and strategies, with illustrations and a map or map series to convey their desired outcomes and geographic location
- Financial plan that guides the funding of redevelopment activities (discussed below)
- Strategic implementation plan covering the roles, responsibilities and timeline for actions to occur, along with a supporting design framework and guiding principles to guide future development decisions and the use of public spaces

Design Framework

To support the DTO Vision, the consultant will prepare a series of nested Framework Guidelines that give more specific guidance on how different elements of the Redevelopment Plan should be expressed during its implementation over time. These Framework Guidelines will be divided into four topic areas that address the key planning aspects guiding downtown redevelopment:

- Built Assets - Downtown Streetscape, Downtown Design Guidelines and Downtown Land Development Regulations influencing the public realm
- Green Assets - Parks, Open Space and Sustainability
- Market Assets - Branding/Marketing and Events
- Connections - Transportation & Connectivity

The Framework Guidelines will help the CRA guide the long term management and investment of the primary assets of Downtown Orlando – its built assets, green assets and market assets, along with a connectivity framework that ties all these assets together and leverages their overall value through enhanced connections and improved accessibility.



Rather than static physical site plans, the Framework Guidelines will function more as detailed and dynamic policy guides that will help the City address future proposals for change, redevelopment and investment in the Downtown through each of the “lenses” for their impact on public space described in the Guidelines. They will provide a flexible framework for implementation that is nevertheless built solidly on the unifying vision and publicly affirmed Vision and Redevelopment Plan, and will form the basis for future investments and implementation actions. In addition, the Renaissance team will ensure that each of the Framework Guidelines will be integrated using GIS so that any individual district or planning area within the overall study area can be looked at in terms of the individual policy “layers” or principles that define it.

Financial Plan

The sunset date of the Downtown CRA is 2042, and until that date it will be a primary source of funding for redevelopment activities via tax increment financing. The core of the Financial Plan will be a spreadsheet model of the TIF district that incorporates the CRA’s preferred financial assumptions and practices, existing obligations, estimates of the timing and value of future development projects, and estimates of the timing and cost of public capital improvements and other uses of TIF revenues. Development project values will be derived from comparables research and current property assessment practices, while planning-level public costs will be generated through consultation with City departments and standard estimating practices, as well as anticipated uses of TIF funds tied to the action plan developed for implementing the vision. By comparing TIF revenues and public costs, as well as projecting when funds are collected and expended, the overall long-term financial feasibility of the vision can be tested and refined to ensure that a fiscal balance is maintained.

Draft and Final Documentation

The consultant will produce a draft for review by CRA staff, and will prepare a final document that reflects modifications based on comments received. The final document will be designed for printing and easy on-line reference in multiple e-reader digital formats. The consultant will produce 25 final bound copies of the plan, along with one clean original and PDF for use by the CRA. The consultant will supply all original electronic files and data developed through this process to the CRA for its use.

Task products: Mock layout and draft/final summary Downtown Vision document; Draft and final CRA Redevelopment Plan; each will be provided in both hard copy and digital versions

SCHEDULE AND BUDGET

Upon notice to proceed, the consultant will complete this assignment within 12 months, pending scheduling of meetings and presentations, and timing of review comments on the final draft document. A detailed schedule of milestones will be submitted following the kick-off work session.

The consultant will perform this scope of services for a lump sum budget of 519,198. The consultant will submit monthly invoices showing percent complete by task, supported by a detailed progress report identifying work accomplished and work planned for the next period. The consultant will conduct weekly progress briefings with DDB staff, either in person, by telephone or email.