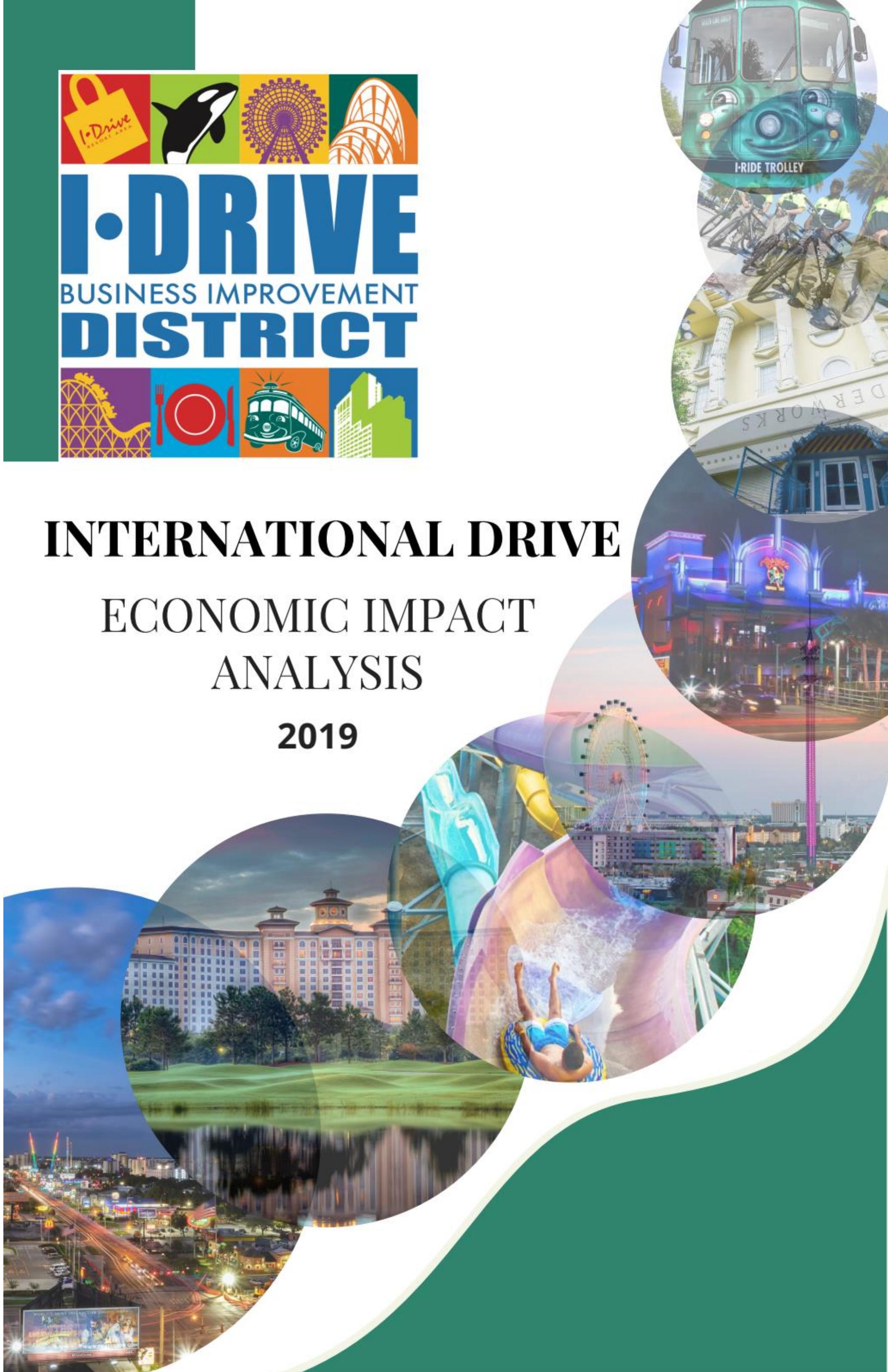


# INTERNATIONAL DRIVE ECONOMIC IMPACT ANALYSIS

2019



# ABOUT THE DISTRICT

The International Drive Master Transit and Improvement District was created on November 10, 1992 as a Business Improvement District (BID) under a public-private partnership between the I-Drive business community, Orange County Government and the City of Orlando.

The I-Drive Business Improvement District was created to provide services such as transportation, capital improvements, public safety, marketing, promotions, clean teams, streetscape enhancements and representation to state and local governments. The BID contributes to the current and future economic development of the International Drive Resort Area!

## MEET OUR LEADERS

### The International Drive Business Improvement District Governing Board

The Board is comprised of three members of local government: two members of Orange County and one member from the City of Orlando. Current Board Members are:



**Chairperson:**  
The Honorable Jerry Demings  
Orange County Mayor



**Orange County:**  
Commissioner Victoria Siplin  
Orange County – District 6



**City of Orlando:**  
Commissioner Bakari F. Burns  
City of Orlando – District 6

### The International Drive Business Improvement District Advisory Board

The District is served by a five-member Advisory Board: three members are appointed by Orange County and two are appointed by the City of Orlando. Members must be a District property owner, an owner-appointed representative, or an employee of a property owner.

#### Chairperson



Ms. Sibille Pritchard  
Vice President  
Orlando Plaza Partners

#### Other Members



Mr. Harris Rosen  
President  
Rosen Hotels & Resorts



Mr. Joshua Wallack  
Chief Operating Officer  
Mango's Tropical Cafe



Mr. Russ Dagon  
Senior Vice President  
of Resort Development  
Universal Orlando  
Creative

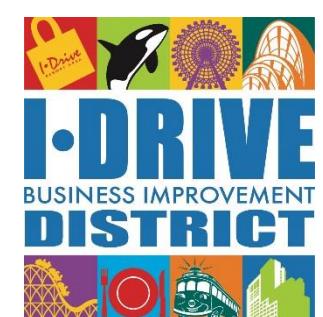


Mr. Marco Manzie  
President  
Paramount  
Hospitality Group

#### District Staff



Ms. Luann Brooks  
Executive Director  
I-Drive Business  
Improvement District



# TABLE OF CONTENTS

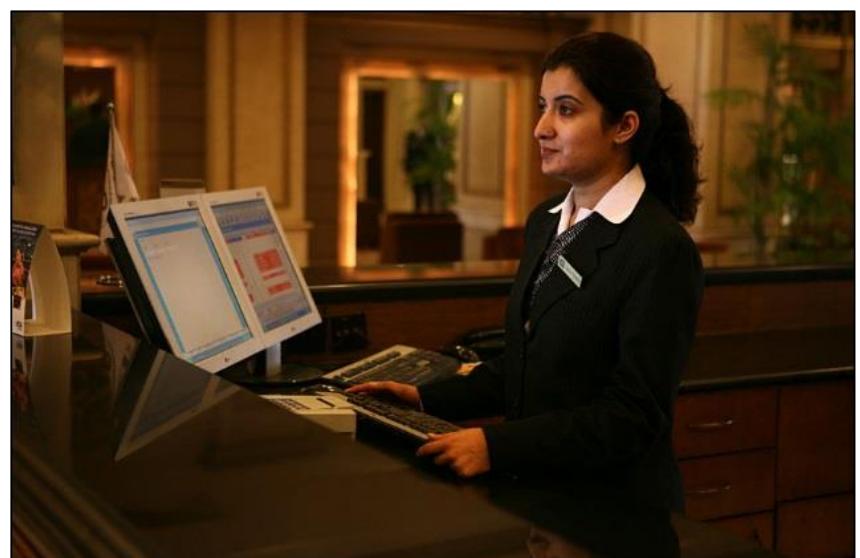
<b>About the District</b> .....	Page 2
<b>Highlights</b> .....	Page 4
<b>Executive Summary</b> .....	Page 5
<b>Introduction</b> .....	Page 6
<b>Study Area Boundary</b> .....	Page 7
<b>I-Drive Existing Conditions Analysis</b> .....	Page 8
<b>Land Use Analysis</b> .....	Page 9
<b>Vacant Land</b> .....	Page 10
<b>Commercial Land</b> .....	Page 11
<b>Theme Parks &amp; Attractions</b> .....	Page 12
<b>Restaurants &amp; Bars</b> .....	Page 13
<b>Accommodations</b> .....	Page 14
<b>Residential Land</b> .....	Page 15
<b>I-Drive Demographics</b> .....	Page 16
<b>Institutional Land</b> .....	Page 17
<b>Orange County Convention Center</b> .....	Page 18
<b>Transportation</b> .....	Page 19
<b>I-Ride Trolley</b> .....	Page 20
<b>I-Drive 2040 Strategic Vision Plan</b> .....	Page 21
<b>Business Profile</b> .....	Page 22
<b>Industry Structure</b> .....	Page 23-24
<b>Professional Business Services &amp; Financial Sectors</b> .....	Page 25
<b>Orange County Public Services</b> .....	Page 26
<b>Employment By Sector</b> .....	Page 27
<b>Tourism Activity &amp; Fiscal Impacts</b> .....	Page 28
<b>I-Drive Visitor Profile 2019</b> .....	Page 29
<b>Visitation</b> .....	Page 30
<b>Theme Park Attendance</b> .....	Page 31
<b>Group Meetings</b> .....	Page 32
<b>Property Tax Revenue</b> .....	Page 33
<b>Other Revenues</b> .....	Page 34
<b>Economic Impact Analysis</b> .....	Page 35
<b>Economic Impact of Future I-Drive Projects</b> .....	Page 36-37
<b>Conclusion</b> .....	Page 38
<b>About the East Central FL Regional Planning Council</b> .....	Page 39
<b>Technical Appendix</b> .....	Pages 40-41

# HIGHLIGHTS...2019

- **15.3 million** overnight & day visitors... (up from 14.8 million visitors in 2018)
- Total assessed value **\$14.7 BILLION**... (up from \$13.6 billion in 2018)
- Property taxes were \$228 million... (up from \$210.7 million in 2018)
- Sales tax collected \$530.1 million
- TDT collections were \$126.4 million
- Visitors spent \$8.2 billion
- **75,000+** full, part-time & seasonal jobs
- 132 properties – 53,015 individual accommodations (represents 42% of the tri-county region)
- 1,800 individual businesses
- **69.7 million square-feet** of Commercial Space
- Home to 22,357 residents housed in 12,742 units
- Home to the **2nd** largest convention center in the country
- Home to UCF Rosen College of Hospitality Management - the largest facility of its kind ever built for hospitality management education and is ranked in the Top 5 in the world



Orange County Convention Center



Hotel Front Desk Associate



The Courtney at Universal Boulevard Apartments

# EXECUTIVE SUMMARY

The International Drive Resort Area is one of the most visited destinations in the world and an important economic hub for Orange County, the City of Orlando, and the Metro Orlando region. The purpose of this project was to analyze the area's economic impact by delving into its current conditions, assessing the actual number of people visiting the area, and calculating its overall influence on the economy. This document is divided into three main parts: existing conditions, visitation and fiscal analysis profile, and economic impact model simulations.

The existing conditions analysis found that the resort area has a diversity of commercial, institutional and residential uses within its boundaries. These include over 69.7 million square feet of commercial space, 132 accommodation properties, the nation's second largest convention center, and a major educational institution. International Drive is also home to 1,800 businesses that employ over 75,000 people. These include the office headquarters of three national/international companies: Marriott Vacations Worldwide, SeaWorld Parks and Entertainment, and Wyndham Vacation Ownership. Long thought as only a job center, International Drive is also home to more than 22,000 housed in over 12,500 housing units. Finally, about 25% of the resort area's land is still vacant.

Most, if not all, of International Drive's economic activity is the result of tourists visiting the area. This study estimates that 15.3 million people visited the resort area in 2019 based on regional visitation and hotel occupancy data. Most of these visitors stayed overnight (64%) and the vast majority of them came for leisure purposes.

International Drive visitors spent about \$8.2 billion on transportation, lodging, food, entertainment and shopping in 2019. This visitor spending has an economic ripple effect on both Orange County and Metro Orlando's economy.

This positive economic impact will continue as there are more than 50 new projects scheduled to be completed within the next six years. They represent almost \$2 billion in new investment coming to Orange County. These construction costs were used to determine the economic impact of these projects to the county and regional economies. According to REMI, these new development projects will add more than 3,800 jobs in Orange County. They will also generate about \$525 million in sales and \$187 million in personal income. They will also add close to \$308 million to the county's gross regional product. Metro Orlando would add more than 4,400 positions, \$604 million in sales, and \$283 million in personal income. This new construction will also increase Metro Orlando's gross regional product by more than \$350 million per year.

# INTRODUCTION

Since the opening of Disney World in 1971, tourism has become the most important and largest generator of jobs in the Metro Orlando region. The high economic impact of this industry can be seen not only in the high number of people employed by the hotels and theme parks, but it also results in positions and investment in other sectors of the economy such as retail, construction, transportation, and professional services. The growth in the number of visitors, 75 million in 2019, and recent major investments by the public and private sector should help to keep the vibrancy in this industry.

One of the most visited tourist corridors in Metro Orlando is the International Drive Resort area (I-Drive). Home to the nation's second largest convention center and six of the world's most visited theme parks, I-Drive is one of the country's premiere tourist activity centers. Recent developments will help to solidify the corridor's competitiveness. The Orange County Convention Center just completed a new campus master plan that will help to upgrade its facilities. Orange County Government in partnership with the private sector has developed a new Strategic Vision Plan for the section of International Drive between Sand Lake Road and the Beachline Expressway. The strategies developed through this plan will help to create a more walkable and cohesive destination. These and other activities have renewed interest in redeveloping old sites into new attractions all around the district. These new investments bode well for the future of the I-Drive resort area.

Despite all the investment and careful planning put on the I-Drive area through the years, there have never been any specific efforts to calculate the economic impact that this area has on both Orange County and Metro Orlando. This study is the first attempt to do just that. The International Drive Resort Area Economic Impact Analysis is divided into three sections. The existing conditions analysis provides an overview of the area's land use, infrastructure, demographic, and economic characteristics. This is followed by a tourism activity and fiscal profile that summarizes business and revenue data collected by government and private organizations. Finally, the East Central Florida Regional Planning Council (ECFRPC) used the REMI Policy Insight model to calculate the economic value of I-Drive to the region and quantify the impact of the proposed future investments.

## Brief History of the I-Drive Resort Area

In 1965, Walt Disney announced that it will build a new theme park south of Orlando. Around this time, Orlando attorney and developer Finley Hamilton paid \$90,000 for ten acres of vacant land north of Sand Lake Road and east of I-4 where he built the Hilton Inn South. The actual International Drive was not built until 1972, when Hamilton and RF Raidle's Major realty paved an 1 1/2 mile stretch connecting Kirkman and Sand Lake roads. It was named International Drive because it "sounded important". The 1970s brought other important events to the resort area including the opening of the Sea World and Wet' n Wild theme parks and the approval from Orange County voters to use a 2% hotel room tax to build the Orange County Convention Center.



International Drive- 1978

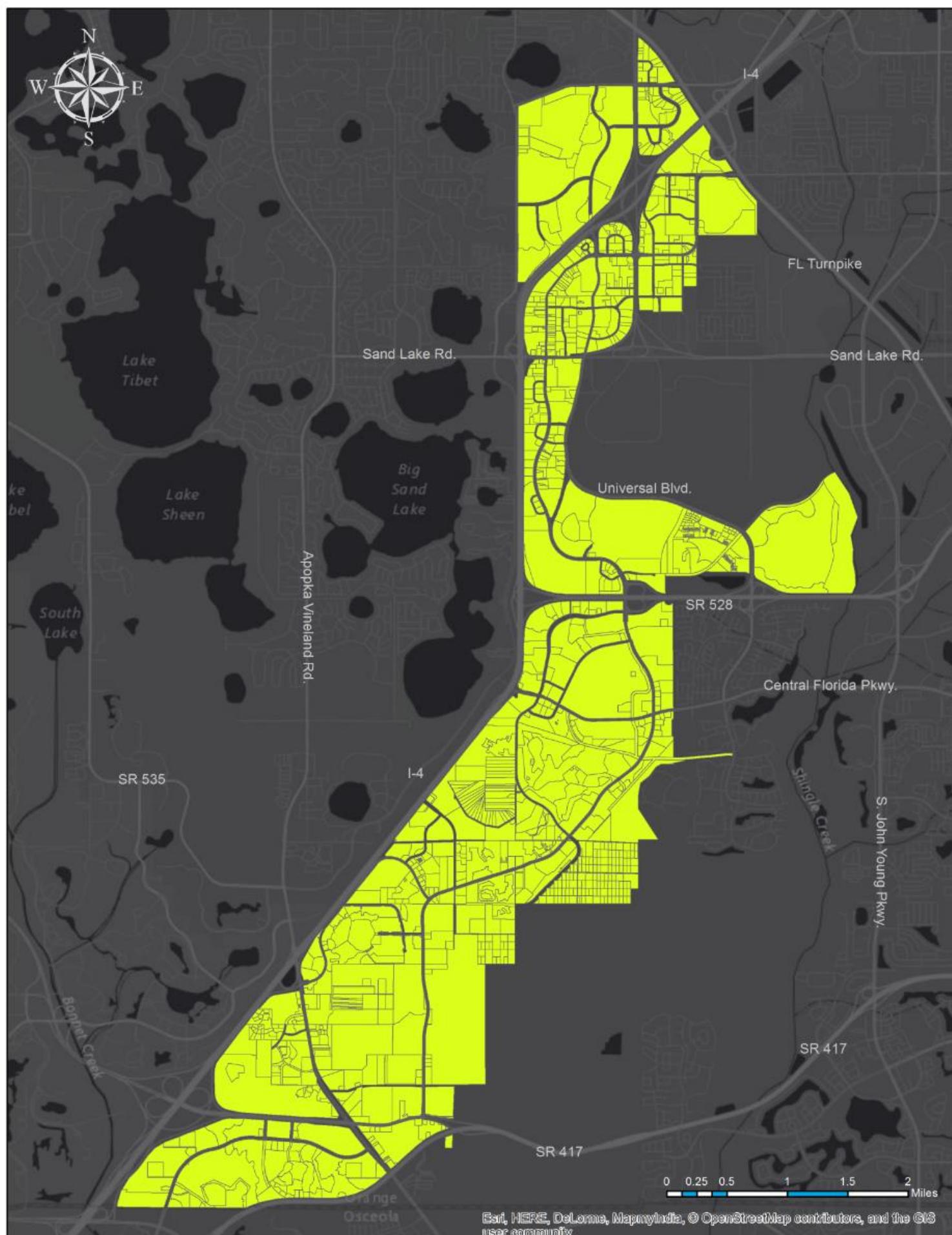
Source: International Drive Improvement District

The convention center was inaugurated in 1983, and its subsequent expansions have spurred the development of multiple hotels and commercial projects along the resort area. One of the most significant investments was the opening of the Universal Studios theme parks in the 1990s. Today the I-Drive Resort area is one of the most visited tourist corridors in the world. More detailed information about the history of International Drive can be found at the I-Drive Improvement District website at: <http://www.idrivedistrict.com/district-info/history.asp>

# STUDY AREA BOUNDARY

The study area boundaries encompass several important tourist hubs. The first one is the Universal Studios Resorts area, which starts south of Vineland Road and follows Kirkman Road south to the Sand Lake Road interchange. The Florida Turnpike and the Turkey Lake road delimit the east and west borders.

After this the study is framed by International Drive starting from West Oak Ridge Road to the Orange-Osceola County line. To the east, Universal Boulevard also serves as a primary north-south corridor. Sand Lake Road is an important east-west road that divides the study area between the City of Orlando and unincorporated Orange County. The study area continues south of the Beachline Expressway and includes SeaWorld Orlando, Aquatica, Discovery Cove, a number of vacation resorts as well as housing for much of the supporting service industry professionals that work within the corridor.



# I-DRIVE EXISTING CONDITIONS ANALYSIS

The purpose of the Existing Conditions Analysis is to provide an overview of the current conditions of the I-Drive Resort Area. This base information will serve as a background for helping the public understand the economic impact of the area. The existing conditions analysis includes a land use analysis and a business and industry profile.

The Land Use Analysis provides an overview of the major current land uses found within the International Drive area. This analysis was completed using Geographic Information Systems (GIS) software based on parcel information from the Orange County Property Appraiser's Office. For this section, the East Central Florida Regional Planning Council (ECFRPC) also used the U.S Census American Community Survey to identify the major demographic characteristics of the people living within International Drive. Finally, the report provides an overview of current and new transportation projects that will benefit the resort area.

The second part is a Business and Industry Profile that analyzes the distribution of economic activity in the I-Drive area using the number and type of establishments and number of employees. For this part of the report, the ECFRPC used the Infogroup database, which includes information on more than 25 million establishments across the United States.

More information about the methodologies and findings of the existing conditions analysis is provided on the following pages.

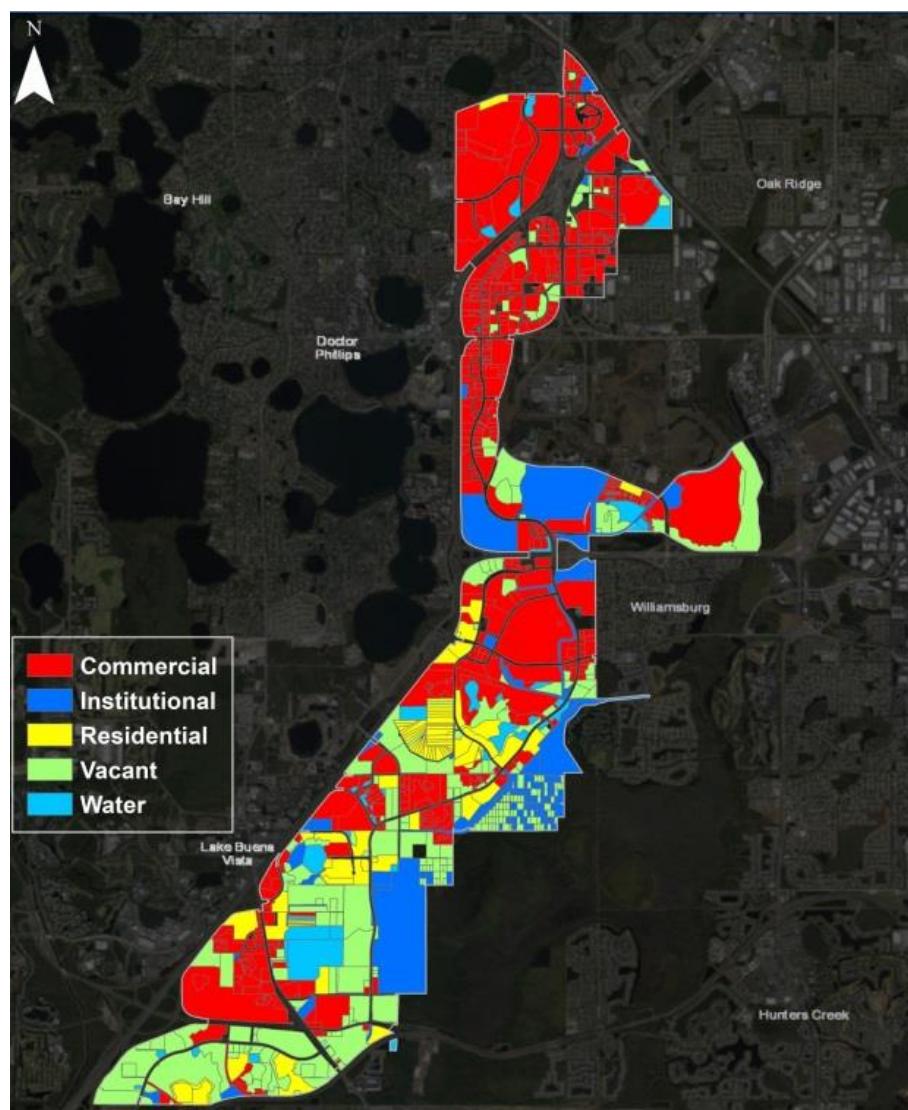


International Drive

# LAND USE ANALYSIS

The I-Drive Resort Area has a diverse mix of land uses. For the purpose of this discussion, the ECFRPC classified all district properties into four general land use categories: Commercial, Vacant, Institutional and Residential.

## PRIMARY LAND USES



Source(s): Orange County Property Appraiser, ECFRPC Research

Approximately half of the acres within the study area can be classified as commercial. This land use category is comprised of several non-residential uses including hotel and time share properties (accommodations), retail, office, industrial developments and commercial amusement attractions. There are more than 4,000 acres of commercial land within I-Drive.

The second largest category is Vacant Land, which includes properties that are currently undeveloped or used for agricultural purposes. Vacant land encompasses about 24.7% of all land within the study area. In addition to these vacant properties, the I-Drive Resort area contains over 576 acres of land classified as Water.

Institutional uses include all land owned by federal, state and local governments, civic, educational and non-profit organizations. These uses comprise over 13% of the total study area.

Finally, the I-Drive Resort Area is home to several single-family homes and multi-family residential developments. These residential properties account for 8% of all land within the study area.

The next pages of the report discuss these land use categories in more detail.

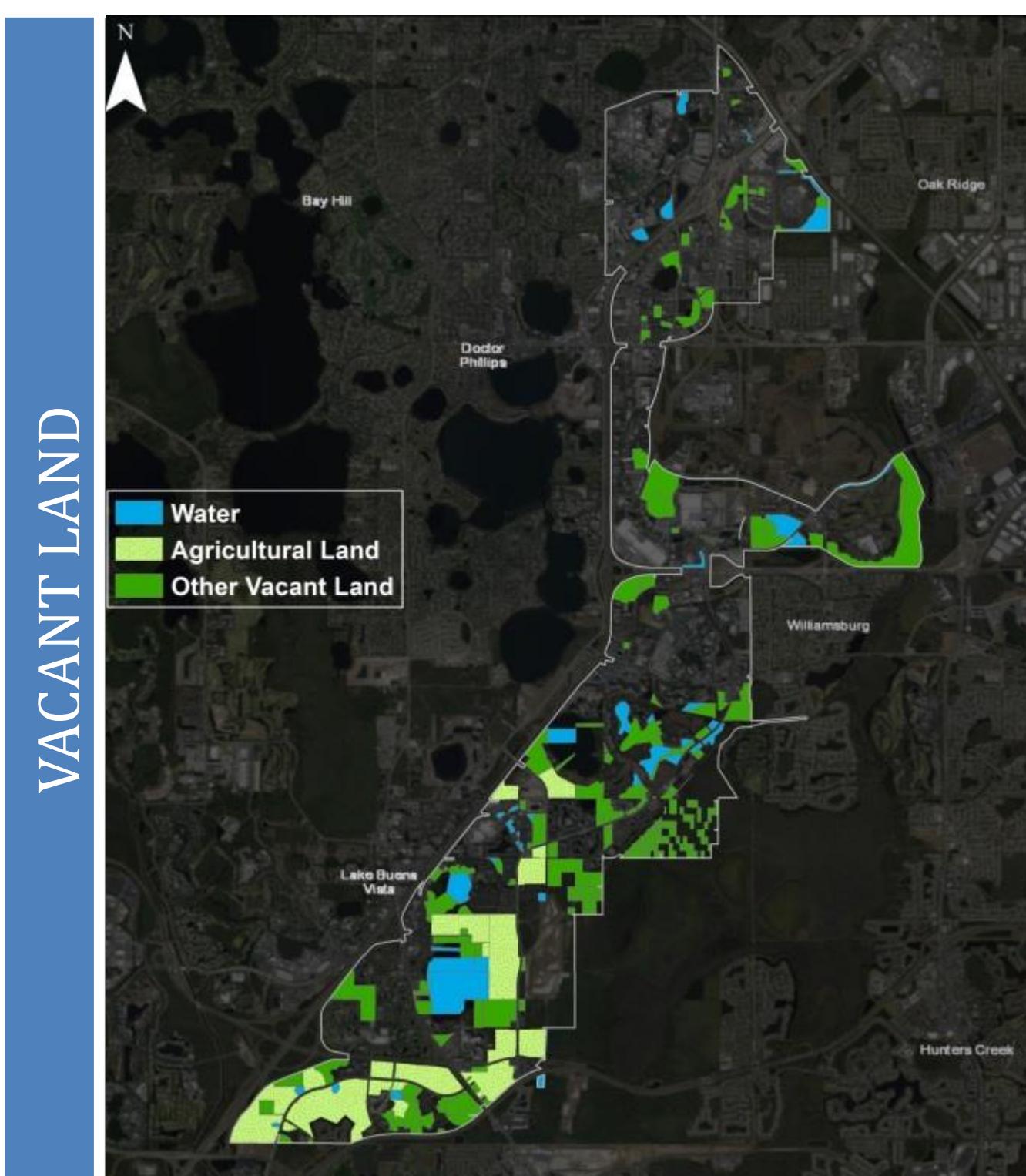
Project Area Summary by Land Use as of 2020		
Land Use Category	Acres	% Study Area
Commercial	4,044	47.1
Vacant	2,120	24.7
Institutional	1,153	13.4
Residential	698	8.1
Water	576	6.7
<b>TOTAL</b>	<b>8,591</b>	<b>100</b>

# VACANT LAND

There are over 2,000 acres of vacant land within the I-Drive Resort area. This includes over 800 acres of agricultural land, most of which is located south of the Beachline Expressway (S.R. 528). Because they are situated near a dynamic tourist district, these parcels will probably urbanize within the next decades. In fact, most of the land is currently used for passive agricultural uses such as timberland and pastures rather than active farming. The rest of I-Drive's vacant land is comprised of smaller undeveloped parcels located within the urbanized parts of the resort area.

Largest Property Owners by Acreage as of 2020	
Organization	Acres
GCB Associates LLC	469
Universal City Development Partners LTD	162
WGMLL Investments LTD ½ Int	168
AG-RW Grande Pines LLC	59
Shingle Creek Co-Owners LLC	52

The number of parcels, their size and ownership are important variables when discussing the development potential of vacant land within the District. There are approximately 305 vacant parcels within the I-Drive Resort Area. While the average size of these properties is seven acres, more than half of these parcels are less than five acres. The vast majority of these small parcels are owned by single-property owners, which could be a deterrent for future development. The current effort by the Orange County Planning Division to densify the I-Drive Resort Area will help to address this dilemma. On the other hand, there are more than 70 large parcels located within the district that could house large developments. There are five organizations that own 43% of all vacant land in the study area.

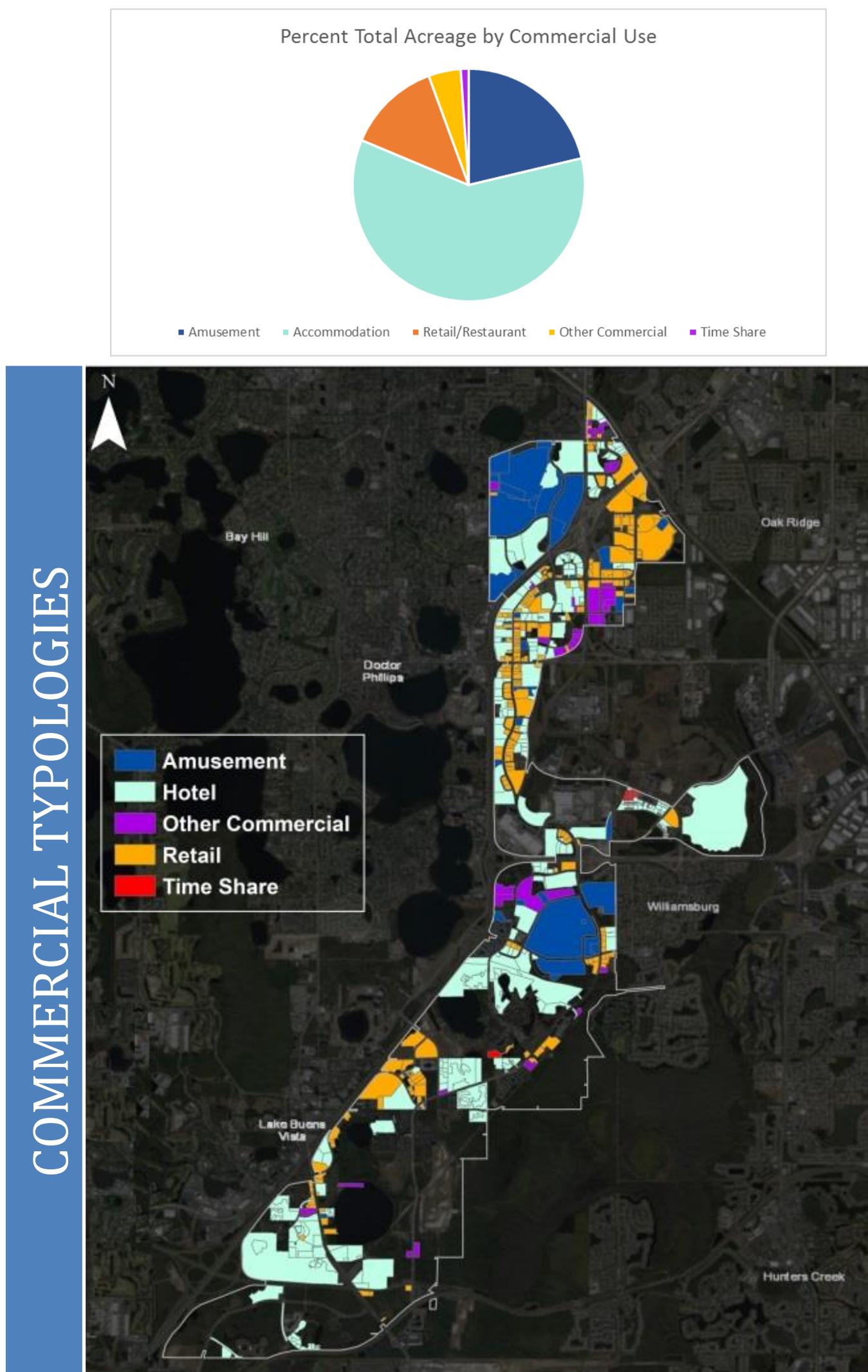


Source(s): Orange County Property Appraiser, ECFRPC Research

# COMMERCIAL LAND

With close to 69.7 million square feet of commercial space, the I-Drive Resort Area is one of the busiest commercial districts in Metro Orlando. The dominant commercial types within this tourist corridor are Accommodations, Commercial Amusements and Retail. Accommodation uses comprise 60% of all commercial square footage within the study area. This category is comprised of hotels and time share properties distributed throughout the district. Commercial Amusements (21.3%) includes theme parks and other tourist attractions. Retail and Restaurants comprise another 13.1% of building space. Finally, there is about 3.9 million square feet of office space and industrial space in the study area. Together, these uses account for about 5.5% of all commercial uses.

The following pages provide more information about these commercial uses.

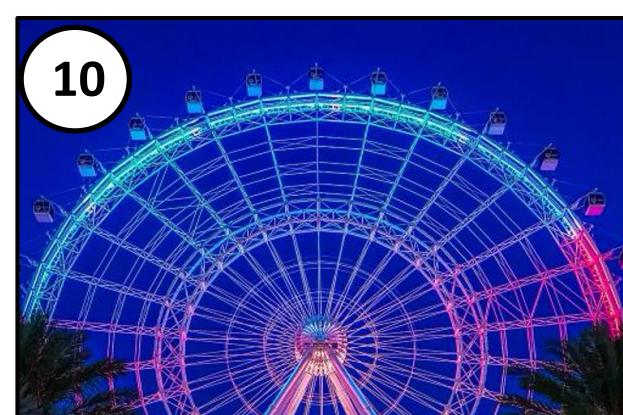


# THEME PARKS & MAJOR ATTRACTIONS AS OF 2019

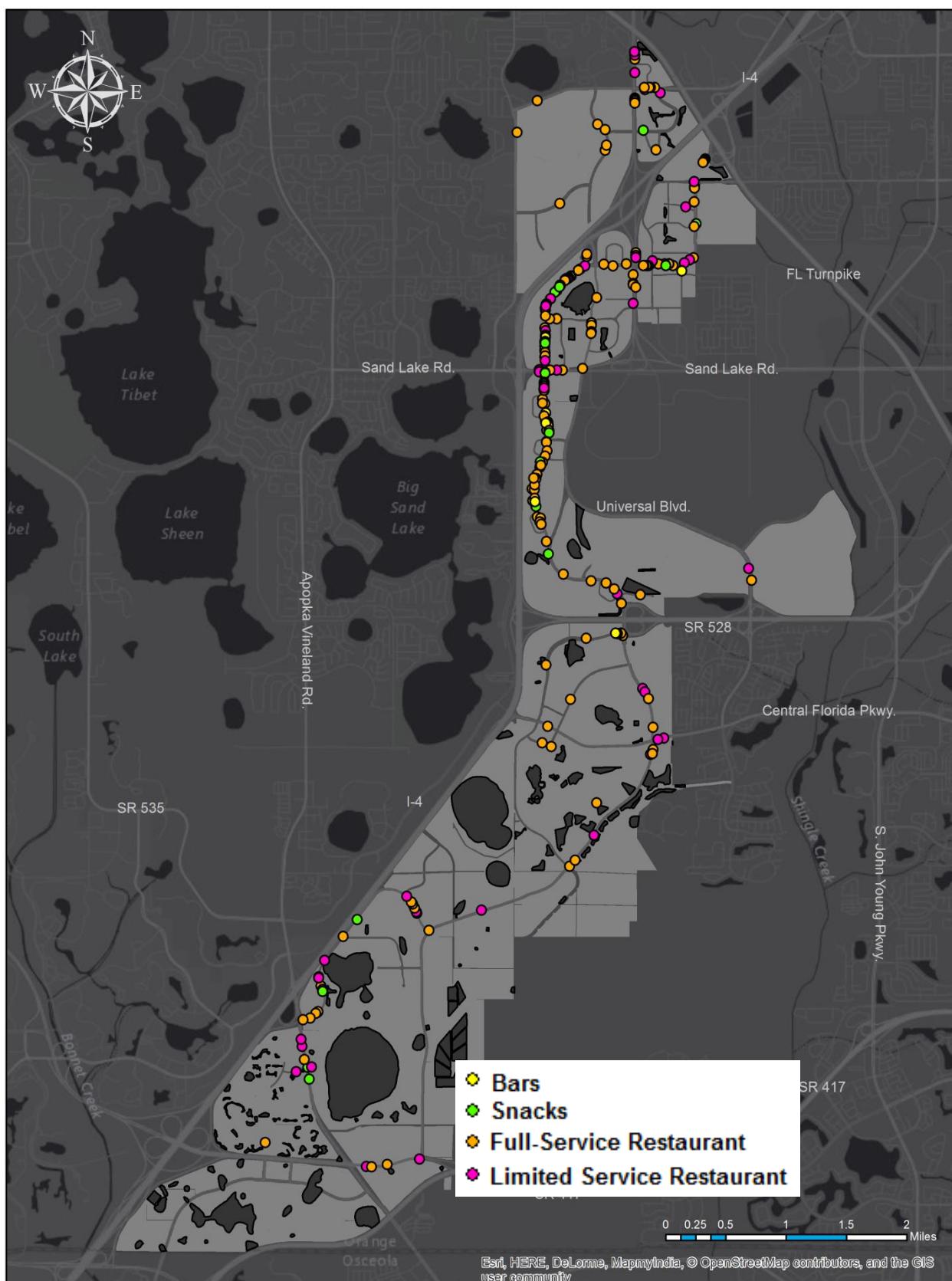


## Theme Parks & Attractions

1. Islands of Adventure
2. Universal City Walk
3. Universal Studios
4. Starflyer
5. Volcano Bay
6. Fun Spot America
7. SkyPlex (planned)
8. Mango's Tropical Cafe
9. Ripley's Believe It Or Not
10. ICON Park
11. WonderWorks
12. Pointe Orlando
13. Aquatica
14. Sea World
15. Discovery Cove



# RESTAURANTS & BARS



Source(s): Infogroup; ECFRPC Research

## Popular Restaurants as of 2019

<i>Bahama Breeze</i>	<i>Ford's Garage</i>	<i>Shake Shack</i>
<i>BB King's Blues Club</i>	<i>Hard Rock Café</i>	<i>Shogun Japanese Steakhouse</i>
<i>Benihana</i>	<i>Hash House A Go Go</i>	<i>Sugar Factory</i>
<i>BJ's Restaurant</i>	<i>Hooters</i>	<i>Sushiology</i>
<i>Black Angus Steakhouse</i>	<i>IHOP</i>	<i>Sweet Tomatoes</i>
<i>Bloodhound Brew</i>	<i>Itta Bena</i>	<i>Tabla Indian Chinese &amp; Thai</i>
<i>Buffalo Wild Wings</i>	<i>Jack's Place</i>	<i>Tapa Toro</i>
<i>Café Tu Tu Tango</i>	<i>Joe's Crab Shack</i>	<i>Taverna Opa</i>
<i>Carrabba's</i>	<i>Kobe Japanese Steakhouse</i>	<i>Texas de Brazil</i>
<i>Charley's Steakhouse</i>	<i>Longhorn Steakhouse</i>	<i>TGI Friday's</i>
<i>Chili's Bar and Grill</i>	<i>Maggiano's</i>	<i>Thai Thani</i>
<i>Chuy's Tex-Mex</i>	<i>Mango's Tropical Cafe</i>	<i>The Capital Grille</i>
<i>Cooper's Hawk</i>	<i>Marlow's Tavern</i>	<i>The Oceanaire Seafood Room</i>
<i>Cuba Libre</i>	<i>Mellow Mushroom</i>	<i>Tilted Kilt</i>
<i>Dave &amp; Buster's</i>	<i>Miller's Ale House</i>	<i>Tin Roof</i>
<i>Del Frisco's</i>	<i>Olive Garden</i>	<i>Tokyo Sushi</i>
<i>Denny's</i>	<i>Outback Steakhouse</i>	<i>Tony Roma's</i>
<i>Everglades Restaurant</i>	<i>Perkins Restaurant &amp; Bakery</i>	<i>Twin Peaks</i>
<i>FishBones</i>	<i>Pio Pio</i>	<i>Urban Tide</i>
<i>Fogo de Chao</i>	<i>Ponderosa Steakhouse</i>	<i>Yard House</i>

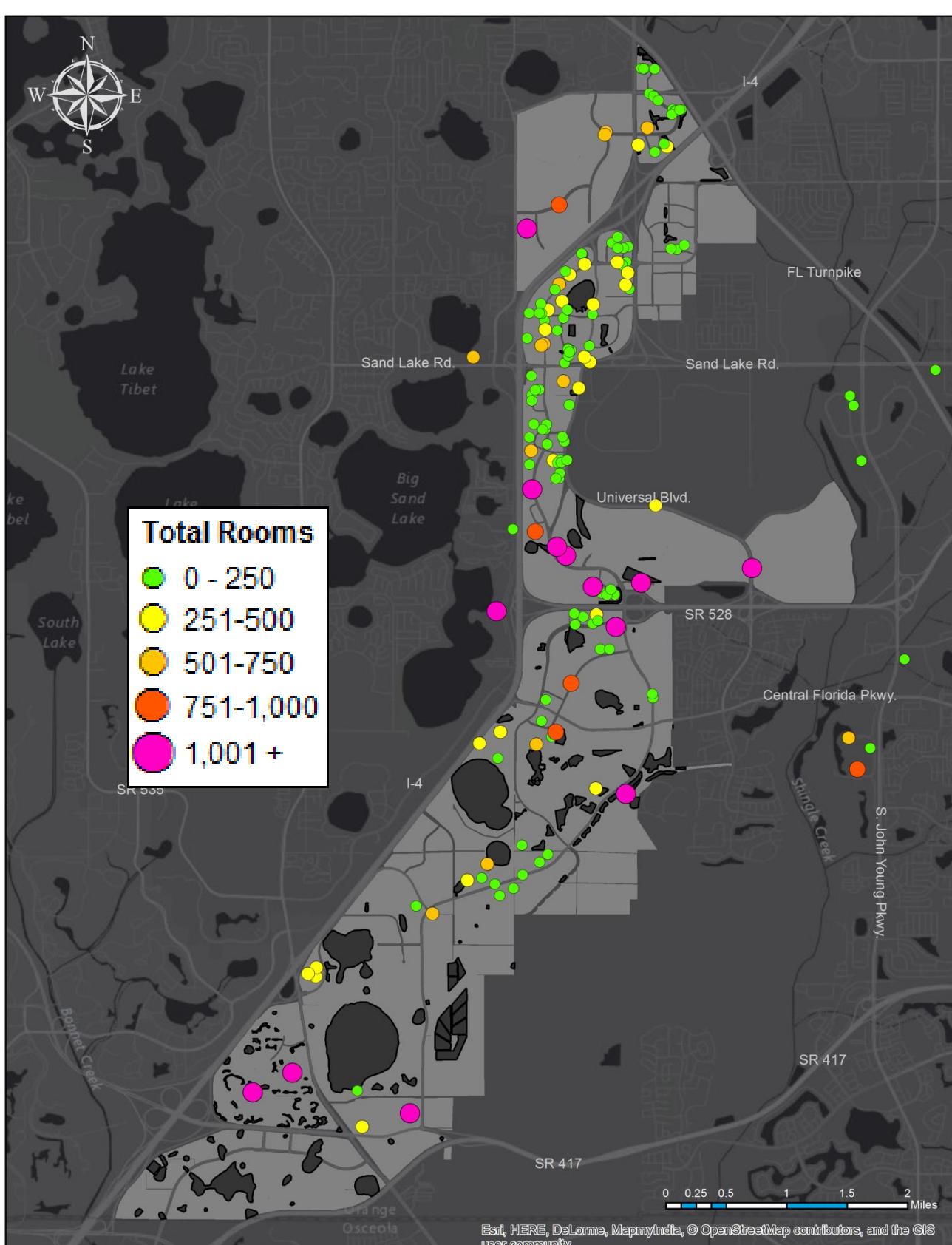
# ACCOMMODATIONS

The I-Drive Resort area boasts low-price hotels, affordable hotels, luxury resorts, and vacation ownership units. In 2019, the area had 132 properties with a total of 53,015 rooms, placing the corridor among the densest in Central Florida<sup>6</sup>. Hotel sizes and typologies range from small motels with just a few hundred rooms to large resorts exceeding 1,000 rooms<sup>6</sup>.

## Largest Accommodations by Number of Rooms as of 2019

Westgate Lakes – 1,990 Rooms	Sheraton Vistana Villages I-Drive – 1,669 Rooms
Orlando World Center Marriott – 2,008 Rooms	Rosen Inn at Pointe Orlando – 1,020 Rooms
Cabana Bay Beach Club – 2,200 Rooms	DoubleTree Orlando SeaWorld – 1,042 Rooms
Hyatt Regency Orlando – 1,641 Rooms	Royal Pacific – 1,000 Rooms
Marriott's Grande Vista – 1,616 Rooms	Rosen Plaza – 800 Rooms
Rosen Shingle Creek – 1,501 Rooms	Hilton Grand Vacations SeaWorld – 787 Rooms
Hilton Orlando – 1,424 Rooms	Renaissance Orlando at SeaWorld – 781 Rooms
Caribe Royale – 1,335 Rooms	Portofino Bay Hotel – 750 Rooms
Rosen Centre Hotel – 1,334 Rooms	Universal's Surfside Inn & Suites – 750 Rooms

## HOTELS AND NUMBER OF ROOMS



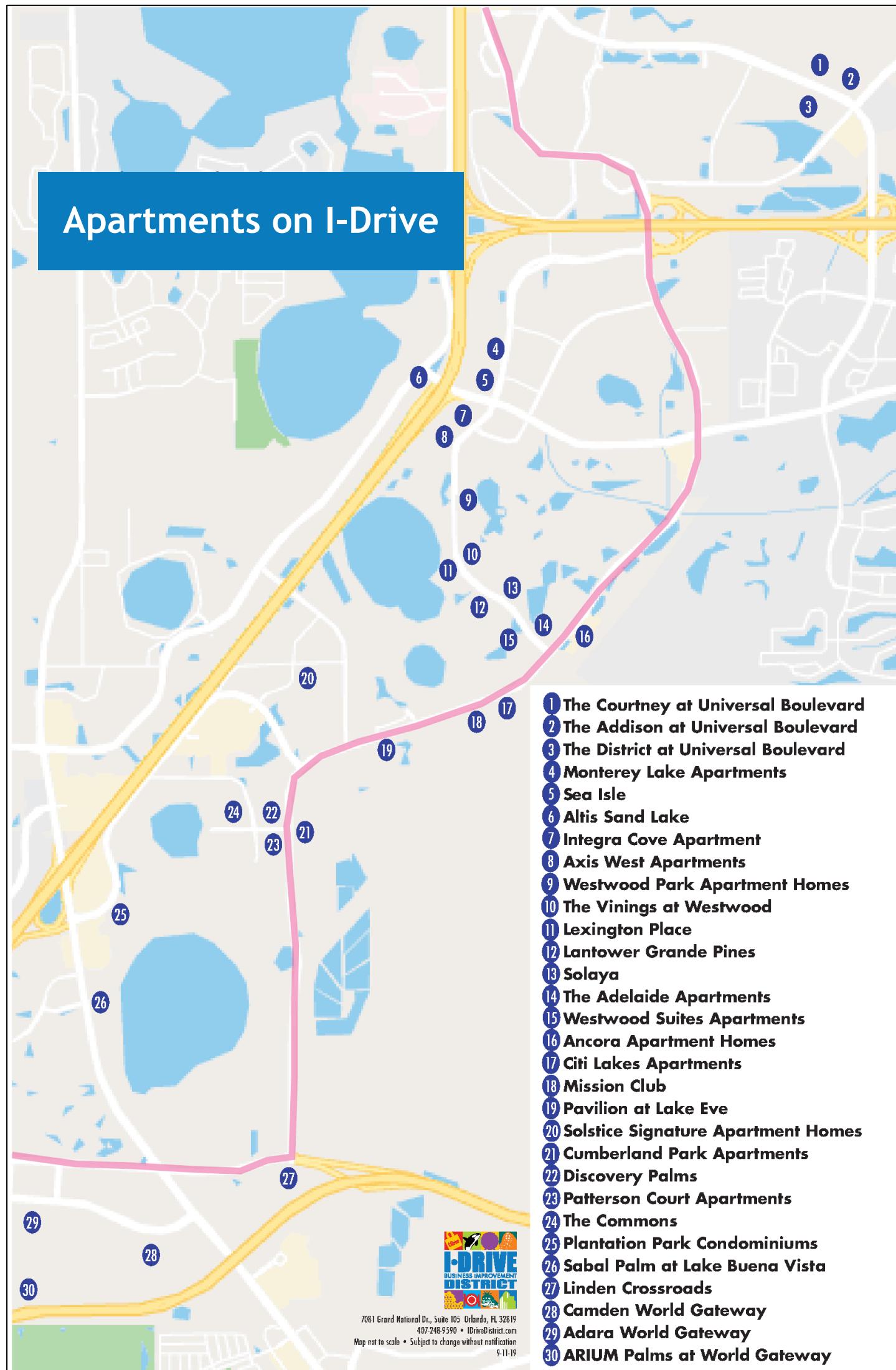
Source(s): Orange County Property Appraiser (2016), FGDL; IDID; ECFRPC Research

Source Citations: 1 – Orange County Property Appraiser; 2 – InfoGroup; 3 – Orange County GIS/Government; 4 – VisitOrlando; 5 – U.S. Census Bureau;  
6 – I-Drive Improvement District --- All hotel data provided by IDID

# RESIDENTIAL LAND

As of 2019, there were over 12,742 total residential units within the I-Drive Resort Area. Apartment complexes are the most common housing type followed by Condominiums. There are also 47 single family homes located within the district, most of which are lake front houses.

I-Drive Resort Area Housing Units by Type	
Residential Type	Housing Units
Apartments	11,120
Condominiums	1,575
Single Family Homes	47
<b>Total Housing Units</b>	<b>12,742</b>



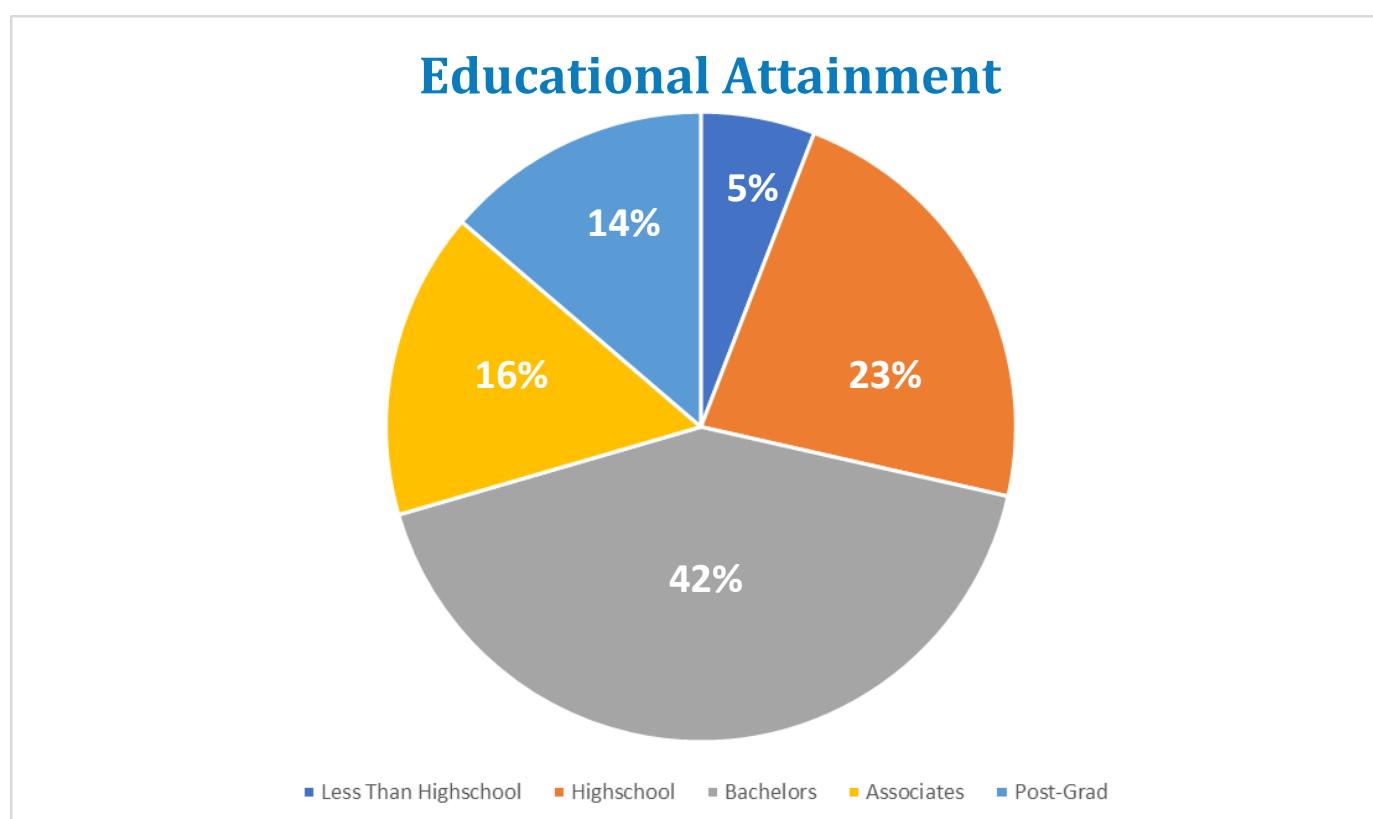
# I-DRIVE DEMOGRAPHICS AS OF 2019

The ECFRPC used information from the U.S Census American Community Survey and the Orange County Property Appraiser to build a population profile for the I-Drive Resort Area. There are ten different Census Block Groups (the smallest geographical unit for which the bureau publishes sample data) within the resort area. However, the boundaries of most of these block groups extend far beyond the study area borders because of the commercial nature of the I-Drive corridor. Therefore, their total population counts include people that live outside the area of interest. To address this situation, the ECFRPC decided to use Orange County Property Appraiser data to get a more realistic population count.

First, the ECFRPC identified the location of residential land within the study area using DOR codes and GIS software. The Orange County Property Appraiser website was then used to identify the number of residential units available on the multi-family developments (condominiums, apartments, and student housing). To calculate the population counts, the ECFRPC multiplied the number of housing units by the average household size for each Census block group. Finally, the ECFRPC applied Orange County's housing vacancy rate (13.5%) to get the final number of people. Based on this methodology, the ECFRPC estimates that there are more than 22,350 people living within the I-Drive resort area. Most of these people are concentrated on the west side of the study area, near the Lake Bryan/Lake Ruby areas. The average household size for the area ranges from 1.77 to 3.26 persons per household, which is smaller than the county average.

The ECFRPC used the American Community Survey to get additional demographic characteristics for the population living within the I-Drive Resort area. Not surprisingly, the majority of the people residing here work for the Leisure and Hospitality Industry (41%). The educational attainment of this population tends to be relatively high, with 70% of people over age 25 having at least an Associate's Degree. This might be partly explained by the presence of the University of Central Florida's (UCF) Rosen College of Hospitality Management, which is located within the study area.

Number of Housing Units and Estimated Population	
<b>Single Family</b>	47 Units; 95 People
<b>Multi-Family Developments</b>	12,695 Units; 22,262 People
<b>Total (All Types)</b>	12,742 Units



# INSTITUTIONAL LAND

Institutional land includes all properties owned by government agencies (federal, state, and local), infrastructure easements, land use for mitigation purposes, and conservation areas such as wetlands. These uses account for 1,153 acres of land or approximately 13% of the total study area as of 2019. The Orange County Board of County Commissioners, the Valencia Water Control District and the South Florida Water Management District are the largest owners of Institutional land within the resort area.

The largest institutional uses within the resort area are the Orange County Convention Center (OCCC) and the UCF's Rosen College of Hospitality Management. Owned and operated by Orange County, the OCCC is one of the largest economic engines in the region. The facility includes two buildings (West and North/South) that host a variety of events catering to thousands of visitors each year. More information about the OCCC is provided on the next page. The Rosen College campus is situated on the east side of the study area. The 159,000-square foot building opened in early 2004 and is the largest, most advanced facility ever built for hospitality management education in the United States. The school's wide array of academic programs includes Hospitality Management, Event Management, Restaurant & Food Service Management, and Entertainment Management.

## Orange County Convention Center

**2,053,820** Sq. Ft. Exhibition Space  
**2** General Assembly Areas  
**2,643-Seat** Theater  
**3** Business Centers  
**106-Seat** Lecture Hall  
**74** Meeting Rooms  
**3** Full-Service Restaurants  
**232** Breakout Rooms

## UCF Rosen College of Hospitality

**22** High-Tech Classrooms  
**1** Executive Education Center  
**200-Seat** Training Dining Room/Bar  
**1** Beer and Wine Laboratory  
**2** Test Kitchens  
**400-Seat** Auditorium



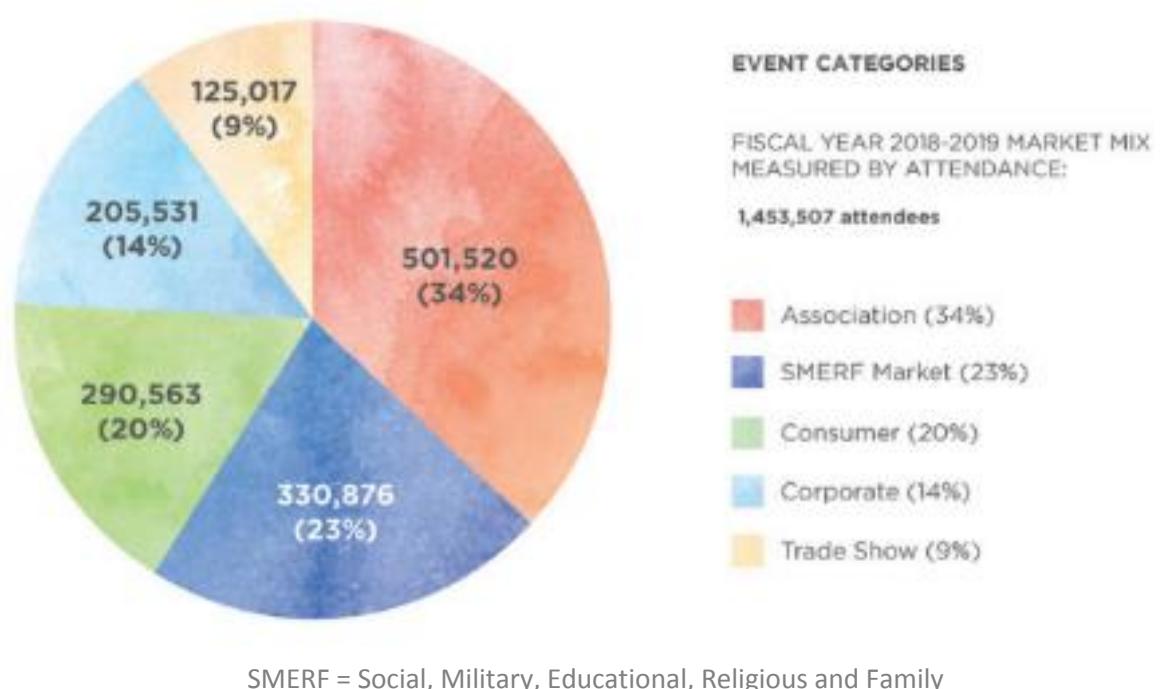
# ORANGE COUNTY CONVENTION CENTER (OCCC)

The Orlando area started marketing itself as a convention destination in 1969. However, the groundwork for the future Convention Center did not start until eight years later when the Florida Legislature allowed local jurisdictions to impose a Tourism Development Tax or hotel room tax. That year the Orange County Board of County Commissioners created the Tourism Development Tax Council to help define the proposed uses for this new tax. In 1978, Orange County voters approved the use of this money to build a new Convention and Civic Center.

Since its opening in 1983, more than 32 million people have attended events at the OCCC making it one of the most important anchors of the I-Drive Resort area<sup>7</sup>. It is the second largest convention center in the United States with over 2 million square feet of exhibition space<sup>7</sup>. According to the OCCC annual report, the convention center hosted 170 events that brought more than 1.5 million people to the I-Drive area in fiscal year 2018-2019<sup>7</sup>.

The OCCC is currently in the midst of implementing a \$605 million Capital Improvement Plan to remain as one of the most competitive facilities in the nation<sup>7</sup>. The plan calls for the construction of two projects that will improve and enhance the North-South Building:

- Convention Way Grand Concourse – an enclosed connection between the North and South concourses that includes additional meeting space and an 80,000-square-foot ballroom with a grand entrance to the North-South building along Convention Way<sup>7</sup>.
- Multipurpose Venue – a 200,000-square-foot, flexible, divisible, column-free space with a combination of retractable and floor seating to accommodate between 18,000-20,000 guests. This project will also incorporate connectivity between the North and South concourses<sup>7</sup>.



FISCAL YEAR 2018-2019 EVENT  
CATEGORIES – MEASURED BY NUMBER OF  
EVENTS

**170 TOTAL EVENTS**



# TRANSPORTATION

I-Drive's road network is going through several improvements that will ease traffic flow, provide more transportation options to visitors & residents, and create a more pedestrian friendly environment. For example, a traffic flow and pedestrian enhancement project in the northern portion of the study area was recently completed and four others are currently ongoing. These projects include the I-4 Ultimate Interchange-Grand National Drive Overpass, widening International Drive at Westwood Boulevard, improvements to the Sand Lake Road-John Young Parkway interchange and an extension of Destination Parkway. In addition, sidewalk additions to Sea Harbor Drive are in the design phase.

Two pedestrian projects have been planned by the Orange County Planning Division. One project is a conceptual pedestrian bridge at Sand Lake Road at the intersection of International Drive as well as planned transit lanes along Universal Boulevard and I-Drive.

Finally, the I-4 Ultimate Improvement Project will help build the Grand National Drive overpass as well as interchange improvements that will alleviate traffic at the Kirkman Road exit.



I-Drive/Sand Lake Road Pedestrian Bridge



I-Drive Premium Transit Study (concept photo)



I-4/Sand Lake Road Interchange (concept photo)

Recent and Under Construction Transportation Projects as of 2019		
Project	Status	Completion Date
International Drive Widening (Westwood-Westwood)	Completed	2019
John Young Parkway/Sand Lake Road Interchange	Completed	2019
Beachline Widening	Completed	2019
Sea Harbor Drive Sidewalk Project	Completed	2019
Kirkman Road Pedestrian Bridge	Ongoing	2020
Sand Lake Road Improvement Project	Ongoing	January 2021
I-Drive Premium Transit Study	Design Phase	Spring 2021
Kirkman Road Resurfacing Project	Ongoing	Fall 2021
I-Drive/Sand Lake Road Pedestrian Bridge Feasibility Study	Feasibility Study	2021
International Drive Dedicated Transit Lanes	Ongoing	Summer 2022
Sand Lake Road/I-4 Interchange	Design Phase	2024
I-4 Ultimate Project	Ongoing	T.B.D.
Kirkman Road Extension	Design Phase	T.B.D.

# I-RIDE TROLLEY

The I-Ride Trolley provides transit services to visitors and residents along International Drive and Universal Boulevard. Trolleys travel throughout the International Drive Resort Area serving over 100 convenient stops approximately every 20 minutes. In 2019 the trolley system had over 1.3 million trips. The trolley offers single-trip passes for \$2.00 (\$1 for children and \$0.25 for senior citizens) and daily passes for \$5.00. Visitors can also get extended passes lasting 14 days for \$18.00, or day-based passes.

A “park once” philosophy is planned for the future, whereas guests park once and utilize the entire corridor via the transit system. The Orange County Planning Division has unveiled plans for retrofitted street sections along Universal Boulevard and International Drive that would make the trolley system even more impactful for residents and visitors in the future. Dedicated transit lanes and other features have been discussed for the corridor alongside bicycle and pedestrian improvements to create a more urban and traversable corridor.

**I-RIDE TROLLEY**  
HOP ON BOARD!

Daily Hours: 8:00 a.m. - 10:30 p.m.  
Customer Service: 407-354-5656  
[www.IRideTrolley.com](http://www.IRideTrolley.com)

- I-RIDE Trolleys operate daily, 8:00am to 10:30 pm
- Single Cash Fare \$2.00 per ride
- Kids Cash Fare \$1.00 (ages 3-9 with paying adult)
- Senior Cash Fare \$0.25 per ride (65 and over)
- Exact Change is Required.
- All Trolleys are green in color on both Red and Green Lines.
- Red Line Route Trolleys generally arrive at each stop approx. every 15-20 minutes.
- Green Line Route Trolleys arrive approx. every 30 minutes.
- Wait times for Trolleys may vary with traffic and season.
- Transfers are FREE! Transfer between lines at the designated transfer stops, which are represented on the map as stars.
- Unlimited Ride Passes:
  - One Day Pass: \$ 5.00 per person
  - Three Day Pass: \$ 7.00 per person
  - Five Day Pass: \$ 9.00 per person
  - Seven Day Pass: \$12.00 per person
  - Fourteen Day Pass: \$18.00 per person
 Passes are not sold on Trolleys.  
Passes are consecutive day use.

**Where's My NextTrolley**  
I-RIDE

Get your predicted trolley arrival times by texting the Trolley Stop code to 41411. Stop Codes are located on the map at each Trolley Stop. Or via [www.IRideTrolley.com](http://www.IRideTrolley.com)

Ask your Trolley driver or your hotel guest service desk for the International Drive Resort Area Official Visitors Guide & I-RIDE Trolley Map.

**TROLLEY STOPS**

- 2 Red Line South Bound
- 2 Red Line North Bound
- G1 Green Line South Bound
- G1 Green Line North Bound
- 28 South Bound Transfers
- 28 North Bound Transfers

**MAP LEGEND**

- Visit Orlando Official Visitor Center
- Rosen YMCA Aquatic Center
- Golf Course
- Hospital
- Highway Interchange
- Police/Sheriff
- Post Office
- UCF - Rosen College of Hospitality

**I-Drive RESORT AREA**  
[www.InternationalDriveOrlando.com](http://www.InternationalDriveOrlando.com)

10-23-19 I-Ride Trolley Fare, Route and hours subject to change.

# I-DRIVE 2040 VISION PLAN (ORANGE COUNTY)

## OVERVIEW

Recognizing the importance of creating a shared vision for the International Drive Area, Orange County Government created the **Steering Review Group (SRG) composed of I-Drive area stakeholders and landowners** who are committed to maintaining I-Drive as the world's premier global destination for tourism and family entertainment.

The SRG was tasked with crafting a comprehensive and cohesive plan for the Study Area along with implementation strategies and tools for consideration by the Board of County Commissioners (BCC). The I-Drive 2040 Vision was accepted by the BCC on November 3, 2015.

## VISION PLAN

With hundreds of world-famous retailers and restaurants, thousands of stunning hotel rooms and contemporary resorts, dozens of family-oriented attractions and entertainment complexes, I-Drive accounts for a significant portion of Orange County's robust travel, tourism, and hospitality sectors. The proposed plan for the Convention Plaza District will create a vibrant, dynamic and safe pedestrian-centered environment with dedicated transit lanes and sidewalk enhancements for local residents, conventioneers and visitors alike.

## PROCESS

There are four pillars surrounding the completion of the visioning process including land development, regulatory components, parking and mobility. The 11-member SRG assisted in formulating the District's vision along with implementation alternatives.

The plan includes seven proposed sub-districts to meet the unique needs of each area including the famed Orange County Convention Center, retail and hospitality, entertainment, SeaWorld, Destination Parkway, Universal Boulevard and Rosen Shingle Creek.

## HISTORY

The 11-member SRG began meeting on a monthly basis in January 2015 with the mission of formulating a shared vision for the Convention Plaza District. The SRG was tasked with creating a cohesive plan for the Study Area along with implementation strategies and tools for consideration by the BCC. Parallel initiatives that will support the SRG vision include Comprehensive Plan amendments and updated development standards.

## CODE

The **I-Drive District Code** – adopted in February of 2017 – provides form-based standards to implement the I-Drive 2040 Strategic Vision. The code includes a Regulating Plan that establishes high density mixed-use development transects, as well as Special Zones for civic buildings and theme parks.

## CONTACT INFORMATION

For more information on the I-Drive Vision Plan please contact the Orange County Planning Division at 407-836-5600, press 5 for the Planning Division or email [Planning@ocfl.net](mailto:Planning@ocfl.net).



# BUSINESS PROFILE

To complete the I-Drive Resort Area economic impact study, the ECFRPC is using an industry cluster analysis methodology that identifies geographic concentrations of particular industries as well as explains the connections between these establishments. The I-Drive Resort area is anchored by three large theme parks (Universal Studios, Islands of Adventure and Sea World) and one of the nation's largest convention centers. These institutions receive millions of visitors each year that generate additional demand for other services including accommodations, dining, retail, transportation among others. This section of the report also provides an in-depth analysis of the economic and employment data for businesses and industries found in the I-Drive Resort area.

To complete this analysis, the ECFRPC used the Infogroup database to determine the number of businesses and employees located within the study boundaries. This information was complemented with other data sources such as the Orange County Property Appraiser's parcel data and internet searches. In addition to these sources, the ECFRPC used GIS software to depict industry concentration and employment across the study area. Finally, it provides general information about occupations and wages for the tourism industry.



As of January 2019

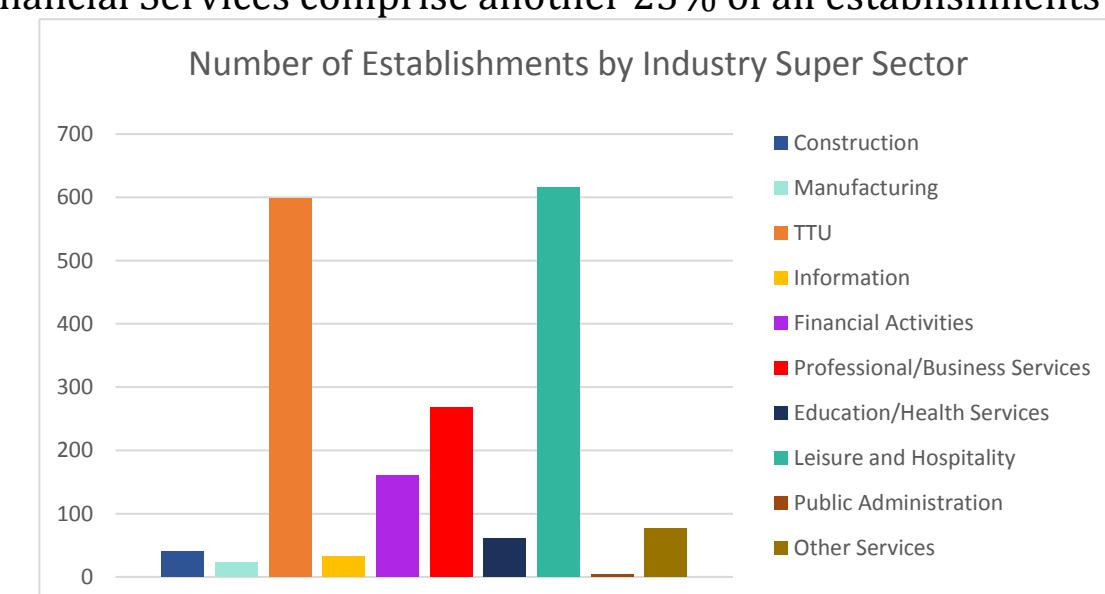
# INDUSTRY STRUCTURE

According to Infogroup, as of 2019, the resort area is home to more than 1,800 businesses that employ more than 75,000 people<sup>2</sup>. These businesses can be classified into ten groupings called economic super sectors, which are defined below:

- **Construction:** This sector is comprised of establishments engaged in the construction of buildings and infrastructure projects as well as the subdivision of land.
- **Manufacturing:** Establishments within the manufacturing sector use mechanical, physical, and chemical processes to transform materials and substances into new products.
- **Trade, Transportation, and Utilities (TTU):** This is one of the most comprehensive categories. It includes businesses that sell merchandise at the wholesale level, those that sell directly to the public (retailers), industries that transport people and cargo, store goods, and provide utility services to the public.
- **Information:** This category includes all businesses that create and disseminate informational and cultural products through print, broadcast, online, or other forms of telecommunications.
- **Financial Activities:** Often referred to by the acronym FIRE, this super sector includes all establishments engaged in the facilitation of financial transactions or that are involved in the renting, leasing and management of real estate properties and other equipment.
- **Professional and Business Services:** This category is comprised of businesses that provide highly specialized technical services, strategic management and leadership, and routine support activities for the day-to day operations of other organizations.
- **Education and Health Services:** The establishments within this category provide a variety of services to individuals including instruction and training in a wide variety of subjects, medical care, and social welfare services.
- **Leisure and Hospitality:** This is the largest category in the I-Drive Resort area. It is comprised of businesses that provide cultural, entertainment, and recreational services to the public as well as lodging and prepared meals and beverages.
- **Other Services:** Businesses within this category provide repair and maintenance, personal care, and social advocacy services. This super sector also includes home businesses.
- **Government:** This category includes all federal, state, regional and local government offices and facilities.

## Examples of I-Drive Businesses by Super Sector

Most I-Drive establishments fall within two major supersectors: Leisure and Hospitality and TTU. Together these categories comprise 65% of all businesses within the International Drive Resort Area. Professional and Business Services and Financial Services comprise another 23% of all establishments within the resort area.

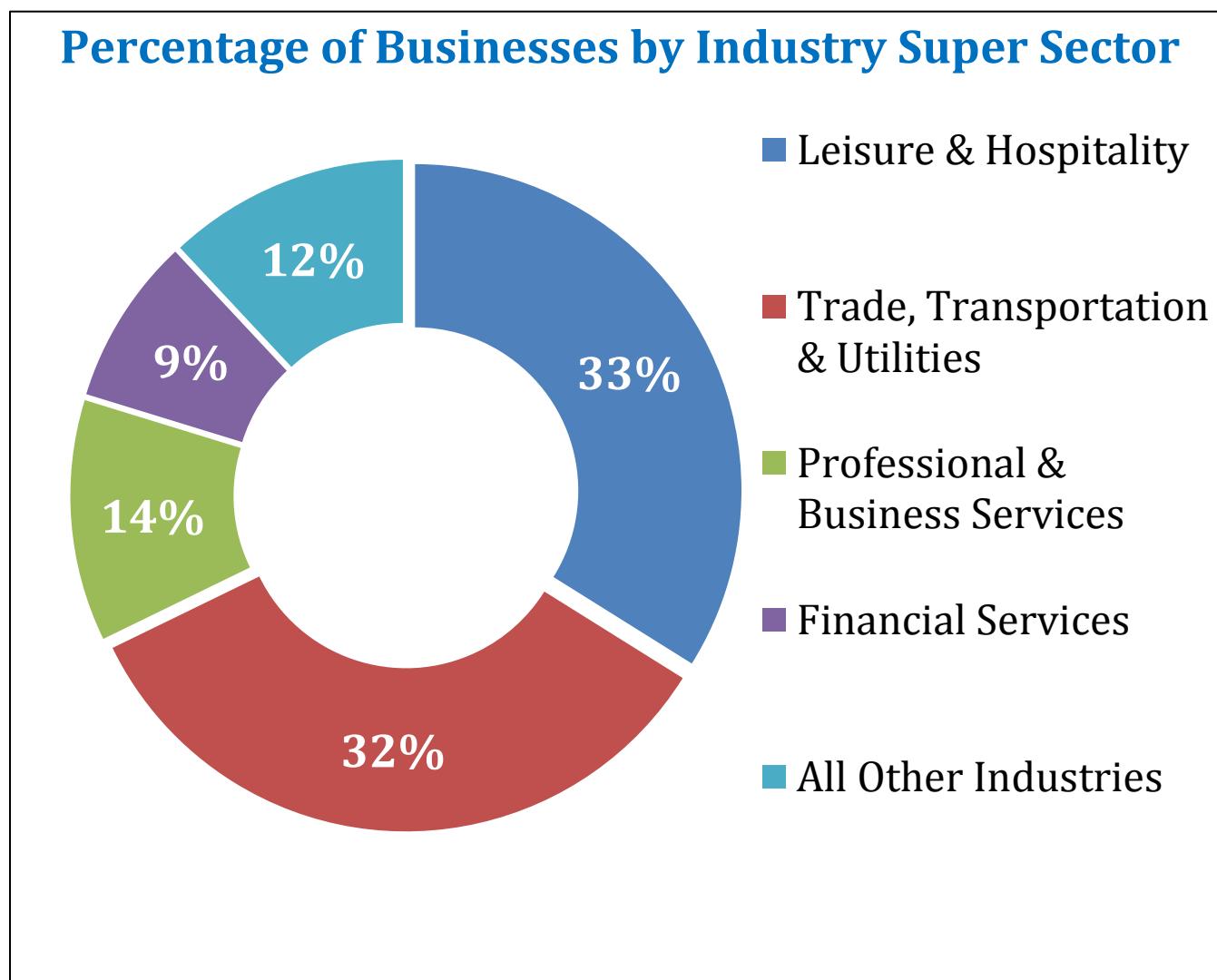


Examples of Businesses by Super Sector		
Super Sector	Total Establishments	Examples
20 - Construction	41	Building Contractors
30 - Manufacturing	23	Retail Bakeries, Tool and Die
40 - TTU	598	Charter Bus Companies, Clothing Stores
50 - Information	32	Newspapers, TV Stations
55 - Financial Activities	160	Insurance, Banks, Realtor Offices
60 - Professional/Business Services	267	Accountants, Engineers, Lawyers
65 - Education/Health Services	61	Higher Education, Doctor Offices
70 - Leisure and Hospitality	616	Hotels, Theme Parks, Restaurants
80 - Other Services	77	Auto Mechanics, Beauty Salon, Churches
92 - Public Administration	4	Government Offices

Source: InfoGroup, ECFRPC research

## Analysis

The high concentration of businesses in the Leisure and Hospitality super sector is not surprising, as this category includes all core tourism businesses: Theme Parks and Commercial Amusements (56), Hotels and Other Accommodation Places (168) and Restaurants (343). The chart on page 23 shows the distribution of these businesses within the I-Drive Resort Area.



# PROFESSIONAL BUSINESS SERVICES AND FINANCIAL SECTORS

The Professional and Business Services super sector includes professional services offices, other business support services, and management companies.

According to Infogroup, as of 2019, there are more than 200 of these companies within the I-Drive Resort area<sup>2</sup>. Based on ECFRPC research, more than 50% of these companies supply services to the Leisure and Hospitality sector<sup>2</sup>.

The most important category is the Travel Arrangement and Reservation Services industry, which includes travel agencies, tour operators, convention and visitors' bureaus and similar organizations. It represents 30% of all the businesses within the Professional and Business Services super sector<sup>2</sup>. While there are several engineering, design and consulting firms that serve the hospitality industry, most of the other types of businesses located within the resort area are not tied to the tourism sector.

One of the most important establishment types within this super sector is corporate, subsidiary and regional management offices. These establishments are responsible for administering, overseeing, and managing large companies. There are three of these establishments located within the I-Drive Resort area: Marriott Vacations Worldwide, Wyndham Vacation Ownership, and SeaWorld Parks and Entertainment.



Marriott Vacations was formerly the timeshare division of Marriott International, but was spun off into its own company in 2011. It runs more than 60 resorts worldwide<sup>9</sup>. Wyndham Vacation Ownership, part of Wyndham Worldwide, manages more than 190 vacation ownership resorts across the world<sup>9</sup>.

SeaWorld Entertainment relocated from St. Louis in 2008, when it was still part of Busch Entertainment<sup>9</sup>. From its Orlando office, the company manages 10 theme parks across the United States including five in the Central Florida area.

Finally, there are more than 160 businesses within the Financial Services super sector located in I-Drive. 37% of these firms provide a variety of services to the hospitality industry and visitors including currency exchange, hotel and commercial property management and leasing, and passenger car rental. This last category is the most prevalent in I-Drive as several passenger car rental companies have operations inside the resort area's hotels.

# ORANGE COUNTY PUBLIC SERVICES

Orange County and the City of Orlando also benefit from the investments made to house I-Drive visitors in the form of public service fees. Based on data provided by the Orange County Development Services Office, businesses within the I-Drive Resort Area paid \$36.2 million in public service fees. This information was not available for the City of Orlando, which encompasses the northern part of the District.



Orange County Fire Rescue



Orange County Sheriff

The District operates its own Public Safety Program in cooperation with the Orange County Sheriff's Office and the Orlando Police Department to provide enhanced safety throughout the entire I-Drive District, seven days per week. Through the Sheriff's Office, the District funds the following assets:

- Assigned ten (10) additional deputies known as the Tourist Oriented Policing Squads (TOPS)
- Assigned five (5) District Engagement Officers (DEO's)

The District partners with the Orlando Police Department to hire off duty officers to patrol the City portion of the I-Drive District. The funding for all aforementioned assets is 100% contributed through the I-Drive District via a special assessment program.



TOPS



DEO's

# EMPLOYMENT BY SECTOR

Another way of analyzing industry structure is by studying the number of jobs by industry also referred to as employment share. According to Infogroup and ECFRPC research, as of 2019, more than 75,000 people work within the International Drive Resort area<sup>2</sup>. Not surprisingly, the vast majority of these workers are employed by the Leisure and Hospitality Sector, which includes hotels and theme parks. This super sector employs a little more than 61,000 people<sup>2</sup>. The second largest employer is the TTU super sector, which employs close to 8,500 people<sup>2</sup>.

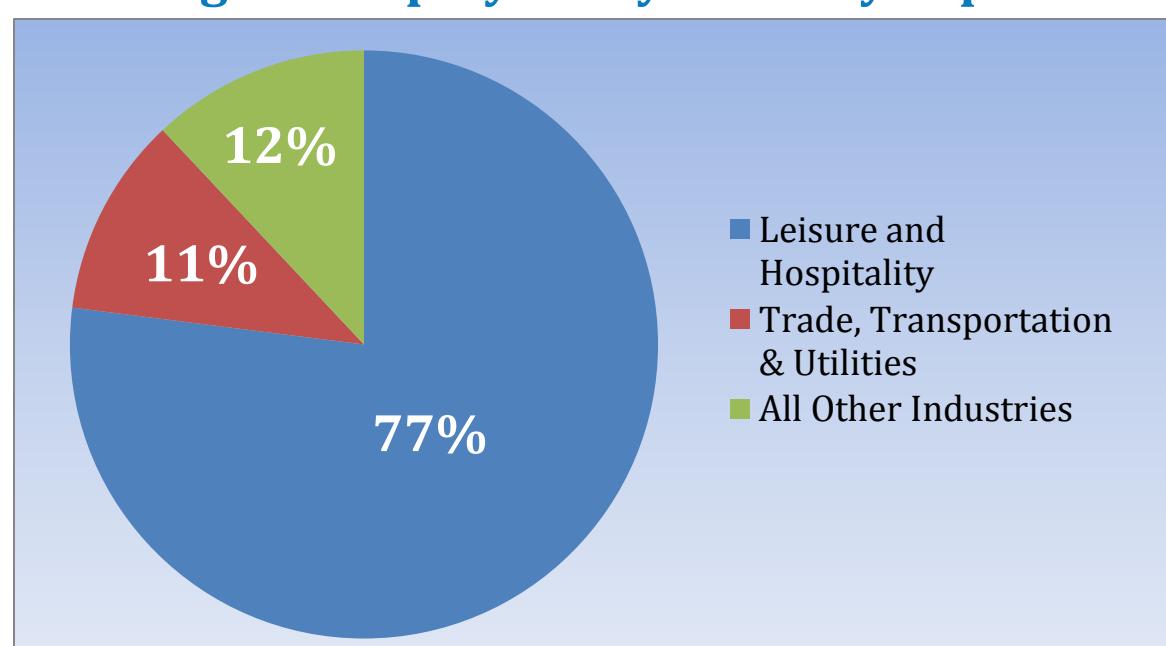
The table lists the 10 largest employers in the International Drive area. The largest employer in the I-Drive Resort area is Universal Studios, which is comprised of two theme parks that employ about 26,000 people<sup>2</sup>. SeaWorld Orlando has three parks in the southern part of the resort area that employs approximately 6,032 people<sup>6</sup>.

Remaining firms are hotels located across the resort area. Westgate Resorts and Rosen Hotels and Resorts have numerous properties across Orlando. Wyndham Vacation Ownership's headquarters employ 3,600 people<sup>6</sup>. Finally, the OCCC rounds the top ten largest employers with almost 1,000 employees<sup>6</sup>.

Similar to what it did with businesses, the ECFRPC also used a geographic approach to analyze employment concentrations within the I-Drive Resort area. Based on GIS analysis, more than half of all I-Drive employment is concentrated north of Sand Lake Road. This portion of the I-Drive includes the Universal Resorts tourist area. It is also home to most of the establishments.

The next largest concentration of employment is south of the S.R 528. This area has five locations with 1,000 employees or more<sup>2</sup>. Finally, the area between Sand Lake Road and the S.R 528 is home to more than 60,000 employees<sup>2</sup>.

**Percentage of Employees by Industry Super Sector**



**Ten Largest Employers within the Study Area (Estimates)**

Company as of 2019	Estimated Number of Employees
Universal Orlando Resort	26,000
SeaWorld/Aquatica/Discovery Cove	6,032
Westgate Resorts*	5,151
Rosen Hotel & Resorts*	4,534
Loews Hotels*	2,756
Wyndham Vacation Ownership	3,600
Marriott Vacations	5,350
Hyatt Regency Orlando	1,300
Orange County Convention Center	900

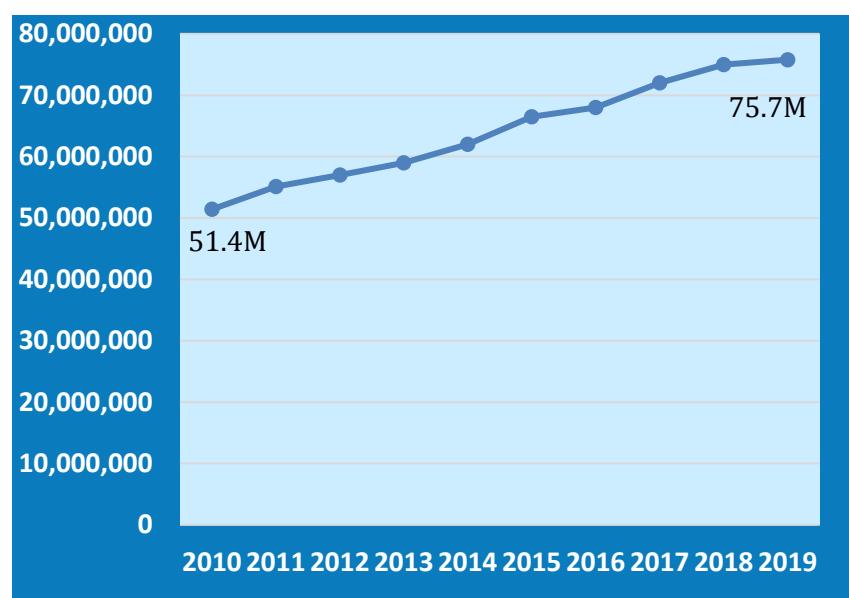
\*All Properties in Hotel Group

Sources: Direct Company Contact, Orlando Sentinel, Orlando Business Journal

# TOURISM ACTIVITY AND FISCAL IMPACTS

The Tourism Activity and Fiscal Impact section of the report provides estimates of the number and type of visitors coming to the I-Drive Resort Area, the amount that they spend in our region, and how much revenue this spending generates for Orange County. To complete this analysis, the ECFRPC used information from D.K Shifflet & Associates provided through the International Drive Improvement District Office. All visitation estimates are based on figures from 2019, which were the most readily available at the inception of this project.

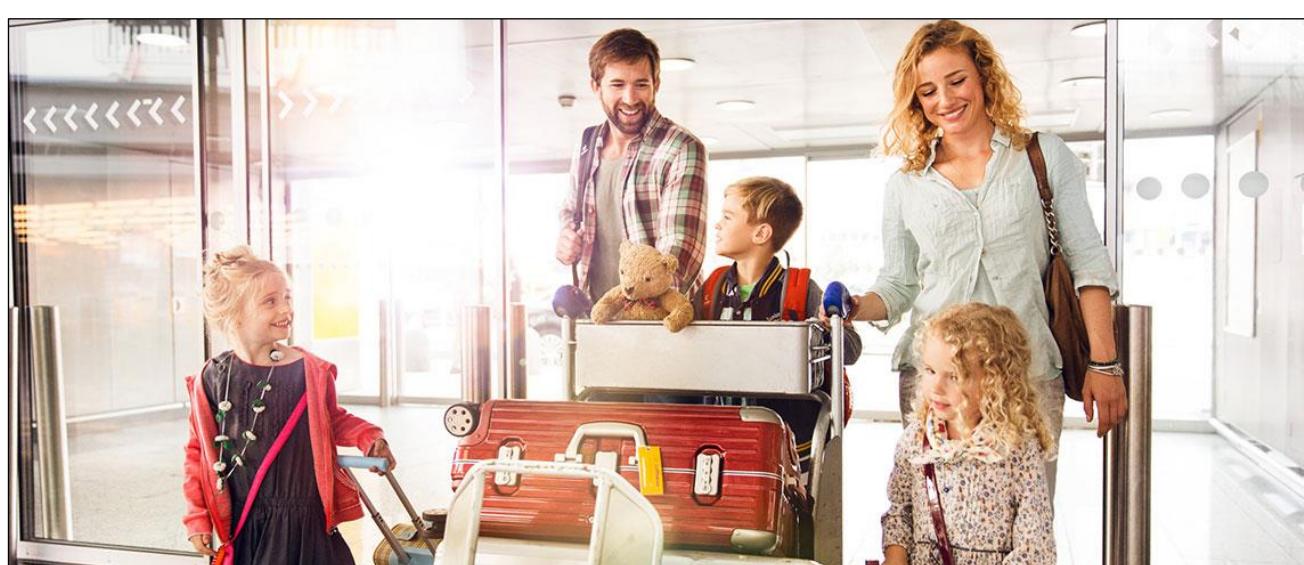
Travel to Orlando 2010-2019



The Tourism activity report provides a general profile of I-Drive visitors. It also discusses visitor numbers according to their length of stay, purpose of the trip and origin market. These visitor characteristics are very important as they help to calculate the amount of money spent by these visitors. The ECFRPC used this information to develop different spending profiles for each of these visitor subgroups.

Finally, the report discusses the fiscal impact that I-Drive visitors have in Orange County. Visitors generate a large amount of tax revenues for local governments without consuming many services. These include estimates of the amount of TDT and sales taxes paid by these visitors. Moreover, the area's high number of visitors also has an indirect impact on the amount of fees collected by local governments such as building permits.

More detailed information about the assumptions and formulas used by the ECFRPC to calculate all these numbers is provided on the Technical Appendix at the end of this report.



# I-DRIVE VISITOR PROFILE 2019

According to ECFRPC calculations, the I-Drive Resort Area received almost 15.3 million visitors in 2019.

More details about the characteristics of these visitors are provided in the next pages.

Total I-Drive Resort Area Visitors 2019  
15,287,881

Overnight  
9,729,256

Day  
5,558,355

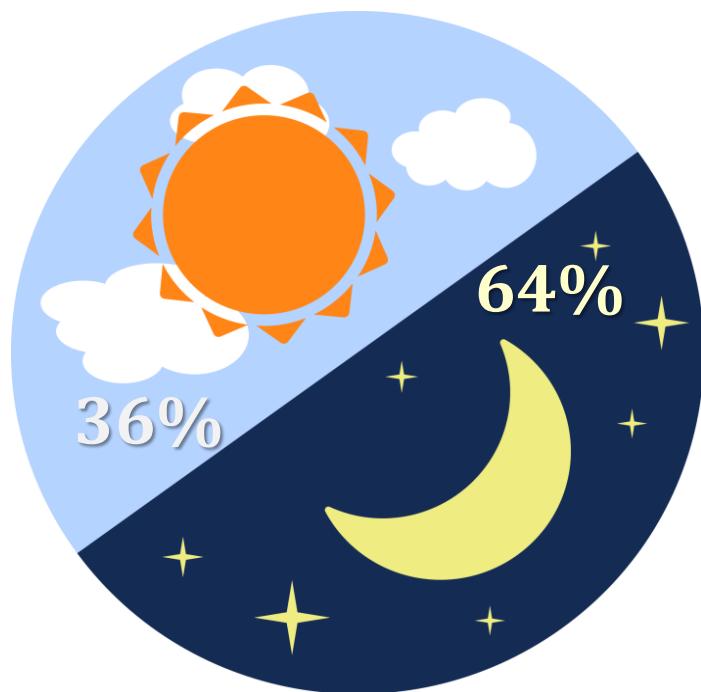


# VISITATION

According to ECFRPC calculations, the I-Drive Resort area received more than 9.7 million overnight visitors in 2019. Most of these people come from outside the state of Florida and international destinations. This number includes visitors coming to I-Drive for vacation and business purposes. Overnight visitors represented 64% of all visitors coming to the I-Drive Resort Area. Overnight visitors, which include all people that stayed at least one night, tend to spend more money than Day Visitors. Therefore, they have a higher economic impact. Most visitors arrive by plane or automobile.

The average daily rate for I-Drive Resort accommodations in 2019 was \$138.29. The average occupancy for I-Drive Resort accommodations in 2019 was 78%.

**Percentage of Visitors by Length of Stay**



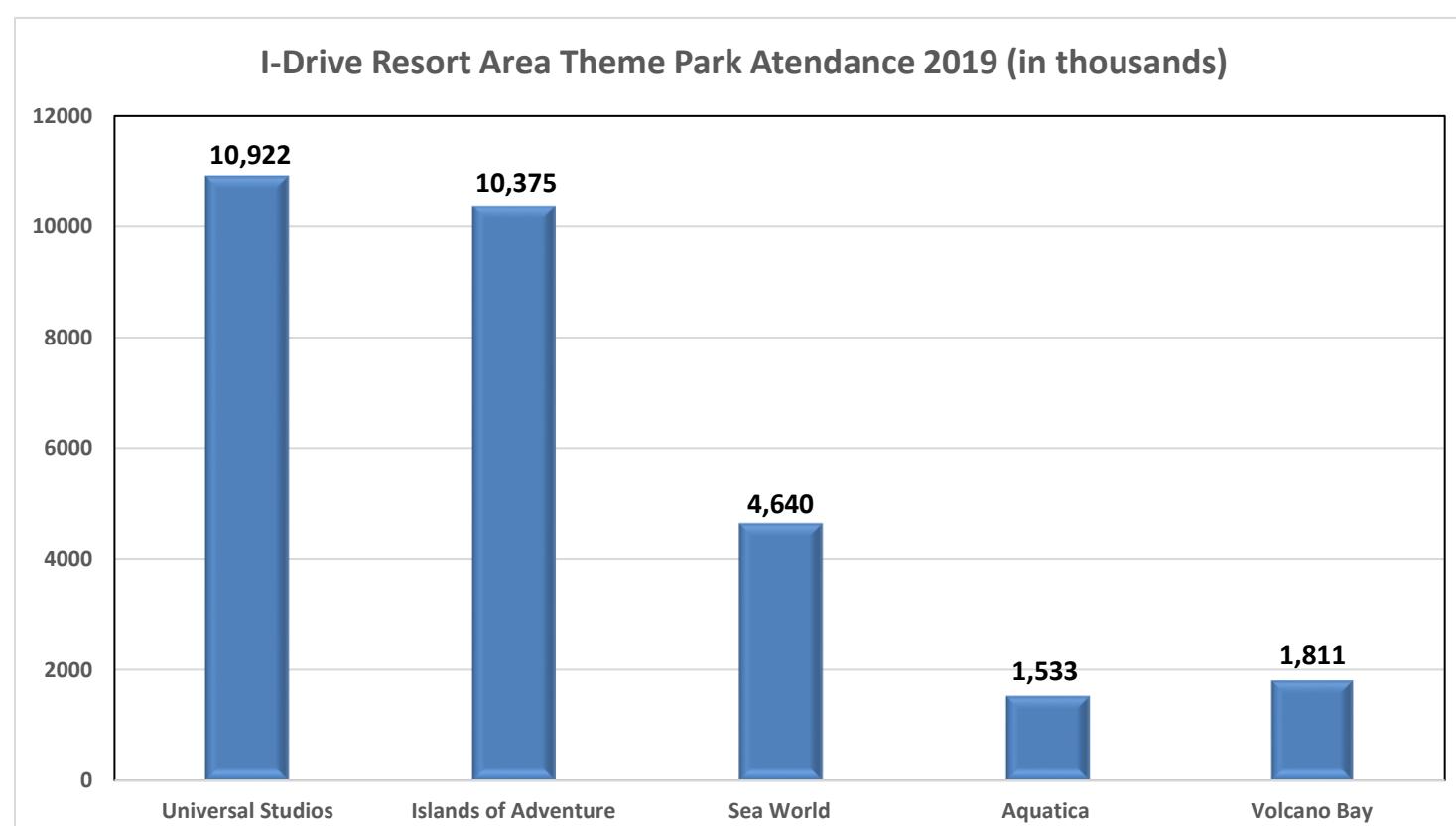
Total Number of I-Drive Resort Area Visitors by Length of Stay		
Visitor Type	Number of Visitors	Percent Total
Overnight	9,729,526	64
Day	5,558,355	36
Total	15,287,881	100

Source: ECFRPC calculations based on numbers provided by the International Drive Improvement District

# THEME PARK ATTENDANCE 2019

There are six large theme parks located within the I-Drive Resort area: Universal Orlando, Islands of Adventure, Volcano Bay, Sea World, Aquatica and Discovery Cove. While the theme park companies do not release their attendance numbers to the public, there are several businesses that estimate the total number of visitors for the largest parks. According to these reports, the Orlando area theme parks received almost 92 million visits in 2019. Based on these numbers, the I-Drive Resort area theme parks represented about 31.7% of all the theme park visits in the Metro Orlando area.

These theme park attendance figures are 18% higher than the total visitor numbers (75 million). There could be multiple explanations for this discrepancy. While one may not be familiar with the methodology used to calculate these attraction numbers, it can be assumed that they could reflect multiple visits to the theme parks by the same person. Most families that travel to Orlando try to visit as many parks as possible during their stay. The large parks are also selling multi-day passes, which allow visitors to experience several theme parks during their stay. Finally, local visitors (those that live in Orange, Lake, and Seminole counties) could account for a large number of these visits. Florida residents can buy annual passes to the largest theme parks that allow them to visit them multiple times in the year and can get discounts for seasonal events. Local organizations like churches and schools also like to take advantage of our proximity to the theme parks.



Source: Amusement from TEA/AECOM Annual Theme Index, all numbers are for calendar year  
There is no attendance number available for Discovery Cove

# GROUP MEETINGS 2019

The OCCC is the epicenter of the Orlando's convention/group meeting market, with over 2 million square feet of meeting space. Each year the convention center hosts some of the largest conventions and trade shows in the group meeting industry. In the 2018-2019 fiscal year, these events were AAU National Volleyball Nationals, Premiere Orlando 2019, HIMSS, PGA Merchandise Show 2019, and MegaCon Orlando. The 170 events hosted at the OCCC were attended by more than 1.4 million people. These included 119 private convention/tradeshows, 29 meetings and banquets, and 22 consumer and public ticketed events.

Besides the OCCC, there are numerous hotels within the I-Drive Resort area that also cater to the group meeting market. These properties provide the resort area with another 2.5 million square feet of meeting space. Therefore, there is more than 4.5 million square feet of meeting space within the I-Drive Resort Area.

OCCC Top Conventions and Trade Shows FY 2019	
Event	Attendance
AAU National Volleyball Nationals	110,000
Premiere Orlando 2019	57,000
HIMSS	46,480
PGA Merchandise Show 2019	43,000
MegaCon Orlando	68,000

Source: OCCC Annual Report 2018-2019

I-Drive Resort Hotels with Largest Meeting Space as of 2019	
Hotel	Meeting Space (sq ft)
Rosen Shingle Creek	524,000
Orlando World Center Marriott	338,306
Hyatt Regency Orlando	315,000
Hilton Orlando	236,000
Renaissance at SeaWorld	185,000
Caribe Royale Orlando	150,000
Rosen Centre Hotel	150,000
Loews Royal Pacific Resort	132,000
Double Tree by Hilton Orlando at SeaWorld	100,000
Double Tree by Hilton at the Entrance to Universal Orlando	63,000
Rosen Plaza Hotel	60,000
Wyndham Orlando Resort I-Drive	60,000
Loews Portofino Bay Hotel at Universal	57,040
Avanti Palms Resort & Conference Center	20,200
Westgate Lakes Resort & Spa	18,000
Holiday Inn & Suites at Universal	13,000

Source: International Drive Improvement District

# PROPERTY TAX REVENUE

The I-Drive Resort area had a total assessed value of nearly \$14.7 billion in 2019. When acreage is taken into account, the parcels with the highest assessed value are located north of S.R. 528. I-Drive property owners paid more than \$228 million in property taxes in 2019. Commercial properties pay more than 86% all the taxes collected within the I-Drive Resort Area with the accommodation and amusement sectors accounting for most of this money.



International Drive

**Total Assessed Value  
\$14.7 Billion**

**Total Property Taxes  
\$228 Million**

# OTHER REVENUES 2019

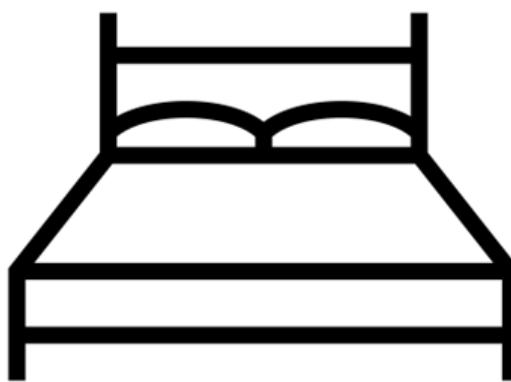
Visitor purchases also have a positive impact on Orange County's coffers. The most evident is the amount of money that these visitors pay for all items they purchase during their visit. The current sales tax rate for Orange County is 6.5%. Based on visitor expenditures of \$8.2 billion in 2019, I-Drive visitors paid approximately \$530.1 million in sales taxes that year.

Visitors staying within the resort area's accommodations also pay another 6% room charge per night, which is known as the Tourism Development Tax (TDT). Based on the total occupied hotel nights (15.2 million) and the average daily rate (\$138.29), the I-Drive Resort area was responsible for a total \$126.4 million in hotel tax collections. In 2019, this represents 44% of all TDT collections.

## Tax Revenues Paid by I-Drive Visitors



**\$530.1 million  
Sales Tax Collections**



**\$126.4 million  
TDT Collections**



Rosen Shingle Creek

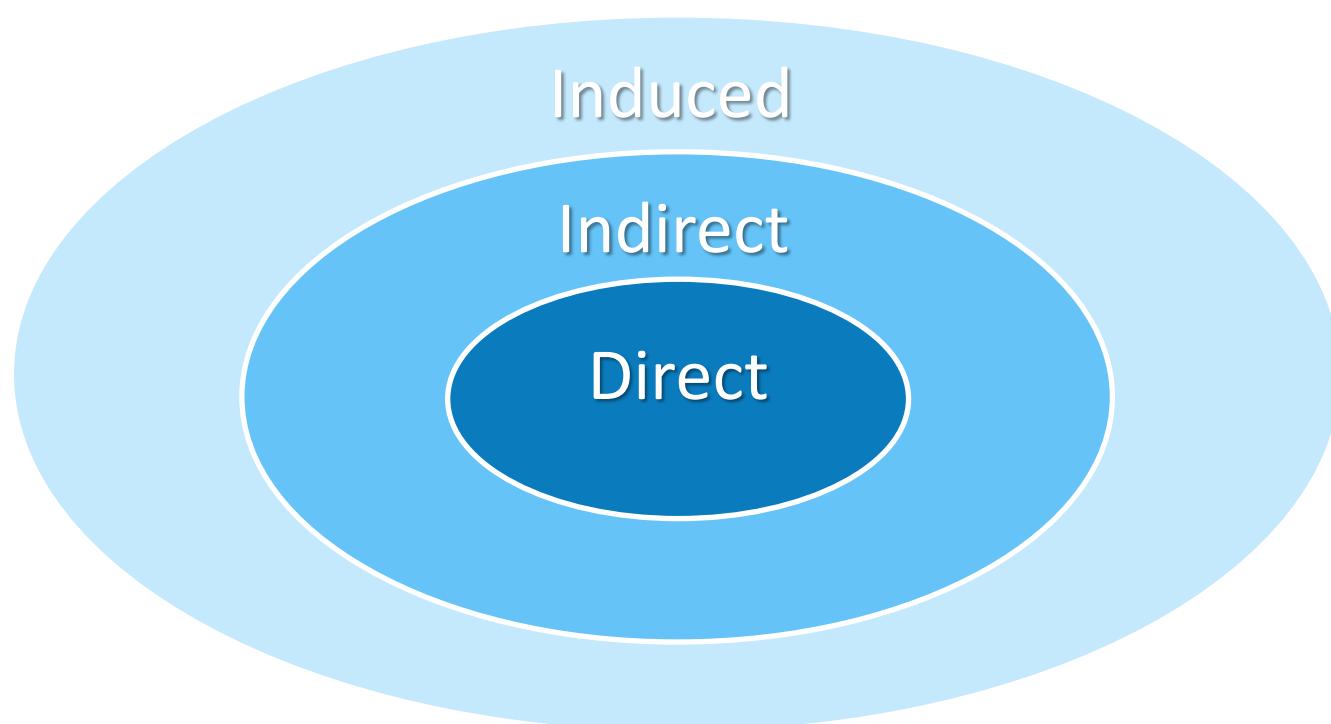
# ECONOMIC IMPACT ANALYSIS 2019

One of the most important goals of this project is to calculate the total economic impact of the I-Drive Resort area to Orange County and the Orlando Metropolitan Statistical Area (Metro Orlando), which also includes Lake, Osceola, and Seminole counties. This total economic impact includes the economic benefits created by I-Drive businesses, their suppliers and employees. For example, a new business opening in I-Drive has a direct impact on the economy when it hires new employees or invests in the building where they are located. This business will also generate an additional demand for goods and services that are usually met by local suppliers. This is considered an indirect economic impact. Finally, the new employees will spend their salary in household needs such as rent, food, and entertainment among others. This is considered the local consumption or induced economic effect. These indirect and induced impacts are often referred to as the economic ripple effect.

For this part of the project, the ECFRPC prepared two different economic impact simulations for the I-Drive Resort area. The first analysis estimates the value that the I-Drive Resort area has for Orange County and the Metro Orlando region based on visitor expenditures. The second simulation estimates the economic impact of 24 new construction projects scheduled to be built between 2019 and 2024. The next pages discuss the data methodology, inputs and assumptions used to develop these simulations and their results.

To complete these analyses the ECFRPC used the PI+ model developed by Regional Economic Models, Inc. (REMI). Since 1980, the REMI model has been successfully used by decision makers across the nation to calculate the economic effects of policies and investments. The REMI model builds on the strengths of four major modeling approaches: Input-Output, General Equilibrium, Econometric, and Economic Geography. The ECFRPC has been using the REMI model since 2003. More detailed information about the model can be found at [www.remi.com](http://www.remi.com).

## The Economic Ripple Effect



**Direct Effect:** Expenditures made by an organization on labor and products

**Indirect Effect:** Purchase of good and services from suppliers

**Induced Effect:** Employee expenditures from wages paid by suppliers

# ECONOMIC IMPACT OF FUTURE I-DRIVE PROJECTS

## Methodology, Inputs, and Assumptions

There are currently 53 I-Drive construction projects being tracked from 2019 over the next five years. For this simulation, the ECFRPC calculated the economic impact that 24 of these construction projects would have on Orange County and Metro Orlando's economies. The resort area has seen a lot of construction during the past couple of years. This momentum is expected to continue in the near future with the opening of new hotels and attractions. According to Construction Journal.com and other sources, these projects represent over \$1.9 billion in new construction investment for the I-Drive Resort area.

For this model, the ECFRPC used the REMI PI+ model's Business Development Scenario, which includes all the variables needed to calculate the economic impact of construction projects. The investment money was entered into the model according to the year the project was completed or is expected to be built. However, the ECFRPC aggregated the results for the five-year period to show the total economic impact of these projects.

## Summary of Economic Simulation Results

The ECFRPC found that these 24 projects will have a positive impact on the region's economy. They will create more than 5,500 new jobs, close to \$604.2 million in sales, and bring almost \$283.2 million in personal income to the region's residents. Most of the benefit will be felt by Orange County residents. The County will add more than 3,800 new jobs, more than \$525 million in sales, and bring more than \$187 million in personal income to residents. Moreover, these projects will add close to \$308.1 million to the County's Gross Regional Product and Metro Orlando's GRP.

The next section of the report discusses these economic indicators in more detail.

I-Drive Projects Construction Investments per Year		
Year	Total Projects	Estimated Investments
2019	5	\$98,545,595
2020	8	\$276,000,000
2021	3	374,200,000
2022	4	49,635,000
2023	1	\$605,000,000
2024	3	564,560,000
Total 6-Year Period	24	\$1,967,940,595

I-Drive Projects Construction Investments per Year		
Economic Indicator	Orange County	Metro Orlando
Total Employment	3,854	4,482
Output	\$525,166,667	\$604,166,667
Personal Income	\$187,000,000	\$283,166,667
Gross Regional Product	\$308,166,667	\$354,666,667

Source: REMI PI+ East Central Florida Region v 1.7

Sources: International Drive Improvement District Office estimates based on information from Construction Journal and the Orlando Business Journal

# ECONOMIC IMPACT OF FUTURE I-DRIVE PROJECTS

## Employment

Overall, these construction projects would result in the creation of more than 4,500 jobs within Metro Orlando. This number includes 2,583 direct jobs, 1,962 indirect jobs, and induced jobs. All the direct jobs are located in Orange County. The County would also benefit from 85% of the indirect and induced jobs.

Almost 60% of the jobs created will be in the construction sector. However, the construction of these projects will translate into additional jobs in a variety of industries.

## Output

According to REMI, the investment made for these projects would generate about \$604.2 million in sales in Metro Orlando and \$525.5 million in Orange County. 56% of the output gains spurred by these projects will benefit the Construction sector. Other industry sectors that will also see increases in sales include Real Estate, Retail Trade, and Professional, Scientific and Technical Services.

## Personal Income

These I-Drive Projects will generate \$283.2 million of personal income to Metro Orlando residents, most of which will stay in Orange County (66%). Most of this income will be the result of wages and salaries paid to employees for a variety of industries. The most benefited industries will be Professional, Scientific, and Technical Services, Retail Trade, and Construction.

## Gross Regional Product

These I-Drive projects would add \$354.7 million and about \$308.2 million to Metro Orlando and Orange County's Gross Regional Products respectively.

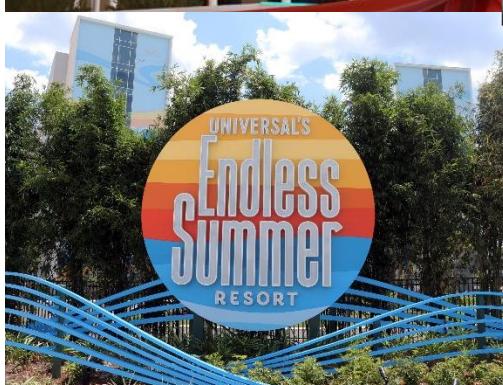
Average Annual Employment by Industry Sector		
Industry Category	Orange County	Metro Orlando
Construction	2,249	2,538
Retail Trade	214	289
State and Local Government	144	168
Professional, Scientific and Technical Services	150	181
Other Industries	1,097	1,306

This Economic Impact Analysis Report has confirmed that the I-Drive Resort area is an important economic activity center for Orange County, the City of Orlando, and the Metro Orlando area. The resort area is home to more than 1,800 businesses including six of the world's most visited theme parks and three national/international company headquarters. In 2019, the study area had a total assessed value of more than **\$14.7 billion** and generated more than **\$228 million** in property taxes. This economic activity is the result of the **15.3 million** visitors that came to I-Drive to visit one of its many attractions or attend a business convention. These visitors are also responsible for generating approximately **\$530.1 million** in sales tax and **\$126.4 million** in TDT collections.

The economic impact of the resort area extends beyond its boundaries. This positive economic impact will continue through the next six years. Private companies are expected to invest about \$1.97 billion to build new hotels, apartment complexes, retail projects and new attractions. The economic impact of these projects will reverberate across Orange County and the Metro Orlando region. These projects are estimated to generate more than 4,400 additional jobs, \$604.2 million in sales, \$283.2 million in personal income, and add close to \$354.7 million to Metro Orlando's gross regional product.

Based on this analysis results, the I-Drive Resort area is an important contributor to the success of the Metro Orlando region. Careful planning and investment will keep the area as one of the nation's most competitive tourism activity centers and help it continue to be an important source of jobs and tax revenue for Orange County and the region, for years to come.

## Upcoming I-Drive Resort Area Development



## ABOUT THE EAST CENTRAL FLORIDA REGIONAL PLANNING COUNCIL (ECRPC)

The ECRPC was established in 1962 as an area-wide association of local governments. It is one of Florida's ten regional planning councils and serves governments and organizations located within Brevard, Lake, Orange, Osceola, Seminole, Sumter and Volusia counties. Council staff provides technical assistance in the areas of land use and environmental planning, emergency preparedness, geographic information systems (GIS), health, housing, urban design, transportation and economic and fiscal analysis among others. Because of the ECRPC, member governments have received more than \$10.6 million in federal grants since 2011. This represents a return on investment of \$2.53 for every dollar paid in assessments.

The ECRPC is currently designated by the U.S Economic Development Administration as the region's Economic Development District (EDD). The EDD program provides economic technical assistance to public and private organizations within the seven-county region. This includes performing economic impact analyses using the REMI model, developing economic strategic plans, and assisting with grant applications.

For more information about ECRPC programs, visit the organization's website at [www.ecrpc.org](http://www.ecrpc.org).



East Central Florida Regional Planning Council

455 North Garland Avenue, Suite 414

Orlando, FL 32801

Phone: 407-245-0300

# TECHNICAL APPENDIX

This technical appendix provides the formulas and assumptions used to develop the visitation numbers for the I-Drive Resort Area and the spending profiles.

## Overnight Visitors

The number of overnight visitors was calculated using the following formula: Total number of occupied hotel/time share nights x annual room occupancy x average party size / length of stay.

Overnight visitors were distributed among five different subcategories (Leisure Florida, Leisure Non-Florida, Business Florida, Business Non-Florida and International) to account for different spending patterns. For the purpose of this analysis, all International travelers were considered overnight visitors. The business visitation numbers were adjusted based on the number of convention delegates that visited the Orange County Convention Center in 2019.

## Occupied Hotel/Time Share Nights

According to the I-Drive Improvement District, there are 48,223 hotel rooms located within resort area's boundaries. The ECFRPC multiplied this number by 365 to get the total number of occupied room nights.

## I-Drive Average Party Size

The ECFRPC used a weighted average rather than a regular average to calculate the average party size of I-Drive visitors. In 2019, the average party size of Orange County visitors ranged from 1.3 people for Business Travelers to 2.4 people for Domestic Leisure Travelers. The influence of each visitor category in determining this average is based on the total number of visitors received in 2019.

## I-Drive Average Length of Stay

The ECFRPC used a weighted average rather than a regular average to calculate the average length of stay for I-Drive visitors. In 2019, the average length of stay for Orange County visitors ranged from 2.9 nights for Leisure Florida Visitors to 9.1 nights for International Visitors. The influence of each visitor category in determining this average is based on the total number of visitors.

## Tourist Development Tax Calculations

It is important to note that the TDT numbers provided by the Orange County Comptroller are based on Orange County's fiscal year (Oct-Sept) while the hotel occupancy numbers reflect calendar year (Jan-Dec). For the percentage calculation, the ECFRPC used the Actual Number figure, which was published in the Annual Revenue Monitoring Report published by OCCC on September 30, 2018.

## REMI Model (Regional Economic Models, Inc.)

Visitor spending categories were put into the REMI model as industry sales according to the closest NAICS category. For car transportation, the ECFRPC used the Fuel consumer spending category.

The ECFRPC made small adjustments to the model to prevent over counting. The retail numbers were adjusted down 25% to account for opportunity costs. The ECFRPC also applied a local spending offset for all the spending generated by Florida Visitors. The reasoning behind using this variable is that the money that state residents pay for I-Drive vacations could be used to pay for other recreational expenses at their local communities. For this variable, the ECFRPC used the spreader option in REMI, which distributes the money across the different Florida regions. The ECFRPC decided against making any adjustments to the spreader.

## Infogroup

Analytics and marketing services provider that delivers best in class data-driven customer-centric technology solutions. Their data and software-as-a-service (DaaS & SaaS) offerings help clients of all sizes, from small companies to FORTUNE 100™ enterprises, increase their sales and customer loyalty. Infogroup provides both digital and traditional marketing channel expertise that is enhanced by access to our proprietary data on 245MM individuals and 25MM businesses, which is distributed real-time to their clients.

## SOURCES UTILIZED:

- I-Drive Business Improvement District
- Visit Florida
- Visit Orlando
- D.K Shifflet & Associates
- The Info Group
- Orange County Property Appraisers Office
- Orange County Tax Collector's Office
- REMI (Regional Economic Models Inc.)

# Notes

# Notes

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

I-Drive Business Improvement District  
7081 Grand National Dr. • Suite 105 • Orlando, Florida 32819  
Phone 407-248-9590 • Fax 407-248-9594  
[www.InternationalDriveOrlando.com](http://www.InternationalDriveOrlando.com) • [www.IRideTrolley.com](http://www.IRideTrolley.com) • [www.IDriveDistrict.com](http://www.IDriveDistrict.com)

---