

**WORLD EQUESTRIAN CENTER  
TRAFFIC DEMAND MANAGEMENT  
STUDY**

**Marion County, Florida**

October 22, 2025



Inside front cover

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# PROFESSIONAL ENGINEER CERTIFICATE

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I hereby certify that I am a registered professional engineer in the State of Florida, practicing with Kittelson & Associates, a corporation authorized to operate as a Professional Engineering business by the State of Florida Department of Professional Regulation, Board of Professional Engineers, and that I have reviewed and approved the Traffic Demand Management Study for World Equestrian Center in Marion County, Florida dated October 2025.

PROJECT: Traffic Demand Management Study, World Equestrian Center

LOCATION: Marion County, Florida

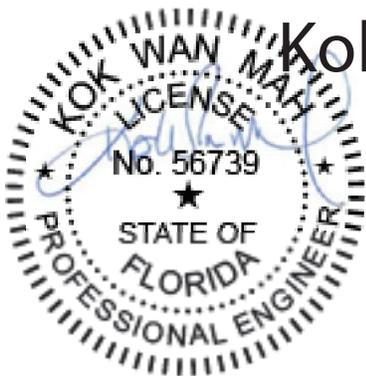
CLIENT: Equestrian Operations, LLC

I acknowledge that the procedures and references used to develop the results contained in this report are standard to the professional practice of transportation engineering as applied through professional judgment and experience.

NAME: Kok Wan Mah

P.E. NUMBER: 56739

DATE: October 23, 2025



**Kok Wan Mah**

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# World Equestrian Center Traffic Demand Management Study Marion County, Florida

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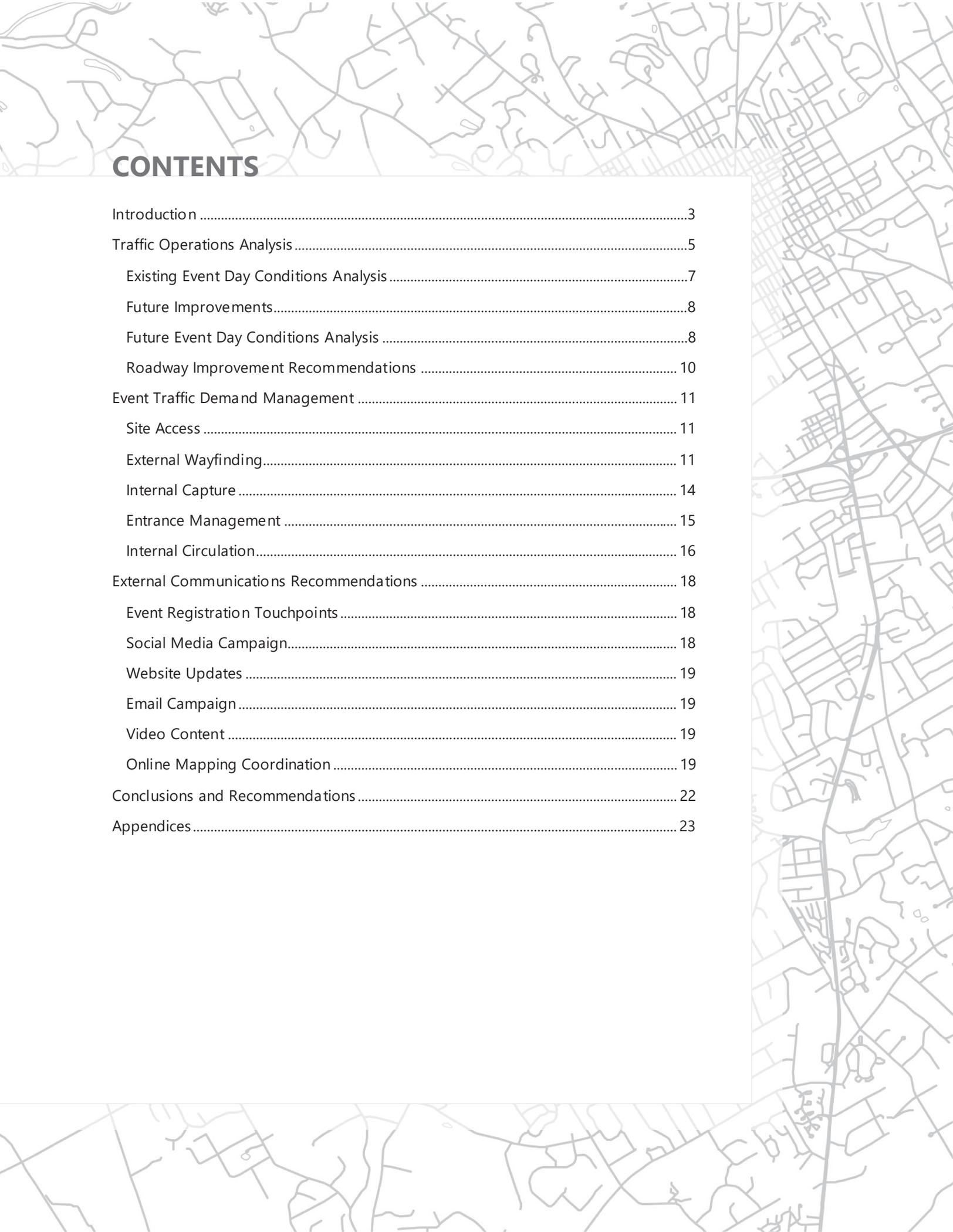
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# Introduction

Kittelson & Associates, Inc. was retained by Equestrian Operations LLC to conduct a Traffic Demand Management (TDM) Study for the World Equestrian Center (WEC) in unincorporated Marion County, Florida. The WEC campus is located on the west side of NW 80<sup>th</sup> Avenue between SR 40 and US Highway 27 in Marion County, Florida. The existing WEC campus is primarily designed for equestrian competitions, with stables, paddocks, and arenas for competition. The site also includes exposition centers that host conventions and trade shows, two hotels, and an RV park. Shops and restaurants are located within the Equestrian Hotel and surrounding arenas. An event center is currently under construction, which is expected to host meetings, conferences, weddings, and social events. Also planned for the property is Sports at WEC, a collection of multisport fields for hosting tournaments along with an indoor arena and additional hotel. The location of existing facilities and the planned sports development is shown in **Figure 1**. Access connections to the development are provided via multiple driveways on NW 80<sup>th</sup> Avenue and SR 40. The development location for Sports at WEC is depicted in the site plan provided in **Appendix A**.

While traffic volumes are spread throughout the day for equestrian and sporting tournaments, special events, such as graduations, seasonal celebrations, and concerts result in compressed arrivals and departures to the World Equestrian Center. These events can result in queuing delays, particularly at the main entrances as vehicles turn into the primary driveways to the facility. While traffic flow remains smooth during less crowded periods, the high demand during these key events can strain the existing system, making it more difficult to manage congestion. With various event locations spread throughout the property, this Traffic Demand Management Study explores methods to manage the inbound vehicles to reduce the queues entering the facility, building upon the Traffic Demand Management Study previously provided to the County dated February 14, 2025.

A Trip Generation Analysis memo was also previously provided to the County dated May 27, 2024. This memo was used to demonstrate that the existing plus planned site will generate under 70% of the trips previously entitled to it in a traffic impact analysis study conducted in 2017. Additional trip generation for the Sports at WEC site was included in the methodology for the Traffic Impact Study, which is being submitted concurrently with the Traffic Demand Management Study update. This Trip Generation Analysis and Traffic Impact Study Methodology is provided in **Appendix B**.

The purpose of this study is to evaluate current strategies to handle high event-day traffic and provide recommendations to minimize operational and safety deficiencies on the public rights-of-way under existing and future conditions. The study will include an assessment and evaluation of three primary areas:

- **Traffic Operations Analysis:** Operational analysis for eight study intersections surrounding the development to quantify lane group delays, geometrics, and queueing under existing and future conditions. Recommendations are presented to improve traffic operations.
- **Maintenance of WEC Traffic:** Existing and recommended methods for maintenance of traffic/staffing used by WEC to handle a high influx of traffic, especially at times and locations where heavy bottlenecks occur.
- **External Communications Recommendations:** Recommended social media efforts to preemptively guide visitors and guests to access alternate driveways that are underutilized to better distribute event-day traffic.

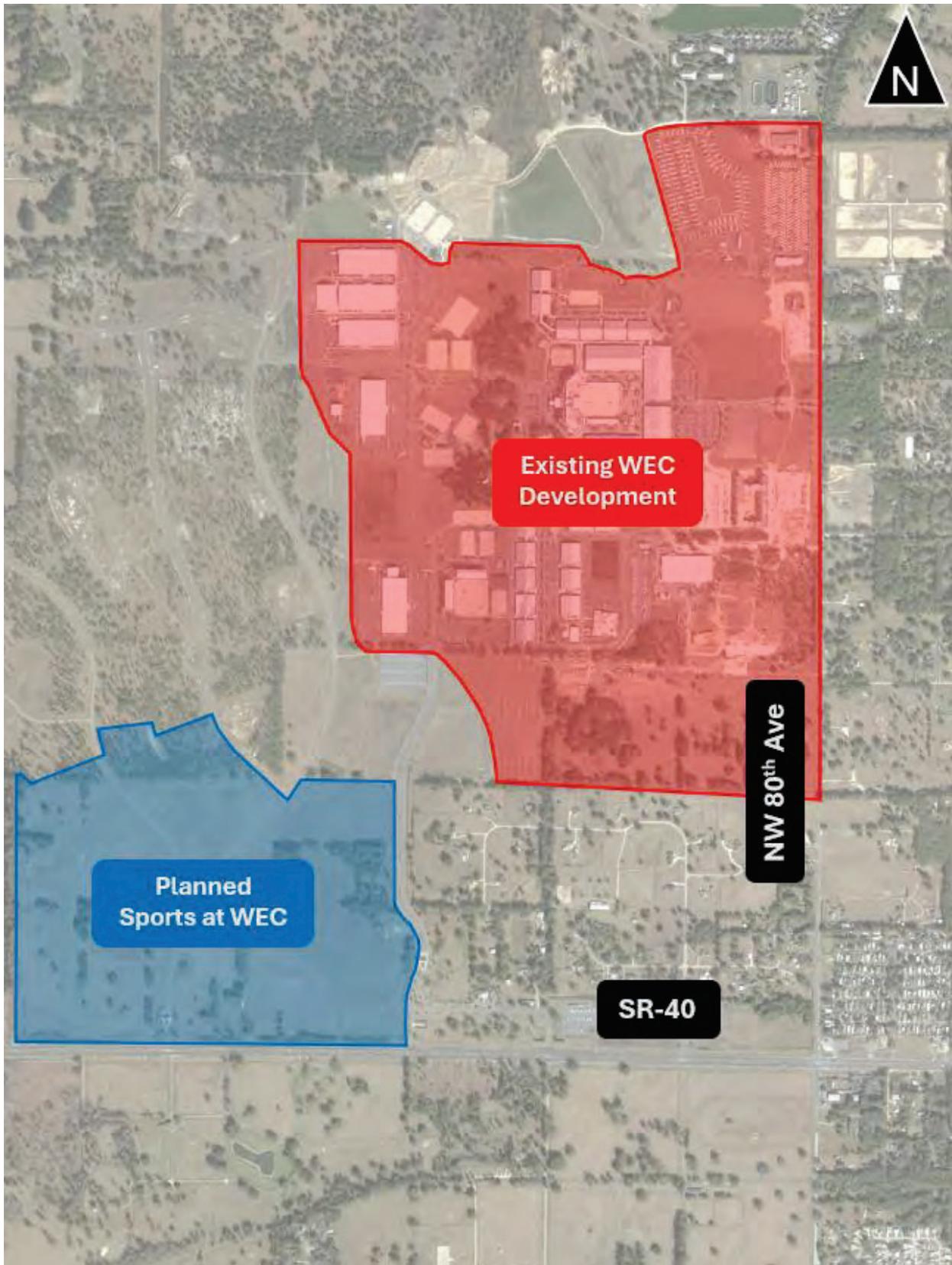


Figure 1: Development Location

# Traffic Operations Analysis

This section presents existing and future traffic operations analysis results, along with recommended roadway improvements. Access to WEC is provided by two primary roadways: SR 40, an east-west four-lane principal arterial, and NW 80<sup>th</sup> Avenue, a north-south two-lane minor arterial. Each of the eight study intersections is listed below with their locations shown in **Figure 2**. All study intersections are two-way stop-controlled, with the exception of the signalized intersection of NW 80<sup>th</sup> Avenue / SR 40. The Traffic Impact Study, which is being submitted concurrently with the Traffic Demand Management Study update, is recommending that directional medians be constructed at the NW 92<sup>nd</sup> Avenue Road / SR 40 and the SW 85<sup>th</sup> Avenue / SR 40 intersections, and that the NW 87<sup>th</sup> Court Road / SR 40 intersection becomes signalized pending FDOT review and approval.

1. NW 80<sup>th</sup> Avenue / RV Park Entrance
2. NW 80<sup>th</sup> Avenue / WEC North Entrance
3. NW 80<sup>th</sup> Avenue / WEC Main Entrance
4. NW 80<sup>th</sup> Avenue / WEC South Entrance
5. NW 92<sup>nd</sup> Avenue Road / SR 40 (Primary Sports at WEC Entrance)
6. NW 87<sup>th</sup> Court Road / SR 40
7. SW 85<sup>th</sup> Avenue / SR 40
8. NW 80<sup>th</sup> Avenue / SR 40

Along NW 80<sup>th</sup> Avenue, turning movement counts were collected on Thursday, January 18, 2024 at the study intersections during a design day event and the peak of the equestrian season in Florida. The turning movement counts were collected on a mid-weekday during the morning (7:00-9:00 AM) and evening (4:00-6:00 PM) peak hours. With the planned sports development at the south end of the property, additional traffic counts were taken along SR 40 on Wednesday, August 27<sup>th</sup>, 2025 during the midweek evening (4:00-6:00 PM) peak hour and on Saturday, August 30<sup>th</sup>, 2025 during the weekend midday (12:00-2:00 PM) peak hour. Raw turning movement counts are provided in **Appendix C**. The analysis presented in the Traffic Demand Management plan is for the PM peak hour (4:30-5:30 PM), such that all intersections can be analyzed over the same time period. Further analysis is included in the separately submitted traffic studies.

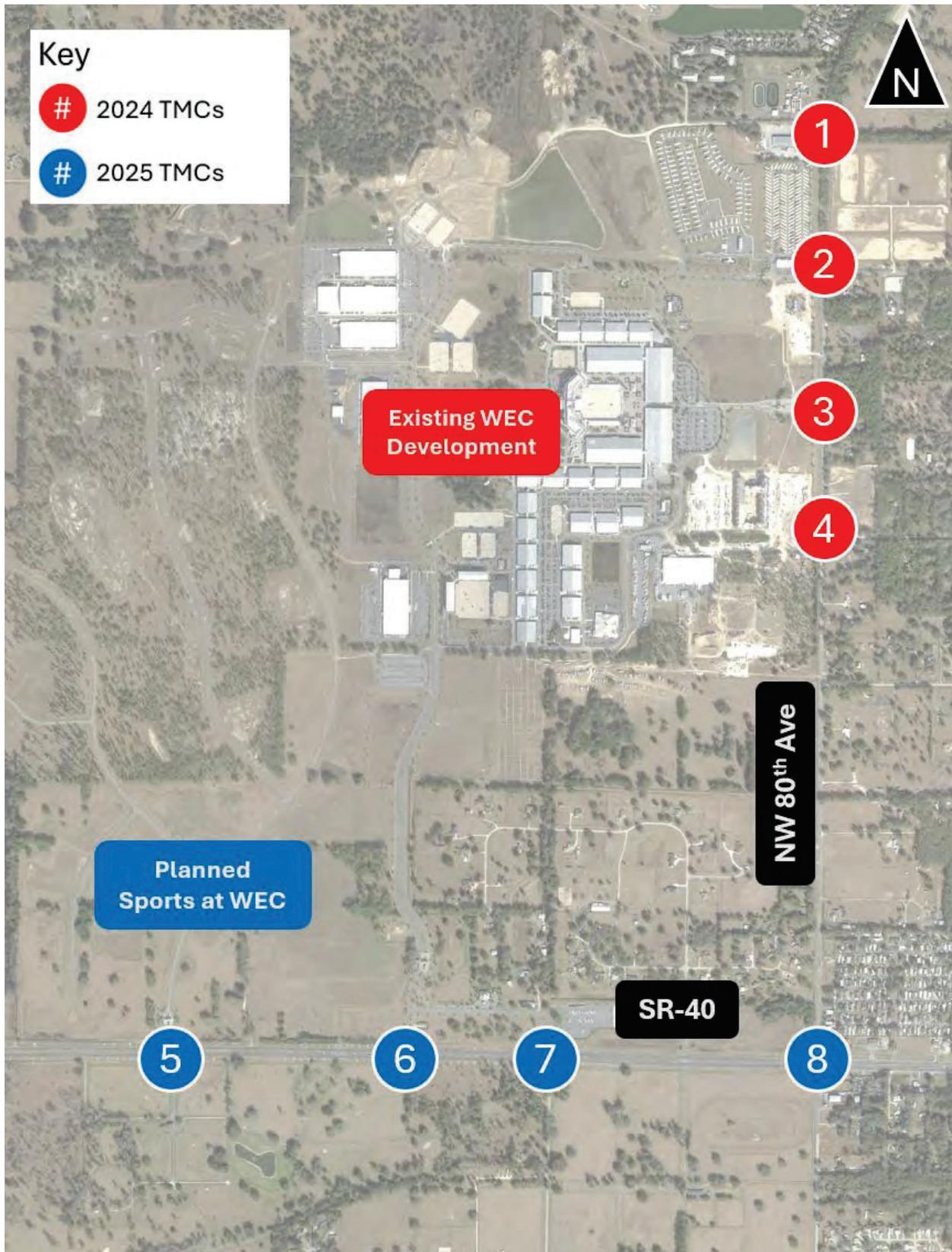


Figure 2: Study Intersection Locations

## EXISTING EVENT DAY CONDITIONS ANALYSIS

Existing conditions were evaluated using the methodology outlined in the Highway Capacity Manual 7th Edition and using Synchro 12 Software. The critical approach results are summarized in **Table 1**. All study intersections operate at LOS D or better under existing conditions, with the exception of the SW 85th Avenue / SR 40 intersection, for which the southbound left-turn movement exiting WEC operates at LOS F during the weekday PM peak hour. Detailed existing conditions analysis reports are included in **Appendix D**. These results were also reported and discussed in the Traffic Impact Study.

**Table 1: Year 2024 Existing Traffic Conditions Analysis**

ID#	Intersection	Intersection Control	Critical Approach	Weekday PM Peak Period		
				LOS	Delay	V/C
1	NW 80th Avenue / RV Park Entrance	Two-way Stop Controlled (TWSC)	EB	A	0	0.0
2	NW 80th Avenue / WEC North Entrance	Two-way Stop Controlled (TWSC)	EB	D	27.1	0.43
3	NW 80th Avenue / WEC Main Entrance	Two-way Stop Controlled (TWSC)	EB	C	24.2	0.46
4	NW 80th Avenue / WEC South Entrance	Two-way Stop Controlled (TWSC)	EB	B	14.4	0.03
ID#	Intersection	Intersection Control	Critical Approach	Weekday PM Peak Period		
				LOS	Delay	V/C
5	NW 92nd Avenue Road / SR 40	Two-way Stop Controlled (TWSC)	WB	A	9.9	0.003
6	NW 87th Court Road / SR 40	Two-way Stop Controlled (TWSC)	SB	B	14.2	0.093
7	SW 85th Avenue / SR 40	Two-way Stop Controlled (TWSC)	SB	F	50.4	0.3
8	NW 80th Avenue / SR 40	Signalized	WB	D	45.9	0.9

V/C = Volume to capacity ratio

The 95th-percentile queues for all intersections are projected to remain within existing storage capacities during peak hours under existing conditions, except for the following approaches, which currently experience turn-lane deficiencies:

- NW 87th Court Road / SR 40:
  - Westbound Right Turn (50 feet deficient)
- SW 85th Avenue / SR 40:
  - Westbound Right Turn (50 feet deficient)
- NW 80th Avenue / SR 40:
  - Northbound Left Turn (253 feet deficient)
  - Southbound Left Turn (280 feet deficient)
  - Eastbound Left Turn (63 feet deficient)
  - Westbound Left Turn (93 feet deficient)

## FUTURE IMPROVEMENTS

There is a planned widening of NW 80th Avenue from two to four lanes as well as signal timing improvements at the NW 80th Avenue and SR 40 intersection. Signal timing improvements include protected-permitted southbound left-turn phase, minimum recall on westbound and eastbound through phases, and pedestrian phases on the through movement phases for all approaches. As part of the widening of NW 80<sup>th</sup> Avenue, the intersection of NW 80<sup>th</sup> Avenue at the WEC Main Entrance at NW 17<sup>th</sup> Place will be reviewed for potential signalization.

## FUTURE EVENT DAY CONDITIONS ANALYSIS

The study intersections were analyzed under the planned improvements. The future conditions results are summarized in **Table 2**. All study intersections operate at LOS D or better under future conditions. Detailed future conditions analysis reports are included in **Appendix E**.

The 95th-percentile queues for all intersections are projected to remain within existing storage capacities during peak hours under future build conditions, except for the following approaches, which are projected to experience turn-lane deficiencies:

- NW 87th Court Road / SR 40:
  - Westbound Right Turn (65 feet deficient)
- SW 85th Avenue / SR 40:
  - Westbound Right Turn (50 feet deficient)
- NW 80th Avenue / SR 40:
  - Northbound Left Turn (180 feet deficient)
  - Southbound Left Turn (300 feet deficient)
  - Eastbound Left Turn (348 feet deficient)
  - Westbound Left Turn (185 feet deficient)

The Traffic Impact Study, which is being submitted concurrently with the Traffic Demand Management Study update, conducts an in depth analysis of the selected intersections under existing, no-build, and

future build conditions. In the future no-build conditions, the NW 80th Avenue and SR 40 intersection has two movements with projected deficiencies: Westbound Thru (v/c: 1.14) and Southbound Left Turns (v/c: 1.06). To address these deficiencies, the following intersection improvements are proposed and have been evaluated for the future condition:

- Add a right turn lane with permitted overlap signal phase at both northbound and southbound approaches.
- Increase the signal timing cycle length from 125 seconds to 150 seconds.

**Table 2: Future Traffic Conditions Analysis**

ID#	Intersection	Intersection Control	Critical Approach	Weekday PM Peak Period		
				LOS	Delay	V/C
1	NW 80th Avenue / RV Park Entrance	Two-way Stop Controlled (TWSC)	EB	A	0	0.0
2	NW 80th Avenue / WEC North Entrance	Two-way Stop Controlled (TWSC)	EB	C	21.5	0.36
3	NW 80th Avenue / WEC Main Entrance	Two-way Stop Controlled (TWSC)	EB	C	21.9	0.43
4	NW 80th Avenue / WEC South Entrance	Two-way Stop Controlled (TWSC)	EB	B	13.1	0.03
ID#	Intersection	Intersection Control	Critical Approach	Weekday PM Peak Period		
				LOS	Delay	V/C
5	NW 92nd Avenue Road / SR 40	Two-way Stop Controlled (TWSC)	SB	C	21.4	0.26
6	NW 87th Court Road / SR 40	Signalized*	SB	C	27.1	0.81
7	SW 85th Avenue / SR 40	Two-way Stop Controlled (TWSC)	NB	C	15.8	0.17
8	NW 80th Avenue / SR 40	Signalized**	WB	D	52.8	0.94

V/C = Volume to capacity ratio

\* Intersection was converted from two-way stop controlled to signalized, as is proposed.

\*\* Intersection was improved as listed above.

## ROADWAY IMPROVEMENT RECOMMENDATIONS

Under existing and future conditions, the north and southbound left-turn queues at the NW 80<sup>th</sup> Avenue/SR 40 intersection extend beyond the existing storage. In order to better manage the congestion on these approaches, it is recommended to reconfigure the signal for the southbound left-turn movement to match that of the northbound left-turn movement by replacing it with a 5-bulb doghouse-style signal head. This will provide protected plus permitted phasing, reduce delay for left-turning drivers, and shorten queues on the southbound approach. A new right-turn lane with a permitted overlap signal phase is also recommended for both the northbound and southbound approaches. Additionally, the existing left-turn pockets should be extended to accommodate longer queues, improving both safety and traffic operations. Recommended queue lengths were determined in accordance with FDOT FDM 212, assuming a design speed 5 MPH above the posted speed limit. The northbound left-turn queue is recommended to be lengthened from 220 ft to 420 ft (+200 ft), while the southbound left-turn queue is recommended to be lengthened from 180 ft to 405 ft (+225 ft). Finally, the signal cycle length should be increased from 125 seconds to 150 seconds to improve overall intersection efficiency.

Changes are also proposed for the site access points on SR 40. Currently there are two full access points at NW 92<sup>nd</sup> Avenue Road and SW 85<sup>th</sup> Avenue/NW 1<sup>st</sup> Street Road, with a directional median at NW 87<sup>th</sup> Court Road. A full access is proposed at NW 87<sup>th</sup> Court Road with the addition of a traffic signal, as the roadway is a primary through roadway on the WEC property. With the full access and signal at NW 87<sup>th</sup> Court Road, the two other entrances, at NW 92<sup>nd</sup> Avenue Road and SW 85<sup>th</sup> Avenue/NW 1<sup>st</sup> Street Road would be converted to directional medians, allowing left-turns into the property, but restricting the outbound left-turn movement. All outbound traffic to eastbound SR 40 would be directed to the new signal at NW 87<sup>th</sup> Court Road. The proposed site access to shown below in **Figure 3**.

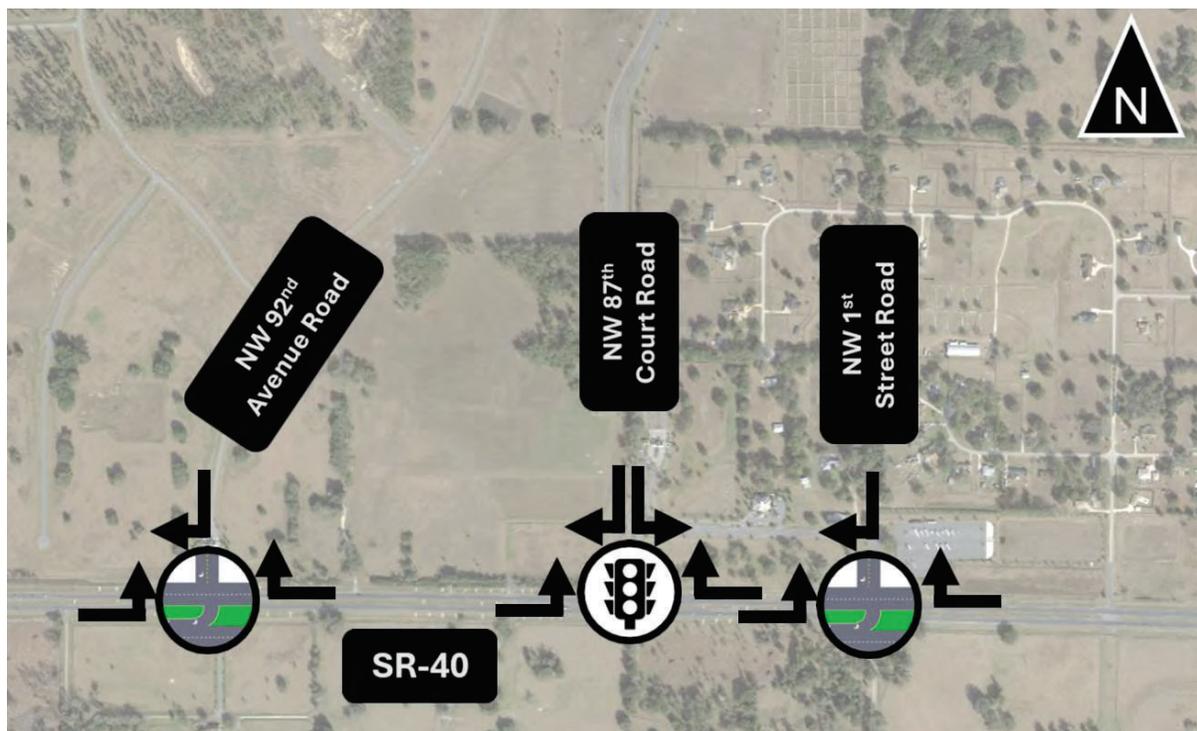


Figure 3: Proposed Site Access Changes on SR 40

# Event Traffic Demand Management

This section presents recommendations for WEC to improve traffic demand management and enhance circulation within the development by distributing traffic to preferred entrances based on the event, speeding up the processing of internal queues, and provide better wayfinding for parking. For the purposes of this analysis, it is assumed that the design day event includes the Winter Wonderland event at the existing WEC campus (along with any equestrian events happening during the day) and an evening concert at the Sports at WEC arena. For this design event, the majority of the traffic is assumed to be for the Winter Wonderland event and Concert, although there would be some ancillary traffic to the hotels and restaurants.

## SITE ACCESS

To minimize conflicting internal circulation, event traffic should be directed to specific ingress points based on the event. For events at the main WEC site, traffic will be directed primarily to the entrance on NW 17<sup>th</sup> Place. The entrances on NW 21<sup>st</sup> Street and NW 87<sup>th</sup> Court Road would also be used as secondary ingress points to events at the main WEC site. All traffic to concerts and events at Sports at WEC would be directed to the NW 92<sup>nd</sup> Avenue Road entrance, but the entrances on NW 21<sup>st</sup> Street and NW 87<sup>th</sup> Court Road can be used as secondary ingress points. Egress would be directed to the NW 21<sup>st</sup> Street and NW 87<sup>th</sup> Court Road access points, with NW 17<sup>th</sup> Place as a secondary egress route at the end of the events. An overview of ingress and egress for events is shown in **Figure 4**.

## EXTERNAL WAYFINDING

A key element of traffic demand management for this development is how to distribute of drivers into the preferred entrances for WEC events and sporting events. Currently, WEC has utilizes eight portable variable message sign (PVMS) units to communicate instructions and alternatives to incoming drivers. For the design day events, it is recommended for WEC to acquire two additional PVMS units, for a total of 10 PVMS units. **Figure 5** and **Table 3** show the proposed placement and messaging of the 10 PVMS units to inform drivers of alternate routes. It should be noted that the placements shown in **Figure 5** would be subject to permits to allow for the signage in the public right-of-way during event periods.

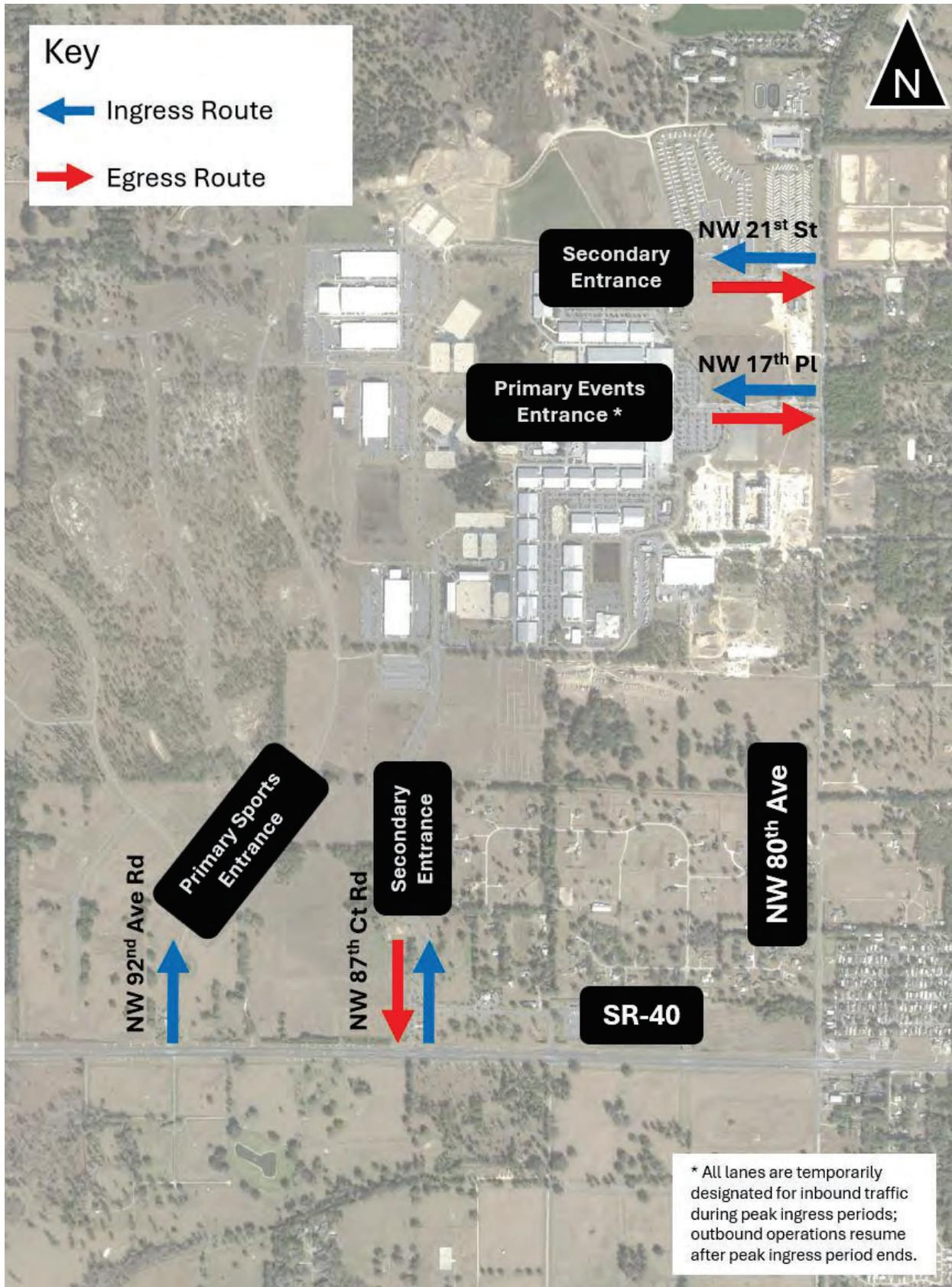


Figure 4: Event Ingress and Egress Routes

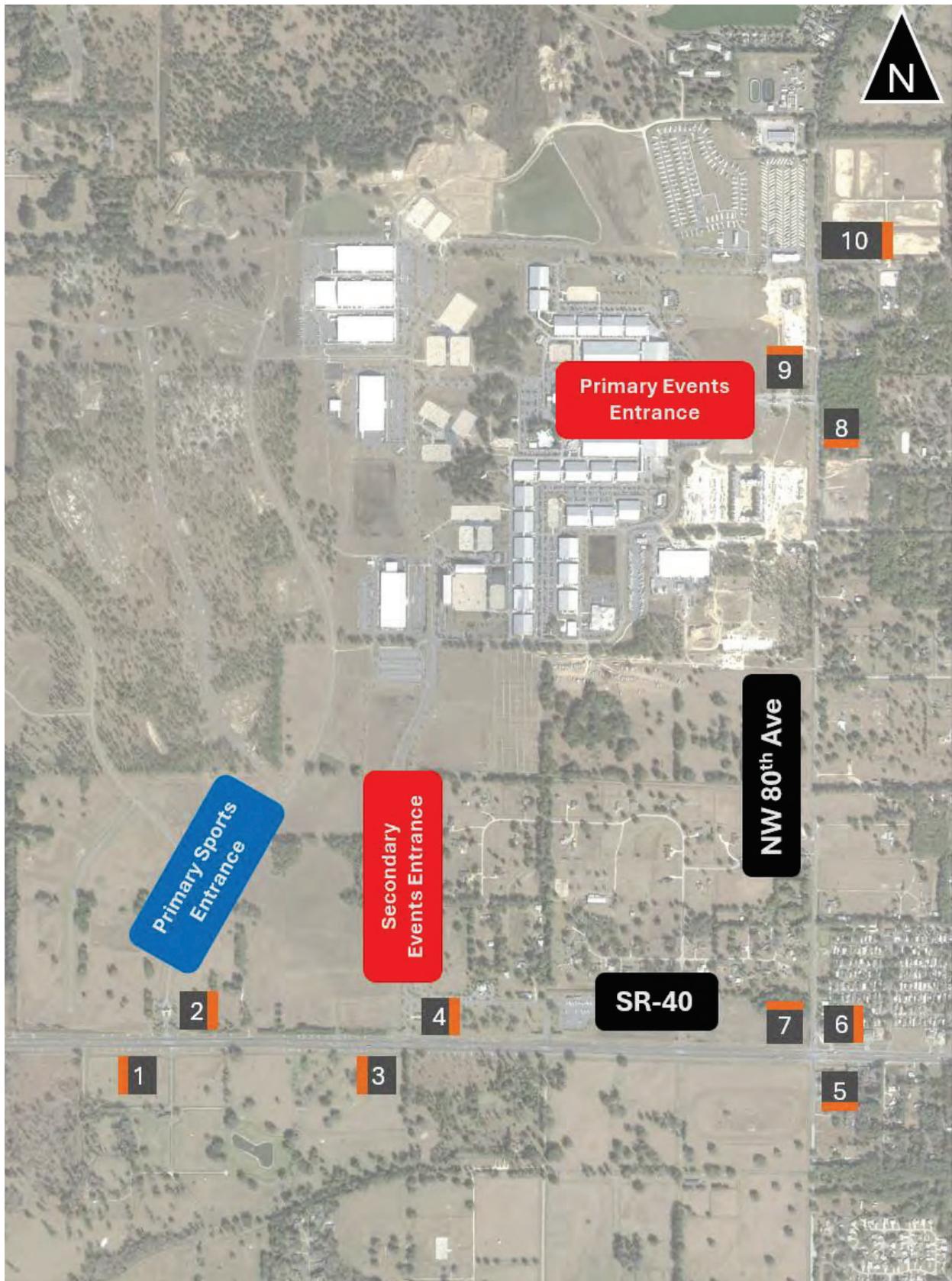


Figure 5: Proposed PVMS Unit Locations

**Table 3: Proposed PVMS Unit Messaging**

PVMS Unit #	Messaging
1	← SPORTS WEC ↑
2	SPORTS →
3	← WEC ← SPORTS
4	WEC → SPORTS ↑
5	SPORTS ← WEC ↑
6	WEC → SPORTS ↑
7	SPORTS → WEC →
8	← WEC
9	WEC → SPORTS ↑
10	← SPORTS WEC ↑

## INTERNAL CAPTURE

There are currently two hotels at WEC, and a third hotel is anticipated within the Sports at WEC development. These hotels are anticipated to attract many of the participants of the various events hosted at WEC. To reduce the number of hotel guests driving to the events at WEC, internal shuttles will be provided throughout the WEC campus between the hotels and venues. WEC has multimodal pathways

through portions of the site and is planning to extend the multimodal pathway network to separate golf cart traffic from vehicular traffic and provide access to and between the hotels and venues.

## ENTRANCE MANAGEMENT

Vehicular queues often form when payment is necessary prior to parking vehicles. These queues will be managed internal to the WEC campus in a way that does not extend onto SR 40 and/or NW 80<sup>th</sup> Avenue. WEC is encouraged to expand pre-paid parking options, allowing attendees to purchase parking passes in advance. With this system, visitors can simply present a printed or mobile parking pass upon arrival, minimizing the length of the on-site transactions and queueing. Additionally, it is recommended that WEC deploy staff equipped with mobile point-of-sale devices to enable payment processing in all lanes. This would further reduce entrance delays and increase throughput. Additionally, WEC should also coordinate with mapping platforms to route vehicles to the correct entrance for their desired destination and minimize internal routing through the site.

### NW 17<sup>th</sup> Place

The NW 17<sup>th</sup> Place entrance is currently the most popular point of arrival for event attendees at WEC, often experiencing long queues of vehicles during high-volume events. To accelerate the processing of parking transactions during peak season, WEC converts all four lanes at this access to inbound-only traffic. A dedicated bypass lane is also established for hotel guests, event officials, and restaurant patrons. It is recommended that WEC formalize this temporary operational strategy through the installation of portable variable message sign (PVMS) units and lane delineators.

### Sports at WEC

For events at Sports at WEC, all event traffic will be directed to access the site via SR 40 at NW 92<sup>nd</sup> Avenue Road. This is an existing driveway that has remained gated in the absence of development at the south end of the property. As part of the sports development, NW 92<sup>nd</sup> Avenue Road will be widened to four lanes from SR 40 to the proposed roundabout. To manage queues for parking, any parking fees will be collected internal to the parking lots, rather than on NW 92<sup>nd</sup> Avenue Road. For the parking lot west of NW 92<sup>nd</sup> Avenue Road, parking will be collected at least 1,100 feet from NW 92<sup>nd</sup> Avenue Road, allowing a vehicle queue of approximately 44 vehicles before reaching NW 92<sup>nd</sup> Avenue Road. For the parking lot east of NW 92<sup>nd</sup> Avenue Road, cones will be used to create an entrance queue within the parking lot, which is 1,550 feet long and can accommodate 62 vehicles prior to NW 92<sup>nd</sup> Avenue Road. From the roundabout, there is an additional 3,400 feet of storage across two travel lanes prior to SR 40, providing queuing space for an additional 136 vehicles off of SR 40. A total queue of approximately 270 vehicles can be accommodated within Sports at WEC before the queue would spill back onto SR 40. The proposed queuing areas for Sports at WEC are shown in **Figure 6**.

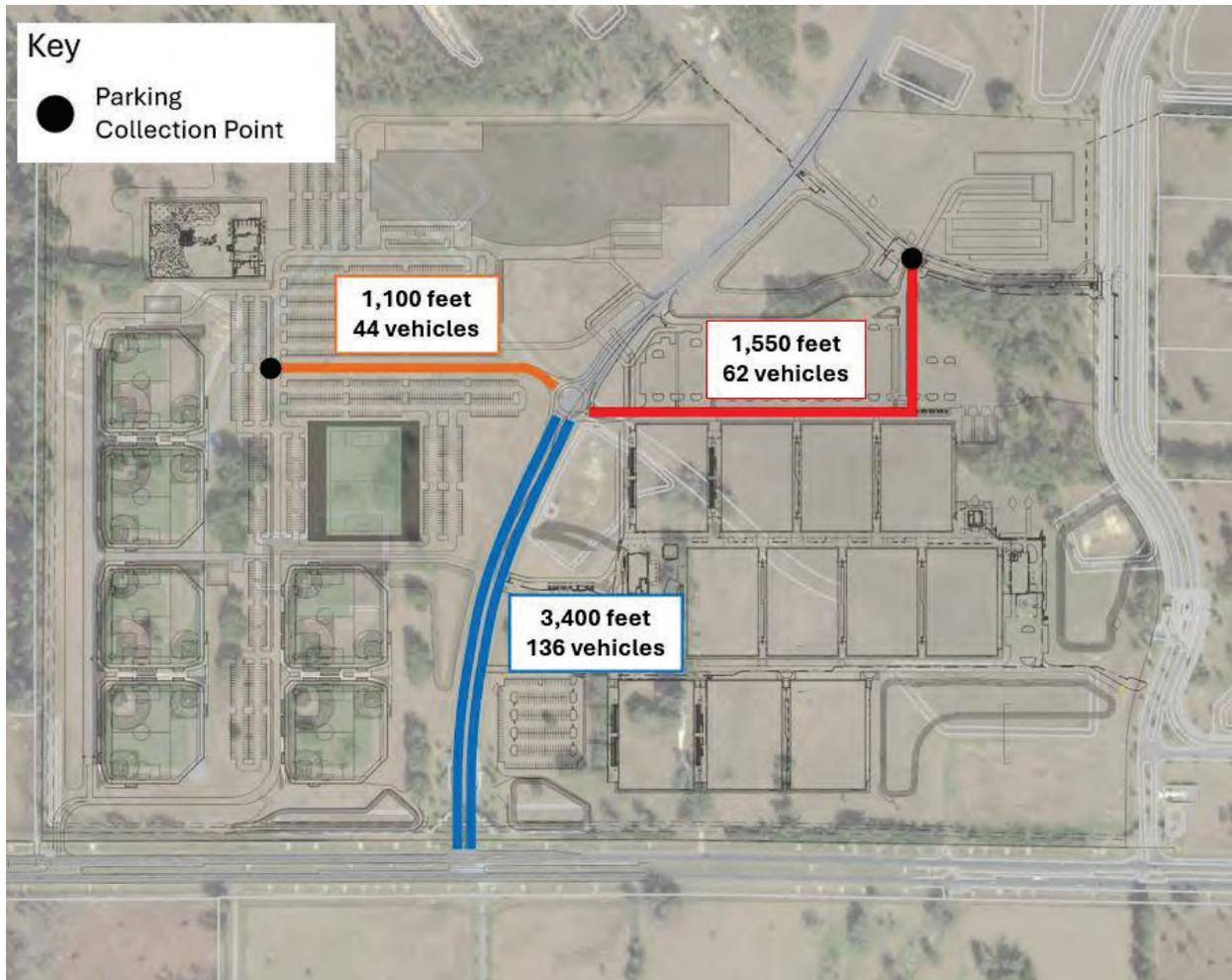


Figure 6: Queuing Areas for Sports at WEC

## INTERNAL CIRCULATION

Once inside the development, drivers often circulate in search of parking near their destination. As lots fill and internal roads become congested, drivers may become confused and frustrated. To improve internal circulation, WEC deploys directional and informational signage using the WindPro Heavy Duty Outdoor Signage to guide drivers to designated parking areas. With inhouse printing capabilities, WEC is able to use these signs variably based on events happening on site daily. An example of how these signs are utilized on site is shown below in **Figure 7**.

Additional event staff should be positioned along internal roads to help actively direct traffic into available lots and close full lots. While these measures are primarily aimed at improving internal operations, field observations indicate that parking-related congestion does not result in operational deficiencies on the public right-of-way. On days where there are not concurrent events at both WEC and Sports at WEC, some PVMS units can be reassigned to supplement the WindPro signage and provide additional internal guidance and/or real-time updates on parking availability.

It is important to note that not all guests to the WEC sports complex will need parking at the sports facility. WEC has a fully-equipped RV park for guests that arrive in an RV. Many of those guests bring a golf cart of their own to get around the WEC grounds. Guests may also arrive to stay at one of the two existing hotels. WEC currently has two 37-passenger buses to shuttle guests between the existing WEC site and Sports at WEC. In addition to the passenger bus, there is a trolley/tram that can transport approximately 40 guests. There are four, six, and eight seat golf carts that are driven by WEC staff to shuttle guests on an on-demand basis. Additionally, WEC has 250 golf carts for rental that guests can use. Sports at WEC will have 300 spaces exclusive for golf cart parking, including 200 spaces adjacent to the indoor arena and 100 spaces adjacent to the east sports fields.



Figure 7: WindPro Signage

## Parking Wayfinding

All parking for the sports facilities will be located along NW 92nd Avenue Road, which will function as the primary ingress route, with egress directed to NW 87th Court Road. For events requiring paid parking, it is recommended that registration and payment occur online in advance to minimize entrance delays. Attendees can present a digital parking pass and proceed directly to their assigned parking areas. For attendees purchasing parking on-site, transactions will occur inside the parking lots as shown in **Figure 6**, not at the entrance, to avoid queueing on NW 92nd Avenue Road.

## Site Egress

With the signalization of NW 87th Court Road, this intersection will serve as the primary egress point for the WEC campus. Wayfinding signage throughout the property will direct vehicles along the internal roadway network to NW 87<sup>th</sup> Court Road.

# External Communications Recommendations

This section outlines a proposed external communications strategy designed to distribute arrival traffic across multiple entrances and ensure that seasonal and first-time visitors are prepared prior to events. Current outreach efforts, including event-specific messaging and social media updates, provide a strong foundation, but more targeted, consistent strategies can further educate attendees on alternate entrances, reduce congestion, and improve the visitor experience. Timely external communication is a proactive way to inform drivers in advance, allowing them to plan their route and parking before arriving on site. The recommendations outlined below and summarized in **Table 4** focus on coordinated messaging through event registration touchpoints, social media, website updates, email campaigns, and video content.

## EVENT REGISTRATION TOUCHPOINTS

For events where attendees must register or purchase tickets in advance, the registration process is a critical opportunity to shape travel behavior. Integrating clear routing and parking information directly into the registration and confirmation process ensures that visitors receive wayfinding guidance at the same time as they secure their tickets or parking. This also provides contact information so that additional reminders about arriving to the venue can be sent out in the week or days prior to the event.

For events where attendees do not have to register or purchase tickets in advance, allowing online purchase of parking passes can similarly be used to communicate how to arrive at the facility and help distribute demand across multiple access points before attendees even get in their cars. For example, visitors who select or are assigned to park in a particular lot can automatically receive a confirmation email with the corresponding entrance, GPS-ready address, and travel tips. Event confirmation pages and tickets can also include QR codes linking to interactive maps or short “Know Before You Go” videos.

## SOCIAL MEDIA CAMPAIGN

Social media is central to this communications strategy, offering a direct, accessible way to reach both first-time and seasonal visitors. Instagram and Facebook, where WEC already has an established presence, will serve as the primary platforms. These recommendations are flexible and meant to be adapted as needed. The key is to be consistent with messaging, regardless of the format or platform you choose.

In the weeks leading up to high-volume events, a “Countdown to Event” series can both build anticipation and deliver practical wayfinding tools. Posts will include detailed entrance maps, short video walkthroughs, and key travel tips. Instagram Stories will incorporate interactive elements like polls, quizzes, and FAQs to make route planning more engaging and intuitive. For example, a poll might ask, “Which route will you take to Winter Wonderland?” to prompt early engagement.

On Instagram and Facebook, pinned posts will highlight critical details such as entrance maps, specific addresses, and live traffic links when available. This will ensure attendees can easily find key information as they approach the venue.

## WEBSITE UPDATES

The WEC website will function as the central hub for event and routing information, ensuring visitors have reliable, easy-to-access guidance. Event landing pages will display clear, annotated maps of all entrance options, GPS-ready addresses, and Google Maps integration to support turn-by-turn navigation. Event pages will provide the preferred and alternate routes where appropriate.

To make planning even easier, the website can feature a dedicated “Plan Your Visit” section, offering visual guides for each route. These might include videos of staff walking or driving through entrances, pointing out key landmarks or signage, or aerial photos that clearly illustrate each path. Providing GPS-ready addresses for each route on the website will allow visitors to confidently navigate to their preferred entrance without confusion.

## EMAIL CAMPAIGN

Email outreach is a direct and personalized way to connect with visitors before they arrive at WEC. These emails will target first-time or seasonal visitors, offering tailored route suggestions based on their location. For example, an email could include specific routes depending on which direction the attendee is traveling from.

The tone of these emails will be both friendly and actionable, with clear calls -to-action such as, “*Avoid delays—find your best route to WEC!*” These emails can be sent two weeks, one week, and one day before each major event, ensuring that visitors have reminders to plan their journey.

Importantly, emails tied to the ticket purchase or parking registration process can reinforce this information automatically, ensuring that key travel guidance reaches attendees even if they do not engage with other channels.

## VIDEO CONTENT

Video is a powerful tool to make alternate entrances more familiar and less intimidating, particularly for first-time visitors. Tour-style videos can show WEC staff walking or driving through each entrance, pointing out key wayfinding cues and signage. These visual guides help visitors feel more confident and prepared, even if it is their first time at WEC.

A “Know Before You Go” series can complement these longer tours, with quick, 30-second clips designed for Instagram Stories and Reels. These bite-sized videos will highlight the most critical information, such as the best routes and common mistakes to avoid, ensuring that even the busiest visitors can benefit from the guidance.

## ONLINE MAPPING COORDINATION

Most attendees use GPS apps to navigate to their destinations, making coordination with the apps essential to manage traffic to the venue. WEC should sign up for both the Waze Global Events Partner Program and the ESRI Community Maps Program to provide updates to the most popular GPS apps. The

Waze Global Events Partner provides information to both Waze and Google Maps, allowing WEC to define parking facilities within the property, manage road closures within the WEC facility (including the one-way operation on NW 17<sup>th</sup> Place), and update roadway information as conditions change throughout the event. Apple Maps uses the ESRI Community Maps Program for their base maps and live road closure layers. Information provided through the ESRI Community Maps program is pushed into the Apple Maps navigation feed.

**Table 4: External Communication Strategy Summary**

Campaign Type	Platforms	Content
<p><b>Event Registration Touchpoints</b></p>	<p>Event registration and ticketing platforms, confirmation emails, parking pass purchase pages</p>	<ul style="list-style-type: none"> <li>■ Integrate route and parking guidance at the point of ticket purchase or registration.</li> <li>■ Pair parking pass purchases with recommended entrances.</li> <li>■ Include GPS-ready addresses and travel tips in confirmation emails.</li> <li>■ Embed QR codes linking to interactive maps or “Know Before You Go” videos.</li> <li>■ Reinforce preferred routing early to balance entrance demand.</li> </ul>
<p><b>Social media</b></p>	<p>Facebook, Instagram</p>	<p><u>Countdown to Events</u> – posts leading up to high-volume events with:</p> <ul style="list-style-type: none"> <li>■ maps of alternate entrances</li> <li>■ video walk throughs of each entrance</li> </ul> <p><u>IG Stories &amp; Highlights</u></p> <ul style="list-style-type: none"> <li>■ FAQ series about Winter Wonderland, craft shows, and graduations.</li> <li>■ Interactive polls/quizzes (e.g., “Which route will you take to Winter Wonderland?”).</li> <li>■ IG highlights that include the geotagged location of different entrances.</li> </ul> <p><u>Facebook Updates</u></p> <ul style="list-style-type: none"> <li>■ Pinned posts before each high-volume event with maps and specific addresses.</li> <li>■ Link to a page with live traffic updates, if available.</li> </ul>

<p><b>Website</b></p>	<p>N/A</p>	<p><u>Event Landing Pages</u></p> <ul style="list-style-type: none"> <li>■ Includes clear maps showing all entrance options.</li> <li>■ Includes specific addresses for each of the 5 WEC entrances. Includes Google Maps integration for step-by-step navigation to each entrance.</li> <li>■ Highlight the benefits of each route (e.g., faster access, less crowded).</li> </ul> <p><u>Dedicated Route Information Page</u></p> <ul style="list-style-type: none"> <li>■ "Plan Your Visit" section featuring aerial or street view videos or photos of each route. Videos can be a guided tour of each route.</li> <li>■ Addresses for direct GPS input.</li> </ul>
<p><b>Email</b></p>	<p>N/A</p>	<p><u>Email Content</u></p> <ul style="list-style-type: none"> <li>■ Personalized route suggestions based on user location. ("If you're coming from the West, take X route.")</li> <li>■ Interactive maps embedded in emails.</li> <li>■ Call-to-action: "Avoid delays—find your best route to WEC!"</li> <li>■ Timing: Sent 2 weeks, 1 week, and 1 day before each event.</li> </ul>
<p><b>Video</b></p>	<p>Social media, website, emails (if applicable)</p>	<p><u>Tour-Style Videos</u></p> <ul style="list-style-type: none"> <li>■ Feature staff walking/driving through each entrance.</li> <li>■ Highlight unique landmarks or signage visitors should watch for.</li> </ul> <p><u>"Know Before You Go" Series</u></p> <ul style="list-style-type: none"> <li>■ Quick 30-second clips for Instagram Stories and Reels emphasizing: best routes and common mistakes to avoid.</li> </ul>
<p><b>Navigation Apps</b></p>	<p>Waze Global Partners Program &amp; ESRI Community Maps</p>	<ul style="list-style-type: none"> <li>■ Event roadway closures &amp; one-way roadways</li> <li>■ Named parking lots for navigation</li> </ul>

# Conclusions and Recommendations

The purpose of this study is to evaluate the existing and future conditions of high event days at the WEC, recommending countermeasures to mitigate operational and safety issues on private and public roadways in the area. Traffic circulation, operations, and safety can be improved by implementing these countermeasures, allowing large WEC events to continue to operate smoothly. Recommendations are proposed in the following three areas:

## **Traffic Operations**

- To reduce delay at the intersection of NW 80<sup>th</sup> Avenue/SR 40, reconfigure the signal for the southbound left-turn movement to allow for protected + permissive phasing, construct right-turn lanes for the southbound and northbound movements, and increase the cycle length to 150 seconds.
- Extend the existing northbound and southbound left-turn pockets at the NW 80th Avenue/SR 40 intersection to meet current and future traffic demands.
- Modify access points on SR 40 to have full access/signalized intersection at NW 87<sup>th</sup> Ct Rd and two directional access points at NW 92<sup>nd</sup> Ave Rd and SR 85<sup>th</sup> Ave/NW 1<sup>st</sup> St Rd.

## **Maintenance of WEC Traffic – Staffing and Equipment**

- Place available portable variable message signs in strategic locations surrounding the development to direct drivers toward one of the four alternate entrances.
- Deploy additional staffing and signage to direct drivers to open parking spaces throughout the development to improve internal circulation and reduce driver frustration.
- Continue dedicating all four lanes of the main entrance to inbound traffic during peak events, also deploying additional staff to each lane to more efficiently perform parking transactions and process the queue.

## **External Communications**

- Employ an external communications campaign using social media, the WEC web site, and emails to help visitors plan in advance to use one of the four alternate entrances.
- Use partner programs to provide updated information for guests using GPS to access facilities.

# Appendices

The remainder of this document can be found as AR 33436 at [https://selfservice.marionfl.org/energov\\_prod/selfservice#/home](https://selfservice.marionfl.org/energov_prod/selfservice#/home)