




Interoffice Memorandum

AGENDA ITEM

February 3, 2017

TO: Mayor Teresa Jacobs
-AND-
Board of County Commissioners

FROM: Eric Ushkowitz, Economic Development Administrator 
Office of Economic, Trade and Tourism Development

SUBJECT: **February 21, 2017 – Discussion Agenda Items**
Business Branding Initiative Update. Approval and execution of Orange County, Florida and Economic Development Commission of Mid-Florida, Inc. Agreement for Branding and Marketing.

On February 21, 2017, Jim Alessandro, Senior Vice President, Marketing and Sales Content, Walt Disney Parks and Resorts, will provide an update to the Board regarding the Business Branding Initiative "Orlando, you don't know the half of it". Mr. Alessandro serves as the Chairperson of the Orlando Economic Development Commission's Branding Committee.

The FY 2016-17 Orange County budget provides for \$500,000 towards a regional business branding initiative, contingent upon this agreement. The Economic Development Commission of Mid-Florida d/b/a the Orlando Economic Development Commission (EDC) will manage the program and be responsible for the marketing efforts related to the initiative. The funding will be disbursed in two phases. Upon execution of this agreement, \$250,000 will be processed based on money already raised in a funding campaign. The remaining \$250,000 will be released upon matching funds being raised in the amount of \$500,000 by the EDC.

In order to expedite the disbursement of funds, it is required that the Board of County Commissioners approve and execute the grant agreement.

ACTION REQUESTED: **Business Branding Initiative Update and approval and execution of Orange County, Florida and Economic Development Commission of Mid-Florida, Inc. Agreement for Branding and Marketing and authorization to disburse \$500,000 as provided in the FY 2016-17 adopted budget.**

EU/tp

ORANGE COUNTY, FLORIDA
and
ECONOMIC DEVELOPMENT COMMISSION
of
MID-FLORIDA, INC.
AGREEMENT
for
BRANDING AND MARKETING

THIS AGREEMENT is entered into as of the date of execution of the second of the two parties hereto, by and between Orange County, a charter county and political subdivision of the State of Florida, hereinafter referred to as the "Agency," and the Economic Development Commission of Mid-Florida, Incorporated (d/b/a Metro Orlando Economic Development Commission), a not-for-profit corporation organized under the laws of the State of Florida, hereinafter referred to as the "Commission" (hereinafter collectively referred to as the "Parties").

RECITALS

1. The Parties executed an Agreement for Economic Development Services for Fiscal Year 2016-2017 (hereinafter referred to as the "Master Agreement") on December 13, 2016 for the purpose of authorizing the Commission to perform certain services for the benefit of the Agency.

2. The Agency finds that the Commission providing information, data, marketing and advertising services to promote the Agency and its brand serves as a valid public purpose under the laws of Florida.

3. The Parties agree that, under the terms of this Agreement, the Commission will administer a promotional marketing campaign featuring the regional business brand for Orlando

and Orange County, Florida, as a business destination.

4. In performing services under this Agreement, the relationship between the Agency and Commission is one of independent contractor, and Agency and Commission by execution of this Agreement do not change the independent status of the Commission. The Commission is not an alter ego of the Agency and has no participation in any aspect of the Agency's decision-making process, and no term or provision of this Agreement shall be construed as making the Commission the agent, servant, or employee of the Agency. The Commission is merely providing professional expertise.

NOW, THEREFORE, in consideration of the foregoing, the parties agree as follows:

ARTICLE I

SERVICES TO BE PERFORMED

1. The Commission shall provide the following services:

a. Take all actions necessary, including but not limited to, purchasing print advertising, commercials, website/social media, and other advertising, to promote, market, and advertise the Orlando and Orange County, Florida region as a business location through local, regional, national and international marketing campaigns. The advertising should include, but is not limited to, the following types of promotions:

- i. Print media in targeted publications;
- ii. Digital advertising including Search Engine Marketing (SEM), Retargeting, Web-based banner advertising, e-newsletter advertising and social media advertising;

b. Coordinate with staff of the Agency, as well as with other business and trade groups in the local and regional market, to achieve cooperation and communication on

business and economic development matters, including promoting, marketing, and advertising the Orlando and Orange County, Florida region as a business location.

2. The Agency's Economic Development Department shall engage with the Commission in ways to include the following:

a. Designating an Agency representative to coordinate with the Commission on the efforts described herein.

b. Advance branding, marketing, and promotional projects in Orange County and the regional area in conjunction with the Commission.

3. The Commission has developed a FY 2016-17 Business Plan and Budget, which is attached hereto as Exhibit "A" and is incorporated herein by reference. The Commission agrees to use commercially reasonable efforts, such as those described in Article I, Section 1 above, to attain such goals and plans in connection with the performance of the services described in Article I, Section 1 above, it being understood that such objectives and strategies may be modified or adjusted, from time to time, by the Board of Directors of the Commission.

4. The Commission shall notify the Agency if sufficient staff, facilities or equipment necessary to deliver the agreed upon services cannot be maintained, at which time this Agreement may be modified or terminated by the parties. Failure to notify the Agency of any such deficiencies, or to adequately provide the services described above, shall be a breach of this Agreement and a ground for termination. The determination of whether services have been adequately provided shall be made upon majority vote of the Agency's governing board after notice to the Commission and an opportunity to be heard.

ARTICLE II

PAYMENTS

1. So long as the Commission is in compliance with all material terms of this Agreement and the Business Plan and Budget, attached hereto at Exhibit "A," the Agency shall pay to the Commission a total sum not to exceed Five Hundred Thousand and No/100 Dollars (\$500,000.00) during the Agency's 2016-2017 fiscal year, beginning October 1, 2016.

a. One half of the payment shall be paid by the Agency to Commission upon execution of this Agreement by both parties.

b. The remaining one half of the payment will be paid by the Agency to the Commission following the Agency's receipt of an invoice accompanied by written evidence from the Commission that the Commission has successfully completed its fundraising efforts, which are more thoroughly described in Exhibit "A" hereto, but which shall, at a minimum, include commitments for an additional \$500,000.00 in funding from sources other than Orange County.

2. Payments under this Agreement shall be made in accordance with the Florida Prompt Payment Act (Chapter 218, Florida Statutes), following the receipt of the Commission's invoice.

3. Commission shall provide to Agency annual reports as described in Article VI of this Agreement.

4. The Commission is liable for and accepts responsibility for repayment of any funds disbursed under the terms of this Agreement which may be deemed disbursed in error or for failure to follow applicable contractual requirements.

ARTICLE III

TERM OF AGREEMENT, TERMINATION AND NOTICE

1. The term of this Agreement is for one year and shall commence on December 15, 2016; provided, however, that this Agreement may be extended for up to five (5) one-year terms subject to funding by Agency in subsequent budget years.

2. Either party may terminate this Agreement thirty (30) days after receipt by the other party of notice of intent to terminate. In the event of termination, the Agency shall pay for services rendered by the Commission to the date of termination. If payments are made to the Commission before services are rendered, the Commission shall refund to the Agency all excess money paid for services which would have been rendered after the date of termination.

3. Any notices required or allowed hereunder shall be in writing and sent by certified mail, return receipt requested, or in person with proof of delivery, to the addresses below, or such other address as either party shall have specified by written notice to the other party delivered in accordance herewith:

COMMISSION: Crystal Sircy
Executive Vice President
Economic Development Commission of Mid-Florida, Inc.
301 East Pine Street, Suite 900
Orlando, Florida 32801

AGENCY: Mayor Teresa Jacobs
Orange County Board of County Commissioners
201 South Rosalind Avenue
Post Office Box 1393
Orlando, Florida 32802-1393

ARTICLE IV

ASSIGNMENT

The services to be rendered by the Commission are personal in nature. The Commission

shall not assign any rights or duties under this Agreement to any other party without prior written permission of the Agency.

ARTICLE V

INDEMNITY AND INSURANCE

1. To the fullest extent permitted by law, the Commission will defend, indemnify and hold harmless the Agency from and against all claims, damages, losses and expenses, including reasonable attorneys' fees and costs, arising out of or resulting from the performance of its operations under this Agreement.

2. The Commission shall maintain commercial general liability coverage for all operations including but not limited to Contractual, Products and Completed Operations, Advertising and Personal Injury. The limits shall not be less than \$1,000,000 per occurrence. All insurance shall be primary to, and not contribute with, any insurance or self-insurance maintained by the Agency. The Agency shall be specifically included as an additional insured on the Commission's general liability policy.

ARTICLE VI

RECORDS AND REPORTING

1. The Commission shall keep orderly and complete records of its accounts and operations. The Commission shall maintain a system of internal controls adequate to safeguard and ensure proper use of governmental and other funds that it may receive. The Orange County Comptroller (or designee) shall have the right to audit these records and controls from time to time for adequacy, proper use of funds, and for compliance by the Commission with the terms, conditions, obligations, and requirements of this Agreement. The Comptroller (or designee) shall have full access to all records, documents, and information, whether on paper or electronic

media, of the Commission necessary to perform this review in accordance with the law. The Agency, the Comptroller (or her designee) and the Commission agree to comply with Section 288.075(2), Florida Statutes, as it relates to the records of the Commission. The Commission shall maintain all records necessary for audit for five years subsequent to the Agreement or completion of the audit.

2. The Commission is an independent contractor not acting as the alter ego of the Agency, nor is it authorized to commit the Agency or its funds to any agreement. The Commission is being paid for certain services rendered as set forth herein. While a member of the Agency's governing body may serve on the Commission's governing board, the Agency and the Commission are two separate and autonomous entities. As such, the parties agree that documents and records kept by the Commission are not intended to be subject to the Florida Public Records Law.

3. The Commission shall maintain all program records related to the services provided under this Agreement and submit to the Agency, on a timely basis, periodic reports of major Commission announcements, accomplishments, and organizational changes.

4. The Commission shall provide to Agency an annual report and presentation to the Agency for the duration of this Agreement.

5. Within fifteen (15) business days of the close of Commission's fiscal year, the Commission will provide to the Agency a report of the significant activities and accomplishments of the Commission as it relates to the subject matter of this Agreement. Specific reference will be made to the Commission's activities and accomplishments relating to the duties described in Article I, above, and the Business Plan and Budget (Exhibit "A" hereto).

6. In the event this Agreement is extended or renewed by mutual written Agreement

of the parties, within fifteen (15) days of the Annual Meeting of the Commission's Board of Directors, the Commission will provide to the Agency a copy of the approved tactical plan for the new fiscal year as it relates to the subject matter of this Agreement.

7. The Commission will arrange for an annual financial audit to be conducted by an independent accounting firm, with a copy of the audit provided to the Agency. The audit will be conducted at no expense to the Agency.

8. Reports from the Commission to the Agency shall be delivered to Eric Ushkowitz, Economic Development Administrator, Orange County, 201 S. Rosalind Avenue, 5th Floor, Orlando, Florida 32801.

9. The provisions of Paragraph 1, 5, 6, 7, and 8 of this Article shall survive termination of this Agreement, as applicable.

ARTICLE VII

NONDISCRIMINATION

The Commission shall not discriminate in the performance of this Agreement in regard to race, color, creed, sex, age, religion, ancestry, national origin, handicap or marital status.

ARTICLE VIII

ANTI-LOBBYING CLAUSE

1. "Lobbyist" and "lobbying" are terms defined in Chapter 2, Article X, Section 2-351 of the Orange County Code and apply to any governmental entity.

2. The funding paid by the Agency to the Commission under this Agreement is strictly for the uses and purposes outlined herein and in Exhibit "A."

3. No funds paid under this Agreement shall be expended for any lobbyist to engage in any lobbying activities designed to influence decisions of the Orange County Board of County

Commissioners or the governing body of any other local governmental entity in the state of Florida.

4. The Commission agrees that it will not undertake, or cause to be undertaken, or participate in, any lobbying before the state legislature in order to advocate for, or influence legislative decision making inconsistent with, legislative priorities adopted by the Agency without the prior written consent of the Agency.

ARTICLE IX

OTHER CONDITIONS

1. In performing services under this Agreement, the Agency grants the Commission permission to use Agency logos, the Agency name, and other Agency identifiers to promote and/or recognize the Agency, with the stipulation that the Agency may at any time require the Commission to obtain written permission from the Agency for such uses.

2. Any alterations, variations, modifications or waivers of provisions of this Agreement shall only be valid when they have been reduced to writing and duly signed by both parties. The parties agree to renegotiate this Agreement if revisions of any applicable laws or regulations make changes in this Agreement necessary.

3. This Agreement contains all the terms and conditions agreed upon by the parties with regard to the subject matter stated herein.

4. The Commission shall obtain and possess throughout the term of this Agreement all licenses and permits applicable to its operations under federal, state and local laws and shall comply with all fire, health and other applicable regulatory codes.

5. The Commission agrees to comply with all reasonable rules and guidelines prescribed by the Agency for recipients of funds which are applicable to independent contractors

doing business with the Agency.

6. The Commission agrees not to cause or create a conflict of interest or any other violation of Chapter 112, Florida Statutes, relating to ethics in government.

IN WITNESS WHEREOF, the parties have executed this Agreement on the dates indicated below.

ORANGE COUNTY, FLORIDA
By: Board of County Commissioners

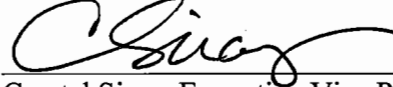
BY: *Teresa Jacobs*
Teresa Jacobs,
Orange County Mayor
DATE: 2.21.17

ATTEST: Phil Diamond, CPA, Orange County Comptroller
As Clerk of the Board of County Commissioners

By: *Craig A. Stopyra*
for Deputy Clerk



ECONOMIC DEVELOPMENT
COMMISSION OF MID-FLORIDA,
INCORPORATED



Crystal Sircy, Executive Vice President

DATE: 2.10.17

STATE OF FLORIDA
COUNTY OF ORANGE

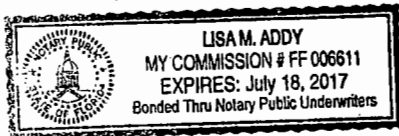
The foregoing instrument was acknowledged before me this 10th day of February, 2017, by Crystal Sircy, Executive Vice President, Economic Development Commission of Mid-Florida, Incorporated. He is personally known to me or has produced _____ (type of identification) as identification and did (did not (circle one)) take an oath.

WITNESS my hand and official seal in the County and State last aforesaid this 10th day of February, 2017.

Notary Public, State of Florida

Printed Name: Lisa M. Addy
Commission No.: # FF006611
My Commission Expires: 7/18/17

(NOTARY SEAL)





Orlando Economic Development Commission FY 2016-2017

Business Plan

APPROVED September 15, 2016

The Orlando EDC is proudly recognized as an Accredited Economic Development Organization (AEDO) by the International Economic Development Council (IEDC)



ORLANDO
ECONOMIC
DEVELOPMENT
COMMISSION



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Executive Summary

To strengthen our region's position in the global marketplace and create a synchronized, smarter and more strategic regional economic platform, the Orlando Economic Development Commission (EDC) and the Central Florida Partnership (CFP) will begin to merge and fully integrate in FY 2016-17 to create a new combined organization and capitalize on shared goals for enhancing our region's economic opportunities, business climate and quality of life.


During the FY 2016-2017 year, the EDC will continue effecting positive change in key competitiveness areas while working to coordinate, leverage and align programs to provide the region with a durable competitive advantage in global competition for quality jobs, economic growth, broad-based prosperity and a sustainable quality of life. Regionalism, Competitiveness, Marketing and Sales Execution, and Sustainability of Financial Resources provide the framework for selecting, developing and prioritizing actionable initiatives/programs key to advancing the region.

Goals and Metrics:

1. **Core Metrics / EDC Projects**
 - a. Complete 30 projects that will create 3,600 new jobs
 - b. Increase regional payroll by \$198,122,400
 - c. Increase capital investment by \$305,038,800
 - d. Complete 300 permitted and 100 non-permitted film production days
2. **Key Performance Indicators / EDC Projects**
 - a. Average wage of new jobs - \$55,034 (125% of average metro wage)
 - b. Absorb 500,000 square feet of existing and/or new commercial/industrial space
 - c. Generate 300 qualified leads and 100 qualified projects
 - d. Host 50 prospect site evaluation visits
 - e. Conduct 75 Business Retention & Expansion visits
 - f. Complete 200 Film/TV Permits, 50 Film/TV Briefings, and 25 Film/TV Scouting Visits
 - g. Generate 120,000 website sessions and 375 website inquiries
3. **Foundational Metrics / Revenue**
 - a. \$2,588,332 in Public revenue
 - b. \$3,879,083 in Private revenue

Strategic Approach and Priorities: The EDC will focus time, energy and resources in three key areas.

1. **Branding and Business Development**
 - a. Continue executing branding programs increasing consideration of Orlando as a business location
 - b. Build on current capability and proficiency to seize and convert new higher wage opportunities
 - c. Continue tactical sales missions and business recruitment/expansion surveys
 - d. Promote workforce capabilities and quality of life
2. **Advocacy of Strategic Jobs Initiatives**
 - a. Secure state support for Advanced Manufacturing Technologies/ICAMR
 - b. Continue to retain and grow Modeling, Simulation and Training (MS&T) and Defense
 - c. Support efforts of University of Central Florida's Downtown Campus
 - d. Keep Florida competitive in the Film and Entertainment industry
 - e. Support economic efforts of statewide partners
3. **Organizational Preeminence**
 - a. Build upon EDC preeminence with organizational strength expanded by merger
 - b. Generate \$6.5M in Fiscal 2016-17 EDC program funding (public and private revenue)
 - c. Leverage leadership and staff capabilities to achieve and sustain success in Orlando's competitive position
 - d. Enhance and grow the successes of the Regional Economic Development (RED) Team, a national best practice for regional collaboration



Merger of Orlando EDC & the Central Florida Partnership (CFP)

The Orlando Economic Development Commission (EDC) is a not-for-profit, public-private partnership serving Orange, Seminole, Lake and Osceola counties and the City of Orlando – a region of about 4,000 square miles and 2.3 million people. The EDC pursues its vision, mission and business plan within the context of a Community Strategy to bring business and community leadership together as one region pursuing one vision and speaking with one voice to be recognized as the best in the world at welcoming and retaining residents, visitors and businesses.

During FY 2016-17, leaders of the Orlando EDC and the Central Florida Partnership (CFP) will be implementing an integration plan of our two organizations to create a more effective combined entity and capitalize on shared goals for expanding our region's economic opportunities.

The plans come after extensive research of best practices nationwide and detailed deliberations by a Joint Alignment Committee, led by board members from both organizations. While the committee has been active since February 2015, the two groups began informally discussing the potential advantages of combining their resources and expertise almost three years ago. It is the Joint Alignment Committee's hope to have the merged organization in place in early 2017.

Specifically, the new entity will bring a more unified voice and more robust resources to our region's top priorities:

- Creating high-wage jobs in targeted industries
- Expanding Central Florida's global reach and competitiveness
- Supporting and enhancing educational/skills preparedness in the labor pool
- Strengthening advocacy for improved infrastructure and community resources
- And creating an enviable quality of life that is broad-based and sustainable – a key attribute and competitive differentiator in the quest to attract and retain jobs and talent.

Once integrated, the merged entity would be governed by a volunteer Board of Directors and led by a newly recruited president and CEO with executive authority and day-to-day management responsibility.

It is projected that Florida's population will increase by 6 million residents by 2030, creating a need for 2 million more jobs. At the same time, the global competition for jobs is intensifying, demanding that community leaders become more innovative in their approach to economic development and nurturing the best possible business climate for new and existing jobs.

Merging the groups is not simply a decision to create logistical efficiencies. This is being done to strengthen our region's position in both the national competitive environment and the global marketplace to create a more strategic and effective regional economic platform. We envision a new organization that is greater than the sum of its parts.



Vision, Mission & Guiding Principles

The following are the Vision, Mission and Guiding Principles developed for the new organization.

Vision

To provide the region with a durable competitive advantage in global competition for quality jobs, economic growth, broad-based prosperity and a sustainable quality of life.

Mission

The Integrated Entity will work regionally to accomplish the following missions:

- Economic Development (creation and retention of jobs and nurturing of job creation)
- Business Climate (fostering an environment and ecosystem attractive and supportive to business and commerce)
- Quality of Life & Quality of Place (community development and improvement)

Values and Guiding Principles

The Integrated Entity will embody the following values and guiding principles:

- Visionary
- Inclusive
- Collaborative
- Disciplined
- Accountable

Value Proposition

As a top priority, it is EDC's goal to provide world-class service to build, preserve and sustain long-term relationships with EDC stakeholders, investors and clients.

The EDC's stakeholders are comprised of both public sector entities (counties and cities) that contract for regional economic development services and private investors that provide annual investments (or dues) in support of the EDC program. These stakeholders provide resources or revenue to the EDC with the expectation of a clear return on investment or desired outcome, including increased sales and property tax revenues, scale through leverage of funding and effort, access to and engagement with top public and private sector leadership, and public good.

The EDC's prospective business and industry clients, or customers, can be new-to-market firms considering relocation or expansion into the region, existing firms considering a potential expansion or, in some cases, a potential downsizing or market exit within targeted industries. In either case, the EDC exists to assist the prospective client with understanding the region's assets and works to assemble the information, project support, and convenes local and state partners to evaluate the incentives needed to achieve a competitive advantage over other locations. In addition, the EDC plays a catalytic role in entrepreneurial and start-up efforts by actively engaging and supporting community partner efforts where appropriate on entrepreneurially focused programs across the region.

Because the Orlando region has a broad mix of target customers, the EDC must work to tailor and present a value proposition that addresses what they value most. The majority of customers are looking for the highest quality location at the lowest cost. Some are drawn to the performance leadership opportunities of a strong and well developed industry cluster. Some have existing relationships that may offer unique solutions in key sectors. Most importantly, all are looking for the best mix of talent in line with their strategic direction and growth. The EDC relies on its market knowledge to match customer requirements with resources and attributes to frame a competitive advantage.

VALUE DISCIPLINE	STRATEGIC FOCUS	COMPETITIVE ADVANTAGE
Operational Excellence	Efficiency	<ul style="list-style-type: none">• Lower labor costs, occupancy costs and taxes• Streamlined processes via RED Team• Speed to market via expedited permitting
Product Leadership	Innovation	<ul style="list-style-type: none">• Brand marketing and identity or image• Unique opportunities associated with R&D investment in ICAMR• Performance leadership in clusters of MS&T, Digital Media and Aviation/Aerospace and Defense, Life Sciences and Healthcare
Customer Intimacy	Effectiveness	<ul style="list-style-type: none">• Close relationships with top site selectors and advisors• Leadership engagement and service after the sale• Unique solutions in key sectors (wellness, sports, etc.)

Value Proposition

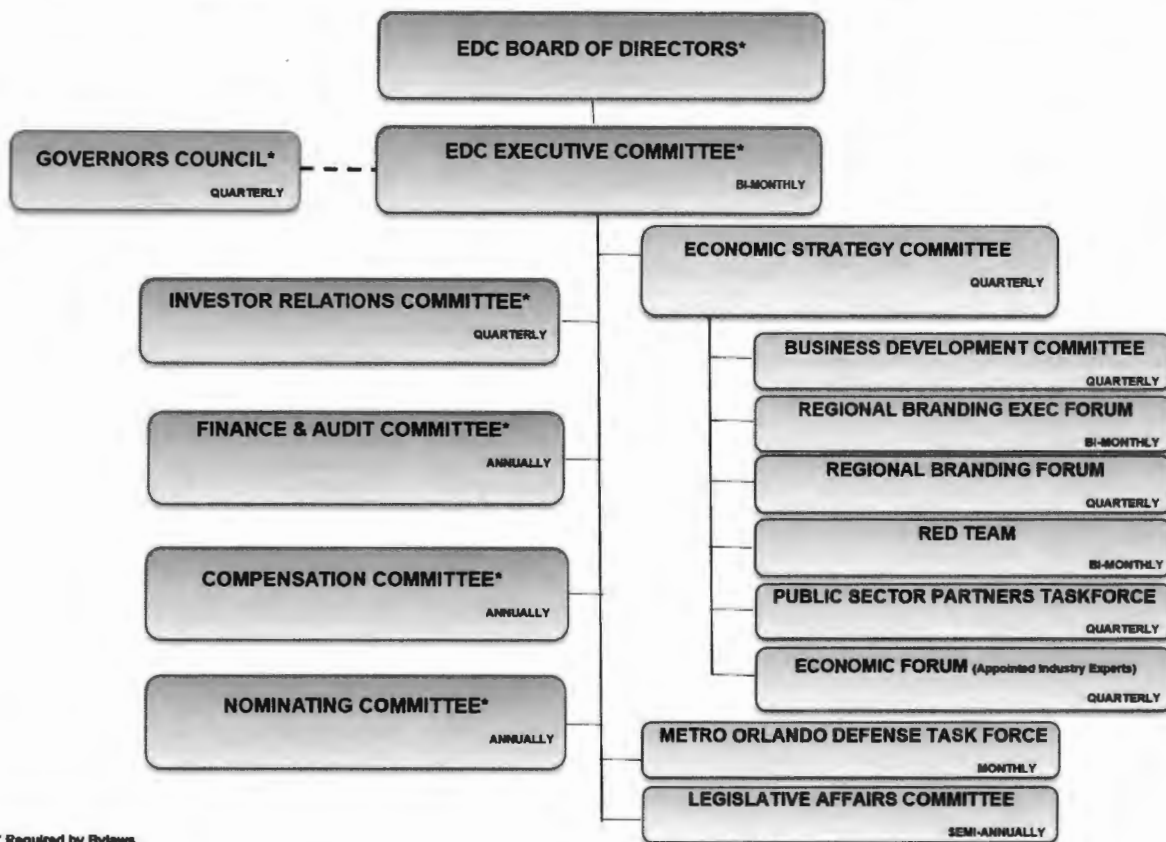
EDC Governance

The EDC is governed by an 82-member Board of Directors comprised of both private and public stakeholders who are vested with the power and authority to create policies and make decisions with respect to the business and affairs of the EDC.

EDC governance is further characterized by solid public and private sector board member engagement, largely through a well-organized framework of standing committees (addressing key governance matters) and operating committees or task forces (addressing programmatic matters). A privately led Executive Committee and a highly aligned office's team work together with the EDC President & CEO and executive management group to form a highly effective Leadership Team. Unique to the EDC is the high level policy input and guidance provided by private sector leadership participating at the Governors Council investment level. This input is provided directly by the Governors Council and indirectly through individual member participation at the Board, Executive Committee and Committee/Task Force level.

This governance structure is depicted in the following chart which also illustrates how individual Committees, Task Forces and the Governors Council collaborate with other civic business organizations through the EDC Partner Framework.

2016-2017 DRAFT ORLANDO EDC BOARD & COMMITTEES LEADERSHIP



* Required by Bylaws

Value Proposition

The RED Team

The Regional Economic Developers (RED) Team was organized to enhance stakeholder collaboration and leverage, improve operational performance and strengthen the region's economic development delivery system. The RED Team is comprised of economic development professionals from member counties/communities, higher education institutions, utility companies, CareerSource Central Florida and other EDC partners and functions as an advisory committee. It meets monthly to discuss regional issues and assists the EDC in planning strategy and program.

The RED Team convenes as annual planning workshop, where input and recommendations are developed, which provide the foundation for business plan development.

The chart below summarizes Public Partner priorities for FY 2016-17.

CITY OF ORLANDO	LAKE COUNTY	ORANGE COUNTY	OSCEOLA COUNTY	SEMINOLE COUNTY
<ol style="list-style-type: none"> 1. Creative Village & UCF Downtown <ul style="list-style-type: none"> ▪ Open Fall 2019 ▪ 3 Pads to Market Internationally 2. Tech Industry (Venture Capital, Firestarter, Catalyst, Canva, Crunchy Logistics) 3. Downtown Redevelopment <ul style="list-style-type: none"> ▪ Implement Project DTO Recommendations ▪ Entertainment ▪ PAC Phase II 	<ol style="list-style-type: none"> 1. Marketing/Branding <ul style="list-style-type: none"> ▪ EDC to help market Lake County Assets 2. Product/Planning <ul style="list-style-type: none"> ▪ Minneola Interchange ▪ Wolf Branch Innovation District ▪ Wellness Way 3. Targeted Industries <ul style="list-style-type: none"> ▪ Manufacturing 4. Existing Parks <ul style="list-style-type: none"> ▪ Christopher C. Ford ▪ 470 Commerce Park 	<ol style="list-style-type: none"> 1. Modeling Simulation & Training Industry (MS&T) <ul style="list-style-type: none"> ▪ Funding Request ▪ 2018 BRAC Prep ▪ Partnership IV MODTF ▪ FL Simulation Summit 2. Infrastructure (\$300M Investment) / Economic Development Projects 3. Tavistock / SLR / Innovation Way Site Readiness 4. Expansion of an International Strategy <ul style="list-style-type: none"> ▪ CFITO 5. Convention Center Partnership 	<ol style="list-style-type: none"> 1. ICAMR <ul style="list-style-type: none"> ▪ Funding Request 2. Sites and Buildings <ul style="list-style-type: none"> ▪ Site Readiness - Study ▪ SLR 1M Sq. Ft. Industrial 3. Roads/SunRail <ul style="list-style-type: none"> ▪ Central Florida Expressway Authority Building Loop ▪ New Residential & Commercial Space 4. Enhance Cooperation & Partnerships 	<ol style="list-style-type: none"> 1. Workforce Development: Integration of County Economic Development and Education networks 2. Identification of key county ED corridors (Seminole Way, Greenway Interchange, etc.) 3. Expand and diversify economic base so residents live and work in Seminole County 4. Expand Orlando Sanford Int'l Airport economic footprint (aviation/non-aviation) 5. SunRail to SFB and MCO

Value Proposition

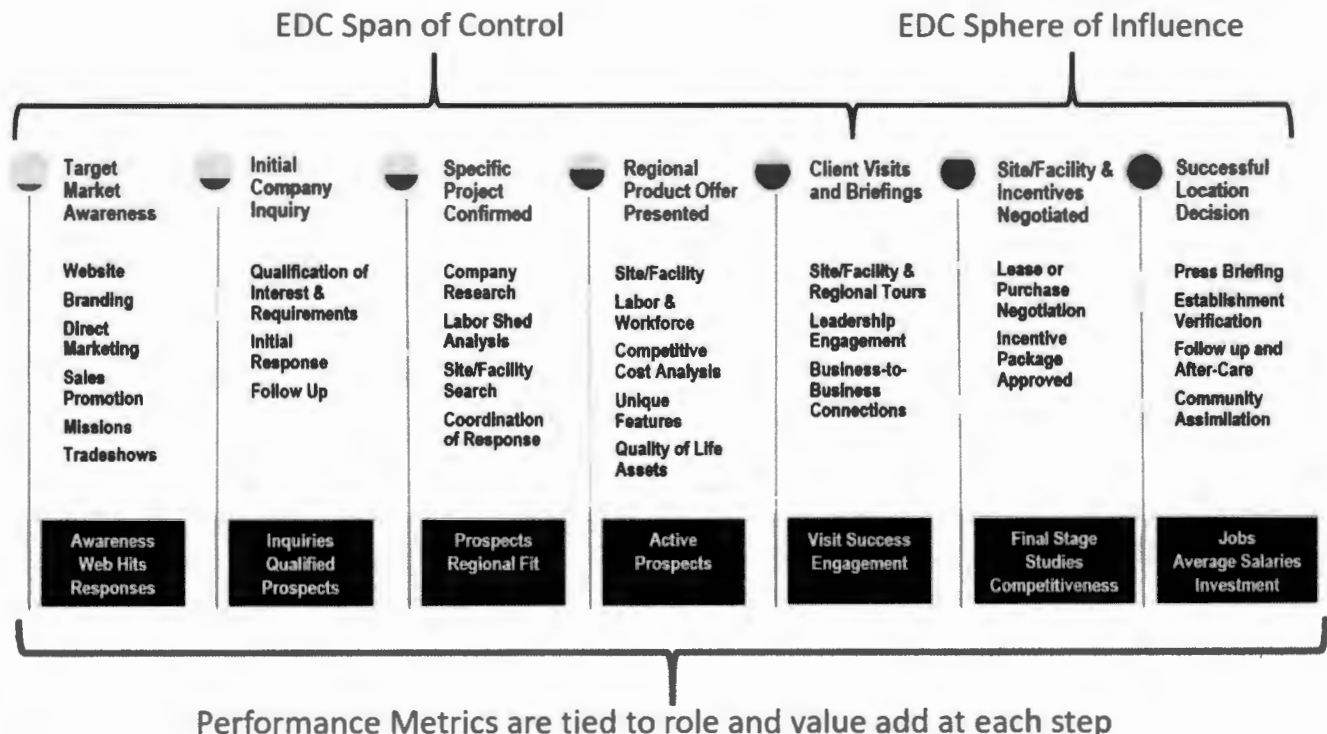
Metro Orlando Defense Task Force (MODTF)

The Metro Orlando Defense Task Force (MODTF) was organized in 2012 as an interagency collaboration to manage and coordinate efforts to protect and grow the Modeling, Simulation and Training (MS&T) cluster associated with Team Orlando (military/federal agency MS&T procurement programs) located primarily in and around the University of Central Florida (UCF) and the Central Florida Research Park (CFRP). As such, MODTF also functions as an advisory committee to the EDC and provides direction and guidance to the EDC strategy supporting this important initiative.

The EDC plays a lead strategic role in helping to manage and coordinate the efforts of MODTF. With operational support from the National Center for Simulation (NCS), the EDC and key partners work to resolve the military facilities/space issue that creates a serious threat risk for realignment and job loss in the MS&T sector. Key partners include the EDC, UCF, NCS, Florida High Tech Corridor Council, Orange County, CFRP, CFP and the State of Florida. The EDC is the program fiscal manager with NCS providing day-to-day operational support and management.

The Site Selection Continuum

In collaboration with regional partners, the EDC provides a comprehensive and multifaceted spectrum of services that evolve around Span of Control and Sphere of Influence. The approach is illustrated in the seven key roles outlined in the continuum chart below.



FY 2015-16 Results

In FY 2015-16, the EDC delivered its highest level of project results in history, despite ongoing uncertainty in both the domestic and international economies. The organization completed a total of 30 projects with associated announced jobs of 5,646. While the average annual salary of EDC-assisted jobs fell below goal, this was largely the result of several high-headcount projects. The \$47,843 average salary ultimately achieved remained 9 percent higher than the regional average wage.

The organization has made significant progress on several additional fronts. Prospect hosting has already exceeded goal for the year, and the Orlando Film Commission has far surpassed its goal for permitted production days despite the ongoing absence of a state film incentive. With over 1 billion media impressions and website visits up by 53%, the branding campaign has also contributed greatly in generating new business development opportunities.

	Annual Goal	FY 15-16 Results	% of Goal	Goal Status	FY 14-15 Comparison
Core Metrics					
Projects Completed*	35	30	85.7%	—	↓
Jobs (Relocation/Expansion)	3,600	5,646	156.8%	+	↑
Payroll	\$191,232,000	\$270,120,366	141.3%	+	↑
Capital Investment	\$297,028,800	\$197,333,040	66.4%	—	↓
Film Permitted Production Days	300	745	248.3%	+	↑
Film Non-Permitted Production	100	107	107.0%	+	↓
Key Performance Metrics					
Average Wage	\$53,120	\$47,843	90.1%	—	↓
Square Feet	1,170,000	1,169,555	100.0%	+	↓
Projects Influenced*	20	7	35.0%	—	N/A
Lead Generation*	300	124	41.3%	—	N/A
Project Generation	100	68	68.0%	—	↓
Prospects Hosted (Non-BR&E) *	50	58	116.0%	+	N/A
Business Visitation (BR&E)	100	73	73.0%	—	↑
Completed Film/TV Permits*	200	332	166.0%	+	N/A
Film/TV Industry Briefings*	50	47	94.0%	—	N/A
Website Sessions	112,551	129,000	114.6%	+	↑
Website Inquiries	316	480	151.9%	+	↑
Foundational Metrics					
Public Revenue	\$2,552,624	\$2,552,624	100%	—	=
Private Revenue	\$4,267,633	\$3,632,608	85.1%	—	↓
Branding/Investor In-Kind	\$1,500,000	\$1,000,000	66.7%	—	↓

*new metric first reported FY 2015-2016



Economic Trends & Situational Analysis

Changing Landscape: From Incentives to Assets

Throughout 2015-2016, economic developers throughout the State of Florida witnessed far reaching change with major new challenges and structural uncertainty at the State level. During the 2016 Florida Legislative Session, a proposal for economic development incentives was not approved and questions about Enterprise Florida's strategies lingered.

Along with the highest level of job creation by the Orlando EDC's completed projects this year came the validation that the Orlando region is continuing its winning streak as a result of the talented and abundant workforce. The Orlando EDC has been at the forefront through all of the 2015-2016 committee meetings; including Economic Strategy, Business Development, the Branding Forum, the Orlando Economic Forum and the RED Team and Public Partners Taskforce to address the challenges at the State level. Planning sessions held during the year focused on identifying regional business location assets and charting a new course for a sustainable future. As such, business development conversations must move away from incentives towards the promotion of our region's proven value proposition.

Economic Environment


The EDC operates in a competitive market subject to global, national and local trends.

On the international front, slowing economic growth in the developing world, most notably recession in Brazil, continues to pose challenges. Political turbulence in Europe also shows little sign of abating, and the United Kingdom's uncertain post-Brexit role in the European Union may hold long-term implications for Florida.

Domestically, U.S. economic recovery continues to be stuck in slow gear. National GDP expanded by just 1.1 percent in the second quarter of 2016, up only modestly from the lackluster 0.8 percent recorded in the first quarter, and the possibility of near-term recession cannot be excluded. Higher-than-expected employment gains in June and July surprised many, but followed four consecutive months of declining job gains.

More likely, the U.S. economy will continue to be characterized by slow growth. Questions remain regarding volatile labor force participation and elusive wage growth, and consensus estimates suggest both GDP and payroll employment should prove lukewarm for the remainder of 2016, each closing the year at approximately 2 percent. Corporate uncertainty and hiring reluctance will intensify as the 2016 elections near.

At the state level, year-over-year payroll gains in Florida continue to outpace the national average, and current forecasts call for a continuation of robust employment growth in 2016 and 2017. However, opportunities for *inorganic* growth are diminishing along with the state's incentives toolbox and uncertainty surrounding the proposed reorganization of Enterprise Florida.



Economic Trends & Situational Analysis

Locally, Orlando's status as a growth center has returned and the region consistently reports the largest year-over-year absolute gains in the state, most recently 47,400 in July. In percentage terms, July's growth rate of 4.1 percent was the highest of any MSA in the United States with an employment base of over 1 million jobs, and annual job growth in 2016 is again forecast to surpass both the state and nation at 3.2 percent. However, growth remains disproportionately consumption-driven and concentrated in the tourism and construction industries, which together make up 27 percent of Orlando's total workforce but have accounted for 45 percent of all jobs created in the last twelve months. The region remains abnormally vulnerable to global and domestic headwinds.

Entering FY 2016-17, the region's emerging brand identity, relative cost advantage and regional investment strategy certainly create an environment for continued EDC success. However, uncertainty from multiple sources may ultimately serve to constrain economic development activity. Current deal flow, while far from anemic, has already declined from the highs of 2014 and 2015, and fewer prospects appear sufficiently confident to initiate or implement large-scale investments.

Economic Trends & Situational Analysis

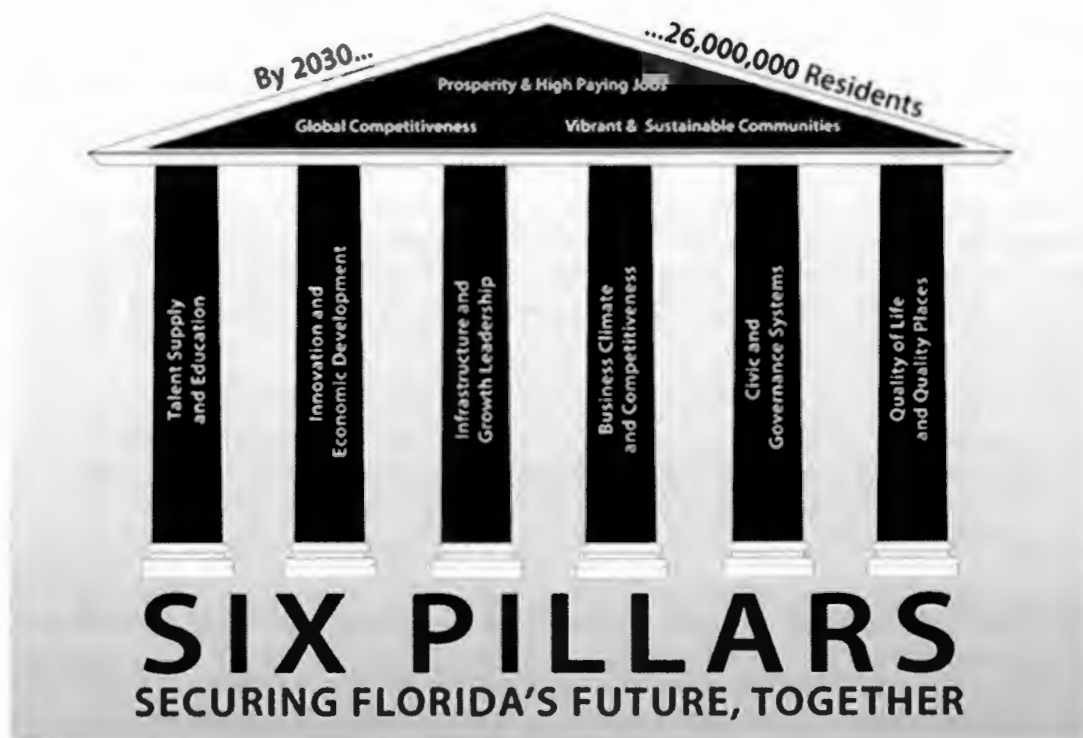
In this uncertain economic and legislative environment, the EDC's ability to achieve and sustain success depends increasingly on its delivery of an economic development model that prioritizes a strategy of asset development and regionalism to improve Orlando's competitive position relative to other large domestic economies.

Florida Chamber Foundation – Florida 2030 and the Six Pillars

As Florida's third largest regional economy, Orlando's economic development efforts must complement emerging policy at the state level.

An updated blueprint, **Florida 2030**, is underway for Florida's future. Developed by the Florida Chamber Foundation, the two-year research program is intended to stimulate strategic thinking about Florida's future by identifying key trends and factors that can drive and improve the statewide economy.

The framework to accomplish this is known simply as the **Six Pillars**. The product of years of collaboration and research by the Florida Chamber Foundation and a diverse range of stakeholders, the Six Pillars identify the critical factors determining Florida's future.



As a reporting mechanism, the Foundation has developed **The Florida Scorecard**, an online tool that seeks to identify and track those factors identified within each of the Six Pillars. The Scorecard's structure consists of more than 120 metrics.

Economic Trends & Situational Analysis

Competitiveness and Orlando Economic Forum

An understanding of Orlando's competitive position is fundamental to the EDC's ability to achieve and sustain success in business attraction.

Consistent with the work of the Florida Chamber, the EDC's Orlando Economic Forum has developed its own analytical framework to serve as an organizing force for strategic planning at the local level and to guide local dialogue. *Critically, the framework also allows for an understanding of how the region's economic performance compares to that of other large regions.* By revealing Orlando's strengths and weaknesses and where other regions may be under- or outperforming us, the framework offers an opportunity to identify opportunities to expand our economy.

The eleven peer or competitor regions are Atlanta, Austin, Charlotte, Denver, Jacksonville, Nashville, Phoenix, Portland, Raleigh, San Diego and Tampa, which were identified based on shared common attributes, competition for economic development projects, and traits the Orlando region hopes to emulate.

The framework incorporates key data sets that comprise important economic variables directly impacting the region's desirability or competitiveness for new economic development. It also identifies the three main or priority outcomes from economic development; economic growth, economic prosperity and economic inclusion.

By and large, Orlando excels in measures of economic growth but fares less well on measures of economic prosperity and economic inclusion. Simply put, Orlando's high top-level growth is not translating to better outcomes for all residents.

In FY 2016-17, EDC advocacy efforts in weak areas moving forward will be focused on identifying priority areas where realistic improvements can make a measurable difference in overall competitive position. Key partners that can own or lead competitive improvement strategies will be identified and engaged. In addition to continuing the benchmarking process, a dashboard will be developed to measure and report progress in improving competitive position.

Regionalism

The EDC mission and role includes educating business and government leaders on the importance of regionalism. Regionalism is key to maximizing an area's value proposition and extending the footprint of success.

The rationale for regional economic development is supported by the extent of labor market connectivity. Over 238,000 residents within the EDC's four-county service area cross county lines to commute to work daily. An additional 275,000 workers commute into the four county region with 187,000 residents commuting out of the region daily. Orange County is the only county that is a net importer of workers. Lake, Osceola and Seminole all have more than two-thirds of their employed residents commuting out-of-county to work every day.

The adjacent counties of Brevard, Polk and Volusia all have less than half of their employed residents commuting out-of-county to work. This more limited labor market connectivity with adjacent counties suggests a collaborative, yet not fully integrated regional approach may be appropriate.

FY 2016-17 Goals & Objectives

The EDC approach and model for organizational measurement and evaluation includes three types or dimensions of assessment across important mission critical deliverables and outcomes.

1. Monitor Progress: Carry out program activities on schedule and within budget.
2. Evaluate Effectiveness: Determine whether efforts achieve prescribed objectives.
3. Measure Impact: Measure positive changes in the overall environment that can be related to specific program actions.

Within this context, the EDC has developed and evolved a system of performance assessments that evaluates both historical performance and functions as a management tool to drive future actions and results. The EDC goals and metrics can be categorized or grouped as follows:

- Progress and effectiveness measures that are largely internal or “foundational” metrics used by management to monitor and manage the organization’s programs and efforts; and
- Impact measures that include both “core” and “key performance indicator” metrics used by leadership to assess program impact and results. Core metrics are mission critical constants tied directly to the mission and used to drive organization and staff action and results. Key Performance Indicator (KPI) metrics are impact indicators and are important results drivers that should be monitored on a weekly or monthly basis. KPI’s do more than measure activity. They send a message to everyone about what’s important, thus driving behavior.

With a clear understanding of what performance areas should be measured, the EDC has developed a best practice approach to setting specific performance targets and goals. The EDC will focus time, energy and resources in three key areas with the following milestone objectives.

4. Branding and Business Development

- a. Continue executing branding programs increasing consideration of Orlando as a business location
- b. Build on current capability and proficiency to seize and convert new higher wage opportunities
- c. Continue tactical sales missions and business recruitment/expansion surveys
- d. Promote workforce capabilities and quality of life

5. Advocacy of Strategic Jobs Initiatives

- f. Secure state support for Advanced Manufacturing Technologies/ICAMR
- g. Continue to retain and grow Modeling, Simulation and Training (MS&T) and Defense
- h. Support efforts of University of Central Florida’s Downtown Campus
- i. Keep Florida competitive in the Film and Entertainment industry
- j. Support economic efforts of statewide partners

6. Organizational Preeminence.

- a. Build upon EDC preeminence with organizational strength expanded by merger
- b. Generate \$6.5M in Fiscal 2016-17 EDC program funding (public and private revenue)
- c. Leverage leadership and staff capabilities to achieve and sustain success in Orlando’s competitive position
- d. Enhance and grow the successes of the Regional Economic Development (RED) Team, a national best practice for regional collaboration

FY 2016-17 Goals & Objectives

The following chart shows target goals established for the FY 2016-17 program year.

	FY 2015-2016 Annual Goal	FY 2015-2016 Results	FY 2016-2017 Target Goal	% Compared to Last Year's Goal	% Compared to Last Year's Projected
Core Metrics					
Projects Completed	35	30	30	—	↔
Jobs (Relocation/Expansion)	3,600	5,646	3,600	—	↓
Payroll	\$191,232,000	\$270,120,366	\$198,122,400	+	↓
Capital Investment	\$297,028,800	\$197,333,040	\$305,038,800	+	↑
Film Permitted Production Days	300	745	300	—	↓
Film Non-Permitted Production Days	100	107	100	—	↓
Key Performance Indicators					
Average Wage	\$53,120	\$47,843	\$55,034	+	↑
Square Feet	1,170,000	1,169,555	500,000	—	↓
Projects Influenced	20	7	20	—	↑
Lead Generation	300	124	300	—	↑
Project Generation	100	68	100	—	↑
Prospects Hosted (Non-BR&E)	50	58	50	—	↓
Business Visitation (BR&E)	100	73	75	—	↑
Completed Film/TV Permits	200	332	200	—	↓
Film/TV Industry Briefings	50	47	50	—	↑
Website Users/Sessions	112,551	129,000	120,000	+	↓
Website Inquiries	316	373	375	+	↑
Foundational Metrics					
Public Revenue	\$2,552,624	\$2,552,624	\$2,588,332	+	↑
Private Revenue	\$4,267,633	\$3,632,608	\$3,879,083	—	↑
Branding/Investor In-Kind	\$1,500,000	\$1,000,000	N/A	N/A	N/A

In addition, during the FY 2016-17 year, increased emphasis will be placed on managing and preparing for the merger/alignment process overall and the co-location effort specifically.



Strategic Projects & Initiatives

The EDC is committed to supporting efforts to encourage legislation that bolsters the region's economic development efforts to build and diversify Florida's economy, creating a world-class business location. The EDC actively pursues strategic projects and initiatives designed and intended to improve the region's long-term competitive position and economic growth potential. Each initiative enjoys broad business and community leader support and has been determined to be key to the future economic well-being of the region.

Before and during session, the EDC Legislative Affairs Committee (LAC) works closely with education, local government, and industry trade association partners to drive home the importance of generating high-wage jobs throughout the region and the state. With input from local, regional, and state partners, the LAC reviews potential issues and sends a recommended Legislative Agenda to the EDC Executive Committee and Board of Directors for final revisions and approval. For the EDC to advance the agenda, issues must be regional in nature, have consensus within the EDC's four-county region, and directly impact economic development.

The following are the main strategic initiatives for FY 2016-17 where the EDC is in a leadership and implementation role. These initiatives will be the foundation of EDC's legislative priorities for the 2017 Florida Legislative Session.

Secure state support for Advanced Manufacturing Technologies/ICAMR

The EDC will build on regional research strengths to advance collaborative efforts of the Florida Advanced Manufacturing Research Center (FAMRC) and related industry-led consortium (ICAMR) to provide Orlando and Florida a global competitive advantage in advanced manufacturing technology and opportunities for alignment with existing industry strengths.

Action items:

- Continue legislative efforts for regional and state funding.
- Link to Business Development recruitment and retention efforts focusing on Advanced Manufacturing Technologies, as well as the overall manufacturing supply chain.

Continue to retain and grow Modeling, Simulation and Training (MS&T) and Defense

The EDC plays a lead strategic role in helping to manage and coordinate the efforts of the Metro Orlando Defense Task Force (MODTF). With operational support from the National Center for Simulation (NCS), the EDC and key partners will continue working to resolve the military facilities/space issue that creates a serious threat risk for realignment and job loss in the Team Orlando (military/federal agency simulation and training procurement commands) modeling, simulation and training sector located primarily in and around UCF and the Central Florida Research Park. In addition, the EDC and task force partners work to promote synergy among multiple industries and lay groundwork as the Modeling, Simulation and Training (MS&T) Center of Excellence.

Action items:

- Continue management and coordination of MODTF.
- Continue efforts to procure Partnership IV complex (Phase II).
- Support regional efforts to secure Florida Defense grants.
- Link to Business Development recruitment and retention efforts focusing on MS&T.



Strategic Projects & Initiatives

Support University of Central Florida (UCF) Downtown Campus

The EDC will continue to partner in collaborative efforts to support the UCF Downtown campus and its related programs to provide students with access to higher education, prepare future skilled workforce, and invest in the future of downtown Orlando and the Parramore community.

Action items:

- Coordinate efforts with community partners in support of programs connected to campus and related incubator programs.
- Partner with public and private sector leaders to explore additional funding sources (creative financing).

Keep Florida competitive in the Film and Entertainment industry

The EDC will manage and coordinate efforts in support of initiatives to keep Florida's Film and Entertainment Industry competitive. Given the sunset of the Florida Film and Entertainment Financial Incentive Program, new ways to support this industry must be explored working with private industry and the film commissions across the state.

Action items:

- Continue managing regional task force to explore opportunities to support the Film and Digital Media industry.
- Align efforts and strategy statewide with Film Florida.

Support the Economic Development efforts of our statewide partners

In addition to the main strategic initiatives, the EDC supports priorities and legislative efforts of state and regional partners that are consistent with and limited to the economic development priorities of the Orlando EDC, including funding for the Florida Economic Development Toolkit, support of the Team Florida Marketing Campaign, funding for CareerSource workforce training grant programs, and Workers' Compensation.

The EDC is actively working to align shared regional priorities with the Central Florida Partnership (CFP) to improve the region's overall competitiveness. These priorities include:

- Central Florida Commission on Homelessness,
- Central Florida Water Initiative,
- Florida's Super Region,
- International Trade,
- Sources of Capital (Innovation & Knowledge Ecosystem),
- Talent Pipeline (Innovation & Knowledge Ecosystem), and
- Transportation (Global Intra-Regional Mobility).

Competitive advocacy efforts will include development of an action agenda to address lagging indicators as identified through the benchmarking project.

Business Development





The EDC offers a full range of services as companies evaluate Orlando as the premier location to locate and grow their companies. Business Development has developed and sustains a proactive program focused on job creation, job diversification and prosperity by attracting and retaining businesses in the region. Business Development strategies are focused on targeted industries and includes input from government, education, and industry partners. The EDC often serves as the project lead as the partners work together to recruit, retain and grow jobs. The Business Development team is also the point contact for film production and the permitting process associated with filming.

Targeted Industries and Sectors

With a focus on the high-priority Targeted Industries listed in the chart below, the strategy is aimed primarily at job creation through business and industry expansion, retention and attraction activities. This Targeted Industry and sector approach incorporates both domestic and international opportunities with potential for direct investment and job creation. Business Development coordinates with Marketing for both inbound and outbound promotion.

The EDC supports but does not play an active or lead role in export promotion as that function is handled by Enterprise Florida (EFI) at the state level and a number of other qualified partners at the regional and local level, such as the Central Florida International Trade Office (CFITO) located at the National Entrepreneur Center (NEC).

Similarly, the EDC supports entrepreneurial and start-up efforts but does not play an active or lead role in such programs. There is a myriad of entrepreneurially focused programs across the region (including the NEC) and the EDC works to engage and support these partner efforts where appropriate.

CORPORATE HEADQUARTERS & REGIONAL OFFICES	ADVANCED MANUFACTURING	LIFE SCIENCES & HEALTHCARE	AVIATION / AEROSPACE & DEFENSE	INNOVATIVE TECHNOLOGIES
				
Headquarters Regional Offices Shared Services	Sensor Technology Optics & Photonics Power Technology R&D Centers	Specialty Pharma Medical Devices Medical Research Sports & Human Performance	Modeling, Simulation & Training Space & Drone Technology Maintenance, Repair & Overhaul (MRO)	Software Cybersecurity Game & Mobile App Development Film & Post Production Technology Artificial Intelligence

Business Development

Advanced Manufacturing: ICAMR and imec

Within the Advanced Manufacturing Industry, major focus for FY 2016-17 will center around the International Consortium for Advanced Manufacturing Research (ICAMR) and its international partner, imec.

Initially targeting the mega-growth technologies that will lead to over 50 billion devices being connected by sensors by the beginning of the next decade, ICAMR will work with leading global companies with Internet-of-Everything manufacturing endeavors in an industry-led consortium for advanced sensors, photonics and optics, and other advanced device manufacturing opportunities. ICAMR will develop innovative manufacturable processes, materials, and equipment for advanced sensors and other future high-tech products (emitters, modulators, energy and communications devices/systems). By leveraging unique emerging technology capabilities, processes, and background IP, ICAMR will develop advanced lab/fab and universal technology platforms with the economy of scale needed for cost-effective manufacturing.

Imec, the world leading nanoelectronics research center, recently announced the opening of imec Florida, a new entity focusing on photonics and high-speed electronics Integrated Circuit (IC) design that will work in close collaboration with ICAMR on an R&D design center. The design center will facilitate the collaboration between imec's headquarters, based in Leuven, Belgium, and U.S.-based semiconductor and system companies, universities, and research institutes. Imec Florida's initial focus will be the R&D of high speed electronics and photonics solutions, starting with an offering of IC design research for a broad set of semiconductor-based solutions such as THz and LIDAR sensors, imagers, and a broad range of sensors. It will also provide IC designs that will be driving ICAMR manufacturing research.

Together, both ICAMR and imec will help attract new investment opportunities to the region and provide international visibility to the consortium in its efforts to advance smart sensor research and technologies for global use.



ORLANDO - home to the world's first industry-led smart sensor consortium.

Business Development

Branding, Marketing & Communications

The EDC business branding campaign is focused on changing perceptions about Orlando as more than a great place to visit, but a great place to do business based on the many assets the region has to offer that include strong talent pipeline, top-ranked infrastructure, variety of real estate options, great environment for business, and unbeatable quality of life. Fiscal Year 2016 – 2017 will see a continued strong branding program, now in its third year that will include further alignment with Business Development and the utilization of sophisticated systems that allow the EDC Marketing and Business Development teams to directly draw connections between the campaign and potential client activity.

Building on the campaign's success, the following initiatives will **continue** in FY 16-17:

- Strong focus/emphasis to reach target audiences – C-suite executives and site location consultants
- Media relations efforts including out-of-market missions and hosting media in-market
- Distribution of Site Consultant Newsletter
- Refining EDC presentations and proposals
- Strategic partnership with Enterprise Florida on the "Florida: The Future is Here" campaign

In addition, the following key initiatives will **begin** in FY 16-17 to further the progress of the campaign:

- A new direct mail campaign
- A year-long partnership with Worth Media Group with Orlando as a Worth Dynamic Destinations
- An enhanced social media engagement strategy
- Creation of an official Branding Ambassador program
- Further penetration to reach local residents based on perception research from FY 15-16

The following timeline details the FY 16-17 tactics:



Business Development

Impact measures will include new leads that come directly as a result of the branding campaign within our targeted industries. The ultimate goal of the campaign is to convert these leads into new business investment for the region. We're expecting to see far more substantial results over the course of FY 2016-17.

Connecting the Dots:



The image above demonstrates how marketing and branding drive traffic to our sales team. The campaign results speak for themselves. Since the launch of the campaign in January 2015, the campaign has resulted in more than 22 million impressions; 69 percent increase in major, national media stories; 53 percent increase in website visits and an increase in the sales pipeline of more than 50 percent.

Action items:

- Focus on direct outreach to both consultants and c-suite executives, especially with the High Profile/High Impact initiative.
- Help implement four (4) out-of-market missions to spread the message of the branding campaign, including two international missions, between Business Development and Marketing.
- Focus on hosting potential future clients in market.
- Strategically involve partners in all efforts to help spread the message of the branding campaign.
- Initiate social ambassadors program to engage residents and leverage strength of social media in spreading the message of Orlando's outstanding quality of life.



Business Development

Business Intelligence

Business Intelligence is a core function of the EDC whose program of work encompasses four primary work streams: business development project support, organizational reporting, economic analysis and company/industry intelligence.

Building on the progress of the last several years, the following priorities have been identified to ensure Business Intelligence continues to be a value center for the EDC in FY 2016-17.

1. Orlando Economic Forum: The last several years saw the creation of the Orlando Economic Forum, a group comprised of 20 appointed C-Level executives representing business and the EDC's targeted industries. In FY 2016-17, Business Intelligence will seek innovative ways to further augment and leverage this initiative.
2. Benchmarking: Among a number of potentially far-reaching initiatives that have so far arisen from the Forum's work, an early effort to begin comparing Orlando's economic performance against other U.S. regions has garnered the greatest attention and interest. In FY 2016-17, Business Intelligence will look to advance these efforts, including creation of a possible online presence. Coordination with the Florida Chamber of Commerce's Florida Scorecard will be explored.
3. Enhanced Commercial Real Estate Research Platform: The EDC continues to enhance internal understanding of the local commercial real estate market. In FY 2016-17, Business Intelligence will introduce a comprehensive listing of strategic properties, updated quarterly and distributed appropriately. Properties may be delineated by product type, space availability, or targeted industry suitability.
4. Community Awareness Program: The EDC's Business Intelligence Department has many research capabilities beyond those most visible externally. In FY 2016-17, an effort will be made to better merchandise these capabilities to local partners, investors and the wider public. All possible channels will be explored.

Business Development

Action items:

- Business Development Support
 - Continue to respond to all RFI/RFP requests in a timely and accurate manner, as determined by the Senior Vice President, Business Development.
 - Produce and distribute quarterly listing of high-opportunity real estate (office, industrial, land).
 - Report monthly on Business Development's progress toward annual goals.
- Economic Analysis Program
 - Plan and coordinate quarterly Orlando Economic Forum; FY 2016-17 Chair, Dr. Sean Snaith.
 - Design and distribute four (4) issues of *Orlando Insight*, signature publication of the Economic Forum.
 - Author regular commentaries on particular topics or economic releases through *Context* email vehicle.
 - Coordinate and report on Benchmarking Orlando, as directed by EDC Leadership.
- Maintenance of Business Intelligence's data Inventory and website presence
 - All research files on the EDC's internal drive
 - InSite CRE Application
 - Data Center
 - Map Room
 - Targeted Industry Content
- Company/Industry Intelligence
 - Support business development efforts by generating a minimum of 25 high-quality targets per quarter for potential expansion or relocation activity.
 - Publish analyses on a minimum of three (3) of the EDC's five targeted industries.





Business Development

Business Recruitment & Attraction

Attracting new business provides a positive economic impact driven by new job creation, quality wages/payroll creation, and capital investment.

Action items:

- Sales Missions
 - Plan and execute national and international Business Development missions targeting high-profile high-impact companies in high cost markets. Four strategic missions are scheduled: San Francisco/Silicon Valley; Southern CA (LA/San Diego), New York and Washington DC metro. Twenty-one other trade shows, conferences or industry-related events are scheduled.
 - Utilize branding resources such as customized collateral, website content, and targeted audience outreach to business development missions.
 - Leverage resources by engaging:
 - Coordination with Enterprise Florida (EFI) Marketing Partnership, and
 - Support of partners' prioritized markets.
- Site Selector/Consultant Marketing
 - Create/Distribute site selector e-newsletter quarterly, focusing on strengths of the Orlando region. Distribute special editions of the newsletter to profile high impact project wins.
 - Participate in at least one EFI site selector event.
 - Participate in two out-of-market site selector events/conferences.
- Trade Shows and Events
 - Participate in or sponsor a booth at selected targeted industry trade shows/conferences.
- International Delegation and Protocol
 - Continue to monitor International Program staff demands quarterly to support partners in hosting international government inbound delegations (subject to funding commitments).

Business Retention & Expansion

Helping businesses stay and expand within the region is critical to the job creation strategy. Maintaining and growing employment, payroll, capital investment and corporate partners foster stability in our economy. Fierce global competition forces many companies to continually evaluate the best location for business. The EDC works to address issues/concerns by proactively targeting local companies for visits, providing us with valuable insight on business drivers, workforce, competitiveness, and other issues affecting the local operation.

Action items:

- Increase Retention & Expansion Collaboration
 - Conduct 100 Business Retention & Expansion Visits.
 - Continue existing industry visitations in collaboration with RED Team partners and investors to determine expansion opportunities as well as retention issues
- Continue to help lead MODTF collaboration (UCF, NCS, FHTCC and others) to address retention risks for Modeling, Simulation and Training (MS&T) and Defense industry; utilize this model to retain MS&T industry, and grow targeted industry.

Business Development

Film & Digital Media Production

Orlando hosts an impressive cluster in content production ranging from more traditional media with deep roots such as film, TV, commercials and video game production to an emerging tech industry including mobile app development, visual effect production and interactive website development. The convergence of deeply rooted industry with nationally recognized higher-education institutions dedicated to creating the next generation of this workforce places Orlando in a unique position to aggressively grow this sector.

In 1986, the Orlando EDC created the Metro Orlando Film & Television Commission. The **Orlando Film Commission**, a division of the Orlando EDC, promotes content production (film, television, commercial, web, etc.) and post-production within the 4 county region on behalf of the 5 government partners while assisting in further developing the local production ecosystem.

Today at thirty years strong, the Orlando Film Commission has managed projects of all sizes and budgets including HBO's *From the Earth to the Moon* starring Tom Hanks, Walt Disney Pictures' *Tomorrowland* starring George Clooney and the 2014 Budweiser Super Bowl commercial, *A Hero's Welcome*, viewed around the world.

With the Orlando region specializing in commercial production, the average commercial spends over \$42,500 locally in the community over the course of 5 days. With over 70 commercials annually, that accounts for an estimated \$3 million dollars the production industry brings in commercials alone to the local economy.

The Orlando Film Commission envisions the Orlando region increasing its position as a production center of excellence through its global reputation for world-class customer service, the continued development of a qualified and diversified industry ecosystem as well as enhanced partnerships that support production facilities and industry events.

The Film Commission provides the following services:

- 24-hour access to the Orlando Production Guide
- One-stop permitting for location filming
- Use of an extensive digital location library
- Preliminary scouting, evaluation of locations, and familiarization tours
- Assistance with local hotels and accommodations
- Customized support throughout entire production schedule

Functions and Goals for the Orlando Film Commission:

- Manage the permitting system for the 5 government partners
- Attract on-location and studio-based production
- Lead legislative efforts in keeping the Florida Film & Entertainment Industry competitive
- Increase local and out-of-market visibility of the region as a production center of excellence
- Educate & engage local workforce and ecosystem
- Continued and increased relationships with industry leaders and past projects



Business Development

Action items:

- Grow the Digital Media Cluster
 - Establish strategic relationships with industry leaders (in and out-of-market) to create project leads.
 - Lead regional and statewide initiative to develop economic development tools to assist in market growth.
 - Conduct in and out-of-market prospect/sales missions to attain business activity in tandem with industry related events including, but not limited to, trade shows and conferences.
- Attract On-Location Production to Increase Permitted and Non-Permitted Production Days
 - Conduct in and out-of-market prospect/sales missions to attain business activity in tandem with industry related events including, but not limited to, trade shows and conferences.
 - Handle prospect inquiries to attain commercial and studio based production activity, to identify additional business opportunities.
 - Support legislative efforts in replenishing Florida Film & Entertainment Industry Financial Incentive Program.
 - Lead regional and statewide initiative to develop economic development tools to assist in market retention and growth.
 - Operate Orlando Film Commission permitting process, location database and online *Orlando Production Guide*.
- Educate/Engage Local Workforce & Infrastructure
 - Support business retention and expansion as well as workforce development efforts.
 - Create tools to foster independent content production (film and game development).

Investor Relations & Events

EDC investors provide the resources needed to carry out the priority of the region's economic development efforts—to create high-wage, high-value jobs through diversification of the local industry base. EDC success is directly linked to increased opportunity for all local companies, which is the reason the EDC works closely with both public stakeholders and private industry to develop a more competitive, diverse business climate and nurture an environment where everyone can grow. The EDC Investor Relations Team has a focus to engage and retain investors during the merger between the CFP & EDC.

Action items:

- Private Revenue
 - Raise \$3,879,083 in Private Funds
 - \$3,106,750 New Investor / Renewal Funds
 - \$269,000 Sponsorships and Ticket Sales
 - \$100,000 Foundation Grants
 - \$200,833 Branding Private Funds
 - \$202,500 Other (Bonds, MODTF, Investment, etc.)
 - Conduct 100 investor and prospect briefings
 - Target Top 100 Investor Prospects List
(Reviewed/approached 1,110 companies in the region over past two years).

The Orlando EDC's investor relations team executes and leads signature events and board meetings for the EDC. The goal is to build on the EDC's highest level of engagement from current investors with board members in FY 2015-16 and utilize events as a tool for prospecting and attracting new investors for private funding. The focus for the coming year is to brief all EDC investors at the \$7,500 level and above on EDC initiatives.

Action items:

- Events
 - Manage the Board & Executive Committee Meetings
 - Plan the private board receptions to bring investors and investor prospects
 - Assist Business Development missions with logistics
 - Maintain event quality for the following:
 - James B. Greene Dinner
 - Annual BBQ
 - Board Meetings and Receptions
 - Insider Updates (by invitation only)



Budget & Funding

2016-17 Revenue

Maintaining financial health is essential, and the EDC business model has proved effective in generating the resources needed to accomplish its mission. EDC revenue is well balanced with 59% contributed from private sources and 41% coming from five public sector partners.

The outlook for FY 2016-17 anticipates more modest growth. Public revenue is projected to increase by \$36,000 to \$2.59 million due to per capita increases. Private revenue is also projected to increase by \$55,000 as a result of projected new investors.

Revenue targets for FY 2016-17 are:

- \$2.6 million in public revenue
- \$3.9 million in private revenue

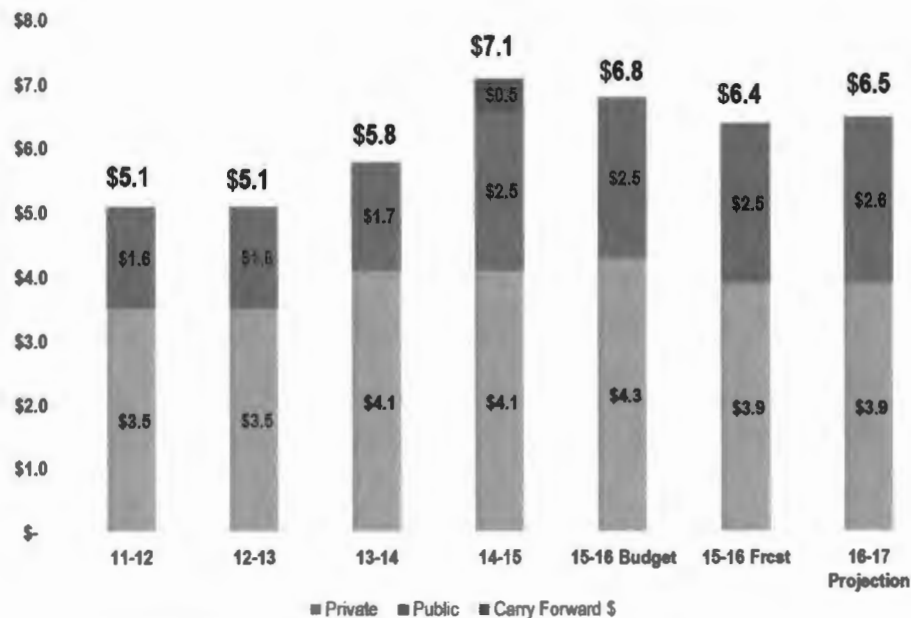
This will bring the target cash revenue budget to \$6.5 million.

Based on cash revenue assumptions of \$6.5 million, the EDC will plan (will budget) for a \$6.4 million cash expenditure budget and provide an allocation of \$100,000 to increase cash reserves.

The following chart illustrates EDC revenue growth over the past six years.

2016-2017 Projected Revenue

6 Year Comparison
(In Millions)



Budget & Funding

Public Sector Funding

Historically, public funding has been provided through multi-year (typically three years) contracts with the amounts allocated among partners according to a fair share per capita formula. The theory supporting the fair share funding formula is that each funding partner is treated equitably, paying the same amount per capita and receiving the same equitable level of service. Over the past three years, the EDC has worked to build support for returning to the fair share per capita formula and standardizing funding contracts among partners.

The following chart shows the public funding support provided by the four member counties and the City of Orlando. Together, these partners are estimated to provide approximately \$2,588,332 in contract funding for FY 2016-17. It is important to note that the EDC will continue to sustain and maintain current level of support to the existing five government partners for FY 2016-17.

	<u>Population*</u>	<u>2016-17</u>	<u>2015-16</u>	<u>Change</u>
Orange County	1,252,396	\$1,155,420	\$1,142,569	\$12,851
City of Orlando	262,949	\$449,643	\$438,226	\$11,417
Seminole County	442,903	\$406,490	\$406,490	\$0
Lake County	316,569	\$292,193	\$290,118	\$2,075
Osceola County	308,327	\$284,586	\$275,220	\$9,366
Total	2,583,144	\$2,588,332	\$2,552,623	\$35,709

*Source: University of Florida, Bureau of Economic & Business Research/ April 2015

Budget & Funding

Private Sector Funding

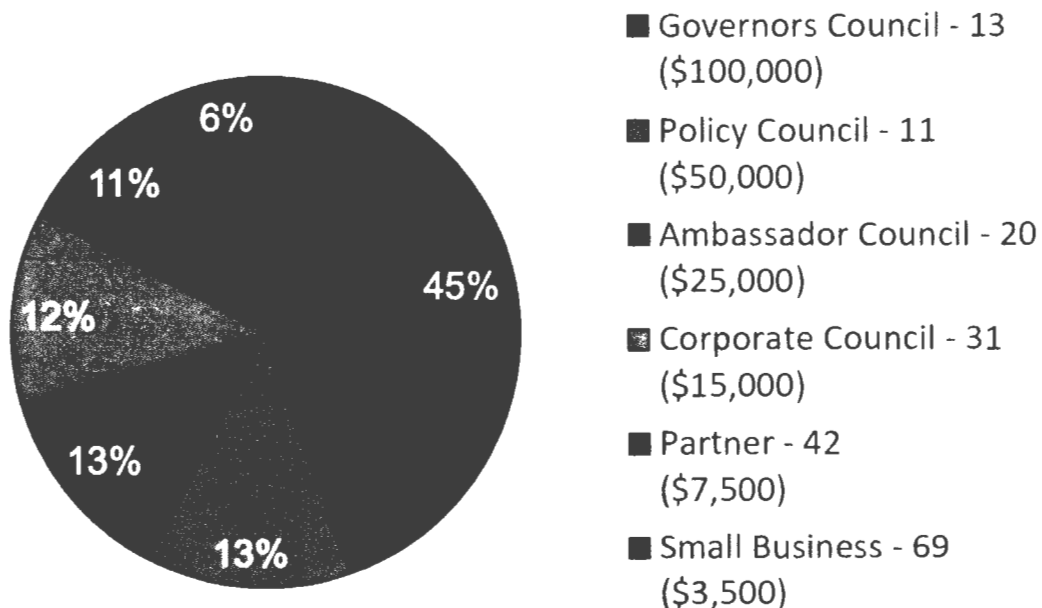
The EDC's funding model exhibits one of the highest private sector ratios of Florida's public-private economic development organizations (EDO's). The level and composition of the EDC's private support base is often cited as an EDO best practice for sustainability.

Presently, 180 private sector investors in six investor categories provide almost 60% of the EDC's total revenue. As illustrated on the following chart, the investor categories range from Small Business at \$3,500 per year to Governors Council at \$100,000 per year.

Investors in the top two investor categories, Governors Council (\$100,000 per year) and Policy Council (\$50,000 per year), provide nearly 60% of the EDC's private sector revenue.

The following chart shows the percentage of private revenue provided by investors in each investment category.

2016-2017: EDC PRIVATE REVENUE BY INVESTOR LEVEL



Budget & Funding

Total Budget

The following table illustrates the EDC 2015-16 budget compared to the 2015-16 yearend budget forecast. The proposed 2016-17 budget of \$6.5 million.

The variance in Other Income is due to projected lower fee income from the issuance of bond financing and a lower estimate in EDC Foundation grant revenue.

In 2012, the EDC began a long-term plan to build cash reserves to equal six months of budget. As of September 2016, the EDC cash reserve has grown to \$1.13M. Based on the forecast for yearend, an estimated \$100,000 will be added to cash reserves this program year. The budget for 2016-17 projects a surplus of \$100,000 which will be added to cash reserves.

The EDC 2016-17 budget is summarized in the following chart.

Income	16-17 BUDGET	15-16 FORECAST	VARIANCE
Investor Contributions & Events	3,376	3,339	37
Local Government Contracts & Grants	2,588	2,553	35
Branding Sponsorships	201	263	(62)
Other Income	302	272	30
Total Income	6,467	6,427	40
Expense			
Business Development & Branding	5,038	4,979	59
Investor Relations & Events	829	789	40
General & Administrative	500	559	(59)
Total Expense	6,367	6,327	40
*Excess/(Deficit) Revenue Over Expenses	100	100	-

** Proposed utilization for Merger expenses*