



SOAR

ANNUAL REPORT 2018

TAMPA HILLSBOROUGH ECONOMIC
DEVELOPMENT CORPORATION



CONTENTS /

- 2 LETTER FROM ALAN LIST, M.D.
- 4 LETTER FROM JUDY GENSHAFT, PH.D.
- 6 LETTER FROM CRAIG J. RICHARD, CECd, FM
- 8 THE TEAM
- 10 LEADERSHIP
- 16 YEAR IN REVIEW
- 20 STRATEGIC PLAN / MISSION, VISION, VALUES
- 22 RETENTION
- 24 RECRUITMENT
- 28 RECOGNITION
- 30 RENOWN
- 32 REGIONALISM
- 34 REVENUES AND EXPENSES

INNOVATIVE

It was an incredible year for me as Chairman, and I am thankful to my fellow Investors and the EDC team for all that we've achieved.

We got off to a wild start with our bid for Amazon's HQ2. Hillsborough and Pinellas counties collaborated like never before to pull together a massive proposal that involved two sites, the contributions of nearly 200 business leaders and elected officials, more than a dozen videos and animations, and a custom web site – all in just three weeks. And while we didn't make the final cut, this effort proved that as a region, we can come together and compete for the most coveted projects in the world.

Our dismay at the loss of Amazon was quickly replaced by elation when we won our first ever Fortune 500 headquarters – The Mosaic Company. Mosaic chose us for the same reason many others will in the future: excellent connectivity to global destinations via Tampa International Airport and Port Tampa Bay, a pro-business environment, high-quality talent, outstanding universities and community colleges, and an enviable quality of life. It will be a pleasure to welcome their executive team here and get them fully integrated into our community.

Many of the same attributes that contributed to the Mosaic win will help us succeed with the top priority I had for this year: developing our biotech and life sciences sector. To do that, we need to visit other cities that have established thriving biotech centers, cultivate relationships, and learn from them. So we flew to San Diego and met with the key people who shaped their renowned life sciences industry. We learned so much from that mission: that developing a successful cluster takes time and conscious, sustained effort. That an ample supply of venture capital and financing for growing companies is crucial. And that the proximity of industry giants to help the sector flourish is a must.

Fortunately, we have many of the elements we need to develop a powerful biotech cluster. Bristol-Myers Squibb, Amgen and Johnson & Johnson all have a major presence here, and more of their peers will follow. We have formidable research capabilities at Moffitt Cancer Center, the University of South Florida, and the University of Tampa, as well as other major institutions in Central Florida. Add to these assets the increasing number of direct flights that our airport secures every year and the progress we are making in finding and connecting sources of capital to innovative companies and it's evident that we're on the right path.

Going forward, we'll need to continue building more relationships with biotech industry players and venture capitalists in Boston and New York to stay on their radar screen and encourage investment here. We're off to a great start, and I am confident we will succeed.

I am deeply grateful to the dedicated leaders with whom I have served this year for their unwavering commitment to this community and the EDC. I am proud of the momentum we've gained and excited about the opportunities ahead of us.



Alan List, M.D.
PRESIDENT AND CEO, MOFFITT CANCER CENTER
2018 CHAIR



ENLIGHTENED

Thanks to your commitment and hard work, the Tampa Hillsborough EDC continues to enhance the economy and the reputation of Tampa Bay, leading to meaningful opportunities for our friends and neighbors.

The recruitment of The Mosaic Company, our first Fortune 500 headquarters, and USF's recognition as a Preeminent State Research University – one of only three in Florida – are among the many highlights of 2018. These and other achievements prove something we have always known: Tampa Bay has the innovative spirit, the talent and the assets necessary to power the world's leading corporations and help shape the future global economy.

Promoting our region's diverse and highly-skilled talent will be a focus throughout 2019 and beyond.

Our priorities include capitalizing on the success of our award-winning Make it Tampa Bay talent attraction initiative by expanding our advertising campaign into new markets. Locally, we'll develop a campaign to keep more graduating students from our colleges and universities here by growing their awareness of employers and career opportunities in this market.

Also, we are planning to add several key positions to build on our robust business recruitment and expansion programs, attracting more foreign direct investment and increasing export sales opportunities for local companies.

As we move into this final year of our current strategic plan, we'll aim to surpass every goal we've set for ourselves as we also begin the process of mapping out a new and ambitious three-year plan.

Next year, the EDC will celebrate its 10th anniversary, a milestone that is cause for both a celebration and a recalibration. We will mark the beginning of our second decade with a new brand that highlights our prominence as Tampa Bay's center of global commerce.

And because all local residents have a role to play in our growth, we will launch a new foundation. This foundation will conduct research and develop educational campaigns designed to enhance economic prosperity and create even greater opportunities for everyone who calls Tampa Bay home.

Through these and other initiatives, 2019 promises to be a year in which we turn big dreams into reality and chart a course for Tampa that will continue our ascent into the ranks of America's top-tier cities.

I am honored to serve as Chair of the Tampa Hillsborough EDC and excited about what we will accomplish together. Thank you for your many contributions to this vital organization and our community.

Judy Genshaft, Ph.D.
PRESIDENT, UNIVERSITY OF SOUTH FLORIDA

COMMUNITY

Tampa and Hillsborough County's fame has been on the rise for a while, but this year it soared.

Thanks to your passion for this place and the thriving business community you've created, we're establishing a national and global reputation as one of the best places in the country to live, work, and enjoy life.

The US Conference of Mayors recently named Tampa the Most Livable City in America. Zillow ranked Tampa the number one market in the nation for first-time homebuyers. And Tampa Bay beat Silicon Valley as Business.org's number one place for women to start a business.

We're realizing our incredible potential...and there's opportunity here for everyone.

It's going to get even better as projects in Water Street Tampa and Midtown are completed and the USF Medical School opens up downtown. Think about what millions of square feet of state-of-the-art Class A office space, five-star hotels and thousands of new residences will do for this community.

Our transformation has only just begun.

We've taken many important steps this year to elevate Tampa to the ranks of top tier business destinations. Our press trips and missions to New York, Mexico City, San Diego and the United Kingdom are helping to keep Tampa on the radar of site selectors and media. The inbound visits we host for prospects and consultants are leading to

more deals. The recruitment of our first Fortune 500 company, Mosaic, as well as other globally newsworthy projects such as the Baker McKenzie global services center and the expansion of the IRONMAN headquarters are bringing fresh talent and seasoned executives from other markets to our region.

Your role in Tampa and Hillsborough County's rise has been equally important. The positive accolades you share with your clients, vendors and social networks are generating an incredible buzz about this market. The Make it Tampa Bay campaign messages shared by our partner Visit Tampa Bay in cities such as New York, Philadelphia and Dallas are luring more highly-skilled young people to our community. Keep up the good work, everyone!

The EDC could not achieve the success it has this year without the steady guidance of our remarkable Investors. These business and elected leaders have been instrumental in helping us close deals, gain valuable media coverage, repel attacks from legislators hoping to undermine economic development, and build a stronger, more effective organization. I am profoundly thankful to our Chairman, Dr. Alan F. List, for his leadership and support this year, and to all of our dedicated Investors.

We've come a long way – but have so much further to go. What an exciting journey we have ahead of us!



Craig J. Richard, CECD, FM
PRESIDENT AND CEO, TAMPA HILLSBOROUGH EDC



THE TEAM /

Driven by a zeal to make Tampa and Hillsborough County the most desirable destination for fast-growing companies and talented people, the EDC team shows up every day ready to help move our community forward.

This year, our team flew across the nation and to Europe and Latin America to spread the word about business opportunities in our market and strengthen ties with trade partners. We also doubled down on our efforts to educate local business leaders about the ways that the EDC can assist them by hosting lunch and learn sessions, speaking at events, and sharing our services on social media channels.

While our work keeps us plenty busy, we're committed to continuously updating our skills and staying on top of trends in our profession. Several members of our team are pursuing the Certified Economic Developer (CEcD) designation from the International Economic Development Council (IEDC), which recognizes expert competency in economic development as well as deep knowledge and practical experience in the field.

EXECUTIVE

- 1 / Craig J. Richard, CEcD, FM
President and CEO
- 2 / Terri Houston
Executive Assistant to President and CEO

FINANCE AND ADMINISTRATION

- 3 / Kara Bosworth
Investor Relations Manager
- 4 / Nealy Wheat
Controller
- 5 / Anysia McDowall
Vice President, Investor Relations and Development

BUSINESS DEVELOPMENT

- 6 / Steve Morey
Senior Vice President, Business Development
- 7 / Bea Bare
Senior Business Development Executive
- 8 / Adam Myers
Senior Business Development Manager
- 9 / Maginda Montero
Business Development Manager
- 10 / Jonathan Wolf
Business Development Manager
- 11 / Anna Vega
Executive Coordinator
- 12 / Madison Lawson
International Business Coordinator

MARKETING

- 13 / Michelle Bauer
Chief Operating Officer
- 14 / Robin DiSalvo
Market Research Analyst
- 15 / Hussain Shamseddine
Digital Marketing Manager
- 16 / Laura Fontanills
Marketing & Communications Director



2018 EXECUTIVE OFFICERS



CHAIR
Alan List, M.D.
*President and CEO,
Moffitt Cancer Center*



VICE CHAIR
Judy Genshaft, Ph.D.
*President, University of
South Florida*



**SECRETARY/
TREASURER**
Marie Chinnici-Everitt
*Managing Director,
The Depository Trust &
Clearing Corporation*



**IMMEDIATE PAST
CHAIR**
Ken Atwater, Ph.D.
*President, Hillsborough
Community College*



GENERAL COUNSEL
Rhea F. Law
*Chair, Florida Offices
Buchanan Ingersoll &
Rooney PC*

ELECTED OFFICIALS



HONORABLE
Sandy Murman
*Chair, Hillsborough
County Board of County
Commissioners*



HONORABLE
Bob Buckhorn
Mayor, City of Tampa



HONORABLE
Rick Lott
Mayor, City of Plant City



HONORABLE
Mel Jurado
*Mayor, City of Temple
Terrace*

LEADERSHIP /

The Tampa Hillsborough EDC is supported by more than 100 public and private Investors who provide vision and direction for the goals of our organization and the region’s economic future.

Representing the top corporate and community leadership in Tampa Bay, this passionate and dedicated group serves as our primary governing body. Thanks to their generosity and guidance, the EDC is achieving its goals to enhance the economic competitiveness of the region.

Our public partners, including Hillsborough County and the cities of Tampa, Plant City and Temple Terrace, are our constant collaborators and essential to our ability to nurture and sustain a thriving local economy.

This year, our Investors rolled up their sleeves like never before, engaging in our four new Standing Committees, lending their expertise and resources for the Amazon HQ2 project proposal, and flying across the country and other parts of the globe to support our business and export missions.

Thanks to our Investors, the EDC is achieving the success we envisioned in our Strategic Plan and capitalizing on the tremendous momentum happening in Tampa and Hillsborough County.





**Hillsborough
County Florida**
Honorable Sandy Murman, *Chair*



**City of
Tampa
Florida**
Honorable Bob Buckhorn, *Mayor*



**Florida
Blue**
David Pizzo, *Market President,
West Florida Region*



**PORT
TAMPA BAY**
Paul Anderson, *President and CEO*



**Tampa
International
Airport**
Joe Lopano, *CEO*



HCC
Ken Atwater, Ph.D., *President*



**gte
financial**
Brian Best, *CEO*



**CareerSource
TAMPA BAY**
Juditte Dorcy, *Interim Executive Director*



**TGH Tampa
General
Hospital**
John Couris, *President and CEO*



**MOFFITT
CANCER CENTER**
Alan List, M.D., *President and CEO*



**The University of
TAMPA**
Ronald Vaughn, Ph.D., *President*



SPP
**STRATEGIC PROPERTY
PARTNERS**
James Nozar, *CEO*



TECO
AN EMERA COMPANY
Nancy Tower, *President and CEO*



FIFTH THIRD BANK
Jim Weiss, *Tampa City President*



SUNTRUST
Tim Schar, *Market President, Tampa Bay*




USF
Judy Genshaft, Ph.D., *President*

“COMPANIES THAT ARE INTERESTED IN GROWING HERE WILL OPTIMIZE THEIR OPPORTUNITY BY ENGAGING IN AND COLLABORATING WITH OTHER EDC INVESTORS. WE TRULY FEEL AS THOUGH WE ARE ALL PARTNERS, WORKING TOGETHER TO GROW THE LOCAL ECONOMY.

PAUL ANDERSON, PRESIDENT AND CEO, PORT TAMPA BAY

CHAIRMAN’S COUNCIL /




BAYCARE HEALTH SYSTEM
Glenn Waters, *Executive Vice President and COO*




CITY OF TEMPLE TERRACE
Honorable Mel Jurado, *Mayor*



PNC BANK
C.J. Mintrone, *Senior Vice President, Corporate Banking Manager - West & Central Florida*




TAMPA HILLSBOROUGH EXPRESSWAY AUTHORITY
Joe Waggoner, *CEO*




BEAUX-ARTS GROUP
Anne Adams Everett, *Principal*



THE DEPOSITORY TRUST & CLEARING CORPORATION
Marie Chinnici-Everitt, *Managing Director*




RELIAQUEST
Brian Murphy, *President and CEO*



TRICKEY JENNUS
Tom Jennus, *Co-Founder and CCO*



BECK
Mark House, *Managing Director*




DIAMOND VIEW
Tim Moore, *CEO*



SAINT LEO UNIVERSITY
Jeffrey Senese, *Ph.D., President*




UBS GLOBAL WEALTH MANAGEMENT
Greg Kadet, *Managing Director, Florida Gulf Coast Market*



BRISTOL-MYERS SQUIBB
Lee H. Evans, *Executive Director and Head, North America Capability Center & Global Capability Center Operations*



FLORIDA TREND
Andrew Corty, *President and Publisher*



SHUMAKER, LOOP & KENDRICK, LLP
Julio C. Esquivel, *Managing Partner*



ULTIMATE MEDICAL ACADEMY
Derek Apanovitch, *President*




THE BROMLEY COMPANIES
William L. Haines, *Chairman*




FOLEY & LARDNER
Randy Wolfe, *Managing Partner*




STEARNS WEAVER MILLER
Vin Marchetti, *Shareholder*




UNITED WAY SUNCOAST
Suzanne McCormick, *CEO*




BUCHANAN INGERSOLL & ROONEY PC
Rhea F. Law, *Chair of the Florida Offices*




GREATER TAMPA CHAMBER OF COMMERCE
Bob Rohrlack, *President and CEO*




SYKES ENTERPRISES INC.
Chuck E. Sykes, *President and CEO*



USAA
Yvette Segura, *Vice President and General Manager, Tampa Campus*



CENTERSTATE BANK
Angel Gonzalez, *Hillsborough Market President*




GREENBERG TRAURIG, P.A.
David Weinstein, *Managing Shareholder*



TAMPA BAY BUSINESS JOURNAL
Ian Anderson, *Publisher and Managing Partner*




VALLEY NATIONAL BANK
Ronald L. Ciganek, *Senior Vice President, Commercial & Industrial Division*



CHAPPELLROBERTS
Colleen Chappell, *President and CEO*



HANEKE DESIGN
Jody Haneke, *President and Founder*




TAMPA BAY LIGHTNING
Jeff Vinik, *Chairman and Governor*




WELLS FARGO
Jim Themides, *Executive Vice President, Regional Vice President Florida Gulf Coast - Middle Market Banking*




CITY OF PLANT CITY
Honorable Rick Lott, *Mayor*



THE MOSAIC COMPANY
Russell Schweiss, *Director, Public Affairs, Land and Resource Strategies*



TAMPA BAY RAYS
Melanie Lenz, *Senior Vice President of Strategy and Development*



NEW YORK YANKEES
Tony Bruno, *Senior Vice President and CFO*



TAMPA BAY TIMES
Bruce Faulmann, *Vice President of Sales and Marketing*

PRESIDENT’S COUNCIL /

ABACODE
Jeremy Rasmussen, *Cybersecurity Director*

AC4S TECHNOLOGIES
Hugh S. Campbell, *President*

AMGEN
Felicia Harvey, *Corporate Affairs Lead*

AT&T
Edwin Narain, *Regional Director, External Affairs*

THE BANK OF TAMPA
Steve Fluharty, *Senior Vice President Market Director*

BBVA COMPASS BANK
Kevin Shukur, *Tampa Market President*

BLOOMIN’ BRANDS, INC.
Joseph J. Kadow, *Executive Vice President and Chief Legal Officer*

CARLTON FIELDS
Nathaniel Doliner, *Managing Shareholder CBRE*
Chase Pattillo, *Managing Director*

CHERRY BEKAERT
Chris Rux, *Managing Partner*

CITI
Gregg Morton, *Site President*

COGNIZANT
Michelle Marks, *MSM RHIA, Healthcare Delivery Leader/Director Operations*

COLLIERS INTERNATIONAL
Mary Clare Codd, *SIOR, Executive Managing Director Office/Industrial Services*

CONSTRUCTION SERVICES INC.
Fred Lay, *President*

COTT CORPORATION
Jerry Fowden, *CEO*

COUSINS PROPERTIES
Kyle Burd, *Vice President and Managing Director*

CUSHMAN & WAKEFIELD
Larry D. Richey, *Managing Principal, Florida*

DEX IMAGING
Christopher Russo, *Branch Manager, Project Manager BayCare Health System*

DPR CONSTRUCTION
Dave Elrod, *Tampa Business Unit Leader*

FRONTIER COMMUNICATIONS
Melanie S. Williams, *Senior Vice President*

HIGHWOODS PROPERTIES
Dan Woodward, *Vice President*

HILLSBOROUGH RIVER REALTY CORP.
John J. Avlon, *President*

HOLLAND & KNIGHT
Gov. Bob Martinez, *Senior Policy Advisor*

JPMORGAN CHASE
Dan Howat, *Market Executive and Executive Director West Florida*

LIFELINK FOUNDATION
Michael Consilvio, *Executive Director/General Manager*

LIONS EYE INSTITUTE FOR TRANSPLANT AND RESEARCH, INC.
Jason Woody, *CEO*

MCKIBBON HOSPITALITY
Randy Hassen, *President*

PLANT CITY ECONOMIC DEVELOPMENT CORPORATION
Jake Austin, *President and CEO*

REGIONS BANK
Michael G. Jones, *Executive Vice President and Market Executive*

R.R. SIMMONS CONSTRUCTION
Randy Simmons, *Chairman*

RYAN COMPANIES
Doug Dieck, *President, Southeast Region*

SMITH & ASSOCIATES
Robert Glaser, *President and CEO*

SPECTRUM
Guy Nickerson, *CEO and Executive Producer*

SUNVIEW SOFTWARE
Seng Sun, *President*

SYNOVUS
Jennifer Mulligan, *Senior Vice President / Market Executive*

T. ROWE PRICE
Phil Hauser, *Vice President, Head of Individual Investors Operations*

TAMPA !P
Mark Sharpe, *Executive Director*

TAMPA BAY BUCCANEERS
Atul Khosla, *Chief Corporate Development & Brand Officer*

TAMPA DOWNTOWN PARTNERSHIP
Lynda Remund, *Acting President and CEO*

WARREN AVERETT
Michelle Sanchez, *CPA, Audit Member*

WESTSHORE ALLIANCE
Ann Kulig, *Executive Director*

WFLA
Steve Blanchard, *Vice President of Sales*

GAZELLE /

BDG ARCHITECTS
Mickey Jacob, *Executive Vice President*

BENEFICIAL BLENDS
Erin Meagher, *Chief Coconut*

BLIND TIGER CAFÉ LLC
Roberto Torres, *President*

ELEVATE
Aakash Patel, *President*

FELDMAN EQUITIES
Larry Feldman, *CEO*

INTEGRAL ENERGY
Anddrikk Frazier, *Managing Partner*

NEWGENTEK
Chon Nguyen, *Founder and CEO*

SHEA BARCLAY GROUP
Michael P. Shea, *PRESIDENT*

SITEREADY
Dylan McCrory, *Senior Vice President - Solutions*

TOMLIN ST CYR & ASSOCIATES
John Tomlin, *CEO*

VOLTAIR CONSULTING ENGINEERS
Julius Davis, *President and CEO*



THE GREATEST VALUE THE EDC BRINGS TO ME AND FIFTH THIRD BANK IS CONNECTIVITY, WHICH COMES IN MANY FORMS AND THROUGH THE MANY SERVICES THE ORGANIZATION PROVIDES. I CAN RELY ON THEM WHEN I NEED TO IDENTIFY RESOURCES, PULL DATA AND RESEARCH, GET A BUSINESS REFERRAL, OR ACCESS SPECIFIC BUSINESS PROGRAMS.

JIM WEISS, TAMPA CITY PRESIDENT, FIFTH THIRD BANK



BRIAN MURPHY, CEO AND FOUNDER AT RELIAQUEST

YEAR IN REVIEW /

The 2018 fiscal year was another stellar year for the Tampa Hillsborough EDC. The Business Development team closed 31 projects that added 3,441 new jobs and \$187 million in capital investment to Hillsborough County. 18 local businesses invested significantly in their expansion efforts, showing they are committed to growing in Tampa. The word is out about Tampa’s exceptional talent and friendly business climate as 13 companies expanded or relocated to Tampa and Hillsborough for the first time. The addition of these jobs and investment will positively impact our community, residents and economy for years to come.

3,441 JOBS

31 PROJECTS

\$187,085,105
CAPITAL INVESTMENT



 AIM INC.
45 new jobs / \$4,000,000 capital investment

 BAKER MCKENZIE
300 new jobs / \$3,300,000 capital investment

 BOB'S MACHINE SHOP
75 new jobs / \$1,000,000 capital investment

 FRANK RECRUITMENT GROUP
100 new jobs / \$1,500,000 capital investment

 GREAT LAKES POWER
5 new jobs / \$200,000 capital investment

 GREENWAY HEALTH/HQ
104 new jobs / \$1,800,000 capital investment

 LIFTUP
20 new jobs / \$350,000 capital investment

 MATERIALS LIFECYCLE MANAGEMENT CO.
45 new jobs / \$10,500,000 capital investment

 METLIFE
430 new jobs / \$25,000,000 capital investment

 MORPHOGENESIS, INC.
20 new jobs / \$1,135,000 capital investment

 NEWGENTEK
20 new jobs / \$500,000 capital investment

 OBSIDIAN SOLUTIONS GROUP
50 new jobs / \$75,000 capital investment

 PROJECT BRAVE
11 new jobs / \$11,900,000 capital investment

 CHARTER COMMUNICATIONS
496 new jobs / \$4,541,000 capital investment

 AXOGEN
155 new jobs / \$6,800,000 capital investment

 PROJECT SHELF
20 new jobs / \$30,000,000 capital investment

 CAE USA
100 new jobs

 RELIAQUEST
280 new jobs / \$5,200,000 capital investment

 REMEDI SENIOR CARE
200 new jobs / \$10,000,000 capital investment

 RESISTACAP
100 new jobs / \$500,000 capital investment

 SPARXOO
100 new jobs / \$13,500,000 capital investment

 SYMMETRY OFFICE
20 new jobs / \$450,000 capital investment

 TAMPA BAY BREWING COMPANY
12 new jobs / \$700,000 capital investment

 THE MOSAIC COMPANY
150 new jobs / \$500,000 capital investment

 VALIDITY
75 new jobs / \$525,000 capital investment

 VISIONARY SLEEP LLC
55 new jobs / \$1,000,000 capital investment

 VISION KITCHEN & BATH
25 new jobs / \$2,350,000 capital investment

 WEBSTaurantSTORE
305 new jobs / \$1,000,000 capital investment

 WILSONHCG
28 new jobs / \$489,105 capital investment

 WORLD TRIATHLON CORPORATION
70 new jobs / \$120,000 capital investment

 ZAVAZOK GROUP
25 new jobs / \$150,000 capital investment

ECONOMIC DEVELOPMENT ACTIVITY
CREATES A RIPPLE EFFECT OF
PROSPERITY THROUGHOUT THE
COMMUNITY. **HERE'S HOW IT WORKS:**

In FY2018, the Tampa Hillsborough EDC helped 31 companies create

3,441 direct jobs



and
OVER \$187 MILLION
in capital investment.



Those jobs will in turn create another

1,300 indirect jobs including
vendors, contractors and service providers which in turn



support **1,644** induced jobs
such as retailers, health care workers and government service
providers generating nearly

\$173 MILLION

in additional local spending on things like homes, cars,
and education, as well as area retail stores, restaurants,
professional service firms, and medical service providers.



THRIVE WITH 5

FY2017-2019 STRATEGIC PLAN

At the end of the 2016 fiscal year, the Tampa Hillsborough EDC team laid out a strategic plan that would guide our efforts over the next three years. These goals will not only help us in our retention and recruitment efforts, but guide us as we continue to grow as a top destination for business and as one of the most innovative and successful economic development organizations in the United States.

GOAL 1 / RETENTION

Deliver a best-in-class business retention and expansion program.

GOAL 2 / RECRUITMENT

Recruit companies that will play a significant role in shaping the economic future of Tampa and Hillsborough County.

GOAL 3 / RECOGNITION

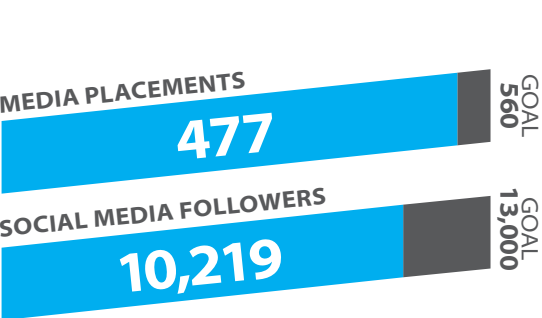
Gain recognition as the most nimble, innovative and successful economic development organization in the United States.

FY2017-2019 TOTAL JOBS AND CAPITAL INVESTMENT GOALS



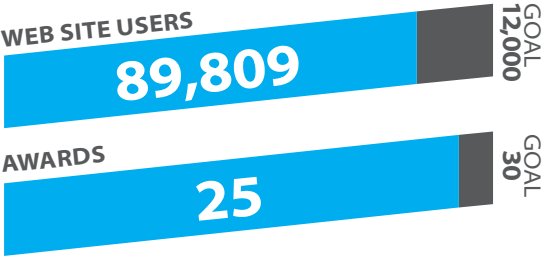
GOAL 4 / RENOWN

Achieve global renown as one of America's best destinations for business.



GOAL 5 / REGIONALISM

Create and support regional initiatives that enhance our opportunities for economic success in Hillsborough County.



MISSION /

Develop and sustain a thriving local economy by focusing on the attraction, expansion and retention of high wage jobs and capital investment.

VISION /

We are recognized nationally as a community transformed by job growth, business innovation and international trade.

VALUES /

- VISION**
We think big
- COLLABORATION**
We engage in teamwork
- RESULTS**
We hold ourselves accountable
- PRIDE**
We believe in our community
- INTEGRITY**
We do the right thing.

RETENTION /

Fueled by a booming economy, a supportive business environment and an outstanding talent pool, companies across industry sectors in Tampa and Hillsborough County are growing. This year, the EDC's Business Development team paid visits to 175 local enterprises and completed 18 expansion projects. Collectively, these expanding companies generated 1,420 new jobs and a jaw-dropping \$143 million in capital investment.

\$143 MILLION IN CAPITAL INVESTMENT

Globally-renowned brands such as Metlife and IRONMAN chose to plant deeper roots in the area, along with successful homegrown companies such as Tampa Bay Brewing Company, Newgentek, Bob's Machine Shop, and ReliaQuest. The diversity of these companies and the talent they require to power their growth is further proof that companies of all sizes and industry sectors can thrive in Hillsborough County.

The Business Development team doubled down on its efforts to inform local organizations of the services the EDC can offer to help them grow and upgrade their employees' skills. In addition to attending industry association events and conferences across the region, the team presented to business groups including chambers of commerce, BioFlorida, Hillsborough Manufacturing Alliance and NAIOP.

18 EXPANSION PROJECTS

1420 NEW JOBS

175 BUSINESS VISITS

IT'S NOT JUST THE POPULARITY OF CRAFT BEER THAT HAS CONTRIBUTED TO OUR SUCCESS. THE EDC HELPED US TAP INTO RESOURCES THAT HAVE SUPPORTED OUR ABILITY TO EXPAND IN OUR HOME MARKET.

DAVID DOBLE, MANAGING PARTNER, TAMPA BAY BREWING COMPANY





“ WE WERE LOOKING FOR AN EXCEPTIONAL POOL OF TALENT, A MEANINGFUL CULTURAL FIT AND A GLOBAL OUTLOOK THAT WILL WORK WELL WITH OUR BUSINESS NEEDS – AND TAMPA TICKED ALL THOSE BOXES.

WE HAVE BEEN ENCOURAGED BY THE HOSPITALITY OF THE EDC TEAM, THE LOCAL GOVERNMENT AND EVERYONE IN THE BUSINESS COMMUNITY WE’VE MET SO FAR.

JAMIE LAWLESS, EXECUTIVE DIRECTOR FOR THE BAKER MCKENZIE TAMPA CENTER

RECRUITMENT /

It was a standout year for recruiting new businesses to the Tampa market. A total of 13 new companies announced they would create 2,021 new jobs and invest \$44 million in Hillsborough County. Frank Recruitment Group, WebstaurantStore, Automated Industrial Machinery and Resistacap Energy Products are just a few of the companies that relocated their headquarters or established new operations here.

13 NEW COMPANIES
ANNOUNCED THEY WOULD CREATE
2,021 NEW JOBS AND INVEST
\$44 MILLION IN CAPITAL
INVESTMENT

Tampa and Hillsborough County once again proved its desirability as a location for global shared services operations. Leading multinational law firm Baker McKenzie announced plans to invest more than \$3 million in its new Global Center of Excellence in Tampa, the first of its kind in North America. The center will create more than 300 new high-wage jobs in legal services, finance, IT, operations, business development, marketing and communications.

Business Missions

The Business Development team also kept busy with mission trips to key markets. EDC Chair Dr. Alan List led a trip to San Diego to explore building an ecosystem for life sciences, one of the EDC’s targeted industries. The team met with several high-growth company prospects and walked away with a greater knowledge for how to keep the momentum going in that sector.

A delegation that included the Business Development team, EDC Investors, and Mayor Bob Buckhorn traveled to New York and New Jersey to thank CEOs who have made investments in Tampa and to meet with prospects. A lunch was hosted with seven influential site selectors to bring them up to speed with what’s happening in the Tampa market. And Mayor Bob Buckhorn talked up Tampa in live interviews on Bloomberg TV and Cheddar and during meetings with Governing Magazine, The New York Times, Bloomberg BusinessWeek and The Financial Times.





RECRUITMENT / MOSAIC

IN MAY, THE EDC ACHIEVED ITS LONG-HELD GOAL OF RECRUITING ITS FIRST FORTUNE 500 CORPORATE HEADQUARTERS WITH THE ANNOUNCEMENT OF THE MOSAIC COMPANY'S RELOCATION TO TAMPA. THIS WIN MARKS AN IMPORTANT MILESTONE IN OUR REGION'S RISE AS A GLOBAL BUSINESS DESTINATION.

The Mosaic Company is one of the world's leading producers and marketers of concentrated phosphate and potash crop nutrients. The arrival of Mosaic's executive team will amplify the company's already large presence in Central Florida and allow them more convenient access to business units in Latin America.

EMPLOYS MORE THAN **3,000 FULL-TIME WORKERS**
ANOTHER 3,000 CONTRACTORS IN FLORIDA

OVER **1,000 FULL-TIME WORKERS**
IN HILLSBOROUGH COUNTY

"HILLSBOROUGH COUNTY OFFERS AN EXCELLENT BUSINESS CLIMATE, GREAT TALENT, COST ADVANTAGES, AND EASY ACCESS TO OUR BUSINESS IN BRAZIL, MAKING IT AN IDEAL LOCATION FOR OUR CORPORATE HEADQUARTERS.

JOC O'ROURKE, PRESIDENT AND CEO, THE MOSAIC COMPANY



AVERAGE EMPLOYEE TENURE = **18 YEARS**

INSTRUMENTAL IN PORT TAMPA BAY'S GROWTH

OVER THE LAST 100 YEARS

PHOSPHATE INDUSTRY ACCOUNTS FOR NEARLY 2/3 OF THE PORT'S ECONOMIC ACTIVITY AND
MORE THAN 40,000 JOBS

RECOGNITION /

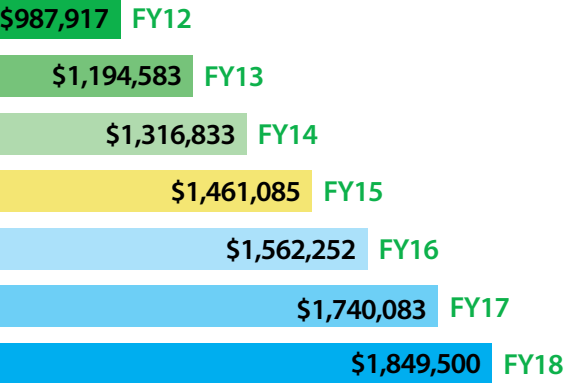
The EDC owes its existence to our Investors, and we could not succeed without their leadership and support. We kept this remarkable group busy in 2018 with meetings, mission trips and participation in our four Special Committees. Launched last year, the Investor Relations, Business Development, Marketing and International Business Development Committees really hit their stride – attracting so many participants that sub-teams were created to accommodate the large number of leaders taking part.

Our Investors also enjoyed events that afforded them valuable market intelligence and exclusive opportunities to engage with their peers. They heard updates on our office submarkets at our annual Real Estate Forum in April and met with CEOs from companies that recently expanded or relocated here at our Meet the Projects events in January and June. In August, they interacted with several key members of our legislative delegation at our inaugural Luncheon with Legislators, and shared their perspectives on the value of economic development for our community.

In addition to his role as Tampa Hillsborough EDC CEO and President, Craig J. Richard also served as 2018 Chairman of the International Economic Development Council (IEDC) – the largest national and global organization of economic development professionals. Craig shared Tampa and Hillsborough’s successes at conferences around the world, and as the final act of his term bestowed the IEDC Chairman’s Award for Leadership in Economic Development on City of Tampa Mayor Bob Buckhorn.

TOTAL PRIVATE INVESTMENT
MORE THAN \$1.8 MILLION
16 TOTAL
CIRCLE OF CHAMPIONS

PRIVATE INVESTMENT REVENUE GROWTH



16 NEW INVESTORS
6 UPGRADED INVESTORS



I'M SO PROUD OF THE WORK DONE BY THIS TEAM OF INVESTORS. WE ARE COMMITTED TO SHARING THE VALUE PROPOSITION OF INVESTING IN THE EDC WITH OTHER COMMUNITY PARTNERS. WE'RE WORKING TO MAXIMIZE OUR INVESTMENT IN TAMPA BAY SO THAT WE MAY ALL BENEFIT IN THE SUCCESS OF OUR AREA.

YVETTE SEGURA, VICE PRESIDENT AND GENERAL MANAGER, TAMPA CAMPUS, USAA; CHAIR, INVESTOR RELATIONS COMMITTEE



THE MARKETING COMMITTEE HAS ATTRACTED SOME OF THE VERY BEST MARKETING MINDS IN THE REGION TO SUPPORT THE EDC'S INITIATIVES. I'M SO IMPRESSED WITH WHAT THIS GROUP OF INVESTORS HAS ACCOMPLISHED IN ITS FIRST YEAR. THEIR CONTRIBUTIONS ARE HELPING TO ADVANCE OUR GOALS FOR PROMOTING HILLSBOROUGH COUNTY - AND THE GREATER TAMPA BAY REGION - AS A PREMIER BUSINESS DESTINATION.

MARIE CHINNICI-EVERITT, CHIEF MARKETING OFFICER, DTCC, AND HEAD OF DTCC TAMPA; CHAIR, MARKETING COMMITTEE



THE CREATION OF THE BUSINESS DEVELOPMENT COMMITTEE HAS GIVEN OUR INVESTORS THE OPPORTUNITY TO MEANINGFULLY ENGAGE IN IDENTIFYING AND TARGETING NEW PROSPECTS AND SHARING NEWS ABOUT FAST-GROWING LOCAL BUSINESSES THAT HAVE PROJECT POTENTIAL. WE'RE OFF TO AN EXCELLENT START.

VIN MARCHETTI, SHAREHOLDER, STEARNS WEAVER MILLER; CHAIR, BUSINESS DEVELOPMENT COMMITTEE



OUR COMMITTEE HAS BEEN ACTIVELY PARTICIPATING IN EXPORT MISSION PLANNING AND THE IMPLEMENTATION OF OUR FOREIGN DIRECT INVESTMENT STRATEGY. IT'S VERY REWARDING TO KNOW THAT THE WORK WE'RE DOING IS CONTRIBUTING TO OUR REGION'S FUTURE ECONOMIC GROWTH.

JIM LANG, SHAREHOLDER, GREENBERG TRAURIG; CHAIR, INTERNATIONAL BUSINESS DEVELOPMENT COMMITTEE





RENOWN /

Our award-winning Marketing and Communications team is laser-focused on promoting Tampa and Hillsborough County as the best business destination in the country. This year, we stepped up our efforts to secure coverage in major national media, generate greater awareness on social channels, and add timely market intelligence reports to our online data center.

Ads in Delta Sky Magazine, Site Selection and Florida Trend highlighted success stories in key industries such as manufacturing, life sciences, and financial services. We augmented these campaigns with advertorial content that positioned Tampa Bay as a region on the rise – one ripe with opportunity, excitement, and incredible growth potential. Tampa Bay received accolades in international media as well – with Deutsche Welle, Germany's largest radio network, and Handelsblatt, the nation's most prestigious business publication, describing our region as a hotbed of innovation and business growth.

Our social media campaigns have generated intense interest this year, gaining more than 10,000 followers across all channels. New features such as Hot Job of the Day keep followers engaged while providing valuable intelligence on career opportunities, local news, rankings and profiles of fascinating people and companies in the region.

We amplified our efforts to attract talent and retain great talent as well. The Make it Tampa Bay campaign – our joint initiative with Visit Tampa Bay – had a five-month run in Chicago, Dallas, Philadelphia and New York. Professionals working at the top business addresses in these markets saw ads touting career opportunities in Tampa, heard commercials about us on Pandora, and received targeted email and social media messages designed to raise awareness about how they could succeed here. Locally, the Make it Tampa Bay campaign appeared in the Tampa Bay Times' *tbt, spotlighting the success of our young entrepreneurs and reminding recent graduates of the opportunities that exist here.

Our research team continues to produce timely reports measuring our region's economic indicators, GDP growth, and cost of living, among other key data points. This research supports our Business Development team as they make the case for Tampa to prospects – providing evidence that our market can compete against any other in the Southeast and most other major metros as well.

THE EDC DOES A FANTASTIC JOB AT POSITIONING OUR COMMUNITY AS A TOP BUSINESS DESTINATION. THE TEAM IS ABLE TO SELL THE BIG PICTURE AND THE REGIONAL OPPORTUNITY THAT INDIVIDUAL COMPANIES CAN'T FOCUS ON.

KYLE BURD, SENIOR VICE PRESIDENT & MANAGING DIRECTOR-TAMPA, COUSINS PROPERTIES



11 AWARDS WON IN 2018

IN COLLABORATION WITH INVESTORS TRICKEY JENNUS AND DIAMOND VIEW AND PARTNER VISIT TAMPA BAY

36 MILLION IMPRESSIONS

GENERATED IN FIRST FIVE MONTHS OF MAKE IT TAMPA BAY AD CAMPAIGN

47% OF PEOPLE

POLLED EXPRESSED AN INTEREST IN RELOCATING TO TAMPA AFTER SEEING MAKE IT TAMPA BAY CAMPAIGN

REGIONALISM /

2018 was a year of exciting new beginnings for the EDC's International Business Development team.

Together with our partners at the Pasco Economic Development Council and Pinellas County Economic Development, we rebranded the Tampa Bay Export Alliance as Global Tampa Bay. In May, we rolled out the initiative's elegant new logo and web site at a sold-out luncheon and panel presentation in Tampa.

The new branding and web presence were made possible thanks to a generous grant from JP Morgan Chase. This grant also allowed us to undertake several foreign direct investment missions to the United Kingdom and Canada – missions that resulted in significant interest in our market and new projects in our pipeline.

Global Tampa Bay embarked on its most successful trade mission ever in April. More than a dozen local companies and elected officials from Hillsborough, Pasco and Pinellas counties participated, and met with the Mexican Secretary of Foreign Affairs to strengthen direct ties between Tampa Bay and Mexico.

This mission, like so many others, was sponsored by our partners at Tampa International Airport and Port Tampa Bay. We are truly grateful to them and our other Investor sponsors for making these critical export sales trips possible.

MEXICO CITY MISSION RESULTS

**15 TAMPA BAY
COMPANIES** PARTICIPATED

80 MEETINGS
CONDUCTED WITH MEXICAN
BUSINESS PROSPECTS

\$35 MILLION+
ECONOMIC ACTIVITY AFTER
JUST TWO DAYS

GLOBAL
TAMPA BAY



“THE MEXICO CITY
MISSION GAVE TAMPA
BAY BUSINESSES ACCESS
TO SCORES OF QUALITY
PROSPECT COMPANIES
AND WILL HELP THEM MAKE
SIGNIFICANT INROADS INTO
THE MEXICAN MARKET.

COMMISSIONER KATHRYN E. STARKEY,
PASCO COUNTY BOARD OF COUNTY COMMISSIONERS

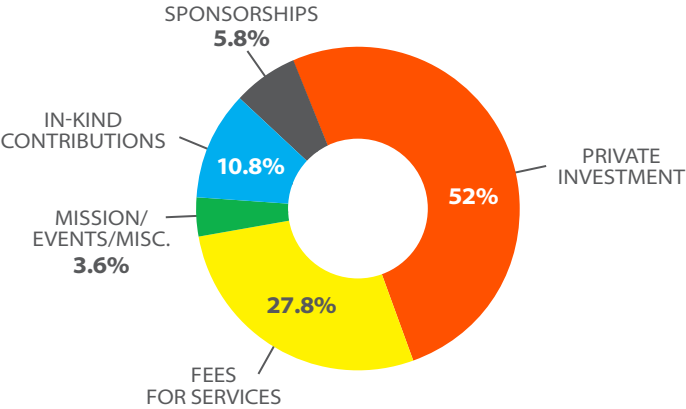


REVENUES AND EXPENSES /

FY2018

OUR RESOURCES

PRIVATE INVESTMENT	\$1,849,500
FEES FOR SERVICES	\$988,000
MISSIONS/EVENTS/MISC.	\$126,596
IN-KIND CONTRIBUTIONS	\$382,831
SPONSORSHIPS	\$208,091
TOTAL RESOURCES	\$3,555,018



HOW OUR RESOURCES WERE USED

BUSINESS DEVELOPMENT	\$1,000,333
MARKETING & COMMUNICATIONS	\$1,277,941
OPERATIONS & ADMIN	\$668,107
INT'L BUSINESS DEVELOPMENT	\$409,387
EVENT EXPENSES	\$75,430
TOTAL RESOURCES USED	\$3,431,198

