

RISE

TAMPA HILLSBOROUGH ECONOMIC DEVELOPMENT CORPORATION

ANNUAL REPORT 2017





ASHLEY FURNITURE E-COMMERCE HEADQUARTERS



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THANKS TO YOUR
GENEROSITY
AND TRUST IN
OUR MISSION, WE
HAVE RECEIVED
THE HIGHEST
LEVEL OF PRIVATE
INVESTMENT IN THE
EDC'S HISTORY.

When I assumed my role as chair last year, I invited you to join me to help elevate Hillsborough County as a premier business destination and center for global commerce by increasing your support of the Tampa Hillsborough EDC so that we could compete with larger markets.

I am pleased to report that you rose to that challenge – in ways that will have a lasting and profound impact on our organization and this community.

Together, we launched our successful inaugural capital campaign. This campaign added 15 new Investors, three new Circle of Champions Investors, and increased the investments of nine existing Investors. Thanks to your generosity and trust in our mission, we have received the highest level of private investment in the EDC's history.

Importantly, we also made significant strides toward accomplishing the goals set forth in our FY2017-2019 strategic plan: a record number of new jobs, international awards and recognition, and coverage in top national media outlets, to name a few. We also attained the International Economic Development Council's Accredited Economic Development Organization (AEDO) certification, which recognizes the Tampa Hillsborough EDC among an elite group of fewer than 70 economic development organizations representing the "best of the best" in the profession.

Our exceptional performance occurred through disciplined focus, tenacity and an unwavering commitment toward fulfilling the objectives within our strategic plan. Thanks to your dedication and hard work, we are now realizing the full potential of the EDC and having the positive impact that we had strived for. Serving as your chair has been a privilege, and I thank you for your efforts in accomplishing so much during this past year.



Ken Atwater, Ph.D.
PRESIDENT, HILLSBOROUGH COMMUNITY COLLEGE
2017 CHAIR



Ken Atwater, Ph.D.

PRESIDENT, HILLSBOROUGH COMMUNITY COLLEGE 2017 CHAIR



Alan List, M.D.

PRESIDENT AND CEO, MOFFITT CANCER CENTER 2018 CHAIR

TAMPA BAY'S HIGHER EDUCATION, RESEARCH, AND TECHNOLOGY ASSETS ARE ALL CONTRIBUTING TO OUR GROWTH POTENTIAL — AND THERE HAS NEVER BEEN A BETTER TIME TO CAPITALIZE ON THESE AREAS.

In the coming year, we have an unprecedented opportunity to position Tampa and Hillsborough County on the world stage — particularly in key target industries such as life sciences and financial and professional services.

The arrival of Amgen's Capability Center confirmed Tampa and Hillsborough County's status as an up-and-coming biotechnology and life sciences sector destination. Our community beat more than 380 other metropolitan areas for the project in part because of the success that Bristol-Myers Squibb and Johnson & Johnson are enjoying in this region. Tampa Bay's higher education, research, and technology assets are all contributing to our growth potential — and there has never been a better time to capitalize on these areas.

Our biotech wins will help us to draw more innovative partnership, investment, and recruitment projects for our rapidly growing life sciences industry. Our path to success will begin with identifying excellent prospects whose arrival or expansion here will spur innovation and

collaboration and help shape our future economy. It will continue with inbound and outbound press trips to make sure that our exciting progress is being covered in national media. We will also plan business missions to key markets to thank those companies that have established operations in Tampa and Hillsborough County and introduce ourselves to new ones that we are confident will thrive here.

Finally and most importantly, we will step up our business expansion efforts in all of our target industries, challenging ourselves to increase local business visits, increase our export activity, and generate greater local awareness of the assistance the EDC can provide to existing companies.

It's going to be another action-packed year for the EDC team and Investors. I am tremendously excited to serve as your chair and ready to get to work with you!

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

THANKS TO YOUR HARD WORK, OUR ORGANIZATION HAS ACHIEVED RECORD RESULTS IN JOB CREATION AND NEW INVESTMENT.

As I reflect upon my first full year as CEO of this incredible organization, one word keeps coming to mind: pride.

We began this year with a renewed focus on elevating Tampa and Hillsborough County's profile as one of the country's premier business destinations. We flew to New York and Washington, DC to tell our story to top national media outlets and site selectors. We hosted media and site selectors from across America in our community, so they could experience for themselves what the excitement was all about. We launched our ambitious national talent attraction initiative, Make It Tampa Bay, together with our StandUp Tampa advisory team and our partners in Hillsborough County and Visit Tampa Bay.

Our efforts are paying off tremendously.

We're moving up in national rankings of all kinds. Millennials are flocking to Tampa Bay, and launching some of the most innovative businesses this community has ever seen. We're gaining consistent, positive coverage in top tier business publications. Social media feeds are buzzing with news about Tampa and Hillsborough County, as everyone from locals to out-of-market champions share the latest developments that are putting us on the hot list for talent and expanding companies.

We are, without question, a region on the rise.

I could not be more proud of the progress we've made as a community this year. Thanks to your hard work, our organization has achieved record results in job creation and new investment. These achievements are propelling us toward our ultimate goal: to increase economic prosperity for every family in our community and strengthen our competitiveness as a region.

My pride is eclipsed only by my gratitude – for our chairman, Dr. Ken Atwater, and our Investors and partners - who rise up every day with the intention of making Tampa and Hillsborough County a better place to live and do business. Together, we are unstoppable.



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



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



THE TEAM

The Tampa Hillsborough Economic Development Corporation team works diligently every day to position our community as a top tier destination for businesses of all sizes. From coordinating international trade missions and visiting local businesses to creating award-winning marketing collateral and engaging our Investors, every member of this dedicated team strives to make the EDC the best economic development organization in the country.

We work hard, but we know how to de-stress and have some fun, too. This year, our team bonded over bowling, solved riddles to find our way out of an escape room, toured Tampa's growing Coppertail Brewery, and took in the Vinik Family Foundation's Art of the Brick exhibit downtown.

We feel genuinely grateful to come to work every day to help our community grow and prosper, and are always eager to give back. This year, we held several drives for Feeding Tampa Bay, collecting food and supplies for local families in need. In the aftermath of Hurricane Irma, our team helped spread the word for local nonprofits seeking donations, supplies, and volunteers to help our affected neighbors get back on their feet.

Executive

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

Finance and Administration

3. Mark Segel
Senior Vice President and Chief Administrative Officer
4. Avril Stinson
Director of Investor Relations
5. Kara Bosworth
Investor Relations Manager

Business Development

6. Steve Morey
Vice President, Business Development
7. Bea Bare
Senior Business Development Executive
8. Adam Myers
Business Development Manager
9. Maginda Montero
Business Development Manager
10. Jonathan Wolf
Business Development Manager
11. Juawana Colbert-Williams
Business Development Manager
12. Anna Vega
Executive Coordinator

Marketing

13. Michelle Bauer
Chief Marketing Officer
14. Hussain Shamseddine
Digital Marketing Manager
15. Jessica Butzier
Marketing and Communications Manager
16. Robin DiSalvo
Market Research Analyst

International Business

17. Aly Fernandez
International Business Development Manager

LEADERSHIP

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*



HONORABLE
Stacy White
*Chair, Hillsborough
County Board of County
Commissioners*



HONORABLE
Bob Buckhorn
Mayor, City of Tampa



HONORABLE
Rick Lott
Mayor, City of Plant City



HONORABLE
Dr. Mel Jurado
Mayor, City of Temple Terrace

Elected Officials

The Tampa Hillsborough EDC's more than 100 Investors make our work and the growth of our community as a top business destination possible. They are the fuel in our engine, powering us with their financial and strategic support. Their tireless advocacy for the EDC and championing of Tampa and Hillsborough County's potential as a world-class business destination amplify our message to prospects and influencers across the globe. Their generosity ensures that we have the staff and resources needed to achieve the ambitious goals we set forth in our strategic plan.

This year, we revised our Investor benefits and structure, with an eye toward enhancing Investor engagement and delivering more value. We established four new standing committees — Marketing, Business Development, Investor Relations, and International Business — to tap into our Investors' best ideas for moving our agenda forward. We renamed our Executive Committee and Board of Directors levels to Chairman's Council and President's Council, respectively. We created a new category of Investors, Gazelle, specifically for young CEOs and executives leading some of the fastest-growing companies in the region. To realize our vision for a dynamic, diverse, and connected business community, it's vitally important for us to have the sharpest business minds from startups to established corporations at our table.

With our Investors playing a larger and more consistent role in guiding our team, Tampa and Hillsborough County will rise higher, faster.



Honorable Stacy White, *Chair*



Honorable Bob Buckhorn, *Mayor*



Ronald Vaughn, Ph.D., *President*



David Pizzo, *Market President,
West Florida Region*



Paul Anderson, *President and CEO*



Gordon L. Gillette, *President*



Joe Lopano, *CEO*



Ken Atwater, Ph.D., *President*



Pamela Snyder, *Senior Vice President,
Commercial Relationship Manager,
Tampa/Southwest Florida*



Brian Best, *CEO*



John Couris, *President and CEO*



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



Ed Peachey, *President and CEO*



Alan List, M.D., *President and CEO*



FIFTH THIRD BANK
Jim Weiss, *Tampa City President*

Chairman's Council



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



BEAUX-ARTS GROUP
Anne Adams Everett, *Principal*



BECK
Mark House, *Managing Director*



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



THE BROMLEY COMPANIES
William L. Haines, *Chairman*



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



CHAPPELLROBERTS
Colleen Chappell, *President and CEO*



CITY OF PLANT CITY
Honorable Rick Lott, *Mayor*



CITY OF TEMPLE TERRACE
Honorable Dr. Mel Jurado, *Mayor*



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



DIAMOND VIEW
Tim Moore, *CEO*



FOLEY & LARDNER LLP
Randy Wolfe, *Managing Partner*



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



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



GREENBERG TRAUIG, P.A.
Rich McCrea, *Shareholder*



HANEKE DESIGN
Jody Haneke, *President and Founder*



THE MOSAIC COMPANY
Eileen H. Stuart, *Vice President, Public Affairs – Phosphates*



NEW YORK YANKEES
Tony Bruno, *Senior Vice President and Chief Financial Officer*



NITRO SOLUTIONS
Pete Slade, *President and CEO*



PNC BANK
C.J. Mintrone, *SVP Corporate and Institutional Banking*



SAINT LEO UNIVERSITY
Bill Lennox, Ph.D., *President*



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



STEARNS WEAVER MILLER
Vin Marchetti, *Shareholder*



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



TAMPA BAY BUSINESS JOURNAL
Bridgette Bello, *Publisher*



TAMPA BAY LIGHTNING
Jeff Vinik, *Chairman and Governor*



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



TAMPA HILLSBOROUGH EXPRESSWAY
Joe Waggoner, *CEO*



TRICKEY JENNUS
Tom Jennus, *Chief Creative Officer*



UBS WEALTH MANAGEMENT
Greg Kadet, *Director of Central Florida*



UNITED WAY SUNCOAST
Suzanne McCormick, *CEO*



UNIVERSITY OF SOUTH FLORIDA
Judy Genshaft, Ph.D., *President*



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



WELLS FARGO
Kurt Mattox, *Senior Vice President*

President's Council

IP: POTENTIAL UNLEASHED
Mark Sharpe, *Executive Director*

ABACODE
Jeremy Rasmussen, *Cybersecurity Director*

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

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

BB&T
Chip Falk, *Market President*

CARLTON FIELDS
Nathaniel Doliner, *Managing Shareholder*

CBRE
Chase Pattillo, *Managing Director*

CHERRY BEKAERT
Chris Rux, *Managing Partner*

CITI
Gregg Morton, *Site President*

COGNIZANT
Prem James, *General Manager, North America
Healthcare Digital Operations*

COLLEGE HUNKS HAULING JUNK
Omar Soliman, *CEO & Co-Founder*

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

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*

HIGHWOODS PROPERTIES
Dan Woodward, *Vice President*

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

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

IT AUTHORITIES
Jason Caras, *Co-Founder and Co-Chairman of the Board*

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

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

MCKIBBON HOTEL MANAGEMENT, INC.
Randy Hassen, *President*

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

REGIONS BANK
Stephen Stagg, *Commercial Bank Executive,
West Coast of Florida*

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

RYAN COMPANIES
Doug Dieck, *President, Southeast Region*

SPECTRUM
Guy Nickerson, *CEO and Executive Producer*

SUNVIEW SOFTWARE
Seng Sun, *President*

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

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

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

TAMPA DOWNTOWN PARTNERSHIP
Christine Burdick, *President and CEO*

WESTSHORE ALLIANCE
Ann Kulig, *Executive Director*

WFLA
Andy Alford, *Tampa General Manager*

Gazelle

BDG ARCHITECTS
Mickey Jacob, *Executive Vice President*

BLIND TIGER CAFÉ LLC
Roberto Torres, *President*

CONSTRUCTION SERVICES INC.
Fred Lay, *President*

ELEVATE
Aakash Patel, *President*

FELDMAN EQUITIES
Larry Feldman, *CEO*

FLORIDA HOSPITAL, CARROLLWOOD
Joe Johnson, *President and CEO*

HOK
Mandy Weitknecht, *Senior Associate
and Director of Business Development*

LASER SPINE INSTITUTE
Chris Knopik, *Chief Legal
Officer/General Counsel*

RELIAQUEST
Brian Murphy, *President and CEO*

RS&H
John Pehling, *Vice President*

SHEA BARCLAY GROUP
Michael P. Shea, *President*

SITEREADY
Dylan McCrory, *Senior Vice President -
Solutions*

SMITH & ASSOCIATES
Robert Glaser, *President and CEO*

TOMLIN ST CYR & ASSOCIATES
John Tomlin, *CEO*

VOLTAIR CONSULTING ENGINEERS
Julius Davis, *President and CEO*

Investors as of September 30, 2017

REVENUES AND EXPENSES

Our Resources

Investor Funding	\$1,740,083
Fees for Services	\$988,000
Missions/Events/Misc.	\$351,412
In-Kind Contributions	\$301,139
Sponsorships	\$88,334
Total Resources	\$3,468,968

How Our Resources Were Used

Business Development	\$1,018,460
Marketing & Communications	\$1,120,815
Operations & Admin.	\$709,132
Int'l Business Development	\$532,573
Event Expenses	\$84,783
Total Resources Used	\$3,465,763



YEAR IN REVIEW



METROHM GROUND BREAKING

The 2017 fiscal year was certainly one for the record books. The Business Development team closed 31 projects that added a total of 4,447 new jobs — our highest annual number to date — and nearly \$506.6 million in capital investment to Hillsborough County. Local companies accounted for more than half of that new job growth, confirming that Tampa and Hillsborough County as the ideal place to grow their business. The 2,213 high-wage jobs and \$433.2 million in capital investment that these recruited businesses will bring are transforming our economy in ways large and small.

4,447 JOBS
31 PROJECTS
\$506,562,000
 CAPITAL INVESTMENT

FY2017 ANNOUNCED ECONOMIC DEVELOPMENT PROJECTS


 3GMETALWORX
 10 new jobs; \$330,000 capital investment


 ADVANCED AIRFOIL COMPONENTS
 350 new jobs; \$139,000,000 capital investment


 AKCA INC.
 30 new jobs; \$400,000 capital investment


 AMGEN
 450 new jobs; \$25,000,000 capital investment


 ASTUS MEDICAL
 8 new jobs; \$1,000,000 capital investment



 B&M PRECISION
 35 new jobs; \$14,100,000 capital investment


 BLUEGRACE LOGISTICS
 250 new jobs; \$450,000 capital investment


 BLUELINE ASSOCIATES
 150 new jobs; \$2,276,000 capital investment


 CARESYNC
 500 new jobs; \$4,500,000 capital investment


 CLEANPAK PRODUCTS
 4 new jobs; \$200,000 capital investment


 COGNIZANT
 75 new jobs; \$500,000 capital investment


 CONTINUITY LOGIC
 30 new jobs; \$181,000 capital investment


 CORIN USA/US HQ
 100 new jobs; \$500,000 capital investment


 COTT CORPORATION
 60 new jobs; \$800,000 capital investment


 CWU, INC.
 50 new jobs; \$2,500,000 capital investment



 DAS HEALTH
 30 new jobs; \$145,000 capital investment


 EAT FRESCO
 50 new jobs; \$1,500,000 capital investment


 IT AUTHORITIES
 150 new jobs; \$500,000 capital investment


 LUKOS, LLC
 10 new jobs; \$10,000 capital investment


 METROHM USA
 15 new jobs; \$50,000,000 capital investment


 PORT LOGISTICS, LLC
 55 new jobs; \$22,000,000 capital investment

PROJECT SOLE
 100 new jobs; \$150,000 capital investment


PROJECT HARBOR
 250 new jobs; \$13,900,000 capital investment


 RELIAQUEST
 150 new jobs; \$2,500,000 capital investment


 STEELCO
 195 new jobs; \$221,400,000 capital investment


 STRYKER ORTHOPAEDICS
 25 new jobs; \$500,000 capital investment


 THINK ANEW
 20 new jobs; \$20,000 capital investment


 USAA
 1200 new jobs


 VENDITA TECHNOLOGY GROUP
 15 new jobs; \$500,000 capital investment


 VISTRA COMMUNICATIONS
 50 new jobs; \$1,300,000 capital investment


 WAYFAIR LLC
 30 new jobs; \$400,000 capital investment

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

The Tampa Hillsborough EDC helped **31 companies** create **4,447 direct jobs**



and **OVER \$500 MILLION**

in capital investment this fiscal year.

Those jobs will in turn create another **1,201 indirect jobs** including vendors, contractors and service providers which in turn



support **1,817 induced jobs** such as retailers, health care workers and government service providers generating nearly



\$100 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.



source: JobsEQ



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.



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 of the most innovative and successful economic development organizations in the United States.

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

- 1 Enhanced, scalable and comprehensive BRE program centered on pro-active local business outreach
- 2 Increase business visits and community outreach by a minimum of 10% each year
- 3 Become the 'go-to' resource for local business intelligence
- 4 Promote exporting/increase number of exporters in Tampa and Hillsborough County.

retention



recruitment

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

- 1 Develop and activate robust engagement plan with site selectors and other centers of influence
- 2 Devise and implement aggressive targeted recruitment strategy to prospect companies in high growth/high wage industries
- 3 Leverage Corporate HQ plan to target and recruit national and regional corporate headquarters
- 4 Create and implement foreign direct investment (FDI) strategy
- 5 Redefine pipeline; increase conversion rate year over year.



renown



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

- 1 Develop marketing campaigns that positively impact the attraction and retention of highly skilled talent, using Millennial Matter research as the foundation
- 2 Highlight important industry clusters with dedicated marketing and communications campaigns
- 3 Create targeted national public relations campaigns that tell our story to prospects in national and international media.

regionalism

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

- 1 Lead the Tampa Bay Export Alliance with regional partners to execute trade and FDI missions that elevate Hillsborough County's profile as a center of global commerce
- 2 Implement FDI strategies from Brookings Global Cities Initiative together with Pinellas and Pasco County partners
- 3 Collaborate on regional marketing and economic development initiatives with other Tampa Bay EDs.



recognition

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

- 1 Secure industry conference speaking engagements, committee roles and board appointments for EDC executives
- 2 Update processes, tools and programs to meet changing needs of relocating and expanding companies
- 3 Develop and execute multi-year funding campaign, resulting in an annual investment of at least \$2 million
- 4 Score in the top quartile of IEDC benchmarks and implement client and investor satisfaction measurement programs.



RETENTION



VISTRA COMMUNICATIONS RIBBON CUTTING



BOBBY HARRIS, CEO, BLUEGRACE LOGISTICS

The hundreds of local companies that call Tampa and Hillsborough County home play such a pivotal role in our community's rise as a top business destination. And providing support to these companies is at the center of what the EDC does every day.

The EDC assisted 16 companies with expansion efforts, creating 2,234 new jobs and \$73.4 million in capital investment. Industry leaders USAA, DAS Health, Corin, Cognizant, ReliaQuest, and BlueGrace Logistics have made it clear: Hillsborough County is the best when it comes to growing a successful, thriving business.

The Business Development team visited with more than 160 local companies over the course of the fiscal year to tackle common obstacles to growing their business, from expedited permitting to training assistance.

THE EDC ASSISTED 16 COMPANIES WITH EXPANSION EFFORTS, CREATING 2,234 NEW JOBS AND \$73.4 MILLION IN CAPITAL INVESTMENT.

Additionally, the Business Development team attended a variety of local events to inform them of the complimentary services provided by the EDC to help them thrive here. Meetings this year involved local chambers of commerce, partners like the City of Plant City and the Westshore Alliance, as well as trade organizations like BioFlorida.

Retention efforts have never been stronger, and the team at the EDC takes every step necessary to help the companies that make our community great.



USAA EMPLOYEE

The Tampa Hillsborough EDC's Business Development team sets the recruitment bar higher each year — and clears it every time. As a result of their FY2017 efforts, a record-breaking 15 new to the area companies created 2,213 new jobs and nearly \$433.2 million in capital investment in Hillsborough County. Advanced Airfoil Components, Amgen, BlueLine Associates, CareSync and Steelco are just a few of the industry leaders that announced plans to establish significant operations here.

Advanced Airfoil Components, a joint venture of Siemens and Chromalloy Gas Turbine Corporation, compared several states before choosing Florida for its new headquarters. The Hillsborough County manufacturing facility will create 350 new jobs and \$139 million in capital investment. Biotech giant Amgen evaluated more than 380 communities across the United States for its \$25 million Capability Center — and Tampa beat them all. Amgen, which plans to employ at least 450 here by the end of 2018, has already hired more than 200.

As companies across America begin taking greater interest in Tampa, the EDC and its partners are capitalizing on the momentum by conducting press trips and business missions to key markets. Last November, City of Tampa Mayor Bob Buckhorn and Tampa Bay Lightning owner and Strategic Property Partners partner Jeff Vinik joined Craig Richard on a whirlwind media tour in New York, doing interviews with CNBC Power Lunch, Bloomberg, Chief Executive magazine and others. In May, Mayor Buckhorn traveled



INVESTORS ROBERTO TORRES, RYAN CLARKE, AND OMAR SOLIMAN ON A MEDIA TRIP

to Washington, DC with the EDC team and Investors Ryan Clarke of SiteREADY, Omar Soliman of College Hunks Hauling Junk, and Roberto Torres of Black and Denim Apparel and Blind Tiger Café to meet with site selectors and national media to discuss Tampa's rise and what makes the city such a dynamic place for young entrepreneurs and talent.

The Business Development team also traveled to meet with site selectors across the country at The Site Selectors Guild Conference and Area Development Consultants Forum, strengthening relationships and cultivating valuable new leads.

On the international business development front, the EDC and its regional partners in the Tampa Bay Export Alliance completed a comprehensive foreign direct investment strategy. The new FDI plan is designed to attract more overseas corporate investment in the region and enhance relationships with trading partners across the globe.

A RECORD-BREAKING
15 COMPANIES
CREATED 2,213 NEW
JOBS AND NEARLY
\$433.2 MILLION IN
CAPITAL INVESTMENT
IN THE LOCAL
COMMUNITY.



JEFF VINIK, MAYOR BOB BUCKHORN AND CRAIG RICHARD AT CNBC STUDIOS NEW YORK

RECRUITMENT



AMGEN ANNOUNCED PLANS TO OPEN ITS CAPABILITY CENTER IN TAMPA THIS YEAR.

RECOGNITION



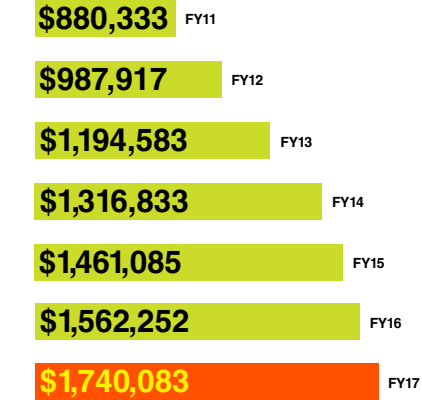
JEFF FINKLE WITH IEDC PRESENTS DR KEN ATWATER AND CRAIG RICHARD WITH AEDO CERTIFICATION AT THE 2017 ANNUAL MEETING

The Tampa Hillsborough EDC is proud of our Investors and team and all that we've accomplished as a young organization. But this year, we decided to put ourselves up against the best-run economic development organizations in the country to see how we measured up. And we're happy to report that we're in very good company.

One of the Tampa Hillsborough EDC's signal achievements of FY2017 was its certification as an Accredited Economic Development Organization (AEDO). The AEDO certification is conferred upon EDOs that meet the highest standards of excellence in the profession. There are fewer than 70 AEDOs in North America, putting us among an elite group of top performing organizations.

15 NEW INVESTORS
9 UPGRADED INVESTORS
3 NEW CIRCLE OF CHAMPIONS

PRIVATE INVESTMENT REVENUE GROWTH



JIM WEISS, TAMPA CITY PRESIDENT, FIFTH THIRD AND CIRCLE OF CHAMPIONS INVESTOR

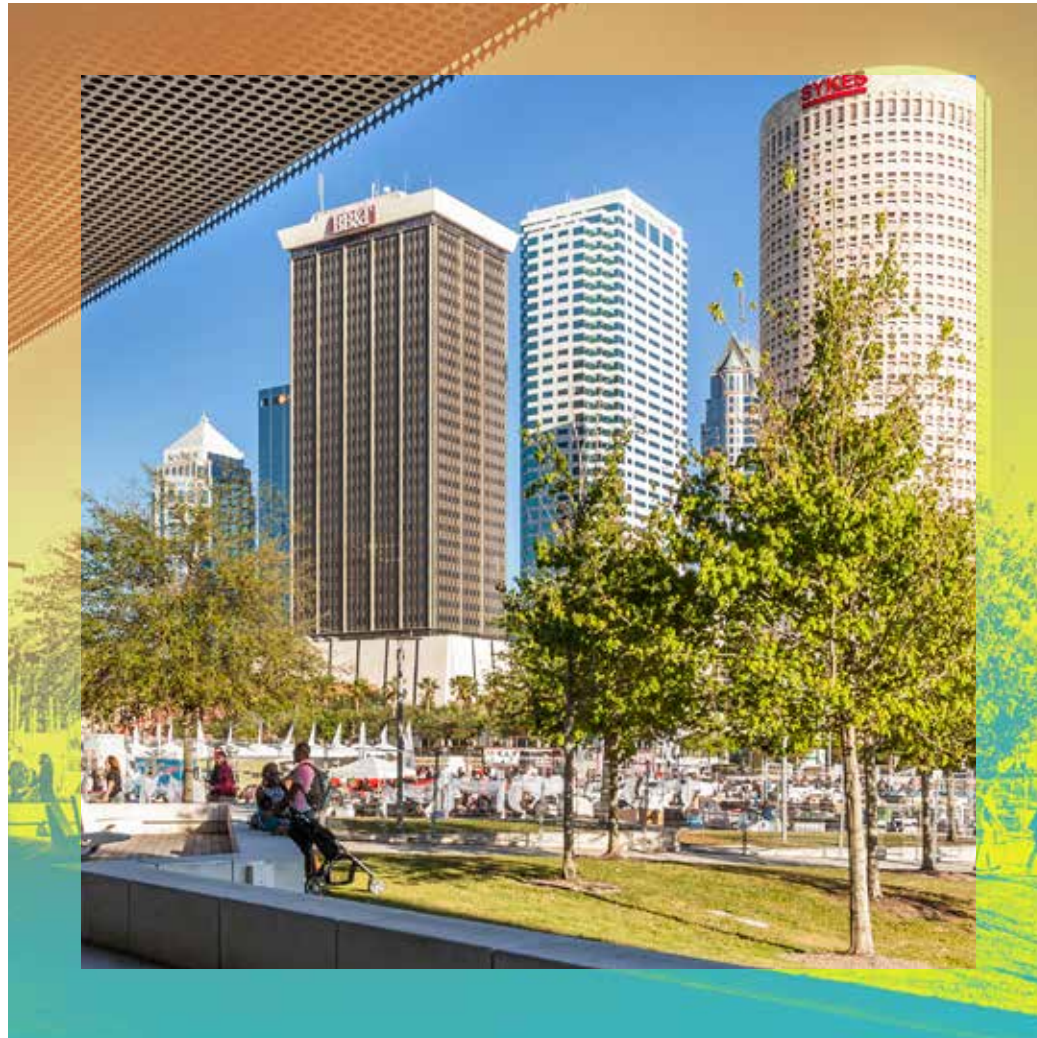
We also looked at ways we could strengthen our value proposition for those who invest their time and treasure in the EDC.

In the first quarter of FY2017, we convened a small group of our Officers and Investors to discuss how we might create more value for Investors and also ensure the long-term sustainability of the organization. As a result of this process, new Investor levels and benefits were introduced, and more opportunities were created for our Investors and their teams to participate in our organization and to serve as ambassadors.

We tapped into our Investors' expertise with four new committees – Marketing, Investor Relations, Business Development, and International Business.

We also launched our THRIVE Capital Campaign to support the initiatives and programs of the Tampa Hillsborough EDC. This fundraising effort will allow our organization to ensure that our community is top of mind for company leaders considering relocations and for site selectors assisting in relocation and expansion searches.

As a result of these efforts, the EDC is well on its way to meeting its goal of becoming one of the most nimble, innovative, and successful economic development organizations in the United States.



RENOWN

TAMPA BAY HOSTS IAMC

Tampa Bay put its best foot forward and welcomed 500 site selectors, corporate real estate executives, and economic developers to town in April for the Industrial Asset Management Council (IAMC) Spring Forum.

The Spring Forum, which IAMC organizers reported as one of the best attended in the event's history, was a smashing success for our region. Site consultants raved about Tampa Bay's desirability as a place to bring projects thanks to our exceptional talent pool, quality of life, cost of living, and welcoming business community.

Seventeen Tampa Bay area organizations led by the Tampa Hillsborough EDC formed the Host Committee. The group collaborated for nearly three years to create an experience that would raise the bar for other communities in the United States — and by most accounts, we succeeded.



IAMC DINNER AT TAMPA MUSEUM OF ART

THE SPRING FORUM, WHICH IAMC ORGANIZERS REPORTED AS ONE OF THE BEST ATTENDED IN THE EVENTS HISTORY, WAS A SMASHING SUCCESS FOR OUR REGION.

The Host Committee kicked off the Forum with a celebration dinner for the IAMC board and key business prospects at the Tampa Museum of Art. The Havana-themed event set the stage for several days of positive memories the attendees would take back home with them. During their stay, IAMC guests experienced the best our downtown has to offer, from receptions at the Florida Aquarium and Tampa Bay History Center to strolling along the Riverwalk and gliding up the Hillsborough River in the water taxi.

"We collaborated with IAMC to combine the best of what the Tampa area has to offer and what we love about our city with their world-class program to make a one-of-a-kind conference," said Craig J. Richard, CEC, FM, our President and CEO. "After experiencing this city, its business and government leadership, and the opportunities for growth that exist here, IAMC attendees will be putting Tampa Bay at the top of their lists for future projects for years to come."



IAMC GUESTS ENJOYING TAMPA

ECONOMIC DEVELOPMENT WEEK

In May, the Tampa Hillsborough EDC and its local partners hosted a series of events designed to raise awareness of the vital role economic development plays in creating prosperity in our region. These events, which took place May 8-13, were part of National Economic Development Week, an initiative of the International Economic Development Council.

The campaign began with both the City of Tampa and Hillsborough County presenting proclamations that honored the contributions of local economic developers and recognized the profession's role in fostering job growth and investment in the community.

The EDC hosted a media roundtable with reporters from local news outlets and our partners at Hillsborough County, CareerSource Tampa Bay, Hillsborough Community College, St. Leo University, and the University of Tampa. The leaders discussed recent budget cuts at the state level, set the record straight about the role of incentives in business recruitment and retention, and talked about the strategies that the EDC and its partners are executing to maintain the momentum we've worked so hard to achieve.

After the roundtable, more than a hundred area business leaders joined the EDC staff and Investors for an Open House at our downtown offices. Guests enjoyed finger food and locally brewed craft beer while networking and learning



DAVID PIZZO, FLORIDA BLUE, AND MARK SHARPE, IP

more about our business assistance and marketing programs. EDC staff were stationed throughout the office with posters and brochures that explained the many services we provide — from research and real estate searches to assistance with expedited permitting and training grants.

In addition to the events, the EDC rolled out a social media campaign, featuring videos of staff members explaining the programs and services we offer. The videos, Open House photos, and articles that resulted from the media roundtable were shared widely on our social channels, using the hashtag #EconDevWeek.



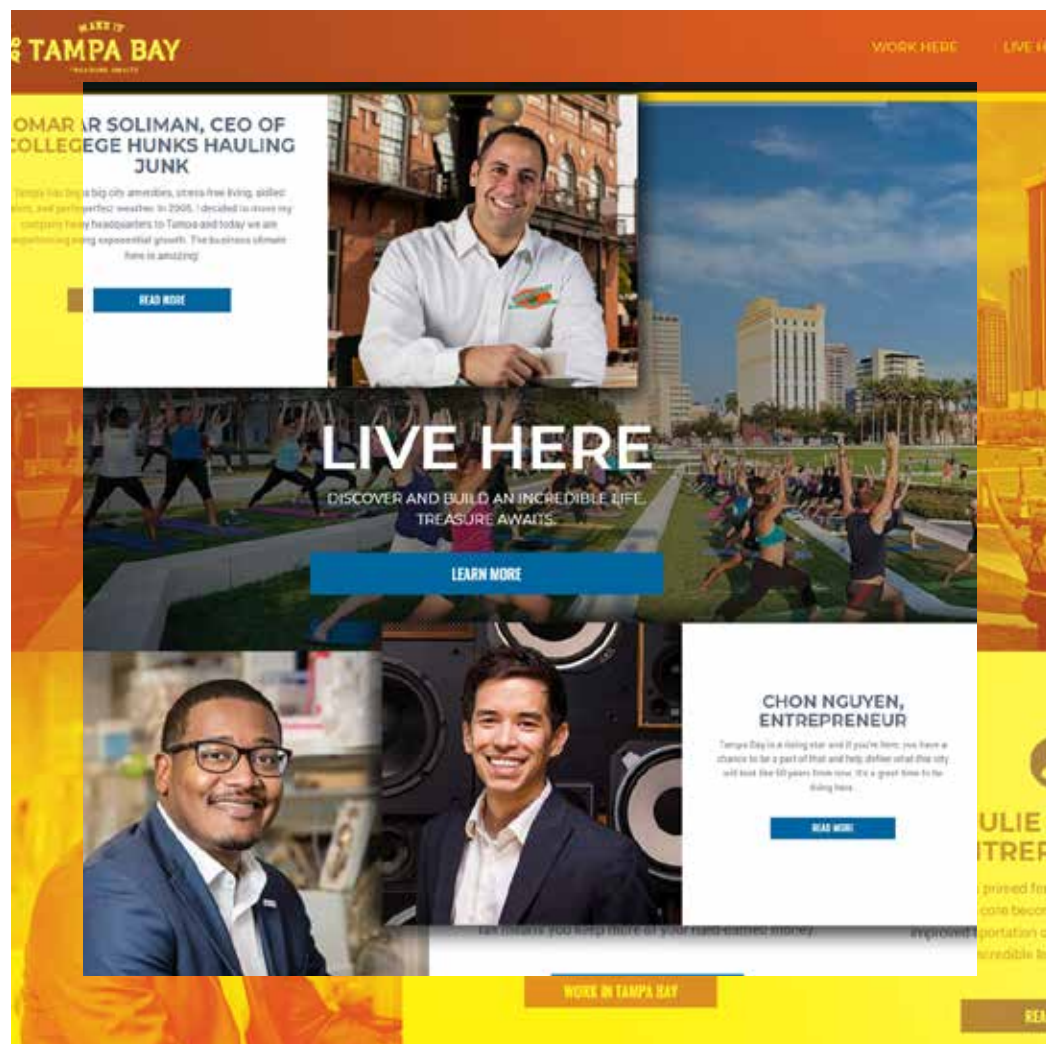
OPEN HOUSE DURING ECONOMIC DEVELOPMENT WEEK

PROCLAMATIONS THAT HONORED THE CONTRIBUTIONS OF LOCAL ECONOMIC DEVELOPERS AND RECOGNIZED THE PROFESSION'S ROLE IN FOSTERING JOB GROWTH AND INVESTMENT IN THE COMMUNITY.

RENOWN



CITY OF TAMPA HONORS ECONOMIC DEVELOPMENT WEEK



RENOWN

MAKEITTAMPABAY.COM

THE MAKE IT TAMPA BAY WEBSITE AND CAMPAIGN ALLOWS US TO SHOWCASE OUTSTANDING YOUNG BUSINESS LEADERS IN THE TAMPA AREA



MAKE IT TAMPA BAY LAUNCH

IT'S ALL ABOUT TALENT

Talent attraction has become a top priority for the Tampa Hillsborough EDC, as our recruitment and business expansion efforts continue to bring thousands of new high-paying, skilled positions to our market. After nearly two years of research and planning, the EDC and leaders of Visit Tampa Bay, the Tourist Development Council of Hillsborough County, and the Hillsborough County Board of County Commissioners unveiled a joint effort to attract more talent and business relocations: Make It Tampa Bay.

The project was the brainchild of StandUp Tampa, a group of millennial business leaders convened by former EDC chair Colleen Chappell to advise our organization on talent attraction issues. Earlier this year, the group began collaborating with Visit Tampa Bay to develop the concept for a formal campaign, which they called Make It Tampa Bay.

The campaign draws on Visit Tampa Bay's award-winning brand and established out-of-state marketing channels to showcase our community as the ideal place to do business and to live for young CEOs, entrepreneurs, and talent. It includes a new website, MakelTampaBay.com, and print and digital ads running in key markets including Boston, Chicago, and Philadelphia.



JULIE CURRY, BAKEN BABES

Make It Tampa Bay's website has three major sections designed to answer key questions prospective job seekers and entrepreneurs often have about our market. Stories from local entrepreneurs and business professionals offer unique insights into what it's like to live and grow companies here. Other sections feature Tampa Bay's target industries, available jobs, as well as neighborhood profiles that help visitors determine which ones would suit their preferences.

"The Make It Tampa Bay website and campaign allows us to showcase outstanding young business leaders in the Tampa area, and gives them a platform to tell their peers across the country why this is the best place to build their future," said Michelle Bauer, the EDC's chief marketing officer. "As the campaign evolves, Make It Tampa Bay will become a valuable recruitment tool for our Investors, local companies, and colleges and universities."

INTERNATIONAL

It was another whirlwind year for the International Business Development team, as they traveled the globe marketing Tampa Bay as a rising center of global commerce.

The Tampa Bay Export Alliance (TBEA) welcomed the Pasco County Economic Development Council as its third regional economic development partner, increasing our support for Tampa Bay companies interested in growing their business internationally.

The Pasco EDC joined the Tampa Hillsborough EDC, Pinellas County Economic Development, and 36 local business leaders on the December 2016 export sales mission to Santo Domingo, Dominican Republic. Thirteen area companies participated in the U.S. Commercial Service's Gold Key Service (GKS) program, which provided customized one-on-one meetings with companies in the Caribbean nation. The companies conducted roughly 140 meetings with potential customers during the mission and are expected to generate nearly \$6.8 million in sales as a result.

SANTO DOMINGO
FRANKFURT
BOGOTA
BUENOS AIRES
WASHINGTON D.C.

MISSION TRIPS



STAFF AND DELEGATES IN FRANKFURT, GERMANY

In May, TBEA headed to Frankfurt with 15 delegates from organizations including SunTrust Bank, Moffitt Cancer Center, Shumaker, Loop & Kendrick LLP, Tampa International Airport, Hillsborough Community College, and Diamond View. The goal of the mission — TBEA's fifth — was to attract foreign direct investment (FDI) to the region while strengthening ties with German partners and clients. Delegates participated in a tour of Lufthansa headquarters and attended several exclusive networking events and receptions.

In its final export sales mission of the year, TBEA traveled to Bogota, Colombia. Nine companies participated in the GKS matchmaking program, conducting more than 130 meetings over the short trip. From these meetings, companies are expected to generate approximately \$6.9 million in sales.

In addition to hosting three missions, TBEA representatives joined our partners at Enterprise Florida in Buenos Aires,

Argentina and Washington, DC to promote trade and investment in our region. The April Argentina export sales mission, led by Governor Rick Scott, resulted in \$24 million in sales for participating Florida companies. The SelectUSA Summit, held in June, afforded our team the opportunity to highlight Tampa Bay's strengths as a business location to prospects from across the globe.

Thanks to an engaged team of partners, the Tampa Bay region completed its first foreign direct investment (FDI) strategy through the Global Cities Initiative program, a joint project of the Brookings Institution and JPMorgan Chase. Over the course of the program, the Tampa Bay core team collected data and conducted interviews with local, foreign-owned companies to develop an ambitious plan for increasing foreign investment in our community.



DR KEN ATWATER AND CRAIG RICHARD IN SANTO DOMINGO, DOMINICAN REPUBLIC

REGIONALISM



TOUR OF LUFTHANSA HEADQUARTERS IN FRANKFURT, GERMANY