LEVEL UP

2024 ANNUAL REPORT

TAMPA BAY ECONOMIC DEVELOPMENT COUNCIL

2024 ANNUAL REPORT

TABLE OF CONTENTS

JOE LOPANO FY2024 Chairman

CEO, Tampa International Airport

Looking back over the past year's accomplishments, I couldn't be prouder to have served as Chair of the Tampa Bay Economic Development Council while also concluding my tenure as CEO of Tampa International Airport.

When I was hired to lead the airport in 2011, Tampa was still struggling from the Great Recession. There were doubts that we could secure the international flights that I promised to win for our region. One of the first things I did was to reach out to the Tampa Bay EDC to enlist their support in securing those flights and aligning our priority international nonstop destinations with their global trade efforts. The partnership we forged back then has led to a tremendous wave of new foreign direct investment in our region. Today, TPA serves 21 international destinations including nonstop service to Amsterdam, Frankfurt, London, Mexico City, Panama City and Zurich. This year, the airport will generate over $11 Billion in economic activity and serve more than 25 million passengers. Tampa's extraordinary comeback from the recession is a nationally renowned success story.

This year, the Tampa EDC welcomed 23 life sciences companies from the United Kingdom to Tampa. The leaders of these firms experienced the famously warm welcome that Tampa's business community extends to companies considering relocation or expansion into our market, the world class talent available to them from our colleges, universities, and health systems, and the remarkable ease of doing business here. And of course, TPA offers daily nonstop flights from London to Tampa on two different airlines to make travel between their US and UK operations that much more convenient. The superb concierge-level experience that the Tampa Bay EDC and our partners offer to foreign companies is what will lead to Tampa's rise as a top global business destination in the next decade.

If you think that sounds overly ambitious, just look at where we were back in 2011. I have no doubt that we'll get there.

My deepest thanks to our Tampa Bay EDC Board, Investors, Committee Chairs and team for their tireless commitment to Tampa and Hillsborough County's economic growth and this organization's success. It has been an honor serving with you.

CRAIG J. RICHARD CECD, FM, HLM

President and CEO, Tampa Bay EDC

As we celebrate the 15th Anniversary of this EDC, I am reminded how truly blessed this community is to have had the leadership and guidance of our founders and Investors.

Back in 2009, former City of Tampa Mayor Pam Iorio and Tampa Chamber leaders had the bold vision to spin out the EDC as an independent entity with a distinct mission to recruit high wage, target industry jobs and capital investment. The founders who created this organization, chaired it, and have served on its board of directors continuously since day one are heroes for rallying hundreds of influential leaders who have propelled the Tampa Bay EDC to the ranks of the most elite economic development organizations in North America.

We owe them and every single one of our board members and Investors who've served over the past 15 years an enormous debt of gratitude.

Thanks to their vision and unwavering commitment to our mission, the Tampa Bay EDC has helped companies bring close to 112,000 direct, indirect and induced jobs to the Tampa MSA since 2009, resulting in more than $26 Billion of regional economic output. Hillsborough County's average annual wages have risen from $44,720 in 2009 to $71,414 in 2023 – the third highest average annual wages among all counties in the State of Florida.

As an organization, the Tampa Bay EDC has evolved considerably in the past five years. We've rebranded, integrated Placemaking into our ambitious new strategic plans, and launched two new nonprofit organizations to expand our organization's impact and transform underserved communities in Hillsborough County. Our partnership with Tampa General Hospital to position the Tampa Medical & Research District as a destination for world-class clinical care, exceptional academics, cutting-edge medical research, and innovative life sciences companies is already receiving international attention.

Speaking of international attention, this year we're also celebrating the 10th anniversary of Global Tampa Bay, our partnership with Pinellas and Pasco Counties to attract foreign direct investment in the region and generate export sales for Tampa Bay companies. Our collective efforts have helped nearly 110 local businesses generate over $100 million in new export sales by participating in our trade missions.

Thank you for supporting the Tampa Bay EDC and transforming our regional economy. I am counting on you to help us level up each year and exceed our founders' expectations.

Ron Christaldi FY2025 Chair

Partner/President and CEO,
Shumaker Advisors Florida

Florida and Tampa Bay have grown exponentially since the EDC formed in 2009 and the EDC is a prime driver of that growth.

If Florida was an independent nation, it would rank as one of the top 15 economies in the world. The EDC - along with its robust network of partners - has accomplished a lot.

Growing on that success, it is once again time to re-cast the EDC's vision and engage in planning for the future. During the 2025 Fiscal Year, the EDC will reconvene its Board and Investors for another round of strategic planning. As we complete the deliverables in the 2023-2025 plan, we will reflect on what we achieved over the past three years, determine our new priorities, and explore how we can accelerate the progress of initiatives that are currently underway.

Looking ahead to the FY2026 – 2028 cycle, we must envision a region that will be transformed by new development, new leadership at the state and local levels, and a rapidly growing population.

Capitalizing on the opportunities and challenges ahead of us is something at which the EDC has always excelled – and this time will be no different. The future is bright, we have tremendous momentum, and together we will exhibit the fortitude and determination to propel this region to even greater economic prosperity.

I am humbled to serve as FY2025 Chair of this extraordinary organization. Together we will envision the future and work together to turn our vision into reality!

1

Section One

The Team

"The Tampa Bay EDC displays the professionalism, commitment, and technical expertise that is deserving of this honor."

-Nathan Ohle, IEDC President and CEO on the Tampa Bay EDC's AEDO recertification

NATIONALLY RECOGNIZED TEAM

This year, the Tampa Bay EDC's team has been more proactive than ever to generate project leads. Whether it's hosting a familiarization tour with site selectors, touring a delegation of UK life sciences companies, deploying digital marketing campaigns or travelling around the globe to meet with company executives, our team seized every opportunity to sell Tampa and Hillsborough County's many business attributes.

We once again proved that we're one of the strongest economic development organizations in North America as we were recertified as an Accredited Economic Development Organization (AEDO). We are one of only 79 economic development organizations to receive the AEDO designation by the International Economic Development Council, a recognition of professional excellence, commitment and technical expertise.

2009–2024 TAMPA BAY EDC ECONOMIC DEVELOPMENT COUNCIL 15 YEARS OF PROGRESS

THIS YEAR ALSO MARKED THE TAMPA BAY EDC'S 15TH ANNIVERSARY. WHILE WE'VE MADE INCREDIBLE PROGRESS OVER THE LAST DECADE AND HALF TO TRANSFORM THE TAMPA BAY AREA INTO A GLOBALLY RENOWNED BUSINESS DESTINATION, OUR TEAM IS JUST GETTING STARTED. NEW STRATEGIC PARTNERSHIPS AND INITIATIVES ARE UNDERWAY THAT WILL TRULY TAKE OUR COMMUNITY TO THE NEXT LEVEL. IT'S TIME TO LEVEL UP!

Brett Simons
International Business Manager

Kevin Campos
Economic Development Manager

Tony T. Brown
Vice President of Community Development

Laura Fontanills
Director of Marketing and Communications

Francesca Gonzalez-Roel
Director of Business Development

Mitchel Allen
Senior Vice President of Economic Development

Alison Gelbaugh
Director of Investor Relations

Craig J. Richard, CEcD, FM, HLM
President and CEO

Michelle Bauer, CEcD
Chief Operating Officer

Christopher Turner
Digital Marketing Manager

Jennifer Burrington
Director of Healthcare & Life Science Industry

Kacie Blucher
Chief Financial Officer

Tiffany Miller
Executive Administrator & Board Liaison

Bryan Pederson
Economic Development Manager

“Our partnership has made Tampa and Hillsborough County’s economy stronger and more diverse than ever. Thanks to the Tampa Bay EDC’s hard work, we now rank 4th in the nation and 1st in Florida for economic diversity, keeping us stable even through tough times. Thank you to the Tampa Bay EDC for all they do to keep Tampa moving forward.”

— **Mayor Jane Castor**, City of Tampa

2

Section Two

Leadership

VISIONARY LEADERS

The continued support the Tampa Bay EDC receives from our local government leaders and community partners never ceases to amaze. They have been steadfast allies in our business recruitment efforts, always taking the time to meet with our prospects, making them feel welcome, and expressing genuine interest in helping them succeed in our market. Their leadership this year as we faced back-to-back hurricanes was nothing short of heroic, showing the world that our community is in excellent hands.

The dedication from our Investors is extraordinary and greatly appreciated. Even though they are some of the busiest people in town, they never hesitate to answer our call or show up when we need them. Our Investor participation during a site visit for our AEDO renewal was outstanding and certainly made an impression on the evaluation team. They routinely show up for our events, site visits and meetings to share their support and insight.

2024 EXECUTIVE OFFICERS

Chair
Joe Lopano
CEO, Tampa International Airport

Vice Chair
Ron Christaldi
Partner, President/CEO, Shumaker Advisors Florida

Secretary/Treasurer
Archie Collins
President and CEO, TECO

Immediate Past Chair
Angel Gonzalez
West Florida Division President, SouthState Bank

General Counsel
Ben Dachepalli
Partner, Bradley

ELECTED OFFICIALS

Honorable Ken Hagan
Chair, Hillsborough County Board of County Commissioners

Honorable Jane Castor
Mayor, City of Tampa

Honorable Nathan Kilton
Mayor, City of Plant City

Honorable Andrew “Andy” Ross
Mayor, City of Temple Terrace

3 Section Three
Investors

"The stronger the local economy is, the better it is for everyone. Successful economic development efforts translate directly to more jobs, more money and more wealth created. The entire community prospers when our local economy prospers."

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

CIRCLE OF CHAMPIONS

Careersource Hillsborough Pinellas

Hillsborough Community College
Dr. Ken Atwater, President

Shumaker
Ron Christaldi, Partner, President/ CEO, Shumaker Advisors Florida

Tampa General Hospital
John Couris, President & CEO
Robin DeLaVergne, Senior Vice President, External Affairs

City of Tampa
Jane Castor, Mayor

Hillsborough County
Ken Hagan, Chair, Hillsborough County Board of County Commissioners

Suncoast Credit Union
Jennifer Wade Bolivar, Senior Vice President, Market Development and Lending

University of South Florida
Rhea Law, President

Coca-Cola Beverages of Florida
Thomas Benford, President and COO

The Mosaic Company
Benjamin Pratt, Senior Vice President, Government and Public Affairs

Tampa Electric and Peoples Gas
Archie Collins, President and CEO

GTE Financial
Brian Best, President and CEO

Port Tampa Bay
Paul Anderson, President and CEO

Tampa International Airport
Joe Lopano, CEO

CHAIRMAN'S COUNCIL

AdventHealth
David Ottati, President & CEO

Amerant Bank
Mike Nursey, EVP,
Central Florida Market President

AMGEN
David Dufort, Executive Director, Corporate Services and Tampa Site Lead

BayCare
Kimberly Guy, Co-Chief Operating Officer

BDG Arcitects
Chris Kirschner, President

Bradley
Ben Dachepalli, Partner

Bromley Companies
Nicholas Haines, CEO

ChappellRoberts
Christine Turner, President

Citizens Bank
Jim Weiss, Florida Market President

The Depository Trust & Clearing Corporation
Laura Klimpel, Tampa Regional Manager

Diamond View
Tim Moore, CEO

Ellison Companies
Casey Ellison, CEO

Fifth Third Bank
Cary Putrino, Regional President, North Florida Region

Florida Blue
Phillip Lee, Market President, West Florida Region

Florida Trend
David Denor, Publisher

Greater Tampa Realtors
Jason Outman, CEO

Greenberg Traurig
David Weinstein, Managing Shareholder

Haneke Design
Jody Haneke, President & Founder

Helios Education Foundation
Stacy Baier, Senior Vice President, Community Engagement and Strategic Partnerships

Johnson Pope
Steve Pratico, Esq., Partner

Lions World Vision Institute
Jason Woody, CEO

Moffitt Cancer Center
Patrick Hwu, MD, President & CEO,
Merritt Martin, Chief of Staff, External Affairs

New York Yankees
Tony Bruno, Senior Vice President and CFO

Regions
April Grajales, Tampa Market Executive and Commercial Banking Leader

ReliaQuest
Kim Hill, Chief of Staff and Head of Corporate Communications

SouthState Bank
Angel Gonzalez,
West Florida Division President

Strategic Property Partners
Josh Taube, Chief Executive Officer

Tampa Bay Business & Wealth
Jason Baker, President and Associate Publisher

Tampa Bay Business Journal
Ian Anderson, Publisher and Managing Partner

Tampa Bay Chamber of Commerce
Bob Rohrlack, President and CEO

Tampa Bay Lightning
Chris Overholt, Chief Commercial Officer

Tampa Bay Rays
Rafaela A. Amador, Chief Public Affairs & Communications Officer

Tampa Bay Times
Conan Gallaty, Chairman and CEO

Tampa-Hillsborough Expressway Authority
Greg Slater, Executive Director and CEO

The Florida Aquarium
Roger Germann, President & CEO

The Southern Group
Seth McKeel, Managing Partner - Tampa Bay Office

Thundercloud Gun Club
Alex Walter, Manager

Tiger Concrete and Screed
Sheylla Aceves, VP and General Counsel

Truist
Iwan Mohamed, Market Executive in Tampa Bay and Polk County

UBS Wealth Management
Greg Kadet, Managing Director, Market Head – Greater Florida

Ultimate Medical Academy
Linda Mignone, Executive Vice President & Chief Marketing Officer

University of Tampa
Teresa A. Dahlberg, Ph.D., President

USAA
Keith O'Malley, Regional Site Director

Valley
Benjamin Powers, Director of Corporate & Middle Market Banking

Wells Fargo
James Themides, Executive Vice President, Commercial Banking

PRESIDENT'S COUNCIL

!P: Potential Unleashed
Mark Sharpe, Executive Director

AC4S Technologies
Hugh S. Campbell, President

Amazon
Sam Blatt, Manager, Economic Development

AT&T
Edwin Narain, Vice President, External and Legislative Affairs

Baker McKenzie
Renee Agler, Executive Director, Tampa Center

The Bank of Tampa
Scott Gault, Executive Vice President, Hillsborough and Pasco County Market Director

Blind Tiger Enterprises LLC
Roberto Torres, President

BMO Harris Bank
John Astrab, West Florida Managing Director of Corporate and Middle Market Banking

Casa Ybor
Darryl Shaw, CEO

Carlton Fields
Gary Sasso, President and CEO

CBIZ
Patty Hamilton, Partner

Charter Communications
David Garcia, Director, State Government Affairs

Citi
Nicholas DelleSerra, Managing Partner

City of Temple Terrace
Andrew "Andy" Ross, Mayor

Colliers International
Joanne LeBlanc, Vice President, Office Services

Construction Services Inc.
Fred Lay, Owner

Convergint
Kyle Young, Business Development Manager

Cousins Properties
Kyle Burd, Senior Vice President and Managing Director

CPL
Ryan Daniels, Vice President, Florida Healthcare Practice Leader

Cushman & Wakefield
Larry Richey, Managing Principal, Florida

Delta Airlines
Fabiano Laux, City Sales Manager, Tampa Bay + Central Florida, Global Sales

East + Main
James Nozar, Founder and CEO

Elevate, Inc.
Aakash Patel, President and Founder

Florida Polytechnic University
Dr. Devin Stephenson, President

Hancock Askew
C.J. Evans Jr., Director

Hancock Whitney
Jingyi Blank, Vice President, Middle Market Banking

Highwoods Properties
Dan Woodward, Vice President

Holland & Knight
Gov. Bob Martinez, Senior Policy Advisor

Johnson & Johnson
Holly Erdelac, Sr. Director, Global Services Operations

JPMorgan Chase & Co.
Christopher Brandriff, Managing Director & Market Manager

LifeLink Foundation Inc.
Mike Consilvio, Executive Director, General Manager

Limbach
Nick Angerosa, President

NextPath Career Partners
Gina Curry, CEO

PGIM
Seema Venugopal, Director, HR Business Partner

Plant City Economic Development Corporation
Steve Morey, President and CEO

R.R. Simmons
Randy Simmons, Chairman

Smith & Associates Real Estate
Robert Glaser, President and CEO

Southern States Material Handling
David Bailey, President

Synovus
John Acosta, Market President, Tampa Bay

Tampa Bay Buccaneers
Atul Khosla, Chief Corporate Development & Brand Officer

Tampa Downtown Partnership
Kenyetta Hairston-Bridges, President and CEO

United Way Suncoast
Jessica Muroff, CEO

URP Advisors
Nicole Travis, Chief Executive Officer and President

USF Health
Charles Lockwood, MD, MHCM, Executive Vice President of USF Health, Dean of USF Health Morsani College of Medicine

Vistra
Maureen Butler, Executive Vice President

Warren Averett
Michelle Sanchez, CPA, CPA, Audit Member

Westshore Alliance
Michael Maurino, Executive Director

Workscapes
Elizabeth Dvorak, CEO

Ybor City Chamber of Commerce
Lee Bell, President and CEO

GAZELLE

Aztia
Bryan Zapata, CEO

Cap Ex Advisory Group
Russ Robertson, Managing Member

Envision
Allen Greene II, President

Haskell
Nathan Hunt, Business Development Manager

Kraus Marketing
Nick Kraus, Founder and CEO

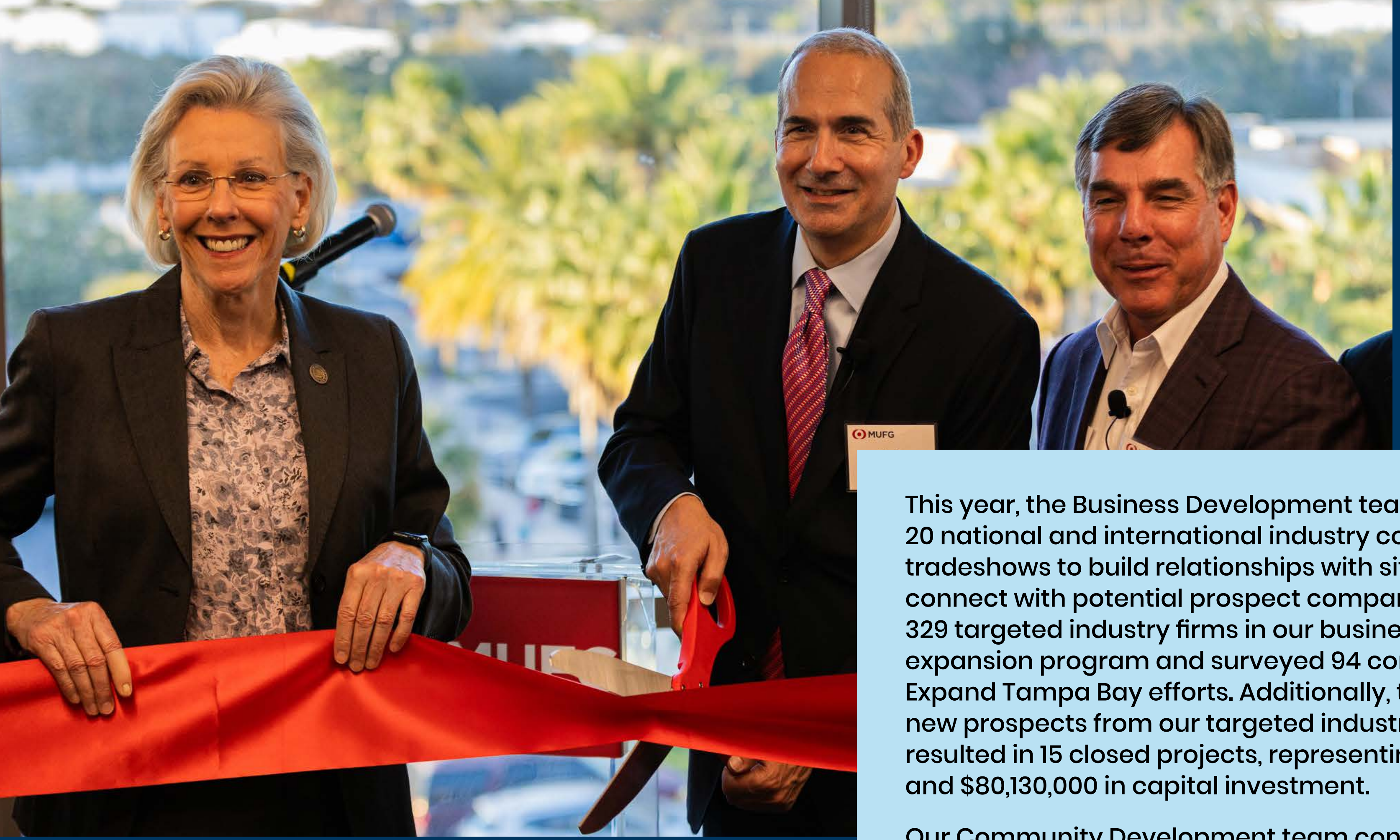
Newgentek
Chon Nguyen, Founder and CEO

SGP Advisors
Michael Shea, President

Volt Air Consulting Engineers
Julius Davis, President and CEO

The Watts Group
Courtnei Watts, Founder and President

Hancock Askew ribbon cutting event for its new office space.



This year, the Business Development team attended nearly 20 national and international industry conferences and tradeshows to build relationships with site selectors and connect with potential prospect companies. They engaged 329 targeted industry firms in our business retention and expansion program and surveyed 94 companies in our Expand Tampa Bay efforts. Additionally, they engaged 163 new prospects from our targeted industries. These efforts resulted in 15 closed projects, representing 1,185 new jobs and $80,130,000 in capital investment.

Our Community Development team continued to make progress on key initiatives to advance our placemaking goals. The Tampa Medical and Research District (TMRD) now has its own distinct brand and website, and our team hosted a delegation of UK-based life sciences companies to see the potential of the TMRD firsthand. We remain focused on driving business investment and catalytic projects to underserved areas. In FY2024, the EDC completed a year-long community development study and published the "East Tampa Industrial District: A Placemaking Initiative."

4

Section Four

Year in Review

NEW PROJECTS

MUFG
Total new jobs: **500**

PERFORMANCE FOODSERVICE
Total new jobs: 84
Capital Investment: $20,000,000

Project Power
Total new jobs: 12
Capital Investment: $500,000

PAINTEQ
Total new jobs: 35
Capital Investment: $100,000

AIG all green products
Total new jobs: 15
Capital Investment: $1,000,000

amazon
Total new jobs: 10
Capital Investment: $10,000,000

HA&C
Total new jobs: 35
Capital Investment: $350,000

CYBERFUELS INC. A Sustainable Fuel Company
Total new jobs: 200
Capital Investment: $33,500,000

Cadmus Dental Lab
Total new jobs: 50
Capital Investment: $320,000

M.E. WILSON
Total new jobs: 60
Capital Investment: $300,000

JSWD
Total new jobs: 30
Capital Investment: $200,000

PLAN IT PACKAGING
Total new jobs: 40
Capital Investment: $560,000

Inovus Medical
Total new jobs: 4

SYSTAL TECHNOLOGY SOLUTIONS
Total new jobs: 100
Capital Investment: $300,000

LIONS WORLD VISION INSTITUTE
Total new jobs: 10
Capital Investment: $13,000,000

15
NEW PROJECTS

1,185
NEW JOBS

$80+
MILLION CAPITAL INVESTMENT

2009–2024
TAMPA BAY EDC
ECONOMIC DEVELOPMENT COUNCIL
15 YEARS OF PROGRESS

Celebrating 15 Years of Economic Transformation in Tampa Bay

Tampa Bay has come a long way from the dark days of the Great Recession. From bust to boom, from talent donor to talent magnet, Hillsborough County has become one of the top markets in the country for new resident migration and economic diversity.

This success is not accidental. It is the result of 15 years of intentional focus on strengthening our target industries, recruiting top talent, and developing the pipeline of graduates we need to fuel our growth.

370+
PROJECTS

42,000
DIRECT JOBS IN HILLSBOROUGH COUNTY

72,000
INDUCED/INDIRECT JOBS THROUGHOUT THE MSA

$3.7 BILLION
CAPITAL INVESTMENT IN HILLSBOROUGH COUNTY

$26 BILLION
ECONOMIC OUTPUT THROUGHOUT TAMPA BAY REGION

$44,720 — Hillsborough County Average Annual Wages, 2009

$71,414 — Hillsborough County Average Annual Wages, 2023

Hillsborough County has the third highest wages among all counties in Florida.

THANKS TO OUR FOUNDERS, INVESTORS, GOVERNMENT PARTNERS, BUSINESS COMMUNITY AND HIGHER EDUCATION LEADERS FOR THEIR VISIONARY LEADERSHIP AND COMMITMENT.

Hillsborough County Ranks #4 in US, #1 in Florida for Economic Diversity
— *Chmura Analytics*

Tampa Bay Among Top 5 Hottest Job Markets in the US
— *Wall Street Journal*

Tampa Bay Among Top US Regions for Women-Owned Businesses
— *Wells Fargo*

Tampa Bay Among Best Metros in the US for Economic Growth
— *Area Development*

5

Section Five

Strategic Plan

We're two-thirds of the way through our FY23-25 strategic plan, Opportunity Tampa Bay II, and we've made excellent progress toward the goals of our three priorities: Business Development, Talent Attraction and Development, and Placemaking. You'll see more details about each of these in the following sections of this Annual Report.

As we enter the final year of Opportunity Tampa Bay II, we will reflect on how far we've come in the last three years, examine our priorities to see what has changed, and explore how we can accelerate the progress of successful new initiatives currently underway. We have an impressive group of leaders lined up as FY2025 committee chairs, and they will play an instrumental role in helping the EDC push our priorities across the finish line.

MISSION

To advance a diversified local economy that is beneficial to all by attracting, expanding and retaining quality employers, a talented workforce, and investment.

VISION

We are a leading global business destination that welcomes everyone, cultivates top talent, promotes economic mobility, and is an ideal community to build a company's future.

VALUES

AMBITION: We strive to make our community the most economically competitive in the nation.

INCLUSIVITY: We celebrate our diversity as our strength.

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.

Tampa Bay EDC Investors and partners join the AEDO reaccreditation team from the International Economic Development Council for dinner during their visit to Tampa.

Accredited Economic Development Organization

STRATEGIC PLAN

BUSINESS DEVELOPMENT

TALENT ATTRACTION & DEVELOPMENT

PLACEMAKING

MARKETING & AWARENESS

COMPETITIVENESS

LEADERSHIP

ENGAGEMENT

SOCIAL IMPACT

STRATEGIC GROWTH AREAS

Cybersecurity

Fin Tech

Health Tech

Cancer Solutions

Supply Chain Management Solutions

GOAL 1
BUSINESS DEVELOPMENT

Market Tampa Bay as a top business relocation and expansion destination by proactively engaging site selectors, corporate decision makers and other influencers in key target industries and strategic growth areas.

1. **Deploy** focused, asset-driven, high-impact external marketing campaigns in key target markets.

2. **Bolster** business competitiveness by enhancing regional research capabilities.

3. **Support** the ecosystem of cluster development services for each of the region's Strategic Growth Areas (SGAs).

4. **Focus** business retention and expansion (BRE) efforts on supporting the growth of trade and targeted businesses in the region.

5. **Strengthen** the regional business recruitment program through focused external promotion by cultivating relationships with key business decision makers.

6. **Leverage** the partnerships and regional investment available through the Global Tampa Bay (GTB) program.

GOAL 2
TALENT AT TRACTION & DEVELOPMENT

Position Tampa Bay as one of the top markets in the U.S. for talent by attracting new residents and creating greater awareness of meaningful career opportunities among the local workforce.

1. **Expand** and transform the Make it Tampa Bay talent attraction campaign.

2. **Dedicate** a full-time champion to regional talent initiatives, including marketing, outreach and engagement.

3. **Implement** and expand talent retention initiatives with the collaboration and support of colleges and universities, recruiters, human resource professionals, etc.

4. **Promote** access to meaningful career opportunities in high demand professions for local workforce with campaigns that highlight accessible and affordable skills training programs.

5. **Partner** with CareerSource Tampa Bay and employers to identify good paying, in-demand jobs that don't require baccalaureate degrees.

6. **Partner** with colleges, universities to promote certificate programs in high demand career pathways.

GOAL 3
PLACEMAKING

Market Tampa Bay as a top business relocation and expansion destination by proactively engaging site selectors, corporate decision makers and other influencers in key target industries and strategic growth areas.

1. **Deploy** focused, asset-driven, high-impact external marketing campaigns in key target markets.

2. **Bolster** business competitiveness by enhancing regional research capabilities.

3. **Support** the ecosystem of cluster development services for each of the region's Strategic Growth Areas (SGAs).

4. **Focus** business retention and expansion (BRE) efforts on supporting the growth of trade and targeted businesses in the region.

5. **Strengthen** the regional business recruitment program through focused external promotion by cultivating relationships with key business decision makers.

6. **Leverage** the partnerships and regional investment available through the Global Tampa Bay (GTB) program.

“Tampa has been an incredible market to start a business with its supportive business community and a strong talent pool. We’re proud to be headquartered here, and we’re excited about our future growth opportunities.”

- **Kelly Boyd-Rivera,** founder and CEO, Cadmus Dental Lab

6

Section Six

Business Development

RETENTION

Our business development team hit the pavement this year to engage targeted industry firms through our business retention and expansion program. By the end of the year, our team had engaged more than 300 companies and surveyed 94 companies through our Expand Tampa Bay efforts. These surveyed companies represented more than 56,000 local employees and provided valuable insight into the challenges and opportunities local companies are currently facing.

Overall, the future is looking bright for our local businesses within our target industries. Nearly 55% of those surveyed reported both increased sales and adding to their local employment over the past year.

We helped eight existing businesses with their expansions in fiscal year 2024. These companies plan to create nearly 300 new jobs and invest more than $44 million locally.

One such local company that is thriving is Cadmus Dental Lab, a fabricator of high-quality dental prosthetics. Cadmus announced plans to double both its square footage and local workforce. The locally headquartered company leased more than 21,000 square feet in the NetPark Business Park and aims to grow from 50 employees to 100 over the next three years.

Leading food distributor and supplier Performance Food Service also invested in a major local expansion. It’s adding 84 new jobs and investing $20 million to expand its distribution center.

Rendering of Lions World Vision Institute’s Vision Health Center facility, to be built across the street from the organization’s headquarters in Ybor City.

8
LOCAL COMPANIES

296
NEW JOBS

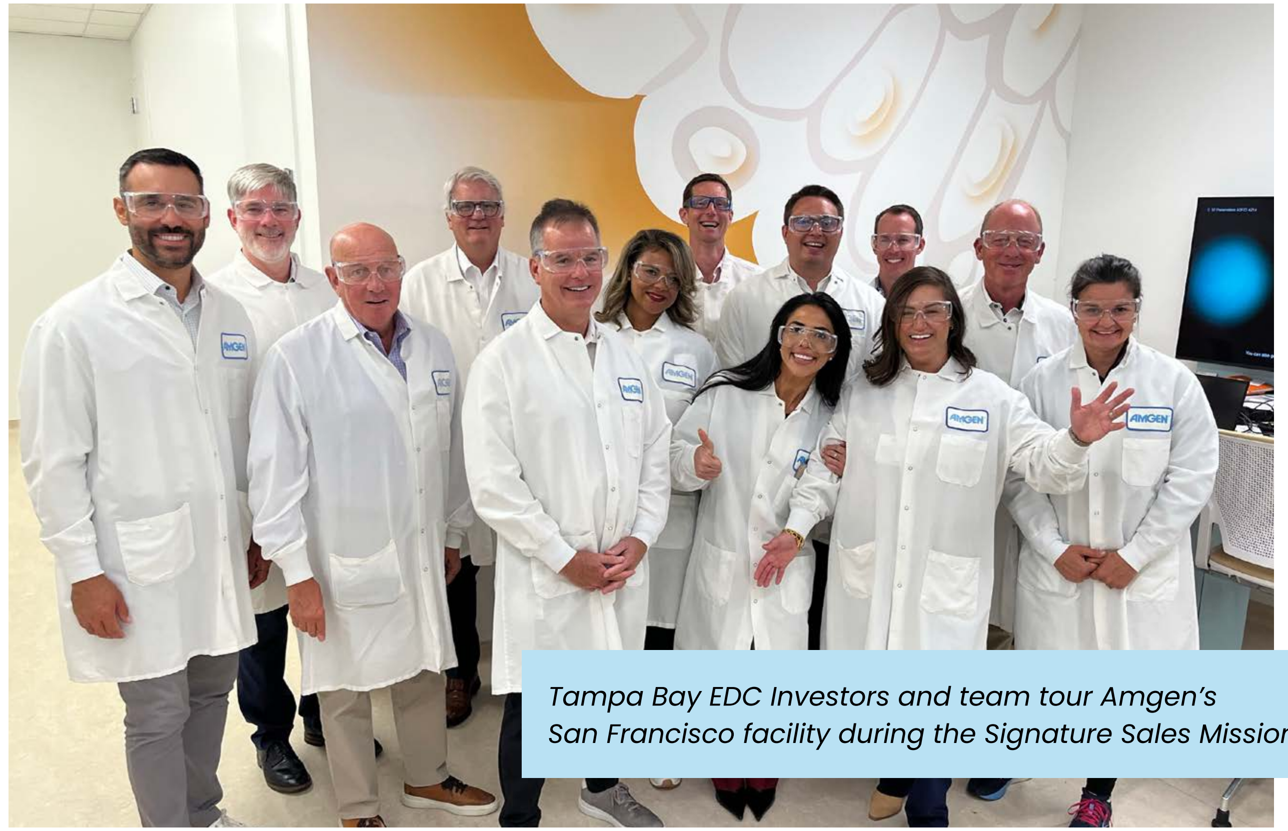
$44.57 MILLION
CAPITAL INVESTMENT

RECRUITMENT

Our economic development team continues to proactively engage corporate decision makers and site selection consultants in order to generate new project leads.

They crisscrossed North America to attend key industry events such as the IAMC Spring Conference in South Carolina, the IAMC Fall Conference in Quebec, Economix in Atlanta, and Site Selectors Guild in Nashville. The team also organized a Signature Sales Mission to San Francisco where staff and Investors told Tampa's exciting story to California tech companies, met with site selectors and real estate brokers, and toured Amgen's research and development facilities.

In addition to outbound efforts, the team also hosted a familiarization tour in February that brought four national site selection consultants to Tampa for three days' worth of meetings, tours and events to experience first-hand all the positive attributes Tampa's business climate offers to companies considering a relocation or expansion.



Tampa Bay EDC Investors and team tour Amgen's San Francisco facility during the Signature Sales Mission.

7
COMPANIES

889
NEW JOBS

$35.56
MILLION
CAPITAL INVESTMENT

The FAM tour was such a success that another one for next fiscal year is already in the works.

This fiscal year the team recruited seven companies to Tampa and Hillsborough County, bringing 889 new jobs and more than $35.5 million in capital investment to our market.

Our financial services industry got another big international boost this year when Japan's Mitsubishi UFG Financial Group chose Tampa for a new East Coast hub. The company plans to employ 500 people in its 80,000-square-foot office in the Westshore District.

CyberFuels purchased over 71 acres of Port Tampa City property to develop a green energy campus and new fuel terminal with plans to hire up to 200 people there.

INTERNATIONAL

Our international business development efforts continue to set the pace for project activity. Our team represented Tampa and Hillsborough County at conferences in Japan, Amsterdam, Germany and England; hosted trade delegations from France, Canada and the United Kingdom here in our community; and conducted a Foreign Direct Investment trip to Manchester, England to learn the dynamics of the market.

An intense focus on cultivating leads abroad has paid off. More than half of the EDC's current project pipeline resulted from these activities. Of the seven recruitment projects the team closed this year, six were foreign direct investment projects.

In addition to MUFG, some of the other international companies that expanded in Tampa in 2024 include Scotland-based cybersecurity company Systal Technology Solutions, which plans to hire 100 new employees here. German architecture firm JSWD chose Tampa for its first expansion abroad and plans to create 30 jobs.

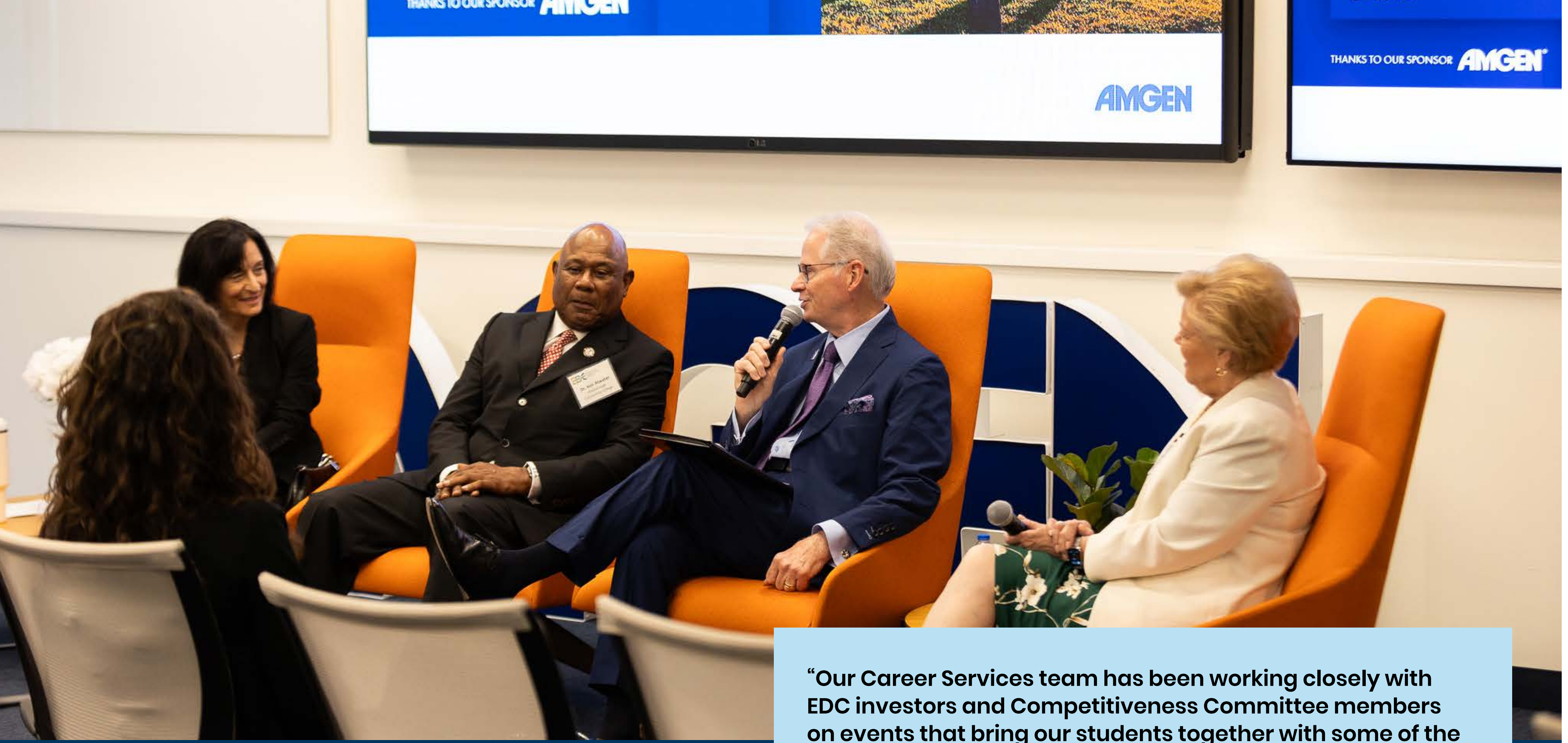
This year, our regional collaboration with Pasco EDC and Pinellas County Economic Development, Global Tampa Bay, celebrated its 10-year anniversary. Together, we market the Tampa Bay region internationally to generate foreign direct investment and also help local companies expand into international markets via our export sales missions.

Over the last decade, Global Tampa Bay has helped nearly 120 local businesses generate more than $100 million in export sales by participating in its regional trade missions. This year, the Global Tampa Bay team led a delegation of 30 stakeholders and business leaders to Vancouver, Canada on a trade mission to learn more about the market and work with the U.S. Commercial Service to prospect for new business and trade opportunities for Tampa Bay companies.

Last June, Global Tampa Bay showcased our region's formidable relocation and expansion advantages at a branded booth at the SelectUSA conference in Washington, D.C. SelectUSA is the largest foreign direct investment conference in the U.S., connecting international companies interested in expanding in U.S. markets with economic development organizations from across the country.

Tampa Bay EDC International Business Development Manager Brett Simons joining SelectFlorida in Japan.

GLOBAL TAMPA BAY HAS HELPED NEARLY 120 LOCAL BUSINESSES GENERATE MORE THAN $100 MILLION IN EXPORT SALES BY PARTICIPATING IN ITS REGIONAL TRADE MISSIONS.



7

Section Seven

Talent Attraction & Development

"Our Career Services team has been working closely with EDC investors and Competitiveness Committee members on events that bring our students together with some of the most desirable employers and industry experts in the region. We are excited to continue strengthening this collaboration and helping employers discover the incredible talents of our UTampa students."

- **Teresa Abi-Nader Dahlberg, President, University of Tampa**
  (pictured here with USF President Rhea Law, HCC President Dr. Ken Atwater, and Florida Polytechnic President Dr. G. Devin Stephenson at ED Talks)

TALENT ATTRACTION

Talent is the Tampa Bay EDC's second strategic plan goal and remains the number one reason why companies choose to relocate or expand here.

Make it Tampa Bay, our joint talent attraction initiative with Visit Tampa Bay and Hillsborough County, has been going strong since 2017. Our 2024 multi-channel campaign kicked off in April, targeting young professionals in New York, Boston, Chicago, Dallas and Washington, DC.

Ads showcased Tampa's outstanding career opportunities and the lifestyle that draws thousands of new residents to our market each year.

Make it Tampa Bay 2024 campaign results:

56
MILLION+ IMPRESSIONS ACROSS ALL CHANNELS

35,000+
CLICKS TO MAKE IT TAMPA BAY WEBSITE

Our Competitiveness Committee is focused on talent retention initiatives that strengthen connections between target industry employers and colleges and universities. In FY2024, this Committee collaborated on seven student engagement events with our higher education partners at Hillsborough Community College, Florida Polytechnic, Ultimate Medical Academy, University of South Florida and University of Tampa to help keep more graduates in our local workforce.

8

Section Eight

Placemaking

“Over the years, the city of Tampa has developed into an internationally recognized epicenter of health care and life sciences and this momentum continues with the growth of the Tampa Medical & Research District. It is critical to partner with organizations like the Tampa Bay Economic Development Council to bring premier companies here so they can see firsthand the exceptional talent, collaboration, and innovation opportunities available to them.”

- **John Couris,** President and CEO of Tampa General Hospital

PLACEMAKING

The Tampa Bay EDC’s Placemaking initiatives center on driving projects that promote our competitiveness as a destination for business and talent by showcasing the region’s quality of place. The Community Development team has made significant strides this fiscal year on two projects that have the potential to transform key districts in the City of Tampa: The East Tampa Industrial District and the Tampa Medical and Research District.

TAMPA MEDICAL AND RESEARCH DISTRICT

January 2024 marked the second year of the EDC’s collaboration with Tampa General Hospital and USF Health in promoting the Tampa Medical & Research District (TMRD) as a hub for healthcare and life sciences research and innovation. The EDC and our partners attended several global healthcare and biotechnology conferences to educate prospects about the advantages of locating in the TMRD and debuted a new brand and website at a gala launch party during TGH’s Innovation Week in September. That same month, the EDC hosted a delegation of 23 life sciences companies from the United Kingdom on a two-day whirlwind tour of Tampa with leaders from our life sciences, hospital, technology, university, and entrepreneurial support ecosystems. The UK business executives shared what they needed from our community to establish operations in Florida and made plans to return in the near term to move forward.

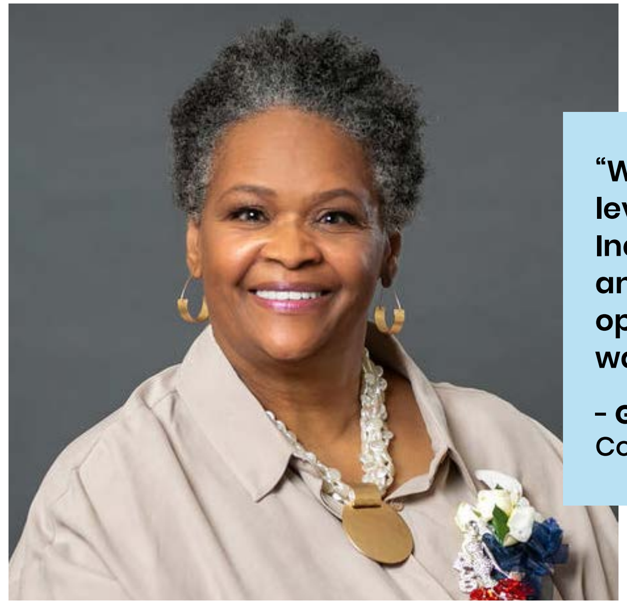
The visiting delegation of UK-based life sciences companies tour USF’s CAMLS facility in downtown Tampa.

THE EAST TAMPA INDUSTRIAL DISTRICT AND OPPORTUNITY TAMPA BAY, INC (OTBI)

In FY2024, the Tampa Bay EDC published *The East Tampa Industrial District: A Placemaking Initiative*. The result of a year-long study, the report detailed ways to generate employment opportunities for residents through training and workforce development as well as commercial initiatives designed to beautify the district and increase investment.

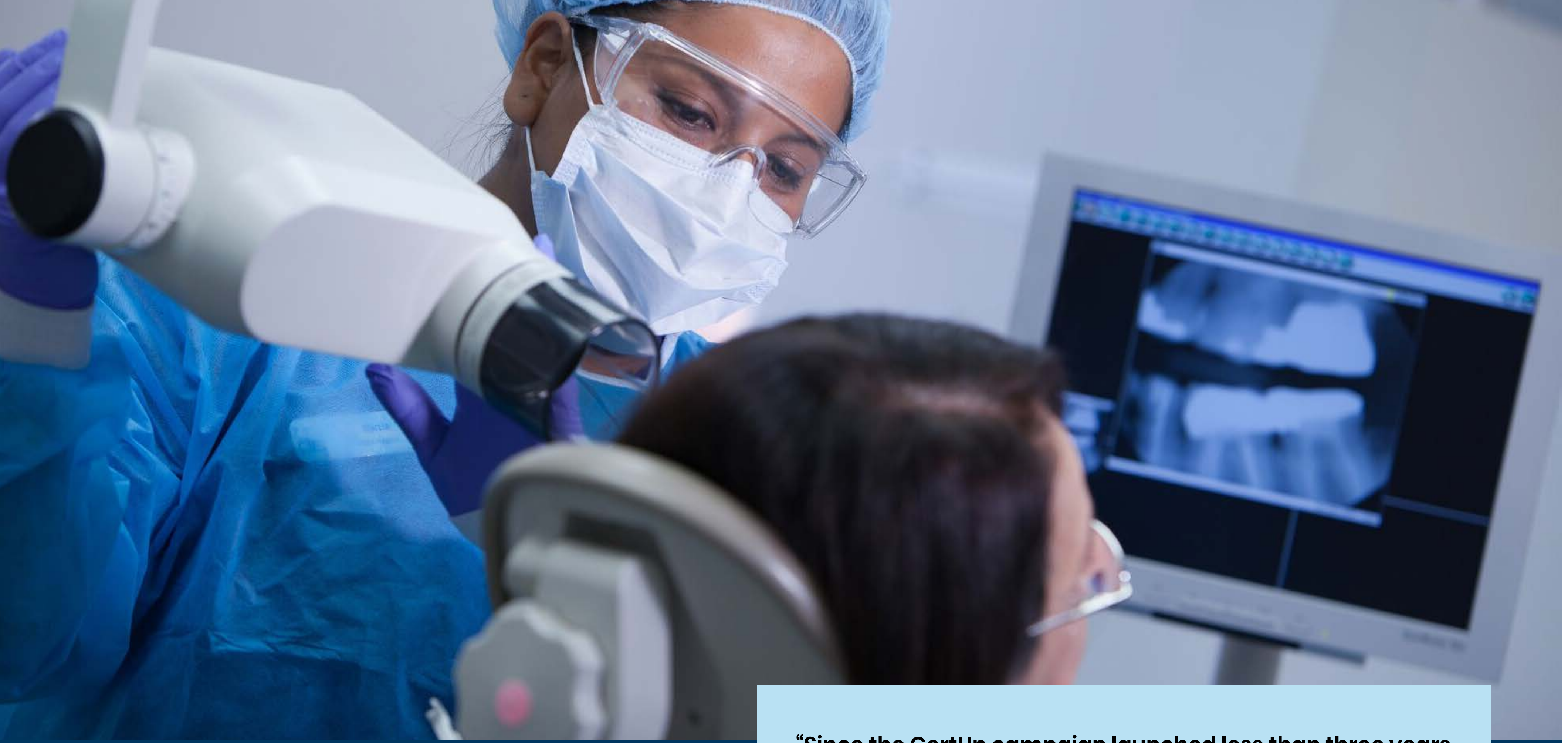
The EDC also formed Opportunity Tampa Bay, Inc (OTBI), a 501 c 3 nonprofit organization, to respond to the City of Tampa's request for proposals to develop a Live-Learn Community in East Tampa. OTBI and its partners, the CDC of Tampa, Hillsborough Community College, Integral Group, and University of South Florida, were selected to develop 117 units of affordable housing and a 65,000 square foot training facility. The facility will offer manufacturing innovation, business incubation in food and hospitality services, and a fabrication lab for entrepreneurs to build product prototypes and conduct hands-on innovation.

The Community Development team also launched a new Capital Access Program that leverages technology and financial tools available on the EDC's web site to drive business investment in underserved areas.



"We appreciate the Tampa Bay EDC leveraging its expertise in the East Tampa Industrial District to assist local businesses and generate more employment opportunities for residents to earn higher wages."

- Gwen Henderson, City of Tampa Councilmember, District 5, CRA Chair



“Since the CertUp campaign launched less than three years ago, we’ve seen a double-digit increase in enrollments from students residing in the targeted zip codes. We’re pleased to see this campaign working as intended and look forward to building upon its success.”

- **Dr. Ken Atwater,** President, Hillsborough Community College

9

Section Nine

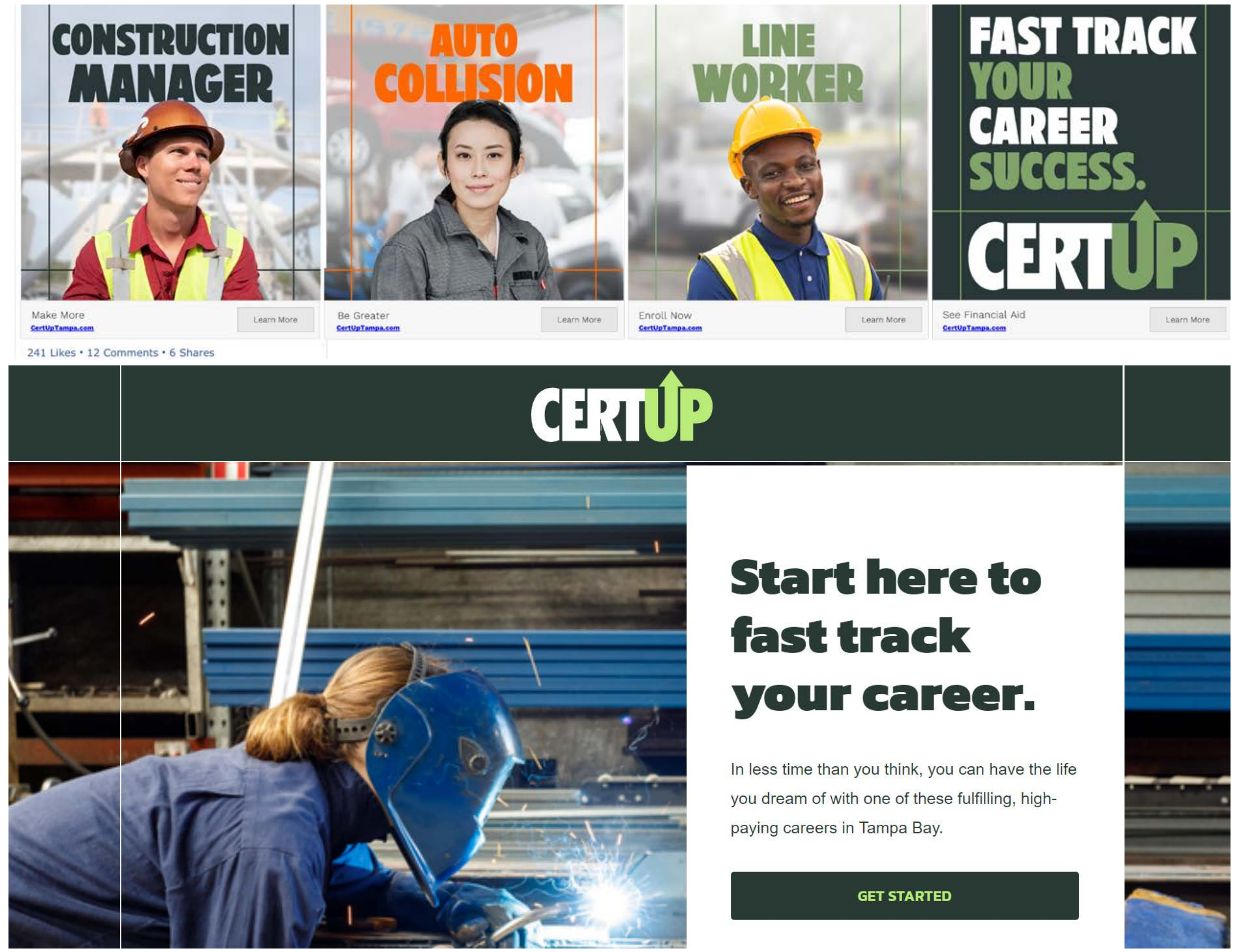
Tampa Bay Economic Prosperity Foundation

INCLUSIVE ECONOMIC GROWTH INITIATIVE

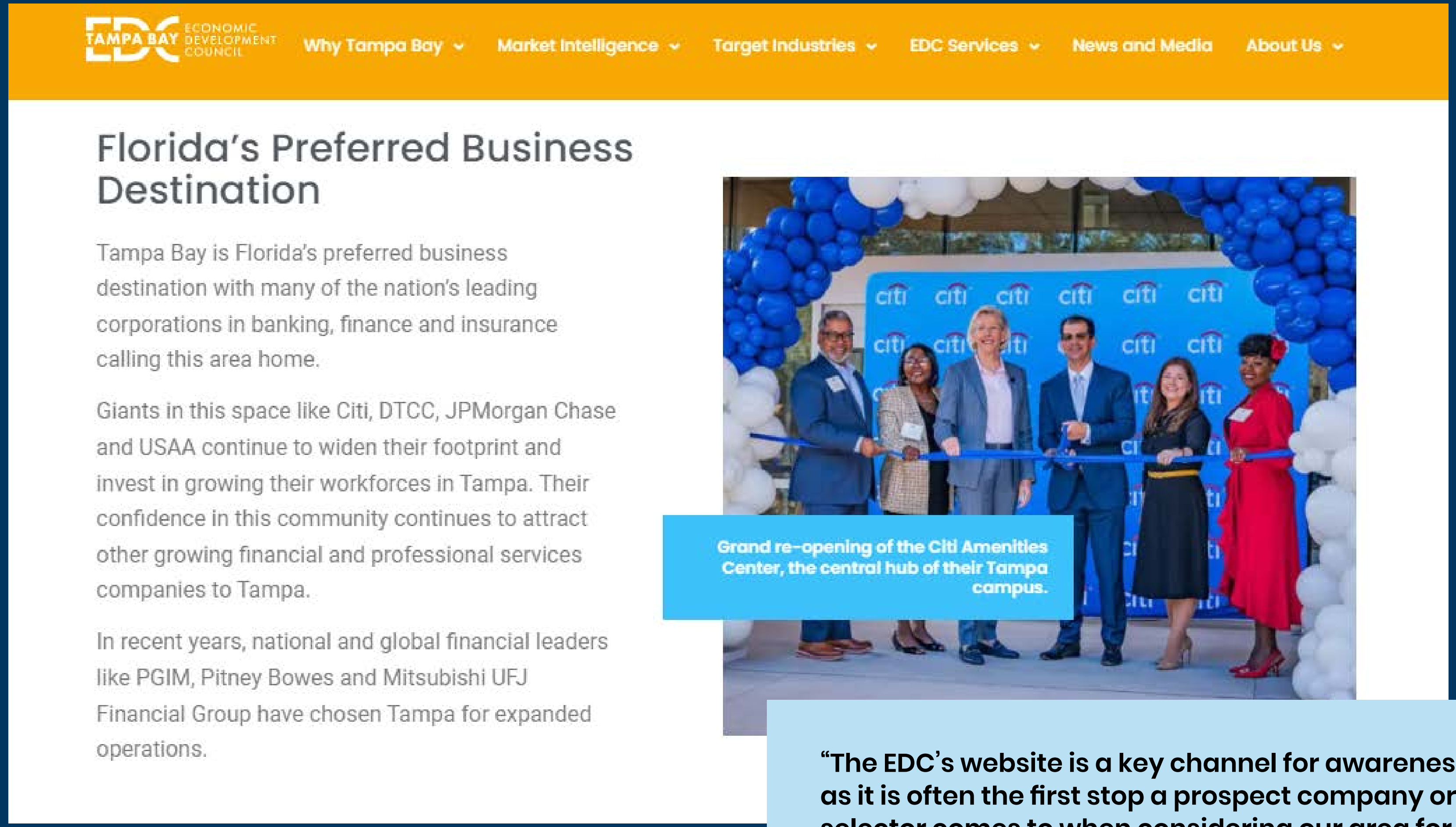
The Tampa Bay Economic Prosperity Foundation was established in 2018 to support the EDC’s emerging placemaking and talent development goals. The nonprofit affiliate organization would conduct research and explore new ways to enhance economic prosperity for all Hillsborough County residents. The Foundation’s Inclusive Economic Growth Initiative has a two-pronged strategy to achieve its aims: generating investment in underserved communities like East Tampa, Central Park/Ybor City, and the University Area and educating people who reside in them about affordable training programs that lead to good paying jobs.

The Foundation’s Spring 2024 CertUp Career Awareness Campaign was its most successful to date, generating 33% more leads using 20% less budget than the Summer 2023 campaign. CertUp promotes short-term certificate and degree programs for careers in high-demand fields like skilled trades, health care, and information technology. Targeted ads for TECO’s Electrical Line Worker Training Program and HCC’s Welding Technology program garnered tremendous interest, helping to fill the advertised sessions. The new campaign also promoted additional Allied Health programs at HCC including Sonography, Dental Hygiene, Respiratory Care, and Nuclear Medicine.

The newly optimized media mix and targeting improved conversion rates by 156% when compared to the previous two campaigns. Search optimizations also reduced the cost per lead, resulting in 154% more conversions than Fall 2023 and 21% more than Summer 2023.



173	1,927	5,861	460
TOTAL LEADS	CLICKS TO HCC PROGRAM PAGES	NEW WEBSITE USERS	SOCIAL MEDIA ENGAGEMENTS



"The EDC's website is a key channel for awareness building as it is often the first stop a prospect company or site selector comes to when considering our area for expansion opportunities that often include new headquarters. With all the growth in our community over the last years, it was essential to redevelop the site to reflect a more contemporary look with seamless navigation and a better experience. The Marketing Team worked with Haneke Design to update the site, its content and testimonials, allowing visitors to imagine our market in new ways."

– **Linda Mignone**, Chief Marketing Officer at Ultimate Medical Academy, and the EDC's 2024 Marketing Committee Chair

10

Section Ten

Marketing

AWARD-WINNING MARKETING

Our award-winning marketing team's targeted advertising, messaging, social media content and media relations activities have played a key role in changing perceptions of Tampa.

This year, they worked hard on the development and launch of a brand-new website with our longtime Investor, Haneke Design. The new site is more visually appealing and chock full of testimonials and videos showcasing our target industries and the robust ecosystems that are here to support them.

With a fresh new site to show off, we launched a new round of LinkedIn ad campaigns that generated over 437,000 impressions, more than 100 clicks and five new project leads. On the print side, we featured the success of FLYMOTION, a local veteran-owned robotics company, with full page ads in Florida Trend, Tampa Bay Business Journal and Tampa Bay Business and Wealth. In this year's Florida Spotlight issue of Site Selection magazine, we promoted the burgeoning Tampa Medical and Research District.

Tampa's rise in national rankings as one of the best places in America to live, work and grow a business is fueled by our marketing team's constant engagement over the years with local and national media. This year, we held an inbound media visit with a national freelance writer and hosted a virtual town hall for reporters across the country. These efforts resulted in more than 150 media hits with positive coverage running in Forbes, Chief Executive, National Association of Realtors' Create magazine, Site Selection Magazine, dozens of trade publications and our local media outlets.

The EDC's social media channels continue to grow and regularly highlight Tampa's growing business community, exciting career opportunities and unbeatable quality of life. .

WE NOW REACH MORE THAN **32,000 PEOPLE** ACROSS OUR PLATFORMS AND THIS YEAR OUR POSTS GENERATED **MORE THAN 1.6 MILLION IMPRESSIONS** AND **OVER 67,000 VISITS** TO OUR WEBSITE THIS YEAR.

> "Investing in the Tampa Bay EDC connects us with other business leaders who share our vision of building a thriving and sustainable economy for our community."
>
> **- Gina Curry,** CEO, NextPath Career Partners

11

Section Eleven

Investor Relations

INVESTOR ENGAGEMENT

The Tampa Bay EDC is fortunate to have the support of over 100 Investors who fund our work and offer their invaluable expertise to help shape the region's economic future and grow our target industries. This passionate and engaged group has reaffirmed their belief in our mission and vision.

We enjoyed unprecedented Investor engagement in our five standing committees – Business Development, Competitiveness, Investor Relations, Finance and Audit, and Marketing – which are instrumental in advancing our strategic plan initiatives. Ninety percent of our Investors renewed their commitment to the EDC this year, and we welcomed an additional 20 new and upgraded members to the EDC Investor family.

AdventHealth, Amerant Bank, Citizens Bank, Ellison Companies, Florida Trend, Greater Tampa Realtors, Jonhson Pope, Tampa Hillsborough Expressway Authority and Thundercloud Gun Club joined the Tampa Bay EDC at the Chairman's Council level, which positions them for leadership roles in our organization. We also welcomed six new President's Council Investors and seven new Gazelles.

Investing in the EDC provides exclusive opportunities to engage with top executives from newly relocated or expanded companies as well as national and local thought leaders in economic development. At the Spring and Fall editions of Meet the Projects, our Investors heard directly from company leaders on why they chose Tampa and what they need to help them succeed here. We also hosted two ED Talks! programs this year. In February, our Investors heard how site selection consultants view Tampa's competitiveness and how we can best position our community to attract transformational target industry projects. In August, we convened the first-ever panel of the four current presidents from the University of South Florida, University of Tampa, Hillsborough Community College and Florida Polytechnic University. These dynamic leaders talked about their institutions' economic impact on the Tampa Bay region and their future campus expansion plans.

NINETY PERCENT OF OUR INVESTORS RENEWED THEIR COMMITMENT TO THE EDC THIS YEAR, AND WE WELCOMED AN ADDITIONAL 20 NEW AND UPGRADED MEMBERS TO THE EDC INVESTOR FAMILY.

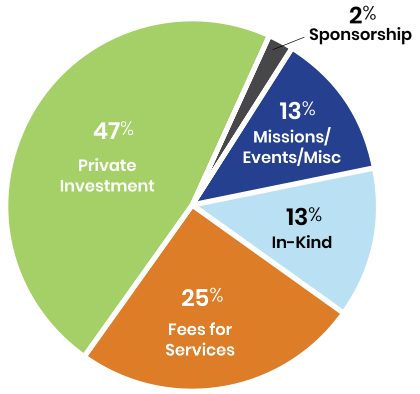
12

Section Twelve

Revenues & Expenses

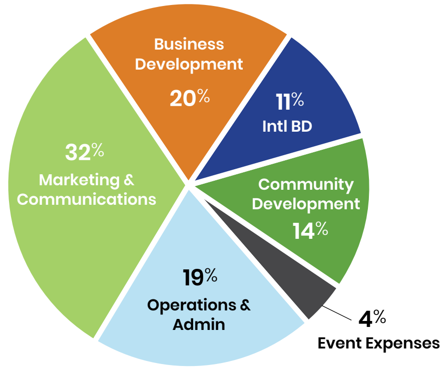
OUR FY24 RESOURCES

Private Investment	$ 1,865,803.96
Fees for Services	$ 988,000.00
Missions/Events/Misc	$ 538,664.49
In-Kind	$ 503,750.00
Sponsorship	$ 96,943.78
Total	**$ 3,993,162.23**

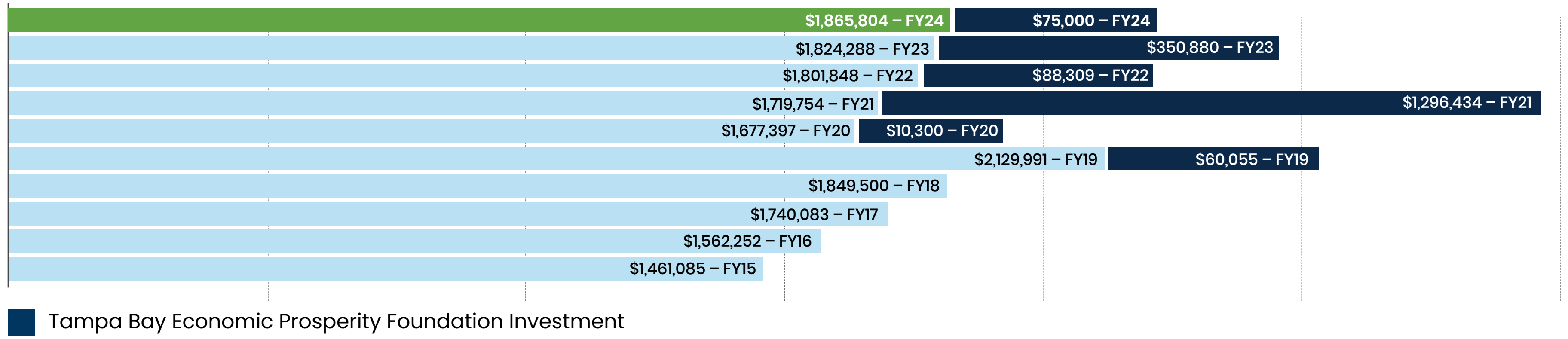


HOW OUR RESOURCES WERE USED

Business Development	$ 852,984.17
Marketing & Communications	$ 1,368,213.42
Operations & Admin	$ 820,736.07
Int'l Business Development	$ 474,604.80
Community Development	$ 601,596.55
Event Expenses	$ 161,222.96
Total	**$ 4,279,357.95**



PRIVATE INVESTMENT REVENUE GROWTH



2009–2024

TAMPA BAY
ECONOMIC
DEVELOPMENT
COUNCIL

15 YEARS OF PROGRESS