

# STRATEGIC PLAN

Tim Giuliani  
*President & CEO*



# STRATEGIC PLANNING TASK FORCE

- Tim Baker
- Mike Brown
- Deborah Crown
- Bill Dymond
- Jason Eichenholz
- Randy Haffner
- Jeff Hayward
- Steve Hogan
- Sandy Hostetter
- Tony Jenkins
- Rena Langley
- Georgia Lorenz
- Janet Owen
- Paul Roldan
- Justin Williams



# ORLANDO ECONOMIC PARTNERSHIP

*Advancing* Broad-based Prosperity™

AWARD WINNING



Bronze Award  
"Video/Multi-Media  
Promotion"  
2015



"Top 5 Best Economic  
Development Organization"  
by Site Selectors  
2017



Bronze Winner  
"Branded Content"  
2018



"Best Slogan and  
Place Branding"  
Award  
2019



"Integrated  
Communications"  
Silver Anvil Award  
2021



# SEIZE THE MOMENT

## Three-Year Strategic Plan

2021 - 2024



# SEIZE THE MOMENT

## Why?

### RECENT WINS



### Population growth & Business migration



### Investment pouring into semiconductor industry



### Investment opportunities in transportation



### Orlando technology scene is growing



# FUTURE HEADLINES

## REGIONAL EFFORT LEADS TO CREATION OF 4,500 JOBS

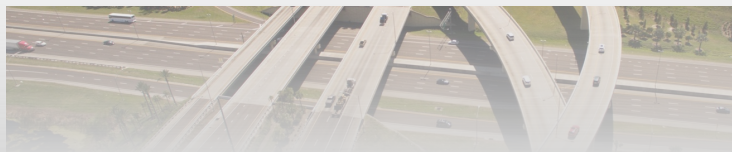
*The Orlando Economic Partnership*

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## ORLANDO APPROVES \$12B TRANSIT SYSTEM

*The Orlando Economic Partnership*

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## BRIGHTLINE CONNECTS ORLANDO TO MIAMI AND NOW TAMPA

*The Orlando Economic Partnership*

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## ORLANDO: AMERICA'S FASTEST GROWING TECH HUB

*The Orlando Economic Partnership*

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## BUSINESS MIGRATION TO CENTRAL FLORIDA REACHES ALL-TIME HIGH

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ommodo anim id est laborum.

## INVESTMENT IN TECH START-UPS ON THE RISE

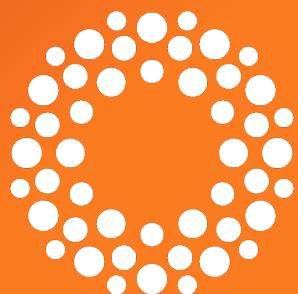
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## FLORIDA RANKS #3 IN IPO ACTIVITY, LED BY ORLANDO

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# Post-Pandemic Strategic Plan 2021-24



ORLANDO  
ECONOMIC  
PARTNERSHIP

*Advancing Broad-Based Prosperity™*

# SEIZE THE MOMENT



## “Grow”

### ECONOMIC DEVELOPMENT

- ✓ Business Recruitment
- ✓ Scaling & Expansion
- ✓ Branding
- ✓ Catalyst Projects



## “Invest”

### REGIONAL LEADERSHIP

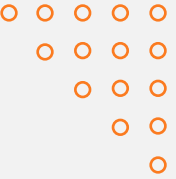
- ✓ Advocacy
- ✓ Education
- ✓ Partnerships
- ✓ Talent Development

## Tech-Forward | Inclusive Growth | Results Oriented





# ECONOMIC DEVELOPMENT



## GOALS

### Achieve and demonstrate impact on The Prosperity Scorecard:



Announce **average of 4,200 new jobs** per year



Announce **5 high-impact economic development projects** per year



Advance growth of **10 scaling and/or minority-owned companies**



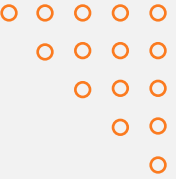
Raise Orlando's profile with a **minimum of 15 positive national articles**



Deliver at least **one catalyst project per year** for advancement of Orlando Tech



# ECONOMIC DEVELOPMENT



## RETURN ON INVESTMENT

*Building on Five Years of Impact* (FY 2015/16 – 2019/20)

### BY THE NUMBERS

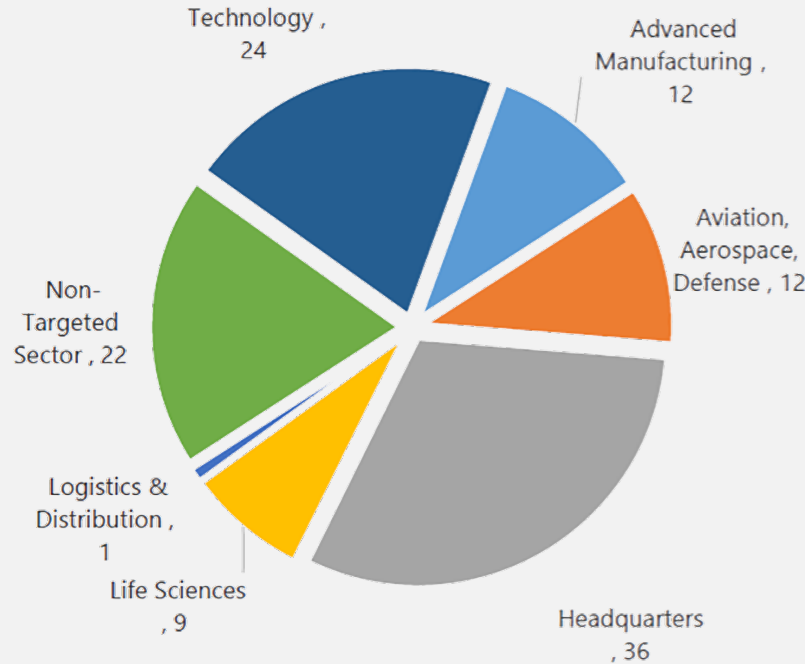
**116**  
Projects

**18,540**  
New Jobs

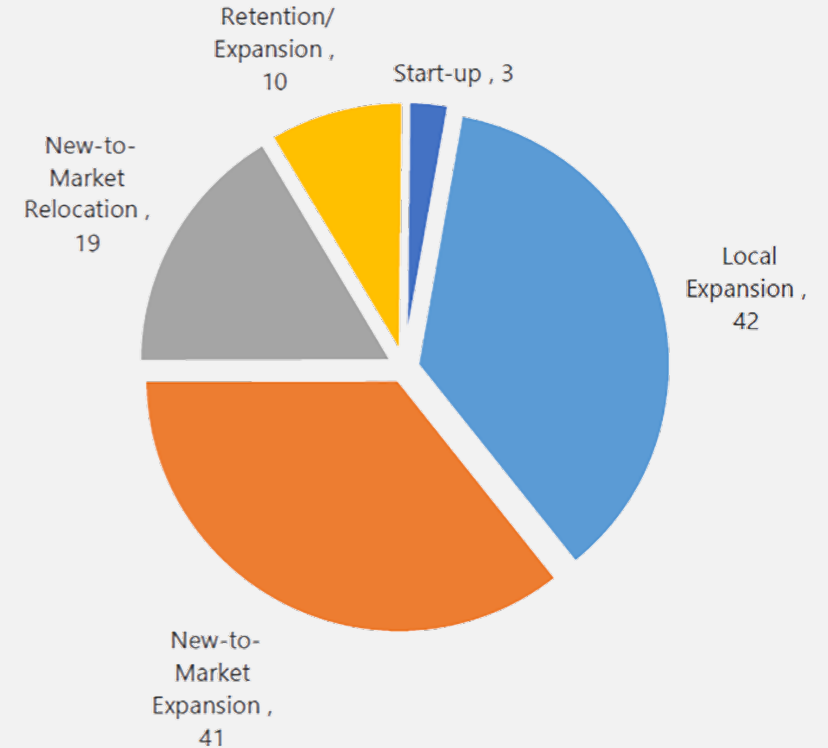
**11,648**  
Retained Jobs

**\$1.8 Billion**  
in Capital Investment

### PROJECTS BY SECTOR



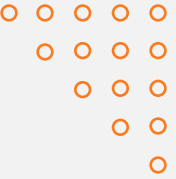
### PROJECTS BY TYPE







# ECONOMIC DEVELOPMENT



## RETURN ON INVESTMENT

**Building on Five Years  
of Impact** (FY 2015/16 – 2019/20)

### RESULTS

**67,419**

Total Employment

**\$3.5 Billion**

Total Worker  
Earnings

### Property Tax Revenues Over the Next 10 Years for Local Taxing Districts

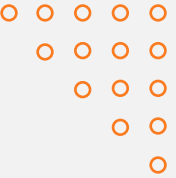
	Sales Tax Revenues	Property Tax Revenues	Total Tax Revenues	Present Value of Revenues*
Counties	\$7,901,69	\$62,492,707	\$70,394,176	\$50,979,448
Municipalities	\$0	\$87,864,488	\$87,864,488	\$63,933,586
School Districts	\$23,177,642	\$92,322,955	\$115,500,597	\$83,322,622
Other Local Districts	\$0	\$8,249,400	\$8,249,400	\$6,002,581
<b>Total</b>	<b>\$31,079,111</b>	<b>\$250,929,550</b>	<b>\$282,008,661</b>	<b>\$207,248,237</b>

\* The Present Value of Net Benefits express the future stream of net benefits received over several years as a single value in today's dollars. Today's dollar and a dollar to be received at differing times in the future are not comparable because of the time value of money. The time value of money is the interest rate or each taxing entity's discount rate. This analysis uses a discount rate of 5% to make the dollars comparable.





# ECONOMIC DEVELOPMENT



## RETURN ON INVESTMENT

*Building on Five Years  
of Impact* (FY 2015/16 – 2019/20)

**For every \$1 of investment,  
the Partnership generates:**

**\$3,796**

in economic Development

**\$785**

in additional worker earnings

**\$1.49**

in additional tax revenue for the counties

**\$5.99**

in tax revenue for all local taxing districts

### Summary of Return on Investment in Economic Development 2015-2019

Investment in Economic Development	\$47,112,230
Total permanent jobs created	67,419.3
Total economic output generated	\$179,000,000,000
Total workers' earnings	\$37,000,000,000
Total additional tax revenues for counties	\$70,394,176
Total additional tax revenues for all local districts	\$282,008,661





## INVESTMENT NEEDS

**With additional funding, how could we expand our impact:**

1. Dedicated staff for **projects in disadvantaged neighborhoods and downtown Orlando**

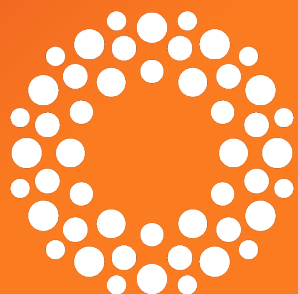
2. Dedicated staff for **international opportunities**

3. Representatives on **contract in target markets** like New York and California

### BIG IDEA

To take advantage of business migration, raise capital to double our annual marketing budget (\$1.5mil -> \$3mil) to penetrate target markets and showcase our region and major employers.

# Post-Pandemic Strategic Plan 2021-24



ORLANDO  
ECONOMIC  
PARTNERSHIP

*Advancing Broad-Based Prosperity™*

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## “Invest”

### REGIONAL LEADERSHIP

- ✓ Advocacy
- ✓ Education
- ✓ Partnerships
- ✓ Talent Development

## Tech-Forward | Inclusive Growth | Results Oriented





# REGIONAL LEADERSHIP



## GOALS

Investment into region in the areas of transportation, technology, housing that specifically address a broad-based increase in opportunities, capabilities and access. Demonstrate how the investments move the needle on The Prosperity Scorecard.



### Transportation

Support passage of Orange County sales tax referendum

Advocacy in D.C. for funding



### Technology

Secure CHIPS funding to advance semiconductor investment

Pursue federal “Build Back Better” grant to address talent needs



### Housing

Convene and advocate for affordable housing investments

*Note: Use 2018-2020 as a baseline and demonstrate investments above the baseline on annual basis.*





# REGIONAL LEADERSHIP: Transportation



## Benefits & Impact

- Revitalization of neighborhoods.
- Congestion relief.
- Reduced environmental impact.
- Pedestrian safety.
- Economic growth and returns.
- Improved individual access to...
  - Opportunity (jobs)
  - Capability-building supports: Education/training, affordable housing, and health care.

## Case Study:

### San Diego Metropolitan Transit System (MTS)—2018

- MTS-related activities generated an estimated \$1.0 billion of gross regional product (GRP).
- Directly or indirectly responsible for approximately \$625 million in total personal income.
- Every dollar of direct MTS spending yielded a total of about \$2.82 in GRP.
- MTS reduced the region's carbon dioxide (CO<sub>2</sub>) emissions by 97,000 metric tons. Environmental savings amounted to \$13.6 million.
- Total savings accruing to MTS users: \$861 million realized primarily by lower-income households.



# REGIONAL LEADERSHIP: Technology



## Benefits & Impact

- Economic growth.
- Job creation.
- Cluster formation/expansion.
- Industry diversification.
- Tax revenues.
- Virtuous cycle
  - Research
  - Commercialization
  - Entrepreneurship
  - Reinvestment

### RESEARCH TRIANGLE PARK:

More than 39,000 full time high-tech workers and up to 10,000 contracted workers.

Total payroll of \$2.7 billion

Average salaries for life sciences workers were \$63,042 (\$24,000 higher than average national private-sector wage)

Capital investment of \$2.8 billion

About \$2 billion in grants awarded annually for R&D.

### AUSTIN:

Unemployment rates have consistently remained lower than both state and national average.

Historically higher employment participation rates

Average household income has ranked consistently higher than state and national average.

Demonstrated anchor-tenant cluster approach: Tracor, Inc. was the first Fortune 500 locally grown company. More than 25 companies have spun off Tracor's R & D (1955 – 1985) and remaining in Austin, leading to a total of 5,467 jobs.

### GREENVILLE:

*Clemson University Int'l Center for Automotive Research (CU-ICAR)*

Total Investment: \$250 million

Total research awards received for faculty \$4 billion.

Of 24 total R&D projects, 46% of those projects are sponsored by the private sector.

\$26.4 million Clemson University and the CU Real Estate Foundation

\$95.5 million State & local gov't

\$55.8 million Private industry

\$36.0 million public-private partnerships

\$19.7 million Private industry equipment

Surrounding Projects:

Verdae Development = 1,100 acre mixed-use

Hubbell Lighting Corporate Headquarters  
\$36M investment; 350 new jobs

St. Francis Health System = 50 acres medical buildings; 500 new jobs





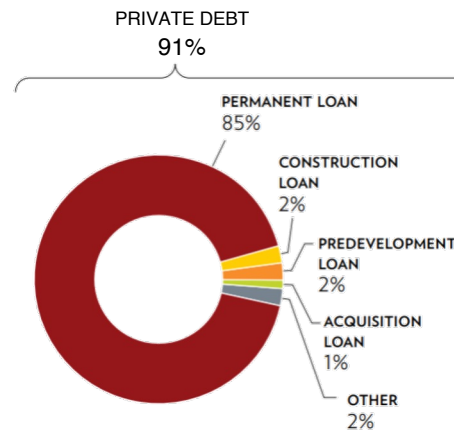
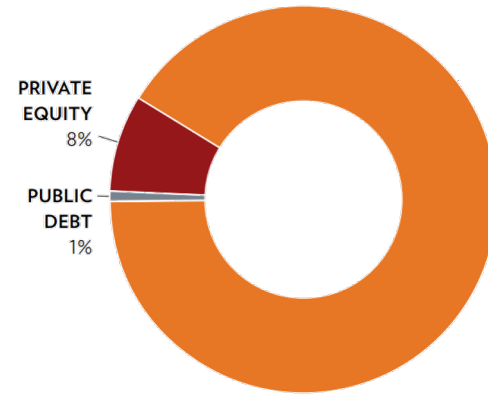
# REGIONAL LEADERSHIP: Housing



## Benefits & Impact

- Anchors household economic security & resiliency.
- Breaks cycle of generational poverty.
- Improves neighborhood stability.
- Improves mental & physical health.
- Improves childhood development.
- Strengthens civic engagement.

### GIIN CASE STUDY: Global Impact Investing Network: Housing Impact (2005 – 2018)



**10**  
INVESTOR ORGANIZATIONS  
That manage ...

**10**  
INVESTMENT FUNDS / VEHICLES  
... which have collectively made ...

**114**  
UNIQUE INVESTMENTS  
... and reported performance by the  
same investments across multiple  
years, resulting in ...

**117**  
ANNUALIZED INVESTMENTS /  
OBSERVATIONS

OVER A ONE-YEAR PERIOD



NUMBER OF  
HOUSING UNITS  
FINANCED

**11,057**

Collectively,  
investors  
financed:

144 studios
3,424 one-bedrooms
5,765 two-bedrooms
1,170 three-bedrooms
67 four-bedrooms
2 five-bedrooms



NUMBER OF  
INDIVIDUALS  
HOUSED

**37,273**





# REGIONAL LEADERSHIP



## SUPPORTING STRATEGIES

### Leadership and Talent Development Programs

Leadership development programs to cultivate a diverse network of current and emerging leaders.

Advance talent development as a strategy to advance Broad-based Prosperity™, support the growth of local companies and create new partnerships that develop a stronger talent pool.

### Research

Research and analysis to inform decision makers, create the case for ROI and advance understanding of what moves the needle on The Prosperity Scorecard from corporate, community and policy perspectives.

### Advocacy

Pursue investments from local, state and national sources in a regionally coordinated manner, utilizing task forces, the Orlando Tech Council, partnerships and ad-hoc groups.





# REGIONAL LEADERSHIP



## INVESTMENT NEEDS

**With additional funding, how could we expand our impact:**

1. Campaign **support for transportation sales tax** initiatives

2. To **address talent gaps** of key tech areas (i.e. cybersecurity), establish a regional collaborative to drive training investment and recruitment efforts

3. **Diverse leadership programs** to engage more leaders

### BIG IDEA

Offer “Community Impact Assessment” research offering to calculate a company's investment, return and strategies that could better move the needle. An advanced version of economic impact analysis.



# Invest in technology to capitalize on these opportunities

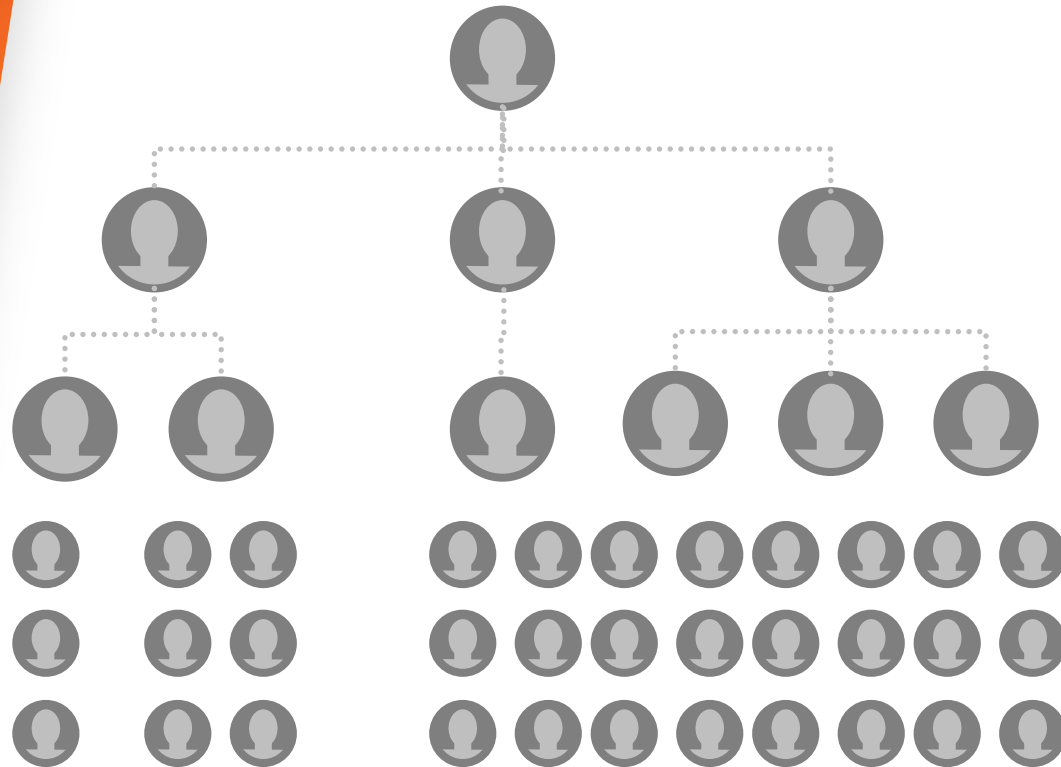
“Digital Orlando” Create a digital twin of the region to showcase our value proposition to prospects and inform community development initiatives

Invest in a game-engine technology platform to support:

- Support Jobs Goal: Showcasing our region to economic development prospects through a physical marketing center(s), online portal and VR technology.
- Support Investment Goal: Utilize digital twin computing power to demonstrate ROI of investments in region.
- Support Partnership Growth Goal: Implement business strategy to grow revenue through investor and partner investment in “Digital Orlando” for their inclusion and use of the platform.



# Refocus Staff to Exclusively Support the Two Priorities



- Align org chart to support the three goals
- Re-align chamber staff to support these goals and streamline remaining chamber programs to support the goals, as well
- Re-position our research effort to support the jobs and capital investment goals. Specific attention on how to move the needles on The Prosperity Scorecard
- Remove department approach and implement teams aligned to goals

# Secure support to fully realize our opportunities



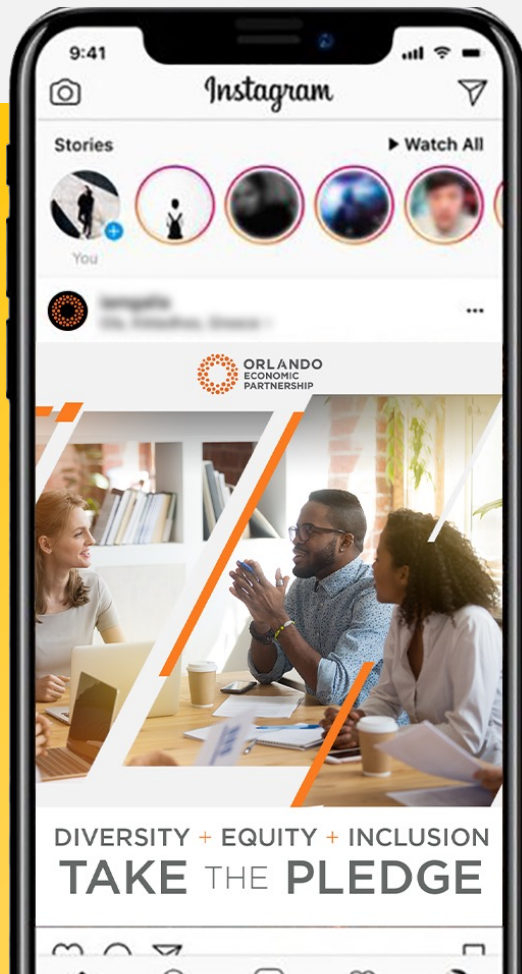
- Have a dedicated business recruitment team in addition to a team responsible for in-bound leads and in-market expansions. We need to pro-actively capture new opportunities
- Add federal lobbyists for investment opportunities in the region and align programs behind this effort. This requires streamlining events, people and committees that have been focused on a broad policy agenda largely at the state level
- Refocus staff on investor relations and partnerships as a strategy for Partnership growth and engagement

# Involve investors in the work instead of standing committees



- Streamline investors all behind the Partnership brand and eliminate the brands of the Foundation, Chamber and Alliance for Regional Transportation
- To begin, create the following task forces:
  - Transportation Investment
  - Marketing Campaign Stakeholders
  - Business Recruitment
- Eliminate the large committees that supported the last three-year plan:
  - Business Development Strategy Council
  - Alliance for Regional Transportation Executive Committee
  - Chamber Advisory Board
  - Foundation Board and Advisory Board
  - Investor Relations Committee
  - Branding Council

# Elevate the importance of DEI and tech industry support strategies into each of two priorities



- Over the course of the past three years, DEI and support of tech growth has become an important part of our work together. To continue that focus, we've incorporated these strategies into the two priorities.
- Each of the goals include specific ways to measure impact in tech growth and the impact of concerted focus on diversity, equity and inclusion. These concepts would be just relegated to a specific person or small team, they will become goals for the full organization, driving specific performance of every member of the team.

# Annual Event Lineup

## Annual

- Inter-City Visit and Leadership Mission led by chair-elect to comparative city
- James B. Greene Awards and Annual Meeting
- Synapse Orlando

## Quarterly

- Investor Briefings

## Regularly

- Receptions to facilitate community leadership connectivity:
- Top 10 Scaling Companies
  - New CEO's
  - Sports season kick offs
  - Etc.

## As Needed

- Tallahassee or Washington D.C. visits
- Out of market business recruitment trips





# Organizational growth is our internal goal.

*Partnership revenue growth to \$11 million during the course of the plan*

In order to better impact the first these outcomes and support engagement of our investors and partners, we seek to expand revenue to add capacity.

## Example of options for growth and their upside potential (otherwise known as SWAG's):

1

Increase new member growth by 50% (\$200,000/yr)= High end of range would be \$500,000/yr increase at end of 3-year plan.

2

Increase government funding by 25% = Range of \$200,000 - \$750,000/yr increase

3

Increase grant funding by 100% = High end of range would be \$300,000/yr increase

4

New marketing partnerships = Range of \$250,000/yr - \$1,000,000 increase per year

