



FAST FORWARD,

2009 – 2014

A COMMUNITY REPORT:

CELEBRATING FIVE YEARS OF SUCCESS

WE'VE COME A LONG WAY, TAMPA BAY.

IN FIVE YEARS, WE'VE REDEFINED SUCCESS
WITH BIG WINS AND BIGGER EXPECTATIONS.

WITH MILESTONE ACCOMPLISHMENTS AND
RECORD-BREAKING ECONOMIC GROWTH.

WITH VISION, AMBITION AND PRIDE.

BUT THIS IS JUST THE BEGINNING.

WE'RE MOVING FAST. WE'RE MOVING FORWARD.

AND THERE'S NO STOPPING US NOW.



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RICK HOMANS »
PRESIDENT AND CEO,
TAMPA HILLSBOROUGH ECONOMIC
DEVELOPMENT CORPORATION



FAST. FORWARD.

Five years ago, there were those who questioned if we could overcome the depths of a deep recession and find our way back to a period of progress and prosperity.

Today, we are poised for greatness. As we celebrate our fifth anniversary as an independent organization, we're the fastest-growing economy in Florida and the state's number one destination for corporate relocation and expansion.

We've celebrated big, transformative wins and exciting new developments that will change the economic landscape of the entire region.

We're working together like never before. And with the unwavering support of our public and private partners, we've accomplished more than we ever imagined, proving ourselves as an organization and a community.

Five years from now, when we look back on this time in our history, we'll know that this was the moment when the future became ours; when we turned our vision into reality, and became a showcase of success.

But we aren't slowing down. We're just getting started.

Onward and upward.

A STRATEGY FOR GROWTH

The Tampa Hillsborough Economic Development Corporation is the lead economic development agency for Hillsborough County and the cities of Tampa, Plant City and Temple Terrace.

Established in 2009 as a partnership between the public sector and private corporate investors, we develop and sustain a thriving local economy through the attraction, expansion and retention of high-wage jobs and capital investment within targeted industry sectors.

Working with C-level executives, site selection consultants, commercial real estate professionals and other influential decision-makers, we provide customized, confidential relocation services to domestic and international companies interested in growing within Hillsborough County. Locally, we help existing businesses access the tools and resources they need to succeed, now and in the future.

Our efforts are driven by a dedicated team of professionals with a passion for economic development and a firm belief in the infinite potential of our community. Guided by a clear mission, a forward-thinking vision and a defining set of values, our organization transforms ambition and aspirations into tangible results.

EXECUTIVE

- 1 Rick Homans
President and CEO
- 2 Kara Crenshaw
Executive Assistant to Rick Homans, President and CEO

FINANCE AND ADMINISTRATION

- 3 JP DuBuque
Vice President Finance and Administration
- 4 Peyton Woodroffe
Investor Development Manager
- 5 Avril Shelton
Investor Engagement Manager

MARKETING

- 6 Jennifer Mikosky
Vice President Marketing and Communications
- 7 Zeynep Minareci
Marketing Coordinator
- 8 Jessica Pajak
Communications Coordinator
- 9 Randy Smith
Director of Research
- 10 Sarah Thomas
Market Research Analyst

BUSINESS DEVELOPMENT

- 11 Jeff Lucas
Vice President Business Development
- 12 Lorrie Belovich
Director, International Business Development
- 13 Bea Bare
Senior Business Development Manager
- 14 Steve Morey
Director Business Recruitment
- 15 Jake Austin
Director, Business Retention and Expansion
- 16 Autumn Braase
Business Development Manager

FILM COMMISSION

- 17 Brandon Hanna-Metz
Business Development Manager
- 18 Anna Vega
Executive Coordinator Business Development
- 19 Dale Gordon
Film Tampa Bay Executive Director
- 20 Tyler Martinolich
Film Tampa Bay Production Coordinator



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

A HISTORY OF LEADERSHIP



On January 22, 1954, more than 200 business executives gathered at the Tampa Terrace Hotel, as the Greater Tampa Chamber of Commerce presented a novel idea to support local economic growth: pay an additional \$100 in dues each year to finance an increased promotional effort for the community.

For decades, this “Committee of 100” would drive expansion and progress under the direction of the most visionary leaders in the Tampa Bay region, until October 22, 2009, when the Chamber’s Board of Directors made an announcement that launched an exciting new era of economic development in Hillsborough County.

Fifty-five years after its first fateful meeting, the Committee of 100 became an independent entity operating as the Tampa Hillsborough Economic Development Corporation. The strategic separation would allow both organizations to focus on complementary, mission-centric programs and create a more desirable community in which to live, work and do business.

With the support of nearly 100 founding investors, we pushed forward with reorganized leadership and redefined priorities, embracing the opportunity to build a dynamic future on the foundation of the past.



 **MARK HOUSE**
MANAGING DIRECTOR, BECK
2010 CHAIR

“It was a time for change. After a period of complacency, we felt an urgency to make economic development a top priority. To succeed, the community needed a focused effort and a dedicated team. So with a new name, new leadership and new direction, we made a fresh start and never looked back.”



RHEA F. LAW

CHAIR, FLORIDA OFFICES,
BUCHANAN INGERSOLL & ROONEY
PC | FOWLER WHITE BOGGS
2011 CHAIR

2011

"It was a moment of unity. Thanks to the commitment, determination and vision of our public and private leadership, we came together to address the fundamental needs of our community. Still in the heart of a deep recession, we created a roadmap to recovery, providing working guidelines to establish a world-class economic development organization and a stronger, more competitive business climate."

“It was an unprecedented period of progress, collaboration and opportunity. With a renewed sense of energy and optimism, we brought a fresh perspective to our economic development efforts with innovative leadership and strategic partnerships. By building on the strong foundation of years past, we established an organization with the momentum to carry us into the future.”





DAVID PIZZO

MARKET PRESIDENT, WEST FLORIDA REGION,
FLORIDA BLUE
2013 CHAIR

2013

“It was a year to remember. Job creation was up, unemployment was down, and every success added to a steady buzz that was building at home and across the nation. People began to realize that this is a place where extraordinary things happen. A place where innovation drives transformation, and the future is filled with unlimited potential.”



ALLEN BRINKMAN

CHAIRMAN, PRESIDENT AND CEO,
SUNTRUST BANK TAMPA BAY
2014 CHAIR

"It was our time to shine. We redefined our relevance, and became vital to the economic success of the entire state. We stayed competitive in an ever-changing economy by building an exceptional, results-driven team, and by working with our leadership to create an environment that attracts jobs and investment to our community and to Florida. We found our swagger. And our future only gets brighter from here."

2014

PAST PROJECTS ▶

AA-USA Abletech Security Acoustiblok Advent Financial Agile Thought, Inc. Air Culinare
Amazon American Clinical Solutions American Construction Metals Armor Products
Biologics Development Services Bristol-Myers Squibb C&S Wholesale Grocers
Carbon Craft Cardinal Solutions Group CareCentrix Chromalloy Ciber CLI Solutions
Coca-Cola Refreshments College Hunks Hauling Junk ConnectWise ConvergEX Core-Mark
Coventry Health Care Covidien Dart Container Dish Installation DTCC
Environmental Services Sales and Marketing, LLC eQHealth Solutions Ernst & Young
Evergreen Packaging FirstSource Solutions Florida Silica Sands Genzyme Genetics
Global Aviation Holdings Gordon Food Service Gruner Gravity Ratterman
Green Wizard Tire Recyclers Habitat for Humanity Health and Wellness Channel Health Plan One
Health Plan Services Heat Pipe Highland Packaging Solutions Homeowners Choice
IC Mechanical Innovative Vacuum Solutions Interactive Contact Solutions JC III & Associates
James Hardie LabTech Software Landmark Aviation Laser Spine Institute LeeCo Steel
LifeLink M&M Plastics Mango Moving Masonite Corporation Meta Networks MetLife
Morgan Stanley Mortgage Investors Corporation National Gypsum Navigo Business Services
Nestle Professional Vitality Beverage Solutions New South Windows NewLink Genetics
NexLube OHC Environmental Engineers OneTouch Direct OpenText PACA Foods
Palm Harbor Homes Penton Learning Systems PRC PwC Quest Diagnostics Qypsys
Rasmussen, Inc. RealTime Interactive Smart Science Labs Solstice Sleep Products
Southern Graphic Systems SRA International Stream StreetLinks Lender Solutions
Sunshine State Dairy Farms Sunshine Health Synergy Health Systems Corp.
Tampa Bay Brewing Company Tampa Ship, LLC Terminix ThyssenKrupp
Time Warner Business Services Toufayan Bakeries Trepko Tribridge TV Service Now
TZ Insurance Solutions, LLC UCC Steelwork Connections, Inc. USAA Verizon
Vulcan Manufacturing WellCare White & Case Xcelience

A RECORD OF SUCCESS

IN THE PAST FIVE YEARS, WE'VE HELPED
BUSINESSES CREATE NEARLY 16,000 NEW JOBS AND OVER
\$1 BILLION IN CAPITAL INVESTMENT IN HILLSBOROUGH COUNTY.

From the attraction of massive global brands to the expansion of homegrown success stories, these projects represent the heart and soul of what we do. And while every project has a critical impact on the economic growth of our community, there are those that rise above the crowd and elevate our efforts to greater heights.

This period was marked by dramatic milestones: the biggest build-to-suit industrial project in Hillsborough County history, the largest build-to-suit office project since 2001, and three mega-projects with over 1,000 new jobs each.

We also witnessed the transformative arrival of a global biopharmaceutical leader, a significant resurgence in local manufacturing, and expansions that cemented our role as one of the nation's leading financial services and information technology centers.

As we turn the page on this chapter in our history and enter a new era of prosperity, we look back at the wins that brought us more than jobs and investment. These are wins that inspired confidence and sent a clear and simple message that we are, under no uncertain terms, back in business and here to stay.



“WE APPRECIATE THE STATE, CITY AND COUNTY OFFICIALS WHO HAVE WORKED WITH US TO BRING THESE FULFILLMENT CENTERS TO FLORIDA. WE’RE EXCITED TO JOIN THE COMMUNITY, BRINGING GREAT JOBS AND INVESTMENT TO THE AREA.”

**- MIKE ROTH
VICE PRESIDENT OF NORTH AMERICA
OPERATIONS, AMAZON**

After months of frenzied speculation, the world’s largest online retailer, Amazon.com, officially delivered the news that was already making waves throughout the entire Tampa Bay region. In October 2013, the company confirmed plans to open a one million square-foot fulfillment center at South Shore Corporate Park in Ruskin, creating more than 1,000 new jobs and \$204 million in capital investment in south Hillsborough County.

While the Ad Valorem tax abatement program established in 2010 made us an aggressive competitor for the project, an investment of this magnitude also makes a strong statement about the confidence Amazon has in our community, including the business and political leadership and the quality of our workforce.

At the Ruskin center, employees will pack, pick and ship smaller items, including books, electronics and consumer goods, processing orders that are headed to customers worldwide. The facility will also deploy Amazon’s Kiva robots to retrieve items for shipping.

Now open and operational, our team continues to assist the company in establishing its presence in the community and meeting aggressive hiring goals for the upcoming holiday season.





BRISTOL- MYERS SQUIBB

“WE ARE EXCITED TO CELEBRATE THE OPENING OF OUR NEWEST, STATE-OF-THE-ART CENTER HERE IN TAMPA. WITH THE HELP OF OUR NEW COLLEAGUES... WE LOOK FORWARD TO FURTHER BUILDING OUR CAPABILITIES AND EXPERTISE TO SUPPORT OUR COMPANY’S MISSION.”

**- PAUL VON AUTENRIED
SENIOR VICE PRESIDENT, ENTERPRISE
SERVICES, AND CIO, BRISTOL-MYERS SQUIBB**

In July 2013, Bristol-Myers Squibb announced plans to locate its North America Capability Center in Hillsborough County, bringing 579 highly skilled positions to the area by 2017. The transformative project attracted national attention and made significant strides in positioning the community as an emerging leader in the life sciences industry.

The company conducted a comprehensive evaluation of multiple locations in the Eastern and Central time zones before selecting Hillsborough County due to its talented workforce, strong university presence, regional business climate, economy, quality of life and the availability of necessary logistics and office facilities.

In January, Bristol-Myers Squibb celebrated the official grand opening of the new facility with a gathering of local business and community leaders. The North America Capability Center now occupies approximately 70,000 square feet in Mainsail Village near Tampa International Airport.

The recruitment of one of the strongest, most innovative biopharmaceutical companies in the world has the ability to impact local economic growth for years to come.

Bristol-Myers Squibb has already made a difference by donating \$50,000 to the Hillsborough Education Foundation and Hillsborough County Public Schools. The gift will improve Middleton High School’s science laboratories, further develop its STEM curriculum, and enhance teacher professional development.





“TAMPA IS AN EXCELLENT ENVIRONMENT FOR BUSINESSES TO GROW AND THRIVE, AND IT HAS PROVEN TO BE THE RIGHT CHOICE FOR US.”

**- ERIC MILLER
MANAGING DIRECTOR AND
HEAD OF DTCC TAMPA**

In April 2013, The Depository Trust & Clearing Corporation (DTCC) announced plans to create an additional 255 new, high-wage jobs in Tampa, along with a \$4.8 million investment in its only Florida campus as part of a long-term expansion strategy. The decision to grow its local operations signaled a continuing commitment to the community and represented a new chapter in DTCC history.

The company considered offers from other locations with existing operations, including New Jersey, New York, Dallas and Washington, D.C., but ultimately chose Tampa based on recruitment potential and quality of living for its employees, among other factors.

Over the years, DTCC Tampa has developed partnerships with MacDill Air Force Base, the University of South Florida and other local educational institutions, establishing a pipeline for recruiting the best talent in the region.

The expansion was DTCC’s first in the area since it opened its New Tampa facility 10 years ago, decentralizing personnel and facilities as a key component of a larger business continuity strategy the company put in place after September 11, 2001.

Since that time, DTCC Tampa has grown from a redundant operations center housing 300 employees to a fully integrated business center with more than 530 staff members, with a projected local workforce of 850 by the end of 2015.





HEALTHPLAN SERVICES

“A BIG PART OF OUR DECISION TO EXPAND IN FLORIDA WAS THE TALENTED WORKFORCE IN THE TAMPA BAY AREA AND THE TREMENDOUS SUPPORT WE RECEIVED FROM THE [STATE AND LOCAL ECONOMIC DEVELOPMENT PARTNERS].”

**- JEFF BAK
PRESIDENT AND CEO,
HEALTHPLAN SERVICES**

In September 2013, HealthPlan Services (HPS), a leading administrative services provider for the insurance and managed care markets, announced plans to create more than 1,000 new jobs by 2018.

The Tampa-based company will invest an estimated \$34.4 million in the development of a state-of-the-art, 95,689 square-foot facility at 6700 Lakeview Center Drive in eastern Hillsborough County to accommodate the expansion.

Founded in 1970, HPS employs 2,400 people in 22 states, including more than 650 individuals in Hillsborough County.

Hillsborough County and the City of Tampa were among multiple locations, including Nevada, Pennsylvania and Ohio, working to attract the new jobs and investment, which ultimately landed here due to our low taxes, strong workforce and state and local partnerships.

After fighting hard to keep these jobs in our community, the expansion sent a clear message that we are a premier destination for business, with leadership that strongly supports the creation of new, high-wage jobs in our target industries.





JAMES HARDIE

“INNOVATION THAT HAPPENS IN PLANT CITY RESONATES AROUND THE WORLD, AND THE CATALYST IS THE GREAT ENVIRONMENT WE HAVE HERE. EMPLOYEES SEE THEMSELVES AS A FAMILY, AND THAT SAYS A LOT ABOUT THE PEOPLE IN THE CITY AND THE SURROUNDING COMMUNITY.”

**- RYAN SULLIVAN
SOUTH DIVISION GENERAL MANAGER,
JAMES HARDIE**

Manufacturing projects are among the most competitive and highly prized in economic development, and as the industry began to show signs of recovery and expansion, we proved our ability to leverage the momentum.

In December 2013, James Hardie, a global manufacturer of fiber cement siding and interior products, announced an expansion of its existing

presence in eastern Hillsborough County, with plans to create more than 100 new jobs and nearly \$80 million in capital investment by 2015.

Headquartered in Ireland, James Hardie was the first to introduce fiber cement siding products to the U.S. as a durable, lower-maintenance alternative to wood, OSB and vinyl siding. The 125-year-old company established operations in Plant City in 1994, employing approximately 100 associates at its South Woodrow Wilson Street facility at the time of the announcement.

As part of the expansion, the manufacturer is retrofitting an existing pipe plant for sheet production, adding 100,000 square feet of space, as well as new machinery and equipment. The growth will double production capacity and allow James Hardie to meet increased demand for its fiber cement siding products, which are used on 5.5 million homes across North America.





MORGAN STANLEY

“WE ARE EXCITED TO EXPAND OUR PRESENCE IN TAMPA BAY, A REGION WITH TREMENDOUS RESOURCES AND A TERRIFIC LOCAL WORKFORCE.”

- DOUG KETTERER
*HEAD OF U.S. FIELD MANAGEMENT FOR
MORGAN STANLEY WEALTH MANAGEMENT*

In January 2013, global financial services firm Morgan Stanley announced plans to expand its footprint in Hillsborough County, creating up to 110 jobs and \$6.6 million in capital investment with a new facility in Temple Terrace. The positions included investment advisors and financial transaction processors, paying an average wage of \$55,000 per year.

Morgan Stanley serves a worldwide client base, providing a diverse range of investment banking, securities, investment management and wealth management services from 1,200 offices in 43 countries.

To attract the Morgan Stanley project, Hillsborough County and Temple Terrace competed against alternative sites in Utah and Ohio. The company cited the quality of its 70 existing local employees and the availability of a skilled workforce as the greatest competitive advantage for the Tampa Bay region.

Morgan Stanley made significant enhancements to 25,294 square feet of space at the Intellicenter at Telecom Park and celebrated with its executives and local leadership at an official grand opening event in April 2013.

In addition to the direct financial impact the new jobs bring to the community, the Morgan Stanley expansion continues to strengthen our reputation as a leading location for the financial services industry.





“WE HAVE BEEN FORTUNATE TO RECEIVE TREMENDOUS SUPPORT FROM THE TAMPA BAY COMMUNITY OVER THE YEARS, AND WE LOOK FORWARD TO JOINING OTHER LOCAL TECHNOLOGY COMPANIES IN NOT ONLY BUILDING THE NEXT GENERATION WORKFORCE, BUT DRIVING GREATER ECONOMIC IMPACT AND INNOVATION TO THE AREA.”

**- TONY DIBENEDETTO
CHAIRMAN AND CEO, TRIBRIDGE**

Tribridge, a technology services firm specializing in business applications and cloud solutions, announced in August 2014 that it would create up to 200 new information technology jobs with the expansion of its Tampa headquarters, nearly doubling its local workforce by 2016.

Founded in 1998, the company currently employs 600 nationwide, with more than 240 based in the Tampa Bay area.

From a start-up company to one of the leading technology services providers in the country, Tribridge is an outstanding example of entrepreneurial success in Hillsborough County. In 2013, Tribridge was recognized by Inc. magazine as #55 among the Top 100 job creators in the United States. The firm also ranked as the #3 job creator in the state of Florida and the #3 job creator in the IT services category.

The Florida High Tech Corridor, anchored by the Tampa Bay region, has been named one of the top tech job hot spots in the U.S. In the past five years, local IT jobs have grown at nearly twice the rate of overall average job growth and are projected to increase by 10 percent over the next five-year period.

Though Tribridge could have made the decision to locate the new positions anywhere, they chose to do it in Tampa, proving that we can compete for high-tech jobs against any community in the country.





“WE’VE HAD A GREAT TEAM OF EMPLOYEES IN TAMPA FOR 40 YEARS, AND WE ARE EXCITED TO GROW THAT TEAM IN THIS GREAT MILITARY COMMUNITY.”

**- JOE ROBLES
CEO, USAA**

In November 2013, the United Services Automobile Association (USAA) made one of the most significant local economic development announcements of the decade with plans to expand its presence in Hillsborough County, creating up to 1,215 new jobs and \$164.3 million in capital investment by 2019.

A leading provider of insurance, banking, investment and retirement products and services for the military community, USAA has deep roots in the region and a shared commitment to our service members and their families.

Headquartered in San Antonio, the Fortune 500 company also maintains operations in Phoenix, Colorado Springs, Norfolk and the Dallas area. USAA has operated in Florida for more than 40 years, with a significant presence in Hillsborough County since selecting Tampa as its southeast home office location in 1987. The company currently employs more than 2,500 local workers, with the majority of staff members located at Commerce Park in New Tampa.

To accommodate the anticipated growth, USAA initially leased 50,000 square feet of temporary office space at Lakeview Center in Tampa and broke ground on a new 420,000 square-foot facility at Crosstown Center in Brandon in June. Once complete, the facility will be the largest build-to-suit office project in Hillsborough County since 2001.



A YEAR OF ACHIEVEMENT

THE 2014 FISCAL YEAR BEGAN AT AN ACCELERATED PACE,

**WITH A TEAM ON
OVERDRIVE AND MAJOR PROJECT ANNOUNCEMENTS RIGHT OUT OF THE GATE.**

But we kept our focus on the future as each accomplishment passed by, and closed the year even stronger than we started.

We celebrated a big move that brought us full circle as an independent organization, and increased private investment revenue to its highest level yet. We identified new ways to engage our investors, and continued to strengthen our brand at home and beyond.

We launched a fresh look for our film and digital media commission, and positioned the community as a hub of health care innovation, while traveling around the globe to pursue opportunities for trade and investment.

And by deploying an aggressive business development strategy, capped by a new initiative to recruit a brand-name corporate headquarters to Hillsborough County, we filled our pipeline with transformative projects that will impact our economic growth for years to come.

WE'RE ON THE MOVE

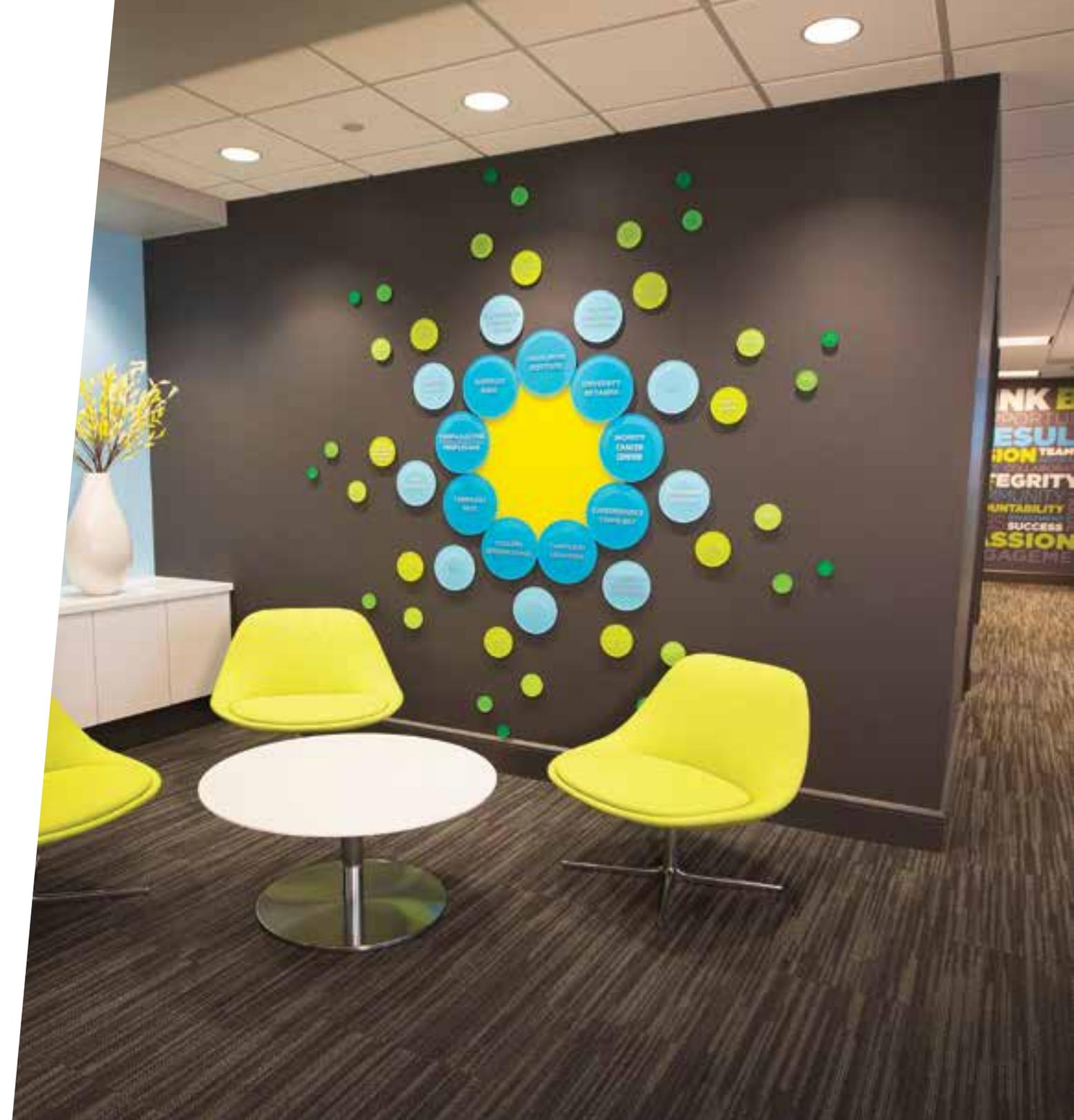
On March 31, we said goodbye to our former home at the SunTrust Financial Centre, and hello to a new office on the 17th floor of Bank of America Plaza. Thanks to the hospitality of our friends and neighbors at Visit Tampa Bay, we were well-positioned to make the move.

It was also an exciting opportunity for our team to create a contemporary environment that fully embodies our brand.

As a premier gathering place for top executives in Tampa Bay and influential business leaders from around the nation, our office is more than a workspace. It's a marketing tool, a community showcase and a direct reflection of our 'Think Big' attitude.

To support the transition to our new location, we launched the "Think Big. Give Big." campaign, offering local businesses a variety of sponsorship opportunities within the new facility, including conference room naming rights and exposure on the "Circles of Influence."

THE GENEROUS CONTRIBUTIONS OF OUR PARTNERS, AS WELL AS THE ONGOING SUPPORT OF OUR PUBLIC AND PRIVATE INVESTORS, FULLY FUNDED OUR MOVE.



RETURN ON INVESTMENT

More than 90 private sector investors supported the programs and initiatives of the Tampa Hillsborough EDC in FY2014, including 14 new to the organization.

Our efforts to engage and provide value to existing investors resulted in a retention rate of more than 94 percent. For the fifth consecutive year, our private membership revenue experienced significant gains, with a 10 percent increase over FY2013 collections.

We also continue to receive generous support from our public sector partners, with annual commitments from Hillsborough County, the City of Tampa, the City of Plant City and the City of Temple Terrace.

With the milestone of our fifth anniversary approaching, it was important to understand how our organization was performing for an expanding roster of investors.

The Resource Development Group (RDG), a respected consulting firm within the economic development industry, conducted live interviews with 65 of our investors and prospects, identifying key themes across the board. The research shows the EDC is a well-respected organization, and our Executive

Committee is considered to be one of the strongest leadership groups in the Tampa Bay region.

Our organization has grown and evolved rapidly in recent years, and 90 percent of respondents graded our overall performance an A or a B, while 93 percent expressed support of our strategic goals. Sixty-seven percent of our investors are interested in additional opportunities for engagement.

RDG also conducted best practices interviews with 11 benchmark organizations in competitive communities, developing a roster of action items to help us become a stronger, more beneficial investment for our partners. The resulting recommendations will guide our structure and program of work in the coming year to meet the needs of our valued investors.

We're ensuring we have the staffing and internal resources to implement the new programs, by restructuring our Investor Relations department to include an Investor Development Manager, who is focused on the recruitment of new investors, and an Investor Engagement Manager, who is dedicated to the satisfaction and involvement of our current investors.

PRIVATE MEMBERSHIP REVENUE



BUILDING THE BRAND

Efforts to elevate the image and awareness of the organization and the community continued to thrive in FY2014. In alignment with the office move, we gave the corporate brand a contemporary makeover, with a fresh font and a refined color palate. The updated look was incorporated into a package of new marketing components, including business cards, letterhead, stationery and presentation folders.

Our compelling creative work was recognized by both our peers in economic development and in the marketing industry this year, with five local and district ADDY awards from the American Advertising Federation and an Excellence in Economic Development marketing award from the International Economic Development Council.

A new advertising campaign appeared in the Tampa Bay Times and the Tampa Bay Business Journal, highlighting our five-year performance and the visionary community and business leaders who made it possible.

An alternate version was unveiled in Florida Trend magazine's 2014 Business Florida publication, highlighting our biggest project wins and recent economic growth.

This summer, we partnered with Florida Trend to host a series of meetings with more than 100 of our top local executives and public officials to discuss our current economic environment, business assets and the many reasons to live and work in our community. These insights will be featured in the November issue of the publication, as part of a 71-page editorial profile on Tampa and Hillsborough County.

Work is also underway on the development of a new, enhanced website that will debut in late 2014, which will prominently feature the GIS Real Estate Database launched in 2012. The platform now has nearly 200 active users and 300 property listings, with over 3,200 unique searches in the past 12-month period.

Birds of a feather flock together.



And together, we're soaring to new heights.

Since 2009, the Tampa Hillsborough Economic Development Corporation has helped attract more than 15,000 new jobs and nearly \$1 billion in capital investment to our community. Thanks to the support and engagement of visionary business leaders and public partners, including Hillsborough County and the cities of Tampa, Plant City and Temple Terrace, we're celebrating our fifth anniversary with record-breaking economic success. Because of you, we're thinking bigger, reaching higher and achieving more than ever before. And this is just the beginning.

To join us, contact Rick Homans, President and CEO, at rhomans@tampaedc.com or visit tampaedc.com.



TAMPA HILLSBOROUGH
ECONOMIC DEVELOPMENT CORPORATION

BACK IN THE SPOTLIGHT

The Tampa Hillsborough Film and Digital Media Commission debuted a new look in 2014 as part of a reenergized effort to position the community as a premier destination for film and digital media production.

Operating under the “Film Tampa Bay” brand, the new commission logo is clean and modern, featuring an iconic mark with a nod to film, as well as the fast-growing digital media industry, while a playful ad campaign reminded filmmakers to “get more for your movie here.”

The Commission also unveiled additional marketing elements, including a new website and digital location library, promoted through appearances at festivals and events across the country and around the world.

Under the leadership of Dale Gordon, and with the support of the City of Tampa and Hillsborough County, we’re making it easier for productions to do business here.

A streamlined permitting process approved this year makes it faster and more efficient, and a new incentive program makes it affordable and more competitive.

The Commission has conducted extensive outreach within the production community, building a strong, supportive advisory board, and we continue to advocate at the state level for additional resources for this critical business sector.

WE’RE ON OUR WAY TO CREATING AN INDIGENOUS PRODUCTION COMMUNITY AND A DESTINATION THAT CAN COMPETE FOR, AND WIN, PROJECTS THAT WOULD HAVE PREVIOUSLY GONE TO MIAMI, ORLANDO OR ELSEWHERE IN FLORIDA.

Because of these efforts, we’ve already secured a host of high-quality national commercials in lucrative market segments, and have multiple feature films in the production pipeline, with even more exciting developments on the horizon.



WE’RE BACK IN THE SPOTLIGHT AGAIN.



GET MORE FOR YOUR MOVIE HERE.

EPICENTER OF INNOVATION

In September, Tampa became the epicenter of medical innovation as more than 500 senior executives convened at MediFuture, an exclusive, invitation-only event showcasing the future of the rapidly evolving health care system.

With a carefully curated program of nationally-recognized speakers, interactive exhibits and local immersion tours, we provided industry leaders with a unique forum to collaborate and escalate the pace of change, while positioning our community as a leader in the inevitable transformation.

“Over the years we’ve learned that to really understand how effective new care models can be, you have to experience them in person. It’s not practical to fly our guests all over the country to view the best that U.S. health care has to offer, so instead we are bringing the best of U.S. health care to Tampa. You’d have to spend weeks and travel thousands of miles to get the experience we’re providing over the course of a few days.”

- Tom Main, partner and U.S. market leader for the Health & Life Sciences practice of Oliver Wyman and managing director of Oliver Wyman Health Innovation Center

After launching in 2013 as a regional conference exploring disruptive innovation in health care, MediFuture generated national media attention and interest from across the country, resulting in a collaboration with the Oliver Wyman Health Innovation Center for the 2014 gathering.

As a prelude to the conference, the EDC also partnered with HealthCamp Florida to present Quantified Tampa Bay. This interactive half-day event focused on the data and devices driving the transformation of health care within the region and across the nation.



GLOBAL ALLIANCE

Building on the growing momentum of new international flights and increased access to Latin American markets, we continued our aggressive global outreach this year with trade missions to Brazil and Panama.

In October 2013, Tampa Mayor Bob Buckhorn led a delegation of more than 50 business and community leaders to São Paulo and Porto Alegre, Brazil. In the largest trade mission ever conducted by our organization, 12 Tampa Bay area companies participated in more than 70 one-on-one matchmaker meetings that resulted in nearly \$12 million in anticipated export sales.

In February, Mayor Buckhorn led a delegation of 40 to Panama, focusing on the development of commercial relationships to support the new direct route to Panama City on Copa Airlines.

Representatives of Port Tampa Bay, Tampa International Airport, University of South Florida, Tampa Bay Trade & Protocol Council, Greater Tampa Chamber of Commerce, Visit Tampa Bay and the

Tampa Bay Partnership participated in these events, further strengthening our efforts to align the international business development initiatives of the region.

COLLABORATION REACHED A NEW LEVEL AT OUR ANNUAL INTERNATIONAL TOWN HALL EVENT IN MAY, WHEN WE ANNOUNCED THE FORMATION OF THE TAMPA BAY EXPORT ALLIANCE (TBEA) IN PARTNERSHIP WITH PINELLAS COUNTY ECONOMIC DEVELOPMENT.

Through the TBEA, we'll conduct joint export activities, such as seminars, trade events and trade missions, and support the export-related growth initiatives of regional economic partners, including Tampa International Airport and Port Tampa Bay. Our first joint trade mission will take place in December 2014 to Santiago, Chile.

Pictured: Rick Homans (Tampa Hillsborough EDC), Paul Anderson (Port Tampa Bay), Mike Meidel (Pinellas County Economic Development) and Joe Lopano (Tampa International Airport).



GROWING THE PIPELINE

In FY2014, the prospect pipeline reflected a seasoned team and an aggressive approach to pursuing new business opportunities, with high-impact projects spanning the full range of our targeted industries.

While our strong relationship with state economic development partner Enterprise Florida continues to feed our external leads, we generated more than one third of the 112 new projects opened this year through the outreach and efforts of our own business development team.

Domestic missions to Atlanta, Dallas and New York targeted top feeder markets, and a variety of real estate and site selection forums provided access to key influencer groups. Leveraging our position as a top convention market, we also worked to maximize events and conferences taking place at home, including the GEOINT Symposium, the Special Operations Forces Industry Conference (SOFIC) and the Tactical International Defense Expo (TIDEX).

In April, we hosted a gathering of the top commercial real estate professionals in the Tampa Bay area, and welcomed our counterparts from Enterprise

Florida for a local familiarization tour to increase communications, strengthen relationships, and encourage involvement and interaction with our team.

In the two years since the successful launch of the Business Retention and Expansion (BRE) program, our local outreach efforts also continue to exceed expectations.

Funded through strategic partnerships with CareerSource Tampa Bay, the City of Plant City and Tampa Electric and Peoples Gas, this dedicated team of professionals focuses on the support and advancement of our existing business community.

In FY2014, we conducted 144 unique business visits in Hillsborough County, holding face-to-face meetings with companies in our targeted industries to learn more about future plans, current challenges and the resources needed to foster expansion.

As our front-line ambassadors, the BRE team participated in more than 100 community and industry events, from monthly association meetings to local tradeshows and conferences, all designed to create valuable connections that will ultimately result in the generation of new jobs and capital investment.

Our staff members also play a critical role in connecting businesses with people and programs to facilitate growth. This year, the BRE team worked with USAA to host a career services event, educating college and university representatives on the available positions and desired skill sets of prospective employees, and led the establishment of an east county manufacturing committee to support the new Hillsborough County Manufacturing Academy initiative.





Targeting site selection consultants, commercial real estate professionals and C-level executives at home and beyond, we're able to strengthen our relationships with industry influencers and ensure a steady pipeline of future project activity for our community.

THE BUSINESS DEVELOPMENT TEAM MAINTAINED AN AGGRESSIVE OUTREACH EFFORT IN FY2014, CARRYING OUR COMMUNITY MESSAGE TO 25 EVENTS IN 16 DOMESTIC AND INTERNATIONAL MARKETS.

- | | | |
|---|---|--|
| <p>Area Development Consultants Forum
Columbus, OH</p> <p>Business of Biotech
Tampa, FL</p> <p>CoreNet Global Summit
Las Vegas, NV</p> <p>Florida Ag Expo
Balm, FL</p> <p>Florida Medical Device Symposium
St. Petersburg, FL</p> <p>Florida Venture Capital Conference
Orlando, FL</p> <p>GEOINT Symposium
Tampa, FL</p> <p>IAMC Fall Professional Forum
Salt Lake City, UT</p> <p>IAMC Spring Professional Forum
Pinehurst, NC</p> | <p>IAMC Fall Professional Forum
Quebec City, Canada</p> <p>IndustryWeek Expansion Management Roundtable
Vail, CO</p> <p>IGPC North American Shared Services & Outsourcing Week
Orlando, FL</p> <p>Janus Consulting Forum
Santa Rosa, FL</p> <p>SEUS Japan
Biloxi, MS</p> <p>SIOR Florida Chapter Fall Meeting
Tampa, FL</p> <p>SIOR Florida Chapter Spring Meeting
Orlando, FL</p> <p>Special Operations Forces Industry Conference (SOFIC)
Tampa, FL</p> | <p>Tactical International Defense Expo (TIDEX)
Tampa, FL</p> <p>Tampa Bay International Business Development Mission
Panama City, Panama</p> <p>Tampa Bay International Trade Mission
São Paulo and Porto Alegre, Brazil</p> <p>Team Florida Consultant Event
Atlanta, GA</p> <p>Team Florida Consultant Event
Dallas, TX</p> <p>Team Florida Consultant Event
New York, NY</p> <p>Team Tampa Bay Consultant Mission
Atlanta, GA</p> <p>Team Tampa Bay Consultant Mission
Dallas, TX</p> |
|---|---|--|

COMMUNITY SHOWCASE

In February, the Industrial Asset Management Council (IAMC), the leading association of industrial and corporate real estate executives, unanimously selected Tampa as the host community for its Spring 2017 Professional Forum.

With nearly 600 members across the United States, Canada and abroad, IAMC is one of the top organizations for business site selection decision-makers worldwide. The twice-annual Professional Forums offer host cities a unique opportunity to take center stage among a powerful group of corporate real estate leaders, and given our current economic momentum, there's no doubt that we will have a great deal more to celebrate during the 2017 event.

“The show of support from the regional stakeholders was nothing short of impressive. Never before has a community brought so many sponsors together at one time during the bidding process to support our program.”

- Roger Nesti, IAMC Chair and Director of International Real Estate for Kellogg Company

Organization officials cited a variety of reasons for Tampa's selection, including proximity to a great airport, excellent hotels and multiple offsite venues to showcase the community flavor. They also noted the impressive, and unprecedented, show of sponsorship support from the regional stakeholders, after commitments of more than \$150,000 were secured for the conference bid.

The Spring 2017 Professional Forum will be held in downtown Tampa, marking a decade since the association's most recent event in Florida, which took place in March 2007 on Amelia Island. IAMC last visited the Tampa Bay area in April 2003 at Innisbrook Resort in Palm Harbor.



RULES OF ATTRACTION

In our boldest move yet, we launched a strategic effort to recruit a brand-name corporate headquarters to Hillsborough County, sending a strong message about who we are and where we're headed as a community. To achieve this aspirational goal, we're creating a foundation of research, identifying our targets, and developing strategies to reach the key decision-makers.

An in-depth trend analysis was conducted to highlight the factors driving corporate relocations, as well as the frequency with which they occur in today's marketplace. Search criteria were also developed to narrow the scope of our efforts and set the stage for future prospect identification.

A perception study captured the observations and impressions of 300 Fortune 1000 CEOs from the Northeast and Midwest, comparing our suitability as a headquarters location to competitive markets including Orlando, Nashville, Charlotte and Atlanta. An additional 50 CEOs from the Tampa Bay area were also interviewed to address the realities of doing business in the region.

In September, five of the nation's leading site selection consultants participated in a multi-day tour of the area, meeting with our top business and community leaders and experiencing the assets and advantages that set us apart from our competition. The visit was followed by an interactive panel event with our investors, as the consultants discussed the opportunities and challenges we face in pursuing a corporate headquarters relocation.

A series of marketing videos will also showcase some of Tampa's most notable CEOs, including Jeff Vinik (Tampa Bay Lightning), Liz Smith (Bloomin' Brands) and Chuck and John Sykes (Sykes Enterprises).

As we continue to pursue this effort, we've created a task force to serve as a sounding board and assist in the development of a well-executed strategy. Chaired by Chuck Sykes and Gordon Gillette (Tampa Electric and Peoples Gas), the group will begin to meet in November and is open to all EDC investors.

Pictured: Dennis Donovan (Wadley Donovan Gutshaw Consulting), Larry Gigerich (Ginovus), William Hearn (CBRE Atlanta), John Sisson (Global Location Strategies) and David Zaharchuk (IBM Global Business Services).



CELEBRATING OUR SUCCESS

To say that 2014 was a milestone year for our organization might be an understatement. It was, in fact, a year that will go down in history.

Thirty companies announced plans to create **4,532 new jobs** and more than **\$614 million in capital investment** in Hillsborough County, marking our highest reported job creation numbers in more than a decade and the largest amount of capital investment ever.

This year, we saw the resurgence of a thriving manufacturing industry and a rapidly expanding information technology sector. We attracted huge global brands and helped our existing companies build a stronger, deeper presence.

On every front, we proved our viability and desirability as a leading destination for business. The world is taking notice, and we're ready for the spotlight.

OCT

Dart Container
24 jobs
\$14,000,000
capital investment

Amazon
1078 jobs
\$204,100,000
capital investment

Palm Harbor Homes
13 jobs

ThyssenKrupp Materials
2 jobs

NOV

USAA
1215 jobs
\$164,300,000
capital investment

DEC

James Hardie
130 jobs
\$80,000,000
capital investment

JAN

Green Wizard Tire Recyclers
25 jobs
\$2,000,000
capital investment

PACA Foods
7 jobs

FirstSource Solutions
45 jobs
\$123,000
capital investment

National Gypsum
1 job

FEB

Leeco Steel
5 jobs

ConnectWise
112 jobs
\$1,280,000
capital investment

CLI Solutions
1 job

Naviga Business Services
1 job

APR

Sunshine State Dairy Farms, LLC
35 jobs
\$771,709
capital investment

MAY

Tampa Bay Brewing Company
60 jobs
\$5,000,000
capital investment

JUN

Toufayan Bakeries
180 jobs
\$27,400,000
capital investment

Acoustiblok
50 jobs
\$1,750,000
capital investment

Peak 10
10 jobs
\$11,000,000
capital investment

Quest Diagnostics
350 jobs
\$9,300,000
capital investment

Florida Silica Sands
6 jobs
\$4,900,000
capital investment

AUG

C&S Wholesale Grocers
300 jobs
\$25,000,000
capital investment

Tribridge
200 jobs
\$1,765,000
capital investment

SEP

Laser Spine Institute
100 jobs
\$56,000,000
capital investment

American Construction Metals
60 jobs
\$2,000,000
capital investment

Project 12-231
185 jobs
\$450,000
capital investment

Sunshine Health
130 jobs
\$825,000
capital investment

hd1py
7 jobs
\$700,000
capital investment

White & Case
100 jobs
\$1,000,000
capital investment

LabTech Software
100 jobs
\$643,750
capital investment

A VISION FOR THE FUTURE

In the aftermath of a record-breaking year, one that served as a fitting finale for our milestone period of growth, it would be easy to slow down. To take a moment to reflect on the achievements of the past, and simply enjoy the satisfaction that comes with a job well done.

But this is not an organization that will ever be truly fulfilled by its current success. Nor is it one that would ever be content with the status quo. After years of entrepreneurial growth and development, this is an organization that is firing on all cylinders. One that has come into its own.

And so, even as we celebrate the accomplishments of the year that was, we look to the future in anticipation of what lies ahead.

We welcome our 2015 fiscal year with ambitious goals and a long-term view. For us to succeed it will take resources, and it will take time. We will need the engagement and support of our public and private partners. It will also require a clear vision and strong focus as we Fast Forward to lofty goals for the future.

We are ready for the challenge; as the best is most certainly yet to come.



RONALD L. VAUGHN, PH.D.

PRESIDENT, UNIVERSITY OF TAMPA
2015 CHAIR

2015

STRATEGIC GOALS

GOAL | POSITION OUR COMMUNITY AS ONE OF THE NATION'S LEADING BUSINESS DESTINATIONS.

Deliver and promote a best-in-class website, featuring state-of-the-art technology, including a GIS real estate database.

Launch a new e-newsletter targeting clients and prospects to showcase community assets and progress.

Build a comprehensive library of professional marketing materials that continues our legacy of fresh, exciting creative concepts.

Create and disseminate video testimonials featuring prominent headquarter CEOs.

Develop relationships with targeted business and trade media outlets to create national awareness and industry "buzz."

Interact with clients, prospects and site selection consultants by participating in a minimum of 10 business development missions and targeted industry conferences.

GOAL | ATTRACT AND RETAIN JOBS AND CAPITAL INVESTMENT ALIGNED WITH TARGET INDUSTRIES AT ABOVE-AVERAGE WAGES.

Target the recruitment of a brand-name corporate headquarters to Hillsborough County.

Open a minimum of 80 new projects during the year, announcing 20 recruitment or expansion projects that result in the creation of at least 2,500 new jobs and \$100 million in capital investment.

Host clients, prospects and site selection consultants on site visits to Hillsborough County to meet with business and community leaders, experience our assets, and understand our vision for the future.

Hold monthly Industry Executive Roundtables with top Hillsborough County CEOs to discuss challenges and opportunities and build closer working relationships.

Visit 144 existing Hillsborough County businesses.

Document and track all of our business development activities through the increased utilization of our CRM system.

Expand the capabilities and success of the Tampa Hillsborough Film and Digital Media Commission.

GOAL | BUILD THE MOST PROFESSIONAL AND SUCCESSFUL ECONOMIC DEVELOPMENT ORGANIZATION IN FLORIDA.

Retain current investors by maximizing engagement and satisfaction through:

- Active meetings with thought-provoking programs
- Frequent social gatherings to optimize relationship building
- Enhanced communication through a new e-newsletter and direct contact
- Increased involvement in recruitment and expansion projects

Generate additional private revenue through the attraction of new investors and the increased profitability of special events.

Offer ongoing and meaningful training to EDC staff to elevate our professionalism and productivity.

Enhance organizational effectiveness by developing best-in-class internal systems for finance, administration, human resources and events.

GOAL | CREATE AND SUPPORT REGIONAL INITIATIVES THAT ENHANCE OUR OPPORTUNITIES FOR ECONOMIC SUCCESS IN HILLSBOROUGH COUNTY.

Through the Tampa Bay Export Alliance, work in partnership with Pinellas County Economic Development to conduct international trade missions, host the annual International Town Hall, and provide bi-county education and training to support export activities.

Building on the success of MediFuture, mobilize regional resources to create a business cluster around the transformation of the current health care system to one of prevention, wellness and prediction.

Work with the regional team to support the efforts of Tampa International Airport to land new nonstop flights to targeted domestic and international destinations.

Support Port Tampa Bay as it builds new container business and seeks to recruit distribution facilities and manufacturing operations.



INVESTING IN OPPORTUNITY

A PASSIONATE GROUP OF INVESTORS SUPPORT OUR EFFORTS TO DEVELOP AND SUSTAIN A THRIVING LOCAL ECONOMY.

These investors believe, as we do, in the power of collaboration and the importance of promoting the economic vitality of our community.

Over 90 public and private partners currently fund the critical programs and initiatives that drive our results each year, and the number continues to expand as more businesses join our team in search of opportunities for meaningful action and engagement.

Members of the Executive Committee represent the top corporate and community leadership in Tampa Bay. This elite group of investors serves as our primary governing body, directly influencing the strategic goals of our organization and the economic competitiveness of the region.

Our Board of Directors consists of business representatives from a broad range of industries, providing valuable counsel and support on the issues impacting local development, while our Partners play a critical role in supporting our mission by helping us advocate for growth and prosperity in Hillsborough County.

LEADERSHIP

2015 EXECUTIVE OFFICERS



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President
University of Tampa



Vice Chair
Colleen Chappell
President and CEO
ChappellRoberts



Secretary/Treasurer
Ken Atwater, Ph.D.
President
Hillsborough
Community College



Immediate Past Chair
Allen Brinkman
Chairman,
President and CEO
SunTrust Bank Tampa Bay

ELECTED OFFICIALS*



Honorable
Mark Sharpe
Chair
Hillsborough County
Commission



Honorable
Bob Buckhorn
Mayor
City of Tampa



Honorable
Rick Lott
Mayor
City of Plant City



Honorable
Frank Chillura
Mayor
City of Temple Terrace

*Information accurate as of October 1, 2014.

EXECUTIVE COMMITTEE



Bob Abberger
Senior Managing Director
Trammell Crow Company
► 2006 Chair



Paul Anderson
President and CEO
Port Tampa Bay



Michael Beffel
Vice President
Chromalloy



Bridgette Bello
Publisher
Tampa Bay Business Journal



Dotty Bollinger
President and COO
Laser Spine Institute



Joe Brancucci
President and CEO
GTE Financial



Jim Burkhart
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Tampa General Hospital



Kenneth Coppedge
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Craig Cowden
Senior Vice President
Bright House Networks
Enterprise Solutions



Bo Davis
Senior Vice President
The Mosaic Company



Doug Dieck
President,
Southeast Region
Ryan Companies



Lee H. Evans
Executive Director and
Site Leader
Bristol-Myers Squibb



Mark Fernandez
Senior Vice President
Chief Sales Officer
Tampa Bay Rays



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President
University of South Florida
▶ 2004, 2005 Chair



Gordon L. Gillette
President
Tampa Electric and
Peoples Gas
▶ 2012 Chair



William L. Haines
Chairman
The Bromley Companies



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Shareholder
Greenberg Traurig, P.A.



Drew Marshall
Owner
The CI Group



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▶ 2010 Chair



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CEO, Northern and
Southern Regions
Clark Construction
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Rooney PC | Fowler
White Boggs
▶ 2001, 2011 Chair



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Moffitt Cancer Center



Joe Lopano
CEO
Tampa International
Airport



David Pizzo
Market President,
West Florida Region
Florida Blue
▶ 2013 Chair



Larry D. Richey
Florida Market Leader
Cushman & Wakefield
▶ 2008 Chair



Bob Rohrlack
President and CEO
Greater Tampa Chamber
of Commerce



Michael Schultz
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Florida Hospital
Tampa Bay



Roger Stephan
Senior Vice President
Skanska USA Building, Inc.



Chuck E. Sykes
President and CEO
Sykes Enterprises Inc.



Jeff Vinik
Chairman and Governor
Tampa Bay Lightning



Joe Waggoner
CEO
Tampa Hillsborough
Expressway Authority

NOT PICTURED: Tamer Youssef Co-Founder and Co-Owner, River Crossing Group

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Saru Seshadri / *President and CEO, Ultramatics, Inc*

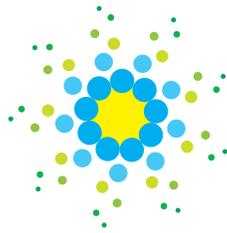
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Chase Stockon / *President, Panther International*

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

BE A PART
OF OUR VISION.
JOIN THE TAMPA
HILLSBOROUGH ECONOMIC
DEVELOPMENT CORPORATION
IN OUR EFFORTS TO POSITIVELY
IMPACT THE ECONOMIC
GROWTH OF TAMPA BAY.

VISIT WWW.TAMPAEDC.COM.



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