

Timeline of Key Activities

<p>JUNE 2003</p> <ul style="list-style-type: none"> • Mayor Dyer's Downtown Strategic Transition Team is Formed 	
<p>APRIL 2004</p> <ul style="list-style-type: none"> • OPAC Formation by Mayors Dyer/Crotty and UCF President Dr. Hitt • Events Center Facility Review & Planning • Citrus Bowl Facility Review & Planning 	<ul style="list-style-type: none"> • Launch of Community Venues Web Site • Mayor and Commissioners Host Community Venues Neighborhood Update Meetings (10) • Regional Community Venues Findings & Report Distributed • Orlando Performing Arts Center Presentation to County Commission • Citrus Bowl Presentation to County Commission • Mayor Begins Neighborhood and Business Community Updates
<p>NOV 2005</p> <ul style="list-style-type: none"> • Appointment of Joint City/County Planning Effort • Initiate City Development & Funding Effort • City Council Initiates Comprehensive Downtown Master Planning 	<p>AUG 2006</p> <ul style="list-style-type: none"> • Master Plan Phase II and Economic Impact Presentations to City Council • Events Center Presentation to County Commission • Venue Partner Presentations to City Council • Economic Impact Presentation to County Commission
<p>DEC 2005</p> <ul style="list-style-type: none"> • Economic Impact Study Commissioned 	<p>SEPT 2006</p> <ul style="list-style-type: none"> • LOU Signed and Memorialized by City/County Mayors
<p>MAY 2006</p> <ul style="list-style-type: none"> • Master Plan Phase I Presentation to City Council • Mayor's Neighborhood & Community Summit • Economic Development Commission Board of Governors Signs Resolution of Support • Begin Phase 2 of Master Planning Process 	<p>OCT 2006</p> <ul style="list-style-type: none"> • Financial Plan Presentation to County Commission • State of Downtown Address • Master Financing Plan Presentation to City Council • Acquisition of Events Center Site Authorized by City Council
<p>JUNE 2006</p> <ul style="list-style-type: none"> • Downtown Orlando Community Redevelopment Agency Analysis Begins • Orlando Regional Chamber of Commerce Signs Resolution of Support • Winter Park Chamber of Commerce Signs Resolution of Support • West Orange Chamber of Commerce Signs Resolution of Support • East Orlando Chamber of Commerce Signs Resolution of Support 	<p>NOV 2006</p> <ul style="list-style-type: none"> • Downtown Transportation Plan and Master Plan Phase III Presentations to City Council • City Council Approval of M/WBE Resolution <p>DEC 2006</p> <ul style="list-style-type: none"> • Creative Village Concept Team Presentation to City Council
<p>JUNE 2006</p> <ul style="list-style-type: none"> • TDC Meeting--Recommend TDT Sixth Cent 	<p>JAN 2007</p> <ul style="list-style-type: none"> • Events Center Development & Operations City Council Workshop <p>FEB 2007</p> <ul style="list-style-type: none"> • Parramore Creative Village Plan Community Forum
<p>JULY 2006</p> <ul style="list-style-type: none"> • County Commission Approval of TDT Sixth Cent • Orlando Philharmonic Orchestra Board Signs Resolution of Support 	<p>APRIL 2007</p> <ul style="list-style-type: none"> • Commissioner Lynam Hosts Construction Industry Business Forum • Mayor's Neighborhood & Community Summit <p>MAY 2007</p> <ul style="list-style-type: none"> • Regional Community Venues Development and Operations Report Distributed

Summary of Key Activities, Community Outreach and Public Input

Downtown Strategic Transition Team – In June of 2003, Mayor Dyer created the Downtown Strategic Transition Team (DSTT) comprised of volunteers and community leaders. The mission of the DSTT was to establish a bold action plan and coordinated strategy to act as a catalyst for revitalizing, strengthening and promoting Downtown Orlando, the City's languishing urban core. The DSTT spent several months on extensive research, with considerable public input, and created a "Downtown 20-Point Strategic Plan," which evolved into the catalyst for discussion of community venues as cornerstone projects, key to revitalizing Downtown Orlando and the region.

OPAC Formation – In the spring of 2004, the Orlando Performing Arts Center, Inc. (OPAC) was established with the mission of defining what a performing arts center should be to satisfy the needs of the Central Florida region, identifying the costs of the facility and recommending how to fund its development. The 19-member committee, led by Chairman Jim Pugh and Vice Chairman Jim Seneff, was tasked to complete the mission and report back with recommendations to the three ex-officio members, Mayors Dyer and Crotty and UCF President Dr. John Hitt. In addition, OPAC conducted a series of community outreach forums for members of the general public, Hispanic community, African American community and arts community.

Events Center Planning – During 2004, the City also initiated discussions with the Orlando Magic and other users of the events center, and began a broader dialogue with events centers around the country. These initial discussions sought to understand the state of our community's existing events center and the ability of our community to compete with such venues in our State and region.

Citrus Bowl Planning – Also during 2004, Florida Citrus Sports began a comprehensive review of the existing Citrus Bowl. This process sought to understand the condition of our existing venue and more importantly, the changes that would be required to retain the Capital One Bowl, the Champs Bowl and other existing events. This review also provided a proposed plan that would make this facility state-of-the-art and competitive with other markets for additional annual events and revenue.

City Approves Planning Effort – In November 2005, Mayor Dyer and Mayor Crotty selected a team to consolidate the process for finalizing the research, review and development of a plan to address the region's venue needs for today and the future. Further, Mayor Dyer appointed an internal working team from various disciplines including legal, venue management, economic development, planning and finance to work directly with consultants, venue partners and the County to produce two specific deliverables: a master plan for the development of the venue sites and a joint City/County/private funding plan.

City Master Plan Initiative – In November 2005, the Orlando City Council approved a contract with Glatting Jackson, a national urban planning firm headquartered in Orlando, to develop a comprehensive master plan for Downtown and these venues. Their work has included interviewing community stakeholders, analyzing similar projects in comparable markets, reviewing other projects being done in the area of study, studying the region's current infrastructure, identifying potential sites for a new events center, planning for redevelopment of the Centroplex and recommending potential opportunities for mass transit and ancillary development. Over a series of three public workshops, Glatting Jackson presented the Orlando City Council with short and long term recommendations and findings from the Downtown Master Plan. Additionally, several Orange County commissioners accepted the City's offer for an in-depth briefing on the master plan.

Economic Impact Study – In December 2005, the Metro Orlando Economic Development Commission conducted a study on the economic potential of the three community venues. The study analyzed data from the impact of renovating and/or constructing the venues and the ancillary development that will likely occur around them, including how many jobs the operation of the venues could bring to the region. It also includes a detailed Peer Market Analysis that analyzes other cities and their venues in great depth.

Downtown Orlando Community Redevelopment Agency Analysis – In June 2006, the City retained Real Estate Research Consultants (RERC) to provide tax increment revenue projections for the Downtown Orlando Community Redevelopment Agency (CRA). The City's financial advisors and Public Resources Advisory Group (PRAG) used RERC's results to determine available CRA funding options exclusive of all projects and budgeted line items previously committed and planned by the CRA Board. According to the findings, the available debt capacity to use for venue construction in the CRA is projected at \$160 million.

Orange County Approves 6th Cent – In July 2006, the Orange County Commission approved the sixth cent increase of the Tourist Development Tax. This plan was endorsed and approved by the Tourist Development Council prior to the County approval, as well as endorsed by the tourism industry and numerous Chamber of Commerce groups throughout the region. The approval calls for the proceeds from the sixth cent to be allocated 50% for community venues and 50% for the tourism industry and marketing initiatives.

Community Venues Findings & Report – In August 2006 the City issued the Community Venues Findings & Report, to ensure all available information related to the community venues including economic impact, financial feasibility and the master planning process was easily accessible to City and County Commissioners, as well as the general public.

Neighborhood Update Series – In August and September 2006, Orlando Mayor Dyer, City Commissioners and the Venue partners hosted neighborhood meetings in each City district for residents to discuss how new and updated community venues will enhance our City neighborhoods. The neighborhood meetings also offered an opportunity for residents to ask questions and get engaged in these projects. A Spanish language meeting was held, as well as additional meetings in the Parramore neighborhood because of the enhancements the Venue will have there.

Neighborhood and Business Community Updates – The City, County and Venue partners are also participating in other public meetings hosted by community and business organizations to provide updates on the process. These have included presentations to groups such as the Metro Orlando Economic Development Commission, Orlando Regional Chamber of Commerce, League of Women Voters, the Commercial Real Estate Women (CREW) organization and dozens of neighborhood and community associations, including the Lake Cherokee, Baldwin Park and the Isle of Catalina neighborhoods. Additionally, at the Mayor's Neighborhood & Community Summit, both in 2006 and 2007, the Mayor and City staff presented a detailed overview of the Venues plan to more than 400 community leaders and citizens, responding to questions and gaining public input.

Venue Partner Presentations – The Board of Orange County Commissioners held three public work sessions in August 2006, to hear the venue recommendations from the Orlando Magic, Florida Citrus Sports and the Orlando Performing Arts Center. In September 2006, the Orlando City Council heard similar presentations from the Venue Partners.

Letter of Understanding Memorialized – On September 29, 2006, Mayors Dyer and Crotty signed a Letter of Understanding (LOU) that outlined a proposed funding plan for one of the most significant community investment opportunities in the region's history—a new performing arts center, events center and renovated Citrus Bowl.

Development and Operational Agreements – Since September 2006, when Mayors Dyer and Crotty announced the LOU, City and County staff along with the Venue partners have been working diligently to secure development and operational agreements with each of the Venue partners. Before the Board of County Commissioners will consider an Interlocal agreement, the Orlando City Council needs to approve the development and operational agreements for the three venues.

Interlocal Agreement – In addition to finalizing negotiations of the development and operational agreements, City and County staffs have been finalizing the details of the funding mechanism for the three venues, the Interlocal agreement. This agreement will go before the Orlando City Council and the Board of County Commissioners after the approval of the development and operational agreements.

Acquisition of Events Center Site – During the master planning process, the available Carolina Florida property, located on the corner of Church Street and Hughey Avenue, was identified as the best location for the new events center. On October 16, 2006, the Orlando City Council held a public hearing to acquire the property. On February 28, 2007, after a due diligence period to further evaluate the site, the City closed on the Carolina Florida property for use as the future site of a new events center.

Review of Proposed Master Financing Plan – On October 30, 2006 at a public workshop, Rebecca Sutton, the City's Chief Financial Officer, presented the City Council with the Master Financing Plan for the Venues, with a focus on the sources and uses of funds for the construction of the venues. In addition, the Board of County Commissioners heard the financing plan presentation.

Downtown Orlando Transportation Plan – In November 2006, the City held a public workshop to present the Downtown Orlando Transportation Plan. After hosting community stakeholder meetings, the Transportation Department completed the most comprehensive downtown transportation plan ever done for Orlando. This study addresses the need to support multi-modal transportation options for the growing downtown core, including the transportation and parking needs of the community venues.

Creative Village Concept Team – The new events center presents the City of Orlando a unique opportunity for the redevelopment of the Centroplex. Mayor Dyer appointed 16 members of the community to the Creative Village Concept Team to create a vision for a Downtown Creative Village that establishes a high-wage employment center in downtown with a unique mix of housing, office, and retail. On December 11, 2006, the Orlando City Council held a public workshop to hear the findings and recommendations of the Task Force.

The Blueprint for Using Community Venues to Create a Sustainable Economic Impact – The enhanced Community Venues projects present an opportunity to make a significant and long-term, positive economic impact on the local communities in Orlando and Orange County. After benchmarking programs in Charlotte, Memphis and New Jersey, Commissioner Daisy W. Lynam, Commissioner Samuel B. Ings, City staff and community organizations developed "The Community Blueprint." This Blueprint will engage a diverse cross-section of the region to address the role economic development and social programs will play in the Community Venues and serve as a model for other cities across the country. In April 2007, Commissioner Lynam hosted a community forum for the local construction industry to learn more about opportunities with the Venues.

On-going City Communication – The City has also provided updates on the projects to residents through its weekly eNewsletter *City News* and monthly *Neighborhood Briefings*. This outreach was enhanced by the August 2006 launch of a section of its Web site (www.CityofOrlando.net) dedicated to these projects. The web site includes background information on the Venues and a page where residents can submit questions and comments.