

Owner	Mira Tanna	Record Type	Public Infrastructure
Proposal Name	INF-08082	Proposal Status	Proposed
Name of Entity ⓘ	City of Orlando	Stage ⓘ	Proposed
FEIN	[REDACTED]		
Contact	Mira Tanna		
Secondary Contact Name	Brooke R. Bonnett, AICP		
Second Contact Title	Economic Development Director		
Second Contact Phone	407-246-2719		
Azure Folder Name	INF-08082a9G8y0000000B14		
County	Orange		
RAO ⓘ	No		
Permits Secured	No		

Program Requirements

Detailed Description

Built in 1927, the Orlando Municipal Theatre has hosted community and cultural events over the past century including musical performances, beauty pageants, dog shows, graduations, church meetings and servicemember dances. Luminaries Elvis Presley, Andy Griffith and Liberace performed there. In 1975, the building underwent a complete renovation, and building use shifted towards musical and theater productions as home of the Orlando Philharmonic Orchestra and the Florida Opera Theatre (now Opera Orlando). The building was renamed the Mayor Bob Carr Performing Arts Center and later designated an Orlando historic landmark. In 2019, a building evaluation was completed, determining that \$50M of restoration work was needed to continue to utilize the Bob Carr as a performing arts space into its second century. The newly opened Dr. Phillips Center for the Performing Arts Center became the premier performance space in Orlando, while the Bob Carr theater was retired from use, ceasing operation for programming that would compete directly with the Center in accordance with the City's agreement with the Center.

Meanwhile, the redevelopment of the area surrounding the Bob Carr theatre into Creative Village was underway. A joint downtown campus of the University of Central Florida (UCF) and Valencia College opened in August 2019, followed by nearly 1,000 apartment units, 640 student housing beds, a 2.3-acre city park and the corporate headquarters of videogame giant (Electronic Arts) EA Orlando and its 1,000 employees.

The City of Orlando is applying for a \$5.5M grant for the adaptive reuse of the Bob Carr Performing Arts Center to transform the former municipal theater into a digital technology hub and a downtown innovation catalyst. The reimagined Bob Carr will provide opportunities to showcase the innovative and creative works of students and faculty at UCF and Valencia's downtown campus, as well as the works of local technology companies in the area like EA. The building will be activated day and night as an inclusive gathering place for Orlando's technology, education and creative clusters. The space will serve as an incubator for businesses in the tech industry looking to relocate or scale operations to Orlando. A great hall will host technology and innovation-focused conferences and summits, product launches, workshops, and networking events. Additionally, we anticipate creating office space for technology-related nonprofits.

On November 20, 2023, a Request for Qualifications Statements (RQS) was issued by the City of Orlando for design and architectural services, which are estimated at \$3-5M and will be anticipated to be funded by the City of Orlando Community Redevelopment Agency, which was created in 1980 to pursue redevelopment and revitalization activities within the downtown Orlando area. The City of Orlando is seeking a \$5.5M grant through the Florida Jobs Growth Grant Fund to fund a portion of the costs of construction, which is estimated at \$30M.

Location

401 West Livingston Street, Orlando, FL 32801, Orange County.

Public Use or Benefit Public

Yes

Benefits a Single Entity

No

Is the Infrastructure Currently Own by the Public

Yes

Property Owner

City of Orlando

Future Land & Zoning

The parcel is zoned for Planned Development. It is part of the Parramore Heritage overlay district.

Description of Econ Benefits

Orlando is heavily reliant on its tourism industry, which attracted 74 million visitors in 2022, more than any other US city. Tourism and hospitality jobs are overrepresented in the Orlando metropolitan area compared to the national average, with 19.7% of Orlando's workers employed in leisure and hospitality (Orlando Economic Partnership 2023) and with Walt Disney World Resort the largest single employer. According to the US Department of Labor, in 2022, 11.4% of Orlando's workforce was involved in food preparation and serving, compared to 8.5% nationally; 3.6% of jobs are in the building, grounds, cleaning and maintenance field, compared to 2.9% in the US; 13.3% are in administrative positions, compared to 12.6% nationwide; and 3.4% of jobs are in personal care and service, compared to 1.9% nationally. These service industry jobs are relatively low-paid (averaging \$15.47-\$21.62) compared to technology jobs which, at \$51.99 nationally, are near the top of the wage scale. The type of industries that operate in Orlando have an impact on the ability of residents to find living wage jobs that provide enough income for housing, transportation, food and other basic needs. The mean hourly wage in Orlando is \$25.89, significantly below the US mean of \$29.65. At the same time that Orlando struggles with providing well-paying jobs, the regional population growth is placing pressure on the supply of housing. According to the National Low Income Housing Coalition, more than 85% of extremely low-income renters in Orlando spend more than 50% of their incomes on rent and utilities; there are only 15 available and affordable homes for rent for every 100 households in need (The Gap Report 2023).

The Orlando region has been working to diversify its economic base. For example, the Orlando Economic Partnership supported 160 business projects through project management and site selection assistance over the past six years. These businesses are creating 21,500 jobs with a significantly higher wage than Orlando's average (\$73,600/year versus \$57,400/year) (Orlando Economic Partnership 2023). Businesses supported are disproportionately in the tech sector, with an emphasis on digital media, innovative technologies, simulation, entertainment technology and gaming.

The Bob Carr Adaptive Reuse project will accelerate growth of jobs in the tech sector by increasing the pipeline of diverse, skilled workers. We will accomplish this goal by providing a space that can bring our higher education partners (downtown UCF and Valencia campuses) and tech industry together. We anticipate also including nonprofit organizations working to support underrepresented groups in the tech sector (i.e. Black Orlando Tech and Tech Sassy Girlz). Creative Village itself provides cradle to career educational opportunities for residents of Orlando's historically African American community, all within walking distance.

The new tech hub at the Bob Carr will provide opportunities for networking, inspiration and collaboration among emerging and established tech businesses. According to Joshua Drucker and Carla Maria Kayanan (Urban Affairs Review, May 4, 2023), innovation districts like Cortex (St. Louis), and Boston's Seaport District that focus on innovation and entrepreneurship are effective in advancing regional economic development goals.

Program Specifics

Project Ready to Commence

Yes

Proposed start Date

10/1/2024

Proposed duration

999 (max number of days allowed in portal)

Permits Needed

Building permits

Permits Details

October 1-December 31, 2024

Amendment Needed

No

Amendment Needed Details

It is anticipated that the City of Orlando Community Redevelopment Agency will be contributing the cost of design and architectural services estimated at \$3-\$5M, and is contributing the remainder of the construction costs, estimated at \$24.5. The total match amount will be approximately \$24.5M.

Does This Project Have a Local Match

Yes

Detailed Budget Narrative

The City of Orlando Community Development Agency has already budgeted funds for the design and architectural services for the project. The design process is expected to take approximately 9 months, after which construction services for the project will be procured. Procurement and permitting will proceed beginning October 1, 2024 and take approximately 4 months. Construction will begin on or around February 1, 2025 and finish by June 2027.

Program Budget

Requested Total

\$5,500,000.00

Source - City / County

\$27,500,000.00

Source – Private

\$0.00

Source – Other

\$0.00

Source – Total

\$27,500,000

Cost – Construction

\$0.00

Cost – Reconstruction

\$30,000,000.00

Cost - Design and Engineering

\$3,000,000.00

Cost - Land Acquisition

\$0.00

Cost - Land Improvement

\$0.00

Cost – Other

\$0.00

Cost – Total

\$33,000,000

▼ Approvals and Authority

Authorized signatory on Board's behalf ⓘ
Mayor Buddy Dyer



Attestation Name of Entity ⓘ
City of Orlando

Attestation Name and Title of Auth Rep ⓘ
Mira Tanna, Grants Manager

Approvals Needed ⓘ
City Council approves all grant agreements. In cases that are time sensitive, Orlando Mayor Buddy Dyer has authority to execute grant agreements which are then ratified by City Council.



Attestation Representative Signature ⓘ
Mira Tanna

Meeting Schedule ⓘ
Upcoming 2024 City Council Dates: March 11, 2024; April 1, 2024; April 22, 2024; May 13, 2024; June 10, 2024; June 24, 2024.



Attestation Signature Date ⓘ
2/22/2024

Meeting Notice Days ⓘ
No, however, if there is a time sensitive matter, the mayor has authority to execute grant agreements which are then ratified by City Council.



Authority Proof ⓘ



Supplemental Narrative [from RQS24-0053 Bob Carr Adaptive Reuse Project]

A. History of the Bob Carr Performing Arts Centre

In 1924, the City of Orlando (“City”) realized a need for an auditorium and meeting space. A special vote in 1925 approved a \$100,000 bond toward the purchase of land for building a municipal auditorium and a second \$170,000 bond for construction and equipment. The building was designed in a Classical Revival style. Located in the heart of the downtown Orlando, the theater was constructed with brick, steel, and concrete and the building was completed in late 1926. (See Exhibit A: Site Location)

The Municipal Auditorium/Bob Carr Performing Arts Centre (“Bob Carr Center”) went on to become a significant part of Orlando’s history. It served as Orlando’s performing arts center during the City’s most rapid growth periods and served the City’s growing need for entertainment, meeting spaces, and community events. Throughout its long life, the iconic Bob Carr Center witnessed countless moments of artistry, culture, and community.

Over the nearly 100 years since its completion, the building was continuously altered, expanded, and upgraded with modern technologies such as sound equipment, air-conditioning, and theater-rigging to keep up with modern stage and concert productions, as well as, for the comfort and theater-going experience of its patrons. These alterations have included a glass shell that preserves the original classical facade.

In 2017, the building was designated as an Orlando Historic Landmark when the Historic Preservation Board, Municipal Planning Board, and the Orlando City Council found that the property was significant for its history, culture, and association with important people and events in Orlando’s past. Additional information and history regarding the Bob Carr Center and its landmark status is contained in the Agenda Item Summary from the Historic Preservation Board meeting held on August 3, 2016 (See Exhibit C: HPB Agenda Item Summary 8/3/2016). Respondents to this solicitation should be aware that as an Orlando Historic Landmark, any alterations to the building and site will require Historic Preservation Board approval and the issuance of either a minor or major Certificate of Appropriateness.

B. Project Goals and Vision

The Bob Carr Center is located within the City’s Creative Village District on the west side of Orlando’s downtown. The Creative Village District is an approximately 68 acre area of downtown that is being transformed through a public-private partnership between the City and its Master Developer, Creative Village Development, LLC (“CVD”), into a mixed-use, transit-oriented, urban Innovation District built on the success of Orlando’s technology and innovation economy providing residents with new paths to education, careers, business, housing and community. More information regarding the City’s Creative Village can be found on the City’s website at <https://www.orlando.gov/Initiatives/Creative-Village>.

As we stand on the threshold of a new era, the City envisions a profound transformation of the cherished Bob Carr Center space into an inclusive center for technology and innovation advancing the City's goals for, and the on-going transformation of, the surrounding Creative Village District. This ambitious adaptive reuse Project will not only breathe new life into the Bob Carr Center space but will also infuse it with a diverse range of purposes that reflect the ever-evolving needs of our community. The Project is intended to serve as a community-facing civic asset and placemaking element of the Creative Village District.

Built in 1927, the Bob Carr Center is in dire need of significant renovation and upgrades to prevent it from falling further into disrepair. Since the opening of the Dr. Phillips Center for Performing Arts, the Bob Carr Center, once a cultural community staple, has lain mostly dormant. Per the City of Orlando's agreement with the Dr. Phillips Center for Performing Arts in 2007, the Bob Carr Center is precluded from directly competing with the Dr. Phillips Center for Performing Arts with respect to programming. Therefore, a new vision was born to repurpose this historical landmark.

The City and its Community Redevelopment Agency ("CRA") are embarking on an ambitious adaptive reuse project for the Bob Carr Center ("Project") with the goal of transforming the building into a central hub for digital arts and technology. This vision aligns with the objectives of the City and the CRA for the Creative Village District and aims to breathe life back into this historical gem. This adaptive redevelopment Project is currently envisioned to cover the front two thirds of the existing Bob Carr Center footprint comprised of approximately 40,000 square feet with final boundaries and area within the Project to be determined during the design phase of the Project in coordination with the selected Consultant. (See Exhibit A: Project Site Map). Respondents are advised that it is anticipated that redevelopment that is not part of this City Project will also be separately occurring in the area around the Project. (See Exhibit B: Surrounding Development Vision).

This adaptive reuse Project for the Bob Carr Center and its design will include all needed exterior and interior improvements for the adaptive reuse, including but not limited to: exterior architectural design, interior architectural and layout design, engineering design services related to the improvements and reuse, as well as services for supporting technology, wiring, signage, wayfinding, lighting, landscaping, circulation, restrooms, vertical transportation, tenant improvements and interior buildout, as well as other improvements and renovations for the Project.

The City envisions the Bob Carr Center space being transformed into a facility that will serve as a hub for Orlando's technology, creative, and innovation ecosystem. It is envisioned as a space that comes alive day and night, seven days a week. Subject to revision while working collaboratively with the selected Consultant and its experts on projects of this type, the City envisions a transformed facility that will include:

- **Innovation and Collaboration Space:** Space designed to encourage collaboration and creativity for corporate partners to locate, scale, or showcase

their respective technologies, fostering collaboration between industry leaders and emerging innovators.

- **Community Space:** Space that can be leased to non-profit community organizations that support and nurture the local technology community, promoting inclusivity and collaboration.
- **Education Space:** Dedicated spaces for collaboration with education partners and the training of employees and students from the local community to facilitate the growth and development of future tech leaders.
- **Event Space:** Space equipped to host technology and innovation-focused conferences, summits, product launches, networking events, workshops, and more, the event space is envisioned to be the center piece of the facility's mission.
- **Related Support and other Space:** Space to support the envisioned uses, such as catering/kitchen and pre-event space, as well as other types of spaces as identified and determined during the design development process that would further the goals of the City and CRA for this Project.

The adaptive reuse of the Bob Carr Center space into an inclusive center for technology and innovation is not just about preserving history, but also shaping the future. It is a commitment to honoring our roots while embracing the possibilities of tomorrow. The City and the CRA invite Respondents to join us on this transformative journey, to lend their expertise, passion, and creativity to create a space that truly embodies inclusivity and innovation at its core. Together, we will redefine what is possible and ensure that the legacy of the Bob Carr lives on in a space that is inclusive, innovative, and ready to shape the future.

C. Project Scope

It is anticipated that the selected Consultant will perform the following services for the Project.

1. General Services; Project Coordination

The selected architectural Consultant is expected to provide directly, or through the use and management of qualified subconsultants, the following types of services and disciplines as needed for the Project:

- Architecture (Project Lead)
- Civil Engineering
- Structural Engineering
- MEP/FP Engineering
- Interior Design
- Landscape Architecture

- Historic Preservation
- Waterproofing/Building Envelop
- Specialized Demolition
- Audio/Visual/Acoustical
- Lighting
- Telecommunications/Technology/Security

During the term of the Project, upon the request of the City or CRA, the Consultant would also be expected to provide or subcontract for any other disciplines necessary for the Project which were not anticipated and listed above.

In addition to the specific services detailed above, the selected Consultant will be responsible for coordinating all design and other professional services for the Project with the City and the CRA's points of contact, as well as other Project partners of the City and CRA.

2. Design Development Phase Services.

The selected Consultant will be expected to undertake a detailed review of existing reports and information concerning the condition of the building. In addition, as part of the Consultant's review of the condition of the building, the Consultant will be expected to conduct such additional investigations and inspections as the Consultant deems necessary prior to commencing design work. The City will facilitate any access required by the Consultant to perform such work.

During the Design Development Phase, at the request of the City or CRA, the Consultant will engage in consultations with City and CRA staff and their officials regarding the potential design of the Project. At the conclusion of the Design Development Phase, the selected Consultant will undertake the preparation of a comprehensive design report. This report will delineate the proposed Project parameters and describe the proposed design features and alternatives, as well as their potential costs. The report will also include the creation of a preliminary cost estimate for the Project, providing a foundational understanding of the financial considerations associated with the envisioned endeavor. In the preparation of this report, the Consultant will collaborate closely with designated representatives of the City and CRA. The Design Development Phase will educate and inform the City and CRA as to the available alternatives for the Project and may alter the final design request from the City and CRA from that envisioned above.

Anticipated Deliverables:

- a. Provide a comprehensive design report, including existing conditions, models and renderings for design alternatives schematic design plans and design narratives based on the City and CRA's approval of overall site plan and space program. The report should include general cost estimates of

the various alternatives.

- b. Provide final master plan and schematic design, to include renderings, layouts for review and briefing/communication purposes.

3. Design Phase Services.

Upon input and direction from the City and the CRA regarding the proposed design features and alternatives for the Project during the Design Development Phase, the Consultant shall prepare biddable design plans for the Project. The design work will include review submittals at 30%, 60%, 90%, and 100% design. Construction cost estimates will be provided with each review submittal, or as may otherwise be directed by the City and CRA.

As part of Design Phase Services, the Consultant will be expected to:

- a. Evaluate all facets of existing equipment, infrastructure, and structures for reuse or replacement with the end-state design and use of the site and structures. Identify and provide designs/specifications for necessary repairs, replacements, upgrades, and code-mandated revisions required to ensure a functionally reliable and compliant end-state use of the site and facilities following modifications and renovations.
- b. Provide biddable construction documents and permitting assistance.
- c. Utilize design standards that comply with all Federal, State and Local codes and ordinances. Additionally, and wherever applicable, designs and specifications must comply with the governing policies and standards of the City of Orlando.
- d. Coordinate with all involved utility providers on design related issues.

The final design will ensure the formulation of a complete facility that aligns seamlessly with the operational expectations of the City and the CRA developed and refined during the Design Development Phase.

Anticipated Deliverables:

- a. Architectural and Site/Civil Plan and specification deliverables at 30%, 60%, 90%, issue for bid, and 100% conformed documents.
- b. Provide written specifications specific to the project.
- c. Prepare Bid Documents
- d. Prepare and submit permit packages to all required permitting agencies with jurisdiction for the project and provide prompt responses to all agency permit/plan review comments as necessary to obtain all required permits for the Project.

4. Construction Phase Services.

Consultant shall respond to addenda requests and shall attend all scheduled pre-

construction and progress meetings. Consultant will be expected to review pay applications and to promptly review and approve all submittals and shop drawings provided by Construction Manager. Consultant will also be expected to respond promptly to contractor/subcontractor requests for information and review requests for Change Orders, Claims, and/or any contract changes and prepare appropriate documents for review and approval by the City. Consultant shall be actively engaged in the review and approval process of shop drawings and equipment submittals throughout the construction phase of the project.

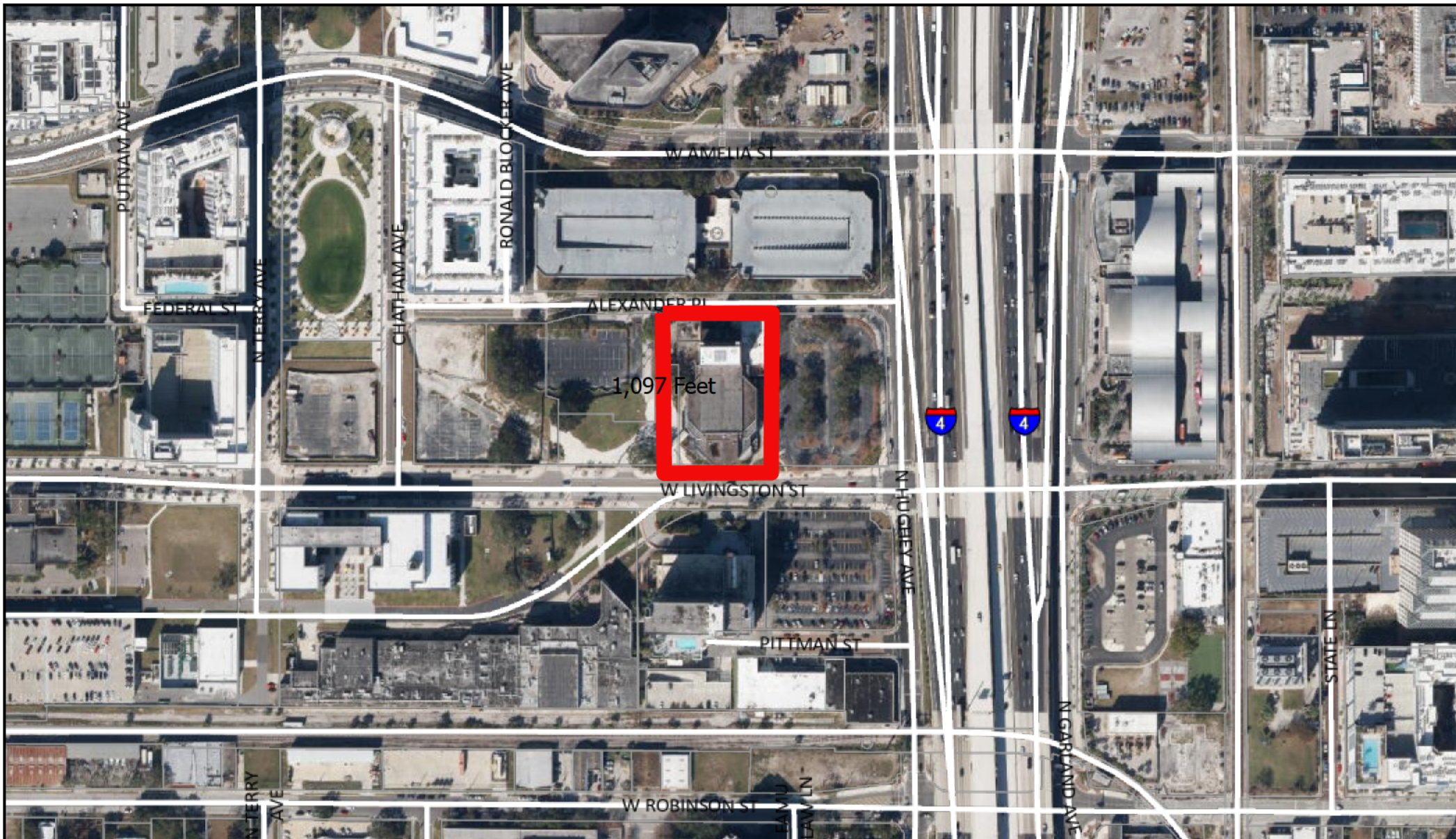
Consultant shall review construction work to ascertain that the work is being performed in accordance with design intent. Consultant will be expected to provide a "punch list" at substantial completion in conformance with Florida Statutes. Thereafter, Consultant shall provide final review of completed "punch list" items to assure completion and compliance with construction plans and specifications. The Consultant shall provide appropriate personnel from itself and all design sub-consultants to efficiently close-out punch list items.

5. Completion/Close-Out Phase





Upon completion of construction of the Project, a certification from the Consultant shall be provided to the City and the CRA certifying that the Project has been completed substantially in accordance with the final plans and specifications. The Consultant shall review all O&M, as-builts or any other close-out submittals required by the final construction documents.



In addition to the above listed Scope of Services for the Project, the Consultant may be asked to provide additional on-site and off-site services related to or in support of the Project as deemed necessary or desirable by the City or the CRA.

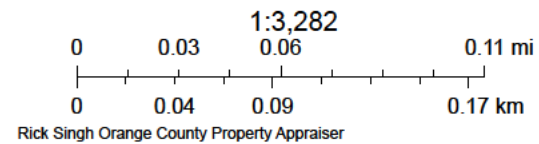
Bob Carr Redevelopment Aerial Map



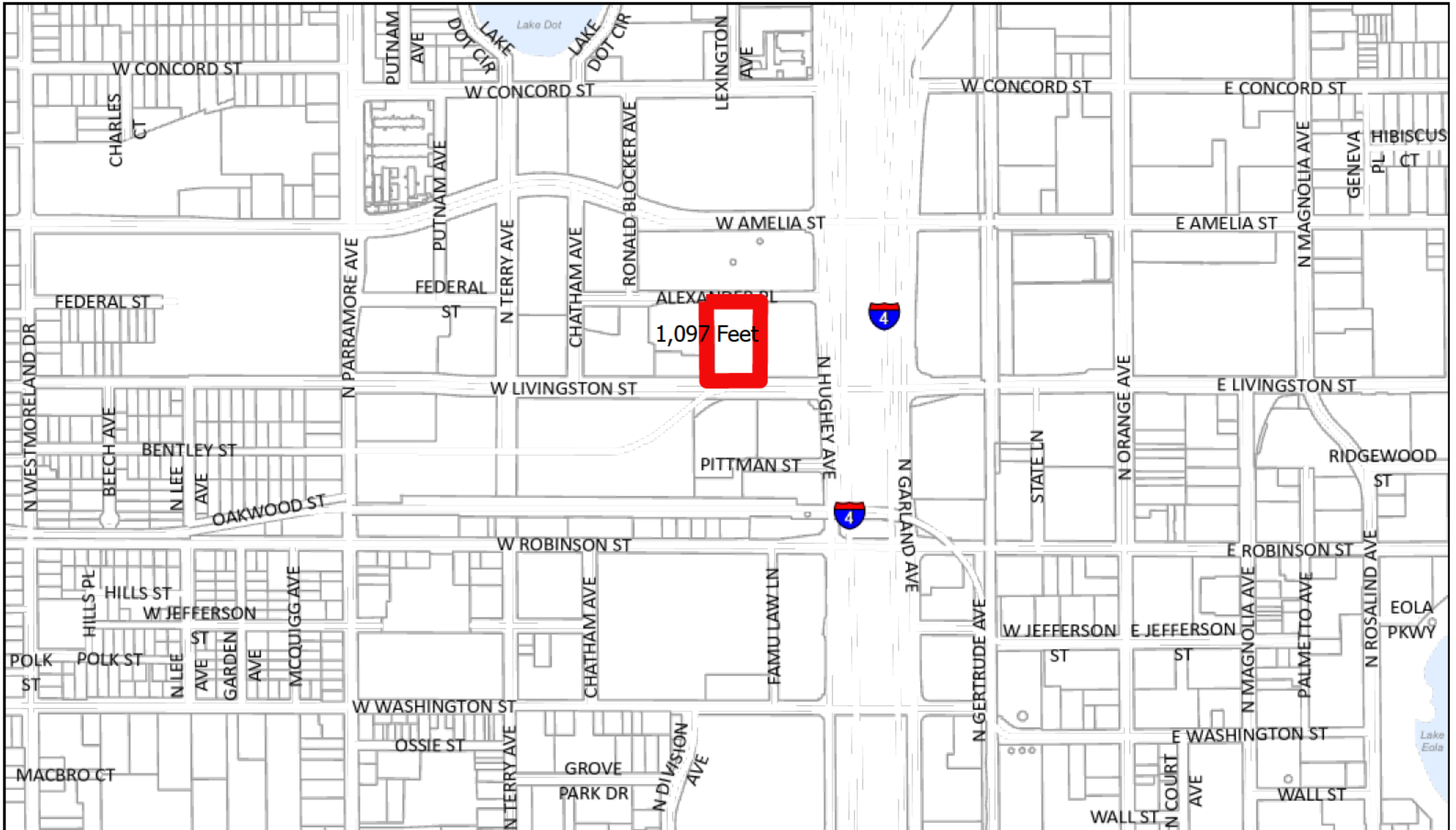
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-  Orlando City Limits
-  Surface Roads Low
-  Orlando
-  Parcels

- COUNTIES_BORDERING_ORANGE
-  <all other values>
 -  ORANGE

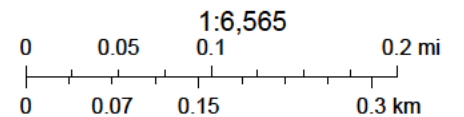


Bob Carr Redevelopment Street Map



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- Orlando City Limits
- Parcels
- Hydrology
- Municipalities
- Orlando
- Surface Roads Low



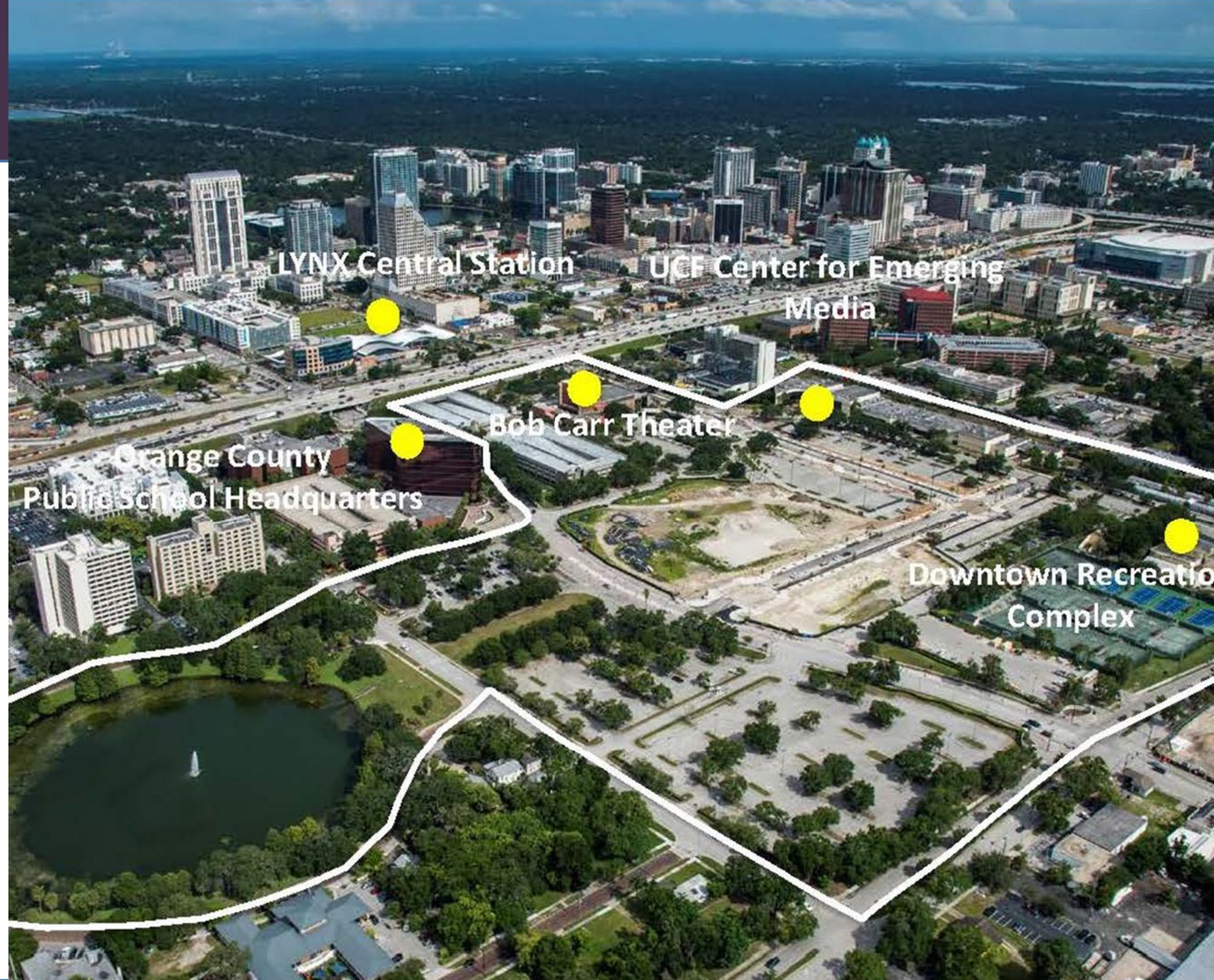


**Adaptive Reuse
of the
Bob Carr
and
Redevelopment
of the
Bob Carr Block**

September 2023

Creative Village

- 68 acres, city-owned property
- Former site of the Amway Arena and CentroPlex
- Envisioned in 2006 by the city-appointed Creative Village concept team
- In 2011, the city entered into a 20-year development agreement with Creative Village Development, LLC (CVD) to transform the site into the Creative Village Innovation District
- **Goal: provide residents with new paths to education, careers, business, housing and community**



Creative Village Phase I Development (completed 2022)

\$700 million
in development value

957
apartments

640
student housing beds

350,000
square feet of higher
education space

175,940
square foot EA Orlando

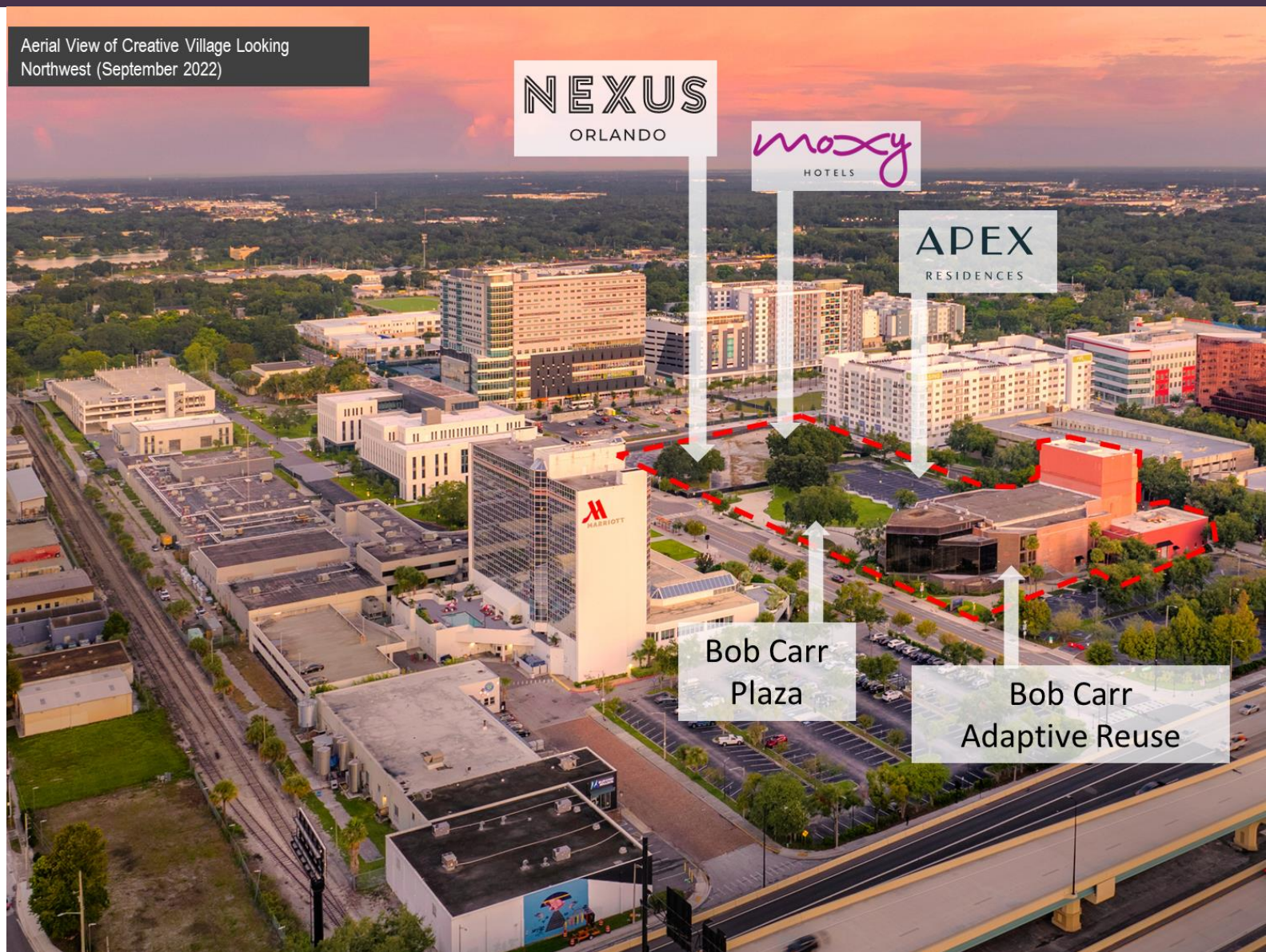
2.3-acre
Luminary Green City Park



Creative Village Phase II – Bob Carr Block

Phase II represents more than \$365 million in development:

- 365 market-rate apartments (APEX)
- 185,000 square foot multi-tenant office building (NEXUS)
- 180-room hotel (MOXY)
- Improvements to Bob Carr Plaza
- Adaptive Reuse of the Bob Carr
- 106 affordable apartments (The Beacon, Parcel L)



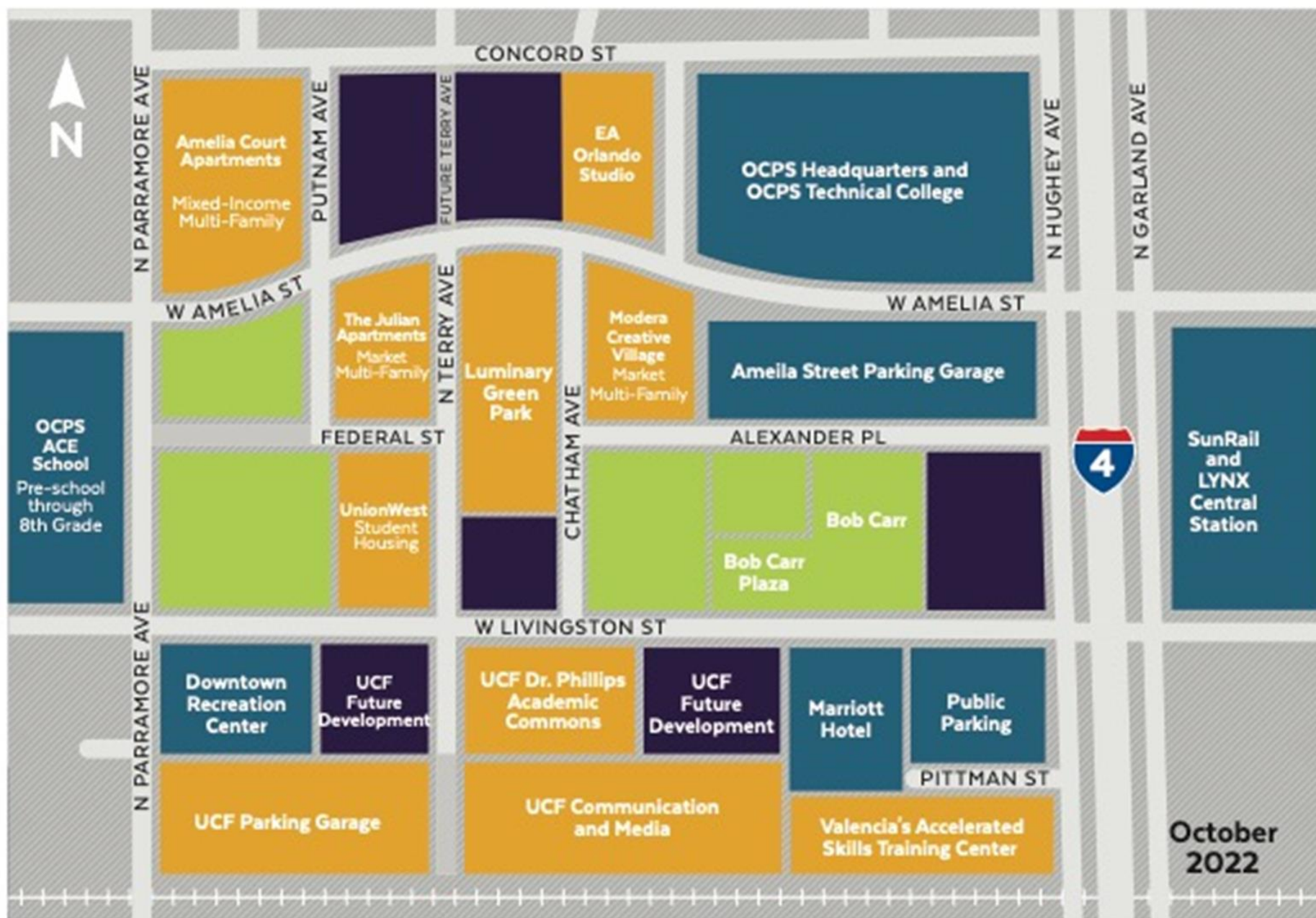
CONCEPTUAL MASTER LAND USE PLAN

 Existing Community Assets

 Phase I Development Completed

 Phase II Development Planned

 Future Development



Adaptive Reuse of the Historic Bob Carr

Why? Why Now?

- Built in 1927, the Bob Carr is in need of significant renovations and upgrades to prevent from falling into further disrepair
- Since 2020, the historic landmark, once a cultural community staple, has not been in use
- In 2019, an evaluation report of the building estimated a nearly \$50 million investment to restore the building to its existing use as a performing arts space



Adaptive Reuse of the Historic Bob Carr Why? Why Now?

- The city's 2007 agreements with DPAC specified that once the long-awaited Steinmetz Hall opened, the city would not operate the Bob Carr in a way that directly competes with them
- Any use of the Bob Carr for performing arts would violate the city's agreements with DPAC



Adaptive Reuse of the Bob Carr What's the Opportunity?

- Adaptive Reuse of the building, transforming it into a central hub for digital arts and technology
- Serves as the civic and community anchor for the Creative Village Innovation District and downtown Orlando
- The city retains ownership of the facility for the long-term



Adaptive Reuse of the Bob Carr

Why Technology, Creativity and Innovation?

- Aligns with the goals of the technology, creativity and innovation ecosystem and educational hub we're building together at the Creative Village Innovation District
- Orlando is the fourth fastest-growing large region in the US for employment in tech occupations
- Average wage of a tech job in Orlando is \$89,180 well above the metro's average wage of \$45,530



Adaptive Reuse of the Bob Carr

Why Technology, Creativity and Innovation?

Research has shown that throughout the country, communities with thriving technology sectors are anchored by a physical center, where technology companies, professionals, students and interested parties can gather, collaborate and learn

The reimagined Bob Carr aligns with our industries partners and leaders like EA



Cortex Innovation
Community
Downtown St. Louis, MO



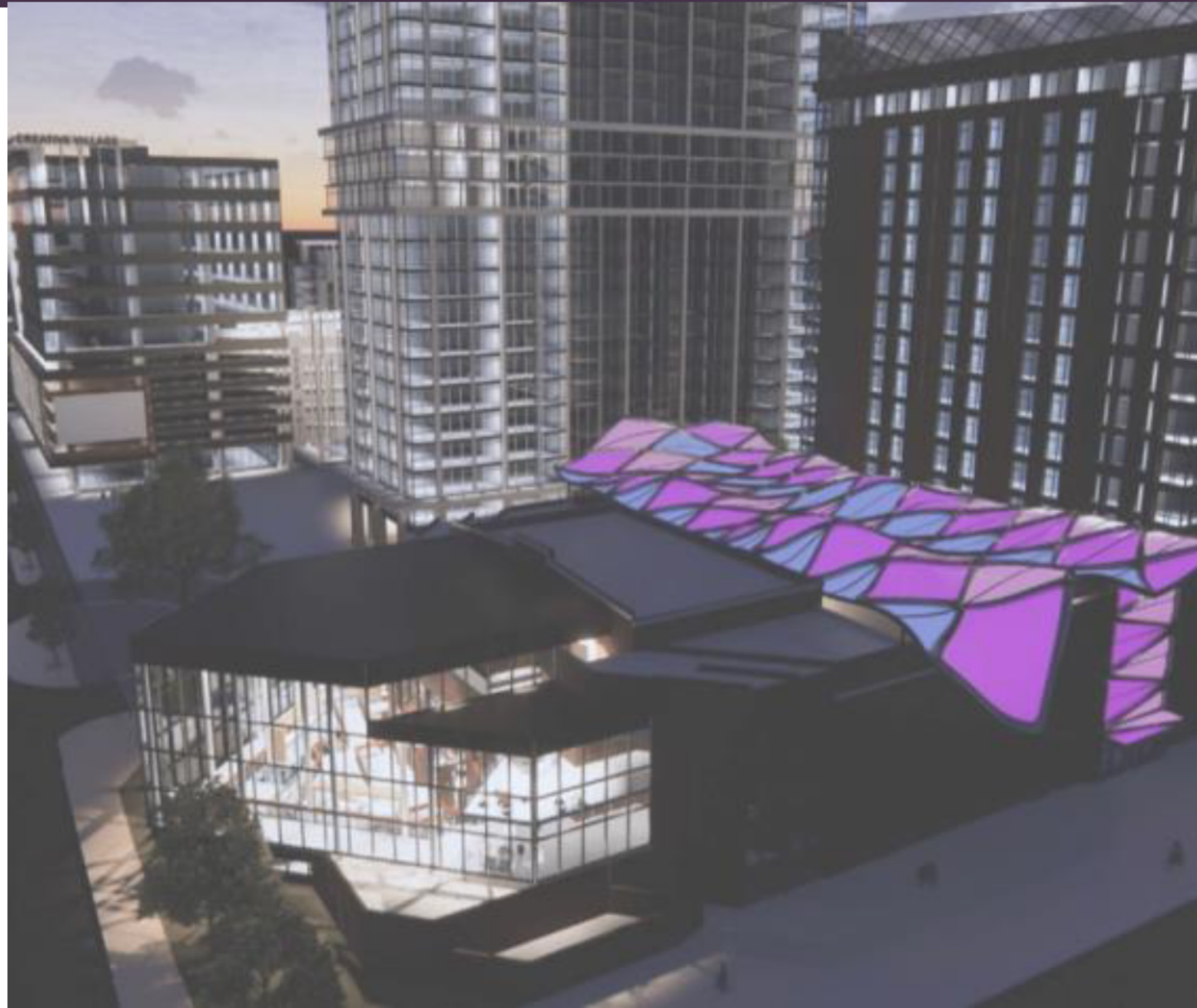
Energy Innovation Center
Pittsburgh, PA



District Hall
Boston Seaport

Adaptive Reuse of the Bob Carr What's the Vision?

- Activated day and night as a gathering place for technology professionals and enthusiasts of all ages including businesses, professionals, students at all levels and residents intrigued by the technology created in Orlando
- This building will be a place to showcase the innovative and creative works of EA, UCF, Valencia and other tech companies and organizations, large and small



Adaptive Reuse of the Bob Carr

What's the Vision?

Plans include repurposing the Bob Carr into:

- Space for corporate partners to locate, scale or showcase their technologies
- Space for community organizations and non-profits supporting tech and community like Black Orlando Tech, Tech Sassy Girlz, Starter Studio and others
- Curated collaboration space to serve as the community “living room” for the tech community
- Education space for programs and initiatives showcasing tech as a viable career option for Parramore youth
- Great Hall event space to host technology and innovation-focused conferences and summits, product launches, workshops and training sessions and networking events

Day	Organization	Event Name
Monday	 BLACK ORLANDO TECH	Cyber Camp
Tuesday	 tech sassy girlz	How to code Java
Wednesday	 THE NATIONAL CENTER FOR SIMULATION	Members Meeting
Thursday	 ORLANDO TECH COMMUNITY	TEN X Event
Friday	 OrlandoDevs	Hackathon
Saturday	 Startup Weekend Orlando	Pitch Contest
Sunday	 Starter Studio	How to start a Business

Adaptive Reuse of the Bob Carr – Next Steps

City to Release RQS for Design and Architectural Services

- The next step in fulfilling the vision for the reimagined Bob Carr is to release an RQS to select a firm for design and architectural services
- The selection committee would consist of city staff with Creative Village Development, LLC (CVD) serving as technical advisors to the committee
- Staff anticipates releasing the RQS sometime this fall
- The selection committee's recommendations will come to City Council for approval



Adaptive Reuse of the Bob Carr Construction Costs and Sources & Timing

Design and Architectural Services

- Estimated \$3 to \$5 million
- CRA
- Flexible and multi-purpose space that can evolve over time

Construction

- Estimated \$30 million
(less than the estimated \$50 million to restore it to its current use)
- CRA

Timing

- It is estimated the Reimagined Bob Carr could be completed in 2026/2027



Adaptive Reuse of the Bob Carr – Next Steps

Creative Village Development, LLC as Project Manager

- Creative Village Development, LLC, (CVD) the city's long-standing development partner would oversee renovations of the facility on behalf of the city
- CVD would comply with Chapter 57, the city's M/WBE requirements
- Proven track record of public-private partnerships like the one that will be necessary to reimagine the Bob Carr
- City Council would consider and approve the Agreement for CVD to manage, on behalf of the city, the Adaptive Reuse and Renovations of the Bob Carr



Electronic Arts

UCF DOWNTOWN

VALENCIA COLLEGE

Adaptive Reuse of the Bob Carr

Next Steps

- The next step in fulfilling the vision for the reimagined Bob Carr is for staff to work with procurement to release an RQS to select a firm for design and architectural services
- The selection committee would consist of city staff with Creative Village Development, LLC (CVD) serving as technical advisors
- Staff anticipates releasing the RQS sometime this fall
- The selection committee's recommendations will come to City Council for approval

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From the Orlando Business Journal:

<https://www.bizjournals.com/orlando/news/2024/02/09/best-performing-cities-rank.html>

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Career & Workplace

Orlando among highest on Milken Institute ranking of best-performing cities in U.S.




Image: Joseph Rebello | Getty Images

On this year's ranking, Orlando places the highest it has been at No. 12.

JOE REBELLO



By **Logan Dragone** – Data Reporter, Orlando Business Journal
Feb 9, 2024

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The Orlando metro placed the highest it has in years on a highly regarded ranking that measures several economic indicators.

According to California-based think tank Milken Institute's Best-Performing Cities 2024 report, Orlando ranks No. 12 out of 200 United States metros, **its highest placement since 2008**. The report tracks changes from the most recently available economic data - 2021 to 2022 - to gauge how well a city is performing.

"Orlando's high positioning in this year's rankings is driven by the strong continued performance of its labor market and by the strength of its high-tech sector," Maggie Switek, one of the report's authors, said in an email to *Orlando Business Journal*.

Orlando has seen its labor force grow in recent history, according to data from the Bureau of Labor Statistics (BLS) - and its unemployment rate has been lower than the national rate since 2020.

Additional bright spots were Orlando's 2021-22 job growth at No. 2, 2021-2022 high-tech GDP at No. 21 and 2021-2022 wage growth at No. 4. *OBJ* previously reported that **Orlando metro counties have seen average wages increase dramatically**, although they still are lower than Florida's major metros.

Five years of average annual wages in Central Florida counties: 2018-2022

Hover over a year to see the annual wage by County.

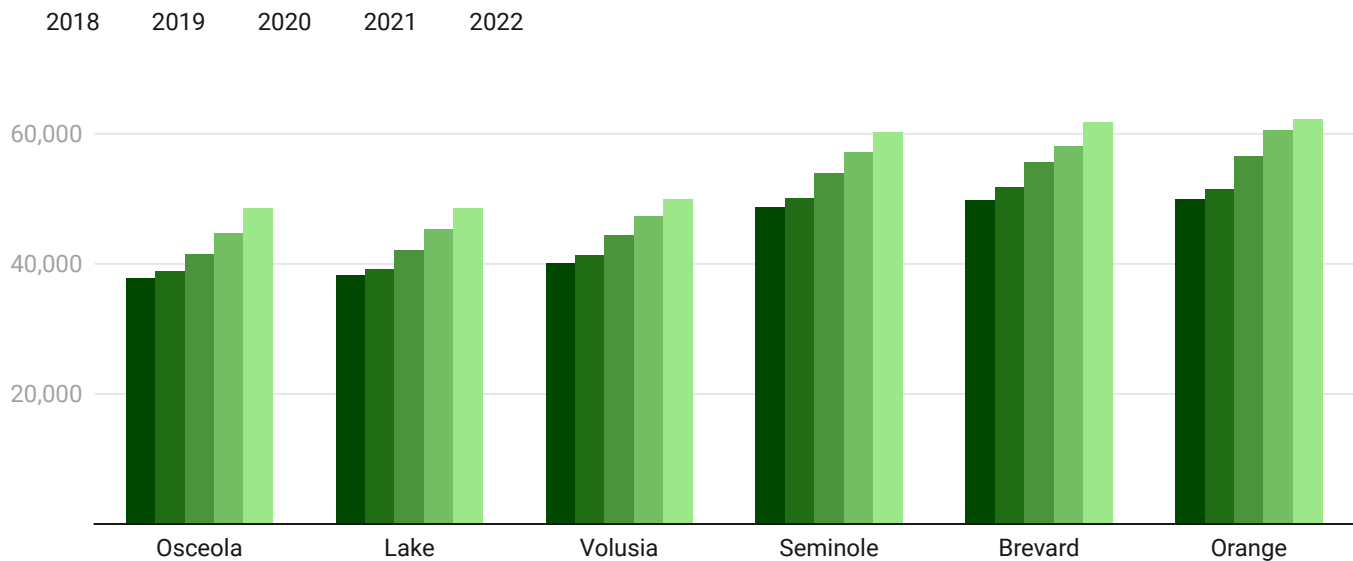


Chart: Logan Dragone, Orlando Business Journal • Source: Florida Commerce • Created with [Datawrapper](#)

Switek told *OBJ* the wage growth was largely from the high-tech sector and the strong recovery in the leisure and hospitality industry. "Over 2022, employment and wages grew by 9% and 15% in Orlando - higher than the large city average of 4% and 9% growth," said Switek.

Counting against the City Beautiful's ranking was the housing affordability problem where Orlando ranked No. 181. *OBJ* previously reported that almost every ZIP code in the area had a **median household income lower than what is needed** to comfortably purchase a home.

Meanwhile, the Palm Bay-Melbourne-Titusville metro saw a steep drop placing No. 25, down from No. 10. Switek told *OBJ* that it was primarily because of slow growth in employment and wages and a growing housing affordability concern even worse than Orlando.

"The proportion of households spending 30% or more of their incomes on housing was 70% in Palm Bay-Melbourne-Titusville, compared to 62% in Orlando," said Switek.

See the full report and rankings [here](#).

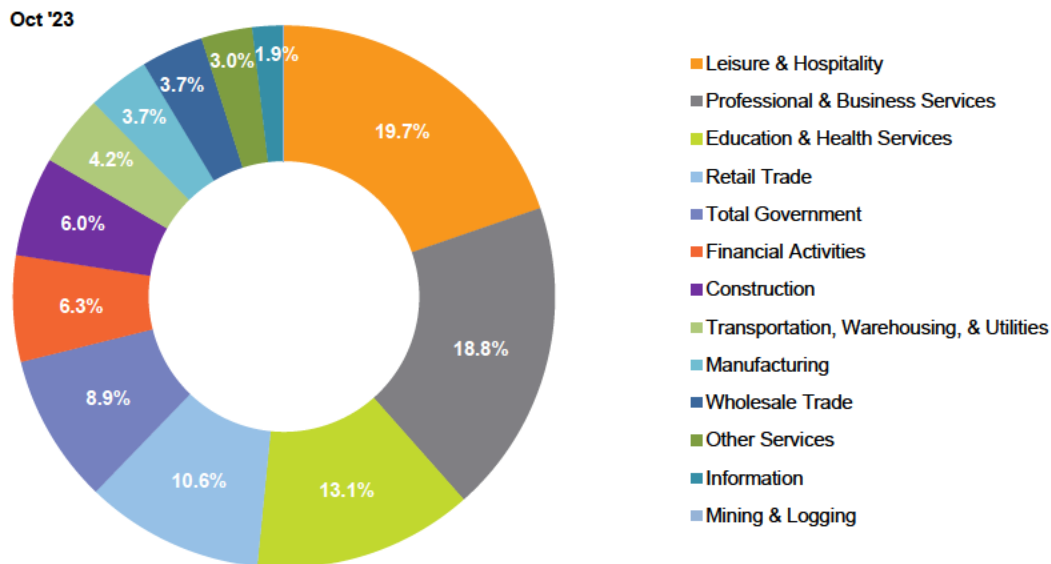
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EMPLOYMENT BY INDUSTRY

Orlando MSA

Industry	Oct '23	% of Total	Sep '23 - Oct '23 % Change	Oct '22 - Oct '23 % Change
Total Nonagricultural Employment	1,450,100	100.0%	0.5%	2.0%
Leisure & Hospitality	285,900	19.7%	-0.1%	4.0%
Professional & Business Services	271,900	18.8%	0.1%	-1.1%
Education & Health Services	190,100	13.1%	1.6%	6.0%
Retail Trade	154,300	10.6%	2.2%	2.1%
Total Government	129,100	8.9%	0.9%	1.0%
Financial Activities	91,900	6.3%	-0.6%	1.2%
Construction	86,300	6.0%	-0.1%	-1.1%
Transportation, Warehousing, & Utilities	61,600	4.2%	-0.6%	1.1%
Manufacturing	54,000	3.7%	1.1%	2.5%
Wholesale Trade	53,700	3.7%	0.6%	5.1%
Other Services	44,100	3.0%	0.7%	3.3%
Information	27,000	1.9%	0.4%	-1.8%
Mining & Logging	200	0.0%	0.0%	0.0%



Source: Florida Department of Economic Opportunity, Current Employment Statistics (CES) - updated November 2023

Note: Employment estimates have been rounded to the nearest hundred. Sum of detail may not equal totals due to rounding or the exclusion of certain industries from publication. All data are subject to revision due to late reporting of participants and the annual benchmarking process.



TOP 50 EMPLOYERS

Orlando MSA

Company	City	County	Industry	Employment
Walt Disney World Resort	Lake Buena Vista	Orange	Leisure & Hospitality	75,000
AdventHealth	Various	Various	Healthcare	35,938
Universal Orlando Resort	Orlando	Orange	Leisure & Hospitality	28,000
Orlando Health	Orlando	Orange	Healthcare	26,397
Seminole State College of Florida	Various	Seminole	Educa ion	14,813
Lockheed Martin	Orlando	Orange	Aerospace/Defense	14,547
University of Central Florida	Orlando	Orange	Educa ion	13,078
Darden Restaurants	Orlando	Orange	Restaurants	5,127
Valencia College	Various	Various	Educa ion	4,970
Westgate Resorts	Orlando	Orange	Leisure & Hospitality	4,760
Marriott Vaca ions Worldwide	Orlando	Orange	Leisure & Hospitality	4,700
SeaWorld Parks & Entertainment	Orlando	Orange	Leisure & Hospitality	4,622
Full Sail University	Orlando	Orange	Educa ion	4,353
Hilton Grand Vacations	Orlando	Orange	Leisure & Hospitality	4,269
Rosen Hotels & Resorts	Orlando	Orange	Leisure & Hospitality	3,711
HCA Healthcare	Kissimmee	Osceola	Healthcare	3,549
Siemens Energy	Orlando	Orange	Advanced Manufacturing	3,500
Disney Destinations	Lake Buena Vista	Orange	Leisure & Hospitality	3,419
Rollins College	Winter Park	Orange	Educa ion	3,029
Southwest Airlines	Orlando	Orange	Transportation	2,938
JetBlue Airways	Orlando	Orange	Transportation	2,661
Truist	Various	Various	Financial Services	2,610
Nemours	Orlando	Orange	Healthcare	2,300
Travel + Leisure Co.	Orlando	Orange	Leisure & Hospitality	2,200
Concentrix	Lake Mary	Seminole	Business Services	2,000
Bank of America	Lake Mary	Seminole	Financial Services	1,800
Chase Card Services	Various	Various	Financial Services	1,800
Anthros Inc.	Winter Park	Orange	Corporate Headquarters	1,700
Massey Services	Orlando	Orange	Business Services	1,455
Automatic Data Processing (ADP)	Maitland	Orange	Business Services	1,400
YMCA of Central Florida	Various	Various	Nonprofit Organization	1,400
Deloitte Consulting	Heathrow	Seminole	Information Technology	1,399
Liberty Mutual Group	Heathrow	Seminole	Insurance	1,325
Buena Vista Construction Co.	Lake Buena Vista	Osceola	Construction	1,296
McLane/Suneast, Inc.	Kissimmee	Osceola	Warehousing, Storage & Distribution	1,270
Spectrum	Various	Various	Diversified Communication Services	1,229
Kessler Collection	Orlando	Orange	Leisure & Hospitality	1,200
Goodwill Industries of Central Florida	Orlando	Various	Social Assistance	1,200
Verizon Corporate Resources Group	Lake Mary	Seminole	Business Services	1,163
Nautique Boat Company	Orlando	Orange	Advanced Manufacturing	1,133
JP Morgan Chase	Heathrow	Seminole	Financial Services	1,112
Fidelity Information Serivces (FIS)	Orlando	Orange	Financial Services	1,100
Oracle Corporation	Orlando	Orange	Information Technology	1,045
Electronic Arts	Orlando	Orange	Gaming	1,000
Jr. Davis Construction Company, Inc.	Kissimmee	Osceola	Construction	928
The American Automobile Association (AAA)	Various	Various	Automotive Services & Insurance	873
Omni Orlando Resort at Champion's Gate	Champions Gate	Osceola	Leisure & Hospitality	831
BNY Mellon Pershing	Lake Mary	Seminole	Professional & Business Services	800
Finrock	Apopka	Orange	Construction	626
Florida Blue	Lake Mary	Seminole	Insurance	600
Waste Pro USA Inc.	Various	Various	Waste & Recycling	321

Excludes local government and retail operations.

Source: Direct Company Contact, Orlando Business Journal.

Last Updated: November 2023

and adequately disclosed information on the form in accordance with Directive ACL-D-2320.1 issued by the CFO. The authorized signers include the Chief Administrative Officer, for City operating and other departments, divisions, or offices that report to the CAO; Chief Financial Officer, for the Office of Business and Financial Services; Chief of Staff, for Executive Offices; City Attorney, for City Attorney's Office; Chief Venues Officer, for Venues; and the Mayor. Approval of the Grants & Financial Assistance Approval Form in the Grants Management System signifies that the Grant Coordinator or Grant Manager is the designated authority to submit electronic grant applications on behalf of the Department.

- c. Competing Grant Applications – The CAO or designee, in consultation with the CFO, shall be the final arbiter of which department shall submit the application when internal competition for a grant application cannot otherwise be resolved, or to obtain approval to submit multiple applications to a grantor.
- d. Requesting letters of Support from Other Governments or Elected Officials – When requesting a letter of support for a City grant application from another government agency, local government, intergovernmental organization, or local, state, or federal elected or appointed official (excluding Orlando City Commissioners), the request should be forwarded to the Director of Intergovernmental Relations for submission to the appropriate agency or official.
- e. City Attorney's Office Review – Prior to application submission, the City Attorney's Office shall conduct a legal review of grant applications when required.
- f. City Council Approval – When City Council approval is required for the submission of an application, the Department shall be