



**FGNW: United FORWARD
Economic Development Strategy, Market Activation**

**Triumph Gulf Coast, Inc.
Application for Funds**

March 2025

Triumph Gulf Coast, Inc. Trust Fund Application for Funds

Proposal Instructions: The Triumph Gulf Coast, Inc. Trust Fund Grant Application (this document) must be completed by the entity applying for the grant and signed, as applicable, by either the individual applying for funds, an individual authorized to bind the entity applying for funds, a chief elected official, the administrator for the governmental entity or their designee. Please read the Application carefully as some questions may require a separate narrative to be completed. In addition, please complete all Addendums that may be applicable to the proposed project or program.

Triumph Gulf Coast, Inc. will make awards from available funds to projects or programs that meet the priorities for economic recovery, diversification, and enhancement of the disproportionately affected counties. Triumph Gulf Coast, Inc. may make awards for:

- Ad valorem tax rate reduction within disproportionately affected counties;
- Local match requirements of s. 288.0655 for projects in the disproportionately affected counties;
- Public infrastructure projects for construction, expansion, or maintenance which are shown to enhance economic recovery, diversification, and enhancement of the disproportionately affected counties;
- Grants to local governments in the disproportionately affected counties to establish and maintain equipment and trained personnel for local action plans of response to respond to disasters, such as plans created for the Coastal Impacts Assistance Program;
- Grants to support programs that prepare students for future occupations and careers at K-20 institutions that have campuses in the disproportionately affected counties. Eligible programs include those that increase students' technology skills and knowledge; encourage industry certifications; provide rigorous, alternative pathways for students to meet high school graduation requirements; strengthen career readiness initiatives; fund high-demand programs of emphasis at the bachelor's and master's level designated by the Board of Governors; and, similar to or the same as talent retention programs created by the Chancellor of the State University System and the Commission of Education; encourage students with interest or aptitude for science, technology, engineering, mathematics, and medical disciplines to pursue postsecondary education at a state university or a Florida College System institution within the disproportionately affected counties;
- Grants to support programs that provide participants in the disproportionately affected counties with transferable, sustainable workforce skills that are not confined to a single employer; and
- Grants to the tourism entity created under s. 288.1226 for the purpose of advertising and promoting tourism and Fresh From Florida, and grants to promote workforce and infrastructure, on behalf of all of the disproportionately affected counties.

Pursuant to Florida Law, Triumph Gulf Coast, Inc. will provide priority consideration to Applications for projects or programs that:

- Generate maximum estimated economic benefits, based on tools and models not generally employed by economic input-output analyses, including cost-benefit, return-on-investment, or dynamic scoring techniques to determine how the long-term economic growth potential of the disproportionately affected counties may be enhanced by the investment.
- Increase household income in the disproportionately affected counties above national average household income.
- Leverage or further enhance key regional assets, including educational institutions, research facilities, and military bases.
- Partner with local governments to provide funds, infrastructure, land, or other assistance for the project.
- Benefit the environment, in addition to the economy.
- Provide outcome measures.
- Partner with K-20 educational institutions or school districts located within the disproportionately affected counties as of January 1, 2017.
- Are recommended by the board of county commissioners of the county in which the project or program will be located.
- Partner with convention and visitor bureaus, tourist development councils, or chambers of commerce located within the disproportionately affected counties.

Additionally, the Board of Triumph Gulf Coast, Inc. may provide discretionary priority to consideration of Applications for projects and programs that:

- Are considered transformational for the future of the Northwest Florida region.
- May be consummated quickly and efficiently.
- Promote net-new jobs in the private sector with an income above regional average household income.
- Align with Northwest Florida FORWARD, the regional strategic initiative for Northwest Florida economic transformation.
- Create net-new jobs in targeted industries to include: aerospace and defense, financial services/shared services, water transportation, artificial intelligence, cybersecurity, information technology, manufacturing, and robotics.
- Promote industry cluster impact for unique targeted industries.
- Create net-new jobs with wages above national average wage (*e.g.*, similar to EFI QTI program, measured on graduated scale).
- Are located in Rural Area of Opportunity as defined by the State of Florida (DEO).
- Provide a wider regional impact versus solely local impact.
- Align with other similar programs across the regions for greater regional impact, and not be duplicative of other existing projects or programs.
- Enhance research and innovative technologies in the region.
- Enhance a targeted industry cluster or create a Center of Excellence unique to Northwest Florida.
- Create a unique asset in the region that can be leveraged for regional growth of targeted industries.

- Demonstrate long-term financial sustainability following Triumph Gulf Coast, Inc. funding.
- Leverage funding from other government and private entity sources.
- Provide local investment and spending.
- Are supported by more than one governmental entity and/or private sector companies, in particular proposed projects or programs supported by more than one county in the region.
- Provide clear performance metrics over duration of project or program.
- Include deliverables-based payment system dependent upon achievement of interim performance metrics.
- Provide capacity building support for regional economic growth.
- Are environmentally conscious and business focused.
- Include Applicant and selected partners/vendors located in Northwest Florida.

Applications will be evaluated and scored based on compliance with the statutory requirements of the Triumph Gulf Coast legislation, including but not limited to the priorities identified therein and the geographic region served by the proposed project or program.

Applicant Information

Name of Individual (if applying in individual capacity): N/A

Name of Entity/Organization: Florida's Great Northwest

Background of Applicant Individual/Entity/Organization:

Florida's Great Northwest (FGNW) is the regional economic development organization for the 13-county region of Northwest Florida. Through promotion, advocacy, and collaboration, FGNW is the unified voice for Northwest Florida's economic growth and diversification.

(If additional space is needed, please attach a Word document with your entire answer.)

Federal Employer Identification Number: 59-3685250

Contact Information:

Primary Contact Information: Jennifer Conoley

Title: President & CEO

Mailing Address: P.O. Box 370

Niceville, FL 32588

Phone: 850.348.5450

Email: jconoley@fgnw.org

Website: www.FloridasGreatNorthwest.com

Identify any co-applicants, partners, or other entities or organizations that will have a role in the proposed project or program and such partners proposed roles.

N/A

(If additional space is needed, please attach a Word document with your entire answer.)

Total amount of funding requested from Triumph Gulf Coast:
\$10,552,000 from 2025 to the end of 2030.

Has the applicant in the past requested or applied for funds for all or part of the proposed project/program?

☐ Yes ☒ No

If yes, please provide detailed information concerning the prior request for funding, including:

- the date the request/application for funding was made;
- the source to which the request/application for funding was made,
- the results of the request/application for funding, and
- projected or realized results and/or outcomes from prior funding.

(If additional space is needed, please attach a Word document with your entire answer.)

Describe the financial status of the applicant and any co-applicants or partners:

With 25 years of operation and a healthy financial standing, Florida's Great Northwest, an investor-supported 501(c)(6) nonprofit, anticipates a \$974,231 operating budget for 2025, supported by \$605,750 in projected investor contributions.

(If additional space is needed, please attach a Word document with your entire answer.)

In a separate attachment, please provide financial statements or information that details the financial status of the applicant and any co-applicants or partners.

Has the applicant or any co-applicants, partners or any associated or affiliated entities or individuals filed for bankruptcy in the last ten (10) years?

☐ Yes ☒ No

If yes, please identify the entity or individual that filed for bankruptcy and the date of filing.

(If additional space is needed, please attach a Word document with your entire answer.)

Eligibility

Pursuant to Section 288.8017, Triumph Gulf Coast, Inc. was created to make awards from available funds to projects or programs that meet the priorities for economic recovery, diversification, and enhancement of the disproportionately affected counties. The disproportionately affected counties are: Bay County, Escambia County, Franklin County, Gulf County, Okaloosa County, Santa Rosa County, Walton County, or Wakulla County. See Section 288.08012.

1. From the choices below, please check the box that describes the purpose of the proposed project or program (check all that apply):

- ☐ Ad valorem tax rate reduction within disproportionately affected counties;
- ☐ Local match requirements of s. 288.0655 for projects in the disproportionately affected counties;
- ☐ Public infrastructure projects for construction, expansion, or maintenance which are shown to enhance economic recovery, diversification, and enhancement of the disproportionately affected counties;
- ☐ Grants to local governments in the disproportionately affected counties to establish and maintain equipment and trained personnel for local action plans of response to respond to disasters, such as plans created for the Coastal Impacts Assistance Program;
- ☐ Grants to support programs that prepare students for future occupations and careers at K-20 institutions that have campuses in the disproportionately affected counties. Eligible programs include those that increase students' technology skills and knowledge; encourage industry certifications; provide rigorous, alternative pathways for students to meet high school graduation requirements; strengthen career readiness initiatives; fund high-demand programs of emphasis at the bachelor's and master's level designated by the Board of Governors; and, similar to or the same as talent retention programs created by the Chancellor of the State University System and the Commission of Education, encourage students with interest or aptitude for science, technology, engineering, mathematics, and medical disciplines to pursue postsecondary education at a state university or a Florida College System institution within the disproportionately affected counties;
- ☐ Grants to support programs that provide participants in the disproportionately affected counties with transferable, sustainable workforce skills that are not confined to a single employer; and
- ☒ Grants to the tourism entity created under s. 288.1226 for the purpose of advertising and promoting tourism and Fresh From Florida, and grants to promote workforce and infrastructure, on behalf of all of the disproportionately affected counties.

- Please refer to the supporting application materials.

[illegible]

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3. Explain how the proposed project or program is considered transformational and how it will effect the disproportionately affected counties in the next ten (10) years.

Please refer to the supporting application materials.

(If additional space is needed, please attach a Word document with your entire answer.)

4. Describe data or information available to demonstrate the viability of the proposed project or program.

Please refer to the supporting application materials.

(If additional space is needed, please attach a Word document with your entire answer.)

5. Describe how the impacts to the disproportionately affected counties will be measured long term.

Please refer to the supporting application materials.

(If additional space is needed, please attach a Word document with your entire answer.)

6. Describe how the proposed project or program is sustainable. (Note: Sustainable means how the proposed project or program will remain financially viable and continue to perform in the long-term after Triumph Gulf Coast, Inc. funding.)

Please refer to the supporting application materials.

(If additional space is needed, please attach a Word document with your entire answer.)

7. Describe how the deliverables for the proposed project or program will be measured.

Please refer to the supporting application materials.

(If additional space is needed, please attach a Word document with your entire answer.)

Priorities

1. Please check the box if the proposed project or program will meet any of the following priorities (check all that apply):

- ☒ Generate maximum estimated economic benefits, based on tools and models not generally employed by economic input-output analyses, including cost-benefit, return-on-investment, or dynamic scoring techniques to determine how the long-term economic growth potential of the disproportionately affected counties may be enhanced by the investment.
- ☒ Increase household income in the disproportionately affected counties above national average household income.

- ☒ Leverage or further enhance key regional assets, including educational institutions, research facilities, and military bases.
- ☐ Partner with local governments to provide funds, infrastructure, land, or other assistance for the project.
- ☐ Benefit the environment, in addition to the economy.
- ☒ Provide outcome measures.
- ☒ Partner with K-20 educational institutions or school districts located within the disproportionately affected counties as of January 1, 2017.
- ☐ Are recommended by the board of county commissioners of the county in which the project or program will be located.
- ☒ Partner with convention and visitor bureaus, tourist development councils, or chambers of commerce located within the disproportionately affected counties.

2. Please explain how the proposed project meets the priorities identified above.

Please refer to the supporting application materials.

(If additional space is needed, please attach a Word document with your entire answer.)

3. Please explain how the proposed project or program meets the discretionary priorities identified by the Board.

Please refer to the supporting application materials.

(If additional space is needed, please attach a Word document with your entire answer.)

4. In which of the eight disproportionately affected county/counties is the proposed project or program located? (Circle all that apply)

Escambia Santa Rosa Okaloosa Walton Bay Gulf Franklin Wakulla

5. Was this proposed project or program on a list of proposed projects and programs submitted to Triumph Gulf Coast, Inc., by one (or more) of the eight disproportionately affected Counties as a project and program located within its county?

☐ Yes ☒ No

If yes, list all Counties that apply: _____

6. Does the Board of County Commissioners for each County listed in response to question 5, above, recommend this project or program to Triumph?

☐ Yes ☒ No

****Please attach proof of recommendation(s) from each County identified.**

Approvals and Authority

1. If the Applicant is awarded grant funds based on this proposal, what approvals must be obtained before Applicant can execute an agreement with Triumph Gulf Coast, Inc.? The only required approval is from the Florida's Great Northwest Executive Committee.
(If additional space is needed, please attach a Word document with your entire answer.)
2. If approval of a board, commission, council or other group is needed prior to execution of an agreement between the entity and Triumph Gulf Coast:
 - A. Provide the schedule of upcoming meetings for the group for a period of at least six months.
 - B. State whether that group can hold special meetings, and if so, upon how many days' notice.FGNW's Executive Committee meets monthly. A special meeting can be held as needed. No minimum notice period is required.

(If additional space is needed, please attach a Word document with your entire answer.)
3. Describe the timeline for the proposed project or program if an award of funding is approved, including milestones that will be achieved following an award through completion of the proposed project or program.
Please refer to the supplemental

(If additional space is needed, please attach a Word document with your entire answer.)
4. Attach evidence that the undersigned has all necessary authority to execute this proposal on behalf of the entity applying for funding. This evidence may take a variety of forms, including but not limited to: a delegation of authority, citation to relevant laws or codes, policy documents, etc. In addition, please attach any support letters from partners.

Funding and Budget:

Pursuant to Section 288.8017, awards may not be used to finance 100 percent of any project or program. An awardee may not receive all of the funds available in any given year.

1. Identify the amount of funding sought from Triumph Gulf Coast, Inc. and the time period over which funding is requested.

\$10,552,000 from 2025 to 2030

(If additional space is needed, please attach a Word document with your entire answer.)

2. What percentage of total program or project costs does the requested award from Triumph Gulf Coast, Inc. represent? (Please note that an award of funding will be for a defined monetary amount and will not be based on percentage of projected project costs.)

78%

(If additional space is needed, please attach a Word document with your entire answer.)

3. Please describe the types and number of jobs expected from the proposed project or program and the expected average wage.

N/A

(If additional space is needed, please attach a Word document with your entire answer.)

4. Does the potential award supplement but not supplant existing funding sources? If yes, describe how the potential award supplements existing funding sources.

☒ Yes ☐ No

Please refer to the supporting application materials.

(If additional space is needed, please attach a Word document with your entire answer.)

5. Please provide a Project/Program Budget. Include all applicable costs and other funding sources available to support the proposal.

A. Project/Program Costs:

Example Costs (Note: Not exhaustive list of possible Cost categories.)

Construction	\$ _____
Reconstruction	\$ _____
Design & Engineering	\$ _____
Land Acquisition	\$ _____
Land Improvement	\$ _____
Equipment	\$ _____
Supplies	\$ _____
Salaries	\$ _____

Other (specify) \$ _____
Total Project Costs: \$ _____

B. Other Project Funding Sources:

Example Funding Sources (Note: Not an exhaustive list of possible Funding Sources.)

City/County \$ _____
Private Sources \$ _____
Other (e.g., grants, etc.) \$ _____
Total Other Funding \$ _____
Total Amount Requested: \$ _____

Note: The total amount requested must equal the difference between the costs in 3A. and the other project funding sources in 3.B.

C. Provide a detailed budget narrative, including the timing and steps necessary to obtain the funding and any other pertinent budget-related information.

Please refer to the supporting application materials.

(If additional space is needed, please attach a Word document with your entire answer.)

Applicant understands that the Triumph Gulf Coast, Inc. statute requires that the award contract must include provisions requiring a performance report on the contracted activities, must account for the proper use of funds provided under the contract, and must include provisions for recovery of awards in the event the award was based upon fraudulent information or the awardee is not meeting the performance requirements of the award.

☒ Yes ☐ No

Applicant understands that awardees must regularly report to Triumph Gulf Coast, Inc. the expenditure of funds and the status of the project or program on a schedule determined by Triumph Gulf Coast, Inc.

☒ Yes ☐ No

Applicant acknowledges that Applicant and any co-Applicants will make books and records and other financial data available to Triumph Gulf Coast, Inc. as necessary to measure and confirm performance metrics and deliverables.

☒ Yes ☐ No

Applicant acknowledges that Triumph Gulf Coast, Inc. reserves the right to request additional information from Applicant concerning the proposed project or program.

☒ Yes ☐ No

ADDENDUM FOR INFRASTRUCTURE PROPOSALS:

1. Program Requirements

- A. Is the infrastructure owned by the public?
☐ Yes ☐ No
- B. Is the infrastructure for public use or does it predominately benefit the public?
☐ Yes ☐ No
- C. Will the public infrastructure improvements be for the exclusive benefit of any single company, corporation or business entity?
☐ Yes ☐ No
- D. Provide a detailed explanation of how the public infrastructure improvements will connect to a broader economic development vision for the community and benefit additional current and future businesses.

(If additional space is needed, please attach a Word document with your entire answer.)

- E. Provide a detailed description of, and quantitative evidence demonstrating how the proposed public infrastructure project will promote:
- Economic recovery,
 - Economic Diversification,
 - Enhancement of the disproportionately affected counties,
 - Enhancement of a Targeted Industry.

(If additional space is needed, please attach a Word document with your entire answer.)

2. Additional Information

- A. Is this project an expansion of existing infrastructure project?
☐ Yes ☐ No
- B. Provide the proposed beginning commencement date and number of days required to complete construction of the infrastructure project.

(If additional space is needed, please attach a Word document with your entire answer.)

- C. What is the location of the public infrastructure? (Provide the road number, if applicable.)

(If additional space is needed, please attach a Word document with your entire answer.)

- D. Who is responsible for maintenance and upkeep? (Indicate if more than one are applicable.)

(If additional space is needed, please attach a Word document with your entire answer.)

- E. What permits are necessary for the infrastructure project?

(If additional space is needed, please attach a Word document with your entire answer.)

Detail whether required permits have been secured, and if not, detail the timeline for securing these permits. Additionally, if any required permits are local permits, will these permits be prioritized?

(If additional space is needed, please attach a Word document with your entire answer.)

- F. What is the future land use and zoning designation on the proposed site of the Infrastructure improvement, and will the improvements conform to those uses?

(If additional space is needed, please attach a Word document with your entire answer.)

- G. Will an amendment to the local comprehensive plan or a development order be required on the site of the proposed project or on adjacent property to accommodate the infrastructure and potential current or future job creation opportunities? If yes, please detail the timeline
☐ Yes ☐ No
-

(If additional space is needed, please attach a Word document with your entire answer.)

- H. Does this project have a local match amount? If yes, please describe the entity providing the match and the amount.
☐ Yes ☐ No
-

(If additional space is needed, please attach a Word document with your entire answer.)

- I. Provide any additional information or attachments to be considered for this proposal.
-

(If additional space is needed, please attach a Word document with your entire answer.)

ADDENDUM FOR WORKFORCE TRAINING PROPOSALS

1. Program Requirements

- A. Will this proposal supports programs that prepare students for future occupations and careers at K-20 institutions that have campuses in the disproportionately affected counties? If yes, please identify where the campuses are located and provide details on how the proposed programs will prepare students for future occupations and at which K-20 institutions that programs will be provided.

☐ Yes ☐ No

(If additional space is needed, please attach a Word document with your entire answer.)

- B. Will the proposed program (check all that apply):

- ☐ Increase students' technology skills and knowledge
- ☐ Encourage industry certifications
- ☐ Provide rigorous, alternative pathways for students to meet high school graduation requirements
- ☐ Strengthen career readiness initiatives
- ☐ Fund high-demand programs of emphasis at the bachelor's and master's level designated by the Board of Governors
- ☐ Encourage students with interest or aptitude for science, technology, engineering, mathematics, and medical disciplines to pursue postsecondary education at a state university or a Florida College System institution within the disproportionately affected counties (similar to or the same as talent retention programs created by the Chancellor of the State University System and the Commission on Education)

For each item checked above, describe how the proposed program will achieve these goals

(If additional space is needed, please attach a Word document with your entire answer.)

- C. Will this proposal provide participants in the disproportionately affected counties with transferable, sustainable workforce skills but not confined to a single employer? If yes, please provide details.

☐ Yes ☐ No

(If additional space is needed, please attach a Word document with your entire answer.)

- D. Identify the disproportionately affected counties where the proposed programs will operate or provide participants with workforce skills.

(If additional space is needed, please attach a Word document with your entire answer.)

- E. Provide a detailed description of, and quantitative evidence demonstrating how the proposed project or program will promote:
- Economic recovery,
 - Economic Diversification,
 - Enhancement of the disproportionately affected counties,
 - Enhancement of a Targeted Industry.

(If additional space is needed, please attach a Word document with your entire answer.)

2. Additional Information

- A. Is this an expansion of an existing training program? Is yes, describe how the proposed program will enhance or improve the existing program and how the proposal program will supplements but not supplant existing funding sources.
- ☐ Yes ☐ No

(If additional space is needed, please attach a Word document with your entire answer.)

- B. Indicate how the training will be delivered (e.g., classroom-based, computer based, other).
- If in-person, identify the location(s) (e.g., city, campus, etc.) where the training will be available.

If computer-based, identify the targeted location(s) (e.g., city, county) where the training will be available.

(If additional space is needed, please attach a Word document with your entire answer.)

- C. Identify the number of anticipated enrolled students and completers.

(If additional space is needed, please attach a Word document with your entire answer.)

- D. Indicate the length of the program (e.g, quarters, semesters, weeks, months, etc.) including anticipated beginning and ending dates.

(If additional space is needed, please attach a Word document with your entire answer.)

- E. Describe the plan to support the sustainability of the proposed program.

(If additional space is needed, please attach a Word document with your entire answer.)

- F. Identify any certifications, degrees, etc. that will result from the completion of the program.

(If additional space is needed, please attach a Word document with your entire answer.)

- G. Does this project have a local match amount? If yes, please describe the entity providing the match and the amount.

☐ Yes

☐ No

(If additional space is needed, please attach a Word document with your entire answer.)

- H. Provide any additional information or attachments to be considered for this proposal.
-

(If additional space is needed, please attach a Word document with your entire answer.)

ADDENDUM FOR AD VALOREM TAX RATE REDUCTION:

1. Program Requirements

- A. Describe the property or transaction that will be supported by the ad valorem tax rate reduction.

(If additional space is needed, please attach a Word document with your entire answer.)

- B. Provide a detailed explanation of how the ad valorem tax rate reduction will connect to a broader economic recovery, diversification, enhancement of the disproportionately affected counties and/or enhancement of a targeted industry.

(If additional space is needed, please attach a Word document with your entire answer.)

- C. Provide a detailed description of the quantitative evidence demonstrating how the proposed ad valorem tax reduction will promote:
- Economic recovery,
 - Economic Diversification,
 - Enhancement of the disproportionately affected counties,
 - Enhancement of a Targeted Industry.

(If additional space is needed, please attach a Word document with your entire answer.)

2. Additional Information

- A. What is the location of the property or transaction that will be supported by the ad valorem tax rate reduction?

(If additional space is needed, please attach a Word document with your entire answer.)

- B. Detail the current status of the property or transaction that will be supported by the ad valorem tax rate reduction and provide a detailed description of when and how the ad valorem tax rate reduction will be implemented.

(If additional space is needed, please attach a Word document with your entire answer.)

- C. Does this proposed project have a local match amount? If yes, please describe the entity providing the match and the amount.
☐ Yes ☐ No

(If additional space is needed, please attach a Word document with your entire answer.)

- D. Provide any additional information or attachments to be considered for this proposal.

(If additional space is needed, please attach a Word document with your entire answer.)

**ADDENDUM FOR LOCAL MATCH REQUIREMENTS OF SECTION 288.0655,
FLORIDA STATUTES**

1. Program Requirements

- A. Describe the local match requirements of Section 288.0655 and the underlying project, program or transaction that will be funded by the proposed award.

(If additional space is needed, please attach a Word document with your entire answer.)

- B. Provide a detailed explanation of how the local match requirements and the underlying project or program will connect to a broader economic recovery, diversification, enhancement of the disproportionately affected counties and/or enhancement of a targeted industry.

(If additional space is needed, please attach a Word document with your entire answer.)

- C. Provide a detailed description of, and quantitative evidence demonstrating how the proposed local match requirements will promote:
- Economic recovery,
 - Economic Diversification,
 - Enhancement of the disproportionately affected counties,
 - Enhancement of a Targeted Industry.

(If additional space is needed, please attach a Word document with your entire answer.)

2. Additional Information

- A. What is the location of the property or transaction that will be supported by the local match requirements?

(If additional space is needed, please attach a Word document with your entire answer.)

- B. Detail the current status of the property or transaction that will be supported by the local match requirement and provide a detailed description of when and how the local match requirement will be implemented.

(If additional space is needed, please attach a Word document with your entire answer.)

- C. Provide any additional information or attachments to be considered for this proposal.

(If additional space is needed, please attach a Word document with your entire answer.)

ADDENDUM FOR LOCAL ACTION PLAN

1. Program Requirements

- A. Describe how the proposed award will establish and maintain equipment and trained personnel for local action plans of response to respond to disasters.
- B. Describe the type and amount of equipment and trained personnel that will be established or maintained by the proposed award.
- C. Identify the specific local action plans (*e.g.*, Coastal Impacts Assistance Program) that will benefit from the proposed award.
- D. Provide a detailed explanation of how the proposed award will connect to a broader economic recovery, diversification, enhancement of the disproportionately affected counties and/or enhancement of a targeted industry.

(If additional space is needed, please attach a Word document with your entire answer.)

- E. Provide a detailed description of the quantitative evidence demonstrating how the proposed will promote:
 - Economic recovery,
 - Economic Diversification,
 - Enhancement of the disproportionately affected counties,
 - Enhancement of a Targeted Industry.

(If additional space is needed, please attach a Word document with your entire answer.)

2. Additional Information

- A. What is the location of the local action program that will be supported by the proposed award?

(If additional space is needed, please attach a Word document with your entire answer.)

- B. Detail the current status of the local action plans (*e.g.*, new plans, existing plans, etc.) that will be supported by the proposed award and provide a detailed description of when and how the proposed award will be implemented.

(If additional space is needed, please attach a Word document with your entire answer.)

- C. Provide any additional information or attachments to be considered for this proposal.

(If additional space is needed, please attach a Word document with your entire answer.)

ADDENDUM FOR ADVERTISING/PROMOTION

1. Program Requirements

- A. Is the applicant a tourism entity created under s. 288.1226, Florida Statutes?
☐ Yes ☒ No
- B. Does the applicant advertise and promote tourism and Fresh From Florida? If yes, provide details on how it advertises and promotes tourism and Fresh From Florida.
☐ Yes ☒ No

(If additional space is needed, please attach a Word document with your entire answer.)

- C. Does the proposed award promote workforce and infrastructure on behalf of the disproportionately affected counties? If yes, describe how workforce and infrastructure is promoted on behalf of the disproportionately affected counties.
☒ Yes ☐ No

Please refer to the supporting application materials.

(If additional space is needed, please attach a Word document with your entire answer.)

- D. Provide a detailed explanation of how the proposed award will connect to a broader economic recovery, diversification, enhancement of the disproportionately affected counties and/or enhancement of a targeted industry.

Please refer to the supporting application materials.

(If additional space is needed, please attach a Word document with your entire answer.)

- E. Provide a detailed description of the quantitative evidence demonstrating how the proposed will promote:
- Economic recovery,
 - Economic Diversification,
 - Enhancement of the disproportionately affected counties,
 - Enhancement of a Targeted Industry.

Please refer to the supporting application materials.

(If additional space is needed, please attach a Word document with your entire answer.)

2. Additional Information

- A. Describe the advertising and promotion mediums and locations where the advertising and promotion will occur.

Please refer to the supporting application materials.

(If additional space is needed, please attach a Word document with your entire answer.)

- B. Detail the current status of the advertising and promotion (*e.g.*, new plans, existing plans, etc.) that will be supported by the proposed award and provide a detailed description of when and how the proposed award will be implemented.

Please refer to the supporting application materials.

(If additional space is needed, please attach a Word document with your entire answer.)

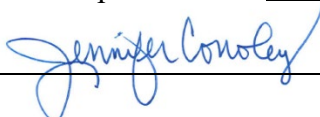
- C. Provide any additional information or attachments to be considered for this proposal.

(If additional space is needed, please attach a Word document with your entire answer.)

I, the undersigned, do hereby certify that I have express authority to sign this proposal on my behalf or on behalf of the above-described entity, organization, or governmental entity:

Name of Applicant: Florida's Great Northwest

Name and Title of Authorized Representative: Jennifer Conoley, President & CEO

Representative Signature: 

Signature Date: March 14, 2025

10/13/2017 FINAL



Supporting Application Materials

Eligibility

Title: **FGNW: United FORWARD – Economic Development Strategy, Market Activation**

Location: All eight disproportionately affected counties are included: Escambia, Santa Rosa, Okaloosa, Walton, Bay, Gulf, Franklin, and Wakulla

Florida's Great Northwest (FGNW) is the regional economic development organization for the 13-county region of Florida's panhandle. FGNW's efforts to attract companies in the region's target industry sectors have proven successful over the past five years. Our marketing efforts and business attraction strategies have enhanced the knowledge about Northwest Florida's opportunities in our target industry sectors to site selection professionals, C-suite executives, and key industry influencers, evident by increased economic development project activity and announcements throughout the region. FGNW has been proud to play a direct role in several new companies joining the Northwest Florida footprint.

FGNW Recruitment Success Stories since March 2020

Company	Industry	Capital Investment	Number of Jobs	Location(s)
Central Moloney	Transformer Manufacturer	\$75 million	550	Panama City (Bay) & Crestview (Okaloosa)
IAG Aero Group	Aviation Maintenance	\$107 million	500	Panama City (Bay)
Probes Unlimited	Sensor Manufacturer	\$1.1 million	50	Bonifay (Holmes)
Project Safety (Announcement Pending)	Manufacturing	\$36 million	300	Crawfordville (Wakulla)

Building on FGNW's successful track record, **FGNW: United FORWARD** launches a comprehensive two-pronged approach to accelerate Northwest Florida's economic transformation. This initiative strategically advances our region through Economic Development Strategy (Part 1) and Market Activation (Part 2), creating a powerful framework to drive diversification and economic growth across Northwest Florida. The awareness of Northwest Florida as a business destination and the unmatched opportunities through the Triumph Gulf Coast funds have been amplified through FGNW's partnership with Triumph on Project #213, Education ROI Research and Marketing Grant. As this grant concludes, FGNW proposes a strategic approach to build upon our achievements and create sustainable economic growth through a new comprehensive initiative.

This strategic investment will launch the most extensive, strategically focused marketing campaign in Northwest Florida's history, driving diversification and unprecedented economic growth across the region!



Part 1: FGNW's Economic Development Strategy for Northwest Florida

This project seeks Triumph Gulf Coast funding to develop a comprehensive strategic action plan to drive transformational economic impact across Northwest Florida. **The Triumph Gulf Coast Board of Directors officially requested this in 2024, and it unanimously approved Triumph staff collaboration with FGNW to execute a new regional strategy.**

Building upon the foundational work of Northwest Florida *FORWARD* (released in February 2017), the vision for the “next generation” of *FORWARD* will focus on marketable data collection and actionable strategies for FGNW in its target industry sectors.

The first valuable asset of the original *FORWARD* strategy was the Technical Report. Produced by the University of West Florida's Haas Center, it compiled and analyzed data from various sources to comprehensively assess the region's economic landscape. The Technical Report is intended to present the primary indicators of the region's economy, along with explanations of how to interpret the data where appropriate. There are four main sections of the report:

- Economic and Demographic Assessment of the Region
- Regional Commuting Patterns
- Industry and Occupation Cluster Analysis
- County Snapshots Across the Region

Since the original report was released in 2017, much has changed about Northwest Florida. This grant will allow FGNW to work with the FGNW Foundation, whose mission is to execute the Northwest Florida *FORWARD* strategy, and the Haas Center to update the Technical Report.

The original *FORWARD* strategy identified five focus areas essential for a thriving region:

1. Business Vitality
2. Entrepreneurship and Innovation
3. Infrastructure
4. Quality of Place
5. Talent

Economic prosperity and strong livability are interconnected in thriving regions, a principle recognized in the 2017 strategy. This strategy was broken down into various strategies and tactics within each focus area. FGNW's core influence is centered on Business Vitality. Building on past successes, Northwest Florida *FORWARD* – The Next Generation will provide a refined roadmap specifically tailored for FGNW and its economic development organization (EDO) partners. This targeted approach will enable FGNW to attract companies within the region's target industry sectors while also empowering local EDOs to support the growth of existing companies in their respective sectors.

Recognizing the importance of all five focus areas, the Next Generation plan will utilize quantitative research from the Technical Report to make broad recommendations for continued success. This will create a unified vision that empowers community leaders and organizations across the region with actionable insights, enabling stakeholders to implement strategies through appropriate organizations and funding sources.



To implement Part 1 of the grant, FGNW will utilize Triumph Gulf Coast funds to:

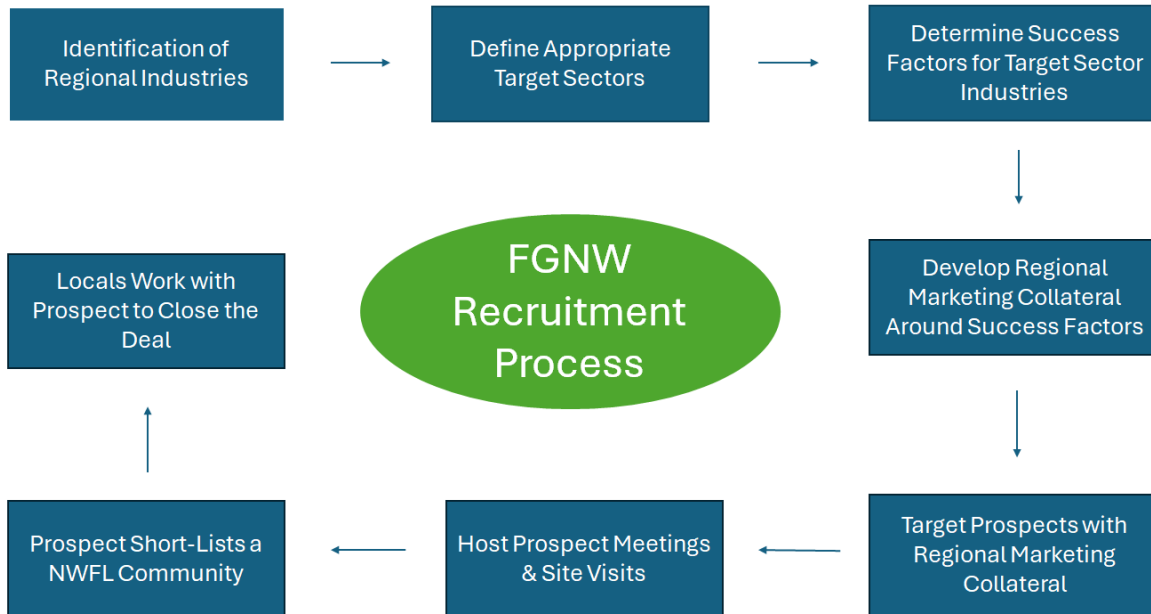
Build upon the original 2017 Northwest Florida *FORWARD* regional strategy for economic transformation to create Northwest Florida *FORWARD* – The Next Generation. This will serve as a strategic action plan focused on attracting, expanding, and retaining target industries to promote the creation of high-quality jobs and investment.

Key components include:

- **Refine the *FORWARD* Technical Report.**
 - As mentioned above, this report will be updated by the University of West Florida's Haas Center. The Haas Center will compile and analyze data from various sources to better understand the region's economy. The Technical Report is intended to present the primary indicators of the region's economy, along with explanations of how to interpret the data where appropriate. The four main sections of the report include an economic and demographic assessment of the region, regional commuting patterns, industry and occupation cluster analysis, and county snapshots for each county.
- **Develop a Northwest Florida *FORWARD* Dashboard.**
 - This publicly available dashboard will track key economic indicators, educate stakeholders on regional business vitality, and serve as a 'living report' to complement the Technical Report. This will be housed at www.NorthwestFloridaForward.com, a website launched in 2017 dedicated to unifying Northwest Florida around this strategy for regional economic transformation.
 - The data will be updated regularly to allow community leaders to track the region's health, well-being, and economic vitality.
- **Create Northwest Florida *FORWARD* – The Next Generation.**
 - Utilizing the Technical Report and the 2017 *FORWARD* plan, an expert in economic development strategy will be identified to create a strategic action plan, Northwest Florida *FORWARD* – The Next Generation, focused on attracting, expanding, and retaining target industries to promote the creation of high-quality jobs and investment.
 - The strategic action plan will:
 - Validate existing and identify emerging target sectors at the six-digit NAICS code level, prioritizing diversification that leverages existing assets.
 - Provide insights into potential competitive advantages for attracting companies by identifying gaps up and down the supply chain for major regional traded industries.
 - Find diversification opportunities from education and workforce synergies with industries currently not operating within the region.
 - Identify the critical success factors for these target industry sectors in areas such as utility requirements, workforce needs, and necessary modes of transportation.
 - Enhance current business attraction, expansion, and retention strategies and recommend new tactics, including targeted trade shows, digital marketing campaigns, recruitment initiatives, trade missions, and best practices for business engagement and resource connection.



- The plan's elements will influence part 2 of the grant, Market Activation. Below is a chart of FGNW's traditional recruitment process to help solidify the importance of having a strategy inform our business attraction process.



- **Lead *FORWARD* implementation.**
 - A dedicated *FORWARD* Facilitator will ensure the successful education and implementation of the *FORWARD* initiative across the region and among stakeholders. This will be a new FGNW position related specifically to Northwest Florida *FORWARD*'s successful implementation.

Diving Deeper: Job Description

Job Title: ***FORWARD* Facilitator**

Position Summary:

The *FORWARD* Facilitator is a critical, newly created position responsible for driving the successful education, adoption, and sustained implementation of the *FORWARD* initiative across Northwest Florida. This role will serve as the primary facilitator, educator, and project manager, ensuring seamless integration of Northwest Florida *FORWARD* – The Next Generation, including the communication of the plan within the region and among diverse stakeholders. The ideal candidate will possess a strong understanding of change management, project leadership, and community engagement, coupled with exceptional communication and facilitation skills. This position will be instrumental in maximizing the impact and achieving the strategic goals of the Northwest Florida *FORWARD* initiative.



Key Responsibilities:

- Strategic Implementation & Project Management:
 - In coordination with the FGNW President & CEO, guide the creation and execution of The Next Generation strategic action plan across Northwest Florida, establishing clear milestones, timelines, and performance metrics.
 - Lead and manage all aspects of the implementation process, ensuring adherence to project scope, budget, and quality standards.
 - Proactively identify and mitigate potential risks and challenges that may impede successful implementation.
 - Monitor and evaluate the effectiveness of implementation strategies, providing regular progress reports and recommendations for improvement.
- Education & Facilitation:
 - Deliver engaging education programs, workshops, and presentations to educate stakeholders on the *FORWARD* initiative's principles, objectives, and benefits.
 - Facilitate collaborative meetings and workshops with diverse stakeholder groups, fostering open communication and consensus-building.
 - Coordinate and maintain comprehensive educational materials, including presentations, guides, and the NorthwestFloridaForward.com.
 - Serve as the subject matter expert on all aspects of the *FORWARD* initiative.
- Stakeholder Engagement & Collaboration:
 - Build and maintain strong relationships with key stakeholders, including community leaders, government agencies, non-profit organizations, and private sector partners.
 - Serve as a liaison between stakeholders, Florida's Great Northwest, and the *FORWARD* initiative's leadership team, ensuring effective communication and alignment.
 - Identify and cultivate strategic partnerships to support the *FORWARD* initiative's goals.

Qualifications:

- Bachelor's degree in a relevant field (e.g., public administration, business administration, community development, education).
- Minimum of 10 years of experience in project management, implementation, or related field.
- Proven track record of successfully leading and managing complex projects.
- Exceptional communication, presentation, and facilitation skills.
- Ability to build and maintain strong relationships with diverse stakeholders.
- Excellent analytical and problem-solving skills.
- Strong organizational and time management skills.
- Knowledge of Northwest Florida communities and leadership is a plus.
- Proficiency in Microsoft Office Suite.



Part 2: FGNW's Market Activation Plan for Northwest Florida

Building off the success of smaller-scale marketing and promotional plans, FGNW is poised to elevate its efforts to full-scale "Market Activation." This signifies a shift towards translating data-driven insights from Northwest Florida *FORWARD* – The Next Generation into tangible, real-world activities that drive significant engagement and measurable results. Key aspects of this activation include:

- **Execution:** Implementing research-informed, targeted marketing tactics and campaigns.
- **Engagement:** Fostering meaningful interactions and connections with target audiences through strategic high-impact outreach.
- **Driving Action:** Generating quantifiable outcomes, such as lead generation and enhanced brand awareness.

This dynamic and proactive approach represents the most comprehensive and robust market activation strategy dedicated to economic development in Northwest Florida's history. Ultimately, greater brand awareness will generate business leads and opportunities, allowing Northwest Florida to compete for additional job creation projects. Many times, Northwest Florida is not considered in these site selection searches due to assumptions made on old data, perceived barriers to entry, or the memory of the area as only a tourist destination. This plan will be game-changing for Northwest Florida's business brand.

To implement Part 2 of the grant, FGNW will utilize Triumph Gulf Coast funds to:

Drive prospect leads and target audience engagement by expanding successful marketing initiatives, creating new promotional programs, and developing and implementing a new comprehensive marketing strategy that integrates paid, owned, earned, and converged methods to highlight Northwest Florida's strategic business advantages, amplified by the Triumph Gulf Coast Fund. This approach ensures a cohesive and impactful campaign that maximizes reach and effectiveness across all channels.

Key components include:

- **Elevate Northwest Florida's national and international profile:** Building on the award-winning "Go Beyond Our Beaches" marketing plan, FGNW will continue targeted promotion, refreshing messaging, and media outreach to maximize impact.
- **Boost brand awareness and engagement with target audiences:** Partnering with a strategic public relations and marketing agency, FGNW will implement a comprehensive strategy utilizing paid, owned, earned, and converged media to enhance brand visibility and resonance.
- **Drive engagement and lead generation:** FGNW will expand engagement with key audiences (site selectors, C-suite executives, and industry influencers) through strategic participation and sponsorships at industry events and trade shows.
- **Strengthen marketing execution:** A new Marketing Coordinator will ensure the seamless implementation of FGNW's marketing, public relations, and promotional campaigns.



Diving Deeper: Job Description

Job Title: Marketing Coordinator

Position Summary:

The Marketing Coordinator will play a vital role in executing and supporting the marketing, public relations, and promotional initiatives for Florida's Great Northwest and, specifically, the Market Activation Plan under this grant. This individual will be responsible for ensuring the seamless implementation of marketing campaigns, coordinating promotional activities, and assisting in the development of engaging content. The ideal candidate will be a highly organized, detail-oriented, and creative individual with a passion for marketing and a strong understanding of various communication channels.

Key Responsibilities:

- **Campaign Implementation:**
 - Assist in the development and execution of marketing, public relations, and promotional campaigns across various platforms (digital, print, events, etc.).
 - Coordinate and manage campaign timelines, budgets, and deliverables.
 - Work with appropriate partners to track and analyze campaign performance, providing regular reports and recommendations for optimization.
- **Content Creation & Management:**
 - Assist in the creation of engaging and relevant content for various marketing channels, including social media, website, email, and print materials.
 - Maintain and update website content, ensuring accuracy and consistency.
 - Manage social media accounts, creating and scheduling posts, and engaging with followers.
- **Public Relations Support:**
 - Assist in the development and distribution of press releases and media kits.
 - Coordinate media inquiries and track media coverage.
 - Support the organization's public relations efforts and maintain positive relationships with media outlets.
- **Marketing Administration:**
 - Maintain marketing databases and records.
 - Assist in the preparation of marketing reports and presentations.
 - Coordinate the procurement of marketing materials and supplies.
 - Assist in market research.
- **Brand Stewardship:**
 - Ensure all marketing materials adhere to brand guidelines.
 - Maintain a consistent brand voice across all platforms.

Qualifications:

- Bachelor's degree in marketing, communications, or a related field.
- One to three years of experience in a marketing or related role.
- Strong understanding of marketing principles and practices.
- Proficiency in social media management and content creation.
- Excellent written and verbal communication skills.
- Strong organizational and time management skills.



- Ability to work independently and as part of a team.
- Proficiency in Microsoft Office Suite.

Diving Deeper: Target Audiences

Economic development business attraction marketing strategies are more complex and resource-intensive compared to consumer-focused campaigns. FGNW's two main target audiences include:

- **Site Selection Professionals**
 - Primary focus on members of the Site Selectors Guild, the Consultant Connect network, and geographic focus on markets with a high concentration of site selection firms:
 - Atlanta, GA
 - Chicago, IL
 - Dallas, TX
 - Greenville, SC
 - Los Angeles, CA
 - New York City / New Jersey
 - Secondary focus on real estate professionals and location advisors
- **C-Suite Executives & Industry Influencers**
 - A confirmation of the region's target industry sectors will be provided in the *FORWARD* plan. FGNW's current targets, also in alignment with the State of Florida's target sectors, include:
 - Aerospace and Defense
 - Cybersecurity & IT
 - Distribution & Logistics
 - Energy
 - Financial/Shared Services
 - Manufacturing
 - Heavy Industry
 - Transportation Manufacturing
 - In addition to target industries, a more specific strategy is to target companies located in high-cost and/or high-regulation markets seeking business-friendly environments and international companies exploring U.S. operations.

Diving Deeper: Research and Plan Development

Building on the award-winning "Go Beyond Our Beaches" marketing plan, FGNW will craft a dynamic, full-scale Market Activation Plan. Partnering with a strategic public relations and marketing agency, FGNW will implement a comprehensive strategy utilizing paid, owned, earned, and converged methods to enhance brand visibility and resonance. To ensure the maximum effectiveness of the marketing investment, the program will begin with comprehensive research to inform targeting, messaging, and channel strategy:



- **Qualitative Research**
 - In-depth interviews with site selectors and location advisors regarding their knowledge of Northwest Florida's business climate
 - Discussions with companies that have recently expanded in Northwest Florida
 - Interviews with regional economic development partners and other stakeholders
- **Quantitative Research**
 - Survey of site selection professionals regarding their knowledge of Northwest Florida's business climate and expansion opportunities
 - Motivation and barrier analysis of target audiences
 - Media consumption patterns of target audiences
 - Competitive analysis of peer regions' marketing efforts
 - ROI analysis of previous marketing initiatives
- **Third-Party Research Review**
 - Site selection industry studies
 - Corporate real estate trend analysis
 - Industry vertical market research
 - Media consumption and behavior research

This research will:

- Gauge brand awareness about Northwest Florida's business climate
- Clarify key barriers and motivators in the site selection process and Northwest Florida's competitive advantages and disadvantages
- Determine optimal media mix and channel strategy
- Guide message development and creative approach
- Establish baseline metrics for program measurement

Diving Deeper: The Development of a Comprehensive Market Activation Plan

- **Goals and Objectives**
 - Establish specific, measurable, attainable, relevant, and time-bound (SMART) goals
 - Set benchmarks based on research findings
 - Align metrics with economic development outcomes
 - Create a reporting framework to track progress
- **Strategic Framework**
 - Target audience personas and journey mapping
 - Key messages and proof points by industry
 - Channel strategy and media mix modeling
 - Campaign architecture and creative platform
 - Success metrics and measurement approach
- **Annual Planning**
 - 12-month tactical calendar
 - Budget allocation by channel and tactic
 - Timeline of activities and milestones
 - Resource requirements and roles
 - Vendor selection criteria



- **Implementation Guidelines**

- Brand and messaging standards
- Content development process
- Approval workflows and timelines
- Reporting cadence and templates
- Performance optimization protocols

The plan will be reviewed and updated annually based on performance data and market conditions, ensuring our approach remains agile and effective throughout the five-year program.

Diving Deeper: Campaign Development

Based on the research of the behaviors of site selectors, c-suite executives, and industry influencers, a comprehensive creative platform and supporting assets will be developed. This plan will reflect the sophistication of our target audiences and the complexity of the site selection decision-making process. A sampling of the approach to the platform and asset development includes:

- **Strategic Creative Platform**

- Development of overarching campaign brand and messaging architecture
- Enhancement of distinct value propositions for each target industry
- Design of visual identity system and brand guidelines
- Adaptation of creative approach across all channels and touchpoints

- **Core Asset Development**

- Industry-specific pitch presentations and sales materials
- Data visualization templates and economic impact tools
- Video and photography library showcasing regional assets
- Interactive maps and site selection tools
- Digital marketing templates and frameworks
- Event and trade show display materials
- Media kit and press materials

- **Audience-Specific Content**

- Site selector technical briefs and data packages
- C-suite executive and industry influencer thought leadership content
- Industry vertical case studies and white papers
- Regional success stories and testimonials
- Workforce analytics and talent pipeline reports

- **Supporting Elements**

- Campaign microsite and digital platform
- Marketing automation workflows
- Social media content library
- Email marketing templates



Diving Deeper: Strategic Channels, Strategies & Tactics

A sophisticated, multi-channel marketing strategy is required to reach and engage the target audiences identified above effectively. This research-informed approach will leverage four key methods in a coordinated effort that reflects how the target audiences consume information and evaluate locations throughout their journey:

- **Paid:** Direct purchased advertising and promotional channels
- **Owned:** Content and platforms we control and manage
- **Earned:** Third-party coverage and external validation
- **Converged:** Integrated activations that blend multiple channels

This integrated strategy ensures consistent messaging and maximum impact across all touchpoints while building the credibility and awareness necessary to compete with larger markets. The following outlines initial strategies and tactics that will be further validated through the research phase. While not exhaustive, these examples demonstrate the comprehensive nature of the proposed market activation strategy supported by a comprehensive marketing and communications plan.

- **Paid**
 - Direct advertising in site selection publications such as *Site Selection Magazine* and *Area Development* and trade publications in industry verticals such as manufacturing, aviation/aerospace, cybersecurity, logistics
 - Digital advertising campaigns in key markets targeting specific audiences
 - LinkedIn sponsored content and targeted advertising
 - Retargeting campaigns to nurture prospect engagement
 - Paid search targeting key influencers researching expansion or relocation opportunities
- **Owned**
 - Ongoing website development that emphasizes resources for site selection and value propositions tailored to specific industries
 - Enhancement of regular content marketing to include:
 - Industry-specific marketing collateral based on success factors
 - Northwest Florida case studies and success stories
 - Market research and data visualization
 - Workforce analytics and talent pipeline data
 - Email nurture campaigns for prospect database: Automated, personalized communication sequences that deliver relevant content based on a prospect's industry, role, and stage in the site selection process
 - Social media content strategy across relevant platforms
 - Video content showcasing regional assets and success stories
- **Earned**
 - Proactive media relations targeting:
 - Site selection trade publications
 - Industry vertical publications
 - National business media
 - Target market business publications
 - Thought leadership program positioning regional executives and subject matter experts



- Speaking opportunities at industry conferences and site selector events
- Success story placement in target markets
- Strategic participation in industry trade shows and conferences
- **Converged Activation**
 - Strategic participation at site selector conferences, industry events, and trade shows
 - Event sponsorship, conference registration, and event-related travel
 - Site selector familiarization tours and events
 - Business lead generation services
 - Industry-specific networking events in target markets
 - Digital ambassador program engaging regional business leaders
 - Co-marketing opportunities with regional partners

Diving Deeper: Key Performance Indicators

The success of the Market Activation Plan will be measured similarly to how FGNW tracks organizational progress related to marketing and promotional activities. Measurable outcomes of the plan include:

- Lead Generation in Target Industry Sectors
 - 30 or more qualified prospect leads will be generated annually (defined as hot or warm leads where companies actively interact with FGNW and demonstrate genuine interest)
- Facilitated Interactions with Target Audiences
 - 150 or more scheduled meetings or relationship engagements with business prospects, site selectors, and other key influencers such as FloridaCommerce and SelectFlorida annually
- Enhanced Brand Awareness and Digital Engagement
 - 20% or more increase in website visits, social media followers, newsletter readers, and digital content impressions annually

Ultimately, greater brand awareness and leads generated will allow Northwest Florida to compete for additional job creation projects. Many times, Northwest Florida is not considered in these site selection searches due to assumptions made on old data, perceived barriers to entry, or the memory of the area as only a tourist destination. This plan will be game-changing for Northwest Florida's business brand.

Grant Administration and Compliance

Grant administration and compliance are crucial in ensuring this major grant is managed effectively and adheres to all applicable regulations. To fully support the administration of this grant, dollars are also being requested to support FGNW in two ways. The first way is to support through additional accounting services that will be required to support the grant. Accounting Services will be at the rate set by the current FGNW accountant, not to exceed \$750 per month in years 1-2 and \$1,000 per month in years 3-5.

The second way is to allow FGNW to add a Grant Administration & Compliance Coordinator. This will be a part-time employee who is not eligible for benefits. The rate will be \$30 per hour, not to exceed \$750 per month in years 1-2 and \$1,000 per month in years 3-5.



Diving Deeper: Job Description

Job Title: Grant Administration & Compliance Coordinator

Position Summary:

The Grant Administration & Compliance Coordinator is responsible for overseeing the administrative and compliance aspects of grant-funded programs. This role involves managing grant documentation, monitoring expenditures, ensuring compliance with federal, state, and local regulations, and providing support to program staff.

Key Responsibilities:

- Maintain accurate and organized grant records.
- Track grant deadlines and reporting requirements.
- Assist with grant application processes.
- Monitor grant budgets and expenditures.
- Ensure compliance with all applicable grant regulations and guidelines.
- Prepare and submit required grant reports.
- Provide administrative support to grant-funded programs.

Qualifications:

- Strong organizational and time-management skills.
- Excellent attention to detail.
- Knowledge of grant regulations and compliance requirements.
- Proficiency in financial management and budgeting.
- Strong communication and interpersonal skills.



Priorities

Many of the Triumph Gulf Coast priorities closely align with FGNW's core focus of driving long-term economic growth and prosperity in Northwest Florida. **FGNW: United FORWARD** will directly address the core mission of enhancing economic prosperity in the targeted counties by:

- **Maximizing Economic Impact through a Research-Validated Plan:**
 - FGNW will build upon the original 2017 Northwest Florida *FORWARD* regional strategy for economic transformation to create Northwest Florida *FORWARD* – The Next Generation. This will serve as a strategic action plan focused on attracting, expanding, and retaining target industries to promote the creation of high-quality jobs and investment.
 - Executing an updated regional strategy was an official request from the Triumph Gulf Coast Board of Directors in 2024, which received unanimous approval for Triumph staff to collaborate with FGNW on this effort.
- **Elevating Household Income:**
 - Focusing on diversifying the region's economy and creating jobs in our target industry sectors naturally drives household income in the disproportionately affected counties above the national average, given the average annual wages of these jobs. This directly improves the quality of life for residents.
- **Strategic Partnerships and Leveraging Regional Assets:**
 - FGNW will leverage key regional assets, including educational institutions, research facilities, and military bases, through strategic partnerships by crafting a compelling regional story. Increased awareness of Northwest Florida's strategic assets will drive needed investment, fostering a more substantial and more diversified regional economy.
 - Continued capital investments from companies and other sources will strengthen the local tax base for infrastructure and services and offer decades of sustained economic impact through operational spending in local communities.
 - FGNW will partner with convention and visitor bureaus, tourist development councils, or chambers of commerce when appropriate to strive for maximum collaboration and exposure.
- **Investing in Education and Workforce Development:**
 - FGNW will partner with K-20 educational institutions and school districts to strengthen career pathways for all parts of the talent pipeline.

Does the potential award supplement but not supplant existing funding sources? If yes, describe how the potential award supplements existing funding sources.

As described throughout these supporting application materials, FGNW's purpose is to promote Northwest Florida for economic growth and diversification and collaborate to improve regional competitiveness. The organization has been in existence for 25 years. It receives investor contributions annually from various sources, including the private sector, local economic development organizations, educational institutions, workforce development organizations, and community partners. The investors of FGNW hold the professional staff accountable to specific metrics and actively participate in driving



regional transformation. The industry expertise of the organization's leadership enables the team to leverage both financial and intellectual capital effectively while working with one unified voice for economic development in Northwest Florida.

Building on FGNW's successful track record, this grant will amplify FGNW's works using a comprehensive two-pronged approach to accelerate Northwest Florida's economic transformation.

This strategic investment will launch the most extensive, strategically focused marketing campaign in Northwest Florida's history, driving diversification and unprecedented economic growth across the region!

Funding and Budget

Budget Considerations

The proposed investment, specifically in the Market Activation Plan, reflects the complex and resource-intensive nature of business attraction marketing compared to consumer-focused campaigns.

Key factors driving this investment level include:

- **Customer Journey Complexity**
 - Business location decisions typically span 18-24 months
 - Multiple decision makers and influencers must be reached repeatedly over time
 - Complex due diligence requires deeper, more sophisticated content and engagement
 - Need to maintain a consistent presence across numerous touchpoints throughout a lengthy decision-making process
- **Premium Audience Considerations**
 - C-suite executives, industry influencers, and site selectors are among the most expensive audiences to reach
 - Professional publication advertising rates are 10-15x higher than consumer media
 - Highly targeted digital campaigns to decision-makers carry premium costs
 - Specialized event participation and presence require significant investment to stand out among competitors
- **Competitive Landscape**
 - Major competitive markets in business-friendly states like Alabama, Tennessee, Texas, Ohio, and others outspend regions like Northwest Florida significantly
 - International competition for reshoring opportunities requires sophisticated marketing
 - Need to overcome lack of awareness/misconceptions about Northwest Florida
- **Content Requirements**
 - Technical and data-driven content requires specialized expertise to produce
 - Industry-specific marketing materials needed for each target sector
 - Regular updates required to maintain current data and market intelligence



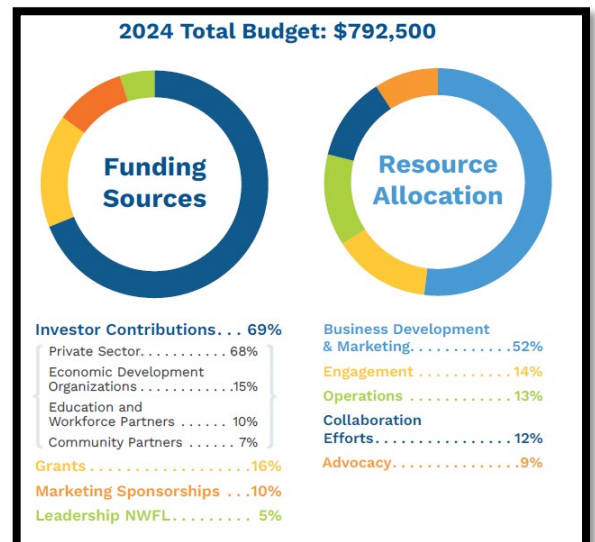
Budget Summary

This budget reflects our strategic approach to maximizing impact while maintaining flexibility. The Market Activation Plan will be continuously monitored for campaign performance, making data-driven optimizations daily. To ensure the most substantial return on investment, dollars may be reallocated in real-time within multi-media channels to support the highest-performing tactics. This agile approach allows FGNW to capitalize on opportunities, refine targeting, and enhance engagement throughout the campaign.

Timeline & Budget Categories

United FORWARD	Budget Category	2025 Jul-Dec	2026	2027	2028	2029	2030	Total	Individual Percentages	Grouped Percentages
Economic Development Strategy	Technical Report	\$ 35,000	-	-	\$ 40,000	-	-	\$ 75,000	1%	3%
Economic Development Strategy	FORWARD Dashboard	-	\$ 30,000	\$ 5,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 53,000	1%	
Economic Development Strategy	Strategic Action Plan	-	\$ 150,000	-	-	\$ 75,000	-	\$ 225,000	2%	
Activation Plan	Target Audience Research and Market Activation Plan Development	\$ 300,000	-	-	\$ 50,000		\$ 50,000	\$ 400,000	4%	87%
Activation Plan	Creative & Content Development	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000	6%	
Activation Plan	Multi-Channel Marketing Strategy Implementation	\$ 400,000	\$ 1,560,000	\$ 1,560,000	\$ 1,560,000	\$ 1,560,000	\$ 1,560,000	\$ 8,200,000	78%	
Both	Personnel	\$ 75,000	\$ 150,000	\$ 155,000	\$ 160,000	\$ 160,000	\$ 165,000	\$ 865,000	8%	9%
Both	Software & Supplies	\$ 1,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 11,000	0.10%	
Both	Grant Administration & Compliance	\$ 9,000	\$ 18,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 123,000	1%	
GRAND TOTAL		\$920,000	\$2,010,000	\$1,846,000	\$1,942,000	\$1,927,000	\$1,907,000	\$10,552,000	100%	100%

The primary focus of FGNW is the promotion of Northwest Florida as a business destination. Therefore, most of our work focuses on this core area of business development and marketing. The graph to the right represents FGNW's 2024 operating budget, funding sources, and resource allocation. Over 50% of FGNW's annual operating budget is allocated towards business development and marketing of the economic development assets across Northwest Florida. Other indirect supports of FGNW's marketing efforts include engagement, collaboration, and advocacy, representing 35% of FGNW's 2024 budget.





Included at the end of this application packet is FGNW's 2024 Annual Report for full understanding of the organization's impact.

For this grant application, FGNW is committed to providing at least 23% of matching support in the areas of business development and marketing efforts. From July 2025 to December 2030, this will represent \$2,426,960.

TOTAL GRANT REQUEST

FGNW: United FORWARD – Economic Development Strategy, Market Activation

Triumph Funding Request: \$10,552,000

Matching Fund Sources: \$2,426,960

Total Investment: \$12,978,960



Addendum for Advertising/Promotion

Does the proposed award promote workforce and infrastructure on behalf of the disproportionately affected counties? If yes, describe how workforce and infrastructure is promoted on behalf of the disproportionately affected counties.

As indicated throughout the supporting application materials, this grant would craft research-validated messages and marketing content to promote the region's workforce and infrastructure assets, both vital to successful economic development efforts.

This grant will also provide FGNW, local EDOs, and community stakeholders with the data, knowledge, and messages to enhance regional collaboration, drive targeted attraction and expansion efforts, and establish clear metrics for tracking progress and demonstrating the effectiveness of regional economic development efforts.

Provide a detailed explanation of how the proposed award will connect to a broader economic recovery, diversification, enhancement of the disproportionately affected counties and/or enhancement of a targeted industry.

Regional Economic Impact

FGNW's new proposed grant, **United FORWARD – Economic Development Strategy, Market Activation**, aims to catalyze a more robust and diversified economy across Triumph Gulf Coast's eight disproportionately affected counties: Escambia, Santa Rosa, Okaloosa, Walton, Bay, Gulf, Franklin, and Wakulla. The investment will drive:

- Hundreds of high-wage jobs created in the region in diversified industry sectors that raise household incomes above the current average
- Millions in capital investment strengthening the local tax base for infrastructure and services
- Decades of sustained economic impact through operational spending in local communities
- Catalytic growth through supply chain expansion benefiting rural and coastal areas
- Workforce development opportunities that create career pathways for residents

This grant will also provide FGNW, local EDOs, and community stakeholders with the data, knowledge, and messages to enhance regional collaboration, drive targeted attraction and expansion efforts, and establish clear metrics for tracking progress and demonstrating the effectiveness of regional economic development efforts. **This grant represents a strategic investment designed to catalyze a sustainable economic transformation in Northwest Florida. Awarding this grant will launch the most extensive, strategically focused marketing campaign in Northwest Florida's history, driving diversification and unprecedented economic growth across the region.**



2024 / Annual Report




Florida's Great Northwest

A unified voice for Northwest Florida.

Florida’s Great Northwest is the regional economic development organization for the 13-county region of Northwest Florida. Through promotion, advocacy, and collaboration, FGNW is the unified voice for Northwest Florida’s economic growth and diversification. We are a private sector-funded 501(c)(6) organization led by professional staff and visionary leaders who focus on enhancing the region’s economy.





2024 Goal

Enhance Northwest Florida’s competitive position through industry diversification and quality job growth.

Our Purpose



Promote

Promote Northwest Florida for economic growth and diversification



Advocate

Advocate for economic development issues that affect the region



Collaborate

Collaborate to improve regional competitiveness

Our Vision

To be the most highly effective regional economic development organization in the country with a reputation for stellar quality of service and well-designed, and well-implemented programs and strategies.



Pictured from left to right: Suzanne Kennon, Accounting; Reagan Hall, FSU Marketing Intern; Jennifer Conoley, President & CEO; Shane Chadwick, Director of Business Intelligence; Kasey Killebrew, Strategic Projects & Operations Manager

Financial Sustainability

FGNW receives funding from various sources, including the private sector, local economic development organizations, educational institutions, workforce development organizations, and community partners. The investors of FGNW hold the professional staff accountable to specific metrics and actively participate in driving regional transformation. Their industry expertise enables the team to leverage both financial and intellectual capital effectively while working with one unified voice for economic development in Northwest Florida.

More than \$100K in new investor contributions was secured in 2024!

2024 Total Budget: \$792,500



Investor Contributions . . . 69%	
Private Sector	68%
Economic Development Organizations	15%
Education and Workforce Partners	10%
Community Partners	7%
Grants	16%
Marketing Sponsorships . . .	10%
Leadership NWFL	5%

Business Development & Marketing		52%
Engagement	14%	
Operations	13%	
Collaboration Efforts	12%	
Advocacy	9%	

Our Efforts = Return on Your Investment

Congratulations to our partners on these job creation announcements!

American Magic secured a lease agreement with the City of Pensacola to establish a high-performance sailing center at the Port of Pensacola. This cutting-edge 63,000 sq. ft. facility will be its headquarters for designing, building, hosting regattas, and developing the current and next generation of America’s Cup, Olympic, and international sailors.

■ Jobs: 170 | Capital Investment: \$15 million

Cheney Brothers, Inc., a Florida-based food manufacturing and distribution company, will expand its operations in the new Milton Interchange Park in Santa Rosa County, including construction of a 350,000-square-foot manufacturing/distribution center.

■ Jobs: 400 | Capital Investment: \$75 million

IAG Aero Group will build a maintenance, repair, and overhaul (MRO) facility and an engine test cell facility in Panama City at Northwest Florida Beaches International Airport (ECP). The company has purchased an existing 140,000-square-foot parts distribution facility in the City of Lynn Haven.

■ Jobs: 500 | Capital Investment: \$107 million

LIFT, a Michigan-based advanced materials manufacturing innovation institute, will establish its latest technology accelerator and talent development showcase facility at Pensacola State College. This first-of-its-kind project in Florida is focused on bridging the gap between academic manufacturing research and product commercialization.

■ Jobs: 36 | Capital Investment: \$21 million

Paradigm Parachute & Defense, a disabled-veteran-owned business, manufactures military-style parachute systems and associated defense products for global customers. The company started with eight employees in a small facility and has expanded into a 70,000-square-foot climate-controlled manufacturing facility to accommodate their growth.

■ Jobs: 150

Precision Measurement Inc. (PMI) is a Fort Walton Beach-based Service-Disabled Veteran Owned Small Business that supports local and global industry partners with accredited calibrations and testing services. PMI’s tremendous growth rate positioned it to announce a five-year growth strategy to expand its services and create new jobs in Okaloosa County.

■ Jobs: 4 | Capital Investment: \$509,000


**Awareness of the
Region as a Competitive
Business Location**


**More Business for
Your Business**


**High-Skill, High-
Wage Job Growth**


**Additional Tax
Revenue**

**Promotion and Protection
for Triumph Gulf Coast**


**Creation of Regional
Champions**


**More Government
Services and
Infrastructure**


**Enhanced Quality of
Life for Us All**



Promote

Promote Northwest Florida for economic growth and diversification

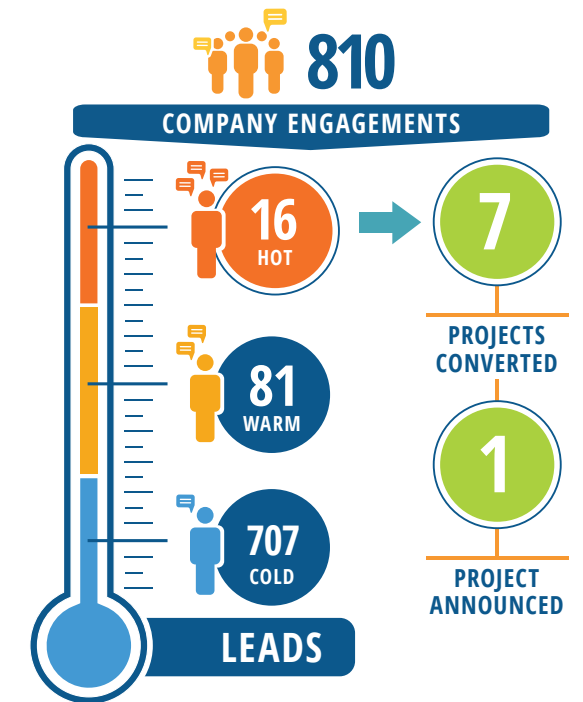
Broadcasting Northwest Florida

Our strategy to build awareness about the region through relationships with company decision makers, site selectors and other influencers is the primary focus under promotion. This ongoing strategy has two main components:

1 Lead Generation for Job Creation

FGNW uses a proprietary proactive lead generation method to accelerate our targeted outreach efforts. This process, fueled by artificial intelligence, creates a pipeline of leads filtered out to our county partners.

COLD LEADS are companies that FGNW has contacted because they have shown signs of potential expansion or relocation opportunities. **WARM LEADS** are those in which the company interacts with FGNW and shows signs of interest. The intention is to build trust with the company and convert it to a **HOT LEAD** where there is more interaction. Once FGNW receives specific details about the company’s growth needs, it converts to an **ACTIVE PROJECT**.




PROSPECTUS


51
COMPANIES TARGETED


102
ENGAGEMENTS

2 Digital Marketing

Our digital platforms allow us to engage with site selectors, company decision makers, and our fellow Northwest Floridians. FGNW’s social media content is carefully crafted to deliver timely, industry-focused, and relevant posts that keep users engaged and not overwhelmed.


5,762
NEWSLETTER
READERS
Annual Increase
of 2,040 Readers


960
NEW FOLLOWERS
Growth Across
All Platforms


174,277
IMPRESSIONS
From Social
Media Content


20,900
WEBSITE VISITORS

Top Countries
Visited:
US
Poland
China
Germany
India
Canada
United Kingdom

2024 Highlights

FGNW + Airbus: Growing the Gulf Coast Aerospace Corridor

Northwest Florida's deep military aviation roots and strategic location have long positioned it as an aerospace hub. When Airbus selected to establish its first United States final assembly line in Mobile, next door to Northwest Florida, it further strengthened the region's role within the emerging Gulf Coast.

Airbus Growth Fuels Regional Opportunity

- Airbus began producing A320 family aircraft in Mobile in 2015.
- In 2017, Airbus announced it would begin producing A220 aircraft at the same site and delivered its first aircraft in 2020.
- In 2022, Airbus announced plans for a third assembly line to build the A320 Family aircraft and hire 1,000 new employees.

For years, FGNW has championed Northwest Florida as the ideal Southeast location for aerospace suppliers within the Original Equipment Manufacturers (OEM) supply chain. Through established relationships with Airbus leadership and other aerospace executives worldwide, FGNW is now leveraging these connections to attract suppliers to Northwest Florida.

2024 Aerospace Supplier Attraction Strategies

- A dedicated website (floridasgreatnorthwest.com/airbus) showcasing workforce demographics, financial incentives, and industrial sites for the aerospace industry.
- Continued relationship development and engagement with Airbus and other key aerospace executives at the Farnborough International Air Show, MRO Americas, and Aerospace Alliance events.
- Hosted Airbus executives in Northwest Florida for meetings with community leaders and presentations to FGNW investors.
- Targeted outreach to Airbus's approved suppliers and other strategic partners.
- Developed the award-winning marketing campaign "Throttle Up: Accelerate Your Growth in Northwest Florida."



The "Throttle Up" aerospace suppliers marketing campaign won the Innovation in Marketing Award at the 2024 Florida Economic Development Council's Annual Conference.



Shane Chadwick earned the designation of Certified Economic Developer (CEcD) by the International Economic Development Council (IEDC). This designation is awarded to professionals who demonstrate mastery in the field of economic development.

Beyond Our Beaches Site Selectors Mission Hosted in Pensacola Beach

Creating awareness for Northwest Florida includes identifying influential people to help our region grow and diversify. One of those groups is site selection professionals, who work directly with companies seeking a new location for their business operations.

Four industry-leading site selectors spent two days in Northwest Florida learning more about each area throughout the region, connecting directly with our local and regional economic development partners. Networking opportunities were offered to investors and other partners as well. These types of relationship-building activities allow us to create meaningful awareness about the boundless opportunities in every part of our region.

"Thank you for the opportunity to represent Goldstone Consulting Group and learn more about the many opportunities in Northwest Florida. I truly appreciated hearing the unique stories and strengths of the different communities in the region that aren't always reflected in the data. You, Kasey, and Shane make an exceptional and hospitable team, and you did a wonderful job coordinating the event to showcase the region. I hope we have the chance to work together in the near future."

– Joe Gaines, Goldstone Consulting Group



Jennifer Conoley was recognized for a second consecutive year by *Florida Trend* as one of Florida's most influential business leaders.

Representing Northwest Florida

Site Selectors: 50+ Interactions



Beyond Our Beaches Inbound Mission

Trade Shows: 47 Scheduled Meetings



Farnborough International Airshow



MRO Americas



SelectUSA Investment Summit

2024 Endeavors

Highlights from FGNW's Legislative Priorities

Budget Priority: Support and protect funding for the Job Growth Grant Fund to support local infrastructure and workforce training projects to create jobs.

- FGNW supports the Governor's proposed \$100,000,000 for Job Growth Grant Fund to support workforce and local infrastructure projects across the state.
 - ▶ FINAL AGREEMENT: \$75,000,000 Non-Recurring Funding.
 - ▶ BUDGET SIGNED INTO LAW BY GOVERNOR ON JUNE 12, 2024.
- FGNW supports workforce education programs to ensure Florida students are prepared to fill high-demand, high-wage jobs, and help Florida meet its goal of becoming first in the nation for workforce education by 2030.
 - ▶ FINAL AGREEMENT: \$100,000,000 Non-Recurring Funding.
 - ▶ BUDGET SIGNED INTO LAW BY GOVERNOR ON JUNE 12, 2024.



Supporting our Military

It's essential for our team to understand the valuable assets in our region, particularly our military installations. In 2024, President Conoley had the distinct honor of participating in two Honorary Commander programs at Hurlburt Field and Tyndall Air Force Base.

Policy Priority: Support any legislation that would protect rural development in Florida, especially in Northwest Florida.

- House Bill 141 (Abbott / Simon) – Regional Rural Development Grants Program
 - ▶ FINAL OUTCOME: Passed the Full Legislature.
 - ▶ APPROVED BY THE GOVERNOR ON MAY 28, 2024.

Policy Priority: Support any legislation protecting extensive military assets and infrastructure, especially in Northwest Florida.

- Senate Bill 1420 (Burgess) / (Tuck) – Department of Commerce
 - ▶ FINAL OUTCOME: Passed the Full Legislature.
 - ▶ APPROVED BY THE GOVERNOR ON JUNE 13, 2024.



Championing the Issues in Tallahassee

FGNW continued to lead the effort in bringing together our region's leaders in Tallahassee for two events, collectively known as Northwest Florida Days. At these events, which included a networking reception and a legislative appreciation breakfast, over 100 economic development and business leaders came together to celebrate the strong leadership of our 10 legislators representing Northwest Florida in the State Capitol. By crossing county lines and collaborating as one region, we amplify our voice and make a greater impact on decision-makers throughout Florida.



Unity Among Counties

Florida Commerce Familiarization Tour

FGNW hosted a familiarization tour for Florida Commerce Secretary Alex Kelly and his leadership team. The tour was designed to highlight the region's economic progress, celebrate recent project successes, and showcase its readiness for further industrial expansion and economic prosperity. The tour spanned seven counties and covered over 200 miles in two days.

"I am grateful for the great opportunity to get to go and see first-hand several investments in aerospace, aviation, high-tech military and defense, and research and development led by our Governor," said Florida Secretary of Commerce J. Alex Kelly. "It's clear that Northwest Florida is not just primed for growth but has their foot on the gas working to attract substantial investments that are creating high-skill, high-wage jobs for job seekers and their families."



Tour of Leonardo's new facility at Whiting Aviation Park



Leadership Northwest Florida

A program of Florida's Great Northwest Foundation

Leadership Northwest Florida is an educational program offered for professionals in all industry sectors desiring to grow their knowledgebase, network, and skillset in the 13-county region of Florida's Great Northwest footprint.

"For Northwest Florida to continue to compete, diversify, and thrive, it will take informed, dedicated leaders who understand the complex and competitive environment of economic transformation," said Rhea Goff, Chair of the FGNW Foundation.

The program focuses on regional collaboration through community, content, and connection. It informs participants on a holistic view of the conditions, challenges, and opportunities that are shared throughout Northwest Florida, focusing on the areas of Business Vitality, Entrepreneurship and Innovation, Infrastructure, Talent, and Quality of Life, which are the five pillars of Northwest Florida Forward, the regional strategy for economic transformation.



Class II Graduates!



Class III is Now in Session...



IAG Aero Group Brings 500 New Aviation Jobs,
 \$107 Million Capital Investment to Northwest Florida

In December 2024, Northwest Florida Beaches International Airport (ECP), Bay Economic Development Alliance (Bay EDA) and FGNW announced a major new economic development project is on the way to Bay County. Formerly known as “Project Spinner,” IAG Aero Group revealed its plans to invest \$107 million in Bay County, marking a significant milestone in the continued growth of the region’s rapidly expanding aerospace industry.

A global leader in the commercial aerospace industry, IAG Aero Group is a fast-growing company specializing in maintenance, repair, and overhaul (MRO), engine field services, material repair, and the sales and trading of aircraft and engine parts.



“As a global company, we are proud to establish robust aviation facilities in Bay County, where the aviation sector is experiencing remarkable growth,” said Mauricio Luna, CEO of IAG Aero Group. “The proximity to ECP’s 10,000-foot runway was particularly attractive to our organization, providing a strategic advantage for our operations and enhancing our ability to better serve our clients.”

FGNW utilized its established connections in the aviation industry and regional expertise to develop a relationship with the company, leading to the project opportunity. The ECP and Bay EDA leaders, recognizing the significance of the project, were fully committed to bringing it to fruition.

“We are excited to witness the culmination of years of effort turning into high-impact job creation for projects in our Region,” said Jennifer Conoley, President & CEO of FGNW. “IAG’s investment reinforces Northwest Florida’s position as a major



player within the Gulf Coast Aerospace Corridor.” With \$25 million in funding awarded by Triumph Gulf Coast, IAG Aero Group plans to establish three key facilities in Bay County. The first facility is a 120,000-square-foot aircraft engine MRO facility dedicated to commercial aircraft engines for wide and narrow-body aircraft. This facility will perform engine maintenance for airlines and aircraft owners around the world, bringing further attention to Northwest Florida from a worldwide aviation community. IAG Aero Group has customers in 50 countries around the world.

“The proximity to ECP’s 10,000-foot
 runway was particularly attractive to our
 organization, providing a strategic advantage
 for our operations...”

–Mauricio Luna,
 CEO of IAG Aero Group

The Company also plans to build a 40,000-square-foot engine test cell at ECP which will be one of the few in the Southeast. This facility represents a substantial investment and further signals just how important the region is in the aerospace industry sector.

Third, the Company has purchased an existing 140,000-square-foot facility situated on 36 acres in the City of Lynn Haven. This center will serve as the hub for the company’s warehouse and parts distribution operations.



Nicole Gislason
 FGNW Chair



Rhea Goff
 Foundation Chair



Jennifer Conoley
 CEO

2024 FGNW Executive Committee

Chair

Nicole Gislason
 University of West Florida
 Haas Center

Immediate Past Chair

Verdell Hawkins
 Florida Power & Light

Vice Chair

Chris Hart
 Central Moloney, Inc.

Secretary

Marc Hoenstine
 Duke Energy

Treasurer

Kevin Bowyer
 Warren Averett

Economic Development Representative

Ben Moorman
 Bay County Economic
 Development Alliance

Higher Education Representative

Dr. Sarah Clemmons
 Chipola College

Workforce Board Representative

Michele Burns
 CareerSource Okaloosa Walton

Sustaining Members

David Bear
 The Lewis Bear Company

Gordon King
 Okaloosa Gas District

Scarlett Phaneuf
 PowerSouth Energy Cooperative

General Members

Jason Crowe
 Community Bank

David Gaines
 Goldring Gulf Distributing

Chad Pippin
 White Construction

2024 FGNW Foundation Board of Directors

Chair

Rhea Goff
 St. Joe Company

Immediate Past Chair

Jennifer Grove
 Baptist Health Care

Vice Chair

Scott Shamburger
 The Highland Group

Secretary

Eddie Thompson
 AT&T

Treasurer

Kevin Bowyer
 Warren Averett

Director

John Sumrall
 Trustmark

Director

David Harless
 Regions

Florida's Great Northwest **REGIONAL LEADERS**

Sustaining Investors



Cornerstone & Champion Investors



Advocate & Ally Investors

Accounting

- Carr, Riggs & Ingram – Niceville Office
- Warren Averett

Banking & Finance

- Centennial Bank
- Community Bank *Advocate Investor*
- Farm Credit of Northwest Florida *Advocate Investor*
- Innovations Financial Credit Union
- Navy Federal Credit Union
- Pen Air Credit Union
- Regions
- Synovus
- Trustmark

Cities in Northwest Florida

- City of Lynn Haven
- City of Panama City

Construction & Engineering

- ARCO Design/Build
- Baskerville-Donovan, Inc.
- BRPH
- Culpepper Construction
- NOVA Engineering & Environmental
- The Highland Group
- White Construction *Advocate Investor*

Healthcare

- Baptist Health Care *Advocate Investor*
- HCA Florida West Hospital
- Pancare of Florida

Infrastructure

- AT&T
- Charter Communications
- Cox
- Northwest Florida Beaches International Airport
- Pensacola International Airport
- Panama City Port Authority
- Port of Pensacola
- West Florida Electric Cooperative

Law

- Beggs & Lane
- Clark Partington
- Hand Arendall Harrison Sale

Professional Services

- Appleyard Duncan McCall
- CBRE
- Liberty Partners of Tallahassee
- Performance Personnel Services
- The Moore Agency *Advocate Investor*

Remaining Sectors

- Buffalo Rock
- Cat Country 98.7 / News Radio 1620
- Fort Walton Machining
- Opportunity Florida

Economic Development Partners

- Bay EDA
- FloridaWest EDA
- Franklin County
- Gulf County EDC
- Holmes County Development Commission
- Jackson County EDC
- One Okaloosa EDC
- Santa Rosa County Economic Development Office
- Wakulla County EDC
- Walton County EDC
- Washington County EDC

Workforce Development Investors

- CareerSource Chipola
- CareerSource Escarosa
- CareerSource Gulf Coast
- CareerSource Okaloosa Walton

Higher Education Investors

- Chipola College
- Florida State University
- Florida State University Panama City
- Gulf Coast State College
- Northwest Florida State College
- Pensacola State College
- University of West Florida's Haas Center

Management Report

Florida's Great Northwest, Inc.

For the period ended January 31, 2025



FLORIDA'S
Great Northwest

Prepared on

February 14, 2025

Balance Sheet

As of January 31, 2025

	As of Jan 31, 2025	As of Jan 31, 2024 (PY)	Change	Total % Change
ASSETS				
Current Assets				
Bank Accounts				
Bank of America MMA	0.00	50,930.57	-50,930.57	-100.00 %
Hancock Whitney Advocacy 2021	1,015.08	1,015.08	0.00	0.00 %
Hancock Whitney Checking 2021	141,268.63	63,263.48	78,005.15	123.30 %
Hancock Whitney MMA 2021	32,643.25	32,626.93	16.32	0.05 %
Pen Air MMA	58,549.18	57,967.59	581.59	1.00 %
Pen Air Savings	25.41	25.37	0.04	0.16 %
Truist CD	154,006.12	100,327.00	53,679.12	53.50 %
Total Bank Accounts	387,507.67	306,156.02	81,351.65	26.57 %
Accounts Receivable				
Accounts Receivable	229,625.00	178,125.00	51,500.00	28.91 %
Total Accounts Receivable	229,625.00	178,125.00	51,500.00	28.91 %
Other Current Assets				
Prepaid Expenses	26,095.92	33,051.40	-6,955.48	-21.04 %
Prepaid Insurance	1,841.91	2,648.64	-806.73	-30.46 %
Undeposited Funds	68,750.00	0.00	68,750.00	
Total Other Current Assets	96,687.83	35,700.04	60,987.79	170.83 %
Total Current Assets	713,820.50	519,981.06	193,839.44	37.28 %
Fixed Assets				
Accumulated Amortization	-20,775.00	-20,389.00	-386.00	-1.89 %
Software	11,400.00	11,400.00	0.00	0.00 %
Website	9,375.00	9,375.00	0.00	0.00 %
Total Fixed Assets	0.00	386.00	-386.00	-100.00 %
TOTAL ASSETS	\$713,820.50	\$520,367.06	\$193,453.44	37.18 %

LIABILITIES AND EQUITY

Liabilities

Current Liabilities

Accounts Payable

Accounts Payable	7,418.49	20,550.48	-13,131.99	-63.90 %
Total Accounts Payable	7,418.49	20,550.48	-13,131.99	-63.90 %

Credit Cards

Credit Card Payable - 1599	872.69	1,177.28	-304.59	-25.87 %
Credit Card Payable - 8441	971.40	1,999.00	-1,027.60	-51.41 %
Credit Card Payable - 9723	6,698.36	7,185.48	-487.12	-6.78 %
Total Credit Cards	8,542.45	10,361.76	-1,819.31	-17.56 %

Other Current Liabilities

				Total
	As of Jan 31, 2025	As of Jan 31, 2024 (PY)	Change	% Change
Accrued Liabilities	0.00	0.00	0.00	
Accrued Paid Time Off	10,299.00	10,862.00	-563.00	-5.18 %
Total Accrued Liabilities	10,299.00	10,862.00	-563.00	-5.18 %
Total Other Current Liabilities	10,299.00	10,862.00	-563.00	-5.18 %
Total Current Liabilities	26,259.94	41,774.24	-15,514.30	-37.14 %
Total Liabilities	26,259.94	41,774.24	-15,514.30	-37.14 %
Equity				
Without Donor Restrictions	478,462.92	298,157.47	180,305.45	60.47 %
Net Income	209,097.64	180,435.35	28,662.29	15.89 %
Total Equity	687,560.56	478,592.82	208,967.74	43.66 %
TOTAL LIABILITIES AND EQUITY	\$713,820.50	\$520,367.06	\$193,453.44	37.18 %

Profit & Loss

January 2025

	Total	
	Jan 2025	Jan 2025 (YTD)
INCOME		
Contributions- In-Kind	2,083.25	2,083.25
Interest Income	50.88	50.88
Investor Contributions	260,875.00	260,875.00
Total Income	263,009.13	263,009.13
GROSS PROFIT	263,009.13	263,009.13
EXPENSES		
Accounting	1,050.00	1,050.00
Contribution to FGNW Foundation	78.75	78.75
Dues	385.00	385.00
Insurance	263.13	263.13
Investor & Staff Meetings	218.76	218.76
IT & Website	164.80	164.80
Leadership Program	201.83	201.83
Lobbying Activities	4,000.00	4,000.00
Phones	258.79	258.79
Program	0.00	0.00
Events & Conferences	5,000.00	5,000.00
Marketing Outreach	414.45	414.45
Marketing Research	4,920.85	4,920.85
Meals & Entertainment	583.81	583.81
Travel Expenses	3,313.83	3,313.83
Triumph Marketing	10,963.00	10,963.00
Total Program	25,195.94	25,195.94
Regional Travel	335.30	335.30
Rent Expense	1,666.58	1,666.58
Salaries & Benefits	19,043.96	19,043.96
Software Subscriptions	247.96	247.96
Supplies	396.94	396.94
Taxes and fees	403.75	403.75
Total Expenses	53,911.49	53,911.49
NET OPERATING INCOME	209,097.64	209,097.64
NET INCOME	\$209,097.64	\$209,097.64

Profit and Loss with Prior Year Comparison

January 2025

	Jan 2025	Jan 2024 (PY)	Change	Total % Change
INCOME				
Advocacy Contributions		2,500.00	-2,500.00	-100.00 %
Contributions- In-Kind	2,083.25	2,083.25	0.00	0.00 %
Interest Income	50.88	50.80	0.08	0.16 %
Investor Contributions	260,875.00	217,125.00	43,750.00	20.15 %
Marketing Sponsorships		1,550.00	-1,550.00	-100.00 %
Triumph GC Marketing Grant		-0.32	0.32	100.00 %
Total Income	263,009.13	223,308.73	39,700.40	17.78 %
GROSS PROFIT	263,009.13	223,308.73	39,700.40	17.78 %
EXPENSES				
Accounting	1,050.00		1,050.00	
Amortization Expense		190.00	-190.00	-100.00 %
Contribution to FGNW Foundation	78.75		78.75	
Dues	385.00		385.00	
Insurance	263.13	276.67	-13.54	-4.89 %
Investor & Staff Meetings	218.76	59.75	159.01	266.13 %
IT & Website	164.80	267.94	-103.14	-38.49 %
Leadership Program	201.83	932.43	-730.60	-78.35 %
Lobbying Activities	4,000.00	4,000.00	0.00	0.00 %
Phones	258.79	174.74	84.05	48.10 %
Professional Development		610.00	-610.00	-100.00 %
Program				
Events & Conferences	5,000.00	974.58	4,025.42	413.04 %
Marketing Outreach	414.45	29.87	384.58	1,287.51 %
Marketing Research	4,920.85	4,322.44	598.41	13.84 %
Meals & Entertainment	583.81	91.22	492.59	540.00 %
Travel Expenses	3,313.83	1,651.98	1,661.85	100.60 %
Triumph Marketing	10,963.00	13,500.00	-2,537.00	-18.79 %
Total Program	25,195.94	20,570.09	4,625.85	22.49 %
Regional Travel	335.30		335.30	
Rent Expense	1,666.58	1,666.58	0.00	0.00 %
Salaries & Benefits	19,043.96	13,135.92	5,908.04	44.98 %
Software Subscriptions	247.96	198.46	49.50	24.94 %
Supplies	396.94	483.30	-86.36	-17.87 %
Taxes and fees	403.75	307.50	96.25	31.30 %
Total Expenses	53,911.49	42,873.38	11,038.11	25.75 %
NET OPERATING INCOME	209,097.64	180,435.35	28,662.29	15.89 %
NET INCOME	\$209,097.64	\$180,435.35	\$28,662.29	15.89 %