

ATTACHMENT A: 2024 ARC FINAL RECOMMENDED FUNDING TIMELINE

Applicant/Project Name	Final Score	Requested Funding	FY24	FY25	FY26	FY27	FY28	ARC Recommended Funding	Project Description and Notes
City of Apopka / Northwest Rec: 2025 and Beyond	90.11	\$ 13,100,000	\$ -	\$ 4,500,000	\$ 4,300,000	\$ 4,275,000	\$ 25,000	\$ 13,100,000	Construct and improve softball fields, amphitheater, and ancillary facilities
The 4R Foundation, Inc. / 4Roots Farm Campus	85.56	\$ 12,000,000	\$ -	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 12,000,000	Construct two auditoriums
Orlando Science Center, Inc. / Orlando Science Center's Event Venue Enhancement	85.33	\$ 14,000,000	\$ -	\$ -	\$ 2,000,000	\$ 6,000,000	\$ 5,974,000	\$ 13,974,000	Construct, extend, enlarge, remodel and improve the museum
Rollins College / Rollins Museum of Art: New RMA Facility	85.00	\$ 10,000,000	\$ -	\$ -	\$ 4,000,000	\$ 4,000,000	\$ 2,000,000	\$ 10,000,000	Construct new museum
Orlando Philharmonic Plaza Foundation / The Plaza Live Expansion - Patron's Room	76.11	\$ 2,100,000	\$ -	\$ 1,500,000	\$ 600,000	\$ -	\$ -	\$ 2,100,000	Construct, extend, improve and operate auditorium
Winter Garden Art Association Inc. / Winter Garden Art Museum	75.22	\$ 4,000,000	\$ -	\$ -	\$ 1,210,000	\$ 2,790,000	\$ -	\$ 4,000,000	Construct new museum adjacent to current space
Orlando Family Stage, Inc. / Orlando Family Stage Centennial	75.22	\$ 5,825,000	\$ 776,500	\$ 2,100,000	\$ 2,948,500	\$ -	\$ -	\$ 5,825,000	Repair, remodel, improve, maintain, operate, and promote auditorium
City of Winter Park / Winter Park Playhouse Auditorium Acquisition and Expansion	73.78	\$ 8,000,000	\$ 3,875,000	\$ 2,125,000	\$ 1,000,000	\$ -	\$ 1,000,000	\$ 8,000,000	Acquire, enlarge, remodel, and improve auditorium
Friends of the Mennello Museum of American Art / Building Our Future: The Expansion of the Mennello Museum of American Art	72.89	\$ 13,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,333	\$ 2,000,333	Construct, extend, enlarge, improve, operate, and promote museum
Orlando Museum of Art / OMA Roof and HVAC project	71.89	\$ 7,236,640	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 333	\$ 2,000,333	Repair museum
P.A.S.T. / Wells' Built Museum Complex Expansion	71.78	\$ 5,000,000	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,000,333	\$ 2,000,333	Acquire property, and construct and repair museum and auditorium <i>Note:</i> Applicant has not provided a letter of intent to sell signed by the seller
Total ARC Recommended Funding			\$ 4,651,500	\$ 16,225,000	\$ 19,058,500	\$ 20,065,000	\$ 14,999,999	\$ 74,999,999	

TDI Budget Carry Forward \$ 10,348,500 \$ 9,123,500 \$ 5,065,000 \$ - \$ 1

Request \$ 10,000,000 Panelist TDT Grant ARC

Applicant Rollins Museum of Art

TDT ARC Capital evaluation matrix	Tourism Expansion (35 pts)			Project Soundness (35 pts)				Anticipated Return on Investment (30 pts)	
	Multiplier x 3	Multiplier x 3	Multiplier x 1	Multiplier x 1	Multiplier x 2	Multiplier x 2	Multiplier x 2	Multiplier x 3	Multiplier x 3
	Tourist Attraction	Advertising Reach	Tourism Industry Collaboration	Quality/Longevity Maintenance, Care & Stewardship	Process/Design & Planning	Operational Readiness	Financial Readiness	Economic Benefit (jobs, wages, attracting employers and development)	Tax Revenues (TDT, Sales Tax, Property Tax)
5 Excellent	Host exceptional traveling visitor counts, need times, multi-hotel guaranteed room blocks, lengthy stays, high F&B	Generating extended periods of international coverage with high positive impact	Significant local room booking and advertising partnerships with tourism partners	Long-term facility, will avoid obsolescence, excellent history and plan for care & maintenance	Shovel ready project with great design/build team, permits, plans and approvals	Extremely strong experienced board or leadership, logistics confirmed, project implementation guaranteed	Extremely strong project financial plan and budget, good financial experience, strong financial partnerships and good cashflow	Notable large scale project preferred by high wage job employers, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts many extended stay visitors (TDT driver), drives sales tax growth by high visitor spending, promotes new development
4 Above Average	Host sizable traveling visitors, good timing, multi hotel room blocks, lengthy stays, some F&B	Generating some extended national coverage with high positive impact	Some local room booking and advertising partnerships with tourism partners	Long-term facility, above average usability, good plan for care & maintenance	Shovel ready project with design/build team, with some permits, plans and approvals	Strong experienced board or leadership, logistics mostly confirmed, project implementation very likely	Strong project financial plan and budget, good experience, some financial partnerships and good cashflow	Important project, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts some extended stay visitors (TDT driver), drives sales tax growth by some visitor spending, promotes new development
3 Average	Host traveling visitors, hotel room block(s), couple day stay	Media coverage with positive impact	Some local room booking with little advertising partnerships with tourism partners	Mid-term or transitional facility, average usability, good untested care & maintenance plan	Almost ready project with design/build team, needing permits, plans and approvals	Suitable board or leadership, logistics mostly confirmed, some past operational experience	Reasonable project financial plan and budget, some financial partnerships and some cashflow	Medium project, support for existing surrounding development, some construction and operating jobs	Hosts some overnight stay visitors (TDT), some sales tax growth by some visitor spending
2 Below Average	Host equal traveling visitors and locals, single day stays, no room blocks, poor timing	Random outcomes covered and periodic reviews	No local booking partnership and advertising already taken	Longevity concerns, care & maintenance plan concerns	Proposed project with some team, having some permits, plans and approvals delays	Inexperienced board or leadership. Some logistics undeveloped. Some past experience.	Tight project financial plan and budget, inexperienced, less financial partnerships and weak cashflow	Smaller project, little support for existing surrounding development, few construction and operating jobs	Hosts fewer overnight stay visitors (TDT), some sales tax growth by some visitor spending and locals spending may just displace other local spending
1 Poor	Host primarily locals, low stays, poor timing	Little impactful media coverage	Sponsored by competing destination, no local booking or advertising partnership	Longevity concerns, competing facilities, historic care & maintenance problems	Proposed project with team concerns, and permitting and approval concerns	Questionable ability to develop and operate the project effectively.	Gaps in project financial plan and budget, inexperienced, all TDT no financial partnerships and weak cashflow	Small project, weak support for existing surrounding development, few construction and operating jobs	Hosts few overnight stay visitors (low TDT), little sales tax growth by limited visitor spending and locals spending may just displace other local spending
0 Deficient	Travel unknown, lacking data, poor timing	No media plan or data, possible negative coverage	No plans or data	No usable response, maintenance nightmare	Speculative project - concerns with ownership and permitting	No data or past failures.	No data or math errors.	Weak project data, clashes with existing surrounding development, local opposition	No data, some tax exemption

INSTRUCTIONS: 1) Rank each request on its score sheet with 1 (lowest) to 5 (highest) in each section, using above Evaluation Matrix.

A multiplier will be applied that will calculate your score in each section. Max section score 5; max total score 100*.

Scoring goal of 60%

Panelists are encouraged to rank all sections.

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Score
Scores 1-5	3.7778	4.1111	4.3333	4.8889	4.3333	4.8889	4.3333	4.5556	3.7778	
Section points	28.00			32.00			25.00			85.00
Section %	80%			91%			83%			84.9%

2) Comments:

Enter any prompts for your panel meeting discussion; take note of highlights, or possible problems; need clarification from applicant? Or just want to commend them for something especially helpful in the grant; give a suggestion that might help the project, etc.

Request \$ 8,000,000 Panelist TDT Grant ARC

Applicant Winter Park Playhouse

TDT ARC Capital evaluation matrix	Tourism Expansion (35 pts)			Project Soundness (35 pts)				Anticipated Return on Investment (30 pts)	
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A multiplier will be applied that will calculate your score in each section. Max section score 5; max total score 100*.

Scoring goal of 60%

Panelists are encouraged to rank all sections.

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Score
Scores 1-5 →	3.2222	3.4444	3.8889	4.2222	4.1111	4.3333	3.5556	3.6667	3.5556	
Section points	23.89			28.22			21.67			73.78
Section %	68%			81%			72%			73.7%

2) Comments:

Enter any prompts for your panel meeting discussion; take note of highlights, or possible problems; need clarification from applicant? Or just want to commend them for something especially helpful in the grant; give a suggestion that might help the project, etc.

Request \$ 7,236,640 Panelist TDT Grant ARC

Applicant Orlando Museum of Art

TDT ARC Capital evaluation matrix	Tourism Expansion (35 pts)			Project Soundness (35 pts)				Anticipated Return on Investment (30 pts)	
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Scoring goal of 60%

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	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Score
Scores 1-5	3.7778	3.5556	3.8889	3.3333	4.1111	3.5556	2.6667	3.6667	3.6667	
Section points	25.89			24.00			22.00			71.89
Section %	74%			69%			73%			72.0%

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Request \$ 5,825,000 Panelist TDT Grant ARC

Applicant Orlando Family Stage

TDT ARC Capital evaluation matrix	Tourism Expansion (35 pts)			Project Soundness (35 pts)				Anticipated Return on Investment (30 pts)	
	Multiplier x 3	Multiplier x 3	Multiplier x 1	Multiplier x 1	Multiplier x 2	Multiplier x 2	Multiplier x 2	Multiplier x 3	Multiplier x 3
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Scoring goal of 60%

Panelists are encouraged to rank all sections.

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Score
Scores 1-5 →	3.3333	3.7778	4.4444	4.0000	4.2222	4.5556	3.7778	3.5556	3.2222	
Section points	25.78			29.11			20.33			75.22
Section %	74%			83%			68%			74.9%

2) Comments:

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Request \$ 13,100,000 Panelist TDT Grant ARC

Applicant City of Apopka

TDT ARC Capital evaluation matrix	Tourism Expansion (35 pts)			Project Soundness (35 pts)				Anticipated Return on Investment (30 pts)	
	Multiplier x 3	Multiplier x 3	Multiplier x 1	Multiplier x 1	Multiplier x 2	Multiplier x 2	Multiplier x 2	Multiplier x 3	Multiplier x 3
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Scores 1-5	4.7778	4.0000	4.4444	4.4444	4.6667	4.6667	4.4444	4.2222	4.8889	
Section points	30.78			32.00			27.33			90.11
Section %	88%			91%			91%			90.2%

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Request \$ 2,100,000 Panelist TDT Grant ARC

Applicant **Orlando Philharmonic Plaza Foundation**

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2 Below Average	Host equal traveling visitors and locals, single day stays, no room blocks, poor timing	Random outcomes covered and periodic reviews	No local booking partnership and advertising already taken	Longevity concerns, care & maintenance plan concerns	Proposed project with some team, having some permits, plans and approvals delays	Inexperienced board or leadership. Some logistics undeveloped. Some past experience.	Tight project financial plan and budget, inexperienced, less financial partnerships and weak cashflow	Smaller project, little support for existing surrounding development, few construction and operating jobs	Hosts fewer overnight stay visitors (TDT), some sales tax growth by some visitor spending and locals spending may just displace other local spending
1 Poor	Host primarily locals, low stays, poor timing	Little impactful media coverage	Sponsored by competing destination, no local booking or advertising partnership	Longevity concerns, competing facilities, historic care & maintenance problems	Proposed project with team concerns, and permitting and approval concerns	Questionable ability to develop and operate the project effectively.	Gaps in project financial plan and budget, inexperienced, all TDT no financial partnerships and weak cashflow	Small project, weak support for existing surrounding development, few construction and operating jobs	Hosts few overnight stay visitors (low TDT), little sales tax growth by limited visitor spending and locals spending may just displace other local spending
0 Deficient	Travel unknown, lacking data, poor timing	No media plan or data, possible negative coverage	No plans or data	No usable response, maintenance nightmare	Speculative project - concerns with ownership and permitting	No data or past failures.	No data or math errors.	Weak project data, clashes with existing surrounding development, local opposition	No data, some tax exemption

INSTRUCTIONS: 1) Rank each request on its score sheet with 1 (lowest) to 5 (highest) in each section, using above Evaluation Matrix.

A multiplier will be applied that will calculate your score in each section. Max section score 5; max total score 100*.

Scoring goal of 60%

Panelists are encouraged to rank all sections.

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Score
Scores 1-5	3.1111	3.5556	3.7778	4.4444	4.2222	4.1111	4.1111	3.8889	3.7778	
Section points	23.78			29.33			23.00			76.11
Section %	68%			84%			77%			76.1%

2) Comments:

Enter any prompts for your panel meeting discussion; take note of highlights, or possible problems; need clarification from applicant? Or just want to commend them for something especially helpful in the grant; give a suggestion that might help the project, etc.

Request \$ 12,000,000 Panelist TDT Grant ARC

Applicant The 4R Foundation

TDT ARC Capital evaluation matrix	Tourism Expansion (35 pts)			Project Soundness (35 pts)				Anticipated Return on Investment (30 pts)	
	Multiplier x 3	Multiplier x 3	Multiplier x 1	Multiplier x 1	Multiplier x 2	Multiplier x 2	Multiplier x 2	Multiplier x 3	Multiplier x 3
	Tourist Attraction	Advertising Reach	Tourism Industry Collaboration	Quality/Longevity Maintenance, Care & Stewardship	Process/Design & Planning	Operational Readiness	Financial Readiness	Economic Benefit (Jobs, wages, attracting employers and development)	Tax Revenues (TDT, Sales Tax, Property Tax)
5 Excellent	Host exceptional traveling visitor counts, need times, multi-hotel guaranteed room blocks, lengthy stays, high F&B	Generating extended periods of international coverage with high positive impact	Significant local room booking and advertising partnerships with tourism partners	Long-term facility, will avoid obsolescence, excellent history and plan for care & maintenance	Shovel ready project with great design/build team, permits, plans and approvals	Extremely strong experienced board or leadership, logistics confirmed, project implementation guaranteed	Extremely strong project financial plan and budget, good financial experience, strong financial partnerships and good cashflow	Notable large scale project preferred by high wage job employers, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts many extended stay visitors (TDT driver), drives sales tax growth by high visitor spending, promotes new development
4 Above Average	Host sizable traveling visitors, good timing, multi hotel room blocks, lengthy stays, some F&B	Generating some extended national coverage with high positive impact	Some local room booking and advertising partnerships with tourism partners	Long-term facility, above average usability, good plan for care & maintenance	Shovel ready project with design/build team, with some permits, plans and approvals	Strong experienced board or leadership, logistics mostly confirmed, project implementation very likely	Strong project financial plan and budget, good experience, some financial partnerships and good cashflow	Important project, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts some extended stay visitors (TDT driver), drives sales tax growth by some visitor spending, promotes new development
3 Average	Host traveling visitors, hotel room block(s), couple day stay	Media coverage with positive impact	Some local room booking with little advertising partnerships with tourism partners	Mid-term or transitional facility, average usability, good untested care & maintenance plan	Almost ready project with design/build team, needing permits, plans and approvals	Suitable board or leadership, logistics mostly confirmed, some past operational experience	Reasonable project financial plan and budget, some financial partnerships and some cashflow	Medium project, support for existing surrounding development, some construction and operating jobs	Hosts some overnight stay visitors (TDT), some sales tax growth by some visitor spending
2 Below Average	Host equal traveling visitors and locals, single day stays, no room blocks, poor timing	Random outcomes covered and periodic reviews	No local booking partnership and advertising already taken	Longevity concerns, care & maintenance plan concerns	Proposed project with some team, having some permits, plans and approvals delays	Inexperienced board or leadership. Some logistics undeveloped. Some past experience.	Tight project financial plan and budget, inexperienced, less financial partnerships and weak cashflow	Smaller project, little support for existing surrounding development, few construction and operating jobs	Hosts fewer overnight stay visitors (TDT), some sales tax growth by some visitor spending and locals spending may just displace other local spending
1 Poor	Host primarily locals, low stays, poor timing	Little impactful media coverage	Sponsored by competing destination, no local booking or advertising partnership	Longevity concerns, competing facilities, historic care & maintenance problems	Proposed project with team concerns, and permitting and approval concerns	Questionable ability to develop and operate the project effectively.	Gaps in project financial plan and budget, inexperienced, all TDT no financial partnerships and weak cashflow	Small project, weak support for existing surrounding development, few construction and operating jobs	Hosts few overnight stay visitors (low TDT), little sales tax growth by limited visitor spending and locals spending may just displace other local spending
0 Deficient	Travel unknown, lacking data, poor timing	No media plan or data, possible negative coverage	No plans or data	No usable response, maintenance nightmare	Speculative project - concerns with ownership and permitting	No data or past failures.	No data or math errors.	Weak project data, clashes with existing surrounding development, local opposition	No data, some tax exemption

INSTRUCTIONS: 1) Rank each request on its score sheet with 1 (lowest) to 5 (highest) in each section, using above Evaluation Matrix.

A multiplier will be applied that will calculate your score in each section. Max section score 5; max total score 100*.

Scoring goal of 60%

Panelists are encouraged to rank all sections.

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Score
Scores 1-5	3.7778	4.1111	4.3333	4.6667	4.7778	4.7778	4.2222	4.3333	4.1111	
Section points	28.00			32.22			25.33			85.56
Section %	80%			92%			84%			85.5%

2) Comments:

Enter any prompts for your panel meeting discussion; take note of highlights, or possible problems; need clarification from applicant? Or just want to commend them for something especially helpful in the grant; give a suggestion that might help the project, etc.

Request \$ 13,000,000 Panelist TDT Grant ARC

Applicant **The Mennello Museum of American Art**

TDT ARC Capital evaluation matrix	Tourism Expansion (35 pts)			Project Soundness (35 pts)				Anticipated Return on Investment (30 pts)	
	Multiplier x 3	Multiplier x 3	Multiplier x 1	Multiplier x 1	Multiplier x 2	Multiplier x 2	Multiplier x 2	Multiplier x 3	Multiplier x 3
	Tourist Attraction	Advertising Reach	Tourism Industry Collaboration	Quality/Longevity Maintenance, Care & Stewardship	Process/Design & Planning	Operational Readiness	Financial Readiness	Economic Benefit (jobs, wages, attracting employers and development)	Tax Revenues (TDT, Sales Tax, Property Tax)
5 Excellent	Host exceptional traveling visitor counts, need times, multi-hotel guaranteed room blocks, lengthy stays, high F&B	Generating extended periods of international coverage with high positive impact	Significant local room booking and advertising partnerships with tourism partners	Long-term facility, will avoid obsolescence, excellent history and plan for care & maintenance	Shovel ready project with great design/build team, permits, plans and approvals	Extremely strong experienced board or leadership, logistics confirmed, project implementation guaranteed	Extremely strong project financial plan and budget, good financial experience, strong financial partnerships and good cashflow	Notable large scale project preferred by high wage job employers, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts many extended stay visitors (TDT driver), drives sales tax growth by high visitor spending, promotes new development
4 Above Average	Host sizable traveling visitors, good timing, multi hotel room blocks, lengthy stays, some F&B	Generating some extended national coverage with high positive impact	Some local room booking and advertising partnerships with tourism partners	Long-term facility, above average usability, good plan for care & maintenance	Shovel ready project with design/build team, with some permits, plans and approvals	Strong experienced board or leadership, logistics mostly confirmed, project implementation very likely	Strong project financial plan and budget, good experience, some financial partnerships and good cashflow	Important project, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts some extended stay visitors (TDT driver), drives sales tax growth by some visitor spending, promotes new development
3 Average	Host traveling visitors, hotel room block(s), couple day stay	Media coverage with positive impact	Some local room booking with little advertising partnerships with tourism partners	Mid-term or transitional facility, average usability, good untested care & maintenance plan	Almost ready project with design/build team, needing permits, plans and approvals	Suitable board or leadership, logistics mostly confirmed, some past operational experience	Reasonable project financial plan and budget, some financial partnerships and some cashflow	Medium project, support for existing surrounding development, some construction and operating jobs	Hosts some overnight stay visitors (TDT), some sales tax growth by some visitor spending
2 Below Average	Host equal traveling visitors and locals, single day stays, no room blocks, poor timing	Random outcomes covered and periodic reviews	No local booking partnership and advertising already taken	Longevity concerns, care & maintenance plan concerns	Proposed project with some team, having some permits, plans and approvals delays	Inexperienced board or leadership. Some logistics undeveloped. Some past experience.	Tight project financial plan and budget, inexperienced, less financial partnerships and weak cashflow	Smaller project, little support for existing surrounding development, few construction and operating jobs	Hosts fewer overnight stay visitors (TDT), some sales tax growth by some visitor spending and locals spending may just displace other local spending
1 Poor	Host primarily locals, low stays, poor timing	Little impactful media coverage	Sponsored by competing destination, no local booking or advertising partnership	Longevity concerns, competing facilities, historic care & maintenance problems	Proposed project with team concerns, and permitting and approval concerns	Questionable ability to develop and operate the project effectively.	Gaps in project financial plan and budget, inexperienced, all TDT no financial partnerships and weak cashflow	Small project, weak support for existing surrounding development, few construction and operating jobs	Hosts few overnight stay visitors (low TDT), little sales tax growth by limited visitor spending and locals spending may just displace other local spending
0 Deficient	Travel unknown, lacking data, poor timing	No media plan or data, possible negative coverage	No plans or data	No usable response, maintenance nightmare	Speculative project - concerns with ownership and permitting	No data or past failures.	No data or math errors.	Weak project data, clashes with existing surrounding development, local opposition	No data, some tax exemption

INSTRUCTIONS: 1) Rank each request on its score sheet with 1 (lowest) to 5 (highest) in each section, using above Evaluation Matrix.

A multiplier will be applied that will calculate your score in each section. Max section score 5; max total score 100*.

Scoring goal of 60%

Panelists are encouraged to rank all sections.

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Score
Scores 1-5	3.5556	3.6667	3.3333	4.4444	4.3333	3.8889	3.0000	3.4444	3.5556	
Section points	25.00			26.89			21.00			72.89
Section %	71%			77%			70%			72.8%

2) Comments: Enter any prompts for your panel meeting discussion; take note of highlights, or possible problems; need clarification from applicant? Or just want to commend them for something especially helpful in the grant; give a suggestion that might help the project, etc.

Request \$ 4,000,000 Panelist TDT Grant ARC

Applicant Winter Garden Art Association

TDT ARC Capital evaluation matrix	Tourism Expansion (35 pts)			Project Soundness (35 pts)				Anticipated Return on Investment (30 pts)	
	Multiplier x 3	Multiplier x 3	Multiplier x 1	Multiplier x 1	Multiplier x 2	Multiplier x 2	Multiplier x 2	Multiplier x 3	Multiplier x 3
	Tourist Attraction	Advertising Reach	Tourism Industry Collaboration	Quality/Longevity Maintenance, Care & Stewardship	Process/Design & Planning	Operational Readiness	Financial Readiness	Economic Benefit (jobs, wages, attracting employers and development)	Tax Revenues (TDT, Sales Tax, Property Tax)
5 Excellent	Host exceptional traveling visitor counts, need times, multi-hotel guaranteed room blocks, lengthy stays, high F&B	Generating extended periods of international coverage with high positive impact	Significant local room booking and advertising partnerships with tourism partners	Long-term facility, will avoid obsolescence, excellent history and plan for care & maintenance	Shovel ready project with great design/build team, permits, plans and approvals	Extremely strong experienced board or leadership, logistics confirmed, project implementation guaranteed	Extremely strong project financial plan and budget, good financial experience, strong financial partnerships and good cashflow	Notable large scale project preferred by high wage job employers, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts many extended stay visitors (TDT driver), drives sales tax growth by high visitor spending, promotes new development
4 Above Average	Host sizable traveling visitors, good timing, multi hotel room blocks, lengthy stays, some F&B	Generating some extended national coverage with high positive impact	Some local room booking and advertising partnerships with tourism partners	Long-term facility, above average usability, good plan for care & maintenance	Shovel ready project with design/build team, with some permits, plans and approvals	Strong experienced board or leadership, logistics mostly confirmed, project implementation very likely	Strong project financial plan and budget, good experience, some financial partnerships and good cashflow	Important project, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts some extended stay visitors (TDT driver), drives sales tax growth by some visitor spending, promotes new development
3 Average	Host traveling visitors, hotel room block(s), couple day stay	Media coverage with positive impact	Some local room booking with little advertising partnerships with tourism partners	Mid-term or transitional facility, average usability, good untested care & maintenance plan	Almost ready project with design/build team, needing permits, plans and approvals	Suitable board or leadership, logistics mostly confirmed, some past operational experience	Reasonable project financial plan and budget, some financial partnerships and some cashflow	Medium project, support for existing surrounding development, some construction and operating jobs	Hosts some overnight stay visitors (TDT), some sales tax growth by some visitor spending
2 Below Average	Host equal traveling visitors and locals, single day stays, no room blocks, poor timing	Random outcomes covered and periodic reviews	No local booking partnership and advertising already taken	Longevity concerns, care & maintenance plan concerns	Proposed project with some team, having some permits, plans and approvals delays	Inexperienced board or leadership. Some logistics undeveloped. Some past experience.	Tight project financial plan and budget, inexperienced, less financial partnerships and weak cashflow	Smaller project, little support for existing surrounding development, few construction and operating jobs	Hosts fewer overnight stay visitors (TDT), some sales tax growth by some visitor spending and locals spending may just displace other local spending
1 Poor	Host primarily locals, low stays, poor timing	Little impactful media coverage	Sponsored by competing destination, no local booking or advertising partnership	Longevity concerns, competing facilities, historic care & maintenance problems	Proposed project with team concerns, and permitting and approval concerns	Questionable ability to develop and operate the project effectively.	Gaps in project financial plan and budget, inexperienced, all TDT no financial partnerships and weak cashflow	Small project, weak support for existing surrounding development, few construction and operating jobs	Hosts few overnight stay visitors (low TDT), little sales tax growth by limited visitor spending and locals spending may just displace other local spending
0 Deficient	Travel unknown, lacking data, poor timing	No media plan or data, possible negative coverage	No plans or data	No usable response, maintenance nightmare	Speculative project - concerns with ownership and permitting	No data or past failures.	No data or math errors.	Weak project data, clashes with existing surrounding development, local opposition	No data, some tax exemption

INSTRUCTIONS: 1) Rank each request on its score sheet with 1 (lowest) to 5 (highest) in each section, using above Evaluation Matrix.

A multiplier will be applied that will calculate your score in each section. Max section score 5; max total score 100*.

Scoring goal of 60%

Panelists are encouraged to rank all sections.

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Score
Scores 1-5 →	3.2222	3.3333	3.4444	4.3333	4.2222	4.2222	4.1111	3.8889	3.6667	
Section points	23.11			29.44			22.67			75.22
Section %	66%			84%			76%			75.2%

2) Comments:

Enter any prompts for your panel meeting discussion; take note of highlights, or possible problems; need clarification from applicant? Or just want to commend them for something especially helpful in the grant; give a suggestion that might help the project, etc.

Request \$ 14,000,000 Panelist TDT Grant ARC

Applicant Orlando Science Center

TDT ARC Capital evaluation matrix	Tourism Expansion (35 pts)			Project Soundness (35 pts)				Anticipated Return on Investment (30 pts)	
	Multiplier x 3	Multiplier x 3	Multiplier x 1	Multiplier x 1	Multiplier x 2	Multiplier x 2	Multiplier x 2	Multiplier x 3	Multiplier x 3
	Tourist Attraction	Advertising Reach	Tourism Industry Collaboration	Quality/Longevity Maintenance, Care & Stewardship	Process/Design & Planning	Operational Readiness	Financial Readiness	Economic Benefit (Jobs, wages, attracting employers and development)	Tax Revenues (TDT, Sales Tax, Property Tax)
5 Excellent	Host exceptional traveling visitor counts, need times, multi-hotel guaranteed room blocks, lengthy stays, high F&B	Generating extended periods of international coverage with high positive impact	Significant local room booking and advertising partnerships with tourism partners	Long-term facility, will avoid obsolescence, excellent history and plan for care & maintenance	Shovel ready project with great design/build team, permits, plans and approvals	Extremely strong experienced board or leadership, logistics confirmed, project implementation guaranteed	Extremely strong project financial plan and budget, good financial experience, strong financial partnerships and good cashflow	Notable large scale project preferred by high wage job employers, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts many extended stay visitors (TDT driver), drives sales tax growth by high visitor spending, promotes new development
4 Above Average	Host sizable traveling visitors, good timing, multi hotel room blocks, lengthy stays, some F&B	Generating some extended national coverage with high positive impact	Some local room booking and advertising partnerships with tourism partners	Long-term facility, above average usability, good plan for care & maintenance	Shovel ready project with design/build team, with some permits, plans and approvals	Strong experienced board or leadership, logistics mostly confirmed, project implementation very likely	Strong project financial plan and budget, good experience, some financial partnerships and good cashflow	Important project, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts some extended stay visitors (TDT driver), drives sales tax growth by some visitor spending, promotes new development
3 Average	Host traveling visitors, hotel room block(s), couple day stay	Media coverage with positive impact	Some local room booking with little advertising partnerships with tourism partners	Mid-term or transitional facility, average usability, good untested care & maintenance plan	Almost ready project with design/build team, needing permits, plans and approvals	Suitable board or leadership, logistics mostly confirmed, some past operational experience	Reasonable project financial plan and budget, some financial partnerships and some cashflow	Medium project, support for existing surrounding development, some construction and operating jobs	Hosts some overnight stay visitors (TDT), some sales tax growth by some visitor spending
2 Below Average	Host equal traveling visitors and locals, single day stays, no room blocks, poor timing	Random outcomes covered and periodic reviews	No local booking partnership and advertising already taken	Longevity concerns, care & maintenance plan concerns	Proposed project with some team, having some permits, plans and approvals delays	Inexperienced board or leadership. Some logistics undeveloped. Some past experience.	Tight project financial plan and budget, inexperienced, less financial partnerships and weak cashflow	Smaller project, little support for existing surrounding development, few construction and operating jobs	Hosts fewer overnight stay visitors (TDT), some sales tax growth by some visitor spending and locals spending may just displace other local spending
1 Poor	Host primarily locals, low stays, poor timing	Little impactful media coverage	Sponsored by competing destination, no local booking or advertising partnership	Longevity concerns, competing facilities, historic care & maintenance problems	Proposed project with team concerns, and permitting and approval concerns	Questionable ability to develop and operate the project effectively.	Gaps in project financial plan and budget, inexperienced, all TDT no financial partnerships and weak cashflow	Small project, weak support for existing surrounding development, few construction and operating jobs	Hosts few overnight stay visitors (low TDT), little sales tax growth by limited visitor spending and locals spending may just displace other local spending
0 Deficient	Travel unknown, lacking data, poor timing	No media plan or data, possible negative coverage	No plans or data	No usable response, maintenance nightmare	Speculative project - concerns with ownership and permitting	No data or past failures.	No data or math errors.	Weak project data, clashes with existing surrounding development, local opposition	No data, some tax exemption

INSTRUCTIONS: 1) Rank each request on its score sheet with 1 (lowest) to 5 (highest) in each section, using above Evaluation Matrix.

A multiplier will be applied that will calculate your score in each section. Max section score 5; max total score 100*.

Scoring goal of 60%

Panelists are encouraged to rank all sections.

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Score
Scores 1-5	4.1111	4.4444	4.7778	4.7778	4.2222	4.8889	4.4444	4.0000	3.6667	
Section points	30.44			31.89			23.00			85.33
Section %	87%			91%			77%			84.9%

2) Comments:

Enter any prompts for your panel meeting discussion; take note of highlights, or possible problems; need clarification from applicant? Or just want to commend them for something especially helpful in the grant; give a suggestion that might help the project, etc.

Request \$ 5,000,000 Panelist TDT Grant ARC

Applicant PAST/The Wells' Built Museum of African American History

TDT ARC Capital evaluation matrix	Tourism Expansion (35 pts)			Project Soundness (35 pts)				Anticipated Return on Investment (30 pts)	
	Multiplier x 3	Multiplier x 3	Multiplier x 1	Multiplier x 1	Multiplier x 2	Multiplier x 2	Multiplier x 2	Multiplier x 3	Multiplier x 3
	Tourist Attraction	Advertising Reach	Tourism Industry Collaboration	Quality/Longevity Maintenance, Care & Stewardship	Process/Design & Planning	Operational Readiness	Financial Readiness	Economic Benefit (jobs, wages, attracting employers and development)	Tax Revenues (TDT, Sales Tax, Property Tax)
5 Excellent	Host exceptional traveling visitor counts, need times, multi-hotel guaranteed room blocks, lengthy stays, high F&B	Generating extended periods of international coverage with high positive impact	Significant local room booking and advertising partnerships with tourism partners	Long-term facility, will avoid obsolescence, excellent history and plan for care & maintenance	Shovel ready project with great design/build team, permits, plans and approvals	Extremely strong experienced board or leadership, logistics confirmed, project implementation guaranteed	Extremely strong project financial plan and budget, good financial experience, strong financial partnerships and good cashflow	Notable large scale project preferred by high wage job employers, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts many extended stay visitors (TDT driver), drives sales tax growth by high visitor spending, promotes new development
4 Above Average	Host sizable traveling visitors, good timing, multi hotel room blocks, lengthy stays, some F&B	Generating some extended national coverage with high positive impact	Some local room booking and advertising partnerships with tourism partners	Long-term facility, above average usability, good plan for care & maintenance	Shovel ready project with design/build team, with some permits, plans and approvals	Strong experienced board or leadership, logistics mostly confirmed, project implementation very likely	Strong project financial plan and budget, good experience, some financial partnerships and good cashflow	Important project, driver of surrounding new development, construction and operating jobs, helps nearby business	Hosts some extended stay visitors (TDT driver), drives sales tax growth by some visitor spending, promotes new development
3 Average	Host traveling visitors, hotel room block(s), couple day stay	Media coverage with positive impact	Some local room booking with little advertising partnerships with tourism partners	Mid-term or transitional facility, average usability, good untested care & maintenance plan	Almost ready project with design/build team, needing permits, plans and approvals	Suitable board or leadership, logistics mostly confirmed, some past operational experience	Reasonable project financial plan and budget, some financial partnerships and some cashflow	Medium project, support for existing surrounding development, some construction and operating jobs	Hosts some overnight stay visitors (TDT), some sales tax growth by some visitor spending
2 Below Average	Host equal traveling visitors and locals, single day stays, no room blocks, poor timing	Random outcomes covered and periodic reviews	No local booking partnership and advertising already taken	Longevity concerns, care & maintenance plan concerns	Proposed project with some team, having some permits, plans and approvals delays	Inexperienced board or leadership. Some logistics undeveloped. Some past experience.	Tight project financial plan and budget, inexperienced, less financial partnerships and weak cashflow	Smaller project, little support for existing surrounding development, few construction and operating jobs	Hosts fewer overnight stay visitors (TDT), some sales tax growth by some visitor spending and locals spending may just displace other local spending
1 Poor	Host primarily locals, low stays, poor timing	Little impactful media coverage	Sponsored by competing destination, no local booking or advertising partnership	Longevity concerns, competing facilities, historic care & maintenance problems	Proposed project with team concerns, and permitting and approval concerns	Questionable ability to develop and operate the project effectively.	Gaps in project financial plan and budget, inexperienced, all TDT no financial partnerships and weak cashflow	Small project, weak support for existing surrounding development, few construction and operating jobs	Hosts few overnight stay visitors (low TDT), little sales tax growth by limited visitor spending and locals spending may just displace other local spending
0 Deficient	Travel unknown, lacking data, poor timing	No media plan or data, possible negative coverage	No plans or data	No usable response, maintenance nightmare	Speculative project - concerns with ownership and permitting	No data or past failures.	No data or math errors.	Weak project data, clashes with existing surrounding development, local opposition	No data, some tax exemption

INSTRUCTIONS: 1) Rank each request on its score sheet with 1 (lowest) to 5 (highest) in each section, using above Evaluation Matrix.

A multiplier will be applied that will calculate your score in each section. Max section score 5; max total score 100*.

Scoring goal of 60%

Panelists are encouraged to rank all sections.

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Score
Scores 1-5 →	3.8889	3.6667	3.0000	3.7778	3.4444	3.4444	2.7778	3.8889	3.7778	
Section points	25.67			23.11			23.00			71.78
Section %	73%			66%			77%			72.0%

2) Comments:

Enter any prompts for your panel meeting discussion; take note of highlights, or possible problems; need clarification from applicant? Or just want to commend them for something especially helpful in the grant; give a suggestion that might help the project, etc.

Projects/Applicants	Tourism Expansion (35 pts)			Project Soundness (35 pts)				Anticipated ROI (30 pts)		Scoring (60% min)	
	x3	x3	x1	x1	x2	x2	x2	x3	x3	Final Score	Final %
	Tourism Attraction	Advertising Reach	Tourism Industry Collaboration	Quality Longevity Maintenance Care & Stewardship	Process Design Planning	Operational Readiness	Financial Readiness	Economic Benefit	Tax Revenues		
City of Apopka	4.7778	4.0000	4.4444	4.4444	4.6667	4.6667	4.4444	4.2222	4.8889	90.11	90.2%
The 4R Foundation	3.7778	4.1111	4.3333	4.6667	4.7778	4.7778	4.2222	4.3333	4.1111	85.56	85.5%
Orlando Science Center	4.1111	4.4444	4.7778	4.7778	4.2222	4.8889	4.4444	4.0000	3.6667	85.33	84.9%
Rollins Museum of Art	3.7778	4.1111	4.3333	4.8889	4.3333	4.8889	4.3333	4.5556	3.7778	85.00	84.9%
Orlando Philharmonic Plaza Foundation	3.1111	3.5556	3.7778	4.4444	4.2222	4.1111	4.1111	3.8889	3.7778	76.11	76.1%
Orlando Family Stage	3.3333	3.7778	4.4444	4.0000	4.2222	4.5556	3.7778	3.5556	3.2222	75.22	74.9%
Winter Garden Art Association	3.2222	3.3333	3.4444	4.3333	4.2222	4.2222	4.1111	3.8889	3.6667	75.22	75.2%
The Winter Park Playhouse	3.2222	3.4444	3.8889	4.2222	4.1111	4.3333	3.5556	3.6667	3.5556	73.78	73.7%
The Mennello Museum of America Art	3.5556	3.6667	3.3333	4.4444	4.3333	3.8889	3.0000	3.4444	3.5556	72.89	72.8%
Orlando Museum of Art	3.7778	3.5556	3.8889	3.3333	4.1111	3.5556	2.6667	3.6667	3.6667	71.89	72.0%
PAST/Wells Built Museum of African American History & Culture	3.8889	3.6667	3.0000	3.7778	3.4444	3.4444	2.7778	3.8889	3.7778	71.78	72.0%