

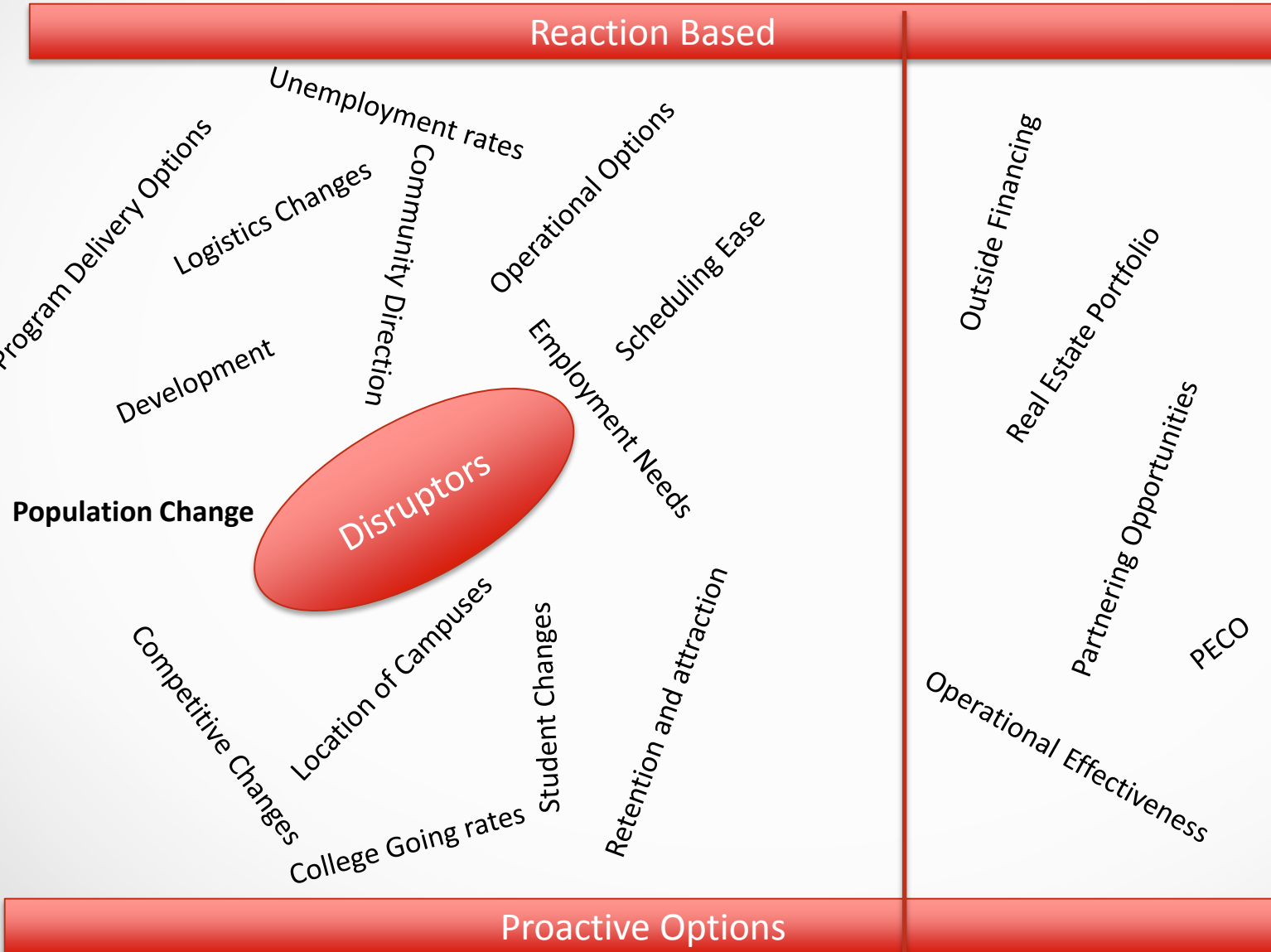
VALENCIA COLLEGE

Valencia College

Property Management Strategy

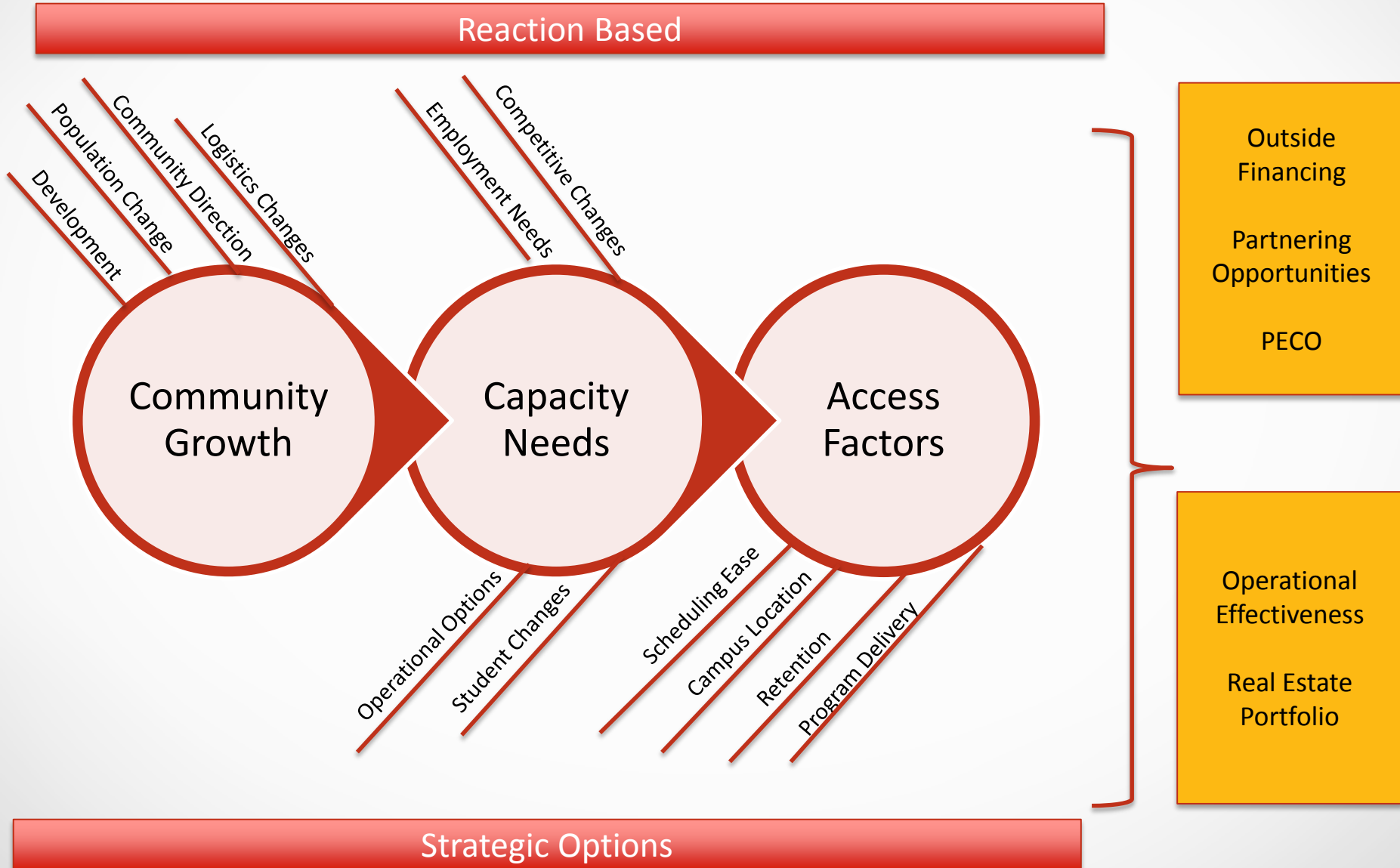
Growth, Capacity, Access and Capital Allocation Plan

Assessment Challenges

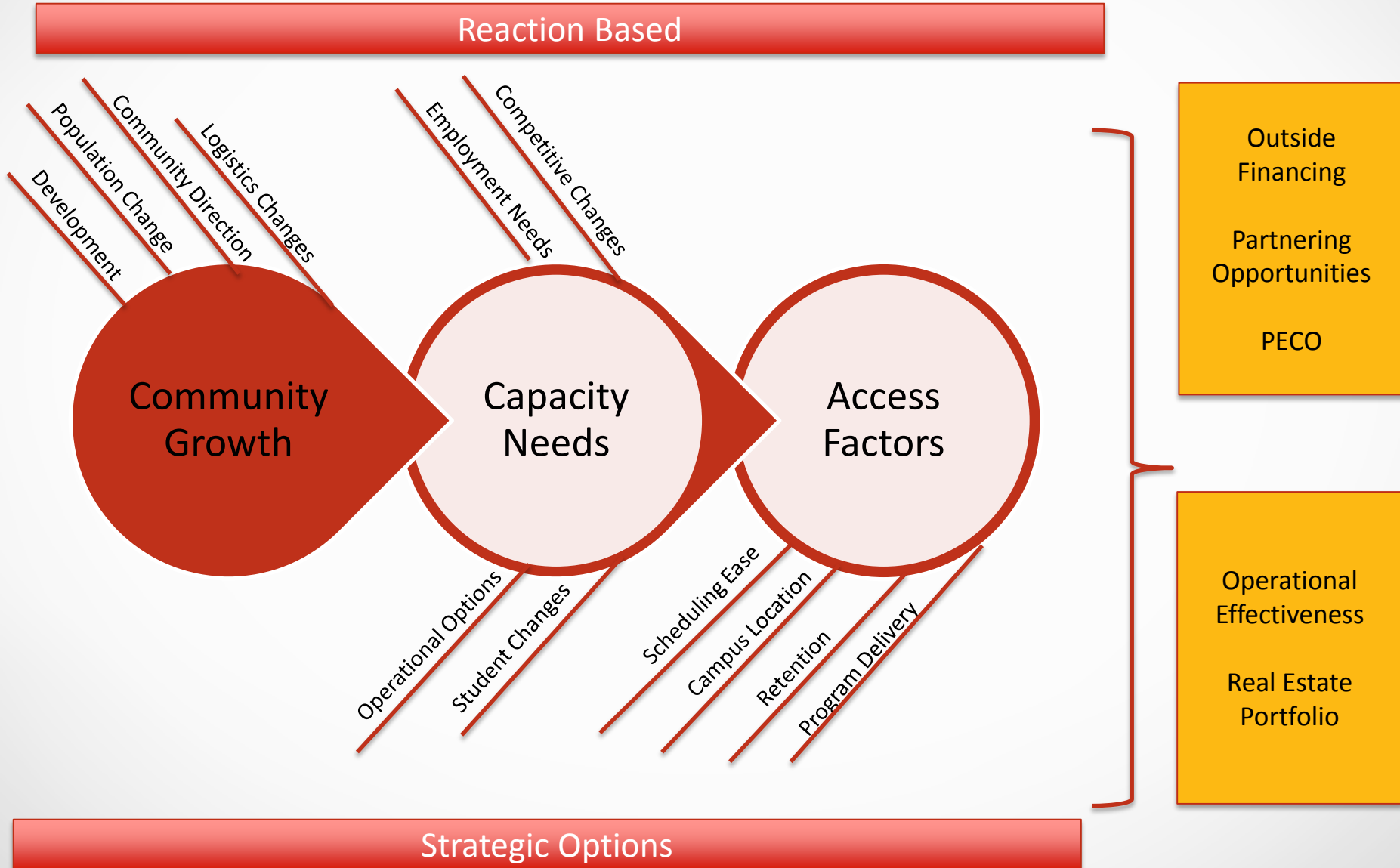


Financial Challenges

Impact Filter



Impact Filter



Community Growth - Population

Central Florida

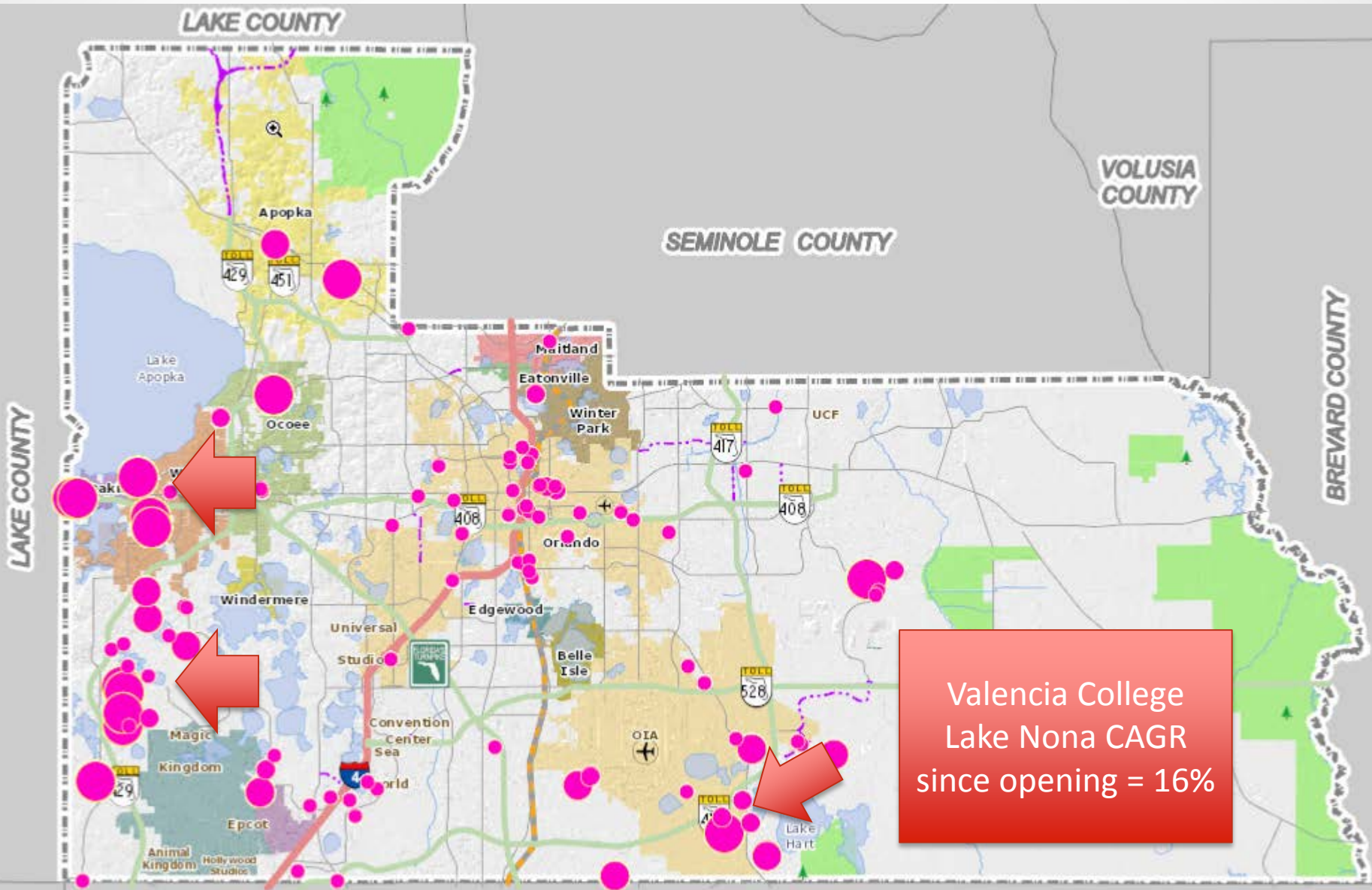
County	2010	2015	Growth	Rate
Osceola	268,685	308,327	39,642	14.8%
Orange	1,145,956	1,252,396	106,440	9.3%
Lake	297,052	316,569	19,517	6.6%
Polk	602,095	633,052	30,957	5.1%
Brevard	543,376	561,714	18,338	3.4%
Volusia	494,593	510,494	15,901	3.2%
Seminole	472,718	442,903	-29,815	-6.3%
District Total	3,774,475	4,025,455	250,980	6.6%
Florida	18,801,310	19,815,183	1,013,873	5.4%

Community Growth - Population

by County

County	2015 Population Estimate	2040 Population Projection	Total Growth Estimate
Osceola	308,327	566,300	83.7%
Orange	1,252,396	1,908,000	52.3%
Lake	316,569	493,300	55.8%
Polk	633,052	894,600	41.3%
Seminole	442,903	563,900	27.3%
Brevard	561,714	670,400	19.3%
Volusia	510,494	598,000	17.1%
District Total	4,025,455	5,694,500	41.5%
Florida	19,815,183	26,252,100	32.5%

Community Growth - Development Orange County



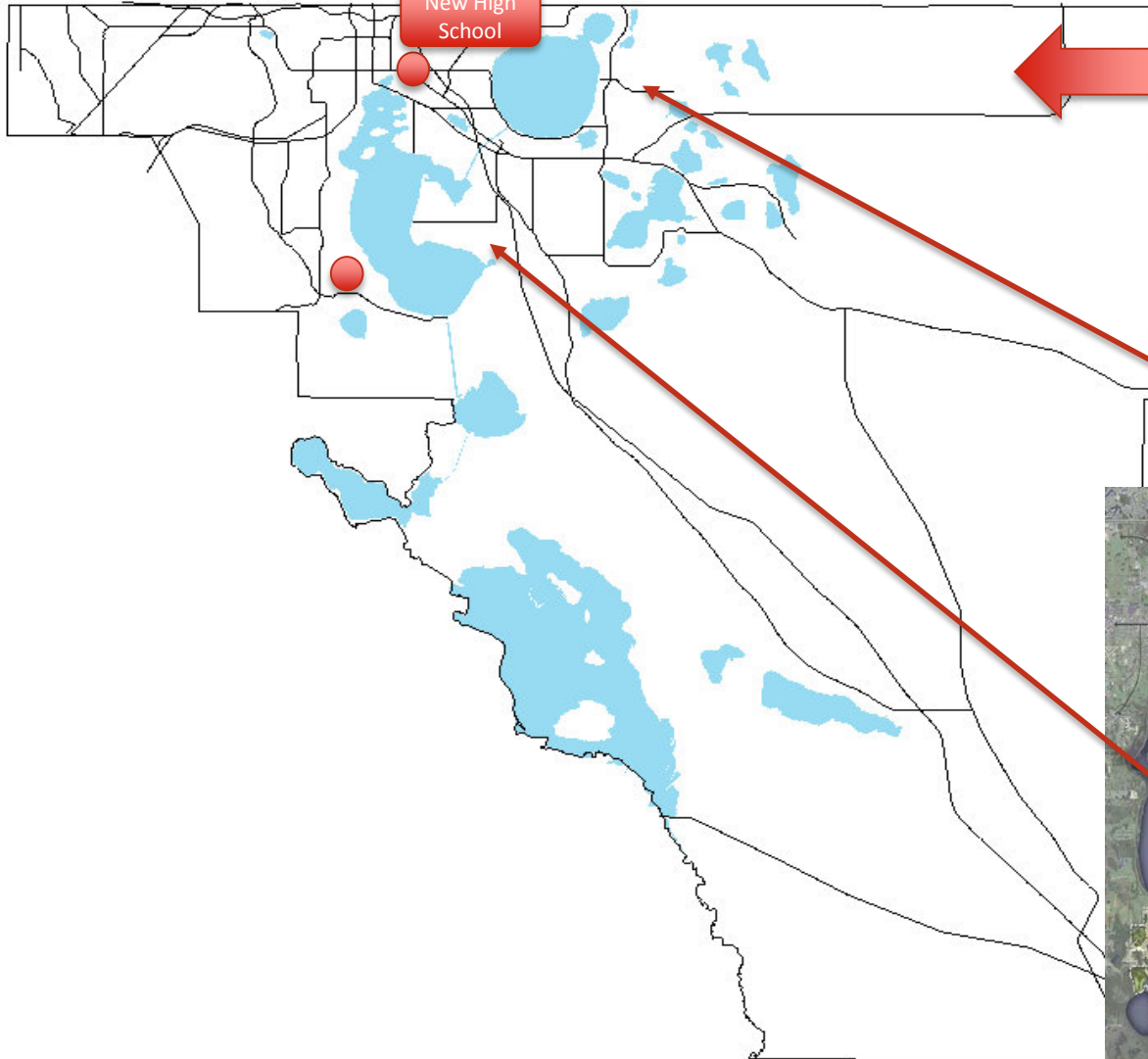
Community Growth - Development Osceola County

Deseret Ranch

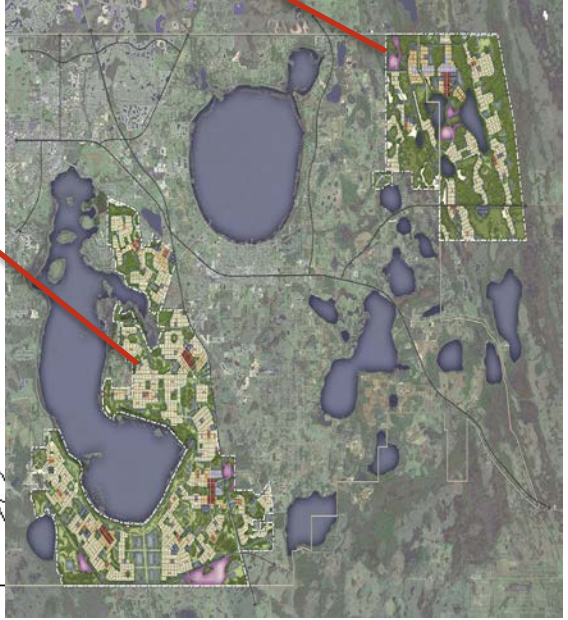


Lake Nona ●

New High School



East District Conceptual Master Plan



Community Growth

Employment Shifts

- Hospitality
 - Largest employment segment
 - “Wall Street of theme parks”
 - Home to 2nd largest Convention Center



- Health Care
 - Large unmet need
 - Nursing Students



- Public Safety
 - Growing need in fire, police, security, etc.



Community Growth - Logistics

Sun Rail

61.5-MILE/17-STATION SunRail SYSTEM MAP

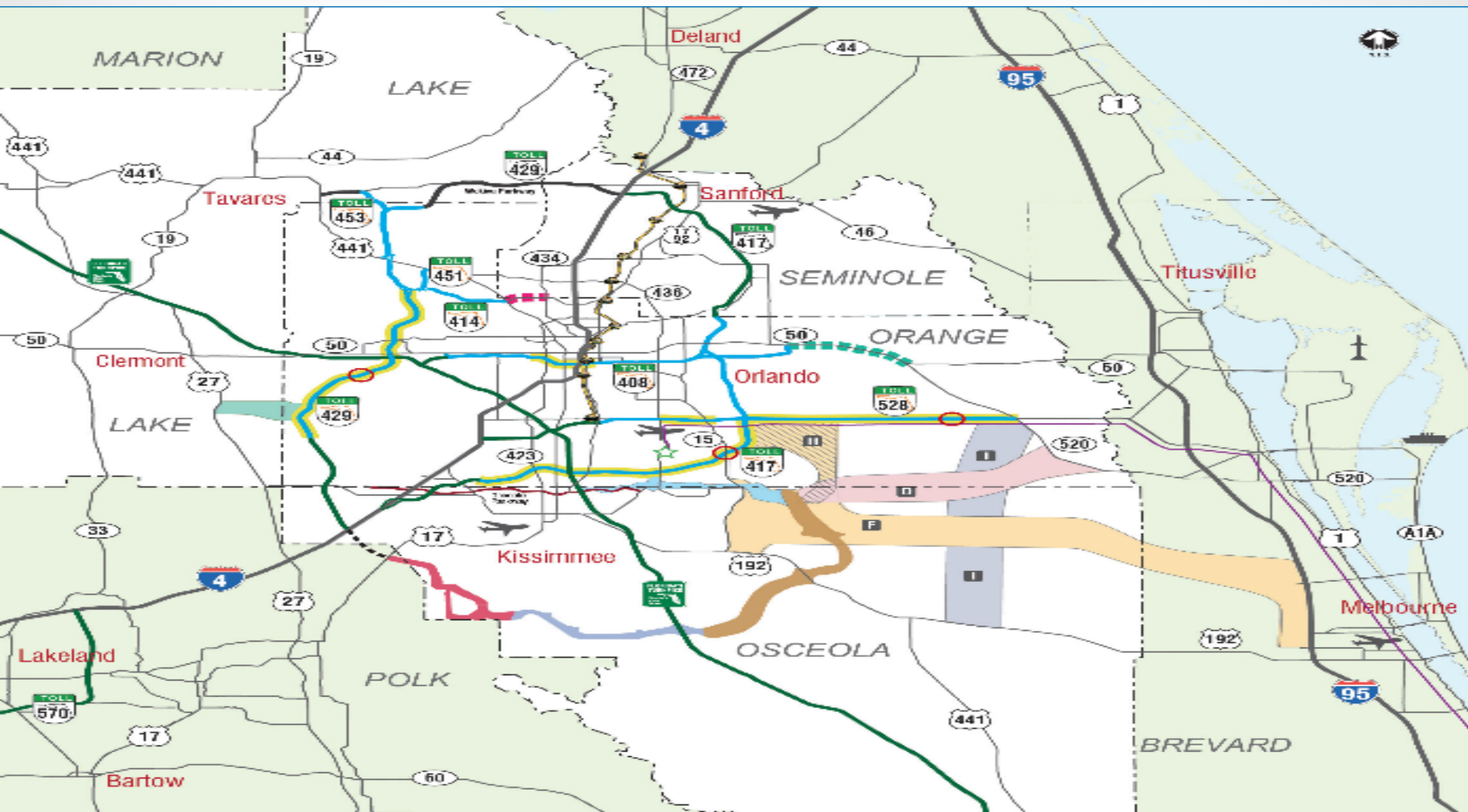
LEGEND

- Stations
- Ⓟ Parking Provided
- Ⓢ Maintenance Facility
- Ⓛ Layover Facility
- Phase 1 Alignment
- - - Phase 2 North Alignment
- - - Phase 2 South Alignment



Community Growth – Logistics

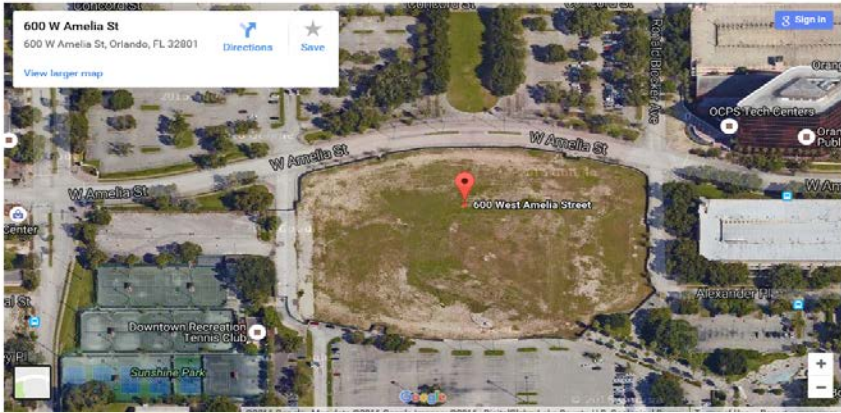
Long term Expressway planning



LEGEND		East Central Florida Corridor Task Force Recommendations		OCX Master Plan	
	Existing CFX System		Widening Existing CFX System by 2040		Corridor D
	Wekiva Parkway (CFX)		Potential SR 408 Eastern Extension		Corridor F
	Wekiva Parkway (FDOT)		Potential Lake/Orange Connector		Corridor H
	Existing Florida's Turnpike System		Potential SR 414 Direct Connector		Corridor I
	Existing Osceola Parkway		Future Bright Line (AAF)		Southport Connector Expressway
	SunRail		OIA Intermodal Transportation Center		I-4 Connector
			SunRail Stations		Interchange Improvements
					Northwest Connector Expressway
					Osceola Parkway Extension
					Poinciana Parkway
					Southport Connector Expressway
					I-4 Connector
					Interchange Improvements

INDIAN RIVER

Community Growth Community Initiatives



MC ABOUTMEDICALCITY



Capital Allocation

Objectives / Strategies – Community Needs

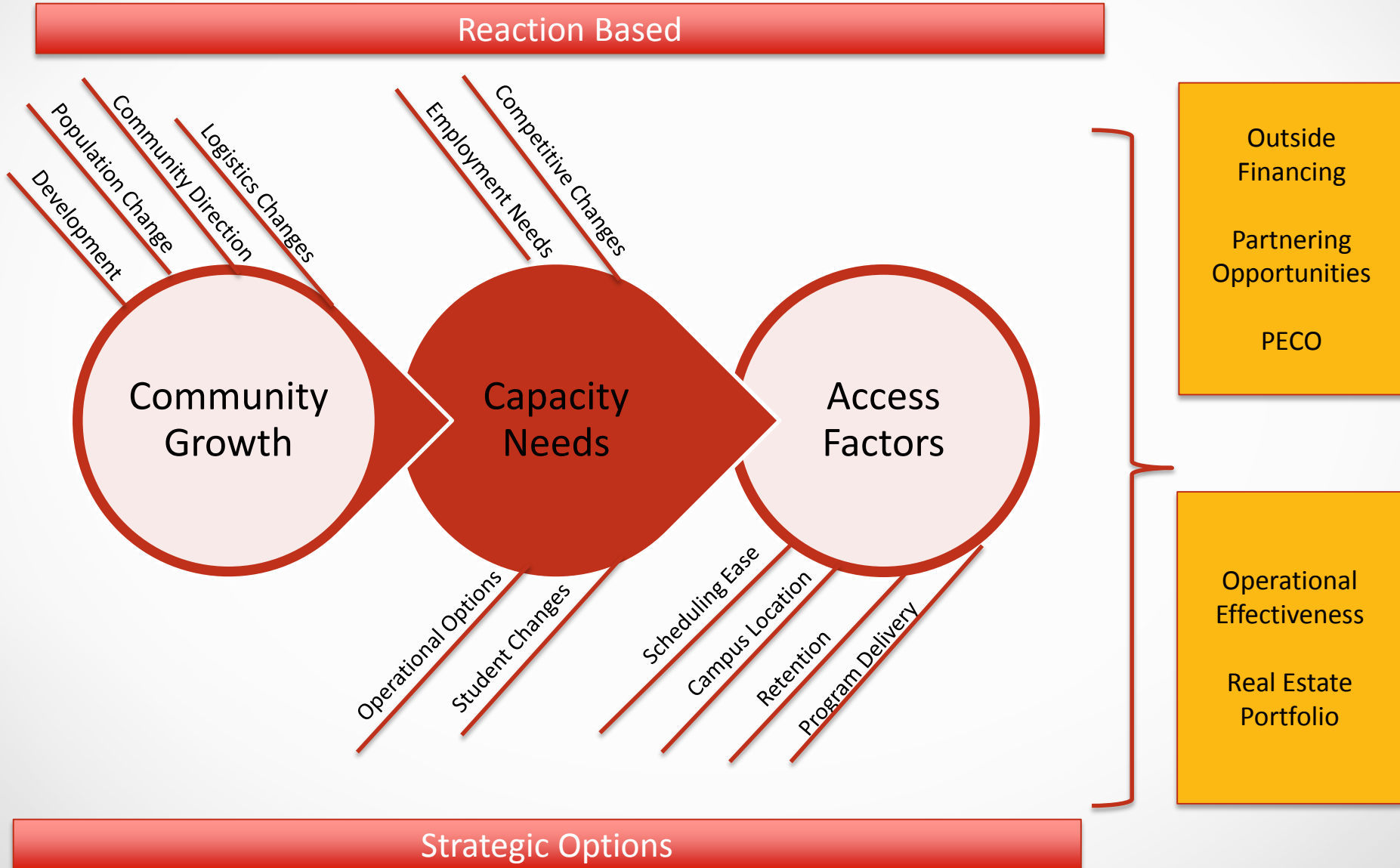
Invest in growth

- Identify the highest growing/need locations and secure space
 - Horizons West (already there)
 - Downtown (almost there)
 - Winter Garden

- Build classroom and lab capacity in high growth areas
 - Osceola
 - Lake Nona

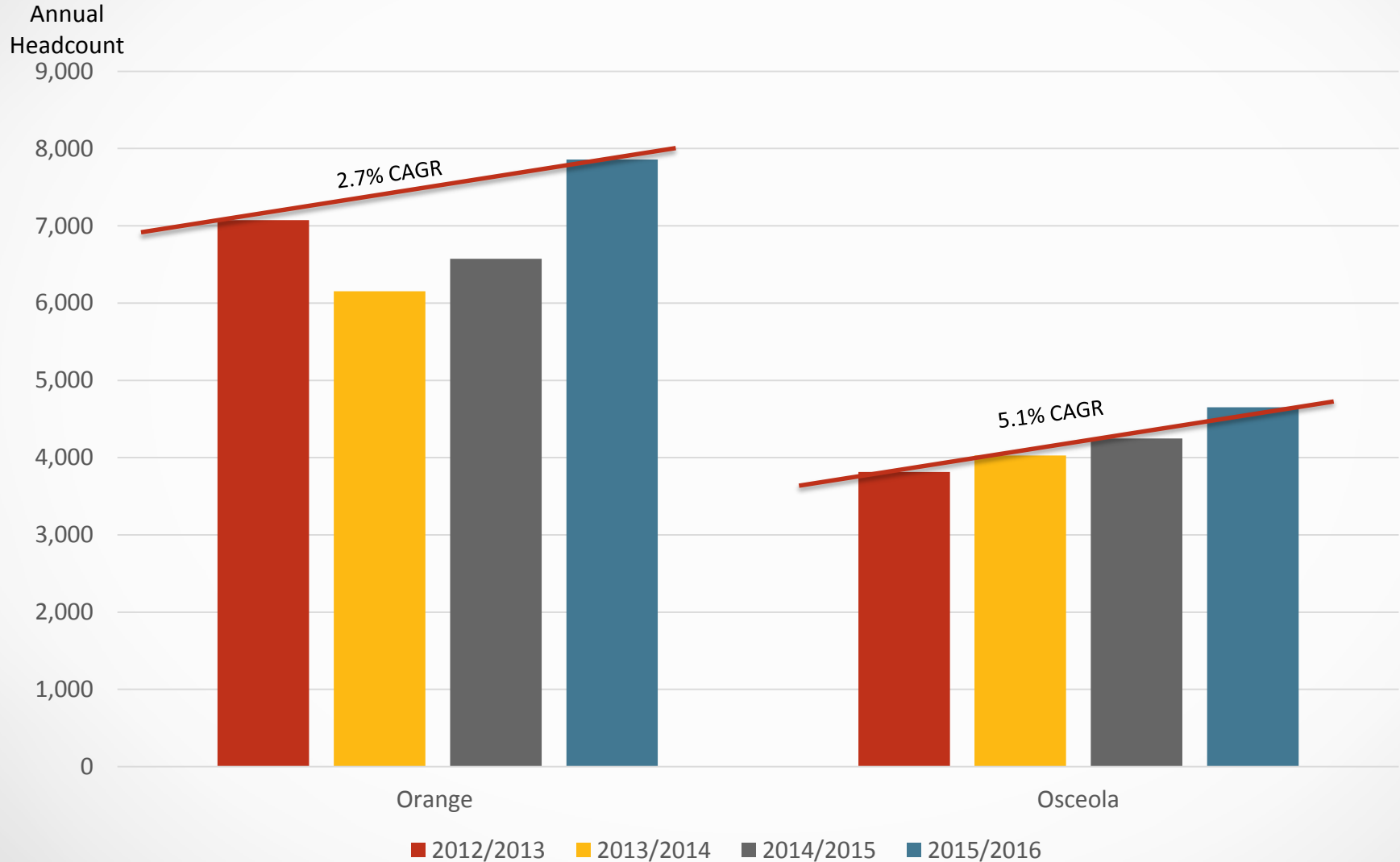
- Partner with businesses and communities for service
 - Law Enforcement
 - Florida Hospital and Orlando Health
 - City of Orlando / Downtown
 - Walt Disney World School of Hospitality and Culinary Arts

Impact Filter



Capacity Needs - Student Changes

Dual enrollment - Headcount



Capacity Needs - Student Changes

International Projected Growth

Fall Enrollment – International Students



Capacity Needs – Market Place

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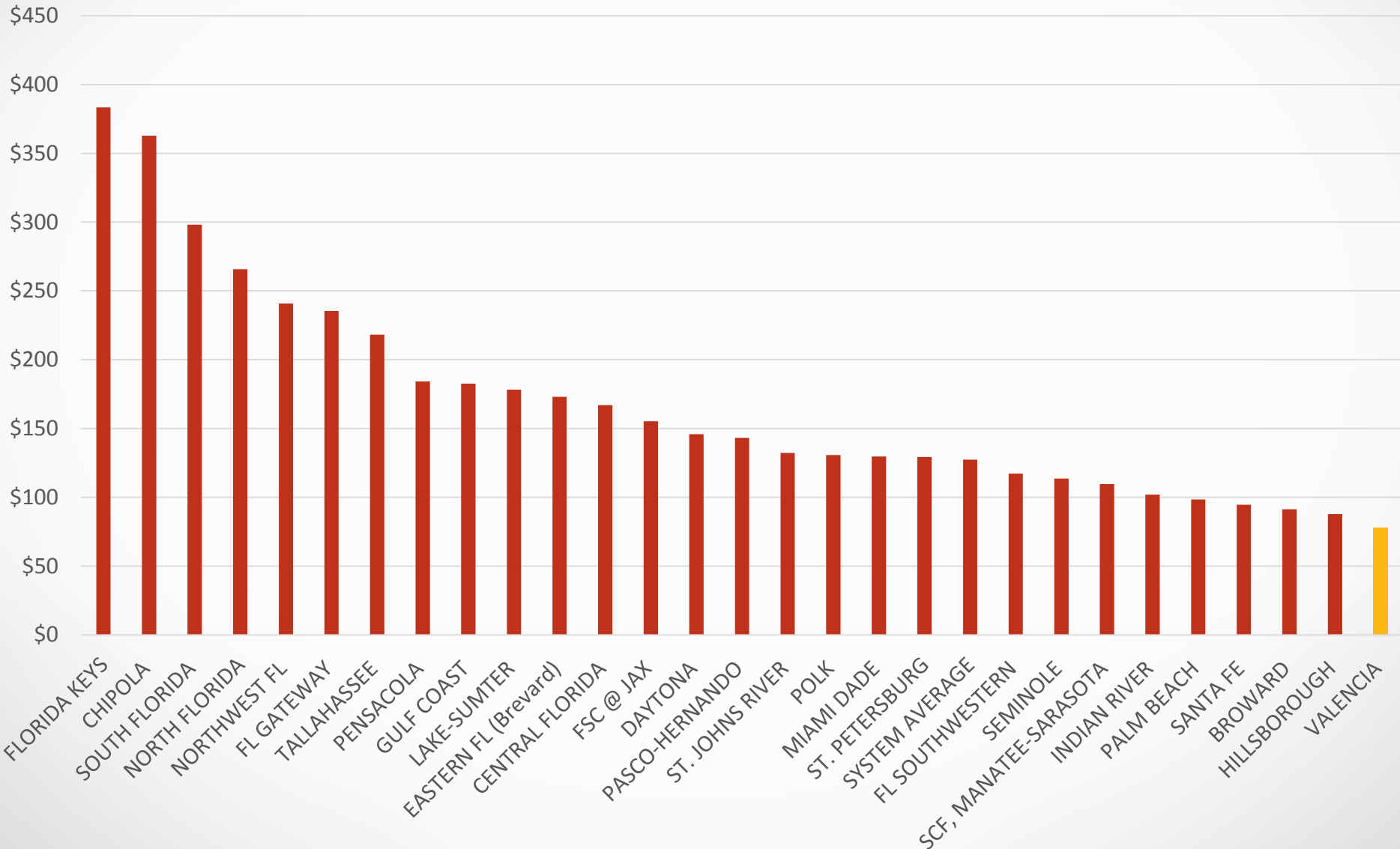
Capacity Needs – Job Needs

Continuing Education



Capacity Needs – Efficiency of use

FTE per square foot

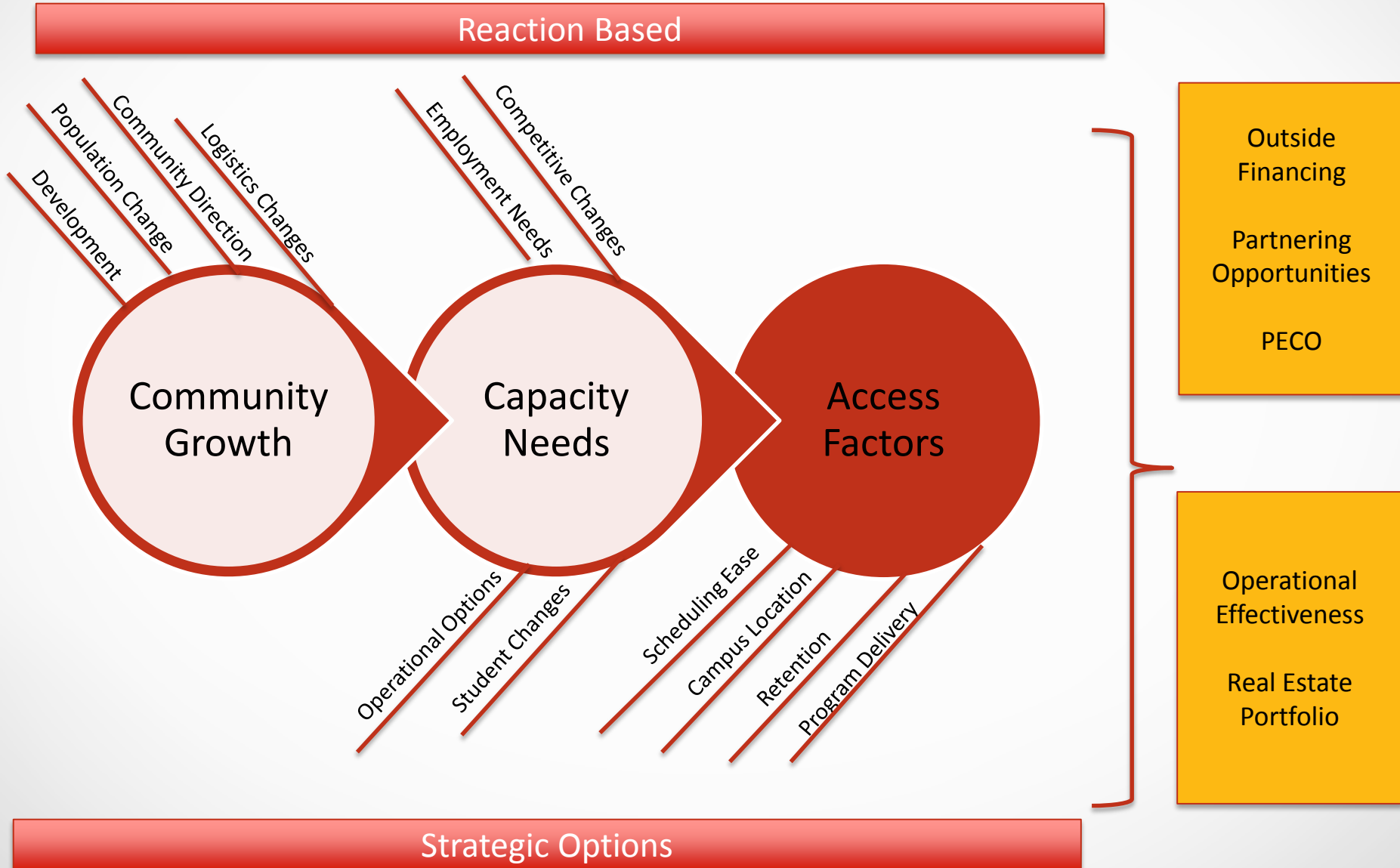


Capital Allocation

Objectives / Strategies

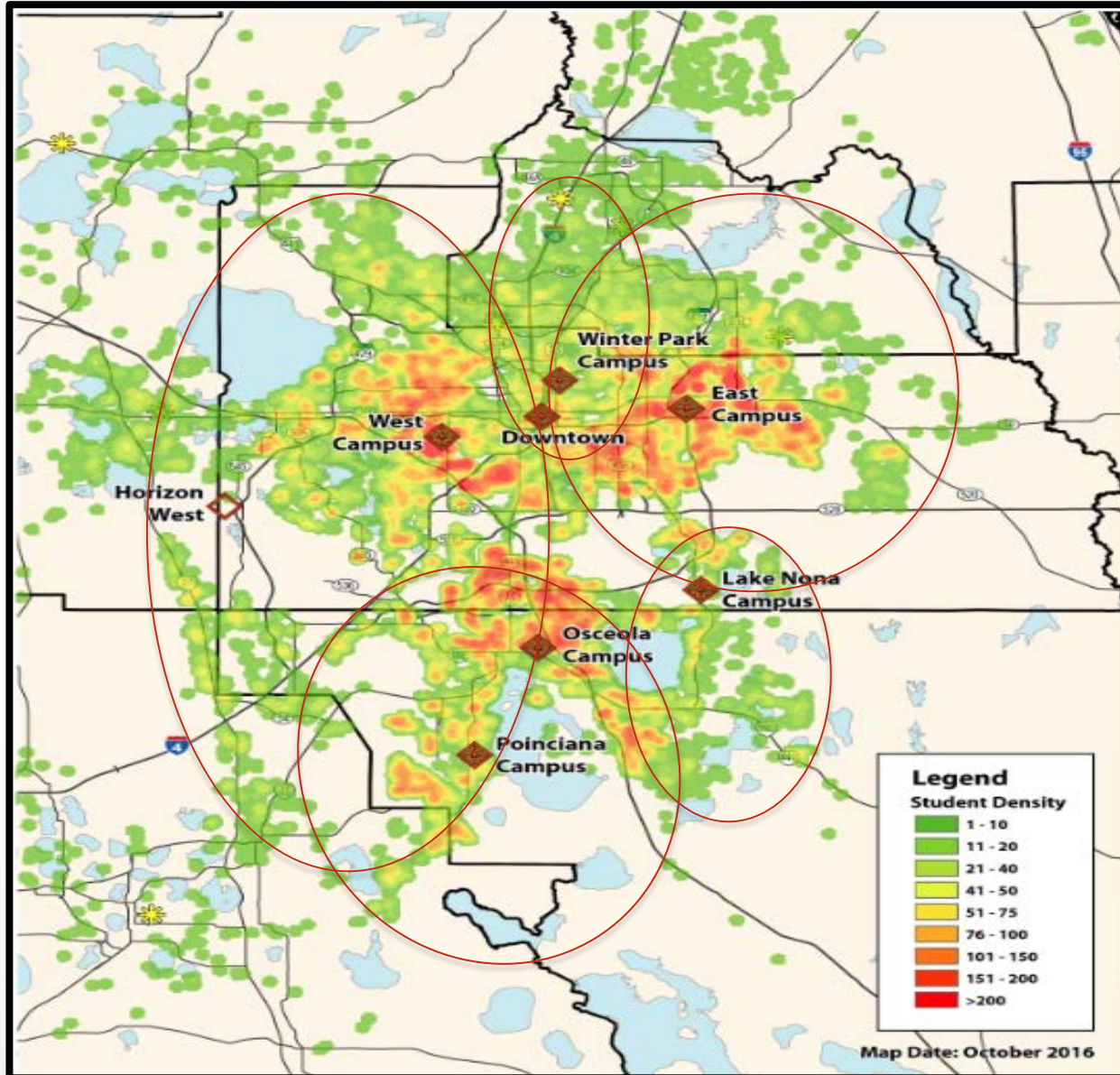
- Maximize **capacity**
 - Maximize efficiency of building using remodeling
 - East campus 1B
 - West campus buildings 7 – 9 (Hospitality / Culinary)
 - Build facilities that meet direct job growth
 - Centers for accelerated training
 - Advanced manufacturing
 - Associates in Science facilities
 - Nursing
 - Engineering
 - Property Management
 - Provide facilities that meet a changing student
 - Student housing
 - Technology upgrades

Impact Filter



Access Factors

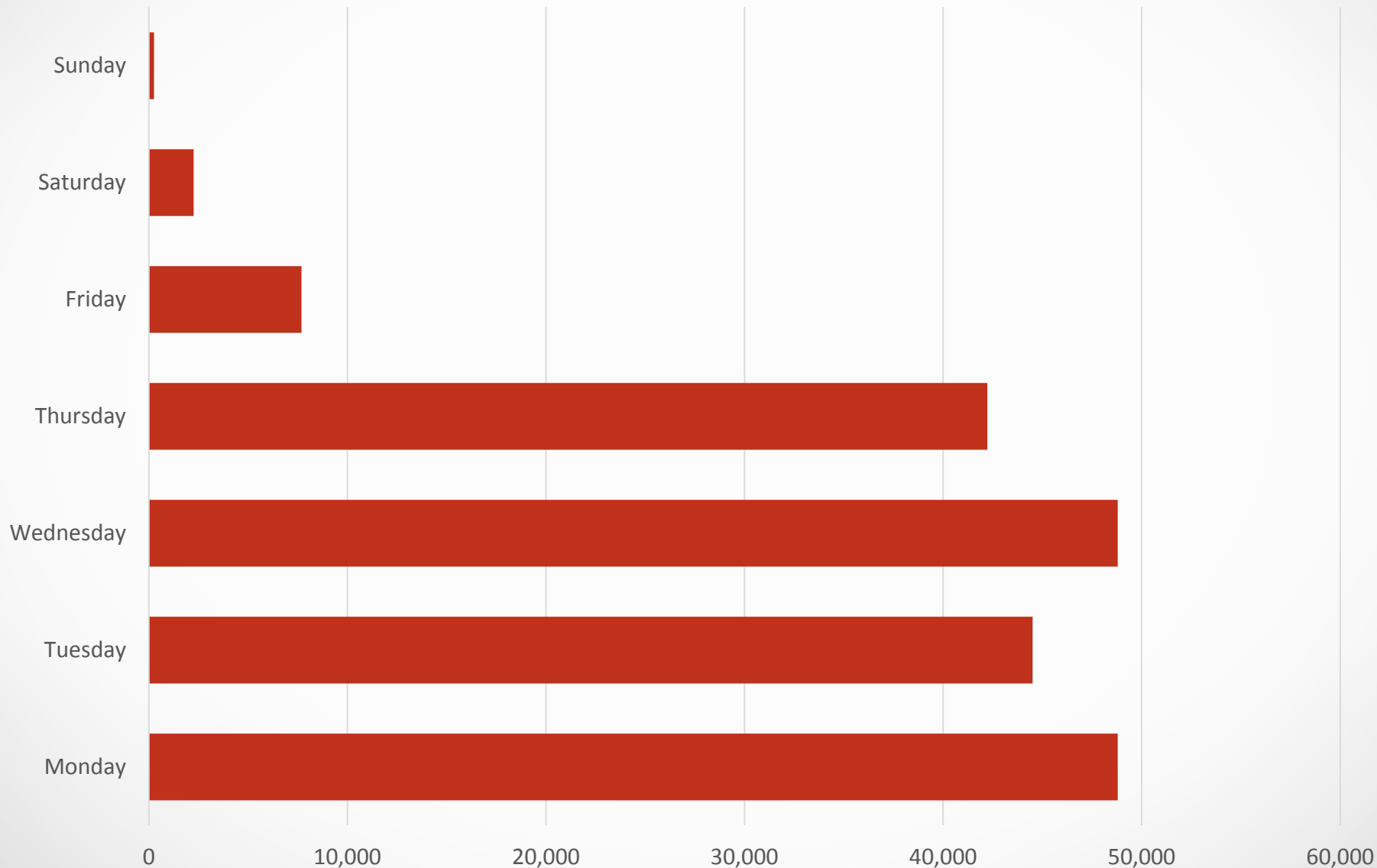
Campus Density



Enrollment by home zip code – All Campuses

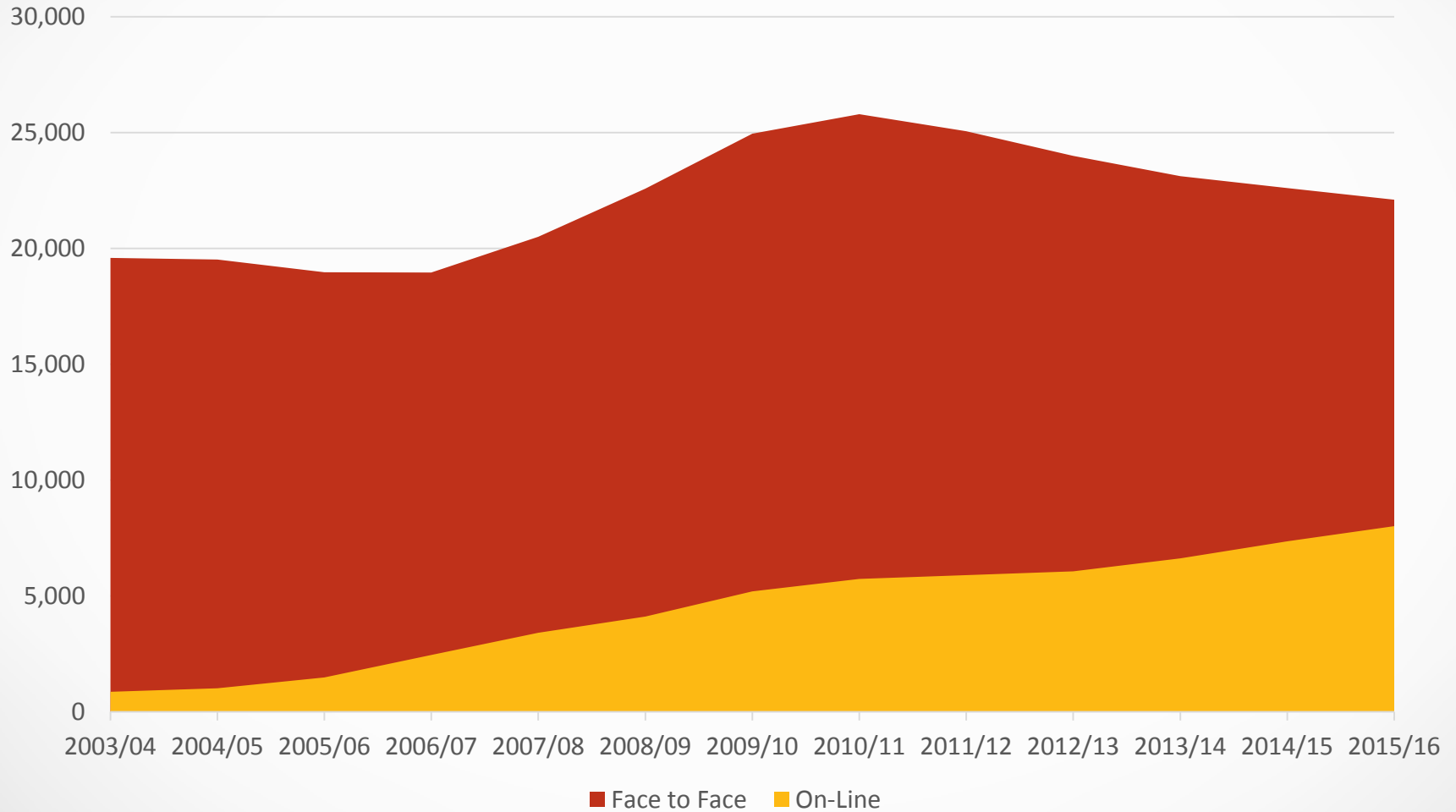
Access Factors

Fall Enrollment by day - all campuses



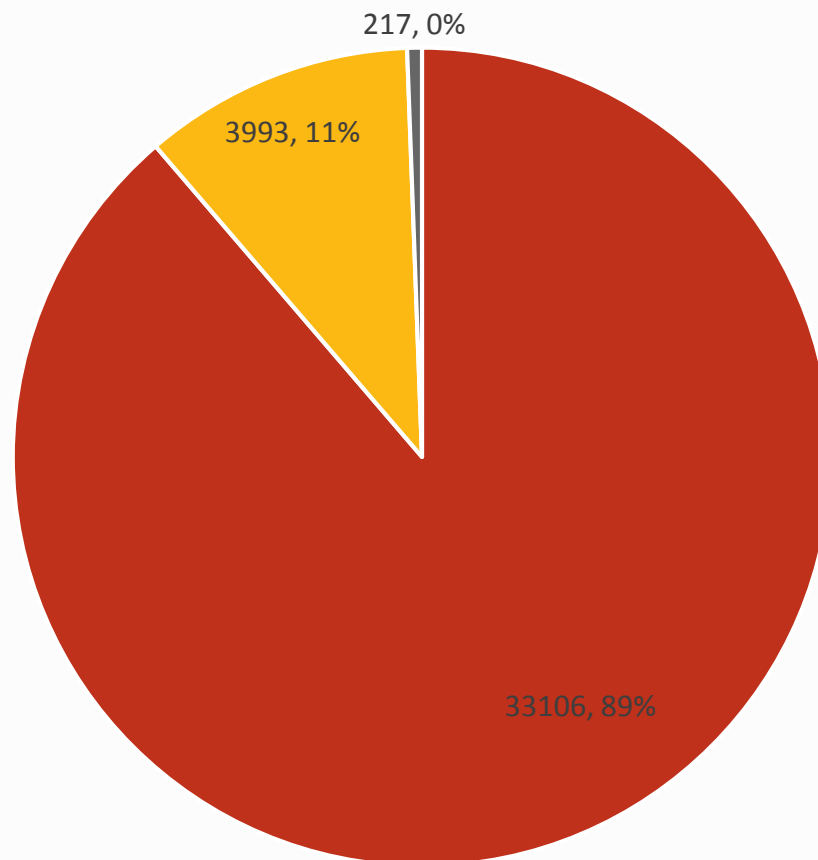
Access Factors

On-line Growth



Access Factors

Multiple campus enrollment



■ 1 Campus ■ 2 Campus ■ 3 Campus

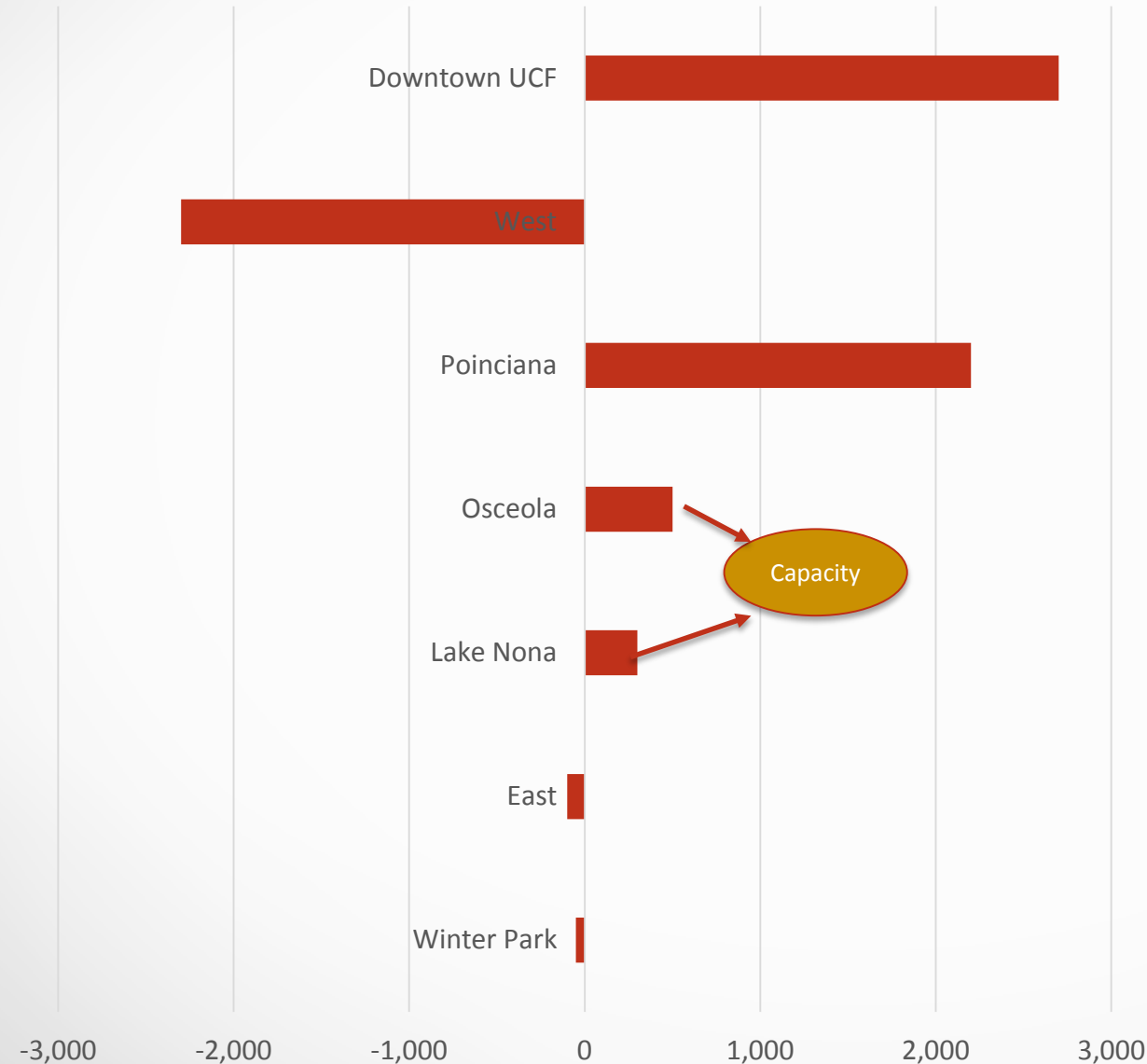
Capital Allocation

Objectives / Strategies

- Expand **access**
 - Maximize scheduling efficiency
 - Ensure facilities remain relevant to program changes
 - On line functional capabilities
 - Continuing Education
 - Ensure facilities remain relevant to student changes
 - Changing demographics
 - Non-traditional students
 - Make location a priority to serve students

Operational Options – Doing Nothing

2016 vs. 2021 - (face to face)



Large Impactors

Transition from West / East To Downtown campus

Poinciana campus increasing

Lake Nona close to capacity

Osceola campus growing but coming to capacity (traditional and CE)

SWOT

Strengths

- Regional Campus size
- Area Campus locations
- Program growth
- Efficiency of space usage
- Strong financial stewardship

Weaknesses

- Access to consistent large capital
- Aging infrastructure
- Changing environment
- Housing options

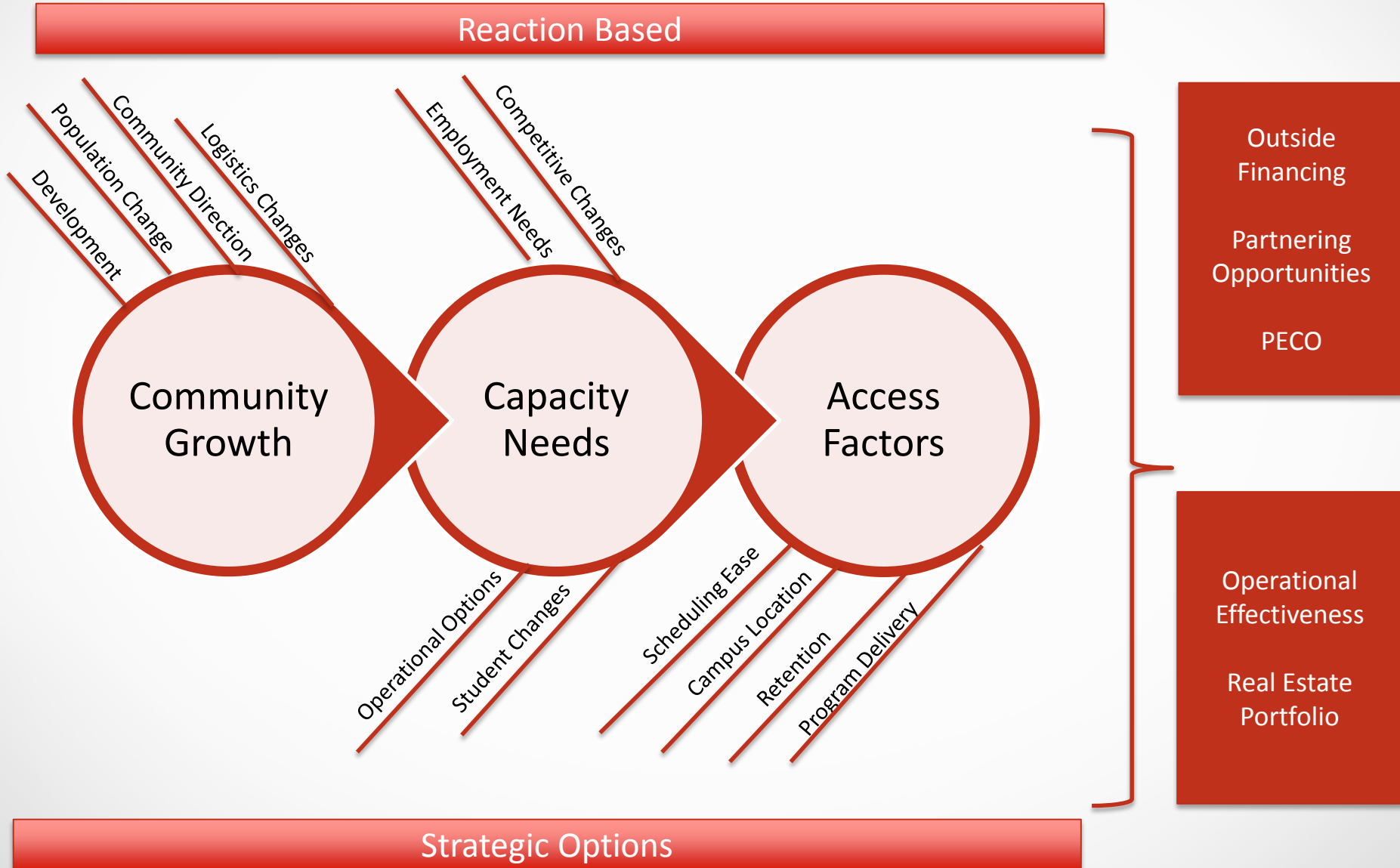
Opportunities

- Growing population
- Job Growth
- International students
- Community Partnerships
- Private/public partnerships

Threats

- Fast changing environment
- Competition
- Fiscal challenges
- Limited land in key growth areas

Impact Filter



Capital Allocation

Objectives / Strategies

- Pursue access to **capital**
 - Locally fund self sustaining programs
 - Identify opportunities that sustain
 - Remain cost effective in operations
 - Utilize facilities to the max before building
 - Pursue external funding sources that make financial sense
 - PECO
 - P3
 - Off Balance Sheet Options
 - Partnerships
 - New Market Tax Credits
 - Utilize the real estate portfolio as an asset

Capital Allocation

Objectives / Strategies

- Invest in **growth**
 - Identify the highest growing/need locations and secure space
 - Build classroom and lab capacity in high growth areas
 - Partner with businesses and communities for service
- Maximize **capacity**
 - Maximize efficiency of building using renovation
 - Build facilities that meet direct job growth
 - Provide facilities that meet a changing student
- Expand **access**
 - Maximize efficiency of building use via schedules
 - Ensure facilities remain relevant to program changes
 - Make location a priority to serve students
- Pursue access to **capital**
 - Locally fund self sustaining programs
 - Pursue external funding sources that make financial sense
 - Utilize the real estate portfolio as an asset



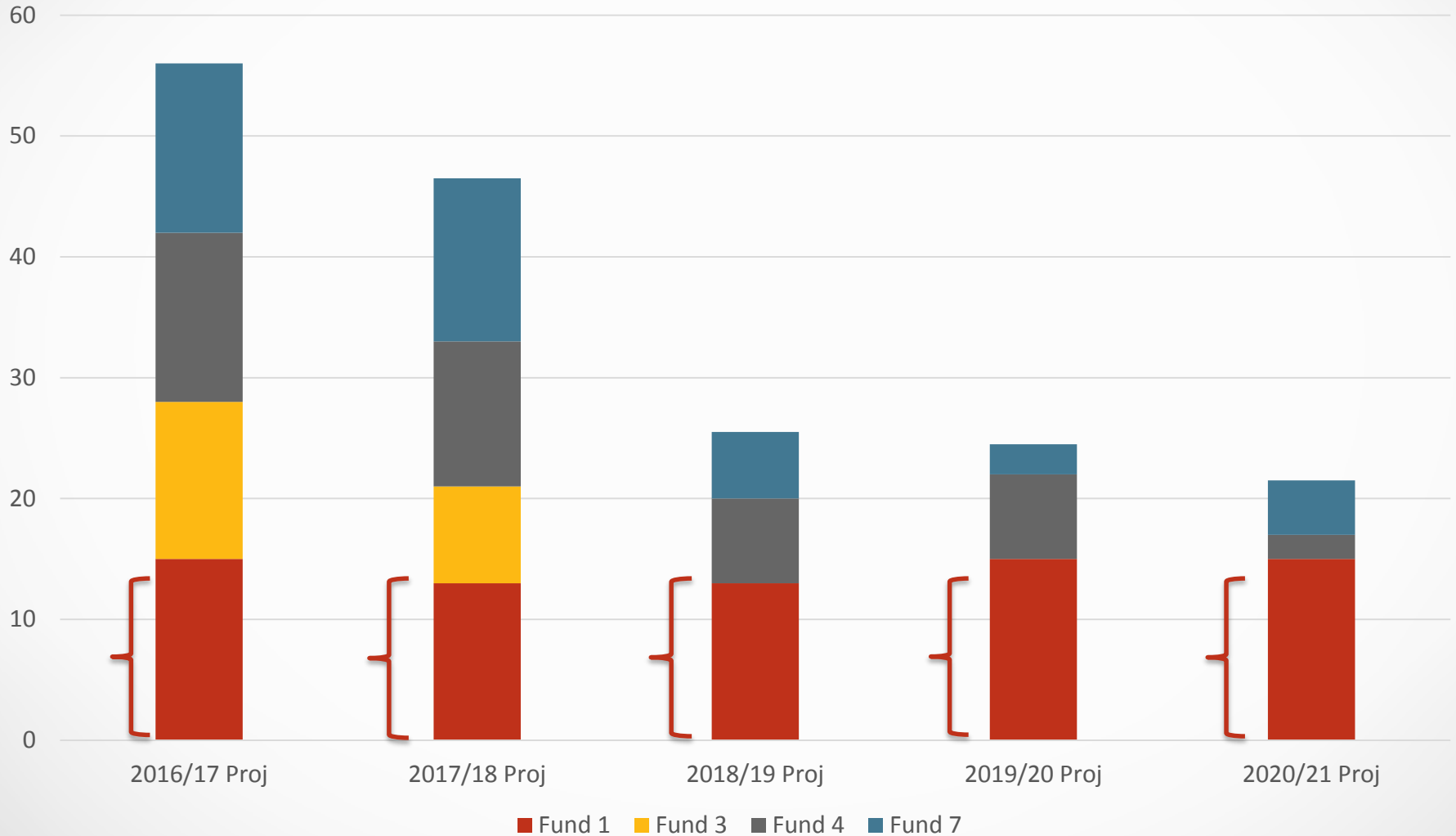
Maintain a
balance

Long Term Plan

Project	Obj.	Source	2017/18	2018/19	2019/20	2020/21	Total
Osceola Phase I	G, A	Local	\$6M				\$6M
East 1B	C, A	Local	\$2.5M				\$2.5M
Downtown Campus	G, A	Local	\$5M	\$5M			\$10M
Osceola Phase II	G, A	Local		\$12M			\$12M
Nursing / West	A, C	Local		\$2M			\$2M
CAT Downtown	C, A	Loc/Part		\$2M	\$2.5M		\$4.5M
West Campus 7 - 9	C, A	Local			\$2M		\$2M
Sch. of Public Safety	G, A	Part			\$2M	\$4M	\$6M
Lake Nona 2	G, A	PECO			\$3M	\$30M	\$33M
Residence Living	C	P3				TBD	TBD
Local			\$13.5M	\$21M	\$4.5M	\$4M	\$50M
PECO				\$0	\$3M	\$30M	\$33M
Other				TBD	TBD	TBD	TBD

Fund Balance Impact Plan

Fund Bal
In M's



2021 and Beyond

- School of Public Safety
- Osceola 5
- Auxiliary Options
- Horizons West
- East Osceola (Land and Campus)
- Winter Garden
- Poinciana 2
- Lake Nona 3
- Student Services East
- CAT West

VALENCIA COLLEGE

Property Strategy

February 2017

Real Estate Portfolio

Lake Nona Master Plan



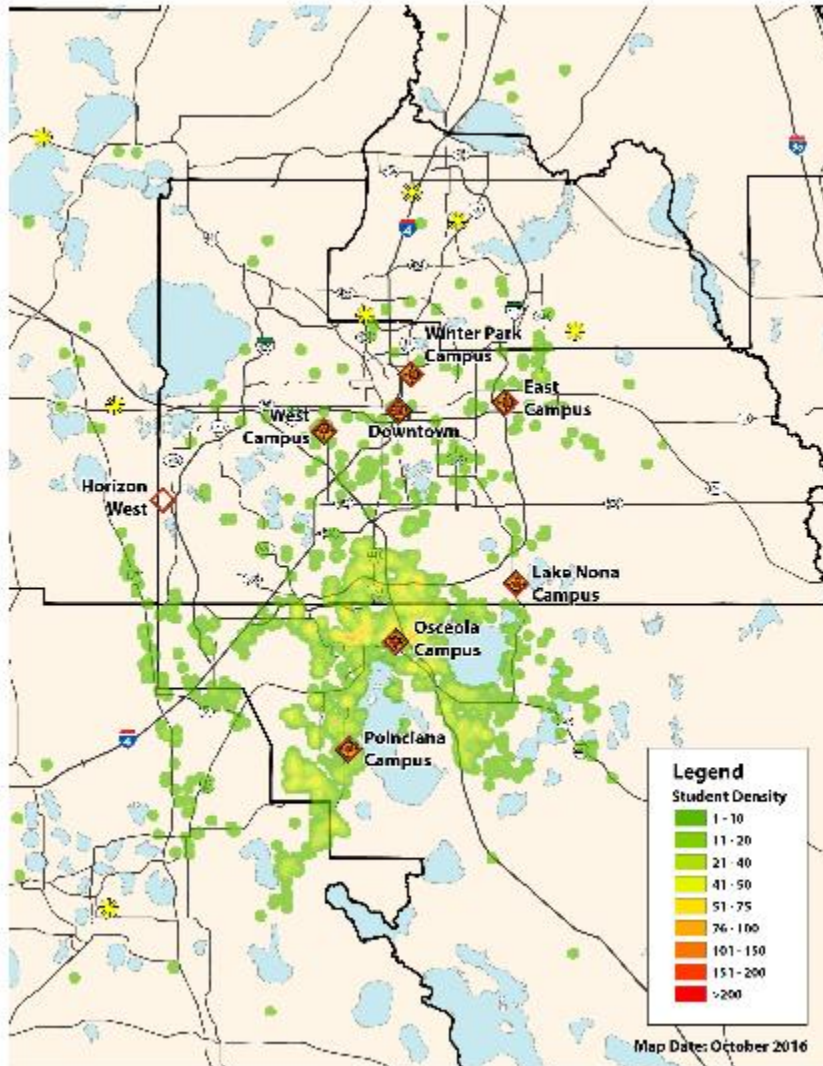
School of Public Safety

Master Plan (Draft)

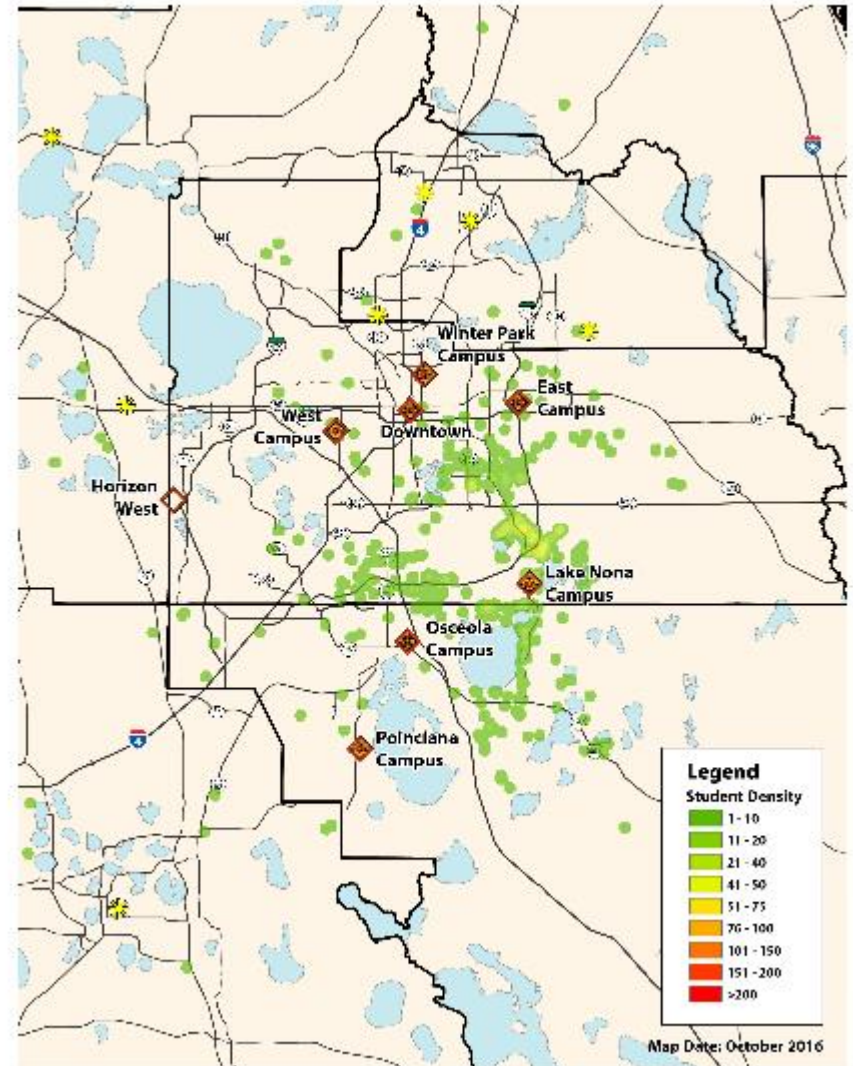


Osceola County

Osceola

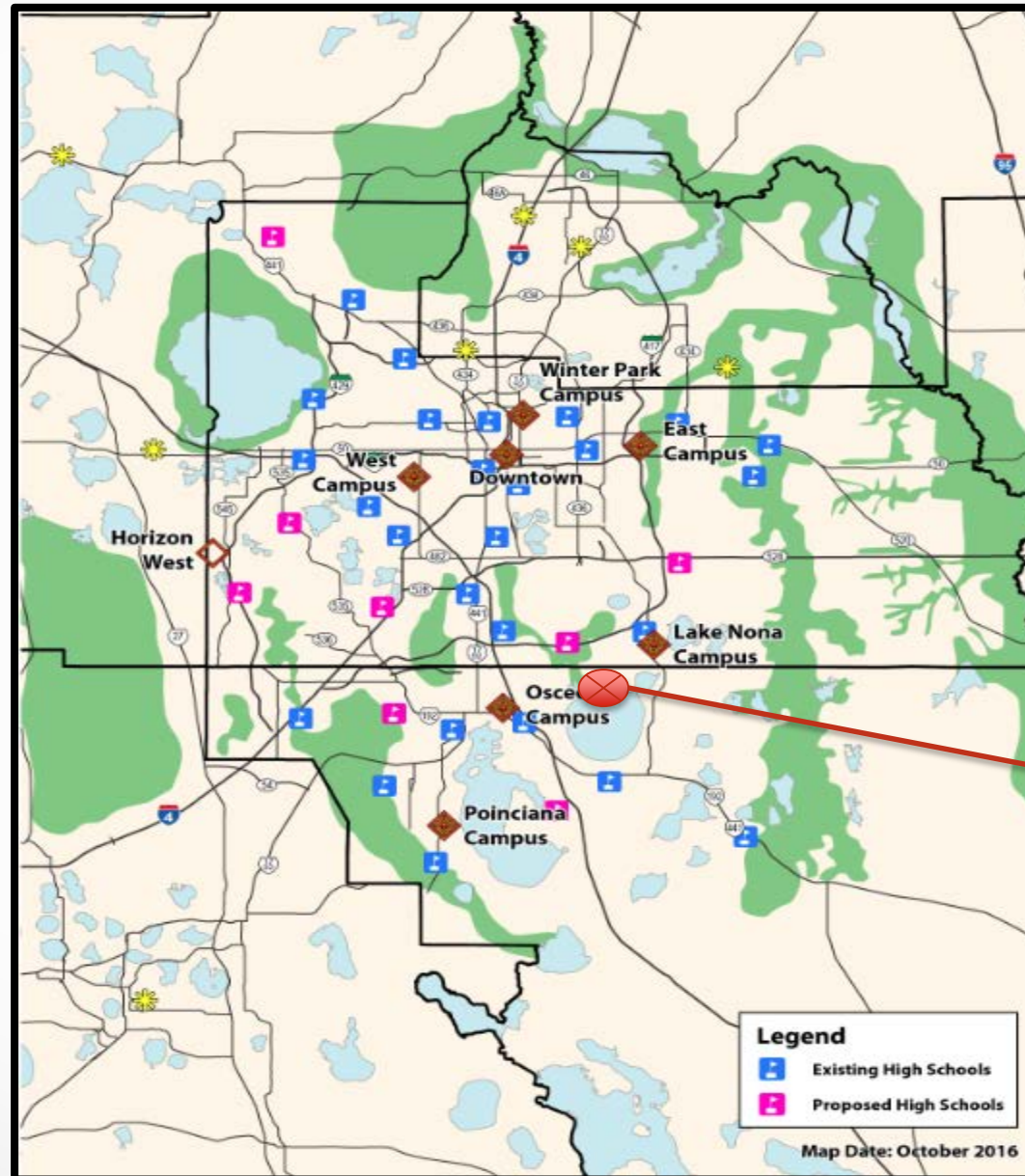


Lake Nona



Community Growth – Development

High School Locations



New
High
School