

ECONOMIC AFFAIRS COMMITTEE

MEETING PACKET

Wednesday, October 19, 2011
4:30 PM
Reed Hall (102 HOB)

Dean Cannon
Speaker

Dorothy L. Hukill
Chair



The Florida House of Representatives

Economic Affairs Committee

Dean Cannon
Speaker

Dorothy L. Hukill
Chair

AGENDA

Reed Hall (102 HOB)

Wednesday, October 19, 2011, 4:30 pm

I. CALL TO ORDER AND WELCOME

II. Governor Rick Scott's 2012 Job Creation and Economic Growth Agenda

Jon Costello, Director of Legislative Affairs

III. Florida's Economic Development Governance, Policy and Program Delivery:
Observations from Local Governments and Regional Economic Development Partners

Panel will include:

Honorable Bryan Desloge, Leon County Commissioner and Vice-President of the Florida Association of Counties

Honorable Warren Yeager, Chair, Gulf County Board of County Commissioners and Vice-Chair, Small County Coalition

Katie Franco, Vice-President for Public Policy and Advocacy, Tampa Bay Partnership

Beth Kirkland, Executive Director, Economic Development Council of Tallahassee/Leon County and Chair-Elect of the Florida Economic Development Council

IV. ADJOURNMENT

GOVERNOR RICK SCOTT



2012 JOB CREATION AND ECONOMIC GROWTH AGENDA

GOVERNOR RICK SCOTT

2012 JOB CREATION AND ECONOMIC GROWTH AGENDA

BUILDING ON A YEAR OF SUCCESS IN FLORIDA

Governor Rick Scott's first year in office was marked by an unprecedented number of major conservative reforms focused on getting Florida back to work. Those accomplishments included \$200 million in property tax reductions for Florida's families and small businesses, the elimination of the business income tax for nearly half of the businesses that pay it, the repeal of burdensome rules and regulations, the elimination of tenure in public schools and a plan to pay effective teachers as professionals, a balanced budget and significant reductions in state government spending, the creation of more than 87,000 private sector jobs, and a declining unemployment rate in 5 of the first 8 months.

Florida will become the nation's leader in job creation and economic growth by consistently doing the right things month after month to create the nation's premier environment to start, relocate or expand a business.

To build on the success the State of Florida had in 2011, Governor Scott's 2012 Job Creation and Economic Growth Agenda will focus on working with his legislative partners to make progress on his three most important goals for Florida – helping Floridians create lasting jobs in the private sector, keeping the cost of living low for all Floridians, and ensuring that our students receive a world-class education that will prepare them to drive our economy in the future.

2012 JOB CREATION AND ECONOMIC GROWTH AGENDA

KEY INITIATIVES

- **Require unemployment recipients who fail basic job skills testing to enter a workforce training program to learn those basic skills in order to continue receiving benefits**
- **Reprioritize state transportation projects to focus on those projects that would, over the short and long term, help to create the most number of jobs**
- **Reduce business taxes by exempting small businesses from paying the Tangible Personal Property Tax on up to \$50,000 in equipment, eliminating the obligation to pay the tax for approximately half of all businesses**
- **Continue to eliminate over 1,000 state rules and regulations that stifle business growth and job creation**
- **Clean up irresponsible spending and remove problem board members at Florida Workforce Boards**

Unlike our elected leaders in Washington, D.C., Governor Scott realizes that it is Florida's families and businesses, taking risks with their ideas, capital and time, that create jobs and grow an economy. To that end, Governor Scott's 2012 Job Creation and Economic Growth Agenda in Florida will not propose new government spending or programs to "stimulate" job growth. Instead, this plan focuses on removing the barriers to beginning, relocating and growing a business in our state. We will attract new jobs by consistently letting businesses know through our actions that we want Florida to be their home.

2012 JOB CREATION AND ECONOMIC GROWTH AGENDA

1. *Streamlining business permitting and eliminating burdensome rules and regulations*
2. *Providing tax relief and reform for Florida's working families and businesses*
3. *Reforming Florida's unemployment system to create a reemployment system*
4. *Restoring accountability and credibility to Florida's Workforce Boards*
5. *Prioritizing vital transportation projects to facilitate economic development opportunities*
6. *Offering stability to Florida businesses by balancing the budget without raising taxes*
7. *Prioritizing science, technology, engineering and mathematics in education*

Streamlining Business Permitting & Eliminating Burdensome Rules and Regulation

With the help of the Governor's Office of Fiscal Accountability and Regulatory Reform state agencies have identified more than 1,000 rules for repeal. The rules were identified by a thorough review of existing agency rules ordered by the Governor on his first day in office. The repeal process has already begun, and many overly burdensome, unnecessary or duplicative regulations have been repealed.

More repeals are scheduled, with plans to expedite many of the repeals through proposed legislation in the 2012 session. In addition, agencies identified approximately 1,500 rule revisions that can be made to reduce overly burdensome, unnecessary or duplicative regulations. The Office of Fiscal Accountability and Regulatory Reform also receives input from the public and works with agencies to identify other possible amendments that could reduce the regulatory burden placed on Florida businesses.

Additionally, the Governor's office will work with the Government Efficiency Task Force to begin the process of establishing temporary business permits so entrepreneurs can open their doors earlier, and employ Floridians faster. Combined with a one-stop business registration effort already underway, Florida will continue to identify burdensome permits and licenses and begin to set specific time reduction targets for application and issuance processes. This plan will create an environment in Florida that will allow businesses to operate with fewer unnecessary regulations and to begin hiring faster by giving them an opportunity to open their doors faster with a reasonable period in which to achieve compliance.

Providing Tax Relief & Reform for Florida's Working Families & Businesses

As businesses struggle with questions such as when and where to open, or if they should relocate or expand, their decisions largely depend on the tax structure of the locations under consideration. One of the most important things Florida can do to attract businesses, and in turn jobs, is to create a tax environment that welcomes business growth and encourages investment in our state.

Last year, by passing an exemption for businesses that owe up to \$25,000 in corporate income taxes, Governor Scott and the Legislature eliminated nearly half of all the companies obligated to pay the tax. To continue to fulfill his promise to eliminate the corporate income tax in seven years, Governor Scott proposes reducing the number of remaining companies required to pay this tax by twenty-five percent by increasing the corporate income tax exemption to \$50,000. The eventual elimination of the corporate

income tax will eliminate a major barrier to Florida attracting future Fortune 100, Fortune 500 and other growing companies that can get our residents back to work.

Additionally, Florida can remove another major tax burden on small business job creators by working to reduce the Tangible Personal Property Tax. This tax, which is paid by more than 300,000 businesses, is levied on the amount of all articles of value owned by a business. For small businesses, the burden is twofold; not only do they pay the tax, but they are also forced to spend time and effort logging and tracking items just to complete the filing of the tax, which means less time spent on growing their businesses. During the 2012 session, Governor Scott will ask the legislature to place a constitutional amendment on the ballot that will completely exempt any business with less than \$50,000 in tangible personal property. When the amendment is passed, it will completely eliminate this tax burden for over 150,000 businesses, representing roughly half of all the businesses that are currently required to pay the tax.

Governor Scott also proposes increased scrutiny on those with the authority to levy taxes. Though many may not realize it, some of Florida's greatest tax burden on families and businesses can be found among the \$15.4 billion in revenue taken in by the state's special taxing districts. As of June 2011, 1,633 of these districts existed around the state, and as of Fiscal Year 2008-09 they owed \$24.7 billion in debt. A dedicated task force is currently examining hospital districts, which bring in around 25 percent of the total revenue to special districts—the largest budgets among all types of taxing districts. Governor Scott is committed to shining a bright light on all others, and this year will work to make sure that Floridians know exactly what these districts are doing and how they are spending taxpayers' money.

To continue to attract needed new employers, Governor Scott will remain focused on targeting industries that can get Floridians back to work quickly. Manufacturing is the most important goods-producing sector in this country, making up 57 percent of the value of U.S. exports, according to the Manufacturing Institute. An astounding 85 percent of all exported goods from Florida are manufactured goods, despite the sector supplying only around five percent of the state's workforce. New opportunities in manufacturing will be critical to Florida's economic growth in the future. A fundamental component of good economic growth policy is to avoid double taxation and the taxation of inputs, which Florida currently imposes in a variety of ways on its manufacturing industry. Florida's sales tax statutes already provide a number of exemptions for the purchase of machinery and equipment, including an exemption for new businesses. However, Governor Scott realizes that not only does Florida need help from new businesses to create jobs, but also needs to encourage businesses already in the state to expand. Maximizing these incentives for new and existing businesses can make sure that Florida can become more attractive to quality manufacturing jobs in the future.

Reforming Florida's Unemployment System to Create a Reemployment System

Governor Scott recognizes that the strength of Florida's economy depends on the productivity of its workforce, and he is working to ensure that every Floridian has the opportunity to obtain a job by creating 700,000 jobs in our state in 7 years. Since the Governor took office in January 2011, more than 87,200 private sector jobs have been created. These new jobs have helped to reduce our unemployment rate by 1.3 percent, from 12.0 percent in December 2010 to 10.7 in August 2011.

	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>Aug</u>
<u>Florida:</u>	11.9	11.5	11.1	10.8	10.6	10.7	10.7	10.7
<u>Nation:</u>	9.0	8.9	8.8	9.0	9.1	9.2	9.1	9.1

The Governor's focus is on creating private-sector jobs and having a qualified workforce of citizens to fill those jobs. Florida is averaging more than 9,000 new jobs per month; and the state needs to work on continuous improvements to programs for both job creation and for workforce development to reach 100,000 new jobs this year, and 700,000 jobs in 7 years.

Florida's economy is changing, and the jobs that are being created are different from the jobs that were lost during the economic down turn. The skills of the unemployed do not always match the current and future jobs. In Florida, Governor Scott is serious about getting Floridians back to work, and that begins with repurposing our unemployment compensation system to become a reemployment system that is focused on identifying jobs and getting Floridians prepared for their next opportunity.

In partnership with the Legislature, Governor Scott took the first step last year by passing a major unemployment compensation reform package. The next step will be to incorporate required job training for those on unemployment so that Floridians can get back to work faster and gain the knowledge necessary to ensure that they are prepared for their next job. Rather than continue to simply pay out benefits for those out of work, Florida must focus its efforts on ensuring that it can offer the most able workforce in the nation. Requiring training as a part of the benefits administration will help Florida lead the nation in creating new jobs. This will be accomplished by creating a reemployment system that proactively works with unemployed Floridians to assess the compatibility of their skills with current and future job opportunities and provides them with the training and career education opportunities that facilitates career advancement, increased productivity, and economic prosperity.

Restoring Accountability and Credibility to Florida's Workforce Boards

Florida's workforce development system provides employment-related services to job seekers and employers through 24 locally controlled Regional Workforce Boards that receive a portion of the federal funds awarded to the state for employment-related services. But since 2003, federal and state auditors have found that 11 of the 24 Regional Workforce Boards have made \$9,273,714 in questionable or disallowable expenditures.

These questionable expenditures include lavish food and entertainment expenses that directly benefited individual staff and board members, excessive vehicle purchases, superhero capes for the unemployed, and millions to renovate buildings that are not owned by the boards. Boards have also entered into contracts with their board members or their families and, in some cases, the board members have voted on contracts with themselves or their family members without disclosing the potential conflict of interest. In a time when more Floridians than ever are relying on the mission of Florida's Workforce Boards, these types of decisions are clearly unacceptable and demonstrate a lack of the internal controls needed to ensure the wise use of taxpayer dollars. New accountability measures are critical to ensuring that the missions of these boards are realized and that Floridians are able to get back to work.

Governor Scott has already begun this effort by working to clean up Florida's local workforce boards and forcing board members who have been involved in self-dealing contracts to resign. Additionally, Governor Scott placed the Workforce Central Florida Board on probation for a two-week period on September 21, 2011 because of the substantial evidence that money allocated to the workforce board is not being used to help people get jobs.

In order to restore credibility and accountability to Florida's Workforce Boards, Governor Scott will work with the Legislature on proposed legislation that will allow increased oversight ability of

Workforce Boards by the Governor, ensuring that these boards will focus on their mission of getting Floridians better prepared and back to work. This legislation will also propose a way to bring consistency to the Boards in the way they are named, branded and advertised so that Floridians know exactly what to look for and what to expect throughout the state.

Prioritizing Vital Transportation Projects to Facilitate Economic Development Opportunities

Floridians realize that it is businesses and individuals taking risks with their own capital that create jobs, not the government spending their tax dollars. One thing Governor Scott can do by working with the Legislature and the Department of Transportation, however, is to prioritize the advancement of port, roadway and other transportation projects that make it easier for commerce to flourish.

With changes to the Panama Canal and continued investment in our ports, Florida is uniquely positioned to lead the nation in the volume and value of trade entering our ports. In 2011, Governor Scott put forward an important funding plan to widen and deepen the Port of Miami to allow the state to capitalize on the larger Post Panamax ships that will bring cargo to and from the United States. This important project is projected to add 30,000 Florida jobs in the coming years while allowing our state to outcompete other states for the Post Panamax shipping.

Continued prioritization of our port investments as well as the development of innovative concepts like inland ports will encourage businesses to take advantage of Florida's unique position by locating and expanding in our state. Success in this area will mean additional jobs for our citizens. Paired with the passage of free trade agreements with Colombia and Panama, continued investment in our ports will ensure that Florida will benefit more than any other state from expanded trade opportunities and the jobs that come with them in the future.

Governor Scott also remains committed to making the transportation infrastructure investments that create both direct and indirect private sector jobs and investment, wherever possible. Working with Florida Department of Transportation Secretary Ananth Prasad, Florida can take advantage of favorable commodity costs to continue building an interconnected and efficient transportation system that will allow Florida businesses to thrive in the future. Supporting the Department's innovative Transportation Vision plan will allow the state to employ creative financing alternatives, offer transportation choices, reduce bureaucracy and streamline decision making to plan and develop future corridors. This plan will provide more efficient project delivery to get our citizens back to work faster.

Offering Stability to Florida Businesses by Balancing the Budget Without Raising Taxes

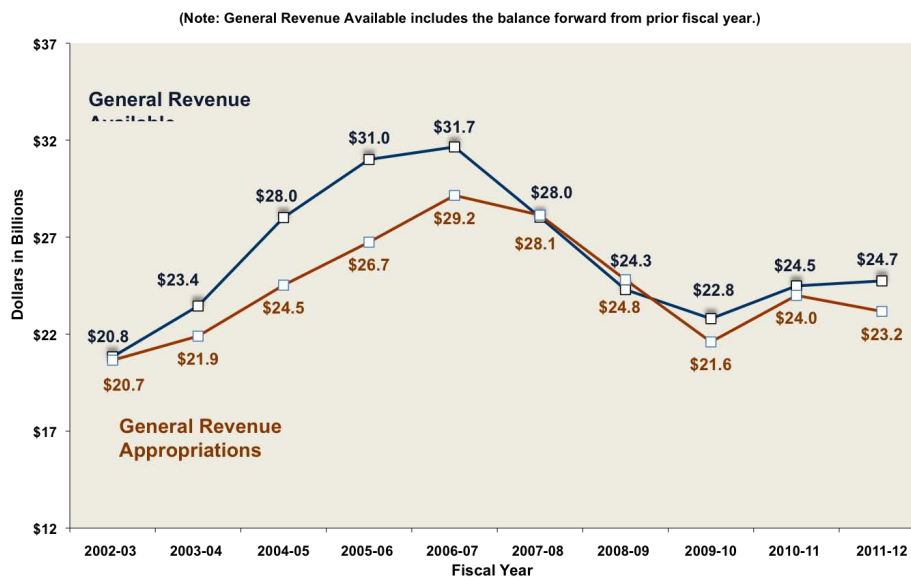
Over and over again, businesses have shared that the things they need from government are predictability and stability so that they can plan for the future. Certainty this is critical to weighing the future risks of expanding a business and creating new jobs. To that end, Governor Scott will ensure again in 2012 that Florida produces a balanced budget without raising taxes. It is this kind of stability and commitment that will help Florida attract the best businesses in the future.

Florida's existing tax structure and revenue is sufficient to satisfy the basic mission of Florida government: that of providing an adequate and fair system of education, the provision of health and

human services for our most vulnerable, and a system of incarceration for those that do harm to others. Unlike the federal government, which simply borrows more money as the level of income is reduced during difficult economic times, Florida must conduct themselves as everyday families and businesses do with their own budgets—by reducing spending and living within their means.

A quick look at the chart below shows that during the years leading up to Fiscal Year 2006-07, Florida’s leaders saved significant amounts of income rather than spending it, represented by the gap between General Revenue Available (income) and General Revenue Appropriations (spending). These responsible actions have allowed Florida to weather the storm of the last five years by using savings, reducing spending, and not by enacting broad-based tax increases or borrowing more money to cover general fund spending gaps.

Ten-Year History of General Revenue Available compared to General Revenue Appropriations



Governor Scott is committed to conservative and responsible money management policies that will continue to be reflected in the state budget. Only in an economic environment guided by such principles will businesses be able to establish themselves and flourish. As our economy continues to recover, this predictability will make it easier for families and businesses to invest and grow jobs in our state.

Prioritizing Science, Technology, Engineering and Mathematics in Education

Cognizant of legislative interest in education reform that prioritizes Science, Technology, Engineering and Mathematics (STEM), Governor Scott will support efforts in the 2012 Legislative Session to focus Florida’s K-12 and higher education systems on producing graduates that can support a growing high-tech workforce. In order to meet future workforce demands, Florida will need approximately 120,000 new workers in STEM fields through 2018, based on Agency for Workforce Innovation projected job field growth. This figure does not account for the additional need that would be generated by new companies moving into the state or emerging industries. Further, Enterprise Florida estimates that 15 out of the 20 fastest growing job fields will require a STEM education. In order for Florida’s economy to grow with sustainable, high-wage, private sector jobs, we must increase our commitment to prioritizing STEM in both our K-12 and higher education institutions.

A major factor in Florida's future economic growth will be the ability of the State University and State College Systems to promote economic growth and meet the needs of the state's businesses. In order to do this Florida's universities must produce more graduates in STEM fields, increase their STEM research productivity that can be commercialized and expanded into new economic opportunities, and build strong relationships with the business community to expand services such as business incubators that will promote targeted economic growth.

The State University System must lead the way in producing graduates who have degrees in STEM fields. Right now, less than 20 percent of the State University System's graduates are expected to earn STEM degrees. Our Universities can drive its graduates toward high employment and high earning careers by increasing its focus on graduating students in STEM fields. In order to achieve these goals, it is critical that Florida establish a goal for STEM graduates over the next five and ten years. High expectations coupled with increased accountability will ensure that our universities are a driving force for economic growth.

The K-12 system must also meet STEM demands in both the K-12 setting as well as in its workforce education programs. Our students must meet high academic standards with strong preparation in science and math in order to be prepared to compete with an increasingly competitive global workforce. We must continue reforms that reward and promote excellence in the classroom, demand accountability of our schools, and ensure that our students are receiving the best education possible.



A Regional Business Plan for Economic Development in the Tampa Bay Region

Executive Summary

In Partnership With:



May 2011

THE COMMUNITIES OF
tampaBAY
ACCELERATING LIFE'S POSSIBILITIESSM

THE METRO AREAS OF TAMPA/ST PETERSBURG/CLEARWATER | LAKELAND | BRADENTON/SARASOTA/VENICE
THE COUNTIES OF CITRUS | HERNANDO | HILLSBOROUGH | MANATEE | PASCO | PINELLAS | POLK | SARASOTA

May 23, 2011

Dear Business and Community Leaders,

I am pleased to present the *Regional Business Plan for Economic Development in the Tampa Bay Region – Executive Summary*. Following a year of in-depth research to determine where Tampa Bay's future jobs will come from, the Tampa Bay Partnership and Tampa Bay Regional Planning Council announced the completion of the research phase for the Regional Business Plan this month.

The goal of the Tampa Bay Regional Business Plan is to create community awareness and understanding of the region's collective strengths and develop a shared regional action plan to grow high-potential industry sectors, as well as put the educational and policy infrastructure in place to support them. You can read the full report at www.TampaBay.org/RegionalBusinessPlan.

The research, which was supported by a broad coalition of regional partners, focused on ascertaining Tampa Bay's future value-added industries and appropriate workforce skills necessary to sustain these industries. SRI International's Center for Science, Technology, and Economic Development conducted the research.

During the recent nationwide recession, Tampa Bay has struggled with record high unemployment. We can no longer afford to recruit businesses in a fragmented fashion, but must work together to pool resources and jointly target and grow the industries and workforce of the future. The Tampa Bay Regional Business Plan is an effort to "connect the dots" of local, regional, and statewide strategies that our communities have done, or are doing, to identify and pursue high-opportunity, growing industry sectors.

We hope you will join us in the next phase – Implementation. Involvement and participation from community and business leaders, like yourself, are critical to the success of this project and the success of the Tampa Bay region. To learn more about how you can participate in this next phase, please contact Jennifer Taylor, Vice-President Business Development, Tampa Bay Partnership, at (813) 872-2809 or jtaylor@tampabay.org.

Sincerely,



Vincent Dolan, President & CEO, Progress Energy
Chair, Tampa Bay Partnership Regional Business Plan

4300 W. Cypress St., Suite 250 Tampa Bay, Florida
phone: 813-878-2208 fax: 813-872-9356
www.TampaBay.org

A REGIONAL BUSINESS PLAN FOR ECONOMIC DEVELOPMENT IN THE TAMPA BAY REGION

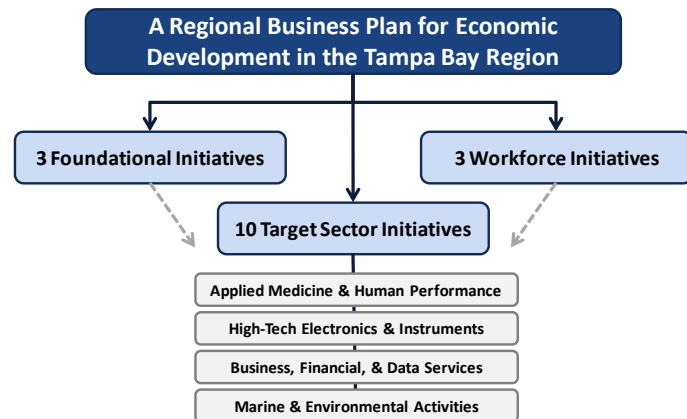
The Tampa Bay region (comprised of Citrus, Hernando, Hillsborough, Manatee, Pasco, Pinellas, Polk, and Sarasota Counties) has embarked upon a major effort to build understanding of regional economic strengths and opportunities and to craft an ambitious – yet implementable – plan that will lead to job creation and greater economic resiliency through diversification.

Under the auspices of the Tampa Bay Regional Planning Council and the Tampa Bay Partnership, the region contracted with SRI International to conduct a series of analyses related to the regional economy and workforce, and to prepare an actionable strategy for developing its target industry sectors and workforce, and for promoting overall economic growth and diversification.

The Tampa Bay region’s comprehensive, three-year regional business plan contains three components and sixteen initiatives, as depicted below:

Foundational Initiatives. Three initiatives that address the Tampa Bay region’s overall foundations for economic growth and diversification.

Workforce Initiatives. Three initiatives that support improved workforce availability and skills for building the target sectors and promoting overall economic growth.



Target Sector Initiatives. Ten initiatives that address needs specific to the region’s four target sectors, namely: *Applied Medicine & Human Performance*; *High-Tech Electronics & Instruments*; *Business, Financial, & Data Services*, and *Marine & Environmental Activities*.

FOUNDATIONAL INITIATIVES

Foundational initiatives address weaknesses in the region’s broader foundations for economic growth and diversification. In the Tampa Bay region, stakeholders describe three major “cracks” in the region’s economic foundations:

- The traditional reliance on “place” as the defining attribute used in regional promotion and the accompanying lack of clarity about a cohesive, forward-looking regional identity.
- The fragmentation and gaps within the region’s innovation and entrepreneurship system.
- The tendency to look outward for business expansion (i.e., recruitment to the region), rather than nurturing and growing businesses with existing footholds in the region.

INITIATIVE #1: DEVELOP AND PROMOTE A RENEWED IDENTITY FOR THE TAMPA BAY REGION AS AN INNOVATIVE, INTEGRATED REGIONAL ECONOMY

Most competitive regions around the country are finding that building and promoting a broad-based regional identity (rather than promoting individual communities or counties) is a more effective approach for attracting investor attention and building sustained advantage in today’s increasingly competitive economic landscape. This initiative will continue and deepen unified marketing and promotion activities by the region’s many stakeholders, to convey the Tampa Bay region as a well-rounded, diversified, and innovative place to live and do business.

Activities:

- 1) Conduct an inventory and GIS mapping of the region’s key target sector assets; create a database for use as marketing collateral.
- 2) Develop marketing messages that capture unique regional assets and identity in the four target sectors. Design a region-wide external marketing plan for promoting the target sectors.
- 3) Prepare and implement a regional legislative agenda and communications strategy focusing on key issues related to the target sectors.

INITIATIVE #2: BUILD AN INNOVATION AND ENTREPRENEURIAL ECOSYSTEM TO SUPPORT A MORE RESILIENT REGIONAL ECONOMY

Historically, systematic region-wide support for innovation and entrepreneurship has been somewhat of an “afterthought” in the Tampa Bay region, because innovation has not traditionally served as a central source of economic growth and because small businesses had access to a steady supply of new customers in the form of transplants and tourists. Better coordination and support for innovation and entrepreneurship is needed in order to participate in today’s competitive economy and to prepare the region for the future.

Activities:

- 1) Pursue activities and improvements in the regional innovation and entrepreneurship ecosystem.
- 2) Develop mechanisms for incubators to share info, coordinate, and communicate.
- 3) Conduct activities to facilitate company applications for SBIR/STTR grants.
- 4) Build angel/venture capital info, networking, funding available.
- 5) Facilitate university tech transfer and commercialization process enhancements.

INITIATIVE #3: STRENGTHEN BUSINESS RETENTION & EXPANSION REGIONALLY

Business retention and expansion (BR&E) is vital to job retention and job creation, since existing firms typically create 30-80% of all new jobs in a region. However, many businesses in the Tampa Bay region feel that they have little or no contact with their local economic development organizations. This initiative aims to strengthen local BR&E efforts, and also to achieve benefits and synergies through a more coordinated regional approach that will address unmet business needs and complement/facilitate local BR&E activities.

Activities:

- 1) At the regional level, implement common software system to manage and track relationships with businesses.
- 2) Participate in business outreach activities (e.g., industry associations).
- 3) Organize and recruit for regional CEO roundtables.
- 4) Meet periodically to report on activity and discuss regional initiatives to meet business needs.

APPLIED MEDICINE & HUMAN PERFORMANCE

The goal for the Applied Medicine & Human Performance target sector is for the Tampa Bay region to become a recognized center of excellence for specific, targeted areas of biomedical research that leverage key and unique regional assets – especially in fields related to **senior health/wellness** and **human performance for all ages**. Building on existing and emerging centers of medical excellence in these fields, the Tampa Bay region will develop high-quality **clinical trials** and **destination medicine**. Complementary expertise in areas such as **medical devices and instruments** and **health IT and bioinformatics** will be strengthened by capitalizing on not only life science capabilities, but also the region’s existing strengths in high-tech manufacturing and business/financial services.

INITIATIVE #4: BUILD CAPACITY AND NATIONAL REPUTATION FOR CLINICAL TRIALS IN THE REGION

The Tampa Bay region has most of the resources necessary to offer the entire pathway of high-quality, competitively priced clinical trial services. Destination medicine is also a strong opportunity if the region can become a center of excellence for state-of-the-art clinical trials, supported by the region’s strong tourism assets. This initiative aims to address key gaps in pursuing these opportunities, such as attracting a handful of clinical trials experts in key specialties, increasing physician participation in clinical trials, and raising national awareness of the region’s advantages in clinical trial services.

Activities

- 1) Inventory the region’s clinical trials experience. Identify gaps and current/target areas of specialty.
- 2) Streamline the region’s clinical trials timeline and examine bottlenecks in the clinical trials process.
- 3) Increase participation of the region’s resident physicians in clinical trials.
- 4) Attract and recruit researchers with expertise in conducting high-quality clinical trials; develop and fund incentive packages.
- 5) Market regional clinical trials capabilities nationally to pharmaceutical cos. and contract research orgs.

INITIATIVE #5: ESTABLISH A HUMAN PERFORMANCE AND SENIOR HEALTH/WELLNESS RESEARCH NETWORK AND FORUM

The Tampa Bay region is already home to a multitude of research institutions, programs, companies, and scientists performing world-class R&D in inter-related fields related to human performance and senior health/wellness, but there is little awareness and coordination of this research across the region. This initiative will build connections and collaboration among researchers and practitioners in the Tampa Bay region, in order to expand the amount and profile of region-wide research being conducted in these fields.

Activities

- 1) Organize a human performance and senior health/wellness “researcher’s forum,” and hold periodic in-person networking events.
- 2) Develop, test, and launch a pilot “virtual research network,” for scientists/practitioners in the human performance and senior health/wellness fields.
- 3) Actively promote and recruit researcher and practitioner participation in the “researcher’s forum” and “virtual research network.”

**Tampa Bay Region Success Stories:
Applied Medicine & Human Performance**

Center for Retina & Macular Disease

Recognizing the market void for Phase 2 retinal clinical research and trials, the **Center for Retina & Macular Disease** was started in 1991 by Dr. David Misch. The Center’s location in Polk County was attractive because it enjoyed certain advantages over traditional biotechnology clusters in the northeastern United States, such as proximity to the right patient demographics and the absence of nearby competition from a major R&D university. By offering passage through the entire pathway of the clinical trials process, the Center has expanded its operations globally; has cultivated its brand and reputation; and has led the way toward new treatments for macular degeneration, diabetic retinopathy, and other retinal diseases. The Center for Retina & Macular Disease has conducted about 68 trials over the last three years and has opened up eight total offices in the Tampa Bay and Central Florida region, staffed by world-class researchers from Harvard University, Duke University, Washington University of St. Louis, University of Pennsylvania, Johns Hopkins University, and the Mayo Clinic. Currently, the Center is recruiting additional star scientists from around the nation to increase its sub-specialties into diabetes, orthopedics, and cardio thoracic.

USF Partnership with The Villages

A recently initiated partnership between **The Villages**, a nationally known health-community that is home to over 80,000 retirees, and the **University of South Florida (USF)** has been lauded as an important opportunity to improve community health and to launch a long-term population health study with national implications. USF will open a small office in the Villages, from which university researchers will study indicators such as the incidence of diabetes and how residents view their own health. USF physicians will participate in medical rounds and engage The Villages community through educational outreach; the participating researchers plan to use the information gathered through the study to recommend potential improvements for the community. The project promises mutual benefits: it is an opportunity for the USF medical school to build its reputation regionally, and it provides additional resources toward The Villages’ goal of becoming “America’s healthiest hometown.” The study is also expected to produce results that are nationally relevant, including new models of care for elderly and aging populations.

H. Lee Moffitt Cancer Center and Research Institute

H. Lee Moffitt, a Florida state representative and cancer survivor, was inspired to build a cancer center in the Tampa Bay region to battle Florida’s high rates of cancer back in the 1970s and 1980s. Since 1986, when the **H. Lee Moffitt Cancer Center and Research Institute** admitted its first patient, it has grown to become part of an elite group of National Cancer Institute (NCI) Comprehensive Cancer Centers, with over 400,000 square feet of research laboratory space and \$67 million in peer-reviewed research grants. With about 200 beds in its patient care facilities, Moffitt admitted over 8,000 patients and had over 300,000 outpatient visits in 2010 alone. Its over 135 investigators are actively involved in basic research and extensive clinical trials. According to Jack Kolosky, Moffitt’s Executive Vice President and Chief Operating Officer, what differentiates Moffitt from competitors in the industry is its integration of clinical care and research activities, its push toward personalized medicine using health information technology, and its focus on total cancer care, from early- to late-stage cancer. Furthermore, Moffitt’s leadership in cancer care has been driven by its industry and academic partnerships with counterparts such as Pfizer, TGen, Merck, Scripps, University of South Florida, and University of Florida.

HIGH-TECH ELECTRONICS & INSTRUMENTS

The goal for the High-Tech Electronics & Instruments target sector is for the Tampa Bay region to become a national research and commercialization leader for technologies in the **marine, medical, and defense/aerospace electronics and instruments** niches. This sector focuses on research, design, and manufacturing of high-tech components, electronics, instruments, and devices that serve a number of very different “user” industries – including medicine, defense/aerospace, and marine/environment – but that share a number of commonalities in terms of workforce/skill needs, technology/innovation approaches, manufacturing quality, and business processes. Moreover, products for all three niches have the shared requirements of high (near perfect) reliability in very extreme environments for the purpose of protecting against threats to or loss of life. Major areas of opportunity across the niches in this target sector include developments related to sensing, remote monitoring, wireless communications, and optical technologies, as well as the use of sensors and data/information processing capabilities to embed “intelligence” in specialized devices.

INITIATIVE #6: PROMOTE TANGIBLE BUSINESS OPPORTUNITIES IN AND ACROSS THE MARINE, MEDICAL, AND DEFENSE/AEROSPACE NICHES

The Tampa Bay region has strong growth potential in marine, medical, and defense/aerospace electronics and instruments – not only within each segment, but in the emerging “space” at the intersection of the three niches. To capitalize on this potential, the region should work concertedly to create awareness of these market opportunities and synergies and establish an enterprise-driven mechanism or forum to facilitate interaction and commercial collaboration across these niches, with the goal of helping regional companies build a competitive, front-runner position in this market.

Activities

- 1) Convene an organizing group to define key opportunities at the intersection of these niches.
- 2) Conduct presentations of opportunities at meetings of relevant organizations in the region.
- 3) Identify knowledgeable “neutral” parties to work individually with interested companies; develop a mechanism to embed/replicate support for others.
- 4) Develop a menu of high-impact activities to continue building awareness of opportunities.

INITIATIVE #7: BUILD RESEARCH EXCELLENCE RELATED TO DEVICES THAT CROSS INDUSTRY BOUNDARIES

Although the Tampa Bay region has strengths in advanced electronics/instruments/technologies for the marine, medical, and defense/aerospace markets, there are not significant linkages or collaborative research taking place across regional companies, universities, and research institutes working in these three niches. Over the medium/long-term, this initiative will foster the region’s capacity to conduct collaborative, cutting-edge research in the marine, medical, and defense/aerospace fields, and will position the region at the forefront of applied, commercializable research.

Activities

- 1) Develop an NBIB R21 or R01 proposal.
- 2) Coordinate a proposal for the NSF Partnership for Innovation program.
- 3) Submit integrated proposal to NIBIB PO1 program.
- 4) Form a consortium to apply for an NIBIB Bioengineering Research Partnership (BRP) Grant.
- 5) Build a multi-institution, multi-disciplinary team to apply for the NIBIB Quantum Projects program.
- 6) Form a consortium to develop a proposal for NSF’s Engineering Research Center (ERC) program.

Tampa Bay Region Success Stories: High-Tech Electronics & Instruments

Chasco Machine & Manufacturing

Wanting to become his own boss, Jeff Roth taught himself how to program, bought a \$100,000 machine by taking out a home equity loan, and started **Chasco Machine & Manufacturing** in 2000. The fledgling company started out by manufacturing parts for cell towers and microwaves, but has since expanded to produce aviation, military, and medical device parts for its global client base. The company now produces precision-machined parts used in the Boeing 737 airliners. Originally located in Pasco County, Chasco expanded its operations in 2009 by opening a 24,800 square-foot facility in the Hernando County Airport Industrial Park, drawn by the location's site availability, competitive costs, and available workforce (and benefitting from a number of relocation and job creation incentives). The key to Chasco's success has been its investment in "lights-out" (or robotics) technology, which allows Chasco to continue manufacturing parts during the night and produce "more for less" in a price-competitive industry. Over the past few years, Chasco has generated over \$4 million in revenues annually, and has contributed an economic impact of \$1.7 million to Hernando County's economy in 2010 (according to estimates by the Tampa Bay Regional Planning Council).

Sleek Audio

Sleek Audio, a state-of-the-art earphone manufacturing company based in Manatee County, Florida, evolved out of a hearing aid company started by father and son team Mark and Jason Krywko. The pair brought their extensive experience in the audio and custom hearing aid industries to the growing earphone market, inventing and patenting an earphone with changeable acoustics and a removable cable. The company continues to innovate in order to remain on the cutting-edge of audio technology and has plans to scale-up and expand its market with new product innovations. Sleek Audio has earned a number of national accolades for its high-end and customizable earphones, which fit snugly into the listener's ear canal and provide CD-quality sound. The company is especially notable for its recent decision to move its manufacturing operations from China back to the United States, and it has partnered with nearby company Dynamic Innovations to do so. While U.S.-based manufacturing will cost the company significantly more, Sleek Audio is pleased with the decision to pay that premium in exchange for the reliable supply and quality of product. According to Jason Krywko, consumers see that value – there is a growing demand for high-end products made in the United States, from both domestic and international customers.

BUSINESS, FINANCIAL, & DATA SERVICES

The Business, Financial, & Data Services sector in the Tampa Bay region is comprised of four key niches. The **business process outsourcing (BPO) and shared services** niche includes internalized shared centers or outsourced activities for a broad range of back-office and non-revenue generating processes, such as human resources, sales, marketing, customer service, payment services, finance/accounting, and administration. **Financial transactions processing** focuses on the provision of transactions processing, reserve and liquidity services, and check/clearinghouse services. **Data centers, disaster recovery, and data management** encompasses provision of technology infrastructure for consolidated storage, management, and back-up of large data repositories. **Health IT and bioinformatics** covers electronic medical records and other uses of IT in the provision of medical and pharmaceutical services and conduct of biomedical research and drug discovery. The goal for the strategy and initiatives in the Business, Financial, & Data Services sector is for the Tampa Bay region to serve as the nation's "go-to" location for efficiency-creating, high value, and client-sensitive services for businesses of all sizes.

INITIATIVE #8: PROMOTE THE REGION AS A PREMIER LOCATION FOR SHARED SERVICES ORGANIZATIONS

The Tampa Bay region hosts the shared services operations of some of the nation's best-known brands, and these companies selected the region for its strengths in the quality and availability of good labor (first and foremost), regional costs, and business environment, as well as the pleasant climate. Because a small proportion of major corporations nationwide have embarked upon this transition toward consolidation of non-core functions, the potential for attracting and hosting additional shared services operations in the Tampa Bay region is enormous.

Activities

- 1) Establish a mechanism to communicate with regional shared services operators.
- 2) Define opportunities for promoting the region to corporations seeking to consolidate non-core functions; conduct promotional efforts.
- 3) Articulate the region's value proposition as a location for shared services operations.
- 4) Monitor progress and make adjustments.

INITIATIVE #9: PROMOTE THE REGION AS A PREMIER LOCATION FOR FINANCIAL MANAGEMENT/TRANSACTIONS PROCESSING

The Tampa Bay region hosts the financial management and transactions processing operations of many well-known companies, who were attracted to the region for its quality and availability of good labor, regional costs, and other business-related attributes, as well as the general quality of life. Projected market growth trends indicate a substantial and solid market for this niche – an opportunity that the Tampa Bay region should capitalize upon through business recruitment and expansion efforts.

Activities

- 1) Establish a mechanism to communicate with regional financial mgmt. and trans. processing cos.
- 2) Define opportunities for promoting the region to financial management/transaction processing companies; conduct promotional efforts.
- 3) Articulate the region's value proposition as a location for financial mgmt/trans. processing cos.
- 4) Monitor progress and make adjustments.

INITIATIVE #10: CONVENE, SUPPORT, AND PROMOTE BUSINESS PROCESS OUTSOURCING COMPANIES IN THE REGION

The Tampa Bay region is home to many firms that provide non-core business process outsourcing (BPO) for other companies and institutions – including large BPO firms that serve global Fortune 500/100 companies, as well as small/medium-sized BPO firms that serve a range of sole proprietors and independent contractors, enterprises, and institutions regionally and nationally. This initiative seeks to generate jobs by expanding the Tampa Bay region’s base of BPO firms providing higher-skill and higher-value functions to companies in the State of Florida, nationally, and globally.

Activities

- 1) Establish a mechanism to communicate with regional BPO companies.
- 2) Identify opportunities related to small-, medium-, and large-sized BPO providers; conduct promotional and support activities.
- 3) Articulate the region’s value proposition as a location for large BPO providers.
- 4) Identify and launch steps to support small- and medium-sized BPO providers reach new customers.
- 5) Monitor progress and make adjustments.

**Tampa Bay Region Success Stories:
Business, Financial, & Data Services**

DataMentors

In 1999, Bob Orf and Bev Tannenbaum co-founded **DataMentors**, a Wesley Chapel-based company providing database cleaning, standardization, matching, analytics, and marketing. DataMentors constructed a new 10,000 square-foot headquarters facility in 2006 in Pasco County (moving from its previous location in Tampa), to accommodate company growth and build a state-of-the-art data center that meets SAS70 security standards. The company has also expanded with regional offices in Atlanta and Las Vegas, and has plans to open additional regional offices in the Northeast and Midwest to serve an increasingly nationwide client base. DataMentors is exploring new products and services in military data analytics, in addition to its existing work for the banking, financial, publishing, retail, media, manufacturing, entertainment, hospitality, transportation, communications, and marketing sectors. In recognition of the company’s success, DataMentors was rewarded the Pasco Economic Development Council’s *Technology Company of the Year Award* for 2007 and was named a finalist for the Tampa Bay Technology Forum’s *Industry Achievement Award*, which is presented annually by the Florida High Tech Corridor Council to a Tampa Bay regional company for “demonstrating leadership in innovation.”

Ceridian Benefits Services

Ceridian Corporation is leading global business services company, focused on providing single-source solutions in all areas of human resources administration and management. With over \$1.4 billion in annual revenues and 9,000 employees, Ceridian provides services to 50% of Fortune 500 companies and 60% of Fortune 100 companies. It was in 2000, following the acquisition of ABR Information Services, Inc., that Ceridian formed its Benefits Services division, setting up the unit headquarters in St. Petersburg, Florida. From the St. Petersburg headquarters, **Ceridian Benefits Services** administers health and welfare benefits for the current, former, and retired employees of its clients around the world. Ceridian Benefits Services has distinguished itself in the marketplace by providing the largest suite of products of any HR outsourcer to its 60,000+ benefits customers and specializing in COBRA administration. The Ceridian facility in St. Petersburg is the largest within the company, employing 1,200 employees, and Ceridian has been successful in partnering with the city and Pinellas County to maintain and grow the business further. Ceridian will qualify for nearly \$1.9 million in tax refunds based on its plans to consolidate a Raleigh, North Carolina, facility into its St. Petersburg headquarters, investing \$1.5 million in capital improvements and creating a projected 220 new jobs at higher-than-average wages.

MARINE & ENVIRONMENTAL ACTIVITIES

The goal for the Marine & Environmental Activities target sector is to develop commercial and business applications that build upon existing and nascent strategic assets and research capabilities in the marine sciences and environment. Small, but high-growth and high-potential opportunities in the areas of food-oriented *inland aquaculture* and *algae-based and other biofuels* will be pursued as emerging commercial and export opportunities for the region, and will also leverage regional geographic assets and agricultural legacy. The region will tap into and refocus its strong (but currently underutilized) construction and engineering expertise to pursue growing opportunities in *energy conservation and efficiency* projects and applications.

INITIATIVE #11: EXPAND THE COMMERCIAL VIABILITY AND EXPORT PROSPECTS FOR INLAND AQUACULTURE IN THE REGION

The Tampa Bay region has many assets necessary to become a leader in inland aquaculture for seafood production, including ideal weather conditions, availability of inland farmland, a long agricultural legacy, existing ornamental fish aquaculture expertise, strong marine science research capabilities and facilities, and a good geographic location/transportation network. This initiative will provide regional leadership to demonstrate the viability of expanding aquaculture in the region, address key barriers, and support expansion of aquaculture as a commercial, export-oriented activity.

Activities

- 1) Establish contact with and conduct site visits to Tampa Bay region stakeholders who are currently active or involved in aquaculture.
- 2) Conduct a regional feasibility assessment for development and expansion of aquaculture in the Tampa Bay region.
- 3) Identify and conduct a series of follow-on activities that support development and growth of the aquaculture sector. Garner support and leadership for these activities from stakeholders in the sector.

INITIATIVE #12: INVESTIGATE AND SUPPORT THE COMMERCIAL VIABILITY OF ALGAE-BASED AND OTHER BIOFUELS IN THE REGION

Biofuel production and consumption are still in a very early stage in the Tampa Bay region, but there is strong potential for regional development of algae-based biofuels (and possibly other biomass products) building off the region's marine science and technology assets, good climatic conditions, and the increased attention on algae-based biofuels globally. This initiative will provide regional leadership to build research and commercial capabilities in this sector, address key barriers, and ultimately support growth of algae-based (and other) biofuels as a commercially viable activity in the region.

Activities

- 1) Establish contact with and conduct site visits to Tampa Bay region stakeholders who are currently active or involved in biofuels.
- 2) Assess feasibility of the development and expansion of algae-based (and other biomass) biofuels in the Tampa Bay region.
- 3) Identify and conduct follow-on activities to support development and growth of the biofuels sector. Garner support and leadership for these activities from stakeholders in the sector.

INITIATIVE #13: EXPLORE REGIONAL INITIATIVES PROMOTING ENERGY EFFICIENCY & CONSERVATION

In the absence of a state-level framework that generates demand for renewable energy, a primary environment-related opportunity for the Tampa Bay region lies in the area of energy efficiency and conservation – focusing on investments that improve the efficiency of buildings or machinery to reduce energy costs and enhance sustainability. This initiative will support coordinated regional efforts to more effectively promote energy efficiency to homes and businesses, stimulate demand for products and services in this sector, and attract more state and federal funding (as well as private investment).

Activities

- 1) Create a user-friendly centralized online data repository on regional incentives, programs, etc. related to energy efficiency and conservation.
- 2) Create an outreach and educational campaign on energy efficiency for the regional community.
- 3) Develop a regional Energy Efficiency Building Retrofit program.
- 4) Coordinate a regional ENERGY STAR program.
- 5) Apply as a region for federal or state funding for energy efficiency and conservation activities.

**Tampa Bay Region Success Stories:
Marine & Environmental Activities**

Technology Conservation Group, Inc.

Previously employed in a Chicago-based precious metal trading company, Hamilton Rice returned to the Tampa Bay region to be closer to his family and start his own business. Rice launched **Technology Conservation Group** in 1996 in Lecanto, Florida (Citrus County) to provide electronic equipment recovery and recycling services. TCG has grown rapidly over the last decade and is poised to become one of the largest and most proactive R3 (reuse, recovery and recycling) companies in the world. It now has facilities worldwide, including Oregon, Kentucky, Israel, Mexico, India, and the United Kingdom. TCG has succeeded in this fast-growing, \$5.8 billion global industry by investing in prototypical machinery that is designed to effectively separate the various metal components of any electronics item. The company’s investments have paid off, as it has become the 15th largest e-waste company in the country in terms of revenue (among over 5,000 e-waste companies nationwide), and is among the top 10 companies in the world in regards to its environmental footprint. The Governor of the State of Florida acknowledged TCG for its “exceptional contributions toward statewide economic diversification” and leadership in green technologies with the *Business Diversification Award* in 2010.

***Mote Marine Laboratory Aquaculture
Demonstration Project***

Mote Marine Laboratory has developed the **Sturgeon Commercial Demonstration Program** to help develop, test, demonstrate, and promote new technologies and practices in inland aquaculture. The project raises and sells sturgeon and sturgeon caviar, with the goal of creating a financially and environmentally sustainable model for inland aquaculture. Notably, Mote has developed, tested, and demonstrated a number of energy and water-saving techniques, including innovative recirculating technologies. In partnership with the *Sturgeon Commercial Demonstration Program*, Mote’s **Marine Aquaculture Research Program** conducts complementary research on inland cultivation of snook, pompano, red drum, hard corals, long-spined sea urchins, and other species. Mote sees inland aquaculture as an opportunity for economic gain, as well as an environmental solution. The Tampa Bay region lacks many of the necessary conditions for coastal aquaculture, but with affordable inland land prices, Mote sees inland aquaculture as a profitable option, especially for struggling and unproductive citrus farms in the region and state. Mote is also interested in promoting inland aquaculture more broadly, as a solution to the health and environmental problems associated with the seafood industry.

WORKFORCE INITIATIVES

Building a resilient, diversified regional economy will increase job opportunities, but only if the region's companies can draw on a strong and talented workforce as a foundation. To develop a workforce with competitive and relevant skills, the Tampa Bay region must facilitate communications among three key groups of stakeholders: target sector employers, jobseekers interested in key career pathways, and the workforce education system, particularly postsecondary institutions with the capacity to provide training relevant to the target sectors.

INITIATIVE #14: EXPAND PARTNERSHIPS AND IMPROVE COMMUNICATION BETWEEN THE FOUR TARGET SECTORS AND THE WORKFORCE DEVELOPMENT SYSTEM

To create a competitive regional workforce for the four target sectors, employers must regularly assess their workforce needs and communicate those needs to other actors in the workforce development system. The lack of a two-way line of communication has been a challenge cited by numerous Tampa Bay stakeholders. This initiative supports activities that will build more formalized mechanisms for communication and collaboration across the region's business and academic communities, in order to pinpoint and address the region's cross-cutting workforce needs as the target sectors emerge as drivers of future economic growth.

Activities

- 1) Convene region-wide Target Sector Skill Panels to identify and prioritize future occupations/skills and assess the need for program development and refinement. Communicate with educational institutions to implement changes.
- 2) Inventory the current availability of practical/"on-the-job" career training and awareness-building programs related to the target sectors. Identify gaps and priorities; build partnerships to develop new programs.

INITIATIVE #15: INCREASE COORDINATION, COLLABORATION, AND INFORMATION SHARING AMONG THE REGION'S POSTSECONDARY INSTITUTIONS

An established mechanism for coordination across regional workforce development institutions is key to ensuring that students and workers can move seamlessly through the system, reducing duplication of programs or competition across institutions, and encouraging strategic development of new programs. For the most part, the region's postsecondary institutions tend to be fragmented and are not strategically communicating with one another or with the economic development system. This initiative aims to establish mechanisms for improved cooperation and strategic coordination, as well as to utilize the knowledge generated through this process to improve the marketing and communication of the Tampa Bay region's education and workforce assets.

Activities

- 1) Establish a "Regional Education Coordinating Council" as a mechanism for coordination and dialogue across the region's postsecondary institutions (at all levels).
- 2) Create a region-wide online networking forum or portal as a platform for ongoing, informal dialogue within the workforce system.
- 3) Compile comprehensive information about regional training/education/degree programs related to the target sectors. Link with GIS mapping activities.
- 4) Identify key marketing messages (and related data) about regional workforce/education assets related to the target sectors. Link/coordinate with external promotional efforts.

INITIATIVE #16: INCREASE AWARENESS ABOUT CAREER “LADDERS” AND OPPORTUNITIES IN THE TARGET SECTORS

As existing industries change and new industries emerge, it is important for the workforce development system to keep abreast of new pathways of opportunity available to workers, including the various promotional steps required for advancement, which come with higher levels of pay, skills, responsibilities, and ultimately, higher standards of living (known as “career ladders”). This initiative aims to increase the availability of “career ladder” programs within the region’s workforce development system, as well as the awareness of prospective students of the training programs and jobs available in the foundational and pivotal occupations within the target sectors.

Activities

- 1) Establish a process to identify and develop appropriate career ladder strategies to meet target sector workforce needs.
- 2) Build a region-wide career ladder and job opportunity database and online portal for jobseekers and employers.
- 3) Improve communication and linkages between career offices/advisors at regional educational institutions and the target sector businesses.
- 4) Partner with target sector companies to implement and promote employee career laddering programs.
- 5) Collect data and then develop programs/activities to increase the share of postsecondary graduates who stay and work in the Tampa Bay region.



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SRI International
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703-524-2053



Economic Development Administration
U.S. Department of Commerce
1401 Constitution Avenue, NW, Suite 7800
Washington, DC 20230
202-482-4085

If you are interested in being a part of this effort to focus on, prepare for, and ultimately create the jobs for our future, contact Jennifer Taylor at jtaylor@tampabay.org or 813-872-2809.

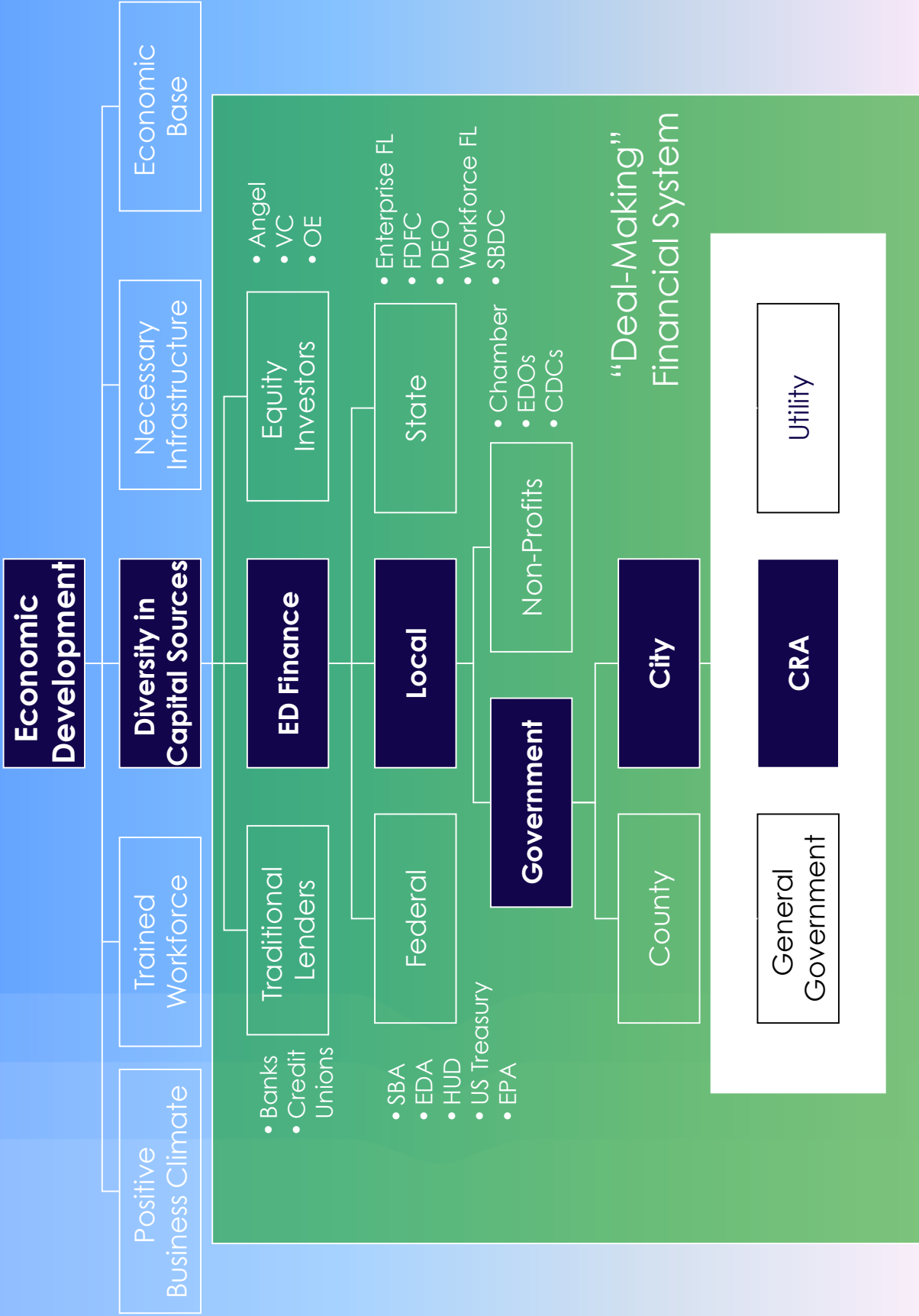
More information about *A Regional Plan for Economic Development in the Tampa Bay Region* can be found at: www.tampabay.org/regionalbusinessplan

Economic Development in Florida's Cities



Florida House of Representatives
House Economic Affairs Committee

October 19, 2011



Statewide Trends

- ▶ Developing of a regional approach towards prosperity
- ▶ Focus on certain industries to attract to the area based on competitive assets
- ▶ Encourage reuse of commercial business spaces



ECONOMIC DEVELOPMENT COUNCIL
of Tallahassee/Leon County, Inc.



Statewide Trends

- ▲ Partnerships with chambers, educational institutions, Regional organizations, and EDCs
- ▲ Permit Streamlining and centralization of approval
- ▲ Waiver of impact fees for periods of time
- ▲ City cash incentives for small business job creation



ECONOMIC DEVELOPMENT COUNCIL
of Tallahassee/Leon County, Inc.



Statewide Trends

- ▶ Educational assistance to small businesses
- ▶ Loan assistance for small businesses
- ▶ Enterprise Zone promotion
- ▶ Assistance with establishment of brownfields



ECONOMIC DEVELOPMENT COUNCIL
of Tallahassee/Leon County, Inc.



State/Local Policy Considerations

- ▶ Project confidentiality is critical to competitiveness
- ▶ Frame incentives at the state level; allow for regional/local components
- ▶ Invest in Talent development



ECONOMIC DEVELOPMENT COUNCIL
of Tallahassee/Leon County, Inc.



League Activities in Economic Development

- Adopted 2011 Legislative Action Agenda item on Economic Development (November 2010)
- Developed “Keys to the Cities” document for Governor and Legislative Leadership (January 2011)
- Held Regional Economic Development workshops at Annual Conference (August 2011)



ECONOMIC DEVELOPMENT COUNCIL
of Tallahassee/Leon County, Inc.



League Activities in Economic Development

- ▶ Launched FLC website focusing on Economic Development for cities (September 2011)
- ▶ Encouraged DEO to appoint municipal representative to Intergovernmental Planning Council (October 2011)
- ▶ Hosting of a government grants workshop at 2012 Legislative Conference (November 2011)



ECONOMIC DEVELOPMENT COUNCIL
of Tallahassee/Leon County, Inc.



Thank You!

Florida League of Cities'
Legislative Affairs Department

<http://www.floridaleagueofcities.com/Advocacy.aspx>



ECONOMIC DEVELOPMENT COUNCIL
of Tallahassee/Leon County, Inc.



Economic Development Council
of Tallahassee/Leon County, Inc.
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