



Phase One Report Summary

Highlights of the economic profile,
community assessment and
cluster opportunities

January 16, 2009



What's Included

- Economic Profile: Current employment, wage, demographic, and related information on the county and MSA
- Community assessment and SWOT using interview, survey and benchmark data
- Cluster opportunities using interviews, conference calls, primary and secondary research



Profile: Demographics & Occupations



- ↓ Percentage of population in the labor force is significantly lower than that of US or FL.
 - What is lacking in residents under 34 years of age is made up by residents 65 and older.
- ↓ While overall educational attainment is slightly above US average, attainment for 25-44 year olds is well below US average.
 - Compared to US, occupations are slanted toward sales, construction, admin and service occupations; fewer professional, IT, management and scientific occupations
- ↓ While overall wages are lower than average, they are even more compressed in professional jobs (negative for attracting young professionals)



Profile: Employment

- In 2007, there were an estimated 155,159 total jobs and 140,485 private sector jobs through employers; ~4,000 less than 2006.
- Unemployment has gone from below US average to above US average in the past five years.
- Vast majority of recent job loss (2006-07) occurred in construction and manufacturing; others flat or slight gains.
- Five-year growth trends indicate real gains in target industries: professional/technical services, management of companies, arts & entertainment, and sectors in manufacturing.



Profile: Establishments

- Despite job loss, there was a growth in new establishments.
- Recent firm growth occurred in transportation, information, financial services, education, and professional/technical services.
- Long-term firm growth was dominated by construction, real estate and management of companies.



Self-employment

- Almost 35,000 residents are self-employed; a higher per capita rate than US
- Receipts (earnings) per proprietor are more than \$58,600, 25% higher than US average receipts (opposite wage pattern from employers)
- Top sectors = real estate, professional and technical services, construction, personal services, administrative services



Employment Concentration: LQ

- Industry sectors with high levels of employment concentration
 - Performing arts
 - Specialty trade contractors
 - Nursing/residential care facilities
 - Membership Associations
 - Real estate
 - Ambulatory health care
 - Amusement & recreation
 - Administrative services
 - Fabricated metals mfg



Growth in Concentration: LQ

- Performing arts
- Publishing and software
- Nursing and health care facilities
- Professional/technical services
- Insurance
- Fabricated metals mfg
- Telecommunications
- Misc. Manufacturing
- Waste management/remediation
- Trusts and related financial
- Education services
- Broadcast & Printing



Profile: Innovation

- Patent activity is on par with Florida averages and lags US average
- While exports have increased, on a per capita basis are still below most other regions
- Regional research assets are vast (and underutilized)
 - Private: Mote, SRI, Burnham, Moffitt Cancer Center, Roskamp, Byrd Alzheimer's Center
 - Universities: USF, UCF



The Economic Vision

- Enhance our ability to compete in a knowledge-based economy
- Build an economy that attracts and retains young professionals
- Capitalize on what we have: age & design
- Grow our own businesses
- Integrate the concepts of sustainable development



Assessing economic factors



- Business Development
- Innovation & Entrepreneurship
- Infrastructure & Facilities
- Education & Workforce
- Business Climate and Quality of Life



SWOT Summary

Strengths

- Active entrepreneurial environment
- An array of higher educational institutions.
- Proximity to an array of R&D centers and institutions
- Institutions like Mote and Ringling School of Art + Design that have national and international recognition
- An array of foundations and community organizations

Weaknesses

- A low concentration of skilled workers.
- No systematic approach for using public finance tools
- An over-reliance on the quality of life
- No infrastructure for growing knowledge-based businesses
- Lack of recognition of and attention to existing businesses



A Proposed Framework



Team Observations



- Incredible level of community engagement/pride
- However
 - Great idea generation with little action
 - Lots of projects with no comprehensive means to evaluate or place in economic or strategic context
 - The need to be inclusive versus strategic (directly correlated to # meetings)



The If-Then Scenario

If

- Multiple projects \neq strategy
- # people engaged \neq # outcomes

Then....

The plan should guide how to **think about** as well as how to do economic development...



Goal of an Economic Development Strategic Plan

*A roadmap to a robust and vibrant
economy*



The Community Message

- **Desired Outcomes: Why is a robust and vibrant economy important?**
 - To maintain and enhance a high quality of life
 - To increase wages and employment opportunities of residents
 - To promote an environment that retains and attracts younger workers (our children)



The Strategic Objectives

What drives a robust economy? (How do we achieve our desired outcomes?)

- **Keeping our existing businesses healthy and competitive**
- **Continually seeking ways to strategically diversify our economic opportunities**
- **Connecting and aligning our resources and investments**



What Are Corresponding Strategies

- **Keeping our existing businesses healthy and competitive**
 - Supporting the competitiveness of traded sector industries
 - Ensuring a dynamic small business support system



What Are Corresponding Strategies

Continually seeking means to diversify our economic opportunities

- Playing on our strengths of creative-design assets and an older demographics
- Making strategic plays in emerging markets (green economy)
- Enhancing attraction strategies to target key industries and geographies
- Growing the capacity for future innovation and entrepreneurship



What Are Corresponding Strategies

Connecting and aligning our resources and investments

- Place: Aligning investments in infrastructure and community development with economic goals
- Policies: Aligning public policies and regulation to work with – *not against* – a strong economy
- People: Building capacity within our organizations to effectively support a diversified economy

A Matrix Approach

Economic Objective	Strategy	Illustrative opportunities	Economic tools and tactics
Keeping our existing businesses healthy and competitive	Supporting the competitiveness of traded sector industries		Value Chain Modeling Incentives Targeted BRE efforts (Fab 50)
	Ensuring a dynamic small business support system		Technology Tools SBDC
Continually seeking means to diversify our economic opportunities	Playing on our economic strengths and assets: aging	Position region as <i>Epicenter for Information and Innovation related to Aging</i>	Institute for the Ages



Moving and idea to action

Create

Ideas built on aptitude and passion

Where are our aptitudes?

What are our markets?

How do we play in this space?

Innovate

Prototyping ideas; Turning ideas into strategies

How do we pilot ideas?

How do we create partnerships?

How do we make this viral?

Substantiate

Investing in the strategy; reinforcing commitment

How do we ramp this up?

How do we maintain commitment?

Accelerate

Growing and evolving the strategy

How do we expand opportunities?

How do we evolve?



Making Opportunities Count: Connecting the dots

Strategy Description		
Supporting evidence	Contribution to economic goals	
Primary Resources Required		
Existing Assets	Identified Gaps	
Supporting Community and Infrastructure Investment	Supporting Public Policies & Workforce needs (local, regional, state)	
Tactics		
Lead Organization	Key Partners	Resources Required

Draft Example

Comparing projects; weighing tradeoffs


Evaluation Criteria	Idea #1	Idea #2	Idea #3
1: Permission: aptitude, passion, authority			
2 Business Development: Does it significantly improve competitiveness and innovation capacity?			
3. Business Growth: Does the project build on emerging/growth markets, ability to seize new markets?			
4. Community ROI: Does the project have potential for creating or expanding businesses and jobs, or for attracting investment?			
5. Scale/Scalability: Is the project of a scale that will make it competitive with similar initiatives in other regions? Can it be scaled (up or down) to respond to changing needs?			
6. Resources: Are there available resources (\$, people, infrastructure) to kick off the project?			
7. Sustainability: Are there possible/available resources to sustain ongoing operations?			
8. Leadership: Is there a champion for this project?	Scruggs	& Associates, LLC	

Draft Example



How do we think about clusters with in this framework

- Clusters are a tool within a strategy, not a strategy itself
- There are industry sectors with promising opportunities, but aren't always a cluster model



Using Clusters as a means to develop strategic opportunities

- Medical & Life Sciences
- Creative Services
- Digital and web-enabled technologies
- Environmental and sustainable systems
- Specialty Manufacturing

Opportunity identification process

Asset Asset Asset Asset Asset
Asset Asset Asset Asset Asset
Asset Asset Asset Asset Asset
Asset Asset Asset Asset Asset

Primary, secondary research

Comparison to peer communities

Review by tech team

Differentiator Asset #1
Differentiator Asset #2
Differentiator Asset #3

Market landscape overview by
tech team: trends, trajectory

Economic Opportunity #1
Economic Opportunity #2

- To-Do
- Substantiate
 - Evaluate
 - Prioritize



Example: Life & Medical Sciences

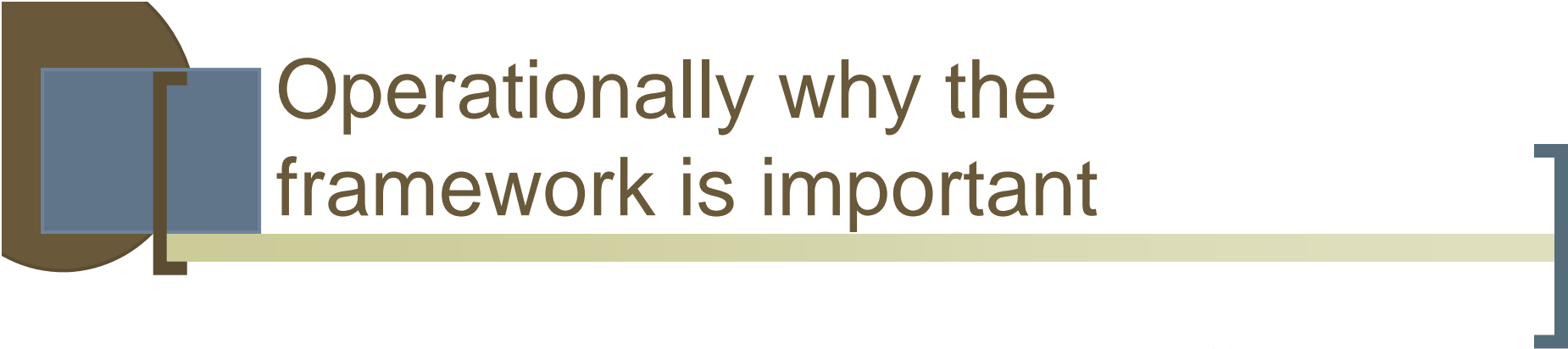
- **Assets:** Demographics, research activity, available medical data, clinical trials, specialized expertise (medical device, simulation/training, design/animation), destination
- **Differentiators:** Older demographic, available data, simulation/training expertise
- **Market trends:** longevity, wellness focus, medical tourism, open innovation
- **Economic opportunity:** leverage assets to become epicenter for information and innovation related to aging
- **Tool/tactic:** create focal point (center) to aggregate demand and data, develop/provide education and training



Resulting opportunities



- Medical and life sciences specialization related to aging
- Mote's marine science education and aquaculture
- Sustainable systems that combine areas of resource management, architecture/design, and local food production
- Digital and web-enabled technologies that support high tech, creative and F&V
- Cross-cutting use of design as a development and productivity tool



Operationally why the framework is important

- A means to communicate to public officials and public
- A means to prioritize and align resources; “you make the choice or it is made for you”
- A way to assign “ownership with oversight” to minimize the need for everyone needing to be involved in everything
- Connecting Tools to Strategies: Enables organizations to understand which tools are best applied, when



Discussion



- What do think about this type of framework approach as an organizing tool for the plan? Ways to enhance?
- How do we best use economic impact examples?
- How does this framework influence the Strategy Forum scheduled for March?