

Economic Opportunities & Potential Strategic Directions For Sarasota County

A PRESENTATION TO THE EDC BOARD &
INVESTOR RETREAT
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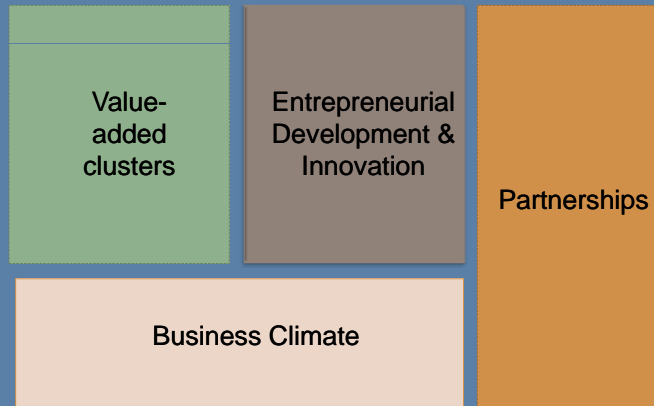
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The Purpose of the Plan

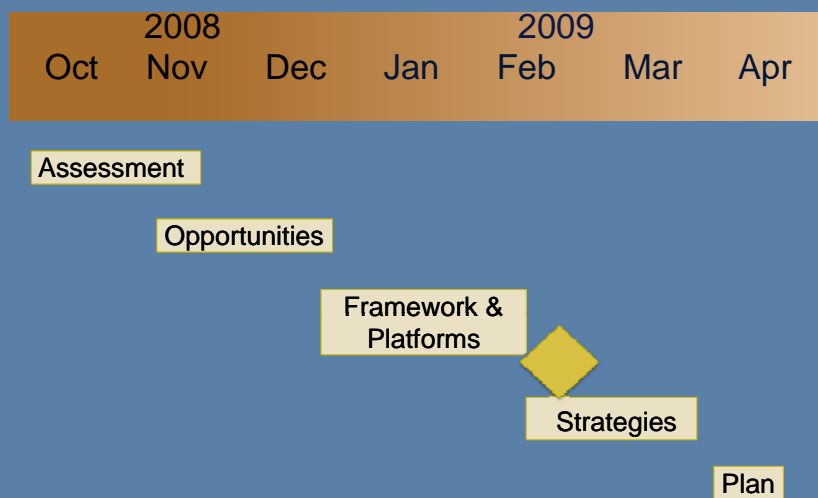
Using the existing plan as a framework

- Assess the county/region's economic assets and gaps
- Identify economic opportunities
- Develop a shared set of economic goals and objectives
- Recommend strategies, tools and partnerships for implementation

The Existing Framework



Where are we today?



I: What went into the community assessment?



Community opinions about an economic vision

Data and analysis

Cluster assessment

The Community Economic Vision



- Enhance our ability to compete in a knowledge-based economy
- Focus on quality and wages of jobs; build skilled workforce
- Build an economy that attracts and retains young professionals
- Capitalize on what we have: age & design
- Support & grow our own businesses
- Integrate the concepts of sustainable development

Economic Data

Similar to the nation

- Five year jobs growth in a variety of sectors
- Recent job loss primarily in construction related sectors; some loss in other services
- New firms are still being created
- Expansions & relocations are very slow

Unlike the nation

- Unemployment from below US average to above average
- Wages are below average, especially for cost of living
- Educational attainment of workforce is slipping
- Capacity for innovation and competitiveness is below average

Industries with High Employment Concentration: LQ

- 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*

Building on the foundation of last 5 years

Cluster were identified and cluster groups were established; out of these groups

- Various networks formed that were not present
- Projects like the Design Summit, Natural Capital were instituted
- Business development needs for knowledge-based industries were identified
- Connections to regional and state organizations were strengthened (High tech corridor, venture forums, etc.)
- Economic organizations expanded services to knowledge-based business (SBIR training,)

Accomplishment: Developed connections and identified needs

Revised Targeted Clusters

- Creative Services & Web-enabled Technologies
- Environmental & Sustainable Systems
- Life and Medical Sciences
- Specialty Manufacturing

Next Phase: Building capacity, positioning for opportunity, and adding value

Creative Services & Web Enabled Technologies

Sectors:

- software & print publishers,
- data processing and hosting
- computer systems design,
- broadcasting, film & video,
- specialized design services,
- advertising, PR, and marketing
- performing arts companies,
- independent artists, writers, and performers
- fine arts schools

2007 Employment= 10,108

5 Year Job Growth= 29%

2007 Firms= 1,142

5 Year Firm Growth= 22%

Medical & Life Sciences

Sectors

- pharmaceutical manufacturing,
- instrumentation manufacturing,
- medical equipment and supplies manufacturing,
- testing laboratories,
- scientific research & development services,
- diagnostic imaging centers,
- specialty therapists

2007 Employment= 2,208

5 Year Job Growth= 25%

2007 Firms=231

5 Year Firm Growth=48%

Environmental Sciences & Sustainable Development

Sectors:

- architectural and engineering services,
- recyclable material merchant wholesalers,
- environmental consulting services
- scientific research services
- other technical consulting

2007 Employment= 2,218

5 Year Job Growth= 32%

2007 Firms= 340

5 Year Firm Growth= 27%

Specialty Manufacturing

Sectors:

- wood products & furniture,
- chemicals
- cement & concrete
- plastics products
- fabricated metal product,
- communications equipment
- electronic instrument

2007 Employment= 5,246

5 Year Job Growth= -5%

2007 Firms=183

5 Year Firm Growth=0%

Economic Assets (as defined by the community)

- Quality of life
- Large percent of retired talent
- Older demographics
- Array of educational institutions
- National/international businesses
- A place for small businesses
- Philanthropic organizations
- Active business organizations
- A large art community
- Lots of creative firms (design expertise)
- Recreational opportunities
- People with money
- Tampa Bay and its assets
- Quality of life

Differentiating Economic Assets



In addition to a strong tourism base:

- Aging demographics with economic value
- Culture of design and creativity; large arts community
- Specialized medical facilities that attract patients from all over the world
- Leaders in niche technologies and science industries (e.g. Sun Hydraulics, Neighborhood America, METI)
- Top tier, specialized education & research institutions (Ringling & Mote); array of post-secondary education options
- An array of foundations and community organizations

Current Weaknesses

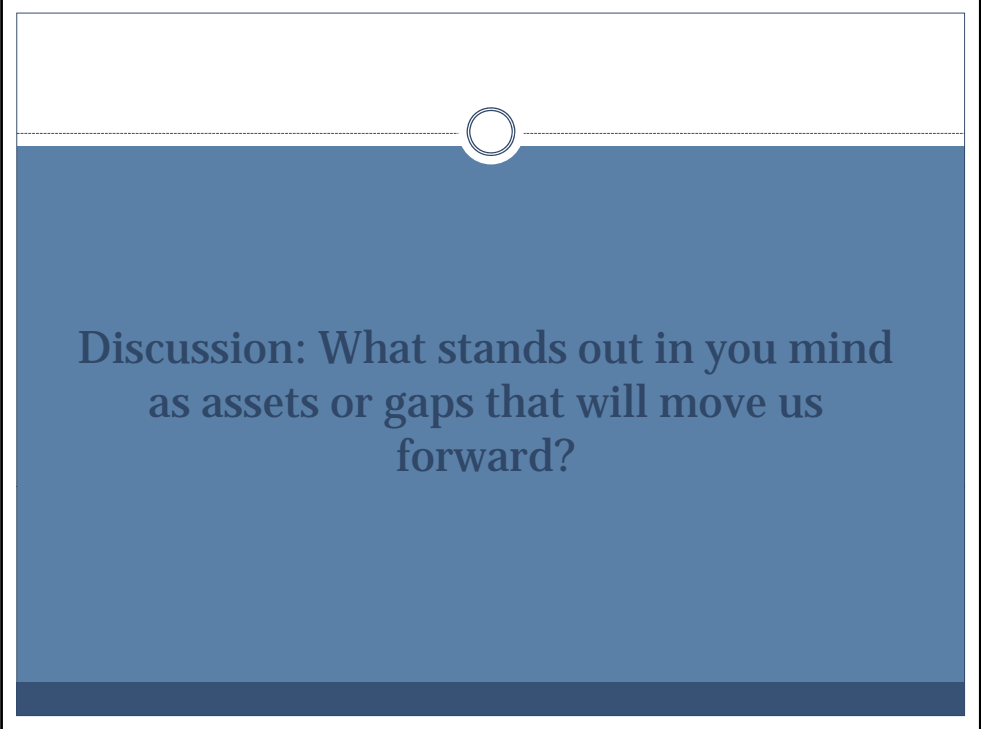


While progress has been made, diversification in higher value industries remains underdeveloped

- Lack of comprehensive industry development strategies; little connection among value-added industry clusters;
- A low concentration of skilled workers; exporting education.
- Capacity for innovation and entrepreneurship not competitive with other regions; limited connections with university and nonprofit research

Key economic assets are recognized, yet underutilized

- A lack of clear economic identity; An over-reliance on the quality of life for economic development
- No apparent systematic approach for coordinating public works or infrastructure investments with economic development efforts
- Lack of targeted incentives or use of public policies to support specific diversification goals

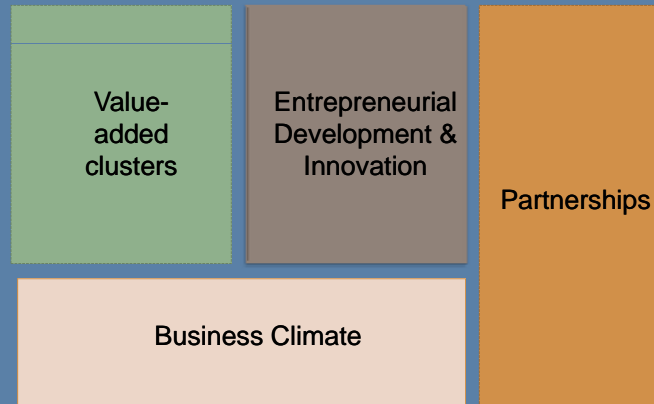


Discussion: What stands out in you mind
as assets or gaps that will move us
forward?



**Turning the Assessment into a
Framework**

The Existing Framework



Economic Trends

- Innovation and transformation are most active in economic downturns/recessions
- Networks are increasingly dynamic, and technologies are flattening collaboration hierarchies
- Digital content and e-consumer channels are infiltrating every industry
- Value is continually being redefined

Opportunities For Sarasota County

Think of new capacity in a leap-frog manner (don't invest for the present; invest for the future)

Framework Themes

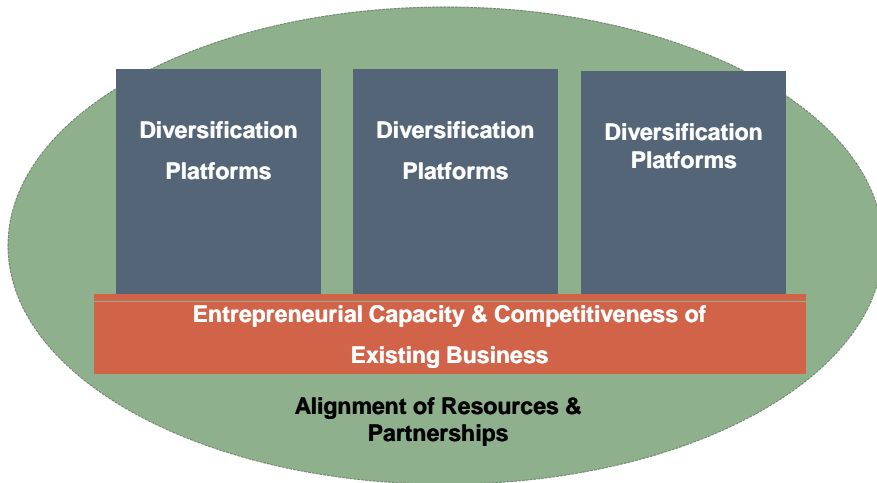
- **Platforms for Diversification**

- Focus on markets that build on our economic strengths
- Target participation in selected emerging markets

- **Means to Strengthen Economic Capacity**

- Have a competitive environment for existing businesses
- Provide an active entrepreneurial & innovation climate
- Align and expand economic resources

The Modified Framework



Evaluating Economic Opportunities



Supply

- What are your current economic assets?
- What assets stand out from--are different than--competitor regions?
- What economic resources are available?

Demand

- How do macro trends impact the region?
- What are specific market trends for differentiating assets?
- What external resources are available?

Results



- **Platforms that naturally align multiple industries and assets with interconnected market trends**
 - Aging
 - Creative & Digital Design
 - Marine Sciences & Sustainable Systems
- **Targeted means to build capacity that supports multiple high-value industry segments**

Around “Aging”

Differentiating Assets

- Market demographics
- Specialized service providers
- Supporting technologies & expertise

Market Opportunities

- Aging in place
- Medical research/clinical trials
- Wellness & aging lifestyle products
- Public health & public policy

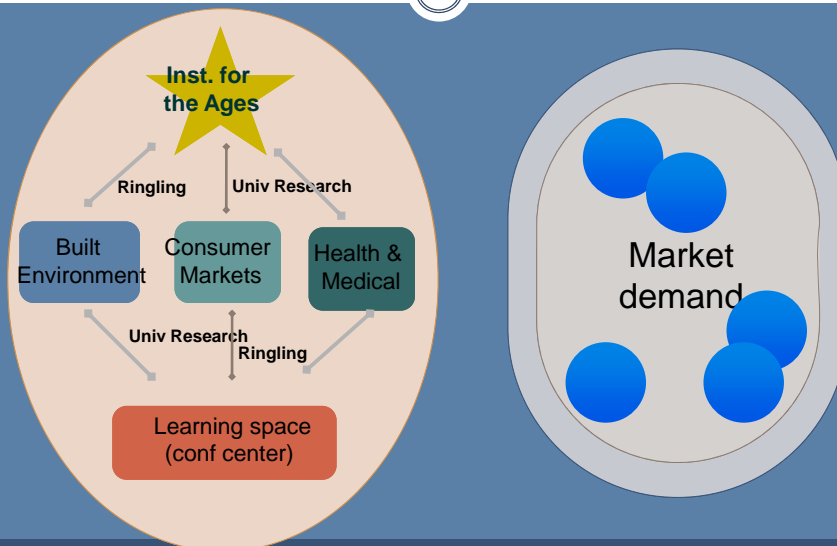
Diversification potential

- Medical and life science
- Architecture & construction
- Home & consumer products (design, mfg, & distribution)
- Creative & Design Services
- Tourism

Key Gaps

- An attractor/accelerator (Institute for the Ages);
- Innovation capacity (connections to specific research)
- Growth capacity (conference/training center)

Operating at a Platform Level: Aging Example



Regional Research Assets

University of Florida

Center of Excellence for Regenerative Health Biotechnology
 Nanoscience Institute for Medical and Engineering Technology
 Center for the Arts in Healthcare
 Interdisciplinary Center for Biotechnology Research
 Center for Food-Drug Interaction
 Center for Exercise Science
 Institute on Aging
 Brooks Center for Rehabilitation Studies
 Shands Cancer Center
 Center for Vision, Graphics, and Medical Imaging

UCF

Advanced Materials Processing and Analysis Center
 Institute for Simulation and Training
 Center for Research and Education in Optics and Lasers

 Photonics Center of Excellence
 Center for Lifestyle Medicine
 NanoScience Technology Center
 Biomolecular Science Center

USF

Center for Aging and Brain Repair
 Biomolecular Identification and Targeted Therapeutics

 Center for Applied Research in Medical Devices
 Nanotechnology Research Center
 Rehabilitation Engineering & Technology
 Suncoast Alzheimer's & Gerontology Center
 Cardiac Hormone Center
 Florida Health Information Center
 Center for Leadership in Public Health Practices
 Center for Hospice, Palliative Care and End of Life Studies
 Center for Research in Healthcare Systems & Policies

Non-profit research institutions

Burnham Institute for Medical Research, Orlando
 Johnnie B. Byrd Alzheimer's Center & Research Institute, Tampa
 Moffitt Cancer Center & Research Institute, Tampa

Around "Creative & Digital Design"

Differentiating Assets

- Market leaders in specific technologies
- Top Tier Design School
- Reputation for quality "boutique" shops

Market opportunities

- Web-enabled collaboration & social networking tools
- Digital content & broadcast
- Design integration in research & consumer product development

Diversification potential

- Creative services
- Software/IT development & applications
- Performing arts

Key Gaps

- An accelerator/innovation capacity (Innovation center/incubator)
- Growth capacity (clear market identity; connections to capital)

Around “Marine Sciences & Sustainable Systems”

Differentiating Assets

- Mote and aquaculture research
- Reputation for collaborative efforts (Sarasota School of Architecture)

Market Opportunities

- Marine management & aquaculture
- Water resource management and water to soil/energy
- Low Impact Development (LID) and use of LID for redevelopment

Diversification Potential

- Education & research
- Marine sciences
- Environmental services
- Architecture, development/ construction industries

Key Gaps

- Lack of clear identity or focal point
- Underdeveloped public & private investments
- Undeveloped connections to relevant regional university research

Means to Strengthen Economic Capacity

- Competitive environment for existing businesses
 - Retention/expansion of value-added industries (e.g. manufacturing, financial services)
 - Supply chain development
- Active entrepreneurial & innovation climate
 - Small business development & growth
 - Knowledge-based start-ups
- Alignment and expansion of economic resources
 - Link economic, infrastructure, community development investments; leverage public finance tools
 - Coordination of organizational resources at the strategic level

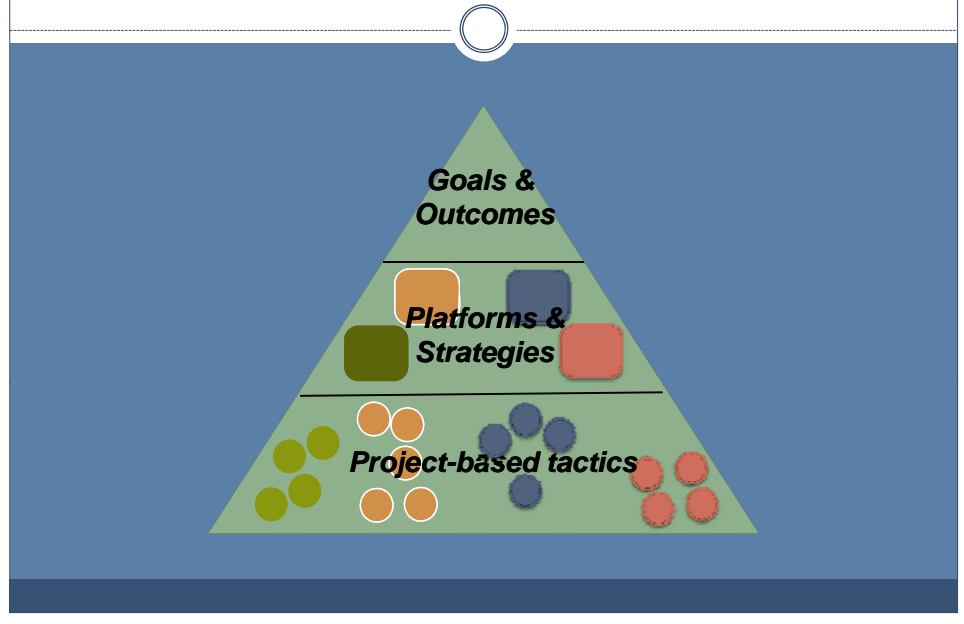
Building Capacity: Business Strategies

Strategic Objective	Recent Accomplishments	Potential Expansion
Business Expansion & Retention <i>(expanding value)</i>	One-on-one assistance; industry cluster working groups	Value/supply chain program Local control incentives
Entrepreneurial Climate <i>(from start-up to growth)</i>	Expanded small business services; new tools for assistance/training	Early stage growth: Economic Gardening
Innovation <i>(from information to application)</i>	Connections to R&D resources/organizations; SBIR training/VC Forums	Tech-based incubator; Intense knowledge-based services; IT infrastructure

Building Capacity: Resource Strategies

Strategic Objective	Recent Accomplishments	Potential Expansion
Business Climate/Regulatory	Sarasota Tomorrow efforts; Local sustainability policies	Incentives & opportunity fund; green job stimulus through public sector efforts
Infrastructure <i>(align & leverage investments)</i>	Prioritized infrastructure lists; Investments in sustainability	Leveraged use of public facilities; Telecom & utility partnerships; alignment of public works & economic investments
Organizational Capacity	Partners Council Regional Partnerships (TB & SW)	Partnership coordination by platform/strategy; expansion of funding opportunities

Organizing the Economic Plan



Purpose & Outcomes

Purpose of the Strategic Plan:

- To develop a roadmap for a robust and vibrant economy

OUTCOMES: What does a robust economy provide?

- > Increased wages and employment opportunities for residents
- > An environment that develop, retains and attracts young talent
- > A sustained quality of life and vibrant community
- > Agility to respond to changing economic conditions

Proposed Goals



- Become a national leader in research and businesses that serve the growing needs of an aging population
- Build a reputation as a location for businesses on the cutting edge of design services and web-enabled technologies
- Leverage and expand the region's capabilities in marine sciences and sustainable development
- Accelerate the competitiveness and growth of entrepreneurs and existing businesses
- Enhance the agility and capacity of our economic partnerships and resources

Performance Measures



Health & growth of businesses

- Job, firm & payroll growth

Wages & earned income of residents

Business climate

- Public sector support/friendliness
- Business leadership

Leveraged investment

- Capital investment by businesses
- Private sector investment
- State & Federal resources

Getting the most out of the plan



- Specific economic opportunities will come & go, therefore, the plan should
 - ✦ Stimulate short-term growth
 - ✦ Position the region for future opportunities
 - ✦ Build capacity in expertise & resources
 - ✦ Provide agility and responsiveness
- The plan should avoid:
 - ✦ A shotgun approach
 - ✦ Chasing markets with little supporting expertise or assets

Discussion on Assessment & Economic Opportunities



What economic opportunities energize you? What's missing?

Do the proposed goals position the community for the desired level of economic diversity?

How will a framework like this modify the way economic development is conducted?