

The Strategic Plan for Economic Development in Seminole County



Prepared for The Seminole County Economic Development Task Force
Prepared by AECOM • wck | planning, inc. • RERC Strategic Advisors • W. H. Owen Consulting

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We would like to acknowledge Leadership Seminole for their efforts. During a community visioning session with community and business leaders in 2010, strategic planning for economic development was identified as a high priority for Seminole County. Without that initial needs assessment, this plan may not have been developed.



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THE STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT IN SEMINOLE COUNTY
August 17, 2011

Prepared for: Leadership Seminole
Prepared by: AECOM • wck | planning, inc. • RERC Strategic Advisors • W. H. Owen Consulting

EXECUTIVE SUMMARY

Today. The economic development program in Seminole County has been languishing for years. Funding and staff have been reduced to minimal levels. Additionally, the effectiveness of the County's economic development expenditures has not been evaluated through performance-based management. A revitalized economic development program is essential to the future prosperity of the County's residents and businesses. While the current national economic recession has dampened investment and business expansions, many communities and industries around the nation are improving their standing in the national and global economy.

This is the time to re-build the foundation of a strong economic development program to pursue opportunities that exist today, and to anticipate opportunities that will emerge. Economic development, whether implemented by County staff or by contract must be done with performance and accountability as priorities.

History of Success. Seminole County is known throughout the State for its quality education system, parks, recreation and lifestyle. Its nationally recognized economic development successes in the 1990's established strong base of existing businesses. The County and the many regional and local economic development organizations have developed individual programs to retain and expand existing businesses, grow and attract new businesses, and develop a highly skilled and entrepreneurial workforce. However, these efforts have been developed and implemented somewhat independently. The economic development organizations within Seminole County, including those within individual local governments need to have a comprehensive and coordinated team approach to future economic development.

The current situation is in contrast to the unified approach that existed in the 1990's. *The Economic Development Program, A Vision for the Future, Seminole County, 1993* was the first serious effort to document economic development processes and plot a course for the future. As a result of this plan, the County made the transition from a "bedroom" community to a more balanced community with a traditional jobs-to-housing ratio based on a thriving business sector.

Reinvention. The County now needs to re-invent itself again. The dynamics of the global and national economies call for a renewed County approach to economic development. The County must reposition itself to respond to the current recession and the new realities that will emerge as part of: the recovery; the changed communication environment that is transforming business practices around the world; the opportunity to raise "home grown" entrepreneurs; and the intense competition for high-wage, high-value jobs.

The Economic Development Task Force. The Task Force is a volunteer group of twenty-six (26) business leaders in Seminole County assembled to address the needs of the County's economic base, including the programs necessary to retain and expand established businesses and to attract new businesses. The

Task Force, supported by a grant from the Seminole County Commission, met in five work sessions in the first half of 2011 to determine a strategy for the County's continuing economic development.

The **Primary Conclusion** of the Task Force is that there is a need to establish a coordinated approach to economic development in Seminole County that involves advice and guidance from the business community and which can be implemented by a well-funded team of economic development professionals.

The Task Force also concluded, based on its discussions and ***The Assessment of Current Economic Development Conditions and Programs in Seminole County*** (Section 8 of this Plan), the need to emphasize the importance of leadership, commitment to existing businesses, partnerships, collaborations, redevelopment and funding.

The **Primary Recommendation** of the Task Force was formed after assessing the current conditions and programs in the County, examining the programs in other successful communities and hearing from a wide range of economic development subject matter experts.

The **Primary Recommendation** of the Economic Development Task Force is two-fold. First, The Task Force recommends that the business leaders in Seminole County must stay involved in the economic development activities in the County. Hence, many members of the Task Force have committed to continue to work together as an independent Economic Development Advisory Council to monitor the progress of economic development programs in Seminole County and the cities and to periodically issue reports to the community regarding the results. The Economic Development Advisory Council would consist exclusively of Seminole County business leaders, and the specific form and structure of the Advisory Council will be determined in the autumn of 2011.

Secondly, the Task Force recommends that Seminole County establish a strong Economic Development Organization designed to:

- serve as a vehicle through which the recommendations of the Task Force and input from the continuing Advisory Council may be implemented;
- assist established businesses to remain and expand in the County;
- support start-up businesses with particular attention to second-stage entrepreneurs;
- attract new businesses to re-locate in Seminole County; and
- establish an organizational culture and decision-making paradigm within every department and operation of the Seminole County government and every city in the County that is supportive of economic development.

To compete successfully in this new world, the Task Force believes it is essential to have a strong economic development organization to retain and grow existing businesses and to attract new ones. Small businesses and entrepreneurs are the drivers of the new economy. The new Seminole County Economic Development Organization must be adept at identifying, nurturing and meeting the needs of

this growing cadre of entrepreneurs. Small businesses, founded with the entrepreneurial spirit, will be the foundation of the future for Seminole County. ***The Strategic Plan for Economic Development in Seminole County*** presents recommendations for creating a new economic development organization in Seminole County based on ***The Assessment of Current Economic Development Conditions and Programs in Seminole County***.

Principles for the new Economic Development Organization in Seminole County. The principles for sustaining economic development are:

- **Leadership from Business.** Business leaders, serving as members of the Economic Development Task Force, have proposed the elements of this Strategic Plan. Many members committed to continue to participate as an organized countywide force to promote economic development throughout the County.
- **A System of Partners.** A system that enables and encourages partners to communicate, share and jointly participate in activities and programs is critical. There are many skilled and effective agencies working in Seminole County to increase jobs, incomes and business investment. The County, cities, chambers of commerce, educational institutions, Workforce Central Florida and the regional economic development organizations need to work together in pursuit of the common goal of economic prosperity for Seminole County residents and businesses.
- **Leadership from Local Government.** Seminole County Government, as the entity responsible for the entire County, is the natural leader of the countywide effort to coordinate and support professional economic development services in the County. The County, as leader, bears the heavier responsibility for funding the economic development program, however all members of the partnership need to invest.
- **Redevelopment.** Redevelopment activities throughout the County are important.
 - **Buildings and Sites:** As businesses expand and relocate, they need facilities. Established and new business centers, revitalized downtowns and redevelopment areas offer venues for business.
 - **US 17-92 Community Redevelopment Agency (CRA):** Successful redevelopment of the US 17-92 Corridor is an important element of the County's economic development program. The Corridor is the central spine of the County that directly connects Sanford, Lake Mary, Longwood, Winter Springs and Casselberry. It is highly visible, accessible and available. The recommendation of the Task Force is that future actions related to the redevelopment of the U.S. 17-92 Corridor should be implemented by a multi-disciplinary team within the County, the contributing cities and regional agencies such as FDOT.
 - **City Community Redevelopment Agencies:** The individual redevelopment programs in the cities with CRAs and others that may form CRAs should continue to be supported and nurtured. CRAs currently exist in Altamonte Springs, Casselberry, Oviedo and Sanford.
- **Focus on Entrepreneurs.** Small businesses have always been the largest source of new jobs in America. Small businesses, driven by entrepreneurs, will continue to be the best source of new high-wage, high-value jobs. The Seminole County system needs to focus funding, education, incentives, partnership programs and enhanced communication with start-up businesses, small

established businesses and individual entrepreneurs as the essential approach to future prosperity.

- **Commitment.** Sustained focus and funding are the essential commitments necessary for success. The County, as leader, bears the heavier responsibility for funding the economic development program, but all members of the partnership need to invest. This commitment has a direct relationship to funding, and also an indirect one. The key to success is founded on standards of quality. New standards that are above current standards have important cost implications.

Funding Support. The Task Force envisions the new Seminole County Economic Development Organization as a component of the Seminole County Government, initially comprised of a professional staff of five (5) people with an annual budget of \$2,190,000 for FY 2011/12. This new Organization would represent an increase in economic development staffing from the current one-person operation, and an increase of \$786,300 from the current annual funding of \$1,368,700. The Task Force recommends that the new Seminole County Economic Development Organization implement an aggressive program with the following elements:

- **A Community Communication Program** to refresh the Seminole County vision and brand, to establish partnerships and to report on progress of the new economic development program;
- **A Business Retention and Expansion Program** that directly interacts with existing businesses to identify and address needs and opportunities for established businesses with strong emphasis on programs for small businesses and entrepreneurs;
- **A Business Recruiting Program** that, in partnership with the University of Central Florida (UCF) nurture entrepreneurs and start-up businesses through UCF's incubator programs; and that utilizes a performance-based contract with the Orlando Metro Economic Development Commission (EDC) for services that help attract new businesses to Seminole County;
- **Continued enhancement of the Comprehensive Workforce Development Program** relying on Seminole County Public Schools, Seminole State College, UCF and Workforce Central Florida to provide a job-ready workforce for the new economy based on national achievement standards;
- **A Comprehensive Business Infrastructure Program** that determines the needs of the business community based on surveys and direct contact; and then assists with providing the services and facilities necessary for local businesses to prosper;
- **Continued enhancement of the county-wide Multi-Modal Transportation System, specifically with the Wekiva Parkway and SunRail improvements**, that supports economic development in the Orlando Region and in Seminole County;
- **Continued development of Seminole County as a great place to live** for business owners, employees and their families; and
- **Rejuvenation of the County's Redevelopment Program focused on the US 17-92 Corridor and the various City Community Redevelopment Agencies.**

CONTENTS

The Strategic Plan for Economic Development in Seminole County

Introduction + Economic Development Goal Page 01

Principles of the Seminole County Economic Development Program Page 02

Primary and Supporting Conclusions: There is a need to establish a coordinated approach to economic development involving the business community with implementation economic development professionals; , there is also a need to emphasize the importance of leadership, commitment to existing businesses, partnerships and collaborations, redevelopment and funding in economic development efforts. **Page 04**

Primary Recommendation: Establish an independent Economic Development Advisory Council and implement the Economic Development Strategy through a strengthened Seminole County Economic Development Organization **Page 06**

Economic Development Organization Activities and Budget for FY 2011/2012. Page 11

Suggested Program of Activities for the New Economic Development Organization. Page 16

- Community Communication Program to promote visioning/branding, collaboration, networking and meaningful reporting of progress with economic development activities, including to Refresh the County Vision and Enhance Its Image
- Business Retention and Expansion Program for Established Businesses
- Business Recruiting Program for Attracting New Businesses: Start-Ups and Relocations
- Comprehensive Workforce Development Program based on a Strong Public School System based on National Standards
- Comprehensive Business Infrastructure Program
- Strong Multi-Modal Transportation Plan
- Community Development Program to create a great place to live for business owners, employees and their families
- Rejuvenated Redevelopment Program focused on the US 17-92 Corridor

Assessment of Current Economic Development Conditions and in Seminole County. Page 36

- Historic Success
- Seminole County Population Growth
- Seminole County Jobs Growth
- Large Existing Private Sector Employers
- Seminole County's Central Geographic Location
- National and International Standards
- Research and Development
- Venture Capital
- Regional Growth
- SWOT Results
- SWOT Analysis

- SWOT Highlights
- Seminole County “Areas of Concentration”
- Seminole County Public School focus on Business Sectors
- Workforce Development
- National Case Study Results
- Target Industry Sectors
- Local and Regional Collaboration
- Community Redevelopment Agencies [CRAs]
- The Seminole Economic Enhancement District [SEED] Program
- One Cent Sales Tax
- Business Incubators in Seminole County
- Business Incubators – Return on Investment
- Business Incubators - Services
- Economic Gardening
- Lifestyle and Natural Resources
- Conclusions

Task Force Meeting #1: January 21, 2011. Page 60

- HISTORY OF ECONOMIC DEVELOPMENT IN EAST CENTRAL FLORIDA AND SEMINOLE COUNTY [Randy Morris, Former Seminole County Commissioner and Economic Development Expert and Advocate]
- ECONOMIC DEVELOPMENT CONSIDERATIONS [William H. Owen, Economist, W.H. Owen Consulting]
- ECONOMIC DEVELOPMENT AND SEMINOLE STATE COLLEGE [Dr. Ann McGee, President, Seminole State College]
- ECONOMIC DEVELOPMENT AND TRANSPORTATION [Harry Barley, Executive Director, Metroplan Orlando]
- SWOT– Task Force Discussion of Economic Development Strengths Weaknesses, Opportunities and Threats [Bill Kercher, wck planning, inc.]

Task Force Meeting #2, February 17, 2011. Page 112

- ECONOMIC DEVELOPMENT AND PUBLIC SAFETY [Sheriff Don Eslinger]
- ECONOMIC DEVELOPMENT AND WORKFORCE DEVELOPMENT [Larry Strickler, Senior Vice President of Public Affairs, Workforce Central Florida}
- ECONOMIC DEVELOPMENT AND CASE STUDIES [William H. Owen]
- SWOT REFINEMENT [Bill Kercher]

Task Force Meeting #3, March 17, 2011. Page 147

- THE FUTURE IS NOW: EDUCATING OUR WAY TO A NEW ECONOMY [Dr. Bill Vogel, Superintendent, Seminole County Public Schools]
- HOME GROWN BUSINESS DEVELOPMENT: [Dr. Tom O’Neal, Associate VP for Research & Commercialization, University of Central Florida]

Task Force Meeting #4, April 15, 2011. Page 184

- SEMINOLE’S TARGET INDUSTRIES & THEIR NEEDS: THEORIES OF INDUSTRY CLUSTER ANALYSIS [William H. Owen]
- TOWARD A NEW MODEL OF ECONOMIC DEVELOPMENT: SEMINOLE AS *THE* ENTREPRENEURIAL COUNTY [Dr. Michael Morris, Department of Entrepreneurship, Spears School of Business, Oklahoma State University, *Professor and Department Head*]

Task Force Meeting #5, May 19, 2011. Page 221

- FLORIDA HIGH TECH CORRIDOR COUNCIL: FUNDING SOURCES [Randy Berridge, President FHTCC]

List of Additional Resource Materials

- “Metro Orlando Industry Clusters: Report to the Metro Orlando Economic Development Commission,” Innovation Insight, Inc. , 2005
- “The Economic Development Potential of Destiny, Implementing the Clean Technology Cluster-DRAFT,” RERC, 2009
- “Florida’s Innovation Benchmark Study,” Boyette Levy, 2008
- “Potential Economic Impacts of Orlando’s “Medical City”-RERC Memorandum, 2008
- “The Joint Venture Way: Lessons for Regional Rejuvenation,” Collaborative Economics, Inc.
- “Indicators of Market Support for a Proposed Incubator in Volusia County,” RERC, 2010
- “Seminole County Economic Development Program: A Vision for the Future,” 1993, Florida Planning Group, Wadley-Donovan Group, Ltd.
- “Seminole County Economic Development Strategy,” 2002, Glatting Jackson Kercher Anglin Lopez Rinehart, Inc.
- “History of Economic Development Planning in Seminole County-White Paper,” 2011, Bill Kercher

INTRODUCTION

The Economic Development Task Force, a group of 26 business leaders in Seminole County (the County), met in five work sessions during the first half of 2011 to determine a strategy for the County's continuing economic development. They assessed the County's strengths, weaknesses, opportunities and threats; and developed recommendations for the continuing economic development of Seminole County.

The Strategic Plan for Economic Development in Seminole County presents recommendations for creating a holistic and sustainable system for economic development activities in Seminole County. The Strategic Plan consists of:

- **The Primary Conclusion** and **The Primary Recommendation** of the Task Force along with a **Recommended Budget** for a new Economic Development Organization .
- **The Suggested Program of Activities for the New Seminole County Economic Development Organization** is a tandem document, included as Section 7 of this Plan, that presents suggestions for a strengthened economic development program in Seminole County. The actual program will be the product of the new Economic Development Organization's work and should be designed to meet the goal of increased prosperity for Seminole County residents and businesses.

The Assessment of Current Economic Development Conditions and Programs in Seminole County (the Assessment), another tandem document which is included as Section 8 of this Plan, provides the basis for the recommended actions and the suggested economic development program. The Assessment was developed through research from the Consulting Team, materials provided by experts addressing the Task Force and contributions from professionals in the community. Collectively, the recommended actions and the the suggested economic development program are designed to serve as the strategy to achieve this Plan's Overall Economic Development Goal.

Leadership must be provided by Seminole County Government to serve as the primary coordinator of a multi-party system that taps the energy, creativity, expertise and resources of the seven cities, the four regional chambers of commerce, the three educational institutions, Workforce Central Florida and the five primary regional economic development agencies; a system designed to accomplish the stated goal of growing prosperity for Seminole County residents and business.

OVERALL ECONOMIC DEVELOPMENT GOAL

The overall goal of the **Strategic Plan for Economic Development in Seminole County** is to increase prosperity in Seminole County through growth in businesses with high paying, high value jobs.

PRINCIPLES FOR ECONOMIC DEVELOPMENT IN SEMINOLE COUNTY

The principles for establishing and managing focused and sustainable economic development in Seminole County are:

- **Leadership from Business.** Business leaders, serving as members of the Economic Development Task Force, have proposed the elements of this Strategic Plan. Many members committed to continue to participate as an organized countywide force to promote economic development throughout the County.
- **A System of Partners.** A system that enables and encourages partners to communicate, share and jointly participate in activities and programs is critical. There are many skilled and effective agencies working in Seminole County to increase jobs, incomes and business investment. The County, cities, chambers of commerce, educational institutions, Workforce Central Florida and the regional economic development organizations need to work together in pursuit of the common goal of economic prosperity for Seminole County residents and businesses.
- **Leadership from Local Government.** Seminole County Government, as the entity responsible for the entire County, is the natural leader of the countywide effort to coordinate and support professional economic development services in the County. The County, as leader, bears the heavier responsibility for funding the economic development program, however all members of the partnership need to invest.
- **Redevelopment.** Redevelopment activities throughout the County are important.
 - **Buildings and Sites:** As businesses expand and relocate, they need facilities. Established and new business centers, revitalized downtowns and redevelopment areas offer venues for business.
 - **US 17-92 Community Redevelopment Agency (CRA):** Successful redevelopment of the US 17-92 Corridor is an important element of the County's economic development program. The Corridor is the central spine of the County that directly connects Sanford, Lake Mary, Longwood, Winter Springs and Casselberry. It is highly visible, accessible and available. The recommendation of the Task Force is that future actions related to the redevelopment of the U.S. 17-92 Corridor should be implemented by a multi-disciplinary team within the County, the contributing cities and regional agencies such as FDOT.
 - **City Community Redevelopment Agencies:** The individual redevelopment programs in the cities with CRAs and others that may form CRAs should continue to be supported and nurtured. CRAs currently exist in Altamonte Springs, Casselberry, Oviedo and Sanford.
- **Focus on Entrepreneurs.** Small businesses have always been the largest source of new jobs in America. Small businesses, driven by entrepreneurs, will continue to be the best source of new high-wage, high-value jobs. The Seminole County system needs to focus funding, education, incentives, partnership programs and enhanced communication with start-up businesses, small established businesses and individual entrepreneurs as the essential approach to future prosperity.
- **Commitment.** Sustained focus and funding are the essential commitments necessary for success. The County, as leader, bears the heavier responsibility for funding the economic

development program, but all members of the partnership need to invest. This commitment has a direct relationship to funding, and also an indirect one. The key to success is founded on standards of quality. New standards that are above current standards have important cost implications.

PRIMARY CONCLUSION

The **Primary Conclusion** of the Task Force is that there is a need to establish a coordinated approach to economic development in Seminole County that involves advice and guidance from the business community and which can be implemented by a well-funded team of economic development professionals.

SUPPORTING CONCLUSIONS

The Supporting Conclusions. The Task Force also concluded, based on its discussions and the *Assessment*, there is a need to emphasize the importance of leadership, commitment to existing businesses, partnerships and collaborations, redevelopment and funding.

- **Leadership** – Leadership is required on at least three levels: the business community, the Board of County Commissioners and the County economic development professionals. The SWOT analysis, the case studies and the professional literature all identify focused leadership as the most critical factor in a successful economic development program.
 - Business leaders, serving as members of the Economic Development Task Force, provided input and recommendations for inclusion in this Strategic Plan. Members of the Task Force intend to transform the Task Force to an Advisory Council that will monitor progress on economic development activities and share their comments with the community.
 - The Seminole County Board of County Commissioners is the only county-wide authority responsible for the health, safety and welfare of the entirety of Seminole County. Therefore, it is the only entity that can coordinate local and regional efforts and provide the stability and continuity required to sustain an effective economic development program.
 - Professional leadership resides in the top economic development professional in Seminole County. These professionals should be the leaders of the technical and communication programs intended to bring together the many economic development activities in a way that focuses the efforts towards strategic objectives determined by the County Commission and the business community. With over 15 local entities and at least 5 regional organizations engaged in economic development, plus FDOT, LYNX and other state and federal agencies, a single, well-led coordinating entity is required to support an effective economic development program in Seminole County. The County's economic development professionals should be the ones to identify useful activities and to focus the efforts of multiple organizations on the task at hand...growth in jobs and business investment in Seminole County.
- **Commitment to Existing Businesses** – The *Assessment* confirmed that existing businesses, especially small businesses, are the best resource for creating jobs. Keeping existing businesses from moving, helping existing businesses grow and nurturing small businesses and entrepreneurs is the foundation for all prosperous local economies. Workforce training

programs, incubators, networking venues, business infrastructure and local business support programs all contribute to maintaining and expanding local businesses. Business retention programs are very labor intensive. The County's economic development professionals, elected officials, local business leaders and other economic development professionals must be actively engaged with owners and managers of existing businesses. Frequent contact, listening for problems and opportunities and then follow-up actions are what make an existing business program successful. Professional staff and funding to support a business retention program provide for the frequent and meaningful contact necessary to nurture existing businesses. This activity alone requires at least one full time professional staff person.

- **Local and Regional Partnerships and Collaborations** – The many local and regional organizations are effective in pursuing their individual missions. Collaboration of these programs can be improved in order to collectively achieve what no single entity can achieve single-handedly. The benefits of collaboration, coordination and communication are widely known, yet rarely practiced. The County's Educational Institutions have built a strong system of communication and collaboration; students and businesses in Seminole County benefit from this system. Communication is the essential activity. Communication must consistently occur between the County and the cities, the regional agencies, the educational institutions and the business community. At least one professional-level person is required to maintain substantive communications between the 15+ entities directly involved in economic development in Seminole County. Websites, blogs, brochures, networking events, solicitations and follow-up correspondence are all part of the economic development program.
- **Redevelopment** – Redevelopment areas in the County and the cities are important economic development assets. Physical development has two applications as an economic development tool. First, new and expanding businesses need buildings and building sites. Making strategically located properties available for business expansion is critical. The redevelopment areas in Seminole County and the cities, especially the US 17-92 Corridor, have strategically located sites that need assembly, entitlements and infrastructure. Secondly, interesting and attractive places are necessary to attract the creative class and their employers. While the US 17-92 is a primary program that needs to be energized, redevelopment efforts by the cities are also important elements of economic development.
- **Funding** – Funding economic development is difficult in the best of times. Results are often hard to measure. During tough times, funding is even harder to support despite the sound theory that tough times demand extra efforts towards economic development and job creation. Adequately funding a coordinating entity is necessary for an effective economic development program in Seminole County.

PRIMARY RECOMMENDATION

The Primary Recommendation. The Primary Recommendation of the Economic Development Task Force is two-fold. First, The Task Force recommends that the business leaders in Seminole County must stay involved in the economic development activities in the County. Hence, many members of the Task Force have committed to continue to work together as an independent Economic Development Advisory Council to monitor the progress of economic development programs in Seminole County and the cities and to periodically issue reports to the community regarding the results. The Economic Development Advisory Council would consist exclusively of Seminole County business leaders, and the specific form and structure of the Advisory Council will be determined in the autumn of 2011.

I. The Economic Development Advisory Council.

Background. The creation of a private, independent Economic Development Advisory Council is of critical importance to carry forward the recommendations and momentum generated by the current Task Force. From the outset, this Advisory Council will be charged with drawing upon the experience and leadership of the County's leading businesses to advise, coordinate, review and nurture local and regional economic development activities throughout the County in an independent, non-political manner.

Composition and Responsibilities. Several members of the Task Force have committed to continue their work as the Economic Development Advisory Council in order to promote and encourage economic development activities throughout the County. It is the intent of the Task Force that the Advisory Council consist exclusively of Seminole County business leaders. These business leaders would meet periodically to review the state of the Seminole County economy and report to the community on the performance of the County's economic development efforts. The Advisory Council's assignments will include working with local, regional, state and federal partners, and is proposed to function as follows:

- The Advisory Council will consist exclusively of members of the business community.
- The Advisory Council would be comprised of an Executive Committee of no more than ten (10) members elected from within a total membership of no more than thirty (30) persons.
- At least half of the members would be drawn from businesses described as the County's "target industries."
- The Advisory Council's role will be to monitor the economic development activities of the County, the cities, the County educational institutions and the regional partners to encourage the use of standards that demand a high level of performance and to comment on the performance of these activities to the community.
- The Advisory Council will meet periodically to review information, to identify opportunities and weaknesses and to issue a report to the community on the achievements of the economic development system in Seminole County.

Representatives of the economic development staffs or management teams of County and the cities will serve in a participating role with the Advisory Council. Educational and workforce entities, business organizations and the regional agencies will also be requested to serve as resources to the Advisory Council. The Advisory Council's Executive Committee would establish guidelines for meetings, agendas, functions, and rotating membership in the larger group. The first meeting of the Council is anticipated to occur in the autumn of 2011.

Specific Actions. The specific tasks that comprise the Advisory Council's "mission" will be finalized when the Advisory Council meets and organizes itself; however, ideas for the role the Advisory Council and the types of activities it will undertake are:

- Providing leadership to refresh the Seminole County Vision and enhance its image and "brand";
- Advising the Seminole County community regarding economic development initiatives and relevant policies;
- Supporting efforts of County and city economic development professionals to attract and retain key growth businesses;
- Providing leadership and impetus for efforts to promote Seminole County as an attractive and productive business environment;
- Supporting efforts to enhance and promote Seminole County as a great place to live, work and thrive;
- Assisting with the development of criteria for appropriate and sustainable funding sources for economic development initiatives throughout Seminole County;
- Serving as a catalyst for promoting regional and statewide cooperation, collaboration, and coordination;
- Encouraging efforts to strengthen educational systems that enhance workforce preparedness;
- Encouraging events and activities that showcase Seminole County industries and businesses, including programs that recognize outstanding businesses and economic leadership within Seminole County;
- Encouraging higher community-based economic development standards and increasingly effective performance measures as one of its fundamental responsibilities; and
- Monitoring progress, using the local and national standards and performance measures, with the results reported to the community.

Responsible Party. The establishment of the Economic Development Advisory Council will be initiated by the current Task Force members.

Funding Source. The Council will be self-funded; supplemental grants may be sought from local and national business organizations and other entities.

Performance Measures. The success of the Council will be judged by the quality of participation of Seminole County business executives and the regard earned with the Seminole County Commission.

II. Seminole County Economic Development Organization

Background. The successful delivery of economic development services starts with strong, committed, and patient leadership at the highest levels of County government. The Board of Seminole County Commissioners (BCC) is the only county-wide entity responsible for the health, safety and welfare of the entirety of Seminole County. Ultimately, the BCC is responsible for maintaining the County's quality of life including creating appropriate employment and educational opportunities for citizens and their children; providing infrastructure necessary to support businesses and neighborhoods; protecting the environment and natural resources; keeping multi-modal transportation systems expanding; working effectively to stay abreast of 21st century workplace requirements; and collaborating with other local, regional, state and federal partners to promote Seminole County's success.

Within Seminole County, the County and city Economic Development Organizations (EDOs) are responsible for making economic initiatives both practical and productive. In order to so, the EDOs must be secure with sustainable funding and staffing adequate to "make deals happen." To be effective, the Seminole County EDO needs an appropriate staffing complement and adequate funding.

Incubators should continue to be supported through the EDO budget. This level of funding is necessary to achieve success in both attracting and retaining key growth industries for Seminole County. The Metro-Orlando Economic Development Commission is an important collaborator when seeking new businesses to relocate to Seminole County and should remain a component of the County's economic development efforts.

Elements of a strong Seminole County Economic Development Organization:

- The existing one-person County division should be expanded to provide the staffing and resources necessary to sustain a sophisticated and effective countywide EDO.
- The Seminole County EDO should prepare a program and budget for consideration of the Seminole County Board of County Commissioners for the 2011-2012 fiscal year. A Recommended Economic Development Program and Budget is described later in this Plan.
- The EDO should work with every department and operation in Seminole County to foster an organizational culture that makes economic development foremost among all departmental and operational objectives.
- The EDO is expected to work with each city, business organization, educational institution and regional agency to promote programs that encourage economic development throughout the County.
- The EDO is expected to be highly interactive with the businesses in the County to solicit and address their needs and enlist their support for economic development programs.
- Several members of the Task Force believe that in order for the strengthened EDO to thrive, the leader of the new EDO should be recruited from outside the County government organization

and should possess significant private sector experience.

Specific Actions. The “mission” of the County and city EDOs – **under the leadership of the County as the primary coordinating entity** -- would include the tasks described in ***The Suggested Program of Activities for the New Seminole County Economic Development Organization***, included as Part 6 of this Plan, briefly described as follows:

- **A Business Retention and Expansion Program for Established Businesses;**
- **A Program to Attract New Businesses to Seminole County including both Start-ups and Relocations** by encouraging and enabling start-up businesses in Seminole County with the support of the UCF Incubator Program, and leading a new business recruiting plan to assist businesses relocating to Seminole County with the active assistance of the Metro Orlando EDC;
- **An aggressive Community Communication Program** to refresh the County Vision and its image, to promote collaboration among the many economic development activities in Seminole County, to continue to provide networking venues for business leaders, and to continue monitoring and reporting;
- **A Comprehensive Workforce Development Program** that enhances the currently effective program efforts of Workforce Central Florida, Seminole County Public Schools, Seminole State College and the University of Central Florida;
- **A Comprehensive Business Infrastructure Program** based on the needs of the business community;
- **A program to promote a strong Multi-Modal Transportation System supportive of economic development by:**
 - Identifying and working for the implementation of important transportation improvements that support successful businesses in Seminole County, especially Wekiva Parkway and SunRail;
 - Working with the transportation plans of the cities, the County, MetroPlan and FDOT to improve east-west mobility in the County;
 - Encouraging development patterns that take advantage of transportation corridors with mixed-use developments and higher density, transit-oriented developments;
 - Continuing and expanding LYNX service in a manner that supports the mobility of the workforce;
 - Coordinating local programs to expand the Seminole County Trail System;
 - Continuing to rely on rail for freight service to support Seminole County businesses, especially manufacturing enterprises;
 - Promoting the benefits of direct air travel service between Seminole County and world destinations using Orlando Sanford International Airport and Orlando International Airport; and
 - Presenting the benefits of the available private and public lands, including sites in the US 17-92 Corridor and the Foreign Trade Zones;

- **Representing business interests in local government comprehensive planning to continue to develop Seminole County as a great place to live for business owners, employees and their families including:**
 - Working with local governments, individually and collectively, to make Seminole County a great place to live through appropriate infrastructure programs, regulatory processes, development standards and aesthetic improvements in the public realm, and
 - Coordinating the processes and standards of individual local governments to ease the regulatory environment for the business community; and
- **Prepare, update and monitor the Strategic Plan for Economic Development:**
 - Preparing a 5 year work plan with a rolling 2 year budget;
 - Re-assessing the Strategic Plan every 5 years; and
 - Utilizing the expertise of the Economic Development Advisory Council to monitor progress, assess results and report to the community.

Responsible Party. The new Seminole County EDO would be the division of Seminole County Government responsible for facilitating action and coordinating programs of the many economic development entities in Seminole County and the Central Florida region. Many other operating departments of the County, such as Public Works and Environmental Services, would be responsible for planning and implementing programs, within their budget constraints, to support economic development activities.

Funding Source. The BCC would be the funding source for the County EDO and the other contributing departments and operations of County Government. The 2010/11 budget for the Seminole County Economic Development Department is \$1,368,700.00. The Task Force proposes that the County Commission consider funding the department with \$2,190,000.00 for FY 2011/12. A description of the proposed FY 2011/2012 budget is presented later in this Plan.

Performance Measures. The Seminole County EDO should publish an Annual Progress Report to the community. This Report would not be directly related to any reports that may be issued by the independent Economic Development Advisory Council. Macroeconomic data such as employment, unemployment and wage levels should be one level of performance measurement. Interactions with individual businesses in the County such as the results of interviews and the effectiveness of business retention activities could be the second level of performance measurement.

Recommended Economic Development Organization Budget for FY 2011/2012

Role of Seminole County in Economic Development. A strong economy with high-wage, high-value jobs does not happen without the concerted efforts of the established business community and the local governments. Universally, successful economic development programs have strong, committed, and patient leadership at the highest levels of county government. The Board of Seminole County Commissioners (BCC) is the only countywide entity responsible for the health, safety and welfare of the entirety of Seminole County. This responsibility includes maintaining the County's quality of life by:

- creating employment and educational opportunities;
- providing infrastructure necessary to support businesses and neighborhoods;
- protecting the environment and natural resources;
- continuing to enhance the multi-modal transportation system;
- working effectively to stay abreast of 21st century workplace requirements; and
- collaborating with other local, regional, state and federal partners to promote Seminole County's success.

Need for an Effective Economic Development Organization. Within Seminole County, the County and city economic development organizations [EDOs] are responsible for making economic initiatives both practical and productive. Today, the Seminole County Economic Development Division has a total budget of less than \$1.5 million, consists of one staff person, and has an operating budget of \$243,000. Although the current budget assumes two staff positions, only one position is actually filled.

Recommended Economic Development Program. The recommended new economic development program requires additional activities to be accomplished. To be effective, the new Seminole County EDO should provide the programs described in Table 1, below. This will require appropriate staffing and adequate funding for incubators.

Recommended Budget, FY 2011/2012. In order to accomplish the recommended economic development program for Seminole County, on a sustained basis, the new Seminole County EDO will require a staff of five [5] professionals and an increased budget from \$1,368,700 in FY 2010/11 to \$2,190,000 for FY 2011/12.

Table 1
Recommended Economic Development Program
Seminole County
FY 2011/12

1. **A Business Retention and Expansion Program for Established Businesses**
 - One full-time “out-reach” staff person devoted to retaining existing businesses by continuously interacting with established businesses to solicit and address their needs through direct conversations and the evaluation of survey information. Finding answers to questions and responding to issues raised is the responsibility of this person.
2. **A Program to Support and Attract New Businesses including Start-ups and Relocations**
 - A continuing partnership with UCF’s Incubator Program to support start-up businesses and small business entrepreneurs; and
 - A continuing partnership with the Metro Orlando EDC to recruit new businesses.
3. **A Community Communication Program**
 - One full time “communications” staff person to:
 - i. Work with every department and operation in Seminole County Government to have economic development foremost among their objectives;
 - ii. Work with each city, business organization, educational institution and regional agency to promote individual and collaborative programs that encourage economic development throughout the County;
 - iii. Develop and maintain, with vendor support, materials that describe the business opportunities in Seminole County;
 - iv. Prepare, update and monitor the Strategic Plan for Economic Development by:
 1. preparing the Annual Progress Report to the community;
 2. supporting the Director in preparing a 5 year work plan with a rolling 2 year budget;
 3. re-assessing the Strategic Plan every 5 years; and
 4. utilizing the expertise of the Economic Development Advisory Council to assist with monitoring, assessing and reporting results to the community; and
 - Professional consulting services to, among other things, assist with refreshing the County vision and image.
4. **A Comprehensive Workforce Development Program**
 - A continuing partnership with Workforce Central Florida, Seminole County Public Schools, Seminole State College and UCF to develop a workforce trained in entrepreneurship and directly supportive of business needs.
5. **A Comprehensive Business Infrastructure Program**
 - One full-time “technical and research” staff person to represent existing and new business needs for infrastructure systems:
 - i. Identify and work for the implementation of important transportation improvements in Seminole County, especially Wekiva Parkway, SunRail, direct air connections to global cities and funding programs; and
 - ii. work with local governments, individually and collectively, to make Seminole County a great place to live through appropriate infrastructure programs, regulatory processes, development standards and aesthetic improvements in the public realm.

Review of Competitive Programs. Seminole County competes with many communities, regionally and globally, to keep existing businesses and attract new businesses. The basis for the competition, in addition to market fundamentals, includes: lifestyle for executives and employees; business support systems such as transportation and internet systems; and attitude. A business friendly attitude is a critical factor and is reflected in several ways: the receptiveness of the established business community to newcomers; the support of local governments for existing and new businesses; and the effectiveness of the economic development program.

The Proposed Economic Development Program described in Table 1 is designed to provide programs to support and attract businesses and to arm the County's economic development community with the knowledge and programs necessary to be attractive to existing and new businesses. Communities surrounding Seminole County are funding programs to retain and attract the same high-wage, high-value employers the County desires. Hence, every community must have both a defensive and an offensive strategy. Table 2, Comparison of Economic Development Program Funding in Surrounding Counties, presents the programs and budgets of regional competitors.

Each of these regional competitors has a unique approach to retaining and attracting businesses. The programs range from Brevard County's approach of outsourcing everything to the Economic Development Commission of Florida's Space Coast, to Volusia County's approach that involves a large staff and a substantial capital improvement fund for industrial parks. Excerpts from each county budget are attached. Observations include:

- Seminole and Lake County have similar profiles with Seminole County's currently authorized staff of 2 people [Seminole County has only one position actually filled] and Lake County's 2.5 positions; similar Operating Budgets for FY 2010/2011 of \$243,000 and \$226,400, respectively. Lake County's per capita expenditure is higher [\$0.76 per capita] than Seminole County's \$0.57 due to Lake County's smaller population.
- Orange and Volusia Counties reported annual Operating Budgets for FY 2010/2011 in excess of \$1 million; \$0.99 per capita for Orange County and \$2.42 per capita for Volusia County.
- Brevard County contracts with the Economic Development Commission of Florida's Space Coast, Inc. (EDC) to provide economic development services. The cities also dedicate funds to the EDC.

Table 2
Economic Development Budgets
Central Florida Counties
FY2010/2011

	Seminole	Brevard	Lake	Orange	Volusia
OPERATING EXPENSES					
Personal Services	186,620	0	164,347	343,973	749,527
Employees					
Operating Expenses - Admin	56,417	0	62,084	793,986	449,564
Subtotal: Operating Expenses	243,037	0	226,431	1,137,959	1,199,091
NON-OPERATING EXPENSES					
EDC	313,414	1,400,050	288,739		
Incubators	240,000		170,000	125,000	300,000
Business Rsc Centers/SSC	150,000		52,500		
ED Strategic Plan	100,000				
Grants and Aid less JGI				6,413,257	300,000
JGI	412,286		100,000		
Capital Improvements					2,650,000
Strategic Plan Implementation					1,825,672
Internal Charges	9,972				
Reserves					1,356,635
Subtotal: Non-Op. Expenses	1,225,672		611,239	6,413,257	6,432,307
GRAND TOTAL	1,468,709	1,400,050	837,670	7,551,216	7,631,398
Population, 2010	422,718	543,376	297,052	1,145,956	494,593
Op. Exp/Capita	\$0.57		\$0.76	\$0.99	\$2.42
Non-Op Exp/Capita	\$3.47	\$2.58	\$2.81	\$6.59	\$15.43

Notes:

1. Brevard County contracts for all ED services with EDC of Florida's Space Coast, Inc.
2. Volusia County funds two industrial parks - the Ec. Dev. Corporate Park and incubator facilities at Daytona Beach International Airport

Proposed Budget. In order to accomplish the program presented in Table 1, funding for economic development will need to increase in FY 2011/12. Table 3, Proposed EDO Budget, Seminole County, FY 2011/2012, reflects:

- A staffing plan for five people including the Director/Manager, an Assistant and 3 professionals in defined functional areas: Outreach to Existing Businesses, Communications and Technical/Research to promote infrastructure for businesses;
- Funding for incubators and the business resource center, the Orlando Metro EDC and JGI grants, and
- A budget of \$200,000 has been anticipated for a professional consulting services to assist with, among other things, refreshing the County vision and image.
- The proposed operating budget of personal services and operating expenses is \$520,937.00, or about \$.80 per capita. This is less than ½ of the Orange County and Volusia County budgets on a dollar basis and slightly less than Orange County's per capita expenditures for operations. The total budget of \$2,190,000 is \$5.09 per capita, approximately 3/4th of the Orange County per capita FY 2010/11 budget.

**Table 3
Proposed EDO Budget
Seminole County
FY 2011/2012**

	FY 2010/11 Adopted	FY 2011/12 Proposed
<i>Personnel Services:</i>	\$186,620.00 (2 FTE, 1 vacant)	\$457,860.00 (5 FTE)
<i>Professional Services:</i>		
Metro Orlando EDC	\$313,414.00	\$313,414.00
SSC SBDC / Small Business Services	\$150,000.00	\$150,000.00
UCF Incubator / Winter Springs	\$240,000.00	\$240,000.00
Other professional Services	--	\$200,000.00
Sub Total – Prof. Svcs.	\$703,414.00*	\$903,414.00
<i>Other Operating Expenditures:</i>		
Travel	\$1,500.00	\$5,000.00
Rental & Leases	\$18,067.00	\$37,170.00
Printing & Binding	\$250.00	\$2,000.00
Promotional Activities	\$25,000.00	\$35,000.00
Other Charges & Obligations	\$300.00	\$1,500.00
Office Supplies	\$300.00	\$875.00
Operating Supplies	\$500.00	\$2,000.00
Books, Dues & Publications	\$9,500.00	\$10,000.00
Training	\$1,000.00	\$5,000.00
Sub Total – Op. Exp.	\$56,417.00	\$98,545.00
<i>Grants & Aid (JGI Program)</i>	\$412,286.00	\$712,184.00
<i>Internal Charges</i>	\$9,972.00	\$18,000.00
Total	\$1,368,709.00	\$2,190,000.00

*minus \$100,000 for the ED Task Force Work; ** approx. \$300,000 added to the JGI Fund

THE SUGGESTED PROGRAM OF ACTIVITIES FOR THE NEW SEMINOLE COUNTY ECONOMIC DEVELOPMENT ORGANIZATION

Once the strengthened Seminole County EDO is operating, it will develop a program of activities to achieve the economic development goal and increased prosperity for all Seminole County residents and businesses. This “suggested” program is the result of Task Force discussions combined with the *Assessment* and information and insights provided by a wide array of local, regional and national experts. The Task Force believes the “suggested” program should be strongly considered as the actual economic development program for Seminole County evolves.

Objective #1 - To institute an aggressive Community Communication Program that Promotes Collaboration

Background. While knowing that outcomes are very local in character and importance, it is recognized by the Task Force that Seminole County’s economic development efforts must be viewed in a regional and global context . There was a perception expressed during Task Force discussions that Seminole County’s own unique characteristics and assets are lost in the greater glare of Orlando and its worldwide image as a vacation and convention destination.

Seminole County achieves standards of education, business, and quality of life that exceed most other communities in Florida, but these attributes may not be adequately portrayed in economic development literature, web site marketing, social media, or other promotional programs on which the County’s image in the “national market” relies. Additionally, investment decisions are increasingly being made based on global standards and criteria. Setting standards for Seminole County based on Florida benchmarks will not be adequate to compete globally. As a result, the Task Force recommends that **professionals – incorporating extensive community and stakeholder input – be retained to define the county’s image more clearly and favorably, based on standards and expectations of the global business community,** as part of the Economic Development Plan.

It should be noted, that while the consensus of the Task Force appeared to support enhancing and investing in Seminole County's "Brand" outside of the Region, there are some Task Force members who believe that it would be wiser and more cost effective to leverage off of Orlando's internationally known and respected name through Enterprise Florida and the Metro Orlando EDC. It is strongly felt by some Task Force members that the Regional Vision (i.e. selling "Orlando") is the right approach from an economic development perspective. These Task Force members are of the position that the Seminole County economic development investment (other than its EDC commitment) will be better focused on emphasizing its strengths within the Region that would help attractive potential investment to the county at the point where potential investment is strongly evaluating the counties/cities within the Orlando Region.

Specific Tasks: Establishing a cohesive and aggressive Community Communication Program with focus on four primary tasks; visioning and branding, collaborating, networking and monitoring and reporting, the Seminole County EDO will be responsible for the following activities.

- **Visioning and Branding** - Organizing, and then communicating the results of, an effort to refresh the County Vision and strengthen its image through a countywide “vision and brand” process designed to advance economic development in Seminole County, including:
 - Convening the community to discuss and establish a refreshed vision for the County;
 - Creating a “brand” based on the community vision for use in promotional and other communication programs;
 - Preparing a public message of the Seminole County Vision and opportunity, including the assets and offerings of the County and the cities;
 - Defining the role of Seminole County in local and regional marketing and promotional efforts;
 - Communicating the message to constituencies within the County (cities, chambers, schools, businesses) and to entities outside the County (regional, state, national, and global businesses);
 - Communicating the message to corporate site selection firms and agencies;
 - Identifying national and international publications and news outlets that rank communities as “best place to...” and work to be reported as the best place to live, the best place to do business, the healthiest place to live, etc.;
 - Establishing a state-of-the-art economic development web site; and
 - Coordinating marketing and public relations to raise the profile of Seminole County within the region and state, including a regular review of “outside” perceptions of the County and the cities.
- **Collaborating** - Establishing a collaborative system between local and regional organizations to communicate and coordinate economic development efforts in Seminole County. Relying on the Seminole County EDO to serve as the central coordinating agent and to serve as liaison among local and regional programs and activities, including:
 - Facilitating communication between the County and the cities on matters related to economic development;
 - Supporting manpower training programs with the Seminole County School Board, Seminole State College, UCF (the Educational Institutions) and Workforce Central Florida;
 - Managing the County’s relationship with the Metro Orlando EDC and other regional resource groups; and
 - Preparing an Annual Progress Report to the community assessing the performance of the economic development system relative to established goals and standards.
- **Networking** - Establish the needed networking, business education and communication programs that will serve existing businesses and demonstrate to prospective businesses that Seminole County is a holistic business community where everyone shares the bounty of a strong market. The flow of information is critical; for example, knowledge of a struggling or dissatisfied business, if shared, can help retain that business by solving its problem. The same applies to

information about proposed expansions, relocations or other business needs. The Seminole EDO will encourage established business organizations to:

- Participate in a coordinated public calendar that reports the activities of each chamber; each chamber can host the calendar on their website;
 - Coordinate their programs and activities over the calendar to avoid conflicting events while building momentum among businesses that something is always going on, at one chamber or another;
 - Coordinate fees to events that give preferences to members while still enabling members of other chambers and non-members or the general public to participate in networking events or educational programs at a higher fee;
 - Co-sponsor countywide events and participate in countywide events sponsored by others. Collaborative participation in the business community will enhance the role of the chambers; together they are stronger communicators, educators and advocates for business than they are individually; and
 - Participate in Seminole County EDO programs for business retention, expansion programs for existing business, startups and relocations.
- **Monitoring and Reporting** – The Seminole County EDO will prepare an Annual Progress Report to the community. The Economic Development Advisory Council, as an independent business organization, will provide comments on this Report.
 - The independent Economic Development Advisory Council, on behalf of the community, will monitor progress through the EDO's Annual Progress Report supplemented with periodic reviews. The Report and reviews will evaluate activities in light of the established standards.
 - The Seminole County EDO will prepare and publish an Annual Progress Report to the community that contains:
 - Results of the Business Retention and Expansion Program;
 - Results of the New Business Recruiting Program;
 - Results of the Workforce Development Program;
 - Results of the Comprehensive Business Infrastructure Program;
 - Results of the Community Development Program;
 - Results of the Community Communication Program; and
 - Results of the Redevelopment Program

Responsible Parties.

Primary Lead:

- Visioning and Branding: The Seminole County EDO with the support of the independent Economic Development Advisory Council;
- Collaborating: The Seminole County EDO;
- Networking: The Seminole County EDO; and
- Monitoring and Reporting: The Seminole County EDO.

Support: The three critical Educational Institutions along with Workforce Central Florida, County and city staffs, other business organizations, regional agencies and leaders of existing businesses.

Interns: Additional assistance might be recruited from students/interns from Seminole County Public Schools, Seminole State College and UCF.

Funding Source. The Seminole County EDO budget.

Performance Measures. The Seminole County EDO will submit an Annual Report with its annual budget request that reports on communication programs; it may include:

- The number of resolutions adopted by local governments that support the results of the countywide visioning and branding efforts;
- The number of written agreements for collaboration that exist between Seminole County EDO and the cities, Educational Institutions and the Metro Orlando EDC, Workforce Central Florida and other business and regional agencies;
- The number of multi-party proposals presented to prospective New Businesses with some combination of the County, the cities, the educational institutions and existing business leaders,
- An assessment of the perceptions of outside entities, including site selection consultants, regarding the County's marketing and promotional efforts;
- The number of times Seminole County appears as "the best place to..." in publications with industry credibility;
- The extent to which local governments participate in Seminole County EDO activities;
- The number of open chamber events with the "general public" participating in addition to members and the number of events co-sponsored by two or more chambers;
- The completion of community-based economic development standards that find acceptance by local governments, the Educational Institutions and existing business leaders;
- Meaningful periodic reports to the community using public media and venues; and
- Timely publication of the EDO's Annual Progress Report.

Objective #2: An Effective Business Retention and Expansion Program for Established Businesses

Background. Retaining existing business is critical. The existing business community, cities, the County, the Educational Institutions, the Metro Orlando EDC and other business organizations are all important participating parties to the County's existing business base. The most cost effective way to maintain the County's economic base is through retaining local jobs at satisfied and growing existing businesses. Programs to encourage and enable local businesses to expand are an important element of the retention program. There needs to be a single lead agency responsible for business retention and expansion. In Seminole County, the Seminole County EDO will serve as the lead for the Business Retention and Expansion Program.

Specific Actions. Initiating a Business Retention and Expansion Program for Established Businesses – The Seminole County EDO will be responsible for the following actions.

- Creating a data base:

- Identifying all existing businesses in the County and establishing priorities directly contacting business based upon the selected “target industries or sectors”;
- Creating an on-going database of key companies and their leaders; and monitoring business expansions and contractions occurring within the County; and
- Identifying key individuals in local, regional and state business regulatory offices who can help expedite permitting needs of established and new businesses in the County and cities;
- Assessing specific needs:
 - Contacting all key businesses, by priority, and conducting a brief survey about the business, its history in the County and its needs;
 - Analyzing the survey feedback and determine the perceptions of businesses about the market for their goods and/or services in the County and discerning their most common or crucial specific needs; and
 - Reviewing and refining the “pro-business” environment in Seminole County; proposing actions when warranted;
- Coordinating education and training tracks and/or job-training programs that support future growth businesses:
 - Facilitating establishment of business incubators and small business “accelerators” [Economic Gardening] for key industry sectors;
 - Facilitating internship and mentoring programs that supplement experiences in business incubators and business accelerator programs with “hands-on” support programs;
 - Working with agencies such as the US Small Business Administration to provide technical assistance and education programs to small businesses;
 - Working with the regional chambers of commerce to identify small businesses that could benefit from available programs and business resources;
 - Exploring partnerships that enable small businesses to share advertising and other programs (such as expanding programs being instituted in Oviedo and Winter Springs); and
 - Providing a summary of established plans and resource programs available for supporting or inducing local businesses that are proposing to expand in the County and cities;
- Using technology to support entrepreneurs and small businesses to facilitate their expansion:
 - Establishing a website for entrepreneurs and small business owners to access educational materials, permit information and links to other resources such as the US SBA; and
 - Providing information on the use of social media resources to promote business and develop workforce readiness;
- Providing financial expertise and resource to entrepreneurs in target industries:
 - Establishing support programs, such as a Small Business Investment Fund, with a beginning balance of \$300,000, for start-up and existing businesses. Other programs, such as other grant programs, with funding sources, that might become available to existing businesses in target industries in the County and cities;
 - Co-sponsoring and/or supporting programs such as a Venture Capital Communication System, to provide information to educate small businesses about access to capital, about

- venture capital and other financial resources, and about small business revolving loan funds and similar techniques used elsewhere; and
 - Facilitating the provision of technical assistance to small businesses seeking grants and loans from state and federal agencies;
- Assisting expanding businesses as they assess the adequacy of sites, buildings, infrastructure and energy resources serving their needs and supporting infrastructure expansion plans when appropriate, including:
 - Provide information about the sites, entitlements and infrastructure available through the US 17-92 CRA and the other redevelopment areas in Seminole County;
 - Facilitating investment in, or coordinating the development of necessary buildings and appropriate sites for the expansion of businesses in selected industries based on established criteria for new job growth or dollars invested;
 - Assisting with procuring and permitting new sites or buildings to support key expanding local businesses;
 - Coordinating simple and expedited permitting and zoning for expanding and new businesses attracted to the County and cities;
 - Supporting enhancements to public infrastructure to support existing and expanding businesses; and
 - Insuring that infrastructure and other services (education, workforce training, wage profiles, water supply, broadband capacity, etc.) are available at the standards and capacities that meet needs of target industries;
- Enhancing the assistance available to “induce” businesses to expand or relocate in Seminole County:
 - Establishing criteria, plans and resources that provide “inducements” for key companies that wish **to expand** within the County or the cities (e.g., including networking and forums, employee training, research assistance, or other incentives) with criteria for job creation or dollars invested;
 - Preparing a thoughtful incentive program that includes goals, limits, and clearly understood formulas based upon cost-benefit analysis, return on investment, and competitive offerings; and
 - Establishing a funding program that enables limited direct investment in new business facilities (build-to-suit or speculative specialized buildings) through “stand-by” public-private partnerships;
- A Comprehensive Communications Program is critical as described in Objective #3. The EDO will coordinate a wide variety of communication and public relation activities:
 - Presenting Seminole County, including the cities, consistently to constituencies within the County (cities, chambers, schools) and to entities outside the County (region, state, nation, and world);
 - Reaching out to corporate site selection firms and agencies;

- Identifying national and international publications and news outlets that rank communities and work to be reported as the best place to live, the best place to do business, the healthiest place to live, etc.;
- Establishing and maintaining a state-of-the-art web site that supports all economic development efforts throughout the Seminole County and the region;
- Coordinating marketing and public relations to raise the profile of Seminole County within the region and state, including a regular review of “outside” perceptions of the County and the cities;
- Working with the regional chambers of commerce and other business organizations to develop an awards or recognition programs for small businesses, small business leaders and entrepreneurs;
- Reporting published national and international rankings for educational quality and efforts made to secure inclusion in relevant publications;
- Preparing a public message of the Seminole County opportunity, including the assets and offerings of the County and the cities, after reviewing, refining, and coordinating with state and regional goals and objectives for economic development;
- Defining and committing to the role of Seminole County in local and regional marketing and promotional efforts; and
- Communicating regularly with economic development partners and the Seminole County business community.

Responsible Parties.

Primary Lead: The Seminole County Economic Development Organization supported by the appropriate departments of County Government.

Support: County and city staffs, the Educational Institutions, Workforce Central Florida, the Metro Orlando EDC, other business organizations and existing business leaders.

Interns: Additional assistance may be recruited from students/interns from Seminole County Public Schools, Seminole State College and/or UCF.

Funding Source. The Business Retention Program will be funded from countywide revenue sources, including the general fund in the near term and potentially a dedicated source of funding in the future. Funding for specific programs will seek funding from other sources.

Performance Measures. The Seminole County EDO will prepare and publish an Annual Report with its annual budget request that includes measurements of performance compared to standards for the following activities.

- Job and Salary Growth - Completion of a sustainable data base of existing businesses that includes:
 - The number of businesses in the County by number of employees and by industry,
 - The number of businesses started and closed;
 - Contact information of the owner or manager; and
 - Annual growth in jobs and payrolls;

- Incubator Achievements - New employment (number of jobs and wages) and business expansion (dollars invested) resulting from business incubators and business accelerator programs and other “hands-on” support programs will be reported;
- Business Needs Survey - An Annual Survey of the “needs” of established businesses will report the most critical needs and perceptions of existing companies;
- Business Interviews - The number of successful direct contacts with existing businesses, starting with the target industry businesses, will be reported with a summary report of the needs of each business interviewed;
- Small Business Educational Activities – The Report will include educational and network programs and events offered by each economic development partners and the number of attendees;
- Physical Infrastructure - Progress on enhancing public infrastructure committed to support existing and expanding businesses will be reported;
- New and Redeveloped Sites and Buildings - New site procurement or building activity that incorporates key expanding local businesses will be reported with emphasis on activity in the US 17-92 Corridor and the city Community Redevelopment Areas;
- Education and Training Activity - The Report will include results of meetings with businesses to determine the efficacy of programs provided by Workforce Central Florida, Seminole County Public Schools, Seminole State College, and UCF for general and specialized education or training initiatives provided to established businesses; and
- Summary of Overall Results - A summary of progress achieved in addressing “pro business” issues identified by data reports, survey and direct contact will be reported.

Objective #3: A Business Recruiting Program for Attracting New Businesses: Start-Ups and Relocations

Background. It is crucial to the economic future of Seminole County that start-up businesses find a home in the area and that the economy continues to diversify with new and emerging industries and businesses by enabling entrepreneurs to start new businesses. Two types of programs are important: the EDO should rely on the leadership and expertise of UCF to establish more Business Incubators and the EDO should rely on the expertise of the Metro Orlando EDC for recruiting new businesses from outside the region.

Business Incubators offer a proven vehicle to nurture new entrepreneurial businesses. UCF is the critical player in the Incubator program, however success depends on a local partner. All but the Port of Sanford incubator are affiliated with UCF. The County should continue to support the UCF Business Incubator Program as the primary vehicle for enabling entrepreneurs to invest in Seminole County.

It is also important that new businesses are attracted to the County and that the economy continues to diversify with new and emerging industries and businesses. Some existing businesses in the County will mature and relocate; discontinue operations; or become economically obsolete. New companies need

to be recruited to replace those that decline. New businesses will be attracted to Seminole County by the same programs and activities employed by the County to support existing and growing local businesses. The County needs to be prepared and consistent with its messages that reflect a business friendly environment.

Specific Actions. Strengthening the On-Going Business Recruiting Program to Attract New Businesses - Start-Ups and Relocations

- **Encouraging and Enabling Start-Up Businesses in Seminole County-** The Seminole County EDO should support the lead of UCF by:
 - Continuing to work with UCF, along with Seminole State College and Seminole County Public Schools to expand the services offered through “incubator” and “accelerator” programs;
 - Continuing to seek local partners for new incubators; and
 - Availing entrepreneurs of the business retention and business expansion programs operated and coordinated by the Seminole County EDO.

Responsible Parties.

Primary Lead: The University of Central Florida.

Support: Seminole County EDO, County and city staffs, business organizations, the other educational institutions and existing business leaders.

Interns: Additional assistance might be recruited from students/interns from Seminole County Public Schools, Seminole State College and UCF.

Funding Source.

The New Business Program related to start-up businesses will focus on programs for incubators and “accelerators” that will be continue to be funded as a partnership between UCF and a local partner such as the County, a city, a public agency or private enterprise.

Performance Measures. The Annual Report prepared by UCF indicating the number of incubator graduates, jobs created and level of investment. These will serve as the tools to monitor performance of this currently very successful program; and will be included in the EDO’s Annual Progress Report.

- **Leading a New Business Recruiting Plan to assist Businesses Relocating to Seminole County -** The Seminole County EDO, relying heavily on the Metro Orlando Economic Development Commission, will be responsible for:
 - Fully utilizing the services of the Metro Orlando Economic Development Commission to relocate businesses from outside the Orlando Region to Seminole County with a clear performance-based contractual relationship between the County and the EDC for services to be provided;
 - Achieving consensus among County and city leadership regarding which industry sectors should be “targets” for recruiting;

- Working to provide the necessary infrastructure and other services (education, workforce training, wage profiles, water supply, broadband capacity, etc.) required by existing and new businesses at the standards and capacities that meet the needs of target industries;
- Providing simple, common and expedited permitting and zoning standards and procedures for existing businesses and new businesses attracted to the County and cities;
- Preparing a comprehensive package of “inducements” for ***recruiting*** target industries - including employee training, education resources, networking, housing choices, facility investments, and incentives;
- Preparing a thoughtful incentive program that includes goals, limits, and clearly understood formulas based upon cost-benefit analysis, return on investment and competitive offerings; and
- Establishing a funding program that enables limited direct investment in new business facilities (build-to-suit or speculative specialized buildings) through pre-established arrangements for public-private partnerships.

Responsible Parties.

Primary Lead: The Seminole County EDO with the active support of the Metro Orlando EDC through a performance-based contract.

Support: County and city staffs, the Educational Institutions, regional agencies, other business organizations and existing business leaders.

Interns: Additional assistance may be recruited from students/interns from Seminole County Public Schools, Seminole State College and UCF.

Funding Source.

The New Business Program will be funded from countywide revenue sources, including the general fund in the near term and potentially a dedicated source of funding in the future. Funding for specific programs will seek funding from other sources.

Performance Measures. The Seminole County EDO will submit an Annual Report with its annual budget request that reports of business recruiting activities of the EDO and the Metro Orlando EDC. It may include:

- A written description of the County’s Target Industry Profiles agreed upon by the County, the cities and the Metro Orlando EDC,
- A summary of established plans and resource programs within the County and from regional agencies including the EDC used to support or induce new target businesses to locate in the County,
- A written summary of processes for accommodated needs of re-locating businesses,
- A written summary a target industry recruitment package, including all inducements and incentives available,
- A written policy for implementing public-private partnership investments,

- The number of successful new businesses relocated to Seminole County resulting from multi-party pursuits along with the estimated jobs and payrolls for each of the first five years of new business operations, and
- The new business's participation in established programs such as mentoring and intern programs.

Objective #4: A Comprehensive Workforce Development Program supported by a Strong Public Education System based on National Standards

Background. An available and skilled workforce is a critical element in the success of every business. A community with a system that consistently produces skilled and knowledgeable people available to business and industry is an attractive location for existing and new businesses. The actual quality of the workforce is critical; and the communication of this available quality workforce to national and global markets is also important.

Education is one of the key factors in “quality of life,” especially as businesses look to relocate. Seminole County has one of the best public education systems in a state that is ranked between 30th and 40th nationally in quality. The education system in the County should continue to improve and be measured by national standards. Since business recruiting is now national in scope, published national education achievement rankings are important economic development tools.

The Seminole County School System, Seminole State College and the University of Central Florida (the Educational Institutions) already do an outstanding job of preparing students to be productive in the local economy. Workforce Central Florida is an important support and coordinating organization. The existing system is moving rapidly with programs that encourage and prepare students to be successful entrepreneurs.

This collaborative system warrants continued support with four key elements:

- **National Standards** - Education is one of the key factors in “quality of life,” especially as businesses look to relocate. Seminole County has one of the best public education systems in a state that is ranked between 30th and 40th nationally in quality. The education system in the County should continue to improve and be measured by national standards. Business recruiting is now national in scope; and we are competing with other state education systems. Published national rankings are important economic development tools. The Seminole County EDO will be responsible for working with the three Educational Institutions in Seminole County to establish standards based on national and global expectations for quality education and monitoring performance;
- **Intern and Mentor Programs** – The Educational Institutions will work with the business community to promote internship and mentoring programs that promote work-readiness skills and the entrepreneurial spirit;

- **Physical Facilities** – The County EDO, with the active support of other departments of County Government, will identify infrastructure needs and support the expansion of the physical facilities of the three Educational Institutions; and
- **Entrepreneurship Programs** – The Advisory Council will emphasize the importance of teaching entrepreneurship awareness and skills in the schools and throughout the workplace.

Specific Actions. Strengthening the Comprehensive Workforce Development Plan for Seminole County

– The Seminole County EDO will be the coordinator of the Workforce Development Plan, and be responsible for:

- Facilitating an agreement between Seminole County Public Schools, Seminole State College, UCF and Workforce Central Florida that establishes common goals and processes to ensure that education and training programs are related to selected target industries and existing businesses;
- Working with Workforce Central Florida as it continues to conduct their biannual survey, collecting information and communicating with the business community about manpower needs and include their results in the EDO's Annual Report;
- Working with Workforce Central Florida, the three Educational Institutions and the existing businesses to design and implement an on-going internships, mentoring programs and entrepreneurial awareness education for elementary, middle and high school students and college students using relationships with a leader in an existing businesses in Seminole County;
- Serving as the liaison agent between the three Educational Institutions and active business centers in central Florida such as "Medical City," area hospitals, the Kennedy Space Center, the UCF Research Park and other target industry businesses to promote intern and mentor programs;
- Working with Seminole County Public Schools to establish standards based on national and global expectations for quality education and monitoring performance;
- Coordinating the provision of infrastructure to support the expansion of the physical facilities of the three Educational Institutions; and
- Communicating success stories to the business community through retention and recruiting programs.

Responsible Parties.

Primary Lead: Seminole County EDO will be responsible for facilitating communication with active support from Workforce Central Florida in determining the manpower needs of existing and new businesses.

Support: The three Educational Institutions will be responsible for reviewing and elevating standards. Workforce Central Florida, County and city staffs, regional agencies and existing business leaders will support all activities with special attention to intern and mentoring programs.

Interns: Additional assistance may be recruited from students/interns from Seminole County Public Schools, Seminole State College and UCF.

Funding Source. The Seminole County EDO will be funded through the County budget. The Educational Institutions will use their traditional sources. Workforce Central Florida will rely on traditional funding sources. Funding for specific programs, such as small business internships and mentoring programs will be sought from other sources.

Performance Measures. Workforce Central Florida will provide an annual report to be included in the EDO's Annual Report to the community; it may include:

- The County and Metropolitan Unemployment rate;
- The number of students in the Seminole County Public School system, Seminole State College and UCF who find their first job in Seminole County or in one of the surrounding counties;
- The number of existing and new businesses that take advantage of a local business-specific training program;
- The results of the Existing Business Survey about the adequacy and readiness of the workforce,
- The number of internships and mentoring relationships offered by Seminole County businesses; and
- An improvement in Seminole County's national ranking in education performance.

Objective #5: A Comprehensive Business Infrastructure Program

Background. Business requires infrastructure such as: financial systems that can provide capital; communication systems; manpower development programs; sites and buildings for new offices; warehouses and plants; expedited permitting programs; roads and transit service for employees; and a wide variety of other support systems. Communities that have business friendly environments and sophisticated business infrastructure are more competitive than those without these assets.

Businesses move to where necessary support systems exist. That means existing businesses may move out of Seminole County to seek necessary services; and businesses outside the Region may move into Seminole County if the necessary systems exist. Hence the importance of understanding what services and facilities are necessary, and then providing them.

Specific Actions. Establishing and Monitoring a Comprehensive Business Infrastructure Program – The Seminole County EDO will be responsible for:

- Identifying and assessing the full range of infrastructure needed to support businesses based on published standards and the Annual Survey of Existing Seminole County business needs;
- Documenting the local and regional assets that exist with suitable capacities and including this information in promotional materials;
- Developing an improvement program to provide those assets not meeting standards that are feasible to fund; and
- Working with internet providers and other high-tech infrastructure providers to identify existing assets and to identify needed improvements.

Responsible Parties.

Primary Lead: Seminole County EDO with the support of relevant operating departments of Seminole County Government.

Support: Internet and like service providers; regional agencies such as the Metro Orlando EDC and Workforce Central Florida.

Funding Source. Energy and communication service providers, the financial services industry and traditional funding sources of transportation and other community infrastructure systems.

Performance Measures. The EDO will report on activities such as:

- Business evaluations on the adequacy of business infrastructure compared to standards as reported by the Economic Development Advisory Council;
- Financial resources, venture capital activities, international trade measures; and
- Requests for workforce education and training; and the successful provision thereof.

Objective #6: A Strong Multi-Modal Transportation System

Background. The transportation system, in all its forms, is the fundamental infrastructure systems of business. The transportation system brings employees to and from work, it conveys the goods and services from vendors and suppliers, and it transports products and services to customers. Even in the digital age, logistics is critical. Federal Express, UPS and other delivery firms are prospering. Workers still report to a work-site. Streets, highways, buses, commuter rail, airplanes and pedestrian systems are vital for moving people. Trucks, rail and airplanes are vital for moving goods. The regional assets available to businesses in Seminole County include two international airports, rail service, Port Canaveral, the Port of Sanford, and a regional highway systems that connects Seminole County with Florida and Southeast United States destinations.

Specific Actions. Continuing to Build a Strong Multi-Modal Transportation System – The County and city governments are the agents for transportation improvements and are responsible for their own capital improvements. Many participate with MetroPlan Orlando and FDOT for regional improvements. Local governments will lead, and the business community will support these improvement programs. The Seminole County EDO will be responsible for presenting the needs of business in the local and regional transportation planning process.

- **Surface Transportation** - The transportation system brings employees to and from work, it conveys the goods and services from vendors and suppliers, and it transports products and services to customers. Even in the digital age, logistics are critical. Federal Express, UPS and other delivery firms are prospering. Workers still report to a work-site. Streets, highways, buses, commuter rail, airplanes and pedestrian systems are vital for moving people. Trucks, rail and airplanes are vital for moving goods. County residents have a history of supporting funding for improved community infrastructure, such as the current 1-cent sales tax for transportation. Identifying and working for the implementation of important surface transportation improvements that support successful businesses in Seminole County, such as:

- Efforts to ensure that the Wekiva Parkway is built;
- Efforts to ensure that SunRail is built;
- Emphasize improvements in the transportation plans of the cities, the County, MetroPlan and FDOT that improve east-west mobility in the County;
- Efforts to publicize the importance of the recent sales tax initiatives that dramatically improved the local and County road system;
- Development patterns that take advantage of transportation corridors with mixed-use developments and higher density, transit-oriented developments;
- Efforts to continue LYNX service in a manner that support the mobility of the workforce; and
- Coordination of local programs to expand the Seminole County Trail System.
- **Air Passenger and Freight Service** – Seminole County has a strong competitive advantage based on the presence of Orlando Sanford International Airport and Orlando International Airport. Both airports have carriers who provide direct flights to important cities in the nation and the world. This direct access is an important differentiator when businesses look for locations for new operations. Both airports also have substantial land areas, private and public, available to accommodate bonded warehouses, freight forwarders and foreign trade zones; all necessary to support economic development:
 - Continuing to employ rail for freight service to support Seminole County businesses, especially manufacturing enterprises;
 - Publicizing the benefits of air travel service between Seminole County and world destinations using Orlando Sanford International Airport and Orlando International Airport; and
 - Promoting the benefits of the County’s Foreign Trade Zones at the Orlando Sanford International Airport and other locations.
- **Focus of the Seminole County EDO** - The Seminole County EDO is responsible for continuing to present the needs of local businesses to the transportation planning and implementing agencies, and to support programs such as the Wekiva Parkway and SunRail.

Responsible Parties. County and City Governments are directly responsible for the transportation systems and their funding; the Seminole County EDO is responsible for representing the needs of Seminole County businesses as transportation agencies select priorities and seek funding for business-critical improvement projects.

Funding Source. Traditional transportation funding sources.

Performance Measures. The EDO’s Annual Report will report activities on important infrastructure projects, such as:

- Successful implementation of the Wekiva Parkway and SunRail;
- Measures used by MetroPlan to evaluate the safety and efficiency of the regional transportation system in terms of accidents, congestion, trip lengths [shorter is better, mixed use and transit-oriented development helps put people’s residences closer to their work site];

- Extension or initiation of funding programs;
- Tons of freight moved in and out of the County by rail, air, truck transport; and
- Activity at the Foreign Trade Zones.

Objective #7: A Strengthened Community Development Program to ensure that Seminole County remains a Great Place to Live for Business Owners, Employees and their Families

Background. Businesses must have access to a creative and productive workforce; those with talent can choose their location. Recruiting employees to join its workforce is critical to a business; and the lifestyle of the host community is a strong factor that works for or against employee recruiting efforts. A major economic development factor is the quality of the host community measured by neighborhoods, schools, safety and related lifestyle factors. The best talent has options of where to live; as a result high tech, high value businesses locate where they can recruit talent. Building a great place to live benefits existing residents, and it enables the community to be competitive when recruiting high-value businesses.

Seminole County's lifestyle is excellent; the schools, the parks and natural systems are outstanding and the neighborhoods offer a variety of housing options. The current lifestyle must be maintained, and increasingly, it needs to be measured by national rather than statewide standards. Recruits are being sought around the nation and these potential employees have the choice of living anywhere in America. They are comparing Orlando and Seminole County with Denver, San Diego and like places. These are the community, with their standards, that are relevant to new employees, and hence to the businesses trying to attract them.

Regional assets available to Seminole County residents include Atlantic Coast beaches, regional parks and waterways, world-class entertainment in the tourist district of Orange County and Amway Center, major league sports including NASCAR.

Specific Actions. The Seminole County EDO should continue to encourage maintenance and improvement plans for improving the quality of existing and new development, such as:

- Programs designed to maintain the quality of existing public infrastructure and private development, including land development code, code enforcement, public right-of-way and property maintenance, capital improvements for repair and replacement of public infrastructure, and similar programs;
- The County Comprehensive Plan and Capital Improvements Plan that ensure future development meets appropriate standards;
- Regional programs such as LYNX, MetroPlan Orlando, regional water supply studies and other activities that will ensure the County's quality of life will remain at its high level; and
- The work of the cities and other organizations in the County, such as the Sheriff and the health care institutions, that improve the efficiency of service delivery and reduce costs through cooperation and coordination of services and facilities.

Responsible Parties. County and city local governments are responsible for providing the plans and improvements necessary for a quality of life that meets high standards. The Seminole County EDO will seek publicity about the County's qualitative superiority by working with publications and services that publish national rankings on various factors reflecting quality of life and business environments.

Funding Source. Traditional planning and development funding sources for comprehensive plans, capital improvements and community maintenance activities; the Seminole County EDO budget will fund efforts to seek rankings from credible publications and services demonstrating the high quality of life in Seminole County.

Performance Measures. The EDO will annually report:

- National ratings of the County and cities as best places in America, such as "the best place to live," "the best place for small businesses," and other categories;
- National ratings on specific community factors such as health, education and business climate;
- Efforts made to obtain inclusion in these national rankings; and
- Development activity, measured by building permits, in each of the County's four development zones.

Objective #8 - A Rejuvenated Redevelopment Program focused on the US 17-92 Corridor

Background. Seminole County has four important development zones with development organizations and methods for providing infrastructure and entitlements. The US 17-92 Community Redevelopment Area (CRA), established in 1997, is the largest economic development zone in the County. The US 17-92 Corridor CRA, with its five contributing local governments, is a prime area to support new businesses. The other four development zones are the Orlando Sanford International Airport, the Oviedo-Winter Springs area at SR 417 and the Interstate 4 Corridor. The established city CRAs are also available zones for economic development.

Successful redevelopment of the US 17-92 Corridor is an important element of the County's economic development program. The US 17-92 Corridor is the central spine of the County that directly connects Sanford, Lake Mary, Longwood, Winter Springs and Casselberry. ***The Redevelopment Master Plan Update*** draft report, dated May 12, 2011, contains: 1) A Prioritized Spending Plan, 2) A cohesive redevelopment framework for public and private realms, 3) recommendations for modifications to urban form in the corridor, 4) recommendations for Comprehensive Plan and Land Development Code amendments, 5) strategic redevelopment goals, 6) recommendations for development incentive programs, and 7) identification of alternative funding sources. Currently, there is only one CRA staff person to implement redevelopment programs.

Other economic development zones are also important. The vacant lands on and around the Orlando Sanford International Airport, in the I-4 Corridor and in Oviedo-Winter Springs are valuable assets. A

sustained improvement program is necessary to be able to provide these sites to expanding and new businesses. The program will document the real estate assets available throughout the County, identify and program needed entitlements and infrastructure to these properties and then communicate the availability of these real estate assets to the business community.

Specific Actions. Establish a program that identifies, and improves when necessary, buildings and sites suitable for expanding and new businesses.

- **Implement the recommendations of the *US 17-92 Redevelopment Master Plan Update*.**
 - The US 17-92 Redevelopment Plan is being finalized. The Task Force recommends that any future actions related to the redevelopment of the U.S. 17-92 Corridor be implemented by a multi-disciplinary team of in-house experts;
 - The proposed corridor revitalization plan and program includes:
 - Prioritized “spending plan”;
 - Cohesive redevelopment framework for public and private realm;
 - Recommendations for modifications to urban form in the corridor;
 - Recommendations for comprehensive plan and land development code amendments;
 - Strategic redevelopment goals;
 - Recommendations for development incentive programs; and
 - Identification of alternative funding sources;
 - Catalyst sites are an important part of the redevelopment program. The ideas included for catalyst sites directly relate to the needs expressed in the Assessment Report of the Economic Development Task Force. The evaluation criteria for catalytic sites addressed ownership, market analysis, ease of property assembly, transportation accessibility, proximity to proposed SunRail sites, vacancy, proximity to population densities and redevelopment potential. Three sites were identified for further action: Site 1 in Historic Sanford, Site 2 in Sanford at the Wal-Mart property and Site 4 in Fern Park/Casselberry;
 - The “Courthouse” property north of Five Points should be given additional consideration as a “catalyst” site available for near-term, intense, mixed use development; and
 - Implementation of the US 17-92 Redevelopment Master Plan Update by a multi-disciplinary team of development specialists is vital. Investments need to be made, standards established, entitlements amended and infrastructure funded;
- **Economic Development Zones** – Seminole County has four important economic development zones; each of which is accessible from the regional transportation system of highways, rail and air facilities. One is the US 17-92 Corridor, discussed above. The US 17-92 Corridor is the largest economic development zone in the County and has a CRA with five contributing local governments and a 15 year history. Other important economic development zones exist in Seminole County;
 - The Orlando Sanford International Airport has vacant lands on and around the Airport. A report directing development on and around the Orlando Sanford International Airport has also been recently completed that discusses the benefits of Foreign Trade Zone 250 with its eight sites throughout Seminole County totaling 2,458 acres. This Plan must also be

- implemented to exploit the locational advantages just west of SR 417 and previous investments in infrastructure that advantages of this important property;
- Property in Oviedo-Winter Springs was the proposed site for the recent Sematech competition. The Team competing for a significant federal grant included Seminole County, Oviedo, Winter Springs, Brevard County and a New York partner. The Team won the competition, though the initial research activity will be completed by the New York partner in New York. The manufacturing component of the program has yet to be located and Seminole County remains in the hunt for these activities. Efforts to secure this activity need to continue; and
- The Interstate 4 Corridor has been the most successful economic development zone in Seminole County. The area between SR 46 and Lake Mary Boulevard along Interstate 4 is now the home of many important employers in the County. Land remains available in this established zone and offers an important asset in the County's economic development site portfolio;
- **City CRAs:** The individual redevelopment areas in the cities with CRAs and others that may form CRAs are important redevelopment opportunities. CRAs currently exist in Altamonte Springs, Casselberry, Oviedo and Sanford. Each CRA is actively pursuing development that can benefit from support of the Seminole County EDO; and
- **Redevelopment Plan Reviews** will be made by the Seminole County EDO to ensure that economic development activities are top priority projects in each CRA Redevelopment Plan since CRA funds can only be used on projects identified in the adopted Redevelopment Plan.

Responsible Parties.

- County and city local governments are responsible for providing the entitlements and infrastructure improvement plans and improvements necessary to position the properties in their jurisdiction for economic development. Each jurisdiction will need to enlist a multi-disciplinary team or planners, engineers and site selection specialists to prepare and implement a prioritized program for each site;
- The Seminole County EDO will coordinate these activities by ensuring all sites are known to all jurisdictions, priorities are understood between jurisdictions and resources are provided from as many sources as feasible; and
- The individual Community Redevelopment Agency boards will be responsible for planning and funding improvements necessary to support economic development activities in their CRAs.

Funding Source.

- The CRA's will use their tax increment funds, as appropriate, to fund improvements to enact their redevelopment plan.
- The County and cities with jurisdiction over the individual sites will use traditional planning and development funding sources for comprehensive plans, capital improvements and community maintenance activities.

- The Seminole County EDO budget will fund efforts to coordinate local activities, share the availability of these real estate assets with the Metro Orlando EDC and otherwise publicize the availability of all sites.

Performance Measures. The EDO will annually report on the number of sites in the portfolios of the County and the cities and the state of readiness of each property, along with the entitlements or infrastructure needs yet to be accomplished.

ASSESSMENT OF CURRENT ECONOMIC DEVELOPMENT CONDITIONS AND PROGRAMS IN SEMINOLE COUNTY

Summary of Findings

The findings that stand-out among the many details of the assessment conducted by the Task Force relate to: organization, collaboration, funding and redevelopment. These four essential findings of the assessment are the foundation for the Task Force's recommended specific actions.

- **Organization.** There are many agencies and organizations involved in economic development activities in Seminole County. While these organizations are familiar with each other's work, they do not seem to work in concert to achieve agreed-upon objectives.
 - **Local resources** consist of Seminole County government, the seven cities, the four regional chambers of commerce and the County's three Educational Institutions, namely Seminole County Public Schools, Seminole State College and the University of Central Florida. The County, the cities and the chambers generally work independently with collaboration on specific projects. The recent Sematech proposal, though unsuccessful, serves as an example of cooperative efforts towards common goals. Lessons learned from this effort will be useful in the future. The three Education Institutions consistently work together to prepare students for the work force.
 - **Regional resources** are also readily willing and available to support business development in Seminole County; including the University of Central Florida, the Metro Orlando Economic Development Commission, MetroPlan Orlando, WorkForce Central Florida and the Florida High Tech Corridor Council.
 - **An organized system of partnerships** –With over 15 local entities and at least 5 regional organizations, plus FDOT, LYNX and other state and federal agencies, a single coordinating entity will be required to support an effective economic development program in Seminole County. A single coordinating entity is necessary to identify useful activities and to focus the efforts of multiple organizations on the task at hand...growth in jobs and business investment in Seminole County. It appears the County Economic Development Office is the organization to vest with this responsibility.
- **Local and Regional Collaboration.** The many local and regional organizations are effective in pursuing their individual missions. Collaboration of these programs can be improved. The benefits of collaboration, coordination and communication are widely known, yet rarely practiced. The County's three educational institutions lead the way. They have built a strong system of communication and collaboration; students and businesses in Seminole County benefit from this system. Similar achievements between other economic development organizations in Seminole County will require a coordinating entity that works closely with County, the cities, the business organizations and the regional agencies, plus the existing businesses.

- **Funding.** Funding economic development is difficult in the best of times. Results are often hard to measure. During tough times, funding is even harder to support despite the sound theory that says tough times demand extra efforts towards economic development and job creation. Adequately funding a coordinating entity is necessary for an effective economic development program in Seminole County.
 - **The level of funding** must be based on cost of the activities that need to be done. Funding levels can be compared to other communities with successful economic development programs.
 - **The results are often hard to measure.** A metric system must have a long horizon and recognize that success is generally a community-wide effort and that attribution is hard to determine.
 - Activities can be measured. The program of activities needs to reflect the best approach to meeting the stated objectives. These activities can be measured, such as the number of meetings with existing businesses, a listing of their needs and the solutions provided in order to retain businesses in the County.
 - Comparable programs in other communities with successful economic development programs can be studied and their best practices can be emulated.
 - Specific socio-economic data can be monitored, such as total employment, the unemployment claims and wages per capita. The results so measured will present the overall health of the local economy but the specific reasons for the results will be obscured by national economic conditions and the fact that results will be due to the success of the holistic economic development system in the County and the region.
 - **Contracts with allied agencies should be performance based.** Economic development, whether implemented by county staff and/or by contract must be done with performance and accountability as priorities.
- **Redevelopment and Infill** – Physical development has two applications as an economic development tool. First, new and expanding businesses need buildings and building sites. Making strategically located properties available for business expansion is critical. The redevelopment areas in Seminole County and the cities, especially the US 17-92 Corridor, have strategically located sites that need assembly, entitlements and infrastructure. Secondly, interesting and attractive places need to be available to attract the creative class and their employers. The CRA process is designed to effectuate both transformations. The US 17-92 is a program of fundamental importance; now stalled and needing new energy.

Specific Findings

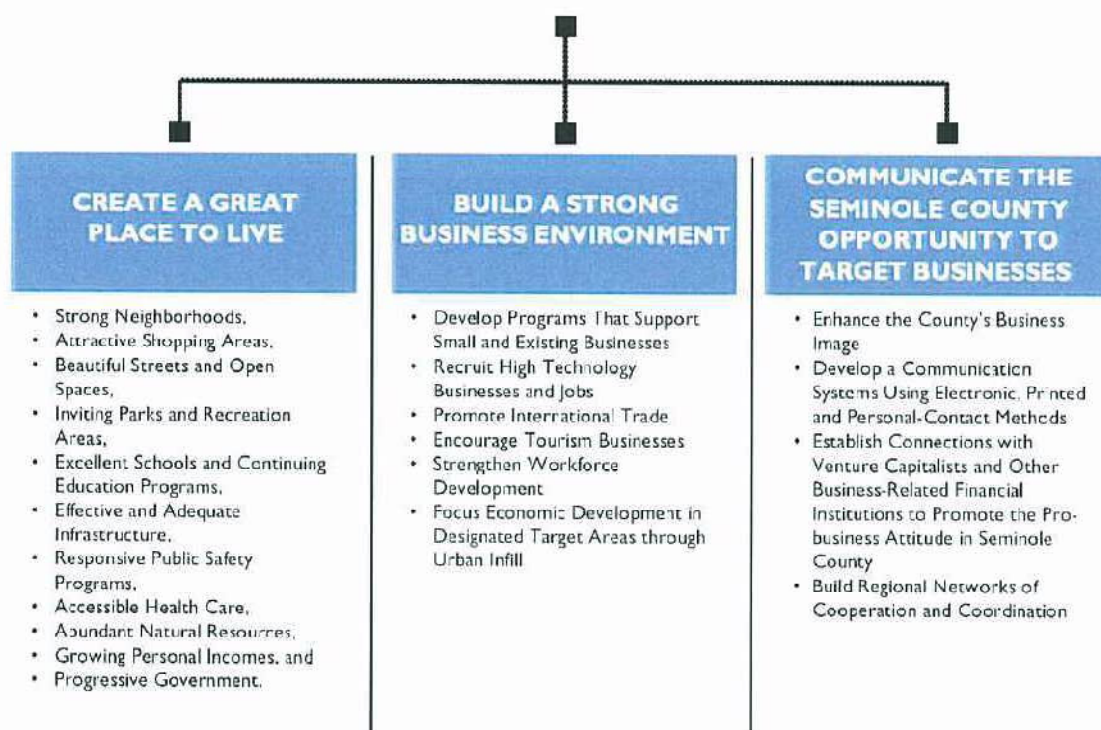
The 1990's were a time of economic transition in Seminole County. Based on the activities fostered by the *Economic Development Program, A Vision for the Future, Seminole County 1993*, the base of the County's economy shifted dramatically for a residentially dominated economy to a more balanced economy with a growing business sector. The *Economic Development Strategy, April 2002* documented this transition but did not provide any impetus for continuing the energized program of the 1990's. The

recent Seminole Way studies have yet to effectuate a market response to the notion of a high tech corridor in East Seminole County.

The challenge is to appreciate the strengths in the Seminole County economy and re-capture the enthusiasm of the 1990's in today's context. This assessment describes the strengths and opportunities that exist in the County along with the constraints that may inhibit continued economic expansion.

- **Historic Success.** Seminole County is known throughout the State for quality in economic development, education, parks, recreation and lifestyle. The existing business base is strong. The County and the many regional and local organizations have individual programs to support the successful retention and expansion of existing businesses, growth and attraction of new businesses, and development of a highly skilled and entrepreneurial workforce.
 - The report entitled ***Economic Development Program, A Vision for the Future, Seminole County 1993*** was the first serious effort to document processes and plot a course for the future. As a result of this plan, the County made the transition from a “bedroom” community to a more balanced community with a traditional jobs-to-housing ratio based on a thriving business sector.
 - The 1993 Plan reports that the primary goals for economic development in 1993 were to strengthen and recession-proof the County's economy through business diversification, to increase local standards of living and reduce unemployment by attracting high paying businesses to the County and to expand the economic use portion of the tax base to reduce the reliance on residential property taxes.
 - The five step strategic approach was to identify the types of businesses that will meet the County's goals, convince these businesses to locate within the County, to help local businesses start-up and expand, to provide the public infrastructure necessary to support economic development and to provide incentives and remove disincentives to attract companies that will add value to the local economy.
 - The Economic Development Strategy, April 2002 (the Strategy) built upon the 1993 Plan.
 - The Strategy identified three strategic objectives: to create a great place to live, to build a strong business environment and to communicate the Seminole County opportunity to target businesses.
 - The Strategy also expanded the target industries approach to include target occupations and target areas. The 1993 Plan target industries were confirmed: corporate office users, light manufacturing, high tech manufacturing, distribution centers, financial services and management and long-stay tourists.
 - Target occupations reflect the fact that some highly paid occupations exist in less prominent industries. When recruiting, high paying jobs are the objective, hence, the target occupations are: executive, administrative, managerial, professional and technical, precision machine operating.
 - The Strategic target areas of Seminole County remain the same: US 17-92, the Orlando Sanford International Airport vicinity and the north Interstate 4 Corridor. The CRA areas in the cities also offer locations for business investment.

ECONOMIC DEVELOPMENT STRATEGY SEMINOLE COUNTY MARCH, 2002



- **Seminole County Population Growth.** Seminole County is projected to continue to grow in population and jobs. Seminole County is NOT "built out".
 - The population of Seminole County grew from 287,000 residents in 1990 to nearly 423,000 residents in 2010. The population is projected to continue to grow to 526,000 residents by 2030, indicating that the County is expecting another 100,000 residents in the next 20 years.
 - Seminole County in 2010 had a population of 423,000 living on 308 square miles; a density of 1,373 people per square mile. The Pinellas County experience indicates Seminole County has room to grow and achieve its projection of 526,000 residents by

2030; even though the type of future development may be different from previous experience.

- Pinellas County is a great example of a small, densely populated county that has continued to grow. In 2010, the population was 916,542 with a density of 3,250 people per square mile. In 1960, the County's population was 375,000 with a density of 1,336 people per square mile.
- *Florida 2060, A Population Distribution Scenario for the State of Florida* was commissioned by 1000 Friends of Florida and conducted by GeoPlan at the University of Florida in 2006. For 2060, the study projected the population of Seminole County to be 855,000 residents. When the County has 855,000 residents, the population density will be 2,775 persons per square mile; 15% less than the 2010 population density of Pinellas County.
- There is no reason to believe Seminole County is "built-out".
- Development in the future will be different than it has been since 1950. Infill, redevelopment, re-vitalization of "brownfield" sites, mixed-use developments, higher residential densities and higher commercial intensities will be the order of the day. There are several reasons for this intensification:
 - First, there are few large greenfield, or undeveloped, sites remaining. The County's Comprehensive Plan anticipates this change, as do the plans of many of the cities. New approaches and standards will be developed to protect existing homes and business centers while enabling new development to occur.
 - Second, resources are becoming more scarce and more expensive. Whether by necessity or concern for the environment, people will live closer to their work, they will use less water and electricity, they will have smaller homes and they will continue to buy goods and services on-line.
 - As a result, lands that have been abused, contaminated, filled with junk or otherwise by-passed will re-enter the land portfolio of the community. Corridors such as US 17-92 will be redeveloped since they are centrally located with the residential and commercial areas of the County. The cities will also experience this next generation of growth as the first generation is replaced by a second generation of growth that is more modern, more efficient and more intense. Accommodating this redevelopment within a set of high standards and anticipating a third generation of growth will greatly affect the future character of Seminole County.
- **Seminole County Jobs Growth.** Jobs are growing faster than population and this trend is expected to continue.
 - Jobs in Seminole County grew from 122,000 in 1990 to over 243,000 jobs in 2010. Over this period, the jobs-to-population ration increased from .425 to .575. Jobs are projected to grow to about 335,000 jobs in 2030 that calculates to a jobs-to-population ration of .636 indicating the continuing expectation that jobs will grow faster than population.
 - The jobs growth is expected to occur in office and industrial areas along the major highways of the County including US 17-92, Interstate 4, SR 46, Lake Mary Boulevard, SR 434, SR 436 and SR 417, especially in the Oviedo, Winter Springs, and UCF area.

- **Large Existing Private Sector Employers.** The five largest private employers in Seminole County are listed below. Even though the most significant job growth in the County is expected to come from small businesses, these large employers are critical because of the large number of people they employ and also because of their capacity to provide internships, mentoring relationships and other assistance in workforce training. Large businesses are also a great generator of new small businesses that enter the market to associate with the large firms or spin-off from the large firms.

Large Businesses in Seminole County 2011			
<u>Company</u>	<u>City</u>	<u>Industry</u>	<u># of Employees</u>
Cingular Wireless LLC	Lake Mary	Information	2,500
Hilton Hotels Corp.	Altamonte Springs	Hospitality	2,100
Florida Hospital	Altamonte Springs	Medical	1,671
Chase Bankcard Services	Heathrow	Financial Svcs	1,634
Convergys	Lake Mary	Software	1,355
Orlando Health	Longwood	Medical	1,089
American Automobile Assoc.	Heathrow	Service	867
Fiserv Inc.	Lake Mary	Information	800
Source: Metro Orlando Economic Development Commission			

- **Seminole County's Central Geographic Location.** Seminole County is geographically positioned to be close to many regional business centers, 2 international airports and commuter neighborhoods from western Volusia County to northern Orange County. Measuring from the Lake Mary Boulevard/Interstate 4 Interchange, the distances are:
 - Orlando Sanford International Airport is immediately available,
 - Orlando International Airport is within 30 miles along the SR 417 expressway,
 - Downtown Orlando is within 15 miles on Interstate 4; Winter Park/Maitland is 10 miles along Interstate 4
 - Daytona Beach is 35 miles north on Interstate 4; New Smyrna Beach is 40 miles northeast along I-4 and SR 44,
 - All of western Volusia County - which is the home of nearly 150,000 residents who work and shop in Seminole County - is within 20 miles on Interstate 4.
 - The University of Central Florida is within 13 miles along SR 417.

A “market area” for Seminole County consisting of the County plus western Volusia County and northern Orange County currently has about 1,200,000 residents. This residential base is expected to continue to grow over the next twenty years. The regional perspective is presented in the map below.



- **National and International Standards.** Seminole County measures-up well when judged with statewide standards. Seminole County is near the best in categories of family income, education

achievement, and other quality of life factors. However, Seminole County, like other growing communities in the world, is increasingly judged by broader standards.

- The US Department of Education issued the Nation's report card in 2003 ranking Florida schools. While these rankings cannot be directly influenced by local economic development programs, it needs to be recognized that these types of statistics influence the way national business location decision-makers view the State, and, by implication, the County:
- Florida's elementary schools ranked #30 in reading and math testing;
- Florida's middle schools ranked #39 in reading and math testing.
- The National Center for Education Statistics, US Department of Education indicates Florida ranks #41 in per-pupil expenditures (2005-2006); the report also discusses the idea that spending and results are not directly linked; although Florida scores and spending are ranked about the same (#30, #39, #41).
- Joel Kotkin, author of *The Next Hundred Million: America in 2050*, rated the Orlando-Kissimmee metro area as the 9th best place in America for minority entrepreneurs.
- Inc. Magazine rated the best cities in America to do business – Orlando ranked #24.
- The national Science Foundation and the US Department of commerce prepared a ranking of state expenditures on R&D; Florida is mentioned once as #6 in federal government spending on R&D.

The point is that Seminole County, usually as a part of the Orlando metropolitan area, is constantly being evaluated and ranked by national and international organizations. These rankings are often used for the “first cut” evaluation of the County's suitability for business investment. Attention must be paid to national and international rankings and ratings.

The University of Central Florida and Seminole State College consistently place graduates in nationally and internationally competitive programs. Seminole County Public Schools was recently recognized for its Crooms Academy of Information Technology as one of seven National Academy Foundation Distinguished Academies.

A system of Seminole County metrics needs to be developed to relate Seminole County to the standards of national and international rating systems. This will be important as the County competes in the global economy.

- National standards serve as “stretch goals” to inspire higher achievement.
- Many of the ranking systems are reactive in the sense that people or communities “apply” for consideration as a ranked community.
- Staff resources are necessary to seek out these ranking opportunities.

- **Research and Development.** Research and development is a growth activity in many industries in the United States and the world.
 - **The United States** does not lead the world in research spending:
 - The World Bank ranks the United States as #7 in terms of total research and development spending; #56 when measured by expenditures per capita; #62 when measured as a percent of national GDP;
 - The United States is ranked #3 in innovation by *smartplanet*.
 - **The University of Central Florida (UCF)** hosts two important centers of research: the University itself and the UCF Research and Development Park.
 - The University of Central Florida is ranked #8 on Intellectual Property Today's "Patent Scoreboard" and
 - UCF is also ranked #3 on IEEE Spectrum's "Top Ten" for the quality and quantity of patents.

The Florida High Tech Corridor Council (FHTCC) is a regional economic development initiative of the **University of Central Florida (UCF)**, the **University of South Florida (USF)** and the **University of Florida (UF)** whose mission is to grow high tech industry in the region through research, workforce development and marketing programs. FHTCC is a major source of funding for high tech firms to start and expand their business.

U.S. Technology Capitals				
High Tech Region	California Silicon Valley	Texas Austin	N.Carolina Rsch Triangle	Florida FHTC
High Tech Companies	23,376	16,631	11,800	11,588
Population	8,250,000	8,105,000	8,340,000	8,290,000
Cybercities	Oakland San Francisco San Jose	Austin Houston San Antonio	Charlotte Raleigh Durham	Orlando Palm Bay Tampa
Major Research	U. Cal, Berkley Stanford San Jose State	UTx U. Houston Rice	UNC Duke NC State	UCF USF U of F
Source: florida.HIGH.TECH 2011 [abbreviations provided by author]				

- **Venture Capital.** A factor that was associated with every discussion of the Task Force was venture capital, and the lack thereof. The state of the national economy and the current banking “crisis” both contribute to the current dearth of capital investment funds. However, historically, Florida and Central Florida have never hosted many active venture capitalists.
 - Florida Venture Forum – This organization, located in Tampa, ...”is Florida’s oldest, largest and most prestigious statewide support group for venture capitalists and entrepreneurs, helping emerging growth companies come together with sources of capital from across the country..” www.floridaventureforum.org.
 - Cleantech Reference Guide – The Orange County Office of Economic, Trade and Tourism Development prepared this guide in 2008. This extensive guide contains contact information for a wide range of industrial groups, including many sources of venture capital.
 - The *Economic Development Program, A Vision for the Future, Seminole County, 1993* recommended evaluation of establishing an economic development trust fund. The purpose of such a fund is to support small businesses and entrepreneurs as they start and expand businesses. The FHTCC is a special-purpose version [high tech firms] of this method for supporting small businesses. The use of public funds to supplement private capital funding is a method used in many communities as demonstrated by the review of activities in other communities.
 - The City of San Diego, as an example, initiated a fund to provide Capital to startup firms in 1995. The 2005 story below describes their program.

City’s San Diego Technology Fund Provides Working Capital to Startup Tech Firms

SAN DIEGO — April 22, 2005 — Since its inception in 1995, the City of San Diego’s San Diego Technology Fund has helped harness the power of public and private partnerships to bridge funding gaps for smaller startup technology companies. Utilizing these unique partnering opportunities offered by the City, the Technology Fund has provided more than \$2 million in funding to local technology startups.

The San Diego Technology Fund is a public revolving loan fund managed by the City’s Community & Economic Development Department that participates alongside outside private equity investors to provide pre venture capital stage growth capital to promising San Diego County entrepreneurs. The City provides funding to the companies and serves as a catalyst to secure matching private equity investments.

“We understand that small businesses are crucial to the City of San Diego’s economic vitality, and we are committed to going the extra mile to help ensure their entrepreneurial success,” said Hank Cunningham, director of the City’s Community and Economic Development Department. “The San Diego Technology Fund is a great example of the City’s commitment to our small business community and we look forward to working with other companies to help them get their products and services to the market and create jobs locally.”

- **Regional Growth.** Seminole County is part of several regions:
 - a. The Seminole County “market area” includes Seminole County, the western half of Volusia and the northern half of Orange County with minor contributions from Brevard and Lake Counties.
 - b. The Orlando Standard Metropolitan Area includes Seminole, Orange, Osceola and Lake Counties. The East Central Florida Region formally includes six counties: Seminole, Brevard, Lake, Orange, Osceola and Volusia Lake Counties.
 - c. The Interstate 4 Super Region includes ten counties from Volusia and Brevard on the Atlantic Coast to Pinellas and Pasco Counties on the Gulf Coast. Polk County, while included in the Central Florida Region, is socio-economically split, with the eastern half associated with Orlando and the western half associated with Tampa.

Seminole County is a million plus person local market within a three and a half million person regional market. All projections indicate that despite the current pause in growth, the population of Central Florida will continue to increase.

REGIONAL POPULATION ESTIMATES AND PROJECTIONS BY COUNTY			
<u>County/Region</u>	<u>2010</u>	<u>2030</u>	<u>2060</u>
<u>Seminole County “Market Area”</u>	<u>1,242,992</u>	<u>1,798,424</u>	<u>2,557,880</u>
Seminole	422,718	610,525	855,854
½ Volusia	247,296	346,428	471,756
½ Orange	572,978	841,471	1,230,270
<u>East Central Florida [ECF]</u>	<u>3,464,428</u>	<u>5,042,240</u>	<u>7,278,885</u>
Seminole	422,718	610,525	855,854
Brevard	534,376	742,669	1,009,108
Lake	297,052	458,388	706,248
Orange	1,145,956	1,682,942	2,469,540
Osceola	268,685	475,906	779,319
Volusia	494,593	693,428	943,513
½ Polk	301,048	378,382	515,303
<u>Tampa Bay</u>	<u>2,911,513</u>	<u>3,730,140</u>	<u>4,953,622</u>
Hillsborough	1,229,226	1,653,815	2,308,682
Pasco	464,697	608,662	872,559
Pinellas	916,542	1,089,280	1,257,078
½ Polk	301,048	378,383	515,303
ECF and Tampa Bay	6,375,941	8,772,380	12,232,507
Sources: 2010 - Preliminary US Census data; 2030 – Florida Statistical Abstract, University of Florida; 2060 – Florida 2060 by 1000 friends of Florida.			

- **SWOT Results.** The results of the **SWOT Analysis**, reported in this Assessment, indicate the Task Force's view of the strengths, weaknesses, opportunities and threats to the economy of the County. These are listed and ranked by significance on the following table.

Ranked Significance of SWOT Results Seminole County Economic Development Task Force January, February, 2011				
	Strengths	Weaknesses	Opportunities	Threats
1	Education System	Lack of identity/brand	No State Income Tax	Outside Competition
2	UCF/Research	Weak incentives for business	SunRail	Loss of local control
3	Transportation Infrastructure	Lack of Synergy/Communications	Medical Industries	Fewer State and Fed \$\$\$
4	Workforce	Lack of corporate Headquarters	Wekiva Parkway	Decline in public education
5	Attractive/Available Land	Traffic Congestion	International Trade	Wekiva Parkway delay
6	Natural Resources	Excessive business regulation	Rise of Eco-tourism	Political landscape
7	Housing Diversity	Minimal Economic Development investments	Super Region/ High Speed Rail	SunRail-Industrial Access and Siding Pre-emption
8	Water & Energy	Student retention	Regional Tourism	---
9	Local Government ED Efforts`	Higher property taxes	Favorable Estate Tax	---
Source: Task Force Discussions, January and February, 2011				

- **SWOT Analysis.** Based on the SWOT Analysis, the four questions to be answered are: How to we take advantage of our strength? How do we shore up our weaknesses? What opportunities do we pursue, and how? How do we eliminate or minimize threats?

In reviewing the results of the Task Force’s observations, seven themes appeared: expanding existing business base, creating a business-friendly environment, developing a strong workforce, focusing economic development organizations, providing a quality lifestyle, protecting and enjoying the County’s natural resources and strengthening the transportation infrastructure. The strengths [S], weaknesses [W], opportunities [O] and threats [T] were grouped under each of the seven themes, as follows:

- Expand existing business base
 - S: Existing business base (types)
 - S: International exposure
 - W: No “brand” or “identity” for county; “split personality”
 - W: Lack of corporate headquarters
 - W: Not connected to minority cultures
 - O: International business connections
 - O: Regional level of tourist activities
 - O: Rise of “eco-tourism”
 - O: Expansion of medical industries
 - O: Emphasize importance of manufacturing and agriculture
 - O: Access to Regional Economic Activities
 - Medical City
 - Emerging Media
 - WDW and International Tourism Industry
 - Daytona NASCAR
 - Amateur and Professional Sports
 - T: Limitation on industrial development imposed by Wekiva Parkway
 - T: Loss of local control, [local firms being purchased by national firms]
- Create a business-friendly environment
 - W: Not supporting local businesses
 - W: High property taxes
 - W: Weak incentives offered
 - W: Lack of meeting places
 - W: Minimal county economic development investments
 - W: Too much development regulation
 - O: No state income taxes
 - O: State taxation for estate transfer
 - O: Assist start-up businesses
 - O: Retain and Grow Existing Businesses

- O: Attract New Businesses
- T: Reduced funding from state and federal governments
- Develop a strong workforce
 - S: Workforce education programs
 - S: Underemployed workforce (currently)
 - S: Public education system
 - S: UCF and Related Research
 - S: Seminole State College
 - W: Not retaining graduating students
 - T: Decline in quality education (locally)
- Focus economic development organizations
 - S: County economic development efforts
 - S: Local (city) economic development efforts
 - S: Many complementary EcDev agencies and organizations,
 - W: Many competing or unconnected EcDev agencies and organizations
 - W: Lack of synergy and communications
 - W: Inadequate marketing of county
 - W: No long-term plan for county
 - O: Super regional movement (regionalization)
 - T: Competition for economic development and jobs
 - T: Changes in political landscapes
- Provide a quality lifestyle
 - S: Quality of life
 - S: Housing diversity (and current affordability)
 - S: Land available for development
 - W: Limited entertainment facilities
 - W: No “places” in the county
 - W: No appreciation of county history (e.g., Sanford)
- Protect and enjoy natural resources
 - S: Waterfront amenities
 - S: Sufficient water and energy resources
 - S: Natural resources, including climate
 - S: Natural Resource areas, Wekiva, St. Johns, Econ
 - S: State, County and City Parks
 - S: Access to Atlantic and Gulf Beaches
- Strengthen transportation infrastructure
 - Airports:
 - S: Local international airport [OSIA]
 - S: Orlando International Airport
 - Rail
 - S: Auto Train
 - O: High speed rail; can we connect?

- O: Sun Rail connections and station area development
 - O: Freight
 - Ports
 - O: Port of Sanford
 - O: Port Canaveral
 - Regional Highways
 - S: SR 417 & I-4 intersection (access and traffic exposure)
 - O: Completion of Wekiva Parkway
 - T: Delays in Wekiva Parkway construction
 - County Transportation Corridors
 - W: Traffic issues [congestion], need for east-west routes
 - O: US 17/92 [CRA, Redevelopment]
 - O: SR 436 [\$150M in 2 new Interchanges]
- **SWOT Highlights.**
 - Seminole County has strengths in all the important economic development ingredients: education, transportation, land availability, a major university [UCF] and natural resources, water and energy.
 - The weaknesses are not structural, they can be addressed, such as, communication, branding, taxes, regulations and business incentives.
 - The opportunities are strengths to be exploited and weaknesses are really “opportunities”.
 - Two key transportation projects are critical: Wekiva Parkway and SunRail.
 - International trade is a real opportunity not being exploited.
 - Threats are harder to consider since they are longer term and generally unseen.
 - Outside competition from other global cities in the Southeastern United States, namely, Atlanta and Miami. As the world becomes smaller, other cities farther afield will also become partners and competitors.
 - Loss of control emerged as a threat on several fronts: smaller local firms are being absorbed by bigger national firms moving decision-making out of the local market; federal and state regulations and taxation also removes local control.
 - The lack of venture capital was mentioned throughout the discussion as a real weakness in the local economy.
- **Seminole County “Areas of Concentration”.** Based on the SWOT Analysis, four themes, or “areas of concentration” emerged. These “Areas of Concentration” provided the framework for the Strategic Plan:
 - Expand the existing business base
 - Create a business-friendly environment
 - Develop a strong workforce
 - Focus economic development organizations
 - Provide a quality lifestyle
 - Protect and enjoy natural resources

- Strengthen transportation infrastructure
- **Seminole County Public School focus on Business Sectors.** As an indication of the effective engagement of the educational Institutions in the County, the Seminole County Public School (SCPS) system has also identified target industries for student education. These coincide strongly with the selected industries of the regional and county programs. These SCPS selected industries are: SPACE, Life Sciences and Biotech, Cleantech, Modeling and Simulation, Optics and Photonics and Digital Media. STEMM – science, technology, engineering, mathematics and medicine – are emphasized in the curriculum. The school system is also promoting internships and mentoring relationships with the business community. Programs with the chambers of commerce, Seminole State College and the University of Central Florida are offering students opportunities to engage with business very early in their educational careers.
- **Workforce Development.** Workforce Central Florida, along with the three dominant Educational Institutions in Seminole County, have created a system for consistently producing a high quality workforce. The Seminole County Public School System, Seminole State College and UCF are working together to offer students education and training consistent with the evolving needs of business. WorkForce Central Florida is the regional agency coordinating and supporting these activities. The cooperative system being practiced by the three Educational Institutions in Seminole County is a model for how economic development agencies in other functional areas can be effective.
- **National Case Study Results** - A review of the programs of comparable communities throughout America reveals lessons to be learned and best practices to consider for the Seminole County economic development program. The communities studied were: Albany [NY], Alpharetta [GA], Austin, Chattanooga, Fairfax County [VA], Homestead, Jacksonville, Orlando, Philadelphia , Research Triangle, San Diego, St. Louis, and Silicon Valley.
 - The **“lessons learned”** from the review of comparable communities indicated:
 - Nurture growth of “innovation industries”;
 - Support emerging entrepreneurship;
 - Encourage corporate collaboration as a powerful force;
 - Capture locally emerging intellectual property from higher level institutions;
 - Take good care of existing economic base;
 - Expect change and pursue diversification;
 - Capture venture capital and research grants;
 - Provide crucial balanced, long-term leadership; and
 - Provide effective marketing and promotion.
 - Focus on the **“best practices”** including:
 - Promote and maintain a pro-business attitude;
 - Pay attention and provide support for existing businesses, with regular visits, follow-up actions and incentives;

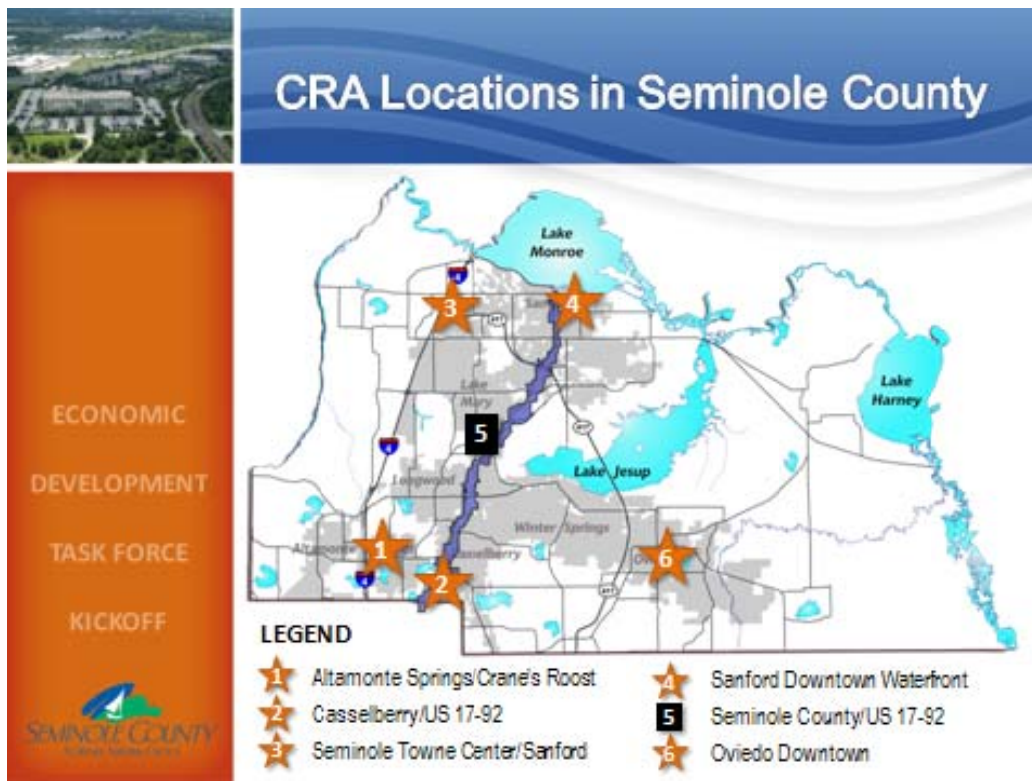
- Encourage local and regional organization to cooperate with improvement strategies and written cooperative agreements;
 - Encourage and recognize business leaders as they become community leaders, encourage and recognize volunteers, organize and facilitate regular networking events for area development allies within the community and outside contacts interested in the area's development;
 - Prepare and maintain a community profile of economic development data using standard formats, perform an annual area wage survey, encourage libraries to distribute data;
 - Support area workforce development organizations, organize and facilitate management, education and human resource forums; and
 - Encourage a system of continuous improvement in the performance of the coordinating economic development organization, existing business and valued organizations.
- **Target Industry Sectors.** Many communities concentrate economic development activities on selected industry clusters, or sectors. While the support to existing and new businesses needs to be provided to all eligible businesses in Seminole County, resources to recruit new businesses are limited. Some businesses and industries must be targeted to help focus time and financial efforts at recruiting. Industry clusters, or targets, are selected based on the market advantages the Seminole County economy has for attracting and retaining the selected industry. The targeted industry clusters for the State of Florida, Metro Orlando and Seminole County are presented on the next page.

Target Industry Sector	State of Florida	Metro Orlando	Seminole County
Aerospace & Aviation	X	X	
Life Sciences & Biotechnology	X	X	X
Energy & Clean Technology	X	X	X
Financial & Business Services	X	X	X
Information Technology	X	X	X
Logistics & Transportation Technology		X	
Homeland Security & Defense	X	X	
Modeling & Simulation		X	
Optics & Photonics		X	
Film & Television		X	
Digital Media Applications		X	X
Tourism		X	X

- Local and Regional Collaboration.** Coordination, communication and collaboration are key attributes of a successful economic development program. There are many unilateral activities in Seminole County directed at improving the environment for existing businesses, for encouraging, for supporting new businesses, start-ups, and for businesses that want to re-locate to Seminole County from elsewhere. These independent organizations come together on a project-by-project basis but have no cohesive system for working together on long-range goals on a continuing basis.
 - The Seminole County Economic Development Office (EDO)** is in a position to serve as the over-arching entity that coordinates economic development activities in Seminole County. The County is also the logical interface between local programs and regional programs of the Metro Orlando Economic Development Commission (EDC). The cities and the chambers will always have direct contact with each other and the regional agencies, but coordination

and communication through the County EDO will improve results. Adequate staff and funds are required to provide this service effectively.

- **The local governments, the County and the cities**, are in the prime position to lead programs that support existing businesses. Local governments offer incentives, control entitlements and have primary knowledge of sites, buildings and infrastructure necessary for the expansion of existing business.
- **The regional chambers of commerce** serve a vital role in education and communication/networking. Businesses need places and organizations that enable them to learn about business, to learn about events in the community and to share ideas. The Chambers can be effective at convening people for professional and business discussions, sponsoring activities that combine social and business conversations and providing courses and information about business operations, especially for small and new businesses. Coordination of activities and sharing of programs among the four regional chambers in the County would enable their resources to go further, promote a unifying spirit and present a great picture of cohesiveness to businesses considering relocation to Seminole County.
- **Regional Organizations** are important. The task is to identify specific programs from each organization that will support Seminole County economic development.
 - The Metro EDC's mission is "to aggressively attract, retain and grow primary jobs for the Metro Orlando region."
 - Workforce Central Florida leads manpower development programs.
 - The Florida High Tech Corridor Council combines the efforts of three state universities [UCF, USF, UF] and industry to support and accelerate the advancement of technology businesses.
- **Community Redevelopment Agencies [CRAs]**. There are six community redevelopment areas in Seminole County. These are great vehicles for supporting economic development with incentives and redevelopment/ infill sites that are potentially valuable to business for new locations and expansions. The community redevelopment areas are significant sources of sites and buildings for business expansion and relocation. Most have appropriate entitlements, infrastructure and great access to the county and regional transportation systems. The six existing CRAs are:
 - Altamonte Springs/Crane Roost CRA
 - Casselberry/US 17-92 CRA
 - Seminole Towne Center/Sanford CRA
 - Sanford Downtown Waterfront CRA
 - Seminole County/US 17-92 CRA, a five party program [Seminole County, Casselberry, Lake Mary, Sanford and Winter Springs],
 - Oviedo Downtown CRA



- **The Seminole Economic Enhancement District (SEED) Program.** This is a collaborative effort between Seminole County, City of Sanford, City of Lake Mary, City of Casselberry, City of Winter Springs, City of Oviedo and the Department of Environmental Protection. The program promotes redevelopment of designated brownfield sites through incentives to qualified applicants, such as:
 - Bonus tax refund (up to \$2,500/job),
 - Loan guarantee program (50% for site rehabilitation and development), and
 - Sales/use tax exemption on building materials.
- **One Cent Sales Tax.** On September 4, 2001, residents of Seminole County voted by referendum to renew the Local Option One Cent Sales Tax. The tax was designed to fund capital improvements in the transportation and education system. The referendum specified that transportation revenues would only be used on the County transportation system, not the FDOT system. Improvements included road, sidewalk and pedestrian safety projects such as:
 - Renovation,
 - Improvement,
 - Reconstruction, and
 - Construction.

Tax proceeds were also spent on improvements to the infrastructure of the Seminole County School system.

The original referendum passed in 1991 and ended on September 30, 2001. Collection of the 2001 one-cent sales tax began on January 1, 2002 and will end on December 31, 2011. Voters rejected a new ½-cent sales tax for schools on November 2, 2010. The current program ends after 2011.

- **Business Incubators in Seminole County.** An important part of the economic development program, incubators provide resources and expertise for new businesses to convert research and ideas into commercial products and services. The University of Central Florida's (UCF's) Business Incubator Program (UCFBIP) is a national leader in supporting business incubators and was recently named the #1 Incubator network in the Nation. UCF has established 9 business incubators in the Metro area. Seminole State College is a partner in the UCF incubator program. Three are located in Seminole County:
 - Seminole Technology Business Incubator Center (STBIC) – Port of Sanford [not affiliated with UCF]
 - UCF Business Incubator – Sanford
 - UCF Business Incubator – Winter Springs
- **Business Incubator Return on Investment.** Return on Investment studies by RERC Strategic Advisors indicate, in total, UCFBIP has facilitated the creation of over 1,600 jobs in the region. These 1,653 jobs are responsible for more than \$70,012,000 in earnings and nearly \$200,000,000 in total annual economic output, and for 2009, the UCFBIP will generate over \$4.5 million in public revenues within Orange and Seminole Counties, representing *a return of \$5.25 for every \$1.00 invested* by local governments.
- **Business Incubator Services.** The services offered by incubators to small and start-up businesses range from facilities to coaching to staffing. The UCF and Seminole State College business incubator programs offer critical services to new firms and start-ups:
 - Space with flexible leases,
 - On-site business coaching and mentoring,
 - Entrepreneurship curriculum and seminars,
 - Access to community leaders and an excellent advisory board,
 - Shared resources such as reception areas, conference rooms, high speed internet service and other equipment,
 - Networking, connecting to UCF technology and expertise, and
 - Access to interns and graduate student support.

- **Economic Gardening.** “Economic Gardening”, sometimes referred to as “business accelerators”, serves second stage growth companies. UCF is a leader in this field, witness the conference described below. The three basic elements of Economic Gardening are:
 - Developing and cultivating an infrastructure including basic physical infrastructure, a culture that embraces growth and change, and access to intellectual resources, including qualified and talented employees.
 - Providing critical information needed by businesses to survive and thrive.
 - Developing connections between businesses and the people and organizations that can help take them to the next level — business associations, universities, roundtable groups, service providers and more.

National Economic Gardening Conference Comes to Orlando

Posted by [arivera](#) on Tuesday, April 12, 2011

The Florida Economic Gardening Institute in conjunction with the University of Central Florida will host the 9th Annual National Economic Gardening Conference in Orlando on May 19-20, 2011.

The conference’s primary focus is to give business leaders and economic development representatives the tools necessary to develop viable business development programs that will strengthen their communities, regions and states. Practitioners and speakers from across the country will convene to share ideas and teach new ways to stabilize and grow existing businesses, while learning about the Florida model.

“The theme of the conference this year is going to be focused on the success of the Florida pilot project. We have been able to scale up the Littleton, Colorado program to a state the size of Florida with high fidelity. We will explore all the components that led to that success.” said Chris Gibbons, Co-Creator of Economic Gardening.

According to UCF’s Dr. Tom O’Neal, Executive Director of the Florida Economic Gardening Institute, “We look forward to hosting this important and growing event and look forward to the opportunity to share how economic gardening has reshaped the economic development landscape in Florida.”

Florida Economic Gardening Institute (FEGI)

The Florida Economic Gardening Institute was created by the 2009 Florida Legislature as the Economic Gardening Technical Assistance Pilot Program to stimulate investment in Florida’s economy by providing technical assistance for expanding businesses in the state. Qualified companies must be engaged in the following sectors: Manufacturing; Finance & Insurance Services; Wholesale Trade; Information Industries; Professional, Scientific & Technical Services; Management Services; and, Administrative & Support Services. Additional information is available at www.GrowFL.com

- **Lifestyle and Environmental Resources.** Sheriff Eslinger presented a thoughtful program addressing factors in a community that improve overall safety and the quality of life. Prevention and eradication of elements that foster crime and criminals was an important part of the message. Strong communities are also a part of the solution. Quoting from *Bowling Alone* [Robert Putnam] and *The Rise of the Creative Class* [Richard Florida], the Sheriff offered indicators that reflect quality of life. Harry Barley, Executive Director of MetroPlan Orlando, later added five important transportation-related opportunities that affect community quality.

The thesis from *The Rise of the Creative Class* is that talented people, especially talented technologists, can live where ever they want since demand for their talents is strong and global. Employers with high-value jobs seek them out. The essential problem for employers is to locate jobs in places where talented people want to live; therefore, lifestyle and the quality of life are major economic development assets for communities wanting to attract high-value, high-wage employers. Building a strong and interesting place for people to live is a primary business recruiting tool.

Natural resources and lifestyle are the key ingredients. As the SWOT Analysis and background information indicates, Seminole County has an abundance of significant natural resources accessible through numerous parks and trails. Suburban lifestyle in Seminole County is superior. Safe neighborhoods with top-rated schools, parks, hospitals and shopping areas are integral to the Seminole County experience.

Quality of Life Factors	
1.	Neighborhoods
2.	Education
3.	Parks and trails
4.	Income and job opportunities
5.	Healthcare
6.	Restaurants/shops/ entertainment
7.	Housing affordability
8.	Crime prevention
9.	Mobility: streets, buses, transit, trails and sidewalks
10.	Development and redevelopment of interesting and attractive places

Urban lifestyles are evolving. Most urban neighborhoods are in Orlando. Since this is the lifestyle of many talented technologists, two directions must be pursued to be attractive to high-tech businesses seeking urban dwelling technologists. First, multi-modal access between Seminole County job centers and existing urban neighborhoods is critical. Second, urban neighborhoods need to emerge in Seminole County, probably in the existing city downtown areas.

At the end of the day, the urban neighborhoods and the high-tech job centers will merge into very interesting mixed-use centers. The challenge is to maintain the Seminole County lifestyle at the current high level while encouraging high quality, high intensity mixed-use urban centers, probably in the CRA districts.

- **Conclusions.** The primary conclusions from the Assessment emphasize the importance of: organization, collaboration, redevelopment and funding. The findings in this Assessment have been used to formulate the recommendations in *The Strategic Plan for Economic Development in Seminole County*, May 2011.
 - **An organized system of partnerships** – The case studies of other successful communities identify the importance of a single lead agency to coordinate the work of over 15 local entities and at least 5 regional organizations, plus FDOT, LYNX and other state and federal agencies, a single coordinating entity will be required to support an effective economic development program in Seminole County. A single coordinating entity is necessary to identify useful activities and to focus the efforts of multiple organizations on the task at hand...growth in jobs and business investment in Seminole County. The County Economic Development Office is the organization to vest with this responsibility.
 - **Local and Regional Collaboration** – The many local and regional organizations are effective in pursuing their individual missions. Collaboration of these programs can be improved in order to collectively achieve what no single entity can achieve single-handedly. The SWOT Analysis, supported by the case studies, identified the importance of inter-agency coordination and cooperation. The benefits of collaboration, coordination and communication are widely known, yet rarely practiced. The County's Educational Institutions have built a strong system of communication and collaboration; students and businesses in Seminole County benefit from this system. Similar achievements between other aspects of the Seminole County economic development system can be accomplished with a shared vision and a multi-lateral, collaborative approach.
 - **Redevelopment** – Physical development has two applications as an economic development tool. First, new and expanding businesses need buildings and building sites. Making strategically located properties available for business expansion is critical. The redevelopment areas in Seminole County and the cities, especially the US 17-92 Corridor, have strategically located sites that need assembly, entitlements and infrastructure. Secondly, interesting and attractive places need to be available to attract the creative class and their employers. The CRA process is designed to effectuate both transformations. The US 17-92 is a primary program; now stalled and needing new energy.
 - **Funding** – Funding economic development is difficult in the best of times. The demands for funding existing essential programs such as education and infrastructure sometimes preclude investments in programs that have a longer term payoff. Economic development is a program that requires sustained effort over a long period of time; and results are often hard to measure. Adequately funding a coordinating entity is necessary for an effective economic development program in Seminole County to retain existing jobs and businesses, to improve wages and family incomes and to build a strong tax base.

AGENDA
Task Force Meeting #1
Seminole County Economic Strategic Plan
January 21st, 2011
8:00 AM to 1:00 PM

8:00 – 8:30

ORIENTATION AND INTRODUCTIONS [Bill Kercher, Principal Planner, AECOM]

8:30 – 9:00

INTRODUCTIONS [TASK FORCE]

9:00 – 9:30

HISTORY OF ECONOMIC DEVELOPMENT IN EAST CENTRAL FLORIDA AND SEMINOLE COUNTY
[Randy Morris, Former Seminole County Commissioner and Economic Development Expert and Advocate]

9:30 – 10:00

ECONOMIC DEVELOPMENT CONSIDERATIONS [Bill Owen, Economist, RERC]

10:00 – 10:30

ECONOMIC DEVELOPMENT AND SEMINOLE STATE COLLEGE [Dr. Ann McGee, President, Seminole State College]

<http://www.seminolestate.edu/>

<http://www.seminolestate.edu/about/president/mcgee.htm>

10:30 – 11:00

ECONOMIC DEVELOPMENT AND TRANSPORTATION [Harry Barley, Executive Director, Metroplan Orlando]

<http://www.metroplanorlando.com/>

<http://www.metroplanorlando.com/about/staff/harold-w-barley/>

11:00 – 12:00

BRAINSTORM – Task Force Discussion of Economic Development Strengths Weaknesses, Opportunities and Threats [SWOT]

Facilitator: Bill Kercher

LUNCH SPEAKER

ECONOMIC DEVELOPMENT OF THE ORLANDO REGION

Speaker: David Pace, Chair of the Metro Orlando Economic Development Commission

<http://www.orlandoedc.com/>

Economic Development Task Force Kickoff

January 21, 2011





RANDY MORRIS

Consultant

RM Strategies

Randall C. Morris is a business and public affairs consultant with RM Strategies, Inc. in Orlando, Florida. Specializing in transportation, land use and issue advocacy, he advises and represents clients on policy issues before various governmental bodies. In addition to his Florida based clients, he has represented interests from the United Kingdom and Spain. RM Strategies, Inc. is affiliated with Alcalde & Fay (www.alcalde-fay.com), a leading Washington, DC - based government and public affairs consulting firm.

As an elected official, he served as Mayor of Lake Mary, Florida from 1990-1992. He was elected to three terms (serving three times as Chairman) to the Seminole County Board of County Commissioners, Florida from 1994-2006. He had extended terms as Chairman of the six county Regional Planning Council, tri-county Metroplan Orlando transportation board, Vice Chairman of the seven county MyRegion planning group and President of the Florida Association of Planning Councils. He currently serves on the board of directors and is a past President of the National Association of Regional Councils (www.narc.org), Washington, DC which members include America's largest regional planning councils (RPC's) and metropolitan transportation organizations (MPO's).

During his twelve years on Seminole County Commission (1994-2006), he implemented Seminole County's nationally recognized economic development program. Under his leadership the county transcended from a bedroom community to a high tech, high wage center. Highlighted, among the 15 corporate relocations he directly negotiated, were the relocation of two divisions of AT&T (1,500 employees) and Mitsubishi Heavy Industries Western Hemisphere Headquarters to Seminole County. He led six trade missions to the United Kingdom, Ireland and Spain. In 1998, on behalf of the governor, he dedicated the State of Florida's trade office in Madrid.

He was honored in 2000, by Florida Economic Development Council, with the prestigious McLaughlin Award for his outstanding contributions in the field of corporate recruitment. He was voted the Orlando Region's Best Elected Official in 2002 by the Orlando Business Journal. In December, 2006, Governor Jeb Bush and the Florida Cabinet recognized his body of public work in transportation, economic development and charitable interests by formal resolution. Also in 2006, he was honored by diverse public interest groups ranging from Orlando Regional Realtor Association's Toni Jennings Public Service Award to the Sierra Club's Award of Excellence.

He was born in Wiesbaden, Germany (US Air Force career parents), living throughout the southern United States and extended tours in Washington, DC. He received a Bachelor of Science degree from the George Washington University- School of Business, Washington DC (1978). He currently resides in Florida and is married with two children.



Seminole ED Budget

ECONOMIC
DEVELOPMENT
TASK FORCE
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For a comparison of resources dedicated to Economic Development for fiscal year 2010 / 2011.

- Seminole County has a budget of \$1.5M & a dedicated staff of 1.
- Volusia County has a budget of \$3.9 and a staff of 13.



Seminole County Historical ED Perspective

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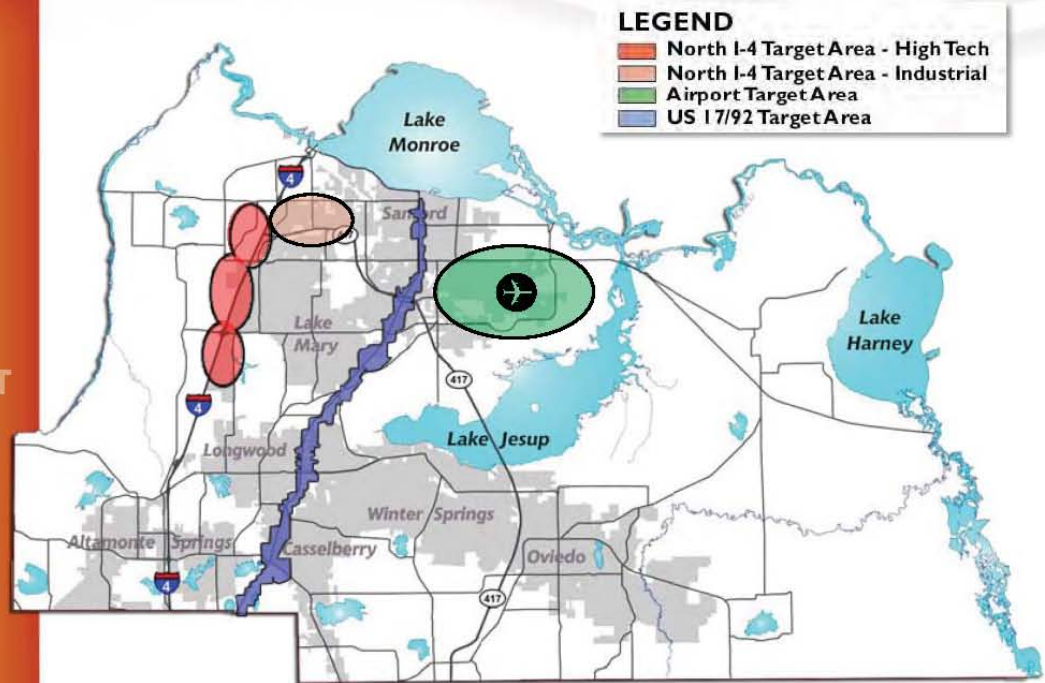


- In 1993, the initial ED efforts began in Seminole County
- In 2003, an update to the 1993 Strategic Plan was adopted by the BCC
- It consisted of both targeted areas and targeted industries
- Over the period from 1995 to 2010, the County has added over 4 million SF of class "A" office and directly assisted 46 companies to create 12,872 new jobs invest over \$381 million in capital investment.



Economic Development Target Areas

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SeminoleWay Target Area

ECONOMIC
DEVELOPMENT
TASK FORCE
KICKOFF





Seminole County Targeted Sectors

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- Research development & testing
- Space technology, aviation and aerospace
- Simulation, modeling & training
- Laser technology
- Photonics
- Computer software & hardware
- Medical labs and technology
- Communications



JGI / QTI Programs

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- The **Jobs Growth Incentive Fund** provides monetary incentives for qualified Target businesses. Incentive funds may be used for relocation, impact fee, permitting and any other legitimate business costs.
- Applicants must demonstrate the creation of high paying jobs and substantial capital investment to be eligible to receive funds and incentives are awarded on a case-by-case basis by the Board of County Commissioners. Up to \$2,000 per job created.



JGI / QTI Programs (Cont'd)

ECONOMIC

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- The Qualified Target Industry tax refund is a tool available to Florida communities to encourage quality job growth in targeted high value-added businesses.
- Approved applicants who create net new jobs receive tax refunds of \$3,000 per new full-time job created.
- The State pays 80% of the incentive amount and requires a 20% local match.
- The jobs created must pay an annual average wage of at least 115% of the County's average wage



JGI & QTI Projects 1995 - 2010



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ABB Manufacturing Co.
 AT&T (BCS) & AT&T (CITS)
 Bellsouth Mobility
 Brite
 Cincinnati Bell / Convergys
 Dixon Ticonderoga
 HTE
 Phoenix International
 Recoton
 Seagate Software/Veritas
 Software Support, Inc.
 Unicell Paper Corp/Sharma
 Mitsubishi Heavy Industry
 B2B Brands Group, LLC/ T. Shipley
 Smart Biometrics
 Starport
 Superchips
 Florida Extruders (2)

Priority Healthcare Corp
 Aero Products/Am La France Medic
 Master (2)
 Lenders First Choice
 Remington College Corporate HQ
 Sears Home Improvement HQ
 Bank of New York Company (2)
 Ruths Chris Corporate HQ
 Dynafire, Inc.
 Newport Group
 Rockwell Collins
 New Generation Biofuels
 I-TradeFX & Market Traders Institute
 Institute of Internal Auditors
 Access MediQuip
 The Father's Table
 Pershing, LLC (2) BNY Mellon
 Roses Southeast Paper (3)
 Advanced Solar Photonics
 Fiserv



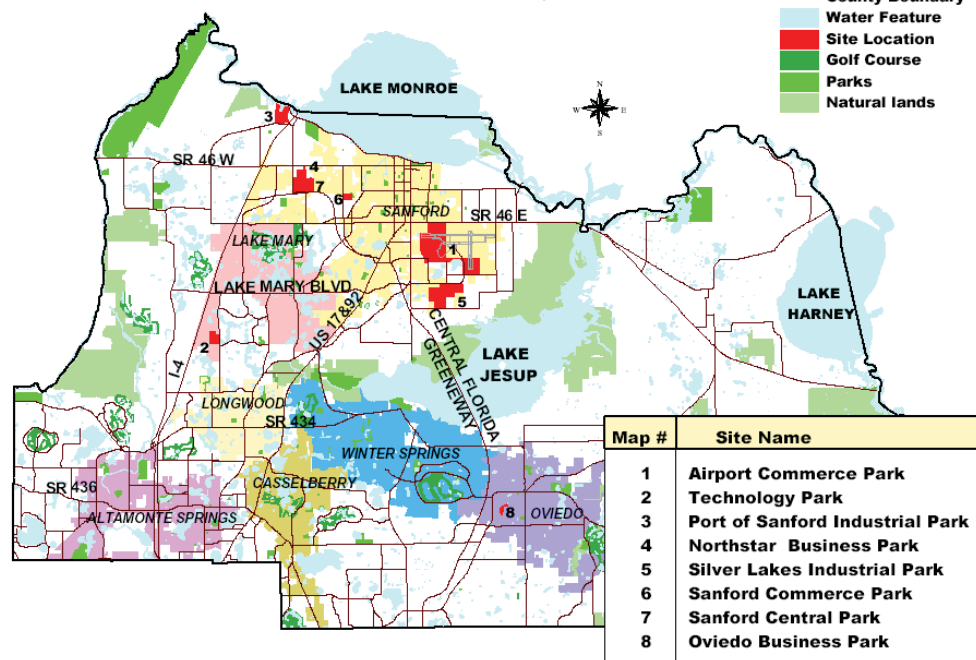
Foreign Trade Zone Locations



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SEMINOLE COUNTY, FLORIDA



Community Redevelopment Areas

ECONOMIC
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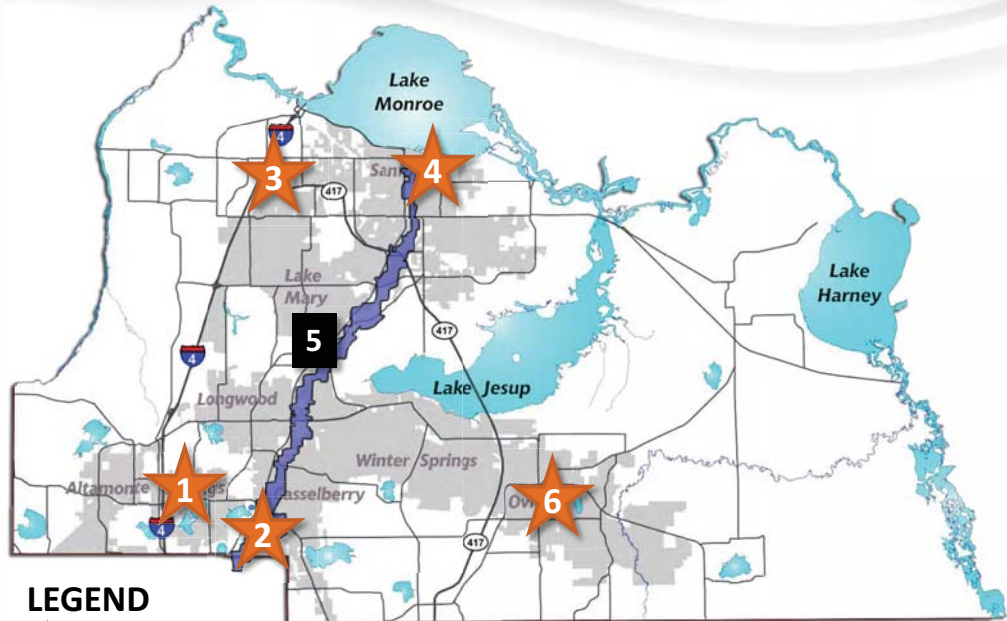


- Altamonte Springs / Cranes Roost (1986)
- Casselberry / US 17-92 (1995)
- Seminole Towne Center / Sanford (1993)
- Sanford Downtown Waterfront (1995)
- Seminole County US 17-92 (1998)
- Oviedo Downtown (2010)



CRA Locations in Seminole County

ECONOMIC
DEVELOPMENT
TASK FORCE
KICKOFF



LEGEND

- | | |
|-----------------------------------|-------------------------------|
| 1 Altamonte Springs/Crane's Roost | 4 Sanford Downtown Waterfront |
| 2 Casselberry/US 17-92 | 5 Seminole County/US 17-92 |
| 3 Seminole Towne Center/Sanford | 6 Oviedo Downtown |

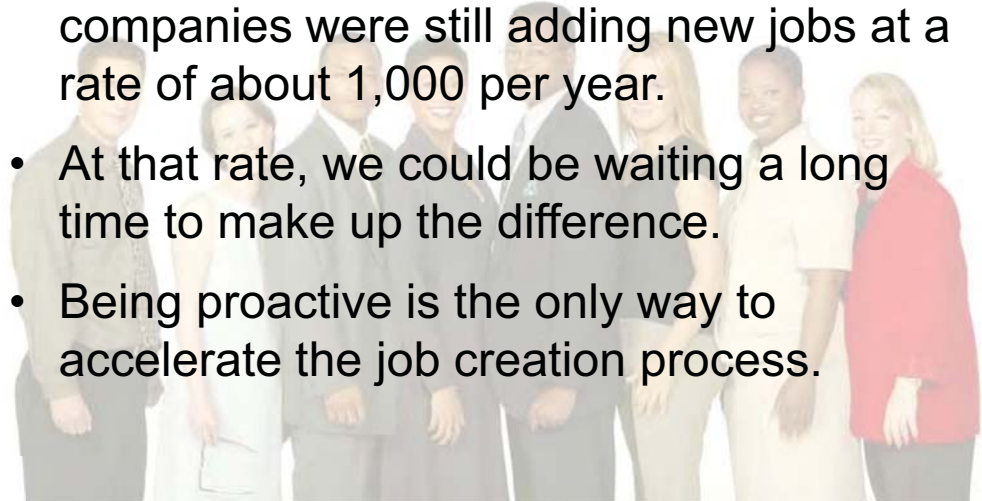


Where Are We Now?

ECONOMIC
DEVELOPMENT
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- In the period from 2008 to 2010, Seminole County has lost 16,000+ jobs and has an unemployment rate of 11%
- Yet, even during this down period, companies were still adding new jobs at a rate of about 1,000 per year.
- At that rate, we could be waiting a long time to make up the difference.
- Being proactive is the only way to accelerate the job creation process.





**Everyone knows the definition of
Economic Development, right?**

Theories of Economic Development



Real Estate **RESEARCH**

C O N S U L T A N T S

WILLAM H. OWEN

Principal & Chairman

Real Estate Research Consultants

William H. Owen, Principal of Real Estate Research Consultants Inc., has more than thirty-five years of varied experience as a real estate financial analyst and development consultant, and his project experience has ranged throughout the United States. Mr. Owen has been involved in hundreds of research assignments for domestic and international clients in the private, public, and institutional sectors. Mr. Owen has managed the research, analysis and evaluation of office, industrial, retail, mixed use, residential, and hotel projects. He has directed several market analyses for professional sports teams and their facilities, as well as market studies for small, mid-size and large convention/exhibit centers. Mr. Owen was involved in the preparation of master plans for downtown areas of Tampa, Orlando, and Jacksonville, Florida. He has participated in master planning several premier real estate developments throughout Florida and directed the preparation of strategic plans for economic development. Mr. Owen founded Real Estate Research Consultants, Inc. in 1986.

Mr. Owen's capabilities in the areas of real estate advisory services, public planning, litigation support, and economic analysis include:

- Analysis of market support and competitive positioning for real estate ventures
- Strategic planning for large scale mixed-use developments
- Project concept development and site analysis
- Highest and best use of real estate properties
- Public/private financing plans for redevelopment and revitalization projects
- Market and economic feasibility of major public facilities

Through Real Estate Research Consultants, Inc., Mr. Owen has provided regular real estate market monitoring and counseling services to major banks, pension funds, and commercial brokerages throughout Central Florida. He is a well-known and popular speaker on subjects of real estate development trends, economic impact, and economic development planning. He is also an occasional writer for several real estate industry publications. Mr. Owen attended Georgia Tech and Emory University Business School. In 1988, he was awarded the prestigious Counselor of Real Estate (CRE) designation, which honors the top 1,000 real estate professionals world-wide. His community involvement is typified by his Silver Beaver Award from the Boy Scouts of America and his commitment to alleviating the tragedy of homelessness.

*“In **theory**, there is no difference between **theory** and **practice**. In **practice**, there is.”*

- Yogi Berra

Preparing Economic Development Strategies

- Committing to do something important
- Determining who leads the effort
- Understanding the economic base
- Defining community goals & expectations
- Assessing strengths and weaknesses
- Anticipating threats and opportunities
- Identifying strategic issues*
- Developing strategies and action plans

Questions to be answered

1. What is our current economic base?
2. What are our opportunities?
3. What do we want to achieve?
4. What direction should we go?
5. How do we get there?
6. What is the best model for implementation?
7. How do we determine if we're successful?

Potential Objectives

1. Ensure business environment is functional
2. Support small & medium businesses
3. Encourage formation of new enterprises
4. Attract external investment
5. Invest in infrastructure (hard and soft)
6. Support growth of particular business clusters
7. Target specific geographic areas
8. Target disadvantaged groups

Products of strategic planning for Economic Development

- Clarified community vision
- Appreciation of existing resources and limitations
- Consensus on economic development mission
- Understanding of critical strategic issues
- Strategies for moving forward
- Specific plan of action

S.W.O.T. Analysis

- Getting the big picture with good information
- Revealing competitive advantages
- Evaluate prospects for success
- Prepare community for problems
- Prepare a plan of action
- Allow for contingencies
- Focus policies and energies
- Education, communication and collaboration

SWOT MATRIX (aka ENVIRONMENTAL SCAN)	POSITIVE/ HELPFUL to achieving the goal	NEGATIVE/ HARMFUL to achieving the goal
INTERNAL Origin <i>facts/ factors of the organization</i>	Strengths Things that are good now, maintain them, build on them and use as leverage	Weaknesses Things that are bad now, remedy, change or stop them.
EXTERNAL Origin <i>facts/ factors of the environment in which the organization operates</i>	Opportunities Things that are good for the future, prioritize them, capture them, build on them and optimize	Threats Things that are bad for the future, put in plans to manage them or counter them

How does SWOT work?

- Trusting in open and objective discussion
- Sharing individual experiences and perspectives
- Tests ability and willingness to change
- Diverse viewpoints are brought to issues
- Incorporates accurate and relevant information
- Provides platform for defining further action

Rules for doing SWOT

- Be realistic about strengths & weaknesses
- Distinguish between “is” and “could be”
- Be specific; avoid gray areas
- Reflect position vs. possible competition
- Keep as short & sweet as practical
- Avoid complexity and over-analysis
- Avoid focusing on strengths and opportunities available to all competition
- Other suggestions?



**SEMINOLE
STATE
COLLEGE**
OF FLORIDA



DR E. ANN MCGEE

Seminole State College of Florida

Personal History

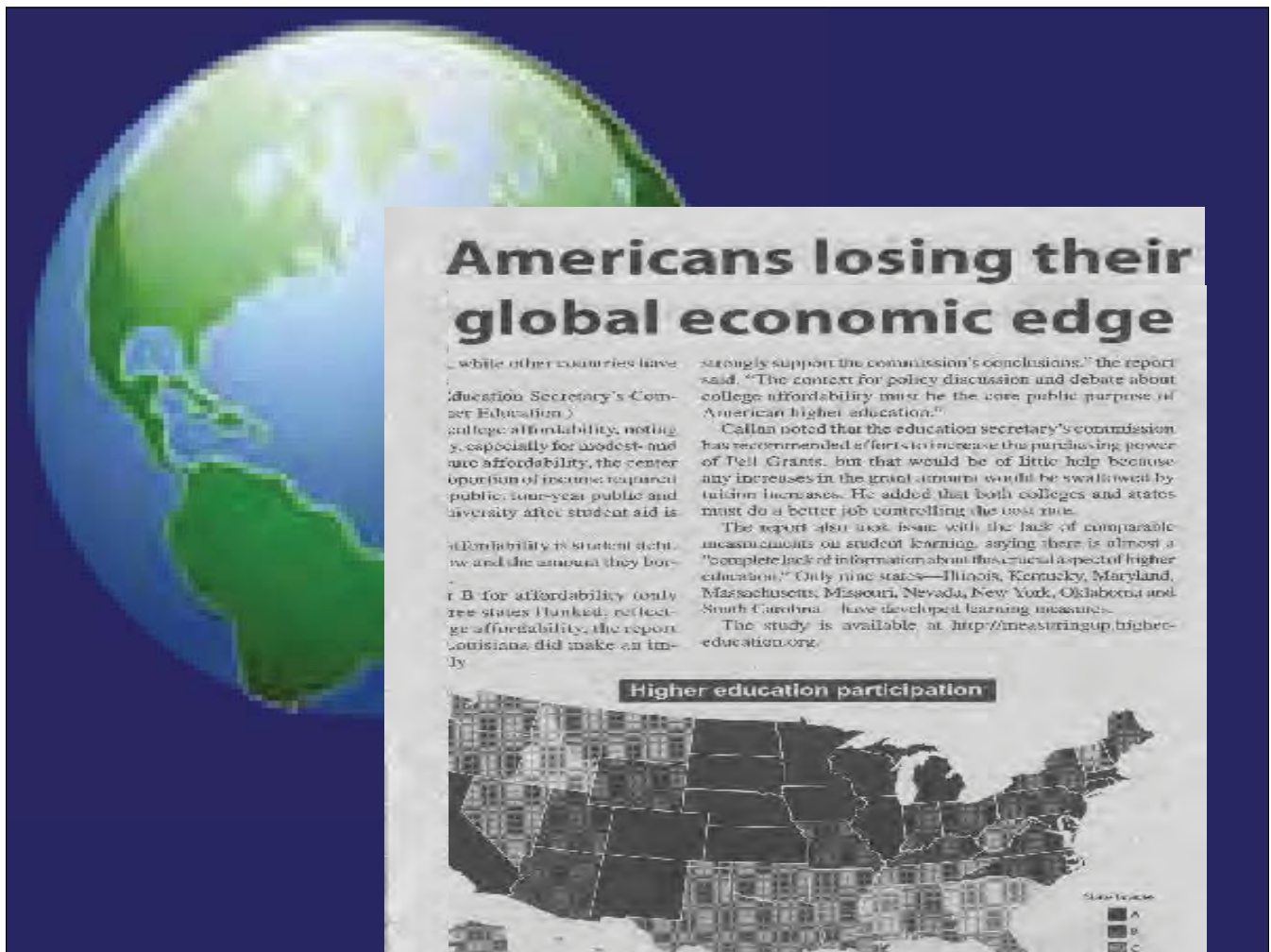
- Grew up in Largo, Fla.
- Graduate of St. Petersburg Junior College
- Earned her B.A. in speech and M.A. in communication from Florida State University, and her Ed.D. from Nova Southeastern University
- Member of Phi Theta Kappa (St. Petersburg Junior College) and Phi Beta Kappa (Florida State University)
- Has held academic, administrative and executive positions at Florida Keys Community College and Broward Community College
- Became the second president of Seminole State College of Florida in 1996

Recent Awards and Achievements

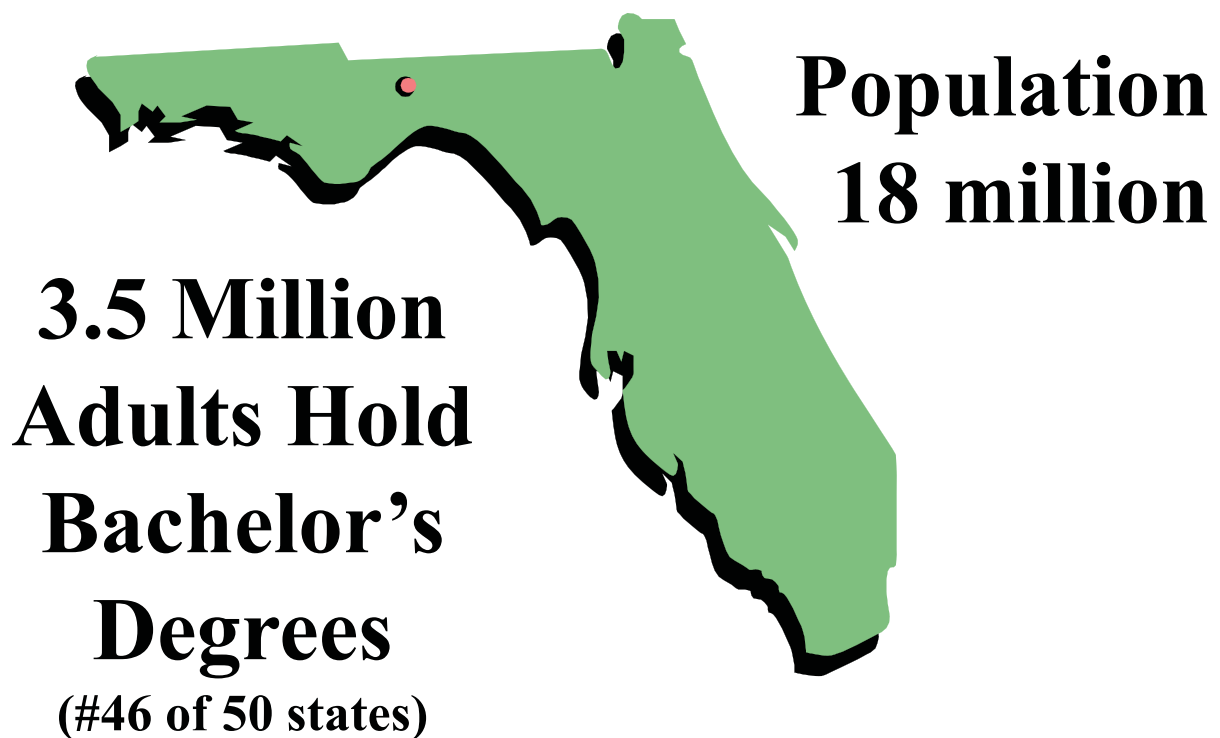
- Was named the 2006 Marie Y. Martin "Top CEO" by the Association of Community College Trustees
- Received Phi Theta Kappa's 2005 Shirley B. Gordon Award of Distinction
- Honored with the 2004 Seminole County Chamber of Commerce Lifetime Achievement Award
- Named as one of the Top 100 Most Influential People in Central Florida by the Orlando Business Journal
- Honored in 2009 as the "Most Outstanding Graduate" by St. Petersburg College

Community Involvement Highlights

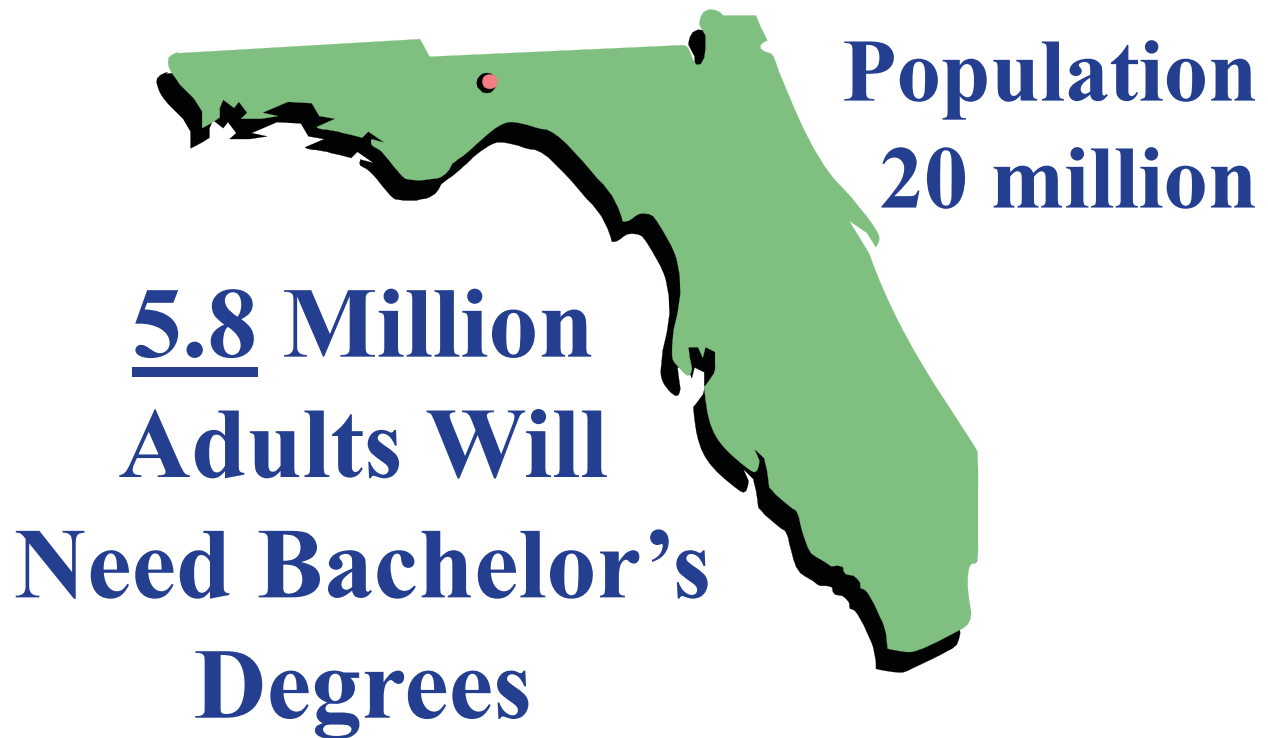
- Charter member of the Florida State University Board of Trustees
- Presidential Phi Theta Kappa Ambassador for the All-Florida Academic Team
- American Heart Association Heart Walk Executive Committee Member
- Council for Advancement and Support of Education (CASE) Board Member
- The Foundation for Florida's Community Colleges Board Member
- Former President, Florida Association of Colleges and Universities
- Immediate Past Chair of the Board of Directors for Higher Education Research & Development Institute, Inc. (HERDI)
- President's Council member for the Florida Division of Community Colleges Steering Committee
- Board of Directors, Kids House of Seminole, Inc.
- Board of Directors, O-Force (The Orlando Regional Workforce Development Partnership)
- Board of Directors, Ex Officio, Seminole County Chamber of Commerce
- Board of Directors, Ex Officio, Metro-Orlando Economic Development Commission, Inc.
- Trustee, Phi Theta Kappa Foundation Board



Today...



In 2016...



***Metro Orlando
Today...***



541,000 Have College Degrees

277,000 Hold Bachelor's Degrees

Metro Orlando In 2016...



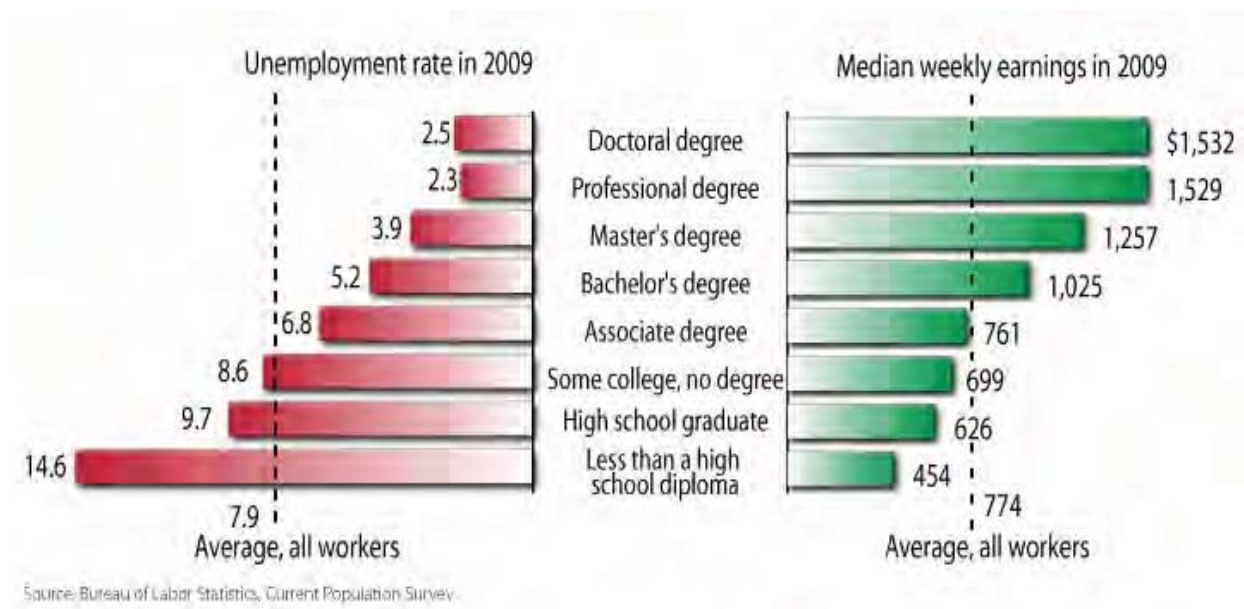
800,000 Will Need **College Degrees**

341,000 Will Need **Bachelor's Degrees**

6

Source: Metro Orlando EDC and FL Dept. of Labor Agency for Workforce Innovation

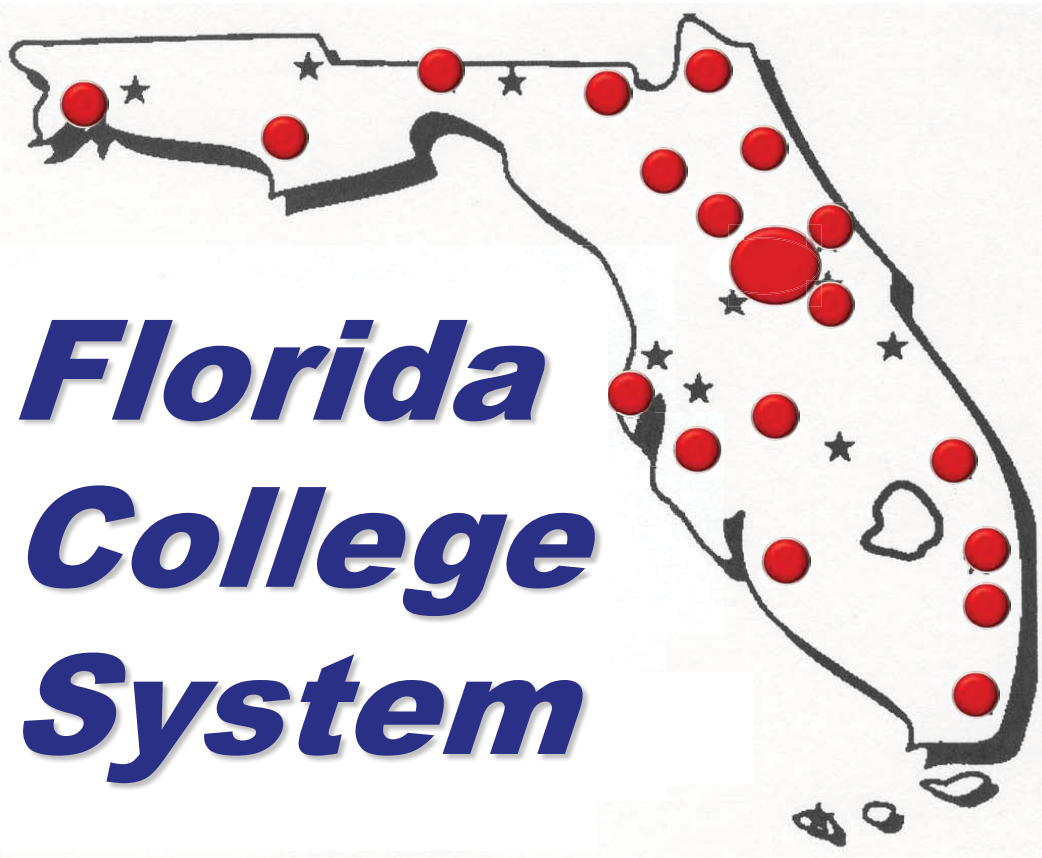
Higher Education Pays



Florida University System



- **Florida A & M University**
- **Florida Atlantic University**
- **Florida Gulf Coast University**
- **Florida International University**
- **Florida State University**
- **New College of Florida**
- **University of Central Florida**
- **University of Florida**
- **University of North Florida**
- **University of South Florida**
- **University of West Florida**

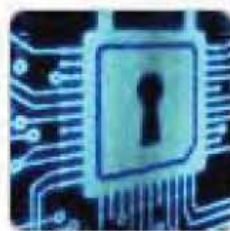


- Brevard Community College
- Broward College
- Chipola College
- College of Central Florida
- Daytona State College
- Edison State College
- Florida Gateway College
- Florida Keys Community College
- Florida State College at Jacksonville
- Gulf Coast Community College
- Hillsborough Community College
- Indian River State College
- Lake-Sumter Community College
- Miami Dade College

- North Florida Community College
- Northwest Florida State College
- Palm Beach State College
- Pasco-Hernando Community College
- Pensacola State College
- Polk State College
- Santa Fe College
- Seminole State College of Florida
- South Florida Community College
- St. Johns River State College
- St. Petersburg College
- State College of Florida, Manatee-Sarasota
- Tallahassee Community College
- Valencia Community College



5 Bachelor's Degrees!



Bachelor of Science

**Architectural
Engineering
Technology**

Bachelor of Science

**Business
Information
Management**

Bachelor of Science

**Information
Systems
Technology**

Bachelor of Science

Construction

Bachelor of Applied Science

Interior Design

UCF Sanford/Lake Mary

UNDERGRADUATE

- Applied Science (B.A.S.)
 - Criminal Justice
 - Health Services Administration
 - Industrial Operations*
 - Information Technology*
 - Legal Studies
 - Supervision and Administration
- Business Administration (B.A.)
- Criminal Justice (B.A., B.S.)
- Elementary Education (B.S.)
- Interdisciplinary Studies (B.A., B.S.)
- Legal Studies (B.A., B.S.)
- Nursing (Concurrent with Seminole State A.D.N., R.N. to B.S.N.)
- Psychology (B.S.)
- Social Sciences (B.S.)

32,000
Students

3,347
2010 Grads

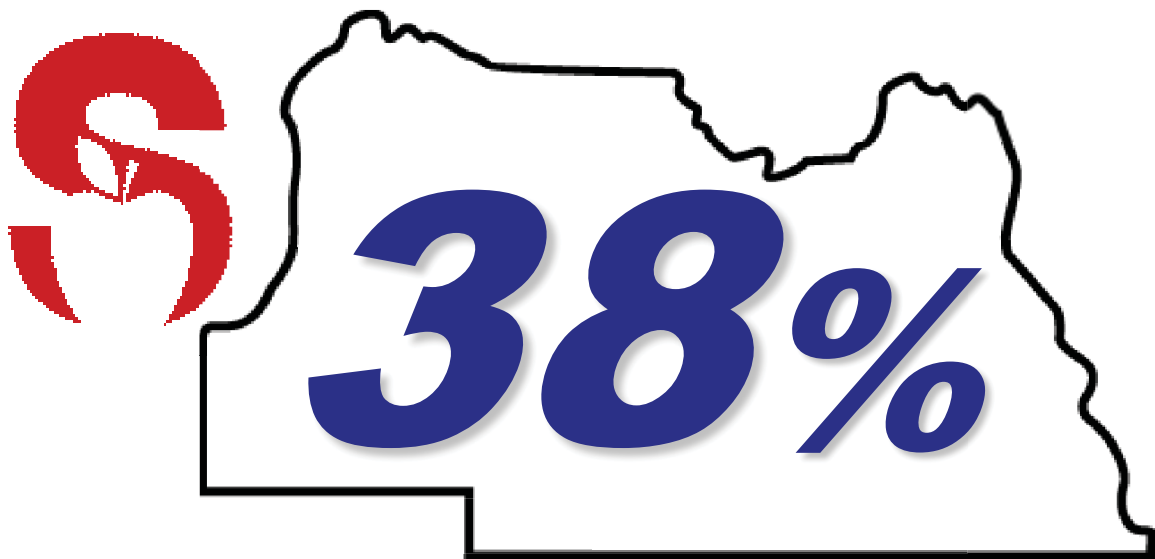
2010 Graduates



60%

AA / AS Degree
(Transfer Students)

+55%
Enrollment



SCPS Grads

Enroll At Seminole State

SEMINOLE STATE COLLEGE

**DIRECT
CONNECT
TO UCF**

2010 Graduates



***Associate in
Science Degrees***

Certificate Programs

- ***Business / Computer Tech***
- ***EMT / Paramedic***
- ***Allied Health Careers***
- ***Law Enforcement Officers***
- ***Firefighters***
- ***Other Certifications***

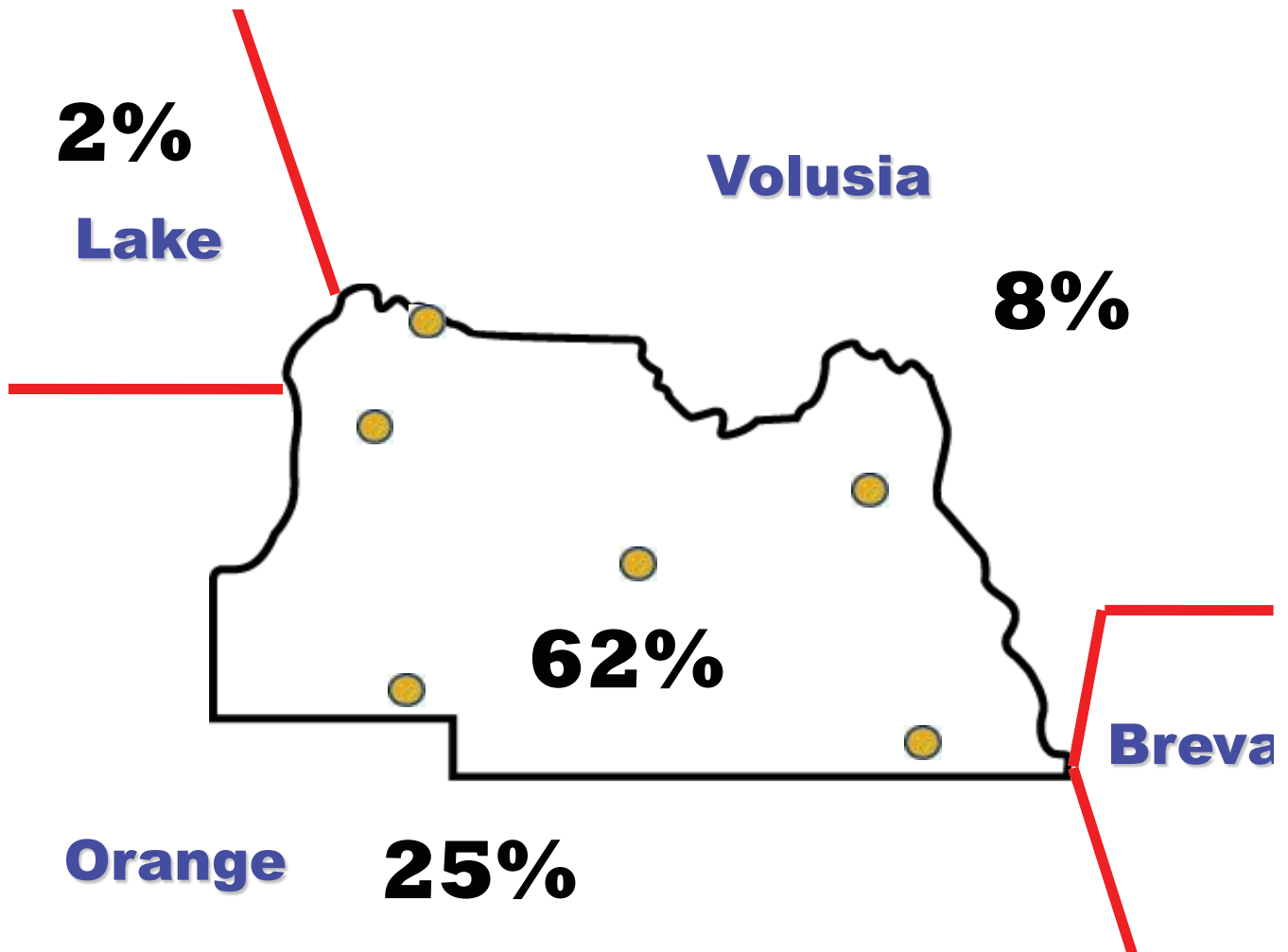
+49%
Graduates





**SEMINOLE
STATE
COLLEGE**
OF FLORIDA

“Fast Facts”



Positively Impacting Our Region's Economy



- ***\$80 Million Operating Budget***

- ***\$90 Million Financial Aid***

- ***\$183 Million Building Program***

***Small Business
Services / SBDC***

SEMINOLE COUNTY
**Economic
Development Office**


**SEMINOLE
STATE COLLEGE**
OF FLORIDA

**Metro
Orlando
ECONOMIC
DEVELOPMENT
COMMISSION**

**SEMINOLE COUNTY
REGIONAL
CHAMBER OF COMMERCE**

**FLORIDA
high tech
corridor**



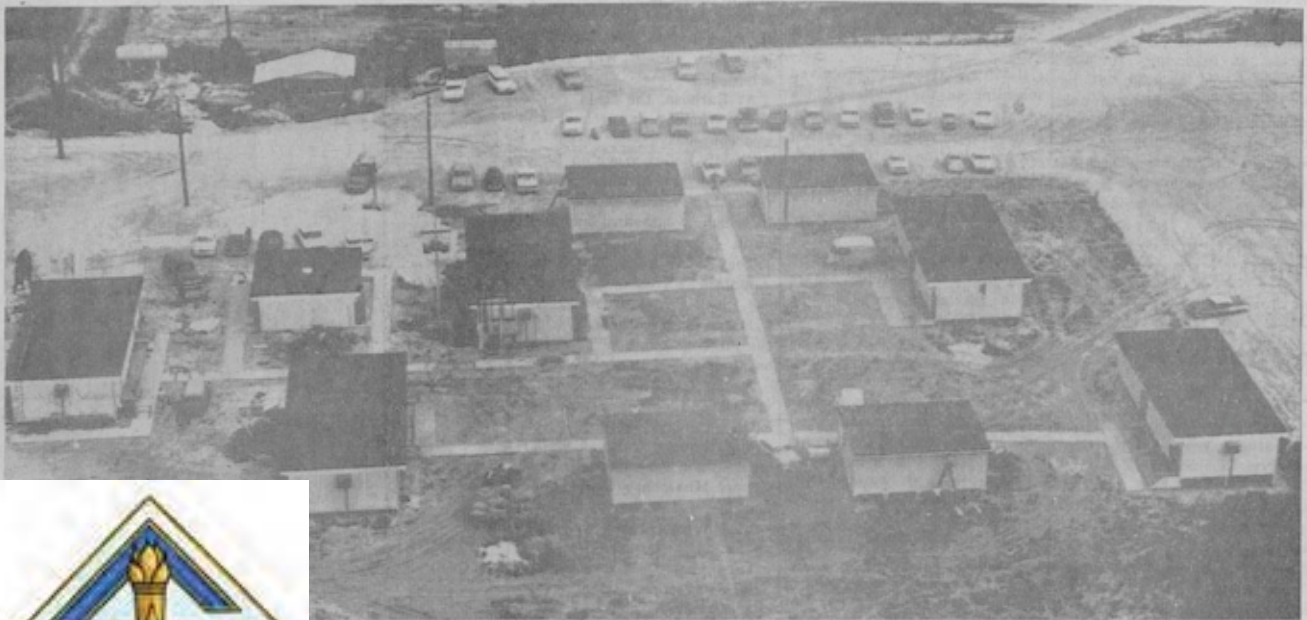
***Last
5 Years...***

- Business Starts: 114
- Capital Raised: \$11.5 M
- Jobs Created: 398
- Jobs Saved: 415
- Estimated Sales: \$120.6 M
- Firms Assisted: 430
- Clients Assisted: 1,270
- Estimated Payroll: \$40.2 M

Sound Financial Footing

- 1. Enrollment increases***
- 2. Reconfiguring for changing times***
- 3. Funding for expansion***

Aerial View Of Seminole County Junior College

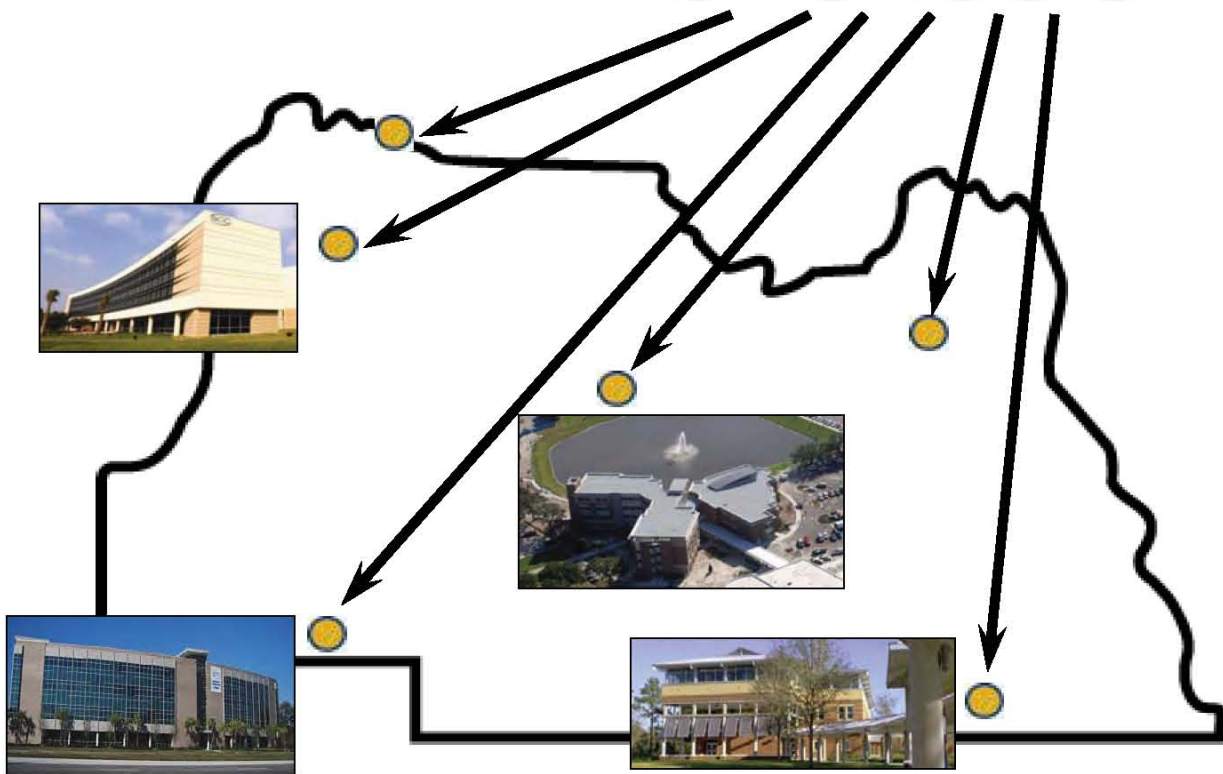


temporary buildings on the Sem-
outh of Sanford, near Five Points.

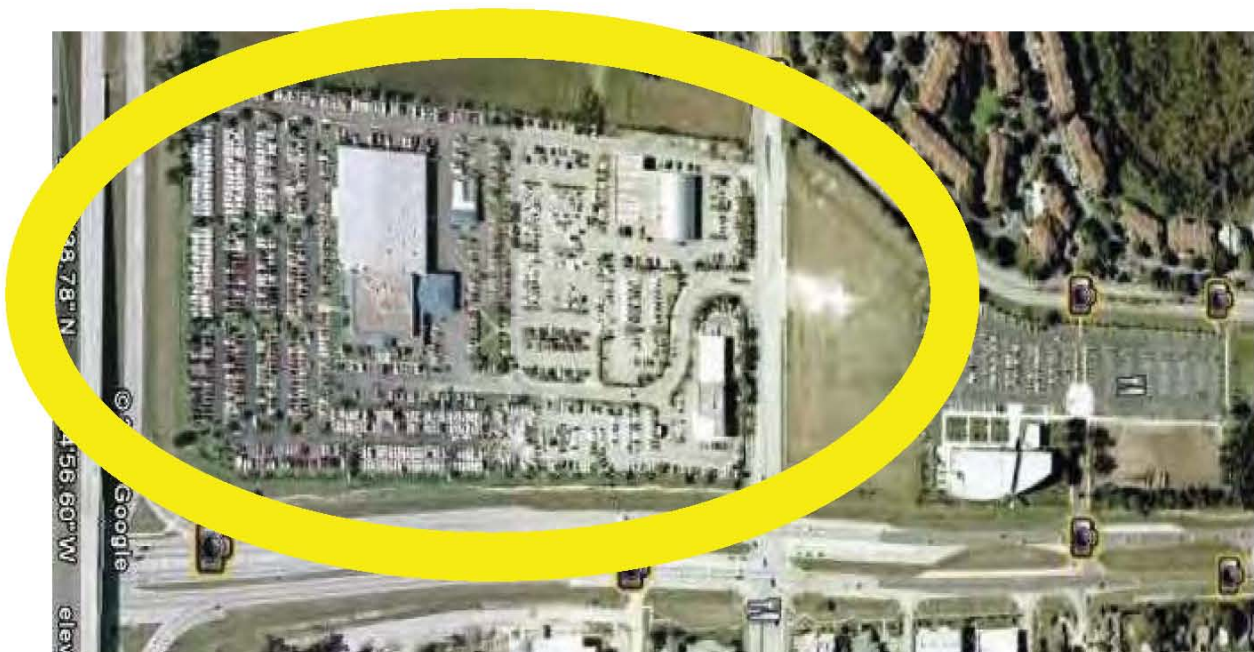
(Aerial photo by Bill Vincent Jr. from Flying Seminole Ranch
airplane piloted by Tom Tuck.)

Aug. 26, '66. Sanford Herald

6 Sites



Altamonte Springs Campus Acquisition





“ADVANCE 2016”

5 Consecutive National Scholars





SEMINOLE STATE COLLEGE OF FLORIDA

Presentation to Seminole County Strategic Economic Plan Task Force



Harold W. Barley
January 21, 2011



HAROLD BARLEY

Metroplan Orlando

Harold ("Harry") Barley is the Executive Director of MetroPlan Orlando. The organization is responsible under federal and state laws for transportation planning in Orange, Seminole and Osceola Counties.

Harry has worked in the transportation industry for 35 years. Most of his experience was earned with the Washington Metropolitan Area Transit Authority building the Metro system in the Washington, D.C. area. He's also worked on regional transportation projects in the Republic of China and Athens, Greece.

He earned his Bachelor's degree from the State University of New York and did his graduate work in

City and Regional Planning at the Catholic University of America. He also is a graduate of the Management Program at the Crummer Graduate School of Business at Rollins College.

Harry belongs to a number of professional organizations and is active with a variety of civic groups. He currently serves as a Governor's appointee on the Wekiva Commission. The commission is charged with completing the beltway around the Orlando metropolitan area while protecting sensitive environmental assets and implementing progressive growth management practices. Harry and his wife Leslie have two children.

MetroPlan Orlando



- Regional transportation planning/funding
- Seminole, Orange and Osceola Counties
- But...it's more than transportation

Transportation is economic development





Key principles



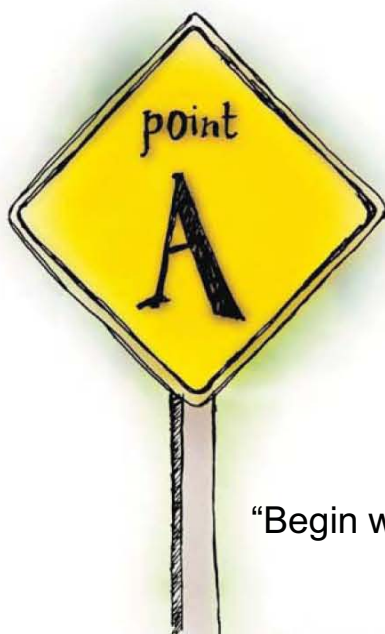
- Demographics affect everything
- Energy will shape our future
- Our future investments must support your targeted industries
- Place-making matters

Regional growth vision

How Shall We Grow? Creating a Shared Vision for Central Florida

myregion.org | 75 South Ivanhoe Blvd | Orlando, FL 32802
Call 807.835.2444 or Toll Free 800.900.3315 | ©2006 myregion.org. All Rights Reserved.

2030 Long Range Transportation Plan



"Begin with the end in mind."
-Stephen Covey

Transportation funding

- Federal taxes
- State taxes
- Local taxes
- User fees



Seminole County's Transportation Assets



- Orlando-Sanford International Airport
- Orlando International Airport
- I-4 (new and improved)
- Wekiva Parkway
- SunRail
- Arterial roads
- Trail system



Transportation-related opportunities



- Redevelopment
- Seminole Way
- Transit (rail and bus)
- More trails
- Place-making

Integrating your work with ours...



Development of MetroPlan Orlando's
Year 2040 Long Range Transportation Plan



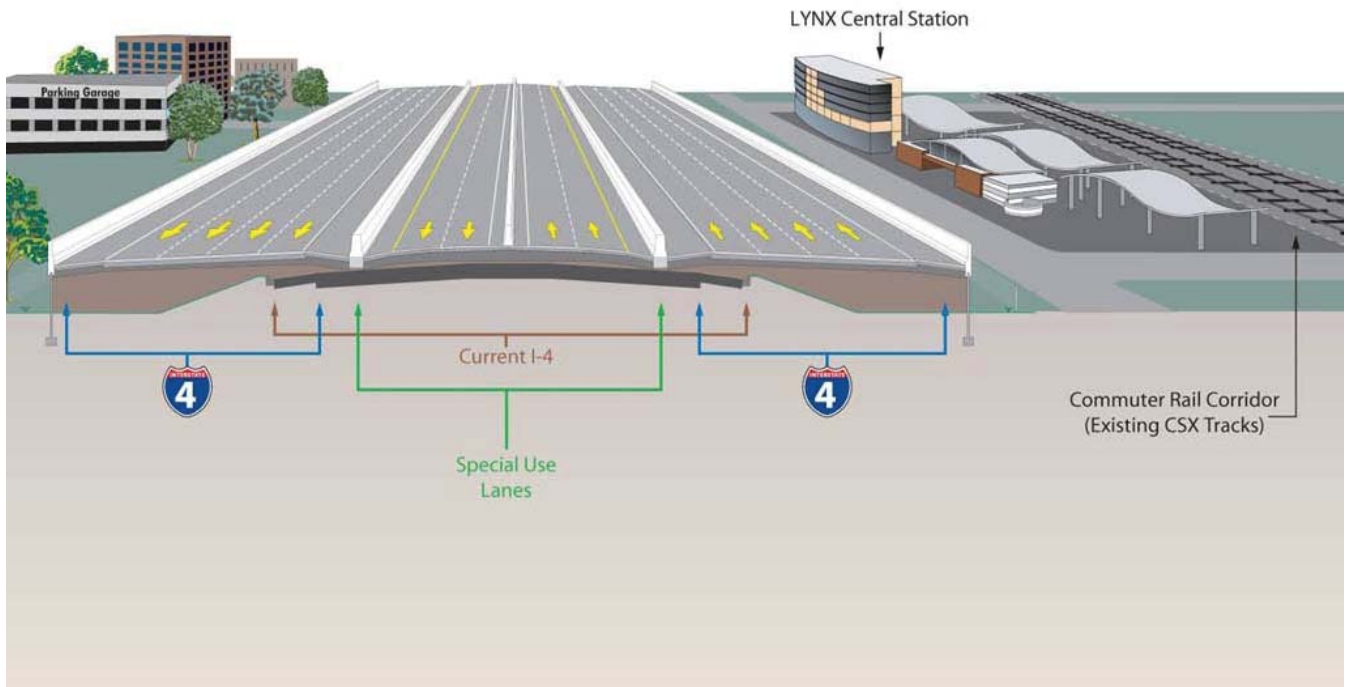
metroplan orlando

A REGIONAL TRANSPORTATION PARTNERSHIP

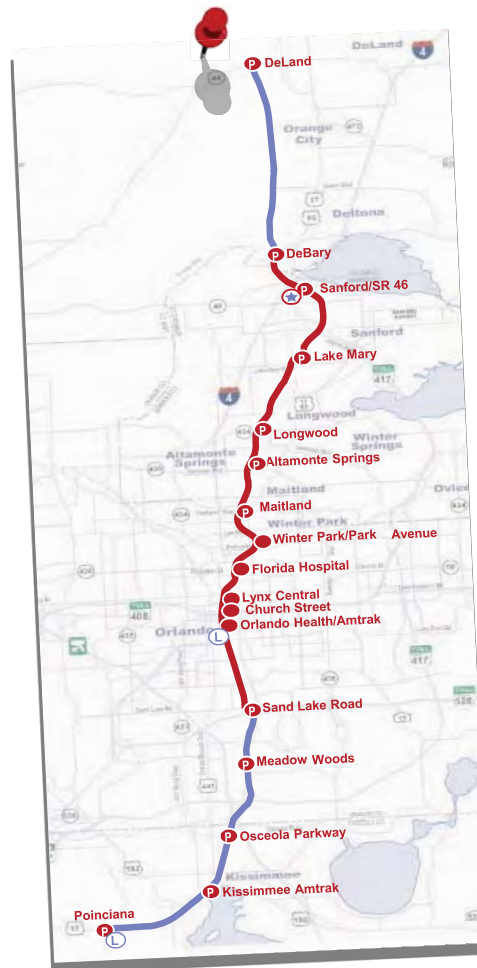
315 E. Robinson Street, Suite 355 • Orlando, FL 32801 • 407-481-5672 • www.metroplanorlando.com

FUTURE I-4 IMPROVEMENTS





Passenger Rail



VISION *for* HIGH-SPEED RAIL *in* AMERICA



Florida High Speed Rail

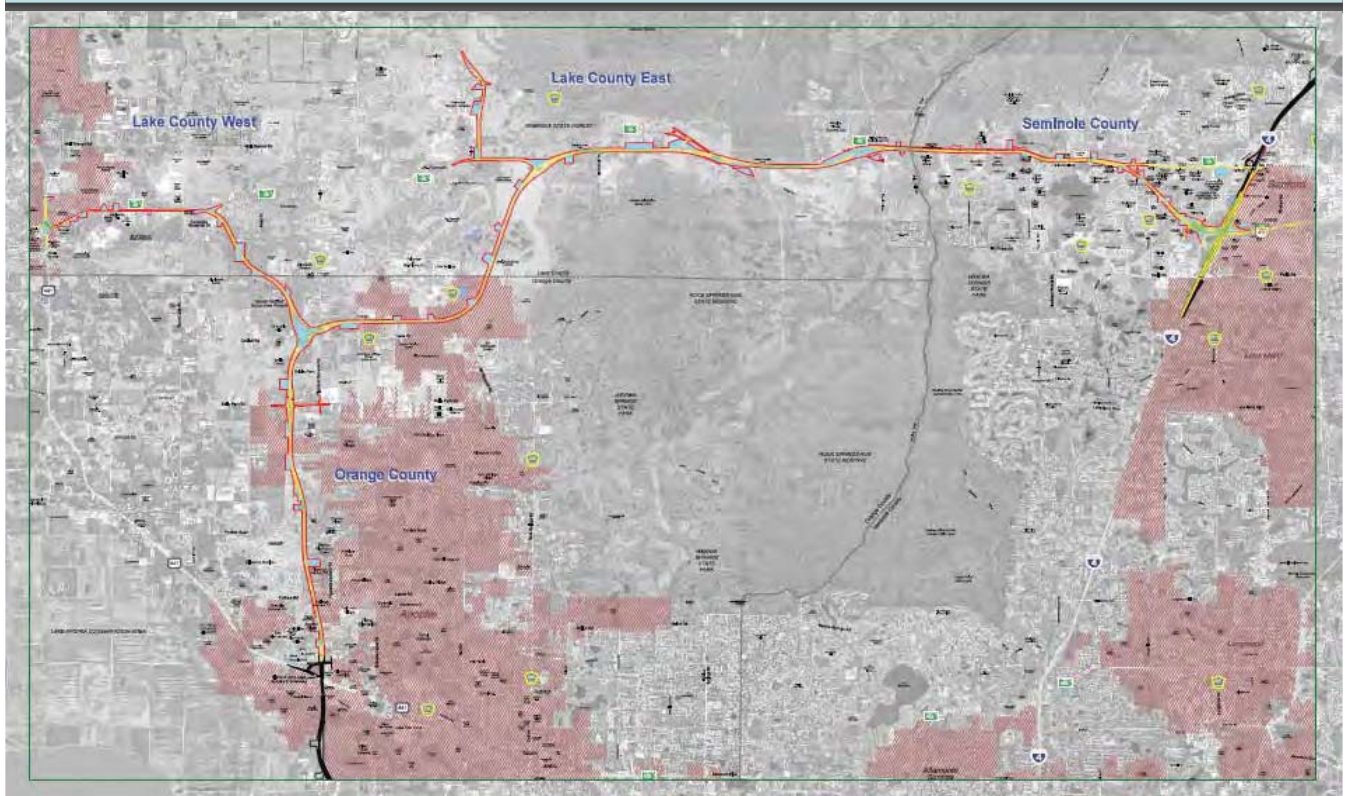
SR 429



Wekiva Parkway

SR 417

Wekiva Parkway



Seminole County Economic Development Task Force

Meeting 1

Seminole State College of Florida, Center for Economic
Development at Heathrow

January 21, 2011

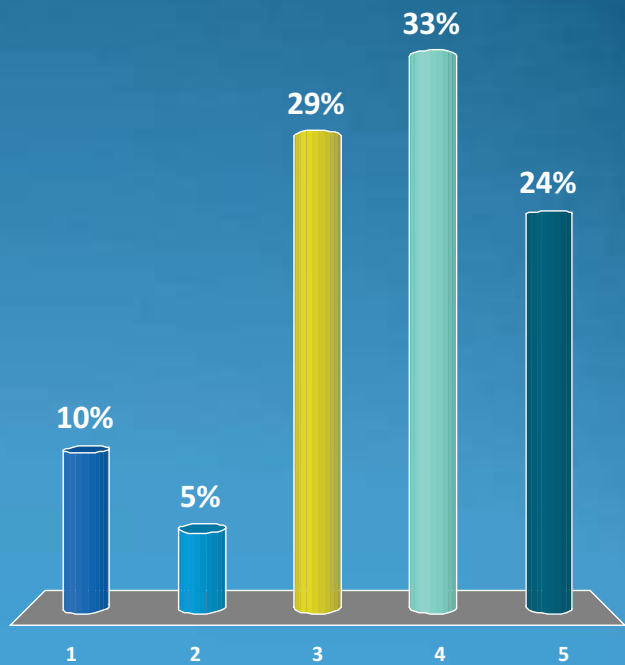


WILLIAM C. KERCHER, JR., AICP, LEED® AP
Principal Planner
AECOM

Bill Kercher is a Principal Planner with AECOM. He received his B.S. in Economics from Florida State University. Mr. Kercher specializes in developing conceptual plans and strategies based on an analysis of community issues and opportunities for public, institutional and private development clients. He has served in planning-related positions for US DHUD, East Central Florida Regional Planning Council and Seminole County. Prior to joining AECOM, Bill held technical and management positions with PBS&J and Glatting Jackson Kercher Anglin, Inc. Current assignments [2011] include Orlando Health's Downtown Campus Master Plan, Valencia College Development Strategies, the Viera New Community Master Plan and an Update to the Town of New Port Richey Redevelopment Plan. Bill serves on advisory committees for the University of Florida's Urban and Regional Planning Department and CityLab Board, Rollins College's Planning Program and the Valencia College Foundation Board of Directors.

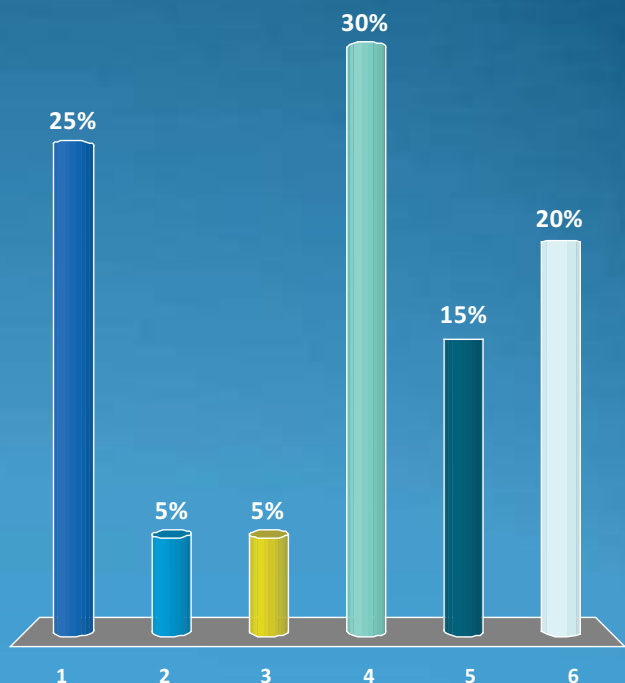
Where were you born?

1. Seminole County
2. East Central Florida
3. Florida
4. United States
5. Other



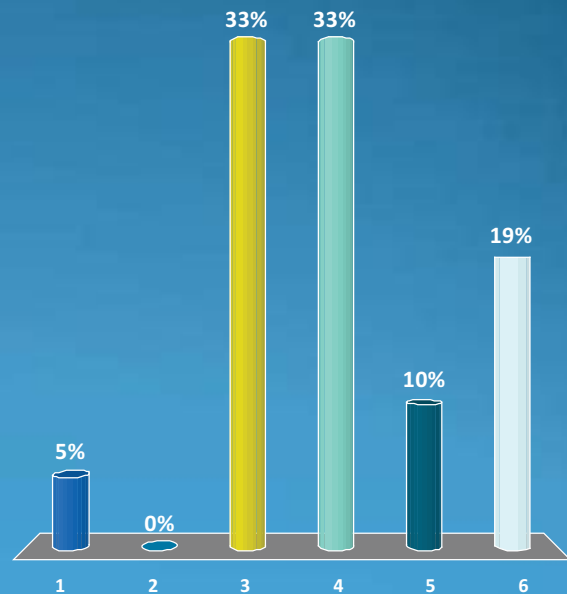
How long have you lived in Seminole County

1. I don't live in Seminole County.
2. Less than 5 years
3. Less than 10 years
4. Less than 20 years
5. Less than 30 years
6. More than 30 years



How long has your business been located in Seminole County?

1. My business is not in Seminole County.
2. Less than 5 years
3. Less than 10 years
4. Less than 20 years
5. Less than 30 years
6. More than 30 years

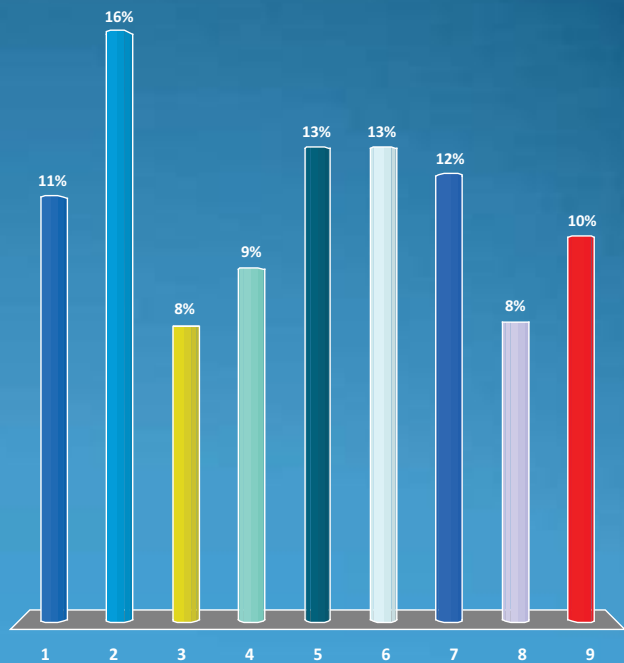


Seminole County S.W.O.T Analysis Voting Instructions

- Rank the S.W.O.T.s in order of significance. Your **first response** will register as **most significant** and your last response will register as least significant.
- Please rank all of the choices provided.
- Each choice will only register once, so please do not “double vote” as it will not be counted.

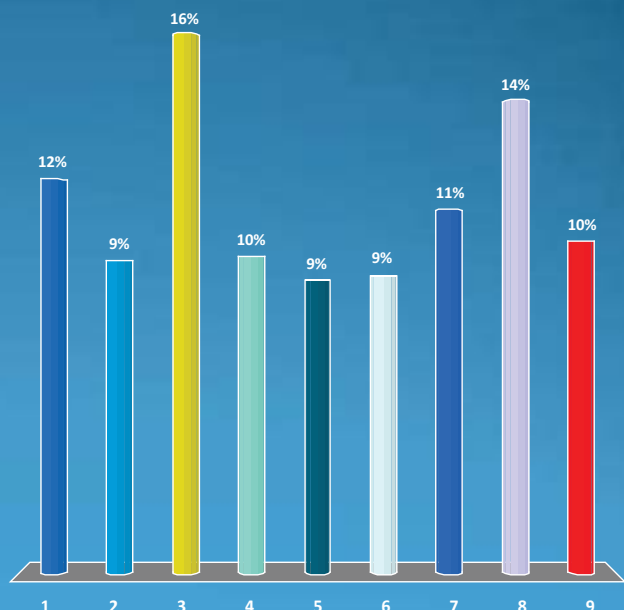
Rank the County's strengths in order of significance. (first response = most significant)

1. Attractive/Available Land
2. Education
3. Local Gov't ED Efforts
4. Housing Diversity
5. Transportation Infra.
6. UCF/research
7. Workforce
8. Water & Energy
9. Natural resources



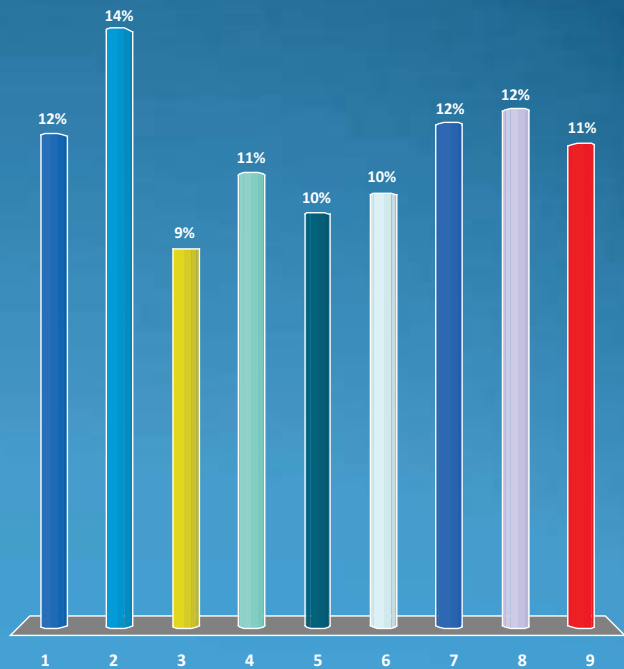
Rank the County's weaknesses in order of significance. (first response = most significant)

1. Lack synergy/communications
2. Minimal ED investments
3. Lack of identity/brand
4. Excessive business regulation
5. Higher property taxes
6. Student retention
7. Lack of corporate HQ
8. Weak incentives
9. Traffic



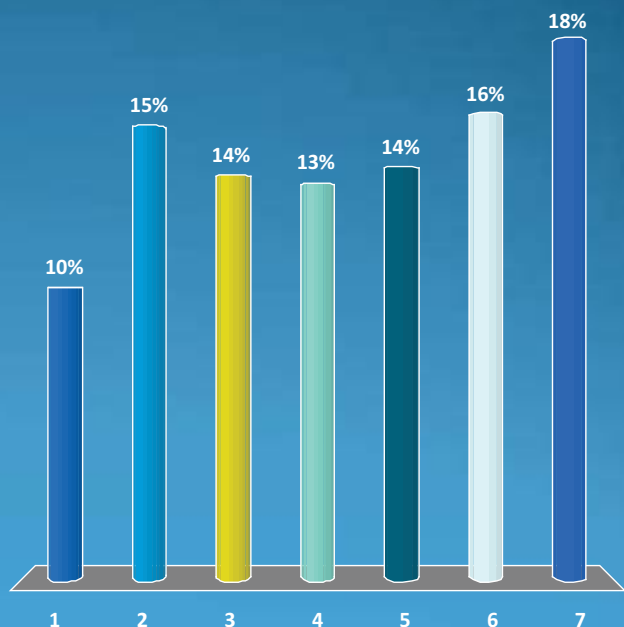
Rank the County's opportunities in order of significance. (first response = most significant)

1. Wekiva Parkway
2. No State Income Tax
3. Favorable Estate Tax
4. Rise of Eco-tourism
5. Regional Tourism
6. Super Region/HSR
7. Medical Industries
8. SunRail
9. International Trade



Rank the County's threats in order of significance. (first response = most significant)

1. SunRail-Industrial
2. Fewer State and Fed \$\$
3. Wekiva Parkway delay
4. Political landscape
5. Decline in public education
6. Loss of local control
7. Outside Competition





DAVID PACE

*Metro Orlando Economic Development Commission (EDC),
New Broad Street Group*

David Pace is the Chair of the Metro Orlando Economic Development Commission (EDC) and President of New Broad Street Group.

The New Broad Street Group is a consortium of employees, individuals and companies that have worked together over the last two decades to produce some of the nation's best examples of next-generation mixed-use developments.

David Pace and his talented group provide customized development advisory services for landowners, investors and governmental entities. Members of the group have worked on dozens of projects in all real estate segments. Pace has had a leadership role in Disney's Town of Celebration and Euro Disney's Val d'Europe project, and an ownership/CEO role in Baldwin Park. His

development résumé encompasses more than 9,000 residential units and 3 million square feet of office and retail space.

Pace's range of experience, within both large corporate organizations and nimble entrepreneurial enterprises, affords him the ability to assess the big picture, evaluate opportunities, recommend alternative strategic directions, then assemble the precise group of people to efficiently and affordably implement the program.

Consulting clients have included legacy landowners, community development districts and bondholders, private family real estate holding companies, real estate fund advisors, and a Central European public company.

AGENDA
Task Force Meeting #2
Seminole County Economic Strategic Plan
February 17, 2011
8:00 AM to 1:00 PM

8:00 – 8:45

Economic Development and Public Safety

Speaker: Sheriff Eslinger

http://www.seminolesheriff.org/en-us/index.php?sf_jst=r

8:45 – 9:30

Economic Development and Workforce Development

[\[Workforce Central Florida Survey posted on SharePoint site\]](#)

Speaker: Larry Strickler

<http://www.workforcecentralflorida.com/>

- Summary of the Task Force Plan for Seminole County
- Task Force discussion on Workforce needs and issues in the Seminole County market

9:30 – 10:15

Economic Development and Case Studies

[\[Case Studies posted on SharePoint site\]](#)

Speaker: Bill Owen and George Kramer

- Overview of Economic Development Organizations in Seminole County
- Briefly Review the Cases
- Lessons Learned
- Best Practices
- Task Force discussion of Best Practices applicable to Seminole County

10:15 – 11:30

SWOT Refinement

[\[Preliminary SWOT Results posted on Sharepoint Site\]](#)

Facilitator: Bill Kercher

- Review and Refinement of Previous SWOT Exercise Results
- Vote on SWOT#2 to finalize list of issues
- Confirmation of Issues into Clusters for Detailed, Small Group Discussions at Mtg #3.

11:30 – 11:45

Prep for Mtg #3, March 17th, a Thursday.





DONALD F. ESLINGER

Sheriff of Seminole County, Florida

On January 1, 1991, the Governor of Florida appointed Donald F. Eslinger Sheriff of Seminole County for a two-year term. He was elected in 1992; re-elected in 1996, 2000, 2004 and again in 2008.

Sheriff Eslinger has 31 years of service with the Seminole County Sheriff's Office. His career began in 1978 as a Radio Dispatcher and he advanced through the ranks as a Patrol Deputy, Criminal Investigator, Special Operations Investigator, Watch Commander, Special Weapons and Tactics (SWAT) team leader, two tours with the Federal Drug Enforcement Administration (DEA) as a Task Force Agent; and returning as Commander of the City/County Investigative Bureau. At the time of his appointment, Sheriff Eslinger held the position of major, third in command of the Sheriff's Office.

Sheriff Eslinger earned his Bachelor's Degree in Applied Behavioral Sciences from National Louis University and is a graduate of the Federal Bureau of Investigation National Academy in Quantico, Virginia. He also attended the Florida Department of Law Enforcement Chief Executive Institute in Tallahassee, Florida and the National Academy of Corrections - U.S. Department of Justice.

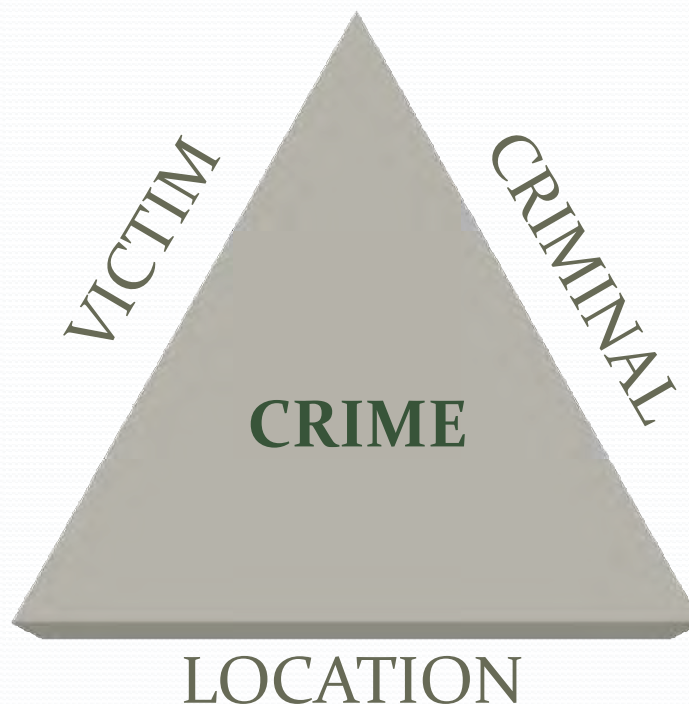
Sheriff Eslinger and his wife, Elise, have four children.

TYPICAL PREVENTION INITIATIVES

(Opportunity Reduction)

- Neighborhood Watch
- Security Surveys (*target hardening*)
- Omnipresence
- Juvenile Programs
 - DARE
 - GREAT

CRIME TRIANGLE



TYPICAL PARTNERS

- ATF
- FBI
- Secret Service
- DEA
- US Marshal Service
- FDLE
- FHP
- FWC
- DOC
- Municipalities
- FSA
- Attorney General
- SAO

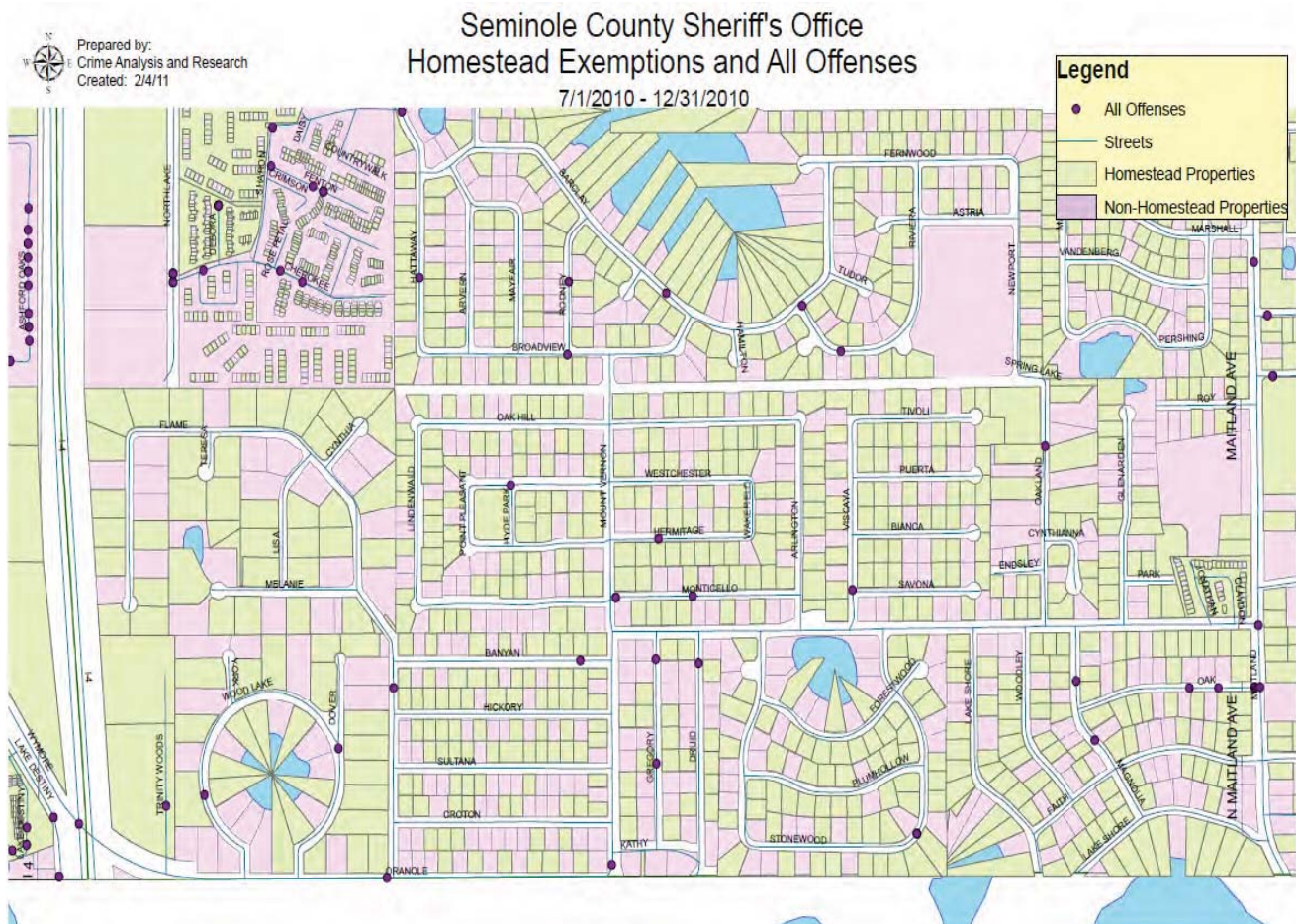
NON-TYPICAL PREVENTION INITIATIVES

(Desire Reduction)

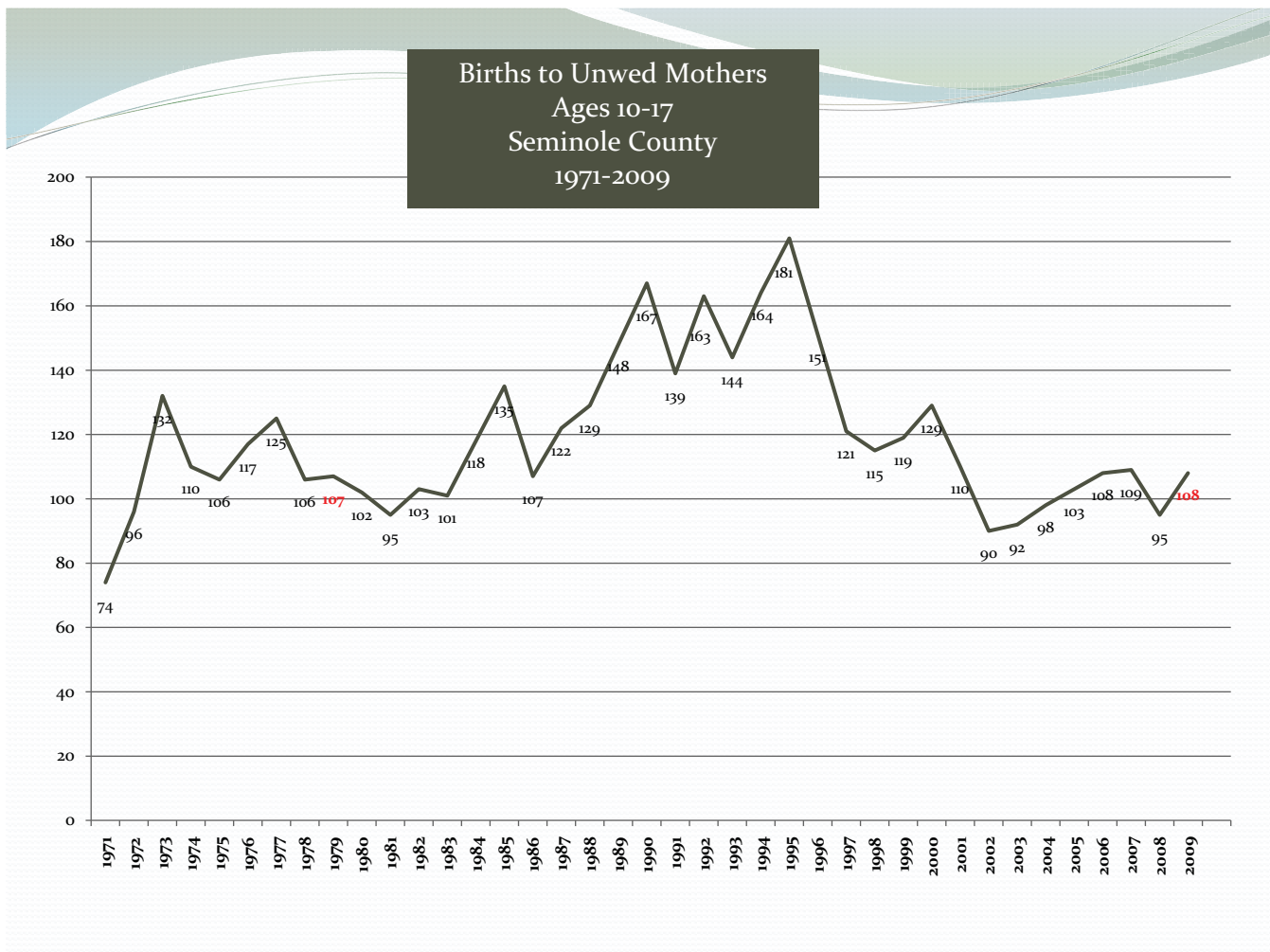
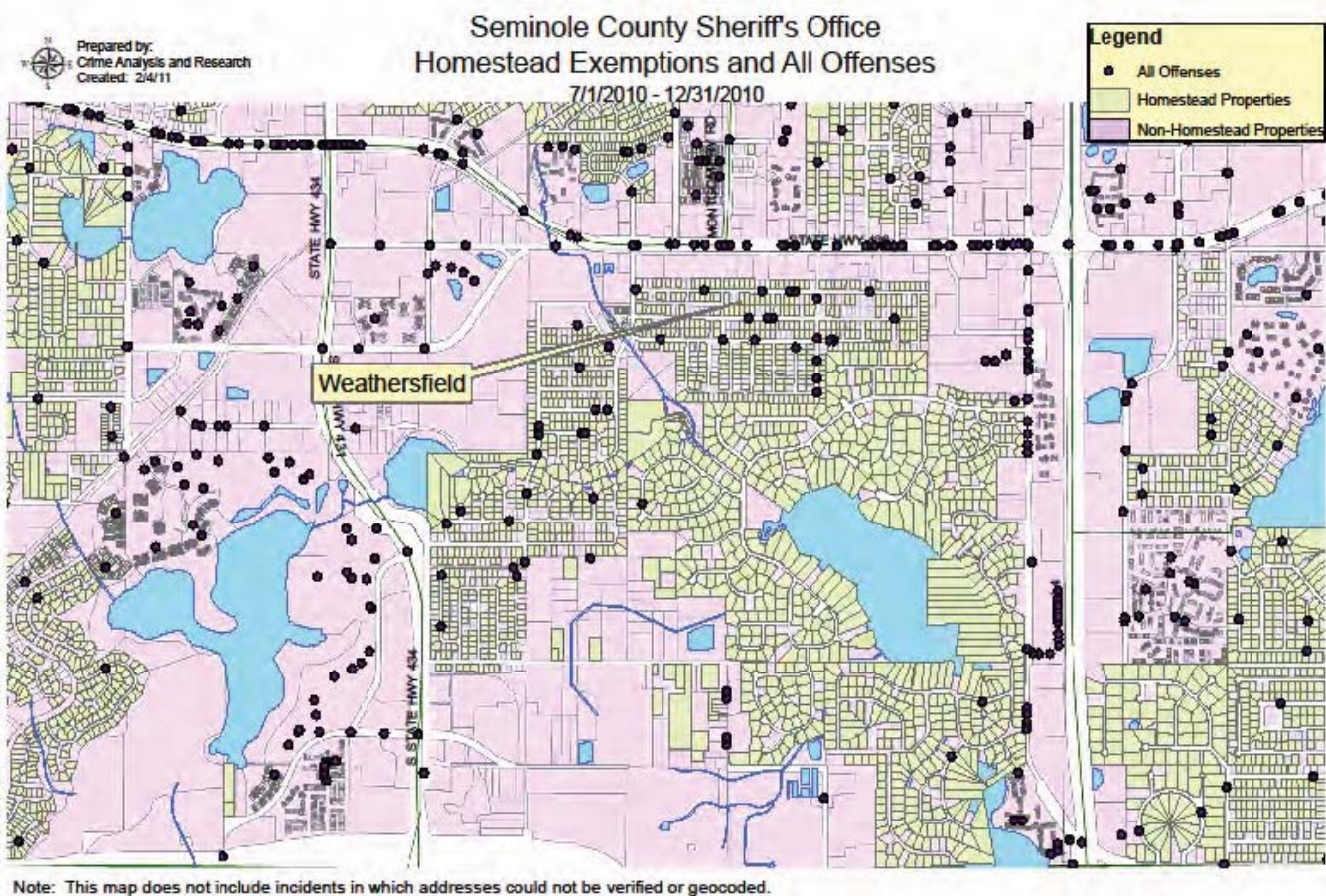
- Child Protection Investigation
- Juvenile Assessment Center
- Intensive Community Supervision Unit
- Community Justice Coalition
- Broken Windows

NON-TYPICAL PARTNERS

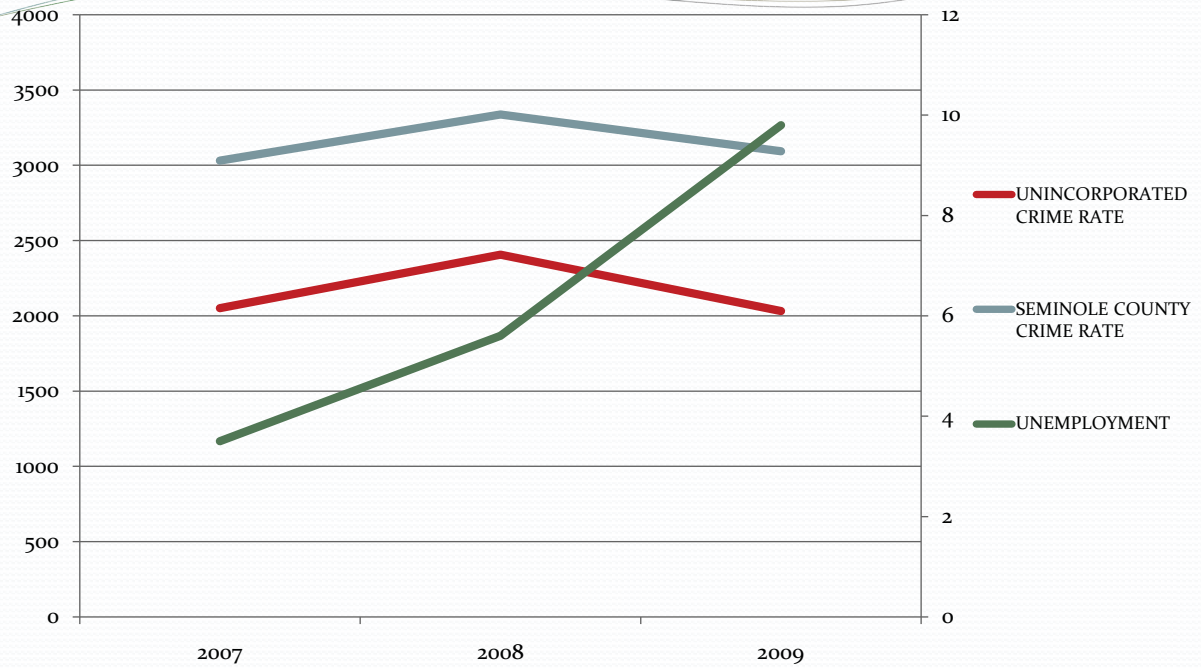
- Kids House
- Safehouse
- School Board
- CBC of Seminole
- Girls & Boys Clubs
- Boy Scouts
- Boys Town
- Christian Help
- Northland Church



Note: This map does not include incidents in which addresses could not be verified or geocoded.

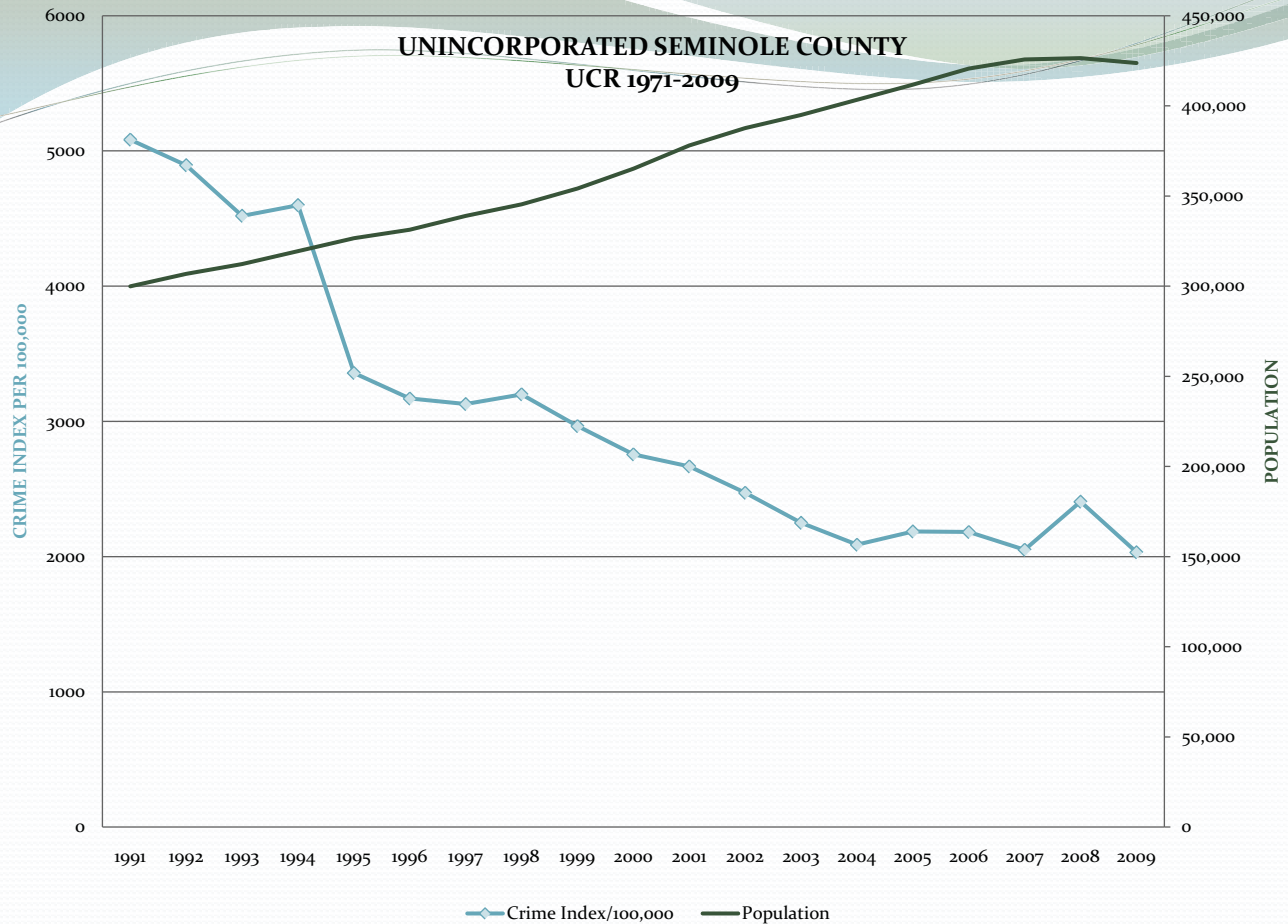


Seminole County Crime Index versus Unemployment Rate



YEAR	UNEMPLOYMENT RATE	UNINCORPORATED AREA CRIME INDEX /100,000	SEMINOLE COUNTY CRIME INDEX/100,000
2007	3.5	2.051	3.031
2008	5.6	2.406	3.337
2009	9.8	2.032	3.093

UNINCORPORATED SEMINOLE COUNTY UCR 1971-2009





QUALITY OF LIFE INDICATORS

- Restaurants/Shops
- Entertainment
- Income
- Education
- Recreation
- Job Opportunities
- Healthcare
- Housing Affordability
- Crime
- Traffic
- Water Quality



STATE OF THE WORKFORCE SURVEY 2010

Larry Strickler
Senior Vice President, Public Affairs



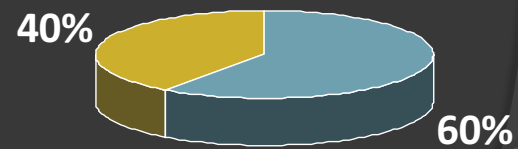
LARRY STRICKLER

Senior Vice President of Public Affairs

With more than 34 years of management experience with a Fortune 100 corporation (BellSouth), Larry had responsibilities including: general management and administration, marketing and sales, engineering, strategic planning, project management, customer service, business development, public affairs and government relations, budget preparation and oversight. Larry retired from BellSouth in May 2006. Elected to the Seminole County School Board in 1992, Larry brought a business perspective to the board and facilitated the establishment of new approaches including, EXCEL Alternatives, Inc, International Baccalaureate Program, high school magnet programs, and Centers of Excellence. In addition, he has served as a business consultant and strategic planner. He has 23 years of volunteer experience in workforce development as a board member of the Private Industry Council of Seminole County, WORKFORCE CENTRAL FLORIDA and Workforce Florida. Larry joined the WCF team in August 2006.

Which Direction is the Economy Headed?

1. Right
2. Wrong



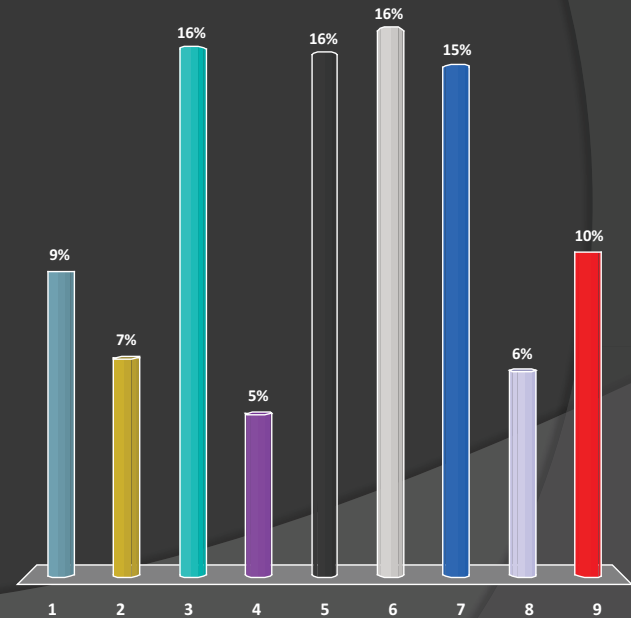
1 2

Which Direction is the Economy Headed?

1. Right- 57%
2. Wrong-43%

Top Issues Elected Officials Should Pay Attention to:

1. Diversifying the type of businesses
2. Preparing talent pipeline for businesses
3. Making capital available through loans
4. Immigration reform
5. Tax burdens
6. Education
7. Economy
8. Health Care Price/Accessibility
9. Home Foreclosure and bankruptcies

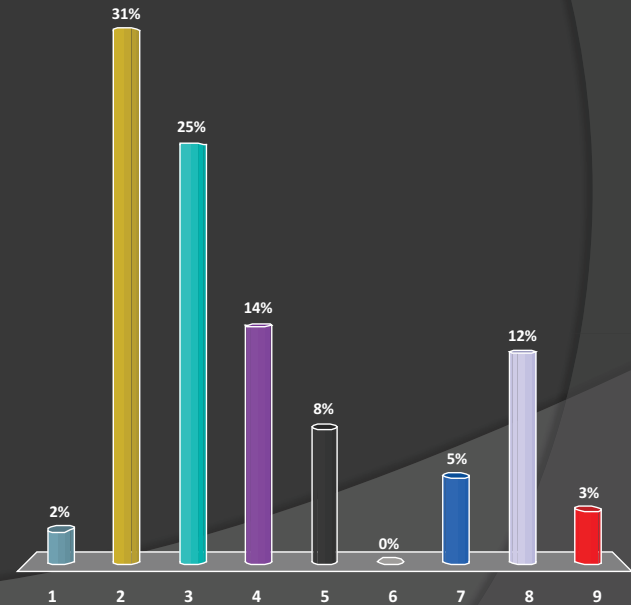


Top Issues Elected Officials Should Pay Attention to:

1. Economy
2. Health Care Price/Accessibility
3. Education

Top Reasons Businesses are Located in Central Florida:

1. Access to customer base
2. Quality of life
3. Competitive cost of living
4. Strategic location within Florida
5. Availability of skilled workers or world-class talent
6. A diverse economy
7. Tourism and hospitality industries
8. Average cost of employee wages and benefits
9. Other

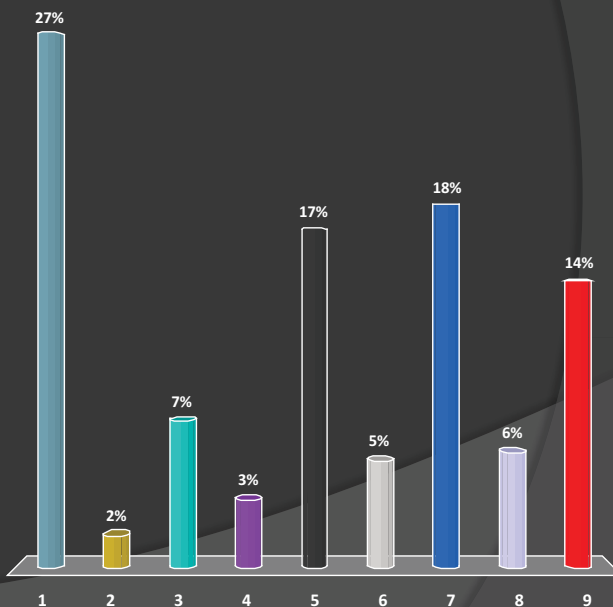


Top Reasons Businesses are Located in Central Florida:

1. Strategic location within Florida
2. Access to customer base
3. Quality of life

Top Challenges for Employers:

1. Lack of Capital
2. Weak work ethic of employees
3. Lack of available skilled workers or world class talent
4. Employee retention
5. Lack of incentives to expand
6. Lack of a diverse business economy (one base on a limited range of profitable industry sectors)
7. Weak economy
8. Costs of hiring and overhead
9. Lack of political support for existing businesses

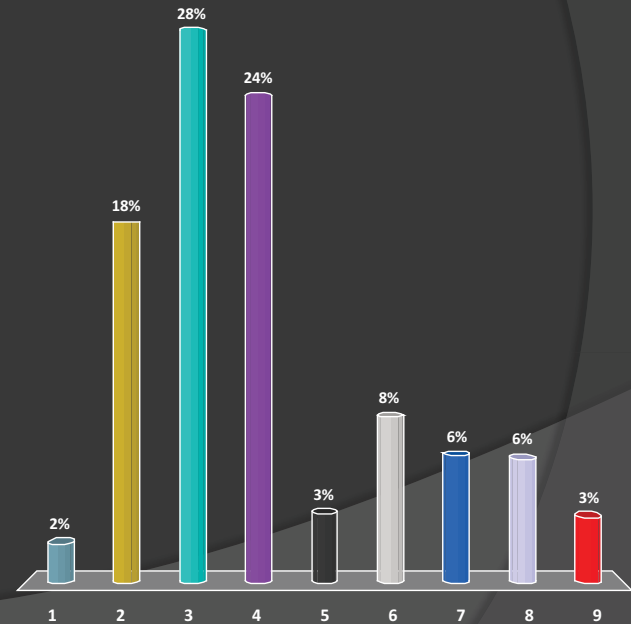


Top Challenges for Employers:

1. Weak economy
2. Lack of Capital
3. Costs of hiring and overhead

Top New and Emerging Industries in Central Florida:

1. Cyber security
2. Digital media
3. Modeling, simulation and training
4. Biotechnology
5. Wireless technology
6. Sustainable and renewable energy
7. Clean technology
8. Electronic health records
9. Other

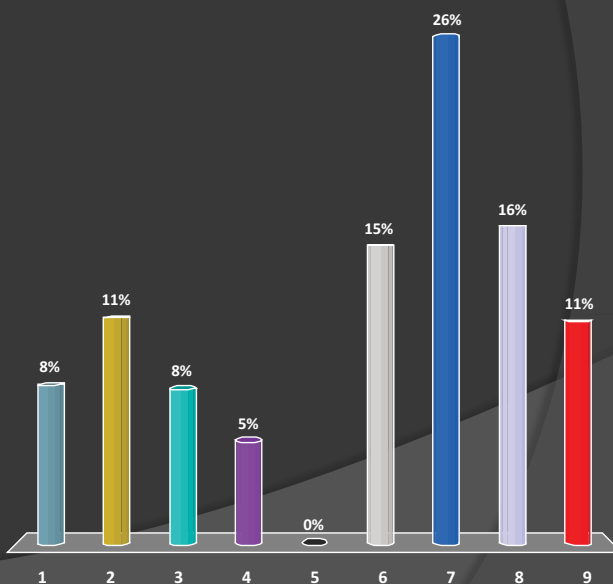


Top New and Emerging Industries in Central Florida:

1. Sustainable and renewable energy
2. Biotechnology
3. Wireless technology

Top Important “Soft” Skills for New Employees

1. Accountability – taking responsibility for actions
2. Having a positive attitude
3. Paying attention to detail
4. Demonstrating a high level of positive, work-related energy
5. Maintaining good attendance and being punctual
6. Being dependable
7. Being self-motivated and demonstrating initiative
8. Working effectively as a team member
9. Displaying good customer skills

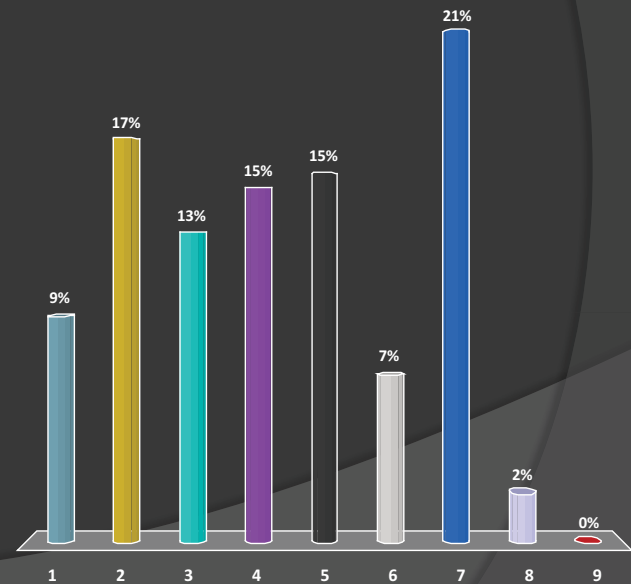


Top Important “Soft” Skills for New Employees

1. Being dependable
2. Being self-motivated and demonstrating initiative
3. Working effectively as a team member

Top Areas of Concerns When Hiring New Employees

1. Generational work habits
2. Weak communication skills
3. Determining if job-specific skills shown on resume are accurate
4. Finding the right person in a pile of resumes
5. Low productivity
6. Need for specific training to your processes or equipment
7. Lack of basic "soft" skills
8. Criminal backgrounds
9. Language barriers, either of employees or supervisors

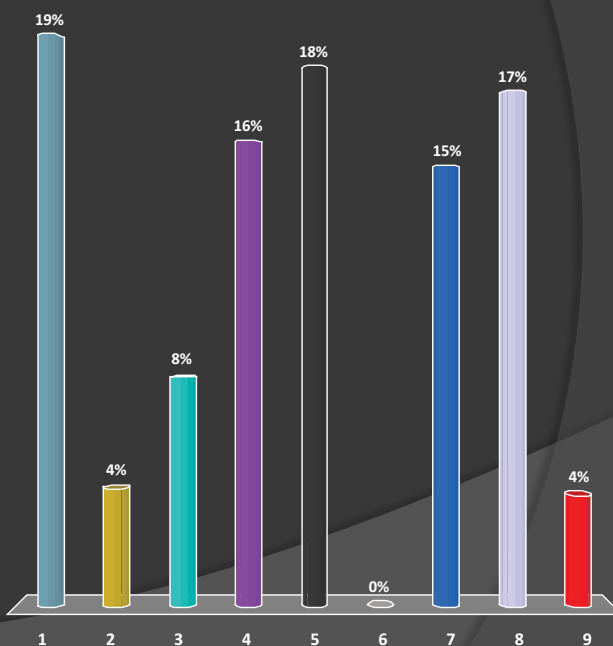


Top Areas of Concerns When Hiring New Employees

1. Generational work habits
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3. Finding the right person in a pile of resumes

What is the Turning Point that the Central Florida Economy is Back on Track?

1. An unemployment rate decrease of 3%
2. You gain employment
3. More than a 5 % increase in family income
4. Companies lifting hiring freeze/calling back laid off employees
5. Reduction in home foreclosures
6. A close family member gains employment
7. A solid plan for a reduction in our national deficit
8. Making capital available through loans to small business
9. Reduction in bankruptcies



What is the Turning Point that the Central Florida Economy is Back on Track?

1. An unemployment rate decrease of 3%
2. You gain employment
3. More than a 5 % increase in family income



Questions and Comments

Economic Development Case Studies

Lessons Learned and Best Practices

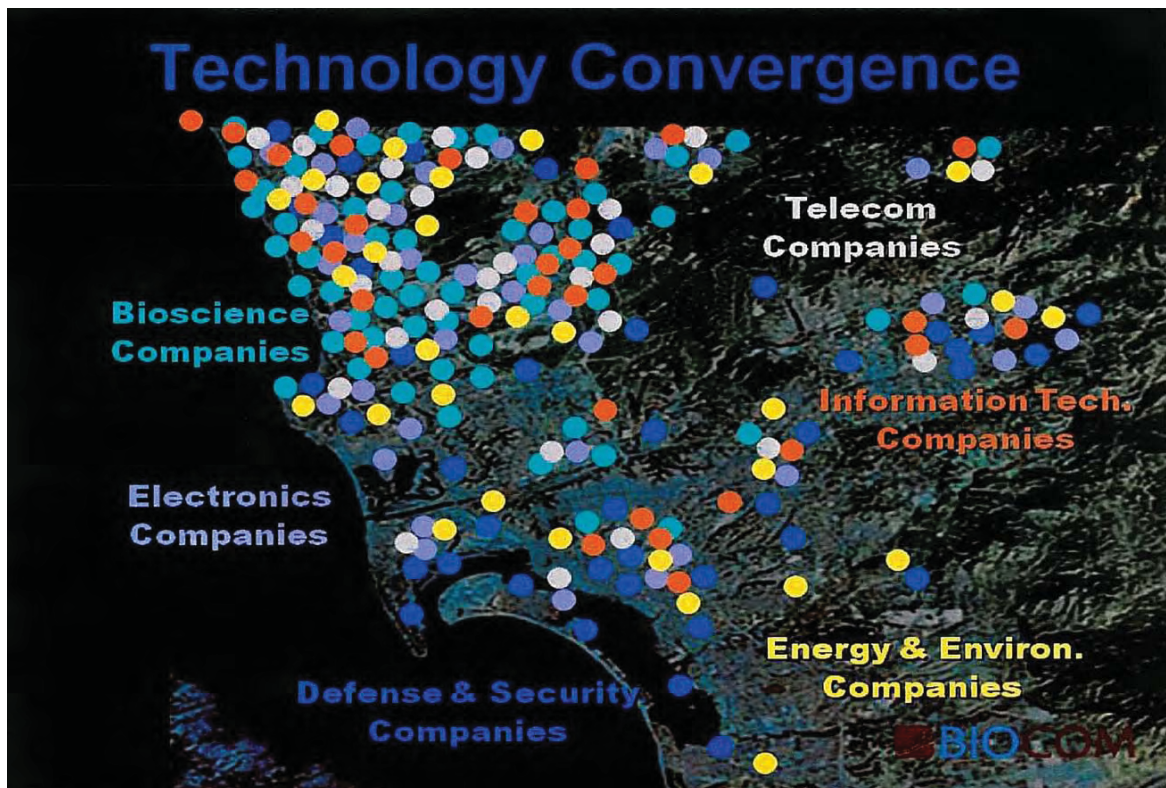
Case Studies Reviewed

- Austin, TX
- San Diego, CA
- Silicon Valley, CA
- Research Triangle, NC
- Albany, NY
- Fairfax County, VA
- Orlando, FL
- Homestead, FL
- St. Louis, MO
- Alpharetta, GA
- Philadelphia, PA
- Chattanooga, TN
- Jacksonville, FL

Lessons Learned – San Diego

- **Nurture the growth of innovation**
- **Support emerging entrepreneurship**
- **Don't limit view of potential opportunities**
- **Find linkages between existing and emerging industries**
- **Never stop diversifying**

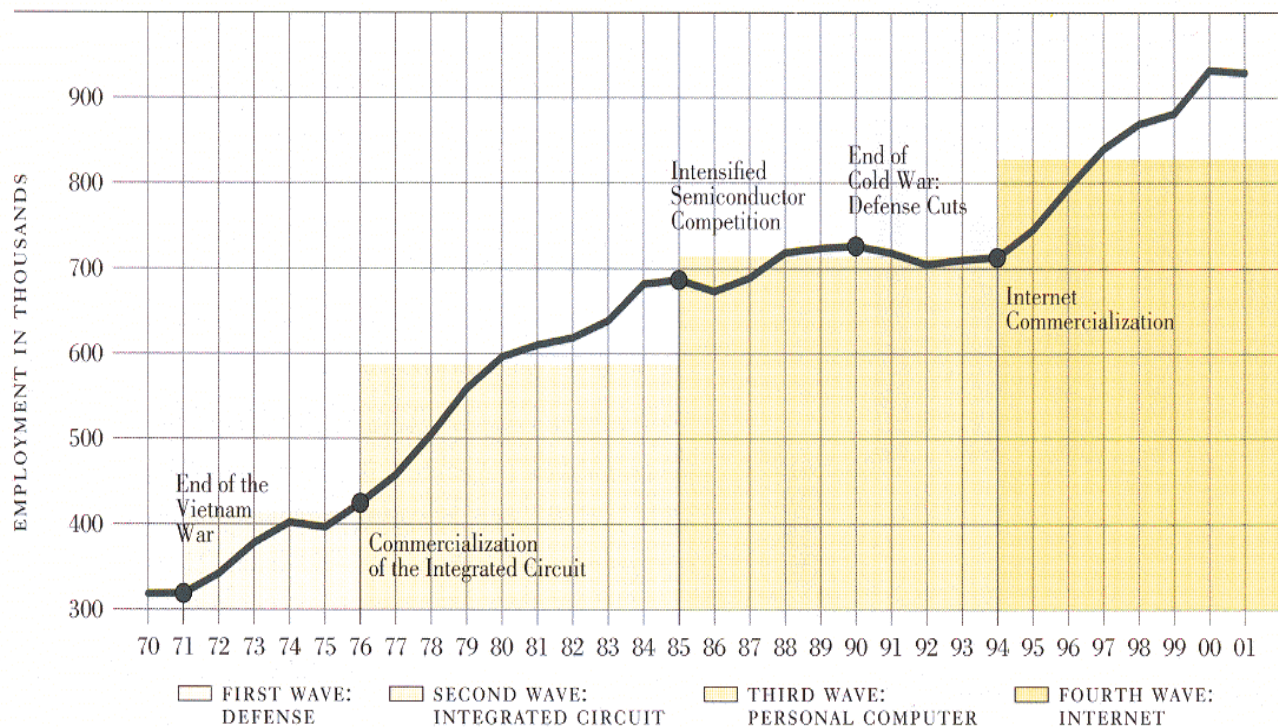
Lessons Learned – San Diego



Lessons Learned – Silicon Valley

- Jurisdictional boundaries are not always a constraint
- Corporate collaboration is a crucial factor
- Must have abundant venture capital to grow
- Entrepreneurs can create immense value
- Continue to pursue diversification and innovation industries – four “waves”

Lessons Learned – Silicon Valley

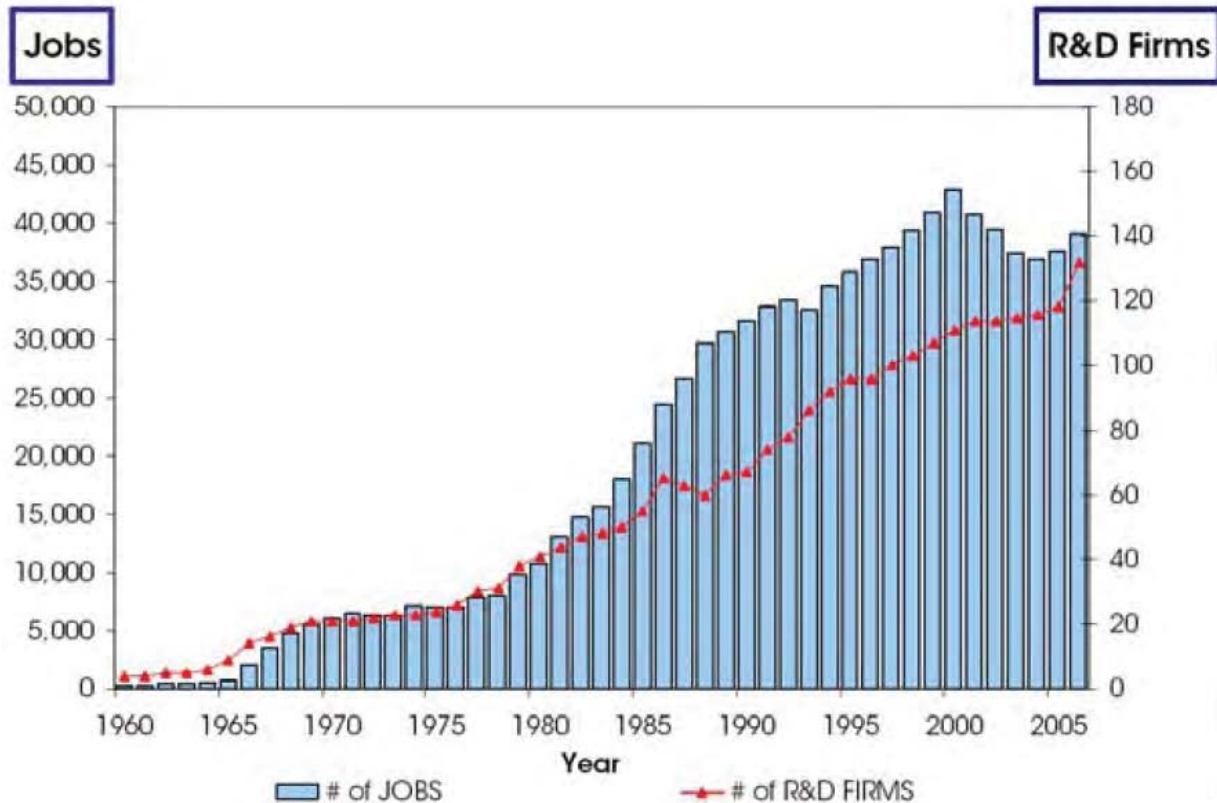


Sources: Economy.com, Collaborative Economics

Lessons Learned – Research Triangle

- Plan, plan, plan for success
- Provide adequate room to grow & expand
- Build on university-business collaboration
- Keep intellectual property local
- Foster and support entrepreneurship
- Provide strong and balanced leadership
- Have patience and long-term vision

Lessons Learned – Research Triangle



Lessons Learned – Fairfax County

- Always support and enhance existing base
- Identify and nurture entrepreneurs coming from federal agencies – “Start-ups”
- Venture capital is hugely important
- Market emphasis on innovation support
- Promote opportunities globally
- Have real-time data, easily accessible



Lessons Learned - Austin

- State created dedicated funding source for local governments – sales tax
- Industry collaboration resulted in common research and competitive advantages
- Massive public and private investment is required to build a cluster from scratch
- Innovation changes the landscape and dictates continued evolution
- Global promotion builds credibility

Best Cities 2010: 10 Places for Your Future
No. 1: Austin, Tex.
(Kiplinger Magazine)



Nothing Lasts Forever!

TEXAS
ON THE BRINK

A Report from the
Texas Legislative Study Group
On the State of Our State

February 2011
82nd Regular Session of the Texas Legislature

Summary of Lessons Learned

- Nurture growth of “innovation industries”
- Support emerging entrepreneurship
- Corporate collaboration is a powerful force
- Capture locally emerging intellectual property from higher level institutions
- Take good care of exiting economic base
- Expect change and pursue diversification
- Capture venture capital and research grants
- Balanced, long-term leadership is crucial
- Provide effective marketing and promotion

Best Practices

1. promote and maintain a pro-business attitude
2. organize and facilitate regular business networking events
3. visit existing enterprises and let them know what you are doing
4. encourage enterprise leaders to be community leaders
5. recognize volunteers who contribute to economic development efforts

Best Practices

6. present your community profile in the [standardized format](#) used in your region
7. maintain a directory of existing enterprises as a item of [location data](#)
8. maintain a [community profile](#) of economic development data
9. know the [outside sources of location data](#) available about your community
10. find and network with [area development](#) allies within your community

Best Practices

11. find and network with [outside contacts](#) interested in your area's development
12. perform an annual area [wage survey](#)
13. organize and facilitate management and [human resources](#) forums
14. have education leaders and resource personnel as [allies](#)
15. encourage libraries to participate in the distribution of [economic development data](#).

Best Practices

16. communicate with the area workforce
17. encourage valued local organizations to cooperate with improvement strategies
18. provide incentives to retain and grow valued enterprises in the community
19. encourage efforts for achieving continuous improvement
20. keep programs and activities on-going and information up-to-date



ASSESSMENT of STRATEGIC ISSUES

**Seminole County Economic Development
Plan**

Meeting #2 – February 18, 2011

SWOT

- How do we take advantage of our strength?
- How do we shore up our weaknesses?
- What opportunities do we pursue, and how?
- How do we eliminate or minimize threats?

Issue Clusters

- ❑ EXPAND EXISTING BUSINESS BASE
- ❑ CREATE A BUSINESS-FRIENDLY ENVIRONMENT
- ❑ DEVELOP A STRONG WORKFORCE
- ❑ FOCUS ECONOMIC DEVELOPMENT ORGANIZATIONS
- ❑ PROVIDE A QUALITY LIFESTYLE
- ❑ PRESERVE AND ENJOY NATURAL RESOURCES
- ❑ STRENGTHEN TRANSPORTATION INFRASTRUCTURE

EXPAND EXISTING BUSINESS BASE

S: Existing business base (types)

S: International exposure

W: No “brand” or “identity” for county; “split personality”

W: Lack of corporate headquarters

W: Not connected to minority cultures

O: International business connections

O: Regional level of tourist activities

O: Rise of “eco-tourism”

O: Expansion of medical industries

O: Emphasize importance of manufacturing and agriculture

O: Access to Regional Economic Activities

Medical City

Emerging Media

WDW and International Tourism Industry

Daytona NASCAR

Amateur and Professional Sports

T: Limitation on industrial development imposed by Wekiva Parkway

T: Loss of local control, [local firms being purchased by national firms]

CREATE A BUSINESS-FRIENDLY ENVIRONMENT

W: Not supporting local businesses

W: High property taxes

W: Weak incentives offered

W: Lack of meeting places

W: Minimal county economic development investments

W: Too much development regulation

O: No state income taxes

O: State taxation for estate transfer

O: Assist start-up businesses

O: Retain and Grow Existing Businesses

O: Attract New Businesses

T: Reduced funding from state and federal governments

DEVELOP A STRONG WORKFORCE

S: Workforce education programs

S: Underemployed workforce (currently)

S: Public education system

S: UCF and Related Research

S: Seminole State College

W: Not retaining graduating students

T: Decline in quality education (locally)

FOCUS ECONOMIC DEVELOPMENT ORGANIZATIONS

S: County economic development efforts

S: Local (city) economic development efforts

S: Many complementary EcDev agencies and organizations,

W: Many competing or unconnected EcDev agencies and organizations

W: Lack of synergy and communications

W: Inadequate marketing of county

W: No long-term plan for county

O: Super regional movement (regionalization)

T: Competition for economic development and jobs

T: Changes in political landscapes

PROVIDE A QUALITY LIFESTYLE

S: Quality of life

S: Housing diversity (and current affordability)

S: Land available for development

W: Limited entertainment facilities

W: No “places” in the county

W: No appreciation of county history (e.g., Sanford)

PROTECT AND ENJOY NATURAL RESOURCES

S: Waterfront amenities

S: Sufficient water and energy resources

S: Natural resources, including climate

S: Natural Resource areas, Wekiva, St. Johns, Econ

S: State, County and City Parks

S: Access to Atlantic and Gulf Beaches

AGENDA
Task Force Meeting #3
Seminole County Economic Strategic Plan
Thursday, March 17, 2011
8:00 AM to 1:00 PM

8:00 – 8:15

Opening Remarks

8:15 – 9:45

Breakout Groups:

- **Supporting Existing Businesses**
- **Attracting New Businesses to Seminole County**
- **Developing a Workforce System**
- **Establishing a Learning and Sharing System**

9:45 – 10:00

Break

10:00 – 11:00

Reconvene Breakout Groups for Discussion

11:00 – 11:30

Guest Speaker: Dr. Bill Vogel, Superintendent, Seminole County Public Schools

<http://www.scps.k12.fl.us/>

11:30 – 12:15

Task Force Discussion

12:15 – 1:00

Lunch Speaker: Dr. Tom O'Neal, Associate VP for Research & Commercialization, University of Central Florida

http://www.research.ucf.edu/SponsoredPrograms/Contact/associate_vicepresident.html

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SEMINOLE COUNTY
ECONOMIC DEVELOPMENT
PLANNING TASK FORCE

MARCH 17, 2011



DR. BILL VOGEL

Superintendent

Seminole County Public Schools

Bill Vogel, a life long educator, is the School Superintendent in Seminole County, Florida, one of the nation's highest performing school districts. During the past 14 years, Dr. Vogel has served as a school superintendent in two Florida counties. He is committed to educating youth to ensure that they acquire the knowledge, skills and attitudes to successfully compete in the 21st century global workforce. Dr. Vogel earned his Bachelor's, Master's, Specialist and Doctorate degrees from Rollins College and Florida Atlantic University.

An early implementer of Florida's A+ Educational Accountability plan, Dr. Vogel believes that quality education is the key to the economic well-being and future of Florida. He has served on numerous state level advisory boards, including the High School Reform Task Force, Accountability Advisory Committee, the Chancellor's Advisory Committee and as Chairperson of the International Advisory Board of the Florida Center for Research in Science, Technology, Engineering and Mathematics.

Dr. Vogel has been selected as Florida's Superintendent of the Year, received the Florida Association of School

Administrator's Lamp of Knowledge Award, is a FADSS Board Member and most recently was selected as the Florida Alliance for the Arts Education Superintendent of the year. He is a member of the Rotary Club, Metro Orlando Economic Development Council, the Chamber of Commerce, and an ex officio member of the Florida Council of 100.

Working collaboratively with a visionary School Board and a team of outstanding leaders, Dr. Vogel believes in creating a school system, as opposed to a system of individual schools. In today's ever-changing economic and educational environment, he leads an organization that is change-adept, not change inept, and is committed to building a school district that is a part of the community. Establishing and nurturing internal and external relationships, Dr. Vogel realizes the potential when people come together to accomplish that which hasn't been accomplished before. Supporting public education's mission to prepare students to become productive, educated citizens who lead this great state, he takes every opportunity to learn from others and to advance this cause. Florida's future depends on it.



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THE COUNTY'S LARGEST EMPLOYER

- 64,000 STUDENTS
- 75 % OF EMPLOYEES (5,400) ARE COUNTY RESIDENTS
- \$325.4 MILLION ANNUAL PAYROLL
- \$41.6 MILLION FOR SCHOOL CONSTRUCTION 2009-2010
- \$19 MILLION SPENT WITH 437 SEMINOLE COUNTY BUSINESSES DURING THE PAST YEAR

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SCPS HAS AN ANNUAL IMPACT ON
CENTRAL FLORIDA OF MORE THAN
\$996 MILLION*



*East Central Florida Regional Planning Council 12/10/09



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SCPS AS AN ORGANIZATION

- A SCHOOL SYSTEM
- CHANGE ADEPT
- AN ORGANIZATION OF COMMITMENT
- PART OF THE COMMUNITY



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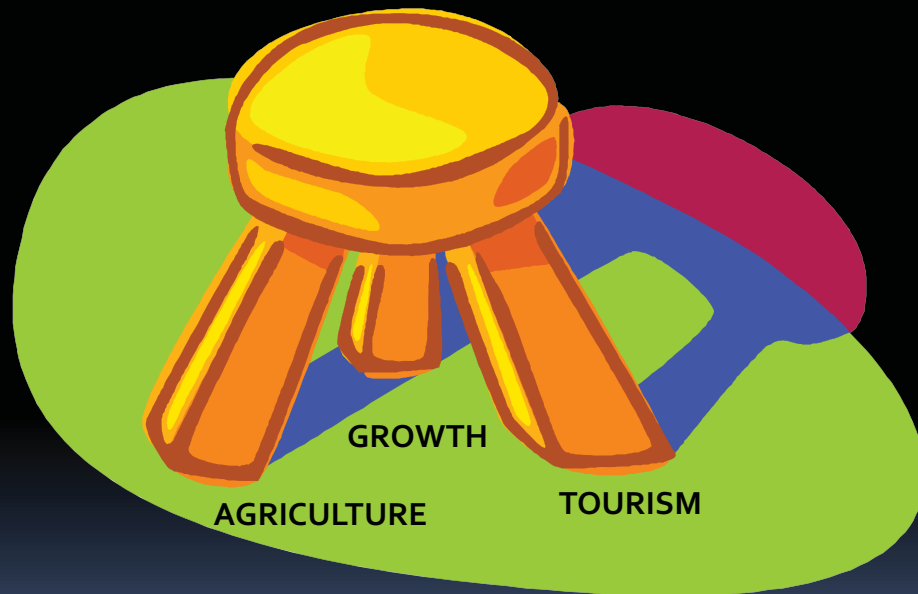
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100,000 LOST JOBS IN CENTRAL FLORIDA



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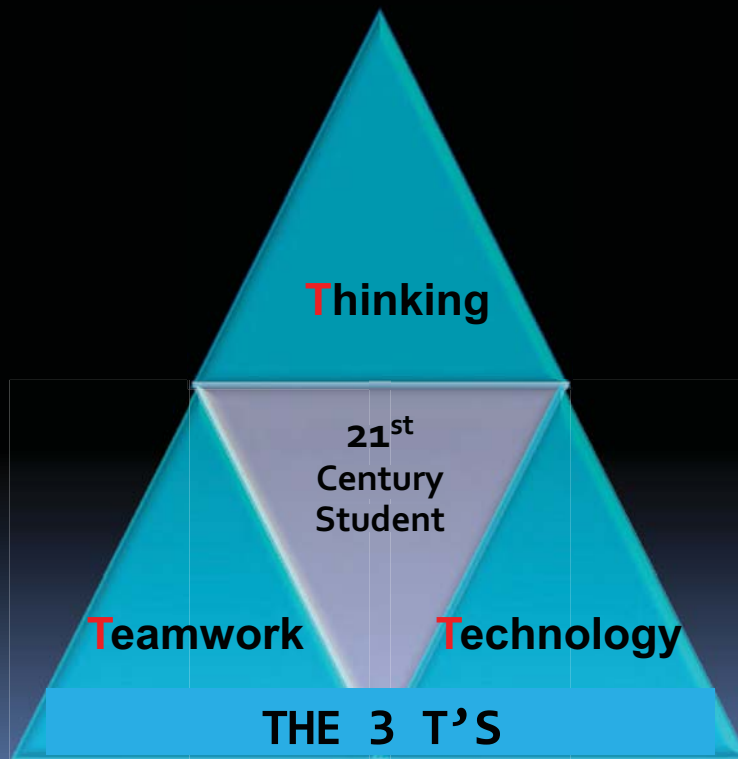
Introducing the Innovation Economy

ISSUE	OLD ECONOMY	NEW ECONOMY
Markets	Stable	Dynamic
Scope of Competition	National	Global
Organizational Form	Hierarchical	Networked
Production System	Mass Production	Flexible Production
Key Factor of Production	Capital/Labor	Innovative Ideas
Key Technology Driver	Mechanization	Digitization
Competitive Advantage	Economies of Scale	Innovation Quality
Relations between Firms	Go it Alone	Collaborative
Skills	Job Specific	Broad and Changing
Workforce	Organization Man	Entrepreneur
Nature of Employment	Secure	Risky

Source: Adapted from Atkinson and Correa (2002) – available at www.kauffman.org



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Thinking

- Assembly Work → Innovative Ideas
- Organization Man → Entrepreneur
- Memorization → Application





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Teamwork

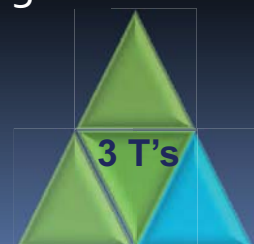
- Go It Alone → Collaborative
- Hierarchical → Networked



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Technology

- Slide Rule → Scientific Calculator
- Rotary → iPhone
- Encyclopedia → Search Engines





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TALENT GAP

"Closing the Talent Gap, is predicated on the fact that continued enhancement and development of Florida's talent is the leading determinant of the state's ability to build a vibrant and innovative economy."

Florida Council of 100



Seminole County Public Schools

Innovation Way

**\$7.6 billion
in economic activity**



UNIVERSITY OF CENTRAL FLORIDA

**It takes
30,000 jobs
to build a
medical city.**

Anchoring a medical city of world-class partners, the UCF College of Medicine, combined with a life sciences cluster, by year 10, could create \$7.6 billion in economic activity and 30,000 jobs.

Opening 2009.

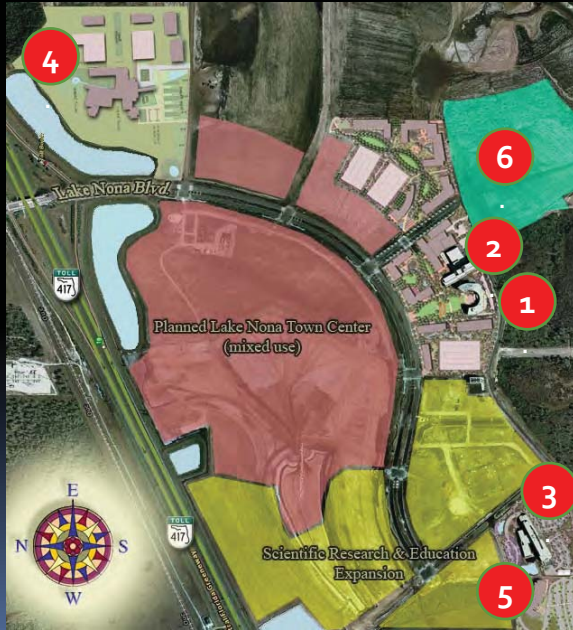
www.ucf.edu/comupdate





Seminole County Public Schools

Medical City



1. University of Central Florida College of Medicine
2. The M.D. Anderson Cancer Center
3. Burnham Institute for Medical Research
4. Nemours Children's Hospital
5. The University of Florida Academic and Research Center
6. Veterans Affairs Medical Center



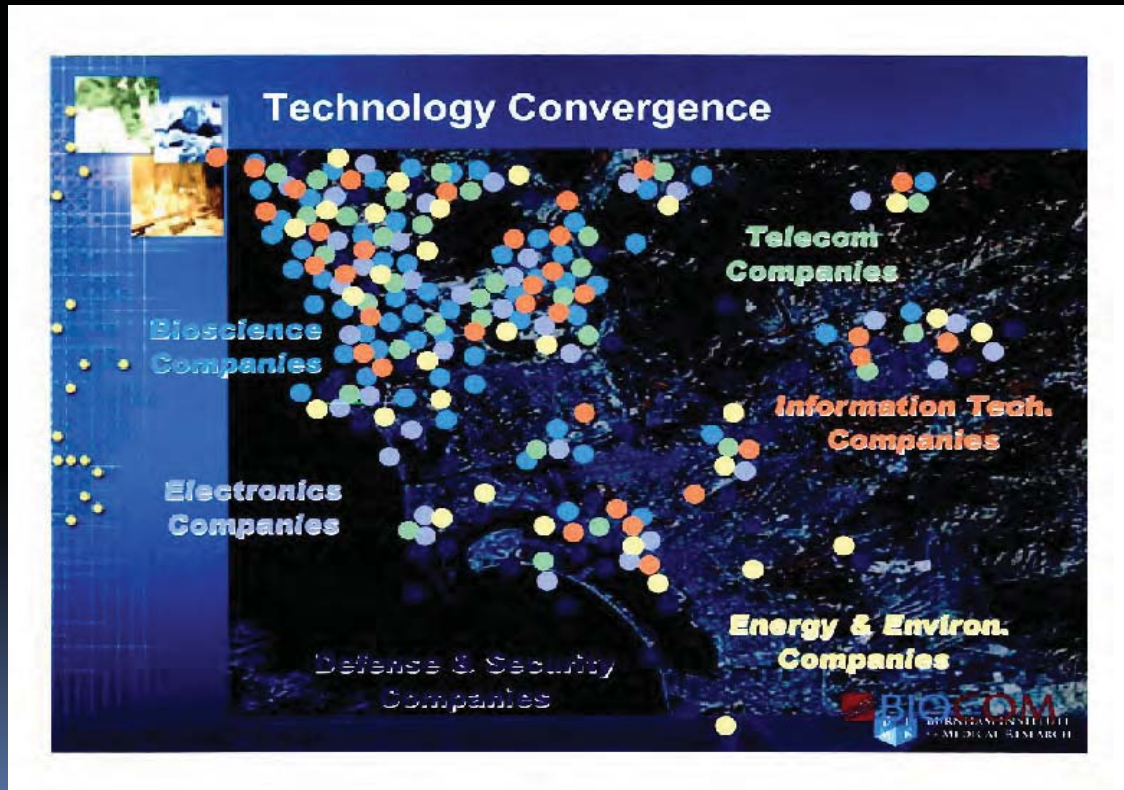
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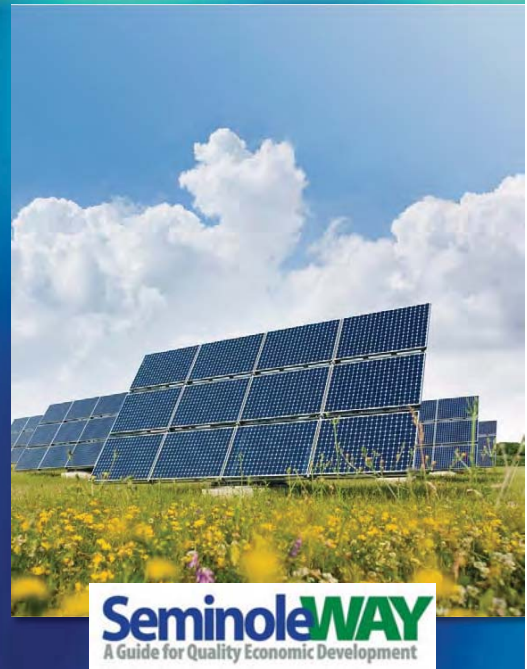
ECONOMIC POWER OF INNOVATION CLUSTERS

- Modeling /Simulation – Over 16,000 jobs/\$2.5 Billion in Gross Product
- Optics/Photonics – Over 15,000 jobs/\$2.0 Billion in Gross Product
- Life Science/Biotech – Planned 30,260 jobs/\$7.6 billion by 2017
- Digital Media – Over 30,000 jobs leveraging modeling/simulation/film and entertainment, and theme park industries
- SPACE – Over 14,500 jobs (for now) with \$4.1 billion economic impact
- Cleantech – “Metro Orlando is well positioned” – Metro Orlando Cleantech Study, UCF Institute for Economic Competitiveness, 2009
- STEMM Fields (Science, Technology, Engineering, Mathematics, and Medicine)

SEMATECH

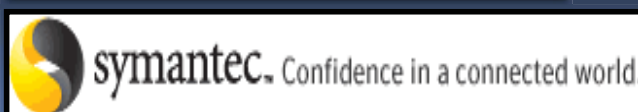


- Joint economic development project to jumpstart Science and Simulation on the SeminoleWay corridor
- Seeking a \$100 million grant from the Department of Energy
- Will create at least 225 new jobs and generate \$418 million gross product or sales over 10 years



Seminole County Public Schools

Community Partnerships





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Nevin Irizar4y-Cardoza at .Decimal Internship

.decimal[®]
The benchmark for custom radiation therapy



Seminole County Public Schools

Educational Partnerships



“Number One Partnership”
“National Model”

- St. Petersburg Times



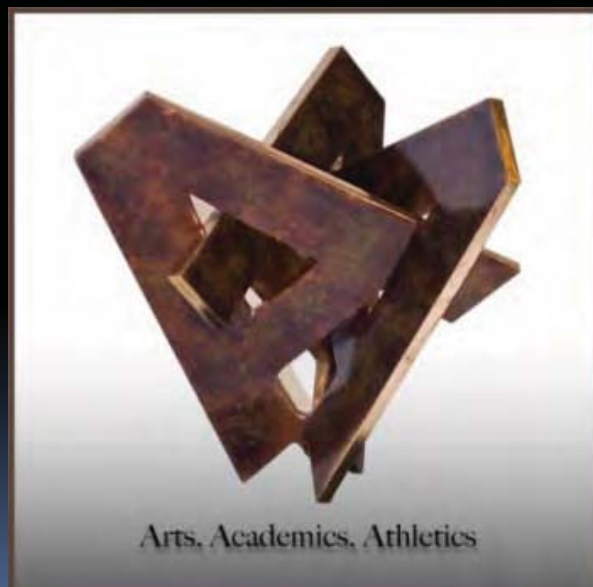
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AT SCPS, THE FUTURE IS NOW



Seminole County Public Schools

“Triple A” Experience





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ACADEMIC SUCCESSES

1. Academically High-Performing District as named by the Florida Department of Education
2. SCPS rated by the Department of Education as an "A" district since the inception of district grades in 1999 through 2010
3. 98.3% of our graded schools earned A or B grades
State Rankings: #3 in FCAT Reading; #3 in FCAT Math; #2 in FCAT Writing; #6 in FCAT Science
4. #1 ranking in FCAT Reading, Math, and Writing for Central Florida districts (Brevard, Lake, Orange, Osceola, Seminole, Volusia)
5. #3 ranking in FCAT overall for the State of Florida
6. All 4-year High Schools ranked in the top 3% of the nation by *Newsweek* magazine based on the number of AP/IB tests taken
7. 11,000 Advanced Placement (AP) exams administered in May 2010
SCPS Named to College Board's Honor Roll
8. SAT scores above the state and national averages for the 34th consecutive year (1552) +79 State Average, +43 National Average



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SEMINOLE COUNTY VIRTUAL SCHOOL SCVS

- Franchise of FLVS
- SCPS Teachers
- Grades 6-12
- Home, private and public school students
- Flexible
- #1 in Student and Parent Satisfaction!

SEMINOLE VIRTUAL INSTRUCTION PROGRAM SVIP

- Partnered with *K12, FL*
- Grades K-12
- Full-time
- Public school students
- Diploma-granting



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THE ARTS

- Art & Music offered in all schools
- All High School bands rated SUPERIOR
- Drama Productions prepared students for careers

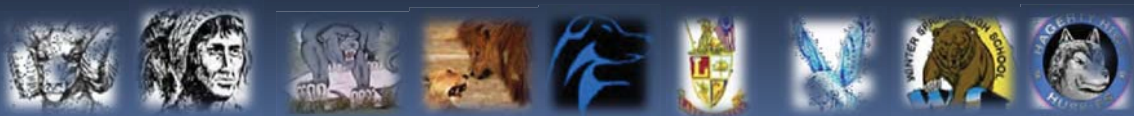


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ATHLETICS STATE CHAMPIONSHIP TEAMS

Baseball Weightlifting Basketball
Golf Football Wrestling Bowling

10 TEAMS IN 8 SPORTS ARE
STATE ACADEMIC CHAMPIONS





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RETURN ON INVESTMENT

- 5880 SEMINOLE STUDENTS ARE RECEIVING \$14,539,445 IN BRIGHT FUTURES SCHOLARSHIPS

- HIGHEST COLLEGE READY RATE IN CENTRAL FLORIDA

- ONE OF THE HIGHEST GRADUATION RATES IN FLORIDA BY ANY METHOD OF CALCULATION

2009-10 FLORIDA GRADUATION RATE 94.2L%

2009-10 NATIONAL GOVERNORS ASSOCIATION (NGA)

GRAD RATE 92.6%

2009-10 NCLB GRAD RATE 92.6%



The Future Is Now:

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National Report Ranks Seminole County's 'Return on Educational Investment' as Highly Productive

The Center for American Progress recently released a report, "Doing What Works - Return on Educational Investment," which looks at over 9,000 school districts in the United States, evaluating them on educational productivity. Reviewing a year of demographic data, the methodology utilized the measurement of academic achievement in relation to the district's educational spending.

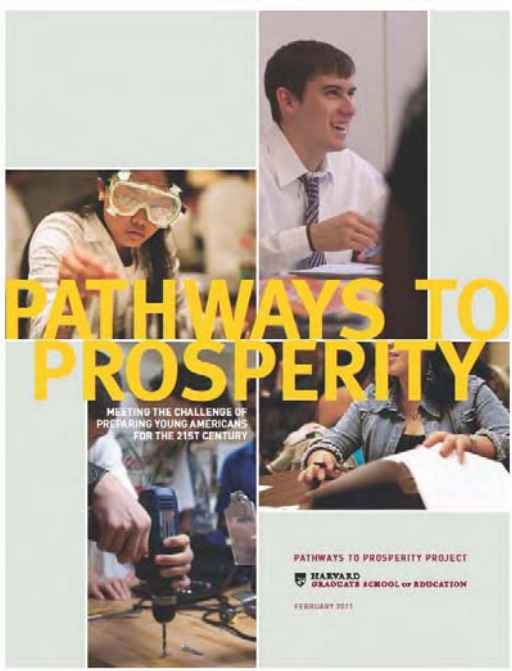
On the online interactive map, the report ranked school districts at six levels of Return on Investment, from "Low ROI" in bright red to "High ROI" in green, based on a State Achievement Index. Scoring the highest in the state's 67 districts, at the 'green' level, were 9 districts. The two-highest scoring districts are Seminole and Brevard, both with a State Achievement Index of 73.

An interactive map, district reports, and other information is available on the website.



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PATHWAYS TO PROSPERITY PROJECT

HARVARD UNIVERSITY – FEBRUARY 2011

- Students will need at least some post-secondary education. "In 21st Century America, education beyond high school is the passport to the American Dream."
- Internships and career relevancy are necessary. "A clear, transparent connection between the student's program of study and tangible opportunities in the labor market" is essential.
- A new social compact with YOUTH is a necessity. All students must have access to education beyond high school.



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SCPS – PATHWAYS TO PROSPERITY BEST PRACTICES

NATIONAL ACADEMY FOUNDATION

- Crooms Academy – 2011 – Recognized as one of 7 Distinguished Academies in the nation
- Lake Brantley High School Institute of Finance

PROJECT LEAD THE WAY

- Centerpiece of Pre-Engineering at Milwee Middle School

CTE COURSEWORK

- Industry certification coursework considered equivalent to AP/Dual Enrollment.

READY TO WORK CREDENTIAL

LBHS has the highest number of credentialed students in Florida. LHHS is also among the leaders.



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CFE FEDERAL CREDIT UNION BRANTLEY BRANCH



The Future Is Now: Educating Our Way To A New Economy Career and Technical Education

AGRIBUSINESS – 1 program

Ex) Landscape Operations *

DIVERSIFIED OCCUPATIONS – 4 programs

Ex) Cooperate Diversified Technology

MARKETING EDUCATION – 5 programs

Ex) Institute of Finance *

BUSINESS TECHNOLOGY – 13 programs

Ex) Accounting *

Digital Design *

Multi Media Design Technology *

Web Design *

HEALTH SCIENCE & TECHNOLOGY – 3 programs

Ex) Allied Health Assisting *

Emergency Medical Technician *

Nursing Assistant *

PUBLIC SERVICE EDUCATION – 1 program

Ex) Criminal Justice and Fire Science

FAMILY & CONSUMER SCIENCE – 3 programs

Ex) Early Childhood Education *

Interior Design Services *

Culinary Operations *

INDUSTRIAL EDUCATION – 10 programs

Ex) Automotive Service Technology *

Television Production *

* Industry Certification



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William H. McDermott, CEcD



"Without question, the quality education SCPS provides has clearly differentiated us in the marketplace when we compete for new business investment."



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HOW CAN YOU HELP?

1. SUPPORT ADEQUATE EDUCATIONAL FUNDING
2. PROVIDE AN INTERNSHIP EXPERIENCE AT YOUR WORKSITE
3. BECOME A BUSINESS PARTNER OR MENTOR
4. ATTEND ONE OF OUR "EDUCATING OUR WAY TO A NEW ECONOMY PRESENTATIONS"



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THANK YOU!



Home Grown Business Development

Tom O'Neal

March 17, 2011

UCFBIP's Incubation Process



UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM





TOM O'NEAL

Associate Vice President for UCF Office of Research & Commercialization

Tom currently serves as the Associate Vice President of Research at UCF. O'Neal has been part of UCF's Office of Research and Commercialization team working to help UCF become a leading metropolitan research university. O'Neal areas of responsibility include the sponsored programs office, technology transfer, compliance, and the UCF technology incubator.

Tom has a long history as an entrepreneur and has assisted in the formation of several spin-off companies for technologies developed at UCF. In 1999, he was a key member of a collaborative effort that resulted in the establishment of the UCF Technology Incubator in the Central Florida Research Park. The Incubator was recently named the Incubator of the Year at the annual international conference held by the National Business Incubator Association. Tom also serves as a core team member of the Florida High Tech Corridor Council.

O'Neal established partnerships for the Incubator with both the University and the Central Florida community to provide tools and resources that enhance the prospects for the success of developing companies. He also assembled a distinguished Advisory Board for the Incubator consisting of Central Florida business professionals that provide valuable assistance to the Incubator and more importantly, the clients it serves.

Tom joined the UCF staff as the Associate Director for the Center for Research and Education in Optics and Lasers (CREOL) in 1991. In this capacity, he was responsible for the business and administrative functions of the Center. The Center evolved into one of the top centers for education and research in optical sciences and engineering.

Prior to joining UCF, Tom served as a Technology Specialist and Financial Director for a \$40 million project with the Defense Advanced Research Project Agency for Florida's state university system. His position before that was that of project engineer for a computer manufacturing company based in Clearwater Florida.

O'Neal received his Ph.D in Industrial Engineering, his Master of Science in Engineering Management, and his Master of Business Administration from the University of Central Florida and his Bachelor of Science in Electrical Engineering from the University of South Florida.

Big picture goals

- Expand high tech industry
- Engage the community
- Facilitate tech transfer
- Collaboration
- Economic development in the society

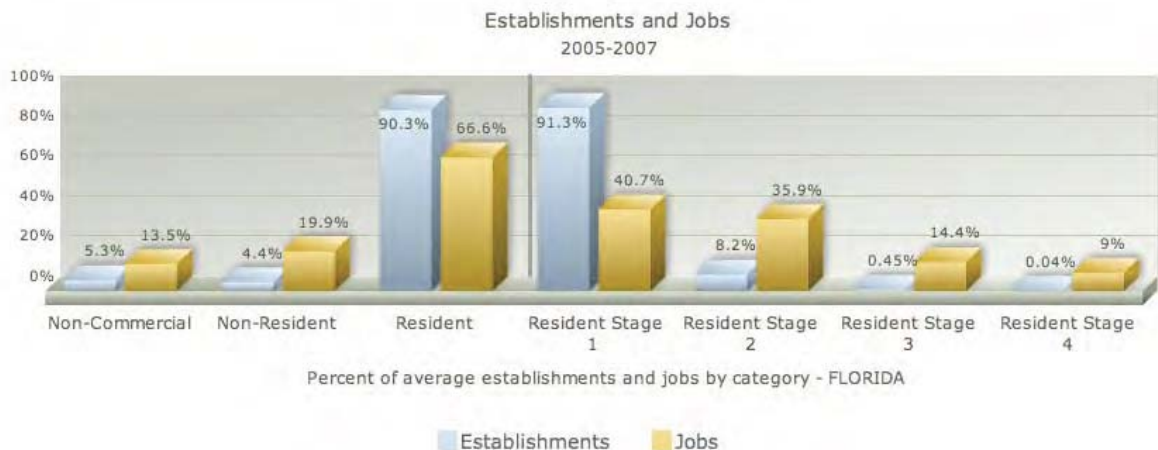
UCFBIP's Incubation Process



UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM



First and Second stage companies represent 99% of Florida establishments and generate 77% of new jobs



UCFBIP's Incubation Process



UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM

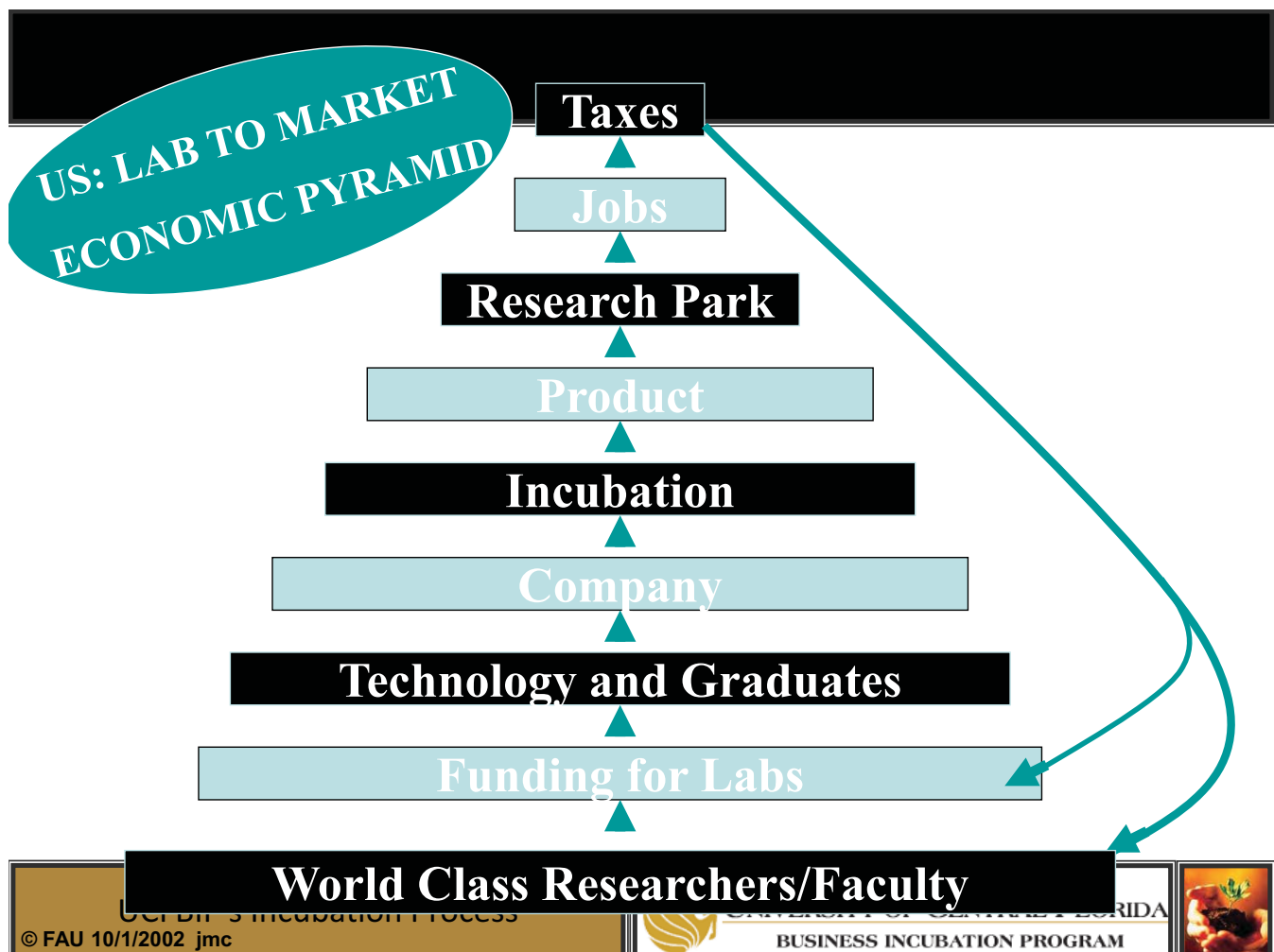


	LifeStyle	Growth-Oriented	Knowledge-Based
Size	1-9 people	10-99 People	10-99 People
Total Revenue, 2007	\$30,233,911,089	\$62,788,774,027	\$2,730,266,272
Average Revenue, 2007	\$203,661	\$3,704,134	\$4,815,284
Number of Firms	148,702	17,333	567
Number of Employees	343,802	648,469	21,934
Average Number of Employees per Company	2.3	37.4	38.9
% Region's Employment	27.9%	52.6%	1.78%
% Region's Firms	89.2%	10.4%	0.34%

UCFBIP's Incubation Process



UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM



Welcome from UCFBIP Management Team



Tom O'Neal –
Executive Director



Gordon Hogan –
Director of Operations,
Business Development Manager Site
Manager - Photonics Incubator



Henriette Schoen
Program Dev.



Carol Ann Dykes
Site Manager,
Research Park



Esther Vargas-Davis
Site Manager,
Winter Springs



Jim Bowie
Site Manager,
St Cloud



Melissa Wasserman
Site Manager,
Orlando



James Spencer
Site Manager,
Leesburg



Rafael Caamano
Point of Contact,
Sanford

UCFBIP's Incubation Process



UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM



Intro to Incubation

Smart place to start:

- **Increase chances of success**
 - 87 % of incubator graduates still in business 5 years later (NBIA survey)
- **Home grown companies**
 - 84 % of graduates stay in the community they were incubated in (NBIA survey)
- **Good investment for you and your company**
 - Low cost per job
 - generates more tax revenue than it costs

UCFBIP's Incubation Process



UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM



Intro to UCFBIP

- The UCF Business Incubation Program opened in December, 1999, as the UCF Technology Incubator. The Program now consists of 9 facilities in Greater Orlando
 - Facilities in total cover 140,000 sq. feet
- The Program is a partnership between UCF and the local government / community.

UCFBIP's Incubation Process



UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM



UCFBIP Mission Statement

- **UCFBIP - MISSION STATEMENT:**

A University-driven community partnership providing early stage companies with the enabling tools, training and infrastructure to create financially stable high growth enterprises.

UCFBIP's Incubation Process



UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM



Current results from the UCFBIP Clients

Companies currently serving	>90
Companies graduated	52, 48 still in Region
Companies assisted in total	>170
Local Jobs created (2009)	> 1600
Average salary	\$60,000
Investment raised	\$190 M
Generated revenue	> \$500M
Patents held by UCFBIP clients	>286
Copyrights held by UCFBIP clients	>75
Trademarks held by UCFBIP clients	>47
Trade secrets held by UCFBIP clients	>64

UCFBIP's Incubation Process



UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM



Economic & Community Benefits

Return on Investment studies:

- In total, UCFBIP has facilitated the **creation of over 1,600 jobs** in the region
 - These 1,653 jobs are responsible for more than **\$70,012,000 in earnings** and nearly **\$200,000,000 in total annual economic output**
- For 2009, the UCFBIP will **generate > \$4.5 million in public revenues** within Orange and Seminole counties, representing **a return of \$5.25 for every \$1.00 invested** by local governments

Source: REAL ESTATE RESEARCH CONSULTANTS, INC. report, Sept. 2009

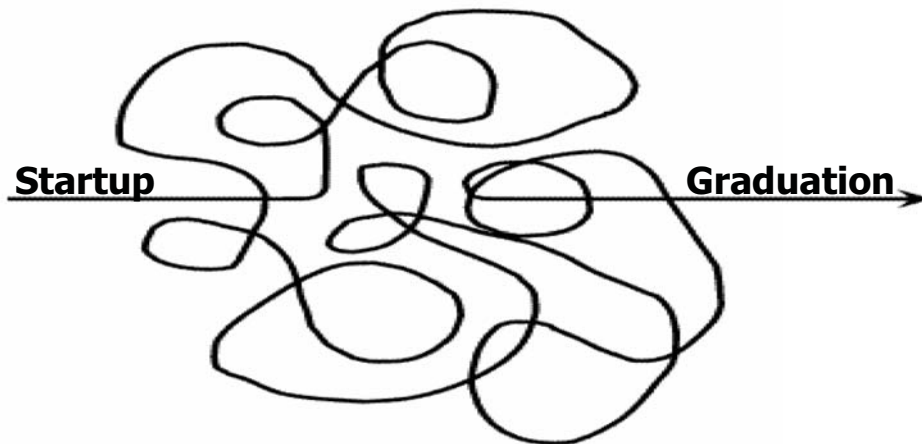
UCFBIP's Incubation Process



UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM



An Unknown Path to Success



- The direction the company is headed is more important than how it'll get there.
- It's a messy business



Company's Needs Decrease as It Grows



- A startup's needs are greatest at its inception.
- Successfully managed companies grow up and require less help from incubator management.



Excellence in Entrepreneurship

Getting into the program

- Get to know the client and the business
- Learn how the client interact with others
- Better understanding of what help the client need
- Find out whether the client is **coachable**
- Listen to the client and learn more

UCFBIP's Incubation Process



UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM



Services UCFBIP Provide

- Flexible lease
- On-site business coaching and mentoring
- Entrepreneurship curriculum, seminars
- Access to community leaders and an exceptional advisory board
- Shared resources
 - Reception, conference rooms, business library, high speed internet access, work/break rooms, office equipment
- Networking, Connection to UCF technology, expertise and the UCF Campus
- Access to interns and graduate student support

UCFBIP's Incubation Process



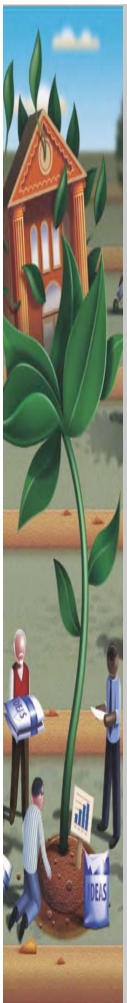
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BUSINESS INCUBATION PROGRAM





Florida's Economic Gardening Technical Assistance Program

Florida Economic Gardening Institute

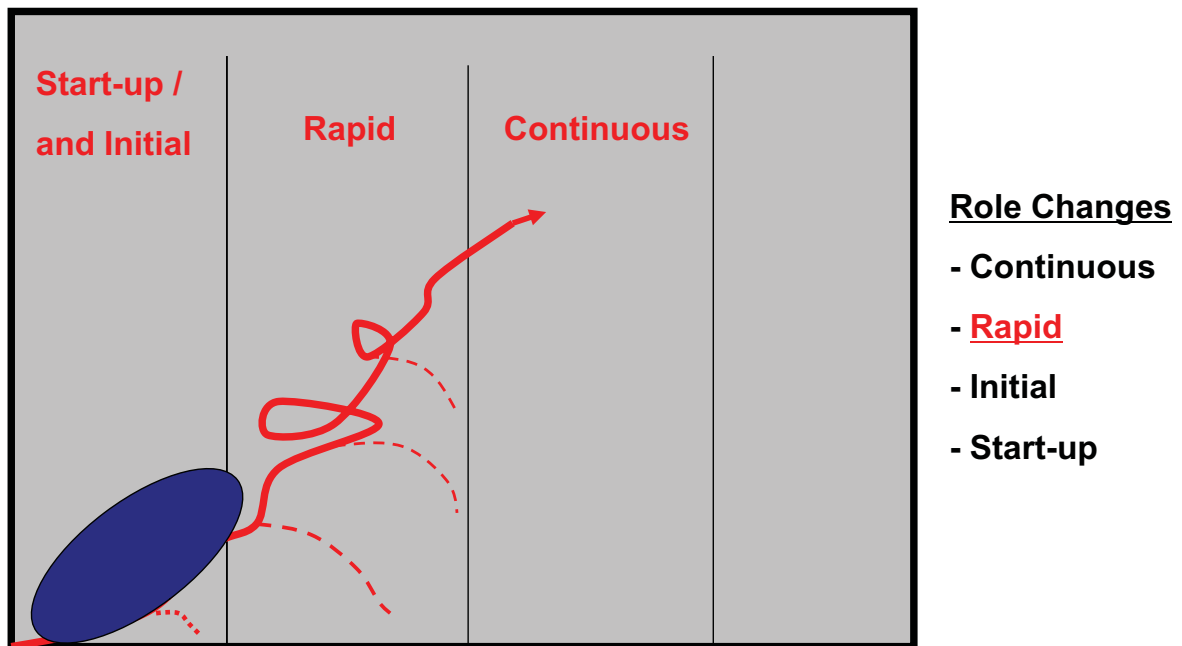


What is Economic Gardening?

- Vital set of tools, resources
- Serves second stage growth companies



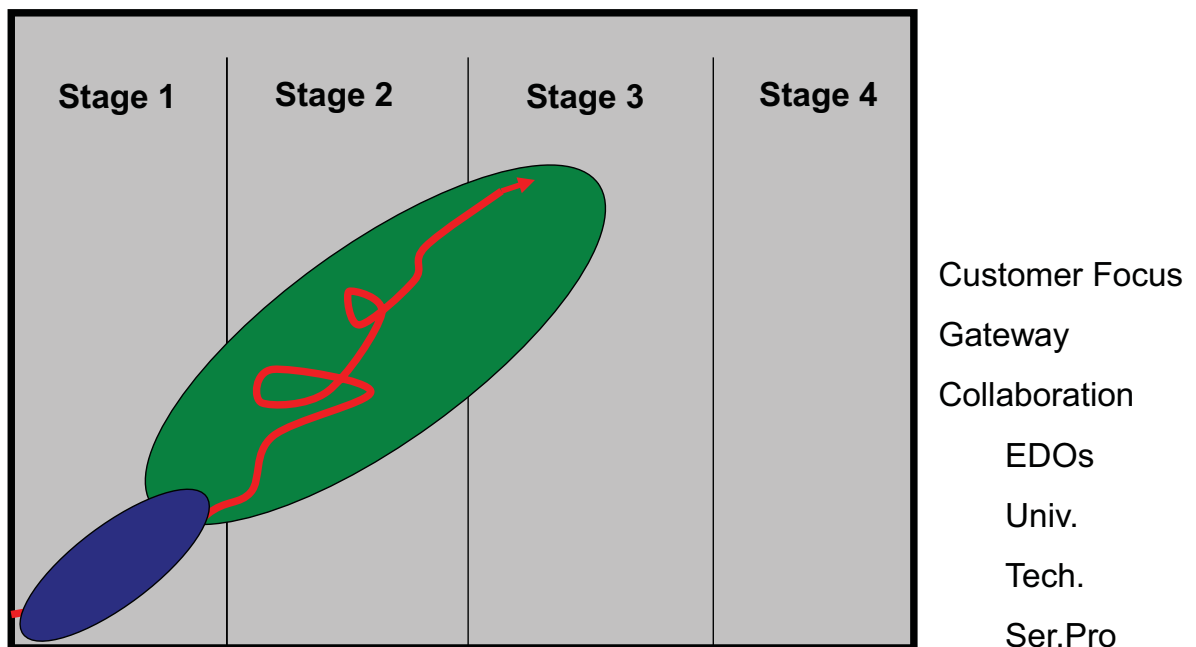
Business Development – “Growth” Companies



Source: Leading at the Speed of Growth

c 2009 CEO Nexus

Business Development – EG Eco-System



c 2009 CEO Nexus

Speed, Insight, and Efficiency



Technical Assistance Eligibility

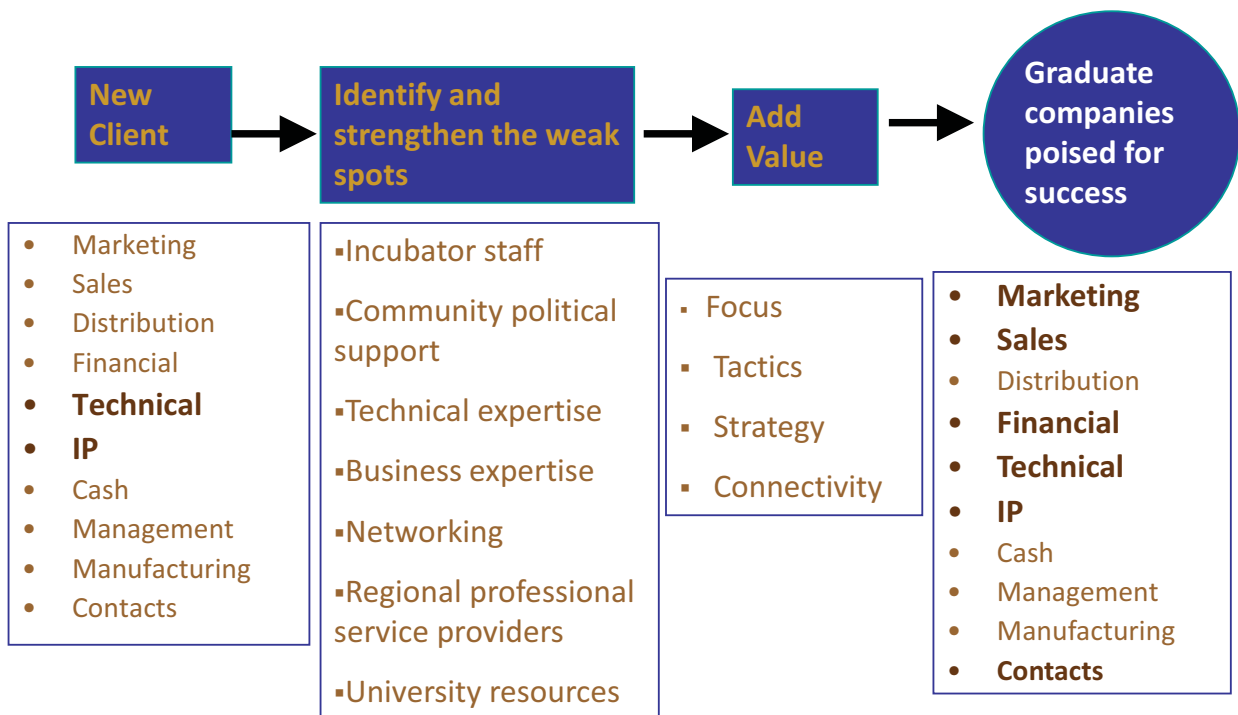
- 10 – 50 employees
- \$1 - \$25 million in revenue
- Florida resident company (last 2 years)
- Qualified Targeted Industry (NAICS)
- Grown 3 out of last 5 years (full time equivalent employees in the state and gross revenues)

Florida Economic Gardening Institute Program Elements



23

What does the UCFBIP do?



Technical Assistance Tools

Sophisticated Databases	Identify market trends, potential partners, competitors, and resources
Search-engine Optimization	Raise visibility in search-engine results, increase traffic on websites
Social Media Monitoring Applications	Track web sites, blogs, online communities, track awareness of companies and products, reveal important market influencers
Geographic Information Systems	Track customer expenditures, psychographics and demographics, create density maps that profile customers or show gaps in market coverage
Temperament Tools	Personality preferences, how people process information, recruit strong teams
Customized Assessment	Business planning strategy, identification of sustainable competitive advantage

24

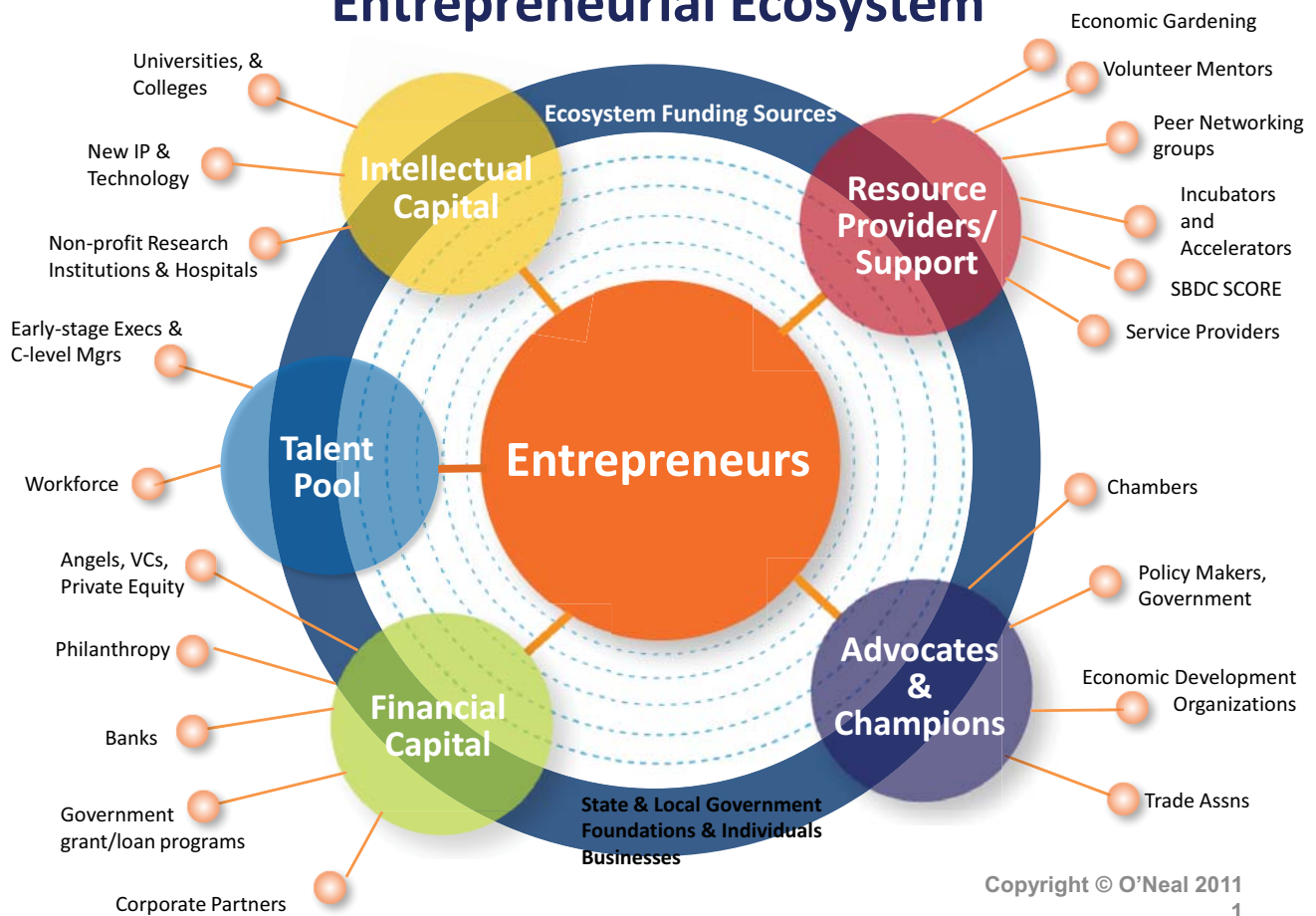
Where are We Today

- 160 Technical Assistance Companies
- 47 CEO Roundtables – 8 Groups
- 10 CEO Forums
- The State of Florida has funded the program through August 2011

25

181

Entrepreneurial Ecosystem



Innovation Support Infrastructure Offered



[Center for Entrepreneurship & Innovation \(CEI\)](#)

[UCF Venture Lab \(VL\)](#)

[Technology Transfer office \(TTO\)](#)

[UCF Office of Research & Commercialization \(ORC\)](#)

[UCF Business Incubation Program \(UCFBIP\)](#)

[Central Florida Research Park \(CFRP\)](#)

[Small Business Development Center \(SBDC\)](#)

[National Collegiate Inventors & Innovators Alliance \(NCIIA\)](#)

[Disney Entrepreneur Center \(DEC\)](#)

[Florida High Tech Corridor Council \(FHTCC\)](#)

[Metro Orlando Economic Development Commission \(Metro EDC\)](#)

[Orlando Inc.](#)



Questions? /Contact info:

More info: www.incubator.ucf.edu

www.growfl.com

Tom O'Neal

oneal@mail.ucf.edu

407 882-1120

UCFBIP's Incubation Process



UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM



AGENDA
Task Force Meeting #4
Seminole County Economic Strategic Plan
Friday, April 15, 2011
8:00 AM to noon

8:00 – 9:00

Industry Clusters:

Bill Owen will present the concept of Industry Clusters and the specific clusters identified for Metro Orlando and Seminole County.

9:00 – 11:00

Action Plan Discussion:

Bill Kercher will present proposed actions for Task Force consideration (to be distributed prior to the 4/15 meeting) and facilitate discussion.

11:00 – noon

Dr. Michael Morris, Department of Entrepreneurship, Spears School of Business, Oklahoma State University, Professor and Department Head (see attached resume):

Dr. Morris will discuss the tenets of an entrepreneur-based environment and how Seminole County can foster and promote entrepreneurship.

Lunch

Dr. Morris' presentation and discussion will last an hour and possibly a little longer. The Task Force will adjourn prior to lunch.

Seminole's Target Industries & Their Needs

Theories of Industry Cluster Analysis

“If you don't know where you are going, you will wind up somewhere else.”

- Yogi Berra

Why a Cluster Analysis?

- Examine future industry formation to identify opportunities in emerging sectors
- Identify industries in local region with greatest competitive advantages
- Measure a region's competitiveness relative to similar regions
- Determine levels of supportable activity in the local market
- Define potential futures and industry needs

How To Grow a Cluster

- **Organic**: an existing cluster is nurtured through incentives, investment, zoning, or other economic development activities
- **De Novo**: create a new cluster “from scratch” with little foundation to build upon
- **Secondary**: identify niches or specialized firms that capitalize upon nearby existing clusters
- **Seminole County** will need to build on **existing clusters** or exploit **secondary** opportunities

SOURCE: Dr. Michael Porter, Harvard University

State of Florida Clusters

1. Energy & Clean Tech
2. Life Sciences
3. Information Technology
4. Aviation & Aerospace
5. Homeland Security & Defense
6. Financial & Business Services

SOURCE: Enterprise Florida 2010

Metro Orlando Clusters

1. Aerospace & Defense
2. Digital Media
3. Energy & Clean Tech
4. Film & Television
5. Financial & Business Services
6. Information Technology
7. Life Sciences
8. Logistics & Transportation
9. Modeling, Simulation & Training
10. Optics & Photonics

SOURCE: Metro Orlando EDC 2011

Also, Tourism & Hospitality



Metro Orlando Clusters

1. Aerospace & Defense
2. **Digital Media***
3. **Energy & Clean Tech***
4. Film & Television
5. **Financial & Business Services***
6. **Information Technology***
7. **Life Sciences***
8. Logistics & Transportation
9. Modeling, Simulation & Training
10. Optics & Photonics

** Denotes Seminole County clusters*

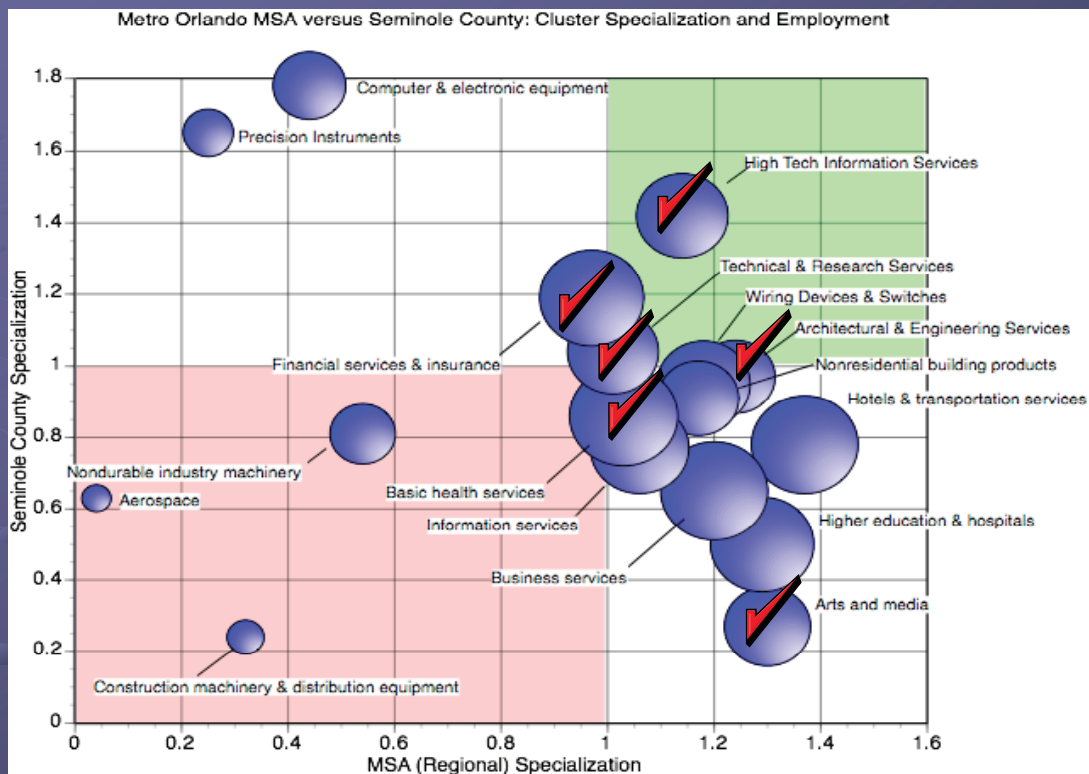
Seminole County Clusters

- **Financial & Business Services**
- **Information Technology**
- **Life Sciences**
- **Energy & Clean Tech**
(Technical & Research Services)
- **Digital Media**

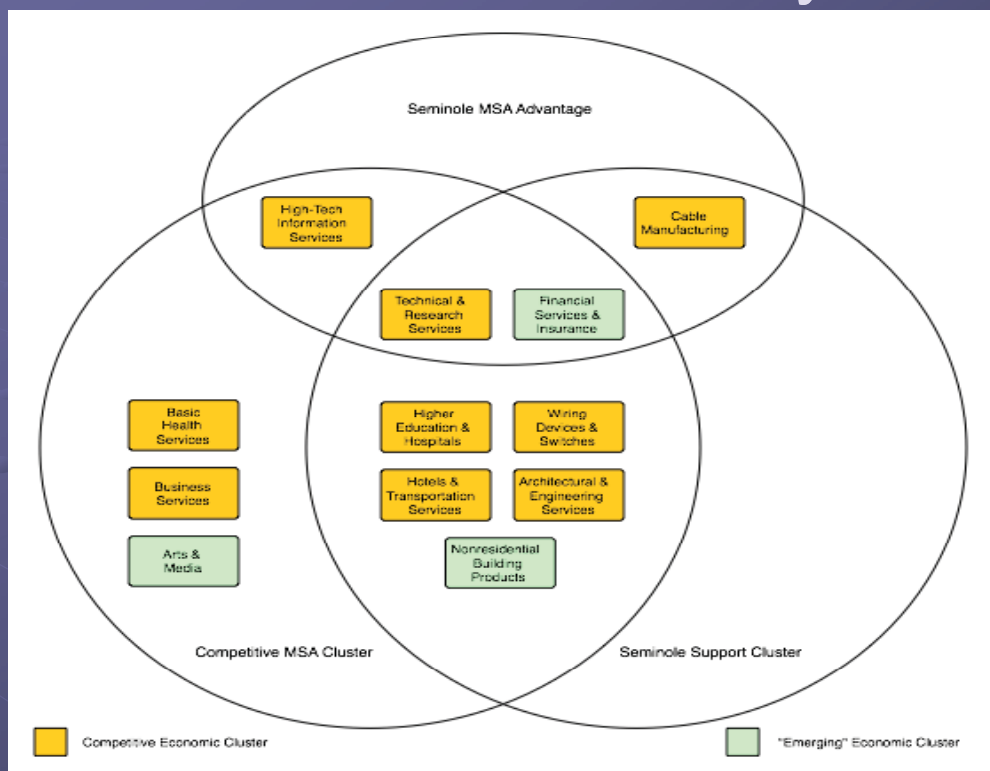
All five match State & Metro Orlando

SOURCE: Seminole Way Study 2007, RERC & Innovation Insight

Seminole Cluster Analysis



Seminole Cluster Analysis



HIGH PRIORITY TARGET INDUSTRY CLUSTERS

Target Industry	State of Florida	Metro Orlando	Seminole County
Aerospace & Aviation	X	X	
Life Sciences & Biotechnology	X	X	X
Energy & Clean Technology	X	X	X
Financial & Professional Services	X	X	X
Information Technology	X	X	X
Logistics & Transportation Technology		X	
Homeland Security & Defense	X	X	
Modeling & Simulation		X	
Optics & Photonics		X	
Film & Television		X	
Digital Media Applications		X	X

Life Sciences Needs Analysis

1. Skilled workforce
2. Depth and reputation of university life sciences programs
3. Evidence and size of an existing cluster of life sciences companies
4. Access to investment capital
5. Incentives

SOURCE: Metro Orlando EDC

Life Sciences Infrastructure

- **Startups** are currently well served by the UCF incubator system, but the relative lack of “wet lab” facilities results in a need for most startup life sciences companies to locate as close to UCF as possible to take advantage of university laboratory facilities.
- **Growing concerns** - maturing companies currently face a dangerous lack of buildings with wet labs, and similarly a lack of local pharmaceutical manufacturing options.
- **Mature companies** remain sensitive to investment, research, and regulatory limitations.
- **Research facilities**, such as the Sanford-Burnham Institute, will be the most significant attractors to the region outside of the university and medical school. Their infrastructure needs will revolve around custom facilities.

Life Sciences Recommendations

- **Foster Green biotech:** the intersection of plant-based biotech and biofuels research and production.
- **Wet Labs:** focus on the availability of a wet lab facility for small businesses, providing cluster-specific ongoing training and seminar resources, identify and foster intermediary manufacturing solutions for pharmaceuticals and other biologicals to encourage **local** growth and retention, build shell facilities to support build-in biotech/life sciences companies
- **Plant-based research facilities:** develop a zoning and construction plan for additional greenhouses and dedicated agricultural property to support plant-based research and development, research trials, and contract and intermediary manufacturing of biologicals.

Information Technology Needs Analysis

1. Skilled workforce (engineering)
2. Evidence of an existing cluster of similar businesses
3. Presence of a top university and the ability to form partnerships
4. Operating costs
5. Incentives

SOURCE: Metro Orlando EDC

Energy & Clean Tech

(Research & Technical Services)

Infrastructure

- Companies in this cluster require “A” and “B” office facilities with **strong internet and telecommunications** support.
- Technical and research services companies exist at all sizes, from 1-2 employee architectural design and engineering consulting companies to large multi-capacity engineering agencies.
- Frequently, companies will build their own environmental and soil testing laboratories, which are easier to incorporate into new / shell buildings than by renovating or refitting existing buildings.

Energy & Clean Tech

Recommendations

- **Green Buildings:** a starting point for the region’s technical, civil, environmental and related engineering services industry, which constitutes much of the **technical and research services** cluster. This is a desirable cluster in terms of wages and growth, but its growth is largely driven by local development activity.
- **Encourage the employment of local professionals and LEED-certified engineers:** a consortia-based approach to reducing the costs for local firms to certify their engineers can help to reduce import of LEED-certified engineering services and increase the ability of local firms to compete for projects both inside and outside of Florida.
- **Increase local LEED-certified professionals**

Financial Services & Information Technology

Needs Analysis

1. Available workforce
2. Operating costs
3. Accessibility (air service)
4. Ability to nationally recruit top management (schools, entertainment, crime rate, etc)
5. Incentives

SOURCE: Metro Orlando EDC

Financial Services & Information Technology

Infrastructure

- In practice, financial services share infrastructure needs similar to any technology-intensive business, with the addition of redundant power and communications and access to transportation corridors:
- “A” and “B” office and business park space
- **Strong broadband and wireless telecommunications** and stable power infrastructure. Possibly independent power backup systems for larger operations.
- Access to skilled IT, professional services employment base
- Access to transportation - road corridors for employees, and air transportation for business and client access
- Strong security considerations

Financial Services & Information Technology

Recommendations

- The **financial services / information services** cluster will benefit from **continued support of the Heathrow / Lake Mary region**.
- **Increased focus on smaller companies** (10-40 employees), an extension of efforts eastward along Lake Mary Boulevard,
- **Long-term plan to map, improve, and promote quality broadband / wireless telecom**, power, and transportation infrastructure in that area will help to increase the attractiveness and competitiveness of that area for financial and information services companies.

Digital Media & Television Needs Analysis

1. Skilled workforce
2. Depth and reputation of university digital media programs
3. Evidence and size of an existing cluster of digital media companies
4. Operating costs
5. Incentives

SOURCE: Metro Orlando EDC

Digital Media Infrastructure

- The majority of regional digital media companies are small service operations (1-3 employees) and freelancers.
- General facility/ infrastructure needs are flexible / inexpensive buildings and office space with very strong broadband internet connectivity. Many freelancers operate out of home businesses, often with a network of collaborators / subcontractors to deliver larger client projects.
- The most unique requirement of this sector is one of **lifestyle and community environment**. Companies will be attracted to “artist communities” and avant-garde neighborhoods with trendy restaurants and retail

Digital Media Recommendations

- The **digital media** cluster has tremendous **potential** for the region and for Seminole County.
- **A strong incubation and small business support strategy** will most complement Orlando’s developing Creative Village concept and the Florida Interactive Entertainment Academy), particularly as much of the industry is characterized by freelancers and home-based service providers.
- **Support the Digital Media Banner Center** awarded to Seminole State College, and extending its services and benefits to other SCC campuses.
- **Develop services and resources to help freelancers and small businesses**. This cluster may most from the availability of an incubator or shared facilities supporting **very high internet broadband capabilities** and shared computational/rendering farms and audio/visual studios.


Summary of Recommendations

1. Foster Green biotech & Plant-based research facilities
2. Support development of Wet Labs & Green Buildings
3. Encourage the employment of local professionals and LEED-certified engineers and Increase local LEED-certified professionals
4. Continued support of the Heathrow / Lake Mary region
5. Increased focus on smaller companies
6. Long-term plan to map, improve, and promote quality broadband / wireless telecom
7. Provide a strong incubation and small business support strategy
8. Support the Digital Media Banner Center
9. Develop services and resources to help freelancers and small businesses
10. Educate and train workforce to support the target industries

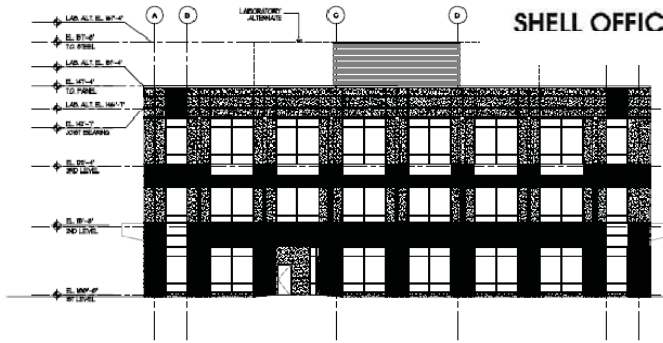
Conclusions

*A forward thinking **Seminole County Economic Development Strategy** can only be crafted with a precise understanding of the existing economic industry conditions in Seminole County and the region. A realistic analysis of emerging trends will arm policy makers with a detailed picture of the current economic landscape, as well as identify the appropriate strategies leaders must embrace to achieve the desired economic and industry outcomes that are feasible for Seminole County within the State and Metro Orlando market context.*

Wet Lab & Office Space Prototype



SHELL OFFICE AND LABORATORY PROTOTYPE
Seminole County, Florida



Wet Lab & Office Space Cost Premiums



SHELL OFFICE AND LABORATORY PROTOTYPE
Seminole County, Florida

- 25,000 SF Floor plate
- 33% Top-floor Wet Lab (25,000 SF)
- \$14.25 Shell cost premium (16% of total)
- 18 foot clear on Top floor
- HVAC and floor/roof load premiums
- Lab finish = \$125-\$300/SF

SOURCE: *Hunton Brady Architects; Brasfield-Gorrie Construction; RERC, 2008*



25,000 SF Floor plate

**33% Top-floor Wet Lab
(25,000 SF)**

**\$14.25 Shell cost premium
(16% of total)**

18 foot clear on Top floor

**HVAC and floor/roof load
premiums**

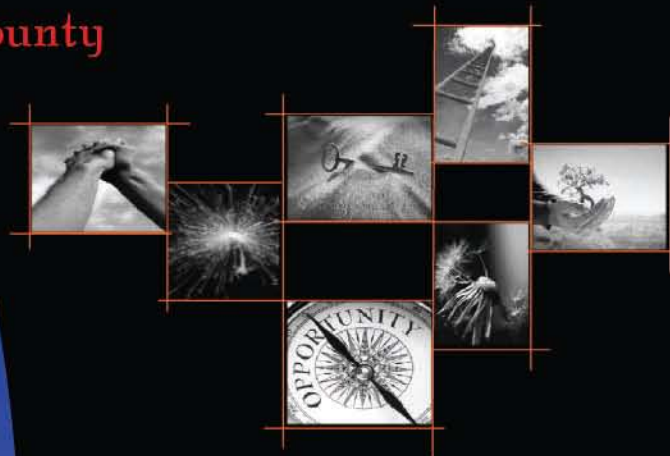
Lab finish = \$125-\$300/SF

SOURCE: *Hunton Brady Architects; Brasfield-Gorrie Construction; RERC, 2008*

Toward a New Model
of Economic Development

Seminole as *the* Entrepreneurial County

Imagine
> *Believe*
> *Create*



Michael H. Morris, Ph.D.
Professor and N. Malone Mitchell Chair
Head, School of Entrepreneurship, Oklahoma State University



Dr. Michael Morris

Professor

mhm@okstate.edu

101 Business Building

405-744-5357 (office)

405-744-8956 (fax)

Academic, Military, and Professional Positions

United States Air Force, *Missile Systems Analyst*,

Department of Entrepreneurship, Spears School of Business, Oklahoma State University, *Professor and Dept. Head*, January 2009

The Sales Educators, LLC, *Founding Partner*, January 2004

PenteVision USA, Orlando FL, *Managing Director*, January 1995

University of Florida, Gainesville, *Visiting Professor of Entrepreneurship*, August 2008 - December 2008

Department of Entrepreneurship & Emerging Enterprises, Whitman School of Management, Syracuse University, *Professor and Chris J. Witting Chair in Entrepreneurship and Head*, 2002 - 2008

Iowa State University, *Helen LeBaron Hilton Visiting Chair*, August 2006 - May 2007

College, of Business, University of Hawaii, *Visiting Professor*, 2002 - 2006

College of Business, University of Hawaii, *Harold and Sandy Noborikawa Distinguished Professor of Entrepreneurship*, 2001 - 2002

Proxi Business Resource Centres, *Co-founder and Director*, May 1996 - December 2001

Richard T. Farmer School of Business, Miami University, Oxford OH, *Professor, Cintas Chair in Entrepreneurship, and Director of Page Center for*

Entrepreneurship, June 1998 - August 2001

School of Business, Georgetown University, *Visiting Professor*, 1997 - 1998

Graduate School of Business, University of Cape Town, South Africa,

Donald Gordon Professor of Entrepreneurship, August 1995 - August 1997

AGA Computer Services, Tampa, FL, *Vice President for Marketing and Sales*,
September 1994 - September 1995

University of the Pacific, *Fletcher Jones Professor of Entrepreneurship*, August
1993 - September 1994

Department of Marketing University of Central Florida, *Associate Professor*,
August 1989 - August 1993

Graduate School of Business, University of Cape Town, South Africa,

Fulbright Scholar, January 1993 - July 1993

Department of Marketing, University of Central Florida, *Assistant Professor*,
August 1984 - July 1989

Old Dominion University, *Assistant Professor of Marketing*, September 1982 -
July 1984

Virginia Tech, *Adjunct Instructor*, 1981 - 1982

Randolph-Macon Woman's College, *Assistant Professor of Economics*, 1978 -
1982

Hampden-Sydney College, *Adjunct Instructor*, 1979 - 1980

Wright State University, *Adjunct Instructor*, - 1978

Central State University, Wilberforce OH, *Instructor of Economics*, 1977 -
1978

University of Dayton, *Adjunct Instructor*, - 1977

Greene County Regional Planning Commission, Ohio, *Economic Analyst*
(Intern), - 1976

Awards and Honors

**Mu Kappa Tau National Honor Society Outstanding Faculty Study Abroad
Leader Award** (2010)

One of Top 20 Professors of Entrepreneurship (2007)

Distinguished Service Award for Outstanding Service and Dedication
(2006)

Education

Ph D, Virginia Polytechnic Institute and State University, *Marketing*, 1983

MBA, Wright State University, , 1978

MS, Wright State University, *Economics*, 1976

BA, Wright State University, *Economics*, 1975

Courses Taught

WHY AM I HERE?

- Not an economic development person
- Not from Seminole County
- Not from Chamber of Commerce
- Not part of the consulting team
- Not on Steering Committee
- I am an academic entrepreneur
- I am a believer in the transformative power of entrepreneurship

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“AMERICA IS TOO GREAT FOR SMALL DREAMS.”

-Ronald Reagan

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ENTREPRENEURSHIP IS DISRUPTIVE...

“The reasonable man (woman) adapts himself (herself) to the world. The unreasonable one persists in trying to adapt the world to himself (herself). Therefore, all progress depends on unreasonable men (and women).”

-George Bernard Shaw

Oklahoma State University

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THE E REVOLUTION

- the rate of start-ups is at an all-time high; innovation has exploded;
- the glamour of the Fortune 500 has worn off---now it is the INC 500, the FAST 500...
- 75% of high school students want one day to have their own venture

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AN ENTREPRENEURIAL REVOLUTION

- 1 million new ventures a year in U.S. alone
- 85% of the new jobs
- New product/service introduction rate
- New patent issuance rate
- Rate of wealth creation
- Women and minorities now lead the pack
- And it's a global revolution

Oklahoma State University

Imagine > Believe > Create

THE REVOLUTION...

It is an age of *omnipresent* entrepreneurship: more choices, more innovation, more technological advances, more change, more opportunity, more possibilities

Oklahoma State University

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ENTREPRENEURS ARE THE HEROES--- THEY MAKE THE WORLD LIVABLE FOR EVERYONE ELSE:

- they are the ones who question, who challenge
- they are the ones who take responsibility for change
- they are what the human spirit is all about
- they are the hope for a better life, for the end of poverty, for the destruction of discrimination---
- they are the quiet revolutionaries

for entrepreneurship is the most **empowering**, the most **democratic**, the most **freedom-creating** phenomenon is the history of the human race

Oklahoma State University

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THE DYNAMIC...

- Entrepreneurship provides the dynamic that drives economies, communities, and organizations
- Not about absolute numbers of small businesses---but about entries and exits
- Absent entrepreneurship, the result is not a static state---there is decline over time

Oklahoma State University

Imagine > Believe > Create

“The at-risk community is the one not prepared for the entrepreneurial age”

Oklahoma State University

Imagine > Believe > Create

SOME MYTHS

- Entrepreneurs are born
- There is no prototype
- Most entrepreneurs fail
- Entrepreneurship is the same as small business management
- Entrepreneurship is about greed
- Entrepreneurship is about luck
- Entrepreneurship is predictable

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Imagine > Believe > Create

WHAT IS ENTREPRENEURSHIP ...

The process of creating value through unique resource combinations that exploit opportunity

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AND SOCIAL ENTREPRENEURSHIP...

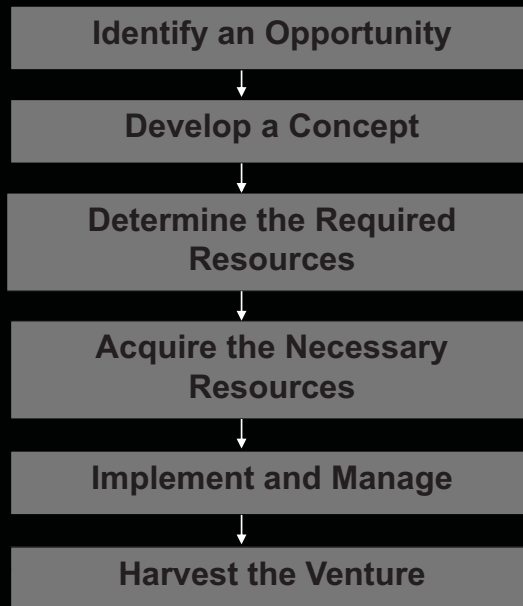
New and novel mixes of opportunities, challenges, ideas, and resources in pursuit of potentially explosive (non-financial) rewards

- ◆ Rewards: kids vaccinated, cleaner water, fewer homeless, souls saved, citizens culturally enriched
- ◆ Rewards are generally “public” in nature (not appropriated principally by the entrepreneur)

Oklahoma State University

Imagine > Believe > Create

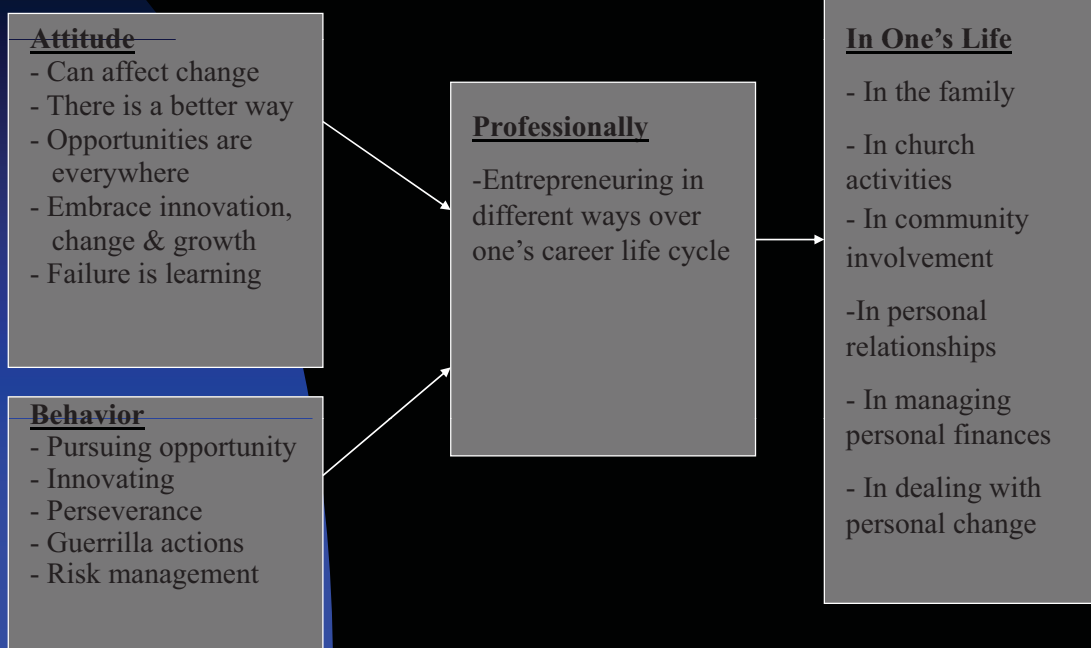
ENTREPRENEURSHIP AS A MANAGEABLE PROCESS



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THE ENTREPRENEURIAL MINDSET



WHAT ABOUT THE CENTRAL FLORIDA REGION?

- Economic development does not happen without entrepreneurship
- Governments do not create jobs
- It ain't about relocations
- Not at all sure it is about clusters
- It's about innovative start-ups
- It's about growth-oriented entrepreneurial firms
- Large companies keep downsizing, excepting the entrepreneurial divisions within those firms

**If Seminole County was a leader in
entrepreneurship in ten years, what would
it look like?**

SEMINOLE COUNTY VS. AUSTIN, TEXAS VS. THE BOSTON CORRIDOR

- It ain't about the weather
- Creative class sort of misses the point
- Hillary said "it takes a village"
- With no disrespect, "it takes an entrepreneurial community"

Oklahoma State University

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PRINCIPLE ONE: WE NEED MULTIPLE FORMS OF ENTREPRENEURSHIP

- Start up entrepreneurship
- Small business expansion
- Family enterprise growth and succession
- Technology entrepreneurship
- Corporate entrepreneurship
- Social entrepreneurship
- Entrepreneurship and the arts
- Public sector entrepreneurship

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PRINCIPLE TWO: FOUR TYPES OF VENTURES, NOT ONE

- Survival ventures
- Lifestyle ventures
- Management growth ventures
- Aggressive growth ventures (gazelles)

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PRINCIPLE THREE: DIFFERENT NEEDS AT DIFFERENT STAGES

- Pre-start up
- Start-up
- Early growth
- Take off
- Go public, sell out, acquire

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PRINCIPLE FOUR: IT'S ABOUT ENVIRONMENT

- Support infrastructure
- Mentors
- Capital
- Identity
- Culture
- Role models
- Leadership
- Friendly public policy
- Educational institutions

Oklahoma State University

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PRINCIPLE FIVE: ENTREPRENEURS ARE SELF- SUFFICIENT BUT SUPPORT HELPS EARLY ON

- Access to training: business skills vs. entrepreneurial skills
- Access to capital: different sources at different stages
- Access to labor: affordable but also technically qualified
- Access to assets: leveraging facilities, equipment
- Access to markets: set-asides, buy local
- Access to mentors: experience, experience
- Access to networks: leveraging relationships

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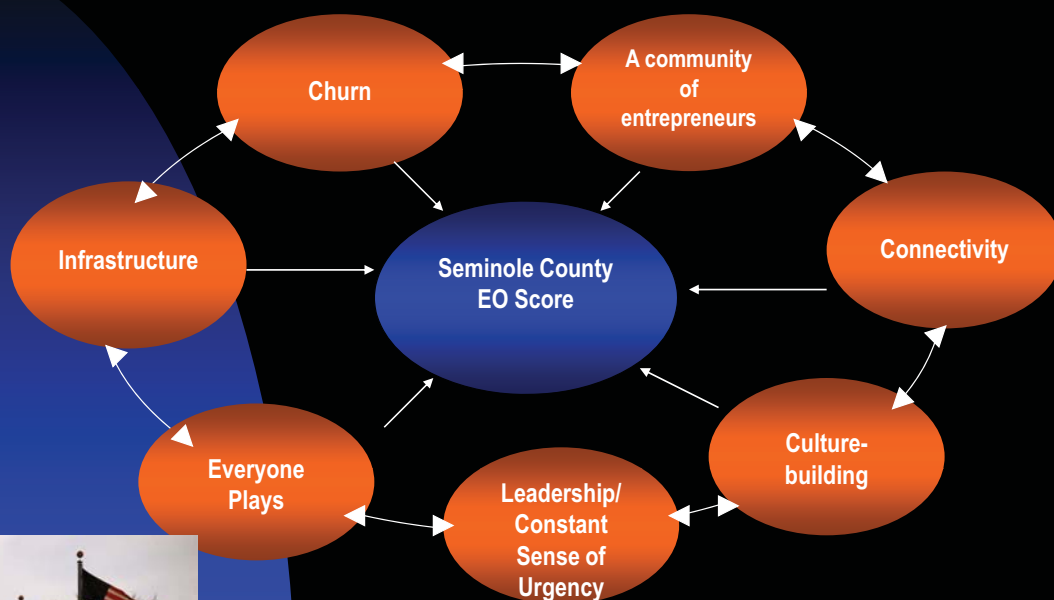
PRINCIPLE SIX: LET A THOUSAND FLOWERS BLOOM

- Hard to pick the winners
- Clusters emerge after the fact
- Activity feeds upon itself

Oklahoma State University

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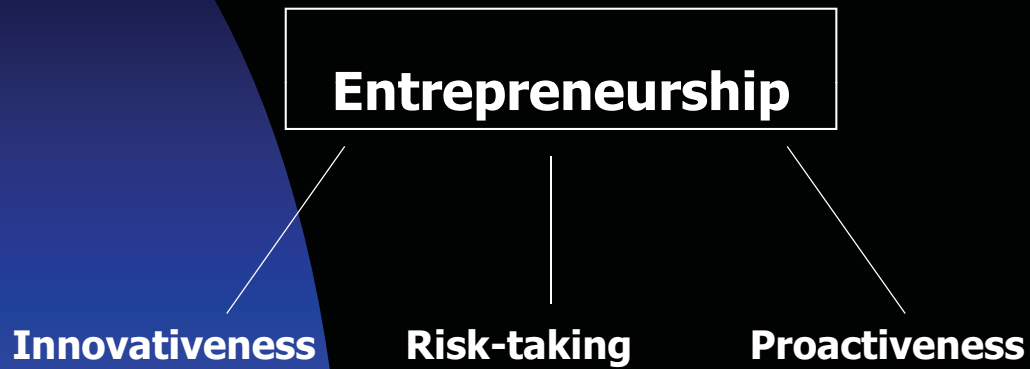
WHAT IS AN ENTREPRENEURIAL COUNTY?



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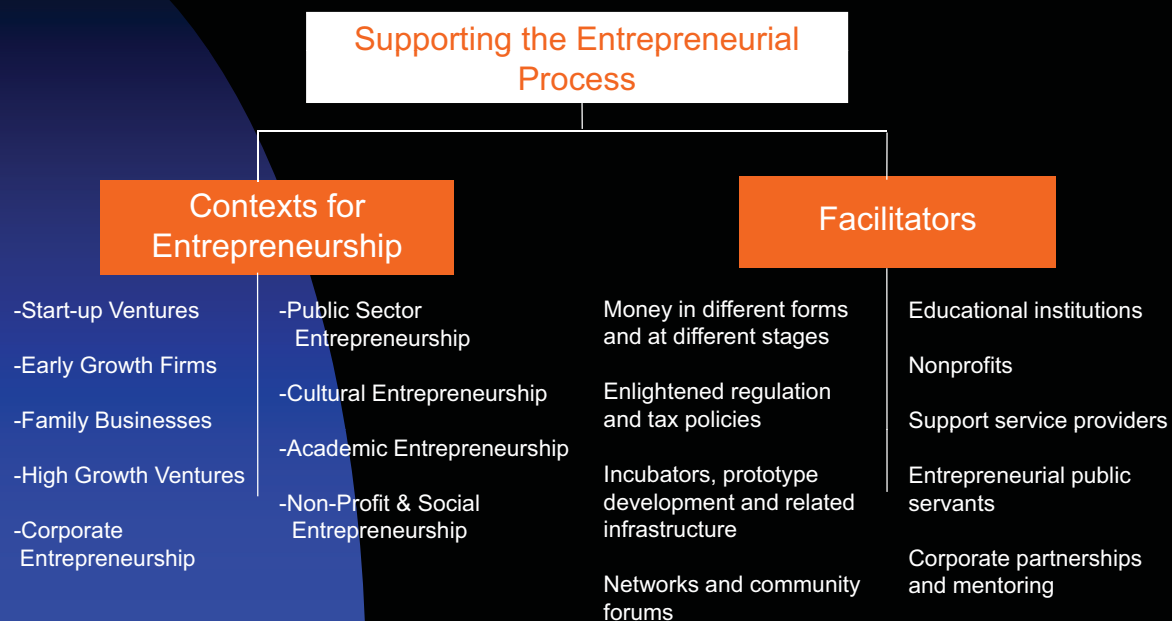
EO AND THE COUNTY...



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SO THE UNDERLYING MODEL...



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CONNECTIVITY: 16 KEY ELEMENTS OF AN ENTREPRENEURIAL COMMUNITY

Innovative start-ups	Growth-oriented SME's	Entrepreneurial divisions of large firms	Universities and colleges
VC firms	Angels and angel networks	Microcredit/ Peer-lending groups	Banks and the lending community
Specialized service providers (legal, financial)	Entrepreneurial role models	Social networks	NGO's / support agencies (SBA, sbdc's, women's groups, eda's,
Vehicles for technology commercialization	Research parks	Incubators and prototype development centers	Research and discussion forums

WHAT DO WE NEED TO DO ?

1. Audit our entrepreneurial resources (quantity and quality)
2. Invest in the infrastructure
3. Identify roles for corporations, NPOs, public sector, education institutions, service providers
4. Do we need a passionate czar?
5. Develop flexible pools of investment money that take multiple forms
6. Create a staged model of intervention and support
7. Work on culture building (awards, celebrations, business plan competitions, elevator pitches...)
8. Market the county as a home for dreamers and doers



EIGHT STRATEGIC ELEMENTS

- Financing strategy
- Facilities strategy
- Corporate support strategy
- Education strategy
- Culture building strategy
- Marketing strategy
- Tax and regulatory strategy
- Coordination and connections strategy

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A NOTE ON THE ROLE OF BIGGER COMPANIES

- Adopt an entrepreneur: mentoring
- Advice (marketing, legal, operations, etc.)
- Facilities and equipment
- Purchase from entrepreneurs
- Put money into seed grants, loans and equity funds
- Sponsor speakers, great entrepreneur series, subject matter experts

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A NOTE ON THE ROLE OF EDUCATIONAL INSTITUTIONS

- Redefine the mission
- Serve as a hub
- Every student exposed to entrepreneurship
- Total immersion
- Experiential learning
- Substantive engagement in the community

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MORE STUFF: A DATABASE OF ENTREPRENEURS

- Do we know who they are?
- Do we know the categories into which they fall?
- Do we know what they are doing?
- Do we know how they are doing?
- Do we know their needs?
- Do we know how to reach and connect them?



Oklahoma State University

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MORE STUFF: A FOCUS ON WOMEN AND MINORITIES

- Women's business centers
- Microcredit funds
- Special community forums
- Unique types of incubators and accelerators
- Bootcamps for different audiences
- Ethnic economies
- Honors and recognitions: create role models
- Special scholarships

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EDUCATION: ENCOURAGING ENTREPRENEURIAL AND BUSINESS COMPETENCIES

- Recognizing Opportunity
- Assessing Opportunity
- Mastering Your Creativity
- Leveraging Resources
- Guerrilla Skills
- Mitigating and Managing Risk
- Planning When Nothing Exists
- Innovation---Developing Ideas that Work
- Building and Managing Social Networks
- The Ability to Maintain Focus Yet Adapt
- Implementation of Something Novel or New



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MEASURING RESULTS: KEY METRICS

- # of start ups
- # of survival, lifestyle, managed growth, aggressive growth
- # of product versus service firms, manufacturing, tech
- # of locations
- # of firms surviving 2, 4 and 6 years
- # of jobs created
- # of patents applied for: start-up and corporate
- # of new products and services launched: start-up and corporate
- \$ invested by stage of venture: pre-start up, start up, early growth, take off
- \$ invested through grants, microcredit, loans, equity investments
- # of social ventures
- \$ of sales by ventures launched in last five years
- # of incubated firms by category
- # of new technologies launched
- # of students exposed to entrepreneurship education
- # of failures



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SEMINOLE COUNTY IN TEN YEARS

- New Start-ups
- Corporate Entrepreneurship
- Public Sector Entrepreneurship
- Family Firms and their Growth & Succession
- Green Entrepreneurship
- Entrepreneurship & the Arts
- Technology Commercialization
- Social Entrepreneurship
- Entrepreneurship in Health Sciences
- Entrepreneurship within Education



Oklahoma State University

Imagine > Believe > Create

*"Be the change you wish to see in
the world."*

-M. Gandhi



<http://entrepreneurship.okstate.edu>

AGENDA

Seminole County Economic Development Task Force

Task Force Meeting #5

May 19, 2011

8:00 AM to after 1:00 PM

8:00 – 8:20

Florida High Tech Corridor Council- Funding Sources

Speaker: Randy Berridge, President

<http://www.floridahightech.com/>

8:20 – 8:45

Overview of Process for Achieving Consensus on Plan Elements- Bill Kercher

8:45 – 10:00

Areas of Opportunity for Economic Development- Bill Kercher

- **US 17-92 Redevelopment**
- **Orlando Sanford International Airport**
- **Foreign Trade Zones**

10:00 – 11:30

Review of Plan and Action Items

11:30 – Lunch and continued discussion



Seminole County Economic Development Plan

FHTCC History and Mission Statement

- **History**
- **Mission Statement:**
 - Grow high tech industry and innovation through research, workforce and marketing partnerships.



Growing High Tech Sectors in the Corridor

- **Agritechnology**
- **Aviation and Aerospace**
- **Digital Media/Interactive Entertainment**
- **Financial Services**
- **Information Technology**
- **Life Sciences/Medical Technologies**
- **Microelectronics/Nanotechnology**
- **Modeling, Simulation & Training**
- **Optics and Photonics**
- **Sustainable Energy**



Matching Grants Research Program

- Enable Corridor High Tech Companies to Conduct Applied Research with UCF, USF and UF Professors and Graduate and Doctoral Students
- More than 350 Companies & Institutions – 1,100 Projects
- Grants Range From \$10,000 to \$100,000
- To date \$55 Million in FHTCC Funds – Matched by \$882 Million in Company Funds and Federal Grants
- More than 2,300 Graduate and Doctoral Students
- 280 Professors and Assoc. Professors as P.I.

University, Local Government and FHTCC-Supported Incubators

- **Incubator Study (UCF Incubator Network)**
 - Over nine years
 - 140 companies in the region
 - 1,600+ jobs in the region
 - \$875,000 in city & county funding in one year generates \$4.6 MM in tax revenue
 - *\$250 million in annual economic impact*
- **UCF Incubator Study nearing 2 years in age**
 - Update study currently underway

A regional economic development initiative of:



www.FloridaHighTech.com

