

# HERE COMES THE **BOOM**



TAMPA HILLSBOROUGH ECONOMIC DEVELOPMENT CORPORATION 2013 ANNUAL REPORT

IT'S A NEW DAY **IN TAMPA BAY.**  
AN ECONOMIC EXPLOSION  
IS SURGING THROUGH  
THE REGION, AND WITH EVERY  
**BIG, BOLD SUCCESS**  
**WE GROW STRONGER.** WE ARE A  
COMMUNITY ON THE RISE AND  
**TOGETHER**  
**WE ARE UNSTOPPABLE.**  
THE BOOM HAS ARRIVED.  
— **AND SO HAVE WE.** —

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# A YEAR TO REMEMBER

What a remarkable year this has been. Job creation is up, unemployment is down, and our momentum can't be ignored. At home and across the nation, a steady buzz is building. This is a place where extraordinary things happen. Where innovation drives transformation, and the future is filled with unlimited potential.

Three years ago, the economic landscape of Tampa Bay reflected a dramatically different environment. Still in the heart of a deep recession, the Tampa Hillsborough Economic Development Corporation completed an extensive strategic planning process in partnership with Hillsborough County and the cities of Tampa, Plant City and Temple Terrace. The resulting recommendations offered a roadmap to recovery, providing working guidelines to establish a world-class economic development organization and a stronger, more competitive business climate.

Thanks to the support and dedication of our public officials, private investors and professional staff, I am pleased to report that our results have far surpassed expectations; due in large part to the exceptional level of collaboration we've experienced this year. It has been an honor and a privilege to serve as your 2013 Chair. I am incredibly proud of all we've accomplished on behalf of our community and look forward to even greater success in the years to come.

**David Pizzo**  
**2013 Chair**  
Market President,  
West Florida Region  
Florida Blue



# THINKING

One year ago, we celebrated a new direction for the Tampa Hillsborough Economic Development Corporation. We challenged our organization and the community to “Think Big,” as we embarked on a mission to bring unprecedented economic growth and prosperity to Tampa Bay.

We set ambitious goals and engaged in exciting, collaborative partnerships. We carried our message across the country and around the world, developing a robust pipeline filled with promising opportunities. We explored emerging industries, discovered true innovation and embraced the belief that the best place to start, grow and succeed in business is right here, right now.

As a result, “thinking big” has become more than a marketing mantra. It defines who we are, and sets the standard by which we measure our success.

Today, the energy in our community is tangible. We’re thinking bigger, reaching higher and achieving more than ever before. As Mayor Buckhorn often reminds us, this is our time. We’re not apologizing. We’re not asking permission. And we’re not backing down. Some call it confidence. Some call it “swagger.” But we just call it like we see it. And what we see now is just the beginning.

**Rick Homans**  
President and CEO  
Tampa Hillsborough EDC





# ASSEMBLING

## THE TEAM

It was a year of strategic growth and evolution for the Tampa Hillsborough EDC. As the direction of the organization took shape, so did a foundation of consummate professionals and subject matter experts with a passion for economic development and a firm belief in the potential of our community. The team was structured to focus on three key functional areas, with experienced senior leadership tapped to manage each division. In anticipation of increased project activity, the Business Development staff expanded to include a dedicated International Business department, as well as additional project management and administrative support. Special partnerships with key stakeholders also funded three positions exclusively committed to the retention and expansion of existing local businesses.



# THE TAMPA HILLSBOROUGH ECONOMIC DEVELOPMENT CORPORATION IS THE LEAD ECONOMIC DEVELOPMENT AGENCY FOR HILLSBOROUGH COUNTY AND THE CITIES OF TAMPA, PLANT CITY AND TEMPLE TERRACE.

Established in 2009 as a partnership between the public sector and private corporate investors, we develop and sustain a thriving local economy through the attraction, retention and expansion of high-wage jobs and capital investment within targeted industry sectors, including Corporate Headquarters, Financial and Shared Services, Life Sciences, Defense and Security, and Manufacturing.

Working with C-level executives, site selection consultants, commercial real estate professionals and other influential decision-makers, we provide customized, confidential relocation and expansion services to domestic and international companies interested in growing within Hillsborough County. Locally, we help existing businesses access the tools and resources they need to succeed, now and in the future.

## EXECUTIVE



**Rick Homans**  
President and CEO



**Kara Crenshaw**  
Executive Assistant



**JP DuBuque**  
VP, Finance and Administration



**Peyton Woodroffe**  
Investor Relations Manager

## MARKETING



**Jennifer Mikosky**  
VP, Marketing and Communications



**Zeynep Minareci**  
Marketing Coordinator



**Randy Smith**  
Director of Research



**Torrey Chambliss**  
Research Analyst

## FINANCE AND ADMINISTRATION

## BUSINESS DEVELOPMENT



**Jeff Lucas**  
VP, Business Development



**Danielle Ruiz**  
Director, Business Retention and Expansion



**Lorrie Belovich**  
Director, International Business Development



**Bea Bare**  
Senior Project Manager, Business Recruitment



**Steve Morey**  
Project Manager, Business Recruitment



**Ken Jones**  
Project Manager, Business Retention and Expansion



**Brandon Metz**  
Project Manager, Business Retention and Expansion



**Jake Austin**  
Project Manager, Business Retention and Expansion



**Anna Vega**  
Executive Coordinator, Business Recruitment



**Avril Shelton**  
Executive Coordinator, Business Retention and Expansion



IN·V·E

# STING

## IN OPPORTUNITY

Our efforts to create and maintain a competitive business environment are backed by a passionate group of investors who believe, as we do, in the power of collaboration and the importance of promoting the economic vitality of our region. On behalf of the government partners who entrust the Tampa Hillsborough EDC with the monumental task of driving job growth and investment in the community, and the business leaders who have answered our call for involvement and support, we work hard to make an impact and deliver real results. In return, each year we've experienced a significant increase in investment, and 2013 was no exception, exceeding our goals and setting the stage for future opportunities.



# LEADERSHIP

## 2014 EXECUTIVE OFFICERS



Chair  
Allen Brinkman  
*Chairman, President  
and CEO  
SunTrust Bank*



Vice Chair  
Ronald Vaughn, PhD  
*President  
University of Tampa*



Secretary/Treasurer  
Colleen Chappell  
*President and CEO  
ChappellRoberts*



Immediate Past Chair  
David Pizzo  
*Market President,  
West Florida Region  
Florida Blue*

## ELECTED OFFICIALS



Honorable  
Ken Hagan  
*Chairman  
Hillsborough County  
Commission*



Honorable  
Bob Buckhorn  
*Mayor  
City of Tampa*



Honorable  
Mary Thomas Mathis  
*Mayor  
City of Plant City*



Honorable  
Frank Chillura  
*Mayor  
City of Temple Terrace*

# INVESTORS

## EXECUTIVE COMMITTEE

AT&T • BayCare Health System • BB&T • Bright House Networks • ChappellRoberts • Chromalloy Castings • Clark Construction Group, LLC • Corporate Interiors • Florida Hospital Tampa Bay • Fowler White Boggs • Greater Tampa Chamber of Commerce • Greenberg Traurig, P.A. • GTE Financial • Hillsborough Community College • Laser Spine Institute • Moffitt Cancer Center • Mosaic Phillips Equities & Trust • River Crossing Group • Saint Leo University • Skanska USA Building, Inc. • Sykes Enterprises, Inc. • Tampa Bay Business Journal • Tampa Bay Lightning • Tampa Bay Rays • Tampa Bay Workforce Alliance • Tampa General Hospital • Tampa Hillsborough Expressway Authority • Tampa International Airport • Tampa Port Authority • TD Bank • The Beck Group • The Bromley Companies • Trammell Crow Company • University of South Florida • Verizon • Wells Fargo

## BOARD OF DIRECTORS

AACSB International • Advanced Healthcare Partners • Akerman Senterfitt • Bank of Tampa • Carlton Fields • Cott Corporation • Cushman & Wakefield • Cutler Associates, Inc. • Fifth Third Bank • Florida Communications Group • Gunster Law Firm • Highwood Properties • Holland & Knight • Jeffries Travers Realty • Key Associates, Inc. • Lykes Insurance • Macfarlane Ferguson & McMullen • McKibbin Hotel Management, Inc. • Mechanik Nuccio Hearne & Wester • Mind Clay • Parsons Brinkerhoff • Regions Bank • R.R. Simmons Construction • Sypris Electronics • Tampa Bay Buccaneers • Tampa Bay Times • The Depository Trust & Clearing Corporation • The Fountain Group • Time Warner Business Services • Trickey Jennus • Tucker/Hall, Inc. • UBS Financial Services • USF Health/CAMLS

## PARTNERS

Absolute Mobile Solutions • Citi • Florida Hospital Carrollwood • JPMorgan Chase • McNichols Company • Newland Communities • NTE Energy • Shumaker, Loop & Kendrick, LLP • Smith & Associates • Stantec, Inc. • VoltAir Consulting Engineers

## ADVOCATES

Amscot Financial, Inc. • Colliers • Duke Realty • HOK • Lukos • McNichols Company • Stearns Weaver Miller

*Information accurate as of November 1, 2013*

## COMMITTEES

In 2013, the leadership of the Tampa Hillsborough EDC created three standing committees to provide valuable oversight and guidance on critical strategic issues, with each member playing an important role in shaping the key initiatives that drive our annual program of work. The Secretary/Treasurer chairs the Finance and Audit Committee, with membership extended by invitation only to select investors at the Executive Committee level. The Vice Chair leads the Investor Development Committee, while the Executive Officers annually select the Marketing Chair. Participation in either of these working groups is open to any interested member of the Executive Committee.

> **Finance and Audit Committee**

**Chair: Ronald Vaughn, PhD, University of Tampa**

> **Investor Development Committee**

**Chair: Allen Brinkman, SunTrust Bank**

> **Marketing Committee**

**Chair: Arthur Kirk, PhD, Saint Leo University**

## TASK FORCES

More than 120 active participants volunteered their time and talents to six Tampa Hillsborough EDC task forces this year. These industry-focused working groups allowed members to personally contribute to economic development efforts and identify opportunities to create a stronger business climate. Members drove content development for MediFuture 2023 and the International Town Hall, and provided industry expertise that shaped the IT and Manufacturing workforce initiatives. Their involvement was directly responsible for tangible project opportunities generated by the New York business development mission and the Special Operations Forces Industry Conference (SOFIC), and critical to the process as Hillsborough County examined its regulatory structure and worked to establish a better environment for growth.

> **Defense and Security**

**Co-Chairs: Ken Coppedge, BB&T and Rich McClain, Deloitte**

> **Financial and Shared Services**

**Chair: Eric Miller, The Depository Trust & Clearing Corporation**

> **International Trade and Foreign Direct Investment**

**Co-Chairs: Andrew McIntosh, Shumaker, Loop & Kendrick, LLP and Jim Pyburn, Tampa Port Authority**

> **Life Sciences**

**Chair: Deborah Sutherland, PhD, USF Health/CAMLS**

> **Manufacturing**

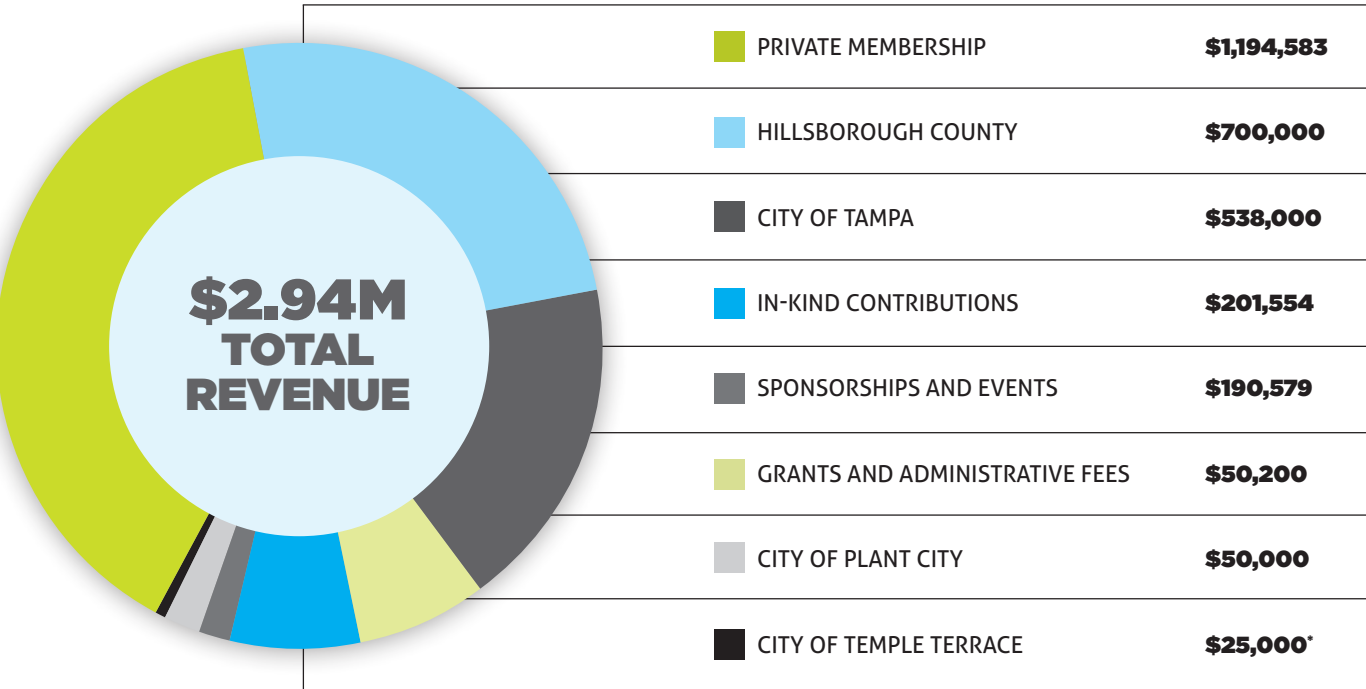
**Chair: Tom Trotter, Chromalloy Castings**

> **Public Private Collaborative**

**Chair: David Mechanik, Mechanik Nuccio Hearne & Wester**



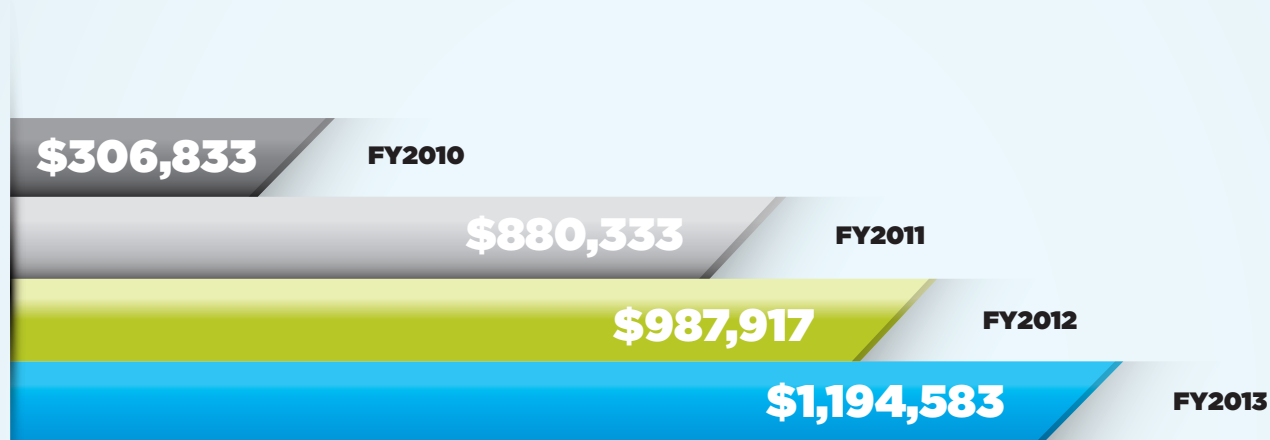
FY2013 **REVENUE**



In FY2013, the Tampa Hillsborough EDC generated \$2,940,747 in total revenue from all funding sources, **exceeding the estimated annual budget by 23 percent.**

\*Portion of Executive Committee contribution prorated in FY 2013.

PRIVATE MEMBERSHIP **REVENUE**



**Our programs and initiatives were supported by 90 private sector investors in FY2013, including 25 new to the Tampa Hillsborough EDC. Our efforts to engage and provide value to existing investors resulted in a retention rate of 95 percent.**



# BUILD

## THE BRAND

With a professional marketing infrastructure now in place, the Tampa Hillsborough EDC is developing a compelling, multi-channel message that resonates with audiences at home and beyond. In 2013, efforts to position the community as a leading business destination focused on the creation of tools and resources to consistently package and promote our story. The website and award-winning collateral material aligned with the aspirational “Think big. We do.” marketing campaign, and new data tools and resources turned qualitative anecdotes into a quantitative business case for Tampa Bay. Strengthening local media relationships generated increased interest in the new organizational direction, as national media began to sense an exciting narrative emerging from the region.

# BRING



## MARKETING THE MESSAGE

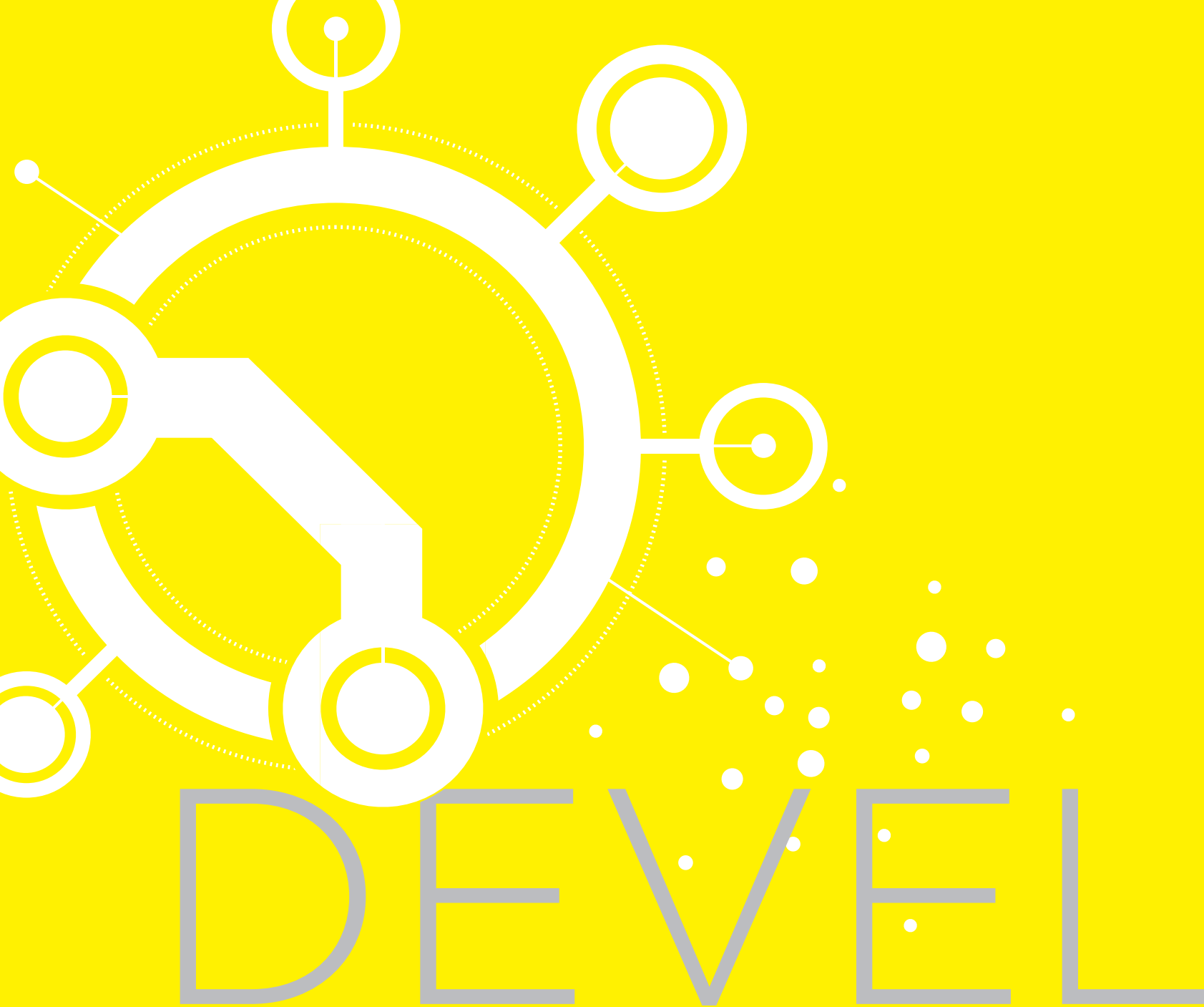
In October, the Tampa Hillsborough EDC launched a new website with a fresh look, vibrant original photography and enhanced content. Reflecting the “Think big. We do.” marketing campaign, the updated design marked the first phase in an ongoing effort to leverage the digital portal as a primary branding tool and information source for the community. The site attracted more than 15,000 unique visitors in 2013 and received recognition as one of “10 Stunning Economic Development Web Designs” by digital marketing firm Accrinet.

Further increasing the functionality of the website, we partnered with industry leader GIS Planning to launch an online property database in January. Featuring interactive real estate, demographic and community data, the tool provides valuable real-time information to site consultants and corporate executives seeking potential locations for relocation and expansion. Staff conducted multiple training sessions for the commercial real estate community, resulting in the participation of nearly 70 companies and over 400 active property listings.

The Marketing team also developed a community overview brochure as the primary print marketing tool for domestic and international business recruitment efforts. Designed to provide a narrative overview of the key assets and advantages of doing business in Hillsborough County, the beauty piece features striking imagery and compelling content that supports a clear marketing message and community philosophy. The International Economic Development Council recognized the design with a Bronze award for general-purpose marketing brochure.

At home, efforts continued to educate the local community on our projects, programs and initiatives. Twenty presentations were delivered by staff and leadership to industry associations and business groups throughout the region, while a concentrated focus on local media relations and a commitment to organizational transparency resulted in more than 130 stories of success appearing in the news. National media outlets recognized the growing buzz with positive community coverage in United Hemispheres Dossier, Site Selection and Area Development magazines, as well as Forbes.com.





Project activity reached record levels in 2013, as a surge of high-profile, high-impact prospects entered the business development pipeline. The growth of the team allowed the Tampa Hillsborough EDC to aggressively and creatively pursue new opportunities for lead generation. Domestic recruitment missions targeted top feeder markets, while international outreach leveraged new nonstop flights and existing trade relationships. Locally, efforts to engage existing businesses increased awareness and utilization of available resources, culminating in a total of 189 new projects opened, with many already racing toward the finish line.

# OPING

## THE PIPELINE





**TARGETING SITE SELECTION CONSULTANTS, CORPORATE REAL ESTATE PROFESSIONALS AND C-LEVEL EXECUTIVES AT HOME AND BEYOND, THE BUSINESS DEVELOPMENT TEAM CARRIED OUR COMMUNITY MESSAGE TO 25 EVENTS IN 18 DOMESTIC AND INTERNATIONAL MARKETS THIS YEAR, STRENGTHENING RELATIONSHIPS WITH INDUSTRY INFLUENCERS AND PROMOTING FUTURE PROJECT ACTIVITY FOR THE REGION.**

**Team Florida  
Consultant Event**  
New York, NY  
October 2-3, 2012

**CoreNet Global Summit**  
Orlando, FL  
October 7-9, 2012

**Florida Ag EXPO**  
Balm, FL  
November 7, 2012

**Area Development  
Consultants Forum**  
Atlantic Beach, FL  
December 2-4, 2012

**Team Florida Trade Mission**  
Bogotá, Colombia  
December 2-5, 2012

**Tampa Bay International  
Business Development  
Mission**  
Barranquilla, Colombia  
December 5-8, 2012

**Site Selectors Guild**  
New Orleans, LA  
February 25-27, 2013

**IQPC Shared Services  
& Outsourcing Week**  
Orlando, FL  
March 4-7, 2013

**Tampa Bay International  
Business Development  
Mission**  
Munich, Nuremberg and  
Frankfurt, Germany  
Zürich, Switzerland  
April 12-19, 2013

**Team Tampa Bay  
Consultant Mission**  
New York, NY  
April 17-19, 2013

**Florida Medical  
Device Symposium**  
St. Petersburg, FL  
May 6-7, 2013

**Special Operations  
Forces Industry  
Conference (SOFIC)**  
Tampa, FL  
May 14-16, 2013

**Area Development  
Consultants Forum**  
Minneapolis, MN  
June 2-4, 2013

**ULI Florida Summit**  
Naples, FL  
June 6-7, 2013

**Tampa Bay Business  
Development Mission**  
New York, NY  
June 18-20, 2013

**Team Florida  
Consultant Event**  
Dallas, TX  
July 23-24, 2013

**Team Florida  
Consultant Event**  
New York, NY  
August 13-14, 2013

**Team Tampa Bay  
Consultant Mission**  
Chicago, IL  
September 4-5, 2013

**GEOINteraction**  
Washington, DC  
September 10, 2013

**BIOFlorida**  
Tampa, FL  
September 15-17, 2013

**Biometric Consortium  
Conference**  
Tampa, FL  
September 17-19, 2013

**SIOR Florida Chapter  
Fall Meeting**  
Captivea, FL  
September 19-20, 2013

**FFCA Florida Defense  
& Technology Showcase**  
Clearwater Beach, FL  
September 23-24, 2013

**Team Florida  
Consultant Event**  
Atlanta, GA  
September 25-26, 2013

**IAMC Professional  
Forum**  
Salt Lake City, UT  
September 28-October 2,  
2013



# NEW YORK

NEW YORK

Sometimes, a simple thank you goes a long way. With this in mind, the Tampa Hillsborough EDC and a delegation of top business and community leaders traveled to New York City in June, to say “thanks” to some of the region’s most prominent financial and shared services operations.

In meetings with PwC, Time Warner, Morgan Stanley, JPMorgan Chase, Citi, DTCC and UBS Financial Services, the group expressed appreciation for their presence in the market, solicited feedback on improving the local business environment, and encouraged the companies to keep Hillsborough County in mind for future growth and expansion opportunities.

Members of the Financial and Shared Services task force were instrumental in developing the agenda for the Tampa Bay team, which included EDC staff, Chair David Pizzo, Vice Chair Allen Brinkman, Hillsborough County Commission Chairman Ken Hagan, Tampa Mayor Bob Buckhorn and Temple Terrace Mayor Frank Chillura.

The delegation also participated in a client reception hosted by the Tampa Port Authority, and entertained targeted prospects and business contacts during a home game at Yankee Stadium, which included an opportunity to take the field, courtesy of the Tampa Bay Rays.



The Tampa Hillsborough EDC entered the fiscal year with an increased focus on international business development, creating a division dedicated to export promotion and the expansion of foreign direct investment, with a veteran trade specialist hired to oversee the program. The emphasis on global opportunities supports new efforts to more closely align the international business activities of the region's major economic drivers, including the Tampa Port Authority, Tampa International Airport, The University of Tampa and the University of South Florida.

In December, Tampa Mayor Bob Buckhorn led a delegation of more than 30 business and community representatives to Barranquilla, Colombia. The trade mission included networking events to connect participating Tampa Bay companies with Colombian trade partners through one-on-one matchmaking sessions. The resulting business leads are expected to yield an estimated \$7.3 million in sales for area companies. The trip also complemented a companion mission to Bogotá, Colombia, led by Governor Rick Scott and Enterprise Florida.

With planning and programming support from the International Trade and Foreign Direct Investment task force, we hosted the International Town Hall, a community briefing on the state of

international business in Tampa Bay. The annual event, held in March at The University of Tampa, explored current and future efforts to attract foreign direct investment to the region and open new trade markets for local companies.

To support the 2012 launch of nonstop flights to Europe via Edelweiss Air, a select group of local leaders participated in a business development mission to Zürich, Switzerland and Munich, Nuremberg and Frankfurt, Germany. Led by Mayor Buckhorn, the group also included Chair David Pizzo, Tampa International Airport CEO Joe Lopano, and Norma Brenne Henning, Honorary Consul to the Federal Republic of Germany. During their trip, the delegation met with a targeted roster of companies within the manufacturing, life sciences and defense industries, resulting in six active projects with interest in Tampa Bay.

Throughout the year, we also welcomed Enterprise Florida representatives from Mexico, Canada and the United Kingdom, educating the visitors on community assets to increase lead generation at the state level.

## GOING GLOBAL







# FLYING HIGH

## LOOKING AHEAD >>>

*In February 2014, the Tampa Hillsborough EDC will lead an international business development mission to Panama City, meeting with companies interested in expanding to the U.S. and basing operations in Hillsborough County.*

In July, the Tampa Hillsborough EDC joined CEO Joe Lopano and the Air Service Team at Tampa International Airport in celebrating the announcement of Tampa Bay's first nonstop flight to a major Latin American hub. Donning Panama hats and an unconcealed air of triumph, the region's leading business and tourism organizations came together to welcome Copa Airlines and offer support for the new route to Panama City, Panama.

The decision by Copa Airlines not only validates our current economic vitality, it demonstrates confidence in the future growth of our community. It also reinforces the impact of the regional partnership between our organization, the Greater Tampa Chamber of Commerce, the St. Petersburg Chamber of Commerce, Visit Tampa Bay and Visit St. Petersburg Clearwater.

During the courtship of the airline, we helped decision-makers quantify the market potential by partnering with the airport, the Greater Tampa Chamber of Commerce and other regional chambers to conduct a travel survey of local companies. Sixty percent of those currently doing business in Latin America believe they could increase sales with the addition of new direct flights, making it a key priority to foster the business relationships between Tampa Bay and Latin America, and deliver a compelling case for future international air service.



# LOCAL

## IMPACT

Building on the successful launch of the Business Retention and Expansion (BRE) program in 2012, this year saw local development efforts achieve new heights. Through strategic partnerships with the Tampa Bay Workforce Alliance, Tampa Electric & Peoples Gas and the City of Plant City, the Tampa Hillsborough EDC formed a dedicated team of professionals focused on the support and advancement of existing businesses. These individuals conduct ongoing outreach to corporate and community leaders, including face-to-face meetings with companies in our targeted industries, to learn more about future plans, current challenges, and the actions necessary to create an environment that fosters growth and prosperity.

This year, the BRE team conducted 119 unique business visits in Hillsborough County, and assisted 31 companies in accessing available grant and tax incentive programs, navigating permitting and regulatory issues, conducting real estate searches, utilizing workforce development resources, and more.

As our front-line contact within the community, the BRE team participated in 111 target industry events, from monthly association meetings to tradeshow and conferences, all designed to create valuable connections that result in the generation of new jobs and capital investment.







# EASTERN

## EXPOSURE

Through the support of Tampa Electric & Peoples Gas and the City of Plant City, the Tampa Hillsborough EDC hired a dedicated Project Manager to drive job creation and capital investment in Plant City and eastern Hillsborough County. In addition to supporting the growth of existing local businesses, the Project Manager ensures the area remains a viable option for prospective business relocation, and markets the unique competitive assets of the community.

Leveraging strengths in advanced manufacturing, agribusiness, distribution and logistics, the focused initiative to recruit and expand these industry sectors has already resulted in significant success. Over one-third of the targeted businesses in Plant City have been called upon and informed of the resources available to mitigate the costs of expansion, as well as provide customized property searches, expedited permitting, export assistance and talent recruitment services.

Six companies, including M&N Plastics, Armor Products Manufacturing, Evergreen Packaging, James Hardie Building Products and Palm Harbor Homes, have announced plans to expand, creating up to 65 new full-time jobs and nearly \$11.6 million in capital expenditures. And with a growing pipeline of project activity, more announcements are already on the horizon.



# CELEBRATING

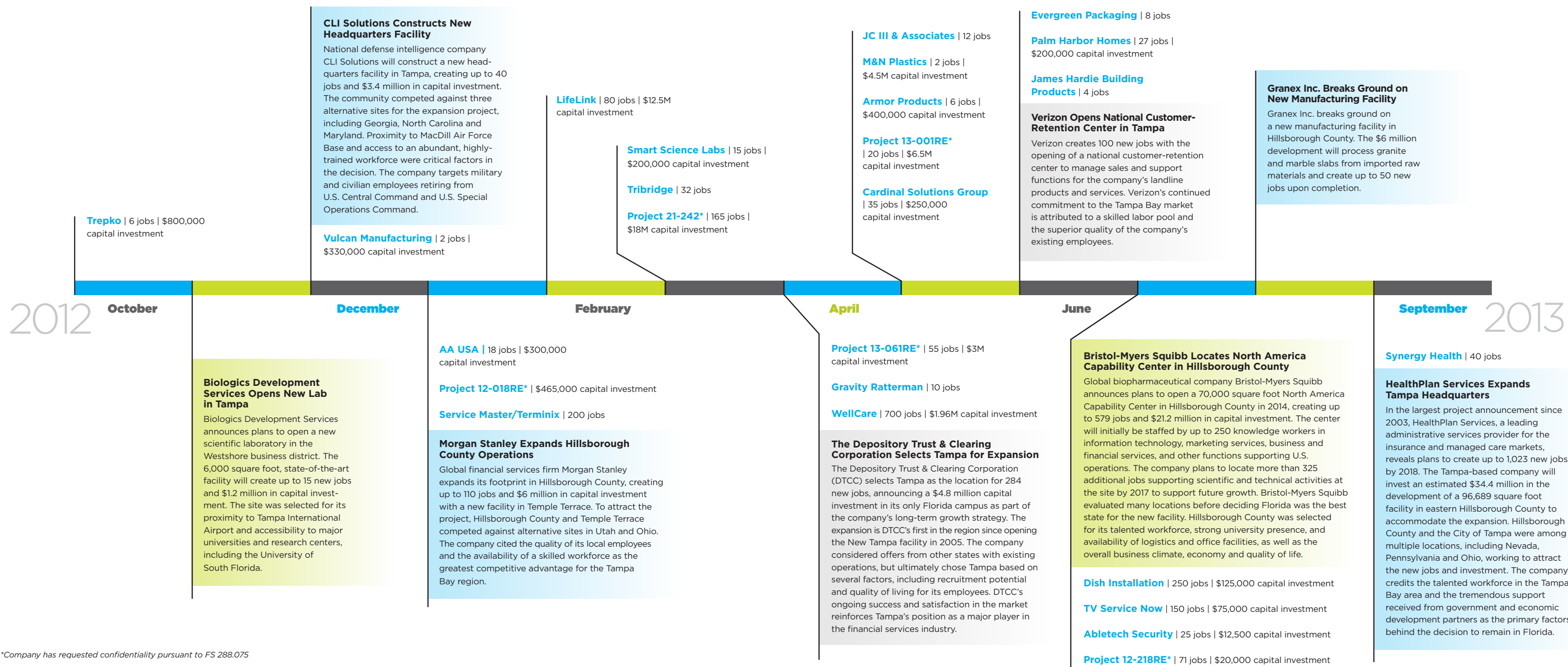
## OUR SUCCESS

The Tampa Hillsborough EDC experienced a milestone year in 2013, sending a clear and confident message that Tampa Bay is back in business. Thirty-three companies will create 4,134 new jobs and more than \$127 million in capital investment, including HealthPlan Services, our largest job creation project since 2003. In three years, we have announced a total of 9,445 new jobs and \$340.8 million in capital investment, exceeding our goals outlined in the 2010 strategic plan by a remarkable 57 percent and 14 percent, respectively. Transformative projects like Bristol-Myers Squibb elevate the region to a new level of consideration within the competitive life sciences industry, while expansions by Morgan Stanley and The Depository Trust & Clearing Corporation reinforce our role as a leading destination for financial services.



33 PROJECTS 4,134 NEW JOBS

\$127.1M CAPITAL INVESTMENT



\*Company has requested confidentiality pursuant to FS 288.075



In many ways, the true success story of the 2012 Republican National Convention was the spirit of teamwork it fostered among the business and economic development organizations of Tampa Bay, establishing a foundation for partnership and collaboration. Driven by the focused efforts of inspired leaders throughout the region, 2013 was distinguished by the active pursuit of common interests and mutual goals. The cooperative nature of these initiatives sends a strong message to businesses at home and beyond that the competitive and parochial attitudes of the past have been replaced by a renewed interest in working together for our future, and a realization that every individual accomplishment is a shared success for our entire community.

# ATING

## COLLABORATION



With access to qualified talent driving many corporate relocation and expansion decisions, the Tampa Hillsborough EDC teamed up with regional business and economic development leaders to analyze the current and projected skills gap in two critical areas: Information Technology and Manufacturing. Key partners in the effort included the Tampa Bay Workforce Alliance, Pinellas County Economic Development, Tampa Bay Partnership, Florida High Tech Corridor Council and the Tampa Bay Technology Forum, with valuable industry support provided by the members of the Financial and Shared Services and Manufacturing task forces.

In October, the group issued its first report, addressing the availability of qualified IT workers in Hillsborough and Pinellas counties. An initial survey was distributed to more than 140 technology companies in the bi-county area, with responses representing over 25 percent of the total IT workforce. In-depth individual interviews were conducted with 60 business and academic leaders, followed by a series of seven focus groups. The resulting research recognized a community rich in quality education, innovative business leadership and willing talent, and offered proactive recommendations to ensure

a steady supply of future tech talent as the community prepares for anticipated economic growth.

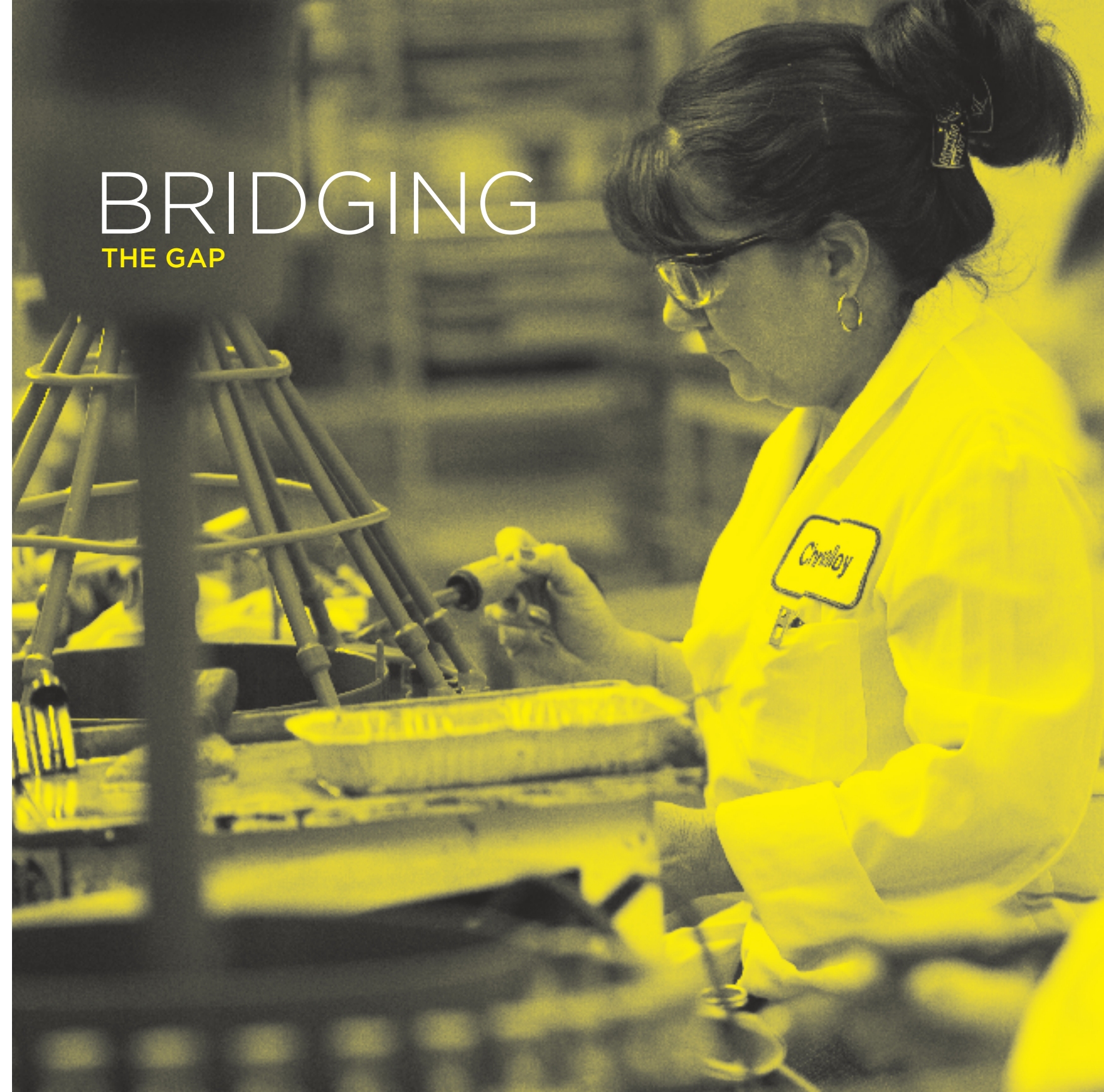
Findings on the workforce needs of the local manufacturing community were released in August, including a suggested action plan to increase interest in and understanding of the industry. The comprehensive analysis was designed to identify high-demand skill sets, and account for unique regional strengths in component, medical and aerospace manufacturing.

In total, 107 critical skills across 16 job-type categories were surveyed, with employers asked to indicate current, 12-month and 12 to 36-month vacancies. More than 100 companies responded, representing nearly 30 percent of the entire manufacturing employee population in the bi-county area.

#### **LOOKING AHEAD >>>**

*In 2014, the coalition will address another industry of regional impact, with a skills gap analysis focusing on the shared services sector.*

# BRIDGING THE GAP







## IN THE SPOTLIGHT

**“This is the first big step towards realizing the new investment and jobs that will come with a growing film and digital media industry.”**

**Chairman Ken Hagan,  
Hillsborough County Board  
of County Commissioners**

In 2013, the former Tampa Bay Film Commission received a Hollywood-worthy makeover and a fresh face in the starring role.

Led by Chairman Ken Hagan, the Hillsborough County Board of County Commissioners appropriated a multi-year economic development investment to study the film and digital media industry, and stimulate production in Hillsborough County. In May, the Tampa Hillsborough Film and Digital Media Commission was established as a public private partnership between Hillsborough County, the City of Tampa and the Tampa Hillsborough EDC. Soon after, the Commission initiated a nationwide search for an experienced industry professional to lead the organization.

By July, the Commission announced the hire of Florida film veteran Dale Gordon as the Executive Director of the revitalized agency. Under our direction, Gordon will lead the effort to rebuild local resources, establish a vibrant production community and attract high-impact film, television and commercial projects to the region.



# CAN DO WILL DO


In December, the Tampa Hillsborough EDC released a Military Transformation Strategy report in partnership with the City of Tampa. The culmination of a six-month research effort, the study will help the community capitalize on the presence of MacDill Air Force Base and leverage local defense assets for economic advancement.

Under the leadership of the Defense and Security task force, consultants conducted nearly 60 interviews with regional business, political and military leaders. Based on the feedback obtained throughout the course of the project, they identified three key strategies to foster the growth of the defense industry in Hillsborough County, including: marketing Tampa Bay as a military community, leveraging military relationships and expanding defense-related workforce, training and entrepreneurial opportunities.

Working with the Greater Tampa Chamber of Commerce and the Tampa Bay Defense Alliance, we pursued and secured additional funding through Florida's Defense Reinvestment Grant program, to begin the implementation of priority initiatives recommended within the report.





A black and white photograph of a man in a suit and glasses, pointing his right hand towards a large screen. He is standing on a stage, and the silhouettes of an audience are visible in the foreground. A large, semi-transparent green circle is overlaid on the left side of the image, containing text.

**“Tampa is staking its claim to be the place where healthcare gets reinvented. As a byproduct, they will be one of the winners in creating jobs.”**

**Dave Chase,  
Forbes**

# HEALTHCARE DISRUPTED

On May 13, the Tampa Hillsborough EDC hosted MediFuture 2023, an interactive, one-day event designed to position Tampa Bay as the epicenter of “disruptive innovation” in healthcare.

As rapid shifts take place within the industry, visionary companies are challenging the existing business model, driving transformation and creating comprehensive change. MediFuture 2023 envisioned this proactive, patient-centered healthcare landscape 10 years in the future, and asked a critical question of local leadership: can our community embrace the disruption, attract and grow these businesses, and become a global model for innovation?

New York Times bestselling author Clayton Christensen, Forbes contributor Dave Chase, and some of the most exciting thought leaders in the region made the case for success, as more than 500 guests explored our unique assets, and learned how this inevitable transformation could result in economic opportunity for Tampa Bay.

The momentum for the initiative continues to grow, with preliminary work taking place in four key areas identified as critical next steps in the realization of the goal: embracing the entrepreneurial ecosystem, becoming an early adopter of healthcare innovation, creating a healthier community and marketing our role as the center of the movement through a unique annual conference.

## **LOOKING AHEAD >>>**

*MediFuture 2024 will be held on June 9-12, 2024, providing a national stage to discuss, debate and map the transformation of healthcare with the visionaries, practitioners, academics and stakeholders who are positioned to drive change in the sector.*

# AVIS

## FOR THE FUTURE

Though we celebrate with tremendous enthusiasm the accomplishments of 2013, we are an organization on the move. The Tampa Hillsborough EDC is pushing upward and onward, with the anticipation of even greater success on the horizon. We are ambitious, aggressive and committed to our community. We believe the right business, political and academic leadership is now in place, and ready to work together to elevate the region to a new level of national prominence. We are the “go-to” team, where vision and aspirations are transformed into tangible results. As we enter the next phase of growth, our staff and Investors have developed a new mission, a forward-thinking vision and a defining set of values to guide our priorities, decisions and operations in the three years ahead.

# ION



MISSION

Our Mission is to develop and sustain a thriving local economy by focusing on the attraction, expansion and retention of high-wage jobs.

VISION

We are recognized nationally as a community transformed by job growth, business innovation and international trade.

STRATEGIC GOALS

- 1

**GOAL | Position our community as one of the nation’s leading business destinations.**

Create and market a compelling community narrative that increases positive external perceptions and generates local pride and enthusiasm.
- 2

**GOAL | Attract and retain jobs and capital investment aligned with target industries and above-average wages.**

Develop and leverage our resources and relationships on a global level, to generate a robust pipeline of corporate expansion and relocation projects.
- 3

**GOAL | Build the most professional and successful economic development organization in Florida.**

Attract and retain an energetic, skillful and results-driven staff through the creation of a winning culture and an on-going commitment to training and development.

Increase private investment by offering a compelling case for involvement, and maximizing investor engagement.

Create and maintain strong, mutually beneficial relationships with our public partners and key influencers.
- 4

**GOAL | Create and support regional initiatives that enhance our opportunities for economic success.**

Work with regional economic development partners to create results-oriented initiatives where we have a natural fit and easy collaboration.

Support the business development efforts of our primary economic development drivers.

Support regional public policy initiatives through engagement, media and board advocacy.

VALUES

- VISION | We think big
- COLLABORATION | We engage in teamwork
- RESULTS | We hold ourselves accountable
- PRIDE | We believe in our community
- INTEGRITY | We do the right thing

ENVISIONING SUCCESS

To shape a vision for the future, the Tampa Hillsborough EDC reflected on the milestone achievements of the previous three years and asked a critical question of staff and leadership: When we report on our accomplishments in 2016, how will we measure success? In the next three years, what can we do to positively impact the future of our community for years to come?

- Announce three divisional, regional or national corporate headquarters projects for Tampa Bay, through the expansion of existing facilities or the recruitment of new operations, which will drive the transformation of our economy.
- Complete and announce expansion and recruitment projects in Hillsborough County that create \$300 million in capital investment and a minimum of 7,500 new jobs, with no less than 75 percent of those positions paying at or above the state average wage.
- Win the bid to host the IAMC national conference, the premiere gathering of site selectors and real estate professionals, positioning our community as one of the nation’s leading business destinations.
- Receive regular coverage in the national media as a benchmark community leading job growth and business innovation.
- Achieve national recognition as a hub of healthcare innovation, as a result of the MediFuture initiatives.

- Work with our regional economic development partners to develop and implement a comprehensive international strategy, resulting in a significant increase in exports, international airline destinations and container activity at the Port of Tampa, while strengthening ties with countries in Central America, South America and the Caribbean.
- Help resurrect funding for the state film incentive program, recruit at least one \$50 million feature film to Tampa Bay, and steadily increase commercial productions and independent films in Hillsborough County.
- Increase the annual private investor revenue to \$2 million, not including funding for separate initiatives such as MediFuture, Corporate HQ Recruitment and Export Tampa Bay.
- Receive recognition by our industry peers as the most professional and successful economic development organization in Florida, and be named as one of the best places to work in Tampa Bay.



**BE A PART  
OF OUR VISION.  
TO JOIN THE TAMPA  
HILLSBOROUGH ECONOMIC  
DEVELOPMENT CORPORATION  
IN OUR EFFORTS TO POSITIVELY  
IMPACT THE ECONOMIC  
GROWTH OF TAMPA BAY,  
VISIT [WWW.TAMPAEDC.COM](http://WWW.TAMPAEDC.COM).**