



The Gainesville Area Chamber of Commerce and the
Council for Economic Outreach present:

Transforming Greater Gainesville

A game-changing plan

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Transforming Greater Gainesville: *A game-changing plan*

Our Region's Economic Opportunity is Immediate and Palpable

Business, educational and elected officials have raised their sights for greater Gainesville's economic opportunities. Through CEO's outreach, education and leadership in economic development there is greater awareness throughout our region and state of the opportunities we have in our future and the assets we possess. Compelling evidence of our region's vast and immediate economic opportunity is the Council for Economic Outreach's (CEO) current project pipeline. Currently the pipeline encompasses nearly 50 attraction, retention and expansion projects. These projects represent a combined potential of over 3,700 new jobs and \$400 million in capital investment. Our goal is to increase this pipeline to 70 active projects by the end of 2014 through a year of new marketing efforts, namely undertaking quarterly marketing delegation trips and regional industry sector organization and activities.

Recent accolades and rankings concerning the Gainesville Region and the State of Florida include the following:

- #1 Place for Business and Careers in Florida (*Forbes Magazine*, 2012)
- #2 Fastest Growing City in the Nation (*NerdWallet.com*, 2013)
- #3 Top College Towns (*Livability.com*)
- UF Sid Martin Biotechnology Incubator #1 in the World (*National Business Incubation Assoc.*)
- Top 25 Places to Retire (*Forbes Magazine*)
- #1 Top States for Innovation (*Fast Company*)
- #1 State in Infrastructure & Talent Pipeline (*U.S. Chamber of Commerce*, 2012)
- Top 10 Best State for Starting a Business (*CNBC*)
- #2 in Florida for Leading Locations (*Area Development*, 2014)

The potential of the greater Gainesville region is bolstered by containing the most educated workforce in the State of Florida, world-class, nationally-ranked institutions of higher education in the University of Florida and Santa Fe College and a #1 ranking among cities nationally in "creative class" workforce growth (17.7%) (Dr. Richard Florida, *The Atlantic*, August 2010).

Transforming Greater Gainesville: A New, 5-Year (2015-2019) Action Plan

Our Board of Directors and staff believe **now** is the time for bold action and an aggressive response. Rather than wait until the *Momentum 2015* plan completes as originally planned (in late 2015), we took a hard look at programs, priorities, and resources and crafted a new five-year plan that launches in 2015 and replaces the final year of *Momentum 2015*. The new plan is designed to accelerate our region's economy and capitalize on the Gainesville region's economic growth potential. It is a true community plan; its genesis is from over 150 stakeholder meetings in the past few years garnered through the Innovation Gainesville initiative.

Our intent is to elevate our region’s economy to a higher level through expanded economic development goals, strategies and tactics. The new plan contains both traditional economic development initiatives as well as leveraging existing Chamber programs that are integral to the economic development process through new regional investment.

Overall, the plan is predicated on the following principles:

- Realizing our economic potential requires a **comprehensive regional approach** and a CEO that is **competitively-resourced** with increased funding and staffing
- Taking a **highly strategic and targeted approach to job creation and retention** by focusing on the following industry clusters: Advanced Logistics, Advanced Materials, Agricultural Life Sciences, Human Life Sciences, and Software/IT
- Launching a **compelling and effective internal and external marketing effort** to increase awareness of the Gainesville region’s world-class assets and offerings
- **Talent development** and alignment with the entire education and workforce systems from birth to the grave to reduce the sizeable export of talent from our region each year
- **Leveraging and enhancing already robust Chamber initiatives** including public policy, small business initiative, international export assistance, and Innovation Gainesville
- **Active Stakeholder involvement**

Our Strategies and Tactics

Strategy I: Marketing Initiative to Position the Gainesville Region as a Global Hub of Talent, Innovation and Opportunity

The Gainesville region’s assets and world-class offerings are not well known either internally or externally. We must significantly increase our efforts to communicate our strengths to compete with other well-resourced regions. Our marketing efforts will be regionally inclusive and international in scope. They will be both external and internal. “Innovation” is embraced as our region’s brand identity and the core of our marketing efforts.

To effectively position the Gainesville region as a global hub, of talent, innovation and opportunity, we propose to:

- Launch proactive internal and external regional **marketing campaigns**, including joint campaigns with strategic partners such as the University of Florida, Santa Fe College, and Envision Alachua. Campaigns will focus on industries and niche sectors identified as primary recruit and expansion targets.
- Develop robust **digital marketing tools**, including an enhanced and dedicated economic development website.
- Create compelling **sales and marketing collateral**, including packages and presentations tailored for each target industry and strategic marketing partner. The entire region will be represented including each municipality’s unique offerings.

- Engage a **public relations agency** to manage economic development media relations.
- Host six CEO **announcement events** per year celebrating successes.
- Enlist **Marketing and Communications Task Force** to advise CEO on external marketing.
- Engage area business and education leaders as **Marketing Ambassadors**, featuring their stories in marketing materials and involving in recruitment efforts and prospect hosting.

Strategy II: Enhanced Business Development

CEO will expand our business recruitment, expansion and retention efforts, startup and international trade initiatives. All these efforts will be planned and executed on a more regionally inclusive basis. We will focus on those targeted industries identified during the recent update to the Gainesville Regional Economic Development Strategy, including *Advanced Logistics, Advanced Materials, Agricultural Life Sciences, Human Life Sciences, and Software/IT*. Targeting ensures our resources are focused on industries with the greatest local competitive advantage and generate the greatest return on investment. The industries listed above, and their corresponding niche sectors, offer high wages, strong growth forecasts, and clustering affects. They further offer opportunities in manufacturing, R&D, software, as well corporate/headquarters and administrative-support offices. They have an existing presence in our region but may expand elsewhere if we do not continue to meet their needs.

To effectively elevate the Gainesville region's economic growth, we propose to grow regional jobs and capital investment with:

- Aggressive new **business and capital attraction and recruitment** by meeting with global target audiences
 - Outbound attraction and recruitment:
 - 4 recruitment delegation trips per year to target markets/industries
 - 2 opportunity marketing delegation trips per year to target markets/industries
 - 2 international trade and investment trips per year
 - International translation on website and marketing materials
 - State of Florida marketing participation
 - Maintenance of a prospect tracking system
 - Inbound recruitment and attraction including 2 site selector delegations per year bringing site consultants and target industry executives to our region
 - Successful recruitment or expansion of three or more national or regional catalyst projects in the targeted industry sectors
- Expanding our **Business Retention and Expansion Program** to help our vital existing businesses to grow, and to retain those growing startup companies that the region has worked so hard to incubate:
 - Continue surveying area businesses to identify and address their needs including homegrown stage two businesses
 - Maintain Synchronist software system in support of program

- Launch programming for industry advisory groups and task forces including AMANCF, Technology Council, Bio Life Science Council, Bio Ag Council, Logistics Council and the Health Care Council
- Coordinate 2 headquarters trips per year
- Expand “Grow Our Own” program regionally and provide continued support for local programs related to Innovation Gainesville and sparking new startup companies, especially in relation to capital attraction
- Communicate real estate needs of businesses with area developers, brokers and property owners, and maintain and enhance virtual site/building database and site readiness activities
- Recruiting two **Industry Directors** to lead outreach to site consultants and target industry executives, manage prospects, assist with proposals, as well as support existing area businesses in target industries. Each Industry Director will be responsible for three target industries.
- Working more closely and collaboratively with **Enterprise Florida**.
- Championing the Florida Angel Nexus by enlisting the active participation of Chambers of Commerce from all parts of Florida in the Angel Nexus.
- Assisting area businesses with **international trade** opportunities including the Export Gainesville initiative, Sister Cities program, and continued partnership with Enterprise Florida’s International Trade Office.
- Expanding our **Data Resource Center** to have robust, current data on region’s economy. Adding a Research Director as well as new online research tools will support all economic development activities, including marketing and proposal content. A listing of available commercial properties will be developed and maintained. This will serve as a regional resource for the business community to access economic data for corporate business planning purposes.
- Connecting with JAX USA and surrounding regions to coordinate North Central Florida leadership status and coordinated efforts.

Strategy III: Regional Growth: Ecosystem Development and Improved Business Climate

Improving our region’s business climate, readiness and availability of workforce, and quality of life are paramount to an effective economic development effort. To assist the communities that comprise the Gainesville region to reach a greater potential, we will leverage existing Chamber assets to enhance the overall regional business ecosystem as follows:

- **Facilitate “Game-changing” regional investment projects and opportunities, including examples such as:**
 - Conference facilities/capabilities
 - Envision Alachua regional vision
 - Class A, flex industrial, and wet lab real estate
 - Regional healthcare system expansion
 - Increased regional capital investment

- Cade Museum

- **Infrastructure development:**
 - Support for infrastructure build out and renovations such as Power District, Progress Park, etc.
 - Redevelopment opportunities
 - Gainesville Regional Airport

- **Talent Alignment and Workforce Development.** Leveraging our region’s already high-functioning workforce development system in cooperation with all stakeholders to more effectively address shortages in the region’s talent supply fields that fuel target industry growth in addition to closing our region’s “achievement gap”:
 - Communicate with local audiences that each of the five target industries offers a wide variety of career pathways, from GED to Ph.D.
 - Host regional forums featuring each target industry and invite educators, career counselors and community groups (publicize and work with media for broader outreach)
 - Establish high-level task force dedicated to aligning education and training programs with needs of target industries
 - Create apprenticeship and internship programs in cooperation with area employers
 - Continue local industry showcases for local schools at all levels
 - Work with local educators to create curricula focused on those skill sets with the largest current and projected gaps
 - Connect career opportunities with people seeking employment including but not limited to establishing a process for placing trailing partners in area jobs
 - Activate Chamber’s education foundation with a focus on workforce development and talent alignment initiatives

- **Public Policy.** Increase our capacity, through added staffing, to advocate for stronger state competitiveness in economic development and build upon recent successes such as lower electricity rates. Policy platforms on issues important to an innovation ecosystem to be formulated as a region and to include:
 - Energy costs, transportation, innovation, infrastructure, and small business
 - Entrepreneurship, venture funding/access to capital, and regulatory climate
 - More competitive State of Florida incentive programs and economic development policies
 - Support of all efforts by the State and UF to accomplish its goal of being a top 10 university
 - Active pursuit of both State and Federal funding for economic development
 - Encouraging the efforts of Santa Fe College to excel as one of the nation’s premier public colleges

- Continued focus on implementation of small business growth report recommendations
- Sustain **Innovation Gainesville's** vision, energy and engagement through enhanced programming and regular communications to and involvement of advocates in specific projects. Diversify and expand participation regionally.
- **Regional activities and sponsorships** including Cade Prize Event, SXSE type events

Strategy IV: Expanded Regional Stakeholders & Investor Relations

We will expand our economic development efforts regionally and involve regional partners in packaging our world-class assets and addressing target industries' specific needs. The sum of our region's nine distinctive communities is truly greater than its parts. And, combining the unique and highly complimentary talents and assets of our region allows us to offer its targeted industries a more compelling "product." We also will keep all stakeholders and investors apprised of the five-year action plan's accomplishments and impacts.

To effectively expand regional stakeholders and to deliver effective investor relations, we propose:

- Regular meetings of **Alachua County Regional Partners** comprised of municipal officials, representatives from area chambers, and real estate stakeholders from across the region to coordinate joint marketing efforts, to develop an available sites/real estate database, and to share successes and challenges.
- Host an annual (or several regional) **investor appreciation event(s)**.
- Invite investors to **announcements, ground breakings, ribbon cuttings**, etc.
- Issue frequent **media releases, provide briefings and communicate accomplishments** to the public, investors and stakeholders.
- Publish and distribute timely **newsletters, press releases, and other materials** that provide updates on progress made towards achieving our goals and objectives.
- Conduct a **comprehensive capital campaign** to secure private resources to broaden the base of support and fund our five-year plan.
- Solicit and respond to **investor feedback**.
- **Task CEO Council** with overseeing project implementation and maintain project accountability and progress.
- Annually **audit our financials** and report to CEO Council and Board.
- Host **quarterly lunches** and include special guest speakers.
- Produce and regularly update a **slide deck for stakeholders** for use when speaking about economic development progress.
- **Document the impact** our program will have on the region over the next five years.

Projected Outcomes

Specific anticipated outcomes of the proposed plan once fully implemented include:

- Close on a total of **50 projects** equaling **3,500 new primary jobs** in five targeted industry clusters (Advanced Logistics, Advanced Materials, Agricultural Life Sciences, Human Life Sciences and Software/IT) for a total of **\$218 million in new primary salaries** and **\$250 million in new capital investment**.
- Total of **\$1 billion in game-changing regional investment projects and major infrastructure development**

2014 Council Members



John Carlson Jane Adams Gary Ascani Nick Banks Phoebe Cade-Miles Rory Causseaux John Fleming Jon Gardner Tim Goldfarb



Tom Mallini Kevin Monroe Betty Petty Dr. Win Phillips Todd Powell Dr. Jackson Sasser Brian Scarborough Marilyn Tubb

John Carlson, 2014 Chair - CPPI

Todd Powell - Plum Creek

Tom Mallini - M&S Bank

Win Phillips - University of Florida

Tim Goldfarb - UF Health

Jackson Sasser - Santa Fe College

John Fleming - Trimark Properties

Phoebe Miles - Cade Museum

Jon Gardner - Bank of America

Nick Banks – Front Street Properties

Rory Causseaux - Causseaux, Hewett & Walpole, Inc.

Brian Scarborough - Scarborough Insurance

Jane Adams – University of Florida

Marilyn Tubb – Santa Fe College

Gary Ascani – Nanotherapeutics

Betty Petty – Exactech

Kevin Monroe –Cox Communications