



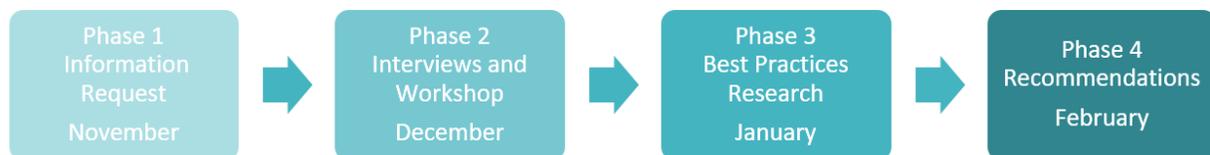
Tampa Bay Strategic Economic Vitality Program Observations and Recommendations

Introduction

A regional approach to economic development is critical to success. Company executives and site location consultants, with little concern for municipal or county jurisdictions, seek out areas based on workforce, infrastructure, and proximity to customers and suppliers. As these assets are regional in nature, it makes logical sense to market them in a unified fashion. Doing so presents an opportunity to promote an economic region with more diverse assets and more economic activity. It also allows a region to develop a recognizable brand, such as the Research Triangle Park or Silicon Valley.

The Process

In 1994, the Tampa Bay Partnership was established to serve as a regional platform for economic development and marketing. As the organization shifted its focus to public policy and advocacy in 2016, the opportunity emerged for a new model of regional cooperation. To assist in the transition, the Partnership convened the seven county Economic Development Organizations (EDOs) of the Tampa Bay region, and together, they developed a plan to identify the best path forward. In December 2016, this coalition hired Avalanche Consulting to facilitate an internal conversation for evaluating the demand for a regional economic development marketing initiative. This process included a thorough evaluation of current and past marketing initiatives and budgets, one-on-one interviews with leaders from the EDOs and a facilitated workshop with all EDOs together.



Based on the facilitated conversations, it was determined that the seven counties of the Tampa Bay Region – Hernando, Hillsborough, Manatee, Pasco, Pinellas, Polk, and Sarasota – agree to join forces and unite their resources to create a renewed path forward for regionalism in Tampa Bay.

The following report takes into consideration the needs and desires of the County EDOs as determined during the information review, interviews, and workshop, and includes research on



best practices from regional economic development organizations from across the United States. Through alignment of their vision, resources and competitive needs, the report seeks to provide a foundation for an organizational structure that will allow the County EDOs of Tampa Bay to market the region in a more coordinated and collaborative manner.

Observations

An identical series of questions were asked of each county economic developer during their one-on-one interview with Avalanche Consulting. The following section summarizes the observations based on those initial interviews.

Defining the region

All seven County EDOs identified themselves as part of the Tampa Bay region. Most agreed that a central nucleus exists that includes the counties of Hillsborough, Pasco, and Pinellas, and this nucleus extends to northern Manatee and Western Polk. The counties of Hernando and Sarasota relate to the regional assets of the Tampa Bay region more so than other regions, and it is believed that growth patterns will continue to tie all counties in the region together.



Desire for collaboration

During interviews, the County EDOs were asked to rate on a scale from 1 to 5 how supportive they were of a regional marketing effort. On this scale, a 1 meant not at all and a 5 meant they will do whatever it takes to make a regional effort happen. The response was overwhelmingly in support of a regional effort as illustrated below.

Rating	Translation	Votes
1.	No, not at all	0
2.	No, but could be convinced	0
3.	Yes, but with some caveats	1
4.	Yes, hope it happens	2
5.	Yes, will do whatever it takes to make it happen	4

Existing regional partnerships

The bonds of regionalism are strengthened when they extend beyond the formal relationship of an economic development organization to include partnerships in advocacy, corridor development, international trade, and workforce. The County EDOs of the Tampa Bay region



are already working together to strengthen those bonds with the following multi-county partnerships:

Examples of Current Collaborations:

- Tampa Bay Export Alliance
- IAMC Spring Conference
- Area Development Consultants Forum
- Tampa Bay Partnership Advocacy
- Health Innovation Network
- I-4 Corridor
- Foreign Trade Zone
- AMSkills apprenticeship program

Desired programs & services

The County EDOs were **unanimous in their desire for the new regional initiative’s key focus to be creating and managing Tampa Bay’s regional brand identity**. It was agreed the brand identity could be used for both the retention and recruitment of industry and talent as the two are so correlated. **A strong majority also desired marketing and public relations campaigns to support the brand**, followed by assistance handling logistics for joint internal and external events.

While research support ranked lower during the one-on-one interviews, a discussion during the workshop stressed the importance of research, especially in the creation of marketing collateral. The economic developers agreed to reevaluate the inclusion of research services as the initiative grows, and also consider areas where the Tampa Bay Partnership’s research initiatives could be of benefit.

Other programs or services under consideration include a verification process for prospects and a regional property database.

Part of the group conversation also included a discussion as to what programs and services were considered undesirable. These included prospect management, regional deal making, and any programs that might overlap with the Tampa Bay Partnership.

Perceived challenges

Challenges are natural part of any new initiative. The greater the awareness for any potential challenges, the better equipped the County EDOs will be in addressing them head-on during

Marketing Tactic (Scale of 1-5)	Average
Managing a regional brand identity	5
Managing marketing and PR campaigns for the region	4.67
Organizing and leading internal events like fam tours	3.83
Organizing and leading targeted business outreach	3.33
Providing County EDOs with support services like research	2.83



the foundational stage of the new initiative. Based on the one-on-one interviews, the **perceived potential challenges are: political friction from county commissioners and mayors; funding or donor fatigue; lingering distrust amongst certain counties; perceived overlap with Tampa Bay Partnership activities; fairness in terms of contributions and representation; and prospect management.**

Recommendations

Based on our assessment, there is a strong demand and desire among the County EDOs for a new regional marketing initiative in the Tampa Bay region. Understanding their desires and the perceived challenges, we put together a set of recommendations that best aligns with the vision, resources, and competitive needs of the Tampa Bay region and its County EDOs. These recommendations also take into consideration information gathered from the information review, interviews, group workshop, and best practice research. These recommendations address the topics of scope, structure, services, sources of funding, and supporting principles which will lay the groundwork for the future of the initiative.

Scope

The **purpose of the new initiative is to brand and market the seven counties of Tampa Bay as a unified economic region.** Therefore, the primary focus of any marketing and branding activities should be centered around presenting Tampa Bay as a great place to do business. Florida has a strong reputation as a tourism destination, but is not known to the same degree as a place where people can find jobs and grow businesses. Given the strong connection between business and talent, the marketing and branding activities should also present the region as a great place to live and have a successful career. By presenting the case for both talent and business, you will ensure greater long-term success in regional economic growth.

Structure

Regional initiatives take many forms, from loose alliances to full-fledged organizations with separate boards of directors. In most cases, form follows function. The more diverse the program and service offerings, the more structure needed to support them. Based on the desires of the County EDOs to remain the faces of economic development in Tampa Bay, **we recommend a formal alliance (“Alliance” for the purposes of this report) be developed between the County EDOs with the mission of branding and marketing the region.**



ALIGNING FOR SUCCESS

The **Dallas Fort Worth Marketing Team** is an alliance of economic development organizations in the Dallas/Fort Worth area that work together to promote the 17-county region to site location consultants and corporate real estate executives examining the Dallas/Fort Worth region for business locations and expansion.



The Dallas Fort Worth Marketing Team is housed within and shares a staff member with the Dallas Regional Chamber, but maintains its own marketing program of work. This staff person manages responses to requests for information; plans and hosts active project site visits; and manages the DFW Marketing Team.

Their website, DFWMarketingTeam.com, contains a map, basic information on the region, and links to each of the more than 100 economic development entities participating in the alliance. They operate a Twitter account to promote the region and the activities of the Team. For research, they refer clients to the Dallas Regional Chamber. To determine their annual calendar of events, the group conducts an annual survey to gauge the interests of local economic development corporations.

The Alliance will be governed by the County EDOs, and they will be responsible for setting the yearly budget, agenda, and performance metrics. They will also be charged with determining staffing needs. **Our initial recommendation calls for a Program Director whose role will be to execute the initiatives set forth by the County EDOs**, as well as serving as the concierge for any prospects generated by regional activities (i.e. coordinating a regional response to requests for information, or connecting leads generated through marketing with the County EDOs). It is important to note that the **County EDOs will remain the faces of economic development for the Tampa Bay and therefore will conduct/execute any travel, speaking engagements, or press associated with its marketing efforts.**

During the first three years of implementation, we recommend the County EDOs meet at least every other month, after which meetings can be extended to quarterly. We would also recommend the County EDOs elect a Chairperson amongst the group to serve as the key liaison between the EDOs and the Program Director, and to handle meeting logistics until the staff person is hired. A further explanation of the above-mentioned roles is included in the appendix.

As for a location, we recommend that the Alliance be initially incubated within the Tampa Bay Partnership or in another centrally-located county economic development office. The incubation will save administrative costs in the early years, and will allow the Alliance more time



to determine actual needs in terms of office space. Most importantly, the office will need a space for prospect presentations and for the County EDOS to meet.

Services

As stated in the Observation section, the County EDOs were unanimous in their desire for the new regional initiative’s key focus to be **creating and managing Tampa Bay’s regional brand identity**. Though services can and will increase as the Alliance grows and should be evaluated on an annual basis by the County EDOs. Recommendations for deploying these services is covered in the Implementation section of the report.

BRANDS TO WATCH		
 <p>Charlotte Regional Partnership Formed in 1991, the 16-county partnership positions Charlotte USA for sustained, long-term growth, job creation and investment opportunities. It is the owner of the Charlotte USA brand that is known worldwide and featured prominently in their international airport.</p>	 <p>Columbus2020 Formed in 2010 to implement an economic growth strategy, the 11-county partnership is one of the most recognizable and talked about brands in the United States. They do an amazing job of showcasing their brand in all their activities and collateral.</p>	 <p>Kansas City Area Development Council Launched in the 1970s to combat the region’s non-image, KCADC owns and markets the brands related to ThinkKC, OneKC, TeamKC, NextKC, its industry specific initiatives, and ongoing America's Creative Crossroads Campaign.</p>

Regional Branding – We recommend the Alliance develop a unique brand identity that differentiates the Tampa Bay region and presents its strongest case for recruiting and retaining both business and talent. A brand is more than a name and a logo. It captures who the Tampa Bay region is and the values it embraces. The essence of the brand should be reflected in all content, imagery, and design elements used by the Alliance to promote the Tampa Bay region.

Marketing and Public Relations – We recommend leveraging the brand identity mentioned above to create a **web presence for the Tampa Bay region**. The website should at a minimum contain a general overview of the region, basic research, shared target industries, news, and contact information. The **following collateral should also be considered: overviews of the region, county profiles, target industries, workforce, and lifestyle**. We recommend branded Tampa Bay region **business cards** for each of the County Economic



Developers to use when representing the region. In all marketing, the seven County EDOs will be the faces of the region. The recommended Program Director will be a support role versus a visible, lead contact for the region.

Public relations campaigns should also leverage the brand identity to tell compelling stories about the Tampa Bay region. These stories might include announcements of expansions and recruitment, rankings and recognitions, testimonials, and other positive stories on the business climate and quality of life. If the capacity exists, **social media campaigns** by way of LinkedIn, Twitter, and other channels should also be considered.

Internal Events – After it is well-established, we recommend the County EDOs leverage their relationships with site location consultants to extend invitations for **familiarization tours** of the region. The Alliance can leverage major events to lure the consultants or consider paying the consultants a stipend for their time.

In addition, the County EDOs should coordinate with the larger CVBs to identify potential **tradeshows and conferences to attract to the region** that are attended by the region's target industries, facilities managers, and site consultants.

External Events – We recommend the County EDOs work together, along with others such as Enterprise Florida, to develop a conservative **list of external events to attend each year**. These events should focus on raising awareness for the Alliance, telling the story of the Tampa Bay region, and building relationships. These events should represent a mix of industry executives and site location consultants. Industry events should be chosen based on the greatest opportunity to connect with shared regional target audiences. A list of regional targets can be found in the appendix of this report and highlights shared targets based on overlaps among county EDO targets. (A more complete regional target list would require a formal analysis.)

Research and Support – Our recommendations for research and other support take into consideration that the level of available research support differs greatly among the seven counties. We also consider the Tampa Bay Partnership's current work to develop a regional dashboard on economic activity. The Alliance will need to conduct some **general research on the region to develop content for marketing efforts**. This type of research can be done on a contractual basis. Based on funding, we would then recommend the County EDOs share the costs of data services or, longer term, consider hiring a Research Manager. Some of these resources could also be used to help County EDOs verify the validity of prospects.

A **regional property database** would require initial up-front investment in the platform and substantial long-term maintenance, but should be a consideration for the Alliance's activities. A centralized database would give properties in the region more visibility and allow companies and consultants to more easily evaluate properties.



PROGRAMMING EXCELLENCE

The **Charleston Regional Development Alliance (CRDA)** offers a full menu of economic development marketing services to the three-county region it serves.



In addition to traditional marketing and branding, the CRDA coordinates internal and external events to showcase the region worldwide. These events are centered around a list of target industries identified in their recently released five-year strategic plan. The CRDA is active in developing awareness and support for creative professionals in the region and works with the local CVB in targeting select conferences and events.

The CRDA has an in-house research analyst to compile economic, demographic, and business data that demonstrates that the Charleston region is a great place to do business. It also has a partnership with the Charleston Metro Chamber of Commerce and others for the Charleston Regional Competitiveness Center. The CRDA hosts a regional property database for industrial, office, and retail that is provided by the MLS system of the Charleston Trident Association of REALTORS®.

Each county in the Charleston Region has its own economic development staff. When it comes to project management, the CRDA has a policy to hand off project to the economic development professionals as soon as possible. The CRDA does not conduct incentive negotiation.

Sources of Funding

As noted in the Observations section of the report, fundraising is one of the largest perceived challenges in the creation of this new initiative. The two reasons mentioned most frequently include donor fatigue and the desire for the County EDOs to maintain control of the initiative. With that said, **we recommend that much of the funding come from the County EDOs and major utilities in the region.** Additional suggestions for funding include the airport, port authorities and universities at levels of \$25,000 and above. We do not advise seeking private business contributions or direct funding from other public sector entities. **Limiting the number of funders not only ensures the County EDOs maintain control of the initiative, but also that the scope does not expand unnecessarily.** The County EDOs should also consider grants and matching funds available through Team Florida and other parties.

Two of the most commonly used funding formulas for regional initiatives are flat-rate or based on population. Our recommendation for funding from the County EDOs is based on observations about the nucleus of the region. This leads us to suggest **a tiered approach to funding with the counties in the nucleus paying the highest amount and the outlying counties paying less.** A three-tiered approach at the amounts of \$50,000, \$35,000, and \$25,000 will generate \$270,000 in annual funding from the County EDOs.



Counties	Annual Investment
Hillsborough, Pasco & Pinellas	\$50,000
Manatee & Polk	\$35,000
Hernando & Sarasota	\$25,000
Total County EDO Funding	\$270,000
Matching Funds - Team FL	\$15,000 - \$50,000
Major Utilities & Other Supporters (3 yr commitment)	\$75,000 - \$200,000
Possible Annual Funding	\$350,000 - \$520,000

Supporting Principles

Regional collaboration should extend beyond the working agreement put forth in a shared marketing initiative. The marketing initiative should be the platform for which numerous collaborations emerge. **For this and other collaborations to be possible, a layer of supporting principles must first be established.** These principles should be agreed upon by all the County EDOs and include topics such as views on regionalism, how to handle prospect coordination and the handoff, shared vocabulary, and rules of engagement.

REGIONAL CODE OF ETHICS EXAMPLE

The **Metro Denver Economic Development Corporation** (Metro Denver EDC) is a regional economic development organization comprised of 70 counties, cities, and economic development groups from throughout Metro Denver and Northern Colorado.

Member organizations of the Metro Denver EDC operate under a Code of Ethics that cover regionalism, confidentiality, and marketing. They tell clients and companies the benefits of the region first, and individual communities second. This Code of Ethics represents the standards that each member of the Metro Denver EDC supports and practices in its daily conduct of business.

The following are some key excerpts from the current Metro Denver EDC Code of Ethics:

- *When representing the Metro Denver EDC, we shall endeavor to sell "Metro Denver First" and our individual communities and projects second.*
- *At no time shall any member of the Metro Denver EDC solicit a fellow member's prospects.*
- *At no time shall any economic development organization member of the Metro Denver EDC advertise or promote its respective area to companies within another member's geographic area in a manner that is derogatory or insulting to the other geographic area.*



- We are committed to locating prospects in the Metro Denver region. In the event that our local jurisdictions cannot meet the needs of a particular prospect we shall communicate with our fellow members in an effort to meet the company's needs elsewhere in the Metro Denver area.

Implementation

The implementation of a new initiative is as crucial as the initiative itself. Especially with a regional effort, time must be taken to **instill the importance of regionalism beyond just the County EDOs to the political and business leadership of the Tampa Bay region.** We recommend the regional marketing initiative be implemented in three phases over a period of three years. At the end of each year, progress, programs, and performance should be evaluated and adjusted as needed.



Actions	Year 1	Year 2	Year 3+
Establish Code of Ethics (and other supporting principles)	x		
Develop Case for Regionalism	x		
Formalize Organizational Structure and Establish Location	x		
Inform Stakeholders, Make Case for Regionalism	x	x	x
Raise Funds/Resources	x	x	x
Engage Staff and/or Contractors	x		
Tampa Bay Branding & Public Relations	Engage	x	x
Marketing Efforts (Web, Collateral, Videos, Tools)	Engage	x	x
Inbound and Outbound Initiatives		Test	x
Research & Content Development		x	x
Regional Property Database			Y4+
Conference and Event Recruitment			Y4+
Talent Initiatives			Y4+
Strategies and Tools	Year 1	Year 2	Year 3+
Communications	x		
Brand Identity & Marketing	x	x	
Research/Content Development	Engage	x	x
Target Industry Identification			x
Performance Metrics	Year 1	Year 2	Year 3+



Support for Regional Effort (funding)	x	x	x
Collaboration and Cooperation Among Leadership	x	x	x
Implementation of Plan	x	x	x
Number of Regional Initiatives	x	x	x
People Reached (web visits, impressions, presentations)		x	x
Number of Certified Visitors to Region			x
Certified Contacts in Database			x
Number of Active Projects			x
Announced Jobs & Investments (New & Retained)			x
Budget Breakdown	Year 1	Year 2	Year 3+
Total Budget	\$350,000	\$430,000	\$520,000
County EDOs	\$270,000	\$270,000	\$270,000
Utilities & Select Investors (Investments of \$25k or \$50k)	\$75,000	\$125,000	\$200,000
Team Florida Grants/Matching Funds	\$15,000	\$35,000	\$50,000

Sample Budget

Budget Item	Year 1	Year 2	Year 3	Year 4
Personnel	\$35,000 ¹	\$70,000	\$100,000 ²	\$150,000 ⁵
Office & Administrative ³	\$25,000	\$30,000	\$40,000	\$45,000
Strategies and Tools ⁴	\$150,000	\$125,000	\$100,000	\$45,000
Marketing Activities	\$140,000	\$205,000	\$280,000	\$280,000
Branding/PR	\$60,000	\$70,000	\$100,000	\$100,000
Marketing Tools/Web	\$50,000	\$85,000	\$65,000	\$65,000
Events (In/Out)	\$20,000	\$35,000	\$95,000	\$95,000
Research	\$10,000	\$15,000	\$20,000	\$20,000
Total	\$350,000	\$430,000	\$520,000	\$520,000

¹ Assumes a half year of work

² Additional monies for part-time support or research staffer

³ Office & Administrative budget will vary greatly based upon location of office

⁴ See Implementation Matrix for recommendations on Strategies and Tools

⁵ Potential to add a second staff member in Year 4.



Appendix: Metro Denver EDC Code of Ethics (2004)

INTRODUCTION

The Metro Denver Economic Development Corporation (Metro Denver EDC) is committed to the economic development and growth of the metro Denver region. The EDC brings together the interests of a broad range of public, private, and public/private groups to promote the metro Denver area as a single economic entity. The collaboration of such a variety of groups and interests requires that certain standards of conduct must be developed and adhered to for the Metro Denver EDC to meet its goal. This Code of Ethics represents the standards that each member of the Metro Denver EDC supports and practices in its daily conduct of business.

PREAMBLE

We, the members of the Metro Denver EDC, set forth the following principles of behavior and standards of conduct to guide efforts in promoting the long-term economic health of the metro Denver community. We fully realize that no Code of Ethics is of value without an inherent level of trust in the integrity of one another and a commitment from each of us to conduct ourselves at the highest levels of professional conduct. The Metro Denver EDC was founded on the respect and trust of its members. In that spirit, we set forth this Code of Ethics.

We are committed to the promotion of metro Denver as a desirable business location for new and expanding companies. When representing the Metro Denver EDC, we shall endeavor to sell “Metro Denver First” and our individual communities and projects second.

We shall honor the confidentiality requested by both our fellow members of the Metro Denver EDC and our prospects. Information shared with our fellow members in confidence shall remain in confidence. Transactions are to be driven by the client. In the event a company chooses to relocate from one community to another, every effort will be made to contact the affected community to let them know of the potential move. Violation of this commitment shall be viewed as the single most serious breach of our membership pledge to the Metro Denver EDC.

We are committed to the concept of competition for locations and expansions among our individual communities and projects, provided that the prospect has asked for specific proposals or has settled on a metro Denver location.

At no time shall any member of the Metro Denver EDC solicit a fellow member’s prospects.

We are committed to working together with the real estate community and are in no way in direct competition with them. Economic developers are a resource and facilitator in the site selection process.



We are committed to sharing among our membership as much information as is necessary and prudent on any activity undertaken by or in the name of the Metro Denver EDC. Our guiding principle shall be that “more information is better than less.”

At no time shall any economic development organization member of the Metro Denver EDC advertise or promote its respective area to companies within another member’s geographic area in a manner that is derogatory or insulting to the other geographic area. “Selling against” another member of the Metro Denver EDC or another Colorado community, or direct solicitation of intrastate relocations, is strongly discouraged.

We are committed to locating prospects in the metro Denver region. In the event that our local jurisdictions cannot meet the needs of a particular prospect we shall communicate with our fellow members in an effort to meet the company’s needs elsewhere in the metro Denver area.

Economic development organizations shall hold all site and building information provided to the Metro Denver EDC by member real estate brokerage firms in the strictest confidence. Said information shall not be printed, copied, and shown in any manner to any entity other than prospects or their direct representatives.

CONFIDENTIALITY OF PROSPECTS

In all instances members of the Metro Denver EDC shall honor the confidentiality of individual prospects. Whenever possible, specific information on particular transactions shall be shared within the realm of the Metro Denver EDC and the Governor’s Office of Economic Development and International Trade. In those instances where prospects are dealing with individual communities, information will only be shared by Metro Denver EDC staff and the local ED representatives involved.

In instances, where a prospect wishes to remain completely confidential with an individual community, the remaining members of the Metro Denver EDC shall honor that confidentiality and shall in no way attempt to intervene in the relationship. The prospect will remain confidential until the prospect chooses to announce.

MARKETING

Any member of the Metro Denver EDC that develops a prospect generated from national advertising and tradeshow sponsored by the Metro Denver EDC shall utilize the “Prospect Tracking System” of the Metro Denver EDC in all contacts with the respective prospect.

Members are strongly discouraged from advertising in local media outside of their own market area.



Appendix: Roles in the Alliance

County EDOs	Chairperson	Alliance Staff
Serve as the faces of economic development for the Tampa Bay Region (includes speaking engagements, attendance at internal and external events, authors of op-eds/press releases/blogs, etc.)	Key liaison between EDOs and Program Director	Works under instruction of County EDOs to execute the initiatives (public relations, marketing, branding, event logistics, etc.)
Set yearly budget, agenda, & performance metrics	Coordinates EDO meetings and meeting agenda	Manages contracts for PR, strategies, web, data services, etc.
Determine & hire staffing needs	Serves 1-year term (elected by EDOs)	Serves as concierge for prospects (i.e. coordinates regional response to requests for information and connects prospects generated through marketing with County EDOs)
Provide funding support	*Option for Vice Chair*	DOES NOT
Advocate & protect values of regionalism		Travel on behalf of region, speak on behalf of the region, or engage in any deal making
Attend EDO meetings		

Appendix: Regional Target Industries

Shared Target Industries (# of counties)
Advanced Manufacturing (7)
Aviation, Aerospace & Defense (7)
Business & Financial Services (6)
Distribution & Logistics (5)
Life Sciences (5)
Information Technology (3)



County	Target Industries
Hernando	Advanced Manufacturing; Aviation/Aerospace; Back Office Operations; Logistics
Hillsborough	Defense & Security; Distribution & Logistics; Film & Digital Media; Financial & Professional Services; Information Technology; Life Sciences & Health Care; Manufacturing
Manatee	Advanced Manufacturing; Agriculture Technologies; Aviation, Aerospace & Defense; Corporate HQs; Distribution & Logistics; Information Technology; Life Sciences; Sports Performance
Pasco	Advanced Manufacturing; Aerospace & Defense; Business & Financial Services; Electronics Manufacturing; Life Sciences-Medical Equipment; Logistics & Distribution
Pinellas	Advanced Manufacturing; Aviation & Aerospace; Business & Financial Services; Defense & Homeland Security; Information Technology; Life Sciences & Medical Technology
Polk	Agribusiness & Agritechnology; Aviation & Aerospace; Business Services; Logistics, Supply Chain & Distribution; Manufacturing; Medical Services; Recreation, Entertainment, Arts& Tourism; Research & Technology
Sarasota	Digital Arts; Financial & Shared Services; Healthcare & Wellness; Life Sciences; Manufacturing; Marine Sciences; Niche Technology Sectors

Appendix: Interviews

The following includes a list of people interviewed as part of our research for this project:

County EDOs

- Sharon Hillstrom, Bradenton Area Economic Development Corporation
- Mark Huey, Economic Development Corporation of Sarasota County
- Sean Malott, Central Florida Economic Development Council
- Mike Meidel, Pinellas County Economic Development
- Bill Cronin, Pasco Economic Development Council
- Valerie Pianta, Hernando County Office of Business Development
- Craig Richards, Tampa Hillsborough Economic Development Corporation
- Len Sossamon, Hernando County Office of Business Development

Tampa Bay Partnership (Past and Present)

- Rick Homans, Tampa Bay Partnership
- Jennifer Mikosky, Tampa Bay Partnership
- Chris Steinocher, former Tampa Bay Partnership
- Jennifer Taylor, former Tampa Bay Partnership



Appendix: Information Request

The following items, submitted by the County EDOs and the Tampa Bay Partnership, were reviewed for background information on the region and its economic development capacity:

Hernando County Org Chart, Metrics, Budgets, Activities, Competitive Markets	Aviation & Aerospace Overview
Hernando County Marketing Materials – direct mail postcard, brochure, recent ads	Business & Financial Overview
Hernando County Strategic Plan	Information Technology Overview
Tampa Hillsborough Annual Reports, 2014-2016	SBDC Overview
Tampa Hillsborough Corporate HQ Business Plan	Why Pinellas? CEOs are Talking
Tampa Hillsborough Marketing Materials	Defense & Homeland Security Overview
Defense Industry Overview	Pro Business Climate Overview
Financial Services Overview	Life Sciences & Medical Technologies Overview
IT Industries Overview	Brookings Report – Global Trade & Investment
Life Sciences Overview	Strategy Pinellas Events Calendar, Org Chart, and Performance Measures
Manufacturing Overview	Pinellas FTZ Brochure
Next Generation Metro Brochure	Pinellas Commercial Real Estate Flyer
International Recruitment Brochure	Polk County Strategic Plan
Tampa Hillsborough Research on Millennials	CFDC 5 Year Economic Development Strategic Plan
My Perfect City Survey	Sarasota Community Profile
Corporate HQ Survey Results	Sarasota Relocation Guide
Millennial Study	Sarasota Budgets and Staffing
Tampa Hillsborough Thrive with 5	Sarasota EDC Business Plan
Tampa Hillsborough Performance Metrics, Budgets, Org Chart, Competitive Markets	Tampa Bay Partnership Annual Reports and Work Plans, 2003-2014
BADC Annual Reports/Progress Updates 2015-2016	EDO Partner Retreat Discussions
BADC Competitive Markets, Budgets, Calendar, Org Chart/Staff, Videos	TBP Funding, Expenses, and Staff, 2004-2016
Bradenton: A Smart Investment Brochure	20 Year Update on the TBP
BADC Dashboards	TBP Marketing Strategies, Timelines, Calendars, and Budgets
BADC Strategic Plans	Organizational Charts, 2007, 2011-2013
BADC Marketing Plans – Boyette	Marketing Council Presentations/Updates
BADC Relocation Brochure	TBP Transition Background Information
Manatee Sports Performance Study	TBP Organizational Structure & Governance
Manatee ULI Report	Review of Website and Social Media for:
Manatee Marketing Plan - Atlas	Hernando County Office of Business Development
CORE Research Park	www.hernandobusiness.com
Pasco ULI Report	Tampa Hillsborough Economic Development Corporation
Pasco: The Power of Six Strategic Plan, 2009-2014	www.tampaedc.com
Pasco Activity Report	Bradenton Area Economic Development Corporation
Pasco Incentives Flyer	www.thinkbradentonarea.com
PEDC Strategic Plan	Pasco Economic Development Council
PEDC Business in Focus flyer	www.pascoedc.com
PEDC Programs and Services Flyer	Pinellas County Economic Development
PEDC Staff/Org Chart	www.pced.org
Pasco Profile	Central Florida Economic Development Council
Pinellas Defense Research Report	www.cfdc.org



Pinellas Target Industry Profiles
Advanced Manufacturing Overview
Airco Site Flyer

Economic Development Corporation of Sarasota
County
www.edcsarasotacounty.com
Tampa Bay Partnership
www.tampabay.org