



TRI-CITIES PARTNERSHIP

STRATEGIC RECOMMENDATIONS

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TABLE OF CONTENTS

- Acknowledgements 3**
- Introduction 4**
- Executive Summary 6**
- Strategic Goals 16**
 - Goal1: Provide Regional and Collaborative Leadership 17
 - Goal2: Create a Thriving Business Environment 19
 - Goal3: Develop a Tool Kit 20
 - Goal4: Leverage Commercial Centers & SR 429 Corridor 22
 - Goal5: Leverage Workforce Training & Education 24
 - Goal6: Attract Young Professionals, Bolster Entrepreneurs 26
 - Goal7: Enhance Quality of Place 29
 - Goal8: Develop Marketing and Branding 31
- Sector Specific Considerations 32**
 - Logistics & Distribution 33
 - Business & Professional Services 37
 - Tourism 40
 - Healthcare & Life Sciences 43
 - Specialty Manufacturing 46
 - Creative & Digital Arts 49
 - Custom Software & Video Production 52
- Performance Metrics 55**
- Appendix 58**
 - Best Practices 59
 - Implementation Matrix 75
 - Budget Estimate 76
- About AngelouEconomics 77**

ACKNOWLEDGEMENTS



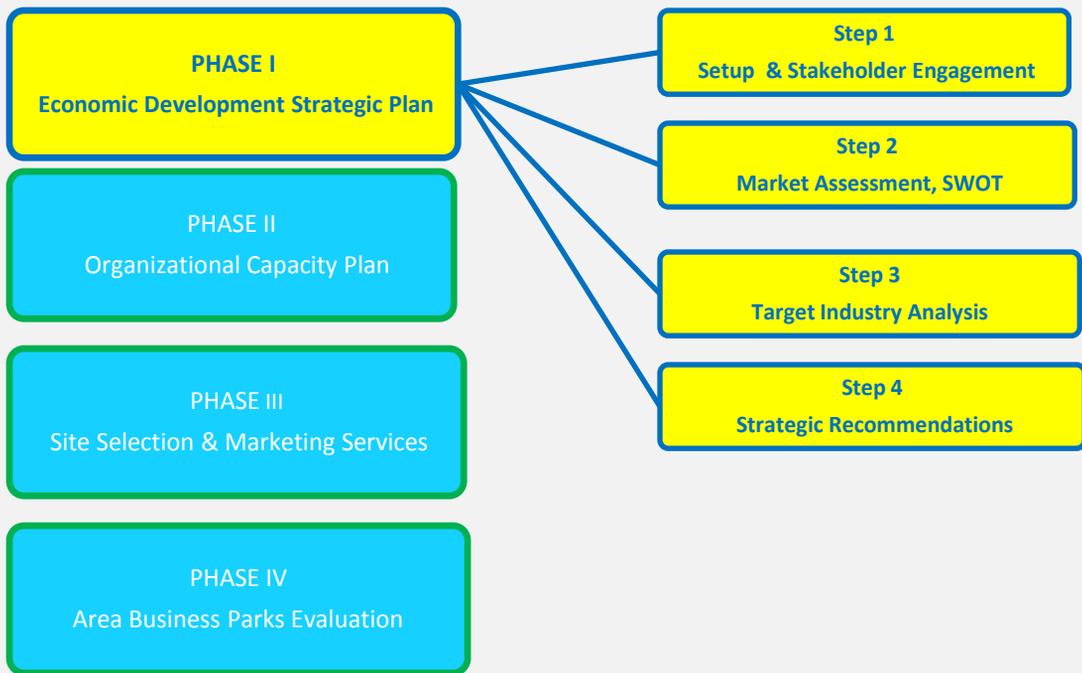
No economic development program worth its salt can be developed without the input and support of the important stakeholders that make a community unique. We owe great thanks to business leaders, residents and many public and private organizations throughout the Apopka-Ocoee-Winter Garden area who generously shared their time to make this strategic planning process comprehensive, relevant and implementable. Through interviews, focus groups and surveys, those stakeholders helped shape an accurate understanding of the regional market and left their thumbprints on a cooperative strategic plan that will help ensure Tri-Cities has a bright and successful economic future.

We thank in particular the visionary members of the project steering committee, Richard Anderson, Apopka Chief Administrative Officer; Robert Frank, Ocoee City Manager; Craig Shadrix, Ocoee Assistant City Manager; and Mike Bollhoefer, Winter Garden City Manager. The determination of strong new direction for the Tri-Cities community was also greatly enhanced by the leadership of dedicated city staff members, Tanja Gerhartz, Winter Garden Economic Development Director; Russ Wagner, Ocoee CRA Administrator; and David Moon, Apopka Planning Manager.

INTRODUCTION

This Strategic Recommendations that follow complete the first phase of our economic development planning project. Subsequent phases of the project will provide an organizational assessment for the new economic development organization, site selection and marketing services and an evaluation of area business parks.

Tri-Cities Economic Development Process



As with all plans, the ultimate success of the strategies presented herein will largely depend on the degree of commitment and support from the Tri-Cities community in carrying the plan forward and executing its individual strategies. It will be important for the three primary cities anchoring the partnership to continue to work together with shared vision to create strong regional leadership and collaboration and provide a recognizable identity for the area.

INTRODUCTION



Highway 441 Bridge, Apopka, Florida

The following Strategic Recommendations outline the objectives of the Tri-Cities economic development strategic planning project and provide a detailed set of goals and strategies designed to accomplish those objectives by leveraging the community's many strong assets and addressing challenges. The report is an action plan for Tri-Cities to grow the way the community wishes to grow, creating regional leadership collaboration and a thriving and competitive business environment. The focus of that collaboration will be to create leverage to support and encourage the expansion of existing businesses; attract the right new industries; develop a well-skilled workforce; and create a national and international identity.

The recommendations contained within this report are based on an understanding gleaned from three previous studies and reports; the Survey Report, issued Oct. 11; the Market Analysis and SWOT Report, released Oct. 23; and the Target Industries Report released Jan. 13. Data for those reports were obtained through a combination of qualitative and quantitative analysis. The qualitative analysis included on-site interviews and follow-up phone interviews with more than 150 stakeholders, and online surveys taken by more than 250 local residents and 39 local businesses. Quantitative data was collected and analyzed from numerous state and national public and private sources. Analysis was additionally performed using in-house AE programs.

EXECUTIVE SUMMARY

Central Florida is in the midst of tremendous change, spurred by continuing population growth. The region weathered the recession better than many other areas of the country, and Florida is predicted to soon become the third most-populated state in the U.S. At the beginning of the 21st century, Florida will be a driving force in the domestic economy.

Florida is rated one of the top U.S. states for its business climate, and the Metro Orlando area is a shining star of innovation and business success. The metro area boasts diverse industries, multiple transportation options and an abundant young, skilled workforce. The nearing completion of the Wekiva Parkway will soon create the last segment of a loop around the Metro Orlando area.

The Tri-Cities region, with its exceptional location and transportation network and available land for new infrastructure, is garnering attention as an integral western component inside the loop and a prime candidate to become the new bi-modal distribution center for the greater Orlando market.

Tri-Cities partner cities of Apopka, Ocoee and Winter Garden are already seeing the growth surge. Once sleepy agricultural communities, nearly 250,000 people now call the three-city region home. The advantages of the once bedroom communities are no longer a secret – great quality of life, world class theme parks, good schools, a friend business environment and

room to grow. Advantageously situated on interstate and state highways, all of Florida's vast tourism, business and distribution networks are within easy access of all three cities.

Metro-Orlando and Orange County economic development organizations, businesses and communities are actively planning how to reshape the Central Florida area to create new jobs, innovative industry corridors and better communities. Visionary community leaders in the Tri-Cities area have begun to shift their economic development perspective, looking at the leverage and advantages presented through a regional alliance. City governments, businesses and residents in general are becoming more focused on economic development as a factor of everyday life.

The time is here for the Tri-Cities area to develop a cooperative strategic plan that will create a combined community identity and spur the growth of a thriving, competitive regional business environment develop, with state-of-the-art mixed-use business parks that leverage the growing power of the SR 429 Corridor.

The following strategic plan will assist the partner cities in entering into a new, better leveraged era of economic development. The initial focuses of the plan will be in studying the advantages of forming a regional economic development organization, protecting and master planning key interchange locations, and branding and marketing the Tri-Cities concept.

EXECUTIVE SUMMARY

Through the earlier market assessment, SWOT and target industry analysis, AngelouEconomics (AE) has examined Tri-Cities' key strengths, weaknesses, opportunities and threats with an eye toward advancing economic development efforts. During the process, AE uncovered several important and emerging themes that will shape the primary economic development challenges and opportunities within the region in years to come. The following pages outline these primary themes.

Competitive and Thriving Business Environment

The Tri-Cities area competes with Central Florida as well as other Cities around the world to retain companies and skilled employees that contribute to the region's economic well-being and sustainability. In general order of importance, the top criteria for companies and site selectors looking at Tri-Cities as a new or continuing location will be:

- Skilled workforce
- Highway accessibility
- Low labor costs
- Strong quality of life

Fortunately, Tri-Cities has several important factors that will help attract target industries, including good state and local business climates and a reputation at the city levels for business-friendly government.

One of the advantages for Tri-Cities is the competitive cost of doing business. Low-cost

labor, taxes, utilities, commercial lease rates and other cost of running a business offer a competitive edge in locating within the area.

In today's markets, companies and talented workers are agile and mobile. A friendly and competitive business environment is essential to growing and attracting businesses and talent. Local governments must play a supporting role in economic development to ensure economic vitality. The businesses within Tri-Cities will need to take on a more prominent role and be more engaged in policy decision-making for the community to operate effectively.

More support should be given to small businesses and strategies developed to foster more entrepreneurial activity. Local businesses should be brought to the economic table and given a voice in policy and planning. Business leaders have shown interest in doing so and a willingness to help fund economic development efforts.



Starke Lake, Ocoee, Florida

EXECUTIVE SUMMARY

Tri-Cities should act to:

- Welcome new businesses and engage them
- Create a Forum for Business Leaders and Entrepreneurs to discuss issues and share ideas
- Provide an environment of certainty for businesses by having clear and consistent policies
- Streamline regulatory and permitting processes
- Provide responsive and flexible customer service
- Provide opportunities for businesses and workers to work from home or share space in order to collaborate and create
- Work to strengthen and enhance formal and informal supply chains for various industries

Tri-Cities businesses have voiced clear frustration with permitting practices in the area. They ask for a regional standard in all permitting, online processes and more streamlined procedures. Tri-Cities should hire a company to review processes in each city and recommend a regional set of standards that will reduce processing time and frustration.

World Class Industry Clusters

Growing world class industry clusters will be a priority for Tri-Cities well into the future. Target industries have been identified for the area, and Tri-Cities should work to understand and support Strategies have been identified to grow and support all seven target industries.

One of the most important issues facing Tri-Cities will be to make sure that adequate supply of commercial space in strategic locations is available to grow industries in the following areas:

- Business & Professional Services
- Health Care & Life Sciences
- Creative & Digital Arts
- Custom Software & Video Production
- Specialty Manufacturing
- Tourism
- Logistics & Distribution

Logistics & Distribution Potential

The Tri-Cities community sits in the center of an exceptionally strong transportation nexus situated immediately west of the major market area of Orlando. It offers upgraded rail transport, quick access to state and interstate highways that connect to Gulf Coast and Atlantic ports and to optimal domestic interstate highway networks. Two international airports are located proximate to Tri-Cities, the Orlando International Airport and the Orlando-Sanford Airport. Apopka is also home to the Orlando Apopka Airport, located on the west side of the city along US 441.

According to a recent Regional Freight and Goods Flow Analysis conducted for MetroPlan Orlando, nearly 202 million tons of inbound, outbound, intraregional and through freight moved inside Central Florida's transportation network in 2010. As the Metro Orlando area attracts more e-commerce delivery business, that number is expected to rise dramatically.

EXECUTIVE SUMMARY

Ground transportation from Tri-Cities is within minutes from Orlando. Ground shipments are also within an easy one-day delivery zone for many other major Florida market areas. The quick delivery route from warehouse to doorstep is an essential element in distribution networks.

There is currently a trend toward massive e-fulfillment development projects that can serve both e-commerce-only industries and multi-channel retailers. These facilities are being constructed as build-to-suit locations because of the need for specialization. New generation warehouses are physically very different from older spaces, making it difficult and expensive to retro-fit existing space.

As the demand for industrial real estate in the US continues to increase, finding warehouse locations close to major markets and transportation hubs is becoming a survival consideration for many companies. Vacant land is an even more valuable asset.

When such increasingly rare industrial and green space is combined with Tri-Cities' ideally-situated transportation infrastructure, a powerful possibility is put into play that will attract the attention of major logistics and manufacturing companies. Reshoring, or bringing manufacturing operations back to the U.S. is also growing trend. Tri-Cities is ideally positioned to take advantage of both Logistics & Distribution and Specialty Manufacturing opportunities, and area leaders should act quickly to get ahead of the curve in attracting and establishing those

industries. It is not too early for Tri-Cities to determine its new royal role in the future as a segment of the larger Orlando distribution market.

Tourism

The Tri-Cities community is well-integrated into one of the largest and best functioning tourism machines in the U.S., with a growing number of internationally acclaimed theme parks in the backyard. The completion of the Wekiva Parkway extension will drive even more tourists travelling by car throughout the area each day.

More attention needs to be given to capitalizing on that vast opportunity, with strategically placed high-quality restaurants, full service hotels and other businesses that cater to travelling families and business executives. Convention and meeting facilities should also be considered with public private or international funding. Combined population statistics and evidence of cohesive regional planning will go a long way to attract restaurants that have been reluctant to consider moving to the area in the past.

Tri-Cities also has strong potential to develop a food-related tourism niche, based on the long agricultural reputation of the area, fresh local produce, and a growing "Eat Local Ingredients" philosophy that is spurring small, upscale restaurants and budding destination appeal. This niche can be factored into weekend and three-day tourism packages that combine the benefits of all three cities.

EXECUTIVE SUMMARY

Winter Garden's Saturday farmers market is so successful a draw that the city is building a new downtown parking garage to accommodate visitors. The award-winning market, with its locally-grown produce, can help turn the Tri-Cities area into a regional food hub.

Food hubs are broadly defined as facilities that manage the aggregation, storage, processing, distribution or marketing of local food to and beyond the host community. They can be used to reach "food deserts," areas where affordable healthy food is in short supply. Food hubs help family farmers tap wholesale markets, and restaurants with high-quality alternatives to normal wholesale distributors. Food hubs often rely on managers that arrange supply chain logistics including linkages to new markets and coordination between distributors, processors and buyers.

Regional Collaboration and Leadership

Fundamental to the success of the new Tri-Cities community will be regional collaboration and leadership. Identifying a regional economic development organizational structure will be a major step. It can be achieved in conjunction with the implementation of the recommendations found in the Economic Development Strategic Recommendations.

The three cities have various initiatives each is working on that will improve regional collaboration and leadership. These small steps are important and should be continued. Identifying the right economic development

structure that meets the needs of the community will be the next important step. Various segments of the community must come to the planning table, including businesses, young families, young professionals, entrepreneurs, schools and city governments. New leadership must be mined and nurtured so that the community can continue to prosper.

The first steps to concentrate on in the implementation of this strategic plan will be to:

- Deploy a unified community front
- Complete an organizational capacity study
- Develop a regional brand and identity
- Build a strong communication network

Each of the anchoring cities brings something unique and valuable to the collaborative table. Apopka has large tracts of undeveloped land and former agricultural areas, surplus manufacturing and warehouse space along with some great natural assets. Ocoee is in a good position to become an office hub for residents and businesses in the area. Winter Garden has destination appeal and a growing creative and entrepreneurial culture. This combined set of assets is a powerful lure to a diverse set of industries.

One of the advantages of a Tri-Cities alliance is the added leverage the greater community provides when taking a seat at larger regional planning tables, such as the Metro-Orlando Economic Development Commission and

EXECUTIVE SUMMARY

Enterprise Florida. That empowered regional standing will ensure that strategies for the surrounding areas foster the goals of the local community in economic development.

Branding

Tri-Cities has a great story to tell, and now is the perfect time to tell it. The community must pull together with a unified front to present to the outside world, emphasizing its combined assets, quality of life, history and vision for the future. A new brand with tourist appeal should be created for the community. Branding and marketing efforts are keys to the success of economic development. Health and wellness, along with quality of life factors could be part of that brand.

Tri-Cities is a temporary name for the collaborative partnership of the cities. The region will have to create a new name that is easily identifiable and attractive to the Orlando Region and tourists visiting theme parks in the area. The success of the effort will depend on the community's ability to redefine itself in the eye of residents and businesses and to establish a national and international brand.

Before a branding campaign can be successful, the community will need to conduct more community outreach and be more communicative with all its various elements – businesses, families, young professionals and others. Binding the community together as one will also require the creation of stronger cultural gathering places and activities. More targeted events are also needed.

Strategic Infrastructure Investment

A strategy with flexibility and gazelle-like speed is needed to get ahead of the coming growth along the SR 429. Central Florida's economy has outperformed other metros in Florida, and the Tri-Cities area is poised to take advantage of Orlando's powerhouse economy. In order to do so, Tri-Cities will need to have a market-ready product. Developing desirable, state-of-the-art mixed-use developments and business parks along the SR 429 that contain the amenities and lifestyle to attract target businesses and appropriately skilled workforce talent is critically needed.

Property at key interchanges, open land spaces and critically-located vacant warehouse and manufacturing infrastructure must be protected for appropriate future development.

Infrastructure needs updating in older industrial parks and some of the historic packing plants and industrial areas need to be repurposed. Key corridors in the area need to be cleaned up and modernized, especially roads and highways used by residents who live in surrounding communities and drive through Tri-Cities each day. The current impression given by these transportation arteries is damaging to the image Tri-Cities will work hard to create. The partnering cities will have to work carefully and collaboratively in accomplishing this renovation.

Utilities need to be made available to key interchange areas along the SR 429. Wireless and bandwidth infrastructure need to be

EXECUTIVE SUMMARY

upgraded in strategic areas poised for new construction or redevelopment.

The combined set of assets brought to play by each of the three cities creates a powerful lure to a diverse set of industries. All assets should be built upon, identified as opportunities and strategically marketed. The need for infrastructure updates to existing industrial parks and office complexes should be addressed. Public-private partnerships should be investigated and incentives that will encourage such renovation.

Vibrant Downtowns and Gathering Areas

Vibrant downtowns are dynamic employment centers and hubs of commerce. They attract young professionals, workforce talent, residents and entrepreneurs, because downtowns also serve as centers for innovation. It will be critical for the region to have city centers that draw businesses, residents and talent to them.

City centers offer a competitive advantage. They offer a strategic location at the core of a community with built in supply chains and intelligence. Since attracting and retaining young professionals and a knowledgeable and skilled workforce is a critical priority, having thriving downtowns where this demographic prefers to live and play is also important.

Winter Garden's downtown is alive with activity. Apopka and Ocoee's downtowns currently lack the same vibrant energy. Both cities should make revitalization of their historic centers a

investment are typically followed by private investment. Workforce housing and amenities such as open space, culture and entertainment should be woven into the planning of these important centers. Live/work spaces are very important to the new economy worker.

Education and Work Force

Tri-Cities currently offers few residents an opportunity to earn a living within the community. An estimated 87percent of employed Tri-Cities residents travel to jobs outside the area each day. Conversely, only 26 percent of the local workforce is made up of local residents.

This mismatch leads to a perception of the area as simply a residential bedroom community. The workforce mismatch also leaves the Tri-Cities community with very little daytime population, making it difficult to attract high quality retail and restaurants.

Ample opportunity and leverage exists to attract a four-year university. This should be a major priority for the Tri-Cities. Tri-Cities holds great potential for a fully-developed satellite branch for either the University of Florida or the University of Central Florida. Valencia College is currently considering plans to build a campus in West Orange County. Branch campuses are a lower risk venture than a "from scratch" or new university, in that they are extensions of a proven model of success and generally require less in the way of

priority. Downtown master planning and public

EXECUTIVE SUMMARY

of funding.

A satellite campus should specialize in subject areas linked to Tri-Cities target industries, such as Logistics & Distribution, Digital Arts and Video Production. This will help ensure a reliable and constant supply of qualified workers and will help in attracting and retaining younger professionals. A committee should be established to identify possible sites and develop proposals for recruitment.

There are a number of strong colleges and training institutions that offer workforce training courses and certifications. However, better collaboration and cooperation is needed in order to better establish training to adapt workforce skills to existing and target industry skills. Westside Tech in Winter Garden provides technical training for various fields. Programming needs to align with the target industries.

An underutilized workforce combined with a large number of nearby universities, colleges and training institutions translates into a strong supply of skills that can easily be tailored to handle technical manufacturing and specialized warehouse jobs.

The initial focus of education and workforce goals should include:

- Attract a four-year University
- Align college and training curriculum with target industries
- Stronger relationship with K-12 schools

High Quality of Life

Tri-Cities will benefit from the rapid escalation in the importance of quality of life factors in industry location decisions. As workforce criteria take center stage in the eyes of site selectors, the factors that will attract and retain a quality workforce become more important. Tri-Cities can use its excellent quality of life factors as an advantage in luring a skilled workforce and leverage with which to compete for industries.

In assessing quality of life for any region, companies will look first for low crime rates, varied housing options, strong schools and inviting recreational and cultural amenities. Tri-Cities offers residents a superior quality of life bolstered by beautiful natural assets and outdoor activities that include biking, hiking, running, camping, birding, swimming, boating, paddle boarding, fishing and hunting. Beaches that are close by, the West Orange Trail, world-class theme parks, chain of lakes and parks together provide a rich cache of assets.

The area's reputation for small town character also offers strong appeal to entrepreneurs and small to mid-size businesses, offering desirable housing and neighborhoods, better overall crime rates and schools than neighboring Orlando.

Downtown Winter Garden is emerging into a destination for residents, workers, businesses and visitors. This adds to the quality of life and attracts the right demographic for the Tri-Cities. Continuing to grow the Downtown and create

EXECUTIVE SUMMARY

similar downtowns within Tri-Cities will be equally important.

Competition in global markets is tightening, and site selectors are getting much more adept at looking at a wider range of factors that can impact a company's bottom line over time. They are becoming much more focused on the sustainable health of the overall community, not just the health of its business members.

Crime rates in pocket areas of the Tri-Cities area are high enough to discourage some businesses, and those crime areas need to be addressed. A careful eye should be kept on area high school graduation rates, and collaboration with the public school system initiated to support more high school students graduating.

The lack of daytime population has led to a shortage of quality restaurants and retail options within Tri-Cities. That lack, combined with a lack of entertainment options for adults and few upscale multi-family housing choices compound the region's ability to attract and retain Young Professionals. Deliberate strategies must be implemented to retain and attract Young Professionals.

To continue to enjoy strong Quality of Life and attract and grow the Young Professional segment of the population, Tri-Cities should:

- Create vibrant downtowns, business parks and commercial centers and corridors
- Provide recreational amenities that nurture and cultivate health and wellness
- Protect and enhance the area's natural,

historic and cultural assets

- Encourage high quality education, training, research and development
- Collaborate to reduce crime
- Collaborate with local schools to improve high school graduation rates
- Develop a plan to improve hotels and meeting space

With the above themes in mind, AE has worked with Tri-Cities to develop a strategic plan based on eight encompassing goals. The goals are designed to help the area come together as a collaborative region and leverage its many combined assets to further economic development.

To help achieve success, each goal carries with it a set of initial strategies and, when relevant, action steps. Best Practice examples are included to help illustrate goal concepts. An expanded summary of Best Practices is included in the attached Appendix.

The strategic plan also includes a review of target industries and sector specific strategies designed to help Tri-Cities attract them.

Also included in the report are Performance Metrics to assist Tri-Cities in measuring the success of implementation of the plan, an Implementation Matrix and an estimate of the expenses associated with implementation of the plan.

TRI-CITIES SWOT ANALYSIS

STRENGTHS	<ul style="list-style-type: none"> • Large amount of available land • Transportation infrastructure • Strong Quality of Life elements • Competitive cost of operations • Utility infrastructure for most areas 	<ul style="list-style-type: none"> • Existing manufacturing and industrial facilities • Transportation connectivity with other areas of the region and state
WEAKNESSES	<ul style="list-style-type: none"> • Lack of higher-paying jobs • Lack of daytime population • Lack of restaurant, retail diversity • Lack of diversity in housing • Lack of entertainment options • Insufficient business investment • Insufficient full-service hotels 	<ul style="list-style-type: none"> • Lack of downtowns or central gathering • Insufficient communication between elements of the community • Small business education and support/entrepreneurial cultivation • Lack of young professionals involved in local leadership
OPPORTUNITIES	<ul style="list-style-type: none"> • Available land and vacated buildings • Underutilized activity sites • Natural assets and outdoor recreation • Educated underutilized workforce • Increasing community event focus • Ecotourism elements • Winter Garden Creative district 	<ul style="list-style-type: none"> • Businesses willing to fund regional marketing • High interest indicated in supporting locally-owned restaurants and retail • Rail line upgrade will allow larger, faster freight trains and potential commuter rail
THREATS	<ul style="list-style-type: none"> • Vanishing 25-44 year-old demographic • No formalized Tri-Cities EDO • Lack of regional identity • Checkerboard of county-owned land • High crime rates in pocket areas • Weak high school graduation rates 	<ul style="list-style-type: none"> • Lack of presence with larger regional EDOs • Rural/urban conflict • Declining Young Professionals as a percentage of population

STRATEGIC GOALS

Introduction

The Strategic Recommendation and Action Plan comprises a set of strategies and key actions organized around the following nine goals:

Goal 1: Provide Regional and Collaborative Leadership

Goal 2: Create a Thriving Business Environment

Goal 3: Develop a Tool Kit

Goal 4: Leverage Commercial Centers and SR 429 Corridor

Goal 5: Leverage Workforce Training and Education

Goal 6: Attract Young Professionals , Entrepreneurs

Goal 7: Enhance Quality of Place

Goal 8: Develop Marketing and Branding

GOAL 1: Provide Regional and Collaborative Leadership

The first step in developing a plan for economic development for Tri-Cities is to create a strong consolidated front for the regional area. The combined area must operate as one vibrant, healthy, well-functioning community.

Strategy #1: Study the Formation of a Regional Economic Development Organization

1.1.1 Consider a committee to study the advantages of a regional EDO

- a. Include members of the business community, local entrepreneurs, local college and university leaders, representatives from the Arts community, etc.
- b. Determine the necessary funding resources
- c. Determine optimal staff to accomplish initial strategic goals
- d. Determine a work scope for first three years
- e. Determine the necessary annual budget

Strategy #2: Develop a cohesive regional community

1.2.1 Establish a name for the three-city region that is attractive to tourists, businesses

1.2.2 Create a collaborative Tri-Cities website

1.2.3 Establish the story you have to tell

1.2.4 Establish national brand

1.2.5 Establish portals and important entry areas

1.2.6 Create neighborhood-based “Welcome to Tri-Cities” materials

1.2.7 Create Tri-Cities Athlete and Artist (visual, culinary or performing) of the Month programs sponsored by local businesses

Strategy #3: Become an Empowered Regional Player

1.4.1 Become a leveraged and unified member in larger regional EDOs

1.4.2 Work to align common goals, strategies

1.4.3 Participate in joint marketing with regional and state organizations

GOAL 1: Provide Regional and Collaborative Leadership

Strategy #4: Improve Communication between Community Segments

Until a decision is made concerning the establishment of a regional EDO, economic development staff from each city can work together with an established agenda to:

1.4.1 Develop regular meetings between

- a. Employers, community colleges and public school district
- b. Cities and business representatives
- c. Appropriate departments of universities of Central Florida and Florida, and Valencia College
- d. Create a town and gown club
- e. Young professional leaders
- f. Family and neighborhood groups

1.4.2 Post community news and events on the Tri-Cities website

Best Practices: Creating a Community

Apopka Spring Fair

Creating an Economic Development Organization: Winter Haven, FL <http://www.whedc.com/>

Developing a Cohesive Regional Community: Kansas City <http://www.thinkkc.com/>

Fostering Regional Cooperation: Montgomery County, OH <http://bit.ly/UhXN4L>

The Right Place, Grand Rapids region, Michigan <http://www.rightplace.org>

GOAL 2: Create a Thriving Business Community

Strategy #1: Engage and learn from existing businesses

- 2.1.1 Visit regional employers, working through list on regular basis
- 2.1.2 Design and implement an annual online survey

Strategy #2: Appreciate and celebrate existing companies

- 2.1.3 Establish slightly higher incentives for existing businesses, especially in appropriate commercial or activity areas
- 2.1.4 Hold an annual event to recognize growth and success
- 2.1.5 Encourage expansion through simplified permitting

Strategy #3: Create organizations for target industries

Best Practices: Support and Grow Existing Businesses

Business Surveys: Chattanooga, TN <http://www.chattanooga-chamber.com/>

Celebrating Existing Companies: Sarasota, FL <http://bit.ly/1uu7724>

Eat Local: Orange County, FL <http://bit.ly/W7pePi>

GOAL 3: Develop a Tool Kit

Strategy #1: Standardize All Permitting Processes and Building Code

- 3.1.1 Survey businesses to determine ways to make more business friendly
- 3.1.2 Hire a company to review all Tri-Cities permitting processes and determine how they can be streamlined and more business-friendly
- 3.1.3 Establish one region-wide set of standards
- 3.1.4 Facilitate online processing
- 3.1.5 Offer expedited services to target industries
- 3.1.6 Create user-friendly print and digital permitting pamphlet

Strategy #2: Consider Hiring a Shared Development Services Officer

Strategy #3: Create a Regional Shovel-Ready Program

A Shovel-Ready designation for a site ensures that many time-consuming and therefore expensive technical and regulatory parts of development have already been completed and are available for review. The Shovel-Ready sites cut the completion time on projects and show that a community is knowledgeable and focused on competitive, business-friendly practices.

Strategy #4: Consider a Tax Break for Improvements to Existing Buildings, and New Buildings in Downtown and Targeted Zones

Strategy #5: Create Regional Target Market

- 3.5.1 Create a Community Newsletter
- 3.5.2 Create a Site Selector Newsletter
- 3.5.3 Create and Post Target Industry PDFs on Tri-Cities Website

GOAL 3: Develop a Tool Kit

Strategy #8: Organize and calendar regional marketing tours and familiarization tours

- 3.8.1 Ensure private participation. Include cities staff, business leaders, colleges and university representatives, community, development leaders, etc.
- 3.8.2 Organize three annual visits to cities with high target industries concentrations
- 3.8.3 Set up regular Tri-Cities virtual and site events to showcase advantages to outside businesses and families. Issue invitations to site selectors, target industries and the media

Strategy #10: Attend National Conferences

Best Practices: Develop a Tool Kit

Site Selector Marketing: Lubbock, TX <http://www.lubbockeda.org/>

Creating a Community Newsletter: Galesburg, IL <http://bit.ly/1k1uzMi>

Promoting Target Industries: Reading, PA <http://bit.ly/W1xMY9>

Familiarization Tours: Des Moines, IA <http://ragbrai.com/>

Streamlining the Regional Permitting Process: Colorado Springs, CO <http://bit.ly/1k1uVIY>

Oklahoma Shovel-Ready Program <http://1.usa.gov/1qycpH3>

GOAL 4: Leverage Commercial Centers through the Power of the SR 429 Corridor

Strategy #1: Protect Key Intersections and Land Parcels

- 4.1.1 Hire a master planning firm to help design opportunity zones
- 4.1.2 Initiate Land Banking Strategies
- 4.1.3 Design and Develop Standards
- 4.1.4 Implement Zoning Regulations
- 4.1.5 Secure adequate land use for primary activity centers

Strategy #2: Inventory existing business parks and available commercial land

Strategy #3: Inventory existing office space

Strategy #4: Identify specific commercial and office park locations for target industries

Strategy #5: Develop Interactive Map of SR 429 Corridor

- 4.5.1 Show available undeveloped land
- 4.5.2 Include Warehouse, Industrial, Manufacturing infrastructure
- 4.5.3 Show Utility Infrastructure/Streets
- 4.5.4 Provide Heat Map of Current Businesses

GOAL 4: Leverage Commercial Centers through the Power of the SR 429 Corridor

Strategy #6: Map out Designated Activity Sites (GIS System)

- 4.6.1 Gather detailed information on location, space available and shovel readiness of commercial parks. Map locations. Include in website
- 4.6.2 Deploy a unified GIS system
- 4.6.3 Identify locations, size and ownership of available land. Post on website.
- 4.6.4 Identify size, condition and ownership of vacant manufacturing and warehouse space. Post on website
- 4.6.5 Identify location, size, age, occupancy status and ownership of office space. Post on website
- 4.6.6 Map plans for Winter Garden downtown expansion and creative district (Website)
- 4.6.7 Identify energy and utilities infrastructure, capacity, availability, rate detail Include telecommunications infrastructure (Website)
- 4.6.8 Develop interactive map of SR 429 Corridor (Website)
- 4.6.9 Identify Strategic Sites for Target Industries (Corridor and Commercial Parks)

Best Practices: Leverage Commercial Centers and SR429 Corridor

Land Banking: Genesee County, MI <http://bit.ly/1uu4HjS>

Creating Industry Diversity: Pennsylvania <http://bit.ly/SBMSkW>

Creating Industry Diversity: Huntsville, AL <http://www.huntsvillealabamausa.com>

Information Mapping: Cedar Hill, TX <http://maps.jacksongov.org/edev/>

Information Mapping: Jackson County, MO
<http://www.jacksongov.org/content/3310/3348/4309/4319.aspx>

GOAL 5: Leverage Workforce Training and Education

Strategy #1: Identify the Skill Sets Currently in Demand and Needed in the Future by Regularly Surveying and Meeting with Employers.

Strategy #2: Target and Further Develop Training Programs at Local Colleges, etc.

5.3.1 Consider: Manufacturing Technology, E-Commerce Warehousing Technology, Gaming, Social Media Marketing, Arts, Customer Service, etc.

5.3.2 Offer discounted classes to veterans and displaced workforce

Strategy #3: Develop Art School or Program

Strategy #4: Develop Certification/Apprenticeship Programs with colleges, local businesses to put workers in guaranteed jobs with needed skills.

Strategy #4: Work with Local Universities to Develop Advanced Logistics/Distribution and Manufacturing-related degrees

Strategy #5: Partner with Local Businesses to Conduct Job Fairs in Areas with High Concentrations of Workforce Skills Sought by Local Employers.

Strategy #6: Investigate Alignment of Local Community College and University Student Acceptance Programs

GOAL 5: Leverage Workforce Training and Education

Strategy #7: Attract a Four-Year University Satellite Campus

- 5.7.1 Create a search committee
- 5.7.2 Identify possible campus sites
- 5.7.3 Identify university candidates
- 5.7.4 Develop an incentive package
- 5.7.5 Investigate public and private subsidy opportunities
- 5.7.6 Engage in fundraising
- 5.7.7 Enlist local university alumni support

Strategy #8: Develop Online Degree Programs

Best Practices: Align Workforce Training & Education

Skills Gap Analysis and Development: Texas Workforce Commission <http://bit.ly/1oAUgrc>

Apprenticeship and Job Placement Programs: Germany <http://bit.ly/1pALddu>

Job Training Programs: Boston, MA <http://bit.ly/1xjmbSj>

Job Training Programs: California Bay Area <http://bit.ly/1lc1hiE>

College Degree Programs: Arizona State University <http://bit.ly/1kECx3O>

Internship Programs: Louisville, KY <http://www.greatertlouisville.com/interntoearn/>

Southern University System Community College Entrance Program
<http://diverseeducation.com/article/17272/>

GOAL 6: Attract Young Professionals, Bolster Entrepreneurship

Strategy #1: Develop a business understanding of the YP climate

- 6.1.1 Hire a firm to conduct a regional retail study
- 6.1.2 Survey employers annually to determine challenges in attracting YPs to the region

Strategy #2: Cultivate an environment that appeals to YPs and entrepreneurs

- 6.2.1 Create a Young Professionals/Entrepreneurs coordinator position at the EDO to attract and retain those workers to the area
- 6.2.2 Establish a regional Young Professionals group. Raise funding to support group's efforts
- 6.2.3 Create recreational activities and entertainment options catering to YPs
- 6.2.4 Chambers of commerce should form a young business professionals group

Strategy #3: Develop infrastructure to support YPs and entrepreneurs

- 6.3.1 Work with private partners to design and build live/work space, especially in downtown areas.
- 6.3.2 Work with partners to help expand upscale multi-family housing options, including rental properties
- 6.3.3 Provide free WiFi in downtown and designed areas
- 6.3.4 Create co-working spaces

Strategy #4: Further develop community support for entrepreneurs

- 6.4.1 Establish a Tri-Cities entrepreneurial organization with a quarterly national speaker
- 6.4.2 Foster entrepreneurship with internship/mentorship programs
- 6.4.3 Increase entrepreneur resources, including incubators, university collaborations
- 6.4.4 Work with school district to develop specialized high school academies with focus on manufacturing, logistics, arts and gaming, nursing and other programs that provide a workforce stream for target industries
- 6.4.5 Create a council of area CEOs and executives to mentor startups

Strategy #5: Increase entrepreneur funding streams and marketing

- 6.5.1 Establish angel organization

GOAL 6: Attract Young Professionals, Bolster Entrepreneurship

Strategy #6: Leverage incubator and universities:

- 6.6.1 University of Central Florida Business Incubator
- 6.6.2 SBDC at the University of Central Florida
- 6.6.3 Disney/SBA National Entrepreneur Center
- 6.6.4 Service Core of Retired Executives (SCORE)
- 6.6.5 Establish a formal graduation ceremony for companies graduating from incubator. Publicize

Strategy #7: Establish relationships with other countries to recruit and develop startup exchange programs

Best Practices: Attract Young Professionals, Bolster Entrepreneurship

Young Professional Involvement: Colorado Springs, CO <http://bit.ly/1k1xhRS>

Development to Attract Young Professionals: Cleveland, OH <http://bit.ly/SBNCGL>

Hiring a Young Professional Coordinator: Roanoke, VA <http://bit.ly/1q1Q84w>

Creating a Regional Entrepreneur Organization: North Carolina <http://bit.ly/1no0lb3>

Creating an Accelerator Program: Austin, TX <http://internationalaccelerator.com/>

Union Kitchen Food Incubator: Washington, D.C. <http://unionkitchendc.com/>

Attracting Young Professionals / Live-Work Spaces: Richmond, VA <http://bit.ly/1k1yj0f>

Fostering Entrepreneurship: House of Genius <http://houseofgenius.org/>

Entrepreneurial Funding: Grand Rapids, MI <http://startgarden.com/>

Fostering Entrepreneurship: Blackstone LaunchPad, Nationwide <http://bit.ly/1n68z9W>

Develop Coworking Spaces: Austin, TX <http://www.linkcoworking.com/>

Maker Spaces: NPR <http://n.pr/Sc8yL>

GOAL 6: Attract Young Professionals, Bolster Entrepreneurship

Strategy #8: Adopt a sister EDC in another country

6.8.1 Publicize successful entrepreneurial companies from Tri-Cities and region

6.8.2 Promote YP environment, amenities and feature stories to site selectors and companies

Strategy #9: Celebrate entrepreneurship

6.9.1 Create an annual event that awards entrepreneurs in categories

6.9.2 Create an annual business plan competition

6.9.3 Publicize local entrepreneurial success in Orlando, Florida and national media

6.9.4 Post feature stories of local entrepreneurs on EDO community website

Strategy #10: Follow entrepreneurship related groups on social media. See:

6.10.1 Y Combinatory

6.10.2 Dream it Ventures

6.10.3 Tech Stars

6.10.4 Tech Ranch

6.10.5 Tech Crunch Publication

6.10.6 International accelerator

6.10.7 Plug and Play

Strategy #11: Assure housing diversity supports needs of mobile young professionals

GOAL 7: Further Enhance Quality of Place

Strategy #1: Revitalize downtowns for Ocoee and Apopka

- 7.1.1 Consider applying for Florida's Main Street program and hiring a Main Street/downtown area coordinator
- 7.1.2 Engage public and private partners in a dialogue and efforts to enhance downtown
- 7.1.3 Undertake community discussions to formulate a new image for downtown
- 7.1.4 Set funding mechanism for various building and infrastructure improvements, through tax increment financing (TIF) or public/private grants for property owners or New Market Tax Credits
- 7.1.5 Establish downtown-specific building code and zoning for the purposes of preservation and beautification
- 7.1.6 Create downtown events and programs to draw in consumers and support local businesses
- 7.1.7 Promote a "Buy Local" program

Strategy #2: Develop gathering places with cultural amenities and events

- 7.2.1 Establish a community events committee
- 7.2.2 Determine what residents and local businesses want for community spaces through surveys, focus groups and community meetings
- 7.2.3 Create or enhance community spaces to be used for local farmers' markets and street fairs
- 7.2.4 Create and promote cultural events that draw people to these places
- 7.2.5 Measure the success of spaces through onsite interviews, surveys and attendance

Strategy #3: Create a Tri-Cities children's museum

Strategy #4: Create urban garden in central gathering place

GOAL 7: Further Enhance Quality of Place

Strategy #5: Work with county, neighborhood groups and business groups to address and lower crime in pocket areas

Strategy #6: Work with the local school district to develop a strategy to increase high school graduation rates. Consider implementing a privately-funded program that rewards graduation with free community college tuition

Best Practices: Further Enhance Quality of Life

Downtown Revitalization: Georgetown, TX <http://www.mainstreetgeorgetown.com/>

Establish Family Gathering Places: Children’s Museum: Austin, TX
<http://www.childrensmuseums.org/>

Improve High School Graduation Rates: The Kalamazoo Promise: Kalamazoo, MI
<http://www.kalamazoopromise.com/>

Crime Prevention Through Environmental Design, NCPC <http://bit.ly/1mbmCFI>

NCPC Corporate Support for Antiviolence Projects <http://bit.ly/1np1FXG>

GOAL 8: Market and Brand Tri-Cities

Strategy #1: Craft a fresh, exciting image for the region centered on the new “Tri-Cities” Identity

- 8.1.1 Leverage new regional identity as a rebranding opportunity to promote the region’s positive attributes, successful changes, and shed previous negativity
- 8.1.2 Ensure community and stakeholder input, understanding, and support of the new image to ensure it is presented on a unified front

Strategy #2: Expand and reshape marketing materials to align with the new regional identity

- 8.2.1 Create comprehensive regional website which, in addition to promoting unified economic development, celebrates the region’s cultural identity and quality of life
- 8.2.2 Expand regional marketing on Facebook, Twitter, and other social media
- 8.2.3 Integrate new marketing materials into broader marketing programs, such as those for the greater Orlando area or the State of Florida
- 8.2.4 Consider hiring a PR firm to manage website development and marketing efforts

Strategy #3: Develop Target Industry Specific Marketing and Branding

- 8.3.1 Build industry profile and networking within target industries through participation in industry conferences and professional organizations
- 8.3.2 Create industry website and other marketing materials to promote target industries and make information about regional clusters more accessible

Best Practices: Marketing and Branding

Website: Denver, CO <http://www.metrodenver.org/>

General / Target Industry Marketing: Kansas City <http://www.kansascommerce.com>

**Infrastructure Development: Prince William, VA
Charleston, South Carolina
Pflugerville CDC, Texas** <http://bit.ly/1mCXXOO>

SECTOR SPECIFIC CONSIDERATIONS

The following pages include information useful in aligning target industries as a component of overall economic development strategy. Any sector specific strategies are noted.



While the selection of target industries as part of the strategic planning process can help focus limited economic development resources on industries that hold the greatest potential for sustained growth, the identification of those target industries should not be viewed as a method of ignoring other industries.

**Advanced
Logistics**



**Industrial
Machinery &
Supplies**



Transportation



**Construction &
Real Estate Trades**



Logistics & Distribution

LOGISTICS & DISTRIBUTION

Employees: 10,200 (2,600*)
Total Payroll: \$398 Million (\$91 Million*)
Average Annual Wage: \$35,000
Number of Businesses: 705 (215*)
Total Square Footage: 5.1+ Million*
Total Revenues: \$2.6+ Billion*

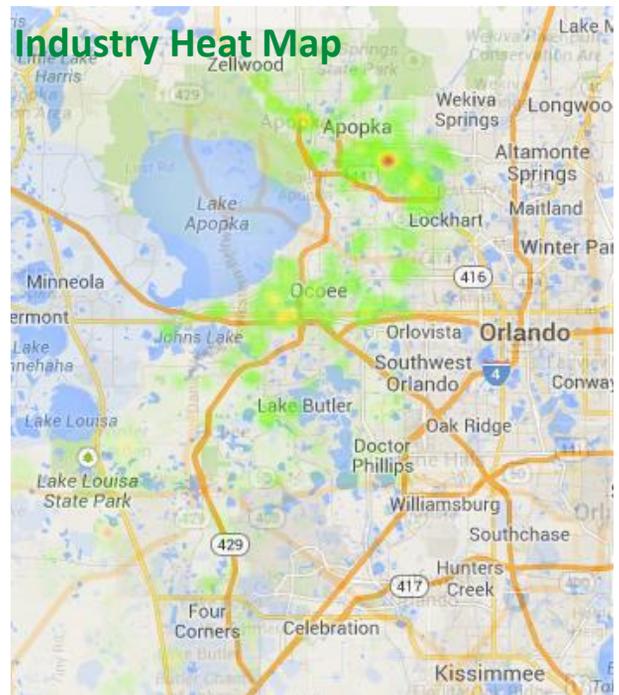
*These data are estimates specifically for the Tri-Cities Region, not Orange County. Source: Reference USA

Tri-Cities Competitive Advantage

- Excellent geographic location - 18 miles to Orlando
- Solid transportation infrastructure
- Recent rail upgrades
- Large tracts of land and available commercial space
- Access to international sales & distribution channels
- Low state taxes
- Low labor and utility costs
- Existing export and import products
- Skilled professional workforce
- Higher learning campuses for workforce training
- Entrepreneurial environment
- International airport access
- Excellent Quality of Life

Tri-Cities Notable Employers

Company	Company
C & W Global	UPS Freight
Honey Transport, Inc.	Bestway Refrigerated Service, Inc.
Florida Central Railroad	Florida Utility Trailers, Inc.
Purdy Brothers Trucking	Sysco Central Florida
Florida Northern Railroad	Florida Hospital Warehouse



Logistics & Distribution Niches

Advanced Logistics

Industrial Machinery & Supplies

Transportation

Construction & Real Estate Trades

Logistics and Distribution is essentially the process of moving a good from producer to consumer including all of the planning, storage, and transportation that process requires. While traditionally manufacturers managed the storage and distribution of their own goods, increasingly efficient yet complicated logistics processes and technologies have led to the rise of third party distributors. These businesses specialize in supply chain management and have greatly streamlined global transportation and logistics networks.

While the industry as a whole suffered from the 2008 recession, the improving global economy and innovative new methods ensure this industry will remain exciting and expanding for years to come.

Tri-Cities has critical attraction assets for the competitive logistics industry in its proximity to the major Orlando market, a superior transportation infrastructure, available land space for new tech warehouses and available office space for distribution activities

The demand for industrial real estate in the U.S. is increasing and will continue to increase as manufacturing production and domestic shipments grow. Warehouse locations close to major markets and transportation that connects with customers, distributors and shippers is becoming a survival consideration. It is estimated that transportation costs account for more than 60% of supply chain costs for logistics companies. Good highways are an important tool for industries that need to control transportation costs.

As the U.S. continues to move more to online shopping, e-commerce is changing the

domestic logistics supply chain and the facilities that support it. That is redefining the meaning of the ideal location for retail and distribution centers.

The shortening of the delivery window for online orders from 2-3 days to same day is driving the clustering of big-box sites nearer to population centers like Orlando. Industries are reorganizing to support online activity and provide better customer service.

Market areas within a four-hour delivery zone Tri-Cities include Orlando, Miami, Fort Lauderdale, Jacksonville, Tampa and Tallahassee. Other markets likely accessible within a one-day are Savannah, Charleston, Montgomery and Mobile.

Tri-Cities 4-Hour Ground Transportation Area



Sector Specific Strategies:

- Promote Tri-Cities superior highways, connections to interstate distribution routes and improved rail
- Determine and promote Orlando International Airport goods transportation activity
- Aggressively advertise proximity to Orlando and all major markets within a one-day ground delivery radius.
- Attend industry conferences and become an active member in industry organizations and events.
- Develop incentives to attract e-commerce and big-box warehousing companies interested in the large Orlando market
- Ensure appropriate zoning to support warehouses/distribution centers in designated areas
- Explore possibilities for multi-modal train-to-truck depots
- Work with local colleges or technological institutes to offer certification or licensing for commercial drivers, e-commerce warehousing and customer service, etc
- Explore a partnership UCF or UF to develop logistics and distribution, and warehousing programs
- Market nearby university program facilities
- Promote announcements and successes of L&D in state and Central Florida to prospective companies.
- Establish a Tri-Cities L&D industry group.

Organizations and Conferences

Professional Organizations

American Society of Transportation & Logistics (<http://www.astl.org>)

Council of Supply Chain Management Professionals (<http://www.cscmp.org>)

Southeastern Warehouse Association

Industry Conferences

International Warehouse Logistics Association Convention & Expo (<http://www.iwla.com>)

Warehousing Education & Research Council (<http://www.werc.org>)

Retail Supply Chain Conference (<http://www.rila.org>)

BUSINESS & PROFESSIONAL SERVICES

Employees: 104,000 (10,700*)
Total Payroll: \$5.3+ Billion (\$546+ Million*)**
Average Annual Wage: \$51,000
Number of Businesses: 7,900 (1,276*)
Total Square Footage: 8.2+ Million Square Feet*
Total Revenues:\$1.25+ Billion*

*These data are estimates specifically for the Tri-Cities Region, not Orange County. Source: Reference USA

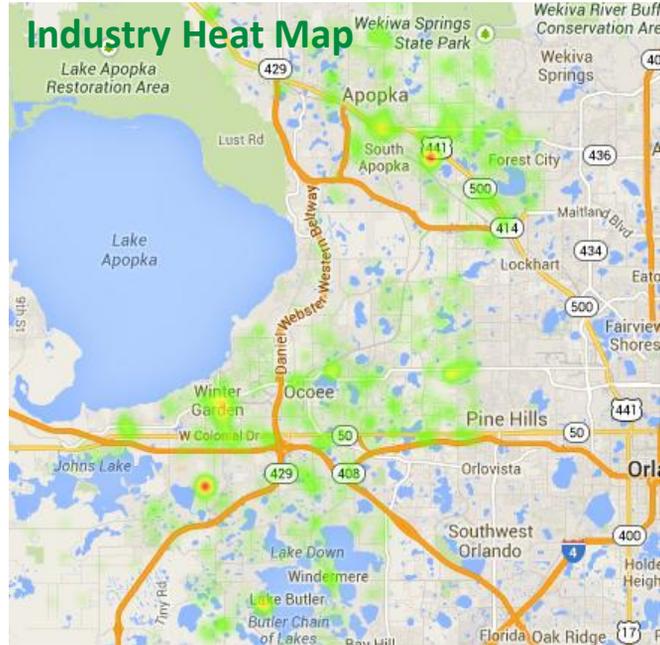
**Updated from Target Industry Report

Tri-Cities Competitive Advantage

- Proximity to Orlando & abundant businesses
- Centrally located, inexpensive office space
- Fast transportation network
- Skilled professional workforce
- Business-friendly climate & low operating costs
- Creative & entrepreneurial hub in WG
- Quickly expanding hospital and healthcare
- Quality and scope of available infrastructure
- International airport access
- Low utility and wage rates
- Public policy support
- Communications/tech infrastructure
- Entrepreneurial training & support
- Low risk of business interruption
- High Quality of Life

Tri-Cities Notable Employers

Company	Company
Atkins	DRB Benefits
Elipsis Engineering	Dobson's Woods & Water
Ground Tek of Central Florida, Inc	ECC Consulting
007 Locksmith	GE Protection
IN Marketing Service	



Business & Professional Services Niches

Advertising

Legal & Financial Services

Architecture and Engineering

Business Support Services

Travel Arrangement Services

Specialized Design

BUSINESS & PROFESSIONAL SERVICES

B&PS are occupations geared toward providing services in the business world. Professional services require niche educational training and include architects, engineers, accountants, doctors and lawyers. The industry is the largest sector of the U.S. economy.

Tri-Cities is well-suited for B&PS companies, both subsidiary operations for parent firms and third-party service providers. Proximity to Orlando provides a vast client potential and transportation access is excellent. The cost of operating a service business will be less in Tri-Cities than in the larger city itself. Growing hospitals and small businesses will nurture B&PS development. All three cities are opportune locations. Ocoee with it's potential to become an office hub, is ideally aligned.

Sector Specific Strategies:

- Attract a co-working space with available parking near restaurants, possibly in Ocoee, with business resource component
- Establish professional meet up events
- Join B&PS industry organizations that include Orlando industries
- Promote lower cost of business to site selectors and prospective companies
- Business incubator (see Georgia Tech)
- Offer business management and fundamentals classes at community colleges
- Leverage proximity to Orlando and exceptional transportation and accessibility

Organizations and Conferences

Professional Organizations

Professional Managers Association (<http://www.promanager.org>)

International Association of Business and Management Professionals (<http://www.aibmp.org>)

Industry Conferences

IEEE International Conference on Services Computing
(<http://conferences.computer.org/scc/2014/>)

The American Institute of Architects Convention
(<http://convention.aia.org/event/homepage.aspx>)

Global Conference on Service Management (<http://gcs2014.aurouniversity.ac.in/>)

Tourism Services



Ecotourism



Agritourism



Hotels & Meeting Facilities



Tourism

TOURISM

Employees: 164,000 (13,200*)
Total Payroll: \$4.2 Billion (356+ Million*)
Average Annual Wage: \$27,000
Number of Businesses: 3,400 (581*)
Total Square Footage: 5.2+ Million*
Total Revenues: \$1.2+ Billion*

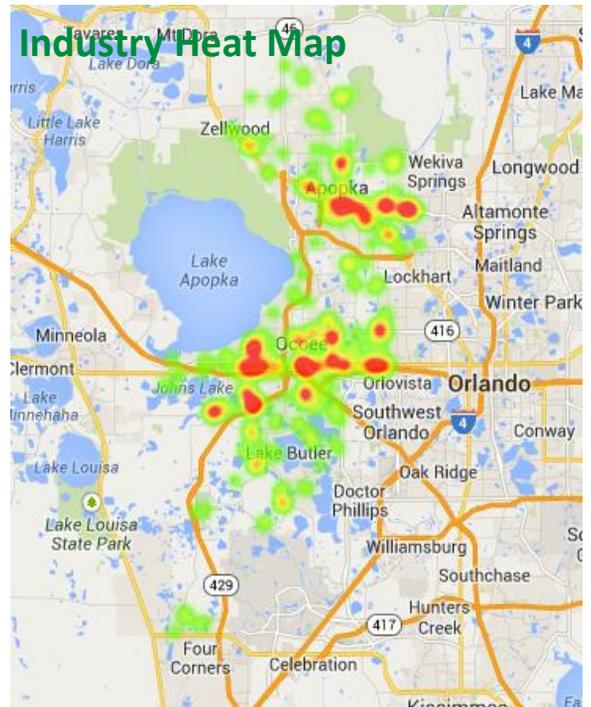
*These data are estimates specifically for the Tri-Cities Region, not Orange County. Source: Reference USA

Tri-Cities Competitive Advantage

- Powerful existing international tourism draw
- World-class theme parks
- Proximity to Orlando
- Natural, historical, and cultural assets
- Excellent recreational activities
- Growing ecotourism sector
- Exceptional accessibility by highway & air
- Plans for hotel expansion and upgrades
- Reliable workforce with hospitality experience
- Low cost of doing business and labor costs
- Stable regulatory environment
- Hotel/Convention Space
- Food support
- State and regional focus on tourism

Tri-Cities Notable Employers

Company	Company
West Orange Golf & Country Club	Isleworth Golf & Country Club
Edgewater Hotel	Westgate Resorts
Liki Tiki Village	Sabal Hotel Orlando West
Errol Estate & Country Club	Windermere Country Club



Tourism Niches

Tourism Services

Ecotourism

Agritourism

Hotels and Meeting Facilities

Tourism is a broadly defined industry that focuses on travelers, the destinations and attractions they visit, their food lodging, and other hospitality services, as well as all of the businesses that support these ventures.

Worldwide, tourism is one of the most important industries in the economy. It has become even more important in recent decades as increased globalization, openness, and travel technologies have increased the tourism opportunities for much of the world's population. In the U.S. alone, the first quarter of 2013 saw \$1.5 trillion in economic activity related to tourism, with nearly \$900 billion of that being direct tourist expenditures.

The Tri-Cities area, with its close proximity to one of the tourism capitals of the world, is in an excellent position to capitalize on this global trend.

Sector Specific Strategies:

- Rename Tri-Cities area to attract tourists looking for local activities and less expensive hotels than found in Orlando

- Initiate a hotel evaluation of the area
- Partner with private companies to plan and build full service hotels
- Revitalize Apopka and Ocoee downtowns into destination locations
- Market weekend packages that include activities in each city, leveraging West Orange Trail, Lake Apopka, bed & breakfasts, Downtown Winter Garden
- Promote ecotourism
- Create Food Hub
- Investigate passenger rail expansion
- Encourage the development of bed & breakfasts in each city
- Create a separate tourism identity from theme parks that focuses on local activities and attractions. Market online and through hotels.
- Create tourism identity for Florida residents with day-trip opportunities
- Create identity for business conferences
- Develop more festival and events similar to the Apopka Outdoor Festival and art festivals in Winter Garden
- Leverage Lake Apopka, bird sanctuary
- Utilize VisitOrlando.com and similar sites

Organizations and Conferences

Professional Organizations

Hospitality Financial & Technology Professionals (<http://www.hftp.org>)

National Restaurant Association (<http://www.restaurant.org>)

Industry Conferences

Travel South Domestic Showcase

(http://www.travelsouthusa.org/domestic_showcase/default.aspx)

PRSA Travel and Tourism Conference

(<http://www.prsa.org/Conferences/TravelTourism#.U2KoPIFdWSo>)

Southeast Tourism Society Fall Forum (<http://www.southeasttourism.org/>)

Travel South International Showcase (http://travelsouthusa.org/international_showcase/)

**Home
Healthcare**



**Specialty Care
Networks**



Geriatrics



Healthcare & Life Sciences

Kinesiology



Sports Medicine



**Outpatient
Care Centers**



HEALTH & LIFE SCIENCES

Employees: 63,500 (8,850*)
Total Payroll: \$3.5+ Billion (400+ Million*)
Average Annual Wage: \$45,000
Number of Businesses: 2,500 (856*)
Total Square Footage*: 4.5+ Million
Total Revenues*: \$1.8+ Billion

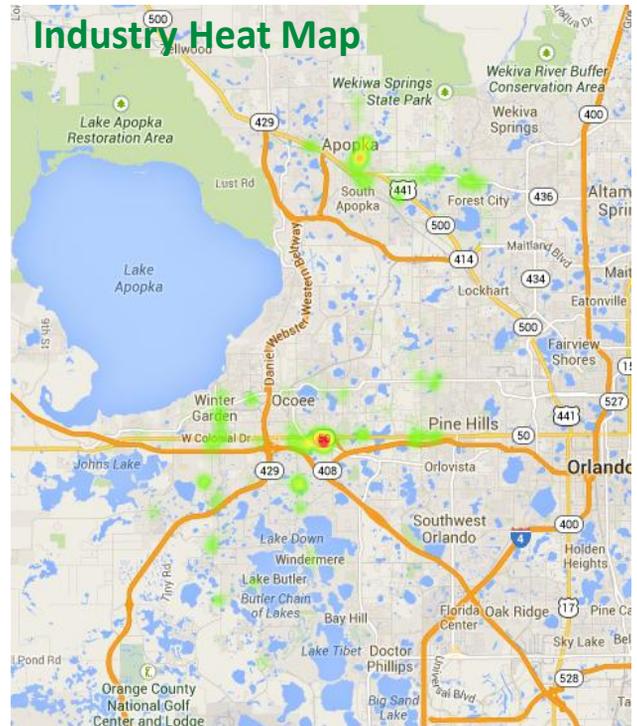
*These data are estimates specifically for the Tri-Cities Region, not Orange County. Source: Reference USA

Tri-Cities Competitive Advantage

- Possible leverage of Orlando “Medical City”
- UCF College of Medicine research
- Quickly growing hospital/healthcare segment
- Skilled professional workforce
- Strong workforce training infrastructure
- Pro-business climate & low operating costs
- Quality and scope of available infrastructure
- Entrepreneurial environment
- Proximity to market
- Affordable lab space
- International airport access
- Opportunity to link to agricultural sciences
- Strong Quality of Life linkage to health
- Orlando-based H&LS venture capital

Tri-Cities Notable Employers

Company	Company
Health Central	Florida Living Nursing Center
Health Central Park	Colonial Lake Health Care
Florida Hospital, Apopka	Ocoee Health Care Center
Quality Health Care Center	Health Central Paramedic Service
Aegis Therapies	Golden Pond



Health Care & Life Sciences Niches

Home Health Care

Specialty Health Care Networks

Geriatrics

Kinesiology

Sports Medicine

Outpatient Care Centers

Health & Life Sciences pertains not only to the direct care of patients but also all of the supporting activities including medical research, medical device manufacturing, pharmaceuticals, and Health IT. It is one of the fastest growing sectors of the U.S. economic and was one the few to continue expanding during the recession. Several factors are responsible for this rapid industry expansion, the most prominent of which is the increasing health care demand from the Baby Boomer population. Improving technologies, rapidly expanding medical knowledge, and a variety of new health care options have driven demand for health care to unprecedented levels. As the population continues to age and health care remains a prominent public policy issue, it is likely this industry will boom for decades to come.

Sector Specific Strategies:

- Establish connections with department heads and

key staff at University of Central Florida and University of Florida Life Sciences programs. Bring them aboard as partners in Health and Life Sciences target industry efforts.

- Hold regular meetings with universities to remain updated on Life Sciences and R&D efforts.
- Highlight and publicize life sciences related programs at universities to potential companies.
- Market H&LS achievements and announcements for Florida, Central Florida and Tri-Cities. Emphasize lower cost of business in Tri-Cities.
- Market university research laboratory facilities and equipment.
- Create a life sciences entrepreneurship program at a university or local college.
- Explore new international partnerships with other cities or countries known for Life Sciences programs around the world. Examples: University of Malta, South Korean, Taiwanese and Malaysian Universities, University of MN, Baylor University, University of Bingham, etc.
- Work with IFAS to expand and adjust to local economic needs.

Organizations and Conferences

Professional Organizations

American Association of Healthcare Administrative Management (<http://www.aaham.org/>)

Association of Commercial Professionals – Life Sciences (<http://www.acp-ls.org/>)

Industry Conferences

BIO International Convention (<http://convention.bio.org/>)

Institute for Healthcare Improvement Annual National Forum (<http://www.ihl.org/education/Conferences/Forum2014/Pages/Overview.aspx>)

Pittcon Conference & Expo (<http://pittcon.org/>)

BIO-IT World Conference & Expo (<http://www.bio-itworldexpo.com/>)

International Conference on Proteomics and Bioinformatics (<http://www.proteomicsconference.com/>)

Pharmaceuticals



**Medical
Equipment &
Supplies**



**Specialty Foods
&
Food Sciences**



**Aircraft Parts &
Defense
Components**



**Specialty
Manufacturing**

SPECIALTY MANUFACTURING

Number of Employees: 1,508

Number of Businesses: 54

Total Square Footage: 1.2+ Million

Total Revenues: \$900+ Million

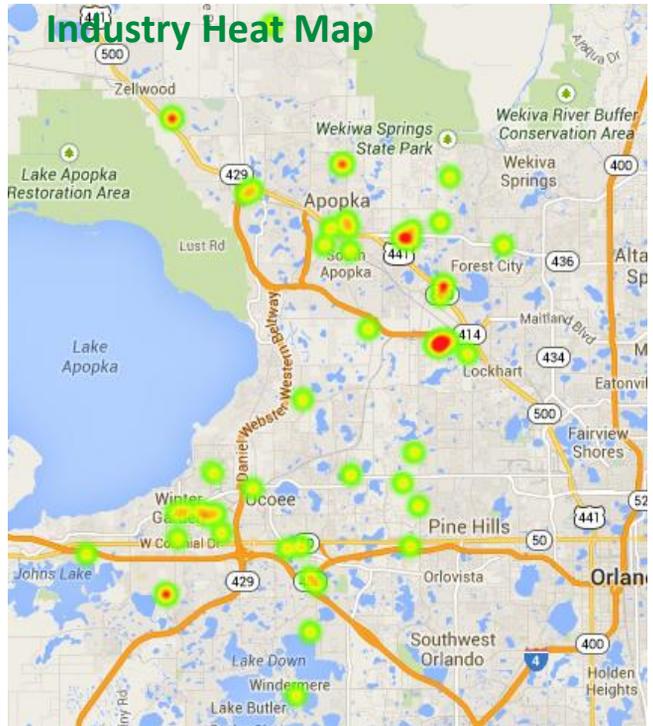
All data collected specifically for the Tri-Cities area using ReferenceUSA

Tri-Cities Competitive Advantage

- Creative developments
- Existing manufacturing industry
- Vacated manufacturing space
- Excellent logistics infrastructure support
- Large number of campuses for skills training
- Entrepreneurial training & support
- Redesigned downtowns with creative space
- Health & Life Science sector growth
- Specialty foods support by county
- Proximity to Orlando airport & related industries
- Proximity to Orlando innovation district
- Available warehouse space
- Restructured permitting processes
- Low wages & cost of doing business

Tri-Cities Notable Employers

Company	Company
Tri Quint Semiconductor, Inc.	Winter Garden Citrus Products
Industrial Container Service	Crown Cork & Seal Co, Inc.
Aligned Medical Solutions	Micro Engineering, Inc.



Specialty Manufacturing Niches

Pharmaceuticals

Medical Equipment and Supplies

Specialty Foods and Food Sciences

Aircraft Parts and Defense Components

SPECIALTY MANUFACTURING

Specialty Manufacturing uses innovative processes and technologies to produce a variety of small-scale, highly specialized products. The range of goods produced by specialty manufacturers includes medical devices, specialty metalworking, and organic food production.

Recent trends in the global economy and increasing public policy emphasis on American manufacturing indicate a coming resurgence in certain sectors. When considering that American manufacturing output continued to increase dramatically while employment fell, it is obvious that the technologically advanced, highly efficient, environmentally friendly processes characterized by Specialty Manufacturing are where the future of the industry lie.

Central Florida has a long history as a manufacturing hub and a diverse, regional pool of trained workers. Nearby universities help foster intellectual talent and offer opportunities for partnerships between educational institutions and specialty manufacturing businesses.

Tri-Cities offers specialty manufacturers an excellent location next to a major market, access to exceptional multi-modal transportation and a workforce pool that

extends throughout Metro-Orlando. Strong related curriculum at UCF offers significant further opportunities for incubating manufacturing businesses and high quality community colleges can train and update workers with increasingly technology-based skills.

Sector Specific Strategies:

- Promote Orlando and Central Florida manufacturing businesses to potential industries
- Investigate further leverage of UCF programs
- Promote lower cost of business and Quality of Life factors
- Promote available land and commercial space
- (Investigate depreciation schedule)
- Strengthen ties to Florida ports
- Investigate advantages of improved rail
- Form partnerships with high schools and community colleges to form apprenticeship programs
- (Maker space)
- Consider eliminating local sales tax from utilities. Lobby State to do same for state sales tax
- Redesign downtowns with creative space

Organizations and Conferences

Professional Organizations

National Association of Manufacturers (<http://www.nam.org>)

Society of Manufacturing Engineers (<http://www.sme.org>)

Florida Manufacturing Extension Partnership (<http://www.floridamep.org/>)

Manufacturers Association of Central Florida (<http://bit.ly/1r9iMVd>)

Industry Conferences

Advanced Design and Manufacturing Impact Forum

(<https://www.asme.org/events/advanced-manufacturing-impact-forum>)

Atlantic Design & Manufacturing

(<http://www.canontradeshows.com/expo/atl14/>)

ATX Midwest (<http://www.canontradeshows.com/expo/atxmw14/>)

**Specialized
Design Services**



Graphic Design



**Performing &
Visual Arts**



**Marketing & Web
Applications**



**Creative &
Digital Arts**

CREATIVE AND DIGITAL ARTS

Number of Employees: 560
Number of Businesses: 118
Total Square Footage: 700,000+
Total Revenues: \$600+ Million

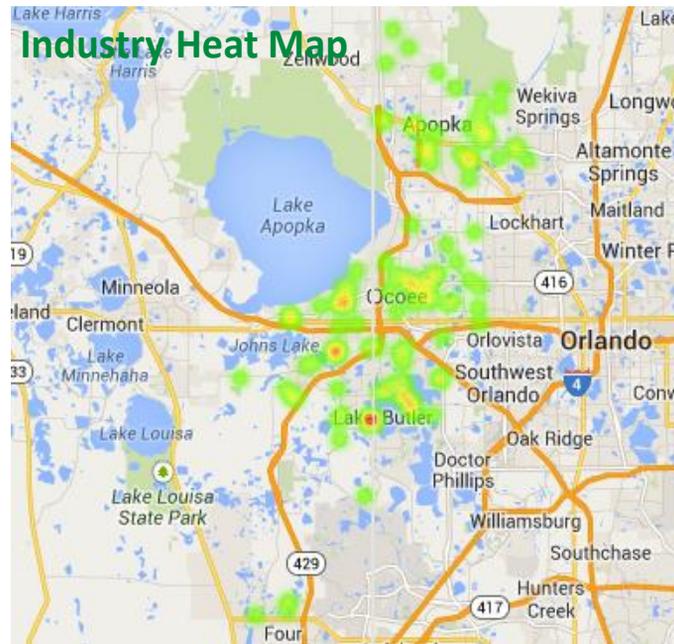
All data collected specifically for the Tri-Cities area using ReferenceUSA

Tri-Cities Competitive Advantage

- Developing Creative District
- Metro-Orlando MS&T/Software
- Existing patent activity
- Universities and colleges
- Lower costs of doing business than Orlando
- High Quality of Life Factors

Tri-Cities Notable Employers

Company	Company
IN Marketing Service	Reliance Media
Mid-Atlantic East Group, Inc.	Phoenix Mkt. International
The Garden Theatre	Purple Math



Specialty Manufacturing Niches

Specialized Design Services

Graphic Design

Performing & Visual Arts

Marketing & Web Applications

CREATIVE AND DIGITAL ARTS

With the advent of the internet, mobile technology, and social media, the free flow of information has never been as prevalent or as important as it is today. This in turn has allowed the Creative and Digital Arts industry to thrive. Digital Media, as defined by the Digital Media Alliance of Florida, is "the creative convergence of digital arts, science, technology and business for human expression, communication, social interaction and education." We see the products of the Creative and Digital Arts industry everywhere in our daily lives. Specifically this industry focuses on specialized design services, graphic design, and digital marketing. As the role of technology in our society continues to expand, it is likely this industry will grow with it.

Nearby Orlando has developed a reputation as a film and entertainment location, with highly-regarded entertainment schools that include programs at Full Sail University, University of Central Florida, and Valencia College. Tri-Cities also benefits from digital animation and special effects intellectual assets afforded by Universal Studios, Disney and others.

The strength of the digital media sector in the greater Orlando region is reinforced by four interrelated sectors:

- * Modeling, simulation and training (MS&T)
- * Film and television production
- *Theme park/ride and show
- *Interactive and immersive entertainment

Tri-Cities, with a growing creative population, regional intellectual assets, broad workforce experience and strong educational institutions is strategically positioned to take advantage of the creative and digital arts sector. The sector coordinates well with entrepreneurial strategies.

Sector Specific Strategies:

- Partner with Art Space or similar program
- Investigate magnet high schools
- Attract an art institute or program
- Coordinate area film programs into Tri-Cities campus
- Leverage Winter Garden and Ocoee film festival



**Software
Publishing &
e-commerce**



**Custom
Programming &
Prescriptive
Software**



**Computer
Systems
Design**



**Motion Picture &
Video Post
Production
Services**



**Custom
Software &
Video
Production**

CUSTOM SOFTWARE & VIDEO PRODUCTION

Number of Employees: 1,130
Number of Businesses: 107
Total Square Footage: 1.6+ Million
Total Revenues: \$780+ Million

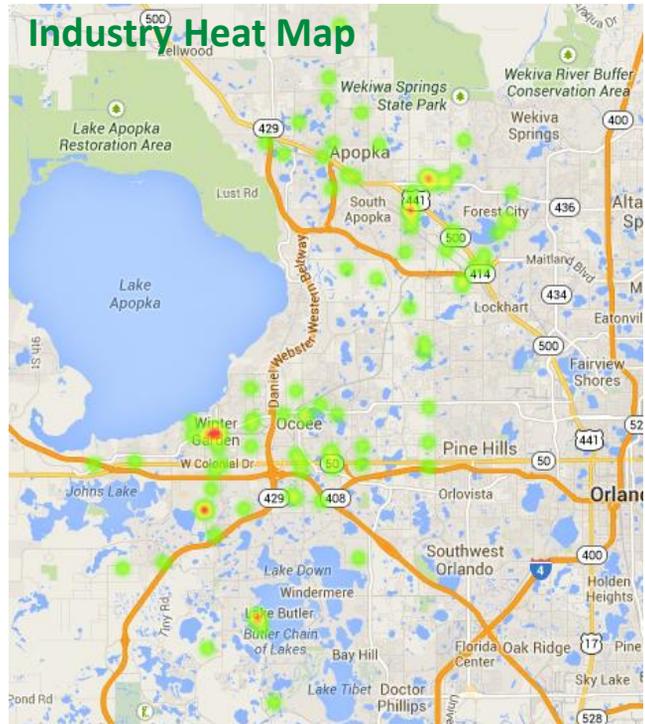
All data collected specifically for the Tri-Cities area using ReferenceUSA

Tri-Cities Competitive Advantage

- Developing Creative District
- Proximity to Orlando Film & Television
- Metro-Orlando MS&T/Software
- Existing patent activity
- Universities and colleges
- Lower costs of doing business than Orlando
- High Quality of Life Factors

Tri-Cities Notable Employers

Company	Company
FX Group	Midland Information Systems
Nth Degree Design & Visual FX	Pink Sneakers Productions
Print File INC	Transaction Data Systems



Custom Software and Video Production Niches

Software Publishing and E-Commerce

Custom Programming, Prescriptive Software

Computer Systems Design

Motion Picture and Video Postproduction Services

Custom Software & Video Production

As with the Creative and Digital Arts industry, our increasingly technology-centric society has brought the Custom Software and Video Production industry to the forefront. While the products large-scale software publishers like Microsoft allow many businesses to streamline their processes, other computing tasks require more specific programming than is available on the broader market. By creating software to process anything from a hospital's patient data base to a retailer's billing, custom software designers are fulfilling an increasingly vital need of the economy. Likewise, increased bandwidth has increased the use of web videos for advertising, product tutorials, and more. As a result, custom video production services are in demand like never before. These sectors, as well as similar niches including web app design and software publishing, represent a great economic opportunity moving forward.

Sector Specific Strategies:

- Leverage the success and number of Orlando Film and Entertainment businesses
- Promote vacant warehouses as video production businesses
- Create community gathering places for software professionals
- Leverage Health & Life Sciences, Business & Professional Services, and Entrepreneurs as attraction points for software developers
- Focus attention on inventory management, customer management, logistics and distribution software
- Investigate partnerships with theme parks to develop training programs, apprenticeships
- Consider high school programs that allow credit for media tech opportunities
- Attract a top gaming or design institute or facility



PERFORMANCE METRICS

Ongoing performance evaluation is a critical component to the success of the Tri-Cities area to support its economic development efforts. The performance measurements proposed on the following pages will assist the region's economic development organization in effectively measuring the implementation of the strategies within this plan.

Economic developers and program managers will have an opportunity to demonstrate the positive results of their efforts and for the public to determine whether resources are well-spent and whether the community's assets are being properly applied. Project partners must agree upon a concise set of the most appropriate performance measures and periodic reporting of results.

The Tri-Cities economic development organization and its project partners should hold an annual "scorecard" meeting to review progress. Additionally, the organization should consider creating a website to track performance metrics and maintain accountability to its citizens for the effectiveness of the region's programs and initiatives.

KEY PERFORMANCE INDICATORS

(KPI's)

Regional Economy

- Average wage
- Total regional wages and percent change
- Per capita income
- Public vs. private sector income
- Total new jobs
- Average wages for new jobs
- Average household income percent change
- Total population percent change
- Regional GDP by major industry
- Population/ demographic changes
- Higher degree attainment of 25-44 demographic
- Labor participation rate
- Local new job listings

Quality of Life

- High School Graduation Rates
- Average Commute Times
- Regional Cost of Living
- Housing Prices
- Property Crime Rates
- Violent Crime Rates

Infrastructure

Residential

- Average price of multi family rent
- Average price of housing sales
- Average price of new homes
- No. of months in single family inventory
- Total residential property value percent change

Commercial

- Office, industrial absorption/vacancy
- Office, industrial price/square feet
- Average no. of days to issue development permits
- Total commercial property value percent change

Transportation

- Average commute time
- VRE ridership
- Number of single occupancy vehicles
- Number of multiple occupancy vehicles
- Average speed on major roadways, including highways

Target Industry

Growth

- No. of active corporate leads and actual visits
- Jobs created/lost related to target industries
- Number of total firm expansions/relocations
- Total capital investment
- Tax revenues generated
- ROI of ED budget to total new jobs and income (annual)

Target Industry Workforce

- Total number of annual higher degree graduates
- Percentage of annual STEM related graduates vs. non-STEM graduates
- Number of HS graduates
- Percent of HS graduates enrolling in college/technical school within a year of graduation
- Number enrolled and awarded certificate via workforce development programs

Entrepreneurial Metrics

Business Creation

- New business starts (Incorporations, Licenses)
- No. of incubated businesses

Capital and R&D Activity

- Angel and Venture funding
- SBIR and STTR awarded grants by industry
- Patent filings/awarded patents (by industry)
- R&D spending
- ROI of private investment to public investment (annual)

KEY PERFORMANCE INDICATORS (KPI's)

Marketing and Branding

Website

- Number of website visits
- Website visitor engagements
 - Average number of clickthroughs on website
 - Average number of page views by visitors
 - Average time spent on website
- Track onsite search terms
- Number of social media followers (twitter, LinkedIn, facebook, etc...)
- Number of social media shares (re-tweets, likes, etc...)

Brand Awareness

- No. of media mentions /year
- Number of subscribers to content (newsletter)

Out-of-Market Activities

- Number of marketing events (trade shows, marketing trips, conferences)
- Deal conversion rate (rate of prospects into projects)
- Number of prospect inquiries
- No. of prospect visits
- ROI of leads to marketing budget

In-Market Activities

- Number of annual BR&E visits
- Number of completed BR&E assistance requests by type per target industry
- Ratings of overall business climate through BR&E survey
- ROI BR&E jobs to BR&E budget

International

- *Regional exports*
- *Regional foreign direct investment*
- *Number of international inquiries by country, industry*
- *Number of qualified leads*
- *Conversion rates of prospects to new business*

APPENDIX A

Best Practices

The following case studies highlight some of the best domestic and international examples of innovation and economic development success. They show what is working for other communities, how they work and, when available, the impact the initiative has had in the area. Best practices can show how to accomplish a strategy or action. They can also spur innovative thinking in coming up with other ideas to address issues and leverage good opportunities.

I. BEST PRACTICES

BEST PRACTICES: REGIONAL AND COLLABORATIVE LEADERSHIP

Creation of an Economic Development Organization: Winter Haven, FL

Winter Haven's Economic Development Council was set up in 2011 on the recommendation of Angelou Economics and provides a centralized focus on economic development. The city's EDC is tasked with identifying industries best suited for recruitment and expansion in the area. The goal is to create jobs, expand the city's tax base, attract new businesses and help preexisting ones expand. A related website provides data related to demographics, wages, education levels, and business clustering. Incentives are readily available, as is information on infrastructure and partnering as well as target industries.

For more information, visit:

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

Develop a Cohesive Regional Community: Kansas City

The Kansas City Area Development Council (KCADC) initiated a two-pronged campaign to promote the greater Kansas City region as a unified economy: ThinkKC and OneKC campaigns, together ThinkOneKC. City, County and business leaders chose to focus on a simple asset, the region's easy-to-remember two-letter initials, KC. Through an aggressive marketing campaign that included 150 presentations to local groups and the use of 20 billboards, KCADC promoted the KC initials as a common identifier for the region and a way to position Kansas City as a preeminent urban area, amongst only three other U.S. cities known nationally by their initials: New York, Los Angeles, and Washington, D.C.

ThinkKC is the KCADC's national marketing and branding campaign, promoting the region as a top U.S. city for attraction of new companies, jobs, and residents. OneKC is a good example of a campaign that successfully promotes regional cohesiveness and publicizes the economic, social, and cultural interdependence of the many jurisdictions that make up the Kansas City region.

This campaign is especially important in Kansas City because the region spans two states and is made up of 18 counties and more than 50 individual communities.

KCADC has a Branding Toolbox on its website that provides the ThinkKC and OneKC official campaign logos in a downloadable graphic format, with many variations of the logos, including logos for each of the region's 18 counties and 45 municipalities. This makes it easy for each individual community to simultaneously promote itself and the greater Kansas City region.

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

Streamline Regional Permitting Processes: Colorado Springs, CO and Northeast Indiana

Recognizing that a streamlined permitting process for businesses is essential for successful economic development, the Colorado Springs Regional Business Alliance works closely with several area governments and permitting entities. The Colorado Springs "Rapid Response Team" works to coordinate actions between permitting agencies, businesses, and their contractors to reduce permitting time by up to half.

For more information, visit:

<http://bit.ly/1oATTgi>

In 2011, the Northeast Indiana Regional Opportunities Council voted on a streamlined permitting process as one of their "pillars" of economic development. Since then, they have taken several steps towards achieving this goal. These steps vary from regional "Permitting Excellence Workshop" to the creation of a regional non-profit organization to oversee the development and implementation of regional permitting and ensure all communities benefit from such a program.

For more information, visit:

<http://bit.ly/1k1uVIY>

BEST PRACTICES: REGIONAL AND COLLABORATIVE LEADERSHIP

Regional Cooperation: ED/GE Program, Montgomery County, OH

Recognizing that excessive intraregional economic development competition and “poaching” was damaging in the long run to all players, economic development organizers in Montgomery County, OH implemented the ED/GE program in 1992 to foster regional collaboration. The program consists of two separate funds. The Economic Development fund awards merit based grants to development projects that foster inter-community cooperation and discourage poaching. The Government Equity fund serves as an economic development “profit sharing” between localities. It also contains a “settle up” provision to ensure a locality does not pay more into the funds than it receives. Overall, the program fosters healthy competition and promotes regional growth and development, having attracted companies such as Caterpillar and GE.

For more information, visit:

<http://bit.ly/UhXN4L>

The Right Place: Grand Rapids, MI

Serving West Michigan since 1985, The Right Place, Inc. is a regional non-profit economic development organization supported through investments from the private and public sector. The Right Place drives regional Economic Development initiatives to stimulate economic growth, wealth creation, and operational excellence by focusing on productivity, innovation, and the retention and creation of quality employment in the West Michigan community.

Staffed by a team of economic development specialists and business professionals, The Right Place concentrates on the following strategic priorities:

- * Leading West Michigan business development efforts
- Identifying and developing emerging growth opportunities
- Strengthening the global competitiveness and innovation of our existing regional manufacturers

<http://www.rightplace.org>

BEST PRACTICES: CREATE A THRIVING BUSINESS ENVIRONMENT

Business Surveys: Chattanooga, TN

Between March and July 2012, the Chattanooga Area Chamber of Commerce surveyed over 100 local businesses about various local economic conditions. The results were then compiled into an IEDC award winning “Executive Summary of the Local Economy” which provided a snap shot of the areas strengths and weaknesses from the perspective of the businesses who operated there. This tool was then used to further carry out the Chamber’s mission of economic development and marketing for the region.

For more information, visit:

<http://bit.ly/1mPdzhE>

Eat Local: Orange County, FL

Buying locally grown and raised food has seen renewed interest throughout the U.S. Orange County, FL has capitalized on the trend. Green Sky Growers and Lake Meadow Naturals in West Orange County provide products for nearby restaurants, a well as chefs in Orlando and Walt Disney World area hotels. Businesses become appealing to environmentally conscious tourists by using food products from local farms. Supporting local producers can benefit a variety of industries and small businesses, including tourism, eco-tourism and specialty manufacturing.

For more information, visit:

<http://bit.ly/W7pePi>

Celebrating Existing Businesses: Sarasota, FL

Each year, the Greater Sarasota Chamber of Commerce hosts the Frank G. Berlin, Sr. Small Businesses Awards. Going into their 24th year, these awards recognize locally owned and operated businesses in eight categories. These categories include Small Business of the Year, Retail organization of the Year, and Cultural Organization of the Year amongst others. Participants must meet certain criteria, submit an application, and participate in an interview process to be considered for an award. The process culminates in an awards ceremony and luncheon that strengthens community ties and celebrates successful businesses.

For more information, visit:

<http://bit.ly/1uu7724>

BEST PRACTICES: DEVELOP A TOOLKIT

Site Selector Marketing: Lubbock, TX

Lubbock Economic Development Alliance's LEDA Site Selector marketing piece provides a one-stop shop for site selectors, highlighting the benefits of relocating a business to Lubbock and how to do so.

The piece includes information on population, workforce resources, cost of doing business, housing costs, transportation infrastructure, and real estate options. A tablet version of the piece allows LEDA Business Recruitment Team's take their product offerings to clients.

For more information, visit:

<http://www.lubbockeda.org/>

Community Newsletter: EBI Network, Galesburg, IL

The EBI Network is a bi-monthly e-newsletter that connects and promotes the regions businesses and stakeholders. It provides information and tools to transform businesses for the "new-innovation-era." Subjects include entrepreneurship, innovation, globalization and sustainability.

The EBI Network staff frequently updates and tailors content to its 950-strong subscribers. The network is a collaboration among the city of Galesburg and Knox County and other economic development stakeholders in the region and is supported by \$1.2 million federal grant.

<http://bit.ly/1k1uzMi>

Industry Promotion: Reading, PA

The Greater Reading Economic Partnership (GREP), a public-private nonprofit, focuses on attracting, retaining and growing businesses in the Pennsylvania town. It's "Greater Reading is Ready" brochure is industry specific and features a target industry of the region: call centers.

The brochure showcases Reading's readiness, including a bi-lingual workforce and available infrastructure and property.

For more information, visit:

<http://bit.ly/W1xMY9>

BEST PRACTICES: DEVELOP A TOOLKIT

Familiarization Tours: Des Moines, IA

FAM tours are intended to familiarize investors, the press and travel trade professionals with the attractions of a particular area, and last year Des Moines gave a unique twist to this traditional idea by hosting a weeklong bicycle tour across Iowa. RAGBRAI, as the tour is known, exposed participants to Iowa hospitality, local cuisine and much else that makes the state unique. Careful event planning, covering everything from bike maintenance and luggage shipping to communication of attractions along the route, ensured a smooth ride. The FAM tour is tied into a larger outreach to site selectors.

For more information, visit:

<http://ragbrai.com/>

Streamlining the Regional Permitting Process: Colorado Springs, CO

Works to improve economic development of northeast Indiana through the comprehensive collaboration of regional leaders focused on social innovation. Indiana's economy. Uniting the region with a common mission and vision, the group works to align efforts and leverage the power of speaking with one voice, through the Regional Opportunities Council.

Multiple organizations, businesses and individuals move a common vision forward to transform the economy, create long-term sustainability and to change the story the community tells.

A unified mission and vision for Northeast Indiana—supported by game-changing tactics—ensures that they develop strategies with the power of joint focus.

For more information, visit:

<http://bit.ly/1k1uVIY>

Oklahoma Shovel-Ready Program

The objective of the Oklahoma Department of Commerce's Site Ready certification program is to make business relocation, expansion and development in Oklahoma as inviting as possible. A site's successful completion of the Site Ready process guarantees a prospective incoming business that the site is ready for construction.

To become certified as Site Ready, site owners and/or community leaders must complete an application identifying key data about the site to aid site selectors in their searches. An objective third party then assists the ODC in evaluating the application to ensure sites meet program requirements. Once certified, the ODC offers detailed, site-specific information, including proximity to major transportation routes, area labor force statistics, utilities, cost of living details, and business incentives for site selectors' considerations.

<http://1.usa.gov/1qycpH3>

or more information, visit:

BEST PRACTICES: LEVERAGE COMMERCIAL CENTERS & SR 249 CORRIDOR

Land Banking: Genesee County, MI

In recent years, land banking has emerged as a prominent strategy to encourage the redevelopment and occupation of vacant land. In 2002, Genesee County created its Land bank Authority to acquire, develop and sell vacant homes. The Authority usually acquires the properties through tax foreclosures. It then demolishes those that it finds a detriment to the community and redevelops, rents, and sells the remaining properties. In addition, it actively participates in community greening and Brownfield projects.

For more information, visit:

<http://bit.ly/1uu4HjS>

Industry Diversity: Pennsylvania Keystone Opportunity Zones

Started in 1999, the Pennsylvania Keystone Opportunity Zones project created “opportunity zones” statewide targeted towards business development and expansion in underutilized and undeveloped areas. Representing a collaboration between state and local tax authorities, school districts, and economic development organizations, these opportunity zones reduce or eliminate taxes on businesses that operate within them. Special incentives are provided to operations approved by the Pennsylvania Industrial Development Authority.

While these zones have reduced tax revenue at the state and local level, they have succeeded in bringing new economic activity to previously depressed or undeveloped areas.

<http://bit.ly/SBMSkW>

Industry Diversity: Huntsville, AL

Ranked as the 2nd largest research and technology park in the U.S. and the 4th largest in the world, Cummings Research Park (CRP) is a model for transforming research into business success. With a vibrant mix of Fortune 500 companies, local and international high-tech enterprises, US space and defense agencies, a thriving business incubator, and competitive higher-education institutions, CRP is the high-tech center of the Huntsville region. CRP owes much of its success to the synergies created between corporate, government, and academic research interests through the co-location of anchor tenants such as the University of Alabama – Huntsville, several national space/defense research institutes, and dozens of corporations. Key industries that have a research and development presence at CRP include: software design, engineering services, aerospace & defense, computers & electronics, research & development, and biotech.

For more information, visit:

<http://bit.ly/1oM5GKX>

BEST PRACTICES: LEVERAGE COMMERCIAL CENTERS & SR 249 CORRIDOR

Mapping: Cedar Hill, TX and Jackson County, MO

Easy access to information is becoming increasingly important to economic development strategies. With this in mind, many economic development organizations are developing interactive maps to streamline the data collection process for site selectors and their clients. Cedar Hill, TX and Jackson, MO are good examples of how this mapping technology can be used to easily identify land parcels, real estate opportunities, land bank information, and much more. Additionally, GIS services such as ESRI and subscriptions to local real estate organizations can support such projects.

For more information, visit:

<http://maps.jacksongov.org/edev/>

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

Information Mapping: Jackson County, MO

The county is using a Geographic Information System to visually model city data and perform location analysis. It is coordination that relational data between departments.

Assessment uses GIS maps to locate, identify and classify properties. That information is coordinated with information that can be distributed to industries looking at possible areas for relocation.

Jackson County also coordinates the property information with pertinent information gathered from the Collections, Public Works and even the Sheriff's departments.

<http://bit.ly/1uvMIP6>

I. BEST PRACTICES

BEST PRACTICES: LEVERAGE WORKFORCE TRAINING & EDUCATION

Skills Gap Analysis and Development: Texas Workforce Commission, TX

The Texas Workforce Commission's Skills Development Fund is an ongoing collaboration between employers, economic development organizations, local community and technical colleges, and the state. In short, a business, trade group, or economic development organization identifies a significant skill gap in their work force. They then partner with local community colleges or technical schools to develop a program that will train workers to fill the identified gaps. The Texas Workforce Commission will then administer a grant to fund the program. The result is often more jobs, a better trained workforce, and enduring collaboration between businesses, EDOs, and educational institutions.

For more information visit:

<http://bit.ly/1oAUgrc>

Apprenticeship and Job Placement Programs: Germany

Germany's Apprenticeship and Job Placement program is lauded as one of the finest in the world. There are hundreds of government funded vocational schools located throughout the countries. Students at these schools, often with a pre-existing contract from a local employer, split their time between studying traditional academics and trade specific skills at the school and apprenticing with a local business. Most of these students are hired after completing the program equipped with the specific skill set they need to succeed, often with the same company they apprenticed with. Employers also have the option to send promising apprentices back for additional education and training.

For more information, visit:

<http://bit.ly/1pALddu>

Training Programs: Boston, MA and Bay Area, CA

The Boston Arts and Business Council's Essential Training for Artist's program provides professional development education for independent artists and personnel of artistic organizations throughout Massachusetts and beyond. With separate programs for artist's and musicians, the Boston Arts and Business Council provides artists with the tools these need to succeed in business.

Through seminars, workshops, and webinars, artists are trained on marketing, networking, and business skills while gaining access to peer groups and mentorship.

For more information, visit:

<http://bit.ly/1xjmbSj>

The North Bay High School Manufacturing Job Shadow Program was undertaken in 2011 to broaden the talent base for precision manufacturing machinists. The program is coordinated by 101MFG, a California based manufacturing trade group. The program developed in response to rapid decline in qualified machinists as those from the Baby Boomer generation begin to retire. Although the program is still young, it has rapidly gained popularity, increasing from just 50 participants to 300 in just three years.

For more information, visit:

<http://bit.ly/1xjmbSj>

<http://bit.ly/1eldBqe>

I. BEST PRACTICES

BEST PRACTICES: LEVERAGE WORKFORCE TRAINING & EDUCATION

College Degree Programs: Arizona State University

The University of Arizona's Supply Chain Management Program is consistently ranked in the top 10 of such programs nationally. Student's in the program receive instruction on a broad spectrum of topics including logistics, operation, procurement, and quality control. Program graduates go on to fulfill a variety of logistics oriented jobs for businesses, non-profits, and government agencies both domestically and abroad.

For more information, visit:

<http://bit.ly/1kECx3O>

Intern Programs: Louisville, KY

Intern To Earn is a regional program supported by HIRE (an alliance of colleges and universities in the Greater Louisville region), and the Greater Louisville Inc. (the metro area chamber of commerce). Thirty-one regional colleges and universities participate in the program, as do a number of regional employers.

The program helps interns in multiple ways. First, it is a resource for identifying internship opportunities. Additionally, it helps interns meet other interns, find entertainment and leisure opportunities locally, and build relationships with a network of local professionals. The program works to improve the future pool of workers and young talent in the Louisville area by recognizing that interns tend to return to the communities in which they interned.

The program is not only an asset for interns, but is extremely beneficial to regional companies as well. It helps them find top young talent, get to know the next generation of local workers and customers, and acts as a local workforce recruitment and retention tool. Ultimately, the program is a positive for all parties involved; an intern-friendly environment for students, businesses, and the region.

For more information, visit:

<http://bit.ly/1kECx3O>

Southern University Community College Entrance Program: Shreveport, LA

As part of a new enrollment plan developed by the Southern University System, Southern University at Shreveport, La. (SUSLA) has established satellite locations on the Baton Rouge and New Orleans campuses. In addition to those attending classes on the Baton Rouge campus, about 100 SUSLA students will attend Southern University – New Orleans (SUNO). Students who attempted to enroll in one of the four-year universities, but did not meet the criteria, have the opportunity to be admitted as community college students and attend classes on the SUBR or SUNO campus.

The initiative is designed to help more students complete a four-year degree, raise graduation rates and increase appropriate workforce skills to support businesses in the area.

For more information, visit:

<http://diverseeducation.com/article/17272/>

BEST PRACTICES: ATTRACT YOUNG PROFESSIONALS, BOLSTER ENTREPRENEURSHIP

Young Professional Involvement: Colorado Springs, CO

To increase input of Young Professionals in the economic development process, the Colorado Springs Regional Business Alliance created the Colorado Springs Rising Professionals. Created in 2006, this organization acts a social and business networking tool for professionals aged between 21 and 39. In addition to providing another tool for young entrepreneurs and professionals, the organization aims to make Colorado Springs more attractive to younger workers. To this end, they actively work to ensure young professionals are placed on the leadership boards of local non-profits, government agencies, and other organizations.

For more information, visit:

<http://www.csrisingprofessionals.com/about-us/>

Development to Attract Young Professionals: Cleveland, OH

In the early 2000s, East Fourth Street in Cleveland was a blighted neighborhood. Cleveland as a whole was unattractive to Young Professionals, who chose to either live in the suburbs or move to more youth friendly cities. The Marons, a family of developers, saw opportunity in East Fourth Street and embarked on effort to redevelop it. Over more then a decade, the Marons worked in collaboration with governments, businesses, and other entities to acquire and redevelop the land into something attractive young professionals. Today, the neighborhood is home to world class restaurants and characterized by a vibrant night life, with Young Professionals clamoring to live in the few apartments available.

For more information, visit:

<http://bit.ly/1js8iO4>

<http://www.east4thstreet.com/>

Hire Young Professional Coordinator: Roanoke, VA

In 2007, the City of Roanoke, Virginia established a permanent position within its economic development department with the sole purpose of spearheading the city's efforts to attract and retain young professionals. Officially titled the "Special Program Coordinator," this individual served as a dedicated professional to develop a strategy to attract and retain young professionals and to lead in that strategy's execution.

In practice, this position focused on the challenge facing the city in maintaining a strong supply of young professionals within the local workforce. This dedicated staff person was empowered and encouraged to utilize a diverse array of social media tools including Facebook, YouTube, and LinkedIn as well as more traditional activities such as evening networking events, alumni re-recruitment initiatives and happy hours. During holidays, a time in which young professionals are more likely to return to the area in which they grew up, the coordinator would lead efforts to encourage visiting young professionals to relocate to the community.

For more information, visit:

<http://bit.ly/1q1Q84w>

BEST PRACTICES: ATTRACT YOUNG PROFESSIONALS, BOLSTER ENTREPRENEURSHIP

Creating a Regional Entrepreneur Organization: North Carolina

The Blackstone Entrepreneurs Network was created in 2011 with the purpose of developing entrepreneurship and furthering economic development in the Triangle region of North Carolina.

The Network's Entrepreneurs in Residence program partners veteran entrepreneurs with promising regional start ups. These partnerships provide expertise, networking, funding sources, and marketing support.

Additionally, the network partners extensively with local academic institutions and communities as well as providing conferences and panels.

For more information, visit:

<http://www.blackstoneentrepreneurnetwork.org/>

Accelerator Programs: Austin, TX

Based in Austin, TX, the International Accelerator grows small international businesses and start-ups by providing them access to a variety of services and industry experts. In addition to providing space and infrastructure, the Accelerator also provides access to leadership, counseling, banking, accounting, and other professional services. Moreover, the Accelerator provides entrepreneurs with access to over 100 proven entrepreneurs and business leaders. The result is the rapid development and revenue growth of portfolio companies.

For more information, visit:

<http://internationalaccelerator.com/>

Union Kitchen Food Incubator Washington, D.C.

UKFI is a small food business incubator that houses about 50 start-ups ranging from gourmet. Entrepreneurs are provided a large kitchen, an opportunity to share high-capital kitchen equipment, affordable real estate, and networking opportunities with fellow food entrepreneurs and local vendors, including Whole Foods. The food incubator provides catering services that allow tenants to reach more customers. The arrangement promotes experimentation without requiring a high-risk investment. The incubator also encourages the growth of small businesses over chain food establishments, strengthening and promoting a unique food culture in D.C. In addition to providing the space and equipment, the incubator supports its members by helping them find access to labor, capital, and other necessary resources.

The success of the incubator has led to the construction of a new location, which will house about 70 new food start-ups. Thus far, UKFI has received around 450 applications for the new space. The new location will connect tenants with a café and market to sell their products.

For more information, visit:

<http://unionkitchendc.com/>

BEST PRACTICES: ATTRACT YOUNG PROFESSIONALS, BOLSTER ENTREPRENEURSHIP

Attracting Young Professionals / Live-Work Spaces: Richmond, VA

Located in Richmond, VA, the Broad Street Arts and Cultural District is an excellent example of district creation and incentives. Featuring several different cultural “hubs”, the District provides several program and incentives to create artists live / work spaces, promote building restoration, and generally market and promote tourism and the arts within the district. Additionally, the District is expected to vastly broaden the city’s tax base as it encourages the restoration and use of underutilized buildings.

For more information:
<http://bit.ly/1k1yj0f>

House of Genius: International

House of Genius brings together entrepreneurs and a diverse mix of collaborators from the community for an evening each month of out-of-the-box thinking, supportive input, and creative new ideas. Houses exist in many cities and countries around the world. They hold monthly meetings in each location, ranging from San Francisco to Singapore, with an average of 15 to 18 attendees and three presenters. Attendees from various backgrounds are selected prior to each meeting and are brought in to evaluate and provide insight on key problems that a presenter faces in their business. Presenters are given 5 minutes to present their business. This is followed by a discussion, where each attendee asks questions, shares insights, gives suggestions, or offers to make introductions. According to the organization, the true “genius” occurs from the collaboration.

For more information:
<http://houseofgenius.org/>

Entrepreneurial Funding: Grand Rapids, MI

Start Garden is a \$15 million early-stage venture capital fund based in Grand Rapids, MI. The program aims to launch more than 100 new business ideas each year with the goal of building a larger regional startup ecosystem that can grow the area’s appetite for entrepreneurship.

The program’s approach allows entrepreneurs to submit their ideas on StartGarden.com. Each week, the Start Garden team selects one idea, which is awarded \$5,000 in seed capital that must be used to prove and compete for additional funding. Simultaneously, the public votes on their favorite website submitted idea with the highest scorer also receiving \$5,000. Both companies are then invited to participate in the program’s monthly “Update Night” where entrepreneurs present to the Start Garden panel in order to receive additional funding.

For more information:
<http://startgarden.com/>

BEST PRACTICES: ATTRACT YOUNG PROFESSIONALS, BOLSTER ENTREPRENEURSHIP

Coworking Spaces: Austin, TX

Link Coworking is a 3,000 sq. ft. space located in North Austin and owned and managed by Liz Elam. The space consists of a large open work area, divided into a quiet and social areas as well as one large and five small conference rooms and a kitchen. Members pay a monthly fee to utilize the space during normal business hours. The space does not have assigned space for members, rather seating is decided on a first come first choose basis. Furniture is rearranged each week to give the space a new feel each Monday and to prevent anyone from getting too attached to a seat.

Link Coworking members range from web designers and engineers to lawyers and real estate agents. Members, often small business owners or telecommuters, are able to separate their home life from their work life while also avoiding the hassle of fighting over plugs or trying to have a business call at a coffee shop. The opportunity to interact and network with fellow members is another asset the space provides. Link's internship program also provides members with interns when needed, allowing interns to learn a variety of business world skills while helping members complete projects.

For information:

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

Maker Spaces Best Practice: NPR

Similar in scope to coworking spaces, maker spaces (also known as hackerspace) provide access to workshop space as well as cutting edge manufacturing tools such as 3D printers and laser cutters to their members. The growing prevalence of such spaces is changing the business model for entrepreneurialism in manufacturing. Individuals with an idea no longer need \$100,000 in capital to produce a prototype. By being able to share in the cost of equipment and space through membership dues, the barrier to entry has been reduced to the range of \$2,000 to \$4,000 for entrepreneurs looking to produce a prototype.

Community interactions amongst members of a maker space has also played a major role in the success of this new shift in manufacturing. Spaces bring together a diverse group of people. Companies within the space can hire an engineer or programmer, who is a fellow member, for aspects of a project. This removes the need for having to employ a large permanent staff. Interactions between members also helps in fostering new and creative ideas.

For information:

<http://n.pr/Sc8yL>

Blackstone LaunchPad: Nationwide

Based on a program developed by the University of Miami, in 2013 the Blackstone LaunchPad finally returned to its roots. Through a \$1.4 million dollar grant, the Blackstone Foundation brought the Blackstone LaunchPad entrepreneurial program to South Florida through a partnership between the University of Miami and the University of Central Florida. The program, building off of previous success in California, Pennsylvania, Michigan, Ohio, and Montana, will provide college students with an opportunity to focus on entrepreneurship as a career goal. Students at either Florida campus will have access to entrepreneurial coaches, best practice material from other LaunchPad programs, and classes to guide them in starting their own business. The program is not limited to select majors, but rather is open to university students, staff, and alumni. The program aims to partner with local businesses and entrepreneurs to provide attendees with resources and guidance.

For information:

<http://bit.ly/1n68z9W>

I. BEST PRACTICES

BEST PRACTICES: ENHANCE QUALITY OF PLACE

Downtown Revitalization: Georgetown, TX

Georgetown, Texas is a city of approximately 47,400 residents located outside of Austin. A city with a stock of historic Victorian architecture, Georgetown has demonstrated great success in revitalizing its downtown core in recent decades. In response to conditions of blight, boarded buildings, crumbling sidewalks, and a lack of thriving businesses, the City instituted a Main Street program in 1982, and has since made steady progress in attracting investment to its historic heart. With the help of façade improvement programs, low-interest revolving loans, and infrastructure improvements, Georgetown in 1997 became the first Texas city to be honored as a Great American Main Street City – the highest award given by the National Trust’s Main Street Program.

Today Georgetown boasts more than 180 healthy historic homes and businesses, and continues its efforts at creating an active “24-7” downtown via an impressive array of incentives which include property tax abatements, historic property tax exemptions, tax increment financing, utility rate classes (separate utility rates for the downtown district), fee waivers, and sales tax refunds.

For information:

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

Children’s Museum: Austin, TX

In 1983 Austin’s children’s museum, began as “a museum without walls”, developing mobile exhibits to visit children in elementary schools. In 1987 the museum rented its first “brick and mortar” home, 5,000 sq. ft. In 1987, it expanded into 20,000 sq. ft. of donated downtown warehouse space. In November opened in its new incarnation: The Thinkery, occupying its first permanent facility, 40,000 sq. ft., dedicated to STEAM—science, technology, engineering, arts, and math.

For more information, visit:

<http://thinkeryaustin.org/>

<http://www.childrensmuseums.org/>

Improve High School Graduation Rates: Kalamazoo Promise: Kalamazoo, MI

The Kalamazoo Promise is a program established by the city of Kalamazoo in 2005 to provide tuition to students who have graduated from public schools in the city. Tuition is covered on a sliding scale based on the number of years a student attended local schools.

The program, funded through anonymous business donors, provides for a proportion of funding based on the amount of grades the child attended within the city’s public school district.

The program allows for businesses in Kalamazoo to take part in the public sector and is considered a tool for economic development by the city. Enrollment in the city’s school district has gone up 16% since the beginning of the program. Currently nine out of 10 high school graduates go on to pursue a degree. A PromiseNet conference was started in 2013 to promote such a program to other cities. El Dorado, Denver, Detroit, New Haven, and Michigan all have a similar program.

For information:

<http://www.kalamazoopromise.com>

I. BEST PRACTICES

BEST PRACTICES: ENHANCE QUALITY OF PLACE

Crime Prevention Through Environmental Design, National Crime Prevention Council (NCPC)

Between 2007 and 2009, members of the National Crime Prevention Council, on behalf of the US Department of Justice's Community Capacity Development Office, worked with ten communities to reduce crime through environmental design. These ten communities faced severe problems with drug dealing, substance abuse, prostitution, and violent assaults.

Using the four principles of Crime Prevention through Environmental Design, these communities were able to reduce the perceived threat of crime, the actual number of crimes, increase perceived safety, and improve overall quality of life.

The four principles are Access Control, Surveillance, Territorial Reinforcement and Maintenance.

For more information, visit:
<http://bit.ly/1mbmCFI>

NCPC Corporate Support for Antiviolence Projects

This crime prevention strategy, sponsored by the NCPC, seeks to promote nonviolence and the reduction of violent crimes through partnership with and support from entities with corporate America.

The NCPC believes that Corporate America, with their resources and high profile, is a great asset to publicize antiviolence efforts, reinforce the marketability of nonviolent products, and demonstrate support for communities troubled by violence.

Through partnership with local, regional, and state governments, American corporations can be an effective partner in reducing violent crime.

For more information, visit:
<http://bit.ly/1np1FXG>

BEST PRACTICES: MARKETING AND BRANDING

Website, Metro Denver EDC

Metro Denver Economic Development Corporation (Metro Denver EDC) is an affiliate of the Denver Metro Chamber of Commerce, representing many area economic development groups that have joined together to represent the interests of the entire region.

In 2004, Metro Denver EDC launched its National Marketing Campaign in order to promote its new “business brand”, which was given the tagline “Energetic Bodies, Energetic Minds” in order to create the image of a region full of smart, healthy people who are more productive because of their balanced lifestyle and outstanding quality of life. One of the most important outcomes of the campaign was the creation of a comprehensive website that is currently the nation’s largest economic development website. With the help of two Public Relations firms, it created a marketing program that targets five target industry clusters offering the highest growth potential. In order to promote the new brand, the Mayor of Denver and the Metro Denver EDC Vice President made a media trip to New York City, where they had meetings with notable publications such as *Time Magazine* and *The Economist* and succeeded in landing an article on the front page of the New York Times.

The marketing strategy, in combination with other Metro Denver EDC actions, has been enormously successful in attracting new investment and creating new jobs, as well as projecting a positive image of the unique positive qualities of the Denver region.

Other areas that have successfully conveyed a positive message of the region, include Loudoun County, VA Economic Development and Boise Valley, ID, Economic Partnership.

For more information visit:
<http://www.metrodenver.org/>;
<http://www.biz.loudoun.gov/>;
<http://www.bvep.org/>

General / Target Industry Marketing: Kansas City

The Kansas Department of Commerce is known for its aggressive, successful marketing initiatives and collateral. Most recently, the state released its promotional booklet to further convey the state’s pro-business strategy via a portable 9x5 booklet.

The booklet is unique because although compact, it carries a wealth of information in an easily readable, portable, and concise format. The collateral also does an excellent job of keeping its target audience in mind, while also conveying a community personality through quotes from local business leaders.

When the reader opens the cover they are immediately presented with the most valuable information:

- target industries
- reasons to relocate to the state
- personal contact information

Four tabs provide highlights on the state’s target industries with each target tab providing information on why that industry has become successful, what companies in that industry are located in Kansas, followed by a link to more information.

Lastly, a fold out map in the back illustrates highway infrastructure and transportation information.

For more information, visit:
<http://www.kansascommerce.com>

Infrastructure Development: Prince William County, VA

An excellent example of public-private collaboration, the Science Accelerator project created 9,000 SF of new wet lab space to foster the Life Sciences industry within Prince William County, VA. To build the facility, the Prince William County Department of Economic Development teamed up with two private companies to share costs. Additionally, all three will work out in collaboration to build-out leased spaces to tailor them exactly to tenants’ needs.

The facility is praised as a tool to catalyze the growth of the Life Sciences industry within the County. Additionally, it is hoped that the partnership will foster further private development within the County.

For more information, visit:

<http://bit.ly/1mCXXOO>

<http://accelerate.pwcecondev.org/>

<http://www.eda.gov/grants/2012/te xt.htm>

APPENDIX B

Implementation Matrix

The implementation matrix offers recommendations on how Tri-Cities and its economic development stakeholders and partners can implement this action plan. It is organized by the ten goals outlined in this strategy and includes the most prominent action items, timeframe, and parties to be involved in implementation.

A sample of the implementation matrix is provided below with the expanded version provided as a editable excel document separate from the body of this report.

Bold indicates key driver(s) of action step.	Implementation Start			Implementation Partners											
	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (3 years +)	PWC	Municipalities and Local Economic Dev. Organizations	PWC Chamber of Commerce	Mason Enterprise Center	4-Year Colleges	Community College	Quantico	Regional Businesses	Commonwealth of VA	Northern VA Workforce Board	Utility Provider	Other
GOAL 1: DEVELOP A NEW BRAND															
Strategy 1.1: Leverage creative assets to develop a community-wide brand to support global marketing efforts	X			X	X	X	X	X	X	X	X		X		
Strategy 1.2: Incorporate new brand strategy into the redevelopment of the county's website and marketing	X			X											
Strategy 1.3: Expand marketing efforts beyond website, conferences, and trade shows		X		X	X	X		X	X		X				
GOAL 2: FULLY LEVERAGE THE INNOVATION TECHNOLOGY PARK															
Strategy 2.1: Develop the business park into a fully integrated mixed-use development	X			X			X	X			X			X	
Strategy 2.2: Incorporate a full-service hotel into the park, which caters to the business community's needs		X		X		X	X	X							
Strategy 2.3: Designate land uses to accommodate technology industry clusters		X		X				X			X			X	
GOAL 3: CULTIVATE A CULTURE OF ENTREPRENEURSHIP															
Strategy 3.1: Leverage Mason Enterprise Center to develop greater shared services for entrepreneurship	X					X	X				X				
Strategy 3.2: Further incorporate Mason Enterprise Center into economic development efforts	X			X			X	X							
Strategy 3.3: Form partnership between Mason Enterprise Center and NOVA to fill gaps in entrepreneurship services	X			X			X	X	X						
Strategy 3.4: Work with economic development partners to enhance entrepreneurial support programs	X			X	X	X	X	X	X		X				
Strategy 3.5: Establish regional funding sources to support entrepreneurship				X	X	X		X	X		X				
Strategy 3.6: Leverage EB5 Visa Program to diversify funding options for regional development		X		X	X	X	X	X	X		X	X			
GOAL 4: LEVERAGE THE PRESENCE OF DULLES INTERNATIONAL AIRPORT AND WASHINGTON, D. C. METRO TO DEVELOP STRONGER INTERNATIONAL LINKAGES															
Strategy 4.1: Leverage Virginia's international support programs to encourage international business opportunities	X											X			
Strategy 4.2: Establish clear resources on website that are oriented toward international prospects and site selectors	X			X	X	X					X				
Strategy 4.3: Pursue international markets while strengthening existing country relationships		X		X	X	X						X			
Strategy 4.4: Promote international opportunities and awareness within the community	X			X	X	X	X	X	X	X	X				
Strategy 4.5: Long-term, consider partnering with the Chamber and others to create an international business opportunities database		X		X	X	X					X				

EXAMPLE ONLY

APPENDIX C

Budget Estimate

The implementation of the strategic recommendations is critical for the future prosperity of Tri-Cities. Several recommended actions will require additional financial resources and human capital to implement, which are outline below:

Initiative

Estimated Cost

TOTAL

ABOUT ANGELOUECONOMICS



ANGELOUECONOMICS

AngelouEconomics partners with client communities and regions across the United States and abroad to candidly assess current economic development realities and identify opportunities.

Our goal is to leverage the unique strengths of each region to provide new, strategic direction for economic development.

AngelouEconomics' clients are able to diversify their economies, expand job opportunities and investment, foster entrepreneurial growth, better prepare their workforce, and attract 'new economy' companies.

To learn more, visit www.angeloueconomics.com

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