



**Florida Advisory Council on Small and Minority
Business Development – Stakeholder Commentary**
Developing Florida’s 5-Year Strategic Direction

Advisory Council Conference Call Meeting, 4 April 2012

Participant Handout

Statutory Charge for the Five-Year Statewide Strategic Plan

Subsection 20.60(5)(a)4, Florida Statutes

Develop a 5-year statewide strategic plan. The strategic plan must include, but need not be limited to:

- a. Strategies for the promotion of business formation, expansion, recruitment, and retention through aggressive marketing, international development, and export assistance, which lead to more and better jobs and higher wages for all geographic regions, disadvantaged communities, and populations of the state, including rural areas, minority businesses, and urban core areas.
- b. The development of realistic policies and programs to further the economic diversity of the state, its regions, and their associated industrial clusters.
- c. Specific provisions for the stimulation of economic development and job creation in rural areas and midsize cities and counties of the state, including strategies for rural marketing and the development of infrastructure in rural areas.
- d. Provisions for the promotion of the successful long-term economic development of the state with increased emphasis in market research and information.
- e. Plans for the generation of foreign investment in the state which create jobs paying above-average wages and which result in reverse investment in the state, including programs that establish viable overseas markets, assist in meeting the financing requirements of export-ready firms, broaden opportunities for international joint venture relationships, use the resources of academic and other institutions, coordinate trade assistance and facilitation services, and facilitate availability of and access to education and training programs that assure requisite skills and competencies necessary to compete successfully in the global marketplace.
- f. The identification of business sectors that are of current or future importance to the state’s economy and to the state’s global business image, and development of specific strategies to promote the development of such sectors.
- g. Strategies for talent development necessary in the state to encourage economic development growth, taking into account factors such as the state’s talent supply chain, education and training opportunities, and available workforce.

Draft Vision, Goal, and Objective Statements for the Statewide Five-Year Strategic Plan

The following statements were developed by DEO staff in consultation with Cambridge Systematics based on input from a November 2011 statewide stakeholder forum, a regional stakeholder forum, agency and public-private partnership leadership, as well as from analyses of existing statewide and regional plans.

Vision – *An aspirational description of what we want to achieve in the future.*

Florida will have the nation’s top performing economy and be recognized as the world’s best place to live and do business.

Goals – *Broad, primary expectations as a result of the plan.*

- Lead the nation in global competitiveness as a location for business, investment, talent, innovation, and visitors.
- Become the nation’s top performing economy.
- Provide the nation’s leading communities of choice for workers, residents, and visitors.

Objectives – *Observable, realistic, and measurable outcomes or results to be achieved within a timeframe (in this case, five years).*

1. Lead the nation in high quality job creation.
2. Increase employment.
3. Reduce unemployment.
4. Increase prosperity for Florida workers.
5. Lead the nation in student performance and market-related workforce skills.
6. Increase business start ups, expansions, and relocations into Florida.
7. Increase global trade and investment.
8. Lead the nation in business climate, infrastructure, and services to meet the needs of business.
9. Increase competitiveness for all of Florida’s regions.
10. Lead the nation in quality of life in Florida’s communities.

A “Starter List” of Strategies and Tactics Organized by Pillar

Strategies – *Plans or methods chosen to bring about a desired future, such as achievement of a goal.*

Tactics – *Detailed actions by which a strategy is carried out.*

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Talent Supply and Education

Proposed Strategies	Potential Tactics
1. Develop a strong talent supply chain encompassing education, training, and workforce development programs.	<ul style="list-style-type: none"> • Identify and engage collaborative partners to develop a strong talent supply chain. • Increase integration of private business into education through apprenticeship and internship opportunities. • Enhance workforce training programs to produce industry recognized certifications. • Develop job opportunities to help retain college graduates and skilled workers in Florida.
2. Develop innovative, next generation preK through postsecondary education systems.	<ul style="list-style-type: none"> • Increase the rigor of standards and improve student achievement. • Consider year round academic programs. • Increase enrollment in postsecondary education programs (two- and four-year colleges, career centers, etc.).
3. Strengthen the role of higher education as a catalyst for talent and innovation	<ul style="list-style-type: none"> • Align higher education funding resources to place greater emphasis on performance, including student placement in Florida jobs, STEM degree production, and commercialization of research.
4. Grow Florida’s STEM (science, technology, engineering, and mathematics) leadership and talent pool.	<ul style="list-style-type: none"> • Increase the number of appropriately certified incoming middle and upper school teachers in STEM fields. • Expand opportunities for Florida students to study STEM fields and to apply their skills in internships.
5. Align workforce programs with current and future employer needs.	<ul style="list-style-type: none"> • Use real time data tools to measure the talent and workforce needs of businesses. • Create or strengthen demand-driven workforce solutions that align workforce, education, and training programs with the needs of Florida’s established, expanding, and emerging industry clusters.
6. Expand access to opportunities for talent in rural and urban distressed markets.	<ul style="list-style-type: none"> • Expand the use of broadband for distance learning and telework. • Develop targeted programs to connect job seekers in distressed markets to employment opportunities. • Develop targeted training and mentoring programs to facilitate career paths for residents in distressed markets.



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Innovation and Economic Development

Potential Strategies	Potential Tactics
1. Maintain Florida’s leadership in its strong established industries and develop Florida’s leadership in expanding and emerging industries.	<ul style="list-style-type: none"> • Preserve Florida’s strengths in established industries including agriculture, tourism, military, and space launch. • Position Florida for growth in expanding and emerging industries. • Focus and align workforce, infrastructure, capital, and other resources around existing, expanding, and emerging industry clusters. • Encourage the development of new industry clusters through research, development, and commercialization support. • Provide targeted support to help regions update their targeted industry lists and develop economic diversification strategies, with emphasis on rural areas.
2. Develop and maintain a vibrant entrepreneurial ecosystem to create, nurture, and grow innovation businesses.	<ul style="list-style-type: none"> • Expand effective programs and tools such as university technology transfer offices, venture labs, and incubators. • Increase private investments in innovation companies through angel, seed, and early stage venture capital.
3. Increase the productivity of Florida’s existing industries including agriculture, tourism, military, and space launch.	<ul style="list-style-type: none"> • Provide incentives and support for existing businesses to modernize their Florida operations, including use of new technologies and practices. • Leverage Florida’s network of small business development centers, manufacturing extension partnerships, and institutes of food and agricultural sciences to provide targeted support to small businesses.
4. Position Florida as a global hub for trade, logistics, and manufacturing	<ul style="list-style-type: none"> • Expand effective programs for international marketing, export promotion, foreign investment attraction, and international visitors. • Support proactive trade policies and strong international partnerships. • Target infrastructure investments in trade corridors, international gateways (such as seaports and airports), and integrated logistics centers.
5. Compete aggressively with other states to attract and expand businesses in key industries.	<ul style="list-style-type: none"> • Focus business incentives to help attract, expand, and retain companies in the state’s targeted industry clusters. • Implement business incentive policies that are competitive with other states, fiscally responsible, and responsive to changing conditions. • Create a seamless, customer-focused approach to business recruitment and development that is responsive to changing market conditions. • Provide targeted marketing support for Florida’s rural areas.



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Infrastructure and Growth Leadership

Potential Strategies	Potential Tactics
1. Develop transportation systems to support a prosperous, globally competitive economy.	<ul style="list-style-type: none"> • Improve and expand Florida’s transportation gateways and corridors for global and domestic commerce, including airports, seaports, spaceports, rail corridors and terminals, truck corridors, and integrated logistics centers. • Develop, enhance, and fund Florida’s Strategic Intermodal System (SIS). • Expand and integrate public transit systems in urban and rural areas. • Modernize Florida’s transportation system so it is efficient, reliable, interconnected, safe, and secure. • Address the need for adequate funding to improve and expand the transportation system, including financing options and public private partnerships.
2. Develop and maintain a modern telecommunications infrastructure.	<ul style="list-style-type: none"> • Complete deployment of broadband infrastructure and equipment in rural areas,
3. Ensure the future supply and quality of water to meet Florida’s economic and quality of life goals.	<ul style="list-style-type: none"> • Develop a comprehensive, integrated statewide water policy with regional components. • Conserve clean water resources.
4. Ensure future energy supply to meet Florida’s economic and environmental goals.	<ul style="list-style-type: none"> • Develop a comprehensive, integrated statewide energy policy with regional components. • Expand use of existing and develop new renewable energy resources.
5. Create a business-friendly approach to making future development decisions.	<ul style="list-style-type: none"> • Ensure state and local regulatory and permitting processes are streamlined and predictable. • Ensure state, regional, and local land use planning promotes economic development. • Identify and market a list of investment-ready sites in both rural and urban areas that are suitable for existing and targeted industries, have available infrastructure, and have been approved for development or can receive necessary permits in a quick-turnaround manner. • Encourage public/private partnerships to support economic development.
6. Improve coordination of economic development, land use, infrastructure, water, and natural resources decision-making.	<ul style="list-style-type: none"> • Prepare comprehensive, far-reaching, and sustainable growth visions and land use/infrastructure plans at the local, regional, and statewide scales. • Develop regional visions and strategic plans for rural areas that identify targeted areas for regional employment generators, as well as economic productive rural lands. • Regionalize transportation/infrastructure funding and planning objectives to better support economic development efforts.



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Business Climate & Competitiveness

Potential Strategies	Potential Tactics
1. Ensure state and local agencies provide collaborative, seamless customer service to businesses.	<ul style="list-style-type: none"> • Encourage a single point of entry for businesses dealing with state and local agencies. • Ensure timely permitting and licensing programs through state and local agencies. • Establish incentives for companies that plan to create a certain number of jobs (or jobs over a certain wage rate) such as providing a team of permit facilitators to expedite regulatory processes.
2. Reduce barriers to small business and entrepreneurial growth.	<ul style="list-style-type: none"> •
3. Develop a tax structure that clearly supports economic development.	<ul style="list-style-type: none"> •
4. Provide predictable, competitive business costs for Florida’s targeted industries.	<ul style="list-style-type: none"> •
5. Create a more predictable state and local legal and regulatory environment.	<ul style="list-style-type: none"> • Ensure a fair and predictable legal system that discourages unnecessary litigation.



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Civic & Governance Systems

Potential Strategies	Potential Tactics
1. Create and support vibrant, sustainable economic regions in Florida.	<ul style="list-style-type: none"> • Encourage regional visioning and collaboration activities at the scale at which Florida’s economy functions. • Encourage Florida’s regions to be incubators for Florida’s future. • Support each region’s efforts to make measurable progress toward its vision and to continue to improve regional cooperation. • Ensure that all state agencies foster, support, and monitor regional initiatives.
2. Improve collaboration and alignment among state, regional, and local entities toward the state’s economic vision.	<ul style="list-style-type: none"> • Ensure that all state agencies function in a highly responsive and integrated way to develop and implement the statewide strategic plan. • Clearly define roles and responsibilities of state, regional, and local government to eliminate duplication of effort and to leverage overlapping expertise. • Align the statewide strategic plan, the regional comprehensive economic development strategy (CEDS), and other regional/local economic development plans.
3. Improve public/private/civic collaboration and stewardship of Florida’s future.	<ul style="list-style-type: none"> • Create incentives for collaborative public/private/civic partnerships to develop and implement solutions on long-term issues. • Develop a statewide vision to provide a unified view of Florida’s future over a 50-year period.
4. Provide capacity to invest in statewide and regional economic development priorities.	<ul style="list-style-type: none"> • Explore opportunities for innovative investment strategies such as regional revenue generation models. • Focus state resources to implement the statewide strategic plan.



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Quality of Life & Quality Places

Potential Strategies	Potential Tactics
1. Provide for future growth and development to sustain Florida’s environment and quality of life.	<ul style="list-style-type: none"> • Plan and implement future infrastructure investments and major developments in a manner that protects and, where feasible, restores the function and character of the natural environment and avoids or minimizes adverse environmental and community impacts. • Re-establish high quality and effective land acquisition and management programs.
2. Provide high quality housing options and amenities for Florida’s workforce.	<ul style="list-style-type: none"> • Ensure there are a range of housing types in proximity to regional employment centers in both urban and rural areas, including quality workforce housing.
3. Create and sustain vibrant, healthy communities.	<ul style="list-style-type: none"> • Ensure a quality of life and amenities attractive to a full range of workers and residents. • Use public investments to guide redevelopment, including opportunities around transit stations and in city and town centers. • Develop safe and walkable neighborhoods.
4. Identify and promote Florida’s brand to residents, visitors, and businesses.	<ul style="list-style-type: none"> • Promote, develop, and leverage Florida’s natural and cultural assets in a sustainable manner.