



**INCREASING PROJECT SUCCESS THROUGH  
COORDINATION & COLLABORATION**

*Economic Development – Facilitating Strategic Partnerships*

**Pensacola** 

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The Greater Pensacola region is an attractive destination for business and serves as home to a wide range of thriving industries. We have pro-business partnerships for economic development among our cities and counties, business and government leaders and community organizations.

The region's assets provide opportunities for business growth and our economic development initiatives are centered upon both business attraction and expansion of existing industry.



**In order to be effective, we must take a multi-faceted approach, economic development is highly competitive and every community strives to:**

- Increase wealth
- Grow the economic pie
- Ensure jobs for our citizens
- Expand and diversify the tax base
- Improve the quality of life

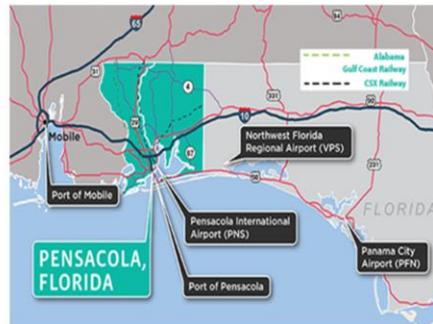
**For an effective and results oriented economic development initiative we must:**

- Build Consensus
- Marshal public & private resources
- Help organize for change
- Develop a vision and plan
- Prepare information and sites
- Target Industries with high potential
- Aggressively market both nationally and internationally
- Provide expansion assistance to existing business
- Recruit new companies with higher-skilled, higher-wage jobs
- Utilize State and local resources as necessary to achieve results

# Business Needs

## Expansion & Relocation Factors:

1.	Highly Skilled Workers	95.1
2.	Suppliers & Connectivity	93.5
3.	Cost of Labor	90.8
4.	Construction Timing & Costs	87.4
5.	Infrastructure –	
	Advanced ICT Services	84.6
6.	Available Buildings	83.3
7.	Tax Rates	82.4
8.	Incentives & Tax Exemptions	81.9
9.	Union Activity	81.4
10.	Energy Availability & Cost	80.8



*Area Development 28<sup>th</sup> Annual Corporate Survey, 1<sup>st</sup> Qtr. 2014 Report*



Area Development has been surveying Site Consultants and Corporate Executives across the US for 28 years.

...From an economic development perspective, being ever mindful of the competitive nature of prospect/project activity, we can address the majority of these top 10 business relocation and expansion factors through pro-business community partner support.

- **Talent Supply & Education** (A collaborative regional Gap Analysis was undertaken by the Greater Pensacola Chamber Economic Development, Santa Rosa and Escambia County School Districts, Locklin Tech and George Stone Tech Centers, Pensacola State College and the University of West Florida in partnership with over 50 businesses to: a) analyze current and future market demands; b) determine how best to meet those demands and c) structure a pathway forward to encourage regional education/training providers to align to key market needs and close the gap between industry workforce needs and local training/education outcomes.
- **Cluster Development of Similar Industries** \_ Pensacola Aviation Park, Port of Pensacola, Pensacola Technology Park
- **Business Climate & Competitiveness** (1) Increasing Investment in business development and placement in the region. Continued regional marketing initiatives through Florida's Great Northwest (16 county economic development program). On the local level, continued implementation of the Greater Pensacola Chamber's Economic Development, Vision 2015 long range plan for economic development

# Strategic Partnerships

## Local/Regional Partners & Assets

- ◆ Escambia County, Santa Rosa County
- ◆ City of Pensacola, Town of Century
- ◆ Pensacola International Airport (PNS), Port of Pensacola, Northwest Florida Regional TPO
- ◆ Florida's Great Northwest –Regional Economic Development
- ◆ Community Economic Development Association (CEDA), Santa Rosa EDO, Pensacola Chamber of Commerce

- ◆ UWF, PSC, PCC, George Stone, Locklin Tech, Troy University, Embry Riddle
- ◆ CareerSource Escarosa

## Statewide Partners

- ◆ Enterprise Florida, Inc.
- ◆ CareerSource Florida
- ◆ Department of Economic Opportunity



Economic Development doesn't occur in a vacuum. It takes all of us working together. We bring together partners and resources in collaborative fashion to make projects happen.

# Greater Pensacola Target Industries

◆ Aviation/Aerospace		
◆ Maintenance, Repair & Overhaul		
◆ Manufacturing		
◆ Maritime		
◆ Maintenance, Repair & Overhaul		
◆ Manufacturing		
◆ Information Technology		
◆ Cyber Security		
◆ Advanced Manufacturing		
		

- **We target primary industries: typically** they produce more than half (51%) of their revenue from outside our area and as such, infuse NEW WEALTH into our local economy as opposed to recirculating the dollars that are here already.
- Business retention, expansion and recruitment best occurs in these industries due to the assets and competitive advantage that Pensacola has.

**Our work with DeepFlex & Offshore Inland** occurred early on and primarily behind the scenes, helping to navigate the local and state incentives process.

- Speaking in general terms, we initiate a NDA protocol for this “quiet” phase of the project;
- we are assembling sensitive data about future plans, capital investment, new product development and relocation timeline that would be detrimental to the company’s operations, employee stability and supplier network.
- For this reason, companies typically prefer to keep the project close as we work on the incentive applications to build the compelling argument for inducement of performance based incentives, leading up to a relocation/expansion decision.

**We worked as liaison and advocate with the companies:**

State’s leading ED organizations, Enterprise Florida and DEO in establishing a QTI grant UWF, IRREF grant - program established by the Florida Legislature to assist disproportionately affected communities of the Gulf Oil Spill – sunset in 2012.  
 CareerSource Escarosa and Career Source Florida to secure Workforce Development/Training grant  
 City of Pensacola and Escambia County with EDATE approvals

- DeepFlex and Offshore inland ultimately chose to grow their companies here because of the locational factors
  - Opportunities for optimized production and expansion of customer base, Existing sites/Buildings @ Port of Pensacola, Workforce

# Return on Investment

	Employment 2014	Avg earnings per job	Growth 2010-14	Forecasted Growth 2014 to 2024	Jobs Multiplier	Earnings Multiplier
1. Advanced Manufacturing	5,359	\$69,573	11.0%	-1.0%	2.18	1.53
2. Information Technology	1,129	\$67,860	16.1%	23.0%	1.84	1.39
3. Cyber Security	1,043	\$69,440	22.8%	25.0%	1.54	1.28
4. Aviation/Aerospace (manufacturing & MRO)	698	\$75,516	-18.2%	10.0%	1.93	1.39
5. Maritime MRO	303	\$36,694	32.7%	39.0%	1.49	1.4



We are pleased to have these outstanding employers grow their presence and add their success to our Communities' Vision 2015 Economic Development results:

Over this five-year period:

- 33 projects 8,899 new jobs
- 1021 retained jobs
- \$50,545 average salaries
- > \$441 M new annual payroll
- > \$811 M new capital investment

Please note the multiplier effect: for example:

- for every 1 job in Advanced Manufacturing, 2.18 additional jobs are created
- likewise, for every 1 job in Maritime MRO, 1.49 additional jobs are created

# Strategic Advantages



- ◆ Available Sites & Buildings
- ◆ Strong Emphasis on Business Park Development
- ◆ Leading Employers – renowned as top producers
- ◆ Military Connection
- ◆ Talent Development
- ◆ Transportation Network
- ◆ Success Stories

Pensacola holds **strategic advantages** associated with its network of domestic and international trade. Key foundation elements include:

Available [Sites & Buildings](#)

Strong emphasis on development of [Business Parks](#) - for specialized technology, aviation and commerce park sites to meet growing demand.

[Leading Employers](#) - The Pensacola region's primary existing employers are renowned as top producers and possess a track record of success.

[Military Connection](#) - The US Department of Defense has a tremendous presence in Northwest Florida and readies our armed forces personnel in areas such as advanced aviation, aerospace, informatics, cyber technologies and much more.

[Transportation](#) - The Greater Pensacola region's network of interstates, highways, railways, air and port operations provides solid advantages for delivering goods to market with strong connectivity to national and global destinations.

[Success Stories](#) – Companies are choosing to grow their presence and relocating to the Greater Pensacola area

**Coordinated and Collaborative Community Partners** – working together for economic development