

# FLORIDA STRATEGIC PLAN

## FOR ECONOMIC DEVELOPMENT



2018 - 2023

# Governor's letter



## **CISSY PROCTOR**

*Executive Director, Florida Department of Economic Opportunity*

Over the past seven years, I have been proud to be a part of Gov. Rick Scott's team and his focus to strengthen our economy and bring more jobs to families in the Sunshine State. During this time, private sector businesses have created more than 1.5 million jobs in diverse industries, bringing opportunity to individuals, businesses and communities across the state. Continuing these pro-business policies will ensure Florida's robust economy will deliver a bright future for workers, their families and new residents making Florida their home. *Florida's Strategic Plan for Economic Development 2018-2023* will serve as the roadmap to fostering this success and helping Florida remain the best state to visit, live, work and raise a family for generations to come.



## **PETER ANTONACCI**

*President & CEO, Enterprise Florida, Inc.*

Businesses large and small are locating and expanding across the state, thanks to Florida's pro-business climate, strong workforce and expansive infrastructure. It is critical that Florida's public and private partnerships continue offering the economic development tools that encourage Enterprise Florida to market the state as the best place in the world to do business. I recommend the *Florida Strategic Plan for Economic Development* to business leaders who are considering investments in Florida.



## **MICHELLE DENNARD**

*President & CEO, CareerSource Florida, Inc.*

This is an exciting time to live and work in Florida. As the need for a skilled workforce in several high-demand industry sectors continues to grow, so does the importance of strong partnerships among Florida's business, education, economic development and workforce development partners to ensure our state's competitiveness. The *Florida Strategic Plan for Economic Development* is a blueprint for harnessing these collaborative efforts to achieve our shared goal of providing opportunities for all Floridians in a rapidly evolving global economy.

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# INTRODUCTION

In Florida, our families are flourishing, our businesses are growing and our communities are thriving. More than 800 people move to Florida every single day. They move here to follow their dreams, to start their careers and to raise their families. Florida is home to businesses of every shape and size, from small businesses to international corporations that choose Florida as a hub to the global economy.

Florida’s business-friendly climate has something for everyone, from large metro areas to rural communities, from the Florida Panhandle to the Florida Keys. The state’s growing and diverse industries include advanced manufacturing, healthcare, military and defense, financial services and the critical hospitality industry. Florida is home to the birthplace of space exploration, 15 public seaports, 21 military bases, major logistics centers, a high-tech information technology corridor and a thriving healthcare and life sciences industry.

Governor Rick Scott, who took office in 2011, has reduced burdensome government regulations and cut taxes more than 75 times. Governor Scott’s focus on supporting the state’s private sector means more than 1.5 million jobs have been created in the past seven and half years, while unemployment rates have been cut in more than half.

Strong collaboration between business and industry, government, educational institutions, public-private partners and our talented workforce continues to bring prosperity to the state. With record numbers of visitors coming to our state, low unemployment rates and job gains every month for 71 out of the past 72 months, due to Hurricane Irma, Florida’s business climate is stronger than ever before.

## FLORIDA TURNAROUND STORY



**MORE THAN  
1.5 MILLION  
JOBS ADDED  
SINCE 12/2010**



**MORE THAN  
242,000  
STATEWIDE JOB  
OPENINGS 5/2018**



**RECORD  
116.5 MILLION  
VISITORS IN 2017**



## FLORIDA'S CURRENT ECONOMIC STATE OF THE STATE

Florida was one of the states hit hardest by the severe economic recession of the mid-2000s. At the height of the recession, Florida's unemployment rate approached 12 percent, and the foreclosure rate was 5.5 percent in the end of 2010. In 2011, Gov. Rick Scott focused the state's efforts on job creation to ensure that Florida families, businesses and communities were successful. Now, Florida's unemployment rate has fallen to and been stable at 3.8 percent—the current national average. Additionally, private sector employment in 2018 remains at an all-time high. The strength of the state's housing market has returned, with significant increases in the median sales price for single-family homes. Single- and multi-family building permits are currently 8.2 percent higher over the last year. Florida is outperforming other similarly sized and positioned states in almost all measures, and is focused on having the nation's top-performing economy and becoming the world's premier place to live, learn, play, work and do business.

Following the Governor's mission to support job creation across the state, the Florida Legislature created the Florida Department of Economic Opportunity and tasked the agency with developing a five-year statewide plan for economic development, which was officially adopted in 2013. Since its creation, the *Florida Strategic Plan for Economic Development* has served as the state's roadmap for restoring and further bolstering the economy.

The first *Strategic Plan* supported the Governor's economic development priorities of promoting economic development and job creation, improving education, maintaining an affordable cost of living and enhancing public safety. The initial *Strategic Plan* used a recognized framework coordinating action by state, regional and local agencies and organizations to contribute to a shared vision, reduce duplication, maximize all efforts and support an environment to provide opportunities for all Floridians.

To sustain this growth and diversification, Florida must continue to lead the nation in these three key areas with Florida's economic development partners continuing to monitor the indicators and rankings together:

- **Economic growth and prosperity**, describing the health of Florida's businesses and workers compared to the rest of the nation.
- **Global competitiveness**, showing Florida's rank within the larger context of the worldwide economy.
- **Quality of life and places**, showing Florida's continuing competitive ranking and attractiveness as a top place to live and visit.

## ECONOMIC GROWTH AND PROSPERITY

For decades, Florida has been one of the nation's top-performing economies for growth in both population and jobs. In 2017, Florida supported the creation of more than 9,000 new businesses, ranking the state's level of business creation second in the nation only after a much larger California. By public and private collaboration, the Florida employment growth rate from December 2010 to December 2017 was 23.75 percent. Florida's employment growth rate of 2.51 percent from just the past year, December 2016 to December 2017, is the second highest among its three peer states, California, Texas and New York. This positive foundation is one of many reasons consumer confidence continues to be strong.

The construction sector once again led the state in the percentage of new growth in 2017, while the business and professional services sector led with the number of new jobs, at 42,258 new jobs created in 2017. At the end of May, Florida had a total of 7,639,700 private sector jobs, meaning the state recovered more than 1.5 million jobs since the low of 6,059,992 employed Floridians in 2010. People living in and moving to Florida can have confidence they will find a good job here.



At the end of 2017, Florida's 3.9 percent unemployment rate was below the national unemployment rate of 4.1 percent. As shown in Figure 2, Florida's unemployment rate has declined dramatically since 2010. Currently Florida has maintained its historically low 3.8 percent unemployment rate through May 2018. In conjunction with Florida's net increase of new residents annually, Florida's strong labor market and increasingly diversified economy are providing ample work opportunities for current and new residents who seek them.

## UNEMPLOYMENT RATES IN FLORIDA AND THE UNITED STATES, 2010 THROUGH 2017



(Percent of working population unemployed, seasonally adjusted annual averages) Source: U.S. Department of Labor, Bureau of Labor Statistics.

## GLOBAL COMPETITIVENESS

Industries supporting global trade, professional services, health services, technology, tourism and agriculture are helping expand Florida's economy. As Florida focuses on the future, we are transitioning from a state driven largely by leisure and hospitality to one driven increasingly by a talented workforce, innovation, quality of life and global industries. Florida is in the fastest-growing part of the United States and at the crossroads of north/south and east/west trade lanes in an increasingly global economy. Floridians and Florida businesses can see that Florida is well-positioned to take advantage of future opportunities.

Florida's activity and national ranking in the global market has continued to expand over the past five years. The state ranks ninth for state-of-origin exports and fourth for employment in foreign-owned firms. The value of Florida-origin exports exceeded \$55 billion in 2017, with Florida's national ranking in the top 10. This illustrates the strength of Florida's export industries in relation to other states and the potential for investments in Florida.

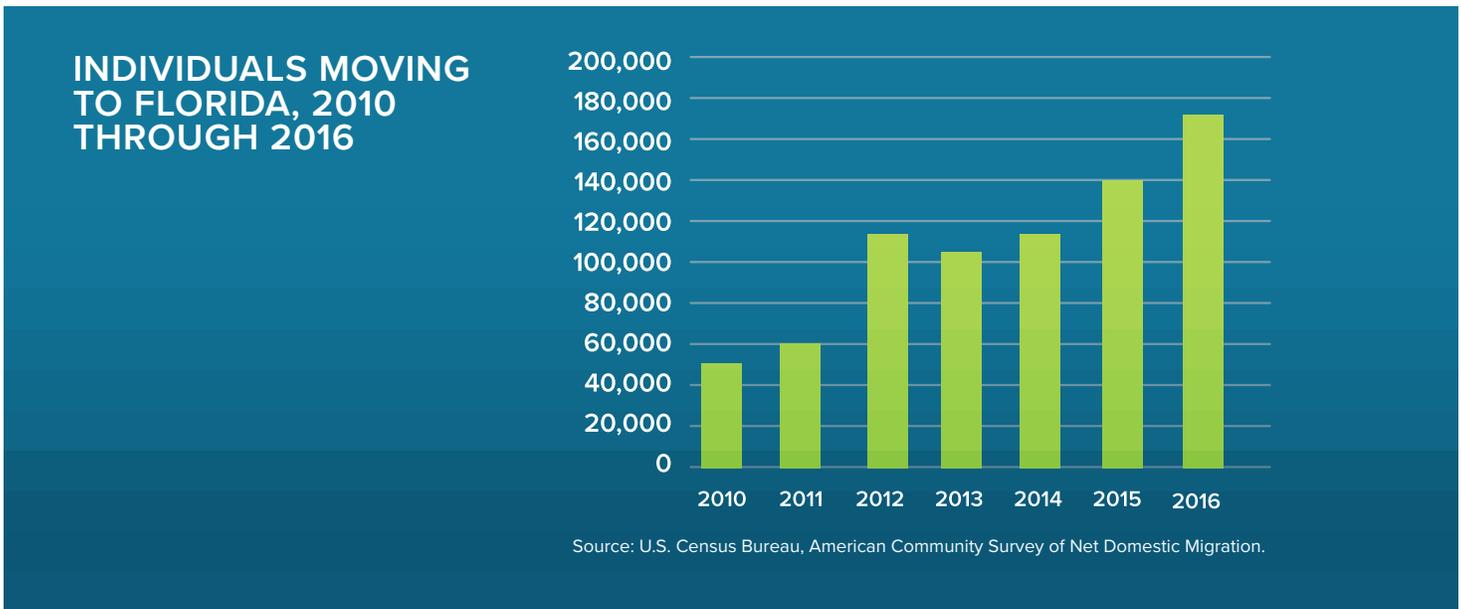
Florida's economy as measured by gross domestic product (GDP) is the fourth largest in the U.S. In 2017, GDP was \$967 billion and is expected to increase to \$1 trillion in 2018. Florida's economy would rank 17th in the world if measured as its own country. After adjusting for inflation, Florida's GDP has expanded more than 14.9 percent since 2010. When measured in current dollars, Florida's GDP increased 94 percent, from \$498 billion in 2000 to \$967 billion in 2017. Florida's real per capita personal income also grew 8.7 percent from 2013-2016, just over the national rate of 7.3 percent growth. It is this growth and expansion that allows Florida to focus on important quality of life and places efforts.



## QUALITY OF LIFE AND PLACES

Florida remains in the top five national locations as a desirable place to live and visit. The year-round temperate climate allows residents and visitors to enjoy the state’s beautiful natural environment, including some of the world’s top beaches. Florida has more than 1,300 miles of coastline, 7,700 lakes, 1,700 rivers and streams and more than 1,000 springs. Florida welcomed 116.5 million visitors in 2017, including 14.1 million international visitors, for a sixth straight record-breaking year with a total of more than 700 million visitors since 2011.

Florida’s ideal climate, recreation and culture have made the state highly attractive to jobseekers and retirees from other parts of the U.S. for many years. During the economic downturn, more people were leaving than moving into the state. The good news is that net migration (more people moving into the state than leaving) has resumed. As of 2016, Florida is ranked first in the nation for net migration, with more than 750,000 people migrating to Florida between 2010-2016. These Floridians brought more than \$50 billion of adjusted growth income with them since 2010.



At the end of 2014, Florida surpassed New York in population size and continues to rank third in the nation after California and Texas. Florida’s population is one of the most diverse in the nation, and the state boasts a rich mix of art, cultural and historic resources. The state has many assets to highlight: a large and diverse consumer and labor market; a tradition of imagination and invention; extensive infrastructure and natural resources; and worldwide appeal to workers, retirees and visitors. This consistent growth and influx of additional talent underpins our projected economic development and opportunity.

It is critical that we plan for sustained economic growth to support all Floridians. Strengthening, protecting and preserving Florida’s natural resources and quality of life assets must be balanced with addressing specific opportunities and threats faced in the next five years of economic growth.



## FLORIDA'S INITIAL STATEWIDE STRATEGY

In 2011, Department of Economic Opportunity was created and tasked with developing a five-year statewide strategic plan to guide the future of Florida's economy. This planning effort was one step in the development of an integrated statewide vision for addressing economic development, land use, infrastructure, environmental stewardship, talent development and community development.

The initial *Strategic Plan* unified the state's economic development community. This plan was a product of multiple agencies and organizations, with Department of Economic Opportunity as the lead, guided by the following state leadership:

- The Governor and his executive staff
- The President and Chief Executive Officer of Enterprise Florida
- The President and Chief Executive Officer of CareerSource Florida
- The Executive Director of the Department of Economic Opportunity

The initial development process also involved a key statewide partner, the Florida Chamber of Commerce. Previously, the Florida Chamber Foundation worked with private, public and civic leaders statewide to develop six key drivers of Florida's future economy. These drivers, or pillars, served as a common framework for multiple public and private plans across Florida. The *Strategic Plan* was organized around the Florida Chamber Foundation's Six Pillars of Florida's Future Economy™ (Six Pillars). The Six Pillars framework was specifically chosen to support the *Strategic Plan* because it provided a common and organizing language for economic development across all of Florida's public, private and civic organizations.

These pillars were accompanied by four cross-cutting and 25 pillar-specific strategies. A copy of the original *Florida Strategic Plan for Economic Development, 2013-2018* may be viewed and downloaded from [www.FloridaJobs.org/FL5yrPlan](http://www.FloridaJobs.org/FL5yrPlan).

The initial plan was formally launched in July 2013. During its five-year implementation it was widely adopted by over 20 organizations:

- Twenty-five state agencies cited the *Strategic Plan* in their requests for 2017-18 funding.
- Nineteen state agencies and organizations reported they were implementing the *Strategic Plan*, with nine reporting they were implementing 10 or more strategies.

Fifteen state agencies and organizations created a total of 61 tactics and 167 associated performance metrics for measuring and reporting quarterly and annual progress on implementing the original *Strategic Plan's* strategies.

The results of the first plan are that a total of 74 percent of the metrics monitored by agencies and organizations showed accurate and effective progress to meet or exceed the standards established. For the remaining 26 percent of all metrics, there was no established standard or the standard changed drastically between years due to other factors. To evaluate results of 11 percent of metrics from within that group, we used trend lines to determine outcome. This model cannot account for progress as precisely as established standards or targets but can indicate directionality or trends. For the remaining 15 percent of all metrics monitored, there was neither a standard or a potential directionality to evaluate progress, so those results were excluded. For the updated plan, DEO will work with agencies and organizations as they develop activities and measures supporting the updated plan to identify standards or targets for every activity and include all results.



In the following pages, we share an overview of specific results by pillar. However, for the detailed results on each metric and tactic by pillar and more detailed discussion of the evaluation methodology, the full Implementation Report and Data Appendix from 2013-2017 are available at [www.FloridaJobs.org/FL5yrPlan/Implementation Report](http://www.FloridaJobs.org/FL5yrPlan/ImplementationReport). A final Data Appendix for the implementation results from the entire five-year period, including the State Fiscal Year 2017-18 results, will be complete in January 2019.

Table 1 provides a summary of progress made towards the original plan's five objectives. All measures are trending forward, illustrating the recognizable impact Florida has made toward reaching its economic development goals.

**TABLE 1 – IMPLEMENTATION DATA AFFECTING FLORIDA'S ECONOMIC DEVELOPMENT OBJECTIVES**

WHAT MATTERS	BASELINE (2010)	MOST RECENT†	U.S. RANK* (CHANGE**)	DESIRED RESULTS	ACTUAL RESULTS	HOW WE ARE DOING
<b>OBJECTIVE: IMPROVE EMPLOYMENT IN FLORIDA</b>						
Total Employment (annual average)	7.2M (2010)	8.6M (2017)	4 (-1)			Total employment has grown year over year since 2011.
Unemployment Rate (annual average)	11.1% (2010)	4.2% (2017)	25 (0)			Florida's unemployment rate has fallen continually between 2010 and 2017.
<b>OBJECTIVE: FOSTER OPPORTUNITIES FOR PROSPERITY FOR ALL FLORIDIANS</b>						
Per Capita Income	\$38,626 (2010)	\$45,953 (2016)	27 (+4)			Per capita income grew between 2010 and 2016.
Average Annual Wage	\$41,572 (2010)	\$46,347 (2016)	27 (-2)			Average annual wages grew between 2010 and 2016.
<b>OBJECTIVE: GROW FLORIDA BUSINESSES</b>						
Gross Domestic Product	\$735B (2010)	\$926B (2016)	4 (0)			GDP has grown continually since 2010.
Net Business Creation	-8,877 (2010)	+9,175 (2017)	2 (0)			Florida ranks second among the states for net business creation.
Value of Florida-Origin Manufacturing Shipments	\$88.1B (2010)	\$104.9B (2016)†	21 (1)			New capital investments made into Florida's manufacturing base grow the value of Florida-origin manufacturing shipments.
<b>OBJECTIVE: EXPAND FLORIDA'S GLOBAL COMMERCE</b>						
Florida-Origin Exports	\$55B (2010)	\$55B (2017)	8 (+1)			Florida's ranking is increasing relative to other states for state-of-origin exports.
Jobs at Foreign-Owned Firms	232,900 (2010)	327,200 (2015)†	4 (-1)			Manufacturing accounts for 21% of jobs in the foreign-owned companies investing in Florida.
<b>OBJECTIVE: INCREASE FLORIDA'S ATTRACTIVENESS TO WORKERS, RESIDENTS AND VISITORS</b>						
Net Domestic Migration	55,000 (2010)	325,986 (2017)	1 (0)			Florida continues to rank first nationally for net domestic migration.
Total Visitors	82.3M (2010)	116.5M (2017)	2 (0)			In 2016, Florida hosted 14.5 million international visitors.

\* (1 = best, 50 = worst)

\*\* Change in U.S. rank is based on Florida's relative placement to the 50 states; a lower number indicates a higher ranked state.

† The first number is Florida's most recent ranking, and the number in parentheses is the change from the previous ranking.

‡ The last year for which data are available.



## FLORIDA'S ECONOMIC OUTLOOK 2023

As a basis for the new Strategic Plan, public and private partners agree we must work together to continue Florida's exceptional growth and economic development so that all Floridians thrive and communities weather any coming challenges. Together, this partnership considered both the achievements of the past five years and the projections for the next five years. These partners acknowledge the importance of a shared understanding of our environment.

To better understand the projections and goals for Florida over the next five years, a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is critical. This analysis guides the strategic planning process, focuses on opportunities and allows for appropriate application of public effort or private contribution. Throughout the plan, the team of public and private partners for economic development, the Florida team, states items we must address to meet the future challenges and opportunities of our great state.

### STRENGTHS

- With the economic turnaround, Florida is well positioned to take on the challenges of the future and provide opportunities to every Floridian.
- Diverse and growing population, rich natural resources and golden climate.
- Increasingly mobile workforce, able to locate anywhere in the world, choosing places with a high quality of life like Florida.
- Emerging Florida industries such as life sciences, sustainable agriculture and simulation.
- Florida's low cost of living improves per capita income with less individual tax burden for economic well-being of individual workers.
- Good climate helps sustain and improve transportation systems
- Intermodal connectivity growing between airports, ports, roads and logistics.
- Strong return on government and public resource investment.
- Emphasis on private over public spending and growth.
- Rural communities have strong character and identities.

### WEAKNESSES

- Increasing generational imbalance.
- Lack of affordable starter, elderly and workforce housing.
- High percent of annual income in homeownership costs.
- Homeownership rates are below normal, at 1989 rate; decreasing foreclosure inventory may include non-viable inventory.
- Some localities experiencing inequitable progress towards economic development goals.
- Florida must diversify our industries and maintain the workforce for traditional industries such as tourism, agriculture and construction.
- Those remaining unemployed may need specialized assistance.
- Poverty rate declining but still above national average.
- Healthcare remains a challenge for certain population segments.
- High insurance costs and litigious environment.
- Florida's total crime rates continue to decline, with challenges in a few segments above the national average.

### OPPORTUNITIES

- U.S. population and economic growth shifting to the south, placing Florida in the fastest growing part of the nation.
- Global trade is surging, particularly through the Panama Canal and the Caribbean region.
- Personal and business travel continues to expand.
- Workforce housing demand increasing.
- Innovative industries growing such as ride-sharing, home-sharing, artificial intelligence, autonomous cars.
- Economic strengths allow prosperity for all Floridians.
- Florida can be first in the nation to manage the talent and skills match to align and attract talent and businesses.
- Current disaster recovery funding reinforces our communities to be resilient and agile, prepared to withstand any threat.
- Florida enhances and enlarges our strong public-private connectivity, collaboration to grow efficiently.
- Florida repositions as location for innovation and business not just to visit or retire.
- Florida highlights all of our assets: climate, culture, nature, ecosystems to attract all ages of residents and visitors.
- Engage public-private partnerships, citizens and volunteers to provide cost-effective energy, infrastructure and recovery.

### THREATS

- Disruptors impact development: automation possible for many of our industries; artificial intelligence replaces workers; cyclic economic trends occur such as recession.
- Global trade stalls.
- Disconnected, non-aligned public-private entities execute duplicative use of resources preventing greatest development.
- Tort environment and insurance rates dissuade businesses and residents.
- Impact of catastrophes - annual unpredictability of hurricane season causes preparedness or response to atrophy.
- Unable to meet change in demands/needs due to percentage decrease in working-age population and increase in retired non-working population over 65.
- Migrating retirement-age population doesn't integrate wealth as residents to the state nor desire workforce participation.
- Independent development efforts put Florida's critical natural resources at risk.
- Independent development changes the unique nature of rural communities.
- Labor force attrition.
- Difficulty in achieving industry diversification impacts global growth or expansion.



With identification of our key strengths, weaknesses, opportunities and threats, our team of partners shares the subsequent future projections and targets that guide the development of strategies and activities that will directly contribute to the accomplishment of our economic success.

Florida's future can be visualized with some key projections over the next five years:

- Florida's population is projected to grow from just under 21 million residents in 2018 to 22.5 million in 2023. This continued 1.5 percent average population growth estimated from 2018-2023 includes some permanent migration from Puerto Rico and the U.S. Virgin Islands due to the 2017 hurricane season. Of this growth, 95 percent is expected to be from net migration; and 54 percent of this growth will be new residents over the age of 60.
- Our economy is likely to move from a \$1 trillion economy projected in 2018 to a \$1.3 trillion economy in 2023. The average growth of Florida's real GDP is projected to be 2.3 percent through 2021. Personal income growth is estimated to accelerate at 5 percent annually from 2017-2021.
- Sixty-four percent of Florida jobs in 2025 will require a postsecondary degree or certificate (postsecondary vocational, associate, bachelor's, master's or higher). Job creation from 2017 to 2025 is projected to be just more than 1 million new jobs for a total of 10,366,167.
- With baby-boomers continuing to retire, and the percentage of the over-60 population increasing, Florida's working-age population (ages 25-54) is likely to decrease to 36.7 percent of our total population in 2020, and 35.7 percent in 2030.
- Regarding one of our key traditional industries, construction expenditures are likely to return to peak levels in fiscal year 2020-21, private resident expenditures in 2023-24 and construction employment in 2025-26.
- It may take up to six years to complete state recovery from four major hurricanes experienced in 2016-17.

It will be critical to monitor the evolution of these projections. All data references can be found online at [www.FloridaJobs.org/FL5yrPlan](http://www.FloridaJobs.org/FL5yrPlan).

Next, we identify future targets to help focus Florida's economic activities. The following initial target list is intended to expand and address Florida's challenges over the next five years with the ever-changing nature of our economy:

- Florida will need to maintain or improve our average net migration – particularly the required workforce demographic – to support growing business, if additional internal growth is not projected.
- Florida likely will need an additional 800,000 jobs by 2020, and another 2 million by 2030, to continue full employment of projected population growth.
- Florida will need to plan for the baby-boomer economic cycle between 2020 and 2030 and the net inflow of high-demand skills workers to replace retirees to avoid labor market tightening or inflated wages.
- Florida will need to integrate public-private long-term investment strategies, and pay close attention to key funding sources to prepare for possible market or environmental fluctuations.
- Florida must deliberately plan to extend opportunities to those rural and urban core communities that have not had equitable growth, while preserving their unique nature and culture so every Floridian and county can thrive.
- Florida must use coordinated disaster recovery efforts to ensure our communities and the state are prepared to withstand future storms and other disruptions.

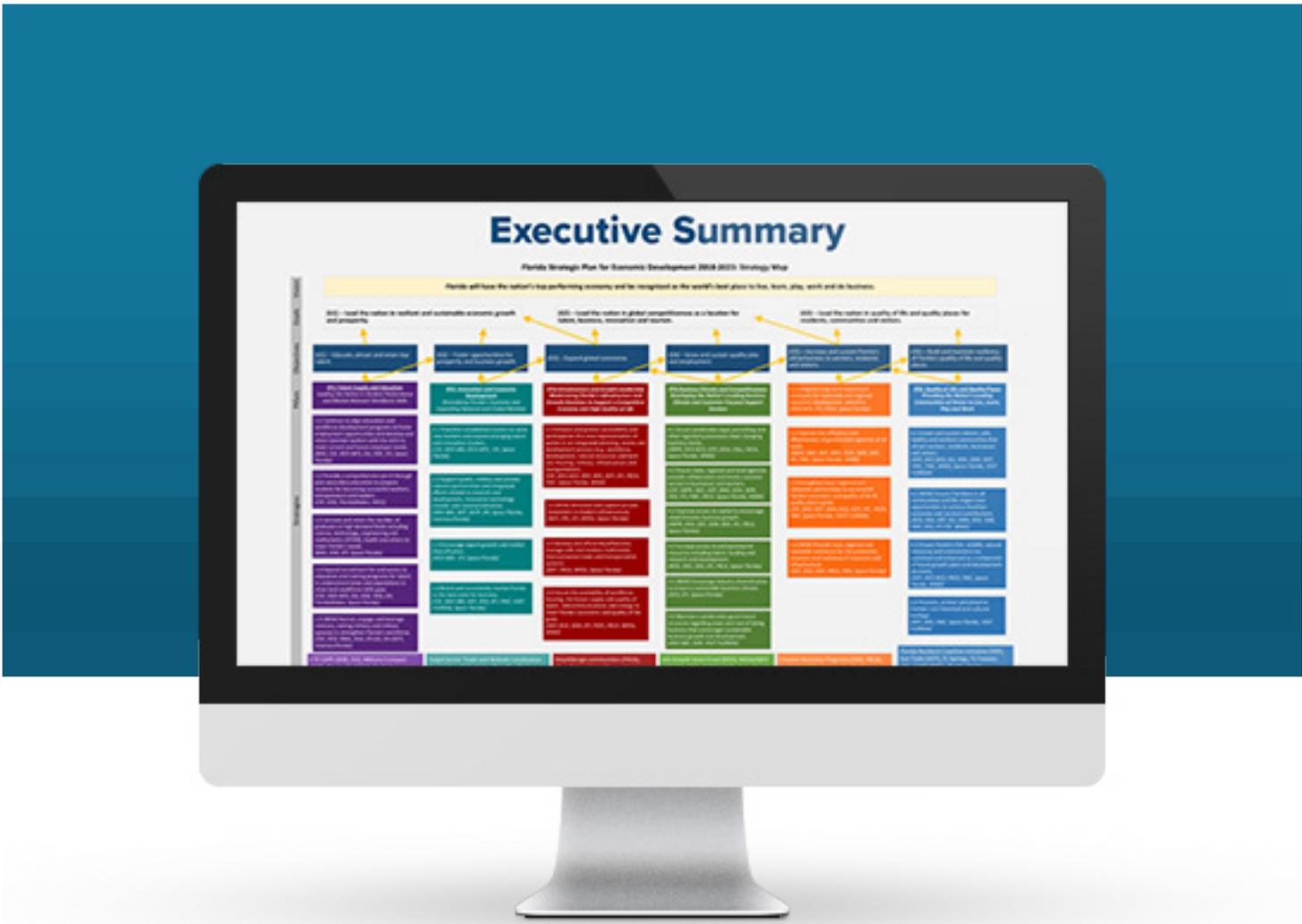
For the next five years, we will expand the understanding of our shared vision and work to align more public-private partners towards the same goals and objectives. With focus and collaboration, we can thoughtfully plan and provide for a vibrant, thriving economy into the future.



# FLORIDA'S UPDATED STRATEGY FOR 2018-2023

In the fall of 2017, DEO collaborated with partner organizations to update the state's economic development strategy for the next five years. This second version of the plan remains centered on the Governor's economic priorities and Florida's strong competitive position compared to other states. The state economic vision remains the same: Florida will have the nation's top-performing economy and be recognized as the world's best place to live, learn, play, work and do business.

From a shared economic picture and baseline, we developed our five year strategy. Before we can begin a new cycle of implementation, the most critical factor of success is to have a clear understanding of our vision, goals and objectives. *The Florida Strategic Plan for Economic Development, 2018-2023* builds upon the robust vision, goals, objectives and strategies of the original *Strategic Plan*. It considers the achievements of partners and the unique lessons learned from five years of implementing the original plan. Along with the detailed results of the prior plan, a one-page Executive Summary and tools to monitor the updated plan can be found online at [www.FloridaJobs.org/FL5yrPlan](http://www.FloridaJobs.org/FL5yrPlan).

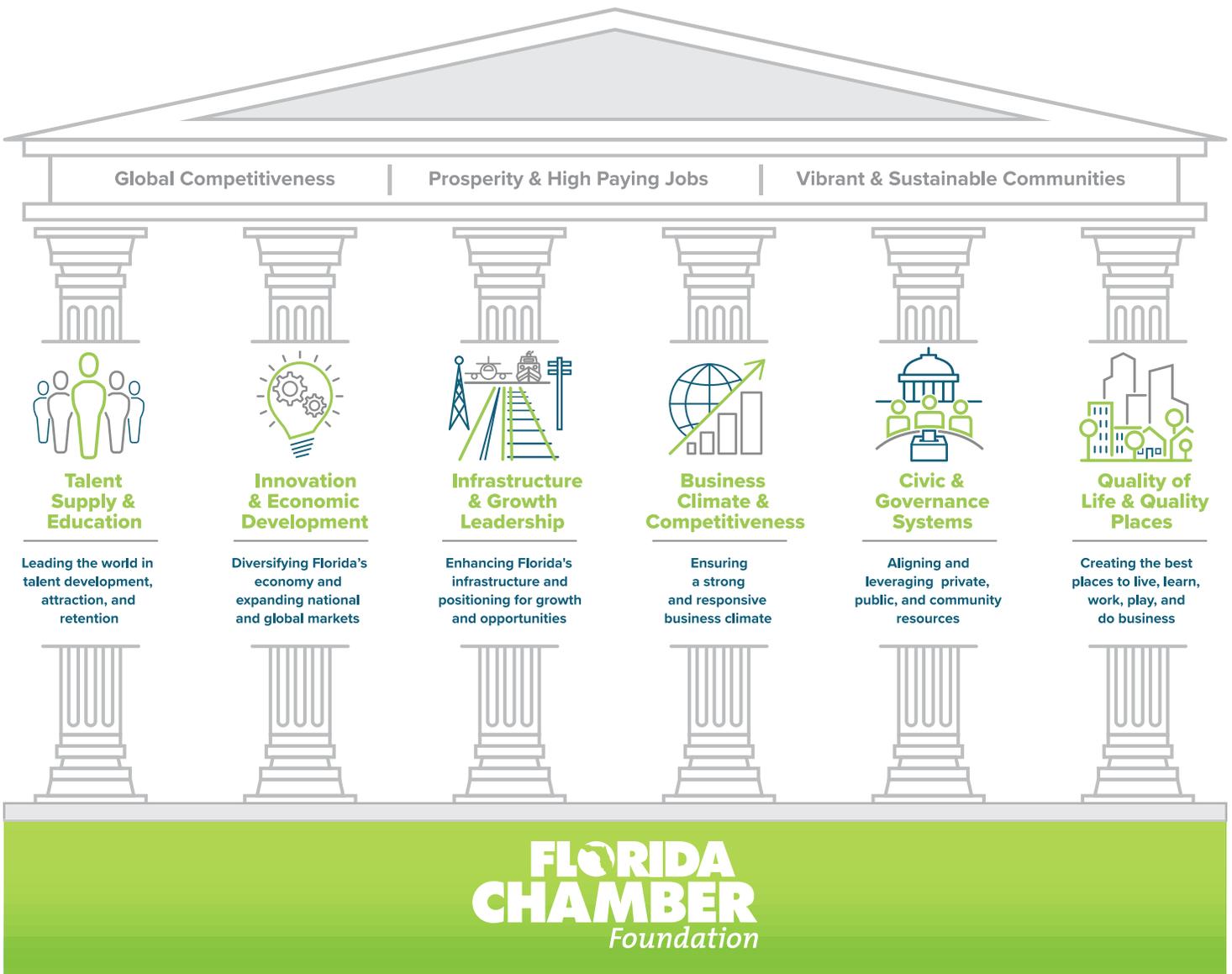


# THE SIX-PILLARS FRAMEWORK

The *Strategic Plan 2018-2023* identifies 27 strategies to address key challenges and opportunities. These strategies remain organized using the Six Pillars framework. The Florida Chamber Foundation also has a long-range plan, “Florida 2030,” which is fully supported by the pillars and our *Strategic Plan 2018-2023*. This type of plan alignment across our state focuses public and private efforts from long-term partnerships on continued success.

Not only does the Florida Chamber and the state government use this now familiar framework, state and local government organizations and regional planning councils have adopted this framework as well. The *Strategic Plan 2018-2023* is built on this framework to continue expanding the alignment. The framework works. It’s recognized across our state and will lead us forward into Florida’s bright future.

## THE FLORIDA CHAMBER FOUNDATION'S SIX-PILLARS FOR 2030



Within this framework, the stakeholders have assessed, evaluated and revised strategies to ensure achievement of our statewide objectives and goals. The *Strategic Plan 2018-2023* establishes clear relationships between all elements of the plan for focused monitoring and updating. These relationships are depicted on the two-page pullout in this plan, named the “Strategy Map,” which can also be found online at [www.FloridaJobs.org/FL5yrPlan/Strategy Map](http://www.FloridaJobs.org/FL5yrPlan/Strategy Map).

Each numbered objective is linked to the goals the objective will help meet. Each numbered pillar is linked to the objectives that it fulfills. The numbering of pillars, objectives and goals does not reflect the relationship. That relationship is reflected via arrows on our strategy map that flow from pillars to goal indicating contribution of effort. In addition to linking pillars to objectives and goals, this plan identifies many directly contributing agencies or organizations for each pillar strategy. Each agency and organization that contributes directly to a pillar strategy will identify specific activities and initiatives that contribute, clearly drawing the link between their activities and the expected progress towards each pillar, objective and goal. By linking these elements, we can highlight best practices and determine return on investment and leverage points for achieving all of Florida’s goals.

The *Strategic Plan 2018-2023* contains 27 strategies for implementation:

- Seven strategies are identical as written in the original plan.
- Fifteen strategies from the original plan have been revised to fit the current economic environment.
- Five strategies are new, expanding the scope and purview of the strategic plan.

The *Strategic Plan 2018-2023* includes direct input and recommendations from Florida’s Economic Development Liaisons and their agency advisors and planners. Each liaison is a high-level staff member designated by and reporting to the state agency head. The liaisons are also the primary points of contact for Department of Economic Opportunity on issues and projects important to the economic development of Florida and work closely with the other Economic Development Liaisons moving Florida forward. As members of the steering committee, CareerSource Florida, Enterprise Florida and the Department of Economic Opportunity have designated liaisons to manage this plan.

By statute, the following statewide agencies and organizations are required to designate liaisons to support this plan: the Department of Education, Department of Environmental Protection, Department of Management Services, Department of Revenue, Department of Transportation — including the seven district offices — the Florida Fish and Wildlife Conservation Commission and the five Water Management Districts.

Additionally, the following directly contributing partners have designated liaisons: the Florida Board of Governors and State University System, the Florida College System, the Department of Agriculture and Consumer Services, Department of Business and Professional Regulation, Department of Children and Families, Department of Elder Affairs, Department of Financial Services, Department of Health, Department of Juvenile Justice, Department of Military Affairs, Department of Highway Safety and Motor Vehicles, Department of State, Department of Veterans Affairs, the Office of Insurance Regulation and 10 Regional Planning Councils under the Florida Regional Council Association.

Many other organizations have been aligned and will continue contributing significantly to the Strategic Plan even though they do not have a designated Liaison: the Florida Housing Finance Corporation, Florida Defense Support Task Force, Florida Ports Council, Florida Sports Foundation, the Higher Education Coordinating Council, Metropolitan Planning Organizations, Space Florida and VISIT FLORIDA.

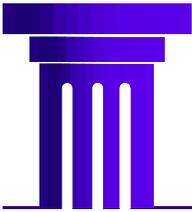


# FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT 2018-2023: STRATEGY MAP

## Vision

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





# PILLAR 1 TALENT SUPPLY AND EDUCATION

Leading the Nation in Student Performance and Market-Relevant Workforce Skills

## FLORIDA'S TALENT SUPPLY AND EDUCATION STRATEGIES

- 1.1 Continue to align education and workforce development programs to foster employment opportunities and develop and retain talented workers with the skills to meet current and future employer needs.
- 1.2 Provide an comprehensive pre-K through postsecondary education to prepare students for becoming successful workers, entrepreneurs and leaders.
- 1.3 Increase and retain the number of graduates in high-demand fields, including science, technology, engineering, mathematics (STEM), health and others to meet Florida's needs.
- 1.4 Expand recruitment for and access to education and training programs for talent in underserved areas and populations to close local workforce skills gaps.
- 1.5 Recruit, engage and leverage veterans, exiting military and military spouses to strengthen Florida's workforce.

Sixty-seven percent of the jobs created in Florida between 2018 and 2025 will require a postsecondary degree or certificate (postsecondary vocational, associate, bachelor's, master's or higher). With the baby boomer generation retiring in greater numbers, less than 40 percent of the total state population will be in the workforce. The ability to train and retain skilled Floridians and attract college graduates and other trained workers as a talent pipeline to Florida businesses remains vitally important. We must train and retain a workforce that can serve as the foundation for the economic growth necessary to support our growing population.

As Florida remains at low unemployment, many of the remaining jobseekers may not match the talent requirements businesses are looking for. It is more important than ever to evaluate the market-relevant skills required into the future and provide training opportunities around the state to match them.



## TALENT SUPPLY AND EDUCATION SUCCESS

With 10.2 million workers, Florida has one of the nation's largest and most diverse labor forces. The original *Strategic Plan* emphasized Florida's ability to produce skilled and ready workers and depended on the collaborative planning of the state's educational institutions, workforce development organizations and businesses. To that end, the first *Strategic Plan* recognized the role Florida's public and private partnerships played in addressing the state's educational and workforce challenges. Feeding this talent pool is an extensive system, including 28 public state colleges, 12 public universities, more than 30 private colleges and universities, 24 local workforce development boards, 67 county school boards and a variety of civic and private partners. This talent is key to economic stability in Florida's future. Over the past five years of implementing the initial *Strategic Plan*, our partners' activities have contributed the following:

- The Higher Education Coordinating Council was established in 2011, joining many state agencies, organizations and businesses statewide to create a laser focus on building curriculum, developing certification programs and increasing the digital training for early learners. Fourth grade math, reading and science scores are improving, Florida has a top-10 ranking nationwide in both math and reading, according to the National Assessment of Educational Progress.
- The Higher Education Coordinating Council brought about realistic discussions on apprenticeships, certification and a regionally developed list of industry needs to produce high-caliber graduates and provide multiple career pathways.
- Florida ranks number 1 among all states for the second year in a row for higher education by *U.S. News and World Report*, based on two- and four-year college graduation rates as well as low debt, tuition and fees for attending students.
- Florida ranks number 7 for education among all states according to *U.S. News and World Report*.
- Twenty-seven percent of the working age population have at least a four-year degree. Forty-seven percent of Florida workers have completed a two-year college degree or a vocational or adult education program.
- In 2012, the Florida Legislature established Florida Polytechnic University as a new institution in the State University System to train a highly skilled technical workforce. This school has become a focal point of educating and keeping the talent required for Florida's future.
- Forty-two percent of Florida's workers over age 25 with college degrees majored in a STEM field, slightly below the national average. However, Florida has the fourth highest number of people with advanced STEM degrees in the U.S. The State University System has awarded more degrees in STEM areas over the last five years, a 31 percent increase in the number of bachelor's degrees and a 17 percent increase in graduate degrees awarded.
- Partners all across the state have worked to support regional solutions that address unique assets and needs in each part of Florida, specifically rural markets and urban core communities. Florida's schools have focused on addressing the gaps of underserved populations in the school system, as well as investing alongside the Department of State in providing equitable access to online data, libraries and courses.





### BEST PRACTICE: Job Growth Grant Fund

Governor Scott and college leaders cut the ribbon on the expansion when the grant was announced.

The Florida Job Growth Grant Fund is an economic development program that builds on Florida's success and economic prosperity. The fund supports job training projects that will grow employment in Florida's diverse industries, in both metro and rural communities. Proposals for the Job Growth Grant Fund are reviewed by the Department of Economic Opportunity, Enterprise Florida, and recipients are chosen by the Governor based on meeting the demand for community workforce needs and a strong return on investment to the state.

In January of 2018, Manatee County Technical College was selected for the first Job Growth Grant Fund award. This grant provided more than \$200,000 for equipment to expand the Advanced Manufacturing and Production Technology training program developing more students into a market-ready workforce.

## TALENT SUPPLY AND EDUCATION STRATEGIES

Looking toward 2018-2023, multiple agencies and organizations are planning to contribute directly to this pillar: the Board of Governors, CareerSource Florida, the Department of Agriculture and Consumer Services, Economic Opportunity, Education, Juvenile Justice, Military Affairs, Veterans Affairs, Enterprise Florida, and the Higher Education Coordinating Council. Florida's ability to produce and keep skilled and career-ready workers will continue to depend on the collaborative planning and work of our educational institutions, workforce development organizations and businesses. To maintain our current employment levels and prepare for diversified economic growth, industries, businesses, communities and residents will depend on the success of these efforts:

- **Align education and workforce development programs to foster employment opportunities and develop and retain talented workers with the skills to meet current and future employer needs.** Continuing to improve workforce system alignment with business needs is a critical priority. Educational institutions, workforce organizations and businesses will continue to partner to identify current and future skill needs, design curricula and create internship and apprenticeship opportunities.
- **Provide comprehensive pre-K through postsecondary education to prepare students for becoming successful workers, entrepreneurs and leaders.** We must increase the number of students who advance and finish their education ready to enter the workforce. We must keep expanding technical education and certification programs to increase the number of workers with industry credentials and strengthen mentoring and training for future entrepreneurs. We will work to maintain our top ranking for higher education by improving our Secondary Independent Certification Program, our digital tool certifications and the attainment of the Higher Education Coordinating Council "RISE to 55" initiative to increase the percent of the workforce having a postsecondary certification or credential ( see page 22). The Department of Agriculture and Consumer Services will continue to implement the National School Lunch Program to allow students attending public and nonprofit schools and residential child care institutions in Florida nutritious meals by providing a per meal reimbursement.



This enhances academic performance and behavior helping students to stay focused and learn critical skills.

- **Increase and retain the number of graduates in high-demand fields, including science, technology, engineering, mathematics (STEM), healthcare and others to meet Florida's needs.** Florida should expand development of high-impact and market-relevant education, training and internship programs starting in elementary school and continuing through postsecondary programs. We must expand effective programs for encouraging Florida college graduates to remain in Florida to build their careers. We must engage with additional organizations, such as the Florida Center for Nursing, which is also focused on skills gaps and increasing graduates since most job vacancies in Florida are in healthcare.
- **Expand recruitment for and access to education and training programs for talent in underserved areas and populations, as well as close local workforce skills gaps.** We can help these areas prosper and retain their younger residents by providing greater opportunities to every population for education, training and jobs. Workforce development efforts can regularly assess the skills and jobs needed to support business needs and use this to inform and encourage career development efforts and design curricula and create internship and apprenticeship opportunities. Department of Education and Department of State are providing online access and training. CareerSource Florida and Department of Economic Opportunity are providing resources such as [EmployFlorida.com](http://EmployFlorida.com), one of the country's largest online job banks, for residents to learn about available jobs as well as help Floridians match their skills to job vacancies.
- **Recruit, engage and leverage the talent of veterans, exiting military and military spouses to strengthen Florida's workforce.** Florida businesses in high-growth fields such as aerospace, manufacturing, logistics, research and development and technology are seeking to hire veterans and provide them with the training they need to build a long and fruitful career in Florida. Through the CareerSource Florida network, Departments of Economic Opportunity provides workforce services and assistance to veterans, their spouses and other family members. The Jobs for Veterans state grant, the Military Family Employment Advocacy Program, local veterans and military family employment representatives and the Employ Florida Vets portal promote and maximize the employment opportunities of Florida's veteran and military spouse populations, especially those with significant barriers to employment.



**BEST PRACTICE: Jobs for Veterans**

The state of Florida is the most military-friendly state in the nation and is committed to helping veterans and the spouses and children of service-members find a career to meet their needs. The Department of Economic Opportunity administers the Jobs for Veterans state grant to promote and maximize employment of Florida's veteran population, especially those with significant barriers to employment. Local career centers across the state have teams of veterans and disabled veterans who work with other veteran jobseekers and with local companies to match these veterans to the jobs in their area.

In addition, the Employ Florida Vets online portal is tailored specifically to the career needs and interests of veterans. Once registered in Employ Florida, a veteran may be contacted regarding local job openings and receive automatic notifications of job announcements matching their skills and abilities. The Department of Economic Opportunity also works with the Department of Veterans' Affairs to provide information on available resources, programs and services to returning Florida veterans. Florida veterans account for more than 700,000 jobs across the state and are critical to the state's economic growth.





## INITIATIVE TO WATCH: Florida Higher Education Coordinating Council

Florida's Higher Education Coordinating Council set a new statewide goal for educational attainment of 55 percent by 2025. RISE to 55 (Resourcing Industry for a Stronger Economy) is a campaign designed by the council to raise awareness and empower partners to become champions of this goal. The goal of this initiative is to increase the percentage of working-age adults (ages 25-64) who hold a post-secondary degree or higher quality credential to 55 percent by the year 2025.

The Higher Education Coordinating Council includes the Board of Governors of the State University System, the Florida College System, the State Board of Education, the Florida Association of Postsecondary Schools and Colleges, independent colleges and universities across the state, CareerSource Florida, Enterprise Florida and representatives from the business community. The council launched the initiative with national backing from supportive educational foundations and in partnership with CareerSource Florida to address robust workforce and infrastructure needs.





## PILLAR 2 INNOVATION AND ECONOMIC DEVELOPMENT

Diversifying Florida's Economy and Expanding National and Global Markets

### FLORIDA'S INNOVATION AND ECONOMIC DEVELOPMENT STRATEGIES

2.1 Transition established clusters to serve new markets and expand emerging talent and innovation clusters.

2.2 Support public, military and private industry partnerships and integrated efforts related to research and development, innovative technology transfer and commercialization.

2.3 Encourage export growth and market diversification.

2.4 Brand and consistently market Florida as the best state for business.

### INNOVATION AND ECONOMIC DEVELOPMENT SUCCESS

The most competitive economies today are those fueled by innovation, focused on key clusters and connected strategically to global markets. Historically, Florida's economy has been driven by agriculture, tourism, the military and population growth. These activities, in turn, spurred job growth in construction, real estate, retail, trade and service industries. In the original *Strategic Plan*, the second pillar focused on diversifying Florida's economy and expanding national and global markets. Over the past five years, state agencies and partners have completed the following:

- Our partners provided grant awards, incentives and loans to individuals, communities, local governments and businesses, particularly in innovation industries. Enterprise Florida worked with Space Florida to establish Florida as a premier location for the renewed aerospace industry.
- The Board of Governors highlights Florida Polytechnic University as it celebrated its first graduates in May 2018.
- Enterprise Florida updated the Qualified Targeted Industries list every five years to connect state incentives to relocating or expanding businesses, created online profiles to highlight each industry and shared success stories. The Department of Economic Opportunity provided incentives for targeted-industry businesses.
- Enterprise Florida worked to advance international trade through accountability of tax payer dollars and identification of a network of international and U.S. trade offices in support of international and Florida-based businesses looking to expand. Enterprise Florida also promoted and sponsored Florida businesses at international trade conferences and events.
- The Department of Economic Opportunity, Enterprise Florida, Florida Sport Foundation, VISIT FLORIDA and Space Florida worked tirelessly to market Florida as the best place to do business by engaging businesses of all industries, sports organizations and visitors to come to Florida.





## BEST PRACTICE: VISIT FLORIDA

VISIT FLORIDA continues to market Florida to every type of traveler, visitor and business by encouraging national and international travelers to visit Florida. VISIT FLORIDA markets the state, whether off the beaten path, road trips on scenic byways or nightlife, shopping and food festivals, through its #LoveFL campaign. More than 100 million visitors have come to Florida every year for the past four years, with a record-breaking 116 million visitors in 2017.



## INNOVATION AND ECONOMIC DEVELOPMENT STRATEGIES

For the *Strategic Plan 2018-2023*, more than 10 agencies and organizations plan to contribute directly to this pillar: the Board of Governors, the Departments of Agriculture and Consumer Services, Economic Opportunity, Environmental Protection, State, Transportation, Defense Support Task Force, Enterprise Florida, Fish and Wildlife Conservation Commission, Space Florida, Veterans Florida and VISIT FLORIDA.

By tapping into prospective and innovative technology, and enhancing our role in research, we will continue to encourage a wide variety of industry and entrepreneurship. While our traditional industries – such as agriculture, tourism and real estate – remain strong, we must continually diversify our industrial and technological bases. Key efforts for our future involve developing innovative technology and military partnerships, increasing our portfolio of strong talent and innovation clusters, and supporting public-private industry partnerships. Placing emphasis on small- to medium-sized businesses gives us the ability to enhance our export markets. By deliberately aligning economic development across local, regional and statewide areas, we can ensure Florida is seen as the nation’s best place for business. The following associated strategies will help position Florida for future growth and prosperity:

- Transition established clusters to serve new markets and expand emerging talent and innovation clusters.*** Targeted efforts by Department of Agriculture and Consumer Services and VISIT FLORIDA will continue to support Florida’s greatest existing strengths, agriculture and tourism. CareerSource Florida, Department of Agriculture and Consumer Services, Department of Economic Opportunity, Department of Transportation, Enterprise Florida and Space Florida will support growing clusters, such as life sciences, trade and logistics in many parts of the state today and nurture newer clusters with long-range potential, including simulation, digital media, clean energy and marine and environmental sciences, while helping transition mature clusters to serve new markets. For example, the focus of Florida’s aerospace and defense industry has shifted to commercial research and launches, while biofuels are an emerging agriculture market.
- Support public, military and private industry partnerships and integrated efforts related to research and development, innovative technology transfer and commercialization.*** Florida has many effective programs for research and development; technology transfer and commercialization; and business incubators and other startup activities. The I-4 Tech Corridor, which is an example of expanding, accelerating and integrating a comprehensive entrepreneurial ecosystem to move ideas to successful businesses in a rapid, high-impact manner. Departments of Economic Opportunity and Enterprise Florida will expand access to capital for startup and growing businesses, with emphasis on investor, seed and early stage venture capital. The Board of Governors has been elevating the State University System’s research profile. Collectively, Board of Governors institutions earn more patents in Florida than any other entity in Florida. State universities are national leaders in tech transfer, with multiple universities ranked in the Milken Institute’s Top 25 Best Universities for Tech Transfer in 2017. The recent state investment is providing support to our universities to recruit world-class faculty, who will continue to elevate our research profile. The University of Central Florida recently became manager of the globally recognized Arecibo Observatory in Puerto Rico (see page 26).
- Encourage export growth and market diversification.*** Florida will expand its role serving global markets for goods, services, travel and information, with continued emphasis on expanding the value of Florida exports through Enterprise Florida’s international trade shows. Florida’s exports are driven by small businesses, particularly in manufacturing, technology, health services and professional services. The state will help businesses establish export capacity and help those already exporting to expand or diversify the markets they serve. Through the Florida Agricultural Promotional Campaign (FAPC), the Department of Agriculture and Consumer Services helps small and large producers benefit from the “Fresh from Florida” programs including participation in industry trade shows, point-of-purchase material, trade leads and marketing and intelligence support in many areas of the world.



- **Brand and consistently market Florida as the best state for business.** It is critical that Florida brand all its strategic assets and highlight the business-friendly approach, alongside its image as a haven for tourists and retirees. The brand can continue to broaden perceptions of Florida as a state to do business and into which to invest. Economic development and tourism marketing should see each visitor to Florida as a future worker, resident, business owner or investor. Department of Economic Opportunity, Enterprise Florida and VISIT FLORIDA will continue to market Florida as a state of opportunity, bringing new investments, sporting events and organizations and businesses of any industry, while still ranking as a top place to relax and play.



### INITIATIVE TO WATCH: State University Research

University of Central Florida takes on management of the Arecibo Observatory in Puerto Rico.



The State University System of Florida recently moved into 4th place in university research expenditures among public institutions. Our university system continues to make gains in competitive research awards. Florida is one of the top 10 states for public university research expenditures.

Additionally, patents and licenses are good indicators of the system's contributions to Florida's economic development and knowledge economy. The State University System is number one for the number of patents awarded to Florida organizations over the past five years, representing 12 percent of all patents awarded.

Recently the University of Central Florida successfully took on the management of the world-renowned and immense global research platform: the Arecibo Observatory in Puerto Rico.





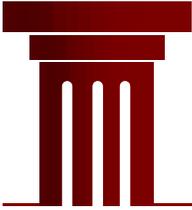
## INITIATIVE TO WATCH: Space Florida



Kennedy Space Center, a national treasure located on Florida's iconic Space Coast, has been the launch site for every manned space flight since 1968. Florida's Aviation and Aerospace industry is critical to the state's future, with \$6.2 billion in annual exports, more than 2,000 businesses and more than 93,000 employees.

Space Florida is currently partnering with NASA's Johnson Space Center in Houston, Texas, for use of Space Launch Complex 46 for the Orion spacecraft's Ascent Abort-2 test. The landmark agreement gives Johnson priority use of the launch complex. The test is an effort to verify a key part of Orion's safety system during ascent to space before it begins missions with astronauts to deep space. The collaboration is an effort to enable and ready a key part of the Orion, America's next generation exploration vehicle, for human spaceflight by testing from Space Florida's Space Launch Complex 46 at the Cape Canaveral Spaceport.





## PILLAR 3

### INFRASTRUCTURE AND GROWTH LEADERSHIP

Modernizing Florida's Infrastructure and Growth Decisions to Support a Competitive Economy and High Quality of Life

#### FLORIDA'S INFRASTRUCTURE AND GROWTH LEADERSHIP STRATEGIES

**3.1 Enhance and protect accessibility and participation by a cross-representation of parties in an integrated planning, review and development process (workforce, development, natural resources and land use, housing, military, infrastructure and transportation).**

**3.2 Stimulate and support private investment in modern infrastructure.**

**3.3 Develop and efficiently and effectively manage safe and modern multimodal, interconnected trade and transportation systems.**

**3.4 Ensure the availability of workforce housing, the future supply of quality water, cutting-edge telecommunications and effective energy sources to meet Florida's economic and quality of life goals.**

#### INFRASTRUCTURE AND GROWTH LEADERSHIP SUCCESS

Infrastructure investments have been a key driver of Florida's economy for centuries. The state has seen its infrastructure grow from ports and trails to the interstate highways, telecommunications systems, airports, seaports and spaceports of today. Florida's policies and investments involving energy, water, land use, conservation, housing and related issues shape the state's quality of life and overall economic competitiveness. The original *Strategic Plan* realized Florida's potential to build upon its existing infrastructure and recognized the need for the state to sustainably grow. Our partners contributed the following achievements in this area:

- The Department of Economic Opportunity and the Florida Regional Planning Councils both based plans and support on the Six Pillars framework to coordinate efforts across the state and provided technical assistance to regional and local organizations. The Regional Councils Association also developed economic impact analyses for prospective projects.
- The Department of Transportation supported the Eastern Central Florida future-corridor and coordinated with the Florida Ports Council and Florida airports to identify multimodal opportunities, planning and design.
- The Department of Management Services assisted local entities in procuring broadband connectivity through the universal service program for discounted telecommunications services to schools and libraries for "e-rate" funding. This initiative increased the number of Florida residents with access to high-speed internet to 81 percent. Access remains an issue in some rural areas.
- The Department of Environmental Protection and the Water Management Districts balanced protecting and providing clean water and air for residents and visitors with quickly providing permits for appropriate business development.
- As a true statewide lesson, the initial *Strategic Plan* did not identify or monitor any specific agency activities affecting this strategy. We have now expanded our partnerships to focus on this area to ensure the state infrastructure will support future businesses and residents.



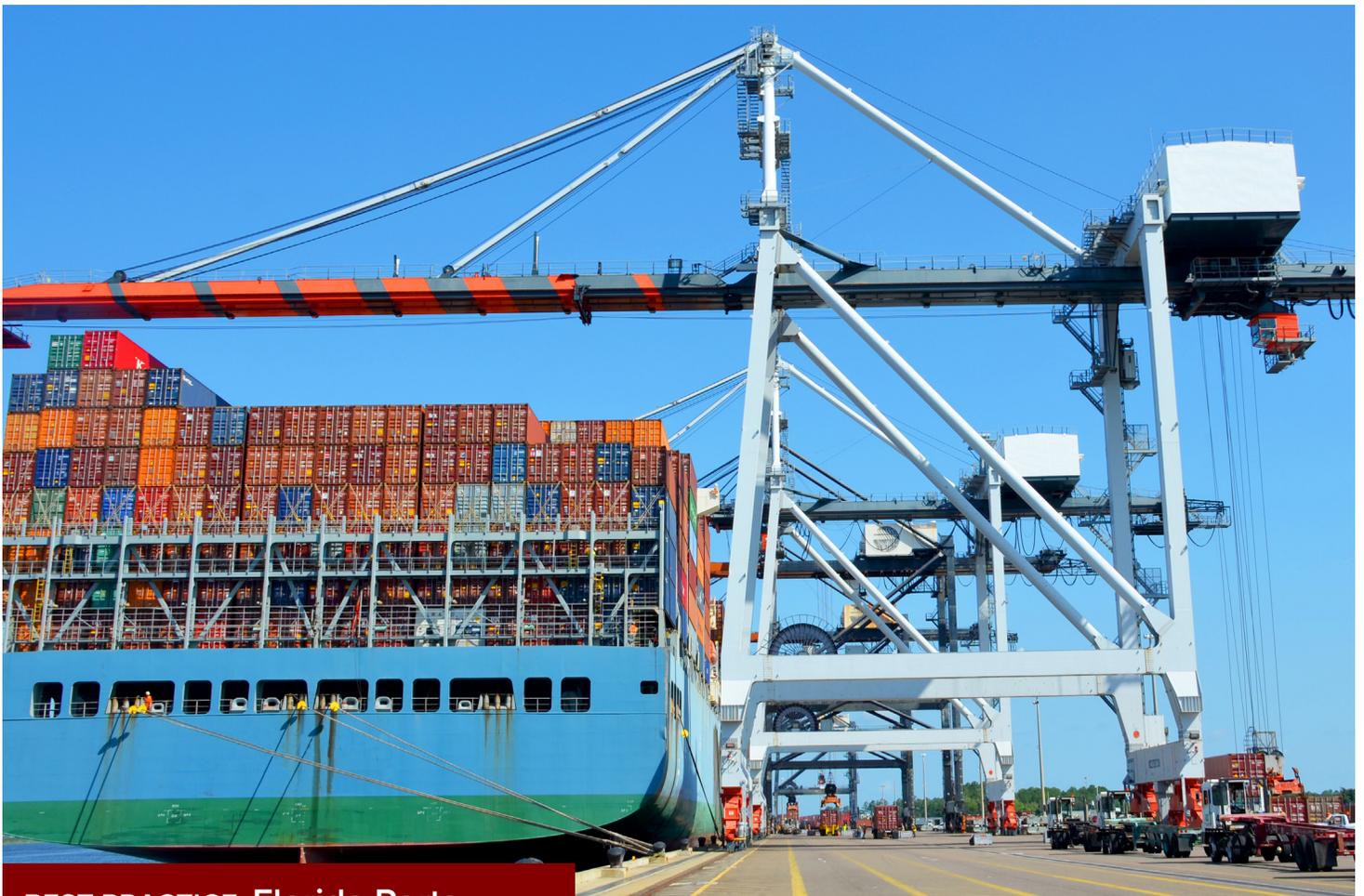


### **BEST PRACTICE: Job Growth Grant Fund**

In the 2017-18 fiscal year, nearly \$55 million in funding was given for 16 infrastructure projects through the Job Growth Grant Fund. This includes funding several critical infrastructure in rural areas of our state.

Governor Scott joined Enterprise Florida CEO, Peter Antonacci, and Department of Economic Opportunity Executive Director, Cissy Proctor, to announce grant award winners in February 2018 in Jacksonville. The City of Jacksonville received an award for \$6 million to construct a new 1.5-mile access-roadway to the city-owned Cecil Commerce Center Mega Site in support of the area's growing manufacturing industry.





### BEST PRACTICE: Florida Ports



In 2016, maritime cruise and cargo activities at Florida ports supported nearly 900,000 well-paying direct and indirect jobs resulting in nearly \$117.6 billion in total economic value and more than \$4.2 billion in state and local tax revenues.

Employment in the seaport industry is one of the fastest growing sectors in the United States with a projected growth rate of 20 percent (compare to the average for all other occupations is 14 percent). According to the Florida Ports Council, harbor deepening and other strategic port investments have allowed more than 600 post-Panamax cargo vessels to arrive in Florida seaports since the expansion of the Panama Canal. This influx of cargo has contributed to record growth in containers, vehicles and overall tonnage.



## INFRASTRUCTURE AND GROWTH LEADERSHIP STRATEGIES

In the future, more than a dozen agencies and organizations plan to actively engage across this pillar: the Departments of Economic Opportunity, Environmental Protection, Health, Transportation, Enterprise Florida, Inc., Florida Ports Council, Florida Regional Council Association, Fish and Wildlife Conservation Commission, Metropolitan Planning Organizations, Regional Planning Councils, Space Florida and the Water Management Districts. We must address the associated highway, rail, seaport and airport congestion that comes with 2 million more residents and expected economic growth. We will also see increasing demand and dependence on public-financed infrastructure funding and increasing costs on natural resources.

We must coordinate decision-making and investments with a long-term focus on Florida's economy and quality of life by continuing to align agencies and organizations across the state, and ensure we use smart design and smart growth for both urban and rural planning. We will create interconnected, multimodal trade and transportation systems, promote energy efficiency and alternatives and the best telecommunications available for Floridians by encouraging private-sector investment in infrastructure. We must find ways and new partnerships to develop diverse, reliable and cost-effective options to provide the energy, telecommunications and water infrastructure to support economic development and our growing population. By contributing to the detailed strategies below, economic development partners can meet the demands of a global, innovation-oriented economy:

- **Enhance and protect accessibility and participation of a cross-representation of parties in an integrated planning, review and development process (workforce, economic development, natural resources and land use, housing, infrastructure and transportation).** A critical strategy is the development of proactive, effective collaborative approaches to making decisions about future development and infrastructure investments at the state, regional and local levels. Coordination is key among the agencies responsible for economic development, land use, housing, transportation, water, waste management, energy and community planning. Only by collaborating and sharing, can Florida partners advance investments that accomplish multiple goals and facilitate both economic development and quality of life. The recent effort to enhance economic development in 12 Florida counties that have not recovered as quickly as the rest of the state is an example of bringing together state agencies and county leaders to share available resources and plan appropriate growth so each local community and region across state can prosper.
- **Develop and efficiently and effectively manage safe and modern multimodal, interconnected trade and transportation systems.** Interconnected, multimodal trade transportation system investments link Florida's regions and enable Florida's businesses to serve global markets. These include seaports, airports, spaceports, railways, major truck corridors and integrated logistics and distribution centers. The state should evaluate alternative approaches to provide capacity for future growth, including use of technology, express highway lanes, expanded rail and transit options, and development of parallel or new corridors in some parts of the state.
- **Stimulate and support private investment in modern infrastructure.** New and expanded partnerships between the public sector and the private sector provide opportunities and resources for modernizing Florida's infrastructure. For example, the Port of Miami Tunnel was financed through a consortium of private investors. Within four years of breaking ground, the tunnel was open for transportation to ease congestion in downtown Miami. Using private investments for more than surface transport, with appropriate policies and protections in place, could be effective for power systems, water infrastructure and more.



- **Ensure the availability of workforce housing, the future supply of quality water, cutting-edge telecommunications and effective energy sources to meet Florida's economic and quality of life goals.**

The Department of Economic Opportunity is implementing the Governor's new program to allow additional workforce housing to be built in the Keys. The Departments of Economic Opportunity, Education, State and Regional Planning Councils, among other agencies, will continue to facilitate statewide access to state-of-the-art telecommunications, internet mobile systems so advanced communications systems reach all parts of Florida. Equally important, Department of Environmental Protection and the Water Management Districts will continue working for an adequate, clean water supply to sustain both development and quality of life. A statewide water strategy would enable Florida to balance residential, agricultural and industrial uses, covering alternative sources and storage, waste management and reclaimed water and enhanced conservation. The Department of Agriculture and Consumer Services continues its Agricultural Best Management Practices to conserve water and reduce the amount of pesticides, fertilizers, animal waste and other pollutants entering our water resources. Likewise, the same statewide efforts regarding energy policy would facilitate alternative energy sources, reduce dependence on foreign oil and provide for future economic growth. The Department of Agriculture and Consumer Affairs continues to work toward developing and implementing a comprehensive state energy policy to meet current and future demand projections by managing multiple programs such as the Florida Energy Technology Cost Share Program, the Florida Renewable Energy Tax Incentives and the Renewable Energy and Energy Efficient Technologies Grant Program among others.



### INITIATIVE TO WATCH: Opportunity Zones

DEO Executive Director Cissy Proctor attends the JW Marriott Groundbreaking Ceremony in Tampa, Florida on April 24, 2018.

In April 2018, Governor Rick Scott announced his recommendation to designate 427 communities across Florida as Opportunity Zones. Opportunity Zones, as established in the federal Tax Cut and Jobs Act of 2017, encourage long-term private investment and job creation in targeted low-income communities by providing a tax incentive for investors. Opportunity Zones will enhance local communities' ability to attract businesses, developers and financial institutions to invest in targeted low-income areas. These new Opportunity Zones will help Florida's communities in need to secure investments and bring more economic development to local businesses and provide more job opportunities to local families.



## ADVANCED RENEWABLES FROM

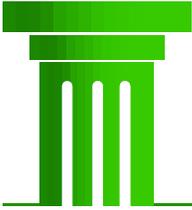
## CARINATA



### INITIATIVE TO WATCH: Southeast Partnership for Advanced Renewables from Carinata

The Department of Agriculture and Consumer Services' Farm to Fuel initiative funded six projects through the Research and Development Bioenergy Grant Program. One of the six projects, Southeast Partnership for Advanced Renewables from Carinata (SPARC), studied the feasibility and best management practices for growing carinata in the southeast United States. Carinata is an inedible seed with oil that can be turned into jet fuel. This project ended in June 2016. Due to the initial success, the U.S. Department of Agriculture's National Institute of Food and Agriculture awarded the University of Florida Institute of Food and Agricultural Sciences (UF/IFAS) a \$15 million grant to further study carinata and develop the supply chain to commercialize the crop. Dr. David Wright, project lead and a professor in the UF/IFAS agronomy department, heads SPARC. SPARC project's goal is the commercialization of carinata as a biofuel crop that can be planted within existing crop rotations. The kick-off meeting was held on July 19, 2017, and the Carinata Summit was held in Panama City, FL on Feb. 19-20, 2018.





## PILLAR 4 BUSINESS CLIMATE AND COMPETITIVENESS

Developing the Nation's Leading Business Climate and Customer-Focused Support Services

### FLORIDA'S BUSINESS CLIMATE AND COMPETITIVENESS STRATEGIES

- 4.1 Ensure predictable legal, permitting and other regulatory processes meet changing business needs.
- 4.2 Ensure state, regional and local agencies provide collaborative and timely customer service to businesses and workers.
- 4.3 Improve access to capital to encourage small and minority business growth.
- 4.4 Increase access to entrepreneurial resources, including talent, funding and research and development.
- 4.5 Encourage industry diversification to ensure a sustainable business climate.
- 4.6 Maintain a predictable government structure regarding taxes and a cost of doing business that encourages sustainable business growth and development.

### BUSINESS CLIMATE AND COMPETITIVENESS SUCCESS

The *Strategic Plan* recognized that Florida's business climate must be healthy and competitive for the economy to develop. Specifically, Florida's ranking relative to other states has increased significantly in several important areas. Florida has made great strides in terms of how its business tax climate is viewed by businesses and currently ranks as the second-best state in the nation in which to do business. Achievements in this area include the following:

- The Department of Business and Professional Regulation and Department of Economic Opportunity lead many organizations that contributed to reducing the time for licensing professionals, decreasing days for permit approval, inspections, investigations or streamlining business processes by leveraging technological solutions. The Department of Environmental Protection reduced its permitting approval time from 79 to 33 days.
- The Regional Planning Councils updated their Comprehensive Economic Development Strategies using the Six-Pillars framework.
- Chief Executive Magazine ranked Florida as the second-best state in which to do business in 2018, for the second year in a row, up from sixth in 2010.
- Tax Foundation ranked Florida as fourth-best in the nation for Business Tax Climate, in 2016 and 2017.
- Department of Economic Opportunity and Enterprise Florida promoted opportunities for small and minority businesses. The Florida Department of Revenue ensured prompt availability of funds to support infrastructure and services.
- The Department of Management Services provided greater competition among vendors by using the real-time electronic communication platform or "eQuote" of MyFloridaMarketPlace, the statewide system to streamline electronic procurement between state agencies and vendors.
- Another lesson from the prior plan requires we be more specific in activities and organizations that contribute directly to ensure property and health insurance rates are competitive. Since that time, the Office of Insurance Regulation has joined our partnership.
- The Department of Revenue improved existing technology to comply with tax laws to encourage business growth.





### BEST PRACTICE: CareerSource Florida

Quick response training grants from CareerSource Florida have assisted more than 700 Florida businesses to increase productivity and profitability. This program provides grant funds to offset the cost of training for high-skill jobs in manufacturing, aviation/aerospace, information technology and other targeted industries. More than 123,000 Floridians have been trained through the program at new and expanding Florida companies.

CareerSource Florida also offers Incumbent Worker Training grants, which help provide continuing education and training to full-time employees of Florida companies. These customized grants are designed with small businesses in mind and reimburse up to 75 percent of training costs that are focused on business-specific skills, technical or computer skills or leadership and management training.

Hilomast is a Florida-based company that specializes in telescopic masts used in telecommunications, photography and defense. Hilomast managers had a big goal for their small company in Debary, Florida: to produce the most reliable telescopic mast and equipment on the market. The company turned to CareerSource Florida for training resources to help improve their internal auditing processes. An Incumbent Worker Training grant enabled Hilomast to train its employees in the skills needed to obtain a rigorous international certification that gives the company credibility worldwide.





**BEST PRACTICE: Enterprise Florida**



Enterprise Florida is dedicated to helping businesses locate to Florida, expand within Florida, find available properties in Florida and export from Florida. With its pro-business leadership, state incentives and tax advantages, Florida is ranked number two in Chief Executive Magazine’s annual ranking of Best State for Business. In addition, Enterprise Florida markets Florida’s infrastructure, trade advantages and skilled workforce for businesses planning to move to Florida.



## BUSINESS CLIMATE AND COMPETITIVENESS STRATEGIES

The state of Florida has achieved major success in cutting regulations in multiple industries and business in general over the past years. Over the coming five years, more than a dozen agencies and organizations are contributing directly to this pillar: CareerSource Florida, the Departments of Business and Professional Regulation, Economic Opportunity, Environmental Protection, Health, Management Services, Revenue, State, Enterprise Florida, the Fish and Wildlife Conservation Commission, Florida Regional Councils Association, the Regional Planning Councils, VISIT FLORIDA and the Water Management Districts. We rely on small businesses for growth in many industries, as well as depend on traditional industries, such as agriculture, tourism and real estate. Any increase in overall tax and transaction fees is an immediate burden for many businesses.

In the next five years, we will focus on continuing to modernize our regulatory systems to reflect a global, innovation-oriented economy. We will provide seamless, efficient customer service for businesses, expand access to capital for businesses at all stages and ensure access to entrepreneurial resources. We must expand and diversify sustainable industries and markets and continue a government revenue structure that truly encourages this business growth down to the regional and local levels. Florida's business climate will have to adapt to support a global, innovation-oriented economy. The state must collaborate with regional and local agencies and the private sector to implement the following strategies:

- **Ensure predictable legal, permitting and other regulatory processes meet changing business needs.** Licensing, permitting, development review and other regulatory processes should be simple, efficient, predictable and, where appropriate, consistent across agencies and jurisdictions. Florida should reinforce the purpose of regulations to protect public health and safety, strengthen communities and preserve the environment – while enabling sound projects to move from concept to reality more quickly. If achieved, these reforms should reduce the costs of regulation on businesses.
- **Ensure state, regional and local agencies provide collaborative and timely customer service to businesses and workers.** Florida agencies should promote simplified, timely, customer-focused services to businesses at the state, regional and local levels. Agencies should look for opportunities to share information, use common forms and websites, and consolidate processes to respond quickly to business needs and opportunities.
- **Improve access to capital to encourage small and minority business growth.** Refine current strategies and modify policies as necessary to encourage capital investment in businesses, particularly startups, marketing Florida to venture capitalists and other potential investors and working with financial institutions to restore the real estate sector. Expand access to capital for businesses, simplify business support processes and encourage small business opportunities in state and local procurement processes.
- **Increase access to entrepreneurial resources, including talent, funding and research and development.** Entrepreneurship contributes to income growth and business dynamics in all economies. New start-up businesses account for most net job creation. Entrepreneurs bear a high degree of uncertainty. Three forms of resources are useful in pursuing start-up ventures: financial, human and cultural capital. Potential entrepreneurs gain significant advantages if they possess high levels of human capital, especially advanced education and managerial experience. Florida must encourage incubators, entrepreneurial centers and other small business support systems as well as expand effective programs for mentoring and networking and simplify business support processes.



- **Encourage industry diversification to ensure a sustainable business climate.** It is the policy of the state to encourage the growth of higher-wage jobs and a diverse economic base. Florida has defined target industries as areas for recruitment of businesses that originate, expand or relocate to the state. Policies and resources should provide for diversification while ensuring a sustainable business climate.
- **Maintain a predictable government structure regarding taxes and a cost of doing business that encourages sustainable business growth and development.** To be competitive, state and local government revenue structures should reduce the costs of taxes and fees on businesses. At the same time, state and local governments should continue efforts to improve the efficiency of their operations.



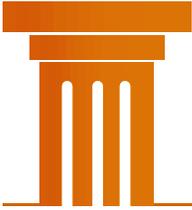
### INITIATIVE TO WATCH: Florida Main Street Program

Florida Main Street is a technical assistance program of the Florida Department of State that revitalizes traditional historic commercial corridors. The statewide program is aimed at identifying, evaluating and preserving Florida's historic resources. Main Street, with its emphasis on preservation, is an effective strategy in achieving these goals in Florida's historic retail districts.

There are many reasons for a community to actively encourage the revitalization of its downtown. An economically healthy downtown builds a positive image for the community, creates job opportunities, saves tax dollars, preserves the community's historic resources and helps to control sprawl.

Homestead Main Street was designated the June 2018 Florida Main Street Community of the Month.





## PILLAR 5 CIVIC AND GOVERNANCE SYSTEMS

Creating Strong Partnerships to Meet Florida's Economic Development Goals

### FLORIDA'S CIVIC AND GOVERNANCE SYSTEMS STRATEGIES

- 5.1 Integrate long-term investment strategies for statewide and regional economic development priorities.
- 5.2 Improve the efficiency and effectiveness of government agencies at all levels.
- 5.3 Strengthen local, regional and statewide partnerships to accomplish Florida's economic and quality of life and quality places goals.
- 5.4 Provide local, regional and statewide assistance for the protection, provision and resiliency of resources and infrastructure.

### CIVIC AND GOVERNMENT SYSTEMS SUCCESS

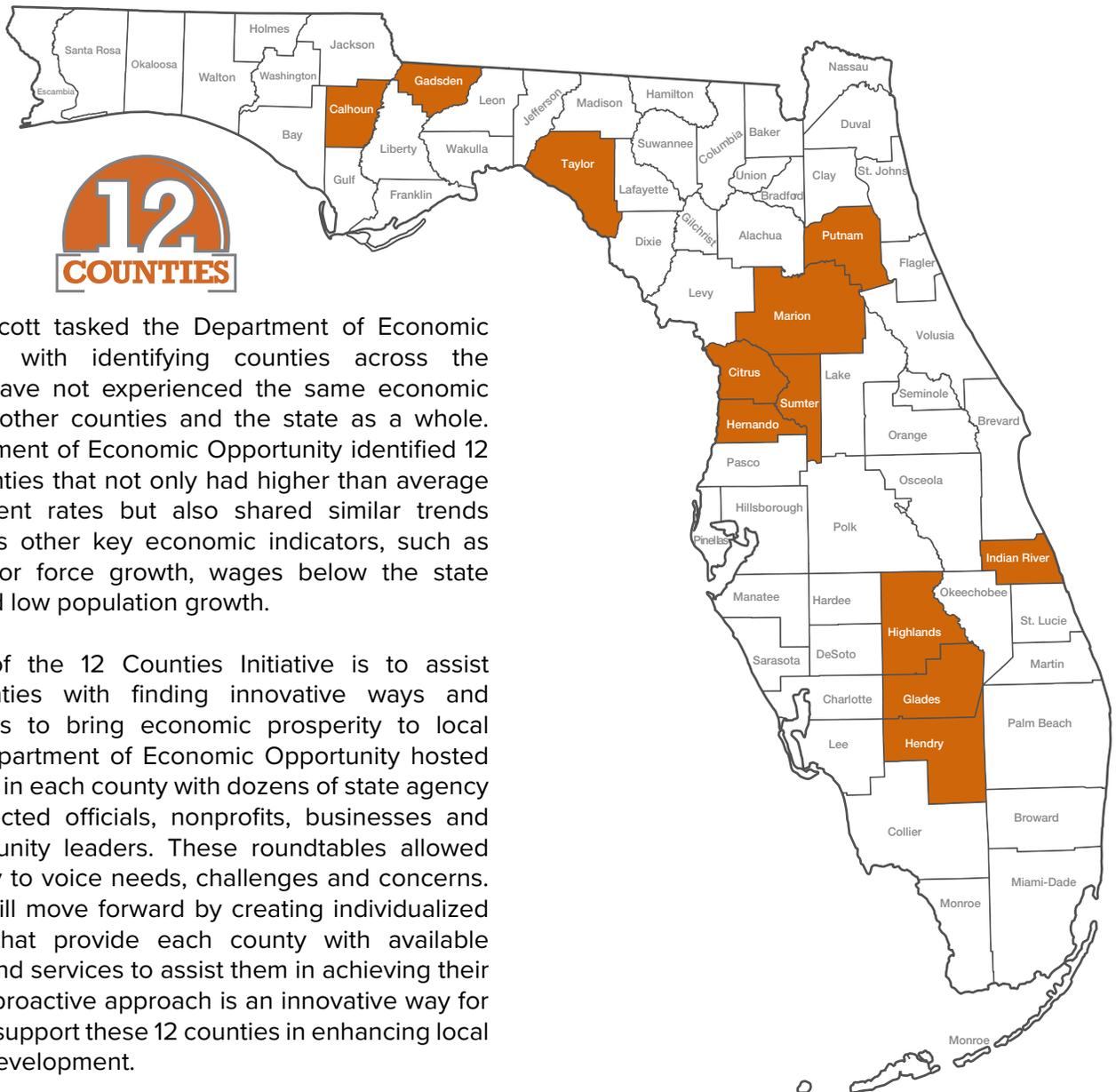
Most Florida jobs are created by the state's strong private sector. Civic and government organizations contribute to policy, deliver services and support markets. Florida's competitiveness in all other pillars is tied to whether the state's civic and governance systems function in an efficient, predictable and proactive manner. To increase our competitiveness, Florida's civic and governance systems must be prepared to more frequently monitor and adapt to changes in the global, national and state economy. Our partners achieved the following results in this area:

- The Department of Economic Opportunity and the Florida Regional Councils Association improved collaboration by aligning state and regional plans to the Six Pillars. The Department of Transportation coordinated with the Metropolitan Planning Organizations to increase connectivity, efficiency and capacity from state to regional requirements. While there is an increase in examples of voluntary regional collaboration, the system remains fragmented in some cases.
- The Department of Business and Professional Regulation and Department of Management Services focused on streamlining many business processes to improve efficiency. Department of Management Services used the combined purchasing power of the state to deliver the best value in goods and services to reduce the cost of state government. The Department of Business and Professional Regulation implemented and expanded an initiative to allow licensees to print their professional license through their Department of Business and Professional Regulation account, eliminating the seven to 10-day delay to receive a printed license.
- Every partner engaged with this plan invested their resources and capabilities in economic development. In the new *Strategic Plan*, the goal will be to lay out the detailed links between activities and achievement to establish a sense of the return on investment and leverage points.





**BEST PRACTICE: 12 Counties Initiative**



Governor Scott tasked the Department of Economic Opportunity with identifying counties across the state that have not experienced the same economic success of other counties and the state as a whole. The Department of Economic Opportunity identified 12 Florida counties that not only had higher than average unemployment rates but also shared similar trends in numerous other key economic indicators, such as minimal labor force growth, wages below the state average and low population growth.

The goal of the 12 Counties Initiative is to assist these counties with finding innovative ways and opportunities to bring economic prosperity to local families. Department of Economic Opportunity hosted roundtables in each county with dozens of state agency leaders, elected officials, nonprofits, businesses and their community leaders. These roundtables allowed each county to voice needs, challenges and concerns. The state will move forward by creating individualized roadmaps that provide each county with available resources and services to assist them in achieving their goals. This proactive approach is an innovative way for the state to support these 12 counties in enhancing local economic development.



## CIVIC AND GOVERNMENT SYSTEMS STRATEGIES

In the future, more than a dozen agencies and organizations will likely contribute directly to this pillar. We depend on variable funding for economic development, often-constrained public-sector revenues, yet there is ever-increasing demand for services. Multiple state, regional and local agencies are involved in economic development decisions with different boundaries. Economic development stakeholders must account for the potential impacts of disruptors and disasters. As a result, over the next five years, all of Florida's public-private partners must consider long-term investment for strategic economic development priorities. We will continue to improve the efficiency and effectiveness of government agencies to preserve resources to spend on the highest need. By using our strong statewide and regional economic development partnerships as a foundation for recovery from the 2017 hurricane season, we must improve the state's ability to withstand the next disaster, bouncing back stronger and better. Strategic investments and partnerships are key to Florida's future. Our specific strategies include the following:

- Integrate long-term investment strategies for statewide and regional economic development priorities.*** Florida's future prosperity requires targeted funding for economic development and marketing as well as focused investments in workforce, education, research and development, infrastructure, community development and related areas. The state and most regional and local economic development organizations rely primarily on annual budget appropriations and business contributions to fund economic development activities and related investments. The state should work with regional and local partners to define the key elements of a long-term investment strategy to strengthen Florida's economic pillars and support targeted statewide and regional innovation and talent clusters.
- Improve the efficiency and effectiveness of government agencies at all levels.*** State, regional and local governments should continue to increase the efficiency of their operations to use taxpayer dollars wisely, focus available resources in the most strategic areas and respond to customer needs. Last October, Manatee County became the first local government to establish a manufacturing development program under the 2013 Manufacturing Competitiveness Act. This program, which enabled local governments to attract, establish and maintain manufacturing enterprises by expediting permitting and development processes, helped Tropicana speed up the construction of new buildings using a single land development plan to get its plant up and running more quickly.
- Strengthen local, regional and statewide partnerships to accomplish Florida's economic and quality of life and quality places goals.*** At the statewide level, all of Florida's state agencies will have to collaborate and function in a highly efficient manner towards both short- and long-term economic development goals, as well as to respond quickly to specific economic development opportunities. Florida must continue to work with private and civic organizations to achieve the shared economic vision, building on the collaboration initiated to develop this plan. A new example is Department of Management Services' small business diversity program for which they will host five regional events to interview local small- and minority-owned business applicants for state contracts.

At the regional level, Florida can build on and sustain effective partnerships of local governments, economic development and workforce organizations, businesses and other stakeholders to define and implement regional economic development strategies. The state should encourage and support regional visioning and collaboration activities, viewing Florida's regions as incubators for Florida's future.



- Provide local, regional and statewide assistance for the protection, provision and resiliency of resources and infrastructure.** Sustainable economic growth requires protecting the environment. Development and ecosystem services are intertwined. State, regional and local agencies should strengthen policies that view and support the environment as a series of assets or benefits that development depends on. Agencies should support growth economically while sustaining the environment and the livelihoods of those people who depend on those ecosystems. Careful management of natural resources is essential for investments in development to yield sustainable benefits. For example, unpolluted and un-degraded natural resources are required for long-term economic growth and food security. Clean air and water are necessary for human health and business recruitment. Resilient communities will protect quality of life and infrastructure investment.



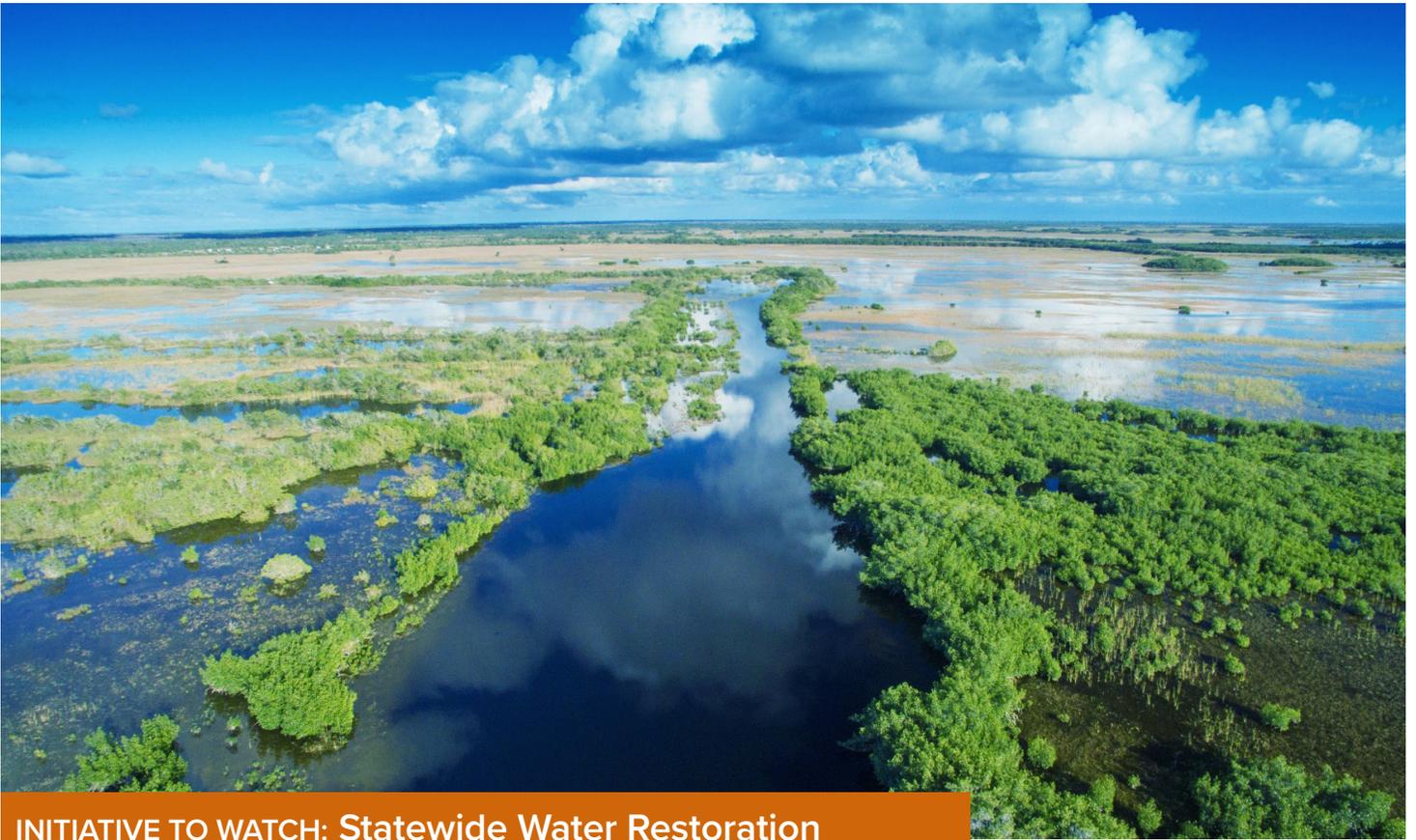
### INITIATIVE TO WATCH: Disaster Recovery



The Department of Economic Opportunity has partnered with the Division of Emergency Management to provide private sector support before, during and after a disaster. The partnership also includes Florida's major private sector associations and partners, including the Florida Retail Federation, Florida Restaurant and Lodging Association, VISIT FLORIDA, CareerSource Florida, Local Workforce Board, the Florida Chamber of Commerce and the Small Business Development Centers, among others. The partnership serves as a liaison between government and the private sector during an emergency, and helps ensure every Florida business – from local small businesses to international corporations – are engaged in disaster preparedness, response and recovery.

The Department of Economic Opportunity has worked with federal agencies, state agencies, regional organizations, local communities, businesses and nonprofits to help the state recover from Hurricanes Hermine, Matthew, Irma and Maria. Coordinating resources and funding among these entities will be critical to ensure Florida can recover from these disasters stronger than before.





## INITIATIVE TO WATCH: Statewide Water Restoration

The Department of Environmental Protection and the South Florida Water Management District are implementing three major, overarching ecosystem restoration programs: Comprehensive Everglades Restoration Program (CERP) and Foundation Projects; Northern Everglades and Estuaries Protection Program (NEEPP); and the Everglades Restoration Strategies. These programs will restore and protect the unique Florida natural resource, that is the greater Florida Everglades ecosystem, into the future.

- Florida has partnered with the U.S. Army Corps of Engineers in implementing the largest ecosystem restoration project in the nation's history: the 30-year CERP, which is improving the quality, quantity, timing and delivery of water to the ecosystem. CERP consists of 68 projects developed by an interdisciplinary team with extensive research experience in the South Florida ecosystem using the best available data and state-of-the-art scientific and engineering methodologies.
- The NEEPP Program will safeguard and restore the entire Northern Everglades water system, focusing on the Caloosahatchee and St. Lucie river basins, to protect and improve the quality, quantity, timing and distribution of water north of Lake Okeechobee.
- Restoration Strategies is Governor Scott's long-term plan for water quality improvements for discharge into the Everglades Protection Area. It is a series of storage, treatment and conveyance improvements designed to treat storm water runoff from the Everglades Agricultural Area and send it south.





## PILLAR 6

### QUALITY OF LIFE AND QUALITY PLACES

Providing the Nation's Leading Communities of Choice to Live, Learn, Play and Work

#### FLORIDA'S QUALITY OF LIFE AND QUALITY PLACES STRATEGIES

6.1 Create and sustain vibrant, safe, healthy and resilient communities that attract workers, residents, businesses and visitors.

6.2 Ensure Floridians in all communities and life stages have opportunities to achieve healthier outcomes and societal contributions.

6.3 Ensure Florida's fish, wildlife, natural resources and environment are sustained and enhanced as a component of future growth plans and development decisions.

6.4 Promote, protect and preserve Florida's rich historical and cultural heritage.

#### QUALITY OF LIFE AND QUALITY PLACES SUCCESS

Businesses and families are attracted to areas with a high quality of life and quality places. By developing, protecting and promoting Florida's quality places, we continued to attract workers, retirees and visitors to the Sunshine State. Florida's quality of life improved as Florida businesses continued to grow employment, wages increased and house was constructed for new homeowners, our workforce and elderly residents. Additionally, Florida's natural environment was the source of much of Florida's economic strength. The original *Strategic Plan* recognized that lands and waters, cultural assets and natural resources can be put at risk from overuse and development choices. Achievements in this area were the following:

- The Department of Environment Protection ensured clean water and air, while balancing the preservation of our resources with economic development. Through Healthiest Weight Florida, a public-private collaboration, the Department of Health promoted healthier weight activities for adults and children.
- The Department of State adopted a proactive process through the Federal Historic Preservation Tax Incentives Program to identify and promote urban and rural revitalization, which encouraged private investment.
- Department of State enhanced heritage tourism through its Florida Main Street program, which encourages economic development within the context of historic preservation and revitalization of downtowns.
- The Florida Fish and Wildlife Conservation Commission improved infrastructure to encourage safe access and increased use of Florida's public and private lands.
- The Water Management Districts provided technical assistance and funding for alternative water supply and conservation projects.





### BEST PRACTICE: Department of Juvenile Justice

The Department of Juvenile Justice provides opportunities to youth in their care for a variety of vocational programs, including culinary arts, carpentry, welding, building tech/auto technology, C-Tech telecommunications, building ground maintenance and information technology.

Associated Marine Institutes Kids (AMIKids), a national nonprofit leader in helping youth with troubled pasts, works with students at 14 Department of Juvenile Justice schools to earn industry certifications. Additionally, AMIKids programs throughout the state have helped hundreds of troubled youth get on the path to a career.

## QUALITY OF LIFE AND QUALITY PLACES STRATEGIES

For the next five years, more than 10 agencies and organizations will contribute directly to this pillar: the Departments of Corrections, Economic Opportunity, Education, Elder Affairs, Environmental Protection, Health, Juvenile Justice, Military Affairs, State, Transportation, Veterans Affairs, Florida Regional Councils Association, Fish and Wildlife Conservation Commission and the Water Management Districts. Because we see low levels of unemployment, yet talent gaps remain, there will be increased competition for skilled workers, students, retirees and visitors from other regions. Florida will have issues related to aging Floridians, their families and communities. Projected growth and development will impact Florida's communities and natural systems.

We must maximize the value of Florida's unique cultural and natural resources to compete and encourage quality growth and development in Florida's communities that makes us the most attractive choice for all ages. We must also ensure opportunities for achieving healthier outcomes and contributing to society is expanded to all Floridians, in all generations and in all counties. At the same time, we must ensure economic development decisions protect and enhance Florida's priceless communities and environment.



We know Florida's communities and natural resources help the state to stand out in the global competition for talent, visitors and investment. In the next five years, our partners will:

- ***Create and sustain vibrant, safe, healthy and resilient communities that attract workers, residents, businesses and visitors.*** Florida must support communities of choice by encouraging quality growth and development providing healthy, safe, resilient and welcoming places for residents, workers, students and visitors. Florida's diverse population requires a range of safe and stable communities with housing for each segment and easy access to quality schools, shopping, health services, cultural amenities, parks, social services and other resources. Workforce housing must be available for Floridians in every region. Well-defined cities, towns and villages provide fertile ground for economic development because of good transportation networks, dense infrastructure, proximity of employees to workplaces, high density of customers and support businesses close to cultural, recreational and educational opportunities. Department of Environmental will be working with local communities on its Resiliency Coastline Program, and Departments of Economic Opportunity with disaster recovery efforts in a collaborative way to improve the quality and resilience at all levels.
- ***Ensure Floridians in all communities and life stages have opportunities to achieve healthier outcomes and societal contributions.*** For the first time in the modern age, five generations (from retirees – born before 1945 – through the current generation entering the workforce) are present in Florida's workplaces and communities. The generational diversity can create a wide range of challenges for communities and businesses. Each generation brings its own life stage, communication preferences, priorities, health issues and more. Department of Health's State Health Improvement Plan focuses on all facets of Floridian's quality of life and health. Policies and government support should ensure the highest levels of health and community involvement for all such as the Department of Juvenile Justice's Civil Citation Initiative to keep youth from being incarcerated when possible, allowing them more opportunity for future success.
- ***Ensure Florida's fish, wildlife, natural resources and environment are sustained and enhanced as a component of future growth plans and development decisions.*** Make economic development decisions that also enhance or preserve Florida's communities and environment and natural resources. The close integration of economic development planning and decisions with community development and environmental stewardship, that Department of Transportation, Department of Environmental Protection, Florida Regional Councils Association and Florida Fish & Wildlife Conservation Commission undertake, ensures public investments support multiple goals. Florida Fish & Wildlife Conservation Commission's Wildlife 2060 report ensures planners stay aware of what is at stake. Department of Environmental Protection's Coastal Partnership Initiative grant program provides eligible coastal communities with funding for protecting and management of the state's coastal resources.
- ***Promote, protect and preserve Florida's rich historical and cultural heritage.*** Encourage people to live in or visit Florida by protecting and marketing our environment and cultural assets. The preservation of Florida's historical and cultural heritage is in the public interest so that its vital legacy of cultural, educational, aesthetic, inspirational, economic and energy benefits will be maintained and enriched for future generations.





**INITIATIVE TO WATCH: Florida State Health Improvement Plan**

Under the leadership of the State Surgeon General, the Department of Health tasked a diverse group of partners with creating a blueprint for action to improve the health and well-being of all Floridians. The partnership created Florida’s State Health Improvement Plan (SHIP), which set goals to address the most important health issues and improve the health of Floridians. The eight priority areas to improve health outcomes are: health equity; maternal and child health; immunizations; injury, safety and violence; healthy weight, nutrition and physical activity; behavioral health, including mental illness and substance abuse; sexually transmitted and other infectious diseases; and chronic diseases and conditions, including tobacco-related illnesses and cancer.





**INITIATIVE TO WATCH: Florida Forest Service**

The Department of Agriculture and Consumer Services' Florida Forest Service manages 37 state forests covering more than 1.1 million acres of land and is dedicated to preventing and suppressing wildfires. The agency also manages Florida's forest resources for public benefit and encourages greater use of public lands by Florida's residents and visitors. State foresters assess and mitigate risks and advise the public and local governments about wildfire prevention and mitigation.



# CONCLUSION AND IMPLEMENTATION

We have strong leadership from the Governor, the Florida Cabinet and the Florida Legislature for the state's economic vision and specific implementation priorities. We look forward to continuing and expanding statewide, regional and local partnerships among public, private and civic organizations to implement this plan and work toward the state's vision. We must all work together to ensure sufficient, consistent and reliable public and private leadership, investments, technical capacity, data and tools are available for statewide and regional economic development priorities, programs and organizations.

The Florida Department of Economic Opportunity will serve as the lead agency for facilitating and monitoring plan implementation by:

- Working through the designated agency Liaisons with state, regional and local partners to align agency plans, investment opportunities and identify responsibilities for plan implementation, including specific actions and performance measures.
- Encouraging and assisting county and city governments, regional and local economic development organizations, regional planning councils, local workforce development boards and other partners to align activities with Florida's economic vision and strategies.
- Defining and monitoring specific performance measures for each contributing agency or organization and building a statewide electronic real-time dashboard to track progress toward the vision, goals and objectives of this plan.
- Reviewing and analyzing progress with the designated Liaisons and reporting on plan implementation performance annually.
- Conducting a comprehensive update at least once every five years in coordination with statewide partners and stakeholders.

By harnessing the public sector for economic development progress in this plan, and integrating the private sector, Florida will have an abundance of tools and the team to lead the nation in economic growth and development, global competitiveness and quality of life and places.



## **PARTNERS IN THE LAST 5-YEAR PLAN 2013-2018**

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CareerSource Florida  
 Department of Economic Opportunity  
 Enterprise Florida, Inc.  
 Department of Environmental Protection  
 6 - Water Management Districts  
 Department of Education  
 Department of Management Services  
 Department of Revenue  
 Department of Transportation  
 7 - District Offices  
 (1- Turnpike)  
 Florida Fish & Wildlife Conservation Commission  
 Department of Business and Professional Regulation  
 Department of Health  
 Department of Juvenile Justice  
 Department of State  
 Florida Housing Finance Corporation  
 Florida Ports Council  
 Florida Regional Councils Association  
 Florida Sports Foundation  
 10 - Regional Planning Council  
 VISIT FLORIDA

## **ADDITIONAL PARTNERS FOR THE NEXT 5-YEAR PLAN 2018-2023**

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Board of Governors/State University System  
 Department of Agriculture and Consumer Services  
 Florida Department of Children and Families  
 Department of Corrections  
 DOE - Division of Florida Colleges  
 Department of Elder Affairs  
 Department of Financial Services  
 Department of Highway Safety and Motor Vehicles  
 Department of Military Affairs  
 Department of Veterans Affairs  
 Office of Insurance Regulation



## ADDITIONAL REFERENCES, DATA AND DOCUMENTS

- Data definitions, sources and other technical information are available in the plan appendix, published online at [www.FloridaJobs.org/FL5yrPlan](http://www.FloridaJobs.org/FL5yrPlan):
  - The Implementation Report 2013-2017
  - An “at-a-glance” overview of the *Strategic Plan 2018-2023*
  - The Executive Summary of the *Strategic Plan 2018-2023*
  - *The Strategy Map of the Strategic Plan 2018-2023*
  - The *5-year plan dashboard / scoreboard* used to monitor progress of the agencies and organizations
- Florida Governor’s Turnaround - [www.FLGOV.com](http://www.FLGOV.com)
- Board of Governors Strategic Plan - [www.FLBOG.edu](http://www.FLBOG.edu)
- CareerSource Florida - [www.CareersourceFlorida.com](http://www.CareersourceFlorida.com)
- Workforce Innovation and Opportunity Act State Plan - [www.CareersourceFlorida.com/WIOAUnifiedPlan.pdf](http://www.CareersourceFlorida.com/WIOAUnifiedPlan.pdf)
- Sector Strategy Solutions Toolkit - [www.CareersourceFlorida.com/Sector-Strategies-Toolkit](http://www.CareersourceFlorida.com/Sector-Strategies-Toolkit)
- Department of Economic Opportunity & Bureau of Labor Statistics employment projections - [www.FloridaJobs.org/Labor-Market-Information/Employment-Projections](http://www.FloridaJobs.org/Labor-Market-Information/Employment-Projections)
- Department of Education strategic planning - [www.FLDOE.org/Framework.pdf](http://www.FLDOE.org/Framework.pdf)
- Higher Education Coordinating Council - [www.FloridaHigherEducation.org](http://www.FloridaHigherEducation.org)
- Department of Health strategic planning - [www.FloridaHealth.gov/Priorities.com](http://www.FloridaHealth.gov/Priorities.com)
- Department of Health State Health Improvement Plan - [www.FloridaHealth.gov/Ship-Process.com](http://www.FloridaHealth.gov/Ship-Process.com)
- Department of Transportation strategic planning - [www.FDOT.gov/Planning/Policy/](http://www.FDOT.gov/Planning/Policy/)
- Enterprise Florida - [www.EnterpriseFlorida.com](http://www.EnterpriseFlorida.com)
- Space Florida - [www.SpaceFlorida.gov](http://www.SpaceFlorida.gov)
- Florida Defense Alliance - [www.EnterpriseFlorida.com/FloridaDefense](http://www.EnterpriseFlorida.com/FloridaDefense)
- Florida Defense Contractors Association - [www.FL-DC.com](http://www.FL-DC.com)
- Florida Sports Foundation - [www.FLASports.com](http://www.FLASports.com)
- Florida Ports Council - [www.FLAPorts.org](http://www.FLAPorts.org)
- Economic & Demographic Research - [www.EDR.state.fl.us/Long-Range-Financial-Outlook/index.cfm](http://www.EDR.state.fl.us/Long-Range-Financial-Outlook/index.cfm)
- Florida Chamber Foundation & Florida’s Scorecard - [www.TheFloridaScorecard.org](http://www.TheFloridaScorecard.org)
- Florida Regional Councils Association - [www.FLRegionalCouncils.org](http://www.FLRegionalCouncils.org)
- Florida Fish and Wildlife Conservation Commission Strategic Plan - [www.StrategicPlan.MyFWC.com](http://www.StrategicPlan.MyFWC.com)
- VISIT FLORIDA - [www.VisitFlorida.com](http://www.VisitFlorida.com)





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