



**NORTHWEST FLORIDA  
FORWARD** 

*A Regional Strategy for Economic Transformation*

Kim Wilmes  
Florida's Great Northwest  
October 10, 2017

## Agenda

### I. Regional Strategy & Process

### II. Targeted Industries

- Manufacturing
- Aerospace & Defense
- Financial Services/Shared Services
- Cybersecurity/Information Technology
- Water Transportation
- Advanced Industries/R&D

### III. Strategic Focus Areas

- Talent
- Business Vitality
- Infrastructure
- Entrepreneurship & Innovation
- Quality of Place





## VISION

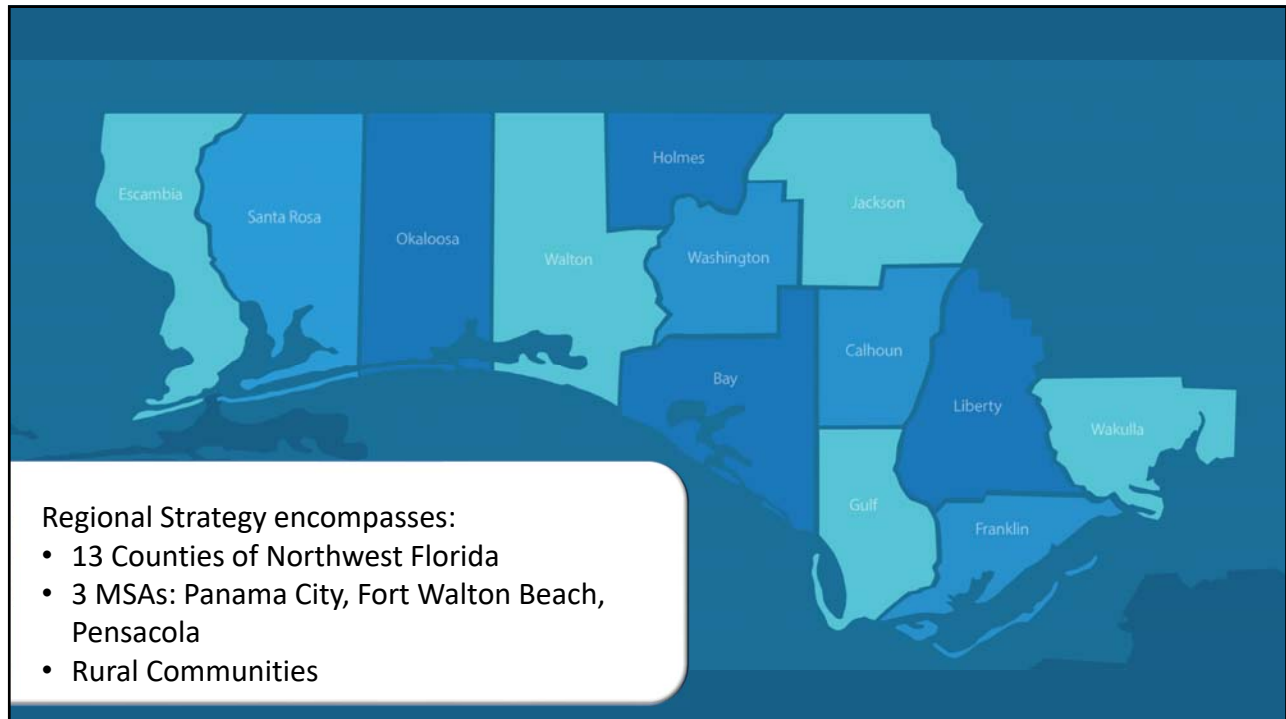
***A diverse and vibrant regional economy where  
Northwest Florida residents and businesses have a wealth of opportunities***

## GUIDING PRINCIPLES

- Sustainable and enduring economic base
- Diversified industries and high wage employment growth
- Greater alignment of partner resources through regional collaboration
- Improving the vitality of all areas and populations in the region
- Strengthen beyond traditional economic engines

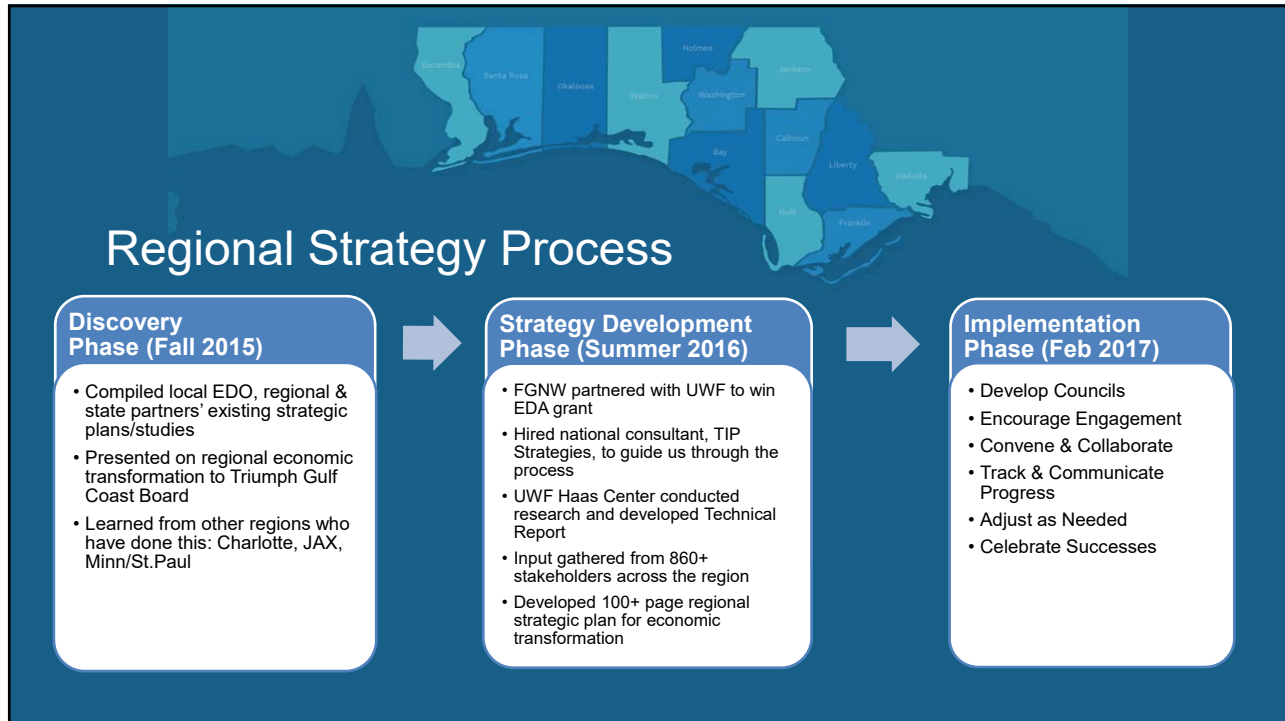


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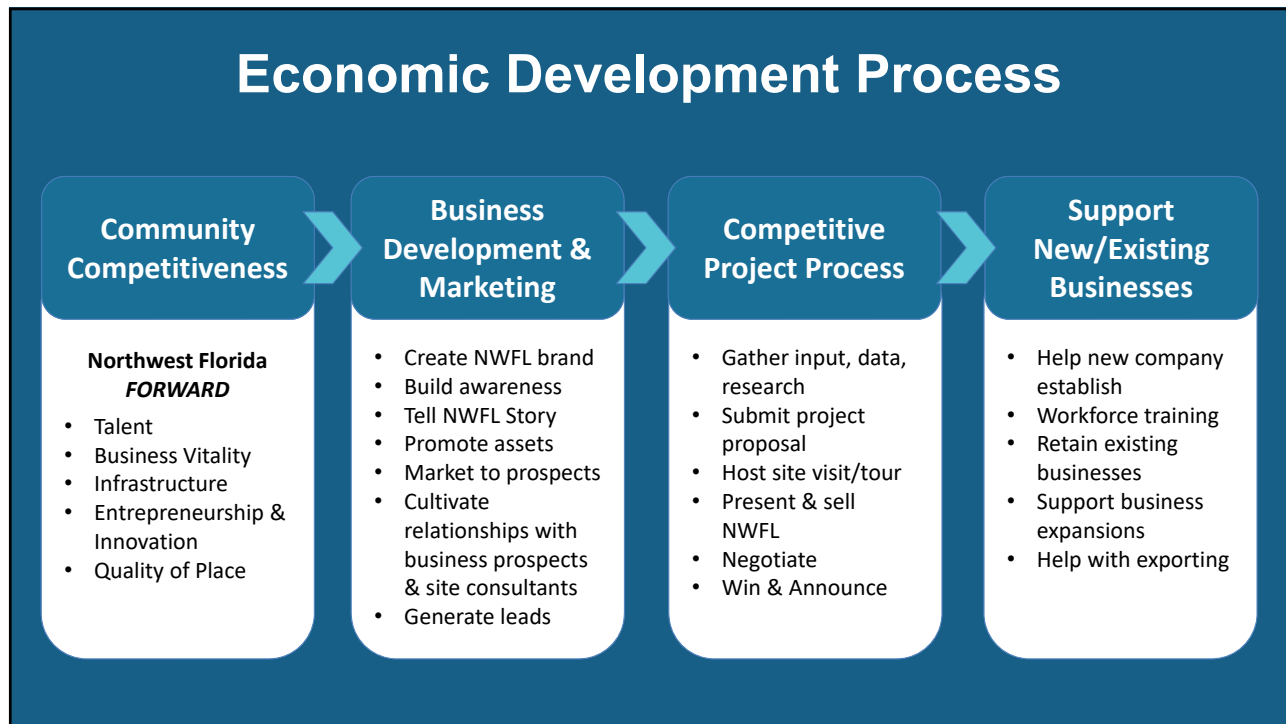


Regional Strategy encompasses:

- 13 Counties of Northwest Florida
- 3 MSAs: Panama City, Fort Walton Beach, Pensacola
- Rural Communities



# Economic Development Process



## Targeted Industries

These industries offer the greatest potential for **sustainable, economic growth** and will generate **NEW WEALTH** in the region.



Manufacturing



Aerospace & Defense



Financial Services/  
Shared Services



Cybersecurity / IT



Water Transportation

Advanced Industries / Research & Development

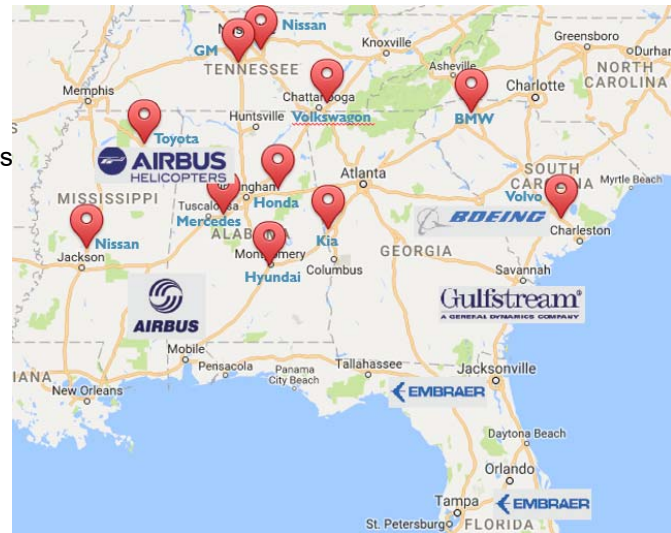


# Manufacturing

## Northwest Florida's Competitive Advantage

- Close proximity to major automotive & aerospace OEMs.
- Existing Diverse Industry: 2,000 manufacturers
- Manufacturing workforce: 36,000
- Ease to Market: 3 ports, 3 airports, major railways and I-10
- No Sales Tax on Manufacturing Machinery and Equipment
- Industry-driven Councils to support industry growth – NWFMC and TeCMEN

Major Aerospace and Automotive Manufacturers in SE US



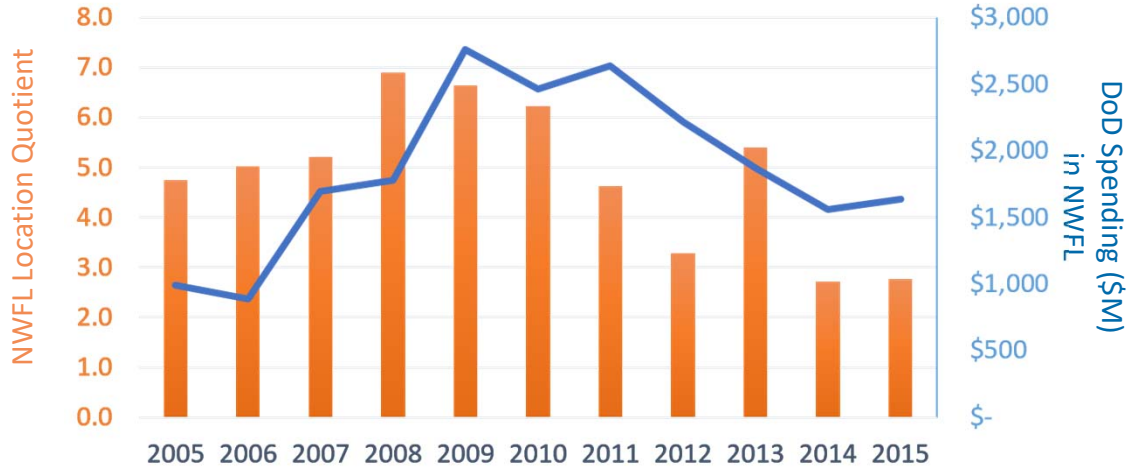
# Aerospace & Defense

## National Industry Trends

- High levels of demand for aircraft
- US Department of Defense priorities:
  - Robotics & Autonomous Systems
  - Miniaturization
  - Big Data
  - Advanced Manufacturing
- Aging Workforce (1 in 4 workers qualify for retirement)



## Aerospace and Defense



Sources: Chmura (spending); U.S. Cluster (LQ) Mapping (MSAs); UWF Haas Center



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## Aerospace & Defense

### Northwest Florida's Competitive Advantage

- Proximity to 6 Major Aerospace OEMs
- Existing Industry: 500+ A&D Companies
- 6 Major Military Installations (6,000 separatees/yr)
- Labor Force: 60,000 in Aerospace & Defense
- R&D/Innovation & Testing Facilities
- Regional Network of Support Services
- Existing Aviation-related Educational and Training Programs
- Aerospace Alliance Member: 4-state partnership (FL/AL/MS/LA) to help aerospace companies grow in Southeast US



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## Cybersecurity / Information Technology

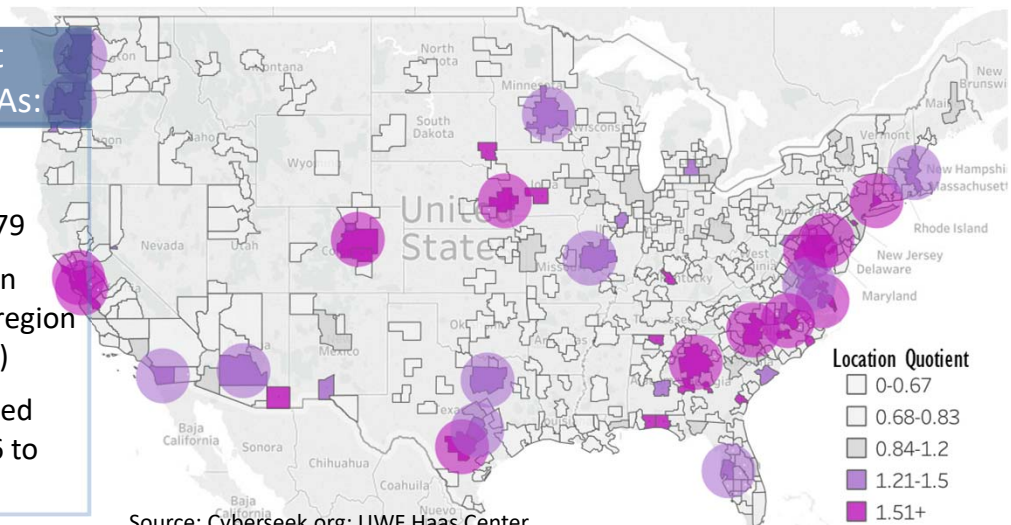
### *National Industry Trends*

- Exponential growth in internet-connected devices
- Increased deployment of web and cloud-based business applications
- Continued rise of cybercrimes
- Privacy regulations
- Shortages of IT workers and skills in cybersecurity

## Metro Area Cybersecurity

### Northwest Florida 3 MSAs:

- Total Employed Cybersecurity Workforce: 3,379
- 1,244 more than expected for a region our size (LQ 1.6)
- 1,314 Jobs posted from April 2016 to March 2017





## Cybersecurity / Information Technology

### Northwest Florida's Competitive Advantage

- Center for Information Warfare Training at NAS Pensacola Corry Station
- Science and Technology Assets – IHMC, AFRL
- Concentration of industries and firms with high demand for cybersecurity products/services
- Access to military personnel and retirees, including those with active security clearances
- Relatively high-concentration of cybersecurity-related occupations
- Cybersecurity-related academies offered by local middle schools

University of West Florida  
*NSA/DHS National Center of Academic Excellence  
 in Cyber Defense Education*



## Financial Services/Shared Services

### *National Industry Trends*

- Decentralization of operations
- Relocating away from traditional financial centers
- Growing number of financial technology firms (“fintech”)
- Pursuit of digital strategies
- More IT investments due to cloud/robotics/old systems
- More ecommerce-related project activity

## Financial Services/Shared Services

### Northwest Florida's Competitive Advantage

- Strong concentration of employment
- Above-average concentration of cybersecurity-related occupations
- Multilingual population
- Access to major financial markets

**Navy Federal Credit Union**  
Will employ 10,000

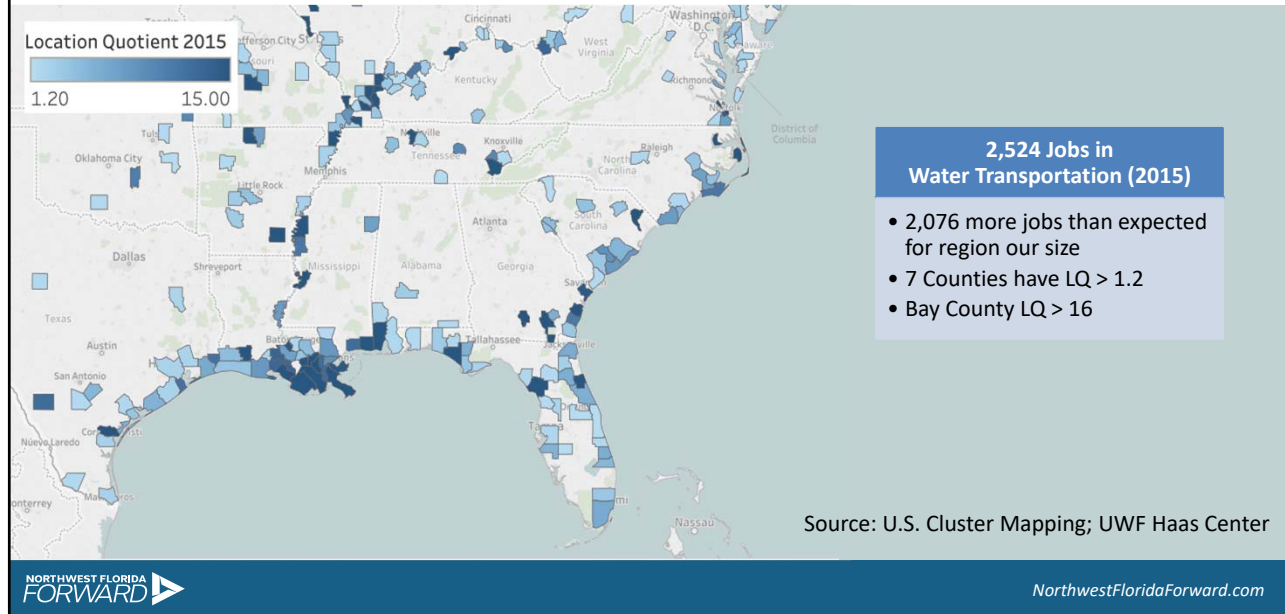


## Water Transportation

### *National Industry Trends*

- DoD priorities - robotics and autonomous systems (underwater vehicles)
- Short supply of engineers and skilled trades for shipbuilding
- Demand for cybersecurity workers among ports and shipping operators
- Growing trade with Latin America and the Caribbean
- Growing scale of container ships

# Water Transportation



# Water Transportation

## Northwest Florida's Competitive Advantage

- Strong concentration of machine shops and supportive industries
- Three seaports / 2 Foreign Trade Zones
- Naval Surface Warfare Center – Panama City
- Workforce training beginning at high schools and through postsecondary

**Eastern Shipbuilding – 1,500+ workers**  
**\$10 Billion Coast Guard Contract**



## Maintaining Competitiveness

Focus on Research & Development and Innovation

*To keep America competitive, one commitment is necessary above all:  
We must continue to lead the world in human talent and creativity  
With more research in both the public and private sectors,  
we will improve our quality of life —and ensure that  
America will lead the world in opportunity and innovation for decades to come.*

*—President George W. Bush, 2006*

## Advanced-industry sector

### Advanced Industries

- “Deep involvement with technology research and development and STEM workers”
- 9% of U.S. Workers, but...
  - 80% of all engineers
  - 90% of private sector R&D
  - 60% of exports
- 4x Faster Earnings Growth since 1990
- Consists primarily of:
  - Manufacturing, energy and high-tech services

### Examples:

- Motor Vehicles & Parts Mfg
- Aircraft Products & Parts Mfg
- Synthetic Fibers Mfg
- Organic Chemical Mfg
- Explosives Mfg
- Ship Building and Repair
- R&D Services
- Power Generation & Supply
- Computer Systems Design
- Software Products
- Medical Equipment Mfg

Source: Brookings Institution *America's Advanced Industries*; UWF Haas Center



# Targeted Industries

These industries offer the greatest potential for **sustainable, economic growth** and will generate **NEW WEALTH** in the region.



Manufacturing



Aerospace & Defense



Financial Services/  
Shared Services



Cybersecurity / IT



Water Transportation

Advanced Industries / Research & Development



# Strategic Focus Areas



Talent



Business Vitality



Infrastructure



Entrepreneurship  
& Innovation



Quality of Place



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## Talent Council



Council Chairs

- *Kristie Kelley, Gulf Power*
- *Michele Burns, CareerSource Okaloosa Walton*

### MISSION

Connect the talent assets of Northwest Florida to key industry clusters and ensure a dynamic and diverse workforce for new and growing businesses.

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# Talent

**Workforce Training for Relocating/Expanding Companies**



**Integrate Veterans into Workforce**



**Upskill Training For Underemployed/Unemployed**



**Talent Recruitment**



**Student Work-based Training**



**Extend Manufacturing Academies**



**Improve Employability Skills (Soft/Leadership Skills)**



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# Business Vitality Council



**MISSION**  
Strengthen the region's economy through targeted recruitment of new businesses and supporting existing business expansions.

Council Chairs

- Jennifer Conoley, Gulf Power
- Scarlett Phaneuf, PowerSouth

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## Business Vitality

**Grow key industry clusters**



**Support Business Retention/Expansion**



**Promote Northwest Florida**



**Create industry councils**



**Leverage Tourism for Business Attraction**



**Support Small Businesses**




**Streamline Government Processes**



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## Infrastructure Council



Council Chairs

- *Austin Mount, West Florida RPC*
- *Jennifer Laurent, West Florida RPC*


### MISSION

Ensure that Northwest Florida's economic infrastructure is state of the art and connects communities in every part of the region.


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## Infrastructure


### Inventory of Available Building and Sites




### Improve Port, Airport, Rail, Roads for Business Use




### Rural Improvements




### Improve Internet Access



### Partner with RPCs



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## Entrepreneurship & Innovation Council

Council Chairs

- *Jennifer McFarren, Gulf Power*
- *Pamela Kidwell, Business Innovation Center & Gulf Coast State College*

### MISSION

Foster robust entrepreneurship and innovation ecosystems to drive future economic growth.

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## Entrepreneurship & Innovation

**Develop Entrepreneurial Hubs**



**Market Entrepreneurial Success**



**Increase Commercialization Tools/Programs**



**Support K-20 Entrepreneurial Programs/Curriculum**



**Increase Access to Capital**



**Promote Rural Entrepreneurship**





[NorthwestFloridaForward.com](http://NorthwestFloridaForward.com)

## Quality of Place Council



Council Chairs

- *Chris Rietow, Apalachee RPC*
- *Richard Fetchick, Apalachee RPC*

### MISSION

Make Northwest Florida a place appealing to existing residents and visitors as well as to a new generation of talented and creative individuals and companies.

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## Quality of Place

### Develop Vibrant Downtowns/Town Centers



### Identify Resident Needs



### Improve Amenities of Underserved Communities



### Incorporate Needs of Targeted Industries



### Win-Win Environmental and Business Infrastructure/Amenities




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Building a diverse and vibrant regional economy where Northwest Florida residents and businesses have a wealth of opportunities.


**OUR GUIDING PRINCIPLES**

- ▶ Sustainable and enduring economic base
- ▶ Diversified industries and high wage employment growth
- ▶ Greater alignment of partner resources through regional collaboration
- ▶ Improving the vitality of all areas and populations in the region
- ▶ Strengthen bound traditional

**FOCUS AREAS**

Northwest Florida Forward is built around five aspirational goals that serve as the key focus areas for future economic vitality and growth for the region.

 Talent

 Business Vitality



## Common Elements of Successful Regional Economic Transformations



- Visionary leadership with the will to follow through
- Clear understanding of regional assets, unique features and connective tissues on which to build a regional economy
- Regional common vision/priorities
- Public/private committed partnership
- Developed “product” – sites/infrastructure and workforce
- Capacity to drive and sustain regional economic growth
- Clear understanding that this takes time









**FLORIDA'S**  
Great Northwest

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