



# ECONOMIC DEVELOPMENT STRATEGIC PLAN

FY 2022/23

SEPTEMBER 2022



**CENTRAL FLORIDA**  
DEVELOPMENT COUNCIL

Polk County's  
Economic Development  
Partnership

# FLORIDA *within* REACH



## WHO WE ARE

The Central Florida Development Council, Inc. (CFDC) is **Polk County's economic development partnership** responsible for recruiting new businesses to Polk County and helping existing businesses expand. We focus on domestic and international business recruitment and expansion, business advocacy, facilitating collaborative partnerships and advancing strategic initiatives in Central Florida's Polk County.

### MISSION

Grow an economy based on high-skill, high-wage sustainable businesses.

### VISION

The vision of the CFDC is to develop an economically prosperous community that attracts and retains quality businesses with high-paying careers and educates quality talent to align with targeted industry workforce needs.

## TARGET SECTORS



ADVANCED  
MANUFACTURING



AGRIBUSINESS &  
AGRITECHNOLOGY



AVIATION &  
AEROSPACE



BUSINESS  
SERVICES



ENTERTAINMENT,  
ARTS & TOURISM



HEALTH  
SCIENCES

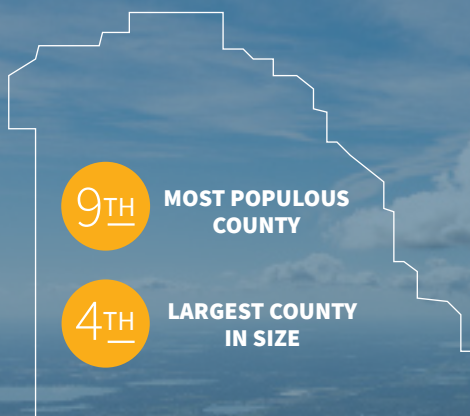


LOGISTICS, SUPPLY  
CHAIN & DISTRIBUTION



RESEARCH & TECHNOLOGY

## POLK COUNTY *by the numbers*



**300+**  
MILES OF RAIL  
IN POLK COUNTY

**3**  
DEEPWATER  
SEAPORTS  
WITHIN 75 MILES

**10+**  
MILLION PEOPLE  
WITHIN 100 MILES

**5**  
INTERNATIONAL  
AIRPORTS  
WITHIN 75 MILES



### ESTIMATED POPULATION GROWTH



899,000 2030 POPULATION

761,137 2022 POPULATION

602,095 2010 POPULATION

**1<sup>ST</sup>**

**FASTEST GROWING  
COUNTY IN THE STATE(2022)**

**3<sup>RD</sup>**

**MOST ENTREPRENEUR  
FRIENDLY STATE**

**4<sup>TH</sup>**

**BEST STATE TO  
START A BUSINESS**



**\$300 M**  
CAPITAL INVESTMENT

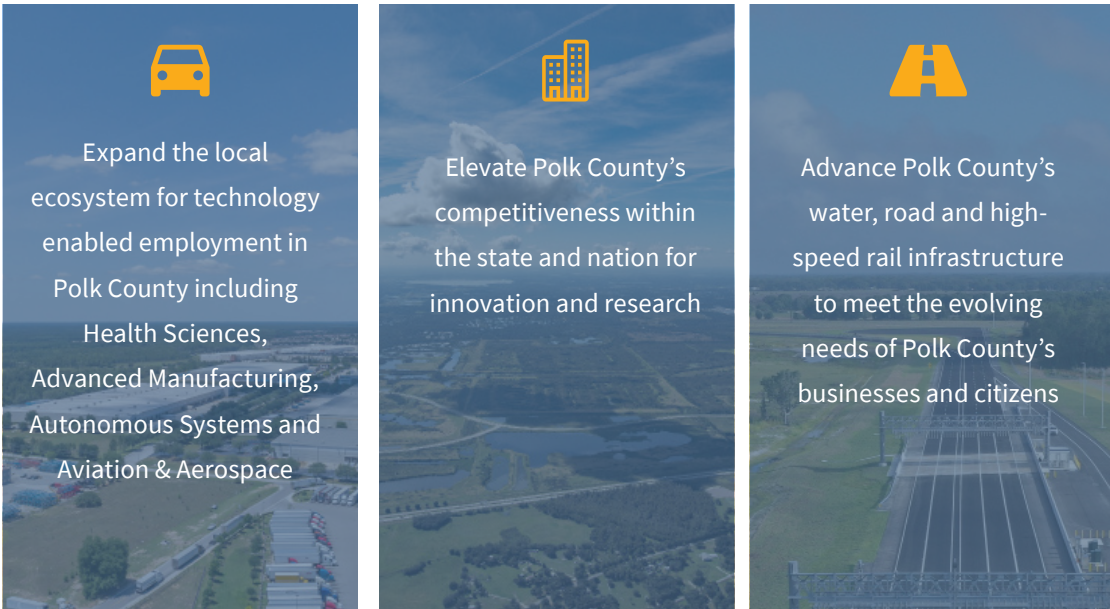


**\$53,777**  
PROJECT WAGE  $\geq$  115%  
OF AVG. ANNUAL WAGE



**1,500**  
NEW JOBS

**Strategic  
Initiatives:**



INFLUENCES



Greater Ad Valorem  
Tax Received by  
the County

Higher Average  
Annual Wage of  
County Residents

Additional  
Businesses Operating  
within the County



## *Promote Polk County as Florida's Best Place for Business*

To promote Polk County as Florida's best place for business both domestically and internationally, CFDC's strategy for business development includes proactive business recruitment, retention and expansion outreach. Tactics within this focus area were developed in order to achieve increased job creation and capital investment from new and existing businesses.

The plan is a multi-level approach to business recruitment, retention and expansion. The plan calls for expanding the dialogue with businesses, developing direct business recruitment strategies and utilizing target group outreach. Site selectors are an example of a targeted group as they connect with many companies seeking new locations and facilities.

### *Marketing and Communications*

Building a consistent brand and showcasing Polk as **Florida's Best Place for Business** is the messaging foundation for all of our marketing and communication efforts.

Branding Polk as "Florida Within Reach" at trade shows and conferences offers economic development opportunities to build impactful relationships with new prospects and site selectors.

We seek to maximize our possibilities in each trade show as it is a cost-effective way of branding Polk County, cultivating new prospects, developing new relationships, extending current relationships and moving projects forward. With each trade show, where and when possible, we perform direct and indirect marketing that incorporates industry knowledge specific to the group, client and consultant visits, as well as competitive surveillance and intelligence gathering.

<i>Current planned trade shows, conferences and missions:</i>	<i>Efforts to raise awareness of Polk County's strengths and assets:</i>
<ul style="list-style-type: none"><li>• Site and Location Consultant Conferences/Zoom Meetings</li><li>• Corporate Decision Maker Outreach, Various Locations</li><li>• Team Florida EFI Partnership City Missions</li><li>• SelectUSA Investment Summit</li><li>• SUN 'n FUN Aerospace Expo</li><li>• Paris / Farnborough International Airshow</li><li>• Industry Trade Shows and Events</li></ul>	<ul style="list-style-type: none"><li>• "Florida Within Reach" brand position displayed in magazine/print and online destinations specific to our targeted industries, as well as key economic development publications</li><li>• Create original content highlighting Polk County success stories</li><li>• Send monthly e-newsletter to company contacts and community partners</li><li>• Utilize targeted marketing campaigns for social media platforms</li><li>• Participate in joint marketing with regional and state partners</li></ul>



## *Facilitate Collaborative Partnerships*

Collaborative partnerships are necessary for all of our initiatives to be successful. Polk County is fortunate to have experts in a variety of groups, both in the public and private sectors. Polk's economic prosperity demands the collaboration of key economic development partners throughout the county, region, state and the globe.



### Community Stakeholder Committee

The **Community Stakeholder Committee** meets bi-monthly to discuss relevant economic development topics for the competitiveness of the county. Members of the committee are comprised of economic development and municipal leaders from throughout Polk County.

### Aviation Committee

The **Aviation Committee** meets bi-monthly to discuss important industry needs and aviation development opportunities for Polk County. Members of the committee include leaders from all Polk County airports, aviation industry companies and educators within the aviation sector.



### Advocate for Key Business Issues

To advocate for key business issues affecting all businesses throughout Polk County.

### CFDC & Polk Vision Talent Pipeline Committee

Polk County's long-term economic position is heavily dependent on the County's ability to develop the talent pipeline and to find solutions to retain talent and educate the children of incoming and relocating families. The CFDC and Polk Vision partner to address critical education priorities for Polk County. Through aligning efforts, the **Talent Pipeline Committee** meets monthly to unite private industry, K-12 school administration, the school board, local college and university administration, and educational support organizations.

## Competitiveness and Advocacy Committee (C&A)

In a growing competitive market, Polk County must continually evaluate its offerings, programs and legislative conditions as compared with other communities. Examining topics and issues that may impact the competitiveness of Polk's target industry sectors is a collaborative process among a cross-section of business and industry experts. The **C&A Committee** meets bi-monthly to evaluate topics and issues that may impact the competitiveness of our target industry sectors.

## Investor Relations and Engagement

The CFDC continues to grow private investors and investment at all levels through active engagement and events. Private sector involvement and investment is crucial to helping CFDC achieve its mission of growing a flourishing economy based on high-skill, high-wage sustainable businesses. In addition to contributing toward the growth and success of Polk's economic development, investment in the CFDC reflects a company's commitment to making Polk a premier place to do business. Investors are adding their voices to the conversation through committee participation, meetings and events. The **Investor Relations Committee** meets quarterly to evaluate investor engagement and involvement.

### COUNTY PARTNER



### VISIONARY



### INNOVATOR



### CONNECTOR



### MUNICIPAL PARTNERS





## Advance Strategic Initiatives



### Strategic Initiative #1

Expand the local ecosystem for technology enabled employment in Polk County including Health Sciences, Advanced Manufacturing, Autonomous Systems and Aviation & Aerospace

**Goal:** At least 60% of new jobs and capital investment created will be within strategic technology industries

**Objectives:**

- Actively generate *new-to-market* technology leads
- Foster narrative that Polk County is the market for tech employment
- Build ecosystem for existing industry success



### Strategic Initiative #2

Elevate Polk County's competitiveness within the state and nation for innovation and research

**Goal:** Attract research-oriented business & industry to Polk County

**Objectives:**

- Attract and secure like-minded developers for large land parcels
- Actively engage with Florida's Turnpike Enterprise and SunTrax
- Facilitate industry and higher education collaboration
- Foster the advancement of the Central Florida Innovation District anchored by Florida Polytechnic University, SunTrax and a research park
- Promote the County's environment for business incubation



### Strategic Initiative #3

Advance Polk County's water, road and high-speed rail infrastructure to meet the evolving needs of Polk County's businesses and citizens

**Goals:**

- Advocate for a high-speed rail stop in Polk County
- Advocate for the expansion of Polk County's water infrastructure
- Champion continued pursuit of enhanced roadway infrastructure

**Objectives:**

- Explore roadway infrastructure funding mechanisms
- Promote advanced mobility technology opportunities
- Support water resource partnerships and the development of alternative water supplies
- Build consensus for a high-speed rail stop in Polk County
- Understand Polk's broadband infrastructure needs