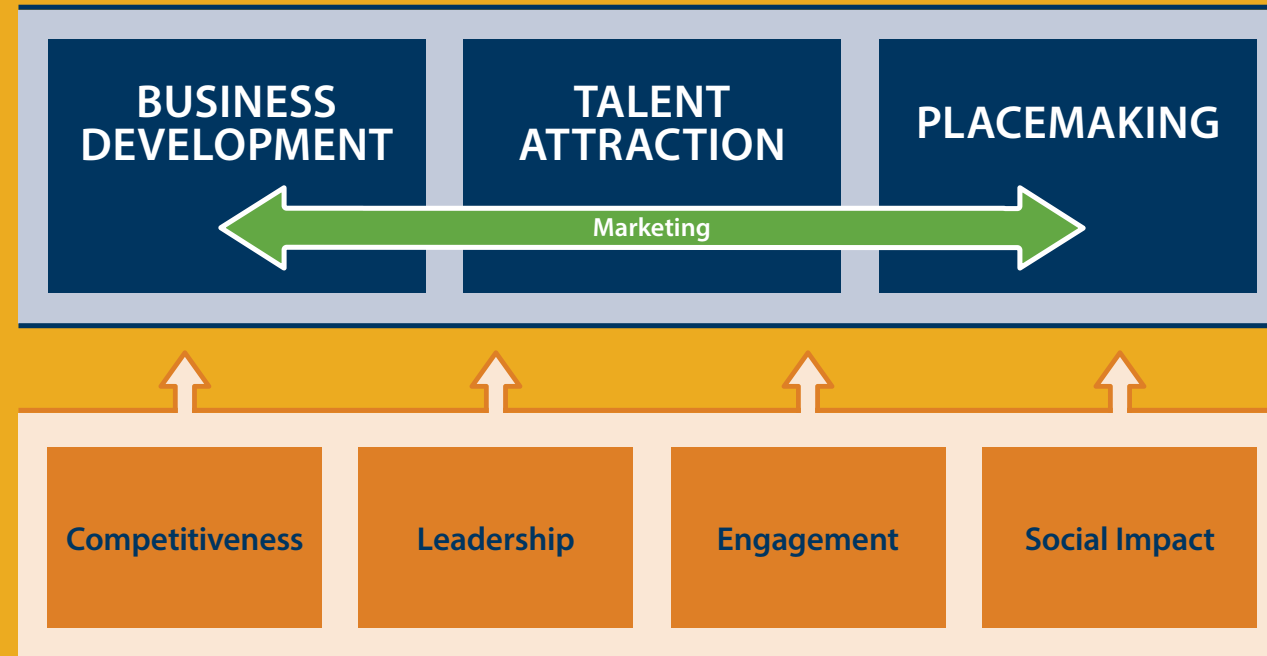


## STRATEGIC ACTION PLAN



## STRATEGIC GROWTH AREAS



### MISSION

Develop and sustain a thriving local economy by focusing on the attraction, expansion and retention of high wage jobs and capital investment.

### VISION

We are recognized nationally as a community transformed by job growth, business innovation and international trade.

### VALUES

**VISION**  
We think big.

**COLLABORATION**  
We engage in teamwork.

**RESULTS**  
We hold ourselves accountable.

**PRIDE**  
We believe in our community.

**INTEGRITY**  
We do the right thing.



FOR MORE INFORMATION, PLEASE CONTACT  
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# OPPORTUNITY TAMPA BAY

FY2020-FY2022 STRATEGIC ACTION PLAN

## RESULTS





# OPPORTUNITY TAMPA BAY STRATEGIC ACTION PLAN

FY2020 - FY2022

In 2019, our Investors and partners convened to assess Tampa Bay’s economic landscape and create a strategic plan that would help us strengthen our competitiveness as a destination for business and talent, build on the strategic growth areas within our target industries, and enhance our quality of place. The result of that collaborative project, the Opportunity Tampa Bay Strategic Action Plan, has served as the Tampa Bay Economic Development Council’s road map for FY2020 – FY2022.

When we began this journey, we never imagined that we’d be facing a pandemic and the myriad effects it left in its wake on the global economy, our supply chains and nearly every aspect of our lives. Throughout these tumultuous years, we have maintained a steady focus on our goals. Today, we are very proud to report that we’ve achieved all of the goals we set forth in the Opportunity Tampa Bay Strategic Action Plan. The bold new actions we’ve initiated to help transform underserved areas of our community are gaining momentum. There is so much more to do, and we’re energized about the work ahead of us. We look forward to engaging you in the expansion of our strategic plan and realizing our community’s greatest potential.

## TAMPA BAY ECONOMIC DEVELOPMENT COUNCIL CHAIRS



**Marie Chinnici-Everitt**  
Managing Director, Global  
Chief Marketing Officer  
and Regional Manager  
DTCC Tampa  
FY 2020 Chair



**Jim Weiss**  
Regional President,  
South Florida  
Fifth Third Bank  
FY 2021 Chair



**James Nozar**  
Chief Executive Officer  
East + Main  
FY2022 Chair



# RESULTS

## GOAL 1 BUSINESS DEVELOPMENT

100%  
COMPLETION

- 1.1 Deploy focused, asset-driven, high impact external marketing campaigns in key target markets.
  - Implemented Strategic Growth Area (SGA)-targeted LinkedIn campaigns in FY21 and FY22
  - Won FEDC’s Marketing Campaign of the Year!
  - Campaign targeted all SGAs, yielded 4 direct leads for projects.
- 1.2 Bolster business competitiveness by enhancing regional research capabilities.
  - Hired USF to deliver research
  - Invested in Gazelle AI
  - Commissioned Hickey Global Location Decision Advisor Assessment (Competitiveness Study).
- 1.3 Support the ecosystem of cluster development services for each of the region’s Strategic Growth Areas (SGAs).
  - Focused BRE efforts on SGA companies
  - Hosted ED Talks on SGA related topics
  - Produced promotional videos highlighting each SGA.
- 1.4 Focus Business Recruitment and Expansion (BRE) efforts on supporting the growth of trade and targeted businesses in the region.
  - Enhanced Salesforce reporting tools
  - Increased participation in BRE subcommittee/Business Development Committee
  - Launched Expand Tampa Bay business survey campaign.
- 1.5 Strengthen regional business recruitment program through focused external promotion/cultivating relationships with key decision makers.
  - Attended IAMC, Area Development, SSG Conferences
  - Hosted Area Development Conference in Tampa, December 2021.
- 1.6 Leverage the partnerships and regional investment available through Global Tampa Bay.
  - Updated Global Tampa Bay promotional materials and web site
  - Participated in Virtual Trade Events (140% of goal for participants)
  - Signed new Global Tampa Bay MOU.

## GOAL 2 TALENT ATTRACTION

100%  
COMPLETION

- 2.1 Expand and transform the Make it Tampa Bay talent attraction campaign.
  - Launched new Make it Tampa Bay campaign in key U.S. markets in FY2022. Delivered 11.7 million impressions, or 113% of goal.
  - Cost of Living Calculator added to site
  - FY2021 LinkedIn talent attraction campaign generated 700K impressions, 2,000 new users to website.
- 2.2 Dedicate a full-time employee to champion regional talent initiatives, including marketing, outreach and engagement.
- 2.3 Develop talent retention initiatives with the collaboration and support of colleges and universities, recruiters, HR professionals, etc.
  - Talent Retention initiative developed and approved.
- 2.4 Promote access to meaningful career opportunities in high demand professions for local workforce with campaigns that highlight accessible and affordable skills training programs.
  - Hot Job of the Day postings ongoing
  - CertUp career awareness campaign launched via Tampa Bay Economic Prosperity Foundation.

## GOAL 3 PLACEMAKING

100%  
COMPLETION

- 3.1 Promote stories and messaging that positively shape the perception of the Tampa market in local and national media.
  - Published significant local and national news stories promoting Tampa
  - Produced master messaging document for Investors, partners and stakeholders to use to promote Tampa.
- 3.2 Develop and promote an Opportunity Zone program and site readiness initiatives and create a full-time position to lead them.
  - Hired Tony Brown as Director of Community Development
  - Assembled regional partners and USF for Smart Manufacturing Innovation Institute in East Tampa
  - Hired GAI Consultants to help develop East Tampa Industrial District.
- 3.3 Support and collaborate on projects and initiatives that enhance the region’s reputation as a quality place to live and work.
  - Hosted 2020 IEDC Leadership Conference, 2021 SEDC Annual Conference, and 2022 FEDC Annual Conference.
- 3.4 Establish a Competitiveness Committee that will develop and direct initiatives that promote Hillsborough County’s competitiveness as a location for business and talent.
  - Launched Competitiveness Committee and appointed Chair
  - Created mission and work plan.