

THE JOURNEY

Forward



How we ANSWER
these significant
QUESTIONS
will define
who we become
as a Community.

WHERE ARE WE *Going?*

HOW ARE WE GOING TO
Get There?

HOW WILL WE KNOW
WHEN WE HAVE
Arrived?

DO WE HAVE WHAT IT
TAKES TO MAKE THE
Journey?

A 3-Year
View and Guide
of Economic Strategies for
Brevard County, Florida



Let's begin.

A coalition initiative of the
Economic Development Commission
of Florida's Space Coast

DEFINING ACTIONS

A group of diverse leaders, guided by the Economic Development Commission (EDC), entered a period of planning, looked at the complexity and diversity of our communities within our community, examined the trends and factors influencing the global economy and analyzed our local industrial base.

Looking at our leading-edge corporations, emerging technologies, our region's infrastructure and our natural assets, a foundation for further development was established.

Research, analysis and dialogue with key stakeholders netted a **STRATEGIC PLAN** with:

four strategic priorities,
three key goals and
five industrial clusters.

Five industrial clusters have been identified, where we have traction now and can reasonably expect to grow, succeed and lead.



The plan is a way forward—A GUIDE.

It offers **opportunities** for each of us to impact our own lives, our families who live here, the businesses who choose us and the new enterprises, visitors and citizens who are yet to come.

Having a strong understanding of the workings of our economy and our community, **this plan accents our competitive advantages**, while recognizing and correcting weaknesses.

**BUT IT IS ONLY A GUIDE,
AND AS SUCH, IS ONLY AS GOOD
AS THE ACTIONS IT ENGENDERS.**

At the foundation of this plan are four areas of strategic priority:

- 1 BUSINESS DEVELOPMENT**
Target and **pursue** cluster-related industries to **create** value-added jobs.
Maintain and **grow** our strong industrial base.
- 2 COMPETITIVE BUSINESS ENVIRONMENT**
Advocate and **make change** in areas determined to improve the business environment.
Shift public and private policies **to achieve** economic competitiveness.
- 3 MARKETING AND COMMUNICATIONS**
Promote Brevard regionally, nationally and internationally.
Grow and **empower** the coalition with a cohesive voice.
- 4 RESOURCE DEVELOPMENT AND ALLOCATION**
Increase and **diversify** funding stream to **support** strategic initiatives.
Align budgets and resources to **strategic priorities** and **goals**.



ABOUT THE STRATEGIC PRIORITIES

Each one of these statements represents an opportunity to contribute talents and knowledge. Each one of these represents an opportunity to define and affect our future.

1 BUSINESS DEVELOPMENT:

Targeted Approach:

Focus business development efforts on identified industry clusters:

- 1) Advanced Security
- 2) Aerospace
- 3) Communications
- 4) Electronics
- 5) Emerging Technologies

Business Recruitment:

Create awareness of the Brevard County area as a competitive location for business investment to increase the number of qualified prospects and recruitments.

Business Retention:

Ensure that Brevard County maintains its existing business base and gains its fair share of growth and expansion from this base.

Space:

Attract high skill/high wage related jobs to Brevard by promoting the county's inherent assets.

Military:

Enhance all military installations and defense entities within Brevard County as primary drivers in our economy and for our national defense.

Business Intelligence:

Analyze and disseminate economic and business data into actionable intelligence for both strategic and competitive use.

2 COMPETITIVE BUSINESS ENVIRONMENT:

(Our "Product")

Maintaining a keen awareness of business environment conditions, identify key impediments to business growth.

Engage key stakeholders to promote and develop public policy for economic development.

Drive change through EDC committees and councils.

Lead the state, municipalities and county in advocating and achieving business-focused change.

3 MARKETING AND COMMUNICATIONS:

With full engagement of local and regional stakeholders, position Brevard County to attract new investment and create value-added jobs.

Brand the region through the development of a global marketing strategy.

Position the Space Coast as a dynamic community for businesses to grow and invest.

Further engage state level partners to leverage resources and positioning for the new industry.

Nurture investor, stakeholder and partner relationships.

4 RESOURCE DEVELOPMENT AND ALLOCATION:

Define a funding goal of an appropriate level required to execute strategic plan.

Establish resource allocations that are aligned to strategic priorities.

Maximize staff and develop strategy-focused councils.

Consider non-traditional funding methods.

A critical component of the plan, and one that will set it apart from many, **is the identification of three significant and powerful GOALS.**

This plan, when successful, will position Brevard County as a leader in **job creation, business climate evolution** and in **marketing**—both nationally and globally.

With investors of the EDC and the community supporting this plan, we can achieve our goals and the vision all communities seek—**a strong and vital economic environment resulting in a superb quality of life.**

**ECONOMIC DEVELOPMENT
IS A MEANS TO AN END—
A BETTER BREVARD FOR US ALL.**

These goals, when reached, will reflect the success of the primary strategies.

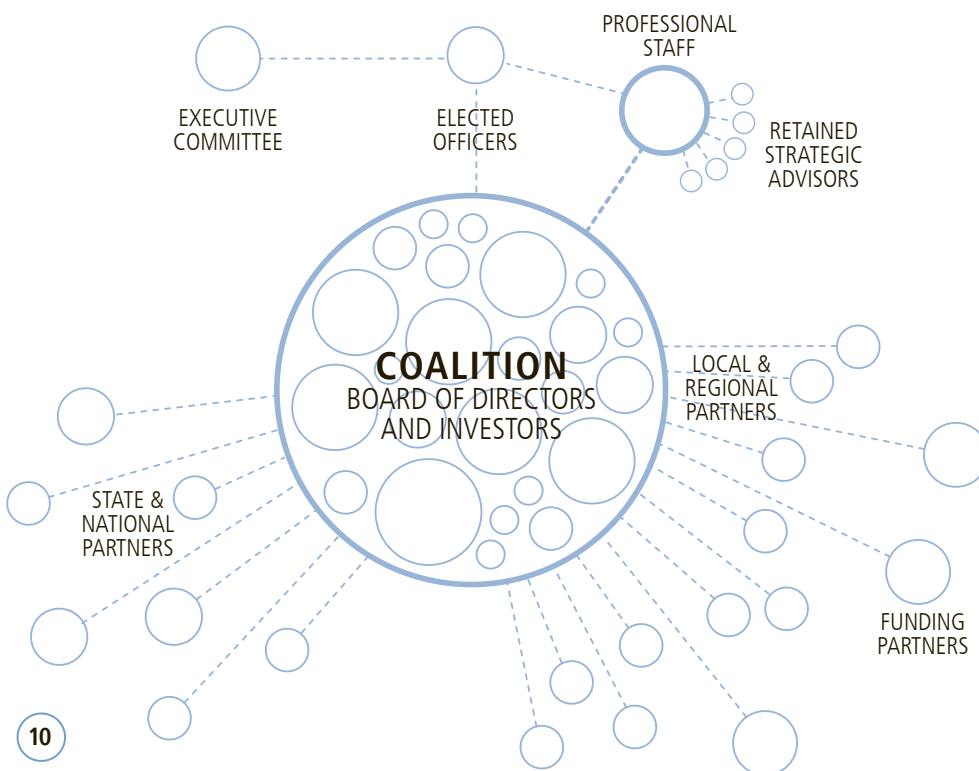
The three 3-year goals are:

- 1 2,250 New Jobs**
- 2 12 Changed Business Policies**
- 3 Become a Community of Distinction
(National Publication Commendation)**

Frequent milestone tracking and benchmarking will ensure we have the opportunity to recalibrate for the success of the plan, adjust where necessary and provide feedback to the board of the EDC, coalition partners and its many stakeholders throughout the community.

This coalition of leaders represents a **wide circle of influences and much collective intelligence**. Current investors in the EDC coalition represent employment numbers in **excess of 55,000**. EDC staff and coalition members work in concert with a combination of state, regional and national partners.

It's time to harness this power.



STRENGTH IN NUMBERS

Our coalition can be described visually by the **Coalition Organizational Engine**, (opposite page), which emphasizes the following:

- A diverse coalition of leaders and key groups **working in concert**
- Industry and community **leaders** able and willing to serve **on the front lines**
- **Leadership** supplied by a board and a hardworking and prepared professional staff
- A highly credentialed economic development **professional** as leader
- Experts and selective **consultants** in key arenas, such as space and the military
- **Partnerships** and affiliations—local, regional, state, national and international

Understanding what makes our coalition
“**tick**” is key to putting in the right effort
and realizing a valuable result.



Coalition and Communication
Fueling the Process

This icon visualizes the relationships that exist between the four Strategic Priorities and serves as a reminder of where we can contribute and how that fuels the entire process.

We have engaged in a **strategic planning process** that has **many stakeholders**.

We are **aligning resources** and **actions** to our **goals**.

We have identified **4 primary strategic priorities**, **5 industry clusters** and **3 goals** by which we will measure our success.

Our work will be measured against the strategic priorities and reported regularly to the **community**.

Enhanced **business intelligence** and **increased cooperation** are **critical to our success**.

We are **stronger together** than we are apart.

We do this work to **improve our businesses, our lives, our communities** and **our opportunities**.

Our greatest asset is our cohesive voice—it maximizes our power, puts teeth in our deliberations and adds momentum to our efforts.

WORKING TOGETHER, WE HAVE THE SOLUTION.

ENGAGING MY ORGANIZATION

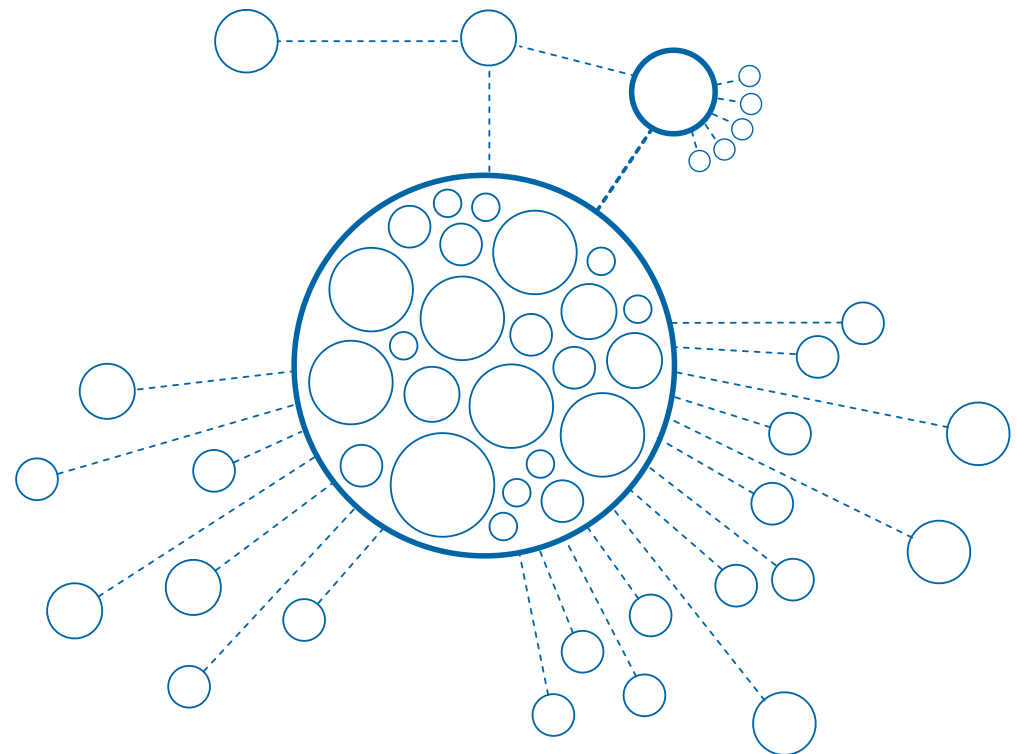
What is our role as an organization? _____

How does my organization benefit? _____

What can my organization do to help this success happen? _____

Setting a milestone/goal: _____

**A COMMUNITY COALITION
PROMOTING ECONOMIC
DEVELOPMENT FOR
A BETTER BREVARD**



**“ Coming together is a beginning,
staying together is progress,
and working together is success. ”**

— Henry Ford



**ECONOMIC DEVELOPMENT COMMISSION
OF FLORIDA'S SPACE COAST**

www.SpaceCoastEDC.org