



2017 ECONOMIC DEVELOPMENT TASK FORCE REPORT

A Florida Chamber Task Force Report
on Making Florida More Competitive



FLORIDA
CHAMBER
of Commerce

SECURING FLORIDA'S FUTURE
www.FloridaChamber.com



ECONOMIC DEVELOPMENT MATTERS TO FLORIDA'S FUTURE

Everything we know about Florida is changing — our politics, our demographics and our economics. To secure Florida's future, Florida's job creators need to create two million new jobs by 2030. We must accelerate the diversification of our economy and make Florida more competitive — not only with neighboring states, but also globally. And while elected officials do not create jobs, they do create the conditions for businesses to create jobs with both short and long-term actions required. This report outlines steps the Florida Legislature can take now to ensure a more competitive business climate.

The Florida Chamber of Commerce's mission is to lead Florida to a new and sustainable economy. Year after year, through our diverse business membership, the Florida Chamber has been at the forefront of solving issues that impact the competitiveness and future of Florida's business climate.

In 1989, the Florida Chamber Foundation helped design the framework for a new model of economic diversification, one that moved from being reliant on government to a more forward-thinking public-private partnership. The result of our research, *Enterprise Florida: Growing the Future*, was the eventual formation of Enterprise Florida, Inc.

Following the 2016 legislative session, it became apparent that the use of state taxpayer-funded incentives might be off the table when attracting and retaining jobs to Florida. Additionally, Enterprise Florida, Inc. (EFI) was without a permanent President and CEO, and Governor Scott had announced the launch of an audit of EFI. As a result, Florida Chamber leaders determined it was time that we once again examine our state's private-sector job growth efforts and provide direction and momentum for collective impact and action.

In May 2016, the Florida Chamber launched the Economic Development Task Force to provide definition, clarity and potential solutions to Florida's economic development future. Our Task Force acknowledged that over 95 percent of jobs in Florida are created without incentives. The Florida Chamber's Task Force also acknowledged that Enterprise Florida was conducting an audit of its program and incentives-based services. While Enterprise Florida does far more than handle incentives, our Task Force focused exclusively on non-incentive economic development concepts and solutions.

Incentives are rarely ever used and are often inappropriate. However, in the 1-5 percent of the cases where incentives matter, they are often the difference maker which is why the Florida Chamber continues to support a limited use of targeted incentives.

Using Florida's Six Pillars framework, the Florida Chamber's Economic Development Task Force's focus areas included Talent Supply & Education, Innovation & Economic Development, Infrastructure & Growth Leadership, Business Climate & Competitiveness, Civic & Governance Systems, and Quality of Life & Quality Places. Our Task Force doubled down on Florida's future in economic development by looking at both short-term and long-term solutions to help existing businesses grow, to encourage entrepreneurship, create the jobs of tomorrow and make Florida even more competitive.

Over a nine-month period, the Florida Chamber and our Economic Development Task Force heard over 1,000 voices, engaged more than 30 experts (site selectors and economic development professionals) and compiled over 250 comments and recommendations on how to make Florida more competitive. On January 26, 2017, the Task Force held its final meeting in Orlando on the campus of the University of Central Florida. Business leaders and industry experts met to prioritize these recommendations into short-term solutions, to be led by the Florida Chamber, and long-term solutions, to be addressed by the Florida Chamber Foundation as a part of its *Florida 2030* research.

When Chris Hart was named President and CEO of Enterprise Florida in November 2016, the Florida Chamber looked forward to a proven leader at the helm of EFI. During his time at CareerSource Florida, Hart and Governor Scott worked together to make Florida's workforce system the number one system in America. However, prior to the release of this report, Hart announced he was stepping down from EFI. This development reinforces the vital role the recommendations contained in this report will play in Florida's path forward to a healthy and strong economic future.

Much remains to be done. Until the Florida Legislature makes Florida the most competitive business climate in the world – by improving education, continuing to reduce burdensome regulation, lowering workers compensation costs, getting rid of lawsuit abuse, insurance fraud, and the business rent tax, as well as providing targeted incentives for high-paying, sustainable jobs – the state's economic future will remain fragile. Free enterprise works, but it is never free.

If you believe in creating jobs to secure Florida's future, please support us by adopting these recommendations to make sure the right things continue to happen in Florida. To join the Florida Chamber today, email Carolyn Gosselin at cgosselin@flchamber.com or call 850-521-1287.

“Following the 2016 Legislative Session, it became apparent that the use of state tax-funded incentives might be off the table.”

MARK WILSON
President and CEO
Florida Chamber of Commerce
speaking about the genesis
of the Florida Chamber
of Commerce's Economic
Development Task Force

“What is economic development? I have a hard time identifying what is NOT economic development.”

DAVID FULLER
SunTrust Bank

METHODOLOGY AND PURPOSE

PURPOSE OF ECONOMIC DEVELOPMENT REPORT

Florida Chamber Foundation Chief Economist Dr. Jerry Parrish predicts Florida will add approximately 5.4 million new residents by 2030, an increase that will require two million net new jobs. More than one in ten new jobs in the nation are created in Florida and well over 95 percent of jobs in Florida are created without incentives. However, in May of 2016, it became clear that some in the Florida Legislature disagreed with Florida’s current model for economic development and ensuring Florida continues to grow its jobs base.

The Florida Chamber formed its Economic Development Task Force to provide definition, clarity and potential solutions to Florida’s economic development future. Focusing exclusively on non-incentive economic development concepts and solutions, the Task Force began a dialogue with business and government leaders from every corner of Florida about what the public and private sectors can do, together, to help businesses grow, encourage entrepreneurship, and create jobs and economic opportunity.

METHODOLOGY USED IN ECONOMIC DEVELOPMENT REPORT

From May 2016 through January 2017, using Florida’s Six Pillars framework, the Florida Chamber conducted six surveys and seven statewide webinars, each focused on pillar-specific economic development challenges and opportunities. We engaged more than 1,000 Floridians with more than 30 subject-matter experts including site-selectors and economic development professionals. That research yielded more than 250 unique recommendations and comments, which were vetted and prioritized into short-term and long-term recommendations by members of the Florida Chamber’s Economic Development Task Force.

The Florida Chamber’s Economic Development Report is organized by Florida’s six pillars framework and focuses on the more than 28 short-term recommendations that will be presented to Florida Governor Rick Scott, the Florida Cabinet and key members of the Florida Legislature. The long-term recommendations and key questions to consider may be found in the back of this report and have been forwarded to the Florida Chamber Foundation to consider as part of Florida’s next strategic plan, *Florida 2030*.

ACKNOWLEDGMENTS

ACKNOWLEDGMENTS

The Florida Chamber's Economic Development Task Force brought together more than 1,000 leaders from every corner and industry of Florida. Thank you to the Florida Chamber and Florida Chamber Foundation Board Chairs and the co-chairs of the Task Force for ensuring the stories of Florida's businesses were heard. Thank you also to Florida's many local chambers of commerce for their input and insight.

The Florida Chamber of Commerce would like to thank the more than 40 business and legislative leaders who served as speakers, content experts and panelists during our Task Force research.

- ▶ **Janet Bowman**, The Nature Conservancy
- ▶ **Del Boyette**, Boyette Strategic Advisors
- ▶ **Senator Jeff Brandes**, (R –St. Petersburg)
- ▶ **Jill Hamilton Buss**, Healthy Central Florida
- ▶ **Tracy Duda Chapman**, A. Duda & Sons
- ▶ **David Childs**, Hopping Green & Sams
- ▶ **Chancellor Marshall Criser III**, State University System of Florida
- ▶ **Joe Crosby**, Council of State Chambers
- ▶ **Kevin Darrenkamp**, Lockheed Martin Missiles and Fire Control
- ▶ **Andrew Duffell**, Florida Atlantic University
- ▶ **Rose Fagler**, Weyerhaeuser
- ▶ **David Fuller**, SunTrust Foundation
- ▶ **Jennifer Grove**, Gulf Power Company
- ▶ **John Hawkins**, EMSI
- ▶ **Marc Hoenstine**, Duke Energy Florida
- ▶ **Dan Holladay**, University of Central Florida
- ▶ **Shane Johnson**, Booyah Veteran Bus Project
- ▶ **Belinda Keiser**, Keiser University
- ▶ **Fred Kittinger**, University of Central Florida
- ▶ **William Large**, Florida Justice Reform Institute
- ▶ **Tonya Mellen**, The American Society of Civil Engineers
- ▶ **Michael R. Miller**, Miller Tack & Madison
- ▶ **Kathy Mussio**, Atlas Insight
- ▶ **Ed Moore, Ph.D.**, Independent Colleges and Universities of Florida
- ▶ **Rob Palmer**, RS&H, Inc.
- ▶ **Trey Paris**, General Electric
- ▶ **Todd Powell**, Weyerhaeuser
- ▶ **Sean Redmond**, U.S. Chamber of Commerce
- ▶ **Barbara Rosewicz**, Pew Charitable Trusts
- ▶ **Tracy Sharp**, Boyette Strategic Advisors
- ▶ **Tom Shelly**, Florida Realtors
- ▶ **Kelly Smallridge**, Business Development Board of Palm Beach County
- ▶ **Crystal Stiles**, Florida Power & Light Company
- ▶ **Jacob Stuart**, Central Florida Partnership, Inc.
- ▶ **Beth Vecchioli**, Holland & Knight
- ▶ **Jared Walczak**, Tax Foundation
- ▶ **Bob Ward**, Florida Council of 100



Syd Kitson
Kitson and Partners
Chair, Florida
Chamber of
Commerce



Doug Davidson
Bank of America
Chair, Florida Chamber
Foundation



Glenda Hood
Former Florida
Chamber Chair,
former Orlando
Mayor and former
Secretary of State,
Founder, triSect LLC



Leerie Jenkins
Former Florida
Chamber Chair and
Chairman of the Board
of RS&H, Inc.



Carolyn Johnson
Director of
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CLOSING FLORIDA'S TALENT GAP

PILLAR I *Talent Supply & Education*

- Early Learning
- K-12
- Higher Education
- Workforce

*“Talent is
quickly replacing
the tax incentive
as the economic
tool of choice.”*

MARK WILSON
Florida Chamber
of Commerce

What Success Looks Like

Site selectors told the Florida Chamber's Economic Development Task Force that a ready and capable workforce is the single most important factor in corporate relocation decisions today.

In order for Florida to become America's top business climate, we must increase quality educational opportunities in both traditional higher education and in 21st century vocational trades. That includes increasing the college degree and post-secondary certification attainment rate to more than 60 percent. In addition to adequately preparing Florida's students to enter the workforce, we must also remain focused on attracting and retaining world-class talent.

Closing the skills gap and making college and career training more accessible is a top priority for Florida Chamber members.

Why It Matters

Florida's ability to remain competitive and provide greater opportunities for families and future Floridians depends on our ability to diversify our state's economy and build upon the foundations of tourism, agriculture and construction. Targeted growth sectors include aviation and aerospace, cleantech, defense and homeland security, financial and professional services, health care and life sciences, corporate headquarters, information technology, logistics and distribution, and manufacturing.

Currently, there aren't enough science, technology, engineering and mathematic (STEM) students in the Florida educational and vocational system to meet demand. Today, more than 73,000 STEM jobs need to be filled. Overall, our research is telling us that right here in Florida we have nearly 500,000 people without jobs and, at the same time, we have over 250,000 jobs without people.

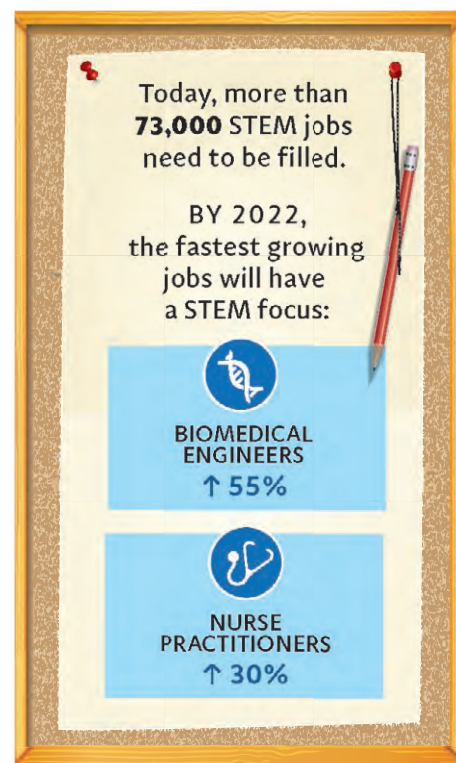
Learning proficiency is also a concern. According to data from TheFloridaScorecard.org, while Florida's fourth grade math rankings are improving, reading rankings are declining. The gap is even more pronounced at the 8th grade level. Florida ranks 42nd (and declining) in math and 32nd (and improving) in reading.

This 21st century economy is heavily influenced by digitization, globalization, automation, and machine learning, which will require a workforce well grounded in STEM. Since 2010, labor demand in STEM fields has increased by more than 63 percent in Florida, most specifically in Central Florida, which has become the national epicenter of modeling, simulation and training technology.

At the other end of the spectrum, Florida has a surplus of working age adults (ages 25-64) who lack the education and training required for new jobs that are being created. This group accounts for 59 percent of Florida's workforce and could put a strain on social services as automation and digitization eliminate lower-skill work.¹ Ironically, the misguided push for higher mandated entry wages will actually hurt the very people who need access to training jobs. These effects are already being felt. For example, in 2014 only 50 percent of high school graduates who did not continue their education found employment in the fall after their graduation, making an average \$11,600 annual wage.²

Short-Term Recommendations

- ST1a Create globally competitive graduates.** In addition to technical training, students need more “employability” skills — communication, problem solving, and critical thinking — as well as a sense of civic engagement, team work and responsibility.
- ST1b Clarify career options and reinvigorate the trades.** Not every high school graduate is college bound. Many college freshmen enroll without a clear idea of what their desired degree means for future job opportunities. Florida should do a better job of helping middle and high school students, and their parents, understand the job market, their full range of educational and vocational options, and what their choices might mean in terms of job availability, wages and future growth potential.
- ST1c Build a robust talent pipeline.** Businesses, educational institutions and government should work together to identify labor market gaps and address shortages, create curriculum, and ultimately facilitate a workforce supply chain for targeted growth sectors. This effort should focus on all types of learners — traditional public school students, students who opt into choice programs, people with disabilities who may want to work but are not currently in the workforce, and working age adults with some postsecondary education who have not received a degree or high-level certification.
- ST1d Push for experiential learning.** Internships, externships, apprenticeships, and shadowing programs provide real world experiences and can serve as practical opportunities for students to test-drive potential careers.
- ST1e Increase investment for workforce training.** Florida wins when communities maximize return on investment by leveraging online learning and workforce training programs. Tying these programs to specific targeted industries and employment opportunities will help Florida address current and future workforce needs.



“It’s our collective responsibility to light a fire for students so they can work with their advisors and mentors to make informed decisions about their majors and the resulting job opportunities.”

CHANCELLOR MARSHALL CRISER III
State University System of Florida

CONTINUING TO DIVERSIFY AND GROW FLORIDA'S ECONOMY

PILLAR 2 *Innovation & Economic Development*

- **Florida's Economic Portfolio**
- **Entrepreneurism**
- **Capital & Investments**
- **Global Trade**

*“Businesses
have choices on
where to locate
or expand.
A diverse economy
is a strong economy.”*

CISSY PROCTOR
Executive Director,
Florida Department of
Economic Opportunity

What Success Looks Like

While nearly all private-sector jobs are created by a strong business climate, targeted incentives – though almost always inappropriate and should rarely be used – are still vital in competitive projects. One day, all taxpayer-funded incentives may be off the table in America. Until all Florida lawmakers make Florida's business climate more competitive, the Florida Chamber will continue to champion targeted incentives for job creation and capital investment and fight for the highest returns on those investments with transparency and accountability for taxpayers.

At the same time, two thirds of all new jobs are created by small businesses, and we must do everything in our power to address their top concerns of excessive regulation, litigation reform, workforce quality and access to capital.³

Why It Matters

Diversifying Florida's economy is essential to creating jobs and protecting Florida against widespread job losses in the next economic downturn. The Florida Chamber will continue to support and grow our state's foundational industries – tourism, agriculture and construction – and work to diversify into nine next generation high-skill sectors including: aviation and aerospace, cleantech, defense and homeland security, financial and professional services, health care and life sciences, corporate headquarters, information technology, logistics and distribution, and manufacturing.

We must continue to support and champion innovation and new technologies, attract emerging industries, enhance R&D, and provide Florida with a chance to lead the nation in job diversification, investment and growth. The Florida Chamber Foundation's Innovation Caucus meets quarterly and is squarely focused on accelerating innovation and commercialization.

Short-Term Recommendations

- ST2a** Annually adjust economic development tools to compete with competitor states. Attracting new businesses to Florida requires us to understand what other states are offering in terms of land, workforce training, incentives and other opportunities and make annual adjustments to our toolkit. We also need to look for ways to capitalize on successes in neighboring states. For example, Airbus, located near Pensacola, provides opportunities for suppliers in Florida.
- ST2b** Expand rural opportunities. With most economic development gravitating toward urban areas, Florida must also focus on rural communities and assist with resources such as infrastructure, communications, marketing and site development. Additionally, as Florida's population expands to approximately 26 million residents over the next 13 years, rural communities will likely play a larger role in smarter growth strategies.
- ST2c** Focus on leveraging the supply chain. Economic development efforts should focus on creating beneficial conditions for targeted high-wage, high-growth industries and sectors that increase local economic opportunities.
- ST2c** Encourage the “open for business” entrepreneurial spirit. Florida should continue to support business creation by advocating for reduced regulations and looking for ways to increase access to capital.
- ST2d** Move, make and multiply. With more than 2.5 million Florida jobs tied to international trade, Florida must continue to develop export markets for manufactured goods and focus on attracting foreign direct investment (FDI).
- ST2e** Restore and improve initiatives that lead to economic diversification and tourism marketing. Recently, the Florida House of Representatives has been considering legislation to eliminate Florida's economic development agency and severely reduce funding to market Florida as a tourist destination. The Florida Chamber believes that now is not the time to turn back from economic development, job creation or our tourism sector.

“Thirty-seven of our 85 planes are now based in Florida.

VISIT FLORIDA and the state have helped us place them there.”

ERIC FLETCHER
Allegiant Air

To remain globally competitive, Florida must:



- 1 Move more goods,
- 2 Make more products for export, and
- 3 Multiply the impacts of trade



There are more than **580,000** Florida trade, transportation and logistics jobs



92 percent of Florida exports are manufactured goods

PREPARING FLORIDA'S INFRASTRUCTURE FOR SMART GROWTH AND DEVELOPMENT

PILLAR 3 Infrastructure & Growth Leadership

- Planning & Development
- Transportation & Logistics
- Water
- Energy
- Communications
- Waste Management
- Environmental Issues
- Risk Preparedness & Mitigation

“We tend to separate different types of transportation, and we don’t connect them well. We need to get back to talking about connectivity.”

GLEND A HOOD
Founder, triSect LLC

What Success Looks Like

From the maintenance and multimodal connectivity of our roads, bridges, highways, rail lines, seaports, airports and spaceports, to communications, energy and the science-based sustainability of water and other natural resources, Florida wins when infrastructure investments help our state create jobs, fuel global competitiveness and help us grow smarter.

Why It Matters

Between now and 2030, approximately 5.4 million more people will call Florida home. Most of Florida’s growth is likely to occur in our eight most populous counties. Demand for water is expected to increase 20 percent. During that same time, telecommunications, energy and transportation needs will also grow significantly.

As the third most populous state in the nation and growing by more than 1,000 new residents a day, it is crucial we get infrastructure policies right and focus on long-term strategies. This means more than ensuring there are roads to travel efficiently. This means supporting investments in hard and soft infrastructure such as energy, water, telecommunications, and it means championing innovations in all modes of transportation, including autonomous vehicles, platooning and ridesharing.

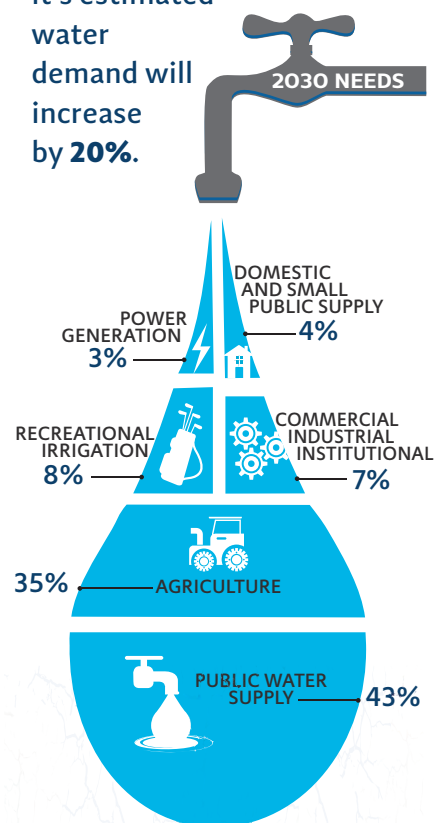
Short-Term Recommendations

- ST3a Efficient infrastructure.** Florida must continue to invest in infrastructure to meet future growth needs, including rail, roads, airports, seaports, space ports and improvements to ensure the efficient movement of freight and people.
- ST3b Prioritize economic development projects.** Florida should continue to prioritize infrastructure funding, permitting and state approval to speed up projects that are directly related to targeted industries and rural development.
- ST3c Science-based water policy.** The Florida Chamber supports science-based solutions to ensure both responsible use and sustainability of water and other natural resources.
- ST3d Site readiness.** An inventory of pre-certified sites, permitted and shovel ready, allows businesses to avoid government bureaucracy and get to occupancy much faster.
- ST3d Grow smarter.** Growth is inevitable, but smart growth is not. Communities need to have long-term plans for infrastructure and growth to be able to maintain quality of life while adding additional residents and businesses.

“Investment in improving and upgrading infrastructure and workforce training – those are the incentives the State of Florida should fund. Along with a plan to leverage the rural communities for a return on the ports investments.”

ROSE FAGLER
Weyerhaeuser

By 2030,
it's estimated
water
demand will
increase
by **20%.**



Science-based water policies
can help meet demands
and solve current and
future water quality issues.



KEEPING FLORIDA'S BUSINESS CLIMATE COMPETITIVE

PILLAR 4 Business Climate & Competitiveness

- Commercial Insurance
- Taxes
- Regulation
- Permitting
- Property Rights
- Legal Reform
- Workplace & Employment Issues

“Economic development is about creating the very best environment that attracts businesses to come to Florida and compete.”

BOB WARD
Florida Council of 100

What Success Looks Like

Thanks to a strong focus on jobs by Governor Scott and many in the Florida Legislature, Florida has eliminated more than 4,500 outdated, duplicative or unnecessary regulations. As Florida competes with other states and countries, supporting efforts that protect business from costly and unnecessary regulations and mandates is crucial for Florida's competitiveness. The Florida Chamber will continue to fight against efforts which often strike the pockets of small businesses, and instead focus on creating a positive labor environment where all 67 counties, 412 cities and 34 state agencies are aligned to help job creators grow.

Why It Matters

In today's global economy, Florida is not only competing with other states, but other countries, too. Florida, in many ways, is moving in the right direction — Florida creates one in ten new U.S. jobs, regulatory reform is a priority and there are tax relief options for many businesses. But several unrelated issues have raised concern among site selectors, who say it's hard to recommend relocation to a state that isn't doing all it can to promote a competitive business climate, when there are so many attractive alternatives.

The Florida Supreme Court's dismantling of Florida's workers' compensation system resulted in a \$1.5 billion first year rate increase. Florida's property insurance rates, which are rising once again, continue to increase thanks to unchecked assignment of benefits (AOB) abuse by unscrupulous home repair companies who are partnering with plaintiff's trial lawyers, and the inaction of the Florida Legislature.

And businesses aren't the only ones who suffer. A U.S. Chamber Institute for Legal Reform Report estimates Florida households pay an annual "lawsuit abuse tax" of \$3,400, thanks to Florida's bottom-ten legal climate. This is a deterrent to companies and employees considering relocating to our state.

Short-Term Recommendations

- ST4a Fix workers' compensation.** Florida must control workers' comp premiums by tying the amount of attorneys' fees to the amount in benefits secured for the injured worker and other important reforms.
- ST4b Reduce the tax burden.** In addition to maintaining no state personal income tax, we recommend the elimination of the Florida-only business rent tax, the tangible personal property tax, and a further reduction in the corporate income tax rate or an increase in the exemption for corporate income tax.
- ST4c Improve Florida's bottom ten legal climate.** Florida must act to prevent frivolous and unnecessary lawsuits against Florida businesses. Florida currently ranks as the 44th worst legal climate in the nation and it's hurting our state's competitiveness. We must continue to focus on accuracy in damages, bad faith, prejudgment interest and more.
- ST4d Reduce regulation and permitting chaos.** State and local agencies should collaborate with the private sector to eliminate excessive, confusing, contradictory and redundant business obstacles. This means finding ways to streamline the permitting process, reduce permitting costs, and add certainty to job investment decisions.

“What are we doing to focus in on making sure that we have this thriving ecosystem, and focusing in on startups and really focusing in on venture capital?”

SENATOR JEFF BRANDES

The Florida Chamber's most recent Small Business Index Survey shows top small business concerns include:

- ✓ **Government Regulations**
- ✓ **Economic Uncertainty**
- ✓ **Workforce Quality**

FLORIDA HAS:

2nd best business climate in the nation

4th best tax climate in the nation



CUT MORE THAN 4,500 regulations since Dec. 2010

MAKING GOVERNMENT MORE EFFICIENT

PILLAR 5 Civic & Governance Systems

- Florida's Budget
- Governmental Systems
- Federal Issues Impacting Florida
- Local Government Issues
- Regional Stewardship
- Public-Private Partnerships
- Ethics & Elections
- Florida's Constitution
- Civic Infrastructure

“What gets said by our political leaders gets read by site selectors across the U.S. Unfortunately, we are already starting to see some apprehension toward Florida.”

TODD POWELL
Weyerhaeuser

What Success Looks Like

Florida has made improvements by introducing accountability, performance measurement, and outcome-based approaches in government policies and programs. Improving government efficiencies by eliminating burdensome regulations and processes will allow businesses to continue to grow and succeed, especially small businesses, where two-thirds of new jobs are created. Florida's economy depends on strong international relationships for its trade, manufacturing, and agriculture industries. A consistent federal immigration policy, not a patchwork of state-by-state rules, will help Florida's employers avoid undue burden and cost.

Why It Matters

Florida's economic success must not be blocked by excessive regulation, “gotcha” litigation or outdated taxation, but should instead be built on free enterprise principles that create jobs and economic opportunities. By eliminating burdensome regulations and policies that drain taxpayer dollars, the focus can, and should, remain on helping Florida's government be as efficient as possible. New York State has approximately the same population as Florida, yet has nearly twice the state budget. If we aren't careful, an inefficient government will drive up Florida's costs of doing business, the cost of living for our employees and their families, and will make Florida less competitive.

Streamlined regulations and alignment of Florida's 67 counties, 412 cities, and 34 state agencies will allow businesses to focus on what they do best – creating jobs. A regulatory climate that is clear and easy to follow means businesses can hire talent, instead of paying for duplicative regulations and associated compliance costs.

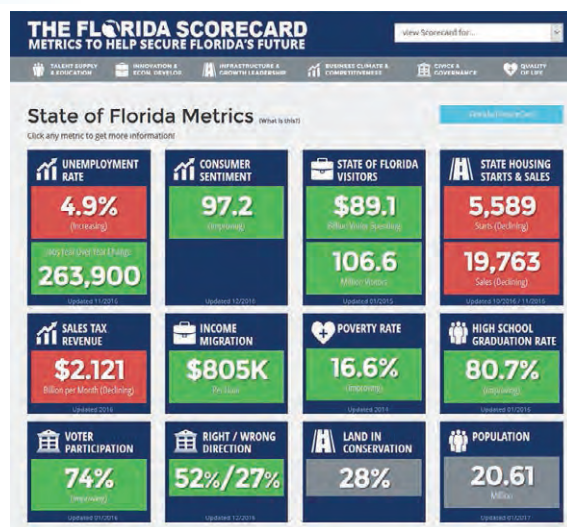
Short-Term Recommendations

- ST5a** Streamline regulations, ordinances and permitting. All levels of government must continue to streamline regulatory issues, including permitting, regulations and ordinances. Additionally, it is recommended the Florida Chamber rank cities and counties based on their competitiveness in these areas.
- ST5b** Work from a common data set. Florida's new data scorecard, known as www.TheFloridaScorecard.org, should be used across government entities non-profits, local chambers of commerce, local economic development organizations, media, voters and others to help improve important decisions. Common language, data and framework will help align government, promote collective impact, and make Florida more competitive.
- ST5c** Embrace disruption, innovation and new ideas. Government should send a signal that it is open for business, and welcome new business models that are “disruptive” and “innovative.” A new example is the idea that Florida rapidly move to a 5G state — accelerating mobile devices, autonomous vehicle technology and additional R&D.
- ST5d** Encourage public-private partnerships that protect taxpayers and yield net positive returns. Government should utilize public-private partnerships when a private entity wants to fund and operate what is typically a government-funded project. This frees up taxpayer funding for other projects.
- ST5e** Collaborate for private-sector job growth. There needs to be more collaboration between federal, state and local elected leaders and the business community to focus on private-sector job growth.

“I believe that government should not stand in the way of entrepreneurs, families, or communities, but instead should provide the framework for success so they can thrive.”

CHIEF FINANCIAL OFFICER JEFF ATWATER

THE FLORIDA SCORECARD



THE FLORIDA SCORECARD™

The Florida Scorecard provides Florida leaders and local stakeholders with the metrics needed to measure progress within their own communities.* From unemployment rates to visitor spending and more, you can view the metrics that matter to Florida's future by visiting www.TheFloridaScorecard.org.

***All 67 counties now available.**

CHAMPIONING FLORIDA'S QUALITY OF LIFE

PILLAR 6 *Quality of Life & Quality Places*

- Health & Wellness
- Safety & Security
- Housing & Livability
- Families & Children
- Retirement & Lifelong Engagement
- Economic Opportunity & Prosperity
- Sense of Place & Community

*“Economic
opportunity exists
in this state,
but for many
Floridians it is
out of reach.”*

ANN REINERT
JPMorgan Chase & Co.

What Success Looks Like

Quality of life is one of Florida's main calling cards. Famous for its mild climate, natural and man-made attractions, and the absence of a state income tax, it's no wonder Florida is home to entrepreneurs and executives looking to put down roots in a welcoming, family-friendly environment. Less known, but equally impressive, are Florida's world-class health and wellness facilities, relatively low cost of living, pre-K-12 school options, and excellent colleges and universities with affordable tuition. It's a unique culture infused with rural ingenuity, entertainment, global diversity, and actual rocket science, that inspires the best in people.

The Florida Chamber remains dedicated to getting healthcare right in Florida. Today, healthcare is 1/6th of our state's economy. We understand healthcare is not a simple “yes” or “no” question, nor is it a one-size-fits-all solution. The Florida Chamber believes Florida can, and should, do better.

Why It Matters

Florida's economy is expected to attract approximately 5.4 million new residents and must generate two million net new jobs — including many high-paying jobs — by 2030. But there are more than three million people in the state right now living in poverty. Like many states, almost half of our workers (45 percent) struggle to afford basic necessities, and there are 70,000 homeless children in our schools. To continue to secure Florida's future, we must work to extend opportunity through safe, affordable housing, and access to transportation, quality education, training and affordable healthcare.

As talent and a strong quality workforce replace tax incentives as the deciding factor for job creation, quality of life becomes essential. Tomorrow's talent wants to live in a place where quality of life is second to none. This means protecting our state against very real dangers, such as the expansion of Las Vegas-style casino gambling.

There are countless examples of states that have been lulled into a false sense of economic safety by mega casinos, only to discover their reputation has waned, their high-skilled workers have left, or their businesses can no longer afford to do business in their state. Florida continues to top the list as the nation's premier place to visit, live, work, learn and play. By supporting innovation and families over special-interest agendas, and working toward goals that help secure Florida's future, Florida will become more than a “reward for a life well lived somewhere else” but will, instead, become the number one choice for residents who want to build their lives here.

Short-Term Recommendations

- ST6a Access to healthcare.** Small businesses must have access to quality and affordable health insurance for themselves and their employees.
- ST6b Sense of community.** Communities should look at opportunities to improve quality of life and build a strong sense of community.
- ST6c Create opportunities.** Government, businesses, and non-profit leaders must streamline programs that will provide a bridge for the more than three million Floridians living in poverty so that they can transition from consumers of taxpayer-funded services to self-sustaining members of Florida's next-generation workforce.

“Today a business can be created anywhere. We have to ensure that Florida is the best place for businesses to be.”

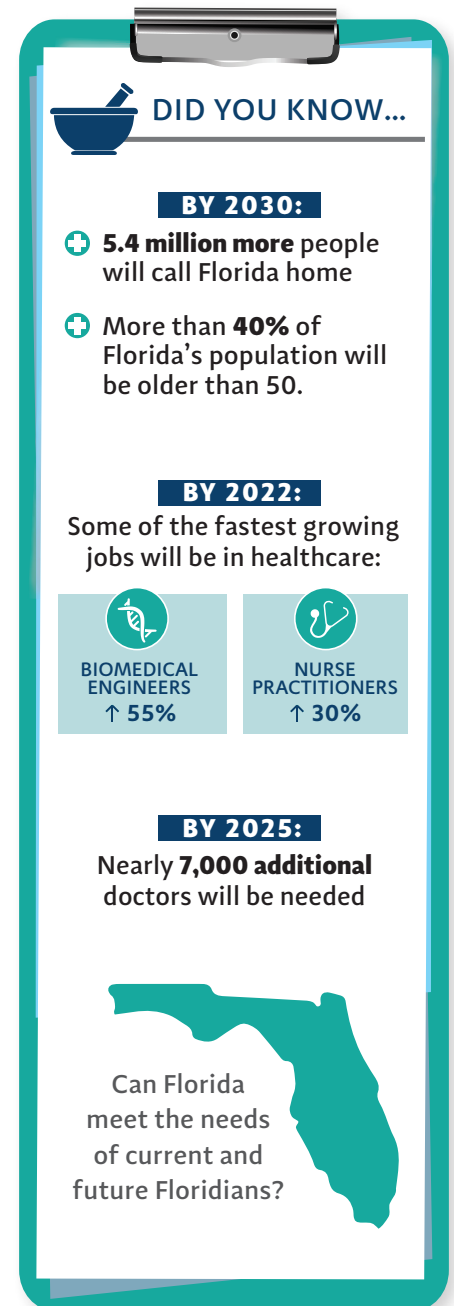
DOUG DAVIDSON
Bank of America
Chair, Florida Chamber Foundation

Endnotes

¹Washington, Nicole. 2015. Higher Education in Florida, An Overview. http://collinsinstitute.fsu.edu/sites/collinsinstitute.fsu.edu/files/LUMINA%20presentation%202.18.15_FINAL.pdf

²Florida Education and Training Placement Information Program (FETPIP). 2015 Economic Security Report.

³Florida Chamber. 2016. Florida Small Business Index Survey Q4 – 2016.





DID YOU KNOW...

BY 2030:

- + **5.4 million more** people will call Florida home
- + More than **40%** of Florida's population will be older than 50.

BY 2022:

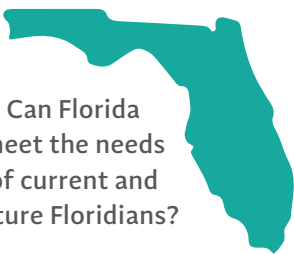
Some of the fastest growing jobs will be in healthcare:

| | |
|--|---|
|  BIOMEDICAL ENGINEERS ↑ 55% |  NURSE PRACTITIONERS ↑ 30% |
|--|---|

BY 2025:

Nearly **7,000 additional** doctors will be needed

Can Florida meet the needs of current and future Floridians?



NEXT STEPS

This report concludes the official work of the Economic Development Task Force, but the discussion and advocacy of these important issues has just begun. The Florida Chamber looks forward to working with the Florida Legislature, Governor Scott and his Cabinet, Florida's agency leaders, and Florida Chamber members and business leaders throughout the state, to implement these recommendations and continue to make Florida more competitive.

APPENDIX

Long-Term Recommendations

The Economic Development Task Force Review and Implementation Committee recommends the following ideas be forwarded to the Florida Chamber Foundation's *Florida 2030* Research Initiative for further study and possible inclusion in Florida's next Strategic Plan.

CLOSING FLORIDA'S TALENT GAP *Talent Supply & Education Pillar*

- LT1a** How does Florida continue to improve education quality and increase enrollment in post-secondary programs that will lead to high-wage careers?
- LT1b** How does Florida improve the link between education and business needs?
- LT1c** What improvements should be made to Florida's existing workforce development model to improve the talent pipeline?
- LT1d** How do we retain talent in Florida?

CONTINUING TO DIVERSIFY AND GROW FLORIDA'S ECONOMY *Innovation & Economic Development Pillar*

- LT2a** How should Florida's economic development programs be improved to attract and grow businesses in targeted industries?
- LT2b** What can Florida learn from other state programs, such as JumpStart Ohio, to increase Florida's share of venture capital dollars?
- LT2c** How can Florida better support start-ups, small businesses and minority owned businesses?
- LT2d** Is a public-private partnership still the right model for economic development?

PREPARING FLORIDA'S INFRASTRUCTURE FOR SMART GROWTH AND DEVELOPMENT *Infrastructure & Growth Leadership Pillar*

- LT3a** What regulations, if any, need to be removed or put in place to assist in private and public energy diversification efforts, including solar, wind, hydroelectric and natural gas?

HERE'S HOW YOU CAN GET INVOLVED:

- ▶ Join the conversation by contacting us at CGosselin@FLChamber.com.
- ▶ Sign our resolution to help save Florida jobs at www.FloridaChamber.com/FightForJobs.
- ▶ The Florida Chamber will be holding Florida 2030 briefings throughout the state. The important work of these discussions will help to shape Florida 2030 research. Visit www.Florida2030.org to learn more.

- LT3b** How best shall communities grow as we increase by another 5.4 million people by 2030?
- LT3c** How should government fund future infrastructure projects?
- LT3d** What are some of the best practices in other states and countries to cost-effectively and efficiently deliver water, communications, transportation and energy? What lessons can be learned from politically-driven missteps?

KEEPING FLORIDA'S BUSINESS CLIMATE COMPETITIVE *Business Climate & Competitiveness Pillar*

- LT4a** What taxes are other states providing exemptions or reducing to attract industries or businesses?
- LT4b** How do attorney fees factor into the amount of litigation Florida has?
- LT4c** What long-term best practices can Florida learn from other states when implementing medical marijuana?

MAKING GOVERNMENT MORE EFFICIENT *Civic & Governance Systems Pillar*

- LT5a** How can Florida improve the "Government in the Sunshine" Act to protect privacy in economic development projects but still provide necessary transparency to taxpayers?
- LT5b** Which federal, state and local regulations should be repealed or streamlined to improve business growth and job creation?
- LT5c** What is the future role of cities, counties and regional organizations in economic development? How should economic development at the local level be funded?
- LT5d** What processes need to be put in place to provide taxpayer savings at the state and local level?
- LT5e** How do we engage citizens and volunteers so that government is not the only solution?
- LT5f** What type of revenue does the state of Florida need to deliver essential government services?
- LT5g** What should be government's priorities?
- LT5h** Is base budgeting the most appropriate format for Florida's state budget?

CHAMPIONING FLORIDA'S QUALITY OF LIFE *Quality of Life & Quality Places Pillar*

- LT6a** How does Florida improve the access to and outcomes in healthcare while controlling costs?
- LT6b** What workforce housing programs do other states offer that might aid in economic development in Florida?
- LT6c** What are best practices that Florida can implement to reduce crime rates?
- LT6d** How do we improve economic prosperity among all Floridians?



Thank you to the co-chairs of the Florida Chamber's Economic Development Task Force, the more than 1,000 content experts, Florida's regional chambers of commerce and the more than 40 presenters and speakers who made this report possible. We look forward to continuing to work with you to secure Florida's future. For more information or to get involved, contact Carolyn Gosselin at cgosselin@flchamber.com or by phone at 850-521-1287.

The background is a dark blue field filled with various financial and business-themed graphics. On the left, there's a line graph with two series: 'Potential Growth' (solid line) and 'Average Growth' (dashed line). The x-axis shows years 2014, 2015f, and 2016f. The y-axis ranges from -2.50 to 5.00. To the right of the graph is a bar chart with several blue bars of varying heights. In the center, three large, upward-pointing arrows of increasing size are layered, colored in shades of green and blue. On the right side, there's a pie chart with several segments in different shades of blue and green. The overall theme is economic growth and progress.

***“The Florida Chamber is
showing up day after day and
making sure the right things
happen in Florida.”***

GOVERNOR RICK SCOTT



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