

Appendix 2

**Ideas from
Benchmark Regions**

Benchmark Regions' Target Industries

For additional inspiration and refinement of Northeast Florida's target industries, the consulting team reviewed the target industry activities of the six benchmark regions that were included in Report 1: Economic Assessment. The review examined marketing and target industry support led by each region's lead economic development agency. Highlights from the examination are provided in the following pages.

All benchmark regions share at least three core target industries with Northeast Florida. The table below indicates the targets for each. (Note: Nomenclature varies slightly among regions, and this review did not compare the detailed niche target sectors against each other.)

	Advanced Manufacturing	Financial Services	Health & Biomedical	Advanced Transportation & Logistics	Information Technology
Charlotte	○	○	○	○	○
Indianapolis	○		○	○	○
Nashville	○		○	○	
Raleigh	○		○		○
Tampa	○	○	○	○	○
Virginia Beach	○		○	○	○



Charlotte

Both the Charlotte Regional Partnership (CharlotteUSA) and the Charlotte Chamber of Commerce have several marketing tactics and tools that are used across all target industries:

- Both organizations offer brief, 2-3 page brochures for each target industry that are available on their websites. Brochures are free to download.
- CharlotteUSA includes contact information on every target industry overview webpage.
- CharlotteUSA's website has an interactive industry map with detailed information about the location, availability, and zoning of all of the sites in the region. Clicking on a site allows a user to contact the real estate agent.
- CharlotteUSA's website has the option to translate content into eight foreign languages.
- The Charlotte Chamber sells an Industry directory for Manufacturing, Technology, and Healthcare. Each directory includes a database of companies and their contact information in the Charlotte region.
- The Charlotte region has a large presence of German Advanced Manufacturing companies. The Chamber and CharlotteUSA exhibit at Hannover Messe to market the region to German companies.



Charlotte

ADVANCED MANUFACTURING MARKETING AND SUPPORT

Both the Charlotte Regional Partnership and Charlotte Chamber list Advanced Manufacturing as a target industry. Assets listed include:

- harlotte has the lowest unionization rate in the US (15% below the national average).
- igh Industry Growth: Advanced Manufacturing is growing at a rate of 3.5x the national average, and is 27% more concentrated.
- ocation: Advanced Manufacturing companies are able to reach 60% of the US market in one day.
- ducation: There are nine community and technical colleges in the region with specialized programs targeted towards educating students in Advanced Manufacturing.
- otable Companies: There is a strong critical mass of large Advanced Manufacturing companies in the Charlotte region, and company names are mentioned throughout marketing materials.
- usiness Climate: The region's business climate is competitive for Advanced Manufacturing businesses.
- uality of Life: The Charlotte region is growing quickly and has amenities and entertainment options for residents of all ages and preferences.

Industry Support: The region has a Manufacturers Council that advocates for manufacturers, promotes economic development initiatives to help manufacturers in the region grow, and is a central source for information about community programs that benefit manufacturers.

SAMPLE COUNTY CAMPAIGN

[Cleveland County Manufacturing Talent Attraction Campaign](#): In March 2018, Cleveland County (a member of Charlotte USA and in the Charlotte region) recently began a talent attraction campaign targeted at workers in the Advanced Manufacturing industry. Cleveland County reallocated a significant portion of its budget to talent attraction. County economic developers collaborated with local leaders from manufacturing, education, and government to develop a strategic plan to recruit talent and help connect existing residents to manufacturing careers. The campaign is called "Charlotte's Backyard NC" and includes a website with relocation and career information, as well as a video advertising the community.



Charlotte

FINANCIAL SERVICES MARKETING AND SUPPORT

Both the Charlotte Regional Partnership and Charlotte Chamber list Financial Services as a target industry. Assets cited include:

- large and skilled workforce: 76,000 people work in Financial Services and around 3,000 graduates earn business degrees every year in the region.
- Charlotte is the third largest banking center in the US according to CharlotteUSA, and the second largest according to the Charlotte Chamber.
- CharlotteUSA Industry Profile: A two-page brochure marketing the Financial Services industry highlights the region's critical mass of finance employees and companies, occupations, and wages.
- The Charlotte Chamber emphasizes that the Financial Services industry is especially successful when it joins forces with the Technology sector, and that FinTech companies have a growing significant presence in the region.
- Marketing materials also feature the region's emerging entrepreneurial ecosystem as well as flight connections to financial sector hubs like New York, Chicago, and London.



Charlotte

HEALTH AND LIFE SCIENCES MARKETING AND SUPPORT

Both Charlotte USA and the Chamber list regional assets for Health and Life Sciences industry, which include:

- **Education and Research:** The region's community colleges and universities supply the Health industry with workers and conduct health and life-sciences related research. North Carolina Research Campus, the University of North Carolina at Charlotte, the Charlotte Research Institute, and the North Carolina Biotechnology Center all contribute to the Health and Life Sciences industry.
- **Health Manufacturing:** Charlotte has a strong subsector of Advanced Manufacturing and Health, including a critical mass of more than 100 employers.
- **Strong Workforce:** There are currently 120,000 workers in the health industry, and approximately 4,600 students receive health-related degrees in the region each year.
- **Two Major Hospital Systems:** Charlotte is home to the Carolinas HealthCare Systems and Novant Health, two nationally-ranked hospital systems.
- **Total employment impact of Health industry is more than 200,000 jobs.**
- **The Charlotte Chamber hosts a [healthcare Summit](#) each year where industry professionals meet to discuss the current and future state of the industry. The 2018 Summit had more than 600 attendees, including Congressmen and top-level executives.**

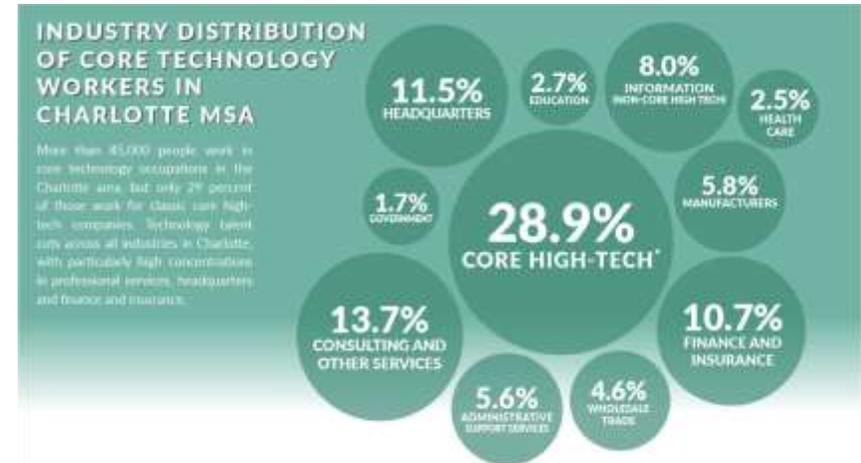


Charlotte

INFORMATION TECHNOLOGY MARKETING AND SUPPORT

Information Technology is a target industry in the Charlotte region. According to CharlotteUSA and the Chamber, assets include:

- approximately 1,700 students graduate with an IT-related degree in the Charlotte region each year.
- e [Data Science Initiative](#) at UNC Charlotte: An industry / university / State partnership that promotes education, training and research in data science and analytics, integrated with business and industry expertise.
- employment in the IT field grew by 77% in the region between 2011 – 2016.
- e region has a growing millennial population.
- NC Charlotte has a new Master's degree in Cybersecurity.
- harlotte is one of nine cities in the US with Google Fiber.
- [Applied Innovation Corridor](#): An emerging district with land and buildings available for redevelopment by tech companies with a new rail line that will connect UNC Charlotte to jobs in Uptown. Incentives are available for companies interested in locating in the Applied Innovation Corridor.



Indianapolis

The Indy Partnership and Indy Chamber are responsible for economic development for the nine-county region. Overall, marketing materials have a unified look and messaging. They employ photos and videos to help communicate the region's story. Specifically:

- All of the region's target industries are on a single webpage.
- Each target industry has a brief write-up and video.
- The Partnership's website includes a section dedicated to international business attraction, including links to their Global Cities Initiative Strategy and Chamber offerings to support local business with international trade (e.g., export assistance, grant programs, and business coaching).
- The Partnership's website includes a regional indicators dashboard that features 25 data metrics. The dashboard allows users to click on a metric to view a detailed trends chart.
- The Partnership also hosts a Zoom Prospector platform property search feature.
- Downloadable target industry brochures highlight statistics on the region's business climate, including real estate costs, utility rates, tax rates, and average wages.



Indianapolis

ADVANCED MANUFACTURING MARKETING AND SUPPORT

Advanced Manufacturing is a regional target industry. The Chamber and Partnership highlight the following assets:

- Industry leaders include companies like Rolls Royce, Allison Transmission, and Raytheon.
- The Advanced Manufacturing industry employs 43,000+ workers in the nine-county region.
- The video developed for the Advanced Manufacturing industry follows three employees of Rolls Royce who discuss how much they like their job in Advanced Manufacturing. Two employees were part of Rolls Royce's Graduate Program, and one was a summer intern.
- Each employee also discusses the high quality of life in Indianapolis, specifically that it is affordable, has entertainment amenities, and is more progressive than one might think.
- The video only focuses on Rolls Royce, not the overall Advanced Manufacturing industry.



Indianapolis

LIFE SCIENCES MARKETING AND SUPPORT

In addition to Advanced Manufacturing, the Indy region targets the Life Sciences industry. The Chamber and Partnership highlight the following assets:

- Workers in the Life Sciences industry earn twice the national average.
- Companies including Eli Lilly & Co., Anthem, Roche Diagnostics, and Dow AgroSciences are in the Indy region. The region has a critical mass of Life Sciences businesses.
- Total Life Sciences employment in the region is listed as 52,000+.
- The Life Sciences industry video focuses on Eli Lilly, with the President of Eli Lilly narrating. The video gives an overview of the company's history and its impact on the field.
- The story describes how Eli Lilly was founded in Indianapolis.
- The focus of the video is to show that Eli Lilly is a leader in the Life Sciences field globally, not just the Indy region.



Indianapolis

INFORMATION TECHNOLOGY MARKETING AND SUPPORT

The Partnership and Chamber list the following assets for the region's IT industry:

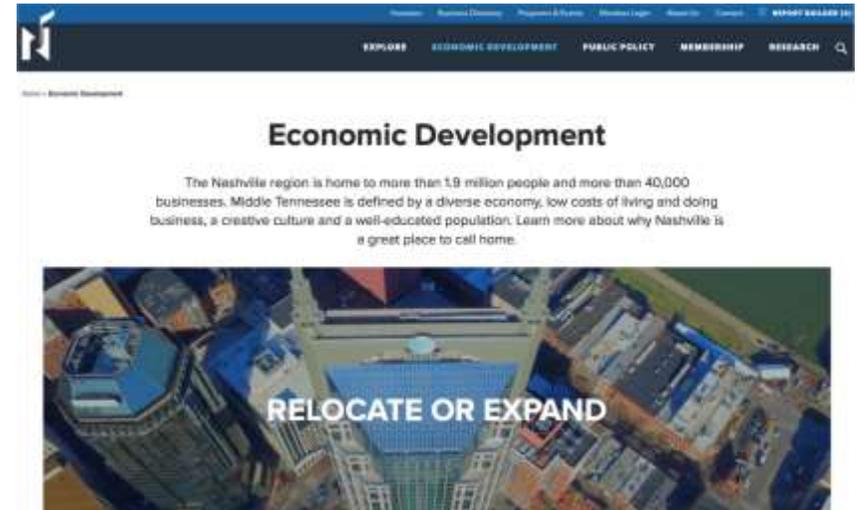
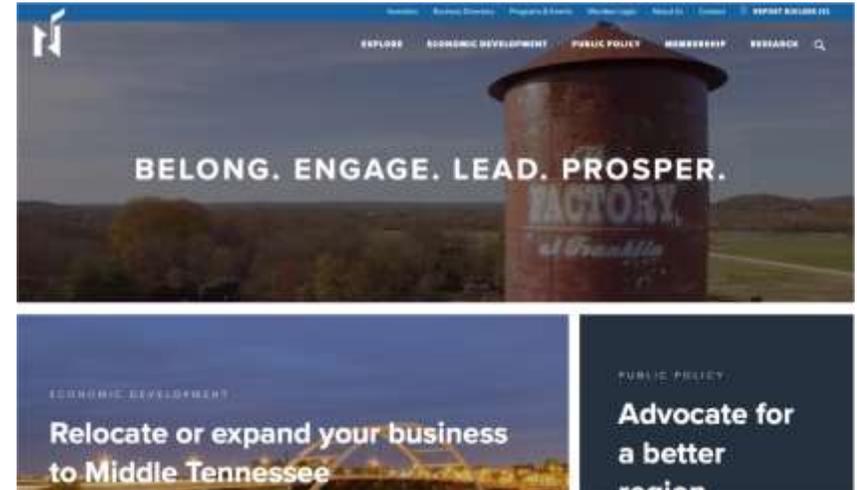
- Within the IT industry, the Indy region has a strong marketing tech subsector.
- The Indy region is home to around half the state's tech workforce – a critical mass of IT workers.
- Major IT companies in the region include Salesforce, Genesys, and Appirio.
- Total IT employment in the region is listed as 58,000+.
- The IT video is a segment from Indiana Business News announcing that Salesforce bought the tallest skyscraper in downtown Indianapolis to serve as its regional headquarters.
- Bob Stutz discusses Salesforce's commitment to Indianapolis, and its commitment to adding over 800 jobs in the near future.
- The video discusses the talent pipeline, and how confident Salesforce is that it can hire the workers it needs from Indiana.
- Bob Stutz discusses how much he enjoys living in Indianapolis having moved there for the new Salesforce Tower within the last year. He says Indianapolis is clean, safe, has a thriving downtown, and a cultural value fit for Salesforce.



Nashville

The Nashville Area Chamber of Commerce has several marketing tactics and tools that are used across all target industries:

- All of the information on the Nashville Chamber's target industry pages can be added to a website feature called a Report Builder, where the user adds her choice of information about target industries that is compiled into one report and can be downloaded.
- The webpage includes links to contact a member of the Chamber's team for site selection assistance.
- Each target industry has a brochure that includes an overview of the industry, data, a company testimonial, and list of services with contact information.
- The contact information includes a list of services and includes specifics about what support is offered by the Chamber.



Nashville

HEALTHCARE MARKETING AND SUPPORT

The Nashville Area Chamber of Commerce lists healthcare as a target industry. Assets described in marketing materials include:

- [Critical Mass of Companies](#) – More than 250 healthcare companies are headquartered, not just located, in the region. The healthcare industry has 400,000 employees and an annual economic impact of \$38.8 billion.
- [The Chamber's website](#) includes links to contact a member of the Chamber's team for site selection assistance, and a link to the Nashville Healthcare Council.
- [The Chamber's website](#) also includes a healthcare industry brochure, with data on the industry, top companies, and occupations. The brochure includes a testimonial from healthcare provider HCA about its commitment to Nashville.
- [Nashville Healthcare Council Fellows](#) – Each year, the Nashville Healthcare Council accepts 30 executives to be Fellows. Fellows go to Nashville for eight days of coursework that focuses on business strategies, creating value, driving industry growth and effecting change, on both local and national levels for the healthcare industry. The program is based in Nashville but applications are open to professionals throughout the county.
- [Positioning Nashville as a Health IT Hub](#) (Guest Blog) – Mark Muro wrote a guest blog for the Nashville Chamber about the opportunity to position Nashville as a Health IT (HIT) industry leader. This did not continue into a specific marketing campaign, but shows that Nashville is aware of the opportunity to position itself as an industry and thought leader.



Nashville

ADVANCED MANUFACTURING MARKETING AND SUPPORT

The Nashville Area Chamber of Commerce also includes Advanced Manufacturing as a target industry. Assets listed include:

- **Low Cost of Doing Business:** Nashville's workforce, low cost of business, and transportation options make advanced manufacturing affordable.
- **Location:** Nashville is within 650 miles of more than half the US population, making transportation of materials and goods easy for Advanced Manufacturing companies. Transportation options include access to three interstate highways, a CSX railway system hub, and an international airport.
- **Business Climate:** The Chamber emphasizes the low cost of doing business with a favorable business regulatory and tax climate, good community colleges and vocational schools, and strong workforce.
- **Executive Testimonials:** The CEO and President of Bridgestone America gave a testimonial about what a great place Nashville is to do business.
- **Rankings:** Nashville performs well on a variety of metrics related to Advanced Manufacturing, such as being the #1 city in the country for Advanced industry job growth.

Positive Publicity –

- [Nashville a National Leader in Advanced Manufacturing](#) blog and [Nashville Leads the Nation in Advanced Manufacturing](#) article: The Nashville Chamber wrote a blog about Nashville's growth in the auto manufacturing industry. The blog cites a Brookings Institution study that says Nashville had more growth in Advanced Manufacturing than any other metro in the US. The article also describes Nissan's commitment to build a \$35 million educational facility, and how Advanced Manufacturing is addressed in the Chamber's economic development strategic plan.
- [Top Markets for Advanced Manufacturing](#): Rankings by the Boyd Company placed Nashville as having the fourth lowest operating costs for Advanced Manufacturing companies in the nation.



Raleigh

Both Raleigh4u and Wake County Economic Development have several marketing tactics and tools that are used across all target industries.

- e Raleigh4u website lists target industries and has a page on each that describes Raleigh's assets for that particular industry.
- e Wake County Economic Development website lists target industries and individual pages that describe Wake County's assets for each industry.
- e Wake County Economic Development website has general contact information, and also names a specific staff member who will help with target industry needs.

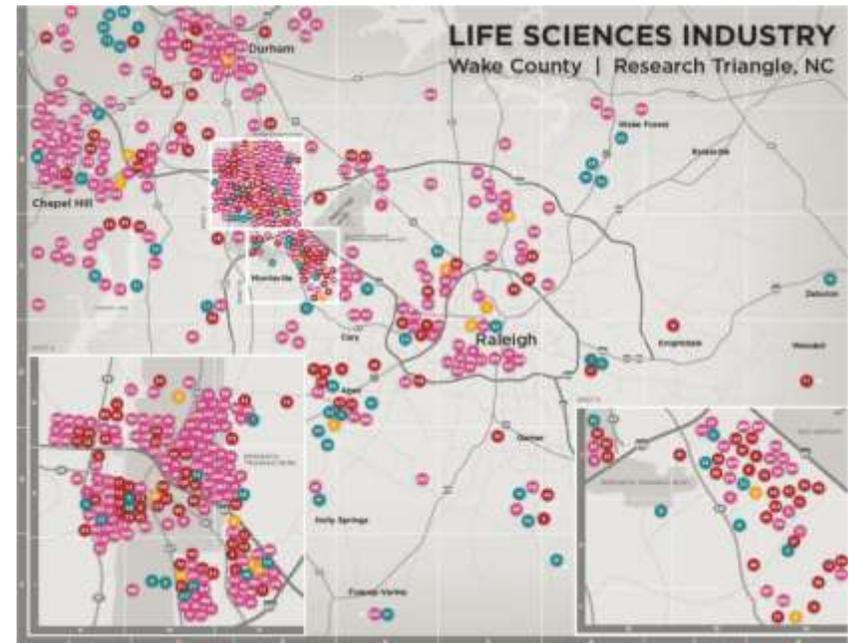


Raleigh

LIFE SCIENCES MARKETING AND SUPPORT

According to marketing websites, Life Sciences assets in the Wake County//Raleigh region include:

- [e North Carolina Biotechnology Center](#): A state-sponsored biotech initiative that connects companies to university researchers and entrepreneurs to sources of investment. The Center's goal is to accelerate the process of innovation and create jobs in the region.
- **ritical Mass of Companies**: More than 500 Life Sciences companies are located in the Raleigh-Durham Research Triangle. The Research Triangle ranks fourth in the US for the highest concentration of technology jobs.
- **niversities and Research**: NC State, Duke, and UNC-Chapel Hill contribute industry research through their facilities and students, and also train workers for Life Sciences companies.
- **ional and State Support Organizations**: Organizations like the North Carolina Biotechnology Center, North Carolina Biosciences Organization, and the Ag Tech Accelerator all support Life Sciences businesses in Wake County and the region.
- **ducation**: Wake County has four research universities, two medical and pharmacy schools, and a veterinary school.
- **alent Pipeline**: The plentitude of educational institutions in the region means that Raleigh is always training and educating new talent for Life Sciences companies.
- **fe Sciences Map**: The Wake County Economic Development website provides an industry map, which lists all of the Life Sciences companies and shows their location in the region.



**WHERE TECHNOLOGIES CONVERGE,
OPPORTUNITIES EMERGE.**

More than 600 Life Science companies call North Carolina home. Nearly 70% are in the Research Triangle.

Here's Why:

- Industry Convergence
- World-Class Resources
- Talent Pipeline
- Knowledge-Based Economy



Raleigh

SOFTWARE AND IT MARKETING AND SUPPORT

In addition to Life Sciences, Software and IT is a target industry in the Raleigh region. Assets mentioned in marketing materials include:

- **Gaming Subsector:** Raleigh has over 40 gaming companies, one of the largest concentrations in the US.
- **Software Subsector:** The region is home to SAS, the world's largest private software company.
- **Talent Subsector:** The region has one of the largest concentrations of tech talent in the nation across analytics, mobile applications, healthcare IT, cloud computing, open source, and cybersecurity.
- **Defense Technology Subsector:** Raleigh is located near large military bases like Ft. Bragg, Seymour Johnson, Camp LeJeune, and Cherry Point, leading to a natural partnership between Research Triangle tech companies and the military.
- **NC State Institute of Advanced Analytics:** NC State created the Institute to offer the nation's first Masters of Science in Analytics degree. To earn the degree, students enroll in a full-time, 10-month series of courses. More than 90% of students have a full-time job after graduation.
- **Software as a Service/SaaS subsector:** Leaders of the SaaS field are located in Raleigh, some in downtown Raleigh.
- **Critical Mass of IT Companies:** The Raleigh region has a large concentration of IT/Technology companies, some of the largest in the US.
- **Survey:** Along with other regions of North Carolina, the 15-county region is currently conducting a survey of employers, which includes an examination of the IT workforce. The survey is being led by RTI and funded by the State.



The survey is comprehensive and applies to a wide range of industry sectors such as:

- Construction and related trades
- Life sciences and biotechnology
- Healthcare and social assistance
- IT, software, and analytics
- Energy, utilities, and clean tech
- Logistics, transportation, and warehousing
- Manufacturing
- Professional and technical services
- Public sector and education
- Restaurant, hospitality services, and/or tourism



Raleigh

ADVANCED MANUFACTURING MARKETING AND SUPPORT

Advanced Manufacturing is another regional target industry. Assets described in marketing materials include:

- Location: Raleigh is the center of the Research Triangle.
- [Smart Manufacturing Innovation Institute](#): Led by NC State, the Institute received \$140 million from President Obama and the US Department of Energy. Its goal is to develop advanced manufacturing processes that will enable large-scale production of wide bandgap (WBG) semiconductors, which allows electronic components to be smaller, faster and more efficient than semiconductors made from silicon. NC State is one of only two universities in the US that has a National Science Foundation (NSF) Engineering Research Center.
- [e Power America Institute](#): Also part of NC State supported by the US Department of Energy. Power America conducts research on WBG semiconductors. Their goals are to save energy and create jobs in advanced manufacturing. They offer educational opportunities for several different levels of educational attainment and fund research projects by students.
- [REEDM Systems Center](#): The FEEDM Systems Center at NC State aims to create a model for the new clean energy power grid.
- [SSIST Center](#): The ASSIST Center at NC State is developing self-powered health monitors.

NC STATE UNIVERSITY
MANUFACTURING INNOVATION

THINK AND DO.

President Barack Obama and the U.S. Department of Energy (DOE) have tapped NC State to lead a \$140 million advanced manufacturing institute that will unite academia, government and industry partners in an effort to revolutionize energy efficiency across a wide range of applications, including electronic devices, power grids and electric vehicles.

POWER AMERICA
Advancing Efficient Energy and Global Mobile Technologies

Home | Membership | Education and Workforce Development | Funding Opportunities | Smart Campus | News | WBG Career/Workshop | Calendar

Our objective is to reduce the cost and the perceived risk inherent with this new technology. With the backing of the U.S. Department of Energy and engagement of top researchers, we exchange knowledge and processes and provide access to an educated workforce. This enables American industry to develop more innovative power electronics products and systems.

Where is wide bandgap technology making an impact?

Silicon carbide and gallium nitride semiconductors improve the performance of power electronics systems beyond the limits of traditional silicon-based designs.

Industrial Precision variable-speed drives & high	Electric Utilities A more resilient, secure energy grid	Electric Transportation Efficient charging &	Renewable Energy Higher efficiencies in	Military Smaller, faster, lighter & more rugged power



Tampa

The Tampa-Hillsborough EDC has several marketing tactics and tools that are used across all of its target industries:

- All target industry webpages include a link to a downloadable industry brochure.
- All target industry webpages include a case study of a target industry company that successfully relocated or started in Tampa, and a quote from a target industry business leader.
- The region's talent pool is prominently featured throughout all marketing materials, with a special focus on the large population of veterans in the area.
- All target industry webpages include the name, phone, and email of Tampa Hillsborough EDC's VP of Business Development.
- All target industry webpages include a list of companies in the region.

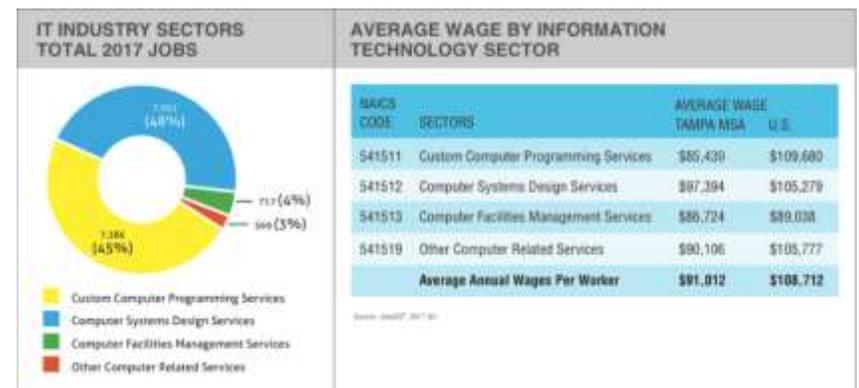


Tampa

INFORMATION TECHNOLOGY MARKETING AND SUPPORT

Like Northeast Florida, Tampa-Hillsborough targets the IT industry. Assets and support structures listed in marketing materials include:

- **Florida High-Tech Corridor:** Tampa is an anchor in the Corridor, and has a positive national reputation for its thriving tech scene.
- **SF's Florida Center for Cybersecurity:** The Center is an educational institution with \$5 million in funding from the State that will advance Florida as a leader in cybersecurity.
- **Healthy Technology Scene:** Tampa performs well on a variety of industry rankings for the IT Industry, including having 20% of the IT industry jobs in Florida, being ranked among *SmartAsset's* Best American Cities to Work in Tech, and high concentrations of IT occupations.
- **Support Organization and Programs** – Organizations and programs include the [Tampa Bay Technology Forum](#) (Tampa's technology council, that works to implement strategic priorities and holds events); the [Florida High-Tech Corridor](#) (a region that spans 23 counties and connects researchers, economic development organizations (EDOs), colleges, workforce boards, etc., and a Corridor Council that includes EDOs and educators to support the Central Florida tech industry); [Tampa Bay WavE](#) (coworking space and accelerator program among several others); and [USF Connect](#) (a business and economic development program providing workers, education, training, research, and more to the tech scene).
- **Education:** Tampa is home to the University of Tampa, Hillsborough Community College, Saint Leo University, and the University of South Florida, one of the top 50 research universities in the nation.
- **EDC's IT industry brochure** highlights many of the same assets as their webpage, but with less copy and more infographics. Assets listed include top occupations and salaries, demographic data, support organizations and programs, and location/transportation infrastructure.



Tampa

FINANCIAL AND PROFESSIONAL SERVICES MARKETING AND SUPPORT

Assets and support for Tampa-Hillsborough's Financial and Professional Services industry include:

- **ritical Mass of Companies:** Tampa is home to several large financial institutions, and according to marketing materials, has gained a reputation for being the "Wall Street of the South."
- **rowth:** Financial and Professional Services is the fastest growing industry in Tampa.
- **ducation:** Tampa has several educational institutions with strong business programs, including the University of South Florida Muma College of Business, which has one of the nation's best accounting schools, a top-ranked entrepreneurship center, a nationally-ranked MBA program, and a world-class research faculty. The Sykes College of Business at the University of Tampa, Hillsborough County Public Schools, and Hillsborough Community College provide a variety of training programs for businesses.

The decision to expand our operations in Tampa signals our continuing commitment to this community and represents a new chapter in DTCC history. The City of Tampa, Hillsborough County and the State of Florida have been great partners of ours since 2004, and we look forward to strengthening these relationships for years to come.

Michael Bodson, President and Chief Executive Officer, DTCC, on their decision in 2013 to add another 255 jobs in Tampa



Tampa

LIFE SCIENCES AND HEALTHCARE MARKETING AND SUPPORT

Life Sciences & Healthcare assets featured in EDC marketing materials include:

- **ome to large industry players:** Companies such as Bristol-Myers Squibb, Quest Diagnostics, Johnson & Johnson, and Smart Science Labs have a presence in Tampa-Hillsborough County.
- **rch and Development:** Several institutions including USF Health, University of Tampa College of Natural & Health Sciences, Hillsborough Community College Health Sciences and Nursing programs, and Galen College of Nursing all produce research and talent for the Life Sciences & Healthcare industry.
- **offitt Cancer Center:** A Comprehensive Care Center that provides patients with personalized medicine, clinical trials, and traditional cancer care.
- **LS:** A \$38 million research facility that is improving medical training and patient safety through technology.
- **edical Tourism:** Facilities like the Moffitt Cancer Center and CAMLS are drawing in patients, physicians, and researchers from all over the county.
- **upport organizations and programs:** [BioFlorida](#) (an advocacy group for the Life Sciences industry in Florida) and the USF National Academy of Inventors (a national organization with members who have received an issued patent) support the Life Sciences & Healthcare Industry.
- **Healthcare IT Industry:** There have been a few recent, major expansions for companies in the Health-IT field in Tampa:
 - [Healthcare IT firm chooses Tampa for new office because of trained workers are here:](#) Think Anew, a Health IT support company, cites access to workers as the reason it expanded to Tampa.
 - [Tampa healthcare IT firm expands with \\$1.8 million investment:](#) Health IT company Greenway Health Is expanding operations with 104 new high-wage jobs and will invest \$1.8 million into its operations in Tampa.

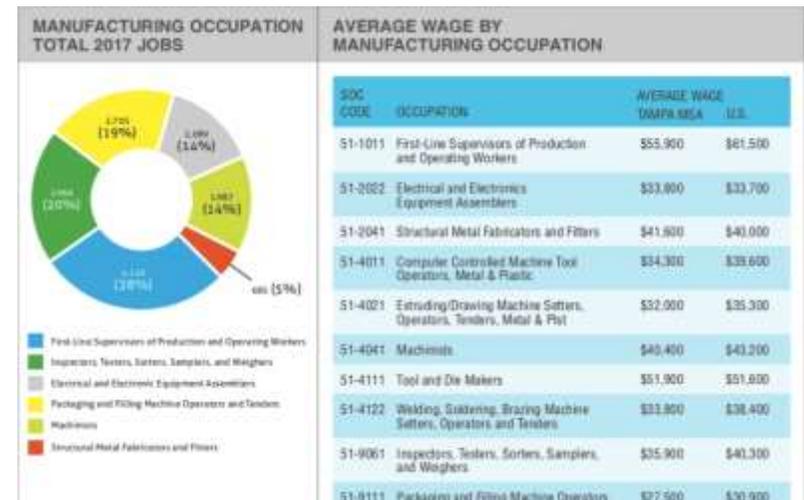


Tampa

MANUFACTURING AND DISTRIBUTION MARKETING AND SUPPORT

Assets for the combined Manufacturing, Distribution & Logistics target industry in Tampa-Hillsborough County, as described in marketing materials, include:

- Critical Mass of Companies: There are more than 2,800 manufacturers with 63,000 workers in the Tampa Bay region, with several recent corporate expansions.
- International Connections: Companies from more than 40 countries have a presence in the region.
- Location and Transportation: Tampa has easy access to rail and interstate highway systems, an international airport, and a deep water port.
- Industry Associations: Manufacturers in the region can get support from the Bay Area Manufacturers Association (supports manufacturers and promotes economic development in the Tampa Bay Region), Florida Medical Manufacturers Consortium (a statewide association of medical technology firms), the Florida High Tech Corridor, and the Hillsborough Manufacturing Alliance (advocacy group for manufacturers, educators, employees, employers, etc. in Hillsborough County).
- The region has recently received positive publicity:
 - [Florida Manufacturing More Than Tourism](#) – Blog highlighting Florida’s success in manufacturing, both throughout the entire state and in central Florida.
 - [Manufacturing, Information Technology services sectors powering 2017 Tampa market growth](#) – A recent blog highlighting the success of the manufacturing and IT industries in Tampa.



Virginia Beach

Virginia Beach Economic Development has several marketing tactics and tools that are used across all target industries:

- **Major Employers:** A list of the five companies that employ the most people in each target industry.
- **Top Occupations:** The top three occupations in each target industry in Virginia Beach. This includes the Virginia Beach salary side-by-side with the US average salary for that occupation.
- **Business Spotlight:** Two featured companies in each target industry are listed, with the company's logo and a one paragraph description of the business.
- **Military Presence:** The region's military bases produce 12,000+ exiting military personnel each year and 86,000+ active duty personnel. The region boasts more than 75 federal facilities and defense installations. This is touted as a top workforce strength throughout marketing materials.
- **Quality of Life:** Virginia Beach Economic Development highlights the region's quality of life assets, including its oceanfront location, more than 100 miles of bikeways, wildlife preserves, and cultural centers.
- **Workforce Development:** Topping the list of workforce assets is the region's Mechatronics Training Program – a partnership between local public schools and the community college to support the manufacturing sector. GrowSmart, the region's early childhood readiness program, which 2,400 families have participated in to-date, is also featured.

VIRGINIA BEACH
ECONOMIC DEVELOPMENT

Home | ABOUT US | CONTACT US | KEY INDUSTRIES | BOARD OFFICES | QUALITY OF LIFE | RESOURCES

Key Industries

Clearly defined target industry sectors allow for more effective marketing, business attraction, as well as retention based on the City's competitive advantages.

The City's business community is renowned for its highly diverse collection of industries, including nationally and internationally known corporate headquarters, technologically advanced manufacturers, billion-dollar defense contractors, and locally owned firms. Virginia Beach is the largest city in Virginia but many people are surprised to learn that the coastal city is also home to about 23,000 acres of farmland and agriculture is the city's third largest industry, generating more than \$124 million in economic impact. In order to increase the department's effectiveness in terms of marketing, business attraction and existing industry programs, resources are focused on several key business clusters:

- Defense
- Corporate Headquarters
- Advanced Manufacturing
- Retail
- Information Services
- Professional Services
- Biomedical
- Maritime & Logistics
- SWM

Major Employers (above 400 employees)

COMPANY	TYPE OF BUSINESS	CIVILIAN EMPLOYEES
Naval Air Station Oceana-Dam Neck	Military Base (Civilian Employees)	5,850
Sentara Healthcare	Medical and Surgical Hospitals	5,200
Joint Expeditionary Base Little Creek/Ft. Story	Military Base (Civilian Employees)	3,600
GEICO General Insurance Company	Auto and Other Vehicle Insurance Carriers	2,700
General Growth Properties (Lynnhaven Mall)	Retail Trade	2,600
Gold Key/PHR Hotels & Resorts	Developer, Owner and Operator of Hotels	2,365
STIHL Incorporated	North American Headquarters; Power Tools Manufacture	2,113
Amerigroup (Anthem)	Corporation Insurance Carriers	1,850
Navy Exchange Service Command	Headquarters; military and government exchange retail	1,550
Engility Corp.	Engineering services	800



Virginia Beach

ADVANCED MANUFACTURING MARKETNG AND SUPPORT

Like Northeast Florida, Virginia Beach Economic Development lists Advanced Manufacturing as a target industry. According to marketing materials, regional assets include:

- **Location/Transportation:** The Virginia Beach and Hampton Roads region is well-positioned for national and international shipping and is close to the Port of Virginia, which has 50-foot channels.
- **Talent:** The region boasts 51,000 advanced manufacturing workers.
- **Sites:** The website prominently features one dozen area industrial parks and other business sites appropriate for Advanced Manufacturing and other target industries.
- **Business Climate:** Virginia Beach eliminated many taxes that apply to Advanced Manufacturing operations. For example, the nearby Port of Virginia is a Foreign Trade Zone, and offers multiple incentives to businesses.
- **Workforce Development:** Tidewater Community College has workforce development programs that prepare students for a career in Advanced Manufacturing, including a Mechatronics program in conjunction with the local K12 school district.
- **Tax Information:** The Advanced Manufacturing webpage lists the Machinery and Tools Tax, Production Machinery and Equipment, Business Property Tax, Ratio of Assessment, Tangible Personal Property, and Ratio of Assessment for Advanced Manufacturing firms.

Machinery and Tools Tax: \$0.00
 Production Machinery and Equipment: \$0.00
 Business Property Tax: \$4.00 per \$100 assessed value; Ratio of Assessment (for manufacturers): 55% of original cost
 Tangible Personal Property: \$4.00 per \$100 assessed value; Ratio of Assessment (for manufacturers): 33% of original cost

COMPANY	EMPLOYEES
STIHL, Inc.	2,067
Architectural Graphics Inc.	470
M & G Electronics Corp.	439
London Bridge Trading Company, Lt.	260
IMS Gear	242

POSITION	VIRGINIA BEACH MSA	UNITED STATES
Industrial Production Managers	\$118,350	\$107,060
Machinists	\$48,300	\$43,220
Team Assemblers	\$31,780	\$32,500

Source: U.S. Bureau of Labor Statistics, [ASA, USA, May 2016 Data](#)

Business Spotlight



STIHL, Inc. – a German-based manufacturer of chain saws and other power tools, has a 90-acre, 1 million-square-foot North American headquarters facility in Virginia Beach. Its Virginia Beach location has



Architectural Graphics is one of America's premier architectural and exterior sign design and installation firms. Founded in 1969, the company recently purchased a 150,000+ square foot building in the

VIRGINIA BEACH
 ECONOMIC DEVELOPMENT

Business Overview | Airport Industrial Park

Airport Industrial Park

Situated along Northampton Boulevard near where I-64 northwestern part of the City and in the center of the

Airport Industrial Park is a 250-acre park which includes more than 2.5 million square feet of industrial space.

Notable tenants in the park include AIAI America (U.S. Manufacturing), Advanced Integrated Technologies, and UPS. The park is also home to the Mid-Atlantic Maritime Academy, a state-of-the-art vocational training center that offers 90+ U.S. Coast Guard deck courses and engineering courses. The academy benefits from the park's strategic location and the thousands of military veterans in the City and region who serve as both students and instructors.



Virginia Beach

BIOMEDICAL AND LIFE SCIENCES MARKETNG AND SUPPORT

Biomedical & Life Sciences is another target industry the Virginia Beach region has in common with Northeast Florida. Regional assets listed include:

- **Critical Mass of Education and Industry Leaders:** The Eastern Virginia Medical School, Sentara Health, Bon Secours Health System, Children's Hospital of the Kings' Daughters, LifeNet Health and its Center for Regenerative Medicine, and the global headquarters of Operation Smile are all in the Virginia Beach region.
- **Research and Education:** Several nearby institutions have research and educational resources for the Biomedical & Life Sciences industry, including NASA Langley Research Center, Thomas Jefferson National Accelerator Facility, Old Dominion University, Hampton University, and Tidewater Community College.
- **VABeachBio:** VABeachBio is an industry advocacy group for the Biomedical & Life Sciences industry in the Virginia Beach region. Its assets for the industry include:
 - **Bio Corridor,** a multi-function commercial corridor for biomedical research and workforce. VABeachBio, specifically supports the Princess Anne Commons, a biomedical commercial corridor near quality of life amenities, and also the future home of the VABeachBio Research Park.
 - **Bio Accelerator:** VABeachBio partnered with Tidewater Community College to create a Bio Accelerator for businesses in the biomedical, bio-tech, and life sciences industries. The Bio Accelerator offers offices, meeting rooms and lab spaces with specialized equipment for startups that need work space until they find their own location.
- **VABeachBio Innovation Challenge:** The Innovation Challenge is supported by a partnership between the City of Virginia Beach, the Virginia Beach Department of Economic Development, and the Center for Advancing Innovation (CAI). The innovation challenge aspires to launch 20 startup companies focused on creating therapeutics, vaccines and devices for veteran-related illnesses including cardiovascular, neurological disorders, diabetes, oncology and regenerative medicine. The Challenge is open, and usually participants come from education or research institutions in the region.



Virginia Beach

INFORMATION TECHNOLOGY MARKETNG AND SUPPORT

Marketing materials describe the following Information Technology industry assets in the region:

- **Education:** Local universities offer several IT degrees and certificate programs, including Old Dominion University's PhD in Modeling and Simulation. Old Dominion houses the Virginia Modeling, Analysis, and Simulation Center which serves as a global research center of excellence for Modeling and Simulation in the areas of gaming, emergency response, transportation, healthcare, and defense.
- **Business Climate:** Virginia Beach has capped the business license fee for new IT companies at \$50 for the first two years of business.
- **Recent Technology Accomplishments:** Virginia Beach has several recent IT successes, including new telecom technology, major company expansions, and an IT industry advocacy initiative.
- **Virginia Beach Economic Development lists Digital Port, Cybersecurity, and Unmanned Systems as subsectors of the IT industry.**
 - **Digital Port:** Virginia Beach has 50-foot channels, six marine terminals, and the largest container cranes in the world. Virginia Beach is now a digital port connecting transatlantic oceanic cables to data centers. Recent successes include expanding several data centers, completing a data cable landing station, and receiving their third transatlantic oceanic data cable.
 - **Cybersecurity:** Virginia Beach is home to [Cyber Protection Resources](#), a non-profit organization led by the business community with support from academia, municipalities and government. [HRCyber](#) is a non-profit that aligns regional educational and skills development with activities of business and non-profit organization in the region. Virginia Beach Economic Development also hosts an annual Cybersecurity Business Roundtable where regional industry leaders network and learn how to apply big data techniques to cybersecurity and workforce development.
 - **Unmanned Systems:** This industry subsector brings together the IT and Defense target industries. Virginia Beach has the educational, business, and military support to thrive in the Unmanned Systems subsector. The biggest supporter is the NASA Langley Research Center that shares data, validate systems, and enable the future of robotic autonomous behaviors. It also hosts and maintains a 100-acre flight range accessible to businesses interested in testing autonomous vehicles. The region also engages in an Unmanned Systems Business Roundtable each year with attendees including manufacturers, suppliers, R&D firms, NASA, military entities, law enforcement, universities, and pilots.

