



# Strategic Plan

This Strategic Plan was adopted by the Board of County Commissioners on May 15, 2013. It reflects a broad vision, five strategies, and a series of objectives.

## The Vision

Hillsborough County, as the economic core of the Tampa Bay region, has the potential for increased job and business growth in the emerging and dynamic sectors of the global economy. Community wealth is a result of having products and services to export, experiences for which people will pay to come to the County in and the local circulation of money through local service provision. The latter is based on the number of persons and the income of those persons. It is the first two which generate the wealth upon which local services can build.

The County has significant export industries, agriculture, defense and other specialized manufacturing, patents in health care and other fields, specialists who consult globally as well as the transit infrastructure for export (sea, air, rail, overland). It also has a strong experience sector ranging from traditional tourism to health care tourism, educational experiences which draw people and convention/business meetings, the possibility of new forms of specialized tourism and retirement communities.

The County clearly has the potential to become an innovation hub in various sectors that will serve to attract entrepreneurs, investors, skilled workers and existing businesses that see benefits by locating in the County or region. The attributes of those communities that will particularly prosper as the economy continues to change are becoming clearer. They offer a high quality of life, an entrepreneurial culture, strong research institutions, civic leadership and a strong desire to compete for the industries of the future. In short, it can become the preferred community for even more people.

To become this preferred community, what must occur?

**Quality of life must be enhanced.** Neighborhoods must remain safe and stable, arts, culture and recreation opportunities must expand, educational opportunities must be available, health care and other “life” services must be accessible, the physical assets of the County optimized.

**The infrastructure for economic growth must be in place.** Adequate water, sewer, stormwater, accessible

transportation locally and globally, communication technology are all features which can facilitate or inhibit economic growth.

**A start-up, entrepreneurial culture must be fostered.**

While most start-ups fail, those that survive and succeed become the job creators of the industries of the future. Since who will succeed and who will fail is unknown at the start, a culture that encourages start-ups, views failure as part of the process, views diversity as a strength, and values entrepreneurship must be nurtured and supported.

**Committed civic leadership.** Hillsborough County is in competition regionally, nationally, and globally for the businesses and jobs of the future. To succeed competitively, an understanding of the emerging world, sustained effort and wise investment are required. These require leadership on the part of both elected and civic leaders.

Hillsborough County can be a county that draws people to make great products and create distinctive experiences. As it does that, business and job growth in the primary sectors of export and experience will grow and with that will be the commensurate growth in the local service sector where most jobs will lie.

## The Strategies

**Innovative Products.** This strategy seeks to grow the export sector of the County by targeted infrastructure development, a comprehensive use of various economic development tools, development of competitive economic related infrastructure, and partnerships to develop the requisite workforce.

**Distinctive Experiences.** This strategy seeks to expand people visiting or retiring in the County through a broader set of visitor experiences and services that would attract new residents.

**Pro-Market Governance.** This strategy seeks to institute both policies and practices that encourage desired forms of economic growth.

**Great Places.** This strategy seeks to provide the safety, arts, culture, recreation and other community features that make it a desirable place to live, work and do business.

**Facilitative Leadership.** This strategy seeks to bring the community together to address its critical issues.



# Mission



## Strategy 1 INNOVATIVE PRODUCTS

- Develop, adopt and execute comprehensive economic development strategy to expand product markets.



## Strategy 2 DISTINCTIVE EXPERIENCES

- Develop strategy and action plan to expand specialized tourism markets.



## Strategy 3 DISTINCTIVE EXPERIENCES

- Review business development and growth policies and procedures to create more timely and efficient process.
- Adopt growth design principles that will facilitate desired economic growth.
- Implement strategy management system that promotes an internal culture focused on strategies



## Strategy 4 GREAT PLACES

- Adopt comprehensive redevelopment strategy that integrates existing redevelopment efforts.
- Develop strategy and action plan for transportation including pedestrian & bike.
- Establish basic level of services for all areas of the County and then develop long term plan to provide that basic level.
- Maintain homeless service efforts.
- Monitor health care changes and adapt county efforts to maintain service levels



## Strategy 5 FACILITATIVE LEADERSHIP

- Review and create public policies that recognize the diversity of its people while strengthening the social fabric of our society.
- Host discussion of strategic plan with other public entities.
- Facilitate development of a county-level human capital development plan with education and business stakeholders.
- Convene summit with Cities to identify business and entrepreneurial attractors and how a start-up community can be supported.