Objective

Create a strong economic development focus that   
  
supports the ***true attributes*** of   
  
the **City of Palm Bay**   
  
and ***resonates*** with **business** (existing, expanding or inquiring),   
  
**the residents** and **visitors**.

Introduction

**This is   
an increasingly interesting time   
for Palm Bay.**

This is **an exciting time   
to be working in Palm Bay**,   
to be **part of the team  
that can help lead this City   
into its next phase.**

***Right place. Right time.***

Key Messages**:**

**TAKING A CLOSER LOOK AT   
HOW THINGS ARE COMING TOGETHER FOR PALM BAY**

**LAND RICH  
availability, abundance and relative affordability of the land**

**The City of Palm Bay is rich in land assets, with about 30% of the City built out.**

This is a *unique factor*, and opens the City to the potential of **emerging industry**, **innovative companies,** **large-scale investment**, **green infrastructure**, **organic supply chain growth**, relocations or expansions on **trade-based decisions**, with Quadramodal transportation, supply chain proximity, shipping and other location advantages.

It is a *nearly unlimited and open-ended* scenario for future business, **no matter how big the dream**.

New business, new technologies and capital investment expansion options for many companies **may be made possible (affordable) by the incredible value of the availability of land, even for extremely large tracts offered in Palm Bay.**

Some businesses need land and not infrastructure, **needing to develop the infrastructure to meet the demands of their enterprise**, this is especially true in green enterprise.

Business must look at the landscape for the **long-term drive toward green and sustainable in the U.S.** Potential of policy and regulation changes at federal and state levels **require business decision makers to consider sustainable facilities, sustainable infrastructure decisions and sustainable futures now. This future need can create an edge for Palm Bay.**

Some businesses need to **retain key employees** and have them willingly transfer to a new place, and once here, be able to afford homes, have a safe city to raise families where education and healthy living is prioritized and therefore will see Palm Bay as a good place to commit to for their future.

**Safe city stats resonate with businesses and with site selectors.***Palm Bay has the lowest crime rate in Central Florida among cities with over 50,000 residents and is among the top five safest large cities in the State of Florida. In 2011, the Florida Department of Law Enforcement – Uniform Crime Report named Palm Bay “the Safest City in Brevard County.”*

Some businesses need a ready technology workforce.

*48 engineers per 1,000 workers; more than any other Florida metro, more than any of the 25 most populated metros in the country.    
Ranked the Palm Bay-Melbourne-Titusville MSA 8th in a list of the country’s Top 100 Tech Centers in 2009. Out of those 100 Tech Centers listed, just one (San Jose) has more high-tech related jobs per 1,000 private-sector jobs than the Space Coast. (BizJournal)*

Some others need to know there are **education institutions and training options available** now or that can be matured quickly **to** **fill and continue to fill critical gaps in their pipelines**. Availability of multiple educational institutions offer from graduate degree study and research options to specific technical training tracks and entrepreneurial support curriculums.

**ADVANTAGE COMBINED FRONT  
Cultural Diversity, Education and Training, Environs and Welcoming: It’s not an isolated factor.**

**In terms of attracting (including international) businesses**, the price of the land, the reality of beautiful year-round access to outdoor environment, the factor of cultural diversity of the City’s population, along with its access to multiple types of education and training, is a powerful combination of factors encouraging international inquiry and expansion into the U.S.

This welcoming nature, partially due to the rich cultural diversity within the population of Palm Bay, is a significant attribute in transferring internationally or cross country families and individuals, in making costly transitions efforts less so, and in helping transferred employees and their families feel both initial comfort here and ultimately want to put down roots here, find happiness and stay, letting companies retain key employees and key skills, and letting all levels of company leadership and staff find a real home/hometown feeling in Palm Bay.

**APPROACHABILITY  
a growing factor leading to success**

The *extra difference* is related to that overall attitude and is palpable in *business relationships*, business transactions. There is acknowledgement of what is rapidly growing, which is **a reputation** that the City of Palm Bay is **approachable**, **present and active in the discussions**, offers **outside the box thinking** to achieve **grounded** and **solid, practical, working solutions** for businesses.

This approachability factor is ***an economic factor***, you can get valuable face time with smart, approachable leadership in Palm Bay. This translates to getting through stages of planning, reducing delays and cost issues incumbent in red tape, working together across department lines, city, county and other boundaries, doing the face time, providing the interface (and the concerted effort), often seeing pathways that were not there (outside the box thinking) and forging them, getting businesses up and running faster--making it work. **This is Palm Bay.**

This and other analysis resulted in this branding strategy for the economic development effort:

**Down to Earth**

**Approachable Grounded Solutions-focused Leaders**

ACTION: Strategically, we want to expand on the idea of the rare abundance as a foundation, promoting **the land asset** and **showing stewardship for the future**. *That carries with it certain messages, intentions and responsibilities, but also all of the excitement and implications that platform evokes.*

*The* Down to Earth *strategy has multiple implications, including the reminder of the abundance, the land-rich options within reach and the hands-on collaboration, and the grounded, productive actions a business can expect in dealing with City of Palm Bay leaders. Further the Down to Earth phrase implies the interactions will not be arduous and difficult but instead will serve to invite businesses to the table and leaders will desire to facilitate, and do what is possible to welcome a new enterprise, family or entrepreneur.*

*Additionally it sits simply in contrast to a series of secondary lines that support achievement, action, and existing trajectories or emerging opportunities:*

Down to Earth And up to great things

Down to Earth And open to new ideas

Down to Earth And ready for your next big adventure

Down to Earth And thinking outside the box

Down to Earth And where you want to be And so on and on.

Key **supporting aspects or elements** of the message are shown as **E + E + E,**  
referencing Environment, Economics and Emerging Opportunities with an emphasis on the present tense, *the City of Palm Bay in the process of emerging*.

**EMERGING GIANTS and the POWER OF PROXIMITY  
changing the playing field in Palm Bay**

We are seeing positive and rapidly emerging economic juggernauts and **major future influencers** of considerable economic potential underway now in the City limits.

At the top of the list is certainly **the Harris Technology Center, poised to open Dec 2014.**

With the transfer of the Intersil’s ‘Fab 54’ building to Florida Institute of Technology, a gift valued at $13.1 M, we have another 100,000 sq ft project aligned to (and a near neighbor to) the Harris Technology Center. This alignment of purpose, the **Florida Tech Research Park**, this expansion and focus, is growth toward something extremely valuable: **critical mass.**

Palm Bay is centrally located between Jacksonville and Miami and Orlando.

Palm Bay is approximately 1 hour from economically vital Port Canaveral, two hours plus from Port Everglades and another hour from Port of Miami.

Palm Bay is within 3 hours of 13 international airports: Melbourne International Airport , Orlando International Airport, Sanford International Airport, Daytona Beach International Airport, Jacksonville International Airport, Ocala International Airport, Leesburg International Airport, Miami International Airport, Fort Lauderdale International Airport, Fort Pierce International Airport, West Palm Beach International Airport, St. Petersburg–Clearwater International Airport, and Tampa International Airport  
  
With the launch of Falcon 9, the unofficial beginning of a new era in commercial space enterprise, the Quadramodal hub that is the Space Coast is global business news again, within a $304.31 estimated global space economy.

Opening of the Panama Canal and the implications to trade, the deepening of the harbor, barge canal changes, rail and cargo evolution at Port Canaveral, this economic giant has the ability to energize and impact many sectors of the regional economy.

The I-95 corridor is another regional juggernaut or giant, and the opening of the new interchange in the south part of the City will encourage business growth in the immediate surround and to the west, once again changing the playing field for Palm Bay.

**INNOVATION REPUTATION**

**Palm Bay, Florida ranks 11th on Forbes' first-ever ranking of America's Most Innovative Cities.***Ranking was based on a combination of data including patents, venture capital investment, and ratios of high-tech, science and "creative" jobs.*

13 patents for every 10,000 workers – **more than double the national average of 6.4 patents per 10,000 workers.**

This area boasts the **most concentrated high-tech economy in the state of Florida** and the 16th most concentrated in the nation.

**UNSURPASSED BEAUTY, HEALTHY ACTIVE LIFESTYLES   
natural advantage Palm Bay**

With the opening of the **Bass Pro Shops Stick Marsh Outpost**, a very important part of the Palm Bay profile just received a significant boost. The Bass Pro presence—and the interest with which it has been followed—shows the emerging power of the ENVIRONMENTAL offerings of Palm Bay and this naturally rich region.

Bass Pro Shops supports a myriad of outdoor active lifestyles (with focus on starting early and building a lifetime love of the outdoors) which in turn promotes healthy active lives. This message is growing in influence, in multiple arenas:

Fishing and Boating  
Off-road biking, Cycle Cross competitions, and other biking adventures (all ages, many activity or skill levels)   
Trails – T A Tuttle and Grapefruit Trails (The Grapefruit Trails report notes attractive potential in cycling tourism)  
Wildlife Adventures, Nature Observation and Learning, Photography, Birding, Turtle Nesting and other subset eco-tourism or nature-tourism opportunities

NATURAL ADVANTAGE

**TOURISM CULTIVATION ECONOMICS   
future advantage Palm Bay**

**Tourism’s impact on the State economy 2012: $71.8 B, 1 million jobs (1 per every 85 visitors), 23% of tax revenues.**

91.4M out of state or international visitors, 1 in 5 international visitors to the U.S. come to Florida 2012.. **Orlando expects more than 57 M visitors in 2013.** Countries with most visitors to Florida 2012: #1. Canada #2 Brazil #3 UK #4 Argentina

**Visitors spend more.**

In the cultural tourism arena, a visitor (beyond ticket price or admission) compared to a local attendee, **spends more than double.**

**THINKING REGIONALLY  
and beyond**

Palm Bay’s **active empowering visible leadership**, is a factor, both the willingness and ability to work with neighboring cities and counties, such as in the Central Florida Partnership, the Council of Mayors, and other nations, in the Sister City Internationals network and the hosting of Brazilian visitors. This active visible stance and ongoing calculated work effort fits the now much more widely held belief and understanding that **our base is stronger with a regional outlook and an outward focus** and ‘that a rising sea lifts all boats’ (a favorite phrase of Frank DiBello).

**GROWING GLOBAL CITIZENS  
 advantage families, advantage youth, advantage business**

**The same factors that can attract business inquiries, domestic and international, and make it attractive to consider Palm Bay for business location, serve the current citizens of the City, and encourage** **new residents:**

Palm Bay is a safe place to become a responsible citizen of the world.

Raising children in Palm Bay has cultural diversity learning advantages.

Becoming a citizen of the world, understanding and operating within cultural differences, and with the ability to live anywhere, is a real world advantage.

Families want this kind of advantage for their children.

We have an international university here and multiple international headquarters for diverse businesses, along with a technology innovation reputation and increased trade opportunities.

And companies, company leaders, families see the advantage.

*Building Up and On Key Relationships :*  ADVANTAGE PALM BAY

**CHARACTER  
 it carries weight, it makes a difference**

**Palm Bay is innovating to lift citizens. The O.N.E Initiative** is a good example, and as the research for that program points out, lifting citizens can have economic impact. And innovation exists in other divisions, with inventive internships for youth, and innovation in law enforcement, with organizations that are on the move, such as the Brevard Neighborhood Development Coalition (**Evans Center** project, smartly aligned to local heritage), and the new headquarters and efforts of Habitat for Humanity, while Nemo’s Garden points both to the ONE Initiative and to the land, in which Palm Bay is singularly rich.

FOCUS: Palm Bay is **forming an economic development outreach focus with emphasis on recruitment and retention of business and industry** that is **based on realistic opportunities for an achievable future.**

STRATEGIC STATEMENT: Palm Bay is **not looking for a quick fix** but rather **a great future for its citizens**, focusing on **incremental wins within a long-term positioning** grounded by strategic endeavors, and understood by its citizens **and others who can support or influence success.**

***The new website (January launch) is Citizen focused, ensuring that people who do choose Palm Bay – and those considering it – have a resource to connect and learn.***

***A complete rollout document supports NEXT STEPS, actions recommended, following an INSIDE OUT strategy of growing circles of influence, beginning in the City of Palm Bay and reaching ever outward.***