

## CoreNet Global 2003 Economic Development Leadership and Accomplishment Award Nomination

GREATER TAMPA CHAMBER OF COMMERCE COMMITTEE OF ONE HUNDRED  
*A Profile in Long Term, Sustained Economic Development Leadership*  
June 4, 2003

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**BACKGROUND:** For the past 49 years, the Greater Tampa Chamber of Commerce's Committee of One Hundred has served as the primary entity for domestic and international economic development activities for Hillsborough County and the cities of Tampa, Plant City and Temple Terrace – serving a countywide population of 1.044 million people - and promoting the area's national and international image as *the premier Florida location for relocating, expanding or new businesses.*

The Committee of One Hundred's **highest priority** remains focused on *establishing, maintaining and enhancing long-term relationships, not just one-time transactions*, by providing the very highest level of service to its existing clients, their business mobility consultants and corporate real estate advisors/service providers.

With a staff of **only 9 full-time economic development professionals** and an **annual operating budget of \$1.6 million**, the Committee of One Hundred has **one of the lowest per capita funding of any metro county economic development groups in the nation**, currently at an **overall rate of \$1.53 per Hillsborough County resident, and only 65 cents per capita for public sector funding.**

Prior to the early 1990's, *Hillsborough County's economy* resembled that of the state of Florida – a *3-legged stool* comprised of *construction, tourism and agriculture* – and each leg of that stool was subject to external forces beyond the county's control that would cause significant disruptions associated with downturns in business cycles. *In 1991, Hillsborough County's labor force suffered a negative loss of 11,930 net jobs, and unemployment in 1992 rose to 7.1%.*

In response to those severe economic conditions, the Committee of One Hundred realized that *Tampa's 3-legged stool economy needed a fourth leg, for stability and strength*, in order to avoid or mitigate future downturns – *and led an effort to identify what that 4<sup>th</sup> leg should be: Targeted Industries* - high value, high wage service and manufacturing jobs that pay a minimum of 115 percent of the state's average wage and export a majority of their goods and services outside the borders of Florida – which would provide the necessary diversity of employment. *Target Industry Sectors* for the Committee of One Hundred include: *Avionics, Defense and Marine Electronics, Biomedical/Life Sciences, Business, Financial and Information Services, Growth Industries/E-Commerce, Port/Maritime-related Office Functions, Simulation/Modeling and Headquarters (state, regional, national)*

In addition, since 1991 the Committee of One Hundred has directed its clients' corporate real estate requirements towards *large-scale, master-planned corporate office and manufacturing sites called Developments of Regional Impact, or DRI's*. DRI's contain *pre-approved levels of development entitlements* to allow corporate clients the ability to *secure their initial facilities and any subsequent expansions without having to endure a contentious public hearing process for their site plan approvals* while also achieving *fast-track permitting approvals through local, regional, state and federal permitting agencies*. Hillsborough County has the largest number of DRI's, 59, of any county in Florida.

**RESULTS:** By adopting that baseline relationship-oriented strategy and remaining focused on those Target Industry sectors while securing fully-entitled sites for both initial and subsequent expansions, *and despite that overall loss of 11,930 jobs in 1991, Hillsborough County's labor force increased by 155,096 over the next 12 years.* And from 1990-2000, *the county's average wage grew by 45.7%, and median household income increased by 42.8%.* During that same time frame, the *Committee of One Hundred successfully coordinated and closed 252 target industry projects* that:

- *Created 51,087 net new jobs - 32.9% or 1 in 3 of all net new job growth in Hillsborough County!*
- *Built or absorbed 15.69 million square feet of space*
- *Provided \$2.6 Billion in new capital investment* – a significant long term revenue stream for local and state governments

Notable examples include *American Express, Black and Decker, Capital One, Coca Cola Enterprises, JPMorgan Chase, Citigroup, Creative Games International, Enporion, Ford Credit, General Motors, The Hartford, Home Depot, Household/Beneficial, James Hardie Industries, Maritrans, Medco Health Solutions, MetLife, New York Life, PricewaterhouseCoopers, Progressive Insurance, St. Paul Companies, Voicestream Communications, and Walt Disney Attractions.*

*75 percent* of those 1991-2002 Committee of One Hundred closed projects, jobs, capital investment and square feet came from *companies with an existing Hillsborough County presence that either expanded existing business lines or operations, or relocated new ones to Hillsborough County, aided in great part through their long-standing relationships with the Committee of One Hundred.*

**In 2002 alone**, a year marked by negative job growth in many communities around the nation, **the Committee of One Hundred added 13 closed projects (6 of the 13 were expansions of companies with an existing Tampa presence) that created 3,456 net new jobs, built or absorbed 530,294 square feet of space and contributed \$40.3 million in capital investment.** Included in these projects are such notable clients as *Coca Cola Enterprises Shared Services Center*, a *700 employee, 91,000 square foot. project* that took advantage of the University of South Florida's nationally Number One Ranked Graduate School of Accountancy. And *Household International* expanded their long time presence by adding another *520 jobs and occupying a new 60,000 square foot. facility.* Tampa-headquartered *Tropical Sportswear International* expanded their IT and administrative functions and manufacturing operations by relocating *150 jobs* from El Paso, Texas, while also *building a new 125,000 square foot., \$15 million corporate headquarters facility* on their campus. *Liquidmetals Technology Corporation* relocated and expanded their corporate headquarters by adding *110 new employees and 13,500 square feet of*

office space. *Plastipak Packaging, Inc.* established its newest facility in Plant City, creating **75 jobs in a 75,450 square foot, \$10.5 million project**. *Computer Associates* created a national client interaction center with **386 information technology jobs in a 55,000 square foot, \$6 million facility**. And *Citigroup Center Tampa's award winning campus* provided the location for a **700 employee expansion of its CitiCards division**, now ranking as North America's largest provider of credit cards.

As further testimony to its long-standing commitment to maintain Hillsborough County's inventory of vested and entitled DRI's for initial and expanded facilities requiring fast-track permitting, ***the Committee of One Hundred staff worked for many years with one of the county's largest landowners and, in 2002, helped achieve final regulatory approvals for Southshore Corporate Park, encompassing 1,100 contiguous acres with over 6 million square feet of light industrial entitlements***, along with on-site or nearby educational facilities for new community college or high school campuses.

And to position Tampa as the gateway to Mexico and Central America for the US, Canada, UK and Europe, much as Miami serves as the gateway to South America, ***the Committee of One Hundred opened its first-ever foreign representative office in Mexico City in 2002***. Dramatic increases in waterborne cargo shipments of manufactured products from Mexico entering the US through the Port of Tampa include all Daimler-Chrysler PT Cruisers bound for distribution to large consumer markets throughout the southeast US.

***So while the Bureau of Labor Statistics December 2002 over-the-year employment growth for many metro areas reported lost jobs in their labor force (Chicago -57,400 jobs, New York -45,100, Boston -29,300, Atlanta -22,800), Tampa's diverse economy grew its metro labor force in 2002 by 5,700 jobs, and Hillsborough County's year-end unemployment rate of 4.0% continued to track nearly 2 percentage points below the nation's 5.7%, and 1 percent below Florida's 4.9%.***

#### **CONCLUSION:**

Despite being "***resource-poor***" from a staffing and budget perspective, ***the Committee of One Hundred*** has been able to ***persevere and succeed in producing sustained, positive results for its investors, partners and citizens by staying focused on***, as Jon Gruden of the Super Bowl Champions Tampa Bay Buccaneers would say, ***the fundamentals of "blocking and tackling – grinding it out in the trenches", not looking for only "big plays" that may or may not materialize.***

***And we have, and will remain long-term relationship focused*** – to our clients, their consultants, and corporate real estate advisors/service providers. Our track record in 2002 speaks directly to our continued commitment, and success, in that regard, as indicated in the following statement of January 17, 2003, by ***Mr. Irv Cohen, President of JPMorgan Treasury Technologies Corporation***: ***"JPMorgan Chase & Co. and its affiliates have had an outstanding relationship with the Greater Tampa Chamber of Commerce over the past 17 years. During that time, JPMorgan Chase has established a number of business operations in Tampa with a current employment base of approximately 5,000, ranking us as the 3<sup>rd</sup> largest private sector employer in the area. The Greater Tampa Chamber has played an extraordinarily helpful role through the years. Specifically, Robin Ronne and his team are highly experienced in dealing with complex financial, human resources, real estate and related issues. This was extremely beneficial during our recent transition of some Treasury Services functions to our Highland Oaks site in Tampa. And, as a result of our early successes, and the ongoing support we have received from Mr. Ronne and his staff, we have continued to expand our business interests in the greater Tampa area. We continue to take pride in our association with the Greater Tampa Chamber of Commerce and the Committee of One Hundred and the strides being made towards economic development. It is this commitment to provide continuing service and facilitation that set the Greater Tampa Chamber of Commerce apart from its peers. Over the past 17 years, JPMorgan Chase & Co. has made a number of individual decisions to establish or relocate business units to Tampa. There is no doubt that the Chamber contributed to the favorable experience on our earlier projects and will likely positively influence subsequent decision to increase our commitment to Tampa and to Florida"***

***Consider the January 9, 2003 comments of Joe Sprouls, Citigroup's Division Head of Corporate Realty Services***: ***"Throughout 2002 the Committee of 100 provided much needed advice, information and community contacts to relocating business unit managers and their spouses in order to expedite and cushion their relocation to Tampa. They also worked hand-in-hand with representatives of Hillsborough County to provide both short-term and long-range solutions to address our transportation concerns. And when our employees asked for special assistance on specific issues, the Committee of 100 immediately coordinated the appropriate community resources to address the issues and solve the problem. Citigroup views the Tampa Committee of 100 as a strategic, long-term partner – one that doesn't stop providing a high level of service once the sale is complete but rather redoubles its efforts to maintain the highest level of client satisfaction. We look forward to many, many years of continued satisfaction through our partnership with the Tampa Committee of 100.***

***Through the Committee of One Hundred's long-standing economic development leadership, strategic direction and execution, Hillsborough County's economy today is recognized as one of the most diverse in Florida, and the nation, and consistently is ranked among the state and national metro area leaders in net new job growth and low unemployment rates.***

As the ***Tampa Tribune*** stated in an ***October 3, 2002 editorial*** ***"Hillsborough's economy appears better poised than most to weather whatever the future might hold"***.

*We couldn't have said it better ourselves!*

And isn't that what long term, sustained ***"Leadership"*** in economic development is really all about?