



Why Solano? ➤

Working Papers

Moving Solano Forward—Phase II

Task 2: Corridor Vision & Development

Task 2.2: Corridor Research – Supplemental from Interviews

June 2016

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1. Florida High Tech Corridor									
Date	May 2016								
Website	floridahightech.com								
Organization	Florida High Tech Corridor Council (501c6) 1055 AAA Drive, Suite 140, Heathrow, FL 32746								
Contact	Randy Berridge, President randy.berridge@floridahightech.com								
Phone	407-708-4630								
Area Served	Centered on Interstate 4 between Tampa Bay and Orlando; includes 23 counties, multiple research universities, state colleges, and private companies								
Corridor	Established about 1986. Council is co-chaired by the presidents of the University of Central Florida (UCF), the University of South Florida (USF) and the University of Florida (UF). October 2010 presentation to EDA								
Stimulus to organize	Council was initiated by UCF president after major retention project (AT&T). They successfully retained and expanded AT&T and set out to do same for companies of all sizes. CEO and University clout garnered support from State legislatures, then-current and incoming Governor Bush.								
Collaborators	University of Central Florida University of South Florida University of Florida 23 counties 20+ local and regional economic development organizations 14 community and state colleges 12 regional workforce boards industry groups and companies								
Successes	2014-2015 Annual Report The three universities in the corridor collectively garnered 239 patents in 2013-14 Matching grants program's estimated economic impact is \$1.3 billion Incubator Network has graduated 150 companies employing 4,000								
STRATEGY									
Core Strategy	Building and facilitating partnerships between technology companies, higher education, and workforce boards/agencies								
Key Focus	Technology transfer, innovation, workforce								
2014-2015 Funded Research by Industry Sector	<table> <tr> <td>29% Optics and Photonics</td><td>10% Microelectronics / Nanotechnology</td></tr> <tr> <td>23% Life Sciences & Medical Technology</td><td>9% Sustainable Energy</td></tr> <tr> <td>11% Advanced Materials Processing</td><td>6% Aviation and Aerospace</td></tr> <tr> <td>10% Other</td><td>2% Modeling, Simulation and Training</td></tr> </table>	29% Optics and Photonics	10% Microelectronics / Nanotechnology	23% Life Sciences & Medical Technology	9% Sustainable Energy	11% Advanced Materials Processing	6% Aviation and Aerospace	10% Other	2% Modeling, Simulation and Training
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1. Florida High Tech Corridor

How do they market the corridors?	<ul style="list-style-type: none"> • Use website and social media to promote organization and the region's companies, researchers, and innovators "Faces of Technology" • Public speaking: Mr. Berridge does on average one speech a week • Print and electronic media: mainly feature articles in industry publications; monthly e-Newsletter "Inside Florida's High Tech Corridor" • Partners with Central Florida and Tampa Bay Partnerships to produce regional economic development magazine, Forward Florida • Tradeshows: Photonics West, Bio2014, I/ITSEC (Interservice / Industry Training Simulation and Training Conference) • Regional and statewide event sponsorships
Initiatives or Programs	<p>Matching Grants Research Program. Provides matching funds for private/public collaborative research and tech transfer projects; pares business, universities, and graduate students. Have invested more than \$60 million; economic impact estimated to be \$1.3 billion. Open to companies located in the corridor. Average award is \$50,000 in-kind, i.e. expertise of professors and students.</p> <p>Managed on the three university campuses by a committee of university researchers and Council partners who review and approve proposals on a year-round basis. Funds for the Matching Grants Research Program are designated for two programs:</p> <ul style="list-style-type: none"> • The Open Call: requires that for every dollar of Corridor matching funds, a corporation provide up to \$3, depending on its size and available funding. Award sizes range from \$10,000 to \$150,000. • Small Business Innovation Research (SBIR): federal funding explicitly for small businesses for research of any type. Small Business Technology Transfer Program (STTR) government funding for small business must team up with a federal lab, university or college. <p>GrowFL. The Florida Economic Gardening Institute is a statewide initiative based on economic gardening philosophy of growing local businesses; provides just-in-time technical assistance for second-stage companies, strategic research, and peer-to-peer CEO mentoring. Funded in part by the Florida High Tech Corridor. www.GrowFL.com</p> <p>FLVEC. The Virtual Entrepreneur Center web portal is designed to be a one-stop shop library for entrepreneurs who are looking for business resources; includes local, regional, state, and global. Director of business services caters to entrepreneurs and small business. The Center is a partnership between the council and local EDOs. www.flvec.com</p> <p>UCF Incubator Network. The Council supports region's 11 business incubators with mentoring and monitoring. Provided \$60K match funds to establish the first incubator.</p>
Workforce collaboration, initiatives	<p>Council funded six new associate degrees and some certificate degrees; their funding provides incentive to University/College to expedite the process and to work with business to define curriculum. Programs include: micro-electronics, communications, bio-tech, model simulation, digital media, and cyber security (just starting).</p> <p>One college has a certificate program for aerospace technology that needs to be re-accredited every so often. Council funded the \$100,000 to get program re-certified.</p>

1. Florida High Tech Corridor

	<p>Three programs via partnership with CareerSource workforce organizations in the region. 6,000 students have been through these programs. No cost to schools. 30 volunteers and 2 contract staff run the programs.</p> <p>techPATH—initiative to reach students in grades 6-12; involves representatives from a variety of academic organizations and high tech companies.</p> <p>techCAMPs—workshops for middle and high school STEM, career education teachers and students; provides information about certain industry sectors in the corridor: Optics & Photonics, IT, Microelectronics, Simulation, Robotics and Life Sciences.</p> <p>StemCONNECT—connects middle and high school students with STEM experts via video conferencing to talk about real-world applications, careers available in technology, facility tours.</p>
OPERATIONS	
# of staff and assignments	<p>No employees per se. To implement programs and events, they pull from a group of 500 volunteers or contract for professional services through colleges. Some contractors are long-term and nearly full time. Usually have about 8 paid interns.</p> <p>Council is all volunteers. Meet at least twice a year; more as needed. Meetings are now conference calls. Core Teams of 35 to 70 meet each Tuesday for a one-hour conf call to share, coordinate, and update.</p>
Funding	Recurring funding from State of Florida through the University system

2. Automation Alley

Date	May 2016
Website	www.automationalley.com
Organization	<p>Membership-based nonprofit established 1999; approximately 1,000 tech-focused members in businesses, education and government.</p> <p>Mission: "...to enhance the global competitiveness of Southeast Michigan through entrepreneurial, advanced manufacturing, international trade, and workforce development initiatives designed to advance our region as a high-tech powerhouse at the forefront of innovation worldwide."</p>
Contacts	<p>Headquarters: 2675 Bellingham Drive, Troy, MI 48083-2044</p> <p>Ken Rogers, Executive Director rogersk@automationalley.com</p> <p>Diane DeForest, Director Marketing and Events deforestd@automationalley.com</p> <p>Tom Kelly, COO and Director of Entrepreneurship kellyt@automationalley.com</p> <p>Bruce Legge, Director of Defense leggeb@automationalley.com</p> <p>Noel Nevshehir, Director Int'l Business Services nevshehirn@automationalley.com</p>
Phone	Tel: 248-457-3200 800-427-5100
Area Served	Eight counties in southeast Michigan: Genesee, St. Clair, Livingston, Oakland, Macomb, Washtenaw, Wayne, Monroe
Corridor	<p>Defense Office (2010): in Macomb County defense corridor; collaboration with local defense industry leaders; 7205 Sterling Ponds Ct, Sterling Heights; 586-276-9000</p> <p>Detroit Office: in tech-focused Madison area; provides businesses with access to Automation Alley's programs and services; 1570 Woodward Avenue, Detroit</p> <p>Technology Center (2014): located on Oakland University campus; center provides hands-on training for individuals, students and companies in technologies, methodologies and emerging technologies. One Golfview Lane, Rochester</p>
Stimulus to organize	1998 Local business community approached Oakland County Executive Officer with concerns about the shortage of technical workers. County contracted with research firm; results showed that there were about 127,000 technical jobs in Oakland County alone and 300,000 in Southeast Michigan, numbers that compared favorably to Silicon Valley and other national technology hubs.
Collaborators	Oakland University
Successes	<p>Invested \$9M in 55 companies</p> <p>\$125M in capital awarded to date</p> <p>27 Trade missions with 198 companies; \$531M in export sales</p> <p>17 high-tech companies attracted to region</p> <p>May 2016 received \$5M to train 1350 in high-level IT</p>

2. Automation Alley

STRATEGY	
Core Strategy	Matchmaking; connecting companies and organizations with talent, resources and funding to accelerate innovation
Key Focus	Local business start up and expansion, defense industry, talent development, entrepreneurship, international business, and advanced manufacturing
Industry Targets	Emerging technologies Defense-related manufacturers
Initiatives or Programs	<p>Defense – access to defense industry expertise and resources, R&D, business assistance, mentoring; access to DOD purchasing for parts and supplies and reverse engineering/manufacturing discontinued parts that are needed.</p> <p>Talent Development – connecting people to training and employers to talent using algorithms to match employers with best candidates; tooling U-SME online training</p> <p>Entrepreneurship – resources, support and investment funds; tech transfer; accelerated commercialization; sales training; team building; etc.</p> <p>International Business – match companies with suppliers and customers abroad; trade missions; export readiness; a multi-lingual staffed International Business Center</p> <p>Advanced Manufacturing – access to technology and training; Innovation Lab for product concept, testing, simulation, and manufacturing; training; modeling</p>
OPERATIONS	
# of staff and assignments	<p>12 member board of directors; 400 committee members;</p> <p>Staff:</p> <ul style="list-style-type: none"> 3 – Senior Management, Finance 6 – Defense Office 3 – Talent Development / Workforce Initiatives 2 – Entrepreneurship 3 – International Business Services 5 – Marketing and Events 5 – Member Relations and Support Staff
% Marketing & Attraction	Appears to be very little; focus is on supporting local businesses; expanding to international markets, accessing technology, etc. Planning trade mission to Cuba in October 2016
Funding	Membership and events. 46 Foundation Members which are state and local government and workforce agencies, universities and colleges; and major corporations in energy, auto, manufacturing, technology (hardware and software) industries; and services (accounting and law firms)

3. N2 Innovation Corridor

Date	May 5, 2016
Website	www.n2corridor.com
Organization	N2 Corridor Task Force Newton-Needham Chamber of Commerce 281 Needham Street, Newton, MA 02464
Contact	Greg Reibman, Chamber President and Task Force Chair greibman@nnchamber.com
Phone	617-244-5300
Area Served	500 acres along the Newton-Needham line; from I-95 and Highland Ave (Needham) to Newton Highlands, Wells Avenue, and Echo Bridge (Newton). Includes two office parks and adjacent commercial streets.
Corridor	Public-private initiative established about three years ago. Have been operating “by seat of our pants.” Currently doing strategic planning, expect plan to be completed by end of June 2016.
Collaborators	State and local officials on policy and infrastructure Massachusetts Office of Housing and Economic Development Developers, property owners, and prospective tenants
STRATEGY	
Core Strategy	Business attraction. Newton and Needham are commuter cities; larger percentage of residents commute 20 to 40 minutes to Boston. They see the corridor as an alternative location to Boston companies that are expanding and looking for space, lower costs, and access to workers. Specific strategies, tactics, industry targets, and collaborations will be presented in new plan.
OPERATIONS	
# of staff and assignments	Currently being facilitated by Chamber. Discussions underway about setting up a separate nonprofit and staff to implement strategic plan.
Work Plan	Announcement and presentation of the strategic plan is scheduled for June 29 after which it will be posted on website. He is open to another conversation to discuss specifics in the plan. Chamber is also organizing a second corridor – Charles River Mill District – a three municipality partnership, Newton, Watertown and Waltham. Very early in the process. Objective is to collaborate and advocate for infrastructure and transportation improvements. www.charlesrivermilldistrict.com

4. Charleston Digital Corridor	
Date	May 2016
Website	www.charlestdigitalcorridor.com
Organization	Charleston Digital Corridor (CDC) 475-A East Bay Street, Charleston, SC 29403
Contact	Ernest Andrade, Executive Director and founder
Phone	843-724-3773
Area Served	Tech companies in Charleston, SC (services and facilities benefit region)
Corridor	501c6 nonprofit founded 2001
Stimulus to organize	Mr. Andrade was a City of Charleston employee. At the time Charleston was well known but for tourism. Unemployment was high, wages stagnant; needed to diversify and employment opportunities for grads. Launched CDC with mayor's support; strong, long-serving mayor.
Collaborators	No formal collaboration, no committees, has an advisory group. He leads; no group think; creates a higher level of accountability. At beginning he met one-on-one with companies, stakeholders, etc. "what do we do to fix..."
Successes	Amended biz license fee to encourage re-investment, streamline permitting Free Wi-Fi in community parks via grant from Google and community sponsorships Now, above-average per capita wages; more diverse economy; grads are employed 100+ graduates from facilities; don't accept startups too early Will be exporting the model to a small coastal community; he will facilitate Stats and successes on website and Annual Reports
STRATEGY	
Core Strategy	Ensure property, tools, services, and workforce meets business needs and expectations. Diversify economy by nurturing Charleston's tech economy through initiatives, business incentives, and private business support. M
Initiatives or Programs	<p>Community: building a tech-friendly environment and making connections via networking events, monthly business and technical forums, artists reception, etc.</p> <p>Talent: Talent Portal exclusively for tech jobs, employers post jobs / seekers post resume; Outsource Partners (new) will provide directory of vetted service and tech companies; CODE Camp classes and workshops taught by industry www.charlestonworks.com A directory of tech companies in the corridor; can filter by sector and by "hiring now." Is also a funding source for CDC</p> <p>Space: two existing facilities, 5200 SF, 13700 SF; 63000 SF scheduled to open in 2017; for start ups, intermediate, growth companies. Transitional and adaptive spaces are leased by city of Charleston; CDC manages. Cover their operating costs. Includes private tech companies leasing office space. Helps with cost. "Succeed and go up stairs, or fail and go upstairs to work for someone." Doesn't get involved in financing</p>

4. Charleston Digital Corridor

Industry Targets	Focused exclusively on tech and tech-related companies in Charleston
How do they market the corridors?	No marketing.
OPERATIONS	
# of staff and assignments	Three: executive director, operations, admin. Augmented by partners and contractors (e.g. CodeCamp instructors)
% Marketing & Attraction	None
% Expansion	None
Funding	Annual budget approximately \$400,000/year from <ul style="list-style-type: none">• Membership and Investors (individuals, education, nonprofit, corporate, government)• \$100-\$200,000/year from city dedicated to programs, no salaries• CharlestonWorks• Two grants, 1) for code camp; 2) third facility; about \$250,000 each

5. Innovation Valley	
Date	May 2016
Website	www.knoxvilleoakridge.com
Organization	Managed by Knoxville Chamber of Commerce 17 Market Square #201, Knoxville, TN 37902
Contact	Doug Lawyer dlawyer@knoxvillechamber.com
Phone	865-637-4550
Area Served	East Tennessee (five-county area surrounding Knoxville)
Corridor	Links the Oak Ridge National Laboratory and McGhee Tyson Airport. Currently implementing its second five-year regional economic development strategic plan .
Collaborators	Anderson County Economic Development Association Blount County Partnership City of Oak Ridge Jefferson County Economic Development Knoxville Chamber of Commerce (lead) Loudon County Economic Development Agency Roane County Alliance Tellico Reservoir Development Agency
STRATEGY	
Key Focus Priorities	<p>Business Recruitment and Retention: focus is on energy and creative media services clusters; lead generation; business retention</p> <p>Build the Brand: update communications, new website and marketing materials; marketing tools to increase awareness of Innovation Valley among thought leaders</p> <p>Talent Retention and Development: skills training that meet needs of target clusters; support young professionals; integrate workforce and education</p> <p>Entrepreneurship and Innovation: support Knoxville Entrepreneurial Center; seek additional support mechanisms</p> <p>Promote Sustainability: inventory current sustainability efforts in the region; incorporate sustainable messages; explore opportunities to enhance programs</p> <p>Structure and Funding: adopt sustainable budget and funding; define overall roles and responsibilities</p>
Industry Targets	<ul style="list-style-type: none"> Advanced Technology and Manufacturing: automotive suppliers, carbon fiber and composites, medical equipment, specialty foods Corporate Services: headquarters, data centers, transaction support Creative Media Services: digital, interactive media; film, television, video production Energy: storage systems and advanced batteries, nuclear component manufacturing, smart grid technologies, renewable energy Transportation: distribution and logistics

5. Innovation Valley	
How do they market the corridors?	Global Marketing (49% budget) approximately \$980,000 Tactics: site consultant relations, lead generation, advertising, targeted recruitment
Initiatives or Programs	Global marketing Public Policy and Workforce Development Business Retention and Expansion Technology and Entrepreneurship Investor Relations
OPERATIONS	
# of staff and assignments	Managed by Knoxville Chamber of Commerce Seven-member board of directors
Funding	Budget \$2 Million/Year 70+ investors, public and private

6. New England's Knowledge Corridor

Date	2016
Website	www.hartfordspringfield.com/
Organization	New England's Knowledge Corridor
Contact	Androni Gallagher, Coordinator Tim Brennon, Chair / Founding Member and Pioneer Valley Planning Commission
Phone	413-781-6045 (planning commission)
Area Served	Hartford, Springfield and New Haven metro areas; i.e. seven counties in two states linked by similar economies, history, culture, international airport, rail lines, Interstate 91, and Connecticut River
Corridor	Formed in 2000 by governors of Connecticut and Massachusetts with the goal of increasing cooperative marketing and public policy. 28-member Steering Committee from: economic development, workforce, planning, higher education, utilities, tourism, community based organizations, business and industry groups
STRATEGY	
Key Focus	Talent: Primary program is the Hartford Young Professionals and Entrepreneurs (HYPE) – essentially they serve as ambassadors for the region; lead networking events, career development programs, community service, HR Roundtable forum for private and public staffing groups to discuss trends, and promote the region “as an attractive place for young professionals and entrepreneurs to live work and play...”
Industry Targets	Insurance/Financial Services (legacy industry, Fortune 100 companies) Precision Machining (serving regional manufacturers and R&D in these industries: firearms, defense, aerospace, medical device, plastics and renewable energy, lasers and photonics) Biotech and Life Sciences, Healthcare, Tourism
Workforce collaboration, initiatives	Capital Workforce Partners – the region's workforce investment board CTWorks – One-Stop Centers

7. Greater Austin-San Antonio Corridor Council

Date	2016
Website	www.thecorridor.org
Organization	Austin-San Antonio Corridor Council PO Box 1618, San Marcos, TX 78667
Contact	Ross Milloy, President council@thecorridor.org
Phone	512-558-7360
Area Served	126 miles; 6,731 square miles, anchored by Cities of Austin and San Antonio South and Central TX: 8 counties (Bastrop, Bexar, Caldwell, Comal, Guadalupe, Hays, Travis, Williamson) 83 cities
Corridor	“public private partnership of political jurisdictions and businesses dedicated to long-term infrastructure development, economic development and regional cooperation” Highway, Air, Freight, and Commuter Rail projects Hub for international commerce (Interstates 35 and 10)
STRATEGY	
Core Strategy	Mission: Provide jobs and economic growth to region, provide infrastructure for growth in a manner that will preserve lifestyle and quality of life, and promote the regional identity within and beyond the communities
Key Focus	Mitigating heavy truck and freight rail traffic; primarily on I-35, UP rail runs parallel to I-35; highest vehicle counts, worst congestion, slower average speed, lowest levels of service, most accidents and fatalities occurred along the I-35 Austin/San Antonio corridor (I-35 is 1700 mile interstate from MX to Canada)
Initiatives or Programs	State Highway 130 reliever route for I-35 opened in October 2012 to alleviate freight and vehicle congestion Relocate UP’s through-freight into new grade-separated corridor allowing more freight to move through the region by rail vs. by highway Redevelop UP’s existing freight line into a passenger rail service between San Antonio and Georgetown
OPERATIONS	
# of staff and assignments	Four: president, director of administration, accounting manager, events coordinator 20-member board of directors
Funding	Public Membership by city or county population, \$1,000 to \$100,000 Private Membership, \$1,500 to \$5,000

8. Puget Sound

Date	2016										
Website	www.psrc.org/econdev										
Organization	<p>Puget Sound Regional Council 1011 Western Avenue, Suite 500, Seattle WA</p> <p>Governed by a General Assembly and Executive Board (both use weighted votes based on population). Boards and Committees:</p> <ul style="list-style-type: none"> • Operations committee • Transportation Policy Board • Growth Management Policy Board • Economic Development District 										
Contact	<p>Josh Brown, Executive Director jbrown@psrc.org 206-464-7515</p> <p>Sara Lee, Principal E.D. Manager slee@psrc.org 206-971-3250</p> <p>Jason Thibedeau, Senior E.D. Specialist jthibedeau@psrc.org 206-389-2879</p>										
Phone	206-389-2879										
Area Served	Central Puget Sound counties of King, Pierce, Snohomish, Kitsap										
Collaborators	Cities, towns, ports, tribes, transit agencies, and state										
STRATEGY											
Focus	<p>Regional Transportation – Transportation 2040, long-range plan</p> <p>Growth and Economic Planning – 1) Vision 2040 addresses anticipated population and employment growth, economic prosperity and healthy environment; 2) Regional Economic Strategy is led by PSRC’s E.D. Board</p> <p>Technical and Data Services – 1) Planning resource for the region; data on population, housing, transportation; GIS mapping; and Census Bureau data center; 2) help communities secure federal funding</p>										
Industry Targets	<table> <tr> <td>Aerospace</td><td>Maritime</td></tr> <tr> <td>Business Services</td><td>Military</td></tr> <tr> <td>Clean Technology</td><td>Tourism and Visitors</td></tr> <tr> <td>Information Technology</td><td>Transportation and Logistics</td></tr> <tr> <td>Life Sciences and Global Health</td><td></td></tr> </table>	Aerospace	Maritime	Business Services	Military	Clean Technology	Tourism and Visitors	Information Technology	Transportation and Logistics	Life Sciences and Global Health	
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Information Technology	Transportation and Logistics										
Life Sciences and Global Health											

8. Puget Sound

Initiatives or Programs	<p>Manufacturing Communities Designation (Lead agency) – communities in designated areas of Washington (designated by EDA’s Investing in Manufacturing Communities Partnership program); PSRC facilitates selection.</p> <p>International Benchmarking Consortium (Lead) – global network of innovative regions that share best practices, data, research on issues of common interest. Members: Barcelona, Daejeon, Dublin, Fukuoka, Helsinki, Melbourne, Munich, Seattle, Stockholm, Vancouver). Seattle sponsored by Boeing and Microsoft</p> <p>Washington Aerospace Partnership (support) – coalition of business, labor, local government to sustain and grow industry</p> <p>Washington Military Alliance (support) – permanent military working group that supports military presence, responds to potential cuts to defense spending</p> <p>Transportation 2040 – 30-year action plan for Puget Sound region</p>
OPERATIONS	
# of staff and assignments	<p>77 (primarily planners and data/GIS analysts)</p> <p>4 E.D. staff – Manager, Sr. E.D. Specialist, Policy Analyst, Admin Asst.</p>
Funding (how?)	\$1.62M allocated to economic development
Work Plan	FY 2016-2017 Budget and Work Program