

# Imagine Tallahassee Steering Committee Meeting

## Summary Minutes

### October 28, 2013

*Absent Members:* Mr. Brian Cook, Ms. Barbra Wills, & Mr. Jim McShane.

*Delegated Representatives:* Mr. Darryl Jones (Tallahassee Ministerial Association).

**Meeting Began at 5:40 PM**

#### **Agenda Item #1: Proposal on Economic Development Funding Structure**

Mr. Vince Long presented to the Committee a structure for economic development under the Blueprint 2000 model (Attachment #1). The proposal embraces the idea of signature projects proposed by the Committee, while still providing for flexibility as the times and economic development trends change. Under the proposal, the five Strategic Economic Directions developed by the Committee are used as a lens through which all future economic development related project requests are evaluated. Project evaluation would occur through an Economic Technical Coordinating Committee (E-TCC), a citizen advisory committee similar to the one that advises Blueprint 2000. The E-TCC would help refine projects identified by the Committee, as well as analyze future projects that advance the goals of the Strategic Economic Directions.

The other major aspect of Mr. Long's proposal is that a series of allotments be established to ensure a deliberate approach to the allocation and use of the economic development sales tax funding. These allotments would allow an investment approach that is sensitive to the changing needs of our community. The appropriate percentage for each of the investment allotments would be determined by the Committee. The allotment categories would look like the following:

- Investing in Hard Assets: critical economic infrastructure needs that spur additional private sector investment and help attract and/or retain human capital. Signature projects the Committee may wish to include might be investing in the redevelopment of the Civic Center District or developing specialized wet lab facilities for R&D.
- Investing in On-going Economic Development Initiatives: local entrepreneurship programs and the commercialization of university research that are deemed critical and warrant funding on a recurring basis. Examples of existing initiatives include "Choose Tallahassee" and the Entrepreneurial Excellence Program (EEP), signature projects which the Committee may wish to include might be an "innovation fund" that offers flexible financing for new and growing or developing/supporting new incubators for new start-up businesses.
- Investing in Business Expansion & Attraction Incentives: programs that leverage state incentives and provide our community a competitive advantage in recruiting businesses. Existing incentives and programs include the Enterprise Zone and Qualified Targeted Industry programs. Signature projects which the Committee may wish to include might

be creating a “Quick Action Closing Fund” to provide resources with the flexibility to respond to the needs identified by high impact prospects or creating a minority business investment fund to encourage business investment in the Southside.

Portions of this proposal share many of the elements of the concept brought before the Sales Tax Committee on August 23, 2012. Staff distributed the presentation that was provided to the Sales Tax Committee for comparison (Attachment #2). Mr. Long reminded the Steering Committee that the Sales Tax Committee did not vote against, nor turn down the proposal initially presented to them in 2012. Instead, during that Sept. 27, 2012 meeting, the Sales Tax Committee directed County/City staff, the Chamber, the EDC and the members of the proposed E-TCC to recommend projects that drive economic development, leverage our current assets, and create a unified approach to develop an economic development plan at a future meeting. Before this could be done, the Imagine Tallahassee proposal came before the Sales Tax Committee, which was subsequently approved and further economic development proposals deferred to the Imagine Tallahassee process.

Unlike the proposal that came before the Sales Tax Committee last year, Mr. Long’s proposal reflects all of the work of the Imagine Tallahassee effort and provides the basis for its vision to be implemented and to coalesce around a final report. Mr. Long's proposal specifically includes the following which was not part of the concept that came before the Sales Tax Committee:

- incorporates the five specific Strategic Economic Directions (below) established by the Imagine Tallahassee process;
  - Creating and Sustaining an Entrepreneurial Ecosystem
  - Becoming and Competing as an Economic Hub
  - Growing our Destination Product for Travel and Tourism
  - Supporting a Creative Culture and Urban Lifestyle
  - Investing in Our Human Capital Assets
- incorporates the associated goals established by the Imagine Tallahassee process;
- includes allotments which provide priority to these investment areas based on the analysis and recommendations of the Imagine Tallahassee process; and
- includes signature projects that should receive specific consideration for funding.

At the conclusion of his presentation, Mr. Long stressed to the Committee that it did not have to put the proposal in place that night and could wait until the end of the Imagine Tallahassee process. Mr. Long also stressed that the proposal embraces the hard work of the Committee to identify signature projects, while keeping flexibility to address unforeseen economic development opportunities over the next twenty-five years. Mr. Long asked that the Committee use the proposal as a framework to:

- continue the Committee’s process to gather public input and identify signature projects;
- direct the Thinkspot consultants to use the data analysis to guide the allotments in the investment areas; and
- direct the Thinkspot consultants to develop programmatic criteria for our investment areas (clawbacks, leveraging, and other criterion).

The Committee discussed how different projects fit under the proposal and requested that the consultant staff develop a matrix to show how the projects fit the five Strategic Directions and the three proposed allotment categories. Several Committee members noted that the proposal avoids allocating millions of dollars to a project with unknown opportunity costs; most of the projects have not yet had any type of cost-benefit analysis performed. Ms. Henree Martin reminded the Committee that discretion of how to fund the Sales Tax Projects lies with the Intergovernmental Agency. Ms. Martin noted that a signature project today might not be a signature project in 2019 when this funding would become available, and as such, the flexibility of percentages was better.

Ms. Kim Rivers moved that Committee identify specific projects to recommend to the Sales Tax Committee. Mr. Ted Thomas seconded the motion. The motion passed without opposition. The Committee also agreed to move on with the project refinement process without approving or discarding Mr. Long's proposal.

**Agenda Item #2: Review of Sales Tax Committee's Expectations for Imagine Tallahassee**

Ms. Glenda Thornton and Mr. Tom O'Steen noted that the Sales Tax Committee would prefer specificity in the projects presented.

**Agenda Item#3: Review Objectives and Logistics**

Mr. Dale Brill, consultant with Thinkspot, discussed the structure of the Open Houses taking place Monday, November 4th at 5:30pm at the FAMU Grand Ballroom, and on Tuesday, November 5th at 2pm at the Civic Center. Mr. Brill noted that the Committee's job for the meeting was to narrow the list of projects being presented to the public. The Committee discussed and agreed that the projects being presented the public would not be the final list of projects, but rather exemplar projects that represent the adopted Strategic Economic Directions.

**Agenda Item #3: Select Exemplar Projects per Strategic Direction**

The Committee was presented with the Master Key of proposed projects/programs. To determine the exemplar projects to be presented to the public, each Committee member would vote on their sheet for two projects in each Strategic Direction category, and could vote for an additional two projects in any category, for a total of twelve votes. The results of the project prioritization are attached (Attachment #3).

**Agenda Item #4: Identify Champions for Projects and Finalize Data Needs for Projects**

After the exemplar projects were revealed, Committee Members volunteered to act as 'champions' for said projects. The 'champions' for each exemplar project are noted in Attachment #3. These 'champions' would be responsible for working with the consultant team to identify information for the second part of the project impact assessment. A blank project impact assessment form is attached (Attachment #4). Thinkspot will additionally provide the Committee with definitions of job creation at the next Steering Committee meeting.

**Agenda Item #5: Identify Sales Tax Committee Presentation Team and Format**

Mr. Dale Brill, consultant with Thinkspot, will present the history and process of Imagine Tallahassee to the Sales Tax Committee on December 5, 2013. Ms. Kim Rivers moved that the

Steering Committee Members present the recommendations to the Sales Tax Committee. The motion was seconded by Ms. Karen Moore. The motion passed without objection.

**Other Committee Information**

A copy of the meeting's materials presented to the Committee can be found under the 'Agenda & Minutes' tab at <http://cms.leoncountyfl.gov/ImagineTallahassee>, for October 28, 2013.

**Meeting adjourned at 8:24 p.m.**

**Attachments**

1. Proposal – A Recommendations to Finalize a Work Product We Can All Champion
2. August 23, 2013 Sales Tax Presentation on Economic Development
3. Exemplar Project Voting Results
4. Project Impact Assessment (Part 2) Blank Form

## **Imagine Tallahassee – A Recommendation to Finalize a Work Product We Can All Champion**

Through the Imagine Tallahassee process, an enormous amount of community input and data analysis has resulted in five focused Strategic Economic Directions which provide the basis to drive the future economic vitality of our community through the optimized investment of the economic development portion of the sales tax extension.

These Strategic Economic Directions are:

- A. Creating and sustaining an Entrepreneurial Ecosystem
- B. Becoming and Competing as an Economic Hub
- C. Growing our Destination Product for Travel and Tourism
- D. Supporting a Creative Culture and Urban Lifestyle
- E. Investing in Our Human Capital Assets

Each Strategic Economic Direction has related goals and strategies (with possible related projects/programs).

These Strategic Economic Directions are intended to be the lens through which all future economic development related project requests evaluated – the extent to which the proposed project fulfills at least one of the Strategic Economic Directions and associated goals. Because the sales tax extension will be administered through the existing Blueprint 2000 structure, project evaluation will occur through a newly formed Economic Technical Coordinating Committee (E-TCC) (like the existing infrastructure projects are evaluated through an existing technical coordinating committee.) The final membership of the E-TCC will be determined by the Blueprint Intergovernmental Agency. The E-TCC's review ensures a complete analysis including the return on investment (ROI), job creation, and the leveraging of additional capital. The analysis will be occurring in-real time prior to the proposals being submitted to the Intergovernmental Agency for consideration throughout the life of the sales tax extension (currently proposed to go through 2039).

Throughout the Imagine Tallahassee effort, a series of preliminary projects/programs have been proposed. Many of these projects/programs are conceptual and would need to be further refined in the future. Other projects/programs are more advanced and may be ready for funding consideration sooner. It is also important to acknowledge that new projects/programs and opportunities will be discovered in the future which advance the goals of a Strategic Economic Direction(s).

To further ensure a deliberate approach to the allocation and use of the economic development sales tax funding, a series of "allotments" should be established; it bears repeating, that if the sales tax extension referendum is successful, the initial funding does not begin until 2019. This allows the investment approach to occur without specific cost analysis (which would be highly speculative if conducted at this time). Investment allotments include:

1. \_\_\_% - **Investing in Hard Assets.** These are critical economic infrastructure needs that spur additional private sector investment and help attract and/or retain human capital. These investments are designed to leverage other funding sources (federal, state, private) and may only represent a portion of the total project cost. Signature projects which the Imagine Tallahassee Steering Committee may wish to recommend in their final report for future funding consideration include:
  - a. Investing in the redevelopment of the Civic Center District
  - b. Investing in commercial buildings/sites at the regional airport
  - c. Develop specialized wet lab facilities for R&D
  
2. \_\_\_% - **Investing in On-going Economic Development Initiatives.** These are the main economic building blocks for home grown entrepreneurship programs and the commercialization of university research that are deemed so critical to the success of the community that they warrant funding on a recurring basis. Examples of existing initiatives include “Choose Tallahassee,” the Entrepreneurial Excellence Program (EEP), the FSU GAP Program and broad marketing activities to recruit, retain and grow businesses. Signature projects which the Imagine Tallahassee Steering Committee may wish to recommend in their final report for future funding consideration include:
  - a. Providing an “innovation fund” that offers flexible financing for new and growing businesses and for the current, proven programs that support them.
  - b. Developing/supporting new incubators for new start-up businesses.
  - c. Expanding and further improving the current economic development marketing efforts to further empower and reward our sustainable, vibrant and growing community where entrepreneurship, innovation and dynamic businesses thrive.
  
3. \_\_\_% - **Investing in Business Expansion & Attraction Incentives.** These programs leverage state incentives and will provide our community a competitive advantage to recruit business both in-state and out of state. These programs also equip the gearbox to address future project needs. These apply to local business expansion and attracting new businesses. The current gearbox includes proven existing incentives and programs such as the Enterprise Zone, Qualified Targeted Industry, Targeted Business Program, as well as complimentary programs to grow our targeted industry sectors. An emphasis must be placed on the flexibility of these funds given the changing nature over time of business recruitment, retention and expansion. These incentives could include job training, modifications to the road network, building improvements, etc. Signature projects which the Imagine Tallahassee Steering Committee may wish to recommend in their final report for future funding consideration include:
  - a. Specific shelf ready incentive programs that meet targets related to job creation for private sector jobs that pay above average wages.
  - b. Creating a “Quick Action Closing Fund” to provide resources with the flexibility to respond to the needs identified by high impact prospects.
  - c. Creating a minority business investment fund to encourage business investment in the Southside.

The Strategic Economic Directions and associated allotment approach allows the Imagine Tallahassee Steering Committee to provide guidance and prioritization for the economic development portion of the sales tax. **Following this approach and action item implementation will allow the Imagine Tallahassee Steering Committee, in short order, to fulfill its charge, provide the basis for its vision to be implemented and to coalesce around a final report.**

**Action Items for Imagine Tallahassee Steering Committee:**

1. Ratify the five Strategic Economic Directions and associated goals to be the approved final report.
2. Identify the appropriate percentage for each of the investment allotments; the actual funding for each investment allotment would be based on the final allocation (up to 15%) of the economic development component of the infrastructure sales tax.
3. Proceed with and finalize signature projects to be included for consideration in each investment allotment; a signature project is a specific, tangible asset/program that provides an extraordinary community benefit that currently is not being provided or could be significantly enhanced with additional investment. To signify the importance of possible signature projects being included in the final report, an extraordinary vote of the Imagine Tallahassee Steering Committee (20 of 25 members) is recommended.



# Leon County Sales Tax Committee

August 23<sup>rd</sup>, 2012

# Framework for Sustainable Economic Development

Leon County Sales Tax Committee

Thursday, August 23, 2012

Leon County's LeRoy Collins Main Library

**Beth Kirkland**, *Executive Director of the Tallahassee/Leon County  
Economic Development Council*

**Michael Parker**, *Director of Economic & Community Development  
for the City of Tallahassee*

**Ken Morris**, *Director of Economic Development & Business  
Partnerships for Leon County*



# Public/Private Model for Economic Development

Attachment #2  
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- Initial government funding leverages substantial private investment
- Draws on a broad range of expertise and skills
- Can mobilize both public and private resources and is financially flexible
- Act as a strong voice for interests of local business while having access to and input from highest levels of local gov't
- Education and workforce partnerships address talent needs



# Working Together to Create Jobs

- By connecting the private sector, education and local government, the Economic Development Council of Tallahassee/Leon County, Inc. (EDC) helps join forces to:
  - Foster entrepreneurialism
  - Advance local businesses
  - Grow targeted industry sectors
  - Attract innovative companies to our area
  - Create a competitive business climate



## Targeted Industry Sector: *Renewable Energy & the Environment*



High Performance Magnetics  
Leading the way in Cable-in-Conduit Systems

- Landed a \$5 million federal contract
- Created **five** initial jobs
- Average Annual Wage **\$73,200**
- Selected as US national supplier of specialized high-field magnet components to the international ITER project



## Targeted Industry Sector: *Renewable Energy & the Environment*



- Creating **65 jobs**
- Average Annual Wage **\$42,000**
- Local and state investment
- Designing and manufacturing innovative solar technologies that will advance the effectiveness of solar power generation; special financing techniques using state and federal New Market Tax Credits

*Sunnyland Solar Sink Solar Distributors of America*



# Advancing Local Business Through GrowFL

- Provided second stage companies with the technical assistance often only available only to large corporations who have the budgets to purchase expensive consultants
- EDC has served 22 qualified second stage companies in northwest Florida
- 10 of them from the Tallahassee MSA



# GrowFL Participants in the Tallahassee MSA



**AEGIS**  
BUSINESS TECHNOLOGIES



**PROFESSIONAL SERVICES**



**GOLDEN**  
*Elegant lighting for everyday living*



moore consulting group  
integrated communications



**Notary Public**  
UNDERWRITERS, INC.

**iPartners**  
In Association Management

**saltermitchell**  
COMMUNICATION + BEHAVIOR CHANGE



CITY OF  
**TALLAHASSEE**

**EDC** ECONOMIC DEVELOPMENT COUNCIL  
OF TALLAHASSEE/LEON COUNTY, INC.

# GrowFL NW Florida Economic Impact

## Job Creation:

- Direct Effect: 76
- Indirect Effect: 33
- Induced Effect: 49
- Total Effect: 158
- Percentage of State Impact: 5.6

## Other Impacts:

- Averted bad decisions
- Affirmed direction
- Expanded their market
- Increased revenues
- Introduced new products or services



## Targeted Industry Sector: *Manufacturing*



- Expanded into eight new countries
- 3,300 square-foot facility expansion
- Created **five** new jobs
- Capital Investment **\$335,000**
  
- Develops, manufactures and exports more than 200 innovative products for diverse industries



# Growing Targeted Industry Sectors

## TARGETED INDUSTRY SECTORS

Aviation,  
Aerospace, Defense  
& National Security

Health Sciences &  
Human Performance  
Enhancement

Transportation  
& Logistics

Renewable Energy  
& the Environment

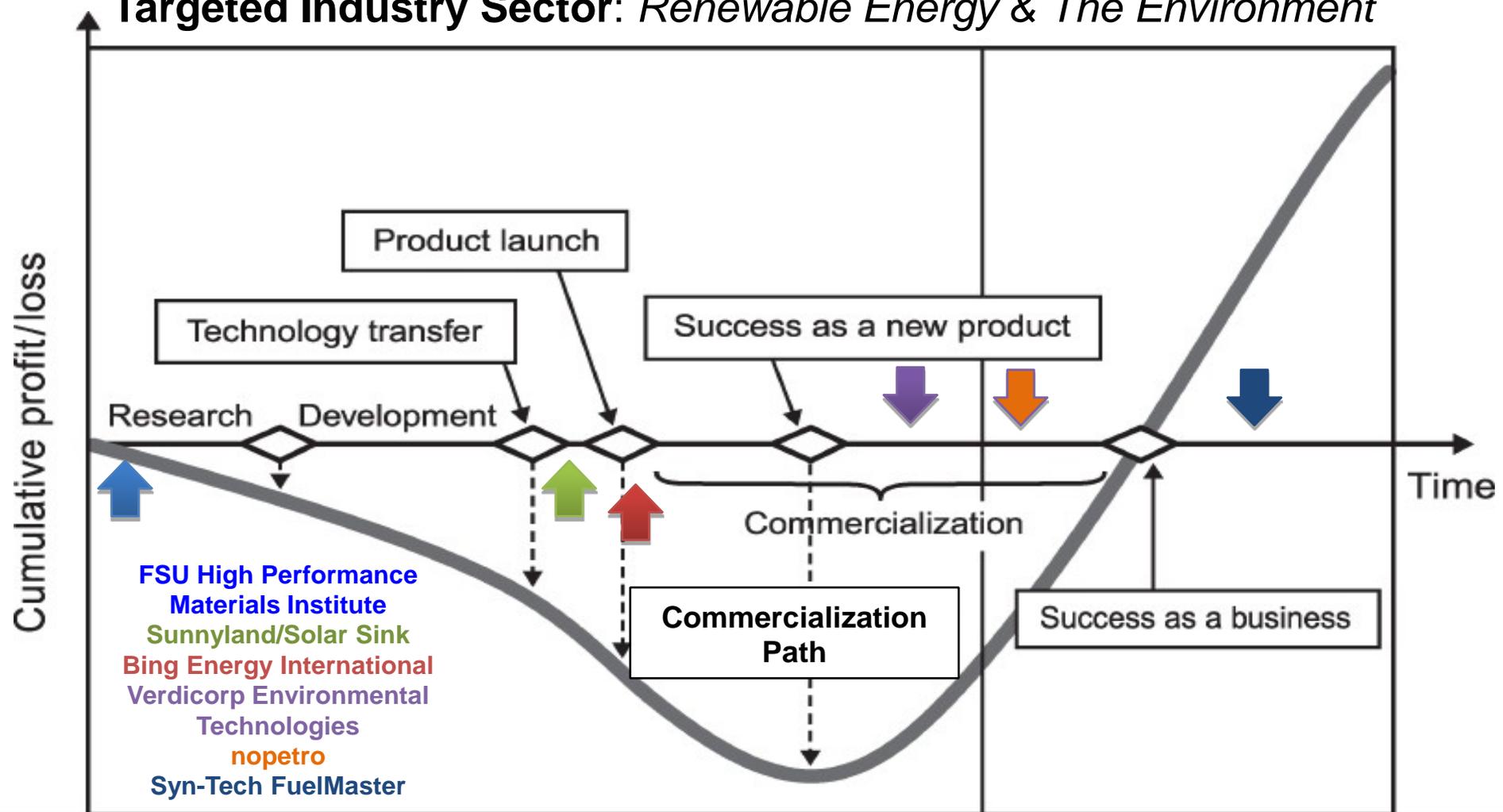
Engineering  
& Research

Information Technology



# Growing Targeted Industry Sectors

## Targeted Industry Sector: *Renewable Energy & The Environment*



## Targeted Industry Sector: *Health Sciences & Human Performance Enhancement*



- Created **43 jobs**
- Average Annual Wage **\$42,760**
- Capital Investment **\$9 million**
- Created a multi-specialty ambulatory surgery center with an educational observation room for workforce development



## Targeted Industry Sector: *Manufacturing*



- Public/Private Partnership
- Developed \$1.8 million, 24,000 square-foot facility at Tallahassee Community College
- Providing a training resource for regional manufacturing and industrial businesses
- Introduced process development area and incubator space for local entrepreneurial companies

## Targeted Industry Sector: *Renewable Energy & The Environment*



- Local and state investment
- Creating at least **244 jobs**
- Average Annual Wage **\$41,655**
- Capital Investment **\$7.7 Million**
- Selected Tallahassee as home to world headquarters to turn revolutionary nanotechnology pioneered at FSU into a better, faster, more economical and commercially viable fuel cell, in collaboration with FSU's Dr. Jim P. Zheng

## Targeted Industry Sector: *Information Technology*



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A **xerox**  Company

- Local and state investment
- Creating **250 jobs**
- Average Annual Wage **\$52,451**
- Capital Investment **\$2.5 million**
- Transportation Solutions Group technology center relocation focusing on software development for a suite of technical solutions sold to state and local municipalities worldwide
- ACS has also established a Center of Excellence in Tallahassee, creating 136 immediate jobs, and an additional 250 throughout next five years



## Targeted Industry Sector: *Information Technology*

EVENT  
PHOTOGRAPHY  
GROUP

GRAD IMAGES  
GRAD TRAK

MARATHON FOTO.COM

- **\$350,000** capital investment
- Added more than **50** new full-time and seasonal jobs
- Average Annual Wage **\$42,676**
- Corporate Headquarters
- North America's Largest Commencement & Endurance Race Photography Company



## Targeted Industry Sector: Renewable Energy & The Environment / *Manufacturing*



- Local and state investment
- 65,000 square foot facility plus a planned 7,500 square-foot facility expansion
- Created **150 new jobs**
- Average Annual Wage **\$45,000**
- Manufactures the world's first totally oil-free compressors



# Attracting Innovative Companies

Partnership with FSU  
Research

Local Supply Chain:  
TeligentEMS, Global  
CNC Solutions,  
Engineered Cooling  
Services, Brooks Air



Spin-off of  
Verdicorp, LLC

Jobs & Facility  
Expansion



## Missed Opportunities

### Targeted Industry Sector: *Health Sciences*

#### Project Lakes



*Cardiovascular Systems Inc.*  
Pearland, TX

- Medical Device Manufacturer
- Job Creation: **250 jobs** across seven occupations
- Average Wage: **\$36,000**
- Capital Investment: **\$20,250,000**

#### DRIVERS:

- ✓ MSA large enough to attract or provide qualified labor
- ✓ Proximity to hospital or medical center
- ✓ Proximity to research and development
- ✗ 40,000 square-foot manufacturing facility with wet lab space and a 6,000 square foot cleanroom built-to-suit by the local EDC



# Sustainable Economic Development

- Can no longer rely on ad valorem revenues for sustained economic investment
- Must balance short and long term economic needs, utilize community assets and partner organizations, appeal to voters for approval and businesses for utilization
- Need to include university partners
- Focused on delivery model (governing structure and decision making framework)
- Final product must address:
  1. Local Business Development, Expansion, & Investment
  2. Small Business Access to Capital
  3. Business Recruitment



- **Subparagraph 212.055(2)(d)(2), F.S. authorizes up to 15% of the proceeds from the infrastructure surtax to be used for:**
  - ***“... economic development projects having a general public purpose of improving local economies, including the funding of operational costs and incentives related to economic development.”***



# Potential Revenue for Economic Development

- Sales tax generates approx. \$35 million annually
- Game Changing Potential
- City & County Commissions are seeking guidance from Sales Tax Committee
  - County requested a targeted percentage of no less than 10%

**Table #1: Estimated Surtax Revenues for Economic Development**

<i>% of Surtax for Economic Development</i>	<i>Estimated Annual Revenues (in millions)</i>
5%	\$1.8
7.5%	\$2.6
10%	\$3.5
12.5%	\$4.4
15%	\$5.3



- Economic development continues to be a top priority of both Commissions
  - Both Commissions contract with the EDC to manage incentive programs, market community assets, and serve as the point of contact for the business community
  - Some variations in contracts but overall goal is the same – a vibrant economic climate
- Contract amounts differ and have fluctuated in recent years due to budget constraints
- One point of contact for the business community but two decision making bodies, processes, and time lines, at the local level
- Continuous need to remain competitive with peer markets

**TIME FOR A BETTER WAY...**



# Strengths of Proposal

## ✓ Speed

- Variety of shelf-ready incentives
- Streamlined decision making
- Dedicated revenue source

## ✓ Flexibility

- Every project has different needs

## ✓ Community Coordination and Participation

- 2011 survey stressed importance of improving coordination between the County, City, & EDC and utilizing the universities
- Proposed governing structure encompasses this sentiment



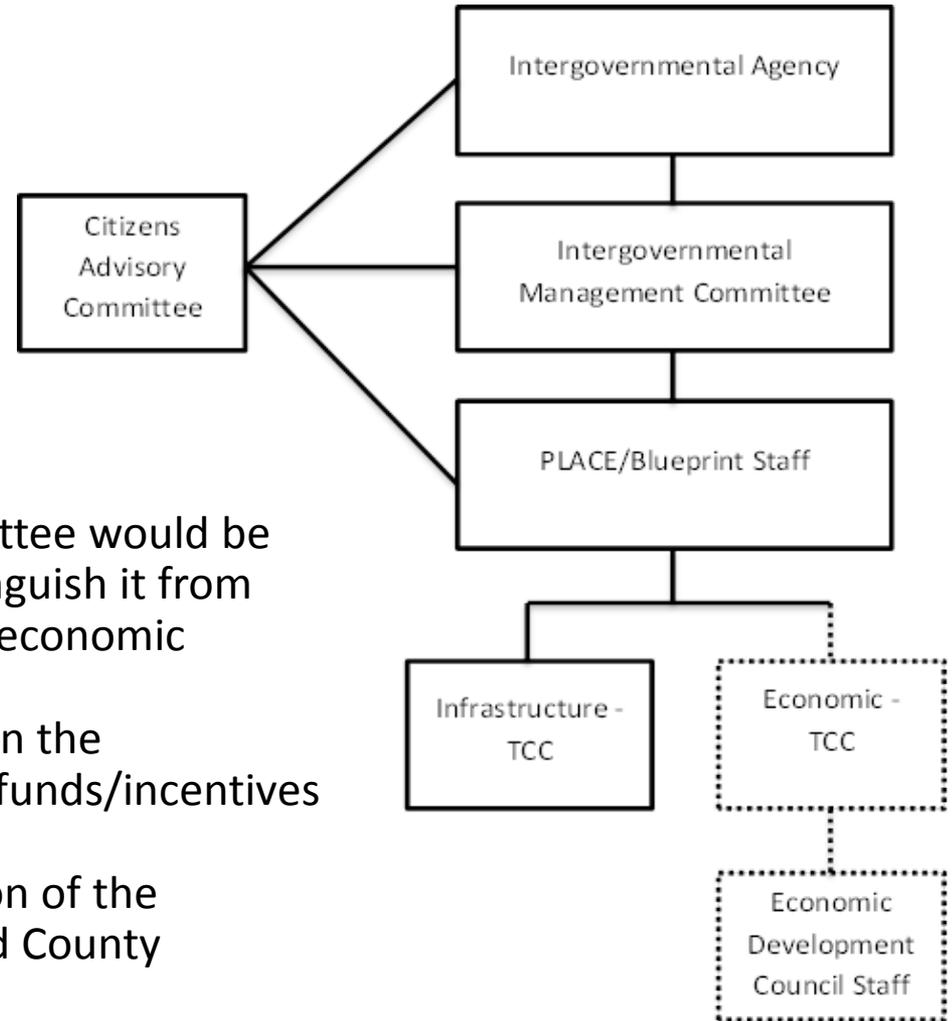
# Unifying the EDC Contract Under the IA

- A governing body consisting of all 12 elected officials is already in place to manage the funds (the Intergovernmental Agency a.k.a. Blueprint 2000)
- Provides opportunity for both the County and City Commissions, under the IA, to jointly evaluate, plan, and approve the community-wide economic goals as one body
- Sales tax offers a dedicated revenue source for contractual needs, programs, and incentives
- Opportunity to enhance services through the EDC including the management of the new programs implemented with sales tax funds
  - Additional staffing will be needed. This can be realized through the EDC instead of the County, City, or BP 2000
- Offers a more efficient customer service model for businesses



# Proposed Governing Structure

- Selected structure to mirror the success of Blueprint 2000
- Reporting relationships would remain the same
- No need for a separate CAC but the membership should be modified to reflect the expanded role and responsibilities associated with the sales tax extension
- The current Technical Coordinating Committee would be renamed to the *Infrastructure TCC* to distinguish it from the creation of a separate TCC to evaluate economic development proposals and incentives
- Discretion should be given to the IMC, upon the recommendation of the E-TCC, to allocate funds/incentives based on certain dollar thresholds
- These changes would require a modification of the Interlocal Agreement between the City and County



# Membership of the E-TCC

- The *Economic TCC* would serve as the IA's expertise on economic development matters and take on the role of evaluating proposals before they are considered by the IA or IMC. The membership of the new E-TCC may consist of the following people:

County Economic Development Director

City Economic Development Director

FSU VP of Research

FAMU VP of Research

TCC VP of Economic & Workforce Development

Executive Director of the EDC

Executive Director of Innovation Park

CEO of *WORKFORCE plus*

President of the Greater Tallahassee/ Leon  
County Chamber of Commerce

President of the Capital City Chamber of  
Commerce

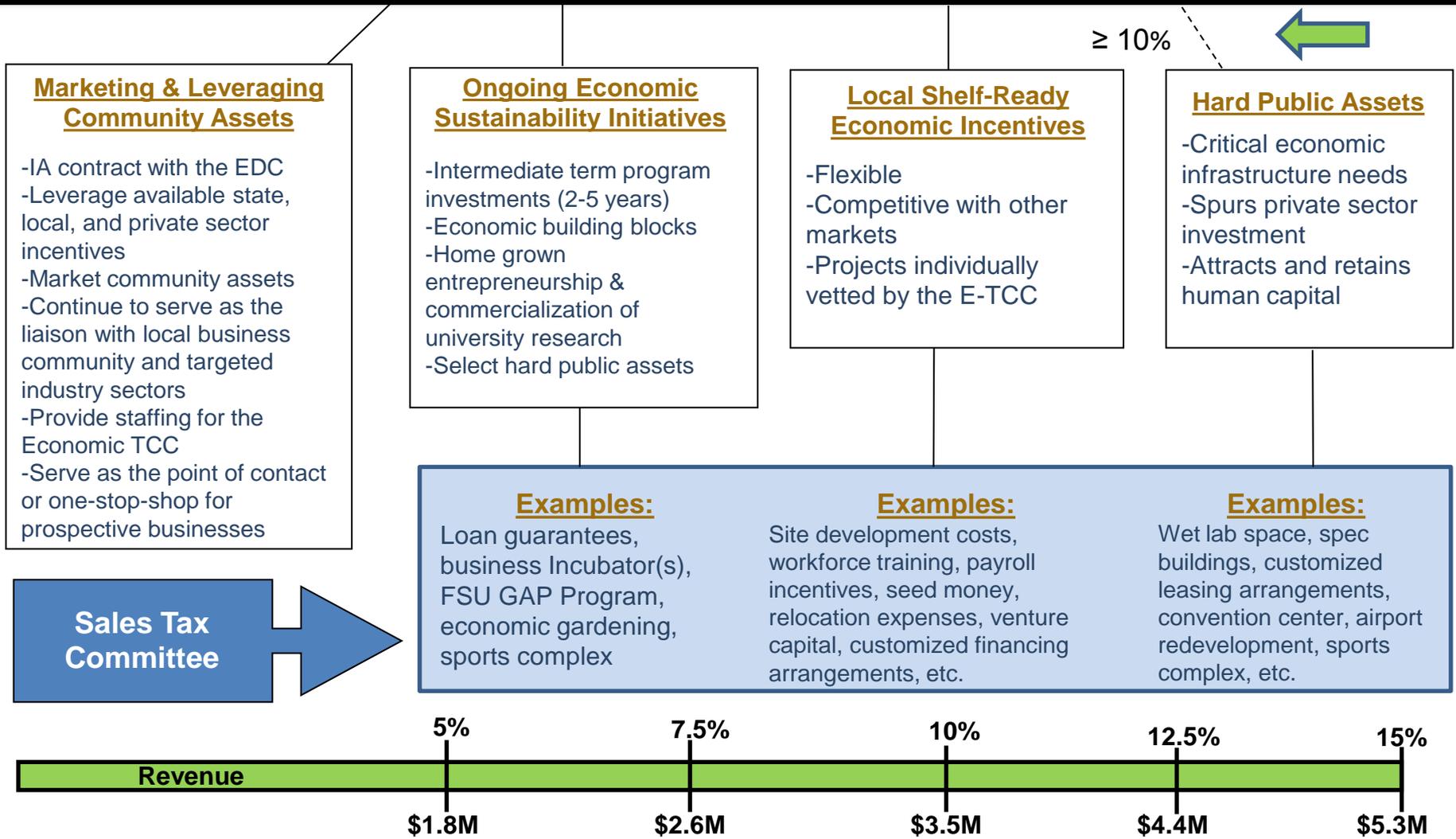
- Chair of the E-TCC would rotate biennially between the County and City
- To mitigate additional staffing needs, the EDC would be charged with preparing the materials that go before the E-TCC
  - This ensures a seamless point-of-contact for the business, startup, researcher, site consultant, etc. seeking to expand or establish their footprint in Leon County



- Evaluate, benchmark, and score proposals for economic incentives
  - Targeted Industry
  - Anticipated Job Creation & Wage Levels
  - Leveraging Private Sector or State Support
  - Capital Investment
  - Risk Level
  - Local Business Promotion
- Make recommendations to the IA or IMC
- Monitor the utilization and effectiveness of shelf-ready incentives so that we remain competitive with other markets



# Framework for Sustainable Economic Development



# Next Steps: Deliberation by the Sales Tax Committee

- Sky is the limit (up to 15%) for the Committee's deliberations on the economic development portion of the surtax
- Basic parameters have been offered to illustrate a balanced strategy, or Framework for Sustainable Economic Development
- Opportunity to identify targeted investments along with needed shelf-ready incentives and programs to help foster a vibrant economy



# Committee Discussion





# Proposed Projects/Programs (as of 10/28/13)

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## A. Creating and Sustaining an Entrepreneurial Ecosystem

- 11 1. Create an entrepreneurial development coordinating committee to catalog resources; vet proposals; design educational curriculum; coordinate partnerships or regional R&D assets; and market emerging technologies to investors.  
CHAMPION: Karen Moore
- 9 2. Provide an "innovation fund" that offers flexible financing for new and growing businesses.  
CHAMPION: \_\_\_\_\_
- 4 3. Develop a micro-lending program to provide capital to very small, existing businesses  
CHAMPION: \_\_\_\_\_
- 12 4. Create a minority business investment fund to encourage business investment in the Southside.  
CHAMPION: Sean Pittman
- 8 5. Provide "Gearbox" of technical services to Women/Minority entrepreneurs, such as intellectual property and legal counsel, marketing, business planning, and financial assistance to researchers and start-up entrepreneurs.  
CHAMPION: \_\_\_\_\_
- 5 6. Provide a targeted business assistance programs to address the unique challenges faced by minority and women-owned firms in accessing markets and capital.  
CHAMPION: \_\_\_\_\_
- 10 7. Develop incubators for new start-up businesses.  
CHAMPION: Tim Edmond
- 6 8. Develop specialized wet lab facilities for R&D to provide ready access to space, equipment, controlled environments, sensitive material handling capabilities, and related infrastructure for researchers.  
CHAMPION: \_\_\_\_\_

## B. Becoming and Competing as an Economic Hub

- 7 9. Develop a brand that resonates with businesses seeking to locate to Tallahassee as well as boosting pride in the Tallahassee.  
CHAMPION: \_\_\_\_\_
- 12 10. Invest in preparing commercial buildings and sites at the TLH regional airport as a location for a regional transportation and logistics hub.  
CHAMPION: Anita Favors-Thompson
- 8 11. Target economic development recruitment and retention efforts to companies offering jobs requiring an industry certification or a higher level of education  
CHAMPION: \_\_\_\_\_
- 8 12. Provide incentives to attract high-skill, high-wage businesses to Tallahassee.  
CHAMPION: \_\_\_\_\_
- 11 13. Create a "Quick Action Closing Fund" to provide resources to respond flexibly to the needs identified by high impact prospects.  
CHAMPION: Sue Dick



### C. Growing our Destination Product for Travel and Tourism

- 6 14. Provide grants to area cultural and heritage venues.  
CHAMPION: \_\_\_\_\_
- 12 15. Develop a competitive sport venue (a multi-use community facility) to attract regional sports tourism by hosting tournaments and sports training.  
CHAMPION: Mike Pate
- 1 16. Negotiate to use a larger venue (e.g., FSU stadium, America's Backyard, Civic Center) for major musical events.  
CHAMPION: \_\_\_\_\_
- 5 17. Create a new high visibility event highlighting Tallahassee.  
CHAMPION: \_\_\_\_\_
- 3 18. Expand current signage, information booths and flyers, public transportation, social media/apps, etc. to allow visitors and new residents to move around town with ease, and find areas of interest.  
CHAMPION: \_\_\_\_\_
- 22 19. Provide the infrastructure to support the development of a convention hotel, entertainment and retail district in the downtown.  
CHAMPION: Dr. Eric Barron

### D. Supporting a Creative Culture and Urban Lifestyle

- 9 20. Fund the implementation of the South Monroe/Adams Corridor sector plan.  
CHAMPION: Curtis Richardson
- 6 21. Invest in opportunities to create and display public art downtown and in selected nearby gateway centers.  
CHAMPION: \_\_\_\_\_
- 11 22. Establish a "Festival Fund" to support inter-organizational efforts that coordinate existing university programs, entertainment venues, and neighborhood groups that organize successful arts, cultural, and entertainment events.  
CHAMPION: Christic Henry
- 0 23. Provide events in public spaces and increase pedestrian/bike access in ways that create activity built on the city's culture.  
CHAMPION: \_\_\_\_\_
- 10 24. Invest in arts/culture initiatives designed to create "Quantum Leaps" for Tallahassee's arts/culture community.  
CHAMPION: Kelly Dozier
- 7 25. Increase funding for the city's Community Redevelopment Areas and emphasize economic development investments in those areas.  
CHAMPION: \_\_\_\_\_
- 5 26. Increase access to locally grown foods by promoting and marketing co-ops, farmers markets, and establishments that support local farms.  
CHAMPION: \_\_\_\_\_
- 6 27. Increase opportunities for urban farming with grants to renovate existing vacant infrastructure into greenhouses, and equip difficult to employ residents with skills to be successful entrepreneurs.  
CHAMPION: \_\_\_\_\_



### E. Investing in Our Human Capital Assets

- 7 28. Conduct a community-wide assessment of jobseekers to provide information about the available talent pool and about education and training gaps that must be filled to meet industry needs.  
CHAMPION: Dr. Jim Murdaugh
- 10 29. Raising the ship for all residents: offer career-displaced residents with opportunities to engage and become productive members of Tallahassee.  
CHAMPION: Meg Baldwin
- 6 30. Family Self-Sufficiency: Local housing economic stimulus plan proposal for persons who are 60% or below average median income.  
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- 7 33. K(6)—12 Economic Engagement Initiative: Place students into active participation in community based programs, apprenticeships, and service learning opportunities with businesses and organizations.
- 5 34. Driving economic development through a healthy community.  
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- 0 35. Early childhood three-point strategy.  
CHAMPION: \_\_\_\_\_
- 8 36. Target outreach efforts to local businesses to encourage the recruitment and hiring of area university and college students or new graduates.  
CHAMPION: Jim McShane
- 5 37. Early childhood three-point strategy: key components that will focus: pre- and post-natal care, an early childhood developmental screening system and quality learning environments.  
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*[Handwritten initials]*

*MEG BARDWIN*



# Proposed Projects/Programs (as of 10/28/13)

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ERIC BARRON

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Kelly Dozier



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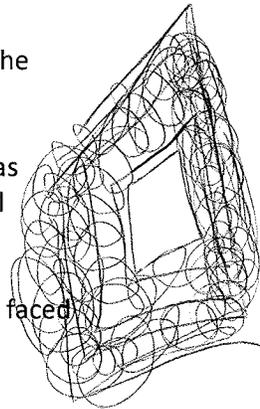
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*Create a system employable by existing programs/groups*

*Darryl Jones*



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Warren Jones



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Pick 2  
of extras



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- \$\$ **34.** Driving economic development through a healthy community.  
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*John Murovich*



# Proposed Projects/Programs (as of 10/28/13)

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## A. Creating and Sustaining an Entrepreneurial Ecosystem

\$\$\$\$ 1. Create an entrepreneurial development coordinating committee to catalog resources; vet proposals; design educational curriculum; coordinate partnerships or regional R&D assets; and market emerging technologies to investors.

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\$\$\$ 2. Provide an "innovation fund" that offers flexible financing for new and growing businesses.

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\$ 3. Develop a micro-lending program to provide capital to very small, existing businesses

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5. Provide "Gearbox" of technical services to Women/Minority entrepreneurs, such as intellectual property and legal counsel, marketing, business planning, and financial assistance to researchers and start-up entrepreneurs.

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6. Provide a targeted business assistance programs to address the unique challenges faced by minority and women-owned firms in accessing markets and capital.

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7. Develop incubators for new start-up businesses.

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**C. Growing our Destination Product for Travel and Tourism**

- \$\$\$\$ 14. Provide grants to area cultural and heritage venues.  
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- \$\$\$\$ 20. Fund the implementation of the South Monroe/Adams Corridor sector plan.  
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Mike Patz



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S. PITTMAN



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*Eco-tourism*

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Kim Rivers



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*my two extra*

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# PROJECT IMPACT ASSESSMENT

***INSTRUCTIONS:*** Please complete the assessment below. When done, please send the document digitally to [stephanie@thinkspot.co](mailto:stephanie@thinkspot.co)

1. Project Title (from Master Key): \_\_\_\_\_ (< 8 words)

2. Community strategic direction guiding this project:

3. What contributions to the goals associated with this community-defined strategic direction will be made? Quantify the impact where possible. Please be aware of three types of economic benefits as defined by Enterprise Florida (see footnote). Insert the goals from the Master Key for this community-defined strategic direction.

Goal:

Impact (Expect net results):

Goal:

Impact:

Goal:

Impact:

4. What contributions will be made to address issues revealed in the Community Baseline Analysis (Report Card) or data presented throughout the Imagine Tallahassee process? Quantify the impact where possible.

5. What is the estimated TOTAL COST of the project? \_\_\_\_\_

6. If the Blueprint funding represents a portion of the total cost, how much and how will the Blueprint funds be allocated? Example: "50% of total project cost (\$2 million) to offset support staff expenditures over 10 years."

Blueprint funding required \_\_\_\_\_

Costs covered:

7. How many years would the project require Blueprint funding before becoming self-sustaining? \_\_\_\_\_

Check here if the project depends on Blueprint funding for continuity indefinitely \_\_\_\_\_

8. Does the project have a federal, state or local equivalent in place?

Does the project fulfill a federal or state matching requirement for an existing project/program?

If so, describe the project or provide a web site describing the program.

9. What contingency or prerequisite investments are associated with this project?

10. How will the Blueprint funds be spent over a 10-year period? Will it ramp up, peak, ramp down? Estimate the distribution of Blueprint funding needed for the duration of the project:

Economic benefits: Enterprise Florida defines three categories of economic benefits to be calculated in assessing a project's "total impact." Direct – the direct inputs (jobs, earnings, capital investment) supplied by the company. Indirect – the extra impacts created as a direct result of the project (example, construction workers hired for the project. Induced – the impacts of households spending money (such as grocery stores and dry cleaners.)