



Potential Strategic Directions

1. Fostering Local Business Development by Empowering an Entrepreneurial Ecosystem and Leveraging Our Research & Development Capacity

WHAT THIS IS ABOUT...

Technology, when coupled with entrepreneurship, represents a critical source of new ideas and new businesses that will drive economic growth. Despite key graduate research centers and a national laboratory, the region has relatively few technology-based commercial and business start-up success stories in recent years. At the national level during the past year, nearly 40% of newly created jobs occurred in companies with fewer than 20 employees. These jobs were created largely because new businesses started up or very small businesses added one or two new people. Due to their small size, these companies are at a distinct disadvantage to much larger companies and have the potential to grow even more with help in overcoming many simple barriers.

THIS STRATEGIC DIRECTION WOULD FOCUS ON...

Increasing investment in R&D in the region and expanding the commercial potential resulting from that R&D activity. Linking innovators with entrepreneurs and developing a support infrastructure that ensures a business friendly environment to provide the information, guidance, and access to resources required to succeed in business.

Strategic Direction #1: Fostering Local Business Development by Empowering an Entrepreneurial Ecosystem and Leveraging Our Research & Development Capacity

EXAMPLES OF POTENTIAL INVESTMENT OPPORTUNITIES...	WHAT'S ALREADY HAPPENING IN TALLAHASSEE/LEON COUNTY?
1. Industry collaborations with university and MAG Lab to enhance research activity	A. FSU currently hosts many large and small industry visits to the high tech research centers on campus (HPMI, AAPL, CAPS, Mag Lab, etc.) that have resulted in research engagements with private industry.
2. Linkages between university research activity and entrepreneurs including mentoring and networking opportunities	<p>A. Realignment of EDC staff and services focusing on entrepreneurship and university linkages.</p> <p>B. 2013 Entrepreneur Month.</p> <p>C. FSU "Sneak Peek" Event.</p> <p>D. FAMU iShow.</p> <p>E. FSU GAP program investing \$250K/Year in moving FSU research past the valley of death towards commercialization of FSU research related products, services etc. GAP committee made up of local Tallahassee business leaders that also mentor GAP participants.</p> <p>F. EDC's Entrepreneurial Excellence Program.</p> <p>G. EDC investing/partnering with FSU related start-ups (Chris Rey @ Tai-Yang Research, Jason Robotham @ Biofront).</p> <p>H. StartUp Quest: Training program for aspiring entrepreneurs.</p>
3. Incubators / accelerators and available commercial lab space	<p>A. The County completed an inventory of local business incubators in 2012 and plans for additional incubators are underway:</p> <ul style="list-style-type: none"> -Leon County is currently exploring an incubator program at the old Amtrak station -'Massive' is a private incubator proposed for the downtown area -The Advanced Manufacturing Training Center

	on TCC's campus provides incubator space for manufacturing startups.
4. Angel capital networks and seed capital funding to support R&D spin-off activities	
5. Product ideation and development efforts	
6. Independent technology scouting services for small and medium-sized companies	
7. Regulatory ombudsman	<p>A. The City and County utilize a project manager approach to customer service whereby a permit applicant is assigned a designated staff liaison to ensure compliance and help remedy any challenges or delays in the issuance of a permit.</p> <p>B. The City and County have implemented minimal environmental community standards, without regard to political jurisdiction, as approved by the electorate in 2010.</p>
8. Business planning and market research assistance	A. EDC's Entrepreneurial Excellence Program & FAMU Small Business Development Center

2. Competing as an Economic Hub

WHAT THIS IS ABOUT...

According to the US Bureau of Economic Analysis, Tallahassee/Leon County is at the center of a 13-county economic area. About 540,000 people live in an area that extends beyond the metro area to include rural counties of northern Florida and south-central Georgia. As companies outside this regional area consider new site location decisions or as individuals consider new places to live, Tallahassee is not often considered as an option. The reason is that there is a general lack of awareness about what the Tallahassee's special quality of life offers to companies, families, or travelers. Tallahassee also has key infrastructure assets such as I-10, the regional airport, and the railway; however, these assets could be better marketed, utilized, and leveraged.

THIS STRATEGIC DIRECTION WOULD FOCUS ON...

Emphasizing the critical role that Leon County plays as the hub of regional economic activity and a destination for visitation. The focus is to promote investment and increased economic activity in the broader region as an indirect way to enhance the role of Tallahassee at the region's center. In addition, building a recognized brand for Tallahassee and supporting the brand with active marketing efforts will make the region more attractive for businesses or individuals considering a move to Tallahassee.

Strategic Direction #2: Competing as an Economic Hub

EXAMPLES OF POTENTIAL INVESTMENT OPPORTUNITIES...	WHAT'S ALREADY HAPPENING IN TALLAHASSEE/LEON COUNTY?
<p>1. Developing the region's image and reputation as a great place to live or do business, especially for certain sectors that sell their services or products outside the region</p>	<p>A. Choose Tallahassee B. Multiple chambers of commerce C. EDC currently manages the following programs and services: –Targeted Industry Sectors (Aviation, Aerospace, Defense & National Security, Transportation & Logistics, Engineering & Research, Health Sciences & Human Performance enhancement, Renewable Energy & the Environment, and Information Technology –Round Table Business Sector Focus Groups; –Enterprise Zone; -Tax Incentives management for a portfolio of state and local incentives; Regulation Assistance, and Workforce Training Incentive Access</p>
<p>2. Active marketing efforts to increase brand awareness to attract investment and employment opportunities</p>	<p>A. EDC external marketing activities include expansion and attraction efforts such as sales missions, site consultant engagements, familiarization tours, and related development activities. B. Choose Tallahassee C. Multiple chambers of commerce D. Leon County Tourist Development Council</p>
<p>3. People attraction strategies, including retirees, second-home owners, students, and footloose entrepreneurs/workers who can live anywhere</p>	<p>A. EDC's Entrepreneurial Excellence Program B. Choose Tallahassee C. Multiple chambers of commerce D. ACCESS Tallahassee E. Workforce Plus offers labor market information to job seekers and businesses</p>
<p>4. Regional corporate headquarters</p>	<p>A. Event Photography B. Project One</p>

<p>5. Expanding the availability of specialized medical care designed to serve the entire economic region</p>	<p>A. Red Hills Surgery Center B. VA Outpatient Clinic center C. New TMH Emergency Center - Northeast D. \$270 Million TMH ICU/Surgery Tower</p>
<p>6. Developing specialty retailing designed to attract more people and from a wider area</p>	<p>A. Whole Foods, Bass Pro Shops, Trader Joes, Dicks Sporting Goods, BJ's Restaurant and Brewhouse, Urban Outfitters, etc.</p>
<p>7. Increasing air passenger service / lowering cost</p>	<p>A. Airport Master Plan has recently been updated to attract development and help lower operational costs B. Recently added direct flights to Washington D.C. and Dallas-FT. Worth, TX.</p>
<p>8. Enhancing regional rail freight service</p>	

3. Growing Our Destination Product for Travel and Tourism

WHAT THIS IS ABOUT...

Tallahassee’s ability to foster growth relies on the uniqueness of its assets. There is much room for improving the quality of the “product” available for those visiting or relocating to the region.

THIS STRATEGIC DIRECTION WOULD FOCUS ON...

Ensuring that Tallahassee recognizes and invests in the assets it needs to convince travelers and potential new residents alike that it is a place to visit – and perhaps even stay a while.

Strategic Direction #3: Growing our Destination Product for Travel and Tourism	
EXAMPLES OF POTENTIAL INVESTMENT OPPORTUNITIES...	WHAT’S ALREADY HAPPENING IN TALLAHASSEE/LEON COUNTY?
1. Creating opportunities for existing assets to collaborate in marketing and programming	<ul style="list-style-type: none"> A. Leon County Tourist Development Council B. Council on Cultural Arts C. Cultural Plan Committee D. Trailahassee.com E. Choose Tallahassee F. Tallahassee Sports Council G. Tourism related businesses (hotels, restaurants, retail, attractions— cooperative marketing programs) H. TDC Grants and COCA Grants funded by tourist development tax I. Downtown Improvement Authority, Midtown Merchants Association and Market Square Merchants Association J. Florida Restaurant & Lodging Association K. VISIT FLORIDA
2. Develop more or better venues to enhance visitation for: entertainment, sports and recreational facilities, and conferences / conventions	<ul style="list-style-type: none"> A. Apalachee Regional Park as a world-class cross country venue B. Cascades Park and Amphitheater C. America’s Backyard at College Town D. FSU’s redevelopment plans for the Civic Center E. Sales Tax Project – Desoto Winter Encampment

	<ul style="list-style-type: none"> F. Riley House expansion and new Visitor Information Center G. Red Hills International Horse Trials Cross Country Course relocation H. Bass Pro Shops I. Gaines Street Redevelopment
<p>3. Create one or more signature events or activities (e.g., <i>South by Southwest</i> in Austin, <i>IdeaFest</i> in Louisville, or <i>Sundance Film Festival</i> in Park City, UT)</p>	<ul style="list-style-type: none"> A. Tourism Signature Event Fund (\$125,000) B. Springtime Tallahassee C. Tallahassee Film Festival D. Capitol Cuisine Restaurant Week & Concert Series E. FSU Spring Game Weekend F. LeMoyne Chain of Parks Art Festival G. Winterfest H. Market Days
<p>4. Ensure “destination support” services – from transportation access, quality lodging, and available vendor/supplier businesses</p>	<ul style="list-style-type: none"> A. Leon County Division of Tourism Development (Visit Tallahassee) B. Leon County Visitor Information Center C. Tallahassee Visitor Guide D. Meeting & Event Planners’ Guide E. Trailahassee.com F. Trolley system G. Way-finder signage H. Riley House Visitor Information Center I. FSU Visitor Information Center J. Sales Tax Projects – Airport, Wulaunee, & North Monroe Street Gateway projects

4. Supporting a Creative Culture and Urban Lifestyle

WHAT THIS IS ABOUT...

Tallahassee has long been known as a college town or a government town with a rural southern character. Its future success depends on it becoming a community that is attractive to well-educated young adults that are often willing to make location choices based on how well they like a community rather than on where they can find a job. Nationally, demographic shifts such as the retirement of baby boomers and the entry of millennials into the workforce coincide with changing consumer preferences toward more urban, higher density, mixed use and walkable development. Attracting and retaining top-notch talent requires ensuring that there are places for those individuals to play, live, and work.

THIS STRATEGIC DIRECTION WOULD FOCUS ON...

Encouraging redevelopment and infill through regulatory policy and incentives for more compact development within the urban services area. This includes, but is not limited to, developing a vibrant urban setting and infrastructure, reliable mobility alternatives, lifestyle and affordable housing that is emerging in Midtown and the Gaines Street area along with arts and entertainment venues, and polishing the current amenity assets that making living and working in Tallahassee a truly unique experience.

Strategic Direction #4: Supporting a Creative Culture and Urban Lifestyle	
EXAMPLES OF POTENTIAL INVESTMENT OPPORTUNITIES...	WHAT'S ALREADY HAPPENING IN TALLAHASSEE/LEON COUNTY?
1. Focus on redevelopment, infill, and code revisions to support mixed use and higher density development standards	<p>A. Sense of Place Initiatives – Gaines Street, Lake Jackson Town Center, and the North Florida Fairgrounds</p> <p>B. Sense of Place Sales Tax Projects – Orange Ave./Meridian Rd., Midtown, and a Fairgrounds beautification and improvement project</p> <p>C. The FAMU Way project will allow intensification of commercial, retail, and service development adjacent to the FAMU campus. It will also be a logical extension of the cultural scene at Capital Cascades Park.</p> <p>D. Floridian Hotel Development-implementation of the MMTD is</p>

	<p>promoting infill and intensification within the central core, thereby advancing the 18-hour downtown concept.</p>
<p>2. Support young professional networking</p>	<p>A. ACCESS Tallahassee B. Tallahassee Young Entrepreneurs Organization C. Tallahassee Network of Young Professionals D. Junior League of Tallahassee E. Knight Creative Communities Initiative F. Leadership Tallahassee</p>
<p>3. Create a venue for music, film festivals, and other performing arts (e.g., Zilker Park, Austin)</p>	<p>A. Cascades Park and Amphitheater B. America’s Backyard at College Town C. FSU’s Film School expansion D. FSU’s redevelopment plans for the Civic Center E. Kleman Plaza</p>
<p>4. Increasing public art</p>	
<p>5. Provide trolley service shuttling people between midtown, downtown, and the universities along with other mobility options</p>	<p>A. The City recently established a weekend trolley service connecting Gaines Street, downtown, and midtown B. Investing in multimodal district to increase alternate modes of transportation (sidewalks, bike lanes, etc.)</p>
<p>6. Broadband</p>	

5. Investing in Human Capital to Meet the Evolving Workforce Needs

WHAT THIS IS ABOUT...

While a large proportion of Tallahassee residents have well-paying jobs in local and state government, the universities and local businesses, Tallahassee also has a segment of the population who are poor with limited access to higher education and health care. In survey after survey, businesses today point to their workforce as one the most important assets they have. Employee payroll is often the biggest investment that a company will make each year, and it is critical that the business' talent pool is operating at full efficiency. Like many other places, Tallahassee companies indicate that they cannot find the skilled talent needed.

THIS STRATEGIC DIRECTION WOULD FOCUS ON...

Addressing the twin challenges of companies unable to recruit and retain the talented, trained workers they need and the many students and jobseekers with little understanding of the opportunities available to them, or the skills needed to prepare for bright careers. This also includes addressing the needs of Tallahassee's underclass and ensuring equitable access to opportunity for prosperity.

Strategic Direction #5: Investing in Human Capital to Meet the Evolving Workforce Needs	
EXAMPLES OF POTENTIAL INVESTMENT OPPORTUNITIES...	WHAT'S ALREADY HAPPENING IN TALLAHASSEE/LEON COUNTY?
1. Education / academic excellence at the Pre-K to post-secondary level	
2. Providing a more systematic system of career counseling available to individuals from middle school throughout their work life	A. Workforce Plus service tools include occupation demand lists, labor market information, and O*Net Online, a comprehensive human resources tool
3. Developing post-secondary education curricula that more closely match employer demands	A. DOE and DEO develop a targeted occupation list and training requirements at the state and regional levels in coordination with regional workforce boards. B. TCC & Workforce Plus partnership offers training courses based on employer demand/labor market information.

<p>4. Enhancing the quality and availability of career and technical skills training at the secondary and post-secondary level</p>	<p>A. Workforce Plus (via the Workforce Investment Act) offers training grants and tuition assistance for skilled training in high demand.</p> <p>B. Workforce Plus measures performance through Training Provider Report Cards identifying the number of customers placed in jobs.</p> <p>C.</p>
<p>5. Developing work ready certification processes</p>	<p>A. Florida Ready to Work Certification Program for applied math, locating information and reading information</p>
<p>6. Providing better intelligence about career and job opportunities to students and jobseekers</p>	<p>A. BigBendWorks.com</p> <p>B. Tallahassee Business Resources</p> <p>C. Employ Florida Marketplace</p> <p>D. Workforce Plus offers labor market information to job seekers and businesses</p>
<p>7. Retaining young professionals in Tallahassee after college graduation</p>	<p>A. Workforce Plus offers job matching services for graduating professionals to local employers</p>
<p>8. Developing a healthy workforce through awareness of food and fitness, as well as increased access to healthcare</p>	