IMAGINE TALLAHASSEE

STRATEGIC DIRECTIONS PUBLIC INPUT & DRAFT ACTION PLANS

November, 2013

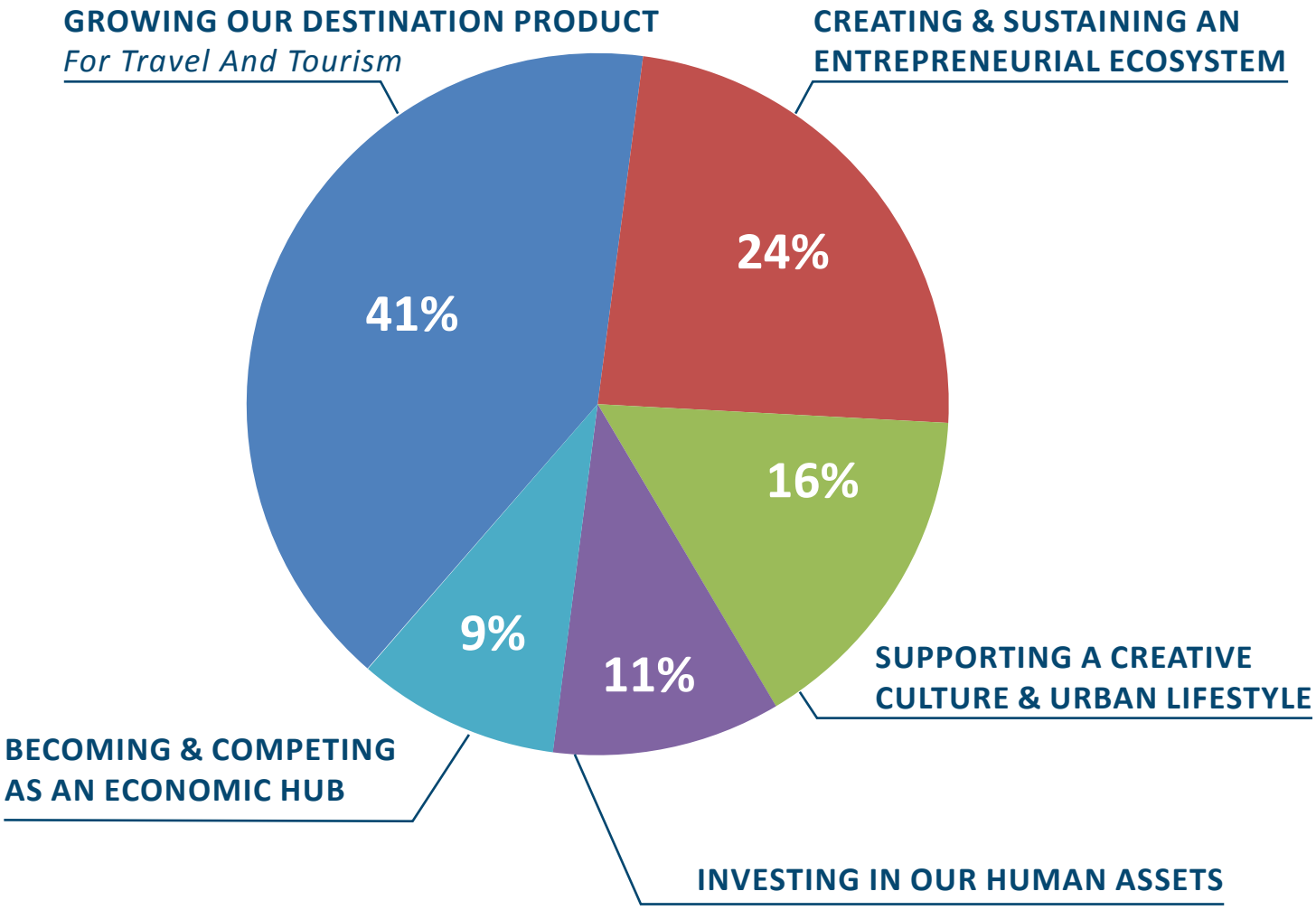
VOTING WITH DOLLARS

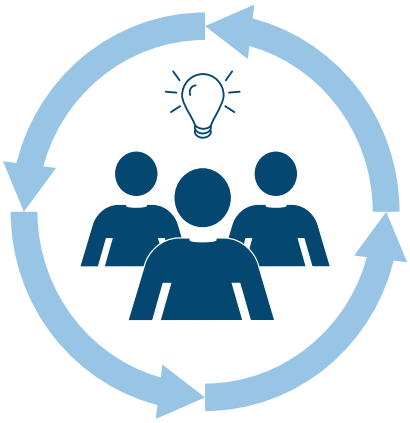
Two final Imagine Tallahassee community events were held on November 4th and 5th, 2013 at the FAMU Grand Ballroom, and Donald L. Tucker Civic Center. The goal of these meetings was to share potential Imagine Tallahassee projects for each Strategic Direction, and engage citizens in a discussion about their priorities for investment. After reviewing the planning process, each participant was provided $100 to allocate to the Strategic Directions they believed would esult in economic development and acheive the Imagine Tallahassee Vision. Almost 300 participants came out to learn about example projects and vote with dollars to invest in the Imagine Tallahassee Strategic Directions.

MEETINGS IN A BOX

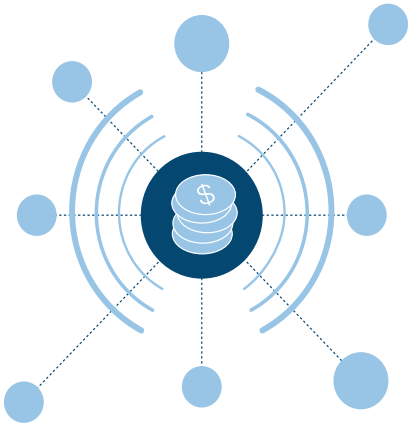
A portable version of the “Voting with Dollars” exercise was developed for individual residents, neighborhood groups, and organizations who were unable to attend the public events . These “Meetings in a Box” were designed to increase the opportunity for meaningful citizen engagement, and get additional input to prioritize strategic directions and inform potential Imagine Tallahassee project funding. Currently, six portable meetings have been requested. The results of these meetings will be incorporated with the input from the public events.

RESULTS


GROWING OUR DESTINATION PRODUCT
For Travel And Tourism
CREATING & SUSTAINING AN ENTREPRENEURIAL ECOSYSTEM
41%
24%
16%
9%
11%
SUPPORTING A CREATIVE CULTURE & URBAN LIFESTYLE
BECOMING & COMPETING AS AN ECONOMIC HUB
INVESTING IN OUR HUMAN ASSETS



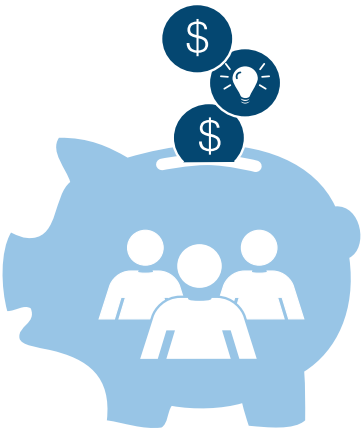
$6,434



$2,529

$10,995

$4,231



$2,846

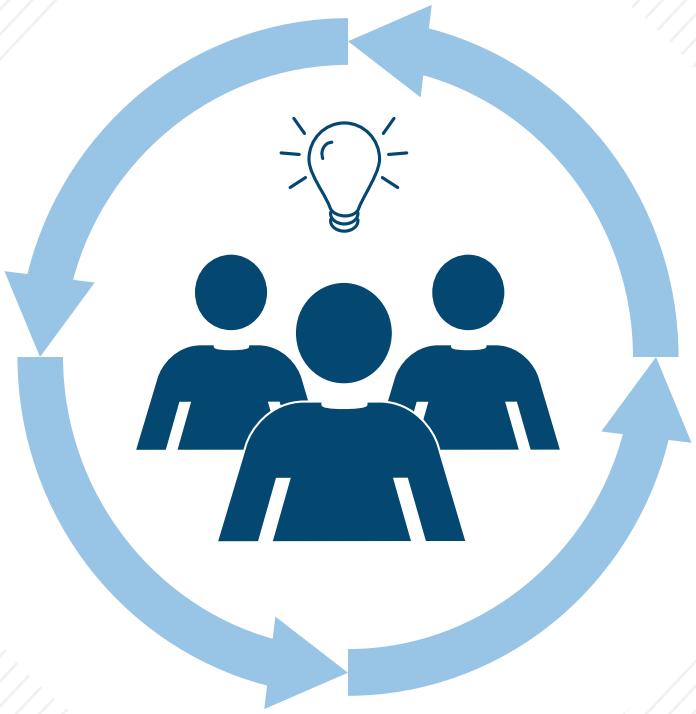
1 **CREATING & SUSTAINING AN ENTREPRENEURIAL ECOSYSTEM**

2 **BECOMING & COMPETING AS AN ECONOMIC HUB**

3 **GROWING OUR DESTINATION PRODUCT**
For Travel And Tourism

4 **SUPPORTING A CREATIVE CULTURE & URBAN LIFESTYLE**

5 **INVESTING IN OUR HUMAN ASSETS**



1

CREATING & SUSTAINING AN ENTREPRENEURIAL ECOSYSTEM

GOALS

1. Increased number of private businesses.
2. Increased dollar volume of equity financing.
3. Increased share of population that are business owners who use entrepreneurial skills in their workplace.
4. Increase the number of minority and women-owned businesses.

POTENTIAL PROJECT ACTION PLANS

1. Entrepreneurial Development Fund
2. Minority Business Investment Fund
3. Develop Incubators for New Start-Up Businesses

ACTION PLANNING FOR IMAGINE TALLAHASSEE PROJECTS	
STRATEGIC DIRECTION	• **Creating and Sustaining an Entrepreneurial Ecosystem**
RATIONALE FOR ACTION *(From Community Input, Baseline Analysis, Etc)*	• A significant part of Tallahassee's future economic growth will depend on the success of entrepreneurs and the new business startups. • Capitalizing on our university-centric community support should be provided to the universities abilities for high tech output in the areas of commercialization of research and intellectual property resulting in high impact start ups. • According to the Community Baseline Analysis, the performance of new startups in Leon County between 2009 and 2012 increased 17.4%. Expansion startup jobs increased by 56.9%. • Effective coordination of resources directed to existing and aspiring entrepreneurs in the region and marketing of the area to entrepreneurs elsewhere will greatly enhance the long-term economic vitality of Tallahassee.
GOALS:	1. Increase number of private businesses 2. Increase dollar volume of equity financing. 3. Increase share of population that are business owners who use entrepreneurial skills in their workplace. 4. Increase opportunities for talent to remain in the region.
Imagine Tallahassee Project	**Entrepreneurial Development Fund**
CHAMPION(s)	• Karen Moore
IDEAS FOR ACTIONS:	• Provide implementation and support models for high impact startups, incubation and acceleration programs. • Developing the living, breathing and growing warehouse and portal of local entrepreneurial resources. • Continue to implement programs, services and/or funds that foster entrepreneurship. • Create and fund marketing programs that match worldwide industry needs with local Tallahassee-based solutions.
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	• None at this time
SUCCESS MEASURES	
OUTCOME METRICS:	• Timely assessments of investments. • The number of resources, programs, services receiving investments.
POTENTIAL DEATH THREATS	
IDENTIFIED POTENTIAL DEATH THREATS	• Not having the proper stakeholders to deliver investment results. • If fund becomes too political • If stakeholder investment committee size grows too large to be effective • Ability to identify, access and match sources of funding to opportunities.

PARTNERS	
CONVENER (OR LEAD) ORGANIZATION(S):	• EDC of Tallahassee/Leon County
PARTICIPATING/ STAKEHOLDER ORGANIZATIONS:	• City of Tallahassee • Leon County • Tallahassee Community College • LCRDA • FAMU SBDC • Florida A&M • FSU • EDC of Tallahassee/Leon County • Workforce *plus* • *JMI*
RELATED INITIATIVES:	• The Entrepreneurial Development Fund will fall under the supervision and direction of the Economic Development Coordinating Council (EDCC).
CHAMPION'S ROLE DURING THE NEXT YEAR:	• Form an initial leadership committee, including private sector participation • Identify best practices to implement • Draft a detailed strategic plan • Engage regional government officials and private businesses to participate • Develop marketing materials • Identify potential funding sources • Identify new and potential matching funding needs
FUNDING CONSIDERATIONS	
FUNDING NEEDS:	• $15 to $20 million over twenty years. o $5 million for marketing o $15 million for implementation of "Ideas of Actions"
IMAGINE TALLAHASSEE FUNDING:	• $15 to $20 million over twenty years.
COSTS COVERED:	• The fund will provide marketing and implementation of Ideas of Actions.
POTENTIAL FUNDING SOURCES:	• Potentially leveraging participating/stakeholder resources

ACTION PLANNING FOR IMAGINE TALLAHASSEE PROJECTS	
STRATEGIC DIRECTION	• **Creating and Sustaining an Entrepreneurial Ecosystem**
RATIONALE FOR ACTION *(From Community Input, Baseline Analysis, Etc)*	• **Improving the economic health of the minority community can have a significant positive impact on key economic indicators and economic health of Tallahassee.** o Minorities will make up most of Leon County's future population growth (e.g., African Americans will comprise 55% of Leon County residents from 2012-35). o Many minority students are not finishing high school, and this has led to high unemployment among black residents. o These students and their families make up the majority of the target low income census tracks. o Historical unemployment, low high school graduation rates, others will increasingly drag on regional economic performance. • **With the right kind of help, Tallahassee has a unique pool of top-flight minority talent who could give small companies a leg up or create their own entrepreneurial opportunities** o Tallahassee's universities graduate more baccalaureates per capita than almost any other region in the nation, and the region needs to be more aggressive in retain this talent by creating jobs and new businesses. o We also have an opportunity to attract and retain more of the region's estimated annual 2,000 African-American college graduates. o This group is a potential source of new businesses as well as high skilled talent. • **Minority- and women-owned businesses are much more likely to hire minorities and women to work in their firms.** o Efforts to promote entrepreneurship among more highly skilled minority and women residents is likely to benefit the entire community. o Tallahassee needs to foster increased private investment in the community's low- and moderate-income areas, especially on the Southside where a greater proportion of blacks choose to live. • **One of the most significant impediments to the formation and development of minority-owned firms is access to affordable, flexible capital.** o Some firms also need on-going advice and assistance to enhance the likelihood their business will be successful.
GOALS:	1. Increase number of minority- and women-owned private businesses. 2. Increase dollar volume of equity financing invested in minority- and women-owned firms. 3. Increase share of population that are business owners who use entrepreneurial skills in their workplace. 4. Lower the unemployment rate in the minority community.
Imagine Tallahassee Project	**Minority Business Investment Fund:** **Create a capital program that targets investments to businesses locating in low- and moderate-income areas of the county.**
CHAMPION(s)	• Sean Pittman
IDEAS FOR ACTIONS:	• Develop a flexible mezzanine and debt lending model that addresses the capital gaps

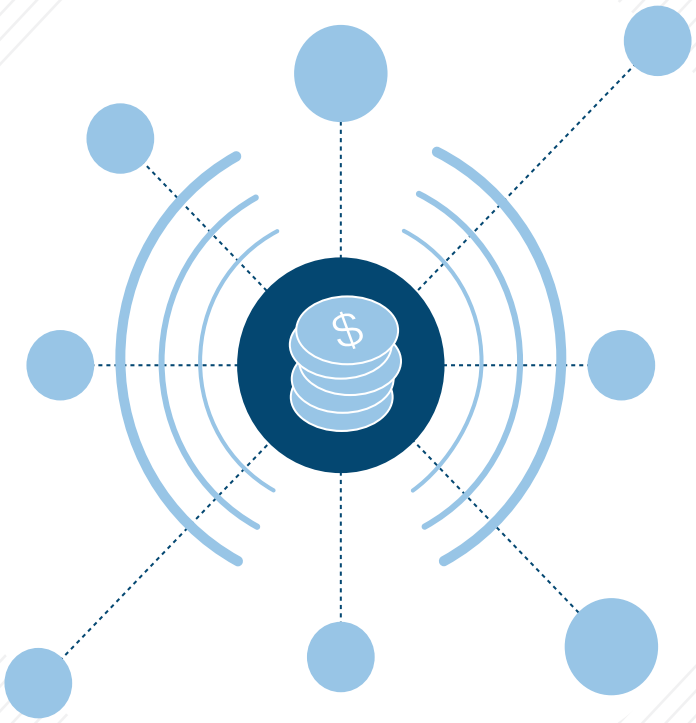
	• Identify an intermediary financial institution (bank, credit union, or some other lender) that will manage the loan funds • Develop relevant eligibility criteria, including appropriate credit requirements • Develop business plan for ensuring program sustainability • Design marketing and outreach program targeted to potential lenders and borrowers
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	• Dialogue with area lenders and potential borrowers to better understand the capital gap (e.g., credit enhancement, collateral support, pre-seed or seed financing, or loan guarantee) • Design of a program that best fills that gap and leverages private investment from area financial institutions • Identify best practices from nearby regions that address similar LMI area investment and advocacy (e.g., Black Business Investment Fund in central Florida)
SUCCESS MEASURES	
OUTCOME METRICS:	• Total employment of residents by LMI area borrowers **(Target: 207 jobs)** • Number of loans made; **(target of 250 microloans each year, up to $50K per loan)** • Successful loan repayment rate of 98% • Total wages earned by LMI area borrowers' workers • Impact on change in median household income • Technical assistance, education and training on business formation for 250 income-qualified minority and women-owned businesses or start-ups • Engagement of 25 college students from the three higher education institutions as program targets
POTENTIAL DEATH THREATS	
IDENTIFIED POTENTIAL DEATH THREATS	• Inability to find a lender (or lenders) to manage and service the program • Lack of sound credit-seeking companies located in target areas • Emphasizing racial preference rather that the proposed focus on targeting LMI areas • Inability of applicant borrowers to pay fees that cover the cost of managing the program and funding anticipated defaults (e.g., BBIF had 2% default rate) • Competition from alternative financing programs
PARTNERS	
CONVENER (OR LEAD) ORGANIZATION(S):	• Big Bend Minority Chamber of Commerce
PARTICIPATING/ STAKEHOLDER ORGANIZATIONS:	• Tallahassee Community College / Workforce Development Division • Florida Office of Supplier Diversity • Florida A&M University Small Business Development Center (SBDC) • Florida Association of Minority Business Enterprise Officials (FAMBEO) • Florida Consortium of Black Businesses • Black Business Investment Board (BBIB) • City of Tallahassee and Leon County Minority, Women and Small Business Enterprise Divisions • Capital City Chamber • Nonprofit intermediary financial institutions (e.g., business development corporation) • Area financial institutions
RELATED INITIATIVES:	• Florida Black Business Investment Fund • State Small Business Credit Initiative o Enterprise Florida Inc. (EFI) Loan Guarantees Program (available to qualified

	businesses with adequate cash flow coverage but that may need help with collateral; loan guarantees work for a portion of project $1 to $20 million) o EFI Loan Participation Program (available to fund SBA 504 bridge loans for equipment purchases or construction) o EFI Direct Loans (available for short-term (up to 5 year) financing on projects ranging from $250,000 - $5,000,000) o DEO Capital Access Program (matches loan portfolio reserve set-asides of between 2 and 7 percent to encourage lenders to do smaller commercial loans; not very active in this current format) • Florida Black Business Support Corp., Tallahassee, www.accessfloridafinance.com
CHAMPION'S ROLE DURING THE NEXT YEAR:	• Form an initial leadership committee, including private sector participation • Identify best practices to implement • Draft a detailed strategic plan • Engage regional government officials and private businesses to participate • Develop marketing materials • Identify potential funding sources
FUNDING CONSIDERATIONS	
FUNDING NEEDS:	• $10 to $15 Million over ten years (an estimated 12.5% of total funds available) o $1 to $2 million per year for 10 years to provide operating capital and to subsidize program
IMAGINE TALLAHASSEE FUNDING:	• $10 to $15 Million over ten years
COSTS COVERED:	• Program management • Assistance in deal development • Monitoring and work out support for businesses that may be having trouble repaying their loan
POTENTIAL FUNDING SOURCES:	• Loan interest income • Grants / Contracts to provide on-going support (e.g., US Small Business Administration, Housing and Urban Development, Economic Development Administration, etc.) • Fundraising, Gifts/Donations • Sales of education/training and PR/marketing services • In-Kind Services from partner organizations (e.g., expertise of area leaders and professional economic development staff)

ACTION PLANNING FOR IMAGINE TALLAHASSEE PROJECTS	
STRATEGIC DIRECTION	• **Creating and Sustaining an Entrepreneurial Ecosystem**
RATIONALE FOR ACTION *(From Community Input, Baseline Analysis, Etc)*	• Need to help early stage companies develop concepts, provide business modeling, technology, staffing, assistance with penetrating venture capital markets, organizational structure and transition into the marketplace. • Need to commercialize technology developed at our universities and by inventors in the region and turn these innovations into new business and job opportunities locally. Much local innovation now leaks out of the region to the overall detriment of the area economy. • Need for more specialized business incubators to ensure long-term economic vitality in the region. Incubators provide facilities and services to catalyze small-business growth. Research has shown that incubated companies have a dramatically higher rate of survival than an average spinout does.
GOALS:	1. Increase the number of private businesses 2. Increase dollar volume of equity financing 3. Increase share of population that are business owners who use entrepreneurial skills in their workplace
Imagine Tallahassee Project	**Develop Incubators for New Start-Up Businesses**
CHAMPION(s)	• Tim Edmond
IDEAS FOR ACTIONS:	• Assisting with feasibility studies on proposed area incubators • Building support • Identifying and securing stakeholders • Identifying a market niche for the incubator • Identifying and/or offering business consulting services (e.g., business plan preparation, financial planning, advertising and marketing, strategic planning, capital development, business taxes, employee relations, government procurement, among others). • Identifying and/or offering professional services (e.g., legal, patent, accounting, scientific support, among others).
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	• Explore best practices for incubators as they operate in other parts of the county, such as University of Florida, UCF, Harvard's I-Lab, Centennial Campus at NC State, among others. Existing research also points to some general factors critical to an incubator's success: • on-site business expertise • access to financing and capitalization • in-kind financial support • community support • entrepreneurial networks • entrepreneurial education • perception of success • selection process for tenants • ties to a university

	• concise program milestones with clear policies and procedures
SUCCESS MEASURES	
OUTCOME METRICS:	• Number of flexible co-working spaces in Leon County • Number from universities/colleges incubating new start-ups • Number of new start-up enterprises • Volume of local equity financing/deal flow
POTENTIAL DEATH THREATS	
IDENTIFIED POTENTIAL DEATH THREATS	• If organizations act within their "silos" and the result is fragmented development of facilities rather than coordinated and cooperative efforts. Organized efforts have proven themselves in other locales to result in greater success in measures like new tech start-ups. • The inability to attract private sector equity funding to retain local innovation.
PARTNERS	
CONVENER (OR LEAD) ORGANIZATION(S):	• Incubator coordination committee to dispense funds formed among key stakeholder organizations and business leaders to propel area's incubator offerings.
PARTICIPATING/ STAKEHOLDER ORGANIZATIONS:	• Leon County • Tallahassee Community College • FSU • Leon County Research & Development Authority • Florida A&M • Private sector
RELATED INITIATIVES:	• Leon County has already developed the concept and funded (up to $250,000) for capital improvements to convert an owned building to an urban technology incubator that will offer an array of business training services and opportunities for local startup companies with help from both Universities and Community College, to be underway in 2014. Their proposed incubator would be operated privately with strong public/private partnerships. TCC is requesting Blueprint funds to retrofit existing space, to purchase specialized equipment and invest in upgraded technology to further support regional business recruitment, creation and expansion efforts.
CHAMPION'S ROLE DURING THE NEXT YEAR:	• Form an initial leadership committee, including private sector participation • Identify best practices to implement • Draft a detailed strategic plan • Engage regional government officials and private businesses to participate • Develop marketing materials • Identify potential funding sources
FUNDING CONSIDERATIONS	
FUNDING NEEDS:	• $10M - $15M
IMAGINE TALLAHASSEE FUNDING:	• $10M - $15M
COSTS COVERED:	• Construction, retrofitting of existing space, purchase of specialized equipment and technology, wet labs, communications/publicity, training/technical assistance, and administrative costs as needed. For instance, incubator funds provided by Imagine Tallahassee could support the development of the Southeast Regional Advanced Manufacturing Business Incubation and Accelerator Center at TCC. The projected

	cost of this facility is $3.2M, covering the costs for retrofitting existing space and the purchase of specialized equipment, technology and related furnishings. This incubator will support regional manufacturing business recruitment, company creation and expansion efforts.
POTENTIAL FUNDING SOURCES:	• Private sector funders, angel investors, university alumni encouraged "to invest locally", State of Florida Department of Economic Opportunity, participating/stakeholder organizations listed above.



2

BECOMING & COMPETING AS AN ECONOMIC HUB

GOALS

1. Increased number of new permanent residents.
2. Improved air travel and freight transportation connections
3. Increased number of jobs in private sector "traded" industries (i.e., manufacturing, advanced business services, tourism).
4. Increased number of private sector jobs that pay above average wages.
5. Faster growth in the regional GDP and total employment.
6. Recognition of Greater Tallahassee as a metropolitan area "on the rise."

POTENTIAL PROJECT ACTION PLANS

1. Business Expansion and Attraction (BEA) Fund of Tallahassee/Leon County
2. Tallahassee Regional Airport Growth and Development Plan:

Invest in making the Tallahassee Regional Airport an international airport and preparing commercial buildings and sites on airport-owned land for business and job growth.

ACTION PLANNING FOR IMAGINE TALLAHASSEE PROJECTS	
STRATEGIC DIRECTION	• **Becoming and Competing as an Economic Hub**
RATIONALE FOR ACTION *(From Community Input, Baseline Analysis, Etc)*	• To be competitive in today's economic development marketplace, we need available sustainable resources for rapid implementation. • By providing resources from the BEA Fund, Tallahassee/Leon County will have the opportunity to greatly impact and increase jobs; attract companies that pay higher than average wages which will create a return on investment through increased spending (tax revenue); growth in regional GDP.
GOALS:	1. Increased number of jobs in private sector of target industries. 2. Increased number of jobs that pay above average wages. 3. Faster growth in the regional GDP and total employment. 4. Provide an additional support mechanism for existing business.
Imagine Tallahassee Project	**Business Expansion & Attraction (BEA) Fund of Tallahassee/Leon County**
CHAMPION(s)	• Sue Dick
IDEAS FOR ACTIONS:	• Develop the data bank of local business and technology resources. • Continue to implement programs, services and/or funds to recruit, retain and expand business. • Create and fund marketing programs that match worldwide industry needs with local Tallahassee-based solutions. • Develop opportunities of workforce training and certification programs tying local talent to local job growth.
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	• To be determined
SUCCESS MEASURES	
OUTCOME METRICS:	• Increase of jobs • Increase of Capital Investment • Annual Average Wage increase • Retention of talent
POTENTIAL DEATH THREATS	
IDENTIFIED POTENTIAL DEATH THREATS	• Loss of competitiveness due to lack of timely access to available resources • Restrictions of use.
PARTNERS	
CONVENER (OR LEAD) ORGANIZATION(S):	• EDC of Tallahassee/Leon County
PARTICIPATING/ STAKEHOLDER ORGANIZATIONS:	• City of Tallahassee • Leon County • Tallahassee Community College • LCRDA • Florida A&M • FSU • EDC of Tallahassee/Leon County • Workforce *plus*

	• Jim Moran Institute • FAMU Small Business Development Center
RELATED INITIATIVES:	• State of Florida's Quick Action Closing Fund (QACF) • State of Florida's High Impact Performance Incentive (HIPI) •
CHAMPION'S ROLE DURING THE NEXT YEAR:	• Identify best practices to implement • Implement a detailed strategic plan • Continue to engage regional government officials and private businesses • Develop marketing materials • Identify potential funding sources • Identify new and potential matching funding needs
FUNDING CONSIDERATIONS	
FUNDING NEEDS:	• $15 to $20 million
IMAGINE TALLAHASSEE FUNDING:	• $15 to $20 million
COSTS COVERED:	• $5 million in marketing and $15 million of "Ideas for Actions" to leverage the State's Quick Action Closing Fund and High Impact Performance Incentive.
POTENTIAL FUNDING SOURCES:	•

ACTION PLANNING FOR IMAGINE TALLAHASSEE PROJECTS	
STRATEGIC DIRECTION	• **Becoming and Competing as an Economic Hub**
RATIONALE FOR ACTION *(From Community Input, Baseline Analysis, Etc)*	• The Tallahassee Regional Airport is a key part of the region's economic development and has significant land parcels available which could be better leveraged for growth, while also serving a major economic generator for the community. • Companies and citizens around the region would benefit from improved access to the airport, additional jobs and improved air service. • The 1,000 acres of developable land at the airport is a key asset for future economic growth and positions the airport to be competitive for future development opportunities.
GOALS:	1. Improved air travel and freight transportation connections 2. Increased business activity tied to the airport 3. Becoming an "International" airport
Imagine Tallahassee Project	**Tallahassee Regional Airport Growth and Development Plan:** **Invest in making the Tallahassee Regional Airport an international airport and preparing commercial buildings and sites on airport-owned land for business and job growth.**
CHAMPION(s)	• Anita Favors-Thompson and David Pollard

IDEAS FOR ACTIONS:	• Land development at the airport
	  o Design, develop and build airport facilities to enhance the airport and provide facilities for new and existing businesses.
	• Project recruitment and expansion in target sectors (including, but not limited to, aviation, manufacturing, distribution, research and development and training)
	  o Provide for talent and training support at the airport
	• Increased air service

ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	• Exploring the potential opportunities for the Tallahassee Regional Airport to attract either aircraft manufacturing original equipment manufacturers (OEMs) or their suppliers, given the aircraft manufacturing facilities located in neighboring states and in Florida. • Considering models for build/lease arrangements to attract businesses to locate on airport property.
SUCCESS MEASURES	
OUTCOME METRICS:	• Increased number of air travel and freight transportation connections • Increased number of jobs in private sector of target industries • Number of businesses and jobs developed on airport-owned land
POTENTIAL DEATH THREATS	
IDENTIFIED POTENTIAL DEATH THREATS	• Not recognizing the economic potential of the adjacent airport-owned lands • Not recognizing the potential opportunities associated with nearby aircraft manufacturing/support/service providers and the anticipated demand for nearby support facilities. • Not treating the airport as a regional economic development asset that has the potential to benefit all those living within the 100 mile market service area.

PARTNERS	
CONVENER (OR LEAD) ORGANIZATION(S):	• City of Tallahassee
PARTICIPATING/ STAKEHOLDER ORGANIZATIONS:	• To the benefit of all persons, organizations and businesses in a 100 mile radius of the airport (market service area).
RELATED INITIATIVES:	• Economic development efforts to advance manufacturing jobs and other targeted industry sectors.
CHAMPION'S ROLE DURING THE NEXT YEAR:	• Identify best practices to implement • Draft a detailed strategic plan • Engage regional government officials and private businesses to participate • Develop marketing materials • Identify potential funding sources
FUNDING CONSIDERATIONS	
FUNDING NEEDS:	• $15M - $20M o 10 year timeframe
IMAGINE TALLAHASSEE FUNDING:	• $15M - $20M
COSTS COVERED:	• Approximately $500,000 - $750,000 of the funding would be used on an annual basis to pay the fees to have customs and border protection agents at the airport to allow for international passenger and/or cargo flights. Another block of funding, roughly $10M, would be used for airport modernization and business development upgrades (e.g., specialized aviation service provider hangar, taxiways, ramp space, utility infrastructure and facility development). Funds could also be used as match for larger FAA or State of Florida funding.
POTENTIAL FUNDING SOURCES:	• Potential to leverage federal and state funding sources, such as Federal Aviation Administration (FAA) funds which typically operate on a 90% federal, 5% state, 5% local match basis. State of Florida funding typically operates on a 50% state, 50% local match basis.

3

GROWING OUR DESTINATION PRODUCT

for Travel & Tourism

GOALS

1. Increased visitors and tourist spending.
2. Media recognition as a cultural destination for in-state and out of state travelers.

POTENTIAL PROJECT ACTION PLANS

1. Competitive Indoor Sports Venue
2. Convention, Hotel & Entertainment District in the Downtown

ACTION PLANNING FOR IMAGINE TALLAHASSEE PROJECTS	
STRATEGIC DIRECTION	• **Growing Our Destination Product for Travel & Tourism**
RATIONALE FOR ACTION *(From Community Input, Baseline Analysis, Etc)*	• No facility currently exists • Potential for a geographically unique destination that would attract thousands of visitors and direct visitor spending each year. • Market study indicates many outdoor sports complexes exist in reasonable drive time radius but only comparable indoor facilities are in Orlando and Atlanta. This provides Tallahassee an opportunity to capture a potential tourism/destination niche in the indoor competitive sports space. • Local families who have children who compete in the types of events that will be held at this new venue will be able to save money since some of their competitions will now be in Tallahassee instead of them having to travel to other cities. That savings can be seen as additional discretionary dollars that can be spent here at home.
GOALS:	1. Increased visitors and tourist spending 2. Media recognition as a Cultural Destination for in-state and out-of-state travelers 3. Retention of young professionals
Imagine Tallahassee Project	**Building Competitive Indoor Sports Venue**
CHAMPION(s)	• Mike Pate
IDEAS FOR ACTIONS:	• Engage area residents on what facility means and why it matters to them. • Locate an appropriate tract of land for the sports complex. • Launch tourism marketing effort to brand region as Sports Capital. • Target tournament directors nationwide to make them aware of sports complex and to solicit their business.
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	• Continue to research facility designs and business models for successful indoor sports complexes. For instance, a soon to be built 100,000-square-foot indoor sports complex in Myrtle Beach has a cost of $12.4 million, while another 60,000 sq. ft. indoor sports facility in the Austin Texas metro area had an estimated cost of $38 million.
SUCCESS MEASURES	
OUTCOME METRICS:	• Number of sports events held at facility • Number of days the facility is used • Tourism dollars generated by sports events held
POTENTIAL DEATH THREATS	
IDENTIFIED POTENTIAL DEATH THREATS	• Inability to find private sector partner(s) to invest in building and operating the facility and making it a success • Misperception that facility is simply for community recreation when meant to be tourism asset that operates to bring visitors/athletes into the area to spend dollars at hotels, restaurants, and other local businesses. Sports tournaments bring a large number of visitors to the area. For youth sporting events, an average of one to two people accompany the players when they travel.

PARTNERS	
CONVENER (OR LEAD) ORGANIZATION(S):	• Tallahassee Sports Council and Visit Tallahassee
PARTICIPATING/ STAKEHOLDER ORGANIZATIONS:	• City of Tallahassee • Private Sector Investors • Leon County
RELATED INITIATIVES:	• The work of the Tallahassee Sports Council, which operates as part of Visit Tallahassee and Leon County Government, from organizing events to awarding grant money, to assisting with logistics, hospitality, housing, funding, transportation, venue selection and public relations.
CHAMPION'S ROLE DURING THE NEXT YEAR:	• Form an initial leadership committee, including private sector participation • Identify best practices to implement • Draft a detailed strategic plan • Engage regional government officials and private businesses to participate • Develop marketing materials • Identify potential funding sources
FUNDING CONSIDERATIONS	
FUNDING NEEDS:	• $6,000,000 - $10,000,000
IMAGINE TALLAHASSEE FUNDING:	• $6,000,000 - $10,000,000
COSTS COVERED:	• Partial funding to build a 60,000-100,000 square foot facility that will be a venue for competitive indoor sports activities and tournaments. The venue could host volleyball, basketball, martial arts, wrestling, dance-team and cheer competitions, and various other indoor sporting events. The total cost for a facility will be determined by the final size and design.
POTENTIAL FUNDING SOURCES:	• Private investors to invest in building and operating the facility. • Available business incentives and redevelopment assistance.

ACTION PLANNING FOR IMAGINE TALLAHASSEE PROJECTS	
STRATEGIC DIRECTION	**Growing our Destination Product for Travel and Tourism**
RATIONALE FOR ACTION *(From Community Input, Baseline Analysis, Etc.)*	
GOALS:	1. Increased visitors and tourist spending. 2. Media recognition as a cultural destination for in-state and out of state travelers.
Imagine Tallahassee Project	**Convention Hotel, Retail, and Entertainment District in the Downtown**
CHAMPION(s)	Dr. Eric Barron / David Coburn
IDEAS FOR ACTIONS:	
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	This project is contingent on a number of outside funding sources, including private equity, private philanthropy, Public Education Capital Outlay (PECO) funds, and attracting the right private development partners for a branded hotel and mixed use retail and entertainment district.

SUCCESS MEASURES	
OUTCOME METRICS:	- $431 million economic impact to the region during the construction of the Arena District; - 4,021 short-term jobs created during the 3-5 year construction period; - 899-961 new permanent jobs; - $93 million in recurring annual economic impact to region in the first year of stabilized demand; - over 25,000 additional visitor-days per year to Tallahassee; - $12.5 million in new tax revenue generated in the first year of stabilized demand; - **a $1.2 Billion ten-year economic impact to the region**
POTENTIAL DEATH THREATS	
IDENTIFIED POTENTIAL DEATH THREATS	
PARTNERS	
CONVENER (OR LEAD) ORGANIZATION(S):	Florida State University
PARTICIPATING/ STAKEHOLDER ORGANIZATIONS:	
RELATED INITIATIVES:	None
CHAMPION'S ROLE DURING THE NEXT YEAR:	
FUNDING CONSIDERATIONS	
FUNDING NEEDS:	$261 Million
IMAGINE TALLAHASSEE FUNDING:	$20 Million
COSTS COVERED:	The Blueprint funds are critically needed to directly support the new convention center space which will be at the heart of the new District. The Blueprint investment accounts for only 7.6% of the projected project cost, and only 1.7% of the estimated ten-year economic impact of the project.
POTENTIAL FUNDING SOURCES:	

4

SUPPORTING A CREATIVE CULTURE & URBAN LIFESTYLE

GOALS

1. Improved perception of Tallahassee as a place to live among young professionals.
2. Increased employment in “creative industries.”

POTENTIAL PROJECT ACTION PLANS

1. Establish a “Festival Fund”
2. Grant for Investment In Arts/Culture Initiatives Designed to Create “Quantum Leaps”
3. Fund the implementation of the South Monroe/Adams Corridor Plan

ACTION PLANNING FOR IMAGINE TALLAHASSEE PROJECTS	
STRATEGIC DIRECTION	• **Supporting a Creative Culture and Urban Lifestyle**
RATIONALE FOR ACTION *(From Community Input, Baseline Analysis, Etc)*	• Well-funded and effectively marketed festivals draw tourists to the community and therefore enhance regional economic vitality. Exciting festivals bring visitors into the area to spend dollars at hotels, restaurants, and other local businesses. • There is strong demand for enhanced cultural and lifestyle options in the region. For instance, in the community feedback results as presented in "Vision to Action" on 09/23/2013, the Action Initiative Preferences for this strategic direction listed the four highest ranking preferences as: enhance and connect existing community assets in the downtown and surrounding urban core (18%); foster the development of creative young professionals as catalysts for economic growth (14%); promote a local lifestyle (14%); and expand opportunities for live entertainment and neighborhood events downtown (14%). • There are intrinsic values to festivals as a means to promote a "sense of community" and to create a setting for connections to be made among area residents.
GOALS:	1. Improved perception of Tallahassee as a place to live among young professionals. 2. Increased visitors and tourist spending. 3. Media recognition as a Cultural Destination for in-state and out-of-state travelers. 4. Increased employment for Tallahassee's "creative" communities.
Imagine Tallahassee Project	**Establish a "Festival Fund"**
CHAMPION(s)	• Christic Henry
IDEAS FOR ACTIONS:	• Establish a festival fund coordination committee to evaluate proposals, including the quality of the overall festival business plan and anticipated return and investment. • Target up to 20 festivals to support/year with funds, marketing efforts, and technical assistance. These festivals may be existing or new proposals. • Ensure the coordination of festivals for maximum impact among the various organizations in the region that support festivals. • Evaluate the effectiveness of existing and new festivals supported by the fund.
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	• Conduct a baseline assessment of area's current festival attendance and return on investment. • Explore festival funds as they operate in other parts of the county, such as in Seattle and New York City.
SUCCESS MEASURES	
OUTCOME METRICS:	• Number of festivals in Tallahassee. • Increased visitor and tourist spending tied to festivals. • Increased employment in "creative industries".
POTENTIAL DEATH THREATS	
IDENTIFIED POTENTIAL DEATH THREATS	• Underfunded and under-marketed festivals will not maximize the potential for new visitor spending. • If festival funds duplicate/offset money going to existing efforts or are not targeted to maximize the potential return on investment.

PARTNERS	
CONVENER (OR LEAD) ORGANIZATION(S):	• New coordination committee formed among key stakeholder organizations to evaluate festival fund proposals.
PARTICIPATING/ STAKEHOLDER ORGANIZATIONS:	• City of Tallahassee • Leon County • Council on Culture & Arts (COCA)
RELATED INITIATIVES:	• Tallahassee Greek Food Festival • LeMoyne Chain of Parks Art Festival • Florida A&M University Grape Harvest Festival • Tallahassee Fitness Festival • Tallahassee Latin Dance Festival • Tallahassee PRIDEFest • Tallahassee Jazz and Blues Festival • Springtime Tallahassee • Brewfest! • Frenchtown Heritage Festival • FSU's Seven Days of Opening Nights
CHAMPION'S ROLE DURING THE NEXT YEAR:	• Form an initial leadership committee, including private sector participation • Identify best practices to implement • Draft a detailed strategic plan • Engage regional government officials and private businesses to participate • Develop marketing materials • Identify potential funding sources
FUNDING CONSIDERATIONS	
FUNDING NEEDS:	• $2,000,000
IMAGINE TALLAHASSEE FUNDING:	• $2,000,000 o $100,000 annually for 20 Years
COSTS COVERED:	• Grants to approved applicants, communications/publicity, training/technical assistance, and administrative costs as needed
POTENTIAL FUNDING SOURCES:	• Potential private sector, city, county, state, and federal sources of funds to also support festival fund.

ACTION PLANNING FOR IMAGINE TALLAHASSEE PROJECTS	
STRATEGIC DIRECTION	• **Supporting a Creative Culture and Urban Lifestyle**
RATIONALE FOR ACTION *(From Community Input, Baseline Analysis, Etc)*	• The Community Baseline Analysis showed a high interest in envisioning greatness through Culture, Character, and Quality of Life. The highest ranked priorities in this area are Arts & Culture, Destination/Attractions/Events and Community Character. This fund would address all of these priorities with funding going directly to move these priorities forward. This fund would help to bring to our area thriving arts & strong cultural resources; propel Tallahassee as a destination with attractions and events and create quality public spaces. • **Sense of Community**- Art and historic experiences offer an immeasurable mechanism for growing its creative class. When artists, performers, historians and other related professionals are valued, offered competitive salaries, have opportunities for employment and are encouraged to be both artists as well as successful entrepreneurs, business prospers. To earn a reputation and "sense of community" where extraordinary art abounds, there must be thriving, attractive facilities, events, experiences and spaces both indoors and in the natural environment that foster the creation of art and celebrate its presence. • **Connectivity** – There is a physical connection between spaces when sidewalks, bikes, and trails link neighborhoods and sections of our community. Art offers the opportunity to make emotional connections. Some cities have used "Cows on Parade," "Flamingos on Parade" or other iconic community symbols to unite what the community values with original art. This results in making unique connections between streets, shopping districts and an overall sense of unity. Some municipalities have used street pavers to create artistic messages. Landscaping can be artistic renderings. There should be careful consideration to what types of art might define our community and make these types of connections but the purpose of this proposal is to promote consideration for the importance of incorporating art into the Connectivity plan. • **Economic Vitality** – All firms contemplating relocation or expansion consider the many resources a community offers. Families require good schools, activities, quality of life experiences as well as diversified employment opportunities for spouses. Graduating students from institutions of higher education consider salary, opportunities for advancement as well as the "livability" of the community. Seniors look for life-long learning and volunteer opportunities to remain engaged and active members of society. It is not unreasonable to think a family's need to relocate for one member's professional advancement relocating may bring multiple generations of its members. When there are rich cultural experiences, a vibrant night life and activities that are valued by people of all demographic groups, the chances to build on the economy flourish. In every culture throughout history, one of the most important aspects of the economy has been the value placed on artistic achievement and offerings. Today, in Tallahassee, as well as the world, that remains true. The importance of culture should not be underestimated regarding the economic vitality of our community. • **Parks/Ecotourism** –The "other Florida" is the one we call home. The mighty Apalachicola, the Wacissa, and Aucilla rivers tie to lakes, streams and ponds while

	offering a plethora of ecotourism experiences. We are home to one of the greatest natural history museums in the state, national and state parks, and we are a city with nationally acclaimed parks and related programs. Cultural experiences abound in these locations and must be supported. There are opportunities to expand our offerings. Heritage trails, the site of the "First Christmas" and an expansion of collaboration between destinations, state and municipal agencies, the Leon County Tourist Development Council and other stakeholders will flourish if cultural organizations can be strengthened to increase programs offered in our parks and the number and quality of eco-tourism experiences. • **Gateways** – Art in Public Spaces is the most obvious example of how culture can positively impact gateways to our community. While there have been some wonderful and unique installations, there is no cohesive vision for art in public spaces to enhance our gateways. Imagine art at interstate exit and entrance ramps that make a statement about our "sense of place." Art can also be installed in roundabouts to create community gateways. It would be ideal if the community would establish a diversified committee to create a strategic plan for art in public places including desirable objectives for gateways, large and small.
GOALS:	1. Increased visitor and tourist spending. 2. Media recognition as a cultural destination for in-state and out of state travelers. 3. Increased employment in "creative industries". 4. Perception by community that Tallahassee is an arts and culture leader.
Imagine Tallahassee Project	**Grant for Investment in Arts/Culture Initiatives Designed to Create "Quantum Leaps"**
CHAMPION(s)	• Kelly Dozier
IDEAS FOR ACTIONS:	• Establish guidelines for distributing funds and a Quantum Leap fund evaluation committee to review the proposals for funding. Scoring criteria would include points for the anticipated return and investment and economic impact of projects and programs. • Ensure the fund has flexibility to meet community needs. Each year new projects/programs will come forward for funding and as our needs change, those projects/programs will be assessed based on current needs of our community and their impact on those needs. This fund is meant especially to seed new initiatives or expansions of current activities. Examples of projects/programs funded through this grant may be: installation of art in public places; projects which promote a sense of place or identity in the community; projects that propel an organization to a new level of service in the community; projects that propel an organization to a new level of sustainability (invest now, save money over time); projects/programs which attract regional or national media attention to the Tallahassee area as a visitor destination; KCCI initiatives; and festivals. • Evaluate the effectiveness of projects and programs supported by the fund.
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	• Conduct a baseline assessment of area's current arts and cultural assets and the attendance and return on investment of these assets. • Explore art and cultural expansion efforts as they operate in other parts of the county, such as in Chattanooga Tennessee.
SUCCESS MEASURES	
OUTCOME METRICS:	• Number of grants awarded.

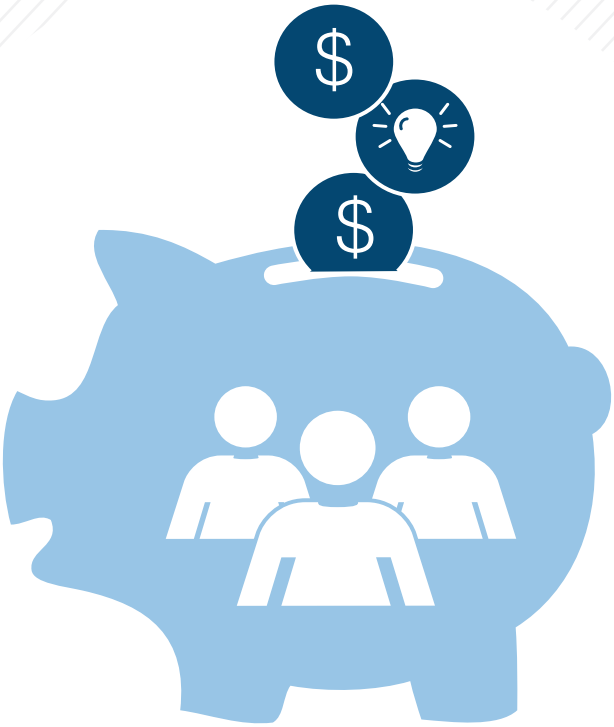
	• Increased visitor and tourist spending tied to arts/culture expansion. • Increased employment in "creative industries". • Out-of-area media articles on Tallahassee arts and culture scene.
POTENTIAL DEATH THREATS	
IDENTIFIED POTENTIAL DEATH THREATS	• If Quantum Leap fund evaluation committee does not function properly. • If funds duplicate/offset money going to existing efforts or are not targeted to maximize the potential return on investment.
PARTNERS	
CONVENER (OR LEAD) ORGANIZATION(S):	• Cultural Plan Steering Committee – overseeing the implementation of the Cultural Plan and the formation of the initial fund guidelines • Council on Culture & Arts (COCA) – following the existing granting/re-granting process through which arts and cultural organizations and initiatives receive funding would be the structure for administering this grant.
PARTICIPATING/ STAKEHOLDER ORGANIZATIONS:	• City of Tallahassee • Leon County • Tourism Development Council • Cultural Plan Steering Committee • COCA • EDC of Tallahassee/Leon County • Representatives from various arts & culture organizations
RELATED INITIATIVES:	• National Endowment for the Arts – Our Town. Through Our Town, the NEA provides a limited number of grants, ranging from $25,000 to $200,000, for creative "placemaking" projects that contribute toward the livability of communities and help transform them into lively, beautiful, and sustainable places with the arts at their core. Our Town invests in creative and innovative projects in which communities, together with their arts and design organizations and artists, seek to: improve their quality of life; encourage greater creative activity; foster stronger community identity and a sense of place; and revitalize economic development.
CHAMPION'S ROLE DURING THE NEXT YEAR:	• Form an initial leadership committee, including private sector participation • Identify best practices to implement • Draft a detailed strategic plan • Engage regional government officials and private businesses to participate • Develop marketing materials • Identify potential funding sources
FUNDING CONSIDERATIONS	
FUNDING NEEDS:	• $5,000,000 • $250,000 per year for 20 years
IMAGINE TALLAHASSEE FUNDING:	• $5,000,000
COSTS COVERED:	• Grants to approved applicants, communications/publicity, training/technical assistance, match money for federal grants, and administrative costs as needed.
POTENTIAL FUNDING SOURCES:	• Private donors, city and county, state and federal grants.

ACTION PLANNING FOR IMAGINE TALLAHASSEE PROJECTS	
STRATEGIC DIRECTION	• **Supporting a Creative Culture and Urban Lifestyle**
RATIONALE FOR ACTION *(From Community Input, Baseline Analysis, Etc)*	• The Monroe-Adams Corridor Action Plan was adopted June 22, 2011 *While the idea of place may be abstract, you know it when you are there. In a city, a "sense of place" depends on the presence of people, attracted by workplaces, stores, restaurants, recreation, transportation options, walkability, and places to live. In recognition of long-standing and emerging places within the Tallahassee city limits, the City Commission identified* ***Creating a Sense of Place*** *as a top priority, initiating "Placemaking" projects for Midtown, the Market District, Gaines Street, West Tennessee Street, and the Monroe-Adams Corridor. Placemaking invites citizens and government to work together in making vital public destinations that promote our health, happiness, well-being, and civic pride.* --Monroe-Adams Corridor Placemaking Action Plan • The Southside needs significant infrastructure and business development improvements in order to insure the future economic vitality of the central core of Tallahassee.
GOALS:	1. Improved perception of Tallahassee as a place to live among young professionals 2. Increased employment in the "Creative Industries" 3. Increased number of businesses for Southside
Imagine Tallahassee Project	**Fund the Implementation of the South Monroe/Adams Corridor Plan**
CHAMPION(s)	• Curtis Richardson
IDEAS FOR ACTIONS:	• Identified in Action Plan The Monroe-Adams Corridor Action Plan includes goals in three categories. **1.0 Build Place** *Goal* 1.1 Make safe, comfortable streets for pedestrians, transit users, and cyclists, and a suitable gateway to the Capital City. 1.2 Improve the appearance, comfort and safety of public streets and private property. 1.3 Encourage urban infill and mixed-use buildings. **2.0 Promote Place** *Goal* 2.1 Inform the public of business incentives, redevelopment assistance, Codes, and Code Enforcement. 2.2 Support local business and bring in new business. **3.0 Make Places Within** *Goal* 3.1 Implement an initial Placemaking Project. 3.2 Follow with similar improvements to all east-west streets in the Corridor.
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	• Coordination with FAMU Small Business Development Center (SBDC) to partner business development on Southside with the improvements to facades and infrastructure covered by the Monroe-Adams Corridor Action Plan. • FAMU Urban Agriculture efforts (see Imagine Tallahassee Initial Project Impact Assessment "A Healthy Living Approach to Economic Development" from October 14, 2013 for details).
SUCCESS MEASURES	
OUTCOME METRICS:	• Number of Monroe-Adams Corridor Action Plan projects completed

	• Increased number of businesses within Southside • Increased job opportunities for Southside residents
POTENTIAL DEATH THREATS	
IDENTIFIED POTENTIAL DEATH THREATS	• Lack of will to implement entire Monroe-Adams Corridor Action Plan • Lack of funding to make infrastructure and economic development improvements • Continued poor perception of Southside area of Tallahassee leads to cycle of underinvestment and slow business and economic growth
PARTNERS	
CONVENER (OR LEAD) ORGANIZATION(S):	• Southside Redevelopment Advisory Council
PARTICIPATING/ STAKEHOLDER ORGANIZATIONS:	Blueprint 2000 Leon County Board of County Commissioners Capital City Chamber of Commerce Greater Tallahassee Chamber of Commerce Council on Culture and Arts for Tallahassee/Leon County City of Tallahassee Frenchtown-Southside Community Redevelopment Agency Capital Region Transportation Planning Agency City Economic and Community Development Department (includes Code Enforcement Division) Tallahassee-Leon County Economic Development Council City Environmental Policy and Energy Resources Department Florida A&M University FAMU School of Architecture Florida State Historic Preservation Office FSU Department of Urban and Regional Planning City Growth Management Department UF/County Extension Center Knight Creative Class Initiative Catalyst Class 2011 Keep Tallahassee-Leon County Beautiful Leon County Schools Locally Owned Tallahassee Merchants Association Master Transportation Plan Neighborhood Associations Property owners City Parks, Recreation, and Neighborhood Affairs Department City Public Works Department StarMetro Tallahassee-Leon County Planning Department Tallahassee Police Department Tallahassee Trust for Historic Preservation City Utilities Visit Tallahassee/Tourist Development Council WCOT City's television station, Communications Department
RELATED INITIATIVES:	• City of Tallahassee Sense of Place plans
CHAMPION'S ROLE DURING THE NEXT YEAR:	• Engage Southside Redevelopment Advisory Council and other regional organizations, government officials and private businesses to participate • Develop marketing materials • Identify potential funding sources

FUNDING CONSIDERATIONS	
FUNDING NEEDS:	• $3,600,000 - $5,050,000
IMAGINE TALLAHASSEE FUNDING:	• $3,600,000 - $5,050,000
COSTS COVERED:	**Projects to fund from existing Action Plan:** $100,000 - $550,000 **1.2.1 Improve visual appeal:** $10,000 • Encourage business and property owners to improve and maintain buildings, signs, parking lots, and storage areas. • Hold street clean-up days. • "Adopt" roads and highways. • Place utilities underground at the time of new construction. • Study relocating utility poles to the back of properties. **1.2.2 Landscape to provide visual continuity:** $10,000 to $100,000 Plant trees at on private property at strategic locations where existing pavement is not used, especially at corners. • Assist owners with landscape improvements, on the model of current property improvement programs. • Over time, landscape private properties along the street following an overall theme and palette of plant materials. **1.2.3 Put more "eyes on the street:"** $10,000 to $100,000 • In the setback between sidewalks and existing buildings, encourage uses other than or in addition to parking—outdoor dining, sidewalk sales, etc. • Restore street windows at existing storefronts, and transparency to existing windows and openings. **1.2.4 Fill blank walls with murals:** $10,000 • Hold artists' competition or commission murals. • "Theme" series of murals—sports, history, Cascades Park, etc. • The community can participate in painting murals. • Designate an "open" graffiti wall. **1.2.5 Protect historic resources, including:** $10,000 • Updating the Florida Master Site File. • Nominations to local and national registers of historic places. **1.3.2 Promote adaptive re-use of existing structures to mixed uses.** $10,000 to $100,000 **2.2.2 Give names to places:** $10,000 • Survey business owners and patrons. • Hold a contest. **2.2.3 Hold community events to celebrate local business and area residents:** $10,000 to $100,000 • Food Festival – A Taste of Monroe-Adams, etc. • Food Truck Rally. • Establish mobile food vendor areas. **2.2.4 Brand the Monroe-Adams Corridor with elements such as:** $10,000 to $100,000 • A logo. • Banners and or signs. • Street sign design.

	• District slogan. • Street furniture. **2.2.5 Marketing/PR efforts for the Monroe-Adams Corridor.** $10,000 **FAMU Small Business Development Center (SBDC) Southside Satellite Office**: $1.5M ($150,000/year for 10 years) The FAMU Small Business Development Center (SBDC) will work on business development for the Southside. The resources available to the small business owners and entrepreneurs will include but not be limited to: • Business Plan Development and Review • Market Research • Marketing and Sales Planning • Cash Flow Management • Loan Packaging • Strategic Planning • Feasibility Analysis • Accounting and Record-keeping • Workshops and Training The outcomes will include Business Starts, Job Creation, Increased Sales and Profitability and Capital Raised. Funding will cover salaries, rent and utilities, and supplies at an estimated annual cost of $150,000. **FAMU Urban Agriculture Project (Green Collar Business/Job Creation):** $2.0M-$3.0M Florida A&M University seeks to establish a comprehensive support system at the community level that will: 1. Increase access to locally grown foods by promoting and marketing co-ops, farmers markets and establishments that support local farms. 2. Increase opportunities for urban farming, and equip "difficult to employ" residents with skills to be successful entrepreneurs. The project is designed to enhance and connect existing community assets in the development and implementation of local food systems as problem-solving tools to address issues ranging from recognizing the value of the South Monroe/South Adams Corridor to increasing the "coolness" of downtown. It is important to promote healthier living as an approach to economic development by ensuring local food security with agricultural management strategies that enhance sustainable agroecological production, encourage local food systems, and which embrace the benefits of local small farm populations. This project is developed as a collaborative effort that links existing community assets to academic resources related to food (FAMU College of Agriculture and Food Sciences), health (FAMU Institute of Public Health), arts (College of Social Sciences, Arts & Humanities), sustainability (School of Architecture) and economic development (School of Business and Industry).
POTENTIAL FUNDING SOURCES:	• Other projects from Action Plan being funded by Sales Tax Committee Infrastructure funds. • Available business incentives and redevelopment assistance. • Stakeholder, state and federal funding sources.



5

INVESTING IN OUR HUMAN ASSETS

GOALS

1. Increased job opportunities for college students and new graduates.
2. Increased share of population with post-secondary education or training (including degrees and certifications).
3. Number of individuals aged 25-34 with a college degree or higher.
4. Growth in the number of jobs filled that require either a college degree or industry certification (Idea Source: C. Richardson).

STRATEGIES

1. Community-Wide Assessment of Job-Seekers
2. Raising The Ship For All Residents
3. Recruit and Hire Graduates Locally

ACTION PLANNING FOR IMAGINE TALLAHASSEE PROJECTS	
STRATEGIC DIRECTION	**Investing In Our Human Capital Assets**
RATIONALE FOR ACTION *(From Community Input, Baseline Analysis, Etc.)*	Tallahassee's overall economic climate and quality of life is degraded if there are not opportunities for employment that include all spectrums of our citizenry, from the chronically unemployed/underemployed citizens who simply need access to jobs that can use their talents to highly educated and skilled citizens who wish to remain or advance in employment locally.
GOALS:	1. Increased jobs for college students and new graduates. 2. Increased share of population who are job ready with post-secondary education or training (including degrees and certifications).
Imagine Tallahassee Project	**Put in place a system that provides ongoing community-wide assessment of jobseekers to identify the available talent pool that focuses on education and training gaps that must be filled to meet employer and industry needs.**
CHAMPION(s)	Dr. Jim Murdaugh
IDEAS FOR ACTIONS:	Link graduates from TCC, FSU and FAMU with current job opportunities in the community. Identify convenient and cost-effective pathways to degrees and credentials offered by our local postsecondary institutions. Create a system that identifies jobs, skills required to fill those jobs, and gaps that exist in the available talent pool to fill those jobs.
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	

SUCCESS MEASURES	
OUTCOME METRICS:	Number of jobs created by existing businesses and employers; Number of jobs created by businesses and employers who locate in our community; Placement rates of job-training programs; Number of previously underemployed citizens assisted and employed; Total earnings by participating citizens
POTENTIAL DEATH THREATS	
IDENTIFIED POTENTIAL DEATH THREATS	There is a potential death threat if it is determined that individuals/target group, based on the rationale for action, are not college or job ready due to barriers or other conditions (E.g. mental health, criminal records, lack of transportation, learning ability). Additionally, if it is determined that the individuals are not eligible for financial aid or other funding sources this will impact the ability to fully address the goals and generate the desired outcomes.
PARTNERS	
CONVENER (OR LEAD) ORGANIZATION(S):	Tallahassee Community College
PARTICIPATING/ STAKEHOLDER ORGANIZATIONS:	Florida State University, Florida A&M University, Tallahassee/Leon Economic Development Council, WORKFORCE plus, Department of Economic Opportunity, United Way of the Big Bend
RELATED INITIATIVES:	
CHAMPION'S ROLE DURING THE NEXT YEAR:	
FUNDING CONSIDERATIONS	
FUNDING NEEDS:	To be determined closer to time of implementation
IMAGINE TALLAHASSEE FUNDING:	Too difficult to be determined
COSTS COVERED:	Retrofitting of existing training space, purchase of specialized equipment and technology, initial staff costs and contract for assessment administration with DEO.
POTENTIAL FUNDING SOURCES:	

ACTION PLANNING FOR IMAGINE TALLAHASSEE PROJECTS	
STRATEGIC DIRECTION	• **Investing In Our Human Capital Assets**
RATIONALE FOR ACTION *(From Community Input, Baseline Analysis, Etc)*	• Tallahassee's overall economic climate and quality of life is degraded as a result of a large number of people in poverty. • Many chronically unemployed/underemployed citizens simply need access to jobs that can use their talents. • These citizens also must overcome structural barriers to gaining access to employment or encounter personal issues (tied to poverty) that can make sustaining employment difficult. • These barriers and issues create situations in which working poor individual may fall behind despite their best efforts to work hard and take personal responsibility for their life.
GOALS:	1. Reduce barriers to employment that result from conditions that affect an individuals' "status" (e.g., criminal record, homelessness, or erratic work history). 2. Support workers who may encounter life-related "potholes" that become insurmountable in the face of poverty (e.g., child care, untreated physical or mental health conditions, transportation interruptions).
Imagine Tallahassee Project	**Raising the Ship for All Residents:** **Create and support socially responsible enterprises to offer job opportunities for career-displaced residents with support networks that help sustain employment.**
CHAMPION(s)	• Meg Baldwin
IDEAS FOR ACTIONS:	• Create and incubate one or more socially responsible enterprises (SREs) created to provide employment to individuals overcoming "status" barriers • Develop relationships with other area businesses willing to employ individuals with status barriers (or to employ "graduates" of locally owned SREs • Develop a "rapid response" team to help working poor adults • Hiring employment coaching staff to help participating individuals

ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	• Define business idea and financial plan for first socially responsible enterprise
	• Review best practice models, such as
	  o Grayston Bakery: www.graystonbakery.org (a similar "low barrier" employment enterprise)
	  o GreencorpsChicago: www.cityofchicago.org (public/private partnership promoting employment training for green industries)
	  o Breaking Free, Inc.: www.breakingfree.org (employment coaching/mentoring to support employment sustainability)

SUCCESS MEASURES	
OUTCOME METRICS:	• Number of enterprises created; • Number of jobs created for previously chronically unemployed/underemployed citizens; • Number of previously underemployed citizens assisted and employed; • Total earnings by participating citizens • Number of workers "graduating" to the private labor market
POTENTIAL DEATH THREATS	
IDENTIFIED POTENTIAL DEATH THREATS	• Inability to recruit and engage a "convener" • Inability to find "social entrepreneurs" to develop/implement a business plan • Lack of a strong business plan • Lack of willingness of area companies to engage with career-displaced residents
PARTNERS	
CONVENER (OR LEAD) ORGANIZATION(S):	• **To be determined**
PARTICIPATING/ STAKEHOLDER ORGANIZATIONS:	• United Partners for Human Services • United Way of the Big Bend • Workforce Plus • Tallahassee Community College • Private sector social entrepreneurs (e.g., Keith Baxter of Kool Beanz) • Refuge House
RELATED INITIATIVES:	•
CHAMPION'S ROLE DURING THE NEXT YEAR:	• Form an initial leadership committee, including private sector participation • Identify best practices to implement • Draft a detailed business plan for one social enterprise • Engage regional government officials and private businesses to participate • Develop marketing materials • Identify potential funding sources
FUNDING CONSIDERATIONS	
FUNDING NEEDS:	• $3,000,000 o Years 1-3: ramp up ($1,500,000) o Years 4-6: transition ($1,000,000); o Years 7-10: ramp down/convert to self-sustaining project ($500,000).
IMAGINE TALLAHASSEE FUNDING:	• $3,000,000
COSTS COVERED:	• Start-up costs, including business planning; start-up business site development; employment coaching staff.
POTENTIAL FUNDING SOURCES:	• Potentially leveraging philanthropic funding (socially responsible investments) and crowd funding (from donations/individual investments)

ACTION PLANNING FOR IMAGINE TALLAHASSEE PROJECTS	
STRATEGIC DIRECTION	• **Investing In Our Human Capital Assets**
RATIONALE FOR ACTION *(From Community Input, Baseline Analysis, Etc)*	• The number of high-quality local colleges and universities brings many young, talented people to Tallahassee. • Having more of these graduates stay in the community after graduation to live and work would boost the economy. • However many graduates choose to leave the area after graduation or find the region lacking the job opportunities allowing for them to stay. • The business community needs to support hiring local grads to build business and talent capacity. • A talent pipeline for businesses in the region is needed for the economy to thrive.
GOALS:	1. Increased job opportunities for college students and new graduates. 2. Growth in the number of jobs filled that require either a college degree or industry certification.
Imagine Tallahassee Project	**Recruit and Hire Graduates Locally**
CHAMPION(s)	• Jim McShane
IDEAS FOR ACTIONS:	• Initiating a study/baseline research to establish where and why students currently leave the area after graduation. • Engaging businesses (such as alignment to the needs of the Industry Roundtables already in place) to help establish a connection to the local talent pipeline. • Conducting innovative brainstorming sessions to develop practices that work for Tallahassee businesses (such as whether % local hire targets can be set; or making the down payment on a house for recent grads to help them settle in the community). • Developing more work experiences/internships for students at local businesses.
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	• Establishing a baseline of how many graduates currently stay or leave the area. • Looking into best practices models like the Kalamazoo Promise – a pledge by a group of anonymous donors to pay up to 100 percent of tuition at any of Michigan's state colleges or universities for graduates of the local public high schools. The program is viewed as an economic development tool for Kalamazoo. Since the Kalamazoo Promise was announced in 2005, enrollment in the school district has grown by 16%, test scores have improved, and a greater proportion of high-school graduates are attending college.
SUCCESS MEASURES	
OUTCOME METRICS:	• Number of recent graduates employed locally • Number of graduates employed who are originally from outside the region (as a measure of the attractiveness of the area versus Atlanta, Austin and other "cool" • Total earnings by recent graduates.
POTENTIAL DEATH THREATS	
IDENTIFIED POTENTIAL DEATH THREATS	• The level of business community buy-in to retaining local graduates (e.g., their commitment to practices like hiring at least 1 of every 3 new hires from one of the local colleges or universities).

	• The ability to maintain steady job growth and business success in the region to enable hires to be made.
PARTNERS	
CONVENER (OR LEAD) ORGANIZATION(S):	• Workforce Plus
PARTICIPATING/ STAKEHOLDER ORGANIZATIONS:	• FSU • TCC • FAMU • Business Organizations (Chamber /EDC) • Housing Organizations
RELATED INITIATIVES:	• Finding work experiences for youth is already an established program for Workforce Plus.
CHAMPION'S ROLE DURING THE NEXT YEAR:	• Form an initial leadership committee, including private sector participation • Identify best practices to implement • Draft a detailed strategic plan • Engage regional government officials and private businesses to participate • Develop marketing materials • Identify potential funding sources
FUNDING CONSIDERATIONS	
FUNDING NEEDS:	• $2,000,000 o $200,000/year over a period of ten years
IMAGINE TALLAHASSEE FUNDING:	• $2,000,000
COSTS COVERED:	• Paying for a study of where and why students currently leave the area after graduation. • Covering the costs for innovative brainstorming sessions with community organizations and local businesses to lay out plans and practices. • Program management (e.g., staff to go out and engage and educate businesses on hiring local talent, set up/pay for student work experiences, leverage new funds such as Department of Labor grants, and monitor performance).
POTENTIAL FUNDING SOURCES:	• Potentially leveraging participating/stakeholder resources