



**Agenda**  
**August 12, 2013**  
**5:30 p.m.**  
[Hotel Duval](#)

<b>Item #</b>	<b>Agenda Topic</b>
1.	Recap of the Annual Chamber of Commerce Conference and Presentation
2.	Discussion on the Vision Statement Feedback and Revisions
3.	Approval of the Vision Statement
4.	Goals for the Steering Committee Retreat on Strategic Directions

*Upcoming Meetings:*

**August 19:** Steering Committee Retreat @ Hotel Duval, 9 a.m.

**August 27<sup>th</sup>:** Open House @ TCC's Ghazvini Center for Healthcare Education, 5:30 p.m.

**August 28<sup>th</sup>:** Open House @ TCC Capitol Center, 2 p.m.

# Imagine Tallahassee

## Vision Statements from Local Institutions

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**Leon County** - Leon County is a welcoming, diverse, healthy, and vibrant community, recognized as a great place to live, work and raise a family. Residents and visitors alike enjoy the stunning beauty of the unspoiled natural environment and a rich array of educational, recreational, cultural and social offerings for people of all ages. Leon County government is a responsible steward of the community's precious resources, a catalyst for engaging citizens, community and regional partners, and a provider of efficient services, which balance economic, environmental, and quality of life goals.

**City of Tallahassee** - The Tallahassee Region will be an innovative and sustainable year-round destination that is recognized as a place to visit for historic, nature-based and cultural tourism as well as a hub for meetings, conferences, film and sports related activities as a means to enhance the Region's economy and quality of life.

**Blueprint 2000** - Preserve, protect, and enhance the community's quality of life through the implementation of holistic and coordinated planning, transportation, water quality, environmental and green space projects consistent with the Blueprint 2000 philosophy.

**Florida State University** - The Florida State University will be one of the world's premier institutions of higher education, devoted to transforming the lives of our students, shaping the future of our state and society, and offering programs of national and international distinction in a climate of inquiry, engagement, collegiality, diversity, and achievement.

**FAMU** – Florida A&M University will be internationally recognized as a premier land grant and research institution committed to exemplary teaching, research, and service preparing transformational graduates with high ethical values dedicated to solving complex issues impacting our global society.

**Tallahassee Community College** - To be recognized as the college of choice.

**Keiser University** – To offer career educational programs that prepare students to enter their chosen career fields upon graduation.

**Innovation Park** – Where academic research and development is transformed into innovative new business enterprises, and where innovative individuals and organizations can share their technological knowledge and promote economic development.

**Economic Development Council** – By connecting the private sector, education and local government, the EDC helps join forces to: foster entrepreneurialism; advance local businesses; grow targeted industry sectors; and attract innovative companies to our area.

**Capital Regional Medical Center** – We will strive to improve the quality of healthcare in the communities we serve.

**Tallahassee Memorial Hospital** – Leading our community to be the healthiest in the nation.

# Imagine Tallahassee

## Vision Statements from Other Communities

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### *Data Book Peer Community Vision Statements*

**Bismarck, ND:** <http://www.bismarck.org/DocumentCenter/View/4405> (City's Strategic Plan)

- Vision: “Bismarck is a preferred destination place and prosperous community where people enjoy living, learning, working and playing. Our community embraces our rich heritage, economic opportunity and lifelong learning to cultivate a healthy and sustainable environment fostering opportunity for all. We are a dynamic people looking to our future.”
- Values:
  - Forward Looking: We proactively identify needs and opportunities.
  - Diversity: We embrace a multitude of experiences and cultures for the enrichment of our community.
  - Community Pride: We uphold high standards of hard work, safety, and cleanliness to maintain and enhance our community.
  - Integrity: We hold ourselves to be accountable for our words and actions.
  - Environmentally Sound: We are responsible stewards of the land, the environment and its resources, both man-made and natural.

**Richmond, VA:** [http://www.richmondgov.com/Budget/documents/BiennialPlans/2014-15\\_AdoptedBiennialAndCIP\\_FY14-FY18.pdf](http://www.richmondgov.com/Budget/documents/BiennialPlans/2014-15_AdoptedBiennialAndCIP_FY14-FY18.pdf) (pg. 4 of Budget)

- Vision: To become a “Tier One City characterized by:
  - Safety
  - Well Managed Government
  - Broad Based Education
  - Prosperous Economy
  - Competitive Cost of Living
  - Urban Development
  - Beautiful, Clean City
  - Multi-Modal Transportation System
  - Access by all to Quality Healthcare
  - Social and Business Features
  - Diverse and Inclusive Communities
  - Vibrant Downtown
  - Family Friendly Environment
  - Regional Collaboration

**Nashville, TN:** Currently undergoing similar visioning process ('Nashville Next')

**Madison, WI:** <http://www.cityofmadison.com/council/documents/resource/01Vision.pdf>

- Vision: The vision for the City of Madison is to be a safe and healthy place to live, work, learn and play. Madison will be a place where:
  - Diversity is valued;
  - Freedom of expression is encouraged and protected;
  - Everyone has the opportunity to realize his/her full potential;
  - The beauty of the urban environment and natural environment is preserved.

### *Other Community Vision Statements*

**Austin, TX:** <http://www.austintexas.gov/page/Imagine-Austin-Vision>

- Vision: Austin is a beacon of sustainability, social equity and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its citizens and where the necessities of life are affordable and accessible to all. Austin's greatest asset is its people: passionate about our city, committed to its improvement, and determined to see this vision become a reality. Austin is:
  - Livable
  - Natural and Sustainable
  - Mobile and Interconnected
  - Prosperous
  - People are respected and valued
  - Creative
  - Educated

**Albany, NY:** <http://www.albany2030.org/learn/draft-vision-statement>

- Vision: The Vision of Albany in 2030: Albany in 2030 has built on its history and diverse natural, cultural, institutional, and human resources to become a global model for sustainable revitalization and urban livability. The city promotes a balanced approach to economic opportunity, social equity, and environmental quality that is locally driven, encourages citizen involvement and investment, and benefits all residents. Vision components include:
  - Safe, Livable Neighborhoods
  - Model Educational System
  - Vibrant Urban Center
  - Multi-Modal Transportation Hub
  - Sustainable City / Prosperous Economy

**Lafayette, LA:** <http://www.lafayettela.gov/ComprehensivePlan/VisionStatement.asp>

- Vision: In 2035, Lafayette is one of the nation's most exceptional communities, renowned for its rich Cajun and Creole heritage, its creative scene and culture of innovation, and its authentic joie de vivre. Fueled by its desirable quality of life, its highly educated workforce and the community's entrepreneurial spirit, Lafayette has attracted substantial investment and growth. This growth has been managed and absorbed in a manner that allowed Lafayette to retain its small town neighborliness and unique way of life.

The Lafayette Comprehensive Plan has galvanized the community and has guided our political leadership in their decision making, keeping us on track and making steady progress toward realizing our Vision. Through a bold collaboration and an on-going conversation among our engaged citizenry and our local government and institutional partners, we have realized our Vision by leveraging our assets, correcting shortcomings and balancing our priorities for what makes our community outstanding.

- Values:
  - Our People: A Vibrant Culture of Creativity, Innovation and Compassion
  - Our Community: Its Character, Form and Function
  - Our Economy: The Prosperity of Our People



## Draft Vision Statement 8-8-13

Tallahassee is renowned for its culture of creativity and innovation, unique heritage and natural beauty with a sustainable economic vitality fueled by entrepreneurial partnerships among our universities, local governments, and the private sector

Our success has been achieved through targeted initiatives and investments on three fronts, setting in motion progress to ensure that:

***Tallahassee Works*** - with a vibrant, diversified economy and quality employment;

***Tallahassee Inspires*** - with a unique character, natural beauty, vibrantly diverse culture and energy, warm hospitality and

***Tallahassee Connects*** - with a balanced and sustainable pattern of development and supporting infrastructure, a range of mobility choices and effective and efficient governance.

### **TALLAHASSEE WORKS - OUR ECONOMY**

Tallahassee has strengthened and diversified its economy, reducing reliance on state government; growing local businesses and attracting new businesses by leveraging and marketing its assets and through strategic use of sales tax funds in focused economic development initiatives.

#### **We Have Grown Local Business by**

- ✓ Fostering an **entrepreneurial spirit** and ecosystem – with incubators, accelerators, angel investing, mentoring and other incentives and support
- ✓ Supporting entrepreneurs who add value to our culture and our natural setting and create employment opportunities for all
- ✓ Creating an attitude of local first, **“buy Tallahassee”**
- ✓ Engendering **career awareness and** ambition among our youth in public schools and mentoring programs
- ✓ Reducing startup risks and costs through, **business-friendly regulations**
- ✓ Promoting investment through **incentives in underdeveloped areas**, such as Southside and French Town

## **We Have Attracted New Investment and Industries by**

- ✓ Leveraging our **institutions**; our **universities** and medical centers
  - Creating synergies connecting FSU, FAMU and TCC with our business community and local government
  - Promoting technology transfer and leveraging R&D associated with university science and engineering, Mag Lab and medical and pharmaceutical research and training
  
- ✓ **Marketing and branding** our outstanding quality of life
  - Our small town character and slower pace of life
  - Our culture of creativity, innovation and connectedness
  - Our choice of urban, suburban and rural lifestyles
  
- ✓ Becoming an **economic hub** for
  - Regional retail and services
  - Corporate regional headquarters
  - Health and medical care
  - Tourism: Sports competition and training, cultural and nature-based and meetings and conventions
  
- ✓ Focused attention in attracting **key economic clusters** in
  - STEM
  - Renewable energy and green infrastructure
  - Tourism, arts and entertainment
  - Retirement
  - Other
  
- ✓ **Workforce development**; training and retaining our best and brightest
  - Linking the needs of industries and employers with curricula in schools and vocational centers
  - Retaining university graduates by provision of challenging jobs and involvement in the life of the community

## **TALLAHASSEE INSPIRES – OUR COMMUNITY CHARACTER / CULTURE / QUALITY OF LIFE**

Tallahassee has a unique spirit and vibe, a combination of a special place with unique character and caring people. It is a community that is fertile ground for creativity and innovation, making us a both multi-faceted destination and community of choice.

## **We Have Retained and Enhanced Our Identity, Spirit and Connectedness**

- A **welcoming, family oriented, multi-generational community** with a strong attachment to place and each other
- Removal of physical, socio-economic and communication barriers contributing to a **seamless, connected community**

- We foster a **culture of innovation and creativity** in the arts, business, technology and governance
- With our **universities integrated** into life of community, and the community, in turn is enriched by their presence

#### **Tallahassee has Become a Well Known, Year-round Destination**

- ✓ For **arts and culture** with a vibrant local arts scene, performing arts venues and signature events and festivals
- ✓ For **competitive sports** and athletic training
- ✓ For **tourism**, including heritage and eco-tourism, and business visitation attracted to the state capital and conference facilities
- ✓ For **health care and retirement**, attracted to our outstanding medical facilities and lifelong learning opportunities

#### **Tallahassee Values and Invests in its People Through**

- ✓ Outstanding public schools and institutions of higher education fostering **academic excellence** and an environment for lifelong learning
- ✓ Initiatives to reduce **poverty** and **homelessness**
- ✓ Provisions for a **healthy community** including
  - Trails, greenways and other opportunities for **physical activity**
  - Access to healthy locally produced **food** through co-ops and farmers markets in underserved areas
  - **Health care** services available to all including mental health
  - Services and activities serving the needs of **seniors and retirees**
- ✓ Initiatives to ensure **equity and connectivity in all segments of the community** and the population in the distribution of investment. Services and opportunities for participation.
- ✓ Alternative pathways to **community leadership** to ensure participation that reflects the makeup of the population

#### **Tallahassee has Retained and Enhanced its Unique Community Character**

- ✓ By **protecting its natural, scenic resources** including its
  - Trees, canopy roads and landscape
  - Networks of parks, trails and greenways
  - Water resources
- ✓ **Character enhancements** throughout the community, including
  - Airport gateways and other corridors
  - Quality civic spaces and places which entice citizens to interact with nature and each other
  - Integration of public art
  - Removal of blight

## **TALLAHASSEE CONNECTS – OUR FUNCTIONALITY**

Tallahassee has a physical development pattern that promotes livability and wise resource use, infrastructure systems which support sound growth and provide for multi-modal mobility and local governance that is efficient and effective in managing sustainable development .

### **We Have Improved Our Regional Accessibility with**

- ✓ Improved **airport** and commercial air service
  - Less costly, more convenient airline connections
  - Upgraded airport facilities
- ✓ Improved rail (AMTRAK) service

### **We Have Improved Our and Local Mobility through**

- ✓ **Road network connectivity** and efficiency including
  - Smoother traffic flow (access management, synchronized signals)
  - Reduced traffic volumes through shifts to other modes and managed travel demands
- ✓ Greater use of **public transit**, including
  - Changing public perceptions through marketing
  - Improved bus service coverage, frequency, convenience and comfort
  - Expanded free trolley service connecting destinations (universities, downtown, midtown)
- ✓ Greater levels of **pedestrian and bicycling** activity through
  - Safe sidewalk and bicycle path access, particularly around schools parks and public facilities
  - Complete Streets Design Standards

### **We Have a Pattern of Growth and Development that Supports Livability, with**

- ✓ **Compact development** that makes efficient use of land and resources, including
  - Infill and redevelopment in downtown, midtown and emerging mixed use centers
  - Redeveloped, revitalized and repurposed areas and buildings (Tallahassee Mall, Frenchtown)
  - Encouragement of mixed use and walkable development patterns in new suburban growth areas
  - Greater affordable housing choice accommodating higher densities
  - Guided, purposeful growth management
- ✓ **Improved development standards** and regulations for
  - Open space and resource protection
  - Community aesthetics
  - Flexible zoning
  - Protection of rural character and agriculture

**We Have a Sound, Balanced Infrastructure Systems Supporting Sound Development**

- ✓ Green infrastructure stormwater systems
- ✓ Advanced high speed internet and telecommunications
- ✓ Underground utilities for resiliency and enhanced community character

**We Have Improved the Efficiency and Effectiveness of Local Governance with**

- ✓ More fully consolidated City-County government
- ✓ Streamlined and uniform regulations



## Potential Strategic Directions

### 1. Fostering Local Business Development: Creating an Entrepreneurial Ecosystem

#### WHAT THIS IS ABOUT...

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...

Developing a support infrastructure that ensures a business friendly environment and provides the information, guidance, and access to resources required to succeed in business.

#### EXAMPLES OF POTENTIAL INVESTMENT OPPORTUNITIES...

- ✓ Incubators / accelerators
- ✓ Regulatory ombudsman
- ✓ Mentoring and networking opportunities
- ✓ Angel capital networks and seed capital funding
- ✓ Business and market research assistance
- ✓ Business planning
- ✓ Product ideation and development efforts

#### WHAT'S ALREADY HAPPENING IN TALLAHASSEE/LEON COUNTY?

## 2. Leveraging Tallahassee's Research and 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.

### 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.

### EXAMPLES OF POTENTIAL INVESTMENT OPPORTUNITIES...

- ✓ Industry collaborations with university and MAG Lab researchers
- ✓ Expanded national lab research activities
- ✓ Available commercial lab space
- ✓ Independent technology scouting services for small and medium-sized companies
- ✓ Equity capital to support R&D spin-off activities
- ✓ Linkages between university research activity and entrepreneurs

### WHAT'S ALREADY HAPPENING IN TALLAHASSEE/LEON COUNTY?

### 3. Competing as an Economic Hub

#### WHAT THIS IS ABOUT...

According to the US Bureau of Economic Analysis, Tallahassee/Leon County are 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.

#### EXAMPLES OF POTENTIAL INVESTMENT OPPORTUNITIES...

- ✓ 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
- ✓ Active marketing efforts to increase brand awareness to attract investment and employment opportunities
- ✓ People attraction strategies, including retirees, second-home owners, students, and footloose entrepreneurs/workers who can live anywhere
- ✓ Regional corporate headquarters
- ✓ Expanding the availability of specialized medical care designed to serve the entire economic region
- ✓ Developing specialty retailing designed to attract more people and from a wider area
- ✓ Increasing air passenger service / lowering cost
- ✓ Enhancing regional rail freight service

#### WHAT'S ALREADY HAPPENING IN TALLAHASSEE/LEON COUNTY?

## 4. 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.

### EXAMPLES OF POTENTIAL INVESTMENT OPPORTUNITIES...

- ✓ Creating opportunities for existing assets to collaborate in marketing and programming
- ✓ Develop more or better venues to enhance visitation for: entertainment, sports and recreational facilities, and conferences / conventions
- ✓ Create one or more signature events or activities (e.g., *South by Southwest* in Austin, *IdeaFest* in Louisville, or *Sundance Film Festival* in Park City, UT)
- ✓ Ensure "destination support" services – from transportation access, quality lodging, and available vendor/supplier businesses
- ✓ Develop recreational opportunities and areas that help complement "destination activities"

### WHAT'S ALREADY HAPPENING IN TALLAHASSEE/LEON COUNTY?

## 5. 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. To include, but not limited to, developing a vibrant urban setting, reliable mobility alternatives, lifestyle and affordable housing that is emerging in Midtown and along Gaines Street along with arts and entertainment venues.

### EXAMPLES OF POTENTIAL INVESTMENT OPPORTUNITIES...

- ✓ Redevelopment / infill
- ✓ Code revisions (mixed use, higher density, development standards)
- ✓ Support young professional networking
- ✓ Create a venue for music, film festivals, and other performing arts (e.g., Zilker Park, Austin)
- ✓ Provide trolley service shuttling people between midtown-downtown-university and other mobility options.

### WHAT'S ALREADY HAPPENING IN TALLAHASSEE/LEON COUNTY?

## 6. Enhancing Community Character

### **WHAT THIS IS ABOUT...**

To attract and retain high quality businesses and talent, Tallahassee must present the community as a high quality place to live and do business. Tallahassee has long valued its scenic character – the chain of parks in downtown, the canopy roads alive with signature live oaks adorned with Spanish moss, the regional trails and greenways, the array of statues and Adams Street commons. However, there are areas of Tallahassee that are blighted and unattractive and present a poor image.

### **THIS STRATEGIC DIRECTION WOULD FOCUS ON...**

Polishing of the amenity assets that making living and working in Tallahassee a truly unique experience.

### **EXAMPLES OF POTENTIAL INVESTMENT OPPORTUNITIES...**

- ✓ Expansion and/or completion of strategically important parks / trails
- ✓ Enhancing and beautifying the airport gateways
- ✓ Increasing public art
- ✓ Creating a sense of place within strategic areas of the community

### **WHAT'S ALREADY HAPPENING IN TALLAHASSEE/LEON COUNTY?**

## 7. 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 ensure equitable access to opportunity for prosperity.

### EXAMPLES OF POTENTIAL INVESTMENT OPPORTUNITIES...

- ✓ Education / academic excellence at the Pre-K to post-secondary level
- ✓ Providing a more systematic system of career counseling available to individuals from middle school throughout their work life.
- ✓ Developing post-secondary education curricula that more closely match employer demands
- ✓ Enhancing the quality and availability of career and technical skills training at the secondary and post-secondary level
- ✓ Developing work ready certification processes
- ✓ Providing better intelligence about career and job opportunities to students and jobseekers
- ✓ Retaining young professionals in Tallahassee after college graduation
- ✓ Developing a healthy workforce through awareness of food and fitness, as well as increased access to healthcare

### WHAT'S ALREADY HAPPENING IN TALLAHASSEE/LEON COUNTY?

## 8. Infrastructure Investment Opportunities

### WHAT THIS IS ABOUT...

Regions compete effectively for growing businesses and new residents only when they have many key infrastructure elements in place – access to public utilities, quality roadways, and broadband telecommunications. These are necessary but not sufficient components of success. This means that the minimum requirement for economic growth is for Tallahassee to have these infrastructure assets in place when they are needed. The reality however is that regions can create a competitive advantage by going beyond the minimum to invest in “smarter” water/sewer or power system, “ultra-high speed” broadband, or “intelligent” transportation systems.

### THIS STRATEGIC DIRECTION WOULD FOCUS ON...

Increasing attention on the types of infrastructure investments to create an advantage for Tallahassee in competing for economic development investments.

### EXAMPLES OF POTENTIAL INVESTMENT OPPORTUNITIES...

- ✓ Green infrastructure retrofits
- ✓ Broadband
- ✓ Underground utilities

### WHAT’S ALREADY HAPPENING IN TALLAHASSEE/LEON COUNTY?