Tallahassee-Leon County Office of

ECONOMIC VITALITY

Grow. Innovate. Experience.

ECONOMIC DEVELOPMENT STRATEGIC PLAN

October 12, 2016

Prepared by:

VisionFirst Advisors

STRATEGY | ACTION | RESULTS

A SUBSIDIARY OF BUTLER SNOW LLP

Page Left Intentionally Blank

Contents

Preface 4
Executive Summary 5
I. Overview & Approach 10
II. Investing in Tomorrow 12
III. The Voice of the Community 14
IV. Key Takeaways from Public Engagement 15
V. Community Interest Survey 16
VI. How Does the Community Compare? 21
VII. What is Economic Development? 26
VIII. Developing the Core Purpose 29
IX. Overarching Strategic Plan Goals 31
X. Recommended Strategic Plan Strategies & Tactics 32
A. Economic Development Plan of Work 34
1. Six Economic Development Initiatives 34
a. Business Formation 38
b. Technology Transfer and Commercialization 49
c. Business Retention & Expansion 56
d. Business Recruitment 62
e. The Creative Economy 74
f. Talent Pipeline 85
B. Marketing & Communications – A Cross Cutting Strategy 90
C. Engaging the Community through a New Advisory Structure 95
D. Transparent & Accountable Allocation of Resources 105
XI. Final Comments & Recommendations 106
XII. Thank You 108
XIII. Addendums 109
Addendum 1. Key Stakeholders 110
Addendum 2. Community Survey Results 112
Addendum 3. Magnetic Technologies Targeted Plan 120

Preface

Recognizing the need to invest in and cultivate the evolving economic development landscape, Tallahassee – Leon County, the County and City Commissions approved a voter referendum which made it the second community in Florida to include economic development as part of a sales tax initiative. Along with the funding comes a new framework for economic development that will shape the community's future business environment and sustain long term economic vitality.

Tallahassee-Leon County is asset rich with a myriad of supporting organizations, partners, community stakeholders and planning bodies each with its own set of approaches that often directly and indirectly influence economic development. The strategic plan on the following pages focuses on aligning those resources to better optimize what the area affords and providing opportunity for all.

Notably, this plan would not be as robust without the more than 1,100 citizens and leaders who have provided input to VisionFirst Advisors about the future of economic development. The feedback, combined with research and our team's combined 90 plus years of economic development experience has all been integrated into the goals, objectives, strategies and tactics on the following pages. To that end, the plan serves as the guidepost for the community and carried out by the newly created Office of Economic Vitality (OEV). It will enable the OEV staff to initiate a new and comprehensive strategic direction to truly transform the face of economic development in the community. It is not just a plan to fund programs.

As the plan is rolled out, it is imperative that all understand it is a "crawl, walk, run" approach that is designed to parallel the ramp up of the OEV. The challenge will be moving quickly to implement immediate strategies and tactics while at the same time developing a system and process that supports a holistic approach to economic development – something that has never been done in the community. The plan provides a structure for continued feedback from stakeholders to support economic development competitiveness providing greater alignment of resources and maximizing efficiencies.

It is important to note that the strategies delivered in this report are designed to accommodate ever-changing market conditions and political cycles. It is a plan that should be implemented with a laser-like focus and without hesitation to bring together all partners, stakeholders and organizations under a common purpose for the betterment of the community.

We understand the task ahead of you and know it will not be easy, as few meaningful undertakings are. But we are optimistic about this new focus on economic development in Tallahassee-Leon County – our hometown. The community is fortunate to have leadership engaged, wanting to build a vibrant economy for generations to come. We look forward to being involved in the implementation and appreciate your selection of VisionFirst Advisors to assist you in this endeavor.

Gray Swoope
President & CEO, VisionFirst Advisors

Executive Summary

Tallahassee-Leon County is ready.

Like few communities we have encountered in more than 30 years of economic development experience, the community has aligned its resources to create the infrastructure necessary to support economic growth. Needed assets and partner organizations exist, and the challenges identified are surmountable. Now is the time for considered action and leadership.

Using this plan as a springboard, it is imperative for the community to position itself for economic opportunity bringing together all of its assets, resources and stakeholder organizations to overcome existing challenges, working collaboratively towards a common objective.

Tallahassee-Leon County is noted for its strong infrastructure, culture, natural resources, diversity and the presence of a vibrant creative class. Among its many assets, it has an international airport, two world-class universities and college, a significant public–sector presence along with an involved private-sector business base. Despite unique advantages, the area holds the perception of being unfriendly to business, isolated, economically segregated and with high crime rates. Maybe even more daunting to those challenges is a lack of a unified vision about what a successful economic development strategy looks like for Tallahassee-Leon County.

Engaged in the process there exists a very vocal set of stakeholders with their own definition of economic development that is seen through the lens of their organization's objectives. As a result, the community's past economic development efforts appeared disjointed and with little indication of success. Tallahassee-Leon County has become a community that has seen tactical success with little strategic progress.

Citizen Engagement

To provide support for future economic growth, in 2014 Tallahassee-Leon County residents voted overwhelmingly to approve a one cent sales tax which devotes 12 percent to economic development, estimated to produce $90.7 million over the next 20 years. Understanding the enormity of the opportunity for transformational change to occur in economic development, created by the dedication of 12 percent of sales tax revenue, and to support, sustain and propel collective economic development efforts, a new model and approach to economic development was required. In addition to citizens' vote, City and County Commissioners pledged that they would provide opportunities for citizen input in setting up the economic development administrative structure, strategies, programing, projects, initiatives, et.al.

Leadership Guidance

On February 29, 2016 the Intergovernmental Agency (IA) directed the County Administrator and City Manager to establish the Tallahassee-Leon County Office of Economic Vitality through a consolidation of the City and County economic development offices within the IA structure and under the Department of Planning, Land Management, and Community Enhancement (PLACE). The Office of Economic Vitality brings together all the programs and divisions that support the long-term economic health of the community under one manager. These programs and divisions include: Minority/Women and Small business Enterprise, Research, and Business Analytics. Both the City and County Commissions are committed to working collaboratively with the community's economic

development partners to achieve mutual goals. A point each emphasized be addressed in this Strategic Plan.

Research & The Voice of the Community

A key step in the development of this Strategic Plan was the process of listening to the voice of the community. In all, over 1,100 individuals participated in some way to provide feedback, input and ideas for the Plan. Fifty in-person interviews and seven facilitated discussions – personally reaching more than 400 people – were held to gather key stakeholder input from local leaders, community advocates and business executives. In addition, a community survey was developed with the OEV staff to gather input from residents on where they would like to see the city/county focus its economic development efforts over the next five years, types of industries that should be recruited as well as suggestions on retaining talent and developing entrepreneurs. More than 700 residents provided input using the survey. The same survey was provided at a breakout session at the Tallahassee Chamber of Commerce Conference and garnered an additional 150 responses.

Some of the key takeaways from these interviews, groups meetings and the survey were:

- Overall, residents are supportive of expanded growth in industry but believe in strong support for local entrepreneurs and maintaining the quality of life.
- Over half of the survey respondents feel either positive or extremely positive about the recruitment and growth of new industry and businesses to the community with the majority supporting the growth of home-grown/local entrepreneurial businesses and almost two-thirds wanting to see the growth of advanced manufacturing in the area.
- In addition to a preference to support entrepreneurialism, most want economic development to maintain the balance between quality of life and the types of businesses that it chooses to grow, expand and recruit with just over half wanting to see Tallahassee-Leon County home to new, larger companies beyond universities, non-profits and state government.
- In addition to the many positive assets identified through the conversations, a number of challenges and opportunities were identified that need to be addressed:
  a. Presence of institutionalized silos.
  b. Lack of a common definition and lack of shared vision for economic development in Tallahassee-Leon County.
  c. Limited access to capital for business formation.
  d. Reliance on public sector (government and universities); opportunity for diversification of the economy.
  e. Need to integrate business leadership into the economic development process.
  f. Opportunity to better leverage technology and research assets as a draw for private-sector businesses.
  g. As the Airport progresses with its master plan improvements, the opportunity exists to better leverage it as an economic development tool.

Finally, VisionFirst Advisors also conducted high-level research comparing Leon County to five other counties with certain similarities making comparisons across population, the talent pipeline, employment and industry and living and travel trends. All of this information was assimilated, reviewed and considered giving context as VisionFirst outlined a strategic course of action.

Defining Economic Development in Tallahassee-Leon County

It is important to establish a common understanding of what economic development means in Tallahassee-Leon County. Only by uniting all of the stakeholders under one common understanding will the community be able to marshal the strength of the area's assets focused toward a single objective. A more specific and unifying definition of economic development for the community that should be carried forward is:

A coordinated course of action across all local assets and resources to facilitate the development, attraction and cultivation of innovative businesses and associated job creation to position the economy for sustained, directed growth raising the quality of living for the citizens of Tallahassee-Leon County.

In addition to those activities associated with traditional economic development, this definition is broad enough to take into consideration opportunities for economic expansion by better leveraging cultural, natural and arts assets to foster an ecosystem that initiates and nurtures new home-grown, innovative and inclusive businesses.

Coming Together to Achieve a Common Purpose

In the past, the lack of a consistent definition of economic development led stakeholder organizations to define the community's efforts in a way intended to advance each organization's mission. All the organizations and stakeholders interviewed have well-intended purposes but without an agreed-upon strategic direction. Efforts are diffused and fragmented, and the city and county have become ineffective in delivering an economic development program with desired outcomes.

The need exists for an overarching imperative that will inspire others to partner with the OEV for the community's success and economic growth. With a plan of this scope, and OEV's small staff, the ability to implement all strategies and to sustain recommended programs is impossible. The organization must collaborate across the economic development ecosystem to leverage the strengths and assets others bring to the table. Most importantly, the OEV must build mechanisms that will assist these ecosystem assets and resources to work with one another to arrive at a common destination.

A single core purpose – which resonates with OEV staff, with city, county and state leadership, and with stakeholders who have a role in the economic picture of Tallahassee-Leon County, as well as with the broader community – is needed to focus the collective efforts and to provide a clear course of action, milestones and a means of knowing when the community has arrived at its destination. It must define actions that will be transformational to the community, and it must be authentic to Tallahassee-Leon County. VisionFirst suggests the following aspirational core purpose:

We grow innovation! Tallahassee-Leon County is the model to which other communities look in orchestrating new and existing programs into an optimal infrastructure and collaborative ecosystem for fostering idea generation, business formation and sustainable growth.

All those involved whether staff, elected officials or volunteers should be clear as to the core purpose for economic development in the community and use it as the "north star" to remain on course in all efforts to grow the economy.

Overarching Strategic Plan Goals & Recommended Strategies

Communities aspiring to grow businesses and increase their employer base across a number of strategies and sectors must look to build a foundation of resources that supports new and growing businesses, expansion of established business and attracting businesses looking to locate. Seldom will a business locate based on quality of life features alone.

Implementation of an economic development strategy needs to be focused to be effective. Therefore, the primary emphasis of this plan and its overarching goals seeks to build upon the community's resources and infrastructure to strategically focus the community to grow jobs, create businesses and build a collaborative network to expand economic opportunity.

The effectiveness of any economic development entity is predicated upon its ability to identify clear goals, decide on priorities within the goals and develop measurable strategies for achieving them. Simultaneously, the entity must identify any challenges that may impede the ability to achieve its goals and fulfills its mission. The most successful economic development entities are always adapting to ever-changing market conditions and place a premium on responsiveness to the customer.

The Strategic Plan identifies four overarching goals and within each are suggested strategies with corresponding immediate, mid-term and long-term tactics and metrics.

I. Goal One envisions a new collaborative economic development program of work that stimulates economic expansion in the city/county across all unique opportunities for growth, specifically across six key economic development Initiatives. Each initiative carries a full array of strategies and tactics designed to make incremental progress towards fulfilling each initiative.

- Business Formation
  - Entrepreneurialism
  - Economic Inclusion
- Technology Transfer & Commercialization
- Business Retention & Expansion

- Business Recruitment
- Talent Development
- The Creative Economy

II. Goal Two recognizes the need to better position and promote Tallahassee-Leon County as a business generator, an ideal location to start and grow a business. Associated strategies are recommended to develop a business brand for the community and to communicate its benefits to key audiences.

III. Goal Three looks both to better identify, understand and marshal all available assets, organizations and resources towards common economic growth objectives and to outline a model that encourages collaboration among the many entities impacting the economic development.

IV. Goal Four looks at long-term, fiscally responsible allocation of resources to achieve today's goals as well as to provide a foundation for future growth. This goal considers the need for transparent and accountable allocation of resources, setting aside funds for shifting market needs and unanticipated opportunities for growth as well as prudent investments that expand and sustain the ecosystem.

Each of the goals, along with associated strategies, tactics and measures are represented as action plans with space indicated for assignment of OEV staff and/or other organizations that might play a role in the execution of each strategy.

Tallahassee-Leon County is ready - but without purposeful, measured action and intentional collaboration, desired economic growth and diversification will continue to elude the community. The proposed strategies that follow provide a starting point for such purposeful action.

I. Overview & Approach

Tallahassee-Leon County stands at the threshold of unbridled opportunity. Understanding the importance of the economic development funding entrusted to them by the taxpayers, leaders of both the City of Tallahassee and Leon County recognized the need for a long-term, measurable and achievable plan to drive the community's economic development efforts. As a first step, the City of Tallahassee and Leon County have come together to align economic development efforts in business development, minority business programs and entrepreneurial support under the new Office of Economic Vitality (OEV). Today, the OEV is moving forward to provide this broad range of services under a common umbrella with the goals of boosting innovation and entrepreneurship as well as attracting, expanding, retaining new and existing companies.

With this new structure, it is imperative for Tallahassee-Leon County to position itself for the next wave of economic opportunity – to seize the potential of all the strengths the community enjoys. The strategies undertaken must be specific and targeted, forward thinking yet realistic. It cannot be accomplished within the existing silos that have been pervasive in the community's past efforts.

Using this plan as a springboard, business and community leaders must come together, with one voice, to build on the area's many assets, leverage its resources and overcome the existing challenges while at the same time maintaining the quality of life residents hold so dearly.

OEV's Overarching Goals for Developing a New Strategic Plan:

- Develop a strategic plan that will define economic development success in Tallahassee-Leon County and for the Office of Economic Vitality.
- Prescribe clear objectives and goals with corresponding metrics to measure progress.
- Provide assistance with marketing and attraction initiatives based on best practices.
- Validate previously identified target sectors for engagement in accordance with data and analytics on high-growth or major industries.
- Develop a community asset audit and provide recommendations to fully align and leverage all resources, across the ecosystem, for maximum benefit.
- Gather input from stakeholders, community leaders, businesses and the community as a whole.

The project approach included:

- Review of previous initiatives; assess progress to date.
- Gather input from numerous sources and stakeholders.
- Conduct research to understand trends, issues, opportunities.
- Assimilate and review, analyze trends and findings, research.
- Present initial findings and themes; gather feedback.
- Review and incorporate digital survey findings.
- Develop metrics for recommendations.
- Develop marketing recommendations.
- Present strategic plan to OEV leadership and staff, community and business leaders.
- Present final plan to the Intergovernmental Agency (IA).

VISIONFIRST APPROACH TO COMMUNITY STRATEGY

VisionFirst uses a collaborative approach to developing a community economic development strategy. It is a process that gathers feedback from the client team on expected outcomes, critical needs for the community, obstacles to success and current efforts. That information is then vetted through an audience representative of the entire community via one-on-one meetings, digital surveys and facilitated discussions. VisionFirst then evaluates the findings by verifying critical needs, spotlighting emerging trends and discovering possibly overlooked issues critical to success. The feedback is then used to build the case for the current situation in the community and to drive the development of recommendations to move forward.

While time consuming, this process leads to a much higher probability of success in implementing the final recommendations and achieving the desired results.

VisionFirst Advisors, LLC ©

To that end, the strategic plan on the following pages focuses on the goals of enhancing the quality of the local economic base, improving community "infrastructure" for economic development and developing leadership and cooperation for the implementation of a new, local economic development strategy.

II. Investing in Tomorrow

Tallahassee-Leon County is fortunate to have a citizenry passionate about their community. More than 25 years ago, citizens approved a local option one cent sales tax to provide funding for specific transportation and law enforcement facility projects with measurable benefits. The belief in the positive impact of the sales tax was again reaffirmed on November 4, 2014, when 65 percent of the voters overwhelmingly approved a 20-year extension of the sales tax, which included 12 percent (estimated at $90.7 million) set aside to support economic development projects, programs, and initiatives – becoming only the second community in the state of Florida to include economic development as part of their sales tax initiative.

But what exactly is the definition of economic development for Tallahassee-Leon County? What type of economic development projects can provide the type of positive impact the taxpayers envisioned? How can a process be created for approval of initiatives that is objective, transparent and accountable and is part of a larger, long-term strategy?

Before answering those questions, it is important to consider the community as it exists today – what are its assets, resources and what are its weaknesses, both perceived and real? Tallahassee is a community known for its location as the state capital and home to two major universities, as well as for its quality of life and small town feel with a highly educated population. Over the years, Tallahassee-Leon County invested in its economic development ecosystem through such efforts as developing unique incentives such as the targeted business program, supporting the opening of Domi Station and E-Month, launching the Entrepreneurial Excellence Program, raising awareness on the importance of skilled jobs through Leon Works and TechHire, reinvesting in Innovation Park, launching the Big Bend Minority Chamber of Commerce and the opening of the Jim Moran School of Entrepreneurship.

However, despite these unique investments and advantages the area has the reputation for not being business friendly, being isolated, having high crime rates and being economically segregated. More harsh critiques note its persistent lack of investment, slow and siloed decision-making, absence of coordination, little or no discernible strategic planning and even an overall complacence related to local economic development efforts.

Maybe even more daunting to those challenges is a lack of a unified vision about what a successful economic development strategy looks like for Tallahassee-Leon County. There exists a very vocal set of stakeholders engaged in the process but with their own definition of economic development that is seen through the lens of their organization's objectives. As a result, the community's past economic development efforts appeared disjointed and with little indication of success. In many ways, this challenge is not unique to Tallahassee-Leon County. As one stakeholder said, ***"We don't know what we don't know."***

To clearly outline the community's strengths and weaknesses, opportunities and threats (SWOT), VisionFirst advisors compiled a high-level strengths, weaknesses, opportunities and challenges (SWOT) analysis depicted on the following page.

Community Economic Development SWOT

Strengths

Diversity
Quality of Life
Culture & Natural Resources
Economic Development Funding
Strong Creative Class
Educational Attainment
Infrastructure
Social Services

Weaknesses

Reliance on the Public Sector
Lack of Coordination & Collaboration
Inconsistency in Regulatory Enforcement
Permitting/Regulatory Environment
Tax Climate

Opportunities

Retention of Talent
K-12 Improvements
Entrepreneurial Development
Private Sector Engagement
Leveraging TLH as Economic Tool
Small Biz Assistance
Advanced Tech Research

Threats

Public Safety/Crime Rate
Affordable Workforcre Housing
Airport Costs
Inability to Act Quickly

Drawn from interviews and public engagement

III. The Voice of the Community

The approach to this project has been multi-phased, with the first phase focus on obtaining the voice of the community. VisionFirst, along with the staff of the OEV, outlined its plan of work to include more than 50 in-person interviews and 7 facilitated discussions – personally reaching more than 400 people – to gather key stakeholder input from local leaders, community advocates and business executives. *(A complete list of interviews can be found in the addendum.)*

However, to ensure all of the community had the opportunity to be heard, a community survey was developed with the OEV staff to gather input from residents on where they would like to see the county focus their economic development efforts over the next five years, types of industries that should be recruited as well as suggestions on retaining talent and developing entrepreneurs. More than 700 residents provided input using the online survey with an additional 150 business leaders offering survey feedback at the Tallahassee Chamber's annual conference.

This open dialogue with various private and public sector leaders and stakeholders provided context as VisionFirst developed a suite of recommendations and strategies that is reflective of the priorities of the community, with an awareness of the existing challenges and a focus on measurable as well as achievable goals and objectives. Although the interviews provided important baseline information, the strategies recommended are not merely a compilation of the feedback provided. Instead they are built around the firm's insight, experience and industry best practices.

IV. Key Takeaways from Public Engagement

The interviews covered a wide range of subjects, including the mission and purpose of economic development efforts, the community's strengths and weaknesses, education and workforce, potential opportunities and barriers, desired types of industry as well as the balance between economic development and quality of life. The findings outlined below are summary of the viewpoints expressed during the interviews and are not necessarily the expression of a single individual.

Tallahassee-Leon County's Top Assets

- *Entrepreneurial Development*
- *Resources for Personal Sustainability*
- *Talent Pipeline*
- *Quality Education*
- *Advanced Technology Resources*
- *Small Business Development*
- *Quality Infrastructure*
- *Social Infrastructure (non-profits)*
- *Business Resources*
- *Cultural Amenities & Natural Resources*

V. 1 Institutionalized silos.

a. While most desirable economic development assets exist, there has been an inability to connect them for a collaborative approach.

V. 2 Lack of a shared vision.

a. No shared overarching vision that gives direction and purpose for economic development efforts in the community.

V. 3 No common definition of economic development.

a. In the more than 50 interviews and conversations, there were almost as many definitions of economic development.
b. All organizations defined economic development through the lens of their mission.

V. 4 Limited access to capital.

a. While banks and some access to capital exist, small businesses, start-ups and expansions do not have a variety of defined sources of funding.

V. 5 Reliance on public sector (government and universities).

a. Dependence on a single sector (public) creates a lack of diversity in the local economy.
b. Dependence on the public sector can lead to economic complacency.
c. Concern was voiced over state building leases expiring in 2019.

V. 6 Need to integrate business leadership into the economic development process.

a. There is imperative to utilize the existing intellectual business capital in the community to further initiatives and efforts.
b. The community needs to talk like a business to business and at the speed of business.

V. 7 Technology and research assets are not being optimized.

a. FSU's research centers such as the MagLab, High Performance Materials Institute, Center for Advanced Power Systems, etc. are not being fully marketed as an economic development asset for the industries they serve.
b. The community has not sold the value proposition of these assets.

V. 8 Airport challenges and opportunities.

a. There is consistent, vocal and valid concern over costs and flight availability at the airport.
b. While progress is being made towards the development of an aggressive master plan and other upgrades, the airport is not currently being fully positioned or utilized as an economic development tool.

V. Community Interest Survey

Beyond key stakeholders in the economic development process, it was important to provide a mechanism for interested members of the community to give input. Resident input is essential for not only the development of the strategic plan but to build a base of understanding and support to accomplish the goals that are laid out later in the plan. Community feedback provides what perceptions around the economic development process exist, what type of growth and industry is wanted and how residents feel about the quality of life that they currently enjoy.

To that end, VisionFirst Advisors along with staff of the OEV sought public input through an online survey. The survey was open for 45 days and was promoted via traditional and social media, garnering 715 total responses. The response while not large enough to be considered a representative sample, provides a broad perspective from the community as a whole to add to other sources, input and feedback as previously noted. Demographics of the respondents include:

- 56 percent were between 30 and 59 years old;
- 72 percent were White/Caucasian,18 percent were Black or African American; 3 percent were Hispanic, 1 percent were Asian and 7 percent chose not to identify,
- 77 percent earned a bachelor's or graduate degree.

Overall, the results show that residents are supportive of expanded growth in industry but believe in strong support for local entrepreneurs and maintaining the quality of life. A synopsis of the results is below with a full breakdown of the responses in Addendum II.

1. **Looking at the future of Tallahassee-Leon County in the next 5 years (check all that apply):**
   - 65 percent want economic development to maintain the balance between quality of life and the types of businesses that it chooses to grow, expand and recruit.
   - 53 percent want economic development efforts to be supportive of entrepreneurialism and entrepreneurs.
   - 38 percent want to see Tallahassee-Leon County home to new, larger companies beyond universities, non-profits and state government.
2. **When looking at the community's strengths and weaknesses, respondents felt that:**
   - Strengths include: Access to state government - 41percent; Quality of Life – 36 percent; Workforce Talents – 22 percent;
   - Weaknesses are considered: Connection – location, traffic and roadways – 7.65 percent; Tax Environment – 7.2 percent; Ease of Doing Business - 6.6 percent; Technology Infrastructure – 5.5 percent.
3. ***56 percent feel either positive or extremely positive about the recruitment and growth of new industry and businesses to the community.***

4. **When asked about what type of businesses they would like to see in Tallahassee/Leon County, respondents chose (all that apply):**

Home-grown/local entrepreneurial businesses	81%
Advanced Manufacturing/Light industry (magnetic technologies, distribution/warehousing operations, advance manufacturing, research & development, etc.)	62%
Service providers (medical, financial, higher education, etc.)	58%
Tourism-related industries	43%
Agriculture	39%
Back-office type operations (call centers, accounting, financial services, etc.)	34%

5. **When looking at what barriers exist in the community, respondents felt that:**
   - The greatest barriers are: Ability to easily and affordably get in and out of Tallahassee – 37 percent; Crime and personal safety – 18 percent; Lack of desire by residents to see the community grow – 15 percent; while Education/quality of our schools – 8 percent; Lack of workforce – 8 percent; and High cost of living – 9 percent are not barriers.

6. **When asked for their thoughts on ways for the city/county to grow and who should be involved (open-ended), a sample of responses is below:**
   - "There appears to be some reluctance on the part of leaders to be decision makers for action. It is good to be sensitive to public input, but sometimes the study of issues has to be over."
   - "Many younger folks who come here for higher education opportunities have identified entrepreneurial ways to support themselves and develop longer-lasting connections in Tallahassee. We should be supporting and incentivizing these opportunities, not replacing them with cheap, cookie-cutter models of development which often overlook the culture and needs of local neighborhoods and locally owned businesses. We also have a very vivacious local agriculture scene in Tallahassee, which should be acknowledged as an economic driver and supported through city/county zoning laws that promote urban agriculture and urban homesteading initiatives."
   - "We must improve our policing and safety throughout the area. Perhaps a push toward more cutting edge training facilities for law enforcement, fire, and medical personnel would help. Obviously we must also find a way to provide jobs for the less educated among us. We should recruit industry that takes care of all its workers, much like I think the city of Tallahassee does."
   - "Tallahassee needs to figure out its "Brand". What are we? A State Capitol? A Foodie Destination? A college town? We suffer from people not knowing what Tallahassee to offer. We need to grow our brand within the community first."
   - "I think everyone should be involved in the process in some way, everyone has to be invested in a part that appeals to them in order to get it to work. If the growth plan has something in it for everyone, the motivation to make this work will be there. (i.e. Small businesses, nonprofits, those that benefit from services, etc.)"
   - "I definitely think the citizens themselves should be key players in any discussion about ways to grow the city, especially since they will be affected the most by it. I would love to see grassroots entrepreneurship and businesses that help address social needs in

Tallahassee, especially the city's low-income communities like South City, Providence, and Frenchtown. It is so important to empower those residents, and what better way than to encourage entrepreneurship among them? With the city's full support, bridging the gap between these communities and the government is possible, as well as encouraging self-sufficiency and pride within the community itself."

- "I would like to see more effort made to attract more tech, manufacturing businesses, and environmental tourism. There is no reason companies and workers that specialize in things like solar energy should be moving to Colorado. We need business that not only will pay a decent wage, but will provide opportunities for people to advance."
- "I would love to see voices from housing professionals, small business and minority-owned businesses and to allow them a seat at the table along with the FSU, Hospitals and Law groups already there."
- "I see more educational opportunities being opened for those who struggle to get accepted into colleges. I believe that everyone should get involved in helping the community to continue on with their educational opportunities."
- I believe too many individuals are involved in the economic development process. This process should be reserved for those who are knowledgeable about it. The community has been driven for far too long by strong-willed (or wealthy, or politically popular...) individuals who lack a proper education about what it takes to promote true economic development, and I'd like to see what we can accomplish by letting go and letting the experts do what they do best."
- "The universities, school district, small businesses, state, county and city officials and residents. Include residents in the process. IF you involve them as stakeholders you will have a more established form of participatory government. This survey is a start but do not be afraid to ask residents to the table. Residents representing multiple demographics and social economic communities."
- "Tallahassee is different than other cities because it has retained its small town feel despite its population size. Businesses would be nice but that means cutting down all the trees and making this place another urban jungle just like Jacksonville. Attracting businesses should be balanced by making sure that there be as little trees that are cut down, for that is the beauty of Tallahassee. The environmental aspect should not be ignored for it tips the balance of quality of life."
- "Currently it seems to me that "gentrification" of certain areas is going to create isolated pockets of low income/racial division and could possibly create tension. I think there is an issue with equity of promoted opportunities/the targeted focus of vocations on the south side and that all of our counties population needs to be targeted for every opportunity. There should be no racial/economic divide when promoting development projections."

7. **In addressing the issue of talent retention – specifically college graduates – respondents felt the biggest challenges the community faces are:**
   - Lack of jobs with upward mobility – 82 percent
   - Lack of awareness of what the community has to offer – 59 percent
   - Lack of entertainment options that appeal to a younger demographic – 44 percent

Survey Results: 2016 Annual Tallahassee Chamber of Commerce Retreat

In addition to the collection of responses online, the survey was given via paper copy to participants of the OEV's breakout session at the Tallahassee Chamber of Commerce's annual meeting. Below is a synopsis of those results with the complete data included in the addendum. Nearly 150 additional responses were collected.

Demographics of the respondents include:

- 74 percent were between 30 and 59 years old; and
- 79 percent were White/Caucasian and 10 percent were Black or African American; 2 percent were Hispanic, 2 percent were Asian and 1 percent chose not to identify,
- 87 percent earned a bachelor's or graduate degree.

1. **Looking at the future of Tallahassee-Leon County in the next 5 years (check all that apply):**
   - **68 percent want economic development to maintain the balance between quality of life and the types of businesses that it chooses to grow, expand and recruit.**
   - 64 percent want economic development efforts to be supportive of entrepreneurialism and entrepreneurs.
   - 52 percent want to see Tallahassee-Leon County home to new, larger companies beyond universities, non-profits and state government.
2. **When looking at the community's strengths and weaknesses, respondents felt that:**
   - Top strengths, in order and by total responses, include: Quality of Life – 75 responses; Access to state government – 57 responses; Workforce Talents, Affordability and Supportive of Entrepreneurs and Small Businesses each tied with 30 responses; and
   - Weaknesses are considered: Connection (location, traffic and roadways) and Tax Environment each tied with 29 responses; Ease of Doing Business – 27 responses.
3. **67 percent feel either positive or extremely positive about the recruitment and growth of new industry and businesses to the community.**
4. **When asked about what type of businesses they would like to see in Tallahassee/Leon County, respondents chose (all that apply):**

Tourism-related industries	78%
Advanced Manufacturing/Light industry (magnetic technologies, distribution/warehousing operations, advance manufacturing, research & development, etc.)	69%
Back-office type operations (call centers, accounting, financial services, etc.)	45%
Service providers (medical, financial, higher education, etc.)	32%
Home-grown/local entrepreneurial businesses	24%
Agriculture	23%

5. **In addressing the issue of talent retention – specifically college graduates – respondents felt the biggest challenges the community faces are:**
   - Lack of awareness of what the community has to offer – 71 percent
   - Lack of jobs with upward mobility – 60 percent
   - Lack of entertainment options that appeal to a younger demographic – 37 percent
6. **When looking at what barriers exist in the community, respondents felt that:**
   - Substantial barriers included: Ability to easily and affordably get in and out of Tallahassee – 58 responses; Crime and personal safety – 24 responses; Restrictive regulatory environment – 18 responses; and
   - Items not considered barriers are Education/quality of our schools – 52 responses; Lack of workforce – 36 responses and Lack of desire by residents to see the community grow and High cost of living – each at 23 responses.

VI. How Does the Community Compare?

In seeking to identify the best and most achievable economic development strategies for Tallahassee-Leon County, VisionFirst Advisors conducted high-level research comparing Leon County to five other counties with certain similarities:

- Alachua County, Florida (Gainesville)
  - Similar in population size and educational attainment, college community.
- Dane County, Wisconsin (Madison)
  - By staff request due to capital city and college community.
- Escambia County, Florida (Pensacola)
  - Only community in the panhandle of similar population size.
- Greenville County, South Carolina (Greenville)
  - Southern capital city that has undergone a sizable transformation due to economic development efforts.
- Pulaski County, Arkansas (Little Rock)
  - Capital city and college community with similar population demographics.

In addition to basic demographic and geographic information, data on the airports in those communities as well as the number of residential permits, migration and inflow/outflow were included for comparison purposes.

The following infographics represent a compilation of data drawn centered on four specific groupings:

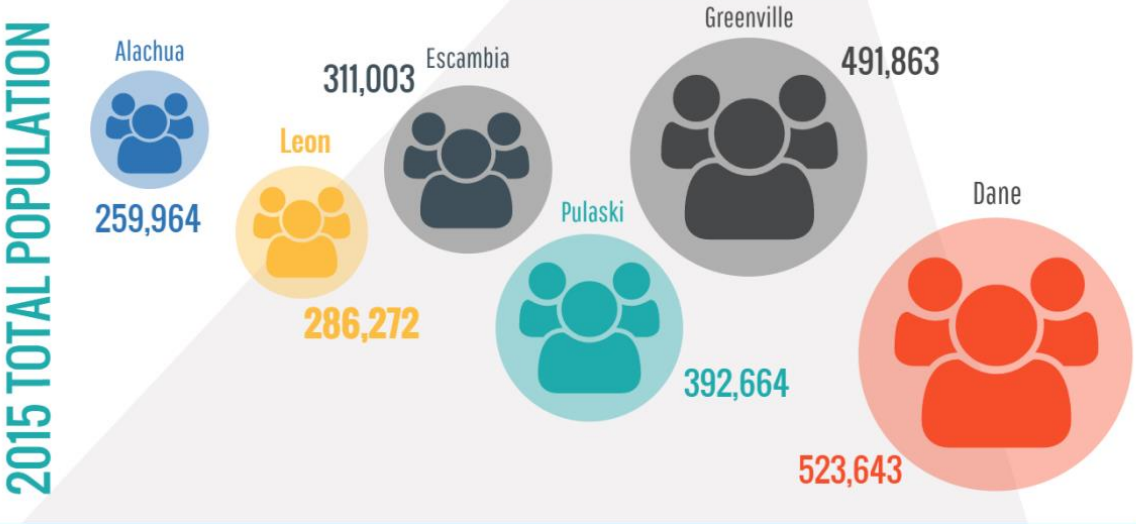
1. Population: By the Numbers
   - Leon County has the lowest average age of the five communities.
   - The County's poverty rate is the highest and although that rate includes the college students, the same can be said for Dane County and Alachua County. The remaining counties have smaller student populations but they are still impactful.
2. The Talent Pipeline: Education
   - As noted by the recent ranking, Leon County has high educational attainment with 36 percent of the population having a bachelor's, graduate, professional or doctoral degree.
3. Employment & Industry
   - Leon County's average annual wages for its four top industries are lower than nearly all of the other communities – with the exception of retail trade being approximately $400 more than Alachua County.
   - While many of the other communities are heavily reliant on government and/or universities, Escambia, Greenville and Dane have sizeable private employers.
4. Living & Travel Trends
   - The Tallahassee International Airport is nearly $200 more than the national average for the average domestic airline fare.
   - Residential building permits in 2015 were the lowest of all the communities by nearly 500.

All information was gathered from the U.S. Census Bureau, U.S. Census American Community Survey 5 Year Estimates, StatsAmerica as well as county and airport websites.

Population: By the Numbers

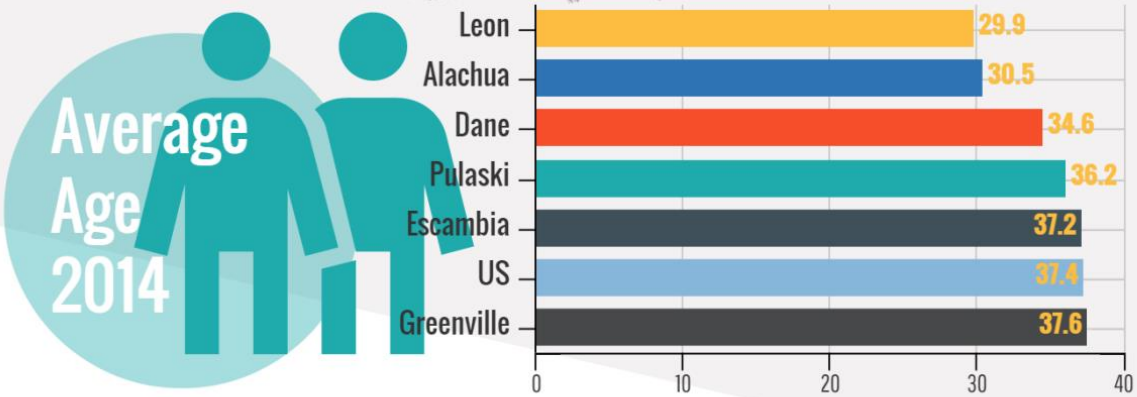
Comparing the Counties: Leon, Alachua, Dane, Escambia, Greenville & Pulaski

2015 TOTAL POPULATION



2014 MEDIAN HOUSEHOLD INCOME

- Alachua: $44,325
- Leon: $45,463
- Pulaski: $45,698
- Escambia: $46,139
- Greenville: $49,659
- Dane: $61,937



Sources: US Census American Community Survey 5 Year Estimates, US Census Bureau & StatsAmerica

POVERTY 2014 RATE

23.3% Leon

21.6% Alachua

16.1% Pulaski

15.3% Escambia

14.8% US

14.7% Greenville

13.4% Dane

The Talent Pipeline: Education

Comparing the Counties: Leon, Alachua, Dane, Escambia, Greenville & Pulaski

Total Population 25 & Older

Alachua County: 148,913
Dane County: 328,316
Escambia County: 199,781
Greenville County: 311,759
Pulaski County: 260,090

Leon County: 162,052

High School Graduate

Alachua County: 21.7%
Dane County: 19.4%
Escambia County: 28.9%
Greenville County: 26.2%
Pulaski County: 27.6%

Leon County: 19.6% **US: 28%**

Some College, No Degree

Alachua County: 19%
Dane County: 18.4%
Escambia County: 23.1%
Greenville County: 20%
Pulaski County: 23.8%

US: 21.2% **Leon County: 19.5%**

Associate Degree

Alachua County: 10.3%
Dane County: 9.6%
Escambia County: 12.6%
Greenville County: 8.5%
Pulaski County: 6.3%

Leon County: 8.8% **US: 7.9%**

Bachelor's Degree

Alachua County: 20.8%
Dane County: 28.1%
Escambia County:15.7%
Greenville County: 20.4%
Pulaski County: 20.5%

US: 18.3% **Leon County: 25.3%**

Graduate, Professional or Doctorate

Alachua County: 19.9%
Dane County: 19.4%
Escambia County: 8.2%
Greenville County: 11.1%
Pulaski County: 11.6%

Leon County: 19% **US: 11%**

Based on 2014 Data

Sources: US Census American Community Survey 5 Year Estimates & StatsAmerica

Employment & Industry

Comparing the Counties: Leon, Alachua, Dane, Escambia, Greenville, & Pulaski

2015 Average Annual Wage for Top Industries in Leon County

Public Administration - 21.1%
Leon County: $47,248

Alachua County: $50,101
Dane County: 55,965
Escambia County: $51,077
Greenville County: $47,542
Pulaski County: $50,064

Health Care & Social Services - 12.7%
Leon County: $48,865

Alachua County: $52,564
Dane County: $50,306
Escambia County: $51,282
Greenville County: $53,710
Pulaski County: $53,721

Retail Trade - 11.4%
Leon County: $24,517

Alachua County: $24,147
Dane County: $28,538
Escambia County: $27,144
Greenville County: $28,267
Pulaski County: $28,121

Accommodation & Food Services - 11.1%
Leon County: $14,172

Alachua County: $15,698
Dane County: $15,680
Escambia County: $17,275
Greenville County: $15,949
Pulaski County: $16,562

Leading Employers

Leon County

State of Florida (Government): 22,612
Florida State University (Education): 12,512
Leon County Schools (Education) : 4,550
Publix (Retail) : 3,439
Tallahassee Memorial (Health Care) : 3,190

Alachua County

University of Florida (Education): 28,870
UFHealth (Health Care): 12,000
Alachua County School Board (Education): 4,200
Veterans Affairs Medical Center (Health Care): 3,500
City of Gainesville (Government): 2,270

Dane County

State of Wisconsin (Government): 36,043
University of Wisconsin (Education): 14,464
Epic Systems (IT): 7,400
UW Hospitals & Clinics (Health Care): 5,000
Oscar Meyer (Food Processing): 5,000

Escambia County

Baptist Health Care (Health Care): 5,571
Navy Federal Credit Union (Financial Service Center): 5,240
Sacred Heart Health Systems (Health Care): 4,820
Gulf Power Company (Electric Provider): 1,774
West Florida Health Care (Health Care): 1,200

Greenville County

Greenville Health System (Health Care): 12,770
School District of Greenville County (Education): 9,580
Bon Secours St. Francis Health System (Health Care): 5,047
Michelin North America Inc. (HQ, R&D, Mfg.): 4,000
GE Power & Water (Mfg.): 3,400

Pulaski County

State Government (w/in MSA): 34,900
Local Government: (w/in MSA): 27,200
Federal Government (w/in MSA): 9,900
University of Arkansas Medical Sciences (Ed/Health Care): 9,100
Baptist Health (Health Care): 5,360

Sources: US Bureau Labor Statistics & StatsAmerica; Individual County EDC Websites

Living & Travel Trends

Comparing the Counties: Leon, Alachua, Dane, Escambia, Greenville & Pulaski

Average Domestic Airline Fare

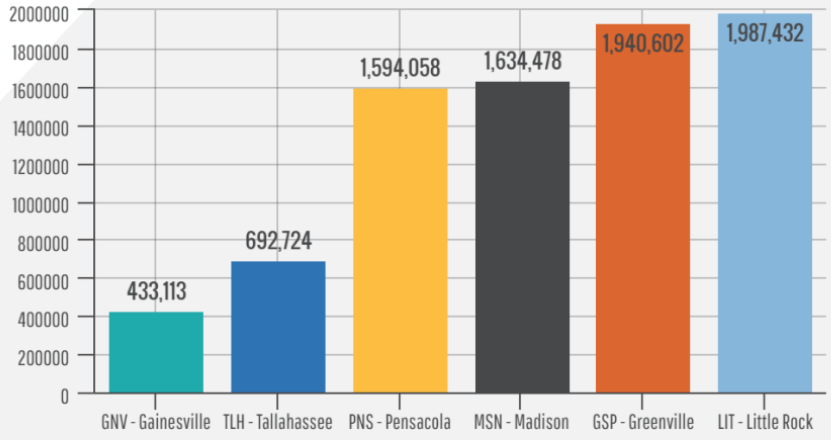
TLH: Tallahassee International - $554.38

National Average $362.31

LIT : Bill & Hilary Clinton National Airport - $421.00
GSP: Greenville-Spartanburg International - $395.86
PNS: Pensacola International - $452.17
GNV : Gainesville Regional - $448.66
MSN: Dane County Regional - $522.24

Sources: US Bureau of Transportation Statistics, Airline Origin & Destination Survey (Q4 - 2015); Indvidual Airport Websites

2015 AIRPORT TOTAL PASSENGER STATISTICS

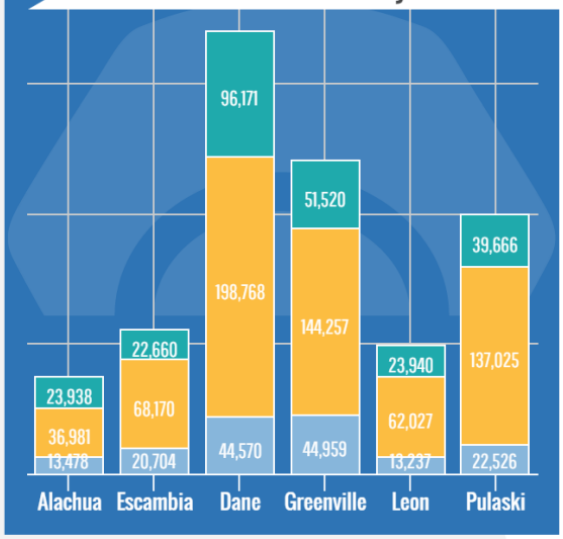


Inflow/Outflow of Primary Jobs

(Workers Ages 30-54)

Inflow | Remain | Outflow

6 in 10 residents stay in Leon County for work.



Net Domestic Migration (1-Year Change Ending in 2015)

Pulaski: -2,631
Leon: 21
Escambia: 48
Alachua: 775
Dane: 1,291
Greenville: 5,440

Residential Building Permits in 2015

- Alachua: 1,171
- Pulaski: 1,234
- Escambia: 1,392
- Dane: 3,197
- Greenville: 4,338

Leon: 695

Sources: US Census Bureau & StatsAmerica

VII. What is Economic Development?

Given the array of definitions of economic development in the community it is important to establish a common understanding of what economic development means in Tallahassee-Leon County. Only by uniting all of the stakeholders under one common understanding will the community be able to marshal the strength of the area's assets focused toward a single objective. To better understand how a state, region or community can build its economy, it is important to examine primary economic development job-growth strategies. For the sake of this plan, the focus will be on the three categories that embody job growth as a holistic system.

The first set of strategies is centered on **market driven growth**. Often referred to as "organic growth," these are jobs created by businesses who seek to serve an existing market or a created market, i.e., people or businesses to which they can sell products or services. In Tallahassee-Leon County this may include retail outlets, certain healthcare facilities or professionals as well as non-profit organizations and associations that serve government or the community's population.

The second set of strategies examines all ways a state or community can **facilitate job growth** through specific, targeted investment in programs that encourage and support job growth. Examples of facilitated growth in the community include the investments made into Domi Station to support entrepreneurial development, funding focused on increasing visitors through Visit Tallahassee or investments made to targeted assets to increase commercialization opportunities.

Finally, while the smallest subset of the holistic economic development approach, **competitive projects** ultimately prove to be the most impactful in creating high-wage jobs and becoming cornerstones to continued job growth through targeted industry clusters. Area Development Magazine, an industry standard, notes that domestically only approximately 6,000 such projects are in process of looking to locate or expand annually, making the universe of such projects limited and highly competitive. Understandably, these projects are extremely desirable by states and communities and are competed for aggressively. Traditionally, these projects are influenced by favorable business and tax environments; environmentally-conscious but business-friendly regulatory environments; and both financial and non-financial economic development incentives.

Community Development vs. Economic Development

Economic Development:

- *Generally competitive in nature.*
- *Focused on targeted industry.*
- *Benefits general citizenry's standard of living.*

Community Development:

- *Creates and/or retains jobs that build community capacity.*
- *Depends upon local market forces.*
- *Focused on improving a specific area for a specific population.*
- *Serves as the foundation to economic development.*

All three strategies, along with other non-traditional economic development strategies such as creative economy programs, innovative partnerships with universities for specific job growth and other initiatives are necessary to build and create an ever-expanding, balanced, diversified economy. The total job growth over all of these strategies is difficult to track accurately, however in Florida, the best overall, independent job growth metric chosen to follow monthly and annually has been the federal government's *Net New Non-Farm Job Growth* numbers. While far from perfect, this data set does provide an overall comparative set of industry-provided job growth/loss numbers from which a state or county can draw conclusions as to overall job growth success.

Defining Economic Development for Tallahassee-Leon County

By reviewing the community's resources and capabilities and through a deep understanding of how Tallahassee-Leon County fits into a broader economic picture of the state, a more specific and unifying definition of economic development for the community that should be adopted internally and communicated to all stakeholders is as follows:

A coordinated course of action across all local assets and resources to facilitate the development, attraction and cultivation of innovative businesses and associated job creation to position the economy for sustained, directed growth raising the quality of living for the citizens of Tallahassee-Leon County.

In addition to those activities associated with traditional economic development, this definition is broad enough to take into consideration opportunities for economic expansion by better leveraging cultural, natural, and arts assets to foster an ecosystem that initiates and nurtures new home-grown, innovative and inclusive businesses.

VIII. Developing the Core Purpose

As mentioned previously, the lack of a consistent definition of economic development as evidenced during the interview process led organizations to define the community's efforts in a way intended to advance each organization's mission. All of the organizations and stakeholders interviewed have well-intended purposes but without an agreed-upon strategic direction, efforts are diffused and fragmented, and the city and county have become ineffective in delivering an economic development program with desired outcomes. Tallahassee-Leon County has become a community that has seen tactical success with little strategic progress.

> *OEV Formation Statement:*
> *To guide the Tallahassee-Leon County's economic development efforts in coordination with the private sector and community stakeholders by fostering fair and open competition, conducting extensive outreach to assist businesses in navigating and competing in today's marketplace, and leveraging existing resources to maximize the infusion of financial capital to the local economy.*

A report by the Brookings Institute this year highlighted ways for local government to lead in reshaping economic development by getting "both the market and civics" right. "*The potential of economic development is to do what markets alone cannot do: influence growth through action and investments.*"[1] The Blueprint initiative has provided great strategic investments in infrastructure that can lead to new growth opportunities. But the market alone and the competitive assets developed in the community will not generate job and investments without focus, strategy and implementation.

Coming Together to Achieve a Common Purpose

While the OEV has a well-defined mission that outlines its reason for existence and guides its priorities, it is not necessarily the organization's mission that expresses the overarching imperative that will inspire others to partner with the OEV for the community's success and economic growth. With a plan of this scope, and given OEV's small staff, the ability to implement all strategies and to sustain recommended programs is impossible. The organization must collaborate across the economic development ecosystem to leverage the strengths and assets others bring to the table, as illustrated by the graph on page 30. This form of collaboration can be described as a process in which all the parties with a stake in an outcome constructively:

- assess the value of their programs and efforts;
- identify gaps that impact the community's ability to be competitive; and
- explore differences in approach and commit to a joint strategy for action.

Most importantly, the OEV must build mechanisms that will assist these ecosystem assets and resources to work with one another to arrive at a common destination.

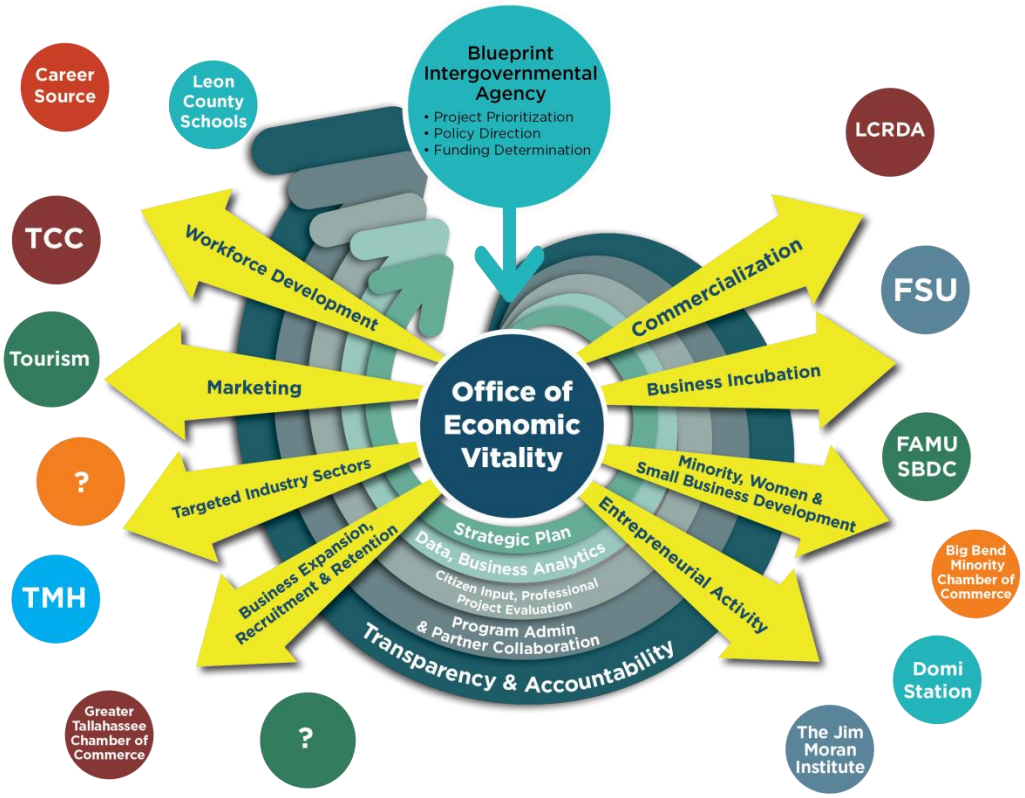
[1] Amy Liu, Remaking Economic Development, Brookings Institution, Metropolitan Policy Program, 2016.

A single core purpose – which resonates with OEV staff, city, county and state leadership, stakeholders and strategic partners who have a role in the economic picture of Tallahassee-Leon County as well as the region – is needed to focus the collective efforts and to provide a clear course of action, milestones and a means of knowing when the community has arrived at its destination. This core purpose must define actions that are transformational to the community, must be authentic to Tallahassee-Leon County and must be simple and concise enough for all who are involved to articulate it in terms of how they fit into the process. While much can be learned at looking at the best practices of other communities – **Tallahassee-Leon County's core purpose must be unique to this community.**

VisionFirst suggests the following aspirational core purpose:

We grow innovation! Tallahassee-Leon County is the model to which other communities look in orchestrating new and existing programs into an optimal infrastructure and collaborative ecosystem for fostering idea generation, business formation and sustainable growth.

Those inside the government entities overseeing Tallahassee-Leon County's economic development efforts such as OEV, Planning Land Management and Community Enhancement (PLACE), the Intergovernmental Agency as well as those involved as volunteers should be clear as to the core purpose for economic development in the community and use it as the "north star" to remain on course in its efforts to grow the economy.



IX. Overarching Strategic Plan Goals

When looking at successful economic development efforts around the nation one cannot discount that strong neighborhoods, clean water, high-performing schools, affordable housing options, a quality transportation system, a robust community and social sector and a healthy natural environment contribute to long-term growth and the economic well-being of the community. Each of these features is attractive to businesses looking to locate or expand. Tallahassee-Leon County has done a remarkable job to address these issues and lead efforts that are not only effective but well supported by residents.

Communities aspiring to grow businesses and increase their employer base across a number of strategies and sectors must look to build a foundation of resources that supports new and growing businesses, expansion of established business and is attractive to businesses looking to locate. **Seldom will a business locate based on quality of life features alone.** Communities need to understand the project drivers that exist and better connect those with what their location has to offer.

In addition to a location's quality of life, companies make such decisions based on growth factors such as:

- access to key resources;
- a specific workforce;
- market availability;
- proximity to suppliers;
- alignment with organizational partners; and
- tax and financial incentive advantages that positively impact their bottom line.

Implementation of an economic development strategy needs to be focused to be effective. As such, the primary emphasis of this plan and its overarching goals outlined below seeks to build upon the community's resources and infrastructure to strategically focus the Tallahassee-Leon County to grow jobs, create businesses and build a collaborative network to expand economic opportunity.

1. **Implement a new collaborative economic development program of work that stimulates economic expansion in the city and county across all unique opportunities for growth.**
2. **Better promote the area as a business generator, an ideal location to start and grow a business. Brand and market the community's strengths in this capacity.**
3. **Better identify, understand and align all available assets, organizations and resources towards shared economic growth objectives. Encourage collaboration among the many entities impacting the economic development environment to work together for maximum competitiveness.**
4. **Leverage and maximize the existing framework toward the responsible allocation of resources to achieve today's goals as well as to refine the foundation for future growth and opportunities.**

X. Recommended Strategic Plan Strategies & Tactics

The effectiveness of any economic development entity is predicated upon its ability to identify clear goals, decide on priorities within the goals and develop measurable strategies for achieving them. Simultaneously, the entity must identify any challenges that may impede the ability to achieve its goals and fulfill its mission. Often times this process is just as important as setting job creation and capital investment metrics. Without identifying and addressing organizational challenges and leveraging opportunities for collaborative efforts, ongoing success is less likely to be achieved. The most successful economic development entities are always adapting to ever-changing market conditions and place a premium on responsiveness to the customer. **The below four serve as the overarching strategic plan goals** and within each contain strategies with corresponding immediate, mid-term and long-term tactics and metrics.

A. Implement a new collaborative economic development program of work that stimulates economic expansion in the city/county across all unique opportunities for growth.

1. Six Economic Development Initiatives
   a. Business Formation
   b. Technology Transfer and Commercialization
   c. Business Retention & Expansion
   d. Business Recruitment
   e. The Creative Economy
   f. Talent Development

B. Better promote the area as a business generator, an ideal location to start and grow a business. Brand and market the community's strengths in this capacity.

   a. Marketing and Communications – A Cross Cutting Strategy

C. Better identify, understand and align all available assets, organizations and resources towards shared economic growth objectives. Encourage collaboration among the many entities impacting the economic development environment to work together for maximum competitiveness.

   a. Working Together Towards Common Objectives
   b. Engaging the Community through a New Structure

D. Responsible allocation of resources to achieve today's goals as well as to refine the foundation for future growth and opportunities.

   a. Transparent and Accountable Allocation of Resources

b. Set aside funds for shifting market needs and unanticipated opportunities for growth.

In addition to the six cornerstone initiatives, marketing and communications, engagement, collaboration and alignment as well as allocation of resources are represented as cross-cutting strategies. This section will focus on the six key initiatives listed above.

A. Economic Development Plan of Work

GOAL: Implement a new economic development program of work that stimulates economic expansion in the city/county across all unique opportunities for growth.

1. Six Economic Development Initiatives

As mentioned earlier, a holistic approach to economic development involves developing strategies that support growth and prosperity in competitive projects, facilitated investments and support of the market. The recommended direction for the Office of Economic Vitality is centered on facilitated and competitive strategies across six strategic initiatives.

a. Business Formation
b. Technology Transfer & Commercialization
c. Business Retention & Expansion
d. Business Recruitment
e. The Creative Economy
f. Talent Pipeline

The Coming Jobs War by Jim Clifton

"Have your whole city wage a war for jobs. Everybody in charge of anything needs to focus on job creation. If they divert their attention, vote them out. If the bike path doesn't have anything to do with job creation, there is no bike path. If rezoning improves the jobs outlook, rezone. But not just any job will do – you want good jobs. The jobs war is won by knowledge jobs. Aim everything at those. You can build a slaughterhouse in your city, but that can't be the leading jobs strategy. Good jobs are created by entrepreneurs working with innovators creating a business model. The jobs war is what should get city leaders up in the morning, what they should work on all day, and what should keep them from getting sleep at night."

Business Formation Action Plan

Allocation of Resources: *$ = up to $100,000; $$ = $100,000+ to $250,000; $$$ = $250,000+ to $500,000; $$$$ = $500,000+*

Strategy	Tactics	Metrics	Timeframe	OEV[2] & Partners	Allocation of Resources
Formalize and give continuity to the way entrepreneurialism is defined in Tallahassee-Leon County and how entrepreneurs are trained and prepared to enter existing programs for greater success.	Partner with community and national leaders in the entrepreneurial space to develop the foundation blocks needed for a successful entrepreneurship program. The OEV will lead the development of the cornerstones for success to provide the foundational basics of starting a business with an opportunity to receive grant funding upon completion. The development of the cornerstones should utilize existing assets such as Domi Station, the Leon County Research and Development Authority's Entrepreneurial Excellence Program and FSU's Jim Moran Institute for Global Entrepreneurship (JMI). While the OEV should spearhead this effort, the programmatic development and implementation would utilize the existing knowledge in the community.	• Within the first year, benchmark existing entrepreneurial programs while still in development against other successful initiatives in Madison, Wisconsin, Birmingham, Alabama and Chattanooga, Tennessee against local efforts. • Successful launch of the cornerstones initiative within one year and seek to graduate 50-100 entrepreneurs with the new program requirements and matching fund grants over the next two years.	• Immediate (Year 1) • Immediate (Year 2)	• OEV Staff • FSU's JMI for Global Entrepreneurship • LCRDA Entrepreneurial Excellence Program • FAMU • SBDC at FAMU • TCC • CareerSource Capital Region • Greater Tallahassee Chamber • Big Bend Minority Chamber • Domi Station • KtichenShare • Making Awesome • The Centre of Tallahassee	$$$
	Develop spin-off segments to the cornerstones program–based on interest level - of the course that would focus on niche markets such as the solopreneur, social entrepreneurism, creative economy, as well as additional opportunities for the minority and women-owned business community. Partner with existing resources in the community such as JMI and INIE and the trainings they already provide.	• Within three years, expand the program to offer separate tracks for niche markets.	• Mid-Term (Year 3)	• OEV Staff • INIE • JMI • COCA	$
	Develop a spin-off entrepreneurial program that would target high school students similar to Chattanooga, Tennessee. Work with Leon County Public Schools, local charter schools and Junior Achievement (who has already begun a similar program).	• Within five years, build out a high school entrepreneurial pilot program in one school or expand the existing Shark Bowl program with Junior Achievement.	• Long-Term (Year 5)	• OEV Staff • Leon County Public Schools • Junior Achievement	$$
Partner with local financial institutions to develop a secured funding program for entrepreneurs seeking capital.	Create a Community Investment Corporation which would manage a loan guarantee program partnering with financial institutions that can tolerate the increased risk associated with a portfolio of small business loans. The businesses eligible for this program would be second-stage businesses that are considered more stable and secure.	• Within two years, benchmark three capital investment corporation programs such as Hattiesburg and Charlottesville. • Within three years, develop the plan for Tallahassee-Leon County's capital investment program. • Within four years, pilot the capital investment corporation program with three local financial institutions and seek to provide capital to 10 businesses.	• Immediate (Year 2) • Mid-Term (Year 3) • Long-Term (Year 4)	• OEV Staff • Financial Institutions	$$$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 4; V. 5; V. 6; V. 7

[2] OEV Staff will coordinate with all appropriate local government partners.

Business Formation Action Plan *(continued)*

Allocation of Resources: *$ = up to $100,000; $$ = $100,000+ to $250,000; $$$ = $250,000+ to $500,000; $$$$ = $500,000+*

Strategy	Tactics	Metrics	Timeframe	OEV[3] & Partners	Allocation of Resources
Enhance the existing minority and women-owned program and develop a microsite to provide ease of access to competitive solicitations or bid opportunities for MWSBEs.	Build a robust microsite that offers a one-stop-shop for minority and women owned small businesses to find competitive bid opportunities and solicitations, such as: State Office of Supplier Diversity Solicitations; FSU's Competitive Solicitations; FAMU's Competitive Solicitations; TCC Bid Opportunities; Federal Bid Opportunities and Leon County Public Schools and others as identified.	• Develop the microsite to include links to local, state, national as well as FSU and FAMU solicitations within the first year. Benchmark against other websites.	• Immediate (Year 1)	• OEV Staff • State • Federal Partners • FSU • FAMU • TCC • Leon County Public Schools	$
	Encourage local businesses to post/link to bid opportunities and solicitations on the website.	• By year two, set a target of at least six private sector bid opportunities posted annually. • Over three years, seek to increase the traffic at the levels of the disparity study to the site utilizing online advertising, email promotions and earned media.	• Immediate (Year 2) • Mid-Term (Year 3)	• OEV Staff • Existing Businesses	$
Develop a suite of workshops and trainings, leveraging existing resources, to help sustain the competitive and economic viability of small business owned by minorities, women and other underrepresented business owners.	Build out existing suite of trainings and workshops (both in the day and evenings) that provide step-by-step instructions on how to access government bid opportunities at the local, state and national level • Host Vendor Days on a reoccurring basis to make procurement and MWSBE staff available to potential vendors and answer questions about bidding opportunities and requirements. • Host trainings for purchasing agents on the benefits and importance of using MWSBE vendors when appropriate and available. • Conduct post workshop surveys to assess helpfulness to businesses and seek to expand/change offerings based on feedback. • Connect those in the creative economy to the resources listed above.	• By year two, host at least one workshop quarterly and Vendor Days at least twice a year. • By year two, host purchasing agent trainings twice a year.	• Immediate (Year 2) • Immediate (Year 2)	• OEV Staff • State • Federal Partners • FSU • FAMU • TCC • Leon County Public Schools	$
	• Utilizing the information developed in the workshops, develop online trainings for MWSBEs to maximize participation.	• By year four, develop at least three online courses.	• Long-Term (Year 4)	• OEV Staff • State • Federal Partners • FSU • FAMU • TCC • Leon County Public Schools	$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 3; V. 4; V. 6

[3] OEV Staff will coordinate with all appropriate local government partners.

Business Formation Action Plan *(continued)*

Allocation of Resources: *$ = up to $100,000; $$ = $100,000+ to $250,000; $$$ = $250,000+ to $500,000; $$$$ = $500,000+*

Strategy	Tactics	Metrics	Timeframe	OEV[4] & Partners	Allocation of Resources
Minimize the differences in certification programs at the local, university and state level.	• Utilizing the results of the new disparity study, streamline the application process of the existing Minority, Women & Small Business program according to align certification with existing programs.	• By year three, align certification programs across city, county and state lines.	• Mid-Term (Year 3)	• OEV Staff • State • Leon County Public Schools	$$

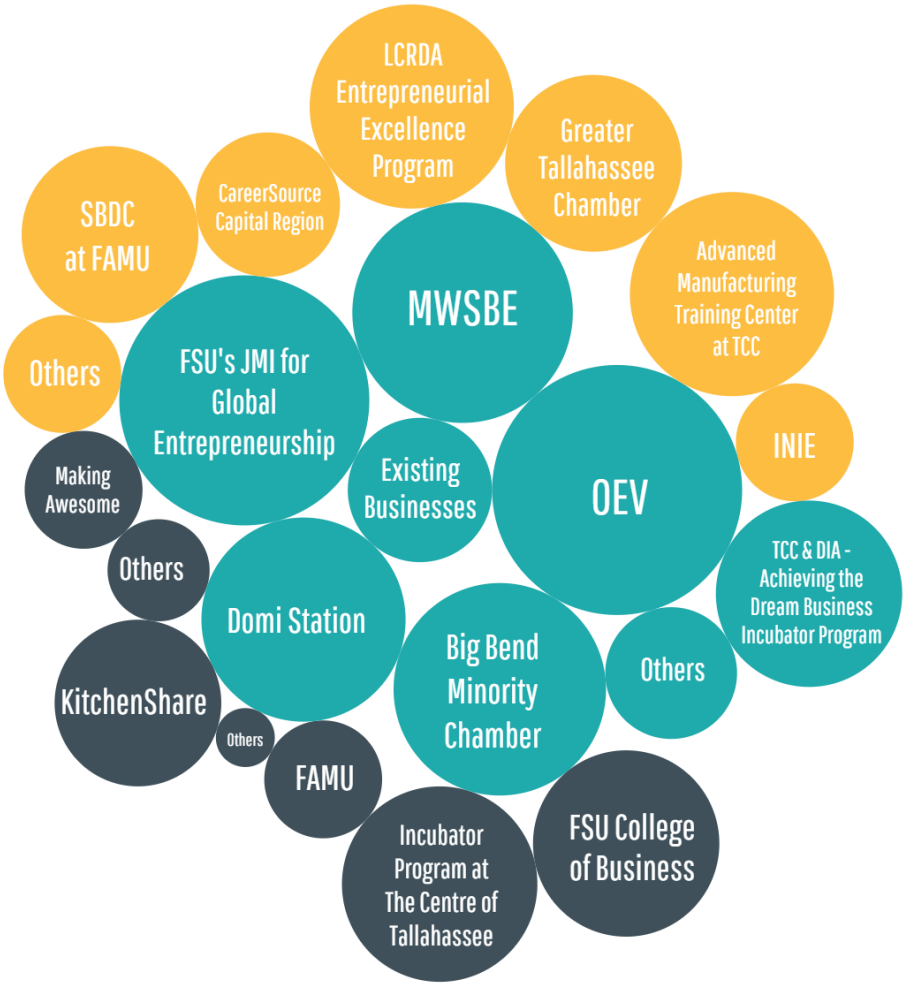
[4] OEV Staff will coordinate with all appropriate local government partners.

a. Business Formation

Entrepreneurs and small businesses are critical to the economic vitality of any community, providing contributions in additional employment opportunities for residents and industry diversification. Even beyond the typical benefits, these businesses can help foster community development by embodying the live, work and play mantra – engaging in local activities, supporting other entrepreneurs and small businesses and often giving time and money back to the community.

But even in the most supportive local economies, only one to two percent of the workforce starts a business in a given year. [5] To attract and keep innovative entrepreneurs a community must be receptive to their innovation by reducing over-regulation and providing support systems that limit bureaucracy and foster innovation and increased productivity.

Tallahassee is fortunate to have a number of existing resources to support business formation (see diagram) through its current entrepreneurs; small and minority business; and tech transfer and commercialization entities and locations. While many of these entities are considered successful, there is greater potential for more substantial results under the leadership of the OEV to coordinate the organizations into a systematic approach. The process should focus on not just efficiencies of the resources but on easing the process and minimizing risk for the formation of businesses.



[5] Entrepreneurs and their impact on jobs and economic growth, Alexander S. Kritikos

Building the Entrepreneurial Ecosystem

Understanding entrepreneurs are generated at the local level and are strengthened when they connect with one another, OEV's efforts to support entrepreneurs should focus on the creation of successful networks and leveraging of existing resources.

According to the Global Entrepreneurship Institute[6], there are seven stages of the entrepreneurial life cycle.

1. Opportunity Recognition: The pre-start analysis
2. Opportunity Focusing: Fleshing out of ideas and exposing pitfalls
3. Commitment of Resources: Development of the business plan.
4. Market Entry: A very simple organization, the resources are correctly allocated according to the business plan and the first sales are made.
5. Full Launch and Growth: Consideration of a high-growth strategy or to remain a small venture.
6. Maturity and Expansion: Implementing a growth strategy through professional management practices.
7. Liquidity Event: IPO or being acquired by a larger company.

Although there are inherent similarities within all entrepreneurial endeavors such as the life cycle, one program alone will not reach all entrepreneurs. Therefore, the community must focus its efforts where it can make the most difference.

When developing the recommendations, it was important to consider four important assertions from Brad Feld's book, *Startup Communities,* often used resource for people seeking to nurture entrepreneurial ecosystems[7]:

1. Entrepreneurs must lead the entrepreneurial community, not professors, policymakers, or agency administrators.
2. The community must have a porous boundary by including the entire stack of entrepreneurs, from experienced serial entrepreneurs, to nascent entrepreneurs, to individuals thinking about startup companies.
3. The community must have organized activities that engage people in the entrepreneurial context. Cocktail parties and networking receptions will not build a vibrant entrepreneurial community.
4. Community leaders must commit for the long-term, at least 20 years.

Highlights of Existing Incubators and Makerspaces

Access to affordable space and availability of capital are the two main stumbling blocks cited by budding entrepreneurs. As evidenced by the high-level listing of existing incubator space in Tallahassee (on the following page), the community has demonstrated a commitment to providing co-working and flexible space to entrepreneurs – with many of these spaces being created over the last five years. However, in order to successfully support and retain entrepreneurial talent the community's initiatives must move beyond building low cost co-working space, **the focus must be on coordinated programmatic development.**

[6] Global Community for Advancing Studies on Entrepreneurship - https://news.gcase.org/entrepreneurial-life-cycle/
[7] Think Locally, Act Locally: Building a Robust Entrepreneurial Ecosystem, The Kauffman Foundation

Established	Tallahassee-Leon County Incubators & Makerspaces as of August 2016	
1995	FSU College of Business/Jim Moran Jim Moran School of Entrepreneurship	• The InNOLEvation® Center (2015) is a resource to develop and support Florida State students interested in starting or growing a business. • Students are given access to professional co-working space, connected with mentors from faculty and the business community and provided guidance in solving the problems every newly launched venture faces.
2005	Tallahassee Community College in collaboration with Tallahassee Downtown Improvement Authority, Achieving the Dream Business Incubator Program	• Participate in workshops on topics such as access to capital, customer discovery and fiscal legal taxes. • The entrepreneurs will market their start-up businesses to the general public while learning from other successful businesses at the Tallahassee Downtown Marketplace. • The participating businesses offer a variety of goods and services including manufacturing, distribution, technology, culinary and service activities • After three months in the Marketplace, one business will be chosen to operate out of the TCC Capitol Center for an additional six months free of charge. • This successful entrepreneur will also be provided a membership in the Entrepreneurial Excellence Program and the Florida Retail Federation.
2010	Kim B. Williams Advanced Manufacturing Training Center at TCC	• Provides two incubator spaces geared toward supporting the growth of upstart manufacturing companies.
2011	Making Awesome	• Arts and technology makerspace
2014	Domi Station *(Public/Private Partnership)*	• Support technology-driven startups engaged in developing and validating repeatable, scalable business models. • Programs aim to accelerate startup growth by providing a network of mentors, investors, and collaborators.
Late 2016	KitchenShare	• Food-based incubator for cooking entrepreneurs can craft a business and spur economic development in one of Tallahassee's poorest neighborhoods and food deserts.
Opening in 2017	Incubator Program at The Centre of Tallahassee	• Established to identify and promote innovation and entrepreneurship in the fields of "brick & mortar" retail and culinary concepts. • Invited qualified candidates will compete in a juried competition from which the best concepts may be granted membership in the Incubator Program. • Incubator Tenants will enjoy access to Incubator Facilities at negotiated lease rates and terms that provide them with the opportunity to nurture and grow their concepts in a real world environment.
TBA	FAMU	• In development
TBA	Innovation Park	• In development

With ample space available the community should look to address lack of access to capital for business formation. Although it appears that there are resources at both the national, state and local levels, there is not a comprehensive local initiative that pulls together the trainings, spaces and funding into one unique program aimed at the early stage entrepreneur. In order to provide a successful pipeline for entrepreneurs, the tactics below seek to not create new initiatives but rather better leverage existing resources and intellectual capital. Ultimately the goal is not only to have entrepreneurs be successful but also have them want to stay in the community.

a. 1. STRATEGY:

Give continuity to the way entrepreneurialism is defined in Tallahassee-Leon County and how entrepreneurs are trained and prepared to enter existing programs for greater success.

TACTICS

IMMEDIATE OPPORTUNITY: ENTREPRENEURSHIP CORNERSTONES FOR SUCCESS

Partner with community and national leaders in the entrepreneurial space **to develop the foundation blocks needed for a successful entrepreneurship entry program**. The program guidelines are not intended to replace existing intentions but rather build a common set of objectives and principles to ensure continuity of the way budding entrepreneurs are trained in the basics prior to entering existing programs.

The OEV will lead the development of the cornerstones for success to provide the foundational basics of starting a business with an opportunity to receive grant funding upon completion. The development of the cornerstones should utilize existing assets such as Domi Station, the Leon County Research and Development Authority's Entrepreneurial Excellence Program and FSU's Jim Moran Institute for Global Entrepreneurship (JMI). While the OEV should spearhead this effort, the programmatic development and implementation would utilize the existing knowledge in the community. Programs should contain the following basic requirements:

- Nine-week course to be offered during the day and evenings to encourage those who work to participate. The program should be open to all industries; once entrepreneurs graduate they can be referred to programs or initiatives that focus on their specific market.
- Topics should include validation of ideas, business plan development, customer identification, legal and tax implications, securing capital/fundraising as well as marketing. Guest speakers and other successful entrepreneurs and/or small and new businesses should be highlighted. Given the size of both the public sector and non-profit community in the Tallahassee-Leon County area, a special section should focus on working with the non-profit and public sectors.
- Space should be limited and programs should be conducted at least twice a year.
- A small fee of approximately $100 to $250 may be charged to encourage continued participation. Grants to attend may be considered on a case-by-case basis.
- To demonstrate another key entrepreneurial skill and to demonstrate local commitment, each attendee must raise at least $1,000 to start their business. If they to do so they will be eligible for a matching grant ranging from $1,000 up to $5,000.

- Entrepreneurs must commit to the entire program. If he/she misses more than one class, the attendee will not be eligible for the grant at the completion of the course.
- In addition, programs should end with a graduation ceremony and provide additional opportunities to earn additional prizes of $5,000, $7,500 and $10,000 based on the merit of the business.
- A public relations and marketing component to showcase the graduates must be included.

MID-TERM OPPORTUNITY: BUILDING UP SOLOPRENEURS & SOCIAL ENTREPRENEURISM

- Consider **developing spin-off segments to the cornerstones program** (based on interest level) of the course that would focus on niche markets such as the solopreneur (a professional who chooses to start a business with no intention of ever adding staff), social entrepreneurism, and additional opportunities for the minority and women-owned business community. Partner with existing resources in the community such as JMI and INIE and the trainings they already provide.

LONG-TERM OPPORTUNITY: A PIPELINE FOR THE ENTREPRENEURS OF TOMORROW

- Working with Leon County Public Schools as well as local charter schools **develop a spin-off entrepreneurial program that would target high school students** similar to Chattanooga, Tennessee. It is understood that this effort has begun with the local Junior Achievement chapter but OEV should look to support and enhance this program in the future.

  In Chattanooga, over the course of a semester, the program immerses students in business fundamentals like market opportunities, innovation, viability, feasibility and business plan development. Working in teams, and mentored by business leaders, the students pitch their business plans at the end of each semester as part of a regional competition. The winning team receives financing and business support services to help turn their idea into reality. At the end of the semester, all students have had the opportunity to experience entrepreneurship in a way that prepares them for the future.

METRICS

1. Within the first year, benchmark existing entrepreneurial programs while still in development against other successful initiatives in Madison, Wisconsin, Birmingham, Alabama and Chattanooga, Tennessee against local efforts.
2. Successful launch of the cornerstones initiative within one year and seek to graduate 50-100 entrepreneurs with the new program requirements and matching fund grants over the next two years.
3. Within three years, expand the program to offer separate tracks for niche markets.
4. Within five years, build out a high school entrepreneurial pilot program in one school or expand the existing Shark Bowl program with Junior Achievement.

a. 2. STRATEGY:

Partner with local financial institutions to develop a secured funding program for entrepreneurs seeking capital.

LONG-TERM OPPORTUNITY: SECURELY ADDRESSING THE NEED FOR CAPITAL

- Serving as a catalyst for stimulating growth for both entrepreneurs and small businesses the OEV should **look to create a community investment corporation**. The program would not be a direct loan program but rather a loan guarantee program partnering with financial institutions that can tolerate the increased risk associated with a portfolio of small business loans. The businesses eligible for this program would be second-stage businesses that are considered more stable and secure.

  The Southeast Mississippi Community Investment Corporation managed by the Hattiesburg-based Area Development Partnership provides a good example of a successful program. The overseeing board of directors is made up of both participating banking officials and community representatives looking at the capital needs of businesses. The program utilizes a loan guaranty transaction that reduces risk for lending instructions. For example, a business might borrow $20,000 through a participating bank, and the Community Investment Corporation, secures up to 50 percent through the purchase of a Certificate of Deposit to secure the loan and collateralized by the assets of the borrower.

  As a first step, it is recommended that the OEV, in conjunction with existing entrepreneurial partners and financial institutions in the community, benchmark three successful community investment corporation practices around the country beginning with Hattiesburg. Once the benchmarking report is completed, develop a strategy that would begin the formation of a community investment corporation.

METRICS

1. Within two years, benchmark three capital investment corporation programs such as Hattiesburg and Charlottesville.
2. Within three years, develop the plan for Tallahassee-Leon County's capital investment program.
3. Within four years, pilot the capital investment corporation program with three local financial institutions and seek to provide capital to 10 businesses.

Making Strides for Economic Inclusion

Minority and women-owned small businesses provide important financial and leadership contributions to the creation and preservation of a healthy local economy. With the formation of the OEV, the City of Tallahassee and Leon County took an important first step to better support and encourage the growth of small, minority and women-owned businesses. Placing certification programs and services in one central location it not only eliminates layers of unnecessary bureaucracy but also demonstrates a public commitment to the long-term success of these firms.

Understanding that supporting these enterprising businesses requires the same level of planning, strategy and ongoing refinement of services as business retention or recruitment, Leon County commissioned a committee to evaluate the current Minority, Women and Small Business Enterprise (MWSBE) programs over a six-month period. At the end of the evaluation, the committee provided a suite of recommendations for improving services. Currently, Tallahassee-Leon County is conducting a new disparity study to address program goals, measurements and thresholds, and as such the strategies and tactics below seek to expand those recommendations rather than reaffirm or duplicate.

According to the U.S. Census[8] in 2012, Leon County had a total of 5,796 firms with paid employees, of those businesses:

- 690 firms were minority-owned; and
- 1,128 firms were women-owned.

Recognizing the impact that these businesses can have on the Tallahassee-Leon County economy it is imperative to implement a suite of strategies and tactics that go beyond setting aspirational goals and targets. Instead the focus should be on providing these firms the ability to broaden their business expertise and access opportunities in the private sector allowing them to reach their full business potential.

a. 3. STRATEGY:

Enhance the existing minority and women-owned program and develop a procurement microsite to provide ease of access to competitive solicitations or bid opportunities for MWSBEs.

IMMEDIATE BECOME A HUB OF BID OPPORTUNITIES

- Build a **robust microsite on OEV's website that offers a one-stop-shop for minority and women owned small businesses** to find competitive bid opportunities and solicitations. In addition to county and city bid opportunities serve as a portal to:
  1. State Office of Supplier Diversity Solicitations
  2. FSU's Competitive Solicitations
  3. FAMU's Competitive Solicitations
  4. TCC Bid Opportunities
  5. Federal Bid Opportunities

[8] U.S. Census American Fact Finder, 2012 Survey of Business Owners

6. Leon County Public Schools
7. Others as identified

- If possible, under existing restrictions, for county and city opportunities **provide registered and certified MWSBE businesses an email alert of contract opportunities being added to the website.**

MID-TERM OPPORTUNITY: ENCOURAGE PRIVATE BUSINESSES TO CONTRACT WITH MWSBES

- **Encourage local businesses to post/link to bid opportunities and solicitations on the website.** Include major employers such as Capital Regional Medical Center which spent $17 million with local vendors in 2015 of which $1.4 million was with minority and women owned businesses.

METRICS

1. Develop the microsite to include links to local, state, national as well as FSU and FAMU solicitations within the first year. Benchmark against other websites.
2. By year two, set a target of at least six private sector bid opportunities posted annually.
3. Over three years, seek to increase the traffic at the levels of the disparity study to the site utilizing online advertising, email promotions and earned media.

a. 4. STRATEGY:

Develop a suite of workshops and trainings, leveraging existing resources, to help sustain the competitive and economic viability of small businesses owned by minorities, women and other underrepresented business owners.

MID-TERM OPPORTUNITY: TRAINING OPPORTUNITIES & EVENTS FOR BUSINESSES AND PURCHASERS

- **Build out existing suite of trainings and workshops** (both in the day and evenings) that provide step-by-step instructions on how to access government bid opportunities at the local, state and national level. Workshops could include:
  - Intro to Government Contracts
  - Successful bidding tips from all entities that have postings
  - Compliance and reporting after the award
  - How to move past government contracts
  - Business 101 Series (in conjunction with entrepreneurship program)
  - Trade Opportunities (Enterprise Florida)
  - Leverage local intellectual capital such as business leaders and university assets such as professors at FSU, FAMU or TCC.
- Host Vendor Days on a reoccurring basis to make procurement and MWSBE staff available to potential vendors and answer questions about bidding opportunities and requirements. The event provides the ability to network with other MWSBEs.
- Host trainings for purchasing agents on the benefits and importance of using MWSBE vendors when appropriate and available.
- Conduct post workshop surveys to assess helpfulness to businesses and seek to expand/change offerings based on feedback.
- Connect those in the creative economy to the resources listed above.

LONG-TERM OPPORTUNITY: DIGITAL WORKSHOPS & OPEN HOUSES

- Utilizing the information developed in the workshops, **develop online trainings** for MWSBEs to maximize participation.

METRICS

1. By year two, host at least one workshop quarterly and Vendor Days at least twice a year.
2. By year two, host purchasing agent trainings twice a year.
3. By year four, develop at least three online courses.

a. 5. STRATEGY:

Minimize the differences in certification programs at the local, university and state level.

LONG-TERM OPPORTUNITY: STREAMLINE CERTIFICATIONS AT ALL LEVELS OF GOVERNMENT

- Utilizing the results of the new disparity study, streamline the application process of the existing Minority, Women & Small Business program to **align certification with existing programs.**

METRICS

1. By year three, align certification programs across city, county and state lines.

Technology Transfer & Commercialization Action Plan

Allocation of Resources: *$ = up to $100,000; $$ = $100,000+ to $250,000; $$$ = $250,000+ to $500,000; $$$$ = $500,000+*

Strategy	Tactics	Metrics	Timeframe	OEV[9] & Partners	Allocation of Resources
Establish a collaborative partnership with the Leon County Research and Development Authority, Florida State University and Florida Agricultural and Mechanical University to leverage resources and assets for developing a technology cluster centered on the National High Magnetic Field Laboratory to recruit industry and talent.	Form an advisory group called the Magnetic Technologies Task Force to be chaired by a private business leader (who will also serve on the Economic Vitality Leadership Council) with knowledge in the industry. This taskforce should be small and work with OEV and FSU to provide guidance and input on growing the cluster of research and businesses in the magnetic technologies industries.	• In the first 90 days, form an advisory group called the Magnetic Technologies Task Force to provide guidance and input on growing the cluster of research and businesses in the magnetic technologies industries.	• Immediate (Year 1)	• OEV Staff • FSU • FSU Research Foundation • MagLab Leadership • Leon County Research & Development Authority • Innovation Park Businesses • FAMU • TCC	$
	Working with all the stakeholders, conduct business intelligence to identify potential customers for magnetic technologies which may benefit from a location close to the MagLab.	• In the first six months, reach out to at least 10 private firms or companies to generate a prospective pool of private users at the MagLab who would benefit from a Tallahassee location.	• Immediate (Year 1)		$
	LRCDA should work with OEV to develop a menu of financial and non-financial incentives to support private sector investment at Innovation Park.	• In the first year, LRCDA should work with OEV to develop a menu of incentives to support private sector investment at Innovation Park.	• Immediate (Year 1)		$
	OEV should work with FSU and MagLab users to define/refine selling points of the resources and research.	• In the first year, define and refine selling points of the resources and research in Tallahassee-Leon County.	• Immediate (Year 1)		$
	OEV to should consider adding a business development position to support the growth of the cluster.	• By year three, have identified cumulative resources among all partners to hire a business development position to support the growth of the cluster. • By year three, increase lead generation of competitive projects associated to research and advanced manufacturing at Innovation Park and other institutes by 25 percent. • By year three, seek to facilitate the creation of 200 new private sector jobs related to the cluster development.	• Mid-Term (Year 3)		$$$
	The task force should explore opportunities for the FSU Research Foundation and other stakeholders to dedicate a least one grant award per year for research in the magnetic technology field.	• By year three, work with FSU to dedicate a least one grant award per year for research in the magnetic technology field.	• Mid-Term (Year 3)		$$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 3; V. 4; V. 5; V. 6; V. 7; V. 8

[9] [9] OEV Staff will coordinate with all appropriate local government partners.

Technology Transfer & Commercialization Action Plan *(continued)*

Allocation of Resources: *$ = up to $100,000; $$ = $100,000+ to $250,000; $$$ = $250,000+ to $500,000; $$$$ = $500,000+*

Strategy	Tactics	Metrics	Timeframe	OEV[10] & Partners	Allocation of Resources
Building on successful partnerships with FAMU, FSU and TCC seek additional opportunities that align university research with business recruitment and cluster development.	The magnetic technology cluster strategy is recommended for the OEV to launch initially because it not only provides opportunities in technology transfer and commercialization but also for business recruitment. OEV should build on its outreach efforts to support the growth of this technology cluster to eventually grow advanced manufacturing in the region.	• By year four, develop an advanced manufacturing strategic plan for competitive project recruitment based on resources available at the institutes.	• Long-Term (Year 4)	• OEV Staff • FSU • FSU Research Foundation • MagLab Leadership • Leon County Research & Development Authority • Innovation Park Businesses • FAMU • TCC • Existing Businesses	$
	Building on the success and best practices surrounding the MagLab, the OEV should seek out future tactics for cluster development in biotechnology, energy, engineering, environmental studies, materials, medical, research tools and software. This segmentation of the timeline should not mean that the OEV is not aware of the opportunities, but focusing on each of the clusters that has significant forward momentum provides a real opportunity for global leadership.	• By year five, develop a plan for a new cluster development building on the success and best practices surrounding MagLab cluster development.	• Long-Term (Year 5)		$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 3; V. 4; V. 5; V. 6; V. 7; V. 8

[10] [10] OEV Staff will coordinate with all appropriate local government partners.

b. Technology Transfer and Commercialization

While some may consider technology transfer and commercialization a subset of the business formation initiative, due to the community's unique research attributes, it was important to call special attention to the significant technological assets that go largely unnoticed and underutilized by the community in recruiting industry and talent. Tallahassee-Leon County's universities offer unique research assets and advantages providing a nexus where entrepreneurship and innovation collide to generate business opportunities.

Below is a high-level inventory of assets categorized by the role each entity has in the ecosystem to support technology transfer and commercialization. OEV should continue to supplement this inventory and understand the role of the assets in the supporting structure.

The Financial Impact of Research and Development

In 2015, Florida State University (FSU), a top 100 university based on total research and development expenditures, spent nearly $200 million supporting research and development initiatives.[11] Gary K. Ostrander, FSU Vice-President for Research and President of the FSU Research Foundation wrote a My View column published August 12, 2016 about the economic benefit of research and development funding to the community noting, "The primary grant expense is the salaries of researchers, technicians, graduate students and postdoctoral students who work on projects." Combined with Florida Agricultural and Mechanical University (FAMU) the two universities have a combined total of nearly $300 million in research expenditures flowing through the community.

2014 Total R&D Expenditures according to the National Science Foundation[12]	
Florida State University	$252,548,000
Florida A&M University	$46,367,000
Combined Annual R&D Expenditures	$298,915,000

In addition, earlier this year, FAMU's designation within the Carnegie Classification improved to Research University/Higher (R-II University), from a Research University with "moderate" activity or R-III. The designation places FAMU in the same classification as Auburn and Old Dominion.

Given the magnitude of research investments and expenditures, it is imperative for the Tallahassee-Leon County community, through the OEV, to establish a collaborative partnership with both FSU and FAMU to leverage each other's assets, resources and opportunities to support a successful technology transfer and commercialization strategy.

Building Success around World Class Facilities

The strategy for the OEV should nurture and facilitate the growth of technology clusters that offer the best chance to generate opportunities for transfer of technology, commercialization and creation and recruitment of new private businesses based on the existing university assets. This is a focused approach that requires understanding how each identified asset can accelerate the growth and sustainability of the cluster. It requires developing a strong relationship with FSU Office of Research, Leon County Research and Development Authority (LCRDA) as well as FAMU Division of Research and a commitment by all involved to collaborate. Becoming a successful commercialization ecosystem requires the development of cooperative strategies to optimize the universities' resources with public-sector participation.

[11] FSU Office of Research Annual Statistics
[12] Source: National Science Foundation 2014 Rankings by total R&D expenditures

"We must build on our field of expertise and stay focused on attracting businesses that are related to Magnetic Technologies. With a 'rifle focus strategy' we have a better chance at winning when we are competing with other high technology hubs like Palo Alto, Boston, Austin, etc." – Ricardo Schneider, President of Danfoss Turbocor

Although there are many areas for the OEV to immediately support in developing clusters around technology transfer and commercialization such as FAMU's pharmaceutical program and FSU's physical sciences, it is recommended that the OEV focus in the short-term on positioning the region as a world capital of magnetic technologies. The research around the National High Magnetic Field Laboratory, commonly referred to as the MagLab is world renowned and provides an immediate competitive advantage in the marketplace.

National MagLab Highlights

The MagLab is the largest and highest-powered magnet laboratory in the world. In 2015, 1,615 researchers from academia and the corporate world conducted cutting-edge research at the MagLab. The users represented 175 universities, government labs and private companies in the US and total of 314 worldwide.

During a community interview the VisionFirst team had the opportunity to meet with Ricardo Schneider, President of Danfoss Turbocor, an end user of FSU technology whose company located to Tallahassee in 2007. Danfoss has continued to expand in Tallahassee and be a vocal advocate for utilizing the resources to make this community a global leader in magnetic technologies. Schneider shared his plan (found in the addendum) for making Tallahassee the "World Capital of Magnetic Technologies." In addition to Mr. Schneider, this concept has been supported by:

- John Thrasher, President of Florida State University
- Gary K. Ostrander, Vice President for Research at Florida State University
- Steve Evans, IBM Executive (retired)
- Kim Williams, President of Marpan
- David Loveless, Consultant and Chair of the Tallahassee Vistage Group
- Rob Atkisson, Franchise owner of Moe's Southwest Grill in Tallahassee
- Laura Johnson, Founder & President of Coton Colors
- Eric Sharkey, President of Residential Elevators
- Ned Bowman, Executive Director of Florida Petroleum Market and Convenience Store Association

b. 1. STRATEGY:

Establish a collaborative partnership with the Leon County Research and Development Authority, Florida State University and Florida Agricultural and Mechanical University to leverage resources and assets for developing a technology cluster centered on the National High Magnetic Field Laboratory to recruit industry and talent.

TACTICS

IMMEDIATE OPPORTUNITY: GROWING THE CLUSTER

- **Form an advisory group called the Magnetic Technologies Task Force** to be chaired by a private business leader (who will also serve on the Economic Vitality Leadership Council) with knowledge in the industry. This taskforce should be small and work with OEV and FSU to provide guidance and input on growing the cluster of research and businesses in the magnetic technologies industries. Private sector members serving on the task force are essential. The OEV task force will refine strategies to attract additional research dollars to the universities and recruitment of businesses that benefit from being adjacent to MagLab. Collaboration on this matter is the key to success.
    - **Business recruitment efforts should initially focus on the magnetic research strengths used in the fields of energy, life and materials.** Targets should be developed by the Task Force, companies identified by OEV and included in the ongoing business recruitment strategy.
    - The **Task Force should seek input from the MagLab in-house research groups** for opportunities to recruit additional private and public research opportunities that further deepen the magnetic cluster. The challenge for effective tech transfer is to develop a pipeline that nurtures innovation through private sector participation earlier in the process versus later. The task force should investigate what is missing to support the health and growth of the cluster.
- Working with all the stakeholders, **conduct business intelligence to identify potential customers** for magnetic technologies that may benefit from a location close to the MagLab. The business intelligence should identify needs and potential project drivers. All involved must be knowledgeable of the opportunities that exist in magnetic technology and be able to communicate the advantages and opportunities that exist for having a business near the supporting cluster.
- **LRCDA should work with OEV to develop a menu of incentives to support private sector investment at Innovation Park.** This could include providing space or land at reduced rates, access to investors, housing discounts, etc.
    - Work with **FAMU and Tallahassee Community College to develop an incentive package to utilize existing wet lab space or incubation space for manufacturing**.
- **OEV should work with FSU and MagLab users to define/refine selling points of the resources and research.** This cannot be a high-level brochure but rather a deep dive into the reasons that support investment in Tallahassee-Leon County and how a company may use the assets to its advantage.

MID-TERM OPPORTUNITY: USING GRANTS TO LEVERAGE RESEARCH PROJECTS

- **OEV should consider adding a business development position to support the growth of the magnetic technologies cluster.** The candidate should have an in-depth knowledge of the sector and an ability to articulate the value proposition to potential users. In addition, the position will focus on developing relationships and seeking opportunities for private investment in research and development as well as manufacturing opportunities. The timeframe for this recommendation is 3-5 years based on current funding.
- Startups fail for a variety of reasons but may have had a greater chance for success if private sector involvement was brought in earlier to help evaluate markets as the research is being refined. FSU's research foundation has developed a new grant program and allocated $250,000 per year for a minimum of four years to provide grants that improve odds of current research resulting in a new product or service. **The task force should explore opportunities for the FSU Research Foundation and other stakeholders to dedicate a least one grant award per year for research in the magnetic technology field.**

METRICS

1. In the first 90 days, form an advisory group called the Magnetic Technologies Task Force to provide guidance and input on growing the cluster of research and businesses in the magnetic technologies industries.
2. In the first six months, reach out to at least 10 private firms or companies to generate a prospective pool of private users at the MagLab who would benefit from a Tallahassee location.
3. In the first year, LRCDA should work with OEV to develop a menu of financial and non-financial incentives to support private sector investment at Innovation Park.
4. In the first year, define and refine selling points of the resources and research in Tallahassee-Leon County.
5. By year three, hire a business development position to support the growth of the cluster.
6. By year three, increase lead generation of competitive projects associated to research and advanced manufacturing at Innovation Park and other institutes by 25 percent.
7. By year three, seek to facilitate the creation of 200 new private sector jobs related to the cluster development.
8. By year three, work with FSU to dedicate at least one grant award per year for research in the magnetic technology field.

b. 2. STRATEGY:

Building on successful partnerships with both FAMU, FSU and TCC seek additional opportunities that align university research with business recruitment and cluster development.

TACTICS

MID-TERM OPPORTUNITY: EXPAND THE CLUSTER TO ADVANCED MANUFACTURING

- The magnetic technology cluster strategy is recommended for the OEV to launch initially because it not only provides opportunities in technology transfer and commercialization but also for business recruitment. OEV should **build on its outreach efforts to support the growth**

of this technology cluster to eventually grow advanced manufacturing in the region. Look to Kansas State University (KSU) as a case study and best practice. KSU's effort known as Knowledge Based Economic Development partnership is a collection civic, academic and private entities working together to support new and growing companies in Manhattan. This integrated community economic development program seeks to recruit companies by leveraging the capabilities and expertise available at KSU. The effort not only includes university assets but the City of Manhattan as well as the Chamber of Commerce.

LONG-TERM OPPORTUNITY: DEVELOP ADDITIONAL CLUSTER STRATEGIES

- Building on the success and best practices surrounding the MagLab, the OEV should **seek out future tactics for cluster development in biotechnology, energy, engineering, environmental studies, materials, medical, research tools and software**. This segmentation of the timeline should not mean that the OEV is not aware of the opportunities, but is focusing on each of the clusters that has significant forward momentum and provides a real opportunity for global leadership.

METRICS

1. By year four, develop an advanced manufacturing strategic plan for competitive project recruitment based on resources available at the institutes.
2. By year five, develop a plan for a new cluster development building on the success and best practices surrounding MagLab cluster development.

Business Retention & Expansion Action Plan

Allocation of Resources: *$ = up to $100,000; $$ = $100,000+ to $250,000; $$$ = $250,000+ to $500,000; $$$$ = $500,000+*

Strategy	Tactics	Metrics	Timeframe	OEV[13] & Partners	Allocation of Resources
Develop and implement a comprehensive business retention and expansion outreach program that demonstrates interest and concern for the challenges existing industry is facing and mobilize resources to address those challenges resulting in an improved business climate.	Develop and implement a comprehensive existing industry outreach program. • This initiative should be utilized in conjunction with a customer relationship management (CRM) system. • The primary tool of a business retention and expansion program is a face-to-face business interview based on a survey/questionnaire. The survey must be concise and adaptable to different industries. It must be designed to elicit honest feedback that can be used to help both the company and the community. • The results of the survey will be confidential and analyzed only by the OEV. All results should be recorded in the CRM system leading to a database of business intelligence.	• In the first year, perform 50 one-on-one consultations annually with some combination of the following: ○ Existing major private sector employers; ○ State Agency Heads (via the Executive Office of the Governor and the Secretary of the Department of Management Services to facilitate one small group discussion per year); and ○ Non-Profit Organizations (Utilizing the Institute for Nonprofit Innovation and Excellence host one small group discussion per year). • In the first year, utilize the Economic Vitality Competitiveness Committee to establish task forces to address the challenges and impediments to competitiveness. Draft an action plan to address at least three issues uncovered in the business consultations. • In the first year, engage and recruit private business leadership to serve on the Economic Vitality Leadership Council and Competitiveness Committee.	• Immediate (Year 1) • Immediate (Year 1) • Immediate (Year 1)	• OEV Staff • Existing Businesses • Economic Vitality Leadership Council • Economic Vitality Competitiveness Council	$$

Strategies on this page address the following key takeaways from public engagement: V. 6

[13] [13] OEV Staff will coordinate with all appropriate local government partners.

c. Business Retention & Expansion

Most economic development organizations understand the importance of the employers currently in their community. They understand the value of a strong outreach program and the return on their engagement with local business. Yet the focus of many of these organizations centers on new business recruitment. The allure of a new company and the splash it will garner are coveted not only by the economic development organization but by elected leadership as well. However, without an emphasis on engaging existing industry a recruitment effort is doomed to fail.

The health of a community's existing industry has long been a leading indicator of the overall state of that local economy. If local businesses are growing, the economy will soon follow suit. Conversely the opposite is true. There are many different reasons for this but generally, existing industry growth is an indication of a strong workforce, favorable business climate and a strong market. These factors not only promote existing growth but will soon lead to new opportunities as well, leading to competition that stimulates innovation and further growth.

While this is certainly the most obvious reason to develop a comprehensive business retention and expansion outreach strategy, there are others. It has long been maintained that the majority of job creation comes from existing companies and while that remains true today there are some significant subtleties within the data that must be considered. The Kaufman Foundation notes, ***"Policymakers often think of small business as the employment engine of the economy. But when it comes to job-creating power, it is not the size of the business that matters as much as it is the age. New and young companies are the primary source of job creation in the American economy."***[14]

This places an even more emphasis on the need for outreach. If it truly is those companies in year one to year five that have the greatest opportunity to create jobs, engagement must be immediate.

Another reason existing industry is so important to the continual growth of the Tallahassee-Leon County is somewhat less obvious. As a prospective business considers an area for location typically they will reach out to local businesses to get their perspective of the area. They will ask:

- Is the hiring process cumbersome?
- Is talent readily available?
- Will the area's local leadership be a partner as the company attempts to grow?

These are just a few of the questions that will be asked of the community's existing industry by prospective business and, most importantly, this is done without Tallahassee-Leon County leadership or the OEV. Regardless of sales ability of the OEV team, Tallahassee-Leon County is helpless to mitigate any negative information from being expressed. Companies can learn more in an hour conversation with a local manager than they can in months of due diligence. For this

[14] The Importance of Young Firms for Economic Growth. The Kauffman Foundation

reason, it is imperative that the OEV staff has a strong relationship with the leadership in existing local businesses and industry. Ultimately, the OEV wants to ensure that both new and existing businesses see the community's tangible and intangible benefits such as navigating regulatory hurdles and workforce challenges.

The existing businesses should tout the OEV as an accessible and helpful partner not just for the initial location but also in the future, when they are considering expansion. If that relationship exists, local existing businesses will sell Tallahassee-Leon County for the OEV; and that is much more effective than any pitch from an economic developer. To encourage such testimonials and to monitor the health of local businesses, OEV must develop and implement an existing industry outreach program that is realistic and measurable.

TALLAHASSEE DEMOCRAT
PART OF THE USA TODAY NETWORK

"Project Presidential' gets match money

TaMaryn Waters, Democrat staff writer 6:48 p.m. EDT April 27, 2016

CONNECT TWEET LINKEDIN COMMENT EMAIL MORE

(Photo: Office of Economic Vitality)

Leon County and Tallahassee commissioners this week approved resolutions to pitch in up to $54,000 each in incentives toward a job-creation effort called "Project Presidential."

Both governments are splitting a 20-percent local match that will stretch over a three- to five-year period. The hope is to sweeten a deal for a Tallahassee-based company that's discussing a major move. It's considered a qualified targeted industry eligible for the state's QTI tax refund, which includes refunds on corporate income, sales property taxes and other taxes for pre-approved applicants.

With an average annual salary of $43,000 per year, the company plans to relocate, expand and create 180 jobs within three years if it stays in Tallahassee.

While not a typical industry, what cannot be ignored is the state government and non-profit presence in Tallahassee-Leon County. These industries are important to the local economy and should be engaged from both a pure financial input and the intellectual capital they offer. It is recommended that each be treated as an existing industry and be a part of any implemented approach.

Expanding the Dialogue with Businesses

At its core, the recommended existing industry outreach plan is designed to assist the OEV in building relationships with company leadership. This relationship will invariably lead to three main benefits:

1. **Business Intelligence.** The OEV will become aware of issues and obstacles early in its relationship with the company allowing time to address any challenges. The same can be said of opportunities for growth.
2. **Community Evaluation.** Valuable information related to business climate will be provided. For example, a company's struggles can help provide a roadmap for Tallahassee-Leon County to remain competitive in the market.
3. **Location Marketing.** The OEV will establish positive relationships with local company officials and will create community business ambassadors to a host of potential prospects.

The benefits to existing Tallahassee-Leon County businesses are significant. Companies that participate in comprehensive outreach programs with economic development organizations are statistically more likely to grow and expand. They not only benefit from a partnership with the

OEV but they know whom to call to support their need. This provides quicker access to needed resources, reduction in cost of doing business and improved community services.

At the end of a successful business retention and expansion strategy is an improved business climate for the existing industry. Their challenges become the community's challenges; but so do their opportunities. Not every company they are competing with in the market has that kind of support structure in the local community. Having local leadership engaged will ultimately help to make the company become more competitive in its own industry.

c. 1. STRATEGY:

Develop and implement a comprehensive business retention and expansion outreach program that demonstrates interest and concern for the challenges existing industry is facing and mobilize resources to address those challenges resulting in an improved business climate.

TACTICS

IMMEDIATE OPPORTUNITY: BUILDING MEANINGFUL RELATIONSHIPS WITH EXISTING INDUSTRY

- Existing industry programs come in many different variations but one constant remains, peer-to-peer engagement at a personal level. Written communication is vital in business today but for any program to succeed engagement must take place at the business location. It allows the company to see the OEV's commitment and allows the economic developer to gain a better understanding for how the company operates. One-on-one visits are a key component to any outreach program. There are no shortcuts.

  It is recommended that OEV **develop and implement a comprehensive existing industry outreach program**. This initiative should be utilized in conjunction with a customer relationship management (CRM) system. This will allow the discovery process to be recorded and utilized in an efficient manner. There are a multitude of CRM platforms available for purchase. While a business retention and expansion program can be developed internally there are also several commercial options such as Synchronist Business Information System and Executive Pulse that offer comprehensive solutions.

  Whether the OEV decides to develop a program internally or explores an existing platform, the primary tool is a face-to-face business interview facilitated with a survey/questionnaire. The survey must be concise and adaptable to different industries. It must be designed to elicit honest feedback that can be used to help both the company and the community. The results of the survey will be confidential and analyzed only by the OEV. All results should be recorded in the CRM system leading to a database of business intelligence.

  There are several key components that are instrumental to the success of the program:

  - Select company candidates based on diversity of industry and diversity of impact. The largest private sector employers must be part of the program due to their impact but small businesses must be a factor here as well. A good cross-section to represent the community is imperative.

- Conduct one-on-one visits with each account utilizing the survey tool to focus on the needs of the company and its employees. Identify and address companies at risk and potential expansion opportunities.
- Analyze all data and develop action plans to define the priorities for the community as it relates to existing business. Allocate resources to address concerns.
- Follow up. Each meeting must be of consequence. Companies need to trust that the information they are sharing has a chance to make a lasting impact or they will stop sharing it.

METRICS

1. In the first year, perform 50 one-on-one consultations, to be conducted, annually with some combination of the following:
   - Existing major private sector employers;
   - State Agency Heads (via the Executive Office of the Governor and the Secretary of the Department of Management Services to facilitate one small group discussion per year); and
   - Non-Profit Organizations (Utilizing the Institute for Nonprofit Innovation and Excellence; to host one small group discussion per year).
2. In the first year, utilize the Economic Vitality Competitiveness Committee* to establish task forces to address the challenges and impediments to competitiveness. Draft an action plan to address at least three issues uncovered in the business consultations.
3. In the first year, engage and recruit private business leadership to serve on the Economic Vitality Leadership Council* and Competitiveness Committee*.

**See page 95 for information on updated advisory committee structure.*

Business Recruitment Action Plan

Allocation of Resources: *$ = up to $100,000; $$ = $100,000+ to $250,000; $$$ = $250,000+ to $500,000; $$$$ = $500,000+*

Strategy	Tactics	Metrics	Timeframe	OEV[15] & Partners	Allocation of Resources
Identify and develop a full inventory of all available products (sites and buildings) along with the workforce, resources and other factors that create the total picture a company may consider in choosing to relocate or expand to Tallahassee-Leon County.	OEV should perform an in-depth product review. Whether performed internally or with a third party it is paramount that OEV have an updated, comprehensive understanding of capacity concerning available sites, workforce, infrastructure and programs. The product review will allow the OEV to draft accurate messaging to promote all that the county has to offer prospective clients.	• Within the first 30 days, the OEV should, with Tallahassee International Airport, better identify, assemble, articulate and market the total opportunity available on or near the airport property keeping in mind anticipated further development and infrastructure improvements already planned. • Within the first 60 days, OEV should identify and catalogue – at a high level - all potential product in the following categories: ○ sites and buildings (as well as potential sites); ○ workforce attributes; and ○ programs – any initiatives or incentives used to promote the community. • Within the first 90 days, OEV should work internally or with outside expertise to complete an in-depth review of all assets identified. • Within 120 days, OEV should begin to create promotional marketing materials highlighting the assets.	• Immediate (Year 1) • Immediate (Year 1) • Immediate (Year 1) • Immediate (Year 1)	• OEV Staff • Tallahassee International Airport • CareerSource Capital Region • Local Land Holders	$
	Commission a new Target Industry Analysis to replace the study undertaken in 2004.	• Within 60 days solicit proposals for a Target Industry Analysis	• Immediate (Year 1)	• OE Staff	$$
Develop concise, sector-specific materials and the tools to showcase Tallahassee-Leon County to prospective clients using personal outreach to maximize effectiveness and efficiency.	Develop concise, sector-specific sales materials and the tools to showcase the community. The sales team must have the tools (tablet, smart phone, and laptop) to present a site, building or asset under the strictest of timelines while mobile.	• Within 30 days develop a master list containing at least 50 global out-of-market decision-makers/decision-influencers consisting of site selection consultants and company officials. • Within 90 days develop coordinated response containing promotional material to target list followed by hand written correspondence introduction.	• Immediate (Year 1) • Immediate (Year 1)	• OEV Staff	$$
	OEV should develop a plan to attend professional association conferences targeting site selection consultants such as Industrial Asset Management Council (IAMC) or Site Selectors Guild in order to develop relationships with decision influencers. If possible, join EFI's outreach efforts around in-market events.	• In the first year, develop a personal relationship with 10 site selectors or company representatives in each of the targeted sectors. • For year two, set specific lead generation goals; consider an increase of 20 percent over previous year's lead generation. • Annually, attend at least two site selection professional association conferences along with two EFI sponsored events (if available).	• Immediate (Year 1) • Immediate (Year 2) • Annually	• OEV Staff • Enterprise Florida	$
	Work with existing industry in targeted clusters to identify other similar businesses that may be targets for cluster development such as suppliers, clients, other ancillary services.	• Create and maintain at least two touch-points annually with the decision-makers on the master list via calls, visits, correspondence, etc.	• Annually	• OEV Staff • Existing Industry	$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 4; V. 5; V. 6; V. 7; V. 8

[15] OEV Staff will coordinate with all appropriate local government partners.

Business Recruitment Action Plan *(continued)*

Allocation of Resources: *$ = up to $100,000; $$ = $100,000+ to $250,000; $$$ = $250,000+ to $500,000; $$$$ = $500,000+*

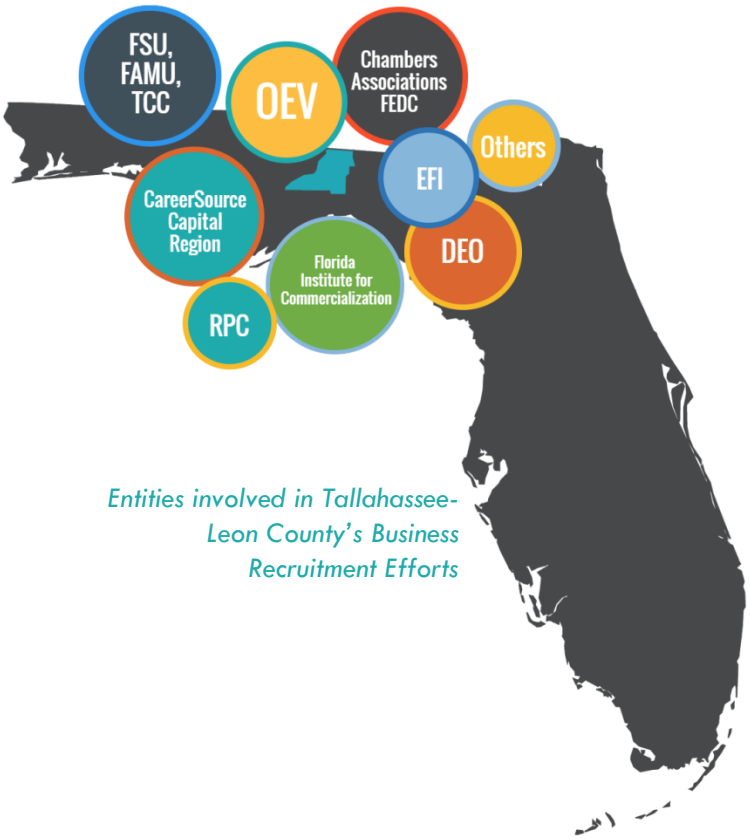
Strategy	Tactics	Metrics	Timeframe	OEV[16] & Partners	Allocation of Resources
Develop customer-centric approach to selling Tallahassee-Leon County that includes not only the OEV staff but the extended public and private sector representatives that are vital to the community's recruitment strategy.	Offer extensive consultative sales training to not only the OEV staff but select members of the Economic Vitality Leadership Council and local elected officials. Develop a comprehensive sales process for community members and staff interacting with clients including both pre-and-post operations reviews.	• In year one, contract with a consultant to provide sales training on an annual basis. Set 100 percent attendance and completion goal for the staff and leaders selected to participate.	• Immediate (Year 1)	• OEV Staff • Economic Vitality Leadership Council	$
	Cultivate a prospect "Delta Team." This team is made up of those individuals within the extended project staff that will be called upon to participate in site visits and prospect opportunities, similar to the prior Quick Action Response Team. This team should be comprised of a small group of individuals that are instrumental in ensuring the prospects leave with the best impression of the community. Leaders could include the mayor and select elected officials; Director of Aviation at Tallahassee International Airport; CEOs of major private sector for profit employers; presidents of higher education institutions; CEO of CareerSource Capital Region and OEV staff. These individuals must be able to sign a non-disclosure agreement and maintain the confidentiality of the project.	• In the first 90 days, develop the "Delta Team" that will help sell the community. • In the first year, upon formation of the Delta Team, contract with a consultant to develop a site tour plan that would highlight the community's resources and amenities to position the community in the best possible light during a company's visit.	• Immediate (Year 1) • Immediate (Year 1)	• OEV Staff • Elected officials • Director of Aviation at Tallahassee International Airport • CEOs of major private sector for profit employers • Presidents of higher education institutions • CEO of CareerSource Capital Region	$
	Continually benchmark successful communities and their approaches to business recruitment.	• In year two, organize a fact-finding mission to one highly successful community along with selected community leaders and incorporate one practice into the OEV's business recruitment process.	• Immediate (Year 2)	• OEV Staff	$
Develop an economic development incentives toolkit to leverage state incentive resources and address the location, expansion or retention needs for a competitive project.	Recommend Tallahassee-Leon County set aside funding specifically to provide the local match for projects that qualify for a QTI award.	• Continue existing incentive programs. • Metrics would be defined through contractual obligations outlined in each project that qualified for an award. The metrics should be based on job creation, wage and capital investment.	• Ongoing	• OEV Staff	$$$
	Create a Tallahassee-Leon County Closing Fund which would serve as "deal-closing" fund awards cash grants to major relocation projects. Closing fund awards would be paid out after the business has made a substantial capital investment to the project. Sanctions and penalties would be included in each contract to protect taxpayer investments. Supporting metrics would include minimum number of jobs and private capital investment. This should not be a speculative program but one that is only used to win a competitive project that has a significant return on investment.	• By year two, create a Tallahassee Leon County Closing Fund. • Metrics would be defined through contractual obligations outlined in each project that qualified for an award. The metrics should be based on job creation, wage and capital investment.	• Immediate (Year 2)	• OEV Staff	$$$$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 4; V. 5; V. 6; V. 7; V. 8

[16] OEV Staff will coordinate with all appropriate local government partners.

d. Business Recruitment

A holistic strategy for economic development and diversification of the economy has to include proactive business recruitment. As previously noted, there are three main components to growth in economic development, however business recruitment is focused solely on the competitive projects component rather than facilitated or market driven components. Balancing a solid existing industry program with the introduction of new business is crucial for the economic vitality of a region. The infusion of new industry into an area has a wide ranging impact. It goes far beyond immediate financial impact. New industry introduces a diversity of ideas and approaches to an area, not to mention new job opportunities for its citizens, clients and for its small businesses.



Entities involved in Tallahassee-Leon County's Business Recruitment Efforts

While business recruitment strategies and the partners involved may vary widely from one location to the next, the main tenants of any recruitment approach remains the same. A community must know its product, and that product must be relentlessly marketed and the community must deliver a sales-focused, customer-centric approach. If any one of these tenants is neglected the approach will fail.

Developing a Directed Business Recruitment Strategy

In looking at previous recruitment strategies, in the past the approach was overly general. Although in 2004 a target industry study was conducted that provided niche industries for the community to target, it appears that the information was never utilized to its full potential. Instead, the community focused on back-office operations and call centers that, since being recruited, have struggled to find consistency in the workforce. **The community is in need of a new Target Industry Analysis to identify feasible short and long-term opportunities.** As one stakeholder mentioned in an interview, ***"The community has not been strategic. We go after everything and we have won nothing."***

With a limited appetite for business and industry recruitment in the community, coupled with multiple entities in the state operating in competitive project efforts, and the current recalibrating of EFI, the state's lead economic development entity, the OEV must establish itself as the lead in

all business recruitment efforts by the establishment and consistent execution of a focused strategy.

The OEV should focus on three primary components:

1. Product Knowledge and Targeting
2. Marketing and Business Development Outreach
3. A Sales-Focused, Customer-Centric Approach

d. 1. STRATEGY:

Identify and develop a full inventory of all available products (sites and buildings) along with the workforce, resources and other factors that create the total picture a company may consider in choosing to relocate or expand to Tallahassee-Leon County.

For example, transportation logistics is one of the primary assets a business will evaluate when considering a location. An asset such as the Tallahassee International Airport is an important factor for two main reasons, product distribution and access. Tallahassee International Airport provides a company the opportunity to ship their products to clients with ease and the airport also offers capacity. With 35 existing aviation tenants, 900 acres available for further development and a runway of 8,000 feet, the airport could be leveraged for potential aerospace and aviation projects. This asset will only strengthen given the initiatives to increase its competitiveness already underway such as:

- The development of new master plan;
- A rebranding process to highlight the new international designation;
- Designing and developing an international arrivals facility to accommodate international traffic;
- Entering in an agreement with Customs and Border Protection to become a "user fee" airport; and
- Pursuing and developing a future Foreign Trade Zone on airport property.

Building on the airport's existing features, coupled with the ongoing marketing efforts, OEV should work with the director of aviation to leverage the airport as primary economic development asset.

TACTICS

IMMEDIATE OPPORTUNITY: IN-DEPTH PRODUCT REVIEW

Better understanding what Tallahassee-Leon County has to offer is the first step to defining the community's optimal targets.

Product development and asset mapping are central building blocks to proactive business recruitment. When done well it fosters a laser focus on markets with realistic growth opportunities and expansion potential in a particular area.

To put forward a successful business recruitment strategy it is recommended that the OEV **perform an in-depth product review**. Whether performed internally or with a third party it is paramount that OEV have an updated, comprehensive understanding of capacity concerning available sites,

workforce, infrastructure and programs. It is not simply enough to know that you have the hard assets like land, buildings and infrastructure; the community must determine if it has the necessary talent – and that the talent is consistently available. In addition to the product review the community must have a better understanding of what industries are viable for recruitment. **It is recommended that a new Target Industry Analysis is commissioned to replace the study undertaken in 2004.** The product review and the industry analysis will allow the OEV to draft accurate messaging to promote all that the county has to offer prospective clients.

METRICS

- Within the first 30 days, the OEV should, with Tallahassee International Airport, better identify, assemble, articulate and market the total opportunity available on or near the airport property keeping in mind anticipated further development and infrastructure improvements already planned.
- Within 60 days solicit proposals for a Target Industry Analysis.
- Within the first 60 days, OEV should identify and catalogue – at a high level - all potential products in the following categories:
  - Sites and buildings (as well as potential sites);
  - Workforce attributes; and
  - Programs – any initiatives or incentives used to promote the community.
- Within the first 90 days, OEV should work internally or with outside expertise to complete an in-depth review of all assets identified.
- Within 120 days, OEV should begin to create promotional marketing materials highlighting the assets.

d. 2. STRATEGY:

Develop concise, sector-specific materials and the tools to showcase Tallahassee-Leon County to prospective clients using personal outreach to maximize effectiveness and efficiency.

Proactive business outreach can make or break an economic development strategy. Today's economic development market is more competitive than ever. Every competitive project, regardless of industry, will elicit a response from many states and multiple countries. Decision-makers have at their fingertips concise information pertaining to product, demographics and other data to determine a location search. Without proactive outreach, Tallahassee-Leon County will not be considered for opportunities. Primary audiences include site selection consultants as well as business decision-makers in target industries.

As part of its outreach efforts, it is imperative that Tallahassee-Leon County's message is consistent. It is not enough to simply flood the market with platitudes about benefits and quality of life. The key is to make sure the message is consistently getting to decision-makers that can actually influence an opportunity. What do those decision-makers want to hear? More importantly what do they need to hear to make them consider Tallahassee-Leon County? The following tactics are the main components to ensure the community's products, assets and benefits are presented to decision-makers (a more comprehensive marketing strategy is provided later in the plan).

TACTICS

IMMEDIATE OPPORTUNITY: PROACTIVE BUSINESS OUTREACH

- **Develop concise, sector-specific sales materials and the tools to showcase the community.** The first step in the process is to make sure the sales team not only has materials that highlight the assets of the community but also the technological tools to deliver them. The ability to showcase assets visually at a moment's notice is no longer cutting edge technology, but it is now expected. The sales team must have the tools (tablet, smart phone, and laptop) to present a site, building or asset under the strictest of timelines while mobile.
- **Conduct personal outreach.** There are many industry conferences and shows that offer opportunity to promote the community to decision-makers. In addition to outreach during events and trade shows, OEV must personally target specific decision-makers focused on target industry in order to highlight local assets and attributes. The OEV should develop a plan to attend professional association conferences targeting site selection consultants such as Industrial Asset Management Council (IAMC) or Site Selectors Guild in order to develop relationships with decision influencers. If possible, join EFI's outreach efforts around in-market events.
- **Work with existing industry in targeted clusters to identify other similar businesses** that may be targets for cluster development such as suppliers, clients, other ancillary services.

It is this focused strategy that drives lead generation. Each component is designed to create a buzz about Tallahassee-Leon County in the market. The more decision-makers that are familiar with the community's sites, buildings and existing assets the greater the chance they will explore opportunity.

METRICS

1. Within 30 days develop a master list containing at least 50 global out-of-market decision-makers/decision-influencers consisting of site selection consultants and company officials.
2. Within 90 days develop coordinated response containing promotional material to target list followed by hand written correspondence introduction.
3. In the first year, develop a personal relationship with 10 site selectors or company representatives in each of the targeted sectors.
4. For year two, set specific lead generation goals; consider an increase of 20 percent over previous year's lead generation.
5. Annually, attend at least two site selection professional association conferences along with two EFI sponsored events (if available).
6. Create and maintain at least two touch-points annually with the decision-makers on the master list via calls, visits, correspondence, etc.

d. 3. STRATEGY:

Develop customer-centric approach to selling Tallahassee-Leon County that includes not only the OEV staff but also the extended public and private sector representatives that are vital to the community's recruitment strategy.

Understanding the ultra-competitive nature of economic development today, how can Tallahassee-Leon County separate itself from other communities? From other countries? Developing product and marketing that product is essential to generating opportunities. But what Tallahassee-Leon County, and the OEV specifically, does with that opportunity dictates much more than whether a project is won or lost. It determines whether the community will ever get another chance.

With numerous plausible locations available, site selectors and decision-makers are looking for any opportunity to eliminate a location. Their entire focus is to boil a competitive opportunity down to a handful of sites that could all work given a set of parameters. The question is not just what does it take to make the final list but how will each location separate itself from its competitors. Every location has unique assets, and the finalists for a location project will meet all of the minimum criteria. The intangibles are what wins or loses projects. How can Tallahassee-Leon County address its perceived short comings? How can the OEV accentuate the community's advantages?

Projects are chosen based on a myriad of factors and occasionally these factors are beyond control. If a location is chosen due to an asset such as proximity to a port, airport or interstate, there is little that finalists without this asset could have done to overcome that obstacle. But if the sales team made a positive impression on that project location team, the community will get other opportunities to compete on future projects.

To ensure OEV's sales team is making a positive and long-standing impression the team must accomplish four main things:

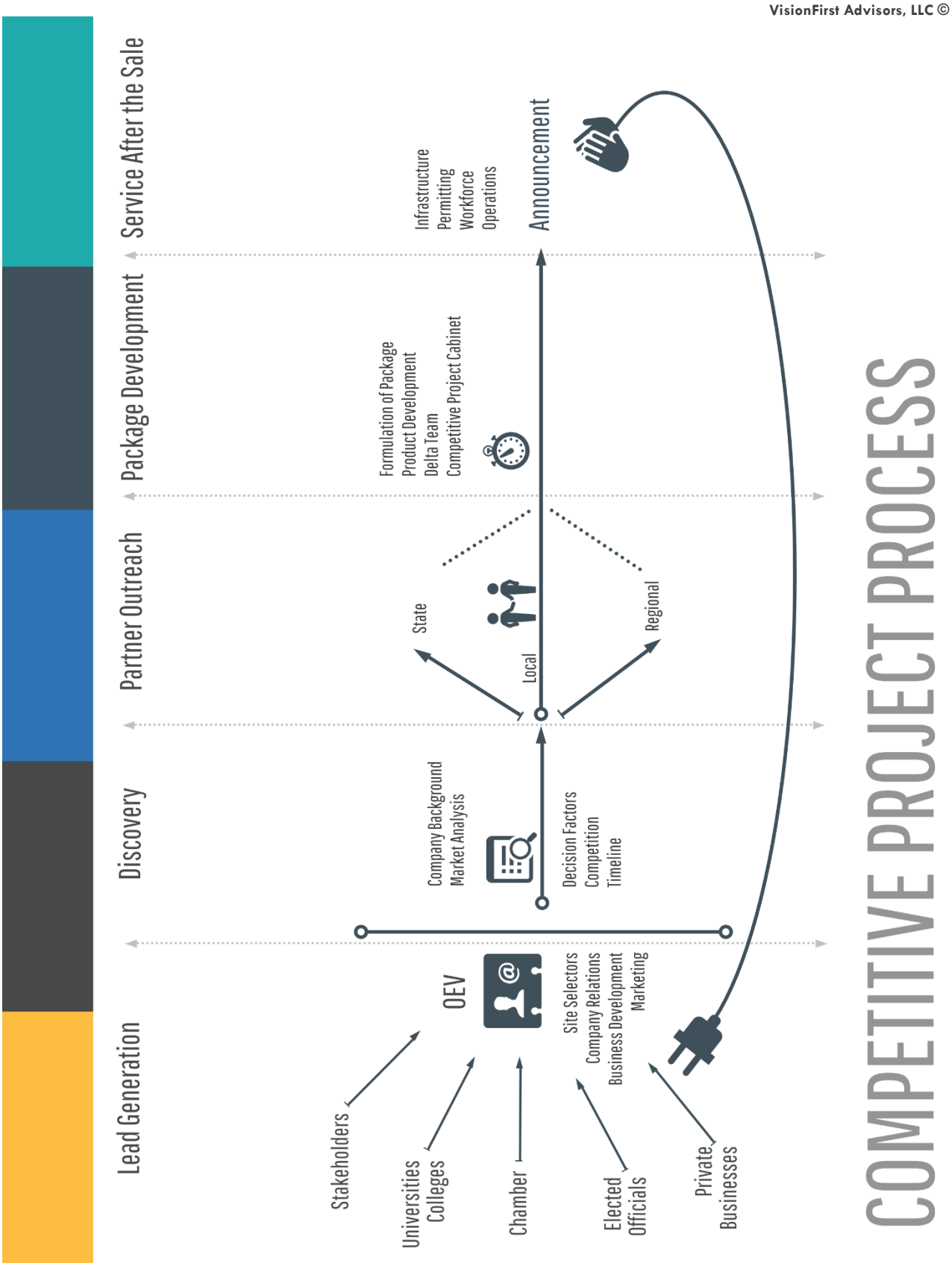
1. **Make the company and its representatives feel as if they are the top priority.** Any company choosing a new location is making an incredible leap of faith. From the leadership team to their talent base they are entering an uncertain market. Leadership understands the risks and they want to be able to trust that the OEV staff will be their partner to overcome whatever obstacle is in their way. This partnership is not a short-term proposition because most companies are making 30 to 40-year decisions. They are in it for the long run. They must feel that local staff and leaders are doing everything within their power to identify potential hurdles and address them before they become an issue.

   One example shared by a company that chose not to locate to Tallahassee described the approach of the community they ultimately chose. Concerned about crime statistics and impact on their business the competing community picked up the prospect from the airport with a police escort and spent the rest of the weekend highlighting the many positive assets of the community. This resonated with the company representatives because it made them feel as if the local community placed a priority on their business and would not let them to be adversely impacted in any way.

2. **Become a one-stop-shop.** Companies are considering multiple locations and need the process to be as easy as possible. Tallahassee-Leon County has a perceived reputation of not being business-friendly with companies being passed from one level of government to the next. With the formation of the OEV, it is imperative that prospects are able to develop a relationship with one member of the staff and that this individual is handling all of their requests. This initial relationship allows them to feel that they will find this level of attention even after they locate in the community.
3. **Eliminate risk.** To move at the speed of the private sector, the OEV must understand the prospective company's priorities. What is keeping them up at night? What is their competition doing? What is the market telling them? All of this information is crucial. While the OEV has little control over many of these factors it is important for staff to help the company understand how the local community can assist with and its impact. Speed to market can determine whether a company is profitable. As an extension on the company's team what can the OEV do to help eliminate risk? Marshaling resources to provide certainty to permitting requests, talent acquisitions or financial incentive execution are just a few of the considerations within the OEV's purview that can help to mitigate the company's risk.
4. **Develop a Clear Project Opportunity Process.** To ensure the OEV sales team is able to takes advantage of each competitive project opportunity given, there must be a clear, concise process in place to make sure execution is flawless. Projects may be won and lost on a myriad of factors, but the process of the team should never be one of them. Once the lead is generated and OEV begins to work the project there are four subsequent stages of the project process:
   - Discovery: Understanding the company, its place in the market and the critical factors surrounding a company's decision. This is the due diligence phase.
   - Partner Outreach: Once it is determined that this is an opportunity the community wants to pursue the OEV team must reach out to partners that can provide real value to the effort. The state team of DEO, EFI and CareerSource, at the very least should be included in the process as well as any other local assets that make the community more competitive such as a regional organization or entity.
   - Package Development: This is when the Competitive Projects Cabinet (see structure section) comes together to explore the incentive package that will be offered. This includes financial incentives, workforce incentives and infrastructure incentives. Matching assets to critical needs is paramount to success.
   - Service after the Sale: An economic development success does not end once the project is announced. It is what the community offers the company after the announcement that can sometimes be more important than the actions taken in the sales phase. The company is not part of the fabric of the community and the OEV sales team needs to ensure they are constantly engaging the business.

   If this path is followed and the team properly executes it, the process will become circular, except this time, it will be the company generating the lead for the OEV.

VisionFirst Advisors, LLC ©



TACTICS

IMMEDIATE OPPORTUNITY: DEVELOPING A SALES-FOCUSED APPROACH

A successful, customer centric approach must not just be embraced by the OEV team but the extended public and private sector leaders in the community.

- **Offer extensive consultative sales training to not only the OEV staff but select members of the Economic Vitality Leadership Council and local elected officials.** Develop a comprehensive sales process for community members and staff interacting with clients including both pre-and-post operations reviews.
- **Cultivate a prospect "Delta Team."** This team is made up of those individuals within the extended project staff that will be called upon to participate in site visits and prospect opportunities, similar to the prior Quick Action Response Team. This team should be comprised of a small group of individuals that are instrumental in ensuring the prospects leave with the best impression of the community. Leaders could include the mayor and select elected officials; Director of Aviation at Tallahassee International Airport; CEOs of major private sector for profit employers; presidents of higher education institutions; CEO of CareerSource Capital Region and OEV staff. These individuals must be able to sign a non-disclosure agreement and maintain the confidentiality of the project.
- **Continually benchmark successful communities and their approaches to business recruitment.** If a community isn't moving forward, it is moving backward. It is critical to have an ongoing approach to study of the habits of high-performing organizations to both compare and contrast the OEV's approach.

METRICS

1. In year one, contract with a consultant to provide sales training on an annual basis. Set 100 percent attendance and completion goal for the staff and leaders selected to participate.
2. In the first 90 days, develop the "Delta Team" that will help sell the community.
3. In the first year, upon formation of the Delta Team, contract with a consultant to develop a site tour plan that would highlight the community's resources and amenities to position the community in the best possible light during a company's visit.
4. In year two, organize a fact-finding mission to one highly successful community along with selected community leaders and incorporate one practice into the OEV's business recruitment process.

d. 4. STRATEGY:

Develop an economic development incentives toolkit to leverage state incentive resources and address the location, expansion or retention needs for a competitive project.

Understanding that competitive economic development projects are won based on a variety of factors including bottom-line advantages, Tallahassee-Leon County established the Targeted Business Program (TBP) in 2001. TBP assistance is provided in the form of reimbursements up to 100 percent of the associated City development fees. Additionally, TBP incentives include ad

valorem taxes reimbursements from both the County and the City; the policy has the County matching the City's millage rate.

In addition, the FY 2017 OEV budget includes $1 million to support a Business Recruitment and Incentive fund that is designed to leverage and maximize job creation opportunities through economic incentives until the Intergovernmental Agency finalizes the allocation of the economic development portion of the sales tax revenues that begins in 2020. This will further empower OEV's responsiveness for future job creation opportunities through a dedicated and readily available incentive fund. This funding is not intended for programmatic, administrative functions or for the implementation of the strategic plan. The establishment of this fund will allow the joint OEV to manage existing commitments made by the County and City to include a central fund for the issuance of payments. The County allocated $500,000 during their Fiscal Year 2017 Budget Workshop to support this incentive fund and it is anticipated that the City will match this amount in the Fiscal Year 2017 budget.

The tactics outlined below are in compliment to the efforts already undertaken by the community.

TACTICS

IMMEDIATE OPPORTUNITY: DEVELOPING AN INCENTIVES TOOLKIT

- The Qualified Target Industry (QTI) Tax Refund incentive is available for companies that create high wage jobs in targeted high value-added industries. This incentive includes refunds on corporate income, sales, ad valorem, intangible personal property, insurance premium, and certain other taxes. The program requires a local match of up to 20 percent. **Recommend Tallahassee-Leon County continue to set aside funding specifically to provide the local match for projects that qualify for a QTI award.**
- **Create a Tallahassee-Leon County Closing Fund** that would serve as "deal-closing" fund awards cash grants to major relocation projects. Closing fund awards would be paid out after the business has made a substantial capital investment to the project. Sanctions and penalties would be included in each contract to protect taxpayer investments. Supporting metrics would include minimum number of jobs and private capital investment. This should not be a speculative program but one that is only used to win a competitive project that has a significant return on investment.

METRICS

1. Continue existing incentive programs.
2. Metrics would be defined through contractual obligations outlined in each project that qualified for an award. The metrics should be based on job creation, wage and capital investment.

Creative Economy Action Plan

Allocation of Resources: *$ = up to $100,000; $$ = $100,000+ to $250,000; $$$ = $250,000+ to $500,000; $$$$ = $500,000+*

Strategy	Tactics	Metrics	Timeframe	OEV[17] & Partners	Allocation of Resources
Commission a formal Creative Economy Study to better identify the area's creative assets, resources and people. Actively pursue growth of the sector as one the six key economy development initiatives.	Commission a study of the region's creative economy to better understand the scope, economic impact and opportunities associated with further development of the cluster.	• Within year one, complete the creative economy study. • Host an initial roll-out event bringing together those in the sector to develop a collaborative plan to grow its presence. A completed plan is the baseline. • In years two-to-three, set milestones for plan implementation.	• Immediate (Year 1) • Immediate (Year 2)	• OEV Staff • COCA • KCCI • FSU • FAMU • TCC • Visit Tallahassee • Existing Businesses • Arts Complexes & Organizations • Museums & Theaters • Marketing, Advertising and Design Firms • Architecture Firms • Other Design Firms • Florida Restaurant Association *(A Partial Listing of the Creative Economy as Identified Today)*	$$
	As Tallahassee-Leon County is home to a large number of firms that would not normally self-identify as being part of the creative class, create awareness around all of the businesses, occupations and entities that make up this sector.				$$
	Plan a formal, public roll-out of the creative economy initiative. Share results of the study and action plan to further evolve the cluster.				$
	Working with the Council on Culture and Arts (COCA), clearly identify the area's existing arts community as a part of the creative economy and better understand its impact on the local and regional economy.				$
	Develop strategies to align and leverage all creative assets and talent to grow the sector and to support other economic development initiatives. Establish a baseline and measure results.				$
	Understand how to use the area's creative economy assets as a differentiating factor behind some company location decisions.				$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 3; V. 5

[17] OEV Staff will coordinate with all appropriate local government partners.

Creative Economy Action Plan *(continued)*

Allocation of Resources: *$ = up to $100,000; $$ = $100,000+ to $250,000; $$$ = $250,000+ to $500,000; $$$$ = $500,000+*

Strategy	Tactics	Metrics	Timeframe	OEV[18] & Partners	Allocation of Resources
Create and communicate an identity representing Tallahassee-Leon County's full creative community offering. Utilize the unique identity points to enhance the business and tourism brands of Tallahassee-Leon County.	Collaborate with all creative sectors to articulate the scope, value and impact of Tallahassee-Leon County's creative class.	• By year one, put into a place a communications plan to provide ongoing information to internal/external audiences regarding the creative economy. Completed plan will be the baseline.	• Immediate (Year 1)	• OEV Staff • The Creative Economy as Identified Today	$
	As part of the overall Marketing & Communications plan, outline a marketing and communications strategy to promote the whole of the creative economy community.			• OEV • Marketing & Communications Agency of Record	$
	Describe the benefits of this sector to various targeted audiences and make these selling points available for others' use. In particular, use unique attributes identified through this process to help differentiate Tallahassee-Leon County for its business and tourism prospects.			• OEV • Marketing & Communications Agency of Record • Visit Tallahassee	$
	Work with those already promoting the community's arts, cultural and performance opportunities to broaden the scope of creative programming.			• OEV • COCA • KCCI	$
	Develop a creative economy microsite attached to the OEV economic development site.	• In year one, develop microsite as part of the economic development website.	• Immediate (Year 1)	• OEV Staff • Marketing & Communications Agency of Record	$
	Host events to bring creative people/groups together to collaborate to build and promote their sector.	• In years one to two, host two events to encourage collaboration across the sector.	• Immediate (Year 1-2)	• OEV Staff • Creative Community	$
	Host events and provide online resources to brief educators and guidance counselors on creative economy occupations to help them better promote these as viable professions.	• By year two, provide online materials to familiarize educators, guidance/occupational counselors with creative occupations.	• Immediate (Year 2)	• OEV Staff • Marketing & Communications Agency of Record	$
Coordinate the support structure for the creative class and consequently, the area's creative economy.	Identify and collaborate with organizations currently in this space to inventory and communicate creative economy resources and support programs.	• In year one, integrate the creative economy entrepreneurs into other planned entrepreneur programs. By year two, identify and achieve five cornerstone graduates.	• Immediate (Year 1)	• OEV Staff • Creative Community	$
	When looking at the entrepreneurial support for Tallahassee's mainstream entrepreneurs, also consider how programs can be tweaked to help creative-focused entrepreneurs.			• OEV • Entrepreneurial Assets & Resources	$
	Find ways to increase capacity-building through programs that teach business skills to entrepreneurs/creative businesses.			• OEV • Entrepreneurial Assets	$
	Integrate entrepreneur programs to assist in leveraging their creative talent into a marketable, job-creating enterprise, or as part of the "Gig" economy or 1099'ers – solopreneurs.			• OEV • Entrepreneurial Assets	$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 3; V. 5

[18] OEV Staff will coordinate with all appropriate local government partners.

Creative Economy Action Plan *(continued)*

Allocation of Resources: *$ = up to $100,000; $$ = $100,000+ to $250,000; $$$ = $250,000+ to $500,000; $$$$ = $500,000+*

Strategy	Tactics	Metrics	Timeframe	OEV[19] & Partners	Allocation of Resources
	Foster an online community via social media as part of the planned outreach and support.	• In year one, develop and expand the creative economy across social networks to create an actively communicating community.	• Immediate (Year 1)	• OEV Staff • Marketing & Communications Agency of Record	$
	Consider the development of a designers' network.			• OEV Staff • Design Community	$
	Creative Space - Utilize unused existing inventory as a temporary creative space with specific criteria for use. Consider providing incentives ($2,500 architectural grants) for artists/creative workers to purchase and renovate old buildings or structures.	• In year three and beyond, identify unused space that might be used for temporary creative space and provide a mechanism for creative entrepreneurs to access that space to sell their goods.	• Long-Term (Year 3+)	• OEV Staff • Local Developers	$
Further enhance Tallahassee-Leon County's tourism marketing in conjunction with its creative assets. Collaborate with Visit Tallahassee to share information and leverage assets.	Coordinate creative and tourism events to create more "bang for the buck" and to better direct resources for ROI on such events. Market regionally to attract weekend visitors – go beyond being the "best kept secret."	• In year one, provide talking points, data, information from the study along with a commitment to collaborate with Visit Tallahassee to enhance tourism efforts.	• Immediate (Year 1)	• OEV Staff • Visit Tallahassee	$
	Look at all creative industries to discover opportunities around which visitor attraction strategies can be built, for example, hosting a "Creative Strategy Conference" targeting marketing, advertising and design firms.	• Year one and beyond, coordinate creative economy assets with Visit Tallahassee for possible visitor attraction synergies.	• Immediate (Year 1+)	• OEV Staff • Visit Tallahassee	$
	Utilizing the success of Apalachee Regional Park and cross country events, seek to develop the more than 150 trails identified, into job producing assets in addition to the community amenities they already are.	• Year three and beyond, establish at least one creative economy/tourism job-creation opportunity.	• Long-Term (Year 3+)	• OEV Staff • Visit Tallahassee • Sports Commission • Local Sports Events Coordinators	$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 3; V. 5

[19] OEV Staff will coordinate with all appropriate local government partners.

e. The Creative Economy

A community's creative economy can be a direct source of economic growth, jobs and prosperity for its citizens. The creative economy helps to define those who are a part of this economic sector through use of their talent, imagination and abilities and provides a means to harness the talent represented across many creative endeavors more than an arts and culture initiative.

The best programs build an environment that supports creative enterprises and creates a culture that attracts and develops talent, and then is branded and marketed as an asset.

Communities who embrace the creative economy as a part of their overall economic development efforts find that the sector grows and measurably improves through focus and directed effort. The county has funded culture and the arts through the Tourist Development Tax.

It positively impacts all other sectors including business recruitment helping to mold positive impressions of a community's workforce and its ability to innovate and creatively solve problems. Tallahassee-Leon County has a good foundation in place on which to begin to further define and grow this cluster. The County Tourist Development Tax passed in 1988 collects and remits a portion of taxes to fund comprehensive destination marketing programs. The Council on Culture and Arts promotes the arts and culture in the region and through its Capital Area Cultural Plan recognized the creative class in terms of arts and culture. However, a comprehensive creative economy approach as a viable economic development strategy is much broader than arts and tourism and will be defined further in this section.

The chart on the following page illustrates Tallahassee-Leon County's creative employment has changed over the last five years compared to other selected markets.

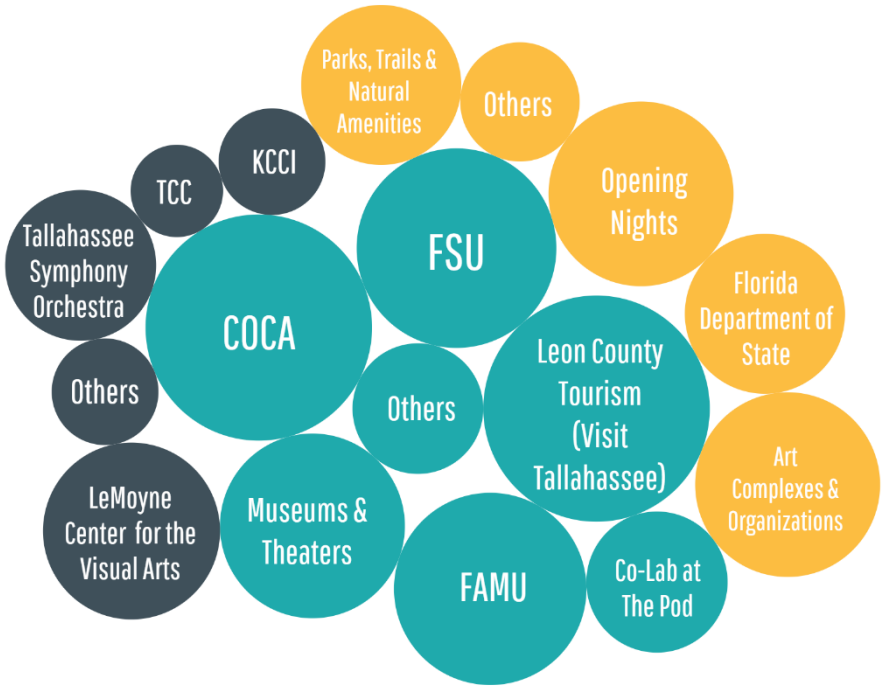
Location quotient (LQ) is a valuable way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region "unique" in comparison to the national average.[20]

Creative Economy in Six U.S. Metros – Measured in Growth across Four Primary NAICS Codes

Metro Area	Employment in Creative Sectors			Location Quotient by NAICS			
	2011	2016	% Change	5121	5414	7111	7115
Tallahassee, FL	765	763	-0.4%	0.39	0.77	.049	0.71
Gainesville, FL	612	623	1.8%	0.23	0.93	0.75	0.72
Greenville, SC	1506	1361	-9.6%	0.28	0.53	0.62	0.48
Little Rock, AR	1447	1570	8.5%	0.55	0.62	0.75	0.45
Madison, WI	1873	2240	19.6%	0.34	0.79	1.60	0.89
Pensacola, FL	816	823	0.9%	0.51	0.57	0.40	0.74

Source: EMSI Q2 2016 Dataset, Garner Economics LLC

The Economic Benefits of a Community Creative Economy



As a direct source of economic growth, the creative economy should be focused on, studied, and strategically approached for action and measured much as one might with other economic strategies such as business formation or recruitment. By understanding the creative economy as it exists in Tallahassee-Leon County and the Capital Region today, the community will be better able to further develop the sector as a key part of its overall economic strategy.

Benefits to a Community Creative Economy Strategy:

- The creative economy stimulates innovation. Creative thinking is a key factor in a well-rounded education and ultimately produces better workers, creative thinkers and more adept problem solvers. It has been demonstrated that a creative environment stimulates innovation, particularly in science and technology.

[20] EMSI

- The creative economy adds value to other sectors. Whether used in manufacturing of goods or in the presentation of concepts, the use of art and design is a competitive factor and enhances value. One of the defining premises of a creative economy is that the demand for goods and services is one of the drivers of jobs in an economy and that through art, design and performance better, more desirable products and services are created.
- In an economy that values knowledge workers, the creative economy attracts and helps to retain talented people. Businesses and organizations who look for talented, creative people are increasingly drawn to and settle in communities who are able to foster creative capacity in a manner similar in which one might encourage technical talent or research capability.
- The creative economy positively impacts tourism. Visitors are drawn to locations with a creative environment offering interesting attractions, entertainment and culture. Communities that seek to better define their quality of place understand that creativity occurs best where inspiration and an open exchange of ideas is encouraged and supported. Communities who distinguish themselves and provide unique, authentic experiences will always hold a special attraction for visitors.

Creative Enterprises & Occupations

By definition, the creative economy includes creative enterprises, those companies involved in creative pursuits, as well as the creative workforce. Creative workers may be found in creative enterprises or may be found working in companies that would not normally fit the definition of a creative company. For example, an automobile designer is a creative occupation, but may be working within the realm of an automotive manufacturing company.

To grasp the implications of this economic development strategy, one must have a better understanding of all that is involved in the umbrella term "creative economy" as it does not simply refer to artists, musicians and craftsmen/women. Also included in this designation are the media, visual and performing arts, literary and publishing, design, museums, heritage, the culinary arts, and those who teach in any of these fields. The following chart gives an overview of both creative enterprises and creative occupations normally associated with the creative economy. The NAICS codes in the chart below highlights industries involved in the production and marketing of artistic goods and services. These codes and occupations reflected are not exhaustive - not all businesses that fall within any one of these NAICS codes will meet the definition of the creative economy company no more than the owner of a hot dog stand might narrowly be defined as a culinary artist in the creative occupations.

Note: The NAICS codes and occupations reflected in the chart below should be considered a starting point.

Creative Enterprises by NAICS Code		Creative Occupations	
Culinary Arts		**Artists**	
445291	Baked goods stores	27-1011	Art directors
445292	Confectionery and nut stores	27-1012	Craft artists
445299	All other specialty food stores	27-1013	Fine artists, including painters, sculptors and illustrators
722320	Caterers	27-1014	Multi-media artists and animators
Design		27-1019	Artists and related workers, all other
332323	Ornamental and architectural metal work manufacturing	27-2011	Actors
337212	Custom architectural woodwork and millwork	27-2012	Producers and directors
541310	Architectural services	27-2031	Dancers
541320	Landscape architectural services	27-2032	Choreographers
541340	Drafting services	27-2041	Music directors and composers
541410	Interior design services	27-2042	Musicians and singers
541420	Industrial design services	27-2099	Entertainers and performers, sports and related workers, all others
541430	Graphic design services	27-3043	Writers and authors
541490	Other specialized design services	51-9071	Jewelers and precious stone and metal workers
541810	Advertising agencies	**Culinary Artists**	
541820	Public relations agencies	35-1011	Chefs and head cooks
541830	Media buying agencies	51-3011	Bakers
541840	Media representatives	**Cultural**	
541850	Display advertising	25-4011	Archivists
541860	Direct mail advertising	25-4012	Curators
541890	Other services related to advertising	25-4013	Museum technicians and conservators
541922	Commercial photography	25-4021	Librarians
Film & Media		25-4031	Library technicians
512110	Motion picture and video production	25-9011	Audio-visual collections specialists
512120	Motion picture and video distribution	**Designers**	
512131	Motion picture theaters, except drive-ins	17-1011	Architects, except landscape and naval
512132	Drive-in motion picture theaters	17-1012	Landscape architects
512191	Teleproduction and postproduction services	17-3011	Architectural and civil drafters
512199	Other motion picture and video industries	27-1021	Commercial and industrial designers
512210	Record production	27-1022	Fashion designers
512220	Integrated record production and distribution	27-1023	Floral designers
512230	Music publishers	27-1024	Graphic designers
512240	Sound recording studios	27-1025	Interior designers
512290	Other sound recording industries	27-1027	Set and exhibit designers

515111 Radio networks
515112 Radio stations
515120 Television broadcasting
515210 Cable and other subscription programming
516110 Internet publishing and broadcasting
517510 Cable and other program distribution
519110 News syndicates
711410 Agents and managers for public figures

Cultural Heritage

712110 Museums
712120 Historical sites
712130 Zoos and botanical gardens

Literary Arts & Publishing

323110 Commercial lithographic printing
323111 Commercial gravure printing
323112 Commercial flexographic printing
323113 Commercial screen printing
323115 Digital printing
323117 Books printing
323119 Other commercial printing
323121 Tradebinding and related work
323122 Prepress services
424920 Book and periodical merchant wholesalers
451211 Bookstores
451212 News dealers and newsstands
511110 Newspaper publishers
511120 Periodical publishers
511130 Book publishers
511199 All other publishers
519120 Libraries and archives

Performing and Visual Arts

339911 Jewelry, except costume, manufacturing
339914 Costume jewelry and novelty manufacturing
339992 Musical instrument manufacturing
423940 Jewelry merchant wholesalers
448310 Jewelry stores
451140 Musical instrument and supplies stores
453920 Art dealers
541921 Photography studios, portrait

27-1029 Designers, all other

Media

11-2011 Advertising and promotions managers
11-2021 Marketing managers
11-2031 Public relations managers
13-1011 Agents and business managers of artists, performers, and athletes
27-3011 Radio and television announcers
27-3021 Broadcast news analysts
27-3022 Reporters and correspondents
27-3031 Public relations specialists
27-3041 Editors
27-3042 Technical writers
27-3099 Media and communication workers, all other
27-4011 Audio and video equipment technicians
27-4012 Broadcast technicians
27-4013 Radio operators
27-4014 Sound engineering technicians
27-4021 Photographers
27-4031 Camera operators, television, video, and motion picture
27-4032 Film and video editors
27-4099 Media and communication equipment workers, all other

611610	Fine arts schools Theater companies and dinner theaters
711120	Dance companies
711130	Musical groups and artists
711190	Other performing arts companies
711310	Promoters with facilities
711320	Promoters without facilities
711510	Independent artists, writers, and performers*

**Distributed throughout.*

Source: NAICS RTS

e. 1. Strategy

Commission a formal Creative Economy Study to better identify the area's creative assets, resources and people. Actively pursue growth of the sector as one the six key economy development initiatives.

Tactics

Immediate Opportunities: Analyzing the Existing Talent

- Commission a comprehensive **study of the region's creative economy** to better understand the scope, economic impact and opportunities associated with further development of the cluster.
- As Tallahassee-Leon County is home to a large number of firms that would not normally self-identify as being part of the creative class, **create awareness around all of the businesses, occupations and entities that make up this sector.**
- Plan a **formal, public roll-out of the creative economy initiative.** Share results of the study and action plan to further evolve the cluster.
- Continue working with the Council on Culture and Arts (COCA), to **clearly identify the area's existing arts community** and better leverage its impact on the local and regional economy.
- **Develop strategies to align and leverage all creative assets and talent to grow the sector** and to support other economic development initiatives. Establish a baseline and measure results.
- **Understand how to use the area's creative economy assets as a differentiating factor behind some company location decisions.**

Metrics

1. Within year one, complete the creative economy study.
2. Host an initial roll-out event bringing together those in the sector to develop a collaborative plan to grow its presence. A completed plan is the baseline.
3. In years two-to-three, set milestones for plan implementation.

e. 2. Strategy

Create and communicate an identity representing Tallahassee-Leon County's full creative community offering. Utilize the unique identity points to enhance the business and tourism brands of Tallahassee-Leon County.

Tactics

Immediate Opportunities: Articulating the Creative Economy

- **Collaborate with all creative sectors to articulate the scope, value and impact of Tallahassee-Leon County's creative class.**
- As part of the overall Marketing & Communications plan, **outline a marketing and communications strategy to promote the whole of the creative economy community.**
- **Describe the benefits** of this sector to various targeted audiences and **make these selling points available for others' use.** In particular, use unique attributes identified through this process to help differentiate Tallahassee-Leon County for its business and tourism prospects.
- **Continue to work with those already promoting the community's arts,** cultural and performance opportunities to broaden the scope of creative programming.
- Develop a **creative economy microsite** attached to the OEV economic development site.
- **Host events to bring creative people/groups together** to collaborate to build and promote their sector from a business and economic growth perspective. The purpose is to connect those creative business enterprises and occupations (architects, designers, culinary, educators, agencies, public relations agencies, media, etc.) to those traditionally recognized as the creative class (artists, musicians, performers) to work together to build an economic cluster around **all** of their combined talents.
- **Host events and provide online resources to brief educators and guidance counselors on creative economy occupations** to help them better promote these as viable professions.

Metrics

1. By year one, put into a place a communications plan to provide ongoing information to internal/external audiences regarding the creative economy. Completed plan will be the baseline.
2. In year one, develop microsite as part of the economic development website.
3. In year one, develop talking points and provide to stakeholder and strategic partners.
4. In years one to two, host two events to encourage collaboration across the sector.
5. By year two, provide online materials to familiarize educators, guidance/occupational counselors with creative occupations.

e. 3. Strategy

Coordinate the support structure for the creative class and consequently, the area's creative economy.

Tactics

Immediate Opportunities: Building a Structure around the Creative Economy

- **Identify and collaborate with organizations currently in this space to inventory and communicate creative economy resources and support programs.**
- **When looking at the entrepreneurial support for Tallahassee's mainstream entrepreneurs, also consider how programs can be tweaked to help creative-focused entrepreneurs.**
- Find ways to increase capacity-building through programs that **teach business skills to entrepreneurs/creative businesses.**
- **Integrate into existing or planned entrepreneur programs to assist in leveraging their creative talent into a marketable, job-creating enterprise, or as part of the "Gig" economy or 1099'ers – solopreneurs.**
- **Foster an online community via social media** as part of the planned outreach and support.

Mid-Term Opportunity: Connecting Creative People

- **Consider the development of a designers' network** – A good example is the graphic artist network hosted by The Pod.
- **Creative Space - Utilize unused existing inventory as a temporary creative space with specific criteria for use.** Consider providing incentives ($2,500 architectural grants) for artists/creative workers to purchase and renovate old buildings or structures.

Metrics

1. In year one, integrate the creative economy entrepreneurs into other planned entrepreneur programs. By year two, identify and achieve five cornerstone graduates.
2. In year one, develop and expand the creative economy across social networks to create an actively communicating community.
3. In year three and beyond, identify unused space that might be used for temporary creative space and provide a mechanism for creative entrepreneurs to access that space to sell their goods.

e. 4. Strategy

Further enhance the product available for Tallahassee-Leon County's tourism marketing in conjunction with its creative assets. Collaborate with Leon County Tourism to share information and leverage assets.

Immediate Opportunities: Collaboration between the Creative Economy and Tourism Efforts

- **Coordinate creative and tourism events** to create more "bang for the buck" and to better direct resources for ROI on such events. Market regionally to attract weekend visitors – go beyond being the "best kept secret."

MID-TERM OPPORTUNITY: LEVERAGING THE CREATIVE ECONOMY TO INCREASE TOURISM

- **Look at all creative industries to discover opportunities around which visitor attraction strategies can be built,** For example, consider hosting a Creative Strategy Conference" targeting marketing, advertising and design firms, or a small city urban design competition with judging, award ceremonies and associated activities being held in Tallahassee. These type events can help position the city-county to targeted visitors as a the creative hub of their industry
- Collaborate with FSU's College of Motion Picture Arts along with others in the film and video production fields to **host a statewide Film Festival**. Provide a You Tube channel promote winning submissions as well as those that positively promote the area.
- Utilizing the success of Apalachee Regional Park and cross country events, **seek to develop the more than 150 trails identified, into job producing assets** in addition to the community amenities they already are.

METRICS

1. In year one, provide talking points, data and information from the study along with a commitment to collaborate with Visit Tallahassee to enhance tourism efforts.
2. Year one and beyond, coordinate creative economy assets with Visit Tallahassee for possible visitor attraction synergies.
3. Year three and beyond, establish at least one creative economy/tourism job-creation opportunity.

Talent Pipeline Action Plan

Allocation of Resources: *$ = up to $100,000; $$ = $100,000+ to $250,000; $$$ = $250,000+ to $500,000; $$$$ = $500,000+*

Strategy	Tactics	Metrics	Timeframe	OEV[21] & Partners	Allocation of Resources
Align ongoing workforce development programs and efforts with current and emerging industry clusters in Tallahassee-Leon County and the region to provide a robust and appropriate talent development and retention pipeline for employers and employees.	In partnership with CareerSource Capital Region and existing employers commission a workforce assessment and talent profile to provide an examination of labor supply, including pipeline of graduates, and demand, job candidate strengths and weaknesses, current workforce development efforts and untapped labor resources. The assessment should focus on labor needs in demand industries; developing strategies to track employment and recommendations to develop a workforce to satisfy business demand. It should also profile the industries and occupations for which members of the talent pool are an appropriate fit.	• Within 90 days, commission the assessment and talent profile either using existing resources or by hiring an outside consultant.	• Immediate (Year 1)	• OEV Staff • CareerSource Capital Region • Existing Businesses	$$
	To address workforce issues that are uncovered as part of the assessment, the OEV should create a task force within the Economic Vitality Competitiveness Committee. The task force should coordinate current programs and, where necessary create programs to fill gaps and needs.	• Upon completion of the assessment, create a task force as part of the Economic Vitality Competitiveness Committee to address the findings and develop potential solutions within six months.	• Immediate (Year 1)	• OEV Staff • Economic Vitality Competitiveness Committee	$
Develop a suite of initiatives focused on retaining students attending Tallahassee-Leon County's institutes of higher education.	In partnership with FSU, FAMU and TCC conduct a representative survey of attending students asking questions about their perceptions of Tallahassee-Leon County. Specifically in the survey pose the question of, "If they could find suitable employment in Tallahassee-Leon County would you stay?" This question seeks to identify gaps in showcasing what the community has to offer and conversely could be used as a selling point to potential employers looking to tap into the talent at the college and universities.	• Within six months, working with each institution, execute a simple survey using existing resources. Compile response and use in planning for further student engagement.	• Immediate (Year 1)	• OEV Staff • FSU • FAMU • TCC	$
	Building on the current Job Hop, hosted by FSU's College of Communication and Information, expand the Job Hop to a wide variety of potential employers and invite students from FSU, FAMU, TCC and interested high school students. The job hop would showcase existing employers and entrepreneurial programs to identify careers, internships and work-study programs in the community.	• By the end of year one, working with the Tallahassee Chamber of Commerce, develop Job Hops twice a year.	• Immediate (Year 1)	• OEV Staff • Tallahassee Chamber of Commerce • FSU • FAMU • TCC	$
	Working with the Tallahassee Chamber of Commerce, FSU, FAMU and TCC, seek to expand internship opportunities in existing businesses.	• In year three, seek to develop a formal internship program working in partnership with the Tallahassee Chamber.	• Mid-Term (Year 3)	• OEV Staff • Tallahassee Chamber of Commerce • FSU • FAMU • TCC	$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 6

[21] OEV Staff will coordinate with all appropriate local government partners.

Talent Pipeline Action Plan *(continued)*

Allocation of Resources: *$ = up to $100,000; $$ = $100,000+ to $250,000; $$$ = $250,000+ to $500,000; $$$$ = $500,000+*

Strategy	Tactics	Metrics	Timeframe	OEV[22] & Partners	Allocation of Resources
Address the need for jobs at all levels through partnerships to increase skills trainings and career pathways opportunities.	Engage the K-12 system (Leon County Public Schools as well as charter and private schools) for science and technology programs linked to the cluster development. The programs should not only focus on students, but also educators by providing continuing education opportunities to learn how to bring magnetic technology education into their classroom.	• By year three, work with K-12 education partners, to begin offering magnetic technologies programs in the classroom using best practices from communities such as Hattiesburg, Mississippi.	• Mid-Term (Year 3)	• OEV Staff • Leon County Public Schools • Private and Charter Schools • FSU • MagLab	$$
	Support initiatives that seek to bring education, skill assessment and job training into the communities that need it the most such as the community school model.	• By year three, support initiatives that seek to bring education, skill assessment and job training into the communities that need it the most.	• Mid-Term (Year 3)	• OEV Staff • Leon County Public Schools • CareerSource Capital Region • Non-Profit Organizations • Higher Education Partner	$$
	Work in partnership with CareerSource Capital Region, existing businesses and the Economic Vitality Competitiveness Committee to benchmark other county and/or regional initiatives that seek to take low-skilled workers into the middle-skill jobs available in the community.	• By year three, benchmark other county and/or regional initiatives that seek to take low-skilled workers into the middle-skill jobs available in the community.	• Mid-Term (Year 3)	• OEV Staff • CareerSource Capital Region • Economic Vitality Competitiveness Committee	$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2

[22] OEV Staff will coordinate with all appropriate local government partners.

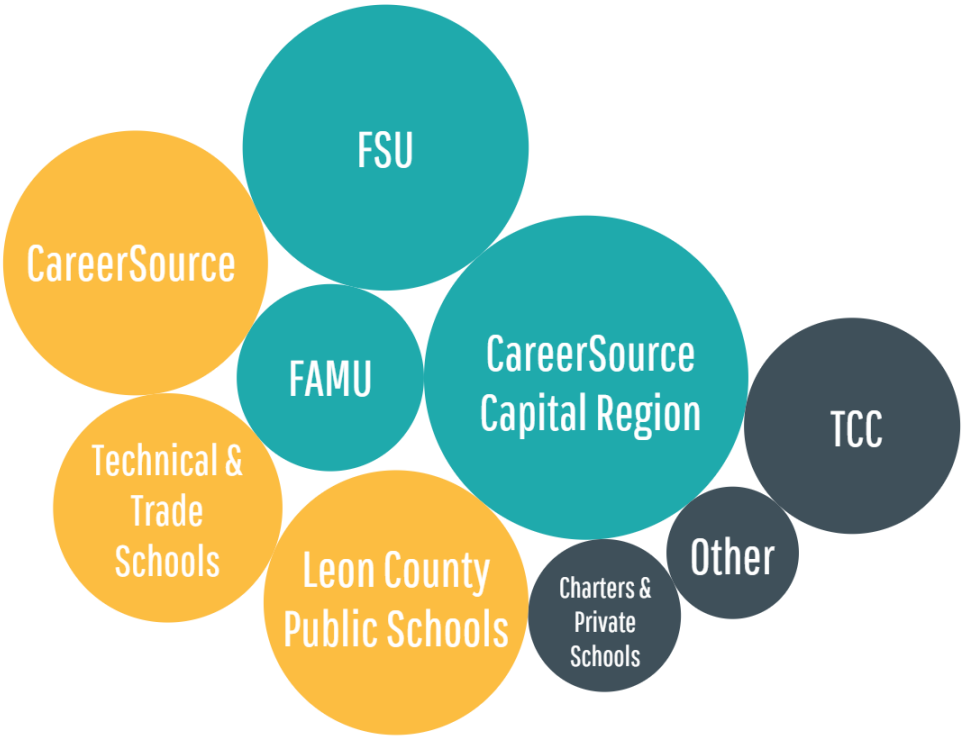
f. Talent Pipeline

Tallahassee-Leon County is well known for having a highly educated workforce. However, the community's long-term economic outlook is dependent on its ability to not only develop that talent but find solutions to retain it. As one stakeholder mentioned in an interview, ***"Tallahassee is in the import/export business. We import students and we export talent."***

With two universities and a community college, Tallahassee-Leon County graduates some of the smartest and most capable students in the state. However, it has not effectively demonstrated to the more than 60,000 students what their town has to offer after college.

In addition, in a county with 17 "A" rated schools, there are still areas where the Leon County Public School system lacks. Although a strategic plan was developed in 2010, a concern remains about the quality of schools in low income neighborhoods and how well prepared those students are for college and career.

The current workforce and education system consists of a number of resources and organizations (see graphic below), each working to provide additional attainment and skills to citizens and students. Yet, those individual entities – much like those referenced in other portions of this plan – are not currently coming together to develop a common initiative specifically related to talent development and retention. Although universities and the public school system have very specific missions that drive their work, there must be a more intentional effort as it pertains to providing work-based experiences that showcase the possibilities available to graduates in the community. But the opportunities cannot be limited to college graduates alone. Community and education leaders have to support strategies that seek to provide jobs for all levels and skills. Together, the community, alongside education and workforce partners, has to identify the training needs of its low-skilled workers and the talent needs of employers and businesses in targeted industries.



Projected Employment by Industry, Leon County (2014-2022)[23]

Industry	2014 Employment	2022 Employment	Total Employment Change	Percentage Change
Total All Industries	160,512	173,536	13,024	8.1%
Construction	4,924	5,968	1,044	21.2%
Education and Health Services	18,467	21,926	3,459	18.7%
Professional and Business Services	17,233	19,689	2,456	14.3%
Financial Activities	6,986	7,775	789	11.3%
Leisure and Hospitality	16,406	18,180	1,774	10.8%
Other Services (Except Government)	7,100	7,758	658	9.3%
Local Government	11,879	12,602	723	6.1%
Retail Trade	15,560	16,382	822	5.3%
Wholesale Trade	2,537	2,670	133	5.2%
Self-Employed & Unpaid Family Workers	12,416	12,884	468	3.8%
Transportation and Warehousing	1,084	1,125	41	3.8%
State Government	39,237	40,162	925	2.4%
Manufacturing	1,487	1,517	30	2.0%
Information	3,134	3,057	-77	-2.5%
Agriculture, Forestry, Fishing and Hunting	224	217	-7	-3.1%
Federal Government	1,745	1,531	-214	-12.3%

f. 1. STRATEGY:

Align ongoing workforce development programs and efforts with current and emerging industry clusters in Tallahassee-Leon County and the region to provide a robust and appropriate talent development and retention pipeline for employers and employees.

TACTICS

IMMEDIATE OPPORTUNITY: ANALYZING THE TALENT RESOURCES & PIPELINE

- In partnership with CareerSource Capital Region, CareerSource Florida and existing employers **commission a workforce assessment and talent profile** to provide an examination of labor supply, including pipeline of graduates, and demand, job candidate strengths and weaknesses, current workforce development efforts and untapped labor resources. The assessment should focus on labor needs in demand industries; developing strategies to track employment and recommendations to develop a workforce to satisfy business demand. It should also profile the industries and occupations for which members of the talent pool are an appropriate fit.

[23] 2015 Leon County Statistical Digest

- To address workforce issues that are uncovered as part of the assessment, the OEV should create a **task force within the Economic Vitality Competitiveness Committee.** The task force should make recommendations to coordinate current programs and, where necessary recommend programs to fill gaps and needs.

METRICS

1. Within 90 days, commission an assessment either using existing resources or by hiring an outside consultant.
2. Upon completion of the assessment, create a task force as part of the Economic Vitality Competitiveness Committee to address the findings and develop potential solutions within six months.

f. 2. STRATEGY:

Develop a suite of initiatives focused on retaining students attending Tallahassee-Leon County's institutes of higher education.

TACTICS

IMMEDIATE OPPORTUNITY: ASSESSING STUDENT INTEREST IN THE COMMUNITY

- In partnership with FSU, FAMU and TCC **conduct a representative survey of attending students** asking questions about their perceptions of Tallahassee-Leon County. Specifically in the survey pose the question of, "If they could find suitable employment in Tallahassee-Leon County would you stay?" This question seeks to identify gaps in showcasing what the community has to offer and conversely could be used as a selling point to potential employers looking to tap into the talent at the college and universities.
- Building on the current Job Hop, hosted by FSU's College of Communication and Information, **expand the Job Hop to a wide variety of potential employers and invite students from FSU, FAMU, TCC and interested high school students.** The job hop would showcase existing employers and entrepreneurial programs to identify careers, internships and work-study programs in the community.

MID-TERM OPPORTUNITY: MATCHING STUDENTS TO EMPLOYERS TODAY

- Working with the Tallahassee Chamber of Commerce, FSU, FAMU and TCC, seek to **expand internship opportunities in existing businesses**.

METRICS

1. Within six months, working with each institution, execute a simple survey using existing resources. Compile response and use in planning for further student engagement.
2. By the end of year one, working with the Tallahassee Chamber of Commerce, develop Job Hops twice a year.
3. In year three, seek to develop a formal internship program working in partnership with the Tallahassee Chamber.

f. 3. STRATEGY:

Address the need for jobs at all levels through partnerships to increase skills trainings and career pathways opportunities.

According to a report by the International Economic Development Council, "While wages and benefits are important criteria for defining quality jobs, opportunities for advancement and improvement remain the core components for that definition because ultimately, a quality job must be defined at the point of implementation. In other words, a quality job for someone who lacks a high school degree is not a quality job for someone with advanced vocational training or for a recent college graduate. Thus, the goal for economic developers is to provide opportunities across a spectrum of skill levels and industries to build advancement into a community's economic structure."[24]

As we have discussed many times throughout this document, creating premium quality, high paying jobs is the fundamental goal of any economic development program. Specific targeting of high impact sectors that offer these types of opportunities is crucial to any region much less one with such a high educational attainment. It just makes sense that Tallahassee and Leon County place emphasis on this type of effort.

But even if successful, there is a significant portion of the residents in the region that will not immediately benefit from this type of approach. While acknowledging the impact of college students on the statistic, Leon County has a poverty level almost 10 percentage points above the national average and should not ignore the need for solid baseline jobs. There must be a coordinated effort to offer an opportunity to those today that would not qualify for premium jobs. Advanced Manufacturing, Distribution Centers and Information Technology are just a few of the sectors that will offer entry into the jobs market. These jobs offer a path to learn new skill sets and to pursue further education in an effort to become eligible for any job opportunity in Leon County and the surrounding area. If these industries are ignored then the community will continue to struggle to have the greatest impact on unemployment, crime and poverty in the region.

All of the programs or initiatives should rightly be focused on high paying jobs. But there must also be consideration given to making sure all of the community's citizens have ample opportunity for entry into our job market.

A successful example of a community working to provide career pathways for all of its citizens is the Greater Memphis Alliance for a Competitive Workforce (GMACW). GMACW's work focuses on equipping individuals with skills needed to land good paying jobs. The organization seeks to identify company needs and work with local technical schools in preparation to succeed in the workplace. They facilitate access to agencies that address barriers so employees can focus on work and become more productive. In addition, they assist employers with customized training programs so that incumbent and new hires possess the skills needed for near term success.[25]

[24] Creating Quality Jobs: Transforming the Economic Development Landscape
[25] Greater Memphis Alliance for a Competitive Workforce

Ultimately, the partnership is working to effectively link low- and middle-skill workers to solid opportunities by reaching across traditional boundaries to build a streamlined system aligned with employer demand.[26]

TACTICS

MID-TERM OPPORTUNITY: ENGAGE THE K-12 SYSTEM

- As a complimentary strategy to pursuing a magnetic technologies cluster, **engage the K-12 system (Leon County Public Schools as well as charter and private schools) for science and technology programs linked to the cluster development.** The programs should not only focus on students, but also educators by providing continuing education opportunities to learn how to bring magnetic technology education into their classroom. A similar program is being conducted in Mississippi in relation to polymer science. The program is a partnership between the Mississippi Polymer Institute, The University of Southern Mississippi's School of Polymers and High Performance Materials and 11 polymer science high school programs throughout the state.
- Support initiatives that seek to bring education, skill assessment and job training into the communities that need it the most such as the **community school model.** The community school models partner with universities and colleges to prepare middle and high school students for college and career with "cradle-to-career" initiatives. Beyond looking at the workforce of tomorrow, the community school can serve as a workforce training hub for those seeking to improve their skills and job outlook today.[27]
- Economic development begins with a better educated and more skilled workforce for all levels of the community. **The OEV should work with CareerSource Capital Region, existing businesses and the Economic Vitality Competitiveness Committee to benchmark other county and/or regional initiatives that seek to take low-skilled workers into the middle-skill jobs available in the community.** Middle-skill jobs require more than a high school diploma but less than a four-year degree and often times are the jobs businesses have the hardest time filling.

METRICS

1. By year three, work with K-12 education partners, to begin offering magnetic technologies programs in the classroom using best practices from communities such as Hattiesburg, Mississippi.
2. By year three, support initiatives that seek to bring education, skill assessment and job training into the communities that need it the most.
3. By year three, benchmark other county and/or regional initiatives that seek to take low-skilled workers into the middle-skill jobs available in the community.

[26] Brookings Metropolitan Policy Program, Remaking Economic Development
[27] NPR – Why "Community Schools" are Taking Root in Florida

B. Marketing & Communications – A Cross Cutting Strategy

GOAL: Better promote the area as a business generator, an ideal location to start and grow a business. Brand and market the community.

2. Marketing and Communications

Each of the six economic development initiatives outline in this plan provide opportunities to reach specific audiences to encourage business start-ups, growth, retention, location or the development of new sectors. While each initiative appeals to the business audience, the drivers for each differ and consequently the approach, positioning and messaging for each must be focused towards the unique value proposition for each discrete sector. To truly be effective in its marketing efforts, the OEV, using this strategic plan as a basis, should further develop a full marketing and communications program that looks both broadly at an overall unifying business brand for the community and then specifically, at the marketing and communications activities necessary to effectively promote each of the six economic development initiatives as well as the OEV as being the organization to turn to for local economic development leadership. A marketing strategy overview follows which serves as a starting point gathering all of the marketing and communications strategies and tactics identified throughout the development of the strategic plan. This overview provides both direction for the OEV staff to begin implementing tactics as well as the foundation to further build a comprehensive marketing and communications approach.

In addition to initiative-specific strategies, Tallahassee-Leon County has an opportunity to redefine its image in the minds of those who currently know the community best – its internal audiences – and to create a fresh perspective among prospects on what the area currently has to offer and what it wants to become. The community must positively position itself in the minds of those it wishes to reach from an economic development perspective, (i.e., business, c-level decision makers and site selectors) to earn the opportunity to compete for competitive projects.

For this reason, VisionFirst recommends that Tallahassee-Leon County, as a part of its marketing plan development proceed with a branding process to identify and articulate what the community's authentic business image is, as well as its brand promise, and then work to have this expressed graphically. It is important to note, this is not the OEV's brand but an overall brand for economic development (including the creative economy) for the Tallahassee-Leon County area. The business brand is not intended to supersede the tourism brand, but rather to align with it, focused on a different audience - business decision makers and influencers - as opposed to visitors, with the exception being those unique creative aspects identified around the creative economy which add depth and nuance to both brands.

Finally, to better focus its business development attraction efforts, Tallahassee-Leon County must narrow its approach to define subsectors within each target industry it has identified and then focus its recruitment efforts on appropriate "micro-sectors" that exist. Marketing efforts to reach these micro-sectors may then be achieved through strategic communications and outreach activities as opposed to advertising or broad marketing campaigns.

1. Produce and communicate a unique brand that expresses the community's overall business image.
2. Institute a plan for ongoing economic development communication to internal and business development communication to external audiences.
3. For business development marketing efforts, refine Tallahassee-Leon County's targeted industry markets to the subsector level to maximizing competitive project opportunities.

1. a. STRATEGY:

Develop a Marketing and Communications plan. Focus outreach efforts to specific key audiences for each of the six initiative areas as well as a plan to promote the business development efforts overall.

TACTICS

IMMEDIATE OPPORTUNITY: CREATE & IMPLEMENT A MARKETING AND COMMUNICATIONS PLAN

- Work with Agency to **develop a formal marketing plan**; determine means of implementation with limited staff.
- **Develop ongoing proactive communication** to internal and external audiences.
- **Create specific communications strategies/campaigns** to reach key external audiences such as business decision makers and decision influencers

- See attached Marketing Strategy Overview on the following page -

Marketing Strategy Overview

Marketing Goals Strategy / Tactics	Overall	Business Formation Entrepreneurs / MWSBE	Technology & Commercialization	Business Retention & Expansion	Business Recruitment	The Creative Economy	Talent
Target Audiences (external & internal)	Internal Audiences: . . External Audiences: . .	Entrepreneurs; Students; early-stage businesses; solopreneurs; MWSBE's; Incubators & those in this space	Technology /R&D based or spawned businesses; Mag-Lab related businesses; universities; target industries;	Tallahassee / Leon County existing business & industry. Treat Government and non-profits each as a business group.	Business decision makers (CEO, CFO, etc.) among identified targets; Business decision influencers: Site Selection Consultants	Businesses identified within the Creative NAICS codes; the creative class; Associated organizations, etc. entrepreneurs	K-12 Educators; higher education / colleges & universities; technical schools; CareerSource Capitol Region, etc. Existing workforce, Students,
Branding / Positioning / Image-related strategies	Outline plan for Tallahassee / Leon county Business Brand	Message the brand as it pertains to Business Formation/Inclusive bus.	Message the brand as it pertains to R&D / technology businesses + Research com.	Leverage the strength of existing businesses to validate the brand; testimonials	Focus the brand identity towards each target industry for recruitment purposes	Message the brand as it pertains to & benefits from the creative economy	Tall/Leon Co's talent is a core component of the brand promise
Advertising outreach to specific audiences	Ad plan to support and communicate the brand and to position for business	Identify specific outreach opportunities	Identify specific outreach opportunities	--	Trade publications /websites in target industry verticals	Promote Community's creative assets for visitor attraction	--
Targeting & Business Intelligence	Work with OEV to outline intelligence tools for each key initiative to sharpen ability to reach targets and for	Better define and reach the entrepreneur pipeline to communicate programs	Micro-targeting for business development outreach / CRM & Database marketing	BR&E Program feedback captured and used to improve business environment	Micro-targeting for business development outreach / CRM & Database marketing	Commission a Creative Economy study of Tallahassee / Leon County & the Big Bend Region.	Develop comprehensive profile of the region's workforce for each target – include creative class / entrepreneur profiles
Sales Tools / Promotional materials	Outline an inventory of digital, app & print *(only where necessary)* sales tools and promotional materials	Entrepreneur Tool Kit to accompany the Entrepreneur Boot Camp – either design or adopt an existing program & materials	R&D & Industry profiles for highest Innovation targets of opportunity. iPad App with designed sales presentation	Annual "State of Business" Report in Tallahassee / Leon County (region?)	Target industry profiles for each identified target iPad App with designed sales presentations & data	Provide COCA, Visit Tallahassee & other multipliers data & messaging on the region's Creative Economy	Design Profile outlined (above) to be able to pull down customized workforce profiles on app for specific industries / needs.
Expand the online presence with the new brand to create discrete portals for each of the six key ED initiatives	The new website serves as the outward-facing sales and communications mechanism for target audiences	Promote Tallahassee as an entrepreneurial launch-pad. Minority Procurement Website & Tech assistance	Portal for tech & commercialization that connects all key players – collaboration space	Leverage strengths of existing industries through business profiles / video testimonials	Digital outreach campaign routed back through website Sites & buildings database(?)	Develop a creative economy portal/collaboration space connecting all players to participate in building sector	Make a limited version of the dynamic workforce profile available on the website – Promote SMART people!
Local Communications strategy to reach & engage stakeholders / spread narrative	Ongoing communications to the EVLC, the EVCC, & each of the broader audiences of stakeholders for 6 key initiatives; elected; etc.	Showcase the leadership and impact that entrepreneurs & MWSBEs have on the community, position as a hub for future growth. Ongoing comms to broader audience of service providers, participants, stakeholders, business leaders	Ongoing communications to broader audience of R&D entities, businesses, partners, stakeholders, and suppliers, etc.	Ongoing communications to as well as two-way conversations with existing business and industry and stakeholders	Ongoing communications to broader audience community leaders to focus on competitiveness issues	Ongoing communications to identified internal audiences and stakeholders to start building a sense of community working towards objective	Communications activities and outreach to Tall/Leon Co's various talent groups (students, etc.) to expose them to opportunities to stay

Marketing Strategy Overview *(continued)*

Marketing Goals Strategy / Tactics	Overall	Business Formation Entrepreneurs / MWSBE	Technology & Commercialization	Business Retention & Expansion	Business Recruitment	The Creative Economy	Talent
External Communications Plan and strategic outreach	Communications/Media plans to promote Tallahassee / Leon County as a business-forward, Innovative community	External Comms plan to announce new initiatives and promote Entrepreneurial successes / programs. Comms plan to roll out the Minority Procurement Program. Continue to promote workshops and events to MWSBE members via social media and earned media. Write guest columns and provide background information to relevant organizations. Highlight success by spotlighting businesses. Seek to identify champions to serve as spokespeople for the program's efforts and how it can assist businesses to succeed.	External comms campaign to position Community as a leader to relevant R&D /mag-lab related businesses. Produce and pitch articles.	External comms to promote unique / newsworthy businesses & businesses innovations. Partner w/Chambers to promote.	Develop ongoing industry specific messaging and outreach. Produce and pitch articles for industry pubs.	External Communications Plan to promote findings from Creative Economy Study. Provide Vignettes to Visit Tally for visitor attraction	External Comms – Promote the message Tallahassee = Innovative Thinkers
Direct Marketing Outreach			Campaign to target businesses		Campaign to target businesses		
Events / Conferences	Annual Competitiveness Event for EVLC & EVCC • Mid-year Follow Up	Entrepreneur Boot Camp • Small Business Forum • Fam tours for investors and local, state and national media to see Tallahassee's most promising entrepreneurs and the pipeline the community is building.	Business Leader Tours of Mag Lab / Innovation Park	Partner with Chambers for business appreciation day	Site Selector event s (partner w/Team Florida?) In-Market and local.	Creative Economy Summit (Roll out plan & bring together participants and stakeholders)	Job-Hop Tours of Tallahassee / Leon County Businesses

1. B. STRATEGY:

Create and communicate a unique brand that expresses the community's overall business image.

TACTICS

IMMEDIATE OPPORTUNITY: COMMUNICATING THE BRAND

- Work with agency to define **Tallahassee-Leon County's business brand; develop messaging and graphic imaging.**
- **Articulate the brand** as it presents the community's business image overall as well as specifically for each of the six economic development initiatives
- **Outline recommendations for ongoing marketing and communications** efforts to promote Tallahassee-Leon County to business audiences.

1. e. STRATEGY:

Once the target industry study is complete, Tallahassee-Leon County's targeted industry should be refined to the subsector level to match the community's current products, assets, resources and workforce maximize to possible competitive project business development opportunities.

MID-TERM OPPORTUNITY: MICRO-TARGETING

Every community has defined the markets in which it wishes to compete but far too often these targets are painted with a broad brush. A common mistake that is made by many communities is to try and be all things to all people. While Tallahassee-Leon County has many assets that offer capacity to many different industry markets, to most effectively market and to focus business development efforts it is important that community further refines its targeted markets to maximize opportunity. This approach will allow resources and effort to be expended only in areas that have the potential to yield the greatest return. **While the mantra should be that Leon County will welcome a wide variety of industries, proactive outreach should be conducted in a more focused manner.**

This approach requires that the current targeted markets be refined to a micro level. For instance, it is not enough to simply target advanced manufacturing. Tallahassee-Leon County must focus on the specific type of advanced manufacturing that it is uniquely qualified to support. To do this it is critical to understand the major factors that will affect the community's ability to attract business.

It is our recommendation, for more effective targeting and thus better success in marketing efforts, to look at subsectors and specific industry sets or "micro-sectors" within identified industry sectors.

- **Update Existing 2004 Target Market Study**. The new study should focus on proposed asset mapping exercise to drill down into micro targets for growth.

C. Engaging the Community through a New Advisory Structure

GOAL: Better identify, understand and marshal all available assets, organizations and resources towards economic growth objectives. Encourage collaboration among the many entities impacting the economic development environment to work together for maximum competitiveness.

1. A New Advisory Structure

Looking at successful economic development entities, certain key elements are present in organizations that are factors in determining success. In today's competitive economic development landscape, change happens often and comes from a variety of internal and external sources. Ensuring a consistent and strong voice, aligning leaders, staff and stakeholders and working toward a shared vision separates those organizations that sustain success versus those who struggle during leadership and administration changes. Below are the five key elements for Tallahassee-Leon County.

1. Professional Economic Development & Business Leadership Experience

While there are many examples of professional backgrounds for the CEO/Director role of both public and public private states models of economic development, in the most successful models, it is the combination of business experience and economic development experience that make for the most effective leadership teams.

2. Strong Working Relationships With Partners Is Critical

Economic development is a team sport. For any community to be successful in economic development, it must view and actively engage its many stakeholders as partners in the process.

3. Business Leadership & Operating Structure

Successful economic development organizations invariably find ways to meaningfully include business leadership in the organizational structure and in setting strategy. These models include input from the business community that aids in the direction for the organization.

4. Economic Development Entity/Government Alignment & Coordination Of Competitive Projects

It is important to provide due diligence and appropriate transparency on competitive projects to protect the taxpayer; however, the process should not become more difficult or time-consuming for incentive approvals. The community should consider an approach aligned to the customer, eliminate duplication of efforts and unnecessary layers of bureaucratic requirements.

5. Eliminating Silos/Working Toward A Common Goal

Finally, all successful organizations are able to focus their team members towards a common mission and set of objectives and then work to eliminate barriers internally and externally that may hinder progress. These entities endeavored to erase divisional lines while encouraging and rewarding collaboration/problem solving at the leadership, staff and partner level.

"Coming Together Is A Beginning; Keeping It Together Is Progress; Working Together Is Success." – Henry Ford

Part of developing a successful economic development strategy involves identifying challenges and opportunities in the community. These factors are frequently viewed as tangible items such as the talent pipeline, available building and sites, tax and regulatory climate. But often times it is an intangible item that can ultimately "make or break" the success of an effort. **In the case of the Tallahassee-Leon County, that intangible is collaboration.**

The role of the Economic Development Coordinating Committee (EDCC) is to advise the Intergovernmental Agency and ensures coordination between economic development projects by Blueprint, County and City governments, universities and community college, and other community entities. The EDCC also provides professional expertise, technical oversight and recommendations on economic development programs to the Intergovernmental Agency.

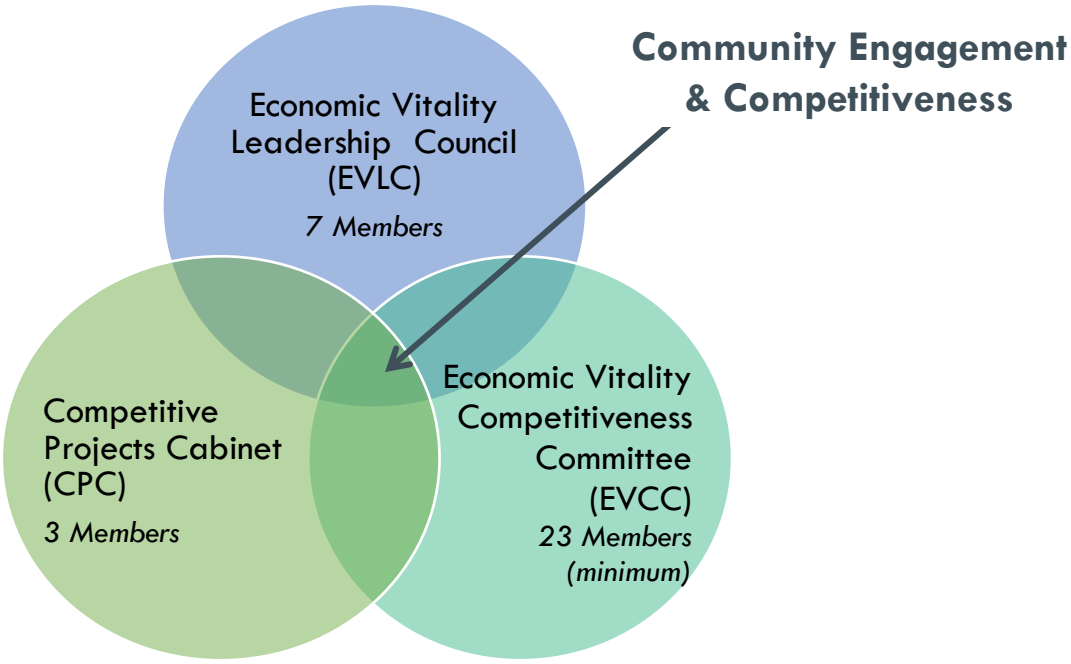
The City and County took the first step in building a collaborative process for economic development by creating the Office of Economic Vitality – merging responsibilities into a streamlined entity. To mirror the structure and build on the success of Blueprint, the executed interlocal agreement between the City and the County outlines the formation of the Economic Development Coordinating Committee (EDCC) as a mechanism designed for public input in the community's economic development efforts.

This stakeholder committee was intended to provide a foundation to leverage the intellectual capital of the 14 EDCC members as it related to evaluating projects for funding. However, as noted during VisionFirst's June 20, 2016 Intergovernmental Agency presentation, there are some unintentional flaws within the adopted EDCC structure that must be addressed going forward to create a meaningful citizen group that adds value to the economic development process. Currently challenges include:

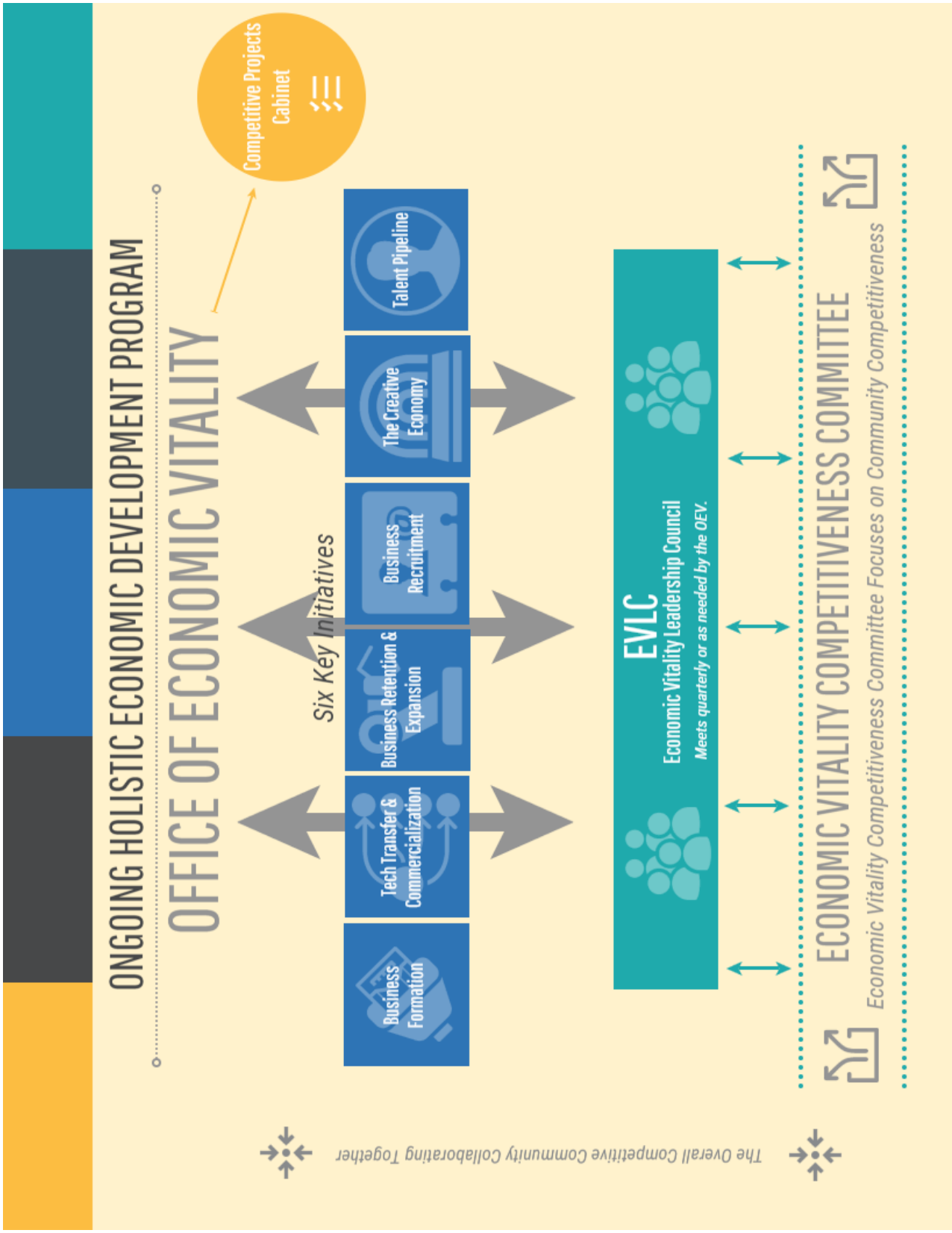
- Without a clear definition of economic development and no established metrics for the community's economic development efforts, there is a possibility of committing and subsequently spending all of the anticipated funding without achieving desired results.
- The possibility for a serious conflict of interest exists should a committee member propose his/her own project for funding.

Without a clear mission and objectives for the committee, its efforts are of limited value. In order to leverage important public input and foster collaboration, **a new advisory structure is recommended that provides a comprehensive and cohesive approach that cuts across any and all organizational boundaries.**

New Structure Offers Ribbons of Accountability & Community Engagement



To maximize the effectiveness of community engagement and eliminate potential conflicts, it is recommended that a three-prong approach be implemented that evolves as the community undertakes new initiatives and strategies. VisionFirst recommends for the formation of three committees under OEV's leadership focusing on specific objectives with which the OEV can partner to address issues such as community competitiveness as well as others as identified.


ONGOING HOLISTIC ECONOMIC DEVELOPMENT PROGRAM
OFFICE OF ECONOMIC VITALITY
Competitive Projects Cabinet
Six Key Initiatives
Business Formation
Tech Transfer & Commercialization
Business Retention & Expansion
Business Recruitment
The Creative Economy
Talent Pipeline
EVLC
Economic Vitality Leadership Council
Meets quarterly or as needed by the OEV.
ECONOMIC VITALITY COMPETITIVENESS COMMITTEE
Economic Vitality Competitiveness Committee Focuses on Community Competitiveness
The Overall Competitive Community Collaborating Together

ECONOMIC VITALITY LEADERSHIP COUNCIL (EVLC)

Economic Vitality Leadership Council: The seven-member Economic Vitality Leadership Council will serve a vital, ongoing function of continually looking at Tallahassee-Leon County's ability to compete for entrepreneurial and small business growth, new business investment, existing industry growth and economic expansion through non-traditional activities as well as the delivery of a competitive workforce.

Members of the Economic Vitality Leadership Council will serve as an executive committee of the Economic Vitality Competitiveness Committee.

- Members of the EVLC will also will work closely with OEV leadership to continually look at Tallahassee-Leon County's ability to be competitive in each of the six identified economic development areas of focus as well as the community overall. As the Council identifies needs or areas of opportunity for increased competitiveness, it can recommend that a task force, under the leadership of staff, be formed from members of the Economic Vitality Competitiveness Committee (EVLC) to assess such needs. The EVLC provides the committee structure for such efforts.
- The Council will provide input and work with staff to track competitiveness efforts in Tallahassee-Leon county.
- EVLC members will work with OEV staff to focus on maximizing the Economic Development Strategic Plan.

- **Role:**
  - Encourage knowledge of all local programs and collaboration across each; recommend improvements for competitiveness.
  - Outline a plan to increase the community's ability to compete across six identified economic development initiatives and overall as a community. Monitor with quarterly updates.
  - Engage members of the Economic Vitality Competitiveness Committee (EVCC) to pursue specific competitiveness objectives and strategies in conjunction with staff through committee or task force models.
  - Members of the Economic Vitality Leadership Council will not consider or approve funding for projects or programs.

- **Members:** Made up of representatives from Tallahassee-Leon County's businesses, public entities and non-profit organizations who will represent each of the six initiative areas – business formation; technology and commercialization; business retention and expansion; business recruitment; talent development; tourism and the creative economy as well as marketing.

- **Appointment to the Council:** OEV shall put forth a slate of candidates every two years for approval by the Intergovernmental Agency. Candidates for the seven committee slots should include the following cross section of representatives:

Sector / Organization	Number of Representatives
Major Employers	1
Institutes/Universities	1
Entrepreneurial Business or someone from that community	1
Financial Sector	1
Economic Development	1
Talent Development	1
Not defined as to allow for flexibility to select the best leader	1

- **Term:** Staggered two year terms; may serve no more than two consecutive terms.
- **Meetings:** The Council will meet in-person twice a year for a moderated planning session and update coordinated by the staff of the OEV. OEV staff will also host two conference calls during the year to provide updates on strategic items.
- **Staff Involvement:** The director of PLACE and the director of the OEV will serve as ex officio members.
- **Task Force Formation:** Task Force(s) may be recommended by the EVLC and initiated by the Director of the OEV as needed to address specific competitiveness issues and will disband upon achievement of the Task Force objective. Task Forces would be populated from the Economic Vitality Competitiveness Committee (EVCC).

ECONOMIC VITALITY COMPETITIVENESS COMMITTEE (EVCC)

Economic Vitality Competitiveness Committee: The Economic Vitality Competitiveness Committee (EVCC), made up from a cross section of leaders from businesses and organizations impacting the community's economic development ecosystem, serves as the committee structure through which community competitiveness issues may be addressed. The Committee will be chaired by and work closely with the Economic Vitality Leadership Council to advise programs, plans and initiatives recommended by the OEV and EVLC that will increase community competitiveness. Each business/organization leader brings a perspective which together will help to inform and frame competitiveness initiatives and activities.

Economic Vitality Competitiveness Committee

- *Minimum 23 members.*
- *Meets two times annually (and as needed).*
- *Serves as committee/task force structure to address competitiveness issues.*
- *Does not consider/approve funding.*
- *Serves two years.*
- *OEV submits slate of candidates for IA approval.*
- *Chaired by EVLC member; OEV staff will monitor activities/progress.*

- **Role:**
  - Increase the community's ability to compete across six identified economic development initiatives and overall as a community. Quarterly engagement.
  - Encourage knowledge of all local programs and collaboration across each.
  - Serve as the committee/task force structure to address issues or opportunities that will continually improve the area's ability to compete and to build its economy.
  - Members of the Economic Vitality Competitiveness Committee will not consider or approve funding for projects or programs.
- **Members:** Made up of representatives from Tallahassee/Leon County's businesses and organizations. The EVCC will be chaired by a member of the EVLC.
- **Appointment to the Council:** OEV shall put forth a slate of candidates every two years for approval by the Intergovernmental Agency. The slate should at a minimum include the following cross section of representatives:

Sector / Organization	Number of Representatives
FSU	1
FAMU	1
TCC	1
CareerSource Capital Region	1
Leon County Research & Development Authority	1
Chambers: Greater Tallahassee Chamber; Big Bend Minority Chamber; Capital City Chamber *(One designee each)*	3
Businesses *(Representative of the full business community; large, small, minority owned, service providers, manufacturers, etc.)*	6
Non-Profits	1
Tourism/Visitor Attraction	1
Tallahassee International Airport	1
Creative Economy	1
K-12 Education	1
Entrepreneurial/Business Formation Entity	2
At Large	2

- **Term:** Two-year terms
- **Meetings:** The Economic Vitality Competitiveness Committee will meet in-person twice a year for a moderated planning session and as determined by each initiative committee to implement strategic competitiveness items. The committee will provide reports and feedback to OEV staff and the EVLC.
- **Staff Involvement:** OEV staff will monitor committee activities and progress.
- **Task Forces** Task Force(s) populated from the Economic Vitality Competitiveness Committee (EVCC) may be recommended by the OEV as needed to address specific competitiveness issues and will disband upon achievement of the Task Force objective.

COMPETITIVE PROJECTS CABINET

Competitive Projects Cabinet: While the smallest subsection of the holistic economic development strategy; economic development competitive projects often generate the most interest due to the potential for incentive investment and due to the temporary exemption from public records laws. Such projects require strict confidentiality during the competition phase (as prescribed by law), a factor that does not lend itself to broad outside involvement.

The Competitive Projects Cabinet will serve solely for the purpose of considering competitive economic development projects generated by OEV or brought to the organization via other economic development channels (State – Enterprise Florida, Region, etc.) The committee may review such projects to consider return on investment for the community, fit, and a review of due diligence performed prior to considering recommended financial or non-financial incentives. **The CPC is designed to allow flexibility and speed to decision-making throughout the competitive project process.**

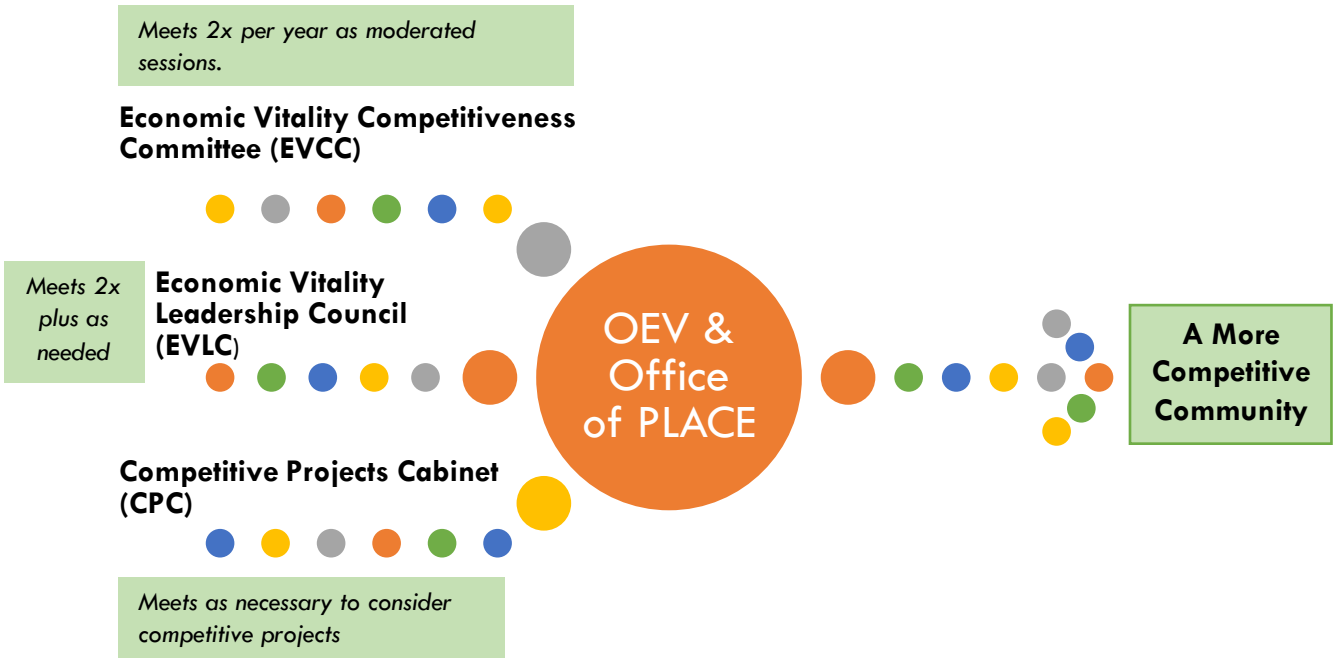
- **Role:**
  - The three members of the Competitive Projects Cabinet, along with the Directors of PLACE and the OEV, will review competitive economic development projects along with staff recommendations for financial or non-financial incentives prior to each project being submitted to the IA for approval.
  - Cabinet members cannot submit or vote on projects that would impact them, their business or their organization. Each must sign a non-disclosure agreement (NDA) protecting the confidentiality of economic development projects during the negotiation period and up to 180 days beyond the final incentive contract as prescribed by law. Members may be dismissed from the Cabinet for breach of such agreements and may be subject to legal action.

Competitive Projects Cabinet (CPC)

- *Three members – City Manager, County Administrator and one business professional.*
- *Director of PLACE & Director of OEV staff the Cabinet.*
- *Meets as necessary to consider projects.*
- *Serves solely for the purpose of considering competitive economic development projects.*
- *Cannot submit or vote on projects that would impact them, their business or their organization.*
- *Must sign NDA.*
- *At-Large serves one year, with option for second term.*
- *OEV submits slate of candidates for IA approval.*

  - If the potential for a conflict of interest arises pertaining to a competitive project, the potentially conflicted Cabinet member must recuse him or herself from any discussion of such project and will be replaced by a member drawn from the Economic Vitality Leadership Council. The replacement member must meet the same standards as outlined regarding confidentiality and freedom from conflict and will be chosen the City and County manager.
- **Members:** A limited group of the County Administrator, the City Manager and one business professional with the director of the OEV and the director of PLACE serving as staff to the committee. The total five professionals should be knowledgeable in economic development programs, public records laws and being willing to sign non-disclosure agreements and conflict of interest forms for each project considered.
- **Appointment to the Cabinet:** Cabinet members will include the City Manager, the County Administrator as well as one at-large business member familiar with economic development principles recommended by OEV for approval by the IA.
- **At-Large Member Term:** One year with option to serve a second term.
- **Meetings:** The Cabinet will meet as necessary to consider projects in contention and as needed to recommend and vote on incentive packages.

COMMUNITY ENGAGEMENT COMPETITIVENESS COMMITTEE



Implementing a new structure that not only provides for public input into the local government's economic development efforts but also offers an opportunity to tear down institutional silos must be the first step in executing this plan. Working together the new Economic Vitality Leadership Council must come together with the recognition of the obstacles that could impede their success and open a dialogue that will allow for successful collaboration over the long-term.

Obstacles to Success	Successful Collaboration
Skepticism among key stakeholders.	Partners are committed to improving relationships and conditions for the greater mission.
Stakeholders are passionate about their individual organization but are not looking at the overarching vision.	Partners are accepting of change and are willing to share in the celebration of success and the results of risk.
Lack of desire to prioritize funding for greater impact.	Partners do not come to the collaboration with preconceived notions of results.
Perception that the same people and the same organizations are driving effort and no progress will be made.	Partners are willing to take on new roles as part of the collaboration that is beyond their personal organizational roles.
Partners are unwilling to share risk.	Partners have clear and defined benchmarks for the success of the collaboration.
Inability to see the community as a one community. Instead seen as college town, government town, small town, etc.	Partners create a sense of shared ownership that encourages participation of all members.

An effective economic development strategy for the community must not only bring these thought-leaders together but also find a meaningful way to harness the group's critical thinking to address competitive issues and to positively policy decisions.

D. Transparent & Accountable Allocation of Resources

GOAL: Responsible allocation of resources to achieve today's goals as well as to refine the foundation for future growth.

1. Allocation of Resources

As noted earlier in the plan, Tallahassee-Leon County stands at a point of transformational opportunity thanks in part to the more than $90 million allocated to economic development funding from the one-cent sales tax initiative. This funding is directly supported, and from, the hardworking taxpayers of the community. The taxpayers have entrusted that funding to the leaders of the community and that trust cannot be taken lightly.

While it was not within the scope of this plan to recommend allocations at the program level, we feel that it is important to note several guiding principles regarding the transparent and accountable allocation of resources in support of the strategies and tactics outlined in the plan as well as to provide for marketing the community, building and growing the ecosystem, funding a competitive project toolkit and anticipating opportunities that might arise in the future.

GUIDING PRINCIPLES REGARDING THE TRANSPARENT AND ACCOUNTABLE ALLOCATION OF RESOURCES:

- Economic development tax funding should be focused towards the implementation of a holistic economic development program across all of the initiatives outlined as opposed to being considered a dedicated stream of funding for any one organization or initiative.
- The strategic plan outlines a number of strategies and programs that would benefit from the participation of other organizations, or in some cases, programs may exist that specifically deliver the objective of the strategy outlined. It is not our intent to create duplication in efforts; if programs align exactly and a collaborative arrangement can be reach, then it is wise to partner when appropriate.
- Allocation of funding must look to immediate needs; mid-term strategies and the more long-term aspirational objectives.
- Particularly in light of the current absence of a state competitive projects incentive toolkit, and with the recalibration of Enterprise Florida, it is critical that Tallahassee-Leon County dedicate a portion of funding annually for business recruitment competitive projects.
- With each initiative undertaken, it is recommended that the OEV and leaders of the community put into place performance metrics and accountability to measures to ensure that the taxpayers see a clear return on their investment. That performance should be reported publicly to the community on a regular basis, providing statutory requirements to confidentiality will not be compromised. Information provided to the public should be easily located on the OEV's website and promoted via earned and social media.

XI. Final Comments & Recommendations

Tallahassee-Leon County is ready. Over the next two-to-three years, the OEV along with City and County leadership, business leadership, stakeholders and strategic partners must expand their collective vision beyond anything previously conceived and chart a new path together. This Plan provides an outline; a starting point that can provide direction and lead to a course of action. And the time for action is now.

We envision the next steps in the upcoming year to be as follow:

October 27, 2016	• The Tallahassee-Leon County Intergovernmental Agency accepts the Economic Development Strategic Plan
	• The IA Approves recommended economic development structure
October	• OEV staff to outline annual Plan of Work based on Economic Development Strategic Plan action plans
	• EVLC, EVCC and CPC Committees appointed
	• Meetings with key stakeholder organization leaders in the six economic development initiative sectors
November – January	• Annual Meeting with EVLC & EVCC to outline competitiveness objectives and committee activities
	• RFP for Target Industries Study; execute contract award and conduct study
	• RFP for Creative Economy Study; execute contract award and conduct study
	• Meetings with Marketing Firm; business brand development, marketing communications plan implementation across all channels for each initiative. Ongoing mar-comms throughout year.
February 2017	• Present 2017 Plan of Work to IA – Update on progress to date
February - June	• Strategic Plan implementation
	• Collaboration with stakeholders and strategic partners
	• Integrate findings from Target industries study into Business Recruitment initiative
July	• Mid-year combined meeting EVLC & EVCC - Update
July - December	• Creative Economy event to present study and plan for action
	• Ongoing action plan implementation
	• IA update

Pursuing this aggressive schedule to address each of the six economic development initiatives, working collaboratively within the new structure outlined while executing a consistent, persistent ongoing marketing and communications program both internally and externally, will yield a totally different economic development platform a year from now. Working with the committees as envisioned will yield a core group of ecosystem partners who are focused on community competitiveness and who are align to work together towards a common objective or purpose. And finally, the community will be able to more effectively look at allocation of resources projecting into the next few years based on real needs and opportunities.

Year two and beyond next steps:

January – June 2018	• Annual Meeting with EVLC & EVCC to outline competitiveness objectives and committee activities
	• OEV rolls out 2018 Annual Plan of Work
	• Updates and sub-plans of work from each of the six economic development intuitive areas as well as marketing/communications
	• Ongoing programmatic work
July – December 2018	• Mid-year combined meeting EVLC & EVCC - Update
	• Ongoing programmatic work
January – June 2019	• Annual Meeting with EVLC & EVCC to outline competitiveness objectives and committee activities
	• OEV rolls out 2019 Annual Plan of Work
	• Updates and sub-plans of work from each of the six economic development intuitive areas as well as marketing/communications
	• Ongoing programmatic work
July – December 2019	• Mid-year combined meeting EVLC & EVCC - Update
	• Ongoing programmatic work
	• Allocation of first year tax funds for economic development

The timelines outlines are simply a starting point; some activities will be task-specific, performed once and accomplished, others will be ongoing. Through each step of the process, opportunities to work across organizations and even county lines must be pursued and become part of the OEV culture.

Tallahassee-Leon County is ready – and with purposeful, measured action and intentional collaboration, desired economic growth and diversification will be within reach for the community.

XII. Thank You

It has been a pleasure to work with Tallahassee-Leon County leadership and the Office of Economic Vitality staff, business and community leaders as well as the myriad of interested individuals and groups dedicated to improving our community and creating opportunities for the area's citizens. Tallahassee-Leon County has demonstrated through the collective and unified action of these leaders a great desire to work together towards a common vision of economic development.

Our team has collectively produced and implemented numerous strategic plans over our combined 90 years of economic development experience. This plan is different. We are a Tallahassee based firm with direct ties to the community.

While we put our heart and soul into each and every plan we produce we have never had the opportunity to work on a document that will affect us as much professionally as it will personally. We have a great desire to see the recommended initiatives implemented and have a positive impact on this community. We live, work and raise our children in this very community therefore our ownership in the plan's success goes well beyond just being its authors.

We plan to be your partner long after this plan is delivered and we cannot thank you enough for entrusting us to work on something so important to the future of our community.

XIII. Addendums

1. Key Stakeholders
2. Community Survey Results
3. Magnetic Technologies Targeted Plan by Ricardo Schneider

Addendum 1. Key Stakeholders

City of Tallahassee Commissioners

- Mayor Andrew Gillum, City of Tallahassee
- Commissioner Scott Maddox, City of Tallahassee
- Commissioner Nancy Miller, City of Tallahassee
- Commissioner Curtis Richardson, City of Tallahassee
- Commissioner Gil Ziffer City of Tallahassee

City of Tallahassee Administration

- Ricardo Fernandez, City Manager
- Reese Goad, Deputy City Manager, Tallahassee
- Wayne Tedder, Assistant City Manager for Development Services and Economic Vitality
- Chris Curry, Director of Aviation, Tallahassee International Airport

Leon County Board of County Commissioners

- Commissioner John E. Dailey, Leon County
- Commissioner Bryan Desloge, Leon County
- Commissioner Kristin Dozier, Leon County
- Commissioner Mary Lindley, Leon County
- Commissioner Nick Maddox, Leon County
- Commissioner Bill Proctor, Leon County
- Commissioner Jane Sauls, Leon County *(staff conversations)*

Leon County Administration

- Vince Long, Leon County Administrator
- Alan Rosenzweig, Leon County Deputy Administrator
- Ken Morris, Assistant County Administrator for Community Development

Community Leaders

- Jessica Lowe-Minor, Director, Institute for Nonprofit Innovation and Excellence
- Institute for Nonprofit Innovation and Excellence Board of Directors
- Jim McShane, CEO of CareerSource Capital Region
- Allen Stucks, NAACP (by phone)

Education Partners

- Keith Bowers, Regional Director of Florida Small Business Development Center at FAMU
- Michael Campbell, Director, North Florida Outreach, FSU's Jim Moran Institute for Global Entrepreneurship
- David Coburn, Chief of Staff, Florida State University
- Dr. Jim Murdaugh, President, Tallahassee Community College
- Wendy Plant, director of student engagement and alumni relations and entrepreneur-in-residence, FSU's Jim Moran Institute for Global Entrepreneurship
- Gary Ostrander, Vice President of Research, Florida State University

- John Thrasher, President, Florida State University
- Mr. Reis Alsberry; Director, Technology Transfer & Export Control
- Mr. David Teek, Coordinator, Export Control, Florida Agricultural and Mechanical University's Division of Research

Business Leaders

- Kurt Artecona, CEO, One Loan Place
- Sue Dick, President and CEO of the Tallahassee Chamber of Commerce
- Steve Evans, IBM executive (retired)
- Skip Foster, Editor, Tallahassee Democrat
- Eric Grant, President, Municipal Code Corporation
- Rick Grant, Executive Vice President/COO, Municipal Code Corporation
- Gina Kinchlow, President & CEO - Kinchlow & Company (small business consulting services), representing the Big Bend Minority Chamber
- Harold Knowles, managing shareholder in Knowles & Randolph, representing the Big Bend Minority Chamber
- Leon County Research and Development Authority Board of Directors
- Lucas Lindsey, Community Manager; DOMI Station
- Ron Miller, Executive Director of the Leon County Research and Development Authority
- Sean Pittman, Senior Partner of Pittman Law Group, P.L., representing the Big Bend Minority Chamber
- Mark O'Bryant, CEO and Warren Jones, Vice President, Chief Communications Officer; Tallahassee Memorial Hospital
- Shalene Parker, Human Resources, One Loan Place
- Crissy Phillips; One Loan Place
- Mark Robinson, CEO of Capital Regional Medical Center
- Christina Rook, Vice President of Operations, One Loan Place
- Ricardo Schneider, President & CEO, Danfoss Turbocor
- Sabrina Torres, Marketing Coordinator; DOMI Station
- Micah Widen, Co-Founder & CEO, DOMI Station

Facilitated Discussions

- Blueprint 2020 Citizen Advisory Committee
- FAMU Small Business Development Center Businesses (approximately 50 people)
- DOMI Station Working Group Session with Entrepreneur Community (approximately 40 people)
- Innovation Park Businesses, Researchers and Leaders Listening Session (approximately 40 people)
- Non Profit Organizations Listening Session (approximately 40 people)
- Homebuilder, Commercial Real Estate Development and Realtor Listening Session (approximately 30 people in attendance)

- Breakout session at the Tallahassee Chamber of Commerce Annual Meeting (approximately 150 people)

Addendum 2. Community Survey Results

Question 1:

From an economic development standpoint, where do you see Tallahassee/Leon County in five years? (Check all that apply.)

Answer Options	Response Percent	Response Count
Maintaining the balance between quality of life and the types of businesses that it chooses to grow, expand and recruit.	64.9%	464
Home to new, larger companies beyond universities, non-profits and state government.	37.6%	269
Supportive of entrepreneurialism and entrepreneurs.	53.0%	379
A community that has the ability to build, spin off and sustain tech businesses throughout the county.	31.6%	226
A robust region that embraces collaborating with the counties surrounding it.	33.4%	239
Other (please specify)	19.4%	139
answered question		**715**
skipped question		**0**

Question 2:

On a scale from 1 (not a strength) to 5 (substantial strength), please rate what you see as the community's greatest strengths in attracting new businesses.

Answer Options	1-Not a strength	2	3	4	5-Substantial strength	Response Count
Affordability	54	92	234	221	101	702
Ease of doing business	70	142	273	164	46	695
Workforce talents	30	78	199	247	153	707
Quality of Life	12	45	142	252	256	707
Tax Environment	88	139	275	140	50	692
Connectivity – location, traffic and roadways	115	146	229	162	54	706
Access to state government	33	50	152	182	286	703
Supportive of entrepreneurs and small business	61	120	240	206	72	699
Technology Infrastructure	62	148	301	142	38	691
Other (please specify)						61
answered question						**715**
skipped question						**0**

Question 3:

How comfortable are you with the recruitment and growth of new industry and businesses to the community? Industries and businesses such as magnetic technologies, IT, life sciences, financial and professional services, logistics and distribution (along the I-10 corridor) and advanced manufacturing.

Answer Options	Response Percent	Response Count
Extremely positive	21.7%	155
Positive	34.5%	247
Neither positive nor negative	22.0%	157
Negative	9.8%	70
Extremely negative	2.5%	18
Other (please specify)	9.5%	68
answered question		**715**
skipped question		**0**

Question 4:

What type of businesses do you want to see in Tallahassee/Leon County? (Check all that apply.)

Answer Options	Response Percent	Response Count
Advanced Manufacturing/Light industry (magnetic technologies, distribution/warehousing operations, advance manufacturing, research & development, etc.)	62.0%	443
Service providers (medical, financial, higher education, etc.)	57.8%	413
Back-office type operations (call centers, accounting, financial services, etc.)	34.0%	243
Tourism-related industries	43.1%	308
Home-grown/local entrepreneurial businesses	80.8%	578
Agriculture	39.4%	282
Other (please specify)	14.0%	100
answered question		**715**
skipped question		**0**

Question 5:

On a scale from 1 (not a barrier) to 5 (substantial barrier), please rate what barriers you believe are currently impeding growth for the city/county.

Answer Options	1-Not a barrier	2	3	4	5-Substantial barrier	Response Count
Lack of workforce	135	184	182	107	53	661
Quality of workforce/Inability to retain qualified workers	83	145	184	160	91	663
Restrictive regulatory environment	91	153	197	120	92	653
Crime and personal safety	66	130	181	167	122	666
Ability to easily and affordably get in and out of Tallahassee	54	67	125	168	251	665
Lack of desire by residents to see the community grow	95	137	185	150	100	667
High cost of living	101	179	213	108	61	662
Concerns about progress impacting the current quality of life	73	117	232	147	98	667
Education/Quality of Schools	187	165	157	103	53	665
					Other (please specify)	91
					answered question	**677**
					skipped question	**38**

Question 6:

What are your thoughts on ways you see the city/county growing and who should be involved in this process?

Answer Options	Response Count
	410
answered question	**410**
skipped question	**305**

OEV has complete responses

Question 7:

In a number of interviews with community leaders and organizations, the issue of retaining talent – specifically college graduates – in the area needs to be addressed. What do you believe are the biggest challenges to retaining that talent? (Check all that apply.)

Answer Options	Response Percent	Response Count
Lack of affordable housing	33.1%	224
Lack of entertainment options that appeal to a younger demographic	44.5%	301
Lack of jobs with upward mobility	81.7%	553
Lack of support for recent graduates to start their own business	41.9%	284
Lack of awareness of what the community has to offer	59.2%	401
Other (please specify)	23.3%	158
	answered question	**677**
	skipped question	**38**

Question 8:

What is the highest level of school you have completed or the highest degree you have received?

Answer Options	Response Percent	Response Count
Less than high school degree	0.1%	1
High school degree or equivalent (e.g., GED)	3.7%	25
Some college but no degree	11.2%	75
Associate degree	7.9%	53
Bachelor degree	35.0%	235
Graduate degree	42.0%	282
	answered question	**671**
	skipped question	**44**

Question 9:

What is your age?

Answer Options	Response Percent	Response Count
Under 18	1.3%	9
18 - 29	16.8%	113
30 - 44	29.8%	200
45 - 59	26.2%	176
60+	25.8%	173
	answered question	**671**
	skipped question	**44**

Question 10:

Which race/ethnicity best describes you? (Please choose only one.)

Answer Options	Response Percent	Response Count
White / Caucasian	72.0%	482
Black or African American	17.6%	118
Hispanic	3.1%	21
Asian	1.0%	7
Prefer not to answer	7.3%	49
	answered question	**669**
	skipped question	**46**

Tallahassee Chamber Survey Results

Question 1:

From an economic development standpoint, where do you see Tallahassee/Leon County in five years? (Check all that apply.)

Answer Options	Response Percent	Response Count
Maintaining the balance between quality of life and the types of businesses that it chooses to grow, expand and recruit.	68.2%	103
Home to new, larger companies beyond universities, non-profits and state government.	51.7%	78
Supportive of entrepreneurialism and entrepreneurs.	64.2%	97
A community that has the ability to build, spin off and sustain tech businesses throughout the county.	41.7%	63
A robust region that embraces collaborating with the counties surrounding it.	36.4%	55
	answered question	**148**
	skipped question	**3**

Question 2:

On a scale from 1 (not a strength) to 5 (substantial strength), please rate what you see as the community's greatest strengths in attracting new businesses.

Answer Options	1-Not a strength	2	3	4	5-Substantial strength	Response Count
Affordability	5	17	47	38	30	137
Ease of doing business	8	19	55	31	15	128
Workforce talents	0	15	43	45	30	133
Quality of Life	5	2	16	42	75	140
Tax Environment	9	20	62	25	9	125
Connectivity – location, traffic and roadways	10	19	45	42	16	132
Access to state government	2	11	28	34	57	132
Supportive of entrepreneurs and small business	4	5	44	50	30	133
Technology Infrastructure	8	12	55	31	14	120
					answered question	**147**
					skipped question	**4**

Question 3:

How comfortable are you with the recruitment and growth of new industry and businesses to the community? Industries and businesses such as magnetic technologies, IT, life sciences, financial and professional services, logistics and distribution (along the I-10 corridor) and advanced manufacturing.

Answer Options	Response Percent	Response Count
Extremely positive	15.9%	24
Positive	51.0%	77
either positive nor negative	23.2%	35
Negative	7.9%	12
Extremely negative	0.0%	0
	answered question	**148**
	skipped question	**3**

Question 4:

What type of businesses do you want to see in Tallahassee/Leon County? (Check all that apply.)

Answer Options	Response Percent	Response Count
Advanced Manufacturing/Light industry (magnetic technologies, distribution/warehousing operations, advance manufacturing, research & development, etc.)	69.5%	105
Service providers (medical, financial, higher education, etc.)	31.8%	48
Back-office type operations (call centers, accounting, financial services, etc.)	45.0%	68
Tourism-related industries	78.1%	118
Home-grown/local entrepreneurial businesses	23.8%	36
Agriculture	23.2%	35
	answered question	**147**
	skipped question	**4**

Question 5:

In a number of interviews with community leaders and organizations, the issue of retaining talent – specifically college graduates – in the area needs to be addressed. What do you believe are the biggest challenges to retaining that talent? (Check all that apply.)

Answer Options	Response Percent	Response Count
Lack of affordable housing	23.2%	35
Lack of entertainment options that appeal to a younger demographic	37.1%	56
Lack of jobs with upward mobility	60.3%	91
Lack of support for recent graduates to start their own business	12.6%	19
Lack of awareness of what the community has to offer	70.9%	107
	answered question	**145**
	skipped question	**6**

Question 6:

On a scale from 1 (not a barrier) to 5 (substantial barrier), please rate what barriers you believe are currently impeding growth for the city/county.

Answer Options	1-Not a barrier	2	3	4	5-Substantial barrier	Response Count
Lack of workforce	36	32	35	13	8	
Quality of workforce/Inability to retain qualified workers	15	26	49	21	16	
Restrictive regulatory environment	13	24	34	31	18	
Crime and personal safety	14	30	31	27	24	
Ability to easily and affordably get in and out of Tallahassee	9	14	25	27	58	
Lack of desire by residents to see the community grow	23	27	34	25	16	
High cost of living	23	40	39	16	3	
Concerns about progress impacting the current quality of life	20	45	36	17	4	
Education/Quality of Schools	52	39	16	12	5	
					answered question	**144**
					skipped question	**6**

Question 7:

What is the highest level of school you have completed or the highest degree you have received?

Answer Options	Response Percent	Response Count
Less than high school degree	0.0%	0
High school degree or equivalent (e.g., GED)	0.7%	1
Some college but no degree	4.0%	6
Associate degree	4.0%	6
Bachelor degree	46.4%	70
Graduate degree	40.4%	61
	answered question	**143**
	skipped question	**7**

Question 8:

What is your age?

Answer Options	Response Percent	Response Count
Under 18	0.7%	1
18 - 29	7.9%	12
30 - 44	34.4%	52
45 - 59	39.1%	59
60+	12.6%	19
	answered question	**142**
	skipped question	**8**

Question 9:

Which race/ethnicity best describes you? (Please choose only one.)

Answer Options	Response Percent	Response Count
White / Caucasian	78.8%	119
Black or African American	9.9%	15
Hispanic	2.0%	3
Asian	2.0%	3
Prefer not to answer	1.3%	2
	answered question	**141**
	skipped question	**9**

Addendum 3. Magnetic Technologies Targeted Plan

Tallahassee, Florida USA

"World Capital of Magnetic Technologies"

Tallahassee Economic Development
&
"World Capital of Magnetic Technologies"

Ambition

- Have a clear and ambitious **Vision** to expand an **Ecosystem** with a **Unique Value Proposition** to successfully create high paying **Jobs** and attract **High Tech Companies** for research, development, and manufacturing. A strong Ecosystem will accelerate related services and support businesses.
- We can expand the existing ecosystem around our unique differentiation:
  - The leading **Magnetic Laboratory** in the world with incomparable **infrastructure** and the highest **intellectual competences** in magnetic technologies and super conductors **(MagLab)**
  - **FSU's** state-of-art **laboratories** such as Material Science, Power Electronics, and Aerodynamics
  - The pioneer and global leader in **Oil Free Magnetic** HVAC compressors, Danfoss Turbocor
- We must build on our field of expertise and stay focused on attracting businesses that are related to **Magnetic Technologies.**
- With a **"Rifle Focus Strategy"** we have a better chance at winning when we are competing with other high technology hubs like Palo Alto, Boston, Austin, etc.

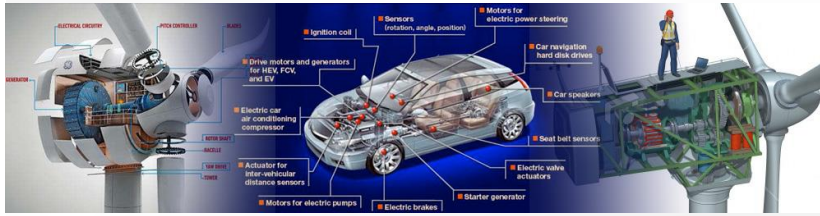
Critical Success Factors

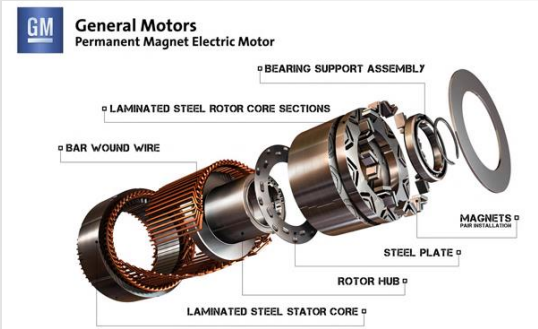
- **Align** the community (FSU, Business Community and Public Sector) around a clear and ambitious **Vision**.
- Define a focused **Strategy** to successfully attract companies related with magnetic technologies.
- A detailed **Road Map & Process** with clear, short term and long term milestones.
- Build an **Organization** with the **skills and capability** to execute this strategy with clear **accountability**.
- Fully **transparent** and **uncomplicated** structure, including a small advisory board from the Business Community and FSU.

Local Leaders that support the proposal:

- John Thrasher – President Florida State University
- Gary K. Ostrander - Vice President for Research at Florida State University
- Steve Evans - IBM Executive (retired)
- Kim Williams – Business Owner Marpan
- David Loveless – Consultant and Chair of the Tallahassee Vistage Group
- Rob Atkisson – Business Owner Tribe Investments - Moe's Southwest Grill
- Laura Johnson – Business Owner & President of Coton Colors
- Eric Sharkey – President of Residential Elevators
- Ned Bowman – Director at FL Petroleum Market and Convenience Store Association
- Ricardo Schneider – Danfoss Turbocor – President

Applied Magnetic Technologies:





Information Technology

Electronics

Communication technology

High Frequency Magnetic Materials

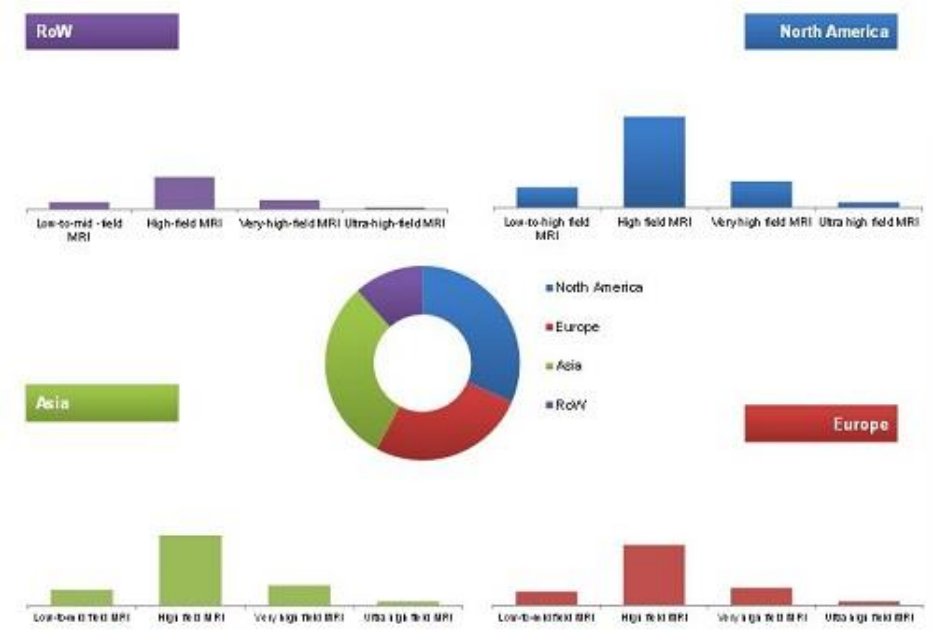
Industrial

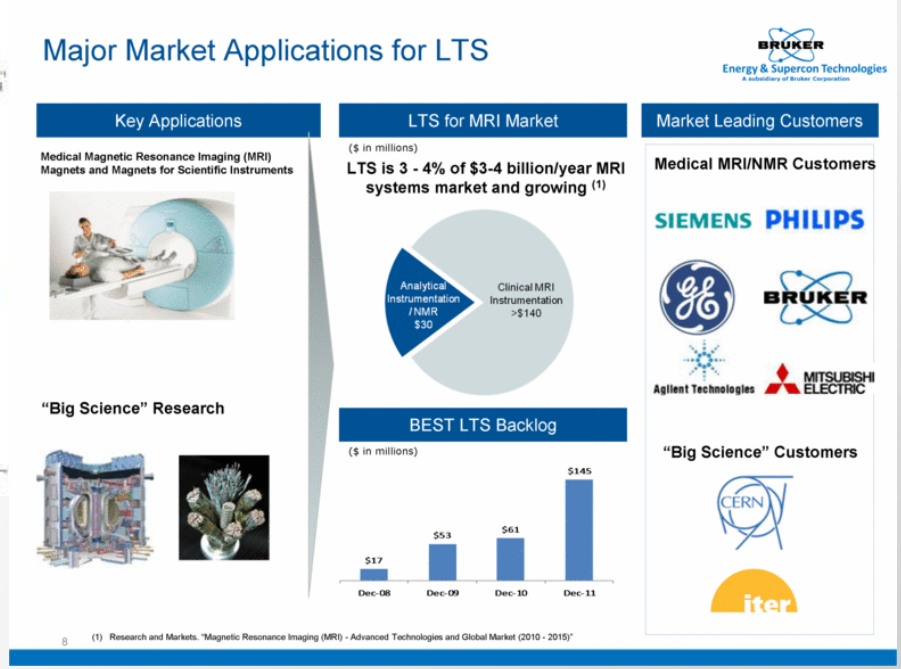
Telecom Infrastructure

Military

Example Target Companies - Medical MRI:

- GE Healthcare (U.K.), Hitachi Medical Corporation (Japan), Philips Healthcare (Netherlands), Siemens Healthcare (Germany), and Toshiba Medical Systems (Japan).





http://www.9dresearchgroup.com/market-analysis/magnetic-resonance-imaging-scanners-market-2015-global-industry.html

Gray Swoope
Gray.Swoope@visionfirstadvisors.com

Melissa Medley
Melissa.Medley@visionfirstadvisors.com

Nancy Blum-Heintz
Nancy.Heintz@visionfirstadvisors.com

Molly Pflanz
Molly.Pflanz@visionfirstadvisors.com

SouthWood One
3800 Esplanade Way, Suite 195
Tallahassee, Florida 32311
(850) 558-6910

•••

Griff Salmon
Griff.Salmon@visionfirstadvisors.com

941 Morse Boulevard, Suite 100
Winter Park, Florida 32789
(407) 775-2960

32656020v1