

**BOARD OF DIRECTORS  
MEETING**

February 18, 2021

1:00 pm

City Commission Chambers

**Chair: Diane Williams-Cox**

**Office of Economic Vitality Workshop Agenda**

**I. WORKSHOP MODIFICATIONS** Page

**II. WORKSHOP ITEMS**

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| 1. | Tallahassee-Leon County's Role in the Pathways to Promoting Job Creation over the Past Decade, Currently, and During the Next Five Years | <b>3</b>  |
| 2. | Tallahassee-Leon County Long Term Economic Development Strategic Plan and Report on the Actions of the Office of Economic Vitality       | <b>15</b> |

**III. CITIZENS TO BE HEARD [NON-AGENDA ITEMS]**

**In Person:** Citizens desiring to speak must fill out a Speaker Request Form. The Chair reserves the right to limit the number of speakers or time allotted to each.

**Written Comments:** Please provide written public comment by emailing [Comments@BlueprintIA.org](mailto:Comments@BlueprintIA.org) until 5 p.m. on February 17, 2021. This will allow ample time for comments to be provided to the IA Board in advance of the meeting. Comments submitted after this time will be accepted and included in the official record of the meeting.

**Live Comments Via WebEx:** If you wish to provide comments live during the IA Board meeting via WebEx, please register to join at this

[link](#), by 5 p.m. on February 17, 2021, and WebEx meeting access information will be provided to you via email. Speakers are limited to 3 minutes; please address all items of interest within your 3 minutes.

#### **IV. ADJOURN**

NEXT BOARD OF DIRECTORS MEETING: February 18, 2021 at 3:00 PM

In accordance with the Americans with Disabilities Act and Section 286.26, Florida Statutes, persons needing a special accommodation to attend this meeting should contact Susan Emmanuel, Public Information Officer, 315 South Calhoun Street, Suite 450, Tallahassee, Florida, 32301, at least 48 hours prior to the meeting. Telephone: 850-219-1060; or 1-800-955-8770 (Voice) or 711 via Florida Relay Service.

# **Blueprint Intergovernmental Agency Board of Directors Workshop Item #1**

**February 18, 2021**

<b>Title:</b>	Tallahassee and Leon County's Public Policy Role and Pathways to Job Creation
<b>Category:</b>	Workshop Item
<b>Intergovernmental Management Committee:</b>	Vincent S. Long, Leon County Administrator Reese Goad, City of Tallahassee Manager
<b>Lead Staff / Project Team:</b>	Benjamin H. Pingree, Director, Department of PLACE Cristina Paredes, Director, Office of Economic Vitality Drew Dietrich, Deputy Director, Office of Economic Vitality Richard Fetchick, Business Intelligence Manager, Office of Economic Vitality

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## **STATEMENT OF ISSUE:**

This workshop item provides the Blueprint Intergovernmental Agency Board of Directors (IA Board) with a report on local governments' public policy role and multiple pathways toward stimulating job creation and a vibrant local economy.

## **EXECUTIVE SUMMARY:**

At the January 25, 2021, Leon County Strategic Planning Retreat, the County Commission requested a workshop item exploring the pathways to job creation, specifically the public policy decisions that lead to job creation, and the process for which these decisions are considered by elected policymakers. In advance of the IA Board's strategic planning workshop on economic vitality, this item offers a broader perspective on matters related to job creation that may also inform future economic development strategies.

The supplemental information highlights the efforts and decisions of the County and City Commissions as well as the IA Board regarding strategic planning, public policy priorities, and major public investments. From there, the pathway to job creation is realized through investments in public infrastructure with an emphasis on placemaking and quality of life; thereby catalyzing private sector investments and government support services including economic incentives made available to the private sector. This item presents details regarding the foundation that local governments create towards economic vitality and job creation beyond the Office of Economic Vitality's efforts.

The subsequent workshop item provides an in-depth report on the actions and accomplishments of the long-term economic vitality strategic plan, which includes information on jobs created and retained and achievements by OEV under the IA Board's policy guidance partnership with numerous regional economic development co-creators.

## **FISCAL IMPACT**

There is no fiscal impact associated with this item.

## **SUPPLEMENTAL INFORMATION:**

The role of local government in stimulating job creation stems from the direction and decisions made by elected policymakers in setting the strategic direction of their respective organizations. The strategic direction and public investment decisions that lead to local job creation include a broad spectrum of policy areas including planning, zoning, regulation, and taxation. These main priority areas then influence and empower decision-making across the private sector to benefit local commerce and economic vitality.

Very unique to and specifically targeted for the enhancement of our community, the Blueprint 20-year plan and the Economic Development Strategic Plan are policy documents that lead to economic growth and are guided by Intergovernmental Agency decisions. Since 2004, Blueprint projects have invested \$550 million in building community infrastructure, preserving sensitive lands, and creating new public spaces throughout Leon County. Blueprint 2020 policy creates 27 projects, 15 of which will be underway by 2025 for an estimated \$200 million investment into local improvements. The Economic Development Strategic Plan pursues job creation through six core strategies: Business Formation, Business Recruitment, Business Retention & Expansion, Technology Transfer & Commercialization, the Creative Economy, and Talent Pipeline. All of these areas involve actions dedicated to preserving and growing the job base. As stated previously, a subsequent workshop item provides an in-depth report on the actions and accomplishments of the long-term economic vitality strategic plan, which includes information on jobs created and retained.

The work of both the County and City Commissions is focused on creating a high quality of life, a safe and vibrant community for all citizens, and a diverse and robust economy. Toward that goal, both the City of Tallahassee and Leon County maintain a Strategic Plan that guides respective decisions on hundreds of items each year. The City's priorities include economic development, addressing poverty, public infrastructure, public safety, and quality of life enhancements. The County's strategic priorities include the economy, environment, and quality of life. While the economy figures into both documents, decisions across all areas affect attracting and retaining talented residents and businesses, which create jobs. Both the County and the City focus their priorities on initiatives and actions that directly impact the efforts to attract/retain talent through enhancements of quality life projects and major infrastructure projects that directly support businesses, attract private investment, and have long-term economic benefits.

Multi-benefit public infrastructure improvements, such as storm water-recreation parks, multi-modal transportation, and leisure corridors, and a convention center are among job-creating changes programmed via these programs to enhance the built environment. The resulting positive impacts act to enhance each other's benefit as well, wherein the whole becomes greater than the sum of its parts. Additionally, these improvements are supported by partner co-creators of economic development, from higher education institutions, to private businesses.

In the extensive outreach conducted to inform the five-year economic development strategic plan, respondents listed Diversity, Quality of Life, a Strong Creative Class, Infrastructure, and Social Services among the community's strengths. Business input listed entrepreneurial development, quality education, small business development, quality infrastructure, and amenities & natural resources among Tallahassee-Leon County's top assets. Coordinated planning and investment responses – such as the high tech incubator pledge of \$2.5 million and \$200 million in upcoming Blueprint amenities – are underpinned by policy strategy in the City, County, and OEV plans. For instance, the City of Tallahassee Strategic Plan Objective 7A is to *Maintain a safe, accessible, well-maintained network of parks, recreational facilities, greenways, and trails*. Leon County Priority Q6 is to *Promote livability, health, and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people*. And OEV Strategy e.2 includes *Communicating an identity representing Tallahassee-Leon County's full creative community offering [and] Utilizing the unique identity points to enhance the business and tourism brands of Tallahassee-Leon County*.

Quality of life can be described as a desirable environment to work, live, and recreate. Studies have shown that communities with a high quality of life typically attract talented individuals to live there. Thus, increased business investment follows – examples include Greenville, South Carolina, Boulder, Colorado, and Austin, Texas. A 2010 Knight Creative Communities Study found that Aesthetics, Openness, and Social Offerings – all quality of life characteristics – are the top three metrics correlated to resident's attraction to a place. Work-life balance is increasingly cited as a reason for workforce attraction and growth, as skilled workers choose their employer based on geography and the inherent amenities found in that community. PLACE policies, in concert with local partners such as KCCI, Choose Tallahassee, COCA, Visit Tallahassee, the local Chambers, and others, have incited major enhancements to the quality of life in our community and brand Tallahassee-Leon County as a place not just to work, but to live and enjoy a wide range of amenities. This focus on community enhancement reflects a commitment to providing a well-rounded business ecosystem that not only attracts talent but retains it as well.

The next section of this item focuses primarily on the major infrastructure investments through public funds, how the private sector follows closely behind public investments by creating new job opportunities and further expanding our local economy.

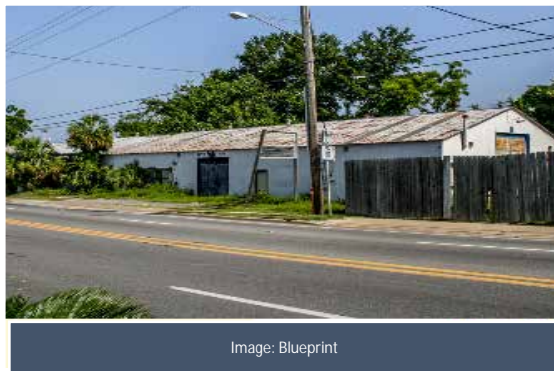
## Investment in Public Infrastructure Catalyzes Private Sector Investments

Coordinated planning and investment, most specifically related to infrastructure, informs countless local government capital infrastructure projects; highlighted here are just three projects: Gaines Street, Cascades Park, widening of Mahan Drive, and Domi Station incubator. In these instances, the County and City's investment into major infrastructure directly leads to private investment, often exceeding a 10:1 return on investment, thus multiplying public benefit as led by government but fueled and fully maximized by a strengthening private sector.

In our community, PLACE joins three agencies –the Tallahassee-Leon County Planning Department, Blueprint Intergovernmental Agency, and the Office of Economic Vitality. These three agencies “lay the groundwork” for new economic activity. The relationship between the three agencies and constitutes a pathway to job creation. In essence, when planning gets effectively done, and when major infrastructure activities happen (roads, storm water improvements, parks) and a sense of place is created, it catalyzes private investment, job creation and spurs economic vitality. The three examples below directly speak to local employers' feedback who believe in the importance of quality infrastructure, cultural amenities, and maintaining the quality of life that attracts and retains talent.

### *Gaines Street*

One of the first recent comprehensive redevelopment projects that connect planning, infrastructure funding, multi-jurisdictional coordination, and space activation led by the private sector occurred around the Gaines Street Corridor. Under the City and County



guidance, the Planning Department worked in advance of the investment phase to ensure that mid-to-high intensity, walkable development would be allowable by-right on the corridor. The total amount of public sector investment was \$33 million from the City, County, State and Community Redevelopment Area (CRA) to improve roadways, widen sidewalks, added trees and art in the right-of-way, and make drainage improvements. Residential was one of the first benefits to come online and take advantage of the walkability to downtown jobs

and was quickly followed by commercial investments such as the Renaissance Hotel, Hotel Indigo, College Town, Publix Greenwise, Freightyard, Hampton Inn, Domi Station, restaurants and retail. The vibrant area has rapidly become a destination for students, young professionals, out-town visitors, and residents.

The Gaines Street project has catalyzed over \$500 million in private sector investment today and resulted in a thriving new center of activity between the two major universities.



More public sector projects are planned within a few miles of this area, such as the widening of FAMU Way and Cascades Trail, both of which are an attraction to bikers, walkers, and runners – again creating a sense of place. This specific development was highlighted in 2018 as the best example of local redevelopment by Gil Penalosa, CEO of 8-80 communities: an internationally renowned leader of redeveloping vibrant, inclusive, and diverse communities.

### *Cascades Park*

Another example of private sector investment directly following public sector infrastructure investment is the Cascades Park project. Approximately \$33 million

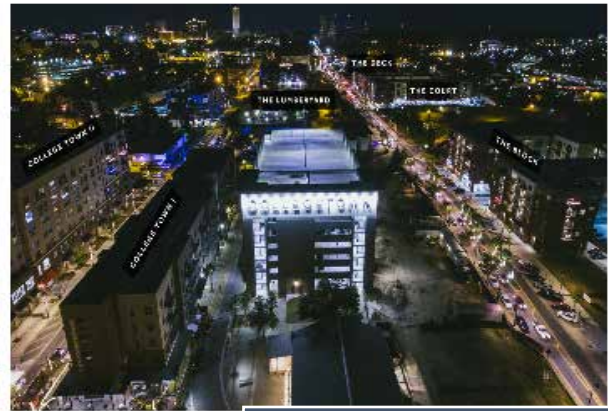


Image - North American Properties



Image: Blueprint

of sales tax funding was allocated to transform from an access-restricted drainage site into a Tallahassee central park. In so doing, a former brownfields site was transformed into the award-winning storm water treatment and recreation facility it is today, including home to an amphitheater used to host major concerts, cultural/arts festivals, and community events. This purposeful public investment attracted North American Properties, including a hotel, condominiums, town-homes, apartments, and retail & foodservice spaces. A 2017 study by the FSU Center for Economic Forecasting and

Analysis estimates that 2,900 direct/indirect/induced jobs will be created for a total economic impact of over \$350 million.

The investment of a pedestrian walking bridge has served to connect Cascades to the South Monroe/Adams Street area. This area has also seen a similar revitalization with the opening of Happy Motoring, Lucky Goat Coffee, Vale Innovation, Proof, and the new SOMO Walls projects. It is anticipated that the future Blueprint project focused on placemaking and walkability in this area will continue to promote economic growth. In summary, the Cascades project was a \$33 public sector investment that solved stormwater issues, provides recreational and entertainment opportunities that serve as a key attraction, and directly leads to a 1 to 10 return on investment.



Image: North American Properties, PLACE - Office of Economic Vitality

### *Mahan Drive*

In 2013, the Florida Department of Transportation expanded the road from a two-lane to a four-lane facility. The expansion project included sidewalks, multi-use paths, and enhanced landscaping funded by \$4.8 million from sales tax dollars and leveraged \$19.5 million from the state/federal government. The project provides multi-modal connectivity and improved aesthetics along the corridor stretching from Dempsey Mayo Road east to the I-10 interchange. The stormwater management facilities and node development along the corridor preserved the tree-lined roadway and created a recreational amenity in the roadway's multi-use trails. This enhanced and widened roadway serves as an arterial roadway, which serves a dual role as an attractive gateway into the Tallahassee community and as a major traffic corridor for moving both people and goods. As with the previous examples, private sector investment has also followed this infrastructure investment. Since the widening of Mahan Drive, a new county library, housing developments, assisted living facilities, and large commercial retailers (Costco, Bass Pro, Walmart, CMX) and other restaurants and retail have all invested in this corridor, creating hundreds of jobs and new housing opportunities. Significant growth has also occurred in the Summit East Technology Park on the other side of I-10 since the completion of this widened corridor with new offices for companies such as FedEx, Senior Life, and several insurance companies. This technology park now has over 28 companies supporting 1,000 employees.

### *Domi Station*

On October 29, 2013, Leon County entered into a public-private partnership with Domi Education Inc. (Domi) to operate an urban business incubator program in a County-owned warehouse that formerly housed election equipment. Other significant partners included Florida State University (FSU) and Florida A&M University (FAMU). On May 22, 2014, the Domi incubator facility, also known as Domi Station, held its Grand Opening and has been in operation ever since. Leon County provides a sub-market rate lease, and OEV has funded numerous programs at the incubator, which have resulted in successful graduate companies and acquisitions. Domi regularly collaborates with many partners to support the entrepreneurial community and cultivate an environment for job creation. Domi's mission is to create an environment where high-growth entrepreneurs can develop sustainable companies by providing education programs, mentoring, resources, and coworking space. In partnership with the Office of Economic Vitality (OEV) and other community partners, Domi also provides entrepreneurs business services to cultivate successful businesses. Since Domi formed as a 501(c)3 in 2013, Leon County has directly invested \$408,000 to support the incubator and coworking space development. The County's overall investment has included \$250,000 in improvements to the County-owned warehouse facility and the funding of the

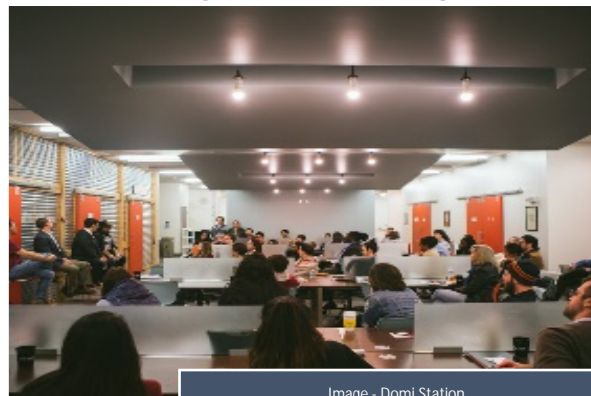


Image - Domi Station



extension, installation, and ongoing service of high-speed fiber, as well as sponsorships for entrepreneurial events and programming. Domi also received \$40,000 through the CARES Act, which the incubator used to install COVID-19 safety equipment, expand online mentorship, and increase enrollment in its Gear Up and Ascend startup education programs.

As a direct result of this partnership and investment, Domi has supported over 200 business start-ups, served over 500 coworkers, and hosted or organized more than 800 events to date. In its six-plus years, Domi has successfully supported companies through critical stages of the entrepreneurial process with an overall direct, indirect, and induced economic impact (calculated by FSU Center for Economic Forecasting and Analysis) of the incubator and its businesses of \$109.5 million in economic output, 942 jobs, and \$39.4 million in wages.

Over the next 20 years, Blueprint capital projects can be found in areas with Future Land Uses programmed for Central Core, Central Urban, Activity Center, and Suburban categories – all of which can accommodate growth patterns. There are over twenty Blueprint 2020 infrastructure projects and several city/county projects (redevelopment of Northwood Mall and Police Headquarters, Apalachee Regional Park, and International Arrivals Facility at the Airport) in various stages of project development throughout the entire county, which are anticipated to have \$1.2 billion economic impact to our community. This figure does not take into consideration the private sector investment that the above examples have shown follows major infrastructure projects.

As mentioned above, investment in the quality of life infrastructure will continue via City, County, and Blueprint projects. The new Tallahassee Police Headquarters will master plan and revitalize the Northwood Mall Center. The County is pursuing a massive facelift for the historic Amtrak Station to become a visitor center. Blueprint projects will inject \$200 million into fifteen projects over five years. OEV projects will include \$12.5 million allocated to FAMU University's Bragg Stadium and Innovation Park's North Florida Innovation Labs for major amenity improvements. Both of these expenditures lead to the attraction and retention of talent. The Innovation Park incubator will generate \$20.5 million in total economic output between construction and permanent operation. It is projected to create 639 high-skill jobs in the technology and manufacturing sectors. The FAMU Stadium renovation is expected to bring in \$7.3 million in outside visitor spending yearly and a total economic output of \$26 million.

### **Services to Support Private Sector Investments**

The following section hones in on the County and the City's support services to support and coordinate the private sector's growth, including permitting and design services, education and talent pipeline, and economic development assistance through site selection and incentives.

### *Permitting and Design Services*

Both Tallahassee Growth Management (GM) and Leon County Developmental Services and Environmental Management (DSEM) work to optimize permitting timelines, attracting new investment and development opportunities into the community. Both offices have been directed to ensure that permitting is competitive while meeting public safety and environmental protection needs. These offices' primary mission is to provide the continued vitality of both the built and natural environments by promoting awareness and compliance within the adopted growth management regulations. The regulatory policies create a balanced framework, understood by all citizens, through which our community can maintain our quality of life, redevelopment, and grow sustainability. Staff ensures prompt, timely, and transparent efficiency in providing these services. Both offices focus on customer service, offering value-added professional guidance and technical resources, and ensuring efficiency and clarity at every development process stage. To that end, and because the permitting process can often be lengthy, County and City growth management departments provide pre-submittal meeting to assist small and large developers in the execution of their projects. These pre-meetings allow both parties to troubleshoot areas from fire, trash, sewer, water, roadway access, heights, setbacks, and more.

In addition, within the Planning Department, the DesignWorks team provides a professional urban design team that strives to balance vision and reality, aesthetics and function, heritage and change, make people-centered places that are sustainable and enhance the property values surroundings. This team takes on special projects, such as the Downtown Wayfinding sign system, Design Guidelines, and placemaking throughout the City and County. Citizen participation can lead to design concepts that incubate in the DesignWorks studio before being developed and executed by other departments or private sector practitioners. The DesignWorks team is often in attendance at the pre-submittal meetings, and their participation often can alleviate thousands of dollars in costs from missing deadlines and unnecessary delays. Over the five years since the office's inception, it has assisted in 531 private sector projects, with an estimated total value to the private sector of over \$2.04 million. Despite the impacts of the 2020 pandemic, DesignWorks tabulated 130 instances of private sector project assistance. According to their calculations, these services amounted to over \$500,000 in private sector savings (primarily via permit process delay avoidance). As such, local business expansions and prospective competitive recruitment projects both benefit from site design services.



### *Education and Talent Pipeline*

From growing a talent pipeline from K-12, providing a safe and rewarding educational experience for their children, employers are keenly focused on the educational resources,

assets, and programs found in communities. To attract top-level talent and recruit the next wave of new talent, communities must ensure their K-12 systems are well positioned to meet this challenge. OEV works closely with Leon County Schools, FSU, FAMU, TCC, and Lively Technical Institute to emphasize the importance of education to the business community, and further illustrate its relevance to job creation. A community-wide commitment to education is paramount to Tallahassee-Leon County's success in this regard. The results have been shown, in such examples as being the 17<sup>th</sup> most educated community in the United States (WalletHub, 2020).

Although Tallahassee-Leon County has traditionally maintained a strong employment base, upward mobility has been cited as a continued community concern. As it relates to local employers who seek to hire, the barrier that typically exists is one of skillset. The available workforce either lacks training in specified fields, or their existing skillset does not match current or future employment needs. In collaboration with TCC, Lively, and CareerSource (among others), OEV continually engages the private sector and training providers to develop programs and pathways to upskill and re-skill our existing labor force and create new talent pipelines in the emerging workforce from Leon County schools. The County, City, and OEV actively engages our educational ecosystem, CareerSource Capital Regional (local workforce board), and support our local institutions' efforts to help pave the way for increased talent development and recruitment. Examples of these collaboration efforts include but are not limited to the Career Pathways Council, LeonWorks, Florida-Georgia Workforce Alliance, creation of the Big Bend Manufacturing Association, and connecting businesses to CareerSource for workforce needs.

#### *Economic Development Assistance through Site Selection and Incentives*

A core tenet of local governments' competitive economic development focus, implemented through OEV, is on marketing, attraction, and local incentives. Governing Magazine describes economic development and job creation as "fiercely competitive... [and] there is no silver bullet when it comes to consistently securing corporate investment." (2017). With this caveat, the report details five best practices to succeed:

- Align key stakeholders around a common vision
- Know and develop your available sites and buildings
- Assume the role of gatekeeper
- Implement a business retention program
- Benchmark

OEV, under the policy guidance of the IA Board, implements these five best practices via the six policies and three crosscutting strategies of its strategic plan. As noted previously, the subsequent workshop item provides an in-depth report on the actions and accomplishments of the long-term economic vitality strategic plan.

OEV acts as business marketing and attraction ambassadors for the area, supply ombudsman services to local businesses, collaborate on workforce development initiatives and assist entrepreneur ecosystem partners and entrepreneurs. OEV highlights Tallahassee-Leon County's unique assets and communicates these assets' value proposition to prospective employers looking to relocate or do business in our community. This is a 24/7 effort, in which OEV casts a wide net of outreach, connecting

with a diverse array of companies, ranging from science-based start-ups to Fortune 500 advanced manufacturing operations.

Frequent, in-depth, and personalized communication is a major emphasis of OEV to ensure that these companies have the information they need in a timely manner that reflects their unique business proposition and how it aligns with the assets found with Tallahassee-Leon County. OEV's comprehensive site selection resources provide a wealth of experience and capabilities to support businesses every step of the way, including customized data and marketing reports. Through the site selection process, a company is assigned to a business development manager as a single point of contact to provide the critical technical assistance necessary to guide a company through OEV programs and incentives. A robust database of available warehouse, industrial and office buildings, and more to build to suit options is also maintained to assist a growing company quickly. These services optimally result in qualified leads, in which a business considering location or expansion in multiple locations works with the OEV team to assemble a performance-driven incentive package that will "land" the company locally. The most recent example of this included a negotiated incentive agreement with Danfoss that will lead to 239 new jobs over the next ten years.

The next workshop item, OEV Strategic Planning Status Report, builds on the detail presented in the above section, reporting specific impacts over the past five years. The OEV goals, objectives, incentives, and programs arise from the broader government platform described in this item with additional detail on the step-by-step implementation of the economic development strategic plan.

## CONCLUSION

This workshop item explored the pathway to job creation that is realized through investments in public infrastructure, with an emphasis on placemaking and quality of life, thereby catalyzing private sector investments and government support services including economic incentives made available to the private sector. Most specifically, implemented through the Blueprint 2020 plan, the OEV Strategic Plan, and the City and County Strategic Priorities. Through these policies, hundreds of millions of dollars in spending and investment contribute to the region's private GDP, which is driven by the private sector. In 2018 (most recent data), the private sector contributed 73% of the total GDP. As such, business and private investment attraction and retention are vital to the community's overall economic health.

Elected policymakers for the IA, County, and City set strategic priorities that create direct services, procurement, and multi-benefit projects, which positively impact job creation. Gaines Street, Cascades Park, Mahan Drive, and Domi Station provide examples of place-based, multi-disciplinary policy in action where public investment rehabilitates an area and drives private sector investment.

Local employer feedback on the importance of numerous policies to support job creation as well as quality infrastructure, cultural amenities, quality education, and the talent pipeline. Local employers support for growth in industry through business recruitment and expansion efforts but also believe in strong support for local entrepreneurs and

maintaining the quality of life. Ecosystem partners help implements talent attraction campaigns, captures the quality of life and infrastructure upgrades that make the area appealing. This live-work-play dynamism would not be possible without the policy actions undertaken by local government. Economic development policy pathways can cover numerous further routes to job creation, and this item explored the way in which the County, City, and IA Board sets those policies.

## **RECOMMENDED ACTION:**

Option 1: Accept the report on Tallahassee and Leon County's Public Policy Role and Pathways to Job Creation.



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# **Blueprint Intergovernmental Agency Board of Directors Workshop Item #2**

**February 18, 2021**

**Title:** Update on the Tallahassee-Leon County Long Term Economic Development Strategic Plan and Report on the Actions of the Office of Economic Vitality

**Category:** Workshop Item

**Intergovernmental Management Committee:** Vincent S. Long, Leon County Administrator  
Reese Goad, City of Tallahassee Manager

**Lead Staff / Project Team:** Benjamin H. Pingree, Director, Department of PLACE  
Cristina Paredes, Director, Office of Economic Vitality  
Darryl Jones, Deputy Director, Office of Economic Vitality  
Drew Dietrich, Deputy Director, Office of Economic Vitality

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## **STATEMENT OF ISSUE:**

This workshop item provides the IA Board with an update on the implementation and progress of Tallahassee-Leon County's first ever long-term Economic Development Strategic Plan adopted in October 2016. The item provides a report on the goals and objectives, and the progress made over the past five years by the Office of Economic Vitality (OEV) to implement the related Work Plan, 2016-Present, as well as highlights the actions undertaken by OEV to stimulate economic vitality.

The item also includes a recommendation to utilize VisionFirst Advisors (VisionFirst) by amending their existing contract to include an update to the Economic Development Long-term Strategic Plan to best reflect current trends, future objectives, and the new economic landscape. Staff anticipates that VisionFirst will take six months to complete the update to the Strategic Plan, thereby allowing the IA Board to review and approve the updated plan and position OEV to implement a new strategic direction in line with Fiscal Year 2022. VisionFirst will be conducting surveys to local businesses and stakeholders (including elected officials), as well as one-on-one meetings to gain additional insight and unique perspectives on the local economy. Gray Swoope, President & CEO of VisionFirst Advisors, a local economic development consulting firm, will also be presenting at the February 18 workshop.

The request to amend the scope of services of the existing contract is outlined in the regular IA Board meeting agenda as a separate agenda item: Amendment to VisionFirst Contract and Related Budget Amendment in agenda item #5.

## **EXECUTIVE SUMMARY:**

### **OVERVIEW: THE ROLE OF THE TALLAHASSEE-LEON COUNTY OFFICE OF ECONOMIC VITALITY**

On February 29, 2016, the IA Board voted to create a new economic development ecosystem model for Tallahassee-Leon County, the Tallahassee-Leon County Office of Economic Vitality (OEV). The creation of OEV was spurred by changes in the local economic development landscape from 2014-2016. Recognizing the need to invest in and cultivate this evolving landscape, the County and City Commissions approved becoming only the second community in the state of Florida to include economic development as part of their sales tax initiative. On November 4, 2014, 65% of the voters overwhelmingly approved a 20-year extension of the sales tax, which included 12% of the penny sales tax collected to support economic development projects, programs, and initiatives, from January 1, 2020 through December 31, 2039.

Understanding the enormity of the opportunity for transformational change created by the sales tax, and to support, sustain and propel our collective economic development efforts, a new model was required. This funding mechanism was subsequently followed by the former Economic Development Council dissolving. Subsequently, the IA Board established a new model to ensure accountability, transparency, citizen engagement and professional management of economic development projects, programs and initiatives, while simultaneously leveraging ideas, innovations and intellectual capital through the continuous coordination of the community's economic development partners and resulted in the establishment of OEV as the economic development organization of record for the community. This new organizational structure afforded the opportunity to align and fully leverage considerable technical and professional resources, which currently reside within the County and City Economic Development Offices, Planning Department, GIS, and Blueprint, and to eliminate the existing duplication of efforts. As such, the new model consolidated OEV within the Department of PLACE, which allows for an integration of policy, the collection and utilization of data, and coordinated implementation of projects and initiatives, which cross over the planning, land use and economic development spectrum.

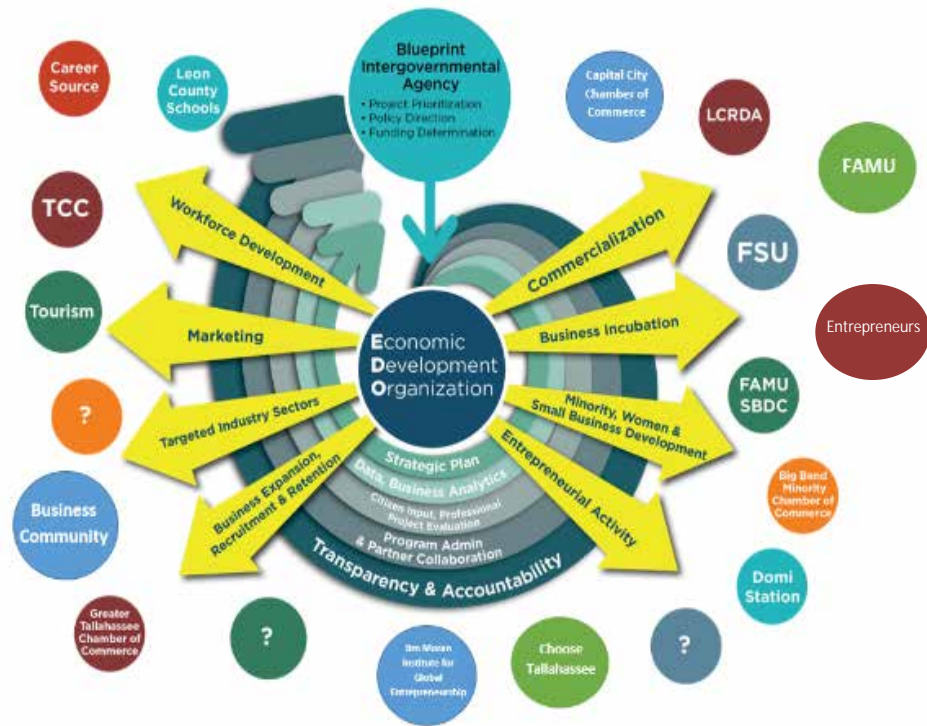
As originally envisioned, OEV provides a one-stop-shop for economic development and is responsible for the day-to-day execution of our community's first ever long-term strategic plan for economic development utilizing the considerable expertise of our community's economic development partners. Over the last five years, OEV has served as the economic development ecosystem's "keystone" organization by serving as the central "hub" in actively creating opportunities to coordinate and connect both private and public sector ecosystem members across the economic development spectrum.

Economic development is a community sport and with the coordination and support of all private and public ecosystem partners. To that end OEV's mission is to foster fair and open competition by 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. Through IA Board (County/City) direction, OEV has been able to support numerous partners to assist businesses and grow/retain jobs.

The following are examples of OEV working to accomplish its mission: providing matching funds in the amount of \$2.5 million for the establishment of the North Florida

Incubator at Innovation Park; participation and support for the FAMU Credit Union Micro-lending program to benefit minority businesses; executing a Memorandum of Understanding with ARPC to provide matching funds for a revolving loan to benefit small business; secured \$10 million in funding to assist with necessary repairs to Bragg Memorial Stadium based on documented economic impact of the football program in the community; and provided financial incentives to support the creation of 240 jobs by Danfoss Turbocor utilizing OEV's Target Business Program with local assets in the form of land leases provided by LCRDA. These projects are just a few of the recent projects that have sought public policy direction and partner ecosystem involvement to move the economic needle forward in the Tallahassee-Leon County community to create and retain jobs, clearly emphasizing that economic development is a community sport.

Since 2016, OEV has been instrumental supporting the local business community, working with community partners to support the growth and sustainability of the local economy. **The result is significant: OEV assisted thousands of businesses (over 2,500), generating numerous project leads (over 50), preserved thousands of jobs (over 13,000), created hundreds of new jobs (over 400), and generated millions in economic impact (over \$300 million) to the local**



**economy.** This includes a number of major accomplishments to date described throughout this workshop item.

OEV's efforts are supported by the Economic Vitality Leadership Council (EVL), a diverse and comprehensive group of stakeholders from the local business community. The EVL has been instrumental in providing the clarity, context, and experience from both the private and public sector to help inform OEV's project implementation. Originally begun in 2018, the EVL has since been expanded in 2020 to 14 members to further reflect the importance of the council, and the need to include additional local stakeholders to these important conversations. The insights and support from the EVL have been a major component of OEV's success, and their role has been critical in launching many of OEV's most dynamic initiatives. EVL has helped OEV over the past few years establish a resilient and equitable approach to economic vitality.

Guided by IA Board direction, and in alignment with an updated Strategic Plan, OEV continues to position itself to provide maximum benefit and support for the business community of Tallahassee-Leon County. The unprecedented nature of the pandemic posed both challenges and opportunities for OEV, which prompted a review and assessment of OEV's Strategic Plan. From staff reporting and engagement with the current strategic workplan, it became germane to assess whether the goals and focus of the 2016 plan meet business needs in the changed economic landscape left in the wake of the pandemic. OEV not only highlighted the progress towards existing workplan initiatives, but is also recommending that an update to the existing strategic plan be performed in FY 2021. This will reflect current trends, identify future objectives, and assist in adapting to the new economic landscape impacted by COVID-19 to best position Tallahassee-Leon County's to increase its economic competitiveness and maximize its assets.

#### **OVERALL IMPACT: MARCH 2016 – PRESENT**

The pandemic has had an immeasurable effect upon the people and businesses in our community. OEV has stood at the forefront during this crisis, and in the years preceding, providing rapid, comprehensive, and innovative support to our local economy. OEV's leadership and proactive solutions have directly led to sustaining hundreds of local businesses and thousands of local jobs. OEV has accomplished over **82%** of its strategic objectives (**125 of 153**), which has led to a tremendous impact on the Tallahassee-Leon County economy. It should be noted that OEV continues to strive for innovative ways to partner and further the growth of Tallahassee-Leon County's diverse and vibrant economy.

In the past year alone, OEV programs and initiatives have provided assistance to over **2,000** local businesses, including those supported through business development activities and the recently announced Danfoss expansion, which is anticipated to create **240** jobs. As demonstrated by these efforts, OEV provided critical resources, technical assistance, innovative solutions, and new collaborations to support, enhance, and



promote economic vitality for Tallahassee-Leon County. In the past year alone, OEV has showcased why its team is the leading economic development organization for the Tallahassee-Leon County region, directly leading a number of dynamic and award winning efforts.

- **The implementation of three small business assistance grant programs from March 2020 to December 2020.** These three programs were designed to assist businesses and retain employees during the pandemic. As a result of these grants, OEV supported **1,493 businesses and 241 non-profits who employed 13,560 people** at the time of application.
  - COVID-19 Economic Disaster Relief Grant (CEDR): \$1.15 million grant, implemented in early April 2020. This grant assisted 561 businesses who at the time of application employed over 4,900 people. This grant was  
  
*Awarded an IEDC Bronze award for outstanding Resiliency, Recovery, and Mitigation program.*  
  
*Awarded the Community of Excellence for the COVID-19 Economic Disaster Relief (CEDR) Grant from the Northwest Florida League of Cities*
  - Local Economic Assistance Grant (LEAN): \$602,500 grant, implemented during May and June 2020, assisted 241 non-profits, who in turn support 2,460 employees at the time of application.
  - Leon CARES Small Business Assistance Grant: Supported Leon County to create, manage, and implement an \$18.1 million grant program for local businesses in Leon County. The program assisted 932 businesses, which collectively employ over 6,200 people at the time of application.
- **Danfoss Expansion:** OEV facilitated one of the largest business expansion projects in the State of Florida announced recently during a pandemic. Danfoss Turbocor announced the construction of a new manufacturing facility at Innovation Park that will entail tens of millions in capital investment, over \$141 million in economic impact, and *create 240 new jobs within the manufacturing targeted industry.*
- **Minority, Women, and Small Business Enterprise:** There have been 155 applications reviewed for certification resulting in 102 new applicants to become certified and 54 re-certifications for a total of 156 certification approvals being processed during the past 12 months. Within the OEV database there are 221 certified firms represent 899 full-time employees, 372 part-time employees, and 275 contract employees for a total of 1,546 employees.

*Recognized as exceptional programs and services by the National Association of Counties for the consolidation of the former City of*

*Tallahassee and Leon County government MWSBE offices under the auspices of the local economic development organization coupled with a consolidated disparity study.*

- **Big Bend Manufacturers Association (BBMA):** In partnership with FloridaMakes, OEV launched the State's newest regional manufacturing association for the Big Bend region, bringing a much-needed resource to support our local manufacturing industry. The BBMA provides specialized technical assistance to local manufacturers, to assist them with efficiency, quality control, and supply chain. This helps these companies to expand effectively and sustainably, reduce costs, open new markets, and hopefully grow their businesses, hiring new employees and expanding current operations.
- **REVIVE RLF:** Partnered with the Apalachee Regional Planning Council (ARPC) to fund and launch a \$1 million revolving loan fund to assist with gap financing for local businesses in Tallahassee-Leon County.
- **FAMU Credit Union, Essential Microloan Program:** Led collaborative efforts with Florida A&M Federal Credit Union to define a new microloan program for minority and women-owned small businesses. The fund, seeded with Leon County Cares capital at \$1 million, will serve loans of \$5,000-\$50,000 and provide technical assistance to borrowers. The program launched in early February.
- **NFIL Incubator:** Leon County Research and Development Authority (LCRDA), in partnership with OEV and Florida State University Research Foundation, announced the construction of the new North Florida Innovation Labs, a 40,000 business incubator that will be constructed at Innovation Park. As a key partner, OEV provided \$2.5 million in matching funds for this project, which is estimated to generate over \$20 million in economic impact, and create over 600 jobs for the community.
- **FAMU Bragg Stadium:** The project entails a \$10 million investment in upgrades to the existing stadium to ensure viability and operations for the FAMU Football program. With OEV's investment, the project will result in \$7.3M in direct spending from fans visiting from areas outside of Leon County resulting in an economic impact of over \$11.5M. This spending supports 132 jobs, \$3.6M in wages, and nearly \$1.4M in federal, state, county, and city taxes. Looking at future trends, as FAMU moves to the SouthWestern Athletic Conference and if it completes the proposed stadium upgrades an estimated \$1.8M will be added to the annual economic impact of a FAMU football season.
- **Site Selection Database:** OEV launched a brand new comprehensive site selection database that allows for virtual tours by prospective companies, and builds an interactive platform to showcase the assets of Tallahassee-Leon County for business recruitment and expansion activities. The OEV platform is fully

integrated with the Enterprise Florida platform, syncing Tallahassee-Leon County's availability for all Florida inquiries. OEV will host a bi-annual real estate roundtable, with the first sessions occurred on January 26, 2021. These roundtables will provide a forum for discussion, information sharing, and collaboration.

- **New Website:** OEV launched an updated website to better disseminate the formation and resources that our organization provides to the local community. The website serves as a hub for data, maps, technical assistance, and business resources.
- **Interactive Data:** In conjunction with the new website, OEV launched a new, interactive data center, which provides detailed yet comprehensive information on dozens of critical economic metrics, in an easy to use, digestible format.

*Awarded IEDC Bronze award for outstanding Resiliency, Recovery, and Mitigation program (Hurricane Michael).*

*Awarded IEDC Bronze award for Data Talks as outstanding data publication.*

*Awarded the International City/County Management Association (ICMA) Certificate of Achievement in Performance Management for the Quarterly Economic Dashboard.*

- **Stakeholder Engagement:** OEV held over 40 stakeholder meetings during the past nine months, bringing together community leaders from all sectors to address critical issues facing our local businesses, and identify opportunities and challenges.
- **Love Your Local:** OEV designed and launched the 'Love Your Local' campaign, to support shopping locally during the holidays, and all year long. Almost **300 local business participated** in this brand-new campaign, garnering thousands of interactions online and through social media. Throughout the duration of the initiative, the campaign had a reach of over 20,000 on Facebook, a 26.5% increase, with more than 3,000 post engagements. The Love Your Local videos had over 5,000 views on Facebook and YouTube. On Twitter, the campaign had over 40,000 impressions on Twitter, resulting in over 1,000 profile visits. The campaign garnered local and national coverage from several media outlets, including an article from the Catalyst that can be found at <https://catalyst.independent.org/2021/01/20/how-americans-have-kept-small-businesses-afloat/>.

## FISCAL IMPACT

Updating the OEV Strategic Plan will encompass a six-month period of analysis, research, and stakeholder engagement. Staff is recommending that the existing VisionFirst contract be amended to include an update to the Economic Development Long-term Strategic Plan to best reflect current trends, future objectives, and the new economic landscape in an amount not to exceed \$100,000 as outlined in Item #5 of the Blueprint's February 18, 2021 agenda.

OEV has identified funding within the Future Opportunity and Leveraging Fund (FOLF) to accomplish this strategic planning update. Funding this project will have no effect upon any other OEV projects, programs, or staffing. Staff originally budgeted a strategic plan update in FY 2022.

## RECOMMENDED ACTION:

- Option 1: Accept the Status Report on Tallahassee-Leon County Office of Economic Vitality Strategic Planning.
- Option 2: Approval to amend contract with VisionFirst Advisors (VFA) to update the Economic Development Strategic Plan reflecting new data, current trends, economic inclusion, and the effects of COVID-19 upon the economic landscape.

## SUPPLEMENTAL INFORMATION:

### BACKGROUND: FROM 2016 TO PRESENT

The Office of Economic Vitality was created in 2016 following the adoption of the Second Amended Restated Interlocal Agreement in 2015, which provides for Blueprint 2020 Economic Development Programs. Shortly thereafter, the OEV Strategic Plan was composed and adopted, which describes six foundations and three cross-cutting strategies. These strategies acknowledge the character of the Tallahassee-Leon County economy, and the role that an Economic Development Organization should fill, given numerous “ecosystem partners,” or business assistance organizations already providing services. For Tallahassee-Leon County, economic development means:

*“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.”*

– Tallahassee-Leon County Economic Development Strategic Plan, p.7

Following this definition, OEV works to unite and collaborate with all stakeholders under one common understanding to marshal Tallahassee Leon County's strengths as it pursues private sector job growth and capital investment.

### STRATEGIC PLAN IMPLEMENTATION TO DATE

As the economic development organization serving Florida's Capital community, both the City of Tallahassee and Leon County, OEV provides economic development leadership to implement a broad set of goals.

Adopted by the IA Board in October 2016, the first ever long-term Economic Development Strategic Plan incorporates assets and culture that represent Florida's Capital—namely the pillars of research and commercialization, a diverse and inclusive community, a creative economy, and a nationally-recognized higher education presence.



Over the past four and half years, OEV staff and partners made strides in areas of target industry analysis, marketing, and recruitment, MWSBE policies and assistance, data gathering and dissemination, and increased collaboration and coordination with ecosystem partners. These accomplishments are outlined in this item and highlight the numerous actions that OEV has taken to date and the positive impact this has had upon the local community. OEV has completed or begun a number of activities towards implementing the Strategic Plan. The current Economic Development Strategic Plan was adopted by the IA Board in October 2016.

In total, there are **153** total activities outlined in the Strategic plan. These activities are divided among six foundations and three cross-cutting strategies: 1) Marketing & Communications; 2) Engagement, Collaboration & Alignment and; 3) Allocation of Resources. The six foundations are:

- Business Formation: *Systematic approach focusing on the efficiencies of the resources but on easing the process and minimizing risk for the **formation of businesses**.*
- Technology Transfer & Commercialization: *Unique research assets and advantages providing a nexus where entrepreneurship and innovation collide to **generate business opportunities**.*
- Business Retention & Expansion: *Companies that participate in comprehensive outreach programs with economic development organizations are statistically more likely to **grow and expand**, resulting in an **improved business climate** for the existing industry.*

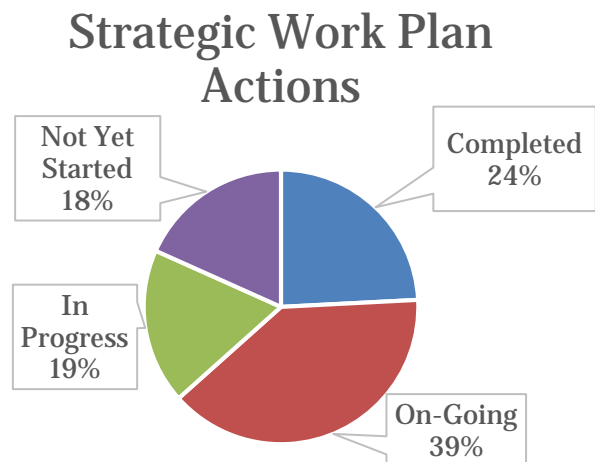


- Business Recruitment: *New industry introduces a diversity of ideas and approaches to an area, not to mention **new job opportunities** for its citizens, clients and for its small businesses.*
- The Creative Economy: *Creative thinking is a key factor in a well-rounded education and ultimately **produces better workers**, creative thinkers, and more adept problem solvers. It has been demonstrated that a creative environment stimulates innovation, particularly in science and technology.*
- Talent Pipeline: *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.*

**During last four years, OEV and ecosystem partners completed or initiated 125 of 153 (82%) found in the Strategic Work Plan (Attachment #1).**

- **37** activities have been completed
- **60** are on-going
- **28** are in progress.

OEV has advanced the implementation of key policy and program initiatives by the IA Board in the **Strategic Work Plan**, with a major emphasis on jobs, MWSE, and local business support. Details on OEV's role in strengthening the Tallahassee-Leon County economy are outlined below.



#### ***OEV STRATEGIC GOALS IMPLEMENTATION:***

The Business Development and Business Intelligence divisions have made great strides towards implementing the six foundational goals within the Strategic Plan. The Business development team has successfully recruited major expansion projects, created new virtual platforms for recruitment, developed successful connections between local assets and prospective companies, and fostered a business-friendly ecosystem. OEV Business Intelligence staff track and report on 90 data metrics, which coalesce to present an informed picture of the community that is popular locally and receives praise nationally. The Quarterly Economic Dashboard received a 2019 NACO Economic and Community Development Achievement Award, and OEV's Data Talks video series received a 2020 IEDC Economic Development Excellence Award. These resources and more are available on the newly re-designed Data Center, which was viewed over 500 times since it launched the newly designed dashboard. The monthly data driver and quarterly economic dashboard is shared on Facebook (over 1,700 followers), Twitter (over 500 followers), and LinkedIn (over 250 followers). The dashboards are also distributed through e-newsletters with over 6,900 active contacts with an average open rate of 25%.

The MWSBE Division, armed with its recent consolidated Minority Women and Small Business Enterprise Policy, is maximizing its role in the expansion and retention of minority and women owned businesses in our local economy. More importantly, the division continually positions itself as an invaluable resource for identifying economic recovery options for the businesses. Through the certification program and capacity building instruction (MWSBE Academy webinars), business owners are more fully engaged with the substantive information and value associated with the OEV. Additionally, the frequent collaborations with the two minority chambers of commerce (Big Bend Minority Chamber of Commerce—BBMC and the Capital City Chamber of Commerce—CCCC) have increased the MWSBE division's reach and has fortified the division's impact with local MWBEs. Furthermore, this section's focus is to capture that engagement thus far; list the scheduled educational offerings to strengthen local small businesses; and describe the impact of the division's activities, particularly since the implementation of our consolidated policies.

The following sections describe OEV's actions and accomplishments by strategic plan initiative to show the progress made throughout each cornerstone. Note that support of talent (while a separate cornerstone) is ultimately underneath each one similar to the crosscutting strategies of marketing, engagement, and allocation of resources.

#### *Business Formation:*

- Launched a series of **Stakeholder meetings**, which include representatives from all key segments of our local economy, to discuss important economic issues facing our community.
  - *Outcome:* New Public-Private collaborations; information sharing among previously disparate audiences; idea exchange and partnerships fostered; adopted holistic approach to meeting the pandemic and supporting local business ecosystem.
- OEV data center was re-designed to increase ease of use and to highlight strengths for site selection researchers and local businesses.
- Collaborate with AERO, TCC Center for Innovation, Domi, Jim Moran Institute, Jim Moran College of Entrepreneurship, and other ecosystem partners to enhance communication and fund missing "foundation blocks".
- Participated in Global Entrepreneurship Week, Synapse Converge conference. In a "Tallahassee Presence" event, a panel discussed Tallahassee assets, including talent and R&D. Synapse is seen as a connective link to startup funding throughout the state.
  - *Outcome:* OEV's data division provides the most comprehensive and relevant data source on Tallahassee-Leon County's economy. The data portal is now more accessible than ever, with new tools and dashboards to assist a wide array of researchers, partners, and constituents with their data needs. OEV's data publications reach thousands of people, and the OEV data platform sees thousands more visitors. Through these and the many other efforts by the Business Intelligence Division, OEV has distinguished

itself as the ‘go-to’ source for economic data in Tallahassee-Leon County.

- **Industry Academies:** The MWSBE Industry Academies will resume as a virtual series this spring. The topics of focus include:
  - ABC’s of Minority, Women, and Small Business Certification Process
  - How to get Airport Concessions Disabled Business Enterprise /DBE
  - Continuing Services Schedules
  - Disparity Study: How does it impact your businesses?
  - Marketing With the Pros: Learn How to Strategically Position Your Business
  - Best Practices for Preparing Your Bid Response and Estimates
  - Maximizing MWSBE Utilization
  - The Essentials for Risk Management
  - Business Financing OptionsOEV also hosted webinars regarding procurement opportunities to educate MWBEs about navigating the certification process and the Police Department Project.
  - *Outcome: Firms are aware of the potential opportunities made available for certified firms. Also, MWSBE businesses are utilizing OEV and other business development partners to strengthen and build sustainable companies to retain their over 1,500 employees and support the growth of new jobs.*
- **MWSBE One on One Certification Assistance:** Staff regularly meets with vendors requiring one-on-one assistance with the certification process and applications. Due to the impacts of Covid-19, staff has pivoted from monthly certification workshops to meeting with personalized individual meetings to provide assistance through virtual formats and telephone calls on issues related to certification.
  - *Outcome: Eight out 10 vendors successfully submitted their online applications and were approved for certification subsequent to application review. Of the remaining two certification applicants, one did not meet the certification requirements and the other did not submit an online application subsequent to the appointment.*

#### *Technology Transfer & Commercialization:*

- Collaboration with the FSU/FAMU Offices of Commercialization to support business attraction and expansion efforts. These efforts include meeting with companies that are interested in tech transfer.
  - *Outcome:* Better communication with prospects and FSU/FAMU; several NDA and research agreements in progress; increased interest from outside entities to partner with FSU/FAMU.
- Publish the **Monthly Data Driver**, which highlights employment, unemployment, taxable sales, commercial vacancy, Small Business Administration

loans, and commercial utility starts data, as well as featuring a contribution from ecosystem partners. The Data Driver is sent to nearly 7,000 email recipients each month, and is published in Tallahassee Reports and The Tallahassee Democrat.

- Partnership with ROI and the Magnetic Taskforce to promote our community's unique research assets, brand the area as the Magnetic Capital of the World, and recruit global leaders in Advanced Manufacturing.
- Publish the **Quarterly Economic Dashboard**, OEV's premier benchmarking tool – which was awarded a 2019 National Association of Counties (NACO) Achievement Award – which demonstrates our community's short-term economic productivity. *QED* gives the reader **13** pertinent economic conditions for the Tallahassee metro area or Leon County such as employment, median home prices, airport passengers, and taxable sales. Local real estate, banking, and investment firms regularly distribute its content.

#### *Business Retention & Expansion:*

- Established the **Big Bend Manufacturers Association** (BBMA), working in collaboration with FloridaMakes. Currently growing membership and board recruitment.
  - *Outcome:* Created missing link in state-wide FloridaMakes system. Provide specialized technical assistance to local manufacturers. New resource for local companies that benefits not only Tallahassee-Leon County, but entire region.
- **Consolidated MWSBE Policy:** There has been considerable engagement which has occurred specifically associated with the Consolidated Minority, Women and Small Business Enterprise Policy since its inception, April 1, including:
  - Pre-Bid Meetings—These meetings are mandatory for all RFP respondents and provides purposeful engagement with project managers and MWSBE staff to discuss the MWSBE policy and the procurement forms to enable successful responses. **MWSBE Division staff attended Pre-bid meetings for 20 projects. Five of the 20 Pre-bid Meetings were Blueprint projects.**
    - *Pre-Solicitation Development Meetings:* These meetings are facilitated by the purchasing and procurement departments of Leon County Government and City of Tallahassee, respectively. These meetings include our MWSBE Division staff, project managers, and purchasing agents; and ensure that feasible goals are identified with each RFP project before being published. **MWSBE Division staff attended Pre-Solicitation Development Meetings for 23 projects. Five of the 23 Pre-Solicitation Meetings were Blueprint projects.**
- **Business Assistance Referrals:** Staff routinely refers businesses requiring assistance with planning and financial assistance to the FAMU Small Business

Development Center (SBDC), Jim Moran Institute and CareerSource. These referrals allow businesses to build capacity. These referrals have been critical during the pandemic. OEV's partnering business development resources have empowered businesses with technical assistance on finance options and workforce development and creation. **More than 175 business referrals have been made for MWSBE firms as they sought recovery assistance from other business development partners.** Also, MWBE firms are required to document engagement with business development partners for certification.

- Outcome: Newly certified firms will already have a relationship with business development partners that will provide invaluable technical assistance and capacity building services.
- OEV continues to explore methodologies in which opportunities may be expanded to MWSBE Program participants. To that end staff works to:
  - Expand the number of businesses that are aware of the benefits of the Tallahassee-Leon County MWSBE Program.
  - Familiarize businesses with the certification process.
  - Assist businesses with obtaining certification (which, in turn, enables their participation in the City of Tallahassee and Leon County procurement processes via bid award).
    - These methods have been most impactful for minority and women owned businesses in our local economy. OEV has made critical connections for MWSBEs to access financial recovery resources on the federal, state, and local levels. These connections include email outreaches that distributed information relative to the COVID-19 Economic Disaster Relief (CEDR) and the Leon Coronavirus Aid, Relief, and Economic Security (CARES) funding. The CARES funding, made available by Leon County government, provided supplemental support for MWBEs. OEV, through its B2GNow messages and collaboration with the Florida Office of Supplier Diversity through our reciprocal agreement, was able to connect with more than 300 MWBEs directly. Subsequently, OEV was able to certify more than 100 new MWBEs. Of the 932 local business that qualified for Leon Cares funding, 248 were MWBEs--248/932, or 27%. This translates to \$4.96 million being awarded to MWBEs.
    - The MWSBE Division assisted new MWBE certification applicants with navigating our certification process because a completed certification application was required to qualify for \$20,000 in CARES funding. Those same businesses who made application have also been encouraged to register as vendors with City Purchasing and Leon County Procurement. OEV is purposefully equipping MWBEs for business retention and expansion. Economic inclusion and the support for minority and women owned businesses is critical for our



recovering economy. Through our engagement we have been able to increase the profile and the benefits inherent to participating in our certification program to include procurement opportunities and capacity building activities like our MWSBE Academies.

#### *Business Recruitment:*

- Working on **12** active projects, ranging from business expansion to collaborative research opportunities. These projects include companies focused on magnetic technology, Fortune 500 enterprises, emerging tech sectors, and dynamic start-ups. These have led to several business expansions, research agreements, and public-private partnerships.
  - *Outcome:* For over 15 months, OEV worked closely with key partners at the Leon County Research Development Authority as well as the City of Tallahassee to facilitate the Danfoss Turbocorp expansion project to build and a brand new manufacturing facility to Tallahassee-Leon County. OEV will continue to work with Danfoss and workforce partners and the BBMA to build a robust talent pipeline to continue their growth.
    - § Secures multi-million dollars in capital investment and estimated to create over **240** jobs. This project is estimated to have a **\$141 million in economic impact.**
- Incorporated additional features into its website, which enable site selectors to locate strategic/incentive properties, obtain an overview of the project permitting process and connect directly with local brokers for property inquiries.
  - *Outcome:* Comprehensive site selection database leading to new projects; increased involvement by local brokerage community; enhanced transparency and communication on prospective developments.

#### *The Creative Economy:*

- Participated as a Community Catalyst in KCCI 2020, culminating in the funding and assembly of a bicycle skills park at Sabal Palm Elementary school. Placemaking efforts to enhance the Blueprint Market District re-development are also underway.
- Partnership with Choose Tallahassee for marketing and promoting our community.
- Collaboration with FSU and FAMU on innovation and new creative industry avenues for business development and growth.

#### *Talent Pipeline:*

- The talent pipeline supports the other five foundational goals, and represents a core component to OEV's efforts.
- **Job Creation:** OEV maintains a major focus on job creation and supporting the talent pipeline with the community. Jobs are created through a variety of mechanisms, from strong collaborations with CareerSource Capital Region, Lively, and TCC to foster our talent pipeline and develop job skills, to working with the

local chambers on initiatives such as JobsNow. OEV's generates jobs via project recruitment, as evidenced by the recent Danfoss Turbocor project. Another major consideration is job retention – while much attention is given to bringing in net new jobs, retention of existing employment – particularly during a pandemic – has been a major focus of OEV. Programs such as COVID Economic Disaster Relief (CEDR) , Local Economic Assistance for Non-Profits (LEAN), and Leon CARES have gone a long way to helping preserve employment for many businesses, especially small businesses, during the pandemic. OEV has also provided technical assistance to local businesses, helping them to obtain State and Federal support, to further support and stabilize their employment and operations during these difficult times. OEV's comprehensive focus on business recruitment, retention, and expansion has proven robust, not only preserving significant employment, but adding additional jobs as well. OEV remains committed to seeing that local businesses and employees find opportunities, and despite the challenges facing our global economy, maximize their potential and find sustained success within our community, supported every step of the way by OEV.

- *Outcome:* Assisted over 2,000 local businesses, preserving thousands of jobs. Created over 240 new jobs. Fostered community wide collaboration and focus on preserving existing employment, while also adding new jobs.
- Worked closely with Career Source Capital Region with regular participation in its job sector roundtables, Career Pathways Council, and regularly offer resources to sponsor job seeking / employee recruitment operations.
  - *Outcome:* Increased private sector participation; better alignment with private sector employment needs; quicker adaptation to the new business and working protocols brought on by the pandemic.

#### *Marketing and Communication:*

Fulfilling a cross-cutting initiative of the Strategic Plan, OEV's marketing and communication team provides up-to-date and informative programs and communication campaigns on a regular basis. These programs have been instrumental to getting relevant information to the entire business community of Tallahassee-Leon County. OEV utilizes a variety of mediums to communicate, including social media, web, and print, and strives to capture the broadest audience possible. OEV works closely with both the City and County communication teams, and regular collaborates with community partners to inform and engage the businesses and residents of Tallahassee-Leon County. Those efforts, particularly as they relate to accomplishing the strategic goals of OEV, are highlighted below:

- Developed the second installment of the Capturing Champions videos series.
- Developed Targeted Industries and Innovation Park site selection video.
- Launched redesigned Targeted Industries webpage with a list of major employers.
- Partnered with Innovation Park to integrate "Innovation Park News" in monthly Economic Insider newsletter that is sent to nearly 7,000 recipients.
- Promoted shop local promotional activities with Love Your Local campaign during the holiday season.

- Created Business Resource Guide to inform businesses and employers of the latest COVID-19 news and information that directly affected local businesses.
- Updated Community Profile with Tallahassee-Leon County rankings, educational demographics, and area assets for business attraction.
- Electro Magnetic Bitter Campaign piloted in conjunction with MagLab and Tallahassee Beer Society, which launch event garnered nearly 500 transactions with a portion of the proceeds going to magnetic education
- Launched new OEV Instagram page that gained over 100 followers in its first two weeks.
- Launched Personal Protection Equipment webpage to connect local employers and community members with local businesses offering PPE.
- Launched Paycheck Protection Program webpage to assist local businesses with application, forgiveness, and calculation process.
- Curated marketing materials and promoted the 28<sup>th</sup> Minority Enterprise Development (MED) Week, including virtual events that averaged about 30 participants per event.
- Partnered with Tallahassee Foodies, in lieu of Minority Enterprise Development (MED) Week, to plan first themed restaurant blitz highlighting minority- and women-owned businesses.
- Partnered with COCA for Poems To-Go initiative, which distributed over 20,000 poems from community members and media features.
- Partnered with Leon County Government and Shop Tally for Pay It Forward initiative.
- Planned and promoted several MWSBE Academy Webinars with topics, including the SoMo Walls Project, the Tallahassee Police Headquarters project, and digital integration for small businesses.
- Redesigned and launched new OEV website to enhance functionality with over 1,300 page views in the last month.
- Partnered with Leon County Government on several social media campaigns that highlighted businesses taking COVID-19 protocols, COVID-19 Economic Disaster Relief (CEDR) recipients, Local Emergency Assistance for Non-profits (LEAN) recipients, and Leon CARES recipients.
- Planned and promoted hurricane preparedness webinar, including representatives from Leon County Government, Capital City Bank, and the Department of Economic Opportunity, which garnered 60 participants.
- Assisted local businesses and organizations, like QuarryBio and Tallahassee Startup Week, in promoting products and services through public relations.
- Promoted Open for Takeout and partnered with the 223 Agency, a local marketing firm, to launch TLH2Go to showcase a listing of local businesses that were offer to-go, curbside pickup, and delivery options.
- Launched Creative Economy microsite along with redesigned website to highlight its mission.

- *Outcome:* OEV's marketing and communications efforts have seen tremendous success since bringing on a dedicated staff member to focus on OEV programs, which was approved by the IA Board as part of the FY 2020 budget. OEV is now more visible than ever, reaching a broad and diverse audience of constituents, providing relevant, timely, and comprehensive information to the entire community. OEV is focused on maintain this momentum, promoting our community to new audiences, and bringing Tallahassee-Leon County to the forefront of business discussions.

As evidenced above, OEV has made great strides in fostering a sustainable and healthy business ecosystem in Tallahassee-Leon County. The Business Development and MWSBE divisions have been laser-focused on ensuring that our local business community's needs are heard, and that staff and resources are aligned rapidly and effectively to provide maximum assistance to our local businesses. This has been born out over the past four years, as OEV has made tremendous progress towards its strategic objectives, with over 82% of all actions either underway or completed. Thousands of businesses and jobs have been preserved, and OEV maintains its role as the preeminent agency to effectuate resiliency and support for our business community.

#### **NEXT STEPS AND OPPORTUNITIES IN FY 2021:**

Working off the goals and objectives outlined in the OEV Strategic Plan, both the Business Development and MWSBE divisions are moving ahead into 2021 with a number of programs and initiatives to further sustain the economic vitality of our community. These initiatives encompass a broad range of programs, industries, and constituents. OEV has remained adaptable and versatile in its approach to the pandemic, which is reflected in many of these actions. Staff continually evaluate and update programs to ensure that resources are being utilized to maximize their support for local businesses. Highlights of these actions are below, and staff will continue to develop new initiatives as the community begins to shift into the post-pandemic economy.

OEV is focused on a range of initiatives that support the key foundational goals in the strategic plan, particularly business formation, retention, and expansion. As 2021 progresses, the division's projects can trail blaze new opportunities for local prosperity and equity. The following sections describes OEV's projects anticipated to continue into mid and late 2021 by strategic plan initiative to show the individual progress made throughout each cornerstone. Note that support of talent (while separate cornerstone) is ultimately underneath each one similar to the crosscutting strategies of marketing, engagement, and allocation of resources.

#### *Business Formation:*

- Entrepreneur voices and needs assessment: Staff will coordinate with entrepreneur ecosystem partners at ACT House, Domi Station, FAMU REACH, North Florida Innovation Labs at LCRDA, TCC Center for Innovation, Jim Moran College of Entrepreneurship, and others to construct a more concerted understanding of key ecosystem needs and challenges.

- Curating Award-Winning Data Tools: The expansive Data Center, Quarterly Economic Dashboard, Monthly Data Driver, and custom data requests will continue to anchor staff contributions to local business, nonprofit, and government projects in the coming year.
- Entrepreneur promotion: Staff will work with leadership to create new materials highlighting local R&D and business formation assets, and connect them to new audiences.
- Working with Synapse Florida to establish strategic partnerships for entrepreneurial support and ecosystem collaboration.
- Exploring Capital Access: During FY20, staff helped to stand up a \$1 million Revolving Loan Fund at ARPC and \$1 million Essential Microloan Program with FAMU Federal Credit Union. Staff will monitor benchmarks from these two new programs, and continue to explore capital access opportunities during FY21.
- City and County Project Support: During FY20, Intelligence staff assisted numerous City and County projects, including liaising with potential opportunity zone investors, a Purpose Built Communities project, and Leon County CARES grant administration. Staff will continue to work with City and County to support business development goals during FY21.

#### *Technology Transfer & Commercialization:*

- Magnetic Taskforce: Targeted industry group focused on evaluating and recruiting advanced manufacturing companies and researchers to the region, utilizing the intellectual and research assets found in our community. OEV works hand in hand with this group to market and promote the community, and to enhance the recruitment efforts by OEV to bring in world-class researchers and manufacturers.
- NFIL Incubator: OEV is working closely with LCRDA to support the development of the North Florida Innovation Labs (NFIL), to further enhance the resources available to the innovation and entrepreneurial ecosystem.
- EMB: Inspired by the MagLab, OEV, in partnership with DEEP Brewing, will be launching the 2021 ElectroMagneticBitter (EMB) campaign in March to celebrate science and innovation, promote amazing assets such as the MagLab, and bring the community together for a fun, science and beer focused event. Proceeds will go to support local STEM-based learning groups, such as SCI-Girls and Camp Tesla.

#### *Business Retention & Expansion:*

- BBMA: The Big Bend Manufacturing Association (BBMA) has now officially launched, and OEV staff will begin adding members to the organization, collaborating with neighboring communities, and development programming for the valuable regional asset.
- Business Retention: OEV is pushing increased visibility and touch to our local businesses, adding new social media and videos to highlight the amazing businesses that call our community home.



- Management and sunset of the Elevate Grant: Currently, three grantees remain with deliverables due by late 2021. Staff will oversee deliverable review and payment to ensure smooth program closeout.
- Promoting Business Financing Options: With the creation of the ARPC/OEV and the Leon County/FAMU Federal Credit Union micro-loans, the MWSBE Division will be facilitating the marketing of these business financing options to our certified firms and the MWBEs in our community. These resources will be an important part of continuing OEV's economic inclusion efforts intended to empower the business retention and expansion of MWBEs. Updated 2021 Disparity Study: Following frequent consultations with the Big Bend Minority and Capital City Chambers of Commerce and the direction of the IA Board of Directors, an updated disparity study has been negotiated with MGT Consulting to research the following: Vendor utilization for FY 2018, 2019 and 2020; analyze P-card data; analyze staffing of MWSBE division; compare benchmarks with other jurisdictions; application of good faith efforts. Staff is working closing with all partners, including the Chambers and FAMU FCU to market all financing options to MWSBEs such recording and hosting webinars on social media platforms, radio interviews, and information in Capital Outlook.
- IEDC Presentation on HBCUs and EDOs: OEV is currently working with the IEDC to host a webinar that spotlights the collaboration between HBCUs (FAMU) and EDOs (OEV) to grow the local economy. The multi-faceted relationship between the organizations will be presented by OEV and partners at Florida A&M to include the Athletic Department, the School of Business and Industry and the Division of Sponsored Research/Technology Transfer department.

#### *Business Recruitment:*

- Real Estate Roundtable: OEV will begin hosting bi-annual real estate roundtables with the local brokerage community, to share information, provide resources, and create opportunities to collaborate for recruitment, retention, and expansion of local business.
- ROI: OEV has partnered with Research on Investment to generate a large and dynamic funnel of leads for advanced manufacturing and applied science companies. This partnership has directly lead to a number of site visits and MOUs, and continues to push the Magnetic Capital of the World campaign to the forefront of site selectors and prospective company and research relocations.
- Targeted Recruitment: OEV has ramped up a comprehensive real estate database that is already paying dividends, with several leads already generated as a result. OEV will be updating this site continually, working closely with local brokers to best leverage the commercial assets in our community.
- Site Selection: OEV is launching a new Site Selection videography series, to feature the most dynamic real estate assets in our community, to both educate and entice potential investors and location specialists. The first featured asset will be Innovation Park. The virtual tour of the Park will be promoted online via OEV's land database, through social media, as well as through direct proposal responses.

This will help bring the site to the client, and provide a much needed value-add to OEV's recruitment and expansion efforts.

- Convention Center: OEV is working closely with FSU since the December 10, 2020 IA Board meeting to develop an MOU for the convention center project that reflects the latest budget adjustment to \$30 million dollars. Most recently, staff requested follow-up information from FSU related to the MOU negotiations including feedback on the MOU, details on the development of the hotel anticipated to be co-located with the convention center, and parking (Attachment #3). Staff will continue to update the IA Board as to the convention center, and will bring an update to the IA Board regarding discussions on the MOU with FSU at the April meeting.

#### *The Creative Economy:*

- Love Your Local: OEV will build off the success of last year's 'Love Your Local' campaign, and will be identifying new opportunities to grow the brand, reach more audiences, and continue to foster a community of local business support.
- Continued collaboration with KCCI and Choose Tallahassee on enhancing the quality of life and brand of our community.

#### *Talent Pipeline:*

- MIT USA Lab: Following FY2020's re-entry project with MIT Sloan School of Management, OEV will lead collaboration efforts between Leon County and MIT in FY21. This will involve connecting the MIT student research team to many local stakeholders and partners as it explores the question of improved MWBE engagement. Our Project is titled--*How can local government (through the Office of Economic Vitality) better engage minority/women owned businesses – from procurement opportunities to capacity building, networking, financial access, other business resources, and as-of-yet implemented services.* The results of this collaboration will equip the MWSBE Division with invaluable best practices to guide the Division's activities in the future.

#### *Marketing and Communication:*

To further enhance this cross-cutting initiative of the strategic plan, the Marketing and Communications team is working on several new projects. While many of communication programs are of a recurring nature, OEV strives to bring fresh, new programs to the community, and will be working on exciting new initiatives in 2021, several of which are highlighted below:

- Electro Magnetic Bitter: OEV, DEEP Brewing Company, TLH Beer Society, and DivvyUp Socks will team up to launch Electro Magnetic Bitter for the second year in a row. This brew has been developed as a creative way to promote Tallahassee-Leon County as the Magnetic Capital of the World. A portion of the proceeds will be donated to STEM education at the National High Magnetic Field Laboratory.
- Communications Department joined the Choose Tallahassee Marketing and Diversity Committee and partnered with their marketing team to highlight black-owned businesses during Black History Month.

- Communications Department partnered with Innovation Park to promote Innovation Park news and information in the monthly Economic Insider newsletter and to create the first installment of the site selection videos, showcasing the Park's assets and connectivity
- OEV worked with 850 Magazine to develop a focus piece on the innovative and technology focused companies in Tallahassee-Leon County, which will be featured in a special issue of the magazine.
- Entrepreneur promotion: Staff will coordinate with local entrepreneurship ecosystem partners to highlight startups and entrepreneurs that were assisted by local programs, such as Domi Station and Innovation Park.
- MIT USA Lab: OEV has been selected to receive consulting services from MIT graduate students. Staff will lead communication efforts to connect the MIT student research team to many local stakeholders and partners as it explores the question of improved MWBE engagement.
- MWSBE: Staff will work with MWSBE Division on MWSBE Academy webinars highlighting important issues, such as certification, marketing, and bidding. Attachment #2 provides an overview of the Spring 2021 schedule.
- Promoting Business Financing Options: Communications staff will be working with the Apalachee Regional Planning Council (ARPC) and the FAMU Federal Credit Union to promote the microloan.
- Social Media: Staff will work to engage audience on social media through strategic planning through targeted messaging. For example, in February, OEV will highlight black-owned businesses in lieu of Black History Month, and highlighting women-owned businesses in March in lieu of Women's History Month.

#### *Allocation of Resources*

One of the goals of OEV is the responsible allocation of resource to achieve the vision, mission, and six cornerstones as well as enhance the Tallahassee-Leon County's economic competitiveness. Each year OEV brings its operating budget and five year capital budget to the Economic Vitality Leadership Council, the Blueprint Citizen Advisory Council, and ultimately to the IA Board for approval. The capital budget outlines the funding for the programs and as discussed throughout this workshop item and how they directly support the strategic plan activities (for example business recruitment, MWSBE business outreach, and expansion and attraction projects). In addition, the budget includes funding for key economic development infrastructure projects as such:

- *Convention Center with a funding commitment of \$30 million*
- *Tallahassee International Airport with a funding commitment of \$14.1 million*
- *Bragg Stadium with a funding commitment of \$10 million*
- *North Florida Innovation Labs at Innovation Park with a funding commitment of \$2.5 million*

Attached is the FY 2020 OEV budget – which includes the funding allocation for the recently approved Bragg Stadium project (Attachment #4). During the May 27, 2021 budget workshop, staff will bring forward an estimate on the sales tax collections and related impacts to the OEV budget.

## **Revising the Strategic Plan: Moving Economic Vitality Forward into 2025**

During the December 2, 2020 EVLC meeting, the EVLC discussed the progress OEV has made towards accomplished the goals outlined the OEV strategic plan (82%), and the need to re-evaluate existing and future goals as a direct result of COVID-19. The EVLC noted that not only had OEV made progress towards the existing work plan, but the pandemic itself has had a tremendous impact on those very goals. EVLC members determined that with such a dramatic shift in our business ecosystem, they recommended that OEV review and update their Strategic Plan to reflect these changes. An updated plan would not only provide insight, but would help optimize critical resources to focus on the most important and timely issues facing our community. The pandemic has created a new set of challenges and opportunities.

As the leading economic development organization for our community, OEV has met these challenges head on, embraced these opportunities, and paved a path for community-wide economic resiliency. As a result of these efforts, OEV has helped retained thousands of jobs, supported hundreds of businesses, and ushered in a new era of collaboration and creative problem-solving. But the work is not yet done, nor has the pandemic run its course. To adapt to this new economic landscape, OEV has begun evaluating existing programs and goals to best match resources and capabilities with the needs of our local business community.

Working with local stakeholders, businesses, and partner organizations, OEV identified a definitive need to support and engage our local business community in new ways. Staff recommends updating the existing Strategic Plan, reflecting this new normal, and to best position OEV strategically support and enhance the local economy. Emphasis on economic inclusion will continue to be the focus, with the expansion of the MWSBE Division's activities and collaborations. OEV anticipates the updated disparity study will analyze the recent FY 2018, 2019, and 2020 MWBE utilization; P-card spending; and staffing level needs for the MWSBE division. Also, the consultancy of MIT on optimizing its delivery of services to its targeted audiences of MWBEs in our local economy. This collaboration has the potential to increase OEV's support to fully maximize the supplier diversity options for MWBEs.

VisionFirst currently serves as OEV's strategic communication consultant, in which they are tasked with assisting in the recommendation and development of specific strategies and tactics to further the Agency goals consistent with the OEV Strategic Plan. In addition, VisionFirst developed OEV's original Strategic Plan and are a local economic development consulting business. Upon approval by the IA Board of an amendment to its scope of services under its contract, VisionFirst will develop a comprehensive economic

development strategy to connect and direct OEV and stakeholders to achieve measurable goals to enhance the community over the short- (two years) and long-term (five years). The strategy will provide a clear course of action, milestones, and a means of knowing when the organization has arrived at its destination. The overarching goals, strategies and tactics will build upon the existing resources and successes to strategically focus the community to grow jobs, support and retain businesses and build a sustainable, viable community that offers economic prosperity to all its citizens. The updated Strategic Plan will incorporate key focus areas for the department:

- Business Retention and Expansion (with a focuses on supporting businesses with job creation and retention)
- Economic Inclusion (MWSBE engagement)
- Research, Innovation, and Business Formation (Entrepreneurism)
- Workforce Development and the Talent Pipeline
- Incentives and Financial Tools
- Operations and Resources
- Product Development and Program Evaluation

Staff anticipates that VisionFirst will take six months to complete the update to the Strategic Plan, thereby allowing the IA Board to review and approve the updated plan and position OEV to implement a new strategic direction in line with Fiscal Year 2022, for the IA Workshop to be held in September 2021. VisionFirst will be conducting surveys to local businesses and stakeholders, as well as one-on-one meetings to gain additional insight and unique perspectives on the local economy.

**Staff Recommendation:** Accept the Status Report on Tallahassee-Leon County Office of Economic Vitality Strategic Planning and approval to amend contract with VisionFirst Advisors (VFA) to update the Economic Development Strategic Plan reflecting new data, current trends, economic inclusion, and the effects of COVID-19 upon the economic landscape.

## CONCLUSION:

Created in 2016, OEV has served the community through business engagement, recruitment, sponsorship, grant-making, marketing, and coordination of ecosystem partners. OEV has accomplished or begun **125 of the 153 (82%)** of all activities in its strategic work plan. These actions reflect the refinement of community strengths and assets wherein OEV can make meaningful contributions to job creation, capital investment, talent attraction and retention, and overall vitality. In pursuing these Strategic Workplan Actions, OEV led or facilitated four target industry expansions adding over 300 jobs, a new \$17 million high tech incubator, a \$1 million microloan program, and hundreds of thousands in local ecosystem partner grants and sponsorships. The IA Board will be able to review and discuss the implications of the COVID-19 on the cash flow in OEV budget at the IA budget workshop in May. Based on best estimates it is anticipated that the US economy will recover within 6 to 9 months after the majority of the population has been vaccinated.



The OEV Strategic Plan was composed with extensive input in 2016 to help paint a broad picture of the Tallahassee-Leon County economy and the means by which to become more competitive at retaining talent, attracting targeted businesses, and helping local employers to expand, while supporting local culture and breaking down silos. The result has been a more connected community of business ecosystem partners and the growth of the private sector. While much of this remains true, in the face of recent events, circumstances have changed drastically. Fiscal Year 2021 presents an opportunity to move forward with updating the OEV Strategic Plan to reflect the new economic landscape. The pandemic has fundamentally altered the global economy, creating both challenges and opportunities for our community. By updating the Strategic Plan to reflect these new realities, OEV will position itself as the leader in the effort to sustain a resilient, equitable, and innovative economy for Tallahassee-Leon County. As stated previously, staff anticipates that VisionFirst will take six months to complete the update to the Strategic Plan, thereby allowing the IA Board to review and approve the updated plan at the September meeting in order to position OEV to implement a new strategic direction in line with Fiscal Year 2022. VisionFirst will be conducting surveys to local businesses and stakeholders (including elected officials), as well as one-on-one meetings to gain additional insight and unique perspectives on the local economy.

**Action by EVLC:** The EVLC recommended unanimously that the IA Board accept the status report and approve OEV to amend the contract with VisionFirst Advisors to update the strategic plan reflecting new data, current trends, economic inclusion, and the effects of COVID-19 upon the economic landscape. Gray Swoope, President of VisionFirst Advisors, was also present and gave a presentation to the EVLC on current trends and the need to be proactive in strategic planning as an organization.

## OPTIONS:

- Option 1: Accept the Status Report on Tallahassee-Leon County Office of Economic Vitality Strategic Planning.
- Option 2: Approval to amend contract with VisionFirst Advisors (VFA) to update the Economic Development Strategic Plan reflecting new data, current trends, economic inclusion, and the effects of COVID-19 upon the economic landscape.
- Option 3: IA Board Direction.

## RECOMMENDED ACTION:

- Option 1: Accept the Status Report on Tallahassee-Leon County Office of Economic Vitality Strategic Planning.
- Option 2: Approval to amend contract with VisionFirst Advisors (VFA) to update the Economic Development Strategic Plan reflecting new data, current trends,

economic inclusion, and the effects of COVID-19 upon the economic landscape.

**Attachments:**

1. OEV Strategic/Work Plan
2. MWSBE Spring Academy Calendar
3. Convention Center Letter
4. FY 2020 OEV Budget

Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date	2020 Additions	2020 Additions (Cot'd)
1.A.1.a	Business Formation	Collaborate with community and national leaders to develop entrepreneurial foundation blocks	Q4 FY 17	On-going	Winter 2019: OEV Vitality staff meet regularly with TCC Center for Innovation and Domi staff to discern entrepreneur assistance partner needs. TCC is working to finalize a sustainable model for an anchor tenant and Domi is looking to expand.	Winter 2020: OEV staff continues to collaborate with AERO, TCC Center for Innovation, Domi, Jim Moran Institute, Jim Moran College of Entrepreneurship, and other ecosystem partners to enhance communication and fund missing "foundation blocks".	
1.A.11	Business Formation	Integrate Applied Science & Innovation R&D and commercialization with entrepreneurial needs and resources	Q2 FY 19	On-going	Winter 2019: OEV Elevate Fund awarded to LCRDA North Florida Innovation Labs to build SBIR/STTR grant application capacity.		
1.A.13	Business Formation	Connect local innovators with entrepreneurial resources in Professional Services & Tech cluster	Q1 FY 18	On-going	Fall 2019: OEV Vitality staff implemented a startup financing design think event during Tallahassee Startup Week to address Prof. Services and Tech & other entrepreneur resource discrepancies.		
1.A.14	Business Formation	Market emerging Professional Services & Tech opportunities in entrepreneurship to new and existing firms	Q2 FY 20	On-going	Fall 2019: OEV staff hosted first GovTech roundtable, participated in Tallahassee Welcomes U event.		
1.A.4.a	Business Formation	Develop and implement MWSBE workshop and trainings	Q2 FY 17	On-going	Spring 2018: Held first Industry Academies  Fall 2019: Held first B2B Connections events to connect primes and subs.		
1.A.4.b	Business Formation	Develop online MWSBE workshops and trainings	Q3 FY 19	On-going	Spring 2019: Recorded Industry Academies as webinars and posted online. Will fund Spring 2020		
1.A.5.a	Business Formation	Minimize differences in MWSBE certification programs	Q1 FY 19	In progress	January 30, 2020: The IA Board will consider consolidated MWSBE policies, which includes minimizing the differences in certification between the County, City, and the State.		
1.A.6.b	Business Formation	Conduct Disparity Study analysis	Q3 FY 17	Complete	June 27, 2019: The IA Board accepted the 2019 Disparity Study. Completion in February 2020		
1.A.6.b	Business Formation	Develop uniform policies and procedures for Blueprint, City, County regarding MWSBE Policies	Q3 FY 19	In progress	January 30, 2020: The IA Board will consider consolidated MWSBE policies. Completion expected February 2022.		
1.A.6.b	Business Formation	Engage Industry Stakeholders to review the policies above	Q3 FY 19	In progress	Summer/Fall 2019 and Winter 2020: Staff conducted several meetings to engage stakeholders in the development of the consolidated MWSBE policies based on the Disparity Study recommendations		
1.A.8.a	Business Formation	Work with FSU and FAMU to create opportunities for facility access for entrepreneurs	Q2 FY 19	On-going	Fall 2019: ACT and Jim Moran College of Entrepreneurship meetings held to discuss retention strategies (including facility access) for younger entrepreneurs.		
1.B.1.b	Tech Transfer & Commercialization	Identify potential customers for MagLab technologies	Q2 FY 17	On-going	Fall 2017: Established the Magnetic Technologies Taskforce	November 2020: Working with FAMU/FSU Engineering on 2 projects identified and nurtured through ROI to begin in 2021.	
				Complete	Spring 2018: Realigned an existing OEV position to staff the Applied Science and Manufacturing targeted industries. Fall 2018: Hired Research On Investment (ROI) to conduct business intelligence and outreach for company recruitment and expansion efforts.		
1.B.1.d	Tech Transfer & Commercialization	Market the MagLab in coordination with FSU	Q1 FY 18	On-going	February 2019: Launched the Magnetic Capital of the World Marketing Campaign. March 2020 - EMB Campaign	March 2020: EMB Campaign	

Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date	2020 Additions	2020 Additions (Cot'd)
1.B.2.c	Tech Transfer & Commercialization	Support master plan for Innovation Park to encourage business attraction and continuous investment	Q4 FY 17	On-going	Staff works with LCRDA and the Centers of Excellence at Innovation Park to support business attraction and expansion efforts.		
1.B.2.d	Tech Transfer & Commercialization	Use OEI website and in-house GIS capabilities to highlight concentration of university research organizations	Q3 FY 18	On-going	Winter 2019: OEI Annual Competitiveness Report includes "Innovation Index" which tracks patents and SBIR grants compared to 10 comparison metros. Also, asset map of LCRDA included within Community Profile		
1.B.3	Tech Transfer & Commercialization	Partner with both FAMU and FSU Research Foundations to support commercialization of university research	Q1 FY 20	On-going	October 2018: Applied Science Business Development Manager hired and begin engagement with the commercialization offices.		
1.B.4.a	Tech Transfer & Commercialization	Connect Health Care assets, leverage R&D and commercialization strengths at FSU and FAMU	Q2 FY 20	On-going	Ongoing: Staff works regularly with the FSU/FAMU Offices of Commercialization to support business attraction and expansion efforts. These efforts include meeting with companies that interested in tech transfer. Fall 2019: OEI staff coordinates site visits between FSU/FAMU and external private sector firms		
1.B.5	Tech Transfer & Commercialization	Work with Innovation Park to promote workshops, courses, and networking events to research community	Q1 FY 18	On-going	Staff works with LCRDA and the other partners located at Innovation Park to promote workshops and events.	Fall 2020: Partnered with Innovation to integrate "Innovation Park News" in monthly Economic Insider newsletter.	
1.C.1.b	Business Retention & Expansion	Identify businesses who create opportunities stemming from public sector	Q3 FY 17	On-going	Winter 2019: GovTech Roundtable piloted.	OEI began a series of regular Business Stakeholder meetings which include representatives from all key segments of our local economy.  OEI will introduce a Real Estate Roundtable for 2021.	
1.C.2	Business Retention & Expansion	Implement MWSBE's "4 Es" for certified businesses	Q3 FY 17	Complete	Spring 2017: Staff implemented a series of Industry Academies designed to engage, educate and empower MWSBE.		
1.C.2	Business Retention & Expansion	Implement Industry Academies for MWSBE	Q2 FY 18	Complete	Fall 2019: Staff implemented the B2B Connections.		
1.C.3	Business Retention & Expansion	Consolidate B2GNow to identify organizational needs, expand system	Q3 FY 17	On-going	Spring 2017: Staff implemented a series of Industry Academies designed to engage, educate and empower MWSBE.		
1.C.4.b	Business Retention & Expansion	Work with local constitutional officers to expand procurement opportunities for certified MWSBEs	Q2 FY 18	In progress	Staff is working with the County and the City consolidate and activate B2GNow software.		
1.C.4.c	Business Retention & Expansion	Work with local hospitals to expand procurement opportunities for certified MWSBEs	Q2 FY 18	Complete	Spring 2018: Completed MOU with Sheriff's Office.		
1.C.5.a	Business Retention & Expansion	Identify and work with partners with export/trade expertise who can provide technical assistance to businesses	Q2 FY 18	On-going	Spring 2018: Established a relationship with the International Trade Administration to host office hours every other month in Tallahassee to promote international trade.		
1.C.5.b	Business Retention & Expansion	Educate manufacturers about Transportation/Logistics assets	Q2 FY 19	In progress	Spring 2020: Host an export workshop for businesses interested in learning to expand their market area internationally.		
				On-going	2018: Established manufacturing as a targeted industry. October 2018: Hired a business development manager to focus business outreach and expansion efforts in applied science and manufacturing January 2019: Hosted the Florida Makes Board reception at the MagLab Winter 2019: Begin to discuss establishing a regional manufacturing association in Tallahassee	November 2020: Working with FAMU/FSU Engineering on 2 projects identified and nurtured through ROI to begin in 2021.	
1.C.5.c	Business Retention & Expansion	Filter information about export activities and opportunities into the business community.	Q3 FY 18	On-going	Spring 2018: Established a relationship with the International Trade Administration to host office hours every other month in Tallahassee to promote international trade.		

Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date	2020 Additions	2020 Additions (Cot'd)
1.C.6	Business Retention & Expansion	Work with community partners to expand disaster preparedness, recovery, and resiliency activities	Q2 FY 18	On-going	Fall 2016: Worked with local co-working spaces to host small businesses experiencing power outages in the event of natural disasters.		
				On-going	Fall 2017: Begin social media and e-newsletters to inform businesses on storm preparedness and recovery efforts		
				Complete	Spring 2018: Hosted a resiliency workshop in coordination with Leon County Emergency Management		
				On-going	Fall 2018: Launched Open 4 Business map to inform citizens of essential businesses that are open immediately after the storm. This won an IEDC award.		
				Complete	Summer 2019: Participated in Tourism Industry Days to promote the Open 4 Business Map.		
1.C.8	Business Retention & Expansion	Catalyze formation of computing and software cluster that communicates uniqueness of local tech cluster	Q3 FY 19	On-going	Fall 2019: Held the first Gov-tech roundtable discussion	Continue to highlight and feature Tallahassee's growing GovTech industry in marketing campaigns such as the 2020 Florida Trend, OEVSocial Media, Newsletters and Videos that highlight local companies.	
1.C.8.a	Business Retention & Expansion	Expand existing partner collaborations focusing on supporting coding and hacking events	Q2 FY 18	Modified	Spring 2017: I/O Academy at Domi to teach coding to non-university students piloted.		
1.C.9.a	Business Retention & Expansion	Continuously evaluate how growth among health care providers affects economic development factors	Q4 FY 18	Modified			
1.D.1.a	Business Recruitment	Asset inventory	Q2 FY 17	Complete	March 2018: IA Board adopted the Target Industry Study.		
				Complete	2018: Staff worked with a consultant to conduct an initial site inventory analysis.		
				In progress	Fall 2019: Staff is internally working on phase 2 of the site inventory analysis.		
1.D.2.a	Business Recruitment	Develop concise and sector specific marketing materials	Q3 FY 18	In progress	Winter 2020: New Marketing RFP & Communications Staff dedicated to developing marketing materials	October 2020: Developed Targeted Industries video series. November 2020: Launched redesigned Targeted Industries webpage with a list of major employers.	
1.D.2.b	Business Recruitment	Attend professional association conferences targeting site selection consultants	Q1 FY 19	On-going	Staff regularly interacts with site selection consultants at trade shows and economic development conferences.		
				Complete	December 2018: Attended first site selection conference.		
				Complete	April 2019: Attend meetings with site selection consultants in Greenville/Atlanta.		
				Complete	December 2019: Attended site selection conference.		
1.D.2.c	Business Recruitment	Work with existing industries to target cluster development	Q1 FY 18	On-going	Summer 2019: Mag Task Force meeting held to plan targeted business development alongside local Applied Science employers	Fall 2020: Big Bend Manufactureres Association established working in collaboration with FloridaMakes. Membership and board recruitment begun.	Fall 2020: Projects started with 2 large Magnetic tech companies working with the Mag Lab to deveop new technologies.
1.D.2.d	Business Recruitment	Market local community as an attractive place to grow Manufacturing	Q2 FY 19	On-going	Fall 2019: OEVS staff updated Community Profile for business attraction; external private sector lead generation continues to feed prospects and site visits.	October 2020: Developed Manufacturing Targeted Industries video; December 2020: Developed Innovation Park site selection video. Winter 2020: Updated Community Profile for business attraction.	
1.D.2.e	Business Recruitment	Brand Applied Sciences & Innovation cluster to communicate goals and generate excitement and support	Q4 FY 18	Complete	February 2019: Launched the Magnetic Capital of the World Marketing Campaign. March 2020 - EMB Campaign piloted in conjunction with MagLab and Tallahassee Beer Society.	March 2020 - EMB Campaign piloted in conjunction with MagLab and Tallahassee Beer Society.	
				In progress	Winter 2019: OEVS staff collaborating with TLH Beer Society, Deep Brewing, and MagLab to create a marketing campaign to promote innovation and applied science.		
1.D.3.c	Business Recruitment	Cultivate "Delta Team" for business attraction purposes	Q2 FY 17	On-going	Staff tailors each "delta team" for business recruitment/expansion based on the needs of the company.		
					December 2019: OEVS Competitiveness Report, Talent Index, measures STEM Innovation Occupations compared to 10 comparison MSAs. Entrepreneurial & Business Environment Index measures Creative Economy Jobs compared to 10 comparison MSAs. Innovative Capacity Index measures Advanced Industries compared to 10 comparison MSAs.		
1.D.3.d	Business Recruitment	Benchmark targeted industry cluster progress against other communities	Q1 FY 18	On-going			



Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date	2020 Additions	2020 Additions (Cot'd)
1.D.4.b.	Business Recruitment	Establish and implement local Future Opportunity Leveraging Fund	Q3 FY 19	Complete	September 2019: IA Board approved the FY 2020 budget which includes the establishment of the local Future Opportunity Leveraging Fund.		
1.D.4.c	Business Recruitment	Evaluate TBP reimbursement applications for transparent and responsible allocation of resources	Q3 FY 17	On-going	January 2020: TBP memorandum developed for latest reimbursement request from Danfoss.	Pursuant to Project Campus incentive Awards, Danfoss supplied a reimbursement request in February 2020. Upon OEV staff review, a reimbursement of \$21,896.40 was awarded in accordance with job creation targets being met and proof of ad valorem taxes paid.	
1.E.4.e	Creative Economy	Collaborate with Leon County Division of Tourism to ensure alignment with marketing efforts, when applicable.	Q3 FY 18	In progress			
1.F.1.a	Talent Pipeline	Work with CareerSource to assess workforce and talent profile	Q2 FY 17	On-going	Fall 2019: Attended Career Pathways Council, on which OEV is a member; presented on data center; will continue to attend.		
1.F.1.b	Talent Pipeline	Develop strategies to implement findings of workforce assessment	Q2 FY 18	On-going	Winter 2019: OEV data center measures workforce indicators, which inform programmatic recommendations for FY2020 funding.		
1.F.2.d	Talent Pipeline	Support and promote physical and placemaking assets to retain portable workers	Q1 FY 18	On-going	Winter 2019: OEV staff chosen as KCCI Community Catalyst fellow; participant will engage in 2020 placemaking project.	Winter 2020: OEV staff participated as a Community Catalyst in KCCI 2020, culminating in the funding and assembly of a bicycle skills park at Sabal Palm Elementary school. Placemaking efforts to enhance the Blueprint Market District re-development are also underway.	
1.F.3.b	Talent Pipeline	Support initiatives that bring career pathways opportunities into disadvantaged communities	Q1 FY 19	On-going	Winter 2019: OEV Elevate Grant provided \$25k funding to Junior Achievement Big Bend to engage underserved Tallahassee youth in career exploration and entrepreneurship capacity building activities.	Winter 2020: OEV continues to work with JABB to oversee implementation of the Elevate Grant. Due to COVID-19, the final grant deliverable was delayed, and a contract amendment processed, to extend the entrepreneurship programs offered by JABB into 2021. This was accompanied by increased digital infrastructure onlined by JABB.	
1.F.3.d	Talent Pipeline	Engage with Leon County to plan and execute Leon Works Expo	Q1 FY 17	On-going	January 2020: First Leon Works 2020 planning meeting held January 7		
1.F.3.e	Talent Pipeline	Work with community partners to launch apprenticeship program in skilled trades	Q4 FY 17	On-going	January 2020: OEV staff proposing new funding alignments in 2020 to support apprenticeship programs for employers and partners. This has been included in the MWSBE policy for 2020-2025		
1.F.3.e	Talent Pipeline	Facilitate periodic discussions around workforce needs at all levels	Q1 FY 17	On-going	January 2020: Applied Science Manager to coordinate workforce development activities during FY2020.		
1.F.5	Talent Pipeline	Work with workforce development partners to help disadvantaged jobseekers enter and remain in the workforce	Q2 FY 19	In progress	June 2019: Urban Jobs Program approved by IA Board. Businesses currently being identified for enrollment.		
2.A.1	Six Cornerstones	Redevelop OEV website	Q4 FY 19	In progress		November 2020: Resigned and launched new OEV website to enhance functionality	
2.B.1	Six Cornerstones	Use Business Intelligence research outputs to create targeted marketing that highlights and elevate the profile of Florida's Capital	Q2 FY 17	On-going		Winter 2020: OEV Communications and Business Intelligence have collaborated on updated Community Profile outputs for inclusion in RFPs. Second, the OEV data center was re-designed to increase ease of use and to highlight strengths for site selection researchers and local businesses.	
2.B.2	Business Recruitment	Work with Tallahassee Int'l airport to develop strategic messages, materials, and audiences for increased promotion	Q3 FY 18	On-going	Winter 2019: Quarterly meetings launched with TLH to provide in-kind services and promote airport economic development.		
3.A.2	Six Cornerstones	Regularly attend meetings with stakeholders	Q1 FY 17	On-going			
3.A.3	Six Cornerstones	Establish and maintain communications program with stakeholders	Q1 FY 17	On-going			
3.F	Business Retention & Expansion	Support development of a Foreign Trade Zone at Tallahassee International Airport	Q1 FY 17	On-going			

Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date	2020 Additions	2020 Additions (Cot'd)
4.A.1	Business Retention & Expansion	Develop investment fund supporting local opportunities	Q4 FY 18	On-going			
4.B.2	Business Retention & Expansion	Establish and Implement the modified Urban Vitality Job Creation Pilot Program	Q1 FY 18	On-going			
4.B.3	Business Retention & Expansion	Develop Local Manufacturing Ordinance Program	Q2 FY 18	On-going	Winter 2020: Staff exploring steps to create a Regional Manufacturing Association with Florida Makes.	Winter 2020: Staff exploring steps to create a Regional Manufacturing Association with Florida Makes.	Fall 2020: Big Bend Manufactureres Association established working in collaboration with FloridaMakes. Membership and board recruitment begun.
1.A.1.d	Business Formation	Include incubator/accelerator organization and program analysis with Targeted Industry RFP	Q2 FY 17	Complete	2017-2018: Conducted analysis on the incubator and accelerator in conjunction with Target Industry Study.		
1.A.2.a	Business Formation	Partner with local financial institutions to create a Community Investment Corporation	Q1 FY 20	Complete			
1.A.6.a	Business Formation	Release, negotiate and award Disparity Study RFP	Q1 FY 17	Complete			
1.B.1.a	Tech Transfer & Commercialization	Form the Magnetic Technologies Task Force	Q4 FY 17	Complete	Fall 2017: Established the Magnetic Technologies Taskforce		
1.C.1	Business Retention & Expansion	Implement CapitalLOOP, BRE initiative	Q3 FY 17	Complete		Throughout 2019 and early 2020 (Prior to COVID pandemic) BRE activities continued as a core function of the Business Vitality Office.	
1.C.1	Business Retention & Expansion	Implement Business to Business Connections, BRE initiative	Q4 FY 19	Complete	Fall 2019: Implemented a fall workshop series design to facilitate networking opportunities for certified MWSBEs and prime contractors.		
1.C.4.a	Business Retention & Expansion	Work with local higher education institutions to expand procurement opportunities for certified MWSBEs	Q2 FY 18	In progress	Staffing is resuming conversations with FAMU, which stalled in mid-2019 due to a change in leadership administrative Affairs.		
1.D.1.b	Business Recruitment	Commission Target Industry Analysis (including Economic Retrospective)	Q2 FY 17	Complete	March 2018: The Target Industry Study was accepted by the IA Board.		
1.D.1.c	Business Recruitment	Implement lead generation/business attraction activities	Q3 FY 18	Complete	May-September 2018: Developed and evaluated an RFP for lead generation activities. The Magnetic Taskforce participated in this process. October 2018: Hired Research On Investment (ROI) to conduct business intelligence and outreach for company recruitment and expansion efforts.		
1.D.4.d	Business Recruitment	Create and implement Elevate FL's Capital for Business: Workforce Development Opportunities Fund	Q1 FY 18	Complete	June 2018: IA Board approved the workforce development fund to support the talent pipeline cornerstone of the economic development strategic plan and targeted industry study.		
1.D.4.e	Business Recruitment	Create and implement Elevate FL's Capital for Business: Sponsorship Fund	Q3 FY 18	Complete	June 2018: IA Board approved the sponsorship fund for local events that support the goals and actions of the economic development strategic plan and targeted industry study.		
2.A	Six Cornerstones	Develop Marketing and Communications Plan	Q2 FY 18	Complete			
2.A.2	Six Cornerstones	Create partner toolkit	Q1 FY 20	Complete			
3.A.1	Six Cornerstones	Develop list of stakeholder organizations	Q1 FY 17	Complete			

Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date	2020 Additions	2020 Additions (Cot'd)
3.B.1	Six Cornerstones	Engage the EVLC	Q2 FY 17	Complete			
3.B.3	Six Cornerstones	Engage the CPC	Q2 FY 17	Complete			
3.C.1	Business Formation	Submit ACE Host Committee Application	Q2 FY 17	Complete	July 2015 - February 2017: Lead a coalition of Central/North Florida communities to develop an application to host ACE in December 2017. The application was submitted in February 2017 and subsequently approved.		
3.C.2	Business Formation	Prepare and host ACE 8	Q3 FY 17	Complete	February 2017- December 2017: worked with the EDA, OAS, and North/Central Florida communities on the ACE 8 agenda.		
3.C.3	Business Formation	Host ACE 8 and Follow-Up	Q1 FY 18	Complete	December 2017 - October 2018: Hosted ACE 8 in Tallahassee and conducted follow-up outreach.		
				Complete	March 2018: Attached NACO and met with EDA on the results of ACE 8		
				Complete	May 2018 and October 2018: Participated in ACE 10 and 11 and staff was subsequently named an ACE Ambassador.		
4.B.1		Develop Urban Vitality Job Creation Pilot Program	Q1 FY 18	On-going	Fall 2019: UVJCPP re-designed to remove geographic limitation and instead position to encourage hire of workforce training program completers at United Way ALICE wage or higher.		
4.A.2		Evaluate Economic Development Programs in accordance with the Interlocal Agreement	Q3 FY 18	On-going	January 2020: EVLC strategic retreat considers how to best serve IA Proposals and Strategic Plan Initiatives through flexible FY2020 funding.		
1.A.1.c	Business Formation	Continue to evaluate opportunities with Junior Achievement's high-school entrepreneur program	12/03/18	In progress	December 2018: JA received a \$21,000 grant from the Elevate Fund to support its entrepreneurial programs in high school. This grant served 350 students.	Fall 2020: OEV processed an amendment to the JABB contract extending student outreach metrics and deliverables into 2021. This accommodates JA Be Entrepreneurial and JA Launch Lesson, two programs that the organization has pivoted toward more online learning opportunities.	
1.A.10.a	Business Formation	Encourage stronger connections between angel groups across Florida and local startups.	Q3 FY 18	In progress	Fall 2019: Vitality Staff implemented startup finance design think workshop as part of Tallahassee Startup Week activities.	Fall 2020: OEV participated in Global Entrepreneurship Week, Synapse Converge conference. In a "Tallahassee Presence" event, a panel discussed Tallahassee assets, including talent and R&D. Synapse is seen as a connective link to startup funding throughout the state.	
1.A.10.b	Business Formation	Encourage stronger connections between venture capital groups across Florida and local startups.	Q3 FY 19	In progress	Fall 2019: Vitality Staff implemented startup finance design think workshop as part of Tallahassee Startup Week activities. Staff to organize follow-up meetings in 2020 to advance ideas.	Fall 2020: OEV participated in Global Entrepreneurship Week, Synapse Converge conference. In a "Tallahassee Presence" event, a panel discussed Tallahassee assets, including talent and R&D. Synapse is seen as a connective link to startup funding throughout the state. Additionally, OEV staff continue to participate in SBA and other promotion of local Opportunity Zone investment.	
1.A.3.a	Business Formation	Develop MWSBE microsite	Q4 FY 19	In progress	October 2019: Begun the redevelopment of the OEV website and will include an MWSBE microsite.		
1.B.1.e	Tech Transfer & Commercialization	Dedicate staff to support Applied Science/Manufacturing cluster, including Mag Taskforce Initiative	Q1 FY 19	On-going	February 2019: Launched the Magnetic Capital of the World Marketing Campaign		

Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date	2020 Additions	2020 Additions (Cot'd)
1.D.4.f	Business Recruitment	Evaluate Elevate Fund Workforce Development Grants for transparent and responsible allocation of resources	Q1 FY 19	In progress	January 2020: Staff developing improved contracts for grantees with general counsel for measuring performance and impact.	Winter 2020: Staff evaluated Elevate Fund grants to date, finding that the main impact area was entrepreneurship. Elevate sponsorships received improved monitoring and evaluation measures, including full application and smartsheet tracking. Nonetheless, Elevate grants and sponsorships were found to be more effective if absorbed into larger FY21 capital budget lines, and an "Elevate Grant" line item no longer exists. In its place, Local Business and Workforce Development, Industry Academies and B2B Outreach, Strategic Marketing and Communication, and Economic Vitality Sponsorships will address workforce funding during the 5-year horizon.	
1.A.1.b	Business Formation	Develop cornerstone spin-off segments with other partners for niche opportunities	Q4 FY 20	External Lead			
1.A.9.a	Business Formation	Work with partners to build business management skills among entrepreneurs that are starting a business.	Q2 FY 20	External Lead	Fall 2019: OEV Elevate Fund provides \$25k to Third Act program at DOMI, which equips older adults as mentors and entrepreneurs.		
1.B.2.g	Tech Transfer & Commercialization	Conduct feasibility analysis for the creation of an "industry-focused" makerspace	Q1 FY 21	Not Yet Started			
1.F.1.c	Talent Pipeline	Identify career ladder opportunities within each target industry cluster	Q4 FY 18	External Lead	The Career Pathways Council explores opportunities and cluster development on a quarterly basis, and is led by CareerSource, and includes workforce partners from around the region.		
1.F.2.b	Talent Pipeline	Promote the Tally Job Hop to employers in target industries; FSU, and FAMU	Q1 FY 19	External Lead	OEV continues to support partners at the chamber for this event.		
1.B.4.b	Tech Transfer & Commercialization	Explore opportunities to connect entrepreneurs to regional health care institutions for R&D and piloting	Q2 FY 20	Removed	Duplicate		
3.B.2	Six Cornerstones	Engage the EVCC.	Q2 FY 17	Removed	September 2018: IA Board dissolved the EVCC.		
1.A.12.b	Business Formation	Pursue U.S. E.D.A.'s Office of Entrepreneurship i6 Challenge Grants	Q3 FY 20	Modified	Winter 2019: FAMU designated as University Center and currently implementing its "REACH" program.		
1.A.12.a	Business Formation	Renew focus on the FAMU College of Pharmacy as a source of research and innovation	Q2 FY 20	Not Yet Started			
1.A.2.b	Business Formation	Establish competitive grant program to support entrepreneur mentoring and subject matter expert access	Q1 FY 20	Not Yet Started	January 2020: EVLC strategic planning retreat to consider flexible funding streams to abet increased capital / mentor access.		
1.A.3.b	Business Formation	Encourage local business to post MWSBE opportunities on microsite	Q3 FY 20	Not Yet Started			
1.A.6.d	Business Formation	Implement Disparity Study findings	Q2 FY 20	In progress	January 30, 2020: The IA Board will consider consolidated MWSBE policies. Once approved and adopted by the City and the County, staff will begin the implementation process.		
1.A.7	Business Formation	Create business plan for business incubator to address specific needs of local entrepreneurs and ecosystem	Q2 FY 20	External Lead	Winter 2019: LCRDA currently piloting North Florida Innovation Labs, the high-tech incubator concept first envisioned in 2018 EDA disaster supplemental application.		
1.A.8.b	Business Formation	Create concierge to facilitate access, establish culture of collaboration for entrepreneurs at FAMU and FSU	Q2 FY 20		Fall 2019: OEV staff continues to work with AERO partners to develop concierge online resources; Tallahassee Startup Week 2019 included pilot of "startup space" app to facilitate entrepreneur-to-resource access.		
1.A.9.b	Business Formation	Attract management talent from outside community to join founding teams or established companies.	Q1 FY 21	External Lead	2019-2020: Domi Station and SCORE both offer mentoring services locally; Choose TLH currently working to attract retirees with business acumen to relocate to Tallahassee, start a business, and/or mentor.		
1.B.1.c	Tech Transfer & Commercialization	Work with LCRDA to develop a menu of incentives for private sector investment at Innovation Park	Q1 FY 20	On-going	Fall 2019: OEV "Toolkit" developed and published to indicate incentives and other resources available to businesses, including LCRDA companies and professors.		
1.B.1.f	Tech Transfer & Commercialization	Work toward developing a grant award specific to magnetic technologies with community partners	Q1 FY 20	In progress	Winter 2019: OEV staff working with LCRDA to identify gaps in commercialization opportunities; Elevate Fund awarded to North Florida Innovation Labs; potential for new funding stream to support innovation businesses in 2020.		
1.B.2.a	Tech Transfer & Commercialization	Collaborate with LCRDA, FSU, and FAMU to grow advanced manufacturing out of university research	Q1 FY 20	On-going	Winter 2019: OEV staff hosted several site visits and are currently working with major private employer to expand locally.		

Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date	2020 Additions	2020 Additions (Cot'd)
1.B.2.b	Tech Transfer & Commercialization	Collaborate with LCRDA, FSU, and FAMU to develop specific sub-niches within STEM Innovation cluster	Q1 FY 20	In progress	Winter 2019: OEI staff supporting NFIL through Elevate Fund and board participation to pilot STEM incubator at LCRDA		
1.B.2.e	Tech Transfer & Commercialization	Utilize business engagement and outreach to increase funding and commercialization opportunities between universities and private sector	Q1 FY 20	External Lead	Winter 2019: Private startup attempting to increase company access to LCRDA machinery/labs toward commercialization of new technology.		
1.B.4.c	Tech Transfer & Commercialization	Promote "living lab" and collaboration among patient care providers and innovators in Prof. Services & Info. Tech.	Q1 FY 21	Not Yet Started			
1.B.4.d	Tech Transfer & Commercialization	Support and publicize recent expansion of FSU's GAP to include health-related innovation	Q1 FY 20	On-going	Summer 2019: OEI shared GAP grant and FSU research external news publications via Facebook.		
1.C.1.a	Business Retention & Expansion	Develop understanding of Industry 4.0 trends and needs of existing manufacturers	Q1 FY 20	In progress	2019: OEI is working with local industry leaders such as Mag Task Force to identify and act on AI and Smart trends in industry.		
1.C.1.c	Business Retention & Expansion	Identify physical supply chain needs of Prof. Services & Info Tech firms for overlap with Manufacturing industry	Q1 FY 20	Not Yet Started			
1.C.1.d	Business Retention & Expansion	Identify industry crossover, or "ICT across verticals"	Q1 FY 20	Not Yet Started			
1.C.10	Business Retention & Expansion	Establish a Manufacturing task force to champion local efforts to grow and sustain the industry.	Q2 FY 20	In progress	Winter 2019: Begin to discuss establishing a regional manufacturing association in Tallahassee	Fall 2020: Big Bend Manufactureres Association established working in collaboration with FloridaMakes. Membership and board recruitment begun.	
				Complete	May 2019: Attended the Florida Makes Annual Conference		
1.C.7	Business Retention & Expansion	Solicit input on the types of commercial space needed for manufacturing business expansion and identify gaps and costs.	Q1 FY 20	In progress	Winter 2019: OEI assisting Florida Gulf Atlantic Railroad to explore trans-load sites to assist with shipping costs to local manufacturers.		
1.D.3.a	Business Recruitment	Develop comprehensive sales process for community members and staff interacting with clients	Q1 FY 19	In progress	Fall 2019: OEI has developed script and comprehensive outreach plan for business engagement, which will enter into Salesforce database in development.	OEI has begun the process of incorporating additional self-help features into its website which enable site selectors to locate strategic/incentive properties, obtain an overview of the project permitting process and connect directly with local brokers for property inquiries.	
1.D.3.b	Business Recruitment	Develop and offer extensive consultative sales training for business recruitment	Q1 FY 20	In progress	Winter 2019: OEI staff began Salesforce customer relationship management software to enhance business recruitment leads management. Three Vitality staff currently work directly off this platform.		
1.D.5	Business Recruitment	Encourage local manufacturing of Health Care products that are currently sourced outside the local economy	Q1 FY 21	Not Yet Started			
1.E.1.a	Creative Economy	Commission study on the creative economy	Q1 FY 20	Not Yet Started			
1.E.1.b	Creative Economy	Create awareness of all the businesses classified in the creative economy	Q1 FY 21	Not Yet Started			
1.E.1.c	Creative Economy	Formal rollout of the creative economy initiative	Q1 FY 21	Not Yet Started			
1.E.1.d	Creative Economy	Work with COCA to determine the art community's impact on the creative economy	Q1 FY 21	In progress	Winter 2020: OEI participating in "Sound Diplomacy" music planning meetings that assess the economic impact of music on Tallahassee economy.		
1.E.1.e	Creative Economy	Design strategies to align and leverage all creative assets and talent to grow the creative economy sector	Q4 FY 20	In progress	Winter 2020: OEI participating in "Sound Diplomacy" meetings to design strategies that support Tallahassee music.		
1.E.1.f	Creative Economy	Understand creative economy's impact on business location decisions	Q1 FY 20	Not Yet Started			
1.E.2.a	Creative Economy	Collaborate with the creative sector to articulate the impact of the creative class	Q2 FY 21	Not Yet Started			
1.E.2.b	Creative Economy	Outline marketing and communications strategy to holistically promote creative economy	Q2 FY 21	Not Yet Started			
1.E.2.c	Creative Economy	Promote sector benefits to targeted audiences; differentiate sector for business and tourism	Q3 FY 20	Not Yet Started			
1.E.2.d	Creative Economy	Work with creative economy partners to broaden the scope of creative programming	Q1 FY 21	In progress	Winter 2020: OEI participating in "Sound Diplomacy" planning workshops to potentially enlarge music support in Tallahassee.		
1.E.2.e	Creative Economy	Develop creative economy microsite	Q4 FY 20	Not Yet Started		November 2020: Launched Creative Economy microsite along with redesigned website to highlight its mission	
1.E.2.f	Creative Economy	Host events to promote creative economy sector	Q1 FY 21	Not Yet Started			
1.E.2.g	Creative Economy	Host events and provide online resources to inform K-12 leaders about creative economy job opportunities for students	Q4 FY 21	Not Yet Started			
1.E.3.a	Creative Economy	Collaborate with community partners to inventory and communicate creative economy resources and support programs	Q1 FY 21	Not Yet Started			



Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date	2020 Additions	2020 Additions (Cot'd)
1.E.3.b	Creative Economy	Consider how entrepreneurial support programs can support creative-focused entrepreneurs	Q3 FY 21	Not Yet Started			
1.E.3.c	Creative Economy	Increase capacity-building through programs teaching business skills to entrepreneurs/creative businesses	Q3 FY 21	Not Yet Started			
1.E.3.d	Creative Economy	Integrate entrepreneur programs to leverage creative talent into job-creating enterprises (solopreneurs)	Q3 FY 20	Not Yet Started			
1.E.3.e	Creative Economy	Foster online creative economy community via social media	Q1 FY 21	Not Yet Started			
1.E.3.f	Creative Economy	Consider development of a designers' network	Q3 FY 21	Not Yet Started			
1.E.3.g	Creative Economy	Create temporary creative space with criteria for use; utilize incentives to renovate old buildings/structures	Q3 FY 21	Not Yet Started			
1.E.4.a	Creative Economy	Coordinate creative and tourism events to market the region	Q1 FY 20	Not Yet Started			
1.E.4.b	Creative Economy	Research creative industry opportunities for visitor attraction strategies	Q3 FY 20	In progress	Winter 2020: OEV Participating in "Sound Diplomacy" music planning activities for visitor attraction.	April 2020: Partnered with COCA for Poems To-Go initiative	
1.E.5	Creative Economy	Expand current list of creative enterprises and occupations to better understand the composition of "creative economy"	Q2 FY 20	Not Yet Started			
1.F.1.d	Talent Pipeline	Identify "hidden" target industry career opportunities within non-target industries	Q3 FY 20	Not Yet Started			OEV has leveled up participation with Career Source Capital Region with regular participation in its job sector roundtables and regularly offer resources to sponsor job seeking / employee recruitment operations. Further, OEV participated in planning of the 2020 Leon Works career EXPO which was postponed due to COVID-19.
1.F.2.a	Talent Pipeline	Conduct representative survey of attending TCC, FAMU, and FSU students about perceptions of local community	Q2 FY 20	Not Yet Started			
1.F.2.c	Talent Pipeline	Expand internship opportunities with Chamber, FSU, FAMU, and TCC	Q3 FY 19	On-going	Winter 2019: OEV staff participated in FAMU Career Day and are promoting increased participation of local employers at FSU / FAMU / TCC Career Day events.		
1.F.2.e	Talent Pipeline	Collaborate with the Chamber to expand Tally Prof Hop to include FSU College of Medicine and FAMU College of Pharmacy	Q2 FY 20	External Lead	Currently led by Tallahassee Chamber of Commerce and Private Sector Partners.		
1.F.3.a	Talent Pipeline	Engage K-12 system to develop STEM programs for students and faculty linked to cluster development	Q1 FY 20	External Lead	Currently led by Leon County Schools		
1.F.4	Talent Pipeline	Develop creative approach to address trailing spouses	Q3 FY 20	Not Yet Started			
1.F.3.c	Talent Pipeline	Work with CareerSource to benchmark initiatives that promote low-skilled workers into middle-skill jobs	Q2 FY 20	Not Yet Started			
2.B.3	Business Retention & Expansion	Communicate and promote regional logistics assets to encourage Manuf. and Trans/Logistics industry development	Q1 FY 20	On-going	Winter 2019: OEV staff met with TLH Airport staff to discuss airport logistics planning and how it can assist with Airport property activation.	October 2020: Developed Manufacturing Targeted Industries video; December 2020: Developed Innovation Park site selection video. Winter 2020: Updated Community Profile for business attraction.	
3.D.1&2	Business Recruitment	Host tour for FAM in recognition of International Economic Development Week	Q3 FY 19	Not Yet Started			
3.E	Business Retention & Expansion	Support development of regional Freight Logistics Zone	Q1 FY 19	On-going			
3.G	Business Recruitment	Engage community in "Future-Making" for emerging fields and what they mean for target industries.	Q2 FY 20	Not Yet Started			

Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date	2020 Additions	2020 Additions (Cot'd)
4.B.4	Business Retention & Expansion	Evaluate regional broadband cost and accessibility; include it in regular infrastructure planning efforts	Q2 FY 20	Complete	Summer 2019: OEV staff provided information about telecommunications coverage to City and County Commissions.		
4.C	Six Cornerstones	Seek Accredited Economic Development Organization status	Q1 FY 21	Not Yet Started			

### MWSBE Academy Schedule

- Financing Options – February 10 at 12 pm
- Certification...A Key for Accessing Business Opportunities– February 24th at 12 pm
- Learning your “ACDBE/DBEs” – March 10 at 12 pm
- Making It Count: The Rules of Bid Estimating – March 24 at 12pm
- Preparing Bid Responses that Win – April 7 at 12 pm
- Choose Me!: Qualifying for Continuing Services – April 21 at 12 pm
- Risk Management – May 5 at 12 pm
- Marketing Strategies for Small Business Owners – May 19 at 12 pm
- Let’s Talk Business: Maximizing MWSBE Utilization – June 2 at 12 pm
- Disparity Study – TBD

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**From:** [Ben Pingree](#)  
**To:** [Kevin Graham](#)  
**Cc:** [Susan Dawson](#); [Cristina L. Paredes](#)  
**Subject:** MOU Negotiation / Update  
**Date:** Thursday, January 21, 2021 3:10:56 PM  
**Attachments:** [image001.png](#)  
[FSU Letter to Blueprint - 01.08.21.pdf](#)  
[Draft MOU - Convention Center.msg](#)

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Good afternoon, Kevin,

Thank you for your review of our proposed MOU terms sent on November 6, 2020 and your response letter regarding same dated January 8<sup>th</sup> (pdf attached).

**Background:** As you may recall on March 12, 2020, the IA Board accepted the market feasibility study conducted by HVS on the proposed Convention Center, and directed the IMC to proceed with the following actions:

- Develop and execute a Memorandum of Understanding with FSU to formalize the development, operational, and maintenance responsibilities for the new convention center in accordance with the content of this agenda item.
- Commensurate with the execution of the MOU, work with FSU to conduct a cost feasibility analysis and visioning session with community partners and authorize the expenditure of up to \$500,000 for the construction of a convention center, as recommended by HVS study and allocate funding from OEV's unallocated fund balance.
- Include the \$40M estimate for bonding and debt service in the development of the FY 2021 Office of Economic Vitality's budget.

Our MOU draft transmittal was delivered to your office on November 6<sup>th</sup> in advancement of that direction (e-mail attached), and built upon months of productive good faith negotiations between our respective offices. Thank you. The following two sections seek to 1) summarize your March 12<sup>th</sup> response (upon your review, please advise if I'm not capturing something also intended), and 2) provides a request for further clarification by FSU.

**Summary of FSU Response:** To summarize, your X date response letter identified three key points in response to our full draft MOU terms proposal:

- Project Size: You're seeking clarity as to size and program of the proposed convention center, placing the full responsibility for funding, planning and construction of same on the IA Board;
- Operational Considerations: You're clarifying that for FSU to manage the facility, once constructed, there can be no expectations for unsubsidized (below market to free) use of the facility by the City or County, regardless of public use purpose;
- Hotel: You're clarifying that FSU is proceeding with it's public-private partnership with a hotelier to construct a hotel adjacent to the site of a proposed convention center and that hotel is moving forward completely separate from our negotiations.

**Follow-up Information Request:** In order to gain clarity from our IA Board, there are some points I'm seeking clarification from you, in turn, and as follows:



- Other Blueprint Draft MOU Terms and Conditions: Your response letter was silent on all other proposed terms and conditions. Please clarify if you agree to all other terms, or where you disagree.
- Hotel Details: Clarity as to size and purpose of the hotel is being requested. The synergy of our draft MOU terms directly correlate to a specific size (rooms) and use of the adjacent hotel. It's difficult to ascertain clarity as to those components being fulfilled without additional information about the adjacent hotel property size and programming. As you may be aware, our Blueprint Interlocal Agreement (our governing document detailing this project) states that surtax proceeds for the Convention Center Project will be used to construct a convention center, as part of FSU's master planning effort to attract a "full service hotel" to the Madison District.
- Land Reservation: I'd like your thoughts as to the exact size (footprint) FSU is reserving for the "adjacent" convention center property, and the amount of time that FSU is willing to allocate or reserve that land for possible development for the convention center purpose.
- Parking: Can you clarify whether the hotel and adjacent parking facilities will continue to be programmed sufficient to handle the parking demands of the potential convention center facility?

With the answers to these key questions, and any other clarification you may seek to provide, we will be better enabled to prepare the agenda materials necessary to gain the IA Board direction on this matter your letter is seeking. I look forward to continued collaboration and clarity. Please don't hesitate to call me for any questions or to discuss further.

Sincerely,  
-Ben

**Benjamin H. Pingree, MPA, CEcD | Director of PLACE**

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Blueprint: [www.blueprintia.org](http://www.blueprintia.org)

Economic Vitality: [www.oeforbusiness.org](http://www.oeforbusiness.org)

Planning: [www.talgov.com/planning](http://www.talgov.com/planning)



Please note that under Florida's Public Records laws, most written communications to or from city and county staff or officials regarding public business are public records available to the public and media upon request. Your e-mail communications may therefore

be subject to public disclosure.

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**From:** Kevin Graham [mailto:kevin.graham@fsu.edu]  
**Sent:** Friday, January 8, 2021 1:26 PM  
**To:** Ben Pingree <Ben.Pingree@Tlcplace.org>  
**Cc:** Kyle Clark <kyle.clark@fsu.edu>  
**Subject:** RE: New Year Reconnection

Hi Ben.

We appreciate your patience. Thanksgiving, Christmas, and New Year added to an already packed calendar. Attached is a letter responding to your recent edits to the DRAFT MOU.

Give a call when you have some time to discuss.

Kevin

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**From:** Ben Pingree <[Ben.Pingree@Tlcplace.org](mailto:Ben.Pingree@Tlcplace.org)>  
**Sent:** Tuesday, January 5, 2021 12:32 PM  
**To:** Kevin Graham <[kevin.graham@fsu.edu](mailto:kevin.graham@fsu.edu)>  
**Cc:** Susan Dawson <[Susan.Dawson@Blueprintia.org](mailto:Susan.Dawson@Blueprintia.org)>; Cristina L. Paredes <[Cparedes@oevforbusiness.org](mailto:Cparedes@oevforbusiness.org)>  
**Subject:** New Year Reconnection

Hi Kevin,

Hope you're well in the New Year and had a safe and pleasant holidays. Was hoping to reconnect soon on the status of the draft MOU development. Perhaps your comments/input on the document provided some time ago are forthcoming? It is likely I will be updating the IA Board in February. Let me know of status or a good time to reconnect. I look forward to it.

Thanks,  
-Ben

**Benjamin H. Pingree, MPA, CEcD | Director of PLACE**

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Economic Vitality: [www.oevforbusiness.org](http://www.oevforbusiness.org)

Planning: [www.talgov.com/planning](http://www.talgov.com/planning)



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FLORIDA STATE UNIVERSITY  
OFFICE OF REAL ESTATE

01/08/2021

Mr. Ben Pingree  
315 South Calhoun Street – Suite 450  
Tallahassee Florida, 32301

Dear Ben,

Thank you for the November 6<sup>th</sup> comments to the June 30<sup>th</sup> DRAFT MOU. We have reviewed the edited document. Rather than providing a detailed markup, we thought it more beneficial to address a few high-level concerns before attempting to redraft provisions of the edited MOU ("MOU v.2"). In addition to MOU v.2, FSU is also responding to the two most recent Blueprint IA Board Meetings:

September 17<sup>th</sup> BIA Meeting – Decision was made to reallocate \$10M from the convention center project to benefit the stadium renovation at FAMU. ***FSU supports this investment in FAMU and Bragg stadium.***

December 10<sup>th</sup> BIA Meeting – "Un-agendaed" discussion of convention center. Questions asked regarding the size and scope of the convention center facility.

**Project Size:**

Consistent with what FSU described in its December 16, 2019 letter to Blueprint, and reiterated during the March 2020 Blueprint meeting, FSU is able to build a facility that addresses the programmatic needs of Blueprint, so long as the budget to design and construct this facility is confirmed. ***FSU is requesting clarification from the Blueprint IA board regarding its expectation of the program for the convention center.*** As stated in the Blueprint meeting in March, the decision to increase funding from \$20M to \$40M was specifically established to allow for construction of a facility that matched the size and utility of what was contemplated in the 2019 HVS study. A reduction in the project scope was not adequately addressed by Blueprint in MOU v.2.

**Operational Considerations:**

MOU v.2 introduces several new operational considerations including reduced or no cost convention center rentals and booking priorities for city and county government, and reduced market rates for locally based community events. While these are admirable objectives, this request extends beyond what was previously agreed to, and presents substantial operational burdens not previously contemplated.

What was described at the March meeting was that Blueprint would fund the design and construction of the convention center. FSU would then take ownership and fund the operations, management, and maintenance of the facility. If it is necessary to create a priority

structure for local community members at below market rates, we will need to revisit the future funding model. FSU may address this so long as there is an understanding that FSU will not be responsible for subsidizing below market rentals of the facility.

**Hotel:**

As we have previously represented, due to the needs of the University, FSU is moving forward with the design and construction of the hotel project. As such, the program details of the FSU hotel are not subject to this MOU or future development agreements pertaining to the convention center.

We look forward to continuing this discussion and seeking clarity to these outstanding items.

Respectfully submitted,



Kevin C. Graham  
Executive Director  
Florida State University – Office of Real Estate

Cc:

Kyle Clark, Vice President of Finance, Florida State University



Proposed FY 2021 Office of Economic Vitality Capital Projects and Economic Vitality Programs Budget							FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total, FY 2021-2025	Amount Remaining to Complete Project Based on Estimated Cost to Complete
								Blueprint 2020 Program Funding					
1 Sources of Funds													
2 Allocation of Net Sales Tax Revenues							3,085,368	2,384,247	548,059	629,098	484,384	7,131,156	
3 City, County, State and Federal Funding (1)							310,475	318,237	326,193	334,348	342,707	1,631,960	
4 Bond Proceeds							-	21,500,000	-	10,000,000	-	31,500,000	
5 Loan Proceeds							10,000,000	-	-	-	-	10,000,000	
6 Grants and Miscellaneous Funding							-	-	-	-	-	-	
7 Total Sources of Funds for Office of Economic Vitality Projects							13,395,843	24,202,484	874,252	10,963,446	827,091	50,263,116	
8 Uses of Funds								Blueprint 2020 Program					

NOTE: The Capital Improvement Program allocates net sales tax and other sources of funds to capital infrastructure projects and economic development projects; only funding identified in FY 2021 will be allocated toward any projects. Funding identified in the outlying years (2022 - 2025) is based on current estimates of future net sales tax revenues for capital projects and other anticipated funding sources.

(1) Budgeted revenue from City, County, State and Federal funding consists of equal funding shares from the City of Tallahassee and Leon County to support the operations of the Minority, Women and Small Business Enterprise program. Each government has committed to fund one-third of the program's operating costs while the Office of Economic Vitality will fund the remaining amount from its dedicated sales tax revenue.

(2) The estimated costs to complete each project is based on the five-year time horizon presented in this Capital Projects Budget. Many of OEV's projects are of an ongoing nature and will not be considered "complete" until the IA Board provides direction to discontinue the project. Other projects, such as contributions to the Convention Center and LCRDA Incubator will be complete upon OEV's provision of funding. The annual airport allocation is ongoing for the life of the Blueprint 2020 sales tax.