

## **BOARD OF DIRECTORS MEETING**

**June 21, 2018**

**3:00 pm**

**City Commission Chambers**

**Chair: Curtis Richardson**

### **Agenda**

#### **I. AGENDA MODIFICATIONS**

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#### **II. INFORMATIONAL ITEMS/PRESENTATIONS**

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- Blueprint Project Updates
- Office of Economic Vitality Project Updates

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| 14. | Acceptance of the Economic Vitality Strategic Marketing and Communications Plan and Approval to Allocate \$160,000 from the Business Recruitment and Incentive Fund for Implementation   | 127 |

#### **V. CITIZENS TO BE HEARD**

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.

#### **VI. ADJOURN**

### **NEXT BOARD OF DIRECTORS MEETING: September 20, 2018**

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 Agenda Item

**TITLE:** Approval of the March 1, 2018 Blueprint Intergovernmental Agency Board of Directors Meeting Minutes

**Date:** June 21, 2018

**Requested By:** Blueprint & OEV Staff

**Contact:** Blueprint & OEV

**Type of Item:** Consent

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### STATEMENT OF ISSUE:

This Agenda Item presents the summary meeting minutes of the March 1, 2018 Blueprint Intergovernmental Agency Board of Directors (IA Board) meeting and requests the IA Board's review and approval of the minutes as presented.

**Action by TCC and CAC:** This item was not presented to the CAC or TCC.

### OPTIONS:

- Option 1: Approve the March 1, 2018 Blueprint Intergovernmental Agency Board of Directors meeting minutes.
- Option 2: Do not approve the March 1, 2018 Blueprint Intergovernmental Agency Board of Directors meeting minutes.
- Option 2: Board Guidance.

### RECOMMENDED ACTION:

- Option 1: Approve the March 1, 2018 Blueprint Intergovernmental Agency Board of Directors meeting minutes.

#### Attachment

1. Draft Summary Minutes of the Blueprint Intergovernmental Agency Board of Directors Meeting on March 1, 2018

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# **Blueprint Intergovernmental Agency**

## **Board of Directors**

### **Agenda Item**

**Date:** June 21, 2018  
**To:** Board of Directors  
**From:** Benjamin H. Pingree, PLACE Director  
**Subject:** Summary Minutes of March 1, 2018 Board of Directors Meeting

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#### **MEMBERS PRESENT**

<b>COUNTY</b>	<b>CITY</b>
Commissioner Mary Ann Lindley, Chair	Commissioner Gil Ziffer
Commissioner Kristin Dozier	Mayor Andrew Gillum (telephonically)
Commissioner Nick Maddox	Commissioner Nancy Miller
Commissioner Bryan Desloge	Commissioner Curtis Richardson
Commissioner Bill Proctor	Commissioner Scott Maddox
Commissioner Jimbo Jackson	
Commissioner John Dailey	

#### **MEMBERS ABSENT**

There were no members absent.

#### **I. AGENDA MODIFICATIONS**

- Request for telephonic participation by Mayor Andrew Gillum.
- Submittal of a written report from the Citizen's Advisory Committee Chairman.

#### **II. INFORMATIONAL ITEMS/PRESENTATIONS**

- Citizen's Advisory Committee Chairman's Report
  - Hugh Tomlinson was unable to attend but provided written report to the Board. A copy of that report is attached to the minutes.
- Blueprint Project Updates Presentation
  - Autumn Calder provided an overview of the Blueprint projects which included the following highlights from the consent agenda:
    - The completion of the Smokey Hollow Barber Shop with the Grand Opening scheduled for Monday, April 2, 2018.
    - Updates on the amphitheater weatherization and partnership with Leon County.
    - The completion of remediation work on Franklin Boulevard in January 2018.
    - Construction continued on Capital Cascades Trail Segment 3 with an anticipated completion date in the fall of 2018.

- South Adams Street area infrastructure projects included approximately \$100-million of investments with four projects in the 2020 program poised to achieve the redevelopment and improved safety aspects.
- The request for a workshop on the Implementation of the Blueprint 2020 Work Plan which allowed in-depth discussion of schedules, funding, staffing, and operations.
- OEV Project Updates Presentation
  - Al Latimer provided an overview of the OEV projects which included the following highlights from the consent agenda:
    - The continued positive trend in US, State, and local employment conditions.
    - The OEV team was working thirteen active projects that primarily in the manufacturing and professional services industries with more than half of them being recruitment opportunities.
    - The Competitive Projects Cabinet approved a targeted business award for Project Fox that would result in 50 new and retained jobs with wages 115% above the average in Leon County. The \$4.35-million capital investment would have a \$23-million economic output for the community.
    - The OEV team amplified economic growth through the data center of the OEV website, [www.oevforbusiness.org](http://www.oevforbusiness.org), providing internal and community resources to assist in business decision and the growth of the local economy.
    - Staff conducted 57 business consultations under the CapitalLOOP program that generated four leads, two expansions, and two recruitments culminating in 313 jobs for a \$14-million capital investment.
    - The Urban Vitality Job Creation Pilot Program launched in January 2018 to spark job creation, particularly through the existing businesses within the Promise Zone.
    - Formalization of the exchange of information between Leon County Sheriff's Office and the Minority Women Small Business Enterprises Office to share procurement listings, refer potential vendors for certification, meet supplier diversity goals, and report annual participation through OEV.

### **III. CONSENT**

**ACTION TAKEN: Commissioner Richardson moved, seconded by Commissioner Dozier to approve the Consent Agenda.**

**The motion passed 9-0.** Commissioner Scott Maddox, Commissioner Proctor, and Mayor Andrew Gillum had not yet joined the meeting.

1. Approval of the December 5, 2017 Board of Directors Meeting Minutes  
**The Board approved Option #1: Approve the December 5, 2017 Board of Directors meeting minutes.**
2. Acceptance of the Status Report on Blueprint Intergovernmental Agency Infrastructure Projects  
**The Board approved Option #1: Accept the March 2018 status report on Blueprint infrastructure projects.**
3. Status Report on the Operations of the Tallahassee-Leon County Office of Economic Vitality  
**The Board approved Option #1: Accept the Tallahassee-Leon County Office of Economic Vitality Status Report and approve amended enabling resolution for the Competitive Projects Cabinet.**
4. Status Report on South Adams Street Infrastructure Projects  
**The Board approved Option #1: Accept the status report on South Adams Street infrastructure projects.**
5. Acceptance of CapitalLOOP Business Engagement, Retention and Expansion Program Update  
**The Board approved Option #1: Accept the CapitalLOOP Business Engagement, Retention, and Expansion Program update and next steps.**
6. Approval to Formalize the Exchange of Information with the Leon County Sheriff's Office Regarding the Utilization of Certified Minority Women and Small Business Enterprises  
**The Board approved Option #1: Authorize the PLACE Director to develop and execute a Memorandum of Understanding with the Leon County Sheriff's Office and the Blueprint Intergovernmental Agency, in a form approved by legal counsel that defines their activities with the Office of Economic Vitality and certified Minority Women Small Business Enterprise program.**
7. Request to Hold a Workshop Regarding the Implementation of the Blueprint 2020 Work Plan  
**The Board approved Option #1: Direct staff to schedule a workshop on June 21, 2018 from 1:00 to 3:00 pm to discuss and provide direction on the Blueprint 2020 Five-Year Implementation Plan.**

#### **IV. GENERAL BUSINESS**

8. Acceptance of the Final Study Document on the Target Industry Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Study

Al Latimer introduced the item, the consulting firm, and reminded the Board that the firm's objective was to provide an economic retrospective, to conduct an incubator and accelerator analysis, and develop a list of targeted industries. Victoria Storrs and Jim Damicis, with Camoin & Associates and Carol Laufer, with Business Cluster Development, provided a presentation to the Board on the Target Industry Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Study. A copy of the presentation is on file at Blueprint Intergovernmental Agency.

**Commissioner Nick Maddox moved, seconded by Commissioner Curtis Richardson, to approve Option #1.**

**Option #1: Accept the Final Study Document on the Target Industry Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Study for Tallahassee-Leon County, Florida, and staff's recommended outputs for the next quarter.**

Commissioner Dozier looked forward to the next steps and requested an OEV specific workshop in September for a deeper dive into them and the understanding of the bigger picture of recruitment, startups, and the existing businesses. Ben Pingree stated that staff was targeting June to incorporate this into the work plan as quickly as possible. However, a workshop at the one-year mark could certainly be appropriate; staff would bring an agenda item in June for the Board's consideration.

Commissioner Nick Maddox agreed to the addition of an agenda item at the June meeting to consider a workshop on economic development.

**The motion passed 8-0 with Commissioner Proctor out of chambers.**

9. Approval of the New Investment Program: Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities

Al Latimer spoke to the new investment program, Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities and the allocation of \$100,000 from the Business Recruitment and Incentive fund to support the implementation of the program in FY2019.

**Citizen Comments:**

Kim Moore spoke in favor of the program noting that it addressed the gaps, created nimbleness, and accountability. It also provided tailored solutions for job seekers and employers through in-demand training and access to a well-trained workforce.

Dr. Ryan Kopinsky, DOMI Station, spoke in favor of the program noting that it provided funding to offset costs to in-demand training, in particular to the information technology sector, that served as an alternative to two and four year degrees.



Katrina Alexander spoke in favor of the program noting that it would enhance the quality of life and provide the finances necessary for such programs.

Jim McShane spoke in favor of the program noting opportunities to collaborate with OEV to leverage federal funds and achieve community goals.

**Commissioner Nick Maddox moved, seconded by Commissioner Dozier, to approve Option #1.**

**Option #1: Approve the New Investment Program: *Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities* and allocate \$100,000 from the Business Recruitment and Incentive fund to support the implementation of the program in FY 2019.**

**The motion passed 11-0.**

10. Authorization to Fund, Advertise and Award a Competitive Proposal for Business Attraction and Prospect Generation Activities Specifically Related to Magnetic Technologies

Al Latimer requested \$200,000 be allocated from the Business Recruitment and Incentive fund to a competitive proposal for business attraction and prospect generation activities and services specifically related to magnetic technologies. This included a staff position within OEV to foster lead generation opportunities in the Applied Science target area.

**Commissioner Nick Maddox moved, seconded by Commissioner Dozier, to approve Option #1.**

**Option #1: Authorize to fund, develop, in consultation with Camoin Associates, advertise, and award a competitive request for proposals for business attraction and prospect generation activities specifically related to magnetic technologies to be funded from the Business Recruitment and Incentive Fund.**

**The motion passed 11-0.**

11. Evaluation of Undergrounding Electric Utility Lines in Coordination with the Magnolia Drive Trail Project

Autumn Calder provided a presentation to the Board on the staff evaluation of undergrounding electric utility lines in coordination with the Magnolia Drive Trail project. A copy of the presentation is on file at Blueprint Intergovernmental Agency.

**Commissioner Ziffer moved, seconded by Commissioner Nick Maddox, to approve Option #1.**

**Option #1: Direct staff to install underground electric utilities along the Magnolia Drive corridor utilizing the “Alternative 2” method, authorize Blueprint to enter into a joint partnership agreement with the City of Tallahassee to secure City fund for 25% of the cost to underground power, approve a budget amendment to transfer of the remaining balance of funds in the Capital Circle Southeast project capital fund to the Magnolia Drive Trail project capital fund, and allocate the remaining project funding needs in FY19 to fully fund the project.**

Commissioner Richardson, referencing conversation from the December 5, 2017 Board meeting, questioned the status of landscaping up to Pontiac with funding coming from the tree-bank. Autumn Calder stated that City staff cleared the right-of-way to the fence. Staff was also in contact with Capital City Country Club to clear the area inside their fence.

Commissioner Desloge questioned the veracity of the benefits of undergrounding utilities, beyond aesthetics, and issues with duct bank flooding during construction and as an ongoing maintenance issue. Ben Pingree stated that there was high efficacy in moving toward undergrounding utilities, certainly from City staff perspective on the benefits achieved.

Commissioner Miller noted that, while the City Commission often moved to underground utilities, based on their intentions and policies, there had not been an in-depth conversation of the pros and cons to it. She recommended including a staff person from City Utilities attend a future meeting for a deeper dive into the intricacies of underground utilities.

Commissioner Dozier agreed that it was less expense to include underground utilities during the initial construction of a project, rather than retrofitting them later. However, Blueprint projects were not budgeted to include underground utilities. She could support it in conjunction with the Magnolia Drive Trail project because of the funding coming from the 2000 program. She was concerned with setting a precedent of undergrounding utilities on future Blueprint projects and the significant deficit that would create in the 2020 program. While she appreciated the City’s policy and 25% cost share for private partnership, when it came to public partnership, specifically with Blueprint, she gently suggested that it be evaluated and adjusted.

**The motion passed 12-0.**

## **V. PUBLIC HEARING**

12. Second Public Hearing to Consider a Substantial Amendment to the Blueprint 2020 Airport Gateway Project

Ben Pingree provided a presentation to the Board on the substantial amendment, which included:

- Project goals, an overview of the amendment process, community engagement through 25 community meetings, and Board actions.
- Community benefits involved supporting growth of local High Tech sector, improved neighborhood safety as identified in the Providence Neighborhood Renaissance Plan that called for moving traffic to Stuckey Avenue, and the creation of a beautiful gateway between downtown and the International Airport.
- Conceptual plans, typical sections, and the associated conceptual budgets, originally presented in September 2017 and with updates as necessary for March 2018.
- The original and amended project description:
  - Description of Project, Original  
Project 3, Airport Gateway: Springhill Road and Lake Bradford Road: Funding to perform roadway improvements to Springhill Road from Capital Circle Southwest to Orange Avenue and Lake Bradford Road from Orange Avenue to Gaines Street (includes ROW, construction, gateway streetscaping, stormwater for roadway improvements, and enhanced landscape) (Exhibit 3).
  - Description of Project, as Amended  
Project 3, Airport Gateway: ~~Springhill Road and Lake Bradford Road~~: Funding to perform roadway improvements to Springhill Road from Capital Circle Southwest to Orange Avenue, and Lake Bradford Road from Orange Avenue to Gaines Street, South Lake Bradford Road from Capital Circle Southwest to Orange Avenue, Stuckey Avenue from Roberts Avenue to Lake Bradford Road, a roadway (new roadway) through the FSU southwest campus area, and Orange Avenue from South Lake Bradford Road to the southern terminus of the new roadway (includes ROW, construction, gateway streetscaping, stormwater for roadway improvements, and enhanced landscape) (Exhibit 3, as Amended).
- Community engagement would occur throughout the project process. The estimated timeline presented was:
  - 2020 Implementation Plan – June 2018
  - Southwest Area Plan to refine and analyze the multimodal network – began in January 2018 with a targeted completion date mid-2019
  - FDOT Orange Avenue PD&E to evaluate the social, economic, natural and physical environmental impacts and would become the basis for subsequent planning, design, and construction activities – 2019
  - Funding through the Blueprint Work Plan would occur per IA Board direction and would determine the project development timeline. Blueprint 2020 sales tax funding would become available beginning January 1, 2020.
  - The IA Board would determine the project start date at a future meeting based on the components of project development – PD&E, Design, Partnership Agreements, Right of Way, and Construction.

A copy of the presentation is on file at Blueprint Intergovernmental Agency.

**Citizen Comments:**

Commissioner Lindley distributed a letter of support signed by many members of the Callen Neighborhood received by her office.

President John Thrasher, Florida State University (FSU), spoke via video presentation in favor of the project citing benefits of an enhanced route from the airport to downtown via Springhill Road, and a new route that would showcase some of the community's most important and beautiful assets and drive economic growth. Connecting the Airport with downtown as well as both universities, Innovation Park, the Magnetic Laboratory, Gaines Street, and the Arena District.

Steve Evans, retired IBM Executive, Chair, Economic Vitality Leadership Council, and former Chair, Sales Tax Committee, spoke in favor of the project. It was inclusive of the area communities and the airport it also brought them together with FAMU, FSU, and Innovation Park in a beautiful, functional, dynamic, and safe gateway from the airport to downtown. Likewise, it was consistent with the Sales Tax Committee's recommendation and was a comprehensive and transformational project for the southwest part of Tallahassee-Leon County. The additional roadways and multi-modal amenities improved traffic and safety for all, particularly though, the neighborhoods of Springhill, Providence, and Callen. It supported economic growth and the emerging high technology sector through improved access and increased visibility to Innovation Park. Furthermore, it complimented the efforts of the OEV and the Magnetic Taskforce to create a business cluster for magnetic technologies.

Ricardo Schneider, President, Danfoss Turbocor, spoke in favor of the project. Innovation Park and specifically the National High Magnetic Laboratory was an attractor for targeted business sector growth around magnetic technologies. His company was a testament to that, having relocated from Canada to Tallahassee in 2007 and were now reaping the benefits of the public private partnerships. The creative, comprehensive, and bold vision of the Airport Gateway project would elevate the magnetic ecosystem and it aligned with the OEV strategy to target and recruit companies related to those industries. This project supported the southwest area of Tallahassee as an international destination for high technology investments.

Ron Miller, Executive Director, Leon County Research and Development Authority (LCRDA), spoke in favor of the project. It was critical to have the infrastructure in place to accomplish the strategic objectives of the OEV's focus on applied science and innovation as a targeted sector of economic development, the work of the Magnetics Taskforce, the accomplishment of business attraction strategies, as well as the incubation study.

David Coburn, Office of the President, FSU, spoke in favor of the project citing collaboration between FSU, City, and County governments to bring other projects

to fruition for the betterment of the community. Action taken by the Board that evening would provide clear information to the Legislature and the Governor to Tallahassee's commitment to improved access to the Southwest Campus, connections between there and the main campus of FSU, and the jobs created through that process; from construction to high level professional positions.

Bill Giudice, Chief Financial Officer at Tallahassee Memorial Healthcare, spoke in favor of the project and the benefits of a diversified economy it would bring to the community. While healthcare is a personal event, recruitment could be challenging because of the lack of available jobs for the candidate's partners. The Airport Gateway project served the vibrant economic growth of the whole community.

Joe West, resident, spoke of the need for an expeditious route from the airport into downtown however; he expressed concern over the possibility of relocating residents of the Home Front Veteran's apartment complex located in the project area. The fair market value would not be sufficient for the close-knit Veteran's community who relied on one another deeply to remain intact. He also requested the addition of a StarMetro route area as well.

Heidi Ottway, President, Salter-Mitchel Public Relations and Chair, Tallahassee Chamber of Commerce Board of Directors, spoke in favor of the project. The Gateway District would be a strategic alignment of investments for the community that offered long-term economic development that was critical for the future of Tallahassee-Leon County. The Tallahassee Chamber of Commerce Board of Directors voted unanimously to support the project because of that alignment with the bold new direction of the community and the guiding principles of their organization. The project was a considered investment and alignment of resources supported the strategic plan of OEV, offered an enhanced entrance to the community, and provided tremendous redevelopment opportunities for the Southside.

Dr. Ed Hollifield, resident, voiced his concerns over lack of attention around pollution and health in minority communities. As well as poverty rates and lower rates of minority enrollment and faculty members.

Tom Jennings, Vice President for University Advancement, FSU and President, FSU Real Estate Foundation, spoke in favor of the project and the thoughtful approach to growth, in collaboration with the community, of the Real Estate Foundation.

Sue Dick, Chief Executive Officer, Tallahassee Chamber of Commerce, spoke in favor of the project for the increased connectivity it provided to existing community assets.

Kim Williams, Board Member, LCRDA, spoke in favor of the project for job creation aimed at children and graduates. The Gateway would increase exposure of Innovation Park and promote science and engineering in the community. Investment in infrastructure was essential to that.

TJ Lewis, resident, was concerned about spending money on what appeared as two gateways. The proposed concepts for South Lake Bradford, the new roadway, and Stuckey Avenue tying into FAMU seemed to be a secondary or new gateway and he encouraged the selection of it or the original concept for Springhill Road. He preferred the original concept for its transformational improvements.

Bill Norwood, resident Lake Bradford Neighborhood, spoke in opposition to the project citing multiple road widening projects in the area and the increased traffic, light and noise pollution and efforts at mitigation.

Jay Smith, business owner, Chair, Business Advocacy Committee, Tallahassee Chamber of Commerce, spoke in favor of the project. Visionary projects like the Airport Gateway provided an investment to the Airport, the most important part of community economic development, and the Southside.

Matt Langston, resident and business owner, spoke in favor of the project citing business investments to the southwest community his company had made over thirty-five years despite the moving target of the promised road widening. He encouraged the construction of a dedicated Gateway route over the multiple options of "pig-trails" that currently existed. The connectivity was essential for first-impressions, transportation of goods and services from the airport to Tallahassee and beyond, and the economic growth of the Southside.

Rhett Turnquest, Chief Executive Officer, Rhettro Development, spoke in favor of the project and its encouragement of community redevelopment in the urban core with specific infrastructure improvements to the Southside communities improving connections to FSU and FAMU. He suggested the inclusion of cross streets in the Providence community and Gamble Street, with hardscape such as decorative lighting, streetscape planters and ornamental trees, and signage that would create the urban village appeal and increase the quality of life in the connecting communities to create a destination district, promote curb appeal, and stimulate growth.

Ron Sachs, CEO, Sachs Media, spoke in favor of the project noting the transformation benefits to the whole community.

Ramona Abernathy-Paine, resident, Indianhead Acres, spoke in opposition to the project based on the allocation of public dollars to construction of a road on FSU campus. She encouraged the Board not to support the project unless FSU fully funded Segment C.

April Salter, CEO, Salter-Mitchel Public Relations and Board of Directors member for Innovation Park, spoke in favor of the project because it would allow the highlighting of the National High Magnetic Field Laboratory Innovation Park on the drive from the airport to downtown.



Reggie Bouthillier, with Stearns Weaver Miller Law Firm and former Chair, Tallahassee Chamber of Commerce Board of Directors spoke in favor of the project. He spoke to the 18-year history of Blueprint and the projects accrued through the Intergovernmental Agency. The Chamber's support of the Blueprint tax was for the sole purpose of promoting economic growth in Tallahassee-Leon County. The Gateway project was as testament to collaboration efforts of stakeholders and was a critical step to prioritizing the growth of our airport.

Bill Peebles, resident Lake Bradford Neighborhood, spoke in opposition to the project voicing concern over South Lake Bradford Road becoming the connector from the airport to FSU campus or as a downtown gateway. He encouraged signage indicating that South Lake Bradford Road was the appropriate route to FSU with complementary signage that directed downtown traffic along Capital Circle and Springhill Road; noting that it was agreeable to both FSU and the Lake Bradford Neighborhood.

Steve Ghazvini, business owner, spoke in favor of the project noting that it was a unique opportunity to transform the southwest quadrant of the city, enhance property values and the lives of residents, and its benefits would reach the whole community.

Don Dietrich, resident, Munson Boulevard, spoke in opposition to the project and South Lake Bradford Road becoming the gateway to the airport. The residents fought for that and with the improvements to Springhill Road, it was not necessary for South Lake Bradford to be included. He did not see it as economic growth potential but only a route from the airport to the Southwest Campus.

Christic Henry, resident Apalachee Ridge, spoke in favor of the project with provisions for affordable housing and protection of existing neighborhoods through the maintenance of residential preservation zoning for the neighborhoods contiguous to Providence. Noting that there were currently 81 affordable housing units within a 1-mile radius of the project area that could be revitalized and used for impacted residents as the corridors were improved.

Debbie Lightsey, resident Lake Bradford Neighborhood, spoke in opposition to the project. She noted her years of service to the community and commitment to the amendment process. She encouraged the Board to act to preserve the trust of the public through the message that neighborhoods mattered and ensure the added protections for the neighborhood and removal of gateway designations.

Bryan Sealy, owner, Sealy Real Estate and Property Management and Allied Development, spoke in favor of the project. It would highlight some of the best aspects of Tallahassee and benefit the community as a whole through the improved economic opportunities.

Rahni Spencer-Wright, resident Providence Neighborhood, spoke in favor of the project on behalf of Walter McDonald III, President, Providence Home Owners Association (who could not attend because of an emergency), that the

Neighborhood supported the Gateway project and appreciated inclusion to the process. Furthermore, she personally supported the project and requested the following language: *"The improvements affecting the Providence Neighborhood will be made in consideration of any residences that may be impacted by the improvements and efforts will be made to maintain and improve the supply of affordable housing, rental or purchase, within the Providence Neighborhood."* The addition of this language would help mitigate gentrification through setting parameters on land acquisitions.

Sylvia Smith, Executive Director, Big Bend Homeless Coalition, spoke in favor of the project. She described the inclusive nature of the Home Front community for the 52 Veterans who lived there. Through the management of that property, the Big Bend Homeless Coalition was able to finance care for 1200-plus additional homeless clients annually. She looked forward to working with Blueprint as the project progressed.

Gill Daspit Jr, resident Southwest Tallahassee, spoke in opposition to the project. He was troubled by the comments about "changing the nature of Southwest Tallahassee" and feared that it could ruin his home, the noise impacts, and what types of economic development would grow in that area.

Doug Russell, incoming National Chair, Seminole Boosters, expressed his support to the professional recommendation of the Blueprint staff.

Kent Zeizer, resident Lake Bradford Neighborhood and in 2004-2005 a member of the Airport Gateway Corridor Citizens Advisory Committee, urged the Board to retain the designation for Springhill Road as the official gateway route, acquire the necessary right-of-way, and install signage accordingly. Regarding South Lake Bradford Road, he urged the Board not to expand the right-of-way, to maintain the current speed limit and speed bumps, to include round-a-bouts and not to enhance the intersection with Capital Circle Southwest.

Diana Norwood, resident Lake Bradford Neighborhood, spoke in opposition to the project and encouraged improvements and signage to direct traffic from the new roadway, east along Orange Avenue and south on Springhill Road.

Lynn Jones, resident Springhill Road neighborhood, spoke in opposition to the project. She was concerned that improvements would occur mostly along South Lake Bradford rather than on Springhill Road.

Donald Hollett, resident of southwest Tallahassee, spoke in favor of the project noting his long history with Innovation Park and the benefits the project would bring.

Frank Messer-Smith, resident Lake Bradford Neighborhood, spoke in favor of the project noting that South Lake Bradford Road was the gateway to downtown in 1980 on his election to the Legislature. He supported improvements and encouraged the Board to maintain the existing right-of-way, speed bumps, and to



use pedestrian-friendly lighting to reduce light pollution. His concern was additional traffic with the new roadway and strongly encouraged signage directing that traffic to Springhill Road.

J. Murray Gibson, Dean, FAMU-FSU College of Engineering, spoke in favor of the project citing better and safer pedestrian and vehicular traffic connections, which did not traverse neighborhoods. Furthermore, it opened the area around Innovation Park to development of service offerings that would benefit students, faculty, staff, and nearby residents as well.

Dr. Gary Ostrander, Vice President for Research, FSU, spoke in favor of the project. It supported the incorporation of assets in Innovation Park to the overall community. As well as the research and development opportunities and the growing Technology District.

Eric Chassignet, resident Lake Bradford Neighborhood and Professor of Oceanography, FSU, spoke in opposition to the name of the project. He understood the need for improved access to Innovation Park but not the designation of gateway. He requested that staff revisit the project to focus on improved access and preserve the neighborhoods and chain of lakes.

Sameer Kapileshwari, Associate Vice President for Facilities, Planning, Construction, and Safety, FAMU, spoke in favor of the project. The FAMU Leadership Team saw the improvements to Orange Avenue equally or more important to FAMU for access to the airport and looked forward to investments in improvements to the Monroe-Adams Corridor. The expanded Airport Gateway project would create a western entrance to FAMU campus and improve access for students and faculty to access Innovation Park and the FAMU-FSU College of Engineering via FAMU Way and Stuckey Avenue. Overall, the project would positively affect student experience, high impact research, and the business community engagement priorities outlined in their strategic plan, FAMU Rising.

Kevin Graham, Executive Director, FSU Real Estate Foundation, spoke in favor of the project. In February 2017, he presented the nucleus of an idea that grew with Blueprint's involvement. Through community engagement and collaboration, the project had been refined to the concept before the Board. The Airport Gateway project presented a truly transformational opportunity for southwest Tallahassee and he encouraged the Board's support.

With no additional speakers, the Chair closed the public hearing.

**Commissioner Ziffer moved, seconded by Commissioner Desloge, to approve Option #1A, B, and C.** Referencing specifically, comments by Bill Peebles and Rahni Spencer-Wright, and encouraged incorporating them as comments to guidelines for this project and which should be a goal to fulfill.

**Option #1:**

- A. Approve the substantial amendment to Blueprint 2020 Infrastructure Project 3, Airport Gateway: Springhill Road and Lake Bradford Road, as described in Attachment #1.** (included above in the summary of the presentation)
- B. Accept the Updated Airport Gateway Concept Plan for the Airport Gateway project, as detailed in the analysis section, and incorporate the appropriate segments into the Southwest Area Plan and further develop all segment concepts during project planning and design.**
- C. Approve the Letter of Intent between Blueprint and FSU for the Airport Gateway project, as amended.**

Commissioner Ziffer shared that in coming from Midtown, he currently used South Lake Bradford Road to get to the Airport. However with the improvements to North Lake Bradford and Springhill Roads, he had no doubt that, those roadways would be the obvious Gateway and would be the quicker and more efficient route. Furthermore, regarding road improvements that warranted any changes at the Home Front Community, it was incumbent on the IA Board to match what currently existed. He requested that the goal, however, be to improve it beyond the current conditions.

Commissioner Dailey questioned when, in the timeline, would it be appropriate to discuss at the level of detail, the points raised by speakers such as Mr. Peebles, such as lighting, multi-use trails, two-lane road at South Lake Bradford within the existing right-of-way, traffic calming, signage, etc. Ben Pingree stated that each of the following phases would include increased technical and engineering analyses beginning with the Southwest Area Transportation Plan. The Project Development and Environmental Study (PD&E) would be more extensive; however, the identified level of specificity would come in the design phase of the project. Lastly, Commissioner Dailey voiced his agreement with Commissioner Ziffer's comments and commitment to improvements regarding the Home Front Community.

Commissioner Desloge spoke to the history of other infrastructure projects, such as Blirstone Road, Cascades Park, Gaines Street, and Madison Mile, that seemed irrational yet were integral to the community today. The collaboration between Blueprint, the County, the City, FSU, and FAMU was beneficial to the whole community because 'a rising tide lifts all boats.' He acknowledged the citizen comments and concerns and noted that, while the project was in the early conceptual phases, their input was valuable to the changes moving forward.

Commissioner Richardson spoke to the limited infrastructure improvements to Southside over the 26 years and the necessity for safety improvements. Neighborhoods, beyond those adjacent to the project, like Liberty Park, Jake Gaither, Silver Ridge, Bond and others would see positive impacts as well. He expressed concern for the residents and businesses of Springhill Road that right-of-way acquisition could negatively affect. There were several underserved areas in the south and west sides of Tallahassee that desperately needed infrastructure and economic development support. The "All-American City" feel should reach to all parts of the community.

Commissioner Miller spoke to her history with Blueprint projects, Springhill Road in particular, and the opportunities lost because Tallahassee did not have a good face to put forward. The Commissions were often charged with making decisions between neighborhoods and development. However, the residents of the neighborhoods around the Gateway project deserved additional 'small print' to the substantial amendment the Board was to approve. She requested a friendly amendment to the motion of a 35-mph designation for South Lake Bradford Road with pedestrian scale lighting and landscaping.

Commissioner Ziffer agreed to the 35-mph designation however, he did not accept the addition of lighting and landscape amendments. Commissioner Desloge was hesitant to restrict the design without staff input. Ben Pingree stated that at the macro level all of the input received from all neighborhoods was possible to implement, however, it was too early in the process for that level of detail to be determined. Commissioner Desloge held his position.

Commissioner Miller stated that the restricted miles per hour would be included at the end anyway. She did not think it necessary to delay the inclusion for citizens to return and voice their same concerns in the future. She was requesting one addition. Commissioner Lindley stated that it would become a problem if everyone added one request of the project at this point in the process.

Commissioner Dailey was comfortable with the one amendment for a 35-mph designation on South Lake Bradford Road because at the macro level the speed limit alone would drive design.

Commissioner Richardson agreed with Commissioner Desloge, that it was too early in the process for such amendments. It opened the door to multiple amendments; he personally wanted 35-mph through Providence, pedestrian lighting in Callen, and sidewalks for Liberty Park. He fully understood, appreciated, and supported neighborhoods advocating for themselves. They were not at the point in the process to make such modifications.

Without a second, Commissioner Ziffer withdrew his support of the amendment to add a 35-mph designation for South Lake Bradford Road. Commissioner Lindley observed that the discussion was back to the original motion.

Commissioner Jackson echoed sentiments of other Commissioners that the input received through the public engagement process be included with the record. He supported 35-mph speed limits and was excited about the opportunities that the project created for the southwest quadrant of Tallahassee and Leon County.

Commissioner Dozier spoke in support of the project and the long-overdue investment in the southwest parts of Tallahassee. She hoped that the items listed and presented to the Blueprint Citizen's Advisory Committee on February 15, 2018 be considered and responded to in the Southwest Area Transportation Plan. Ben Pingree stated that all public comment received would be considered, however, he did not want to limit it only to the Southwest Area Transportation Plan. She welcomed the commitment to

the consideration of all comments. She cited comments by Christic Henry, Rhett Turnquest, and Rahni Spencer-Wright on affordable housing, the Providence Renaissance Plan, and the outdated sector plan noting their importance and that they required funding and action outside of Blueprint to address the issues beyond transportation.

Commissioner Proctor spoke of the need to protect the neighborhoods from gentrification. He also questioned the public outreach process and changes to the agenda material between the CAC and Board meetings. Ben Pingree stated that in the community meetings, staff sought to ascertain key concerns specific to each segment. The commitments made to comments on those draft documents, were to consider them, along with technical analyses, at the appropriate time through the various phases of the project.

Commissioner Lindley stated that there seemed to be a misinterpretation of the staff summary of neighborhood requests as a promise. In actuality, it was information for Board consideration. Staff did not have the authority to make those decisions or promises. Commissioner Proctor stated that members of the public that believed in the expectation and inducement, based in part on the language and graphics presented at earlier meetings, felt betrayed by the summarization.

Commissioner Proctor expressed his support for Rhett Turnquest's comments and questioned the viability of cross streets at Gamble and in Providence and Bond neighborhoods. Ben Pingree stated that currently, Segment D (Stuckey Avenue) included funding for the conceptual cross streets. Additional neighborhood improvements in that area, particularly connectivity for pedestrians, would occur in the technical analysis phase of the project.

Patrick Kinni stated that for Option 1 A, the substantial amendment to the project description, required a supermajority vote of the membership of the City and County Commissions voting jointly as the Intergovernmental Agency Board of Directors. That equated to a total of five County and four City votes for Option 1 A. Options B, and C did not require separate votes.

The motion was restated by Commissioner Lindley, which was Option 1A, B, and C with instruction to the staff to embrace all of the community's contributions and information in the record as well.

**The motion passed 12-0.**

Commissioner Scott Maddox offered a clarification on an earlier public comment regarding FSU's tax-exempt status stating that the University paid fire services and storm water fees and their utility bill exceeded \$1-million monthly. The benefits of their presents to the local economy notwithstanding. Springhill Road would be an Airport Gateway, as would South Lake Bradford Road whether it was wanted or not. He understood that the neighborhood wanted their time and effort noted for the record and not forgotten in the future when new Commissioners would be sitting around the table.

**Commissioner Scott Maddox moved, seconded by Commissioner Proctor, for the Board to take legislative notice, recognizing citizen input, and to set as a goal the concepts outlined in the graphics labeled:**

- **South Lake Bradford Road to Capital Circle Southwest**
- **Orange Avenue from South Lake Bradford to New Road**
- **New road from Orange Avenue to west of Levy Avenue**
- **Stuckey Avenue from new road to North Lake Bradford Road**
- **Lake Bradford Road and Springhill Road from Gaines Street to Orange Avenue**
- **Springhill Road from Orange Avenue to Capital Circle Southwest**

**The motion passed 12-0.**

**Commissioner Dozier moved, seconded by Commissioner Nick Maddox, to direct the County Administrator and City Manager, through the Planning Department to update the sector plan, to incorporate cross streets, housing issues, etc. and seek approval through the respective bodies, and work in partnership to bring it current.**

**The motion passed 12-0**

Commissioner Miller requested clarification for the record that Blueprint funding came from sales tax dollars with an estimated 30% of revenue generated by those outside the community such as students, visitors, etc.

**VI. CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS**

3-minute limit per speaker; there will not be any discussion by the Commission

**Speakers:** None

**VII. ADJOURN**

**The meeting adjourned at 8:38 p.m.**

*The next Blueprint Intergovernmental Agency Board of Directors Meeting  
is scheduled for*

**Thursday, June 21, 2018 at 3:00 p.m.**

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## **Blueprint Intergovernmental Agency Board of Directors Agenda Item**

**TITLE:** Acceptance of the Status Report on Blueprint Intergovernmental Agency Infrastructure Projects

**Date:** June 21, 2018

**Requested By:** Blueprint Staff

**Contact:** Blueprint Staff

**Type of Item:** Consent

### **STATEMENT OF ISSUE:**

This item provides an update on active Blueprint Intergovernmental Agency (Blueprint) infrastructure projects. A schedule of the seven active Blueprint 2000 projects and nine active Blueprint 2020 projects are included as Attachment #1, and this five-year timeline incorporates all Intergovernmental Agency Board (IA Board) direction to date.

### **SUPPLEMENTAL INFORMATION:**

#### **Projects Under Construction**

##### **Capital Circle Northwest/Southwest (Tennessee Street to Orange Avenue)**

- Construction is complete and has been accepted by Blueprint. The Joint Participation Agreement with the City for utility relocations is anticipated to be closed out in June of 2018. Final turnover of the project to the FDOT will subsequently follow.

##### **Capital Cascades Trail Segment 3D (Pinellas to Gamble Streets)**

- Roadway and trail construction began in April 2017 and is expected to be complete in late 2018.

#### **Projects Under Design & Right-of-Way Acquisition**

##### **Capital City Amphitheater Weatherization**

- At their February 13, 2018 meeting, the Leon County Board of County Commissioners approved a concept to reduce rainwater impacts on the Amphitheater stage. The concept was also subsequently approved by the City. Leon County Tourism is the fiscal agent for the overall project. Blueprint will assist with managing the design, construction and CEI of the Amphitheater canopy extension, which is anticipated to be complete by the end of 2018. The concept also includes drainage improvements to the back of the stage and the purchase of additional speakers.

##### **Magnolia Drive Multiuse Trail**

- On August 1, 2015, the IA Board directed staff to render design, permitting and construction services for providing a 12-foot-wide multiuse trail along Magnolia Drive from



Monroe Street to Apalachee Parkway. The project is currently being designed. Right-of-way acquisitions are anticipated to begin in August of 2018. Project construction is anticipated to begin in the Summer of 2019. Per the direction of the IA Board at the March 1, 2018 meeting, Blueprint is coordinating with Leon County and City Electric Utilities to design for undergrounding electric utility lines throughout the entire project corridor.

#### **Capital Cascades Trail – Segment 3 (Gamble Street to Central Drainage Ditch)**

- Per direction from the IA Board in September of 2016, right-of-way acquisition and design services are underway, and the multi-agency Stormwater Working Group and the Technical Coordinating Committee (TCC) have recommended a preferred design for the Segment 3D regional stormwater facility (RSF). The project notice to proceed for design was issued on February 15, 2018 with final construction plans and permits to be complete by late August, 2018. A master plan for the amenities around the proposed stormwater management facility including the new trailhead for the St. Marks Trail is currently being developed. The intent is to advertise the RSF project concurrently with the FAMU Way Phase 3 Project offered by City Underground Utilities and Public Infrastructure in November of 2018. Construction of the trail and sidewalk amenities will be advertised for construction in 2019. Additional information is included in Agenda Item #9.

#### **Capital Circle Southwest (Crawfordville Road to Orange Avenue)**

- **Funding** – Funding for right-of-way acquisition and construction is included in the current FDOT Five-Year Work Program. Funding details for each segment are as follows:

##### Springhill Road to Orange Avenue

- Right-of-Way: Acquisition underway through partnership with Blueprint
- Construction: Funded in FY 2021 in the amount of \$56,371,402

##### Crawfordville Road to Springhill Road

- Right-of-Way: Funded from FY 2018 thru FY 2020 in the amount of \$16,313,600
- Construction: Funded in FY 2022 in the amount of \$32,903,420

- **Design** – FDOT has completed 90% construction plans and in October 2017 held a public meeting to review these plans. Based on feedback received from that public meeting, FDOT is moving forward with final design.

#### **Woodville Highway (Southside Gateway)**

- **Right-of-Way**: Right-of-way acquisition is underway through FDOT and is scheduled to continue through FY2020. FDOT has not yet funded construction.

#### **Projects in Planning or Preliminary Design**

##### **Blueprint 2020 Implementation Plan**

- A workshop to discuss the Blueprint 2020 Implementation Plan is scheduled for June 21, 2018 at 1:00 PM.



### **Southwest Area Transportation Plan**

- Blueprint is working in partnership with the CRTPA to create a vision for southwest Tallahassee that is consistent with local priorities, plans, and future projects and that provides a guide for implementing safe and efficient transportation facilities.
- Public outreach is underway, and a public forum, focused on Orange Avenue, is scheduled for June 28, 2018. The project is expected to be complete in early 2019.
- At the March 1, 2018 IA Board meeting, the IA Board directed staff, through the Planning Department, to update the SW Sector Plan to incorporate cross streets, housing issues, etc., and to seek approval and to work with the respective bodies to bring the plan current. The motion passed 12-0.

### **Northeast Gateway (Welaunee Boulevard)**

- **Welaunee Boulevard:** Building upon collaboration with FDOT and in accordance with IA Board direction on September 12, 2016 to proceed with a PD&E study for the extension of Welaunee Blvd. to the Shamrock Road Extension, staff has prepared the PD&E scope of services consistent with FDOT's State Environmental Impact Report (SEIR) and the Statewide Acceleration and Transformation Process. Blueprint issued Requests for Qualifications in March 2018 and completed the Consultant Selection Process in late May; pending IA Board approval, Blueprint anticipates an issuing of the Notice to Proceed (NTP) in July 2018. The PD&E Study is expected to be completed within 12 to 15 months of NTP with final design and permitting complete within 12 months, approximately late 2020. Additional information is included in Agenda Item #13.
- **Dove Pond Regional Stormwater Management Facility (RSF):** Upon approval from the IA Board on June 13, 2017, construction began on the Dove Pond RSF on November 15, 2017 with a contract time to complete of 178 calendar days. The total original contract amount is \$3,845,140, of which Blueprint is responsible for not greater than \$2 million. The current contract amount is \$4,157,710 (includes change orders). As of April 27, 2018, the project is 65% complete with 88% of contract time used. The Contractor has submitted a request for additional construction days pending Community Development District approval; the request will move the completion date from mid-May 2018 to late September 2018.

Once completed, Dove Pond RSF will have a total capacity of 820 acre-feet and will also provide stormwater treatment for portions of Welaunee Boulevard as well as other public infrastructure.

### **Capital Circle Southwest Greenway and Debbie Lightsey Nature Park**

- An RFP for design services was issued in May 2018 and selection of a consultant to complete the design for the park and trails is currently underway.

### **Alternative Sewer Solutions Study**

- Consistent with IA Board direction and approval on June 13, 2017, staff developed the Alternative Sewer Solutions Study which allows for implementation of sewage treatment and disposal options delineated in the staff-developed Comprehensive Wastewater Treatment Facilities (CWTF) Plan. The CWTF Plan describes which wastewater

treatment and disposal facilities are appropriate in unincorporated Leon County and which facilities can be implemented for reasonable costs and service interruption. Leon County is managing the CWTF Plan and issued a RFP for services in May 2018. The CWTF Plan is expected to be completed in December 2019.

*Action by TCC and CAC:* This item was presented to the TCC and the CAC at their June 4, 2018 and their June 7, 2018 meetings, respectively.

## **OPTIONS:**

- Option 1: Accept the June 2018 status report on the Blueprint infrastructure projects.
- Option 2: Do not accept the June 2018 status report on the Blueprint infrastructure projects.
- Option 3: IA Board direction.

## **RECOMMENDED ACTION:**

- Option 1: Accept the June 2018 status report on the Blueprint infrastructure projects.

### Attachment:

1. Schedule of Current Blueprint 2000 and 2020 Project Phases and Timelines



## Schedule of Current Blueprint 2000 and 2020 Project Phases and Timelines

Date Submitted: March 1, 2018

Program	Project	Phase	2018				2019				2020				2021		2022	
			1st Q	2nd Q	3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q	1-6 Mos	7-12 Mos	1-6 Mos	7-12 Mos
Blueprint 2000	Capital Cascades Trail Segment 3 - Van Buren Street	Design Construction																
	Capital Cascades Trail Segment 3D	Design Construction																
	Capital Cascades Trail Segment 3 - Amenities <sup>1</sup>	Design Construction																
	Capital Cascades Trail Segment 4	Planning																
		Design Construction																
	Cascades Park Alum	Design Construction																
	Cascades Park Amphitheater	Design Construction																
	Weatherization	Design Construction																
	Magnolia Drive	Design Construction																
Blueprint 2020	2020 Prioritization Implementation Plan	Plan Development																
	Alternative Sewer Solutions Study (Phase 1)	Comprehensive Wastewater Treatment Facilities Plan																
	Bike/Greenways Implementation Plan	Plan Development																
	Debbie Lightsey Nature Park & Capital Cir Southwest Greenway	Design Construction																
	Lake Jackson South Greenway	PDE																
	Orange Avenue	PDE																
	Southwest Area Transportation Plan	Plan Development																
	Thomasville Greenway	PDE																
	University Greenway	PDE																
	Welaunee Boulevard	Roadway - PDE Roadway - Design Dove Pond - Const.																

1. Amenities may include Cool Chute Park, Skate Feature and, History and Culture Trail. The proposed trailhead will be constructed as part of Pond 3D-B.

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**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item**

**TITLE:** Acceptance of the Status Report on the Operations of the  
Tallahassee-Leon County Office of Economic Vitality

**Date:** June 21, 2018

**Requested By:** OEV Staff

**Contact:** Office Economic Vitality

**Type of Item:** Consent

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**STATEMENT OF ISSUE:**

This agenda item provides the Blueprint Intergovernmental Agency (“the Board”) with a status report on the operations of the Tallahassee-Leon County Office of Economic Vitality (OEV) and provides an overview of Engagement and Operations (Attachment #1), Minority Women and Small Business Programs (Attachment #2), and Research and Business Analytics and (Attachment #3).

**STRATEGIC PLAN:**

The status report on the operations directly supports all four goals of the Economic Development Strategic Plan:

- Implement a new collaborative economic development program of work.
- Better promote the area as a business generator.
- Better identify, understand and align all available assets.
- Responsibly allocate resources to achieve today’s goals and refine the foundation for future growth.

**SUPPLEMENTAL INFORMATION:**

**Background**

This agenda item provides the Board with a quarterly status report on the activities operations and activities since March 1, 2018. It should be noted that staff continues to research and track industry standards and best practices and listen to the needs of existing businesses in order to best position Tallahassee-Leon County as Florida’s Capital for Business.

**Engagement and Operations**

Engagement and Operations (E+O) works to position the Office of Economic Vitality as the front door for the community’s economic development needs by routinely engaging in business development and engagement activities. Attachment #1 highlights the accomplishments of E+O

since the March 1, 2018 Blueprint Intergovernmental Agency Board of Directors (Board) meeting, including project activity, business retention and expansion efforts through the CapitalLOOP initiative, Opportunity Zone (new federal incentive program) the Magnetic Technologies Taskforce, workforce development as well as engagement and communication efforts. Staff continues to research and track industry standards and best practices and listen to business needs in order to continue positioning Tallahassee-Leon County as Florida's Capital for Business (#FLCapital4Biz).

For more detailed information regarding the actions of the Engagement and Operations, please see Attachment #1.

#### **Minority Women and Small Business Program**

Per OEV's Work Plan, the Minority, Women and Small Business Enterprise (MWSBE) program continues to expand procurement opportunities for MWSBEs with public and private partners, build capacity for MWSBEs through non-traditional business financing, and capacity building through resource partners. MWSBE programs continues to inform its certified businesses of capacity building, networking and procurement opportunities available through partnerships, local governments, and Blueprint. The certification guarantees that staff will provide "Four Es" for certified businesses--*engage, educate, equip* and ultimately *empower* them, which will present them with greater opportunities within the economic development ecosystem.

For more detailed information regarding the actions of the Minority Women and Small Business Program, please see Attachment #2.

#### **Research and Business Analytics**

The Research & Business Analytics Division works diligently to monitor key economic metrics, current economic trends to support OEV's Strategic Plan, and enable informed business decision making. Continuously measuring how our economy is performing and progressing is very important as we all collectively work to improve our region's economic competitiveness. The division also undertakes a variety of research and analyses in support of other City and County departments, and works closely with the business community at large. Attachment #3 details the accomplishments that have been made during the past quarter including updates to the Data Center, Second Quarter 2018 *Quarterly Economic Dashboard*, Cost of Living Index, Competitiveness Report, Ongoing & Proposed Developments Database and GIS Story Map, and coordination efforts for the 2020 U.S. Census.

For more detailed information regarding the actions of the Research and Business Analytics, please see Attachment #3.

## **CONCLUSION:**

As discussed throughout this item, OEV has positioned itself as the front door for the community's economic development needs. As directed by the Board, these efforts include the development of the first-ever strategic plan to guide our community's economic development efforts and objectively evaluate our progress over time toward goal achievement, as well as a Target Industry Study to leverage economic vitality opportunities with a laser-like approach.

This office also provides an enhanced level of service for cross departmental coordination for collection and utilization of data, implementation of projects and initiatives throughout the planning, land management and economic development spectrum, which is conducted in an open, inclusive and transparent manner. Staff continues to research and track industry standards and best practices and listen to business needs in order to continue positioning Tallahassee-Leon County as Florida's Capital for Business.

## **OPTIONS:**

- Option 1: Accept the Tallahassee-Leon County Office of Economic Vitality Status Report.
- Option 2: Do not accept the Tallahassee-Leon County Office of Economic Vitality Status Report.
- Option 3: Board guidance

## **RECOMMENDED ACTION:**

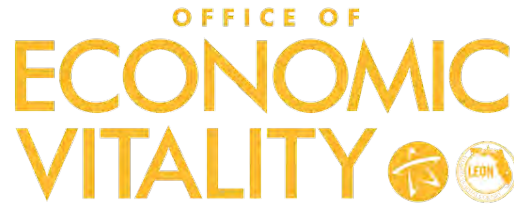
- Option 1: Accept the Tallahassee-Leon County Office of Economic Vitality Status Report.

### *Attachments:*

1. Engagement and Operations Quarterly Update
2. Minority Women and Small Business Quarterly Update
3. Research and Business Analytics

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## MEMORANDUM

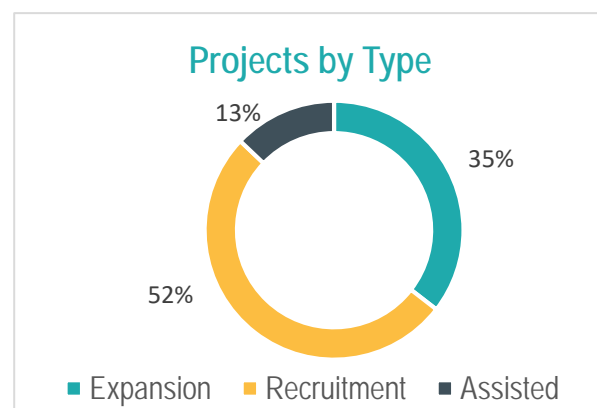
**TO:** Ben Pingree, PLACE Director  
**THRU:** Al Latimer, Director  
**FROM:** Cristina Paredes, Engagement and Operations Deputy Director  
**SUBJECT:** Division Quarterly Update  
**DATE:** May 11, 2018

Engagement and Operations (E+O) works to position the Office of Economic Vitality as the front door for the community's economic development needs by routinely engaging in business development and engagement activities. This memo highlights E+O accomplishments since the March 1, 2018 Blueprint Intergovernmental Agency Board of Directors (Board) meeting, including project activity, business retention and expansion efforts through the CapitalLOOP initiative, incentives, partnership with the International Trade Administration, the Magnetic Technologies Taskforce, workforce development (Leon Works) as well as engagement and communication efforts. This memo also reflect on lessons learned and the goal to continue incorporating best practices as year two of the Strategic/Work Plan is being implemented. The Office of Economic Vitality continues to research and track industry standards and best practices and listen to business needs in order to continue positioning Tallahassee-Leon County as Florida's Capital for Business (#FLCapital4Biz).

### *Active Project Status Report*

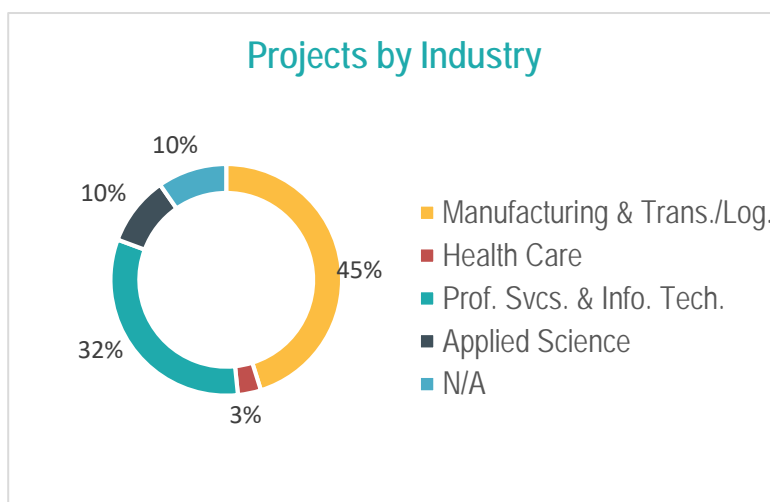
The Office of Economic Vitality continues to actively respond to companies seeking to retain, expand or establish their presence in Tallahassee-Leon County. At the time of writing this item, the Office of Economic Vitality has worked on a total of 31 projects over the course of the year that have resulted in four companies expanding or relocating into the community and the creation of 153 jobs.

The Office of Economic Vitality is pleased to report that on March 20, 2018, Proof Brewing Company (previously known as Project Fox) formally announced their expansion in Tallahassee-Leon County by adding acquiring a new facility to expand their manufacturing and distribution operations. This expansion will create 20 new, full-time jobs within at an average wage 115% above Leon County's annual wage. Renovation is



currently underway and it is anticipated to be complete in early 2019. The capital investment by Proof Brewing Company is \$4.36 million with a total economic output of \$23.05 million. In addition, the company was approved for the Target Business Program local incentive by the Competitive Projects Cabinet, with 70% reimbursement of City ad valorem taxes and reimbursement of the County ad valorem taxes equal to the amount reimbursed by the City over seven years which has an estimated value of \$97,414. Staff is currently still working with the company to provide assistance where needed throughout the development of the project. Proof Brewing Company is also working closely with Community Redevelopment Agency and City staff as well.

Currently, the Engagement and Operations team is working 13 active projects, all of which are receiving customized care. The projects represent companies in light manufacturing, healthcare and life sciences, business and professional services, and applied science. It should be noted that several projects were closed this quarter due to company not choosing to move forward or learning that Tallahassee-Leon County was not selected.



The Office of Economic Vitality remains engaged with each firm to provide additional assistance as needed as previously mentioned with the Proof Brewing Company. Assistance is required for multi-year incentive programs, such as the Targeted Business Program and Qualified Target Industry Tax Refund Program, which mandates support for up to 10 years. Demonstrating OEV's commitment to these companies' success encourages a pro-business environment in Tallahassee-Leon County.

Staff continues to promote Tallahassee – Leon County as Florida's Capital for Business as well as numerous local assets and advantages, including a diverse and competitive workforce, global research and higher education institutions, strategic capital investments in infrastructure, and the connectivity and availability of land. Beyond just introducing new job opportunities for citizens of Tallahassee-Leon County, new and expanding industries also provided a diversity of ideas and approaches that can lead to better solutions. In order to secure increased economic vitality outcomes and a strong return on investment, staff continuously researches and tracks industry standards and best practices for economic development organizations. Metrics, such as jobs created, business consultations, leads generated, and project activity align with the Strategic Plan (A.1.d.3) to create a customer-centric approach as well as generate a more efficient process for the client and staff to determine a company's eligibility to participate in programs that may affect their decision to remain, expand, or locate their business operation in Tallahassee-Leon County.

### *CapitalLOOP: Business Retention and Expansion*

The CapitalLOOP business retention and expansion initiative was created to reflect industry best practices and be more tactical, collaborative, and outcome focused on engagement with local companies. As identified in the Economic Development Strategic Plan, companies that participate in comprehensive outreach programs with economic development organizations are statistically more likely to grow and expand. Since launching CapitalLOOP on March 1, 2017, staff has conducted 83 face-to-face business consultations. As a direct result of CapitalLOOP, staff has been able to generate nine project leads and provide assistance through customer referrals, coordination through planning/permitting navigation and facilitated one company expansion. Staff remains committed to ensuring CapitalLOOP's success through continued and strategic engagement of business leadership, and routine analysis to continue driving value to the existing local business environment. These concerted efforts demonstrate that OEV is making a compelling case about our regional economic competitiveness and that, more and more, Tallahassee-Leon County is Florida's Capital for Business (#FLCapital4Biz).

### *New Federal Incentives Program: Opportunity Zones*

The Opportunity Zones Program was officially enacted as part of President Trump's comprehensive tax reform plan via the Tax Cuts and Jobs Act which was passed in late December 2017. This act requests the Governor of each state to nominate up to 25 percent of eligible low-income census tracts as Opportunity Zones. Opportunity Zones are census tracts designated to provide a new tool for tax incentives, including a temporary deferral on capital gains taxes, when investors reinvest those gains in qualified Opportunity Funds. The funds must in turn invest in low-income communities from these designated census tracts (Opportunity Zones). These zones exist to spur new and small businesses, encourage development in blighted properties as well as a number of other activities intended to revitalize and enhance local economic ecosystems. The U.S. Department of Treasury is developing rules regarding the necessary qualifications of Opportunity Funds and eligible investments, which is being administrated by the Internal Revenue Service (IRS). To become a Qualified Opportunity Fund, an eligible taxpayer self certifies. There is no prior approval by the IRS required. This program is still new and it is anticipated that Treasury Department and the IRS will be providing further details over the next few months, such as additional legal guidance.

This spring the Florida Department of Economic Opportunity is working with the Governor's Office to provide data on low-income census tracts as part of the nomination process. Staff met with the Governor's office in early March to present a map of the areas in Tallahassee-Leon County that could be eligible for the Opportunity Zone designation. On April 19 Governor Scott recommended that 18 census tracts in the Tallahassee area be designated as Opportunity Zones. Once approved, the Opportunity Zone designations last for a period of 10 years. At the time of writing this, these areas have not yet been approved by the Treasury Department and it is anticipated that more information will become available within the next month. Staff is continuing monitoring the approval of the Florida opportunity zones as well as any additional guidance that may be published. [Click here](#) for a link to the map with the census tracts recommended for inclusion in the Opportunity Zone program:

<https://deolmsgis.maps.arcgis.com/apps/webappviewer/index.html?id=4e768ad410c84a32ac9aa91035cc2375>

#### *International Trade Administration*

The partnership with the International Trade Administration (ITA) is a direct result of Tallahassee-Leon County's participation in the 8th Americas Competitiveness Exchange on Innovation and Entrepreneurship, during which staff and ITA identified opportunities to connect local businesses to the global market through international trade and export. The objective of this partnership is to support local businesses seeking to become "export ready" for the global economy. Companies who engage in exporting can be more profitable and on average these companies experience faster sales growth, create more jobs, and pay employees more than in non-exporting firms. There is also a competitive advantage for United States companies (who is known throughout the world for high quality, innovative goods and services, and sound business practices) as less than one percent of America's 30 million companies export, which is significantly lower than all other developed countries. In addition, most companies that export have an easier time riding out fluctuations in the U.S. economy and are more likely to stay in business due to the fact that 70% of the world's purchasing power is outside of the United States. In order to best engage companies, a representative from the ITA will host consultations at the Office of Economic Vitality and are on a first come, first serve basis, and will be recurring on the last Wednesday and Thursday every other month. The next ITA visit will be in July. It should be noted that last month, ITA also met with staff and held an internal training session on benefits of foreign trade and foreign direct investments in order to equip the Office of Economic Vitality with the necessary information that could be valuable during business retention and expansion visits.

#### *Magnetic Technologies*

Building upon current momentum to continually enhance Tallahassee-Leon County economic competitiveness and to align an existing staff within the Office of Economic Vitality to support the Magnetic Taskforce and the Target Industry Study, a holistic two prong approach is being implemented. The first prong of this approach utilizing existing staff, the Business Development Manager, to specifically support the Applied Sciences and Manufacturing Targeted Industries. This position is currently advertised and will close on Friday, July 6. The second prong to this approach focus on an external business attraction leads contract. Business attraction services (also known as lead generation services) can be used to provide a specific listings of companies that meet Tallahassee-Leon County's business attraction criteria for sectors, market, and size and in this case be targeted solely on companies who products rely on magnetic technologies and their associated supply chains. At the time of writing this memo, the RFP committee is currently reviewing and evaluating the two responses that were received on June 4, 2018.

#### *Leon Works and Workforce Development*

The 2018 Leon Works Expo will be held on November 2 and the Office of Economic Vitality will be leading the planning and execution of this event. Staff will be working with workgroup, which now includes regional partners, to implement a few changes to the expo such as strategic alignment and regionalism. The strategic alignment discussion will

revolve around aligning the Expo to the target industries and high wage/occupancy jobs identified by the Office of Economic Vitality as well as CareerSource Capital Region. As for regionalism, staff and the workgroup will focus on incorporating the rest of the Capital Region, including schools and business exhibitors, in order to build a robust talent pipeline with the skilled careers. Leon County Government has allocated \$25,000 for the event until 2020 when the Office of Economic Vitality will begin funding it from the economic development portions of the sales tax proceeds.

#### *Tourism Strategic Planning*

Staff worked closely with and supported the Leon County Division of Tourism and the Tourist Development Council during its strategic planning process this spring. This opportunity to collaborate during this process demonstrates strong support for one of the cross-cutting strategies identified in the Economic Development Strategic Plan: Engagement, Collaboration & Alignment. Themes that emerged during the community feedback sessions focused on raising awareness of Tallahassee-Leon County's unique assets, leveraging placemaking initiatives like the Cascades Park Amphitheater to elevate the visitor experience, and capitalizing on the large number of visitors each year who travel to Tallahassee-Leon County routinely for business such as those who travel to Danfoss and the National High Magnetic Field Laboratory. Tourism and economic development organizations are similarly charged with building capacity within a community's borders and encouraging outside investment from beyond its borders to better position its assets and encourage future growth. The opportunity for staff and Tourism to more closely align its strategy for asset promotion, community brand recognition, and competitive positioning provides a holistic approach to raising awareness of all Tallahassee-Leon County has to offer to audiences within and beyond our local borders.

#### *Ready Business Seminar*

On April 26, 2018, OEV and Leon County Government staff partnered with the Federal Alliance for Safe Homes (FLASH), Federal Emergency Management Agency (FEMA), and the National Weather Service to host the Ready Business Workshop. The free, day-long event help equip local business leaders with the resources they need to identify their risk of being impacted by a hurricane and develop a plan to ensure business continuity post-disaster. More than 100 Tallahassee-Leon County-based businesses registered to attend the workshop to learn how to identify their risk of being impacted by a hurricane, develop a disaster preparedness and recovery plan, and how to take action and review their process to gain recognition as a Ready Business. Participants who already had a disaster plan were invited to have experts from FLASH and FEMA review the plan and provide suggestions for strengthening their recovery strategy. In addition, the Small Business Development Center (SBDC) at Florida A&M University provided information about the Emergency Bridge Loan Program, which provides critical funds to businesses impacted by disaster and in need of financing to ensure their business has the highest chance of reopening and realizing profits post-disaster. The SBDC serves as liaison for this important program and staff assist with reviewing loan applications after disaster strikes. OEV anticipates continuing this valuable partnership to continue driving value to local businesses through assistance.

### *International Economic Development Week*

The week of May 7-11 was designated as International Economic Development Week as well as National Small Business Week. Tallahassee-Leon County joined communities across the country and globe in celebrating National Economic Development Week. Staff organized several local activities throughout the week to highlight businesses and economic development efforts. The week kicked off with a social media campaign asking local businesses to say why they choose #FLCapital4Biz as well as launching the Capturing Champion series which highlighted minority- and women-owned business owners and capture their stories on how they started and continue to thrive in the local business environment. On Tuesday, the #DataTALKS video series launched on Facebook and Twitter. This series will occur every six weeks as staff promotes economic Tallahassee-Leon County as Florida's Capital for Business (#FLCapital4Biz) by highlighting key economic trends and data. On Wednesday, MWSBE hosted a certification bootcamp to provide information to contractors and subcontractors in the construction trades on local and state WMBE certifications, Disadvantaged Business Enterprise (DBE) certifications, and SBA 8(a) Business Development Certification Program. The workshop covered how certifications expand the projects for which MWSBE businesses qualify, increasing their bid portfolios exponentially. Staff also hosted a meet and greet with over 30 commercial realtors to facilitate a conversation on partnership opportunities between economic developers and commercial realtors in Tallahassee-Leon County. On Friday, the Small Business Development Center at FAMU hosted the annual Small Business Luncheon to celebrate the accomplishments of small business owners and entrepreneurs in our community. The week ended with a celebration of local businesses at Happy Motoring with over 70 people representing local businesses in attendance. This casual networking event highlighted the impact of local businesses and economic success stories in our community, as well as a drawing of the #FLCapital4Biz social media campaign winner which was William McCluskey at Proper Channel.

### *Engagement and Communications*

Staff continues to promote the Office of Economic Vitality's identity; leverage public awareness, engagement, and participation; build positive relationships with the media; and partner with local businesses and ecosystem partners to foster collaborative relationships through its marketing and communications efforts.

Face-to-Face Engagement: Recognizing the most effective strategy for marketing and communication takes place face-to-face, in staff engaged with business leaders around the community at public meetings and community presentations for organizations including, but not limited to, TalTech Alliance, Leadership Tallahassee, the Greater Tallahassee Chamber of Commerce, Tallahassee Builders' Association, NEBA and Commercial and Residential Real Estate organizations. These engagements provide opportunities to build and communicate a unique brand that expresses the overall business image, that Tallahassee-Leon County is *Florida's Capital for Business* (#FLCapital4Biz) and also allows staff to make connections with business leaders who, in turn, participate in our business retention and expansion efforts through the CapitalLOOP initiative.

Earned Media: Staff efforts have earned significant recognition over the past quarter through earned media opportunities. Earned media from local outlets helps expand OEV's sphere of influence in the local community as initiatives and successes, which help drive economic vitality in Florida's Capital for Business, are highlighted about its initiatives. During the past quarter alone, the following stories were promoted by local media partners as well as one publication that with a national audience:

- *Proof Brewing Relocating to Former Coca Cola Building* (Tallahassee Democrat)
- *Master of Magnetism: Search for Science and Innovation* (Tallahassee Democrat)
- *OEV working 13 active projects* (Tallahassee Democrat)
- *Major Retail Chain Announces Store Closing* (WCTV)
- *No batteries required: Local startup General Capacitor ups capacity* (Tallahassee Democrat)
- *E.D. Week, Many Chances to Learn, Network* (Tallahassee Democrat)
- *Municode Completes Acquisition of Texas Based Company* (Tallahassee Democrat)
- *Capital of Magnetics* (DeltaSky Magazine)

Staff continues to strategically engage all local and regional media partners to further promote programs, initiatives, and other positive news regarding the local economy that help drive business development in Tallahassee-Leon County.

E-Marketing: The Office of Economic Vitality's monthly newsletters provide readers with the latest information on the local economy, breaking economic development news, entrepreneurial opportunities, and other updates that keep stakeholders engaged and informed. During the last quarter, staff issued three electronic monthly newsletters and 20 e-announcements promoting upcoming opportunities, success stories, events, and critical resources for business growth. Since March 2018, OEV's subscriber list has increased by 6.36% (102), out of a total of 1603. The boost in readers is attributed to providing quality information in a format that is easy to navigate, easy to read, and scheduled at intervals that allow readers to stay informed without becoming overwhelmed. Open rates for OEV e-mailings have also increased by nearly 32% -- from 27.36% in December 2017 to 59.31% in May 2018.



Social Media: These efforts have seen explosive growth since launching in June 2017. As a direct result of promoting programs, engagement opportunities, CapitalLOOP, MWSBE certification and training opportunities, and breaking partner news, staff has redefined the OEV image in the minds of those who know the community best – its internal audience – and created a fresh perspective among prospects on what Tallahassee-Leon County has to offer and what it is working to become. During 2018 Economic Development Week alone, OEV saw a surge in social media activity and, as a result, total

reach and engagement of its audience. On Facebook, from May 6-12, the total number of people reached increased by 343% (4,674), OEV's page views increased by 130%, page likes increased by 44%, post engagement increased by 338%, video views increased by 33,400%, and page followers increased by 63%.

Throughout 2018, staff will continue adding information related to local economic growth, promoting opportunities available to local businesses, and underscoring the strong assets in our local community to help drive business engagement, retention and expansion, and attraction efforts. Staff will continue evaluating other high-performing economic development organizations' approaches to ensure alignment with industry best practices and will continue focusing on promoting messages that business decision makers find relevant, timely, and useful for continued business development opportunities.





## MEMORANDUM

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**TO:** Ben Pingree, PLACE Director  
**THRU:** Al Latimer, Director  
**FROM:** Darryl Jones, Minority Women and Small Business Programs Deputy Director  
**SUBJECT:** Division Quarterly Update  
**DATE:** May 11, 2018

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Per OEV's Work Plan, the Minority, Women and Small Business Enterprise (MWSBE) program continues to expand procurement opportunities for MWSBEs with public and private partners, build capacity for MWSBEs through non-traditional business financing, and capacity building through resource partners. MWSBE programs continues to inform its certified businesses of capacity building, networking and procurement opportunities available through partnerships, local governments, and Blueprint. The certification guarantees that staff will provide "Four Es" for certified businesses--*engage*, *educate*, *equip* and ultimately *empower* them, which will present them with greater opportunities within the economic development ecosystem.

### *Programmatic Efficiencies*

MWSBE has been greatly informed about the needs of minority and women owned businesses through more than 100 business interactions through certification, re-certification, presentations, Disparity Study focus groups, outreach activities of this office in the last quarter. In late February, the Deputy Director of the Office of Economic Vitality for Minority, Women and Small Business Enterprise to Orlando, Orange County, Tampa and Pinellas County MWSBE programs to review their operations in order to learn best practices and how other jurisdictions that support supplier diversity activities. Also included on this trip was Roderick McQueen, Small Business Enterprise Director of Leon County Schools. From this visit, the following MWSBE operations and activities will be created:

- Monthly Certification Workshops at Career Source for first time applicants
- Community Partners Workshop with supplier diversity agencies

- Post Certification Workshops on navigating procurement systems for the City of Tallahassee and Leon County
- Create networking opportunities for contractors and subcontractors semi—annually as a precursor to OEV’s mentor-protégé program for MWSBEs as required by the Strategic Plan.

Also as a part of the strategic plan/work plan, MWSBE continues to create profitable links between certified MWSBEs and procurement opportunities beyond those most readily available through City of Tallahassee, Leon County, and Blueprint. MWSBE has formalized its relationship with the Leon County Sheriff’s Office. A subsequent agenda item will be seeking the Board’s approval on the creation of Memoranda of Understanding with Florida A&M University, the Tallahassee Housing Authority, and Tallahassee Memorial Hospital.

#### *Capturing Champions Campaign*

Also, the staff has collaborated with the Jim Moran Institute, the FAMU Small Business Development Center on the “Capturing Champions” media campaign. These public service announcements were aired during Small Business and Economic Development Week. The goal of the ten (10) profiles is to heighten awareness of the Office of the MWSBE certification program and programs of our collaborators. The Champions are:

- |                          |                                    |
|--------------------------|------------------------------------|
| • Dr. Makeba Earst       | All about Smiles Dental Center     |
| • Carlos Wilder          | CTW Broadcasting*                  |
| • Princess Ousley        | Elite Business Strategies*         |
| • Jay Morrell            | Earley’s Kitchen*                  |
| • Hurb Roberts           | LawnKeepers*                       |
| • Bonnie Johnson         | BKJ, Inc. *                        |
| • Calvin Singleton       | Concrete Services Unlimited, Inc.* |
| • Christie Hale-Sparkman | Hale Contracting, Inc.*            |
| • Lillie and Dave Thomas | Chief Cornerstone Construction*    |
| • Edna Hall              | Faith Funeral Home                 |

NOTE: \* Certified MWSBE

#### *Industry Academies*

MWSBE’s Industry Academy courses, as required by the Work Plan have been well received by MWSBEs. More than 100 encounters with small businesses were documented. Career Source, the FAMU Small Business Development Center, Wells Fargo Bank, City of Tallahassee Procurement Services, and the Blue Print Office all facilitated our academies to provide the education and the tools our MWSBEs require.

#### *Disparity Study*

The Disparity Study is currently analyzing data and is hosting focus groups with targeted constituencies as well as those open to the public.

MGT gave a presentation to the MWSBE Citizen Advisory Committee on the disparity study on the following topics:

- An Overview of the Disparity Study and Team
- Disparity Study Project update
- Disparity Study time line and schedule
- Next Steps in the Study
- MWSBE CAC involvement in study
- Community Outreach
- Discussed the CAC's role as the Disparity Study Advisory Committee

#### *B2GNow! Contract Compliance Software*

The B2GNow Contract Compliance Monitoring System is currently being utilized to track certified MWSBE Certifications and participation expenditures. The system is also being utilized to conduct certified vendor outreach as a means of providing programmatic information including bid opportunities as well as business development and networking events. B2GNow also has the capability of tracking MWBE, non-MWBE, and Disadvantaged Business Enterprise/Airport Concessions Disadvantaged Business Enterprise (DBE/ACDBE) participation within the City of Tallahassee's and Leon County's contracts.

As previously reported during the September 19, 2017 Intergovernmental Agency (IA) Meeting, the B2GNow Integration and Implementation Work Group met with B2GNow staff to determine organizational needs and provide feedback regarding the required systematic updates relative to certifications, contractual monitoring and contractual participation by minority-owned, women-owned, and small business enterprises. Prior updates include change to the system portal to reflect the current alignment of the MWSBE function as a part of OEV. The most recent updates include: full implementation of the online certification module. The means MWSBE, as well as DBE/ACDBE Certification applicants may apply online and receive their certification determination documents digitally. Hard copy applications continue to be accepted; however, online application submission is a more efficient process resulting in the reduction of paper consumption.

B2GNow system updates continue to move forward towards finalization to ensure the implementation of all aspects of the certification and contracts modules relative to MWSBE certifications, contractual participation, and payment reporting for Leon County and the City of Tallahassee. Additional updates are in process relative to the contracts module. Additional time is required for data mapping and integration challenges due to B2Gnow, City, and County staff navigating the process of integrating the data from the different financial systems of the City and County organizations into the system.

Certification Type	New	Recertification	Total YTD
MWBE	24	18	42
SBE	7	4	11
Total MWSBE Certifications	31	22	53

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## MEMORANDUM

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**TO:** Ben Pingree, PLACE Director  
**THRU:** Al Latimer, Director  
**FROM:** Edward Young, Deputy Director, Research and Business Analytics  
**SUBJECT:** Division Quarterly Update  
**DATE:** May 9, 2018

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### Research & Business Analytics

The Research & Business Analytics Division works diligently to monitor key economic metrics, current economic trends to support OEV's Strategic Plan, and enable informed business decision making. Continuously measuring how our economy is performing and progressing is very important as we all collectively work to improve our region's economic competitiveness. The division also undertakes a variety of research and analyses in support of other City and County departments, and works closely with the business community at large.

The following highlights some of the accomplishments that have been made during the past quarter including updates to the Data Center, Second Quarter 2018 *Quarterly Economic Dashboard*, Cost of Living Index, Competitiveness Report, Ongoing & Proposed Developments Database and GIS Story Map, and coordination efforts for the 2020 U.S. Census.

### *Data Center*

To effectively communicate and convey the most important insights of Tallahassee-Leon County's economic indicators, staff continues to develop and maintain the 80+ data points within the Data Center. The Data Center includes the ability to visualize economic data sets (where possible) that are already contained within the on-line Statistical Digest (PDF and Excel formats). Combining the power of data science with easy-to-navigate visual analysis transforms the data from an underutilized asset to a competitive advantage.

All data sets are organized into the following categories (Top Economic Indicators and/or Economic Factors, Community & Environment, Demographics, Residential & Commercial Development, Education, and Innovation). Since December, the Data Center has been continually updated and includes the following new visualizations:

- *Vehicle Registrations in Leon County* illustrates licensed drivers, motor vehicle registrations (by type) and title transactions in Leon County.
- *Housing Units Authorized in Tallahassee MSA* shows the overall level of residential building permits for new construction which illustrates the precipitous decline during the 2007-2009 recession, followed by improved new construction activity over the past eight years.
- *Market Statistics for Tallahassee Metro Area* tracks the average lease rate and vacancy rate for the Tallahassee Metro Areas office, industrial and retail market. This indicator shows a general decline in vacancy rates across all markets as well as an increase in lease rates in the Office and Industrial markets and a relatively flat growth in lease rates in the Retail market.

#### *Quarterly Economic Dashboard*

To more effectively communicate and highlight local economic indicators for the community, the Second Quarter 2018 *Quarterly Economic Dashboard* (see Exhibit #A) was released in April 2018. The Dashboard includes thirteen key economic development indicators and provides a regular and consistent snapshot of the performance and health of the local economy. Each update compares data for the most recent period with the last period, its corresponding year-over-year trend data and a concise narrative to illustrate the current trends of each indicator. In addition, the last page of the dashboard includes a Quarterly Focus which includes more in-depth analysis on rotational economic points of interest.

Employment levels have started out strong locally in the first quarter 2018, up between two and three percent compared to the same month in 2017. The unemployment rate continues to decline and first time unemployment claims continue to be nine to seventeen percent below corresponding 2017 levels.

The Quarterly Focus presented in the 2<sup>nd</sup> Quarter 2018 Economic Dashboard focuses on the growth in exports from the Tallahassee MSA. Tallahassee's merchandise exports increased nearly 90% from 2011 to 2016, reaching \$223.1 million in 2016. More than 80% of Tallahassee's merchandise exports in 2016 were in machinery and chemical manufacturing. With over 95 percent of the world's population and two-thirds of the global purchasing power outside America's borders, success today requires global access.

#### *Cost of Living Index*

Staff recently completed the data collection required for participation in the Second Quarter 2018 Cost of Living Index (COLI). In the 2017 Annual Average Cost of Living Index (COLI) published in January 2018 by the Council for Community and Economic Research (C2ER), Tallahassee attained an annual overall composite index of 96.6, or 3.4% below the average cost of living for all participating areas. The average for all participating areas is an index of 100, and each participant's index is read as a

percentage for all places. Data for the First Quarter 2018 Cost of Living Index will be release May 31, 2018.

This research tool allows OEV to make accurate cost of living comparisons between Tallahassee-Leon County and any of the 269 other participating urban areas across the United States. The Index can be used to benchmark to other communities and can answer research questions like: How does a new job offer in another community compare, how does our community compare in cost in the state and country, and will this community fit my business and lifestyle needs?

#### *Competitiveness Report*

At the March Intergovernmental Agency meeting, staff indicated that an update would be provided at this meeting on the progress towards a comparative analysis of local economic indicators. A summary of the proposed approach to conduct a “Competitiveness Report”, the format and comparative communities (and rationale for selection of each) follows. A draft report is anticipated to be completed and distributed at the September Intergovernmental Agency meeting.

OEV’s *Economic Development Strategic Plan* (approved in 2016) included high-level research comparing Leon County to five other counties with certain similarities. In seeking to identify the best and most achievable economic development strategies for Tallahassee-Leon County, staff believes a list of potential comparison communities should begin with those already identified in the Strategic Plan.

In order to acquire comparable data for each prospective comparison community, staff recommends the metropolitan statistical area (MSA) as the relevant unit of analysis for a regional indicator report rather than county-level data. This approach is consistent with the review of similar reports. Also, some comparative statistics required to assemble the report are more readily available at the MSA level than the county level. MSAs are defined by the Office of Management and Budget (OMB) and used by the United States Census Bureau and other federal agencies for statistical purposes. By definition, an MSA is a geographical region with a relatively high population density at its core and close economic ties throughout the area; typically, MSAs are anchored by a single large city that has a large amount of influence over a region.

For comparisons of formats, staff reviewed recent regional indicator reports applying peer community comparisons from several communities, all larger than Tallahassee. These reports ranged from a 4-page dashboard of peer rankings for various indicators to a lengthy, 60-page comparison of each indicator for each peer community. Staff believes creating an index of peer communities (along with national rates) would concisely present the comparison, employing diverse indicators blended together by category. The purpose of this comparative index is to illuminate Tallahassee’s relative advantages and challenges. Staff is in the process of establishing the methodology, to reduce possibility of distortion through overemphasis or truncation of certain metrics.

In reviewing indicator reports, staff noted various metrics appearing frequently among the reports. These indicators commonly fall into several categories (with general examples of metrics):

- Regional Assets (population, demographics, geography, natural features)
- Economic Vitality (jobs, wages, business growth)
- Innovation (firm creation, R&D activity, patents)
- Infrastructure (drive times, bike/ped commuting, transit)
- Talent (graduation rates, educational attainment)
- Civic Quality (crime, health care access)
- Outcomes (poverty rate, unemployment rate, net migration)

In order to ascertain a reasonable list of peer communities, staff recommends assessing other communities exhibiting features similar to Tallahassee—the more comparative factors a prospective peer community exhibits, the greater likelihood it is similar to Tallahassee. These comparative factors include, but are not limited to, the following:

- State capital
- Cited by Strategic Plan
- Southeast region
- Similar size (50-150% of Tallahassee metro area population)
- College/university town: student ratio (>50% of 18-24 year-olds enrolled in college)

Below is a proposed list of comparative metropolitan areas, with respective populations and student ratios (among those where >50% of 18-24 year-olds enrolled in college) indexed relative to Tallahassee. Gross Domestic Product for each MSA has also been indexed relative to Tallahassee to compare relative scale of the regional economies.

#### Proposed Comparative Metropolitan Areas

Pop. Size Rank	Metropolitan Area	Population Index	Student Ratio Index	GDP Index
1	Greenville, SC	2.29	0.73	3.54
2	Little Rock, AR	1.93	0.61	3.54
3	Madison, WI	1.69	0.87	4.00
4	Pensacola, FL	1.26	0.59	1.61
5	Lansing, MI	1.25	1.03	2.14
6	<b>Tallahassee, FL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
7	Montgomery, AL	0.99	0.53	1.67
8	Trenton, NJ	0.99	0.84	1.03
9	Lincoln, NE	0.85	0.92	1.64
10	Gainesville, FL	0.73	1.10	1.14
11	Athens, GA	0.53	1.08	0.76

#### Why aren't these metro areas suitable comparatives?

Metro Area	State Capital	Southeast Region	College Town	Similar Pop. Size	Comment
Albany, NY	<input type="checkbox"/>		<input type="checkbox"/>		2.3x larger population; capital with similar student ratio
Ann Arbor, MI			<input type="checkbox"/>	<input type="checkbox"/>	Comparable in population size and student ratio only
Augusta, GA		<input type="checkbox"/>			Regional metro area; not otherwise similar



Metro Area	State Capital	Southeast Region	College Town	Similar Pop. Size	Comment
Austin, TX	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		5.2x larger population, marginally similar student ratio
Baton Rouge, LA	<input type="checkbox"/>	<input type="checkbox"/>			Capital in region, not otherwise similar
Birmingham, AL		<input type="checkbox"/>			3x larger population, in region, not otherwise similar
Boulder, CO			<input type="checkbox"/>	<input type="checkbox"/>	Comparable in population size and student ratio only
Charleston, WV	<input type="checkbox"/>			<input type="checkbox"/>	Capital of comparable population size only
Columbia, SC	<input type="checkbox"/>	<input type="checkbox"/>			Capital in region, not otherwise similar
Gulfport, MS		<input type="checkbox"/>		<input type="checkbox"/>	Metro in region of comparable population size only
Harrisburg, PA	<input type="checkbox"/>			<input type="checkbox"/>	Capital of comparable population size only
Jackson, MS	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	Capital in region, marginally comparable in population, dissimilar student ratio
Jacksonville, FL		<input type="checkbox"/>			3.8x larger population; dissimilar student ratio
Nashville, TN		<input type="checkbox"/>			4.8x larger population, dissimilar student ratio
New Orleans, LA		<input type="checkbox"/>			3.3x larger population, dissimilar student ratio
Olympia, WA	<input type="checkbox"/>			<input type="checkbox"/>	Capital of comparable population size only
Spartanburg, SC		<input type="checkbox"/>		<input type="checkbox"/>	Metro in region of comparable population size only
Springfield, IL	<input type="checkbox"/>			<input type="checkbox"/>	Capital of comparable population size only
Topeka, KS	<input type="checkbox"/>			<input type="checkbox"/>	Capital of comparable population size only

### *Major Ongoing & Proposed Developments Database and GIS Story Map*

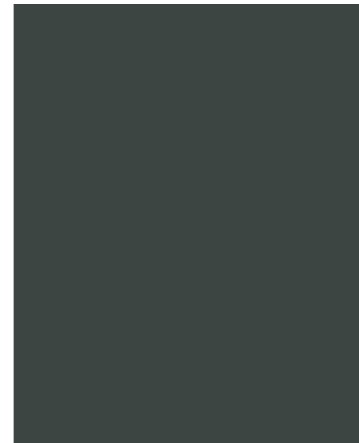
Staff continuously updates the Major Ongoing & Proposed Developments Report that provides key insights and highlights into the major developments that are in various stages of development in Tallahassee-Leon County. This information is utilized by a wide audience including City and County administration, market research firms, private investors and the community at large to gain a better understanding of development patterns and trends occurring in our market. The report currently tracks 129 major projects including more than 10,000 residential units (nearly 2,600 units are currently under construction) and over 5 million square feet of commercial space (1.2 million square feet of which are currently under construction). The Major Ongoing & Proposed Developments Report is available at: [www.OEVforbusiness.com/data-center/major-developments](http://www.OEVforbusiness.com/data-center/major-developments).

### *OEV Coordination Efforts for the 2020 U.S. Census*

The Deputy Director for Research & Business Analytics serves as the liaison to the U.S. Census Bureau for Leon County and the City of Tallahassee. The first of three primary responsibilities leading up to the 2020 Census is the Local Update of Census Addresses (LUCA). Materials to conduct the update were received in early March and staff has until approximately June 29<sup>th</sup> (120 calendar days from receipt) to complete the update. LUCA is the only opportunity offered to tribal, state, and local governments to review and comment on the Census Bureau's residential address list for their jurisdiction prior to the 2020 Census. Participation ensures the Census Bureau has an accurate list of housing units for Tallahassee and Leon County to facilitate the best count possible. OEV staff is currently working in collaboration with Tallahassee-Leon County GIS personnel to complete this update utilizing existing staff resources. The two

subsequent Census 2020 activities, Participant Statistical Areas Program (PSAP) and Census 2020 Complete Count Committee (CCC), will commence in early 2019.

## Exhibit A



# Economic Dashboard

SECOND QUARTER 2018

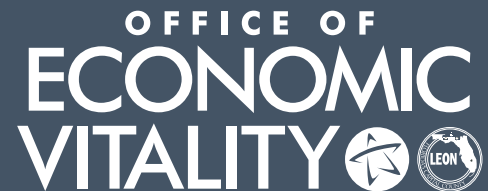
OFFICE OF  
**ECONOMIC  
VITALITY**



# 2018 Second Quarter








## ECONOMIC DASHBOARD

FOR MORE INFORMATION • Visit [OEVforBusiness.org](http://OEVforBusiness.org).



The **Office of Economic Vitality** is the source for Tallahassee-Leon County economic information and data. We track **85+** key economic indicators, construction and development trends –both commercial and residential – as well as maintain a statistical digest, some of which are featured below. Whether your business needs assistance, you are looking for the perfect site for your business or need help from our expert analysts, we are here to help. Simply contact us at (850) 219-1060 or email us at [info@OEVforBusiness.org](mailto:info@OEVforBusiness.org).

INDICATOR	MOST RECENT	SINCE LAST PERIOD	SINCE LAST YEAR	WHAT DOES THIS MEAN?
<b>EMPLOYMENT</b> 	<b>186,927</b> <i>March 2018</i>	<b>-0.1%</b> <i>Down 259 from February to March</i>	<b>+2.1%</b> <i>Up 3,764 from March 2017</i>	<b>Employment</b> levels have now increased 26 months in a row, comparing same month of prior year. MSA monthly avg. of 186,271 in Jan.-Mar. 2018 was 2.6% higher than the Jan.-Mar. 2017 monthly average.
<b>LABOR FORCE</b> 	<b>193,831</b> <i>March 2018</i>	<b>-0.2%</b> <i>Down 300 from February to March</i>	<b>+1.6%</b> <i>Up 3,043 from March 2017</i>	MSA average monthly <b>Labor Force</b> in Jan.-Mar. 2018 was 1.9% higher than the Jan.-Mar. 2017 monthly average. Labor Force has grown in all but one of the past 24 months, comparing same month of the prior year.
<b>UNEMPLOYMENT RATE</b> 	<b>3.6%</b> <i>March 2018</i>	<b>SAME</b> <i>Unchanged from February</i>	<b>-0.4 pts.</b> <i>Down from 4% in March 2017</i>	MSA <b>Unemployment Rate</b> was the lowest for any Mar. since 2007, and has decreased 78 months in a row, comparing same month of the prior year.
<b>AVERAGE WEEKLY WAGE</b> 	<b>\$829</b> <i>3<sup>rd</sup> Quarter 2017</i>	<b>+3.8%</b> <i>\$30 more than in Q2 2017</i>	<b>+1.1%</b> <i>\$9 more than in Q3 2016</i>	<b>Average Weekly Wage</b> has increased in all but 2 of the past 20 quarters, comparing same month of prior year. The 4-quarter moving average has also increased in all but 2 of the past 20 quarters.
<b>UNEMPLOYMENT CLAIMS</b> 	<b>350</b> <i>March 2018</i>	<b>-3.6%</b> <i>13 fewer than in February</i>	<b>-17.3%</b> <i>73 fewer than in March 2017</i>	<b>Initial Claims for Unemployment Compensation</b> has shown a three-year trend of decline for 33 of the past 36 months, when comparing the same month of prior year.
<b>TAXABLE SALES</b> 	<b>\$456.1 M</b> <i>December 2017</i>	<b>+15.2%</b> <i>Up \$60.2 M from November to December</i>	<b>-1.3%</b> <i>\$6 M less than in December 2016</i>	<b>Taxable Sales</b> were \$76.5 million higher in Dec. 2017 than in Dec. 2012, and have gone up in 55 of the past 60 months, comparing sales to the same month of the previous year.

INDICATOR	MOST RECENT	SINCE LAST PERIOD	SINCE LAST YEAR	WHAT DOES THIS MEAN?
<b>NEW SINGLE-FAMILY CONSTRUCTION PERMITS</b> 	<b>201</b> 1 <sup>st</sup> Quarter 2018	<b>+19.6%</b> Up from 168 in Q4 2017	<b>+2.6%</b> 5 more permits than in Q1 2017	<b>New Single-Family Construction Permits</b> were the most since Q2 2017. Permits in 1st quarter 2018 were highest for any 1st quarter since 2007.
<b>MORTGAGE FORECLOSURES</b> 	<b>111</b> 1 <sup>st</sup> Quarter 2018	<b>-9.0%</b> 11 fewer than in Q4 2017	<b>-22.9%</b> 33 fewer than in Q1 2017	<b>Mortgage Foreclosures</b> in Leon County in Q1 2017 totaled 111, the lowest Q1 sum since before the 2008 recession. Foreclosures since Jan. 2017 averaged 126 per quarter.
<b>MEDIAN SINGLE-FAMILY HOME SALES PRICE</b> 	<b>\$215,000</b> March 2018	<b>+2.4%</b> Up \$4,991 from February to March	<b>+17.3%</b> Up \$31,700 from March 2017	<b>Median Sales Price</b> has risen in 15 of the past 24 months in the MSA, and has been lower than the statewide median sales price 42 months in a row.
<b>TOURISM: TOTAL VISITORS</b> 	<b>529,474</b> 1 <sup>st</sup> Quarter 2018	<b>+1.9%</b> Up 9,693 from Q4 of FY 2017	<b>-2.1%</b> Down 11,507 from Q1 of FY 2017	<b>Total Visitors</b> increased 5.1% from Q1 of 2016 and rose 5.7% from Q1 of 2015. Visitors in Q1 averaged 518,694 in FY 2015 to FY 2018.
<b>TALLAHASSEE PASSENGERS</b> 	<b>185,508</b> 1 <sup>st</sup> Quarter 2018	<b>-10.7%</b> 22,252 fewer than in Q4 2017	<b>+8.4%</b> 14,324 more than in Q1 2017	<b>TLH Passengers</b> in Q1 2018 were the most for any Q1 since 2008. During 2011-2018, passengers in Q1 averaged 169,871.
<b>OFFICE VACANCY RATE</b> 	<b>4.1%</b> 1 <sup>st</sup> Quarter 2018	<b>+0.3 pts.</b> Up from 3.8% in Q4 of 2017	<b>+0.2 pts.</b> Up from 3.9% in Q1 of 2017	<b>Office Vacancy</b> from Q1 2017 to Q1 2018 averaged 4.0%, a drop of 1.0 points from the average vacancy of 5.0% during Q1 2016 to Q1 2017.
<b>INDUSTRIAL VACANCY RATE</b> 	<b>3.1%</b> 1 <sup>st</sup> Quarter 2018	<b>-2.1 pts.</b> Down from 5.2% in Q4 of 2017	<b>-1.7 pts.</b> Down from 4.8% in Q1 of 2017	<b>Industrial Vacancy</b> from Q1 2017 to Q1 2018 averaged 4.4%, a drop of 1.6 points from the average vacancy of 6.0% during Q1 2016 to Q1 2017.

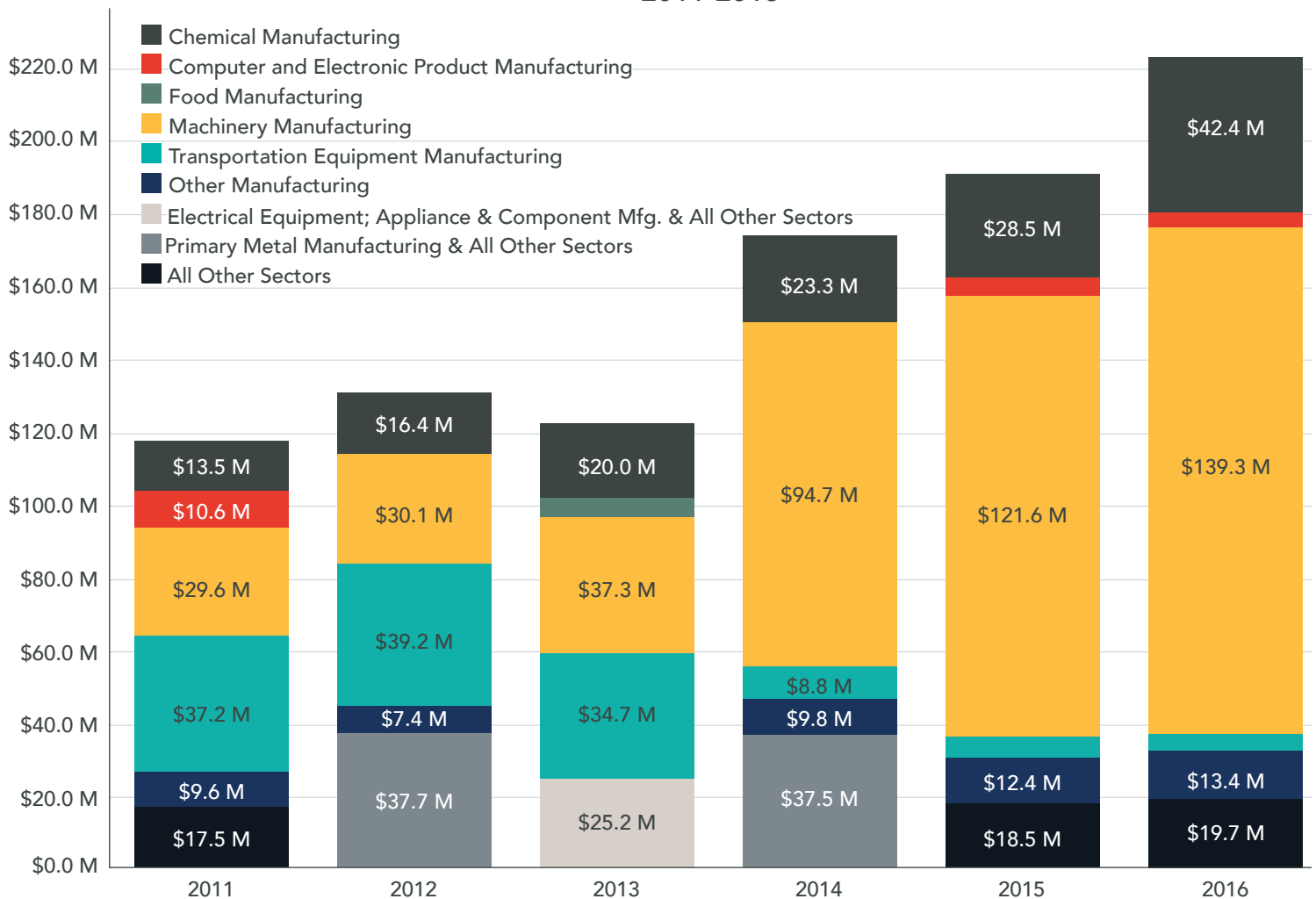
# Quarterly Focus

## EXPORTS FROM TALLAHASSEE MSA

According to the International Trade Association, Tallahassee's merchandise exports **increased nearly 90%** from 2011 to 2016, totaling **\$223.1 million** in 2016. Tallahassee was one of six Florida MSAs to experience growth in exports in 2016, up 16.7% from 2015. Machinery manufacturing and chemical manufacturing together accounted for 81% of merchandise exports in 2016. Machinery manufacturing has increased from 25% of total merchandise exports in 2011 to 62% by 2016. Chemical manufacturing rose from 11% of exports in 2011 to 19% by 2016. Tallahassee annually accounts for approximately 0.4% of Florida's total merchandise exports.

Exports to APEC countries (Asia-Pacific Economic Cooperation, 21 Pacific Rim nations) grew from \$51 million in 2011 to \$118.4 million in 2016. Exports to NAFTA countries (North America Free Trade Agreement, viz., Canada and Mexico) increased from \$26.2 million in 2011 to \$63.4 million in 2016. Exports to European Union countries increased from \$37 million in 2011 to \$61.7 million in 2016.

### TALLAHASSEE MSA EXPORTS BY SECTOR 2011-2016



**Note:** Nominal dollars, not adjusted for inflation. Categories shown in light grey or beige combine two or more sectors due to disclosure restrictions.

SOURCE: U.S. DEPARTMENT OF COMMERCE, INTERNATIONAL TRADE ADMINISTRATION, OFFICE OF TRADE AND ECONOMIC ANALYSIS (OTEA)



@OEVforBusiness



## **Blueprint Intergovernmental Agency Board of Directors Agenda Item**

**TITLE:** Approval and Authorization for the *Elevate Florida's Capital Sponsorship Fund* in the Amount of \$25,000

**Date:** June 21, 2017

**Requested By:** Staff

**Contact:** Office of Economic Vitality

**Type of Item:** Consent

### **STATEMENT OF ISSUE:**

This item seeks approval by the Blueprint Intergovernmental Agency Board of Directors for a new investment program, *Elevate Florida's Capital for Business: Economic Vitality Sponsorships* Program (Attachment #1) and allocation of \$25,000 from the Business Recruitment and Incentive Fund to support the implementation of the program in FY 2019 (Attachment #2).

### **STRATEGIC PLAN:**

The *Elevate Florida's Capital for Business: Economic Vitality Sponsorships* Program directly supports Goal 1.D of the Economic Development Strategic Plan ("the Plan"):

- D.1. Responsible allocation of resources to achieve today's goals as well as to refine the foundation for future growth*

### **SUPPLEMENTAL INFORMATION:**

#### Background

At its October 27, 2016 meeting, the Blueprint Intergovernmental Agency Board of Directors ("the Board") approved the Economic Development Strategic Plan ("the Plan") for Tallahassee-Leon County, the first-ever long-term plan of its kind for the community. The Plan reflects the Board's desire to invest in and cultivate the evolving economic development landscape and encourages participation of and partnership with other organizations to deliver the objectives outlined in it. The Board also adopted the Policies and Procedures Manual for the Tallahassee-Leon County Office of Economic Vitality (OEV), which formally guides staff activity, ensures appropriate and responsible use of organizational resources as well as a customer-centric approach to economic development, including an Investment Toolkit. A complete list of programs in the Toolkit, including the proposed new program, is provided in Table #1 below.

Table #1: Investment Toolkit Programs

Investment Toolkit Programs	
Program Name	Funding Source
Qualified Target Industry Tax Refund	State of Florida (80% funding from State, 20% funding from City/County)
Qualified Defense & Space Contractor Tax Refund	State of Florida
Capital Investment Tax Credit	State of Florida
High Impact Performance Incentive Grant	State of Florida
Quick Response Training Grant	State of Florida
Incumbent Worker Training Grant	State of Florida
Economic Development Transportation Fund	State of Florida
Rural Incentives	State of Florida
Urban High Crime Job Tax Credit Program	State of Florida
Brownfield Incentives	State of Florida (80% funding from State, 20% funding from City/County)
Your Own Utilities Green Incentives	Local: Managed by City of Tallahassee
Property Assessed Clean Energy Program	Local: Leon County
DesignWorks	Tallahassee-Leon County Planning Department
Targeted Business Program	Local: Managed by the Office of Economic Vitality
Urban Vitality Job Creation Pilot Program	Local: Managed by the Office of Economic Vitality
Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities	Local: Managed by the Office of Economic Vitality
<i>Elevate Florida's Capital for Business: Economic Vitality Sponsorships Program</i>	Local: Managed by the Office of Economic Vitality
<i>Local Manufacturing Competitiveness Program</i>	<i>Local: Approved by the IA; under review by Planning and City and County Growth Management Departments</i>

At its March 1, 2018 meeting, the Board approved the *Elevate Florida's Capital for Business Fund* ("the Elevate Fund"), a local funding initiative designed to recognize the vital role ecosystem partners play in the economic development landscape and equip them with funds to execute initiatives that directly support the community's first-ever long-term plan for strategic economic development as well as alignment to the industries identified in the Target Industry Study. The Elevate Fund provides funding to local organizations that demonstrate new, innovative strategies, or replicate effective, evidence-based strategies that align available assets, organizations, and resources towards shared economic growth objectives and strengthen the foundation for future growth and opportunities.

The Elevate Fund utilizes a three-prong approach to promote economic vitality in Tallahassee-Leon County. The Board approved the first prong at its March 1, 2018 meeting, which allocated \$100,000 from the Business Recruitment and Incentive (BRI) fund to



implement the first year of a grant program to catalyze workforce/talent development opportunities among businesses, educational institutions, as well workforce boards, and other integral organizations engaging in workforce/talent development. The workforce development program of the Elevate Fund specifically addresses requests by ecosystem partners for workforce training grants that close gaps between existing workforce development/training programs and the identified needs of local businesses seeking to expand their workforce. Applications will be made available to the public this summer and successful applicants will be notified of their award in the new fiscal year to begin implementing their training programs.

Staff has worked diligently to develop the other two prongs of the Elevate Fund that focus on workforce development and programmatic sponsorships. Once approved by the Board, all three prongs fulfill a recommendation to Tallahassee-Leon County in the Plan to prevent duplication of efforts and to partner when programs align exactly and a collaborative arrangement can be reached. Many of the strategies and programs outlined in the Plan benefit from the participation of other organizations, and in some cases, programs exist that specifically deliver the objective of the strategy outlined. To that end, the second prong provides one-time sponsorship/programmatic awards intended to support events aligned with the Plan's goals and objectives, and is discussed in more detail below. Staff is currently evaluating the third and final prong, a grant program to offset costs associated with developing physical assets. Staff is performing due diligence and exploring best practices to determine what types of projects are a best fit for Tallahassee-Leon County and will provide the greatest return on investment. This final component of the Elevate Fund will be brought to the Board for consideration at a later date and will facilitate and enhance economic vitality and competitiveness in Florida's Capital.

This agenda item specifically seeks the inclusion of the *Elevate Florida's Capital for Business: Economic Vitality Sponsorships* Program to OEV's Investment Toolkit and funding in the amount of \$25,000 from the BRI fund for its first year of implementation in FY 2019 as further outlined below.

#### Elevate Florida's Capital for Business Fund: Economic Vitality Sponsorships

The primary impetus for the creation of the Elevate Fund is the acknowledgement that economic development ecosystem partners, and staff's partnership with them, are crucial to the implementation of the Economic Development Strategic Plan. In addition, because of staff's commitment to the highest standards of transparency and accountability in regards to allocation of resources, a formal mechanism for financial support is warranted. This ensures funds are used to market the community, build and grow the ecosystem, and leverage opportunities that might arise in the future to the benefit of the entire community's economic opportunity.

Through the Elevate Fund, OEV seeks to catalyze programs that support shifting market needs and unanticipated opportunities for growth within Tallahassee-Leon County's target industries, and effectively address one or more of the following strategic priorities, as stated in the Plan:

- Specifically address at least one economic development cornerstone, which includes Tech Transfer & Commercialization; Business Retention & Expansion; Business

Recruitment; Creative Economy; Talent Pipeline. Please note Business Formation, while important, has been intentionally excluded from this list. Starting a business is not the intent of this program; rather, this program aims to catalyze workforce development and training in areas of demonstrated need.

- Better position and promote Tallahassee-Leon County as a business generator.
- Marshal two or more available assets, organizations, or resources.
- Spur innovative growth.
- Responsibly allocate resources to achieve today's goals as well as to refine the foundation for future growth and opportunities.

Utilizing the findings and recommendations within the Target Industry Study, and to ensure future initiatives will support growing industries, the Elevate Fund also specifically aims to bolster opportunities that directly support the four targeted industries as well as industry sectors identified by CareerSource Capital Region. These include:

- Applied Science & Innovation
- Manufacturing & Transportation/Logistics
- Professional Services & Information Technology
- Health Care
- CareerSource Capital Region's Industry Sectors specifically identified as high skilled/high wage occupations. (Attachment #3).

The Elevate Sponsorships Program fulfills a recommendation in the Plan to Tallahassee-Leon County to prevent duplication of efforts and to partner when programs align exactly and a collaborative arrangement can be reached. Many of the strategies and programs outlined in the Plan benefit from the participation of other organizations, and in some cases, programs exist that specifically deliver the objective of the strategy outlined in the Plan. Examples of such initiatives include Discovery on Parade, the Innovation Park TechGrant, and Small Business Week, to name just a few.

Most importantly, equipping ecosystem partners with an additional mechanism to help fulfill the strategies and tactics outlined in the Plan helps staff address immediate needs, mid-term strategies, and more long-term aspirational objectives. To that end, included in the Sponsorships Program application is a matching award opportunity for ecosystem partners marketing Tallahassee-Leon County assets to decision-makers outside the local market. This type of collaboration sends a strong message that we are invested in local business growth and sustainability, and continue to offer many unique assets that can improve business' products, services, and bottom lines should they wish to locate here.

Should the Board approve this program, the application process will be launched October 1, 2018 and applications will be accepted on a rolling basis until all funds are expended. Applications must be submitted to staff at least eight weeks prior to the date funds are needed. Staff will rank the applications and notify successful applicants of their award. All applications that are awarded sponsorships through the Elevate Fund will be published on

OEV's public website to allow for greater transparency. Staff intends to work with awardees in order to evaluate outcomes of the program.

Sponsorships are intended to be funded for a one-year period, and funds must be expended in the current fiscal year. Staff is recommending the Sponsorship Program be funded in the amount of \$25,000 for its first year of implementation in FY 2019, with no more than \$5,000 awarded per fiscal year per organization. Presently, there is adequate funding available in the BRI fund (Attachment #2). Previously, the County and City allocated \$1 million to support the Business Recruitment and Incentive fund. This funding is designed to leverage and maximize job creation opportunities through economic incentives until the Board finalizes the allocation of the economic development portion of the sales tax revenues which begin in 2020.

#### *Elevate Fund: Next Steps*

Staff continues to work closely with its workforce development partners, including Tallahassee Community College, Greater Tallahassee Chamber of Commerce, Leon County Schools (specifically regarding Career Technical Education), and CareerSource Capital Region and Florida, to strengthen and promote the Workforce Development Opportunities program offered through the Elevate Fund. Specifically, staff is working with CareerSource Capital Region to ensure participants who receive workforce development and training supported by the Elevate Fund experience greater career opportunities as a direct result of the program. This alignment and follow-up ensures Tallahassee-Leon County is supporting performance-driven and results-oriented initiatives that strengthen the local talent pipeline.

In addition, staff continues to engage with local workforce partners to consider the development and or expansion of apprenticeship and "earn to learn" programs to help address the need to develop a skilled workforce. Staff continues to explore best programs/practices from other communities, engage employers for a needs assessment, and assess the current programs offered in the community.

## **CONCLUSION:**

The *Elevate Florida's Capital for Business: Economic Vitality Sponsorships Program* recognizes the vital role ecosystem partners play in the economic development landscape and equips them with funds to execute programs that directly support the community's first-ever long-term plan for strategic economic development. Specifically, the program fulfills a recommendation in the Plan to Tallahassee-Leon County to prevent duplication of efforts and to partner when programs align exactly and a collaborative arrangement can be reached. Many of the strategies and programs outlined in the Plan benefit from the participation of other organizations, and in some cases, programs exist that specifically deliver the objective of the strategy outlined. To that end, the Sponsorships Program provides one-time sponsorship and programmatic awards intended to support events aligned with the Plan's goals and objectives. In addition, the Sponsorships Program enhances and leverages taxpayers' investment in economic development through a matching award for marketing initiatives that highlight and elevate Florida's Capital to decision-makers in external markets. Funding the Elevate Fund demonstrates OEV's investment in Tallahassee-Leon County, build a compelling case about our economic competitiveness, and reinforce the message

that Tallahassee-Leon County is Florida's Capital for Business. Therefore, staff is recommending that the Board approve the new investment program, *Elevate Florida's Capital for Business: Economic Vitality Sponsorships Program*, and allocate \$25,000 from the BRI fund to support the implementation of the program in FY 2019.

## OPTIONS:

- Option 1: Approve the *Elevate Florida's Capital for Business: Economic Vitality Sponsorships Program* and allocate \$25,000 from the Business Recruitment and Incentive Fund to support the implementation of the program in FY 2019.
- Option 2: Do not approve the *Elevate Florida's Capital for Business: Economic Vitality Sponsorships Program*.
- Option 3: Board direction.

## RECOMMENDED ACTION:

- Option 1: Approve the *Elevate Florida's Capital for Business: Economic Vitality Sponsorships Program* and associated funding.

*Action by CAC:* This item was presented to the CAC at their June 7, 2018 meeting.

### Attachments:

- Attachment #1: *Elevate Florida's Capital for Business: Economic Vitality Sponsorships Program* Description and Application
- Attachment #2: Business Recruitment and Incentive Fund Status as of June 2018
- Attachment #3: 2018-2019 Regional Demand Occupation List for Gadsden, Leon, Wakulla Counties as identified by Florida Department of Economic Opportunity

# ELEVATE FLORIDA'S CAPITAL FOR BUSINESS FUND: SPONSORSHIP PROGRAM

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Tallahassee-Leon County Office of Economic Vitality  
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## **ELEVATE FLORIDA'S CAPITAL FUND**

### **SPONSORSHIP APPLICATION**

#### **I. EXECUTIVE SUMMARY**

The Elevate Florida's Capital Fund (Elevate Fund) is a local funding initiative of the Tallahassee-Leon County Office of Economic Vitality (OEV), a division of the Blueprint Intergovernmental Agency. The Elevate Fund is designed to recognize the vital role ecosystem partners play in the economic development landscape and equip them with funds to execute initiatives that directly support the community's first-ever long-term plan for strategic economic development. The Elevate Fund provides funding to local organizations that demonstrate new, innovative strategies, or replicate effective, evidence-based strategies that align available assets, organizations, and resources towards shared economic growth objectives and strengthen the foundation for future growth and opportunities.

The Elevate Fund utilizes a three-prong approach to promote economic vitality in Tallahassee-Leon County in the form of sponsorship and grant awards. Sponsorships are one-time awards intended to support initiatives aligned with the Economic Development Strategic Plan's goals and objectives. Grants are one-time awards intended to supply programmatic support and offset costs associated with developing physical assets that facilitate economic vitality in Florida's Capital.

#### **II. PROGRAM SUMMARY**

This section of the Elevate Fund specifically addresses sponsorship requests.

The primary impetus for the creation of the Sponsorship Application for the Elevate Fund is the acknowledgement that economic development ecosystem partners, and OEV's partnership with them, are crucial to the implementation of Tallahassee-Leon County's Economic Development Strategic Plan. was developed in response to one of the overarching goals in the Economic Development Strategic Plan ("the Plan") to responsibly allocate resources that achieve today's goals and refine the foundation for future economic growth. As an extension of this goal, OEV strives to catalyze partner initiatives that benefit from the participation of other organizations or specifically deliver objectives outlined in the Plan to prevent duplication of efforts and drive greater impact and return on investment.

The Sponsorship program is designed to provide ecosystem partners with an opportunity to utilize funds to support events, programs, or other initiatives that help address immediate needs, mid-term strategies, and more long-term aspirational objectives as well as a matching award opportunity for ecosystem partners who invest in marketing Tallahassee-Leon County assets to decision-makers outside the local market. The Sponsorship program is intended to support shifting market needs and unanticipated opportunities for growth within Tallahassee-Leon County's target industries and strategic priorities (see Sections V and VI).

Sponsorships are intended to be funded for a one-year period, and funds must be expended in the fiscal year in which the award is made. The total funds available for the Sponsorship program is \$25,000, and no more than \$5,000 will be awarded per company per fiscal year.



### **III. SUBMISSION AND OTHER IMPORTANT INFORMATION**

- (a) Sponsorship requests are reviewed on a rolling basis and must be submitted at least eight (8) weeks prior to the event to be considered. Requests submitted less than eight (8) weeks prior to the event will be deemed non-responsive and will not be considered.
- (b) Requests for funding must be submitted electronically to [info@OEVforBusiness.org](mailto:info@OEVforBusiness.org) with “Elevate Fund Sponsorship Application” in the e-mail subject line. A confirmation email will be sent to you within 24 hours, so please include a valid email address and contact information.
- (c) Successful applicants will be notified of their award via e-mail no later than four (4) weeks prior to the event start date.

- (d) Extraordinary Opportunities

Extraordinary opportunities may be considered outside of the sponsorship approval cycle on a case-by-case basis at the sole discretion of the Director of Planning, Land Management, and Community Enhancement (PLACE), or designee. Such opportunities will be evaluated by the Director of PLACE, or designee. All other rules governing the Elevate Fund apply.

### **IV. ABOUT THE FUNDING ORGANIZATION**

A division of PLACE, OEV is the central economic development hub for Florida’s Capital and is creating a vibrant and sustainable economic ecosystem through implementation of the community’s first-ever Economic Development Strategic Plan.

- (a) Purpose

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

- (b) Mission

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

### **V. TARGET INDUSTRIES**

- (a) Applied Science & Innovation
- (b) Manufacturing & Transportation/Logistics
- (c) Professional Services & Information Technology
- (d) Health Care
- (e) CareerSource Capital Region’s Industry Sectors specifically identified as High Skill/High Wage Occupations



## VI. OBJECTIVES AND PRIORITIES

OEV seeks to support initiatives that support shifting market needs and unanticipated opportunities for growth within Tallahassee-Leon County's target industries, and effectively address one or more of the following strategic priorities:

- (i) To specifically address at least one economic development cornerstone, which includes Business Formation; Tech Transfer & Commercialization; Business Retention & Expansion; Business Recruitment; Creative Economy; Talent Pipeline.
- (ii) To better position and promote Tallahassee-Leon County as a business generator.
- (iii) To marshal two or more available assets, organizations, or resources.
- (iv) To spur innovative growth.
- (v) To responsibly allocate resources to achieve today's goals as well as to refine the foundation for future growth and opportunities.

## VII. AWARD INFORMATION

- (a) Up to \$25,000 is available under the Elevate Fund for sponsorship in 2019-2020.
- (b) Sponsorship funds must be expended in the current fiscal year for the event specified in the application.
- (c) No more than \$5,000 will be provided per fiscal year per organization. Any sponsorship application with a proposed total value greater than \$5,000 will not be considered. **Note:** OEV reserves the right to determine the final award amount.
- (d) The amount to be paid will be indicated in a Sponsorship Agreement, and once the sponsorship is awarded, will not be tied to actual final costs of implementation.
- (e) Applications will be reviewed and processed in the order which they arrive. A notification will be posted on [www.OEVforBusiness.org](http://www.OEVforBusiness.org) when funds are no longer available.

## VIII. GUIDELINES FOR SUBMISSION OF FUNDING REQUESTS

- (a) The applying organization must serve and benefit a population located in Tallahassee-Leon County.
- (b) The applying organization must be in existence for at least three (3) years.
- (c) Elevate Fund awards are not retroactive.
- (d) Sponsorship applications must specifically address at least one economic development cornerstone, which includes Business Formation; Tech Transfer & Commercialization; Business Retention & Expansion; Business Recruitment; Creative Economy; Talent Pipeline.
- (e) The applying organization must demonstrate that external funding has been, or will be, provided to support the initiative.
- (f) Supporting material may be included as appendices, if needed.
- (g) Only complete applications will be considered for sponsorship awards. The application can be found in Attachment A and includes the following sections:

- (i) Cover sheet
- (ii) Statement(s) of relevance to OEV's objectives and priorities.
- (iii) Outcomes and evaluation methods to demonstrate progress (and sustainability, if applicable)
- (iv) External sources of support
- (v) Collaboration, or how the applying organization has, or will, leverage two or more available assets, organizations, or resources.
- (vi) Event budget. **Note:** *The Elevate Fund does not fund indirect costs.*
- (vii) Recognition of OEV's support

## IX. EXCLUSIONS

The Elevate Fund is designed to serve as a catalyst for community stakeholders supporting shifting market needs and unanticipated opportunities for growth, and effectively address one or more of the cornerstones listed in Section IV. In particular, to ensure the Elevate Fund is reserved exclusively for opportunities that responsibly allocate resources to achieve today's goals as well as to refine the foundation for future growth and opportunities, the following exclusions apply.

Sponsorships will not be provided for:

- (a) Individuals;
- (b) Private foundations;
- (c) National or regional organizations unless their initiative addresses at least one strategic initiative in the Economic Development Strategic Plan for and in Tallahassee-Leon County;
- (d) Initiatives where the primary purpose is the promotion of religious doctrine or tenets;
- (e) Organizations who receive financial support from the City of Tallahassee or Leon County Government;
- (f) Starting or expanding a business;
- (g) Operational expenses, including staff salaries or any other form of staff compensation;
- (h) Indirect costs;
- (i) Political action or legislative advocacy groups;
- (j) Endowments or memorial campaigns;
- (k) Fundraising events;
- (l) Sponsorships, grants, or other financial assistance initiatives and/or programs;
- (m) Deficit reduction;
- (n) Dues; or
- (o) Organizations located in or benefitting communities outside Tallahassee-Leon County.

## **X. TRANSPARENCY**

OEV is committed to conducting a transparent sponsorship award process and publicizing information about event outcomes. Posting sponsorship applications on public websites is a means of promoting and sharing innovative ideas. For the Elevate Fund, we will publish the Sponsorship Application Form for all applications on OEV's public website and/or similar publically accessible location(s). Additional information about the initiative will be made available for all those applications that are awarded sponsorships on OEV's public website and/or similar publically accessible location(s). Information will not be published until after the sponsorships are announced.

## **XI. APPLICATION REVIEW INFORMATION**

This section identifies and describes the criteria that will be used for each category to evaluate applications for Elevate Fund. The evaluation criteria are described below:

(a) Alignment with the Tallahassee-Leon County Economic Development Strategic Plan

Applying organizations must identify which overarching Economic Development Strategic Plan goal(s) and economic development cornerstone initiative(s) will be the focus of your event. Points will be awarded based upon the extent to which applying organizations present evidence that the event fulfills each selected goal and initiative.

(b) Alignment with Tallahassee-Leon County's Target Industries

Applying organizations must identify which of Tallahassee-Leon County's four (4) Target Industries will be the focus of the event. Points will be awarded based upon the extent to which applying organizations present evidence that the event promotes growth in each selected Target Industry.

(c) Partnership and Collaboration

Applying organizations must demonstrate that partnership and collaboration is critical to the success of the event. Points will be awarded based upon the extent to which applying organizations demonstrate that all parties involved are contributing to the event's execution.

(d) Resource Allocation

Applying organizations must demonstrate funds will be used to encourage holistic economic vitality. Points will be awarded based upon the extent to which the applying organization successfully secures and leverages additional funding sources.

(e) Bonus Opportunities

Please see Attachment B for more information.

## **XII. APPLICATION PROCESS**

Sponsorship requests must be submitted at least eight (8) weeks prior the event being considered. Requests for funding must be submitted electronically to [info@OEVforBusiness.org](mailto:info@OEVforBusiness.org) with "Elevate Fund Sponsorship Application" in the e-mail subject line. A confirmation email will be sent to the contact information provided by the applying organization within 24 hours.

Should the evaluation committee, comprised of OEV staff, have questions regarding the application, the Primary Organization will receive an email from OEV seeking clarification.

### **XIII. APPLICATION REVIEW PROCESS**

Sponsorship applications will be preliminarily reviewed and evaluated by OEV staff in the order in which they were received. Applications will be evaluated using the Elevate Fund Scoring System found in Attachment B. The applications will be provided to the Director of PLACE, or designee, for final review and recommendation. Under the budget authority provided by the Blueprint Intergovernmental Agency Board of Directors each fiscal year, and the oversight of the Intergovernmental Management Committee, the Director of PLACE has the authority to award applications and execute any and all documents representing awards up to \$25,000.

Upon approval of an application, a congratulatory email will be sent to the applying organization. The email will include the approved sponsorship amount as well as a Sponsorship Agreement.

### **XIV. SPONSORSHIP AGREEMENT**

A sample Elevate Fund Sponsorship Agreement (see Attachment C), listing all parties, including OEV and the applying organization, and any collaborators, will be prepared and provided to the applying organization for signature by all parties. The agreement must be returned to OEV for signature either electronically at [info@OEVforBusiness.org](mailto:info@OEVforBusiness.org), or via mail at:

Office of Economic Vitality  
Engagement & Operations Division  
315 S. Calhoun Street, Suite 450  
Tallahassee, Florida 32301

Once received, OEV will execute the agreement. The executed agreement will be provided electronically to all parties. No disbursement of funds will be made until the agreement is fully executed.

The agreement will set forth all processes and expectations for use of funds.

Funds provided by the Elevate Fund must be spent within the time limitations of the agreement.

**ATTACHMENT A**  
**ELEVATE FUND SPONSORSHIP APPLICATION FORM**

Date of application: _____	Total Funds Requested: \$ _____
Project Title: _____	
Date(s) of Initiative: _____	

**I. APPLYING ORGANIZATION INFORMATION:**

Organization Name: \_\_\_\_\_

Organization Address: \_\_\_\_\_

Principal Contact Information: \_\_\_\_\_

Name

Title

Phone Number

Email Address

**II. PROPOSED INITIATIVE INFORMATION**

Provide a brief overview of the proposed initiative, including its specific aims:

### III. RELEVANCE TO OEV'S OBJECTIVES AND PRIORITIES

#### (a) Four Overarching Strategic Plan Goals

Indicate by checking the box(es) below which overarching Strategic Plan Goals your initiative addresses, and provide a brief explanation demonstrating how your initiative fulfills each selected goal.

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

#### (b) Six Economic Development Cornerstone Initiatives

Indicate by checking the box(es) below which overarching Economic Development Cornerstone Initiative your initiative addresses, and provide a brief explanation demonstrating how your initiative fulfills each selected initiative.

- ☐ Business Formation
- ☐ Tech Transfer & Commercialization
- ☐ Business Retention & Expansion
- ☐ Business Recruitment
- ☐ Creative Economy
- ☐ Talent Pipeline

#### IV. OUTCOMES AND EVALUATION METHOD(S)

Please describe projected outcomes for the proposed initiative (ex: number of new relationships formed, number of people served, number of jobs created, etc.).

#### V. EXTERNAL SOURCES OF SUPPORT

Please include funds provided by the applying organization and collaborators, if applicable, as well as any goods or services provided in-kind. Attach a separate sheet listing this information, if necessary.

Source of Funding/Organization Name	Value of Donation	Goods/Services Provided In-Kind
	\$	
	\$	
	\$	
	\$	
	\$	

## VI. COLLABORATION AND PARTNERSHIP

Please list all collaborators and partners involved in executing the proposed initiative. Attach a separate sheet listing this information, if necessary.

Collaborator/Partner Organization Name	Role

## VII. INITIATIVE BUDGET

Please list direct costs only. Attach a separate sheet listing this information, if necessary.

Itemize Expenses That Would be Covered by Elevate Fund	Totals
	\$
	\$
	\$

Other Expenses	Totals
	\$
	\$
	\$
	\$
	\$

<b>Total Requested Amount</b>	\$
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## VIII. RECOGNITION OF OEV

Please provide a detailed description of how OEV will receive recognition for its support.

## IX. ACKNOWLEDGEMENTS

I acknowledge that:

- (a) The Elevate Fund sponsorship award is intended to catalyze the initiative specifically applied for in this application and that Elevate Fund sponsorship award may not be used for any other purpose.
- (b) No more than \$5,000 will be provided per fiscal year to my organization from the Elevate Fund sponsorship award fund.
- (c) OEV reserves the right to determine the final award amount for my program.
- (d) My organization is either headquartered or independently owned and operated in Tallahassee-Leon County.
- (e) My organization has been in existence for at least three (3) years.
- (f) My organization does not receive financial support from the City of Tallahassee or Leon County Government.
- (g) I will not receive retroactive Elevate Fund sponsorships for my program.
- (h) My organization must demonstrate that external funding has been, or will be, provided to support the program.

---

Authorized Signature

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Date

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Printed Name

## ATTACHMENT B

### ELEVATE FUND SCORING SYSTEM

EVALUATION CRITERIA	CHECK ONE	POINTS	SCORE
Number of overarching Economic Development Strategic Plan Goals met	1	5	
	2	10	
	3	15	
	4	20	

EVALUATION CRITERIA	CHECK ONE	POINTS	SCORE
Number of Economic Development Cornerstone Initiatives addressed	1	5	
	2	10	
	3	15	
	4	20	
	5	25	
	6	30	

EVALUATION CRITERIA	CHECK ONE	POINTS	SCORE
Number of Tallahassee-Leon County's Target Industries addressed	1	10	
	2	15	
	3	20	
	4	25	

EVALUATION CRITERIA	CHECK ONE	POINTS	SCORE
Number of collaborators, including the applying organization (organizations providing financial and/or in-kind goods/services)	2	10	
	3	15	
	4	20	
	5 or more	25	

EVALUATION CRITERIA	CHECK ONE	POINTS	SCORE
Dollar amount provided by third-party organizations as a percent of initiative budget	50-99%	15	
	25-49%	10	
	< 24%	5	

BONUS OPPORTUNITIES	CHECK ALL THAT APPLY	POINTS	SCORE
The primary audience benefitting from this initiative resides or works in one of the following areas <sup>1</sup> : Promise Zone/Urban Vitality Job Creation Pilot Program Eligibility Area Historically Underutilized Business (HUB) Zone Greater Frenchtown/Southside CRA Downtown District CRA		5	
Initiative specifically promotes workforce development		5	
Initiative specifically promotes entrepreneurial ecosystem development		5	

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<sup>1</sup> Information about the geographic borders for each of these designated areas can be found at <https://tlcgis.maps.arcgis.com/apps/webappviewer/index.html?id=625737d05f6a4ecd9892f81bad619f68>

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Tallahassee-Leon County Office of Economic Vitality  
Business Recruitment and Incentive Fund

Status: As of June 1, 2018

Please note this budget does not reflect the receipt of sales tax funds in FY 2020. It only depicts the allocation of \$1million from the City and County in FY 2017 and the expenditures to date.

Revenue	Entity	FY 2017	FY 2018	FY 2019	FY 2020
	Leon County	500,000	-	-	-
	City of Tallahassee	500,000	-	-	-
	Reserves		810,057	369,747	126,779
	Subtotal	1,000,000	810,057	369,747	126,779

Approval Date	Economic Development Infrastructure Program	FY 2017	FY 2018	FY 2019	FY 2020
11/4/2014	Convention Center Debt Service	-	-	-	-
11/4/2014	Airport Allocations	-	-	-	-
	Total	-	-	-	-

Approval Date	Incentive Program	FY 2017	FY 2018	FY 2019	FY 2020
4/10/2018	Reviewed OTI schedule with Steve Weiland at DEC Qualified Target Industry Tax Refund				
	Project Gold: Danfoss Expansion I		3,500	3,500	3,500
	Project Presidential: One Loan Place	-	-	36,000	36,000
	Project Campus: Danfoss Expansion II	-	-	-	10,500
	Subtotal	-	3,500	39,500	50,000

	Targeted Business Program				
	Red Hills Surgical Center	19,972	20,610	21,270	-
	Project Gold: Danfoss Expansion I	-	31,200	32,198	33,229
	Project Campus: Danfoss Expansion II	-	-	-	107,240
	Project Fox: Proof Expansion				18,202
	Subtotal	19,972	51,810	53,468	158,671

9/19/2017	Urban Vitality: Promise Zone Job Creation Pilot Program	-	25,000	25,000	25,000
	Incentive Program Totals	39,943	80,310	117,968	233,671

Approval Date	Elevate Florida's Capital Grant Programs	FY 2017	FY 2018	FY 2019	FY 2020
3/1/2018	Workforce Development		-	100,000	
	Sponsorship/Programmatic Support		-	25,000	-
	Elevate Florida's Capital Grant Totals	-	-	125,000	-

Approval Date	Business Attraction Programs	FY 2017	FY 2018	FY 2019	FY 2020
2/20/2017	Target Industry Plan	150,000	-	-	-
3/1/2018	Magnetic Technologies Attraction/Expansion Services		200,000	-	-
	Strategic Marketing Implementation		160,000	-	-
	Board Consideration: June 2018				
	Business Attraction Program Totals	150,000	360,000	-	-

	Capital and Investment Budget Total	189,943	440,310	242,968	233,671
	Revenue - Expenditures	810,057	369,747	126,779	(106,892)

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**ATTACHMENT C**  
**SAMPLE SPONSORSHIP AGREEMENT**

(Date)

(Insert Name)  
(Insert Address)

Re: Letter of Agreement – Sponsorship

Dear (Insert Name):

The purpose of this correspondence is to confirm the decision of the Tallahassee-Leon County Office of Economic Vitality (OEV), a division of the Blueprint Intergovernmental Agency, with regard to the application for sponsorship filed by (insert name of organization), (“Agency”), submitted to our office dated (insert date). Upon execution of this Letter of Agreement by the Agency, funds will be made available to the Agency within ten (10) business days of receipt of this Letter of Agreement by our office. The utilization of such funds shall be directly in support of or related to the activities identified in the sponsorship application submitted by the Agency, a copy of which is attached hereto and made a part hereof as Exhibit “A”. In the event that funds are utilized for any purpose not otherwise set forth herein, the Agency agrees forthwith to return said funds in full to OEV within ten (10) business days of a demand for return of same delivered by U.S. Mail to the Agency at (insert address).

Further, the Agency agrees that upon not less than five (5) business day notice, it shall allow and permit OEV, or its designee to review any and all records of the Agency concerning utilization of the sponsorship funds.

Please signify your acknowledgment of the terms and conditions of our agreement as set forth in this Letter of Agreement by your signature below and return the original of this correspondence to the undersigned at the address provided herein.

Sincerely,

Al Latimer  
Director of OEV

I (insert name), (insert title), on behalf of (insert name of organization) have read and agreed to be bound by the provisions set forth herein.

\_\_\_\_\_  
(Insert Name, Title)

Attachment: Exhibit “A” – Sponsorship Application

## 2018-19 Regional Demand Occupations List

**Sorted by Occupational Title**

Workforce Development Area 5 - Gadsden, Leon, and Wakulla Counties

Workforce Estimating Conference Selection Criteria:

- 1 FLDOE Training Code 3 (PSAV Certificate), 4 (Community College Credit/Degree), or 5 (Bachelor's Degree)
- 2 30 annual openings and positive growth
- 3 Mean Wage of \$14.13/hour and Entry Wage of \$11.49/hour
- 4 High Skill/High Wage (HSHW) Occupations:  
Mean Wage of \$22.15/hour and Entry Wage of \$14.13/hour

SOC Code†	HSHW††	Occupational Title†	Annual Percent Growth	Annual Openings	2017 Hourly Wage		FLDOE Training Code	In EFI Targeted Industry?	Data Source†††
					Mean	Entry			
132011	HSHW	Accountants and Auditors	0.62	282	26.80	16.22	5	Yes	R
113011	HSHW	Administrative Services Managers	1.63	1,109	52.41	30.38	4	Yes	S
413011		Advertising Sales Agents	0.51	1,614	27.05	13.63	3	Yes	S
493011	HSHW	Aircraft Mechanics and Service Technicians	1.28	1,278	27.09	17.33	3	Yes	S
532011	HSHW	Airline Pilots, Copilots, and Flight Engineers	1.76	549	85.52	47.37	4	Yes	S
274011		Audio and Video Equipment Technicians	2.03	641	20.02	12.89	4	Yes	S
493023		Automotive Service Technicians and Mechanics	0.87	94	19.57	11.81	3	No	R
472021		Brickmasons and Blockmasons	NR	NR	17.19	12.63	3	No	R
493031		Bus and Truck Mechanics and Diesel Engine Specialists	1.60	1,294	22.58	15.79	3	Yes	S
533021		Bus Drivers, Transit and Intercity	1.27	1,553	16.60	12.57	3	Yes	S
131199	HSHW	Business Operations Specialists, All Other	0.61	239	32.06	19.81	4	No	R
251011	HSHW	Business Teachers, Postsecondary	1.16	31	89.90	46.62	5	No	R
435011		Cargo and Freight Agents	1.53	649	21.58	13.48	3	Yes	S
472031		Carpenters	0.70	76	19.65	12.51	3	No	R
472051		Cement Masons and Concrete Finishers	2.48	1,686	16.93	12.35	3	No	S
351011	HSHW	Chefs and Head Cooks	1.69	1,222	28.09	17.17	3	No	S
172051	HSHW	Civil Engineers	0.80	53	41.96	26.40	5	Yes	R
131031	HSHW	Claims Adjusters, Examiners, and Investigators	1.68	57	27.87	19.27	3	Yes	R
532012	HSHW	Commercial Pilots	1.61	572	44.86	23.00	3	Yes	S
131041	HSHW	Compliance Officers	1.07	1,490	30.30	17.84	3	No	S
151143	HSHW	Computer Network Architects	1.42	1,333	36.85	22.46	3	Yes	S
151152	HSHW	Computer Network Support Specialists	1.50	913	28.26	17.76	3	Yes	S
151121	HSHW	Computer Systems Analysts	2.18	60	37.55	25.41	4	Yes	R
151151		Computer User Support Specialists	1.35	75	18.26	12.38	3	Yes	R
474011	HSHW	Construction and Building Inspectors	1.89	926	28.56	18.88	3	No	S
119021	HSHW	Construction Managers	0.54	41	42.53	24.48	4	No	R
333012		Correctional Officers and Jailers	0.39	2,751	21.04	16.19	3	No	S
131051	HSHW	Cost Estimators	1.80	1,649	29.57	18.16	4	No	S
151141	HSHW	Database Administrators	1.78	649	40.87	26.16	4	Yes	S
319091		Dental Assistants	1.15	38	19.44	14.53	3	Yes	R
292021	HSHW	Dental Hygienists	2.28	973	30.93	23.34	4	Yes	S
292032	HSHW	Diagnostic Medical Sonographers	3.24	511	30.76	24.58	3	Yes	S
472111		Electricians	1.74	50	20.41	15.43	3	No	R
252021	HSHW	Elementary School Teachers, Except Special Education	0.97	115	27.53	22.58	5	No	R
192041	HSHW	Environmental Scientists & Specialists, Including Health	0.30	68	25.47	19.45	5	No	R
436011	HSHW	Executive Secretaries and Executive Admin. Assistants	0.02	4,311	25.16	17.12	3	Yes	S
113031	HSHW	Financial Managers	0.66	35	55.60	35.98	5	Yes	R
332011	HSHW	Firefighters	0.14	37	23.39	15.03	3	No	R
371012	HSHW	First-Line Superv. Landscaping & Groundskeeping Workers	1.32	34	22.77	14.33	3	No	R
471011	HSHW	First-Line Superv. of Construction and Extraction Workers	1.01	85	29.82	20.64	4	No	R
351012		First-Line Superv. of Food Preparation & Serving Workers	NR	NR	17.96	12.23	3	No	R
371011		First-Line Superv. of Housekeeping & Janitorial Workers	1.49	1,776	18.92	12.61	3	No	S
531031	HSHW	First-Line Superv. of Material-Moving Vehicle Operators	1.20	1,311	28.32	17.81	3	Yes	S
491011	HSHW	First-Line Superv. of Mechanics, Installers, and Repairers	1.21	61	27.40	16.66	3	No	R
431011	HSHW	First-Line Superv. of Office and Admin. Support Workers	0.84	145	25.63	17.28	4	Yes	R
511011	HSHW	First-Line Superv. of Production and Operating Workers	0.23	32	27.78	17.67	3	Yes	R
411012	HSHW	First-Line Supervisors of Non-Retail Sales Workers	0.54	42	40.04	20.81	4	Yes	R
391021		First-Line Supervisors of Personal Service Workers	1.07	39	20.67	13.89	3	No	R
411011		First-Line Supervisors of Retail Sales Workers	0.50	220	20.92	14.85	3	No	R



## 2018-19 Regional Demand Occupations List

Sorted by Occupational Title

Workforce Development Area 5 - Gadsden, Leon, and Wakulla Counties

Workforce Estimating Conference Selection Criteria:

- 1 FLDOE Training Code 3 (PSAV Certificate), 4 (Community College Credit/Degree), or 5 (Bachelor's Degree)
- 2 30 annual openings and positive growth
- 3 Mean Wage of \$14.13/hour and Entry Wage of \$11.49/hour
- 4 High Skill/High Wage (HSHW) Occupations:  
Mean Wage of \$22.15/hour and Entry Wage of \$14.13/hour

SOC Code†	HSHW††	Occupational Title†	Annual	Annual	2017 Hourly Wage		FLDOE Training Code	In EFI Targeted Industry?	Data Source†††
			Percent Growth	Openings	Mean	Entry			
119051	HSHW	Food Service Managers	1.44	1,764	36.15	22.74	4	No	S
111021	HSHW	General and Operations Managers	1.13	171	61.66	32.44	4	Yes	R
472121		Glaziers	1.48	510	17.04	12.54	3	No	S
251191		Graduate Teaching Assistants	NR	NR	NR	NR	5	No	R
271024		Graphic Designers	0.34	37	22.32	13.92	4	Yes	R
292099		Health Technologists and Technicians, All Other	2.38	948	19.80	12.98	3	Yes	S
499021		Heating, A.C., and Refrigeration Mechanics and Installers	1.97	53	19.54	14.33	3	No	R
533032		Heavy and Tractor-Trailer Truck Drivers	0.59	130	17.13	13.27	3	Yes	R
131071	HSHW	Human Resources Specialists	0.26	100	23.64	15.74	5	No	R
499041	HSHW	Industrial Machinery Mechanics	2.61	1,607	23.86	16.35	3	Yes	S
537051		Industrial Truck and Tractor Operators	0.89	2,544	16.55	12.09	3	Yes	S
413021	HSHW	Insurance Sales Agents	1.43	86	30.90	16.42	3	Yes	R
271025		Interior Designers	1.49	732	24.10	13.77	4	Yes	S
292061		Licensed Practical and Licensed Vocational Nurses	1.30	68	20.60	16.29	3	Yes	R
434131		Loan Interviewers and Clerks	1.41	1,937	19.69	14.37	3	Yes	S
132072	HSHW	Loan Officers	1.32	2,060	40.96	22.28	4	Yes	S
514041		Machinists	1.50	1,176	19.67	13.43	3	Yes	S
131111	HSHW	Management Analysts	0.34	563	26.45	18.86	5	Yes	R
131161	HSHW	Market Research Analysts and Marketing Specialists	2.48	75	29.58	15.17	5	Yes	R
319011		Massage Therapists	2.50	2,111	21.51	12.66	3	No	S
292012		Medical and Clinical Laboratory Technicians	2.46	618	18.70	12.94	4	Yes	S
292011	HSHW	Medical and Clinical Laboratory Technologists	1.81	811	29.94	24.24	4	Yes	S
319092		Medical Assistants	2.69	79	14.32	11.77	3	Yes	R
292071		Medical Records and Health Information Technicians	1.98	878	20.04	13.08	4	Yes	S
436013		Medical Secretaries	2.31	2,944	15.60	12.20	3	Yes	S
131121		Meeting, Convention, and Event Planners	1.96	1,074	22.89	13.81	4	No	S
252022	HSHW	Middle School Teachers, Exc. Special & Voc. Education	0.98	55	28.25	24.73	5	No	R
493042		Mobile Heavy Equipment Mechanics, Except Engines	1.45	594	21.82	15.57	3	Yes	S
151142	HSHW	Network and Computer Systems Administrators	1.42	1,435	39.74	26.06	4	Yes	S
472073		Operating Engineers/Construction Equipment Operators	1.75	2,201	18.77	14.16	3	No	S
292081		Opticians, Dispensing	2.68	506	18.48	12.64	4	Yes	S
232011	HSHW	Paralegals and Legal Assistants	0.43	51	22.26	15.89	3	Yes	R
373012		Pesticide Handlers, Sprayers, & Applicators, Vegetation	1.46	526	16.69	12.52	4	No	S
292052		Pharmacy Technicians	1.24	43	14.88	11.86	3	No	R
319097		Phlebotomists	2.55	31	14.69	13.30	3	Yes	R
274021	HSHW	Photographers	NR	NR	41.98	36.56	3	Yes	R
312021	HSHW	Physical Therapist Assistants	3.94	899	31.15	24.28	4	Yes	S
472152		Plumbers, Pipefitters, and Steamfitters	1.45	57	18.31	14.33	3	No	R
333051	HSHW	Police and Sheriff's Patrol Officers	0.15	63	26.82	18.37	3	No	R
119141	HSHW	Property, Real Estate & Community Association Managers	1.32	45	30.56	16.38	4	No	R
273031	HSHW	Public Relations Specialists	0.60	85	40.12	17.56	5	Yes	R
131023	HSHW	Purchasing Agents, Except Farm Products & Trade	0.80	1,522	29.65	19.13	4	Yes	S
292034	HSHW	Radiologic Technologists	1.50	946	26.00	18.83	3	Yes	S
419021		Real Estate Brokers	1.65	735	41.39	13.96	3	No	S
419022	HSHW	Real Estate Sales Agents	0.57	47	26.15	14.50	3	No	R
291141	HSHW	Registered Nurses	1.92	250	29.54	22.15	4	Yes	R
291126	HSHW	Respiratory Therapists	1.42	595	27.60	22.32	4	Yes	S
414011	HSHW	Sales Representatives, Wholesale & Mfg. Tech. & Sci. Prod.	1.21	2,641	41.47	18.89	3	Yes	S
414012		Sales Representatives, Wholesale and Manufacturing, Other	0.29	96	26.16	12.03	3	Yes	R

## 2018-19 Regional Demand Occupations List

**Sorted by Occupational Title**

Workforce Development Area 5 - Gadsden, Leon, and Wakulla Counties

Workforce Estimating Conference Selection Criteria:

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- 4 High Skill/High Wage (HSHW) Occupations:  
Mean Wage of \$22.15/hour and Entry Wage of \$14.13/hour

SOC Code†	HSHW††	Occupational Title†	Annual	Annual	2017 Hourly Wage		FLDOE Training Code	In EFI Targeted Industry?	Data Source†††
			Percent Growth	Openings	Mean	Entry			
252031	HSHW	Secondary School Teachers, Exc. Special and Voc. Ed.	NR	NR	NR	NR	5	No	R
436014		Secretaries, Except Legal, Medical, and Executive	0.20	536	16.56	11.92	3	Yes	R
492098		Security and Fire Alarm Systems Installers	1.91	832	20.75	14.89	3	No	S
211093		Social and Human Service Assistants	1.27	1,546	15.75	11.97	3	No	S
151132	HSHW	Software Developers, Applications	2.21	71	40.48	24.44	4	Yes	R
292055		Surgical Technologists	1.98	695	20.79	16.25	3	Yes	S
259041		Teacher Assistants	1.06	151	16.82	13.40	3	No	R
492022	HSHW	Telecommunications Equipment Installers and Repairers	1.02	32	22.17	15.16	3	Yes	R
131151	HSHW	Training and Development Specialists	0.13	34	26.04	17.71	5	Yes	R
292056		Veterinary Technologists and Technicians	2.69	961	15.62	12.04	4	Yes	S
251194	HSHW	Vocational Education Teachers, Postsecondary	1.69	626	29.44	17.17	4	No	S
151134	HSHW	Web Developers	3.20	1,102	30.60	18.75	3	Yes	S
514121		Welders, Cutters, Solderers, and Brazers	0.93	1,706	18.32	12.91	3	Yes	S
131022	HSHW	Wholesale and Retail Buyers, Except Farm Products	1.65	574	32.23	16.96	4	Yes	S

†SOC Code and Occupational Title refer to Standard Occupational Classification codes and titles.

††HSHW = High Skill/High Wage.

†††Data Source:

R = Meets regional wage and openings criteria based on state Labor Market Statistics employer survey data. Regional data are shown.

S = Meets statewide wage and openings criteria based on state Labor Market Statistics employer survey data. Statewide data are shown.

NR = Not releasable.

EFI - Enterprise Florida, Inc.

## Blueprint Intergovernmental Agency Board of Directors Agenda Item

**TITLE:** Acceptance of FY 2017 Comprehensive Annual Financial Report (CAFR) and Appropriation of FY 2017 Operating Fund Balance

**Date:** June 21, 2018

**Requested By:** Blueprint Staff

**Contact:** Blueprint

**Type of Item:** Consent

### STATEMENT OF ISSUE:

This item presents the Fiscal Year (FY) 2017 Comprehensive Annual Financial Report (CAFR) and requests the Blueprint Intergovernmental Agency Board of Directors (IA Board) approval of the appropriation of FY 2017 unexpended funds to the FY 2018 budget for allocation to the Capital Cascades Trail Segment 4 project.

### SUPPLEMENTAL INFORMATION:

The Blueprint Intergovernmental Agency FY 2017 CAFR has been completed. In addition to the financial statements, the CAFR includes the opinion of the external auditors, their management letter, and the auditor's reports on compliance and internal controls. It should be noted, as in previous years, the annual audit is nearing completion and the Agency expects to receive an unmodified opinion from the external auditors, Thomas, Howell, Ferguson and Law, Redd, Crona, and Munroe, P.A.s.

At the end of FY 2017, \$2,970,371 remained unexpended and is available for transfer to the Capital Projects Fund. Staff is requesting the Board approve an increase in the FY 2018 adopted budget of \$2,970,371.00 for transfer to the Capital Projects Fund as shown below. This is consistent with previous Board actions regarding unexpended funds. This recommendation will allow the Board to expend these funds in the current or future fiscal years on approved capital projects.

\$32,440,086.00	Approved FY 2018 Operating & Capital Budgets
\$ 79,513.00	FY 2017 Carryover for Encumbrances
<u>\$ 2,970,371.00</u>	FY 2017 Unexpended Balance transfer to the Capital Projects Fund
\$35,489,970.00	Total FY 2018 Amended Budget

#### *Allocation to Capital Cascades Trail Segment 4 Project*

Capital Cascades Trail Segment 4 is the final project to be funded from the Blueprint 2000 program. The last segment will create a new trail connection from FAMU Way & Gamble Street

to the confluence with Munson Slough. Once Segment 4 is complete, the Capital Cascades Trail will provide access from Mahan Drive in downtown Tallahassee to Lake Henrietta Park in southwest Leon County.

The proposed allocation of \$2,970,371 to the Capital Cascades Trail Segment 4 project will provide for the procurement of master plan and design services for this project in FY2018, expediting the completion of the final project of the Blueprint 2000 program.

*Action by TCC and CAC:* This item was not presented to the TCC or CAC.

## **OPTIONS:**

- Option 1: Accept the FY 2017 CAFR, approve the additional appropriation to the FY 2018 Budget of \$2,970,371, and allocate all funds to the Capital Cascades Segment 4 project.
- Option 2: Accept the FY 2017 CAFR and approve the additional appropriation to the FY 2018 Budget of \$2,970,371 for transfer to the Capital Projects Fund
- Option 3: IA Board direction.

## **RECOMMENDED ACTION:**

- Option 1: Accept the FY 2017 CAFR, approve the additional appropriation to the FY 2018 Budget of \$2,970,371, and allocate all funds to the Capital Cascades Segment 4 project.

### Attachments:

1. Management Letter (to be provided at June 21, 2018 Board meeting)
2. FY 2017 CAFR document (to be provided at June 21, 2018 Board meeting)

## **Blueprint Intergovernmental Agency Board of Directors Agenda Item**

**TITLE:** Acceptance of the Blueprint Intergovernmental Agency Annual Performance Report

**Date:** June 21, 2018

**Requested By:** Blueprint Staff

**Contact:** Blueprint

**Type of Item:** Consent

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### **STATEMENT OF ISSUE:**

This item presents the Blueprint Intergovernmental Agency Annual Performance Report (Report) covering January 2017 – May 2018 and requests acceptance of the Report from the Blueprint Intergovernmental Agency Board of Directors (IA Board).

### **SUPPLEMENTAL INFORMATION:**

The Blueprint Intergovernmental Agency By-Laws, Procedures, and Policies state that the Intergovernmental Agency shall meet at least once annually to consider an annual work plan and the past year's Performance Report. The Agency's Board of Directors adopted the annual work plan on September 12, 2016 and September 19, 2017. The Blueprint Intergovernmental Agency Annual Performance Report covering January 2017 – May 2018 is included as Attachment #1. Future Annual Reports will be based on fiscal year accomplishments and will be presented to the Board at the first meeting of the following calendar year.

#### **Accomplishments 2017 and 2018**

Between January 2017 and May 2018, the Agency made significant progress towards the completion of several projects and the establishment of several significant programs. The following lists the Agency's key accomplishments during this time period:

- The Smokey Hollow Barbershop was installed at the Smokey Hollow Commemoration at Cascades Park in April 2018.
- Magnolia Drive Phase 6 was completed, in partnership with Big Bend Cares.
- Capital Circle NW/SW was completed. This project increases capacity along the corridor by expanding the roadway from two lanes to four lanes, and it includes a multi-use trail, two parks, and extensive stormwater mitigation to protect area lakes and swamps.
- Construction of Capital Cascades Trail Segment 3D-A (Pinellas St. to Gamble St.) started in April 2017 and has an estimated completion date of late 2018. Gamble St. / FAMU Way Roundabout opened to traffic in November 2017.

- The Target Industry Study, commissioned by Tallahassee-Leon County Office of Economic Vitality, was completed. Specifically, it provides current trends, opportunities, and obstacles within the community's economic development ecosystem, which will inform and refine OEV's strategies and tactics toward achieving the Strategic Plan's goals. The identified industries and subsectors advance the private sector, diversify the regional economy, and make it more resilient to economic downturns or government policy changes.
- The Office of Economic Vitality established several programs, among them, the MWSBE Industry Academies, which work to prepare MWSBE businesses to do business with the City, County and other community partners, the Urban Vitality Job Creation Pilot Program to incentivize job growth in the Promise Zone, and the Magnetic Technologies Task Force established to work with all the stakeholders, and conduct business intelligence to identify potential customers for magnetic technologies which may benefit from a location close to the National High Magnetic Field Laboratory.

*Action by TCC and CAC:* This item was presented to the TCC and CAC at their respective meetings on June 4 and June 7, 2018.

## OPTIONS:

- Option 1: Accept the Annual Performance Report for the period covering January 2017 – May 2018.
- Option 2: Do not accept the Annual Performance Report for the period covering January 2017 – May 2018.
- Option 3: IA Board direction.

## RECOMMENDED ACTION:

- Option 1: Accept the Annual Performance Report for the period covering January 2017 – May 2018

### Attachment:

1. Blueprint Intergovernmental Agency Annual Performance Report 2017 and 2018 (to be provided at June 21, 2018 Board meeting)

**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item**

**TITLE:** Request to Schedule a Workshop on the Office of Economic Vitality's Programs, Initiatives and Implementation of the Economic Development Strategic/Work Plan on September 20, 2018 from 3:00–5:00 PM

**Date:** June 21, 2018

**Requested By:** Blueprint & OEV Staff

**Contact:** Blueprint & OEV

**Type of Item:** Consent

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## **STATEMENT OF ISSUE:**

This Agenda Item requests direction from the Blueprint Intergovernmental Agency Board of Directors (IA Board) to schedule a workshop to discuss the progress of OEV, its programs, initiatives, and the implementation of the Economic Development Strategic Plan. Upon approval, this workshop will be held on September 20, 2018 from 3:00 to 5:00 PM, prior to the IA Board meeting scheduled for that same afternoon. Scheduling the Workshop for this date will provide critical information on what programs and initiatives are working well, or consider what changes might be warranted to enable the organization to achieve greater outcomes and results.

**Action by TCC and CAC:** This item was not presented to the CAC or TCC.

## **OPTIONS:**

- Option 1: Direct staff to schedule a workshop on September 20, 2018 from 3:00 to 5:00 PM to discuss OEV, its Programs, Initiatives and implementation of the Economic Development Strategic Plan.
- Option 2: Direct staff not to schedule a workshop on September 20, 2018 from 3:00 to 5:00 PM to discuss OEV, its Programs, Initiatives and implementation of the Economic Development Strategic Plan
- Option 3: IA Board direction.

## **RECOMMENDED ACTION:**

- Option 1: Direct staff to schedule a workshop on September 20, 2018 from 3:00 to 5:00 PM to discuss OEV, its Programs, Initiatives and implementation of the Economic Development Strategic Plan.

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**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item**

**TITLE:** Ratification of IA Board Workshop Actions

**Date:** June 21, 2018

**Requested By:** Blueprint Staff

**Contact:** Blueprint

**Type of Item:** Consent

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**TO BE PROVIDED:**

This item will be provided under separate cover following the Intergovernmental Agency Board of Directors Workshop on June 21, 2018.



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## **Blueprint Intergovernmental Agency Board of Directors Agenda Item**

**TITLE:** Acceptance of the Capital Cascades Trail Segment 3 Project Update

**Date:** June 21, 2018

**Requested By:** Blueprint Staff

**Contact:** Blueprint Staff

**Type of Item:** Consent

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### **STATEMENT OF ISSUE:**

The purpose of this item is to provide an overall Capital Cascades Trail (CCT) - Segment 3 Update including the Van Buren Street Improvements; the History and Culture Trail; the Coal Chute Pond Amenities; FAMU Way Phase 2 and 3; and the Segment 3D-B Regional Stormwater Management Facility (RSF).

### **Background:**

On September 12, 2016, the Board approved the Capital Cascades Trail Segment 3D Project Budget at a cost not to exceed \$20,490,000 and authorized the project implementation described below.

- a. The CCT Segment 3D from Pinellas to Gamble was combined (plans, specifications, permits, etc.) with the City's FAMU Way Extension Project Phase 2 (Pinellas to Gamble).
- b. City of Tallahassee Underground Utilities & Public Infrastructure Department, in coordination with Blueprint Intergovernmental Agency, will administer the Construction Contract and provide CEI Services for the combined projects.
- c. Blueprint Intergovernmental Agency and City of Tallahassee Underground Utilities & Public Infrastructure Department will enter into a Joint Project Agreement for the funding associated with construction and construction-related services.
- d. Project funding will come from Blueprint utilizing existing available project funds and Fiscal Year 2017, 2018, and 2019 sales tax allocations.
- e. The original funding allocation did not include the "Skateable Art" feature, the amenities at Coal Chute Pond, or the History and Culture Trail component, all of which will be constructed after completion of the new RSF and FAMU Way Phase 3.

### **SUPPLEMENTAL INFORMATION:**

#### **Van Buren Street Improvements**

Staff issued a Notice to Proceed on May 3, 2018 to Kimley-Horn and Associates to provide design, permitting and production of construction documents for the Van Buren

Street Improvements Project. The design package for Van Buren Street is based upon the previous designs created as part of Cascades Trail Segment 3B and 3C. The program elements for the project include hardscape, bollards, control gate, landscape and irrigation. Staff anticipates construction to begin in the Spring of 2019.

The project will provide public parking for the visitors to Capital Cascades Trail and FAMU Way and surrounding South Adams businesses. The project also includes roadway reconstruction along Van Buren Street from Adams to the Duval Street Bridge, extending the existing specialty concrete at the plaza and undergrounding of the electrical distribution system to enhance the aesthetics of this infrastructure investment. The Van Buren Street Improvements will be closely coordinated with the Distinguished Young Gentleman's proposed reconstruction of the building at 206 W. Van Buren Street into an Arts Incubator Space.

### **History and Culture Trail**

From the earliest stages of the Capital Cascades Trail Segment 3 Project, the Blueprint Intergovernmental Agency and the City of Tallahassee have been committed to recognizing the history of the area along FAMU Way and Capital Cascades Trail. In 2015, the City of Tallahassee contracted with FAMU history professors to capture and share stories of the neighborhoods, businesses, and people who lived in the areas along FAMU Way and the Capital Cascades Trail projects with a goal of incorporating this history into the project. Dr. David Jackson, along with Drs. Reginald Ellis, William Guzman and Darius Young with the FAMU History Department collected information from area residents and produced a historical survey that tells the story of the people, places and events that have helped shape this community. Also, five members of the FAMU Way Citizen's Committee have volunteered to serve on a working group to assist with the development of the History and Culture Trail (HCT) project. The Working Group will continue to meet to develop the concept for the entire trail and the content for the interpretations to be installed between Wahnish Way and Adams Street. Recommendations rendered from the working group will be communicated to the design team.

The HCT project will complement the Capital Cascades Trail and FAMU Way Extension Project. The concepts for the various sections of the HCT Project will be developed to ensure consistency in design, although the specific materials and elements may vary. The HCT features may include signage, sculpture, and other interpretive elements. A

major task of the Working Group will be developing the content for historical and cultural interpretations, which will focus on highlighting and honoring the history of the area. Using the history professors' survey as inspiration, the Design Works team from the Tallahassee-Leon County Planning Department developed a conceptual design for history kiosks along this section of the trail. The kiosks will display images, photographs, and historic information about the neighborhoods, businesses, and people of this area.

Staff anticipates bringing a project update and funding request for the HCT Project to the Blueprint Intergovernmental Agency Board in September 2018.

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### **Coal Chute Pond Amenities**

The proposed Coal Chute Pond amenities include a multi-use trail around the perimeter of the pond, lighting, seating, pond fountain, landscaping, irrigation, and a “skateable art” feature. The ideal skateable art area design will follow the Blueprint mission to create a sense of PLACE that attracts the worldwide skating community. It would be an iconic, signature park that enhances the local community, complements the area landscape features, and serves as an artistic inspiration through movement and visual flow. The design shall consider first the safety of the adjacent multiuse trail users and other users outside of the area. It should provide flowable, continuous skate lines with iconic features utilizing artistic creativity. Features should be low profile, simple to ride, and the placement of the features should create multiple series of runs to encourage use by the skate community.

The proposed project must meet the common standards for the latest skatepark design principles primarily for skateboarders, scooters, and BMX riders to develop their skills. The design shall be naturally integrated with the surrounding environment and feature a mix of street and transitional-style terrain, with elements designed for all age groups and ability levels. The design of the project should draw and engage local users to the skatepark and will challenge both beginners and experienced riders.

Staff anticipates bringing a project update and a funding request for the skateable art and other Coal Chute Pond amenities to the Blueprint Intergovernmental Agency Board in September of 2018.

### **FAMU Way Phase 2 and 3**

FAMU Way Phase 2 roadway and trail construction began in April 2017 and is expected to be complete in late 2018. The double box culvert has been installed, and the Gamble/FAMU Way Roundabout opened to traffic in November 2017.

The intent is to advertise the CCT-Segment 3D-B regional stormwater management facility and trail head (described below) concurrent with FAMU Way Phase 3, offered by City Underground Utilities and Public Infrastructure in November of 2018.

### **CCT-Segment 3D-B, Regional Stormwater Management Facility (RSF)**

The CCT-Segment 3D-B project contains the stormwater components for the western portion of Capital Cascades Trail (CCT) – Segment 3, which extends from Gamble Street to the Central Drainage Ditch. The Segment 3D-B Pond Project includes extending the double box culverts from the end of Segment 3D-A (Gamble Street roundabout) to a proposed on-line 4+/- acre Regional Stormwater Facility (3D RSF) that will outfall into the Central Drainage Ditch. The 3D RSF will provide water quality retrofit by reducing sediment loads, total nitrogen and total phosphorus through conventional wet detention treatment coupled with an enhanced treatment mechanism(s), and it will provide some capacity for redevelopment in the contributing watershed. However, the entire watershed will not have access to the regional Stormwater facility (proposed Pond 3D-B), thus some

new and redevelopment within the watershed may not be able to convey to the proposed pond. The multi-agency Stormwater Working Group recommended an in-line pond approach for the stormwater facility as this option provided a higher water quality benefit and better flood hydraulics than an off-line option. Given this basic direction, the design project notice to proceed was issued on February 15, 2018 with final construction plans and permits to be completed by August 2018. A stormwater master plan which defines conveyance capacity to the 3D RSF will be developed. The 3D RSF will include a trash collection and removal system to improve pond aesthetics and discharges to Lake Henrietta and Lake Munson. Also, a new trailhead for the St. Marks Trail is included as part of the 3D RSF design.

### **Springs Restoration Grant Application**

On March 30, 2018, staff submitted a \$1 million Springs Restoration Grant Application to the Northwest Florida Water Management District for the CCT-Segment 3D RSF, based on the water quality improvements shown. The RSF is located in the southwest Leon County, within the Basin Management Action Plan (BMAP) and Medium Recharge Areas for Upper Wakulla River and Wakulla Springs and within the Lake Munson drainage basin. The RSF will reduce nitrogen and phosphorus loading in stormwater runoff from approximately 1,500 acres, and help protect valuable downstream resources, including Munson Slough, Lake Munson, and Wakulla Springs.

On May 11, the Northwest Florida Water Management District Board approved the CCT-Segment 3D RSF project application for submittal to the Florida Department of Environmental Protection (FDEP) for funding consideration. FDEP will review and select the FY 2018-2019 Springs Restoration Projects by June or July, with award announcements expected between late July and early August.

## **OPTIONS:**

- Option 1: Accept the status report on Capital Cascades Trail Segment 3.
- Option 2: Do not accept the status report on Capital Cascades Trail Segment 3.
- Option 3: IA Board direction.

## **RECOMMENDED ACTION:**

- Option 1: Accept the status report on Capital Cascades Trail Segment 3.

**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item**

**TITLE:** Request for Approval of an Eminent Domain Resolution for the Acquisition of Privately-Owned Property Required for the Capital Cascades Trail Segment 3D Stormwater Facility

**Date:** June 21, 2018

**Requested By:** Blueprint Staff

**Contact:** Blueprint Staff

**Type of Item:** Consent

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**STATEMENT OF ISSUE:**

This item requests the Blueprint Intergovernmental Agency Board of Directors' (IA Board) approval of an eminent domain resolution (Attachment 1) to authorize the acquisition of property that has been identified as required for the construction of the Blueprint Capital Cascades Trail Segment 3D stormwater facility ("Pond B"), which is anticipated to be constructed in conjunction with the extension of the City's Phase 3 of the FAMU Way Road Project.

**SUPPLEMENTAL INFORMATION:**

The Capital Cascades Trail (CCT) project includes four segments: Segment 1 is Franklin Blvd, Segment 2 is Cascades Park, Segment 3 extends from Adams Street to the Central Drainage Ditch, and Segment 4 extends from Gamble Street to Lake Henrietta. (See Attachment 2). Generally, the CCT is a 4.25 mile stormwater treatment and conveyance system that provides public parks and amenities along the trail corridor. The stormwater system alleviates flooding in developed areas of downtown Tallahassee and southside neighborhoods and improves water quality by significantly reducing total nitrogen and total phosphorus prior to discharge into the Wakulla Springs Basin. Segments 1-3 transformed an open ditch system into a closed box culvert system with a beautiful multiuse trail on top, including world class parks designed around the landscaped stormwater ponds. The project also serves as the trail head for the St. Marks Trail, which allows pedestrian and bicycle traffic to travel from downtown Tallahassee 25 miles south to the gulf coast at St. Marks.

This agenda item concerns the CCT-Segment 3D-B project, which contains the stormwater components for the western portion of Capital Cascades Trail (CCT) – Segment 3, extending from Gamble Street to the Central Drainage Ditch. The Blueprint Real Estate Policy Section 107.09, provides for the IA Board's approval of condemnation resolutions stating the public purpose of a project and the necessity of acquiring private property needed to construct a public

project. The acquisition of the needed properties can be in the form of negotiated settlements or through the use of Blueprint's power of eminent domain.

There are thirteen (13) privately owned parcels required for the construction of the majority of the Capital Cascades Trail Segment 3D stormwater facility ("Pond B"). Pond B is being designed at the direction of Blueprint and is expected to be constructed during the City's construction of its Phase 3 section of the FAMU Way Road Extension Project. Pond B and the City's Phase 3 Project are bounded on the east by Gamble Street and on the west by the Central Drainage Ditch, and will be constructed generally south of the CSX Railroad and north of Phase 3 of the FAMU Way Road Extension. Phase 3 is a continuation of the City's FAMU Way Road Extension Project, which included Phases 1 and 2. (See Attachment 3).

Of the thirteen (13) privately owned parcels needed for the construction of a majority of this stormwater facility, all but one parcel will be acquired through voluntary negotiations and settlement. One parcel, Parcel 220, has multiple title issues, which are not capable of timely resolution. Thus, to maintain the current timetable for construction a condemnation resolution is needed to allow Blueprint to acquire this parcel through eminent domain.

Funding for the design, right of way acquisition, and construction of this stormwater facility will be provided by Blueprint under its Capital Cascades Trail Segment 3 budget.

*Action by TCC and CAC:* This item was not presented to the TCC or CAC, but the TCC and CAC were provided with an update as to the status of acquisition of parcels needed for the construction of the Capital Cascades Trail Segment 3D stormwater facility project at their June 4, 2018 and June 7, 2018 meetings, respectively.

## OPTIONS:

- Option 1: Approve proposed Resolution No. 2018-03 authorizing Blueprint to utilize its power of eminent domain to acquire the privately-owned parcel, Parcel 220, which is required for the construction of the Capital Cascades Trail Segment 3D stormwater facility ("Pond B"). Parcel 220 is described in Exhibit "A" attached to the Resolution, which is Attachment 1 to this Agenda item.
- Option 2: Do Not Approve proposed Resolution No. 2018-03 authorizing Blueprint to utilize its power of eminent domain to acquire the privately-owned parcel, Parcel 220, which is required for the construction of the Capital Cascades Trail Segment 3D stormwater facility ("Pond B").
- Option 3: IA Board Direction.



## RECOMMENDED ACTION:

Option 1: Approve Resolution No. 2018-03 authorizing Blueprint to use its power of eminent domain to acquire the privately-owned parcel, Parcel 220, which is required for the construction of the Capital Cascades Trail Segment 3D stormwater facility ("Pond B"). Parcel 220 is described in Exhibit "A" attached to the Resolution, which is Attachment 1 to this Agenda item.

### Attachments:

1. The Resolution for Parcel 220, which includes Exhibit "A" describing Parcel 220. *The Resolution for Parcel 220 will be executed following the approval of this Agenda Item.*
2. Capital Cascades Trail Project Map.
3. General Location Map of the Capital Cascades Trail Segment 3D stormwater facility ("Pond B") depicting Parcel 220, as well as the remaining properties to be acquired.



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**RESOLUTION NO. 2018-03  
(Parcel 220)**

**ACQUISITION OF PROPERTY FOR CONSTRUCTION OF A  
STORMWATER FACILITY AS PART OF SEGMENT 3D OF THE  
CAPTIAL CASCADES TRAIL PROJECT**

**A RESOLUTION OF LEON COUNTY – CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY RECOGNIZING AND ESTABLISHING THAT A VALID PUBLIC PURPOSE IS SERVED BY THE IMPROVEMENT, CONSTRUCTION AND MAINTENANCE OF CERTAIN PROPERTY WITHIN THE CITY OF TALLAHASSEE AND LEON COUNTY, FLORIDA, BOUNDED GENERALLY BY GAMBLE STREET TO THE EAST AND THE CENTRAL DRAINAGE DITCH TO THE WEST AND LYING SOUTH OF CSX RAILROAD AND GENERALLY NORTH OF AND ADJACENT TO THE PROPOSED EXTENSION OF FAMU WAY ROAD RESPECTIVELY, TO BE KNOWN AS THE CAPITAL CASCADES TRAIL SEGMENT 3D STORMWATER FACILITY “POND B” (THE PROJECT); AND DETERMINING THAT PRIVATE PROPERTY IS NECESSARY FOR THE IMPLEMENTATION OF THE PROJECT; AND AUTHORIZING BLUEPRINT AND ITS AGENTS AND DESIGNEES TO ACQUIRE THE NECESSARY PROPERTY BY GIFT, DONATION, PURCHASE, OR THE EXERCISE OF EMINENT DOMAIN PROCEEDINGS.**

**WHEREAS,** Leon County-City of Tallahassee Blueprint Intergovernmental Agency (the Agency) was created by Interlocal Agreement on October 27, 2000, as subsequently amended and restated on December 9, 2015, (“collectively, “Interlocal Agreement”) pursuant to the provisions of Chapter 163.01, Florida Statutes; Article VII, Sections 1 and 3 of the Constitution of the State of Florida; Chapter 166, Florida Statutes; Chapter 125, Florida Statutes; Chapter 212; and other applicable provisions of law, to undertake the acquisition, financing, planning, constructing, managing, operating, servicing, utilizing, owning and exchanging of the Blueprint Projects as set forth in the Interlocal Agreement; and

**WHEREAS,** in order to accomplish its purposes the Agency shall have the power, pursuant to direction or authorization by its Board of Directors, by its bylaws or by the powers

granted by the Interlocal Agreement, to appropriate property by gift, donation, purchase, or by exercising its right and power of eminent domain, including the procedural powers under Chapter 73 and 74, Florida Statutes, pursuant to its delegated authority as set forth generally in Chapters 125, 127, 163, 166 and 337, Florida Statutes, and more specifically as set forth in Section 163.01(7)(f); and

**WHEREAS,** the Board of Directors identified the need to reconstruct the St. Augustine Branch as an urban waterway with a series of lakes/ponds for stormwater treatment as a part of Segment 3 of Capital Cascades Trail, and as a result a water quality treatment and flood attenuation facility/plan was approved by the Agency on January 31, 2005, and reaffirmed on June 21, 2010; and

**WHEREAS,** the Agency intends to construct a stormwater facility that will be an on-line facility that provides retrofit stormwater treatment and aids in flood control for the watershed, as well as providing water quality treatment and attenuation for stormwater from the St. Augustine Branch that connects to the Central Drainage Ditch and eventually outfalls into Lake Munson, a lake with specified federal and state water quality standards. This stormwater facility ("Pond B") is part of the Capital Cascades Trail – Segment 3D project that will be located generally north of and adjacent to the future Phase 3 FAMU Way Road Extension Corridor; and

**WHEREAS,** the Agency retained the services of Kimley-Horn and Associates, Inc. to develop an existing condition model for the St. Augustine Branch Ditch and Central Drainage Ditch and to complete the design survey, identify potential utility conflicts, conduct preliminary environmental investigations and prepare the site plan and design for the Capital Cascades Trail

Segment 3D stormwater facility (“Pond B”), and Kimley-Horn and Associates, Inc. identified the privately-owned properties necessary for the construction of this facility; and

**WHEREAS**, the implementation of the Project with the design concepts as approved by the Agency, after consideration of public participation at the public meetings, necessitated the acquisition of these private properties for use in the construction of the Segment 3D stormwater facility (“Pond B”) and drainage and utility structures.

**NOW, THEREFORE BE IT RESOLVED BY LEON COUNTY – CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY**, that:

Section 1. The Agency hereby determines that the Capital Cascades Trail Segment 3D stormwater facility “Pond B” (the Project), bounded by the CSX Railroad on the north and the proposed Phase 3 of the FAMU Way Road Extension on the south and Gamble Street to the east and the Central Drainage Ditch to the west, respectively, represents a valid Agency public purpose.

Section 2. The Agency hereby approves the map of location and the survey identifying the property necessary, a copy of which is on file and available at the Blueprint Offices, currently located at 315 S. Calhoun St., Suite 450, Tallahassee, FL 32301, and determines that the right of way depicted and described in Exhibit “A” attached hereto, is necessary for implementation of the Project. The property to be acquired is located within Leon County, State of Florida.

Section 3. The Agency hereby authorizes, empowers and directs the Agency and its officials, employees, designees or agents, to acquire by gift, donation, purchase, or by the exercise of its power of eminent domain a fee simple interest in the property identified on

Exhibit “A” as **Parcel 220**, reserving unto the owner(s) the rights of ingress and egress over said parcel to the remaining property, if any, which rights are not to be inconsistent with the Project.

Section 4. The Agency acknowledges that additional properties may be necessary for the completion of the Project, and that, upon the determination by engineers and surveyors of those additional properties, a resolution shall be obtained to include identification of any such additional necessary properties.

Section 5. The Agency acknowledges that, in the course of implementing the Project, the boundaries of the property identified in Exhibit “A” may differ from that of the property actually acquired because of engineering design changes, negotiated changes resulting in savings in the cost of acquisition, or other such changes made in the best interest of the Leon County – City of Tallahassee Blueprint Intergovernmental Agency, and the Agency agrees that the authority granted by this resolution shall extend to any acquisition of property involving such changes.

Section 6. The Agency, through its officials, employees, designees or agents are hereby authorized to institute eminent domain proceedings as necessary to complete the acquisition of the parcel as set forth herein by the earliest possible date, which authority shall include signing of the Declaration of Taking and utilizing of any and all laws of the State of Florida applicable thereto, and to compensate the interested parties as required by law.

Section 7. This resolution shall become effective immediately upon its adoption.

**DONE, ADOPTED AND PASSED** by Leon County – City of Tallahassee Blueprint  
Intergovernmental Agency of Leon County, Florida, this 21<sup>st</sup> day of June 2018.

ATTESTED BY:

TALLAHASSEE-LEON COUNTY, FLORIDA

By: \_\_\_\_\_  
Shelonda Meeks  
Board Secretary

By: \_\_\_\_\_  
Curtis Richardson, Chairman  
Blueprint Intergovernmental Agency

APPROVED AS TO FORM:

By: \_\_\_\_\_  
Patrick T. Kinni, Esq.  
Blueprint Intergovernmental Agency

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# NOTES:

1. Bearings are based on State Plane Coordinate NAD 83, Florida North Zone. Benchmark stamped 35-01-0008V (N=322031.63 E=2003937.83). Benchmark (N=322031.63 E=2003937.83) N=322169.23 E=200187.67.
2. No improvements located except as shown.
3. Information for this survey is based on deed instruments as recorded in Public Records of Leon County, Florida. And Survey data by the City of Tallahassee.
4. No underground improvements located except as shown.
5. No visible encroachments located except as shown.
6. Improvements shown represent a good faith effort in locating those visible above ground improvements. There may be additional improvements unintentionally not identified.
7. No property corners set.
8. Title Commitment: Effective Date, September 16, 2016 @ 11:00 PM. Agents File Reference: BFW 220 (Old Republic National Title Insurance Company)

# SPECIAL NOTE:

The Special Purpose Survey is to show the proposed right of way acquisition of the Famu Way Extension Project.

# LEGAL DESCRIPTION:

Commence at the intersection of the centerline of the existing Famu Way and the South boundary line of the Southeast Quarter (SW 1/4) of the Northeast Quarter (NE 1/4) of Section 2, Township 1 South, Range 1 West, Leon County, Florida, thence run North 14 degrees, 17 minutes and 17.47 seconds East, to a point which is the POINT OF BEGINNING, thence run North 18 degrees, 18 minutes and 18.18 seconds East, to a distance of 32.7 feet, thence run South 89.77 degrees, 18 minutes and 32.7 seconds West, to the POINT OF BEGINNING.

# CERTIFY TO:

Leon County-City of Tallahassee  
Blueprint 2000 Intergovernmental Agency  
City of Tallahassee  
Tallahassee Law Firm, P.A.  
Old Republic National Title Insurance Company/ATTS.

# CERTIFICATION:

I hereby certify that the Special Purpose Survey shown hereon meets the Minimum Technical Standards for Land Surveying in the State of Florida (F.A.C. 5J-17).

The undersigned surveyor has been provided a current title opinion or abstract of matters affecting title or boundary to the subject property. It is possible there are deeds of record, unrecorded deeds, easements or other instruments which could affect the boundaries.

F. ERWIN ARNOLD, FSM  
Registered Surveyor and Mapper  
City Land Surveyor.  
No. 4278

# PARCEL 220

2753.3 SQUARE FEET  
0.06 ACRES(SURVEY)

# PROPERTY OWNER:

Verity LLC  
1313 E. Jackson  
Tallahassee, Florida, 32304

# LOCATION:

936 Miles Street  
Tallahassee, Florida, 32304

PUBLIC WORKS DEPARTMENT  
ENGINEERING DIVISION  
TALLAHASSEE, FLORIDA

ALLAHASSEE

5-18-17

1"=40'

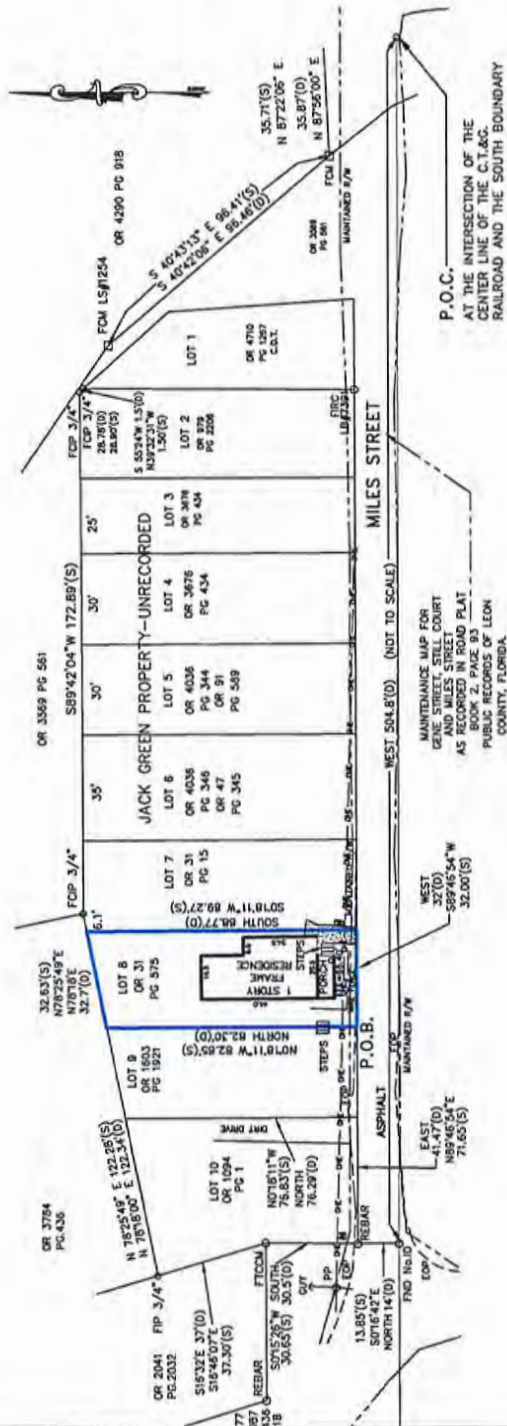
UPDATED SURVEY AS PER TITLE WORK

11/30

12-23-2016

6-8-2017

11/14/17



# GRAPHIC SCALE



( IN FEET )

1 inch = 40 ft

# LEGEND, ABBREVIATIONS:

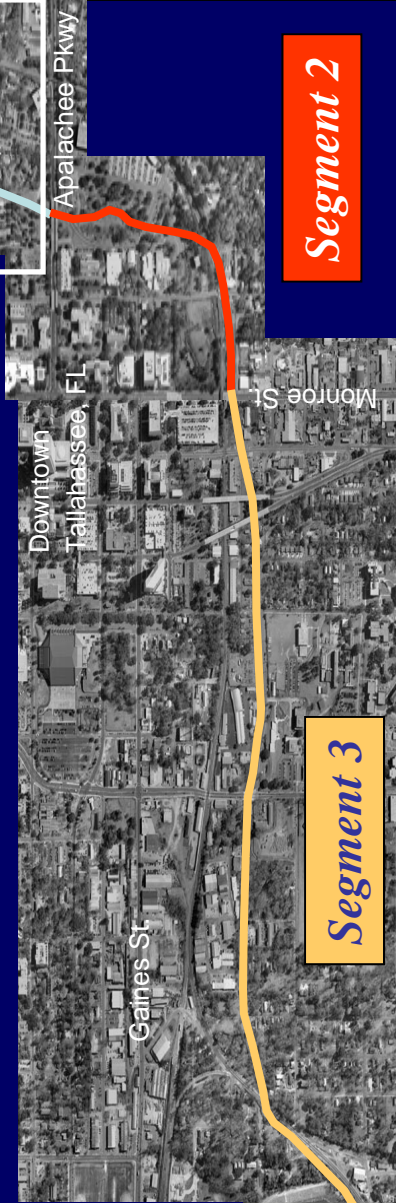
- C.O.T. = City of Tallahassee
- P.O.B. = Point of Beginning
- P.O.C. = Point of Commencement
- F.A.C. = Florida Administrative Code
- D.B. = Deed Book
- P.B. = Plat Book
- P.G. = Page
- O.R. = Official Record Book
- S. = Square Feet
- Ac. = Acreage, more or less
- LC# = License Business Number
- R.L.S. = Registered Land Surveyor
- R/W = RIGHT-OF-WAY
- ID# = Identification number
- EOP = Edge of paving
- (P) = Survey Information
- (S) = Survey Information
- (D) = Deed Information
- CM = Concrete Monument
- FCM = Found Concrete Monument
- FIRC = Found iron rod and cap
- FNC = Found nail and cap
- FCIP = Found crimped iron pipe
- FIP = Found iron pipe— open

Exhibit "A"

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# The Capital Cascades Trail Project

## Segment 1



## Segment 2

## Segment 3



## Segment 4

## Capital Cascades Trail Segments

### Segment 1

Franklin Blvd Stormwater Improvements

### Segment 2

Cascades Park

### Segment 3

FAMU Way from Monroe St. to the Central Drainage Ditch

### Segment 4

Black Swamp Outfall



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**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item**

**TITLE:**

Approval to Formalize the Exchange of Information with Florida A&M University, Tallahassee Memorial Hospital, and the Tallahassee Housing Authority Regarding the Utilization of Certified Minority Women Small Business Enterprises

**Date:** June 21, 2018

**Requested By:** OEV Staff

**Contact:** Office of Economic Vitality

**Type of Item:** Consent

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**STATEMENT OF ISSUE:**

This agenda item seeks approval of the Blueprint Intergovernmental Agency Board of Directors to formalize the exchange of information and services with Florida A&M University, Tallahassee Memorial Hospital, and the Tallahassee Housing Authority regarding the utilization of certified Minority Women Small Business Enterprises through a Memorandum of Understanding (MOU). The MOU will outline the exchange of information to include procurement postings, MWSBE database listings, and financial reporting of supplier diversity spending.

**STRATEGIC PLAN:**

The collaboration between the Office of Economic Vitality and the Leon County Sheriff's Office directly supports Goal 1.B. of the Economic Development Strategic Plan:

*Enhance the existing minority and women-owned program and develop a microsite to provide ease of access to competitive solicitations or bid opportunities for MWSBEs; set a target of at least six private sector bid opportunities posted annually.*

**SUPPLEMENTAL INFORMATION:**

The Office of Economic Vitality Work Plan requires our increasing procurement opportunities for Office of Economic Vitality certified minority and women owned businesses. Because of already existing relationships, the Office of Economic Vitality has approached the Florida A&M University, Tallahassee Memorial Hospital, and the Tallahassee Housing Authority to achieve this goal by creating supplier diversity programs at these institutions. The Florida State University already has its own supplier diversity office. The MWSBE goals of the respective institutions will be satisfied by the Office of Economic Vitality's certified MWSBE database. This collaboration will ensure an increase in procurement opportunities for MWSBEs and would stimulate job creation for them as well.



These collaborations, in consultation with the appropriate persons at the individual institutions and OEV legal counsel, will be formalized with a Memorandum of Understanding. This MOU would further describe the terms and policies of the partnership moving forward to include the sharing of their respective procurement listings on the Office of Economic Vitality MWSBE microsite, the referral of potential institutional local minority and women owned vendors to OEV for certification and, finally, end of the year financial reporting of MWBE participation from each partner agency. This MOU will enhance opportunities available by providing an exchange of information to include procurement postings, MWSBE database listings, financial reporting of supplier diversity spending—all important data that can inform the Office of Economic Vitality.

The MOU with OEV will be fully implemented by fiscal year 2018-19 to ensure annual tracking. However, the database of MWBEs will already have been utilized by the Leon County Sheriff's procurement department. Because of the impact of this initiative on our local economy, the Office of Economic Vitality and the Leon County Sheriff's Office will jointly announce this collaboration through our local media and business organizations and other media platforms.

The Office of Economic Vitality will have additional collaborations with major institutions whereby supplier diversity programs are created and then those policy changes are satisfied by the Office of Economic Vitality's certified MWSBE database. As the Office of Economic Vitality continues to increase its recruitment of minority and women owned businesses for certification, the collaborations with major community institutions such as Florida A&M University, Tallahassee Memorial Hospital, and the Tallahassee Housing Authority will add to member benefits for certified businesses.

The Office of Economic Vitality's Work Plan lists as one of its principal goals—"Identifying and Managing Human Capital for Business Success." This goal also further instructs OEV "to enhance the existing minority and women-owned program and develop a microsite to provide ease of access to competitive solicitations or bid opportunities for MWSBEs." This goal will be achieved through a mixture of both public and private procurement opportunities made available and accessible to our certified MWSBEs. Also, with a supplier diversity policy, the opportunity for increased minority and women owned business participation is strengthened. Mutually beneficial collaborations are anticipated to have a positive impact in job creation as small local businesses will increase their capacity through the diversity of opportunity made available in our local economy.

## **CONCLUSION:**

The Office of Economic Vitality in partnership with other government agencies and private industry endeavors to expand procurement opportunities for minority and women owned businesses. It is anticipated that the increase in diverse procurement opportunities will create more jobs.

## **ACTION BY EVLC AND CAC:**

The EVLC recommended approval of the collaboration between the Office of Economic Vitality and the Leon County Sheriff's Office at their January 31, 2018. The collaborations with Florida A&M University, Tallahassee Memorial Hospital, and the Tallahassee Housing Authority will be



executed in the same manner. The CAC also received an update on this proposed collaboration at their June 7, 2018 meeting.

## **OPTIONS:**

- Option 1: Authorize the PLACE Director to develop and execute a Memorandum of Understanding with Florida A&M University, Tallahassee Memorial Hospital, and the Tallahassee Housing Authority and the Blueprint Intergovernmental Agency, in a form approved by legal counsel that defines their activities with the Office of Economic Vitality and certified Minority Women Small Business Enterprise program.
- Option 2: Do not authorize the PLACE Director to execute a Memorandum of Understanding with Florida A&M University, Tallahassee Memorial Hospital, and the Tallahassee Housing Authority and the Blueprint Intergovernmental Agency that defines their activities with the Office of Economic Vitality and certified Minority Women Small Business Enterprise program.
- Option 3: Board Direction.

## **RECOMMENDED ACTION:**

- Option 1: Authorize the PLACE Director to develop and execute a Memorandum of Understanding with Florida A&M University, Tallahassee Memorial Hospital, and the Tallahassee Housing Authority and the Blueprint Intergovernmental Agency, in a form approved by legal counsel that defines their activities with the Office of Economic Vitality and certified Minority Women Small Business Enterprise program.

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**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item**

**TITLE:** Election of Intergovernmental Agency Board of Directors Vice Chair

**Date:** June 21, 2018

**Requested By:** Blueprint Staff

**Contact:** Blueprint

**Type of Item:** Discussion

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**STATEMENT OF ISSUE:**

The Blueprint Intergovernmental Agency Board of Directors (Board) is required to elect a Vice-Chairperson for the Blueprint Intergovernmental Agency.

**SUPPLEMENTAL INFORMATION:**

The By-Laws of the Agency specify:

1. The Vice-Chairperson shall be elected for a term of two years, the second of which will be as Chairperson.
2. The Chairman shall serve for a period of one year effective June 1.
3. The Chair of the Agency shall rotate annually between the City and County Commissions.

The past IA Vice-Chairperson and the incoming/current IA Chair is City Commissioner Curtis Richardson. The newly elected Vice Chairperson shall be a County Commissioner. Below is a list of the IA Chair for the past five years

June 2013 – May 2014  
June 2014 – May 2015  
June 2015 – May 2016  
June 2016 – May 2017  
June 2017 – May 2018  
June 2018 – May 2019

Commissioner Kristin Dozier  
Commissioner Scott Maddox  
Commissioner Nick Maddox  
Commissioner Gil Ziffer  
Commissioner Mary Ann Lindley  
Commissioner Curtis Richardson (current)

**RECOMMENDED ACTION:**

The IA Board is to conduct an election for a Vice-Chairperson in accordance with the approved By-Laws.

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**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item**

**TITLE:** Acceptance of Northeast Gateway Project Update; Authorization to Procure Welaunee Boulevard Phase 1, PD&E Study, Including Budgetary Allocation; and Approval of Funding Strategy for Design and Construction of Welaunee Boulevard Segments 2 and 3

**Date:** June 21, 2018

**Requested By:** Blueprint Staff

**Contact:** Blueprint

**Type of Item:** Discussion

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**STATEMENT OF ISSUE:**

This item presents an update on the Blueprint 2020 Northeast Gateway Project and requests the Blueprint Intergovernmental Agency Board of Directors' (IA Board) approval to award the PD&E study contract and a budgetary allocation of \$300,000 to fully fund the study in FY 2018. Additionally, this item requests the approval of a funding strategy for the design and construction of Welaunee Boulevard, segments 2 and 3, including authorization to negotiate a funding agreement with the Canopy Community Development District (CDD) for future IA Board consideration.

**SUPPLEMENTAL INFORMATION:**

Northeast Gateway: Welaunee Boulevard project is a Blueprint 2020 Infrastructure Project estimated at a cost of \$47.3 million. At the February 29, 2016 meeting, the IA Board directed staff to proceed with the development of a funding strategy for the Northeast Gateway: Phase 1, which includes the construction of Welaunee Boulevard north from Fleischmann Road to the proposed Shamrock Way extension intersection with Centerville Road.

Table 1, below, identifies a summary of the funding strategy as presented at the February 29, 2016 IA Board meeting.

Table 1. Northeast Gateway Funding Strategy Summary [includes all components of Phase 1]

Component	Amount	Proposed Funding Source	Notes
Welaunee Boulevard (Fleischmann Road to I-10)	\$20.9 million	Ox Bottom, SIB <sup>1</sup> (Blueprint) and Developer	Future Developer for City property pays for two lanes throughout City Property.
I-10 Overpass	\$10 million	SIB (Blueprint)	Four-lane overpass
Welaunee Boulevard (I-10 to Shamrock St.)	\$9.5 million	SIB (Blueprint) and 2020 Sales Tax	2020 proceeds used to fund final two lanes at a date to be determined. Property owner provides additional right-of-way from Shamrock St. to north property line at school right-of way.
Shamrock Street (Centerville to Welaunee)	\$4.9 million	SIB (Blueprint)	
Greenway Acquisition	\$1 million	2020 Sales Tax	
Greenway Construction	TBD	2020 Sales Tax	Construction to commence upon purchase and phased over time.
Dove Pond	\$3.0 million	Ox Bottom and Blueprint	\$2 million of Blueprint funds to be allocated from 2020 Sales Tax program. Remaining amount paid by developer. No maintenance costs for the City or County. All donated properties to City and City properties within the basin are provided capacity.

<sup>1</sup> State Infrastructure Bank Loan (SIB)

The IA Board at its September 12, 2016 meeting, directed staff to proceed with the PD&E and design for the Blueprint components of the Northeast Gateway Phase 1. This includes Welaunee Boulevard north from Fleischmann Road to the proposed Shamrock Way extension intersection with Centerville Road; contingent upon execution of a joint partnership agreement (JPA) with the CDD to construct the Dove Pond RSF.

The Dove Pond JPA between Blueprint and the CDD was finalized in August 2017. Consistent with IA Board direction and subsequent to approval of the Dove Pond JPA, Blueprint has moved forward with the procurement of Welaunee Boulevard PD&E and design. The following sections detail the current status of the Welaunee Boulevard and Dove Pond Regional Stormwater Facility (RSF) projects.

## **STATUS UPDATE ON WELAUNE BOULEVARD AND DOVE POND RSF**

### *Construction Update – Welaunee Boulevard*

The CDD has completed construction of the first segment of Welaunee Boulevard from the Fleischman Road Connector to north of Crestline Road. Construction of the Canopy residential development is underway and will include non-residential and commercial development.

As detailed in the September 12, 2016 agenda item, the CDD was identified as responsible for the design of Welaunee Boulevard Segments 2 and 3. The CDD is approximately 75% complete with the design of Segment 2 and is scheduled to have design and permitting complete by July 2018.

*Figure 1. Welaunee Boulevard*



### *Dove Pond RSF- Construction Update*

At the February 29, 2016 meeting, the IA Board agreed to allocate funding for the Dove Pond RSF in the amount equal to two-thirds of the total construction costs, but not to exceed \$2 million. Blueprint and the CDD executed the Dove Pond JPA in August 2017 for the Dove Pond RSF that included shared usage of the facility storage and treatment, cost sharing of the RSF capital costs, and construction of the facility by the CDD. Thereafter, the CDD will be responsible for maintenance of the Dove Pond RSF.

The Dove Pond RSF will have a total capacity of 820 acre-feet, approximately 270 acre-feet of which is allocated to retain off-site area stormwater runoff to prevent downstream flooding. The Dove Pond RSF project will also include karst remediation to address a known anomaly, construction of an earthen dam to attenuate stormwater to prevent flooding of the existing downstream residential areas, and construction of a wetland mitigation area. Once completed, Dove Pond RSF will also provide stormwater treatment for portions of Welaunee Boulevard, as well as other public infrastructure, as further described in the 2016 Amended/Restated Canopy Development Agreement between City of Tallahassee and CDD. Temporary stormwater ponds have been constructed on site to collect and treat stormwater runoff until the Dove Pond RSF is fully operational.

The Notice-to-Proceed (NTP) for commencement of construction was issued on November 15, 2017. The total contract amount was \$3,845,140, of which Blueprint is responsible for an amount not greater than \$2 million.

As of April 27, 2018, the project is 65% complete with 88% of contract time used. The Contractor has submitted a request for additional construction days. Pending CDD approval, the request will add approximately 130 calendar days to the contract moving the completion date from mid-



May 2018 to late September 2018. As a result of same, the current contract amount will be \$4,157,710.

It is noteworthy that Segments 2-3 of Welaunee Boulevard will not be completed until Dove Pond RSF is complete and permits have been converted from construction to operations, due to stormwater requirements associated therewith.

#### *Welaunee Boulevard PD&E Study Update*

Blueprint is continuing discussions with our partners at FDOT regarding the project development strategy that best positions Blueprint to leverage state and federal funding for the remainder of the Northeast Gateway project. At the February 29, 2016 meeting, the IA Board directed staff to pursue a State Infrastructure Bank (SIB) loan to fund Phase 1 of the Northeast Gateway Project, which includes the Welaunee Boulevard roadway and Welaunee Greenway. Since that time, City, County and Blueprint staff have met several times with representatives from FDOT to discuss the SIB loan application and approval process.

At the September 12, 2016 meeting, the IA Board authorized the use of \$4.7 million from Blueprint 2000 funds to advance fund PD&E and design for the Blueprint components of the Northeast Gateway Phase 1 and authorized Blueprint staff to procure these professional services. Advance funds will be paid back to the Blueprint 2000 program using Blueprint 2020 sales tax revenues. The PD&E Study extends from Fleischmann Road to the proposed Shamrock Way extension ending at Centerville Road, and it includes an 8.4 mile Welaunee Greenway. The PD&E Study will develop project alternatives that address the project's purpose and need statement and will evaluate those alternatives by balancing the engineering, community and environmental impacts to obtain the project's Location and Design Concept Acceptance, which is issued upon acceptance of the Preliminary Engineering Report (PER) and the State Environmental Impact Report (SEIR). Their SIER and PER are the final reports resulting from the PD&E Study.

In addition, Blueprint submitted a \$1.5 million application for FDOT's Transportation Regional Incentive Program (TRIP) funding in March 2018 for the design phase of the Northeast Gateway, Welaunee Boulevard, Phase 1 project. Blueprint will be notified in fall 2018 as to whether the TRIP funding application is successful.

In light of discussions with FDOT and further refinements to the Welaunee Boulevard funding plan and implementation schedule (see Table 1), Blueprint prepared the PD&E scope of services consistent with FDOT's State Environmental Impact Report (SEIR) and the Statewide Acceleration and Transformation Process. Blueprint issued Requests for Qualifications in March 2018 and completed the Consultant Selection Process in late May with anticipated Notice to Proceed (NTP) in July 2018. The selection committee selected Kimley Horn and Associates as the highest ranked firm. The PD&E Study is expected to be completed within 12-15 months of NTP, with final design and permitting complete by late 2020.

This agenda item requests IA Board authorization for the Agency to award the PD&E Study contract in accordance with Blueprint Procurement Policy, Sections 101.07.2 and 101.07.3 and the Consultants Competitive Negotiation Act, Section 287.055, Florida Statutes. This agenda



item also requests IA Board approval of a budgetary allocation from unallocated funds for \$300,000 to fully fund the Welaunee Boulevard, Phase 1 PD&E Study in FY 2018.

At the beginning of the PD&E Study, a Public Involvement Plan will be prepared that includes a schedule and identifies potentially affected stakeholders and communities in the vicinity of the project to establish the appropriate outreach methods. Blueprint will take a holistic approach when developing and implementing the project's community engagement program in order to ensure all affected stakeholders have the opportunity to be involved in the project development process.

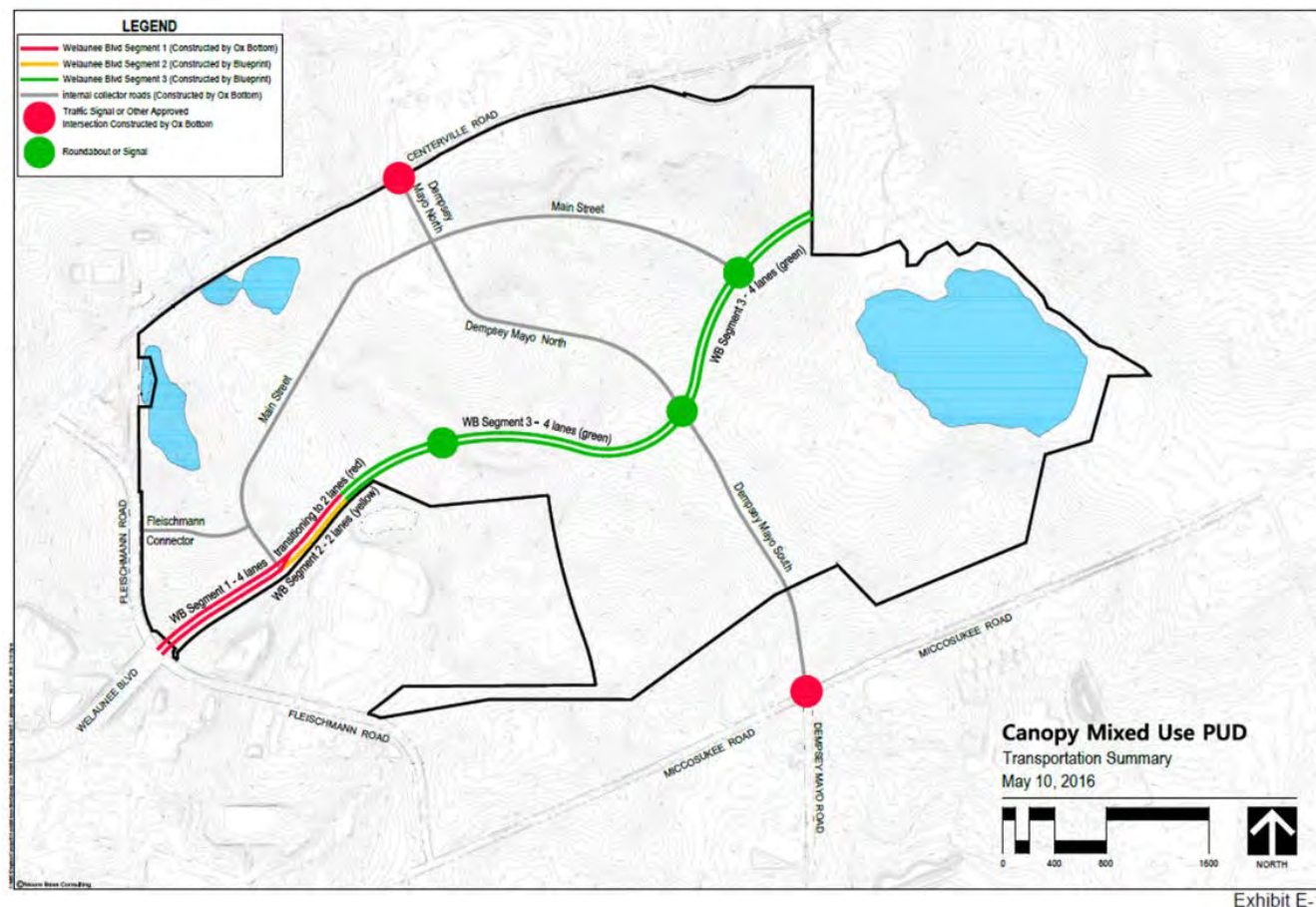
Community engagement activities may include workshops or informational meetings, community stakeholder forums, presentations to neighborhoods, homeowner associations, and other interested stakeholders. Blueprint staff will utilize its website and other methods to reach a broad cross section of the public. Website addresses and project manager contact information will be included on all printed materials, including letters to property owners, newspaper ads, and newsletters. A Project Commitments Record will be prepared during the PD&E Study that identifies and addresses community concerns, and it will follow the project as it moves through design and construction phases.

Project community outreach efforts have already begun. On March 20, 2018, City/County Planning and Blueprint staff attended a Buckhead Homeowner's representatives meeting to provide information about the Tallahassee-Leon County Comprehensive Plan Land Use Element Update and details about the upcoming Welaunee Boulevard PD&E Study. The technical analysis process for a future I-10 interchange was discussed and residents indicated concerns for noise and traffic impacts that could result from a future interchange. Information was also provided to the Buckhead Homeowner's representatives about the proposed PD&E study, overall project schedule and information regarding opportunities for community engagement throughout the duration of the study.

### *Construction Funding Strategy Update*

On October 27 and 28, 2015, the Leon County Board of County Commissioners and the Tallahassee City Commission, respectively, directed City and County staff to work with Blueprint and the Canopy developer to develop a public-private funding partnership to complete Phase I of the Northeast Gateway Project. On May 18, 2016, the Tallahassee City Commission approved the Amended and Restated Canopy Development Agreement ("Agreement") between the City of Tallahassee and Ox Bottom Mortgage Holdings, LLC, and TOE2, Inc. The Agreement is related to the development of approximately 500 acres of property. The Agreement outlines the proposed development land uses, donation of land, as well as transportation concurrency mitigation, utilities, and stormwater. The Transportation Summary ("Exhibit E") of the Agreement, included as Figure 2, also specifies which parties will design and construct Welaunee Boulevard within the Canopy development area. Segment 1 of Welaunee Boulevard has been constructed by the CDD pursuant to this Agreement.

Figure 2. Map of Welaunee Boulevard: Segments 1-3 from Canopy Development Agreement, 2016



Blueprint is not a party to the Agreement; however, the funding strategy as specified within that Agreement between the City and the CDD for construction of Welaunee Boulevard within the Canopy development was presented to the IA Board for consideration at the September 12, 2016 meeting, as included in Table 2. Nevertheless, the IA Board has not formally approved this funding strategy.

Table 2. Canopy Development Welaunee Boulevard Design and Construction Responsibilities

Segment	Location Detail	Phase	Responsibility
Segment 1	4 lanes from Fleischmann Road to Main Street; 2 lanes ¼ mile east of Main Street	Design and Construction	Developer
Segment 2	Additional 2 lanes ¼ mile east of Main Street	Design	Developer
		Construction	Blueprint (2020 proceeds)
Segment 3	From the east end of Segment 2 to the eastern boundary of the Canopy project	Design	Developer
		Construction	Blueprint (2020 proceeds)
Internal Roads	Throughout the development	Design and Construction	Developer

The CDD has approached Blueprint with a proposal to advance fund the design and construction of Segments 2 and 3 of Welaunee Boulevard. In consideration of this proposal and the opportunity to expedite the construction of Welaunee Boulevard Segments 2-3 (Fleischmann Connector to north of Dempsey Mayo Road), staff seeks formal IA Board direction to negotiate a funding agreement with the CDD. A funding agreement is proposed to fund the construction of Welaunee Boulevard as described in Table 2 within the Canopy development, including all sidewalks, bike lanes, trails, and roundabouts. Costs are proposed to be capped in amounts not to exceed values based upon actual costs for improvements already completed and reasonable estimates for those yet to be constructed. However, the repayment amounts do not include the cost of design, construction-engineering inspection (CEI), or project administration, which will be funded by the CDD. Finally, repayment for each segment of Welaunee Boulevard is conditioned upon the approval of plans and final acceptance and dedication of Welaunee Boulevard to the City of Tallahassee. No repayments will be made for the above segments before these conditions are met by the CDD, nor until after receipt of Blueprint 2020 sales tax revenue. This proposed direction is consistent with the design and construction responsibilities for the Canopy Development Welaunee Boulevard segments received by the IA Board at its September 12, 2016 meeting. The proposed funding agreement would present the following opportunities:

- The CDD would fund the full cost of design and permitting the plans for the four-lane Welaunee Boulevard roadway, Segments 1-3, ensuring design continuity for the roadway and parallel multimodal facilities; and obtaining all necessary permits and approvals for the roadway.
- The community's future transportation needs are best served by constructing a four-lane Welaunee Boulevard providing new access in northeastern Leon County to accommodate anticipated residential and commercial growth in this area of the community.
- Provides for the advanced construction of this transportation infrastructure, adding the significant community value of expediting construction of this new transportation facility.

## **NEXT STEPS**

**Summer 2018:** Pending IA Board action, Blueprint will award the PD&E Study contract. The PD&E study will begin shortly after the contract is awarded. PD&E is expected to take 12 -15 months to complete. At the beginning of the PD&E Study, a Public Involvement Plan will be prepared that includes a schedule and identifies potentially affected stakeholders and communities in the vicinity of the project to establish the appropriate outreach methods.

**Fall 2018:** Estimated completion date for the Dove Pond RSF.

**Fall/Winter 2019:** Completion of the Northeast Gateway: Phase 1 PD& E study. Presentation of final PD&E study report and conclusions for IA Board consideration and further direction, as may be required.

**Winter 2019/Spring 2020:** With IA Board approval, procurement for design services for the Northeast Gateway: Phase 1 is anticipated to begin.

**Summer 2020:** Consistent with the funding strategy approved by the IA Board at the February 29, 2016 meeting, Blueprint will submit an application for a SIB Loan to finance the Blueprint portions of the Northeast Gateway: Phase 1 project.

**2020-2021:** Application review and if applicable, negotiations with FDOT regarding the terms and conditions of the SIB Loan. Blueprint will seek direction from the IA Board regarding the SIB Loan negotiations as may be necessary.

**2021:** Pending the success of the SIB Loan application, presentation to the IA board of a project implementation strategy for Northeast Gateway: Phase 1.

*Action by TCC and CAC:* This item was presented to the TCC and the CAC at their June 4 and 6, 2018 meetings, respectively.

## **OPTIONS:**

- Option 1: Accept staff report on the Northeast Gateway Project.
- Option 2: Authorize Blueprint to award the PD&E Study contract; as well as approve the budgetary allocation from unallocated funds in the amount of \$300,000 to fully fund the Northeast Gateway, Welaunee Boulevard, Phase 1 PD&E Study in FY 2018.
- Option 3: Approve the funding strategy to provide for the design and construction of Welaunee Boulevard, Segments 2-3, between the Blueprint and the Canopy Community Development District (CDD), and authorize staff to negotiate a funding agreement relative thereto for future IA Board consideration.
- Option 4: IA Board Direction.

## **RECOMMENDED ACTION:**

- Option 1: Accept staff report on the Northeast Gateway Project.
- Option 2: Authorize Blueprint to award the PD&E Study contract; as well as approve the budgetary allocation from unallocated funds in the amount of \$300,000 to fully fund the Northeast Gateway, Welaunee Boulevard, Phase 1 PD&E Study in FY 2018.
- Option 3: Approve the funding strategy to provide for the design and construction of Welaunee Boulevard, Segments 2-3, between the Blueprint and the Canopy Community Development District (CDD) and authorize staff to negotiate a funding agreement relative thereto for future IA Board consideration.



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## **Blueprint Intergovernmental Agency Board of Directors Agenda Item**

**TITLE:** Acceptance of the Economic Vitality Strategic Marketing and Communications Plan and Approval to Allocate \$160,000 from the Business Recruitment and Incentive Fund for Implementation

**Date:** June 21, 2017

**Requested By:** Staff

**Contact:** Office of Economic Vitality

**Type of Item:** General Business

### **STATEMENT OF ISSUE:**

This item seeks acceptance by the Blueprint Intergovernmental Agency Board of Directors for the Economic Vitality Strategic Marketing and Communications Plan (Attachment #1) and allocation of \$160,000 from the Business Recruitment and Incentive Fund to support the immediate implementation of the program (Attachment #2).

### **STRATEGIC PLAN:**

The Economic Vitality Strategic Marketing and Communications Plan directly supports all four goals of the Economic Development Strategic Plan:

- Implement a new collaborative economic development program of work.
- Better promote the area as a business generator.
- Better identify, understand, and align all available assets.
- Responsibly allocate resources to achieve today's goals and refine the foundation for future growth.

### **SUPPLEMENTAL INFORMATION:**

#### Background

At its October 27, 2016 meeting the Blueprint Intergovernmental Agency Board of Directors ("the Board") approved the Economic Development Strategic Plan ("the Strategic Plan") for Tallahassee-Leon County, the first-ever long-term plan of its kind for the community. The Strategic Plan reflects the Board's desire to invest in and cultivate the evolving economic development landscape and encourages participation of and partnership with other organizations to deliver the objectives outlined in it.

In particular, the Strategic Plan provides opportunities to reach specific audiences to encourage business startups. Growth, retention, location, or the development of new sectors.

While each initiative appeals to the business audience, the drivers for each differ and, consequently, the approach, positioning, and messaging for each must be focused towards the unique value proposition for each discrete sector. The commissioning and completion of the Target Industry Study, accepted by the Board on March 1, 2018, helped further define the four primary industry sectors as well as many of the sector's unique assets. The analysis of each cluster provided an important foundation for staff to draft accurate messaging to promote all that each has to offer existing and prospective clients. These assets, when leveraged appropriately, become valuable marketing tools for business development purposes.

To be truly effective and strategic in its marketing efforts, staff has worked with the Blueprint Communications Consultant, Vancore Jones, to develop a full marketing and communications program that looks both broadly at an overall unifying business brand for the community, and then specifically at the marketing and communications activities necessary to effectively promote each of the six economic development cornerstones and four target industries for Tallahassee-Leon County, as well as position OEV as the organization to turn to for local economic development leadership.

This agenda item provides an overview of the Economic Vitality Strategic Marketing and Communications Plan ("the Marketing Plan"), which serves as a starting point for gathering all of the marketing and communications strategies and tactics identified throughout the development of the Strategic Plan. While the overview outlines strategic direction about how the Communications Plan will assist staff in maximizing resources to better position and promote Tallahassee-Leon County as a business generator, it is important to note that strategic communications efforts have been, and will continue to be, utilized to promote Florida's Capital for Business.

This agenda item also requests approval from the Board to allocate \$160,000 from the Business Recruitment and Incentive Fund to support immediate implementation of the program. The funding will be dedicated to website design, branding toolkit/collateral (both in digital and print), as well as direct outreach through industry and local events. It is important to note an RFP will be issued for the website design and collateral material (both digital and print) will be developed using existing resources when possible. Specific recommendations on detailed budget allocations can be found within the Marketing Plan in Attachment #1. Previously, the City and County allocated \$1 million to support the BRI fund and at this time, there is enough funding within the BRI fund to support implementation of the Marketing Plan.

#### Economic Vitality Strategic Marketing and Communications Plan

Marketing is a powerful tool for economic developers that can be used to attract, retain, and expand businesses, improve a community's image both inside and outside the community, and promote policies and programs designed to enhance economic vitality. Marketing can also serve as a tool to help attract and retain a competitive labor force. In the economic development discipline, marketing and communications are broad terms used to define the breadth and depth of activities that must take place to truly convey a community's economic competitiveness.



Tallahassee-Leon County has an opportunity to redefine its image in the minds of those who currently know the community best – its internal audiences – and to create a fresh perspective among prospects on what the area has to offer. To continue earning the opportunity to compete for competitive projects that add to the tax base and strengthen the business mix locally, the community must positively position itself in the minds of those it wishes to reach externally from an economic development perspective, such as C-level decision makers, site selectors, and business leaders.

To that end, staff and the communications consultant have developed a strategic marketing and communications plan that not only promotes the area as a business generator and ideal location to start and grow a business, but also lays out a strategy that addresses immediate needs, builds toward mid-term strategies, and prepares for more long-term aspirational objectives. The Marketing Plan will assist OEI with maximizing its resources to better position and promote Tallahassee-Leon County as Florida's Capital for Business.

The Marketing Plan builds off of the work already being done by staff and provides strategic direction for guiding marketing and communications activities that complement and enhance the four target industries outlined in the Target Industry Study for Tallahassee-Leon County as well as the six cornerstones defined in the Strategic Plan. In particular, the Marketing Plan provides a roadmap for staff to incorporate its current activities into a larger program that, over time, gives Tallahassee-Leon County the highest advantage for business recruitment, retention and expansion, and workforce attraction and retention.

The final Marketing Plan includes four primary components which drive the strategies and tactics outlined in the Marketing Plan, including knowing the product, knowing the market, reaching the market, and improving the product. Each of these components are discussed in more detail below.

#### *Knowing the Product*

Knowing the product involves knowing what is available to meet business' needs. Using tools like the results of the Target Industry Study, information gathered from CapitalLOOP, and data analysis performed by staff, OEI is able to continue building an inventory of the factors that contribute to Tallahassee-Leon County's comparative and competitive advantages. Knowing the product also includes tangible assets, like physical infrastructure improvements completed or underway by Blueprint.

One important result of this component is identifying a unique brand that expresses the community's overall business image. Staff has already implemented messaging that reinforces Tallahassee-Leon County is Florida's Capital for Business, and will continue to develop complementary messages that support each of the four target industries and six cornerstones for the community.

#### *Knowing the Market*

Knowing the market is a critical component that helps communities focus on the industries that are the best prospects for its business mix. These target audiences are the best fit for meeting the community's economic development goals and competitive advantages, and have been identified in the Target Industry Study recently completed for Tallahassee-Leon

County. Examples of target markets include target industries, specific geographies and academic disciplines. Target audiences include internal audiences, like local taxpayers and stakeholder organizations, and external audiences, like site selectors and business decision-makers.

#### *Reaching the Market*

Reaching the market includes communicating a clear and effective message that reaches the target audience and convinces the audience that the community meets their needs. This process positions the community and develops a message that appeals to decision-makers, such as business leaders, C-level executives, and site selectors. It is important to note that for every audience – including those internal and external – there are a variety of tools and methods for reaching the right people at the right time, such as social media, face-to-face meetings, website, and print media, to name a few. The Marketing Plan details strategies and tactics for reaching OEV's target audiences in target industry markets, and provides a recommended timeline and budget for implementation. See Attachment #1 for more detailed information about execution of marketing and communications strategies and tactics.

#### *Improving the Product*

Improving the product is a key component that ensures staff continues to maximize its resources. Product improvement is strategically investing to mitigate weaknesses and boost strengths to better communicate how the community meets the needs of the target audience. The Marketing Plan provides detailed metrics that will be used to consistently monitor its marketing and communications performance as well as flexibility to adapt to changing consumer demand patterns. These initiatives ensure OEV's message will continue to be relevant and available to those most likely to take advantage of Tallahassee-Leon County's unique value proposition.

## **CONCLUSION:**

Staff continues to drive value to local businesses – and demonstrate its value to businesses outside the local market – through face-to-face engagement, social media, e-newsletters, speaking engagements, website content, and more. A strategic marketing and communications plan will equip staff with the resources it needs to more effectively communicate that OEV is approaching economic development differently than traditional economic development offices around the country. As well as reflect the tremendous accomplishments achieved by the community, the important work underway, and develop strategic messaging for the new focus areas provided by the Target Industry Study. Therefore, staff is recommending that the Board accept the Economic Vitality Strategic Marketing and Communications Plan and allocate \$160,000 from the BRI fund to support immediate implementation of the program.

## OPTIONS:

- Option 1: Accept the Economic Vitality Strategic Marketing and Communications Plan.
- Option 2: Approve the allocation of \$160,000 from the Business Recruitment and Incentive Fund to support the immediate implementation of Economic Vitality Strategic Marketing and Communications Plan.
- Option 3: Do not approve the Economic Vitality Strategic Marketing and Communications Plan.
- Option 4: Board direction.

## RECOMMENDED ACTION:

- Option 1: Accept the Economic Vitality Strategic Marketing and Communications Plan.
- Option 2: Approve the allocation of \$160,000 from the Business Recruitment and Incentive Fund to support the immediate implementation of Economic Vitality Strategic Marketing and Communications Plan.

*Action by CAC:* This item was presented to the CAC at their June 7, 2018 meeting.

### Attachments:

Attachment #1: Economic Vitality Strategic Marketing and Communications Plan

Attachment #2: Business Recruitment and Incentive Fund Status as of June 2018



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The Office of Economic Vitality

Strategic Marketing and Communications Plan

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## **EXECUTIVE SUMMARY**

Tallahassee-Leon County is poised to position itself as a cultural hub of innovation, creativity, and cultural and economic diversity. As the capital of the third most populated state, it is more than government buildings; it is home to two nationally ranked research universities, the largest and highest-powered magnet lab in the world, a highly skilled and educated population.

In 2016, the Office of Economic Vitality commissioned an Economic Development Strategic Plan ("the Strategic Plan") that studied the community and its business culture and laid the groundwork for actions to take to help foster and promote the success of Florida's Capital for Business. The following actions were suggested as preliminary steps to achieve the ultimate goal of promoting the area as a business generator and an ideal location to start or grow as business:

1. Develop a Marketing and Communications Plan which focuses outreach efforts to target industries.
2. Create and communicate a unique brand that expresses the community's overall business image.
3. Refine Tallahassee-Leon County's targeted industries to the subsector level to match the community's current products, assets, resources, and workforce to maximize possible competitive project business development opportunities.

As the Strategic Plan suggested, this Marketing and Communications Plan lays the foundation for the community's marketing efforts by establishing marketing goals:

1. Creating a brand for the overall business image.
2. Identifying clear and measurable strategies and tactics that promote the area as a business generator and ideal location to start and grow a business

## **RESEARCH AND DISCOVERY**

The Office of Economic Vitality commissioned a Targeted Industry Study, which included an Economic Retrospective and an Incubator and Accelerator Study. Key stakeholders, such as elected officials, business owners and operators, non-profit, education and training leaders, scientists and researchers, and entrepreneurs and entrepreneurial support program leadership, were included to ensure a broad perspective was obtained and subsequently utilized to inform each report. Together, the three reports provide information, analysis and strategic recommendations that support economic growth initiatives, including the marketing efforts.

The Target Industry Study identified four industry sectors that will contribute to private sector job growth, wealth creation, and a diversification of the economy. These industries have a strong potential for growth and interconnect with each other, which maximizes resources and enhances opportunities for innovation and sustainable economic vitality. The sectors are:

- **Applied Science and Innovation** to maximize the world-class resources at Innovation Park, the two research universities, Florida State University, and Florida A&M University.
- **Manufacturing and Transportation Logistics** to capture the economic benefits of innovation by making the products in Tallahassee-Leon County.
- **Professional Services and Information Technology** to nurture a growing information and communications technology cluster and ensure that businesses have access to superior legal, accounting, and other business services.
- **Health Care** to leverage Tallahassee-Leon County's leadership as a regional hub to provide a sound career ladder of good jobs, and to integrate breakthroughs in research and development with the provision of continuously improving patient care.

These four target industry sectors have been identified based on their ability to advance the private sector, diversify the regional economy, and remain resilient in the face of economic downturns or government policy changes while maintaining its competitive edge through accessing the unique research and development resources in Florida's Capital for Business.

More importantly, these sectors not only have a strong potential for growth, but also have the capability to connect and enhance opportunities for innovation and long-term vitality. Helping advance the economy by strategically focusing on industry sectors that increase a community's competitiveness and encouraging employers to rely on a wide variety of skillsets and levels to be successful, these targeted industries will drive increased job creation and innovation inside Tallahassee-Leon County. It also means instilling a sense of self-sufficiency by performing research, development, and professional services locally while encouraging their manufacturing locally as well.

At the suggestion of the Strategic Plan, the Office of Economic Vitality has begun to refine the targeted markets to a micro level, beginning with the Magnetics Industry within the Applied Science & Innovation sector. A blend of science and economic development, the Office of Economic Vitality has created a Magnetic Technologies Taskforce (Taskforce) to work directly with stakeholders and identify potential leads that would benefit from a location close to resources like the National High Magnetic Field Laboratory (MagLab). The Taskforce has identified and prioritized market verticals and will consistently evaluate them to ensure new discoveries, research, and/or funding changes allow the community to leverage the right opportunity at the right time.

The Office of Economic Vitality has developed a two-prong approach to execute the strategic actions identified by the Taskforce: dedicated internal staff and hiring of a business attraction consultant. For the first prong, the Business Development Manager is responsible for business expansion and attraction, marketing efforts and needs within Applied Sciences and Manufacturing industries as well as staffing the Taskforce. Second, the Office of Economic Vitality is engaging a consultant to work primarily towards business attraction efforts within the magnetic technologies and associated supply chains. This two-prong approach allows the Office of Economic Vitality to strategically identify industries and companies that would be best suited for Florida's Capital for Business, focusing first on companies that have already interacted with the MagLab in the past as well as their supply chains.

The most successful economic development entities are always adapting to ever-changing market conditions, which is why this marketing plan will be a living, breathing document, allowing for routine pauses to analyze the work being performed and what, if any, modifications are needed to maintain a customer-centric focus.

## **MARKETING STRATEGY**

The overall Marketing Strategy focuses on generating growth within the four sectors. This plan outlines strategies to reach business executives on a local, regional, state, national, and global level in each sector, as well as site selectors, workforce and, influencers such as media and industry associations. Opportunities to reach these key decision makers and influencers include:

### **Direct Outreach**

The overarching goal is to effectively promote Tallahassee-Leon County as Florida's Capital for Business. Business leaders and influencers should be able to relate the community's accessibility and benefits during dialogues with industry colleagues and assist in setting up leads and relationships.

From its inception, the most powerful marketing and communications tool OEV has had in its arsenal has been direct outreach. Through programs like CapitalLOOP and MWSBE, partnerships with local businesses and institutions of higher education, and attendance at

industry events, opportunities for direct engagement abound – with lead development a potential outcome.

## Events

With two nationally ranked universities and several more colleges and vocational schools throughout the area, Tallahassee-Leon County is in the unique position of not only fostering relationships with the schools themselves, but the workforce within. By partnering with these institutions, the Office of Economic Vitality will be able to host workforce trainings, industry-driven panels, job fairs, and more, connecting the workforce with local employers.

Additionally, OEV will have the ability to create and/or sponsor events that will directly support the targeted industries. As suggested by the Targeted Industry Study, these opportunities will allow for full engagement in “future making,” positioning Tallahassee-Leon County as a leader in fields such as magnetics, manufacturing, and technology. For example, working with local leaders like the National High Magnetic Field Laboratory (“MagLab”) and Danfoss to host an event explaining how their partnership has positively impacted their success will not only showcase the level of innovation happening locally and create headlines nationally; it will directly support and benefit strategic marketing efforts in the Applied Sciences & Innovation and Manufacturing Transportation/Logistics sectors

## Earned Media

The leading source of influencing perceptions of an area’s business climate is a healthy and continuous dialogue with industry peers, followed closely by articles in relevant magazines and newspapers. Usually, securing interest from top-tier media can be challenging; the story must stand out among national trends or include an event of broad significance, and more often than not, an existing relationship with the media is required.

The goal is to have a consistent, positive dialogue on business and economic development within the local, regional, national, and global communities and in trade, industry, and other news media, in addition to building and maintaining relationships with media contacts.

Part of maintaining the dialogue is to use a proactive three-step approach:

1. Establish the Office of Economic Vitality as a prime resource.
  - a. **Build out the storylines.** Maintaining all data shared through printed and electronic materials is the most recent and most relevant; as well as keeping data, rankings, facts, and stories easily accessible will be essential. The more “best, first, only” recognitions identified, the more OEV can generate storylines that are compelling to the media.
  - b. **Create, maintain, and support relationships in the local, regional, and national communities.** Apart from focusing on relationships with the media, partnerships in the local business community are equally essential. Companies, chambers, and industry leaders should feel encouraged to share business news and vice versa, helping to promote local achievements and successes. Not only does this build a network of potential spokespeople who can help generate relationships with audiences that may not be in the Office of Economic Vitality’s initial reach, but it will give those organizations a boost in their own media relations efforts.

This will be especially important in the applied sciences/innovation and manufacturing industries, as Tallahassee-Leon County already houses an industry-leading facility with the MagLab. A partnership with the MagLab to help share their content on a regional, national, and/or global scale, has the ability to create and



maintain relationships with industry- and trade-specific publications, which will help to generate interest in other stories coming out of Florida's Capital for Business in related fields.

2. Focus, feature, and further OEV's relationships and abilities.
  - a. **Know the media.** Besides local media, the Office of Economic Vitality will develop a list of "most wanted" national and global industry- and trade-specific publications and journalists that may have an interest in the stories coming out of Tallahassee-Leon County. By monitoring the media, and assessing where local stories may fit into the larger national and global narratives, staff can begin drafting pitches that will kick-start and continue the dialogue of the thriving business culture in Tallahassee-Leon County.
  - b. **Position (and keep) the Office of Economic Vitality as a leading economic development resource in Florida's Capital for Business.** In addition to helping push out stories on local business achievements and community data, the OEV team should connect inquiring outlets with specific contacts at local businesses. Whether this results in a published story or not, it cements the position of OEV as a vital resource in the community. This type of outreach will be essential in assisting with relationships with "top-tier" publications and reporters from a local to a global level.
3. **Be ready to strike when the time is right.** With a robust set of stories, spokespeople, and statistics on deck, OEV will be in the unique position of consistently being ready when the media begins inquiring. Nothing kills a feature faster than delays; by having answers ready when the question is asked, the probability of a published feature increases exponentially.

### **Paid Media – Advertising**

Strategic paid media is a valuable aspect of an economic development marketing program, especially as trends change. Though a paid newspaper or magazine advertisement is the most common association with paid media, paid digital advertising is seeing a larger, more beneficial impact, especially as Tallahassee-Leon County focuses its efforts in attracting primarily technology-driven industries.

- **Digital advertising.** Digital advertising tends to have the most obvious and best return. This can be anything from boosting or targeting audiences for certain social media posts or utilizing pay-per-click campaigns like Google AdWords. A general campaign will initially be targeted regionally and be modified based on budget allocations, feedback, and the response.

A test run showed that there is a high level of interest in people looking to start a new business in Florida; through promoted pay-per-click campaigns and use of a landing page specifically for marketing purposes, OEV can use the space to present the unique qualities that make Tallahassee-Leon County Florida's Capital for Business and OEV as its prime business resource. Not only will this drive attention to the vast resources available on the OEV website, it will allow the OEV team to curate an independent space that highlights the benefits of doing business in the community with direct contact information and without overwhelming users with too much data or information.

Additionally, digital advertising pushes during industry-specific events, such as conferences, panels, or fairs, will be utilized. A region will be determined based on event location and attendance and an advertising campaign using digital and video ads will run for 30 days on an audience specifically involved with the targeted industry. This will not

only foster name recognition of OEV and Tallahassee-Leon County with industry leaders, it will be a cost-effective way to reach a large audience in a short time frame.

- **Regional public radio.** Connect with community business owners, entrepreneurs, influencers, and young professionals by partnering with local public radio, both on-air and online. This would be especially effective when announcing projects similar to the Urban Vitality Job Creation Pilot Program, reaching the target audience with ease.
- **Explore in-kind partnerships with local news media.** Due to budget limitations, exploring limited buy advertising and partnership opportunities with local news media will not only help to create relationships but will assist in keeping marketing efforts within budget. However, this is a low-priority option as earned media is more effective and cheaper.

### **Print Media – Collateral Material**

The development and use of consistent branded collateral continues to be a focus point. Printed collateral has been developed with the intent of having tangible data on hand during site visits and meetings to generate leads. However, as the digital presence continues to grow, an emphasis on digital-first collateral, that can be easily updated, will be established.

All collateral will be consistent with current branding standards, made with the express intent of being shared across digital platforms and separating Tallahassee-Leon County data from the clutter that often accompanies the digital space.

### **Owned Media – Digital and Social Media**

A strong digital strategy is vital to conveying the message that Tallahassee-Leon County is a great place to thrive professionally. Digital/social media has the benefit of not only being lower cost than most traditional earned or paid media, but of being able to be highly targeted.

As the OEV digital and social media presence is relatively new, promotion of economic development activities and programs through branded content and hashtags will be important, as well as pushing out easily accessible content in a consistent manner. This content can be updates to collateral like the Quarterly Economic Dashboard or news stories on area programs or partners.

Additionally, encouraging community and business leaders to share the #FLCapital4Biz tag will assist in promotion of the message in an authentic, organic context. Not only will this establish Tallahassee-Leon County as “Florida’s Capital for Business,” it will curate a feed of positive, genuine, and business-driven feedback on why community leaders chose to stay, grow, and establish their business in Tallahassee-Leon County.

Success on digital and social media will be measured through tracking engagement; from the open rate of newsletters to the number of impressions and interactions. To further drive this, content will be optimized to be easily sharable, preferably directly from the source.

However, digital and social media success will be affected by which platform and program posts are shared on. For platforms like Facebook, which thrive and reward users with consistent amounts of feedback and interaction on their pages, programs like the Minority, Women, and Small Business Enterprise (MWSBE) will find more success as this audience is local and more community-oriented, which will drive up the levels of engagement. Platforms like Twitter, which are suited for quick, visually-driven content, will find stories and infographics based on local achievements and economic data will be shared more readily and often. Similarly, taking

advantage of LinkedIn's professional setting will make sharing data-driven content easier and reaching the intended audience more likely.

As the budget allows, posts may be boosted and promoted in an effort to expand and specifically target the reach of specific stories. Audiences may be targeted by age, interests, location, or other factors, enabling industry-specific stories to reach beyond the post's initial scope. This will be essential as social media channels continue to adjust their algorithms and prioritize pages and stories with higher rates of engagement.

### **Website/Digital**

All communications drive the recipient to the Office of Economic Vitality website. The site must be captivating, robust and intuitively user-friendly. An updated Office of Economic Vitality website will be built around the "Florida's Capital for Business" brand with the ultimate goal of better promoting the area as a business generator and ideal place to start and grow a business. Additionally, microsites, catalog of available resources, and industry-specific landing pages will be added into the current site map.

## **ALIGNMENT WITH STRATEGIC PLAN**

**GOAL 1:** Create and communicate a brand for the overall business image.

**OBJECTIVE:** Continue to develop recognition of Tallahassee-Leon County as a desirable location for business and industry with relevant stakeholders.

**STRATEGY:** Upon implementation of the Strategic Plan, the Office of Economic Vitality began updating its branding and shaping the key messages pertaining to economic development in Tallahassee-Leon County. In 2017, the Office of Economic Vitality began the soft launch of the new brand: "Florida's Capital for Business."

As noted in the Strategic Plan, a large percentage of people believe that one of Tallahassee-Leon County's strengths is access to the state government – while noting the area lacked a clear and distinct "brand." Past leaders of economic development and/or business recruitment had differing views of what benefited the area best, with no consensus established.

- a. **TACTIC:** Through promotion of the tagline "Florida's Capital for Business," the Office of Economic Vitality is able to parlay the natural association Tallahassee-Leon County as Florida's Capital to the awareness that Tallahassee-Leon County is an ideal location to start or grow a business. This unifying brand redirects the current thinking of Tallahassee-Leon County as "just" a government and college town, and begins the narrative that emphasizes Tallahassee-Leon County as an ideal place to do business *because we are the capital and the business community has access to all that entails as well as access to two major research universities.*
- b. **TACTIC:** Variations on this theme will allow for curated collections of information pertaining to a particular sector while furthering the association of Florida's Capital and a positive business atmosphere. As the Office of Economic Vitality team works towards marketing the community to individual, targeted sectors, the tagline can be adapted to fit the industry; from "Florida's Capital for Business" to "Capital for Magnetism," and the associated social media tag (#FLCapital4Biz to #Capital4Magnetics).

**STRATEGY:** As stated in the Strategic Plan, the goal is to brand the economic development ecosystem and vitality in the community, not to brand the Office of Economic Vitality itself. Since 2017, the Office of Economic Vitality has employed the "Florida's Capital for Business" tagline in various collateral pieces and across various media platforms.

- a. **TACTIC** During International Economic Development Week 2018, the Office of Economic Vitality officially launched the “Florida’s Capital for Business” brand with help from local business leaders. Through use of branded images and the social media hashtag #FLCapital4Biz, users began to share their reasons for choosing Tallahassee-Leon County for their business.
  - i. **METRIC:** As a result, a feed of positive, community-driven dialogue on the benefits of doing business in Florida’s Capital for Business has been started and others are beginning to tag other news surrounding the community using the community’s new brand. With the official brand launch in 2018, the Office of Economic Vitality successfully built a foundation that can be utilized to continue to build the dialogue surrounding the community in an organic and collaborative manner.

**STRATEGY:** The Office of Economic Vitality has worked towards cementing its branding so that, through the use of, a specific suite of colors, fonts, and graphics, all collateral is easily identifiable as related to the Office of Economic Vitality

- a. **TACTIC:** Develop and establish Brand Guidelines
  - i. **METRIC:** Completed (see Appendix #X for Brand Guidelines).

**STRATEGY:** To shift outside perception regarding the business culture in Tallahassee-Leon County, perception *inside* the community must first be aligned. In the past, leaders of economic development have had differing opinions on what that meant, resulting in a lack of clarity on the vision for Tallahassee-Leon County’s future. Through use of the tagline “Florida’s Capital for Business,” the vision is clear, simple, and succinct: Tallahassee-Leon County is *the* place to do business.

- a. **TACTIC** Messaging is consistently focused on driving targeted audiences to the Office of Economic Vitality website, which hosts a collection of 85+ indicators on the economic vitality of the community, as well as a wealth of other information relevant to the business community.
  - i. **METRIC:** Increase in website traffic, track metrics including traffic sources, bounce rates, top pages, conversion rate (subscribe to email list), conversion by traffic source

**GOAL 2:** Promote the area as a business generator and ideal location to start and grow a business. Tallahassee-Leon County is uniquely located at the intersection of top state universities, industry experts and innovators, the state’s policymaking hub and groundbreaking research. These advantages readily transfer to a variety of businesses seeking to grow or establish in viable economic ecosystem.

**OBJECTIVE:** Establish Tallahassee-Leon County as a highly desirable location for identified targeted industries.

**STRATEGY:** Perform a local in-depth product review for each target industry to foster greater cluster competitiveness.

- a. **TACTIC:** Develop a master list containing at least 15 firms within each industry cluster consisting of company official names and contact information.
  - i. **METRIC:** Q3 2018
- b. **TACTIC:** Use in-house GIS capabilities to visually catalog local concentration of firms and institutional assets

- i. **METRIC:** Q4 2018
- c. **TACTIC:** Identify and catalog micro-sectors that exist within each target industry.
  - i. **METRIC:** Q1 2019
- d. **TACTIC:** Inventory creative economy resources and support programs.
  - i. **METRIC:** Q4 2019

**STRATEGY:** Develop concise and sector-specific marketing materials to showcase the community; provide results to stakeholder and strategic partners.

- a. **TACTIC:** Work with ecosystem partners to refine selling points for each target industry
  - i. **METRIC:** In Q4 2018, develop selling points for Applied Science & Innovation industry in coordination with FSU and MagLab users.
  - ii. **METRIC:** In Q1 2019, develop selling points for Manufacturing & Transportation/Logistics industry.
  - iii. **METRIC:** In Q2 2019, develop selling points for Professional Services & Info Tech industry.
  - iv. **METRIC:** In Q4 2019, develop selling points for Health Care industry.
- b. **TACTIC:** Work with ecosystem partners to refine selling points for the creative economy
  - i. **METRIC:** Provide online materials to familiarize educators, guidance/occupational counselors with creative occupations, Q4 2019.

**STRATEGY:** Promote the community to decision-makers and influencers.

- a. **TACTIC:** Utilize CapitalLOOP to conduct personal outreach to existing businesses.
  - i. **METRIC:** Conduct 100 CapitalLOOP visits annually, with 10 visits allocated to each target industry.
- b. **TACTIC:** Develop a plan to attend professional association conferences targeting site selection consultants to develop relationships with decision influencers.
  - i. **METRIC:** In the first year, develop a personal relationship with 10 site selectors or out-of-market company representatives in each of the targeted sectors.
  - ii. **METRIC:** Annually attend at least two site selection professional association conferences.
  - iii. **METRIC:** Annually attend two Enterprise Florida, Inc. sponsored events.
  - iv. **METRIC:** Create and maintain at least two touch-points annually with site selection consultants and decision influencers.
- c. **TACTIC:** Identify conferences hosted locally that support community's target industries.
  - i. **METRIC:** Partner with host institutions to provide visitor and community information to conference attendees at least two times a year.
- d. **TACTIC:** Leverage Florida's legislative session to target decision-influencers within target industries.
  - i. **METRIC:** Host or attend four legislative receptions in partnership with legislative delegation.
- e. **TACTIC:** Host familiarization (FAM) tours to showcase community's assets i.e., investment in public infrastructure and research institutes.
  - i. **METRIC:** Host two FAM tours per year.

**STRATEGY:** Redevelop OEV's website.

- a. **TACTIC:** Build a robust microsite on OEV's website that offers a one-stop-shop for minority and women owned small businesses to find competitive bid opportunities and solicitations.

- b. **TACTIC:** Build a robust microsite on OEV's website that communicates an identity representing the community's full creative offering, utilizing the unique identity points to enhance the business and tourism brands of Tallahassee-Leon County.
  - i. **METRIC:** Updated website completed by Q4 2018
  - ii. **METRIC:** Microsites completed by Q2 2019

**STRATEGY:** Utilize social media to connect with a wide audience and promote the community as a whole.

- a. **TACTIC:** Foster an online community via social media for the creative economy as part of the planned outreach and support structure.
  - i. **METRIC:** Develop and expand the creative economy across social networks to create an actively communicating community.
- b. **TACTIC:** Utilize OEV's YouTube channel to showcase videos produced during events and share widely across social media accounts.
  - i. **METRIC:** Videos posted within one week of production

**STRATEGY:** Leverage industry-specific publications to promote industry competitiveness to national and global audiences.

- a. **TACTIC:** Foster relationships by capitalizing on industry partnerships, supporting partnership efforts via content and advertisement submissions.
  - i. **METRIC:** Quarterly mention of community, key partners, target industry, and/or associated businesses, research in industry specific publications

**STRATEGY:** Leverage e-mail subscription service to drive key messages and opportunities to target audiences.

- a. **TACTIC:** Provide certified MWSBEs with an email alert of contract opportunities being added to the website.
  - i. **METRIC:** Develop the microsite to include links to local, state, national as well as FSU and FAMU solicitations within the first year. Benchmark against other websites.
  - ii. **METRIC:** By year two of the microsite launch, set a target of at least six private sector bid opportunities posted annually.
  - iii. **METRIC:** In the first three years of the microsite launch, seek to increase the traffic at the levels of the disparity study to the site.

**STRATEGY:** Plan a formal, public roll-out of the creative economy initiative.

- a. **TACTIC:** Outline a marketing and communications strategy to promote the whole of the creative economy community.
  - i. **METRIC:** Q2 2020

**STRATEGY:** Further enhance the product available for Tallahassee-Leon County's tourism marketing.

- a. **TACTIC:** Look at all creative industries to discover opportunities around which visitor attraction strategies can be built to help position Florida's Capital as the creative hub of their industry. Coordinate creative economy assets with Leon County Division of Tourism (Visit Tallahassee) for possible visitor attraction synergies
  - i. **METRIC:** Q1 2020

- b. **TACTIC:** Market creative and tourism events in partnership with Leon County Division of Tourism (Visit Tallahassee) to attract weekend visitors and better direct resources for ROI on such events.
  - i. **METRIC:** Establish at least one creative economy/tourism job-creation opportunity.
- c. **TACTIC:** Collaborate with FSU's College of Motion Picture Arts along with others in the film and video production fields to host a statewide Film Festival. Utilize OEV's YouTube channel to promote winning submissions.
  - i. **METRIC:** Q1 2020

**STRATEGY:** Develop a suite of initiatives focused on retaining students graduating Tallahassee-Leon County's institutes of higher education.

- a. **TACTIC:** In partnership with FSU, FAMU, and TCC, conduct a representative survey of attending students asking questions about their perceptions of Tallahassee-Leon County.
  - i. **METRIC:** Conduct survey Q2 2020
- b. **TACTIC:** Expand the Job Hop to a wide variety of potential employers and invite students from FSU, FAMU, TCC, and interested high school students.
  - i. **METRIC:** Host two Job Hops a year in partnership with the Greater Tallahassee Chamber of Commerce.

## **IMPLEMENTATION**

Initially, the implementation of the marketing plan will include two target industries, Applied Science and Innovation and Manufacturing and Transportation/Logistics. The marketing of Applied Science and Innovation sector was effectively launched with the establishment of the Magnetics Technology Task force, which will complement the marketing efforts. Manufacturing and Transportation/Logistics is inextricably linked with Applied Sciences as businesses commercialize, produce and distribute the product of research and innovation. Implementation overviews for both sectors are outlined below.

### **Applied Sciences & Innovation**

Based on the recommendation from the Strategic Plan, the Targeted Industry Study, and the Office of Economic Vitality will focus on promotion of Florida's Capital for Business as a business generator in the Applied Sciences and Innovation sector with a strong focus on Magnetic Technologies. This effort will require collaboration from industry influencers in the Taskforce and the internal community to appropriately market the MagLab and its multitude of resources.

As a first step, the Taskforce and the MagLab will curate a list of businesses with which they have worked with in the past but did not relocate due to varying reasons in cooperation with staff. These businesses will be winnowed to create a list of potential business leads, of which the Office of Economic Vitality team will reach out to with the intention of creating opportunities for face-to-face meetings with C-level executives and/or site selectors.

Ultimately, these efforts are to ensure that both new and existing businesses see the community's tangible and intangible benefits of working in and/or relocating to Florida's Capital for Business, with tips on how to navigate regulatory hurdles and workforce challenges through resources like the Office of Economic Vitality. While direct outreach will be the strongest tool the Office of Economic Vitality can utilize, working in partnership with community influencers will support the goal of promoting the community as an ideal location in which to do business.

These efforts will be duplicated across all of the targeted industries based on feedback, program success, and budget allowances starting in FY 2020.

*a. Business Formation*

In order for Tallahassee-Leon County to foster business formation for their applied sciences and innovation sector, a position within the Office of Economic Vitality's Engagement and Operations team will be reclassified to become the Applied Science and Innovation Project Manager, as recommended by the Taskforce. This individual's responsibility will be to expand Applied Science and Innovation project opportunities and oversee innovation management, allowing for a structure from which business formation can take place. Through close collaboration with the Taskforce and a Consultant, the primary goal of this position is to create business leads both internally and externally.

**Tactics**

1. Staff the Business Development Manager, Applied Science/Manufacturing position.
2. Within 120 days, create a list of potential business leads to be contacted through the Office of Economic Vitality and/or the Taskforce.
3. Establish contact and maintain outreach to identified leads.

**Metrics**

- Contact a minimum of 10 private firms or companies that would benefit from a location close to the MagLab.
- Send Quarterly Newsletter to all firms and companies contacted.

*b. Technology & Commercialization*

The Office of Economic Vitality will work to catalog and promote all available resources and assets within the community for businesses at every level. The goal is to market these resources and become the place to build, not just prototype. Crossover with the Manufacturing & Transportation/Logistics sector is encouraged.

Specifically, the development of a collaborative partnership with the Leon County Research and Development Authority (LCRDA), FSU, and FAMU to leverage resources and assets for developing a technology cluster based on the MagLab will help to recruit industry and talent. By working with these ecosystem partners, the Office of Economic Vitality can work to define and refine selling points of the resources and research available within the community.

**Tactics**

1. Catalog resources within Innovation Park and related entities.
2. Work with the MagLab, FSU, FAMU, and the LCRDA to refine selling points on the resources and research within the community.

*c. Business Retention & Expansion*

In 2017, the Office of Economic Vitality launched CapitalLOOP, a program dedicated to business retention and expansion efforts within Tallahassee-Leon County. These meetings focus on direct interaction with business leaders in the community looking to grow their businesses; in these meetings, the Office of Economic Vitality team works to showcase the resources available for businesses in the area while gathering feedback on the issues that businesses face. These meetings will be essential resources in helping to refine the catalog of assets available in the community and at the MagLab, as well as assisting in developing marketing and branding materials that offer solutions to these issues or seek to resolve them.



Additionally, collaboration between the Office of Economic Vitality and its ecosystem partners is encouraged to promote workshops, courses, and networking events to the research community and will help address and correct problems faced by businesses, including the promotion of R&D resources, access to funding, and workforce training.

#### **Tactics**

1. Meet local business owners and operators on site.
2. Promote partner (Innovation Park, SBDC) programs and activities.

#### **Metrics**

1. Schedule 10 CapitalLOOP meetings with businesses inside the Applied Sciences & Innovation sector in FY 2019.
2. Co-host at least two MWSBE Industry Academies with ecosystem partners.

#### *d. Business Recruitment*

To further the efforts of business recruitment, Tallahassee-Leon County will attend events specifically designed to target site selectors and business leaders, with a focus on scheduling one-on-one meetings. Collateral will be essential at these events as time is often limited; micro-sector specific collateral should be developed with the express intent of featuring the benefits of Florida's Capital for Business as well as how businesses would benefit from a location near its world-class assets.

Earned media will also be a cornerstone of this effort. The Office of Economic Vitality team will work to develop and maintain relationships with media agencies inside the Applied Sciences & Innovation industry, with a strong focus on publications in the magnetism sector. The Office of Economic Vitality and industry influencers within the community, like those on the Taskforce, will work to develop a dialogue that is ongoing and consistent with the goal of sharing stories on the achievements of the exceptional local businesses in the area. These stories should be pushed out by companies and firms as well as the Office of Economic Vitality.

#### **Tactics**

1. Create a list of publications inside the magnetism sector based on local, regional, and national/global reach for the purpose of sharing stories happening in the Magnetism Capital of the World.

#### **Metrics**

- Attend at least two conferences in the magnetism sector annually.

#### *e. The Creative Economy*

Not to be overlooked, the creative economy will play an essential role in the applied sciences and innovation sector. Tallahassee-Leon County will work with the Tallahassee International Airport and creative economy partners to create a sense of place within the airport that reinforces Tallahassee-Leon County is the magnetism capital of the world. A sense of place may be achieved through a magnetism-inspired art installation or interactive and educational play area for children and adults, for example. Regardless, visitors to Tallahassee's airport should be met with a strong message that carries the tone for Tallahassee-Leon County's business brand.

#### **Tactics**

1. Work with the Tallahassee International Airport, MagLab, and creative firms to create a sense of place within the airport, promoting Tallahassee-Leon County as the Magnetics Capital of the World.

*f. Talent Pipeline*

Given Tallahassee-Leon County's vast base of resources, including universities, start-ups, and reputable public education, it will be essential to tap into the talent pipeline the region has to offer to bolster the applied sciences and innovation sector. The Office of Economic Vitality will seek to partner with the MagLab on its K-12 outreach and programs to help build the talent pipeline within applied sciences and help scale the program.

Additionally, the use of the Office of Economic Vitality website and in-house GIS capabilities will be effective in highlighting the concentration of university research organizations. FAMU and FSU offer world-class research labs and consistently produce news-making findings and reports. It will be an important strategic step to create a communication network that attracts more students to these opportunities and also creates a sense of community involvement beyond campus which will effectively keep talent and research within Tallahassee-Leon County.

**Tactics**

1. Formalize a partnership with the MagLab to support its K-12 education and outreach initiatives.
2. Use OEV website and in-house GIS capabilities to highlight concentration of university research organizations.

**Manufacturing & Transportation/Logistics**

Manufacturing is tightly woven in to the fabric of Applied Sciences & Innovation, allowing the Manufacturing & Transportation/Logistics sector to operate along a similar structure and pathway. However, as manufacturing has not been a focus in recent years, a major focus of marketing efforts for this sector will address existing but outdated concepts of what "manufacturing" means, as suggested by the Targeted Industry Study. There will also be a focus on correcting the idea that manufacturing, science, and technology are individual operations; manufacturing not only creates the products envisioned through research, but creates the tools and equipment necessary to conduct research and innovation. In turn, technology and innovation advance manufacturing efforts by finding processes that are more efficient, cost-effective, and better suited to final use.

These sectors are presented as one collective cluster as manufacturing, which creates goods needing to be moved along a supply chain to a final end user, and transportation/logistics, which requires goods to move, are closely connected and ultimately work to improve the other. Pairing these industries with the Applied Sciences & Innovation sector will promote the importance of being able to produce science, technology, engineering, and math-inspired products, capturing for the economy the benefits of local innovation.

Similar to the Applied Sciences & Innovation sector, a micro-sector will need to be identified within this targeted industry and a taskforce developed. This taskforce will also work to promote the area as a business generator in the Manufacturing & Transportation/Logistics industry while also working with the Office of Economic Vitality to update internal community perspective on the manufacturing industry.

*a. Business Formation*

Between 2011 and 2016, the Transportation/Logistics industry added 26 new businesses, increasing the number of total establishments in the Tallahassee MSA by 20% while the Manufacturing Industry added zero. As such, the sector needs thoughtful, deliberate, and sustained support to fulfill its critical role in exploiting research and develop discoveries.

In partnership with the Office of Economic Vitality, the Magnetics Technologies Taskforce identified a preliminary series of manufactured products that use MagLab discoveries, including MRI technology, electrical vehicles, wind turbines, and levitating magnetic transportation. Through a collaborative effort with the industry's own taskforce, the Applied Sciences and Innovation Project Manager, and the Consultant, the establishment of relationships with companies in this industry will be a high priority.

It should also be stated that entrepreneurs and startups benefit strongly from local manufacturing; collaborations between CapitalLOOP, the MWSBE, and ecosystem partners to cultivate and support the entrepreneurial community will be an essential key to success.

#### **Tactics**

1. Identify a micro-sector within the Manufacturing & Transportation/Logistics sector and create a Taskforce of leaders in the industry locally.
2. Within 120 days, create a list of potential business leads to be contacted through the Office of Economic Vitality and/or the industry's taskforce.

#### **Metrics**

- Contact a minimum of 10 private firms or companies that would benefit from a location close to R&D facilities like the MagLab.
- Create collateral to support outreach.

#### **b. Technology & Commercialization**

As stated in regards to Applied Sciences & Innovation, the goal is to become the place to build, not just to prototype. The Office of Economic Vitality will work to catalog and promote all available resources and assets within the community for business at every level. This will encourage crossover with the Applied Sciences & Innovation sector, a crucial element to the success of the Manufacturing & Transportation/Logistics industries locally.

Additionally, the scope of the Taskforce will be expanded to include other Manufacturing verticals that will work to leverage university- and R&D-related assets. This will be in direct support of Technology and Commercialization efforts in the Applied Sciences & Innovation cluster.

#### **Tactics**

1. Catalog resources within Innovation Park and related entities.
2. Work with the MagLab, FSU, FAMU, and the LCRDA to refine selling points on the resources and research within the community.

#### **c. Business Retention & Expansion**

A key component to business retention and expansion will be a focus on continuous direct interaction. The Office of Economic Vitality and the Taskforce will continue to work in collaboration with one another to foster a dialogue on the issues facing businesses in the community and the resources available to them locally and regionally.

Working closely and helping to cultivate and grow the entrepreneurial ecosystem will be a cornerstone of these efforts; entrepreneurs, startups, and small businesses will have the strongest impact on Manufacturing & Transportation/Logistics industries, as they are more

likely to support local industries. The Office of Economic Vitality will work with existing Manufacturing & Transportation/Logistics firms and companies to refine and promote their resources to local businesses.

**Tactics**

1. Work with ecosystem partners to refine and promote local R&D resources.
2. Utilize CapitalLOOP to support workforce development, enhance opportunities for growth, and meet replacement demand.

**Metrics**

- Schedule 10 CapitalLOOP meetings with businesses inside the Manufacturing & Transportation/Logistics cluster.
- Host at least two MWSBE Industry Academies with local Manufacturing & Transportation/Logistics companies or firms a year.

*d. Business Recruitment*

To further the efforts of business recruitment, Tallahassee-Leon County will attend events specifically designed to target site selectors and business leaders, with a focus on scheduling one-on-one meetings. Collateral will be essential at these events as time is often limited; micro-sector specific collateral should be developed with the express intent of featuring the benefits of Florida's Capital for Business as well as how businesses would benefit from a location near its world-class assets.

Earned media will also be a keystone of this effort. The Office of Economic Vitality team will work to develop and maintain relationships with media agencies inside the Manufacturing & Transportation/Logistics industries, with a strong focus on manufacturing and magnetics. The Office of Economic Vitality and industry influencers within the community, like those on the Taskforce, will work to develop a dialogue that is ongoing and consistent with the goal of sharing stories on the achievements of the exceptional local businesses in the area. These stories should be pushed out by companies and firms as well as the Office of Economic Vitality.

**Tactics**

1. Create a list of publications inside the magnetics sector based on local, regional, and national/global reach for the purpose of sharing stories happening in the Magnetics Capital of the World.

**Metrics**

- Attend at least two conferences in the Manufacturing & Transportation/Logistics sector annually. Events that crossover with Applied Sciences & Innovation/Magnetics is encouraged.

*e. The Creative Economy*

Manufacturing & Transportation/Logistics will find a wealth of untapped potential through collaboration with creative firms within the business community; manufacturing can find creative and innovative design inspiration and development while Transportation/Logistics can continue to curate unique business models for the industry.

**Tactics**

1. Develop strategies to align and leverage all creative assets and talent.

*f. Talent Pipeline*

As with Applied Sciences & Innovation, use of the Office of Economic Vitality website and in-house GIS capabilities will be effective in highlighting the concentration of university research organizations that the Manufacturing & Transportation/Logistics cluster will both benefit from and support.

FAMU and FSU offer world-class research labs and consistently produce news-making findings and reports. It will be an important strategic step to create a communication network that attracts more students to these opportunities and also creates a sense of community involvement beyond campus which will effectively keep talent and research within Tallahassee-Leon County.

**Tactics**

1. Formalize a partnership with the MagLab to support its K-12 education and outreach initiatives.
2. Use OEV website and in-house GIS capabilities to highlight concentration of university research organizations.

## BUDGET

The Office of Economic Vitality has identified three major components of plan implementation: a website redesign, a branding toolkit and related collateral, and direct outreach. These were selected due to their high potential for effective outreach and their alignment with goals outlined in the Strategic Plan, Targeted Industry Study, and this Strategic Marketing and Communications Plan.

For the initial implementation of this plan, the Office of Economic Vitality is requesting \$160,000 until Fiscal Year (FY) 2020. Starting with FY 2020, the Office of Economic Vitality team will make a new recommendation based upon needs and feedback from the initial phase.

1. Website – Estimated total: \$60,000 - \$80,000. Timeline: Immediate, beginning Q4 FY 2018 unless otherwise stated.
  - a. **Base redesign.** An updated Office of Economic Vitality website will be built around the “Florida’s Capital for Business” brand with the ultimate goal of better promoting the area as a business generator and ideal place to start and grow a business. Additionally, pages such as an MWSBE Microsite, catalog of available resources, and industry-specific landing pages will be added into the current site map.
  - b. **Outside design firm.** It is the belief of the Office of Economic Vitality that the website should be built by a firm or company in the local community to ensure that appropriate care and attention are placed on creating a design that is equal parts functional and appealing. As 90% of information is gathered online before a site selector decides to make a call regarding business resources and opportunities in a community, a website that runs smoothly, quickly, and efficiently while still being a successful resource is essential; our website should accurately reflect the scale of the economy a business is inquiring about.
2. Branding Toolkit/Collateral – Estimated total: \$35,000 - \$50,000. Timeline: Immediate, Q3 FY 2018.
  - a. **Digital-first collateral.** All collateral should focus on branding Tallahassee-Leon County as Florida’s Capital for Business and highlighting the vibrant business community internally and externally. These pieces will be produced with online publication as the final destination but will also be developed for printed purposes as the need arises. These include but are not limited to event invitations, Industry Briefs, and Data Dashboards, as well as digital-only content, such as videos and social media graphics.

### Videos

- i. **Data Talks.** The Office of Economic Vitality’s Research & Development department launched a web series named “Data Talks” during Economic Development Week in May 2018; these videos are between 1-3 minutes long and discuss economic data touchstones individually. These have the dual purpose of creating content that can be easily accessible and understood by audiences internally and externally. These are shared via social media platforms and expanded further through blog posts on the Office of Economic Vitality website. Posts should also be promoted based on specific demographic factors to help reach the targeted audience. Estimated cost to promote each post: \$50/day, not to exceed \$500.
- ii. **Capturing Champions.** In honor of Black History Month and Women’s History Month, MWSBE partnered with the Small Business Development Center at FAMU (SBDC) and the Jim Moran Institute at FSU (JMI) to create a series of quick videos highlighting minority- and female-owned businesses aptly titled “Capturing Champions.” This will continue on to feature other certified MWSBEs that are paving the way for more businesses like them to come. These will be evergreen, allowing them to be shared across a variety of platforms with a long

shelf life. These will be short public service announcements created through a continued collaboration with the SBDC and JMI. Timeline: Mid-term opportunity, Q1 FY 2019

1. Estimated cost to produce: \$2,000 each. Recommended additional videos: 5.
  2. Estimated cost to promote each video: \$50/day, not to exceed \$500.
  3. Opportunity to continue to seek a partnership with local media stations such as WCTV, which originally shared the videos on their network.
- iii. **MWSBE online training videos.** As an addition to the MWSBE microsite, the Office of Economic Vitality team will work to create a suite of online training videos for those seeking MWSBE certification or recertification and/or seeking additional assistance. These videos will include basic training information on procurement opportunities, bid assistance, marketing tools, and more under the MWSBE Industry Academy program. Estimated cost to produce: \$3,500 - \$5,000 each video. Recommended initial video count: 4. Timeline: Long-term opportunity, Q4 FY 2019.

#### **Printed Collateral**

- i. **Industry briefs.** These will be general overviews of each industry based on each of the six key initiatives identified in the Strategic Plan. Similar in style to the Quarterly Economic Dashboards but skewed to discuss data relevant to the industry in question and the identified micro-sectors. To be updated quarterly or as required. Timeline: Mid-term opportunity, Q2 FY 2019.
- ii. **Data Dashboard.** Published quarterly, the Data Dashboard is a collection of the top economic indicators tracked by the Office of Economic Vitality's Data and Business Analysis department. These also highlight a specific indicator in depth and are the basis for features such as the Data Talks. Timeline: Immediate opportunity, Q3 FY 2018.
- iii. **Stakeholder Bulletin.** This document ranges between 2-4 pages and is a surface-level overview of the Office of Economic Vitality's results, including CapitalLOOP efforts, project leads, jobs generated and/or retained, and MWSBE updates. These are published quarterly or as needed. Timeline: Immediate opportunity, Q3 FY 2018.
- iv. **Industry- and event-specific collateral.** These will be pieces of varying size and length, tailored specifically to contain general information on the Office of Economic Vitality with imagery and branding relevant to the specific industry being targeted. These will be specifically designed to be printed as collateral for events, meetings, or other industry-specific purposes. Timeline: Immediate opportunity, Q3 FY 2018.

#### **b. Branding**

- i. **Florida's Capital for Business/#FLCapital4Biz.** With the official launch of the new tagline for Tallahassee-Leon County, a suite of collateral centered around the ultimate goal of promoting the area as a business generator and an ideal location to start and grow a business should be created. Pieces will include but are not limited to a pull-up banner centered around evergreen programs and indicators, Stakeholder Bulletins, Quarterly Economic Dashboards, Postcards/Rack Cards, and other collateral that can be used during direct outreach efforts. Certain pieces will also be edited and adapted to fit the micro-sector being targeted; beginning with the applied

sciences micro-sector of magnetics, the tagline would read “Florida’s Capital for Magnetics.”

- ii. **Magnetics Capital of the World.** In partnership with FSU, the Office of Economic Vitality will work to promote and market the MagLab and its available resources to C-level executives, site selectors, and other industry influencers. This will include supporting collateral for direct outreach efforts as well as utilizing the tagline throughout promotional materials like paid advertisements and videos.

- 1. **TLH partnership.** As the Office of Economic Vitality works with Tallahassee International Airport (TLH) to develop strategic messages and materials for the community at large, a partnership with TLH, the Office of Economic Vitality, the Taskforce, and the MagLab will work to create a sense of place at the airport for the express purpose of promoting the community as the Magnetics Capital of the World. Estimated cost: \$10,000. Timeline: Long-term opportunity, Q2 FY 2019.
- 2. **Partner videos.** Videos featuring the benefits of having a location in the same community as the MagLab will be developed in partnership with the MagLab, either through use of repurposing existing videos and adding updated branding or based on b-roll footage with voiceovers to keep costs down. These should be no longer than 90 seconds and will be used during promotional events and pushed during digital advertising campaigns. Estimated cost: \$2,500 each. Recommended video count: 3. Timeline: Mid-term opportunity, Q1 FY 2019.

3. **Direct Outreach.** Estimated cost: \$28,500.

- a. **Industry events.** The most direct form of connecting with C-level executives and site selectors will be through attendance at industry-specific events, like the Magnetics Conference in Orlando, Florida, to help drive business recruitment efforts. Specialized collateral should be developed and provided for events like these. Estimated cost, per person: \$800 - \$1,200 per ticket, \$1,000 in travel expenses (based on two-night hotel stay). The Office of Economic Vitality will seek to attend at least two a year. Timeline: Immediate opportunity, Q1 FY 2019.

- i. **Opportunities available:** If budget allows, the Office of Economic Vitality will seek to sponsor an event, panel, or breakout session for further individualized interaction with potential leads as well as the opportunity to share the resources available in Florida’s Capital for Business. Estimated cost: \$5,000 to \$10,000 depending on event size. Timeline: Long-term opportunity, Q3 FY 2019.

- ii. **Recommended events:**

- 1. **12<sup>th</sup> International Conference on Research in High Magnetic Fields (RHMF 2018).** Hosted by the MagLab. June 24-28, 2018.
- 2. **Magnetics 2019.** Two-day conference “focused on the latest economic developments and technological advancements in magnetics markets and technologies, bringing together worldwide magnetics experts.” January 23-24, 2019.

- b. **Local events.** The Office of Economic Vitality will seek to partner with local business influencers to host or help sponsor panels, and speaker series to help connect local businesses to resources available in the community. Estimated cost: \$5,000 - \$7,500, depending on event size. Timeline: Mid-term opportunity, Q2 FY 2019.



- i. **Workforce training and networking.** Promote directly to the scientific and academic research communities information about workshops, courses, and networking events. These efforts should be in collaboration with existing ecosystem partner efforts and crossover should be a driver of these efforts. Estimated cost: \$250 per event, one event per quarter. Timeline: Immediate opportunity, Q1 FY 2019.
  - ii. **Support and Management of events.** Continue current management and support of Economic Development Week, Small Business Week, Entrepreneur Week, MED Week.
  - iii. **Partnerships.** Explore partnership opportunities for the annual economic forum, held each February, Tech Night and other events and pitch nights related to the targeted industries.
- c. **Mentorship programs.** As recommended by the Targeted Industry Study, the Office of Economic Vitality will work with ecosystem partners to establish mentorship and advisory resources specific to the applied sciences and innovation cluster. “Scientists need sustained advice from people who have formed businesses around R&D discoveries and programs, such as an entrepreneur-in-residence who can provide needed interaction.” These programs should be focused on connecting new and established businesses. Estimated cost: \$250 per event, events hosted quarterly. Timeline: Long-term opportunity, Q4 FY 2019.
- d. **Sponsorships and grants.** To help spread awareness of community assets across a variety of sectors, the Office of Economic Vitality should more closely align its *Elevate Florida's Capital for Business: Sponsorship Program* fund to strategically support initiatives that strengthen its targeted industry sectors.

Tallahassee-Leon County Office of Economic Vitality  
Business Recruitment and Incentive Fund

Status: As of June 1, 2018

Please note this budget does not reflect the receipt of sales tax funds in FY 2020. It only depicts the allocation of \$1million from the City and County in FY 2017 and the expenditures to date.

Revenue	Entity	FY 2017	FY 2018	FY 2019	FY 2020
	Leon County	500,000	-	-	-
	City of Tallahassee	500,000	-	-	-
	Reserves		810,057	369,747	126,779
	Subtotal	1,000,000	810,057	369,747	126,779

Approval Date	Economic Development Infrastructure Program	FY 2017	FY 2018	FY 2019	FY 2020
11/4/2014	Convention Center Debt Service	-	-	-	-
11/4/2014	Airport Allocations	-	-	-	-
	Total	-	-	-	-

Approval Date	Incentive Program	FY 2017	FY 2018	FY 2019	FY 2020
4/10/2018	Reviewed OTI schedule with Steve Weiland at DEC Qualified Target Industry Tax Refund				
	Project Gold: Danfoss Expansion I		3,500	3,500	3,500
Previously approved by County and City Commissions	Project Presidential: One Loan Place	-	-	36,000	36,000
6/13/2017	Project Campus: Danfoss Expansion II	-	-	-	10,500
	Subtotal	-	3,500	39,500	50,000

	Targeted Business Program				
	Red Hills Surgical Center	19,972	20,610	21,270	-
Previously approved by County and City Commissions	Project Gold: Danfoss Expansion I	-	31,200	32,198	33,229
6/13/2017	Project Campus: Danfoss Expansion II	-	-	-	107,240
2/28/2018	Project Fox: Proof Expansion				18,202
	Subtotal	19,972	51,810	53,468	158,671

9/19/2017	Urban Vitality: Promise Zone Job Creation Pilot Program	-	25,000	25,000	25,000
	Incentive Program Totals	39,943	80,310	117,968	233,671

Approval Date	Elevate Florida's Capital Grant Programs	FY 2017	FY 2018	FY 2019	FY 2020
3/1/2018	Workforce Development		-	100,000	
Board Consideration: June 2018	Sponsorship/Programmatic Support		-	25,000	-
	Elevate Florida's Capital Grant Totals	-	-	125,000	-

Approval Date	Business Attraction Programs	FY 2017	FY 2018	FY 2019	FY 2020
2/20/2017	Target Industry Plan	150,000	-	-	-
3/1/2018	Magnetic Technologies Attraction/Expansion Services		200,000	-	-
Board Consideration: June 2018	Strategic Marketing Implementation		160,000	-	-
	Business Attraction Program Totals	150,000	360,000	-	-

	Capital and Investment Budget Total	189,943	440,310	242,968	233,671
	Revenue - Expenditures	810,057	369,747	126,779	(106,892)