

Blueprint Intergovernmental Agency Board of Directors Informational Item

February 24, 2022

Title: Receipt and File

Category: Informational Item

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

Lead Staff / Project Team: Benjamin H. Pingree, Director, Department of PLACE
Autumn Calder, Director, Blueprint
Cristina Paredes, Director, Office of Economic Vitality

STATEMENT OF ISSUE:

The following informational items are being provided to the Blueprint Intergovernmental Agency Board of Directors and have been posted to the Blueprint [website](#).

- Items posted for February 24, 2022
 - Approved Economic Vitality Leadership Committee February 2, 2022 Meeting Minutes
 - Draft Economic Vitality Leadership Committee February 14, 2022 Meeting Minutes
 - Blueprint Infrastructure Community Engagement Update



Economic Vitality Leadership Council Meeting

February 2, 2022 at 11:30 a.m.
Parkview Room at Cascades Park

Meeting Minutes

MEMBERS IN ATTENDANCE

Attending In Person	
Kim Moore	Mindy Perkins
Garry Simmons	Bill Smith
Jake Kiker	Mark O'Bryant
Mitch Nelson	Steve Evans
Keith Bowers	Ricardo Schneider
Katrina Rolle	Brent Edington
*Absent: Dr. Temple Robinson and Cissy Proctor	

I. WELCOME

The Chair of the EVLC, Mr. Steve Evans, called the meeting to order at 11:40 a.m. by stating protocols and providing a brief summary of the meeting agenda and the importance of providing feedback regarding the draft strategic plan strategies and tactics.

II. ACTION AND DISCUSSION ITEMS

1. Approval of September 9, 2021 EVLC Minutes

Ms. Kim Moore motioned to accept the item, and Ms. Katrina Rolle seconded that motion. It carried unanimously.

2. Presentation by VisionFirst Advisors on the Office of Economic Vitality Strategic Plan Update and Council Discussion

OEV Director Cristina Paredes highlighted the economic impact of the OEV office from 2016 to 2021 under the current strategic plan; and requested suggestions from members for revisions to the mission statement. OEV has implemented over 85% of the 2016-2021 strategic plan and has achieved a \$390 million return on investment from \$61.8 million. Director Paredes outlined the intended focus of the strategic plan and stated that OEV is seeking to align the new proposed strategic plan with both the City of Tallahassee and Leon County's Strategic Plan.

Mr. Gray Swoope presented updates from VisionFirst about the OEV Strategic Plan including the definition of economic development, project approach, feedback from the stakeholder meetings and surveys, and then provided an overview of the draft key recommendations of the strategic plan.

Mr. Kiker suggested hosting another meeting to further discuss the strategic plan once the full document was completed in draft form. The Council agreed to discuss a date for a new meeting

within the next two weeks and requested that the feedback provided at today's meeting be incorporated into the draft strategic plan document.

Mr. Swoope then went through the individual core and enabling strategies and supporting underlining tactics for Council discussion and feedback. VisionFirst suggested that a core value of OEV (i.e. maximize OEV's impact) should be to focus on opportunities that align with the stated mission statement and that a lot of resources are devoted to projects or assignments that aren't necessarily aligned with the stated mission of OEV. The Council discussed ways to prioritize OEV activities to better align with the mission statement and to become more competitive with high performing economic vitality offices throughout the country. It was recommended that there be a more efficient process to redirect or reject projects or opportunities that do not align with the critical mission to create, retain, and sustain jobs to ensure an optimal 75% be spent on mission critical actions. VisionFirst recommended that there should be a unified customer service approach across the multiple local departments to better with serve local businesses and those looking to expand in the Tallahassee-Leon County community (i.e. Client First philosophy).

Mr. Swoope then discussed the importance of driving business recruitment, retention, and expansion. In the previous plan, these were separate strategies. Connecting these strategies to existing outreach reinforces the message of a positive business climate to prospective new companies and industries. Ms. Nancy Blum-Heintz of VisionFirst stated that clients would benefit from a consistent message to external customers that highlights the diversity and opportunity available in the Tallahassee area. Additionally, it was noted that a universal message across all to local government departments of is important.

Mr. Keith Bowers wanted to ensure the 2022 strategic plan focuses on minority businesses at all levels. Mr. Swoope affirmed that it was an important focus of the plan. Mr. Bowers then suggested that additional tactic be included to support development for MWSBEs. The Council agreed.

Mr. Jake Kiker suggested that the plan include elements to improve the experience of existing businesses looking to expand in the Tallahassee area. Mr. Jake Kiker discussed that it is harder for existing businesses to receive assistance than for new businesses coming into the Tallahassee area. Mr. Swoope stated that one of the tactics was to recognize existing industries and support them and their growth. Mr. Swoope also discussed the importance of regionalism in Business Retention, Recruitment, and Expansion (BRRE) efforts. The Council requested that a tactic be added to specifically include regional collaboration.

Mr. Swoope discussed the core strategy of enhancing the incentive toolbox. The Council requested that adding support for "existing" sites as well as new sites.

Mr. Swoope provided guidance on core strategy four "Foster Entrepreneurship & Business Formation". Mr. Brett Edington suggested utilizing the universities commercialization as an asset for business recruitment and formation efforts, similar to the work of the Magnetic Taskforce. Mr. Ricardo Schneider agreed.

Kim Moore requested that tactics #4 and #5 of business formation be a separate core strategy and recommended that first three tactics be separated into a standalone core strategy on minority, women, and small business enterprises. Finally, Ms. Moore also requested adding a strategy to advocate and support Innovation Park's North Florida Innovation Labs. The Council agreed.

VisionFirst recommended and the committee discussed promoting unique Tallahassee resources such as the MagLab, FAMU, Innovation Park, and the Tallahassee International Airport. Mr. Jake Kiker suggested that the Airport may not be an advantageous investment because it is not a competitive resource when compared to surrounding airports in Jacksonville, Pensacola, or

Orlando. Other committee members discussed highlighting the expansion opportunities surrounding the airport along the gateway rather than the airport specifically.

The EVLC agreed to host an additional meeting on February 14, 2022 to review the complete draft strategic plan document at a location to be determined. Mr. Bill Smith stated the importance of the plan being tailored specifically to the Tallahassee-Leon County community. Mr. Swoope agreed and stated that it is reflected in the strategic plan document that the Council will receive next week.

Susan Dawson informed the body that a special meeting is allowed under the EVLC Bylaws and that the meeting is considered a public meeting and must be properly noticed and open to the public. Staff agreed to provide the draft strategic plan document to the Council by COB on Thursday, February 10, 2022.

3. Election of the Economic Vitality Leadership Council Chair and Vice-Chair

Director Cristina Paredes thanked Steve Evans for his service as the ELVC Chair and presented him with a recognition award from OEV.

Susan Dawson conducted elections for Chair and Vice-Chair on the EVLC.

Steve Evans nominated Mr. Ricardo Schneider for Chair of the EVLC; Ms. Katrina Rolle seconded it. All members present elected Mr. Ricardo Schneider unanimously.

Ms. Kim Moore nominated Mindy Perkins as Vice Chair of the EVLC; Mr. Brent Edington seconded it. All members present elected Ms. Mindy Perkins unanimously.

4. Business Development Report

Mr. Drew Dietrich presented the Size Up tool to committee members. Size Up is a virtual tool for small businesses to use to examine data about similar businesses in the Tallahassee area. Mr. Jake Kiker suggested that OEV reach out to business owners and stakeholders in the local area to verify the data on the website to ensure accuracy.

CLOSING / ADJOURN

The meeting adjourned at 1:22 p.m.

Next Economic Vitality Leadership Council Meeting:

Monday, February 14, 2022 at 8:30 am



Economic Vitality Leadership Council Meeting

February 14, 2022 at 8:30 a.m.
TCC Innovation Center

Meeting Minutes

MEMBERS IN ATTENDANCE

Attending In Person	
Kim Moore	Mindy Perkins
Jake Kiker	Mark O'Bryant
Mitch Nelson	Steve Evans
Keith Bowers	Ricardo Schneider
	Brent Edington
*Absent: Dr. Temple Robinson, Bill Smith, and Gary Simmons, Cissy Proctor, Katrina Rolle	

I. WELCOME

Mr. Schneider, EVLC Chair, called the meeting to order at 8:32 a.m. by stating that the purpose of the meeting was to review the draft Strategic Plan. The Chair inquired if there were any members of the public in attendance wanting to provide comment. There were no members of the public in attendance.

II. ACTION AND DISCUSSION ITEMS

1. **Approval of February 2, 2022 EVLC Minutes**

Mr. Steve Evans moved acceptance of the minutes, and Ms. Mindy Perkins seconded that motion. It carried unanimously.

2. **Overview of the Strategic Plan Process**

Chair Schneider provided an over of the day. Director Cristina Paredes provided an overview of the strategic plan process to the Council members. Director Paredes noted that the strategic plan incorporates the recently adopted Leon County Five Year Strategic Plan and the City of Tallahassee Strategic Plan. In addition, the work plan developed by OEV includes the supporting key objectives and initiatives of the County and City plans as they relate to their respective economic development priorities.

Director Paredes explained that the purpose of the meeting was to review and discuss the draft of the strategic plan to present before IA board for acceptance and staff action/implementation.

3. Strategic Plan Review

The Council then moved forward to discuss the draft strategic plan document. The members discussed areas of concern and suggested strategies and tactics for the implementation of the strategies highlighted in the Strategic Plan.

Mr. Jake Kiker requested clarity on the work plan regarding the on-going tactics. Director Paredes stated that recommendations in this plan are meant to complement the ongoing work, which accounts for approximately 40 percent of current activities. These strategies and tactics will be incorporated into an updated work plan with the new strategies and tactics for a holistic and comprehensive effort.

Chair Ricardo Schneider stated that he wanted to ensure that the plan includes ways to bring new money into the Tallahassee area and asked about what tactics or strategies would bring a significant impact to the growth of the economy. Mr. Mitch Nelson requested details and discussion around the targets, goals, and strategies related to recruitment of new businesses to the Tallahassee area. Director Paredes responded that the story of Tallahassee includes highlighting the unique assets of Tallahassee-Leon County such as the Magnetic Lab, FAMU, and FSU, and the growth throughout the area as part of the marketing strategy used to recruit businesses to Tallahassee – Leon County.

Mr. Mark O'Bryant discussed the benefit of bringing new dollars from different industries into the area. He stated that opening new business that are simply replacing similar businesses such as a new restaurant replacing a closed restaurant is not necessarily growth. He reasoned that it is more like recycling the same dollars in the same areas. Mr. O'Bryant stated he wants Tallahassee to focus on recruitment and retention of new businesses by enhancing their customer experiences and recommended that OEV assess the businesses' customer experience once they open and why they decide to stay or leave the area.

Gray Swoope of Visionfirst suggested that OEV highlight the customer experience. He recommended that OEV work as the focal point of the customer experience for business operating or opening in Tallahassee. Mr. Swoope explained that the draft Strategic Plan includes strategies to allow OEV to do a better job of enhancing the customer experience to recruit and retain competitive projects. Several Council members expressed that the customer experience for new and existing businesses are primarily impacted by the identification of site locations for businesses to expand; the permitting process; and local utilities. Director Paredes explained that OEV works with its clients throughout the processes to help facilitate a positive customer experience. The Council expressed a desire for OEV to find a way to breakdown some of the barriers that negatively affect business growth and suggested establishing a liaison to work with the different agencies, departments, and business representatives to improve the establishment and expansion process.

Mr. Mark O'Bryant stated that a defined process to navigate the steps to open a business would be faster and more efficient. The Council recommended that the tactic within the Maximize OEV's Impact core strategy be focused on customer service, the customer experience, and coordination between the City and County departments to improve the customer experience for business growth. Mr. Kiker recommended focusing on make Tallahassee more competitive with larger cities by being able to clearly state that "Tallahassee and Leon County will be the most streamlined and cost effective city-county system for physical business expansion." Mr. O'Bryant stated that other cities

give new and existing businesses step-by-step instructions for each step of the permitting, utility, and site location processes and suggested that OEV follow this model, but adopting a “business navigator” approach. Director Paredes also referred to the work plan that implements that strategies and tactics of the strategic plan.

Mr. Steve Evans suggested that OEV identify a specific marketing efforts related to the Tallahassee Airport in addition to its marketing efforts partnerships with other entities.

Chair Ricardo Schneider suggested developing a two-page summary for the strategic plan and work plan; stating that he believes the plan is very long and that more people would benefit from a succinct summary. Mr. Jake Kiker suggested that the plan include more items related to business diversification. He reasoned that diversification includes recruitment but specific businesses and industries should be targeted.

Director Paredes reviewed the targeted industries with the Council, stated that OEV is committed to diversity industries, and is hyper-focused around the Magnetic Capital of the World – including applied science and manufacturing industries. Director Paredes also referred to the work plan that implements that strategies and tactics of the strategic plan. Chair Schneider agreed and stated the importance of growing and recruiting these industries in Tallahassee. Chair Ricardo Schneider recommended that OEV develop a toolkit for recruitment, messaging, and customer service related to expansion in the research and development industry.

Mr. Mitch Nelson recommended OEV develop an access point such as an email address, hotline, or website about how to start a business in Tallahassee. Director Paredes agreed and referred Mr. Nelson to the business formation strategies as well as noted the important partnership with Alliance for Entrepreneur Resource Organization as a key partner in these efforts.

4. Vision and Mission Statement

VisionFirst facilitated a discussion around the current vision and mission statement to ensure the alignment with the City of Tallahassee and Leon County Government’s economic development priorities as well as the strategies and tactics recommended in the updated plan.

The Council suggested revising the Vision Statement to state the following: “to drive the growth of Tallahassee-Leon County’s diverse and vibrant economy.” This new language ensures that OEV’s vision remains active to driving economic vitality in the community. Mr. Evans moved to recommend to the IA Board to revised Vision Statement; the motion was seconded by Ms. Kim Moore. The motion carried unanimously.

The Council suggested revising the Mission Statement to state the following: “to lead Tallahassee-Leon county’s economic development efforts by leveraging existing resources and assets that grow and drive economic vitality.” Mr. Evans moved to recommend to the IA Board to revise the mission statement; the motion was seconded by Ms. Mindy Perkins. The motion carried unanimously.

5. Work Plan Review and Continued Strategic Plan Discussion

Chair Ricardo Schneider suggested that the Council support the current draft of the Strategic Plan and included a cover letter addressed to the IA Board that highlights specific feedback provided

by the Council during their meetings on the strategic plan. Mr. Evans moved to accept the suggestion; Mr. O'Bryant seconded the motion. The motion carried 7 to 1 with Mr. Jake Kiker in dissent and Kim Moore out of the room.

Mr. Schneider offered to appear at the February 24, 2022 IA Board meeting on behalf of the Council to address the Strategic Plan.

CLOSING / ADJOURN

The meeting adjourned at 11:45 a.m.

Next Economic Vitality Leadership Council Meeting:

Tuesday, May 10, 2022, at 11:30 a.m.

**Blueprint Intergovernmental Agency Board of Directors Meeting
Receipt and File: Blueprint Infrastructure Community Engagement Update
February 24, 2022**

This document provides the IA Board information regarding upcoming public engagement activities for the Blueprint projects.

Upon IA Board approval of the Agency's five-year Capital Improvement Plan, (CIP) Blueprint launched an information campaign, "Delivering on the Blueprint Promise", focused on the activity and projects included in the five-year CIP. In an ongoing effort to apprise the community on the Agency's goals, achievements and projects, information is being shared using a variety of techniques, including, but not limited to:

- Your Penny. Your Projects. Delivered. brochure Delivering on the Blueprint Promise (hard and digital)
- Social Media
- Media Releases
- Radio
- Speakers Bureau
- Featured Guest
- Website

UPCOMING PROJECT ENGAGEMENT

Active projects apply a variety of engagement techniques focused on the residents, businesses, homeowner and neighborhood associations, and project working groups. Intentional, timely and project-focused community engagement remains the most effective way to cultivate positive relationships with community members directly affected by or who have an affiliation with or special interest in the project. This is achieved by connecting with the stakeholders in small group or individual settings to share information and have conversations related to ideas or concerns associated with the project. The Blueprint team maintains an open door for the community to connect with any staff member.

Planned, project-related engagement activities scheduled to occur between the February 24, and the March 31, 2022 meetings include continued stakeholder outreach (i.e. business door-to-door, attending homeowner/neighborhood association meetings, etc.) for the following projects:

- [Monroe-Adams Placemaking](#)
 - The Preliminary Concepts for this project have been developed (Attachment 1) and reflect input from internal and external stakeholders. These conceptual renderings depict five street segments within the Monroe-Adams Placemaking Project: Harrison, Pershing, Jennings, Perkins, and Kestner. These five streets and the related enhancements depicted are based on the Monroe-Adams

Action Plan and include sidewalks, lighting, landscaping, parking, and undergrounding utilities, where possible. The conceptual renderings are subject to change based on continued engagement with internal and external stakeholders.

- Next Steps: Completion of 30% design is anticipated by late March. Subsequently, a request for authorization from the IA Board to procure construction services through a design-build contract and authorization to enter into a JPA with City Electric to underground electric utilities will be made.

The status of all active projects is updated regularly and appears on their respective web pages.

- [Airport Gateway](#)
- [Bike Route System](#)
- [Capital Cascades Trail](#)
- [Capital Circle SW](#)
- [Capital Cascades Trail Amenities](#) (Coal Chute Pond, Skateable Art, FAMU Restroom, and Van Buren Street)
- [Debbie Lightsey Nature Park](#)
- [Fairgrounds Beautification and Improvement](#)
- [Greenways Master Plan Implementation](#)
- [History and Culture Trail \(Capital Cascades Trail Segment 3\)](#)
- [Lake Jackson Greenway](#)
- [Magnolia Drive Trail](#)
- [Market District Placemaking](#)
- [Monroe Adams Placemaking](#)
- [Northeast Corridor Connector: Bannerman Road](#)
- [Northeast Gateway: Welaunee Boulevard](#)
- [Orange Meridian Placemaking](#)

COMMUNITY ENGAGEMENT

Staff attends and provides updates to a variety of special interest and civic organizations via their meetings and informs the community about the Agency and related projects. Planned community level engagement activities included presentations and tours to the members of the Florida Association of Counties, the City of Daytona Beach, Northside Kiwanis Club, Leadership Tallahassee, the City of Albany (GA), KCCI, and FSU's DURP,

among others. Additionally, Tatiana Daguillard served as a panelist on the American Planning Association (Florida Chapter) Black History Month Series webinar which featured the Capital Cascades Trail, Segment 3, History and Culture Trail project, from IA Board direction to concept development, through the current design phase.

WEB-BASED COMMUNITY ENGAGEMENT

The Agency's newly launched LinkedIn and Instagram are gaining traction with steadily increasing followers and engagements. In fact, the number of followers on all accounts has increased. The best performing posts featured the Northeast Gateway: Welaunee Boulevard project and the release of the "Your Penny. Your Projects. Delivered." [brochure](#).

Attachments:

1. Monroe-Adams Placemaking Preliminary Concepts

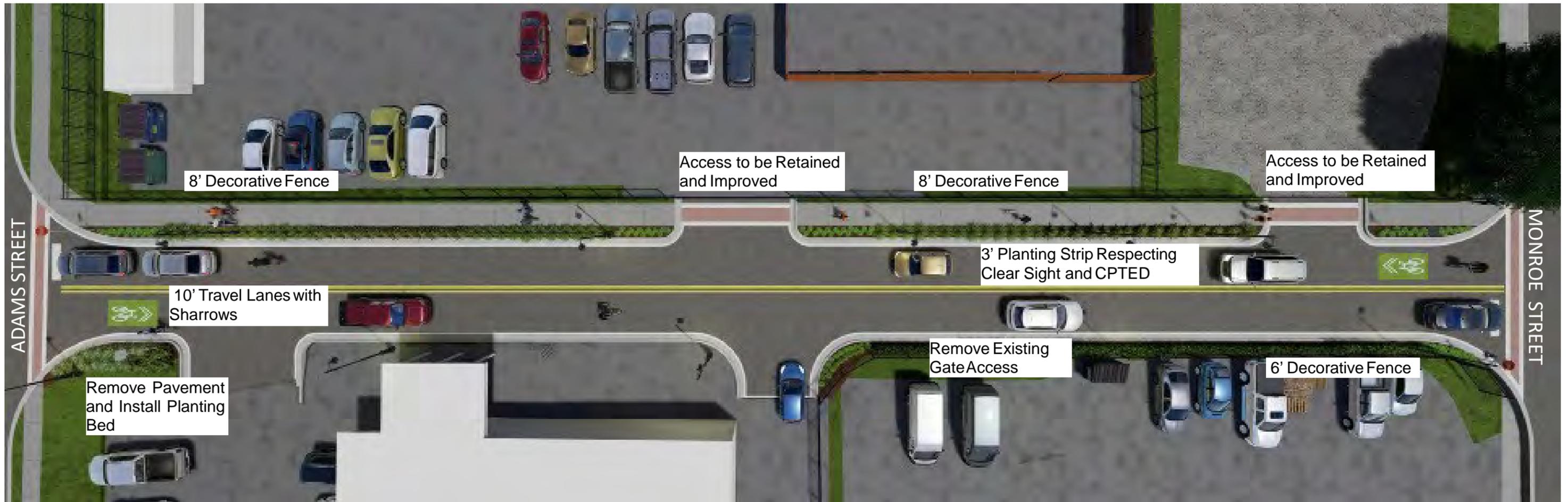


MONROE/ADAMS PLACEMAKING

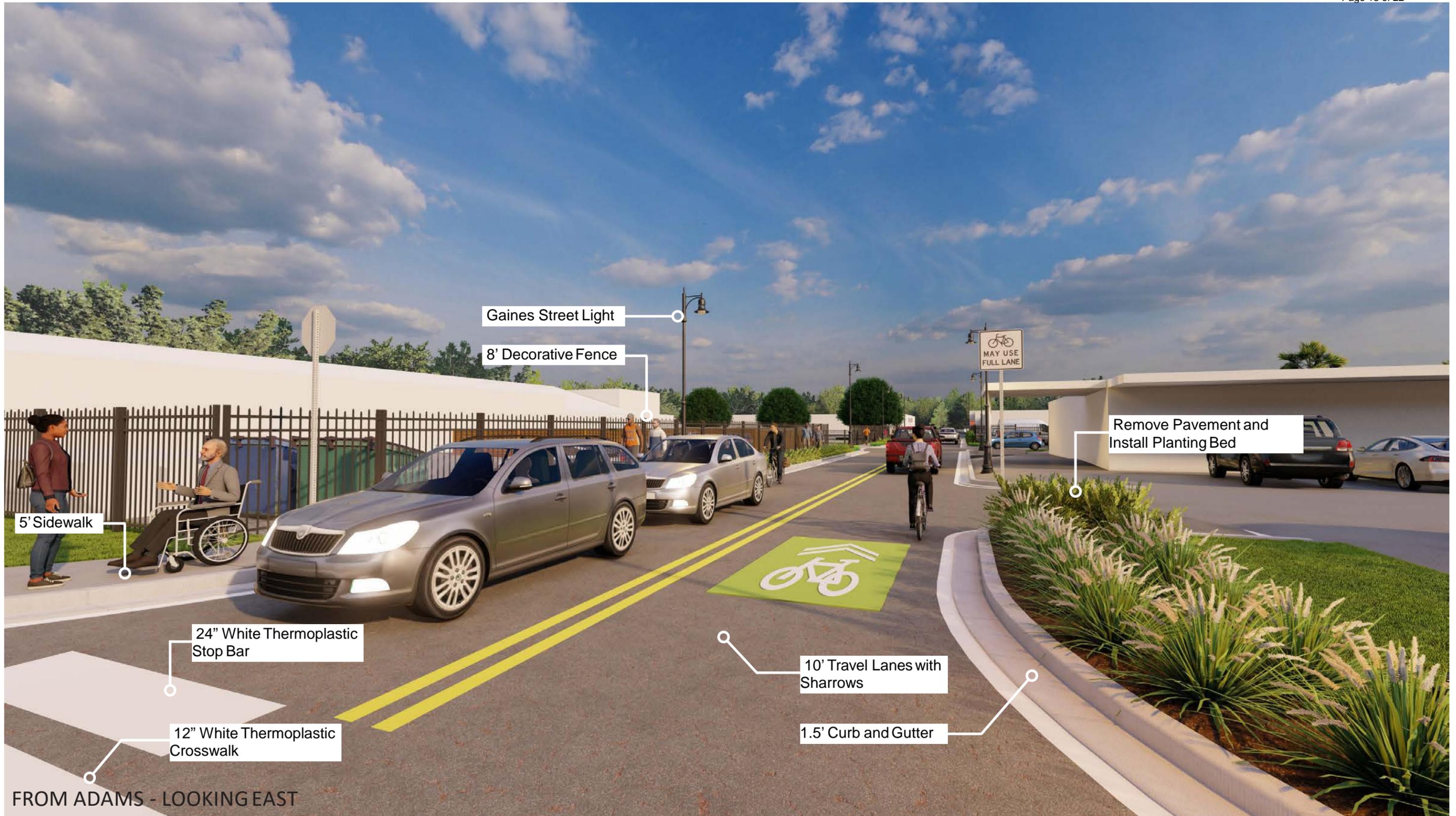
PRELIMINARY CONCEPTS

DRAFT

February 3, 2022



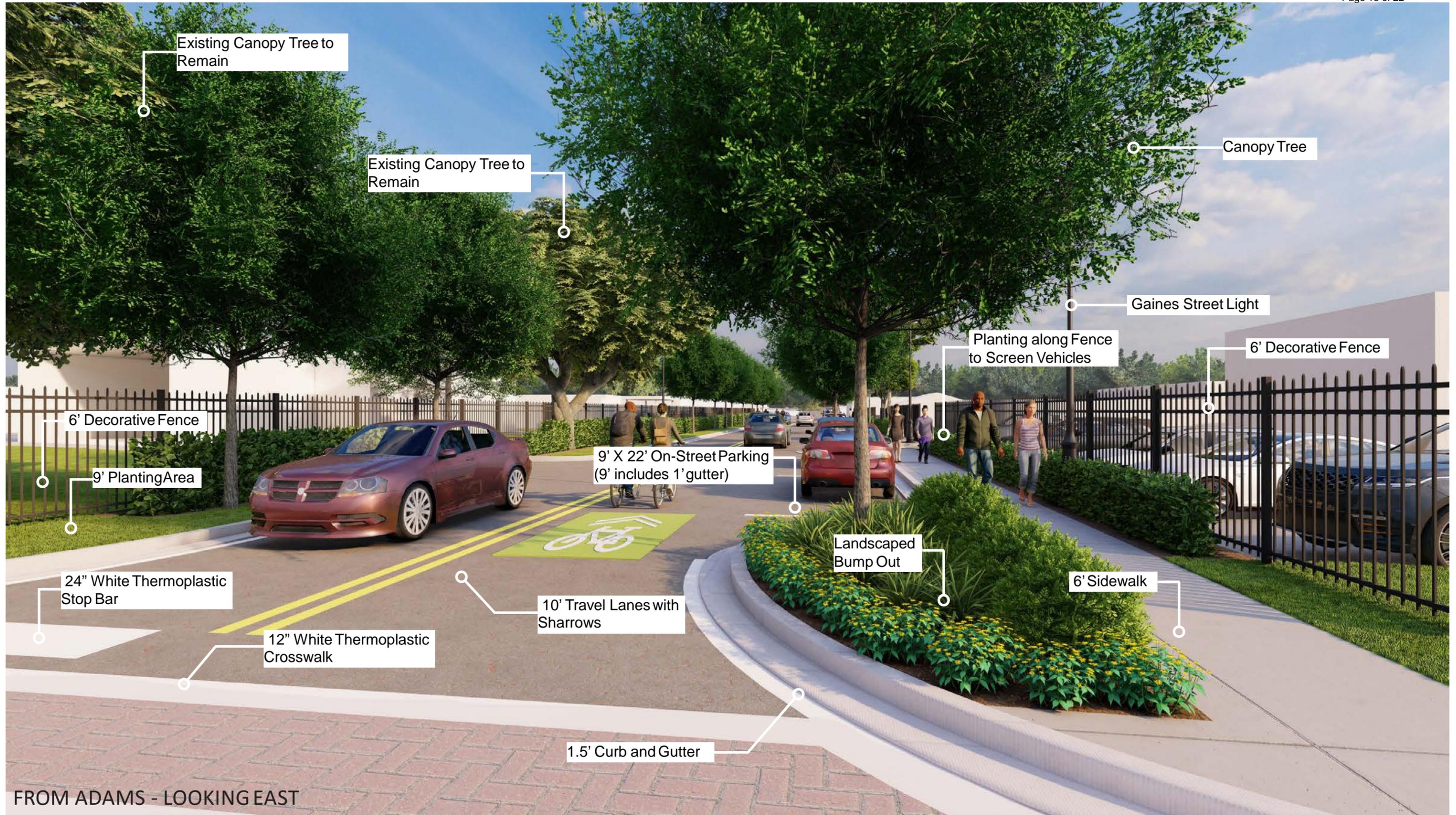
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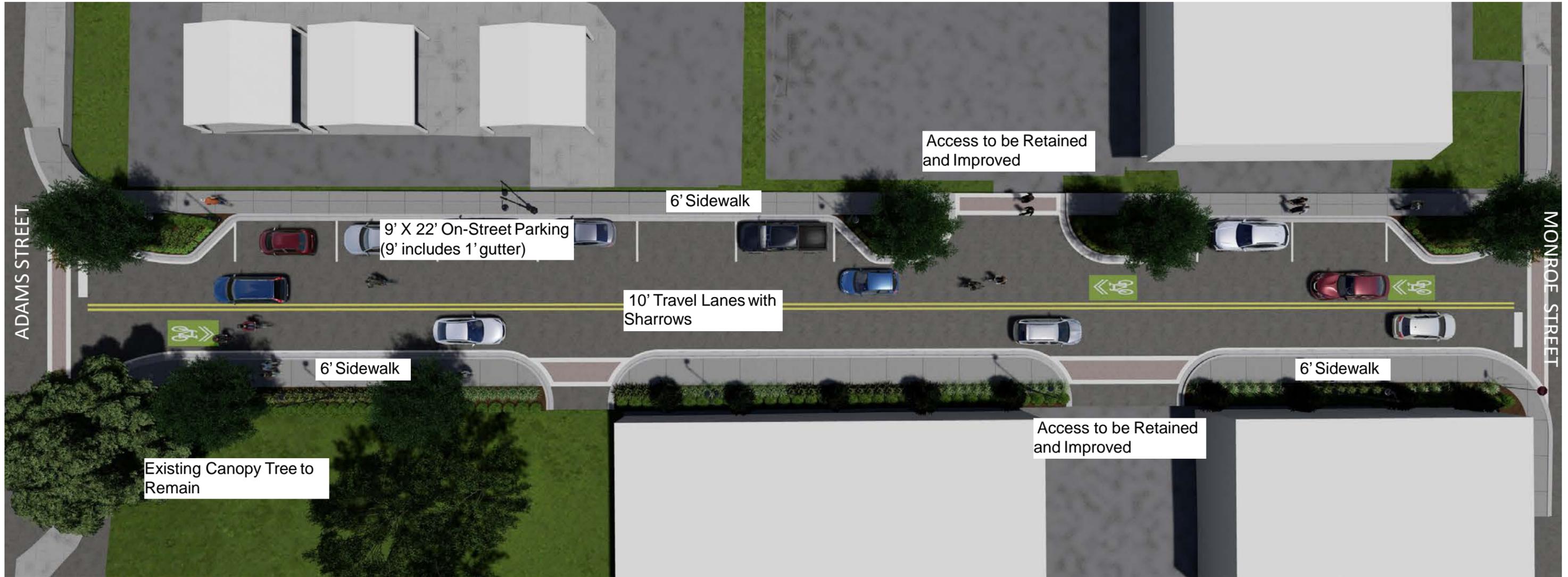
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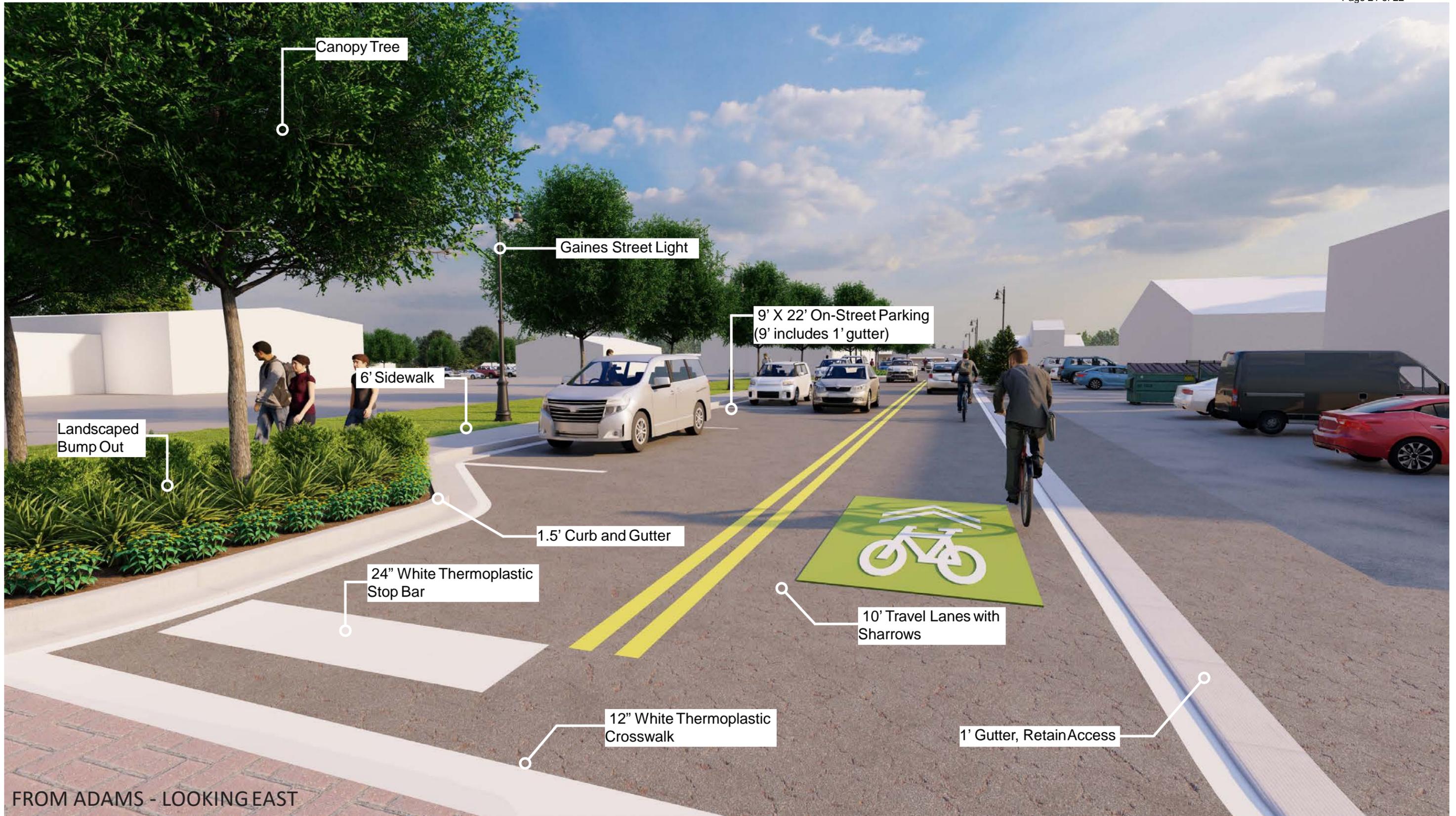
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