



PROJECT AND SESSION SUMMARY

The Rudder Team for the Go-to-Market Columbia County initiative guides the project’s inquiries, considers data and consultant recommendations, and imagines how potential and existing strengths of Columbia County may be combined to help the community compete. It was formed in order to ensure: key products and milestones are carefully considered and advanced; areas of confusion or barriers are removed; and the ultimate plan of action is formed for implementation and success.

On September 15, the Rudder Team reconvened for Session 2 at the Lake Shore Hospital Authority Administrative Complex. This extended Session was dedicated primarily to Round 1 Site Assessments. Team members considered a combination of groups or categories of sites, provided counsel to the consultant team of existing and potential infrastructure improvements, and discussed the general scale and limitations of site categories. Wilson Miller, Inc., the site assessment team, was provided with new details as they prepare for Round 2 Site Assessments. The Team also touched on the relative position and capabilities of Columbia County, especially the: intersection of I-75 and I-10; community’s role in the potential comprehensive Florida ports strategy; ongoing updates to the Florida Department of Transportation’s (FDOT) Strategic Inter-modal System (SIS); and Rural Areas of Critical Economic Concern (RACEC) Catalyst Site, and its potential as an inland port. Anticipating the completion of the site assessments and a new phase of the project, the Team also considered and improved a draft “Worksheet of ‘Interstate’ Communities”. These communities will be assessed in terms of their go-to-market capabilities and value propositions to site locators and industries of the future. Enterprise Florida, Inc. will be invited to a future Session to assist with discussions of the site portfolio and target industries.

SESSION AGENDA AND OBJECTIVES

- ▶ **WELCOME**
Jim Poole - *Executive Director*
Columbia County Industrial Development Authority
- ▶ **INTRODUCTIONS, BREAKING NEWS, AND SESSION NOTES**
Team
- ▶ **BUSINESS OF THE DAY**
Don Upton - *President, Fairfield Index, Inc.*
- ▶ **SITE ASSESSMENTS - ROUND 1**
Michael English, AICP - *Principal-In-Charge, WilsonMiller*
Neale Stralow, ASLA, AICP - *Project Manager, WilsonMiller*
- ▶ **INSIGHTS AND OPPORTUNITIES**
Team
- ▶ **INTERSTATE COMMUNITIES GO-TO-MARKET - TARGETS**
Upton
- ▶ **TARGET INDUSTRIES - EFI RESOURCE AND ROLES**
Poole and Upton
- ▶ **NEXT SESSION AND INTERIM WORK**
Poole, Upton and Team

INSIGHTS AND ASSUMPTIONS

Round 1 Site Assessments included an overview of preliminary environmental, preliminary land use, and working public facilities analyses. The Wilson Miller team used the Session to gather the Team’s input and observations regarding the perceived strengths and weaknesses of the sites, and to prepare for an updated, Session 3 analysis. Because a wide range of ideas were being tested and additional data will be required, nothing in this stage of work should be viewed as complete or a conclusion of the Team.

The consultant team initiated a review of 67 properties and grouped them into eight major areas relative to their geographic locations in the community. This preliminary overview included mapping of major environmental conditions that may affect development of each property and compromise the Rudder Team’s commitments to sustainability. Cumulative limits of data layers, such as FEMA Significant Flood Hazard Areas and Wetlands, were tallied and used to identify a preliminary



net developable acreage for each property. Future Land Use designations were considered and some results were pending at the time of the Session. Public facilities data is critical to assessing development potential and/or timing. These facilities include availability or planned expansion of utilities and Major Roadway LOS and AADT, and data collection on these items continues in the interim between Sessions 2 and 3. The facilities data is especially important because it will be used to identify potential capital expenditures to assist in making the properties ready for market. [Resource Note: Additional details for Session 2 discussion were provided in Site Assessments – Round 1, memo and schedule Review Specific Area Locations]

DRAFT			
Area	Area Name	Number of Parcels	Estimated Net Developable Acreage
1	I-75 & US 441 Interchange/Ellisville	9	634.8
2	I-75 & SR 47 Interchange	9	367.2
3	I-75 & US 90 Interchange	22	255.0
4	I-75 & I 10 Interchange	1	69.1
5	I-10 & US 41 Interchange	12	484.0
6	I-10 & US 441 Interchange	6	451.6
7	Airport	2	720.3
8	Inland Port	6	1,909.7

Key Observations from the Team included:

- The general approach to geographic groupings (areas) work well and provide a sense of scale
- Areas 5 and 6 look like they should be merged because of proximity, connectivity, and some potential common uses and targets. This merged area is potentially a great location to meet the competitive and job needs of Columbia County.
- In Session 3, Round 2 Site Assessments, restate numberings of areas to reflect this idea
- Continue to keep Areas 7 and 8 (Airport and Inland Port, respectively), restated as 6 and 7 in future documents, independent. Consider, in later Sessions, the need to state a comprehensive port/multi-modal strategy.
- Ensure there is an update on the Catalyst Site (Area 8 – Inland Port) at a future Session

- Ensure engagement and updates in the SIS and port strategies
- Area 4, I-75 and I-10, is the “epicenter” of the market’s identity but not necessarily the major scale opportunity for target industries. Gross acreage in the area is 351.1 but estimated net developable acreage is only 69.1.
- Information on utility capabilities and deployment is essential in a number of cases, such as Area 1

The Team’s ideas on roads, utilities, and best use will be integrated into Round 2 and presented in Session 3.

Fairfield Index, Inc. provided a “Worksheet of ‘Interstate’ Communities” that will be used to assess how other counties go-to-market with their assets. The title, “Interstate”, reflects counties located in historical or emerging multi-modal crossroads. There is special emphasis on: the convergence of interstates; proximity to larger communities or economic engines like ports; and location in Southeastern markets. Population scales of the target communities should swing from relatively small, but potentially emerging rural markets (with populations of 20 to 30 thousand) to larger counties (around 250 thousand), supporting more diversified, neighboring markets. The target list included:

- Anderson County, SC
- Bibb County, GA
- Greenville County VA
- Lauderdale County, MS
- Spartanburg County, SC
- Tuscaloosa County, AL
- Tangipahoa Parish, LA
- Wilson County, NC

After reviewing the targets, the Team requested the following additional counties be included:

- Glynn County, GA
- Lowndes County, GA

REQUESTS FOR INFORMATION

There were four requests for information:

1. SIS Update
2. RACEC Catalyst Update
3. Extend “Worksheet of ‘Interstate’ Communities” to two Additional Counties in Georgia
4. Prepare to Reach out to JaxPort Regarding their Customers, Needs, and Targets



MILESTONE DECISIONS

Team is in due diligence phase on sites. There were no Milestone Decisions in Session 2.

NEXT STEPS - NEXT SESSION AGENDA

The interim between Sessions will be utilized for the Wilson Miller team to incorporate the Team's insights on infrastructure and combination of Areas and gather and utilize further land use and utility data. Fairfield Index will update "Interstate" targets and begin its scan of the communities, and reach out to Enterprise Florida on RACEC and target industries. Jim Poole is acting as liaison to the ongoing SIS process and will provide updates to the Team as needed, and advance CCIDA priorities and policies into the FDOT process. Fairfield Index will update the SIS consultant team on the work of the Team and outlook for a new comprehensive portfolio of sites. Session 3 will also be an extended meeting due to the details involved in the site assessment and need for discussion.

FOR STATUS, QUESTIONS, AND INPUT CONTACT:

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