



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. The September 29 meeting at Lake Shore Hospital Administrative Complex, identified as Session 3 in the process, was extended to three hours so the Team had time to review and consider updates to the Wilson Miller site assessments. During Session 2, the Team had considered combinations of groups and categories of sites, and anticipated provision of additional infrastructure detail to the Consultant Team.

The Team reviewed and updated the two tables of Target Industry Typologies, relating target industry and optimal building size to minimal site size and potential site requirements. As the capabilities of each Area were reviewed, the Team recognized special attention was needed on the following items: confronting the realities of estimated net developable acreage v. gross acreage; planning and prioritizing to honor or change future land use; anticipating what candid assessments regarding utility deployment and adequacy will mean to site locators and business customers of the future; balancing the complexities of parcel assembly with industry and job-driving opportunities; the Rural Area of Critical Economic Concern (RACEC) *Catalyst* Site and inland port strategy; regional leadership in North Central Florida; and alignment, where possible, with statewide leading economic development and workforce agencies. (Tables 1 and 2 of the Target Industry Typologies will be further updated as the project moves into its final stages.) Critical assumptions were presented about the optimal building size or site project “footprint” allowing for clearer alignment of target to Area. In many cases, the Consultant Team recommended moderate to significant scale of developments. The

Team provided perspectives and additional details on small business, residential and transportation developments that will be added to the final site resources.

The Team was also updated on the opportunity to meet with Enterprise Florida, Inc., Florida’s privatized department of commerce, if a Special Session could be set. This briefing and discussion will be held on November 3 at 9:00 a.m. and concern the RACEC *Catalyst* Project/Inland Port, and regionalism. The Rudder Team will continue to pursue opportunities for briefings and discussions on Florida’s overall port strategies. CCIDA Executive Director, Jim Poole, is closely involved in monitoring and communicating with The Florida Department of Transportation’s (FDOT) Strategic Intermodal System (SIS). Poole will also participate in an on-demand web stream conversation on rural development and RACEC before the close of October.

As research on “Interstate” communities continues, Team members made it clear they are especially interested in learning communication, management and customer service behaviors that build the reputation of Columbia County as a responsive, trustworthy and capable community for business location, expansion and retention.

The Team continued to share ideas on Guiding Principles on competing, collaboration and sustainability.

Leaders from around the state continue to express interest in the Go-to-Market project.

SESSION AGENDA AND OBJECTIVES

- ▶ **WELCOME**
Jim Poole - Executive Director
Columbia County Industrial Development Authority
- ▶ **INTRODUCTIONS**
Rudder Team , Experts, and Special Guests
- ▶ **BUSINESS OF THE DAY**
Don Upton - President, Fairfield Index, Inc.
- ▶ **BREAKING NEWS AND EMERGING ISSUES**
Upton and Team



SESSION AGENDA AND OBJECTIVES

- ▶ **SITE ASSESSMENTS - ROUND 2**
Michael English, AICP - *Principal-In-Charge, WilsonMiller*
Neale Stralow, ASLA, AICP - *Project Manager, WilsonMiller*
- ▶ **CONFIRMING THE SHAPE AND STRUCTURE OF THE COLUMBIA COUNTY "PORTFOLIO" OF SITES**
Upton and Team
- ▶ **TARGET INDUSTRIES - ROUND 1**
Poole, Upton and Team
- ▶ **NEXT STEPS AND NEXT AGENDA**
Poole, Upton and Team
- ▶ **ADJOURN**

INSIGHTS AND ASSUMPTIONS

The Consultant Team provided target industry categories and detail on potential uses. This information was derived through collaboration among leaders at Fairfield Index, Inc. and Wilson Miller, and based on both existing research and plans, and applied field experience in their respective markets. The target industries include:

- Logistics and Distribution*
- Building Component Design and Manufacturing*
- Aviation Services and Products*
- Biofuels and Renewable Energy*
- Healthcare Services and Products*
- Federal and State Facilities*

In the interest of prioritization for readiness, and providing customers and their site consultants with trustworthy assessments, the Team looked carefully at: optimal building sizes and site project "footprints"; minimum acreage requirements; estimated net developable acreage; alignment with current land use designations; and ability to plan, build, and extend adequate utilities and access. A number of target industry activities have converging rather than independent values. For instance, Logistics and Distribution has natural affinities to co-location of manufacturing, regional management systems and customer relationship management, contract management and safety compliance, and deployment of talent. Strengths in green design and competencies in productivity cut across every target and could influence the nature of the deployment of utilities, multimodal infrastructure, and pricing of energy. Several

Team members remarked that the combination of targets and building a portfolio of ready sites appears to provide flexibility in attraction of employers rather than restrictions.

The Team began working with an Industry-aligned Area Schedule (see Attachment A). For the most promising Areas, the Team considered the need for expediting future land use and zoning amendments, in some cases, and balancing the need for complex property assembly with other Areas where limited or minimal assembly is required.

It appears that Columbia County may be able to design and advance a primary global marketing message regarding playing an "epicenter" role in the Sunbelt's economy, business access to critical industrial and consumer markets, and support of distribution of services and products critical to health, housing and access.

The Team reached a general consensus that the seven Area approach is appropriate for building a site and capabilities portfolio, ruling out challenging Areas or parts of Areas, aligning with target industries, and clustering sister companies and suppliers.

Key observations from the Team included:

- We will need to develop a message for the people who call Columbia County "home" which relates our emerging portfolio and marketing tactics to top-line benefits for our community, i.e. value jobs and tax base. This will help get everyone on the "same page" for this important but complex project.
- Renumbering/consolidation of Areas in Session 2 and the overall approach to Areas relative to target industries is appropriate
- We are looking forward to a status on the RACEC Catalyst Site on November 3
- It appears that the scale of this portfolio must be in support of the greater region and draw on its resources
- It appears to be important to know how potential customers and site consultants learn about, review critical data, and reach out to Columbia County, especially on the worldwide web – and we should respond
- Now that the portfolio is coming into focus, we should explore what "readiness" means for our sites, our service, and our community and regional partnerships
- Alignment, wherever possible, with leadership organizations at the state level is vital
- The overlapping relationships of our target industries



and how we respond to their needs gives a sense of flexibility rather than restriction

- Forecasts about Florida’s future population increases should attract our targets and highlight our Sunbelt location
- The I-75/I-10 “crossroad” may have limitations regarding development, but requires long-term attention and partnerships to ensure it is a top-performing interchange and recognized as such
- It is time to consider and model a CCIDA that, in its new independence, is a center of collaboration, customer service, project management, and collaboration among all civic organizations

The Team was also asked to share potential guiding principles for the project. They provided the following, overlapping “jump-starters”:

- Recognize and act on the need to **balance immediate community needs with long-term** business and employment opportunities
- Focus on shared rather than personal agendas – **Seek consensus** – Find most promising opportunities for the community and its businesses
- Ensure target industry and cluster **alignment with schools** – Promote industry certification and Career Academies
- Ensure close, working relationship with **Lake City Community College**
- Let **regional, state and federal partners** know our aspirations and intentions – Seek counsel and share successes
- Take actions that ensure Columbia County is viewed as a **leader in economic development** and **customer service**
- Engage in regional leadership – **Measure and support regional progress**
- With limited resources and high potential, all activities must be **action-oriented and outcome-oriented**
- Commit to developing **strategies** to get the job done
- Ensure the CCIDA exhibits **excellence in customer service**, and promoting **community and civic collaboration**
- Always ensure experts, consultants and industries are able to find and use clear, trustworthy, updated and motivational **data** about business and talent opportunities
- Work with sustainability of precious springs resources **as a priority** (suggested in a previous session)

REQUESTS FOR INFORMATION

There were two new requests for information:

1. How do we ensure potential customers and site consultants find critical data and contacts?
2. What is the ports strategy for the entire state and how do we fit in and lead?

MILESTONE DECISIONS

The Team has reached consensus on the 7 Areas.

NEXT STEPS - NEXT SESSION AGENDA

The interim between Sessions will be utilized for the Wilson Miller team to continue updates to its site Tables, but primarily focused on the assessment of “Interstate” Communities. This assessment will inform the Team about how benchmark counties in the Sunbelt are choosing to go to market, organizing their data, aligning with regional and state level partners, and making commitments about customer service. (See Session 2 notes for targets). Along with “Interstate” Communities, Session 4 will include a discussion of Guiding Principles and preparation for a newly-scheduled Rudder Team meeting of November 3 (Session 5). This Special Rudder Team Session will be dedicated to an Enterprise Florida briefing on the RACEC *Catalyst* Site/Inland Port and collaboration at the state level. The commitment to secure a ports briefing and SIS review from FDOT will be secured in future weeks.

FOR STATUS, QUESTIONS, AND INPUT CONTACT:

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ATTACHMENT A

Industry Aligned Area Schedule

UPDATED DRAFT
with Target Industry Alignment

AREA	AREA NAME	NUMBER OF PARCELS	ESTIMATED NET DEVELOPABLE ACREAGE	POTENTIAL TARGET INDUSTRIES
1	I-75 & US 441 Interchange/Ellisville	9	634.8	Northeast, Northwest and South Sections - Logistics and Distribution.
2	I-75 & SR 47 Interchange	9	367.2	North, Southeast and South Sections - Healthcare Services and Products; and Building Component Design and Manufacturing. Southwest Section - Logistics and Distribution; and Building Component Design and Manufacturing.
3	I-75 & US 90 Interchange	22	255.0	North - Limited Opportunity. Northwest and Southwest - Healthcare Services and Products; and Building Component Design and Manufacturing. Southeast - Healthcare Services and Products; Building Component Design and Manufacturing; and Federal and State Facilities. Northeast - Healthcare Services and Products. Remnant Commercial - Limited Opportunity.
4	I-75 & I 10 Interchange	1	69.1	Total Area - Limited Opportunity but Potential Long-term "Epicenter" Play because of Visibility for Regional or Global Brand.
5a	I-10 & US 41 Interchange	12	484.0	North of I-10/West of 41 - Limited Opportunity. South of 1-10/West of 41 - Logistics and Distribution; Building Component Design and Manufacturing; and Healthcare Products and Services. Industrial Corridor - Building Component Design and Manufacturing.
5b	I-10 & US 441 Interchange	6	451.6	Parcel North of I-10/West of 441 - Limited Opportunity. Second Parcel North of I-10/West of 441 - Building Component Design and Manufacturing. South of I-10/West of 441 - Logistics and Distribution; Building Component Design and Manufacturing; and Healthcare Services and Products. South of I-10/East of 441 - Limited Opportunity.
6	Airport	2	720.3	Total Area - Federal and State Facilities; Aviation Services and Products; Logistics and Distribution; and Building Component Design and Manufacturing.
7	Inland Port	6	1,909.7	Total Area - Biofuels and Renewable Energy; Building Component Design and Manufacturing; Aviation Services and Products; Federal and State Facilities; and Logistics and Distribution.

This initiative does not concern identification of specific property but uses specific property to identify the Areas for consideration for promoting economic development.

