

COLUMBIA COUNTY ECONOMIC DEVELOPMENT ADVISORY BOARD

**259 NE Franklin, Suite 101
Lake City, FL 32055**

**MEETING LOCATION: LAKE SHORE HOSPITAL AUTHORITY
259 NE Franklin, Suite 102, Lake City, FL 32055**

**MEETING DATE & TIME: JANUARY 6, 2016
8:30 A.M.**

AGENDA

- 1. Call to Order: Commissioner Bucky Nash**
- 2. Pledge to U.S. Flag**
- 3. Roll Call**
- 4. Request Guest to Sign In**
- 5. *Approve Minutes from Board Meeting Held December 2, 2015**
- 6. *Accept the Financials for the Month Ending November 2015**
- 7. Old Business**
 - a. Presentation of Gateway Crossing- Parker Neely**
- 8. New Business**
 - a. Sub-Committees List and Schedule**
 - b. Rudder Team Report**
 - c. Reappointment of Board Members Gus Rentz and Terry Dicks**
 - d. Website Request for Proposal**
 - e. Business Incentive Point System (examples St. Johns and Suwannee County)**
 - f. Defining a "Project"**
 - g. Review and discuss Application and Confidentiality Letter**
- 9. Next Advertised Meeting: February 3, 2016**
- 10. Adjournment**



***DENOTES BOARD ACTION REQUIRED**

Economic Development Advisory Board

December 2, 2015

The Economic Development Advisory Board (“EDAB”) met in a regularly scheduled meeting. The meeting came to order at 8:30 a.m. at the Lake Shore Hospital Authority Building.

Committee Members Present:

Rusty DePratter, Stephen Douglas, Terry Dicks, Wendell Johnson, Jeff Simmons, Marc Vann, Gus Rentz and Scott Ward.

Committee Members Absent:

Glenn Owens

Others Present:

Attorney Joel Foreman, EBAD Director Glenn Hunter, and Office Manager Debbie Motes.

Minutes

MOTION and second to approve the EDAB minutes of November 4, 2015. The motion carried unanimously.

Financial Reports

MOTION and second to accept the Financial Reports for the month ending October 2015. The motion carried unanimously. The report is attached to the original minutes.

Old Business

Gateway Crossing

Director Hunter advised the EDAB that due to other obligations, Developer Parker Neeley would be unavailable to speak with the Board until January. He also advised that Attorney Foreman had drafted an agreement on this project for the Board to look at.

Discussion ensued.

Director Hunter gave a brief overview of all pending projects.

New Business

Rural Summit

Director Hunter along with EDAB members Jeff Simmons and Wendell Johnson attended the Rural Summit that was held in Orlando during the month of November. Each of them gave a brief summary of the Summit. Member Simmons spoke with representatives of St. John's and Suwannee County about a point system that they have in place for helping to determine what incentives to offer on projects. Attorney Foreman will review the ordinances in both counties and offer comment at the January meeting.

Next Meeting

Commissioner DePratter announced the next meeting will be held on January 6, 2016 at 8:30 a.m.

Adjournment

There being no further business, the meeting adjourned at 9:25 a.m.

Rusty DePratter, Chairman
Economic Development Board

Attest:

P. DeWitt Cason,
Clerk of Circuit Court

Expense Account Transactions

Printed: 12-30-2015

Showing all transactions recorded between: 11/1/2015 and 11/1/2015

<u>PO NMB.</u>	<u>ACCT PER.</u>	<u>VENDOR/DESC</u>	<u>DATE</u>	<u>CD</u>	<u>ENC.</u>	<u>TRANS AMOUNT</u>	<u>ACCRUING BALANCE</u>	
ECONOMIC DEVELOPMENT								
304-2000-552.10-12 ECONOMIC DEVELOPMENT / SALARIES								
		BEGINNING BALANCE	9/14/2015	BB	0.00		115,851.00	
		PAYROLL SUMMARY	11/12/2015	AJ	0.00	-4,417.37	103,040.65	
		PAYROLL SUMMARY	11/25/2015	AJ	0.00	-3,763.50	99,277.15	
304-2000-552.10-21 ECONOMIC DEVELOPMENT / FICA TAXES								
		BEGINNING BALANCE	9/14/2015	BB	0.00		8,863.00	
		PAYROLL SUMMARY	11/12/2015	AJ	0.00	-308.63	7,967.97	
		PAYROLL SUMMARY	11/25/2015	AJ	0.00	-258.61	7,709.36	
304-2000-552.10-22 ECONOMIC DEVELOPMENT / RETIREMENT								
		BEGINNING BALANCE	9/14/2015	BB	0.00		20,597.00	
		PAYROLL SUMMARY	11/12/2015	AJ	0.00	-783.95	18,323.54	
		PAYROLL SUMMARY	11/25/2015	AJ	0.00	-643.83	17,679.71	
304-2000-552.10-23 ECONOMIC DEVELOPMENT / HEALTH & LIFE INSURANCE								
		BEGINNING BALANCE	9/14/2015	BB	0.00		13,300.00	
		PAYROLL SUMMARY	11/12/2015	AJ	0.00	-554.18	11,637.46	
		PAYROLL SUMMARY	11/25/2015	AJ	0.00	-554.18	11,083.28	
304-2000-552.10-24 ECONOMIC DEVELOPMENT / WORKERS COMP								
		BEGINNING BALANCE	9/14/2015	BB	0.00		266.00	
		WORKER COMP	PREFERRED GOVERNMENTAL INS. TRT	11/18/2015	AP	0.00	-23.16	145.92
304-2000-552.30-31 ECONOMIC DEVELOPMENT / PROFESSIONAL SERVICES								
		BEGINNING BALANCE	9/14/2015	BB	0.00		5,000.00	
		RETAIL STRATEGIES	CHAMBER OF COMMERCE	11/16/2015	AP	0.00	-5,760.00	-760.00
304-2000-552.30-40 ECONOMIC DEVELOPMENT / TRAVEL & PER DIEM								
		BEGINNING BALANCE	9/14/2015	BB	0.00		10,000.00	
F71498		LODGING	BANK OF AMERICA	11/4/2015	AP	555.00	-555.00	9,901.21
F71498			BANK OF AMERICA LODGING	11/4/2015	EN	-555.00	0.00	10,456.21
F71498			BANK OF AMERICA LODGING	11/4/2015	EN	555.00	0.00	9,901.21
F71496		TRAVEL VOUCHER 11/15-11/1	GLENN HUNTER	11/19/2015	AP	199.73	-199.73	9,901.21
F71496			GLENN HUNTER TRAVEL VOUCHER 11/15-11/1	11/19/2015	EN	199.73	0.00	9,701.48

<u>PO NMB.</u>	<u>ACCT PER.</u>	<u>VENDOR/DESC</u>	<u>DATE</u>	<u>CD</u>	<u>ENC.</u>	<u>TRANS AMOUNT</u>	<u>ACCRUING BALANCE</u>
F71498		BANK OF AMERICA LODGING	11/19/2015	EN	555.00	0.00	9,146.48
304-2000-552.30-41 ECONOMIC DEVELOPMENT / COMMUNICATIONS							
		BEGINNING BALANCE	9/14/2015	BB	0.00		2,500.00
	VERIZON	VERIZON WIRELESS	11/20/2015	AP	0.00	-121.96	2,205.55
304-2000-552.30-44 ECONOMIC DEVELOPMENT / RENTAL & LEASES							
		BEGINNING BALANCE	9/14/2015	BB	0.00		15,000.00
024195	RENT NOV. 2015	LAKE SHORE AUTHORITY	11/2/2015	AP	1,000.00	-1,000.00	2,878.81
024210	PO ENTRY	GREAT AMERICA FINANCIAL SVCS MISC. NOT CLASSIFIED	11/3/2015	EN	1,202.76	0.00	1,676.05
024210	COPIER LEASE	GREAT AMERICA FINANCIAL SVCS	11/16/2015	AP	224.56	-224.56	1,676.05
F71727	COMMERCIAL SOLID WASTE 12	WASTE PRO - LAKE CITY	11/20/2015	AP	12.19	-12.19	1,676.05
F71727		WASTE PRO - LAKE CITY COMMERCIAL SOLID WASTE 12	11/20/2015	EN	12.19	0.00	1,663.86
F71652	COPIER USAGE	MCCRIMON'S OFFICE SUPPLY	11/22/2015	AP	44.22	-44.22	1,663.86
F71652		MCCRIMON'S OFFICE SUPPLY COPIER USAGE	11/22/2015	EN	44.22	0.00	1,619.64
304-2000-552.30-47 ECONOMIC DEVELOPMENT / PRINTING							
		BEGINNING BALANCE	9/14/2015	BB	0.00		500.00
F71799		HUNTER PRINTING BUSINESS CARDS	11/30/2015	EN	47.03	0.00	452.97
304-2000-552.30-54 ECONOMIC DEVELOPMENT / DUES & SUBSCRIPTIONS							
		BEGINNING BALANCE	9/14/2015	BB	0.00		12,500.00
F71825	ANNUAL MEMBERSHIP 1/1-12/	IEDC	11/2/2015	AP	405.00	-405.00	12,105.00
F71825		IEDC ANNUAL MEMBERSHIP 1/1-12/	11/2/2015	EN	405.00	0.00	11,700.00
024220	PO ENTRY	NORTH FLORIDA ECONOMIC MISC. NOT CLASSIFIED	11/10/2015	EN	6,837.70	0.00	4,862.30
024220	PARTNERSHIP DUES	NORTH FLORIDA ECONOMIC	11/16/2015	AP	6,837.70	-6,837.70	4,862.30
304-2000-552.30-64 ECONOMIC DEVELOPMENT / NON-CAPITAL OUTLAY							
		BEGINNING BALANCE	9/14/2015	BB	0.00		0.00
024204	CONF. TELEPHONE SYSTEM	INTELLA COMMUNICATION SERV.,INC.	11/2/2015	AP	2,240.00	-2,240.00	-2,240.00

ECONOMIC DEVELOPMENT ADVISORY BOARD

SUBCOMMITTEES

PLANNING (Feb 17)

Glenn Hunter
Wendell Johnson
Jeff Simmons
Gus Rentz

SITE EVALUATION (Jan 20)

Glenn Owens
Marc Vann
Stephen Douglas
Terry Dicks
Glenn Hunter
Ron Williams
Scott Ward

RETENTION/EXPANSION (March16)

Glenn Hunter
Jeff Simmons
Gus Rentz
Wendell Johnson
Nick Harwell

WORK FORCE DEVELOPMENT (April 20)

Glenn Hunter
Dennille Decker
Nick Harwell
Robert Jones (cc:Anna Mendoza)
Jim North
Scott Ward
Timothy Mims

IT (Website)

Patrick Weaver
Jeff Simmons
Glenn Hunter

Community Development Plan



Go-To-Market
Columbia County

From Rudder Team to Strategy
From Strategy to Implementation Now

Presented by: Suzanne Norris, IDA Chair

T.D. Bank



Go-To-Market
Columbia County

THE PATHWAY

- Six Months of Due Diligence in 2009
- Outstanding Rudder Team of Leaders from Public and Private Sectors committed to building consensus
- Focused on Pathways to a More Competitive, Diversified and Sustainable Columbia County
- Final Strategic Planning Workshop on December 2, 2009
- Recommendations to IDA Board in February 2010 – Strategic Plan Approved - *BCA to approve*
- Implementation NOW under Five Strategic Goals



Go-To-Market
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- ▶ *We are focusing on a two to three year period, recognizing that a number of actions must take place as soon as possible in order to improve the competitiveness of the community and the capacity of the CCIDA ...*



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G Columbia County

Guiding Principles

- ▶ 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 focus
- ▶ Ensure sustainability of precious springs resources is a priority
- ▶ Ensure target industry and cluster alignment with schools and curriculum – 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 and outcome-oriented
- ▶ Commit to developing strategies to get the job done
- ▶ Ensure the CCIDA exhibits excellence in customer service and promotion of community and civic collaboration
- ▶ Ensure experts, consultants and industries are able to find and use clear, trustworthy, updated and motivational data about business and talent opportunities



Go-To-Market
Columbia County

Go-to-Market Columbia County is Well Documented at Every Step

- ▶ Data Remains On-hand for Use in the Future
- ▶ New and Improved Partnerships at Every Step
- ▶ Target Industries and the Best, Corresponding Areas for Development
- ▶ Uncovered Behaviors of Benchmark Competitors in the Sunbelt
- ▶ Improved Linkage to Our Privatized Department of Commerce (Enterprise Florida, Inc.)
- ▶ Great Value in Eliminating Confusion in Customer Service
- ▶ Leaping over Competitors with Outstanding Communications



Go-To-Market Columbia County

- ▶ *We don't have an absence of product ... we just need to focus precious resources on what matters most.*
- ▶ *We don't need to recruit industry in a generic form ... we need to recruit industries that thrive in our locations, with our partnerships, and in our region.*
- ▶ *Understanding economic development is not enough to win ... we must understand the conditions, supply chains, and competitive requirements of our incumbent and target industries.*



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Columbia County

The Columbia County Industrial Authority...

THE BUSINESS OF THE IDA IS:

Economic Development Leadership & Service for Columbia County

Value Jobs • Competitive Reputation • Diversified Market



Go-To-Market
G Columbia County

THE BUSINESS OF THE IDA IS:

Economic Development Leadership & Service for Columbia County

Value Jobs • Competitive Reputation • Diversified Market

Therefore, these are Our Five Strategic Goals...All Requiring Action NOW

***The Right
Portfolio
of Sites***

***High
Performing
RACEC
Catalyst Site***

***Unprecedented
Customer
Service***

***Outstanding
Market
Communications***

***Engaged and
Informed
Partners***



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Columbia County

Now for the Details

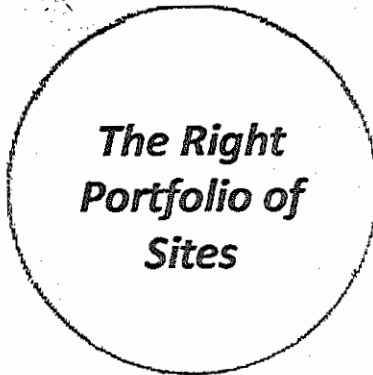
- ▶ Every Strategic Goal is Modified by Adjectives such as “High Performing” and “Unprecedented” – This is Intentional
- ▶ The IDA and all Partners must Prove Each Strategic Goal to be True and Viable ASAP
- ▶ A Significant Part of Our Tactical Work is in Communications, Especially our Web Tool for Industry and Site Locators



Go-To-Market
Columbia County

GOAL 1: The Right Portfolio of Sites

Is web domain protected?



All 7 Areas Integrated into Promotion Vehicles, Including New Web Page (By 3Q 2010)

Inventory of Current and Planned Infrastructure (Water/Waste Water - Transportation - Telecom/Broadband - Energy) for 7 Areas + Gap Analysis+ Capital Requirements to Complete (by 3rd Q 2010)

Define and Prioritize Land Use Amendments and Zoning Changes for 7 Areas (by 3rd Q 2010) + Build the case for change to future Land Use Plan (by 4th Q 2010)

All 7 Areas Subject to the Go-to-Market Site Analysis to include infrastructure requirements as stated in step 2 (By 2Q 2011)



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Columbia County

GOAL 2: High Performing RACEC Catalyst Site

**High
Performing
RACEC
Catalyst Site**

Apply for Enterprise Zone status after legislative approval (4th Q 2010)

Meet the Needs for US Forestry Assistance Regarding Commitment to Railroad Spur (Commitment in Place by 4th Q 2010)

Continuing Check-ins to Ensure 14 County Partnership Actively Participates in and Markets Value of Site

*EDA
Already applied for
by APPROVAL*



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Columbia County

GOAL 3: Unprecedented Customer Service

**Unprecedented
Customer
Service**

High Powered, Flexible and Trustworthy Website (in Place by 4th Q 2010)

Top Notch IDA in Terms of Office/Briefing Space, Up-to-date Team of Professionals and Volunteers, and Responsive, On-demand Technology (by 2nd Q 2011)

Asset Team (a Collaborative of all Organizations Responsible for Providing Critical Values such as Infrastructure, Education, Workforce Solutions, Assistance with Permitting and Compliance, Land Use, etc.) Protocol in Place and Operational (by 2nd Q 2010)

Robust Database of Property (Database and Responses to Updates Ready by 1st Q 2011)

Take Leadership Position through Employ Florida's Banner Centers for Logistics and Distribution (based in Columbia County), Manufacturing, and Aviation. (Protocols in Place by 3rd Q 2010)

Make Clear Commitment to Developing Board, Staff and Community Expertise in Target Industries through Recurring Training Programs and Linkage to Professional Associations (operating plan in place by 3rd Q 2010)

Project Management Tools (Software, Training, Customer Relationship Management Tools, etc.) in Place (by 3rd Q 2010)



Go-To-Market
Columbia County

GOAL 4: Outstanding Market Communications



Customer Focused Web Map for Web Site Development (in 2nd Q 2010)

Best in Class Web Site and Plan for Continuous Refreshment (Operational in 3rd Q 2010)

Value Proposition Orientation and Communications for Board and Asset Team (in 2nd Q 2010)

Identification and Budgeting for Positioning of Value Proposition in Key Marketing Resources and Trade Events (Target Events, Collateral Materials, Efficiencies through Partnerships, Travel, etc.) (by 4th Q 2011)



Go-To-Market
Columbia County

GOAL 5: Engaged and Informed Partners

**Engaged and
Informed
Partners**

Establish Clear Protocols with Enterprise Florida, Inc., Florida Chamber, Workforce Florida, Inc., Governor's Office of Tourism, Trade and Economic Development, Florida Department of Transportation District, local and regional partners (by 2nd Q 2010)

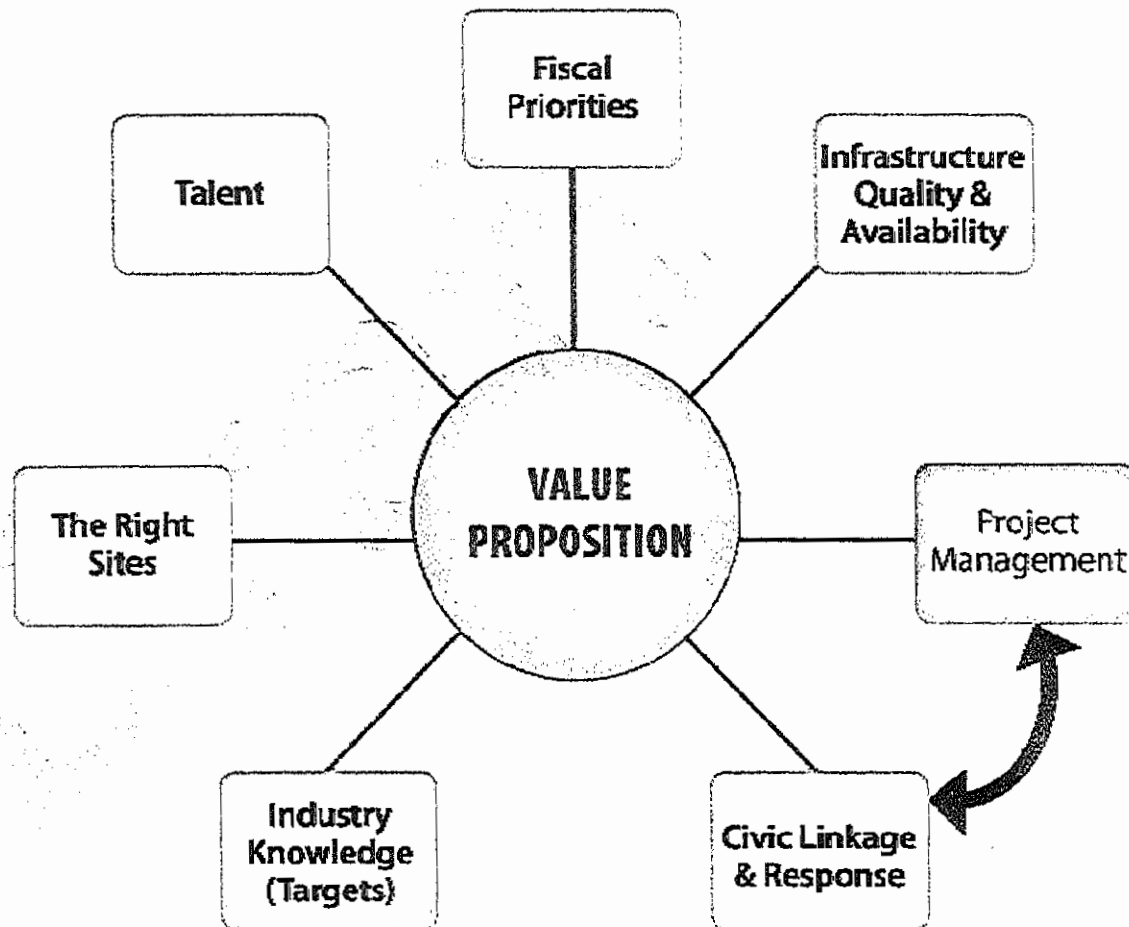
Preliminary and Ongoing Briefings on Resource Requirements and Successes with Congressional Delegation and State Delegation (Preliminary Briefings by 3rd Q 2010)

Ensure Go-to-Market Plan Draws on Business Intelligence and Advocacy Resources of Florida Chamber, Florida Chamber Foundation, Key Industry Associations, Florida Economic Development Council and Florida Association of Chamber Professionals (Ongoing)



Go-To-Market Columbia County

Based on Rudder Team due diligence, these are the long-term, interrelated values we must prove to the market. The singular project management system must be seamlessly connected to the rest of the civic community

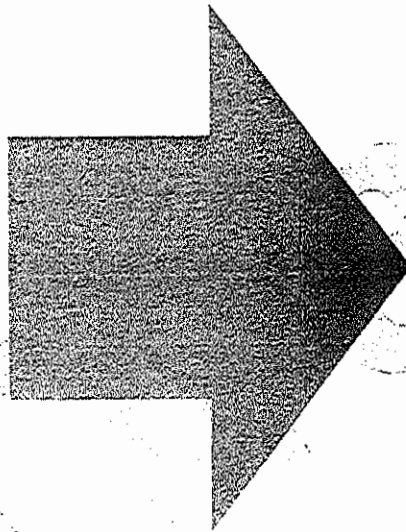


A Great Asset Team



Go-To-Market
Columbia County

QUESTION:
How Do We
Track Progress?



ANSWER:
The Strategic Goals
of this Plan MUST
and WILL BECOME
the Agenda for the
Board of the IDA



Go-To-Market Columbia County

- ▶ We must be site-ready for our target industries – But ready sites are useless without outstanding customer service
- ▶ We must collaborate across the civic community – But collaboration is useless without sound project management
- ▶ We must win as a community – But our aspirations cannot be met without the cooperation and assistance of state-level partners
- ▶ Our location is important relative to a consumer market of 20 million, ports, rail and highway – But we distinguish ourselves if we understand our targets better than others who claim great locations
- ▶ We must be technologically savvy – But our customers want organization, context and updates ... we must tell our story and manage relationships on their terms

Community Development Plan



Go-To-Market
Columbia County

**From Rudder Team to Strategy
From Strategy to Implementation Now**

**TABLE 1-
TARGET INDUSTRY TYPOLOGIES**

Target Industry	Min. Site Size (Acreage)	Optimal Building Size (Sq. Ft.)	Potential Use Types	Potential Site Requirements
Logistics and Distribution	100 – 150	900K – 1.25M	<ul style="list-style-type: none"> • Inventory management • Data processing • Distribution/warehousing • Light manufacturing and assembly • Wholesale trade • Vehicle maintenance and support 	<ul style="list-style-type: none"> • Interstate access • Rail access • Semi-truck traffic patterns • Power quality
Niche Manufacturing (L&D)	5 – 10	40K		
Medical Science (L&D)	6 – 35	50 – 300K		<ul style="list-style-type: none"> • Co-location near medical cluster
Building Component Design and Manufacturing	3 – 8	30K – 70K	<ul style="list-style-type: none"> • Storm resistant products • Green design • Engineered woods and composite materials • Energy-efficient control equipment • Lumber, metals, plastics, glass, adhesives • Recycled materials • Timber, stone, aggregate 	<ul style="list-style-type: none"> • Potential alignment with L&D • Interstate access • Semi-truck traffic patterns • Rail access
Aviation Services and Products	40	400K	<ul style="list-style-type: none"> • Engine overhaul and custom engineering • Fiberoptics, photonics, metallurgy • Interior refurbishment and replacement • Inspection and testing • General aviation • Aircraft cleaning and refueling 	<ul style="list-style-type: none"> • Co-location near airport facilities • Skilled professional labor force
Biofuels and Renewable Energy	Varies	Varies	<ul style="list-style-type: none"> • Ethanol production • Biomass power generation • Chemical and electrical engineering and testing 	<ul style="list-style-type: none"> • Large acreage cellulose production
Healthcare Services and Products	2 – 5	20K	<ul style="list-style-type: none"> • Medical equipment and research • Pharmaceuticals • Bio-hazard and toxic material disposal • Data processing and insurance • Testing laboratories 	<ul style="list-style-type: none"> • Co-location near medical cluster • High visibility locations
Federal and State Facilities	Varies	Varies	<ul style="list-style-type: none"> • Administration • Low Rise Facilities • Regional Service Centers 	

Retail

Food Service

Hospitality

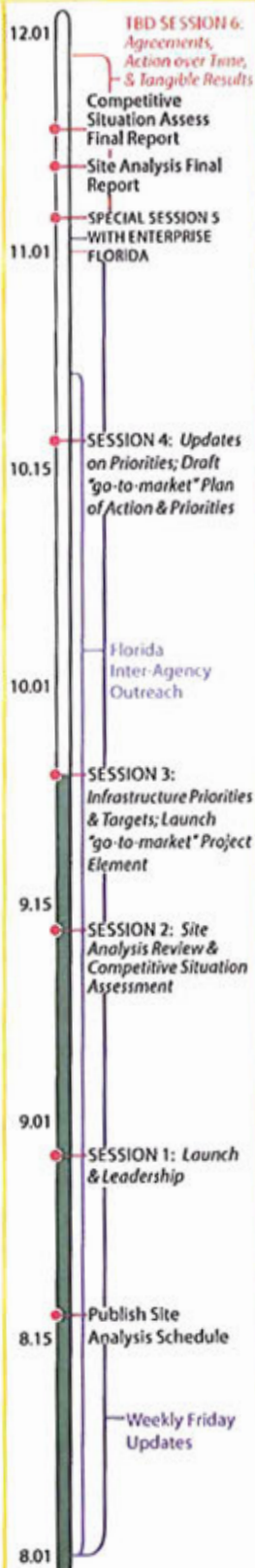
Transportation/Truck Stops

**TABLE 2-
SPECIFIC AREA LOCATIONS**

Area No.	Area Name	No. of Parcels ¹	Gross Acreage ¹	Estimated Net Developable Acreage ²	Future Land Use ³	Preliminary Perceptions		Utility Availability	Potential Target Industries	Issues / Actions Needed
						Strengths	Weaknesses			
1	I-75 & US 441 Interchange / Ellisville	9	695.8	634.8	County <ul style="list-style-type: none"> • Com.Hwy.Int. • Agricultural 3 	<ul style="list-style-type: none"> • South bound interstate visibility • 40,000 AADT (I-75) • Planned utility / loop extension 	<ul style="list-style-type: none"> • Existing truck stop and commercial uses • Environmental areas in S quadrants • Limits of CHI designation • Rural character 	<ul style="list-style-type: none"> • Water loop extension under bid S of I-75 	<u>Northeast</u> <ul style="list-style-type: none"> • Logistics and Distribution <u>Northwest</u> <ul style="list-style-type: none"> • Logistics and Distribution <u>South</u> <ul style="list-style-type: none"> • Logistics and Distribution 	<ul style="list-style-type: none"> • Future Land Use and Zoning Amendments • Utility Extensions • Future Land Use and Zoning Amendments • Road Extension / Access • Utility Extensions • Future Land Use and Zoning Amendments • Utility Extensions
2	I-75 & SR 47 Interchange	9	413.8	367.2	County <ul style="list-style-type: none"> • Agriculture 3 • RVLD • RLD • Commercial • Com.Hwy.Int. • Industrial • Light Industrial 	<ul style="list-style-type: none"> • North and south bound interstate visibility • 40,000 AADT (I-75) • Existing uses & improvements • Planned utility / loop extension 	<ul style="list-style-type: none"> • Environmental areas along E side 	<ul style="list-style-type: none"> • Pending confirmation 	<u>North</u> <ul style="list-style-type: none"> • Healthcare Services and Products • Building Component Design and Manufacturing <u>Southwest</u> <ul style="list-style-type: none"> • Logistics and Distribution • Building Component Design and Manufacturing <u>Southeast</u> <ul style="list-style-type: none"> • Healthcare Services and Products • Building Component Design and Manufacturing <u>South (Parcel 22684)</u> <ul style="list-style-type: none"> • Healthcare Services and Products • Building Component Design and Manufacturing 	<ul style="list-style-type: none"> • Future Land Use and Zoning Amendments • State Road 47: LOS D • Property Assembly • Future Land Use and Zoning Amendments • State Road 47: LOS D • Property Assembly • Future Land Use and Zoning Amendments • Road Extension / Access

Area No.	Area Name	No. of Parcels ¹	Gross Acreage ¹	Estimated Net Developable Acreage ²	Future Land Use ³	Preliminary Perceptions		Utility Availability	Target Industries	Issues / Anticipated Actions
						Strengths	Weaknesses			
3	I-75 & US 90 Interchange	22	389.4	255.0	County <ul style="list-style-type: none"> • RLD • RVL D • Commercial • Industrial City <ul style="list-style-type: none"> • Commercial • Com.Hwy.Int. 	<ul style="list-style-type: none"> • North bound interstate visibility • 40,000 AADT (I-75) • 31,500 AADT (I-10) • US 90 commercial area • Fairgrounds • Urban area 	<ul style="list-style-type: none"> • Mixed city and county jurisdictions • Environmental areas in SE and SW quadrants 	<ul style="list-style-type: none"> • Pending confirmation 	<u>North (Parcel 1724)</u> <ul style="list-style-type: none"> • Limited opportunity <u>Northwest</u> <ul style="list-style-type: none"> • Healthcare Services and Products • Building Component Design and Manufacturing <u>Southwest</u> <ul style="list-style-type: none"> • Healthcare Services and Products • Building Component Design and Manufacturing <u>Southeast</u> <ul style="list-style-type: none"> • Healthcare Services and Products • Building Component Design and Manufacturing • Federal and State Facilities <u>Northeast (S of US 90 and 24690)</u> <ul style="list-style-type: none"> • Healthcare Services and Products <u>Remnant Commercial (S of US 90)</u> <ul style="list-style-type: none"> • Limited opportunity 	<ul style="list-style-type: none"> • Wetland and Access Issues • Future Land Use and Zoning Amendments • Wetland Mitigation • On-Site Residential • US 90: LOS D • Property Assembly • Wetland Mitigation • Future Land Use and Zoning Amendments • Property Assembly • Future Land Use and Zoning Amendments • Property Assembly • Future Land Use and Zoning Amendments • US 90: LOS D • Non-Contiguous, Small Parcels
4	I-75 & I10 Interchange	1	351.1	69.1	County <ul style="list-style-type: none"> • Agricultural 3 	<ul style="list-style-type: none"> • SIS Interstates • Epicenter • South bound Interstate visibility • 43,000 AADT (I-75) • 24,000 AADT (I-10) • Large parcel size 	<ul style="list-style-type: none"> • Major environmental areas NW quadrant • FDOT access management limits • Rural character 	<ul style="list-style-type: none"> • Pending confirmation 	<ul style="list-style-type: none"> • Limited opportunity 	<ul style="list-style-type: none"> • No Interchange or Local Roadway Access • Significant Environmental Constraints • High Development Costs

5a	I-10 & US 41 Interchange	12	893.2	484.0	County <ul style="list-style-type: none"> Agricultural 3 RVL Com.Hwy.Int. Industrial 	<ul style="list-style-type: none"> East bound I-10 visibility North and South bound US 41 visibility 19,000 AADT (I-10) GS&F Railroad E side of US 41 Large parcel size 	<ul style="list-style-type: none"> Major environmental W side GS&F Railroad limits parcel access E side of US 41 Parcel access NW quadrant Parcel configuration E side of US 41 Rural character 	<ul style="list-style-type: none"> Pending confirmation 	<p><u>N of I-10/W of 41</u></p> <ul style="list-style-type: none"> Limited opportunity <p><u>S of I-10/W of 41</u></p> <ul style="list-style-type: none"> Logistics and Distribution Building Component Design and Manufacturing Healthcare Services and Products <p><u>Industrial Corridor</u></p> <ul style="list-style-type: none"> Building Component Design and Manufacturing 	<ul style="list-style-type: none"> Significant Environmental Constraints Future Land Use and Zoning Amendments Wetland Mitigation Bell Street Upgrades Not Large Enough for Distribution Potential Land Assembly Parcel Width and Rail Connection
5b	I-10 & US 441 Interchange	6	833.9	451.6	County <ul style="list-style-type: none"> Agricultural 3 RLD City <ul style="list-style-type: none"> Agriculture Commercial Industrial 	<ul style="list-style-type: none"> East and West bound interstate visibility North bound US 441 visibility 20,000 AADT (I-10) 	<ul style="list-style-type: none"> Major environmental areas Underutilized commercial uses Poor access options to NW quadrant 	<ul style="list-style-type: none"> Pending confirmation 	<p><u>N of I-10 W of 441 - Parcel 3251</u></p> <ul style="list-style-type: none"> Limited opportunity <p><u>N of I-10/W of 441 - Parcel 3030</u></p> <ul style="list-style-type: none"> Building Component Design and Manufacturing <p><u>S of I-10/W of 441</u></p> <ul style="list-style-type: none"> Logistics and Distribution Building Component Design and Manufacturing Healthcare Services and Products <p><u>S of I-10/E of 441</u></p> <ul style="list-style-type: none"> Limited opportunity 	<ul style="list-style-type: none"> Scattered Wetlands, Access Issues Future Land Use and Zoning Amendments Future Land Use and Zoning Amendments Bell Street Upgrades Wetland Mitigation Land Assembly Significant Environmental Constraints
6	Airport	2	806.3	720.3	County <ul style="list-style-type: none"> Industrial Public 	<ul style="list-style-type: none"> Regional airport destination US 90 visibility Large parcel Airside uses Community college 9,700 AADT (SR-10) 	<ul style="list-style-type: none"> Flight line limitations Security requirements 	<ul style="list-style-type: none"> Pending confirmation 	<ul style="list-style-type: none"> Federal and State Facilities Aviation Services and Products Logistics and Distribution Building Component Design and Manufacturing 	<ul style="list-style-type: none"> Amount of Available Land Future Land Use Amendment for Private Uses Land Lease Requirements
7	Inland Port	6	2,781.9	1,909.7	County <ul style="list-style-type: none"> Conservation Agricultural 1 Industrial Public 	<ul style="list-style-type: none"> East and West bound highway visibility 9,700 AADT (SR-10) Large parcels ownership Plum Creek CPA SCR in area 	<ul style="list-style-type: none"> Penitentiary Major environmental systems Red cockaded woodpecker, black bear 	<ul style="list-style-type: none"> Pending confirmation 	<ul style="list-style-type: none"> Biofuels and Renewable Energy Building Component Design and Manufacturing Aviation Services and Products Federal and State Facilities Logistics and Distribution 	<ul style="list-style-type: none"> Future Land Use and Zoning Amendments Railroad Access Across State Road and State Lands Wetland Mitigation



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:

Jim Poole - Executive Director, Columbia County IDA
386.758.1033 | jim@ccflida.com

Gina Reynolds - Deputy Director, Columbia County IDA
386.758.1033 | gina@ccflida.com

CONSULTANT TEAM

Fairfield Index:

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813.490.3890 | Toll Free 877.490.3890
dupton@fairfieldindex.com

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tbarber@fairfieldindex.com

Melody Swindle - Business Illustrator & Design Consultant
813.490.3890 | Toll Free 877.490.3890
mswindle@fairfieldindex.com

Wilson Miller:

Michael English, AICP - Principal-In-Charge
813.223.9500 | MichaelEnglish@wilsonmiller.com

Neale Stralow, ASLA, AICP - Project Manager
813.223.9500 | NealeStralow@wilsonmiller.com



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 I-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.



TARGETED INDUSTRY SECTORS

Columbia County's top 10 targeted industry sectors are based upon an asset inventory and industry trend analysis conducted through the FPL PoweringFlorida.com resource. This resource compares our regional profile to the industry standard in several categories, such as, workforce, market proximity, utilities, cost of doing business, logistics, available buildings & sites, and incentives. The categories differ based on the sector definition and are assigned a percentage weight based on their importance to the success of the industry. Not only do we learn which sectors will be most attracted to Columbia County, but we also learn for which categories within those sectors we are below the industry standard. This information is helpful in forming economic development programs and policy.

Columbia County	Top 10 Industry Sectors		
Rank	NAICS Code	Description	Score
1	3359	Other Electrical Equipment	7.8
2	562	Waste Management	7.657
3	322	Paper Product Manufacturing	7.625
4	321	Wood Product Manufacturing	7.6
5	3364	Aerospace & Defense	7.55
6	493	Warehouse & Storage	7.4
7	488	Support Activities for Transportation	7.3
8	311	Food & Beverage manufacturing	7.15
9	336	Transportation Equipment manufacturing	6.975
10	5416	Management, Scientific and Technical	6.925
10	325199	All Other Basic Organic Chemical	6.925



8. Regional Economic Clusters

A regional Targeted Industry study was conducted as part of the Rural Economic Development Catalyst Project led by the State of Florida's public-private partnership, Enterprise Florida, Inc., to identify those industries with the greatest potential for creating high value-added jobs, capital investment, and economic benefits in the region. These industries are either currently expanding or have potential for high-wage job growth.

a. Logistics & Distribution

The logistics and distribution sector is growing in the region and totaled nearly 15,000 jobs in 2010. The number of jobs in logistics and distribution in the region surged by 54 percent between 1995 and 2005, well above the national growth rate of nine percent. Despite this strong growth, the industry is still considered under-represented compared to national average employment, as the share of industry employment remains about one-third below that of the nation. The combination of a strong growth rate and room for expansion in the industry is a positive indicator for future economic opportunities in this sector. In addition, the development of the North Florida Intermodal Park in Columbia County will provide direct access to the deep water port in Jacksonville with increased activity from the completion of the Panama Canal expansion in 2014.

b. Building Component Design and Manufacturing

While the Building Component Design and Manufacturing industry has declined across the nation, prior to the national economic downturn it experienced significant growth in the region as manufacturers of building components expanded in the region to meet the demands of the fast growing Florida market. Between 1995 and 2005, the number of building component jobs in the region increased by 28 percent. The strength of the region in wood products and fabricated metals, two key components of the building component design and manufacturing sector, are anticipated to make this a growth industry in the region once slumping national housing markets begin to rebound.

c. Aviation Services and Products

The region possesses a national caliber aviation services industry due to the presence of a major maintenance, repair and overhaul company, TIMCO, headquartered in Lake City (Columbia County). They service military transport planes, commercial jetliners and private aircraft. Customers have included the U.S. Coast Guard, Delta and United Airlines, as well as overseas companies. The aviation maintenance, repair and overhaul industry is anticipated to continue to grow considerably for several years, and should provide additional growth opportunities for the region. Other fast growing segments of the aviation market, such as Very Light Jets, will give the region an opportunity to expand in aircraft parts manufacturing as well building on its momentum in the maintenance, repair and overhaul segment.

d. Bio-fuels and Renewable Energy

Facing growing energy demands and dwindling supplies of conventional fuel sources, alternative sources of energy are being pursued for both power generation and automotive needs. The development of alternative fuels, including biofuels such as ethanol, has become a priority. United States automakers have modified vehicle engines so they can now run on a mixture of gasoline and ethanol. In response, corn production has increased significantly and a number of biorefineries have been constructed around the country. A refinery in the region could serve Florida and Southeastern U.S. markets, and could utilize local agricultural and forestry waste cellulose products to produce ethanol. Due to its extensive forestry resources, the region is also well positioned to take advantage of rapidly growing demand in the European market for wood pellets to fuel power generation plants.

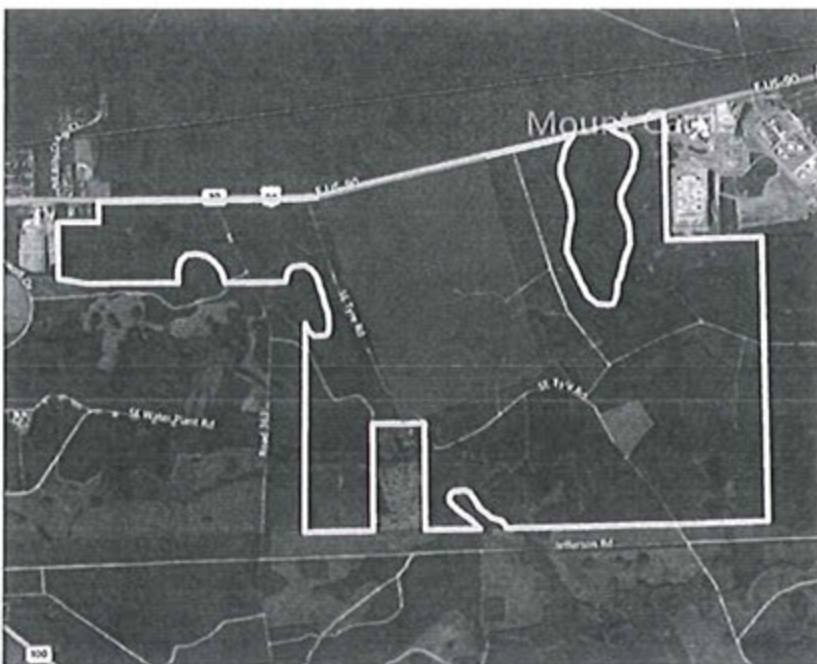
e. Healthcare Services and Products

Healthcare services and products remains one of the fastest growing employment sectors in the United States, due in large part to the aging domestic population and the position as the global leader in healthcare technology development. Nationally, the number of jobs in these fields increased by over 21 percent between 2000 and 2010, while in the region the growth rate of the industry was nearly 17 percent, which equates to approximately 18,700 jobs. Due to the broad range of skills levels in the Healthcare Services and Product industry, wage levels vary greatly. However, overall average wages for the industry are still higher than most regional industry averages. The region is also home to the Sid Martin Biotechnology Business Incubator, which continues to launch successful healthcare start-up companies, and should provide the basis for additional healthcare industry employment opportunities.

ii. North Florida Intermodal Park/Columbia County Catalyst Site

The North Florida Intermodal Park is anchored by a 500-acre tract of land owned by Plum Creek. The State has designated the tract as a catalyst site within the North Central Rural Area of Critical Economic Concern. The Catalyst Site is part of a larger 2,622-acre Plum Creek tract designated as a mixed use district. With approval for development of up to eight million square feet of industrial land use, 100,000 square feet of commercial land use, and 300 dwelling units, this district provides an opportunity for significant job creation within the region.

Legislation approved by Florida lawmakers provides additional incentives to attract business investment, including the establishment of the Catalyst Site as a Rural Enterprise Zone. This designation allows businesses that locate within the Zone an opportunity to apply for a variety of tax credits and incentives. Additionally, Congress acted to allow the Port of Jacksonville to expand their Foreign Trade Zone western boundaries to include the site. This will allow a portion of the North Florida Intermodal Park to become the magnet site for the Foreign Trade Zone in Columbia County.



Catalyst Site, Columbia County

This designation links the site directly with the Port of Jacksonville, allowing duty free treatment for goods coming in through the Port of Jacksonville during processing/assembly in the Foreign Trade Zone; deferred duty payment until goods leave the Catalyst Site; and duty free treatment for merchandise shipped to foreign countries from the Foreign Trade Zone.

Plum Creek has retained the site location firm, McCallum Sweeney Consulting Services, to evaluate the Intermodal Park site for certification as a Mega Site. Mega site certification pre-qualifies the Intermodal Park site for immediate development, thereby reducing the risk of unanticipated development delays and allows for fast-tracking of development projects, thus lowering development costs.

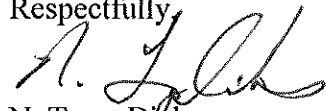
December 14, 2015

Attn: Glenn Hunter
Columbia County Economic Development Department
259 NE Franklin St., Ste 101
Lake City, FL 32055

Glenn,

I want to continue to be involved in promoting and helping to facilitate future growth and development of Columbia County. Therefore, I am very much interested in being re-appointed to serve on the Columbia County Economic Development Advisory Board. If the Columbia County Board of County Commissioners agrees on my re-appointment, I look forward to continue working closely with you and others to cultivate opportunities for creation of new jobs and further improvement of the standard of living in our community.

Respectfully,



N. Terry Dicks

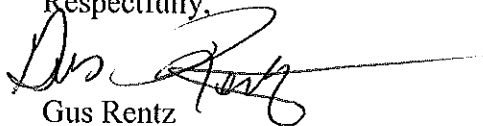
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Respectfully,

A handwritten signature in black ink, appearing to read "Gus Rentz", with a long horizontal flourish extending to the right.

Gus Rentz

Columbia County Economic Development

Economic Development Website



5799 Noble Drive, Indianapolis, IN 46234
P: 317-536-6255 F: 317-222-1425
jim@brandaccel.com



BrandAcceleration
ECONOMIC DEVELOPMENT MARKETING

Indianapolis, Indiana 317.536.6255

September 9, 2015

Mr. Glenn Hunter
Executive Director
Columbia County Economic Development Department
259 NE Franklin Street, Suite 101
Lake City, Florida 32055

Dear Glenn:

Thank you for the very nice phone conversation and the invitation to submit our credentials and a proposal for a new custom interactive economic development website. Your needs are right up our alley and we are definitely interested in being part of your job-growing team. What makes Brand Acceleration a unique and ideal partner is our passion for and understanding of economic development marketing. We have solid relationships with site selection consultants, real estate brokers, and c-suite executives, always digging deeper into their expectations of websites and other marketing tools.

Brand Acceleration is an award-winning full-service branding, marketing communications, and public relations firm entirely focused on economic development. I am very involved in the economic development community with memberships in and sponsorships of the International Economic Development Council (IEDC), Southern Economic Development Council (SEDC), and several other organizations.

Within the pages that follow, you will see our plan to build a first-rate economic development website that serves the needs of the above-mentioned target audiences while influencing jobs growth in Columbia County.

We have very significant experience working with economic development organizations across the nation and are excited about partnering with you, your staff, and area stakeholders to make great things happen for the businesses and residents of Columbia County.

Best regards,
BRAND ACCELERATION, INC.

Jim Walton
CEO
jim@brandaccel.com



BrandAcceleration
ECONOMIC DEVELOPMENT MARKETING

Indianapolis, Indiana 317.536.6255

Introduction

Why choose Brand Acceleration?

Jim Walton, our founder and CEO, recognized that many advertising agencies and web design firms had become completely utilitarian, offering no industry counsel or depth of knowledge to their clients. Since its inception in 2007, the Brand Acceleration team has offered an unparalleled knowledge of marketing and brand management as it relates to community and economic development. We make it a point to dig in and become an extension of our clients, not merely a vendor. We're part of their team. Our economic development clients, almost always non-profit organizations or government entities, appreciate our understanding of them, their needs and their audiences. We're specialists in economic development marketing and very responsive to client needs. They often find that we cause *them* to work a little harder – bringing new ideas, new considerations, and a much deeper involvement than they ever expected. In short, we're a partner that makes great things happen.

Agency Capabilities

Brand Acceleration is a full-service marketing communications, branding, and public relations firm, working exclusively in the economic development industry. With a thorough understanding of communication and broad experience in research, analysis, and strategic planning, our efforts have been very effective in generating results for our clients. We're more than just designers; we're marketers!

Our services include, but are certainly not limited to, strategic planning, brand research, and tactics such as logos, websites, brochures, e-mailers, direct mailers, videos, event marketing, and numerous others.

We Understand Your Audiences

At Brand Acceleration, our passion is the development of powerful marketing strategies. Our involvement in the economic development field assures that we have a thorough understanding of the key audiences such as site selection consultants, real estate professionals, developers, entrepreneurs, and local/regional stakeholders.

The Brand Acceleration message strategists thoroughly understand each of these groups and how to speak to them. Each represents a unique set of communication challenges – challenges that fit us perfectly.



Personnel

Project Team Description

Brand Acceleration is a medium-size agency that works with numerous clients. We have a lean staff of economic development marketing and branding professionals. Our structure, as it applies to the Columbia County Economic Development Department, would be as follows, although it could change based on individual workload:



Jim Walton, Project Lead

Chief Executive Officer / Brand Coach / Senior Brand Strategist

Over the past thirty+ years, Jim has been called upon to assist clients with their marketing, branding, sales, management, and business strategies. He has a strong history of devising ways to tap into new markets and improve effectiveness.

With a broad range of experience that includes brand management, website development, print media, network radio, syndicated television, meeting/event/exhibition management, and client-level advertising and marketing, Jim brings a wealth of knowledge to his clients. He has consulted numerous cities, counties, regional economic development groups, and small and large corporations worldwide.

Jim is a member of the International Economic Development Council (IEDC), and several other economic development organizations. Jim is one of the nation's leading experts on economic development marketing and is a regular speaker at community organizations and professional groups. His e-newsletter, *The Brand Report*, is distributed regularly to over thirteen thousand recipients worldwide.



Colleen Walton, Marketing Strategist

With a Business Degree from Ball State University, Colleen understands marketing, branding, social media marketing, and event marketing. She works with clients to establish a solid position within the economic development community.

Attending the Ball State University Economic Development Course and participating in conferences keeps her current with developments.



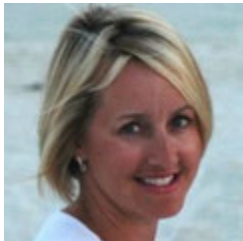
Kelly Stanley, Visual Messaging/Writing

A red-headed artist, Kelly is as passionate about writing as she is about design. A graduate of Ball State University (cum laude), she began her education with an interest in architectural design. She is thoroughly acquainted with the unique algorithms of search engines such as Google, Bing!, and Yahoo, dramatically improving search results for Brand Acceleration clients. Now, she combines her interests to serve Brand Acceleration's economic and community development clients with a clear understanding of audiences and their expectations.



Scott Weber, Visual Messaging

One of the first designers on the Brand Acceleration team, Scott has been in the industry for more than fifteen years. A graduate of Ball State University and the prestigious Herron School of Art, he is a "quiet professional," meaning that he has an incredible ability to listen closely to the needs of the client, matching them with the expectations of the audiences. His level of experience includes economic development, construction, health care, agri-marketing and other industries.



Julie Taylor Reed, Visual Messaging

A real pro, Julie has been in the design industry for more than twenty years. With a BA in Visual Communications from the highly respected Herron School of Art, Julie has worked with clients in countless industries. The daughter of a skilled illustrator, she was raised with a passion for art and a heart for visual communication.



Brian Glassman, Visual Messaging

Trained in the art of graphic design and web development at Harper College and working with several companies has given Brian a great perspective when helping clients. When it comes to web development, including SEO and responsive design, Brian is among the best.



Scott Flood, Writer and Public Relations Professional

With a BS in communications (cum laude) and over twenty-seven years of experience, Scott creates powerful and effective verbal strategies for Brand Acceleration clients. Having worked with agencies large and small, Scott is a master wordsmith. His professional background includes economic development, construction/real estate, banking, healthcare, life sciences, technology, and building products. Plus, he is thoroughly acquainted with the unique algorithms of search engines such as Google, Bing!, and Yahoo, dramatically improving search results for Brand Acceleration clients.



Ben Goshow, e-Strategist, Web Programmer

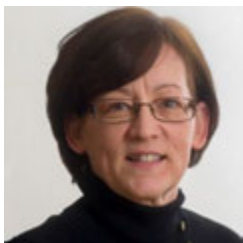
Ben works with client companies that strive for better marketing through strategic integration of web site technology. He helps clients identify and create the perfect strategy for online communications. Ben not only understands computers and information technology, search engine optimization (SEO), responsive mobile marketing, but also marketing and its role, making him an ideal web strategist for Brand Acceleration clients.



JD Collier, e-Strategist, Web Programmer

A versatile web strategist with more than sixteen years of experience guiding clients and teams through the complexities of new media, JD uses appropriate high-tech solutions and focuses on the client's message for the best reception from their audiences.

He has a broad knowledge of user experience management, search engine optimization (SEO), responsive mobile marketing, graphic design, e-learning, business process analysis, website management, data and application architecture and user interface design.



Susan Walton, Project Management

With more than thirty years in the printing/customer service and advertising industry, Susan's forte is tactical production and project management. At Brand Acceleration, her responsibility is to work with clients and the Brand Acceleration team to keep projects on schedule and within budget.



Indianapolis, Indiana 317.536.6255

Scope of Work - Website

After a thorough evaluation of our phone discussion and the current Columbia County Economic Development Department website, we have a clear understanding of the desired results and have no reservations about our ability to fulfill them. Here's how we see the project coming together:

First and foremost, the interactive website should promote the collective benefits of Columbia County in order to help generate business interest. With excellent natural resources, location, highway, rail, skilled workforce, and outstanding educational support, the area has it all. Once at the new website, the visitor needs to quickly and easily find answers to all of his or her specific questions. This new site will make it easy.

Serve the Needs of Audiences with 14 to 16 Pages of Relevant Content

With a clear understanding of each of the target audiences, this site will be completely focused on providing the detailed information sought by visitors. From our recent survey of site selectors and other key audiences, we know that Sites and Buildings, Economic Data, Workforce Data, and other vital information **MUST** be easily found. It will be!

We know which pages visitors find most important and which are least important. Our experience also tells us the likely path a visitor will follow when he or she visits such a site. We also understand the need to serve the expectations of community leaders, investors, donors, community stakeholders, and existing businesses and will do just that.

Research / Discovery / Listening Meetings

As with any economic development marketing effort, it is crucial for the Brand Acceleration team to be fully informed about the benefits and assets available in the community. In order to do this, a Brand Acceleration representative will visit the area, meeting with and listening to stakeholders, touring the community, industrial parks, and other area assets. This information will be very valuable in the writing of the project Strategic Brief and the development of a powerful and believable brand message. (See our Four-Step Process on page 15.)

Content Management System (CMS) and Training

Making it easy for the Columbia County Economic Development Department team to make basic changes to the website, including all mobile pages, this site will be built using the WordPress Content Management System (CMS). We like WordPress because it's free, easy,



and user intuitive. At no additional charge, Brand Acceleration will train the Columbia County Economic Development Department team in the use of WordPress. Also included will be a Reference Guide which will answer most questions. A WordPress training video link will even be provided as a refresher. Of course, our staff will be available at any time answer questions.

Responsive Mobile Design for Desktop and Handheld Devices

As singer Bob Dylan once sang, “The times, they are a-changing,” and those changes are happening rapidly in the area of mobile devices such as iPads, iPhones and Android devices. Simply being *visible* on mobile devices is no longer good enough. Mobile websites now must be “Responsive,” changing their size, shape and layout so that they are best suited for the device being used. Visit this site, <http://booneedc.org/> with your computer, mobile device, or phone to see how the page layout changes as the devices are turned. Our work for the Columbia County Economic Development Department would utilize the latest technology in order to serve the expectations of visitors using mobile devices. Any changes made to the desktop website via the CMS will automatically be made to the mobile pages.

We no longer offer websites that do not feature Responsive Mobile features because as much as 80% of economic development website visitors are now using mobile devices to visit websites.

Sites & Buildings Page

Brand Acceleration will integrate the ZoomProspector Sites & Buildings widget, under a separate existing agreement.

Economic Dashboard

The optional Brand Acceleration Economic Dashboard is a powerful and informative tool for economic development website visitors. It provides a detailed look into the economies of specific counties, regions, and states. For site selection consultants and real estate professionals, it answers virtually every question that may arise. Plus, if additional information is desired, the visitor may drill down with the simple click of the “More Details” button.

This information is purely dynamic and requires no work on behalf of the Columbia County Economic Development Department to keep the content current. This alone could save countless staff hours.

Click here to see an example <http://www.thencalliance.com/economic-dashboard/> .

Following is a list of detailed items shown on the Brand Acceleration Economic Dashboard. These items are subject to change without notice or obligation:



SNAPSHOTS (Profiles)

- People and Income Overview (includes maps)
 - By County
 - By Region
 - By State

MAJOR EMPLOYERS (PDF)

QUALITY OF LIFE

- Overview
- People
- Economy
- Housing
- Health
- Crime
- Climate
- Education
- Cost of Living
- Religion
- Voting

PRODUCTIVITY AND INCOME

- Gross Domestic Product Increase
- Growth in Total Personal Income
- Growth in Nonfarm Proprietors' Profits
- Growth in Per Capita Income
- Median Household Income Increase

JOBS AND WAGES

- Change in Covered Payroll Jobs
- Change in Covered Payroll Average Wage
- Change in Manufacturing Jobs
- Change in Manufacturing Average Wage
- Change in Health Care and Social Services Jobs
- Change in Health Care and Social Services Average Wage

BUSINESS DYNAMICS

- Change in Office Space Demand
- Job Growth
- Retail Sales Growth



LABOR FORCE

- Unemployment Rate Changes
- Labor Force Changes
- Workers Living in County (and Elsewhere)
- People Working in County (and Elsewhere)

LABOR MARKET

- Education
- Population
- Commuting Patterns
- Employment by Sector
- Establishments by Sector
- Earnings by Industry
- Compensation Per Job
- Per Capita Income

POPULATION

- Population Change
- Growth in Number of Working Age Adults
- Growth in Number of School Age Children
- Growth in Population Age 65 and Older
- Adults (25+) with an Associate's Degree or More

HOUSING

- Housing Unit Growth
- Change in Residential Building Permits
- Housing Affordability Index
- Change in Median Home Value
- Change in Existing Home Sales

Search Engine Optimization (SEO)

A crucial piece of any economic development website is preparing it to be easily found by search engines such as Google, Bing and Yahoo!. The new Columbia County Economic Development Department custom website will be carefully written and programmed to help it achieve highly respectable search positions. The Brand Acceleration writers and programmers understand how this is done. Even more importantly, they know how Google's ongoing algorithm changes impact websites and what it takes to achieve great positioning.



Google Analytics

The new Columbia County Economic Development Department website will feature Google Analytics. Google Analytics is built on a powerful, easy to use, reporting platform, so you can decide what data you want to view and customize reports, with just a few clicks. This tool will be installed at no additional charge. A brief training session will be included, explaining how it works and the data shown.

Contact Information

In addition to links to numerous community resources, the Columbia County Economic Development Department contact information will be shown on every page. Site selection consultants and other audiences say that their biggest pet peeve is that they are unable to find contact info on economic development websites. On this site, it will be very easy to find names, photos, and contact information for staff.

Social Media Marketing and Training

A very important piece of the Search Engine Optimization effort is social media marketing. As part of the production of this website, Brand Acceleration will provide, at no additional charge, setup assistance, including custom branded pages for each platform, and training for the following pages, as desired. Also included would be training on the use of social media aggregators such as dlvr.it, allowing the Columbia County Economic Development Department team to manage all platforms from one window.

- Facebook
- Twitter
- LinkedIn
- YouTube

Fast-loading Graphics and Text

Any time a visitor comes to a website, the first possible irritant is loading time. Flash images, streaming outside content, and countless other items can slow things down and create visitor frustration. Our design and programming approach streamlines the loading process.



PDF and Print

Each page will feature a “print this page” and “PDF this page” button. This allows visitors to save and/or send pages.

Maps

In the recent Brand Acceleration survey of site selection consultants and corporate executives, they told us that maps are a very important part of an effective economic development website. Such maps could include highways, railroads, business parks, and other useful information sought by the target visitors.

We’re proud of our maps and invite you to check out these examples
<http://www.joplinregionalpartnership.com/wp-content/uploads/2015/04/03.18.15-JoplinMaps.pdf> .
They’re always branded, showing contact information, easy to print, save, and send to a client.

JOPLIN REGION
The Heart of Work

JOPLIN REGIONAL PARTNERSHIP
P: 417-624-4150 E: joplinregionalpartnership.com

Distance and time by truck

Atlanta, GA	708 mi / 1,139 km / 11 hrs
Chicago, IL	588 mi / 946 km / 8 hrs
Dallas, TX	306 mi / 492 km / 5 hrs
Denver, CO	605 mi / 973 km / 8.5 hrs
Detroit, MI	781 mi / 1,256 km / 11.75 hrs
Kansas City, MO	105 mi / 169 km / 1.5 hrs
Los Angeles, CA	1,465 mi / 2,357 km / 21 hrs
Minneapolis, MN	546 mi / 871 km / 8 hrs
Nashville, TN	485 mi / 780 km / 7.5 hrs
New York, NY	1,202 mi / 1,934 km / 18.25 hrs
Seattle, WA	1,925 mi / 3,098 km / 28 hrs
St Louis, MO	264 mi / 424 km / 3.75 hrs



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Testing

Any website, regardless of how beautiful it is, must function properly on any and all browsers and devices. It is our practice to program functionality for and test any new website on the following browsers:

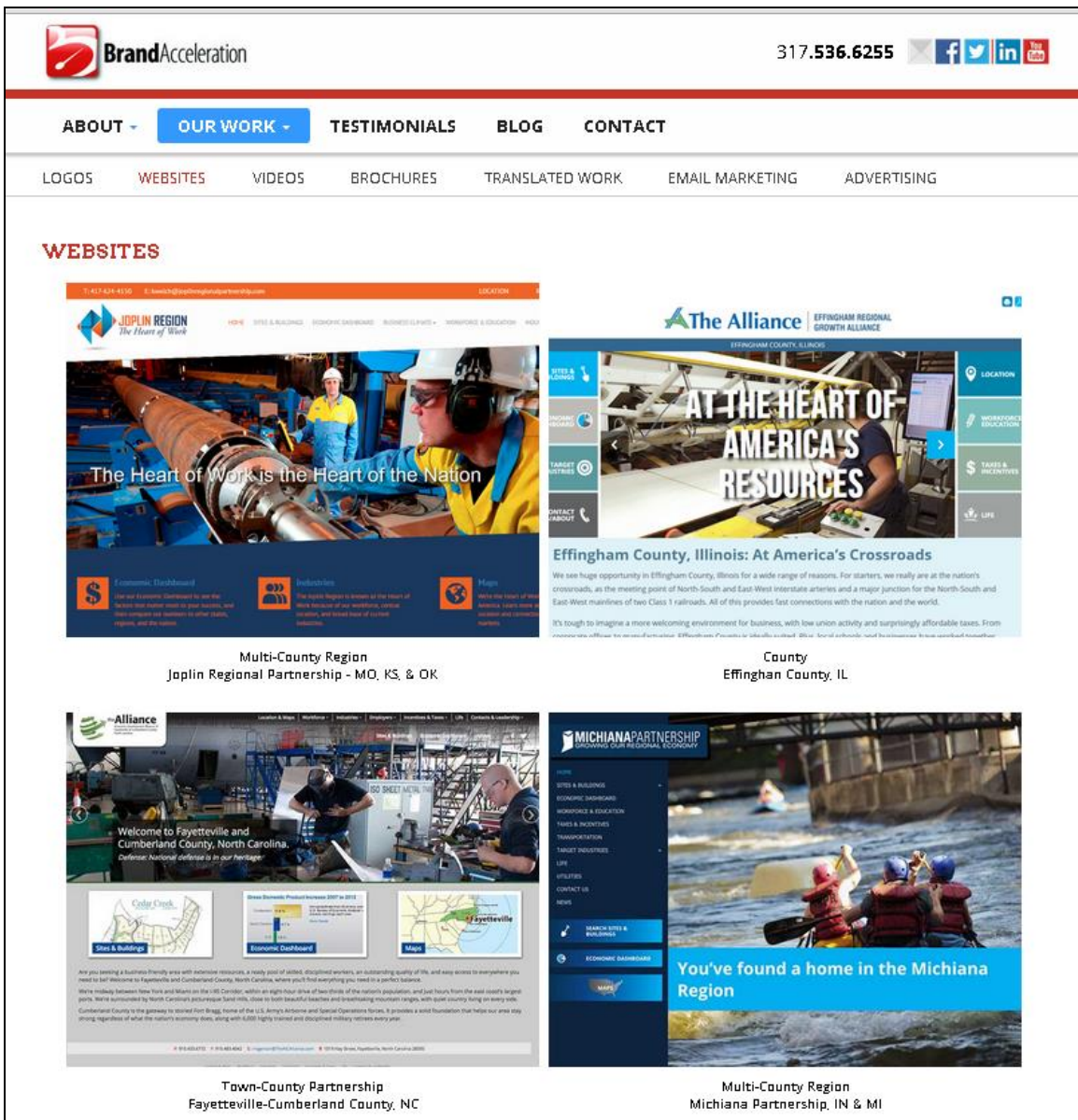
- Google Chrome (Now the most used internet browser)
- Microsoft Internet Explorer
- Mozilla Firefox
- Macintosh Safari (Computer and Mobile)
- iPad (Mobile)
- iPhone (Mobile)
- Android (Mobile)

Hosting, Backups, Updates, Downtime, and Technical Support

Hosting of this website and staff e-mail is available as an option and is shown in the summary pages toward the end of this document. Brand Acceleration hosts via large, high-speed global cloud hosting services which own numerous data centers worldwide, helping to assure the reliability and speed of the site.

Prior Experience

Click the image below to see a few of our websites.



The screenshot displays the BrandAcceleration website interface. At the top, the logo and phone number (317.536.6255) are visible, along with social media icons for Facebook, Twitter, LinkedIn, and YouTube. A navigation menu includes 'ABOUT', 'OUR WORK', 'TESTIMONIALS', 'BLOG', and 'CONTACT'. Below this is a secondary menu with 'LOGOS', 'WEBSITES', 'VIDEOS', 'BROCHURES', 'TRANSLATED WORK', 'EMAIL MARKETING', and 'ADVERTISING'. The main content area is titled 'WEBSITES' and features four preview cards for different client websites:

- Joplin Region:** 'The Heart of Work is the Heart of the Nation'. Multi-County Region Joplin Regional Partnership - MO, KS, & OK.
- Effingham County, Illinois:** 'At the Heart of America's Resources'. County Effingham County, IL.
- Fayetteville-Cumberland County, North Carolina:** 'Welcome to Fayetteville and Cumberland County, North Carolina. Defense: National defense is in our heritage.' Town-County Partnership Fayetteville-Cumberland County, NC.
- Michiana Partnership:** 'You've found a home in the Michiana Region'. Multi-County Region Michiana Partnership, IN & MI.



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Project Approach - Our Four-Step Process

1. Strategic Brief:

Our first step is to develop a well-written Strategic Brief, an internal document used to communicate key information to our designers, writers, programmers, and production team. In addition to explaining the key selling points of the area, the Strategic Brief outlines crucial information about the audiences, the area culture, and target industries. Before the brief goes to our writing and design team, your designated representatives would review it, making any desired adjustments and clarifications. By following this approach, we are dramatically more successful at scoring a direct hit with the message strategy, reducing time consuming rewrites and design changes.

A crucial part of the Strategic Brief would be our visit to your area in order to gather key information for the new website.

2. Copywriting:

The second step, once the Strategic Brief is approved, is for copy to be written. Following the key message strategies outlined in the Strategic Brief, Brand Acceleration writers develop copy that is carefully crafted to resonate with the key audiences and to generate traffic via search engines. Regarding search engines, such as Google, Bing and Yahoo, our copywriters are experts at writing for their unique and challenging algorithms. This alone could mean the difference between being ranked on page one or page thirty-one.

3. Custom Design:

In the third step, now that the strategy is set and the copy is written and approved, Brand Acceleration designers would carefully craft a minimum of three custom website page concept packages, assuring that they are appealing and that they convey the desired brand identity. Our desire is to create a beautiful design that will look like no other economic development website and will inspire the visitor to want to read more and make contact.

4. Programming:

The fourth and final step, with the strategy, copywriting, and design completed and approved, is to program the site, carefully preparing the file for the web and to influence search engine rankings. Using the latest "Responsive Mobile" web principles, the site is programmed for computers and mobile devices.



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References

Mr. Rob O'Brian, CEcD
Joplin Regional Partnership
President
417.624.4150
rob@joplincc.com

Work provided includes: Brand Profiling research, logo, slogan, website, and email marketing.

Ms. Regina Emberton
Michiana Partnership
President and CEO
574-400-5432
remberton@michianaregion.com

Work provided includes: Multi-county/two-state regional website.

Mr. Gene Stinson, CEcD, PCED, CAE, HLM
President
Southern Economic Development Council
(404)523-3030
gene@sedc.org

Work provided includes: Review of all news releases, event promotions, announcements, web copy, white papers, and full production of email marketing campaign.

Mr. Russ Rogerson
Executive Director
Economic Development Alliance of Fayetteville and Cumberland County, North Carolina
910-433-6772
rrogerson@TheNCAlliance.com

Work provided includes: Brand research, logos, websites, print ads, online ads, e-mail campaigns.

For more comments, click here to view Jim Walton's LinkedIn profile
<http://www.linkedin.com/in/jimwaltonbrandcoach> .



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Comments from our Clients and Friends

Brand Acceleration has been very fortunate to have worked with great clients who have been very pleased with our work and the results generated. Here are comments from just a few of our clients and friends:

“Jim Walton is a thought leader in economic development and especially brand messaging and marketing. He works to differentiate his clients from a one size fits all method to what really makes a location unique. His professionalism and approach to the client engagement is first rate. I highly recommend Jim Walton and Brand Acceleration for your marketing needs.”

Jay Garner
President
Garner Economics, LLC
(Site Selection Consultant)

“I have known Jim for several years. He has been an active member of the International Economic Development Council Jim has a passion for understanding and communicating with target audiences such as site selectors, c-suite execs, on behalf of his economic development clients

Jim is asked frequently to speak on the topic of branding. He also spends a great deal of time understanding how the economic development community interfaces with their target audiences. He also tries to see from the target side how those folks like to get their communication. That is what a professional does.”

Jeff Finkle, CEcD
President
International Economic Development Council

“Jim and Brand Acceleration have helped our economic development organization take our communications and marketing effectiveness to a higher level. We felt we had good product in our community and industrial sites but were not getting the message out. Many agencies could prepare a new brochure or website, but Brand Acceleration provided us tools that met the need of our customers and assisted us in ways to utilize those tools. I feel that Brand Acceleration’s specialized knowledge helped us be successful in reaching our potential customers which in turn has helped Warrick County land 3 major prospects this past year.”

Larry Taylor
President
Success Warrick County



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“Jim’s clients benefit from both his professionalism and enthusiasm. Brand Acceleration’s work speaks for itself: focused, comprehensive, and clear. Look at his work for Jennings County, Indiana and Stanly County, North Carolina. These are examples of Jim’s ability to tell the client’s story effectively with pictures, graphics, and words. I continue to recommend Jim and his company to my clients.”

Thayr Richey
President
Strategic Development Group, Inc.
(Site Selection Consultant)

“Jim is a true professional. He is very experienced in his industry and provides excellent counsel to his clients. We have recommended him to a number of our clients due to our confidence in his abilities.”

Larry Gigerich
Managing Director
Ginovus
(Site Selection Consultant)

“Brand Acceleration did an excellent job of conducting research on behalf of the Amarillo EDC, from pre-survey information gathering to post-survey analysis and follow-up. We would recommend Brand Acceleration to any client seeking to find out more about its constituents’ attitudes and perceptions.”

Buzz David
President & CEO
Amarillo (TX) Economic Development Corporation

“Working with Jim has enhanced our internal and external marketing significantly. Having Jim and his staff work for us is like have an expert on staff to manage our focused marketing efforts. We look forward to having a long relationship with Brand Acceleration to coordinate all our written materials and advertising.”

Cinda Kelley-Hutchings
Executive Director
Hendricks County Economic Development Partnership

For more comments, click here to view Jim Walton’s LinkedIn profile
<http://www.linkedin.com/in/jimwaltonbrandcoach> .



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P R O P O S A L

COLUMBIA COUNTY ECONOMIC DEVELOPMENT DEPARTMENT

MR. GLENN HUNTER
EXECUTIVE DIRECTOR
259 NE FRANKLIN STREET, SUITE 101
LAKE CITY, FLORIDA 32055
386-758-1033
ghunter@columbiacountyfla.com

Client: Columbia County Economic Development Department

Job #: CCF WB150902

Date: 9/8/2015

Project: **Design, Write and Fully Produce a 14-16 Page Economic Development Website** \$19,370 to \$19,670

Message Strategy Development:

Using available information and working with the client, Brand Acceleration strategists will develop a message strategy that fully connects with the anticipated audience(s) in a powerful and emotional way. Our goal is to visually and verbally connect with the visitors of this website, differentiating the county, and encouraging them to respond. Audiences could include, but would not be limited to, site consultants, corporate real estate executives, corporate c-suite managers, retail site consultants, developers, trailing spouses, family members, prospective entrepreneurs and local constituents.

Copywriting:

Following the above-mentioned message strategy, Brand Acceleration writer(s) will craft a written message that is meant to move the visitor to action. Well-written websites are emotional and serve to romance the visitor to respond. The written copy is also very important in helping search engines such as Google, Bing!, Yahoo and others to find and appropriately rank the site.

Search Engine Optimization (SEO):

A crucial piece of any economic development website is preparing it to be easily found by search engines such as Google, Bing and Yahoo. The new Columbia County Economic Development Department website will be carefully written and programmed to help it achieve highly respectable search positions.

Page Design and Branded Maps:

Following the above-mentioned message strategy, Brand Acceleration designer(s) will create a visually powerful design that is both creative and impactful. Our goal is to make the reader feel that the website was designed just for him or her.

Brand Acceleration will produce a set of branded maps that serve the needs of the audiences. These maps will include:

- US Map, indicating the location of Columbia County and its relationship to Chicago, New York, Atlanta, Dallas, and other major cities.
- Florida map, indicating Columbia County and its location within the state and in relation to other cities within the state.
- Columbia County map, indicating the key assets of the county, such as highways, airports, etc.
- See an example by [clicking here](#).



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Content Management System (CMS):

In order to allow the Columbia County Economic Development Department team to control the website content, Brand Acceleration will program the new site utilizing a WordPress Content Management System (CMS). Working with the client, we will determine which areas of the site should be accessible and which should be restricted, if any. Brand Acceleration will provide training, a user guide, and phone support.

Google Analytics:

In order to be able to track web traffic and measure effectiveness of the Columbia County Economic Development Department web marketing effort, Brand Acceleration will attach the Google Analytics web measurement service to this new site.

Mobile Devices:

As singer Bob Dylan once sang, "The times, they are a-changing," and those changes are happening rapidly in the area of mobile devices such as tablets and handheld devices. Simply being *visible* on mobile devices is no longer good enough. Mobile websites now must be "Responsive," changing their size, shape and layout so that they are best suited for the device being used. Visit <http://boonecdc.org/> with your computer, tablet device, or phone to see how the page setup changes as the device position changes. Our work for Columbia County Economic Development Department would utilize the latest technology in order to serve the expectations of visitors using mobile devices.

Social Media Integration and Training:

Utilizing design elements included in the new custom website, Brand Acceleration will link existing social media pages or create social media accounts and brand each page. This could include, but would not be limited to Facebook, LinkedIn, Twitter, YouTube, and others. Plus, social media training, including the use of aggregators such as dlvr.it, will be included.

Programming and Functionality:

The finished files will be fully programmed and provided to the web host, and will include, but not be limited to:

- PDF this page
- Print this page
- Mobile compatibility
- Viewable on multiple browsers
- Integration of Social media (as needed)
- Integration of existing ZoomProspector Sites & Buildings service
- Integration of Economic Dashboard. (Optional)

Photography not included.

National agency average for this work: \$39,353.00



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OPTIONAL SERVICES:

Initial to Select

Economic Dashboard: \$4,800 startup and \$2,800* per yr. (*begins year two) _____

The Brand Acceleration Economic Dashboard is a very powerful and informative tool for economic development website visitors. It provides a detailed look into the economies of counties, regions, and states. For the previously identified audiences, it answers virtually any question that may arise. Each page or document is in an easily downloadable format. On most data categories, it allows the visitor to drill down and gather even more information simply by clicking a button titled "More Details." The Economic Dashboard provides details about the following areas: [Click here to see an example.](#) The \$2,800 renewal is good for two renewals, or three years of service.

- United States
- State of Florida
- Columbia County Region (Includes Columbia and all contiguous counties.)
- Columbia County

Web Hosting via Brand Acceleration: \$485 per year _____

The hosting rate renewal is good for two renewals, or three years of service.

Website Domains (If new) \$45 per year _____

THESE COSTS ARE ESTIMATES, NOT QUOTATIONS

Cost estimates are subject to change as a result of client input and do not include media, custom or rights-managed photography, shipping, or taxes. Brand Acceleration ideas, suggestions and concepts are the property of Brand Acceleration until selected and approved by the client. This estimate is for the described work only and is based upon acceptance within thirty days. Printing, if included, is subject to as much as 10% overrun and will be invoiced accordingly. In the event this project is cancelled for any reason, Brand Acceleration will evaluate the project to determine its state of completion. Based on that percent of completion, client may receive a refund or an invoice for services and expenses.

Total Proposal: \$19,370 to \$19,670 plus options. Approved By:

Date:

Terms: Development: 50% with signed proposal, 25% with copy approval (mid-project), balance invoiced upon completion.

All other items invoiced annually, in advance. Invoices due upon receipt. Work will begin upon receipt of deposit.

If *two heads are better than one,*

then having access to some of the most respected industry experts has to be even better.

That's what we thought when we invited this group of thought-leaders to serve on the Brand Acceleration Board of Advisors. Each of these professionals brings a common dedication, wisdom, and experience that helps guide and support our passion for industry excellence. Many thanks to each of them.

Meet the Brand Acceleration Economic Development Board of Advisors



Ronnie Bryant, CEcD
President and CEO
Charlotte Regional Partnership
Charlotte, North Carolina



Cecilia Harry
Executive Director
Greater Fremont
Development Council
Fremont, Nebraska



Eric Canada
Chief Strategist
Blane, Canada Ltd.
Wheaton, Illinois



Chris Manheim, CEcD
President
Manheim Solutions, Inc.
Elgin, Illinois



Jay Garner, CEcD, CCE
President and Founder
Garner Economics, LLC
Atlanta, Georgia



BrandAcceleration

brandaccel.com



Best Practices Discussion

St. Johns County Business Incentive Program (*Ord. 2014-30*)

**Enterprise Florida Stakeholder Meeting
Ponte Vedra Beach, FL
August 19, 2015**





Primary Objectives



Business Incentive Program

4

Primary Objectives

Program Framework

Enhanced Flexibility

Protective Provisions

Results

- **Primary Objectives**
 - To provide necessary tools to support economic development to assist in the attraction and retention of high quality development in all areas of the County.
 - Rescind the existing Incentive Ordinance and associated amendments and adopt a new program that:
 - Updates program requirements
 - Provides enhanced flexibility
 - Incorporates protective provisions and removes ambiguity



Business Incentive Program

5

Primary Objectives

Program Requirements

Enhanced Flexibility

Protective Provisions

Results

□ Other Objectives

- Update target industries (*from 2003*) with current regional and state target industries (for consistency)
- Include specific language regarding:
 - Local financial support for other state programs such as QTI
 - Applicants considered and negotiated on a case-by-case basis
 - Incentives will not be considered if a building permit has been issued, or a building purchase or lease has been executed



Program Framework



Program Framework

7

Primary Objectives

Program Framework

Enhanced Flexibility

Protective Provisions

Results

- **Basic Premise:**
 - Performance-based incentives providing grants for:
 - New industry, existing industry and spec space projects
 - Based on general county portion of tax revenue derived
 - Provides up to four (4) years ad valorem taxes (*real property and TPP*)
 - 100% impact fees paid
 - 100% water/sewer connection fees paid (*within County utility service area*)
 - No limit on payback terms (*typically 10-year max*)



Program Framework

8

Primary
Objectives

Program
Framework

Enhanced
Flexibility

Protective
Provisions

Results

- Earn points for project criteria, such as:
 - Size of new facilities to be constructed
 - Net-new Full-time equivalent jobs to be created
 - Wage rates (*above average County wage*)
 - Target industry (*doesn't exclude non-target industry*)
 - Locating or expanding within a CRA or formally-designated historically underutilized business zone



Program Framework

9

Primary
Objectives

**Program
Framework**

Enhanced
Flexibility

Protective
Provisions

Results

- **Unique factors to earn additional consideration**
 - Location within deficient school areas
 - County resident in an ownership or executive management position (*new industry*)
 - Owned vacant land more than five years (*spec*)
 - Type of property to be developed (*spec*)



Eligible Incentives

Incentive Category	Existing Business Point Value 5.0	New Industry Point Value 7.0	Spec Space Point Value 5.0
Impact Fees	100.0%	100.0%	100.0%
Utilities in SJCUD	100.0%	100.0%	100.0%
Ad Valorem Tax	4 years	4 years	4 years
Tangible Personal Property	4 years	4 years	
	4.0 - 4.9	5.0 - 6.9	3.0-4.9
Impact Fees	75.0%	50.0%	50.0%
Utilities in SJCUD	75.0%	50.0%	50.0%
Ad Valorem Tax	3 years	2 years	2 years
Tangible Personal Property	3 years	2 years	
	3.0 - 3.9		
Impact Fees	50.0%		
Utilities in SJCUD	50.0%		
Ad Valorem Tax	2 years		
Tangible Personal Property	2 years		



Enhanced Flexibility



Enhanced Flexibility

12

Objective

Program
Requirements

**Enhanced
Flexibility**

Protective
Provisions

Results

- **Key concepts incorporated to provide enhanced flexibility include:**
 - **Businesses other than those identified as target industries are eligible for incentive consideration if they meet minimum point requirements.**
 - **The Board may approve a local contribution that meets minimum standards for state-level business incentives, (*ie. QTI*) even if the project does not meet the local program's minimum requirements for incentive consideration.**



Other Consideration

13

Objective

Program
Requirements

Enhanced
Flexibility

Protective
Provisions

Results

- **The Commission may approve incentives for a project that would not otherwise qualify if it will have a positive impact on the County or serve as a benefit to the public good. They may consider the following criteria:**
 - **Capital Investment**
 - **Number of new jobs**
 - **Qualified target industry**
 - **Location within an underutilized business zone or CRA**
 - **Other relevant factors impacting the County's economy**



Incentives Outside the Scope of Program

14

Objective

Program
Requirements

**Enhanced
Flexibility**

Protective
Provisions

Results

- **The Board may, on a case-by-case basis, recommend an incentive which does not specifically comply with terms set forth in the program guidelines for the benefit of economic development. This may involve any other tools allowed under Florida law, including:**
 - **Tax increment financing**
 - **Local sales tax rebates**
 - **Tax-exempt bond financing**
 - **Infrastructure agreements**
 - **Other appropriate programs**



Protective Provisions



Specific Language Added

16

Objective

Program
Requirements

Enhanced
Flexibility

**Protective
Provisions**

Results

- **Key language incorporating protective provisions includes:**
 - Applicants will be considered and negotiated on a case-by-case basis.
 - Incentives will be considered only as inducements to generate projects that would otherwise not occur.
 - A cost-benefit analysis will be conducted to determine the return on public investment based on the level of incentive provided for a project. *(The County does not pay out funds it doesn't receive.)*
 - Confidentiality provision related to BCC conflict of interest.
 - Even though a project may meet criteria within the Ordinance, any application may be denied at the discretion of the Board.



Results



So far so good...

18

Objective

Program
Requirements

Enhanced
Flexibility

Protective
Provisions

Results

- ❑ **Attracted first spec office project in 10 years**
- ❑ **Offered incentive to large tax-exempt corporate HQ**
- ❑ **Approved first Tax Increment Financing Development Agreement**
- ❑ **Amended agreements approved prior to recession**
- ❑ **Provided Fee waiver for a important community public-private partnership project (3P)**
- ❑ **In all, flexibility has allowed ability to meet goals to assist large and small businesses**



Shared Program

19

Objective

Program
Requirements

Enhanced
Flexibility

Protective
Provisions

Results

- **Recently Adopted by Suwannee County (Res 2015-35)**
- **Dr. Alvin Jackson, Jr. contacted me during initial research on county incentive programs.**
- **He wanted to develop a performance-based program that met his goals for job creation, wage enhancement and tax base generation.**
- **He slightly modified the program to meet his community needs by adding capital investment and including commercial/retail projects.**
- **Currently three (3) applications in the pipeline.**
- **Primary city (Live Oak) poised to adopt similar policy to offer overlap incentives within city limits.**



Melissa Glasgow
Director of Economic Development
904-209-0552 mglasgow@sjcfl.us



SUWANNEE COUNTY ECONOMIC DEVELOPMENT OFFICE

Florida's New Frontier

BUSINESS INCENTIVE PROGRAM

Economic Development is the number one priority of the Suwannee County Board of County Commissioners. The Board shares a unified commitment to attract new business development, to expand and diversify the tax base, and create jobs for local residents. Success in economic development ensures Suwannee County's long-term financial ability to provide ongoing quality services and infrastructure and preserve the quality of life for its residential and corporate citizens.

These objectives are generally served by the enhancement and expansion of the local economy, Suwannee County will give consideration to providing economic development grants as a stimulus for new business development within the County.

As referenced by Resolution 2015-35, Suwannee County has an established point system for determining a base value an applicant could receive for each of these categories: Locating a new industry, expanding an existing business, or developing speculative space within the County.

THE ENCLOSED SUMMARIES PROVIDE GUIDELINES FOR THE NEW INDUSTRY CATEGORIES:

1. Financial incentives are provided herein for new industry locating in the County and calculated through the accumulation of points upon review of the applicant's incentive application.
2. Upon submittal of an Economic Development incentive application to the County, the proposed business or industry may accumulate incentive points as described in the tables within.



BUSINESS INCENTIVE PROGRAM FOR EXISTING INDUSTRY

PROJECT CRITERIA		POINTS
TARGET INDUSTRY a. Companies that are listed as a targeted industry within the Resolution 2015-35.		2.0
Capital Investment Points shall be awarded based on capital investment.	<ul style="list-style-type: none"> • \$10,000 - 50,000 • \$50,001 - 100,000 • \$100,001 - 500,000 • \$500,001 - up 	1.0 2.0 3.0 4.0
SIZE OF FACILITY ADDITION b. Points are provided based upon the size of the facility addition or the construction of new facility square footage.	<ul style="list-style-type: none"> • Up to 5,000 Sq. Ft. • 5,001 to 10,000 Sq. Ft. • 10,001 to 20,000 Sq. Ft. • 20,001 + Sq. Ft. 	1.0 2.0 3.0 4.0
NEW EMPLOYMENT c. Points are provided based on new full-time equivalent jobs to be created in Suwannee County.	<ul style="list-style-type: none"> • Up to 5 new employees • 6 to 15 new employees • 16 to 30 new employees • Over 30 new employees 	1.0 2.0 3.0 4.0
WAGE RATES d. Points are provided for wages paid above the County's average wage rate.	<ul style="list-style-type: none"> • 100% to 114.9% avg. wage rate • 115% to 119.9% avg. wage rate • 120% to 124.9% avg. wage rate • 125%+ avg. wage rate 	1.0 2.0 3.0 4.0
LOCATION e. Location within an underutilized business zone or CRA.		2.0

Financial incentives derived through the accumulation of points based on Paragraph 2 above will be considered to receive the following incentives:

POINT TOTAL RANGE	RANGE	ECONOMIC DEVELOPMENT GRANT
Existing business or industry 5.0 and 6.0 points		<ul style="list-style-type: none"> • 50% of project impact, water and sewer fees paid* • Two years ad valorem tax** • Two years tangible business personal property tax
Existing business or industry 7.0 and 8.0 points		<ul style="list-style-type: none"> • 75% of project impact, water and sewer fees paid* • Three years ad valorem tax** • Three years tangible business personal property tax
Existing business or industry 9.0 points or higher		<ul style="list-style-type: none"> • 100% of impact, water and sewer fees paid* • Four years ad valorem taxes** • Four years tangible business personal property tax
Additional benefits		<ul style="list-style-type: none"> • Qualifying project is also eligible for expedited permitting and application assistance for State/County Incentives

* It should be noted that water and sewer connection fees only apply to projects in the County Utility Service Area.

** Grants are provided for the general County portion of taxes paid on the increase in improvement value added to the tax rolls. Primarily, new construction projects are eligible for ad valorem tax incentives. Capital improvements made to existing buildings may also be considered for a qualifying projects.

BUSINESS INCENTIVE PROGRAM FOR NEW INDUSTRY

PROJECT CRITERIA		POINTS
TARGET INDUSTRY a. Companies that are listed as a targeted industry within the Resolution 2015-35.		2.0
Capital Investment Points shall be awarded based on capital investment.	<ul style="list-style-type: none"> • \$10,000 - 50,000 • \$50,001 - 100,000 • \$100,001 - 500,000 • \$500,001 - up 	1.0 2.0 3.0 4.0
FACILITY SIZE b. Points are provided based on the construction of new facility square footage.	<ul style="list-style-type: none"> • 10,000 to 25,000 Sq. Ft. • 25,001 to 50,000 Sq. Ft. • 50,001 to 100,000 Sq. Ft. • 100,001 + Sq. Ft. 	1.0 2.0 3.0 4.0
NEW EMPLOYMENT c. Points are provided based on new full-time equivalent jobs to be created in Suwannee County.	<ul style="list-style-type: none"> • 5 to 29 new employees • 30 to 69 new employees • 70 to 99 new employees • 100 or more new employees 	1.0 2.0 3.0 4.0
WAGE RATES d. Points are provided for wages paid above the County's average wage rate.	<ul style="list-style-type: none"> • 100% to 114.9% avg. wage rate • 115% to 119.9% avg. wage rate • 120% to 124.9% avg. wage rate • 125%+ avg. wage rate 	1.0 2.0 3.0 4.0
LOCATION e. Location within an underutilized business zone or CRA.		2.0
COUNTY RESIDENT f. Applicant is County resident and owner or executive manager of target industry business, and wishes to relocate or expand the business into the County		1.0

Financial incentives derived through the accumulation of points based on Paragraph 2 above will be considered to receive the following incentives:

POINT TOTAL RANGE	RANGE	ECONOMIC DEVELOPMENT GRANT
New Industry 8.0 to 10.0 points		<ul style="list-style-type: none"> • 50% of project impact, water and sewer fees paid* • Two years ad valorem tax** • Two years tangible business personal property tax
New Industry 11.0 points or higher		<ul style="list-style-type: none"> • 100% of impact, water and sewer fees paid* • Four years ad valorem taxes** • Four years tangible business personal property tax
Additional benefits		<ul style="list-style-type: none"> • Qualifying project is also eligible for expedited permitting and application assistance for State/County Incentives

* It should be noted that water and sewer connection fees only apply to projects in the County Utility Service Area.

** Grants are provided for the general County portion of taxes paid on the increase in improvement value added to the tax rolls. Primarily, new construction projects are eligible for ad valorem tax incentives. Capital improvements made to existing buildings may also be considered for a qualifying projects.

BUSINESS INCENTIVE PROGRAM FOR SPECULATIVE SPACE

PROJECT CRITERIA		POINTS
FACILITY SIZE a. Points are provided based on the construction of new facility square footage.	<ul style="list-style-type: none"> • 10,000 to 25,000 Sq. Ft. • 25,001 to 50,000 Sq. Ft. • 50,001 to 100,000 Sq. Ft. • 100,001 + Sq. Ft. 	1.0 2.0 3.0 4.0
FACILITY TYPE b. Points are provided based on the use of the facility.	<ul style="list-style-type: none"> • Office or Industrial/Manufacturing 	2.0
OWNERSHIP TIMEFRAME c. Land owner has owned the vacant parcel for a minimum of 5 years.		1.0
LOCATION d. Location within an underutilized business zone or CRA.		2.0

Financial incentives derived through the accumulation of points based on Paragraph 2 above will be considered to receive the following incentives:

POINT TOTAL RANGE	RANGE	ECONOMIC DEVELOPMENT GRANT
Speculative Space 3.0 to 4.9 points		<ul style="list-style-type: none"> • 50% of project impact, water and sewer fees paid* • Two years ad valorem tax**
Speculative Space 5.0 points or higher		<ul style="list-style-type: none"> • 100% of impact, water and sewer fees paid* • Four years ad valorem taxes**
Additional benefits		<ul style="list-style-type: none"> • Qualifying project is also eligible for expedited permitting.

* It should be noted that water and sewer connection fees only apply to projects in the County Utility Service Area.

** Grants are provided for the general County portion of taxes paid on the increase in improvement value added to the tax rolls. Primarily, new construction projects are eligible for ad valorem tax incentives. Capital improvements made to existing buildings may also be considered for a qualifying projects.

For further information
on these programs,
you may contact.....



SUWANNEE COUNTY
ECONOMIC DEVELOPMENT OFFICE

Florida's New Frontier

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Economic Development Director

Suwannee County Airport
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SUWANNEE COUNTY

RESOLUTION 2016 - 06

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF SUWANNEE COUNTY, FLORIDA, AMENDING BOARD RESOLUTION 2015-35 WHICH AUTHORIZED THE CREATION OF THE COUNTY DEPARTMENT THE "DEPARTMENT OF ECONOMIC DEVELOPMENT"; AND THE SUWANNEE COUNTY "BUSINESS INCENTIVE PROGRAM"; BY AMENDING SECTION 5 TO IDENTIFY TARGET INDUSTRY SECTORS; AMENDING SECTION 6 TO PROVIDE FOR A SEPARATE UTILITY FEE INCENTIVE PROGRAM; ELIMINATING SECTION 8 REGARDING INCENTIVES OUTSIDE THE PROGRAM; RENUMBERING THE REMAINING SECTIONS; AMENDING SUBSECTIONS OF NEW NUMBERED SECTION 9 REGARDING THE POINT SYSTEM IN THE MINIMUM REQUIREMENTS FOR BUSINESS INCENTIVE PROGRAM AND CLARIFYING THE CLAIM PERIOD FOR FUNDING AWARDED PURSUANT TO A GRANT AGREEMENT; ELIMINATING REFERENCES TO DELETED SECTIONS AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Board of County Commissioners of Suwannee County adopted Resolution 2015-35, creating the County Department the "Department Of Economic Development" and accompanying Suwannee County "Business Incentive Program"; on May 5, 2015;

WHEREAS, the Board of County Commissioners of Suwannee County desires to amend the Suwannee County Business Incentive program to identify Target industry Sectors, to revise the point system in the Minimum Requirements for Business Incentive Program and to clarify the timing procedures for claiming funding.

BE IT THEREFORE RESOLVED by the Board of County Commissioners for Suwannee County have reviewed and adopted the following amendments to the Suwannee County Business Incentive Program and that such amendments are to be effective as of October 20, 2015.

1. The title to Section 5 and Section 5.A. shall be amended to read as follows:

"Section 5. Target Industry Sectors.

A. It is the intention of the Board to encourage new job creation and employment diversification to enhance wealth generation in the County. The Board has from time to time identified target industry sectors that it determined are most likely to provide the greatest opportunity to enhance the economic environment of northcentral Florida, including Suwannee County. Enumeration of the Target Industry Sectors is attached as Exhibit A to Business Incentive Program."

2. Section 6 shall be amended to read as follows:

"Section 6. Expenditure of Funds Authorized.

The Board may expend County funds in order to provide Economic Development Grants to approved Applicants as an incentive for their location to or expansion within the County or for the development of Speculative Space. By separate resolution regarding utility connection and related service fees, the Board may also provide for a program of Economic Development Grants for utility connection fees if the Project is located within the County utility service area. However, if the County approves an Economic Development Grant for a Project located outside of the County Utility service area, the County shall not expend funds for that project's utility connection fees, unless specifically authorized by the Board."

3. The entirety of Section 8 is deleted and eliminated. All remaining sections 9 through 17 and all references to other sections and subsections in the body of the Business Incentive Program shall be renumbered accordingly.

4. The entirety of former Section 10 (newly renumbered Section 9) is eliminated and replaced by the following:

"Section 9. Minimum Requirements for Business Incentive Program.

A. The County may provide financial incentives for Applicants that qualify for an Economic Development Grant. An Applicant's eligibility for incentives, and the amount of incentives awarded by the County, shall be calculated through the accumulation of points upon review of the Applicant's Grant Application.

B. Existing Business or Industry: The eligibility of an Application for incentives in connection with an existing business or industry shall be determined as follows:

1. A company within a Target Industry Sector as defined in Section 5 above, shall receive 2.0 points.
2. Points shall be awarded based on the Capital Investment (Tangible Business Personal Property) as follows:
 - a. New capital investment of \$10,000 – 50,000: 1 point
 - b. New capital investment of \$50,000 – 100,000: 2 points
 - c. New capital investment of \$100,001- 500,000: 3 points
 - d. New capital investment of \$500,001 and up: 4 points
3. Points shall be awarded based on the construction of new facilities as follows:
 - a. New construction of up to 5,000 square feet: 1 point
 - b. New construction of 5,001 - 10,000 square feet: 2 points
 - c. New construction of 10,001 - 20,000 square feet: 3 points
 - d. New construction of 20,001 square feet or more: 4 points
4. Points shall be awarded based on the creation of new Full-time Equivalent Jobs as follows:

- a. Up to 5 new Full-time Equivalent employees: 1 point
- b. 6 - 15 new Full-time Equivalent employees: 2 points
- c. 16 - 30 new Full-time Equivalent employees: 3 points
- d. Over 30 new Full-time Equivalent employees: 4 points

5. Points shall be awarded based on the payment of above-average wage rates for new Full-time Equivalent Jobs for Suwannee County, according to the Florida Department of Economic Opportunity, as follows:

- a. 100% - 114.9% of the County's average wage rate: 1 point
- b. 115% - 119.9% of the County's average wage rate: 2 points
- c. 120% - 124.9% of the County's average wage rate: 3 points
- d. 125% of the County's average wage rate or greater: 4 points

6. Points shall be awarded based on the proximity to existing utilities as follows:

- a. $\frac{1}{4}$ of a mile or less: 5 points
- b. greater than $\frac{1}{4}$ but no greater than $\frac{1}{2}$ of a mile: 2.5 points
- c. greater than $\frac{1}{2}$ but no greater than 1 mile: 1 point

7. An Applicant that desires to expand within the boundaries of a Community Redevelopment Area, Employment Center or within an Underutilized Business Zone, as designated under federal, state, or County regulation, shall receive 2.0 points.

8. An Application for an Economic Development Grant for existing business or industry may be considered for financial incentives based on the number of points it receives as follows:

a. An Application that receives between 7.0 and 9.9 points may be considered for an Economic Development Grant no greater than:

I. 75% of two years of ad valorem tax incentives on the increase in valuation for new construction added after the Economic Development Grant is awarded; and

II. 50% of two years of tangible personal property tax incentives on the increase in valuation for property added after the Economic Development Grant is awarded.

b. An Application that receives between 10.0 and 12.9 points may be considered for an Economic Development Grant no greater than:

I. 75% of three years of ad valorem tax incentives on the increase in valuation for new construction added after the Economic Development Grant is awarded; and

II. 50% of three years of tangible personal property tax incentives on the increase in valuation for property added after the Economic Development Grant is awarded.

c. An Application that receives 13.0 points or higher may be considered for an Economic Development Grant no greater than:

I. 75% of four years of ad valorem tax incentives on the increase in valuation for new construction added after the Economic Development Grant is awarded; and

II. 50% of four years of tangible personal property tax incentives on the increase in valuation for property added after the Economic Development Grant is awarded.

9. At the discretion of the Board, an Applicant that constructs, purchases or makes monetary contribution to the County for a designated project (i.e. infrastructure improvements, capital and/or monetary investments for public facilities) for community benefit may be considered for an increase in the financial incentives enumerated in subsection 8 above up to 100% of ad valorem tax incentive and up to 75% tangible personal property tax incentive for the correspondingly eligible time period.

C. Speculative Space: The eligibility of an Application for incentives in connection with Speculative Space shall be determined as follows:

1. Points shall be awarded based on the construction of new square footage available for occupancy as follows:

a. New construction of 10,000 - 20,000 square feet:	1.0 point
b. New construction of 20,001 - 50,000 square feet:	2.0 points
c. New construction of 50,001-100,000 square feet:	3.0 points
d. New construction of 100,001 square feet or more:	4.0 points

2. The construction of new office or industrial facilities shall receive 2.0 points.

3. An Applicant proposing to utilize land that has been vacant for five or more years shall receive 1.0 point.

4. Points shall be awarded based on the proximity to existing utilities as follows:

a. $\frac{1}{4}$ of a mile or less:	5 points
b. greater than $\frac{1}{4}$ but no greater than $\frac{1}{2}$ of a mile:	2.5 points
c. greater than $\frac{1}{2}$ but no greater than 1 mile:	1 point

5. An Applicant that desires to locate or expand within the boundaries of a Community Redevelopment Area, Employment Center or within an Underutilized Business Zone, as designated under federal, state, or County regulation, shall receive 2.0 points.

6. An Application for an Economic Development Grant for Speculative Space may be considered for financial incentives based on the number of points it receives as follows:

a. An Application that receives between 5.0 and 8.9 points may be considered for an award of an Economic Development Grant no greater than:

I. 75% of two years of ad valorem tax incentives for increased valuation on newly constructed square footage added after the Economic Development Grant is awarded.

b. An Application that receives 9.0 points or higher may be considered for an Economic Development Grant no greater than:

I. 75% of four years of ad valorem tax incentives for increased valuation on newly constructed square footage added after the Economic Development Grant is awarded.

7. At the discretion of the Board, an Applicant that constructs, purchases or makes monetary contribution to the County for a designated project (i.e. infrastructure improvements, capital and/or monetary investments for public facilities) for community benefit may be considered for an increase in the financial incentives enumerated in subsection 6 above up to 100% of ad valorem tax incentive and up to 75% tangible personal property tax incentive for the correspondingly eligible time period.

D. New Industry: The eligibility of an Application for incentives in connection with new industry locating within the County shall be determined as follows:

1. A company within a Target Industry Sector, as defined in Section 5 herein, shall receive 2.0 points.

2. Points shall be awarded based on Capital Investment (Tangible Business Personal Property) as follows:

- | | | |
|----|--|----------|
| a. | New capital investment of \$10,000-99,999: | 1 point |
| b. | New capital investment of \$100,001-999,999: | 2 points |
| c. | New capital investment of \$1,000,001-9,999,999: | 3 points |
| d. | New capital investment of \$10,000,001 and up: | 4 points |

3. Points shall be awarded based on the construction of new facilities as follows:

- | | | |
|----|---|----------|
| a. | New construction of 10,000 - 25,000 square feet: | 1 point |
| b. | New construction of 25,001 - 50,000 square feet: | 2 points |
| c. | New construction of 50,001 - 100,000 square feet: | 3 points |
| d. | New construction of 100,001 square feet or more: | 4 points |

4. Points shall be awarded based on the creation of new Full-time Equivalent Jobs as follows:

- | | | |
|----|--|----------|
| a. | 5- 29 new Full-time Equivalent employees: | 1 point |
| b. | 30 -69 new Full-time Equivalent employees: | 2 points |
| c. | 70- 99 new Full-time Equivalent employees: | 3 points |

d. 100 or more new Full-time Equivalent employees: 4 points

5. Points shall be awarded based on the payment of above-average wage rates for New Full-time Equivalent Jobs for Suwannee County, according to the Florida Department of Economic Opportunity, as follows:

- a. 100% -114.9% of the County's average wage rate: 1 point
- b. 115%- 119.9% of the County's average wage rate: 2 points
- c. 120%- 124.9% of the County's average wage rate: 3 points
- d. 125% of the County's average wage rate or greater: 4 points

6. Points shall be awarded based on the proximity to existing utilities as follows:

- a. $\frac{1}{4}$ of a mile or less: 5 points
- b. greater than $\frac{1}{4}$ but no greater than $\frac{1}{2}$ of a mile: 2.5 points
- c. greater than $\frac{1}{2}$ but no greater than 1 mile: 1 point

7. An Applicant that desires to locate or expand within the boundaries of a Community Redevelopment Area, Employment Center or within an Underutilized Business Zone, as designated under federal, state, or County regulation, shall receive 2.0 points.

8. An Applicant who is a County resident in an ownership or executive management position of a target industry business, and who wishes to relocate or expand the business into the County, shall receive 1.0 point.

9. An Application for an Economic Development Grant for new industry may be considered for financial incentives based on the number of points it receives as follows:

a. An Application that receives between 8.0 and 12.9 points may be considered for an Economic Development Grant no greater than:

I. 75% of two years of ad valorem tax incentives on the increase in valuation added after the Economic Development Grant is awarded; and

II. 50% of two years of tangible personal property tax incentives on the increase in valuation for property added after the Economic Development Grant is awarded.

b. An Application that receives 13.0 points or higher may be considered for an Economic Development Grant no greater than:

I. 75% of four years of ad valorem tax incentives on the increase in valuation added after the Economic Development Grant is awarded.

II. 50% of four years of tangible personal property tax incentives on the increase in valuation for property added after the Economic Development Grant is awarded.

10. At the discretion of the Board, an Applicant that constructs, purchases or makes monetary contribution to the County for a designated project (i.e. infrastructure improvements, capital and/or monetary investments for public facilities) for community benefit may be considered for an increase in the financial incentives enumerated in subsection 9 above up to 100% of ad valorem tax incentive and up to 75% tangible personal property tax incentive for the correspondingly eligible time period.

E. Any ad valorem or tangible personal property tax incentive awarded in an Economic Development Grant shall apply only to the general county portion of taxes paid by the Grant recipient and shall only be provided on the increase in valuation for the subject property.

F. In addition to the incentives set forth above, an Applicant that is awarded an Economic Development Grant shall be eligible for expedited permit review pursuant to Section 15 herein and application assistance for other state or county incentives.

G. An Economic Development Grant recipient shall be required to connect to County water or wastewater facilities if those services are available within $\frac{1}{4}$ mile of the Project's location. If a Project that is awarded an Economic Development Grant does not have access to water or wastewater services at the time the Grant is awarded, the Grant recipient shall still be required to connect to County water or wastewater facilities if such services become available within $\frac{1}{4}$ mile of the Project's location within five years of the date of the Grant Agreement. This subsection shall only apply to Projects located within the County's exclusive utility-service area.

H. In its sole discretion, the Board may award an Economic Development Grant to a Project that would not otherwise meet the minimum qualifications for a Grant based on the point system delineated above if the Board finds that the Project will have a net positive impact on the County's economy or otherwise serves as a benefit to the public good. In making such a finding, the Board may consider all factors enumerated above and any other factor that is relevant to the Project's impact on the County's economy.

I. All Economic Development Grants awarded by the Board shall be eligible to be claimed by recipients over a time period to be determined in the sole discretion of the Board, but in no event shall the time period be longer than seven (7) years."

5. The last sentence of former Section 11.A. (newly numbered Section 10.A.) is deleted and eliminated.

6. Former Section 11.C. (newly numbered Section 10.C.) is amended to eliminate references to former Section 8, which was deleted and eliminated in its entirety, and now amended to read as follows:

"C. If the Department determines that a Project does not meet minimum criteria for incentive consideration based on the information provided in the Application, the Department will provide the Applicant with a written decision specifying the reason for the denial of the Application. The Department shall submit a copy of the decision to the Board as a non-action item. Notwithstanding the foregoing, if the Department recommends that the Board consider the Project for incentives pursuant to Section 10.H herein, the Department will follow the procedure

set forth in subsection B above, even if the Project does not meet the minimum criteria set forth in the Program guidelines."

7. The entirety of former Section 16.E. (newly renumbered Section 15.E.) is eliminated and replaced by the following:

"E. The County shall not issue a Grant payment for any Fiscal Year before the Grant recipient has paid its ad valorem tax, tangible personal property tax, and all applicable County fees relating to the Project for that current Fiscal Year. The amount paid by the County as a Grant payment may not exceed the amount of the increase in the general county portion of ad valorem and tangible personal property taxes paid by the Grant recipient during the County Fiscal Year. The amounts and term of the payments of the incentive amount will be determined in the sole discretion of the Board."

BE IT FURTHER RESOLVED by the Board of County Commissioners for Suwannee County that the items contained in this Resolution may be re-numbered or re-lettered and typographical errors that do not affect the intent can be corrected with the authorization of the County Administrator, or his designee, without the need for additional Board action.

PASSED, ADOPTED and APPROVED in regular session by the Board of County Commissioners of Suwannee County, Florida, on this ___ day of October, 2015.

BOARD OF COUNTY COMMISSIONERS
OF SUWANNEE COUNTY, FLORIDA

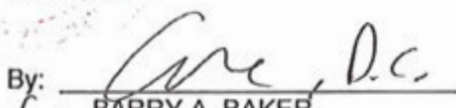


JASON BASHAW
Chairman

(SEAL)

ATTEST:

By:


BARRY A. BAKER
Clerk

Suwannee County Resolution No. 2016-06



COLUMBIA COUNTY
ECONOMIC DEVELOPMENT ADVISORY BOARD
PROJECT EVALUATION

PROJECT NAME: _____

(If Code Name: Assigned by State _____ County _____)

Has confidentiality been requested: YES _____ NO _____

Has the requirement for confidentiality as provided for in F.S. 288.075 been met?

YES _____ NO _____

(*NOTE* - Confidentiality can not be honored until F.S. 288.075 is met)

Who referred the project: Enterprise Florida, Inc. (EFI) _____

North Florida Economic Development Program (NFEDP) _____

Direct contact by Company _____

Columbia County Contact _____

Other _____

(Name: _____)



PROJECT CONTACT(S) INFORMATION:

Name: _____

Name: _____

Address: _____

Address: _____

City/State/Zip: _____

City/State/Zip: _____

Phone: _____

Phone: _____

E-Mail: _____

E-Mail: _____



PROJECT INFORMATION

Primary Business Activity: _____

New _____ Expanding _____ Relocation _____

Current Business / Plant Locations:

Address: _____

City / State / Zip: _____

Operating Name: _____

PROJECT ECONOMIC IMPACT

Employment _____

FT Direct _____ FT Indirect _____

PT Direct _____ PT Indirect _____

Average Annual Wage: \$ _____



Average Hourly Wage: \$ _____

Benefits Provided? YES _____ NO _____

Health Insurance _____

Paid Time Off _____

Other _____

Capital Investment \$ _____

Estimated Ad Valorem Tax:

County _____

Schools _____

City of Lake City _____

Water Management _____

Hospital Authority _____



REQUESTED COUNTY INCENTIVES

	<u>Est. Cost</u>
Site Donation (_____ Acres)	\$ _____
Site Development	_____
Rail Siding / Extension	_____
Permit Waivers:	
Building	_____
Utility	_____
Surfacewater	_____
Other	_____
Cash Incentive	_____
Tax Abatement	_____
Other _____	_____
_____	_____
_____	_____
Total	\$ _____



PROPOSED REVENUE SOURCES – INCENTIVES

	State	County	City	Other
Site Acquisition	\$			
Site Development	\$			
Rail Siding/Extension	\$			
Permit Waivers	\$			
Cash Incentive	\$			
Tax Abatement	\$			
Other:	\$			
	\$			
	\$			
	\$			
	\$			
	\$			

PROJECT DUE DILIGENCE

If the project is expanding or relocating; has a site visit been made to the existing plant location?

YES _____ NO _____

Comments: _____



Will the industry require any of the following permits:

YES NO

- | | | |
|-----------------------------|--------------------------|--------------------------|
| DEP Air Quality | <input type="checkbox"/> | <input type="checkbox"/> |
| DEP Industrial Wastewater | <input type="checkbox"/> | <input type="checkbox"/> |
| DEP Wetlands Mitigation | <input type="checkbox"/> | <input type="checkbox"/> |
| ACE Dredge and Fill | <input type="checkbox"/> | <input type="checkbox"/> |
| SRWMD Surfacewater | <input type="checkbox"/> | <input type="checkbox"/> |
| FDOT Connection | <input type="checkbox"/> | <input type="checkbox"/> |
| City of Lake City Utilities | <input type="checkbox"/> | <input type="checkbox"/> |
| City of Lake City Building | <input type="checkbox"/> | <input type="checkbox"/> |
| Other: | <input type="checkbox"/> | <input type="checkbox"/> |
| _____ | <input type="checkbox"/> | <input type="checkbox"/> |
| _____ | <input type="checkbox"/> | <input type="checkbox"/> |

Will the project generate any waste that is classified as a hazardous material?

YES _____ NO _____ If yes, identify _____

Will the project generate any waste requiring special handling? YES _____ NO _____

If yes, identify _____



Will the special handling waste be transported to the Winfield Solid Waste Facility for disposal?

YES _____ NO _____

What are the utility requirements?

Electrical _____ (Provider: _____)

Water _____ (Provider: _____)

Sewer _____ (Provider: _____)

Gas _____ (Provider: _____)

Is adequate utility capacity available at the proposed site location or is adequate utility capacity provided for in the development cost? YES _____ NO _____

What is the project time frame for completion? _____

Based upon requested county participation; is the project time frame for completion realistic?

YES _____ NO _____ If not, what additional time is needed? _____

Has the amount of additional time needed been communicated to the company?

YES _____ NO _____

If additional time is not acceptable to the company; what can/may be taken to reduce the projected completion time? What is the cost of these actions?



What are the proposed hours of operation? Days of the week _____ Hours _____

Does the company produce noise pollution? If so, what decibel level? _____ Is the proposed site location an acceptable location for such noise? Yes _____ No _____

ACTIONS	COST
1.	\$
2.	
3.	
4.	



PROJECT SUMMARY

Project _____ will create \$ _____ in new capital investment. The project will create _____ new direct full time jobs. The average annual salary for these new jobs is \$ _____. This salary is _____% above _____ below _____ the market rate for Columbia County.

Project _____ has requested an incentive package estimated to be worth \$ _____. If approved, the incentive package cost will be divided as follows:

State \$ _____, County \$ _____ City \$ _____ Other \$ _____.

Tax abatement will result in the loss of county revenue in the amount of \$ _____ annually for a period of _____ years.

The project completion deadline is _____. The deadline has been reviewed by county staff and determined to be achievable.



ECONOMIC DEVELOPMENT ADVISORY BOARD REVIEW

The Columbia County Economic Development Advisory Board has reviewed the above proposed project on _____ and recommends the following:

Approval as Submitted

Approved as Noted

Signature _____

Glenn Hunter, Executive Director
Economic Development Department

Signature _____

Printed Name _____

[APPLICANT'S CORPORATE LETTERHEAD]

[DATE]

Glenn Hunter, Director
Columbia County Economic Development Department
259 NE Franklin Street Suite #101
Lake City, FL 32055

RE: [PROJECT NAME]
Request for Confidentiality
Florida Statutes section 288.075

Dear Mr. Hunter:

On behalf of [APPLICANT], please accept this letter as a request for all documents, records, reports, correspondence, conversations, applications, data and other sources of information concerning our business plans, interests, or intentions to evaluate or locate in Florida as well as other trade secrets, identification, account, and registration numbers, and proprietary confidential business information be held confidential pursuant to section 288.075, Florida Statutes for a period of 12 months after the date of receipt of this request for confidentiality, until the date specified in the Final Project Order, .or until the information is otherwise disclosed, whichever occurs first. This request covers all applicable economic development agencies, including but not limited to your public economic development agency, Enterprise Florida, and the Department of Economic Opportunity.

Sincerely,

[Authorized Representative for Applicant]