

# North Central Florida Comprehensive Economic Development Strategy Summary

2013-2017

Background

Goals and Objectives

Plan of Action

Strategic Projects, Programs and Activities

Community and Private Sector Participation

September 2012





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Strategic Projects, Programs and Activities  
Community and Private Sector Participation

September 2012

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# Executive Summary



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# North Central Florida Regional Planning Council

## Executive Summary

The North Central Florida Regional Planning Council has served as the North Central Florida Economic Development District since January 1978, when the Council received its district designation from the U.S. Economic Development Administration. Counties that are members of the Council and the municipalities located within those counties are included in the North Central Florida Economic Development District, and are designated by the U.S. Economic Development Administration as redevelopment areas and are eligible for financial assistance from the U.S. Economic Development Administration.

**“The Regional Planning Council is a federally designated Economic Development District.”**

The primary function of the North Central Florida Economic Development District is to create and update the Comprehensive Economic Development Strategy for the region. The Comprehensive Economic Development Strategy provides the framework by which economic development projects in the region qualify for grant funding from the U.S. Economic Development Administration. The Strategy is developed by the Strategy Committee which is comprised of a broad range of regional economic development, business, civic, education and workforce development professionals.

**“The Strategy is based upon the Florida Chamber Foundation’s Six Pillars of Florida’s Future Economy.”**

The following report provides a description of current economic and demographic conditions of the region, an analysis of regional strengths and weaknesses and an analysis of regional industry clusters. The report also

lists the economic development goals and objectives as well as the Priority Project Areas developed by the Strategy Committee. The report includes a plan of action that outlines the activities necessary to implement the goals and objectives of the Strategy.

The Strategy uses the Florida Chamber Foundation’s Six Pillars of Florida’s Future Economy as the organizing framework. The Six Pillars are: Talent Supply & Education; Innovation & Economic Development; Infrastructure & Growth Leadership; Business Climate & Competitiveness; Civic & Governance Systems; and Quality of Life & Quality Places.



Regional Stakeholder Meeting, Gainesville



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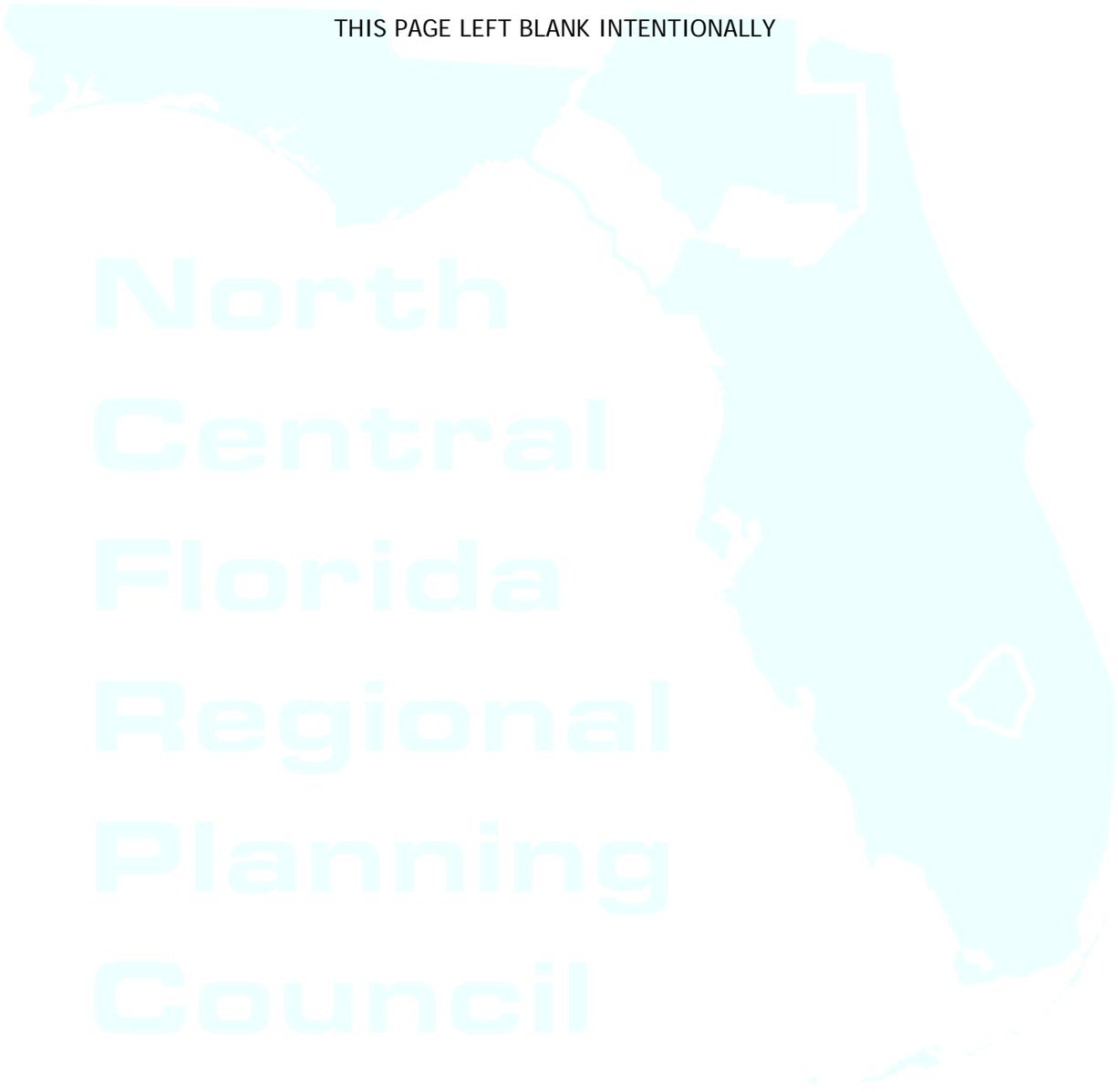
# North Central Florida Regional Planning Council



# Comprehensive Economic Development Strategy



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# North Central Florida Regional Planning Council

# Comprehensive Economic Development Strategy

## A. Background

The Comprehensive Economic Development Strategy is a continuing regional economic development planning process with broad based community participation designed to help guide the economic growth of the region. The purpose of the Strategy is to create an economic environment that fosters job creation, a more diversified economy, and improves the quality of life for the residents of the North Central Florida Economic Development District. The Strategy provides a mechanism for coordinating the efforts of local governments, private industry, organizations and individuals concerned with economic development.

**“The Strategy is a continuing economic development planning process.”**



**Santa Fe College Perry Center for Emerging Technologies, Alachua**

recommendations for amendments to the Strategy based on changes to the economic environment.

**“The Strategy is developed by a broad spectrum of public and private interests.”**

The Strategy is developed by a committee appointed by the North Central Florida Regional Planning Council. The members of the Strategy Committee represent a broad spectrum of interests, including: local economic development organizations; private industry; local governments; education and workforce; civic organizations; minority and special interest groups. The Strategy Committee meets to discuss progress on elements of the Strategy, and to make

In addition to providing a cooperative framework for economic development coordination and planning, the Strategy also provides:



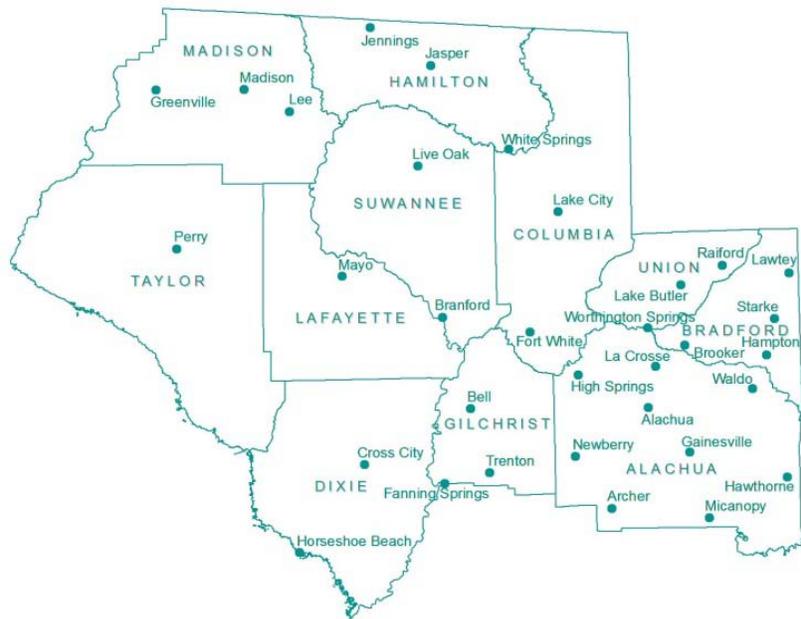
- An analysis of economic and community development problems and opportunities that incorporate relevant material from other government sponsored or supported plans;
- A background and history of the economic development situation of the region, with a discussion of the economy, including geography, population, labor force, resources and the environment;
- A discussion of community participation in the planning efforts;
- A section setting forth goals and objectives for taking advantage of the opportunities and solving the economic development problems of the area serviced;
- A plan of action, including suggested projects to implement objectives and goals set forth in the strategy; and
- Performance measures that will be used to evaluate whether and to what extent goals and objectives have been or are being met.

**“The Strategy is required to qualify for federal economic development funds.”**

The development and maintenance of the Strategy is required to qualify for U.S. Economic Development Administration assistance under its public works, economic adjustment and planning programs, and is a prerequisite for designation by the U.S. Economic Development Administration as an Economic Development District. Since 1978, the North Central Florida Regional Planning

Council has served as the designated planning agency for the North Central Florida Economic Development District.

The North Central Florida Regional Planning Council region includes 44 county and municipal governments. The 11 counties include Alachua, Bradford, Columbia, Dixie, Gilchrist, Hamilton, Lafayette, Madison, Suwannee, Taylor and Union. The 33 municipalities include (by County): Alachua - Alachua, Archer, Gainesville, Hawthorne, High Springs, LaCrosse, Micanopy, Newberry and Waldo; Bradford - Brooker, Hampton, Lawtey and Starke; Columbia



North Central Florida Counties and Municipalities

- Fort White and Lake City; Dixie - Cross City and Horseshoe Beach; Gilchrist - Bell, Fanning Springs and Trenton; Hamilton - Jasper, White Springs and Jennings; Lafayette - Mayo; Madison - Greenville, Lee and Madison; Suwannee - Live Oak and Branford; Taylor - Perry; Union - Lake Butler, Raiford and Worthington Springs.

The North Central Florida Economic Development District has a total of 7,246 square miles and is bordered on the west by the Gulf of Mexico and on the north by the Florida-Georgia state line. With the exception of Alachua County, the region is primarily rural, with a 2010 U.S. Census population of just under 500,000. Over one-half of the population, 264,000, resides in the Gainesville Metropolitan Statistical Area, which consists of Alachua and Gilchrist Counties.



**Ichetucknee Springs, Columbia County**

Gainesville is home to the University of Florida, a land grant university, which is the primary economic driver of the region. Unlike many other regions of the state, north central Florida does not have beaches or theme parks, though it has a growing nature and eco-tourism base that takes advantage of the abundant presence of springs and rivers that flow through the region.

The regional climate is very temperate with summer high temperatures averaging in the low to mid nineties and winter low temperatures averaging in the low to mid forties. Record high temperatures have reached the low hundreds. Hard freezes are infrequent, with record low temperatures in the low teens. Average annual rainfall is approximately 50 inches. Hurricanes are a major source of concern throughout Florida. The remote coastal communities of the region are at the greatest risk for storm surge related flooding. However, the primary hurricane threats to most of the population centers of the region are from wind damage and rain induced local flooding.

While largely rural, the region benefits from an extensive transportation network. Interstate 75 is the primary north/south transportation artery that connects the region to central and south Florida, as well as the Southeastern U.S. and Midwest U.S. to the north. Interstate 10 is the east/west transportation artery that connects the region to Jacksonville on the east and the Florida panhandle and Alabama to the west. Rail service in the region is provided by CSX Transportation, Norfolk Southern and other providers. Although the region is not home to a deepwater port, Columbia County will be host to an inland port facility that will be part of the Port of Jacksonville's international trade zone. There are numerous

**“The region benefits from an extensive transportation network.”**

airport facilities in the region with substantial runway infrastructure. Currently, the Gainesville Regional Airport is the only airport with scheduled commercial service.

The economy of the region has proven relatively stable in relation to other areas of the state and nation. While the region has been negatively affected by the national economic downturn, overall it has fared better than many other areas, with lower unemployment rates, rising trade exports and steadily rising Gross Domestic Product. State and local government, especially in education and prisons, remains a significant region. Health care is the second largest employment cluster in the region, followed by retail trade.



though declining share of employment in the  
**Intersection of Interstates 10 and 75, Columbia Co.**

**“The region is becoming known as an innovation center.”**

The region is rapidly becoming known as an innovation center due to the success of the Sid Martin Biotechnology Incubator in Alachua and the emergence of the Florida Innovation Hub at the University of Florida in Gainesville. A 2006 study by the Milken Institute identified

the University of Florida as the top performing public institution at transferring its research to the marketplace, and fifth in the nation overall. Companies launched at the Sid Martin Biotechnology Incubator have attracted over one-half billion dollars in private investments, contracts and grants. An estimated 16 percent of all biotech companies in Florida got their start at the Sid Martin facility.



**Sid Martin Biotechnology Incubator, Alachua**

## B. Goals and Objectives

The Comprehensive Economic Development Strategy establishes the goals and objectives necessary to solve the economic problems and capitalize on the resources of the region. Strategic projects, programs and activities identified in the Strategy are designed to fulfill these goals and objectives. The goals and objectives are organized using the Florida Chamber Foundation's Six Pillars of Florida's Future Economy.

**"Florida Chamber Foundation's Six Pillars is organizing framework for Goals and Objectives."**

- Goals are broad, primary regional expectations.
- Objectives are more specific than goals, clearly measurable, and stated in realistic terms considering what can be accomplished over the five-year time frame of the Strategy.

### SIX PILLARS OF FLORIDA'S FUTURE ECONOMY



[www.FLFoundation.org](http://www.FLFoundation.org)

**FLORIDA  
CHAMBER**  
Foundation

The table below is the, "at-a-glance," version of the North Central Florida Economic Development District Comprehensive Economic Development Strategy.



October 2012 - September 2017

Vision					
<ul style="list-style-type: none"> <li>North central Florida will become the leading rural region within Florida by creating a business environment that is a viable alternative to the urban areas of Florida. The region will be recognized as one of the best places to live, learn, work and do business in the state and nation.</li> </ul>					
Goals					
<ul style="list-style-type: none"> <li>Enhance the region's competitiveness as a location for business, investment, talent, innovation and tourism.</li> <li>Expand north central Florida's intermodal transportation and communication systems to enhance the region's economic growth and prosperity.</li> <li>Promote the region as a unique tourism destination, while preserving and enhancing the region's natural environment and quality of life.</li> </ul>					
Objectives					
<ul style="list-style-type: none"> <li>Improve employment opportunities in North Central Florida.</li> <li>Foster opportunities for prosperity.</li> <li>Grow local businesses.</li> <li>Expand global commerce.</li> <li>Increase north central Florida's attractiveness to employers, workers, residents and visitors.</li> </ul>					
Cross-Cutting Strategies					
1. Strengthen collaboration and alignment among north central Florida's public, private and non-profit entities toward a shared economic vision.					
2. Develop regional talent and innovation clusters using global best practices.					
3. Position north central Florida as a globally competitive region by integrating economic development, infrastructure and other resources in support of regional economic development initiatives.					
4. Diversify the regional economy by expanding existing industry clusters and supporting emerging innovation clusters.					
Area-Specific Strategies					
Talent Supply & Education	Innovation & Economic Development	Infrastructure & Growth Leadership	Business Climate & Competitiveness	Civic & Governance Systems	Quality of Life & Quality Places
1. Connect and align education and workforce development programs to develop the region's current and future talent supply chain and meet employer needs.	3. Grow, sustain and integrate efforts related to research and development, technology commercialization, and seed capital to create, nurture and expand regional innovation businesses.	7. Modernize the region's transportation, telecommunications, energy, water and wastewater systems to meet future demand and respond to changing business needs.	9. Streamline permitting, development and other regulatory processes at the local level to meet changing business needs and provide a predictable legal and regulatory environment in the	12. Support and sustain regional partnerships to accomplish the region's economic and quality of life goals.	13. Ensure future growth and development decisions maintain a balance between sustaining the region's environment and enhancing the region's economy and quality of life.
1.a. Expand options for high school students to become industry certified while still in high school, as an alternative to college path.	3.a. Support development of the Innovation Square research and development park in Gainesville, and the integration of the University of Florida's research enterprise and commercialization programs into the fabric of the Innovation Square project through the Florida Innovation Hub at the University of Florida.	7.a. Support the development of diverse, reliable and cost effective energy sources and systems to meet the region's economic and environmental goals.	9.a. Reduce barriers to small business and entrepreneurial growth.	12.a. Utilize the North Florida Economic Development Partnership's Economic Development Academy as a vehicle to provide a functional understanding of economic development concepts to local elected officials.	13.a. Create and sustain vibrant, healthy communities that attract workers, businesses, residents and visitors to the region.
1.b. Integrate education, training and workforce development to develop a strong supply chain.	3.b. Support the development of existing and new business incubators/accelerators throughout the region.	7.b. Ensure the future supply and quality of water to meet the region's economic and quality of life goals by encouraging the use of the groundwater resources of the region in a sustainable manner and by strengthening local control of area surface and groundwater systems and supplies.	9.b. Develop a government revenue structure that encourages business growth and development.	12.b. Work with the Florida Association of Counties and the Florida League of Cities to add economic development information to their curriculums for newly elected officials.	13.b. Promote and incentivize local government in the development of vibrant city centers.
1.c. Support efforts by Florida Gateway College, North Florida Community College and Santa Fe College to expand education programs in healthcare related fields and create a marketing strategy to promote enrollment in health professions programs.	4. Increase the number of regional businesses engaged in selling goods and services internationally and the diversification of the markets they serve.	7.c. Develop and maintain a cutting-edge telecommunications infrastructure by supporting the North Florida Broadband Authority's initiative to bring high-speed internet service to the rural areas of the region.	10. Ensure local government agencies provide collaborative, seamless, consistent and timely customer service to regional businesses.	12.c. Invest in strategic regional economic development priorities.	14. Promote, develop, and leverage the region's natural and cultural assets in a sustainable manner.
1. d. Support the creation of electronic medical records education and training programs utilizing a regional community adaptive health information technology model.	4.a. Provide educational opportunities to regional businesses interested in international trade on the advantages of exporting their goods and services.	7.d. Develop and maintain multimodal, interconnected trade, logistics and transportation systems to enhance freight mobility in support of a prosperous, competitive economy.	10.a. Work with water management districts in the region to simplify permitting process for new and expanding businesses.		14.a. Support the efforts of the Original Florida Tourism Task Force and other regional tourism marketing organizations to develop sustainable tourism-based economic development programs and increase the entrepreneurial capacity of the hospitality industry.
2. Expand access to education and training programs for talent in distressed markets (e.g., rural, urban core) throughout the region.	5. Brand and market the north central Florida region as the best location for business.	7.e. Support the continued development of the Gainesville Regional Airport as part of the State's Strategic Intermodal System and promote the designation of the Lake City Municipal Airport as part of the State's Strategic Intermodal System.	11. Expand opportunities for access to capital for businesses throughout their life cycle.		14.b. Improve the branding and awareness of the region as a tourism destination by leveraging regional resources with VISIT FLORIDA, the State's official tourism marketing organization.
2.a. Support the creation of online and distance learning programs for students that lack other means of attaining necessary training.	5.a. Support the North Florida Economic Development Partnership asset mapping and geographic information system projects in the region.	8. Improve coordination of economic development, land use, infrastructure, water, energy, natural resources, workforce and community development decision-making and investments at the regional level.	11.a. Create a database of capital sources available to regional businesses.		14.c. Promote and support the state parks within the region and improve branding and awareness of the parks as a tourist destination.
	5.b. Support the development of the Enterprise Florida/Rural Economic Development Initiative Catalyst Sites located in Columbia County and Suwannee County by pursuing funding sources for the infrastructure necessary to develop the catalyst sites to shovel ready status.	8.a. Improve collaboration and alignment between regional/local agencies and business leaders through a regional vision.			
	6. Promote the continued viability of military installations in close proximity to the region.				
	6.a. Improve collaboration between local government and military leaders to utilize best management practices that ensure successful economic partnerships.				
Priority Project Areas					
Talent Supply & Education	Innovation & Economic Development	Infrastructure & Growth Leadership	Business Climate & Competitiveness	Civic & Governance Systems	Quality of Life & Quality Places
Support the development of educational programs to increase the labor force in the healthcare and life sciences industry.	Support the development of the catalyst sites for the North Central Florida Rural Area of Critical Economic Concern.	Support continuing improvements to multi-modal infrastructure, including highway interchanges along interstate corridors, railway corridors, airport facilities and broadband infrastructure.	Support streamlining processes at the local level to encourage new businesses to open and help existing businesses thrive.	Support programs to educate local government officials in the fundamentals of economic development.	Support regional tourism promotional initiatives.
	Support the development and expansion of regional business incubators and research parks.				

## 1. Talent Supply & Education

GOAL 1 - Connect and align education and workforce development programs to develop the region's current and future talent supply chain and meet employer needs.

**“Connect and align  
education and workforce.”**

Objective 1.1 - Expand options for high school students to become industry certified while still in high school, as an alternative to college path.

Objective 1.2 - Integrate education, training and workforce development to develop a strong supply chain.

Objective 1.3 - Support efforts by Florida Gateway College, North Florida Community College and Santa Fe College to expand education programs in healthcare related fields and create a marketing strategy to promote enrollment in health professions programs.

Objective 1.4 - Support the creation of electronic medical records education and training programs utilizing a regional community-adaptive health information technology model.



University of Florida Graduation, Gainesville

GOAL 2 - Expand access to education and training programs for talent in distressed markets (e.g., rural, urban core) throughout the region.

Objective 2.1 - Support the creation of online and distance learning programs for students that lack other means of attaining necessary training.

## 2. Innovation & Economic Development

GOAL 3 - Grow, sustain and integrate efforts related to research and development, technology commercialization, and seed capital to create, nurture and expand regional innovation businesses.

**“Integrate research and commercialization to nurture innovation.”**

Objective 3.1 - Support development of the Innovation Square research and development park in Gainesville, and the integration of the University of Florida’s research enterprise and commercialization programs into the fabric of the Innovation Square project through the Florida Innovation Hub at the University of Florida.

Objective 3.2 - Support the development of existing and new business incubators and accelerators throughout the region.

GOAL 4 - Increase the number of regional businesses engaged in selling goods and services internationally and the diversification of the markets they serve.

Objective 4.1 - Provide educational opportunities to regional businesses interested in international trade on the advantages of exporting their goods and services.

GOAL 5 - Brand and market the north central Florida region as the best location for business.

Objective 5.1 - Support the North Florida Economic Development Partnership asset mapping and geographic information system projects in the region.

Objective 5.2 - Support the development of the Enterprise Florida/Rural Economic Development Initiative Catalyst Sites located in Columbia County and Suwannee County by pursuing funding sources for the infrastructure necessary to develop the catalyst sites to shovel ready status.



Florida Innovation Hub at the University of Florida, Gainesville

GOAL 6 - Promote the continued viability of military installations in close proximity to the region.

Objective 6.1 - Improve collaboration between local government and military leaders to utilize best management practices that ensure successful economic partnerships.

### 3. Infrastructure & Growth Leadership

GOAL 7 - Modernize the region's transportation, telecommunications, energy, water and wastewater systems to meet future demand and respond to changing business needs.

**"Modernize infrastructure  
of region."**

Objective 7.1 - Support the development of diverse, reliable and cost effective energy sources and systems to meet the region's economic and environmental goals.

Objective 7.2 - Ensure the future supply and quality of water to meet the region's economic and quality of life goals by encouraging the use of the groundwater resources of the region in a sustainable manner and by strengthening local control of area surface and groundwater systems and supplies.

Objective 7.3 - Develop and maintain a cutting-edge telecommunications infrastructure by supporting the North Florida Broadband Authority's initiative to bring high-speed internet service to the rural areas of the region.

Objective 7.4 - Develop and maintain multimodal, interconnected trade, logistics and transportation systems to enhance freight mobility in support of a prosperous, competitive economy.

Objective 7.5 - Support the continued development of the Gainesville Regional Airport as part of the State's Strategic Intermodal System and promote the designation of the Lake City Municipal Airport as part of the State's Strategic Intermodal System.

GOAL 8 - Improve coordination of economic development, land use, infrastructure, water, energy, natural resources, workforce and community development decision-making and investments at the regional level.



**Double Helix Pedestrian Bridge, Gainesville**

Objective 8.1 - Improve collaboration and alignment between regional and local agencies and business leaders through a regional vision.

## 4. Business Climate & Competitiveness

GOAL 9 - Streamline permitting, development and other regulatory processes at the local level to meet changing business needs and provide a predictable legal and regulatory environment in the region.

**“Streamline permitting to provide predictability.”**

Objective 9.1 - Reduce barriers to small business and entrepreneurial growth.

Objective 9.2 - Develop a government revenue structure that encourages business growth and development.

GOAL 10 - Ensure local government agencies provide collaborative, seamless, consistent and timely customer service to regional businesses.



Groundbreaking for Florida Innovation Hub, Gainesville

Objective 10.1 - Work with water management districts in the region to simplify permitting process for new and expanding businesses.

GOAL 11 - Expand opportunities for access to capital for businesses throughout their life cycle.

Objective 11.1 - Create a database of capital sources available to regional businesses.

## 5. Civic & Governance Systems

GOAL 12 - Support and sustain regional partnerships to accomplish the region's economic and quality of life goals.

**“Support and sustain regional partnerships.”**

Objective 12.1 - Utilize the North Florida Economic Development Partnership's Economic Development Academy as a vehicle to provide a functional understanding of economic development concepts to local elected officials.

Objective 12.2 - Work with the Florida Association of Counties and the Florida League of Cities to add economic development information to their curriculums for newly elected officials.

Objective 12.3 - Invest in strategic regional economic development priorities.



Columbia County Courthouse, Lake City

## 6. Quality of Life & Quality Places

GOAL 13 - Ensure future growth and development decisions maintain a balance between sustaining the region's environment and enhancing the region's economy and quality of life.

**“Create and sustain  
vibrant, healthy  
communities.”**

Objective 13.1 - Create and sustain vibrant, healthy communities that attract workers, businesses, residents and visitors to the region.

Objective 13.2 - Promote and incentivize local government in the development of vibrant city centers.

GOAL 14 - Promote, develop, and leverage the region's natural and cultural assets in a sustainable manner.

Objective 14.1 - Support the efforts of the Original Florida Tourism Task Force and other regional tourism marketing organizations to develop sustainable tourism-based economic development programs and increase the entrepreneurial capacity of the hospitality industry.



**Downtown Festival and Arts Show, Gainesville**

Objective 14.2 - Improve the branding and awareness of the region as a tourism destination by leveraging regional resources with VISIT FLORIDA, the State's official tourism marketing organization.

Objective 14.3 - Promote and support the state parks within the region and improve branding and awareness of the parks as a tourist destination.

## C. Plan of Action

The North Central Florida Economic Development District will coordinate the Comprehensive Economic Development Strategy projects and activities with local and state economic development agencies where appropriate. The plan of action will implement the goals and objectives of the Strategy in alignment with the Florida Strategic Five-Year Plan for Economic Development as follows:

1. Conduct regular meetings of the Comprehensive Economic Development Strategy Committee to monitor the status of regional projects and Comprehensive Economic Development Strategy implementation. District staff will actively participate in economic development activities in the region and provide technical assistance when needed.
2. Support the North Florida Economic Development Partnership and the development of the North Central Florida Rural Area of Critical Economic Concern Catalyst Sites in Columbia and Suwannee Counties by serving on the Partnership's Board of Directors and providing technical assistance when necessary.
3. Promote sustainable economic development through regional tourism promotion, while encouraging the preservation of resources that bring visitors to the area. The North Central Florida Economic Development District will provide professional staffing services to the Original Florida Tourism Task Force to implement their regional marketing strategies.
4. Identify economic development projects that may qualify for federal and state funding opportunities and provide grant writing and administrative services where needed.

**"Support Rural Areas of  
Critical Economic Concern  
Catalyst Sites."**

**"Support regional  
tourism promotion."**



**Downtown Redevelopment, Gainesville**

5. Provide technical assistance in the form of economic impacts analysis, research and best practices to local economic development organizations and government agencies.
6. Facilitate coordination between regional economic development strategies and the state's five-year economic development plan.

## D. Strategic Projects, Programs and Activities - Vital Project Areas of the North Central Florida Economic Development District

### 1. Talent Supply & Education

- a. Support the development of educational programs to increase the labor force in the healthcare and life sciences industry.

**“Vital Project Areas  
focus on strengthening  
the regional economy.”**

### 2. Innovation & Economic Development

- a. Support the development of the catalyst sites for the North Central Florida Rural Area of Critical Economic Concern.
- b. Support the development and expansion of regional business incubators and research parks.

### 3. Infrastructure & Growth Leadership

- a. Support continuing improvements to multi-modal infrastructure, including highway interchanges along interstate corridors, railway corridors, airport facilities and broadband infrastructure.

### 4. Business Climate & Competitiveness

- a. Support streamlining processes at the local level to encourage new businesses to open and help existing businesses thrive.

### 5. Civic & Governance Systems

- a. Support programs to educate local government officials in the fundamentals of economic development.



Downtown Redevelopment Project, Lake City

### 6. Quality of Life & Quality Places

- a. Support regional tourism promotional initiatives.



## E. Community and Private Sector Participation - The Six Pillars Caucus System and Comprehensive Economic Development Strategy Development

The members of the Comprehensive Economic Development Strategy Committee and Regional Planning Council performed the policy guidance function of a Six Pillars Caucus. The Comprehensive Economic Development Strategy Committee represents a broad range of community organizations. Members are invited to participate as members on the committee based on their experience in private enterprise, economic development, education, civic and minority representation and workforce development. The Goals, Objectives and overall Strategy were developed based on the collective understanding by the Committee of the economic development needs of the region. The Committee members responsible for drafting the 2013-2017 Comprehensive Economic Development Strategy are, as follows:

Harvey Campbell, Executive Director, Columbia County Tourist Development Council

Dennis Cason, President, Suwannee County Chamber/Economic Development Alliance

Allen Cherry, Executive Director, Madison County Development Council

Chris Coleman, Registered Representative, East Gainesville Corp./Falcon Financial Group

\*\* Thomas Collett, President, TDC Entertainment

Dennille Decker, Director, Columbia County/Lake City Chamber

Scott Fredrick, Director, Taylor County Development Authority

Charles Hall, President, Florida Gateway College

Jeff Hendry, Executive Director, North Florida Economic Development Partnership

Dug Jones, Assistant Vice-President for Economic Development, Santa Fe College

Jesse Quillen, Director, Columbia County Economic Development

David Ramsey, Senior Director, Gainesville Area Chamber/Council for Economic Outreach

\* Susan Ramsey, Executive Director, Hamilton County Development Authority

Sheryl Rehberg, Executive Director, North Florida Workforce Development Board

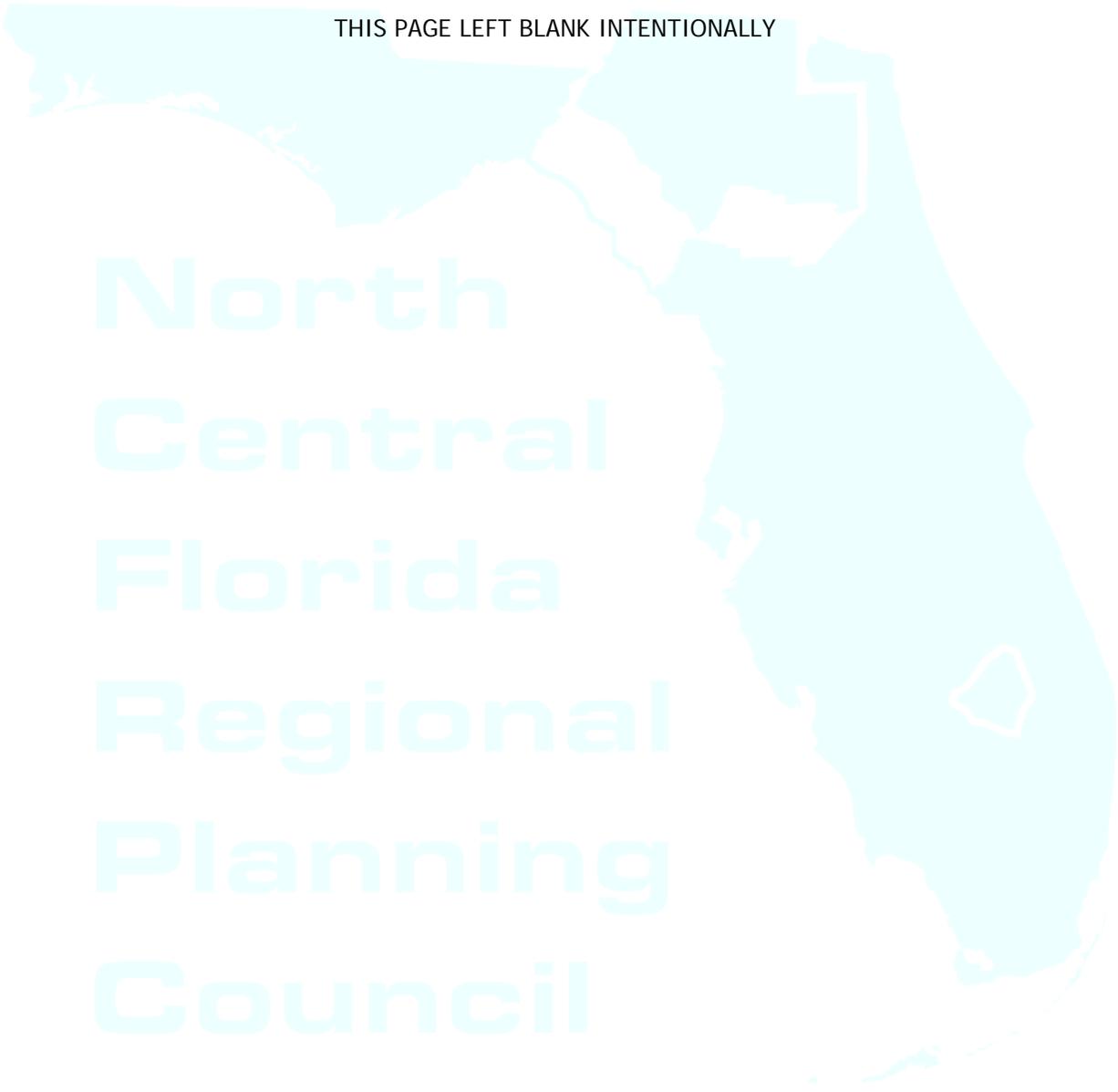
Kim Tesch-Vaught, Executive Director, Florida Works Workforce Development Board

\* Chair

\*\* Vice-Chair



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# North Central Florida Regional Planning Council

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# North Central Florida Regional Planning Council

## *Comprehensive Economic Development Strategy Team*

Scott R. Koons, AICP, Executive Director

- \* Bryan S. Thomas, Economic Development Program Director
- \*\* Kevin D. Parrish, Information Technology and Property Management Director
- \*\* Carol Laine, Executive Assistant to the Executive Director
- \*\* Jean Strong, Secretary II

- \* Primary Responsibility
  - \*\* Secondary Responsibility
-



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# North Central Florida Region Regional Planning Council

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[www.ncfrpc.org](http://www.ncfrpc.org)