

Mission and Vision Statements:

Mission Statement

The mission of the LCRDA is to work in affiliation with FSU, FAMU, and TCC, along with the City, County and private sector leaders, to promote our region's research and development assets, and to foster the attraction, startup and growth of private innovative companies that create high wage jobs in Leon County.

Vision Statement

The LCRDA will be an economic driver for the community through the creation of vibrant programs, a collaborative environment, and inviting state of the art spaces where creative people want to live, work, and play.

Goals, Strategic Issues, Strategies, Action Items:

- 1) Goal: Construct and equip the incubator by December 31, 2020 and have 50% occupied by December 31, 2021
 - a) Construct, equip and open the incubator
 - i) Obtain EDA grant and secure partner matching funds
 - ii) Hire architect to manage Design-Bid-Build
 - (1) Consider 2nd floor LCRDA offices
 - iii) Create non-profit to solicit additional needed funds and manage incubator
 - (1) Develop board, policies, procedures,
 - (2) Develop marketing plan
 - (3) Recruit support service providers
 - (4) Recruit mentor network
 - (5) Identify and assess KPI(s) currently used by incubator programs/parks
 - (6) Identify peer partners (i.e. existing parks with the incubator model) in the ecosystem who can be engaged throughout the planning and implementation phase as a resource
 - iv) Equip the incubator
 - (1) Identify equipment needs
 - (2) Solicit donations/funding to purchase
 - b) Create new/restructured programs
 - i) Collaborate with partner/community programs that can feed the incubator
 - ii) Provide a technology company focused pre-incubation education component
 - iii) Restructure Tech Grant Program to provide funding to feed companies into incubation program
 - iv) Develop jointly with university partners a front door for private sector access to university assets
- 2) Goal: Asset Maximization & Readiness
 - a) Maximize the value of park assets
 - i) Develop a renovation plan for the park
 - (1) Make minimal renovations quickly to Collins Building to relocate LCRDA offices and start incubation programs, leased offices, co-working space, classroom, meeting rooms, shared kitchen, shared lab before final building is ready
 - (2) RFI for Knight Building to identify viable food, co-working space, meeting space and other amenity options (need engineering study)
 - (3) Update building facades

- (4) Update Morgan building carpet, paint, ceiling tiles
 - ii) Assess new facility needs within the park
 - (1) Conference facility for small or large (50+) meetings/event space
 - (2) Covered pavilion on Knight site
 - (3) Consider “We-live” type housing
 - (4) Develop Pad-ready sites
 - (5) Evaluate spec building development
 - iii) Develop plan for future land use including identifying any Geotech issues
 - b) Get park assets ready to market
 - i) Streamline development process and requirements
 - (1) Develop clear park admission/selection criteria
 - (2) Align C&R and PUD
 - (3) Document development process for both LCRDA and City requirements
 - (4) Develop expedited site review process by Innovation Park DRC
 - (5) Formalize agreement with universities regarding availability of their leased land for private company development
 - ii) Identify and develop more service offerings and amenities
 - (1) Networking events
 - (2) More frequent Tech Topics
 - (3) Develop affinity programs with area amenities like golf, pool, tennis, libraries, career center
- 3) Goal: Attract at least 3 new targeted private companies to expand/relocate to Innovation Park by December 31, 2021.
- a) Develop a marketing plan for the park with novel approaches and improved information about park assets
 - i) Action Items:
 - (1) Develop clear targets which increase private sector mix in the park including both innovative and stable companies which contribute to the collaborative environment
 - (2) Document research and development assets in the park
 - (3) Develop events that specifically target potential tenants/research park members
 - (4) Identify LCRDA incentive toolbox/parameters (discounted land, office leases, improvement financing)
 - (5) Understand and promote State & Local incentives on our website
 - (6) Coordinate site inventory with OEV
 - b) Partner with OEV to recruit private companies to the park
- 4) Goal: Develop new partnerships and collaborations and strengthen current partner relationships
- a) Develop a collaboration plan jointly with the Tallahassee Airport Authority board and senior leaders
 - i) Action Items:
 - (1) Get a LCRDA board member on TLH advisory board, and/or;
 - (2) Form a monthly meeting of key stakeholders to discuss
 - (3) Is there an opportunity for a joint venture?
 - b) Assess other collaboration possibilities
- 5) Goal: Develop a resource assessment plan
- a) Identify new revenues/opportunities and consider future impact of lost revenues
 - b) Determine other options/issues affecting resources—current and potential