

Core Study Team Meeting Summary April 16, 2009

Ms. Lamboy introduced Peter Kageyama, co-founder of Creative Cities Productions.

Mr. Kageyama began his presentation regarding the Creative Class. He commented that the city as the container in which people act creatively and innovatively. Industries are in the business of monetizing ideas. It is all about talent, wellspring from which creativity and innovation springs. How does a city or organization attract talent? It is related to everyone's job, but is there a talent czar? Typically the talent search falls to the bottom of the heap, and is subject to the 'not my job' syndrome. Talent is not just about young people, young talent is important but talent exists in all segments/cohorts. There are 5 cohorts...the recent grads, the young professionals, married with kids, the empty nesters, and the retirees. They are really psychological definitions. There is only one group that involves children, but in Florida, 77% of the households have no children. Most policy is directed around the nuclear family.

Mr. Kageyama then discussed Google and how it utilizes a business plan. Google never once mentioned tax incentives, land deals, etc., as the major reason to locate a branch office. It is the sense of place. Google locates in a place that will attract young, smart professionals to live and work. The tax incentives, land deals, and other typical incentives don't work; we need to do more now. The economic development tools are directed toward killing whales...problem is the krill. The krill is hard to find, all measures of economic development and progress based on the whales. Progress is based on how many jobs are added to the region. Increasingly we are living in a 1099-world. Many people are contract employees and therefore don't show up on the traditional economic development map.

Mr. Kageyama described the behavior of young professionals as tribal...when you get one, it is likely they can attract their friends. Traditionally we have utilized broadcast means to advertise jobs, but now it is by word of mouth. The employer has to be able to convince the right people. Young talent typically does

not believe marketing. There are so many messages anymore, it is noise. People also have to consider the source, and judgments are made on that basis. Chambers and other advertising agencies should scrap the ad campaigns and just attract attention honestly. After all, you are who Google says you are. New media models are needed. There is an online magazine has been developed to attract talent. It does not employ the traditional media sensationalism which concentrates on loss...murder, death, crime and scandal. That is not the narrative that the community wants to use. It might be worthwhile to take a look at Issuemedia.com to understand an example of this type of media.

Mr. Kageyama asked how many in the room are on Twitter. He added, "Are you ready to have a conversation 140 characters at a time?" Business and governmental messages have to be compressed into this media; it is a good grassroots opportunity to spread the word and market the community. Twitter is different and is making an impact.

It is important to make community values visible and persistent. Mr. Kageyama discussed the Chicago example; Mayor Daley started a beautification program in the city, planted trees and encouraged private property improvements as a statement of community values. It is important to have a plan...what the values that you want to portray? Put them out there in a visible and persistent way.

Green is the new black. It is a must-have. Ten years from now, it may be difficult to sell a house that is not green. Whatever your business, you want to sell a competitive product.

Mr. Kageyama stated that the war for talent is a shooting war. Mayor Jerry Abramson of Louisville Kentucky came to Tampa to hold the Louisville reunion in order to attract talent to Louisville. Tampa Bay was listed as one of the worst locations for young professionals, Mayor Abramson saw opportunity and weakness and took advantage of that.

When developing a plan, you want the iPhone of cities...if have to build to the ideal. The iPhone is for work and personal use, highly intuitive, technologically advanced and easy to use. If a person has one, he/she feels smarter, sexier, and in the know. If you have to make a decision, think about in terms of the iPhone.

Mr. Kageyama stated that it is important to create urban value outside of traditional urban centers. How do you create value there? It is hard to do. New urbanists discuss their platform. Pay attention to the existing urban centers, then

figure out how to value add. Do not replicate...if the choice comes to downtown Tampa versus the outlying area, then downtown will win. However, you can put things where transportation is an option. The plan has to include rail, and think about where the rail is most likely to immediately go.

Mr. Incorvia asked Mr. Kageyama to elaborate on the rail issue. Mr. Kageyama replied that there are only two major cities without rail. Detroit now has a plan; Tampa Bay is the only one with no plan. How can 49 other communities be wrong? The places with transportation hubs, those communities did not lose value or lost very marginal value. If developers know that money can be made at or near train stations, then they would rush to deliver. There is no standard answer; the plan has to be done community-specific. The creative class does not see divisions between cities, it looks at things regionally. The TBARTA plan is a good first step. We must move quickly to at least to get a plan on the books, can begin to attract through having a plan and following through.

Ms. Bacca does not get how Ann Arbor is considered a “cool” place by Google. How do they create that cool factor? Mr. Kageyama responded that have great building stock and a lively downtown. There is a national trend of empty nesters moving back to college towns, which tend to be more walkable with a high level of services and amenities. Ann Arbor may not be on most people’s radar, but considered a perfect college town by many organizations. It is not Washington, DC, but it is a good community that is working to enhance its value.

Mr. Kageyama stated that downtown St. Pete is getting some vitality from USF-St. Pete. USF is huge in Tampa, but not inviting. It is an economic development giant, but has a terrible location. The University of Tampa has a lot of potential and more relationships with that organization would benefit the community. Tampa Bay is not considered a college town, but in reality it has lots of colleges.

Mr. Hunter observed that the presentation was excellent. He stated that typically university towns have a focused center. In our planning, possibly we need to provide lifestyle choices. The creative class is looking for a nucleus of identity and choices. Mr. Kageyama responded that there are weekends where he does not have to use his car at all in St. Petersburg. That does not happen in Tampa, which is trying to develop residential opportunities, but there is no connectivity. Rail is something that is highly underutilized, especially in the Tampa Bay region. Mr. Hunter observed that if we are going to compete as I-4, maybe it should be going as Florida’s Green Corridor. Tampa Bay needs to create a

lifestyle with choices that compete with other regions. Mr. Kageyama responded that reflects the values and choices of the Creative Class.

Mr. Kageyama commented that many in the Creative Class ask this question, “What is your company’s policy on fair trade?” Business and local governments have to be “in the game” on sustainability.

Mr. Johnson stated that young people expect things to be green. It’s not that they ask. Mr. Kageyama replied that the absence of green is noticed. Mr. Johnson stated that there is no trade-off of aesthetics of place and basic services. It is not a decision-making point.

Ms. Harvey commented that the government of Hillsborough County is central to the engine that provides services. Hillsborough County has to implement creative thinking involved to attract talent – the system of recruitment in Hillsborough County borders on archaic. She stated that it tends not to incorporate private sector ideas, like the push on contract services. How do you get the HR people to change things? Mr. Kageyama replied Barack Obama’s election showed that young people want to get involved in government, and there is a call to service. For a young professional, now it is not just about going to Wall Street. All kinds of companies have not changed the values with the changing values of the time. Tensions between generations are being created...the younger generation doesn’t work the same way as the older generation. Human Resource managers and team leaders have to figure out a dynamic so that the overall team functions appropriately, and flexibility will be employed.

Mr. Register asked about the marketing strategy and measures. There are a lot of single-proprietary consultants that are not being measured. Mr. Register questioned Mr. Kageyama as to how the single-proprietary consultants are quantified. Mr. Register asked whether usually aren’t they attached to some type of company. Mr. Kageyama responded that they are employed in tech firms, marketing, and the media. The companies are hired all over. Economic Development almost always based on the FTE, and there are a lot of 1099 workers out there. In the Task Force meeting discussion there was gain and loss in industries...most people don’t necessarily operate in an industry – rather they operate in occupations. The IT folks are result of a large company hiring them. Mr. Register stated that he has a divergent view...it is not occupational, but based on industry. Mr. Kageyama asked whether the demand for IT gone down.

Mr. Register stated that it has gone down, temporarily. Mr. Kageyama stated that he disagreed.

Mr. Register suggested that the marketing strategy go after talent, how do you make that a percentage of a budget? Mr. Kageyama responded that it should be included in the conversation. Maybe 10% to try it out, and see how it performs. Social media is very fast-moving.

Mr. Kageyama's presentation concluded, and Mr. Incorvia started the review of the BOCC discussion of April 7, 2009. The Board had asked for interaction with DCA, and a handout was provided regarding the scheduling of a conference call with DCA. In addition, Board asked for a presentation to Stimulus Task Force, which is scheduled for April 17.

Mr. Incorvia reviewed the overlay discussion held by the Board. There would be three steps: Permit-Ready Sites within the USA, Permit-Ready sites within the Joint Planning Areas of Temple Terrace and Plant City, and finally, sites identified for long-range planning along the middle of the corridor in the Rural Area. The team is no longer making final report on May 12, instead it will be a progress report, and the team will bring back information to the Core Study Team on May 12.

Mr. Marchetti asked about the Planning Commission meeting in which Michael Lauer discussed. What is the scope of work? Mr. Hunter responded that Mr. Lauer would develop performance measures as the I-4 corridor plan is adopted by BOCC; the performance standards would essentially establish what we want and don't want. Want to make sure we have sustainability, or ensure research/support from the university, bio tech, and outline what is envisioned long-term for the corridor. We know the things we do not want: truck stops, guest rooms, gas stations. Any proposed development has to fit in with the adjacent area and must be compatible. When the plan is adopted in Jan/Feb 2010, shortly thereafter the zoning district would be approved to implement in a quick manner. The only next step would be one public hearing in front of BOCC. The intent is that this is a first-step of a two or three step process so that is implemented in the cities as well. We need to be able to compete with a highly charged marketplace. We have to find sites, and make them shovel-ready. We must compete regionally and nationally – so that we do have some sites that are shovel-ready. Compatibility is extremely important and impacts must be mitigated. Possibly we can start creating lifestyle choices as well.

Mr. Incorvia discussed the intent statement – he wanted to make sure it was reflected. Ms. Harvey had a question. What is she supposed to be doing? Is Mr. Lauer writing the zoning criteria? Mr. Hunter responded that no – but if Ms. Harvey doesn't have time and staff, the team needs to find a way so that the zoning category is adopted shortly after the Overlay is adopted. Mr. Griffin commented that the zoning framework has only been set up, but intended to conclude shortly after the Comp Plan amendment.

Mr. Griffin commented about the Overlay, the intent is to provide an opportunity for the market to be able to dictate where industry could locate. Mr. Johnson stated that it is not just an overlay, but it is all types...need shovel-ready, and need reserved land for the long term.

Ms. Curl stated that she recently attended an all-day seminar on ecological values of forests. The study group was already aware of the I-4 study...and University of Florida has a degree program on urban ecology at the Plant City campus. The UF program provided analysis for the City of Tampa. It is her opinion that UF should assess the corridor...she listed some of the participants of the program. The result of studying the corridor is moving forward in establishing a baseline in the Tampa watershed. Ms. Curl asked the urban ecology study group at UF how fast could a study be done for the corridor, and the response was 'quickly.' She commented that this could be a major issue in attracting talent. She worked in pharmaceutical business for years; every corporate campus was heavily forested and sustainable. Ms. Curl asked whether a quick study could be done on the subject. Mr. Register stated he thought it was a good point, but it could be issue of cost. Mr. Register stated that all types of campuses want forested grounds. As rules exist now, is that hard to get the tree cut. Mr. Register suggested that Ms. Curl take a look at Century Commission study. Mr. Register stated that balance is key. It is possible that the program will bring associated businesses. [Information regarding the program attached to these notes]

Mr. Marchetti stated that he felt natural resources staff needs to come to a meeting. He does not understand why it is necessary to hire a consultant on what should be and has been done by the Core Study Team. With reference to identifying unintended consequences – are you saying the County staff is not competent enough? He stated that he was at a loss for why this is being done.

Mr. Hunter responded is to enhance the Planning Commission's side of it relating to expertise and standards. Mr. Marchetti responded that the Board has

laid the framework for the ultimate goal. Mr. Hunter stated that Michael Lauer has substantial national credentials, and helps to enhance the skills of the staff. Mr. Griffin stated that is not to undo what has been done, but to develop performance standards. Mr. Marchetti responded that then it possibly shows a lack of confidence in staff...just questioning why we are doing it.

Mr. Aluotto feels confident about a solid base for the study. He wants clarity on performance standards, thought of it as if we are creating a set of location criteria, then do your overlay that way. Client will ask "Can I go here?" Need a certain answer, and the criteria will help that. The study has already identified 6000 acres for business opportunity, and the entire study area is approximately 70 square miles. If all of it is opened up for development, that could be too much. Mr. Aluotto stated that he had no quarrel with what has been done to get to this point. Investments will have to be made. The interchange discussion should take place – make sure that we do it carefully so that the transportation and other systems work somewhat seamlessly.

Mr. Hurlbert stated talking about corridor between Tampa and the County line. He stated that we have not looked at in depth where the existing facilities are. This has not been mapped. He wants to talk more about interchanges, i.e. MacIntosh which will become a nightmare when the schools open. He felt that the team needs to put more pressure on the transportation issue from the state down. People have been promised things in East County, and a treatment plant not being put to good use. Water will also be a major concern – need to address the key factors that will make it sustainable in the long run, including transportation.

Mr. Johnson stated that when talk about the Overlay – is it the entire study area? The Overlay may not apply to the entire study area. There will be a clear conflict when talk about performance standards – never talked about urban value and supporting uses. Ms. Lamboy discussed the mapping exercise staff had conducted regarding shopping and housing opportunities near to or along the corridor.

Mr. Incorvia concluded the meeting by stating that at the May 12 meeting the project team will describe the change in direction to the BOCC. The team will also set up a business and government advisors meeting and a community meeting for a reporting to those groups and seeking comment.

Ms. Bacca asked whether the DCA conference call has occurred. Is there a mechanism that could record the conversation? Mr. Incorvia responded that would be alright.

Mr. Register asked how the group could prepare for the next meeting on April 30. Need to have a formal plan of attack. Mr. Incorvia responded about the agenda items scheduled. Mr. Register suggested homework for each member of the core group to make recommendations for the criteria.

Ms. Harvey commented that one of the things prominent in University Community plan were pictures and drawings – likes and dislikes – and she observed that she haven't seen anyone make an attempt to draw a picture of the corridor. The team needs to create a vision of how the interstate could work and how it interacts with adjacent property. What is the vision? The team should have a session like a classroom/studio environment where everyone brings some drawings. It is missing. She concluded that it was very successful in the USF environment, set the stage to have the community embrace the efforts that have come to play. She stated that the community planning team got buy-in from the community because of the visuals.