

Action Plan

ACTION PLAN

This section of the report outlines a series of programs and projects designed to implement the desired vision for the Region's future. The action plan prioritizes program activities and identifies responsibility, resources, time frames and priorities for implementation.

The action plan is the link between the analysis of the District's economy and development potentials and the resulting programs, activities, and projects chosen to address specific regional economic needs. The action plan outlined in this section is based upon our understanding of regional economic trends, the District's areas of competitive advantage and our vision for the future of the Region and associated goals to affect long-term economic development. The multi-year programs and activities to implement the vision statement and associated goals are based upon consideration of the following strategic directions.

TREASURE COAST 2010: STRATEGIC DIRECTIONS

2010 STRATEGIC DIRECTIONS FOR A GLOBALLY COMPETITIVE REGION

- Develop an Innovative Economy
 - Invest in The Skills of The Workforce
 - Promote Regional Entrepreneurship
 - Promote Broadened Prosperity
 - Increased Economic Opportunity
 - Invest in Innovation/Knowledge Infrastructure
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2010 STRATEGIC DIRECTIONS FOR ENHANCED QUALITY OF LIFE AND ENVIRONMENTAL INTEGRITY

- Support the Vision for the Region
 - Encourage Sustainable Development Practices and Smart Growth
 - Increase Affordable Housing Choices
 - Preserve Natural Systems
 - Develop Cities, Towns and Villages
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2010 STRATEGIC DIRECTIONS FOR REGIONAL COLLABORATION

- Define a Shared Economic Vision for the Region
 - Develop Measurable Indicators to Track the Region's Economy and Quality of Life
 - Foster Collaborative Partnerships to Support Regional Economic Growth
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PROGRAM AND PROJECT SELECTION

The following describes the criteria used to guide the program and project selection portion of the OEDP. Projects and programs will be evaluated based on the extent to which they meet and/or maximize the following criteria:

1. Conformity to locally adopted plans or programs; the CEDS; and any relevant state and federal programs, plans and policies
2. Public and private sector cost-effectiveness in terms of cost savings and long-term economic growth potential
3. Compatibility with the environment
4. Significant employment potential
5. Rise in the average income in areas of the District that are below the state income average
6. Potential benefit to the unemployed, underemployed and distressed communities within the District
7. Contribution to the diversification of the local economy
8. Completion of a project or program in a reasonable amount of time and within budget

Most of the projects and programs outlined in this OEDP will focus on economic diversification, job creation, and enhancement of the District's human resources. This will occur either directly through technical assistance programs for local governments, economic councils or businesses, or indirectly through the research and development of District marketing material. Basic and advanced infrastructure improvement projects deemed necessary to support existing business expansion and recruitment and the quality of life of the District will also be supported.

The Treasure Coast Economic Development District will consider a wide array of federal, state and local funding sources to implement economic development projects. Potential federal funding sources include the Economic Development Administration, the U.S. Department of Commerce, the Department of Housing and Urban Development, the U.S. Department of Labor, the Environmental Protection Agency and the Small Business Administration. State agencies that may provide program or project funds include the Department of Community Affairs, Department of Labor and Employment Security, Department of Education, Department of State, Department of Transportation,

Enterprise Florida and FLA USA – Visit Florida. Local funding may encompass local governments, chambers of commerce, economic development organizations, local school boards, the workforce development boards, community colleges and universities, and private businesses.

Economic development projects and programs will be located throughout the District with particular attention paid to economically distressed areas with high unemployment rates and low per capita incomes. Projects and programs will be sponsored and administered by the appropriate local government or non-profit agency serving that area.

IMPLEMENTATION PLAN

The following Action Plan provides examples of intended programs, activities and projects that will be undertaken by the Treasure Coast District that reflect the scope of the Comprehensive Economic Development Strategy plan. The proposed actions are grouped into short-term and long-term planning horizons. Short-term projects and programs are those that the Treasure Coast Economic Development District and the CEDS Committee expect to initiate within the next two years. Long-term projects will be initiated after the first two years of the CEDS.

Each activity or program, unless identified as a support activity, is accompanied by respective task, responsible implementing agency, estimated timeframe for completion, estimated cost and potential funding sources. This will facilitate implementation of the economic development program of the CEDS because it will identify potential resources and assign responsibility for necessary development actions.

COMPETITIVE ECONOMY PROGRAM

PRINCIPLE #1

Innovative Economy and Overall Prosperity

STRATEGIC DIRECTIONS

- Innovative Economy
- Increased Investment in Human Capital
- Promote Regional Entrepreneurship
- Increase Economic Opportunity
- Promote Broadened Prosperity
- Invest in Knowledge Infrastructure

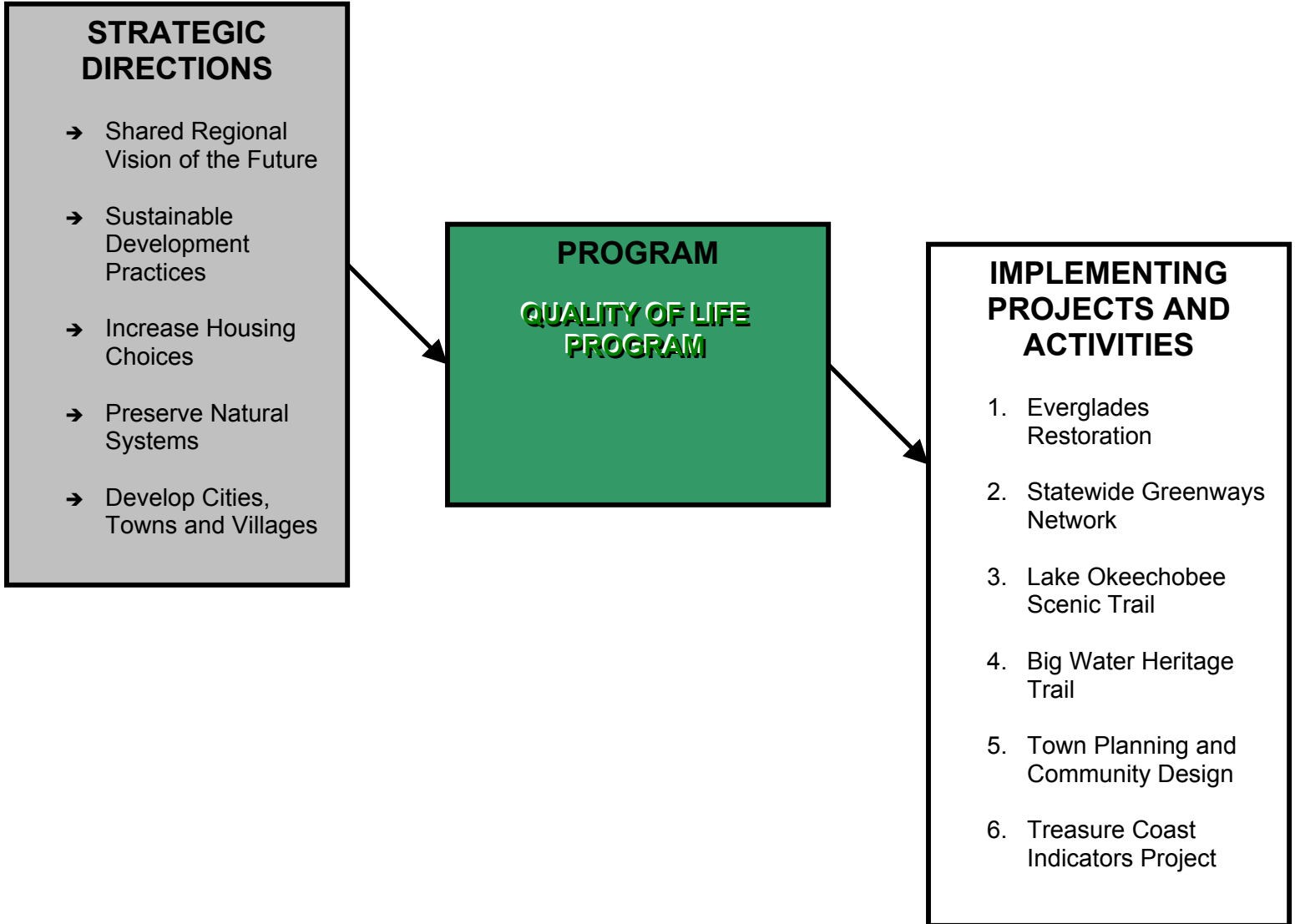
PROGRAM

**ENTERPRISE AND
INNOVATION PROGRAM**

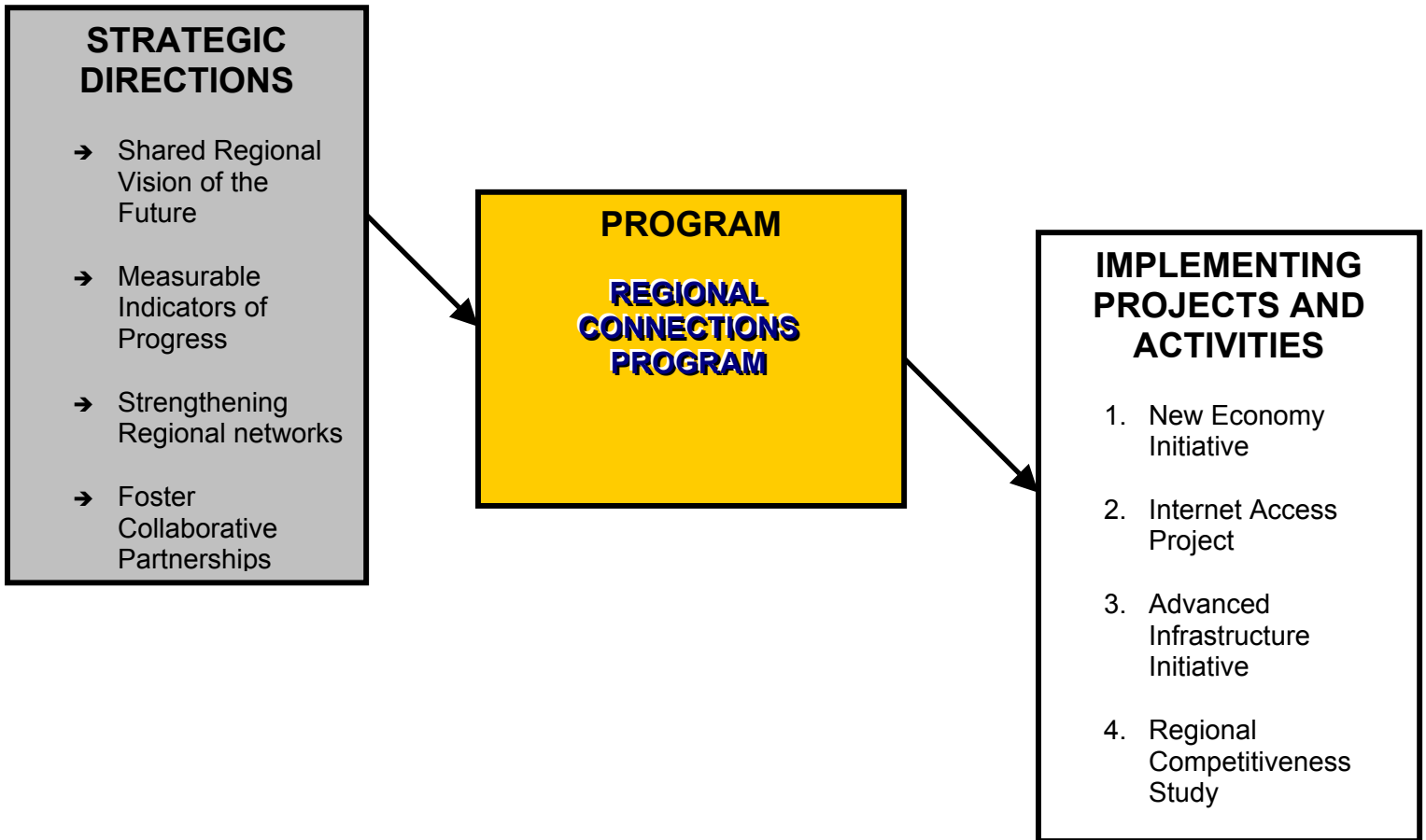
IMPLEMENTING PROJECTS AND ACTIVITIES

1. Economic Development Database
2. Capital Access Project
3. Entrepreneurship Network
4. Business Information Services
5. Basic Infrastructure Project

PRINCIPLE #2
Improving Quality of Life and Developing Livable Communities



PRINCIPLE #3:
Regional Networks and Connections



ENTERPRISE AND INNOVATION PROGRAM

This program establishes priority and intermediate actions for the Region as a whole in the coming years. These projects are derived from the goals and objectives established earlier. The projects and activities focus on ways to enhance the Region’s innovative and entrepreneurial capacity, develop additional financial resources for the small business sector, provide needed infrastructure to support industrial and commercial expansion and develop specialized information resources for the Region’s fast-growing business sectors.

PRIORITY ACTIONS

PROJECT: Economic Development Database

NEED: Lack of awareness of existing economic development resources within the Region.

OBJECTIVE: Increase business community awareness of available economic development resources and practitioners.

DESCRIPTION: Create a directory of economic development organizations and programs within the Treasure Coast Region.

TIMEFRAME: Short-Term

EDD ROLE: Lead

Task	Task Description	Task		Start Date	End Date	Budget	Resources
		Leader					
1	Identify existing economic development organizations	RPC		9/00	10/00	\$1,000	EDD
2	Develop questionnaire and telephone enquiry	RPC		10/00	11/00	\$2,000	Local Economic Development Organizations
3	Create economic development database	RPC		11/00	1/01	\$2,000	
4	Draft and publish final	RPC		1/01	3/01	\$5,000	

PROJECT: Capital Access Project

NEED: Small businesses cannot secure any or all of their financing requirements through conventional lending channels.

OBJECTIVE: Increase availability of financing for small business start-up and expansion.

DESCRIPTION: Establish regional lending and training program to grow small businesses.

TIMEFRAME: Short-Term

EDD ROLE: Collaborative

Task	Task Description	Task Leader	Start Date	End Date	Budget	Resources
1	Identify existing small business lenders in Region	RPC	9/01/00	10/00	\$1,000	EDD Treasure Coast –CRA Roundtable
2	Convene a series of capital needs focus group meetings for area small businesses	RPC	10/00	1/01	\$5,000	EDD Treasure Coast –CRA Roundtable
3	Coordinate with Treasure Coast Community Reinvestment Act (CRA) Roundtable and Palm Beach County Business Loan Fund on developing collaborative regional lending program	RPC	10/00	1/01	0	EDD Treasure Coast –CRA Roundtable BLF
4	Apply for RLF funding	RPC/BLF	9/00	3/01	\$ 1 million	EDA HUD USDA SBA GE Capital Local Area Banks

PROJECT: Entrepreneurship Network

NEED: Lack of awareness of highly specialized entrepreneurship programs and resources.

OBJECTIVE: Stimulate small business growth by helping growing companies access the array of available incubator services and entrepreneurial training.

DESCRIPTION: Establish a regional incubator referral and information network and marketing mechanism.

TIMEFRAME: Short-Term

EDD ROLE: Collaborative

Task	Task Description	Task Leader	Start Date	End Date	Budget	Resources
1	Identify existing incubator facilities and resources within the Region	RPC	9/00	10/00	\$1,000	
2	Identify potential incubator partners within the Region	RPC	10/00	11/00	0	
3	Convene meetings of project partners to discuss formation of network	RPC	11/00	1/01	\$2,000	EDD Incubators EDC
4	Establish network organization	RPC/EDC/ Regional Incubators	1/01	3/01	0	
5	Publish and disseminate marketing materials	RPC	1/01	3/01	\$5,000	

INTERMEDIATE ACTIONS

PROJECT: Specialized (Business) Information Services

NEED: Lack of highly specialized information resources for entrepreneurs and growing companies.

OBJECTIVE: Increase the availability of advanced information resources to support local entrepreneurial development.

DESCRIPTION: Develop a specialized business information database for local companies. Database service can be used to create marketing lists, industry trends, new product releases and patents issued.

TIMEFRAME: Intermediate – Long-Term

EDD ROLE: Lead

Task	Task Description	Task Leader	Start Date	End Date	Budget	Resources
1	Establish an Information Services Advisory Committee	RPC	9/00	11/00	0	EDD
2	Inventory information existing services in Region and Internet	RPC	10/00	11/00	\$2,000	EDD
3	Survey companies in Region to identify information needs and interests	RPC	10/00	1/01	\$10,000	EDD
4	Structure information services to meet industry needs	RPC	1/01	3/01	0	EDD
6	Procure funding for information program	RPC	3/01	9/01		EDD
7	Develop specialized information services	RPC	9/01	11/01	\$100,000	EDA SBA
8	Market information services to businesses	RPC	11/01	3/02	\$5,000	EDD

PROJECT: Basic Infrastructure Project

NEED: Lack of adequate infrastructure facilities to support business growth and expansion.

OBJECTIVE: Increase infrastructure capacity within the Region.

DESCRIPTION: Support local government infrastructure upgrading and expansion projects.

TIMEFRAME: Short-Term and On-Going

EDD ROLE: Support



Mizner Park in Boca Raton under construction

Representative Local Infrastructure Projects

	Total Estimated Project Cost
Lake Worth Park of Commerce Master Plan and Implementation	→ 3.0 million
St. Lucie County Airport Industrial Park West	→ \$2.25 million
Martin County – Fibre optic access and connections	→ variable
Indian River County – Water and sewer line extensions	→ variable

Note: Individual infrastructure project budgets and timelines will be determined by the respective local government. Average grant request under EDA's Public Works program is \$500,000 to \$1,000,000.

QUALITY OF LIFE PROGRAM

These program activities comprise all the range of District roles, leading, supportive and collaborative that focus on enhancing the Region's quality of life and natural resources. The actions are classified as on-going, intermediate and long-term. The primary leading programs relate to Council's on-going town planning and urban design initiatives, which provide direct technical assistance to local governments throughout the Region. Supportive and collaborative projects indicated in this Action Plan represent those actions that TCRPC staff would typically provide assistance to such as the Lake Okeechobee Scenic Trail project and the State Greenways Network. The Treasure Coast Indicators Project entails the design and development of an annual set of indicators that will be published by the District to gauge the Region's economic vitality, progress towards broadened economic prosperity and regional livability.

INTERMEDIATE ACTIONS

PROJECT: Treasure Coast Indicators Project

NEED: Lack of reliable regional community/economic development information to inform and guide collaborative action on regional economic development.

OBJECTIVE: Provide a reliable source of information on the Region’s overall economic vitality and quality of life to promote regional dialogue and support regional problem-solving.

DESCRIPTION: Develop and produce annually the Treasure Coast Indicators which tracks 15 to 20 indicators of the Region’s economic vitality and quality of life.

TIMEFRAME: Intermediate

EDD ROLE: Lead

Task	Task Description	Task Leader	Start Date	End Date	Budget	Resources
1	Establish a Treasure Coast Indicators Advisory Committee	RPC	3/01	5/01	0	EDD
2	Purchase software and database	RPC	5/01	6/01	\$2,000	EDD
3	Draft conceptual indicators	RPC	6/01	9/01	\$2,000	EDD
4	Publish draft indicators report	RPC	9/01	10/01	\$3,000	EDD
5	Finalize report	RPC	11/01	12/01	\$2,000	EDD
6	Publish and update annually	RPC	1/02	3/02	\$3,000	EDD



LONG-TERM ACTIONS

PROJECT: Statewide Greenways Network

NEED: Lack of connections for people and wildlife between major natural preserve areas in the state.

OBJECTIVE: To create a statewide system of greenways and trails that would preserve Florida's most precious green spaces, provide recreational opportunities, allow for the movement of wildlife and connect people to Florida's natural and cultural heritage.

DESCRIPTION: Coordinate with local governments, private business and the public to assist the Florida Department of Environmental Protection in implementing its statewide plan, Connecting Florida's Communities with Greenways and Trails.

TIMEFRAME: Long-Term

EDD ROLE: Supportive

PROJECT: Lake Okeechobee Scenic Trail –

Big Water Heritage Trail

NEED: Economic growth and diversification in distressed Glades area.

OBJECTIVE: Diversify the Glades area economy and attract tourism to the Glades area by developing and promoting recreational opportunities related to Lake Okeechobee and its surrounding communities.

DESCRIPTION: The Lake Okeechobee Scenic Trail program is a regional, 5-county focal point of tourism development led by a network of federal, state, regional, local and private sector partners.

TIMEFRAME: Long-Term

EDD ROLE: Collaborative



- **Lake Okeechoobee Scenic Trail**
Total projected cost of Lake Okeechoobee Scenic Trail initiative (design and construct trailheads along Hoover Dike) is approximately \$33 million. To date, \$25 million have been committed to the project leaving \$8 million to secure.

- **Big Water Heritage Trail**
The Big Water Heritage Trail is a smaller initiative sponsored by the Southwest Regional Planning Council in partnership with Treasure Coast and the Central Florida Regional Planning Councils to develop signage for historical, cultural and ecological sites around the Lake Okeechobee communities. Total projected cost of Big Water Heritage Trail is \$200,000.

REGIONAL CONNECTIONS PROGRAM

The activities comprising the Regional Connections Program are designed to provide opportunities for forging partnerships among the public, private, educational and non-profit sectors in the Treasure Coast. The implementation of the representative activities require a high degree of collaboration and cooperation as well as support, both financial and in-kind. The projects are intended to promote long-term economic development for the Treasure Coast Region through an awareness and diffusion of Internet and communications technology, benchmarking the Region's competitive position in the global economy and establishing institutional mechanisms to enable long-term economic growth and vitality. Chief among the District's priority actions is a demonstration project (***Internet Access Project***) to design and develop a Community Technology Center in one distressed community in the Region. This project truly implements the District's Vision Statement as it encapsulates all of the Vision principles – namely, broadened prosperity for all residents, investing in people and their abilities and working in partnership to achieve a common goal.

PRIORITY ACTIONS

PROJECT: New Economy Seminar Series

NEED: Lack of a Treasure Coast educational forum to discuss new economy and high technology issues.

OBJECTIVE: Provide a regular flow of information on new economy and technology issues that are pertinent to the Treasure Coast Region.

DESCRIPTION: Establish a yearly seminar series with local public/private/educational sector partners to bring “best practices” in regional economic development to light.

TIMEFRAME: Short-Term

EDD ROLE: Lead/Collaborative

Task	Task Description	Task Leader	Start Date	End Date	Budget	Resources
1	Identify seminar partners	RPC	12/01	1/01	0	EDD
2	Research and develop annual seminar agenda	RPC/ED Organizations	1/01	3/01	0	EDD
3	Contact and secure seminar speakers	RPC	1/01	3/01	\$3,000	EDD
4	Hold seminar	RPC	Summer 2001		\$3,000	EDD
5	Publish and distribute annual seminar report	RPC	7/01	8/01	\$2,000	EDD

PROJECT: Internet Access Project

NEED: Lack of information technology infrastructure in the Region’s distressed communities.

OBJECTIVE: Increase the availability of advanced information and communications infrastructure to support local entrepreneurial development.

DESCRIPTION: Develop a Community Technology Center to provide Internet technology resources and training in one distressed community.

TIMEFRAME: Intermediate

EDD ROLE: Lead

Task	Task Description	Task Leader	Start Date	End Date	Budget	Resources
1	Form Internet Access Steering Committee	RPC	9/00	11/00	0	EDD
2	Identify and assess community needs and interests	RPC	11/00	1/01	\$10,000	EDD Local Non-Profit
3	Build partnership network to assist in project implementation	RPC	11/00	1/01	0	EDD
4	Research and structure program offerings in response to community needs and interests	RPC	1/01	3/01	0	EDD CTC Network
5	Devise work plan and timeline for demonstration project	RPC/CTC Network	3/01	5/01	\$3,000	EDD CTC Network
6	Acquire sites (lease) for Community Technology Center (CTC)	RPC	3/01	6/01	\$200,000	EDD CTC Network
7	Secure operational funding and hire staff	RPC	6/01	9/01		Technology Opportunities Program 3Com
8	Open the CTC	RPC	10/01	12/01		Local Non-Profit

PROJECT: Advanced Infrastructure Initiative

NEED: Lack of advanced communications infrastructure in the Region's communities may impede economic development.

OBJECTIVE: Increase the availability of advanced telecommunications infrastructure throughout the Treasure Coast.

DESCRIPTION: Support local government efforts through grant assistance and coordination to develop high-capacity telecommunications networks throughout the Treasure Coast.

TIMEFRAME: Short-Term and On-Going

EDD ROLE: Support

Representative Local Projects

- Internet Coast initiative
- Network Access Point
- Fiber optic connections

INTERMEDIATE ACTIONS

PROJECT: Regional Competitiveness Study

NEED: Lack of a comprehensive study to understand regional competitiveness and the relationship between the Region’s existing and emerging industrial clusters.

OBJECTIVE: Enhance the Region’s economic infrastructure to improve the overall performance of the Region’s existing and emerging clusters.

DESCRIPTION: Complete a detailed study of the Treasure Coast Region with specific determination of its potential sources of competitive advantage; the economic performance of the Region’s cluster industries; and recommendations on the design of a continuous, integrated, public-private collaboration mechanism that Regional community leaders can use to implement a strategy that is market-driven, visionary and high-value focused.

TIMEFRAME: Intermediate

EDD ROLE: Lead

Task	Task Description	Task Leader	Start Date	End Date	Budget	Resources
1	Mobilize community stakeholders to discuss regional economic opportunities and challenges	RPC	3/01	5/01	0	EDD
2	Hire consultant to conduct regional economic assessment and competitiveness audit	RPC	5/01	12/01	\$100,000	EDD EDA HUD USDA Regional Foundations
3	Convene economic leaders and stakeholder groups to discuss findings	RPC	1/02	2/02	\$5,000	EDD
4	Develop mechanism to implement economic development action plans	RPC	2/02	6/02	\$5,000	EDD