

Report:

DUVAL COUNTY ECONOMIC DIVERSIFICATION PLAN: ACTION PLAN AND IMPLEMENTATION STRATEGY



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Presented to:

STATE OF FLORIDA
CITY OF JACKSONVILLE
JACKSONVILLE REGIONAL CHAMBER OF COMMERCE

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REPORT

Duval County Economic Diversification Plan: Action Plan & Implementation Strategy

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This Action Plan and Implementation Strategy is the third and final report in the Economic Diversification Plan for Duval County. It represents a five-month planning process and input from hundreds of individuals and regional leaders. Its objective is to direct and assist the region's economic development leaders in their efforts to continue to diversify the economy.

Economic development is ultimately a marketing activity that has two functions: to improve and to promote a community. To be complete, an economic development plan should include product recommendations that will assist in the targeting of specific audiences (both companies and people), and marketing recommendations to internal and external audiences. Great economic development initiatives involve internal and external audiences: internally, the entire community working together to improve the local "product" while, externally, the economic development organization works to improve awareness and perception of the region among its local business base and to the outside world.

This *Duval County Economic Diversification Plan* will address both audiences and serve as the roadmap for Duval County's expanded economic development efforts. **The Jacksonville region has had extensive success recruiting major corporations to the area, so the objective of this plan is to identify recommendations that will keep Duval County and the entire Jacksonville region "ahead of the curve" and create sustainable economic prosperity for the region's businesses and residents.**

The recommendations contained within this report are designed to be organized and led by the Cornerstone division of the Jacksonville Regional Chamber of Commerce (its economic development arm), although Cornerstone staff by themselves cannot actually implement each recommendation. It is vital that supporting organizations across the region buy-in to the strategies contained within and offer support where appropriate.

This final report is organized in three sections:

Economic Development Vision. The vision provides an overview of the challenges of economic development in the 21st century and identifies an overall strategic direction for Duval County to meet those challenges. This vision guides the goals and strategies outlined within the Action Plan.

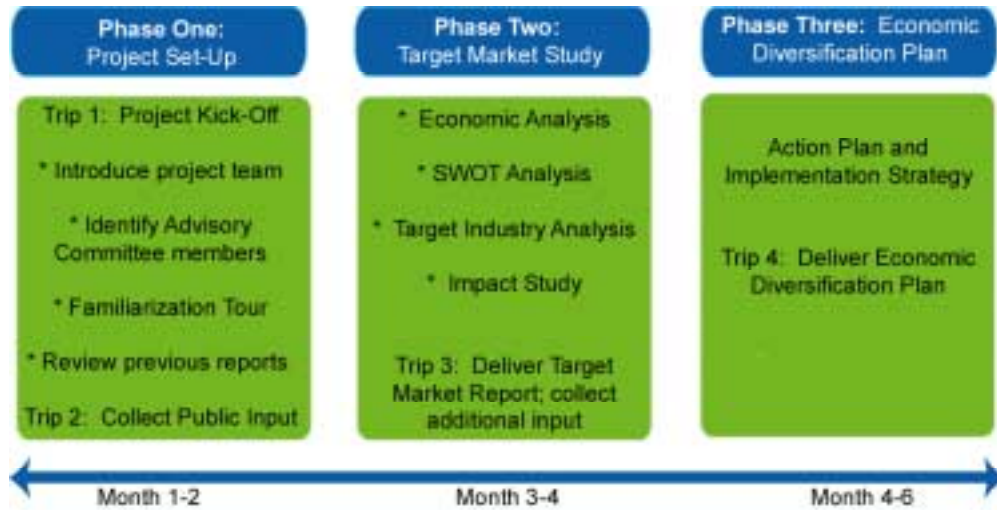
Overview of the Target Market Report. The overview summarizes the key findings from the first 2 reports that were developed during the process: Parts 1 and 2 of the Target Market Report. The findings from these reports lay the foundation for the strategies developed within this report.

Action Plan. The Action Plan highlights four overarching goals, and corresponding strategies and actions items that, if met, will ensure sustainable economic prosperity throughout the county, and more importantly, the entire Jacksonville region.

- 1. VISION**
Identify overall strategic direction for Duval County's future economic diversification efforts
- 2. OVERVIEW OF TARGET MARKET REPORT**
Critical issues and industry recommendations form the foundation of the Action Plan.
- 3. ACTION PLAN**
Strategic recommendations and action items guide the achievement of the overall vision and goals.

The appendix also provides additional tools to implement the Action Plan, including a formal implementation matrix that can be used as a living, working document for economic development staff.

The chart below illustrates the five-month planning process that was employed to culminate in the development of this *Duval County Economic Diversification Plan*.



ACKNOWLEDGEMENTS

AngelouEconomics would like to express our appreciation to the hundreds of individuals and organizations that were interviewed for their invaluable input on key issues identified in Duval County.

We would like to give special thanks to the Jacksonville Regional Chamber of Commerce and the City of Jacksonville Office of Military Affairs and Veteran Services for their time, resources, and coordination efforts.

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Two major factors are re-shaping economic development in the 21st century: economic globalization and an impending national labor shortage.

GLOBALIZATION

Unlike previous eras, in which domestic demands dominated local economies, the fate of local markets is now significantly driven by the actions of transnational corporations. With investments scattered throughout the world, multi-national firms are no longer bound by geographic constraints. If necessary, these companies are both capable and willing to abandon their historic hometowns to secure a competitive edge. Cities too must adapt to the emergence of a global free enterprise system; communities can no longer compete domestically for investment, but must do so on the international stage.

Advances in transportation and telecommunications have only lessened the relevancy of geography. Goods and services can now be sent virtually anywhere in the world quickly and cost-effectively. As a result of new technologies, workers from developing countries can compete efficiently with Americans for a wider variety of jobs, including those in the service sector.

The emergence of formerly closed economies in China, India, Eastern Europe, and Russia has only increased the fierceness of international competition. These areas, which represent more than half the world's population, possess excellent educational systems and skilled workers who now compete with America for large-scale industrial development and individual employment.

Communities engaged in recruiting and retaining global companies must learn how to successfully compete across oceans and continents. Each community must develop characteristics that set it apart and above its competitors. As visionary Jane Jacobs stated in her book *The Nature of Economies*, economic development is the result of "differentiation emerging from generality." Simply put, thriving economic development occurs when a business or a location possesses unique characteristics unavailable elsewhere.

U.S. LABOR SHORTAGES

The U.S. economy has drastically changed over the past 20 years. Experts point out that information and knowledge are replacing capital and energy as the primary wealth-creating assets in today's economy. Technology and knowledge are now primary production factors. Technological advances allow information to be instantly transmitted across the world, and the primary competitive advantage a company possesses is its process of innovation and its ability to derive value from information.

This requires that employees contribute innovative ideas to increase productivity and quality, reduce costs, and develop solutions rather than merely point to problems. To succeed, workers need more education, advanced skills, and a culture that is adaptable to the rapidly changing world in which their employers operate.

A region's economic strength will depend heavily on its ability to attract, retain, and develop a human capital base that is skilled and flexible. Historically, a community's physical assets such as location, roads, and power determined where companies would locate. Now, the economic development rules have changed. Human capital plays a much more important role in the success of companies and communities. Businesses demand an educated workforce.

OLD ECONOMY V. NEW ECONOMY

In the old economy, people believed that:

Being a cheap place to do business was the key.

Attracting companies was the key.

A high-quality physical environment was a luxury that stood in the way of attracting cost-conscious businesses.

Regions won because they held a fixed competitive advantage in some resource or skill.

Economic development was government-led.

In the new economy people believe that:

Being in a place rich in talent is key

Attracting educated talent is key

Physical and cultural amenities are key to attracting knowledge workers

Regions prosper if organizations and individuals have the ability to learn and adapt

Only bold partnerships among business, government, and non-profit sector can bring about change

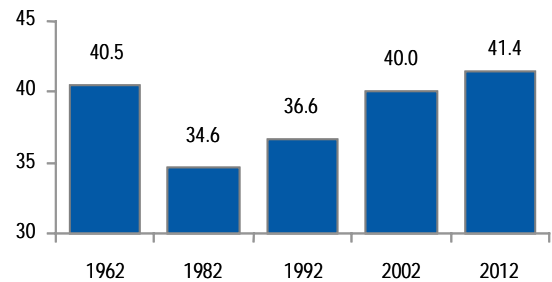
Source: "Metropolitan New Economy Index," Progressive Policy Institute

Skilled human capital is at a premium in an era when workforce growth is declining. Not only do employees switch jobs more often, the growth rate of that workforce is slowing. The rate of workforce growth since 1982 has steadily declined.

Prior to the entry of the baby boomers to the workforce, the highest workforce median age ever observed was 40.5 in 1962. By 2012, it will be 41.4, well surpassing that previous high and the percentage of workers within the 25-44 age category, the primary early stage workforce, will be at its lowest percentage in 40 years.

MEDIAN AGE

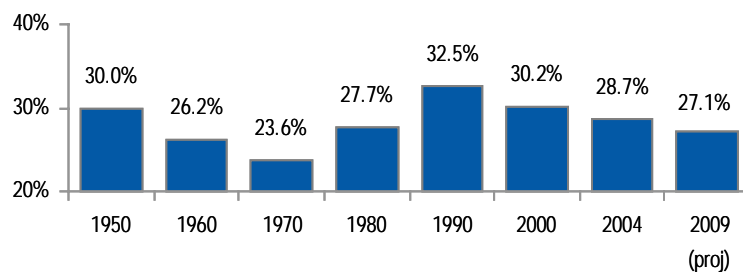
WORKFORCE MEDIAN AGE, 1962-2012



Source: BLS

YOUNG PROFESSIONAL POPULATION SHARE

PERCENT OF TOTAL POPULATION 25-44, 1950-2009



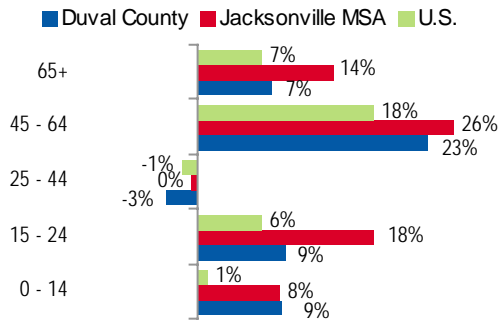
Source: Census

The same trends are holding true in Duval County.

Between 2000 and 2005, the primary workforce population, the 25 – 44 population, declined in absolute terms in the U.S., Duval County, and the Jacksonville MSA. However, it declined to a greater extent in Duval County than it did nationally. Within that group, 71% of the loss in Duval County was in the lower limits of that category, the 25 – 34 age group. On a national level, that sub-group actually grew between 2000 and 2005.

AGE

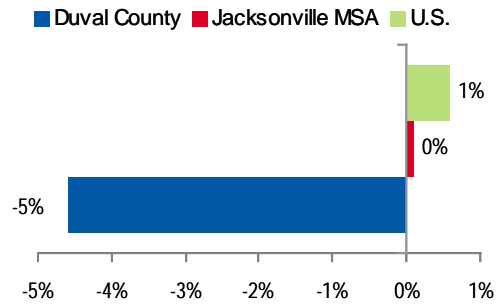
POPULATION GROWTH BY AGE, 2000-2005



Source: DemographicsNow

AGE

25 to 34 AGE GROUP, 2000-2005



Source: DemographicsNow

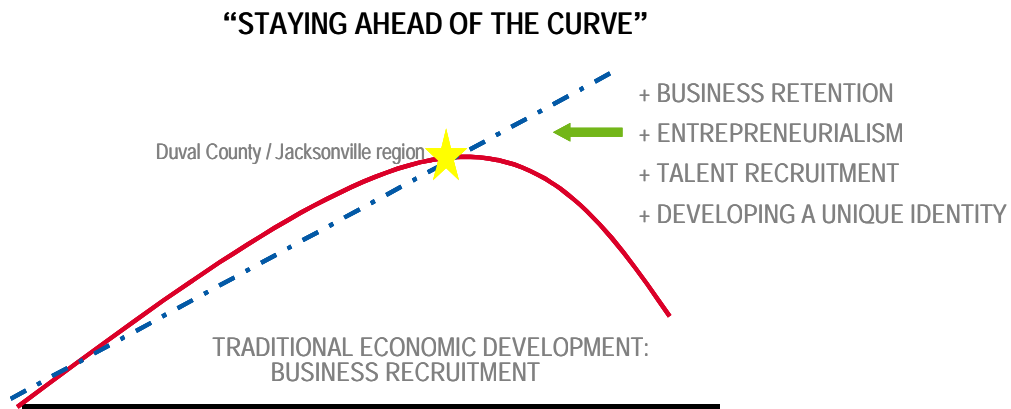
DUVAL COUNTY'S VISION

These forces and challenges indicate that traditional economic development activities of business recruitment and “smokestack chasing” will not suffice to generate a sustainable economy. Jacksonville’s economic development vision reflects this fact.

ECONOMIC DEVELOPMENT VISION

In order to ensure sustained success, Duval County and the Jacksonville region envisions itself as a region that “stays ahead of the curve.” Economic development efforts are progressive, innovative, and comprehensive. They include business recruitment and retention, entrepreneurialism, talent recruitment, and developing a differentiating identity.

This vision is illustrated in the chart below.



This theme of “staying ahead of the curve” is woven throughout the remainder of this report and reflects the commitment of Jacksonville’s economic development leadership to never be satisfied with current successes, but consistently look for ways to ensure sustained successes.

TARGET MARKET REPORT OVERVIEW

As a precursor to the development of this Economic Diversification Plan, AE prepared a Target Market Report for Duval County. Divided into 2 parts, the Target Market Report laid the foundation for the vision and strategies outlined within this document by highlighting the critical issues facing the region and identifying the target industries that will provide the backbone of Duval County's diversified economy for years to come.

The following section summarizes the key findings from the Target Market Report.

PART I - CURRENT STATE OF AFFAIRS

Part I assessed the region's current economic situation and the historical trends that have shaped it. Specifically, AE evaluated the region's handling of past growth and its readiness to attract and direct future economic development. AE analyzed the community in a range of economic and demographic variables by comparing it against a group of national benchmark communities.

AT A GLANCE

2005	Population	Population Growth '00-'05	Unemployment Rate	Labor Force Growth '00-'05	Median HH Income	Average Wage	% Bachelor's Degree or Higher	% in 25-44 Age Group	Median Home Price	Cost of Living (U.S. = 100)
Duval County, FL	838,841	7.7%	4.2%	4.4%	\$44,546	\$38,543	26.5%	29.2%		
<i>Jacksonville MSA</i>	<i>1,224,093</i>	<i>11.2%</i>	<i>3.9%</i>	<i>6.1%</i>	<i>\$46,985</i>	<i>\$36,673</i>	<i>26.7%</i>	<i>28.1%</i>	<i>\$175,200</i>	<i>95.5</i>
Denver County, CO	558,840	0.8%	6.0%	-0.4%	\$43,124	\$48,863	44.9%	34.6%		
<i>Denver MSA</i>	<i>2,293,999</i>	<i>8.8%</i>	<i>5.2%</i>	<i>5.0%</i>	<i>\$58,355</i>	<i>\$45,279</i>	<i>37.5%</i>	<i>31.6%</i>	<i>\$247,100</i>	<i>100.6</i>
Hillsborough County, FL	1,120,916	12.2%	3.5%	10.3%	\$45,108	\$37,132	24.4%	29.0%		
<i>Tampa MSA</i>	<i>2,608,637</i>	<i>9.3%</i>	<i>3.7%</i>	<i>7.9%</i>	<i>\$41,303</i>	<i>\$34,991</i>	<i>24.4%</i>	<i>26.1%</i>	<i>\$205,300</i>	<i>96.0</i>
Jefferson County, AL	655,776	-0.9%	4.0%	-3.1%	\$40,516	\$40,480	31.9%	27.5%		
<i>Birmingham MSA</i>	<i>952,695</i>	<i>3.4%</i>	<i>3.6%</i>	<i>0.1%</i>	<i>\$43,175</i>	<i>\$38,660</i>	<i>30.5%</i>	<i>28.1%</i>	<i>\$157,000</i>	<i>95.4</i>
Mecklenburg County, NC	787,076	13.2%	4.9%	8.7%	\$56,860	\$49,983	42.1%	33.3%		
<i>Charlotte MSA</i>	<i>1,686,243</i>	<i>12.4%</i>	<i>5.2%</i>	<i>8.4%</i>	<i>\$51,568</i>	<i>\$44,222</i>	<i>30.0%</i>	<i>31.1%</i>	<i>\$180,900</i>	<i>92.4</i>
Travis County, TX	883,483	8.8%	4.4%	4.2%	\$52,462	\$45,980	41.2%	36.1%		
<i>Austin MSA</i>	<i>1,455,035</i>	<i>16.4%</i>	<i>4.3%</i>	<i>9.3%</i>	<i>\$54,696</i>	<i>\$43,779</i>	<i>36.8%</i>	<i>34.3%</i>	<i>\$163,800</i>	<i>96.1</i>
Wake County, NC	736,836	17.4%	4.0%	10.7%	\$61,614	\$39,504	48.9%	33.6%		
<i>Raleigh MSA</i>	<i>1,359,734</i>	<i>14.5%</i>	<i>4.0%</i>	<i>10.7%</i>	<i>\$54,361</i>	<i>\$38,373</i>	<i>42.6%</i>	<i>33.1%</i>	<i>\$194,500</i>	<i>91.6</i>

A brief comparison of Duval County's demographic and economic health against 6 major competitors revealed that **challenges** exist particularly in the areas of:

- Educated, adult workforce
- Young professional population
- Entrepreneurial capacity (through R&D and venture capital funding)
- K-12 educational attainment
- Wage levels

On the other hand, Jacksonville has **tremendous advantages** in its:

- Low cost of living and doing business
- Strong population and employment growth
- Expanding corporate presence
- Strong commercial real estate market
- Multi-modal transportation services

AE also analyzed the national and county-level performance of the county's current target industries over the past few years, detailing national and regional trends as well as key industry announcements.

A summary of the target industry performance is highlighted in the chart below.

TARGET INDUSTRY SUMMARY GROWTH TRENDS						
Target Industry (Duval County)	Companies		Employment		Average Wage	
	Net Change, '00-'05	% Growth, '00-'05	Net Change, '00-'05	% Growth, '00-'05	Average Wage, 2005	% Growth, '00-'05
Aviation and Aerospace	3	17.6%	NA	NA	\$50,441	27.9%
Distribution and Logistics	125	22.0%	-2,511	-14.2%	\$40,899	24.5%
Electronics and Semiconductors	8	2.2%	-576	-13.1%	\$42,221	10.1%
Finance and Insurance Services	488	42.4%	3,081	7.4%	\$56,783	33.7%
Headquarters	No Data	No Data	No Data	No Data	No Data	No Data
Business and IT Services	316	43.2%	-128	-0.9%	\$47,167	11.5%
Medical Products, Services, and Research	29	11.4%	1,884	7.0%	\$38,732	21.0%
Advanced Manufacturing	-17	-8.4%	-344	-3.7%	\$48,596	2.4%

KEY ISSUES

Overall, Jacksonville's economic development efforts have been extremely successful:

- Jacksonville is consistently rated as one of the "Hottest Cities in America" for business expansions and relocations by site consultants in an annual poll for *Expansion Management* magazine.
- Earlier this year, Jacksonville was recognized as one of the top three U.S. organizations for "Leadership and Innovation" in economic development by CoreNet, the world's premier association for corporate real estate and related professionals.
- Jacksonville was ranked in the Top 10 "Hottest Cities" that will lead job growth through 2015 in the May issue of *Business 2.0*.

Recent corporate relocations and expansions include Fidelity Investments (1200 jobs, \$27m capital investment), Bridgestone/Firestone Distribution Center (250 new jobs, \$35m capital investment), and Michael's Distribution Center (60 new jobs, \$15m capital investment), among many others.

However, anytime a community is achieving a high level of success, it is important to continue to focus on areas that for possible improvement. **Sustained success involves recognizing that there are always ways to improve the community's product.** With that goal in mind, we identified the areas of improvement that, if left untouched, could hinder the county's ability to fully develop a diversified economic base in the future. These issues became the foundation of the strategies recommended in this final report and are highlighted below:

- **Business Climate**
 - **Low wage levels**
There are two perspectives on low wage levels: the employer perspective and the employee perspective. For employers, low wage levels help to drive profitability, but for employees, low wage levels hinder overall quality of life. Duval County's average wage of \$38,543 is considered low as compared to benchmark communities. Although the argument can be made that the cost of living is also lower than the national average, a comparison of the 2 metrics for the benchmark communities reveals that in Birmingham, Charlotte, Austin, and Raleigh, the gap between cost of living and wages is much more

favorable, with lower costs of living and significantly higher wages, making these communities more attractive for employees.

- **Lack of state sponsored competitive incentives**

Competitive incentives in Florida have been categorized by regional leaders as “fair”, but particularly weak for non-life sciences mega-projects. If state officials are serious about attracting these large mega-projects, incentives must be increased. Although state incentive funds are recently increased, Florida still lags the funding abilities of major competitors, particularly in the size of its closing fund.

- **Limited “New Economy” capabilities**

The Progressive Policy Institute ranked the 50 largest metropolitan areas through a series of indicators that capture the region’s ability to succeed in the “New Economy.” Metrics include number and percent of knowledge jobs, manufacturing globalization, R&D capabilities, venture capital, and patents issued. Out of the 50 largest metro areas, Jacksonville ranked very poorly. Overall, the area ranked 48th out of 50.

- **Relatively high off-shoring risk**

The service sector off-shoring risk in Jacksonville stands at 9.3%; the national average risk is 7.1%. However, the region has made a concerted effort to diversify away from “traditional” call center employment and has been extremely successful at attracting higher wage, higher value add service sector jobs.

- **Entrepreneurship**

- **Limited access to funding for entrepreneurs and start-ups**

MoneyTree has reported that Florida startups rank among the worst at attracting venture capital. Florida companies collected just 0.5 percent of \$5.8-billion distributed nationally. Conversations with small business owners and venture capitalists pointed out that although there is significant wealth in the Jacksonville area, particularly in outlying counties, there is not a well-organized, region-wide process for entrepreneurs to gain access to angel and venture capital funds.

- **Need to continue greater focus on second stage companies**

Second-stage companies are those that have passed the startup stage and are primed for rapid, double digit growth. Typically, such companies have annual revenues between \$1 million and \$50 million, and employ between 10 and 100 workers. These companies face issues of growth rather than survival. These firms need increased attention, recognition, and networking opportunities in order to fully thrive and realize their potential. The strategies developed through the partnership between the Edward Lowe Foundation and the Small Business Center should be given full attention and funding means found for these initiatives.

- **Limited networking opportunities for local entrepreneurs**

Although a variety of local entrepreneurial networks exist, including local incubator facilities at the Technology Enterprise Center, the Beaver Street Incubator, and the Jacksonville Urban Entrepreneur Partnership, there is not evidence of a strong, formalized entrepreneurial network in the region. Jacksonville leadership must work to encourage local entrepreneurship and should consider policies and programs that help create and nurture support networks for entrepreneurs.

- **Workforce Development and Education**

- **Lagging K-12 educational system**

Today, although it contains two of the top high schools in the country, Duval County’s public school system does not compare favorably to other districts within the state. In fact, four-year graduation rates are last within the state, at 65%. Additionally, only 32% of 10th graders in Duval County can read at grade level. Increasing dropout rates and low SAT scores are additional symptoms of the educational crisis.

- **Lagging pool of highly skilled, educated adult workers**
17% of Duval County adults do not have a high school diploma, and only 27% have a bachelors degree or higher. With low unemployment rates, employers are forced to hire workers that lack necessary skills, depressing productivity and wage levels. Economic development officials within the community have heard that a lack of quality, skilled workers is the number one issue facing companies.
- **Lack of premiere research university**
The region lacks a premiere, national research university. UNF has made it a goal to become a premiere teaching university, and is developing 10 “flagship” programs including nursing, coastal biology, logistics, and international business. The lack of a premiere research university hinders the region’s ability to retain its young professional population. Many leave for college and fail to return.
- **Loss of young professional workforce**
Duval County has a relatively low percentage of residents in the 25 to 44 age category, at 29%. However, more worrisome than that % is the fact that the overall number of 25 to 44 year old residents has declined in Duval County since 2000 by 3%. If this trend continues and unemployment rates remain low, labor force availability will become a significant challenge for area businesses. In fact, this age group is the greatest indication of a region’s economic potential, and the community must find ways to reverse this decline.
- **Under-utilization of senior-level military retiree population**
Touted as one of the workforce’s primary strengths, the skill sets of the military population, particularly senior-level officers, are under-utilized. Although WorkSource, TAPP, and other workforce development groups assist military personnel in their transition between the military and the private sector, the networking groups that exist in management circles are not widened to include the military. The private sector and military leadership should find more formal opportunities to work together. Additionally, relationships built between the higher education system and military leadership should continue to be deepened.
- **Sites and Infrastructure**
 - **Limited availability of international air service**
Economic development officials have noted that one of the most common concerns voiced by interested prospects is the lack of convenient air service in and out of Jacksonville International Airport. Although the commercial airport is called Jacksonville International Airport, no international flights are offered. Beyond the need for international flights, national jet service is also lacking; in fact, there is no jet service between Miami and Jacksonville.
 - **Inadequate use of public transportation system**
In the face of lengthy and increasing commute times and the largest landmass of any city in the U.S., it is critical that Duval County and the Jacksonville region focus on encouraging more use of its public transportation system. Currently, less than 2% of commuters use public transportation. The inadequate use of public transportation threatens to disenfranchise poorer residents who cannot afford a car and limits their economic mobility.
 - **Limited Internet coverage within Jacksonville neighborhoods**
Internet coverage is limited in the disenfranchised areas of northwest Jacksonville. There is no high speed Internet access available in this area, so in order to assure economic mobility, it is necessary that funds continue to be focused on improving the wireless infrastructure in this area. This limits not only residents’ progress, but also the ability of businesses to locate in the area.
 - **Continued enhancement of the Port of Jacksonville’s capabilities**
Although Carnival Cruise Lines operates out of the Port of Jacksonville, the cruise ship industry has significant economic potential for Jacksonville that is not being captured because larger ships cannot clear the Dames Point Bridge. The Port of Jacksonville should explore options to relocate the cruise port to the seaward side of the bridge. Additionally, state funding for ports is not based on the economic

production of the ports, and this limits the overall potential of high-performing ports, like the Port of Jacksonville, to perform at an even higher level. The state is currently conducting a study to evaluate each port's economic performance and return on investment of state funds. This study should be used to re-allocate state funds.

- **Downtown Jacksonville**

- **Lack of “critical mass” resident population**

Mayor Peyton has expressed a goal of 10,000 housing units constructed downtown by 2013, but since 2000, residential growth downtown has not been robust, although 808 new units are under construction and will make a large impact on downtown life. Going forward, future residential units should be clustered together to create a “critical mass” that will be attractive to residential service providers like retailers, grocery stores, and restaurants and will create a more walkable environment.

- **Lack of entertainment and retail options**

There are only 0.29 retail and entertainment establishments in Duval County per 1,000 residents, the 2nd lowest among all benchmark communities. Input from Downtown Visions and ImpactJax revealed that additional entertainment options are the primary need for downtown Jacksonville.

- **Need to develop cohesive, pedestrian friendly downtown**

Although downtown Jacksonville is relatively clean and new, it does not have palpable energy and is extremely spread out. Part of this problem is due to the fact that it is not a well connected, cohesive downtown. Restaurants are spread out, the few retail stores that are located downtown are spread out, and the convention center and sports stadium are not surrounded by convenient amenities and are not pedestrian friendly.

- **Under-utilization of riverfront development**

Downtown Jacksonville is ideally situated along the St. John's River but has done little to embrace this unique asset. Although a riverwalk extends 1.2 miles along the St. John's River along the south side of the river and 2 miles along the north bank, there are few restaurants, entertainment options, and parklands along the walk. There are also few recreational opportunities for runners, bikers, and walkers.

- **Perception of downtown as “unsafe”**

The perception of downtown as unsafe exists in Jacksonville. In fact, it was perpetuated to AE while visiting a local restaurant establishment. However, data shows that, in 2005, crime in downtown Jacksonville dropped by almost 8%, while crime in the rest of Duval County climbed by almost 1%.

- **Economic Development and Marketing**

- **Lack of regional, industry-specific partnerships**

Industry-specific partnerships and target industry working groups are utilized on an ad hoc basis within the region. A more formalized system would be more effective. These would provide business and education leaders within Jacksonville to come together to market, to collaborate, and to enhance the depth of the high-impact industries within the region. Economic developers must reach out to key leaders to engage them throughout this process.

- **Limited focus on recruiting talent**

Cornerstone has made significant efforts at recruiting college students in Florida or Georgia, but efforts to recruit outside of a 300-mile radius should be enhanced. The Jacksonville region is in a position to attract highly talented college graduates from the best schools across the country. Initiatives should also be put into place to bring back Jacksonville's best and brightest high school students that leave the area for college after graduation.

- **Lack of “identity” for Duval County and Jacksonville**

Many people still don't know “what Jacksonville is all about.” Although visibility has been raised among site selectors, these are still common perceptions about the region: high risk of hurricanes, large retiree population like the rest of Florida, not much to do, big and sprawling.

-
- **Need to be more proactive in reaching out to small business owners and entrepreneurs**
Economic development efforts must be focused equally on business creation and retention as they are on business recruitment. Economic development officials and community leaders must fund efforts to proactively identify potential entrepreneurs in the region. It was noted that, “we know they exist - we just don’t know how to find them.”

PART II – RECOMMENDED TARGET INDUSTRIES

Part II outlined the revised set of target industries and niche sectors that are most appropriate for Duval County and the Jacksonville region as a whole. These industries are based on the core strengths and competitive assets of Duval County.

Core Strengths

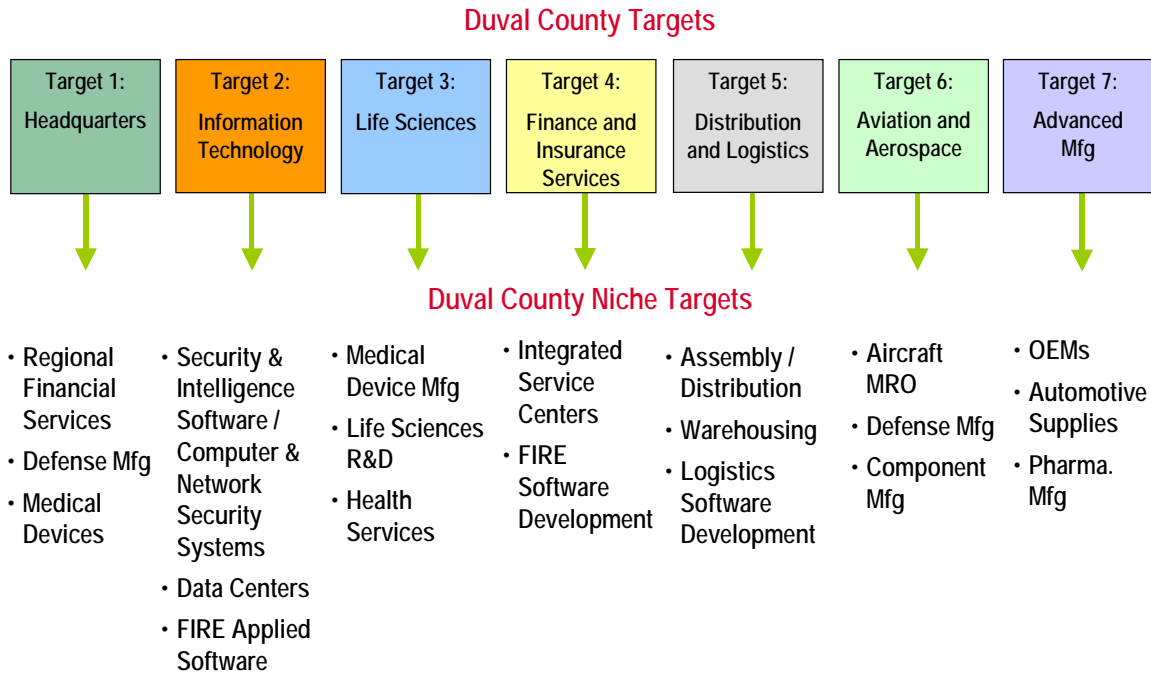
- **Sites and Infrastructure** – Large deep water ports, Cecil Field, intermodal connections, multiple highways (I-10 and I-95), and rail systems provide Duval County with a competitive logistics and distribution infrastructure. These will be strong selling points for container shipping companies, consumer goods distributors, automobile manufacturers, retail chains, and food processing firms.
- **Location** – One of Duval County’s core strengths lies in its east coast location and its proximity to large east coast metro areas. This provides the area with countless benefits, including access to research centers, venture capital, and a growing educated workforce.
- **Business Climate** – Duval County’s image as a place to do business is excellent in all respects. The overall business climate is considered ideal with a non-intrusive state government, low property taxes, no state income tax, and a competitive cost structure. The state’s location and right-to-work status appeal to financial services and manufacturing executives. Overall, Florida has excellent technology assets, including premier research universities and a cost-competitive technical workforce, and these assets are well known among corporate executives and site selectors
- **Deep, Well-Trained Workforce in Established Industries** - Companies that have recently been recruited to Jacksonville have pointed out the strength and depth of the workforce skills and availability in several key industries, most notably Financial Services, Aviation Manufacturing, and Logistics.

Competitive Assets

- **Quality of life** – Duval County offers a lifestyle conducive to raising a family. Entertainment options are plentiful, the cost of living is low, and plenty of affordable housing is available. Fortunately, the low cost of housing for the region makes recruiting executives and workers relatively easy.
- **Wage Rates** - The average wage in Duval County remains below the national average at \$38,543. Wages in the region are 3% below the nation, but 10% above the state average wage. This will prove beneficial during the corporate recruitment process, as wages play a large part in the overall cost of business.
- **Overall Tax Structure** - Combined state and local property taxes are competitive in Florida. Corporate income tax rates and combined state and local sales taxes are far less than national averages. Other tax advantages for Duval County include: low property taxes, no state income tax, empowerment zone designation, enterprise zone designation, no business inventory tax, foreign trade zone availability at the Port of Jacksonville, and no development impact fees.
- **Secondary Education** – The public school system in Duval County falls short compared to national metrics. However, one of the region’s greatest educational assets is Florida Community College at Jacksonville (FCCJ). FCCJ offers several workforce development programs and industry-specific job training such as the Center for Aviation Excellence at Cecil Field. The University of North Florida has been ranked #5 in the nation for best value. Jacksonville University, Edwards Waters College, the Mayo Clinic, and Shands Medical School are also highly valuable educational facilities for the region.

Recommended Target Industries

The final target industries are identified in the chart below:



CONCLUSION

The Target Market Report outlined the county's demographic and economic trends, key areas for improvement, and recommended target industries. Based on the findings of this report and the region's economic development vision, AE has focused the strategic recommendations in this action plan on the most significant of these issues and has set four related goals that would push the region further into the new, global economy and encourage sustained "ahead of the curve" accomplishments.


Based on the criteria necessary to “stay ahead of the economic development curve”, AE has developed four priority goals in the areas that will meet the region’s greatest challenges as outlined in the Target Market Report. In each of these priority areas, AE provides detailed recommendations and specific action items to be implemented by Cornerstone and its regional partners.

One other note: Although this plan was developed as plan for Duval County, AE believes the implementation of these strategies must be tackled on a regional level. Regions compete in the global marketplace; counties do not.

GOALS

The four overarching goals include:

- **INDUSTRY:** Become the premiere location of choice for target industry clusters
- **TALENT:** Retain and recruit the best and brightest; become a “talent magnet”
- **ENTREPRENEURSHIP:** Foster an entrepreneurial climate that embraces “economic gardening”
- **QUALITY OF LIFE:** Market the “Jacksonville way of life”

In order to reach each goal, a variety of strategies and corresponding action items are prioritized in order from highest to lowest. Short-term, priority strategies are indicated with a  in the margin. The appendix includes an implementation matrix that outlines a priority, timeframe, and primary implementation responsibility for each action item.

PRIORITY STRATEGIES

These short-term priority strategies include:

- Ensure that Cornerstone target industry managers are empowered to become target industry “experts.”
- Develop consistent “industry champion teams” for each target industry.
- Improve the effectiveness of the K-12 school system as an economic development tool.
- Retain the best and brightest high school students by marketing to them while they are in college.
- Expand college recruiting efforts to attract highly qualified students in the target industries.
- Build an entrepreneurial support network aimed at matching entrepreneurs with the appropriate levels of support and resources.
- Support the development of a life sciences incubator spearheaded by private investors, Mayo, UF, UNF, and the Chamber.
- Begin an internal marketing campaign that ensures residents are aware of Cornerstone’s achievements and builds resident pride in Jacksonville’s future.
- Cornerstone information and presentations should enhance the focus on quality of life in the region.

GOAL ONE: INDUSTRY

The development of competitive clusters is one of the key generators of regional wealth. A cluster develops when businesses in interrelated industries choose to locate in close proximity to take advantage of a region's inherent advantages. These businesses then become interdependent on each other, enhance their operating environments, and ultimately become more competitive on the global landscape. When this happens, these businesses become the experts in their field. They become more profitable, grow faster, and pay higher wages.

PRIORITY 1:

BECOME PREMIERE "LOCATION OF CHOICE" FOR TARGET INDUSTRIES

Built around core export-orientated firms, industry clusters generate new wealth in a region. In Duval County, several industry clusters, including distribution and logistics, aerospace manufacturing, and financial services, are already well developed. However, AE has identified 7 target industry clusters that can become engines of prosperity and wage growth within the region. In order to fully develop these clusters, marketing efforts must be focused for the particular requirements of each industry.

STRATEGY ONE: ENSURE THAT CORNERSTONE TARGET INDUSTRY MANAGERS ARE EMPOWERED TO BECOME TARGET INDUSTRY "EXPERTS"

It is important for Cornerstone staff be empowered to become target industry "experts" that are the primary link to industry executives and site selectors. Through the development of consistent industry marketing plans, staff can codify a process in which target industry managers can articulate goals and budgetary needs to meet those goals. Secondly, these marketing reports will provide Cornerstone executive management a mechanism in which to review individual strategies and objectives and make budgetary determinations.

Action Items:

1. Continue the practice of assigning Cornerstone staff as managers to each target industry.
2. Based on a marketing plan template, each target industry manager should be responsible for developing an annual marketing plan and work with the research and communications department to develop a contact database of site selectors and companies. AE has provided an up-to-date contact database as part of this study (*separate document.*) The marketing plan included in the appendix of this report provides more detailed information on marketing techniques that should be formalized.
3. Each target industry manager, in conjunction with the communications department and marketing agency, should personalize direct marketing pieces to industry site selectors and executives.
4. Inserts in quarterly newsletters could be developed and directed individually for each target industry according to a standard template.
 - a. One side of the slick could be devoted to industry specific news and include a personal note from the target industry manager.
 - b. The other side of the slick could be devoted to real estate sites appropriate for the particular target industry detailed on the opposite side.
 - c. Quarterly newsletter skin could add a secondary focus on quality of life issues in addition to relevant top stories of interest to site selectors. (*See Goal Four, Strategy Two*)

STRATEGY TWO: DEVELOP CONSISTENT “INDUSTRY CHAMPION TEAMS” FOR EACH TARGET INDUSTRY

As outlined within this report, AE has developed and outlined specific target industries for the region to focus upon to achieve the maximum results for economic development and the creation of high quality jobs. In order to become the most successful in attracting these targeted industries, AE recommends tapping into the vast knowledge and resources of other business leaders within these industries to further define specific messages and activities that could attract these industries.

Action Items:

1. Develop Industry Champion Teams. Industry Champion Teams are made up of local business and education leaders who serve in the industries that are being targeted for recruitment to the community. Developing and recruiting targeted, existing industry leaders from the community to conduct peer-to-peer selling on behalf of the community is a highly effective way to improve the overall job attraction success rate. These teams should give better insight into industry and support growth of existing companies.
2. Role and Responsibilities of the ICT members should include:
 - a. Assist in the development of an industry specific marketing and expansion strategy.
 - b. Assist with the crafting of an industry specific sales pitch to the targeted industry.
 - c. Help identify prospects from within the industry, using personal contacts as a resource.
 - d. Attend community sales trips to meet with peers in targeted industries to sell the Jacksonville region as a place to locate their business.
3. Roles and Responsibilities of Cornerstone should include:
 - a. Identify and recruit potential Industry Champions for the targeted industries of the region.
 - b. Convene industry specific team meetings to develop industry specific marketing and expansion strategies.
 - c. Identify prospects in the targeted industries and consolidate into common database with prospects identified by ICT members.
 - d. Identify communities where effective sales trip can be conducted to reach targeted prospects.
 - e. Coordinate prospect visits with ICT members and Cornerstone staff.
 - f. Develop an ICT training session to ensure that ICT members present an accurate, consistent sales message.

STRATEGY THREE: ENSURE THAT TARGET INDUSTRY RESOURCES ARE UPDATED REGULARLY (PRINT AND WEB)

Most site selection consultants have indicated a preference for electronic media as opposed to large packets of information that are more appropriate for real estate brokers. They have also stressed that a good web site is a community's most important business recruitment tool. Currently, Cornerstone has an award-winning website, but the importance of continually updating it with consistent, relevant collateral must be emphasized.

Action Items:

1. Each target industry manager should be responsible for updating research and information in a manner consistent with formalized template.
2. Target Industry slicks that are published in the quarterly newsletter should be uploaded in PDF format to the website.
3. Ensure that the database of available sites continues to be regularly updated on the website.

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4. Collateral should emphasize internal “best practices” that are successful in building deep, well-nurtured industry clusters and that separate the Jacksonville region from other regions recruiting the same industries.

STRATEGY FOUR: IDENTIFY “MEDIA CHAMPIONS” TO COVER ECONOMIC DEVELOPMENT ACTIVITIES

The crucial role that the mass media plays in influencing public opinion has always been recognized. This role holds true in the economic development arena as well. Today, global decision makers have instant access to local media, including newspapers, business journals, bloggers, and TV stations. It is important that the local media become active partners in accurately reporting on and promoting on-going economic development efforts within the community.

Action Items:

1. Ask local media to assist in educating the community about its target industries. This would include preparing press kits that include an overview of economic development programs, strategic plans, target industries, and success stories of target industry recruitment, retention, and entrepreneurialism.
2. Identify local reporters, editors, and publishers to cover economic development activities, particularly in the areas of target industry recruitment, entrepreneurialism, and workforce development.

GOAL TWO: TALENT

In the face of the previously discussed labor shortage, education and workforce development are seen as leading contributors to economic development. A strong workforce leads to business recruitment and aids in business expansion. This generates a strong industry base that leads to entrepreneurship and long-term economic growth. A strong pool of workers with diverse skill sets then act as a pull to attract a larger population of young professionals and to help the region develop a reputation as a “talent magnet.”

PRIORITY 2:

RETAIN AND RECRUIT THE BEST AND BRIGHTEST; BECOME A “TALENT MAGNET”

Throughout the course of this planning process, the supply, quality, and skill level of the local workforce was cited as one of the region’s top challenges. Workforce availability and quality has become one of the main factors considered by businesses in making decisions regarding growth and expansion. Efforts must take place to improve upon the current situation, and this improved level must then be maintained and leveraged to support the growth of the target industries. In short, Duval County and the Jacksonville region should and can aspire to develop a world-class workforce well positioned for future industry growth.

STRATEGY ONE: IMPROVE THE EFFECTIVENESS OF THE K-12 SCHOOL SYSTEM AS AN ECONOMIC DEVELOPMENT TOOL

As noted in the Target Market Report, Duval County public schools have historically lagged regional, state, and national performance metrics. As the foundation of workforce development in the community, improving the effectiveness of the public school systems must be an economic development priority. Additionally, removing the “Jacksonville stigma” that college is not important to finding a good job in the area can be accomplished through targeted programs within the school system.

Action Items:

1. Create better linkages between the Career Academy program and target industries and businesses.
 - a. Ensure that every target industry is represented through at least one Career Academy.
 - b. Utilize the “Industry Champion” team to serve as mentors to their respective programs.
2. Form a K-16 Education Council composed of district superintendents, community college representatives, and area universities to advance workforce development issues.
 - a. Use this group to convene a region-wide “Educational Summit” that highlights the importance of producing a workforce that is adequately trained for today’s industries.
 - b. Present the “State of Duval County” in this respect and develop strategies for improving the situation.

CASE STUDY

THE CENTER FOR ADVANCED RESEARCH AND TECHNOLOGY (CART) FRESNO COUNTY, CALIFORNIA

CART is a workforce development and high school supplement program focused on preparing juniors and seniors for specific jobs and higher educational programs. Located in Fresno County, California, the center was founded to help adapt the public school curriculum to the needs of the local workforce and target industries. CART offers high school students the opportunity to spend three hours per day learning essentials in English, Science, and Social Science, as well as to participate in Technology and a Career Focus Labs. Labs are offered in the areas of Professional Sciences, Engineering and Design, Advanced Communications, and Global Dynamics.

The Professional Sciences career cluster allows students to participate in advanced learning laboratories such as the Forensic Research Learning Lab, the Biomedicine Learning Lab, and the Environmental Sciences and Field Research Learning Lab. The Engineering and Design career cluster offers a Product Development Lab, and a Biomedical Engineering Learning Lab. The Advanced Communications career cluster provides students access to an Interactive Game Design Lab, a Multimedia Learning Lab, a Network Management Learning Lab, and a Computer Science Learning Lab. The Global Dynamics career cluster at CART offers an Economics and Finance Learning Lab, a Marketing and Advertising Learning Lab, and a Law and Policy Learning Lab.

Through a joint effort between Clovis and Fresno Unified School Districts, the planning process for CART started in January of 1997. Since CART's governance structure is business-based, a seven member Joint Powers Authority Board was formed to oversee administration of the program. The program's curriculum is created by a team of individuals from the local school districts and area businesses. CART receives federal funds through the Improving America's Schools Act, the Clovis and Fresno Unified School Districts, and through private and corporate donations. Today, CART's administration includes Susan Fisher, COO, Tara Guentz, Director of Development, and Dan Resciniti, Dean of Curriculum and Instruction. The CART Joint Powers Authority Board continues to oversee operations.

CART's greatest achievement remains its students. CART students are "better citizens, more informed civic minded adults." Students learn a sense of community, and the responsibility that comes with being a member of the community. Students learn to think for themselves and make informed decisions. As the only school of its kind and the largest high school reform project in the world, CART has earned recognition from the public and private sector. It was the recipient of the EAST grant, named a Microsoft "Center of Excellence" in 2003, and given the Golden Bell award by the California School Boards Association in 2004. CART has also increased the number of students graduating from high school, broadened the number of internships available to high school students, and strengthened the students' ability to pass the High School Exit Exam. All classes at CART are college preparatory and satisfy all academic requirements of the California State University and University of California systems.

CART is designed for eleventh and twelfth grade students from 18 high schools in the Clovis and Fresno Unified School Districts who attend half-day classes at the facility. The CART program has allowed both school districts to make systemic change in public education in the San Joaquin Valley.

The goals of CART are to:

- ✓ Give students the opportunity to obtain entry-level technological positions, industry standard certification, and/or university admission so they can obtain degrees in high-technology industries;
- ✓ Collaborate with local, state, national, and global businesses, public and private institutions, and higher education institutions to offer coursework that responds to the changing needs of business and industry, and to provide CART students with the sophisticated technology environments that meet industry standards;
- ✓ Establish curriculum that combines basic, critical academic standards with business and industry projects that allows participating students to move successfully beyond high school into the world of work and higher education;
- ✓ Bring together a staff with the vision, skills, and knowledge to teach students academics combined with a good mix of business principles that will allow them to succeed in higher education and the world of work;
- ✓ Engage students in their education in a way that makes them interested and committed to life-long learning;
- ✓ Increase student achievement through the combined application of academics, personal attention, real world projects experiences, and choice of career path exposure; and
- ✓ Improve student understanding of the "real world" by giving every first-year student an opportunity to "shadow" someone in a career field they are interested in and giving every second-year student an internship so they can spend a longer period of time learning about the professional fields in which they are interested.

Establishing a program similar to CART in Duval County would be an effective way not only to improve the performance of high school students and prepare them for college and private sector jobs, but would also create a direct link between the educational systems in the area and target industries, meeting the needs of both.

STRATEGY TWO: RETAIN THE BEST AND BRIGHTEST HIGH SCHOOL STUDENTS BY MARKETING TO THEM WHILE THEY ARE IN COLLEGE

Communities across the nation are losing their best and brightest “homegrown” talent to other communities after graduation. This is particularly true in regions like Jacksonville that do not have a large, premiere research university that can keep them at home after high school graduation. In fact, sociologists have noted that students that leave their home state for college are less likely to return than those that stay in-state. In order to stave off this trend, AE recommends that the region actively promote local companies and opportunities to the best and brightest local talent while they are in college.

Action Items:

1. Hold an annual reception during Christmas break or on a football weekend for the top 20 graduates from each high school in the region. This reception should impress upon these students their value to their hometown.
 - a. Select 3-4 CEOs of leading companies to talk about job opportunities in Jacksonville.
 - b. Chamber staff, ImpactJax, and other young professional groups should attend to provide a “peer” face at the reception.
2. Sponsor 2-3 loans per year for students entering the logistics program at UNF or other target industry programs; loans are forgiven if students stay in Jacksonville after graduation.

STRATEGY THREE: EXPAND COLLEGE RECRUITING EFFORTS TO ATTRACT HIGHLY QUALIFIED STUDENTS IN THE TARGET INDUSTRIES

In the face of an impending labor shortage over the next 10 years, regions must become “talent magnets” to succeed in the new economy. Noted expert Richard Florida has noted that “access to talented and creative people...determines where companies will choose to locate and grow, and this in turn changes the way cities can compete.”

Since young, talented professionals are more mobile than ever before, the Jacksonville region should actively recruit college graduates from the best target industry college programs across the country.

Action Items:

1. Recruit students from the top ranked departmental target industry programs on the East Coast at a minimum. (*See appendix*)
 - a. In conjunction with leading companies, prepare 1-2 trips annually to select college job fairs.
 - b. Ask to speak at departmental student organization meetings while there; speak about both job opportunities and events and amenities in the Jacksonville region (including the beaches, islands, festivals, diversity, etc...)
 - c. Place 1-2 ads in the student daily newspapers, creating anticipation of arrival.
 - d. Place economic development marketing pieces in career offices.
2. These trips must become annual events so that the students expect to see Jacksonville representatives.

STRATEGY FOUR: INCREASE LINKAGES BETWEEN JACKSONVILLE AND ALL AREA UNIVERSITIES, WITH SPECIAL EMPHASIS ON THE UNIVERSITY OF FLORIDA

AE recognizes the efforts that have been made in the past to improve the tangible and intangible connections between the University of Florida (UF) in Gainesville and Jacksonville, 70 miles away. These efforts should continue and be supported by a broad regional coalition of leaders, including the Chamber, UNF, JU, FCCJ, and City government.

Action Items:

1. Explore the possibility of establishing a UF Executive Leadership Institute in Jacksonville similar to the Harvard program profiled below.
 - a. This institute would not only serve to improve connections between the school and city, but can raise the profile of Jacksonville among the minds of corporate leadership.
 - b. The institute could be tailored to serve the needs of executives in a particular industry, such as biotechnology, life sciences, or financial services.
2. Lobby state to improve road capacity between Gainesville and Jacksonville.
3. Begin discussions with UF leadership about the potential of expanding or even relocating the UF Medical School to the Jacksonville region. Emphasize the area's life sciences infrastructure and research capacity.

CASE STUDY

HARVARD ADVANCED MANAGEMENT PROGRAM CAMBRIDGE, MASSACHUSETTS

Each year, more than a hundred senior business executives temporarily abandon the boardroom in favor of the classroom. These corporate titans are not your typical pupils. They have an average of 25 years of work experience and oversee operations with no less than \$250 million in annual revenue. For eight weeks, however, they will live among college students in the City of Cambridge, Massachusetts.

The Advanced Management Program offered by the Harvard School of Business remains the world's premier comprehensive leadership program. Participants are typically those identified by their employers as vital to the future succession plans of the company; corporate sponsorship is required of all those enrolled in the program. Past sponsors have included such diverse firms as Hewlett-Packard, Johnson & Johnson, and Starbucks. Astonishingly, *one in every ten Fortune 500 senior executive is an alumnus of the program.*

The Advanced Management Program helps corporations groom promising individuals for tomorrow's top leadership positions. Through their involvement with the program, participants develop a heightened awareness of global competition, hone leader approaches and techniques, and refine their decision-making abilities. The intensive residential nature of the program ensures that participants escape the day-to-day responsibilities of their occupations, allowing them to fully focus on strengthening their leader capacity. Unlike college, there is no final exam in the program. Instead, ultimate judgment comes later--in the boardroom.

STRATEGY FIVE: EMPOWER INTERESTED YOUNG PROFESSIONALS TO BECOME LEADING PARTNERS IN ECONOMIC DEVELOPMENT STRATEGIES

The loss of young professionals can pose a threat to economic development and workforce development efforts. While the Chamber has formed ImpactJax, several members noted that their involvement in economic development efforts was minimal. While this may be due to the fact that the group was only recently formed, it will continue to become a detriment unless progress is made in supporting and lending a true, meaningful young professional voice to the area's economic development efforts.

Action Items:

1. Expand the efforts of ImpactJax by giving it full primary responsibility for marketing to and attracting more young professionals to Jacksonville. ImpactJax should view itself a vital economic development arm of the Chamber and its co-chairs should be given leadership roles within the Chamber.
2. Dedicate full-time staff for ImpactJax by giving the current chamber staff in charge of ImpactJax full-time responsibility for operating and developing the network.
3. ImpactJax should conduct an internal needs assessment for existing Jacksonville young professionals.
4. ImpactJax should create a tagline aimed specifically at young professionals. While the "City without Limits" tagline is appealing to businesses, it probably will not resonate with young professionals. To retain and attract this demographic, the region needs a complementary tagline to promote to young professionals.
5. Sponsor an annual "Young Professional of the Year" Award. ImpactJax should designate companies as "young talent friendly" companies based on internally selected criteria.

GOAL THREE: ENTREPRENEURSHIP

Entrepreneurs and small business owners are the economic engines of the community:

- They create jobs at relatively low capital cost, especially in the fast growing service sector.
- They serve as a source of innovation in products, services, and techniques.
- They provide a productive outlet for the energies of enterprising and energetic people.
- They develop a pool of skilled workers who serve as the basis of industrial expansion.
- They contribute to the increased participation of all communities in the economic activities of a region.
- They serve an important social function by creating new career opportunities and fast upward social mobility.

PRIORITY 3:

FOSTER AN ENTREPRENEURIAL CLIMATE THAT EMBRACES THE CONCEPT OF "ECONOMIC GARDENING"

Building a positive entrepreneurial climate is often more challenging than the tasks associated with the attraction or expansion of new or existing businesses. Thus, a community that cultivates a successful environment where start-up activity is high and homegrown businesses thrive has achieved a powerful economic development position. This concept has been named "Economic Gardening". Economic gardening is based on the idea that building local businesses keeps business dollars and tax incentive dollars in the local economy. Individual communities develop unique, targeted packages that consist of incentives and training programs to build small businesses within a community.

➔ STRATEGY ONE: BUILD AN ENTREPRENEURIAL SUPPORT NETWORK AIMED AT MATCHING ENTREPRENEURS WITH THE APPROPRIATE LEVELS OF SUPPORT AND RESOURCES

A critical aspect of building sustainable economic competitiveness is building a strong support network that will encourage entrepreneurs to create new businesses and help small businesses thrive. The stimulation of entrepreneurship through the formation and development of new commercial businesses and social enterprises can play a key role in employing underutilized resources in the region.

Action Items:

1. Pull together an "entrepreneurial support team" that meets regularly to discuss relevant issues and findings from working with local entrepreneurs. This team should include representatives from the Chamber Alliance of Small Business Enterprise, venture capitalists, angel investors, and local entrepreneurs.
2. Build a database of existing entrepreneurs.
 - a. Identify entrepreneur, industry, revenues, and growth potential.
 - b. Classify each entrepreneur as first stage, second stage, or final stage.
3. Put together resource package dependent on stage level.
 - a. Service sector "small business" resources: SBDC, SBC, business planning advice, access to loans and capital, real estate
 - b. First stage, high-tech entrepreneurs' resources: angel investor networks, SBDC, SBC, business planning advice, incubator space

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- c. Second stage, high-tech entrepreneurs' resources: venture capital networks, executive level mentorship, etc...(ex. Edward Lowe Foundation PeerSpectives)

CASE STUDY

SPACE ALLIANCE TECHNOLOGY OUTREACH PROGRAM HOUSTON, TX

The Space Alliance Technology Outreach Program (SATOP) is a NASA program funded by federal and state government sources. Administered by four centers located in Houston, TX, Syracuse, NY, Santa Fe, NM, and Titusville, FL, the program provides free science and engineering technical assistance from NASA centers, NASA contractors, and several universities and colleges to businesses both large and small. In Florida, the program is administered by the Technological Research and Development Authority.

SATOP provides small businesses with a space industry technical expert to address specific technical problems with products in development. SATOP will provide business owners with up to 40 hours of free technical support, usually providing a solution to a technical problem within 90 days. SATOP provides technical expertise in mechanical, chemical, electronics, adhesives, robotics, manufacturing, environmental, and materials areas and industries.

SATOP services are advertised through a network of economic development organizations across Texas, New York, New Mexico, and Florida. SATOP companies donate their time and expertise to help companies overcome technical roadblocks. Since the program's inception, SATOP has received over 2,500 requests for assistance, and resolved 1,800 of those requests for partner businesses. SATOP's success stories include biomedical breakthroughs, improved fuel cell components, water condensers for African countries, and streamlining manufacturing processes for small businesses throughout the country.

STRATEGY TWO: SUPPORT THE DEVELOPMENT OF A LIFE SCIENCES INCUBATOR IN CONJUNCTION WITH PRIVATE INVESTORS, UF, UNF, MAYO, AND THE CHAMBER OF COMMERCE

The lack of ability of colleges and universities in the region to conduct research and development is a major concern. Many companies, particularly high tech companies, are attracted to regions that have colleges and universities with research and development capabilities, which are an important component in turning research into marketable products. Since the region does not have a major research university, it should capitalize upon every opportunity to build research capacity within the private sector, including the recent discussions to create a life sciences incubator on the Mayo Clinic campus.

Action Items:

1. Organize a life sciences incubator committee with 5-8 key industry leaders.
2. Visit 1-2 successful biotech incubators.
3. Work with Shands, Vistakon, Mayo, and other leading companies to identify research gaps that exist in the Jacksonville life sciences research base.
4. Develop an incubator feasibility study. A thorough development plan is important for the successful creation of any new incubator. The plan will assist in making real estate location decisions and determining building requirements of the facility, specific service planning decisions, candidate entrance criteria and guidelines, increasing community awareness of the project, determining who the facility's administrators will be, and helping them to understand their role, and serve as a requisite for funding applications.

STRATEGY THREE: BRING TALENT INTO THE REGION FROM OUTSIDE LOCATIONS BY ACTIVELY RECRUITING ENTREPRENEURS, TOP-NOTCH TECHNOLOGY WORKERS, AND SMALL BUSINESS ENTREPRENEURS IN HIGHER COST AREAS

Communities including Austin and Boise have successfully recruited high impact start-ups from higher cost locations, particularly those on the West Coast. The Jacksonville region has the opportunity to do the same and recruit high impact, small businesses that will bring an infusion of capital, talent, and higher wages to the region. The area's lower cost of living, beach access, mild climate, and favorable tax structure should be attractive to these businesses.

Action Items:

1. Identify higher cost East Coast locations with an active entrepreneurial climate, i.e. Boston and Washington, DC.
2. Carefully identify 5-10 second stage companies within each market that best fit into Jacksonville's industry base.
3. Take 1-2 trips annually to each location for face to face meetings with each companies. Bring along local venture capital firms prepared to offer funding.
4. Arrange 1-2 annual "fam-type" tours specifically for those entrepreneurs that have been met with face to face and have expressed interest in relocating to Jacksonville.
5. Be prepared to offer available space in downtown or suburban office buildings to each second stage company.
6. Work with the JEDC to offer incentives package for entrepreneurs. These packages could include low-interest loans, rent subsidies, and building improvement funding.

STRATEGY FOUR: CELEBRATE AND PROMOTE THE REGION'S ENTREPRENEURIAL SUCCESSES

In order to promote a culture of entrepreneurialism, the business community needs to encourage an optimistic business culture and celebrate entrepreneurial successes. These celebrations should be as routine as the celebration that comes along with recruiting a large business development prospect.

Action Items:

1. Prepare a quarterly newsletter or magazine that highlights the region's small business success stories.
2. Prepare press releases when local start-ups "graduate" from area incubators.
3. Host an Entrepreneur's Reception and Awards program annually that highlights the "top 10 entrepreneurs" making a difference in the community, or something similar.
4. Develop an economic impact study of local entrepreneurs' contribution to the Jacksonville economy.

CASE STUDY

WORK MAGAZINE RICHMOND, VIRGINIA

In the summer of 2004, Palari Publishing in association with the Greater Richmond Partnership Inc. launched *WORKMAGAZINE*. The mission of *WORKMAGAZINE* was directed towards promoting “business diversity, small and large business development, innovation and entrepreneurship within the Richmond region.” The success of *WORKMAGAZINE* was immediate; within a year, retailers throughout the Richmond region, including Barnes & Noble, Borders, and Tower Records, carried the publication.

Despite its current popularity in Richmond, *WORKMAGAZINE* originated from a simple newsletter published by the Greater Richmond Partnership. The Partnership, a joint economic development effort representing the counties of Chesterfield, Hanover, Henrico, and the City of Richmond, Virginia, provides site location assistance to domestic and foreign companies planning new or expanded facilities. For years, the Partnership produced an internal newsletter for its investors, including 300 area businesses. Increasingly, however, the Partnership feared that the impact of the newsletter was dulled due to its restricted readership. With an audience composed solely of investors already involved in the business community, they believed the newsletter risked irrelevancy; while the newsletter reached the region’s most informed individuals, outside interests remained unacquainted with exciting events occurring throughout the Richmond area. Thus, the concept of *WORKMAGAZINE* was born.

Today, *WORKMAGAZINE* enjoys a circulation of 10,000. The magazine is published on a quarterly basis, with each issue focusing on a specific topic. In the spring, the magazine centers on the region’s existing talent base. The summer issue revolves around the corporate composition of the greater Richmond area. Arts, media, and culture are covered in the fall, underscoring the community’s high quality of life. The winter issue presents the best real estate offerings of the Richmond region, with a particular emphasis on the city’s premium housing. Every issue also features *INNOVATORS*, a tremendously popular section highlighting pioneering personalities in business, research, and education.

Additionally, *WORKMAGAZINE* recently began working with Richmond Renaissance, an organization dedicated to the economic development of downtown Richmond. Every issue of *WORKMAGAZINE* now includes a supplemental booklet specifically promoting live, work, and play initiatives in downtown Richmond. An additional 2,000 booklets are produced each quarter for Richmond Renaissance’s own use.

Ultimately, *WORKMAGAZINE* serves a vital marketing tool throughout the Richmond area. Through its arrangement their Palari Publishing, both The Partnership and Richmond Renaissance are free to use any content from *WORKMAGAZINE* for promotional purposes. By partnering the region’s economic development strategy with private distribution expertise, *WORKMAGAZINE* has proven that the audience for local economic news extends beyond the usual stakeholders.

STRATEGY FIVE: EMPHASIZE ENTREPRENEURIALISM AT A YOUNG AGE

Seven out of ten high school students want to start their own businesses, according to the first national Gallup poll on entrepreneurship education commissioned and co-developed by the Center for Entrepreneurial Leadership (CEL) of the Ewing Marion Kauffman Foundation. This statistic illustrates why it is important to encourage and nurture innovative entrepreneurial ideas from a young age.

Action Items:

1. Emphasize entrepreneurial programs in middle and high school similar to those funded by the Kaufmann Foundation through the Career Academies existing at Duval County high schools. These programs could include celebrating the annual Entrepreneurship Week and inviting students to participate in a competition similar to “Hot Shot Business.”
2. Support an annual business plan competition for high school students. Invite local business leaders to conduct business plan instruction each fall semester.
 - a. In the spring, launch a competition in which students conceive of a business idea and submit an executive summary of a business plan.
 - b. Winners should receive college scholarships or seed capital.
 - c. Invite previous winners to become mentors and judges in the competition.

3. Host a summer-training program for teachers. Ask leaders at universities, community colleges, and private businesses to lead a one-day seminar for teachers to provide them with tools they can use in their own classrooms to encourage students with interesting business ideas.
4. Consider a Career Academy program specifically for “entrepreneurialism.” The entrepreneurship classes could partner with those in other Career Academy programs to develop business plans for other students’ ideas.

CASE STUDY

BUSINESS FOR BEGINNERS PITTSBURGH, PENNSYLVANIA

Since 1987, the Network for Teaching Entrepreneurship, NFTE, has been dedicated to fostering entrepreneurial creativity in young people from low-income communities. By improving the business, academic and life skills of youths throughout the nation, NFTE hopes to enhance their economic productivity. To reach its intended beneficiaries, NFTE provides innovative entrepreneurial curricula for educators and youth in cities throughout the country.

One of the organization’s most successful operations has been in Pittsburgh, where NFTE has operated since 1994. For the past few years, NFTE has held the Greater Pittsburgh Business Plan Competition. The competition is hosted by the Donald Jones Center for Entrepreneurship at Carnegie Mellon University and sponsored by Citi Group/Smith Barney and Ernst & Young.

Every year, about 600 students in the greater Pittsburgh region participate in NFTE’s “mini MBA” program. NFTE trains local teachers to run the program at schools and sponsors events such as the Greater Pittsburgh Business Plan Competition. Of the 600 NFTE students, typically 50 enter the Competition.

Eligible youths must develop a realistic business plan based on an executable idea. Ultimately, five students are selected to present their business plan to a panel of area business leaders and entrepreneurs. Recent judges include representatives from Ernst & Young, State Farm, and the Donald Jones Center for Entrepreneurship.

Last year’s winner, Ciera Dempsey, proposed a business plan for a hair braiding salon. Armed with an impressive model showcasing her talent, Ciera won \$2,000 in seed money to implement her idea. She plans to launch her business, Obsessions Braided Creations, in 2007. Ultimately, Ciera aims to employ at least four skilled braiders.

Other promising student business plans included designing personalized watchbands, loading MP3 players, selling baked goods, and providing therapeutic massages. Each finalist was awarded a seed capital grant ranging from \$1,000 to \$2,000 from NFTE and its sponsors. The success of the competition deeply impressed at least one judge of the competition, Art Boni, deputy director of the Donald H. Jones Center for Entrepreneurship. Mr. Boni already has plans to expand the scope of the competition. “In the future we plan to utilize Carnegie Mellon students to mentor these young entrepreneurs as they develop their business plans.”

In its current state, however, the NFTE competition instills a deep sense of confidence among its participants. As Ciera Dempsey acknowledged, “Only I can keep myself from succeeding.” Dempsey went on to proclaim that this is only beginning of her entrepreneurial efforts. “I may have won the regional business plan competition, but I’m not finished yet!”

STRATEGY SIX: LOBBY THE STATE OF FLORIDA TO INCREASE ENTREPRENEURIAL SUPPORT

Although the state of Florida continues to rank very highly in overall job growth, its pro-business atmosphere, and small business success, it has been criticized for tepid financial support for high-tech entrepreneurial ventures. Regional economic development organizations across the state should continue to emphasize the importance of financial backing for entrepreneurialism to state leaders.

Action Items:

1. Convene the Presidents and Executive Directors of the major regional economic development partnerships in Florida to lobby Enterprise Florida and the Governor's Office to increase support for entrepreneurs and university research in key state target industries.
2. Put together a press kit and position statement describing why entrepreneurial growth is critical for economic development success.
3. Prepare a brief research paper that outlines the amount of funding that state invests in 1) commercialization of research, 2) research institution funding, 3) state supported venture capital funds, and 4) publicly funded incubators. Compare to benchmark states.

STRATEGY SEVEN: INCREASE VENTURE CAPITAL ACTIVITY IN THE REGION BY LINKING VENTURE CAPITALISTS AND ENTREPRENEURS

Although it has been noted that venture capital funding is plentiful throughout the region, there is not a strong, formalized connection between potential investors and entrepreneurs. Enterprise North Florida, Cornerstone, and Small Business Center should lead in ensuring that the opportunities exist to link up investors and companies.

Action Items:

1. Include venture capitalists and angel investors as target audiences for Cornerstone promotional activities.
2. Invite venture capitalists and angel investors from across the state to speak at Chamber events.
3. Promote Small Business Center events to larger venture capital markets, including Atlanta and Charlotte.
4. Enterprise North Florida and Springboard Capital should expand connections with entrepreneurs and angel investors to increase sources of funds for entrepreneurs.

GOAL FOUR: QUALITY OF LIFE

If you ask 10 people how they define “quality of life”, you will get 10 different answers. In spite of these differences, all will agree that a good quality of life is essential to a prosperous economy. The issue of whether a community is perceived to be a nice place to live (and therefore, one where employees will be happy) can be the final determinant in a business’s location decision.

This is particularly important to “knowledge” based professions like financial services, information technology, and corporate headquarters that don’t necessarily rely on natural resources, transportation corridors, and costs as manufacturing or distribution firms do.

Quality of life is also critical to recruiting talent. Mobile professionals are increasingly choosing where they want to live, and then finding a job. Persuading these professionals that the “Jacksonville way of life” is distinct and matches their own identity can assist in their recruitment.

PRIORITY 4:

MARKET THE JACKSONVILLE “WAY OF LIFE”

STRATEGY ONE: BEGIN AN INTERNAL MARKETING CAMPAIGN THAT ENSURES RESIDENTS ARE AWARE OF BUSINESS DEVELOPMENT ACHIEVEMENTS AND BUILDS PRIDE IN JACKSONVILLE’S FUTURE

Before Cornerstone launches new external efforts to recruit target industry businesses, it should build a community of internal marketers that can become its best sales tool. These will be the residents that tell their friends, family members, and business peers about Jacksonville’s inherent attractiveness.

Action Items:

1. Prepare power point to present at leadership organizations and community town hall events (City Council, Rotary groups, Leadership Jacksonville, etc...)
2. Prepare a one-page flyer that lists regional selling points and fast facts to put into local newspapers and magazines.
3. Explore the possibility of producing a spot on the local PBS or government channel highlighting recent economic development successes and why companies are choosing to locate in Jacksonville.

STRATEGY TWO: CORNERSTONE MATERIALS SHOULD ENHANCE THE FOCUS ON QUALITY OF LIFE IN THE REGION

In a recent issue of Site Selection magazine, site selection consultants ranked the top quality of life indices that matter to their clients. They included housing diversity, cost of living, colleges and universities, and recreational factors. These are particularly important in corporate relocation decisions. Cornerstone should continue to include a focus on these quality of life factors in marketing collateral.

Action Items:

1. Re-format the quarterly site selectors newsletter into a “mini-magazine” that can be used for site selectors, company executives, and college recruiting trips.
2. The Cornerstone website should include regularly updated web feature articles that highlight community champions, entrepreneurial success, community events, etc...

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3. Explore the possibility of producing a Jacksonville “commercial” or 30 second spot on CNBC, MSNBC, or other stations that would attract financial service executives.

STRATEGY THREE: BEGIN A CAMPAIGN TO ENSURE THAT JACKSONVILLE IS “TOP OF MIND” AMONG COLLEGE GRADUATES

In recent months, CEOs for Cities, a national coalition of urban leaders, conducted a survey of young college educated workers nationwide and asked which 20 cities would they most and least likely consider as a home. Jacksonville did not appear on either list, indicating that is not “top of mind” among recent college graduates. In order to increase awareness of the region, a marketing campaign should be undertaken to create an awareness of Jacksonville’s identity and offerings.

Action Items:

1. Hire local (or east coast) guerilla marketing firm to determine a Jacksonville perception campaign targeting young professionals.
 - a. Strategies could include message board strategies and pop-culture PR.
 - b. Conduct a national survey of recent college graduates’ perceptions of Jacksonville.
2. Contract with Orbitz, Expedia, or another heavily marketed web-based travel site to offer special weekend packages to Jacksonville; feature on main web page.

STRATEGY FOUR: INCREASE THE ENTERTAINMENT AND RECREATIONAL OPPORTUNITIES IN THE DOWNTOWN AREA

A well-developed, lively, interconnected downtown Jacksonville will help to attract a “critical mass” or residents downtown. Visits to downtown Jacksonville and discussions with local leaders pointed out the dearth of entertainment and recreational opportunities in downtown Jacksonville. Although plentiful options exist in other parts of the city, including San Marco and Jacksonville Beach, these options are not readily identifiable; potential residents visiting the area may get the sense that they do not exist because they are lacking downtown. Since the downtown is the “living room of the community”, it is vital that attention continues to be focused on building and enhancing its viability and identity.

Action Items:

1. Continue to support funding to implement the JEDC’s downtown development master plan, including the Mayor’s efforts to expand the Riverwalk system.
2. Revive River Days and other community festivals that can bring the entire community together in one setting.
3. Conduct best practice trips to communities that excel in:
 - a. Riverfront development
 - b. Downtown re-development
 - c. Transit
 - d. Recruiting young professionals
4. Explore innovative economic development techniques, including public/private partnerships, double bottom-line funds, and other financing techniques, to fund additional downtown amenities and infrastructure.

This appendix contains 2 sections:

- Leading Target Industry College Programs
- Implementation Matrix with each action item and its priority, timeline, and primary implementer

Note: In a separate internal document, a flexible marketing plan template has been provided to guide the development of target industry marketing plans.

I. LEADING TARGET INDUSTRY COLLEGE PROGRAMS

(East Coast schools underlined)

LOGISTICS

1. Michigan State University
2. Massachusetts Institute of Technology
3. Arizona State University
4. Ohio State University
5. Pennsylvania State University
6. University of Maryland
7. Carnegie Mellon University
8. University of Tennessee
9. Purdue University
10. (tie) University of Pennsylvania
 - (tie) Indiana University
 - (tie) Clarkson University

UNDERGRADUATE BUSINESS SCHOOLS

1. University of Pennsylvania (Wharton)
2. University of Virginia (McIntire School of Commerce)
3. University of Notre Dame (Mendoza College of Business)
4. Massachusetts Institute of Technology (Sloan School of Management)
5. Emory University (Goizueta Business School)
6. University of Michigan (Ross School of Business)
7. New York University (Stern School of Business)
8. Brigham Young University (Marriott School of Management)
9. University of Texas (McCombs School of Business)
10. Indiana University (Kelley School of Business)

ENTREPRENEURSHIP

1. Babson College (The Arthur M. Blank Center for Entrepreneurship)
2. University of Pennsylvania (Sol C. Snider Entrepreneurial Research Center)
3. Indiana University (Johnson Center for Entrepreneurship & Innovation)
4. University of Southern California (Lloyd Greif Center for Entrepreneurial Studies)
5. Massachusetts Institute of Technology (Entrepreneurship Center)
6. Ball State University (Entrepreneurship Center)
7. University of Arizona (Eller College of Management McGuire Center for Entrepreneurship)
8. (tie) University of Michigan (Samuel Zell & Robert H. Lurie Institute for Entrepreneurial Studies)
 - (tie) University of California – Berkeley (Lester Center for Entrepreneurship & Innovation)
10. (tie) University of Texas (McCombs School of Business)
 - (tie) University of Maryland (Robert H. Smith School of Business)

AEROSPACE

1. Embry Riddle Aeronautical University (Florida)
2. United States Air Force Academy
3. Embry Riddle Aeronautical University (Arizona)
4. United States Naval Academy
5. (tie) St. Louis University
(tie) California Polytechnic State University

ENGINEERING

1. Massachusetts Institute of Technology
2. (tie) Stanford University
(tie) University of California–Berkeley
4. (tie) California Institute of Technology
(tie) University Of Illinois
6. (tie) Georgia Institute of Technology
(tie) University Of Michigan
8. (tie) Carnegie Mellon University
(tie) Purdue University
10. Cornell University

BIOLOGICAL SCIENCES

1. Stanford University
2. (tie) Harvard University
(tie) University of California–Berkeley
(tie) Massachusetts Institute of Technology
5. (tie) California Institute of Technology
(tie) Johns Hopkins University
7. (tie) Cornell University
(tie) Yale University
9. (tie) Princeton University
(tie) Washington University – St. Louis

With the exception of undergraduate business school data, all rankings are based on U.S. News and World Report's "America's Best Colleges 2007." Undergraduate business school data from BusinessWeek, 2006.

**DUVAL COUNTY, FLORIDA
Economic Diversification Plan
Implementation Matrix**

(Primary Implementers shaded in yellow)

	Priority	Time Frame	Chamber of Commerce / Cornerstone	Chamber of Commerce / Small Business Council	JEDC	ImpactJAX	City of Jacksonville	Regional Coalition	Statewide Coalition	Industry Champion Teams	School District	Colleges and Universities	Business Community	Community-At-Large	Non-profit Organizations	Other	"Other" Organization
RECOMMENDATIONS			IMPLEMENTING ORGANIZATION														
I. INDUSTRY																	
Industry Strategy One: ENSURE THAT CORNERSTONE TARGET INDUSTRY MANAGERS ARE EMPOWERED TO BECOME TARGET INDUSTRY "EXPERTS"																	
1	Continue the practice of assigning Cornerstone staff as managers to each target industry.	1	Short-term / On-going	X													
2	Based on a marketing plan template, each target industry manager should be responsible for developing an annual marketing plan and work with the research and communications dept to develop a contact database of site selectors and companies.	1	Short-term / On-going	X													
3	Each target industry manager, in conjunction with the communications department and marketing agency, should personalize direct marketing pieces to industry site selectors and inserts in quarterly newsletters could be developed and directed individually for each target industry according to a standard template.	1	Short-term / On-going	X											X		Advertising Agency
4	Each target industry manager, in conjunction with the communications department and marketing agency, should personalize direct marketing pieces to industry site selectors and inserts in quarterly newsletters could be developed and directed individually for each target industry according to a standard template.	1	Short-term / On-going	X											X		Advertising Agency
Industry Strategy Two: DEVELOP CONSISTENT "INDUSTRY CHAMPION TEAMS" FOR EACH TARGET INDUSTRY																	
1	Develop Industry Champion Teams. Industry Champion Teams are made up of local business and education leaders who serve in the industries that are being targeted for recruitment to the community.	1	Short-term / On-going	X						X							
2	Assign roles and responsibilities to each ICT member	1	Short-term / On-going	X						X							
3	Assign roles and responsibilities to each Target Industry Manager	1	Short-term / On-going	X													
Industry Strategy Three: ENSURE THAT TARGET INDUSTRY RESOURCES ARE UPDATED REGULARLY (PRINT AND WEB)																	
1	Each target industry manager should be responsible for updating collateral in a manner consistent with formalized template.	2	On-going	X													
2	Target Industry slicks that are published in the quarterly newsletter should be uploaded in pdf format to the website.	2	On-going	X											X		Advertising Agency
3	Ensure that the database of available sites continues to be regularly updated on the website.		On-going	X													
4	Collateral should emphasize internal "best practices" that are successful in building deep, well-nurtured industry clusters and that separate the Jacksonville region from other regions recruiting the same industries.	2	On-going	X													
Industry Strategy Four: IDENTIFY "MEDIA CHAMPIONS" TO COVER ECONOMIC DEVELOPMENT ACTIVITIES																	
1	Ask local media to assist in educating the community about its target industries. This would include preparing press kits that include an overview of economic development programs, its strategic plan, target industries, and success stories of target industry recruitment, retention, and entrepreneurialism.	2	On-going	X		X									X		Media
2	Identify local reporters, editors, and publishers to cover economic development activities, particularly in the areas of target industry recruitment, entrepreneurialism, and workforce development.	2	On-going	X	X	X									X		Media

**DUVAL COUNTY, FLORIDA
Economic Diversification Plan
Implementation Matrix**

(Primary Implementers shaded in yellow)

	Priority	Time Frame	Chamber of Commerce / Cornerstone	Chamber of Commerce / Small Business Council	JEDC	ImpactJAX	City of Jacksonville	Regional Coalition	Statewide Coalition	Industry Champion Teams	School District	Colleges and Universities	Business Community	Community-At-Large	Non-profit Organizations	Other	"Other" Organization
RECOMMENDATIONS																	
Entrepreneurship Strategy Four: CELEBRATE AND PROMOTE THE REGION'S ENTREPRENEURIAL SUCCESSES																	
1	2	Long-Term		X													
2	2	Short-term / On-going		X													
3	2	On-going		X													
4	2	Long-Term		X													
Entrepreneurship Strategy Five: EMPHASIZE ENTREPRENEURIALISM AT A YOUNG AGE																	
1	2	Long-Term / On-going		X			X				X						
2	2	Short-term / On-going		X			X				X	X					
3	2	Long-Term / On-going									X	X					
4	2	Short-term / On-going	X	X							X						
Entrepreneurship Strategy Six: LOBBY THE STATE OF FLORIDA TO INCREASE ENTREPRENEURIAL SUPPORT																	
1	2	Short-term / On-going	X	X					X								
2	2	Short-Term	X	X					X								
3	2	Long-Term	X	X					X								
Entrepreneurship Strategy Seven: INCREASE VENTURE CAPITAL ACTIVITY IN THE REGION BY LINKING VENTURE CAPITALISTS AND ENTREPRENEURS																	
1	2	Short-term / On-going	X												X		Investor Community
2	2	Short-term / On-going	X	X											X		Investor Community
3	2	Short-term / On-going		X											X		Investor Community
4	1	Short-term / On-going													X		Enterprise North Florida and Springboard Capital

**DUVAL COUNTY, FLORIDA
Economic Diversification Plan
Implementation Matrix**

(Primary Implementers shaded in yellow)

	Priority	Time Frame	Chamber of Commerce / Cornerstone	Chamber of Commerce / Small Business Council	JEDC	ImpactJAX	City of Jacksonville	Regional Coalition	Statewide Coalition	Industry Champion Teams	School District	Colleges and Universities	Business Community	Community-At-Large	Non-profit Organizations	Other	"Other" Organization
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RECOMMENDATIONS

IV. QUALITY OF LIFE

Quality of Life Strategy One: BEGIN AN INTERNAL MARKETING CAMPAIGN THAT ENSURES RESIDENTS ARE AWARE OF BUSINESS DEVELOPMENT ACHIEVEMENTS AND BUILDS RESIDENT PRIDE IN JACKSONVILLE'S FUTURE

1	Prepare slide show to present at leadership organizations and community town hall events (City Council, Rotary groups, Leadership Jacksonville, etc...)	1	Short-term / On-going	X													
2	Prepare a one-page flyer that lists regional selling points and fast facts to put into local newspapers and magazines.	1	Short-term / On-going	X													
3	Explore the possibility of producing a spot on the local PBS or government channel highlighting recent economic development successes and why companies are choosing to locate in Jacksonville.	1	Short-term / On-going	X													

Quality of Life Strategy Two: CORNERSTONE COLLATERAL SHOULD ENHANCE THE FOCUS ON QUALITY OF LIFE IN THE REGION

1	Re-format the quarterly site selectors newsletter into a mini-magazine that can be used for site selectors, company executives, and college recruiting trips.	1	Short-term / On-going	X													
2	The Cornerstone website should include regularly updated web feature articles that highlight community champions, entrepreneurial success, community events, etc...	1	Short-term / On-going	X													
3	Explore the possibility of producing a Jacksonville "commercial" or 30 second spot on CNBC, MSNBC, or other stations that would attract financial service executives.	1	Short-term / On-going	X													

Quality of Life Strategy Three: BEGIN A CAMPAIGN TO ENSURE THAT JACKSONVILLE IS "TOP OF MIND" AMONG COLLEGE GRADUATES

1	Hire local (or east coast) guerilla marketing firm to determine a Jacksonville perception campaign targeting young professionals.	2	Long-Term	X		X										X	Advertising Agency
2	Contract with Orbitz, Expedia, or another web-based travel site to offer special weekend packages to Jacksonville: feature on main web page.	2	Long-Term	X		X										X	Advertising Agency

Quality of Life Strategy Four: INCREASE THE ENTERTAINMENT AND RECREATIONAL OPPORTUNITIES IN THE DOWNTOWN AREA

1	Continue to support funding to implement the JEDC's downtown development master plan, including the Mayor's efforts to expand the Riverwalk system.	1	Long-Term / On-going	X		X	X	X									
2	Revive River Days and other community festivals that can bring the entire community together in one setting.	2	Long-Term	X			X	X									
3	Conduct best practice trips	2	Long-Term / On-going	X	X	X	X	X	X								
4	Explore innovative economic development techniques, including public/private partnerships, double bottom-line funds, and other financing techniques, to fund additional downtown amenities and infrastructure.	2	Long-Term / On-going	X		X		X									

IMPLEMENTING ORGANIZATION

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