REGIONAL ECONOMIC DEVELOPMENT – A CASE STUDY
JACKSONVILLE AND NORTHEAST FLORIDA

- Historical & Statistical Context
- The Case for Regional Economic Development
- Evolution of JAXUSA Partnership
- Partnership Organization
- The Business Case for “Expand in Jax”
<table>
<thead>
<tr>
<th>County</th>
<th>Population</th>
<th>Growth since 1960</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baker</td>
<td>27,859</td>
<td>286%</td>
</tr>
<tr>
<td>Clay</td>
<td>195,863</td>
<td>463%</td>
</tr>
<tr>
<td>Duval/Jacksonville</td>
<td>872,382</td>
<td>90%</td>
</tr>
<tr>
<td>Flagler</td>
<td>100,201</td>
<td>1,999%</td>
</tr>
<tr>
<td>Nassau</td>
<td>75,731</td>
<td>327%</td>
</tr>
<tr>
<td>Putnam</td>
<td>196,856</td>
<td>131%</td>
</tr>
<tr>
<td>St Johns</td>
<td>196,856</td>
<td>533%</td>
</tr>
<tr>
<td>JAXUSA Region</td>
<td>1,543,759</td>
<td>156%</td>
</tr>
</tbody>
</table>
ECONOMIC DRIVERS

- Military Presence
  - 46,000 DOD Employees
  - Five Military Bases
  - 16 Major Commands

- Florida’s Meteoric 50 Year Growth
  Greatest Percentage Growth in Nation Between 1960-2010

- Geographic Positioning
  - Shifting Southeast Population Centroid
  - Moderate Climate

- Intermodal Assets
  - Two Deep Water Ports
  - Three Major Railroads
  - Three Interstate Freeways
JACKSONVILLE/NORTHEAST FLORIDA
SEMINAL EVENTS

- Notorious Past History
- Duval County/City of Jacksonville Consolidation
- Closure of NAS Cecil Field
- Creation of Jacksonville Port Authority and Jacksonville Aviation Authority
- Better Jacksonville Plan
- Jacksonville Jaguars & Super Bowl XXXIX
- Recession of 2008
JACKSONVILLE/NORTHEAST FLORIDA ECONOMIC TRENDS

Employment & Unemployment

Gross Domestic Product

Median Home Sales Price

Home Sales
ECONOMIC DEVELOPMENT DEFINED

General

The collective actions and employment of resources by multiple community interests acting in concert to improve the economic well being of the community through efforts that create new jobs, retain existing jobs, enhance the overall tax base and improve the quality of life for the community as a whole.
ECONOMIC DEVELOPMENT

As Practiced by JAXUSA Partnership

Actions taken to attract and retain Economic Base Businesses that create and/or retain Economic Base jobs and create or preserve taxable capital investment.
WHY FOCUS ON ECONOMIC DEVELOPMENT “BASE”?

- Increase the Wealth of the Region
- Grow the Economic “Pie”
- Expand the Tax Base
- Focus on Activities that Influence Business Development
WHY REGIONAL ECONOMIC DEVELOPMENT?

- Partners vs. Competitors
- More Resources
- Creates Efficiencies
- Combined Research
- Business Expects It
- More Opportunity for Partner Counties
EVOLUTION of JAXUSA PARTNERSHIP
EARLY EFFORTS

- Long standing suspicion among communities
- Breakout of Jacksonville into national prominence
- Encouragement by Enterprise Florida
- 1st Initiated by suburban county partner

Membership:
- Jacksonville + six suburban counties
- Six regional public sector authorities
- 200 private sector corporate members
PARTNERSHIP ORGANIZATION

- Mission (Marketing & Business Development)
- Coalition Rather Than Corporate Entity
- MOU Rather Than Bylaws
- Equitability Among Partners
- Decisions by Consensus Rather Than Weighted Vote
- Partnership Protocols
- Partner Benefits
- Recent Initiatives
KEY ELEMENTS OF PARTNERSHIP

- Research
- Marketing
- Targeted Industry Sectors
- Prospecting/Recruiting
- Communications/Strategies
- Closing The Deal
Research:
COMMUTE ZONE/
LABOR ANALYSIS STUDY

20 Minutes (green) = 323,725
40 Minutes (yellow) = 616,586
60 Minutes (red) = 744,809
Research:
TARGETED INDUSTRY ANALYSIS

- Advanced Manufacturing
- Aviation & Aerospace
- Financial Services
- Headquarters
- Life Sciences
- Information Technology
- Logistics
# Prospecting/Recruiting: 
**ONLINE PROPERTIES DATABASE**

![Image of webpage](image)

**Industrial Space search results:**

To search for properties throughout the Northeast Florida Region, please click here.

Your search "properties in (nassau county)"

<table>
<thead>
<tr>
<th>Select</th>
<th>Region</th>
<th>County</th>
<th>Building</th>
<th>Contact/Broker</th>
<th>Sale/Lease</th>
<th>Gross sq. ft.</th>
<th>Gross sq. ft.</th>
<th>Year Built</th>
<th>Last Renov.</th>
<th>Clear Light</th>
<th>Rail</th>
<th>Truck Doors</th>
<th>Sprinklers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Nassau</td>
<td>County</td>
<td>S.T.I. 1</td>
<td>Nassau County</td>
<td>Lease Only</td>
<td>300,000</td>
<td>100,000</td>
<td>35</td>
<td>12 Wet</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Nassau</td>
<td>County</td>
<td>Old Cape</td>
<td>Colliers</td>
<td>Sale Only</td>
<td>22,997</td>
<td>22,997</td>
<td>1967</td>
<td>1971</td>
<td>14 No</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nassau</td>
<td>County</td>
<td>Bonnie Impressions</td>
<td>Colliers</td>
<td>Lease/ Sale</td>
<td>19,204</td>
<td>19,204</td>
<td>1925</td>
<td>1925</td>
<td>12 No</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nassau</td>
<td>County</td>
<td>S.T.I. 2</td>
<td>Colliers</td>
<td>Sale Only</td>
<td>14,085</td>
<td>14,085</td>
<td>2030</td>
<td>2030</td>
<td>12 No</td>
<td></td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

To email property information, select the desired property record(s) and click on "Send Email" option. 
To print property information, select the desired property record(s) and click on "Print" option.
Prospecting/Recruiting:

MOST IMPORTANT SOURCES OF PROSPECTS

- Direct Contact (Marketing Program)
- Site Consultants (Constant Outreach)
- Enterprise Florida (State ED Agency)
- Local Referrals (Suppliers & Vendors)
Marketing: Website

WWW.JAXUSA.ORG

Advanced Manufacturing at its best in Jacksonville

Saft produces batteries for renewable energy and transportation

THE JACKSONVILLE REGION:
A LEADING DESTINATION FOR BUSINESS AND INDUSTRY

Florida Trend's Jacksonville Business Portraits
Florida Trend editors looked behind the scenes for a "Southern city" as dynamic. [FULL STORY]

Other News

MAPS
M.I.E. FLORIDA REGION
S.E. U.S. REGION
MARKET ACCESS
COMPUTING ANALYSIS
WORLD MAP
INTERMODAL TRANSPORTATION
PORTS
AIRPORTS
RAILROADS
ROADS

JACKSONVILLE
and Northeast Florida

BAKER CLAY DUVAL FLAGLER NASSAU PUTNAM ST. JOHNS

JAXUSA PARTNERSHIP
For Regional Economic Development
Marketing: Print & Online

“Guess Which City”

- Targeted CEOs, site consultants and key decision makers
- Print and online placements – WSJ.com, CNBC.com, Chief Executive, Florida Trend
- Direct link to jaxusa.org – website traffic increased
  - Unique Visitors – up 97 percent
  - Site Visits – up 82 percent
  - Page Views – up 62 percent
Prospecting/Recruiting:

SALES MISSIONS, CONFERENCES & TRADE SHOWS (Go where they go)

- **CoreNet** (Corporate Real Estate Executives Network)
- **IAMC** (Industrial Asset Management Council)
- **Sales Missions** (To prospect locations)
- **EFI Missions** (Enterprise Florida Lead)
- **Trade Shows** (Farnborough Air Show, BIO, RILA)
PROSPECT MANAGEMENT DATABASE
RECENT JAXUSA INITIATIVES

INNOVATE NORTHEAST FLORIDA
TARGETING JOBS AND TALENT FOR THE FUTURE

- $200,000 EDA Grant
- Project Criteria
  - Define Key Target Industry Sub Clusters
  - Develop Marketing/Implementation Plans
  - Develop Workforce Development Strategy

INNOVATE Northeast Florida
Targeting Jobs and Talent for the Future

Welcome!
On this website you will find information about northeast Florida's economic development initiative, Innovate Northeast Florida.
The purpose of Innovate Northeast Florida is to identify the target industries and sub-clusters that will stimulate future economic growth and create an action plan for growing those industries in our region.

More than 2,800 residents contributed ideas that shaped the Innovate Northeast Florida strategy. With the strategy now in place, leaders from across the seven-county region are working together to implement the plan’s recommendations.

Our goal? To work in step as a region to catalyze job growth and talent development for Northeast Florida’s future.

JAXUSA Partnership
Regional Council

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COMMUNITY OVERVIEW
WHAT WE WANT THE REST OF THE WORLD TO KNOW ABOUT JAXUSA
JACKSONVILLE:
In The Center Of The Western Hemisphere
STRATEGIC LOCATION

8-Hour Drive Time
45 Million People

Jacksonville
Tampa
Miami
New Orleans
Montgomery
Columbus
Atlanta
Richmond
Charlotte
Cleveland
Pittsburgh
Philadelphia
Washington, D.C.
New York
Cincinnati
Richmond
Nashville
Cleveland
Pittsburgh
Philadelphia
Washington, D.C.
New York
Cincinnati
Richmond
Nashville
Cleveland
Pittsburgh
Philadelphia
Washington, D.C.
New York
BUSINESS DIVERSITY

EMPLOYMENT BY SECTOR

Source: Florida Department Of Economic Opportunity, 2011
JAX REGIONAL BUSINESS DRIVERS

- Manufacturing, Logistics & Distribution
- Finance & Insurance Services
- Defense & Aerospace
- Health Sciences
INDUSTRY LEADERS

FORTUNE 500

MAJOR MANUFACTURING FACILITIES

RECENT ANNOUNCEMENTS
WHAT OTHERS ARE SAYING ABOUT JAX

- **Inc.** … Top 10 Best Cities for Doing Business
- **Forbes** … Top 10 Best U.S. Cities for Jobs
- **Portfolio.com** … Top 50 Best Labor Markets for Young Adults
- **Expansion Management** … Top 50 “Hottest City” for Business Relocation in the U.S. for Nine Straight Years and Only City to be Ranked 1st Three Times
- **Forbes** … Top 10 for Best Cities for Technology Jobs
- **Business 2.0** … Top 10 Hottest Cities That Will Lead Job Growth through 2015
- **Tax Foundation** … Florida Ranked 5th Best Tax Climate in the U.S.
NORTHEAST FLORIDA POPULATION

2% Annual Growth Rate

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>1,243,005</td>
</tr>
<tr>
<td>2006</td>
<td>1,425,129</td>
</tr>
<tr>
<td>2011</td>
<td>1,543,759</td>
</tr>
<tr>
<td>2016</td>
<td>1,656,583</td>
</tr>
</tbody>
</table>

Source: Decision Data Resources
JAX WORKFORCE

- **Total Labor Force = 700,000**
- **3,000 Military Personnel Separations Each Year**
- **Median Age = 37.8**
  *(Florida Median Age = 40.5, U.S. = 37.1)*
- **Florida is a Right-to-Work State by Constitution**
- **Jacksonville Unionization is 1.9% in the Private Sector**

*Source: www.unionstats.com*
• **Excellent Area Schools**
  All School Districts Rated A or B by Florida Department of Education

• **Highly-Rated Public and Private Schools**
  Four Schools Ranked in Top 10 Percent of Best Public High Schools in Nation by Newsweek, June 2010
HIGHER EDUCATION

JAX MSA
- University of North Florida (UNF)
- Florida State College at Jacksonville (FSCJ)
- Jacksonville University (JU)
- Edward Waters College
- Embry-Riddle Aeronautical University (ERAU)
- Flagler College
- Jones College
- St. Johns River State College (SJR State)
- Webster University
- Florida Coastal School of Law
- University of Phoenix
- Columbia College
- Florida Technical College
- ITT Technical Institute
- First Coast Technical Institute
- Florida Metropolitan University
- Nova Southeastern

NORTH FLORIDA
- University of Florida (UF)
- Florida State University (FSU)
- Florida A & M University (FAMU)
NORTHEAST FLORIDA STATE COLLEGE SYSTEM

- Florida State College
- St. Johns River State College
- Combined Enrollment = 83,000
- 14 Campuses and Learning Centers within One-hour Commute
- Customized Career Training at Low or No Cost
INTERMODAL TRANSPORTATION SYSTEM

- 3 Interstates
- 3 Major Railroads
- 2 Deep Water Ports
- 4 Marine Terminals
- Growing International Airport
PANAMA CANAL
Changing Ocean Shipping Routes
JAXPORT & PORT of FERNANDINA

- **Shipping Lines to Asia, Europe, South America & the Caribbean**
- **#2 Automobile Processing Port in U.S.**
- **2 Natural Deep Water Ports**
- **4 Maritime Terminals with Expansion Potential**
THE BIG SHIPS ARE HERE ALREADY

The SHIFT Is On!

Ship’s Name: YM Milestone
LOA: 1,002’
Gross Tonnage: 76,787
Capacity: 6,600 TEU
INTERMODAL TRANSPORTATION SYSTEM

- Three Major Rail Lines
- Low Back Haul Rates
- UPS Regional Processing Hub
- Over 100 Truck Terminals
- Truck Shipments Reach Over 50% of U.S. Population on 2nd Day Delivery
FLORIDA’S FIRST COAST PROTECTED LOCATION

- Storm Protection from Gulf Stream and Recurvature Effect
- Statistically the LEAST Likely Place for a Hurricane on the East or Gulf Coasts
- Only One Hurricane in Recorded History

JACKSONVILLE

Diagram showing storm paths and high pressure areas with Jacksonville highlighted as a protected location.
MAJOR LANDFALLING HURRICANES
1899-2011

- Category 3
- Category 4
- Category 5

Source: National Climate Data Center
CONSTRUCTION COST COMPARISON

National Average = 100

Source: RS Means Construction Cost Data 2013
More House For Your Money

Jacksonville: $210,225
- 2,400 Sq. feet
- 22.9 Meters
- 3 Bed/2 Bath

Boston: $437,000

Denver: $342,629

Tampa: $211,357

Atlanta: $230,091

Source: ACCRA Cost of Living Index, 2nd Quarter 2012
HOUSING COSTS

*Median New & Resale Price: $133,000*

Source: National Association of Realtors, 2nd Quarter 2012
OUTSTANDING MEDICAL FACILITIES

- More Than 10 Major Hospitals and Medical Centers
  - Baptist Health
  - Mayo Clinic
  - St. Vincent’s Medical Center
  - Shands Jacksonville
  - St. Luke’s Hospital
  - Memorial Hospital
  - Flagler Hospital
  - Northeast Florida State Hospital
  - Orange Park Medical Center
  - Baptist Medical Center-Beaches

- More Than 2,000 Physicians in the Region

- University of Florida Proton Therapy Institute
  One Of Only 7 In The U.S. For Cancer Treatment
## FLORIDA TAX ANALYSIS

<table>
<thead>
<tr>
<th>Tax Type</th>
<th>Rate/Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Franchise Tax</td>
<td>None</td>
</tr>
<tr>
<td>State Personal Income Tax</td>
<td>None</td>
</tr>
<tr>
<td>Inventory Tax</td>
<td>None</td>
</tr>
<tr>
<td>State Sales &amp; Use Tax</td>
<td>6.0%</td>
</tr>
<tr>
<td>Corporate Income Tax</td>
<td>5.5</td>
</tr>
<tr>
<td>Average Property Tax</td>
<td>18.3296 mils</td>
</tr>
</tbody>
</table>
UTILITIES

REGIONAL POWER COMPANIES

- JEA
- Seminole Electric
- Florida Power and Light
- Clay Electric

- Outstanding Reliability and Capacity
- Crossroads of Southeast U.S. Electric Grid
- Renewable Energy Development
UNIQUE AMENITIES

Jacksonville Jaguars
UNIQUE AMENITIES

Jacksonville Symphony
UNIQUE AMENITIES
JACKSONVILLE & NORTHEAST FLORIDA

- **Intermodal Transportation System**
- **Young, Dynamic Workforce**
- **Central to Southeastern Markets**
- **Growing Manufacturing and Distribution Center**
- **Moderate Climate**
- **Minimal Hurricane Exposure**
- **Southern Coastal Lifestyle**
<table>
<thead>
<tr>
<th>Company</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2G Cenergy Power Systems Technologies</td>
<td>125</td>
</tr>
<tr>
<td>Bank of America Merrill Lynch</td>
<td>1,000</td>
</tr>
<tr>
<td>Boeing</td>
<td>125</td>
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<tr>
<td>Bridgestone Americas Tire Operations</td>
<td>250</td>
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<tr>
<td>Comcast</td>
<td>160</td>
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<td>Deutsche Bank</td>
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<td>Flightstar</td>
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<td>Healogics</td>
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<td>PLS Logistics</td>
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<td>Saft America</td>
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<tr>
<td>Web.com</td>
<td>200</td>
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</tbody>
</table>
HARBOR DEEPENING
50’ PROJECT

To Date: Completed dredging of main channel to 40 feet to Talleyrand Marine Terminal

Oct. 2014: Projected Panama Canal locks expansion completed

Ultimate Goal: Harbor Deepening to 50+ feet

Estimated Cost: $600 Million