

JAXUSA 25 1990-2015



ABOUT JAXUSA

JAXUSA Partnership

a private, nonprofit division of the JAX Chamber, is Northeast Florida's regional economic development initiative. Using strategic research and targeted marketing, JAXUSA focuses on recruiting new companies and expanding our existing business community. Economic development partners in Baker, Clay, Duval, Flagler, Nassau, Putnam and St. Johns counties comprise the strong partnership that drives the business development process forward. JAXUSA works closely with the independent authorities—JAXPORT, JAA, JEA and JTA—to build infrastructure to ensure we have a sustainable business climate to offer companies. Talent is an integral part of the process, and our partnerships with CareerSource Northeast Florida and local colleges and universities help develop and attract a steady stream of skilled workers. The private-sector investors that fund our efforts make it possible to execute the objectives and strategies outlined for the region.

A TEAM WITH IMPRESSIVE EXPERIENCE

*The JAXUSA team includes five project managers with more than 90 years of combined economic development knowledge; experts in research, workforce development and marketing; and public policy staff. Our team adheres to the highest professional standards and is highly regarded by peers in the field of economic development. We are honored to have received a number of accolades, including JAXUSA President Jerry Mallot being named a **Top 50 Economic Developer** by the nation's top site consultant influencers.*



“JAXUSA Partnership was an integral part of our decision to locate an advanced manufacturing facility in the region. The JAXUSA team fostered a collaborative environment between the company and state and local leaders throughout the entire process, which helped with our decision to select Jacksonville.”

- Carlos Suarez

Global Supply Chain Executive
Programs Leader, Measurement & Controls,
GE Oil & Gas

2010-2015 ACCOMPLISHMENTS

JAXUSA launched *Innovate Northeast Florida* in 2013 to identify business sectors that will stimulate future economic growth. *Innovate* is a five-year regional economic development strategic plan that is driving growth and innovation in each of our core target industries.



11,749
JOBS



\$1 Billion
CAPITAL INVESTMENT



100
ANNOUNCED COMPANIES

ABOUT JAXUSA 25

Celebrating 25 years of JAXUSA Partnership's success, **JAXUSA 25** is a campaign to support our mission to be a catalyst for economic growth and maximize the region's unique resources to aggressively recruit jobs and capital investment.

Every five years, JAXUSA reassesses its program of work to ensure we remain competitive in the evolving global marketplace. Investor input, research analysis, emerging business trends, benchmarks and current campaign results are evaluated and considered when planning the next five-year campaign strategy.

With a **goal of raising \$15 million**, JAXUSA 25's purpose is to enhance the overall competitiveness of the Northeast Florida region by focusing on five strategic areas that impact our economic development efforts and business environment.

"The JAXUSA 25 strategy allows us to think tactically about the areas that impact our economic development efforts and will help us discover new ways to utilize our unique resources to inspire business leaders and people to expand, relocate and create business for growth."

– Darnell Smith, North Florida Market President, Florida Blue

THE FIVE-YEAR PLAN:

JAXUSA 25 OBJECTIVES



OBJECTIVE 1:

BUSINESS DEVELOPMENT

Accelerate the growth of area companies and industries, and assist in the creation of 20,000 jobs and \$1 billion in capital investment

- **Continue our successful trend** of recruiting corporate headquarters operations and foreign direct investment to the Northeast Florida region.
- **Strengthen relationships** with site consultants and corporate real estate executives through our team's business development outreach activities, which include hosted events like THE PLAYERS Championship and familiarization tours.
- **Work with the Brookings Institute, City of Jacksonville and regional partners** to grow international trade by increasing local company imports and exports as part of the Global Cities Initiative.*
- **Orient new companies** to Jacksonville and facilitate connections to people and businesses. Develop new business for the region by connecting relocating and expanding companies with JAXUSA investors.



"Creating and maintaining a partnership with JAXUSA has been an integral part of the Deutsche Bank success story in Jacksonville."

Leslie Slover

Head of Deutsche Bank Jacksonville and Cary, N.C.

OBJECTIVE 2:

ENRICH REGION'S IDENTITY

Promote Northeast Florida's competitive advantages and unique vision

- **Grow the partnership** with regional organizations to help fund and execute a new identity initiative.
- **Develop a platform** to connect local companies to available talent. Using the JAXUSA website, build an online portal to help companies recruit talent to their region.*
- **Build on Jacksonville's recognition** as an international city hosting more events that highlight the global companies, sporting events and other initiatives taking root in the area.
- **Engage private-sector leaders and academic professionals** in an aggressive public relations approach to leverage the region's success and position participants as thought leaders to establish the region as a competitive location for business.*

* New initiative for the JAXUSA 25 Campaign



"Now is the time to take a proactive approach in marketing our region's many competitive advantages. JAXUSA Partnership is committed to supporting that approach with an emphasis toward revitalizing our urban core, attracting superior talent and enhancing our reputation as a global region."

Shad Khan

Owner, Jacksonville Jaguars

OBJECTIVE 3:

TALENT ATTRACTION AND DEVELOPMENT

Attract and develop skilled professionals to meet Northeast Florida employers' current and future needs

- **Strengthen the current and future talent pipeline** through activities that range from offering information to current job seekers on the shifting job market to supporting High School Career Academies.
- **Connect companies with the services and tools to help them source candidates** and influence the workforce pipeline.
- **Help businesses strategically engage in education reform** by discussing the latest legislation impacting education and identifying business engagement best practices.
- **Increase the current college attainment rate from 36 percent to 60 percent by 2025 through the Earn Up Initiative**, a collaboration between JAXUSA and business, civic and education entities.*

OBJECTIVE 4:

PUBLIC POLICY

Create the best regional business climate in the Southeast through efforts at the local, state and federal levels

- **Complete the St. Johns River harbor deepening project** to maximize capabilities at JAXPORT.
- **Promote regional real estate development** through site preparation and certification, education and support.
- **Make Florida more globally competitive** by working with Gov. Rick Scott and Enterprise Florida to enhance our state incentive programs.
- **Continue to partner with the City of Jacksonville and regional counties** to improve our ability to leverage local programs to win economic development projects and stimulate investment in our city, with a special emphasis on downtown development.

OBJECTIVE 5:

ENTREPRENEURIAL GROWTH

Cultivate the entrepreneurial and innovative spirit in the region and provide direct access to capital

- **Support the Entrepreneurial Growth Division**, which serves as one of the regional data centers for entrepreneurs and start-up small businesses, providing information and current trends on the entrepreneurial community in Jacksonville.*
- **Engage with the JAX Bridges program**, which streamlines the business growth process that enables established organizations to make a large impact on growing companies by offering support, tools and guidance. This support allows growing businesses to positively impact their supply chain, which leads to a more competitive economic climate in Northeast Florida.

* New initiative for the JAXUSA 25 Campaign



JAXUSA's Earn Up collaboration seeks to increase the current college attainment rate from 36 percent to **60 percent** by 2025



Improve our ability to leverage local programs to win economic development projects and stimulate **investment** in our city

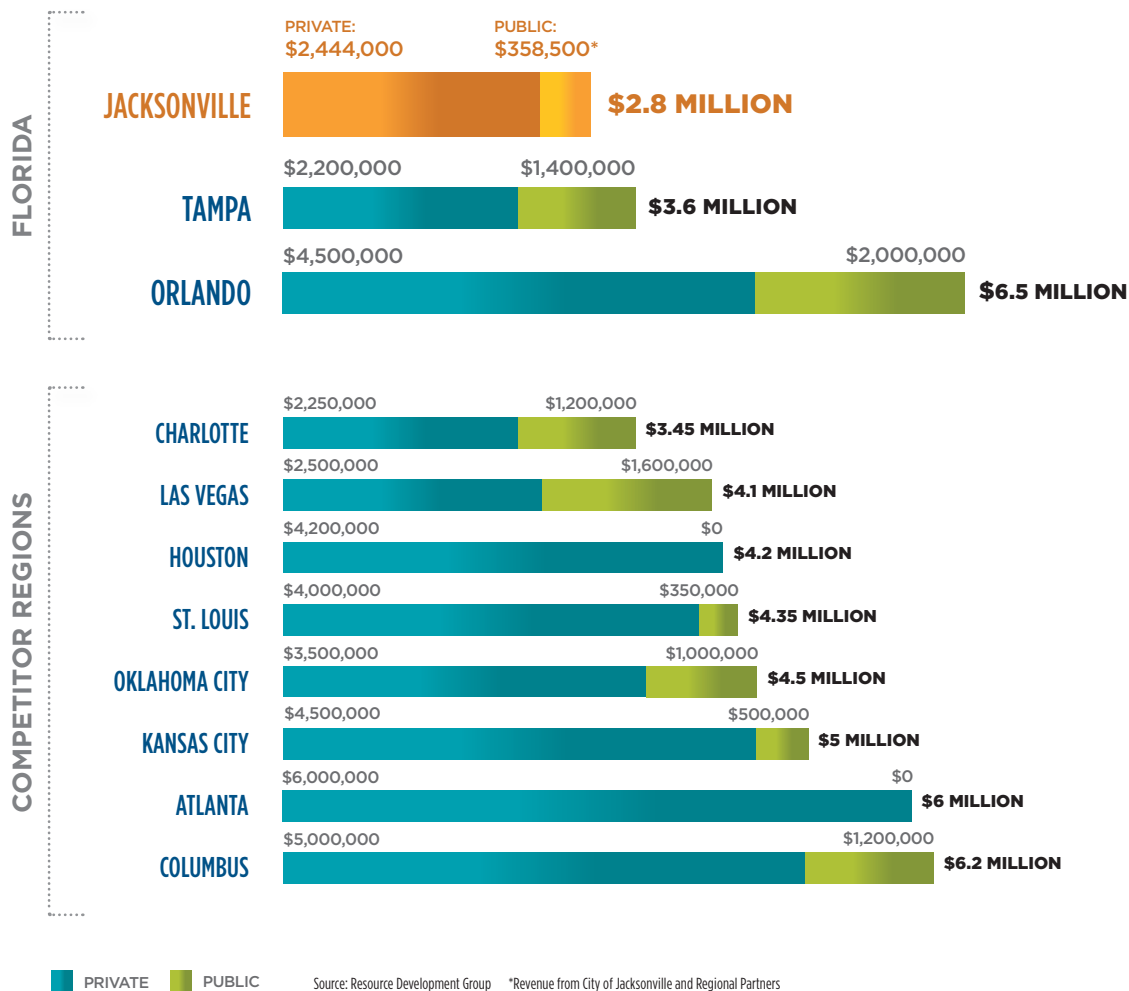


The JAX Bridges program will lead to a more **competitive** economic climate in Northeast Florida

ECONOMIC DEVELOPMENT FUNDING SNAPSHOT

JAXUSA Partnership accomplishes a great deal with its combined private and public funding, maximizing every dollar. We rank lowest in economic development funding compared to competitor cities in Florida and comparable regions. Imagine what Northeast Florida could become with an increased investment in economic development.

Below is how Jacksonville ranks compared to competitor regions on an annual economic funding scale.



STRATEGIC PLAN: PROPOSED METRICS



Number
of Jobs
Created



Capital
Investment

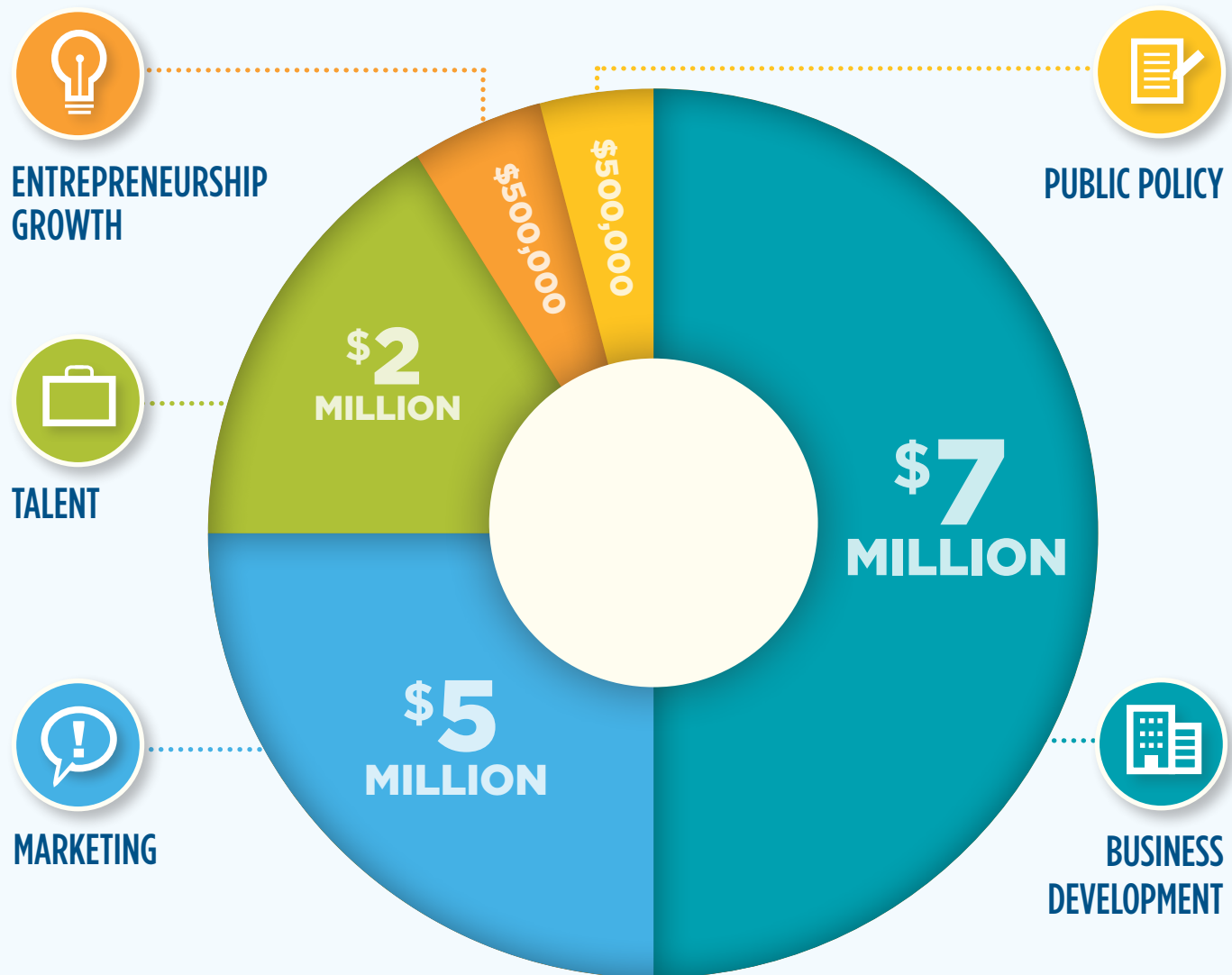


Number
of Projects
Completed

INVESTING IN JAXUSA 25

Your investment is important. The competition for jobs, talent and investment has never been more intense, and we must work harder to achieve economic development success in an ever-evolving economy. A successful JAXUSA 25 campaign allows Jacksonville and Northeast Florida to compete globally by leveraging our assets and accelerating our momentum, which will yield success over the next five years.

\$15 MILLION BUDGET OVER 5 YEARS · 2016-2020



WORKING TOGETHER



The unified voice of business in Northeast Florida

Provides advocacy, partnerships, connections and services that foster a healthy business climate and exceptional quality of life for our community.

JAX Chamber helps the Jacksonville business community by creating:

- Pro-business legislative environment
- Advocacy for transportation, energy, logistics and infrastructure issues
- Impactful business connections and forums
- Leadership and professional development opportunities
- Heightened corporate visibility and credibility
- Direct access to capital for entrepreneurial prospects



Economic development division of JAX Chamber

Operates as Northeast Florida's regional economic development initiative to aggressively recruit jobs and capital investment to the region.

JAXUSA Partnership helps the Northeast Florida business community by delivering:

- Recruitment of national and international companies with high growth potential
- High-quality employees through strategic talent development
- Engagement opportunities with new companies entering the market
- K-12 education support and workforce initiatives
- Strategic market research and targeted marketing
- Connections between business and military bases

FOR SUCCESS

