

JEDDC

JACKSONVILLE
ECONOMIC DEVELOPMENT
COMMISSION

Strategic Plan

September 9, 2004

Introduction

Since its creation in 1997, the Jacksonville Economic Development Commission (JEDC) has helped transform Florida's First Coast into a highly competitive environment in which businesses of every size have the opportunity to expand and thrive. Through a coordinated public policy effort, the JEDC has been a leader in the rebirth of Jacksonville's downtown, the redevelopment of commercial corridors in Northwest Jacksonville and the development of Cecil Commerce Center.

The JEDC has worked with regional economic development partners to maintain a competitive business environment, encouraging over \$1.1 Billion in private capital investment and directly creating over 11,312 jobs between 1996 and 2003. In the meantime Jacksonville's revitalization and economic growth have attracted national attention from the media and policy makers. The city has also become increasingly attractive to corporate decision-makers looking to relocate or expand. From 2000 to 2003, the city's tax base has grown by over 24%.

Today the City of Jacksonville is poised to grow its role in the competitive national marketplace. The city's location, climate, cost of living, infrastructure and pro-business government make it competitive with other cities of comparable size. To achieve and sustain a competitive advantage, however, Jacksonville must focus its economic development resources on programs that create and maintain a pro-business environment, enhance its workforce and continue to improve the quality of life for both individual and corporate citizens.

When Mayor John Peyton took office in July 2003, he appointed a transition team to examine JEDC policies and procedures. The transition team's effort culminated in a Final Report which included recommendations to improve JEDC performance and streamline its policies.

In February 2004, Mayor John Peyton charged the JEDC with a new mission: ***"To develop and execute policies that result in sustainable job growth, rising personal incomes and a broader tax base throughout the Northeast Florida region."***

The mayor's charge prompted the Commission to conduct a workshop in April 2004 to re-evaluate JEDC policies, practices and procedures. At that time, the Commission established five guiding objectives to be accomplished under the direction of the new mission. The Commission also created four advisory committees to independently focus on targeted industry business development, small business, downtown and JEDC financial policies.

From June to August 2004, the four committees met on several occasions to hear from community stakeholders and experts in the areas of Economic Development, Planning and Development, Labor and Employment, Venture Capital and Economically Distressed Areas. The committees then developed strategies, output measures and project evaluation metrics relating back to the commission's mission and objectives.

The result of those efforts is a comprehensive strategic plan for achieving the JEDC's mission. The plan outlines not only specific objectives, but also provides evaluation criteria that will provide an accountable measurement of progress and assist in focusing future efforts. In the coming months the advisory committees will continue to meet to further develop and refine a public investment policy that reflects the direction laid out in the strategic plan.

Mission

To develop and execute policies that result in sustainable job growth, rising personal incomes and a broader tax base throughout the Northeast Florida region.

Primary Objectives

- I. Recruit and expand higher-wage job opportunities.
- II. Increase the growth and expansion of small business.
- III. Promote and encourage private capital investment.
- IV. Promote and leverage investment in economically distressed areas.
- V. Promote a healthy and vibrant downtown.

JEDC Strategic Plan

I. Recruit and expand higher-wage job opportunities:

Planning Horizon* 1-6 months

- Encourage business growth and expansions that provide above-average compensation by specific geographic area.
- Prioritize incentive policies and marketing efforts toward the attraction/retention of projects that export products and/or services (“economic base” jobs).
- Integrate Northeast Florida public and private sector international trade efforts and resources under one organizational structure and develop a coordinated international development strategic plan.

Planning Horizon 3-12 months

- Develop prototype public investment model for high-impact opportunities to facilitate a timely and competitive response.
- Establish joint, long-range JEDC/JAA business development plan to leverage unique economic development opportunities for Cecil Commerce Center.

Planning Horizon 6-24 months

- Establish formal collaborative relationship with regional institutions of higher education that support development of high-wage job opportunities and improve access to existing intellectual capital.
- Create regional economic development initiatives that improve synergy between “partner counties.”

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II. Increase the growth and expansion of small business:

Planning Horizon 1-6 months

- Promote trade with area small business.
- Develop programs that provide small businesses access to capital.
- Integrate Northeast Florida public and private sector international trade efforts and resources under one organizational structure and develop a coordinated international development strategic plan.

Planning Horizon 3-12 months

- Facilitate mentoring and development of small business entrepreneurs.
- Evaluate America's best cities for small business to identify best practices.

Planning Horizon 6-24 months

- Identify and diminish unnecessary government regulatory and tax burden on small businesses.
- Effectively promote Enterprise and Empowerment Zone tax benefits.

JEDC Strategic Plan

III. Promote and encourage private capital investment:

Planning Horizon 1-6 months

- Integrate Northeast Florida public and private sector international trade efforts and resources under one organizational structure and develop a coordinated international development strategic plan.

Planning Horizon 3-12 months

- Develop prototype public investment model for high-impact opportunities to facilitate a timely and competitive response.
- Establish policies that encourage investment and job creation consistent with generating economic momentum through critical mass.
- Establish joint, long-range JEDC/JAA business development plan to leverage unique economic development opportunities for Cecil Commerce Center.

Planning Horizon 6-24 months

- Create regional economic development initiatives that improve synergy between “partner counties.”

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IV. Promote and leverage investment in economically distressed areas:

Planning Horizon 1-6 months

- Prioritize incentive policies and marketing efforts toward the attraction/retention of projects in economically distressed areas.
- Restrict support of non-economic base projects to only those that are pursuant to an established “master plan.”

Planning Horizon 3-12 months

- Establish policies that encourage investment and job creation consistent with generating economic momentum through critical mass.
- Effectively promote Enterprise and Empowerment Zone tax benefits.

JEDC Strategic Plan

V. Promote a healthy and vibrant Downtown:

Planning Horizon 1-6 months

- Create critical mass of Downtown residents through sustained housing initiative.
- Improve Downtown parking and transportation.
- Encourage and promote retail development for destination venues that enhance the Downtown experience.
- Coordinate, communicate and market Downtown policies, strategies, and action steps with Downtown constituencies to ensure the most effective implementation and reduce redundancy.

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Overarching Strategies

Planning Horizon 1-6 months

- Replace “but for/material factor” requirement with a well-defined rationale for public investment in projects.
- Focus intellectual capital of volunteer resources to establish clearer economic development policy and increase authority of the JEDC to execute such policy.
- Revise JEDC organizational structure to support Strategic Plan.
- Benchmark and establish long-term targets consistent with the Strategic Plan.
- Monitor approved projects for contract compliance and report findings to the JEDC Board.

Planning Horizon 3-12 months

- Conduct review of peer communities’ economic development programs and identify best practices.
- Develop permanent funding sources for public economic development to facilitate long-term planning and best allocate limited public resources.

Planning Horizon 6-24 months

- Formalize collaboration among JEDC, Cornerstone and independent authorities that facilitates supportive infrastructure for economic development.
- Improve coordination with state workforce development initiatives to better leverage financial and human resources.
- Based on results of approved projects, evaluate and report on the effectiveness of economic development incentive programs.

** The term “Planning Horizon” indicates the time frame within which the JEDC will begin the process of implementing the strategy and is not intended to infer a completion date.*

JEDC Strategic Plan

Primary Objective Metrics of Success

I. Recruit & Expand Higher Wage Job Opportunities:

Metric of Success:

- Growth in average wage level in Duval County relative to the United States and a peer group of communities (Source: State of Florida Agency for Workforce Innovation and U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages).

Metric of Success Rationale:

- An increase in wages countywide will ultimately have a positive affect on the City's employment composition which will result in an improved average wage level when measured against the national and peer communities economy.

II. Increase the Growth and Expansion of Small Business:

Metrics of Success:

- Growth in employment levels in Duval County relative to the United States and a peer group of communities (Source: State of Florida Agency for Workforce Innovation and U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages).
- Small Business growth in the area (source: TBD).

Metrics of Success Rationale:

- One of the most effective ways to promote small business expansion is through an overall increase in the number and type of jobs countywide. By focusing on the rate of employment growth and industry diversification, the City will create opportunities for business expansion and minimize the future impact of down cycles in the economy.

III. Promote and encourage private capital investment:

Metric of Success:

- Annual rate of change in assessed per capita value of all real and tangible personal property adjusted for inflation (Source: Duval County Property Appraisers database).

Metric of Success Rationale:

- As the overall tax base grows through increased private capital investment, the City will be able to maintain an attractive business climate for expansion and promote job growth without increasing taxes. The assessed value of all property in Duval County will be adjusted annually for inflation and by population in an effort to measure the actual property asset value growth created by new capital investment and appreciation of existing property assets.

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IV. Promote & leverage investment in economically distressed areas:

Metrics of Success:

- Number of census tracts below Per Capita Income threshold. (Source: annual census estimates).

Metrics of Success Rationale:

- The census tracts with low per capita income indicate the areas of greatest need in our community. As per capita income rises in the most distressed areas, average income levels countywide will follow resulting in an improved quality of life for all of our citizens.

V. Promote a healthy & vibrant Downtown:

Metrics of Success:

- Annual change in Downtown population count (Source: annual census estimates).
- Comparison of Downtown office lease rates versus the office lease rates for Duval County and/or Jacksonville MSA (Source: CB Richard Ellis quarterly market analysis reports or REIS).
- Annual change in Downtown retail sales dollars (Source: State of Florida Dept. of Revenue).

Metrics of Success Rationale:

- By increasing the number of downtown residents and improving downtown retail sales and commercial property values, the City will create the critical mass of residents, employees and visitors that are necessary to revitalize and energize its urban core. In addition to measuring success by the number of people, sales and commercial values, the City must also address downtown parking availability and real estate supply in order to create a positive environment that will attract residents, retail and business growth.