



RECESSION RECOVERY AND BEYOND ADVOCACY TASK FORCE

Tom Patton – Chair

FINAL IMPLEMENTATION REPORT

Project Term: August 2011 – October 2013

**Final Report Submitted to JCCI Board of Directors
December, 2013**



*The following individuals participated in all or some portion of the advocacy period of the
Recession Recovery and Beyond Task Force.
Their diligence and dedication are sincerely appreciated.*

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SUMMARY OF IMPLEMENTATION PROJECT FROM THE CHAIR

When the *Recession Recovery & Beyond* Advocacy Task Force began its work in the summer of 2011, Northeast Florida was suffering under the worst of the residual impact of the Great Recession that had actually “officially ended” two years earlier. You wouldn’t have known it by the malaise that still enveloped the region where the unemployment rate stood at a staggering 11.2% in January, 2011. The housing market, long the major catalyst of the local economy, had collapsed, foreclosures were rampant, and new construction was nearly non-existent. Businesses were failing, and per capita income was declining.

We are pleased to report that as JCCI closes out its two-year implementation effort, solid progress has been achieved in a number of areas that will hopefully help lead to a prolonged period of sustained economic growth in the region. Significant among these are advances in small business development and entrepreneurship; momentum toward meaningful Downtown revitalization; support at the local, state, and federal levels for JAXPORT expansion; notable growth in the aviation/aerospace sector; a strong emphasis on workforce development and educational alignment with industries with plentiful job opportunities; improved regional collaboration and cooperation; and increasing traction with key stakeholders for a potential game-changing Institute of Preventive Medicine and Urban Health.

By August, 2013, the unemployment rate in the JAX MSA had dropped to 6.7%, down 4.5% from January, 2011, and a full 3.3% over the past year and a half. Local economist Paul Mason, who directs UNF’s Local Economic Indicators Project, forecasts a continued drop to around 5.75% by the end of the year. Construction jobs in the Jacksonville area have risen by 8.7% in the past year, surpassed only by the professional and business services sector which has experienced job growth of 10.4% over the same period.

“A boom it is not, but the trends look positive for the local business and economic climate,” said Mason in early September. “I think we’re well-positioned, and we’re getting some jobs back.”

Though Mason’s assessment is generally positive, it is less bullish than data released by *On Numbers Economic Index* would suggest. From September 2012 to September 2013, the Jacksonville metro area has seen the greatest economic improvement of any major market in the country, having improved from No. 99 to No. 16 during that time. It advanced from No. 33 to No. 16 in just one month.

Despite the encouraging signs, it would be naïve to suggest that the economy is moving ahead at full throttle. There is clearly still a long way to go to fully recover from the economic calamity that hit Northeast Florida harder than a significant majority of the country. It should be recognized, for example, that a portion of the improvement in the unemployment rate is due to many job-seekers simply giving up and permanently exiting the workforce. Many who have

recently found jobs are under-employed, earning less than they did before the Great Recession that cost thousands of them better jobs than they can find now. And Jacksonville continues at or near the top of U.S. cities in foreclosure rates. Northeast Florida has turned the corner, however, and optimism about our economic future has returned throughout the region.

The 33-member Advocacy Task Force, which I have been honored to chair, was formed following the release in the summer of 2011 of the *Recession Recovery and Beyond* community inquiry, ably led by long-time civic leader Elaine Brown. The Task Force was divided into four subcommittees with each assuming responsibility for some of the Inquiry's thirteen recommendations. The subcommittees met separately on many occasions throughout the two-year project, and they came together periodically to share information and discuss strategies. Hundreds of advocacy meetings were held with stakeholders throughout the region, including prominent civic leaders and elected officials. A full recap of the advocacy progress made on each recommendation follows this summary.

This Final Implementation Report reflects the outstanding work and commitment of the individual Task Force members. All told, we are happy to report that of the 13 recommendations, six were fully implemented, five partially implemented, and only two not yet implemented at all. We experienced some disappointments along the way, too, but even in those instances, we learned things that can be useful to the community going forward. I was particularly proud of the way each member found a specific role on the Task Force and made a meaningful contribution to our progress. There are many ways for volunteers to contribute, and our members did a great job of identifying their most productive niches to complement each other's efforts.

As is customary with JCCI implementation projects, the Task Force frequently deflects credit for accomplishments to the individuals or organizations assisting in the work. More often than not, the work of Task Force members is conducted behind the scenes with little fanfare, but their contributions are significant and unquestioned. They are concerned citizens who volunteer their time and do not seek public recognition for what they do, and they are the backbone of JCCI's success in the community.

While the Advocacy Task Force certainly does not claim direct responsibility for all or even most of the achievements that helped address the recommendations, we are confident that our efforts were instrumental in bringing greater focus to these issues which helped to influence favorable outcomes.

My sincere thanks go to all of the members of the *Recession Recovery & Beyond* Task Force for a job well done. Their efforts were instrumental in helping to move our community toward restoration of economic prosperity. In particular, I offer a special thanks and congratulations to the four subcommittee chairs (Logan Cross, Nancy Garcia, Jack Manilla and Renae Sweeney) whose hard work and dedication made my job look easy.

Though the active work of the Task Force is now completed, we will continue to monitor the efforts of the stakeholders identified in each recap below, as the ultimate success of our efforts is dependent upon appropriate follow-through on each recommendation.

In summary, Northeast Florida continues to recover from the devastating effects of The Great Recession. Steady progress is now being realized, though clearly at a slower pace than we would prefer. Job growth in the region is still tepid and foreclosures are far too frequent, but the groundwork has been laid for a period of sustained economic growth that will be necessary for the region to become the community identified in the JAX2025 project. It will require continued resiliency, hard work, dedication, and a “can do” attitude from all citizens throughout the area. There is an unmistakable sense of momentum in the air, and it is clear that Northeast Florida’s best days are ahead of it.

Tom Patton
Chair, Recession Recovery Advocacy Task Force
November 1, 2013

RECOMMENDATIONS AND OUTCOMES OF ADVOCACY EFFORTS

Recommendation 1: *JAXPORT Expansion*

Expansion of shipping business at JAXPORT represents the single largest job creation opportunity in Northeast Florida over the next several years. Its maximum potential can only be realized if it secures the regulatory approval and funding to (a) repair the Mile Point; and (b) deepen the Jacksonville Channel to accommodate the larger ships that will use the Panama Canal once its reconstruction project is completed in 2014. Even if JAXPORT does not obtain the funding to become post-Panamax ready, it still has the potential to be a significant job-creation driver by capturing a larger percentage of the international shipping business whose destination is the East Coast of the United States.

- The City of Jacksonville and its regional economic partners should exhaust all available options (including Federal, State, and local government funding, as well as private investment) to pay for necessary repairs to the Mile Point and the deepening of the Jacksonville Channel to accommodate larger ships that will make their way through the reconstructed Panama Canal.*
- JAXPORT, JAX USA, Jacksonville Transit Authority, and the North Florida Transportation Planning Organization should move forward as soon as possible to complete phase 2 of JAXPORT's strategic plan to improve port facilities and the surrounding rail and road infrastructure. This should include a specific marketing strategy for aggressively pursuing existing shipping business that currently is captured by other ports on the East Coast.*

Results:

Since the implementation project began more than two years ago, significant progress has been realized on a number of levels with regard to expansion of JAXPORT. Task Force subcommittee members, under the direction of Nancy Garcia, have been active throughout that time in advocating for the infrastructure changes necessary to propel JAXPORT to one of the major shipping destinations in the United States. Unfortunately, the timing of an all-important recommendation by the Army Corps of Engineers may derail efforts to deepen the Jacksonville channel to allow for expansion of JAXPORT's container shipping business.

Broad local, state, and federal support has been expressed for: (a) a fix of the hard-to-navigate currents at Mile Point (where the St. Johns River and Intracoastal Waterway intersect), which is critical to increase the current inadequate four-hour window for large ships to enter the St. Johns River channel; and (b) dredging of the channel to deepen it from 40 feet to a minimum of 47 feet that will allow even larger container ships that are becoming the norm in international shipping to access JAXPORT. Both of

these steps are considered prerequisites if JAXPORT is to realize its full potential as one of the leading seaports on the East Coast.

The Army Corps of Engineers has provided its recommendation to Congress for the Mile Point fix, and the House of Representatives voted to authorize that work on October 23. In September, the House introduced its version of the Water Resources Development Act which authorizes various port infrastructure projects across the country. Mile Point was included in the bill, and the necessary state funding of \$36 million for the Mile Point fix has already been committed by Governor Rick Scott, so now that the House has formally approved its version of the Act, the only remaining hurdle is confirmation by the Senate which is expected later this fall.

Despite widespread support, however, the picture does not appear as bright with regard to the deepening of the channel. The Army Corps of Engineers' report on its recommendations for the dredging project is not expected until April, 2014, since an important analysis of the environmental impact of the work and public comment on it is ongoing.

Since the Water Resources Development Act only authorizes projects whose studies are completed by the end of 2013, the St. Johns River channel deepening project is left out. Congress typically reviews new port projects only once every several years, so if JAXPORT is not part of the current bill, it would have to wait until at least 2016 before it can be considered again. Regrettably, it appears that the Corps of Engineers' potential recommendation could be provided *a mere four months* after the deadline. Securing the estimated \$723 million in funding for the dredging project is far from a simple matter, but it is rendered a moot point if Congressional authorization is not granted.

As this report was being prepared, a delegation of local members of the U.S. Congress, City leaders, and JAXPORT executives were advancing an amendment to the House Rules Committee that would include the JAXPORT dredging project in the Water Resources Development Act. On October 22, however, the Rules Committee voted against allowing the full House to consider the proposed amendment offered by Rep. Corrine Brown. Then, on October 23, the full House approved its version of the Act without JAXPORT's deepening project in it. This effectively ends JAXPORT's bid to have the dredging project included in the Act unless the Senate and House later decide to include it when they work to merge their versions of the bill.

The local delegation continues to advocate that the dredging project be included in the final bill, but if this does not occur, JAXPORT's future as a major port is likely to be severely jeopardized. Access for the larger ships necessary to compete with other ports with deeper channels could not be accommodated for years to come. By the time JAXPORT is reviewed again in two years time at best (this was the first water bill since 2007), it will have lost significant cargo business to those ports with deeper channels, and wresting away such business once those ports have solidified it would be very

difficult. Deepening of the channel at the Port of Savannah, JAXPORT's nearest competitor, was included in the Act, so it is virtually guaranteed to command some of the container business from larger vessels that JAXPORT might have secured.

The Recession Recovery Task Force subcommittee was consistently active in its advocacy efforts on behalf of JAXPORT, meeting first on a fact-finding mission with then-JAXPORT CEO Paul Anderson in August, 2011. This meeting was held to learn about the Port's priorities and barriers that had to be overcome to move forward with expansion.

With that information in hand, subsequent advocacy efforts included:

- Participated in Call for Action to members of Congress
- Participated in call for public comments to Army Corps of Engineers regarding the deepening of the Jacksonville channel to 47 feet.
- Letter to the editor encouraging our Congressional leaders to begin stepping up the pressure on their colleagues to authorize the Mile Point fix published in Times Union.
- Attended Army Corps public meetings on deepening. (Conrad Markle)
- Became an active participant in the online "Support Our Port" initiative whose mission is to mobilize Northeast Florida's competitive spirit to drive JAXPORT progress.

Evaluation: In two years time, support for the Mile Point project and the dredging of the St. Johns River channel has grown exponentially, and it is now apparent that the Mile Point fix will be accomplished in the near future. It is beyond frustrating, however, that a necessary recommendation from the Army Corps of Engineers on the dredging work could be too late by a mere four months to allow it to be considered by Congress in the Water Resources Development Act.

Accordingly, it now appears that, barring inclusion in the final version of the Act that emerges after the House and Senate hash it out, competing for container shipping business requiring larger vessels than can currently be accommodated in the Jacksonville channel is years from reality. If this is the case, the immediate focus should perhaps be shifted to completion of the Mile Point fix and other necessary infrastructure improvements to allow JAXPORT to maximize its potential with the current 40-foot channel depth.

Partially Implemented



Recommendation 2: *Health & Biosciences Sector/Academia*

The Health and Bioscience Council should expand its mission to serve as the lead regional representative and advocate for the medical and life sciences in Northeast Florida, as part of vigorously encouraging growth in the sector. The Council would assume responsibility for the following: building coalitions; expanding graduate medical education; branding the sector; attracting entrepreneurs in the sector; securing a medical school; encouraging medical research; and obtaining resources and partners to carry out the tasks outlined.

Results:

The Healthcare & Bioscience Council of NE Florida, under the direction of Dr. Yank Coble, has done great work over the past six years in striving to achieve its mission of (a) improving health and patient care; (b) enhancing medical education and research in Jacksonville; and (c) fostering growth in the healthcare and bioscience industry. In meeting with Dr. Coble and other representatives of the Council, it was not immediately apparent to members of the Recession Recovery Task Force what they could add to the well-organized effort already underway being led by the most prominent leaders in the healthcare arena in NE Florida.

After months of discussions and efforts to find a meaningful role to play in helping advance the sector that holds so much potential in Northeast Florida, the Task Force's Healthcare, Biosciences and Academia subcommittee (chaired by Logan Cross) developed a vision that, when implemented, could help transform the healthcare industry in the region over the next decade and beyond. Recognizing that the future direction of the health sector will be focused on holistic prevention and wellness rather than merely the traditional treating of diseases, members of the subcommittee proposed a collaborative *Institute of Preventive Medicine and Urban Health*, designed to promote and advance this new way of thinking about health care, and ultimately to result in a healthier Jacksonville.

The concept of the Institute is to serve as a coordinator and partner to create, disseminate, educate, and promote knowledge on preventive medicine and health promotion, as well as to conduct research. The Institute is visualized as a cross-sector, multi-disciplinary partnership involving Northeast Florida's academic community in collaboration with stakeholders from the health care, wellness, biomedical research, and economic development sectors. It would consist of two separate but integrated entities: (a) an academic-oriented non-profit division that fosters a learning and research dynamic among its members, including potential curriculum development and expansion for non-physician care givers; and (b) a for-profit cutting-edge health technology incubator complete with bioresearch laboratories.

The Institute of Preventive Medicine and Urban Health, envisioned as being located in Downtown Jacksonville, would address several issues contemplated in the *Recession Recovery and Beyond Inquiry*: the potential of significant job creation in a sector well-positioned in Jacksonville for rapid growth; Downtown revitalization; increased research and innovation; and long-term economic growth. In short, the Institute's working slogan explains its purpose:

- *Healthy People*
- *Healthy Economy*
- *Healthy Jacksonville*

The Institute vision, initially conceived and articulated by subcommittee member Jim Sylvester, a research scientist at Nemours Children's Clinic, germinated in January, 2013, and subcommittee members spent the first half of the year making personal visits to key stakeholders throughout the community to gauge interest in the concept. Reaction was almost universally positive with many stakeholders agreeing that this is not just a good idea for Jacksonville...it is something *we must do*.

Renee Finley, Vice President of Innovation & Market Intelligence for Florida Blue, was one of the first stakeholders to step forward and offer to help move the Institute concept from vision to reality. Ms. Finley organized a Charter Development Committee, comprised of key leaders from the academic and health sectors. The group first met on September 5, 2013, and they emerged from the meeting unified and energized to continue working toward bringing the Institute to fruition. The initial meeting of the Charter Development Committee included representatives from: UNF, JU, Baptist Health, St. Vincent's HealthCare, Mayo Clinic, Nemours Children's Clinic, Naval Hospital Jacksonville, Duval County Health Department, Health Planning Council of Northeast Florida, Downtown Investment Authority, and Florida Blue.

The Charter Development Committee met again on September 30 and discussed a mission statement and objectives for the Institute. There was also some discussion regarding the preferred name of the project and whether "institute" conveys the proper message. The Committee deferred a decision on the name until it can be considered further, but regardless of its formal name, the project is beginning to take form as Committee members become more and more involved in shaping the concept. The Charter Development Committee met for a third time on October 28, and dates for subsequent meetings in November and December were also established. Clearly, the project has gained significant traction in recent months and is now being guided by a representative group of appropriate stakeholders.

Evaluation: While the project still requires months and maybe even years of nurturing and development by the community stakeholders who have agreed to assist in moving it from vision to reality, the Healthcare, Biosciences and Academia subcommittee has successfully transitioned it from an ill-defined vision to something

tangible and real that is strongly supported by key stakeholders. The subcommittee has effectively done all it can do and has passed the torch for its continued evolution to a group of individuals and organizations who share the same excitement for how the Institute can lead the way toward a healthier and more prosperous Jacksonville in the generations ahead. It is not hyperbole to suggest that the Institute, if and when completed, would represent the single most significant accomplishment of any JCCI implementation project ever.

Implemented



Recommendation 3: *Aviation/Aerospace/Defense Industry*

JAX USA should aggressively attract aviation/aerospace and defense contractors as the primary means of leveraging the region's military assets, which include multiple military installations, skilled veterans and commercial space available at Cecil Field (a former military installation).

Results:

Significant growth has occurred in the aviation/aerospace sector over the past two years led by JAXUSA, which published the study *Innovate Northeast Florida* in 2012 with the following implementation focus groups and stakeholders.

- Florida State College at Jacksonville
- Jacksonville University
- St. Johns River State College
- University of North Florida
- Jacksonville Aviation Authority
- JAX Chamber and City of Jacksonville
- JAXUSA Partnership Aviation Working Group
- WorkSource

Specific implementation recommendations from the *Innovate Northeast Florida* study for the aviation/aerospace sector span multiple years from 2012-2016 and include, but are not limited to:

- Form a Northeast Florida Aviation Leadership Council
- Increase aviation specific educational programming and training in the region
- Transition exiting military personnel
- Increase programming utilizing input of individuals with Aviation education and training

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- Develop advanced training and incubator space for composite materials
 - Focus on retaining existing military operations and contractors
 - Brand Cecil Airport and Cecil Commerce Center as an aviation mega-site
 - Recruit tool & die shops and other fabricated metal operations to Northeast Florida
 - Recruit Aviation professionals to Northeast Florida
 - Establish relationships with Aviation companies through involvement in industry associations and events

Additional stakeholder engagement and research yielded insight into opportunities to be pursued by community organizations, institutions, firms, leadership and advocacy groups that can assist the process of economic development and innovation. These types of opportunities help to ensure long-term organic growth for the Northeast Florida Region's sub-cluster of Aviation/Aerospace and Defense contracting – thus ultimately complementing the work of JAXUSA's implementation groups and stakeholders.

Presence at major aviation/aerospace events to promote the regions assets and capable workforce (Paris Air Show/)

- 139,000 Trade Visitors
- 2,200 Exhibitors from 44 countries
- 290 Delegations representing 100 countries
- 34 States from USA with presence (including JAXUSA/FL)
- 250+ Organizations represented

Organic growth opportunities for established aviation/aerospace companies (JAA enabled expansion)

- \$27 million 150,000-square-foot hangar to accommodate a 250 job expansion for Flight Star Aircraft Services, Inc.
- \$6 million 30,000 square feet of office, workshop and hanger space for KCI Aviation

Space Tourism Society to extend Florida chapter headquarters in Northeast Florida

- Enables public awareness for future aerospace/space commercialization opportunities
- Supports space tourism research, development, education and speaker forums
- Aligns board of governors, directors to strategic opportunities for Florida

Evaluation: As noted above, impressive growth in the aviation/aerospace sector has taken shape in recent months with Northrop Grumman, Regent Aerospace, Embraer, Flight Star Aircraft Services, and KCI Aviation announcing significant expansion and/or

new projects in NE Florida that will bring hundreds of new jobs to the area. On September 30, 2013, NASA awarded its first CubeSat-class launch to Generation Orbit Launch Services. This payload will be the first commercial space launch to take place at the futuristic Cecil Spaceport, and it is projected to occur in August 2016. Thus, with commercial space operations coming to the NE Florida region, the future is indeed bright for continued expansion of this sector.

Implemented



Recommendation 4: *Prioritizing Public Investment Needs*

The Northeast Florida Regional Planning Council should identify and prioritize the region's pressing public investment needs based on a cost-benefit analysis that uses the triple-bottom-line (people, planet and profit) to determine which projects provide the best return on investment for public and private investors. The results of the analysis should be provided to the general public and the region's elected officials. Many of the projects that could be considered, including downtown development in Jacksonville, better regional public transportation, improved logistics infrastructure, and protecting the St. Johns River are quality-of-community concerns that affect how the region is perceived by residents as well as people and businesses considering a move to Northeast Florida.

Results:

Regional Government & Leadership subcommittee members, under the direction of Nancy Garcia, met with Northeast Florida Regional Council executives Brian Teeple and Margo Moehring in January 2012 to advocate for use of a region-wide cost-benefit analysis on potential public investment projects.

Mr. Teeple explained that this would be a difficult thing to implement across the entire region with significant cost being the prohibitive factor. Two strategies have emerged, however, that may allow for a comprehensive cost benefit approach to public investments. The Regional Community Institute, a non-profit that does policy work for NEFRC, has recently recommended use of a methodology to review costs and benefits when considering infrastructure adaptation in response to sea level rise scenarios. While not as comprehensive as the report recommended, this will allow the development of the necessary partnerships and will allow for a pilot of a methodology that could be broadened to include considerations beyond sea level rise.

In addition, Northeast Florida is a Certified Economic Development District. This designation provides economic development practitioners with another "tool in their toolbox" as they consider projects and funding mechanisms. Specifically, the Economic

Development Agency (EDA) of the U.S. Department of Commerce considers project funding requests only from regions that can demonstrate consistency with a regional economic development strategy. Northeast Florida's approved CEDS allows the entire seven-county region (Baker, Clay, Duval, Flagler, Nassau, Putnam, and St. Johns Counties) to be included in the Economic Development District and to be eligible for EDA funding. This provides two related opportunities.

First, as an interim step, Mr. Teeple suggested that instead of analyzing every public investment project in 7 counties, the focus for now should be on econometric tool development to effectively turn an econometric model into a fiscal impact model. This could include valuation of many of the factors contemplated in the report. In addition, the CEDS will be updated soon, and new approaches, such as this, could be considered in updated strategies.

In 2012, the Northeast Florida Comprehensive Economic Development Strategy was reorganized to reflect the state-wide "Six Pillars" approach to Florida's future. A 20-year strategic plan launched by the Florida Chamber Foundation in 2010, the "Six Pillars" framework organizes the essential factors determining Florida's economic future and provides the common language necessary to align the analysis, deliberation and priority setting from different strategic planning processes. The individual Pillars include: (1) Talent Supply & Education, (2) Innovation & Economic Development, (3) Infrastructure & Growth Leadership, (4) Business Climate & Competitiveness, (5) Civic & Governance Systems, and 6) Quality of Life & Quality Places. Northeast Florida should consider this approach as it further updates the CEDS.

Evaluation:

Not yet Implemented



Recommendation 5: *Target Industries*

JAX USA Partnership and the Northeast Florida Regional Council should present the outcomes of its sub-cluster, target industry study to WorkSource, the region's higher education institutions, and Northeast Florida's public school districts so adjustments can be made to their education and training programs to strengthen the workforce pipeline. At the same time, JAX USA should use the results to better market the region and advocate for local business creation and retention in the target industries and the sub-clusters to be identified. JAX USA should also develop a set of metrics that provide the public with information on the status of the efforts to improve business recruitment efforts as a result of the study.

Results:

In the fall of 2011, the JAXUSA Partnership and the Northeast Florida Regional Council took the lead roles in developing a region-wide strategic planning process called *Innovate Northeast Florida*. They engaged a team of national consultants to help facilitate the strategy which was completed in April 2012 and resulted in four in-depth reports:

- Competitive Analysis – providing a detailed evaluation of the region’s competitive strengths and areas for improvement
- Target Sub-Cluster Definition Report – containing detailed profiles of each target cluster and sub-cluster
- Education Infrastructure Assessment – containing an evaluation of all educational programs in the seven-county region, and a comparison of those programs with the talent needs of the target clusters
- Target Implementation Plans – recommending specific community development, workforce development, business development and marketing actions for each target audience, including a timeline, budget and metrics

The primary purpose of *Innovate Northeast Florida* was to identify the target industries and sub-clusters that will stimulate future economic growth and create an action plan for growing those industries in the 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. The goal is to work in-step as a region to catalyze job growth and talent development for Northeast Florida's future.

Northeast Florida targets seven key industries that provide a diverse business environment and a larger economic base. The target industries are:

- Advanced Manufacturing
- Aviation and Aerospace
- Finance and Insurance Services
- Headquarters
- Information Technology
- Life Sciences
- Logistics and Distribution

These industries have been identified based on the core strengths and competitive assets of Jacksonville and Northeast Florida. The core strengths include sites and infrastructure, including the large deep water ports, Cecil Commerce Center, intermodal connections and multiple highways; the location and its proximity to large east coast metro areas; and the overall business climate. The competitive assets include an excellent quality of life, average wage rates and the overall tax structure.

WorkSource was one of two major funding partners of *Innovate Northeast Florida*, thus ensuring that WorkSource would align its activities with the study's results as contemplated in Recommendation 5. In addition, JAXUSA's economic development activities are fully informed by the target clusters and sub-clusters identified by *Innovate Northeast Florida*.

Evaluation:

Implemented



Recommendation 6: *Educated and Skilled Workforce*

To develop an educated and skilled workforce, the region's public schools must provide students opportunities to pursue one or more of several workforce options, including college, careers, the trades, and the military. Unacceptably high remediation rates for public high school graduates require aggressive tactics by the region's state colleges and school districts to identify and address academic deficiencies prior to graduation through expansion of programs such as the Florida State College at Jacksonville/Duval County Public School Partnership. To build better connections between businesses and public school, school districts and local Chambers of Commerce should pursue aggressively business-school partnerships based on best practices that meet the needs of students and achieve the goals of their business partners both through in-school partnerships and expansion of the career academies.

Results:

Summary of Activity:

- ☐ The Education and Workforce Development Subcommittee of the Recession Recovery Task Force found that Career Academies have tremendous success in preparing high school graduates to enter the workforce and/or continue on with post high school education. A major component of their success is the relationships they build with the business community. It was determined that if Jacksonville could increase the number of successful relationships between businesses and schools in the local Jacksonville area and create a workforce-ready talent pipeline for current and future workforce needs, we could enhance economic development and job creation.
- ☐ Aligning the local business demands and educational programs provided to the future workforce could be accomplished by meeting with the different groups in the Jacksonville area and creating an awareness of the benefits of having the business community and the education community working together. The subcommittee held numerous meetings within the education community to promote awareness of this model and the rewards of such relationships.
- ☐ "The Link", a community platform website created by The Non-Profit Center of Northeast Florida, was seen as an exceptional tool to connect the business community and educational community interested in creating partnerships to enhance the work readiness of our high school graduates. The subcommittee worked closely with Leah

Donelan of the Non-Profit Center, participating in meetings to create an awareness of “The Link” and a common goal of creating successful relationships between schools and businesses.

- As the subcommittee held meetings with the schools districts, Jacksonville Public Education Fund, SHRM Jacksonville, Northeast Florida Apprenticeship Programs, Jacksonville Electrical Apprenticeship Program, JCP Cares, Cathedral Arts Academy, and JAXUSA, we found a tremendous interest in building partnerships between the education and business communities. With programs like “OnebyOne”, the Chamber of Commerce and School Board working together, initiatives from the Junior Achievement and the D.A.I.L.Y. initiative by Duval County Schools Superintendent Dr. Nicolas Vitti, it is evident that the community is committed to the goal of creating an educated workforce and strong relationships between the business and education leaders.

What the Subcommittee did:

- Held meetings with various stakeholders to discuss how we can make a positive impact in the community
- We interviewed two guest speakers: Chris Force, Director of Career and Technical Education, Duval County Public Schools Career Academies and Deborah Berbig, Career Academy Liaison, Florida State College at Jacksonville
- Interviewed the school districts to determine where they stand with respect to business partnerships.
- Met with Cheryl Riddick, newly appointed Director of Community and Family engagement for Duval County Public Schools.
- Met with Paula Chaon, Director of Department of Career Education for St. Johns County Schools.

What we learned from resource speakers:

- Career Academies provided training in high demand/high skill/high wage careers, e.g., engineering, healthcare, finance, IT, business, aviation, commercial art, automotive, etc.
- More than 11,000 DCPS students are in career and technical programs, and 6,447 are in career academies out of 123,000 students in the system (5%)
- Top area businesses partner with Career Academies and promote business opportunities
- Career Academies promote better school performance, including attendance, credits, grades and graduation rates
- Over 2,000 students participated in paid internships, clinical experiences or work-based learning
- More than 800 students have earned industry credentials
- 240 have earned industry certifications out of 2,000 students
- 7 middle schools have new programs
- Ratio of Guidance Counselors to students is 1:600
- Schools need and want more volunteers from the business community to work with students.

Gaps we discovered from our research and conversations:

- Some schools have career academies, volunteer and mentorship programs that make a difference in students' results both academically and in life, but this is a small percentage of all students.
- Businesses and Trade Associations want to volunteer, mentor and train students, but they don't know who to contact, or they don't get responses.
- There isn't a systematic process in place to connect what schools need in the region and what businesses and trade associations need or can provide
- A significant number of schools and businesses in the region are interested in assisting each other by forming partnerships, but it has been difficult to find effective ways to bring the two groups together. Schools say it is hard to locate businesses willing to get involved, while businesses say they are ready and waiting but cannot seem to navigate through the bureaucracy of public school systems.
- There isn't a process to assess students' values, motivational style, talents, abilities and interests and then correlate these to majors, degrees, trades and careers.
- Recommendation 6: The subcommittee recognized it could do little in two years time to effect a change in the region's public school curriculum, so we instead focused our attention on ways to bring businesses and schools together in forming useful partnerships.

Short-term action plan:

- To make an impact in the short term, we determined that we would work toward creating a systematic process (preferably an online database) to connect schools, students, businesses and trades to develop business-school partnerships, including mentorship, internship, apprenticeship, work-study and volunteer programs that can sustain themselves over the long-term
 - Where should this reside and what will the infrastructure look like?

Long-term action plan:

- In improving our region's workforce pipeline, we established a long-term goal of ensuring that every student completes an assessment to help determine his/her career direction beginning in the 10th grade. This will align students with careers and the skills businesses need, as well as provide them with key life skills
 - The assessments will help broaden the educational scope from primarily college focus, to include the trades and military
 - We want to ensure that every student is included in this process, not just a few. It may take many years to make an impact, but we have start NOW
 - This process will also help students make career adjustments as new careers are created and old careers fade away
- Increase percentage of students who have exposure to career academies, volunteer and mentoring programs that make a difference in students' results both academically and in life.

Vision for the Future

The Northeast Florida Region will be a recognized center for education, training and workforce development.

Alignment of local business demands and educational programs provided to the future workforce	Using the JAXUSA study to align the educational and training programs with the needs of the employers to strengthen the workforce pipeline. Recommending the results of the study is used by JAXUSA to market the region and advocate for local business creation and retention in the target market.
Create a form/infrastructure for local businesses to connect with local educational institutions to ensure workforce ready graduates	The creation of an exchange board between businesses and educational institutions that allow for developing business-school partnerships, including mentorship, internship, externships, apprenticeships, work-study and volunteer programs that can sustain themselves over the long term.
Greater accessibility for students to receive career ready education/training	Pockets of student are reached though the Career Academies and other programs. The goal is to have opportunities available for all students in the seven county areas and to have a high level of student participation.
Promote business, trade associations, educational institutions and local chamber of commerce relationships within the Northeast region	Publically recognize the businesses, educational institutions and chamber of commerce relationships that are active today and create interests of other organizations and encourage new relationships to develop.
Assessments provided to students to match talents, interests, intrinsic motivations to educational programs	Every student has the opportunity to complete an assessment to help determine his/her career direction beginning in tenth grade. This will align students with careers and the skills businesses need, as well as provide them with key life skills.
Mechanisms for Oversight/Monitoring Progress	Develop metrics that provide the public with information on the status of the efforts to improve business and educational institution relationships.
Promote Successes	Promote the successes of the businesses and educational institutions to keep the process moving forward and allowing for curriculum alignment as the economical environment changes.

Creating Business-School Partnerships – How to Connect them?

Nonprofit Center of Northeast Florida Launches First Regional Online Community Link (Jacksonville, FL – March 28, 2012)

– As part of its *Moving Forward Together* initiative, the Nonprofit Center of Northeast Florida has launched a web-based community resource called “The Link”. The Link website is available at www.thenonprofitlink.org.

The Nonprofit Center created “The Link” in response to area nonprofits’ requests for a mapping tool that would make it easier to locate organizations, services, and assets. With “The Link,” nonprofit organizations can connect more easily with one another and with the community at large. The site allows nonprofits, businesses, government officials, and members of the public to collaborate and share resources. “The Link”

platform was developed by the [National Center for Charitable Statistics at the Urban Institute](#). Northeast Florida is the first community in the nation to implement the platform at the regional level. “The Link” offers information and tools including:

- Interactive map of nonprofit organizations within the five-county region served by the Nonprofit Center of Northeast Florida;
- Database of services provided by Northeast Florida nonprofits; and
- Shared Resources Directory with classified listings of community needs and available resources.

After discussions with Non-Profit Center representatives, the subcommittee determined that “The Link” could provide a community-wide platform for bringing businesses and schools together to create mutually beneficial partnerships. An easy-to-access tab was added to the home page of “The Link,” and with two clicks, businesses and schools are provided with a place to post and/or respond to specific opportunities to interface with each other. For example, a local middle school might post a need for a business partner to offer its students a presentation on proper etiquette in a corporate environment. A company in the area would hopefully see the post and respond to it, thereby taking the first step toward establishing what may turn into a long-term relationship with that school.

Evaluation: While subcommittee members remain confident that “The Link” can and eventually will become an effective public platform for introducing schools and businesses to each other, it has not yet developed as hoped. For one thing, “The Link” is not yet widely recognized as a community platform outside the non-profit community, so relatively few public schools and even fewer business organizations have become accustomed to using it.

Moreover, the subcommittee learned that for school-business relationships to prosper, it is incumbent on the individual schools to have a staff person assigned the responsibility of making them work by coordinating logistics and providing a single source of communication. Few, if any, schools have the luxury of doing so, and it is therefore often a hit-and-miss proposition whether business partners will derive enough value from their participation with schools to build lasting relationships.

It is clear, however, that schools and businesses can significantly benefit each other if mutually satisfactory partnerships can be established. We are confident that through the work of our subcommittee over the past two years, we have elevated the interest level in school-business partnerships throughout the region, and individual members of our group remain committed to working with public school officials to increase the number of such relationships in the community.

Not yet Implemented



Recommendation 7: *Recruiting Businesses to Jacksonville*

Jacksonville, particularly downtown, should become a target destination for serious, high-potential entrepreneurs to attract corporate headquarters, venture capital, and talent to the region, plus develop thriving small businesses and leverage business opportunities in the target industries. JAX USA should develop a targeted program to recruit entrepreneurs while the Jacksonville Office of Economic Development should advocate for incentives to promote the resulting business start-ups.

Results:

The Innovation & Economic Development subcommittee, chaired by Jack Manilla, met with a host of stakeholders across the region during the Recession Recovery implementation phase. The full range of advocacy activity is documented below. Significant strides were made during the period in attracting new businesses to the area, as described in the county-by-county “State of the Region” data that follows.

Goal: Economic Growth and Job Creation

- **Long-term Image of the future:** “Northeast Florida’s main hub, the City of Jacksonville is recognized globally as a top, leading and thriving entrepreneurial center for first, second, and third stage growth businesses. It’s innovative Public/Private Partnerships and Programs develop home grown businesses and is attracting businesses in increasing numbers to relocate to this area.”

Strategies:

We set a three (3) point strategy with an advocacy time line of two (2) years.

- **#1 Audience Education** – To *increase awareness, understanding and interest* in each recommendation being implemented by the stakeholder/decision makers, their key influencers, constituents and community citizens located within the targeted geographic study, the 7 partner counties in Northeast Region of Florida (Baker, Clay, Duval, Flagler,, Nassau, Putnam, and St. Johns).
- **#2 Advocacies** – To define and take specific *actions* to persuade decision makers empowered to implement the recommendations and build community support for same within each of the 7 counties.
- **#3 Mentoring** – To ensure progress continues on implementation of each the recommendations.

Tactics:

1. **Planning** – 3rd & 4th quarter 2011. Created advocacy plan and collateral tools; identified audiences, created optional presentations customized to the audience
2. **Education & Advocacy** – Tested approaches 3rd & 4th quarter 2011; launched campaign 1st quarter 2011 and continued through to third quarter 2013. I
3. **Monitoring** – Began 4th quarter 2012 to 3rd quarter 2013

Actions:

Initially tested our strategies and tactics by assessing the willingness of key stakeholders and influencers to collaborate, complement and provide influencing support. Outcome of meetings were favorable, offered suggestions for us and expressed willingness to support our recommendations and took the following actions.

- 2011 to 2013: Conducted monthly sub-committee meetings
- Met with **Wally Lee, President/CEO, Jax Chamber**
 1. placed Study report on the Chamber Leaders Planning Meeting agenda held that month
 2. **Jack Manilla** while serving on Chamber, Board of Governors, 2011 committee “Buy Chamber” initiative, integrated study recommendations. He was invited and presented as a guest speaker at the Board of Governors, Downtown and Southside Council meetings
 3. **Jack Manilla** while serving on Chamber, Board of Governors, 2012 committee “Major Sports” (Jaguars & The Players *Championship*) *met many people of influence* and informally advocated study recommendations
 4. **Jack Manilla** while serving on Chamber, Board of Governors, 2013 committee “Revitalize Downtown” advocates study recommendations.
- Met with **David Sillick, President/Publisher, Jacksonville Business Journal** – provide a menu of awareness options (ghost writers, event tables, speakers, sponsors, trade shows, etc. He also committed to run articles periodically
- Met with **Renee Finley, Public Private Partnerships Commissioner**, Office Of The Mayor, City of Jacksonville
- Met with **Michael Boylan, CEO/President, WJCT**
- **Jack Manilla** appeared as guest on **First Coast Connect, hosted by Melissa Ross**
- Met with **Sandy Bartow, President, Jacksonville Chamber Foundation**
- Met with **Winslow Sargent, Chief for Advocacy, Office of Advocacy, U.S. Small Business Administration**, Washington, D. C.
- Met with **Jackie Perry, Executive Director Beaver Street Enterprise Center**, invited and became an active member of our committee
- Met with **Anthony M. Butler, SR., Executive Director/Founder E3 Business Group, Inc.**, Entrepreneur enhancement, education, business start-up resource center, invited and became an active member of our committee
- Met with **Jason Marley, President, Space Tourism Society, Florida**, invited and became an active member of our committee
- Met with **Mia Jones, Office Of The Mayor, City of Jacksonville** and District 14, Duval County, Florida House of Representatives
- Met with **Douglass P. Conkey, Chair, Clay County Board of Commissioners**
- Met with **Wendell Davis, Clay County Commissioner**
- Met with **Greg Voss, Clay County Commissioner**
- Met with **Danita Andrews, Vice President of Economic Development**, Clay County Chamber of Commerce
- Met with **Stephen A. Marro, Community Rehabilitation Center**, Economic Development Corporation, Micro-Loan Program
- Met with **Elton Rivas, Founder, CoWork Jax and One Spark**
- Met with **Mayor Alvin Brown, City of Jacksonville**
- Met with **Lake Ray, Florida House of Representatives**

- Met with **Melody Bishop, Downtown Investment Authority (DIA) Board**, City of Jacksonville
- Met with **Margie Seaman, Downtown Jacksonville, commercial property manager and realtor**
- Participated in **Jax2025** development studies
- Met with **Theodore N. Carter, Economic Development Officer**, City of Jacksonville
- Met with **Bob Brigham, Chief Administrative Officer, Mayo Clinic**
- Met with **Steve Grossman, Executive Director/CEO, Jacksonville Aviation Authority**
- Met With **Eric Hector, President, Keystone Consulting Group**
- Met with **Jerry Mallot, Executive Vice-President , Jax Chamber**
- Met with **Lindsey Ballas, Business Development Chief, Jacksonville Economic Development Commission**
- Met with **Jeff Atwater, Chief Financial Officer, Florida Department of Financial Services, State of Florida**

State of the Region as of December, 2012:

Jobs				
MSA	Dec. 2012	Dec. 2011	% Change	Jobless Rate
Jacksonville	643,526	631,946	+1.8%	7.4%
Source: Agency for Workforce Innovation				
Homes - Single-family, existing-home sales				
MSA	2013 Sales	1-Year Change	2013 Price	1-Year Change
Jacksonville	13,726	+9.4%	\$155,000	+4.7%

St. Augustine/St. Johns County

» The county is counting on getting a tourism boost from events surrounding the Viva Florida 500th anniversary celebration this year. In concert with the yearlong celebration, the county is opening a new history museum.

» Meanwhile, St. Johns has attracted companies that are bringing nearly 500 jobs. Advanced Disposal is moving its headquarters to St. Johns from Duval County, bringing 120 jobs. The waste management company was enticed by \$850,000 in state and local economic incentives. Home builder D.R. Horton also plans to build a 25,100-sq.-ft. regional headquarters in the county, employing up to 270 when it is complete, says St. Johns County's director of economic development Melissa Glasgow. And in September, 2G Cenergy opened its first U.S. manufacturing facility and headquarters in the county, employing 125. Home building has picked up, with more home permits issued in St. Johns than in neighboring Duval last year.

St. Johns Population: 207,434
Population Growth Rate (2009-13): 2.73%
Population by Age:

0-14	15-19	20-39	40-64	65+
17.93%	6.63%	21.28%	36.76%	17.39%
Per Capita Income: \$52,861				

Orange Park/Clay County

» St. Vincent's HealthCare is opening a hospital with 64 beds this year. Baptist Health will open a \$39-million medical campus on Fleming Island next month that includes an emergency room and a medical office building. The existing Orange Park Medical Center added 42 beds, a cardiac unit and Level 2 trauma center.

» The first segment of the First Coast Outer Beltway toll road was also completed, with the second phase under construction. The road will help link the county with Interstate 10 and Interstate 95.

Clay Population: 202,798				
Population Growth Rate (2009-13): 1.76%				
Population by Age:				
0-14	15-19	20-39	40-64	65+
20.19%	7.13%	24.15%	35.08%	13.45%
Per Capita Income: \$35,483				

Nassau County

» The Nassau County Economic Development Board has launched a five-year plan to bring 3,800 jobs to the county and is soliciting \$2 million from local governments and employers over five years; so far, funding for the first year has been raised, says Executive Director Steve Rieck. The county has approved a 24,000-acre, mixed-use project, with 4,200 acres set for immediate development. The 1,800-acre Crawford Diamond industrial park “mega-site” is close to being ready for development, offering access to CSX and Norfolk Southern rail lines, JaxPort, the Port of Fernandina and two interstates, Rieck says.

» The \$85-million renovation of the Omni Hotels and Resort at Amelia Island Plantation was completed in March, adding 160 full-time jobs and 200 seasonal jobs.

Nassau Population: 77,283				
Population Growth Rate (2009-13): 1.56%				
Population by Age:				
0-14	15-19	20-39	40-64	65+
17.28%	5.61%	22.02%	36.28%	18.81%
Per Capita Income: \$46,912				

Putnam County

- » County officials were relieved when call center Alorica, which had threatened to leave, landed enough new business to keep 170 jobs. The company still laid off more than 100, says Alex McCoy, chief economic developer for the Putnam County Chamber of Commerce. A core road leading to the county's business park is expanding, opening up another 100 acres for development, McCoy says.
- » The Jacksonville Foreign Trade Zone now includes Putnam, a development that allows businesses to reduce, defer or eliminate duties on parts they import for manufacturing or distribution.
- » Plum Creek is developing an industrial park, and the airport has completed a runway-strengthening project, enabling aircraft up to 80,000 pounds to land and take off from its 6,000-foot runway.

Putnam Population: 74,348				
Population Growth Rate (2009-13): -0.07%				
Population by Age:				
0-14	15-19	20-39	40-64	65+
18.68%	6.01%	21.43%	33.94%	19.94%
Per Capita Income: \$30,154				

Baker County

- » Two sand mining companies are interested in Baker County. Tampa-based Oldcastle Southern Group and Lake Wales-based E.R. Jahna Industries want to mine up to 370 acres at two sites southeast and northeast of MacClenny, says Baker County Chamber of Commerce Executive Director Darryl Register. Efforts to seek approval from the county commission were put on hold last year after strong opposition emerged. "Both companies seem to be still interested and working to get their permits and approvals," Register says. Baker also continues to promote its two privately owned industrial parks.

Baker Population: 27,453				
Population Growth Rate (2009-13): 0.30%				
Population by Age:				
0-14	15-19	20-39	40-64	65+
21.43%	6.21%	27.02%	33.29%	12.04%
Per Capita Income: \$29,032				

[2013 ECONOMIC YEARBOOK](#) – Florida Trend

After a six-year slump, Jacksonville real estate is back. Home sales increased 7.1% last year, with the median price jumping 6.8% to \$133,500. Permits for new homes were up 35% last year, though still far below their peak levels in 2005.

- » Mortgage servicers are still feeling the effects of the housing collapse, however. Mortgage servicer Homeward Residential intends to lay off 370 in its Jacksonville office. Lender Processing

Services agreed to pay \$127 million to resolve claims that it wrongfully foreclosed on homeowners and used “robo-signing.” University of North Florida economist Paul Mason believes this industry's slump is temporary. “As the number of mortgages increases, somebody will have to service them,” he says.

» Elsewhere in the economy, the financial sector is a bright spot, adding 1,200 jobs last year. Citibank hired 200 at its Southside Jacksonville office and plans to hire 200 more; Foundation Financial Group expanded its regional sales center and mortgage division; Deutsche Bank has shifted hundreds of jobs to Jacksonville. EverBank brought its headquarters into Jacksonville's downtown along with 1,700 jobs, including 200 new positions.

» From health insurers to hospitals, Jacksonville's health care companies are expanding as well. Surgical device maker Medtronic will add 175 jobs to its 600-plus Jacksonville workforce and will construct a 75,000-sq.-ft. addition to its surgical technologies division headquarters. Mayo Clinic is undergoing a \$100-million expansion expected to create about 200 construction and staff jobs. In December, Baptist Health opened the 11-story, \$200-million J. Wayne and Delores Barr Weaver Tower, featuring state-of-the-art surgical suites with intra-operative imaging capabilities. Novitas Solutions, a Florida Blue subsidiary, is adding 200 jobs.

» **Healogics:** The wound care management services company is expanding its Jacksonville headquarters and recently opened a training center. It expects to add 20 jobs in Jacksonville this year.

» **Brightway Insurance:** Sales increased more than 50% last year to \$257 million. This year, the company expects to earn an additional \$100 million.

» **Rayonier:** The 13th-biggest landowner in the world, Rayonier has had a good year under new CEO Paul Boynton, with its stock up 23% from the beginning of 2012, and its profit, sales and cash on hand improving from the year before. Much of its growth comes from fibers derived from trees, which are used in cigarette filters, LCD screens and more.

» **Body Central:** The struggling women's apparel retailer brought in a new CEO to help turn its sales around. Same-store sales dropped 11.6% in the fourth quarter. The company decided to keep its headquarters in Jacksonville after flirting with the idea of moving to Georgia last year, securing more than \$500,000 in local and state incentives to stay.

Evaluation:

Implemented



Recommendation 8: *Assisting Small Businesses*

As the state's designated “principle business assistance organization for small businesses,” the Small Business Development Center at University of North Florida should take the lead in bringing the region's small business development, education, and networking organizations together to implement a strategic plan to better assist start-up businesses, attract entrepreneurs and venture capital to the region, help small businesses expand their geographic reach, and support the growth of second-stage firms.

Activities that support these efforts include the following:

- *Continue to develop and expand the centralized website of small business resources (www.jaxsmallbiz.org) to include resources in the other counties in the region.*
- *Develop, support, and promote buy local campaigns.*
- *Advocate for the expansion of the region's economic gardening efforts that focus on growing businesses already in the community.*
- *Evaluate the needs for business incubators that focus on specific industries with the support of the public and private sectors.*
- *Work in partnership with the region's chambers of commerce, economic development organizations, and the Northeast Florida Regional Council to inform small business owners about the availability of capital via commercial lenders, venture capital, and government programs through regularly scheduled forums and other forms of outreach.*
- *Evaluate the need and potential to create a viable microloan program in the region.*
- *Advocate for incentives to support small businesses in the target industries as well as those that help revitalize neighborhoods.*
- *Seek funding and other resources in the region and beyond to leverage current investment in existing programs that deliver economic impact and return on investment.*

Results: Under the leadership of Task Force members Janice Donaldson and Andre Higgins, the group working on small business development issues made solid contributions to the overall Recession Recovery implementation effort, as follows:

Encouraging the Growth of Small Businesses:

- Bringing the region's small business development, education and networking organizations together to better assist small businesses:
 - Jacksonville Chamber Asset Mapping Exercise – Facilitated by the Edward Lowe Foundation. Began in fall 2011. Included asset mapping convening entrepreneurial service providers and entrepreneurs to assess services, needs and gaps in the seven-county region. Results include formation of a Council for Economic Collaboration including entrepreneurial support organizations, private- sector assistance and equity investors. The purpose of this group is to collectively champion entrepreneurial progress in northeast Florida. The mission is to cultivate the northeast Florida entrepreneurial environment by assessing/strengthening our system, enhancing accessibility to mentors and knowledge centers, and connecting like-minded partners, capital and workforce/talent. The principals in the group include the City of Jacksonville, the Jacksonville Chamber, the U.S.

Small Business Administration and the Small Business Development Center (SBDC) at UNF. Participating “brokers” include formal groups and/or membership organizations representing or assisting small business, as well as banks, venture capitalists and angel investors. The group meets quarterly.

- To better assist small businesses, the SBDC opened new full-service centers in Putnam (2012) and Nassau (2013) counties to join existing full-service operations in St. Johns (2010), Flagler (2011) and Duval (1976) counties. The SBDC at UNF operates all the centers except for Flagler, which is part of the SBDC at the University of Central Florida. Counties make investments in the SBDC as cash match to a federal grant.
- The Florida Virtual Entrepreneur Center (www.flvec.com) provides a portal offering access to entrepreneurial service providers. Providers can be accessed by county. In Duval County, the FLVEC is supported by the City of Jacksonville and the Jacksonville Chamber.
- www.jaxsmallbizhelp.org has been expanded to www.northfloridasmallbizhelp.org and is currently adding small business service providers in northeast Florida (outside of Jacksonville). This portal includes a survey to assist users in developing a road map and in navigating to the more appropriate resources.
- One Spark crowd funding festival attracted more than 120,000 people to downtown Jacksonville. More than 500 creators participated during the four-day festival. Stache Investments is in the process of selecting two to three of these projects for substantial investment. Dates for 2014 have already been set: April 9-13.
- The Innovate Northeast Florida study was completed since Recession Recovery. Recommendations under Entrepreneurship and Innovation include expanding, refining and better connecting the pool of capital for entrepreneurship; expanding, refining and better connecting support services for entrepreneurship; increasing opportunities for NE Florida’s entrepreneurs to connect and learn from one another; increase the availability of affordable, sophisticated spaces for entrepreneurial ventures and create a cluster of entrepreneurial activity in downtown Jacksonville and in other NE Florida city cores; and integrate entrepreneurship education into all levels of learning, starting with K-12. Recommendations in progress include: application to become an EB-5 Regional Center from U.S. Customs; increase the availability of highly technical assistance to entrepreneurs through Startup Quest; and continue fostering different approaches to entrepreneurial spaces like incubators and accelerators. Janice Donaldson serves on the Implementation Committee and provides the Recession Recovery team with progress reports and information. The JAX Chamber achieved Level 1 Economic Gardening Certification through the Edward Lowe Foundation as a result of the study recommendations.

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- Access to capital, i.e., commercial lenders, venture capital, government programs and micro loans:
 - This recommendation is being addressed through the Council for Economic Collaboration, through www.jaxsmallbizhelp.org, and through the Small Business Resource Network (www.sbrn.org). Micro lenders in North Florida include the Black Business Investment Fund (BBIF) of Central Florida, ACCION and the Beaver Street Enterprise Center. In addition, Celtic Bank and Florida Gulf Coast Development are offering SBA Patriot Express, Export Express and Small Loan Advantage loans in Northeast Florida.
 - The Florida Angel Nexus, a statewide network of investors and investment groups, began with assistance from the University of Central Florida's Center for Innovation and Entrepreneurship. Applications for investment are accepted through FAN's private portal and are then reviewed and evaluated by the network's investors. FAN's target investments are in the range of \$50,000 to \$500,000.
 - Northeast Florida hosted the annual Florida Venture Capital Forum in Ponte Vedra Beach in 2013.
 - Seek funding and other resources within the region and beyond to leverage current investment in existing programs that deliver economic impact and return on investment:
 - State Legislature approved \$2 million in funding in FY13-14 for GrowFL to serve second-stage companies. VETOED by GOVERNOR.
 - State Legislature approved \$4 million in recurring funding for FY13-14 for Florida SBDC Network. SIGNED by GOVERNOR. SBDC at UNF will receive approximately \$578,000 of these dollars in FY13-14 for three targeted areas of assistance: growth acceleration, procurement assistance and international trade assistance.
 - Mayor Alvin Brown included a new Office of Small Business and Entrepreneurship in his FY13-14 budget. The budget amount included is \$1 as a placeholder. The new office will rely on grant and foundation support for funding.
 - City Council Finance Committee included \$98,940 for SBDC at UNF in Office of Economic Development budget for FY13-14. For every \$1 the City invests in small business through the SBDC, more than \$4.50 in federal, state and private dollars are invested in Duval County.
 - Beaver Street Enterprise Center, Duval County's only incubator program, received State funding of \$900,000 for FY13-14.
 - Institute of Preventive Medicine & Urban Health proposal includes possibility of a bioscience incubator to support small business and entrepreneurship.

Evaluation:

Implemented



Recommendation 9: *Downtown Revitalization*

Because Jacksonville is the economic hub of the region, having a robust downtown will improve the region's image, marketability, and sense of place. The Mayor and City Council of Jacksonville should support the downtown re-development and revitalization efforts that are being undertaken by the Chamber of Commerce, Civic Council, Downtown Vision, JTA and others who are working to make downtown a vibrant, livable, sustainable, and easy to navigate central metropolitan community for businesses, tourists, and the residents who live in Northeast Florida.

Results: From the outset of his administration, Mayor Brown has made Downtown Revitalization one of his priorities. Since he assumed office about the same time the Recession Recovery implementation project began, it was fortuitous that the interests of the Mayor and our Task Force aligned from the start. Other major stakeholders and citizen groups have combined to elevate the public discourse about the need for upgrading the downtown experience.

Considerable momentum seems to be building for energizing Downtown Jacksonville, as evidenced by the creation early in Mayor Brown's term of the Downtown Investment Authority which has recently appointed an Executive Director (Aundra Wallace). The nine-member Board will focus its efforts on revitalizing the downtown area.

"The DIA marks an important step in making Jacksonville the most vibrant and competitive city it can be," said Mayor Alvin Brown. "We already have a great deal of momentum that's increasing our city's heartbeat. I'm excited to see this talented group engage with stakeholders to build even more jobs, launch more special events and refine the brand that shows who we are to the rest of the world." The DIA is currently working to develop a master plan for the revitalization of Downtown.

The City's Office of Economic Development (OED), a result of the Mayor's reorganization of City Hall to centralize economic activities, is overseen by Theodore (Ted) Carter. Like the Mayor, Carter and OED are also keenly focused on plans for improving Downtown, so the right political pieces appear to be in place to make tangible strides in the near term. Downtown Vision has also played an important role over the past decade in advocating for downtown improvements.

During the course of its project, the Recession Recovery's Regional Government and Leadership subcommittee met with Mr. Carter and DIA members Melody Bishop and Mike Saylor to advocate for Downtown revitalization and to explore ways the group may be able to assist in achieving shared goals. An excellent working relationship has been

developed with both OED and DIA. In May 2012, the subcommittee authored a letter to the editor of the Florida Times-Union expressing its support for the prioritization of downtown revitalization efforts and encouraging stakeholders to move expeditiously.

Over the past several years, budding signs of renewed life Downtown have emerged, including:

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- Several new restaurants that are breathing new life into the area (e.g., Black Sheep, Indochine, Basil Thai, Burrito Gallery, Pho. A Noodle Bar, Olio, etc.)
 - The beginnings of a promising night life district along Bay Street
 - The highly popular Riverside Arts Market (RAM) under the canopy of the Fuller Warren Bridge
 - Community First Saturdays on the North bank River walk
 - The collaborative work community called CoWork Jax
 - A budding CORK arts district housing artists from throughout the region
 - One Spark, the hugely successful crowd-funding art and technology festival that will become an annual event
 - Construction is underway on a new, state-of-the-art YMCA to replace the aging Y on Riverside Avenue
 - Major real estate developments are under construction, including *220 Riverside* that will feature 18,000 square feet of retail and 294 apartment units when complete in 2014; and *Riverside Place/Riverside & Jackson*, a 53,000 square foot retail center that will include a grocery store, pharmacy and restaurants, as well as a 310-unit apartment complex
 - The Jesse Ball du Pont Fund recently purchased the former Haydon Burns Library building and will convert it to a common home for non-profit organizations in Northeast Florida.
 - SouthEast Holdings, a Jacksonville real estate development group, acquired four downtown buildings, including the historic Laura Street Trio and the Barnett Bank Building at Adams and Laura Street. The redeveloped trio will include two restaurants, one in the Marble Bank Building and one on the ground floor of the Bisbee Building, which will also include a Courtyard by Marriott hotel. There are also plans for a new building with a rooftop bar and a new parking garage. The Barnett building will house a university-level education center with student housing.
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Evaluation: Momentum for meaningful and comprehensive Downtown revitalization has reached a tipping point in Jacksonville. Key stakeholders are agreed that now is the time to move aggressively forward, though the precise path for doing so is not yet fully defined. Action by the Downtown Investment Authority in the coming year will be important in establishing a clear master plan for leveraging the progress already realized over the past couple of years. Downtown Jacksonville as a regular destination for residents throughout Northeast Florida is within sight.

“Right now, there is the most energy and most discussion about Downtown that I have ever seen,” said then-President of the Jacksonville City Council in March, 2013. “I think we’re close to critical mass.”

Partially Implemented



Recommendation 10: *Expanding Research at Higher Education Institutions*

The region’s economic development and political leaders should henceforth uniformly consider and refer to the University of Florida as this region’s research university and an integral part of Northeast Florida. The University is geographically adjacent to counties within the region, and the assets that the University brings to Northeast Florida are too vast to ignore. Meanwhile, the University of North Florida and other regional higher education institutions should push to initiate or expand their own research capabilities.

Results:

The Recession Recovery subcommittee working on the development of the Healthcare and Bioscience sector was also assigned responsibility for this recommendation. Under the leadership of Logan Cross, the group linked its efforts in the expanded research arena to its work on the *Institute of Preventive Medicine and Urban Health* (Recommendation 2).

Efforts to broaden awareness of the University of Florida as the region’s most prominent research university have been largely successful. JAXUSA Partnership now routinely makes reference to UF as the major research entity in NE Florida in its materials recruiting businesses to the region. In addition, the former Shands Jacksonville Hospital has recently been renamed to better reflect its ties to the local community. The Jacksonville system as a whole, including the hospital, the clinics and the medical school, is now known as *UF Health at Jacksonville*, while the hospital on Eighth Street is *UF Health Jacksonville*.

Increased research by local higher education institutions will be a logical by-product of the *Institute of Preventive Medicine and Urban Health*, if and when it becomes a reality. Both UNF and Jacksonville University expressed to subcommittee members an interest in expanding their research capacity, and the Institute and its biosciences incubator would clearly provide the impetus for them to do so. Edward Waters College, home to the innovative Center for the Prevention of Health Disparities, has also expressed its support for the Institute and an interest in participating.

In addition, the Institute can be expected to serve as a catalyst for curricular and programmatic changes at local colleges and universities that emerge from its implementation. Possibilities include:

- New degree and certificate programs to prepare and certify professionals who provide preventive medicine and wellness services.
- New degree and certificate programs to prepare and certify professionals to develop and administer electronic technologies associated with enhanced healthcare delivery systems and medical records management.
- Curricular changes to provide related/relevant training within existing programs.

Evaluation:

Partially Implemented



Recommendation 11: *Streamlining Regulatory and Permitting Processes*

A coalition of the region's public sector leaders, led by Northeast Florida Regional Council, should work to identify, streamline, and standardize those regulatory and permitting processes that make it difficult or costly to start, operate, or expand a business in Northeast Florida. It is also imperative that these leaders balance the absolute necessity of reform with protecting consumers and the environment. The coalition should also establish guidelines for the highest and best use of incentive dollars to attract high-wage, target industry jobs as well as consider other options for public investment to attract jobs to the region.

Results:

As the *Recession Recovery and Beyond* inquiry was being conducted, study committee members heard references to the need to streamline regulatory and permitting processes at the local level. Accordingly, the committee created and approved the recommendation above for inclusion in the final inquiry report. Never specified, however, was an articulation or list of such processes or procedures that are considered impediments to conducting efficient business activities.

To flush this out, Regional Government and Leadership subcommittee members met with executives Brian Teeple and Margo Moehring of the Northeast Florida Regional Council in January 2012 to enlist NEFRC support on this recommendation. Specifically, NEFRC was asked to assist in identifying issues in regulatory and permitting processes that stand in the way of businesses operating efficiently throughout the region.

Mr. Teeple agreed to consult city and county administrators and survey planning personnel to determine what the barriers are, how they impede businesses, and how they may be eliminated or improved (see Appendix 1). It was notable that in 2012, 74%

of the responses from planners across the region indicated they are not aware of any significant regulatory or permitting issues that impede efficient business operations.

The question was modified somewhat in 2013 to ask if there were regulations or processes that could be modified to make it easier to start, operate or expand a business. In 2013, 31% said there was nothing that needed improvement but participants could indicate they were not sure, and 25% said they were unsure. While the sample size is too small to draw meaningful conclusions from either survey, it does seem that planners are becoming more aware of the impact of planning decisions on business, not only regulatory processing complexity or time but also decisions related to mobility and quality of life.

Of the 44% who said there are regulations or processes that could be modified to make starting, operating or expanding a business easier, none stood out as common themes from one jurisdiction to another. The suggestions offered included the following:

- Streamline permitting process and offer specific incentives based upon net employment and tax base enhancements.
- The process should be spelled out in clear language, listing the items required with a checklist of variables that make additional information or fees clear.
- Certain aspects of the land development code and possibly others such alcoholic beverage regulations, noise, signage, outdoor commercial activities, etc.
- We have been on a campaign of revising the Land Development Code in manageable bites for three years now...and I expect to take another year or so. Short of having no regulation, processes or fees at all, there is little else.
- Signage
- Continuous analysis and evaluation of City Land Development Codes. For example, the City successfully worked with sign professionals and stakeholders to modify our Code consistent with current community needs.
- All of them but each comes with a cost.
- Land Development Code should be constantly reviewed and updated to keep pace with the changing development environment.

Over the course of the Recession Recovery implementation period, there were examples of local government entities restructuring or tweaking certain procedures to provide a more business-friendly environment. In November 2011, for example, the Clay County Commission voted to reorganize county departments, combining some departments under one director; streamlining operations and increasing efficiency, all with the ultimate goal of providing a system more conducive to attracting and retaining businesses.

Fortunately, the Recession Recovery implementation project commenced early in the administrations of Florida Governor Rick Scott and Jacksonville Mayor Alvin Brown, both of whom placed the highest priority on creating the optimal environment in which businesses, both new and existing, could flourish. Both were pro-active in advancing the interests of business and economic development from their first days in office.

In Jacksonville, Mayor Brown's reorganization of City Hall centralized economic development efforts under the new COJ Office of Economic Development (OED) which replaced Jacksonville Economic Development Commission (JEDC). Theodore (Ted) Carter, who brings to Jacksonville extensive experience in related fields in the public and private sectors, was selected as Executive Director of OED and has warmly embraced an ongoing dialogue with Recession Recovery Task Force members.

The procedures for approving financial incentives to attract new businesses were streamlined to provide a quicker and more efficient means of making decisions on incentives requests with significant approval authority granted to OED.

At the state level, the Florida Legislature approved the Governor's *Quick Action Closing Fund* and made available sufficient resources to compete effectively for extraordinary new business opportunities. Conditions for accessing the Quick Action Closing Fund include: (a) must be an industry as referenced in Statute s.288.106 (b) have a positive economic benefit ratio of at least 5 to 1. (c) Be an inducement to the project's location or expansion in the state. (d) Pay an average annual wage of at least 125 percent of the area wide or statewide private sector average wage.

Evaluation: While the impression of the Recession Recovery study committee was that regulatory and/or permitting processes represent significant impediments to businesses locating in or solidifying in Northeast Florida, we were unable to determine the extent to which this is accurate. The survey conducted by NEFRC of planning personnel across the region suggests that this issue may be somewhat overstated, or at the very least that no common barriers were cited by a representative number of those responding. Whether or not business owners would concur is unclear. Regardless, there have been some positive developments across the region as noted above when it comes to making overall conditions more conducive to successful business activity.

Partially Implemented



Recommendation 12: *Regional Economic Summit*

The Northeast Florida Regional Council and JAX USA Partnership should jointly produce an annual regional economic summit where leaders representing business, government, human services and environmental issues review progress in implementing regional economic plans, identifying regional annual economic goals, and creating a regional legislative agenda. A summary report of the goals and outcomes of the summit should be prepared and presented to the participants and the region.

Results:

Over the course of the Recession Recovery implementation phase, significant activity occurred with respect to collaboration and communication of regional economic

development issues involving key stakeholders throughout NE Florida. In lieu of a single summit, Northeast Florida Regional Council and JAXUSA Partnership collaborated on many such meetings, and each organization also held its own separate events.

NEFRC and JAXUSA convened numerous regional meetings to discuss the results of the *Innovate Northeast Florida* strategic plan and to enlist every county's support in its implementation.

NEFRC also conducted regular Forums with regional elected officials and other public and private sector leaders to discuss various regional economic development issues. Typically, these Forums are held quarterly. Subcommittee chair Nancy Garcia attended the Forum held on March 30, 2012, which was jointly sponsored by the NEFRC and Florida Department of Economic Opportunity (FDEO). Individual work groups were tasked with offering suggested strategies and tactics to be included in the State's Economic Development Plan. One such suggestion from Ms. Garcia's work group recommended that the FDEO stage Regional Economic Summits on a regular basis.

JAXUSA Partnership brought NE Florida leaders together with Regional Economic Development Forums, each dedicated to separate but timely issues. The Forum on August 24, 2012, was held several months after the release of the *Innovate Northeast Florida* strategic plan and was devoted to discussing ways that other regions are implementing similar plans.

The Forum held on March 22, 2013 included a discussion of a regional public policy agenda and an in-depth legislative update from State economic officials in Tallahassee. This Forum also featured a "State of the Region" panel discussion that included County Commissioners from six NE Florida counties and Jacksonville City Council President Bill Bishop. All panelists gave a brief overview for their county, as well as a recap of economic development trends they are seeing and how economic changes are affecting their counties.

Evaluation: Both NEFRC and JAXUSA Partnership are fully committed to open dialogue and the sharing of economic development ideas among public and private partners in all seven counties of NE Florida. Both organizations host regular forums and meetings for this purpose, and they have a history of collaborating frequently to maximize the productivity of such sessions.

Implemented



Recommendation 13: *Develop a Technology Business Accelerator*

Economic development organizations, regional higher education institutions, local governments and the business community should establish the “Northeast Florida Advanced Technology Business Accelerator” to attract established entrepreneurs and venture capital to the region, create jobs in STEM fields, and increase the region’s applied research capabilities.

Results:

1. Advocacy Meetings with Government, Non-Profit, Educational & Business Leaders:

a. Beaver Street Enterprise Center, Jacksonville, FL (Jackie Perry, Executive Director)

- i. Ms. Perry shared the historical context of the Beaver Street Enterprise Center and the role the incubator plays in entrepreneurship and economic development. From a historical perspective she denotes that “...while Dr. Lee notes that Michael Bryant took the leadership role in developing the concept and ‘pushing that rock up- hill to get it done’, a broad based coalition of people from grassroots to top levels worked together to make Beaver Street Enterprise Center a reality. ‘Mike Weinstein was Chairman of the JEDC,’ recalls Dr. Lee, ‘and Mayor John Delaney ‘got it’.”

b. UF Sid Martin Biotechnology Incubator, Gainesville, FL (Patti Breedlove, Associate Director)

- i. Ms. Breedlove shared the challenges of operating a multi-million dollar bioscience incubator and in her own words states that “...bioscience companies require millions of dollars and many years to get their products to market. We have the patience and flexibility to grow with them and the specialized relationships and resources they need to succeed. Our companies have attracted more than a billion dollars in investments, contracts and grants!”
- ii. “...If you’re starting a bioscience company you’ll benefit from our [Sid Martin’s] community of companies, entrepreneurs and advisors and from our years of experience fostering the growth of therapeutic, diagnostic, device, energy, ag-bio and other startups...”

**c. University of Central Florida Office of Research of Commercialization,
Orlando, FL**

**(Dr. Thomas O'Neal, Executive Director of UCF Business Development
Incubators)**

- i. According to Dr. O'Neal "...ORC (Office of Research of Commercialization) sets the standard for excellence in service to our stakeholders by supporting research, commercialization and economic growth. Through diversity, strategic partnerships and integrity, we foster a culture where employees thrive in pursuit of their personal and professional goals, leading to organizational success. We are an essential resource for attracting and retaining premiere talent and funding through operational excellence, innovative technology and cohesive teamwork..."
- ii. UCF Entrepreneur and Innovation Center
 1. UCF was in the news recently for being recipients of Blackstone's foundation's UCF a \$1.4 million grant to develop and staff the UCF Entrepreneur and Innovation Center.
 2. On Monday March 11, 2013, university and community leaders gathered at UCF to announce the creation of the Blackstone LaunchPad, named after the global investment and advisory company spearheading the project.
 3. "If you're really thinking about doing something entrepreneurial, we can provide a spark for that," said Stephen A. Schwarzman, the co-founder and chief executive officer of Blackstone, which has investment in several companies that operate in Central Florida, including Sea World, Michaels Stores and Hilton Worldwide.
 4. It is modeled after an entrepreneurial program at the University of Miami that has drawn almost 2,000 students and helped create 85 companies since 2008. The Blackstone Charitable Foundation, the investment company's nonprofit arm, is replicating that initiative at other colleges and universities.

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5. http://articles.orlandosentinel.com/2013-03-11/news/os-ucf-grant-blackstone-entrepreneurial--center-20130310_1_ucf-students-entrepreneurial-center-business-students

**d. Florida State College at Jacksonville, Jacksonville, FL
(Jeanne Miller, General Counsel & Vice President of Strategic Initiatives and
Brian Mann, Vice President & Executive Director)**

- i. Ms. Miller and Mr. Mann shared their vision for developing an incubator at FSCJ. They also shared their strategic plans for realizing the vision for the FSCJ incubator anchored at their downtown campus.
- ii. Their desire is for the incubator to form the early beginnings of the Jacksonville's Mayor Alvin Brown's plans for downtown revitalization.

**e. University of North Florida College of Engineering, Jacksonville, FL
(Dr. Mark Tumeo, UNF Dean of College of Engineering)**

- i. Dr. Tumeo is constantly exploring opportunities to align the education curriculum with the needs of industry and in his words "...global competition, the Internet, and widespread use of technology have created the most competitive job market the world has ever known. The College of Computing, Engineering and Construction offers exciting, demanding and engaging degree programs that lead to highly rewarding careers. We provide the type of hands-on technical education needed to navigate the challenges of the new knowledge-based economy and build a successful and prosperous future while developing a sense of community responsibility and global awareness. The students and faculty in the College work on many exciting projects that make a real difference in our world, from designing a rainwater harvesting system for a children's home in Ghana to building a computer system that helps provide healthcare to those less fortunate in the Jacksonville community. This is why there is no place like UNF to build your future..."

-
- ii. Dr Tumeo also made highly recognized presentation on redesigned education as an engine for talent development to spur economic growth. <http://www.slideshare.net/jaxitcouncil/presentation-to-jax-chamber-it-group-august-2013-25750653>

f. Tampa Bay Innovation Center

- i. Other innovation centers recently making the news in the State that are worth mentioning is the Tampa Bay Innovation Center.
- ii. The Tampa Bay Innovation Center, an innovation and entrepreneurship center for technology businesses, has received a grant of \$400,000 from the state of Florida for a St. Petersburg-based incubator to promote business growth by providing access to lab facilities, research institutions, entrepreneurial support and educational opportunities dedicated to the marine science, biotechnology and healthcare technology startup community.
- iii. "We are pleased that the state of Florida is supporting our efforts to create high-tech, high-wage jobs in sectors identified by the City of St. Petersburg, Pinellas County and the State of Florida as targeted industries," says Tonya Elmore, Innovation Center president. "The St. Petersburg program will build upon the partner network we have established over a 10-year period, but will also include initiatives that will bring new partners to the network."
- iv. Additional information is highlighted in the St. Petersburg News. <http://www.stpete.com/news/127586/>

**g. The Honorable Lake Ray, State Representative
Florida House of Representatives, District 17**

- i. Met with Representative Ray and discussed possibilities for engaging the Northeast Florida local government leadership with state leadership counterparts. Representative Ray shared his perspective on the best way engage local government and the state to pursue projects which benefits the local community.

h. Dr. Theodore Carter, Executive Director

Jacksonville Office of Economic Development

- i. Dr Carter met with the JCCI Innovation and Economic Development subcommittee and presented the Office of Economic Development's strategy for promoting economic growth in Northeast Florida. Dr. Carter shared his experiences from Washington, DC and other major cities across the country and key critical success factors for economic development. This included a strong and robust downtown and vibrant entrepreneurial base.

i. *Six Pillar Plan* for North Florida Innovation Center

(Jack Manilla, President/Owner of Portofino Pools & JCCI Innovation Subcommittee Chairman)

- i. Mr. Manilla shared his work with the Florida Chamber foundation and the Six Pillars Initiative. Mr. Manilla felt elements of the initiative align with the goals and strategic direction of Northeast Florida with respect to innovation, economic and leadership development. After reviewing the plan it was determined that Northeast Florida would benefit immensely from participating in the Six Pillars community and sharing in the experiences and knowledge from other communities across the state participating in the initiative.
- ii. The Six Pillars Plan provides the greatest opportunity for integrating local government, educational and civic institutions as well as the business community to create recession proof sustainable regional economy in Northeast Florida.
- iii. The chamber's vision for Florida encompasses vibrant communities enjoying prosperity and high-paying jobs realized through competitive advantage in a global economy. Such a view calls Florida to an attainable future. It also creates a practical challenge for those who demand that their aspirations correspond with common sense.
 - 1. Florida Chamber Six Pillars Overview :
<http://www.flchamber.com/six-pillars/overview/>
 - 2. Florida Chamber Six Pillars Strategic Plan :
<http://www.flchamber.com/six-pillars/six-pillars-plan/>

-
- iv. The framework offered to accomplish such a task is known simply as the Six Pillar. The product of years of collaboration and research by the Florida Chamber Foundation, the Six Pillars identifies the critical factors determining Florida's future:
 - 1. Talent Supply & Education
 - 2. Innovation & Economic Development
 - 3. Infrastructure & Growth Leadership
 - 4. Business Climate & Competitiveness
 - 5. Civic & Governance Systems
 - 6. Quality of Life & Quality Places
 - v. Florida Chamber Six Pillars Communities & Participants :
<https://www.flchamber.com/six-pillars/six-pillars-communities/>

2. Findings & Implementation

a. Dr. Theodore Carter, Executive Director

Jacksonville Office of Economic Development

- i. Dr. Carter has expressed an interest in the Six Pillars Initiative and its potential benefits to Northeast Florida from an economic development perspective.
- ii. There are ongoing conversations with Dr. Carter and his office exploring how Northeast Florida can participate in the Six Pillars Initiative and leverage the knowledge base of the Six Pillars communities for the benefit of Northeast Florida.

3. Summary

- a. The JCCI Innovation & Economic Development subcommittee is focused on the *Innovation & Economic Development* aspect of the six pillars plan. The Central Florida business, civic, government and academic leaders were able to develop and implement a model supporting the six pillars *Innovation & Economic Development* plan. And it's commonly referred to as Central Florida's Research and Development Corridor.
- b. This model was implemented so well by the Central Florida Six Pillars leadership team, the Florida Chamber would like to create "*regional innovation centers*" deployed across the state in South Florida, Tampa, Tallahassee and Northeast Florida.

-
- c. Our objective is to work with Northeast Florida government, educational, civic, and business community leadership along with the Office of Economic Development to form the basis for the creation of a Northeast Florida Regional Innovation Center.

Evaluation:

Partially Implemented

✓

Appendices

APPENDIX 1

Institute of Preventive Medicine and Urban Health

Original Vision Statement crafted in January 2013 by the Recession Recovery subcommittee on Healthcare & Biosciences/Academia:

We propose the creation of an Institute or Department of Preventive Medicine and Urban Health to be housed in downtown Jacksonville. The Institute would be an academic (University based) and business Alliance that integrates academicians; educators; healthcare delivery institutions; health department and city government officials; non-governmental health and wellness agencies; and community, military, and business members.

The Institute should coalesce expertise (faculty) charged to make Jacksonville a leader and a model for healthy living. It should be promoted as a city vision (branding) and marketed to the local citizenry and the outside world; in addition to vastly improving our Quality of Life. By definition, the Institute, through its partners, will develop and test theoretical and practical solutions designed to implement a paradigm shift to preventive medicine with patient responsibility (ownership) that will be commonplace in the future. This will be done by promoting the links among the natural environment (water), built environment (neighborhoods, parks, the arts and music, transportation), preventive health interventions (nutrition and physical activity), education initiatives (in schools and in the training of new non-physician health care providers), and business opportunities (growth). The Institute will address the issues of the young, the old, the poor, the homeless, the otherwise disadvantaged, and it will influence policy.

An associated Bioscience incubator park should foster the growth of second stage companies coming out of Alachua (UF); health information technology companies, companies that design and manufacture personal web-based diagnostic / reporting devices and programs, and population based Clinical Research Organization(s) that can trial new ideas. In addition, the Institute should consider initiating cutting edge bench research in one biological area (epigenetics, microbiomics, stem cells, *in-vitro* organ generation) expected to contribute to the advancement of preventive care.

INSTITUTE OF PREVENTIVE MEDICINE AND URBAN HEALTH

The following concept document was produced by the Healthcare and Biosciences/Academia subcommittee in spring 2013 and serves as the model from which the Charter Development Committee continues to develop the Institute:



Collective impact begins in the heart of Downtown Jacksonville's Urban Community that creates a thriving economic market centered on health and wellness.

- Healthy People
- Healthy Economy
- Healthy Jacksonville

This report was produced as a conceptual framework to demonstrate an economic development opportunity for the City of Jacksonville. Themes and ideas presented for **The Institute of Preventive Medicine and Urban Health** are based on recommendations outlined in the Recession Recover and Beyond Study, released by Jacksonville Community Council Inc. (JCCI) in 2011. The subcommittee was charged with developing a vision for a HealthCare, Bioscience and Academic Initiative. They have spent the past two years exploring various scenarios that establish **The Institute of Preventive Medicine and Urban Health** as an economic initiative.

Subcommittee Members:

J. Logan Cross, Chair
Jonathan Cantor

Marcel Dulay
Bill Larson
Dorette Nysewander
Jim Sylvester

The urban activist, Jane Jacobs, with no formal training as a city planner, put forth a fresh, community-based approach to city building in the 1960's. In her 1961 treatise, *The Death and Life of Great American Cities*, she introduced novel ideas about how cities function, evolve and fail, that now seem like common sense to generations of architects, planners and politicians. She articulated the notion that the supply of unconventionality of urban life and the demand for innovation leads to a collective energy that makes a city successful. Success, defined by Jacobs, was the resulting energy of the interconnected workings of an urban economic center. She believed this led to vibrant places for all who reside, work in and visit the city.

Today, as city leaders deliberate the economic future of Jacksonville's urban Community, collaboration and integration of urban systems will provide new energy to raise the image and economic profile of Jacksonville.

National Prevention Strategy

“The National Prevention Strategy, released June 16, 2011, aims to guide our nation in the most effective and achievable means for improving health and well-being. The Strategy prioritizes prevention by integrating recommendations and actions across multiple settings to improve health and save lives. The Strategy identifies four Strategic Directions and seven targeted Priorities.

The Strategic Directions provide a strong foundation for all of our nation’s prevention efforts and include core recommendations necessary to build a prevention-oriented society. The Priorities provide evidence-based recommendations that are most likely to reduce the burden of the leading causes of preventable death and major illness.”

(Source: <http://www.surgeongeneral.gov/initiatives/prevention/strategy/>)

Healthy People 2020

“Healthy People is a set of goals and objectives with 10-year targets designed to guide national health promotion and disease prevention efforts to improve the health of all people in the United States. Released by the U.S. Department of Health and Human Services each decade, Healthy People reflects the idea that setting objectives and providing science-based benchmarks to track and monitor progress can motivate and focus action.”

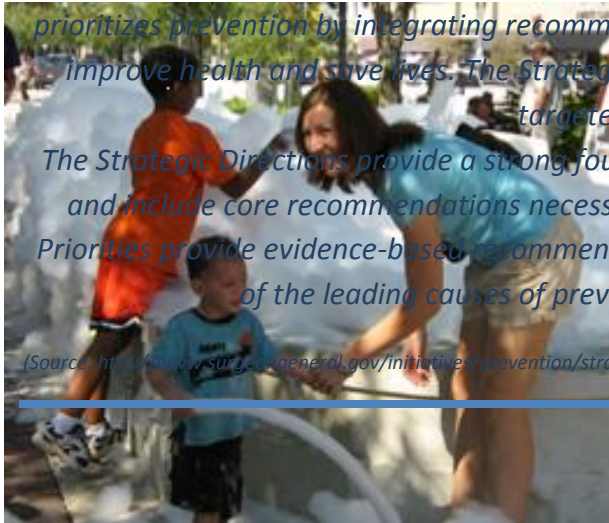
(Source: http://www.healthypeople.gov/2020/TopicsObjectives2020/pdfs/HP2020_brochure_with_LHI_508.pdf)

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(Source: <http://www.surgeongeneral.gov/initiative/prevention/strategy/>)



“Wellness consists of two perspectives holism and prevention. Holism is a multi-dimensional approach to health and well-being within a built environment. Prevention is the practice of behaviors that minimize the risk of lifestyle related diseases. Wellness is positive and affirming. Wellness is an active process through which people become aware of, and make choices toward, a zest for living.”

John Travis, MD, MPH

Source: National Wellness Institute

<http://www.nationalwellness.org>, nationalwellness.org

DOWNTOWN: THE HEART OF THIS REGION'S HEALTH

The Institute of Preventive Medicine and Urban Health (The Institute) is a concept developed by engaged leaders seeking solutions to recharge the economy in Jacksonville. As a result of recommendations outlined in the **Recession Recover and Beyond Study**, released by JCCI in 2011, a subcommittee was convened around a Vision for a HealthCare, Bioscience and Academic Initiative. Since that time, the subcommittee has examined various scenarios that culminate with the proposal to create **The Institute**.

The Institute manifests as part of the health systems' approach for economic recovery and renewal through policies, programs and practices with the urban environment as the incubator. Key factors to the Institute's success as an economic driver:

- An academic focus with medical research emphases
- Innovative health-care delivery models
- Health information technologies

These elements will provide opportunities for job creation, real estate stabilization, small business prospects, corporate expansion, and public infrastructure investment.

The Institute through its partners will develop and test theoretical and practical solutions designed to implement a paradigm shift to preventive medicine with patient-centered responsibility. **The Institute** will participate both as a coordinator and a partner to create, disseminate, educate and promote knowledge on preventive medicine, health promotion and research methodology. It will create a basis for a research-based **Health and Wellness Collaborative** in the urban heart with an academic institution, bioresearch laboratories, health technology incubator, and a holistic health center that will inspire redevelopment and ignite economic opportunity.

Essential to **The Institute** are cross-sector, multi-disciplinary partnerships that explore the intersection of innovative medical research and socioeconomic action around individual-centered preventive health. An academic approach to research and innovation will be the foundational element of economic renewal in Jacksonville.

The overarching premise of this collaborative is its alignment with **National Prevention Strategy** and **Healthy People 2020** that shifts the focus of health care delivery from the current practice of treatment of disease to the holistic approach of prevention. See inserts on page 2 for further information on the National Prevention Strategy and Healthy People 2020.

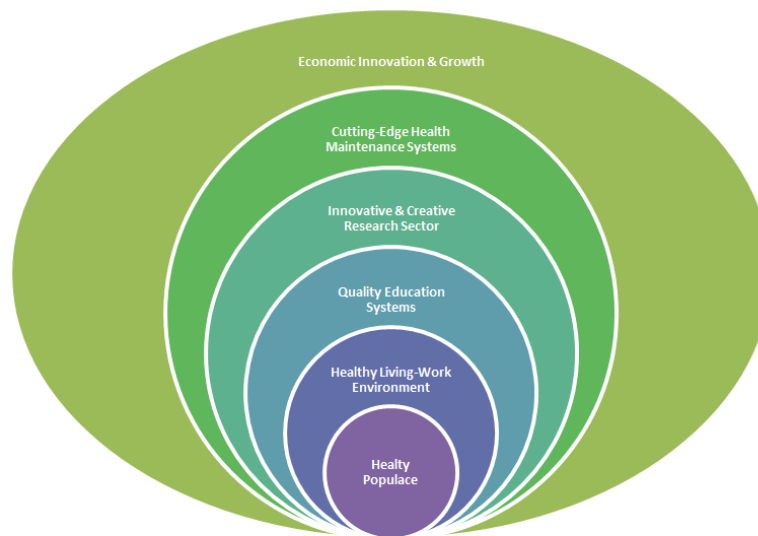
The Institute's alignment with these national directives strengthens its position as an economic hub around wellness in downtown Jacksonville. Health has moved beyond the treatment of disease. Wellness is included as a core component for the new economic model of cities based on the health of the nation.

Downtown Jacksonville is well-positioned to invoke a major movement that will set the direction for a thriving place for all to participate, experience and invest.

As the growing global effort to improve the health and well-being of individuals and families, communities are challenged with leadership and readiness. To be successful, these initiatives will require policy changes, individual and group action, and sustained efforts at local, state, and national levels. Jacksonville has the leadership and momentum to create a national model around community wellness.

INTERACTIVE HEALTH SYSTEMS: A NEW APPROACH

A collaborating collective with high visibility, common messaging and an array of resources to test programs with active community involvement will empower the behavioral psychology of the community and individual responsibility to their own health and change healthcare climate.



Components of an Integrated Urban Health System

It is now clear that the healthcare dynamic must be more interactive, both in theory and in practice. This is due to the ongoing emphasis of prevention and general wellness strategies that should lead to better quality of life for individuals, lower costs, and higher efficiencies for both deliverers and recipients of health care. There are various programs, projects, incentives to encourage participation in this paradigm shift. However there is still an overwhelming need to develop, research, test, and understand best practices that are specific to the needs of people, individually and collectively. In such a scenario each member interacts with the other in a multi-directional manner much like the multi-organ system of the human body or the collection of interacting biochemical pathways of a cell. Each member's success is dependent on the synergies with the others.

Example of an Institute Study: Perinatal Obesity Background: The rising prevalence of obesity in the U.S. over the past several decades and the accompanying spread of adverse long-ranging health effects pose serious public health and economic consequences. While a genetic contribution to obesity is well-established, genetic factors underlying individual susceptibility to common obesity have modest effects, which can be amplified considerably in the presence of certain triggering environmental factors. Approximately two-thirds of women of reproductive age now enter pregnancy at a high body mass index, and the majority of women experience pregnancy-associated weight gains in excess of medical guidelines, leading to increased perinatal and chronic health risks for both mother and child. The increased prevalence of obesity among women of reproductive age is reflected in a concomitant increase in the prevalence of gestational diabetes (GDM), which confers additional increased risk of adverse maternal and child health outcomes.

Study: Examine the implications of findings on the importance of the neurological food reward response for understanding and influencing maternal diet and weight change. This prospective observational study will provide in-depth information regarding the associations of food reward responsiveness and food reinforcement value with dietary intake, weight change, and body composition change during pregnancy and postpartum.

Outcome: Improve the health of populations through better prevention efforts and communicate findings to all stakeholders and citizens

The Institute can be viewed as the catalyst that fosters a learning and research dynamic among its member components.

SETTING THE ECONOMIC PACE IN JACKSONVILLE

An executive working with Ford Foundation in 1974 asserted that change agents in the central cities were unaware of the intricate and somewhat ambiguous systems that influenced the urban, social economy to successfully tackle the problems of the city. He went on to say that “.....**the indicators of success were not even specified, let alone measured.**”

Downtown Jacksonville has evolved over the last 25 years and experienced a cycle of decentralization, decline, renewal, reinvestment, and redevelopment. In addition, many vision plans have been developed over the past 20 years. Although well-intentioned, previous visions were unable to sustain momentum perhaps due in part to the **lack of clarity on what the indicators of success were and how they would be measured.** Vision plans need to be dynamic as they continually assess and redirect goals once they are achieved or have become less relevant due to new innovation and trends in the market place, changing demographics, social norms and unpredictable economies.

Without action, implementation, and indicator measurement in a continually changing political, social and economic environment, the visions have waxed and waned. **The Institute** is not a vision, it is the implementation of an action that will function as an urban campus where high-level academics and research co-exist.

This academic distinction will augment current and future work of the cross-sector, multi-disciplinary partners for collective impact.

The Downtown Investment Authority’s initiation of the Redevelopment Plan update and the recent city-wide JAX 2025 visioning process are both assimilating past visions while garnering new insights to drive implementation. These processes have been ambitious and have gained city-wide support, with an approach that is the postulated implementation model around collective-impact:

“JAX2025 is about action and change. It’s about becoming the city we could be by creating a shared vision, finding solutions and making them real, and identifying leaders for our future.”

(Source: <http://www.jax2025.org/about/>)

In addition to JAX2025, Jacksonville’s Downtown is experiencing a resurgence with the leadership of the Civic Council; the development of the Downtown Investment Authority (DIA); the restructured Office of Economic Development (OED); the dedicated efforts of Downtown Vision, Inc. (DVI); the completion of the Hospital Community Benefit Partnership; Duval County Public Schools Strategic Plan; the expansion of our Institutes of Higher Education; and the influx of cultural arts and innovation with One Spark.

INVESTING IN REDEVELOPMENT OF DOWNTOWN

As health impacts facing our communities continue to emerge, the integral relationship between the physical layout of city and patterns of development significantly impact on the wellbeing of the population. Negative health impacts resulting from the design of the built environment and the degradation of the natural resource has been central to urban planning for decades. As the conversation between the medical field and public health merge around preventative health measures and patient-centered care, the connection to the built and natural environment has become a central theme. Central to population health and the national prevention strategy is reviving livable and walkable urban blocks as a critical component of holistic health and wellness.

In the decades of suburban sprawl and decentralized downtown development, health facilities have grown in size and scale creating isolated campus environments. Although concerns for safety, efficiency and security drove the design of the health facility campus model, the urban heart of the city is now being considered as an important component in establishing and sustaining preventive health and wellness of the population. Downtown Jacksonville, in of itself, as an incubator, is disposed for economic catalyst of for **The Institute**. Cross-sector collaborations among the professions of urban design, architecture and healthcare planning are becoming essential components to conceptualizing the new model.

The opportunities in an urban environment to integrate for example: ground-floor use, such as a pharmacy, that benefits the community as well as the Institution; the street face of a parking facility can be buffered by a liner building that provides housing for patients' families; security buffer zones can be turned into public parks that promote healing and wellbeing; facilities can be situated in locations that are close to bus stops and accessible by foot, bicycle and that connect to adjacent neighborhoods; and parks, and other public amenities, provide opportunities for increased social interaction. (Source: ULI)

In addition to cross-sector collaborations, **the Institute**, as an anchor institution, provides an opportunity to embrace a set of core capacities and create a shared value to achieve the greatest economic and social impact on the urban heart of our city. Working collaboratively with key stakeholders in the public, private and not-for-profit sector is essential for creating the greatest value for the community, as well as the highest business value for the anchor.

The Initiative for a Competitive Inner City (ICIC) presents a framework for anchor institutional and urban economic development. ICIC offers seven capacities in which institutional anchors have the ability to interact with the community that include provider of products or services; real estate developer; purchaser; employer; workforce developer; cluster anchor; and community infrastructure builder.

As **The Institute's** vision comes to fruition and begins, through its partners, to develop the collective approach and charter, responsibility for the seven capabilities will become clearly defined. For instance as the Jacksonville Transportation Authority (JTA) fulfills the role as Community Infrastructure Builder, they will be vital to public transportation.

Initiative for a Competitive Inner City Seven Essential Capacities for Collaboration

Role	Shared Value for Anchor	Shared Value for Community
CORE PRODUCTS OR SERVICES	A higher level of innovation and proficiency in its core competency	Improved access to the anchor's expertise, products and services
REAL ESTATE DEVELOPER	Access to desirable real estate, ability to leverage private development money, reduced time to construction and related savings	Appropriate real estate development in distressed areas, ability to leverage private development money for mixed-use projects, enhanced safety
PURCHASER	A more competitive pool of vendors, suppliers that are better able to meet the anchor's needs	Local jobs and a healthier business environment, improved neighborhood amenities
EMPLOYER	More success in hiring, better employee retention, more engaged employees, more satisfied customers due to the ability to live locally	Local, accessible jobs with opportunities, increased demand for local goods and services, increased dollars spent in the community
WORKFORCE DEVELOPER	A stronger applicant pool, committed employees, improved employee retention	Access to appropriate local jobs; job training and opportunities for advancement
CLUSTER ANCHOR	Healthier business community; improved productivity; improved choice of vendors and business partners; better access to all levels of employees; stronger brand	Jobs; stronger tax base, improved quality of research institutions, accelerated commercialization of research and development, more research and development funding
COMMUNITY INFRASTRUCTURE BUILDER	Depends greatly on the anchor's competencies and focus and can include: safer streets, better housing for employees, a better-qualified pool of potential hires, more accessible transportation systems	Will vary greatly and can include: reduction in crime, improved physical infrastructure, increased housing values, more jobs, better schools, improved retail environment

PLANNING FOR BUSINESS

Development of a business and operating structure for **The Institute** will be incremental beginning with the creation of a **Charter**. The Charter Development Committee will begin to outline the Vision, Mission and Core Values of **The Institute** in order to establish **The Institute** as a 501c3. This will establish a framework for a governance model that provides oversight and sustains ongoing operations. **The Institute**, as a non-profit entity, will be positioned to fully develop the operational structure, physical land plan, partnership agreements, and fiscal processes. This includes constructing a request for qualifications to identify, perhaps, a master developer/operator at such time the physical plan is feasible.

The Institute is conceptualized to exist as a multi-faceted partnership to develop and test theoretical and practical solutions designed to implement a paradigm shift to preventive medicine with consumer-centric innovative healthcare delivery models. Through cross-sector partnerships and collaborations, The Institute will create, coordinate, disseminate, educate and promote knowledge on preventive medicine and research methods.

An academic approach to research and innovation will be the foundational element of economic renewal and urban revitalization in downtown Jacksonville. It establishes the basis for a research-based Health and Wellness District in the heart of our Urban Community with an academic institution, bioresearch lab, health technology incubator, and a holistic health center to inspire redevelopment and ignite economic opportunity.

As the Charter committee begins to formulate the vision, it will be important to include a statement about values and ethics along with key objectives and any critical factors that will establish a collective ideology by which all partners operate. In addition, obtaining community acceptance relative to health and wellness will be essential to the rationale upholding the prevention model of health delivery.

Organizational structure is particularly important in achieving goals and enables organizations to better manage in a changing market that includes consumer needs, government regulation and new technology. Components to be further defined include, but are not limited to:

- Non-profit formation – bylaws, board composition and incorporating documents
- Business descriptions such as: products and services offered and the benefits they provide; overall objectives and competitive advantage; marketing strategy; operational performance and markets; financial forecasts.

As repeated, a collaborative approach and involvement with all major sectors of the community place Jacksonville and the urban core in a prime position as an incubator for innovative ideas for medical research and preventative health. Some of the many partners in this collaborative are listed below in alphabetical order:

- Baptist Health
- Downtown Investment Authority
- Downtown Vision
- Duval County Health Department, Healthy Jacksonville

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- Duval County Homeless Coalition
 - Duval County Public Schools
 - Edward Waters College
 - Florida Blue
 - Florida State College of Jacksonville
 - Health Planning Council of Northeast Florida
 - Healthcare and Bioscience Council of Northeast Florida
 - Northeast Florida Healthy Start Coalition
 - Jacksonville Regional Chamber of Commerce
 - Jacksonville Civic Council
 - Jacksonville Transportation Authority
 - Jacksonville University
 - JEA
 - Mayo Clinic
 - Mayor's Council on Fitness and Well Being
 - Nemours Children's Clinic
 - City of Jacksonville Office of Economic Development
 - St. Vincent's Healthcare
 - The City of Jacksonville
 - UF Health Jacksonville
 - University of North Florida
 - US Department of Defense
 - We Care
 - Worksite Wellness

When considering the economic advantage and the competitive edge in positioning **The Institute**, discussions pertaining to the critical needs of population and changing demographics (across the life span) should drive the market tests, research studies and evidence-based practices. Emphasis on the collaborative approach to capturing market share should not be overlooked and questions to answer may include, but are limited to:

- How important is your target market to your competitors?
- Are there any barriers that may hinder you as you enter the market?
- What is your window of opportunity to enter the market?
- Are there any indirect or secondary competitors who may impact your success?
- What barriers to market are there?
(e.g., changing technology, high investment cost, lack of quality personnel)

National Directives

The Institute is aligned with national directives and movements defining the new systems of consumer-centric, preventive healthcare models. Medical research and technological innovation are key factors in developing and sustaining the market advantage that support preventive health processes and methods. The Institute provides the framework for increased collective-impact and be a major contributor in this emerging market. Listed below are some important national directives to consider as **The Institute** continues to define itself.

Moving evidence to the forefront of discussion about weakness and disease prevention as a national directive.

- **National Prevention Strategy**
The National Prevention Strategy, released June 16, 2011, aims to guide our nation in the most effective and achievable means for improving health and well-being. The Strategy prioritizes prevention by integrating recommendations and actions across multiple settings to improve health and save lives. The Strategy identifies four Strategic Directions and seven targeted Priorities. The Strategic Directions provide a strong foundation for all of our nation's prevention efforts and include core recommendations necessary to build a prevention-oriented society. The Priorities provide evidence-based recommendations that are most likely to reduce the burden of the leading causes of preventable death and major illness.
- **Healthy People 2020**
Healthy People is a set of goals and objectives with 10-year targets designed to guide national health promotion and disease prevention efforts to improve the health of all people in the United States. Released by the U.S. Department of Health and Human Services each decade, Healthy People reflects the idea that setting objectives and providing science-based benchmarks to track and monitor progress can motivate and focus action.
- **Robert Wood Johnson**
Robert Wood Johnson Foundation Commission to Build a Healthier America is charged with identifying actions the nation should take now to improve health.
- **Public Health Services and Systems Research (PHSSR)**
A multidisciplinary field of study that examines the organization, financing, delivery and quality of public health services within communities and the resulting impact on population health research.
- **Center for Disease Control (CDC)**
CDC is the nation's health protection agency charged with saving lives and protecting people from health threats. CDC conducts critical science and provides health information that protects against expensive and dangerous health threats to include:
 - Taking the health pulse of our nation
 - Detecting and responding to new and emerging health threats
 - Tackling the biggest health problems causing death and disability for Americans

-
- Putting science and advanced technology into action to prevent disease
 - Promoting healthy and safe behaviors, communities and environment
 - Developing leaders and training the public health workforce, including disease detectives
 - Institute of Medicine (IOM)

An independent, nonprofit organization that works to provide unbiased and authoritative advice to decision makers and the public. Working outside of the government, IOM's aim is to help the government and private sectors make educated health decisions through evidence and data. IOM plays an advisor role and produces studies mandated by Congress and other agencies. It is comprised of experts who play an advisory role, and in addition, the IOM convenes forums, discussion groups and maintains standing committees to facilitate discussion, discovery, and critical, cross-disciplinary thinking.
 - FutureMed

Educates, informs and prepares physicians, innovators, inventors, investors and senior healthcare executives to understand and recognize the opportunities and disruptive influences of exponentially growing technologies within medicine and healthcare, and to understand how many rapidly developing and converging fields affect the future of wellness, prevention, clinical practice and the biomedical industry <http://futuremed2020.com/about-futuremed/>

Locational Considerations

As Jacksonville is superbly located in Northeast Florida with population of over 800,000, it is easily accessed from major interstate highway system, an international airport and a burgeoning port. Above all the ideal weather and ecological diversity that provides enormous recreational activities. The St. Johns River is an amazing asset accessible for all residents and visitors.

Downtown Jacksonville has retained grid patterned streets and blocks at a walkable scale. Although Downtown is defined by approximately 1740 acres of land area based on the Community Redevelopment Area (CRA) total, this urban community is easily negotiated by foot, bike or car thereby providing relatively easy public access to all sub districts within Downtown. Integral to Downtown's Health and Wellness District is establishing the links among the natural environment (water), built environment (neighborhoods, parks, transportation), cultural environment (arts and music), preventive health interventions (nutrition and physical activity), education initiatives (schools and in the training of new non-physician health care providers), and business opportunities (growth). The Institute will address the issues of the young, the old, the poor, the homeless, the otherwise disadvantaged, and it will influence policy

So, where on the physical map of Jacksonville does all this near and long-term disruptive innovation take place? The logical answer is, in the places you would least expect it, because the health and wellness dynamics that are in play now and are occurring more quickly in non-traditional marketplaces. The economic success of the disruptive model relies on optimizing existing infrastructure and underutilized buildings, ease of access between domicile and workplace, and an outdoors-oriented (pedestrian, if you will) lifestyle. It's not going to happen (first) in suburbia.

By simple triangulation on a map of key physical features (initiators) of innovation, it appears that various locations in the urban heart of Jacksonville (Downtown) can be ground-zero for an innovative leap in healthcare and wellness. Those key features are, for the purposes of this analysis, are:

1. Proximity to major hospital campuses, including University of Florida teaching hospital, where housing, hoteling, nearby college-level and vocational educational facilities and diversified neighborhoods provide a synergistic atmosphere;
2. A built environment of multi-purpose buildings, available for immediate occupancy at favorable costs, located at the hub of an existing public transportation network, where there are significant natural and social amenities (the River) to draw and keep resident populations;
3. A critical mass of knowledge-based, small entrepreneurship that provide the stimulus and intellectual energy for disrupting old business models.

Exhibit 1 is a diagrammatic illustration of established and well-known urban districts in and around Downtown Jacksonville. These districts are typically defined by a single "hub" of activity, such as Florida State College at Jacksonville; any one of seven Skyway Express Transit Stations; a hospital or other destination, or even an historic landmark. Areas between such activity hubs are oftentimes less developed, but ripe for exploration and urban pioneering, particularly when market real estate pricing gets to the sweet-spot for shoestring entrepreneurial budgets, or when local governments invest in

infrastructure (like mega-bandwidth for free, as is being done in Kansas City and other "wired" geekopolis cities).

As suggested in Exhibit 1, there are multiple sites where multiple uses can begin to incubate. Area 1 has the enormous potential of being the place where Shands/UF and FSCJ begin to physically merge their campuses, while Springfield offers the housing, schools, commercial services, and necessities of life that support a health-oriented economy in the northwest sector of Downtown.

Area 2 is the hinterland between St. John's Cathedral, FSCJ, and the JTA transportation hub for the entire transit operation of the City. It is also the centroid of the urban "homeless" footpaths across downtown from Sulzbacher to the Salvation Army shelter, and Clara White Mission...a perfect location for enticing street dwellers into their own system of wellness and healthcare.

Area 3 is a large and wide-open mixed-use redevelopment opportunity that is anchored between the CBD, two Skyway stations, and FSCJ. It is the heart of LaVilla, an opportunity for fulfilling a significant contribution of the needed housing units that will bring Downtown to its desired 10,000 residents. And a good location for small and economical lofts and live-work spaces, with only a five minute walk to either of two Transit-Oriented/Health-Oriented redevelopment projects.

Area 4 is at the edge of the Riverside Avenue renaissance of high and mid-rise employment and living centers. It is again, a good location for urban pioneers who are looking for a lifestyle that is part "Riverside" and part "CBD". And, Area 4 is almost equidistant and on the roadway route between University of Florida and St. Vincent's Hospital, giving it a strategic location for attracting the energies found at both institutions.

Area 5 is adjacent to the Southbank's Hospital District and has the ability to accept mixed-use office-residential-neighborhood living, small-office specialty services, and regional accessibility.

Downtown Jacksonville aspires to host a permanent residential population of 10,000 people in the very near future. It is estimated that there are only 2000 such residents at this time, but a great deal of effort is being spent in attracting amenities for urban residents, as well as high-paying jobs and upscale housing units. But much of the disruptive innovation that will create major shifts in health care service delivery and wellness is conceived in a below-market priced "loft" or "studio" live-work environment. Jacksonville government needs to create policy and plans that feed the housing needs of creative innovators, as well as the upscale living it thinks it needs.

In terms of the coalescence of existing synergies in downtown, communication is a keystone. Face to face, collaborative communication, where geriatric residents of Cathedral Towers actually interact with kids in daycare and school students in common public parks and open spaces that were designed to accommodate, challenge, and integrate both age groups.

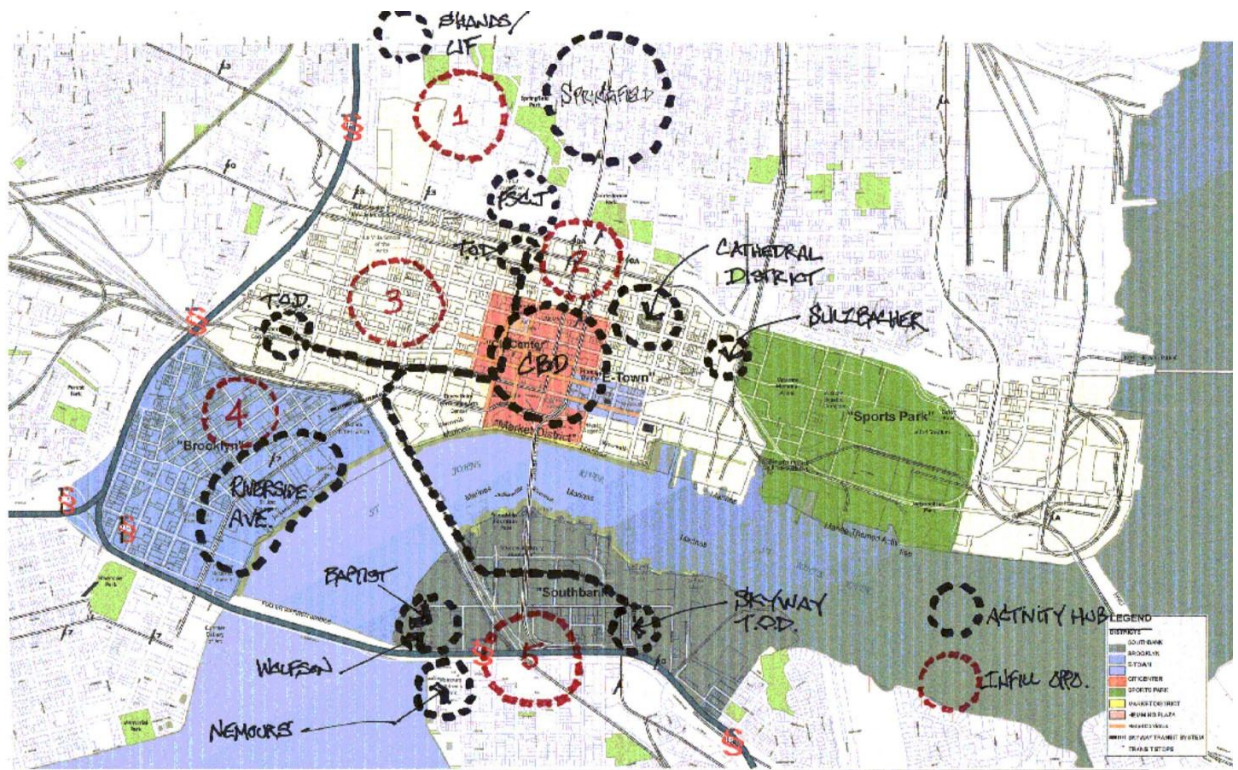
Face to face, open-education opportunities conducted at FSCJ and University of Florida, and LaVilla School of the Arts, but also at the Clara White Mission's urban garden, and in Hemming Plaza during the middle of the afternoon.

The Institute will be a physical presence, occupying and rejuvenating buildings in exciting and redeveloping parts of Downtown; but it will also be an economic engine that attracts corporate giants,

vendors and outsourced activities of those corporate giants, and interns, students, artists, chefs, waiters, researchers, and entrepreneurs.

The Institute, as a virtual organization will not have a significant staff commitment, but rather, will leverage the capacity of staff resources from participating partners in the Institute.

Exhibit 1



APPENDIX 2

Final Copy of 2013 NE Local Government Survey **2012 baseline survey of measures. (Conducted by NE Florida Regional Council)**

Summary Prepared on 10/02/13

This report summarizes 23 of 23 total responses .
Summary for the results with the following restrictions :

Response Filters

Invitation Type: all

Status : all

Alerts :

Email Contains :

Local Government Survey

1. What local government do you represent?

You may browse freeform responses online or download the CSV.

End of Survey Page 2

Local Government Survey

2. Are there any regulations or processes that could be modified to make starting, operating or expanding a business easier in your community?

43.8% [Yes \(7\)](#)

31.2% [No \(5\)](#)

25.0% [Not Sure \(4\)](#)

You may browse comments online or download the CSV.

If you answered "yes" to the question above, please
indicate which type of regulation or process.

You may browse comments online or download the CSV.

3. Please indicate where your jurisdiction has land
development regulations, incentives or both that
require or encourage the following:

Regulations Incentives Both

Low Impact Development

(LID)

[50.0 %](#) [0.0 %](#) [50.0 %](#)

**Reduced impervious
surfaces in site
development**

[72.7 %](#) [0.0 %](#) [27.2 %](#)

Universal Design [50.0 %](#) [50.0 %](#) [0.0 %](#)

Safety for bicyclists and/or pedestrians

100.0 % 0.0 % 0.0 %

Public safety and crime reduction by encouraging active, visible and busy streets, sidewalks and/or common areas

50.0 % 50.0 % 0.0 %

Building or retrofitting affordable housing

55.5 % 11.1 % 33.3 %

Building or retrofitting at higher densities

50.0 % 16.6 % 33.3 %

Mixed Use development 64.2 % 7.1 % 28.5 %

Historic preservation 71.4 % 14.2 % 14.2 %

Infill and redevelopment 55.5 % 11.1 % 33.3 %

Site or development

planning that enhances transportation efficiency, such as limiting curb cuts, connectivity to adjacent developments, etc.

100.0 % 0.0 % 0.0 %

Use of ENERGY STAR systems or appliances in new construction or renovation

16.6 % 50.0 % 33.3 %

Use of Florida Water Star(SM) systems or appliances in new construction or renovation

16.6 % 50.0 % 33.3 %

Building or retrofit to LEED standards

0.0 % 33.3 % 66.6 %

Building or retrofit to FGBC

Green Building standards

0.0 % 33.3 % 66.6 %

Transit Oriented Development

50.0 % 25.0 % 25.0 %

4. Does your jurisdiction routinely consider potential impacts to the St. Johns River when making land use decisions?

56.2% **No (9)**

31.2% **Yes (5)**

12.5% **Occasionally (2)**

Is there another significant natural resource that is routinely considered by your jurisdiction when making land use decisions? If so, please list it, or them, here.

You may browse comments online or download the CSV.

5. Does your local government maintain a list or otherwise track "green infrastructure" installations, such as bioswales, rain gardens, cisterns, and/or municipal LID projects?

87.5% **No (14)**

12.5% **Yes (2)**

Comments on this question? *You may browse comments online or download the CSV.*

In partnership with the US Green Building Council North Florida, please help us establish a baseline for your observations on attitudes to sustainability in the Region.

6. Some Regions are experiencing growing interest in sustainable community development. While definitions vary, such communities might handle storm water runoff on site through low impact development, contain relatively narrow roadways with indefinite margins and permeable paving, and use native landscaping. A sustainable community might produce some of their own power and some of their own food. They might include both residences and businesses, and offer a variety of housing options and prices. They might strive to be

walkable, to include mobility choices to allow easy access to the larger community, and to use power and water efficiently. Would such developments be welcomed in your area?

56.2% [Yes \(9\)](#)

37.5% [Not Sure \(6\)](#)

6.2% [No \(1\)](#)

What special regulatory and permitting issues should a developer expect to encounter when planning such a community in your jurisdiction? Other thoughts?

You may browse comments online or download the CSV.

7. Is your community interested in learning more about sustainability?

56.2% [Not Sure \(9\)](#)

31.2% [Yes \(5\)](#)

12.5% [No \(2\)](#)

If so, what approaches to teaching about sustainability would work in your community?

You may browse comments online or download the CSV.

8. Does your community collect data that could help establish a baseline for how sustainable we are as a region?

68.7% [No \(11\)](#)

18.7% [Not Sure \(3\)](#)

12.5% [Yes \(2\)](#)

What Data? *You may browse comments online or download the CSV.*

9. Does your community have a sustainability plan, however you might define that?

62.5% [No \(10\)](#)

18.7% [Yes \(3\)](#)

18.7% [Not Sure \(3\)](#)

If not, do you think there will be interest in such a plan in the next year? 2 years? 3 years? 4 years? 5 years? Longer?

You may browse comments online or download the CSV.

10. Does your local government have a staff person responsible for sustainability?

81.2% [No \(13\)](#)

18.7% [Yes \(3\)](#)

11. Is there something that people who want to increase sustainability in the region could do in your community that would get the dialogue started?

You may browse freeform responses online or download the CSV.

12. Any thoughts on the topic of sustainability you would like to share?

You may browse freeform responses online or download the CSV.

End of Survey Page 3
