



ANNUAL REPORT

2018

BAKER | CLAY | DUVAL | FLAGLER | NASSAU | PUTNAM | ST. JOHNS

3 Independent Drive | Jacksonville, Florida 32202 | 904.366.6600 | jaxusa.org

Dear Colleagues and Supporters:

I began my tenure with this organization in October and was honored to join a team that is considered amongst the most talented and committed in the industry. Over the course of the year, the team at JAXUSA has worked to fulfill our mission to be a catalyst for economic growth, maximizing our region's resources to recruit jobs and capital investment.

During this time, the numbers were impressive – more than 2,600 new jobs and \$283 million invested in our local economy. This productivity came from global companies who understand the region's value proposition either by entering the market with a U.S. headquarters or regional division or by gaining so much success that an increase in physical footprint and workforce was necessary to accommodate their business demand.

It is an exciting time for JAXUSA and Northeast Florida. As we roll through 2019, we are already beginning implementation on the pillars that emerged through our region's multi-year strategic plan, Elevate Northeast Florida (see inset on right). I look forward to "elevating" this region over the next five years and beyond, welcoming business clients and talent to our world-class destination.

Best-kept secret, no longer.

Cheers,



ELEVATE NORTHEAST FLORIDA

In late 2018, JAXUSA launched its five-year strategic plan, Elevate Northeast Florida. Following eight months of research, meetings and county visits, four strategic pillars were recommended to achieve the vision of becoming the highest performing economy in the nation. Work will begin in 2019 and be completed in 2023.

The four pillars are to:

- Empower partnerships to advance education and workforce;
- Amplify our leadership as a preeminent smart region;
- Embolden our global brand and expand awareness of our region; and
- Deepen our target industries and intensify support for their growth.



JAXUSA Partnership, the private nonprofit division of JAX Chamber, is Jacksonville's regional economic development initiative overseeing the efforts of the seven counties in Northeast Florida.

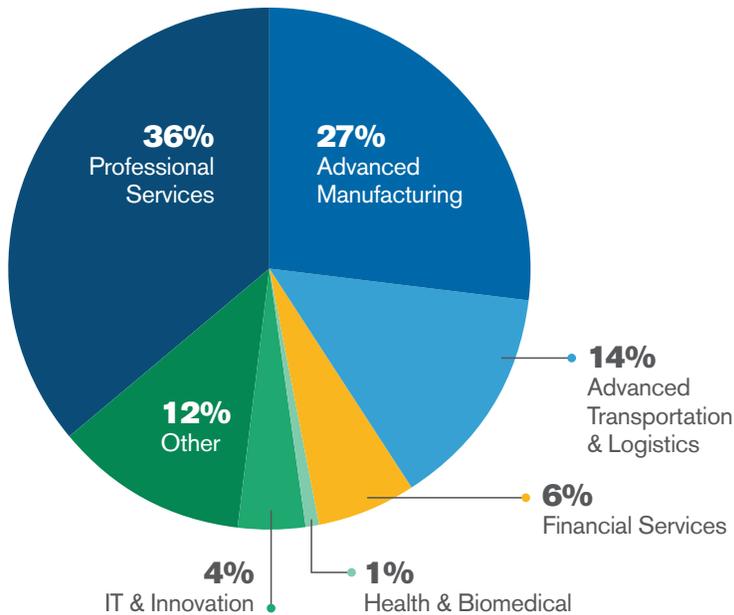
BUSINESS DEVELOPMENT

Interest in the region from relocating and expanding businesses continued to be strong in 2018 with **22 announcements** among JAXUSA's diversified industry mix. Of the announcements made, the local expansions and new company locations were near equal, with a ratio of 45 percent to 55 percent, respectively. These projects generated more than **2,600 jobs** for the region's workforce and more than **\$283 million in private capital investment**.

2018 PROJECTS

COMPANY NAME	PRIMARY TARGET INDUSTRY	NEW JOBS	CAPITAL INVESTMENT
EXPANSIONS			
Allegis Group	Professional Services	100	-
C&S Wholesale Grocers	Advanced Transportation & Logistics	40	\$400,000
Gioia Sails South LLC	Advanced Manufacturing	10	\$2 million
GRACE Aerospace	Advanced Manufacturing	20	-
PGA TOUR, Inc.	Non-Target Industry	300	\$86 million
Rayonier Advanced Materials	Advanced Manufacturing	79	\$790,000
Rulon International	Advanced Manufacturing	20	-
Selene Finance	Financial Services	50	\$125,000
SharedLABS	IT & Innovation	107	\$4.46 million
VyStar Credit Union	Financial Services	100	\$30 million
NEW			
Article	Advanced Transportation & Logistics	50	-
Comarco Products	Advanced Manufacturing	130	\$12 million
CP Performance	Advanced Manufacturing	20	\$2 million
Cra-Z-Art	Advanced Manufacturing	22	\$965,000
Ecoco	Advanced Manufacturing	150	\$11.075 million
Genpact	Professional Services	400	\$500,000
Hinduja Global Solutions	Professional Services	400	-
JinkoSolar	Advanced Manufacturing	200	\$50.5 million
Pella	Advanced Manufacturing	125	\$10 million
SL Controls	Health & Biomedical	20	-
Sorol Hospitality Equipts GmbH	Advanced Manufacturing	30	-
Starsong & Co	Advanced Transportation & Logistics	20	\$2.6 million
Wayfair	Advanced Transportation & Logistics	250	\$72 million

PERCENTAGE OF JOB SHARE BY INDUSTRY



FACT

In 2018, 27 percent of company announcements in the Jacksonville region were international-based companies.

MARKETING AND BUSINESS INTELLIGENCE

Half a million dollars was attributed to fund marketing and research activities in 2018. In addition to investing in essential data tools for project responses, JAXUSA executed advertising, website, content creation, target industry marketing, site consultant outreach and public relations strategies that positioned our community as an attractive destination to business and talent.

New advertising creative was developed showcasing regional water elements and features for the 2018 advertising campaign. The digital campaign ran from Feb. 5-May 26 and consisted of digital ads that drove C-Suite executives, B2B decision makers and real estate and industry-specific targets to JAXUSA.org to raise awareness and highlight the competitive strengths of our diverse economy.

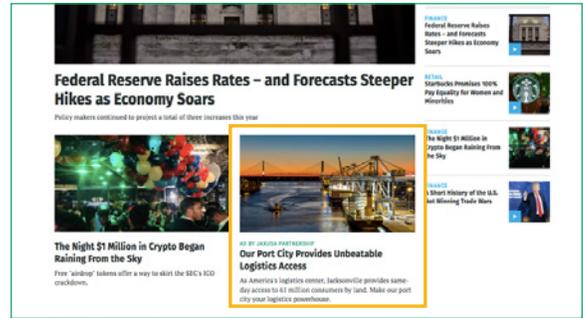
- Banner 1:** 1,100 miles of shoreline across rivers, preserves and the Atlantic. (Image: People on a boat on a river.)
- Banner 2:** At the height of innovation in aviation. (Image: A fighter jet flying over water.)
- Banner 3:** Headquarters to 3 Fortune 500 and 80+ companies. (Image: Jacksonville skyline at night.)
- Banner 4:** Home to 1 of 3 Mayo Clinics and leading medical pioneers. (Image: Mayo Clinic building.)
- Banner 5:** Named 1 of 2 emerging financial powerhouses by Financial Times. (Image: Jacksonville skyline at night with fountains.)

All banners feature the JAX Jacksonville & Northeast Florida logo at the bottom.

JAXUSA utilized a digital ad network platform that consisted of both native and programmatic ads with multiple digital partners of Bidtellect, StackAdapt, Division D and SmartBrief. The use of different digital tactics helped to raise awareness and highlight the competitive strengths of target industries while allowing for optimization and retargeting.

The four digital media partners utilized in the campaign delivered more than 28 million impressions and more than 116 million clicks from leads, driving qualified traffic to JAXUSA.org.

During the campaign, the click-through rate (CTR) increased by 54 percent, traffic to JAXUSA.org increased by 126 percent and page views increased by 145 percent, compared to the 2017 campaign.



Keeping the region top-of-mind to site consultants is a key element of the JAXUSA marketing strategy through consistent updates of website content on regional news and trends and through targeted newsletter communications. Email newsletters sent to consultants showed an average open rate of 30 percent, with 18 percent click-through rates, a significantly higher rate than industry standards of 21 percent and 4 percent, respectively.

Jacksonville #5 MOST POPULAR CITY to which Millennials are Moving, according to SMARTASSET

FIND YOUR JAX

With talent attraction an increasingly important factor in the business site selection process, telling the region's story from a "work, live, play" perspective to a young and qualified workforce is essential. Through an Enterprise Florida 1:1 match marketing grant, JAXUSA executed a three-month national awareness campaign targeting job seekers interested in relocation to the area and developing a local ambassador network for peer testimonials.

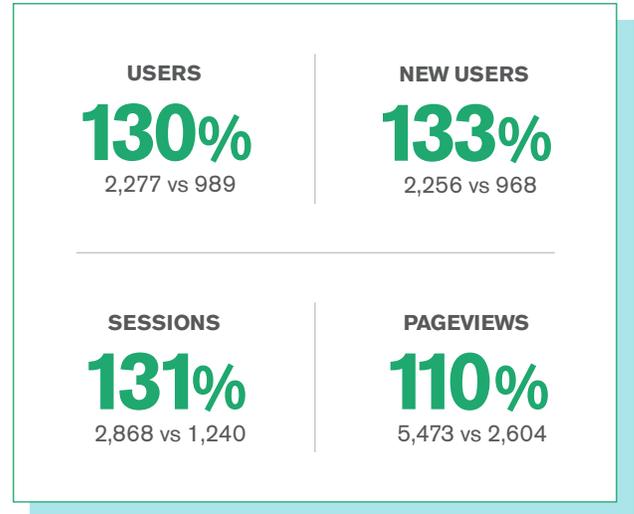
The campaign that focused on out-of-market talent consisted of advertising on streaming content providers (or over-the-top (OTT) advertising) and online video ads in New York, Atlanta, Chicago and Charlotte. For this audience, the campaign generated approximately 950,000 impressions total and a 95 percent video completion rate on streaming content providers.



For local ambassador marketing, the campaign utilized targeted Facebook advertisements and video ads on FirstCoastNews.com to generate followers for the new Facebook platform and awareness for the FindYourJAX.com website. Facebook advertising led to 137,000 impressions and an increase in followers by more than 800 percent.

Through both out-of-market and local campaigns, new user web traffic to FindYourJAX.com increased on average by 133 percent, with a significant jump in unique visitors from the four targeted markets of New York (200 percent), Atlanta (450 percent), Chicago (500 percent) and Charlotte (940 percent).

Four month comparison of data (April 16 - July 16, 2018, compared to January 14 - April 15, 2018)



Jacksonville Named #16 FASTEST GROWING CITY in America, according to Forbes

TALENT DEVELOPMENT

The need to develop and retain homegrown talent is of the utmost importance in this historic time of low unemployment and, in some cases, underemployment. Ensuring the region's children are getting the education they need to obtain a diploma, apprenticeship or certification is a key focus of JAXUSA.

EARN UP

Earn Up is a collaborative approach to ensure that all residents in Northeast Florida have the opportunity to obtain a certificate or degree that will help them become better equipped to enter and succeed in the local workforce.

The goal of the program is to have 60 percent of adults obtain an industry certification or college degree by 2025. In 2018, Earn Up efforts showed an increase of 2.7 percent in the number of residents with post-secondary credentials, bringing the region's total to a more than 40 percent credential attainment rate among working adults.



FACT	<p>JAXUSA and CareerSource Northeast Florida hosted four workforce briefings to inform educators from K-12 and post-secondary institutions and business leaders on workforce opportunities in select industries: advanced manufacturing, construction, fintech and transportation and logistics.</p>
-------------	---

TALENT ADVANCEMENT NETWORK

In 2018, JAXUSA launched the Talent Advancement Network (TAN), a committee of senior human resource and recruitment executives from our region's corporations and education partners. TAN's directives will advance strategies that deepen understanding and opportunities for career pathways in high-growth, high-demand industries and increase relationships between educators and the business community.

MAYOR'S YOUTH AT WORK PARTNERSHIP

JAXUSA believes in our region's future talent. As such, the organization hosted two summer interns through the Mayor's Youth at Work Partnership in Jacksonville. The high school students received experience through participation in a workforce briefing, completed an analysis and provided feedback of the Earn Up and Career Academies websites and served as guests on *The JAX Current*, JAXUSA's economic development and workforce podcast.



INVESTOR RELATIONS

JAXUSA's mission is to be a catalyst for economic growth and to maximize the region's unique resources to aggressively recruit jobs and capital investment. The commitment and support of our investors and partners to keep our region competitive for business and talent attraction is invaluable.

The 142 companies and partners that invest in JAXUSA programs understand the importance and benefit of economic development in our region. **Seven new private-sector investors with a combined investment of \$42,000 joined JAXUSA in 2018, and we saw a 95 percent investor retention rate.** Approximately 70 percent of the JAXUSA Partnership budget is funded by private investment.

Jacksonville #14 BEST CITY to Start a Business, according to Inc.

BAKER | CLAY | DUVAL | FLAGLER | NASSAU | PUTNAM | ST. JOHNS

3 Independent Drive | Jacksonville, Florida 32202 | 904.366.6600 | jaxusa.org



JACKSONVILLE'S REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION