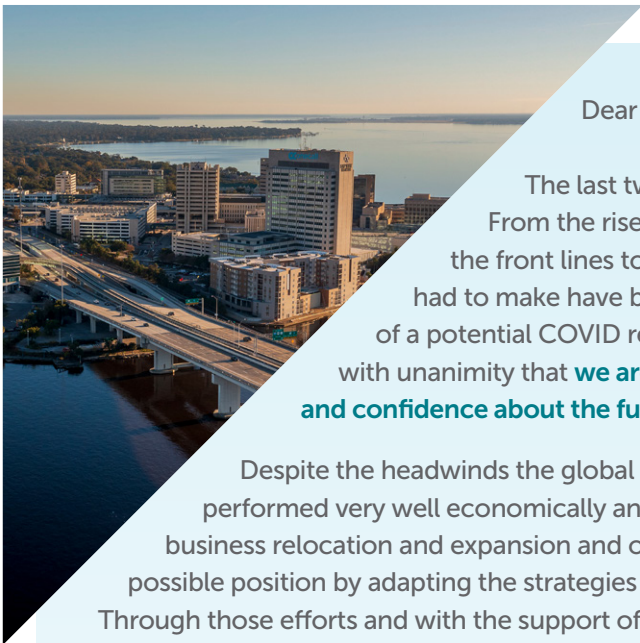


BIENNIAL REPORT

2020-21



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



Dear Colleagues and Supporters:

The last two years were unlike any we have seen in our recent history. From the rise of the pandemic and millions working from either home or the front lines to the personal toll on families and friends, the adjustments we've had to make have been significant. While we continue to deal with the uncertainty of a potential COVID recurrence and the fallout that remains from its impact, I can say with unanimity that **we are all looking forward with a new strength and confidence about the future.**

Despite the headwinds the global landscape provided, from 2020-21, the Jacksonville region performed very well economically and developmentally. We continued to see strong interest in business relocation and expansion and our team was truly committed to putting Jacksonville in the best possible position by adapting the strategies of Elevate Northeast Florida to the environmental conditions. Through those efforts and with the support of the community, **we were able to generate more than 5,300 jobs for the region's workforce and almost \$1.4 billion in private capital investment** during this time.

We have also seen an influx of talent into the region. Jacksonville was named a top city in population gains during the pandemic according to LinkedIn's Economic Graph Research since May 2020 and other key indicators show that the seven-county region is truly a destination that provides a high quality of life along with an ability to grow personally and professionally.

While all this growth manifests, we continue to focus on implementing our long-term strategy of positioning the region as the destination for commerce and talent. All trends are pointing to positive momentum for the Jacksonville region for the foreseeable future.



I am excited about the future of our region. Our success over the last two years is just a prelude to our long-term prosperity and each of you have played a role in that success. On behalf of all of us at JAXUSA Partnership, we wish you the best for the remainder of 2022 and beyond.

Regards,

Aurden

ELEVATE NORTHEAST FLORIDA

The Elevate Northeast Florida strategic plan kicked off in 2019 and called for a five-year development cycle that would fulfill the economic vision for the Jacksonville region. At this time, JAXUSA and its partners have accomplished many of the recommendations of the plan's key pillars. Some highlights from the last two years include:

Empowering Partnerships to Advance Education and The Workforce

- Continued to strengthen the **Talent Advancement Network (TAN)**, which serves as a collaboration of HR professionals at the region's corporations that are committed to creating a stronger regional talent base;

- Improved awareness of the **Earn Up initiative**, identifying unused scholarship funding and advocating usage to support degree completion through programming and the launch of a new website;

elevate
northeast florida



- Partnered on the **Northeast Florida Fintech Initiative**, an education and training curriculum for the fast-growing fintech sector, in conjunction with Florida State College at Jacksonville and St. Johns River State College; and
- Launched **Elevate Women**, an initiative designed to make the Jacksonville region known nationally as a place where women can succeed both personally and professionally.

Emboldening Global Brand and Expanding Awareness of Region

- **Completed the implementation of water themes** based on the JAXUSA brand style, key messages and storytelling in digital advertising, on the website, in marketing collateral, in content and more;
- Advanced and improved **JAXUSA.org** by creating new written and video content and improving the user experience and functional uses of the website, including the modernization of pages to allow for printing and improved filtering and the restructuring of the “Real Estate & Research” interfaces with GIS WebTech Recruit;
- Launched reimagined talent attraction website, **FindYourJAX.com**, and campaign including media relations outreach, digital marketing, social media initiatives and influencer marketing, video production, and newsletter development and distribution; and
- Created “**Make Your Way to The Jacksonville Region**,” JAXUSA’s award-winning video that gives an overview of the business, employment and livable landscape available in Northeast Florida through an original poem by local artist, Roderick “ODD?ROD” Borisade.

Creating and Enhancing a Robust Innovation Ecosystem

- Announced the development of the **Open Innovation Center**, a 3,900-square-foot pre-accelerator technology space in downtown Jacksonville which will house the Web3 entrepreneurial education program and the Call to Innovate initiative;
- Hosted the inaugural **Open Innovation Forum Call to Innovate** with health care partners to provide entrepreneurs the opportunity to showcase solutions for enterprise use cases in areas such as care transition technologies, virtual care delivery in underserved communities and health care AI; and

- **Expanded pavement management program** beyond Clay County to communities of Nassau County, City of St. Augustine, City of Neptune Beach and the City of Keystone Heights which use AI algorithms to provide objective, actionable data in road management plans.

Deepening Target Industries and Intensifying Support for Growth

- Demonstrated growth in jobs and private capital investment in each of the five target industries:
 - **Advanced Manufacturing**
 - **Advanced Transportation & Logistics**
 - **Financial Services**
 - **Health & Biomedical**
 - **IT & Innovation**
- **Added specificity to each target industry** to account for high growth subsegments like fintech and e-commerce and created augmented case studies for project wins that act as endorsements for the Jacksonville region from the C-level;
- Traveled to London for our ongoing economic development mission to further **strengthen Jacksonville’s international ties** and increase economic development prospects and relationships;
- **Adopted a virtual tour model for business development reviews and presentations** to keep momentum on active projects as well as prospecting.

Jacksonville Ranks Among The Top 25 Best Places To Live

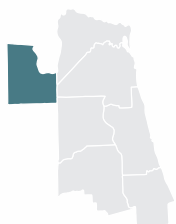
- U.S. News & World Report, July 2021

BUSINESS DEVELOPMENT

Northeast Florida has seen tremendous growth over the last two years by both business expansion and relocation. The region generated **33 announcements** which added nearly **5,400 jobs** and nearly **\$1.4 billion in private capital investment**.

COMPANY NAME	PRIMARY TARGET INDUSTRY	NEW JOBS	CAPITAL INVESTMENT
EXPANSIONS			
Amazon - Busch Drive	Advanced Transportation & Logistics	350	\$50,000,000
Amazon JAX7	Advanced Transportation & Logistics	600	\$150,000,000
Boeing	Advanced Manufacturing	334	\$160,000,000
Collins Aerospace	Advanced Manufacturing	108	\$10,600,000
Commercial Metals Company	Advanced Manufacturing	0	\$30,000,000
Fedex Ground	Advanced Transportation & Logistics	125	\$10,000,000
Forcura	Health & Biomedical	115	\$2,150,000
Jacksonville Icemen	Non-Target Industry	10	\$18,500,000
Lowe's	Advanced Transportation & Logistics	75	\$0
Made in Space	Advanced Manufacturing	80	\$3,000,000
Malnove Inc.	Advanced Manufacturing	10	\$7,400,000
NewRez LLC	Financial Services	100	\$0
Synergy Technologies	IT & Innovation	300	\$1,415,870
Tactical Air Support	Advanced Manufacturing	40	\$0
TD Bank	Financial Services	250	\$0
The Hillman Group	Advanced Transportation & Logistics	50	\$8,450,000
UPS	Advanced Transportation & Logistics	300	\$147,000,000
Wayfair	Advanced Transportation & Logistics	600	\$0
NEW			
1A Auto	Advanced Transportation & Logistics	30	\$0
Amazon Middle Mile Sort Center	Advanced Transportation & Logistics	200	\$40,000,000
American Roll-On Roll-Off Carrier (ARC), LLC	Advanced Transportation & Logistics	50	\$0
Cantor Fitzgerald	Financial Services	80	\$1,300,000
Cenntro Auto	Advanced Manufacturing	34	\$25,000,000
Dun & Bradstreet	Financial Services	500	\$75,000,000
Eagle LNG	Advanced Manufacturing	12	\$500,000,000
FlexCold	Advanced Transportation & Logistics	20	\$47,300,000
Flying W Plastics	Advanced Manufacturing	28	\$8,000,000
FON, Inc.	Advanced Manufacturing	22	\$0
H&M Metal Processing	Advanced Manufacturing	20	\$3,200,000
Niagara Bottling	Advanced Manufacturing	55	\$70,000,000
NYMBUS	Financial Services	673	\$6,400,000
Sarnova HC LLC	Advanced Transportation & Logistics	25	\$6,720,000
The Kroger Company	Advanced Transportation & Logistics	180	\$205,000
		5376	\$1,381,640,870

KEY DEVELOPMENTS BY COUNTY



BAKER COUNTY

2 ANNOUNCED
PROJECTS

270
NEW JOBS

\$35M
CAPITAL INVESTMENT

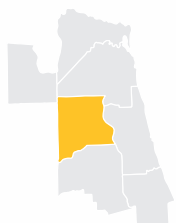
HIGHLIGHTS:

Woodstock Industrial Park Infrastructure –

Construction began in 2021 for an entrance road into the Woodstock Industrial Park enabling it to attract new business. The construction was paid for through a Job Growth Grant for \$2.3 million awarded by the state.

S²A Modular – The manufacturer of electrically self-sustaining and clean-energy home and commercial structures selected 51 acres in Macclenny's Enterprise East Industrial Park to be the East Coast location for its MegaFactory. The plant will add 250 jobs and \$25 million in capital investment.

Insteel Wire – Sanderson-based steel wire manufacturer expanded its plant adding 20 new jobs and investing \$10 million into its existing facility.



CLAY COUNTY

14 ANNOUNCED
PROJECTS

1,250
NEW JOBS

\$831.5M
CAPITAL INVESTMENT

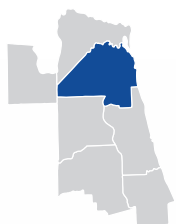
HIGHLIGHTS:

Mobro Marine – The full-service marine equipment business providing rentals, sales and service announced its construction of a new corporate headquarters and maintenance building in Green Cove Springs. The expansion project will add 12 new high-wage positions and \$12 million in capital investment with a completion date of 2024.

Niagara Bottling – The beverage manufacturer built an 820,000 square-foot facility on 147 acres to support 100+ new high-wage jobs and more than \$100 million in investment. The project was a catalyst for the development of Challenger Center in Middleburg.

Chemours Company – The new \$93 million mining facility on land leased from Camp Blanding Joint Training Center will allow the global chemistry company to add between 50-75 new high-wage jobs. The plant will cover 20 acres and include a 120,000 square-foot facility with additional access to high-quality concentrated deposits of titanium and zircon mineral sands.

KEY DEVELOPMENTS BY COUNTY CONT.



DUVAL COUNTY

23 ANNOUNCED
PROJECTS

2,655
NEW JOBS

\$652M
CAPITAL INVESTMENT

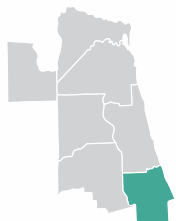
HIGHLIGHTS:

Cecil Commerce Center – New leases were negotiated with tenants Northrop Grumman, Florida Dept. of Agriculture & Consumer Services and POW/MIA Memorial, Inc.

Community Redevelopment Areas (CRAs) – Momentum continued for three of Jacksonville's CRAs including completion of the Gateway Soutel Norfolk Intersection Project and approval of the US 1 Watermain Project in the KingSoutel Crossing CRA. Approval was gained for several new road and sidewalk improvement projects in the Jacksonville

International Airport CRA and work was started on the Turbo Roundabout Project in the Renew Arlington CRA.

Dun & Bradstreet – The leading global provider of business decisioning data and analytics announced its relocation from New Jersey to Jacksonville. The move will create 500 new high-wage jobs over the next five years and generate a \$75 million capital investment, further enhancing the city's standing as a fintech powerhouse.



FLAGLER COUNTY

7 ANNOUNCED
PROJECTS

980
NEW JOBS

\$164M+
CAPITAL INVESTMENT

HIGHLIGHTS:

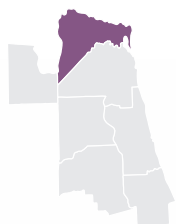
Boston Whaler – The boat manufacturer announced operations in Flagler County in 2021 with 225,000 square feet and is ramping up hiring to 300-400 employees. The company activated a campus from the former Sea Ray Boats facility.

Health Care Growth – AdventHealth has broken ground on its second hospital with 100 beds and \$100 million capital investment. They are adding 400 full-time high-wage employees and plan to grow to 700. Plans also include a 30,000-square-foot medical office building. Flagler Health+ has also purchased 70 acres with intended development of a medical campus in the county.

Certified Gigabit City – While only 30 percent of U.S. households and businesses have access to gigabit speeds, Palm Coast received a multimillion-dollar infrastructure investment by MetroNet to become a Certified Gigabit City. MetroNet will have an office in Palm Coast with 25 full-time employees after completion and installation of infrastructure.



KEY DEVELOPMENTS BY COUNTY CONT.



NASSAU COUNTY

8 ANNOUNCED
PROJECTS

701
NEW JOBS

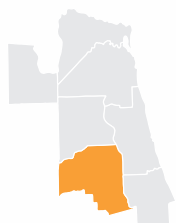
\$16.9M+
CAPITAL INVESTMENT

HIGHLIGHTS:

FPL – As part of its 30 for 30 program which commits to install 30 million solar panels in Florida, FPL built its first solar energy center at Crawford Diamond Industrial Park. As a result of the development, 250 jobs were created to build the solar farm.

Baptist Health – Over the last two years, Baptist Medical Center Nassau has made significant investment in the facility and hospital equipment, including upgrades of CT scanners and MRIs and renovations of the women's services and outpatient wound care centers.

Marlin and Barrel – The distillery which manufactures handcrafted rum, vodka, gin and cello, announced its expansion to a new location in 2021 with a capital investment of \$1 million. Plans for future expansion of a hard cidery will add four new jobs and a capital investment of \$200,000.



PUTNAM COUNTY

3 ANNOUNCED
PROJECTS

640
NEW JOBS

\$402M
CAPITAL INVESTMENT

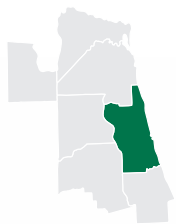
HIGHLIGHTS:

Plants of Ruskin, LLC – The agribusiness operations company announced the expansion of its Putnam County Business Park manufacturing facility. They invested \$12 million in converting a 42,000-square-foot call center into state-of-the-art manufacturing plant and plan to expand it to 130,000 square feet by the end of 2022. Ultimately, Plants of Ruskin anticipates that the site will house 260,000 square feet and have 400 employees.

Comarco Products – The eggplant food-processing company opened its doors in Palatka in 2020 after announcing its headquarters relocation from New Jersey in late 2018. Since they became operational, they expanded to 40 new jobs and invested \$2 million in upgrades.

FPL – The fourth FPL solar farm in Putnam County was completed. The company invested approximately \$360 million and created more than 200 temporary jobs.

KEY DEVELOPMENTS BY COUNTY CONT.



ST. JOHNS COUNTY

9 ANNOUNCED
PROJECTS

670
NEW JOBS

\$296M
CAPITAL INVESTMENT

HIGHLIGHTS:

American Roll-On Roll-Off Carrier Group – A global logistics and shipping services company, announced its corporate headquarters relocation from New Jersey to Ponte Vedra Beach, bringing about 50 new high-wage jobs. ARC plans to expand and hire additional local talent in the county.

PGA TOUR – The world's premier membership organization for touring professional golfers completed construction of its Global Home in Ponte Vedra Beach in 2020. The 187,000-square-foot state-of-the-art building combined 17 office locations and approximately 800 employees with plans for 300 future jobs. PGA TOUR also announced plans to

construct a 150,000-square-foot building to house broadcast media operations on the Global Home campus, retaining 135 jobs and adding 45 new jobs.

the link – The 22,500-square-foot building houses a technology innovation hub, co-working space and activity center in a Nocatee-based community hub. Opened in July 2021, the concept allows businesses and community members to collaborate and gain inspiration from each other. the link hosts numerous events, including EnterCircle Summit, a three-day event that assists entrepreneurs with their business venture ideas.



MARKETING AND BUSINESS INTELLIGENCE

As the pandemic initiated more migration of companies and talent to lower cost, less dense locations, the Southeast became a hotbed for relocation and expansion efforts. Competition among those regions with favorable attributes of value, business-friendliness and quality of life became more intense. JAXUSA continued to invest in marketing the region with an **integrated program that included advertising, website, content creation, target industry marketing, site consultant outreach and public relations strategies**. The plan positions the region's business culture and livability to intended audiences as the ideal location for relocating or expanding business and talent. It accentuates the unique attributes, economic development strengths and overall value for both entities.

JAXUSA advanced its **comprehensive digital marketing campaign** that increases the awareness of the region by generating impressions and driving quality traffic to the target industry pages of JAXUSA.org. Using a **strategic blend of display advertising, retargeting ads, native articles and industry-focused LinkedIn posts**, the campaign delivered more than **23 million impressions, 95,000+** clicks and

more than **300 lead events** for business recruitment.



23 MILLION
IMPRESSIONS

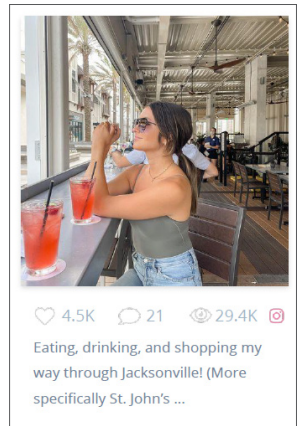
95,000+
CLICKS

JAXUSA's media relations strategy highlighted the region's key target industries, as well as quality of life and livability elements. Through **proactive and reactive media relations**, JAXUSA developed several key story angles to complement the region and its local business leaders. Media

outreach was conducted to strategically distribute these pitches to target top-tier business, economic development and lifestyle outlets such as *Forbes*, *Fast Company*, *CNN*, *Bloomberg Terminal*, *Ad Age*, *Outside Magazine* and *Business Facilities*. As a result, **41 stories were placed**, which generated **23 pieces of secondary coverage** and an ad equivalency of more than **\$4 million**.



Social media is the top marketing channel to reach young professionals. In addition to regularly posting on social channels, JAXUSA was **one of the first economic development organizations to prioritize social media influencers to amplify the region's livability and quality of life messaging** among an engaged, targeted audience of young professionals. The focus of a social media influencer campaign aligned with the April 2021 Yelp/Zillow ranking that named Jacksonville the #1



city for digital nomads. JAXUSA hosted two influencers in market who shared the ranking and highlighted the lifestyle for young professionals who live and work remotely. Combined, the two influencers published **68 posts** and five links were shared, generating **236 clicks** over Instagram, Facebook, YouTube and a personal blog. On average, each post reached an **audience of more than 3,600** with an earned media value (EMV) of roughly **\$3,500**. The total reach for the digital influencer campaign was more than **247,200 people** with more than **4.9 million impressions**.

JAXUSA Marketing received recognition for work in 2020-21: 2020 IEDC Excellence in Economic Development Award for multimedia video promotion ("Make Your Way to Jacksonville" brand video) and special-purpose website (FindYourJAX.com) and 2021 FEDC Innovation in Marketing Award for website (FindYourJAX.com).

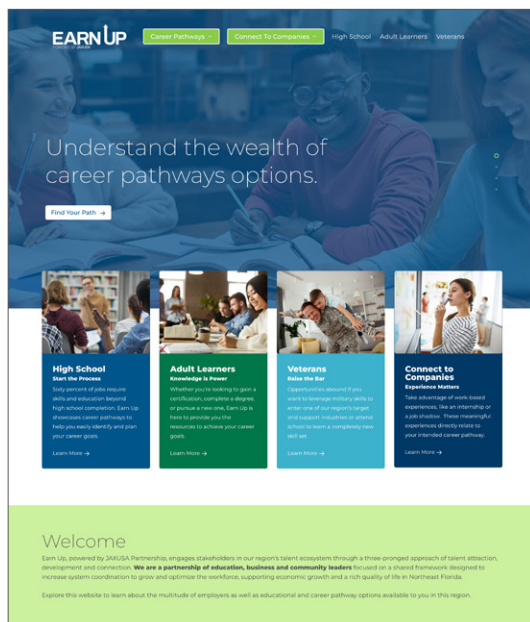
TALENT DEVELOPMENT

The Jacksonville region continues to focus on the development of talent, both for the current needs of our employers and the future needs of the area. With a regional unemployment rate back at pre-pandemic levels and an overall shortage of talent across the country, **it is more important than ever that we not only attract talent to Northeast Florida but provide growth and development for our current citizenry.**

The region has four of the top 20 Florida school districts, including three in the top 10 (St. Johns, Nassau and Clay Counties), and high-quality postsecondary colleges and universities with an emphasis on career pathways for our target industries. Developing our future workforce to understand the skills needed to succeed in our target industries allows us to offer an excellent education and help our students find job opportunities in our local companies.

EARN UP

POWERED BY JAXUSA



Over the last two years especially, JAXUSA has been heavily involved in launching the **Career Pathways** campaign which deepens the understanding of our region's industries and opportunities as well as the level of education needed to obtain those careers. The pathway resources are featured on the new **EarnUp.org** website which

targets high schoolers, unemployed and underemployed adult learners, and veterans, along with target industry information, such as hype videos, deep dive presentations and success stories, and resources for program admissions and financial aid.

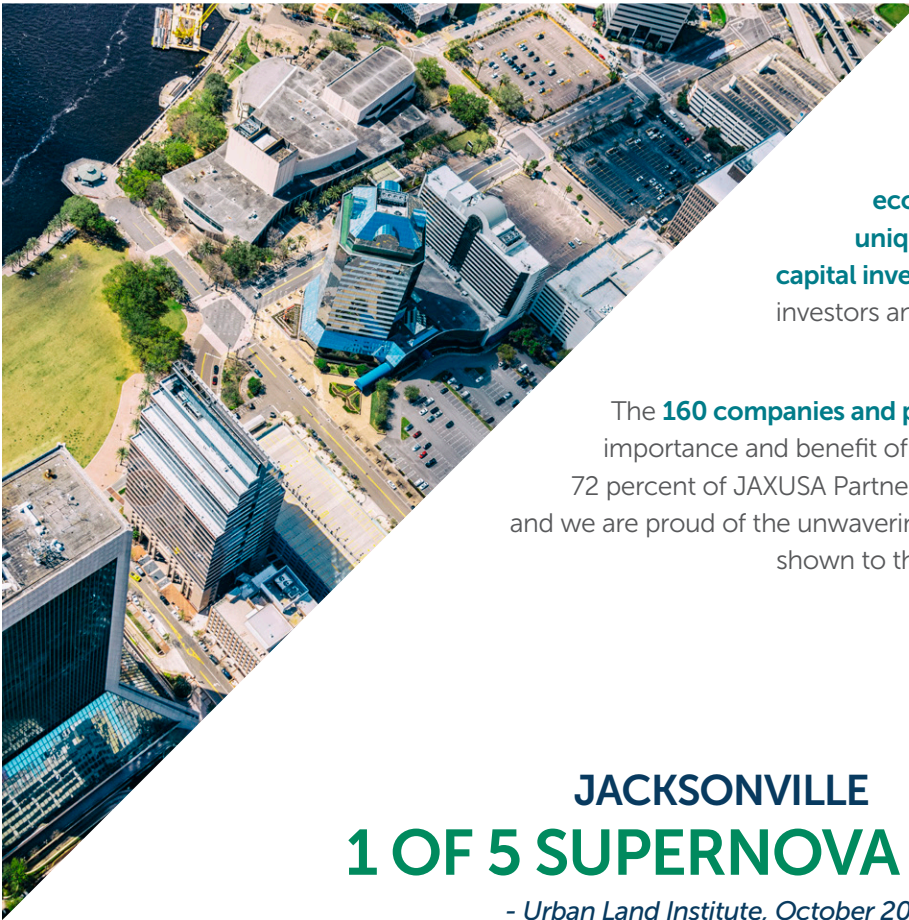
The goal of EarnUp is to enable our community's residents to reach 60 percent attainment of degrees or industry certificates by 2030 to reach economic success. Despite the pandemic, JAXUSA was able to shift gears from in-person events in the early stages of the pandemic to virtual events and presentations to stress the opportunity to upskill talent for available jobs. Since 2020, JAXUSA's talent development team reached nearly 4,200 students, parents and community partners through 195 events and presentations. Through the efforts of JAXUSA, nearly 42 percent of our region's working age population now have a two- or four-year degree, up 34 percent from when the initiative began.

JAXUSA is vigilant in strengthening efforts to engage youth and adults in achieving their postsecondary credentials through FAFSA completion events with secondary credentials through FAFSA completion events with local school

districts, colleges and community organizations to help with financing education for those who qualify. In 2021, JAXUSA attained a \$30,000 Helios Grant to boost outreach and awareness on social media to this audience, which led to a **25 percent increase in the number of students participating in FAFSA activities.**

In 2020, the **Elevate Women** initiative kicked off to advance women in the workforce to executive-level leadership and roles on corporate boards. To date, the initiative has established a pipeline of more than 50 women leaders primed for advancement in these areas as well as developed a mentor/sponsor program for candidates in the pipeline with 16 executive mentors in queue.

Elevate Women has been recognized with the Rosa Parks Diversity in Leadership Award by the Northeast Florida Chapter of WTS International, an organization dedicated to shaping the future of transportation through the global advancement of women.



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 **160 companies and partners** that invest in JAXUSA understand the importance and benefit of economic development in our region. Nearly 72 percent of JAXUSA Partnership's budget is funded by private investment and we are proud of the unwavering commitment our regional companies have shown to the growth and prosperity of Northeast Florida.

JACKSONVILLE 1 OF 5 SUPERNOVA CITIES

- Urban Land Institute, October 2021

JACKSONVILLE RANKS IN TOP 20 MSAs WITH THE STRONGEST JOB RECOVERY

- The Business Journals - September 2021

JACKSONVILLE TOP 20 BEST CITY TO START A BUSINESS

- Wallet Hub, April 2021

JACKSONVILLE #9 U.S. CITY WITH MOST STARTUPS

- Roofstock, March 2021



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.

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

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