

THE FUTURE IS NOW – NORTHEAST FLORIDA

ECONOMIC DEVELOPMENT STRATEGIC PLAN

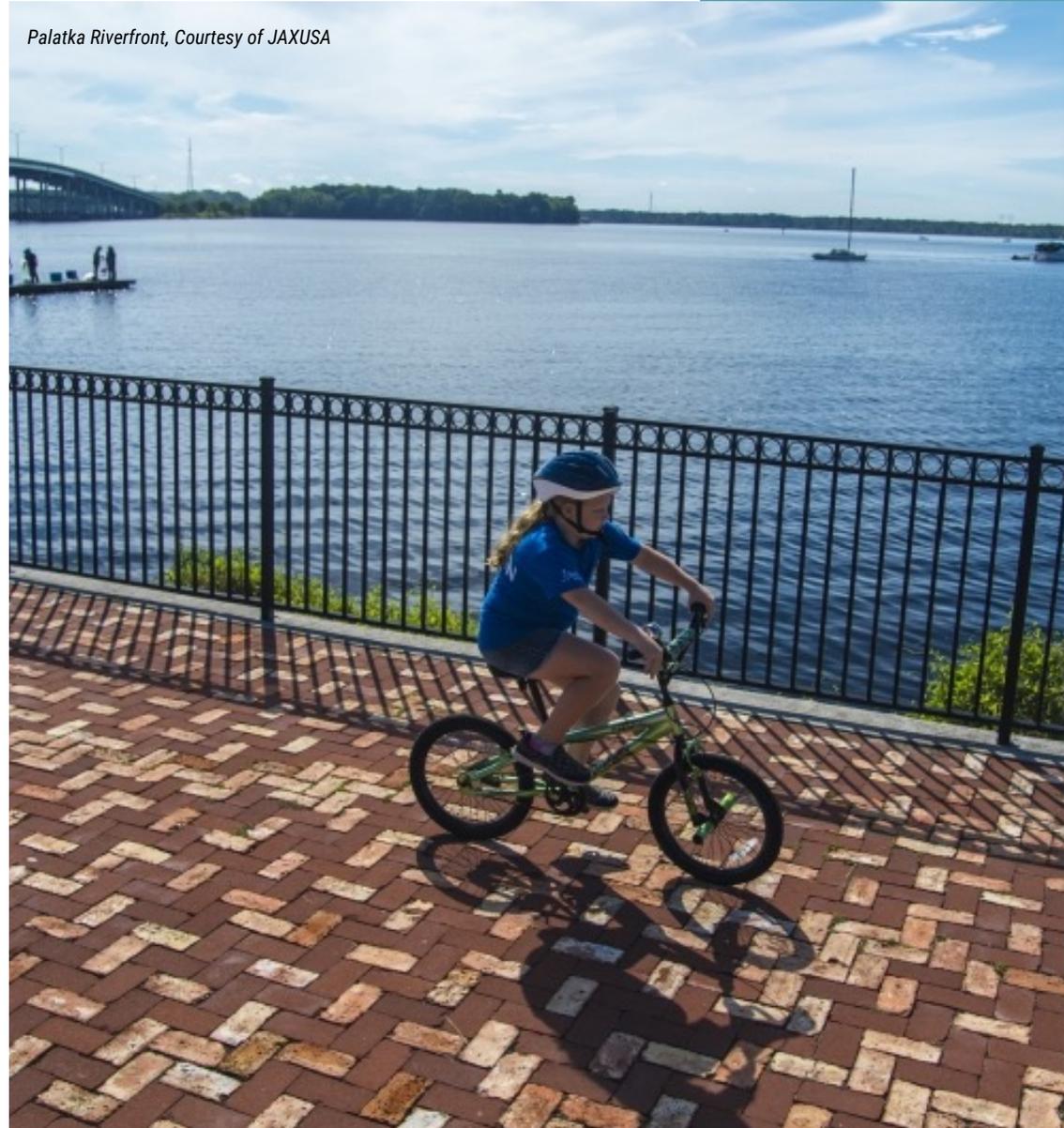
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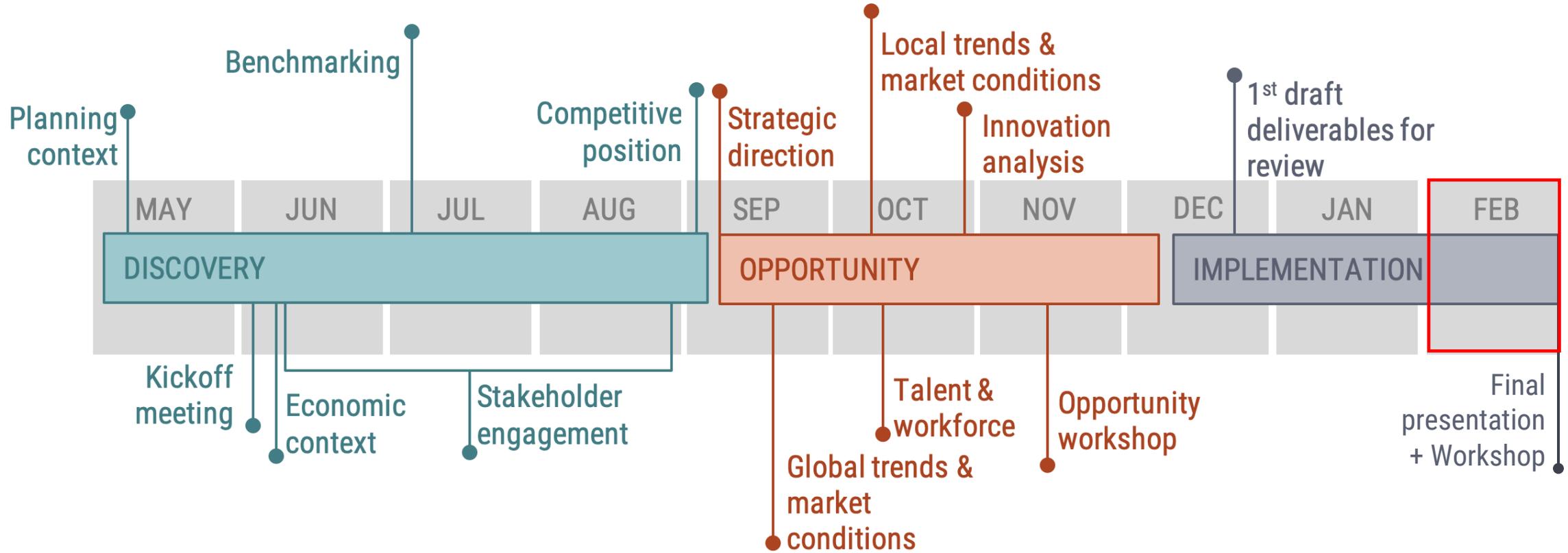
AGENDA

- ▶ Project Update
- ▶ Draft Plan
- ▶ Implementation Structure



PROJECT UPDATE

PROJECT SCHEDULE



The background is a solid teal color. On the left side, there are several overlapping, semi-transparent shapes in various shades of teal, including a large circle and a smaller circle, creating a layered, abstract effect.

DRAFT PLAN

PLAN FRAMEWORK

THE FUTURE IS NOW – NORTHEAST FLORIDA

Northeast Florida invests in its diverse talent base and vibrant communities to create a thriving economy that embraces regionalism.



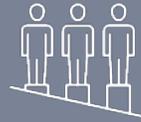
GUIDING PRINCIPLES



COMPETITIVENESS



REGIONALISM



ECONOMIC MOBILITY



INNOVATION



RESILIENCE



GOALS

TALENT
DEVELOPMENT

BUSINESS
GROWTH

QUALITY
OF PLACE

INFRASTRUCTURE
NETWORKS

RESOURCE ALIGNMENT



DRAFT PLAN: COMMENTS, EDITS, SUGGESTIONS

GENERAL

- ▶ Editing, including a professional proofread, will be done prior to publication to clean up typos and refine messaging
- ▶ The plan will be reformatted as an InDesign document - all graphic assets and layout will be redesigned

STRATEGIES

- ▶ Incorporated feedback and refined language throughout
- ▶ Added “Talent” as a catalytic initiative (changed catalytic projects to “catalytic initiatives”)
- ▶ Downtown JAX, Downtowns/Main Streets
- ▶ No fundamental changes to any strategy or action

APPENDICES (ANALYSIS)

- ▶ Incorporated feedback in SWOT, narratives, niche industry spider grams

IMPLEMENTATION MATRIX + EVALUATION FRAMEWORK

- ▶ To be incorporated in final document, including metrics

CATALYST INITIATIVES

PROJECT	WHAT IS IT?	WHY IS IT IMPORTANT?
	<p>TALENT</p>	<p>Intentional focus on workforce initiatives that drive growth and innovation</p> <p>Migration data demonstrates that the region is connected by talent. Workforce development investments are needed to ensure economic prosperity for all, as well as investments in talent attraction and retention.</p>
	<p>EMPLOYMENT CENTERS</p>	<p>Regional approach to commercial and industrial site readiness</p> <p>Northeast Florida can take a regional approach to planning for future employment centers to ensure businesses are able to expand and relocate in a timely manner. As well as ensure transportation networks align between residential and job centers.</p>
	<p>INNOVATION NICHES</p>	<p>Targeting robust ecosystem development in key industries across NEFL</p> <p>Innovation niches are the targets of the future and must be developed with a longer-term vision and a deeper investment commitment than traditional industry growth. Significant regional investments include physical infrastructure, educational programming, talent pipeline development, and cross-pollination of institutional relationships.</p>
	<p>DOWNTOWN JAX</p>	<p>Creating a vibrant and diverse downtown for businesses, residents, and visitors</p> <p>Downtown Jacksonville is a significant economic engine for the region, yet its downtown has suffered from years of under investment. A focus on residential and commercial infill to increase foot traffic downtown will spur new investment. Investments in downtown Jacksonville will elevate the region.</p>
	<p>OUTDOOR ECONOMY</p>	<p>Leveraging outdoor amenities to create economic growth, especially in rural NEFL</p> <p>Northeast Florida has incredible natural resources and outdoor assets that can be leveraged for talent attraction and recruitment, and a catalyst for community development.</p>

CATALYST INITIATIVE - TALENT

Intentional focus on workforce initiatives that drive growth and innovation

Purpose

- ▶ Upskill and reskill talent to ensure workforce is prepared for the jobs of the future
- ▶ Grow the pipeline of skilled talent through talent attraction and retention

Relevant Strategies and Actions from the Plan

- ▶ Goal 1: Talent Development
 - ▶ Career Exploration and Training, Talent Attraction and Marketing

Case Study: Metro Dallas Pathways to Work Program

What is it?

- ▶ Program led by United Way, in collaboration with workforce development and private sector partners

Why is it important?

- ▶ Focuses on jobs that require a high-school diploma and some training or college, but not a four-year degree, to develop tech talent pipeline across the Metropolitan Dallas region.
 - ▶ Convening thought leaders to develop innovative training strategies; investing resources that help workers build basic and technical skills with wraparound support; building capacity of funders, employers, and community workforce programs

CATALYST INITIATIVE – EMPLOYMENT CENTERS

Regional approach to commercial and industrial site readiness

Purpose

- ▶ Regional engagement on planning for commercial and industrial development
- ▶ Alignment and coordination with infrastructure investments and residential development

Relevant Strategies and Actions from the Plan

- ▶ Goal 4: Infrastructure Networks
 - ▶ Site Readiness and Permitting

Case Study: Greater Portland Inc, Metro, + Port of Portland's Employment Lands Site Readiness Initiative

What is it?

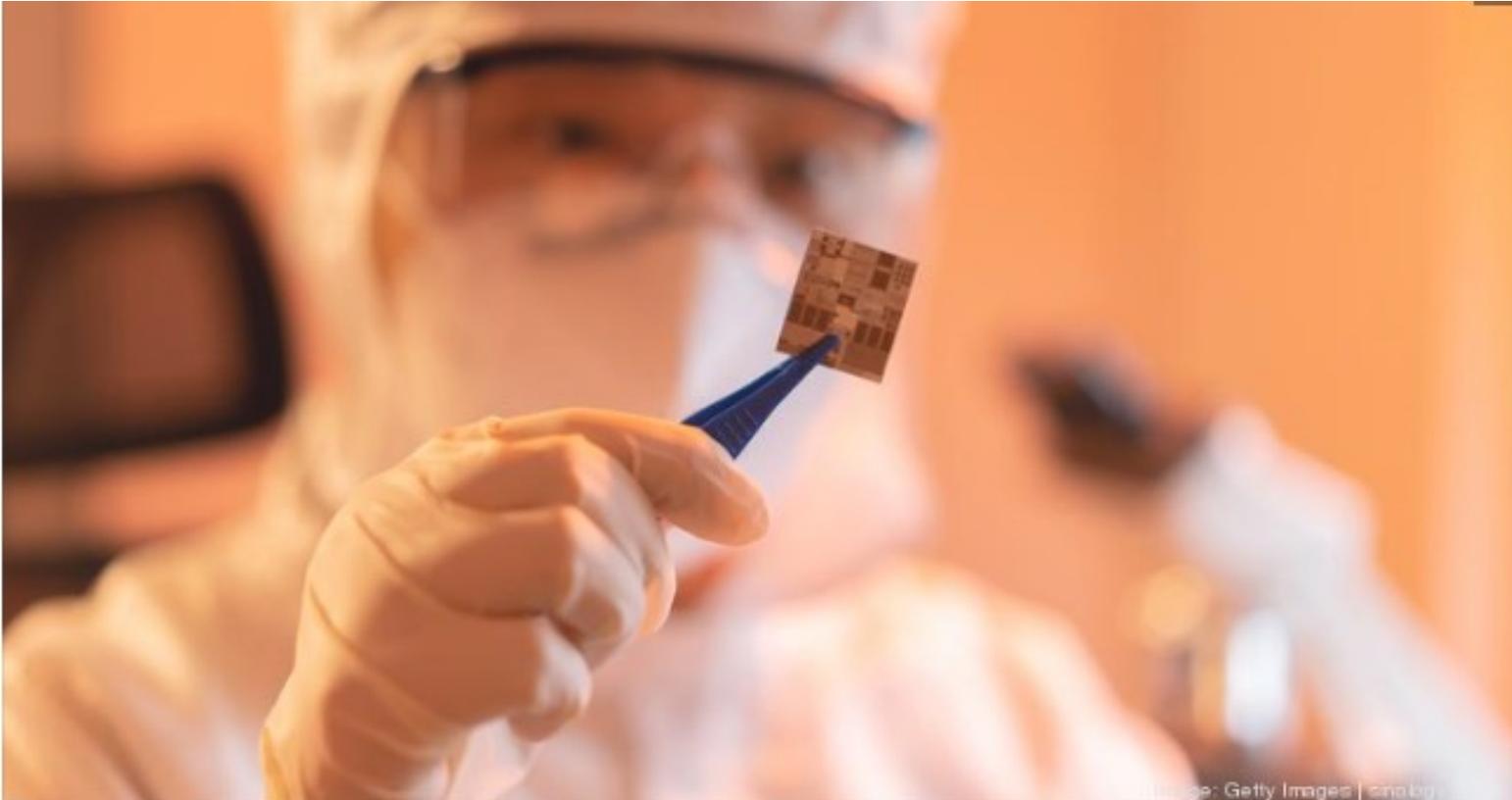
- ▶ A bi-state, regional approach to large site identification and development

Why is it important?

- ▶ Toolkit and resources for regional partners to do local planning work to align with broader regional framework
- ▶ Leverages regional amenities to align with industry growth (ie. MDL developments near transportation infrastructure PoP, PoV North)
- ▶ Identifies industry clusters to align supply chain (ie. Advanced mfg cluster anchored by Intel in Hillsboro (west), software and creative media in downtown Portland (central))

Local Oregon leaders see lack of available land holding back economic development

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Frustrations over a shortage of buildable industrial land across Oregon are all the more pressing as the state chases semiconductor incentives.

SINOLOGY



By **Jonathan Bach** – Staff Reporter, Portland Business Journal
Feb 9, 2023 **Updated** Feb 9, 2023, 7:59am PST

A survey released Wednesday found a common frustration local leaders see as impeding economic development: lack of buildable industrial land in Oregon.

The constraint is all the more pressing as Oregon lawmakers puzzle over how to keep the state in play as semiconductor manufacturers jockey for lucrative computer chip manufacturing incentives soon being [pumped out by the federal government through the CHIPS Act](#). The lack of big, development-ready industrial sites has emerged as one massive impediment, but there's little consensus as of yet on how to [find the best dirt for the job](#).

CATALYST INITIATIVE – INNOVATION NICHES

Target robust ecosystem development in key industries across NEFL

Purpose

- ▶ Significant regional investments include physical infrastructure, educational programming, talent pipeline development, and cross-pollination of institutional relationships.

Relevant Strategies and Actions from the Plan

- ▶ Goal 2: Business Growth
 - ▶ Entrepreneurship + Start-Ups, BRRE, Coordination + Collaboration

Case Study: Central Indiana Corporate Partnership AgriNovus Initiative

What is it?

- ▶ A partnership between public, private, university, and investment partners to fuel growth in the agbioscience economy

Why is it important?

- ▶ Intersects a critical junction of traditional agricultural economy in rural Indiana with the fast-growing tech and life science industries
- ▶ Cross sector partnerships drive innovation and spur robust ecosystem development

CATALYST INITIATIVE – DOWNTOWN JAX

Create a vibrant and diverse downtown for businesses, residents, and visitors

Purpose

- ▶ A focus on residential and commercial infill to increase foot traffic downtown will spur new investment. Investments in downtown Jacksonville will elevate the region.

Relevant Strategies and Actions from the Plan

- ▶ Goal 3: Quality of Place
 - ▶ Downtown Development and Housing

Case Study: Imagine Pittsburgh

What is it?

- ▶ Downtown-centric initiative to drive talent retention and attraction and spur innovation and entrepreneurship

Why is it important?

- ▶ Growth of downtown Pittsburgh continues to drive tourism and economic development across western Pennsylvania
- ▶ Since program launched in 2010, downtown's population has nearly doubled, and talent retention soared
- ▶ ImaginePittsburgh accomplished its original goal and has morphed in Pittsburgh Region: Next is Now

CATALYST INITIATIVE – OUTDOOR ECONOMY

Leverage outdoor amenities to create economic growth, especially in rural NEFL

Purpose

- ▶ Drive talent attraction, tourism, economic growth, community health, and environmental sustainability

Relevant Strategies and Actions from the Plan

- ▶ Goal 3: Quality of Place
 - ▶ Community Identity and Connectivity

Case Study: The Growing Outdoors Partnership

What is it?

- ▶ A partnership between public, private, university, and investment partners to expand the outdoor industry in western North Carolina

Why is it important?

- ▶ Investment generates jobs, tourism, and export industries
- ▶ Focus on workforce and outdoor careers, entrepreneurship and access to capital, growing markets, connecting cluster businesses and building the supply chain, and training economic developers

IMPLEMENTATION STRUCTURE

IMPLEMENTATION

- ▶ Implementation Workshop will be held Q1 2023 to identify priority **strategies, timelines, and lead/supporting partners.**
- ▶ Develop **workplans** for priority strategies.
- ▶ Identify additional **key performance indicators.**
 - ▶ Baseline Community Indicators
 - ▶ Economic Development Indicators
 - ▶ Strategic Action Indicators
- ▶ Convene on a **regular basis** to monitor implementation.

NEFL KEY PERFORMANCE METRICS

- ▶ Population Growth (benchmarked)
- ▶ Job Growth (benchmarked)
- ▶ Payroll Impact
- ▶ Business Recruitment, Retention, Expansion
- ▶ Capital Investment
- ▶ GDP Growth
- ▶ Growth of Tax Base
- ▶ Wage Growth
- ▶ Educational Attainment
- ▶ Media Impressions
- ▶ Housing Starts
- ▶ Start Up Growth + Investments
- ▶ Air Travel Trends (growth/decline)

IMPLEMENTATION MATRIX: SAMPLE

SUPPORT STRUCTURES & STRATEGIES	LEAD ORGANIZATION	SUPPORTING PARTNERS	TIMELINE				STATUS	KEY ACCOMPLISHMENTS / NOTES
			ONGOING	0-6 months	6-12 months	1-3 years		
Goal 1. Transportation, Distribution, and Logistics								
1.1. Increase interorganizational coordination in TDL.								
1.1.1. Convene industry leaders to share regional information, monitor trends, problem-solve challenges, and identify solutions to common issues.			■	■	■	■	■	
1.1.2. Continue CMAP's efforts to identify major congestion points in the TDL chain and establish strategies for relief.								
1.1.3. Develop regionally coordinated plans and policies to preserve industrial land with access to freight facilities and highways, diverting trucking and other traffic from local streets. (see plan for examples.)								
1.1.4. Create a regional database highlighting underutilized, vacant, and brownfield sites that might be appropriate for future TDL redevelopment, taking into consideration factors such as site size, transportation assets, economic development tools, environmental data, and social vulnerability information to aid in decision-making, as seen in the Calumet Reinvestment Mapping Tool. See http://www.calumetcollaborative.org/crmt.html								
1.2. Develop the regional talent pipeline to better incorporate diversity, equity, and inclusion (DEI) goals by aligning efforts among educators, training providers, and employers.								
1.2.1. Support the educational efforts of existing organizations—such as Olive-Harvey College's Transportation, Distribution, and Logistics Training Center; the Illinois Trucking Association; and the Mid-West Truckers Association—and work with companies to ensure that their educational and training outcomes are aligned with employer needs.								
1.2.2. Utilize early-outreach programs to introduce students to TDL careers by visiting schools, offering internships or fellowships, and hosting open houses that target students and entry-level workers.								
1.2.3. Connect Apprenticeship Illinois, Chicago Apprentice Network, and similar programs to regional employers.								
1.2.4. Expand access to TDL careers in traditionally excluded populations by mitigating barriers to access through initiatives such as earn-to-learn, hiring instructors reflective of the target population, providing training where potential employees are located, and offering childcare.								
1.2.5. Increase job quality by participating in programs such as the Illinois Manufacturing Excellence Center (IMEC) Genesis Movement initiative, which analyzes both product and people improvement opportunities.								

SAMPLE

IMPLEMENTATION STRUCTURE

The Future is Now – NEFL: Partners

Meet monthly to plan and discuss implementation progress

**Talent Development
Working Group**

**Business Growth
Working Group**

**Quality of Place
Working Group**

**Infrastructure
Networks Working
Group**

Each Working Group will:

- Meet regularly for at least 6 months; Can be part of existing meetings
- Discuss implementation progress
- Recommend what needs to be completed in 30/60/90 days
- Report on meeting discussions and decisions (reporting can be done via the implementation matrix)



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