Flagler County Comprehensive Plan 2010-2035
Flagler County, Florida
Economic Development Element
Data and Analysis

Transmittal Hearing: October 18, 2010

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ECONOMIC DEVELOPMENT ELEMENT
GOALS, OBJECTIVES, AND POLICIES

List of Tables

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I. Introduction

The international economic recession severely impacted Florida, especially Flagler County. Flagler County's heavy reliance on real estate development and its related service and comparatively small manufacturing/industrial base resulted in record high levels of unemployment. The critical aspect in the development of this element and related elements (Future Land Use, Transportation, Housing, and PSFE) is the need to expand and diversify economic opportunities within Flagler County. The public review process revealed that there are concerns with Flagler County's ability to actively pursue targeted industries that will improve the sustainability of its economy. The issues tie back to the need for a coordinated approach between the private and public sectors to ensure the economic goals are achieved.

An assessment of Flagler County's economic condition shows that the County is more influenced by the local area economy than by the influence of the State's economy as a whole. The local area, or region, especially for counties with smaller populations, tend to be influenced more by counties found along or near their boundaries than by counties located across the state. This means that Flagler County government needs to look more in their own "backyard" to critically assess the role they play in the regional economics and how they might position themselves to take advantage of it. The Northeast Florida Regional Council (NEFRC) spearheaded the task of developing a Comprehensive Economic Development strategy (CEDS), which Flagler County was an active participant. The CEDS provides the majority of the information and policy direction used in the development of the goals, objectives and policies contained in the Economic Development Element, as well as related elements.

II. Population

Flagler County has experienced recorder growth until the 2000's. The area is an attractive market for retirees and vacation-home purchasers. The following tables projects population by age-cohort for the 2010-2035 planning horizon. This data is provided as a means of comparison to other population projections used in the Comprehensive Plan. The exact population may deviate, but the percentage of persons in each of the age-cohorts is expected to remain consistent. The 2035 population projection shown of 237,433 includes permanent and institutional residents.

Table G-1.
Population Growth by Age-Cohort 2010-2035

Age	1990	2000	2007	2010	2015	2020	2025	2030	2035
0-4	1,477	2,058	3,640	4,160	5,363	6,351	7,080	7,686	8,772
5-9	1,556	2,381	4,435	4,456	5,683	6,829	7,798	8,506	9,794
10-14	1,549	2,819	5,240	5,635	6,111	7,317	8,506	9,493	10,576
15-19	1,464	2,505	5,342	5,887	7,000	7,381	8,631	9,867	10,979
20-24	1,213	1,560	4,090	4,687	5,805	6,548	6,859	7,862	8,750
25-29	1,486	1,759	3,518	4,182	5,372	6,209	6,734	7,012	7,803
30-34	1,788	2,255	3,677	3,884	5,288	6,330	7,046	7,425	8,553

Table G-1. Population Growth by Age-Cohort 2010-2035									
Age	**1990**	**2000**	**2007**	**2010**	**2015**	**2020**	**2025**	**2030**	**2035**
35-39	1,815	2,886	4,495	4,555	5,197	6,562	7,569	8,218	9,319
40-44	1,629	3,227	5,707	5,751	6,137	6,683	8,128	9,171	10,080
45-49	1,374	3,235	6,392	6,980	7,388	7,550	8,069	9,586	10,182
50-54	1,420	3,364	7,002	7,822	9,387	9,428	9,441	9,948	10,399
55-59	1,824	3,515	7,335	8,344	10,635	12,044	11,823	11,697	12,480
60-64	2,761	3,999	7,247	8,443	11,166	13,613	15,049	14,579	16,345
65-69	3,287	4,361	6,873	7,756	10,971	13,900	16,671	18,183	22,257
70-74	2,209	4,145	6,464	6,929	9,301	12,805	16,000	19,064	24,629
75+	1,849	5,763	12,101	14,022	18,592	24,247	32,392	42,298	56,514
Total	**28,701**	**49,832**	**93,558**	**103,493**	**129,396**	**153,797**	**177,796**	**200,595**	**237,433**

Source: FHDC 2010 and Flagler County Planning and Zoning Department

Flagler County's population is heavily weighted toward persons over the age of 65, a trend that is expected with the large amount of retiree or seasonal housing within the area. The following table provides a summary and comparison with adjoining counties and the State of Florida. The data reflects that the population of Flagler County has an older component compared to the other counties and the State. The income levels, educational attainment and labor force also reflect the typical trend for a county with a high amount of retirees. This may prove to be a potential benefit in recruitment of industries that rely on higher-educated employees. The retirees with education and previous work experience are viewed as assets to some employers. This provides for a small portion of the demand by new businesses. Flagler County will need to attain higher levels of education and training of local youths in order to fully attract new businesses and industries.

Table G-2. Comparative Demographic Data					
	Flagler County	**Putnam County**	**St. Johns County**	**Volusia County**	**Florida**
2009 Population	95,671	74,608	183,572	507,105	18,750,483
2009 Median Age	50.9	42.4	42.7	44.8	40.4
1990 Population	28,701	65,070	83,829	370,712	12,937,926
1990 Median Age	46.4	37.3	37.0	39.4	36.4
Labor Force as a % of Pop 18 and older.(2009)	41.9%	56.2%	64.8%	61.8%	62.7%
Labor Force as a % of Pop 18 and older.(1990)	50.4%	54.6%	68.1%	56.9%	64.4%
% High School Grad (25 + years)	85.9%	70.4%	87.2%	82.0%	79.9%
% Bachelor's degree or higher (25 + years)	21.2%	9.4%	33.1%	17.6%	22.3%

Table G-2. Comparative Demographic Data					
	Flagler County	**Putnam County**	**St. Johns County**	**Volusia County**	**Florida**
Per Capita Income (2008)	$31,741	$25,712	$49,327	$32,098	$39,064
Percent of Pop. living below poverty (2008)	9.8%	23.1%	7.9%	12.9%	13.3%
Unemployment (2009)	14.8%	12.0%	8.5%	11.0%	10.5%

Source: Florida Legislature-Office of Economic and Demographic Research

III. Employment

The employment data provides an opportunity to assess current opportunities and potential growth in different industries and businesses. The following tables summarizes current condition shows that the predominant employment is in the service sector with positions requiring minimum education and training, but receiving wages just above minimum wage. This trend is projected through 2017. The important issue that must be addressed is the lost in farm-related employment. Flagler County has a strong history and tradition in the farming and agriculture industry. The support and protection of this industry has been identified as a critical issue that must be addressed in all of the elements of the comprehensive plan.

Table G-3. Comparative Employment Data Employment by Category 2009					
	Flagler County	**Putnam County**	**St. Johns County**	**Volusia County**	**Florida**
Natural Resources and Mining	1.5%	3.2%	1.1%	1.22%	1.3%
Construction	5.5%	5.0%	5.5%	5.7%	5.5%
Manufacturing	3.8%	11.9%	4.0%	5.1%	4.5%
Trade, Transportation and Utilities	19.6%	20.3%	19.7%	19.3%	20.4%
Information	NA	.4%	.9%	1.5%	2.0%
Financial Activities	4.3%	4.2%	4.8%	4.6%	6.7%
Professional and Business Services	9.4%	6.6%	8.4%	10.7%	14.6%
Education and Health Services	11.4%	13.0%	14.9%	20.2%	14.3%
Leisure and Hospitality	13.2%	7.6%	20.4%	13.8%	12.7%
Other Services	3.8%	33%	4.9%	3.5%	3.2%
Government	20.8%	24.3%	15.4%	14.4%	14.8%

Source: Florida Legislature-Office of Economic and Demographic Research

The distributions in employment show declines in most sectors for most of the base communities, the state, and the nation, but there were significant increases and signs of stability in other sectors. For instance, the service sector had significant increases in private employment for both Flagler and Volusia Counties, while manufacturing had significant decrease throughout all of the base communities. This is expected as the United States' economy declines in manufacturing and increases in services, and the population increases in both size and age. The transportation, warehousing, and utilities sectors had slight increases or no increases for some counties. Analysis indicates a slight decrease or stable growth in the transportation, communications, and public utilities sectors. Flagler County may want to examine this sector further and how it might be promoted more. In addition, a decline in the contract construction sector indicates that construction has decreased in its rank among the other areas of the economy, and has reached a level more indicative of regional levels of employment for that sector. These indicators may merely indicate shifts in employment and not necessarily any decline that is need for alarm.

Table G-4. Distribution of Private Employment by Sector 1990 – 2001

	Flagler		St. Johns		Putnam		Volusia		Florida		US
	2000	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000
Service	53.8	31.9	43.0	33.9	36.2	27.5	61.6	33.4	44.3	33.8	42
FIRE[1]	6.1	7.1	10.5	7.9	4.5	4.8	6.3	6.9	8.1	8.1	6.9
Retail	16.2	19.0	14.4	21.9	12.8	18.2	13.9	22.2	13.5	19.6	11.7
Whole	2.3	3.4	3.4	4.4	3.0	3.5	3.0	3.5	4.0	4.6	3.6
Trans[2]	6.5	6.7	8.0	7.5	7.8	9.1	7.2	6.0	8.4	7.7	8.3
Manuf.	10.0	29.2	7.9	9.7	13.1	18.5	8.6	10.8	7.3	10.5	14.1
Const	10.0	12.9	7.6	7.2	10.1	7.7	8.9	8.5	8.0	7.8	6.8
Agri[3]	1.3	3.4	0.8	2.5	4.9	5.4	1.1	3.6	1.3	3.1	1.9
Public Admin	4.7	3.4	4.6	5.1	7.7	5.4	4.9	5.0	5.2	5.0	4.8

1. Includes: Finance, Insurance, and Real Estate.
2. Includes: Transportation, Communication, and Public Utilities.
3. Includes: Agriculture, Forestry, Fishing and Mining.

Source: U.S. Census 2000, Table DP-3, Profile of Selected Economic Characteristics: 1990 and 2000. Includes self-employed, government and private workers. Highlights regional strength as compared to other counties, the state, and the nation.

The health and diversity of Flagler County's manufacturing sector is contrasted in Table G-5, which shows the top manufacturing employment categories for the base counties. Flagler County is not solely dependent on the transportation equipment sub-sector, but it is clear that it provides the greatest share of private employment for the manufacturing sector. Volusia County also shares this basic sector with Flagler County, but Volusia County also provides automotive parts manufacturing, as well as, boat building in this sector. It appears that Flagler County also has a strong employment base in the computer and electronics products manufacturing sector, another area that it shares with Volusia County. St. Johns and Volusia Counties appear to have a more diverse manufacturing base than Putnam and Flagler Counties, which is expected of a community with a larger population. This table also indicates that St. Johns and Volusia Counties may be shifting employment toward other sectors of the economy.

Table G-5. Top Manufacturing Employment Categories

	Total Employees	Percent of Total
Flagler County		
Computer & Electronic Products Manufacturing	310	21.03%
Transportation Equipment - Boat	250 – 499*	50.88%

Table G-5. Top Manufacturing Employment Categories		
	Total Employees	**Percent of Total**
Building		
Lumber and Wood Products	190	12.89%
Other	224	15.20%
Total Flagler County	**1,474**	**100.00%**
St. Johns County		
Printing and Related Support Activities	360	15.17%
Fabricated Metallic Products (Tools)	357	15.04%
Food Manufacturing (Confectionary)	87	3.67%
Other	1,569	66.12%
Total St. Johns County	**2,373**	**100.00%**
Putnam County		
Paper Mills	100 – 249*	6.93%
Furniture and Cabinetry	500 – 999*	29.70%
Plastics and Product Manufacturing	205	8.12%
Other	1,395	55.25%
Total Putnam County	**2,525**	**100.00%**
Volusia County		
Computer & Electronic Products Manufacturing	1,775	16.41%
Fabricated Metal Product Manufacturing	1,385	12.81%
Transportation Equipment	1,347	12.45%
Ship & Boat Building	771	7.13%
Printing and Related Support Activities	694	6.42%
Chemical Manufacturing	664	6.14%
Plastics and Product Manufacturing	567	5.24%
Food Manufacturing	359	3.32%
Textiles	234	2.16%
Ready-Mix Concrete Manufacturing	209	1.93%
Other	2,810	25.98%
Total Volusia County	**10,815**	**100.00%**

Source: U.S. Census 2000, County Business Patterns
*Note: Where ranges were given, the median number was used to determine percent of total

Flagler is not as diversified within the manufacturing sector as some counties, but this sector is strong in Flagler when compared to other Counties in this region and more diversified than St. Johns and Putnam Counties. Volusia still remains a major employer in manufacturing for this region, and it is obvious that many companies there employ workers from surrounding counties as well. This may be of significance to the local economy and should be examined further to discern the reasons which people may live in Flagler County, yet commute to work elsewhere.

Scores, or location quotients, are indicative of the exports and imports for a county. Comparing the scores to other counties scores shows sectors that may be exporting goods and services to other areas of Florida and the nation. A score greater than 1.0 means that a county may have an excess when compared to the state or the nation for that sector and may have the ability to export more goods and services to other areas. Such a score would also mean strong employment potential in those sectors. The notion is that the distribution of employment within a county should be the same as every other county, or the state and the nation as a whole. Comparison with other counties shows the relative strength for a sector in the local economy.

Table 5 compares employment for each sector of a county's employment base to that of the State of Florida.

Table G-6.
Location Quotient Summarized by Sector Employment
(Florida Base)

	Flagler	St. Johns	Putnam	Volusia
Service	1.21	0.97	0.82	1.39
FIRE	0.75	1.30	0.56	0.78
Retail	1.20	1.07	0.95	1.03
Wholesale	0.58	0.85	0.75	0.75
Transportation	0.77	0.95	0.93	0.86
Manufacturing	1.37	1.08	1.79	1.18
Contract Construction	1.25	0.95	1.26	1.11
Agriculture/Mining	1.00	0.62	3.77	0.85
Public Admin	0.90	0.88	1.48	0.94

Source: LaRue Planning & Management Services, Inc., 2003.

Table 6 compares employment for each sector of a county's employment base to that of the United States. This table also includes a comparison of Florida's base employment to that of the United States.

Table G-7.
Location Quotient Summarized by Sector Employment
(U.S. Base)

	Flagler	St. Johns	Putnam	Volusia	Florida
Service	1.28	1.02	0.86	1.47	1.05
FIRE	0.88	1.52	0.65	0.91	1.17
Retail	1.38	1.23	1.09	1.19	1.15
Wholesale	0.64	0.94	0.83	0.83	1.11
Transportation	0.78	0.96	0.94	0.87	1.01
Manufacturing	0.71	0.56	0.93	0.61	0.52
Contract Construction	1.47	1.12	1.49	1.31	1.18
Agriculture/Mining	0.68	0.42	2.58	0.58	0.68

Table G-7.
Location Quotient Summarized by Sector Employment
(U.S. Base)

	Flagler	St. Johns	Putnam	Volusia	Florida
Public Admin	0.98	0.96	1.60	1.02	1.08

Source: LaRue Planning & Management Services, Inc., 2003.

IV. Projected Conditions and Target Industries

The statistics and analysis contained here and in the NEFRC CEDS indicate that in the 2010 to 2015 planning horizon there will relative consistency with past employment trends and opportunities. This is based on the lack of significant change in the employment base within the County during this planning horizon. This trend is expected relative flat-line growth that is occurring throughout the United States. The projected trends indicate that Flagler County needs to ensure that the goals, objectives and policies in the Comprehensive Plan provide the regulatory framework for recruitment of the businesses and industries that will stabilize Flagler County's economy.

Table G-8. Projected Top 10 Employment Growth 2009 to 2017

Rank	Occupation	Employment		Annual % Change	Average Annual Openings			2009 Average Hourly Wage
		2009	2017		Growth	Separation	Total	
1	Retail Salesperson	6,642	7,903	2.37	158	195	353	13.19
2	Registered Nurse	3,648	4,726	3.69	135	56	191	29.35
3	Waiters and Waitresses	4,958	5,983	2.58	128	255	383	9.84
4	Food Preparation & Serving Workers, Including Fast Food	4,078	5,020	2.89	118	73	181	8.54
5	Customer Service Representatives	3.406	4,193	2.89	98	89	187	12.37
6	Nursing Aides, Orderlies, and Attendants	3,092	3,826	2.97	92	26	118	11.92
7	Office Clerks, General	4,218	4,808	1.75	74	75	149	11.00
8	Cashiers	6,819	7,389	1.04	71	318	389	8.54
9	Landscaping and Groundskeeping Workers	2,553	3,050	2.43	62	32	94	10.79
10	Child Care Workers	2,357	2,82	2.50	59	64	123	9.83

Source: Enterprise Flagler/Florida Agency for Workforce Innovation, Labor Market Statistics Center

Table G-9. Projected Top 10 Employment Decline 2009 to 2017

Rank	Occupation	Employment 2009	Employment 2017	Annual % Change	Average Annual Openings: Growth	Separation	Total	2009 Average Hourly Wage ($)
1	Photographic Process Operator	138	84	-4.89	0	5	5	9.19
2	File Clerks	475	314	-4.26	0	14	14	11.28
3	Farmworkers, Farms and Ranch Animals	127	93	-3.35	0	3	3	NA
4	Computer Operators	81	64	-2.62	0	1	1	18.64
5	Funeral Directors	55	45	-2.27	0	1	1	21.67
6	Baggage Porters and Bellhops	39	32	-2.24	0	1	1	8.48
7	Funeral Attendants	48	40	-2.08	0	1	1	9.61
8	Order Clerks	381	320	-2.0	0	8	8	11.17
9	New Account Clerks	124	106	-1.81	0	4	4	13.32
10	Farmworkers and Laborers, Crop, Nursery & Greenhouse	1,185	1,016	-1.78	0	31	31	10.00

Source: Enterprise Flagler/Florida Agency for Workforce Innovation, Labor Market Statistics Center

As with any projected trends, any change in the assumptions can result in significant deviations in the actual outcomes. Flagler County has determined that there is a need for flexibility in order to quickly adjust and respond to changes in the local, state and national economy. Target Industries are those industries sought by Flagler County. While all industry is valued and considered on a case by case basis, target industries may have additional advantages or assistance available.

Flagler County Targeted Industries:

1. Manufacturing (NAICS Codes 331-339)
2. Transportation and warehousing (NAICS Codes 481-493)
3. Wholesale trade (NAICS Codes 421-422)
4. Retail trade (NAICS Codes 441-454)
5. Information and data processing services (NAICS Codes 514)
6. Other professional services*
7. Corporate/regional/division headquarters*
8. Research and development facilities*

Source: Enterprise Flagler.

*Other industry groups, uses or activities not listed above, which achieve the purpose or intent of the program

V. Rural Protection and "Green" Development: Flagler County and its cities have a commitment to provide for sustainable development that realizes the needed balance between economic, social and environmental resources. The Flagler County Board of County Commissioners 2010-2015 Strategic Plan contains very specific policy direction to address these issues. The area west of US 1 in Flagler County is dominated by agricultural and natural resources. These provide opportunities for limited industrial development that is tied to those resources. There are policies in the Future Land Use Element that encourage collocation of industries in close proximity to the sources of the raw materials. For example, a food processing plant or collection and distribution facility for vegetables would be an appropriate industrial use in this area. Also the low density of the area provides for opportunities for uses that would not be compatible with higher density residential areas east of US 1. These can only be realized if specific and through development standards and requirements are in place to assure compatibility with adjoining agricultural or natural resources. This is further emphasized by the implementation of "Green" standards to further reduce potential impacts.

"Green" industries in Western Flagler can be as simple as tourism-related or as elaborate as whip grass fuel farms and processing plants. These are ideas that have been identified as potential sources for economic diversity and growth in western Flagler County. As with any business, there needs to be appropriate methods of ensuring compatibility with adjoining resources.

VI. Comprehensive Economic Development Strategy (CEDS): The following is the adopted CEDS. Flagler County acknowledges that the economic development goals established in the Comprehensive Plan has to be based on a regional approach. The NEFRC's successful efforts to develop a guiding document provide Flagler County with a viable source of data that needs to be used in the formulation of the County's Economic Development Element.

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COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
NORTHEAST FLORIDA REGIONAL COUNCIL

CEDS

Comprehensive Economic Development Strategy

Northeast
Florida
Regional
Council

Prepared for the Economic Development Administration
By the Northeast Florida Regional Council

Comprehensive Economic Development Strategy

ADOPTED BY NEFRC BOARD

Prepared for the Economic Development Administration
By the Northeast Florida Regional Council

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Introduction and Goals

EXECUTIVE SUMMARY

Introduction

Upon approval of this Comprehensive Economic Development Strategy (CEDS), the Northeast Florida Regional Council (NEFRC) will be designated by the U.S. Department of Commerce, Economic Development Administration (EDA) as the regional planning organization for an Economic Development District (EDD). The EDD is comprised of seven counties: Baker, Clay, Duval, Flagler, Nassau, Putnam and St. Johns Counties. This CEDS document contains the initial five year (2009-2014) strategic economic development plan for the Northeast Florida Region.

The CEDS document is the result of the hard work of a CEDS Committee comprised of community leaders, public officials, economic development professionals, educators, labor unions and private individuals representing the diverse population of the Region.

The CEDS process was made open to the public. All information, dates of meetings, meeting agendas, meeting minutes, etc. were posted to a web site (www.regi.biz) for public inspection and comment.

The CEDS was adopted by the CEDS on August 21, 2009. The Northeast Florida Regional Council Board of Directors adopted the CEDS on September 3, 2009.

The CEDS is intended to be a responsive tool for economic development. An important goal in developing the CEDS was to create a tool that could be adapted for unanticipated events such as changes in the market, economic development opportunities, natural disasters, etc. Therefore, a two-tiered ranking system for projects was taken.

Goals

The seven Goals within the CEDS are intended to define regional expectations and to provide a systematic means to address the economic realities of the Region.

- Goal I. Improve education in Northeast Florida
- Goal II. Improve and expand infrastructure throughout Northeast Florida
- Goal III. Create regional employment centers in Northeast Florida
- Goal IV. Make Northeast Florida conducive for small business success
- Goal V. Create a regional land use plan
- Goal VI. Create a sustainable, full-service community
- Goal VII. Increase regional awareness

CEDS Strategy

Strategic Approach to the CEDS

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

Strategic Approach to the CEDS

The Northeast Florida Regional Council ensured that there was public participation, comment and vetting throughout the entire CEDS development process. The Northeast Florida Regional Council (NEFRC) sent out invitations for membership of the CEDS based on recommendations from economic development professionals in each of the seven counties comprising Northeast Florida. The CEDS Committee represents a wide-range of private and public economic development interests. Great effort was exercised in identifying CEDS members that most represent the diverse economic development interests of the Region.

In developing the CEDS, the CEDS Committee gathered over sixty pages of background data. After much consideration, only the data deemed most applicable to the efforts of the CEDS was incorporated into the document.

The CEDS report identifies both state and regional industry clusters, and identified target industries for the Region. As part of the report, the Region's workforce was analyzed and strategic findings identified.

Based in part on the findings contained in the preceding sections, the CEDS Committee identified the Region's strengths and weaknesses. The Regional strengths and weaknesses served the foundation for developing the Goals and Objectives. Once the Goals and Objectives were identified, the CEDS Committee developed a Plan of Action to achieve the Region's Goals and Objectives.

Based on the Plan of Action, the CEDS Committee identified five Vital Programs and five Suggested Projects. Through the use of a Program and Project Subcommittee, the CEDS evaluated over a dozen suggested Programs and over eighty suggested Projects. In addition to the five Vital Programs and four Suggested Projects, the CEDS contains a listing of other Programs and Projects that would be beneficial to the Region.

In order to gauge the success of the CEDS, a set of performance measures, or metrics, are included in the document. Each set of performance measures has a corresponding base year as well as baseline data.

Background Data

Background Data

During the development of the CEDS, a great deal of valuable data, maps and other information concerning the Northeast Florida Region was gathered. In order to manage the information, and in the spirit of creating a reader-friendly document, only a portion of the information is incorporated into the body of the CEDS.

Four of our seven counties are coastal communities, having the Atlantic Ocean as their eastern boundary. Nearly three-quarters of our Region continues to be undeveloped. Today, Northeast Florida has a substantial amount of undeveloped lands that have Comprehensive Plan entitlements for residential development. Inexpensive, undeveloped land, accompanied by a boom in the housing market, fueled the conversion of agriculture and industrial lands to residential.

The Region

Northeast Florida is comprised of seven counties - Nassau County, Clay County, Baker County, Putnam County, Duval County, St. Johns County, and Flagler County, and 27 municipalities, ranging in size from the City of Jacksonville's population of 852,450 to Marineland's single-digit population of nine.[1] Northeast Florida is situated on the Atlantic Ocean and has nearly 100 miles of coastline. Four of the seven counties that make up the Region are coastal communities; from north to south these four counties are Nassau County, Duval County, St. Johns County and Flagler County.

The St. Johns River, which at over 300 miles in length is the longest river in the State of Florida, extends throughout the Region. In 1998, the St. Johns River was named one of 14 American Heritage Rivers.[2] These water bodies offer the potential of waterborne transportation of both cargo and passengers. Additionally, the St. Johns River and its lakes and tributaries offer world-class fresh-water fishing, as well as canoeing and kayaking.

The City of Jacksonville, which is located in Duval County, is the economic hub and largest city within the Region. Since Duval County is a consolidated form of government, there are no unincorporated areas of the County. Consequently, the City of Jacksonville, at 874.3 square miles,[3] is the largest city, in terms of land area, in the United States.

[1] Source: Bureau of Business and Economic Research, University of Florida
[2] American Heritage Rivers are designated by the US Environmental Protection Agency as water bodies that, because of their importance, are targeted for increased strategies for natural resource and environmental protection, economic development, and histories/cultural preservation
[3] Source: US Census

Northeast Florida's climate can be classified as *humid subtropical*, characterized by hot, humid summers and mild winters. High temperatures reach in the upper 90s (degrees Fahrenheit) during the summer, and in winters lows can reach freezing levels; however, freezes are both short and sporadic.

Northeast Florida has suffered less damage from hurricanes than most other east coast cities. The Region has only received one direct hit from a hurricane since 1871, although Jacksonville has experienced hurricane or near-hurricane conditions more than a dozen times due to storms passing through the state from the Gulf of Mexico to the Atlantic Ocean, or passing to the north or south in the Atlantic and brushing the area.[4]

Geography Strategic Findings

Northeast Florida is situated on both the Atlantic Ocean, on which the region has nearly 100 miles of coastline, as well as on the St. Johns River. These water bodies are a strategic advantage for the Northeast Florida Region as they are the foundation for both international trade and the multimodal movement of freight.

The Region also has a substantial railway and roadway network. The rail and roadway network within the Region connects large, developable tracts of land, to freight receiving areas such as deep water ports.

Northeast Florida has a strategic advantage in that large areas of vacant, accessible land can be developed for industrial uses. The Region has relatively large, inexpensive swaths of undeveloped land, making Northeast Florida attractive for the assembling of land for large scale developments. However, the development of these lands is dependent on the availability of centralized water and sewer.

Northeast Florida is fortunate to have large amounts of active agriculture that produce ornamentals, sod, and food crops. Additionally, there are substantial areas of silviculture. The active agriculture serves not only as an economic engine for the Region, but, if capitalized on, will make the Region more sustainable, both in terms of a local food supplier and in terms of biomass fuel production.

Northeast Florida's climate and mild winters are a strategic advantage. Northeast Florida offers a warm, sunny climate without the typical trappings, such as congestion and higher costs of living, associated with other areas of Florida (i.e. - Orlando, Tampa and Miami).

[4] Source: Jacksonville, Florida's History With Tropical Systems, www.huricanecity.com

Demographics

The Northeast Florida Region is made up of seven counties (Baker, Clay, Duval, Flagler, Nassau, Putnam and St. Johns) with a combined 2006 population of 1,480,106, which represents 9 percent of the state's total population. While growth has flattened during the recession, the Region is still projected to add about 90 new residents each day through 2030, which will lead to an increase of approximately 750,000 people. Net migration, defined as the difference between immigrants and emigrants of an area, is the most significant source of population growth in the Region.

Table 1
Historic Regional Population Growth

Year	County							Total
	Baker	**Clay**	**Duval**	**Flagler**	**Nassau**	**Putnam**	**St. Johns**	**Region**
1970	9,242	32,059	528,865	4,454	20,626	36,424	31,035	**662,705**
1980	15,289	67,052	571,003	10,913	32,894	50,549	51,303	**799,003**
1990	18,486	105,986	672,971	28,701	43,941	65,070	83,829	**1,018,984**
2000	22,259	140,814	778,879	49,832	57,663	70,423	123,135	**1,243,005**
Percentage of Change (1970-2000)								
	240%	440%	148%	1,119%	280%	193%	397%	**187%**

Source: US Census

Table 2
Projected Regional Population Growth

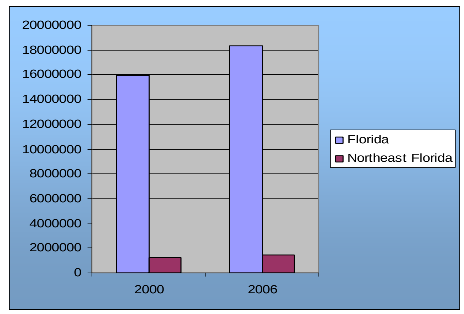
County	2006	2010	2020	2030	2060**
Baker	25,000	26,900	30,900	34,100	40,620
Clay	176,900	201,100	255,600	300,900	417,090
Duval	879,200	944,500	1,084,400	1,199,900	1,587,860
Flagler	89,100	113,100	168,000	215,100	323,800
Nassau	68,200	75,800	92,700	106,900	151,600
Putnam	74,400	77,000	82,700	87,500	104,300
St. Johns	165,300	193,400	256,800	310,500	479,160
Region Totals	1,480,106	1,633,810	1,973,120	2,256,930	3,104,430

Source: Bureau of Economic and Business Research (BEBR), University of Florida
*** Calculation using 1000 Friends of Florida projection methodology*

Population wise, Northeast Florida's counties range from being the 52nd most populated of Florida's 67 counties to the 7th. It is projected that the Region will grow to approximately 2.2 million by year 2030.

Northeast Florida has been engaged in long term regional visioning, and has been using the 1000 Friends of Florida growth projection assumptions for 2060. The 2060 projections were created by extending the trend line by the University of Florida's Bureau of Economic and Business Research (BEBR) moderate projections. This results in a projection of 3.4 million people by 2060 in Northeast Florida. While projections in the distant future are essentially guesses, they do require the Region to think about its future when it creates a vision.

Figure 1
2000 – 2006 Population Growth



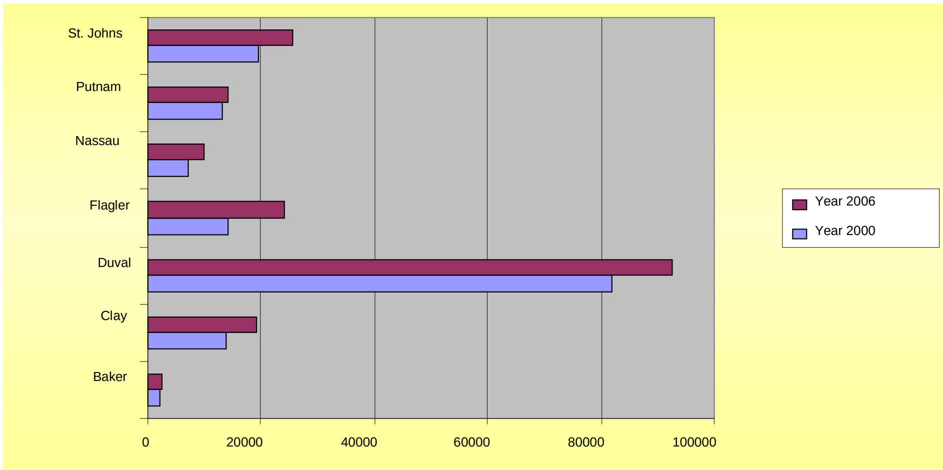
Source: BEBR, University of Florida

Between 2000 and 2006, Northeast Florida grew by approximately 19%. During this same time period, Florida grew in population by approximately 13%. South and Central Florida grew at a faster rate than both Florida as a whole and Northeast Florida as a region. Although not as populous as other counties in Florida, Flagler County was the fastest growing county in the nation in 2006 (based on rate of population growth).

The median age in Florida in 2006 was 39.9; it is projected that by 2030 the median age will rise to 44.4. Within our region, the median age in 2006 was 45.5; it is projected that the median age in our region will increase to 50.5 by 2030.

It is projected that the 65 years of age and older population will see the greatest increase between 2006 and 2030. In some areas, by 2030 the 65 years of age and older population is projected to double.

Figure 2
Persons 65 Years of Age and Older



Source: BEBR, University of Florida

The ethnic and racial composition of Northeast Florida's population is not as diverse as South and Central Florida. Nearly three-quarters (72%) of the Region's population today is white.[5] Approximately 22% of the population is Black, and only 6% of the population is Hispanic.[6] State-wide, approximately 68% of the population is White, 15% Black and 17% Hispanic.[7]

Regionally, Hispanics and Latinos are projected to have the largest increase in numbers when compared to their current population. By 2030, the Hispanic and Latino populations are projected to increase by 106,146.[8] However, this still only represents 7% of the projected 2030 population for the Northeast Florida Region.

[5] Bureau of Economic and Business Research, University of Florida
[6] Bureau of Economic and Business Research, University of Florida
[7] Bureau of Economic and Business Research, University of Florida
[8] Bureau of Economic and Business Research, University of Florida

Education

From an educational attainment perspective, Northeast Florida is consistent with Florida as a whole. State-wide, 49.9% of households have a high school degree or less educational attainment rate; 42.2% attained a bachelor's degree; and 6.7% hold a graduate degree.[9] Region-wide, 51% of households have a high school degree or less educational attainment rate; 43.3% attained a bachelor's degree; and 5.2% hold a graduate degree.[10] However, compared with the rest of the state, Northeast Florida has two of the worst school districts.

There are 67 school districts, not including the Florida School for the Deaf and Blind district, in the state of Florida. School districts in Northeast Florida vary in their state-wide rankings from number 4 (Nassau County) to number 59 (Duval County).

The following table shows the drop-out rate and school district ranking (state).

Table 3
Drop-Out Rates and School District Rankings

	Drop-out Rate	**School District Ranking**
Baker County	3.7	17
Clay County	1.9	10
Duval County	6.6	59
Flagler County	1.9	36
Nassau County	3.4	4
Putnam County	4	58
St. Johns County	2	7

Source: Florida Department of Education, 1989-1999 thru 2005-2006

Population Strategic Findings

Northeast Florida is on track to outpace the growth rate of Florida. By 2030, the Region is projected to grow by 750,000. Primarily, the growth of the Region will occur through net migration. During this period of growth, Northeast Florida will become, on average, older. Additionally, the Region is not expected to become substantially more ethnically diverse, remaining less diverse than the state as a whole.

[9] Florida Department of Education, 1989-1999 thru 2005-2006 Graduation / Drop Out Rates
[10] Florida Department of Education, 1989-1999 thru 2005-2006 Graduation / Drop Out Rates

In summary, if the Region remains status quo, Northeast Florida will become older, less educated, and less diverse than its regional competitors in Florida (i.e.-Tampa, Orlando and Miami). However, through capitalizing on the three major state universities accessible to the Region, attracting high-tech industries and rebranding itself, Northeast Florida will attract a younger, more educated and dynamic workforce.

Income

Within the seven-county region of Northeast Florida, median household income ranges from a low of $33,442 to a high of $61,859. St. Johns, Clay and Nassau Counties have the highest median household incomes. Putnam County has the lowest at $33,442.

In 2006, total per capita income in Florida was $35,798,000,000, placing Florida's total per capita income ranking in the US at number 20. Total personal income in 2006 was $647,583,000,000.

In 2005, total personal income for Northeast Florida was $46 billion. Income from transfer payments accounted for $6.8 billion. Per capita income in 2005 was $30,797.

In 2004, median household income in Florida was $40,900, which represents a 5.5% increase from 2000. The regional median household income in 2004 was $45,430, an increase of 7.2% from 2000.

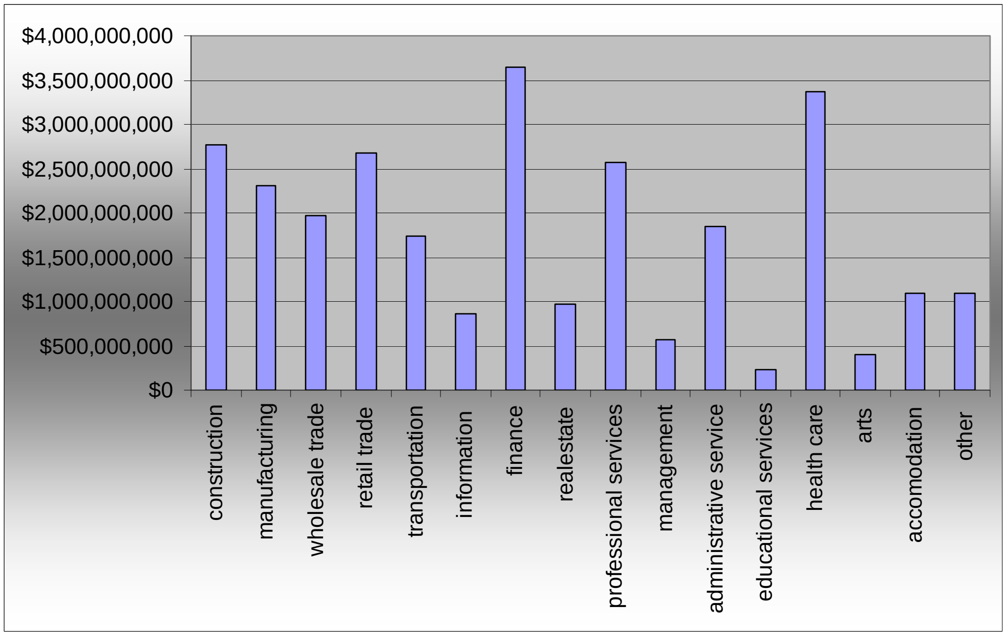
In Northeast Florida, total wages in 2006 were $24.5 billion; non-agriculture business proprietors earned another $2.3 billion, and agriculture proprietors earned an additional $28 million.

Table 4
Earned Income by Employment Sector

Sector	Earned Income 2006	Sector	Earned Income 2006
Construction	$2.8 billion	Manufacturing	$2.3 billion
Wholesale Trade	$1.9 billion	Retail Trade	$2.7 billion
Transportation	$1.7 billion	Information	$861 million
Finance	$3.7 billion	Real Estate	$961 million
Professional Services	$2.6 billion	Management	$563 million
Administrative Services	$1.8 billion	Health Care	$3.4 billion
Educational Services	$263 million	Arts	$399 million
Accommodation	$1.1 billion	Other Services	$1.1 billion

Source: BEBR, University of Florida

Figure 3
Earned Income by Employment Sector



Source: BEBR, University of Florida

Employment

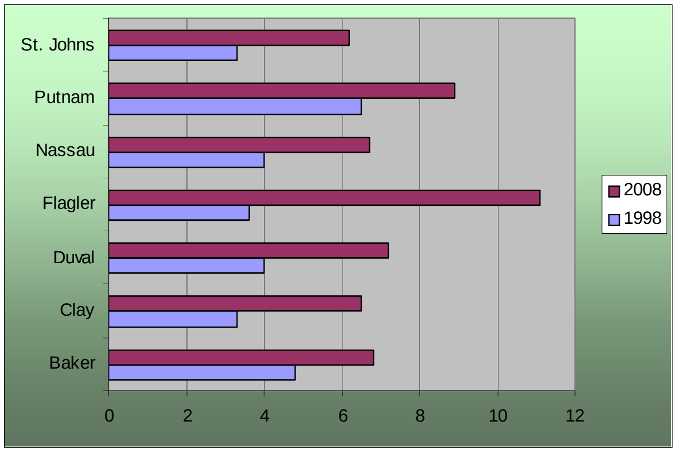
According to a *Jacksonville, Florida Area Labor Availability Report* dated May 2008 published by The Pathfinders, the Jacksonville area, which is defined as the seven counties making up Northeast Florida, has 137,300 available workers for "new or expanding businesses." Of the 137,300 available workers, 99,400 can be defined as "underemployed"[11] with a median rate of pay of $15.72 an hour. The median desired pay of this same group is $17.58.[12]

Northeast Florida had a labor force of 729,873 in 2007, which is approximately 8% of Florida's 9.3 million person labor force.[13] Unfortunately, the unemployment has seen a substantial increase between 1998 and 2008.

Figure 4 shows that the unemployment rates for the seven counties in the Northeast Florida Region have all experienced substantial increases in their unemployment rates.

[11] "Underemployed" is defined as individuals who are working, desire better jobs, and have the skills, education and experience to qualify for better jobs. Source: The Jacksonville, Florida Area Labor Availability Report, May 2008, The Pathfinders
[12] The Jacksonville, Florida Area Labor Availability Report, May 2008, The Pathfinders
[13] U.S. Bureau of Labor Statistics (www.bls.gov)

Figure 4
Unemployment Rates January 1998 and November 2008 Comparisons



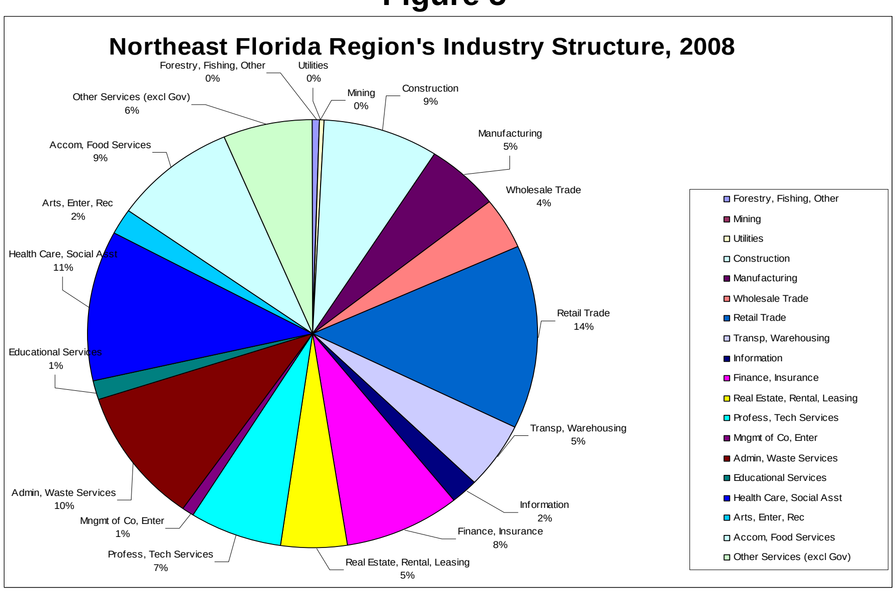
Source: BEBR, University of Florida

Regional Industries

As shown by Table 4, construction, manufacturing and retail trade were the largest sectors of employment in terms of earned income. Northeast Florida had total earned income in 2006 of $32 billion, which was approximately 8.5% percent of Florida's total earned income of $373 billion.

Northeast Florida Region's three largest private sectors (in 2-digit NAICS codes) are: Retail Trade, Health Care and Social Areas and Administrative and Support and Waste Service. Together with Construction, Accommodations and Food Service, and Finance and Insurance, they account for 61 percent of regional employment.

Figure 5



The following table shows the economic impacts of six of the largest non-agriculture, non-real estate industry sectors in Northeast Florida.

Table 5
Value Added of Goods / Services (2002)

	Baker	Clay	Duval	Flagler	Nassau	Putnam	St. Johns	Region
Manufacturing	W	W	$7.01B	$378.83M	$552.74M	$714.73M	$341.32M	**$8.97B**
Wholesale Trade	W	$28.37M	$826.31M	$4.1M	W	$2.85M	$63.65M	**$925.28M**
Retail Trade	$129.76M	$1.535B	$10.18B	$342.36M	$422.95M	$498.26M	$1.34B	**$14.448B**
Professional Services	W	W	$2.45B	$47.3M	$47.31M	$49.63M	$209.74M	**$2.8B**
Healthcare	$85.16M	$421.31M	$4.24B	$94.12M	$96.5M	$96.51M	$353.85M	**$5.29B**
Accommodations/ Food	$14.06M	$149.73M	$1.18B	$65.59M	$180.12M	$37.43M	$330.65M	**$1.96B**

Source: US Census; W = information withheld by source or not available; M = millions; B = billions

Location Quotient

The Location Quotient Technique is the most commonly utilized economic base analysis method. This technique compares the local economy to a reference economy, in the process attempting to identify specializations in the local economy. The location quotient technique is based upon a calculated ratio, as shown below, between the reference economy and another (state, nation). The corresponding ration is referred to as the “location quotient.”

$$\text{Location Quotient} = \frac{\text{Regional Employment in Industry I in Year T}}{\text{Total Regional Employment in Year T}} \Big/ \frac{\text{National (or State) Employment in Industry I in Year t}}{\text{Total National Employment in Year T}}$$

For ratios less than 1.0, the local economy must import goods within that industry to meet demand.

For ratios greater than 1.0, the industry exports goods produced because the supply exceeds the local economy’s demand.

The location quotients for all sectors in the Region are below national averages.

Table 6
Employment as of National Level

Variable	2008	2009	2010	2011	2012	2013	2014	2015	2016
Forestry, Fishing, Other	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Mining	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Utilities	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Construction	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Manufacturing	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Wholesale Trade	0.5	0.5	0.5	0.5	0.5	0.5	0.4	0.4	0.4
Retail Trade	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Transportation, Warehousing	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Information	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Finance, Insurance	0.8	0.8	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Real Estate, Rental, Leasing	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Profess, Tech Services	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Management of Co, Entertainment	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Admin, Waste Services	0.7	0.7	0.7	0.7	0.7	0.7	0.6	0.6	0.6
Educational Services	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Health Care, Social Asst	0.4	0.4	0.4	0.5	0.5	0.5	0.5	0.5	0.5
Arts, Enter, Recreation	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Accommodation, Food Services	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Other Services (excl Gov)	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5

Source: REMI Policy Insight 9.0

Table 7 on the following page identifies the cost of production ratio of within the Region compared with the cost of production for similar goods at a national level. A ratio of less than 1.0 shows that the industry has a relatively low cost of production when compared to the nation. Conversely, a ratio of greater than 1.0 shows that it is relatively more expensive to produce that good or service.

Table 7
Production Costs

Variable	2008	2009	2010	2011	2012	2013	2014	2015	2016
Forestry, Fishing, Other	1.034	1.037	1.039	1.041	1.044	1.046	1.048	1.047	1.047
Mining	1.02	1.019	1.018	1.018	1.017	1.016	1.015	1.014	1.013
Utilities	0.961	0.962	0.962	0.961	0.961	0.961	0.961	0.961	0.96
Construction	0.973	0.972	0.971	0.969	0.968	0.967	0.966	0.966	0.965
Manufacturing	1.001	1	1	0.999	0.999	0.998	0.998	0.998	0.997
Wholesale Trade	0.981	0.98	0.98	0.98	0.979	0.979	0.979	0.978	0.978
Retail Trade	0.962	0.961	0.961	0.96	0.959	0.959	0.958	0.958	0.957
Transportation Warehousing	0.961	0.961	0.961	0.961	0.961	0.961	0.96	0.96	0.96
Information	0.907	0.907	0.906	0.905	0.905	0.904	0.903	0.903	0.903
Finance, Insurance	0.889	0.889	0.89	0.89	0.891	0.891	0.892	0.892	0.891
Real Estate, Rental, Leasing	0.889	0.891	0.892	0.893	0.894	0.895	0.895	0.896	0.896
Professional and Technical Services	0.93	0.93	0.93	0.929	0.929	0.928	0.928	0.927	0.927
Management of Companies and Enterprise	0.858	0.858	0.858	0.857	0.857	0.857	0.857	0.857	0.856
Administrative and Support and Waste Services	0.953	0.953	0.952	0.952	0.951	0.95	0.95	0.949	0.948
Educational Services	0.899	0.898	0.897	0.895	0.894	0.893	0.892	0.891	0.89
Health Care, Social Asst	0.993	0.992	0.992	0.991	0.99	0.989	0.988	0.987	0.986
Arts, Entertainment and Recreation	0.974	0.974	0.973	0.973	0.972	0.972	0.971	0.971	0.97
Accommodation and Food Services	0.979	0.978	0.978	0.977	0.976	0.975	0.975	0.974	0.973
Other Services (excluding Gov)	0.958	0.957	0.956	0.955	0.954	0.953	0.951	0.951	0.95

Source: REMI Policy Insight 9.0

Economic Strategic Findings

The three sectors contributing most to total earned income in the Northeast Florida Region are Finance, Healthcare, and Construction. Median household income levels in Northeast Florida are on the rise, although we still have counties with low per capita income levels.

In Northeast Florida, the Region's total personal income growth outpaced Florida as a whole. Florida total personal income rose by over $125 billion between 2001 and 2005, which equated to an increase of approximately 26%. During this same time period, the Region's total personal income rose by approximately $10 billion, which equated to an increase of approximately 43%.

The Construction, Manufacturing and Retail Trade industries were the largest sectors of employment in terms of earned income. Construction activities spurred by single-family and multi-family development have been dramatically reduced. The challenge for the Region will be to shift from construction activities to growth industries.

Infrastructure and Utilities

The Northeast Florida Region lies within the St. Johns River Water Management District (SJRWMD). Within this district, potable groundwater is withdrawn from the Floridian aquifer. Of the five major groundwater basins, three cover the seven-county region that comprises Northeast Florida; the St. Mary's Groundwater Basin, the Lower St. Johns Groundwater Basin, and the Volusia Groundwater Basin.

Water use by population and by category is summarized below. Water is indicated in millions of gallons (mgd) per day.

Table 8
Water Usage - 2007

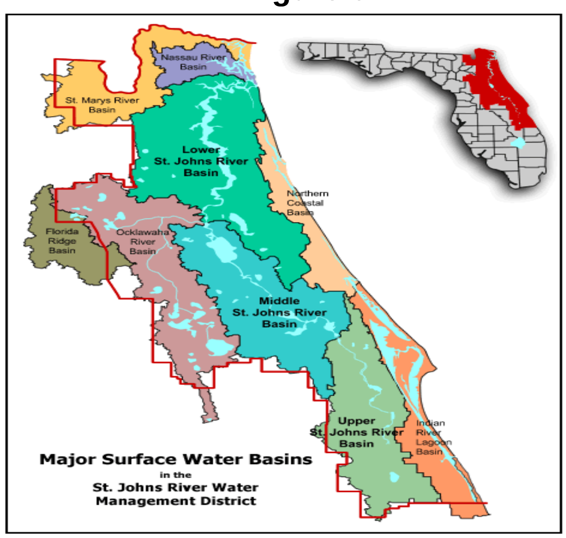
	Population	Water Usage (mgd)
Baker	4,162	5.85
Clay	128,106	28.23
Duval	289,300	178.99
Flagler	10,212	41.38
Nassau	27,085	53.01
Putnam	11,456	50.86
St. Johns	132,848	60.81
Total		**419.13**

Source: St. Johns River Water Management District

The St. Johns River Water Management District issues Consumptive Use Permits (CUPs) to ensure regulatory compliance.

All entities requiring use of large amounts of water, except those exempt by statute or District rule, are required to obtain a CUP. Permits for consumptive use are issued for a finite duration and these must be renewed when expired. Since 1991, all water users have been required to report their water use by using a water meter or by an alternative method approved by the District. In 2008, 193 CUPs were issued by the District; there were 3,040 active CUPs at the end of 2004.

Figure 6



Source: SJRWMD

The Environmental Protection Agency, Office of Wastewater Management

(OWM), monitors programs to protect water and watersheds. Its programs and initiatives promote compliance with requirements of the Federal Water Pollution Control Act. The OWM works in conjunction with the Environmental Protection Agency (EPA) and local governments to regulate discharge into surface waters including wetlands, lakes, rivers and oceans. Included in this purview is the monitoring of sanitary sewer conveyance and discharge.

The Department of Environmental Protection Northeast District is made up of 20 counties including the seven county region of Northeast Florida. There are 482 wastewater facilities in this district, approximately 14 percent of the State's total. The permitted capacity for discharge is 26.56 mgd or 2 percent of the State's total flow.

There are nine providers of electricity within Northeast Florida. They are:

- JEA
- Florida Power & Light
- Clay Electric Cooperative
- Beaches Energy Services
- Seminole Electric
- Progress Energy Florida, Inc.
- Florida Public Utilities
- Green Cove Springs
- Okeefenoke REMC

Consumption of gas (non-vehicle consumption) and electricity as determined by capital stock is reflected in Table 9 below:

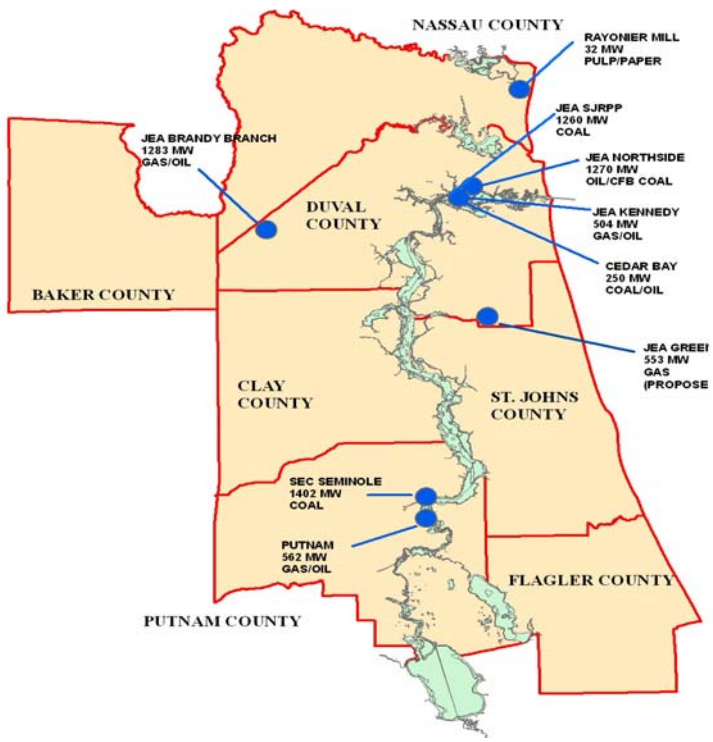
Table 9
Gas and Electric Stock

Variable	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**
Gas and Electric K	4.499	4.549	4.601	4.649	4.695	4.742	4.787	4.888	4.991

Source: REMI Policy Insight 9.0

The map on the following page is derived from the Florida Department of Environmental Protection, Division of Air Resource Management's October 2008 *Florida's Power Generating Facilities*. Figure 7 below identifies the electricity producing facilities in Northeast Florida, their output capabilities, and their fuel types.

Figure 7



Source: Florida Department of Environmental Protection, Division of Air Resource Management's October 2008 Florida's Power Generating Facilities.

TECO Peoples Gas provides natural gas to residential, commercial and industrial customers in Northeast Florida. Natural gas provides clean energy for a wide range of uses, including home heating, vehicles, and electric generation. Natural gas is the cleanest-burning fossil fuel.

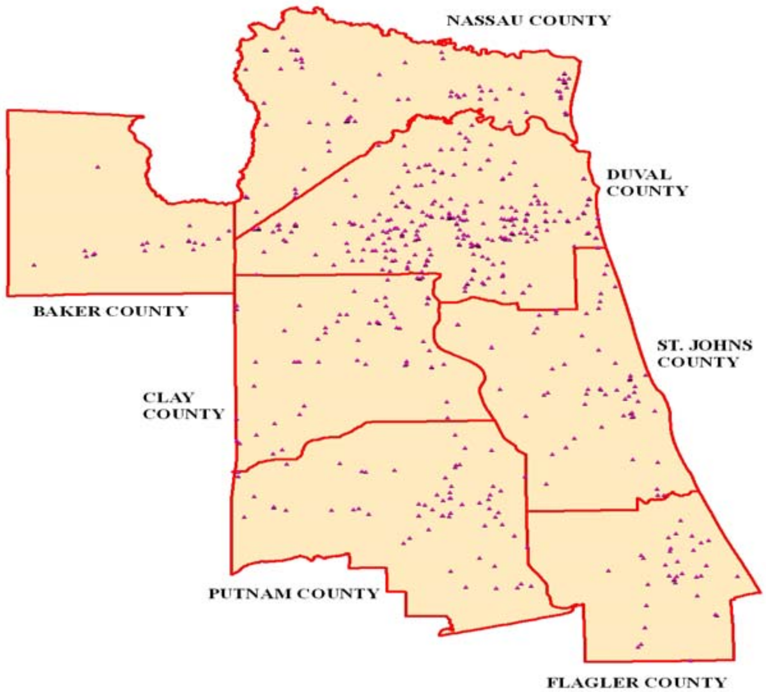
Florida is part of the Southeast Region interstate pipeline network which includes: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee. Twenty-three interstate, and at least eight intrastate, natural gas pipeline companies operate within the Southeast Region. Fifteen of the twenty-one interstate natural gas pipelines originate in the Southwest Region and receive most of their supplies from the Gulf of Mexico or from the States of Texas and/or Louisiana.

Figure 8 shows where wireless communications towers are located throughout the Region. Each tower may, and most likely does, house multiple wireless technologies providers.

According to the Federal Communications Commission *antenna structure registration* Geographical Information Systems-based data, there are approximately 600 wireless communications structures within the Northeast

Florida Region.

Figure 8



Source: Source: Federal Communications Commission, FCC Wireless Telecommunications Bureau, Antenna Structure Registration

<u>Resources Strategic Findings</u>

A fundamental resource challenge facing Northeast Florida is water, both in terms of availability and distribution. Portions of the Region are in a water resource caution area, meaning that projected demand for water will exceed its availability. It is expected that the remainder of Northeast Florida will be within a water resource caution area within the next few years. In addition to water availability, is a lack of region-wide potable water distribution system. While individual well systems may accommodate low density residential development, it is not conducive for supporting industrial growth throughout the Region.

In addition to potable water supply and distribution, the centralized sanitary sewer treatment is not available region-wide. As is the case with potable water, individual septic systems are not adequate for large scale industrial and business park development.

Finally, natural gas is not available throughout the Region, although it is becoming more widely available. There are two natural gas suppliers (TECO and FPL) that are expanding natural gas pipelines in the Region; however, only TECO, which is only expanding in a small portion of the Region, will be available

for general connections.
Military Installations

Northeast Florida has three primary active military installations: Naval Air Station at Jacksonville (NAS Jacksonville), Naval Station at Mayport (NS Mayport), and Camp Blanding. According to Enterprise Florida, military and defense operations in Florida contribute over $52 billion to the economy. Regionally, the total regional economic impact to Northeast Florida is estimated at $14.1 billion.[14] Additionally, the military and defense economic impacts have risen approximately 10% each year for the past six years.

According the Florida Defense Factbook, a program of Enterprise Florida, procurement, salaries, and pensions/transfers accounted for $4.1 billion in defense spending within Northeast Florida. Directly and indirectly, the military is responsible for 188,900 jobs in Northeast Florida. The average wage earning per military job in Northeast Florida is $40,000 per year.

According to the Cornerstone Regional Development Partnership, 16 of every 100 Northeast Florida area residents are connected with the Navy. Additionally, approximately 4,100 Northeast Florida military personnel retire or exit from military service. Of those, 80% stay in Northeast Florida.

<u>Camp Blanding Joint Training Center</u>
Camp Blanding, the primary training facility for the Florida Army National Guard, serves the training needs for active Army and Reserve units as well as Army and Air National Guard units.

<u>Naval Station (NS) Mayport</u>
Since its commissioning in December 1942, Naval Station Mayport has grown to become the third largest fleet concentration area in the United States. Mayport's operational composition is unique, with a busy harbor capable of accommodating 34 ships and an 8,000-foot runway capable of handling any aircraft in the Department of Defense inventory. The number of jobs will increase to up to 5,000 with the addition of the accompanying air squadrons.[15]

<u>Naval Air Station (NAS) Jacksonville</u>
NAS Jacksonville employs over 24,000 civilian and active duty personnel (14,920 active duty, and 10,325 civilian personnel). NAS Jacksonville is home to the Navy's largest aviation squadron, Patron Squadron Thirty (VP-30), and is an aviation maintenance training facility. The economic impact of NAS Jacksonville is calculated at $2.7 billion annually. In salaries alone, NAS Jacksonville is directly responsible for over $1.1 billion per year.[16]

[14] Source: Enterprise Florida, *Florida Defense Factbook*
[15] Source: Jacksonville Business Journal, *Mayport To Get Nuclear Carrier*, November 17, 2008
[16] Source: Enterprise Florida, *Florida Defense Factbook*

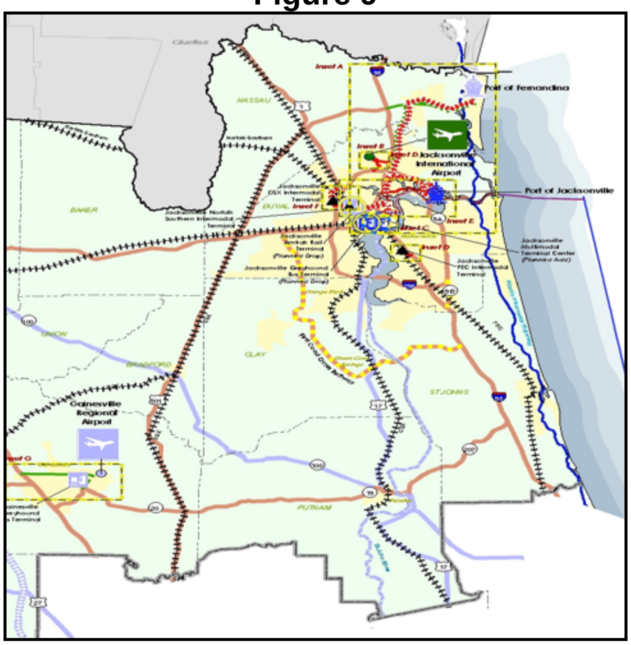
Strategic Intermodal System (SIS) Facilities

Florida's Strategic Intermodal System (SIS) is a transportation system that consists of a strategic statewide and regionally significant facilities and services that moves both people and goods by various forms of transportation. This includes linkages that provide for smooth and efficient transfers between modes and major facilities and Integrates individual facilities, services, forms of transportation modes and linkages into a single, integrated transportation network.

The SIS is a statewide network of high-priority transportation facilities, including the state's largest and most significant commercial service airports, spaceport, deepwater seaports, freight rail terminals, passenger rail and intercity bus terminals, rail corridors, waterways and highways. These facilities are the workhorses of Florida's transportation system, carrying more than 99 percent of all commercial air passengers, virtually all waterborne freight tonnage, almost all rail freight, and more than 68 percent of all truck traffic and 54 percent of total traffic on the State Highway System.

A detailed map of SIS facilities within the Northeast Florida Region is below.

Figure 9



Source: Florida Department of Transportation

<u>Transportation Access Strategic Findings</u>

The fundamentals for capitalizing on the Region's intermodal system for the efficient import and export of freight are in place. This Region is served by eight airports and seven seaports. With the Region's existing roadways, rail lines, ports, and airports, the Region has the existing multimodal infrastructure necessary for both receiving and exporting large amounts of freight. Interstate 95, the primary north-south highway along the eastern seaboard, and Interstate 10, the primary east-west highway along the southern United States, converge within the Region.

Florida has intermodal system transportation facilities that have been identified as being crucial to the State's economy. These Strategic Intermodal System (SIS) facilities receive the bulk of the Florida Department of Transportation's attention, both in terms of funding and in terms of protection. The SIS includes linkages that provide for smooth and efficient transfers between modes and major facilities and Integrates individual facilities, services, forms of transportation modes and linkages into a single, integrated transportation network.

Lack of a region-wide transit system places the region at a strategic disadvantage. Currently, there are no region-wide transit options that would allow for the increase of freight capacity on our roadways through transfer of commuters from single-occupancy vehicles to transit. Additionally, the Region, as is the case with the entire State of Florida, does not have the resources to continue to build more roadway capacity.

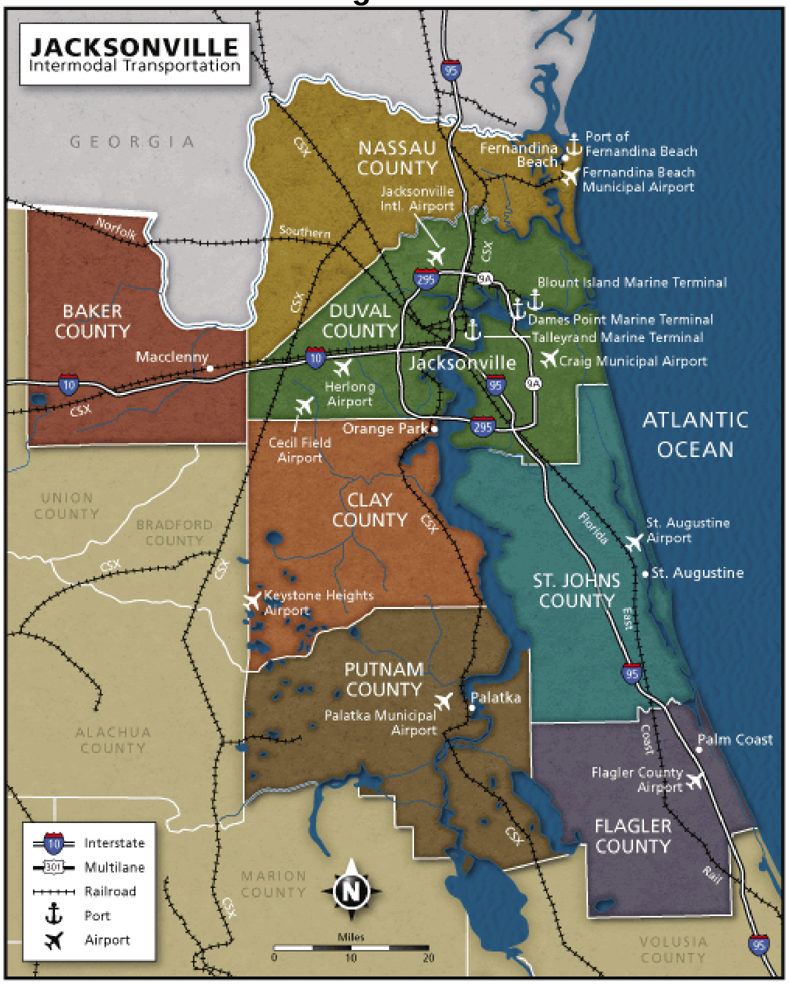
Airports

The Region is served by eight airports and seven seaports. Jacksonville International Airport (JIA) is the only international airport in the Region. The other aviation facilities in the Region are:

- Craig Municipal Airport
- Cecil Field
- Fernandina Beach Municipal Airport
- Flagler County Airport
- Herlong Airport
- Kay Larkin Airport/ Palatka Municipal Airport
- Keystone Airpark (A portion is in Bradford County)
- St. Augustine Airport

The following figure depicts the location of all aviation and seaport activities in the Region.

Figure 10



Source: Cornerstone Jacksonville

Seaports

Jacksonville and Fernandina Beach both contain natural deepwater seaports. They are full-service ports and provide terminal handling and stevedoring services. They can handle container and conventional vessels with warehousing and crane services.

Table 10
Twenty-foot Equivalent Units (TEU) - 2006

	TEU	Percent of United States
Canaveral	1,047	Less than 1/100 of 1%
Everglades	864,030	1.95%
Fernandina	37,906	0.9%
Fort Pierce	11,600	0.3%
Jacksonville	768,239	1.73%
Key West	0	0%
Manatee	5,576	0.01%
Miami	976,514	2.20%
Palm Beach	344,000	0.55%
Panama City	58,000	0.13%
Pensacola	300	0.00
St. Joe	0	0.00
St. Petersburg	0	0.00
Tampa	24,253	0.05%

Source: Florida Department of Transportation, SIS Data and Designation Update Report (2008)

"Deepwater Ports" are defined as those ports that can handle a fully loaded Panamax ship. A Panamax ship is defined as the largest ship that can navigate through the Panama Canal. Currently, the maximum dimensions for a Panamax ship are: length: 965 feet; beam (width): 106 feet; Draft: 39.5 feet.[17]

[17] Source: Panama Canal Authority

Cooperation and Coordination With State Economic Efforts

Economic Development Cooperation and Coordination

In developing the CEDS and assessing the Goals, Objectives, Programs and Projects, the CEDS Committee remained cognizant of the State-wide economic development efforts of Enterprise Florida. The end result is a CEDS that is consistent with, and furthers the efforts of, Enterprise Florida's *Roadmap to Florida's Future*, 2007-2012 Strategic Plan for Economic Development.

As illustrated by the Programs and Projects adopted as part of the CEDS, Northeast Florida's economic development objectives parallel the State's goals to: attract and retain globally competitive businesses; create and retain high-paying jobs; and maintain a high quality of life throughout Florida.

The CEDS Plan of Action to accomplish the Region's economic Goals and Objectives build upon the following six priorities identified in the *Roadmap to Florida's Future*:

- Build World-Class Talent
- Ensure Business Climate Competitiveness
- Promote Sustainable Development to Ensure Florida's Superior Quality of Life
- Invest in Florida's Innovation Economy
- Establish Florida as a Pre-eminent Global Hub
- Accelerate Florida's Economic Diversification

The success of CEDS is dependent on coordination and cooperation with the ongoing State economic development efforts that affect the Region, including:

- <u>Rural Economic Development Initiative</u>

  Administered by the Governor's Office of Tourism, Trade and Economic Development (OTTED), the Rural Economic Development Initiative (REDI) serves Florida's rural communities by providing a more focused and coordinated effort among state and regional agencies that provide programs and services for rural areas.

  There are currently three REDI counties in the Region: Baker County, Flagler County and Putnam County.

- <u>Rural Areas of Critical Economic Concern</u>

  Rural Area of Critical Economic Concern (RACEC) means a rural community, or a region composed of rural communities, designated by the Governor that has been adversely affected by an extraordinary economic event, severe or chronic distress, or a natural disaster or that presents a unique economic development opportunity of regional impact. The Governor has designated three areas within the State as RACEC; two of the Region's counties, Baker County and Putnam County, are RACEC areas. The economic benefits of being designated a RACEC community are:

- Certain criteria, requirements, or similar provisions of a economic development incentive are waived
- Access to incentives such as: the Qualified Target Industry Tax Refund Program; the Quick Response Training Program; the Brownfield Redevelopment Bonus Refund Program; and the rural job tax credit program

➢ Targeted Industry Incentives

The Qualified Target Industry Tax Refund incentive is available for companies that create high wage jobs in targeted high value-added industries. This incentive includes refunds on corporate income, sales, ad valorem, intangible personal property, insurance premium and certain other taxes.

➢ Qualified Defense and Space Contractor Tax Refund

Florida is committed to preserving and growing its high technology employment base by giving Florida defense, homeland security and space business contractors a competitive edge in consolidating contracts or subcontracts, acquiring new contracts or converting contracts to commercial production.

➢ Capital Investment Tax Credit (CITC)

The Capital Investment Tax Credit is used to attract and grow capital-intensive industries in Florida. It is an annual credit, provided for up to twenty years, against the corporate income tax.

➢ High Impact Performance Incentive Grant (HIPI)

The High Impact Performance Incentive is a negotiated grant used to attract and grow major high impact facilities in Florida. Grants are provided to pre-approved applicants in certain high-impact sectors designated by the Governor's Office of Tourism, Trade and Economic Development (OTTED).

➢ Quick Response Training Program (QRT)

Quick Response Training (QRT) - an employer-driven training program designed to assist new value-added businesses and provide existing Florida businesses the necessary training for expansion. A state educational facility - community college, area technical center, school district or university - is available to assist with application and program development or delivery. The educational facility will also serve as fiscal agent for the project.

- Incumbent Worker Training Program (IWT)

  Incumbent Worker Training (IWT) - a program that provides training to currently employed workers to keep Florida's workforce competitive in a global economy and to retain existing businesses.

- Economic Development Transportation Fund

  The program is available to all Florida businesses that have been in operation for at least one year prior to application and require skills upgrade training for existing employees. Priority is given to businesses in targeted industries, Enterprise Zones, HUB Zones, Inner City Distressed areas, Rural Counties and areas and Brownfield areas.

- Economic Development Transportation Fund

  The Economic Development Transportation Fund, commonly referred to as the "Road Fund," is an incentive tool designed to alleviate transportation problems that adversely impact a specific company's location or expansion decision.

- Enterprise Zone Incentives

  Tax credits include a sales and use tax credit, tax refund for business machinery and equipment used in an enterprise zone, sales tax refund for building materials used in an Enterprise Zone, and a sales tax exemption for electrical energy used in an enterprise zone.

- Brownfield Incentives:

  The Brownfield Redevelopment Bonus Refund is available to encourage Brownfield redevelopment and job creation. Approved applicants receive tax refunds of up to $2,500 for each job created.

In addition to being coordinated with Florida's economic development priorities and programs, the CEDS was coordinated with the existing economic development initiatives with the Region's economic development organizations and initiatives. Through maintaining an ongoing relationship with the Cornerstone Regional Development Partnership, the Region's economic development initiative, implementation of the CEDS with continued coordination will be ensured.

Industry Clusters

State Industry Clusters

According to Enterprise Florida, “Florida’s leading industry clusters play a key role in the State’s continued economic success and competitiveness. Innovative organizations in key Florida industries, such as life sciences and aerospace, find the nurturing environment here for developing state-of-the-art technologies, while sophisticated financial and professional services firms prosper thanks to Florida’s skillful workforce and the State’s business-friendly environment.”

Florida continues to find success in building science, technology and professional industry clusters. Enterprise Florida has determined that Florida’s strengths and future lie within the following industry clusters:

Clean Energy

Because of its geography, climate, and strong agricultural sector, Florida offers significant solar, bio-mass, and ocean energy resources. Additionally, with education and workforce training programs throughout the State’s universities and colleges, the State is educating the workforce necessary for a competitive advantage. Florida has several clean energy research and development centers throughout the State, including: the Center of Excellence in Ocean Energy Technology (Florida Atlantic University); the Clean Energy Research Center (University of South Florida); the Florida Institute for Sustainable Energy (University of Florida); the Florida Solar Energy Center (University of Central Florida); and the Sustainable Energy Science & Engineering Center (Florida State).

Within the clean energy cluster are the following industries: solar energy, biomass energy, biofuels, fuel cells and hydrogen and ocean energy.

Life Sciences

There are over 600 biotech, pharmaceutical and medical device companies, and nearly 40,000 healthcare establishments in Florida.[18] Florida's life sciences cluster continues to gain critical mass around the State. Due to the State’s research capabilities and collaborative efforts, life sciences businesses are thriving.

Education and research centers throughout the State include: the Center of Excellence in Regenerative Health Biotechnology (University of Florida); the Center of Excellence in Biomedical and Marine Biotechnology (Florida Atlantic University); the Center of Excellence for Biomolecular Identification and Targeted Therapeutics (University of South Florida); and the Center of Excellence for Nano-Bio Sensors (University of Florida). Additionally, Florida’s areas of life sciences excellence, which includes cancer, diabetes and heart disease, have

[18] Source: Enterprise Florida

attracted six esteemed biomedical research outfits to the State in the last five years: the Burnham Institute for Medical Research, Scripps Florida, the Max Planck Institute of Bioimaging, the Miami Institute for Human Genomics, the Torrey Pines Institute for Molecular Studies, and the Vaccine and Gene Therapy Institute.

Within the life sciences cluster are the following industries: biotechnology, medical device manufacturing, pharmaceuticals, and health care.

Information Technology

Florida has more than 245,000 persons employed in the Information Technology field.[19] Florida's Information Technology companies have a total payroll of $16 billion and an average wage of approximately $65,405.[20] Florida has several information technology clusters that have formed because of strong, ongoing cooperation between research institutions, businesses and industry organizations. A prime example of this is the Florida High Tech Corridor Council, which is a partnership among the University of Central Florida, the University of South Florida, and the University of Florida, principals of top high-tech companies, and economic development organizations that help promote the growth of the high-tech industry in the 23-county region served by the three universities.

Within the information technology cluster are the following industries: modeling, simulation and training; photonics and optics; digital media; software and computer systems design and integration; computer products, microelectronic and precision device manufacturing; and telecommunications.

Aviation and Aerospace

Florida ranks as 3rd in the nation for employment in the Aviation & Aerospace industry.[21] There are approximately 1,900 aviation and aerospace companies employing nearly 84,600 workers in the Florida. NASA and the Cape Canaveral Spaceport, as well as Florida's many U.S. military and air force bases are the key industry assets. Within Florida are several state of the art flight facilities and launch complexes for space exploration.

Florida has several notable research and design centers within the fields of aviation and aerospace, including: the Florida Center for Advanced Aero-Propulsion; Florida Technological Research and Development Authority; the NASA-KSC/Florida Dual-Use Technology Partnership; and Embry-Riddle Aeronautical University.

[19] Source: Bureau of Labor Statistics
[20] Source: Bureau of Labor Statistics
[21] Source: Governor's Commission on the Future of Space and Aeronautics in Florida, 2006

Homeland Security and Defense

Florida has a large homeland security and defense cluster, which varies from the manufacturing of satellites and tanks to vaccines. In 2006, Florida companies generated nearly $11 billion in Department of Defense Prime Contract awards, ranking the State 4th in the nation.[22] Florida has 12 major military installations and three command centers. Due to the military presence in Florida, the State is home to a large pool of highly skilled workers.

Florida has several notable research, design and education facilities concentrating on homeland security. Among these are the Center for Biological Defense (University of South Florida); the Center of Excellence in Security and Assurance in Information Technology Lab (Florida State University); the Center for Infrastructure Protection and Physical Security (University of Florida); the Institute for Human Machine Cognition; the Institute for Simulation and Training (University of Central Florida); the National Center for Maritime and Port Security; and Scripps Pandemic Research and Synthetic Vaccine Development.

Within the homeland security and defense cluster are the following industries: information analysis and security; threat detection and prevention; and emergency preparedness, response and recovery.

Finance / Professional Services

A primary economic driver in Florida is the finance and professional services industry. In total, almost one million people are employed by Florida's Financial and Professional Services companies that have a combined payroll of close to $59 billion.[23]

Manufacturing

The manufacturing industry employs close to 400,000 workers in Florida[24] representing approximately 5% of the total state employment.[25] In 2007, the manufacturing industry accounted for approximately 5% of Florida's *Gross State Product* (GDP). The manufacturing industry in Florida produces a variety of products, including plastics and medical devices.

[22] Source: Enterprise Florida
[23] Source: Bureau of Labor Statistics
[24] Source: Bureau of Labor Statistics
[25] Source: Florida TaxWatch Special Report, March 2009

Regional Industry Clusters

Northeast Florida's Regional industry clusters parallel those identified by Enterprise Florida for the State as a whole. The Regional industry clusters identified within the Comprehensive Economic Development Strategy parallel those identified by AngelouEconomics in a 2006 Duval County Target Market Report, which was undertaken on behalf of the Cornerstone Regional Development Partnership.

An "industry cluster" is an economic development term defined as a concentration of interconnected companies and industries within a region. The companies and industries are interconnected not only by their particular markets, but also by their products, suppliers, workforce skill-sets, etc.

In terms of supply chain logistics, Northeast Florida is ideal for companies that depend on logistics and intermodal capacity. There are three major interstates (I-95, I-75 and I-10); three railroads (CSX, Norfolk Southern and Florida East Coast); two deepwater ports - JaxPort, which has three separate marine terminals, and the Port of Fernandina; and an international airport. There are 45 million people within an eight-hour drive of Jacksonville and 60 percent of the U.S. population (approximately 179 million people) is within a 24-hour truck drive.

Northeast Florida includes a growing number of industry clusters, specifically aviation, financial services, and biomedicine[26].

The finance and insurance services industry cluster is centered in Jacksonville. There are several large companies located in Northeast Florida, including: Bank of America, Blue Cross/Blue Shield, CitiBank, Fidelity National Financial, Inc., Merrill Lynch, Prudential and Wachovia. The table below lists the ten top headquartered companies in Jacksonville:

Table 11
Ten Top Headquartered Companies in Jacksonville

Company	Type of Headquarters	Employees
Blue Cross & Blue Shield of Florida	Regional	7,000
CSX	Division	4,400
Citibank	Division	4,200
Bank of America	Regional	4,000
Wachovia	Corporate	3,500
Winn-Dixie	Corporate	2,500
Everbank Financial	Division	2,249
Aetna U.S. Healthcare	Regional	1,700
Everbank and Everhome Mortgage Comp.	Corporate	2,249
Fidelity Information Services	Corporate	1,700

Source: Jacksonville Economic Development Commission, 2009

[26] Source: Duval County Target Market Report, August 2006, AngelouEconomics

Northeast Florida is home to several military bases, including the Naval Air Station at Jacksonville (NAS Jax). The Aviation/Aerospace Center of Excellence at Florida State College at Jacksonville is dedicated to meeting the future local educational needs in that sector. Several financial services giants have major offices in Jacksonville. The Florida Space Authority and the Jacksonville Airport Authority are creating a commercial spaceport at Cecil Commerce Center.

Thousands of patients travel from across Florida and the southeast each year for the excellent biomedical services provided at the Mayo Clinic and Shands Jacksonville.

Adding to the attractive business environment is a growing concentration of high-tech businesses, and Northeast Florida has been ranked among the Milken Institute's[27] list of metro areas for top high-tech capacity.

Regional Target Industries

The Jacksonville Chamber of Commerce in collaboration with the Cornerstone Regional Economic Development Partnership and other agencies hired Whittaker Associates to create a 5-year target marketing strategy for the First Coast Region. The study identified eight target industry sectors for the Region:

- Aviation and Aerospace
- Distribution and Logistics
- Electronics and Semiconductors
- Financial and Insurance Services
- Headquarters
- Business Information Technology Services
- Medical Products, Services, and Research
- Advanced Manufacturing

The following is a synopsis of the 2006 Whittaker Study's findings for the above target industries:

- The Financial and Insurance Services industry saw the greatest growth
- The expansion of Cecil Commerce Center will continue to drive the aerospace and aviation fields
- With the expansion of technology commercialization (Mayo Clinic) and the Proton Therapy Institute (Shands Jacksonville), the Region is poised as a hub in medical services
- With the Mitsui OSK Lines and other port related-expansions, Northeast Florida is "on the national radar as a destination hub for distribution and logistics facilities."[28]

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[27] The Milken Institute is an "independent economic think tank whose mission is to improve the lives and economic conditions of the people in the United States." www.milkeninstitute.org
[28] Source: Duval County Target Market Report, August 2006, AngelouEconomics

Based on the findings, the AngelouEconomics report identified the following regional target industries:

Advanced Manufacturing

- Original Equipment Manufacturers
- Automotive Supplies
- Pharmaceutical Manufacturing

Distribution and Logistics

- Assembly / Distribution
- Warehousing
- Logistics Software Development

Life Sciences

- Medical Device Manufacturing
- Life Sciences Research & Design
- Health Services

Headquarters

- Regional Financial Services
- Defense Manufacturing
- Medical Devices

Aviation and Aerospace

- Aircraft MRO
- Defense Manufacturing
- Component Manufacturing

Finance and Insurance Services

- Integrated Service Centers
- Fire Software Development

Information Technology

- Security and Intelligence Software / Computer and Network Security Systems
- Data Centers
- FIRE Applied Software

Rural Target Industries

Several of the counties in Northeast Florida are in rural areas. Prepared by Fairfield Index, Inc. for Enterprise Florida, the 2004 report titled "Creating Economic Opportunities for the North Central Florida Rural Area of Critical Economic Concern: Priorities and Leadership Capacity", Rural Forum in Lake City identifies five Rural Target Industries, which have been adopted into this CEDS. These five industries are:

- Distribution / Transportation
- Transportation and Machinery Manufacturing
- Avionics
- Manufacturing of Component Parts for the Construction Industry
- Information Services

Emerging Technology

The following emerging technology areas have important implications for the economic development strategy of Northeast Florida.

Materials Science

Materials science and engineering involves the properties and applications of matter. “The multidisciplinary research needed to advance materials science is a great fit for Florida’s collaborative R&D climate. The State is particularly strong in materials research for aerospace, information technology and biomedical applications.”[29]

Nanotechnology

According to Enterprise Florida, there are at least 36 companies in Florida that are working in the drug development, bio-sensor, nano-sensor, advanced materials, and electronics fields. The State of Florida university system has several notable research and design facilities in the nanotechnology fields, including: the Motorola nanofabrication Research Facility (Florida International University); the NanoScience Technology Center (University of Central Florida); the Nanoscience Institute for Medical Engineering Technology (University of Florida); the High-performance Materials Institute (Florida State University); the Center for Nano-Bio Sensors (University of Florida); and the Nanomaterials and Nanomanufacturing Research Center (University of South Florida).

Marine Science

Florida has over 1,200 miles of coastline and another 12,000 miles of inland rivers and streams. The marine sciences include a wide-range areas, including conservation, climate and atmospheric studies, marine biodiversity, aquaculture, marine resource management, coastal management, marine chemistry, and marine biotechnology. The total value of waterborne trade in 2005 alone was close to $63 billion.[30] According to the Marine Industry Association of Florida, in 2005 the marine recreation industry (i.e. - boats) had a total output value of over $18 billion and employed over 220,000 people.

According to the Florida Fish and Wildlife Conservation Commission, in 2004 Florida’s commercial fishing industry generated $534 million in economic impacts for Florida.

Florida is home to many research and design facilities including: the Center of Excellence in Biomedical and Marine Biotechnology (Florida Atlantic University); the Harbor Branch Oceanographic Institution; the University of Miami Rosenstiel

[29] Source: Enterprise Florida
[30] Source: Enterprise Florida

School of Marine and Atmospheric Studies (University of Miami); the Mote Marine Laboratory; the Whitney Laboratory for Marine Bioscience in St. Augustine (University of Florida); and the Nova Southeastern University Oceanographic Center (Nova Southeastern University).

The Region is home to the Jacksonville University Marine Science Research Institute (MSRI), which is an interdisciplinary facility that provides teaching and research opportunities on issues relating to the St. Johns River, as well as the overall marine environment. Research performed by MSRI includes the Fisheries Independent Monitoring Program and the High School Marine & Environment Education Program.

Workforce Development

Workforce Development

In order to meet needs and skill set requirements of future and emerging industries, it is important to assess the existing workforce and workforce development attributes of the Region. The information on workforce development contained in the CEDS was compiled from existing sources. By compiling information from existing sources, duplication of the good work and efforts already being done by economic development agencies throughout the Region was avoided.

Firms are increasingly more likely to make location decisions based on the presence of a skilled workforce, one that is of high-quality and high-productivity, rather than just based on traditional economic development conditions (i.e. - taxes, cost of living). As the regional population seeks higher-wage jobs, the need to develop, and, just as important, retain a skilled workforce in Northeast Florida will become even more important.

An asset to Northeast Florida is the growing and developing workforce; Northeast Florida has a regional labor force of more than 700,000, with a median age just under 37.

Military

Northeast Florida is fortunate in that there are three active military installations within the Region: Naval Air Station Jacksonville (NAS Jacksonville), Naval Station Mayport (NS Mayport) and Camp Blanding. These military installations employ both enlisted and civilian personnel in high-tech fields such as aeronautics. Every year, more than 3,000 highly trained, mission-oriented personnel exit or retire from military service, and 80% of those choose to stay in Jacksonville.[31] The key to capitalizing on the skill sets of these military personnel is in retaining them once they leave the military.

Education

From an educational attainment perspective, Northeast Florida is consistent with the Florida as a whole. Region wide, 51% of households have a high school degree or less educational attainment rate; 43.3% attained a bachelor's degree; and 5.2% hold a graduate degree.[32]

In the *Road Map to Florida's Future*, Enterprise Florida identifies "Build World-Class Talent" as one of six strategic priorities for economic development. There is concern within the Region that there will be an increasingly large gap between the skill sets of our current workforce and those that will be needed by future employers.

[31] Source: Jacksonville Chamber of Commerce
[32] Source: Florida Department of Education

Northeast Florida has several 4-year universities including the University of North Florida, Jacksonville University, Florida State College at Jacksonville, Flagler College and the University of Phoenix. In addition to these, the Region is within proximity to the University of Florida, Florida State University, the University of Central Florida, Embry-Riddle University, and Florida A & M. In addition to under-graduate and graduate degrees, the Region's community colleges and universities also provide career and technical education and continuing education programs. In order to meet the needs of employers, both certificate and degree programs in high-demand skill sets and occupations are offered.

Northeast Florida is fortunate to have specific programs that are designed to develop a competitive workforce. This includes the Aviation Center of Excellence, a leading training center for aviation-related skills established by Florida State College at Jacksonville.

The Florida Department of Education operates Florida's Workforce Education Program, which provides "career and technical education as well as other educational services to help students attain those skills that enable them to become or remain economically self sufficient." Workforce programs are designed to serve people entering the workforce for the first time; those who desire to enhance or improve their skill sets; and retraining workers so that their skill sets match those needed by future industries and employers.

Florida's Workforce Education Program provides occupational training through certificate, apprenticeship, and associate degrees in applied science. Services provided in Florida's Workforce Education Program include:

- Adult Education includes basic education for adults
- Adult Certificate Programs train persons in job-specific competency areas including family and consumer science, industrial education, marketing and public service occupations
- Apprenticeship programs partner employers with local educators
- Associate in Applied Science and Associate in Science are offered at community colleges throughout the Region
- Continuing Education improves the skill sets of those already employed

Workforce Florida, Inc., is Florida's partnership program for workforce training and provides "…programs such as Quick Response Training and Incumbent Workforce Training to help existing and new companies recruit, train and maintain cutting-edge skills and keep pace with new technologies."[33] Workforce Florida maintains Banner Centers, which "…are designed to serve as a statewide**,** go-to resource for cutting-edge training for entry-level and experienced workers who need to upgrade their skills in high-value sectors such as biotechnology, aviation/aerospace, health sciences, logistics and distribution,

[33] Source: Enterprise Florida

construction, energy, alternative energy, digital media and manufacturing."[34] Banner Centers are operated in conjunction with Florida's community colleges and universities, and partner with targeted industry sectors.

In addition to the aforementioned programs, the following workforce development programs are offered:

- Quick Response Training (QRT)[35]
  The intent of this program is to provide specialized training to new workers or retraining for current employees to meet changing skill requirements caused by new technology or new product lines and to prevent potential layoffs. This program provides customized employee training grants for new and expanding businesses that produce exportable goods and services. The QRT program is administered by WorkSource, the Jacksonville Region's workforce board, and can utilize local educational resources such as University of North Florida and Florida State College at Jacksonville.

- Incumbent Worker Training Program[36]
  This is a customized training program available for Florida companies that have been in operation for at least one year and demonstrating financial viability. Special preference is given to companies with 25 employees or less in distressed inner-city areas or whose grant proposals represent a significant upgrade to employee skills or a lay-off avoidance strategy.

Through workforce development efforts such as increased business and education partnerships, an educated, skilled, and desirable workforce is being created. This valuable workforce is positioning Northeast Florida as an attractive place for industries to expand and to relocate.

Workforce Development Strategic Findings

An asset to Northeast Florida is the growing and developing workforce: Northeast Florida has a regional labor force of more than 700,000, with a median age just under 37. Of this workforce, over 137,000 are available for emerging industries.

There are many colleges and universities that are either within the Northeast Florida Region or are within proximity to it, including: Jacksonville University, the University of North Florida, the University of Florida, and the University of Central Florida. Two of these universities, the University of Florida and the University of Central Florida, are part of the Florida High-Tech Corridor Council, which focuses on implementing a strategic approach to high-tech economic development.

[34] Source: Workforce Florida
[35] Source: Workforce Florida
[36] Source: Workforce Florida

Northeast Florida is privileged to have specific programs that are designed to develop a competitive workforce. This includes the Aviation Center of Excellence, a leading training center for aviation-related skills established by Florida State College at Jacksonville and Florida's Workforce Education Program, which provides occupational training through certificate, apprenticeship, and associate degrees in applied science.

Although there are existing workforce development programs and access to continued and higher education, the relationship between industries and colleges/universities needs to be strengthened so that: (1) the education system is producing high-skilled and high-valued future employees; and (2) existing employees can continuously augment their skill sets to remain relevant to emerging technologies.

The existence of a substantial military presence in the Region is a strategic advantage. The military provides the Region with a pool of highly trained, disciplined employees skilled in targeted industries such as aviation.

Regional Strengths and Weaknesses

Regional Strengths

In terms of promoting economic development and accommodating new and expanding industries, Northeast Florida's strengths are extensive. The geographic location and physical infrastructure of the Region alone make Northeast Florida an ideal area for new and expanding industries. In addition to the strategic geographic location of the Region and the physical infrastructure, there are the quality of life factors, the availability of land, the existing workforce, and lack of a state income tax, which further the attractiveness of Northeast Florida for economic develop.

<u>Intermodal Transportation</u>

The Region is located on the Atlantic Ocean and has two deepwater ports: the Port of Fernandina and JaxPort. With the Region's existing roadways, rail lines, ports and airports the Region has the existing multimodal infrastructure necessary for both receiving and exporting large amounts of freight. Interstate 95, the primary north-south highway along the eastern seaboard, and Interstate 10, the primary east-west highway along the southern United States, converge within the Region.

<u>Availability and Affordability of Land</u>

Northeast Florida has relatively large, inexpensive swaths of undeveloped land. According to the 2005 Florida land Value Survey performed by the University of Florida, the average price of "transition land"[37] in Northeast Florida ranged from $10,500 to $32,286 per acre; in Central Florida transition land ranged from $23,575 to $36,472 per acre; and in Southeast Florida transition land ranged from $66,667 to $137,500 per acre. In addition to affordability, because of the availability of large areas of land, large industrial development can still occur without the fear of impacting residential areas, thereby reducing the likelihood of NIMBY (Not In My Back Yard)ism.

<u>Quality of Life</u>

Increasingly, employers are making decisions in regards to expanding or relocating based on the quality of life within an area or region, and not exclusively on financial advantages. Northeast Florida offers a warm, sunny climate without the typical trappings, such as congestion and higher costs of living, associated with other areas of Florida (i.e. - Orlando, Tampa and Miami).

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[37] "Transition Land" is land that may be used for agricultural purposes, but is either being converted, or is likely to be converted, to non-agricultural uses.

Geography

Northeast Florida is situated on the Atlantic Ocean and has nearly 100 miles of coastline. Additionally, the St. Johns River, which at over 300 miles in length is the longest river in the State of Florida, extends throughout the Region. In 1998, the St. Johns River was named one of 14 American Heritage Rivers[38]. These water bodies offer the potential of waterborne transportation of both cargo and passengers. Additionally, the St. Johns River and its lakes and tributaries offer world-class fresh water fishing, as well as canoeing and kayaking.

Sports

In addition to offering many outdoor opportunities for nature lovers, Northeast Florida has world-class golf courses – TPC (Tournament Players Club) Sawgrass and its Stadium Course have been home to the PGA Players Championship since 1974, world-class fresh- and salt-water fishing, professional football (Jacksonville Jaguars) and is in close proximity to several Division I college sports teams – the University of Central Florida Golden Knights, the Florida State Seminoles and the University of Florida Gators.

Trained/Skilled Workforce

The Northeast Florida workforce is substantially trade oriented as both retired and former military personnel stay within the Region. Military men and women area trained by the world's largest system of technical training facilities – those operated by the Department of Defense, in emerging industries such as aerospace.

According to a May 2008 Jacksonville, Florida Area Labor Availability Report prepared by The Pathfinders, there is a civilian labor force of over 700,000 people in Northeast Florida, 137,300[39] are available for new or expanding businesses. According to the May, 2008 Jacksonville, Florida Area Labor Availability Report, of these 137,300 people, at least 7,000 have experience in the aviation field; at least 20,900 have experience in manufacturing/assembly/ fabrication; at least 22,900 have experience in medical/health sciences; and at least 27,800 have experience in financial services. All of the aforementioned worker experience is within growing, desirable industry clusters or targeted industries for Northeast Florida.

[38] American Heritage Rivers are designated by the US Environmental Protection Agency as water bodies that, because of their importance, are targeted for increased strategies for natural resource and environmental protection, economic development, and histories / cultural preservation

[39] Includes unemployed, under-employed, and those who are not actively seeking employment, but would consider re-entering the workforce

Higher Education

There are many colleges and universities that are either within the Northeast Florida Region or are within proximity to it, including: Jacksonville University, the University of North Florida, Florida State College at Jacksonville, Edward Waters College, the University of Florida, the University of Central Florida, Florida State University, Bethune-Cookman University and Flagler College. The University of North Florida, the University of Florida, the University of Central Florida, the University of Florida, and Jacksonville University all offer engineering as well as MBA programs.

Hurricanes

Northeast Florida is susceptible to hurricanes. However, there is a mistaken belief that Northeast Florida is less vulnerable to hurricanes than the remainder of the State of Florida. Although referred to as strength, this is also a misconception.

Health Sciences

Northeast Florida is home to several world-renowned hospitals, including Nemours Children Hospital, Shands (affiliated with the University of Florida), and the Mayo Clinic. Additionally, there are two medical schools near the Region: the University of Central Florida, College of Medicine in Orlando and the University of Florida, College of Medicine in Gainesville.

Homestead Exemption

Florida is a homestead exemption state, meaning that every person(s) that own(s) a home in Florida and occupies it as their permanent residence automatically receives an exemption. Florida's homestead exemption reduces the assessed value (i.e. - taxable value) of their primary residence by $50,000[40]. Beginning in 1994, the assessed (taxable) value of a homesteaded property in Florida can only rise by 3% a year or less. With the passing of Amendment 1 in 2008, the homesteaded value savings of a home can transfer to a new property in Florida, thereby affording people the opportunity to upgrade their homes without substantially increasing their tax burden.[41]

[40] The first $25,000 applies to all property taxes, including school district taxes. The additional exemption up to $25,000, applies to the assessed value between $50,000 and $75,000 and only to non-school taxes

[41] For assessment purposes, the tax liability of a homesteaded property does not carry over; rather, the difference between the assessed and appraised value of a homesteaded property carriers over (i.e. is "portable")

Regional Cooperation

Regionalism focuses increasing the strength of a region through intergovernmental coordination and cooperation: the philosophy of regionalism is essentially that "all ships rise on a rising tide." The Northeast Florida Region is at a competitive advantage due to collaboration and coordination of many regional organizations and local governments within Northeast Florida, such as Cornerstone Partners (a regional chamber of commerce), the Northeast Florida Regional Council (a regional planning agency), and the North Florida Transportation Planning Organization (the regional transportation organization).

Lower Cost of Living

Affordability is another quality of life indicator. In 2008, the Jacksonville area was listed on the Forbes list of 10 best cities to buy a home. For the first quarter of 2009, Jacksonville had a National Association of Home Builders (NAHB) Housing Affordability Ranking of 80.5, meaning that 80.5% of the homes were affordable to those making at least the median income level of the area.

The Northeast Florida Region has other cost of living advantages: first, there is no state income tax in Florida; second, according to a report by the American Chambers of Commerce Research Association, Jacksonville has the lowest cost of living of any major city in Florida; and, third, the cost of living in Northeast Florida is 8.67% less than the national average.

Tourism

In addition to miles of beaches, golfing, professional and college sports, and other outdoor activities such as fishing, kayaking, canoeing, and boating, Northeast Florida is home to the nation's oldest city: St. Augustine. Founded in 1565, St. Augustine is the oldest, continuously occupied city within the United States.

Northeast Florida is also within proximity to major attractions outside of the Region such as Disney World and Sea World in Orlando, Savannah (Georgia) and Jekyll Island (Georgia).

Cecil Commerce Center

Cecil Commerce Center, formerly a military airbase, has 17,000 acres of land available for development. It is located 23 miles from a deepwater port (JaxPort's Dames Point Marine Terminal), has a commercial air strip, is directly accessible to Interstate-10, and is both entitled and master planed for industrial development.

Regional Weaknesses

Although couched as "weaknesses", many of the issues discussed in this section of the CEDS could be more accurately described as competitive disadvantage factors. A portion of these factors, or weaknesses, are not specific to Northeast Florida; rather, they are state-wide. Other weaknesses are specific to the Region, and place Northeast Florida at both a competitive disadvantage to other regions within the State as well as at a national disadvantage.

Development Costs

The relatively high cost of development in Florida, as compared with adjoining states such as Georgia, is felt both in time and money. Florida has an extensive range of growth management laws and regulations. For large, regionally significant developments, the entitlement process can take years and result in tens of millions of dollars in mitigation fees (i.e. - new or expanded roadway construction, land dedication for schools, emergency services, and right-of-way, etc.)

Primary and Secondary Education

In 2008, Florida the education system in Florida ranked 36th out of 51 (includes Washington, D.C.).[42] In 2006, Florida graduated 59.4% of its high school students, which is far below the 70.2% national high school graduation rate. For ACT and SAT scores, Florida was in the bottom 12% and 17% respectively. In terms of expenditures per student, Florida ranked 40th out of 51 (includes Washington, D.C.) during the 2006/2007 school year.

Compared with the rest of the State, Northeast Florida has two of the worst school districts in the State: Putnam County is ranked 58th and Duval County is ranked 59th out of 74 districts. Drop out rates range from a low of 1.9% in Flagler County to a high of 6.6% in Duval County.

Percentage wise, the Region's bachelor degree attainment level is higher than the State average. The Region's graduate degree attainment rate of 5.2% is less than the State's 6.7% graduate degree attainment rate.

Infant Mortality

According to the National Vital Statistics System, in 2002 the southern United States generally had higher infant mortality rates than the national average. Between 2000 and 2002, Florida exceeded the national average of infant deaths per 1,000 live births: the national average was 6.9 infant deaths per 1,000 live births; Florida averages between 7.0 and 7.9 infant deaths per 1,000 live births.

[42] Source: American Legislative Exchange Council

According to the State of Florida Department of Health, in 2007 the statewide infant mortality rate in Florida was 7.06 deaths per every 1,000 live births. Both Duval and Putnam Counties slightly exceeded the state-wide infant mortality rate.

Crime

In 2007, the Regional crime rate was 3,755 incidents of crime per every 100,000 persons. This is less than the statewide average of 4,632 incidents of crime per every 100,000 persons. However, both Putnam and Duval Counties have higher incidents of crime than the statewide average (Duval = 6,081 incidents per every 1000,000 persons; Putnam = 5,486 incidents per every 100,000 persons). Of the 1,129 murders committed in Florida in 2007, 144 occurred in Northeast Florida.

Digital Divide

The term "digital divide" refers to the inequities between people with ready access to digital technology and those with no, or very limited, access. Digital divide refers to not only the physical accessibility to technology, but also to the inequities in knowledge and skills needed to capitalize, if not participate, in the digital world. Specifically, the following illustrates the digital divide in Florida:

- 70% of households in Florida earning less than $15,000 per year do not own a computer compared to 39% of all Florida's households and 38% of all households nationally.[43]

- 78% of households in Florida earning less than $15,000 per year do not use the Internet at home compared to 44% of all Florida's households and 45% of all households nationally.[44]

- 8% of households in Florida earning less than $15,000 per year have broadband compared to 20% of all Florida's households and 20% of all households nationally.[45]

- Among the 50 states and the District of Columbia, Florida ranks 29th in percentage of households with a computer, 22nd in percentage of households with Internet access and 19th in percentage of households with broadband access.[46]

[43] U.S. Census Bureau, Current Population Survey: Computer and Internet Use 2003, special tabulation by the U.S. Department of Commerce. Calculation by The Children's Partnership. (2003 represents the most recent data available.)
[44] Ibid. Calculation by The Children's Partnership.
[45] Ibid. Calculation by The Children's Partnership.
[46] Ibid. Rankings calculated by The Children's Partnership. A ranking of #1 represents the best state; a ranking of #51 represents the worst.

Water Availability

Currently, Flagler County is in a Water Resource Caution Area (WRCA), meaning that projected demand for water may exceed its availability. It is expected that the remainder of Northeast Florida will be within a Water Resource Caution Area within the next few years. In addition to water availability, there is a lack of Region-wide potable water distribution systems. While individual well systems may accommodate low-density residential development, it is not conducive for supporting industrial growth throughout the Region.

Property Insurance

Florida has been hit by nine of the ten most expensive hurricanes in U.S. history[47] and our homeowner and flood insurance rates reflect that. Behind Texas, Florida is the most expensive state for homeowner premiums in the country with an average premium of approximately $1,400 dollars.[48]

Lack of Support for Small Business

With the exception of programs through entities such as the Small Business Administration, in Northeast Florida, there is a lack of access to capital and a lack of other resources and support for small business development, such as business incubators, small business mentoring, and other small business support systems. Additionally, there is a lack of help for successful small businesses transitioning to medium or large businesses.

Lack of High Tech Incubators

Northeast Florida is readily accessible to large state universities (the University of Florida, the University of North Florida, and the University of Central Florida), numerous private colleges, and community colleges; however, the Region does not have a high tech business incubator to take advantage of the technological advances being made at these institutes. Despite being contiguous to the Florida High Tech Corridor, there is not Region-wide organization designed to foster the transition of technological advances from the research and design phase to commercialization.

The Florida High Tech Corridor Council (FHTCC) is a consortium of more than 20 local and regional economic development organizations, three universities (the University of Central Florida, the University of South Florida, and the University of Florida), and 14 community colleges operating within a 23 county region of Florida. The FHTCC focuses on implementing a strategic approach to “high tech economic development that involves matching funds research, workforce

[47] Source: Insurance Information Institute; based on insured losses for property coverage in 2007 dollars
[48] Source: 2009 National Association of Insurance Commissioners

development, and a marketing program leveraging governmental, academic, economic development organizations, and corporate budgets on a regional rather than local basis."[49]

Worker Compensation Costs

Nationally, private industry employee compensation costs are rising. Between June 2008 and June 2009, private industry compensation costs rose 1.5%.[50] Behind California and Hawaii, Florida has the third highest worker compensation costs in the nation.[51]

Art and Culture

Northeast Florida is not known as a cultural hub. Unlike South Florida, the Region is not heavily influenced by other cultures such as Latin America; and unlike Chicago and New York, the Region is generally not associated with world class museums, music or theater. In part, this contributes to the "second city" perception of the Region.

Not a Philanthropic Region

This regional weakness is borne by the State of Florida as a whole. According to Forbes Magazine, the State of Florida ranks 41st out of 50 states in terms of generosity of volunteer time and donation of personal wealth.[52] While the national average for percent of personal wealth and assets donated in 2006 for those making $200,000 and over was 0.7%, Florida averaged .57%.[53] In terms of volunteering, only 22.7% of Floridians volunteered their time in 2006[54]. As a comparison, in Georgia 26.1% of the population volunteered their time; and in Alabama 31.7% of the population volunteered.[55]

[49] Source: Florida High Tech Corridor, www.floridahightech.com
[50] Source: Bureau of Labor Statistics
[51] Source: the National Federation of Independent Business
[52] Source: Forbes Magazine, *America's Most Generous States*, October 24, 2006
[53] Source: Forbes Magazine, *America's Most Generous States*, October 24, 2006
[54] Source: Forbes Magazine, *America's Most Generous States*, October 24, 2006
[55] Source: Forbes Magazine, *America's Most Generous States*, October 24, 2006

Goals and Objectives

Goals and Objectives

The Goals and Objectives within the CEDS are intended to define regional expectations, and to provide a systematic means to address the economic realities of the Region. Goals are broad statements, while Objectives are more specific, are measurable, and are designed to implement the respective Goals that they are associated with.

The Goals and Objectives developed by the CEDS Committee reflect Northeast Florida's aim to reach a balance between economic development and quality of life; develop a highly marketable workforce; and create an equitable distribution of employment and the infrastructure necessary to support it throughout the Region. The CEDS Committee, through accumulating and analyzing large amounts of state and regional data, developed a broad and thorough understanding of the Region's Strengths and Weaknesses. With this analysis, the CEDS Committee developed Goals and Objectives that:

- Use the strengths of the Region to their full potential, while overcoming Northeast Florida's weaknesses

- Capitalize on opportunities, while minimizing the threats facing Northeast Florida

Goal I. Improve education in Northeast Florida

Objective:	Decrease drop out rates
Objective	Increase graduation rates
Objective:	Ensure that education curriculum is preparing children for high-tech jobs
Objective:	Increase school district rankings within the state

From an educational perspective, the Northeast Florida Region is on par with state averages in terms of high school degree attainment levels. Percentage wise, the Region's bachelor degree attainment level is higher than the State average. The Region's graduate degree attainment rate of 5.2% is less than the State's 6.7% graduate degree attainment rate.

In order to be competitive in attracting tomorrow's industries; the Region needs to be above state-wide education averages. Northeast Florida is competing against other regions in Florida, such as the Tampa Bay Region, that have higher four-year high school graduation rates, lower drop out rates, and higher percentages of college graduates.

Goal II. Improve and expand infrastructure throughout Northeast Florida

Objective: Completion of Route 9B
Objective: Completion of the "Outer Beltway"
Objective: Develop and fund a commuter rail line throughout the Region
Objective: Increase availability of centralized water and sewer throughout the Region
Objective: Increase availability of natural gas throughout the Region

Northeast Florida is fortunate in that it has the convergence of a national north-south / east-west connector. Interstate 95 (I-95) is the primary north-south connector within the Region and extends from Maine to South Florida; Interstate 10 (I-10) extends from Santa Monica, California to Jacksonville, Florida. These two highways, which converge in Jacksonville, form the skeleton for interstate, and intrastate, movement of goods.

In order to capitalize on these interstate highways, the Region's challenge is to create a regional roadway network that allows for the quick and efficient movement of freight within the Region. Creating an environment for the quick and efficient movement of freight will require both roadway and rail expansions and improvements, as well as decreasing roadway demand by commuters and single-occupancy, non-commercial vehicles.

The Region is currently at a competitive disadvantage because of the lack of Region-wide potable water, sanitary sewer, and natural gas availability. The lack of these systems is an impediment to creating and expanding large-scale industrial and business centers throughout the Region.

Goal III. Create regional employment centers in Northeast Florida

Objective: Create regional "megasites" as regional employment centers
Objective: Entitle property within regional employment centers to create "shovel ready" properties
Objective: Have expedited permitting procedures for development within regional employment centers

Cecil Commerce Center is the Region's largest industrial and business park site at 17,000 acres. Although it is directly accessible to I-10, the primary east-west corridor in the southern United States, it may not be the optimal site for every industry. By creating strategically located, shovel-ready "megasites", increased site selection opportunities within Northeast Florida is advantageous for the Region.

The land entitlement process in Florida for large-scale developments can take years to complete, and require review and approval by various local, state and Federal governing bodies and agencies. Once entitled, developers must permit the lands for development, which can take months. Although these requirements serve to ensure safe, orderly development, the large amount of time they require can discourage companies from locating or expanding in the Region.

Goal IV. Make Northeast Florida conducive for small business success

Objective:	Promote the successful development of entrepreneurial companies and small businesses through development of Northeast Florida *business incubators*
Objective:	Increase access to capital for small business
Objective:	Increase access to shared services
Objective:	Further relationships with colleges and universities
Objective:	Ensure that prioritization is given for small businesses in government contracts

Creating an environment that is conducive to small businesses requires resource and support services such as business development, access to capital, marketing assistance, links to strategic partners, etc. Northeast Florida is fortunate to have the Small Business Development Center (SBDC) at the University of North Florida (UNF). The SBDC sponsors more than 100 workshops each year, and serves 18 Florida counties. However, the CEDS committee has identified a need for Region-wide business incubators.

Business incubators are designed to help entrepreneurs develop successful businesses by providing resources and support to small and emerging businesses. In 2005, business incubator programs helped over 27,000 companies, which in turn employed 100,000 workers, and had revenues of $17 billion.[56] In addition to business incubators and small business development initiatives, small businesses and entrepreneurs can benefit from the Region's universities.

There are several universities within the Region, including University of North Florida, Jacksonville University and Florida State College at Jacksonville. In addition, the University of Florida and the University of Central Florida are both within proximity to the Region. Through fostering stronger ties between the business community and the university system, products and services can more readily be taken from research and design to commercialization.

Small businesses are often dependent on government contracts. In part, thanks to small business advocacy organizations such as the U.S. Small Business Administration, federal agencies are required to bid at least 23% of their

[56] Linda Knopp, *2006 State of the Business Incubation Industry.* Athens, Ohio: National Business Incubation Association, 2007

purchasing of goods and services to small businesses. The State of Florida, through the Department of Management Services and Florida Administrative Rule 60A.9002, *Minority Business Assistance Utilization Plan*, requires that state agencies develop a plan for procurement that includes targeting bid solicitations from minority-owned businesses. Additionally, many of our counties and municipalities have provisions within their purchasing and procurement award criteria that give priority to small and minority owned businesses.

Goal V. Create a regional land use plan

Objective: Develop a user-friendly regional land use, roadway, utility, railway, seaport and protected lands map
Objective: Identify preferred and potential large-scale industrial, business, and commercial sites
Objective: Increase intergovernmental coordination in local government land use decisions

Northeast Florida has a very diverse geographic landscape. Much of the southwestern portion of the Region is rural and used for agricultural and timberland uses. The north and northeastern portions of the Region have urban and suburban development. The eastern portion of the Region has urban coastal communities along with undeveloped marshes, barrier islands, and protected lands.

The Region differs in physical development and access to infrastructure as well as geographic diversity. Consequently, specific areas of the Region may be more suitable for certain industries. Consequently, a user-friendly and interactive tool for industrial, business and commercial site-selection, such as a regional land use and infrastructure map, would be beneficial to business desiring to expand or locate in Northeast Florida.

Northeast Florida has seven counties and 27 municipalities. Therefore, large scale land use and entitlement decisions often result in cross jurisdictional impacts. Coordinated land use decision making throughout the Region would mitigate cross jurisdictional impacts.

Goal VI. Create a sustainable, full-service community

Objective: Create a job – home balance within the individual counties
Objective: Ensure that there is equitable distribution of infrastructure and support facilities, such as schools, hospitals, and libraries throughout the Region
Objective: Promote alternatives to single-occupancy vehicle commuter trips

Historically, much of the Region has served as bedroom communities to the City of Jacksonville. To a great extent, this is still true today. In all probability the City of Jacksonville will remain the business and industrial hub; however, long-term sustainability within the Region is dependent on distribution of both jobs and housing throughout the Region. In cost of providing services alone, it is widely recognized that residential land demands more money spent on services than it supplies through taxes. Conversely, commercial, industrial and agricultural lands require less money to be spent on services than they contribute in tax dollars.

Increasingly, quality of life indicators are being incorporated into business location decision making processes. Employers recognize that employees make life decisions based on a variety of criteria, such as the quality of a school district, access to parks and open space, affordability, access to the arts, average commute times, access to public transit, etc. Ensuring that these services and facilities are of high-quality and distributed throughout the Region will serve to make Northeast Florida an attractive location for employers.

Goal VII. Increase regional awareness

Objective: Inventory and market regional assets
Objective: Create a regional image
Objective: Create a regional marketing effort

By and large, when non-Floridians think of Florida they think of either Miami Beach or Orlando (i.e. Disney World). All of Florida gets inaccurately categorized by these two specific places. The challenge for Northeast Florida is to exploit its positive similarities with Miami Beach and Orlando, while at the same time disassociating itself with the negatives. Northeast Florida has the Florida sunshine, miles of coastline and beautiful beaches, as well as no state income tax. Northeast Florida does not have the congestion and costliness of either Miami Beach or Orlando.

Regions are often associated with, and referred to by, the largest city within them. For the Northeast Florida Region, the largest city is Jacksonville. Jacksonville, although more widely known since obtaining a National Football League franchised team (Jacksonville Jaguars) and hosting of the Superbowl in 2005, is still viewed on the national scale as a "second tier" city. The challenge for the Region is to rebrand itself, not as a parallel city to Chicago or New York, but as an alternative to them.

Unlike other regions within Florida, Northeast Florida contains a wealth of diversity all within a relatively short distance of each other. Downtown Jacksonville, the urban core of the Region, is within 45 minutes of downtown historic St. Augustine, the nation's oldest city. Additionally, the Region contains dense, as well as sparsely, developed coastal communities, fresh-water fishing, golf, and other outdoor activities, and both fresh- and salt-water boating.

Northeast Florida is clearly a family and business friendly environment, and has the aspects of Florida people desire, without the negative attributes associated with other, better known areas of Florida.

Plan of Action

Plan of Action

The Plan of Action outlines the efforts, or steps, that will be undertaken in order to: (1) achieve the Goals and their corresponding Objectives; and (2) promote economic development and opportunity that:

- Promotes economic development and opportunity
- Fosters effective transportation access
- Enhances and protects the environment
- Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy
- Promotes the use of technology in economic development, including access to high-speed telecommunications
- Balances resources through sound management of physical development
- Obtains and utilizes adequate funds and other resources

In developing the Plan of Action, the CEDS Committee categorized the Goals and Objectives and the Programs and their corresponding Projects into one of the seven areas identified above. Through the use of a Program and Project Subcommittee, the Committee vetted through over a dozen suggested Programs and over eighty suggested Projects. The end result of this process was the identification of five vital Programs and four suggested Projects.

As part of the Plan of Action, the CEDS Committee will meet on an as needed basis to identify new, or modify existing, Programs and Projects. The actions of the CEDS Committee will result in a CEDS amendment that will be forwarded to the Northeast Florida Regional Council Board for approval. After a required 30-day public comment period, a CEDS amendment will be forwarded to EDA.

The Plan of Action demonstrates how the Goals and Programs address the full range of requirements of the CEDS Strategy. The Actions are long and short term strategies that the region needs to consider in decision making in order to achieve the Goals and address the Programs.

I. <u>Promotes economic development and opportunity</u>

Goal: *Make Northeast Florida conducive for small business success*
Goal: *Create regional employment centers in Northeast Florida*

Program: *Create business incubators and increase small business access to capital*
Program: *Increase industrial park entitlements and shovel-ready lands*
Program: *Establish and enhance intermodal system for the movement of freight; encourage development and enhancement of inland ports; increase airport passenger and freight capacity; and increase access to public transportation, rail, etc.*

Actions to achieve Goal:

a. Create or enhance resources and support for small business development and expansion
b. Increase small business access to capital
c. Expand the amount of shovel-ready industrial and business park land
d. Prioritize those projects relating to targeted industries
e. Actively put forth efforts to reduce land entitlement time and costs while retaining mechanisms to ensure the protection of the environment and natural resources

II. Fosters effective transportation access

Goal: *Improve and expand infrastructure throughout Northeast Florida*

Program: *Increase and improve regional infrastructure and technological and high-speed interconnectivity*

Actions to achieve Goal:

a. Increase roadway capacity when needed
b. Provide for alternative transportation (i.e. - transit)
c. Promote multi-modal movement of freight

III. Enhances and protects the environment

Goal: *Create a sustainable, full-service community*

Program: *Establish Northeast Florida as a research, development and design center; as a center of research and development applications for sustainable initiatives. Establish links between research, design and commercialization*

Actions to achieve Goal:

a. Focus on alternative energy supplies
b. Create a housing-jobs balance
c. Reduce demand for resources (i.e. - energy)

IV. Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy

Goal: *Create regional employment centers in Northeast Florida*

Goal: *Improve education in Northeast Florida*

Program: *Create business incubators and increase small business access to capital*

Actions to achieve Goal:

a. Promote workforce development
b. Enhance relationships between industry and education institutions to:
   i. ensure curriculums are catering to the current and future needs of industries
   ii. promote workforce development through continued education
   iii. include "on-the-job" training as part of a curriculum
c. Prioritize those projects that have been identified as within the targeted industries and industry clusters by Enterprise Florida

V. <u>Promotes the use of technology in economic development, including access to high-speed telecommunications</u>

Goal: *Improve and expand infrastructure throughout Northeast Florida*

Program: *Establish Northeast Florida as a research, development and design center; as a center of research and development applications for sustainable initiatives; and establish links between research, design and commercialization*

Program: *Increase and improve regional infrastructure and technological and high-speed interconnectivity*

Actions to achieve Goal:

a. Expand or enhance the infrastructure necessary for high-speed telecommunications, and increase accessibility to the internet
b. Further the objective of making Northeast Florida a hub for high-tech industries
c. Increase accessibility to high-speed telecommunications
d. Prioritize those projects that promote research to market relationships

VI. Balances resources through sound management of physical development

Goal: *Create a regional land use plan*

Program: *Establish Northeast Florida as a research, development and design center; as a center of research and development applications for sustainable initiatives; and establish links between research, design and commercialization*

Actions to achieve Goal:

a. Inventory lands suitable for industrial and business park development, infrastructure (i.e. - roadways, potable water, sewer, natural gas, fiber optics, etc.) and lands not suitable for industrial or business park development to create a regional land use map
b. Create a regional alternative energy master plan
c. Promote green development
d. Protect agricultural lands

VII. Obtains and utilizes adequate funds and other resources

Goal: *Make Northeast Florida conducive for small business success*

Program: *Create business incubators and increase small business access to capital*

Actions to achieve goal:

a. Effectively leverage public dollars and maximize private investment
b. Create industry and business incubators
c. Expand small and emerging business access to support services
d. Increases the purchasing power of small businesses through joint and cooperative efforts

Vital Programs

Vital Programs

Each Program identified within the CEDS corresponds to a specific Goal and Set of Objectives.

A Program and Project subcommittee was formed to assist the Strategy Committee in identifying and prioritizing both Programs and Projects for inclusion in the CEDS. The subcommittee provided the Strategy Committee with a list of suggested Programs and Projects, categorized by Goal.

After evaluating each Program and Project, the Strategy Committee identified five Vital Programs. The following Vital Programs are not listed in any particular order of priority.

Program: *Establish Northeast Florida as a research, development and design center; as a center of research and development applications for sustainable initiatives; and establish links between research, design and commercialization.*

Capitalizing on the Region's access to research and design facilities, and the agricultural base is vital in promoting long-term sustainability of the Region, both in terms of resources and economic prosperity. As previously identified in the Strengths and Weakness section of the CEDS, Northeast Florida has access to several major universities and research facilities, and is contiguous to the Florida High Tech Corridor. The active agriculture and silviculture operations provide a foundation for biomass and biofuel production. The challenge for the Region is to position itself, both in terms of infrastructure and partnerships, as an attractive location for the commercialization of technological advances, green technology or otherwise.

Program: *Establish and enhance intermodal system for the movement of freight; encourage development and enhancement of inland ports; increase airport passenger and freight capacity; and increase access to public transportation, rail, etc.*

Geographically, Northeast Florida is well suited for the importing and exporting of goods, both nationally and abroad. Both small business development and the creation of regional employment centers within the Region will greatly benefit from a strong system of deep water ports, of which there are two in the Region; inland ports and other points of distribution; and a thorough multimodal transportation system. In order to maximize the efficiency of roadway distribution of freight, single-occupancy commuter trips, which is the primary mode of non-freight travel within the Region, need to be shifted to transit.

Program: *Increase and improve regional infrastructure and technological and high-speed interconnectivity.*

Economic development efforts within the Region are, in large part, contingent upon improving, and in the case of potable water, sanitary sewer, and natural gas distribution expanding, infrastructure throughout the Region. Much of the Region is not serviced by either potable water or sanitary sewer. By expanding the availability of these throughout the Region, expanded site selection options, combined with the relatively large availability of inexpensive, developable lands, will place the Region in at a competitive advantage.

Program: *Create business incubators and increase small business access to capital.*

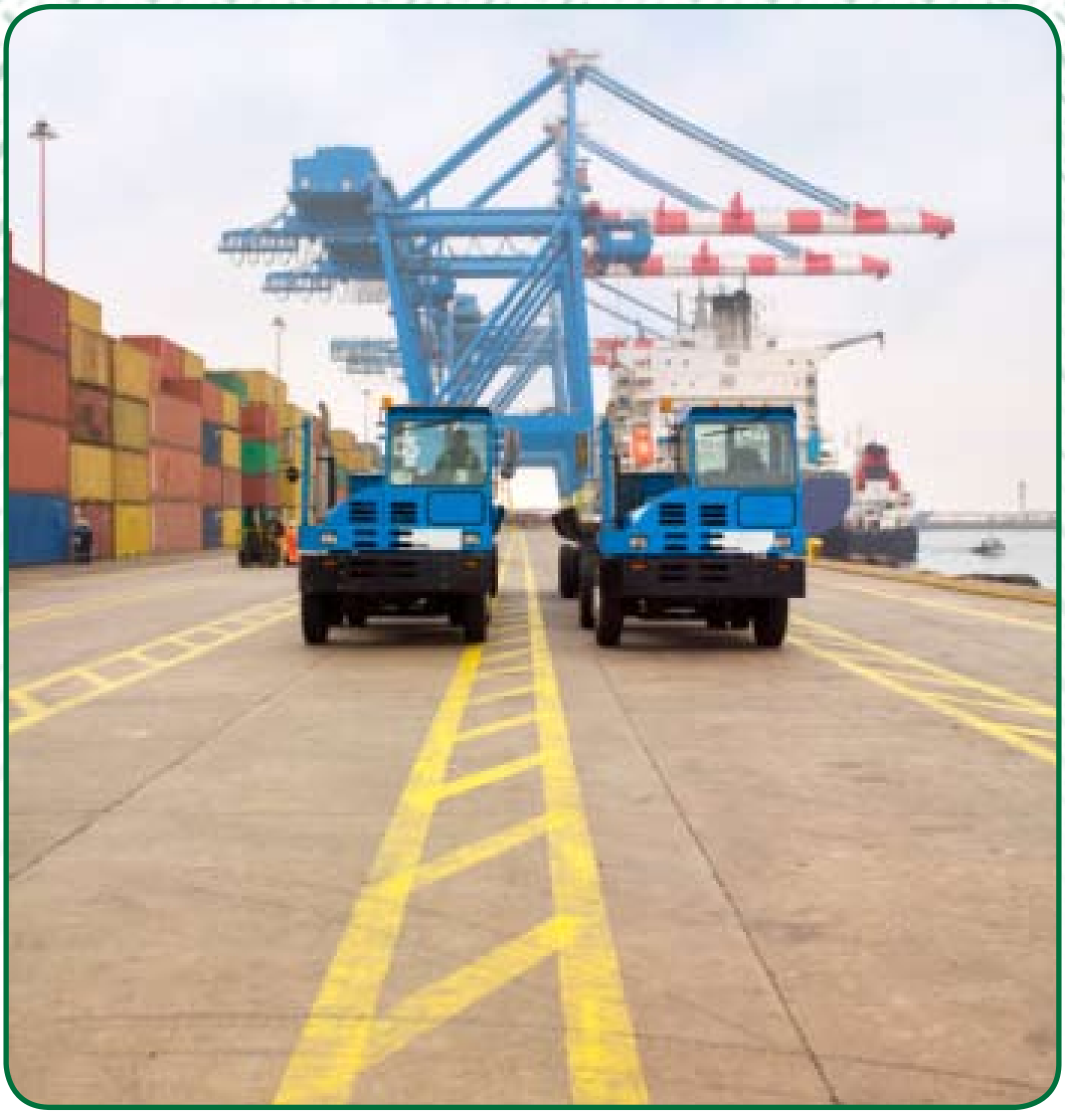
As previously identified in the Strengths and Weaknesses section of the CEDS, there are existing small business development and support systems within the Region. However, in order to both increase the small business success rate in the Region and to maximize funds and resources, business incubators and access to capital needs to be expanded.

Program: *Increase industrial park entitlements and shovel-ready lands.*

More fully discussed in the Strengths and Weaknesses section of the CEDS, the entitlement process for large development in Florida is both time consuming and expensive – more so than in other southeastern states such as Georgia. This creates not only a financial disincentive to relocate or expand in Florida, but makes the Region less able to respond to time sensitive development. By increasing the amount and availability of industrial and business park entitled lands within the Region, Northeast Florida more effectively capitalizes on its land supply.

In addition to the Vital Programs, other Programs of significance were identified by the CEDS Strategy Committee. These Programs are identified in the "Other Programs and Projects of Significance" section of the CEDS.

Suggested Projects



Suggested Projects

A Program and Project subcommittee was formed to assist the CEDS Committee in identifying and prioritizing suggested Projects for inclusion in the CEDS. After vetting through each Project, the subcommittee made a recommendation to the CEDS Committee. Ultimately, the CEDS Committee adopted five Suggested Projects into the CEDS. However, the CEDS Committee recognized that the Programs and Projects that were not chosen for inclusion at this time have value. Therefore, they are included as "Additional Programs and Projects of Significance" within the CEDS.

The following Suggested Projects are in no particular order of priority.

<u>JaxPort Expansion</u>

The Jacksonville Port Authority (JaxPort) owns and operates three public marine terminals consisting of Blount Island Marine Terminal, Talleyrand Marine Terminal and Dames Point Marine Terminal. JaxPort also operates a temporary passenger cruise terminal. Blount Island Marine Terminal has 5,280 feet of berthing space on 41 feet of deepwater. Blount Island has an additional 1,350 feet of berthing space on 38 feet of water. The Talleyrand Marine Terminal is a 173-acre terminal located 21 miles from the Atlantic Ocean on the St. Johns River. Talleyrand handles South American and Caribbean containerized cargo, breakbulk commodities such as steel and paper, imported automobiles, frozen and chilled goods and liquid bulk commodities. The Dames Point Marine Terminal is the newest marine facility in Jacksonville and it is located on more than 585 acres of land only 12 miles from the open sea. This facility is home to the 158-acre TraPac Container Terminal, where ships from Tokyo-based Mitsui O.S.K. Lines, Ltd. (MOL) and other carriers offer direct containership service between Jacksonville and ports throughout Asia.

The JaxPort Expansion project includes roadway improvements necessary to move freight; continued dredging of the St. Johns River to allow for larger ships; and terminal improvements to accommodate new and expanding shipping companies.

Costs:

Dredging:	$500 million - $1 billion
Roadway Improvements:	$11.6 million
Terminal Improvements:	$300 million

Jobs: 7,200

Funding Sources: Grants, federal dollars, state dollars, private shipping companies

Outer Beltway

The First Coast Outer Beltway is a proposed four-lane limited access toll facility that will provide an additional connecting roadway between I-95 in St Johns County and I-10 in Duval County. A total of 13 new interchanges and a major bridge structure across the St. Johns River are also proposed. The total length of the proposed roadway is approximately 46.5 miles.

The First Coast Outer Beltway is to be constructed using a financing mechanism called a Public Private Partnership (PPP). The Federal Highway Administration (FHWA) has defined a PPP as follows:

> "Public-private partnerships" (PPP) refer to contractual agreements formed between a public agency and private sector entity (private business) that allow for greater participation by the private business in the building of transportation projects.

Costs:	$1.3 - $1.8 billion
Jobs:	35,000 (note: many will be temporary construction related jobs)
Funding sources:	Public-private partnership bond issuance; tolls to service the debt

Industrial Lands Study

The First Coast Region has large swaths of undeveloped land that is both inexpensive (relative to other regions in Florida), and accessible by both rail and roadway. However, much of the Region does not have ready access to potable water, sanitary sewer, and natural gas. The purpose of this Industrial Lands Study will be to identify, based on a set of criteria that will include environmental constraints, proximity to rail, potable water, sanitary sewer, natural gas, and major north-south / east-west arterial roadways, those properties most suitable for industrial development.

Ultimately, the study will be used for two purposes: first, as a basis for prioritization of public infrastructure and funding; and, second, as the foundation for a regional marketing plan.

Costs:	$500,000
Jobs:	10 (near term) – *note: it is estimated that industrial development due to the expansion of Jaxport will result in 7,200 jobs (see previous Suggested Project)*
Funding sources:	Grants, chambers of commerce, industrial trade groups

Green Business / Energy Study

A number of incentives and other regulatory tools are being employed in Florida to promote the use of renewable energy sources, and promote innovation in the clean energy field. Florida has several clean-energy and alternative fuels research centers that have expertise in clean energy technologies as well as in supporting fields like nanotechnology, biochemistry, and engineering. Ultimately, Northeast Florida has to capitalize on the research being done, and take that knowledge from design to commercialization. The first step is for the Region to understand where its competitive advantages lie, and how to employ those advantages.

The study will include, at a minimum, analysis of the existing green fuel types, such as methane gas, municipal solid waste (MSW), water, solar, and solid-fuel (biomass) sources such as paper and lumber industry waste (e.g. wood pellets).

In a report published by the Renewable Energy Policy Project, there is high potential for Florida to supply the green energy infrastructure necessary for a nation-wide 15% reduction in greenhouse gas emissions. Twenty counties in Florida were identified as having the greatest potential for producing this infrastructure. Included in these 20 counties were Duval, Putnam, and St. Johns Counties, all of which are within the Region.

According to the report, the following are Florida's green energy types and their corresponding manufacturing jobs;

Type	# Manufacturing Jobs (within the State of Florida)
Wind	8,467
Solar	7,718
geothermal	1,070
biomass	1,449
total	18,704

Costs (for the study):	$250,000
Jobs:	1,626 (regional, long term manufacturing)[57]
Funding sources:	Federal, grants, universities, industrial trade groups

[57] Source: Renewable Energy Policy Project (REPP); REPP is funded, in part, by both the US Department of Energy and the US Environmental Protection Agency

Agriculture Impact and Strategy Study

Agriculture continues to play a large and important part in the economies of both Florida and the Region. According to the Florida Department of Agriculture and Consumer Services, in 2005:

- Florida had 42,500 commercial farms, utilizing 10 million acres to continue to produce a variety of food products;

- Florida ranked first in the United States for sales of snap beans, fresh market tomatoes, cucumbers for fresh market, cucumbers for pickles, bell peppers, squash and watermelons;

- Florida ranked first in the United States in the value of production of oranges, grapefruit, tangerines, and sugarcane for sugar and seed; and

- Florida ranked second in the United States in sales of greenhouse and nursery products, sweet corn and strawberries;

Additionally, Florida accounted for:

- 56 percent of the total U.S. value of production for oranges ($843 million);
- 52 percent of the total U.S. value of production for grapefruit ($208 million);
- 53 percent of the total U.S. value of production for tangerines ($68.4 million);
- 53 percent of the total U.S. value of production for sugarcane for sugar and seed ($433 million as of 2004);
- 49 percent of the total U.S. value of sales for fresh market tomatoes ($805 million);
- 44 percent of the total U.S. value of sales for bell peppers ($213 million);
- 31 percent of the total U.S. value of sales for cucumbers for fresh market ($73.7 million);
- 31 percent of the total U.S. value of sales for watermelons ($127 million)

The table on the following page shows the net cash income of farms in 2002 and 2007. As a Region, net income for farm operators decreased by over 29 million dollars between 2002 and 2007.[58]

[58] 2007 USDA Agricultural Census

Table 12

	Net Cash Income (of farm[59] operators) 2002	2007	Net Cash Income Difference Between 2007 and 2002
Florida	**$1,652,232,000**	**$2,268,275,000**	**$616,043,000**
Baker County	$4,943,000	-$1,361,000	-$6,304,000
Clay County	$13,879,000	-$3,091,000	-$16,970,000
Duval County	-$3,650,000	-$3,136,000	$514,000
Flagler County	$7,044,000	$11,289,000	$4,245,000
Nassau County	$2,385,000	-$1,410,000	-$3,795,000
Putnam County	$19,663,000	$13,328,000	-$6,335,000
St. Johns County	$17,636,000	$17,269,000	-$367,000
Region	**$61,900,000.00**	**$32,888,000.00**	**-$29,012,000**

Source: USDA 2007 Census of Agriculture

Note: Net cash income = (total sales + government payments + other farm related income) – total farm expenses

The total market value of agricultural products for the Region cannot be determined because several Northeast Florida counties did not disclose the information. However, according to the USDA 2007 Agricultural Census, for those counties within the Region that did report, the total market value of agricultural products exceeded $130 million.[60] In addition to income, in 2007, of the 379 farms within Northeast Florida that reported as having employees, total payroll exceeded 27 million dollars.[61] In 2002 and 2007, farmers in several counties in the region experienced negative net cash income.

The purpose of the Agriculture Impact and Strategy Study (Agriculture Study) is not to duplicate the USDA Agricultural Census. Rather, the purpose of the Agriculture Study is to develop a guiding document for agriculture. The Agriculture Impact and Strategy Study will have multiple goals, including:

- To understand the long-term viability of agriculture in the Region based on historical trends;
- To determine the long-term cost / benefit to the Region of continued conversion of agricultural lands for non-agriculture uses, which shall include economic, environmental, sustainability, and preservation analysis; and
- To develop a long-term strategy for agriculture in the Region, including: a list of strategic crops, including food and non-food crops; a marketing plan; and a plan to increase value-added process within the Region (e.g. canneries)

Costs (for the study): $500,000

Jobs: 1,000 *full-time equivalents* (long term)

Funding sources: State and Federal grants, trade associations

59 Doe not include silviculture
60 2007 USDA Agricultural Census
61 2007 USDA Agricultural Census

Other Programs and Projects

Additional Programs and Projects of Significance

The following is a list of Programs and Projects that the CEDS Committee identified as being significant to the Region. These are in addition to the Vital Programs and Suggested Projects that are incorporated into this CEDS Report. *Note: The Vital Programs were included previously in the CEDS and are repeated here to identify their corresponding projects.* This CEDS project list is not exhaustive and the list will be amended as needed.

Vital Programs

Program: Establish Northeast Florida as a research, development and design center; as a center of research and development applications for sustainable initiatives; and establish links between research, design and commercialization

Corresponding Projects

1. Cecil Field Spaceport (Duval)
2. Institute for Sustainable Living
3. Investment in biofuel (Regional)
4. Create an alternative energy plan
5. Public/private partnerships for "green technology" and alternative energy grants
6. Financial assistance for existing companies to convert to go "green"
7. Create/foster a market for selling of sludge residue from treatment facilities
8. Homeland Security (Regional)

Program: Establish and enhance intermodal system for the movement of freight; encourage development and enhancement of inland ports; increase airport passenger and freight capacity; and increase access to public transportation, rail, etc.

Corresponding Projects

1. Increase airport capacity for freight and cargo (Flagler)
2. Airport south entrance roadway improvements to increase airport accessibility (Flagler)
3. Channel dredging for port activities
4. Create inland port with intermodal container transfer facility on CSX rail (Nassau)
5. Bus rapid transit: Regional interconnectivity (Regional)
6. Commuter Rail: Downtown Jacksonville to Yulee
7. Kay Larkin airport expansion – air cargo center (Putnam)
8. Land acquisition for expansion north of the proposed state high-speed rail project (Putnam)
9. Increase St. Augustine airport capacity for passenger flights (St. Johns)

10 Amtrak Jacksonville to Miami route
11 Airport Expansion (Flagler County)
12 Keystone Airpark expansion for movement of passengers (Clay)
13 Create inland port with intermodal container transfer facility on CSX rail (Duval)
14 Enhancements to primary and secondary transportation corridors throughout Putnam County to include, but not be limited to: adding driving, deceleration, acceleration, and turning lanes, rail spurs, drainage, culverts, bridges, overpasses, sidewalks, purchase of right-away, curbs, and gutters (Putnam County)

Program: Increase and improve regional infrastructure and technological and high-speed interconnectivity

Corresponding Projects

1 Telecommunications expansion throughout Clay County
2 Install fiber optic lines concurrently with Outer Beltway (St. Johns, Nassau)
3 Regional fiber-optic network
4 Fiber optic network (Flagler County)
5 Port expansion widening projects to the roadway network (Duval)
6 I-295 widening, downtown Jacksonville (Duval)
7 Extend First Coast Outer Beltway through Nassau County (Nassau)
8 Right-of-way acquisition and construction of SR 9B (Duval, St. Johns)
9 Brandy Branch solar panel project (Duval)
10 East Palatka water and sewer expansion project (Putnam)
11 Palatka water and sewer upgrade
12 Water and sewer expansion throughout Clay County (Clay)
13 Provide total infrastructure package to Crawford Industrial Area (Nassau)
14 SR207 and SR206 corridor expansion – increase connectivity (St. Johns)
15 CR210 widening from US1 to I-95 (St. Johns)
16 Extend infrastructure along US17 Corridor from Duval County to Georgia State Line (Nassau)
17 Widening of US Highway 301
18 US1 – CR210 interchange (St. Johns)
19 Flyover from airport to west side of railroad tracks (St. Johns)
20 Construct flyover on SR200/A1A at CSX rail and US17 (Nassau)
21 Right-of-way, water and sewer improvements for Cecil Commerce Center
22 Support I-10 level of service variance (Baker)
23 Support development of new I-10 interchange in Eastern Baker County
24 Add lanes to SR200/A1A from Shands Bridge to I-95 (Nassau)
25 Support the Outer Beltway

26 TECO (Peoples Gas) pipeline to the eastern part of the Region
27 Median Landscape Projects SR100 (Flagler/Bunnell)
28 Expansion of Water Treatment Plant from 1.0 MGD to 2.0 MGD (Flagler/Bunnell)
29 Expansion of Waste Water Treatment Plants (Flagler/Bunnell)
30 Flagler Commerce Park (Flagler)
31 Old Kings Road (1) Four-Laning - SR100 to Town Center Boulevard (Flagler/Palm Coast)
32 Palm Coast Parkway Six-Laning – Boulder Rock Drive to Club House Drive (Flagler/Palm Coast)
33 Matanzas Woods Parkway Interchange (Flagler/Palm Coast)
34 Coquina Coast Regional Water Supply Effort – Desalination Facility (Flagler/Palm Coast)
35 Wastewater Treatment Plant #2 Expansion (Flagler/Palm Coast)
36 Beachside Master Pump Station and Force Main A1A – Marineland (Flagler/Palm Coast)
37 Flagler Commerce Park Construction of a 1-lane connector road between US1 and SR100 (Flagler)
38 Water and sewer expansion for both system capacity and customers served (Putnam County)
39 Enhance the effectiveness of local fire fighting capabilities and low ISO ratings (Putnam County)

Program: Create business incubators and increase small business access to capital

Corresponding Projects

1 Create a regional business incubator for target industries
2 Create a Putnam County business incubator
3 Create technology incubator at Fernandina Municipal Airport (Nassau)
4 Protection of Agriculture Lands for Food, Sod and Ornamentals and expand to include Biofuel (Flagler)

Program: Increase industrial park entitlements and shovel-ready lands

Corresponding Projects

1 West Putnam Business Park (Putnam)
2 Keystone Airpark – industrial / business park entitlements (Clay)
3 Entitle lands in Flagler County for industrial / business park development (Flagler)
4 Entitle lands for Crawford Industrial Area in Nassau County (Nassau)
5 Entitle lands in Flagler County for industrial / business park development (Flagler)
6 CRA Community Development Streetscaping Project (Flagler/Bunnell)

7 Increase Industrial Park and Business Park Entitlements and Shovel Ready Lands (Flagler)(Region)

8 Bring raw sites at Cecil Commerce Center to "shovel ready" condition to respond to market demands; continue to develop Cecil Commerce Center as a regional employment center (Duval)

9 Completion of Putnam County Business Park (Putnam County)

Other Programs

Program Create a more educated workforce through workforce development

Corresponding Projects

1 Increase education and decrease crime rates
2 Direct to career programs for at-risk youth
3 Regional leadership programs
4 Attract / retain creative class

Program Promote cross jurisdictional revenue sharing

Corresponding Projects

1 Creation of a regional "Industrial Development Authority"
2 Revolving loan fund for speculative industrial development

Program Promote the processing, sale and distribution of regionally grown foods

Corresponding Project

1 Develop identification and certification programs for restaurants that use locally grown foods
2 Mobile red meat processing unit, including vehicle (Flagler)
3 Mobile canning unit, including 30' boiler trailer unit, 50' mobile cannery unit, and vehicle (Flagler)

Program Promote agri-tourism, eco-tourism, and focus on charm and relaxing environment

Corresponding Projects

1 Laura Street beautification and improvement projects (Duval)
2 Bike – pedestrian path from Greenland Generating Station to Baymeadows Road (Duval)

Program Eliminate "Second City" perception

Corresponding Project

1 Development of a public relations plan

Program Create regional industrial, business and commercial clusters

Corresponding Projects

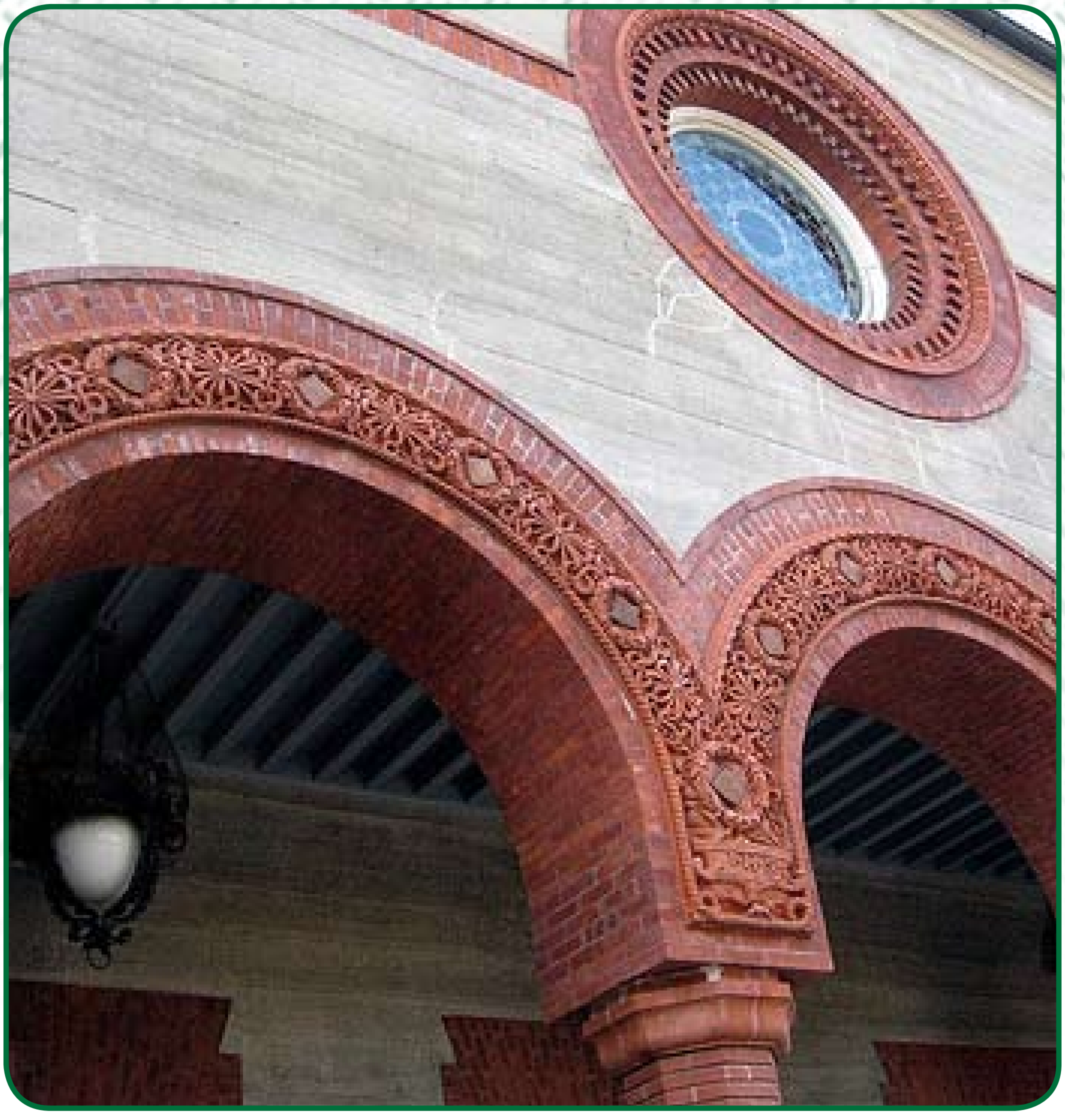
1 Create an updated Target Industry plan
2 Complete a regional industrial lands study (Regional)
3 Creation of an international foreign trade zone (Flagler)
4 Complete a regional industrial lands study (Regional)
5 Creation of an international foreign trade zone (Flagler)
6 Continue to develop Enterprise East (Baker)
7 Continue to develop Enterprise West (Baker)
8 Complete purchase of Barber Commerce Center (Baker)
9 Revitalize Fernandina Beach waterfront (Nassau)
10 Develop program to work with private land owners for assembling and entitle large industrial tracts of land (Baker)
11 Robert's Road Industrial Site acquisition (Flagler/Palm Coast)
12 Expand the University of North Florida Small Business Development Center and the Beaver Street Enterprise Center business assistance and incubator programs (Duval)

Program Support the Redevelopment of Downtowns and Main Streets throughout the Region

Corresponding Projects

1 Infill / downtown redevelopment projects for infrastructure improvements and upgrades
2 Metropolitan Park redevelopment for a regional, waterfront e event venue (Duval)
3 Create / redevelop existing "event" venues
   - Friendship Park redevelopment for regional destination (Duval)
4. Increase opportunities for marine interaction and public access along the St. Johns River and other waterways throughout the Region (Region-wide)
5. Laura Street beautification and improvement projects (Duval)
6. Establish incentives for businesses locating in these areas to overcome misconceptions about density (parking, safety, etc.)
7. Redevelopment of underutilized areas for infill development to include, but not be limited to: river front development, downtown redevelopment, inner-city housing, older commercial and industrial areas, and other areas that contain blight (Putnam County)

Metrics



Performance Measures (Metrics)

The following specific performance criteria will be used to evaluate the successful development and implementation of CEDS.

1. **The number of jobs created after implementation of the CEDS**
   Assumption: If successfully implemented the Plan should result in significant new job creation in the region.
   Variable: Current year jobs minus base year jobs.
   Base year 2009: 729,873 jobs (Source: IRS, BEBR or REMI)

2. **Number and types investments undertaken in the region attributable to CEDS**
   Assumption: The CEDS includes a variety of strategies designed to meet the needs of the region. Successful implementation of these strategies will result in both public and private sector investments that will add to the tax base.
   Variable: Dollar amount of public and private investment from CEDS projects
   Base year 2009

   Baseline = Zero Dollars

3. **Number of jobs retained in the region**
   Assumption: Several CEDS strategies specifically focus on retention of existing jobs
   Variable: Total jobs within the region
   Base year 2009: 729,873 jobs (Source: IRS, BEBR or REMI)

4. **Amount of private investment in the region**
   Assumption: The strategies identified in the CEDS will also result in private sector investments which will then add to the tax base and create new economic opportunity.
   Variable: Taxable property as reported by the State of Florida Department of Revenue valuations and tax data **(see table on following page)**
   Base year 2008

Table 13
Taxable property as reported by the State of Florida Department of Revenue

County	2008 Taxable Value (land)
Baker County	$297,864,672
Clay County	$4,401,401,596
Duval County	$19,750,929,407
Flagler County	$3,322,900,791
Nassau County	$2,473,347,069
Putnam County	$711,233,548
St. Johns County	$9,923,376,543
Region	**$40,881,053,626**

Source: 2008 Florida Property Valuations & Tax Data (for real property), April 2009, State of Florida Department of Revenue

5. Changes in the economic environment of the region

The CEDS will annually monitor significant economic activity variables such as:

- Job creation or losses by sector (REMI)
  Base year 2008

Table 14

Estimated employment by sector	
Sector	**2008 Emp.**
Forestry, Fishing, Other	3,277
Mining	885
Utilities	1,589
Construction	64,221
Manufacturing	38,658
Wholesale Trade	28,916
Retail Trade	105,034
Transportation and Warehousing	38,120
Information	13,682

Estimated employment by sector	
Sector	**2008 Emp.**
Finance, Insurance	63,266
Real Estate, Rental, Leasing	36,445
Professional Tech Services	49,164
Management of Companies and Enterprises	7,324
Admin, Waste Services	76,420
Educational Services	11,108
Health Care, Social Asst	85,081
Arts, Entertainment and Recreation	15,142
Accommodation and Food Services	65,926
Other Services (excluding Gov)	48,755
TOTAL Non- Farm Private Sectors	753,013

Source: REMI 9.0

- Unemployment rates (Bureau of Labor Statistics)
  Base year July 2008 – June 2009

  Region Unemployment Rate: 7.0%

- Per capita and median household (BEBR or IRS)
  Base year 2006

  Per capita income: $33,647
  Median household income: $51,302

- Per capita income characteristics (BEBR or IRS)
  Base year 2006

  Total personal income: $52,059,254,000
  Total earnings from salaries and wages: $26,152,831,000

- High school graduation rates and school district ranking (Florida Department of Education)
  Base year 2006-2007

Table 15

County	2006-07 Graduation Rate	District Rankings
Baker County	68.2%	17
Clay County	75.3%	10
Duval County	64.3%	59
Flagler County	77.1%	36
Nassau County	80.7%	4
Putnam County	78.6%	58
St. Johns County	78.3%	7

Source: Florida Department of Education

- Land use amendments by acre designated industrial or commercial (NEFRC)
  Base year 2009

  Baseline = Zero acres

- Number of new or improved infrastructure projects (FDOT, TPO and local Five year Work programs or LRTPs).
  Base year 2009

  Source: FDOT and JTA Projects. The projects included reflect landscaping, capacity improvements and resurfacing projects only. Projects listed below are recently completed, imminent projects and on-going projects

  Included in CEDS as Attachment 'A'

Public / Private Involvement

Community and Private Sector Participation

The Northeast Florida Regional Council ensured that there was public participation, comment and review throughout the entire CEDS development process. This section identifies the public participation and involvement steps undertaken throughout the development of the CEDS.

- On August 14, 2009, a draft of the Comprehensive Economic Development Strategy was posted for public review and comment on the CEDS web site (www.regi.biz\economic development), a link to which was included on the Northeast Florida Regional Council's website (www.nefrc.org).

- The final draft CEDS report was presented for approval at the August 21, 2009, CEDS Committee meeting. Action at this meeting authorized the final draft report to be forwarded to the Northeast Florida Regional Council Board for adoption.

- Public Notice was provided to the Florida Administrative Weekly stating that the CEDS report will be available for public comment prior to submission to the U.S. Economic Development Administration.

- On August 25, 2009, a final draft was posted on the CEDS website for public review and comment. A final draft was sent to the State of Florida Office of Tourism, Trade and Economic Development (OTTED) for their review and comment.

- The Northeast Florida Regional Council Board adopted the CEDS on September 3, 2009. The Board President made available time for public comment at this meeting.

CEDS Committee

The Northeast Florida Regional Council (NEFRC) invited members to join the CEDS Committee based on recommendations from economic development professionals in each of the seven counties comprising Northeast Florida. NEFRC staff ensured that more than 50% of the CEDS Committee included business community representatives. Overall, the CEDS Committee included community leaders, public officials, workforce development board representatives, higher education specialists, minorities, labor union representatives and other private-side individuals.

The following table identifies the public meetings of the CEDS Committee and the subject matter covered.

February 20, 2009 9am – 11am	Current state of the region; background data and analysis
March 27, 2009 9am – 11am	Analysis of regional strengths and weaknesses; development of goals and objectives
April 24, 2009 9am – 11am	Suggested and vital programs and projects
July 24, 2009 9am – 11am	Program and project finalization and ranking
August 21, 2009 9am – 11am	Draft CEDS Report and metrics

In order to maximize the use of the CEDS Committee's time, two subcommittees were created: a Program and Project Subcommittee to identify and vet through programs and projects, and a Document Subcommittee to help guide the structure and layout of the CEDS Report.

The following table identifies the public meetings of the Program and Project Subcommittee and the subject matter covered.

April 14, 2009 9am – 11am	Programs and Projects for Baker County, Duval County, Putnam County and St. Johns County
April 20, 2009 9am – 11am	Programs and Projects for Clay County, Flagler County, and Nassau County
June 3, 2009 9am – 11am	Recommendations for Programs and Projects to CEDS Committee

The Document Subcommittee reviewed sections of the CEDS Report as they were produced, and communicated via e-mail. Sections were posted for public review as well.

Included at the end of this section of the CEDS are meeting agendas and minutes for the CEDS Committee and the Program and Project Subcommittee.

CEDS Website

As part of the public information and participation efforts, the Northeast Florida Regional Council included a section for CEDS on its regional information web site (www.regi.biz\economic development), the front page of which is below:

Throughout the CEDS process, the public was able to submit their comments through the CEDS website through a "Public Input" link, which is shown in the CEDS web page in the preceding graphic. The Public Input submittal page is illustrated on the following page.

Public Input

If you have information or an opinion you would like to share with the Northeast Florida Comprehensive Economic Development Strategy Committee about how to diversify and strengthen our Regional economy, please enter your thoughts in the space provided below:

Reset Submit

(Personal contact information is optional.
Your feedback is otherwise anonymous.)

Name:

E-mail address:

The following pages contain the agendas and minutes for the CEDS Committee public meetings on February 20th, March 27th, April 24th, July 24th, and August 21st, 2009; and agendas and minutes for the Program and Project Subcommittee for April 14th, April 20th, and June 3rd, 2009.

NORTHEAST FLORIDA REGIONAL COUNCIL
Comprehensive Economic Development Strategy (CEDS)
Committee Meeting
February 20, 2009

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE AGENDA

The St. Johns County Agricultural Center
3125 Agricultural Center Drive
St. Augustine, Florida 32092-0572

Friday, February 20, 2009
9:00 a.m.

1. Welcome – Brian Teeple
2. Comprehensive Economic Development Strategy (CEDS) Overview – Brian Teeple
3. CEDS Steering Committee Overview – Brian Teeple
4. Regional Data Overview - Brian
   - A. Demographics
   - B. Education
   - C. Infrastructure / Utilities
   - D. Employment
   - E. Economy
   - F. Transportation
   - G. Ports
5. What's Next – Brian Teeple
6. Questions and Comments – Brian Teeple
7. Upcoming Meetings
   - A. March 27, 2009
9:00 a.m. – 11:00 a.m.
Northeast Florida Regional Council
6850 Belfort Oaks Place
Jacksonville, Florida 32216
   - B. April 24, 2009
9:00 a.m. – 11:00 a.m.
Northeast Florida Regional Council
6850 Belfort Oaks Place
Jacksonville, Florida 32216
   - C. July 24, 2009

9:00 a.m. – 11:00 a.m.
Northeast Florida Regional Council
6850 Belfort Oaks Place
Jacksonville, Florida 32216

8. Adjourn

NORTHEAST FLORIDA REGIONAL COUNCIL
Comprehensive Economic Development Strategy (CEDS)
Committee Meeting
February 20, 2009

MINUTES

The inaugural meeting of the Comprehensive Economic Development Strategy (CEDS) Committee was held on Friday, February 20, 2009, at 9:00 am, at the St. Johns County Agricultural Center, 3125 Agricultural Center Drive, St. Augustine, FL 32094.

The meeting was called to order with the following members present:
Alex McCoy, Wes Larson, Dana Jones, Don Smith, Sam Crissinger, Mark Miner, Darryl Register, Elaine Brown, Josh Singletary, Cathy Chambers, Chris McNees, Jim Varian, Ben Bates, Jerry Cameron, Thomas Cooley, Greg Rawls, Matt Welch, Jacqueline Robinson, Ryan Tiedeberg, Steve Rieck, Deborah Kobza, Greg Greiner, Milissa Holland, Danita Andrews, Art Graham, Mike Holcomb

Staff: Brian Teeple, Margo Moehring, Guy Parola, Ameera Sayeed and Angela Giles.

Brian Teeple welcomed everyone and asked for introductions around the tables.

CEDS Overview

Mr. Teeple introduced Margo Moehring, Director of Planning & Strategic Initiatives. Ms. Moehring gave a brief overview and introduction of what a Comprehensive Economic Development Strategy is. The purpose of the CEDS is to build on what is already in place regarding economic development. Ms. Moehring asked members to visit the Regional Visioning web site at www.REGI.biz, under Economic Development, for additional information on CEDS.

CEDS Steering Committee Overview

Mr. Teeple gave a brief overview of what the Steering Committee is to accomplish. A request was made for a Chair to oversee the next meetings. Commissioner Milissa Holland, Chair of the Flagler County Board of County Commissioners was nominated, approved by the members, and accepted the position of Chair of the CEDS Steering Committee.

Regional Data and Analysis

Mr. Teeple reviewed the Regional Data with Members and stated that it is a work in progress. He asked for Members input as to any data that may be incorrect or missing from the document. Discussion followed regarding the document and changes to be made or additional data that may be needed, including:

- Table 1 on page 1 – several population figures are to be amended accordingly;
- A region-wide water and sewer availability map with corresponding data;
- A region-wide telecommunications map: specifically, fiber optic availability throughout the region;
- A region-wide natural gas pipeline / service area map;
- Utility-rate (water, sewer, and electricity) maps and corresponding data;
- Water (per capita) usage by county data;
- Information on the St. Johns River Water Management District's *District Water Supply Plan*;
- Inventory of electrical generating facility fuel types;
- Solid-waste and landfill data and (Note: NEFRC to provide);
- Labor force make-up (i.e., skill set);
- More detailed commuter patterns (vehicle miles traveled; from and to patterns) – commuter times over a period of time;
- Several of the REMI and BEBR sourced tables use NAICS industry classifications – a NAICS glossary of industries is necessary for clarification;
- The *Personal Income of the Region as Percent of Nation* table on page 23 of the Regional Data document will be amended to show region as percent of the state, and the state as a percent of the nation;
- REMI data shows non-agriculture private sector data: the CEDS document should include government and agriculture data;
- A comparison of the region's gross product to population;
- Industry impacts to the region are currently based on employment data – additional comparison of industry impacts to the region based on dollar value;
- Barge port information;
- Tourism;
- Transportation Oriented Development (TOD) plans within the region;
- Military instillations;
- Airport expansion information;
- Foreign Trade Zone in Flagler County;
- Commuter rail;
- TEU (Twenty-foot Equivalent Unit) container terminal information and freight-rail information;
- USDA "Champion Communities";
- Business park / commercial – retail maps;
- Regional exports;
- More detailed I-10 / I-95 SIS map;
- Private port activities within the region;
- Industrial parks – addition of two major industrial parks to map
- The utility industry should be represented in the Steering Committee.
- Labor unions / organized labor organizations should be represented.

What's Next/Questions & Answers

Mr. Teeple informed the members that the upcoming meeting would address the Region's strengths and weaknesses. The following comments were made regarding policy issues to address at future meetings:

- *American Recovery and Reinvestment Act of 2009* stimulus plan: is there a place for this within the CEDS document?
- The Department of Community Affairs makes industrial land use amendment applications difficult to adopt in rural counties.
- Daytona College offers 4-year degrees and FCCJ will offer 4-year degrees as well. Should colleges and universities be addressed?
- Rural counties are put at a disadvantage by level of service requirements on SIS facilities.

Ms. Deborah Kobza, IT Centers of Excellence, offered the use of MS SharePoint for information sharing among Committee Members.

Chair Holland will email subcommittee suggestions to Ms. Moehring.

Next Meeting Dates

The next CEDS Steering Committee meetings are scheduled as follows:

- Friday, March 27, 2009, 9:00 am – 11:00 am, St. Johns County Agricultural Center
- Friday, April 24, 2009, 9:00 am – 11:00 am, St. Johns County Agricultural Center
- Friday, July 24, 2009, 9:00 am – 11:00 am, St. Johns County Agricultural Center

Adjournment

There being no further business to discuss, the meeting was adjourned at 11:15 am.

NORTHEAST FLORIDA REGIONAL COUNCIL
Comprehensive Economic Development Strategy (CEDS)
Committee Meeting
March 27, 2009

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE AGENDA

The St. Johns County Agricultural Center
3125 Agricultural Center Drive
St. Augustine, Florida 32092-0572

Friday, March 27, 2009
9:00 a.m.

1. Welcome – Chairperson Holland
2. Pledge of Allegiance – Chairperson Holland
3. Moment of Silence for US Military Troops – Chairperson Holland
4. Recap of Last Meeting – Brian Teeple
5. Sub-Committees – Chairperson Holland
    a. A Final Report Subcommittee
    b. Project Subcommittee.
6. Discussion facilitated by Brian Teeple:
    a. Identifying Region's Strengths and Weaknesses
    b. Identifying Goals and Objectives
7. Questions and Comments – Chairperson Holland
8. Upcoming Meetings – Brian Teeple
    a. April 24, 2009
    9:00 a.m. – 11:00 a.m.
    The St. Johns County Agricultural Center
    3125 Agricultural Center Drive
    St. Augustine, Florida 32092-0572
    b. July 24, 2009
    9:00 a.m. – 11:00 a.m.
    The St. Johns County Agricultural Center
    3125 Agricultural Center Drive
    St. Augustine, Florida 32092-0572
9. Adjourn

NORTHEAST FLORIDA REGIONAL COUNCIL

Comprehensive Economic Development Strategy (CEDS)
Committee Meeting
March 27, 2009

MINUTES

The second meeting of the Comprehensive Economic Development Strategy (CEDS) Committee was held on Friday, March 27, 2009, at 9:00 am, at the St. Johns County Agricultural Center, 3125 Agricultural Center Drive, St. Augustine, FL 32094.

9:05 – Welcome / opening of meeting: Chairperson Milissa Holland

9:10 – Pledge / Moment of Silence for US Military Troops: Chairperson Milissa Holland

9:15 – Brief discussion concerning the update of the CEDS data presented at the February 20, 2009: Brian Teeple

9:20 – Subcommittees: Chairperson Milissa Holland

Commissioner Holland asked for volunteers for the following two subcommittees: *project subcommittee* and *final report subcommittee*.

Project Subcommittee

- Sally Sherman (Flagler County)
- Darryl Register (Baker County)
- Mike Holcomb (Clay County)
- Alex McCoy (Putnam County)
- Brenda Ezell (Duval County / Jacksonville)
- Greg Geiner (St. Johns County)
- Mike Cole (Nassau County)
- Steve Rieck (Nassau County)

Final Report Subcommittee

- Sally Sherman
- Mike Cole
- (Did not get)
- Anna Lebesch
- Deborah Kobza

Subcommittee Discussion:

- *How long will the subcommittees last?*

  The Final Report Subcommittee will last until the CEDS document is adopted and accepted by EDA. The Project Subcommittee will last in some fashion beyond the adoption of the CEDS. The Committee itself will last for the purpose of updating the CEDS every five years.

- *How much money are we talking about having available to us through EDA?*

  Projects upwards of a million dollars will be typical. The EDA funds are matching infrastructure funds.

9:30 – Strengths and Weaknesses

Brian Teeple led the discussion on Strengths and Weaknesses.

Strengths	Weaknesses
Quality of Life – *nice climate, mild winters, extensive coastline, accessible beaches, relatively short commute times*	Development Costs – *concurrency requirements*
Availability of Land – *large, contiguous acres of undeveloped land*	Primary and Secondary Education – *nationally, the educational system in Florida ranks 50th; public education is not adequately funded; our public education system does not adequately teach math and science; and out education system does not instill critical thinking. Additionally, 60% of community college students have to take remedial courses.*
Intermodal Transportation – *the Northeast Florida region has deep water ports connected to the rest of the state and nation by both interstate highways (I-95, I-25, and I-10) as well as by rail lines (Florida East Coast and CSX rail lines)*	Infant Mortality – *according to the National Vital Statistics System, in 2002 the South, generally, had higher infant mortality rates than the national average; in between 2000 and 2002, Florida exceeded the national average of infant deaths per 1,000 live births: the national average was 6.9 infant deaths per 1,000 live births; Florida average between 7.0 and 7.9 infant deaths per every 1,000 live births.* *According to the State of Florida Department of Health, in 2007 the statewide infant mortality rate in Florida was 7.06 deaths per every 1,000 live births. Both Duval and Putnam Counties slightly exceeded the statewide infant mortality rate.*
Trained / Skilled Workforce – *the Northeast Florida workforce is substantially trade oriented; retired and former military personnel stay within Northeast Florida; and we have a substantial financial services based workforce as well.*	Crime – *in 2007, the regional crime rate was 3,755 incidents of crime per every 100,000 persons. This is less than the statewide average of 4,632 incidents of crime per every 100,000 persons. However, both Putnam and Duval Counties have higher incidents of crime than the statewide average (Duval = 6,081 incidents per every 1000,000 persons; Putnam = 5,486 incidents per every 100,000 persons). Of the 1,129 murders committed in Florida in 2007, 144 occurred in Northeast Florida.*
Higher Education – *There are many colleges and universities that are either within the Northeast Florida region or are within proximity to it, including: Jacksonville University, the University of North Florida, the University of Florida, Bethune-Cookman University, Edward Waters College, Flagler College, and Jones College. Additionally, both Daytona Beach Community College and Florida Community College at Jacksonville will offer 4-year degrees.*	Digital Divide –

Strengths	Weaknesses
Hurricanes – *there is a perception that Northeast Florida is less vulnerable to hurricanes than the remainder of the State of Florida.*	Water Availability – *currently, Flagler County is in a water resource caution area, meaning that projected demand for water will exceed its availability. It is expected that the remainder of Northeast Florida will be within a water resource caution area within the next few years.*
Health Sciences – *Northeast Florida is home to several world-renowned hospitals, including Nemours Children Hospital, Shands (affiliated with the University of Florida), and the Mayo Clinic.*	Property Insurance –
Real Estate Costs – *land in Northeast Florida is generally inexpensive when compared with other parts of Florida.*	Hurricane Threat – *despite perception, Northeast Florida is vulnerable.*
Homestead Exemption – *Florida's homestead exemptions reduces the assessed value of primary residence properties by $50,000 and greater.*	Lack of Support for Small Business – *in Northeast Florida, there is a lack of access to capital and a lack of other support, such as business incubators, small business mentoring, and other small business support systems.*
Regional Cooperation – *there are many regional organizations within Northeast Florida such as Cornerstone Partners (a regional chamber of commerce), the Northeast Florida Regional Council (a regional planning agency), and the North Florida T.P.O (the regional transportation organization).*	Lack of High Tech Incubators – *only two of Northeast Florida's counties – Putnam and Flagler Counties, are within Florida's high tech corridor. The Florida High Tech Corridor Council's mission is to "…attract, retain, and grow high tech industry and the workforce to support it within the 23-county Florida High Tech Corridor." Educational partners include the University of Florida, the University of Central Florida, and the University of South Florida.*
Lower Cost of Living – *generally, the cost of in Northeast Florida is 8.67% less than the national average, while the quality of life remains high.*	Worker Compensation Costs – *Behind California and Hawaii, Florida has the third highest worker compensation costs in the nation (source: the National Federation of Independent Business)*
Sports – *in addition to the Jacksonville Jaguars, northeast Florida's professional football team, there are minor league hockey and baseball teams, college teams, including the University of Florida Gators (four national championships in this decade alone). Additionally, TPC Sawgrass hosts the Players Championship every year.*	High School Drop Out Rates and School District Rankings – *compared with the rest of the state, Northeast Florida has two of the worst school districts in the worst primary and secondary education state – Putnam County is ranked 58th and Duval County is ranked 59th out of 74 districts. Drop out rates range from a low of 1.9 in Flagler County to a high or 6.6 in Duval County.*
Tourism – *Northeast Florida is home to the Nation's oldest city – St. Augustine, home to miles of beaches, the St. Johns River, and is within several hours of Disney World and Sea World in Orlando. Northeast Florida has world class fresh and saltwater fishing, as well as*	Art and Culture

Strengths	Weaknesses
canoeing, kayaking, and boating.	
Cecil Commerce Center – *Cecil Commerce Center, a former military airfield, has 17,000 (gross) acres of industrial and non-residential lands, intermodal infrastructure, and entitlements, including a sport space license.*	Not A Philanthropic Region

10:15 – Goals and Objectives

Brian Teeple led the discussion on Goals and Objectives.

Goals	Objectives
Improve education in Northeast Florida.	• Decrease drop out rates • Increase graduation rates • Ensure that education curriculum is preparing children for high-tech jobs • Increase school district rankings within the state
Improve and expand infrastructure throughout Northeast Florida.	• Completion of 9B • Completion of the “Outer Beltway” • Develop and fund a commuter rail line throughout the region • Increase availability of centralized water and sewer throughout the region • Increase availability of natural gas throughout the region
Create regional employment centers in Northeast Florida.	• Create regional “megasites” as regional employment centers • Entitle property within regional employment centers to create “shovel ready” properties • Have expedited permitting procedures for development within regional employment centers
Make Northeast Florida conducive for small business success.	• Promote the successful development of entrepreneurial companies and small businesses through development of a Northeast Florida *business incubator* • Increase access to capital for small business • Increase access to shared services • Further relationships with colleges and universities • Ensure that prioritization is given for small-businesses in government contracts
Create a regional land use plan	• •
Create a full-service community	•
Increase regional awareness.	• Inventory and market regional assets • Create a regional image • Create a regional marketing effort.

10:55 – Chair Holland adjourned the meeting.

COMPREHENSIVE ECONOMIC DEVELOPMENT PROJECT SUBCOMMITTEE AGENDA

Northeast Florida Regional Council
6850 Belfort Oaks Place
Jacksonville, Florida 32216
Tuesday, April 14, 2009
9:00 a.m.

1. Welcome – Brian Teeple

2. Overview – Brian Teeple

3. Vital Programs – Brian Teeple / Margo Moehring

   - Baker County
   - Duval County
   - Putnam County
   - St. Johns County

4. Vital Projects – Brian Teeple / Margo Moehring

   - Baker County
   - Duval County
   - Putnam County
   - St. Johns County

5. Upcoming Meetings – Margo Moehring

   a. CEDS Project Subcommittee – for Clay, Flagler, and St. Johns Counties
   April 20 2009
   9:00am – 10:30am
   NEFRC
   6850 Belfort Oaks Place
   Jacksonville, Florida 32216

   b. CEDS Strategy Committee
   April 24, 2009
   9:00 a.m. – 11:00 a.m.
   The St. Johns County Agricultural Center
   3125 Agricultural Center Drive
   St. Augustine, Florida 32092-0572

   c. CEDS Strategy Committee
   July 24, 2009
   9:00 a.m. – 11:00 a.m.
   The St. Johns County Agricultural Center
   3125 Agricultural Center Drive
   St. Augustine, Florida 32092-0572

6. Adjourn

NORTHEAST FLORIDA REGIONAL COUNCIL
Comprehensive Economic Development Strategy (CEDS)
Project Subcommittee Meeting
April 14, 2009

IDENTIFIED PROJECTS: DUVAL AND PUTNAM COUNTIES

The first meeting of the Comprehensive Economic Development Strategy (CEDS) Project Subcommittee was held on Tuesday, April 14, 2009, at 9:00 am, at the Northeast Florida Regional Council, 6850 Belfort Oaks Place, Jacksonville, Florida 32216.

The following are the projects identified for Duval and Putnam Counties

Duval

- Port expansion widening projects to the road network
- I-295 widening (downtown Jacksonville)
- Right-of-way acquisition and construction of 9B
- Laura Street improvements and beautification projects (downtown Jacksonville)
- Bike and pedestrian path (Greenland Generating station to Baymeadows Road)
- Jacksonville Journey: increased education and decrease in crime rates
- Bus rapid transit: regional interconnectivity
- St. Johns River Initiatives
- Brandy Branch solar panel project: green energy project
- Cecil field spaceport: niche high-end market; potential for regional aerospace training center

Putnam

- East Palatka water and sewer expansion project: funds to be used to bring potable water and sewer to East Palatka, which has CR 207 (connects St. Johns to Putnam County) and US 17, a regional north-south corridor.
- West Putnam Business Park
- Palatka water and sewer upgrade:
- Airport expansion: air cargo center
- Walmart distribution center
- Expansion of Orlando – Deland high speed rail project into Putnam County
- Land acquisition: use of EDA funds to acquire and entitle properties for industrial, commercial, and business park use

COMPREHENSIVE ECONOMIC DEVELOPMENT PROJECT SUBCOMMITTEE AGENDA

Northeast Florida Regional Council
6850 Belfort Oaks Place
Jacksonville, Florida 32216
Tuesday, April 20, 2009
9:00 a.m.

1. Welcome – Brian Teeple

2. Overview – Brian Teeple

3. Vital Programs – Brian Teeple / Margo Moehring

    - Clay County
    - Flagler County
    - Nassau County
    - Baker County
    - St. Johns County
    - Duval County

4. Vital Projects – Brian Teeple / Margo Moehring

    - Clay County
    - Flagler County
    - Nassau County
    - Baker County
    - St. Johns County
    - Duval County

5. Upcoming Meetings – Margo Moehring

    a. CEDS Strategy Committee
    April 24, 2009
    9:00 a.m. – 11:00 a.m.
    The St. Johns County Agricultural Center
    3125 Agricultural Center Drive
    St. Augustine, Florida 32092-0572

    b. CEDS Strategy Committee
    July 24, 2009
    9:00 a.m. – 11:00 a.m.
    The St. Johns County Agricultural Center
    3125 Agricultural Center Drive
    St. Augustine, Florida 32092-0572

6. Adjourn

NORTHEAST FLORIDA REGIONAL COUNCIL

Comprehensive Economic Development Strategy (CEDS)
Project Subcommittee Meeting
April 20, 2009

IDENTIFIED PROJECTS

The first meeting of the Comprehensive Economic Development Strategy (CEDS) Project Subcommittee was held on Monday, April 20, 2009, at 9:00 am, at the Northeast Florida Regional Council, 6850 Belfort Oaks Place, Jacksonville, Florida 32216.

The following are the projects and/or programs identified:

Clay

- Water, sewer, and telecommunications expansion throughout the county
- Projects that promote reverse commute patterns
- Keystone Airpark: designating / entitling / creating shovel-read industrial and / or business park lands
- Investment in biofuel (e.g., ethanol)

Duval

- Cecil Commerce Center infrastructure
- Establish intermodal system (freight)

Flagler

- Increase industrial park entitlements & shovel ready lands
- Airport expansion
- South entrance road improvements for the airport (airport accessibility)
- Conversion of agriculture lands from food, sod, ornamentals to biofuel
- Creation of international foreign trade zone

Putnam

- East Palatka water and sewer expansion project: funds to be used to bring potable water and sewer to East Palatka, which has CR 207 (connects St. Johns to Putnam County) and US 17, a regional north-south corridor.
- West Putnam Business Park
- Palatka water and sewer upgrade:
- Airport expansion: air cargo center
- Walmart distribution center
- Expansion of Orlando – Deland high speed rail project into Putnam County
- Land acquisition: use of EDA funds to acquire and entitle properties for industrial, commercial, and business park use

St. Johns County

- Fiber optic lines installed concurrent with outer beltway
- Increase airport capacity for passenger flights
- Vehicle fly-over from airport (US1) to west side of rail road tracks
- CR 312 / 313 roadway expansions to I-95
- US1 – CR 210 flyover
- CR 210 widening US1 – I95: entitle lands for industrial
- CR 207 – 206 corridor expansion for increased connectivity

Regional

- Regional facilities study for green technologies; bio-incubator
- Linking region to research universities (i.e., University of Florida)
- Research to commercialization in the homeland security field
- Health sciences
- Create a regional identity
- Eliminate “second city” perception
- Create less cumbersome and expensive development regulatory and entitlement processes
- Educating our students; creating an educated workforce
- Retaining of military personnel (skilled and experienced workforce)
- Attraction of younger employees
- Regional industrial lands study

NORTHEAST FLORIDA REGIONAL COUNCIL
Comprehensive Economic Development Strategy (CEDS)
Steering Committee Meeting
April 24, 2009

COMPREHENSIVE ECONOMIC DEVELOPMENT COMMITTEE
AGENDA

The St. Johns County Agricultural Center
3125 Agricultural Center Drive
St. Augustine, Florida 32092-0572

Friday, April 24, 2009
9:00 a.m.

1. Welcome – Chairperson Holland
2. Pledge of Allegiance – Chairperson Holland
3. Recap of Last Meeting – Brian Teeple
4. Project and Program Subcommittee Meetings Summaries – Brian Teeple
5. Distinguishing Programs from Projects – Brian Teeple / Margo Moehring
   A. Programs
   B. Projects
6. Questions and Comments – Chairperson Holland
7. Upcoming Meetings – Margo Moehring
   A. ?
   B. July 24, 2009
      9:00 a.m. – 11:00 a.m.
      The St. Johns County Agricultural Center
      3125 Agricultural Center Drive
      St. Augustine, Florida 32092-0572
8. Adjourn

NORTHEAST FLORIDA REGIONAL COUNCIL
Comprehensive Economic Development Strategy (CEDS)
Committee Meeting
April 24, 2009

MINUTES

The third meeting of the Comprehensive Economic Development Strategy (CEDS) Committee was held on Friday, April 24, 2009, at 9:00 am, at the St. Johns County Agricultural Center, 3125 Agricultural Center Drive, St. Augustine, FL 32094.

9:10 Welcome / opening of meeting: Chair Milissa Holland

9:15 Brief discussion concerning the update of the CEDS strengths, weakness, goals and objectives presented at the March 27, 2009 CEDS meeting: Brian Teeple

- Review of strengths, weaknesses, goals and objectives – posted on website
- Staff still working on "massaging" strengths, weaknesses, goals and objectives
- Subcommittees

9:20: Overview of the Program / Project subcommittee: Brian Teeple

- Has met twice: April 14th and April 20th

9:25 Discussions: Brian Teeple

- Coquina Coast Cooperative (sustainable, potable water)
- Intermodal system (region)
- Technology interconnectivity: high speed fiber optics – LAMBDA optical rail

Note: **National Lambda Rail** is a high-speed national computer network infrastructure in the United States that runs over fiber-optic lines, and is the first transcontinental Ethernet network.

- Don Winstead: Florida Office of Economic Recovery; Special Advisor to the Governor (Crist) for the implementation of the Federal American Recovery and Reinvestment Act of 2009

- Inland ports

Note: "An Inland Port is a physical site located away from traditional land, air and coastal borders with the vision to facilitate and process international trade through strategic investment in multi-modal transportation assets and by promoting value-added services as goods move through the supply chain". — Center for Transportation Research, University of Texas

- Regional Information Center

- Business incubator

  - Access to capital
  - Access to venture capital

- Need for a "research and design champion"

  - Science and technology

- Second stage business development

  - We do a good job of getting companies started, but not a good job and getting them to the next level.
  - We do not have support for when a company passes the $1 to 2$ million annual sales amount, or the 20 to 30 employee mark

- Arts and Culture - promotion

  - We do not communicate the arts and culture attributes of Northeast Florida
  - There is stimulus money to support the arts

- Regional branding

Why do people come to Northeast Florida: We do not have a regional identity. We need to define a regional vision.

- Tourism "We know what we don't want to be"; "Florida without the hassle"

  - Ecotourism
  - Heritage (history)
  - Medical
  - Charm

- Workforce development
- Inland port
- Connect to UF (cluster for nuclear science)
- Agriculture cluster (marketing and processing; restaurants certifying locally grown products with the placement of a plaque.

- Research and design cluster promotion
    - The NERR

    Note: **The National Estuarine Research Reserve System (NERR)** is a network of protected areas established for long-term research, education and stewardship. This partnership program between NOAA and the coastal states protects more than one million acres of estuarine land and water, which provides essential habitat for wildlife; offers educational opportunities for students, teachers and the public; and serves as living laboratories for scientists.

    The Guana Tolomato Matanzas National Estuarine Research Reserve encompasses approximately 55,000 acres of salt marsh and mangrove tidal wetlands, oyster bars, estuarine lagoons, upland habitat and offshore seas in Northeast Florida. It contains the northern most extent of mangrove habitat on the east coast of the United States.

    - Marineland

- The region needs regional economic development leadership
- The region needs a third-party, neutral economic development entity to stem from CEDS
- Cross boundary revenue sharing and project support: *We already do this with emergency services.* There is a lot of inter-jurisdictional competition
- There needs to be a link between research and technology to commercialization
- 1,000 Friends of Florida Road Diet: Transit is the key to promoting economic development

<u>What's Next</u>

- Continue with the subcommittees
- Filtering of the project list
- Fitting projects into programs
- Start on draft document

10:50 Chair Holland adjourned the meeting

COMPREHENSIVE ECONOMIC DEVELOPMENT PROJECT SUBCOMMITTEE AGENDA

Northeast Florida Regional Council
6850 Belfort Oaks Place
Jacksonville, Florida 32216
Wednesday, June 3, 2009
9:00 a.m. – 11:00 a.m.

1. Welcome – Brian Teeple

2. Programs / Projects – Brian Teeple / Margo Moehring

    a. Goals – Programs – Projects Classification (attached)
    b. Additional Programs / Projects

3. Upcoming Meetings – Margo Moehring

    a. CEDS Strategy Committee
    July 24, 2009
    9:00 a.m. – 11:00 a.m.
    The St. Johns County Agricultural Center
    3125 Agricultural Center Drive
    St. Augustine, Florida 32092-0572

4. Adjourn

NORTHEAST FLORIDA REGIONAL COUNCIL
Comprehensive Economic Development (CEDS)
Project Subcommittee Meeting
June 3, 2009

Project Subcommittee

The third meeting of the Comprehensive Economic Development Strategy (CEDS) Project Subcommittee was held on Wednesday, June 3, 2009, at 9:00 am, at the Northeast Florida Regional Council, 6850 Belfort Oaks Place, Jacksonville, Florida 32216.

9:10 - Introductions

9:15 - Discussion

- Commuter Rail – downtown Jacksonville to Yulee

  Amtrak line from Miami to Jacksonville is coming on-line; JTA commuter rail study is in Phase 1; JTA commuter rail study is phased by geography; Clay County has a 30 acre commuter rail site;

- Cecil Commerce Center

  Additional funding for right-of-way improvements, stormwater & other infrastructure

- Outer Beltway

  Expand support for the outer beltway

- TECO gas

  Gas line to be extended to the east side of the St. Johns River

Non-program or project specific discussion was given to: "finding the right bucket for projects"; updating the targeted industries; and referencing specific workforce studies (*Note: Program / Project sheet revised to reflect this discussion. See attached*)

- Jacksonville Journey

  Remove from project list; make more general

- Regional fiber optics

- Port expansion

- School / Corporate Sponsors

  Other regions have schools paired up with corporate sponsors; the Region needs to increase business and education partnerships;

- Projects to address at-risk youth

  Utilization of "direct to career" programs
- Regional Leadership programs

Include as project

Discussion was given to inviting CBD to the next CEDS meeting.

Discussion was given to removing "former" from military personnel (Draft Program and Projects, pg. 1, program)

- Strategic Planning

  Create Strategic Planning as a goal

- Add "Green / Alternative Energy" and "Target Industries" under the Strategic Planning Goal
- Attract / keep creative class
- Grants / Assistance to employers who retrofit buildings for energy efficiency / alternative energy
- Public / Private partnerships for grant dollars to "go green"

Discussion was given to: strategies to make solar energy conversion affordable; focusing alternative energy discussion to biomass – *sludge residue*

- Goal 1 "Improve Education in Northeast Florida"

  Should Goal 1 be changed to "Workforce Development"

- Water / sewer availability throughout the region
- Downtown / infill redevelopment (potable water and sewer update)

  Supporting Main Streets through infrastructure upgrades

Discussion was given to the creation of more dense, mixed-use "new town" development, incorporating jobs and housing balance

- Regional authority responsible for offering no-interest loans for speculative development (revolving loan fund)
- Regional "Industrial Development Authority" (IDA)

  An IDA would include revolving loan funds

- Intermodal freight yard in Duval County
- Port related infrastructure expansion in all Counties within the region; channel dredging for port expansion
- Region-wide "Public Relations Plan"

  Develop regional branding

10:45 - Adjourn

ORTHEAST FLORIDA REGIONAL COUNCIL
Comprehensive Economic Development Strategy (CEDS)
Committee Meeting
July 24, 2009

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE

AGENDA

The St. Johns County Agricultural Center
3125 Agricultural Center Drive
St. Augustine, Florida 32092-0572

Friday, July 24, 2009
9:00 a.m. – 11:00 a.m.

1. Welcome – Chairperson Holland

2. Pledge of Allegiance – Chairperson Holland

3. Recap of Last Meeting – Brian Teeple
    - Minutes: *solicit for corrections or amendments*

4. Goals and Objectives – Brian Teeple
    - *Each Goal should have companion Objectives; each Objective should fall within a Goal.*
    - *Goals are broader, objectives more specific*
    - Goals: *consensus*
    - Objectives: *consensus*

5. CEDS Document Outline – Margo Moehring

6. Program and Plan of Action Selection – Chairperson Holland
    - *Consensus development*
    - *Top 5 programs – Tier 1 programs*
    - *Programs on back of this Agenda*
    - *Programs that do not have companion Projects are automatically Tier 2*

7. Next meeting – Chairperson Holland
    - *Draft CEDS Document*

8. Adjourn

PROGRAMS

Number	Program	Action Plan Type	"Vital" Program
1	Create a more educated workforce through workforce development		
2	Establish Northeast Florida as a research and design center		
3	Make Northeast Florida a center of research / development applications for sustainable initiatives		
4	Technology interconnectivity and increase high-speed connectivity		
5	Establish intermodal system for the movement of freight		
6	Increase roadway capacity, access to natural gas, potable water, and sanitary sewer availability throughout the region		
7	Promote cross jurisdictional revenue sharing		
8	Create regional industrial, business and commercial clusters		
9	Create business incubators and increase small business access to capital		
10	Inland ports		
11	Increase industrial park entitlements and shovel-ready lands		
12	Establish a link between research and design and commercialization		
13	Increase passenger airport capacity and access to public transportation, rail, etc.		
14	Promote regionally grown foods		
15	Promote agritourism, ecotourism, and focus on charm and relaxing environment		
16	Eliminate "Second City" perception		

Types:	**Plan of Action**
ED:	Economic Development
T:	Transportation
E:	Environment
W:	Workforce
IT:	Information Technology
PD:	Physical Development
F:	Funding

NORTHEAST FLORIDA REGIONAL COUNCIL
Comprehensive Economic Development Strategy (CEDS)
Committee Meeting
July 24, 2009

MINUTES

The fourth meeting of the Comprehensive Economic Development (CEDS) Committee was held on Friday, July 24, 2009, at 9:00 am, at the St. Johns County Agricultural Center, 3125 Agricultural Center Drive, St. Augustine, FL 32094.

9:10 Welcome / opening of meeting: Chair Milissa Holland

9:15 Approval of April 24, 2009, CEDS Strategy Committee meeting minutes: Chair Milissa Holland

- Minutes from the April 24th CEDS Strategy Committee were provided
- Minutes unanimously approved without changes by Strategy Committee; motion for approval by Sally Sherman, seconded by Byron Allmond

9:25 Overview of Goals and Objectives: Brian Teeple

- Goals and Objectives were provided
- It was noted that several Goals do not have corresponding Objectives – this will be rectified

9:35 CEDS Document Outline: Margo Moehring

- A "mock-up" (i.e. outline) of the CEDS document was provided
- Brief discussion concerning EDA was given
- Discussion of a "Plan of Action" within the CEDS document (section 303.7, 13 CFR Chapter III)

  "Plans of Action" are broad-strategy statements. The seven plan of action types to implement the Goals and Objectives of the CEDS identified in section 303.7, 13 CFR, were briefly discussed. The seven types are: promoting Economic development and opportunity; fostering effective transportation access; enhancing and protecting environment; maximizing effective development and use of the workforce consistent with any applicable State or local workforce investment strategy; promoting the use of technology in economic development, including access to high-speed telecommunications; balancing resources through sound management of physical development; and obtaining and utilizing adequate funds and other resources.

  The Committee can develop other Plans of Action.

  The sixteen programs identified by the Project Subcommittee were provided in table format. Chair Holland facilitated the categorization of Programs by Action Plan Type.

That resulting in the following:

Number	Program	Action Plan Type
1	Create a more educated workforce through workforce development	W
2	Establish Northeast Florida as a research and design center	ED, IT, E, W, F
3	Make Northeast Florida a center of research / development applications for sustainable initiatives	ED, IT, E, W, F
4	Technology interconnectivity and increase high-speed connectivity	IT
5	Establish intermodal system for the movement of freight	T
6	Increase roadway capacity, access to natural gas, potable water, and sanitary sewer availability throughout the region	PD
7	Promote cross jurisdictional revenue sharing	F
8	Create regional industrial, business and commercial clusters	ED
9	Create business incubators and increase small business access to capital	F
10	Inland ports	T, ED
11	Increase industrial park entitlements and shovel-ready lands	ED, PD, F
12	Establish a link between research and design and commercialization	ED, IT, E, W, F
13	Increase passenger airport capacity and access to public transportation, rail, etc.	T
14	Promote regionally grown foods	ED
15	Promote agritourism, ecotourism, and focus on charm and relaxing environment	ED, E
16	Eliminate "Second City" perception	ED

Types:	**Plan of Action**
ED:	Economic Development
T:	Transportation
E:	Environment
W:	Workforce
IT:	Information Technology
PD:	Physical Development
F:	Funding

9:55 Program Selection: Chair Milissa Holland

- Margo Moehring discussed ranking the Programs, and requested that Chairperson Milissa Holland guide the group in identifying the top 5 programs for inclusion as programs of vital significance to the region.

  Based on discussion from the Committee, the Programs were restated and modified. Former Programs 2, 3, and 12 were combined into one; former Programs 4 and 6 were combined into one; and former Programs 5, 10 and 13 were combined into one.

Program #	Program Description
1	Create a more educated workforce through workforce development
2	Establish Northeast Florida as a research, development and design center; as a center of research and development applications for sustainable initiatives; and establish links between research, design and commercialization.
3	Establish and enhance intermodal system for the movement of freight; encourage development and enhancement of inland ports; increase airport passenger and freight capacity; and increase access to public transportation, rail, etc.
4	Increase and improve regional infrastructure and technological and high-speed interconnectivity
5	Promote cross-jurisdictional revenue sharing
6	Create regional industrial clusters and business / commercial centers
7	Create business incubators and increase small business access to capital
8	Increase industrial park entitlements and shovel-ready lands
9	Promote the processing, sale and distribution of regionally grown foods
10	Promote agritourism, ecotourism, and focus on charm and relaxing environment
11	Eliminate "Second City" perception

- After combining and modifying the Programs as shown above, the Committee then reached the following consensus on the top 5 programs:

  Program 2: Establish Northeast Florida as a research, development and design center; as a center of research and development applications for sustainable initiatives; and establish links between research, design and commercialization.

  Program 3: Establish and enhance intermodal system for the movement of freight; encourage development and enhancement of inland ports; increase airport passenger and freight capacity; and increase access to public transportation, rail, etc.

  Program 4: Increase and improve regional infrastructure and technological and high-speed interconnectivity

Program 7: Create business incubators and increase small business access to capital

Program 8: Increase industrial park entitlements and shovel-ready lands

10:40 Margo Moehring reiterated that we (NEFRC staff) will need to reach out to the economic development experts to obtain more details on the projects associated with the programs – e.g. how many jobs they would likely create

10:40 Next meeting: Chairperson Holland called for a consensus on having another meeting to discuss the CEDS document draft, metrics, etc. A consensus was reached for Friday, August 21st at the St. Johns County Agriculture Center.

10:45 Adjourned

NEXT MEETING: Friday, August 21, 2009, at 9:00 am, at the St. Johns County Agricultural Center, 3125 Agricultural Center Drive, St. Augustine, FL 32094.

NORTHEAST FLORIDA REGIONAL COUNCIL
Comprehensive Economic Development Strategy (CEDS)
Committee Meeting
August 21, 2009

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE

AGENDA

The St. Johns County Agricultural Center
3125 Agricultural Center Drive
St. Augustine, Florida 32092-0572

Friday, August 21, 2009
9:00 a.m. – 11:00 a.m.

1. Welcome – Chairperson Holland
2. Pledge of Allegiance – Chairperson Holland
3. Recap of Last Meeting – Brian Teeple
4. All Previous Minutes: *solicit for corrections or amendments*
5. Programs and Projects – Margo Moehring
6. CEDS Metrics (Performance Measures) – Guy Parola
7. CEDS Document Approval – Brian Teeple
8. Next Steps
9. Adjourn

NORTHEAST FLORIDA REGIONAL COUNCIL

Comprehensive Economic Development Strategy (CEDS)
Committee Meeting
August 21, 2009

DRAFT MINUTES

The fifth meeting of the Comprehensive Economic Development Strategy (CEDS) Committee was held on Friday, August 21, 2009, at 9:00 am, at the St. Johns County Agricultural Center, 3125 Agricultural Center Drive, St. Augustine, FL 32094.

9:15 Welcome / opening of meeting: Chair Milissa Holland

9:20 Approval of February 20th, March 27th, and July 24th (2009) CEDS Strategy Committee meeting minutes: Chair Milissa Holland

- Minutes were unanimously approved without modification or correction.

9:25 Overview July 24, 2009 CEDS Strategy Committee meeting: Brian Teeple

- A brief overview of the July 24th meeting of the CEDS Strategy Committee was given; there was no discussion.
- A brief overview on the purpose of today's (August 21st) meeting of the CEDS Strategy Committee was given.

9:30 CEDS Document: Margo Moehring

9:35 Vital Programs

- Ms. Moehring directed the group to page 55 of the CEDS document – Vital Programs
- The question, "Can we comment on this [document]?" was asked and answered in the affirmative, provided that comments are received by NEFRC by the close of business on Monday, August 24th.
- Chair Holland noted that the CEDS document is an evolving document that can be modified or adjusted even after it is received by the Economic Development Administration (See note on page 3)
- A brief presentation on the Vital Programs was given, noting that these are the Top 5 programs as approved by the CEDS Strategy Committee on July 24th.

9:40 Suggested Projects

- Ms. Moehring provided a summary of the projects, including an explanation of the shift from including many specific, but non-detailed projects, to the inclusion of broader, but detailed projects within the Suggested Project section of the CEDS.
- A question concerning the difference in the number of jobs within the Green Business / Energy Study was raised. The difference between the 18,704 number and the 1,626 number that were provided is that the larger number is for the state,

while the smaller number is regional. The document will be modified to make this point clearer to the reader.

- A point of concern was raised about the relatively low number of jobs within the Industrial Lands Study project. It was explained that the number of jobs is largely dependent on the number of industrial acres for development that the study would produce. Mr. Teeple stated that given a set of assumptions on acreage amounts an employment number could be reached, but absent that, it could not.
- Ms. Moehring provided a brief discussion on the inclusion of an Agriculture Impact and Strategy Study.
- There was discussion on the region's Net Cash Income (of farm operators) 2002 – 2007 Table that is included within the Agriculture Impact and Strategy Study, specifically the decrease from 2002 to 2007 of twenty-nine million dollars. It was noted that the decrease seems to imply that there agriculture in the region is becoming less economically significant, and that this decrease may indicate that agriculture is not a long-term economic driver for the region. It was pointed out that there are negative numbers in both the 2002 and 2007 columns, which on its face does not make sense. It was explained that these numbers are from the USDA Agricultural Census. All numbers would be double checked for accuracy, and clarified in the document.
- Concern about the lack of tie-in between the Vital Programs and Suggested Projects was expressed; specifically, should each Suggested Project have a Vital Program referenced, or should the two remain separated? After discussion, there was general consensus that the two should remain separated.

10:05 Other Programs and Projects of Significance

- Ms. Moehring provided a brief overview of the Other Programs and Projects of Significance section of the CEDS.
- It was noted that the list is not exhaustive, and that this should be noted in the CEDS document. Staff agreed to note the change.
- It was suggested that Suggested Projects should be Highlighted Projects so as to not imply that those projects in the Other Programs and Projects of Significance section are not important. It was noted that EDA specifically uses Suggested Projects language.
- There was discussion on the ability of the CEDS Strategy Committee to quickly amend the Suggested Projects list to reflect new projects as they become realized. It was noted that so long as projects furthered a Vital Program they could be submitted to EDA, which would ultimately make the funding determination. It was suggested that a quarterly CEDS Strategy Committee review of the projects could be used, the results of which would then be forwarded to EDA for inclusion in the CEDS. (See note on page 3)

10:15 Metrics

- Mr. Parola provided a brief explanation of the Metrics suggested for gauging the ongoing success of the CEDS.
- It was noted that the number of jobs metric would be very general, as not all job growth would be attributable to the CEDS.

- It was noted that in Attachment A Flagler County DOT projects were missing. Staff agreed to add the projects.

10:20 Open discussion

- It was suggested that the CEDS document contain a statement that the project list is not exhaustive, and that the project list may be updated as needed. Staff agreed to add this caveat.
- Chair Holland stated that as projects are identified they can be placed on the Northeast Florida Regional Council's monthly Board meeting.
- It was stated by Ms. Moehring that staff would ask EDA what the process would be for CEDS updates. (See note below)

10:35 Action

- The Board unanimously approved the CEDS with the amendment revisions agreed to at the meeting, and when the caveat that a mechanism be identified to update the CEDS as needed, so that no project or update to the CEDS would be missed.

10:40 Adjourned

<u>Note Added After the Meeting</u>

Ms. Moehring contacted EDA and was told that the CEDS can be updated at any time by letter.

Attachments

ATTACHMENT A

Project listed below are from the FDOT and JTA Projects. The projects included reflect landscaping, capacity improvements and resurfacing projects only. Projects listed below are recently completed, imminent projects and on going projects

Baker County Projects

1. **County Rd** 250 Resurfacing – $1,557,971.31
2. **County Rd** 125 Resurface – $895,800
3. **I-10** Resurface from SR 121 to Nassau County – $7,014,581,00
4. **I-10** Resurface from US 90 to SR 121 – $10,979,000
5. **I-10** Landscape Changes – $129,372.06
6. **SR 2** Resurface- $663,723

Clay County Projects

1. **Blanding** Resurfacing – $4,421,260.30
2. **SR 2** replace bridge over Black Creek – $6,159,000
3. **Park Ave** add two lanes – $31,391,160.96
4. **Blanding** add lanes – $5,463,246.40
5. **Branan Field Chafee** add paved shoulders – $1,375,048.64
6. **Branan Field Chafee** build overpass – $7,250,000
7. **CR 209** replace bridge – $13,266,870.73
8. **CR 214** - resurface – $1,279,000
9. **CR220B** resurface – $480,000
10. **CR224** widen and resurface – $1.4 million
11. **Keystone Heights** sidewalk – $379,762.97
12. **Kingsley Ave** - $420,000
13. **SR 21** landscaping – $270,927
14. **US 17** – landscaping – $370,921
15. **SR 16** sidewalk – $296,695
16. **SR 100** bike trail – $1,294,605

Duval County Projects

1. **Atlantic Boulevard (State Road 10)** Resurfacing - $3,811,317.61
2. **Branan Field – Chaffee Road (State Road 23)** Building new limited access highway $60,847,479.04
3. **Butler Boulevard (State Road 202)** Adding two lanes $27,677,107.87
4. **Hart Bridge (State Road 228)** Repairing the steel and repainting the bridge $26,244,610.35.
5. **Heckscher Drive (State Road 105)** Interchange improvements - $11.8 million.
6. **Heckscher Drive (State Road 105)** Replace bridge over Shad Creek. - $4,234,653.51.

7. **Interstate 10** Adding lanes and reconstructing - $57,786,749.01.
8. **Interstate 10** Rehabilitating concrete - $11,532,220.95
9. **Interstates 10 and 95** Reconstructing interchange - $150,818,054.28. -
10. **Interstate 295** Reconstructing interchange - $45,082,577.97. -
11. **Mayport Road and Old Mayport Road (State Road A1A and 101)** Updating traffic - $1,893,776.77.
12. **Mayport Road (State Road A1A)** Resurfacing from Old Mayport Road (State Road 101) - $2,531,845.02.
13. **New Kings Road (State Road 15)** Intersection improvements - $721,249.74.
14. **State Road 9A** Constructing major interchange - $83,764,195.35.
15. **State Road 9A** Repainting the Dames Point Bridge over the St. Johns River. - $12,959,910.00.
16. **Third Street (State Road A1A)** Resurfacing -$7,670,789.25.
17. **Alta Drive/New Berlin Road** Resurface -$7.5 million.
18. **Beach Boulevard (U.S. 90)** Add two lanes - $12,875,652.46.
19. **Beach Boulevard (U.S. 90)** Add turn lane - $171,035.25.
20. **Interstate 95** Install Traveler Information System -$1,794,398.63.
21. **Interstate 295** Landscape - $262,503.
22. **Ninth Street South in Jacksonville Beach** Resurface, - $5,055,466.
23. **State Road 9A** Landscape from the Dames Point Bridge -f $356,280.00.
24. **State Road 9A** Resurface from Main Street - $ 5,781,659.92.

Nassau County Projects

1. **U.S. 17** Resurfacing -$536,873.71.
2. **County Road 2** Resurface from -$352,400.
3. **State Road A1A** Add two -$26,205,000.
4. **North Eighth Street** Resurface -f $115,000.
5. **Northwest 14th Street and Pogy Place** Resurface -$660,000.
6. **Fourteenth Street** Built a bike path -of $667,697.31.
7. **Egans Creek** Greenway Trail -$29,390.00. (2107055)
8. **Interstate 10** Resurfaced from the Baker County line to the Duval County line (.7 mile) - $7,014,581.00 (combined with Baker County project).
9. **Lem Turner Road (State Road 115)** Resurfaced - $5,658,061.50.
10. **State Road A1A** Resurfaced - $6,249,461.54.

Putnam County Projects

1. **State Road 20** Adding two lanes - $46,099,370.16.
2. **U.S. 17** Resurfacing from - $2,639,791.32.
3. **County Road 315** Construct 5-foot wide sidewalk - $571,000.
4. **East Grand Rondo** Construct 5-foot sidewalk in Crescent City. -$92,000.
5. **Lake Street** Construct 5-foot sidewalk in Pomona Park- $222,500.
6. **Moseley Avenue** Resurface from Edgemoor Street to U.S. 17 (1.25 miles). -$193,400. Contract days are 30.

7. **Silver Lake Drive** Replace box culvert -$545,000. Contract days are 240. This is a federal economic stimulus project.
8. **State Road 19** Resurface - $1.5 million.
9. **St. Augustine to Lake Butler Rail Trail** Construct a 12-foot wide asphalt multi-use path along the old railroad corridor - $2 million.
10. **St. Johns Avenue** Resurface - $154,000.
11. **U.S. 17** Resurface -$4.2 million.
12. **State Road 26** – Resurfaced - $3,523,685.05.
13. **State Road 21** – Resurfaced -$5,223,787.09
14. **State Road 207** Resurfaced - $179,283.75.

St. Johns County Projects

1. **State Road A1A (Bridge of Lions)** Rehabilitation of the bridge - $81,101,357.69**State Road A1A** Landscape -$535,821.00 - project.
2. **State Road A1A** Landscape - $620,190.
3. **State Road 312** Landscape - $535,821.00
4. **U.S. 1** Resurfacing from - $3,906,445.05.
5. **County Road 214 (West King Street)** Resurface from - $2,169,200.
6. **County Road 214** Resurface and - $765,900. Contract days are 120.
7. **Interstate 95** Add a left turn lane -$572,802.23.
8. **State Road A1A** Replace two low level bridges - $11,756,527.75.
9. **State Road A1A** Resurface from Sawgrass - $3,573,370.19.

Flagler County Projects

1. **County Road 302** Resurfacing - $1,601,333
2. **County Road 305** Resurfacing - $2,301,684
3. **County Road 305** Resurfacing - $2,284,947
4. **County Road 305** Bridge Replacement - $1,500,000
5. **County Road 305** Widen/Resurface Exist Lanes - $200,000
6. **Downtown** Streetscape - $1,000,000
7. **Graham Swamp Trail** Bike Path/Trail - $100
8. **Interstate 95** Add Lanes & Rehabilitate Pavement - $94,820
9. **Lehigh Trail** Bike Path/Trail - $1,987,500
10. **Lehigh Trailhead** Bike Path/Trail - $500,000
11. **Palm Coast Parkway** Add Thru Lane(S) - $4,680,213
12. **Palm Harbor Parkway** Bridge Rehabilitation - $1,000,000
13. **State Road 100** Landscaping - $587,790
14. **State Road 100** Bridge-Repair/Rehabilitation - $185,414
15. **State Road 5** Resurfacing - $786,011
16. **State Road 5** Sidewalk - $300,000
17. **State Road 5** Traffic Signals - $312,436
18. **State Road 5** Construct Special Structure - $3,000
19. **State Road 5** Bridge Replacement - $3,390,930