



Clay Florida

Economic Development Corporation

Possibility Flows | JUST SOUTH OF JACKSONVILLE

ECONOMIC DEVELOPMENT PLAN

Volume 1

Strategies and Recommendations



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Overview and Summary

The Clay County Economic Development Corporation, with support from local government and business partners, contracted with The Balmoral Group to update its Economic Development Strategy. This report provides the results of an effort that included business surveys, roundtable discussions, review of published and proprietary data, and interviews with local and regional stakeholders. Through this process, economic development strategies were identified that are compatible with the County's existing assets and amenities, match its aspirations for economic growth, and which can be realistically targeted, measured and implemented. Constraints or potential policy adjustments for plan implementation are also identified, and potential solutions recommended.

The following page provides an overview of the recommended strategies. The Overview is followed by the Strategy and Action Plan, which examines the inputs, outputs, and intermediate outcomes for each of the five recommended strategies. For each strategy several one-time or initial actions are identified, in addition to a trajectory of actions and anticipated outcomes. Following each strategy, metrics and a series of milestones are proposed for monitoring and evaluating economic development within the County. The metrics proposed follow the SMART principle - Specific, Measurable, Achievable, Relevant and Time bound.

A separate volume includes detailed information about Clay County's economy that was gathered during the four-month research period. Baseline data is included for current population, workforce and consumer demographics, retail leakage/surplus, relative competitive/comparative advantage by industry sector, industry trends and outlooks, and business owners' perception of the local economic outlook. This research formed the foundation for the strategic recommendations included herein.

Clay County has a positive future, and specific strategies will serve as catalysts to maximize the economic return from the County's assets, while maintaining the integrity and character of existing amenities. An important objective of local economic development is to ensure prosperity and quality of life for residents, while maintaining a cost of living commensurate with local incomes. The costs to provide basic government services increases with inflation each year; increasing the proportion of costs for government services that is supported by commercial growth offsets the share that households bear.

| | Identified Strategy | Desired Outcome | Actions |
|---|---|--|--|
| 1 | Maximize pending FCX/ Infrastructure Improvements | <ul style="list-style-type: none"> Improved ad valorem tax base in newly serviced areas Improved capture of retail expenditures and associated tax revenues Intentional economic development plans near infrastructure improvements | <ul style="list-style-type: none"> Ensure that Evaluation and Appraisal Report, Amended Future Land Use Map, Master Plans and zoning support strategic development of property linked to FCX Facilitate broadband/dark fiber/gas line extension discussions; build business development leads around amenities |
| 2 | Institute High Visibility Entrepreneurial Support | <ul style="list-style-type: none"> Retention of innovative, high-growth startup activity Improved perception of Clay County as a destination for small business and start-up activity Start-up cluster activity that retains millennials, revitalizes blighted areas, builds on existing sectors | <ul style="list-style-type: none"> Identify champions for startup support; ensure resources are allocated Implement Boots-to-Business, BBIF, SCORE, incubator support Align incentives offerings with retention of small businesses Identify Young Professionals to cement relationships with next-gen businesses |
| 3 | Support Manufacturing, Marine, and Aviation Industries | <ul style="list-style-type: none"> Increased jobs and supply chain elements in each industry sector Capitalize on proximity to Cecil Field and Camp Blanding, recent successes Address veteran workforce capabilities in marine/aviation | <ul style="list-style-type: none"> Recruit and reward County “ambassadors” that have located or expanded their operations in Clay County Utilize supply chain networks to expand County connections within industry Publicize County commitment to manufacturing incentives |
| 4 | Implement Placemaking that Builds on Clay County’s Distinct Amenities | <ul style="list-style-type: none"> Increased recognition of County-wide brand as an economic development driver Recognized corridors for medical, ecotourism and innovation - and increased revenue Higher visibility for cultural/heritage, military, environmental/agricultural-based visits; differentiate offerings for out-of-state visitors | <ul style="list-style-type: none"> Launch County brand signage and incorporate with land use planning Designate corridors to call out economic zones, such as health care, education corridors, innovation hub, natural settings Collaborative efforts to promote tourism strategy; increase funding Update website with available properties data, one-sheet of incentives and contacts |
| 5 | Increase Community Focus on Economic Development | <ul style="list-style-type: none"> Increased recruitment and retention efforts; improved ability to generate and respond to inquiries Improved collaboration between local governments at all staff levels Increased speed of economic development activity: jobs, wage growth, property values | <ul style="list-style-type: none"> Allocate Ombudsman resources to support Economic Development Specialist Continue to collaborate with regional and state partners Blitz local government for awareness Support strong K-12 and post-secondary education investment to retain value of workforce |

Detailed Strategy and Action Plan

The following pages provide detail about each strategy, including the action steps needed, intermediate outcomes, and ultimate goal for each recommendation. In addition, metrics for monitoring incremental progress over the next five years – Key Performance Indicators (KPI) – are proposed.

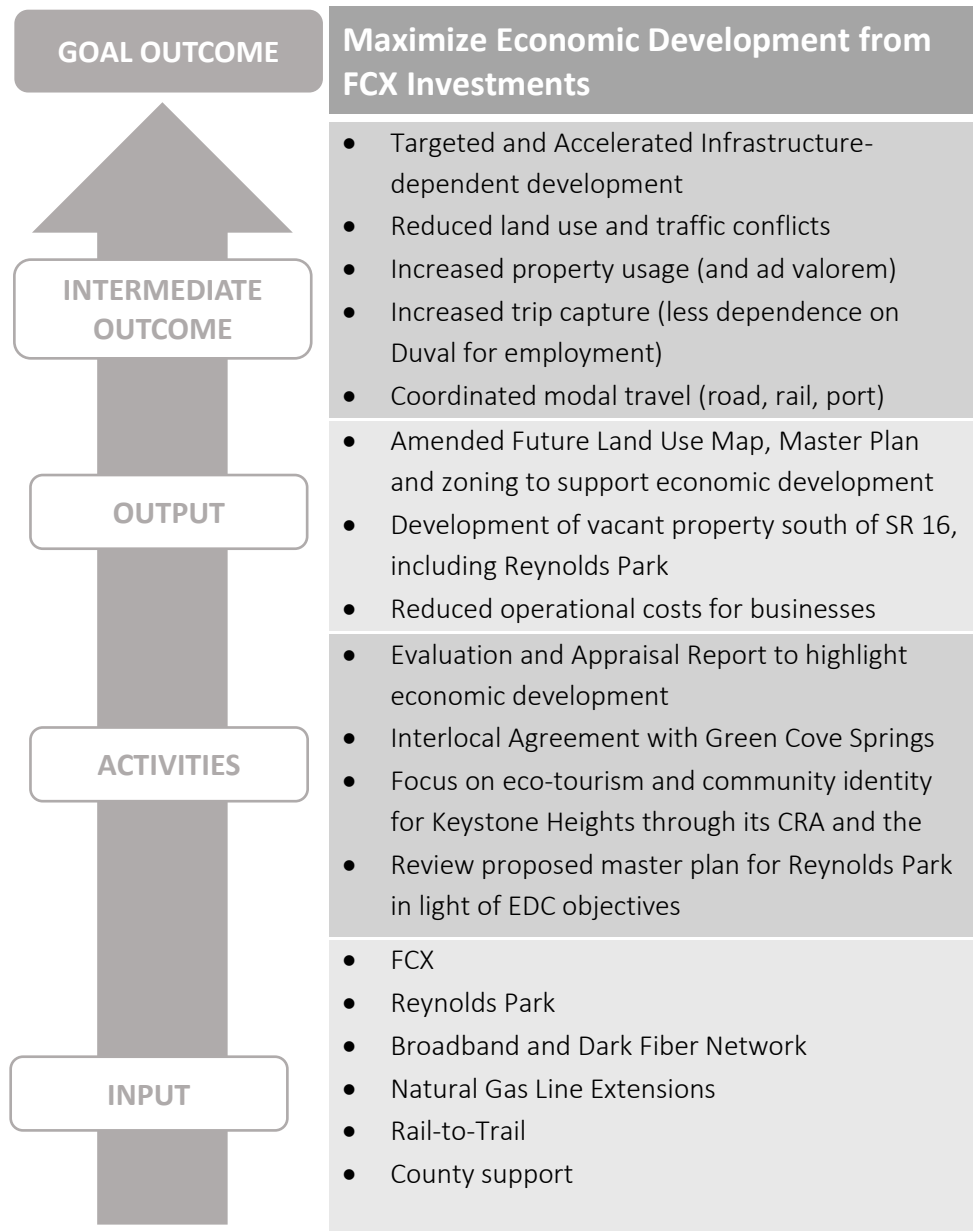
Economic development has a life cycle that builds on itself. It is important to have realistic expectations about the extent to which local economic development efforts influence overall market performance. The economic baseline data provided in the second part of this report addresses the local competitive advantages that are evident from statistical data, and the comparative advantages perceived by those working with the community, either from within or regionally. Stability in funding and staffing, continued investment in infrastructure needs to support industry and commerce, strong K-12 and post-secondary educational systems and a business-enabling environment are facets of economic development that local government can strongly influence. Toward that end, business owners' perceptions over time can be a barometer for how well the local economic development efforts are perceived – satisfied, improving, or declining. Engagement of local business owners and managers is crucial to any economic development success, and the strategies suggested herein identify specific roles for local business “ambassadors”, in coordination with Clay County’s Economic Development Corporation staff and investors.

1 Maximize First Coast Expressway Investments for Economic Development

ABOUT THIS GOAL

Clay County is poised for transformation, largely through the completion of the First Coast Expressway (FCX). The road will not just improve access to I-10 and I-95, but will create new hubs of development. It is important for the County to re-evaluate how it orients itself and its activities to this facility: pro-active and informed decisions will be preferable to a laissez-faire approach to development, both patterns and content. The Branan Field and Lake Asbury Master Plans are models for the process of addressing the expected highway's impacts to County south of SR 16; however, the land use mix for the rest of the FCX corridor may be different. The County 2025 Future Land Use Map may warrant amendments, especially relating to the planned FCX interchanges along the corridor and at Reynolds Park. Comprehensive Plan updates, preferably through the Evaluation and Appraisal Report, could clarify land uses consistent with economic development objectives and infrastructure versus land use less dependent on these resources.

With its 1700 acres, rail and road access, air strip, port and riverfront, Reynolds Park itself represents unique infrastructure for Clay County; in private ownership, the decisions



made regarding this parcel may have important impacts for the County and should be closely monitored.

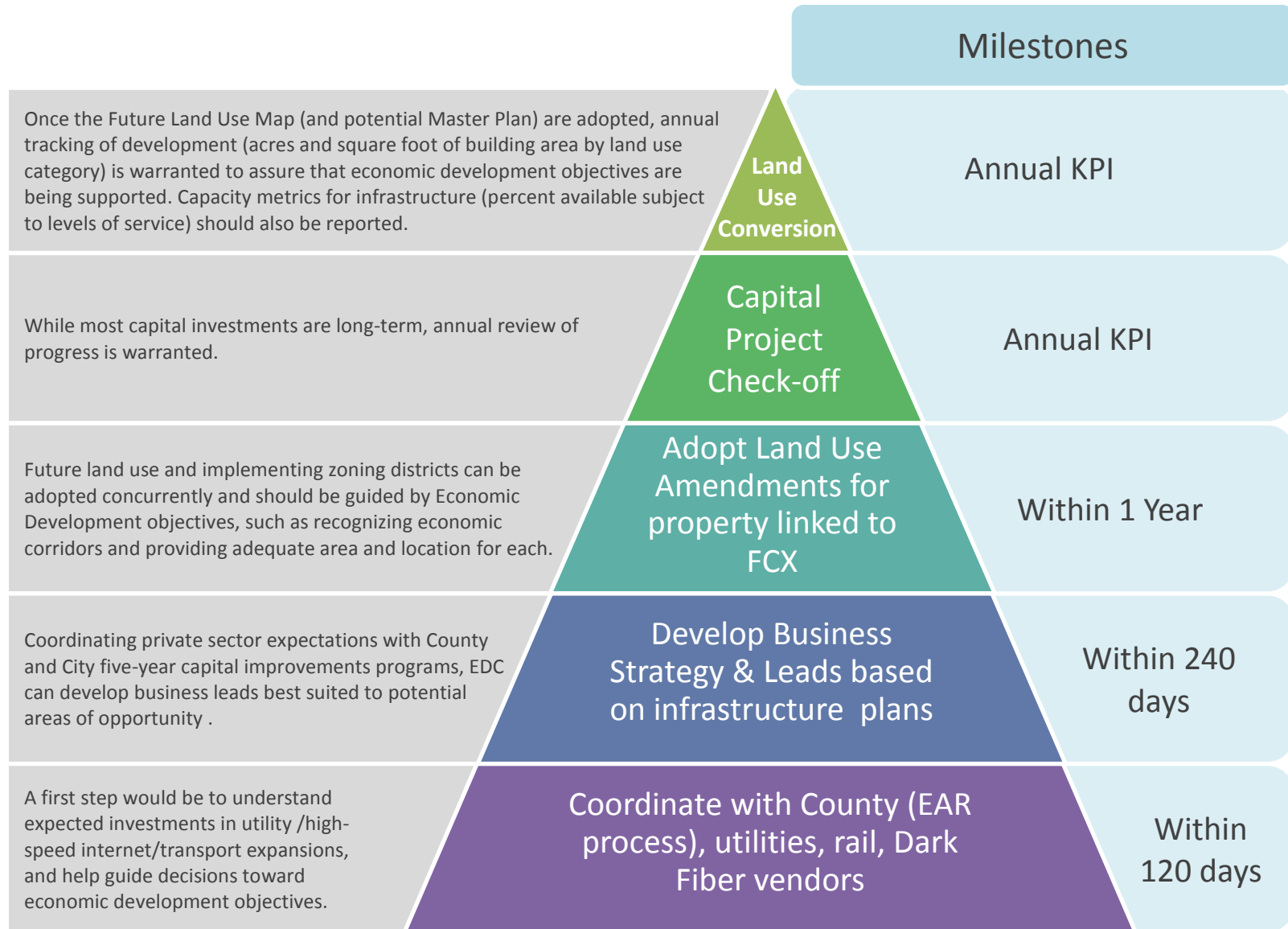
The Rails-to-Trails initiative through Clay County presents another class of infrastructure, one dedicated to preserving community identity and fostering eco-tourism, recreation and general quality of life. Keystone Heights is positioned to take advantage of economic returns on investment from trail completion, through the provision of user/visitor services from equipment rental, food and related sales, and limited overnight accommodations. Rails-to-Trails initiatives have brought wholesale change to the economies of a number of counties in Florida, and its potential impact warrants attention.

Last, Community Redevelopment Agencies (CRAs) can offer advantages for specific classes of economic development within designated areas subject to a finding of necessity and the adoption of a redevelopment plan. CRAs can leverage the impacts of new infrastructure such as the FCX and expanded broadband capacity through the capture and targeted reinvestment of the (ad valorem) tax increment into complementary projects. CRAs can help implement placemaking, be used to enhance private properties (e.g., with façade grants) and can accelerate development by providing amenities such as improved stormwater, public access, and parking. CRAs in Florida have offset rent for early months of an industrial lease to entice a business expansion to property owned and managed by the CRA. CRAs work best when implemented as an integrated partnership with all levels of local government and the private sector.

At this time, the only CRA operating in Clay County is that within Keystone Heights. The Keystone Heights CRA (in place since 2006) targets the downtown business district and Commercial Circle. Its primary tools have included signage, landscape standards, enhanced streetscapes, on-street parking, and additional pedestrian access to parking. Completed projects that foster development include increased public parking, an information sign, streetscaping and several building façade upgrades. The County and Green Cove Springs have explored the adoption of an Interlocal Agreement to cost-share select capital improvements. When implemented, the choices for longer-term improvements should be vetted for their nexus with the County's Economic Development objectives to maximize return on investment.

Metrics and Monitoring:

Maximize Economic Development from FCX Investments



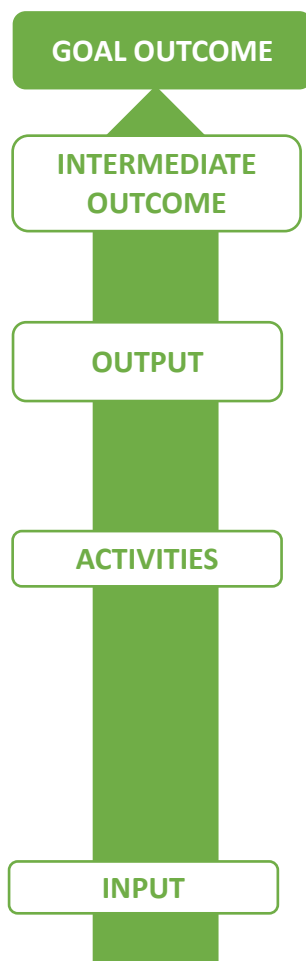
2 Institute High Visibility Entrepreneurial Support

ABOUT THIS GOAL

Incentives geared toward retaining second-stage entrepreneurs in Clay County can also play a role. Effective incentives tend to be tied to hiring, and can be geared to address the availability of currently underemployed workers (based on current unemployment status or current wage level -moderate, low, very low or extremely low), specific skillsets or expertise (based on BLS¹ occupational code); or specific industries the county wished to encourage (based on NAICS code²). Incentives that are tied to hiring, such as quarterly reimbursement of FICA payments for a new hire over a certain income threshold, work to expedite hiring at small firms – an employee that may have been hired in the fall may be hired six months earlier, increasing community income and firm growth potential.

Programs like Boots-to-Business and BBIF specifically exist to support small business growth; the former is a program of SBA that focuses on equipping military veterans with business management skills to start and grow their own businesses – ideally suited. BBIF provides specialty lending to support small business growth throughout Florida. The frequency of engagement in these programs is one useful measure of how well the community is supporting small business growth.

A number of communities have launched co-working spaces and business incubators as a catalyst to small business growth. The success of programs throughout Florida and elsewhere provides guidance to the critical attributes of



Employment growth in Florida occurs primarily through small firms, and statistically, most growth occurs during the phase when startup firms pass 10 employees and rapidly expand to about 100

- Heightened perception of Clay County for innovative, high-growth entrepreneurial activity
- Expanded financing and available co-working space for small businesses in Clay County
- Improved retention of small businesses, startups and millennials
- Consider incentives for employment growth: e.g., payment of FICA for new hires
- Accelerate Technical assistance through module training, SBDC, SCORE, veterans mentoring, BBIF-type capital sources
- Publicize patents, product milestones, R&D grants, press releases
- Champion young professionals to build strong linkages to Clay County entrepreneurs
- Identify champions for startup support
- Identify entrepreneurs/startup firms (QCEW data, business licenses) and nexus of industry

¹ BLS – Bureau of Labor Statistics

² NAICS – North American Industry Classification System

productive programs: a summary of the important points, and a case study of how they may be applied in Clay County, is provided in the following pages.

Clay County has an impressive philanthropic network, which successfully organizes training sessions, continuing education, networking opportunities, and awards and recognition events. There may be opportunity to build on the infrastructure in place through local philanthropic endeavors to initially help organize corollary start-up and knowledge transfer sessions.

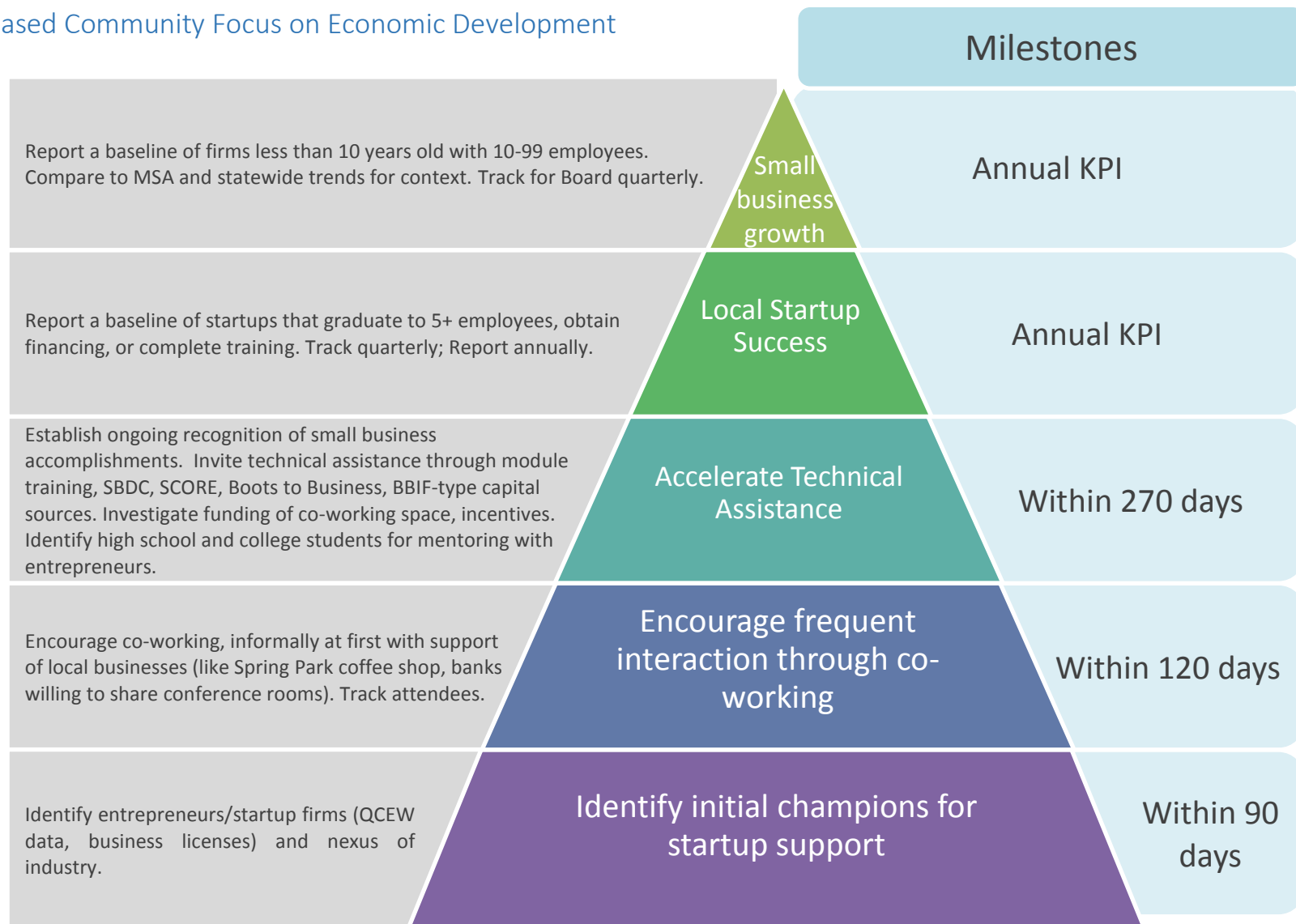
Table 1. Start-Ups, less than 5 employees, starting between 2013-2015

| Sector | Fleming Island | Green Cove Springs | Jacksonville | Keystone Heights | Middleburg | Orange Park | N/A |
|--|----------------|--------------------|--------------|------------------|------------|-------------|-----|
| Education and Health Services | 6 | 2 | — | 2 | 6 | 31 | 7 |
| Financial Activities | 3 | 2 | 1 | — | 2 | 9 | — |
| Information | 2 | 1 | — | — | 3 | 5 | 2 |
| Leisure and Hospitality | 2 | 4 | 3 | 1 | 3 | 14 | 3 |
| Manufacturing | — | 4 | — | 1 | 3 | 11 | — |
| Professional and Business Services | 19 | 19 | 3 | 4 | 24 | 50 | 5 |
| Retail Trade | 4 | 8 | 6 | 4 | 11 | 32 | 1 |
| Transportation, Warehouse, and Utilities | 7 | 3 | — | 2 | 7 | 8 | 2 |
| Wholesale Trade | 2 | 4 | — | — | 3 | 11 | 3 |
| Total Number of Firms by Geography | 45 | 47 | 13 | 14 | 62 | 171 | 23 |

Source: QCEW; TBG Work Product

Metrics and Monitoring:

Increased Community Focus on Economic Development



CONCEPT

CCDA Sprout



working to connect startups to a broader entrepreneurial ecosystem that will help them grow

Co-working spaces can make it easier to build a company by providing a comfortable, 24/7 workspace, weekly events, mentorship & a supportive community of fellow entrepreneurs. Co-working spaces provide a place where startups can learn from each other, meet other entrepreneurs, and engage with the community. Ideally, locations that are outside the urban core possess the other attributes knowledge workers are interested in:

- ready access to the outdoors, where recreational activities can be underway within minutes (running, paddle-boarding, biking);
- authentic buildings with character and history that lend themselves to unique cafes, shops, workspaces and craft breweries;
- high-speed internet;
- convenient to primary transportation corridors but in an area of connected neighborhoods;
- a nexus of other innovators

and
entrepreneurs;
• support from
the local
business
community and
local
government.

The corridor south of Fleming Island and into Green Cove Springs appears to be ideally matched to these criteria. Vacant buildings exist in the area that could support, with some renovation, basic co-working space. A unique coffee shop in the area may be an informal launching pad to build critical mass toward an innovation hub.

Figure 1. Conceptual rendering, Co-working space.



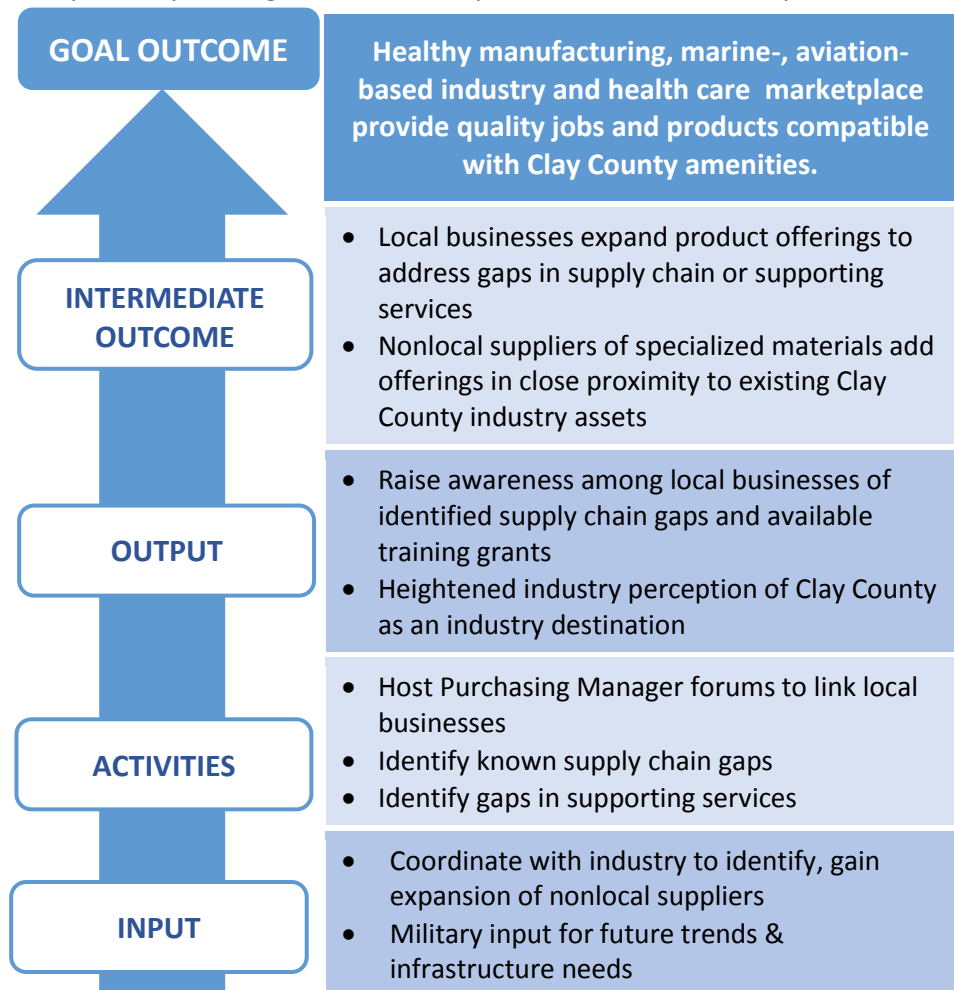
Source: TBG Work Product

3 Support Industry Clusters: Manufacturing/Distribution, Marine, and Aviation Industries, and Health Care Sector

ABOUT THIS GOAL

Clay County residents value a high quality of life and appreciate their rural and suburban settings. These settings are also a strength, and complement the county’s proximity to Cecil Field, Naval Air Station, the St. Johns River, and the new First Coast Expressway (FCX). The county has a relatively strong existing supply chain network for manufacturing, and available land along the St. Johns River to support nautical industry. Based on federal government contracts alone, these three sectors brought \$30 million into Clay County through 41 local companies in 2011-2014. Expertise in manufacturing,

maritime industry and aviation-related skills and technology is a valuable asset for a number of reasons. All three industries offer the prospect of good jobs at a spectrum of wages that are suitable to sustaining Clay County residents throughout various stages of their career. Many veterans possess technical skills in nautical and aviation-related jobs, and are excellent candidates for the employers. A foundation is in place with the specialized nature of skills and hard assets required to build these industries. Engaging with the military to understand their specific needs in coming years will be important.



Manufacturing Previous research completed by SRI identified advanced manufacturing as a target sector for Clay County; in today’s market, advanced manufacturing includes 3-D printing, which is rapidly replacing traditional methods of manufacturing and is clean, compact, and evolving quickly. Clay County has recent successes in a number of disparate manufacturing sectors, and a review of recent payroll tax data shows that the top 25 manufacturing employers work in disparate sectors. The related sectors of wholesale and distribution are likewise disperse; medical equipment, lumber, industrial equipment, farm equipment, and chemicals are represented with the most firms and employment. Overall, this indicates that Clay County’s workforce and infrastructure support a broad array of manufacturing and distribution activity, and the EDC can pursue most manufacturing sectors with confidence.

Table 2. Existing manufacturing subsectors among top employers

| Subsectors among Top 10 manufacturers in Clay County |
|---|
| Industrial truck, trailer, and stacker manufacturing |
| Railroad rolling stock manufacturing |
| AC, refrigeration, and forced air heating manufacturing |
| Metal heat treating |
| Fluid power valve and hose fitting manufacturing |
| Semiconductors and related device manufacturing |
| Fabricated structural metal manufacturing |
| Ready mix concrete manufacturing |

Source: QCEW

Through existing assets, Clay County industry can build linkages for supporting services through offerings by local business, through expansion into new product lines, or recruitment of additional locations for currently non-local suppliers. The County has had recent successes in the manufacturing sector, and can build on its momentum to grow this critical mass.

Health Care The Health care sector has seen dramatic growth in Clay County during the past five years, and will continue to require support from County resources. Economic development efforts can focus on a few key areas to maximize the return from health care assets in the community:

Get Skills to Work

An initiative originally launched by GE, “Get Skills to Work”, offers training or re-training for military veterans interested in technical or manufacturing jobs. Given Clay County’s strong military workforce, this initiative is worth exploring, as it marries two key opportunities – optimizing and upgrading the existing workforce, and raising community income through higher-skilled jobs. A great summary can be found at this link:

<https://hbr.org/2013/05/companies-should-help-veterans-ge>

The St. Johns Rivers State College has developed more than 50 workforce programs in collaboration with private sector requirements, but start-up costs are significant and state funding that used to be available to support program initialization no longer exists. SJRSC has pursued federal grants for recent programs, and served as the funding agent for workforce training grants. Continued funding is necessary to initiate programs that are responsive to rapidly evolving workforce needs.

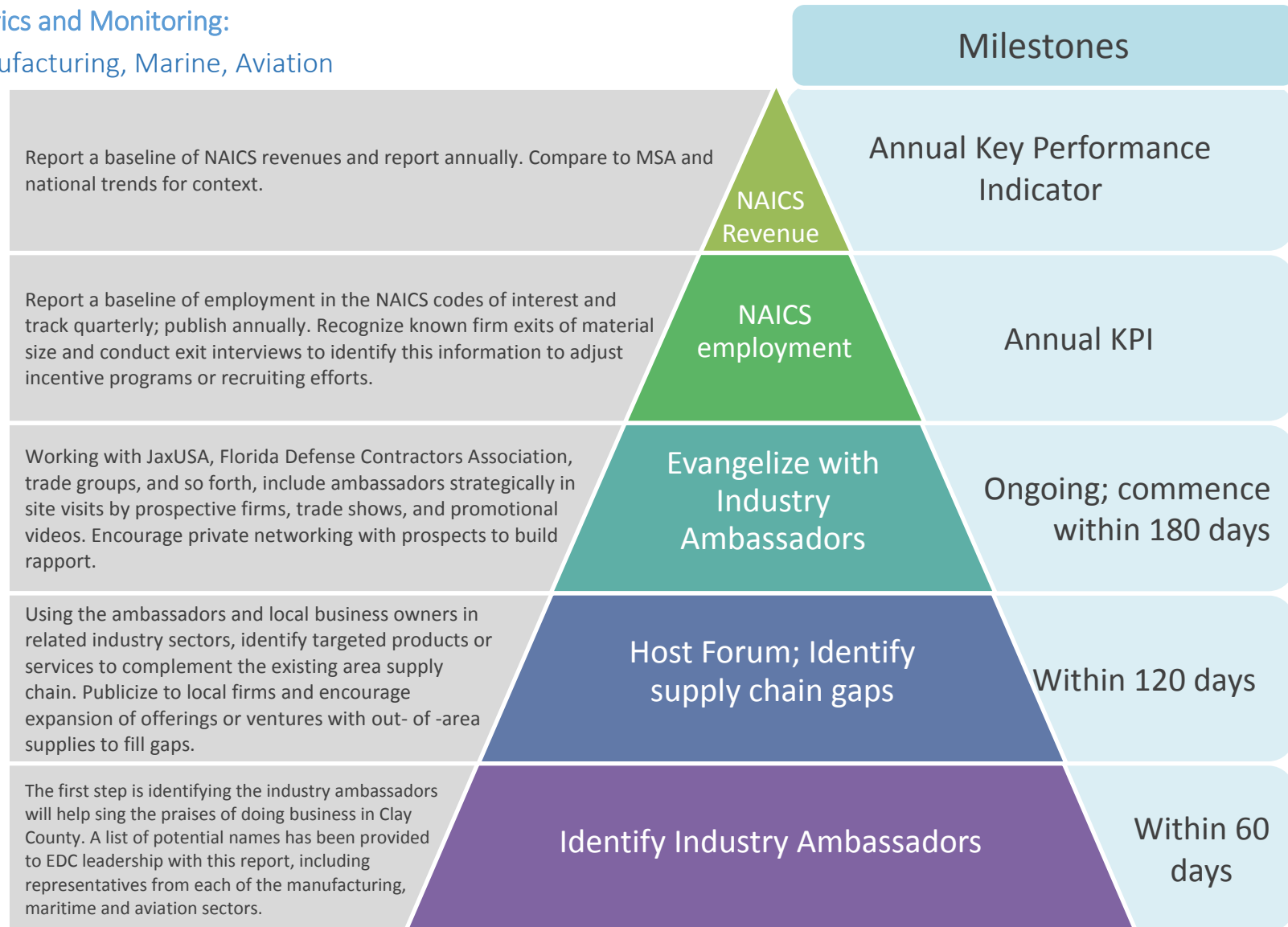
- Engaging Purchasing Managers (and Senior management, in general) at major health care facilities to understand common needs for services, specialized equipment or supplies, toward multiple objectives:
 - introductions to suppliers for potential recruitment or expansion in Clay County
 - identification of future needs that local firms could grow to provide
 - understanding certification or other processes that local firms need to complete in order to provide services or products.
- Continuing to invest in education systems to support strong workforce education and quality of life for professionals moving into the area.
 - “Graying” of the workforce requires continued investment in workforce training to ensure a steady supply of qualified employees, and opportunities for the next generation of Clay County residents at a variety of skill levels.

Aviation/Avionics Clay County has both Keystone Heights Airport and a runway on the Reynolds Industrial Park site, the latter being in private ownership. Land associated with the **Keystone Heights Airport** is located in both Clay and Bradford Counties, with the county line dividing the site roughly in half. Most of the airport itself, runways, and hangars are on the Clay County side; these facilities make up the majority of the aviation- and avionics-related activity near the airport, while the majority of industrial activity at the airport is located in Bradford County. Estimates imply that the avionics portions of the Clay side contain 15% to 25% availability. There is a perception that the Bradford County portion is the more sought-after side due to a more flexible development environment, with permitting and other potential hurdles seen as less of an obstacle. Bradford qualifies as a Rural Economic Development Initiative (REDI) County, giving it an edge over the Clay portion, at least at first glance, due to a more comprehensive package of development-friendly incentives. Some stakeholders have suggested a more organized promotional effort of the existing incentives offered for the Clay side of the airport.

With regards to Reynolds Park, the private owners are seeking expanded runway certification. Continuing to monitor land use plans at the park to ensure economic development objectives are met, while quality of life is balanced, will be important in the next five years for this site.

Metrics and Monitoring:

Manufacturing, Marine, Aviation

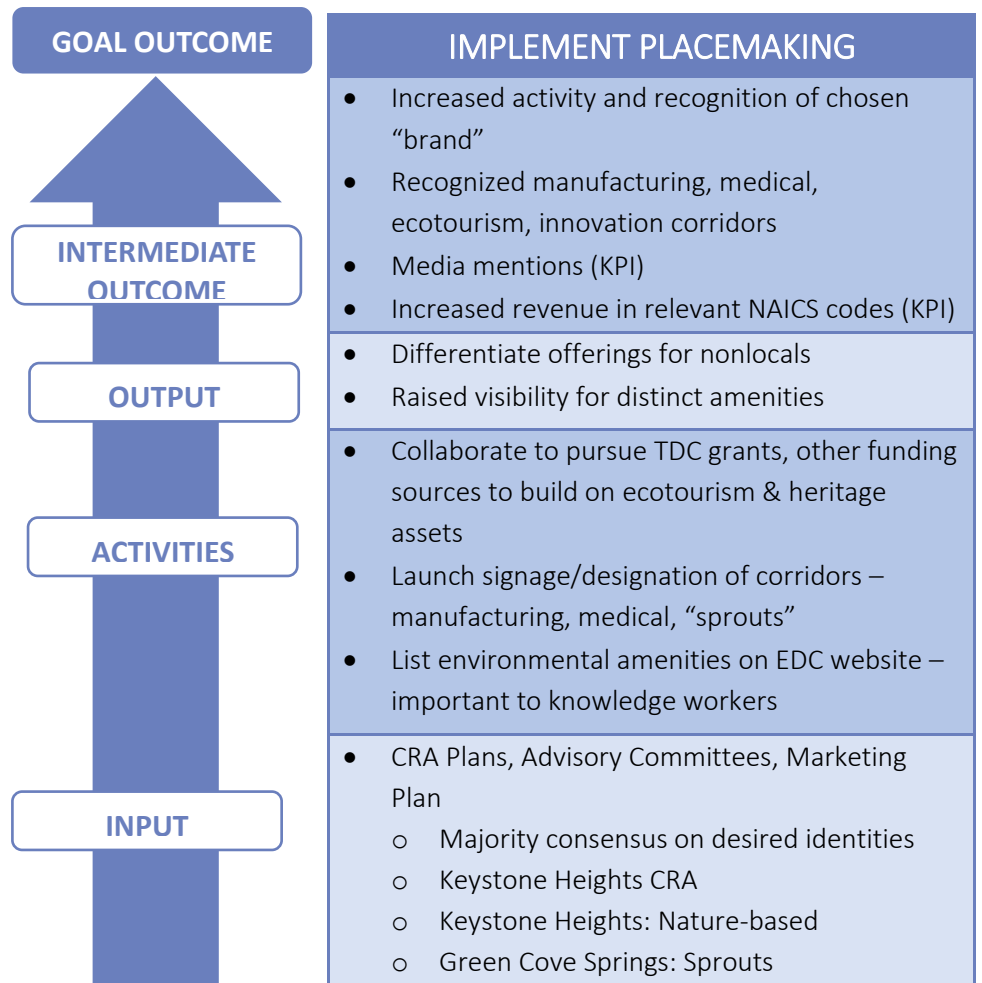


4 Implement Placemaking

ABOUT THIS GOAL

Placemaking can make a substantial difference for communities hoping to better define their cultural and economic identity. Stakeholders consistently raised the lack of distinct economic development or marketplace identity for Clay County; the County is simply “not on the radar” as a business destination for many. Consistent promotion of Clay County’s economic development opportunities can be implemented through placemaking. Through the production of a consistent and well-planned aesthetic that introduces distinct sub-areas within the larger area of interest, placemaking weaves together an overall brand that celebrates the features that make an area unique. Using EDC’s brand County-wide, distinct identities can then be reinforced continuously through promotion, planning, and physical markers with consistent style³.

Clay County has a number of opportunities to reinforce the unique character of the County and its subareas. For instance, the often lush and beautiful open landscape of Keystone Heights can be contained and coordinated in that specific portion of the County. Installing green banners along popular streets in Keystone Heights that read “Keystone Heights: The Jewel of Clay County,” for example, alerts visitors that this is its own unique section of the County while reinforcing the County presence. Consistent aesthetics and coordinated messaging also reinforce land use planning efforts to optimize the massive infrastructure investments currently underway.



³ Clay County’s 2015 Marketing Communications Plan included a number of good recommendations, but it did not deeply explore the subject of placemaking.

Logical messages raised by stakeholders include:

- Kingsley Street area in Orange Park for a Health Care Corridor.
- Keystone Heights for nature-based tourism. Planning to populate Keystone with bed and breakfast establishments near the lakes will also reinforce this role.
- The corridor between Green Cove Springs and Orange Park as Startup Central.
- The northwest portion of the County, near Cecil Field, may become the center of technological or industrial innovation.
- Penney Farms may become the go-to destination for raising a family.

County, EDC and private sector opinions will evolve over time on preferred images; a logical first step involves promoting the County itself, and supporting corridors that can rapidly raise the profile of an area, which can in turn raise County and community incomes. **Figure 2** shows examples of Clay County EDC promotion in prominent areas.

Figure 2. Example: Clay County EDC Signage

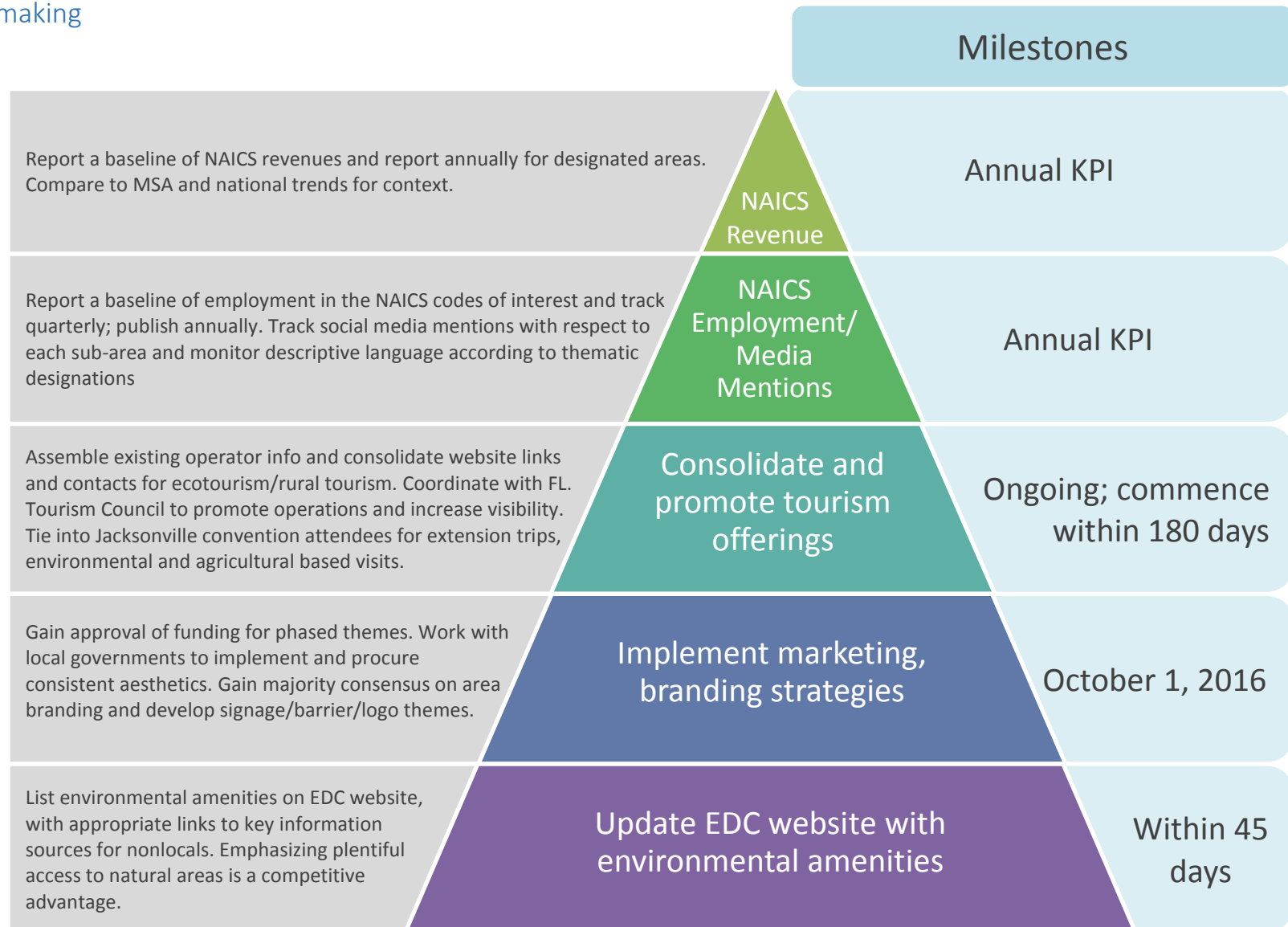


Source: TBG work Product

Additional placemaking efforts include:

- updating the Clay County EDC website to mention environmental amenities - this is an important draw to knowledge workers and their families, and a distinction for Clay County.
- Collaborating to draw funds from state and other sources to support Tourism Development Council efforts. Clay County has strong ecotourism, heritage and military assets on which to build tourism revenues. Proximity to millions of visitors a year traveling south on I-95 is an opportunity to build on, as is Jacksonville's convention business, which can serve as a source of extension trips for conference attendees, with coordination.

Metrics and Monitoring: Placemaking



5 Increase Community Focus on Economic Development

ABOUT THIS GOAL

Economic development in Clay County depends largely on the EDC staff and key Board members' efforts. JaxUSA routinely provides leads for potential businesses interested in relocating to the area, and Enterprise Florida also fields prospects; both avenues generate a substantial volume of response efforts. Additional mid-level staff support for EDC efforts – and to facilitate Commercial Ombudsman-style support for businesses – will pay off through improved communication, such as assembling one-stop shopping information for individuals looking to start or relocate a business in the county – a primary recommendation in all three prior economic studies conducted regarding Clay County.

Additional opportunities lie in daily interactions with vendors in all facets of local business: law enforcement purchases specialized supplies from a vendor in another state, who may be ready to

expand and might consider Clay County if someone brought the county's desirable attributes to their attention – including proximity to a large pool of potential customers. Increasing the working knowledge of local government staff in unearthing opportunities is critical to multiply the resources of EDC – and can be done in one fell swoop as a major initiative of local government, with uniform messaging and recognizable Clay Florida EDC logos. Economic development priorities must also embrace technological innovation in a targeted way, harnessing the power

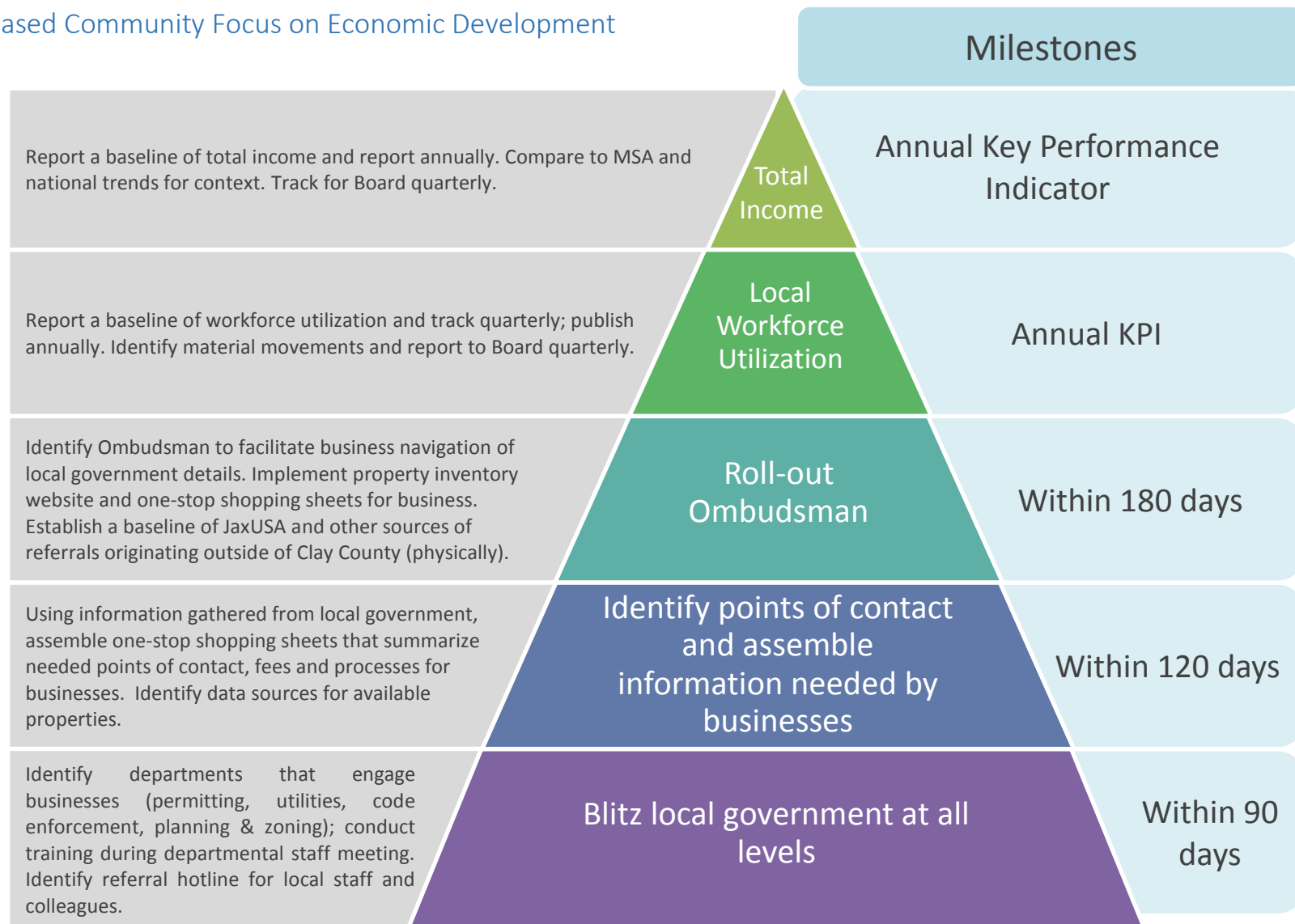
of nearby resources that can drive business growth through attractive web infrastructure and other



amenities. Clay County representatives should continue to reach out to companies like Dark Fiber Systems (DFS), for instance, who have expressed openness to direct coordination with the County. Meeting with DFS to help them comply with fire department and sheriff's regulations to create a "backbone" of infrastructure will speed along critical communications developments that will vastly expand the potential of businesses in the County.

Metrics and Monitoring:

Increased Community Focus on Economic Development



Summary of Key Reportable Metrics

| | Strategy | Baseline | Value ⁴ | Metric / Report |
|----------|---|--|--|--|
| 1 | Maximize Investments for Economic Development | 2015, numbers of acres and building area (sq ft) in commercial and industrial categories | 1,797 improved parcels, 9,092 acres 23,579,427 sq ft \$1.31 billion Just Value | Annual change in acres developed and new building area (sq ft) |
| | | 2015 Clay County Capital Improvements List (infrastructure) | 29 Scheduled Projects \$143.4 million | Check-off of number and cost of economic development associated Capital Projects |
| 2 | Institute High Visibility Entrepreneurial Support | 4 th Qtr 2015 Number (and list) of Start-ups with 1-4 employees | 375 firms (615 employees) | Annual increment of listed firms graduating to 5+ employee |
| | | 4 th Qtr 2015 Number of younger firms (<10 yrs) with more than 10 employees | 556 firms (18,569 employees) | Annual report of the percentage of local firms in this class compared to MSA and State |
| 3 | Support Manufacturing, Marine, and Aviation Industries | 2015 Revenues by NAICS category (2-digit) | \$65,487,910 (wages) \$296.8 million (Revenues, 2014) | Annual report of change in revenues by industry class, compared to MSA |
| | | 4th Qtr 2015 Employment by NAICS category | 1,216 employees | Annual report of change in employment by industry class, compared to MSA |

| | Strategy | Baseline | Value ⁴ | Metric / Report |
|---|--|--|--------------------|---|
| 4 | Implement Placemaking | 2015 Media Mentions of Clay County Economic Development activities | --- | Annual report of increase in number of media mentionsa and Website visits (counter) |
| | | 2015 Revenues by appropriate NAICS categories (2-digit) | \$34,614,931 | Annual report of change in revenues by NAICS categories, and compared to MSA |
| 5 | Increase Community Focus on Economic Development | 2015 Clay County Total Business Income | \$11.22 billion | Annual report of Total Income and change over previous year |
| | | 2015 Clay County Workforce Utilization | 62.3% | Annual report of Workforce Utilization and change over previous year |

⁴ Values for Baseline Data are as follows:

- a) Parcel data are from the FL Dept. of Revenue tax roll files, as provided by the Clay County Property Appraiser
- b) Capital Improvements are from Table 1, FY08-FY13 Capital Improvements Element: (9) Traffic Circulation projects; (12) Non-Plan Transportation projects; and (8) Non-Plan Public Works projects
- c) Numbers of firms by size, numbers of employees, and wage data are from QCEW
- d) Revenue data are from QCEW
- e) Workforce Utilization per <http://lmsresources.labormarketinfo.com/library/press/release.pdf> and U.S. Census American Community Survey 1-year estimates

EDC Roles & Responsibilities for Implementation

Implementation of the identified strategies will require collaboration among private and public sector parties, and an orderly timeline of completion. Preliminary role assignments have been considered to develop a framework for implementation, and to identify logical “lead” and “support” entities for each action step. In some instances, local government carries a particular responsibility by statute, and the EDC’s role is to ensure economic development objectives are being met as a particular action is carried out. In other cases, the EDC will need to work very closely with other parties or lead other parties to accomplish the ambitious, but viable goals identified in this report. The following page details the recommended implementation plan, and methods to ensure the metrics are maintained and achieved timely.

| Strategy | Task | EDC | CCDA | County | Local Govt | Other |
|---|---|--|--|------------------------------|---------------------------|---|
| Maximize First Coast Expressway (FCX) investments for economic development | Amended Future Land Use Map, Master Plan and zoning to support economic development; Strategic development of non-sensitive property linked to FCX | Stakeholder; ensure EDC objectives are met | Stakeholder; ensure strategic objectives are met | Lead for County | Local Leads (GCS, KH, OP) | Major property owners |
| | Evaluation and Appraisal Report to highlight economic development | Stakeholder; ensure EDC objectives are met | Stakeholder; ensure strategic objectives are met | Lead for County | Local Leads (GCS, KH, OP) | |
| | Monitor proposed master plan for Reynolds Park in light of EDC objectives | Lead; facilitate as needed | | Support | Support (GCS) | |
| | FCX, Broadband/Dark Fiber Network, Natural Gas Line Extensions | Develop Business Development strategy/leads based on amenities | | Lead on FCX, Dark Fiber, Gas | | |
| Institute High Visibility Entrepreneurial Support | Consider incentives for employment growth: e.g., payment of FICA for new hires | Support; ensure strategic objectives are met | Support | Lead | | |
| | Accelerate Technical assistance through module training, SBDC, SCORE, veterans mentoring, BBIF-type capital sources, Boots to Business | Support; ensure strategic objectives are met | Lead on finance sources | Coordinate and support | | Chamber, SBDC, SBA, SJRSC; lead and support |
| | Publicize patents, product milestones, R&D grants, press releases | Support Chamber; facilitate recognition | | | | Chamber; SBDC; NFIIG; Local Press |
| | Champion young professionals to build strong linkages to Clay County entrepreneurs | Support Chamber; facilitate recognition | Support Chamber; facilitate recognition | | | Chamber; SJRSC; CTE |
| | Identify champions for startup support | Lead; facilitate with SBDC | Co-lead; facilitate with SBDC | | | Jax Bridges |
| | Identify entrepreneurs/startup firms (QCEW data, business licenses) and nexus of industry | Support SBDC | Support SBDC | | | SBDC; Chamber of Commerce |
| Support Industry Clusters, including Manufacturing/Distribution, Marine, and Aviation Industries as focused sectors, and Health Care as strong existing sector | Host Purchasing Manager forums to link local businesses | Lead | | | | |
| | Identify known supply chain gap | Lead | | | | |
| | Identify gaps in supporting services | Lead | | | | |
| | Coordinate with industry to identify, gain expansion of nonlocal suppliers | Lead | | | | |
| | Military input for future trends & infrastructure needs | Co-lead; facilitate | Lead; ensure strategic objectives are met | | Support | Chamber of Commerce; promote and organize |
| | Identify ambassadors, trade groups, evangelize | Lead | Support | | Support | Support |
| Implement Placemaking | Launch Countywide brand; Launch signage/designation of corridors – manufacturing, medical, “sprouts”, natural identity | Support; ensure strategic objectives are met | | Lead | Lead | SBDC; Chamber of Commerce |
| | Collaborate to pursue TDC grants, other funding sources to build on ecotourism & heritage/military assets | Support; ensure strategic objectives are met | | Lead | Co-lead | |
| | Keystone Heights CRA, Rail-to-Trail promotion | Support; ensure strategic objectives are met | | Lead | Lead (KH) | Lead; CBJTC |
| | Update EDC website; list environmental amenities – important to knowledge workers | Lead | | Support | | |
| | KH CRA Plan, TDC Advisory Committee, Marketing Plan | Support | | Lead | | Chamber; co-lead and support |
| Increase Community Focus on Economic Developmnt | Blitz local government at all levels; Identify departments that engage businesses (permitting, utilities, code enforcement, planning & zoning); assemble departmental contact details to share with businesses and one-stop shopping sheets | Lead; ensure continued support and collaboration | Support | | Support | Chamber; CCUA |
| | Identify Ombudsman to facilitate business navigation of local government details; Identify and track referrals from staff and related entities | Lead | | Co-lead | Support | |
| | Continue to show support for regional and state partners | Co-lead | Support | Lead | Support | Support |