

03

Goals, Strategies, and Projects

The following pages include a description of strategies and tactical projects to be initiated during Elevate Northeast Florida's implementation. Projects are designed to be discrete in nature, with a focused start and end time. Once a project is completed, a new project can begin that builds on the prior, forming a series of actions that complete a strategy and ultimately achieve an Elevate goal.



Goal: Empower partnerships to advance education and workforce.





Empower partnerships to advance education and workforce.

Building a workforce pipeline through systemic change is among the most important aspects of growing a healthy economy today. Doing so requires a multi-faceted approach that includes aligning education programming with business needs, attracting and retaining skilled talent, assisting residents with completing credentials, and re-engaging people who have dropped out of the workforce. Advancing education and workforce is a top priority. The following pages present near-term priorities that require a collective impact approach to implementation. (Refer to Report 3 of Elevate Northeast Florida to find an in-depth workforce analysis and recommendations.)

STRATEGY: INCREASE CONSISTENT AND COORDINATED EMPLOYER ENGAGEMENT.

Priority Project: Strengthen the region's newly-formed Talent Advancement Network (TAN).

- Through this Strategy's development, a group of employers and educators convened to share their insights with the consulting team. After three workshops, the group determined that an ongoing role to coordinate alignment between businesses and workforce development is desired.
- First determine TAN's mission, objective, and structure. Execute a TAN charter and Memorandum of Understanding. Establish an executive oversight committee and industry-specific committees. Ensure that TAN is inclusive of the entire seven-county region.
- Identify a chair(s) for the executive committee and each industry-specific subcommittee.
- Identify a non-business leader to facilitate each meeting, such as JAXUSA Partnership.
- Charge TAN committees with determining their strategic direction and goals that support TAN's overall objective. Create annual action plans for each committee that state what specifically to accomplish each year, which partners and resources are needed, actions to take, and quarterly milestones.

(continued)

MEASURES OF SUCCESS

Complete Priority Projects:

- > Defined TAN organizational structure, committee goals, and year one action plans
- > Active career awareness marketing campaign
- > Documented target industry career pathways and active communications campaign
- > Expansion of Earn Up's post-secondary credential completion activities across the region

Outcomes:

- > Educational attainment (2- and 4-year degree levels as a % of population)
- > K-12 success, including improved reading and math proficiencies, and graduation rates
- > Suspension and expulsion rates
- > Awareness of career pathways in the region among residents (update data from 2018 Elevate community survey)
- > Percentage of workers in high-demand target industry occupations
- > Number of students entering and completing CTE, college-ready, and career-ready courses

COLLECTIVE IMPACT PARTNERS

- > Target industry employers
- > CareerSource Northeast Florida
- > JAXUSA Partnership and JAX Chamber
- > Earn Up
- > K-12 schools, including administrators, teachers, career academies, and career counselors
- > Colleges and universities
- > Parents and students
- ✓ Veterans organizations
- ✓ ImpactJAX
- > Nonprofit social service organizations
- > American Red Cross
- > Independent training providers
- > United Way, Kids Hope Alliance





Empower partnerships to advance education and workforce.

- Invite TAN committees to weigh in on career pathways maps and the (recommended) career pathways awareness campaign.
- Embed the goal of increased employer engagement in education and training in all TAN activities.
- Consider publishing a TAN Annual Report each year to share a dashboard of metrics and progress.

Priority Project: Increase employer involvement in K-12 CTE and Career Academy programs.

- Increase employers' participation in Career and Technical Education (CTE), STEM2 Hub, and Career Academies at local K-12 schools. Expand employers' involvement in CTE programs' business advisory groups, fund and donate equipment and technology, and volunteer to work with students and teachers.
- Develop an inventory of CTE programs and Career Academies in the region and make it available to the community so that employers and students can more easily plug-in.
- Strengthen the region's Career Academies Council, linking them with employers involved in the TAN. Consider making the Council a TAN initiative. Establish a goal that every school in the region has a business partner, beginning with those schools that are most underserved. Adopt inclusive policies and practices to equip employers involved with youth in underserved communities succeed.
- Through TAN members, the Career Academies Council, and others, increase apprenticeship and internship availability and awareness across the region.
- Expand partnerships such as Johnson & Johnson Vision Care's pilot program with Duval County Public Schools and Florida State College of Jacksonville, Georgia-Pacific's associate degree program with St. Johns River State College, Five Star Bank's in-school training facilities, and Flagler County's career academies. Develop profiles of these initiatives. These models and others should be showcased with employers in the region through events and publications. New engagement programs should be formed to expand critical target industry skillsets (such as robotics operators, cybersecurity programmers, healthcare practitioners, and logisticians).

STRATEGY: IMPROVE AWARENESS OF AND PARTICIPATION IN CAREER PATHWAYS IN THE REGION.

Priority Project: Create a communications campaign plan to raise awareness of target industry jobs that are in high demand and participation in career pathways into those jobs.

- Pull content from Elevate Northeast Florida's Chapter 2 report, Target Industries; Chapter 3 report, Workforce Analysis; and Career Pathways collateral pieces to create marketing content that highlights regional career opportunities.

(continued)





Empower partnerships to advance education and workforce.

- Document career pathways for all regional target industries. Engage TAN industry subcommittees in defining the pathways.
- In the process of documenting career pathways, take note of any pathways that are incomplete or underserved in the region. Expanding and creating new career and technical education programs to fill those pipelines should be a future focus of TAN and committees.
- Develop a communications campaign plan, including a clear definition of the intended audiences (e.g., adult workers, K-12 students, veterans, college students). Keep the campaign focused on raising awareness of career pathways that lead to high-demand jobs in the region. Include careers at mid- to senior-level as well as entry-level.
- Begin with a highly targeted campaign centered on a small number of career pathways, such as those in STEM fields, and specific audiences. Expand the campaign over time as momentum builds.

Priority Project: Deploy the career pathways communications plan.

- Raise funding for the communications campaign.
- Develop marketing tools to use in the communications campaign, coordinating the look, messaging, and marketing platforms with the region's (recommended) talent attraction campaign. For example, by including job and internship openings on FindYourJAX, the website could be upgraded to serve both external and local audiences.
- Host career pathing events at area schools. Consider a creative spin to the events such as a CTE / Career Signing Day (similar to an athlete's signing day).
- Meet with businesses, K-12 school officials, higher education institutions, and local economic development and workforce partners to share the marketing tools and encourage them to raise awareness within their networks.
- By channeling residents into high-demand career pathways and jobs, the region will have a higher likelihood of retaining its graduates and skilled talent.

(continued)





Empower partnerships to advance education and workforce.

STRATEGY: STRENGTHEN EFFORTS TO ENGAGE YOUTH AND ADULTS IN COMPLETING THEIR POST-SECONDARY CREDENTIALS OF ECONOMIC VALUE.

Priority Project: Re-energize Earn Up to build awareness of and sponsor credential completion initiatives.

- Determine the best business model and organizational structure for a more formalized Earn Up initiative around increased credential attainment.
- House Earn Up within the Talent Advancement Network (TAN).
- Dedicate a staff person to lead Earn Up activities and serve as the liaison with TAN.
- Establish an Earn Up scholarship program to assist youth and adults with paying for credential completion after exhausting government and Pell grant options. Seek funding from area employers to fund the grant program. Grants should be offered for degrees in high-demand careers.
- Work with regional partners, such as educational institutions, employers, and social groups, to expand awareness of Earn Up's degree completion services.





Best Practice – Employer Engagement

GEORGIA'S HIGH DEMAND CAREER INITIATIVE (HDCI)

As with most US communities, regions across the state of Georgia have been challenged to engage employers in workforce development. In 2014, the Governor's Office established HDCI to create employer-led Sector Partnerships and Industry Task Forces to “develop an infrastructure of communication and collaboration among public and private sectors.” Each year, the state's Regional Commissions may apply for grants from the State Workforce Development Board to bring together employers to inform educators and workforce providers on their needs and ways to be more responsive. Typical grants are in the \$200,000 range.

In conjunction with HDCI, Hope Career Grants are available to students interested in entering one of 17 high-demand fields. The grants provide free tuition to colleges in the Technical College System of Georgia.

Leaders and Partners

Led by the Georgia Department of Economic Development's Workforce Division, the HDCI initiative involves a range of partners, including regional Workforce Development Boards, Regional Commissions, Chambers of Commerce, businesses, the University System of Georgia, the Technical College System of Georgia, and local K-12 schools.

Metrics

HDCI grant recipients evaluate progress on a regular basis against the baseline metrics collected at the beginning of the initiative. The number and diversity of employers participating in the program is a key metric along with outcomes such as increased enrollment in high-demand field programs and increased number of qualified workers in high-demand fields.

Key Takeaways

While HDCI is a state-level program, lessons are valuable to regional workforce initiatives. Embrace an employer-informed workforce alignment initiative founded on educational alignment for key in-demand occupations. Provide students with incentives (e.g., free tuition) to pursue training in those fields.



OTHER BEST PRACTICE

Hampton Roads Cybersecurity Education, Workforce, and Economic Development Alliance (HR Cyber) – This partnership between educators, governmental agencies, nonprofits, and private employers focuses on developing educational pathways into the field of cybersecurity. The Alliance utilizes taxonomy and skills classification framework developed by the National Initiative for Cybersecurity Education (NICE).





Best Practice – Career Pathways Awareness

GULF COAST PETROCHEMWORKS.COM

With a high percentage of its workforce nearing retirement age and difficulty attracting new talent into the field, the East Harris County Manufacturers Association in the Houston, Texas, region mapped career pathways and produced an interactive website that allows people to explore jobs in the field. The website www.petrochemworks.com is for people of all skill levels interested in petrochemical careers, and it includes a skills assessment tool, information on the industry and its occupations, job postings; and links to educational institutions offering related programs. The complete cost of the project, including career pathway mapping, website development, and marketing was approximately \$500,000.

Leaders and Partners

The full list of [project partners is available here](#). Key leaders include East Harris County Manufacturers Association, JPMorgan Chase, Associated Builders and Contractors, Inc. (ABC), and the Council for Adult and Experiential Learning (CAEL).

Metrics

Metrics include website traffic, enrollment in training programs, number of job applicants, and ability of employers to fill jobs.

Key Takeaways

This comprehensive platform is dedicated to a single industry, but its content and functionality could be adopted by any industry. Producing such a comprehensive website required the involvement of leading industry associations, nonprofit grant funding, and dozens of local partners.

OTHER BEST PRACTICES

[WorkLearnEarnTN](#) – Tennessee’s Work Learn Earn website, which cost approximately \$200,000 for research, design, and launch, showcases several of the state’s target industries and connects users to local education and training.

[Indy’s Advanced Manufacturing Video](#) – To raise interest in careers in the Advanced Manufacturing field, the Indy Chamber created a video that follows three employees of Rolls Royce who discuss their love for their jobs and the Indy region.

[Centralina Career Headlight](#) – This website for the 17-county Charlotte, North Carolina, region allows visitors to explore careers that match their interests, compare real time salary and job availability data for different careers, and connect with education providers offering related programs.





Best Practice – Degree Completion

TENNESSEE RECONNECT

Inspired by the need to expand the state's workforce pipeline, Tennessee Reconnect is a State government program aimed at encouraging adults to complete their degrees. It is an initiative of [Drive to 55](#). Beginning in 2016, TCAT Reconnect Grants and Community College Reconnect Grants offer scholarships to eligible adults (25 years old or older) to pay for the balance of tuition to Tennessee College of Applied Technology (TCAT) schools after other state and Pell grants have been exhausted. Through the Tennessee Reconnect + Complete program, local educational institutions and community partners reach out directly to eligible adults to provide information about Reconnect resources. Participants receive marketing materials and access to a website (TNReconnect.gov) to use when communicating with prospective students. Mini-grants of approximately \$40,000 each are available to two- and four-year institutions who apply to participate in the program.

Leaders and Partners

Leaders and partners in the Tennessee Reconnect initiative include Drive to 55 Partners, state of Tennessee, University of Tennessee System, Tennessee College of Applied Technology, other public and private nonprofit two- and four-year institutions, and Tennessee residents.

Metrics

Metrics to measure success of Tennessee Reconnect include overall program participation, the number of adults enrolling in college to complete degrees, and the number of Tennessee residents attaining a two-year degree.

Key Takeaways

Re-engaging adults in completing degrees should be a focus of workforce development initiatives and requires grants and scholarships to entice them to return to school. Similarly, educational institutions and other partners need a concerted marketing outreach effort to raise awareness of funding and programming. With proper funding, educational partners, and targeted marketing tools, regional initiatives such as Earn Up could adopt this model.

The image shows two screenshots related to the Tennessee Reconnect program. The top screenshot is the website's landing page, featuring the Tennessee Reconnect logo (a graduation cap with a blue and red arc) and the text: "Tennessee Reconnect is Governor Bill Haslam's initiative to help more of our state's adults enter higher education to gain new skills, advance in the workplace, and fulfill lifelong dreams of completing a degree or credential." Below this is a navigation bar with links: "Get Started", "Choose a Degree/College Path", "Talk to an Advisor", "Pay For College", and "Fresh Start". A prominent red banner reads "Click here to apply for the Tennessee Reconnect Grant." Below the banner, the text says "READY TO RECONNECT? LET'S GET STARTED!" and "Whether it's time to get serious about returning to school or you're starting to plan for your undergrad adventure, we've got you covered." Three columns of promotional text are visible: "RETURNING TO FINISH A DEGREE", "GOING TO COLLEGE FOR THE FIRST TIME", and "VETERANS AND SERVICE MEMBERS". The bottom screenshot is a social media page for Tennessee Reconnect, showing a profile picture, a bio, and a large red banner that says "TUITION-FREE" next to a smiling woman. Below the banner are statistics: "Followers 1,114", "Following 1,489", "Tweets 2,207", "Likes 756", and "Posts 1". The page also shows a "Who to follow" section with profiles like "Drive to 55 Alliance" and "Tennessee Promise".





Goal: Amplify our leadership as a preeminent smart region.





Amplify our leadership as a preeminent smart region.

Implementing new smart technologies, starting with downtown JAX and then extending into the greater region, will not only make the downtown a much more vibrant place, but also connect the region in a way that establishes a global model for what smart region development looks like.

STRATEGY: COORDINATE INVESTMENT AND PARTNERSHIPS TO DEVELOP AND GROW THE BAY STREET INNOVATION CORRIDOR. Review and adjust downtown JAX development plans, zoning, and incentives to advance Bay Street as a signature project of the smart region initiative.

Numerous infrastructure partners, including the North Florida Transportation Planning Organization, Jacksonville Transportation Authority (JTA), and JEA have significant plans for investment in next generation transportation and communications technologies: autonomous vehicles, smart lighting, sensors, Wi-Fi, solar, road design, and data collection and dissemination. With these new investments, the City of Jacksonville and Downtown Investment Authority (DIA) have the opportunity to design multi-modal corridors and incentivize dense, transit-oriented development.

Beginning with Bay Street, and expanding to other roadways, Downtown Jacksonville has the opportunity to turn a weakness (low density) into a strength for next generation urban development. Jacksonville has the “room to grow” smart infrastructure to aggressively create a new model for urban development around dedicated lanes for autonomous vehicles, public transit, bikes, drones, and other modes of transportation (including waterways). Traffic cameras and sensors will aid in reducing crime, attracting more residents and visitors, and generating private-sector development along new transportation corridors.

Priority Project: Review and adjust existing downtown development plans, zoning, and incentives to advance Bay Street as a signature project of the smart region initiative.

- Continue to energize the Innovation Alliance, a nonprofit developed to help advance Bay Street as a smart corridor. Bring together a focused team of organizations to participate in the movement.

(continued)

MEASURES OF SUCCESS

Complete Priority Projects:

- > Updated City of JAX policies to enable Bay Street smart corridor
- > Launched Smart Region Task Force
- > Participation in Smart Region-related events
- > Updated TransPortal app
- > Fully functioning Regional Integrated Open Data Exchange

Outcomes:

- > Number of blocks/miles of roadway with smart infrastructure
- > Passenger traffic in mass transit / autonomous vehicles
- > Number of / growth of / venture capital investment in the region's smart infrastructure companies
- > TransPortal traffic
- > Reduction in average commute times

COLLECTIVE IMPACT PARTNERS

- > North Florida Transportation Planning Organization
- > Regional Cities and Counties
- > Jacksonville Transportation Authority
- > JEA
- > JAX Chamber
- > Innovation Alliance
- > Downtown Investment Authority
- > City of Jacksonville
- > Colleges and Universities
- > Florida Department of Transportation





Amplify our leadership as a preeminent smart region.

- Agree to the vision for Bay Street's development as a smart corridor. If needed, engage other experts to assist with creating visuals of the Corridor's future and scoping a development plan.
- Task the team with reviewing City zoning, plans, and policies through the lens of the vision. Identify potential roadblocks for achieving the vision.
- Work with the City to update zoning, plans, and policies to remove barriers. Based on national best practices, recommend incentives aimed at encouraging investment and innovation in the Corridor.

STRATEGY: ACTIVATE AND ACCELERATE SMART REGION INVESTMENTS.

Priority Project: Together with the North Florida Smart Region Coalition, establish an agenda and prioritize projects for the Smart Region Master Plan.

- While Bay Street plans are forming, assemble additional meetings of the Innovation Alliance, including representatives from all seven counties, to accelerate the movement toward becoming a preeminent smart region.
- Review Northeast Florida's Smart Region Master Plan, which is currently housed in the North Florida Transportation Planning Organization. Form an agenda for the Plan and prioritize projects.
- To help prioritize investments, identify smart city / smart infrastructure projects currently underway across all seven counties. With a map of projects across the region, consider ways that those projects intersect with or could complement each other in the future.
- Craft an approach to share the agenda with the public.
- Explore unique public-private partnerships and funding opportunities for prioritized projects.

Priority Project: Involve entrepreneurs and global thought leaders in shaping the community as a preeminent smart region.

- Host forums and other events to share ideas about smart regions from around the world. Invite leading experts to speak at those events and assist regional leaders with conceptualizing a bold plan for future investments.
- Ingrain entrepreneurialism in all plans. Invite smart infrastructure entrepreneurs to the region to test innovations and help shape the region's thinking. Create a business plan for a one-of-a-kind smart infrastructure innovation center to serve as a landing pad for those companies. (See *Industry Support goal for details*.)
- Explore the establishment of a smart infrastructure R&D consortium in the region, where companies and researchers in the field collaborate on developing next-generation technologies.





Amplify our leadership as a preeminent smart region.

STRATEGY: IMPROVE THE CONNECTIVITY AND EFFICIENCY OF REGIONAL MOBILITY / TRANSIT OPTIONS.

Data will be the lifeblood of smart cities and their development, including how it is shared, accessed, and made available to innovative private sector companies.

Priority Project: Improve the region's mobile app for sharing transportation information with residents.

- [TransPortal](#) is an award-winning website for residents to plan and book multi-modal transportation across Northeast Florida. Led by JTA with 12 regional partners, this web application serves as a one-stop location for transportation services, routes, costs, and connecting points information.
- Invest in and improve the application using the latest technologies and/or make the data available to private-sector developers, as was done to build the [TravelSafely app](#) in Atlanta. Conduct robust testing before deployment.
- Invite UNF's Center for Economic and GIS Studies to serve as a partner when updating the website and mobile app.
- Explore ways to share information from the app with residents who have limited technological and / or mobility access.
- Consider forming a local chapter (Brigade) of [Code for America](#) to harness the programming talent in the region to build smart applications using regional data.

Priority Project: Galvanize a Regional Integrated Open Data Exchange.

- Actively assemble relationships with private-sector and public-sector partners across the region for data sharing and application development to serve residents across the entire region.
- Evaluate the strengths and weaknesses of open data platforms in other large cities such as the [Chicago Data Portal](#), [platforms listed on Data.gov](#), or the [Forbes list of open data sites](#).
- Over time, expand the exchange to be the central storehouse for all types of data generated in the region, not just transportation and infrastructure data. Data on public safety, health, housing, environment, consumer demographics, and education are some examples of topics to include.

Priority Project: Assist local jurisdictions with modernizing their collection of data.

- Create a Data Strike Team within the Innovation Alliance of Florida to help jurisdictions across Northeast Florida modernize and standardize their collection of data. This concept is similar to the Data Policy Task Force proposed in the Smart Region plan, but with a focus on implementation of data processes.
- Invest in common data analysis, visualizations, and algorithms to help local jurisdictions make sense of the data and use it to improve outcomes.





Best Practices – Smart Corridors and Data Platforms

SMART CORRIDOR DEVELOPMENT

Smart corridor development goes far beyond the investment of new technologies – they transform communities through data sharing and connecting local partners to create applications around the data. While many regions across the US have announced smart cities plans, few would claim to be a best practice. This reality provides Northeast Florida with an opportunity to take a large leap ahead of communities that have initiated projects, but lost their momentum or did not have a cohesive strategy. Avalanche Consulting has identified several regions that can serve as inspirational “waypoints” or lessons learned as Northeast Florida continues to advance as a smart region.

Several large metros are pursuing smart corridor development, which are currently in the planning stages:

- Atlanta’s [North Avenue Smart Corridor](#) aims to make the state’s most connected urban corridor with lead support from Georgia DOT and Georgia Tech, funded by the Renew Atlanta Infrastructure Bond.
- Kansas City issued an [RFP](#) in July 2018 for development of a smart corridor with a private-sector partner.
- Columbus is planning a [smart corridor along a 35-mile stretch of highway](#), the I-33 Corridor, with a specific focus on autonomous vehicle testing.

OPEN DATA INITIATIVES

Several large metros have initiated their smart city plans by creating open data platforms that aggregate existing public data to be used by diverse public entities and the private-sector. “Open data” refers to data that is usually generated by the public sector and shared with the public. Private data on citizens or companies, or confidential data, is not considered to be open data.

- Chicago has been a leader in open data, forming the [Chicago Data Portal](#) in 2013 based on open source software (free). Today, the site hosts over 900 datasets across 16 topics, including Transportation, Parks, Health, and Education. Chicago uses the private-sector Socrata platform, which comes with a cost.
- [Louisville, KY’s Data Portal](#) was launched on the [DKAN](#) platform, which is a free, community-powered open data platform. The data in Louisville’s portal feeds the [Greater Louisville Project](#), an initiative “using research and data analysis to catalyze civic action” and a data visualization website.
- Both Chicago and Louisville’s open data initiatives were launched after executive orders were issued by their mayors.
- Low-tech solutions also exist. [CincyInsights](#) uses Tableau Public (free) to present visualizations of its data.

According to the National League of Cities’ [Center for City Solutions and Applied Research](#), smart city initiatives involve three components:

- 1) Information and communication technologies (ICTs) that generate and aggregate data;
- 2) Analytical tools which convert that data into usable information; and
- 3) Organizational structures that encourage collaboration, innovation, and the application of that information to solve public problems.





Goal: Embolden our global brand and expand awareness of our region.





Embolden our global brand and expand awareness of our region.

STRATEGY: ESTABLISH A STRONG, UNIFIED REGIONAL BRAND BASED ON BEST PRACTICES.

Northeast Florida will strengthen its competitive position as its regional brand as a destination for businesses and talent becomes more united and awareness grows. The nation's highest performing regions – Austin, Charlotte, Columbus, Denver, Nashville, and Orlando, for example – have brand identities shared by all counties in their regional market. Each of these regions also markets itself by leading with the name of its largest city to increase their recognizability by audiences around the world.

In this context, a “brand” is not referring to a tagline or a logo (although those promotional items will enhance marketing effectiveness). A brand is the essence of a community's identity conveyed through all marketing and actions. A brand essence should be felt in all communications, and it should drive the choice of graphics and content. It also means that a region intentionally invests in the community in ways that reflect the brand. In Nashville, for example, a music element is present in everything from entertainment at its airport to how downtown Nashville incentivizes its development. In the Columbus, Ohio, region, it means the region's innate spirit of collaboration is not only reflected in the way people do business but also in its eight-year old “ColumbUS” (one of “us”) marketing campaign.

The impact of a shared, regional brand is recognized and magnified when local organizations agree to lead with the name of the largest, most globally-recognized city in its region. Even though they have numerous counties within their economic development regions (from five to 17 for the examples mentioned above), all of these regions market themselves by leading with their major city (e.g., Greater Austin, CharlotteUSA, Greater Columbus Region, Metro Denver, etc.). **In fact, other than this region, there are no high-performing major metros in the US whose regional economic development entity uses a name related to its geographic position (e.g., “Northeast Florida”) versus the name of the central, major city (e.g., Jacksonville).** The few regions who lead with their geographic position (e.g., “Team Northeast Ohio” in the Cleveland region) have a weak-performing center city. Because of this, the **“Jacksonville Region” should be the go-to name of the region.**

MEASURES OF SUCCESS

Complete Priority Projects:

- > Water Life theme incorporated into JAXUSA and other partners' marketing
- > Updated JAXUSA marketing tools
- > Increase in marketing budget and staff resources
- > Launched targeted talent attraction campaign

Outcomes:

- > Website traffic (number of visitors, length of stay, click-through rates)
- > Digital advertising views and opens
- > Media mentions
- > Prospect inquiries and visits
- > Project wins
- > Talent in-migration rates

COLLECTIVE IMPACT PARTNERS

- > JAXUSA Partnership
- > JAX Chamber
- > County Economic Development Offices
- > Other Area Chambers of Commerce
- > Civic Council
- > Visit Jacksonville
- > Other CVBs in the region
- > Area Elected Officials
- > Marketing experts from across the region





Embolden our global brand and expand awareness of our region.

Priority Project: Activate The Water Life brand theme / DNA.

- Over the past two years, JAX Chamber, Jacksonville Civic Council, Visit Jacksonville, the City of Jacksonville, and Burdette Ketchum agency conducted a community engagement process to envision the community's DNA (brand essence), what it authentically stands for. A vision emerged from the process that reflects what many cherish about the region: "Our waterways, the river, ocean, Intracoastal, and preserves that surround the region not only nourish us, but also literally inspire and guide strategic decisions."
- Being "The Water Life Center of America," should become the brand essence that drives a unified regional brand and community investments that advance the region toward that vision.
- Finalize a plan for bringing The Water Life brand essence to fruition across the region, beginning with updating JAXUSA's marketing tools and messaging.
- Form a council of marketing experts from around the region to develop the implementation plan.
- Develop The Water Life community narrative and brand story toolkit.
- Host meetings across the region and/or a marketing summit(s) to present The Water Life brand essence, the plan, and the tool kit. Encourage other marketing entities to adopt the brand theme (e.g., county economic development organizations, Visit Jacksonville and other CVBs in the region, cultural organizations, the business community, educational institutions, and the (recommended) Talent Advancement Network).
- Along with The Water Life theme, work with local partners to embrace the "Jacksonville Region" as the name of the region versus "Northeast Florida" for the purpose of national and international economic development marketing.

STRATEGY: INVEST IN MODERN MARKETING AND COMMUNICATIONS THAT INCREASE POSITIVE AWARENESS AMONG BUSINESSES AND TALENT.

This strategy includes recommendations that warrant an update of JAXUSA's marketing tools and business development approach. Adopting the revised target industries, The Water Life brand essence, and a talent attraction focus means that JAXUSA's website and other communication tools need to be refreshed.

(continued)





Embolden our global brand and expand awareness of our region.

Priority Project: Update all JAX Chamber / JAXUSA Partnership marketing tools and business development approach to reflect the Elevate target industries and strategy.

- Refresh all marketing collateral, sales presentations, and JAX Chamber / JAXUSA.org websites to showcase the updated target industries and The Water Life theme.
- Economic development marketing and talent attraction / retention marketing go hand-in-hand, especially in today's economy. Link an evolved version of FindYourJax, which is currently focused as a stand-alone resource for area human resource managers, to the JAXUSA.org marketing site to create a connected portal for businesses and talent. (See next page for talent attraction campaign recommendation.) The two sites can have different URLs but should be seamlessly linked.
- Begin incorporating the "Jacksonville Region" as the name of the region and phase out the use of "Northeast Florida" in national and international economic development marketing.

Priority Project: Increase resources and grow the team of people dedicated to promoting the region.

- Increase funding for marketing and business development. JAXUSA's current annual marketing budget of approximately \$350,000 (or around \$500,000 when marketing missions and travel are included) will need to be increased to include the talent attraction campaign, The Water Life branding, and overall marketing tool updates. Do not take funds away or shift funds from the existing business attraction marketing budget, as those efforts continue to be a vital part of the region's economic development initiative.
- Add a marketing coordinator position to the JAXUSA Partnership team to support the talent attraction campaign / Talent Development Vice President and JAXUSA's Director of Marketing.

(continued)

WEBSITE RECOMMENDATIONS

- Update written copy and images used in JAXUSA marketing to reflect The Water Life theme.
- An evolved version of FindYourJAX, expanded to serve the region's talent attraction and retention campaign, could include the following features: job/internship board, career pathways information, interactive maps to explore each county's lifestyle amenities, JAX Ambassadors, employer profiles, school information, veteran resources, cost of living comparisons, and testimonials.
- Develop updated profiles of each target industry, profiling employers and their workers, and highlighting messages included in the Marketing Messages appendix of this Strategy. Increase the visibility of target industries on JAXUSA.org.
- Include virtual site and building tours on the website.
- Increase the visibility of infographics that illustrate the region's rankings, positive statistics, and testimonials.





Embolden our global brand and expand awareness of our region.

- Further strengthen the marketing alliance of county economic development partners and other practitioners (e.g., utilities, state). Consider investing in a customer relationship management (CRM) database shared by regional marketing alliance members.
- Empower stronger involvement of educators and industry leaders in marketing activities. Meet with leadership groups from the region's target industries (e.g., First Coast Manufacturers Association, the CIO Council, and others) to solicit their input on marketing content and approach.

Priority Project: Strategically identify and develop local leaders as brand ambassadors for the region.

- Brand ambassadors are individuals in the region who act as positive spokespersons for the region.
- Create an ambassador program comprised of volunteers who help promote the region.
- Arm ambassadors with tools to market the region, for example, sales points, social media messages, special events. Capture their stories on video and share through social media and websites.
- Engage ImpactJAX and other young professionals as ambassadors. Charge them with connecting with newcomers through individual outreach and events.

Priority Project: Invest in a targeted three-year (minimum) talent attraction campaign.

- Begin by identifying the skillsets that the region most needs to attract. Reports 2 and 3 of this Strategy include information on target industry occupations as well as a gap analysis examining the greatest shortages (and surpluses).
- With the targeted skillsets in hand, develop a 3+ year talent attraction campaign plan that specifies the geographies in which to market, the marketing tools needed, messaging, timing, and budget. Consider focusing part of the campaign on select college campuses producing a large number of degrees in those targeted skillsets.
- Evolve FindYourJAX into being the talent attraction campaign's lead website.
- Raise funding to implement the plan. This will require funds above and beyond JAXUSA's marketing and business development budget.
- Consider creating an advisory council of top funders, giving them opportunities to showcase their businesses during the campaign and participate in career fairs in outside markets.
- Engage ImpactJAX and other young professional groups in the region to serve as ambassadors, hosting meet ups for newcomers and reaching out to alumni from their alma maters.





Best Practice – Unified Brand

COLUMBUS REGION'S UNIFIED BRAND

Seven years ago, leaders from Columbus (including the Columbus Community Foundation and Columbus Partnership) determined that a strong, unified regional brand was needed to amplify awareness of the region. It sought a brand that would resonate with all audiences, from CEOs to visitors to young professionals. After months of research and input from more than 1,000 people, the essence of the region emerged: *smart and open*. A logo family and brand kit was developed by a local agency to reflect the theme (examples are provided to the right), and a campaign began to employ the brand. More than 30 organizations have adopted the “One of US” brand including the region’s economic development organization (Columbus 2020), the chamber, visitors bureau, city government, and smart cities initiative. Today, the brand remains highly visible within the region and in all external marketing outreach. Funding for the brand is difficult to quantify based on the sheer number of organizations involved. Columbus 2020’s annual marketing budget exceeds \$1.2 million for advertising and promotion.

Leaders and Partners

Early leaders included the Community Foundation, Columbus Partnership, and Columbus 2020. Partners include 30+ organizations across Columbus that have embraced the brand. Local agency Fahlgren Mortine assisted with the message, brand kit, and logo family design.

Metrics

Examples of measures indicating the brand’s positive impact on the region include website traffic, multimedia impressions, economic development prospect inquiries, economic performance indicators, and hotel room bookings, to name a few.

Key Takeaways

The 11-county Columbus region is one of the best examples in the country of an economic development brand that is built around the main population center and has widespread adoption across numerous community organizations, creating greater visibility of the region. In 2018, the region exceeded its 10-year goal of 150,000 net new jobs (two years earlier than expected).

THE
COLUMBUS ONE OF US
REGION OF US

COLUMBUS COLUMBUS
PARTNERSHIP 2020

COLUMBUS EXPERIENCE
CHAMBER OF COMMERCE COLUMBUS

MADE IN CBUS
GREATER COLUMBUS
SPORTS COMMISSION

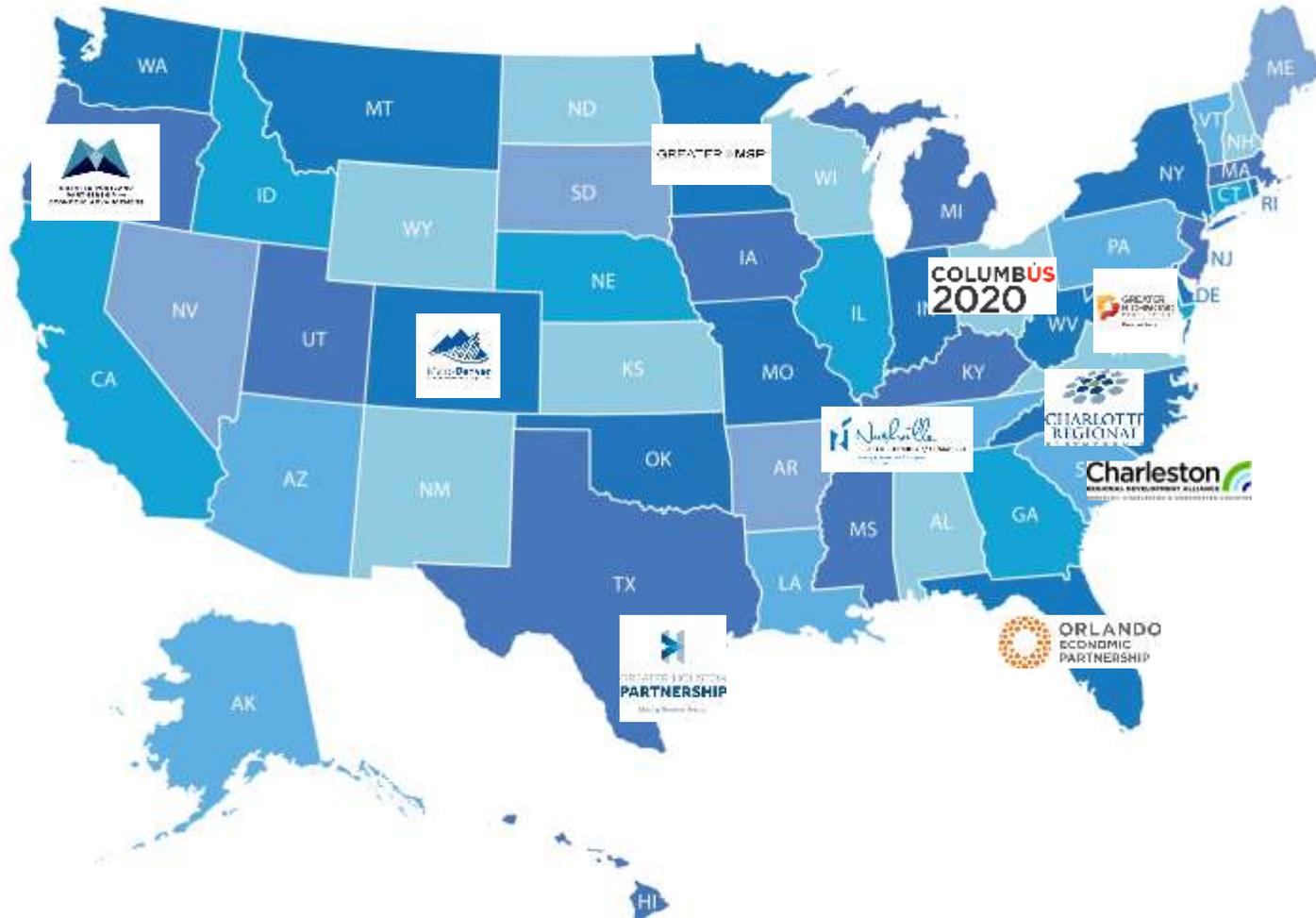
GREATER COLUMBUS
CONVENTION CENTER

SMART
COLUMBUS





Best Practice – Regional Brands



SAMPLE REGIONAL NAMES AND NUMBER OF COUNTIES REPRESENTED

Region	Counties
Charleston Region	3
Charlotte Region	17
Greater Columbus	11
Greater Houston	10
Greater MSP	16
Greater Portland	7
Greater Richmond	3
Metro Denver	9
Nashville Region.	10
Orlando Region	7





Best Practice – Talent Attraction

MINNEAPOLIS-ST. PAUL'S MAKE. IT. MSP.

In 2015, [Make. It. MSP.](#) was launched and is coordinated by Greater MSP to make the region a top place for attracting and retaining talent. The website is a landing pad for the numerous initiatives that comprise the Make. It. MSP. campaign, and includes newcomer resources, MSP Welcome Week information, company spotlights, job and internship postings, neighborhood guides and virtual tours, the BE MSP network that connects professionals of color, and Greater MSP ambassadors, to name a few. Funding for Make. It. MSP. comes from partners such as those listed below. A full-time Director, Manager, and Coordinator, along with project Team Captains are dedicated to operating Make. It. MSP.

Leaders and Partners

Make. It. MSP. is an initiative of Greater MSP Economic Development Partnership with involvement from Young Professionals of Minneapolis (YPM). More than 100 organizations work together through the platform. Leading partners include Best Buy, Ecolab, General Mills, Health Partners, Land O'Lakes, Medtronic, Pohlads Companies, Sleep Number, Smiths Medical, Target, TCF Bank, Thrivent, United Health Group, US Bank, Wells Fargo, and Xcel Energy. In total, more than 170 public and private sector organizations and 500+ people have been involved in the initiative.

Metrics

Metrics associated with Make. It. MSP.'s success include website traffic, media mentions, and program participation rates. Broader community metrics include prospect activity, population growth, young professional population growth, job growth, capital investment, and others included in Greater MSP's [Regional Indicators Dashboard](#).

Key Takeaways

Make. It. MSP. includes a wealth of creative talent attraction and retention tools packaged in a robust web platform. Launching and managing a campaign of this scope requires dedicated funding, involvement of young professionals, a coordinating organization like Greater MSP, and dedicated full-time employees.

OTHER BEST PRACTICES

[Calgary's Be A Part of the Energy](#) – Calgary's economic development website includes features for both business and talent attraction. The site profiles individual residents that represent characteristics of the community – trailblazing, passionate, collaborative, global, etc. The site serves as a hub for other “be a part of the energy” sites aimed at visitors, meeting planners, and residents.

[Indy's Salesforce Video](#) – Salesforce's continued expansion in the Indy region is showcased as a reason other IT firms should consider Indy. An online video features CEO Bob Stultz discussing his commitment to Indy, his confidence in finding talent in the region, and how much he enjoys living in the region.

[Houston The City With No Limits](#) – The Greater Houston Partnership collaborated with more than one dozen other organizations, ranging from universities, visitors bureaus, local EDOs, and professional sports teams, to create a shared campaign aimed at attracting talent to the region. The website includes a wealth of information and marketing tools such as a tool to create one's own profile of Houston, a neighborhood exploration quiz, a job board, and a toolkit of branded marketing materials designed for HR managers to use when recruiting employees. Although the region of more than seven million residents includes 13 counties and more than 100 different cities, local county and city officials agreed to lead this campaign with the name “Houston.”





Goal: Deepen our industry clusters and intensify support for their growth.



Deepen our industry clusters and intensify support for their growth.

STRATEGY: INVEST IN ASSETS THAT ENCOURAGE THE GROWTH OF THE REGION'S TARGET INDUSTRIES.

There is no one-size-fits-all approach to supporting the growth of an industry cluster. Industry clusters are groups of similar firms in a geographic area that share certain assets, such as suppliers, networks, workers, infrastructure, and support services. As regions invest in those assets, they improve the likelihood their clusters will deepen with more firms and more commerce. In addition to increasing the availability of workforce, improving quality of life, and enhancing a region's infrastructure, some investments are unique to an industry, like those recommended below.

Priority Project: Form regional councils of executives in the (1) Health & Biomedical and (2) Financial Services industries to encourage stronger partnerships.

- These executive-level councils should be restricted to primary businesses in the industries and not include service providers.
- Charge the councils with establishing an agenda to strengthen the region's business climate for the Health & Biomedical industry and Financial Services industry (e.g., public policy, entrepreneurship and innovation, physical infrastructure). Especially focus on tactics to increase R&D activity in the region.

Priority Project: Strengthen marketing of JAXPORT's unique position as a hub for LNG-fueled logistics and exports.

- JAXPORT is one of the only ports in the nation that can handle and field LNG cargo ships. The port has the only LNG fuel bunker barge in the nation and there is more than 2.5 million gallons of storage capacity.
- Package this as a unique asset and competitive advantage for increasing Port traffic and appealing to businesses committed to having a carbon neutral footprint.
- Lead a targeted media campaign to gain greater global visibility.

(continued)

MEASURES OF SUCCESS

Complete Priority Projects:

- > Map of entrepreneurial assets and entrepreneurship action plan
- > Smart infrastructure incubator plan and cohort in entrepreneurship program
- > Updated analysis of the region's IT workforce
- > Action plan to implement Brookings Global Cities Initiative

Outcomes:

- > Job growth and capital investment by target industry companies
- > Self-employment, average annual receipts by self-employed persons
- > Number of micro businesses
- > Number of patents
- > Venture capital
- > Seaport and airport volumes
- > Exports
- > Foreign Direct Investment

COLLECTIVE IMPACT PARTNERS

- > JAXUSA Partnership
- > JAX Chamber
- > County Economic Developers and Area Chambers
- > Talent Advancement Network (TAN)
- > HR Executives
- > K-12 School Leaders
- > UNF and Coggin College of Business
- > Other colleges and universities
- > JAX Chamber / JAX Bridges leaders
- > Other area chambers
- > SBDCs and SBAs
- > Successful entrepreneurs throughout the region
- > Veteran organizations
- > JTA and JEA
- > JAXPORT
- > Existing co-work spaces, incubators, and accelerators.





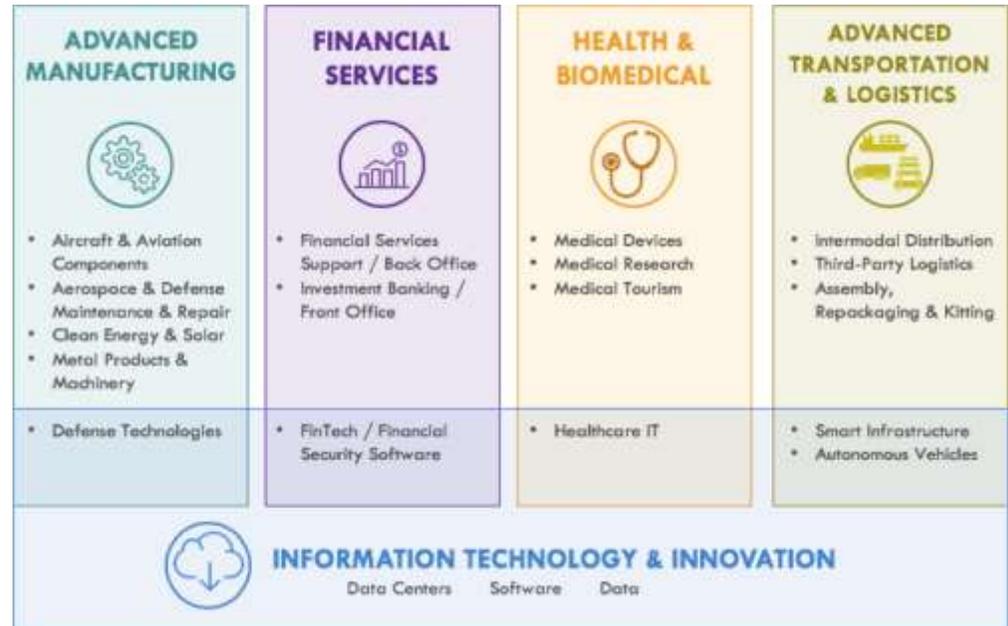
Deepen our industry clusters and intensify support for their growth.

Priority Project: Update a study to quantify the true size and impact of the region's IT workforce.

- The number of IT workers in the region is far greater than those employed in the technology sector alone. There are likely thousands of additional IT workers in the military and industries like Finance, Logistics, Health Care, and Advanced Manufacturing.
- Conduct a study to estimate the number of IT and software workers employed across the region. Quantify this workforce and evaluate the skillsets and types of positions / organizations in which they work.
- Publish the results of the study, share it with CIO Council and other IT employers, and utilize the findings in JAXUSA and county economic development marketing communications.
- Following this study, consider conducting a similar study of the region's military workforce and skillsets (IT workers and all other skills).

Note: A discussion of regional and county infrastructure projects is included at the end of this section. These projects are critical to target industry growth as well as overall economic development. Workforce-related recommendations are provided in the section of this report dedicated to Advancing the Region's Workforce.

The Region's Target Industries





Deepen our industry clusters and intensify support for their growth.

STRATEGY: CREATE A MORE VIBRANT REGIONAL ENTREPRENEURIAL AND INNOVATION ECOSYSTEM.

Priority Project: Map the region's innovation-driven entrepreneurship assets and networks. Develop an action plan to strengthen areas of weakness discovered during the mapping process.

- Create an inventory of innovation-driven entrepreneurship assets in the region such as incubators, accelerators, private equity and venture capital firms, SCORE chapters, tech transfer offices, SBDCs, and other assistance programs. Focus on assets that support startups in primary industries. Establish a project team to complete the inventory.
- During the inventory process, identify and document innovation-driven entrepreneurial success stories that can be promoted to encourage others.
- Once the mapping process is complete, identify gaps and weaknesses in the region's ecosystem.
- Develop an action plan to address those weaknesses. Consider activities such as developing spaces and programming for Stage 2 and 3 businesses; coalescing successful entrepreneurs in the region to serve as mentors; providing training for prospective angel investors to increase the pool of funding available to startups; and increasing youth entrepreneurship programs in K-12 schools. (These suggestions emerged during the Elevate Northeast Florida planning process.)

Priority Project: Develop a plan to create a smart region innovation center and tailored support for startups in the field of smart infrastructure.

- The goal of becoming a preeminent smart region provides a significant differentiator for the region and opportunity for entrepreneurialism in the region. (See the Preeminent Smart Region goal for more details.)
- Begin by developing a plan for a one-of-a-kind innovation center (e.g., incubator and/or accelerator) tailored to the needs of smart infrastructure companies. This should serve both local startups and as a landing pad for companies interested in piloting new ideas in the region.
- The plan should help determine the innovation center's business model, service offerings, and whether it is virtual or has a physical space.
- Once the plan is complete, implement according to its recommended timeline. In addition, lead focused media outreach to share the vision and story of the incubator and why the region is the nation's top location for entrepreneurs in the smart infrastructure realm.





Deepen our industry clusters and intensify support for their growth.

Priority Project: Add a Smart Infrastructure Cohort into JAX Bridges and other entrepreneurship education programs across the region.

- Entrepreneurial support services available through JAX Chamber's JAX Bridges, other chambers in the region, and SBDC offices offer educational programs to help small- and medium-sized businesses improve their business strategy and connect with capital and other resources.
- Develop a curriculum that is customized for businesses in the field of smart infrastructure. Invite mentors to participate in the program(s). Also, identify large businesses, utilities, and governmental entities to participate in working with entrepreneurs to test their services and products.
- Launch the cohort. JAX Chamber and other entrepreneurship programs in the region should adopt the curriculum and incorporate it into their programming.

STRATEGY: STRENGTHEN THE REGION'S INTERNATIONAL CONNECTIVITY.

In 2013, JAX Chamber completed an Export Plan as part of its participation in Brookings' Global Cities Initiative. Results of the study showed that the region is under-performing on exports and knowledge of foreign markets, with export know-how being a barrier to business growth. The Plan focused on encouraging small- to medium-sized businesses in the seven-county region to consider export opportunities as a pathway to growth. The goal of doubling export activity, as measured by Brookings' Regional Export Index, was established for the five years following the study.

Priority Project: Continue building relationships with foreign embassies and consulate offices in Washington DC and elsewhere.

- Continue to meet with foreign consulate offices to build relationships and raise awareness of the region as a major hub for global trade.
- Encourage the establishment of foreign trade offices and appointments of honorary consultants within the region.

(continued)





Deepen our industry clusters and intensify support for their growth.

Priority Project: Continue implementing the Brookings Global Cities Initiative's program of work.

- Recommendations in the report, *which could be their own stand-alone priority projects for Elevate Northeast Florida*, include:
- Reinvalidate a Regional Chapter of the Florida District Export Council to more effectively support export activity. Through the Chapter, and an Export Advocacy Team within the Chapter, champion the benefits of international trade to non-exporting businesses.
- Create a one-stop portal and regional Export Directory to serve as a digital resource guide for businesses interested in exporting. Raise awareness of the portal to small- and medium-sized businesses across the region.
- Build a mentor program in which small- to medium-sized businesses in the region learn from experienced exporters.
- Create Export Diversification Grants and Export Marketing Plan Grants that provide small- to medium-sized businesses with resources to enhance skills related to exporting and global marketing. Supply capital to businesses that want to increase international trade but are not addressed by traditional lending investment institutions.





Best Practice – Entrepreneurial Ecosystem

KANSAS CITY REGION'S SOURCELINK

Serving an 18-county region, [KCSOURCELINK](#) serves as the lead connection to Kansas City entrepreneurs with the goal of growing a more vibrant entrepreneurial ecosystem. Its services include analyzing and filling gaps in the region's entrepreneurial ecosystem, maintaining a directory of support organizations, connecting organizations to one another to foster collaboration, operating a triage center for businesses in need of fast assistance, refreshing a business calendar of events, and promoting the region's entrepreneurship success stories. A related initiative, Digital Sandbox KC, provides proof-of-concept resources to support early-stage commercialization processes, including access to technology, business and market experts, and funding for early stage market validation, prototyping, and beta testing services.

Leaders and Partners

KCSOURCELINK connects 240+ business-building organizations across the 18-county bistate metro. According to its website, it started with initial funding from the Kauffman Foundation and today is partially funded by 12 of Kansas City's largest corporations (AMC, Hallmark, Sprint, and others) who have each committed \$12,500 for five years.

Metrics

In 2017, KCSOURCELINK had more than 230,000 web sessions and 145,000 unique pageviews.

Key Takeaways

KCSOURCELINK serves the region with a one-stop-shop that connects entrepreneurs with the resources needed to grow their businesses. SOURCELINK's six staff members are dedicated to identifying and addressing gaps in the overall ecosystem, building networks, and communicating. Important to its success is its regional focus. In addition, the SOURCELINK website advises other communities seeking to establish a similar model to seek funding from nonprofit foundations, the US Economic Development Administration, Community Reinvestment Act funds, and local for-profit corporations.



OTHER BEST PRACTICE: ATLANTA

Atlanta's AT&T Foundry opened in August 2013. AT&T chose Atlanta due to the presence of Fortune 500 companies, research institutions, and a strong workforce. Startups at the Foundry receive access to AT&T's networks and tech assistance to pilot their products and services, which in turn allows the company to fast-track development of the latest technologies and applications. The Atlanta Foundry focuses on edge computing, advanced access, smart city, and entertainment startups.

The Bridge by Coca-Cola is a seven-month program assisting software companies with in-depth marketing training, mentoring, and opportunities to test within Coca-Cola's global operations, acting as a "bridge" between startups and international markets. It also provides an opportunity for Coca-Cola to license their products.





Best Practice – Target Industry Support

TAMPA-HILLSBOROUGH'S IT INDUSTRY SUPPORT

Sparkling IT growth in a region means investing in programs and other assets that nourish the industry. In recent years Tampa-Hillsborough County has done just that. Activities include Tampa Bay Tech (a technology council that works to implement strategic priorities and hold events), Tampa Bay WaVe (one of several IT coworking spaces and accelerators), and USF Connect (a program providing workers, education, research and other support to IT businesses). In addition, Tampa Bay-Hillsborough County participates in the 23-county Florida High-Tech Corridor, an economic development campaign of the University of Central Florida (UCF), the University of South Florida (USF), and the University of Florida (UF). Co-chaired by the presidents of UCF, UF, and USF, the Corridor Council comprises executives, educators, and entrepreneurs. Its programs include a Matching Grants Research Program (investment award fund) and TechPATH (offering educators experience in high tech environments to bring those lessons back into their classrooms).

Leaders and Partners

The Tampa Hillsborough Economic Development Corporation is one of many partners focused on advancing the region's IT industry. Other partners include Embarc Collective, Florida Center for Cybersecurity, IP: Potential Unleashed, Tampa Bay Tech, TampaBay WaVe, and USF Connect.

Metrics

Numerous metrics could be evaluated to determine how well a region supports its IT industry (or any industry for that matter). Increases in IT jobs, new investment by IT firms, and the number of IT professionals in a region are important indicators to consider.

Key Takeaways

Supporting the IT industry's growth takes a multi-pronged approach. Peer groups, such as Tampa Bay Tech, are needed to encourage networking and advocate for businesses' needs. Customized, adaptable physical space is also needed to foster entrepreneurship and house rapidly-growing startup businesses. Engagement of higher education institutions and their tech transfer offices is beneficial. Finally, creating a lifestyle scene that appeals to tech talent is critical.

OTHER BEST PRACTICES

Charlotte Chamber's Annual Healthcare Summit – Industry leaders discuss the state of the industry, attended by more than 600 participants, including elected officials.

North Carolina State's Smart Manufacturing Innovation Institute – Funded by the US Department of Energy, the goal of this institute is to develop advanced manufacturing processes that enable large-scale production of wide bandgap (WBG) semiconductors.

VABeachBio – An advocacy group for the Biomedical industry in the Virginia Beach region, the organization partners with Tidewater Community College to create a Bio Accelerator for businesses in the field. The Accelerator offers offices and lab spaces with specialized equipment.





Best Practice – International Connection

CHARLESTON'S GLOBAL FLUENCY INITIATIVE

Over the past 15 years, the Charleston, SC, region has transformed from a tourism and military-based community to a draw for some of the world's highest profile companies like Boeing and Volvo. Ensuring that the region has a culture that welcomes international businesses and their employees is a strategic priority of regional leaders. To do so, the Charleston Regional Development Alliance (CRDA) and Metro Chamber of Commerce established a Global Fluency Committee to undertake projects designed to help the region embrace a more international culture. Recently, the Committee launched CharlestonCommunityGuide.com to provide information for people relocating from abroad, and worked with the Charleston County Aviation Authority to install multilingual signage in the Charleston International Airport.

Leaders and Partners

The initiative is a collaboration of volunteers from multiple organizations and administered by the One Region Manager (a full-time staff person dedicated to overseeing implementation of the region's five-year economic development strategy, One Region). The CRDA and Metro Chamber are lead partners along with the Aviation Authority, county economic development partners, area for-profit corporations, and nonprofit foundations.

Metrics

Measuring the success of the Global Fluency initiative includes tracking the number of international companies expanding or relocating to the region, an increase in foreign-born residents, and overall increase in Foreign Direct Investment (FDI) activities.

Key Takeaways

Many activities focused on international connectivity emphasize trade support for local companies. While that support is an important aspect of any economic development campaign, building a community culture that is welcoming to individuals from abroad can also spur foreign investment in a region.



One Region Partner Spotlight

Starting this month, passengers arriving at Charleston International Airport will receive a global welcome to Charleston.

A half-dozen multilingual signs in baggage claim now greet visitors to the Lowcountry of South Carolina. With a growing global business presence in our region, we are excited to translate Charleston's award-winning hospitality for our world travelers.



The new column wraps were created in concert with One Region Strategy's goal of making our community a more globally fluent, globally welcoming, and globally competitive place.

The Charleston International Airport is a vital part of our region's economy and plays a significant role in the global economy. In addition to being the gateway to Charleston for a growing number of international travelers, it's where [BoeingSC](#) manufactures and assembles 787 Dreamliners for airlines around the world.

First impressions matter, and we are glad to partner with One Region Strategy in making a world-class first impression that reflects the global connectivity of the Charleston region.

OTHER BEST PRACTICES

[Indy Partnership's Website](#) – The Indy Partnership's website includes an International Business Attraction section with links to their Global Cities Initiative Strategy and a list of area services to support businesses with international trade.

