

# 05

## Implementation

This section provides guidance on structuring implementation, including recommendations related to establishing a collective impact framework, accountability and leadership, communication, and measuring progress.

# Collective Impact Framework

Elevate Northeast Florida is designed to be implemented through a collective impact approach. First described by John Kania and Mark Kramer in the *Stanford Social Innovation Review*, Collective Impact is a framework for addressing complex social and economic issues. The framework provides a comprehensive structure to focus diverse organizations on a shared vision and strategic goals. It is not intended to be rigidly set in stone but instead remain flexible to changing conditions and new opportunities while still holding partners accountable. Collective Impact has five key elements described below.

1. **Common Agenda** – The participants have a shared vision, clearly defined objectives, and a joint approach to achieving them through agreed upon actions. *This Elevate Northeast Florida Strategy is the common agenda.*
2. **Common Progress Measures** – All participants share common and consistently measured metrics of success to ensure alignment and accountability. *Metrics are provided in this Strategy.*
3. **Mutually Reinforcing Activities** – Participants agree to a coordinated plan of action with complementary and supportive roles for all. *This Strategy recommends that teams of volunteers form to implement each priority project, and that those teams agree to a plan of action that includes a start date, milestones, and an end date.*
4. **Communications** – Participants engage in transparent and continuous communication with themselves and the public to build trust and maintain focus. *In addition to in-person and online communication between project team members, the ElevateNEFL.com website has the potential to become an information portal for sharing progress reports and other Elevate news.*
5. **Backbone Organization** – A lead organization with staff and skills is required to support the entire framework, track progress, coordinate organizations and activities, and report regularly to the community. *For Elevate Northeast Florida, JAXUSA should serve as the convener and backbone organization.*

## SHARED VISION



## MEASURABLE RESULTS



# Accountability & Leadership

Elevate Northeast Florida's success depends on having a backbone organization and accountability structure in place that are empowered to support and report on implementation. The following is a recommended approach to managing implementation:

- At the beginning of each priority project, assign two co-chairs to lead the **project team**. Co-chairs are responsible for assembling their project teams and drafting an **action plan for the project**: start date, quarterly milestones, end date, desired objective, resources needed. This Strategy offers suggested steps to implement each project and should be referred to when drafting action plans.
- Form project teams to participate in executing the project's action plans. It is critical that the **project teams are regionally represented and include a diversity of perspectives** and organizations with a common goal. Project team members should be individuals who have a skill or passion that relates to the project. Also, teams should be nimble, able to accomplish the specific objective, and then disband once the objective is met. This fluidity will allow for a more organic evolution of Elevate Northeast Florida over time.
- Establish an **Elevate Executive Committee** that comprises two co-chairs and the chairs of each priority project team. The Executive Committee should set regularly scheduled meetings (e.g., quarterly) to brief each other on progress.
- Charge the Executive Committee with selecting which projects to pursue. When a project team accomplishes the project's objective, the group should disband and a new project and project team be activated.
- As circumstances change and progress is made, new project ideas may arise that were not listed in this Strategy. The Executive Committee should be open to new project ideas as long as they align with Elevate's strategies and goals.
- Establish **bylaws** for the Executive Committee that specify terms of service, governance, the process for selecting projects, and the method for forming project teams.
- Dedicate a **support staff person** or seek loaned staff to assist with supporting Executive Committee and project team meetings, tracking progress, assisting with Elevate-related communications, and coordinating with grant writers and others to seek funding for Elevate projects. This could be a single person responsible for everything, or a part-time person plus an outsourced communications agency. The support staff person(s) should be housed in JAXUSA.
- As needed, **seek sponsors to fund** specific Elevate-related initiatives. In addition, a list of potential funding sources is included in the Appendix of this Strategy. Find a **grant writer** (in-kind, for example, or allocate money for services) to pursue grants to support Elevate projects.
- Create an **annual Elevate progress report** and share it throughout the region.



# Communication

Communication is essential to successfully implementing Elevate Northeast Florida. As recommended on the previous page, there should be a dedicated person or outsourced agency responsible for regularly distributing information about Elevate to the public at-large. This will entail outreach to the press, social media campaigns, and an annual Elevate progress report, to name a few.

- To begin, engage a person or agency to lead Elevate outbound communications and serve as the liaison for inbound information requests and other inquiries.
- Charge that individual(s) with creating an **annual Elevate communications plan**. The communications plan should include an array of channels to ensure broad access to information by all residents, for example: proactive press relations, social media campaigns, the ElevateNEFL.com website, speaking events and presentations, participation in local events, and printed materials placed in public spaces such as libraries and community centers.
- **Refresh ElevateNEFL.com** to better serve long-term implementation.
- In the months following Elevate's completion, lead a **rolling road show** to present the Strategy to stakeholders across the region, including local elected officials.
- In addition, within three or four months of Elevate's completion, host an **Elevate Open House**. Invite stakeholders from across the region to explore the data and learn about the first round of priority projects.
- Consider inviting people to serve as **Elevate ambassadors** to help share information (and enthusiasm) about the Strategy. Ambassadors should be armed with talking points and a brief Elevate overview presentation that they can use to spread the news among their own networks. Ambassadors can be involved in the recommended rolling road show, too.
- Produce an **annual progress report** in which metrics for each goal are indexed and benchmarked against a handful of other communities, the state, and the US. The progress report can be a printed publication and/or an interactive, online dashboard. It should be widely distributed to the public at-large through, for example, an annual event, the local media, ElevateNEFL.com, and partners' websites.
- **Brand initiatives as "Elevate."** Make sure that the name Elevate is visible and accredited in project team activities and wins related to its strategic goals. If good news or initiatives arise that were not in this Strategy, but directly support one of its goals, communicate how it relates to Elevate. On social media, tag (#Elevate) news that relates to the Strategy. Keep the Strategy visible in the years to come.



# Implementation

## Elevate Implementation

### Priority Projects and Tactics: Partnerships to Advance Education and Workforce

Project	Lead	Support	Year
<b>Strengthen the region's newly-formed Talent Advancement Network (TAN).</b>	JAXUSA	CareerSource, Employers, Educational Institutions	2019
Determine TAN's mission, objective, and structure. Execute a TAN charter and Memorandum of Understanding. Establish an executive oversight committee and industry-specific committees	JAXUSA, TAN Co-Chairs	TAN Subcommittees	2019
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.	TAN Subcommittee Chairs, TAN Co-Chairs	JAXUSA	Annual
Invite TAN committees to weigh in on career pathways maps and the (recommended) career pathways awareness campaign.	CareerSource	TAN Industry Subcommittees	2019-2020
Consider publishing a TAN Annual Report each year to share a dashboard of metrics and progress.	JAXUSA	TAN Co-Chairs	Annual
<b>Increase employer involvement in K-12 CTE and Career Academy programs.</b>	TAN	K-12 Schools	2019-2020
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.	TAN, Other Employers, K-12 Institutions	JAXUSA, Career Academy Council	Ongoing
Create an inventory of CTE and Career Academies in the region and make it available to the community so that employers and students can more easily plug-in.	JAXUSA	Career Academy Council, K-12 Schools, County Eco Dev Partners	2019
Strengthen JAXUSA's Career Academies Council and link them with employers involved in the TAN.	JAXUSA	K-12 Schools, Career Academy Council, TAN	2019-2020
Through TAN members, the Career Academies Council, and others, increase apprenticeship and internship availability and awareness.	TAN, Career Academies Council	Other Employers, K-12 Schools	2019-2020
Profile successful business / education partnerships across the region. Showcase these models with other employers through events and publications.	JAXUSA	TAN, Other Employers, K-12 Schools, Career Academy Councils	2019-2020
<b>Create a communication campaign plan to raise awareness of high-demand target industry jobs and their career pathways.</b>	JAXUSA, CareerSource	TAN	2020
Pull content from Elevate Chapters 2 and 3, to create content about jobs with the greatest skills shortages in the region	CareerSource		2020
Engage TAN industry committees in documenting career pathways into those jobs.	CareerSource	TAN Industry Subcommittees, JAXUSA	2020
Identify gaps in those career pathways, and share with others to identify ways to complete those pipelines.	CareerSource	TAN Industry Subcommittees, JAXUSA	2020
Develop a communications campaign plan (audiences, timing, resources needed).	JAXUSA	CareerSource	2020



# Implementation

## Elevate Implementation

### Priority Projects and Tactics: Partnerships to Advance Education and Workforce

Project	Lead	Support	Year
<b>Deploy the career pathways communications plan.</b>	JAXUSA, TAN	United Way, K-12 Schools, Other Employers, Colleges and Universities	2021-2023
Raise funding needed to pay for the campaign.	JAXUSA, TAN	United Way, CareerSource	2021
Develop marketing tools, and share those tools with employers, educators, workforce partners.	JAXUSA	CareerSource	2021
Host career pathing events at area schools.	JAXUSA, TAN	School Districts, FSCJ, Employers, CareerSource	2021-2023
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.	JAXUSA, CareerSource	K-12 Schools, Colleges and Universities, County Eco Dev Partners, Other Workforce Dev Partners, Veterans Organizations	2021
<b>Re-energize Earn Up to build awareness of and sponsor credential completion initiatives.</b>	JAXUSA	United Way, Kids Hope Alliance, Colleges and Universities	2019-2020
Determine the best model and organizational structure for an improved Earn Up initiative.	JAXUSA	Earn Up Partners	2019
House Earn Up within the TAN.	JAXUSA, TAN	Earn Up Partners	2019
Dedicate a staff person to lead Earn Up activities.	JAXUSA	Earn Up Partners	2020
Establish an Earn Up grant program to assist youth and adults with paying for degree completion. Raise funding for the grant program from area employers and other sources.	TAN		2021



# Implementation, continued

## Elevate Implementation

### Priority Projects and Tactics: Amplify Leadership as a Preeminent Smart Region

Project	Lead	Support	Year
<b>Review and adjust downtown JAX development plans, zoning, and incentives to advance Bay Street as a signature project of the smart region initiative.</b>	JAX Chamber	City of Jacksonville, TPO	2019
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.	TPO	JAX Chamber, JEA, Transportation Authority, Employers, FDOT	2019
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. Review City of JAX zoning, plans, and policies through the lens of the vision. Identify roadblocks.	JAX Chamber, TPO	City of Jacksonville, Innovation Alliance Members	2019
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.	JAX Chamber, City of Jacksonville	TPO	2019-2020
<b>Together with the North Florida Smart Region Coalition, establish an agenda and prioritize projects for the Smart Region Master Plan.</b>	TPO	JEA	2019-2020
Assemble additional meetings of the Innovation Alliance, including representatives from all seven counties, to accelerate the movement toward becoming a preeminent smart region.	TPO	Innovation Alliance, JAX Chamber	2019-2023
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.	TPO	Innovation Alliance, JAX Chamber	2019
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.	Innovation Alliance, TPO	County Eco Dev Partners, Cities, Counties	2019
Craft an approach to share the agenda with the public.	JAX Chamber	TPO, Innovation Alliance	2019-2020
Explore unique public-private partnerships and funding opportunities for prioritized projects.	TPO, Innovation Alliance	Cities, Counties, FDOT	2020-2023
<b>Involve entrepreneurs and global thought leaders in shaping Northeast Florida as a smart region.</b>	JAX Chamber, Innovation Alliance	TPO, Entrepreneurship Organizations, Visitor Bureaus	2021-2023
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.	JAX Chamber, Innovation Alliance	TPO, Entrepreneurship Organizations, Visitor Bureaus	2021-2023
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.)	JAX Chamber, TPO	Entrepreneurship Organizations, Colleges and Universities, Cities, Counties	2021
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.	JAX Chamber, TPO	Innovation Alliance, Colleges and Universities, Employers	2023



# Implementation, continued

## Elevate Implementation

### Priority Projects and Tactics: Amplify Leadership as a Preeminent Smart Region

Project	Lead	Support	Year
<b>Improve the region's mobile app for sharing transportation information with residents.</b>	JTA, TPO	Regional Council, UNF, JAX Chamber, Colleges and Universities, K-12 Schools	2020-2021
Invest in and improve the region's TransPortal website.	JTA	TPO, Regional Council, UNF	2020
Engage UNF's Center for Economic and GIS Studies as a partner	JTA, UNF		2020
Explore ways to share information from the app with residents who do not have access to a smart phone.	JTA		2021
Consider forming a local chapter of Code for America to harness programmers to build smart apps.	JTA	JAX Chamber, Regional Council, TPO, Colleges and Universities, K-12 Schools	2021
<b>Galvanize a Regional Integrated Open Data Exchange.</b>	TPO	Cities, Counties, Technology Companies, Venture Capital and Other Funders, Innovation Alliance	2019-2023
Assemble relationships with public sector partners across the region for data sharing and app development.	TPO	Cities, Counties, JTA, JEA, Other Public Sector Organizations, Innovation Alliance	2019-2020
Evaluate national best practices like the Chicago Data Portal and those listed on Data.gov as inspiration.	TPO		2019
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.	TPO	Cities, Counties, Technology Companies, Venture Capital and Other Funders, Innovation Alliance, Other Public Sector Organizations	2020-2023
<b>Assist local jurisdictions with modernizing their collection of data.</b>	Innovation Alliance, TPO	Cities, Counties, Other Public Sector Organizations	2021-2023
Create a Data Strike Team within the Innovation Alliance of Florida to help cities and counties modernize their collection of data, similar to the Data Policy Task Force proposed into the Smart Region Plan but with a focus on implementation of data	Innovating Alliance	Cities, Counties, Other Public Sector Organizations	2021
Invest in common data analysis, visualizations and algorithms to help local jurisdictions make sense of their data.	TPO	Cities, Counties, Other Public Sector Organizations	2022-2023



# Implementation, continued

## Elevate Implementation

### Priority Projects and Tactics: Embolden Our Region's Brand and Increase Awareness

Project	Lead	Support	Year
<b>Activate The Water Life brand theme / DNA.</b>	JAXUSA and JAX Chamber	County Partners, CVBs, Marketing Experts, Other Chambers in the Region, Cities, Counties	2019
Finalize a plan for bringing The Water Life brand essence to fruition across the region.	JAXUSA		2019
Form a council of marketing experts from around the region to develop the implementation plan.	JAXUSA		2019
Develop The Water Life community narrative and brand story tool kit.	JAXUSA, Marketing Expert		2019
Host meetings across the region and/or a marketing summit to present The Water Life brand theme, plan, and toolkit.	JAXUSA	County Partners, CVBs, Marketing Experts, Other Chambers in the Region, Cities, Counties	2019
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.	JAXUSA and JAX Chamber	County Partners, Cities, Counties	2019
<b>Update all JAX Chamber / JAXUSA Partnership marketing tools and business development approach to reflect the Elevate target industries and The Water Life theme.</b>	JAXUSA and JAX Chamber		2019-2020
Refresh all marketing collateral, sales presentations, and website(s).	JAXUSA and JAX Chamber		2019
Link an evolved version of FindYourJAX to the JAXUSA.org website to create a connected portal for businesses and talent.	JAXUSA		2019-2020
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.	JAXUSA	County Partners, Cities, Counties	2019
<b>Increase resources and grow the team of people dedicated to promoting the region.</b>	JAXUSA and JAX Chamber		2019
Increase funding for marketing and business development to add talent attraction campaign, The Water Life updates, and overall updates.	JAXUSA and JAX Chamber		2019
Add a marketing coordinator position to the JAXUSA Partnership team to support the talent attraction campaign and JAXUSA's Director of Marketing.	JAX Chamber and JAXUSA		2019
Further strengthen the marketing alliance of county economic development partners and other practitioners. Consider adopting a regional CRM.	County Partners, JAXUSA		2019-2023
Empower stronger involvement of educators and industry leaders in marketing activities.	JAXUSA	Industry Councils, TAN	2020-2023



# Implementation, continued

## Elevate Implementation

### Priority Projects and Tactics: Embolden Our Region's Brand and Increase Awareness

Project	Lead	Support	Year
<b>Strategically identify and develop local leaders as brand ambassadors for the region.</b>	JAXUSA and JAX Chamber	ImpactJAX, Other YP Groups	2020
Create an ambassador program comprised of volunteers who help promote the region. Engage ImpactJAX and other YPs as ambassadors.	JAXUSA and JAX Chamber	ImpactJAX, Other YP Groups	2020
Arm ambassadors with tools to market the region like sales points and social media messaging. Capture their stories through social media and websites.	JAXUSA and JAX Chamber	ImpactJAX, Other YP Groups	2020
<b>Invest in a targeted talent attraction campaign.</b>	JAXUSA and JAX Chamber		2019
Identify skillsets that the region most needs to attract.	JAXUSA, CareerSource	TAN Industry Subcommittees	2019
Develop a 3+ year talent attraction campaign plan.	JAXUSA and JAX Chamber	Marketing Experts	2019
Evolve FindYourJAX as the talent attraction campaign's lead website.	JAXUSA		2019-2020
Raise funding to implement the plan. Consider creating an advisory council of top funders, giving them opportunities to showcase their businesses during the campaign.	JAXUSA and JAX Chamber		2019
Involve ImpactJAX and other YPs to serve as ambassadors, hosting meet ups and outreach to their alma maters.	JAXUSA and JAX Chamber	ImpactJAX, Other YP Groups	2020-2023



# Implementation, continued

## Elevate Implementation

### Priority Projects and Tactics: Deepen Our Industry Clusters and Increase Support for Their Growth

Project	Lead	Support	Year
<b>Form regional councils of executives in the (1) Health &amp; Biomedical and (2) Financial Services industries to encourage stronger partnerships.</b>	JAX Chamber	Employers in Biomedical and Financial Services Industries	2019
Restrict participation to primary businesses, not service providers.	JAX Chamber	Employers in Biomedical and Financial Services Industries	2019
Charge the councils with establishing agendas to strengthen the region's business climate for their industries, especially ways to increase R&D activity.	JAX Chamber	Employers in Biomedical and Financial Services Industries	2019
<b>Strengthen marketing of JAXPORT's unique position as a hub for LNG-fueled logistics and exports.</b>	JAXUSA	JAXPORT	2020
Package this as a unique asset and competitive advantage. Lead a targeted media campaign to gain greater global visibility.	JAXUSA	JAXPORT	2020
<b>Update a study to quantify the true size and impact of the region's IT workforce.</b>	CareerSource		2021
Conduct a study to estimate the number of IT and software workers into eh region. Quantify this workforce and evaluate the skillsets and types of positions / organizations in which they work.	CareerSource		2021
Publish the results of the study, share with the CIO Council and other IT employers, and utilize the findings in JAXUSA and county economic development marketing.	CareerSource		2021
Consider leading a similar study of the region's military workforce and skillsets.	CareerSource		2021
<b>Map the region's innovation-driven entrepreneurship assets and networks. Develop an action plan to strengthen weaknesses found in the mapping process.</b>	JAX Chamber	SBDCs, SBAs, Entrepreneurs, Colleges and Universities, County Partners, Oher Entrepreneurial Support Organizations	2020
Create an inventory of innovation-driven entrepreneurial assets. During the process, document entrepreneurial success stories that can be promoted.	JAX Chamber		2020
Identify gaps in the region's innovation-driven entrepreneurial ecosystem. Develop an action plan to address those weaknesses.	JAX Chamber		2020
<b>Develop a plan to create a smart region business incubator and tailored support for startups in the field of smart infrastructure.</b>	JAX Chamber, TPO	Entrepreneurship Organizations, Colleges and Universities, Cities, Counties	2021
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.	JAX Chamber, TPO		2021
Implement the plan according to its recommended timeline.	To Be Determined		2021-2023
Lead focused media outreach to share the vision and make the case that the region is a top destination for entrepreneurs in the smart infrastructure realm.	JAXUSA	TPO, JAX Chamber, County Partners	2022-2023



# Implementation, continued

## Elevate Implementation

### Priority Projects and Tactics: Deepen Our Industry Clusters and Increase Support for Their Growth

Project	Lead	Support	Year
<b>Add a Smart Infrastructure Cohort into JAX Bridges and other entrepreneurship education programs across the region.</b>	JAX Chamber	Other Entrepreneurial Support Organizations	2020
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.	JAX Chamber	TPO, Innovation Alliance, Entrepreneurs in the Field, Colleges and Universities	2020
Launch the cohort. JAX Chamber and other entrepreneurship programs in the region should adopt the curriculum and incorporate it into their programming.	JAX Chamber	Other Entrepreneurial Support Organizations	2020
<b>Continue building relationships with foreign embassies and consulate offices in Washington DC and elsewhere.</b>	JAXUSA and JAX Chamber		2019-2023
Continue to meet with foreign consulate offices to build relationships and raise awareness of the region as a major hub for global trade.	JAXUSA and JAX Chamber		2019-2023
Encourage the establishment of foreign trade offices and appointments of honorary consultants within the region.	JAXUSA and JAX Chamber		2019-2023
<b>Continue implementing the Brookings Global Cities Initiative's program of work, which includes the following recommendations:</b>	JAXUSA and JAX Chamber		2019-2023
Reinvigorate a Regional Chamber of the Florida District Export Council.	JAXUSA and JAX Chamber		2019-2023
Create a one-stop portal and regional Export Directory as a resource to businesses.	JAXUSA and JAX Chamber		2019-2023
Build a mentor program in which small- to medium-sized businesses learn from experienced exporters.	JAXUSA and JAX Chamber		2019-2023
Create Export Diversification Grants and Export Marketing Plan Grants.	JAXUSA and JAX Chamber		2019-2023



# Measuring Progress

Lists of recommended metrics to monitor progress and implementation of this Strategy are provided within each goal of this Strategy. To summarize:

## EMPOWER PARTNERSHIPS TO ADVANCE EDUCATION AND WORKFORCE.

### 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
- > 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 programs

## AMPLIFY OUR LEADERSHIP AS A PREEMINENT SMART REGION.

### Complete Priority Projects:

- > Updated City of JAX policies to enable Bay Street smartcorridor
- > 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



# Measuring Progress, continued

Lists of recommended metrics to monitor progress and implementation of this Strategy are provided within each goal of this Strategy. To summarize:

## EMBOLDEN OUR GLOBAL BRAND.

### 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

## DEEPEN OUR INDUSTRY CLUSTERS AND INCREASE SUPPORT FOR THEIR GROWTH.

### 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

