



Jacksonville Civic Council

STRATEGIC PLAN • 2023 – 2025

Jacksonville: 200 Years of History

Since the arrival of the earliest settlers, the Northeastern Region of Florida has been attractive to all with its pleasant year-round weather, ample natural resources, and water access including both the river and ocean.

In 1822, Jacksonville became a recognized town named in honor of the first provisional governor and future seventh U.S. President, Andrew Jackson. Jacksonville was founded in 1822 and has undertaken many shapes, sizes, identities, successes, and challenges. In 1845, the city was the center for commercial activity in the state with exports ranging from natural resources to manufactured goods. During the Civil War, Jacksonville's port made it a strategic asset that changed hands four times during the war and was permanently occupied by Union forces after 1864.

By the late 1800s, tourism began to flourish in Jacksonville by those seeking sunshine and coast lines - this prompted the expansion of hotels, buildings, and communities in the area, aided by boosters as famous as Harriet Beecher Stowe.

In the early 1900s, the city was the center of the film production industry, prior to the outbreak of World War I. In the 1920's Jacksonville began an expanded and connected city from the Northbank to the Southbank. During World War II, Jacksonville became home to three naval installations. Like many other southern cities, Jim Crow laws prevailed for the first half of the 20th century, and the consolidation agreed to in 1968 bringing the city and the county together as one way to address the history of differential investment in public services across largely segregated neighborhoods.

Since the 1990s, Jacksonville has become home to many industries, including finance and insurance, healthcare, and fintech, a National Football League franchise, The Jacksonville Jaguars, and more than 1 million residents.

From the Chair



Eric Mann
Jacksonville Civic Council, Chair

The City of Jacksonville is on the rise! Members of the Jacksonville Civic Council (the Civic Council) are ready to respond to Jacksonville’s quickly changing landscape by dedicating their time, their treasure, and their influence to make the City of Jacksonville “a destination of choice for families/individuals, graduates, and businesses”.

On behalf of the Civic Council’s Board of Directors and membership, I am pleased and excited to share the Civic Council’s 10-year vision and strategic priorities for the City of Jacksonville. My sincere thanks and appreciation to everyone who engaged throughout our strategic planning process facilitated by the talented team at The Clearing.

This 10-Year plan is the culmination of a process that started in 2021. It is the result of months of reflection and extensive engagement with our 70+ members, external stakeholders, staff, and many other contributors. This plan serves as an important initial guide to help the city of Jacksonville actualize its enduring potential.

Developing a vision and a plan are easy. Implementing the plan is imperative. The Civic Council promises to invest heavily into fully implementing the strategic priorities and initiatives. Some of these efforts may be actualized by our members doing the work directly; by investing in community organizations already doing the work, or by advocating for issues when no one else will. Implementation will be concrete and include precise targets and reliable indicators to hold all of us accountable along the way.

I am confident that the members will be creative in bringing this 10-year vision to life and make every effort to INSPIRE people to act, to ADVANCE economic mobility for all, to PREPARE the workforce for tomorrow, and to CONNECT people and places across this great city.

From the Strategic Planning Committee Co-Chairs



**Bill Adams and Mari Kuraishi, Jacksonville Civic Council,
Strategic Planning Committee, Co-Chairs**

We are honored to serve as co-chairs of the Jacksonville Civic Council’s strategic planning and visioning process. There is no better time than now to be a part of crafting such an important document. After months of member and partner engagement and research, this bold 10-year vision is truly a collective product that reflects deep dialogue and thought from the majority of members. We are pleased to present it back not only to the members of the Civic Council but to the entire City of Jacksonville.

Across its 200-year history, Jacksonville has endured great change, redeveloped from a devastating fire, and generated great prosperity. Today, Jacksonville is home to many industries, including our military, finance and insurance, healthcare, higher education and fintech, recreation and professional sports, and more than 1 million residents. We believe we have all the ingredients to propel Jacksonville into the greater city. What we need, however, is consensus around that possibility, and continued and steady commitment to some long-term goals. Great progress can occur when we all unite around a common vision and rebuke all and any excuses for not moving our city forward.

Chair Eric Mann has made it clear, “The Civic Council’s 10-year vision is also the City of Jacksonville’s 10-year vision. To actualize this 10-year vision, we must ask ourselves now--If not us, then who?” The Civic Council is the only business membership organization in Jacksonville that places servant leadership as one of the strongest criteria for membership. With a membership of over 70+ of Jacksonville’s top and brightest CEOs, the Civic Council is ready to leverage their collective commitment to Jacksonville, their influence, and their advocacy to move Jacksonville from being the city of potential to being “a destination of choice for families/individuals, graduates, and businesses”.

As we move from vision to action, we will commit to three critical success factors: 1) member Participation; 2) Resources; and 3) Partner engagement. Members [and the community] can also expect measurable progress through a culture of excellence, collaboration, transparency, and accountability. We expect this living document will be reviewed and refined each year, with ongoing evaluation of our progress. We look forward to this process and communicating our progress.

It has been our privilege to work alongside so many bright and committed stakeholders to develop the Civic Council’s new strategic plan for the future. Our city’s future – together!



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Background

The Jacksonville Civic Council (JCC) is a non-profit, non-partisan organization composed of the leadership of major employers in the greater Jacksonville region. The Civic Council serves to accelerate the region's growth, economic prosperity, educational institutions, and quality of life. The Civic Council formulates data-based strategies to address current challenges that meet the needs of today and consider future opportunities that will build a successful and prosperous future for generations to come.

The Civic Council is at the heart of transformation for the greater Jacksonville region, its business community, and its residents. The opportunities and challenges presented by today's economy and the social complexities of managing current demands across local governments, the business community, and Jacksonville residents make this a critical time for Jacksonville and the Civic Council. Jacksonville's future success depends on the Civic Council's ability to navigate today's challenges with aligned elected officials who can hold a broad, nuanced perspective while driving a comprehensive strategy.

The Civic Council's 10-year plan reflects the depth and breadth of Civic Council's strategy as a leader in providing the resources, data, and direction needed to achieve a higher quality of life in Jacksonville.

Scope of Document

This document outlines our 10-year strategic plan for Jacksonville. Our plan centers on a compelling vision for a greater Jacksonville in 2032 and outlines four key strategies with initiatives for advancing toward that vision. The Strategic Plan 2023-2025 represents the first phase of this 10-year journey to our vision.

The plan reflects the insights gained through research, one (1) member survey with 35 responses, one (1) strategic planning workshop with 40+ attendees, four (4) focus groups, and 21 interviews with members and key stakeholders, including non-members both elected and appointed who hold key community roles.

The plan will be revisited annually and updated periodically as the needs of the Jacksonville region evolves. The Civic Council and its strategic partners have the resources, talent, and focus to achieve this vision and realize the greater Jacksonville region's greater potential.

Our Mission

To promote a fiscally responsible, economically vibrant, thriving community, which offers opportunity for all its residents.

Our Vision for Jacksonville: 2032

At the conclusion of our 200th year, we choose to lead with a robust 10-year vision for Jacksonville as “a destination of choice for families/individuals, graduates, and businesses”. FAMILIES/INDIVIDUALS choose Jacksonville for its economic value, strong schools, and safe communities. Family generations and singles settle into Jacksonville to collectively enjoy our many environmental and cultural resources. GRADUATES choose Jacksonville for access to high-tech careers and advanced education options. They enjoy our vibrant downtown venues and eclectic dining and entertainment options in our many unique walking communities. BUSINESSES choose Jacksonville for our skilled workforce, transportation options, and business-friendly environment.



Graphic Recordings by Jim Nuttle / The Clearing

Source: JCC Strategy Workshop - December 2022 (See Appendix C)

Key Aspects of Our Vision 2032

- **Quality of Life:** Our city’s residents and businesses are actively collaborating to achieve and promote an overall happier and healthier lifestyle in Jacksonville with a broad array of engaging dining & entertainment, cultural, and recreational opportunities.
- **Parks & Recreation:** Our natural resources are preserved, growing, and available for all to enjoy.
- **Downtown:** Our downtown is a destination that brings together residents and visitors to socialize, dine, shop, be entertained, and celebrate.
- **Inclusive:** Our residents have a strong Jacksonville identity. We respect and care for individuals. All residents share a sense of community and belonging as valued members of our growing community.
- **Connected:** Our many communities are connected by reliable, economical, and accessible transportation. All of our residents have access to reliable broadband and connecting technologies. We have public space programmed for all to enjoy.
- **Infrastructure:** City infrastructure is flourishing with necessities, recreational and entertainment options, and economic opportunities across all zip codes. We are recognized as a “15 Minute City”- where all that an individual/family needs exists within fifteen minutes of their home.
- **Education:** People relocate to Jacksonville to access our best-in-class education. Our universities are integrated with our communities and attract worldwide candidates in technology, medicine, research, and other highly recruited disciplines. We graduate tech-savvy citizens who are sought out by top companies.
- **Business & Industry:** We have attracted and incubated new industry leaders. These businesses choose our region for their headquarters. They access our top talent and launch their world-wide campaigns from Jacksonville. Seasoned and skilled remote workers with choice of location, choose Jacksonville to enjoy our quality of life as they work.
- **Prosperity:** Our city is connected and rich in opportunities for economic mobility and advancement. Our city’s most vulnerable residents see a navigable path to greater health and stability.
- **Leadership:** The Civic Council remains an active participant in and convener of critical conversations and actions that continue to shape the future of the Jacksonville area. Our organization continues to lead and leverage data analytics to make the best decisions for the Greater Jacksonville region.

Building Blocks of Our Vision 2032

Jacksonville has a strong foundation upon which to realize this vision.

- **Geography:** 850+ sq miles, storm patterns often miss JAX, average of 221 sunny days a year
- **Waterways & Coastline:** 1,100 miles of coastline including 22 miles of beaches, 310 miles of the St. Johns River, and 40+ miles of Intracoastal Waterway's (ICW) canals, marshes, and channels
- **Unique Communities:** 34 zip codes, a zoo, wildlife sanctuary, & botanical garden, 10+ museums, three (3) art walks, 22+ annual music festivals, 450 campsites, 1,200 holes of golf, 10 stops on the African American Heritage Trail
- **Renown Medical Care:** 20+ hospitals, 1 of only 3 Mayo Clinics, largest transplant program in the U.S.
- **Education:** 20+ Higher Learning Colleges & Universities in the Region, 130+ Career Academies
- **Parks & Wildlife Reserves:** Largest urban park system in the country with more than 80,000 acres including 400 city parks, seven state parks, three national parks and dozens of gardens and arboretums
- **Economy:** 2.5% Unemployment Rate, 825,000+ folks in the labor force, 20 Major Banks, Insurance & Investment Services Firms, 100+ Headquarters in the Region
- **Transportation:** Three (3) major railroads, one (1) international airport with 250 daily flights, two (2) major interstate highways, four major U.S. highways, JAXPORT Florida's No. 1 container port by volume and one of the nation's top vehicle handling ports
- **Population:** Over 1 million residents, 37.6 median age, 9.3% of the population are veterans
- **Sports:** NFL franchise, AAA baseball team, an American professional soccer team, rugby league football club, American Basketball Association (ABA) team, East Coast Hockey League (ECHL) team, an arena football team, Professional Golfers' Association (PGA) Tour and Association of Tennis (ATP) headquarters, Players Championship Tournament

Our Strategic Priorities



INSPIRE

- 01** Inspire people to act with a vision and story of greater Jacksonville



ADVANCE

- 02** Increase economic mobility, access, and resilience for all community members



PREPARE

- 03** Build a system of education that produces the workforce of tomorrow



CONNECT

- 04** Build places and connectivity that fosters a greater quality of life

Our Key Initiatives

1. **INSPIRE: Inspire People to Act with a Vision and Story of a Greater Jacksonville**

Jacksonville’s best future depends on our ability to define a vision that celebrates our history, candidly assesses our present, and challenges all to work together towards a better tomorrow. The Civic Council aims to share a view of Jacksonville that explains the benefits of our 2025 initiatives on all citizens’ quality of life, so that these initiatives are widely accepted as probable outcomes – not just possible – through sustained effort by Jacksonville’s business and political communities.

Today, Jacksonville has the opportunity to be a dynamic top tier city for all citizens by focusing on quality of life, education, resilience, and connectivity. The Jacksonville Civic Council is committed to inspiring regional residents, Floridians, the United States public, and the world on the vision and story of a greater Jacksonville.

KEY INITIATIVES THROUGH 2025

- **Drive Socialization and Adoption of Our Vision 2032:** This effort begins with engaging our members in our vision for a greater Jacksonville. We will ensure all members are informed and have an opportunity to offer additional insights that will further the implementation and effectiveness of this plan.
- **Convene and Engage Key Stakeholders:** Next, we will engage other key stakeholders including strategic partners, non-profits, elected officials, industry, business, civic, and community leaders.
- **Present the Jacksonville Story:** Launch a public service campaign that could include a “JAX Challenge” highlighting a distinct attribute of our city. Authorize a study to assess perceptions, both locally and nationally, of the Jacksonville area. Lead efforts to develop a public service announcement (PSA) about Jacksonville for distribution first locally then nationwide. Engage elected officials and business and community leaders as partners. Research the return on investment (ROI) of changes considered as part of the implementation of this strategic plan in the Jacksonville area and modify to ensure the greatest ROI.

2. ADVANCE: Increase Economic Mobility, Access, and Resilience for All Community Members

The Civic Council aims to make the Greater Jacksonville region a place where everyone has the opportunity to prosper. We recognize the different needs across communities and will work to establish the partnerships and initiatives necessary to fulfill these needs. We will work to equip Jacksonville's neighborhoods with a sense of security and all foundational assets (e.g., food, transportation, health, education, employment opportunities) required to support a healthy quality of life.

As our city grows, we must continue to innovate to attract new residents while effectively retaining our existing residents and their future generations. By increasing opportunities for all citizens to advance, Jacksonville will be a place where natives stay to raise their families and a place of migration for others who want a better life for themselves and their extended families.

KEY INITIATIVES THROUGH 2025

- **Accelerate Growth and Entrepreneurship:** Increase the number of migrated and home-grown businesses headquartered in Jacksonville. Actively partner and collaborate with other organizations to ensure skill-development services reach those most in need. Present and market job opportunities for residents, graduates, and transplanted individuals to succeed.
- **Strengthen Community Infrastructure:** Evaluate the presence of foundational assets available in each Jacksonville zip code. Build partnerships to ensure residents are able to access affordable health care, reliable transportation, food security, affordable housing and utility resources.
- **Advocate for Essential Community Needs:** Collaborate with regional, local, and state organizations spearheading regional transportation and public safety efforts. Provide feedback on proposed priorities and plans for our region. Advocate for data-driven best practices on improving transportation and increasing public safety for all community members.

3. PREPARE: Build a System of Education that Produces the Workforce of Tomorrow

Education is the engine that powers economic and social development. The Civic Council will continue to serve as an advocate for initiatives that will make Jacksonville a leader in lifetime learning. We will pursue the development of an education system that offers everyone – children, college students, adults, seniors – the opportunity to acquire the knowledge and skills essential to achieve their full potential.

The Civic Council will partner with relevant stakeholders to make robust career and technical education paths available in our community. We will continue to advocate for the greatest educational opportunities for our 170,000+ young learners across Duval’s public, charter, and private schools.

KEY INITIATIVES THROUGH 2025

- **Advocate for Education Policies:** Lead advocacy for reform in our education institutions including but not limited to; equal funding for all public schools, removal of class size limits, choice in education in every zip code, and election of one at-large member for office in Duval County Public Schools (DCPS).
- **Accelerate University Integration:** Foster a greater integration between our institutions of higher learning and our business and medical communities. Actively engage with local academic leadership.
- **Promote Workforce Development:** Collaborate with organizations across the region to advance career and technical path opportunities by reviewing existing programs in our community to determine strengths, best practices, gaps, and opportunities. Actively support entrepreneurship education and incubators.

4. CONNECT: Build Places and Connectivity that Fosters a Greater Quality of Life

The city of Jacksonville spans more than 850 square miles. It is the largest city by landmass in the Continental U.S and home to more than one million residents. Maximizing the opportunities for all our residents to succeed is dependent on our ability to bring Jacksonville together to work across the region, across our communities, and across organizations to increase the quality of life for all. To promote an interconnected city and region, the Civic Council is committed to enhancing transportation, digital access, and social gathering places.

The Civic Council will use its convening power to bring together companies, government officials, nonprofits, and individuals to work together to bring in new business, uplift existing businesses, and explore potential growth opportunities in our city.

We will revitalize, build, invest in, and maintain parks, shopping areas, dining locations, and entertainment venues around our luxurious natural resources including 1,100 miles of navigable water and 80 acres of urban park land. We will position the JCC as a strong advocate in continuing the development of Downtown to be a vibrant central destination for our businesses, residents, and visitors.

KEY INITIATIVES THROUGH 2025

- **Promote an Integrated Region:** Catalyze efforts to develop an Integrated Master Plan for Jacksonville. Partner with relevant agencies, organizations, and stakeholders on increasing our region’s connectivity including physical transportation, digital access, and cross-community outreach and engagement. Promote a distinct and shared Jacksonville identity. Convene and connect organizations and businesses to promote partnerships and innovation opportunities. Promote partnerships among complementary organizations and help them focus on key issues and opportunities for our Jacksonville community.
- **Activate Community Places:** Ensure adequate funding and resources are readily available to build, operationalize, and maintain our parks system, waterfront destinations, and distinct “JAX Only Places”.
- **Engage on Issues of Bias:** Commit to consistently engaging with the community and speaking on issues related to bias, racial discrimination, and social injustices that occur in our community. Acknowledge that ‘silence’ is complicity.

Measuring Success

The Civic Council will continuously assess progress and performance of our strategic priorities and initiatives. For each Strategic Priority, we have identified a set of Strategic Initiatives defined by ‘date-certain’ outcomes that we must achieve by December 31, 2025. At the start of implementation, we will further refine these date-certain outcomes to identify what we must accomplish by December 31, 2024, and then December 31, 2023. To further measure our progress, we will define date-certain outcomes for each quarter of our first year of implementation, March 31, June 30, and September 30 respectively. Civic Council leadership will implement processes for holding itself accountable for achieving quarterly and the yearly outcomes to create the possibility of achieving the longer-term outcomes outlined in our Vision 2032.

Additionally, we have outlined some typical measures for many of the initiatives outlined in our plan for consideration during implementation. These measures may include, but are not limited to:

- **Quality of Life:** crime rate, average commute times, affordability, pollution levels, life expectancy, land use, air quality, demographics, population served by water systems, mortality rate, fitness, and recreational activities.
- **Educational Success:** attainment, academic performance, graduation rates, retention rates, teacher satisfaction, time to completion, higher-education enrollment, course completion rates, university research and development (R&D) expenditures.
- **Labor Force:** employment rate, unemployment rate, labor-force participation rate, job growth, age growth, talent attraction, worker productivity.
- **Economic Growth:** population growth rate, wage growth, innovation rates, startup activity, worker productivity, export growth, upward mobility rates, median household income, business migration, headquarter presence, employees by economic category.
- **Access to Services:** health resources availability rate, public transportation methods, housing affordability, cost of care, consumer broadband availability, food security, social vulnerability score.
- **Communication & Engagement:** number of partnerships, partners satisfaction, public satisfaction, marketing effectiveness, vision awareness, web page analytics, member footprint, opportunity costs, donations.

Specific measures for each Strategic Initiative will be developed as part of the Civic Council’s implementation of this strategic plan. We will place an emphasis on leading measures, which indicate we are on track to achieve our intended outcomes; as well as lagging measures, which indicate we have achieved our intended outcomes.

Moving from Plans to Action

Critical Success Factors

Participation: The Civic Council is excited to work with an array of members and partners in executing this strategic plan. We are committed to providing an opportunity for all members to get engaged and help shape the implementation and drive towards our vision for a greater Jacksonville. The plan takes courage, commitment, time, and ownership by our organization. Thank you for your participation, time, effort, and commitment to the Civic Council and the city of Jacksonville.

Resources: Implementing this plan will require commitment and resources. With the Civic Council operating as a 501(c)6 organization, best practices suggest establishment of a complementary 501(c)3 organization to support fundraising efforts for implementation.

Partners: The Civic Council recognizes the immense and critical role it has embraced. This effort was not taken lightly. We believe our city is poised for significant shifts in the coming years. We want to PARTNER with our other non-profits, residents, businesses, and elected officials to co-create the best future for Jacksonville. We ASK each of you to review this document and reach out to our team to explore ways we can move forward together.

About the Jacksonville Civic Council

Our Commitment

The Jacksonville Civic Council leverages the combined talents, experience, and influence of a diverse group of business and civic leaders to accomplish goals that no individual or organization in our community can achieve alone. Established in 2010 as a nonpartisan, nonprofit organization, the Civic Council brings together chief executives from the nonprofit, business, and government sectors to make Jacksonville the best city it can be. In recent years, the Civic Council has advocated

- Downtown Redevelopment
- Public Education Funding
- Gas & Infrastructure Taxes
- Public Pension Reform
- Human Rights Ordinance
- Opposition to JEA Privatization

Working transparently and with no agenda, for the good of our community, the Civic Council strategically identifies crucial issues, conducts research, and identifies – and advocates for – solutions that will result in positive change. Our members deploy their collective resources throughout the process, remaining focused on the goal of a Jacksonville that is vibrant, growing, sustainable and responsive to the needs of its people.



Appendix A: 2022 Civic Council Members

Bill Adams ■	Emily Dawkins	Mark Lamping	Jamie C. Shelton ■
Fernando Acosta-Rua	John A. Delaney	Michael S. Linnington	Linda H. Sherrer
Russell E. Armistead	Jerry Delgado	David Loop	Alex Sifakis
Doug M. Baer	Juan M. Diaz	Eric Mann*■	Darnell Smith *
John D. Baker, II *	G. Ray Driver, Jr.	Michael Mayo	Diana B. Sorfleet
Tom S. Baker	Brian Evans *■	Greg McGarity	Robert (Bobby) L. Stein
Amy Margerum Berg	Dr. A. Zachary Faison	Amy Mergen	Martin (Hap) E. Stein, Jr.
Mark Bennett	John J. Falconetti	David Miller *■	Cindy Stover *
Jack Boyle	Steve Fischer	Ricardo Morales, III	Dave T. Sweeney *
Henry K. Brown ■	Marty Fiorentino	Michael Munz	Bradley S. Talbert
J.F. Bryan *	James (Jim) M. Foote	Rusty B. Newton ■	Dr. Kent Thielen
Edward (Ed) E. Burr	Fred D. Franklin, Jr. *	Gary A. Norcross	Russ Thomas
Walt P. Bussells	Pat J. Geraghty	Jim O’Leary	Tom VanOsdol ■
Richard (Ricky) A. Caplin	Abel Harding ■	Lisa Palmer	William H. Walton III
Gary R. Chartrand ■	Robert E. Hill	Brian Parks	Michael J. Ward
Rob Clements	Kevin E. Hyde	Herbert Hill Peyton	Nina Waters
Matt Connell	Paul Jones	Ron Price	Blake Wilson
Tim Cost	Charles N. Kauffman	Ambassador John C. Rood	Joe S. York
Daniel Davis	Ronnie King	Peter S. Rummell	
Jed Davis	Mari Kuraishi *■	Michael S. Santarone *	

* Executive Committee

■ Strategic Planning Committee

Jeanne Miller, CEO & President

Dawn Emerick, Ed.D, Senior Director - Public Policy Research

Alex Osborne, Director - Operations and Program Support

Appendix B: Membership Survey Alignment 2022

In September 2022 the JCC deployed a membership feedback survey to obtain intelligence on individuals' satisfaction, preferences, and priorities. The anonymous data gathered has informed our organization's strategic plan and operations. Below is a summary of the survey response report published by Jewel Scott. The summary records the survey alignment with the 2022 strategic planning priorities and desired JCC operations:

STRATEGIC PLAN

- **Community Impact** – Members want the JCC to have a significant impact on the community. They consistently name several past decisions or initiatives that have resulted in a better Jacksonville.
- **Improving Quality of Life** – In their individual comments, members focused on the role of JCC in improving Jacksonville and Northeast Florida and the lives of people who live there.
- **Co-Creating a Vision** – The members' responses affirmed they want a more diverse organization, or an organization that includes more diversity of opinion, which could be accomplished through more substantive interactions with other leaders/leadership groups in the community.
- **Top Voted Priority Areas** – Downtown Development, Public Safety, Pre-K through 12 Education, Public Finance/City Budget, Talent Attraction and Recruitment, Workforce Readiness, Investment in City Infrastructure, Effectiveness/Transparency of Local Government, and Well Being of the Population.
- **Matters of Concern Groupings** – Government / Public Finance (Gov), Downtown Development (Downtown), Education & Workforce (Education), Quality of Life (QoL), Regional Issues Impacting NE Florida / Jacksonville (Regional)

OPERATIONS

- **Meeting Logistics** – 92% of respondents prefer a shorter member meeting, either in person (52 percent) or hybrid (47 percent), and 71% prefer the evening time
- **Meeting Cadence** – 54% showed a preference for meeting four times a year
- **Meeting Materials** - Want to receive materials four (4) days in advance
- **Meeting Agenda** – members want to see the relationship of organizational activities to the strategic plan. They also want to know what others in the community are doing and how those activities relate to JCC's work, and to learn about issues unrelated to the current agenda
- **Meeting Structure** – accomplish the goals of broadening member participation (small group discussions), building their support for the organization and its initiatives, and increasing their knowledge about the alignment of JCC with its strategic plan and the plan's alignment with the needs of the community (panel discussions with leaders from other organizations).
- **JCC Newsletter** – The newsletter should inform and educate members through reporting on the activities and providing in-depth information about the metrics associated with initiatives

Appendix C: Strategic Planning Vision

OUR VISION FOR JACKSONVILLE IN 2032



“A destination of choice for families/individuals, graduates, and businesses”

Appendix D: Strategic Priorities and Initiatives

OUR STRATEGIC PRIORITIES AND INITIATIVES

1. **INSPIRE:** Inspire People to Act with a Vision and Story of a Greater Jacksonville

- Drive Socialization and Adoption of Our Vision 2032
- Convene and Engage Key Stakeholders
- Present the Jacksonville Story

2. **ADVANCE:** Increase Economic Mobility, Access, and Resilience for All Community Members

- Accelerate Growth and Entrepreneurship
- Strengthen Community Infrastructure
- Advocate for Essential Community Needs

3. **PREPARE:** Build a System of Education that Produces the Workforce of Tomorrow

- Advocate for Education Policies
- Accelerate University Integration.
- Promote Workforce Development

4. **CONNECT:** Build Places and Connectivity that Fosters a Greater Quality of Life

- Promote an Integrated Region
- Activate Community Places
- Engage on Issues of Bias