



summer 2005



a progress report...

**Volusia County, Florida
5-year economic development
strategic plan**



Executive summary

The Volusia County Council adopted this Plan in June 2002 following a nine month community-based participation that involved in excess of 250 community leaders as well as citizen input during a series of public meetings held throughout the County. The Plan was shaped and driven by the following overall vision statement:

Generate sustained economic growth of the county by encouraging new investment, creation of value-added full time employment while maintaining the area's abundant natural and manmade resources as envisioned in Volusia Forever and ECHO.

The Plan's central conclusions were as follows:

- To effectively pursue economic growth, the community must better manage its total economic process (business development, tourist development, community development and workforce development). This requires a new emphasis on thinking and acting as a unified county or community first, requiring better cooperative measures between cities, the County and the private sector and to participate as a partner within the region.
- Refocus County economic development efforts on programs to support existing business and existing job skills; enhance economic diversification through continued recruitment of targeted manufacturing, distribution, healthcare and knowledge-based (IT) businesses; and be creative and aggressive in targeting business enhancement programs and supportive of new emerging entrepreneurs.
- Significantly increase funding of capital projects over the next decade in the enhancement of the adult workforce and public infrastructure, and in managing and marketing Council's sustainable economic development program.
- Achieve effective and consistent leadership for planning, infrastructure investment and the delivery of other public services to support economic development and cooperative partnerships with other community stakeholders.
- Accommodate growth through the protection and enhancement of the natural and manmade resources defining the community's existing quality of life.

This Plan was written to address most of the County's major business development liabilities and to focus on opportunities for meeting those conclusions. Funding of the 270 plus strategies outlined in this Plan has been largely possible through improvising

and adapting existing budgets of the participating partners and through an increased emphasis on state and federal grant funding. In little more than 3 years, more than 80-percent of the Plan has been completed or is in the process of implementation.

Why do economic development?

The first step in developing an Economic Development Strategic Plan was to define the meaning of economic development. According to Enterprise Florida and the Florida Economic Development Council economic development is:

“The process of improving the economic health of a city, region or the state by bringing together its assets, resources and political action into a strategy to bring wealth and prosperity to that area.”

Volusia County has addressed the issue of Economic Development in order to:

- increase wealth and prosperity for our communities,
- ensure job opportunities for all County citizens,
- expand the tax base for local and county government to better serve our citizens and for the county’s school system to enhance and support public education,
- improve the quality of life of County citizens by increasing the standard of living through enhanced employment opportunities, and
- ensure a bright economic future for our County.

As it applies to economic development, wealth creation occurs when the community exports products and services outside Volusia County and imports money in return. When companies have wages above the County average, it raises the standard of living and places greater wealth within the local economy. Unlike manufacturing, technology based business, and healthcare, our local retail and service jobs—although needed—circulate less money within our communities due largely to lower average wages and the need to export money for acquisition of goods.

Volusia County government’s support of an economic development program provides a professional and targeted resource effort to direct and stimulate a greater long-term diversification of the local economy. By targeting and publicly supporting higher skilled and higher waged job creation, the County and its economic development partners increase the prosperity and standard of living in the local economy. Diversification from traditional industries helps to import economic wealth and to balance the local economy while making it less vulnerable to market fluctuations.

By encouraging higher levels of new capital investment along with higher waged jobs, economic development expands the tax base thereby providing more dollars for local and county governments. This new tax base continues to provide a stronger cumulative or residual economic return for the community for years to come.

The world is changing. Much of that change can be seen in the very types of jobs that exist compared to those the Plan is trying to attract. Without the effort to diversify by targeting higher skilled and higher wage jobs, Volusia County could continue to fall behind within the regional economy and be left to depend substantially on tourism, services and retirement. Many of Volusia County's cities have partnered with the County's economic development effort to achieve the results of increased wealth and diversification. Example after example of this partnering strategy is evident throughout the pages of this Progress Report.

The process of economic development does not have to be complex. At its best, economic development is both research-based and relationship-driven. The major components of this Strategic Plan are expressed in the following areas:

- We have researched key community factors including demographics, infrastructure, workforce, existing industry base, real estate inventories, tax climate, and quality of life.
- We have evaluated the communities' assets and weaknesses, including the market's economic strengths, weaknesses and threats and have developed targeted strategies for minimizing or leveraging them on a case-by-case basis.
- We have identified targeted industries that leverage the communities' strengths while encouraging a strategy that requires higher skilled and higher waged employment.
- We have capitalized on assisting existing companies and growing industry groups, assembling a variety of business enhancement programs to support international trade, research, technology and commercialization funding and government procurement opportunities.
- We have partnered with our local cities to recruit new capital investment projects and new jobs and have worked together, developing future employment centers to accommodate future capital investment and employer relocations.

Economic Development is a collaborative process. Facilitating site-specific real estate deals, navigating local and state regulatory issues—while demonstrating that transportation and workforce needs are met—has been an important part of supporting potential business recruitment. Other features of the program have been:

- generating leads through marketing, such as trade shows or consultant events,
- providing information on websites and project research to support cost analysis,
- facilitating site tours and community introductions,
- negotiating a variety of partner based incentives, and
- advocating business climate improvements.

Site selection is an elaborate decision process. Business expansion and location decisions are based on the evaluation of many factors. Often, corporate executives and their consultants develop complex matrices to compare cost and other business impacts for twenty or more sites in as many states or locations. We routinely explore a variety of location parameters that are most important to businesses—transportation, labor costs, availability of skilled workers, taxes and incentives, quality of life, and others.

Succeeding in demonstrating a workforce suitable to meet the needs of a specific industry has been quickly followed by the need for available work sites or facilities. It is critical that these basics of all resources be in place and available. The single biggest challenge that has repeatedly confronted Volusia County job growth has been the availability of suitable fixed assets such as manufacturing and office facilities to meet the physical needs of those businesses that are encountered through our business recruitment efforts. Although more than 1,400 jobs have been created or retained through the success of this program since 2002, several thousand potential jobs have been lost during the three year period of this Plan due to the absence of available real estate. Continued work within Goal Five of this Plan will remain a key factor toward meeting and resolving this challenge.

Action plan for change

Economic Development is not just a real estate marketing effort to entice businesses to relocate into the community. Today, economic development is truly about enhancing quality of life. It's about increasing per capita wages, training its workforce, and enhancing infrastructure that in turn will protect and enhance the area's natural resources.

Today, economic development encompasses not only business expansion and retention—it also addresses tourism, community development, workforce development and environmental protection. As a result of significant public input during the planning and drafting of this Plan during 2001 and 2002, six major themes emerged as the guiding “Goals” that the community saw as being the cornerstones for the Plan. They include:

Goal One: Develop and implement a unified approach to economic development—Enhance a unified public and private-sector partnership to encourage expanded local employment opportunities and higher wages through a series of value-added programs designed to support existing businesses, their expansion and the recruitment of new employers.

Goal Two: Business development and expansion—Promote and support positive economic change by conducting strategic activities designed to expand and diversify the existing economy to create additional employment and income opportunities.

Goal Three: Tourism enhancement and expansion—Attract more year-round convention, business, and family special events and ecological, cultural, historical, and outdoor (ECHO) related activities, and to enhance air travel opportunities through the Daytona Beach International Airport.

Goal 4: Workforce development—Ensure training and development of a progressive workforce to meet the existing and future needs of employers.

Goal Five: Community development—Create investment partnerships between the County and the local cities for planning, designing and constructing necessary infrastructure and services to support future employment centers and economic growth.

Goal 6: Maintain and enhance the quality of life-environment in Volusia County—Build on strengths and competitive advantages and provide the necessary infrastructure and services to support and enhance quality of life and economic growth. Maintain, protect and enhance the natural, cultural, educational, health, and historic environment/facilities/programs to meet the needs of the community.

Numerous objectives and strategies have been designed for each of the Goals listed above which provide the means of attaining their individual and collective results.

This Plan has been very comprehensive and has involved the participation of many departments and divisions of county government, the local cities, the workforce board, the school board, the local colleges and universities, the local chambers of commerce and the County's three tourism advertising authorities. While a majority of the Plan's strategies have been assigned to the County's Department of Economic Development, numerous other department's and agencies have been responsible for conducting effective implementation of their portion of the Plan.

The Plan contains six goals, 41 objectives and 271 strategies. Due to the natural integration of this Plan there may be considerable overlap between goals, objectives and strategies that encourage new inter-organizational partnerships and cooperation that leads to a host of new public and private-sector cooperation among the stakeholders. Without this cooperation, the Plan as outlined and as currently achieved would not have been possible.

Goal One

Develop and implement a unified approach to economic development

Increase through a unified public/private partnership ‘at home’ employment opportunities and wages, support of existing businesses, and attraction and expansion of high value-added industry.*

The intent of Goal One, its ten objectives and its 60 strategies, is to create a regional approach to attract investment into the County, its cities and sub-regions. The County’s most immediate competitors have already developed and are marketing this type of unified approach to economic development. *Over 85-percent of the strategies outlined in this section have been accomplished or are in the process of implementation.*

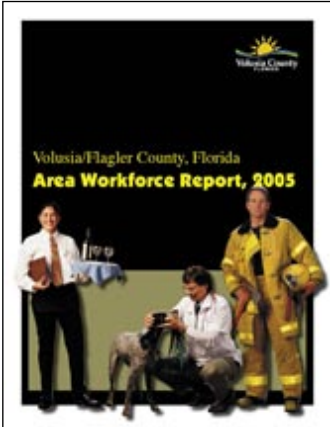
*The term “at home” means within Volusia County.

Goal One was developed to promote a unified public/private partnership and to encourage ‘at home’ or local employment opportunities with valued-added wages through targeting specific industries capable of sustaining a stronger long-term economic impact to the community. This section contains a total of 60 individual strategies outlined to support the 10 objectives established by the community-based Economic Development Advisory Group, who were responsible for the drafting of this 5-Year Economic Development Plan in 2001-2002. More than 90-percent (56 of the 60 strategies) of Goal One has been accomplished within the first three years of implementation and is ongoing. The remaining four strategies that have not been completed have been implemented and the detail of their progress is outlined in the draft following.

OBJECTIVE 1.1 - *Create base line for identifying workforce attributes*

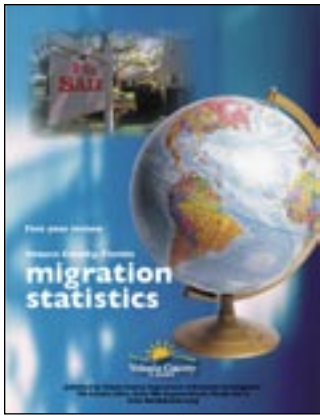
STRATEGY 1.1.1

Establish a routine reporting process for monitoring area workforce statistics and trends, by 3rd quarter, CY 2002 - Accomplished and ongoing: The Department initiated a monthly coordination of employment data from Workforce Florida and with our local Workforce Board in order to monitor changes in the size of the County’s available workforce, the number of individuals employed in the County, monthly trends in unemployment, and the number of local workers commuting outside Volusia County for employment. Additional demographic profiles have been established for key industry sectors to monitor positive and negative employment trends. Employment data has been supplemented with several cross-referenced sources. They include a biannual review of underemployment and an annual migration study which are jointed conducted with the Regional Workforce Board. Both of these studies are used to confirm and strengthen our understanding of changing employment trends as well as their cause and effect. Educational briefings on employment trends are conducted monthly for all staff personnel and a quarterly briefing and information exchange is held between the Economic Development staff, the Regional Workforce staff and the Economic Development staff of the Daytona Beach Community College. A five-year trend is used in order to predict employment numbers by industry within Volusia County. This allows us to project strengths and weaknesses by industry sector and allows future projection of employment, giving us the ability to adjust employment infrastructure and training initiatives.



STRATEGY 1.1.2

Investigate and monitor annual population migration trends to determine local growth rates, by 3rd quarter, CY 2002 - Accomplished and ongoing: The Department established an informational source with the U.S. Internal Revenue Service in order to



track migration of population to and from Volusia County. Data has been collected, tracking migration trends back to 1999. This information allows us to monitor the increase in our local population and the overall income values that are migrating into our local economy. This data is helpful in cross-referencing building and construction data and for sourcing trends that are helpful to the County when targeting specific geographic areas of influence. These indicators aid the Department's decision-making process in determining marketing campaigns for business recruitment and for marketing support data, and also allows the Airport

to target potential hot spots. It provides us with a consistent measure of population trends that aid in our overall planning for future growth demands.

STRATEGY 1.1.3

Establish a routine reporting process for monitoring average wage trends by industry sector, by 3rd quarter, CY 2002 - Accomplished and ongoing: The Department has developed a five-year trend of average wage data by industry group within Volusia County. The average wage data is monitored on a quarterly basis through the use of the ES-202 reports issued by Florida's Workforce Innovation Agency. This data is shared with our community partners and is the basis for much of the grant work we do with both the State of Florida and the federal government. The Department adopts an annual average wage for all Volusia County workers based upon the average annual wage report the Governor's Office issues each January. This official average wage is used as one of the qualifying base line elements for all QTI grants and other program support determinations the Department uses to qualify individual companies for incentives.

STRATEGY 1.1.4

Incorporate and financially support the Senior Corp of Retired Executives (SCORE) toward providing initial small business counseling for business start-ups, beginning 2nd quarter, CY 2002 - Accomplished and ongoing: The Department developed a partnership with the local chapter of the SCORE (now known as SCORE - Counselors to America's Small Business) in order to leverage the volunteerism of the organization, part of the County's overall strategy of providing business mentoring services to small start-up companies throughout the community. The Department maintains a monthly communication with SCORE through our business assistance personnel who work with the organization, conducting business workshops in the community and at the Department's Entrepreneurial Center at the Advanced Technology Center. The Department provides annual financial support to SCORE in the amount of \$5,000 in addition to financially supporting the marketing of their workshop programs.

OBJECTIVE 1.2 - *Create value-added employment opportunities*

STRATEGY 1.2.1

Identify targeted industry sectors that offer value-added employment opportunities by 3rd quarter, CY 2002 - Accomplished and ongoing: The Department completed this task early-on in order to establish the first of the marketing initiatives in 2002. The strengths and weaknesses of the county's workforce, existing industries in place throughout the County, the average wage levels that could be anticipated within specific employment groups and the capability of the community to support specific industries were used in analyzing specific targets. A total of six targeted employment groups were selected: (1) medical product manufacturing; (2) automotive component manufacturers; (3) marine recreational product manufacturing; (4) aviation and avionic product manufacturing; (5) distribution; and (6) office and information technology companies.

STRATEGY 1.2.2

Establish public policy to set targeted wage parameters that provide value-added guidelines by the end of 3rd quarter CY 2002 - Accomplished and ongoing: The Department recognized the importance of establishing a means by which employment could be valued. Adding just any kind of job to the workforce did not necessarily mean that the County's efforts would create added value. For example, although tourism has a major influence within the community, the jobs that are created and supported by this industry carry a statistically lower wage, well below \$18,000 a year on average. In order for the County's efforts to have true value, the average wage of those targeted industries –as well as those businesses in which public investment would be recommended for application–need to be positioned well above the County's average wage at any given period of time. The Department developed a measure of 115-percent of average wage as a fixed baseline in determining a value-added wage. By doing so, those targeted jobs would aid the County in being able to have a positive impact toward improving overall average annual wages. This measure was adopted by using the same criteria used by the Governor's Office in determining eligibility for state incentives. The effective annual wage level for Volusia County is published by the Governor's Office each January. It allows us to adjust this measure on an annual basis. In turn, the Department has recommended to our city partners a similar approach to being able to raise minimum levels of performance when matters of public investment are engaged. Having a qualifying minimum average wage level supports our recommendations when public investment is presented to the County Council. This measure does not prevent the Department from assisting those companies that pay less than a 115-percent average wage but it does create a measure that requires us to examine those projects for other value-added impacts, such as capital investment, or their impact on targeted employment groups, or those interested in locating in less traditional areas of the county such as Oak Hill or Pierson.

STRATEGY 1.2.3

Establish an inducement program to encourage recruitment of value-added businesses by the end of 3rd quarter CY 2002 - Accomplished and ongoing:

Once the Department was able to establish a series of targeted industries and after establishing average annual wage parameters, a series of business inducements or incentives was established. A linkage with state based employment and targeted industry incentive programs was identified and measured in comparison to those currently available at the local city level. A survey of local city incentives along with our regional workforce and training incentives was conducted in order to complete a full inventory of resources available to the overall economic development program. These programs range from local city tax abatement programs for ad valorem and tangible taxes, to wage generated cash reimbursement for high waged and high skilled job creation. The Department

has remained flexible in its overall approach to dealing with business recruitment or expansion incentives in order to maximize our ability to leverage resources between local city and state programs. As of August 2005, a total of \$240,400 in County funds have been budgeted and leveraged with \$961,600 in performance-based employment incentives from the State of Florida. Combined, this direct benefit of over \$1.2-million to relocating



companies such as Environics USA, NSI Intellitec, BBK Performance, DuvaSawko (formerly Healthcare Billing Systems), University Clinical Research and others has generated an estimated 411 new jobs with average wages in excess of 139% of the County’s average annual wage. The Department has also been able to coordinate city participation, providing several hundred thousand dollars in limited tax abatement of city ad valorem and tangible taxes to projects such as Piedmont Plastics, Ocean Design, Ideal Aluminum and others. The Department has not limited its incentive resources to just government. Negotiations originating within the Department also generated \$400,000 in Land Purchasing Credits and the recapture of Transportation Road Impact Fee credits from local land owners that were then used as recruitment and development incentives for projects such as DuvaSawko, Piedmont Plastics and Ark Technologies. Supplementing these various incentives or inducements, the Department has also been active in identifying state and federal grant opportunities to advance the business recruitment as well as the real estate development portions of the Department’s overall



program. More than \$4.48-million in infrastructure grants have been received by the County through the Department’s efforts to support road, water and sewer projects for Ocean Design, NSI Intellitec and BBK Performance and the development of the County’s new DeLand Crossings Industrial Park.

STRATEGY 1.2.4

Support development projects that create physical facilities that foster value-added employment - Accomplished and ongoing: More than \$4.48-million in development grants have been generated by the Economic Development Department in addition to its annual operational budget to support road, water and sewer projects that provide planned, permitted sites to accommodate the construction of physical facilities. Investment of Department funding of \$275,000 in 2004 for the extension of Mason Avenue west of Williamson Boulevard has opened more than 50 acres of new industrial parcels. The parcels have, as of August 2005, generated commitments of more than \$23-million in new capital investment in upscale industrial properties, equipment and machinery. Public investment in the permitting and development of the DeLand Crossings Industrial Park will generate an estimated \$30-million in new private sector capital investment and provide production space for up to 300 new jobs. The County’s investment and development at DeLand Crossings not only provides new industrial acreage but will manage to place more than \$2.7-million of land back on the tax rolls, generating taxable income for the first time in years. The Department is supporting development projects in cooperation with its city partners in DeLand, Ormond Beach, Daytona Beach, Holly Hill and Edgewater that will add hundreds of new acres of industrial and office park sites. Approval by the County Council in June 2005 for a \$300,000 development grant to the City of Edgewater alone will open up 80 acres of new industrial parcels. Each of these investments create improved development opportunities for the construction of physical facilities that will foster new value-added employment for our communities.

STRATEGY 1.2.5

Organize and coordinate a federal contractor procurement fair to provide local access to federal small business set-asides by 4th quarter CY 2003 - Accomplished and ongoing: The Department, in cooperation with our Congressional Offices, helped to sponsor federal contractor procurement workshops. These traditional programs are part of a larger series of workshops and seminars that have been designed to provide technical assistance and awareness to area businesses. In 2005, the Department entered into a contract with the Florida Small Business Development Center’s Procurement Technical Assistance Center to provide a more detailed federal procurement presence to Volusia County companies. This program, which is funded in part by the U.S. Defense Logistics Agency/U.S. Department of Defense, maintains an office presence in the Department’s Entrepreneurial Center at the Advance Technology Center (ATC) in Daytona Beach.

OBJECTIVE 1.3 - Encourage partnering of economic development activities between the County, cities and chambers of commerce

STRATEGY 1.3.1

Create a marketing forum to encourage participation of area chambers, cities and County economic development and workforce practitioners by 2nd quarter CY 2002 -

Accomplished and ongoing: To accomplish this strategy and in an effort to create a means of communication with area chambers, workforce, community college and city personnel, the Department formed the Volusia Information Partnership referred to as the VIP group. Meetings are held several times a year with representatives of these organizations in order to provide an update of economic development activities, workforce data, and community demographics. These forums are used as educational opportunities for updating the community partners and to bring the various organizations together. We were amazed that when we started this process in 2002, few of the more than 40 participants knew each other. It is also amazing to track the turnover that occurs among the more than 20 organizations taking part in these forums. The VIP meetings are also used to market the various services of the Economic Development Department including trade show schedules, marketing initiatives, and training workshops, available to the participants for professional and career development. These forums allow for each of the program partners to share various economic development and other related projects occurring within their municipalities.



STRATEGY 1.3.2

Encourage the participation of chambers, cities, county and workforce practitioners in targeted trade shows for business recruitment by 4th quarter CY 2002 -

Accomplished and ongoing: The Department began its trade show program in 2002 and has maintained an annual schedule that includes three to four shows per year. They include the MD&M Medical Device show in New York, medical products shows in Atlanta and Hartford, the V-Twin Motorcycle Expo in Cincinnati, as well as other targeted industry shows that may be scheduled from time to time in Orlando. Through the formation of the VIP group, the Department has recruited our local city and chamber partners to participate in many of the shows. Representatives from the City of DeLand, Daytona Beach, Ormond Beach, Edgewater, New Smyrna Beach, the Regional Workforce Board and the Halifax Business Development Partnership have all participated in one or more of the dozen or so industry trade shows that the Department has scheduled since 2002.



STRATEGY 1.3.3

Encourage chamber, cities, county and workforce practitioners to participate in workshops and training opportunities - Accomplished and ongoing: As mentioned in Strategy 1.3.1 above, the Department’s formation of the VIP group has allowed various opportunities for the chambers, local cities, workforce and our educational training partners to participate in career development opportunities. One of the functions of the VIP forum is using the time to provide economic development training in areas of marketing, demographics, proposal assistance, collateral development and an exchange of community and industry information that is useful to each of the participating partners. In addition to the series of VIP group meetings held through the year, the Department has also coordinated with the Daytona Beach Community College and others in conducting a series of workshops and seminars that are available to each of the partners as part of a career development opportunity.

STRATEGY 1.3.4

Incorporate the experience and skills presented by the members of SCORE in supporting technology incubation and federal contracting activities by 1st quarter CY 2003 (see Goal 1.1.4) - Accomplished and ongoing: In 2002, the Department began meeting with volunteer representatives of the SCORE organization to determine their needs and the means by which the County could support their objectives. What came out of those earlier discussions was the need for the County to provide annual financial support to SCORE so that their volunteer efforts could be concentrated on counseling services to small and emerging businesses rather than fund raising. As a result, the Department provides an annual support stipend in the amount of \$5,000 to the operational needs of the organization. The Department also expanded this support in 2004 to include an additional \$1,000 a year to support SCORE’s promotion of four business development workshops. In 2005, added office space for SCORE was added within the Department’s Entrepreneurial Center at the Advanced Technology Center to support SCORE’s ability to provide one-on-one counseling services. Efforts to deal with supporting technology incubation have shifted to other more technically oriented organizations while federal contracting opportunities have been established within the Department as a grant supported initiative.

OBJECTIVE 1.4 - Create regional and state cooperative partnerships

STRATEGY 1.4.1

Encourage the area’s participation in the Myregion.org program by 2nd quarter, CY 2002 - Accomplished and ongoing: The Department began in 2002 to actively participate in the Myregion.org initiative and financially supported this regional initiative at an annual level of \$30,000 a year for three years. Representatives of the Department were assigned to the regional planning groups dealing with economic development and transportation. Our staff took the initiative to seek out others in the business community and local government and ad authorities to participate in other technical planning groups

that comprised the Myregion.org. At last review, Volusia County has more than a dozen personnel engaged in several of the more than 12 committees that make up the regional planning effort.

STRATEGY 1.4.2

Participate and coordinate the dissemination of information to and from the Florida High Tech Council by 3rd quarter, CY 2002 - Accomplished and ongoing: The Department along with other community partners including the Daytona Beach Community College actively participates on a weekly basis with the personnel and organizations that comprise the 23-county regional Florida High Tech Corridor Council (FHTCC). Reports on technical programs and economic development initiatives are shared during a weekly conference call that includes about 50 individuals—representing as many organizations—across the Interstate 4 corridor. Local programs and accomplishments are disseminated and exchanged through this coordination of 23 regional partners. Volusia County’s active participation has also resulted in funding for targeted projects including a \$50,000 grant from the FHTCC in 2003 to the County’s Education Consortium—comprised of the presidents and leaders of Stetson University, the University of Central Florida, Daytona Beach Community College, Embry-Riddle Aeronautical University and Bethune-Cookman College—for the development of a web based ‘Virtual Entrepreneurial Center.’

The FHTCC has also funded in 2005 a total of \$40,000 in grants to the Department of Economic Development for the development of a *Technology Outsourcing Guide* and outsourcing web site to promote the technical capability and capacity of local manufacturers to primary government contractors and for subcontracting opportunities.

STRATEGY 1.4.3

Participate in the industry trade show program for targeted industry sectors with Florida Progress, Inc. and other electric utility partners by 3rd quarter CY 2002 - Accomplished and ongoing: Shortly after the creation of the Department of Economic Development in 2001, Florida Progress, Inc. was acquired by the Progress Energy, Inc. headquartered in North Carolina. Florida Progress reorganized many of the former Florida Progress programs as well as the Florida Progress business development staff. The traditional trade show program was dismantled and reorganized. Due to the change in utility ownership and the multi-year reorganization, the Department disengaged from pursuing joint coordinated measures with the utility provider for the purposes of the trade show activities. However, Progress Energy, Inc. provided a \$10,000 co-op marketing grant to the County for the development of collateral marketing materials for industrial sites within their service area located in the western half of Volusia County.

STRATEGY 1.4.4

Coordinate industry referrals with Enterprise Florida, Inc. for dissemination to the County’s Economic Development Program and to the local cities and chambers of commerce by end of 2nd quarter, CY 2002 - Accomplished and ongoing:



The Department initiated discussions with Enterprise Florida, Inc. (Florida’s version of the State Department of Commerce) in 2001. By the end of that year, the Department had in place Joint Cooperative Agreements that designated Volusia County’s Department of Economic Development as the official EDO (Economic Development Organization) contact for Enterprise Florida and a similar agreement designating a Joint Participation Agreement with our Industrial Development Authority for cooperative issuance of Industrial Revenue

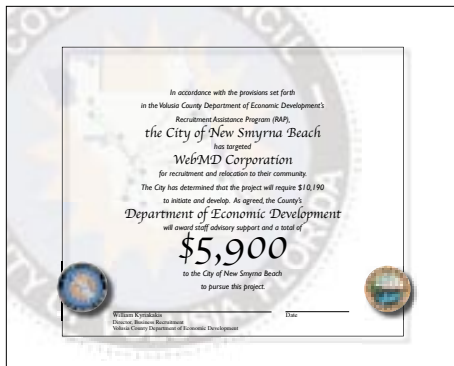
Bonds. Since developing our integrated program with Enterprise Florida we have mutually processed and participated in more than 60 industrial and office technology inquiries, as well as working closely with their personnel on other joint programs including business recruitment incentive grants, joint trade show participation, infrastructure grants for road improvements and more than \$2-million in hurricane disaster recovery loans for more than 80 area businesses that were damaged during the storms of 2004.

STRATEGY 1.4.5

Incorporate the resources and network of the Florida Technology Research Development Authority into a local industry visitation program by 4th quarter, CY 2002 - Accomplished and ongoing: Beginning in 2002, the Department entered into a cooperative agreement to provide on-site visits to Volusia County manufacturers as part of an outreach program with the Florida Technical Research and Development Authority (TRDA). These programs provide our business assistance personnel with technical support by providing up to 40 hours of free technical and engineering assistance that can be applied to solving production and design problems. Several of our local manufacturing groups, including Thompson Pump Company in Port Orange, have benefited from the program.

STRATEGY 1.4.6

Develop a regional forum for the exchange of economic development programming and for the purpose of encouraging and developing collective marketing initiatives among the cities, chambers of commerce and county government by 2nd quarter, CY 2002 - Accomplished and ongoing: This initiative is similar to the performance outlined in Strategies 1.3.1, 1.3.2 and 1.3.3 wherein the Department initiated the formation of a VIP group (Volusia Information Partnership) in order to bring the local chambers and cities together and encourage joint participation. In addition to training and educational values, the VIP meetings also allow the County to coordinate and share a number of marketing efforts that can be jointly beneficial to all participating parties. The County bears the financial costs of scheduling and outfitting trade shows for the benefit of our chamber and city partners. The only investment required by our chamber and city partners is the travel cost involved in going to the trade shows. All other costs including booth space, furniture rentals and other related expenditures are provided by the County.



If we were to charge a prorated share to any of the participating chambers or city partners, it is doubtful that we would see any joint participation. In 2003, the Department designed a program to encourage joint chamber and city participation by funding opportunities to support individual group initiatives to identify, plan and implement a business recruitment strategy involving volunteer group dynamics. All cities were invited to participate in this small grant program being

offered by the Department. Only the cities of Ormond Beach, New Smyrna Beach and Edgewater applied. Each city was encouraged to form a joint effort between the city and their perspective chamber of commerce and engage a public/business initiative to identify a potential business for recruitment to their city. The Department of Economic Development funded these initiatives and offered technical assistance in support of the leadership provided by the individual cities and their business community partners. Many of these efforts are ongoing.

STRATEGY 1.4.7

Leverage existing partnership with East Central Florida Regional Planning Council to establish an 'economic impact model' for area development projects by 4th quarter, CY 2002 - Accomplished and ongoing: No economic model was in place anywhere within the region for measuring community impact due to economic development. Knowing and understanding what the economic and community impact of certain types of development projects have on a community, either positive or negative, is important in evaluating public investment and public policy. Other areas of Florida conduct such studies as a standard practice in the development process. In 2002, the Department of Economic Development approached the East Central Florida Regional Planning Council (RPC) to engage in this type of regional impact review. With the two staffs working together, we introduced the REMI (Regional Economic Modeling Impacts) model to the RPC and due to the lack of funds (REMI requires an investment in excess of \$150,000 to initiate) brokered a partnership with the Tampa Bay Regional Planning Council to cost-share their system, already in place. This initial effort in 2003 grew to a joint regional participation involving a cost-sharing of all the counties that comprise the RPC including Volusia County. The Department invested a total of \$24,000 over a three-year period to help jointly fund the project. Since 2002, the Department routinely models the economic impact of specific projects such as: (1) the economic impact of the closing of the General Dynamics Plant in DeLand in 2003; (2) the economic impact of retaining 200 jobs associated with the Ocean Design project; and (3) the economic impact of public investment in constructing the DeLand Crossings Industrial Park. The leadership provided by Volusia County created the solution to how the RPC could enhance its value to their service area and how it could be funded without impacting existing RPC operating budgets.

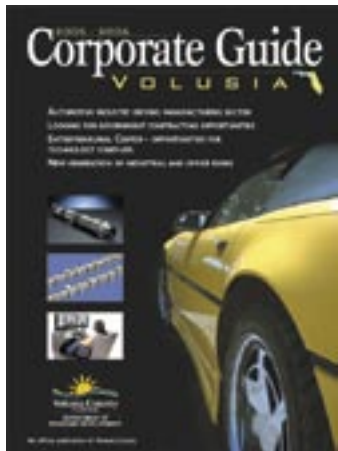
STRATEGY 1.4.8

Leverage existing partnership with East Central Florida Regional Planning Council to participate in a regional “Economic Development Strategic Plan” in order to enhance potential federal funding opportunities and funding ratios by 1st quarter, CY 2003 - Accomplished and ongoing: This initiative was undertaken in 2002 as part of an advance planning effort by Volusia County to have the Regional Planning Council (RPC) begin the process of creating an ‘Overall Economic Development Plan’ which is a pre-cursor to being able to qualify specific public works projects for eligible funding from the U.S. Department of Commerce/Economic Development Administration. The establishment of the *OEDP* was to position the Department of Economic Development to be able to apply for federal funding to support industrial and office park development and our ability to expand industrial and office acreage for future employers. The RPC began moving on this project in 2003 and by 2004 had been successful in securing an Economic Development District (EDD) approval. However during this process, we were able to identify alternative funding sources for many of the Department’s development initiatives and left the RPC to follow their quest for EDD approvals. Today, due to the work of the RPC staff, they have developed access to several new alternative funding opportunities that will be beneficial to supporting other economic development related initiatives.

OBJECTIVE 1.5 - *Develop an overall marketing plan for business development*

STRATEGY 1.5.1

Contract for a professional third party marketing and design agency to assist in the development of collateral literature, ad designs and other related marketing requirements by 2nd quarter, CY 2002 - Accomplished and ongoing: Early into 2002,



the County issued a Request for Qualifications (RFQ) as part of the administrative process to select a qualified professional marketing and design group. The Department of Economic Development received a total of six solicitations and conducted organizational interviews in order to select a professional service provider. As a result of this search for a marketing and design group, Jiloty & Associates of Ormond Beach was selected. In 2003, this contract transferred to Lord & Lasker, Inc. of Lakeland, Florida following their acquisition of Jiloty & Associates. We have initiated dozens of individual projects ranging from small collateral brochures and major publications to ad designs, direct mail campaigns and other related marketing projects. The use of the professional service group encouraged the joint efforts of the Department of Economic Development and Community Information to meet weekly with representatives of Lord & Lasker to plan, coordinate and implement an ongoing series of marketing projects that benefit multiple county project objectives.

STRATEGY 1.5.2

Design collateral literature to promote a Business Assistance Team involving the cities, the chambers of commerce and the County’s economic development practitioners by 3rd quarter, CY 2002 - Accomplished and ongoing: In 2002, the first of a series of business assistance brochures were developed jointly promoting the coordinated efforts of the County’s economic development staff with personnel in the county’s chambers of commerce, local cities and other business organizations. This initial joint promotion was among the first of the brochures that were designed in order to enhance the awareness of the new coordinated business assistance services featuring contact information for all groups involved in supporting business development activities throughout the county.

Strategy 1.5.3

Design and develop a series of community based collateral literature by 4th quarter, CY 2002 - Accomplished and ongoing: Few community or city brochures existed in 2002. What little information was being used came from various sources with varying aging and design inconsistencies. In 2002, a series of city brochures were designed to provide an introductory image to 12 of the 16 cities county wide. These brochures were designed to promote the positive image of each of the participating communities and featured a series of community based demographic and statistical information, all generated from the same data source. The brochures were provided to the cities at no cost and served, in many cases, as the only brochure featuring their communities. More than 30,000 of these brochures have been distributed since 2002. A second series of these valued brochures is now being designed and updated with the latest demographics.

STRATEGY 1.5.4

Design and develop a series of community based electronic collateral materials by 3rd quarter, CY 2003 - Accomplished and ongoing: Using the city brochures as a basis, the format was converted in 2002 for use on the County’s Economic Development Department’s web site, *floridabusiness.org*. More than 20,000 unique users visit this web site every month. The Department’s web site has been redesigned and the community-based information has been upgraded for ease of use.



STRATEGY 1.5.5

Integrate community based data to the County’s internet, provide linkage to chambers of commerce and city internet sites by 4th quarter, CY 2002 - Accomplished and ongoing: The project was completed and implemented by mid 2002. Many of the cities and local chambers of commerce have linked their web sites to the County’s *floridabusiness.org* site in order to refer their visitors to the demographic information and for other community reports and sources located within the site. Again, the

Department's web site has recently been redesigned to incorporate new ideas and a more progressive overall image.

STRATEGY 1.5.6

Investigate appropriate trade show venues and coordinate participation with Enterprise Florida, Inc. and area electric utilities by end of 3rd quarter, CY 2002 -

Accomplished and ongoing: The Department began a trade show planning schedule in 2002. Following the design and acquisition of appropriate show collateral and display equipment, a series of industry trade shows related to the targeted industries outlined in the Strategic Plan were identified and scheduled for the County's participation. Trade shows featuring medical product manufacturers, automotive/motorcycle component and aftermarket product manufacturers, marine industry manufacturers and general manufacturing OEM companies were scheduled at a rate of three to five shows per year. The Department uses these shows to feature the benefits of doing business in Central Florida and promotes our communities' interest in facilitating a company's relocation to our market. We have used these shows to reinforce and coordinate other marketing initiatives, such as our direct mail campaigns as well as our telemarketing initiatives. They have also become excellent tools for training staff and for encouraging partner participation from the County's cities and chambers of commerce. Besides County staff, volunteers and participants from Ormond Beach, Daytona Beach, Edgewater, DeLand and Port Orange, the Halifax Business Development Partnership and the Halifax Area Ad Authority have participated in the County's trade show program. More than 50,000 pieces of County and city marketing materials have been distributed through this initiative.

STRATEGY 1.5.7

Develop data bases for targeted industry groups—aviation/avionics, automotive component/sub assembly, marine/marine recreational, medical device by 4th quarter, CY 2002 -

Accomplished and ongoing: Department staff have developed and managed a database of targeted industries that includes more than 15,000 companies. This collection of industry contacts serves as the core of our marketing capabilities. Developed around the business recruitment targets that were identified in the targeted industries study conducted during the drafting of the Economic Development Strategic Plan, the targeted industries include medical product manufacturers, aviation/avionic product manufacturers, marine recreational product manufacturers, and automotive component manufacturing companies. Databases for medical product, aviation product and auto component manufacturers have been completed and include in excess of 15,000 individual companies located in our geographically targeted markets of New England and the Mid-Atlantic states. Two of about every three projects the Department engages in are related to these targeted industry groups.

STRATEGY 1.5.8

Develop a targeted industry Marketing Strategic Plan for identifying and recruiting information technology industry groups by 2nd quarter, CY 2003; ongoing - This task is not completed and requires additional initiatives to achieve: Efforts to outline a

more detailed plan have not been written to date due to the absence of existing larger scale Class A or Class B office facilities. The Department, along with our community partners from the Regional Workforce Board and the Daytona Beach Community College, has engaged—on several occasions during 2003, 2004 and again in 2005—in active opportunities to recruit no less than six office based or information technology companies with required employment compliments of up to 600 middle-waged and middle-skilled personnel. Each time we engaged these projects, we are able to competitively compete in the community review cycles along side several dozen other communities. This success has been due in part to the strength of our marketing approach combined with the existing skills and educational values found in the Volusia workforce, and the aggressiveness of the Daytona Beach Community College’s training programs. Where we are not successful is with existing real estate or more accurately the absence of 50,000 square foot to 100,000 square foot office facilities. We will not be able to accomplish this strategy until we can solve the issue of availability of office space within the marketplace. Other strategies contained within this Plan address these concerns but require time and significant investment to accomplish.

STRATEGY 1.5.9

Develop a targeted industry Marketing Strategic Plan for medical product manufacturers by 3rd quarter, CY 2003 - Accomplished and ongoing: The first targeted industry group that the Department focused on was medical project manufacturers. Initial research by the Department found that about 30-percent of our manufacturing workforce is employed by local companies that manufacture medical related devices or healthcare products. Much of our initial marketing work in 2002, 2003 and 2004 concentrated on this industry group. The Department initiated the compiling of more than 5,000 medical product companies as part of our marketing targets, used in our direct mail and telemarketing campaigns. In addition, we have incorporated our trade show program around medical products by participating in the Medical Device & Manufacturing show in New York City, home medical products shows in Atlanta and in Orlando, the BIO Entrepreneur show in Washington, D.C. and the Medtrade show in Hartford, Connecticut. The Department designed a series of advertisements and brochures in 2002 and



and telemarketing campaigns. In addition, we have incorporated our trade show program around medical products by participating in the Medical Device & Manufacturing show in New York City, home medical products shows in Atlanta and in Orlando, the BIO Entrepreneur show in Washington, D.C. and the Medtrade show in Hartford, Connecticut. The Department designed a series of advertisements and brochures in 2002 and

2003 that focused on this industry group. These collateral materials are the basis of our direct mail campaigns in the greater Boston Area, Connecticut and on Long Island. The medical product market continues to be a key focus of our marketing strategies. Articles, advertorials and display ads promoting the benefits of doing business in Volusia County have appeared in publications such as *MX* and *MD&M* magazines, the *Florida High Tech Corporate Guide* and *Medical Product News*. More than a million print exposures featuring Volusia County have been featured and published in these medical trade publications.

STRATEGY 1.5.10

Design a series of advertorial ads by 2nd quarter CY 2003 - Accomplished and ongoing:

A series of advertorials (an ad that does not look like an ad but is designed to appear more like part of the flowing text of the publication) was designed to feature topics like *The Daytona Beach you may not know* and *We're looking for a few good companies to invest in*. Each of these designs featured the importance of the medical technologies and products manufacturing environment that already exists in Volusia County. They appeared in medical product magazines and were used as individual promotional handouts at trade shows. They were also mailed as part of our direct mail campaigns to over 3,000 medical product manufacturers in Massachusetts, Rhode Island, Connecticut, New York and New Jersey. Additional advertorials have been developed focusing on some of our recruitment success stories such as ForHealth Technologies and University Clinical Research.



STRATEGY 1.5.11

Establish an aerial electronic photo file for key targeted activity areas by 3rd quarter, CY 2002 - Accomplished and ongoing:

The need for an aerial photography library was addressed in 2002 with the acquisition of the *30th Edition of the Volusia County Aerial and Map Atlas*. This series of aerial photos provides a real estate parcel-to-image collection that is an important part of the Department's planning and programming needs. The aerial images cover the entire County. In addition to these photos, the Department has worked closely with the County's Community Information Department and Mosquito Control to coordinate the photography of specific project areas. These photographs provide individual project support and allow our graphics and marketing staff to incorporate the images into proposal documents. These photos are updated or targeted as needed. Additional aerial photographic support is found in the ongoing investments that the County Council makes in the development and ongoing support of the County's GIS System. Collectively, the photographic library continues to grow and support the overall economic development and marketing program. These resources are also shared with our local city and chamber partners.

STRATEGY 1.5.12

Design and print direct mail collateral for medical product manufacturers by 4th quarter, CY 2002 - Accomplished and ongoing:

The first of our direct mail campaigns was undertaken in 2003, focusing on medical product manufacturers in the Greater Boston Area. More than 600 specially designed packages and more than 4,000 telephone calls were initiated





to gauge the interest of targeted companies in a possible Florida relocation or expansion of their business. This campaign resulted in several site visits and ongoing discussions. A similar campaign was conducted in 2004 on Long Island and in Connecticut. Both campaigns developed more than a dozen projects, many of which are ongoing. These award winning campaigns were recognized

by the Florida Economic Development Council for their creativity and effectiveness for business recruitment efforts, receiving top honors in 2003 and 2004.

OBJECTIVE 1.6 - *Develop industry/business recruitment program*

STRATEGY 1.6.1

Identify medical product manufacturers for recruitment by 3rd quarter, CY 2002, ongoing - Accomplished and ongoing: The first stage of this strategy had been accomplished by the close of 2001 with the development of a database containing approximately 5,000 names of companies manufacturing medical devices and other medical consumable products. These company names are concentrated in the targeted geographical regions of New England, the Mid-Atlantic states and Florida. Following the development of this targeted group, printed collateral was developed by our marketing team addressing medical product manufacturing in Volusia County. The Department of Economic Development began a series of direct mail campaigns to those companies located in Massachusetts, Rhode Island, Connecticut, New York and New Jersey beginning in 2002. The use of this medical product manufacturer's database is ongoing.

STRATEGY 1.6.2

Begin identifying and establishing working relationship with regional and national site selection organizations by 3rd quarter, CY 2002, ongoing - Accomplished and ongoing: Staff was assigned the responsibility for identifying and beginning a series of communications and meetings with representatives of regional and national site selection companies. These companies specialize in a community selection process for expanding and relocating companies throughout the United States, representing clients that usually can be found within the Fortune 1000. The first of these organizations were approached by Mr. Michael and Mr. John Graham during a trip to Chicago in 2002, at a dinner meeting arranged to introduce our community to a group eight site selection companies. Additionally, the Department of Economic Development has joined with the State's Enterprise Florida group in participating in site selection consultant meetings in Atlanta, Chicago, Greenville, S.C., and New York. Local staff has also initiated independent efforts to establish relationships with additional site selection consultants in Boston, New York and Phoenix. The majority of inquiries generated through this venue are for information office and technology companies.

STRATEGY 1.6.3

Identify targeted industry trade shows and coordinate cooperative opportunities with Enterprise Florida and area electric utilities by 1st quarter, CY 2003, ongoing- Accomplished and ongoing: Upon the completion of the first database on medical product manufacturers, the Department of Economic Development identified a series of industry trade shows that focused on the medical product industry. The use of trade shows is part of an overall marketing approach that includes direct mail, telemarketing, strategically placed industry-specific advertising, article placement and trade show participation. This approach allows Volusia County to place its business recruitment message in a variety of forums in order to reach or reinforce our presence within the industry. The Department of Economic Development has participated in the trade shows for the medical products and automotive components industries and is currently working to expand this exposure to the aviation components industry. The Department participates in a series of three to five industry trade shows annually. Representatives from our local cities, chambers of commerce, workforce group and area colleges and universities are invited to participate in these forums. Representatives from Daytona Beach, Ormond Beach, Port Orange, Edgewater, New Smyrna Beach, DeLand, Halifax Business Development Partnership, the Regional Workforce Board and the Halifax Ad Authority have participated in one or more of these events.



STRATEGY 1.6.4

Organize targeted industry/commerce recruitment support teams by 1st quarter, CY 2003, ongoing - Accomplished and ongoing: Every prospect that becomes a project has an organized recruitment team assigned to support gathering information and preparing a presentation to the company. These recruitment teams are lead by personnel from the Department of Economic Development and involve representative from the workforce and training organizations, representatives from those cities where the prospect has focused their search, from those organizations representing the property ownership and from others as needed. Due to the nature of site selection, each project requires a different set of team members to deal with specific individualized needs. The core of these recruitment teams are usually composed of representatives from the County, Workforce Development and the Community College.

STRATEGY 1.6.5

Establish databases for supporting targeted medical product company direct mail and telecommunications initiatives by 1st quarter, CY 2003, ongoing - Accomplished and ongoing: This strategy was accomplished early in 2002 and has been an ongoing maintenance project since. The database for medical product manufacturers contains

approximately 5,000 company names and their contact personnel within the geographically targeted markets of the New England and the Mid-Atlantic states. Direct mail campaigns are usually directed to a specific state and usually contain a mailing of 500 to 700 pieces. These mailings are followed up by individual telephone calls to each company to determine the company's interest in a possible business relocation or expansion to the Florida market. Multiple direct mail campaigns have been conducted annually since 2002 and most are followed by a concentration of telephone calls.



STRATEGY 1.6.6

Coordinate recruitment efforts with participating developers

by 4th quarter, CY 2002, ongoing - Implemented and ongoing: The Department of Economic Development has staff assigned to work with a series of site selection consultants (see Strategy 1.6.2 above) and developers in order to encourage capital investment within Volusia County. Efforts to identify those developers that focus on industrial, office or warehousing development are the focus of this effort. The Department meets regularly with interested developers and investors seeking real estate locations to develop projects ranging from single family housing to commercial and industrial. The Department serves as an information center many developers use in formulating their level of interest toward investing within the Volusia County market.

STRATEGY 1.6.7

Coordinate recruitment efforts with participating local, regional and national commercial realtors by 1st quarter, CY 2003, ongoing

Implemented and ongoing: A real estate inventory of available existing industrial and major office facilities and industrial parcels was developed as part of the County's electronic web site. This real estate inventory allows local and regional commercial realtors, individual property owners and local municipalities to list any properties they may have available within the Volusia County market. The site is constantly updated, with area commercial realtors encouraged to list their available buildings and industrial parcels on the site. These listings are available at no cost and provide the commercial realtor with the ability to have direct contact with individuals interested in their listings. The County's real estate inventory averages about 150 property listings and averages about 20,000 unique viewers monthly.

STRATEGY 1.6.8

Allocate funding to support advertising to targeted industry groups by end of 3rd quarter, CY 2002 - Accomplished and ongoing: An annual marketing budget to support targeted industry advertising was established in 2002. This budget has been maintained annually since then with approximately \$400,000 a year dedicated to support advertising, collateral development, direct mail, telemarketing campaigns and trade shows. The first of the targeted industry advertisements appeared in 2002 in *MX* and *MD&M* magazines, which are dedicated to the medical device manufacturing sector. More



than 1,000,000 print images have been generated on behalf of Volusia County in the medical product targeted industry alone. Additional ad placements have appeared in other national trade publications as well as several regional and state publications such as the *Florida High Tech Corporate Guide*, the *Maddux Report*, *Florida Trend Magazine*, the *Orlando Business Journal*, and the *Jacksonville Business Journal*. To research the aviation and aerospace targeted industry, one of the County’s economic development partners, Embry-Riddle Aeronautical University, has provided cooperative advertising space in their alumni publication, with an 80,000 worldwide circulation.

STRATEGY 1.6.9

Provide a quick response proposal format for responding to industry inquiries by 4th quarter, CY 2002 - Accomplished and ongoing: As part of the staffing of the Department of Economic Development, a graphics and design position was included to specifically deal with the development of proposal formats for all industry responses. This central focus on proposal writing and development allows for consistency in the Department’s approach to responding to an economic development inquiry in a professional and timely manner. This staff position works as member of the business recruitment team from the outset and is responsible for collecting the various data, mapping and graphic images necessary to present the Volusia County response to the company or consultant representing the project.



STRATEGY 1.6.10

Establish flexible inducement program to encourage value-added employment and capital investment by 3rd quarter, CY 2002 - Accomplished and ongoing: More than \$520,000 has been approved by the County Council to be invested as business inducements since 2002 to encourage value-added employment and capital investment. The flexibility of the program allows for adaptability to maximize effective public investment in mitigating risk and encouraging relocation or expansion of business and employment activity within Volusia County. The program relies strongly on the County’s ability to leverage financial resources with our local cities and the State of Florida. The County Council’s investment of \$520,000 since 2002 has been leveraged with more than \$1,981,000 from other economic development partners ranging from local city and state governments to the area’s workforce development group, private property owners and other donors interested in supporting the advancement of new job creation in Volusia County.

STRATEGY 1.6.11

Provide administrative support in identifying local and state employment incentives by 3rd quarter, CY 2002, ongoing - Accomplished and ongoing: The Department of Economic Development together with the Regional Workforce Board established a monthly meeting format in order to exchange employment statistical data and better coordinate available worker incentive funding. The County developed an employer incentive investment plan to encourage high skilled and high waged employment from those companies the County was seeking to recruit or provide public resources to as part of their expansion within Volusia County. An average annual wage performance level was established to encourage higher wages. That performance level has been based upon 115-percent of the county’s average annual wage in order to encourage a better higher performance of the area’s average annual wage expectations. These guidelines are consistent with the use of state funding and have been encouraged as recommended guidelines to our city partners. Since 2002, the County Council has invested a total of \$320,000 in local wage incentives based upon this higher performance requirement and has managed to generate an additional \$1,281,000 from the State to support new and existing employers receiving \$1,601,000, for an estimated 511 new-to-Volusia County jobs averaging in excess of \$39,000 in average annual wages. The average annual wage data that is used to establish this annually adjusted wage level is provided by the Governor’s office every January. As of the drafting of this document, the average annual wage level for Volusia County is \$27,500 requiring a minimum of wage of \$31,050 in order for an employer to qualify.

STRATEGY 1.6.12

Create a commission ‘incentive pool’ to encourage commercial realtor support for directing new construction projects to designated county and city owned project sites by 3rd quarter, CY 2003 - Implemented but not yet completed: Recognizing the importance of the role that commercial realtors play in the economic development process, the Department has outlined and drafted a real estate commission program to support the payment of commissions for those project referrals that are made for companies interested in acquiring or leasing building sites on public lands. Currently, area commercial realtors avoid referring potential clients to publicly owned property because of the absence of paid commissions. The impacts of this initiative involve both the County and the various cities and require additional discussion with all parties before a final program is presented to the County Council and other participating city partners.

OBJECTIVE 1.7 - Create an electronic tracking system for prospect management

STRATEGY 1.7.1

Design and implement the development of a customized tracking system for managing business inquiries, prospects and projects by end of 3rd quarter, CY 2002 - Accomplished and ongoing: The purpose of this Strategy is to develop an electronic

system capable of supporting the inventorying and monitoring of business inquiries that are received by the Department. The system is designed to record each of the inquiries as they are generated and track their source of origination. This information allows the Department to monitor partnerships and referrals from other organizations and track prospect activity. This tracking system also supports staff’s ability to evaluate effective use of resources and to fine tune future marketing expenditures that are designed to generate business inquiry leads. This project began in 2002 and was completed in 2003. The initial service provider failed to design a system capable of producing an adequate reporting system and a series of changes to the software was required to complete the project.

OBJECTIVE 1.8 - Identify targeted recruitment markets

STRATEGY 1.8.1

Leverage the recognition value of value-added events and develop a targeted marketing plan for identification and recruitment of automotive components and sub-assembly manufacturing and value-added support industries by 2nd quarter, CY 2004 - Accomplished and ongoing: Beginning in 2004, the Department expanded its targeted industries marketing program by expanding it to include the development of a targeted list of manufacturers engaged in the production of vehicle components that support manufacturing automobiles, trucks and motorcycles components. The largest industry trade show for the motorcycle aftermarket—the V-Twin Expo—was added to the Department’s trade show schedule and coordinated with another in a series of direct mail campaigns designed to identify those companies manufacturing aftermarket products for motorcycles. Representatives of the Halifax Area Business Development Partnership were also recruited to participate in this venture which was held in January, 2005 in Cincinnati, Ohio. During 2004 and 2005, the automotive and motorcycle components industry accounted for several of the Department’s primary projects including the recruitment of NSI Group and its purchase of the former General Dynamics Specialty Vehicle Division (DeLand), BBK Performance, LLC (DeLand) and ARK Technologies (Daytona Beach). These projects, when in full operation, will account for an estimated 175 high skilled and high waged jobs.



Representatives of the Halifax Area Business Development Partnership were also recruited to participate in this venture which was held in January, 2005 in Cincinnati, Ohio. During 2004 and 2005, the automotive and motorcycle components industry accounted for several of the Department’s primary projects including the recruitment of NSI Group and its purchase of the former General Dynamics Specialty Vehicle Division (DeLand), BBK Performance, LLC (DeLand) and ARK Technologies (Daytona Beach). These projects, when in full operation, will account for an estimated 175 high skilled and high waged jobs.

STRATEGY 1.8.2

Leverage the recognition value of the marine and recreational environment by developing a targeted marketing plan for identification and recruitment of marine recreational products and aquatic sporting related product manufacturing by 4th quarter, CY 2003 - This strategy has not been accomplished: There has been no need to

develop a marketing plan for this targeted industry largely due to the level of activity that has naturally occurring within the market. In 2003, the Department worked with a Rhode Island yacht manufacturer and the City of New Smyrna Beach for nearly nine months to develop a manufacturing site at the City’s small cogeneration facility site just east of the New Smyrna Airport. The project was released after the City withdrew the site for further development. The loss of this company and the 100 high skilled master craftsmen positions required to build these custom multi-million yachts was a great disappointment. However, the Department has been engaged with other marine related ventures since 2003 resulting from expansions of existing marine and boat manufacturers already located within Volusia County and by those that have responded to the Department’s general advertising and advertorial campaigns. In mid 2005, the Department began competitive discussions with the Brunswick Corporation’s Saltwater Boat Group for a divisional headquarters, research and development facility. This effort is being coordinated with several of our local partners including Ormond Beach, Port Orange and the City of Edgewater. The County Council has aided this effort by approving a local match requirement of \$80,000 to help the Department’s effort to leverage an additional \$320,000 grant from the State of Florida to support the \$6-million project that will add an additional 100 or more high waged and high skilled jobs to this

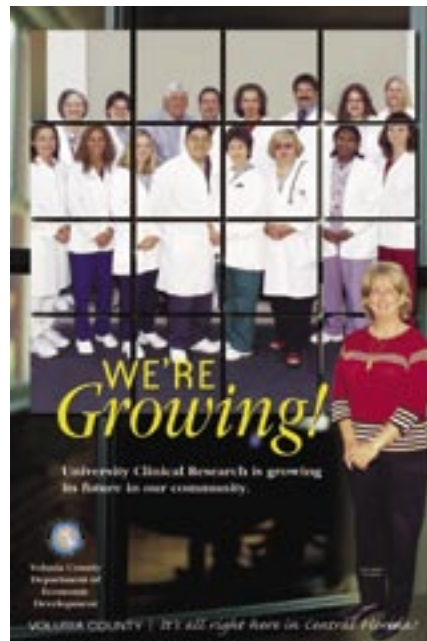


industry sector. The County Council has also been active in financially supporting an infrastructure grant in the amount of \$300,000 to the City of Edgewater. This grant is being used to provide road access to an additional 80 acres of industrial sites at the Parktowne Industrial Park. This Park supports much of the marine industry’s manufacturing activities in southeastern Volusia County.

STRATEGY 1.8.3

Leverage the recognition of existing high-valued manufacturing of medical related products by developing a targeted marketing plan for the identification and recruitment of medical and biotechnology related products and their value-added support systems by 1st quarter, CY 2003; ongoing - Accomplished and ongoing: Beginning in 2002, the Department of Economic Development assembled a list of over 5,000 medical product companies within the New England and Mid Atlantic states as part of an overall marketing initiative that has included a series of medical device and medical product trade shows, direct mail campaigns, telemarketing campaigns, a medtech media tour and strategically placed advertising in medical product trade publications. The marketing plan to raise awareness within the medical product manufacturing community continues as the core of the County’s overall business recruitment initiative. Beginning in 2002, the Department of Economic Development has been engaged in several medical product manufacturing projects including the relocation of ForHealth Technologies (Daytona Beach), the expansion of University Clinical Research (DeLand) and Gambro Renal

Products (Daytona Beach). The County Council has supported these projects with an estimated \$75,000 to support employment performance incentives. The Department of Economic Development has leveraged those funds into an additional \$275,000 from the State of Florida in support of these three companies, who have added more than 150 new high skilled and high waged jobs to our community. In addition to the work of the Department of Economic Development, the City of Ormond Beach succeeded in facilitating the relocation of Germ Free, Inc. from southern Florida to the City's Airport Industrial Park. Germ Free opened their Ormond Beach facility in 2003 and has more than doubled since that time adding several dozen new workers to the area's economy.



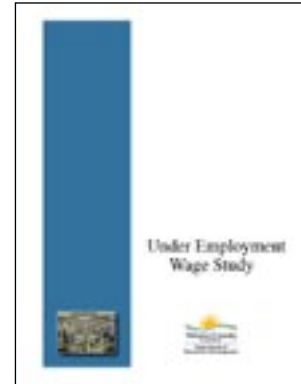
STRATEGY 1.8.4

Leverage the recognition values of higher-valued educational capacity (ie: ERAU) and existing investment in aviation facilities by developing a targeted marketing plan for the identification and recruitment of avionics and aviation related manufacturing, engineering and design companies by 3rd quarter, CY 2003; ongoing - Accomplished and ongoing: Beginning in late 2003, the Department of Economic Development began to expand its targeted industry's program to include the identification of those companies that manufacturer aviation and avionic related components. More than 2,500 aviation related manufacturers were identified in the Connecticut, Long Island, New Jersey and New England markets. Direct mail campaigns were designed and implemented in 2004, together with a series of telemarketing initiatives, in order to identify those companies that would consider an expansion or relocation to the Florida market. More than a dozen companies responded to these efforts and one-on-one meetings were held in Connecticut and on Long Island as a result. Many of these prospects are ongoing requiring continued follow-up by staff. The importance of Embry-Riddle Aeronautical University has been incorporated into this marketing initiative. Many of the initial aviation inquiries identified are generated through the University's network. University personnel and Economic Development Department staff meet on an ongoing basis to explore the potential and feasibility of many of these inquiries. Beginning in 2003, County Economic Development and Airport staff have also been engaged with the University in the planning process for the creation of a Technology and Research Park along Clyde Morris Boulevard in Daytona Beach. This six to eight year project will be the basis for future research and development of aviation technologies and product commercialization and will serve to focus the importance of the Daytona Beach International Airport properties as a center for aviation technologies and job creation. In 2005, the Department expanded the role of it's aviation focus by participating with the State of Florida's Aviation Industry Recruitment Initiative in formulating additional support elements including airport property development strategies and introducing

the role of Embry-Riddle into the State’s Strategic Planning process for aviation business recruitment. In 2005, the Department began discussions with the University to develop a jointly sponsored research and development program created to support local industry’s efforts to acquire federal contracts for technology development and commercialization.

STRATEGY 1.8.5

Identify the level of the existing “underemployment” market with existing work skill sets adaptable to support Customer Service and Information Technology Office operations by the end of the 3rd quarter, CY 2002 - Accomplished and ongoing: The Department of Economic Development, in cooperation with the Regional Workforce Board staff, identified a third party employment consultant from Texas capable of measuring Volusia County’s underemployed market and its existing level of skill sets and wage values. By utilizing a recognized modeling format and conducting just under a thousand interviews of area workers and residents, the first review of Volusia County’s underemployed workforce was evaluated and identified in 2002. *Underemployment simply represents the existence of available workforce with higher existing work skills than the skills required within their current employment.*



The data collected from the worker interviews were applied to a workforce model used by the U.S. Department of Defense to determine work skill levels and impacts in communities they are seeking to place Defense Department projects. Our interest in Volusia County was to identify the number of workers that could be mobile within the market to support larger employer recruitment projects. More than 42,000 area workers were identified as underemployed and readily available to transfer to another job, if made available. This study is an important part of the business recruitment data provided to larger employers. It helps them understand the level of worker availability and anticipated wage levels required to form the size of worker pool necessary to support their relocation to the Volusia County market. This study was repeated and updated in 2004 and most likely will be repeated again in 2006. An estimated total of 18,000 to 20,000 workers with computer, customer relations and operational skills have been identified as having the necessary skill levels required to support the business recruitment of those industries and employers engaged in customer service and operational service centers, which are among the six targeted industries outlined in the Economic Development Strategic Plan.

STRATEGY 1.8.6

Determine the level of the existing “underemployment” market with existing work skill sets adaptable to support Distribution and Logistic relocation by 4th quarter, CY 2002 - Accomplished and ongoing: The work outlined above in Strategy 1.8.5 also included the focus on distribution and logistics workers. A work pool of approximately 12,000 workers has been identified as available within the Volusia County workforce to support the workforce needs for any distribution industry employer. Distribution

and warehousing are among the six targeted industries outlined in the Economic Development Strategic Plan.

STRATEGY 1.8.7

Identify a funding partner to conduct a “Market Feasibility Study” to determine the level of potential for the creation of Remote Redundancy Facilities (RRF) within the banking, insurance and communication industries by end of 3rd quarter of CY 2003 - Initiated but not accomplished: One of the key development issues following the disaster of September 11, 2001 was the realization by many companies within the financial, insurance and communication industries that they need remote redundancy facilities available far outside the areas where their main operational centers existed. This strategy received much attention within the real estate industry in the months following the 911 attack and at a time when this Economic Development Strategic Plan was being written. As the industry began to study the economic requirements of creating duplicate backup facilities and with no other pending threat to their information infrastructure, this strategy lost its importance and was found to be no longer a viable marketing strategy by the very industry that suggested it. However, as early as the winter of 2001-2002 the Department of Economic Development staff began a series of discussions with the Florida High Tech Corridor Council to determine if there was a level of interest in pursuing this strategy. Meetings were also held with site selection consultants in Chicago that were driving these initiatives nationwide. By the spring of 2002, the urgency and the demand by industry to pursue this strategy vaporized.

Objective 1.9 - Create public/private ambassador teaming strategies

STRATEGY 1.9.1

Establish industry sector recruitment support teams by 1st quarter, CY 2003; ongoing - Accomplished and ongoing: The Department has designated individual staff to be responsible for key elements within each of the targeted industries with the exception of the distribution/warehousing sector. Staff seeks community participation from representatives from our community chambers and city partners as well as the business community and area colleges and universities to supplement specific skills or organizational involvement in various business recruitment projects and elsewhere as needed.

STRATEGY 1.9.2

Begin participation in meetings with regional and national site selection organizations by end of 2nd quarter, CY 2002; ongoing - Accomplished and ongoing: Beginning in 2002, the Department began to compile a directory of regional and national site selection companies that specialize on community site selections for major Fortune 1000 Companies interested in finding a community suitable for their expansion or relocation needs. Teaming efforts with the State’s Enterprise Florida has produced a directory of more than 100 such firms throughout the United States. The first of our site selection

efforts was conducted in Chicago in 2002 when we had an opportunity to meet with eight site selection companies as part of a two day event. Since 2002, we have increased our participation with Enterprise Florida and have begun to approach these companies directly. Meetings have been held in Boston, New York City, Washington, D.C. and Atlanta with growing results. Several major projects have been generated through this venue primarily in the targeted groups involving auto components manufacturers and the office and information technology companies.

STRATEGY 1.9.3

Design a program to support “hospitality” support services to visiting industry prospects by 4th quarter, CY 2002; ongoing - Accomplished and ongoing: Beginning in 2002, the Department’s business recruitment teams have hosted more than 30 companies visiting Volusia County to review potential business relocation venues and employment training programs. These business exploratory visits are generally hosted by a team of personnel representing the local Workforce Board, the Community College and participating city partners under the leadership of the County’s Department of Economic Development. Organizational meetings are held in advance of these visits to establish strategies, agendas and protocols customized for each potential project. These visits are usually two day events and will involve up to 20 local personnel including the original presentation team, local realtors and business leadership.

OBJECTIVE 1.10 - Enhance aquaculture opportunities

STRATEGY 1.10.1

Identify state leaseholds for submersible aquaculture leases by 3rd quarter CY 2003 - Accomplished: The State establishes the eligibility of aquaculture leases. The only existing aquaculture leases in Volusia County are in the lagoon within the City of Oak Hill. A total of thirty recorded state leases for clam farming averaging about one acre each were identified in 2002. The Department worked with representatives of the clam industry and with City officials to try to expand the number of leases available. Due to the water conditions and the geography of the site, the State Department of Agriculture will not expand the number of leaseholds.

STRATEGY 1.10.2

Conduct workshops with existing aquaculture leaseholders to determine production obstacles by 4th quarter CY 2003 - Accomplished: The Department established a series of meetings beginning in November 2002 with Oak Hill officials and with representatives of the Oak Hill’s clam industry to determine obstacles that needed to be addressed to enhance clamming production. More than 20 individual clam farmers, Oak Hill officials, as well as representatives of the County Council, University of Florida and Department of Economic Development participated. The local clam industry is impacted by obstacles that range from premature death of small clams due to continued disruption of the clam beds from boat wakes, lack of existing speed or no-wake zones

adjacent to the State permitted clam leaseholds, to the seasonal turbidity flux within the shallow waters. The turbidity is a cause of nature. Nothing could be done to alter this condition. The group then focused on ways to abate the impacts of the wakes caused from the boats along the Inter-Coastal Waterway. Mitigating this concern would enhance the productivity of the leaseholds and their profitability. It would improve safety concerns raised by the farmers due to two and three foot wakes caused by the speeding boats along the Inter-Coastal less than 200 feet away. Recommendations to extend the ‘no-wake zone’ another 0.8 of a mile south of the existing zone and additional enforcement were formalized. These recommendations were endorsed by the Oak Hill officials and others but were not instituted due to the additional costs for marine patrol to enforce the ‘no-wake zone.’ Additional workshops were held in 2003 to discuss possible subsidized loan programs for clam seed in lower the cost of clam seed and the availability of crop insurance to include clam production. The Aquaculture Extension Office of the University of Florida and representatives of the Sierra Club also got involved, supporting the efforts of the group to improve conditions for the fledging \$1-million aquatic industry in Oak Hill. The University of Florida volunteered to study the effects of boat wakes on clam aquaculture and to do comparisons of water quality between the Indian River Lagoon leases and other aquaculture sites in the state. The participating parties agreed to work on documenting the damages and hazards caused by the continued wakes and move toward recommending an extension of the no-wake zone for 0.8 of a mile south past the clam beds or at the minimum, to post signs requesting voluntary no-wakes.

Designed to further support the educational awareness of Florida’s aquacultural resources, the Daytona Beach Community College’s Marine Institute is an inter-departmental agency of the college, educating the public to Florida’s marine resources through diversified programs in marine technologies, arts, and sciences.

STRATEGY 1.10.3

Identify or create financing alternatives for enhancing aquaculture production by 2nd quarter, CY 2004 - Efforts made but minimum results: Following the first of the workshops with the clam industry in late 2002, information regarding small business development loans through the Central Florida Community Development Corporation was distributed to clam leaseholders and/or farmers. Farmers were made aware of the tax benefits available to them as a result of being located within the City of Oak Hill’s designated Enterprise Zone. Other financial benefits including sales tax refunds for business equipment including clam boats and other business related equipment were promoted among the farmers. The specifics of these programs were provided by County staff and continue to be on an ongoing basis.

STRATEGY 1.10.4

Establish organizational and administrative requirements to administer program by 4th quarter CY 2004 - Efforts made and are ongoing: In 2002, the Department staff were assigned specific responsibilities to determine aquaculture leaseholders and meet with them to determine their industry’s specific needs. Included in these organizational

meetings in addition to representatives of the clam industry were representatives from the University of Florida’s Agricultural Extension, City of Oak Hill officials and other County representatives to determine needs and opportunities. These meetings are ongoing from time to time and have included other aquaculture opportunities throughout the county including fresh water shrimp, tilapia and sturgeon.

Goal Two

Business development and expansion

Promote and support positive economic change by conducting strategic activities designed to expand and diversify the existing economy to create additional employment and income opportunities.

Goal Two represents the more traditional view of economic development—the attraction of new jobs and the retention of existing jobs for the community. To achieve this goal, the Plan identifies ten objectives and 78 strategies. The thrust of this goal is not only to provide strategies to retain and expand the existing business base of the County but also to reposition the County to attract a higher paying and diverse employment base. This goal and its objectives and strategies address existing and proposed opportunities required to build necessary inventory to attract future businesses and investors. It focuses on recruiting employers from strategically targeted industries, with an added interest in promoting information technologies (IT) and distribution. *More than 80-percent of the strategies outlined in this section have been accomplished or are in the process of being implemented.*

Promote and support positive economic change by conducting strategic activities designed to expand and diversify the existing economy to create additional employment and income opportunities. Goal Two contains 78 individual strategies designed to accomplish the 10 objectives under this goal.

Objective 2.1 - Enhance retention of existing manufacturing sector

STRATEGY 2.1.1

Develop a business and industry visitation program by end of 2nd quarter 2002 -

Accomplished and ongoing: The Department of Economic Development designed a business visitation program beginning in 2002 that includes visits to individual factories and other major employers throughout the county. These meetings include one-on-one sessions with key management or business ownership in order to discuss current business trends, employment, the availability of community programs to aid the business and other issues of interest by the company. Staff averages four to six company visits per week accounting for more than 250 individual interviews per year.

In addition to the efforts made by the Department of Economic Development, the Regional Workforce Development Board hired additional staff in 2003 to supplement the county’s effort. The Regional Workforce Development team calls upon 30 or more companies weekly. Collectively the two organizations make direct and personal contact with up to 2,000 Volusia County companies annually. The visitation program has been responsible for several projects that have enhanced employment opportunities within the community, provided increased funding for worker training and company awareness and access to government sponsored programs designed to enhance their business. The saving or retention of Piedmont Plastics (Daytona Beach), a regional distributor of industrial plastics, is a perfect example of the value the visitation program can have in saving jobs and preventing local industry from relocating to other communities.



The visitation program has been an instrumental tool for the Regional Workforce Board to be able to identify and track available ‘job wanted’ positions throughout the community and has increased employer participation in the group’s One Stop Job Centers located in Daytona Beach, DeLand and Palm Coast.

STRATEGY 2.1.2

Coordinate the visitation program with the Volusia Manufacturer’s Association, local cities, the Regional Workforce Board and the County’s economic development staff by 3rd quarter, CY 2002 - Accomplished and ongoing:

The Department of Economic Development staff along with the Business Services staff of the Regional Workforce Development Board have developed a forum to share and exchange information gathered from the visitation programs conducted by both organizations. Economic Development staff from the Daytona Beach Community College and any other interested parties



are encouraged to participate in these forums to learn more about the employment trends and other issues of concern that are discovered during the more than 2,000 company visits conducted annually. These forums are held quarterly and encompass a variety of topics including hiring trends, potential layoffs, skill and worker shortages, relocations, company expansions and a host of other local business observations. Another method used to capture changing trends involves both the Department of Economic Development and Regional Workforce Development staffs participation in the monthly Volusia Manufacturers Association functions where efforts are made to disseminate and

gather business and employment needs. When a specific need is identified, Department staff coordinates an appropriate follow-up in order to better define the problem and formulate the resources necessary to assist in resolving concerns that can be addressed by any one of the multiple community groups available.

STRATEGY 2.1.3

Incorporate available workforce development training programs as part of the visitation program by 4th quarter, CY 2002 - Accomplished and ongoing: Quarterly organizational meetings are conducted between the Department of Economic Development and the Regional Workforce Development Board to cross-train and to exchange information concerning the latest employment trends impacting Volusia County. The County staff represents a series of technical trade support programs including an international trade program, engineering and other technical assistance programs offered through the Florida Technology Research and Development Authority and others.

The Regional Workforce Development personnel are the primary source for employment services and other state programs designed to assist in worker training. These programs are cross-trained between personnel of both organizations and are included as part of the dissemination of information that is shared with local employers as both groups conduct up to 2,000 company visits annually throughout Volusia County. These efforts are ongoing and have enhanced the technical assistance value of both organizations.

STRATEGY 2.1.4***Provide technical assistance in offering Small Business Innovative Research (SBIR) opportunities by 3rd quarter, CY 2003*** - Implementing and ongoing:

The Department has assembled information concerning the availability of Small Business Innovation Research grants that are provided by the various departments of the federal government. Staff has conducted a series of meetings with representatives of the Florida High Tech Corridor Council, the University of Central Florida and from Embry-Riddle Aeronautical University concerning the need to support application and proposal writing. The Department of Economic Development has set-aside up to \$25,000 in match funding as part of a grants-in-aid budget to support area companies pursuing federal government SBIR opportunities. The Department has approached Embry-Riddle to provide leadership working these programs with area manufacturers. The University is working with the Department to formulate a research and development core of top area manufacturers or technology start-ups. The program is designed to provide matching grants and technical assistance to individual companies interested in pursuing new product development and commercialization.



In another effort to support Small Business Innovation Research, the Department of Economic Development has teamed with the Florida High Tech Corridor Council to provide access to the Council's research and development grant program. Funded by the State through the University of Central Florida, this program provides matching grants to area manufacturing and software development companies to advance their commercialization of new technologies. Technical, as well as engineering assistance can be accessed by area companies through their participation in this program. The Department's business visitation program incorporates the availability of this resource as part of the discussions that are held with area manufacturing management during site visits.

STRATEGY 2.1.5***Provide customized worker training support opportunities to existing and expanding employment of targeted industries by 4th quarter, CY 2002*** - Accomplished and ongoing:

The Regional Workforce Development Board staff has taken the lead in promoting the availability of incumbent worker training grants within the business community. These efforts are coordinated with the County's Department of Economic Development as part of the joint business visitation program conducted by both groups and with the Daytona Beach Community College.

This three-party-team uses its expertise to support not only the existing businesses within our community but serves as a basis for much of the employment and training discussions that are held during prospect visits to the community. State and local training and funding programs designed to assist businesses in the training of workers

has been identified and is disseminated to business inquiries. Area companies become the primary benefactors of these opportunities to support the upgrading of technical worker requirements. Working together, this team has been lead by the Daytona Beach Community College's Center for Business and Industry (CBI) in delivering more than 30 customized worker-training events during 2004 and 2005. Skill areas included in these customized programs have been computer training, management and supervision training, team building, business writing, medical transcription and much more.

STRATEGY 2.1.6

Provide opportunities for incentive driven grants to encourage expansion and retention of existing targeted value-added employment by end of 3rd quarter, CY 2002 (see Goal 1.2.3) - Accomplished and ongoing: The Department of Economic Development has developed an economic incentive program incorporating resources from county government, local city governments, and the State of Florida to support the expansion or creation of new to Volusia County jobs meeting minimum annual wage requirements—equal to or greater than 115-percent of the county's average wage—as determined annually by the Governor's office. Since 2002, the County Council has approved \$320,000 in performance driven employment incentives and has managed to leverage those commitments with resources from the State government amounting to \$1,281,000 for a total benefit to new and existing Volusia County employers of \$1,601,000. These resources have been provided to 12 companies committed to hiring 511 high skilled, high waged workers. Among those companies benefiting from County Council action since 2002 have been Environics USA (Port Orange), ForHealth Technologies (Daytona Beach), University Clinical Research (DeLand), BBK Performance, LLC (DeLand), ARK Technologies (Daytona Beach), NSI Intellitec, LLC (DeLand), Hot Action Sportswear (Ormond Beach) and DuvaSawko (Daytona Beach) and others. These companies are in various stages of development and have three years in which to meet the performance goal levels.

The most recent action taken by the County Council was approval of a similar employment performance grant on behalf of the community's effort to secure the final site selection of Brunswick Corporation's efforts to find a location for a division headquarters facility for their Saltwater Boat Group. If successful, this single action alone may result in supporting up to 100 management, research and development jobs.

STRATEGY 2.1.7

Provide opportunities for incentive driven grants to encourage existing industry investment for the expansion of capital equipment and bricks and mortar by the end of 3rd quarter, CY 2002 (see Goals 1.2.3 and 1.2.4) - Accomplished and ongoing: The Department of Economic Development has generated a series of business performance incentives that can be used to encourage the relocation and expansion of capital investment into the Volusia County marketplace. These performance driven incentives vary from project to project and include, but are not limited to, employment performance grants, land purchasing credits, mitigation of infrastructure costs, low interest financing

through Industrial Revenue Bonds, transportation impact fee credits and other related business benefits that may be available from our city economic development partners such as ad valorem and tangible tax abatements. All of these programs are designed to encourage new capital investment but all require new employment performance guidelines. Since 2002, more than \$5-million in local, state and federal performance driven incentives have been deployed within Volusia County to support more than \$120-million in capital investments related to the creation or retention of over an estimated 1,400 jobs.

STRATEGY 2.1.8

Assist existing industry's ability to access funding for worker training by 3rd quarter, CY 2002, ongoing - Accomplished and ongoing: This strategy is among the lead initiatives being managed by the Regional Workforce Development Board and the Daytona Beach Community College. Available funding for worker training generally originates with the state and federal governments and is administered locally by the Regional Workforce Development Board. Additional funding on a project-by-project basis may be available for eligible targeted companies from the Office of Trade, Tourism and Economic Development (OTTED) to support new to Florida jobs. Many of these programs are administered by the Daytona Beach Community College. Availability of these worker-training resources is promoted through the business visitation programs conducted by the Department of Economic Development and the Regional Workforce Development Board staffs. A team approach of each of these organizations is used in meeting with business prospects from outside of the community. This approach is used to maximize the impact of both organizations in formulating recommendations for worker training elements that quickly become part of the business recruitment proposal process. In many cases, these proposals for worker training will highlight the utilization of the Advanced Technology Center (ATC) as a training site. This \$31-million



community asset becomes the focus of many of the proposals dealing with the need for new worker training. The ATC has become a core element in gaining community creditability by many of the national site selection groups and companies that consider Volusia County as a potential relocation site.

STRATEGY 2.1.9

Provide access to international trade business leads by the end of 2nd quarter, CY 2002, ongoing - Accomplished and ongoing: Beginning in 2002, the Department of Economic Development designed an international trade program strategy that involved a coordinated effort with state and federal agencies. Beginning in 2002, the Department began to coordinate international trade as part of the County's business visitation program. At first, this initiative included the participation of a state international trade specialist in coordinated meetings with local manufacturers seeking overseas opportunities to sell their products. This program

was expanded in 2003 to include a federal foreign services trade specialist with the U.S. Department of Commerce. These consultations with local companies are coordinated by Economic Development staff and involved trade specialists from all three levels of government.

More than \$5-million new export sales were generated in 2004 for area businesses according to the Department of Commerce as a result of this unique joint program. Accounting for more than 20-percent of the overall performance for export trade assistance being reported to the U. S. Department of Commerce for the 11 county region of central Florida, Volusia County’s Department of Economic Development was recognized by the Secretary General of the U.S. Foreign and Commercial Service for ‘achievement in trade’ and ‘creating international trade opportunities’ during a major trade conference held in Fort Lauderdale in mid 2005. In addition to the County’s proactive visitation program, trade leads are provided by Florida’s International Trade Office and posted on the Department’s web site. These leads are updated on a monthly basis.



STRATEGY 2.1.10

Coordinate technical assistance with the

Florida Technology Research Development Authority by 4th quarter, CY 2002 -

Accomplished and ongoing: To accomplish this strategy, the Department of Economic Development developed a partnership with the Space Alliance Technology Outreach Program (SATOP), which is a cooperative program administered by the State of Florida’s Technological Research and Development Authority (TRDA). The goal of the SATOP is to help small businesses apply the technical expertise derived from the U.S. Space Program. Made up of an alliance group of 30 space industries, universities, colleges, and NASA centers (Johnson Space Center–Texas, Kennedy Space Center–Florida, and White Sands Test Facility–New Mexico), the SATOP finds professionals within these organizations who volunteer their time and expertise in solving the challenges brought forth by the inquiring businesses. Companies can receive up to 40 hours of free engineering and technical assistance. When a need is determined through the County’s business visitation program, the company is provided staff assistance to apply for SATOP support. Since 2002, the SATOP program has been instrumental in helping Volusia companies with machine design, process engineering, materials selection and other technical issues. Thompson Pump Manufacturing Company of Port Orange was among the first local company to receive direct benefit from this program.

STRATEGY 2.1.11

Provide assistance for tax-free financing through the promotion of the Industrial Development Authority and create a pool of bond professionals by 1st quarter CY 2003 -

Accomplished and ongoing: The Department of Economic Development serves as the administrative support staff for the Volusia County Industrial Development

Authority (IDA). In 2002, the Department began to reorganize the application process for Industrial Revenue Bonds to support area industry in accessing tax-free financing. Promotion of the program was incorporated into the Department's overall marketing strategies. In 2004, more than \$14-million in tax-free and taxable bonds were issued by the IDA to the Holland Sheltair Aviation Group for the construction of new aviation facilities at the Daytona Beach International Airport and at Jacksonville International Airport. An additional \$6-million in tax-free financing bonds were issued by the IDA to support the acquisition of the former General Dynamics facility in DeLand on behalf of Ideal Aluminum, LLC and the creation of up to 200 new to Volusia County jobs. By the end of 2005, the Department of Economic Development anticipates issuing an additional \$10-million in tax-free financing to support two additional manufacturing operations resulting from the Department's business recruitment program. These projects will be located in Daytona Beach and just outside of the City of DeLand.

STRATEGY 2.1.12

Identify access to small business lending opportunities offered by the U.S. Small Business Administration (SBA) by 2nd quarter CY 2002 - Accomplished and ongoing: Financing for small business is among the biggest challenge encountered by the Economic Development staff. The Department's staff actively and aggressively works with various financial organizations in order to provide SBA 504 financing alternatives to Volusia companies. Since 2003, more than \$13-million in SBA loans, Emergency Disaster Bridge Loans and industrial revenue bond financing have been generated through coordinated efforts of the Department of Economic Development with Volusia County's financial institutions. Among those companies benefiting from these efforts are Florida Gourmet Foods (DeLand), Connect Cafe (Daytona Beach) and more than 85 other small businesses throughout the County.

The Daytona Beach Community College and their Small Business Development Center counsels approximately 160 small business client start-ups each year. The Small Business Development Center (SBDC) and the County's Department of Economic Development conduct and often co-sponsor between 30 and 35 small business development training sessions and workshops. Many of the individuals participating in these programs start their own businesses and account, on average, for as many as 50 new jobs being created in as many as 10 new business start-ups per year. Financing assistance is an important feature of the SBDC program. SBDC staff refers, on average, over \$500,000 SBA and non-SBA small business loans annually.

Objective 2.2 - Enhance publicly owned commerce properties

STRATEGY 2.2.1

Encourage the expansion of available commerce and logistical sites at area general aviation airports by 1st quarter, CY 2004; ongoing (see Goal 5.)

STRATEGY 2.2.2

Identify and encourage funding of water, sewer, roadway and communication infrastructure to support commerce and distribution facility expansion and relocation by 1st quarter CY 2003; ongoing - Implemented and ongoing: The Department of Economic Development has conducted a number of planning meetings with local government staffs in Ormond Beach, DeLand and New Smyrna Beach to discuss the expansion of available industrial and aviation parcels for development. There are conceptual agreements on the part of all three local municipalities to expand their industrial acreage for future manufacturing and aviation use. These discussions have also included strategies on how to jointly work together to finance these initiatives.

As of the drafting of this update, the City of DeLand is in the process of engineering the expansion of the northwest portion of the DeLand Municipal Airport. This planned expansion will open 100 or more new acres for industrial use capable of supporting the future relocation of multiple manufacturing and distribution projects and related job creation. The County's Department of Economic Development will assist in the funding of this new development.

STRATEGY 2.2.3

Assist in the development of the Tomoka Industrial Park to provide commerce acreage for alternative industries by 1st quarter, CY 2004 (see Goal 5.1) - Implemented and ongoing: The County's Solid Waste Management and Public Works Department initiated the development of an 150 acre industrial park on the south side of the County's Land Fill site located just west of Tomoka Farms Road (Route 415). This park is designed to provide alternative site locations for companies requiring industrial uses that are no longer available to accommodate their needs due to restrictive zoning in other areas of the County. Projects requiring outside storage, aggregate production, truck transfers or staging and the like can find a strategically located site for relocation or expansion in this County owned industrial park. The park has been fully engineered and site work has already begun. A master drainage system has been designed in order to maximize land use. Beginning in 2003, the County coordinated the installation of city water and sewer infrastructure to the site with the City of Daytona Beach. The work was completed in mid 2005.

STRATEGY 2.2.4

Establish a focused marketing initiative to identify, recruit and relocate alternative industries to the Tomoka Industrial Park, 4th quarter, CY 2003 (see Goal 5.1) - Implemented but not completed: This strategy has been delayed in being implemented due to the construction delays related to completing the installation of water and sewer services. However, the Department of Economic Development and the Halifax Business Development Partnership began promoting the Park's availability to a number of potential projects beginning in 2003 when the water and sewer project began. Opportunity to recruit a construction materials manufacturer was lost at that time because of the delay schedule for infrastructure. Now that the utility installations have been completed, efforts are being made at this time to re-generate that business prospect. The park will be available to accommodate business expansions and relocations by late 2006.

STRATEGY 2.2.5

Begin the development process of a manufacturing or distribution park at the intersection of Interstate 4 and Florida State Route 44 by 1st quarter, CY 2003 (see Goal 5.1) - Accomplished and implementing: The design and process to acquire the necessary entitlements for the development of a 43-acre industrial park began in 2003. The development known as the DeLand Crossings Industrial Park has been designed to accommodate up to 300,000 square feet of industrial and distribution space and provide work space for up to 300 new high skilled and high waged manufacturing jobs. The development of DeLand Crossings is estimated to cost \$4-million and when fully occupied will generate a private-sector capital investment in excess of \$30-million. The Department of Economic Development has spearheaded this development and has captured a \$460,000 transportation development grant from the State of Florida, a \$1,500,000 development grant from the U.S. Department of Housing and Urban Development and a \$504,000 water and sewer grant from the Economic Development Administration.

As of the fall of 2005, three of the six industrial parcels in the DeLand Crossings Industrial Park have been sold, returning the land to taxable use. Two manufacturing companies have committed to relocating to the Park bringing with them an estimated 120 or more jobs.

STRATEGY 2.2.6

Support the recruitment of business and industry for the F.I.N.D. Industrial Park located in the City of Edgewater by 2nd quarter, CY 2003 (see Goal 5.2) - Accomplished and implementing: In 2005, the County Council approved and awarded a transportation infrastructure grant in the amount of \$300,000 to support the City's expansion of an estimated 80-acres of new industrial parcels capable of supporting the future relocation and expansion of industrial and distribution companies and future job creation. The grant is being used to provide road access to the new building sites. This new acreage is scheduled to be open in 2006.

STRATEGY 2.2.7

Develop a marketing initiative to support the expansion of aviation related development at the Daytona Beach International Airport by 2nd quarter, CY 2003 (see Goal 5.3) - Accomplished and ongoing: The Department of Economic Development expanded its targeted industries database to include those companies that manufacturer aviation related products in 2003. This list of approximately 1,000 companies was generated as part of the Department's focus on businesses located in Massachusetts, Connecticut, New Jersey and New York. The first of several direct mail campaigns targeted to this specific industry group was conducted in 2004 and repeated in 2005. These campaigns were followed by a telemarketing effort to identify companies interested in expanding or relocating to the Florida market and to generate future one-on-one exploratory meetings.

STRATEGY 2.2.8

Identify acreage located at the Daytona Beach International Airport for commerce and aviation development by end of 2nd quarter, CY 2002 (see Goal 5.3) -

Implemented and ongoing: Two significant initiatives have been developed in response to this Strategy. The first is the development of an 80-acre Airport Corporate Office Park located on the south side of the Airport property with access onto Beville Road. The Department of Economic Development began planning this park development in cooperation with the Airport personnel in 2003. In 2004, contracts were authorized by Council to begin the entitlement process that includes land use and comprehensive plan changes, permitting and engineering. This work is expected to be completed by September 2006 with possible construction of the park beginning as early as December 2006 or shortly thereafter pending available funding. When completed, the Airport Corporate Office Park will accommodate up to 298,000 square feet of office and as much as 300,000 square feet of light manufacturing and aviation related facilities.



The second initiative is a cooperative measure lead by Embry-Riddle Aeronautical University to develop an 150-acre research and development park along the airport's eastern boundary along Clyde Morris Boulevard. This project is in its conceptual design phase and is expected to take up to six to eight years to complete. Work has already begun by the University to acquire development agreements from the State, the City of Daytona Beach and the Airport. In 2004 and 2005, the University successfully completed a land swap with the Volusia County School District for a key parcel of land formerly used as the District's school bus depot along Clyde Morris Boulevard.

STRATEGY 2.2.9

Begin the process for a master development plan for developing DBIA property for commerce usage by 1st quarter, CY 2003 (see Goal 5.3) - Implemented and ongoing:

The development of the Airport property is the responsibility of the Airport staff and is supported by many of the other department's of County Government. Since the adoption of this Plan, the Airport staff has studied the higher better usage of airport property and has effectively managed several new projects in light of the demands placed upon them as a result of the impacts of 911. Additional parcels have been leased to accommodate a growing need for hotel facilities that have added considerable income potential to the Airport budget. Since 2003, the Airport staff has been assisting the Department of Economic Development in the planning of two other major developments on the Airport property including the 150-acre Embry-Riddle Research and Development Park along the Airport's eastern boundary and a 80-acre Airport Corporate Office Park economic development initiative located on the southern border of the airport.

STRATEGY 2.2.10

Evaluate the cost effectiveness of ‘Activating’ the Daytona Beach Free Trade Zone #198 and investigate the feasibility of establishing independent ‘sub-zones’ by 2nd quarter, CY 2003 (see Goal 2.9.2) - Implemented and pending: The Airport staff along with the Department of Economic Development have investigated the feasibility of activating the Free Trade Zone which was awarded to the Airport by the U.S. Department of Commerce more than 10 years ago. Based upon current demand, the activation of the Zone is presently not feasible. However, steps were taken in 2004 by the Department of Economic Development and the Airport staff in cooperation with the Halifax International Trade Council, to begin exploring opportunities of developing a ‘bonded warehouse’ strategy to encourage the start-up of international warehousing activities at the Airport. An export and freight expediter was identified and offered cargo warehousing space in exchange for a commitment to market the group’s services throughout the Volusia County business community. This effort was also supported by an earlier effort of the Airport and the Economic Development staff’s effort to identify potential air cargo opportunities in the Bahamas. Airport staff arranged for meetings between the new freight expediter and importers in the Bahamas in an added effort to strengthen the new venture’s opportunities for a successful start-up. These talks are currently underway as of the drafting of this update.

Objective 2.3 - Create opportunities to improve real estate assets at Daytona Beach International Airport

STRATEGY 2.3.1

Begin the development of a conceptual plan for the development of up to 50 acres of air side development opportunities by 2nd quarter, CY 2003 (see Goal 5.3) - Implemented and ongoing: Beginning in 2003, Embry-Riddle Aeronautical University began the conceptual planning of a 150-acre research and development park along Clyde Morris Boulevard that would include up to 50-acres of Airport property. Airport staff has been participating in Embry-Riddle’s process that is expected to take six to eight years to complete. The airport acreage included in this overall conceptual project has a number of development changes that must be addressed prior to any site development progressing forward. These challenges are largely unknown environmental impacts caused from the U.S. Navy’s occupation of the airfield in the 1940s and by the use of the property by the City of Daytona Beach as a refuse site in the late 1940s and early 1950s. The Airport’s property is included in the conceptual planning design to facilitate air side development in support of the overall research and development park site plan.

STRATEGY 2.3.2

Begin the development of a conceptual plan for the development of up to 100 acres of commerce or value-added development of DBIA properties by 3rd quarter CY 2003 (see Goal 5.3) - Implemented and ongoing: The Airport and Department of Economic

Development staff began to review development opportunities to create an upscale office and manufacturing park in 2003. An 80-acre site located between Bellevue and Beville Roads on the south central area of the Airport was identified for development. Conceptual planning began in late 2003 and contracts were issued by the Department of Economic Development in the spring of 2004 to begin the planning and permitting process. A contract was issued to the Ivey Planning Group to manage the project and acquire the necessary entitlements for the site. Planning, land use, comprehensive plan amendments and other permits are scheduled to be completed by September, 2006. Once the entitlements are in place, engineering designs will be accomplished to accommodate drafting the required construction documents. This work is scheduled to be completed by October, 2006. Plans to begin construction on this 80-acre tract could begin as early as the end of 2006. Once constructed, the Airport Corporate Park will accommodate up to 298,000 square feet of Class “A” office space and up to 300,000 square feet of light manufacturing related square footage, or approximately \$83.5-million in new capital investment and an employment center for up to 1,500 new jobs.

STRATEGY 2.3.3

Establish real estate signage on key DBIA property that promotes the availability of airport acreage for development of air side or commerce or warehousing or value-added development by 3rd quarter CY 2002 (see Goal 5.3) - Accomplished and ongoing: Real estate signage was designed by the Department of Economic Development and placed on several key parcels of Airport property along Clyde Morris Boulevard, Beville Road, Bellevue Road and Williamson Boulevard. These signs generate a series of inquiries that are individually reviewed for their compatibility to the overall airport development plan.

Objective 2.4 - Identify and recruit commerce developers and investors

STRATEGY 2.4.1

Develop a database of real estate or commerce park developers throughout the southeast U.S. by 4th quarter, CY 2002; ongoing (see Goal 1.6.6.) - Implemented and ongoing: The Department of Economic Development began compiling a database of national site selection consultants in 2002 and has continued to add to this list through joint participation in site selection forums sponsored by Enterprise Florida. While this group is primarily focused on community site selection, they do not engage in real estate or commerce park development. The Department has staff assigned to meet with groups involved in large-scale real estate development. Many of these groups find the Volusia County market lacking available real estate parcels suitable to accommodate cost effective acquisition of large tracts of land for commercial, office and industrial development. The Department of Economic Development has experienced an increase in the number of these groups following an expansion of the Department’s marketing presence in publications such as the *Orlando Business Journal*, the *Jacksonville Business Journal* and other regional publications.

STRATEGY 2.4.2

Create collateral literature designed to raise the level of awareness of availability of development sites throughout Volusia County to real estate or commerce developers by 2nd quarter, CY 2003; (see Goal 1.5.3) - Accomplished and ongoing: In 2004, the Department of Economic Development debuted a billboard campaign featuring ‘Sites to Grow.’ This campaign featured three industrial development locations where industrial sites were available. They include the *Gateway Business Park* (Daytona Beach), the *Parktowne Industrial Park* (Edgewater) and a generic image showing heavy construction equipment on a construction site.

These images are a central focus of a series of advertisements and other collateral materials that were developed to market the community in 2005. Similar placement of advertisements and advertorials in publications such as the *Orlando Business Journal*, *Success in Seminole* and the *Jacksonville Business Journal* serve to raise the level of awareness within the region that there is a growing availability of industrial sites throughout Volusia County. Additional promotional opportunities including featured articles have been published to support the upcoming availability of industrial parcels at the DeLand Crossings Industrial Park along I-4.



STRATEGY 2.4.3

Establish an expedited “Permitting Facilitation Team” to assist developers through site development and construction of targeted activity centers by 1st quarter, CY 2003 - Implemented and ongoing: The Department of Economic Development has staff assigned to assist developers working on sites located within the targeted activity centers outlined in Goal Five of this Plan. Staff has been assigned to monitor progress on projects associated with the Mason Avenue extension and along Williamson Boulevard and at the DeLand Crossings Industrial Park. Additional staff monitoring of planning and permitting assistance has been related to projects such as Ocean Design (Daytona Beach), Hot Action Sportswear (Ormond Beach), NSI Intellitec, LLC (DeLand) and ARK Technologies (Daytona Beach).

STRATEGY 2.4.4

Create and begin to fund a capital expenditures program to support infrastructure and development requirements for targeted commerce sites by 2nd quarter, CY 2003 (see Goals 1.2.4 and 2.2.1) - Accomplished and ongoing: Opportunities to mitigate risk on the part of both developers working to jointly develop industrial sites and those projects locating within these targeted development locations have received both financial and technical assistance from Volusia County and in many cases by our local city partners. Beginning in 2002, financial resources were approved by the County Council and by the City Commission of Daytona Beach to support DuvaSawko (aka Healthcare Billing Systems.) Here other incentive based resources were used to help off-set the company’s capital expenditures for construction and development.

In 2003, the County began to implement its industrial site development program with capital investments in the initial site work for the Tomoka Industrial Park (Daytona Beach) while the City of Daytona Beach contributed to the installation of water and sewer to the proposed 150-acre Industrial Park.

During the same period, a \$275,000 grant was approved by the County Council to support the city's Mason Avenue extension in order to assist the Indigo Development Company open an estimated 30-acres of new industrial property. The County's investment was matched by the city, for water and sewer infrastructure along the Mason Avenue extension. Meanwhile, contributions from the business community were generated by a joint effort of the Department of Economic Development and the Regional Workforce Board in 2004 and 2005. These efforts generated another \$100,000 contribution to support a second extension of Mason Avenue that provided an additional 20-acres of industrial land to accommodate the relocation of Daytona Beverage and ARK Technologies.

In 2004, the County Council approved a \$323,535 grant from the State of Florida and over \$200,000 in additional monies from the County's Public Works Department to fund the roadway improvements to facilitate the construction of a new \$6-million manufacturing facility for Ocean Design, Inc.'s relocation to Daytona Beach. Elsewhere, more than \$3-million in state and federal grants were awarded to the County's Department of Economic Development to fund other capital expenditures to support development of industrial land requirements near the City of Deland as outlined in Goal Five of this Plan.

While the Department has secured grants from the State of Florida and from the Federal Government totaling more than \$2.5-million to support the construction of the DeLand Crossings Industrial Park, the County Council has also approved recommendations from the Department of Economic Development to grant \$300,000 to fund road construction and the opening of an estimated 80-acres of new industrial parcels in the Parktowne Industrial Park located in the city of Edgewater.

The County Council has demonstrated a commitment to the capital expenditure requirements of funding the expansion of office and industrial park development throughout Volusia County as outlined by the various objectives featured within this *5-Year Economic Development Strategic Plan* and completion of their own goal setting mandates established in 2003.

Objective 2.5 - Increase opportunities for air cargo shipments from Daytona Beach International Airport

STRATEGY 2.5.1

Identify regional or independent air carriers servicing offshore commerce by 3rd quarter, CY2003 - Studied and evaluated: For example, in 2005, Economic Development Staff coordinated application for incumbent worker training to support the technical

training requirements of Vintage Airlines following their consolidation of services to the Daytona Beach International Airport. The application provided for up to \$500,000 in financial training resources to support the airline's need to upgrade certification for many of their employees.

STRATEGY 2.5.2

Integrate U.S. Customs Service's participation in overall program to encourage potential off-shore air cargo opportunities by 3rd quarter, CY 2003 - Minimal action taken: Currently, the U.S. Customs Service provides a full-time customs agent position on site at the Daytona Beach International Airport. That presence supports the daily passenger and air cargo needs associated with flight services to and from the Bahamas. Further action on this Strategy will take place once air cargo activity increases in volume.

STRATEGY 2.5.3

Identify data base on regional agricultural producers that utilize air transport of products and develop a direct sales program to encourage repositioning of air cargo by 4th quarter, CY 2003 - Studied and finalized: A study review of area-produced agricultural products that are exported overseas, centers around the 'fern industry' located primarily in the west central and northwestern regions of the county. The use of Orlando International Airport as a primary air cargo location is vital to the industry's ability to acquire direct international flights between central Florida and central Europe. The need for direct flights minimizes the exposure the plants have to changing environmental conditions, temperatures and multiple handling, all detrimental to the health and vitality of the ferns. Due to the absence of direct flights from Daytona Beach International Airport to the fern markets in central Europe, repositioning of this air cargo opportunity is currently prohibited.

STRATEGY 2.5.4

Conduct an Air Cargo Study to determine overall potential of generating future cargo based shipments by 1st quarter CY 2005 - Studied and evaluated: The Airport and Economic Development staff have examined alternative opportunities for air cargo at the Daytona Beach International Airport. Examination of the feasibility of activating the Free Trade Zone at the airport resulted in a lack of air cargo activity. A secondary or lesser strategy was developed to identify a customs freight broker capable of generating new air cargo activity. Airport staff made available 5,300 square feet of warehousing at the Airport to facilitate a start-up freight brokerage. A broker from the Cape Canaveral Port was identified and offered space to expand their existing business into the Daytona Beach market. Economic Development staff and personnel from the Halifax Area International Trade Council and the Business Development Partnership are working together to market the availability of this new service beginning in 2005. A more detailed air cargo study will be implemented when higher levels of air cargo activity can be identified. This activity is ongoing.

STRATEGY 2.5.5

Conduct an annual workshop to encourage use of DBIA as a point of origin for shipments of air cargo from throughout the region by 2nd quarter, CY 2003 - Accomplished and ongoing: The Department of Economic Development and the Airport staff have cosponsored workshops focusing on international trade opportunities, freight forwarding and shipping logistics beginning in 2002. In 2003, the Halifax Area International Trade Council and Enterprise Florida have been added as cosponsors in order to broaden community interest in air cargo opportunities and the availability of these services through existing carriers at Daytona Beach International Airport for both domestic and international shipments.

Objective 2.6 - Create opportunities to support new and existing Minority Business Enterprises (MBE)

STRATEGY 2.6.1

Encourage and assist MBEs to access local government purchasing programs by 3rd quarter, CY 2002 - Accomplished and ongoing: The County's minority business



enterprise program was incorporated into the Department of Economic Development as part of the business assistance program in 2002. Since then a series of support functions for enhancing minority and women-owned businesses to County purchasing opportunities have been initiated. They include up to six business fairs held annually throughout the county designed to encourage minority businesses participation. These functions are held in cooperation with the local chambers of commerce and attract more than 300 participants annually. In addition to these business fairs, the Department of Economic Development has developed a handbook for encouraging contracting opportunities

for minority and women-owned construction and building services companies. This booklet is distributed throughout the community and serves as a source guide for those companies seeking minority vendors and subcontractors for larger government based construction contracts that require minority participation.

STRATEGY 2.6.2

Identify minority and women-owned enterprises operating in Volusia County by 3rd quarter, CY 2002 - Accomplished and ongoing: Beginning in 2002, the Department of Economic Development began to develop a database of minority and women-owned businesses. The original list comprised approximately 2,000 locally owned companies. This list was better defined in 2003 to eliminate duplication and to determine a core of established companies. This database has been used to generate direct mail campaigns designed to solicit minority businesses to register as eligible vendors for county purchasing opportunities. In 2004, this list was enhanced by a more comprehensive approach to identify women-owned businesses in order to support the launching of a

Women's Business Symposium in February 2005. This list of women-owned business enterprises includes the names and addresses of over 2,400 companies throughout Volusia County.

STRATEGY 2.6.3

Create and integrate an inventory of products and services offered by the Volusia County MBEs with local public purchasing programs by 4th quarter CY 2002 - Implemented and ongoing: Part of the original database designed in 2002 included the name and address of minority and women-owned businesses. General product and services categories were identified and included as part of the information captured for many of these companies for the purpose of generating a directory of services. The minority business coordinator assigned to the Department has the responsibility to coordinate this information with the county's purchasing program.

STRATEGY 2.6.4

Develop a visitation program to area MBEs to promote local government purchasing opportunities by 2nd quarter, CY 2002; ongoing - Accomplished and ongoing: A minority and women-owned business visitation program began in 2002 as part of the Department of Economic Development's business assistance program. This visitation effort has been designed to enhance the Department's overall minority and women-owned business program and the Department's support of the minority certification process required by federal government funding contracts for the Daytona Beach International Airport and the county's public transit system - Votran.

STRATEGY 2.6.5

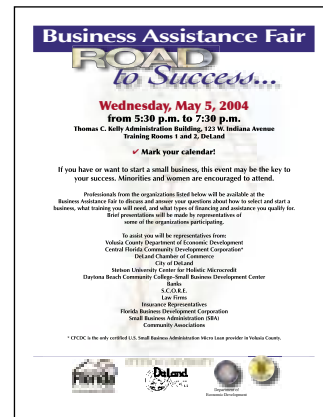
Support the Central Florida Community Development Corporation (CFCDC) efforts to promote small business loan programs beginning in the 2nd quarter CY 2002 - Accomplished: The Volusia County Council provided a \$75,000 grant to the CFCDC in 2001 to assist the organization in qualifying as a certified small business lender through the U.S. Small Business Administration (SBA). The CFCDC is funded largely by the City of Daytona Beach and provides a comprehensive small business program that promotes workshops and other services to support minority-owned business enterprises. The \$75,000 grant has been used as a cash reserve to capitalize the CFCDC's small business loan program to protect against loan defaults. The CFCDC has an outstanding loan pool of up to \$1-million in SBA small cap lending. The County Council investment in 2001 provides the basis to the additional monies generated from the federal government.

STRATEGY 2.6.6

Coordinate and sponsor regional workshops to promote small business loan opportunities for MBEs beginning in the 2nd quarter, CY 2002 - Accomplished and ongoing: The Daytona Beach Community College and their Small Business Development Center counsels approximately 160 clients in areas of small business start-up each year. The Small Development Center (SBDC) and the County's Department of Economic Development conduct and many times cosponsor between 30 and 35

small business development training sessions and workshops annually. Many of the individuals participating in these programs start their own businesses and on average account for as many as 50 new jobs being created in as many as 10 new businesses start-ups per year. The SBDC assisted in or referred over \$500,000 SBA and non-SBA business loans. The SBDC's workshops are in addition to those offered by the Central Florida Community Development Corporation (CFCDC) that is largely funded by the City of Daytona Beach. Both organizations offer a series of small business start-up support workshops designed to teach the importance of developing a business plan, small business accounting and budgeting and other related small business educational topics.

Beginning in 2002, the Department of Economic Development began a series of community based business fairs that were designed to provide a forum for small business start-ups, minority-owned and women-owned businesses to access representatives from the Service Corp of Retired Executives (SCORE), the U.S. Small Business Administration, the Central Florida Community Development Corporation, the Community College's Small Business Development Center and other small business support groups. These business fairs are sponsored in conjunction with the area chambers of commerce and have been held annually in Deltona, DeLand, New Smyrna Beach, Daytona Beach, and Ormond Beach. In 2004 and 2004, similar business fairs were held in Port Orange and Holly Hill in addition to those already listed above.



STRATEGY 2.6.7

Coordinate and assist the DBIA to maintain certification for federal funding through the State of Florida Unified Certification Program by 2nd quarter, CY 2002

- Accomplished and ongoing: The Minority Business Coordinator assigned to the Department of Economic Development also serves as the Minority Business Certification Officer for the County. Funding grants from the Federal Aviation Administration and the U.S. Department of Transportation require certification and participation of minority and women-owned businesses in capital projects funded at the Daytona Beach International Airport. During 2002 and 2003, these required certification services to DBIA were provided by the Department of Economic Development. During that period of service, Airport staff personnel were trained to maintain and to manage the minority certification needs of the Airport.

STRATEGY 2.6.8

Coordinate and assist the Volusia County Transit Authority to maintain certification for federal funding through the State of Florida Unified Certification Program by 2nd quarter, CY 2002

- Accomplished and ongoing: The county's public transit system (Votran) is largely funded by the federal government through the U.S. Department of Transportation. Federal funding of Votran requires a percentage of the purchasing



of services and goods to be provided by minority and women-owned businesses. The Department of Economic Development provides trained personnel to assist in the managing of Votran's minority certification program. The certification process requires monitoring of eligible minority vendors through review of their business structure, ownership and visitation to their places of business. Coordination of the federal certification process has also been coordinated with those requirements outlined in the State's unified certification system. A series of business fairs held throughout the county by the Department of Economic Development through the various local chambers of commerce to promote small business and minority vendor opportunities also include contracting opportunities for Votran.

STRATEGY 2.6.9

Establish a business mentoring program to provide 'one-on-one' support of MBE small businesses by 1st quarter, CY 2003 - Implemented and ongoing: Business counseling opportunities are supported by the Department of Economic Development, the Daytona Beach Community College's Small Business Development Center and the Central Florida Community Development Corporation. Personnel from these organizations have been trained to provide 'one-on-one' support to individuals looking to start or who currently own a small business. These organizational efforts are further enhanced by more than 50 retired business volunteers that participate in the area's SCORE organization.

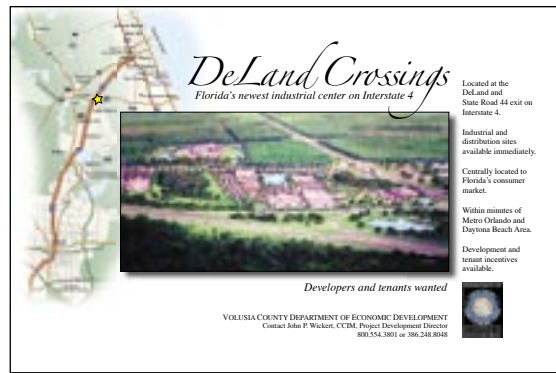
STRATEGY 2.6.10

Review and amend current coding classification procedures to assure for administrative coding of all MBE vendors and vending activities by 1st quarter, CY 2003 - Accomplished: A review of coding of MBE vendors within the County's registered vendors program was done in 2002 to increase the amount of potential MBE purchases taking place but not being captured or documented. This review revealed inconsistencies in vendor coding at the time of new vendor registration. Coding procedures were amended by Purchasing Department personnel to provide consistent coding of all new registered vendors to assure their proper classifications as minority or women owned businesses. These administrative improvements provided significant changes in the amount of dollars related to the County's purchases of goods and services from registered MBE businesses.

Objective 2.7 - Encourage capital investment

STRATEGY 2.7.1

Identify potential developers to facilitate construction of new commerce and distribution environments by 4th quarter, CY 2002, ongoing (see Goal 2.4.1) - Implemented and ongoing: Staff personnel were assigned to identify and network with real estate development groups interested in pursuing new commerce and distribution parks in 2002.



This process has continued since then and includes up to 20 or more group discussions annually. The Department of Economic Development has managed to increase the frequency of these discussions through a series of promotional efforts highlighting development opportunities through publications like the *Orlando Business Journal*, *Florida Trend*, the *Jacksonville Business Journal* and through other industry trade venues. The Department also maintains membership in regional real estate development groups in Orlando that have served to generate an increasing number of inquiries for Volusia County sites and opportunities.

STRATEGY 2.7.2

Identify potential developers and investors to facilitate the creation of new office park environments by the 4th quarter, CY 2002; ongoing (see Goal 2.4.1) - Implemented and ongoing: The absence of large-scale office facilities has been a major detriment to local job creation for companies concentrating on information and office technologies. Discussions have been ongoing since 2002 with any number of local and regional developers interested in building office facilities. However, without prior guarantees to mitigate their capital risks, they are unwilling to pursue the multi-million investments that are required. During 2003 and 2004, Volusia County lost opportunities to recruit approximately 2,000 information and office technology jobs. On multiple occasions, the business recruitment teams comprised of economic development, education/training, workforce personnel and local real estate professionals were unsuccessful in competing for these projects after surviving months of regional and national site selection reviews. While workforce and training resources makes Volusia County competitive in attracting these types of jobs, the community is lacking office facilities of 40,000 to 100,000 square feet of space to accommodate them. With most all office projects, time is of the essence and construction of new facilities are not an option. Existing space must be in place to succeed.

The Department of Economic Development and the City of Daytona Beach were successful in 2002 in working with the Tomoka Land Development Company in the initial development of the Cornerstone Business Park at LPGA and Williamson Boulevard. The County Council approved a \$48,000 employment performance grant to DuvaSawko (aka Healthcare Billing Systems) that was leveraged by the Department of Economic Development with more than \$192,000 from the State of Florida and more than \$150,000 in future ad valorem tax abatements from the City of Daytona Beach

to mitigate the investment risk of the company to construct 48,000 square feet of new Class A office space. Since 2002, the company’s investment group has moved forward with the construction of an additional 48,000 square feet of office space. Collectively, these two projects represent more than \$13-million in new capital investments or tax base.

To help resolve this continued absence of available office facilities, the County Council established a priority goal in 2003 as part of their annual Goal Setting Workshop to direct the Department of Economic Development to take the necessary steps to generate up to 300 acres of newly permitted office and industrial park acreage capable of supporting the future construction of employment centers. Responding to this mandate, the Department began the process to design, plan, engineer and permit acreage to support large-scale office development. Contracts were issued by the County in 2004 for the development of the Airport Corporate Office Park in Daytona Beach capable of accommodating up to 298,000 square foot of office and approximately 300,000 square feet of light manufacturing space. The Department continues to seek opportunities to partner with developers when and where possible to meet this County Council goal.

STRATEGY 2.7.3



Facilitate the further development of the 472 interchange along Interstate 4 by supporting the completion of the DRI process by 4th quarter, CY 2003 - Implemented and ongoing: The County’s Growth Resource Management Department has maintained the lead in managing the DRI process on this 1,800 acre project. Continued challenges to complete this process with the State of Florida and to develop design standards have been an ongoing effort. Further expansion of annexation areas by the City of DeLand and more recently the City of Orange City have brought additional development partners into the process.

The County’s Public Works Department began the process of designing and funding the I-4 frontage road. County Council has approved the right-of-way alignment for this roadway that will open several hundred areas to new development. The Department of Economic Development working with the City of DeLand has sited several major manufacturing projects for the activity center but has not been able to advance these developments due to the difficulty of assembling development sites and the absence of support infrastructure required to support the proposed projects. Work continues on this project.

STRATEGY 2.7.4

Facilitate the beginning of the development of a distribution/logistics park near the Interstate 95 and Florida State Route 44 Interchange Activity Area by 4th quarter, CY 2003; ongoing (see Goal 5.1) - Reviewed with no further action to be taken: At

the time this Strategy was drafted, development opportunities at the S.R. 44 and I-95 Interchange existed. Since that time, change in property ownership of significant tracts of land have occurred altering the future proposed used of this area to housing and retail. The Department of Economic Development will continue to work with the City of New Smyrna seeking opportunities in this area that could benefit future job creation.

STRATEGY 2.7.5

Encourage the value-added development of properties adjacent to the Interstate 95 and LPGAI interchange by 1st quarter, CY 2003; ongoing (see Goal 5.2) - Accomplished and ongoing:

Beginning in 2002, the Department of Economic Development and the Consolidated Tomoka Land Development Company began working together to advance the value-added development of the properties on the east side of the LPGAI Interchange. In early 2003, the County Council approved a \$48,000 employment performance grant to DuvaSawko (aka Healthcare Billing Systems), a medical software and information technology company, to encourage their expansion to new Class A office facilities near the I-95 interchange. Council's investment was further leveraged

by the Department of Economic Development by more than \$192,000 from the State of Florida and more than \$150,000 in future ad valorem tax abatements from the City of Daytona Beach to mitigate the company's risk and to encourage their commitment to acquire land and to construct a 48,000 square foot Class A office facility. This was the first major development of larger-scale office



facilities in the Cornerstone Business Center. In 2005, DuvaSawko, through their real estate investment group Charles Wayne Properties, has moved forward with an additional 48,000 square foot development of office space. Collectively, these two projects represent more than \$13-million in new capital investment.

In 2004, the County's Department of Economic Development proposed the construction of the Mason Avenue extension just south of LPGAI and Williamson Boulevard as a joint project between the county and Indigo Development to open additional industrial property for development. County Council approved a \$275,000 road grant to Indigo Development in exchange for land purchasing credits that could be used as business recruitment incentives to attract new manufacturing employment to that area. The City of Daytona Beach participated by providing water and sewer infrastructure. Jointly, the project initially opened 20 new acres of industrial property. This initiative was encouraged as a means of creating a building site for Piedmont Plastics and to prevent their relocation from Daytona Beach to Seminole County.

Again, in 2004 and 2005, the Department of Economic Development together with the Regional Workforce Development Board generated an additional grant of \$100,000 to Indigo Development to facilitate the further expansion of the Mason Avenue extension to accommodate the relocation of Daytona Beverage and ARK Technologies. Collectively, these partnerships of local government, workforce and economic development along with cooperation from the property owner have opened more than 40 acres of new industrial property for development, attracted more than \$25-million in new construction and tax base and have provided a future work site for as many as 300 new higher skilled and higher waged jobs.

STRATEGY 2.7.6

Create and fund an incentive driven initiative to encourage developer investment in targeted commerce sites by 1st quarter, CY 2003; ongoing (see Goals 1.2.4 and 2.2.1)

- Accomplished and ongoing: Creative approaches to provide incentives designed to encourage developer investment in targeted commerce or employment centers have been ongoing since 2002. The Department of Economic Development reviews these needs on a project-by-project basis and recommends investment strategies to the County Council for their review and consideration. These approaches also include the County's economic development city partners and many times the business community and individual property owners. Investment strategies have ranged from infrastructure and roadway improvements to support projects such as Piedmont Plastics (Daytona Beach), Parktowne Industrial Park (Edgewater), and Ocean Design (Daytona Beach) to CRA approval for the Ormond Crossings Commerce Center (Ormond Beach) and employment performance credits that are applied to land values to support the sale of industrial properties at DeLand Crossings Industrial Park (DeLand).

Challenged and prioritized by the County Council as part of their 2003 Goal Setting Workshop, the Department of Economic Development was tasked to identify and to initiate the conceptual planning, design, entitlement process, permitting and engineering of up to 300 acres of new industrial and office park developments county wide. This priority was established by the County Council to provide leadership in assuring for future employment centers to accommodate the recruitment of employers for the future employment of Volusia County citizens.

Since Council's establishment of this goal, the Department of Economic Development has worked closely with its city partners to find creative ways to leverage County, City and State resources for the common goal of developing new industrial and office parks capable of supporting future employers and their ability to create future jobs for Volusia County. Since 2003, joint projects have been initiated by the County with our local city partners. These joint development projects are taking place in Edgewater, Port Orange, Ormond Beach, Daytona Beach, and DeLand.

As of the drafting of this Plan update, the Department and its community partners have nearly 500 acres of new industrial and office park developments under conceptual planning, design, engineering or construction.

STRATEGY 2.7.7

Establish a ‘quick response’ permitting team to assist developers investing in targeted commerce sites by 1st quarter, CY 2003 - Implemented and ongoing on a limited basis: The Department of Economic Development has staff assigned to assist developers working on sites located within the targeted activity centers outlined in Goal Five of this Plan. Staff has been assigned to monitor progress on projects associated with the Mason Avenue extension and along Williamson Boulevard and at the DeLand Crossings Industrial Park. Additional staff monitoring of planning and permitting assistance has been related to projects such as Ocean Design (Daytona Beach), Hot Action Sportswear (Ormond Beach), NSI Intellitec, LLC (DeLand) and ARK Technologies (Daytona Beach).

STRATEGY 2.7.8

Establish a flexible inducement program to encourage capital investment of existing and new industry by 1st quarter, CY 2003, ongoing (see Goals 1.2.3 and 1.2.4) - Accomplished and ongoing: The Department of Economic Development has generated a variety of approaches for creating a flexible inducement program to encourage capital investment by existing and by new industry expanding or relocating in Volusia County. These programs encourage the leveraging of county resources with those that are generated from area cities, the State of Florida, federal resources and a host of incentives that are provided by individual property owners and interested businesses. Since 2002, more than \$6-million has been generated from these economic development partners to support the expansion of local companies like DuvaSawko (Daytona Beach), University Clinical Research (DeLand), Piedmont Plastics (Daytona Beach) and Delta P Systems (Ormond Beach) and the recruitment of other Industries such as NSI Intellitec (DeLand), ARK Technologies (Daytona Beach), Ideal Aluminum (DeLand), Adams Building Products (DeBary) and BBK Performance (DeLand).

Inducements have been provided to support employment performance, to off-set site development costs, to offer land purchasing credits for acquisition of specific sites, to off-set utility and roadway connection and impact fees, to co-invest in the cost of land, to construct required utilities and road improvements and to provide future abatement of ad valorem or tangible tax obligations. The overall program has relied heavily on the leveraging of capital resources from the State of Florida and the federal government. More than \$120-million in new capital investment or tax base will be created as a result of this approach in applying a flexible project-by-project application of limited resources to maximize the return on investment that these resources produce. Equally, if not more important, more than 1,400 jobs have been retained and will be created by these programs.

STRATEGY 2.7.9

Draft and support legislation for the creation of one additional targeted “Enterprise Zone” by partnering with a qualified local city by 1st quarter, CY 2004 - Reviewed and recommended: Beginning in 2003, the Department of Economic Development reviewed the county’s various census tracts to identify those tracts that qualified for

“low and moderate” income populations under the State’s guidelines for an Enterprise Zone. In 2004, the City of South Daytona made efforts to qualify a section of the city as an Enterprise Zone. Legislation was drafted and was approved by the Legislature pending further application by the city. Other considerations for a similar designation have been discussed for the Spring Hill area in the City of DeLand. No further action has been taken pending a review of the legislative changes to the Enterprise Zone Program made by the State Legislature during the 2005 Session.

OBJECTIVE 2.8 - *Create a unified real estate and commerce building electronic inventory program*

STRATEGY 2.8.1

Create an interactive electronic real estate and building inventory for commercial, commerce and warehousing facilities by end of 2nd quarter, CY 2002 - Accomplished and ongoing: An interactive web-based electronic inventory of industrial, manufacturing and major office space has been developed to support the identification of available industrial sites and facilities for prospective business prospects. On average, more than 100 properties are inventoried in this electronic system. It is maintained by the County’s Department of Economic Development and positioned on the County’s Economic Development web site at *floridabusiness.org*, and visited by more than 20,000 unique users monthly. Area realtors are invited to post their business listings on this site at no cost. Site and building information can be sorted by square footage and viewed online including access to property information from the County’s Property Appraiser’s Office including aerial photography and property valuation history. The site provides for direct contact to the listing realtor.

STRATEGY 2.8.2

Develop collateral literature to promote the availability of the real estate and building inventory program to area commercial realtors and private property owners by 4th quarter, CY 2002 (see Goal 1.5.3) - Accomplished and ongoing: Informational data sheets were designed to promote the economic development real estate inventory program and to solicit their submission of site data. This form is faxed to area realtors several times a year in order to update the site’s inventory.

STRATEGY 2.8.3

Incorporate property assessment records and other mapping programs into the inventory’s electronic format for maximizing the resource as a facility recruitment tool for economic development by 3rd quarter, CY 2003 (see Goal 5.4) - Accomplished and ongoing: This feature was incorporated as a linkage to the real estate inventory in 2002 in order to enhance the information related to the individual sites. Access includes property data, aerial mapping, appraisal and taxing histories.

STRATEGY 2.8.4

Expand the real estate and building inventory program to include undeveloped property zoned and available for commerce or office or warehouse development by 4th quarter, CY 2002 - Implementing and ongoing: Undeveloped industrial sites were added to the County’s web-based real estate inventory in 2002. Efforts are made to keep this inventory current. Staff is instructed to watch for available properties while in the field and report findings back to the office as they find them. Periodic requests are made to area realtors for sites and facility updates.

STRATEGY 2.8.5

Provide the real estate and building inventory program as an electronic form available 24 hours a day by means of the Internet by the end of the 2nd quarter, CY 2002 - Accomplished and ongoing: The county’s industrial real estate inventory has been available in an electronic web-based format prior to 2002. As of the writing this update (September 2005), the Department’s web site, *floridabusiness.org* is undergoing a major redesign to further enhance its capabilities. The site, *floridabusiness.org*, is accessed by more than 20,000 unique users monthly.

STRATEGY 2.8.6

Conduct occasional workshops to promote the use of the building program beginning by the 4th quarter, CY 2002 - Accomplished and no longer done: The Department of Economic Development conducted several workshops on the use of the building and industrial property inventory program in 2002. Responses by area realtors suggested a number of updates and changes that would improve the site and enhance its value. The use of the site is promoted through the periodic faxing of update request in lieu of a continued workshop format.

OBJECTIVE 2.9 - Support international trade

STRATEGY 2.9.1

Develop opportunities to enhance air cargo traffic at the Daytona Beach International Airport by 3rd quarter, CY 2003 - Implementing and pending: Staff from the Airport and Economic Development Departments began reviewing air cargo opportunities in 2002. The Airport’s leading commercial cargo activity centers around the transport of human remains being sent home for final burial, a limited variety of business small parcel shipments by Delta Airlines, and small-scale consumable product cargo going to the Bahamas by way of Vintage Airlines. In 2003, staff from the two department’s met with import officials in the Bahamas as a means to identify cargo opportunities that could be shifted from their point of origination in Miami and Fort Lauderdale to Daytona Beach.

In 2004, the Department of Economic Development and the Airport staff, with the encouragement of the Halifax International Trade Council, begin exploring opportunities

for developing a “bonded warehouse” strategy to encourage the start-up of international warehousing activities at Daytona Beach International Airport. An export and freight expediter was identified in 2005 and offered cargo warehousing space in exchange for a commitment to market the group’s services throughout the Volusia County business community. This effort was also supported by the earlier effort just described to identify potential air cargo opportunities in the Bahamas. Airport staff arranged for meetings between the new freight expediter and importers in the Bahamas in an added effort to strengthen the new venture’s opportunities for a successful start-up. These talks are currently underway as of the drafting of this update.

STRATEGY 2.9.2

Review requirements for the “activation” of the Daytona Beach Free Trade Zone #198 by 1st quarter, CY 2003 - Implemented and pending: A 2003 review of the feasibility of activating the Free Trade Zone at the Daytona Beach International Airport showed that the operational and security cost could exceed \$100,000 annually. No further action was taken due to the level of importing trade activity and its inability to support any degree of operational cost. However, in 2005, Airport staff began negotiation with AIT Custom Brokerage to establish a 5,300 square foot warehousing facility and container freight station in the air cargo building along Coral Sea on the Airport property. This initiative was supported by the work of the Halifax International Trade Council and the Department of Economic Development. A cooperative community effort is currently underway to identify potential business customers capable of supporting this new concept and benefit being offered at the Airport. Additional efforts by the Airport staff to introduce John Varndell Customs Broker to exporting opportunities to the Bahamas has also been done to increase potential business and air cargo being generated through the Daytona Beach International Airport. The Bahamas opportunities are designed to leverage the presence of Vintage airlines. Vintage provides daily flight services to and from the Bahamas from Daytona Beach International Airport.

STRATEGY 2.9.3

Investigate the value of “activation” of the FTZ at the Ormond Beach, New Smyrna Beach and DeLand General Aviation Airports and Commerce Parks by the end of the 2nd quarter, CY 2003 - No Action Taken: No action has been taken on this strategy due to the lack of importing of raw materials and the participation of area companies necessary to justify the public expenditures necessary to activate and staff the Ormond Beach Airport sub-zone.

STRATEGY 2.9.4

Develop collateral literature to aid in the promotion of the Free Trade Zone #198 by 3rd quarter, CY 2003 - Implementing and ongoing: The Department of Economic Development has designed collateral to support the benefits of the Free Trade Zone for companies involved in the importation of raw materials or other products. The brochure material has been published in small quantities for use in international trade workshops conducted by the Department and by the Halifax Area Trade Council. Brochure collateral was also designed by the Airport staff to support the opening of the bonded warehouse by John Varndell Customs Broker.

STRATEGY 2.9.5

Conduct workshop opportunities to enhance value-added benefits of the Free Trade Zone #198 by the 4th quarter, CY 2003 - Accomplished and ongoing: The Department of Economic Development has conducted a series of workshops and seminars incorporating the availability and presence of the Free Trade Zone #198 associated with the Daytona Beach International Airport. These workshops and seminars have attracted the participation of the Export/Import Bank, Enterprise Florida's International Trade Program and the Halifax Area International Trade Council. Efforts are ongoing to identify potential importers that can benefit from the services the Zone provides. Sufficient area users have not been identified to justify activation of the Zone.

STRATEGY 2.9.6

Develop a feasibility review of establishing sub-zone access to area manufacturers or importers by 1st quarter, CY 2004 - Implemented and pending: Surveys and repeated promotion of the availability of the primary Free Trade Zone and the sub-zones has not generated even a low level of response from the manufacturing community. No further action has been taken to establish additional sub-zones due to the lack of market response. Additional surveys will be conducted in the future to determine possible changes in the level of importing activities among the County's manufacturing community.

STRATEGY 2.9.7

Organize opportunities for area manufacturers to have access to international trade leads for purchase of locally manufactured products by 3rd quarter, CY 2002 - Accomplished and ongoing: The Department of Economic Development and the Airport staff have cosponsored workshops focusing on international trade opportunities, freight forwarding and shipping logistics beginning in 2002. In 2003, the Halifax Area International Trade Council and Enterprise Florida were added as cosponsors of these workshops in order to broaden community interest in air cargo opportunities through existing carries at Daytona Beach International Airport for both domestic and international shipments.

In June of 2005, the Department of Economic Development teamed up with the U.S. Department of Commerce's Foreign and Commercial Services, to sponsor a product sales mission to the Bahamas for area food manufacturers. The mission included representatives from three area companies including Heavenly Cheesecake and Chocolate (Holly Hill), Florida Gourmet (DeLand) and Costa del Mar (Ormond Beach). This two-day mission resulted in more than a dozen face-to-face sales meetings with food importers and buyers from various resort hotels.

The Department of Economic Development has designed an international trade assistance program that includes trade specialists from the U.S. Department of Commerce and Enterprise Florida's International Trade Program. Representatives from these organizations participate with local economic development staff as part of a routine visitation program to support local companies in their quest to identify sales opportunities overseas. This unique program, designed by the County's Department

of Economic Development has been recognized by the U.S. Foreign and Commercial Service for its effective approach of leveraging the expertise of the three levels of government and for its outstanding performance. Officials of the U.S. Foreign and Commercial Service have visited Daytona Beach and have announced the relocation of their central Florida office to the County's Entrepreneurial Center at the Advanced Technology Center beginning October 2005.

In another effort to encourage the sale of locally produced products, the Department of Economic Development has also designed an "International Gold Key Match" program. This program provides for up to a \$1,500 matching grant to area companies interested in purchasing an "International Gold Key" package from the U.S. Department of Commerce to explore new overseas markets for Volusia County produced products. The "International Gold Key" package includes the assistance of the U.S. Foreign and Commerce Service in identifying and scheduling sales meetings with buyers in any one of more than a 150 countries around the world. The Department's "International Gold Key" program has supported trade missions to China, Mexico and most recently the Bahamas.

STRATEGY 2.9.8

Conduct an annual business development trade mission on behalf of area manufacturers by 4th quarter CY 2003 - Implemented and ongoing: A \$7,500 grant was awarded to the county's Department of Economic Development in 2003 by Enterprise Florida's International Trade Program to support a product sales mission to central Mexico. This mission was designed to introduce area automotive component manufacturers to exporting opportunities in Mexico's thriving automotive manufacturing centers located near the Mexican cities of Toluca, Pueblo and Mexico City. After several marketing and promotional efforts to garner participation from Volusia County's manufacturing community, the trade mission was cancelled due to lack of interest.

In June of 2005, the Department of Economic Development teamed up with the U.S. Department of Commerce's Foreign and Commercial Services, to sponsor a product sales mission to the Bahamas for area food manufacturers. The mission included representatives from three area companies including Heavenly Cheesecake and Chocolate (Holly Hill), Florida Gourmet (DeLand) and Costa del Mar (Ormond Beach). This two-day mission resulted in more than a dozen face-to-face sales meetings with food importers and buyers from various resort hotels.

STRATEGY 2.9.9

Conduct workshops on international trade opportunities, financing and product shipment by end of 3rd quarter, 2003 - Accomplished and ongoing: More than 30 workshops are scheduled annually by the Small Business Development Center from the Daytona Beach Community College and the county's Department of Economic Development. Many of these workshops are cosponsored and include subject matter focusing on international trade. The first of these workshops began in 2002 with

cooperation from Enterprise Florida's International Trade Program and the Export/Import Bank from Miami. Additional workshops have been held on international financing and product shipping/logistics. The Department of Economic Development also supports a business visitation program where trade specialists from the U.S. Department of Commerce and Enterprise Florida meet with individual companies throughout the county to customize international trade services to better support their individual needs. Beginning in 2005, the Halifax Area International Trade Council has asked to become the lead organization in offering international trade workshops. The County's Economic Development staff supports that effort which will allow the Department to redirect its efforts to a more concentrated approach to customized trade assistance on a company by company basis. These workshops and seminars are ongoing. The relocation of the trade specialist from the U.S. Foreign and Commercial Services to offices in the County's Entrepreneurial Center at the Advanced Technology Center will greatly enhance the access and awareness for international trade services to area businesses.

STRATEGY 2.9.10

Develop a language translation pool to assist area manufacturers by 3rd quarter, CY 2003 - No Action Taken: No action has been taken on this Strategy due to the lack of interest on the part of local businesses requiring translation services. However, this Strategy has been discussed with the Daytona Beach Community College to determine their capability of providing a pool of translation services. If a measurable level of need can be identified, the College is capable to supporting translators representing several major languages.

OBJECTIVE 2.10 - Encourage Technology Research

STRATEGY 2.10.1

Promote the use of Small Business Innovation Research (SBIR) grants to area manufacturers by 4th quarter, CY 2002 - Accomplished and ongoing: The Department has assembled information concerning the availability of Small Business Innovation Research grants that are provided by the various departments of the federal government. Staff has conducted a series of meetings with representatives of the Florida High Tech Corridor Council, the University of Central Florida and from Embry-Riddle Aeronautical University concerning the need to support application and proposal writing for area companies. The Department of Economic Development has set-aside up to \$25,000 in match funding as part of a grants-in-aid budget to support area companies in pursuing the federal government SBIR grant opportunities. The Department has approached Embry-Riddle to provide leadership in these programs with area manufacturers. The University is working with the Department to formulate a research and development core of top area manufacturers or technology start-ups that this program can benefit. The program is designed to provide a matching grant and technical assistance to individual companies interested in pursuing new product development and commercialization.

Another approach to support Small Business Innovation Research has led the Department of Economic Development to team up with the Florida High Tech Corridor Council to provide access to the Council's research and development grant program. Funded by the State of Florida through the University of Central Florida, this program provides matching grants to area manufacturing and software development companies to advance their commercialization of new technologies. Technical, as well as engineering, assistance can be accessed by area companies through their participation in this program. The Department's business visitation program incorporates the availability of this resource as part of the discussion held with area manufacturing management.

STRATEGY 2.10.2

Identify funding opportunities for the establishment of small business incubation by 2nd quarter, 2003 - Implemented and pending: Through the work of Embry-Riddle Aeronautical University and the county's Department's of Economic Development, a basis for the need for small business incubation began in 2003. Both organizations have identified a number of incubation candidates that would benefit from the programs and services that could be offered through an incubation program. A small business incubator is a facility that provides shared space for early staged technology companies. Staff from the Department of Economic Development and the University visited several small business incubation facilities throughout Florida to learn how those facilities are funded and how the availability of services are promoted.

Funding sources for the construction and operation of an incubator are limited. Preliminary planning for a local technology incubator will require approximately a 40,000 square foot facility capable of housing up to 10 technology start-ups. Future development of an area technology incubation facility has been incorporated into the development of the University's Research and Development Park proposed along Clyde Morris Boulevard on the east side of the Daytona Beach International Airport. An estimated \$5-million will be required to construct this facility and an annual \$1.5-million budget will be require to assure for its maintenance and oversight. Funding has not been fully identified for the technology incubator project pending further advancement of the research and development park.

STRATEGY 2.10.3

Create a forum of area manufacturers, educators and finance leaders to conduct a feasibility review for the establishment of a technology driven small business incubator by 3rd quarter, CY 2003 - No Action Taken: No action has been taken on this Strategy pending further design and development of the Embry-Riddle Research and Development Park.

STRATEGY 2.10.4

Encourage and support the emergence of simulation technologies and related workforce development among local educational institutions by 1st quarter, CY 2004 (see Goal 2.10.2) - Accomplished and ongoing: This initiative was taken by Daytona Beach Community College. Funded by a multi-year \$150,000 grant from the Florida

High Tech Corridor Council, the Community College developed a course curriculum in cooperation with regional simulation companies such as Raydon Corporation and others. The Community College designed the curriculum into an Associates Degree program in Simulation and enrolled their first students into the program in 2003. This unique AS degree initiative is one of only two in the United States and has been instrumental in supplying skilled candidates to support the workforce needs of this growing industry in central Florida. This program is unique and creates opportunities for high skilled and high waged employment for its graduates.

STRATEGY 2.10.5

Encourage active participation of Volusia County involvement in the Mid-Florida High Technology Council/Interstate 4 Corridor by end of 2nd quarter, CY 2002 - Accomplished and ongoing: The overall economic development program for Volusia County has incorporated the programs of the Florida High Tech Corridor Council. As previously outlined in Strategy 2.10.4, the FHTCC has been instrumental in funding the development and start-up of the Community College's Associate Degree program in Simulation Training. Additional outreaches have included the Volusia's Higher Education Consortium as well as the Department of Economic Development. Both organizations have received funding from the FHTCC for the development of other key economic development tools. In 2003, the Education Consortium received a \$50,000 grant for the development of a "virtual entrepreneurial center" designed to disseminate small business start-up information and support services. This program will be integrated into the County's economic development web based venue.

In 2005, the Department of Economic Development began a joint project with the FHTCC in co-funding an *Outsourcing Guide* designed to promote the manufacturing capabilities of core area industries as part of an overall effort to identify new business and contract opportunities for local companies. The *Outsourcing Guide* is distributed through the Department's participation in industry trade shows, direct mailing campaigns and other marketing venues.

The Department of Economic Development staff participate in the FHTCC's weekly teleconference to discuss technology programming and other economic development initiatives occurring throughout central Florida. This weekly networking opportunity allows the Department to monitor regional activity as well as share key programming accomplishments occurring among Volusia's economic development partners.

STRATEGY 2.10.6

Create a research application fund that supports the commercialization of locally developed technologies by 3rd quarter, CY 2005 - Implementing and pending: Following a series of meeting that began in early 2005, efforts to develop a joint funding source to support the drafting of small business innovative research grants were initiated between the Department of Economic Development and Embry-Riddle Aeronautical University. The Department has established a \$25,000 budget line to serve as a matching grant to support the application process for area manufacturers

interested in securing federal research grants to advance product design and future technology commercialization. The University is in the process of organizing a core of area manufacturing leadership to serve as an advisory oversight group that would represent the beginning of a concentrated effort to identify and secure federal grants to support research and product development. When fully operational, this seed fund is expected to generate upwards to \$1-million or more in development and design grants beneficial to the area universities and manufacturing community.

This initiative, started by the Department of Economic Development, represents a second effort to provide seed funding to area companies interested in accessing technical assistance to support local technology development and commercialization. Additional efforts began in 2004 between the Department and the Florida High Tech Corridor Council through their research and development program sponsored by the University of Central Florida.

STRATEGY 2.10.7

Support the dissemination of information for the Florida Technology Research Development Authority by 4th quarter, CY 2002, ongoing - Accomplished and ongoing: Recognizing the importance of the United States Space Program and the Florida Technology Research Development Authority's efforts to promote technical engineering assistance, the Department of Economic Development has entered into an annual contract with the Authority to provide and support a technical outreach program. The program is better known as the Space Alliance Technology Outreach Program (SATOP). It is a cooperative program administered by the Florida Technology Research Development Authority. The primary objective of this initiative provides small business assistance by applying technical expertise derived from the U.S. Space Program. The Alliance is a group of 30 space industries, universities, colleges and the NASA Centers (Johnson Space Center–Texas and Kennedy Space Center–Florida). SATOP coordinates professional volunteers from these groups, solving the challenges brought forth by the local manufacturing and software companies. The Department of Economic Development has incorporated these services as part of the Department's business visitation efforts by offering up to 40 hours of free engineering and technical assistance by SATOP professionals. When a need is determined through the Department's visitation team, the company is provided assistance applying for this free technical help. Thompson Pump Manufacturing Company located in the City of Port Orange is an example of an area company that has benefited by the technical assistance provided by SATOP's outreach program.

STRATEGY 2.10.8

Encourage and support private-sector development of small business incubation by 4th quarter, CY 2003 (see Goal 2.10.2) - No Action Taken: No action has been taken on this Strategy. As of the drafting of this Plan update, no private-sector business has shown any interest in pursuing this initiative without 100-percent funding from local or state government. Efforts to support small business incubation will remain focused on those initiatives being studied by Embry-Riddle Aeronautical University as part of their Research and Development Park Project.

However, it should be reported that the City of Daytona Beach helped in the funding and construction of the Daytona Beach Enterprise Center, a mixed use business incubator to provide economic opportunities for persons located in the city's Enterprise Zone along Orange Avenue. The Center is administered by the Central Florida Community Development Corporation (CFCDC) who also provides business counseling and small business loans. The CFCDC has been instrumental in supporting minority and women-owned business entrepreneurship.

STRATEGY 2.10.9

Create a partner approach with local post-secondary education for the development of a Small Business Incubation facility by end of 3rd quarter of CY 2003 (see Goal 2.10.3) - Accomplished and ongoing: In 2003, the Department of Economic Development entered into an agreement the Volusia County School District and the Daytona Beach Community College for the creation of an Entrepreneurial Center by leasing 6,000 square feet of office space within the Advanced Technology Center in Daytona Beach. The Center serves as a pre-incubation facility and is capable of supporting up to 10 start-up businesses. As of the drafting of this Plan update, the Center is home to three small technology-based companies focusing on software development in the aviation and medical information industries.

The Entrepreneurial Center at the ATC is also home to the Department of Economic Development's business assistance team. The Department's presence serves as management of the facility while providing day-to-day technical assistance to small businesses throughout the community. The Department's Minority Business coordinator is also housed in the Center. The Entrepreneurial Center also serves as host site for a series of small business workshops and seminars that are held throughout the year ranging from business start-ups workshops to government procurement seminars designed to assist area companies to access federal contracts for goods and services. The Center also provides operational space for the U.S. Department of Commerce's Commercial Foreign Service's regional trade specialists and the U.S. Small Business Administration's support of the local SCORE small business volunteer counselors.

Goal Three

Tourism enhancement and expansion

Attract more year-round convention, business, family, special events and ecological, cultural, historical, and outdoor (ECHO) related activities and enhance the use of the Daytona Beach International Airport.

Tourism has historically been the County's largest economic sector accounting for more than 40,000 related jobs. The County Council has made significant public investment in the Daytona Beach International Airport, the Ocean Center Convention facility, the area's beaches and parks, rivers and other cultural and historical facilities and venues.

This goal contains five objectives supported by 33 strategies. One of the major objectives of this goal is to determine if different strategies are warranted to develop a more diversified and higher value-added county wide tourism base. The objectives include preparing a new county wide tourism strategic plan, addressing existing infrastructure including the Daytona Beach International Airport and the Ocean Center with a renewed emphasis on expanding convention and group meeting opportunities. The Plan attempts to create a synergy for encouraging new tourism markets.

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This Goal contains five objectives supported by 33 strategies. One of the major objectives of this Goal is to determine if different strategies are warranted to develop a more diversified and higher value-added county wide tourism base. The objectives include preparing a new county wide tourism strategic plan, addressing existing infrastructure including the Daytona Beach International Airport and the Ocean Center with a renewed emphasis on expanding convention and group meeting opportunities. The Plan attempts to create a synergy for encouraging new tourism markets.

The lead role in accomplishing these goals was assigned to a County Council appointed working group, consisting of: the area Ad Authorities, Convention and Business Bureau(s), Tourism Development Council, Council of Governments, Hotel/Motel Association, Ocean Center, Daytona Beach International Airport, Private Sector Hospitality Leaders, Chambers of Commerce, Local Cities, and the Volusia County Department of Community Services.

In order to provide the most current information on the progress of Goal Three, and to have those most involved available to showcase their progress and answer questions, it is most appropriate for those directly involved to present this material. Therefore, a separate presentation will be scheduled to present and discuss Goal Three.

Goal Four

Workforce development

Ensure development of a progressive workforce to meet the existing and future needs of employers.

Today, labor force issues rank as two of the three top factors that businesses analyze when relocating. Through the leadership of the Regional Workforce Development Board and the Daytona Beach Community College, this goal mainly addresses the existing workforce with strategies addressing enhancement of skills through training. This goal has four objectives and 21 strategies. As shown in the Underemployment Study conducted by the Pathfinder Group from Dallas, the County has a large under-employed workforce of approximating 43,000 workers. The study further outlines worker surplus and availability in areas of advanced manufacturing skills, distribution and office environments. These factors have been included as part of the planning process of identifying those targeted industries outlined in other areas of the Plan. *About 80-percent of the strategies outlined in this section have been accomplished or are in the process of being implemented.*

Top ten site selection factors:

1. highway accessibility,
2. labor costs,
3. availability of skilled labor,
4. corporate tax rate,
5. state and local incentives,
6. occupancy or construction costs,
7. tax exemptions,
8. environmental regulations,
9. low union profile, and
10. energy availability and costs.

Today, workforce issues rank as two of the three top factors that businesses analyze when relocating. Goal Four focuses on Volusia County's existing workforce with strategies addressing enhancement of work skills and flexibility and access to training. The goal has four major objectives and 21 strategies, of which 100-percent have been achieved within the first three years of this program. The primary objective for Goal Four is to insure the development of a progressive workforce to meet the existing and future needs of employers. Therefore, although these objectives have been achieved, the work related to them is ongoing.

OBJECTIVE 4.1 - *Encourage employer involvement in workforce development*

STRATEGY 4.1.1

Develop a business visitation program for major employers and for targeted industry clusters by the end of 3rd quarter CY 2002 - Accomplished and ongoing: The Regional Workforce Development Board formed a Business Development Unit staffed by five Customer Service Representatives (CSR) reporting directly to Board Management effective July 1, 2003. This includes four geographically placed CSR staff members responsible for conducting daily face-to-face visits with community employers to identify 'help wanted' opportunities within the market. The CSR staff coordinates the information they gather from area employers with a central coordinator who processes the 'help wanted' opportunities within the three regional One Stop Career Centers. The CSR staff conducts approximately 2,000 or more individual business visitations per year. They meet quarterly with the Business Visitation Team from the County's Department of Economic Development to exchange information on employment trends, shortages and other worker and employer information. This exchange also includes the training personnel from the Daytona Beach Community College. The Department of Economic Development visitation effort focuses more on the County's targeted industries and generates between 200 and 250 company visits during the course of year.

In addition to the business visitation program, the Regional Workforce Development Board staff has developed a series of training curriculums designed to support key employment industry generators. These curriculums focus on core competencies for the manufacturing and hospitality industries. In 2005, curriculum was expanded to include the needs of the construction industry. The Daytona Beach Community College plays an instrumental role in designing and implementing this program in cooperation with the Regional Workforce Development Board.

STRATEGY 4.1.2

Create a monitoring format to measure employer needs, hiring and human resource deficiencies by the end of 3rd quarter CY 2002 - Accomplished and ongoing: In addition to face-to-face business visitation programs, bi-monthly meetings are held to review pertinent information relating to employer needs. Employer satisfaction surveys were developed by the Workforce Development staff beginning in 2003 and are con-

ducted twice a year to monitor the effectiveness of the business visitation program. Additional monitoring is done by the Daytona Beach Community College, who schedules annual industry advisory board meetings for over 60 degree programs. In 2005, the College, together with support from the County's Department of Economic Development and the Regional Workforce Development Board, was approved by the Florida State Board of Education to begin offering a Bachelor of Applied Science degree. This was in direct response to employer needs for technician, supervisor, and management development education and will go a long way to encourage further training opportunities for worker advancement.

STRATEGY 4.1.3

Create a forum for employer and human resource exchange by 3rd quarter CY 2003 - Accomplished and ongoing: Beginning in 2003, the Regional Workforce Board staff began planning forums to enhance 'position wanted' awareness and to improve employer access to worker availability. A total of four industry specific job fairs have been conducted, focusing on specific industries such as healthcare. In addition to these job fairs, annual business summits and industry specific focus groups have been conducted to enhance employer communication and to aid in the identification of workforce related concerns. These forums provide the Workforce Board and Economic Development staffs the opportunity to adapt and improvise programming and resources necessary to meet some of the needs presented by employers. And finally, the use of the employer satisfaction surveys developed in response to Strategy 4.1.2 provide an additional forum that allows an employer the opportunity to express concerns, needs or other problems related to training or availability of the local workforce.

STRATEGY 4.1.4

Increase quality private-sector involvement in employment policy making by end of 4th quarter CY 2002 (see 4.1.1) - Accomplished and ongoing: The Regional Workforce Development Board formed a Business Services Committee and a Communications Committee. Both committees are largely comprised of business community leaders who provide direction and recommendations to the Workforce Development Board. A total of 84-percent of these committees are comprised of business community representatives. In addition to these committees, the Board's Executive Committee is dominated by representatives of the business community, including the chairmanship.

STRATEGY 4.1.5

Conduct an annual employer survey to establish quality of service for community workforce programs by end of 2nd quarter CY 2003 - Accomplished and ongoing: An employer satisfaction survey was designed and introduced in 2003. The survey is conducted bi-annually with those companies called upon through the visitation program implemented by the Regional Workforce Board. These surveys are reviewed by the Workforce Development staff and by the various committees overseeing the process. Business community participation in sponsored job fairs and the annual business summit is also surveyed for feedback designed to improve future programming.

STRATEGY 4.1.6

Develop an evaluation of response to employer information inputs by the end of 3rd quarter CY 2002 (see Goals 4.1.1 and 4.1.5) – Accomplished and ongoing: An evaluation process was developed by the Regional Workforce Development Board beginning in 2002 in preparation for the expanded surveys that were generated following the introduction of the business visitation program. Employer input is evaluated on an individual basis for response immediately after the surveys are conducted.

STRATEGY 4.1.7

Develop company employment and technical skill requirement profiles to match with existing or planned training initiatives through the visitation program by the end of the 4th quarter of CY 2002 and ongoing (see Goal 3.1.1) – Accomplished and ongoing: The Regional Workforce Development staff together with the County's Economic Development staff and our local public and private training providers have developed work skill profiles for the manufacturing, hospitality, and construction industries. These profiles are used to support the hiring requirements of many of the companies seeking relocation and expansion within the Volusia County market. Profile development and assessment software has been purchased by the Regional Workforce Development Board and is used to enhance the ability of job seekers to match their individual skill-sets to available jobs.

STRATEGY 4.1.8

Establish a written “protocol” between the Regional Workforce staff/vendors and the Volusia County Department of Economic Development in order to cross-train personnel to support a “Business Visitation Program” by the end of 4th quarter of CY 2002 – Accomplished and ongoing: In 2002, a written ‘protocol’ was drafted between the Regional Workforce Development Board and the County's Department of Economic Development outlining a process to cross-train staff in the two organizations in matters concerning local, state and federal employment programming, workforce training opportunities, on-the-job training opportunities, and incumbent worker funding. Staff from both organizations meet regularly to review shifting changes in the local economy and to strategize on employment and training needs for new business prospects, as well as local employers expanding their business. This program was extended in 2005 to include the Economic Development staff from Daytona Beach Community College.

OBJECTIVE 4.2 -

Improve opportunities for placement of workers for self sufficiency

STRATEGY 4.2.1

Establish a defined level of self-sufficiency by the end of the 4th quarter of CY 2002 - Accomplished and ongoing: The Volusia County self-sufficiency level has been established at 115% of the area's poverty level. This self-sufficiency rate is adjusted an-

nually to reflect changes in the dollar values based upon statistical data provided by the Workforce Innovation Agency.

STRATEGY 4.2.2

Focus financial resources on supporting a single integrated source to support employment related services by the end of 4th quarter CY 2002 – Accomplished and ongoing: The Regional Workforce Development Board of Flagler and Volusia Counties, Inc. is tasked to oversee Florida’s public workforce system in the local service area. The Board of Directors of the Workforce Development Board is comprised of 36 business and community leaders. The Workforce Development Board is managed by an Executive Committee and supported by a committee structure responsible for overseeing budget, high skills/high wages, business services, and other key areas of programming interest.

STRATEGY 4.2.3

Identify opportunities for entry level employment skills with potential venues for upward mobility by 3rd quarter CY 2002 – Accomplished and ongoing: Demand for basic skills and core competencies have been identified for several key sectors of employment throughout the community. Sharing information by the business visitation teams for both the Workforce Development Board and the County’s Department of Economic Development staff identified the need to established core skills training for the manufacturing sector in 2003. The identification of this need was incorporated into discussions with the workforce training staff of the Daytona Beach Community College. Through the leadership of the business visitation teams, the College developed a curriculum of ‘core competencies’ that were put into use with the first class being held in late 2003 at the Advanced Technology Center. Since the start of this program, similar curriculum and training initiatives were established for the hospitality industry in 2004. Beginning in 2005, the workforce training staff began to develop additional core competencies for the construction sector, which has demonstrated a continued need for more workers.

STRATEGY 4.2.4

Provide transitional support services to the targeted worker group including day care and transportation by the 3rd quarter of CY 2002 – Implemented and ongoing: In cooperation with Volusia County’s Transit Authority (Votran) bus passes have been made available for targeted workers through the One Stop Career Centers in order to increase their access to job assistance sites. Those individuals in the community undergoing Welfare Transition and seeking jobs are referred to the Child Care Resource Network (CCRN) for childcare needs. The CCRN staff is located within or near the three area One Stop Career Centers that service the Volusia and Flagler County markets.

STRATEGY 4.2.5

Provide inducements to employers to encourage training on the job for workers originating in public assistance environments by the end of CY 2002 – Accomplished and ongoing: The Regional Workforce Development Board has budgeted fund-

ing to support on-the-job training and incumbent worker training incentive payments to area employers, using a sliding scale that is established based upon the worker's starting wage, and the eligibility of the worker. These program incentives require an equal match by the employer.

STRATEGY 4.2.6

Develop collateral literature to assist in the promotion of support services to employers that encourage employment of the disadvantaged workforce by the end of CY 2003 – Accomplished and ongoing: The Regional Workforce Development Board staff has designed collateral material through the work of its Communication Committee. This literature is designed to promote the availability of employer incentives that support hiring and training area workers identified as eligible under the disadvantaged worker program.

OBJECTIVE 4.3 -

Develop training opportunities to support high skill and high wage employment

STRATEGY 4.3.1

Develop a business visitation program to identify employer needs for improved worker skills dictated by changing workplace technologies or productivity by the end of 3rd quarter of CY 2002 – Accomplished and ongoing: The Regional Workforce Development Board launched its Business Services Unit in July 2003. The Business Services Unit was incorporated with the administrative staff of the Workforce Development Board. It is comprised of seven individuals who make face-to-face visits with local employers to determine existing training needs and employment opportunities. Working in conjunction with Volusia County Department of Economic Development and local training providers, appropriate curriculum is developed and delivered to job seekers. An estimated 2,000 business visits are conducted by the Business Services Unit annually.

STRATEGY 4.3.2

Identify resources to support the upgrade of training opportunities for incumbent workers due to changes in required worker skills due to changes in workplace technologies or productivity by the end of 1st quarter CY 2003 – Accomplished and ongoing: Customer Services Representatives (CSRs), representing the Regional Workforce Development Board, make daily contact with area employers to identify their need for worker training and assistance in curriculum development. These business visits are designed to enhance employer awareness of available public funding to support their need for worker training. These benefits and need for training assistance are also incorporated into the business visitation program conducted by the County's Department of Economic Development business assistance team. See Strategy 4.3.1 above for more details.

STRATEGY 4.3.3

Form a high skill/high wage committee of business leaders and educators to provide guidance in developing strategies to encourage training opportunities by the end of 3rd quarter CY 2002 - Accomplished and ongoing: A 'high skill/high wage' committee was established by the Regional Workforce Development Board. This committee is comprised of 13 individuals representing business community, education, and economic development organizations from both Flagler and Volusia Counties. This committee meets throughout the year to review and recommend programming to support employer training and placement of higher skilled workers. The work of this committee is also supplemented by the work of the County's Department of Economic Development, responsible for promoting and encouraging higher skilled employment opportunities. The Department's high skilled and high waged program has supported the creation of over 500 new-to-Volusia County jobs since 2002 through the approval of more than \$320,000 in high waged incentives. The Department has used these Council supported dollars to leverage an additional \$1,281,600 from the State of Florida for a total of \$1,601,600 in wage performance employer incentives, used to generate average annual worker wages in excess of \$39,000 or more.

OBJECTIVE 4.4 -

Integrate the philosophy of the Advance Technology Center (ATC) to encourage high skill and value-added wage employment opportunities

STRATEGY 4.4.1

Identify and match employer workforce needs to develop curriculum for changing workplace technologies by end of 4th quarter 2003 – Accomplished and ongoing: Demand for basic skills and core competencies have been identified for several key sectors of employment throughout the community. Sharing information by the business visitation teams for both the Workforce Development Board and the County's Department of Economic Development staff identified the need to establish core skills training for the manufacturing sector in 2003. The identification of this need was incorporated into discussions with the workforce training staff of the Daytona Beach Community College.



Through the leadership of the business visitation teams, the College developed a curriculum of core competencies that were put into use with the first class being held in late 2003 at the Advanced Technology Center. Since the start of this program, similar curriculum and training initiatives have been established for the hospitality industry in 2004. Beginning in 2005, similar work has begun on the drafting of

core competencies for the construction sector, which has demonstrated a continued need for more workers.

In addition to the work described above, the following three certificate programs have been added to the Daytona Beach Community College curriculum in response to community requests. They are:

- AutoCAD Engineering,
- AutoCAD Architectural 15 credit certificate, and
- Drafting and Design Technology 30 credit certificate.

The computer science curriculum has been modified to correspond to the statewide articulated computer and electronic technology (CET) degree. This articulation will allow Community College students to fully transfer their Associate of Science credits to any Florida public university offering a CET degree. The college is planning on offering a construction certificate program beginning January 2006, and is developing a certificate program orientated toward software game developers.

STRATEGY 4.4.2

Identify and encourage linkages between existing and new manufacturers and the ATC's advanced manufacturing technologies programming by end of 4th quarter of CY 2003 – Implemented and ongoing: In addition to the manufacturing core competencies outlined in Strategy 4.4.1 above, the Department of Economic Development recognized the important role the Advance Technology Center (ATC) represented as part of a marketing tool for the recruitment of new manufacturing operations to Volusia County. The manufacturing and machining curriculums represented in the ATC's programming were incorporated into the business recruitment marketing strategies for new industry. Since 2003, the ATC has been used as a key element in the economic development marketing initiative to demonstrate the commitment of the community to job training and specifically to the support of advancing machining and the training of machinists and CNC operators. In 2004, the Department established its Entrepreneurial Center program by leasing from the School District and Community College a total of 6,000 square feet within the ATC to serve as a business assistance center. This Center is designed to provide technical support and to integrate the machining and information technology capabilities of the ATC into the business recruitment strategies of the County's economic development marketing initiatives.

Since its conception, the Center has hosted dozens of site visits by companies exploring the possibilities of relocating to the Volusia County market. The incorporation of the ATC's role in this job creation venture is a key attraction to many companies interested in the community's ability to train fu-



ture workers by integrating the Center's manufacturing and information technologies infrastructure. The community's investment of \$31-million in the ATC is seen as a serious commitment that spills over in other expectations that prospective employers have when they visit. The manufacturing program at the ATC has expanded existing partnerships with local manufacturers and business partners. The Haas Corporation's regional partnership has generated training contracts for local and regional purchasers of Haas equipment and MasterCAM software. The program recently signed up for the second cycle of the Haas equipment entrustment program.

STRATEGY 4.4.3

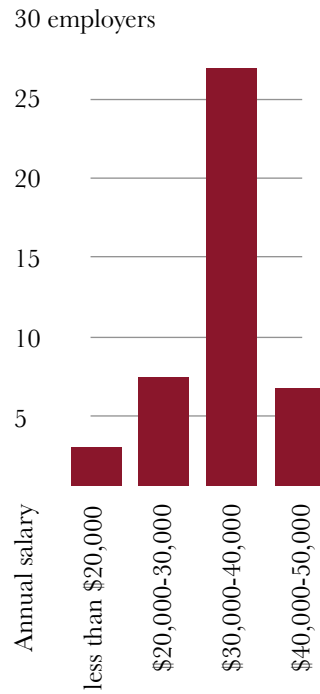
Assist in the development of a partnership collaboration to design information technology curriculum in support of new IT Business Center recruitment by end of 4th quarter of CY 2003 – Implemented and ongoing: The Daytona Beach Community College has demonstrated its ability to adapt required curriculum to match the needs of most employers. The County's Department of Economic Development and the Regional Workforce Development Board staffs have partnered in presenting the capabilities of curriculum development in support of the business recruitment efforts of the County. This focus on information technologies is in support of this Plan's identification of this industry sector as a targeted industry. Beginning in 2003, this partnership of economic development, workforce and education focused its attention on the use of the Advanced Technology Center (ATC) as a focal point in the recruitment of those companies requiring large numbers of customer and operational personnel requiring computer competencies. The ATC has been successfully used to demonstrate the community's ability to train large numbers of personnel and to provide temporary transitional space for future employers. The ATC played host to several major projects in 2003, 2004 and 2005 with companies representing both the national automotive and soft drink industries. Collectively, these projects would have required the training of over 2,000 information technology workers. The ATC held and secured the initial commitments of these projects but failure to be able to provide adequate large-scale office facilities in the local market forced these companies to seek alternative communities.

Daytona Beach Community College through the DACUM process and other tools is available to assist in the collaborative development of new curriculum to meet the needs of Volusia County's economic and business development initiatives. The college actively participates in the recruitment and retention site visit process and develops credit and non-credit programs to meet the needs of existing and new employers.

STRATEGY 4.4.4

Expand existing IT curriculum to support opportunities for evening training for existing market employers and employees by 2nd quarter of CY 2004 – Implementing and ongoing: In response to this Strategy, the Daytona Beach Community College, through surveys of students and direct employer input, has modified the flexibility of providing both training site locations and availability of training schedules to accommodate the needs of working students and the business communities. Curriculum can be developed and delivered to the employer in the company's environment, at the ATC,

or on campus. A survey of 30 employers including 45 recent Daytona Beach Community College graduates who participated in information technology programs revealed that 80% were employed with annual salaries in excess of \$30,000.



Goal Five

Community development

Build on strengths and competitive advantages and provide the necessary infrastructure and services to support and enhance quality of life and economic growth.

One of the community's greatest weaknesses is the lack of existing real estate inventory to house future recruitment of specific targeted industries. The County has an excellent transportation infrastructure with large tracts of undeveloped land. However, the County has few commerce parks or employment centers located at strategic locations to benefit from the transportation network. This goal and its six objectives and 46 strategies address the need for the creation of additional inventory-permitted building sites, commerce parks and other industrial and office buildings necessary to attract major employers to the County.

The goal addresses several activity and proposed employment centers and commerce sites where development has been directed due to the implementation of this Plan. The majority of these activity and employment centers are located within municipal boundaries and not in unincorporated areas. To accomplish these strategies many new County and city collaborative partnerships have been and continue to be formed to jointly plan, design and fund the development of hundreds of acres of new industrial and office park resources.

The objectives have been grouped into four topic areas for development: (1) County owned property where surplus lands can be developed and returned productively to the income producing tax rolls; (2) Those development locations that are located and owned by local municipalities; (3) Those properties that are associated with the county's General Aviation Airports; and (4) Opportunities to partner with private property owners by establishing coordinative methods of mitigating risks for development of common interest with the County and with the local cities.

Implementation of the development projects outlined in Goal 5 have been prioritize and evaluated as to their individual potential for return on public investment (ROI).

Objective 5.1 - Plan and develop commerce parks in areas that the County should act as lead agent

1. Plan and develop a commerce park near I-4 and Florida S.R. 44
2. Implement the development of the Tomoka Industrial Park
3. Support the development of the S.R. 472 and I-4 interchange

The overall strategies outlined in Objective 5.1 focus resources on those projects that the County has already undertaken or has identified as key to its economic development goals. Investing staff and financial resources in these areas will enhance the County's ability to encourage private-sector investment as well as alternative development of County owned properties. This also includes the County's investment in the 1,800 acres encompassing the DRI and activity service center located at I-4 and S.R. 472.

OBJECTIVE 5.1.1 - Plan and develop a commerce park at I-4 and Florida S.R. 44

STRATEGY 5.1.1.1

Coordinate planning efforts of a the 40-acre site as a logistics/distribution park by the end of the 4th quarter of CY 2002 (see Goal 5.1.1.3) - Accomplished: Work begun by the Department of Economic Development in 2002 initiated the planning of the 43-acre county owned site located at the Interchange of I-4 and S.R. 44. Known as the

DeLand Crossings Industrial Park, this project was approved for permitting and engineering by the County Council. Coordination of this project included the County's Public Works and Solid Waste Management team and the Growth and Resource Management Department. Lead by the Department of Economic Development, the expertise, review and direction of more than 100 county personnel has been involved in the development process throughout the design and permitting of this underutilized property.

STRATEGY 5.1.1.2

Determine the maximum square footage of distribution warehousing space that can be constructed at the site and estimate total build-out investment value by the end 4th quarter of CY 2002 - Accomplished: DeLand Crossings Industrial Park will accommodate up to 300,000 square feet of industrial and distribution space. When completed, the park will attract a private-sector capital investment of \$31-million or more and will be home to upwards of 300 new higher skilled and higher waged manufacturing jobs.



STRATEGY 5.1.1.3

Develop a conceptual plan for the design of the site to use marketing the location to a qualified commerce developer specializing in logistics/distribution facilities by the end of the 1st quarter of CY 2003 - Implemented and adapted to a new strategy: The original concept was to develop the site to accommodate the needs of an industrial or distribution developer. The Department of Economic Development met with several regional developers interested in the site but found that the investment parameters for most developers were not compatible with their investment strategies. The development concept was redirected in 2003 to accommodate the sale of individual building sites rather than selling off the 43-acre site to a single developer. This change in strategy has allowed the County to acquire state and federal funding to assist in the development of the site, and for the County to profit from its sale and reinvest the income into additional development needs.

STRATEGY 5.1.1.4

Develop a database of eligible commerce developers located in the Southeast United States by the end of the 1st quarter of CY 2003 (see Goal 1.6.6.) - Begun and ongoing: County staff has begun to develop a list of potential regional developers and investment groups that may be interested in pursuing industrial, office and distribution park development.

STRATEGY 5.1.1.5

Estimate the total cost of infrastructure build-out to support the construction of distribution warehousing by the end of the 1st quarter of CY 2003 - Accomplished: The site has presented a number of development challenges that impact the overall cost of developing the site for industrial and distribution use. They include environmental



conservation easements, environment mitigation costs, and most importantly the need to raise the overall elevation of the site to accommodate 100-year flood plain planning and grading for utility installations. The overall cost for the development DeLand Crossings Industrial Park and its 43-acres has been estimated by the project engineer at \$4,040,686.

STRATEGY 5.1.1.6

Investigate potential sources of funding for required infrastructure to leverage local financial resources to support the infrastructure requirements of the site by the end of the 2nd quarter of CY 2003 - Accomplished: The Department of Economic Development identified and made application for development funding from the State of Florida, from the U.S. Department of Commerce’s Economic Development Administration, and from the U.S. Department of Housing and Urban Development’s Hurricane Disaster Recovery program. To qualify for these development dollars, the Department had to recruit and identify a qualifying manufacturer that met a variety of state and federal guidelines. This was accomplished by the Department in its recruitment of NSI Intellitec in 2004. More than one and one-half years of grant writing and application processing and review was added to the work requirements of the Department in addition to all the other required work assignments. The County was rewarded for its hard work with more than \$2.9-million in approved state and federal funding for use in the construction of the park.

STRATEGY 5.1.1.7

Provide design and engineering of required infrastructure as part of an inducement to establish a partnership between Volusia County Government and an eligible developer by the end of the 3rd quarter of CY 2003 (see Goal 5.1.1.5) - Accomplished but strategy revised to meet alternative County objective: The Department of Economic Development coordinated the third party services of a professional engineering team to accomplish all site entitlements, environmental mitigation, conservation easements and required engineering during 2003 to its completion in 2005. A change in development strategy was made in 2003 to support a County lead development in order to maximize state and federal agency funding for the project and to generate income from the development to aid County development objectives.

STRATEGY 5.1.1.8

Recruit and partner with an eligible commerce developer for the build-out of the site by the end of the 4th quarter of CY 2003 - Considered but strategy revised to meet alternative County objective: Partnering with a commercial developer would have required the County to obligate all the risk and partner in little of the economic benefit that would have been derived from the project. Therefore, the Department of Economic Development adapted a new development strategy that has generated more than \$2.9-million in state and federal grants to support the construction of the Park and more than \$1-million in property sales to date. When completed, the DeLand Crossings Industrial Park will generate more than \$3-million in property sales to the County; generate more than \$31-million in new capital investments and tax base; and become home to upwards of 300 new higher skilled and higher waged jobs. As of the drafting of this progress report, two manufacturing companies have committed to relocation to the park along with more than 100 jobs.

OBJECTIVE 5.1.2 - Implement the development of the Tomoka Industrial Park**STRATEGY 5.1.2.1**

Coordinate an inter-departmental effort to begin development of the site among County Departments by the end of the 4th quarter of CY 2003 - Accomplished: Site and master drainage planning and permitting was begun in 2003 and completed in 2004. The initial grading of the 150-acre industrial site began early 2004. This work included the construction of master drainage for the site. Public Works Solid Waste Management group lead this effort with the support of the Department of Economic Development. Partnering with the City of Daytona Beach to provide water and sewer utilities began in late 2003 and was completed to the northwest corner of the site in mid 2005. Engineering for the site has been completed and construction of the internal road network is expected to be started pending available funding in 2006.

**STRATEGY 5.1.2.2**

Establish future proposed profiles of alternative commercial users by 2nd quarter of CY 2003 - Accomplished and ongoing: Professional staff from the Solid Waste Management group and the Department of Economic Development have jointly planned the proposed commercial and industrial use of the 150-acre Tomoka Industrial Park as an alternative site for those businesses requiring outside storage of raw materials, cogeneration, building product manufacturers, transportation maintenance facilities, transportation transfer or hub facilities and heavier industrial users such as aggregate, sand and asphalt producers.

STRATEGY 5.1.2.3

Develop a conceptual plan for use in marketing the benefits and location of the Park by the end of the 3rd quarter of CY 2004 - Implemented and ongoing: The Department of Economic Development began conceptual planning and marketing of the 150-acre Tomoka Industrial Park in 2003. The Park has been shown as a potential site for several projects since 2003 seeking a location convenient to the interstates. Included as part of this initial round of interest was a building products manufacturer, a transportation maintenance facility and a solid waste recycling cogeneration business. These projects have been delayed awaiting final installation of public utilities by the City of Daytona Beach and final construction of the internal roadway improvements by the County.

STRATEGY 5.1.2.4

Budget the design and engineering of the interior road network and required infrastructure by the end of the 3rd quarter of CY 2004 - Accomplished: Budget and engineering of the interior road network has been established and is pending similar action by the City of Daytona Beach for the internal public utilities. Construction of the interior network is anticipated for 2006.

STRATEGY 5.1.2.5

Fund the construction and implementation of required infrastructure by the 4th quarter of CY 2004 - Pending: Final funding of the construction of the interior roadway is currently in place pending similar funding availability from the City of Daytona Beach for public utilities.

STRATEGY 5.1.2.6

Develop an inducement program to support the recruitment and leasing of the commerce sites by the 1st quarter of CY 2004 (see Goals 1.2.3, 1.2.4 and 1.2.12) - Pending: To date the only inducement program available is the use of employment performance incentives available through the Department of Economic Development. A more comprehensive review for the need to develop a real estate or business recruitment inducement program will be done upon execution of the construction of the interior roadway improvements.

STRATEGY 5.1.2.7

Design collateral literature for the recruitment of alternative industries and transportation companies interested in relocating to the Park by the 4th quarter of CY 2003 - Pending: The Department of Economic Development has delayed the design and printing of business recruitment collateral pending the full funding and construction of the required roadway improvements and public utilities.

STRATEGY 5.1.2.8

Develop a sample leasing package including option and leasing documents by the 3rd quarter of CY 2004 - Accomplished and pending approval: A sample leasing package was written by the Department of Economic Development in 2004 and is pending Legal Department review and approval by the County Council. The document package

will be forwarded for review, processing and approval once construction of the roadway and public utilities begins. The Department anticipates completing this process during the first half of 2006.

STRATEGY 5.1.2.9

Investigate the opportunities of relocating area brownfield companies to the Park in order to aid in urban redevelopment by the end of 4th quarter CY 2003 - No action taken: No action has been taken on this Strategy pending completion of the initial phase of development at Tomoka Industrial Park. However, the Department of Economic Development has had preliminary discussions with the City of Daytona Beach concerning the relocation of the BFI maintenance facility currently located along Clyde Morris Boulevard. The current site is owned by the City of Daytona Beach and is part of the overall redevelopment project being lead by Embry-Riddle's effort to design and construct a technology research and development park along the eastern border of the Daytona Beach International Airport. The BFI contract with the city expires in 2007. This relocation would aid the urban redevelopment of the Clyde Morris Boulevard area.

Objective 5.1.3 - Support the development of the S.R. 472 and I-4 interchange as a targeted commerce and technology activity center

STRATEGY 5.1.3.1

Continue financial support for the development of the "Development of Regional Impact" (DRI) initiated for the 1,800 acres surrounding the Interchange - Accomplished: The DRI process has been managed by the Department of Growth and Resource Management and was funded by more than \$415,000 by the Department of Economic Development. The approval phase for the DRI culminated in 2003 with the adoption of the Development Orders by the partnering local governments including the cities of DeLand and Deltona in addition to the approval by the County Council.



STRATEGY 5.1.3.2

Coordinate the planning and development of the proposed DRI area with the cities that are directly involved - Implemented and ongoing: The DRI process has been managed by the Department of Growth and Resource Management. Prior to 2001 the Department coordinated this process with the City of Deltona and since 2002, following their annexation of property within the northwestern portion of the DRI, has also included the City of DeLand .

STRATEGY 5.1.3.3

Develop a conceptual plan for use in marketing the availability of mixed-use development within the DRI targeted activity center by 4th quarter of CY 2003 - Initiated but not completed: The Department of Economic Development has conducted a series of meetings with potential mixed-use developers interested in the 472 Activity Center. The central focus and concern expressed by those groups are the preventative high cost of land acquisition, the difficulty of assembling large tracts for planned development and the unknown responsibility for funding master or on-site drainage, public utilities, internal roadways and other on and off-site development requirements.

STRATEGY 5.1.3.4

Identify potential industrial, commercial and office park developers and coordinate their interest with area property owners beginning the 1st quarter of CY 2004 - Implemented and ongoing: Beginning in 2003, the Department of Economic Development began a process of identifying potential industrial and office park developers in order to introduce opportunities presented by the completion of the DRI and the conceptual planning process. The Department initiated membership in the Orlando based NAIOP (National Association of Industrial and Office Properties) as a means to increase the county's networking capabilities within the regional development community. This networking has included a series of meetings with regional industrial and office park developers as well as participation in workshops and other presentation forums.

STRATEGY 5.1.3.5

Review the overall development assets beyond the immediate targeted Activity Center to determine potential roadways and areas for future development by end of 4th quarter of CY 2003 - Implemented and being reviewed: In 2004, the Department of Growth and Resource Management funded a review of the cost impacts of required transportation infrastructure. The study was conducted by transportation planning consultant Tindale-Oliver & Associates. This \$67,000 study refined the transportation modeling for the activity center to identify off-site roadway needs and fair share costs. The consultant submitted the initial report in mid 2005 covering the roadway needs and costs and is in the process of completing the financing options.

STRATEGY 5.1.3.6

Establish a catalyst project to initiate development within the DRI by end of 3rd quarter of CY 2004 - Unable to accomplish pending construction of roadway and other public and business related utilities: The Department of Economic Development in cooperation with the City of DeLand has sited two potential projects within the north-western portion of the DRI. The first of these projects began in late 2003 and included the need for more than 100,000 square feet of light manufacturing space and more recently a light manufacturing group requiring upwards of 200,000 square feet of Class "A" production space. Both projects are compatible to the requirements of the DRI but have shown reluctance due to the overall costs of land acquisition and other related development expenditures as compared to alternative more competitive locations. The

need to identify a willing development group capable of acquiring and master planning a larger-scale industrial and/or office park of several hundred acres will eliminate the multiple challenges presented by the single project approach. This effort is ongoing.

STRATEGY 5.1.3.7

Explore the establishment of funding sources dedicated to the development of business, commerce and technology park development on properties located within or near the Activity Center by the 2nd quarter of CY 2004 - No action has been taken on this strategy pending future discussions with interested industrial and/or office park developers and any required participation from local governments and property owners.

Objective 5.2 - Assist in planning and development of commerce parks within municipalities

The overall objective is to aid local municipalities in creating partnership opportunities with the County and to promote the availability of their industrial and commercial facilities—and where possible, aid in partnering to enhance or expand commerce park development.

1. ParkTowne Industrial Center (Edgewater)
2. I-95 and LPGA Boulevard (Daytona Beach)
3. I-4 and Saxon Boulevard (Orange City)
4. DeBary Commerce Park (DeBary)
5. I-95 and S.R. 44 (New Smyrna Beach)
6. I-95 and US 1 (Ormond Beach)
7. Westport Business Center (Port Orange)
8. Williamson Distribution Area (Port Orange)
9. Other areas to be identified

The county recognizes the need to support and enhance the efforts of individual cities to foster economic development initiatives for these existing properties and for those planned for the future. The locations listed above are a sample of those areas that have been identified by the local cities as priorities for development. Listing these sites does not indicate a lesser interest in other locations but rather a beginning point. Each location offers unique opportunities to attract development, investment and job creation. The purpose of Objective 5.2 is to aid the cities and the individual property owners in leveraging their resources through fostering a public and private partnership approach, both toward the development of these parks and the future recruitment of commercial and industrial users.



STRATEGY 5.2.1

Assist local cities in designing and producing collateral literature to support the recruitment of capital investment and compatible commerce tenants; ongoing (case by case) - Implementing and ongoing: The Department of Economic Development provides technical, graphic and design assistance to our city partners to support their economic development objectives. Beginning in 2003, the Department supported the collateral design of a four-page brochure for the City of DeLand, intended to enhancing the availability of industrial and distribution sites at the DeLand Municipal Airport. Similar efforts have been made to support the cities of Daytona Beach and Edgewater. Additional technical support was provided by the Department by designing a campaign in support of the renewal of the City of Daytona Beach's Tax Abatement Ordinance on behalf of the Halifax Area Chamber of Commerce.

STRATEGY 5.2.2

Work with local cities and professional staff in developing a conceptual plan for marketing the benefits and location of individual sites, ongoing (case by case) - Implementing and ongoing: Beginning in 2002, professional staff assistance was provided to the cities of Daytona Beach, DeBary, and DeLand for marketing industrial locations. Locations in the cities of Edgewater, New Smyrna Beach and Ormond Beach were added in 2003. More recently in 2005 work is underway in planning a joint marketing effort with the City of Port Orange for the development and marketing of an industrial park along Williamson Boulevard. Each city is invited to participate in the County's annual trade show program and opportunities to encourage collaborative efforts are stressed during the Volusia Information Partnership (VIP) meetings held by the Department of Economic Development.

STRATEGY 5.2.3

Provide recruitment assistance to local City staff for identifying potential developers and commercial tenants; ongoing (case by case) - Implemented and ongoing: Most business relocation and expansion projects occur on sites within the county's many cities. Beginning in 2002, the Department of Economic Development began providing business recruitment assistance to city staffs throughout Volusia County, starting with the City of Daytona Beach with the relocation of S&B Metal Fabrication. Additional projects in Daytona Beach have included ForHealth Technologies, DuvaSawko (formerly Healthcare Billing,) Piedmont Plastics, Ocean Design and Ark Technologies.

Since 2002, additional business relocation projects have been coordinated with local city staffs including Concrete Impressions (DeLand), Environics USA (Port Orange), NSI Intellitec Products (DeLand), Adams Building Products (DeBary), BBK Performance (DeLand), Macon Electronic Coil (DeLand) and Ideal Aluminum (DeLand).

Expansion of existing industries has also required assisting local city governments coordinate site development needs. Projects include the expansions of Delta-P Systems (Ormond Beach), University Clinical Research (DeLand), Hot Action Sportswear (Ormond Beach), Polymer Fabrication (Ormond Beach), and Gambro Renal Products (Daytona Beach.)

Collectively, these projects have generated or have retained by their employers more than 1,400 high skilled and high waged jobs within Volusia County. Work with the County's city partners continue with current business recruitment efforts underway in DeLand, Daytona Beach, Ormond Beach, Edgewater and Port Orange.

STRATEGY 5.2.4

Establish shared financial partnerships to support initiatives designed to provide or identify funding for site or facility development within existing and future planned commerce parks, ongoing (case by case) - Accomplished, currently underway and ongoing:

Since 2003, the Department of Economic Development has been partnering with several of the local cities and with individual property owners to encourage joint development. These partnerships have generated and continue to generate millions of dollars in new capital investment and tax base. The first of these partnerships was with

the City of Daytona Beach in the expansion of industrial lands along the Mason Avenue extension west of Williamson Boulevard. A grant for \$275,000 was provided by the County to support construction of new roadway improvements to open new permitted industrial



lands. This investment by the County was matched with an investment by the City of Daytona Beach to support water and sewer utilities and by the property owner, Consolidated Tomoka Land Company. This partnership has opened over 40-acres of new industrial land and has attracted the relocation of nearly \$20-million in new construction to support jobs for Daytona Beach.

The Department of Economic Development has encouraged similar joint partnerships with the cities of Ormond Beach, DeLand and Edgewater and Port Orange. In each case, the County has proposed a joint co-investment of resources to accomplish common goals of opening new industrial and office parks. In 2005, the County Council approved a \$300,000 grant to the City of Edgewater to support the city's effort to open up to 80-acres of new industrial lands at their ParkTowne Industrial Park.

Beyond Volusia County, the Department of Economic Development has leveraged the County's local resources by identifying state and federal government grants and partnering with Florida's Governor's Office, the Florida Office of Tourism, Trade and Economic Development, the U.S. Department of Commerce's Economic Development Administration and the U.S. Department of Housing and Urban Development. Between 2003 and 2005, the Department has been successful in generating \$2,962,535 in grants to support the construction of required roadway improvements, utilities and site development requirements needed to attract new employers and new jobs. This money is in addition to more than \$1.8-million that was leveraged with the County's local city partners and property owners during the same period.

STRATEGY 5.2.5

Establish shared financial partnerships to support “incentive” driven programs to aid in the recruitment of compatible tenants, ongoing (case by case) - Accomplished, currently underway and ongoing: Similar to the actions taken to implement Strategy 5.2.4, the County’s Department of Economic Development has partnered with the cities of Ormond Beach, Daytona Beach, Port Orange, DeLand and DeBary and with the State of Florida to generate more than \$2.5-million in business incentives to support the recruitment of new targeted industries and to encourage the expansion of existing local businesses. These partnerships have generated these incentives through employment performance grants, ad valorem and tangible tax abatements, transportation road impact fee abatements, land purchasing credits and through worker value-added wage and eligible tax refund programs. These business-based incentives do not include more than several million dollars in public investments in site and roadway improvements that helped to off-set construction and development costs to many of the companies.

Strategy 5.2.6

Encourage active participation by the local cities in the County’s overall marketing initiatives including business trade shows, direct marketing campaigns and the use of business recruitment tools; ongoing (case by case) - Accomplished and ongoing: The Department of Economic Development recognized the importance individual cities have in relocation and recruitment of new employers. Education and business recruitment services were developed by the economic development staff in 2002 and incorporated into the Department’s Volusia Information Partnership (VIP) efforts. VIP is a quarterly or semi-annual forum managed by the Department to bring together representatives from the County’s local cities and chambers of commerce as well as representatives from our workforce and training organizations. These forums are used to promote and educate those involved in managing economic development programs at the local level with the availability of business recruitment tools, labor statistics, worker training resources, local business recruitment incentives as well as industry trade show schedules, direct marketing campaigns and other marketing efforts being designed to aid business recruitment activities. Many of these local partners have participated in the County’s trade show program, requested technical assistance with designing local business recruitment collateral materials, and participated in or received other varying levels of service.

STRATEGY 5.2.7

Provide professional staff support to assist developers fast tracking planned development for those projects that impact value-added employment and opportunities to increase the community’s tax base; ongoing (case by case) - Accomplished and ongoing: Professional staff are assigned to each business recruitment project and are responsible for assisting new businesses through the permitting and development process. Department staff provides technical assistance, consultation and coordination with local city personnel and monitors the project’s progress during the permitting and construction phase of the project.

OBJECTIVE 5.3 - *Develop cooperative development programs to enhance the availability of industrial sites at general aviation facilities*

This objective is designed to foster joint development initiatives to expand the amount of pre-permitted acreage readily available for attracting capital investment and value-added job creation on those properties provided under the Surplus Property Act, 1944.

1. Deland Airport Industrial Park
2. New Smyrna Beach Airport Industrial Park
3. Ormond Beach Airport Industrial Park
4. Daytona Beach International Airport

In 1944, the United States Congress passed the Surplus Property Act, which provided for the disposal of specific properties developed as part of the wartime support infrastructure. Many of these properties were in the form of aviation facilities that were used in the training of naval and army aviators. These facilities, along with the property associated with them, were transferred to local governments for their future development. Collectively, the actions taken by the Congress have provided hundreds of acres of usable property for the creation of new tax base and value added employment opportunities for the citizens of our communities. The purpose of Objective 5.3 is to enhance the value of these properties for development by encouraging collaborative partnerships and provide for up to 200 acres of new pre-permitted industrial or commerce property by the end the 1st quarter of CY 2007.

STRATEGY 5.3.1

Identify the development issues currently curtailing further development of available sites located at each of the general aviation locations by 4th quarter of CY 2003 - Accomplished and ongoing: The Department of Economic Development began a series of meetings with area cities responsible for the operation and development of the general aviation airports in New Smyrna Beach, Ormond Beach, DeLand and Daytona Beach. There is a consistent desire on the part of each of these municipalities to develop additional manufacturing, distribution and aviation related acreage. The single curtailment in accomplishing this Strategy is money. This obstacle is slowing being resolved by investigating the availability of funding from the state and federal government that can be leveraged by local government. Additional efforts by the Department of Economic Development to provide matching grant funds requiring local city match is encouraging municipal budgeting to leverage proposed county resources.

Additional concerns at the Daytona Beach International Airport are the unknown presence of possible ground environmental conditions along the eastern portion of the airport, impacted during the early development of the airport during World War II. Until environmental phase two and three studies are conducted, the future cost of mitigation and development is unknown.

To further encourage development of these properties for future employer recruitment and job creation, the County’s Department of Economic Development has recommended phased development and a cooperative funding program in order to leverage multiple sources of funding.

STRATEGY 5.3.2

Establish available acreage for phased future development for each of the general aviation locations by the end of the 4th quarter of CY 2003 - Accomplished: The discussions held as a result of Strategy 5.3.1 also identified the amount of future acreage that could be developed to support employer recruitment and job creation. Included in this airport acreage and designed for future phased development are the following:

Ormond Beach Airport Industrial Park and airport property ...	up to 60-acres
DeLand Municipal Airport.....	up to 300-acres
New Smyrna Municipal Airport.....	up to 30-acres
Daytona Beach International Airport	up to 300-acres

STRATEGY 5.3.3

Determine overall cost of needed infrastructure and site development requirements for those areas to be set-aside for industrial, technology or commerce park use by end of 1st quarter CY 2004 - Estimated but fluid: Between the four general aviation airports including Daytona Beach International Airport, is an estimated 690-acres of land available for development. The majority of this space will be used to support industrial and aviation usage at the three municipal airports and at Daytona Beach. However, up to 100-acres or more will be available for the development of an upscale office park at the Daytona Beach International Airport. This does not include several hundred thousand square feet of future large-scale office space being proposed for the Embry-Riddle Aeronautical University’s research and development park on the eastern border of the airport along Clyde Morris Boulevard.

As of the drafting of this plan update, the total cost of supporting the planning, design, entitlements, wetlands mitigation, engineering and construction related to the development of this 690-acres at the three general aviation airports and at the Daytona Beach International Airport could reach a minimum of \$34.5-million or more over the next 20 years. This estimated value is based upon a \$50,000 per acre allocation to cover all pre-construction and construction requirements. This value does not include the cost of any unknown development obstacles such as environmental contamination and required mitigation that may or may not exist.

STRATEGY 5.3.4

Identify available financial resources for implementing improvements outlined in previous strategies by end of 1st quarter CY 2004 - Pending: Potential funding sources for the phased development of the airport properties range from the use of general revenue funds from the individual cities, from the County, and from a variety of state and federal grants. While matching funds may be available from the County’s economic

development program, a more detailed funding strategy needs to be established by the individual municipalities and tied to a master development plan before other resources can be better identified. Due to the nature of the origination of these airports, much of the property is restricted from being sold to private developers. This restriction places the largest share of development on the public sector. Although funding may be available from state and federal agencies, local resources will need to be identified to serve as a local match.

STRATEGY 5.3.5

Develop a cooperative grant program designed to leverage financial resources to encourage phased development of those properties set-aside for industrial, technology or commerce park use by 1st quarter of CY 2004 (see Goal 2.2.1) - Accomplished and ongoing: Beginning in 2003, the Department of Economic Development began meeting with the County's city partners to determine common development areas that could be set-aside to accommodate future manufacturing, distribution and large-scale office park developments. Locations in Ormond Beach, DeLand, Port Orange, Edgewater and Daytona Beach have been identified.



A cooperative grant award was approved by the County Council to the City of Edgewater in 2005 to support the construction of roadway access to more than 80-acres of new industrial lands within the ParkTowne Industrial Park. The County grant

of \$300,000 is being matched by the city with a \$1-million commitment toward the project. The project is scheduled to begin in the 4th quarter of 2005 and be completed by mid-2006.

Efforts to identify similar areas in other communities have been made, but as of the drafting of this Plan update, have not been accomplished. There remains a constant need to find future employment centers in the western portions of the county but locations are hindered by current growth patterns, limited roadway access, high land values and limited land use and zoning designations.

STRATEGY 5.3.6

Develop a cooperative grant program designed to leverage financial resources for the construction of industrial or warehousing "spec space" by the end of the 1st quarter of CY 2004 (see Goal 1.2.4) - Accomplished to a limited degree: The City of New Smyrna Beach undertook the development of a 12,000 square foot industrial spec building in 2004 on property owned by the City, located at the New Smyrna Beach Airport. Other strategies are currently under discussion by the Department of Economic Development with potential developers also interested in pursuing speculative construction projects. Methods to mitigate investor or developer risk remain the primary obstacle to accomplishing this Strategy.

STRATEGY 5.3.7

Develop a Strategic Marketing Plan in cooperation with the managing municipalities to encourage the recruitment of new industrial or commerce tenants, their additional tax base and value-added employment by the end of 4th quarter CY 2003

- Accomplished and ongoing: The Department of Economic Development began development of a manufacturing recruitment program. This marketing plan has included the development of a series of collateral brochures designed to promote the county's targeted industries. Beginning in 2003, these materials were incorporated into a series of direct mail campaigns, telemarketing campaigns, advertising venues and industrial trade shows focusing on medical product manufacturing, aviation and automotive component manufacturing. Economic development personnel and other volunteers from area cities have been included in the County's trade show program that has included shows in Boston, Hartford, New York City, Washington, D.C., Atlanta, Cincinnati and Orlando. Annually, the county participates in three to five trade shows as a means of raising the awareness of manufacturing opportunities and future relocation options within the Volusia County market.

STRATEGY 5.3.8

Design joint collateral literature to promote the overall benefits of locating business ventures on properties associated with the general aviation properties by 4th quarter CY 2003

- Implemented and ongoing: The Department of Economic designed collateral brochure materials to promote the availability of industrial sites at the DeLand Municipal Airport in 2003. This four-page facilities brochure was funded by a marketing grant from Progress Energy as part of company cooperative economic development marketing program.



Similar brochure collateral has been designed to promote other industrial areas such as the DeLand Crossings Industrial Park near the City of DeLand and the ParkTowne Industrial Park located in the City of Edgewater. The Department's 2005 billboard campaign features the theme *Sites to Grow* and promotes the available sites at these general aviation properties as well as other industrial and office parks being developed throughout the county.

STRATEGY 5.3.9

Implement the design and construction of phased development of specific properties set aside for industrial, technology or commerce park use by the 1st quarter of CY 2005

- Implementing and ongoing: Beginning in 2003, the Department of Economic Development began the process of engaging professional services to advance the development of a County owned industrial parcel located along I-4 near the County fairgrounds. A contract was approved by the County Council in 2003 to perform the entitlement process, permitting, and engineering of the 43-acre site. This project, when completed, will provide up to 350,000 square feet of new light manufacturing space

capable of supporting an estimated 300 new higher skilled and higher waged jobs. At build-out, this project, known as the DeLand Crossings Industrial Park, will generate more than \$30-million in new capital investment and tax base. All permitting and entitlements have been completed on this project and as of the drafting of this plan update, the construction documents are out for public bidding. Two manufacturing companies have already acquired sites within DeLand Crossings and plan to begin construction the first half of 2006.

In 2002, the county's Department of Public Works Solid Waste Management group began the engineering and design of the Tomoka Industrial Park. This 150-acre industrial park will accommodate, when complete, more than 1-million square feet of industrial space and serve as an employment center for up to 500 or more jobs. Engineering on this project has been completed and work has already begun on site development and master drainage of the site. The City of Daytona Beach has partnered with the County in providing water and sewer infrastructure. Completion of this work was accomplished in mid 2005.

Elsewhere in Daytona Beach, the Department of Economic Development together with the Daytona Beach International Airport has begun the planning and design of a new Airport Corporate Office Park on the south side of the airport property. This 80-acre development is being designed to accommodate 298,000 square feet of Class A office space and up to 300,000 square feet of light manufacturing space. When completed, this park will provide employment for an estimated 1,200 to 1,500 workers and account for an estimated \$80.3-million in new capital investment and tax base. In 2004, the County Council approved a contract for planning and engineering services to advance this project. Work on all entitlements, permitting, and engineering is expected to be completed by September of 2006.

Additional developments are have been initiated by other economic development partners. They include more than 150-acres of industrial and distribution acreage in the ParkTowne Industrial Park by the City of Edgewater; the engineering and design of a 75-acre light manufacturing park along Williamson Boulevard by the City of Port Orange; more than 100-acres of new industrial and distribution space at the DeLand Municipal Airport by the City of DeLand; and design and development of more than 1,000-acres of office and industrial acreage near the I-95 and LPGA interchange by the Tomoka Land Development Company.

OBJECTIVE 5.4 - *Foster a more user friendly permitting, licensing and land development process*

STRATEGY 5.4.1

Maximize the use of available technology to streamline processes and enhance customer experience - Implemented and ongoing: Staff has researched and identified an electronic web-based software that will streamline and enhance the application process

for permitting and licensing individual land development projects while fostering a more user friendly system. Staff has been authorized by the County Council to proceed with this system following their approval of the Motorola Corporation software system acquisition in September 2005.

STRATEGY 5.4.2

Develop web based applications that provide customers on-line access to available land development information; ongoing (see Goal 5.4.1) - Implementing and ongoing: Implementation of this strategy began following approval by the County Council of staff's negotiations with the Motorola Corporation for a software system that would integrate all of the permitting and land development functions of the department to electronically attach comments as part of the original record. This system will also allow for tracking individual land development projects through the development process and make them more accessible to the public through a web-based technology and allow for submission of certain types of applications on-line. The new system will also incorporate a wireless/mobile solution for use by field personnel.

STRATEGY 5.4.3

Develop web based applications that provide customers on-line access that allows for application to be made and tracked from remote desktop users, ongoing (see Goal 5.4.1) - Accomplished and being implemented: An electronic web-based software system is being designed by the Motorola Corporation to be capable of providing on-line access and submission of certain types of project applications for staff review and processing. Customers will be able to access their applications on-line and track their progress within the review and permitting process.

STRATEGY 5.4.4

Develop software application that integrates zoning, land development, code enforcement, mapping, environmental management and permitting data information; ongoing (see Goal 5.4.1) - Pending: Many of the elements outlined in this Strategy are part of the software design included within the Motorola Corporation system that is in the process of being accomplished following County Council's approval of the system in September 2005.

STRATEGY 5.4.5

Train customer service representatives on the use of new technology and customer service opportunities; ongoing (see Goal 5.4.1) - Ongoing process: County customer service representatives (CSRs) are provided ongoing training with new technology. All building permit applications are scanned to the Liberty System, thereby reducing the massive storage and filing areas within the division.

STRATEGY 5.4.6

Support efforts to review and develop a compatible countywide system of building and zoning codes – Partially accomplished and implemented: In 2004, the Florida State Legislature adopted into law the 2004 Florida Building Codes. As a result of this

legislative mandate, these codes became effective October 1, 2005. All municipalities and county governments are required by state law to use these building codes. County staff has adapted to these changes effective October 1, 2005.

Although progress has been made concerning consistencies in compatible building codes, *no action* has been accomplished developing compatible countywide zoning codes between the County and our local cities. The project has been found to be not feasible due to the fundamental land use differences between the County and the multiple cities. However, County Zoning staff coordinates with various city staff when a zoning application is near a municipal boundary. The County staff gives serious consideration to city comments when formulating a recommendation on a zoning case. Additionally, if a zoning application is within a City's greenbelt designated area, the property is required to comply with those applicable regulations.

Goal Six

Maintain and enhance quality of life

Build on strengths and competitive advantages and provide the necessary infrastructure and services to support and enhance quality of life and economic growth. Maintain, protect and enhance the natural, cultural, educational, health, and historic environment, its facilities and programs to meet the needs of the community.

Throughout the public involvement process in the development of this Plan, the public voiced their concerns about urban sprawl. While they encourage economic diversity, it is not to be at the expense of our existing environment. This Plan acknowledges the community's desire to maintain and enhance the rich ecological, historical, and cultural resources that weigh heavily in defining the area's excellent quality of life. The voters of Volusia County overwhelmingly passed *Volusia Forever* and *ECHO* as mechanisms to ensure the protection and enhancement of the County's unique environmental framework. This goal's six objectives and 33 strategies define the Plan's commitment to preserving and enhancing the ecological, cultural and historic resources of the County in its approach to expanding and diversifying the County's economic base.

Throughout the public input process used in the development of this Plan, the community voiced their concerns about urban sprawl and the growing concern for long-term environmental preservation and quality of life issues. While they encouraged economic diversity, it was the consensus of the 250 or more community participants that it should not be at the expense of our existing environment.

This Plan acknowledges the community’s desire to maintain and enhance the rich ecological, historical, and cultural resources that weigh heavily in defining the area’s excellent and diversified quality of life. The voter’s of Volusia County overwhelming passed Volusia Forever and ECHO as mechanisms to ensure the protection, enhancement and funding of the County’s unique environmental framework. This goal’s six objectives and 33 strategies define the Plan’s commitment to preserving and enhancing the ecological, cultural and historic resources of the county in its approach to expanding and diversifying the region’s economic base.

Goal Six involves the active participation of several departments of county government, as well as the local governments throughout Volusia County. The lead role in accomplishing these goals was assigned to Growth and Resource Management. Their leadership has moved much of the work outlined in Council’s 2002 approval of this Plan through the dedication and work of others including Leisure Services, the County’s Division of Land Acquisition, Public Protection & Beach Safety, Public Works as well as VCARD, the Regional Planning Council and other organizations dedicated to enhancement and management of the county’s natural resources.

In order to provide the most current information on the progress of Goal Six, and to have those most involved available to showcase their progress and answer questions, it is most appropriate for those directly involved to present this material. Therefore, a separate presentation will be scheduled to present and discuss Goal Six.

Glossary of Terms

GLOSSARY OF TERMS

1. *Advertorial: An advertising ad designed to appear more like an article with supporting graphics than a traditional display ad.*
2. *Air cargo/regional carrier: Small independent flight operator specializing in point-to-point delivery of small to medium size parcels.*
3. *Ambassador teaming: Qualifying individual(s), volunteer(s) with experience or expertise, are assigned to work with professional staff and with prospective businesses in their recruitment, relocation or expansion.*
4. *Aquatic sporting products: Manufactured products that include fishing related items such as poles, reels, lures, small water craft, depth finders, GPS systems, recreational water craft, canoes, water safety products and other items related to water recreation or outdoor sportsmanship.*
5. *Average wages: The average of all wages for all full-time workers.*
6. *Capital investment: Money that is invested in real estate, existing building, the construction of a building or the equipment and machinery used in the operation of a business enterprise.*
7. *Central Florida Community Development Corporation: A local 501 (c) 3 not-for-profit corporation that is tasked to manage a variety of programs supporting small business development. Their programs include small business counseling, small business incubation and management of a Small Business Micro Loan program.*
8. *Collateral literature: Printed brochures or other related printed material.*
9. *Contractor Procurement Fair: Small business-to-business trade show designed to bring together federal or state contractors and local small business enterprises in order to foster potential subcontracting and sales opportunities.*
10. *Customer service back room operation: A customer driven employer service business that can range from inbound telephone contact for product support. These businesses represent a wide range of industries including telecommunications, banking, insurance, retail, computer and internet companies.*
11. *Destination awareness: The identification of the greater Volusia County marketplace as an end destination location for travel and travel related activities. This is meant as a means to identify opportunities to increase tourism, airline and convention activities.*
12. *East Central Florida Regional Planning Commission: A legislatively created regional planning organization that oversees planning related activities for a multi-county region including Volusia County.*

13. Economic development practitioners: *Full or part-time employees of the County, local cities, the Chambers of Commerce, Ad Authorities, Regional Workforce Board or area utilities that are tasked to support business recruitment, relocation, expansion and tourism and convention related activities.*
14. Electronic collateral: *Information that will be developed for use on the internet or to be used as a PDF file for e-mail.*
15. Electronic photo file: *A collection of aerial photography that has been taken of key development sites and are available for use in an electronic format for use in collateral development or as a support tool for local cities and chambers as well as area commercial realtors.*
16. Enterprise Florida, Inc.: *The statewide public/private partnership group that has assumed the role of the Florida Department of Commerce.*
17. Enterprise Zone: *A legislative designated area in which the State of Florida provides a series of tax abatements or incentives. The Enterprise Zone is designed to provide encouragement for companies to locate in an area of blight or high poverty. The economic incentives are provided to encourage investment and job creation.*
18. F.I.N.D.: *The Florida Inland Navigational District*
19. Florida High Tech Council: *A not-for-profit organization whose mission is to promote high technology along Interstate 4 from the Daytona Beach to the Tampa Bay area. The Florida High Tech Council also provides opportunities to participate in joint marketing, trade shows and research initiatives.*
20. Florida Unified Certification Program: *A statewide program to provide a one-stop certification for minority and women owned enterprises to register as an eligible Minority Business Enterprise for participation in contracts or subcontracts issued by the United States Department of Transportation.*
21. Free Trade Zone, also known as the Foreign Trade Zone: *The FTZ is a specified geographical area designated by the United States Department of Commerce to be custom duty free. Foreign products shipped into a FTZ remain outside the bounds of U.S. Customs requirements until such time as the product is shipped outside of the FTZ and into the American marketplace. If the product is later shipped from the FTZ out of the United States, no U.S. Customs Duty is required.*
22. Freight forwarder: *Companies specializing in providing third party shipping services for commercial freight. These companies provide scheduling and competitive pricing for all forms of shipping including air freight, long haul trucking, ocean freight and short haul trucking in addition to specialized certification for international shipments.*

23. FTZ: *See item 21.*
24. IDA: *Industrial Development Authority. The IDA is a County of Volusia appointed agency that is directed to manage all Industrial Revenue Bond financing in compliance with federal regulations concerning tax-free bond financing. In Volusia County, the County's Department of Economic Development is responsible for the management of the programs offered by the IDA.*
25. Incentive pool: *Available financial resources that have been set-aside for the purpose of encouraging job creation or capital investment. The incentive pool is also referred to as grants-in-aid. In Volusia County, incentive funding is competitively available from the County's Department of Economic Development and from selected cities. This pool of incentives is also known as an Inducement Program.*
26. Incubator: *A reference to a facility or building that has been set-aside or developed for the purpose of supporting small business start-up enterprises.*
27. Inducement Program: *See item 25.*
28. Industry visitation: *A program established by both the Regional Workforce and the County's Department of Economic Development to provide a business-to-business visitation program. This program is designed to provide face-to-face meetings with industry leaders and representatives of the economic development and worker training programs. These programs promote available resources available to support job creation, job training and those programs available to encourage business expansion.*
29. Infrastructure: *Those public utility systems necessary to support business development and expansion. They include water systems, sewer systems, roadways, rail siding, rail spurs, high speed transmission lines, fiber optic cabling, natural gas, electric and other communication requirements required by a company.*
30. In-migration trends: *Trends that are established by new residents who relocate from other communities outside of Volusia County to those communities within the County. In-migration is measured on an annual basis and can be a valuable means in which to measure community growth or impact.*
31. Interactive electronic real estate/building inventory: *A computer based real estate inventory program managed by the County's Department of Economic Development that provides immediate access to available commercial and industrial sites. The program also provides interactive capabilities by providing access to county tax, property assessment records and mapping information.*

32. International business leads: *Business leads generated from a series of sources including the State's International Program, administrated by Enterprise Florida, and from the United States Department of State and Department of Commerce, that are made available for distribution to area companies.*
33. Marketing forum: *A forum designed to bring together representatives of area chambers and area cities to discuss and plan business recruitment or community marketing opportunities. An example is the Volusia Information Partnership (VIP).*
34. Marketing plan: *An overall marketing plan that outlines the various aspects of the County's business recruitment strategies and supports it with a series of marketing initiatives including print media, outdoor advertising, editorial drafts, direct mail, telemarketing, electronic media, internet and web site development.*
35. Marketing Strategic Plan: *The same as outlined in item 34.*
36. Marine recreational products: *Those products that are manufactured for use in the marine recreational market including such items as fishing supplies, boats, boating electronics, jet skis, canoes, life vests and other related water sporting goods.*
37. MBE: *Minority business enterprises are those businesses owned and operated by members of the minority groups such as African American, Hispanic, American Indian, Asian, South Pacific Islander or any female owned enterprise.*
38. Migration study: *The review and study of the migration patterns for those individuals relocating to Volusia County or for those that are moving to locations outside of the County. These studies are used to better understand population movement to and from other areas of the County and are used to identify targeted geographical areas for marketing.*
39. Minority business enterprise: *The same as outlined in Item 37.*
40. Myregion.org: *A regional organization located in Orlando that has been formed to review the overall impact of the demographics, transportation, industry, education, workforce, and the economics of the multi-county region of East Central Florida.*
41. Permitting facilitation team: *An effort to form a dedicated team of individuals to assist in the expediting of any or all permits on behalf of a development project. These teams could be comprised of individuals representing multiple organizations depending upon the overall needs of any specific project.*
42. Professional third party marketing: *A third party vendor that would be employed or engaged by the County to implement the County's marketing requirements. The third party organization may be called upon to carry out any number of tasks including advertising, telemarketing, specific research or any other need required to supplement the work performed by the full-time professional staff.*

43. Quick response permitting team: *The same as outlined in Item 41.*
44. Regional Workforce Board: *The appointed Board of Directors of the Volusia/Flagler Regional Workforce Board that is responsible for managing and implementing the worker training programs that are funded by the State of Florida and the United States Department of Labor.*
45. SBA: *Abbreviation for the United States Small Business Administration*
46. SBIR: *Abbreviation for the Small Business Innovative Research program*
47. SCORE: *The Senior Corp of Retired Executives and volunteer organization of retired executives, engineers and business personnel that provide face-to-face technical and business advisory counseling to small and start-up businesses. In Volusia County, the local S.C.O.R.E. organization provides a valuable service in filling the need to support the County's entrepreneurial enterprises.*
48. Self-sufficiency: *The ability to earn a living wage.*
49. Site selection organization: *A professional for-profit company who represents regional and national companies in their search for a location for business expansion or relocation. It is the site selection organization which will conduct the community due diligence in preparation of limiting the number of communities to be considered for final selection by the client.*
50. Small business incubation: *Same as Item 26.*
51. Sub-assembly manufacturer: *A manufacturer involved in producing components used by other companies in their manufacturing of finished products. For example, a company that produces the electronic cabling for fabrication of wiring harnesses, which are then used by an auto manufacturer for the production of a new car or truck.*
52. Targeted industry: *Those industries that have been selected as priority targets for recruitment.*
53. Targeted marketing plan: *A plan developed to identify a marketing approach including direct mail, print advertising, trade shows and other means of new business recruitment initiatives directed toward a targeted industry group.*
54. Tax free financing: *Financing provided through the Volusia County Industrial Development Authority through the use of industrial revenue bonds.*
55. Technology research development: *Those activities that support the research or development of technology for commercialization.*

56. TRDA: *Technology Research Development Authority is an independent state authority, which has been tasked by the Legislature to provide technical assistance and access to federal technology research from NASA and other federal laboratories throughout the United States.*
57. Underemployment: *Describes those individuals employed in positions below their existing educational or skill levels.*
58. Value added development: *Those capital projects that provide for new or expanded investment and that provide ‘highest and best use.’*
59. Value Added Employment: *Those jobs that provide compensation at a level of 115% above the County average annual wage as determined by the State of Florida.*
60. VMA: *The Volusia Manufacturers Association*
61. Workforce practitioners: *Those local professionals who are responsible for the recruitment retention, education and training of the area’s workforce.*