



**CITY OF NEW SMYRNA BEACH
ECONOMIC DEVELOPMENT ADVISORY BOARD MEETING AGENDA
TUESDAY, OCTOBER 19th, 2010 – 6:00 PM
CITY COMMISSION CHAMBERS
210 SAMS AVE., NEW SMYRNA BEACH, FLORIDA**

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES** – Tour of selected Properties September 21, 2010
- Regular EDAB Meeting September 21, 2010
4. **PRESENTATION**
 - a. Debbi Boyd, Executive Director, Southeast Volusia Advertising Authority
5. **OLD BUSINESS**
 - a. County Prospects Report; and Team Volusia Prospects Report
6. **NEW BUSINESS**
 - a. Economic Incentives Program and How do we define targets for incentives
 - b. Isleboro Development Company – Proposed Text Amendment
 - c. Team Volusia Request: How do we measure success
 - d. Discussion of the need for a meeting in December/ possible permanent date change
7. **BOARD MEMBER COMMENTS**
8. **REPORTS AND COMMUNICATIONS**
 - a. Economic Development Report
 - b. Economic Gardening Article
 - c. "Ten Good Thoughts from Site Selectors"
9. **FUTURE AGENDA ITEMS**
 - a. City Website Report by Joe Mikos
 - b. Review of the potential for development on SR 44 by Paul Mayer
 - c. Development of an Incentive Program for FY 10-11
 - d. Website “re-design”
 - e. Brownfields as a tool for Economic Development
 - f. Marketing of Airport Properties

10. ADJOURNMENT:

Pursuant to *Florida Statutes* 286.0150, if an individual decides to appeal any decision made by the Economic Development Advisory Board with respect to any matter considered at this meeting, a record of the proceedings will be required and the individual will need to ensure that a verbatim transcript of the proceedings is made, which record includes the testimony and evidence upon which the appeal is based. Such person must provide a method for recording the proceedings. In accordance with the Americans with Disabilities Act, persons needing assistance to participate in any of these proceedings should contact the Community Redevelopment Office in person or by mail at 210 Sams Avenue, New Smyrna Beach, Florida 32168, (386) 424-2265, prior to the meeting.

CONSENT AGENDA

1
2
3 CITY OF NEW SMYRNA BEACH
4 ECONOMIC DEVELOPMENT ADVISORY BOARD (EDAB)
5 PROPERTY TOUR MINUTES
6 SEPTEMBER 21, 2010
7 Various stops throughout New Smyrna Beach, FL
8

9 The following EDAB members took part in the tour which started at 3:00 pm from 210 Sams Ave
10 on Tuesday, September 21, 2010.
11

12
13 Mayor Adam Barringer
14 Jill Carlton
15 Jack Holcomb
16 Paul Mayer
17 Randy McHenry
18 Arlen Stauffer
19
20

21 Also present were City Manager Pam Brangaccio, CRA Director Tony Otte, City Planner Jake
22 Baker, CRA Administrative Specialist Claudia Soulie, representatives from the Chamber of
23 Commerce, members of the Press and the public.
24

25 Stop 1 – 105 Faulkner Street
26

27 Mayor Barringer stated that the City Commission had requested that staff draft a Request for
28 Proposal for the Sale or Lease, and Development of 105 Faulkner Street, and for this RFP to also
29 include the Shuffleboard Courts. The Mayor continued that the “Shuffleboarders” currently
30 using this facility were willing to merge with the Flagler Ave Shuffleboard Court.
31

32 Mr. Baker informed the participants that this property is currently zoned “Recreational” with a
33 Future Land Use (FLU) of “Mixed Use”, and that changes had to be made in order to include a
34 MU development.
35

36 A brief discussion ensued about a commercial building in Daytona Beach called “The Lofts at
37 Magnolia”, which represented a form of Mixed use development. It had professional offices on
38 the ground level and residential dwelling units above them.
39

40 Stop 2 – 160 N. Causeway (Administrative Office Bldg - AOB)
41

42 Mr. Baker stated that this property is zoned Commercial Marina. Mr. Baker gave a brief
43 summary that this site used to serve as a Waste Water Treatment plant for the Utilities
44 Commission. Staff was in the process of drafting a Request for Proposal for the Sale or Lease
45 and Development of this site. The Marine Discovery Center currently housed on this site was

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SEPTEMBER 21, 2010 PROPERTY TOUR MINUTES

46 looking to relocate to the old High School Site*. A brief discussion ensued about hiring
47 commercial realtors and the ensuing legal question about the City being able to pay a
48 commission.

49

50 Participants inquired if there would be designated boat trailer parking. City Manager Brangaccio
51 stated that there would be regulated parking for about 30 boats and that the City was thinking
52 about charging a launching fee.

53

54 Mayor Barringer stated that the EDAB needed to advise the City Commission on their visions for
55 the AOB and Swoope site.

56

57 Mr. Otte mentioned that the City needed to draft the agreement to include a clause that would
58 prevent the property from staying vacant after it was purchased.

59

60 *Ms. Brangaccio asked for a slight detour and commented on the Old High School Site located
61 northwest of the intersection of Quai Assisi and Barracuda Blvd. This site had received a 1.2
62 million dollar ECHO grant and a demolition schedule for the building was being developed.

63

64 Stop 3 – **315 Live Oak**

65

66 Mr. Baker informed the participants that this building has been vacant for the last four (4) years
67 and that the lot across the street was owned by the Hospital. Mr. Baker felt that this property
68 was at a prime location leading into the downtown historic district.

69

70

71 Stop 4 – **1404 State Road 44**

72

73 Mr. Baker stated that this location contains four (4) parcels and is currently a wooded vacant
74 land that was intended for the City's Fire Station. The land is zoned for R3B and currently only
75 allows single family residential units.

76

77 A brief discussion ensued about dividing the property into two parcels and marketing them
78 separately as commercial and residential.

79

80 Stop 5 – **1404 State Road 44**

81

82 Mr. Baker stated that the entrance to this property is off of Paige Avenue. The location is one
83 parcel containing 77.5 acres and 35 acres of vacant wooded tract of land. The land is zoned
84 County A3, Transitional Agriculture and is currently used for a Water Treatment Plant, Dog Park
85 and Humane Society. Mr. Baker continued that this parcel is in the process of being annexed
86 into the City.

87

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SEPTEMBER 21, 2010 PROPERTY TOUR MINUTES

88 The bus tour made another brief detour to the Brannon Center on 105 South Riverside Drive. At
89 a recent City Commission meeting the City Attorney expressed some concerns that the City may
90 not own this property as there seemed to be some issues with the title.

91

92 A brief discussion ensued about local groups currently using the Brannon Center; restrictions to
93 the lot due to the Intracoastal Waterway proximity and possible deed requirements.

94

95 Stop 6 – **2700 N. Dixie Freeway**

96

97 The Building has 1,600 square feet and the site contains 6 parking spaces. It is a commercial
98 location in the B-3 Highway Service Business District.

99

100 Stop 7 – **2650 N. Dixie Freeway (Sage Building)**

101

102 This building has 14,590 square feet and can be subdivided into three separate units. The site
103 has 75 parking spaces and is located in the B-3 Highway Service Business District. The
104 participants entered the building and took a brief tour.

105

106 Stop 8 – **Swoope Site north of the City off US1**

107

108 This location contains one parcel totaling 5.8 acres in size. The location could support two
109 outparcels and the land is zoned I2 – Industrial. A current concept included dividing this
110 property into 3 separate parcels.

111

112 The Utilities Commission is currently occupying a portion of this property for its operations.

113

114 Stop 9 – **Airway Cir and Industrial Dr. Properties**

115

116 1496 and 1531 Airway Circle and 1585, 1589 and 1593 Industrial Drive are privately owned.

117

118 Stop 10 – **Tionia Drive Properties**

119

120 1674 and 1601 Tionia Dr. are privately owned.

121

122 **ADJOURNMENT:**

123

124 There being no further business, the property tour returned to City Hall at 210 Sams Avenue. by
125 5:30 pm and was followed by the regular EDAB meeting.

1
2
3 **CITY OF NEW SMYRNA BEACH**
4 ***ECONOMIC DEVELOPMENT ADVISORY BOARD (EDAB)**
5 **REGULAR MEETING MINUTES SEPTEMBER 21, 2010**
6 **City Hall Commission Chamber, New Smyrna Beach, FL**
7

8 *This meeting was set to start immediately following the end of the property tour. Mayor Adam
9 Barringer called the meeting to order at 5:30 p.m.

10
11 **ROLL CALL:**

12
13 The following members answered to roll call:

14
15 Jill Carlton
16 Jack Holcomb
17 Paul Mayer
18 Bill Hall
19 Randy McHenry
20 Arlen Stauffer
21

22 Also present were City Manager Pam Brangaccio, CRA Director Tony Otte, CRA Administrative
23 Assistant Claudia Soulie, Planner Jake Baker, Volusia County Economic Development Director
24 Phil Ehlinger and members of the City staff and the public. Mr. Bill Hall arrived at 5:51 pm.
25

26 **APPROVAL OF MINUTES – August 17, 2010**

27 **Ms. Carlton made the motion to approve the August 17, 2010 EDAB minutes as written;**
28 **seconded by Mr. Mayer. Motion carried unanimously on roll call vote.**

29
30 **PRESENTATION**

31 a. **Volusia County Economic Development**
32

33 Mr. Otte stated that Mr. Phil Ehlinger, Volusia County Economic Development Director was
34 present to speak on the County's Economic Development program.
35

36 Mr. Ehlinger stated that a 5-year Economic Development Strategic Plan was formulated in 2002
37 and could be found under www.Floridabusiness.org. Mr. Ehlinger continued that the Economic
38 Development Department (EDD) is involved in business recruitment, assistance and retention,
39 marketing, statistics/governmental relations, technology development, project development
40 and community service. They had developed several brochures tailored to individual City's
41 needs. Mr. Ehlinger stated that the County's goal is to improve the quality of life for the
42 residents of Volusia County by creating higher paying jobs (with a focus in the Aviation, Medical
43 and IT fields).
44

45 Mr. Ehlinger commented on incentives offered to businesses such as stimulus funding for
46 worker training, tax incentives, brownfields bonus and performance based tax refund

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47 incentives. Mr. Ehlinger stated that the EDD was willing to assist the City with their graphic
48 design needs, printing and creating a mailing list and that the EDD was in the process of
49 developing a new brochure about education.

50
51 A brief discussion ensued about advertising in "Site-Selection" publications; 80 – 85% of all
52 prospects selecting their sites through the internet and the success rate of brochures.

53
54 Mr. Holcomb inquired how all the different entities (Team Volusia, various Cities and Volusia
55 County Economic Development) were going to come together, as they were all trying to market
56 Volusia County. Mr. Holcomb also asked how all the leads that were being generated through
57 the websites, tradeshow etc. were being captured and if hard numbers were being compiled.

58
59 Mr. Ehlinger stated that the leads were being tracked and some tradeshow had yielded 3 – 5
60 good leads out of 2000 inquiries; Volusia County representatives liked to recruit face to face
61 and they were working in conjunction with Team Volusia to improve the website.

62
63 A discussion ensued about the need for proper infrastructure of a site in order to attract new
64 companies; networking with site selectors and building relationships with them and possible
65 prospects to help overcome possible obstacles.

66
67 Mr. Ehlinger gave a brief summary of Volusia County's contractual partnership with the
68 University of Central Florida (UCF) to develop and operate a business incubator, which would
69 be ran out of a building at the Daytona Beach International Airport. Mr. Ehlinger stated that
70 85% of the applicants graduate; 80% stayed in the area and hired local workers.

71
72 Ms. Brangaccio thanked Mr. Ehlinger and his team for all their hard work and being so willing to
73 be of assistance to the City.

74
75 Mayor Barringer recognized City Commissioner Reiker; Sue Williams with the SEV Chamber of
76 Commerce; CRA Commissioner Doug Hodson and Planning and Zoning Board Vice-Chair Jason
77 McGuirk.

78

79 **OLD BUSINESS**

80

81 a. Updated County Prospects Report

82

83 Mr. Otte stated that prospect #52 Alpha Bravo was one of the applicants on the prospect list
84 that was interested in relocating to New Smyrna Beach and the last report was that they were
85 working on their financing. Mr. Otte continued that staff was working closely with Team Volusia
86 by participating in weekly conference calls and focusing on creating an inventory by aligning
87 prospects and properties.

88

89

90 **NEW BUSINESS**

91 a. Tour of selected properties/ Tour Comments

92

93 Mr. McHenry stated that the tour was great and that staff should get with the City Attorney to
94 figure out a way to pay commission to the Commercial Realtors should they assist in selling
95 some of those properties.

96

97 Mr. Stauffer felt the tour was very helpful and that the vacant properties allowed for a visionary
98 redevelopment.

99

100 Mr. Holcomb stated that in order to sell something it had to be listed and asked for clarification
101 on the restriction of being able to work with Commercial Realtors. Ms. Brangaccio informed
102 that she would get back with the City Attorney on this topic as well as the Brannon Center title
103 situation.

104

105 Ms. Carlton mentioned that she enjoyed the tour as it allowed her to see the properties in their
106 actual setting and from a different perspective. Ms. Carlton commented that certain properties
107 had to be marketed better and stated that 1404 SR 44 could be broken up into 2 separate
108 parcels.

109

110 Mr. Mayer supported Ms. Carlton's comments and encouraged the City and City Commission to
111 list the AOB site and make it available for the highest and best use. Mr. Mayer was also in favor
112 of taking advantage of the offers for partnership with Volusia County for marketing and selling
113 efforts. Mr. Mayer would like to have the City Commission move forward with the Brannon
114 Center site and also suggested to possibly use the Swoope site for boat ramps in order to
115 relieve the AOB site during busy weekends.

116

117 Mr. Hall informed the EDAB that the idea of establishing a Marina on the Swoope site did not
118 get realized as Environmentalist had issues with its effect on the Mangroves. A brief discussion
119 ensued about the UC's plans for relocating from the Swoope site to a new location. Mr. Hall
120 stated that he would check with the UC and have a report for the EDAB at their next meeting.

121

122 A brief discussion ensued about the UC pursuing alternative energy sources and the timeline for
123 getting fully up and running.

124

125 Mr. Stauffer felt that a boat ramp for the Swoope site could be an idea for short-term use and
126 stated that this site can be accessed by land, sea and air making the possibilities for
127 redevelopment ideas endless.

128

129 Mayor Barringer stated he would like to focus on Infill and increasing the density for the
130 downtown. A brief discussion ensued about possibly restructuring the corner of Canal Street
131 and Riverside Dr. in conjunction with Volusia County to create the highest and best use scenario

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132 for this area and Mayor Barringer commented that the Marina in Fernandina Beach could be a
133 great example.

134

135 Mayor Barringer suggested getting with Mr. Ehlinger's group to develop a mailing list that
136 would target businesses looking for Airport properties or sites like the AOB and create a mail-
137 out instead of a typical RFP.

138

139 Ms. Carlton suggested creating a tour of available properties with the Commercial Realtors and
140 Ms. Brangaccio stated that she had received word from a representative with the Board of
141 Realtors of their willingness to participate.

142

143 Mayor Barringer thanked staff for their efforts in coordinating this tour.

144

145 b. Economic Incentives Program for existing, new or relocating businesses

146

147 Ms. Brangaccio stated that she wanted to give the EDAB good examples of incentives offered by
148 Counties and Cities like Port Orange, Edgewater and Ormond Beach and elaborated that a lot of
149 these incentives were based on Quality jobs, targeted markets and geographical areas.

150

151 Ms. Brangaccio asked the EDAB to refer to Port Orange's packet and commented on their list of
152 targeted businesses that may be eligible to receive assistance as well as the fact that Port
153 Orange's Fee Waiver was geographically based.

154

155 Ms. Brangaccio commented on an Ordinance by the City of Edgewater to temporarily reduce
156 Transportation/Road Impact Fees based on certain criteria and felt that it was very important to
157 offer incentives only to businesses that would generate high quality jobs.

158

159 Ms. Brangaccio stated that the City had a tax abatement program but let it expire and that staff
160 would be working with Team Volusia and the EDD to pursue a referendum date to have various
161 Cities ask their citizens if they would agree to a tax abatement in terms of economic
162 development.

163

164 Ms. Brangaccio stated that staff would be working with representatives from the SEV Chamber
165 of Commerce the beginning on October to compile information gathered by the Business
166 survey. This information would aid in establishing the important target markets and Ms.
167 Brangaccio inquired what targeted markets the EDAB would feel comfortable with; should it be
168 limited to non-residential and if City impact fees should be reduced or suspended.

169

170 A brief discussion ensued about the pros of tax abatements and impact fee reduction or waiver
171 and their financial impact on the City; parking restrictions on Canal Street and their possible
172 elimination; incentives for businesses with a frontage onto US1 and the importance incentives
173 could play in actually convincing a business to relocate.

174

175 Mr. Stauffer suggested that the EDAB determine the overall philosophy on incentives and
176 inquired if the EDAB might want to consider offering higher incentives to prospects than the
177 surrounding Cities to maybe tip the scale in New Smyrna Beach's favor.

178

179 Mr. Otte stated that the City of New Smyrna Beach had to be cognizant of the market and what
180 other Cities were offering and get in the "incentives game".

181

182 Ms. Brangaccio mentioned that staff would be presenting the EDAB with a draft of economic
183 incentives at the October meeting for review and recommendation to the City Commission.

184

185 **BOARD MEMBER COMMENTS**

186

187 Mr. McHenry: No further comments

188

189 Mr. Stauffer: Likes the direction of the EDAB and would like to receive the agenda a little
190 sooner.

191

192 Mr. Holcomb: Had no further comments, but would like to receive answers to the questions he
193 posed during the meeting as soon as they were obtained.

194

195 Ms. Carlton: No further comments.

196

197 Mr. Mayer: No further comments but thanked staff for their hard work.

198

199 Mr. Hall: Agreed with Mr. Stauffer about getting information sooner. He stated that the
200 UC was a not for profit organization but feels that the UC would at least be open-
201 minded to assisting new businesses.

202

203 Mayor Barringer stated that the UC had assisted a recent developer with reducing impact fees.

204 Ms. Brangaccio commented on recent joint meetings with the UC.

205

206 **REPORTS AND COMMUNICATIONS**

207

208 a. Economic Development Report

209

210 Mr. Otte summarized his economic development report and stated that he would be available
211 to answer any questions the Board members may have.

212

213 Mr. Otte thanked Mr. Holcomb for his generous "donation" of his website consultant to analyze
214 the City's website as this will pay large dividends.

215

216 **FUTURE AGENDA ITEMS**

217

218 a. Presentation of the SE Volusia Tourism Program

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- 219 b. Development of an Incentive Program for FY 10-11
- 220 c. Website “re-design”
- 221 d. Brownfields as a tool for Economic Development
- 222 e. Marketing of Airport Properties

223

224 Mr. Mayer would like to see marketing of the Airport properties expedited. Ms. Brangaccio
225 stated that she had prepared a sample RFP to hire a consultant and that she was going to
226 present it to the Airport Advisory Board at their next meeting. Ms. Brangaccio continued that
227 she would also present it to the EDAB.

228

229 **ADJOURNMENT:**

230

231 There being no further business, the meeting was adjourned at 7:30 p.m.

PRESENTATION

EDAB AGENDA ITEM SUMMARY

Department Making Request: Economic Development Staff		
Meeting Date: October 19, 2010		
Action Item Title: Presentation: the Southeast Volusia Advertising Authority		
Agenda Section: Consent_____ Public Hearing_____ Special Items__x__		
Summary Explanation and Background At the August 17 meeting EDAB members reviewed and voted to prioritize the goals listed in the City's Economic Development Plan. The goal receiving the highest number of votes was goal number four: "Support efforts to expand tourism through venues and support systems". The Southeast Volusia Advertising Authority is a key partner in the accomplishment of this goal Ms. Debbi Boyd, Executive Director of the Southeast Volusia Advertising Authority, will make a presentation on the operation of the Authority. This agency is located at 2238 SR 44 (near the former Williams Furniture Store) and is funded by a tax paid by hotel guests. The agency advertises New Smyrna Beach as a tourist destination.		
Recommended Action/Motion: No action necessary at this time.		
Funding Analysis: Budgeted_____ If not budgeted, recommend funding account: x Not applicable.		
Exhibits Attached: None.		
Reviewed By:	Name	Signature
EDAB staff	Tony Otte	

OLD BUSINESS

EDAB AGENDA ITEM SUMMARY

Department Making Request: Economic Development Staff		
Meeting Date: October 19, 2010		
Action Item Title: Updated County Prospects Report and Team Volusia Prospects Report		
Agenda Section: Consent_ ___ Public Hearing_____ Special Items_ X_		
Summary Explanation and Background In an effort to effectively communicate profiles of prospective recruitment prospects and projects, the Volusia County Economic Development Department and Team Volusia issue updated status report.		
Recommended Action/Motion: For information only.		
Funding Analysis: Budgeted_____ If not budgeted, recommend funding account: x N/A		
Exhibits Attached: <ol style="list-style-type: none">1. Updated list of the Department of Economic Development prospects/projects2. Updated list of Team Volusia's prospects/projects		
Reviewed By:	Name	Signature
EDAB Staff	Tony Otte	
Commission Action		

Volusia County Department of Economic Development
Profile of business recruitment prospects & projects
Monday, October 11, 2010

71. Prospect Alpha X-Ray: Jun10 Out-of-state company that manufactures medical devices is considering a relocation initiative designed to support consolidation of existing manufacturing facilities and projected revenue growth. Firm estimates they will need 50,000 square feet with expansion potential to 80,000 square feet, and could hire 50 or more employees. The availability of specific skills sets and a comprehensive incentive package will be critical factors. Company timeline and decision matrix is still taking shape, and they are also considering the state of NC. **UPDATES:** 07/13/10-Company is actively considering our invitation to visit the area as part of evaluating Volusia County for this relocation initiative. To date, we've identified six possible sites that are located in DeBary, Ormond Beach, Daytona Beach (2), S.Daytona and Edgewater. 07/30/10-Company agreed to an area visit and has selected three properties to investigate further. 08/16/10-Area visit included on-site review of three sites, Q&A session with three local manufacturing firms and several discussions surrounding our local workforce. Company intends to compare us to other locations they're considering in their analysis & planning process. 09/10/10-Company wants to proceed in applying for incentives and wants to be told of any new properties meeting their requirements as they become available.

70. Prospect Alpha Whiskey: Jun10 International company is looking for a 30,000 square foot, build to suit, facility to be located in SW Volusia County designed to consolidate existing FL locations. They are seeking a 10 to 15 year lease, and could hire 10 employees. Critical needs include enough land for adequate maneuvering room of semi-tractor trailers and future expansion of the facility. Selection of a site is to be made in 2010, with opening of the facility in 2011. **UPDATES:** 7/30/10-This initiative is "on hold" subject to review by the company's board. 09/10/10-Company confirms that they are still evaluating potential sites/ locations.

69. Prospect Alpha Victor (EF): Jun10 International company wants to develop, construct and operate a recycling plant in Florida. The firm is planning to lease an existing building of 80,000-100,000 square feet on approximately 9 acres. Capital investment could be \$3.5 million with employment estimated at 30 to 50 over 1 to 5 years, respectively. Stated decision date is no later than 3rd quarter 2010 with planned 'in-operation' date of 2nd quarter 2011. **UPDATES:** 06/04/10-Response was sent. 09/10/10- Enterprise FL states that company "is still active, we will pass along any information we find out".

68. Prospect Alpha Uniform (EF): May 10 Out-of-state company plans to develop, construct and operate a 32.5 MW photovoltaic solar panel manufacturing plant. Company strongly prefers to lease a 300,000 square foot building but will consider build to suit. Site should be within one hour of an international airport with easy access to interstate highways, near an electrical substation and near technology and academic communities involved in renewable energy. Employment at start up and in five years is 108, with planned in operation date of 2nd qtr 2011. **UPDATES:** 06/02/10-Response was sent. 07/23/10-Enterprise FL states "This project is currently on hold. The company seems to have slowed things down, and we believe they are focused on another major deal for the moment."

67. Prospect Alpha Tango (EF): Apr10 Out-of-state consultant is assisting a U.S. company who seeks a domestic assembly & production facility for lighting materials as part of relocating production from China. Company will consider communities in the 'Sunbelt states' that offer fully air conditioned buildings of 25,000 to 30,000 square feet (10,000 sq ft of production, 11,000 sq ft of warehouse with 24 ft clear ceiling height, and 3000 sq ft for office/testing room). Another critical need is "the ability to compete with other communities with added local inducements and incentives". Employment is expected to be 300 with an estimated average wage below \$30,000. **UPDATES:** 05/06/10-Response was sent. 07/13/10-Consultant states this project is "on-hold".

66. Prospect Alpha Sierra (EF): Apr10 Out-of-state consultant is seeking a building for a "plug & play" call center. Company wants to lease an existing facility 20,000 to 40,000 square feet that will support 200 employees. Average wage is \$23,000 and decision date is the end of April 2010. **UPDATES:** 04/19/10-Response was sent. 05/21/10-Site consultant states they were able to show that Florida was the only choice and are in the process of narrowing down the sites. 10/05/10-Enterprise Florida update on this prospect states "we have contacted the company several times and are waiting for a response. As soon as I find out anything, I will pass it along".

65. Prospect Alpha Quebec (EF): Apr10 Out-of-state consultant has a call center client seeking minimum of 18,000 square feet of "plug & play" space that would allow for growth to 35,000 sq ft. Lease is preferred and a decision is expected to support a planned "in-operation" date of 2nd or 3rd quarter, 2010. Start-up employment is 150-200 at average hourly wage of \$10. "The facility details are paramount with this client". **UPDATES:** 04/16/10-Response was sent. 10/05/10-Enterprise Florida update on this prospect states it is "active - we have called and emailed the company to check in and will pass along any findings".

64. Prospect Alpha Papa (EF): Apr10 Out-of-state provider of call center operations wants to establish a regional center of excellence that will serve as their training and management center. Building needs are for 10,000 to 15,000 square feet of Class B or Class C office space; 3 to 5 year lease term is preferred. Other specifications include parking for 150 employees; bathrooms to code for 150 people; electrical/data room with its own HVAC; telecommunications room (CAT 6 cabling preferred). Site must be within 5-10 minutes of major highway and within 45 minutes of a major airport (direct flights to Boston preferred). Bilingual workforce is required. Company is also considering TX, UT & AZ, and has a planned "in operation" date no later than 12/31/10. **UPDATES:** 4/20/10-Response was sent. 10/05/10-Enterprise Florida update on this prospect states it is "still active; however, the company has slowed down research and work in Florida. We will let you know as we seek out additional information".

63. Prospect Alpha Oscar: Mar10 Out-of-state company that manufactures medical devices is developing an expansion initiative to support projected revenue growth. Firm estimates they will need 60,000 square feet and could hire 50 or more new employees – the availability of specific engineering skills sets will be a critical factor. Company is planning to make a decision within 12 months and is considering locations in IL, TX, FL, Puerto Rico and Mexico. **UPDATES:** 06/11/10-Company is still in the process of collecting information about their target locations, and has recently added 'acquisition' to the list of options they are considering.

60. Prospect Alpha Juliet (EF): Feb10 Out-of-state company wants to locate a woody biomass generation plant in FL. Heavy truck traffic and a constant noise level of 80dB will accompany this operation. The ideal site is 20 acres (10 minimum) with close proximity to: a). existing electrical substation or high voltage transmission line (Progress Energy is preferred), b).one or more wood suppliers, and c).good access for heavy truck traffic (20 loads per day). Employment estimated at 25. Company's objective is to lease or purchase the land in 2-3 months.

UPDATES: 02/19/10-Response was sent. 02/26/10-A member of the site evaluation team has responded with questions. 03/05/10-A company representative wants to learn more about the suitability of sites in West Volusia. 03/12/10-Representative is visiting Central FL week of March 15, to include Volusia County. 03/19/10- Company's representatives remain interested in Central FL, including Volusia County, but are still working to develop confidence in the availability of a sustainable supply of wood providers in addition to understanding the site costs associated with constructing a biomass plant. 07/02/10-Company states they now have contracts to "build woody biomass power generating capacity" and that "Volusia County remains near the top of prospective sites". 09/10/10-Company representative states that financing is "looking good" and they are working through the Florida PSC process. West Volusia remains on the short list of potential sites.

59. Prospect Alpha India (EF): Feb10 Out-of-state producer of steel & aluminum accessories is considering relocation of a light manufacturing facility. Company seeks to lease 50,000 square feet (46K production & 4K office) of EXISTING Class A- or Class B-type industrial space that offers natural gas utilities, is located on/near the water, and has reasonable access to Interstate highways and a seaport (less than 1 hr). Employment is estimated at 100 over 5 years and incentives are a "critical" need. The planned 'in operation' date is in 2011. UPDATES: 02/18/10-Response was sent. 10/05/10-Enterprise Florida update on this prospect states it is "active, company still considering their options".

19. Prospect Maine: Oct08 Out-of-state manufacturer is seeking a 150 acre tract of land on which to locate a 1.5 million square foot distribution center. Site options must include easy Interstate access and should not be constrained by existing highways with lower levels of service. Prospect would employ 450+ workers; timeframe is 24-36 months. UPDATES: 11/10/08-Site consultant is conducting due diligence on 6-7 separate Volusia County sites, in addition to sites in the greater Orlando and the greater Atlanta areas. 11/14/08-Site consultant has completed another site review meeting with client; they remain interested in a few Volusia County locations. 12/5/08-Site consultant has met with City of Deltona officials. 2/27/09-Consultant states the next client meeting is scheduled for March. 5/5/09-Consultant states that project is "still active but not likely to regain momentum until 2010".

Project A: 2006 Out-of-state manufacturer of automotive components has decided on a Daytona Beach location to construct a 50,000 square foot production facility. Project has been delayed due to a delay in contract award by major vendor. Project plans to employ up to 40 personnel.

Project B: 2006 Out-of-state manufacturer of automotive after-market components has selected a DeLand location in which to construct 62,000 square feet of production and show room space. Official grand opening held July 31-August 1, 2009.

Project C: 2009 International manufacturer of custom motorcycle equipment has chosen an Ormond Beach location totaling 10,000 square foot, including show room space. This firm will be located near Destination Daytona. They expect to employ up to 15 personnel and are planning to be open for business in Feb09.

Project D: 2009 Out-of-state manufacturer is opening a steel cart refurbishing operation in Volusia County. Owners have selected a 30,000 square foot space in the Edgewater area and anticipate 12+ employees at start. Owners have closed on the building, and are in business.

Project E: 2009 Out-of-state company that refurbishes aviation equipment has leased an 18,000 square foot facility in Ormond Beach. This firm expects to begin operations in early June and anticipates having 5 or more employees.

Project F: 2009 In-state manufacturer of a new alternate energy solution has leased a 70,000 square foot site in Debary. Owner plans to relocate the existing business within 2 months, to include most of their current workforce. Company forecast is to grow to 250 employees in 3 yrs.

Project G: 2009 In-state company has signed long-term lease for a 10,000 square foot location at Destination Daytona and is renting classroom space at Wyotech. The firm has received County & State approvals for QTI performance grant and anticipates adding 50 employees within 3 years.

Project H: 2009 Out-of-state company has signed an option to purchase property west of Deland to establish a rail-served distribution yard adjacent to CSX tracks. This firm will use conveyor systems to unload aggregate from railcars into stockpiles; employment #'s expected to be 5-10.

Project I: May 2010 Out-of-state company has announced its decision to locate in Daytona Beach, and expects to make an initial capital investment of \$400,000 with commitments to add 22 jobs over 3 years.

Project J: August 2010 Out-of-state manufacturer of material handling and packaging systems completed the purchase of Lot 1 at Deland Crossing Industrial Park and intends to build a new manufacturing facility with 39 new jobs and 11 retained jobs.

PROSPECTS REMOVED or ADVANCED

- 72. Prospect Alpha Yankee (EF): Jun10 **Removed** 07/16/10.
- 62. Prospect Alpha November (EF): Mar10 **Removed** 10/08/10.
- 61. Prospect Alpha Mike (EF): Mar10 **Removed** 10/08/10.
- 58. Prospect Alpha Hotel (EF): Feb10 **Removed** 07/23/10.
- 57. Prospect Alpha Golf (EF): Jan10 **Removed** 07/23/10.
- 56. Prospect Alpha Foxtrot: Jan10 **Removed** 03/19/10.
- 55. Prospect Alpha Echo (EF): Jan10 **Removed** 04/16/10.
- 54. Prospect Alpha Delta: Dec09 **Removed** 05/28/10.
- 53. Prospect Alpha Charlie (EF): Dec09 **Removed** 12/18/09.
- 52. Prospect Alpha Bravo: Oct09 **Removed** 10/01/10.
- 51. Prospect Alpha Alpha (EF): Oct09 **Removed** 11/13/09.
- 50. Prospect Wyoming: Oct09 **Advanced** to "project" status 12/18/09.
- 49. Prospect Wisconsin: Sep09 **Advanced** to "project" status 05/21/10.
- 48. Prospect West Virginia (EF): Sep09 **Removed** 11/20/09.
- 47. Prospect Washington (EF): Aug09 **Removed** 09/25/09.
- 46. Prospect Virginia: Jul09 **Removed** 09/11/09.
- 45. Prospect Vermont: Jul09 **Advanced** to "project" status 08/14/09.
- 44. Prospect Utah (EF): Jul09 **Removed** 07/31/09.
- 43. Prospect Texas: Jun09 **Removed** 10/01/10.
- 42. Prospect Tennessee: Jun09 **Advanced** to "project" status 09/18/09.
- 41. Prospect South Dakota (EF): Jun09 **Removed** 04/16/10.
- 40. Prospect South Carolina (EF): Jun09 **Removed** 06/26/09.
- 39. Prospect Rhode Island (BDP): Jun09 **Removed** 07/2/09.
- 38. Prospect Pennsylvania (EF): Apr09 **Removed** 01/22/10.
- 37. Prospect Oregon (EF): Apr09 **Removed** 09/4/09.

36. Prospect Oklahoma: Apr09 Advanced to "project" status 06/5/09.
35. Prospect Ohio: Apr09 Removed 12/11/09.
34. Prospect North Dakota (EF): Mar09 Removed 05/1/09.
33. Prospect North Carolina (BDP): Feb09 Removed 05/15/09.
32. Prospect New York (BDP): Feb09 Removed 09/11/09.
31. Prospect New Mexico (BDP): Feb09 Removed as of 11/13/09.
30. Prospect New Jersey (BDP): Feb09 Removed 02/20/09.
29. Prospect New Hampshire (BDP): Feb09 Removed 02/20/09.
28. Prospect Nevada: Jan09 Advanced to "project" status 02/20/09.
27. Prospect Nebraska (EF): Jan09 Removed 03/20/09.
26. Prospect Montana: Dec08 Removed 08/14/09.
25. Prospect Missouri: Dec08 Removed 04/16/10.
24. Prospect Mississippi: Dec08 Removed 03/6/09.
23. Prospect Minnesota (EF): Nov08 Removed 02/20/09.
22. Prospect Michigan (EF): Nov08 Removed 11/25/09
21. Prospect Massachusetts (EF): Nov08 Removed 02/20/09.
20. Prospect Maryland: Nov08 Removed 06/5/09.
18. Prospect Louisiana: Oct08 Removed 12/12/08.
17. Prospect Kentucky: Oct08 Removed 11/21/08.
16. Prospect Kansas: Oct08 Advanced to "project" status 01/16/09.
15. Prospect Iowa (EF): Oct08 Removed 03/20/09.
14. Prospect Indiana: Sep08 Removed 04/16/10.
13. Prospect Illinois (EF): Sep08 Removed 11/7/08.
12. Prospect Idaho: Sep08 Removed 11/25/09.
11. Prospect Hawaii: Oct08 Removed 02/20/09.
10. Prospect Georgia: Aug08 Removed as of 11/13/09.
9. Prospect Florida: Aug08 Removed 02/20/09.
8. Prospect Delaware (EF): Aug08 Removed 12/12/08.
7. Prospect Connecticut (EF): Jul08 Removed 11/14/08.
6. Prospect Colorado: Mar08 Removed 08/14/09.
5. Prospect California: Jun08 Removed 01/16/09.
4. Prospect Arkansas (EF): Mar08 Removed 10/31/08.
3. Prospect Arizona: Sep07 Removed 06/5/09.
2. Prospect Alaska: Apr08 Advanced to "project" status 08/16/10.
1. Prospect Alabama: Aug08 Removed 02/13/09.

October 11, 2010

PROSPECT REPORT



These prospects have met the qualifying standards set for by the Team Volusia Economic Development Corporation. They are 100% qualified active and due to locate within the next 30 months.

19. PROJECT:	TV10-118	BUSINESS ACTIVITY: TV10-118 is a leader in the manufacture of bottles and caps for personal care and household brands with the ambition to go on a joint-venture in blow-molding and/or extrusion-molding. TV10-118 is looking for a local manufacturer to take on part of the company's production of bottles and cap for the American market. To facilitate quick productivity and efficiency technology, machinery and molds would be transferred to your plant to add on to your processes that are compatible with our client's equipment. <i>Decision Time Frame: Less than 6 months</i>
INDUSTRY SERVED:	Foreign Investment	
EXPANSION/RELOCATION:	Expansion	
NEW JOBS CREATED:		
SPACE REQUIEMENTS:		
STATUS:	Active	
NOTES/UPDATE	A national site locator is helping a Foreign Trade Commission with in finding sites for their associate they are helping to locate in the United States.	
18. PROJECT:	TV10-117	BUSINESS ACTIVITY: TV10-117 is seeking 60k-100k sq. ft. building to lease. Currently occupies 40,000 SF with 100 employees. They are outgrowing this facility and need additional space to grow. Prefers the in South Florida area but willing to consider the Central Florida area especially if there is a good deal. <i>Decision Time Frame: 6 to 12 months</i>
INDUSTRY SERVED:	Manufacturing	
EXPANSION/RELOCATION:	Relocation	
NEW JOBS CREATED:	75+	
SPACE REQUIEMENTS:	60k-100k	
STATUS:	Active	
NOTES/UPDATE		
17. PROJECT:	TV10-116	BUSINESS ACTIVITY: TV10-116 is seeking 60k -70k sq. ft. building to lease or purchase. They are looking for an existing facility (preferably) and will immediately employ 50-100 new jobs. <u>Special requirements:</u> Existing facility (Concrete Tilt-up preferred) 15-20 ft. minimum ceiling heights (prefers higher) Manufacturing Space: 22,000-25,000 SF; Gantry Cranes up to 2 ton capacity; Fabrication, Assembly and Testing: 35,000 SF; Lift Capacity to 20 tons; Office Space: 5,000-8,000 SF; Chemistry Lab space: 1,000 SF; Equipped for testing and analysis of product performance. <i>Decision Time Frame: 6 to 12 months</i>
INDUSTRY SERVED:	Manufacturing	
EXPANSION/RELOCATION:	Relocation	
NEW JOBS CREATED:	50+	
SPACE REQUIEMENTS:	60k-70k	
STATUS:	Active	
NOTES/UPDATE		
16. PROJECT:	TV10-115	BUSINESS ACTIVITY: TV10-115 is seeking 5k -10k sq. ft. building to lease r Purchase. They sell internationally to hospitals, clinics, EMT's, etc. etc. The operation will be light manufacturing and they don't really have any special requirements for the facility. They plan to locate an office in the next 2-3 months and planning a full production line within 6 months. Upon relocation, they will immediately hire 6-10 new employees. They will relocate 4 employees interested in seeing some options immediately. <i>Decision Time Frame: 6 to 12 months</i>
INDUSTRY SERVED:	Medical	
EXPANSION/RELOCATION:	Relocation	
NEW JOBS CREATED:	8	
SPACE REQUIEMENTS:	8k-10k	
STATUS:	Active	
NOTES/UPDATE		

October 11, 2010

PROSPECT REPORT



15. PROJECT:	TV10-114	BUSINESS ACTIVITY: TV10-114 is seeking 5k -10k sq. ft. building. Prefers large Metros, or close proximity to one or more with biotech clusters being a huge plus!
INDUSTRY SERVED:	Biotechnology	They're also interested university stem cell research programs. Incentives will play an important role, but the community and bio clusters seem to be most important.
EXPANSION/RELOCATION:	Expansion	
NEW JOBS CREATED:	26+	They are collecting initial information, exploring financial partnerships and/or joint ventures from communities that may be a possible fit. Will need ambulatory service zoning, either Lease or purchase and will consider build to suit.
SPACE REQUIREMENTS:	5k-10k	
STATUS:	Active	<i>Decision Time Frame: 12 to 24 months</i>

NOTES/UPDATE

14. PROJECT:	TV10-113	BUSINESS ACTIVITY: TV10-113 is seeking 10,000 sq. ft. building but needs room to expand up to 30K. They are a manufacturing facility/ assembly plant (1 Kilowatt cells).The Company designs, manufactures, and brings to market "Green" energy storage systems. They also have a various products with a military application. They will even have solar panels on the roof to help generate power.
INDUSTRY SERVED:	"Green" - Energy	Specifics: Needs location along major corridors with good transport -18 ft. min. ceiling height and above -Good power already in place (needs min. of 600 amps)
EXPANSION/RELOCATION:	Expansion	
NEW JOBS CREATED:	50+	
SPACE REQUIREMENTS:	10k-30k	
STATUS:	Active	<i>Decision Time Frame: 18 to 30 months</i>

NOTES/UPDATE

13. PROJECT:	TV10-112	BUSINESS ACTIVITY: MD10-112 is seeking 300 acres of land to lease or purchase. This project has very little carbon footprint and zero emissions. GREEN industry, with cutting edge technology and science.
INDUSTRY SERVED:	Aquaculture	The Prospect intends to construct a large number of fish-cultivation campuses throughout the USA. For a location to qualify for one or more of these facilities, a genuine public-private partnership must take shape.
EXPANSION/RELOCATION:	Expansion	
NEW JOBS CREATED:	250 +	
SPACE REQUIREMENTS:	300 acres	<i>Decision Time Frame: 12 to 24 months</i>
STATUS:	Active	

NOTES/UPDATE

A detailed attachment is part of the email dated July 16, 2010.

12. PROJECT:	TV10-111	BUSINESS ACTIVITY: MD10-111 is collecting information before they move forward to develop retail centers. They develop lifestyle centers which consist of retail, office, hotels and residential.
INDUSTRY SERVED:		Their representative said the company needs , but not completely required: (Much more flexible given the current economy)
EXPANSION/RELOCATION:	Expansion	•ideal population of 250,000 within a 15 mile radius (not a deal breaker)
NEW JOBS CREATED:	100 +	•site not already located near other major retail development (case by case basis)
SPACE REQUIREMENTS:	70 acres +	•ideal household income average above \$50,000
STATUS:	Active	<i>Decision Time Frame: 12 to 24 months</i>

NOTES/UPDATE

TV10-111 does not have any interest in anything less than 60 acres.

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PROSPECT REPORT



11. PROJECT: MD10-110 **BUSINESS ACTIVITY:** MD10-110 is seeking 5,000 SF of office space to lease. MD10-110 is primarily engaged in marketing and promoting their themed entertainment events at venues across the country. Ideally they want a space for a few people now (5-8), with the ability to grow. They would prefer an office park environment as this will be their corporate headquarters. *Decision Time Frame: 6 to 12 months*

INDUSTRY SERVED: Headquarters

EXPANSION/RELOCATION: Relocation

NEW JOBS CREATED: 5

SPACE REQUIREMENTS: 5k-10k

STATUS: Active

NOTES/UPDATE Update June 11th The company is planning a second community visit in July.

10. PROJECT: MD10-109 **BUSINESS ACTIVITY:** MD10-109 is seeking 50,000 to 80,000 SF of manufacturing space to lease or purchase. MD10-109 is primarily engaged in manufacturing industrial trucks, tractors, trailers, and stackers (i.e., truck-type) such as forklifts, pallet loaders and unloaders, and portable loading docks. Building will be used for Welding, Machine Shop (Steel Fabrication) and Assembly. *Decision Time Frame: 6 to 12 months*

INDUSTRY SERVED: Manufacturing

EXPANSION/RELOCATION: Relocation

NEW JOBS CREATED: 40

SPACE REQUIREMENTS: 50k-80k

STATUS: Active

NOTES/UPDATE Prefers 30ft Ceilings - (25 ft min) Highway Access - (Prefers Interstate) (6-7 Axle trailers for shipping product) No need for rail Would like a min of 6" concrete floors (Heavy Machinery) Natural Gas - (4") 2,000 amp - (MINIMUM)

9. PROJECT: MD10-108 **BUSINESS ACTIVITY:** MD10-108 is a distribution company looking for a warehouse site in Central to North Florida. The minimum size is 40,000 to 60,000 sq. ft. building for a Warehouse/Distribution facility with easy access to I-95. The company will employ up to 50 people with benefits. This distributor will consider existing building only that can be modified for required use. Some outside storage will be needed and truck staging areas.

INDUSTRY SERVED: Warehouse

EXPANSION/RELOCATION: Relocation

NEW JOBS CREATED: 50

SPACE REQUIREMENTS: 40k-60k sq. ft.

STATUS: Active

NOTES/UPDATE 24' clear height looking to occupy early summer. Strong interest in North FL – Jacksonville.

8. PROJECT: MD10-107 **BUSINESS ACTIVITY:** MD10-107 is an Information Technology company seeking to expand into the Central Florida Market and have requested a minimum 1,200–2,500 sq. ft. building. The company will employ 10 to 14 person workforce with future plans to expand operation.

INDUSTRY SERVED: Info Technology

EXPANSION/RELOCATION: Relocation

NEW JOBS CREATED: 10

SPACE REQUIREMENTS: 1200-2500 sq. ft.

STATUS: Active

NOTES/UPDATE Looking to open door mid/late Summer 2010. May 12, Has narrowed choice to Beach Street in DB looking at 6 possible sites.

7. PROJECT:	MD10-106	BUSINESS ACTIVITY: MD10-106 is an advanced engineering and manufacturing company seeking 35,000 SF of space (5-10 percent office, 90 percent manufacturing) with 2 to 4 docks to purchase. Would prefer building not be all warehouse space and will consider build to suit. The decision time frame is 6 to 12 months with a capital investment of \$7M.
INDUSTRY SERVED:	Manufacturing	
EXPANSION/RELOCATION:	Relocation	
NEW JOBS CREATED:	30	
SPACE REQUIEMENTS:	35,000 +	
STATUS:	Active	

NOTES/UPDATE

6. PROJECT:	MD10-105	BUSINESS ACTIVITY: Retail Acquisition Criteria Investment Strategy: stabilized, income producing, core plus. MD10105 will also consider value added and opportunistic opportunities and joint ventures. Office & Industrial Acquisition Criteria Investment Strategy: stabilized income producing, core plus. Opportunistic, renovation and major redevelopments considered. Multi-Family/Condominiums Investment Strategy: stabilized, income producing, well leased properties. Broken condominium properties considered.
INDUSTRY SERVED:	Investment	
EXPANSION/RELOCATION:	Acquisitions	
NEW JOBS CREATED:		
SPACE REQUIEMENTS:	Various	
STATUS:	Active	

NOTES/UPDATE

MAY 14, Touched bases the company continues to seek new acquisition opportunities.

5. PROJECT:	MD10-104	BUSINESS ACTIVITY: MD10-104 is seeking 20,000 to 25,000 SF of office/warehouse space to lease or purchase. MD10-104 requires that a small portion for offices use and that half of the warehouse be air conditioned. Dock high is preferred, but they could possibly get by with a dock well, or with a loading platform and ramp.
INDUSTRY SERVED:	Manufacturing	
EXPANSION/RELOCATION:	Expansion	
NEW JOBS CREATED:	15	
SPACE REQUIEMENTS:	15,000 – 25,000	
STATUS:	Active	

NOTES/UPDATE

4. PROJECT:	MD10-103	BUSINESS ACTIVITY: MD10-103 is a charter school looking to locate in Volusia County. The school expects to have an enrollment of approximately 300 students. They are willing to lease, but are leaning more towards purchasing. They would like to occupy a space in about 3 months from now. Being on bus line is very important.
INDUSTRY SERVED:	Educational	
EXPANSION/RELOCATION:	Relocation	
NEW JOBS CREATED:	15-25	
SPACE REQUIEMENTS:	15,000	
STATUS:	Active	

NOTES/UPDATE

The school will need to house a media center, cafeteria (full functioning), auditorium, classrooms, ratio of restrooms (75 to everyone restroom with 5 stalls), parking should be able to accommodate 25-50 spaces.

3. PROJECT:	MD10-102	BUSINESS ACTIVITY: MD10-102 is a growing company in the field of alternative bio-fuel production utilizing byproducts. The prospect is looking to deploy facilities worldwide that use their patented technology for waste processing into energy and renewable products. The facilities are usually built on sites with existing solid waste permits, such as landfills, material recovery facilities, and transfer stations.
INDUSTRY SERVED:	Energy	
EXPANSION/RELOCATION:	Expansion	
NEW JOBS CREATED:	10	
SPACE REQUIEMENTS:	6,000 - 10,000	
STATUS:	Active	

NOTES/UPDATE

2. PROJECT:	MD10-101	BUSINESS ACTIVITY: MD10-101 is a corporation specializing in the manufacturing of OEM Thermafin copper absorber plates and flat plate solar thermal collectors.
INDUSTRY SERVED:	Manufacturing	
EXPANSION/RELOCATION:	Expansion	
NEW JOBS CREATED:	50	
SPACE REQUIREMENTS:	50,000 – 60,000	
STATUS	Active	
NOTES/UPDATE	Looking to purchase will consider build to suit, needs 4 docks and prefer north Florida. Current lease expires December 2010. Update June 8 th The company rep has indicated that the location search is ongoing.	

1. PROJECT:	MD10-100	BUSINESS ACTIVITY: MD10-100 is searching for a new training facility for their military business. The training facility is specialized and they'd prefer not to have to do a BTS or heavy retrofit. MD10-100 is going to have teams flying in for training seminars so the facility needs to be within an hour by car of a major US airport. (IT staff to housed at this location).
INDUSTRY SERVED:	Simulation	
EXPANSION/RELOCATION:	Relocation	
NEW JOBS CREATED:	100	
SPACE REQUIREMENTS:	30,000 - 40,000 sq. ft.	
STATUS	Active	
NOTES/UPDATE	20' clear additionally the space must have multiple grade level drive-in-doors ideally 12' X 14' or larger. A good option may be a vacant truck dealership or maintenance facility. Update June 9 th The company representative have indicated that VC is in strong consideration and will possible make a decision in October 2010 as to location of choice.	

PROJECTS CARRIED OVER FROM THE BDP

29.	BDP 09-105	TYPE: Pro Office	LOCATION: VC	SPACE: 7,000	NEW JOBS: 10	Status: 40
DESCRIPTION	This prospect is seeking to find one or more existing Bank or Credit Union facilities in your area. They would prefer newer facilities in the 6000' to 7000 sq. ft. range with drive thru lanes and in high-profile/high traffic locations. Priority is Ormond Beach, Daytona Beach & Deland . . . , but would consider other Volusia County markets as well. Update: 9/15/09 Prospect has requested information 1-2 acre high traffic buildable sites. UPDATE: 10/26/09 anticipating B of A closing opportunities.					
27.	BDP 09-103	TYPE: Hotel	LOCATION: DB	SPACE: 2-5 Acres	NEW JOBS:	Status: 50
DESCRIPTION	Contact has been made with a developer for hotel development. The prospect is seeking to develop a Full Service Hotel property catering to corporate and/or commercial travelers. The location of choice is near the Ocean Center. UPDATE: 6/12/09 Prospect is planning visit to the DB area to visit a number of potential sites. UPDATE: 7/24/09 Prospect tour conducted showing properties along A1A in close proximity to the Ocean Center. UPDATE: 9/17/09 waiting for the market to settle and the loosening of credit. UPDATE: 10/28/09 waiting for the market to settle and the loosening of credit.					
26.	BDP 09-102	TYPE: Hotel	LOCATION: VC	SPACE: 100,000+	NEW JOBS:	Status: 25
DESCRIPTION	The Partnership is working with a national site locator that has been engaged by a major Hotel Group, who has established an Investment Fund to acquire Hotel Properties that meet these criteria: Primary Locations: Florida, Prefer mature well developed locations with high barrier to entry, Prefer well positioned locations in downtown or suburban markets serving primarily business clientele, The hotels should not be more than 20 years old. Will consider Interior Corridor distress situations or owners looking to exit due to current economic conditions. Update 2/2/10 Meet with a representative Tuesday to discuss current climate and visitors count.					

October 11, 2010

PROSPECT REPORT



21.	BDP 08-112	TYPE: Pro-Office	LOCATION: HA	SPACE: 5,000	NEW JOBS: 15	Status: 99
DESCRIPTION	<p>A national site location consultant is working with the United States Government is seeking to lease 5,000 sq ft of space to operate a telecommunications center. This prospect is requesting a building that already has appropriate infrastructure. The space will be used for a customer service center inbound calls. Update 2/27/09 narrowed search to DB Halifax Hospital Area. UPDATE: 3/20/09 Prospect is considering 3 sites near Halifax Medical in DB. UPDATE: 6/11/09 Prospect made a second visit to area. UPDATE: 7/24/09 Prospect has requested Solicitation for Offer before 8/5/09, a final decision coming soon. UPDATE: 9/16/09 Prospect has made a final decision clarifying some issues. UPDATE: 10/29/09 Working-out a glitch in the final contract. Update 2/3/10 Reviewing the other final properties based on an all inclusive lease. Notified the top four of the request.</p>					
20.	VC-08-001	TYPE: Distribution	LOCATION: VC	SPACE: 10,000	NEW JOBS:	Status: 80
DESCRIPTION	<p>A national site location consultant is working with a medical supply company that is looking to consolidate and need office space (2000 sq. ft.) and warehouse space (8000 sq. ft) in our area to distribute various pharmaceutical items throughout the county. Flex space with office front is desired looking at newer facilities. UPDATE: 3/20/09 Prospect has entered negotiation on a contract for two location in DB. UPDATE: 4/23/09 Prospect has shifted its focus to build to suit in DB. UPDATE: 10/28/09 Looking at a Consolidated TLC site.</p>					
3.	BDP 06-131	TYPE: Hospitality	LOCATION: HA	SPACE: 10,000	NEW JOBS:	Status: 50
DESCRIPTION	<p>A national restaurant chain is searching for a site for a future restaurant in the Halifax Area. Must be adjacent to or included in a first class hotel. High traffic count is a priority. UPDATE: Strong interest in Daytona Live.</p>					

PROJECTS LOCATED

PROJECT:		PROJECT NOTES:
CITY:		
NEW JOBS:		
SPACE:		
VALUE:		

PROJECTS REMOVED FROM THE ACTIVE LIST

34.	BDP 09-109	TYPE: Retail	LOCATION: HA	SPACE: 40,000	NEW JOBS: 20	Status: 25
DESCRIPTION		A national retailer is looking for 30k-40k existing retail space and prefers sites already anchored by national retailers. They would also like to know the area's population, traffic counts, and any other basic demographics that can be provided. Update: 9/16/09 Prospect continue to look at various community demographic and property opportunities. UPDATE: 10/28/09 actively seeking a turn-key high traffic location.				
PROJECT NOTES:		The company has discontinued its expansion plans indefinitely. Removed March 26, 2010				
5.	BDP 07-101	TYPE: Multi-Family	LOCATION: VC	SPACE: 20+ Acres	NEW JOBS:	Status: 25
DESCRIPTION		A national owner-developer and manager of retail, multifamily, and hospitality real estate across the U.S. are seeking vacant land for multifamily development. The optimal site size is 25 acres of usable land, with a density of 10-15 dwelling units per acre. The communities range from 250-350 two-story units, gated, clubhouse, direct access garages, pools, car center, dog park, and other amenities. Prefers high accessibility and visibility, traffic counts above 12,000 vpd, grocery & retail shops within immediate area. Utilities within 1 mile from site. UPDATE: 12/5/08 In the area for community and site visits. UPDATE: 3/26/09 Change in management, new contact will discuss file and opportunities identified.				
PROJECT NOTES:		Company is reorganizing operations and has suspended expansions until unknown date. Removed March 26, 2010				

NEW BUSINESS

MEMORANDUM

FROM THE OFFICE OF THE CITY MANAGER

To: Economic Development Advisory Board

From: Pam Brangaccio, City Manager *PDB*

Re: **ECONOMIC INCENTIVES PROGRAM –
BUSINESS RETENTION AND EXPANSION**

Date: October 12, 2010

As we discussed at the September 2010 EDAB meeting, there are varied levels of Economic Development Incentives ranging from appointment of project ombudsmen & ladies; expedited permitting, i.e. rapid response teams; improved building permitting and site plan review processes; revisions to City Land Development Regulations; adjustments to development fees for targeted businesses; and/or a voter-approved tax abatement program.

Eligibility for Incentives

Incentives are typically provided for the creation of new quality jobs (quality jobs are defined by targeted business markets and wages paid). They can support expansion of existing businesses and the relocation of new businesses. They are normally utilized for warehouse, manufacturing, technology, or light industrial type projects (i.e. jobs paying an established percentage greater than current local wages in the area).

It is not typical for retail, service industry jobs, or residential housing to be eligible for incentives, unless for example within a CRA, with a goal of expanded tourism and retail, or workforce housing was a community-goal.

Most counties, including Volusia County, have performance based employment incentives, ranging from \$500 to \$5,000 per quality job, used to match the State of Florida's Qualified Target Industries (QTI) program.

NEXT STEPS:

Recommendations for a model for New Smyrna Beach (for discussion and decision with the EDAB and City Commission):

1. ESTABLISH THE GOALS OF AN INCENTIVE PROGRAM:

- Business retention and expansion
- Create new quality jobs
- Identify targeted business markets for incentives
- Reduce the tax burden on existing taxpayers by expanding the tax base (Attachment I-NSB Principal Employers and Property Taxpayers)
- Reduce the impact of recession cycles by diversifying the local economy

2. DEFINE TARGET MARKETS ELIGIBLE FOR INCENTIVES

The City and the Chamber are working together on a survey of existing businesses. This survey could assist in determining target markets (based on existing business clusters) and/or specific geographical areas for the utilization of incentives (within the CRA; Airport Industrial Park; and/or Brownfields). Target markets would also be based on long-term economic development goals. Phil Ehlinger, the County's Economic Development Director, has stated that the County staff could assist the City, with finalizing target business markets for incentives.

Below are a few regional examples of target business markets:

Life science, biotechnology, renewable energy technologies, marine science; information technology; manufacturing of green technologies, high impact scientific and technology start-up companies, medical/healthcare devices; aviation/aerospace.

The City also needs to be able to leverage the County and State's QTI Incentives (Attachment II-Volusia County example) as well as the Florida High Tech Corridor, the Embry Riddle Research and Development Park, and the UCF Incubator Growth and Expansion Programs. Attachment III is the Charlotte County (SW FLA) Incentive Guide with a comparison of federal, state, and local incentives, and a listing of QTI target markets.

3. DEFINE INCENTIVE GUIDELINES

City staff would continue to recommend that incentives be tied directly to the creation of quality jobs, within targeted business market categories. This tracks numerous incentive programs throughout the State. The County's program provides matching grants for the State's Qualified Targeted Industries (QTI), based on the percentage above the average wage. In the attached November 5, 2009 Volusia County example, jobs created by Crane Performance Products, at an average wage of 150% of the County's average wage, made the company eligible for \$4,000 a job (20% provided by Volusia County/80% by the State).

An additional approach from Manatee County (SW FLA-September EDAB attachment) was to provide refunds/credits for impact fees for expanding, new or relocating businesses that create at least five quality jobs, at or above 115% of the County's average wage, and is paid based on a performance over a five year period. The jobs created must be those established by Enterprise Florida, the QTI Tax Refund Program, or local targeted industry. The City of Edgewater utilized a similar approach in September 2010, with a \$2,000 reduction in Impact Fees, for each FTE job created, and for projects with Impact Fees over \$10,000, a one year deferral of payment of fees. Both Edgewater ordinances expire on September 30, 2011.

Project Alpha Bravo, proposed for the City of New Smyrna Beach, earlier in 2010, involved an out-of-state company, endorsed by Volusia County and approved by the State for the QTI program. The City, not having an incentive program, could not provide additional Brownfield incentive monies (Attachment IV-Brownfield designation) so the City pledged in-kind engineering services for updates to the facility on Tionia Road.

4. ESTABLISH FAST TRACKING PERMITTING FOR TARGETS

Attachment V is an example from Sarasota County of a SMART TEAM, i.e. Sarasota Means Action Response Team. Eligibility criteria for the program would be defined by local ordinance or resolution. In Sarasota, it is Export Oriented Companies (industries with markets outside the County); with an average company wage equaling or exceeding the annual wage for all industries in Sarasota County; with at least 10 new jobs on a relocation; with a critical time need, if fast tracking permitting was not utilized, that would jeopardize the project. The program also involves representatives from outside permitting agencies, i.e. the LINK business helpline.

It is not an objective of fast track permitting system to eliminate or circumvent existing land use regulations or construction standards.

5. RE-ESTABLISHMENT BY REFEREDUM OF TAX ABATEMENT

Attachment VI is a copy of the City of New Smyrna Beach's tax abatement program, which expired in 2007. This program was just approved by the voters, for Sarasota County, and its' municipalities, and could be explored for New Smyrna Beach, as an economic development tool, for a ballot question.

6. SMALL BUSINESS REVOLVING LOAN GUARANTEE FUNDS

Attachment VII is a recent example from Northport, FL (within Sarasota County) of a Small Business Revolving Loan Guarantee program, funded by matching monies from the County and the City.

SUMMARY:

In summary, economic incentive programs vary within various local governments, based on local goals established for the program. Common trends are the creation of targeted business markets, defining quality jobs by the percentage of wages provided over the local average wage, and establishing eligibility through the number of quality jobs created. There are also incentive programs which include capital incentives for businesses, who improve land, buildings and capital fixtures, for example, \$1,000 per \$100,000 of real property value added to the tax roll. All of these items should be discussed, for specific recommendations from the EDAB to the City Commission.

Attachments

CITY OF NEW SMYRNA BEACH, FLORIDA
 PRINCIPAL EMPLOYERS,
 CURRENT AND NINE YEARS AGO
 SEPTEMBER 30, 2009

Employer	September 30, 2009			September 30, 2000		
	Total Employees	Rank	Percent to Total City Employment	Total Employees	Rank	Percent to Total City Employment
Bert Fish Medical Center	800	1	5.28%	n/a	-	n/a
Publix Supermarkets	303	2	2.00%	n/a	-	n/a
City of New Smyrna Beach	265	3	1.75%	n/a	-	n/a
Volusia County School District	220	4	1.45%	n/a	-	n/a
Wal Mart	207	5	1.37%	n/a	-	n/a
Utilities Commission of New Smyrna Beach	173	6	1.14%	n/a	-	n/a
Oceanview Nursing Center	170	7	1.12%		-	
America's Best Caregivers, Inc.	150	8	0.99%	n/a	-	n/a
Winn Dixie	143	9	0.94%	n/a	-	n/a
Home Depot	121	10	0.80%	n/a	-	n/a
Total	<u>2,552</u>		<u>16.84%</u>			
Estimated Total Number of Employees in the City of New Smyrna Beach			<u>15,152</u>			

Source: InfoUSA Employer Database 2010 ed. 1

n/a - No known source for employment data for prior period exists

I

CITY OF NEW SMYRNA BEACH, FLORIDA
 PRINCIPAL PROPERTY TAXPAYERS,
 CURRENT AND NINE YEARS AGO
 SEPTEMBER 30, 2009

Taxpayer	September 30, 2009			September 30, 2000		
	(2008 Tax Roll) Assessed Taxable Value	Rank	Percent to Total Assessed Taxable Value	(1999 Tax Roll) Assessed Taxable Value	Rank	Percent to Total Assessed Taxable Value
Ocean Development Group	\$ 27,326,447	1	0.96%	\$ 17,210,341	1	1.38%
Parkside Townhomes	13,623,272	2	0.48%	-		0.00%
Venetian Bay of New Smyrna Beach LLC	12,669,613	3	0.45%	-		0.00%
Islander Beach Resorts	11,221,210	4	0.39%	12,882,443	3	1.03%
Bellsouth Telecommunication Inc	11,065,536	5	0.39%	16,127,062	2	1.29%
JPJ Investments INC	10,152,690	6	0.36%	-		0.00%
Lyme Stone Rance Investors LTD	9,864,574	7	0.35%	-		0.00%
Tuscany Square LLC	9,034,745	8	0.32%	-		0.00%
Home Depot USA INC	8,999,404	9	0.32%	-		0.00%
New Smyrna Regency LLC	8,664,608	10	0.30%	-		0.00%
I.R.T. Property Co.	-			6,559,740	5	0.53%
811 Development Corporation	-			5,558,849	6	0.45%
Sea Villas Development Corporation	-			5,140,587	7	0.41%
MMR Holdings LLC	-			9,179,394	4	0.74%
Samuel R. Sutton, Trustee	-			4,809,046	8	0.39%
Wal-Mart Stores INC	-			4,246,763	9	0.34%
3301 Development Corporation	-			4,133,698	10	0.33%
Total	<u>\$ 122,622,099</u>		<u>3.28%</u>	<u>\$ 85,847,923</u>		<u>6.22%</u>

Source: Volusia County Property Appraiser

*Volusia County
QTI
Example*

II

November 5, 2009		AGENDA ITEM		Item 14
<input type="checkbox"/> Ordinance		<input checked="" type="checkbox"/> Resolution		<input type="checkbox"/> Budget Resolution
<input type="checkbox"/> Other				
Department: Economic Development		File Number: VC-1256310002148-A		
Division: Administration				
Subject: Participation in Florida's Qualified Target Industry Tax Refund Program for Crane Performance Products				
Account Number(s): Development Programming 130-100-4000-4850 for \$17,600.00				
Total Item Budget: \$17,600.00				
Staff Contact(s): Phil Ehlinger Phone: 248-8048 ext. 8386				
Summary/Highlights: Staff recommends that the county council approve a local financial match of \$17,600 to support an application to the State of Florida for funding under the Qualified Targeted Industries (QTI) Tax Refund Program. Crane Performance Products intends to hire not less than 22 full time employees in Volusia County at an average wage in excess of 150% of the County's average wage. This average wage would be in excess of \$46,500 and would make the company eligible for a incentive of \$4,000 per job. The county's contribution of 20%, required by the QTI program, would be \$800 per job or a total of \$17,600. The company's parent, SandS Cycles of Viola, Wisconsin, purchased all of the assets and intellectual property of the former Crane Cams at auction in March 2009. SandS				
Recommended Motion: Approval.				
Philip Ehlinger, Interim Director Economic Development 	OMB No Signature Present Approved as to Budget Requirements	Legal  Approved as to Form and Legality	Betty Holness County Manager's Office  Approved Agenda Item For: November 5, 2009	
Council Action:		Modification:		
<input type="checkbox"/> Approved as Recommended <input type="checkbox"/> Approved With Modifications <input type="checkbox"/> Disapproved <input type="checkbox"/> Continued Date:				

Summary/Highlights Continued:

Cycles has made motorcycle parts for over 50 years and is considered one of the best known manufacturers for aftermarket engines and parts. The company intends to utilize the automotive camshaft equipment acquired in the auction to set up a new company to make racing and high-performance camshafts.

The department of economic development has worked closely with SandS since the auction to keep the manufacturing formerly done by Crane in Volusia County. The department also is working closely with the City of Daytona Beach to determine if a real estate tax abatement is available as an additional incentive.

The QTI program is designed to provide an incentive to companies seeking to expand and/or relocate. Monies provided under this program are shared between the State (80%) and from the local community (20%). A local community match is required in order to make application to the state.

The local community match (20%) is provided to the state and placed within the Florida Economic Development Trust Fund on behalf of the Company. The company can access these funds on an annual basis for a minimum of four-years as a reimbursement for taxes paid during a specific period of time. Payment in any single year cannot exceed 25% of the total awards and is dependent upon the company meeting specific employment and wage performance requirements.

RESOLUTION NO. 2009- _____

A RESOLUTION BY THE COUNTY COUNCIL OF VOLUSIA COUNTY, FLORIDA FINDING THAT SAID COMPANY REFERRED TO AS CRANE PERFORMANCE PRODUCTS BE APPROVED AS A QUALIFIED TARGETED INDUSTRY; AND PROVIDING AN APPROPRIATION OF \$17,600 TO SUPPORT THE CREATION OF 22 HIGH SKILLED HIGH WAGED MANUFACTURING JOBS; AND PROVIDING FOR AN EFFECTIVE DATE.

BE IT RESOLVED BY THE COUNTY COUNCIL OF VOLUSIA COUNTY, FLORIDA, as follows:

Whereas, CRANE PERFORMANCE PRODUCTS is a manufacturer of automotive camshafts and other products and is qualified as a targeted industry in the County's Economic Development Strategic Plan, and

Whereas, CRANE PERFORMANCE PRODUCTS in consideration of this and other incentives will create 22 high skilled, high wage jobs in Volusia County, and

Whereas, CRANE PERFORMANCE PRODUCTS will provide an average annual wage that exceeds the average for Volusia County by 150-percent or more annually, in addition to a benefit package that will include health insurance, and more; and

NOW, THEREFORE BE IT RESOLVED BY THE COUNTY COUNCIL OF VOLUSIA COUNTY, FLORIDA that this body hereby recommends **CRANE PERFORMANCE PRODUCTS** be approved as a Qualified Target Industry and be considered eligible to receive up to \$17,600 in performance based employment incentives for the retention and creation of 22 or more full-time high skilled and high waged manufacturing jobs.

This resolution shall take effect immediately upon its adoption.

DULY ADOPTED, BY THE County Council of Volusia County, Florida on this 5th day of November.

COUNTY COUNCIL
VOLUSIA COUNTY, FLORIDA

Frank T. Bruno, Jr.
County Chair

ATTEST: _____
James T. Dinneen
County Manager/Clerk

II



Department of Economic Development

Volusia County
FLORIDA

RELOCATING
your business to
Volusia County

- About Volusia County and our cities
- 'On the economic scene' weekly update
- Statistics, key reports
- Who WE are
- Business properties
- Business assistance
- Business financing
- Industry profiles
- Employment support
- Index to site

 [click to return to home page](#)

business assistance

Volusia County offers many vehicles for assisting our existing businesses, or businesses new to our area. Our business assistance specialist is located in our offices at the Daytona Beach International Airport in Daytona Beach. This section of our web site will introduce you to many of our business assistance programs, including:

- **Procurement Technical Assistance** provides electronic links to a wide variety of federal, state, and local government contacts for business decision makers who want to learn more about selling their products or services to the government. **Click here to learn more.**
- **Partners in Applied Research/Matching Grant Program.** The Florida High Tech Corridor Council provides matching grants to companies interested in pursuing innovative research for product or technology development. **Click here to learn more**
- **Space Alliance Technology Outreach Program (SATOP,)** which assists small businesses with technological and process challenges. **Click here to learn more.**
- **International "Gold Key" matching grant assistance.** Our Gold Key program has been created to encourage increased sales and exports of locally produced goods and services. Matching grant funds are available for qualifying companies. **Click here to learn more.**
- **Disadvantaged Business Enterprise assistance,** also known as the DBE program for women and minority-owned businesses. DBE information on this site includes information on registering to do business with Volusia County and opportunities to register for DBE certification. **Click here to learn more.**
- **Small Business Innovative Research Grant Assistance (SBIR)** provides matching funds to support the drafting of qualifying research grants to federal agencies. **Click here to learn more.**
- **Small Business Technology Transfer Program (STTR)** expands funding opportunities in the federal innovation research and development arena. **Click here to learn more.**
- **Performance Based Employment Incentives (PEI)**
Based upon prescribed performance guidelines, Volusia County provides employment incentives to companies creating new to Volusia County jobs. Incentives, ranging from \$1,000 to \$5,000 per new worker, can be acquired for those companies qualifying within the County's targeted industry sectors with wages in excess of 115 percent of the County's average annual wage. Please contact Phil Ehlinger at: pehlinger@co.volusia.fl.us for more information.



International "Gold Key" matching grant assistance



Partners in Applied Research/ Matching Grant Program

Department of Economic Development
700 Catalina Drive, Suite 200, Daytona Beach, FL 32114
Telephone: 386-248-8048 FAX: 386 238-4761 Toll Free: 800-554-3801

Phil Ehlinger
Director
doed@volusia.org



Department of Economic Development

Your business ...

relocating to Volusia County

RELOCATING your business to Volusia County

- About Volusia County and our cities
- 'On the economic scene' weekly update
- Statistics, key reports
- Who WE are
- Business properties
- Business assistance
- Business financing
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- Employment support
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 **click to return to home page**

Your business ...

relocating to Volusia County



Significant savings on overall business operational costs in Central Florida can generally be experienced over most New England, Mid-Atlantic, or Midwestern locations.

The basic economics:

With **no personal income tax** and a **state corporate tax rate of 5.5 percent** and **no property tax on business inventories**, Florida offers tremendous economic advantages for companies relocating to or expanding within our Central Florida location.

We can offer you this and much more if you qualify:

A cost of living lower than most other areas of the country.

Savings of up to 40 percent or more on most utilities.

No corporate income tax on Subchapter S-Corporations or limited partnerships.

Highly competitive wage costs.

A discretionary business incentive package created specifically for you and your business needs.

A qualified and technical workforce.

Depending on your company's gross wage, we may be able to offer you thousands of dollars for every new-to-our-community full-time worker you employ.

It's our business to help you succeed.

Let us help you research the differences bringing your business to Volusia County can make. **We will prepare and send you a customized report** that will address questions you might have about doing business here, and outline the path that may make relocating or expanding your company to Florida possible, and profitable.

Our local report will include a customized community comparison detailing demographic data, wage costs and housing costs in comparison to your current location.

If you'd like us to prepare a report for you, fill out and submit the request form below, or call us and we'll take the information directly from you. Within a few days, we will mail your completed report.

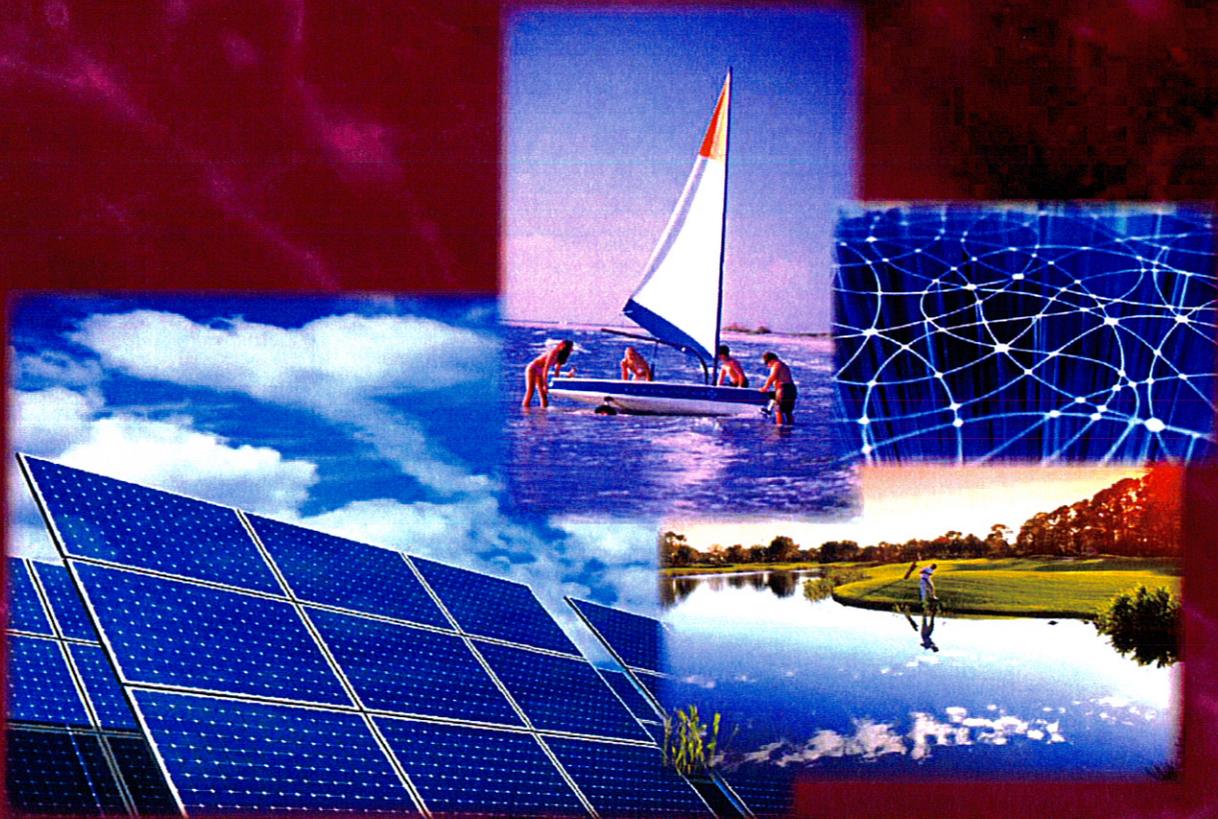
We invite you to review the various sections of this web site to learn more of what a Central Florida location can do for you.

After you have read the information our site has to offer, you can **learn more about life in Volusia County** at these web sites:

<http://flydaytonafirst.com>
<http://www.volusia.org>
<http://www.oceancenter.com>

Call us at **800.554.3801**

**Charlotte County
Economic Development Office
Business and Financial
Incentives Guide**



CCIDA

Charlotte County Industrial Development Authority

November 3, 2008

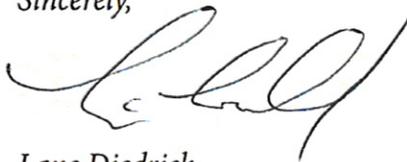
Dear Business Partner,

Welcome and congratulations for choosing Charlotte County as your next business location. You will find that our community exhibits an exemplary mix of business sense and an excellent quality of life. Our local businesses validate the unique value proposition we offer.

This Charlotte County Economic Development Incentives Booklet is a compilation of the myriad of incentives and financial tools we have to make business work in Charlotte County. I hope you will find this guide valuable. Please do not hesitate to contact the Charlotte County Economic Development Office when you are ready to discuss how we can add value to your enterprise.

I am confident that you will find that Charlotte County does invest in business - your business.

Sincerely,



Lane Diedrick
Chairman

18501 Murdock Circle, Suite 502, Port Charlotte, FL 33948

Telephone: 941.627.3023 · 800.729.5836

Fax: 941.627.6314

FloridaEDO@charlottefl.com

Charlotte County Economic Development Incentive Program

Program Overview

The Charlotte County Economic Development Incentive Program was adopted by the Board of County Commissioners to advance the mission of the County's Economic Development Office. The Program was specifically created to:

- Produce high-wage value added jobs;
- Reduce the tax burden on residential properties by increasing non-residential tax revenues; and
- Reduce the impact of economic downturns by diversifying the local economy.

The core of the Program is based upon two (2) vehicles – incentives for job development and incentives for capital investment. Any business that produces the required number of “Quality Jobs” (as defined below) and meets certain basic Program requirements is eligible to participate in the Program. Program participants are eligible to receive both employment and capital incentives following approval of their Program Application.

Employment Incentives

Employment incentives are linked to Target Industries, as identified by Charlotte County, to include those industries identified by Enterprise Florida, Inc. as a Qualified Target Industry or members of the aviation or marine industries (Ordinance 2007-055).

A business must have the ability to generate and maintain at least ten (10) “Quality Jobs” within Charlotte County and must meet the fifty-one percent (51%) export sales requirement, unless other measures are met as identified in the Ordinance. Quality Jobs are full-time jobs that:

1. Provide individual wages that equal or exceed the wage levels discussed below;
2. Provide full-time, year-round employment for ninety percent (90%) or more of the total payroll of the company;
3. Provide a safe work environment (as defined in the Ordinance); and
4. Provide a contribution equal to or exceeding fifty percent (50%) of health insurance premiums for all full-time employees.

Quality Jobs must generally be created within two (2) years and must be kept filled for a minimum of two (2) years over a specified period. Except for County fiscal limitations, there are no limits upon the number of Quality Jobs for which a participant may receive Incentives.

Employment Incentive amounts are based on the Charlotte County Average Annual Wage, as established by the State of Florida Incentives Average Wage Requirements, effective January 1, 2009, the average annual wage for Charlotte County is \$31,253, and are as follows:

1. \$1,000 for Quality Jobs with salaries equal to or greater than the Florida Wage plus fifteen percent (15%), \$35,941.
2. \$1,500 for Quality Jobs with salaries equal to or greater than the Florida Wage plus fifty percent (50%), \$46,880.
3. \$2,000 for Quality Jobs with salaries equal to or greater than the Florida Wage plus one hundred percent (100%), \$62,506.

Enterprise Florida, Inc. has identified certain target industries in its marketing and sales strategy. The list of qualifying industries is available at www.eflorida.com.

Capital Incentives

Capital Incentives are based upon specified levels of capital investments in the County. Capital investments are buildings, fixtures and all improvements to land, building and fixtures in the County. The rate for Land Improvement Incentives is \$1,000 per \$100,000 of real property value added to the County tax roll, during the business' participation in the Program. The rate for Personal Property Incentives shall be \$1,000 per \$100,000 of value that the subject Personal Property adds to the tax roll under Title XIV, Florida Statutes, during the business' participation in the Program. A business must meet the Quality Jobs and other requirements necessary to qualify as a Program participant in order to be eligible for Capital Incentives.

Payment of Incentives

Incentives are provided in the form of (a) set-offs or (b) direct compensation. If a participant owes the County sums for permitting, development, utility connection, impact or any similar fees, the participant will receive the incentive in the form of a set-off against the amount owed the County. If a participant does not owe the County any such sums, the participant will receive cash incentives.

The intervals at which participants will receive incentive payments will be determined by the County on a case-by-case basis. The County shall consider various factors in this determination including the participant's size, age, stage of development, potential for long-term success and other factors pertinent to the nature of the participant's business operations and the welfare of the Program. Prior to the participant's receipt of incentives, the County and the participant shall enter into a program agreement that is approved by the Board of County Commissioners.

Application Process

Program application and a Program Agreement form may be obtained from the Charlotte County Economic Development Office by calling (941) 627-3023 or by visiting 18501 Murdock Circle, Suite 502, Port Charlotte, Florida 33948. The average wage requirement changes yearly, please contact the office for updated information.

What are Industrial Development Revenue Bonds (IDRBs)?

Industrial Development Revenue Bonds, also known as "private activity bonds," are an alternative method of financing. There are two types of bonds, taxable and tax-exempt. Although both kinds of bonds may be issued, it is generally the tax-exempt bonds that are of interest to a qualifying project.

The Internal Revenue Code is what creates tax-exempt bonds, which provide a source of long-term, below-market-rate financing. IDRBs are securities sold to investors with the proceeds used to finance the project. The borrower pays the principal and interest on the debt. Because the interest is exempt from federal income tax, the rate on this type of financing is generally lower than conventional debt financing. Tax-exempt IDRBs allow certain types of business the opportunity to finance facility construction and related costs at an interest rate typically two or three percent below conventional financing rates. The bonds can be used for construction, demolition, new machinery and equipment, land purchase (up to 25% of the bond value), and other specified items.

The Charlotte County Industrial Development Authority

The Charlotte County Industrial Development Authority (IDA) was established in 2006 under Part III of Chapter 159, Florida Statutes, to foster and encourage industrial and business development in Charlotte County, Florida. The IDA is a five-member board appointed by the Board of County Commissioners of Charlotte County. Each IDA board member is appointed to a four-year term.

The Charlotte County Economic Development Office serves as staff to the IDA, and members of the IDA may serve on Enterprise Charlotte, a 18-member public-private partnership that advises the Charlotte County Commissioners on economic development issues.

The IDA encourages companies interested in locating to Charlotte County as well as companies presently located in Charlotte County to explore the use of IDRBs to finance projects.

How do you apply for IDRBs?

The IDA serves as the initial entry point into the IDRB application process in Charlotte County. To apply, a company submits an application to the IDA. The Charlotte County IDA requires the proposed project be capable of producing tangible economic benefits in the form of new employment, the preservation of existing employment, new capital investment, or a combination of those benefits.

The IDA receives an application fee of \$1,500 for bond issues up to \$5 million and \$2,500 for bond issues more than \$5 million. The applicant then works with a private lender or underwriter to sell the bonds to the public. If the project receives approval and is funded, a financing fee is paid to the IDA. The financing fees are: 1/2% of the first \$5 million (\$5,000 per \$ Million); 1/4% of the second \$5 million (\$2,500 per \$ Million); and 1/8% thereafter

(\$1,250 per \$ Million) of the value of the bond issue. The IDA uses the income it receives from IDRBs to support economic development efforts in Charlotte County.

The IDA assists with the issuance of bonds by approving an Inducement Resolution and Memorandum of Agreement between the IDA and the company requesting the use of IDRBs. Once the IDA approves the project, it must be confirmed by a Resolution of the Board of County Commissioners of Charlotte County. It is recommended the company seek approval of the Inducement Resolution prior to commencing work on the project or acquiring land, materials or equipment. Otherwise the cost of such work may not be reimbursable from the IDRBs proceeds.

Once approved, the bonds technically become special obligations of the IDA, however neither the IDA, Charlotte County, nor the State is responsible for repayment or guarantee of the bonds. The bonds are paid solely from revenues generated by the project or by the company receiving the funds.

Who can use Industrial Development Revenue Bonds?

Florida Statute 159.27-5 defines the following projects as potentially eligible for taxable or tax exempt bonds.

- Manufacturing or Industrial Plants***
- Research and Development Parks***
- Warehousing and Distribution Facilities***
- Corporate Headquarters Facilities***
- Tourism Facilities***
- Convention or Trade Show Facilities***
- Urban Parking Facilities***
- Trade Center Facilities***
- Health Care Facilities***
- Motion Picture Production Facilities***
- Preservation/Rehabilitation of Certified Historic Structures***
- Airport or Port Facilities***
- Educational Facilities***
- Commercial Projects in Designated Enterprise Zones***
- Pollution Control, Hazardous or Solid Waste Facilities***

Manufacturing Facilities

IDRBs for manufacturing facilities may be tax exempt subject to a maximum bond amount of \$10 million per borrower in the aggregate. Due to the bond issuance costs, it is usually not cost effective for the borrower to use IDRBs for less than a \$3 million investment.

If tax-exempt financing is desired for manufacturing projects from \$500,000 to \$2.5 million, the IDA can refer the project to the Enterprise Bond program, a statewide bond pool in which individual borrowers are grouped together into a single bond issue. The pooling of loans spreads the costs of issuance over many smaller borrowers to make it economical for tax-exempt financing.

For further information

For more information on IDRBs, please contact the Charlotte County Economic Development Office at 941.627.3023.

Enterprise Charlotte Airport Park (ECAP) Incentives

Foreign Trade Zone (FTZ)

The Charlotte County Airport (PGD) is located within Foreign Trade Zone 213 and is able to offer benefits to businesses located within the 60 acres of specially designated general purpose zone. Businesses operating within the FTZ may enjoy improved cash flows and profitability because of the following features:

- Deferral, reduction, and possible elimination of import duties.
- Tighter inventory control that may virtually eliminate year-end inventory loss adjustments.
- Reduced impact of long hold times at crowded ports of entry.
- Wide-ranging activities allowed within the FTZ - assembly, testing, relabeling, storing, salvaging, processing, repackaging, mixing, manipulating, destroying and even manufacturing with special approval from the FTZ Board for Manufacturing in Washington, D.C.

Brownfield Redevelopment Bonus Tax Refund

The Brownfield Redevelopment Bonus Refund is available to encourage redevelopment and job creation within designated brownfield areas at the ECAP. A pre-approved applicant may receive a tax refund equal to 20 percent (20%) of the average annual wage of the new jobs created in a designated brownfield area up to a maximum of \$2,500 per new job created. Refunds are based upon taxes paid by the business, including corporate income, sales, ad valorem, intangible personal property, insurance premium, and certain other taxes.

No more than 25 percent (25%) of the total refund approved may be paid in any single fiscal year. The Brownfield Redevelopment Bonus may be awarded in addition to the Qualified Target Industry (QTI) Tax Refund provided under s. 288.106, Florida Statutes.

Rapid Response Permitting and Infrastructure Incentive Program

The Infrastructure Incentive Program was created to assist private property owners with road and utility improvements within the ECAP. Road Impact Fee Credits may be given to a developer who meets at least one of four sets of criteria whose basic premise is to promote access and roadway infrastructure within the ECAP. Waste and Wastewater Capital Cost Reimbursement may be awarded to a developer up to a maximum of 20 percent (20%) of capital costs, not to exceed \$250,000 per project in compliance with the Utility Master Plan.

Land for Tax Base

The Charlotte County Industrial Development Authority is prepared to award County-owned real property at rates below market price to qualified businesses who are in a target industry and will increase the local tax base. Determination of the net economic benefit will be conducted using the proprietary Charlotte County Economic and Fiscal Model using various parameters such as new quality jobs, capital investment and long-term commitment.

Charlotte County Financial Tools

Charlotte County Property Tax Stimulus Program

Under this program businesses meeting specific criteria may qualify to receive up to 100% of paid property taxes for the fiscal year. The criteria essentially rewards businesses who are net contributors to the overall economic good of the county. To qualify a business must 1) be in a target industry, 2) bring in 10 jobs or increase their employment base by 10%, whichever is greater, 3) pay their new employees at least 115% of the average wage in the county, 4) generate at least 50% of their revenues outside of the county, and 5) be in compliance with all local regulatory requirements.

New Market Tax Credit (NMTC)

The Charlotte County Economic Development Office partners with a well-experienced and certified Community Development Entity and New Markets Tax Credit allocatee to encourage economic development and redevelopment projects to locate to the NMTC qualified census tracts within the county.

Revolving Loan Fund

The Charlotte County Economic Development Office recognizes the importance of gap financing in strengthening the economic climate of the county. The use of a self-replenishing pool of funds, utilizing interest and principal payments on old loans to issue new ones is a very effective tool to cultivate the growth of emerging new technologies.

USDA Rural Development Programs

The general area in and around the Enterprise Charlotte Airport Park (ECAP) is eligible for several United States Department of Agriculture (USDA) Rural Business Service (RBS) Loans, Grants and Guarantees. These programs are meant to create jobs, stimulate rural economies and community development in pre-defined census tracts benefiting both private and public enterprise. Individual terms apply to each specific loan.

Charlotte County Economic and Impact Model

Charlotte County EDO developed a customized economic and fiscal impact model to objectively assess the viability of various prospects. The model helps evaluate important business decision parameters such as return on investment, long term effects of incentives and other financial assistance programs.

Regional Angel Fund

As part of the Southwest Florida Economic Development Partnership, Charlotte County EDO is now able to mentor and support new and emerging growth businesses, bridging the gap between individual (i.e. friends and family) and institutional (i.e. venture capital) rounds of financing. Having an angel fund is important as early stage sector of the private capital market has been recognized for its role as an attractor for economic development.

Florida State Incentives

Qualified Target Industry (QTI) Tax Refund

The Qualified Target Industry Tax Refund is a tool available to Florida communities to encourage quality job growth in targeted high value-added businesses. Pre-approved applicants who create jobs in Florida receive tax refunds of \$3,000 per new full-time equivalent Florida job created. For businesses paying 150 percent (150%) of the average annual wage, add \$1,000 per job; for businesses paying 200 percent (200%) of the average annual salary, add \$2,000 per job. New or expanding businesses in selected targeted industries or corporate headquarters are eligible.

Quick Response Training Program

The Quick Response Training Program is customer-driven and designed as an inducement to secure new value-added businesses to Florida as well as to provide existing businesses the necessary training for expansion. Through this incentive, Florida is able to effectively retain, expand and attract employers offering high-quality jobs. The program is flexible and structured to respond quickly to meet the business' training objectives. Workforce Florida, Inc., the state's public-private partnership created to coordinate job-training efforts, administers the program.

Incumbent Worker Training Program

The Incumbent Worker Training Program is funded by the Federal Workforce Investment Act (WIA) and administered by Workforce Florida, Inc. Through this program, Florida is able to provide training to currently employed workers to keep Florida's workforce competitive in a global economy and to retain existing businesses.

Qualified Defense Contractor Tax Refund

The Qualified Defense Contractor Tax Refund is a tool to preserve and cultivate Florida's high technology employment base – giving Florida a competitive edge as defense or homeland security contractors acquire new contracts or subcontracts, consolidate contracts or subcontracts or convert contracts to commercial production.

Pre-approved projects receive tax refunds of up to \$5,000 per job created or saved in Florida. Conversion of defense jobs to civilian production, the acquisition of a new defense contract, or the consolidation of a defense contract are eligible projects.

If approved, an applicant may receive refunds on taxes related to the project. This includes corporate income, sales, ad valorem, intangible personal property, and certain other taxes. Up to 25 percent (25%) of the total refund may be taken per year as long as the business is maintaining employment and wage levels at the agreed upon level or higher.

There is a cap of \$7.5 million per single qualified applicant in all years and no more than \$2.5 million in tax refunds may be received in any fiscal year.

Economic Development Transportation Fund

The Economic Development Transportation Fund, commonly referred to as the “Road Fund,” is an incentive tool designed to alleviate transportation problems that adversely impact a specific company’s location or expansion decision. The elimination of the problem must serve as an inducement for the specific company’s location, retention, or expansion project in Florida and create or retain job opportunities for Floridians.

High Impact Business Performance Incentive Grant

The High Impact Business Performance Incentive Grant is a negotiated incentive used to attract and grow major high impact facilities in Florida. Grants are provided to pre-approved applicants in certain high-impact sectors as designated by the Governor’s Office of Tourism, Trade and Economic Development (OTTED).

Once recommended by Enterprise Florida, Inc. (EFI) and approved by OTTED, the high impact business is awarded 50 percent (50%) of the eligible grant upon commencement of operations and the balance of the awarded grant once full employment and capital goals are met.

Capital Investment Tax Credit

The Capital Investment Tax Credit is used to attract and grow capital-intensive industries in Florida. It is an annual credit, provided for up to twenty years, against the corporate income tax. The amount of the annual credit is based on the eligible capital costs associated with a qualifying project. Eligible capital costs include all expenses incurred in the acquisition, construction, installation, and equipping of a project from the beginning of construction to the commencement of operations.

The amount of the annual credits is up to five percent (5%) of the eligible capital costs generated by a qualifying project, for up to 20 years. The annual credit may not exceed a specified percentage of the annual corporate income tax liability generated by the project. Those percentages are:

- One hundred percent (100%), for a project with a cumulative capital investment of at least \$100 million;
- Seventy-five percent (75%), for a project with a cumulative capital investment of at least \$50 million but less than \$100 million; and
- Fifty percent (50%), for a project with a cumulative capital investment of at least \$25 million but less than \$50 million.

State and Local Key Incentives Matrix

	Qualified Target Industry	Quick Response Training	Incumbent Worker Training Program	Economic Development Transportation Fund	Charlotte County Economic Development Incentive Program
Type of Incentive	Tax Refund	Grant	Grant	Grant	Fee Offset or Cash
Awardee	Business	Business	Business	Local Government on behalf of Business	Business
Wage Requirement(s)	At least 115% of County Average Annual Wage.	A least 115% of County or State wage, whichever is lower.	At least 115% of County or State wage, whichever is lower.	No requirement but is a consideration.	At least 115% of County Average Wage.
Number of Jobs Requirement(s)	At least 10 net new full-time equivalent Florida jobs, and if an expansion, a 10% increase in employment.	No minimum or maximum. If an expansion, a 10% increase in employment or 100 new full-time jobs, whichever is less.	No minimum or maximum.	No minimum requirement.	At least ten (10) quality jobs.
Available to Expanding Business	Yes	Yes	Yes	Yes	Yes
Available to New Business	Yes	Yes	Yes	Yes	Yes
Available to Retain Jobs	No	As part of an expansion project	Yes	Yes	No
Amount of Award	\$3,000 per job. Amount increased per job award for higher wages or if located in a brownfield area.	Negotiated with local training provider to meet business needs.	Negotiated with local training provider to meet business needs.	Up to \$2M based on the cost of the necessary improvements. Limited to \$5,000 per job created and/or retained.	\$1,000 per quality job. Amount increased for higher wages.
Payout Schedule	Paid out over a minimum of four (4) years.	Monthly reimbursements to local training provider.	Monthly reimbursement to business.	Paid out to local government entity as needed for construction.	Two years.

State and Local Key Incentives Matrix

	Qualified Target Industry	Quick Response Training	Incumbent Worker Training Program	Economic Development Transportation Fund	Charlotte County Economic Development Incentive Program
Specified Use of Funds	None	Direct training costs, instructor's wages, curriculum development, resource materials (cannot be used for trainees' wages or training equipment).	Direct training costs, instructor's wages, curriculum development, resource materials (cannot be used for trainees' wages or training equipment).	Design and engineering costs, and construction costs of transportation project.	Offset outstanding local fees or direct compensation.
Local Support Required	Yes, 20% of total tax refund.	Yes, local training provider serves as fiscal agent for grant funds; endorsement by local economic development organization.	No, however, Regional Workforce Board is copied on "application received" letter to business when application is received from a business in their region.	Yes	Yes
"But For" Incentive	Yes	No	No	Yes	No
Eligible Industries, Businesses and Activities	Manufacturing Facilities; Wholesale Trade; Information Industries; Finance and Insurance Services; Professional, Scientific & Technical Services; Management Services; Administrative & Support Services	Manufacturing Facilities; Wholesale Trade; Information Industries; Finance and Insurance Services; Professional, Scientific & Technical Services; Management Services; Administrative & Support Services	Manufacturing Facilities; Wholesale Trade; Information Industries; Finance and Insurance Services; Professional, Scientific & Technical Services; Management Services; Administrative & Support Services	Manufacturing Facilities; Wholesale Trade; Information Industries; Finance and Insurance Services; Professional, Scientific & Technical Services; Management Services; Administrative & Support Services	Manufacturing Facilities; Wholesale Trade; Information Industries; Finance and Insurance Services; Professional, Scientific & Technical Services; Management Services; Administrative & Support Services; Aviation and Marine

State and Local Key Incentives Matrix

	Qualified Target Industry	Quick Response Training	Incumbent Worker Training Program	Economic Development Transportation Fund	Charlotte County Economic Development Incentive Program
	Only businesses serving multi-state and/or international markets are eligible. Business must be able to locate in other states.	Only businesses serving multi-state and/or international markets are eligible. Business must be able to locate in other states.	Only businesses serving multi-state and/or international markets are eligible. Business must be able to locate in other states.	Only businesses serving multi-state and/or international markets are eligible. Business must be able to locate in other states.	Only businesses serving multi-state and/or international markets are eligible. Business must be able to locate in other states.
Ineligible Industries, Businesses and Activities	Any retail activities; electrical utility company; phosphate or sold minerals severance, mining, or processing operation; oil or gas exploration or production operation; or, firms subject to regulation by the Division of Hotels and Restaurants of DBPR.	Businesses that are producing local goods, providing a local service or that are retention in nature. Standard training programs that are available locally are ineligible.	None	Any retail activities; electrical utility company; distributors, hotels, convention centers.	Those not covered above.

Charlotte County and State Target Industries

Manufacturing Facilities

Chemical Manufacturing
Pharmaceutical Manufacturing
Plastics and Rubber Products Manufacturing
Computer and Electronic Component/Product Manufacturing
 Electromedical Apparatus Manufacturing
 Irradiation Apparatus Manufacturing
 Laser Manufacturing
 Optoelectronics Manufacturing
 Reproducing Magnetic and Optical Media Manufacturing
 Semiconductor Manufacturing
 Software Reproducing
Transportation Equipment Manufacturing
 Aviation and Aerospace Manufacturing
Machinery Manufacturing
 Electronic Flight Simulator Manufacturing
 Instruments for Measuring and Testing
Electricity
 Lens Manufacturing
 Optical Instruments Manufacturing
 Power Distribution, Generation and Technology
Electrical Equipment Manufacturing
 Appliance Component Manufacturing
 Fiber Optic Cable Manufacturing
Miscellaneous Manufacturing
 Surgical and Medical Instrument/Device Manufacturing

Professional, Scientific and Technical Services

Computer Programming/Software Development
Computer System Design
Management, Scientific and Tech Services
Research and Development
Scientific and Technical Consulting Services
Simulation Training
 Testing Laboratories

Finance and Insurance Services

Nondepository Credit Institutions
Credit Intermediation and Related Activities
Securities, Commodity Contracts
Insurance Carriers
Funds, Trusts, and Other Financial Vehicles

Wholesale Trade

Business to Business Electronic Marketing

Information Industries

Sound Recording Industries
 Integrated Record Production/Development
Film, Video, and Electronic Media
 Production (Excluding temporary "on location" filming)
Information Services and Data Processing
 Internet Service Providers,
 Web Search Portals
 Data Processing Services
 On-line Information Systems
Publishing Industries
 Software Publishing
 Music Publishing
Telecommunication
 Satellite Communications

Management Services

Management Services
 National, International, Corporate and
 Regional Headquarters
 Offices of Bank Holding Companies

Administrative and Support Services

Customer Care Centers
 Telephone and On-line Business Services
 Customer Support
 Transaction Processing
 Technical Support
Credit Bureaus

Clean Energy Industry

Solar Energy
Biomass Energy/Biofuels
Fuel Cells and Hydrogen
Ocean Energy

Miscellaneous

Homeland Security/Defense
Emerging Technologies
Materials Science
Nanotechnology
Marine Science

State Sales and Use Tax Exemption

The State of Florida allows tax exemption on various target industries and activities as a way to encourage further business growth in the state. Florida offers Sales and Use Tax Exemptions on...

- Machinery and equipment used by a new or expanding Florida business to manufacture, produce or process tangible personal property for sale.
- Labor, parts and materials used in repair of and incorporated into machinery and equipment.
- Electricity used in the manufacturing process.
- Certain boiler fuels (including natural gas) used in the manufacturing process.
- Semiconductor, defense and space technology-based industry transactions involving manufacturing equipment.
- Machinery and equipment used predominantly in research and development.
- Labor component of research and development expenditures.
- Commercial space activity — launch vehicles, payloads and fuel, machinery and equipment for production of items used exclusively at Spaceport Florida.
- Aircraft parts, modification, maintenance and repair, sale or lease of qualified aircraft.
- Production companies engaged in Florida in the production of motion pictures, made for television motion pictures, television series, commercial music videos or sound recordings.

Florida Tax Advantages

Florida consistently ranks as one of the most business-friendly states in the country as it has...

- NO corporate income tax on limited partnerships.
- NO corporate income tax on subchapter S-corporations.
- NO state personal income tax guaranteed by constitutional provision.
- NO corporate franchise tax on capital stock.
- NO state-level property tax assessed.
- NO property tax on business inventories.
- NO property tax on goods-in-transit for up to 180 days.
- NO sales and use tax on goods manufactured or produced in Florida for export outside the state.
- NO sales tax on purchases of raw materials incorporated in a final product for resale, including non-reusable containers or packaging.
- NO sales/use tax on co-generation of electricity.

**U.S. Department of Commerce
Economic Development Administration
Investment Programs**

Public Works and Economic Development Program

Public Works and Economic Development investments help support the construction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments, attract private sector capital, and promote regional competitiveness, including investments that expand and upgrade infrastructure to attract new industry, support technology-led development, redevelop brownfield sites and provide eco-industrial development.

Economic Adjustment Assistance Program

The Economic Adjustment Assistance Program provides a wide range of technical, planning and infrastructure assistance in regions experiencing adverse economic changes that may occur suddenly or over time. This program is designed to respond flexibly to pressing economic recovery issues and is well suited to help address challenges faced by U.S. regions and communities.

Research and National Technical Assistance

The Research and National Technical Assistance Program supports research of leading, world class economic development practices, and funds information dissemination efforts.

Local Technical Assistance

The Local Technical Assistance Program helps fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors in economically distressed regions from making optimal decisions on local economic development issues..

Planning Program

The Planning Program helps support planning organizations, including District Organizations and Indian Tribes, in the development, implementation, revision or replacement of comprehensive economic development strategies (CEDs), and for related short-term planning investments and State plans designed to create and retain higher-skill, higher-wage jobs, particularly for the unemployed and underemployed in the nation's most economically distressed regions.

University Center Economic Development Program

The University Center Economic Development Program is a partnership between the Federal government and academia that helps to make the varied and vast resources of universities available to economic development communities.

Trade Adjustment Assistance for Firms Program

EDA administers the Trade Adjustment Assistance for Firms Program through a national network of eleven Trade Adjustment Assistance Centers to help manufacturing and production firms, which have lost domestic sales and employment due to increased imports of similar or competitive goods, become more competitive in the global economy.

Source: <http://www.eda.gov/AboutEDA/Programs.xml>



**CHARLOTTE
COUNTY
ECONOMIC
DEVELOPMENT**
SOUTHWEST FLORIDA

INVESTING IN BUSINESS

ECONOMIC DEVELOPMENT OFFICE

18501 Murdock Circle, Suite 502 • Port Charlotte, Florida 33948

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RESOLUTION NO. 01-10

A RESOLUTION OF THE CITY OF NEW SMYRNA BEACH, FLORIDA DESIGNATING PROPERTY AT 1601 TIONIA ROAD AS A FLORIDA BROWNFIELD AREA FOR THE PURPOSE OF ENVIRONMENTAL REMEDIATION, REHABILITATION, AND ECONOMIC DEVELOPMENT; ESTABLISHING A BROWNFIELD REDEVELOPMENT PROGRAM TO IDENTIFY, CLEAN UP AND REDEVELOP BROWNFIELDS SITES; ESTABLISHING A BROWNFIELD ADVISORY COMMITTEE; AUTHORIZING THE CITY CLERK TO NOTIFY THE FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION OF SAID DESIGNATION AS REQUIRED; PROVIDING FOR CONFLICTING RESOLUTIONS; AND PROVIDING FOR AN EFFECTIVE DATE.

16 **WHEREAS**, Brownfields are defined as sites that are generally
17 abandoned, idled, or underutilized industrial or commercial
18 property where expansion or redevelopment is complicated by actual
19 or perceived environmental contamination; and

20 **WHEREAS**, the State of Florida has provided in Chapter 97-277,
21 Laws of Florida, codified as Sections 376.77-376.84, Florida
22 Statutes, for the designation by resolution of certain non-
23 residentially zoned lands consisting of one or more Brownfield
24 sites as "Brownfield Area," and for the corresponding provisions of
25 environmental remediation, rehabilitation and economic development
26 for such areas; and

27 **WHEREAS**, the City of New Smyrna Beach wishes to notify the
28 Florida Department of Environmental Protection of its decision to
29 designate property at 1601 Tionia Road as a Brownfields Area for
30 remediation, rehabilitation and economic development for the
31 purposes set forth in Sections 376.77-376.84, Florida Statutes; and

32 **WHEREAS**, the City of New Smyrna Beach has additionally
33 considered, and finds in the affirmative, the criteria set forth in
34 Section 376.80(2)(a)1-4, Florida Statutes, namely: (i) whether the
35 proposed Brownfield Area warrants economic development and has a
36 reasonable potential for such activities, (ii) whether the
37 Brownfield Area represents a reasonably focused approach and is not
38 overly large in geographic coverage, (iii) whether the Brownfield
39 Area has potential to interest the private sector in participating
40 in remediation, rehabilitation and economic development, and (iv)
41 whether the Brownfield Area has sites or parts of sites suitable
42 for limited recreational open space, cultural, or historical
43 preservation purposes; and

44 **WHEREAS**, pursuant to Section 376.80(4), Florida Statutes, the
45 City is required to establish a Brownfield Advisory Committee, or
46 use an existing advisory committee, to address redevelopment of the
47 Brownfield Area for the purpose of improving public participation
48 and receiving public comment on rehabilitation and redevelopment of
49 the Brownfield Area, future land use, local employment
50 opportunities, community safety, and environmental justice; and

51 **WHEREAS**, the procedures set forth in Section 166.041, Florida
52 Statutes, have been followed, and proper notice has been provided
53 in accordance with Section 376.80(1) and 166.041(3)2., Florida
54 Statutes.

55 **NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY**
56 **OF NEW SMYRNA BEACH, FLORIDA:**

57 **SECTION 1:** The recitals and findings set forth in the Preamble to
58 this Resolution are hereby adopted by reference thereto and
59 incorporated herein as fully set forth in the Section.

60 **SECTION 2:** The area depicted and described on "Exhibit A,"
61 attached hereto and incorporated by reference, is hereby designated
62 as a State of Florida Brownfield Area for environmental
63 remediation, rehabilitation and economic development for the

64 purposes as set forth in Sections 376.77-376.84, Florida Statutes,
65 under the following terms and conditions:

66 The City of New Smyrna Beach shall be the entity responsible
67 for the Brownfield Area remediation and rehabilitation
68 pursuant to Section 376.80(3), Florida Statutes. However,
69 such designation shall not render the City of New Smyrna Beach
70 liable for costs of site remediation, rehabilitation or source
71 removal, as those terms are defined in Sections 376.77-376.84,
72 Florida Statutes.

73 Such designation shall not render the City of New Smyrna Beach
74 liable for the costs of site remediation, rehabilitation or
75 source removal, as those terms are defined in Section
76 376.79(14) and (15), Florida Statutes, or for any other costs
77 in excess of those attributable to the City of New Smyrna
78 Beach's role as administrator of a Brownfield Area site
79 remediation and rehabilitation program and as a property
80 owner, if it owns, or hereafter acquires any real property
81 within the designated Brownfield Area.

82 **SECTION 3:** The City of New Smyrna Beach hereby establishes that
83 the Public Works Director, Assistant Public Works Director and City
84 Engineer will serve as the advisory committee to address
85 redevelopment of the Brownfield Area.

86 **SECTION 4:** The City of New Smyrna Beach will advise the Florida
87 Department of Environmental Protection where there is a person who
88 has assumed responsibility for Brownfield site rehabilitation
89 within the designated Brownfield Area.

90 **SECTION 5:** The City Clerk is hereby authorized to notify the
91 Florida Department of Environmental Protection as to the City of
92 New Smyrna Beach's decision to designate a Brownfields Area for
93 remediation, rehabilitation and economic development for the
94 purposes set forth in Sections 376.77-376.84, Florida Statutes.

95 **SECTION 6:** That all other resolutions or parts thereof that are
96 in conflict with this resolution are hereby rescinded and repealed.

97 **SECTION 7:** That this resolution shall take effect immediately
98 upon its final adoption.

99 **APPROVED AS TO FORM AND CORRECTNESS:**

100 

101 **FRANK B. GUMMEY, III**
102 **City Attorney**

103 **DATE:** 12/31/09

LOCATION MAP

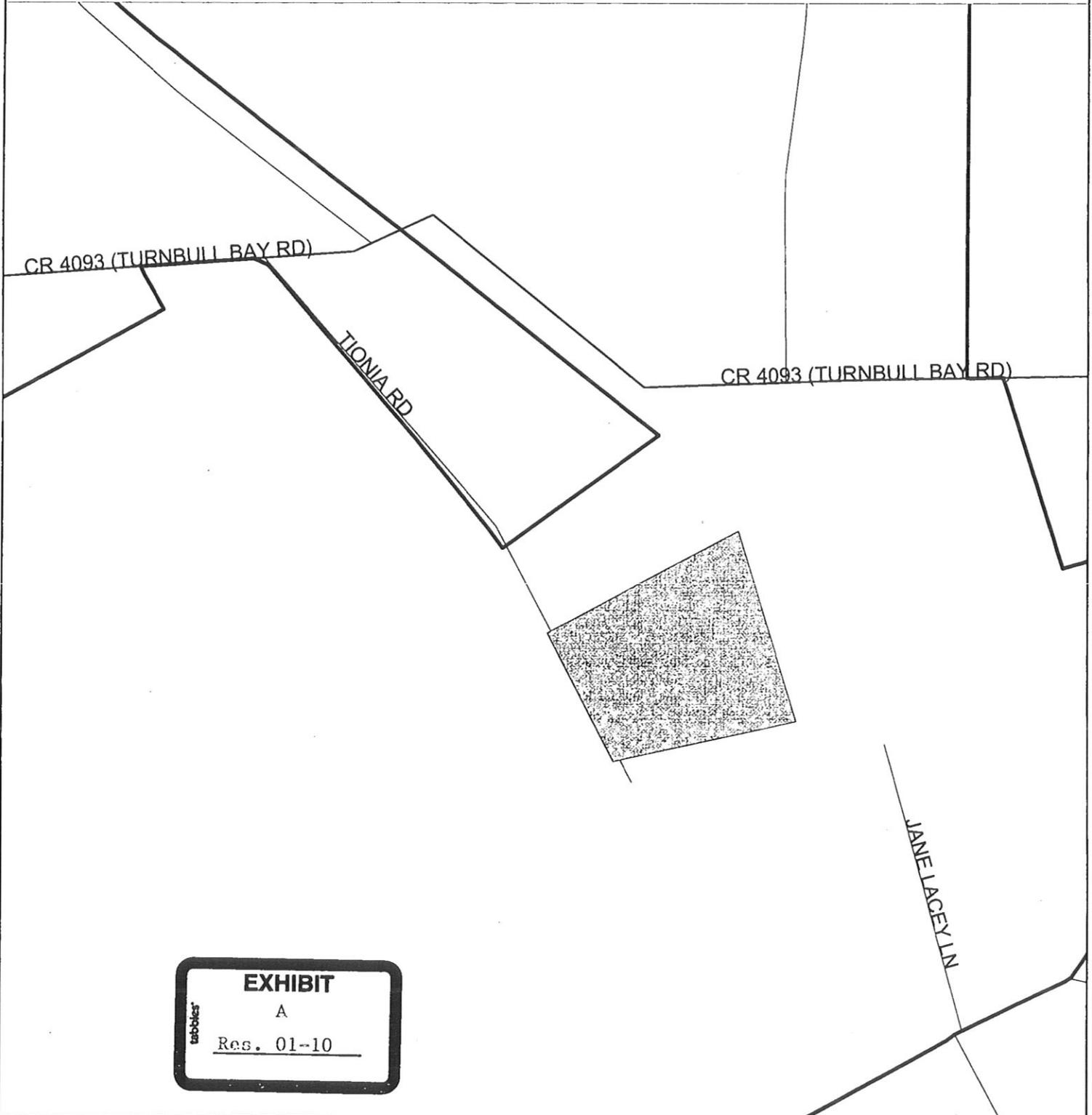


EXHIBIT
A
Res. 01-10

N

- City Boundary
- Local Streets
- Subject Property

PID 730201030065

0 400 Feet

Legal Description

2 17 33 IRREG PARCEL IN F G LINDBERG SUB
MB 12 PG 101 MEAS 532.7 FT ON N/L & 506.61
FT ON E/L EXC W 30 FT IN TIONA AVE
PER OR 4003 PG 2189

V

**SARASOTA COUNTY'S
S.M.A.R.T. TEAM
SARASOTA MEANS ACTION RESPONSE TEAM**

MISSION:

To conduct a fast track permitting system that will allow Sarasota County to compete on a regional, state and national level for the relocation and retention of businesses and industries that create value-added jobs and enhance the economy of the county.

OBJECTIVE:

Sarasota County Government has a system of fast tracking critical development reviews; however, this system is informal and not well known. The objective of the fast track permitting system is to allow targeted industry companies wishing to expand or relocate in Sarasota County, to develop a facility within a time frame that will meet their corporate goals and/or deadlines. This time frame will typically be shorter than the time it would take the project to work through the system without special assistance. It is not the objective of the fast track permitting system to eliminate or circumvent existing land use regulations or construction standards. It is simply an effort to accelerate the process by making certain determinations and decisions about the development of the land and facilities in a more expeditious manner.

CRITERIA:

The company can be either an existing business wishing to relocate or expand, or a business new to the Sarasota County area. The Economic Development Corporation of Sarasota County will determine the eligibility of a company. In order to qualify for the fast track permitting process, a company must meet the following criteria:

1. The company must be exported-oriented as identified by the Sarasota County Economic Development Plan. A list of those types of businesses is attached to these guidelines.
2. The company must have an average company wage that equals or exceeds the Annual Average Wage for all industries in Sarasota County, as published by the U.S. Department of Labor, Bureau of Labor Statistics, in the Annual ES-202 report of Employment and Wages covered by the Florida Unemployment Compensation Law. (Currently the average wage is \$37,238).
3. If the company is relocating to Sarasota County, then at least ten (10) new jobs must be created.
4. The company must have a critical timing need that would jeopardize the project if fast track permitting is not utilized.

S.M.A.R.T. TEAM

PAGE 2

S.M.A.R.T. TEAM:

1. With the full support of the Sarasota County Commission and the County Administrator, the Land Development Administrator will act as the Sarasota County S.M.A.R.T. Team Facilitator. The Facilitator will have the authority to call a meeting of the S.M.A.R.T. Team upon request of the Economic Development Corporation of Sarasota County. Depending on the scope of the project, different individuals may be called for different projects. As appropriate, the Facilitator may also call on agencies outside of the county departments to serve on the S.M.A.R.T. Team.
2. Team members will be composed of the current members of the County Development Review Committee (DRC), a representative from the Construction and Property Standards Department, other staff members as needed, a representative from Southwest Florida Water Management District and possible representation from other outside agencies. Team members must be decision-makers within their department. To the extent feasible, decisions will be made during team meetings.
3. There must be a general understanding that "time is of the essence" and when a S.M.A.R.T. Team meeting is called members are asked to make every reasonable attempt to attend. Team members must respond at the next scheduled Development Review Committee (DRC) meeting, to be no less than 48 hours after receipt of the required documents.
4. Decisions made in the S.M.A.R.T. Team meetings are final and binding on all parties unless the parties agree that a change is in the best interest of all concerned.

RAPID RESPONSE PROCESS:

When a company is identified as eligible for this process, the Land Development Administrator and the Economic Development Corporation of Sarasota County will discuss the various issues and may jointly meet with the company to further define the parameters of the project. The company should provide as much information as possible. However, at a minimum, the following information concerning the proposed development must be provided:

1. All proposed uses
2. Square footage of all structures
3. Building square footage for each use, if more than one use is proposed
4. Total employment
5. Location, to include Property Identification Number
6. Utility information (Information related to special needs concerning water and sewer)
7. Aerial photo of site and surrounding area

S.M.A.R.T. TEAM

PAGE 3

8. Special traffic issues (multiple working shifts, delivery and pickup issues, etc.)
9. Pre-Application information as outlined on the attached Southwest Florida Water Management District S.M.A.R.T. Application Guidance Tips.

At the appropriate time the Facilitator will call a meeting of the S.M.A.R.T. Team. S.M.A.R.T. Team meetings can not be held until all of the information requested above is provided.

TIME FRAME FOR PROCESSING:

Projects selected for this process will be given priority over any other project currently under review by the County. The review time should not exceed 25 working days. This process does not include the rezoning process, Development of Regional Impact, Sector Studies, etc.

The specific time frame for a particular project may be developed as a result of the initial meeting between the applicant and the S.M.A.R.T. Team. It is understood that certain projects will require more or less time than other projects. The time frame for processing is dependent on receipt of approval from all applicable outside agencies.

CONSTRUCTION STAGE:

During construction, the project will continue to be treated as a S.M.A.R.T. project. The Construction and Property Standards Department of Sarasota County will work with the company to expedite inspections, re-inspections and the issuance of Certificate of Occupancy. The Land Development Administrator will act in the capacity of an ombudsman to facilitate each S.M.A.R.T. project through Certificate of Occupancy.

Updated 01/10

SARASOTA COUNTY EXPORT ORIENTED COMPANIES

INDUSTRIES WITH MARKETS OUTSIDE THE COUNTY

SIC	INDUSTRY	SIC	INDUSTRY
20-39	Manufacturing	7331	Direct mail advertising services
40	Railroad transportation service	7335	Commercial photography
42	Motor freight transportation services	7336	Commercial art & graphic design
45	Air transportation services	735	Equipment leasing and rental
47	Transportation services	737	Computer services
50-51	Wholesale trade	7383	News syndicates
5961	Mail order houses	7384	Photo finishing laboratories
608	Foreign banking	7389	Miscellaneous business services
6099	Depository banking functions	781	Motion picture production
615	Business credit institutions	782	Motion picture distribution
616	Mortgage bankers and brokers	7922	Theatrical producers
623	Security and commodity exchanges	8063	Psychiatric hospitals
628	Misc. securities services	8069	Specialty hospitals
63	Insurance carriers	807	Medical & dental laboratories
67	Holding and other investment offices	8711	Engineering services
731	Advertising services	8712	Architectural services
732	Consumer credit reporting, mercantile reporting and collection agencies	8721	Accounting services
7331	Direct mail advertising services	873	Research, development & testing services
		874	Management and public relations services



Calendar of Events

SHARE

Hot Topics

Join the EDC
Want to support our mission to create a sustainable economy? Become an EDC Investor and receive outstanding benefits. [Visit our Investor Directory]

EDC 2010 Encouraging Signs Video - Job Creation in Sarasota County

Disaster Preparation/Recovery

Click here to see the full 2010 Business Climate Survey

Grow FL.com



News



Economic Development Corporation of Sarasota County announces officers and directors
The Economic Development Corporation of Sarasota County (EDC) elected the following officers for the 2010-2011 fiscal year beginning Oct. 1.

Sarasota County Film mixer on Oct. 18 to feature Sanborn Studios and "TV ME!" contest
The Sarasota County Film and Entertainment Office will hold a networking mixer on Oct. 18 featuring Ken Sanborn and Karinne Behr of Sanborn Studios LLC. The executives will share details about the company's plans for the recently announced film and televi



More News

Featured Events

EDC Investor Breakfast
Tuesday, October 5, 2010
7:30 a.m. - 9:00am
IntegraClick, LLC

More Events

LINK BUSINESS HELPLINE



LINK is a rapid response system that allows local businesses to quickly address issues and challenges that may be hindering their growth and prosperity.

These issues and challenges are typically ones that require the assistance of local, state or federal organizations, including government entities, educational institutions, utilities and other business service providers.

Calls or form submissions to LINK will be returned within 24 hours during the normal work week or on the following business day. Any business paying the Local Business Tax in Sarasota County may utilize the LINK system.

LINK partners include:

- City of North Port
- City of Venice
- Florida Power & Light
- Sarasota County Government
- Sarasota County Technical Institute
- University of South Florida

- City of Sarasota
- Comcast Cable
- Manatee Community College
- Sarasota County School Board
- Southwest Florida Water Mangement District
- Verizon

* Indicates Required Field

*Business Name:

*Contact Name:

Address:

City: State: Zip:

Phone:

Fax:

*Email Address:

Type of Business:

*Brief Description of Issue:

Other Comments:

Submit

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Brangaccio, Pam

From: Gummey, Frank
Sent: Friday, October 30, 2009 9:21 AM
To: Brangaccio, Pam
Subject: RE: tax abatement pgm for economic development

Section 196.1995(7), FS, provides the authority to grant exemptions expires 10 years after the referendum approving it (1997), but it could be renewed for another 10 years by referendum.

From: Brangaccio, Pam
Sent: Friday, October 30, 2009 8:46 AM
To: Gummey, Frank
Subject: tax abatement pgm for economic development

Frank

I remember a vague reference in City Charter on tax abatement in support of economic development... do we have an ordinance or resolution in place? Pam B

CITY OF NEW SMYRNA BEACH
OFFICE OF THE CITY ATTORNEY

MEMORANDUM

November 30, 1998

TO: Mayor James L. Vandergriff and Honorable Commissioners
FROM: Edward H. Beazley, Jr., City Attorney
RE: Resolution No. 36-98 - Providing for the Adoption of Guidelines for Ad Valorem Tax Abatement For Qualified New or Expanding Businesses

Please find enclosed proposed Resolution No. 36-98, providing for the adoption of guidelines for ad valorem tax abatement for qualified new or expanding businesses. Please place this on the City Commission agenda for consideration at the meeting scheduled to be held December 8, 1998.

Should you have any questions, please feel free to contact this office.



EDWARD H. BEAZLEY, JR.

EHB:vmp

Enclosure: Resolution No. 36-98

cc: Frank O. Roberts, City Manager
John E. Hagood, Acting City Clerk

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RESOLUTION NO. 36-98

**A RESOLUTION PROVIDING FOR THE ADOPTION OF
GUIDELINES FOR AD VALOREM TAX ABATEMENT FOR
QUALIFIED NEW OR EXPANDING BUSINESSES; PROVID-
ING FOR CONFLICTING RESOLUTIONS; PROVIDING FOR
SEVERABILITY; PROVIDING FOR AN EFFECTIVE DATE.**

WHEREAS, a majority of voters of the City of New Smyrna Beach pursuant to §196.1995(1) Florida Statutes voted in September of 1997 to authorized the City Commission of the City of New Smyrna Beach to grant ad valorem tax abatements for qualified new or expanding businesses; and

WHEREAS, § 196.1995(7) Florida Statutes states that any person, firm, or corporation which desires an economic development ad valorem tax exemption shall, in the year the exemption is desired to take effect, file a written application on a form prescribed by the governing authority of the municipality; and

WHEREAS, the City of New Smyrna Beach wishes to establish general guidelines of the amount of exemptions the City Commission will consider granting and an application process; and

WHEREAS, the City Commission feels it is in the best interests of the citizens of the City of New Smyrna Beach to adopt such guidelines and standards necessary for the uniform review of applications made by new or expanding businesses for ad valorem tax abatement as more particularly set forth hereinafter.

***NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF
THE CITY OF NEW SMYRNA BEACH, FLORIDA:***

SECTION 1: *Basic Eligibility.* The City Commission hereby establishes the following as the it basic eligibility and amount guidelines for granting §196.1995(7) Florida Statutes tax exemptions to new businesses and expansion of existing business:

A. *New Business:* A business establishing 10 or more jobs to employ 10 or more full-time employees in this state, which

33 manufactures, processes, compounds, fabricates, or produces
34 for sale items of tangible personal property at a fixed
35 location and which comprises an industrial or manufacturing
36 plant; a business establishing 25 or more jobs to employ 25 or
37 more full-time employees in this state, the sales factor of
38 which, as defined by Section 220.15(5), Florida Statutes, for
39 the facility with respect to which it requests an economic
40 development ad valorem tax exemption is less than 0.50 for
41 each year the exemption is claimed; or an office space in
42 this state owned and used by a corporation newly domiciled in
43 this state; provided such office space houses 50 or more
44 full-time employees of such corporation; provided that such
45 business or office first begins operation on a site clearly
46 separate from any other commercial or industrial operation
47 owned by the same business.

48 i. **Manufacturing** with minimum hourly wages of \$7.00
49 per hour and 100% employer paid medical insurance shall
50 receive a 50% tax abatement; with minimum hourly wages of
51 \$9.25 per hour and 100% employer paid medical insurance
52 shall receive a 75% tax abatement; with minimum hourly
53 wages of \$11.50 per hour and 100% employer paid medical
54 insurance shall receive a 100% tax abatement.

55 ii. **Business** with minimum hourly wages of \$7.00 per
56 hour and 100% employer paid medical insurance shall
57 receive a 50% tax abatement; with minimum hourly wages of
58 \$9.25 per hour and 100% employer paid medical insurance
59 shall receive a 75% tax abatement; with minimum hourly
60 wages of \$11.50 per hour and 100% employer paid medical
61 insurance shall receive a 100% tax abatement.

62 iii. **Corporate Office** with minimum hourly wages of
63 \$7.00 per hour and 100% employer paid medical insurance
64 shall receive a 50% tax abatement; with minimum hourly
65 wages of \$9.25 per hour and 100% employer paid medical
66 insurance shall receive a 75% tax abatement; with minimum
67 hourly wages of \$11.50 per hour and 100% employer paid
68 medical insurance shall receive a 100% tax abatement

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B. **Expansion of an Existing Business:** A business estab-
lishing 10 or more jobs to employ 10 or more full-time
employees in this state, which manufactures, processes,
compounds, fabricates, or produces for sale items of tangible
personal property at a fixed location and which comprises an
industrial or manufacturing plant; or, a business establish-
ing 25 or more jobs to employ 25 or more full-time employees
in this state, the sales factor of which, as defined by s.
220.15(5), for the facility with respect to which it requests
an economic development ad valorem tax exemption is less than
0.50 for each year the exemption is claimed; provided that
such business increases operations on a site colocated with a
commercial or industrial operation owned by the same business,
resulting in a net increase in employment of not less than 10
percent or an increase in productive output of not less than
10 percent.

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i. **Manufacturing** with minimum hourly wages of \$7.00
per hour and 100% employer paid medical insurance shall
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shall receive a 75% tax abatement; with minimum hourly
wages of \$11.50 per hour and 100% employer paid medical
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insurance shall receive a 100% tax abatement.

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iii. **Corporate Office** with minimum hourly wages of
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shall receive a 50% tax abatement; with minimum hourly
wages of \$9.25 per hour and 100% employer paid medical
insurance shall receive a 75% tax abatement; with minimum
hourly wages of \$11.50 per hour and 100% employer paid
medical insurance shall receive a 100% tax abatement.

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SECTION 2: *Application Form.* Any person, firm, or corporation which desires an economic development ad valorem tax exemption shall, in the year the exemption is desired to take effect, file a written application on the form that is attached as Exhibit "A" and by reference made a part of this resolution. The application shall request the adoption of an ordinance granting the applicant an exemption pursuant to § 196.1995(7) Florida Statutes and shall include the following information:

A. *Name.* The name and location of the new business or the expansion of an existing business.

B. *Description or the Improvements.* A description of the improvements to real property for which an exemption is requested and the date of commencement of construction of such improvements.

C. *Description of Tangible Improvements.* A description of the tangible personal property for which an exemption is requested and the dates when such property was or is to be purchased;

D. *Proof of Qualifications.* Proof, to the satisfaction of the governing authority of the municipality, that the applicant is a new business or an expansion of an existing business, as defined in § 196.012(15) or (16) Florida Statutes.

E. *Other Proper and Necessary Information.* Other information deemed necessary by the city.

SECTION 3: *Conflicting Resolutions.* That any and all other resolutions or parts thereof that are in conflict with this resolution are hereby rescinded and repealed.

SECTION 4: *Severability.* That if any section, sentence, clause or phrase of this Resolution is held to be invalid or unconstitutional by any court of competent jurisdiction, then said holding shall in no way affect the validity of the remaining portion of this Resolution.

SECTION 5: *Effective Date.* That this resolution shall take

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effect immediately upon its final passage.

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APPROVED AS TO FORM AND CORRECTNESS:

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EDWARD H. BEAZLEY, JR.

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City Attorney

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DATE: November 30, 1998

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CITY OF NEW SMYRNA BEACH

APPLICATION FOR AD VALOREM TAX EXEMPTION

APPLICATION CLASSIFICATION

- NEW MANUFACTURING BUSINESS
- EXPANSION OF EXISTING MANUFACTURING BUSINESS
- CORPORATE OFFICE
- OTHER BUSINESS

APPLICANT INFORMATION

Business name: _____

Address: _____

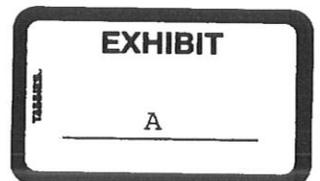
OWNER/CEO

LOCAL CONTACT

Name: _____ Name: _____

Address: _____ Address: _____

Telephone: _____ Telephone: _____



AD VALOREM EXEMPTION REQUEST

The undersigned hereby requests the adoption of an ordinance granting the applicant an exemption pursuant to Section 196.1995 (7), Florida Statutes.

A. Statutory Information

1. The name and location of the new business or the expansion of an existing business:

2. A description of the improvements to real property for which an exemption is requested and the date of commencement of construction of such improvements:

3. A description of the tangible personal property for which an exemption is requested and the dates when such property was or is to be purchased:

4. Proof that the applicant is a new business or an expansion of an existing business, as defined in Section 196.012 (15) or (16), Florida Statutes (1997):

B. Other Information

1. Legal description of the real property for which the exemption is requested, the proposed improvements and the estimated value of the improvements:

2. Provide a completed tangible personal property tax return on the form provided by the Property Appraiser.

3. Identify all new jobs created at the new location or as a result of expansion. List the job title, number of positions available and anticipated start date.

4. Statement from a certified public accountant showing the total wages paid to hourly workers, hours worked and average hourly wage.

5. Statement that health insurance coverage is provided to all full-time employees. Include the name of the provider and a description of the basic services offered.

ATTESTATION

I HEREBY CERTIFY that the above information is true, correct and complete.

Signature

Typed Name

Title

ACKNOWLEDGMENT

STATE OF FLORIDA)
COUNTY OF VOLUSIA)

The foregoing instrument was acknowledged before me this ____ day of _____, 19__, by _____, the Applicant, who is personally known to me or who has produced _____ as identification.

Notary Public

Typed or printed name of Notary Public

Commission No. _____

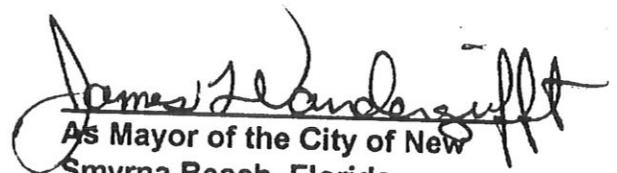
My Commission Expires _____

The Within and Foregoing Resolution No. 36-98 was introduced and read before the City Commission of the City of New Smyrna Beach, Florida at its Regular Meeting held at City Hall in said City on December 8, 1998. Motion was made by Commissioner Rogers, and seconded by Vice Mayor Bell, that said Resolution be adopted.

A roll-call vote of the City Commission on said motion to adopt the Resolution resulted as follows:

MAYOR JAMES L. VANDERGRIFT	<u>Yes</u>
VICE MAYOR ORETHA W. BELL	<u>Yes</u>
COMMISSIONER JAMES W. HATHAWAY	<u>Yes</u>
COMMISSIONER WILLIAM D. ROGERS	<u>Yes</u>
COMMISSIONER JO ANN O'BANNON	<u>Yes</u>

Whereupon, the Mayor of the City of New Smyrna Beach, Florida has hereunto set his official signature, duly attested by the Acting City Clerk, and has caused the Official Seal of said City to be hereunto affixed for the purpose of authenticity and as is required by law.


As Mayor of the City of New
Smyrna Beach, Florida

(OFFICIAL SEAL)

As Acting City Clerk of the
City of New Smyrna Beach,
Florida

RESOLUTION NO. 36-98

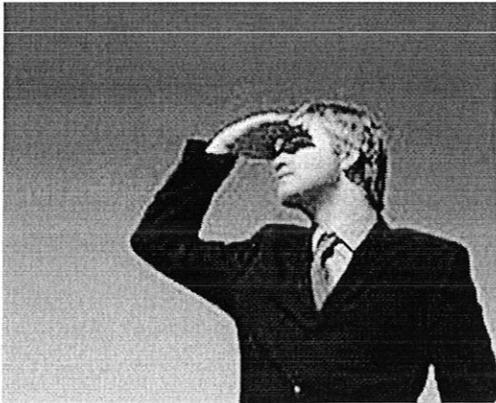
Brangaccio, Pam

From: Alliance for Innovation [content@transformgov.org]
Sent: Thursday, September 23, 2010 8:04 AM
To: Brangaccio, Pam
Subject: Today's GovNews Article



The following is today's featured GovNews article on the Alliance's homepage, www.transformgov.org

Today's GovNews



North Port, FL Launches Small Business Revolving Loan Guarantee Fund

The City of North Port rolled out another welcome mat for small businesses with the launch of its Small Business Revolving Loan Guarantee Fund.

"The loan guarantee fund will help existing North Port small businesses to expand, assist out-of-town business operators who relocate in our city, and support entrepreneurs who are investing in North Port's future," said City of North Port Economic Development Manager Allan Lane.

The City Commission unanimously approved a resolution creating the fund "to create opportunities that support business retention, expansion, recruitment, and growth." The initiative is designed to create jobs, stimulate economic activity, and increase tax revenues for the City. The program will improve the City's business-friendly environment and its potential for growth. The City of North Port capitalized the fund with \$100,000 which was matched by Sarasota County.

Applicants must be for-profit businesses located, or looking to relocate, in the City of North Port, or new graduates of the City's Small Business Technical Assistance Program. They must show that they have been unable to secure traditional types of financing, but can prove that they have the training, education, and resources to be successful business operators. Local banks underwrite the loans that are guaranteed by the City of North Port, reducing the lender's risk.

Access to a variety of financing sources is critical to small business operators. According to the Small Business Administration, the nation's 23 million small businesses create 75 percent of the

nation's net new jobs and employ half of all private-sector workers. Each year, more than 500,000 small businesses with employees are created. However, small businesses suffer a 50 percent failure rate within the first five years of start-up. The primary reason: lack of sufficient capital.

Loan Must Create Jobs and Capital Investment

The business plans of fund applicants must show how the loans will create capital investment and job growth in the City of North Port, and positively impact the City's economy.

Loan proceeds can be used for the purchase of real estate, equipment, and other business assets, such as inventory; the construction of a new facility or expansion of an existing facility; acquisition of a business or business assets; and working capital for contracts, account receivables, or special projects.

Entrepreneurs can use the loan to support commercialization of emerging sustainable growth and energy technologies, products and services.

Types of Loans, Guarantee and Interest Rates

The fund will guarantee loans up to \$50,000 (minimum \$10,000) for a maximum term of three years. The fund will guarantee fixed-rate, term loans that can be funded in full at closing or in installments throughout the term of the loan. Amortization periods up to 20 years will be determined by collateral, cash flow needs and terms offered by the servicing bank.

Loan interest rates will not exceed the 11th District Cost of Funds Index (COFI), plus 6.0 percent per annum, plus an annual bank margin of up to 1.5 percent. To replenish the fund, servicing banks will pay the fund an annual guarantee fee of 6 percent of their loan volumes.

Loan Administration Committee

The fund's Loan Administration Committee is responsible for loan guarantee decisions. Its seven members, appointed by the North Port City Commission, are qualified professionals from North Port's business and lending community: a lawyer, an accountant, a Sarasota County staff member, a Business and Economic Development Board member, two bankers, and a City of North Port staff member.

Committee members, including two alternates, serve one-year terms renewed at the City Commission's discretion. Lane will coordinate the management of the fund.

To assess the success of the fund, the lending banks, the Economic Development Division, and the Loan Administration Committee will annually track data, including: jobs created and retained, new sales, public and private investment, the number of businesses assisted, loan guarantees funded, estimated taxes generated and employment data.

For More Information

For more information about the City of North Port Revolving Loan Guarantee Fund, contact Allan Lane, Economic Development Manager, City of North Port, at 941-429-7001 or via email at alane@cityofnorthport.com.



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Alliance for Innovation
502 E. Monroe Ste C124
Phoenix, AZ 85004
1.888.496.0944

EDAB AGENDA ITEM SUMMARY

Department Making Request: Economic Development Staff		
Meeting Date: October 19, 2010		
Action Item Title: Proposed Text Amendment		
Agenda Section: Consent_ <input type="checkbox"/> Public Hearing_ <input type="checkbox"/> Special Items_ <input checked="" type="checkbox"/>		
Summary Explanation and Background Based on a recent request from Isleboro Development Company, Planning staff is considering a text amendment. Staff is requesting input for the EDAB whether or not to pursue this issue any further. Ms. Gail Henrikson, Planning Manager will be present at the meeting to give more detailed information as to the proposed changes and to answer any questions.		
Recommended Action/Motion: Recommendation for staff to pursue the proposed text amendment.		
Funding Analysis: Budgeted_____ If not budgeted, recommend funding account: x N/A		
Exhibits Attached: 1. Letter from Alan E. Lawrence, Managing Partner, Isleboro Development Company		
Reviewed By:	Name	Signature
EDAB Staff	Tony Otte	
Commission Action		



4305 Gull Cove
New Smyrna Beach FL 32169
386 478 9002

October 14, 2010

Tony Otte
CIO Economic Development Advisory Board
City Of New Smyrna Beach
210 Sams Ave
New Smyrna Beach FL 32169

Dear Tony

We are requesting a change in the City of New Smyrna Beach ordinance that prohibits the owner of a lot in a previously platted and approved subdivision from building on a 50 foot wide lot if the same owner owns an adjacent lot. However the owner of a single 50 foot lot in the same previously platted and approved subdivision is allowed to build on that lot and any other single lot in the same subdivision as long as no two of the owned lots are adjacent to each other. These lots were platted prior to the comprehensive plan adopted by the city in 1990.

There are significant economic incentives for the city to adopt a wording change that will allow any owner of a previously platted and approved subdivision to build on each lot owned regardless of the number of lots owned or its relationship to any other owned lots.

Lots platted prior to 1990 are generally "infill" in established neighborhoods. The locations are in traditional affordable neighborhoods currently serviced by the city. Infrastructure is in place. Such development adds an increased tax base, produces fees for the city, and minimizes the impact of additional residents due to the concentration of residences. The additional "roof tops" serves as an attraction to commercial enterprises considering location in the city. Clearly construction will add jobs and help local merchants supply homes and contractors.

The change requested will provide potential buyers with the more affordable alternatives. Lot development becomes more feasible as the cost of infrastructure may be spread over a broader base.

We will be happy to appear before you at your convenience.

Sincerely yours;

Alan E. Lawrence

Managing Partner

Isleboro Development Company

AGENDA ITEM SUMMARY

Department Making Request: Economic Development Staff		
Meeting Date: October 19, 2010		
Action Item Title: Team Volusia Request: How do we measure success?		
Agenda Section: Consent_____ Public Hearing_____ Special Items__x__		
Summary Explanation and Background		
<p>At a Team Volusia “Economic Development Practitioners” meeting on October 6, Team Volusia staff distributed a chart entitled, “Mission: Leverage Community and Business Partnerships to accomplish Economic Development Goals.” The top three goals recommended by the practitioners (City and County staff) for Team Volusia are:</p> <ol style="list-style-type: none"> 1) Develop a proactive recruitment process to strategically attract domestic and international business (goal 2) 2) Create a Communications Program (goal 6) 3) Drive Measurement and Accountability (goal 7) <p>Team Volusia wishes to have input on these three goals; specifically, how do these three goals translate into actions and success measures for New Smyrna Beach? A representative from Team Volusia has been invited to attend the meeting.</p> <p>The City’s Economic Development Plan provides a good starting point for this discussion. Goal 7 of the City Plan (Create mechanisms, including incentives and workforce training, to attract and recruit diverse, innovation, responsible business to our community) speaks to Team Volusia’s first goal. Team Volusia’s second goal is covered in the City Plan in Goal Two, Organizational Development, in Objectives 2.2 (Created effective working partnerships between the public and private sectors) and Objective 2.3 (Ensure that the community is kept informed of and has opportunities to be involved in economic development efforts).</p> <p>Team Volusia’s goal 3 is related to goal #1 in the City plan regarding the City’s image as a place where private business, government, and the community come together as a prosperous place, Objectives 1.6 and Strategy 1.6B call for the development and implementation of a benchmarked plan to remove barriers that impede economic development and achieve results. (Note: a copy of the City’s Economic Development Plan is on the city website at cityofnsb.com.)</p> <p>Staff requests discussion on this item.</p>		
Recommended Action/Motion:		
Respond to Team Volusia with information from the City’s Economic Development Plan and other EDAB directives.		
Funding Analysis: Budgeted_____ If not budgeted, recommend funding account: Not Applicable		
Exhibits Attached:		
Team Volusia chart entitled “Mission: Leverage community and Business Partnerships to accomplish Economic Development Goals”		
Reviewed By:	Name	Signature
CRA Director	Tony Otte	

Team Volusia

Primary Goals

Mission: Leverage Community and Business Partnerships to Accomplish Economic Development Goals.

Goals	Actions	Strategies
1. Align our economic development efforts with strategic priorities of each city.	Align economic development resources with strategic priorities by forming stakeholder teams supported by service specialists within BDP, DOED and from other City departments. Focusing on priorities from each City.	Expand existing Brownfield Program, establish a Brownfield redevelopment process and identify an initial pilot redevelopment project. CRA's.
2. Develop a proactive recruitment process to strategically attract domestic and international business.	Refine the target market for each City's focused recruitment efforts. Develop marketing materials and research publications geared to customer needs.	Take full advantage of technology to deliver web based source for demographics, reports and each cities business message. Work collaboratively with the City and chambers of commerce.
3. Establish a uniform prospect handling process.	Establish a prospect handling process for domestic and international leads that articulates a prospect minimum standard that allow stakeholders an opportunity to submit material in a timely manner.	Create a consistent and predictable record-keeping system that allows follow-up and document follow-up. Implement a weekly conference call and quarterly meeting of economic practitioners.
4. Embrace retail development as an economic development tool to assist redevelopment districts and other downtown areas.	Establish action plans to promote public private partnerships at retail sites. Build on existing successes in creating downtown residential, retail, transit and cultural assets.	Create a multidisciplinary team to address retail issues, identify qualified developers capable of developing/redeveloping retail sites and identify potential sites.
5. Generate a Focused Business Expansion and Retention Effort.	Identify businesses at risk for leaving the county and implement priority strategies with city representatives. Support and encourage a systematic effort to call on key companies, and find ways to increase cooperation in business development activities.	Establish business roundtables to address barriers to business success, survey businesses. Improve communication between businesses and the work force training community. Conduct site visits with an inclusive team. Respond to business community feedback and foster open channels of communication.
6. Create a Communications Program.	Refine and communicate a clear, consistent and professional image, both domestically and internationally, using available technology and multiple media.	Develop, in conjunction with all stakeholders, a public relations message to raise the level of awareness of economic development success and to distribute "Good News." Celebrate and share successes about our communities to the global community.
7. Drive Measurement and Accountability.	Develop an annual report card matrix to account for staff and other resources applied to economic development projects and activities.	Develop an accountability system and semiannual scorecard that is consistent with the City's goals. Develop a relationship management database to track a community's history with the economic efforts.
8. Form an International Team to Strengthen Trade and Investment from Mexico, Latin America and Canada.	Form a team that focuses on international markets with an initial concentration on NAFTA partners.	International Trade Alliance (ITA)
9. Small Businesses and Entrepreneurial Support.	Identify best practices in business assistance and incubator operations and create an information guide for start-up businesses. Promote entrepreneurship throughout the community. Help small businesses find access to capital.	Economic Services Alliance (ESA)

Website

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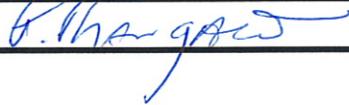
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Focus Areas

Retain and Expand Existing Businesses	Primary	Secondary
Develop a public/private business visitation program		
Develop an inventory of ready-to-use industrial and commercial space		
Quick Respond Team (existing companies who need more space or might be considering relocating outside the County)		
Development review and permit process		
Incentives		
International Trade		
Support efforts to encourage and assist new/increased exports		
Education		
Programs/Seminars		
Develop international relations with countries providing opportunities for Area's firms		
Support trade and commerce with sister cities and regions		
Trade Missions		
Promote Quality Public School Education		
Support efforts to assure area graduates are prepared as current and future employers		
Help to promote the successes of Volusia County's public schools		
Better link job-training programs to economic development initiatives		
Coordinate job-training and business organizations to support work force preparedness		
Strengthen the Regional Science and Technology Base		
Develop an "Education First" Culture		
Promote Retail Development in the County		
Create a public/private initiative to develop a retail strategy for the County		
Map the location and market-reach of competing upscale town centers/malls in the area		
Aggressively recruit the appropriate upscale-retailers and developers		
Develop a program to revitalize older retail areas and shopping centers		
Determine if/any incentives to support retail development		
Assist in the Revitalization of Communities		
Coordination of business development and housing rehabilitation programs		
Florida's Brownfield's redevelopment programs		
Coordinate with the efforts of Redevelopment Agencies		
Utilization of sites for development		
Promote Area as a Place to Invest, Work, Live, Visit and Recreate		
Leverage and coordinate the marketing efforts and resources all developers		
Develop a public/private employee recruitment and relocation package		
Market the county via the presence of its sports venues, Interstate 95 & 4, etc		
Develop a common, mutually-reinforcing marketing plan in conjunction with CVB		

EDAB AGENDA ITEM SUMMARY

Department Making Request: Economic Development Staff		
Meeting Date: October 19, 2010		
Action Item Title: Need for December EDAB meeting/ possible permanent meeting date change		
Agenda Section: Consent_ ___ Public Hearing_____ Special Items__X__		
Summary Explanation and Background Staff is entertaining the possibility of not having an EDAB meeting in December due to the proximity to the Holidays. Furthermore, the Code Enforcement Board meets every third Tuesday of the month in the Commission Chamber at 4:30 pm. Staff feels that, with the recent changes to certain City policies, these Code Board hearings could run past 5:30 pm which would create a conflict in being able to turn over and set up the room for the EDAB meeting with a 6:00 pm start time. Staff would like the EDAB to consider permanently changing the meeting date to every third Wednesday of the month at 6:00 pm.		
Recommended Action/Motion: Vote on whether or not to have a December meeting and changing the meeting to every third Wednesday of the month effective November 17, 2010.		
Funding Analysis: Budgeted_____ If not budgeted, recommend funding account: x N/A		
Exhibits Attached: None		
Reviewed By:	Name	Signature
EDAB Staff	Tony Otte	
Commission Action		

REPORTS AND COMMUNICATIONS

ECONOMIC DEVELOPMENT REPORT

October 19, 2010

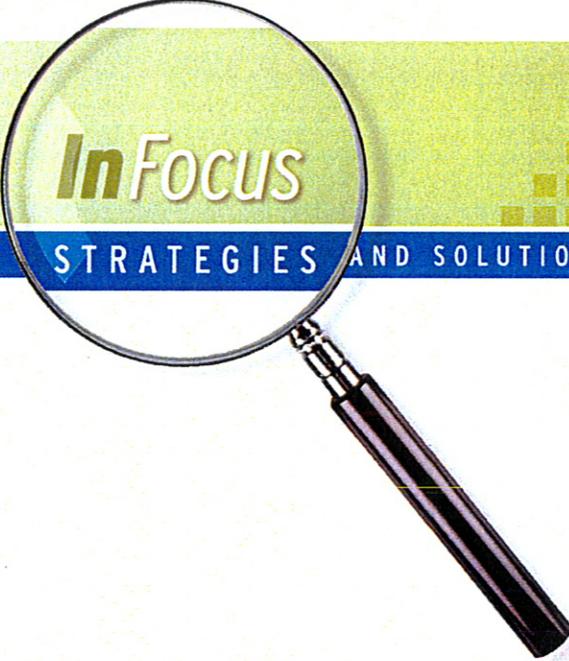
1. Marketing: Joe Mikos, a website consultant made available to the City by Jack Holcomb, has completed the initial draft of his report. The report analyzes the City's website and makes recommendations for enhancing its usefulness for economic development – including a more user friendly economic development section and the use of site visitor data for an on-going evaluation of the site's effectiveness. Joe is scheduled to present his report at the November meeting. (Goal 1, #3; Goal 2, #4, Goal 7 #3, Strategy 7.1.E)
2. Team Volusia Director Recruitment: Team Volusia has reached final stages in the recruitment of a Director. It is anticipated that there will be a reception for the four final candidates within the next 30 days, in which EDAB members can meet the candidates. Staff will notify EDAB members when this reception and other recruitment events are scheduled. (Goal 2, Objective 2.2, Strategy 2.2 C: Goal 7, Objective 7.3)
3. A draft of a Request for Proposal for the "Sale or Lease, and Development" of the City-owned property at 160 N. Causeway, the AOB (Administrative Office Building) property, is on the October 12 City Commission meeting agenda for review. (Goal 7, Objective 7.2)
4. Recent CRA activity includes:
 - a. Three meetings are scheduled for public input :
 - i. Wayfinding (signage for visitors): Wednesday, October 27, 5:30 pm, City Commission Chambers (Goal 8, #3; Goal 1, # 5)
 - ii. Flagler Boardwalk: Monday, November 1, 6 pm, Coronado Civic Center, 150 S. Pine Street (Goal 8, #3; Goal 1, # 5)
 - iii. US 1 and Canal St intersection improvements to be planned by FDOT: Tuesday, November 2, 6 pm, City Commission Chambers
 - b. The Dunn buildings (US 1 and Canal) are scheduled to be demolished by the end of the month.
 - c. Property Improvement Grants to provide outdoor seating at Panheads' Pizza (S Orange near Canal), and Big Joe's Subs (Canal near US 1); and to the west side of

A flyer for each meeting is attached. Other notification vehicles include newspaper ads, e-mails, the City's website, and radio ads.

the building at 229 Canal St (where WSBB is located-work is now underway)
(Goal 5, #3).

- d. Streetscape contracts approved for S. Orange (Canal St to Lytle) and Mary Ave (US 1 to Myrtle)
 - e. The CRA approved a Rent Incentive Move-In program that will be considered by the City Commission on October 26; (Goal 5, #7)
 - f. The Form Based Codes consultant contract will be considered by the City Commission on November 9 (Goal 8 #3; Goal 1, # 5).
 - g. A buyer is interested in the Badcock Building (US 1 and Canal St) and is requesting CRA funds for renovation. (Goal 7, # 6)
5. Staff will explore the opportunity for marine-related business development with the staff of the Marine Discovery Center. The meeting has been set for October 27. (Goal 5, #2)
6. A list of leasable spaces on Canal St is now on the City website. Staff is also preparing a list of available properties to use to respond to Team Volusia and County prospects. (Goal 5, #6)
7. The City and Chamber are planning to conduct an existing business survey beginning later this month. This survey will provide valuable information on the local economic climate as well as input for the incentives program. (Goal 5, #4)

Strengthen Your Local Economy through Economic Gardening



InFocus

STRATEGIES AND SOLUTIONS FOR LOCAL GOVERNMENT MANAGERS

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Economic gardening is an entrepreneurial approach to economic development that seeks to grow the local economy from within. Its premise is that local entrepreneurs create the companies that bring new wealth and economic growth to a region in the form of jobs, increased revenues, and a vibrant local business sector. This report describes the key elements of an economic gardening program, provides overall implementation considerations, examines the features of currently existing economic gardening models, and provides specific tips and strategies for implementing an economic gardening program at the local level.

ICMA
PRESS

Strengthen Your Local Economy through Economic Gardening

During this economic downturn, the main focus of government at every level is on creating new jobs. We need these new jobs in order to increase our economic prosperity and pull us out of the current recession. But how are new jobs created?

YourEconomy.org¹, a comprehensive business database provided by the Edward Lowe Foundation, shows that small businesses create the lion's share of all jobs in the U.S. Recent job growth figures show that

- Resident companies, those that are either stand-alone businesses in the area or businesses with headquarters in the same state, created nearly 100 percent of job growth in the U.S. between 2006 and 2008.
- Of these resident establishments, self-employed individuals and companies with two to nine employees created virtually all of these new jobs.

These figures would indicate that local and state government economic development entities should spend the majority of their efforts supporting local small businesses and entrepreneurs in order to grow their economies. This approach has been proven to be more effective than providing incentives to lure nonresident companies to their communities.²

Economic gardening is an entrepreneurial approach to economic development that seeks to grow the local economy from within. Its premise is that local entrepreneurs create the companies that bring new wealth and economic growth to a region in the form of jobs, increased revenues, and a vibrant local business sector. Economic gardening seeks to focus on growing and nurturing local businesses rather than hunting for "big game" outside the area.

An economic gardening program can expand the capacity of local businesses to reach markets outside the region. These exporting growth companies can spur the formation of local business suppliers and service firms to support them. More and better-paid workers also increase the demand for local goods and services, recirculating wealth throughout the local and regional economy.

Christine Hamilton-Pennell is founder and president of Growing Local Economies Inc., a company that helps communities become more prosperous by leveraging their assets to support local growth-oriented companies. She served as an economic intelligence specialist for the City of Littleton, Colorado, which first pioneered the economic gardening concept. She has worked with more than a dozen communities in nine states to implement regional entrepreneurship support and economic gardening initiatives.

Littleton's story

The most successful economic gardening program, often cited in media reports and national studies, operates in the City of Littleton, Colorado, where the concept first originated. Developed by then-Assistant City Manager Jim Woods and Business/Industry Affairs director Chris Gibbons, the economic gardening approach reflected the city council's response to the loss of seven thousand jobs at the area's largest employer, Martin Marietta (now Lockheed Martin), and the unsuccessful efforts to recruit new businesses to the city. Council members were ready for a new method of economic development that focused on growing local businesses to bring high-quality jobs into the city and put more tax revenues into city coffers.

The program was launched in 1989 with one full-time employee—Chris Gibbons. Over the next 20 years, the program grew to its present size of 4.5 full-time staff and a budget of more than a half million dollars. Thousands of local businesses have been assisted, and economic growth statistics at the macro level have been significant. Between 1990 and 2008, the number of jobs in the city increased by 71 percent—from 14,907 to 25,483 jobs—and sales tax revenues increased from \$6.8 million to \$23.9 million (not adjusted for inflation). During that period, no tax breaks, incentives, or subsidies were offered to potential new businesses, and the city's population grew by only 23.5 percent. Several development projects came online during that time despite the lack of city incentives.³

Littleton employment growth from 2000 to 2005 significantly outperformed that of the Denver region, state, and U.S. economies. Although there has been no rigorous statistical analysis that links Littleton's economic growth with its economic gardening strategy, "overall evidence indicates that economic gardening has most likely been a positive force in Littleton, serving as an affirmative catalyst for economic growth and encouraging a culture that supports entrepreneurship."⁴

Three elements of the economic gardening program in Littleton are information, infrastructure, and connections.

- The information component provides market research, geographic information system (GIS) services, and Web marketing support to businesses within city limits.
- Infrastructure refers to both physical infrastructure such as roads,

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transportation networks, utilities, and broadband access and quality-of-life amenities such as arts and culture, libraries, high-quality education, and green spaces.

- The connections component of the program links entrepreneurs with the regional workforce, training, innovation, technical assistance, and other resources and provides strategic networking opportunities for business owners within similar or complementary industry sectors.

The city council was willing to commit to the program long-term, not expecting immediate results.

Littleton is unique in many ways, and several factors have led to the success of its economic gardening program. The following factors will prove instructive to other cities, counties, and regions that want to implement a similar program.

- The Littleton City Council requested and set the parameters for a new economic development approach focused on supporting local businesses and articulated the desired goals of job and revenue creation.
- The economic gardening program has been protected by local elected officials, who have provided it with an adequate and ongoing budget.
- The city council was willing to make a long-term commitment to the success of the program, not expecting immediate results.
- Continuity of leadership and management stability over time have strengthened the institutional memory and built confidence among key stakeholders.
- Early successes and testimonials from local businesses reinforced the case to continue the effort.
- After several years, the larger economic effects of the program—job growth and new revenues—could be demonstrated.
- Several large development projects, both commercial and retail, have occurred in Littleton during the past 20 years.
- Littleton is a part of the Denver metro area and can thus draw on a large pool of skilled workers and a large regional market for its goods and services.
- The Denver metro area has adequate technical assistance, training, finance, counseling, and other resources to support local business needs.
- Littleton is considered a desirable place to live and work and has a high-quality educational system, as well as a range of available housing.
- The city council has been willing to invest in both quality-of-life and physical infrastructure, including support of the historic downtown, a community theater, a historical museum, a public library, and trails and green spaces.
- Littleton is home to a community college that has been receptive to developing programs to meet the training needs of the local business community.

- Several large universities in the region provide local and distance-based educational programs in technical and professional skills essential to business development.
- Interns from community college and university programs have been available to work in the Littleton economic gardening program.
- An abundant supply of highly trained workers exists in the Denver metro area, as do large and vibrant high-tech clusters.
- The Business/Industry Affairs staff includes a half-time person focusing on developing collaborative efforts to support and protect the area's youth, strengthening the area's community collaboration and developing future leadership.

Developing an implementation strategy

Not all communities have the advantages that Littleton enjoys, but several key elements must be developed in conjunction with local partners, taking into consideration unique community needs and available resources, for an economic gardening program to succeed.

Gain the support of local officials and other stakeholders

Governing bodies generally do not like to be handed a program and asked to vote on it. It takes time and effort to develop the support of elected officials for an economic gardening approach. The first step is to sit down with each official and other key stakeholders and listen to their concerns about economic development.

Inadvertently or deliberately excluding a key stakeholder or someone on the governing board from providing input or participating in the decision-making process can lead to opposition and future undermining of your efforts.

Identify your community's assets

Develop an inventory of community and business assets available to you. Ask yourself these questions:

- What human capital exists in my community? Human capital refers to "the unique capabilities and expertise of individuals that are productive in some economic context," generally linked to formal education and experience.⁵
- What skills and expertise can we tap into?
- What organizations can we partner with?
- What systems and organizations already exist to support entrepreneurs?
- Who is already motivated and passionate to make something happen?
- What cultural, recreational and other quality-of-life amenities do we have?
- What assets can we leverage outside our community?

Your list of assets should include the usual suspects such as economic development organizations, chambers of commerce, small business development centers (SBDCs), SCORE, workforce centers, universities and community colleges, financial institutions, and civic and social groups such as Rotary and Kiwanis. Other groups and individuals that can also provide value to your community efforts include:

- Public and university libraries
- Professional business associations and groups
- Utility companies
- Successful entrepreneurs
- Entrepreneurs and inventors groups
- Arts and cultural entities
- Healthcare agencies
- Nonprofit organizations
- Immigrant and citizenship initiatives
- Youth entrepreneur clubs
- K-12 education system
- Technology organizations
- Incubators and technology transfer programs
- Churches and other religious institutions
- Recreation and leisure organizations
- Elected and appointed officials
- Community foundations and loan funds
- Microfinance organizations
- City/county governments
- Council of governments
- Policymakers
- Consultants
- Tourism offices
- Continuing education and training programs
- Youth programs such as Scouts and 4-H
- Senior centers
- Venture and angel investors
- Professionals who serve small businesses, such as lawyers, accountants, financial advisors, designers, and marketing professionals
- Sports organizations

Look for individuals in your community who have skills and expertise in areas such as business coaching and mentoring, finance, employment/workforce development, research, marketing, meeting facilitation, organizing/managing projects, public speaking, legal support, and fundraising.

Perhaps the most important assets you can identify in your community are individuals who can become champions and advocates for your economic gardening project. They might be successful entrepreneurs who want to give back to their community or individuals within any of the groups or organizations listed above.

Develop a collaborative effort among resource partners

Once you have identified the assets in your community, explore which entities and individuals are likely to become resource partners in moving your economic gardening venture forward. Set up a steering committee that can guide and implement the project.

Bring key resource partners together to reach common agreement on goals and directions for the project, as well as to identify who will take responsibility to carry out each piece. If key resource partners are not willing to take ownership of the project, then your community may not be ready to launch an economic gardening project. You may have to step back and address the political and community development issues that are driving your locality. “Success in the New Economy requires that a whole array of institutions—universities, school boards, firms, local governments, economic development agencies—work in new and often-uncomfortable ways.”⁶

Create a system-wide operating agreement

Because an economic gardening project generally involves multiple entities, it is important for the steering committee to develop a formal or informal operating agreement that addresses key operational and long-term planning issues. Questions that must be addressed include:

- Which entity or group will make program-level decisions?
- How will the program be funded?
- Who will serve as fiscal agent?
- Who will oversee and coordinate delivery of services?
- What role will each partner fulfill in the overall project?
- What resources will each partner contribute to the effort?
- How will the program be tracked and evaluated?
- How will a sustainable capitalization plan be developed?

Collaborating to provide services

A number of local business organizations provide support to start-ups, the self-employed, and lifestyle businesses. These usually include small business development centers (SBDCs), SCORE, and local chambers of commerce. Economic gardening programs typically partner with these entities to take advantage of their existing services.

Determine the target audience for services

One of the most important questions an economic gardening project needs to answer is, “Who will we serve?” Economic gardening programs around the United States take a variety of approaches, depending on their identified goals and community expectations. Some programs support all types of small businesses; others work only with growth-oriented companies. The important thing is to know which group of businesses you are targeting and why.

The first step in determining your target audience(s) is to inventory the available entrepreneurial talent in your community. What kinds of businesses are located there? What is their level of growth or maturity? Small local businesses generally fall into three categories: start-ups, lifestyle businesses (local consumer-based ventures), and growth businesses (offering goods and services to external markets).

A template for the entrepreneurial talent assessment process is offered by the Center for Rural Entrepreneurship (energizingentrepreneurs.org/index.php).

According to existing research, growth-oriented companies produce the greatest economic impact on a region, because they bring money into the community from outside markets. Many of these are so-called Stage 2 businesses, those that have between 10 and 99 employees and at least \$1 million in revenues, although growth-oriented ventures can be found across the entire universe of companies. Growth companies also tend to be relatively young (less than five years old). They can range from companies with a local market that want to expand and reach external markets (often through e-commerce) to companies that have specialized expertise or knowledge and primarily sell to external markets.

Rapidly expanding, high-growth companies, sometimes referred to as *gazelles*, are a rarity in many communities, making up only 3 to 5 percent of all businesses. Most small localities do not have the technical resources to support the needs of high-growth businesses. These companies typically have the connections and technical assistance they need to grow, and they will do it with or without an economic gardening program.

Stage 1 companies—those with one to nine employees and less than \$1 million per year in revenues—are by far the largest group of businesses in the United States. They collectively represent 28 percent of all employment nationally. Most of these firms are start-ups and lifestyle businesses, but some are growth-oriented companies, too.

Lifestyle businesses (the so-called mom ‘n’ pops) are the small retail and service businesses in every community. They do not usually “grow” the local economy by bringing in new wealth, but they recirculate the wealth throughout the local community. They are essential to what makes a local community a vibrant and desirable place to live and work. They can also provide significant political capital for an economic gardening program through their testimonials and support.

The “sweet spot” for most local and regional economic gardening programs to target is entrepreneurs who have started a venture that is between one and five years old and who want to grow it, regardless of its size. These ventures aren’t necessarily high-tech, but they have developed some sort of innovation in their product, process, or delivery method. They also have a potential or actual market outside the local economic region and create high-quality, living-wage jobs.

These nascent growth-oriented companies can provide significant economic impact and can benefit greatly from the services an economic gardening program typically provides. To focus on this target audience, find companies that meet the following criteria:

- Firmly established (in business for one to three years)

- Have financial statements that include profit and loss and cash flow numbers
- Have a clearly defined market
- Demonstrate revenue growth over time (even if the company has not yet reached the break-even point)
- Clearly intend to grow (as expressed in the desire to hire employees, expand operations or market area, or seek capital investment)
- Have a product or service that is scalable and preferably unique (i.e., cannot be easily imitated)
- Have a potential or actual market outside the local region.

These growth businesses will sometimes look like secondary businesses—local retail and service companies. The key is that they have both the desire and the ability to sell their goods and services outside the local area. For example, a local producer of specialized jams and jellies can sell their products over the Internet; a local coffee roaster using solar technology can wholesale their organic beans to coffee shops throughout the region; or a local printing company can provide on-demand printing and graphic services through their website.

You can also consider offering tiered services to different audiences. You might, for example, provide basic services to your lifestyle businesses and more comprehensive support to growth-oriented companies.

Develop a delivery system to provide services to the target audience

Steps involved in creating a viable delivery system include finding or developing qualified business coaches, providing or linking to technical assistance resources, locating entrepreneurs within your target audience, offering market research services, identifying financial resources, and partnering with other providers within and outside the local area. A local referral network of small business professionals and service providers is a crucial element at this juncture.

Having the capacity to deliver economic gardening services is a challenge for many small and rural areas. Rural communities must often develop a regional initiative and take advantage of government resources that are available to their local area. These include land grant university extension offices, small business development centers, and U.S. Small Business Administration (SBA) loan programs. Grant opportunities for rural community and economic development initiatives are available through federal agencies such as the U.S. Department of Agriculture and the U.S. Economic Development Agency.

Rural communities must have adequate transportation and broadband infrastructure to support local business logistical needs. They must also have an entrepreneurial climate—a business culture that supports entrepreneurship. They must provide quality-of-life amenities such as good schools, access to health care,

and cultural amenities. They must also have access to a trained workforce that can meet local employment needs.

Develop a communication system to gain community support and buy-in

Make public presentations explaining the economic gardening program and gain the support of local media. Use entrepreneurs and your local referral network as advocates to deliver your message to funders, prospective clients, and the public. Build regular reporting functions into your ongoing activities.

Key elements of an economic gardening program

When the basic structure of your economic gardening project is in place at the strategic level, several operational elements must be developed and implemented to ensure its success. Following are implementation tips for each of these elements.

Key program elements

- Business coaching and technical assistance
- Referral network
- Market research services
- Coordination
- Training
- Evaluation and performance tracking
- Sustainability and capitalization.

Business coaching and technical assistance

The most important aspect of an economic gardening program is the business coaching relationship. All businesses can benefit from a knowledgeable coach who can help them think differently about their strategy and figure out what they need to do to move to the next stage. Entrepreneurs who pay attention to their core strategy are more likely to be successful than those who don't. They need to understand the unique niche their business fills, who their ideal customers are, what motivates their customers to buy, and how to reach their potential market. They need to network with the people and organizations that can help them.

Identify potential business coaches/advisors through local business service providers, economic gardening programs, and the referral network. Individuals who serve as coaches must have knowledge and expertise in business strategy and must be committed to spending time with local business owners, including following up with them after they have received assistance and research through the program.

The RUPRI Center for Rural Entrepreneurship identifies the following characteristics as essential in selecting a business coach (whom they refer to as an entrepreneur coach or E-coach):

- One who knows the game
- One who has played the game
- One who can teach the game
- One who can innovate to increase performance.⁷

The coach is not necessarily the expert but is a person who knows how to connect clients to the right resources in the right order. Coaching is part art and part science. Since most coaches do not bring a fully developed set of skills to this job, they will also need ongoing mentoring and training to be successful.⁸

A good business coach might be a successful retired entrepreneur, a staff person at a college or university entrepreneurship program, a small business incubator staff member, or any person who has business experience, knowledge of business strategy, and a passion for helping local entrepreneurs.

Local business coaches are especially important if your economic gardening program is receiving some or all of its services from a regional economic gardening initiative, state program, or contract services. In this kind of hub-and-spoke model, the local business-coach relationship is where the relationship with the business begins.

Referral network

Develop a referral network in the economic gardening service area or region. The range of referral partners includes:

- Professionals serving the small business community, such as bankers, accountants, bookkeepers, lawyers, information technology and internet consultants, payroll companies, employment agencies, and printers
- Business service providers such as SBDCs, chambers, SCORE, Manufacturing Extension Partnership, SBA, and Workforce Solutions
- Trade and professional associations serving the small business community, including those representing sectors such as minority and female entrepreneurs
- Religious leaders
- Utility companies
- Higher education entrepreneurship and training programs
- High-profile community leaders with knowledge of the business community.

Use the referral network to initially identify potential economic gardening business candidates, provide technical assistance to clients, and connect entrepreneurs to others in their network who can assist them. Tap members of the network to serve as advocates and spokespeople to garner support and exposure for the project. Work with the referral network to establish relationships with entrepreneurs receiving economic gardening services.

Provide training to business coaches and advisors in identifying eligible economic gardening candidates, identifying their needs, and offering strategic advice. Integrate coaching, technical assistance, and research functions (see the section on coordination and delivery).

Market research

A recent Kauffman Foundation survey of 549 company founders in a variety of industries found that 83 percent of respondents cited lack of industry and market knowledge as one of the barriers entrepreneurs face when starting a new enterprise.⁷

Entrepreneurs need accurate and timely market and industry information to enable them to plan their strategy and grow their businesses. Customized business research allows them to

- Make better decisions and reduce risk
- Avoid inaccurate assumptions
- Maximize available funds
- Understand and target their customers
- Identify and learn about their competitors
- Get early warnings of external threats
- Identify market niches
- Find new opportunities
- Develop successful supply chain relationships.

At least initially, the market research function could be provided by a combination of business students or interns (for simple and standard research requests) and contract researchers (for more complex and customized requests). Some states or regions, including Wyoming and Washington, offer statewide market research services that are available to local entities within their geographic service area. (See Appendix A for a sample service agreement.)

An economic gardening program needs to set aside a budgeted amount to provide subsidized contract or staff research services to eligible businesses. If this research is provided to businesses for an hourly fee, out-of-pocket subsidies can be capped at a specified amount, after which additional research may be available to the business for a fee.

When choosing an outside contractor to deliver research services, it is smart to engage an existing business research firm such as Access/Information (access-information.com) to provide customized research for complex and high-level

Tips for delivering custom market research

- Partner with higher education institutions in the region that offer business or entrepreneurship programs to develop internship programs for students who have an interest in business research.
- Purchase subscriptions to selected databases such as J.J. Hill Library, Hoovers, High Beam, and First Research industry reports.
- Utilize publicly accessible databases through public libraries and higher education institution libraries.
- Determine the fiscal agent for vendor and contractor transactions.

company requests. Such firms have access to subscription business databases that would then not need to be purchased for your local program.

Coordination and delivery

Economic gardening programs have a number of “moving parts,” including coaching, technical assistance, research, training, communications, tracking, and evaluation. To get them all working in an integrated manner, the effort must be coordinated from a central location. The coordinator can be located in any agency, preferably with office space and support provided by that entity.

To develop effective administration and coordination of an economic gardening project, the following elements of the coordination function need to be addressed:

- Provide funding for a project coordinator position.
- Provide adequate administrative staff.
- Use a hub-and-spoke model to coordinate and integrate coaching, technical assistance, and research functions.
- Develop prequalification questionnaires and interview forms.
- Create online regional assets and referral lists.
- Create mechanisms for tracking and following up with clients.
- Develop mechanisms for collecting data on the impact and success of the project.
- Report on the progress of your economic gardening initiative.

The program coordinator must provide regular reports and updates to elected officials, key stakeholders, and clients. It’s important to use both “stats” and stories to communicate the message. The coordinator can use testimonials from clients, numbers of jobs or revenues created, reports from small business professionals about how their clients were assisted, and success stories of how individual businesses were helped by the economic gardening program.

Training

No economic gardening project can be successful without an ongoing training program for personnel and volunteers involved in the initiative. It is important to provide targeted training to all parties involved: referral network partners, business advisors and coaches, researchers, and business owners.

Business coaches and referral network partners need training to identify eligible economic gardening candidates, assess their needs, and provide strategic advice. Business coaches and technical advisors need to understand how market research can strengthen the decision-making capacity of local companies, as well as an understanding of what forms of research are available to them. Researchers need training to understand basic business needs.

In addition, business owners need training in the basics of running a business and creating a viable strategy. Many training options may be available to local entrepreneurs, either directly or through distance options:

- Strategic networking and mentoring opportunities such as Edward Lowe Foundation's PeerSpectives roundtables or "boss groups" organized through chambers of commerce or SBDCs
- Training and networking options available through community colleges, universities, business incubators, workforce offices, and other business service providers that work with the target audience
- Industry cluster networking initiatives across the region that can be "seeded" by the economic gardening program.

One of the trickiest functions to develop will be tracking clients and gathering program evaluation data. These tracking and follow-up systems allow the project coordinator to communicate effectively with both clients and key stakeholders about the community and economic impacts of the economic gardening project. The following steps are important to capture program impact and outcome data:

- Institute a client tracking and management system that provides information about each client, including their needs and the assistance provided.
- Create a follow-up system to facilitate the ongoing relationship of the project with its clients.
- Create an evaluation survey to track the impact of the program on individual business success and growth. (See Appendix B for a sample.)
- Develop performance metrics to demonstrate economic impacts of the program within the locality.
- Create a process for communicating program impacts and successes to key stakeholders.

Sustainability

Every economic gardening program must achieve ongoing funding security by developing a long-term capitalization roadmap. The approach recommended by the RUPRI Center for Rural Entrepreneurship is to develop a ten-year funding strategy in which the total resources available annually increase over the period to some target goal that allows for a robust level of desired activity. Over time, the source of funding becomes less dependent on shorter-term grants and more secure, through either annual institutional commitments or endowments.¹⁰

Some tips for developing the capitalization road map include:

- Focus immediate attention on the next two years to achieve short-term funding.
- Develop contacts with congressional representatives to learn about forthcoming federal grant opportunities.

- Employ a venture approach in the capitalization campaign by creating a funding proposal for the program and shopping it around to potential funders.
- Identify and engage successful entrepreneurs and philanthropists who want to give back to the community.¹¹

Program models and best practices

Core functions are delivered in different ways by economic gardening programs in a variety of different locations across the United States. Each program is customized to meet the needs of its stakeholders within a designated geographic area. Following are snapshots of some currently operating projects.

Douglas County, Colorado (population 280,621)

Highlands Ranch Economic Gardening Program

highlandsranchchamber.org/economic_gardening.html

Program details

- Funded by Douglas County Economic Development Department
- Services delivered through contract with Chamber of Commerce of Highlands Ranch, and Douglas County Libraries (See Appendix C.)
- Steering committee of local elected officials, county and library staff, and other community and business leaders
- Services provided at no cost to eligible businesses (in operation for at least 2 years, located in Douglas County or member of the Chamber of Commerce)
- Staff: 1 FTE business coach at chamber; chamber administrative support staff; eight business reference librarians from Douglas County Libraries, including three at Highlands Ranch branch.

Delivery process

- Business client meets with business coach at chamber
- Advisor determines research information and technical assistance needed
- Advisor submits research question to library staff through BizInfo website
- Librarians do the research and provide report to business coach
- Coach meets with business owner to interpret data and determine next steps.

Business services provided

- Customized research
- Business plans and marketing
- Government procurement
- Franchising
- Resources for veterans, minorities, and women

- Tax information
- Business coaching.

Research provided

- Industry trends and company research
- Demographics and statistics
- Invention review
- International trade research
- Geographic Information Systems (GIS)
- Home business support and business start-up support.

Tracking and measurement systems

- Spreadsheet of clients and research questions
- Formal survey of clients
- Reports submitted to library administration, chamber, government, and media.

Humboldt County, California (population 129,000)

Competitive Intelligence Research

humboldt.edu/econdev/ciresearch/index.php

Program details

- Launched and directed by Humboldt State University Economic Development Department
- Initially funded by Headwaters Foundation grant
- Free services to eligible business during initial grant period; clients now pay service fees
- Eligibility: second-stage businesses in targeted industries, tribal and Indian-owned businesses
- Targeted industries: diversified health care, building and systems construction and maintenance, specialty agriculture, investment support services, management and innovation services, and niche manufacturing
- Staff: .75 FTE competitive intelligence researcher, local advisors from business services organizations.

Pueblo County, Colorado, GIS Department

Christopher Markuson, GIS manager for Pueblo County, Colorado, operates an economic gardening program for the county, which is located 115 miles south of Denver. He and his small staff provide GIS maps, reports, and market analysis to help local businesses grow.

One company that has benefited from the county's GIS services is Solar Roast Coffee. Started by two brothers who had developed a solar technology to roast coffee beans, they located in Pueblo two years ago because of the abundance of sunshine there. Since arriving, they have opened four retail shops and hired thirteen employees. In addition, they are wholesaling their organic solar-roasted coffee to more than fifty other locations throughout Colorado and the West.



Solar Roast Coffee owners Mike and Dave Hartkop

"We got them to start collecting customer data online and start a volunteer mailing list," reports Markuson. "We analyzed the data they collected and determined who their core customer base was (daytime populations within about 1 mile of the coffee shop), as well as competitors within the state and underserved areas where expansion would be fruitful. We also gave them business contact information for potential wholesale sales opportunities, traffic count information for a variety of places (wholesale potential), and some demographic analysis of other areas. And I've steered them toward some funders that they're working with now on their next big phase of research development."

Sources: Emily Vine, "Pueblo County, Colorado Grows the Economy with GIS," ERSI ArcWatch January 2010; author e-mails and interviews with Chris Markuson, May 2010. Photo courtesy of Christine Hamilton-Pennell.

Delivery process

- Local SBDC coaches refer businesses to researcher
- Business owner fills out online form and signs confidentiality agreement
- Researcher discusses scope of project with business owner

- Research delivered in person to place of business
- Researcher discusses opportunities to work with other local business resources.

Business research assistance

- Competitors and their strategies
- Industry trends and forecasts
- Market size and sales, market research reports, and marketing lists
- Potential market niches
- Prospective partners and resources
- GIS and social networking.

Tracking and evaluation systems

- Follow-up survey several months after research delivery
- Anecdotal data in form of testimonials gathered from participating businesses
- Case studies profiled on website.

What we can learn from these models

An examination of these economic gardening programs reveals several key facts.

- Each model is unique to the geographical area served, stakeholder requirements, and audience needs.
- Funding comes from a variety of sources: a local government entity; a county economic development organization; university business, entrepreneurship, or economic development programs; the state legislature; or grant funding.
- Eligible businesses range from start-ups to second-stage businesses.
- Paid staff ranges from .75 FTE to several full- and part-time staff.
- Most programs use staff from existing business service organizations or economic development entities to provide business coaching and technical assistance; some staff are students or employees of a university.
- Research services generally provide customized research using purchased databases and other free resources; several offer GIS services.
- Most services are provided for free to eligible businesses; higher-level customized research may be provided for a fee.
- Tracking and evaluation systems vary widely. Most programs employ a client tracking system, and some use a formal follow-up survey. No program profiled currently has had an independent evaluation study of the impact of its program.

Delivery of economic gardening services

There are alternative solutions and approaches to implementing an economic gardening program at the local government level. It can be launched at the city or county level by allocating a budget to the program and delivering the services in one or more of the following suggested ways.

- Hire or utilize existing city or county staff members in economic development or community development departments.
- Contract out the entire economic gardening program, including administration and management, to an external entity such as a chamber of commerce, economic development agency, university business school or entrepreneurship center.
- Contract out one or more functions of the economic gardening program to an external entity—such as a high-level market research firm—and handle administration of the program through local staff.
- Create partnerships with existing agencies such as libraries, SBDCs, and chambers of commerce to deliver services, and handle administration of the program through local staff.
- Join with other local or regional government and/or private entities to collaboratively offer services using a system-wide operating agreement and centralized administrative entity.

Working with local officials

If you're ready to make the case for launching an economic gardening program to your elected officials, sit down and talk with them, discuss the challenges that will likely be involved, and highlight results from programs in other communities.

Talking points

Small businesses drive the economy.

- 97.5 percent of employer and nonemployer firms have fewer than 20 employees, but have produced half of U.S. non-farm real GDP and generated 60 to 80 percent of the net new jobs over the past decade¹²
- More than 60 percent of all businesses in the U.S. are self-financed¹³
- Half of all U.S. businesses are home-based¹⁴
- Self-employed individuals who have no paid employees operate three-fourths of U.S. businesses¹⁵
- Two thirds of net new jobs are created by firms 1 to 5 years old¹⁶
- High-growth companies create the majority of all new jobs.¹⁷

Entrepreneurs can be found in your community.

- An *entrepreneur* may be defined as someone who perceives an opportunity and creates and grows an organization to pursue it.
- Roughly 11 percent of the population globally (8 percent in the U.S.) is involved in early stage entrepreneurial activity.¹⁸
- “In every single year from 1996 to 2007, Americans between the ages of 55 and 64 had a higher rate of entrepreneurial activity than those aged 20–34.”¹⁹
- Men create businesses at nearly twice the rate of women.²⁰

Program challenges

Several key political and administrative challenges may arise during discussions about launching an economic gardening program. They include:

- How can we obtain ongoing funding?
- How can we assure commitment from all participating entities to support the program for multiple years?
- How can we harmonize the project with existing economic development efforts? Can we redirect funds currently used for recruitment activities to support local entrepreneurs through the economic gardening program?
- How do we coordinate the delivery of services?
- How do we know the program has been successful and provided actual economic impact?

Results from other communities

Littleton, Colorado’s economic gardening project has operated for two decades and has demonstrated significant economic impact.²¹ At the macro level, Littleton impact data shows the following:

- There has been a 71 percent increase in jobs since 1990 (roughly 15,000 to 25,000) while the population increased 23.5 percent during that time.
- Littleton did not offer tax incentives, rebates, or subsidies during that period.
- Sales tax revenues tripled from 1990 to 2009 (\$6.8 to \$23.9 million, not adjusted for inflation).
- There has been ongoing strong support from the business community and city council.²²

The economic gardening program in Beaverton, Oregon, has also demonstrated positive impact.²³ Of clients responding to the program survey,

- 95 percent were satisfied with response time
- 70 percent were satisfied with accuracy and usefulness of information
- 94 percent will use services again

- 25 percent have increased sales
- 5 percent have made capital expenditures.

In terms of performance metrics, elected officials need to understand that hard impact data will take a few years to become available. The RUPRI Center for Rural Entrepreneurship employs a Hierarchy of Community Impacts framework in their performance metric systems. According to this model, during the first few years program measurements will likely consist of testimonials from clients, data from follow-up surveys, “street” reputation, and the addition of new partners and funding sources.²⁴

In their view, true program change indicators may take eight to ten years to demonstrate. Their recommendation is to take a portfolio approach, capturing hundreds of small wins into a portfolio to measure overall performance. “This approach also helps manage the reality that with entrepreneurial ventures there will be failures,” says Don Macke of RUPRI. “Just like with an investment portfolio, we will have winners and losers and what we focus on is the overall portfolio’s performance. This is the bottom line yardstick we recommend programs employ with stakeholders.”²⁵

Summary

Support of local entrepreneurship through an economic gardening program is a successful approach to economic development for local governments, providing a balance to traditional business recruitment efforts. To implement an economic gardening program, there must be support and buy-in from local elected officials, local government staff, business service providers, business leaders, and community agencies. Key stakeholders should clarify their roles and responsibilities through a system-wide operating agreement.

Key elements of an economic gardening program include business coaching and technical assistance, a strong referral network, market research services, coordination and administrative staffing, ongoing training of staff and providers, tracking and performance systems, and an ongoing capitalization plan. Delivery models are unique to each individual location, but many successful program models exist that can provide guidance in how to implement and deliver these functions.

It may take several years for the program to demonstrate economic results in the form of new jobs, increased revenues, and stronger communities. Early successes and testimonials can be gathered in a portfolio that provides an overall snapshot of the program’s impact. It is important for clients, successful local entrepreneurs, and business leaders to advocate for the program with elected officials and the public.

Implementing an economic gardening program in your community will take a great deal of planning, coordination, and monitoring, but the effort has proven to have a positive economic impact in many localities across the country.

Additional resources

Publications

Gibbons, Christian, "Economic Gardening," Business/Industry Affairs, City of Littleton, Colorado, littletongov.org/bia/economicgardening/default.asp.

Hamilton-Pennell, Christine, "Ten Tips for Implementing an Economic Gardening Project," 2010, download available at growinglocaleconomies.com.

Stuhldreher, Anne, "Grow Your Own: How Economic Gardening Nurtures Local Businesses," Stanford Social Innovation Review Winter 2010: 63–64.

Vines, Emily, "Pueblo County, Colorado, Grows Economy with GIS," ERSI ArcWatch January 2010, esri.com/news/arcnews/spring10articles/pueblo-county-colorado.html.

See Notes for additional readings.

Websites

Edward Lowe Foundation: Championing entrepreneurship through research, retreats, recognition, and rethinking economic development

youreconomy.org

Kauffman Foundation: The world's largest foundation dedicated to entrepreneurship

kauffman.org/Section.aspx?id=Entrepreneurship

Rural Policy Research Institute, Center for Rural Entrepreneurship: Energizing entrepreneurial communities

energizingentrepreneurs.org

Notes

1 YourEconomy.org, www.youreconomy.org, produced by the Edward Lowe Foundation, Cassopolis, Michigan.

2 David Neumark, Junfu Zhang, and Jed Kolko, *Interstate Business Relocation: An Industry-Level Analysis*, Public Policy Institute of California, 2006, <http://www.ppic.org/main/publication.asp?i=694>.

3 "City of Littleton Budget Reports," 1990 to 2008, Littleton Business/Industry Affairs Office (Denver: Denver Regional Council of Governments).

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- 5 "Human Capital Definition," VentureLine Accounting Glossary, ventureline.com/accounting-glossary/h/human-capital-definition (accessed July 13, 2010).
- 6 Robert D. Atkinson and Scott Andes, "The 2008 State New Economy Index: Benchmarking Economic Transformation in the States" (Kansas City: Kauffman Foundation, 2008), 65.
- 7 Don Macke, "Entrepreneur Coaching for Community Success," (Lincoln, Neb.: RUPRI Center for Rural Entrepreneurship, n.d.).
- 8 Ibid.
- 9 Vivek Wadhwa, Raj Aggarwal, Krisztina "Z" Holly, and Alex Salkever, "The Anatomy of an Entrepreneur: Making of a Successful Entrepreneur" (Kauffman Foundation, 2009), 6. kauffman.org/uploadedFiles/making-of-a-successful-entrepreneur.pdf (accessed July 12, 2010).
- 10 Don Macke, "Capitalization Road Map" (Lincoln, Neb.: RUPRI Center for Rural Entrepreneurship, n.d.), 4.
- 11 Ibid.
- 12 U.S. Small Business Administration, "The Small Business Economy for Data Year 2005: A Report to the President" (Washington, D.C.: U.S. Small Business Administration, 2006), v. sba.gov/advo/research/sb_econ2006.pdf (accessed July 12, 2010).
- 13 U.S. Census Bureau, "Half of U.S. Businesses Are Home-Based, Majority of Firms Self-Financed, Census Bureau Reports," press release, September 27, 2006. census.gov/newsroom/releases/archives/business_ownership/cb06-148.html (accessed July 12, 2010).
- 14 Ibid.
- 15 Ibid.
- 16 Daniel Stangler and Robert E. Litan, "Where Will the Jobs Come From?" (Kansas City: Kauffman Foundation, 2009), 6. kauffman.org/uploadedFiles/where_will_the_jobs_come_from.pdf (accessed July 12, 2010).
- 17 Zoltan J. Acs, William Parsons, and Spencer Tracy, "High-Impact Firms: Gazelles Revisited," (Washington, D.C.: Small Business Administration, 2008), 1. sba.gov/advo/research/rs328tot.pdf (accessed June 12, 2010).
- 18 Niels Bosma and Jonathan Levie, "Global Entrepreneurship Monitor: 2009 Executive Report" (Global Entrepreneurship Research Association, 2010), 21. gemconsortium.org (accessed July 12, 2010).
- 19 Daniel Stangler, "The Coming Entrepreneurship Boom" (Kansas City: Kauffman Foundation, 2010), 4.
- 20 Robert W. Fairlie, "Kauffman Index of Entrepreneurial Activity: 1996–2008" (Kansas City: Kauffman Foundation, 2009), 8.
- 21 Steve Quello and Graham Toft, "Economic Gardening: Next Generation Application for a Balanced Portfolio Approach to Economic Growth," 173.

22 City of Littleton Budget Reports," 1990 to 2008.

23 Rob Pochert, "Beaverton, Oregon Economic Gardening Program: Pilot Year 2008,"
Presentation at National Economic Gardening Conference, June 2009, Sisseton, S. Dak.

24 Don Macke, "Performance Metrics Considerations" (Lincoln, Neb.: RUPRI Center for Rural
Entrepreneurship, n.d.), 4.

25 Ibid.

Appendix A. Beaverton, Oregon, Economic Gardening Program Service Agreement

PARTIES: The (insert company name here) located at (insert address, city, state here), hereinafter referred to as **the Client**, and the **City of Beaverton**, hereinafter referred to as **the City**;

WHEREAS;

- A. **The City** offers data research services through its Economic Gardening Program to businesses located within the City Limits of Beaverton, and
- B. The Economic Gardening Program has specific eligibility criteria for businesses seeking services, and
- C. **The Client** desires to utilize the Economic Gardening Program services to facilitate a planned growth strategy or project, and
- D. **The Client** meets the eligibility criteria for Economic Gardening Program participation, and
- E. The Economic Gardening Program services are appropriate to **the Client's** business expansion project.

NOW, THEREFORE, it is agreed by and between the PARTIES as follows:

1. **THE CITY:** Based on the current capability of the Economic Gardening Program and its data resource tools to provide appropriate and relevant business intelligence to the **Client**, the **City** will:

- A. Host one or more Core Strategy Sessions with the individual business owner to determine competitive information needed.
- B. Provide a written memo detailing the scope of work to be done to answer the business's specific questions. This summary will also list data tools to be used, and recommend any referrals to other agencies for additional or alternative services, if so appropriate.
- C. Provide the data and information research that will answer the questions posed by **the Client**.
- D. Create a summary that will (1) Answer the business question; (2) Summarize the data and research results; (3) Identify strategic opportunities; (4) Offer suggestions or recommendations for next steps.
- E. Provide these services at no charge to **the Client** for data research from the standard subscription data services available. There may be fee for services charges for specific industry trend reports or other industry specific data. Any such charges will be discussed prior to utilizing these data sources and approved in writing by **the Client**.

2. **THE CLIENT:** In consideration for the Services offered by the Economic Gardening Program, **the Client** will:

- A. Complete the Economic Gardening Program's Business Retention Survey before receiving services.
- B. Provide all necessary information, verbally and/or in writing that will facilitate **the City's** research effort to answer **the Client's** business question. This information shall be considered proprietary and confidential subject to the terms and conditions of the Confidentiality Agreement incorporated as part of this agreement.
- C. Initiate the First Source Hiring Agreement incorporated as part of this agreement and abide by the terms set forth therein.
- D. Participate in Economic Gardening Program's semi-annual and annual follow-up surveys to evaluate the utilization of the data services provided by the Economic Gardening Program and to track outcomes that resulted from data services provided for a period of **five years**. This tracking period will begin from the date the strategic information summary is delivered.

3. EXTENT OF AGREEMENT: This Agreement is a performance agreement for business intelligence research services only. No relationship by and between **the City and Client** exists except to the extent of this specific Agreement. The **Client** is solely responsible for all activities associated with his/her business operations, the payment of all permits, fees, claims and construction costs associated with any business expansion or development, and/or any other costs that may result from the participation in the Economic Gardening Program or utilization of research provided by the Economic Gardening Program. Utilization of the data or research results provided by **the City's** Economic Gardening program is at the sole discretion of **the Client**. **The City** does not warrant nor guarantee that the data research services provided will ensure a more successful outcome of **the Client's** business operations or expansion plans.

There is no limit to the number of times **the Client** can access the Gardening Program services. However, each additional session will require a separate Service Agreement and automatically extend the follow-up survey time period accordingly (Section 2D above).

4. HOLD HARMLESS: The Client and its successors and assigns agrees to completely protect, save, defend, hold harmless and indemnify **the City**, and their officers, agents and employees, from any liability or obligation of any kind or nature whatsoever arising from injury or injuries, including death, to any person or persons, or damage to any property, real or personal, or damage to any contractual, or other commercial right or interest, suffered or alleged to have been suffered all or in part by any person, property, or business arising out of any conduct, act, or failure to act, by **Client**, or by an employee, representative, or agent of **the Client**.

5. ENTIRE CONTRACT: This Agreement represents the entire contract between the PARTIES. It is the intent of the PARTIES that prior conversations or writings between the PARTIES which are not specifically incorporated by reference into this Agreement may not be used by the PARTIES or by a Court of law to interpret the terms and conditions stated herein. Except as specifically set forth herein, prior courses of dealing and performance between the PARTIES, and trade usage and practices which may or may not be acceptable in the industry, also may not be used by the PARTIES or by a Court of law to interpret the terms and conditions stated herein.

6. ORAL AND WRITTEN MODIFICATIONS OR WAIVERS: This Agreement may not be modified either orally or in writing, without the written approval of the **City**. Any waiver of this section or any other provision of this Agreement must be in writing and approved by the **City**.

7. ATTORNEY FEES: If suit or action is brought by any PARTY to enforce any right created by this agreement, the prevailing PARTY or PARTIES shall be entitled to recover in any trial court, and appellate courts, reasonable attorney fees, including costs and disbursements therein.

IN WITNESS WHEREOF, the PARTIES have hereto, on the dates indicated, set their hands by and through their duly authorized agents.

(signature page follows)

Appendix B. City of Beaverton, Oregon, Economic Gardening Program/Business Resource Team follow-up evaluation survey

Explanation of survey

By participating in the City of Beaverton's Economic Gardening Program, you have received information at no cost to you, or at a significantly reduced rate. This program is supported by city taxes, and we need to make sure that the services the Beaverton Business Resource Team (BRT) provides are useful to you. We have created this survey to help us gather information on how our services have impacted your business and to help us target our services to better meet your needs in the future. Thank you for participating!

Customer information

Note: Information collected on this evaluation form will be treated in a confidential manner. All information will be aggregated; no reference will be made to any individual organization without their clearance and approval.

* 1. Name of Respondent:

* 2. Position:

* 3. Company:

* 4. Email address:

* 5. How did you first learn about the BRT program? (Mark one):

Program brochure

Postcard Advertizing

BRT staff visit or call

Beaverton Area Chamber of Commerce meeting

Beaverton business owner

Friend in Beaverton

City of Beaverton website

City of Beaverton building/community development department

City of Beaverton Newsletter

Other (please specify)

*6. When did you last receive services from the BRT? (mm/yyyy)

Services provided by the BRT

Please indicate which services your business or organization received from the BRT:

* 7. Mark all that apply:

Strategy session with BRT staff (in our offices or at your location)

- Business plan review
- Marketing list (business to business)
- Marketing list (business to consumer)
- Identification of direct mailing lists for purchase
- GIS mapping of customers
- GIS market analysis information (demographics, lifestyle or expenditure data)
- Industry trends report
- Competitor information
- Company financial reports
- Focus group
- Dodge construction reports
- Review of brochure or other marketing pieces
- List of business or professional associations
- Referral contacts (i.e., other business owners)
- Referral to partner agencies
- PR information or assistance
- Real estate information
- Other (please specify)

Benefits realized as a result of BRT's assistance

Please estimate as carefully as you can the value of the benefits you received from BRT.

*** 8. Have you generated additional sales or revenue as a result of BRT's assistance?**

NO

Yes. Please list amount or percentage of increase:

***9. Have you added employees as a result of BRT's assistance? Please indicate the number of full-time equivalent employees added. For example, a half-time employee is .5 FTE.**

*** 10. Have you made any capital expenditures as a result of BRT's assistance?**

NO

Yes. Please list amount:

11. Have you realized any other benefits as a result of BRT's assistance?

Please indicate your level of satisfaction with the services you have received from BRT.

*** 12. Please rate your satisfaction with BRT's friendliness and customer service:**

Very satisfied

Somewhat satisfied

Neutral

Somewhat dissatisfied

Very dissatisfied

13. Comments:

*** 14. Please rate your satisfaction with BRT's response time (mark one):**

Very satisfied

Somewhat satisfied

Neutral

Somewhat dissatisfied

Very dissatisfied

15. Comments:

*** 16. Please rate your satisfaction with the accuracy of the information provided by BRT.**

Very satisfied

Somewhat satisfied

Neutral

Somewhat dissatisfied

Very dissatisfied

17. Comments:

*** 18. Please rate your satisfaction with the usefulness of services/data provided by BRT:**

Very helpful

Somewhat helpful

Neutral

Not very helpful

A waste of time

19. Comments:

*** 20. Please rate your satisfaction with BRT's overall performance:**

Very satisfied

Somewhat satisfied

Neutral

Somewhat dissatisfied

Very dissatisfied

21. Comments:

22. How likely are you to use BRT's services again?

Very likely

Somewhat likely

Neutral

Not very likely

Definitely not

23. Comments:

24. Do you have any additional comments about the BRT services and products you received?

25. Would you permit us to use your comments and name in our communications with the Beaverton City Council, City staff, or for promotional purposes?

No

Yes, you may use my comments and my name

Yes, you may use my comments but not my name

Other_(please specify)

This completes your evaluation survey. We want to thank you very much for spending the time to help us make our program better!

Appendix C. Agreement for Services between Douglas County and the Chamber of Commerce of Highlands Ranch

January 2010 through December 2010

BE IT KNOWN THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO (the "County") and the CHAMBER OF COMMERCE OF HIGHLANDS RANCH (the Chamber), (collectively, the County and the Chamber are referred to herein as the "Parties") wish to enter into an Agreement for services to be supplied by the Chamber in support of the interest of both Parties to retain and expand the commercial tax base of Douglas County.

Intent

Douglas County supports the growth and strengthening of businesses and the economy throughout the County and its environs. The County is committed to maintaining a strong, business-friendly climate in the Douglas County community, and one means of doing so is through Economic Gardening which is an innovative, entrepreneur-centered economic growth strategy. To these ends, the County desires to partner with the Chamber in a joint program providing Economic Gardening assistance to businesses in Highlands Ranch.

As a means to demonstrate a common commitment to the growth and strengthening of businesses and the Douglas County economy, the County and the Chamber are entering into this Agreement to manage a pilot Economic Gardening program. The pilot program will focus on businesses located in Highlands Ranch, although any business having its principal address within Douglas County and having operated said business for at least one year may have access to the program. The Chamber will work with other chambers of commerce in the County to provide Economic Gardening services at their locations if suitable arrangements can be made.

Economic Gardening is an innovative, entrepreneur-centered economic growth strategy providing small businesses with access to strategic information, connections to customers and connections to other businesses, using state-of-the-art technology to which small businesses might not otherwise have access. An alternative to the more traditional "economic hunting" model that builds the economy through recruiting businesses from elsewhere to move to the area, "economic gardening" supports existing businesses in their efforts to succeed and expand. Economic Gardening fosters job creation by supporting companies already located in the community.

The support provided to businesses through Economic gardening includes customized information about markets, competitors, industry trends, technological developments and other kinds of information that can help them identify and utilize new business opportunities. Economic gardening also supports the development of infrastructure, not only physical but also quality of life and intellectual infrastructure that is critical for business success. These strategies lead to business growth that strengthens the local economy.

Agreement

For the agreed upon amount of NINETY-EIGHT THOUSAND DOLLARS (\$98,000) the Chamber agrees to supply the following services during the 2010 calendar year:

- Employ a full-time (or equivalent) staff qualified to manage an Economic Gardening pilot program, to include program coordination, business counseling, research services and administrative support.
- Provide adequate office space for the above mentioned staff.
- Provide computer/work station requirements for above mentioned staff. It is anticipated that these workstation requirements may consist of desktop or laptop computers, necessary peripheral equipment and standard office supplies. All purchases shall remain the property of the Chamber, to dispose of or retain as it sees fit, even in the event of discontinuance of the program at a future date, whether the termination of such program is desired by the County or the Chamber.
- Coordinate, and participate in, the Steering Committee formed to advise the Economic Gardening pilot program.
- Participate in evaluation of the pilot program using metrics to be determined by the Steering Committee. Metrics will include both qualitative and quantitative data. Understanding that it may take up to three years for the pilot program to demonstrate success, quarterly and annual reports will be prepared documenting activity and the Steering Committee's findings with respect to effectiveness. Annual reports will, in part, be used by the Chamber and the County in deciding whether or not to continue the Economic Gardening program for another year. The 2010 annual report will be submitted to the County by January 31, 2011.
- The Chamber shall provide written progress reports to the County twice annually, on July 31 and January 31, summarizing activity, efforts to date and progress towards achieving the tasks and services outlined in this Agreement.
- The Chamber agrees to work cooperatively with the County and other chambers of commerce in Douglas County to provide Economic Gardening services on a periodic basis though other chambers if that concept proves to be feasible.
- This Agreement incorporates provisions requiring a multi-year approach to cooperation and collaboration between the Parties; however, both Parties expressly understand that this Agreement does not constitute a multi-year funding commitment on the part of Douglas County, and that any future funding shall be subject to annual budgeting and appropriations by the Douglas County Board of County Commissioners as well as an annual agreement similar to this Agreement that specifies the expectations of both Parties for the designated calendar year. It is understood by the Parties that the Chamber may decide to discontinue the program in the event it does not receive a renewal contract and funding from Douglas County beyond the term of this Agreement and the funding promised herein. In the event this discontinuance occurs, the Chamber shall have no responsibility to continue to employ the staff members described above.

- It is mutually agreed by the Parties that the term of this Agreement shall commence as of 12:00 am on January 1, 2010, and terminate at 11:59 pm on December 31, 2010
- The primary contact for the County regarding this agreement shall be Meme Dunckel Martin, who is designated as Authorized Representative (the "Authorized Representative") of the County for the purpose of administering, coordinating and approving the work performed by the Chamber under this Agreement. The primary contact for the Chamber regarding this agreement shall be Steve Dyer, President of the Chamber.
- The County shall have the right to terminate this Agreement, with or without cause, by giving written notice to the Chamber of such termination and specifying the effective date thereof, which notice shall be given at least thirty (30) days before the effective date of such termination, and the Chamber shall be entitled, pro rata, to payment of the contract amount earned at the date of termination. Should the County exercise this right of termination, or should it not continue with a renewal agreement and continued funding, the Chamber may elect to continue the program independently, without support from the County, financial or otherwise. This continuation could include, if the Chamber so decides, continued employment of the staff members described herein.
- These services, items 1-7 listed and described above, are supplied by the Chamber for the calendar year 2010 service agreement of NINETY-EIGHT THOUSAND DOLLARS (\$98,000), to be applied to charges as directed by the Chamber's Board of Directors.
- Payment for these services is to be in quarterly installments of TWENTY-FOUR THOUSAND FIVE HUNDRED DOLLARS (\$24,500), to be paid quarterly in equal installments, with the first installment due on January 1, 2010 or the date of execution of this Agreement, whichever is later. The Chamber shall submit invoices for payment of the quarterly installments.
- The Parties understand that the County, and each of its employees and elected officials are bound by the provisions of Colorado Constitution, Article XXIX, commonly referred to as Amendment 41 or the "Ethics in Government" amendment. The Parties understand and wish to document that any attendance at Chamber functions by County elected officials or County employees, as selected by the County, is directly at the expense of the County, and such events are not in any way considered a gift or other thing of value from the Chamber to any individual County employee or elected official as prohibited by Amendment 41.
- **MAXIMUM CONTRACT LIABILITY:** Any other provisions of this Agreement notwithstanding, in no event shall the County be liable for payment under this Agreement for any amount in excess of Ninety-eight Thousand Dollars

(\$98,000.00). The County is not under obligation to make any future apportionment or allocation to this Agreement.

- **NO WAIVER OF GOVERNMENTAL IMMUNITY ACT:** The parties hereto understand and agree that the County, its commissioners, officials, officers, directors, agents and employees, are relying on, and do not waive or intend to waive by any provisions of this Agreement, the monetary limitations or any other rights, immunities and protections provided by the Colorado Governmental Immunity Act, §§ 24-10-101 to 120, C.R.S., or otherwise available to the County.

In addition to the execution of this Agreement and the \$98,000 funding described herein, the County further agrees to support the Highlands Ranch Economic Gardening pilot program through participation on the Steering Committee as outlined above, provision of up to \$30,000 worth of business databases annually and provision of support services from the County's GIS staff.

(signature page follows)

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Recent Reports

- No. 3, 2010 The 5 Qualities of Collaborative Leaders—and How Communities Benefit
- No. 2, 2010 Build a Successful Volunteer Program to Drive Growth and Recovery
- No. 1, 2010 Promote Economic Development with Public-Private Partnerships
- No. 6, 2009 Operations Planning for Improved Performance in a Tough Economy
- No. 5, 2009 Creating a Multidimensional Talent Strategy to Avert Brain Drain and Other Future Disasters
- No. 4, 2009 Community Building: How to Do It, Why It Matters
- No. 3, 2009 Green Buildings: Selecting the Right Building Assessment System for Your Jurisdiction

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Soulie, Claudia

Subject: FW: Ten Good Thoughts from Site Selectors
Attachments: image001.jpg; image003.jpg; image002.jpg; image004.gif; image005.gif; image006.gif

-----Original Message-----

From: Larry McKinney <lmckinney@daytonachamber.com>
To: Larry McKinney - DBCOC <larry@daytonachamber.com>
Sent: Fri Oct 08 11:14:03 2010
Subject: Ten Good Thoughts from Site Selectors

October 8, 2010

TEAM Volusia Board and Chamber Board,

Last week I attended the International Economic Development Council Annual meeting where I met with many of the experts who can develop our web site that we have all talked about. Elevating our efforts in this regard will be money well spent.

However, at the conclusion of the conference we had a roundtable discussion with 10 national and international site selection experts. It was arguably the best part of the conference. These men and women are the "who's who" of site selection throughout the United States. Before I forget and while it is fresh on my mind I want to relay some bullet point thoughts of theirs. I can expand at one of our next meetings if you wish.

* Companies are taking serious looks at communities that have energy, creativity, buzz, talent, i.e. "not conservative in thought". Where are the young people that possess this talent living? Labor is the most important attribute for companies in the knowledge economy. Companies are following the talent. NOTE FROM ME: Are we doing the things necessary to attract and retain young professionals? What are other cities doing?

* Small communities are not at a disadvantage in site selection necessarily. Site selectors use a radius of "population within a 20 mile radius", barring some other overriding company need. They look for a minimum population of 200,000 within 20 miles. Not a hard and fast rule, just a good gauge.

* In this economy, companies are consolidating operations, and buying existing competitors. Important that we know the details of our distribution, transportation and supply chain. How do we stack up?

* Communities that hesitate lose. You must be ready to meet the prospect, make the pitch, close the deal, minimize your weaknesses, maximize your strengths. Know your strengths and weaknesses as a city, a county, and a region.

* The trend in incentives is to offer performance, non cash incentives, primarily because most governments are running deficits and cannot afford them. Some communities, however, have war chests just for incentives they have built up with taxes, revenue bond fees, etc. Payroll tax rebates are popular.

* One growth market is in food processing but having abundant water is necessary to qualify: Organic, Ready to Eat, Private Label, Locally Grown, Health and Wellness, Pet food, Age Specific and Ethnic Foods are the key sectors.

* HQ's are moving out of small towns. Why? Because boards now have outside directors who ask "why are we here?" As these boards have less local members the influence becomes stronger. MY NOTE: Don't take public companies like Consolidated Tomoka, Brown and Brown, ISC, LPGA, USTA and others for granted.

* Use your colleges. What they train graduates for is our skill set of talent. Know all their programs and target the industries that need those skills.

* Websites must appeal to multiple audiences. The site selectors, the spouses of key executives, the local community. Plan it well. Don't clutter.

* Finally to stay on their radar screens (site selectors), email is best because it is searchable, they can file it easily with no paper, it can link to other data. Must be two pages or less. Hard print material is generally thrown out of it if isn't an invoice or a check. FAM Tours are great but they only pick the best two or three a year to attend. Send them unique, relevant information but also send them things that have a long shelf life. That is, send them current wage surveys, send them recent announcements and success stories, send them recent new programs the colleges have enacted. But also send them incentive programs that have been approved, infrastructure improvements that matter, and strategies (like TEAM Volusia) that have a longer shelf life. Don't put them on a generic community email lists or you will get filtered out.

* List the cities on your letterhead and make your emails look just like the letterhead. Many of them, especially the international selectors, have no clue where the 5000 counties are in the US. "They know Miami, they don't know Dade". Also, have a small map that shows your location relative to your state to constantly remind them who and where you are.

Hope this helps.

Larry McKinney, CCE, CEcD
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