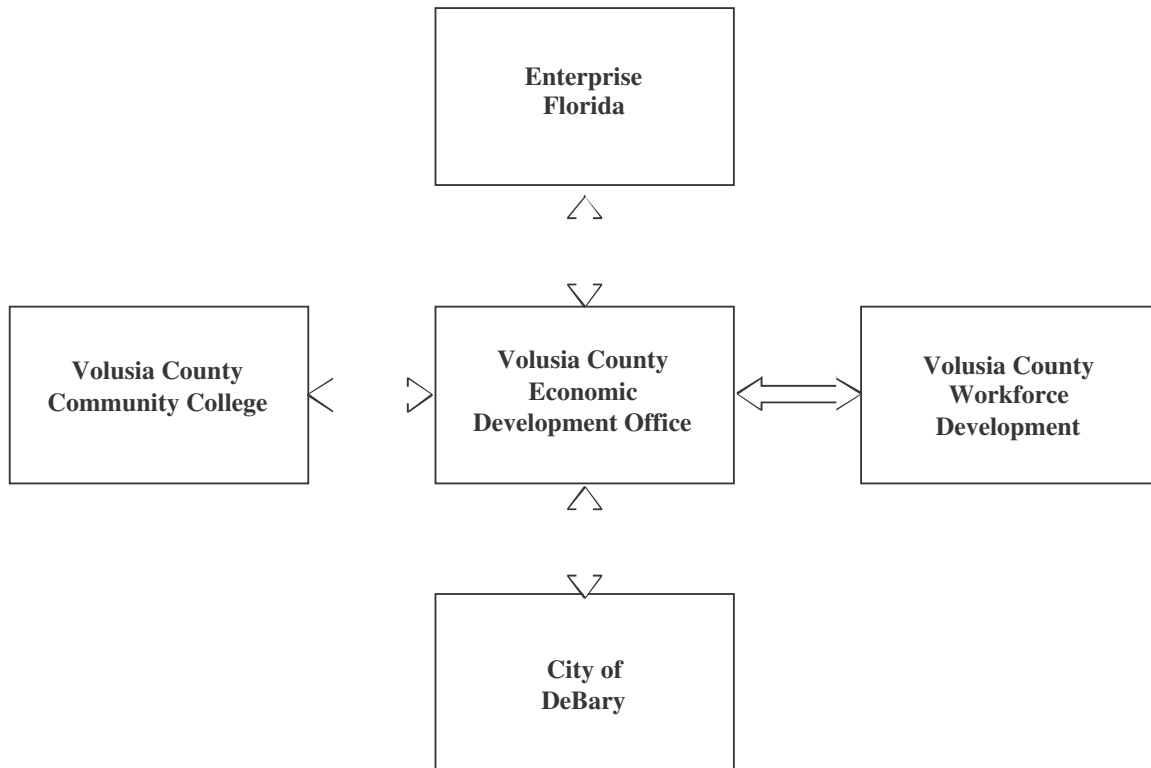


ECONOMIC DEVELOPMENT STRATEGY

Over the last five years, the State of Florida’s economic development network has been dramatically strengthened and integrated. The City of DeBary now sits within a web of economic development organizations:



These organizations are now integrated on the Internet and enable an organized and collective response to be made to all potential economic development situations. This interconnected web also facilitates the work of corporate size selectors and corporate real estate departments who conduct 90% of all corporate relocations or expansions.

ENTERPRISE FLORIDA

Enterprise Florida serves as the major point of contact for economic development within Florida and is interconnected to all of the regional and county-level economic development organizations. Enterprise Florida also conducts external marketing programs at the national and international basis, both to sell Florida products and to recruit companies to the state.

ORLANDO EDC

The Orlando EDC performs a similar function specifically for its member counties (*Lake, Orange, Osceola & Seminole*) on a regional basis. Although the Orlando EDC has been in existence for over 20 years, the regional organizations may be losing their relevance in today's economic arena, especially if there are strong county-level organizations. The various County organizations serve their individual counties and typically conduct recruiting campaigns at the sub-regional level.

VOLUSIA COUNTY ECONOMIC DEVELOPMENT

Volusia County has recently completely reorganized and expanded its economic development program; and is currently finalizing its economic development strategy. The following page outlines the County's six major goals for the program and the major tasks the County will undertake to achieve these goals in partnership with its various economic development partners. Within this strategy two objectives deal specifically with DeBary.

Objective 5.7 – Assist in the development of a hi-technology park along Saxon Boulevard.

Objective 5.8 – Assist in the development of the DeBary Industrial Park.

The County's planned strategy is comprehensive in its approach to economic development. Once it is completely implemented it will provide the County (*and DeBary*) with a highly effective mechanism.

With a strong county-level organization in place the City can concentrate on ensuring that it has a strong working partnership with Volusia County and on improving its own internal economical locational attractiveness.

RECOMMENDED STRATEGY

The following strategy that follows is designed to interface with the County's existing economic development structure and focus on the actions necessary to strengthen the City's overall attractiveness.

FOURTH DRAFT

Objective 5.7 Assist in the Development of Technology Park Located near I-4 and Saxon Boulevard

- Strategy 5.7.1 Identify potential acreage for the development of an Technology Park in order to leverage the existing capital investment made by Volusia County Government in this area beginning in the 2nd quarter of CY 2002**
- Strategy 5.7.2 Partner with existing property owner(s) for the development of a minimum of 100 acres of prime technology, value-added manufacturing and office environment tenants by the end of 4th quarter CY 2002**
- Strategy 5.7.3 Develop an “inducement” package to encourage the partnering of existing property owner(s) by 4th quarter of CY 2002**
- Strategy 5.7.4 Create an “inducement” package to recruitment an anchor tenant requiring a minimum of 100,000 square feet by 4th quarter of CY 2002**
- Strategy 5.7.5 Identify an industrial or office environment developer interested in providing value-added capital investment and enhance this investment by providing an incentive” based inducement by end of 1st quarter of CY 2003**
- Strategy 5.7.6 Develop a “TEAM” approach by forming a partnership between County, City and developer in supporting recruitment of value-added employment to this location by the end of the 1st quarter of CY 2003**

Organizational Responsibilities

Lead Role

Departments of Economic Development, Public Works & Growth Management

Supporting Roles

Property Owners, Orange City, Chamber of Commerce, West Volusia Committee of 100 and Others

Financial Resources

FOURTH DRAFT

Objective 5.8 Assist in the Development of the DeBary Industrial Park

- Strategy 5.8.1** Continue to support the advance permitting of the site in cooperation with the City and with Florida Progress
- Strategy 5.8.2** Identify potential industrial or office users of the park in cooperation with the targeted industries studies conducted by Florida Progress and the City by the end of 1st quarter of CY 2003
- Strategy 5.8.3** Support the development of all road accesses to the proposed location by end of 4th quarter CY 2007
- Strategy 5.8.4** Provide cooped collateral literature for the recruitment of potential industries to this location by the 4th quarter of CY 2003
- Strategy 5.8.5** Develop a “Conceptual Plan” for use in marketing the proposed image of the park by the 3rd quarter of CY 2003
- Strategy 5.8.6** Participate with Florida Progress in a direct marketing campaign to enhance the opportunities to identify potential tenants for the park beginning in the 3rd quarter of CY 2003

Organizational Responsibilities

Lead Role

Departments of Economic Development, Growth Management & Public Works

Supporting Roles

City of DeBary, Florida Progress, Chamber of Commerce, West Volusia Committee of 100 and Others

Financial Resources

The City's Economic Development Committee's desire to see the City of DeBary maintain its small town image and feel is an excellent starting point for our strategy, and the City's long-term goal should be to enhance local property values through quality of life improvements.

HOW?

There are a number of inter-related actions the City can take to institute an effective economic development strategy.

1. Support the Countywide Economic/Tourism Development Program.

The City should support the countywide effort since economic development is typically a countywide function. This support should come in a variety of areas:

- Participate (*as needed*) on the County's Quick Response Team.
- Ensure the City has a streamlined permitting system in place for economic development projects. (*The number two most desired economic development incentive.*)
- Update the City's demographic information yearly
- Assist the County in maintaining an up-to-date database on available buildings and sites located within the City.

2. Expand the City's Web Site.

The City should make itself easy to find by establishing and maintaining its own web site. This site should contain:

- Current demographics on the City's population.
- Available buildings and sites with broker information.
- Tourism/recreation information.
- Local contacts
- Current Topics
- Guide to doing business within the City.

3. Push the City's Brand Name: River City, USA.

The concept of developing a 'brand name' has transferred from consumer products to local communities as the focus of economic development recruitment continues its shift towards 'quality of life.'

This is also important because growing numbers of people have expressed a desire to live in small town America. This task includes:

- The City should hire an advertising agency to develop a marketing theme and collateral marketing material plan to tap into this sentiment.

- The City should install high quality, highly visible wooden signs displaying this logo at all road entrances to the City *(and should use this as its logo)*.
- Market the City as a business location in Orlando Region publications.

4. Adopt High-Quality Design Guidelines for New Development.

One of the ways of creating a distinctive look/character is through the adoption of high quality design standards. The Urban Land Institutes (ULI)¹ has found that high quality design standards can create significant long-term value for both commercial and residential properties. To do this the City should:

- Adopt high quality urban design, signage and landscaping standards for new development.
- Fund an ongoing program to heavily landscape the City’s major arterials. (*Seek matching state grants.*)
- Work with existing property owners to upgrade/landscape their properties on a cost sharing (50/50) basis.
- Install high quality wooden neighborhood identification signs at the entrance to the City’s existing (*older*) residential areas.

5. Work with the City’s existing industrial/commercial park owners.

The City should work with these individuals to pre-plan for new development and to upgrade the landscaping and aesthetics of their properties. One of the key necessities for economic development is the availability of vacant buildings and the City should encourage the construction of ‘spec’ office and industrial space.

6. Work with Florida Power to develop their vacant property as a high-technology corporate business park.

7. Prepare a “Guide to Doing Business” in DeBary.

This guide should explain in (simple terms) how to negotiate the City’s regulatory environment.

8. Adopt a strong community Self Investment Program primarily to fund a strong parks and recreation program to include:

- Acquiring more riverfront access and expanding facilities there (*including a riverfront restaurant*).
- Expanding and improving the City’s active recreation areas.
- Plant street trees throughout the City’s older neighborhoods.
- Utilize County CDBG/SHIP funds for housing rehabilitation.

¹ *Value by Design – Landscape, Site Planning & Amenities*, ULI, 1994.

9. Support the Town Center Project.

The City should move forward with its plan to participate in this project.

10. Adopt a Business Retention and Expansion Program.

The City's existing businesses are an important asset. Working with the Chamber of Commerce and the Volusia County economic development team the City should visit each major business on a yearly basis.

11. Form a Business Round Table.

The City in conjunction with the Chamber of Commerce should form a Business Round Table comprised of key local business executives. This group should meet with the City Commission on a bi-annual basis to discuss any concerns the local business community has with the City.

02-103/ed strategy