

CITY OF DELTONA



5 - YEAR STRATEGIC ECONOMIC DEVELOPMENT PLAN



VISION



Strategic Planning Group, Inc.

ECONOMICS ■ PLANNING ■ DEVELOPMENT

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The City of Deltona's
5 Year Strategic Economic Development Plan



Submitted to:

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October 8, 2007

Prepared by:



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**THE CITY OF DELTONA
STRATEGIC ECONOMIC DEVELOPMENT PLAN**

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EXECUTIVE SUMMARY

5-Year Strategic Economic Development Plan

Strategic Planning Group, Inc., (SPG) was retained by the City of Deltona to assist in the preparation of a 5-Year Strategic Economic Development Plan for the City. The City Commission, in September 2006, established economic development and redevelopment as one of their goals for the City of Deltona. To address this goal, staff prepared an Economic Development Two Year Action Plan and guidelines for establishing the Deltona Economic Development Advisory Board (DEDAB) that was approved by the City in May 2007. One of the main objectives from the Two Year Action Plan was the development of a five year plan.

The work on this five year Strategic Economic Development Plan was undertaken in conjunction with the City's Economic Development Board and city staff, who will ultimately be responsible for managing and implementing the plan.

As a part of the work program, SPG developed a socio-economic profile of the City of Deltona, Volusia County, and selected other cities and counties in the regional area for comparative purposes. This work effort was designed to establish an overview of the City. In addition, workshops with the Economic Development Board were held on August 18 and September 10, 2007, to obtain input on community issues, goals, objectives, and strategies for the plan. This effort resulted in a general consensus, refinement, and prioritization of objectives, strategies, and action steps.

Acknowledgements

SPG and the City of Deltona's Economic Development Board extend special thanks to the Volusia County Department of Economic Development for financial support of this project.

Special recognition is given to the following participants for their value insight and the time donated to assisting in the development of this Plan:

The Deltona Economic Development Advisory Board Members included:

Nick Conte, Jr., Chairman
Linda S. White, Vice Chair
Karl Brown
Lily Guzman
Paul Jaynes
Deanne M. Maltacea
Richard Provini

Other noted participants includ:

Richard Michael, Volusia County Economic Development
Jon Rummel, Chamber of Commerce of West Volusia
Mark Watts, Chamber of Commerce of Deland



The starting point in the development of any economic development strategy is a full understanding of community's strengths and weaknesses. As a result of the workshops held with the City's Economic Development Board the following strengths and weaknesses were delineated.

Deltona Strengths and Weaknesses

Deltona is well located to take advantage of growth within the region. Its major strengths appear to be:

City of Deltona (City as a whole)

Strengths

- Room to grow
- Good young, diverse workforce
- Good "Laidback" Communities
- Growth Oriented Government
- Lower land costs
- Affordable Housing
- Proximity/access to Orlando (highways, airports, ports)
- Low crime rate
- Transportation
- Lower taxes
- Green Infrastructure

Weaknesses

- Historically & Current anti-growth
- Perception that there is little amount of land to develop/Infrastructure
- Lack of current product (no identified industrial/business park)
- Lack of cooperation in permitting and zoning
- Lack of marketing plan/brand
- Lack of advocate for the west side
- Lack of supportive media

Strategic Economic Development Plan

A strategic economic development plan is developed around a community's goal, or an articulation of the Vision of itself five years hence. The Deltona Economic Development Board had a unanimous consensus of the City's Economic Development Goal.

Goal:

The City of Deltona must actively promote collaboration between public and private sectors to ensure the economic health and well-being of the City. The preservation and expansion of the community's economic base should be a prime objective. The future development of the community depends on enhancing local economic development efforts directed towards these objectives.



Objectives and Strategies

Objective 1.1: Work diligently to enhance the City’s reputation regarding its support of economic development.

Strategy: Develop an economic development “theme” or “brand” for the City

Objective 1.2: Develop an overall economic development plan that will improve quality of life and increase opportunities of its residents.

Strategy: Development Economic Development Strategic Plan with the help of an outside consulting group.

Objective 1.3: Attract new Businesses

Strategy:

1. Define appropriate “target industries” for the City
2. Join Metro Orlando to assist in marketing efforts
3. Develop marketing program aimed at area real estate brokers
4. Develop market program aimed at area/regional developers

Objective 1.4: Explore economic incentives to assist in the recruitment of business and industry.

Strategy: Review economic incentives currently being used by surrounding communities/counties

Objective 1.5: Develop an office/light industrial park for business recruitment.

Strategy:

1. Inventory existing vacant land parcels over 25 acres that are currently served by adequate utilities and have proper zoning for non residential development
2. Identify commercial/industrial developers who could be potential prospects
3. Focus development in the 472 and 415 activity centers (see those activity centers for specific strategies)

Objective 1.6: Develop a retention program for the City

Strategy: Develop a retention program

Objective 1.7: Develop the framework and partnership to establish at least three economic centers.

Strategy:

1. Develop inventory of currently developable parcels (with adequate infrastructure and zoning) by the three delineated activity centers (472, Deltona/Saxon, and 415/Howland).
2. Develop list of prospective companies and/or developers by activity zone.
3. Update future land use and zoning on high ranked sites if needed.

Objective 1.8: Develop marketing tools for business recruitment.

Strategy: Create computerized inventory and site selection criteria list using



Objective 1.9: Develop procedures for ensuring cooperation from municipalities, state and federal agencies for economic development projects in the City and in the region.

Strategies:

1. Become members of Metro Orlando and other local/regional economic development organizations
2. Develop communication network with area real estate brokers and developers

SR 472 Activity Center

Strengths

- DRI in place (existing zoning and land use)
- Mixed use development
- Good location and access to I-4
- A lot of rooftops to support retail
- Size threshold to support the local approval of a CRA/CDD/SAD

Weaknesses

- Auto Trips Entitlements
- Public Perception/Lack of communication
- Financing of needed infrastructure
- Timing

Objective 2.1: Increase Trip Allocation

Strategy:

1. Work with State, Regional and local agencies to increase the trip allocation for all of the 472 activity center (critical)
2. Work with City on concurrency issues related to SR 472

Objective 2.2: Increase public awareness and support

Strategy: Develop a marketing/communication strategy to inform local residents and local/regional economic development groups on the importance of the 472 Activity Center

Objective 2.3: Identify infrastructure funding and promotion

Strategy

1. Define costs of needed public supported infrastructure
2. Apply for appropriate grants to assist in funding
3. Develop list of all funding sources

Objective 2.4: Gain more developer interests

Strategy

1. Create market tools to sell 472 Activity Center
2. Create market program to promote interest



Objective 2.5: Define target clusters and incentives to develop

Strategy:

1. Identify appropriate target clusters
2. Develop list of incentives and funding sources used by surrounding communities/counties.

Deltona/Saxon Boulevards Redevelopment Sub-area

Key points (Deltona)

- Half of Deltona's businesses are located in this study area (40 to 50%)
- Oldest part of City
- Original Retail Center for the City
- Pedestrian friendly (walkable)
- Hotel on the South-end
- Southern Gateway to the City
- Key Gateway to City
- Existing Businesses

Strengths – Deltona Blvd

- Existing inventory
- Considered traditional main street
- Abundance of Mom & Pops Stores (small Businesses)
- Christmas events held in the area
- Public perception of need for improvements
- Roof tops
- New Residential & some commercial
- Art/Cultural center
- Some available lands
- Post Office
- Sheriff's Substation
- Saxon – Gateway that needs improvement (location and existing retail)
- Location
- Existing Businesses

Weaknesses-Deltona

- Old and in need of redevelopment
- Smaller residential lots
- No longer main gateway into city

Weaknesses-Saxon

- Landscape and Gateway improvements needed (old improvements) (curb appeal)
- Shopping Center
- Traffic Flow
- No vacant land
- Transportation concurrency
- Vacant residential



Objective 3.1: Work with redevelopment planning firm to identify appropriate businesses and incentives for redevelopment

Strategy:

1. Identify the types of businesses that are best suited for this activity center
2. Participate in all redevelopment workshops

Objective 3.2: Make Saxon a positive Gateway to Deltona

Strategy: Ensure that consulting plans for the gateway enhance the economic vitality of the Activity Center

Objective 3.3: Code Enforcement

Strategy:

1. Communicate to the Planning Board and City Commission the importance of Code enforcement within the city and its activity centers
2. Keep an inventory of buildings violating existing codes

Objective 3.4: Identify and promote public-private partnerships (strategies: work with landlords to promoting vacant space)

Strategy:

1. Identify all land owners within activity area
2. Identify all merchants or business owners within the activity area

Objective 3.5: Develop small business program to address redevelopment (w/DBCC)

Strategy:

1. Identify small businesses in area
2. Identify small businesses that appear to need assist
3. Work/coordinate with DBCC on the development of an assist program

Objective 3.6: Objective to encourage land assemblage

Strategy: Identify parcels suitable for assemblage

Objective 3.7: Establish redevelopment incentives (façade grants)

Strategy: Develop list of redevelopment incentives

Objective 3.8: Addressing the mixed use zoning– large portion of the city’s MF development/land use is in Saxon area.

Strategy: Delineate current Mixed Use zoning opportunities within the activity center

Objective 3.9: Utilize economic impact analyses – Risk/Reward Analyses in analyzing incentives

Strategy: Develop an appropriate economic methodology to measure the cost/benefit of using incentives



SR 415/Howland Blvd Development Area

Key Points

- City and County
- Competing planning
- Predominately rural
- Mix of land owners
- Utilities

Strengths

- Available Land
- Growth corridor
- Emerging Access to Orlando
- Future Greenway expansion through 415 to I-95 near Edgewater
- Existing access to Orlando/Sanford International Airport

Weaknesses

- 415 capacity (widening)
- Public perception as a conservation area; public policy conflict
- Trip issue
- Future land Use and Zoning
- Unstable boundaries
- Anti-growth sentiment

Objective 4.1: Review the City and County draft JPA Plan to determine if it is in the best interest of economic development to the City and to make recommendations to the commission

Strategy: Study the City/County draft JPA report and provide comments to City staff and the LPB and BOC.

Objective 4.2: The City should develop its own plan

Strategy: If the current plan is flawed, recommend that the City prepare its own plan.

Objective 4.3: Identification of ED areas (available lands)

Strategy: Create an inventory of currently developable lands (infrastructure/zoning)

Objective 4.4: Develop an advocacy group to support the plan

Strategy:

1. Identify individuals and organizations that would support the redevelopment of SR415/Howland Blvd.
2. Prepare marketing tools defining merits of redevelopment

Objective 4.5: Identify and promote public/private partnerships

Strategy: Same as Objective 4.4 above.



City of Deltona's Strategic Economic Development Plan

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Report Format

This report is broken down into four sections. The first section provides an overview of the Economic Planning Process. The second section provides a brief profile of the City. The third section provides a guide to where the City wants to go and its economic strengths and weaknesses. The fourth section outlines the City's (and its three sub areas) Strategic Economic Development Plan.

What Is Economic Development

According to the Florida Economic Development Council (FEDC), economic development is:

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

Economic development is fundamentally about enhancing the factors of productive capacity - land, labor, capital, and technology - of a national, state or local economy. By using its resources and powers to reduce the risks and costs which could prohibit investment, the public sector often has been responsible for setting the stage for employment-generating investment by the private sector.

The public sector generally seeks to increase incomes, the number of jobs, and the productivity of resources in regions, states, counties, cities, towns, and neighborhoods. Its tools and strategies have often been effective in enhancing a community's

- labor force (workforce preparation, accessibility, cost);
- infrastructure (accessibility, capacity, and service of basic utilities, as well as transportation and telecommunications);
- business and community facilities (access, capacity, and service to business incubators, industrial/technology/science parks);
- schools/community colleges/universities, sports/tourist facilities;
- environment (physical, psychological, cultural, and entrepreneurial);
- economic structure (composition); and
- institutional capacity (leadership, knowledge, skills) to support economic development and growth.

However, there can be trade-offs between economic development's goals of job creation and wealth generation. Increasing productivity, for instance, may eliminate some types of jobs in the short-run.

Why Do Economic Development

Again, according to the FEDC, the public sector is involved in economic development in order to



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- increase wealth and prosperity for the state, communities and citizens;
- ensure job opportunities for all of Florida's citizens;
- expand the tax base for local and state government to better serve the citizens;
 - improve the quality of life of Florida's citizens by increasing the standard of living; and,
 - ensure a bright economic future for the state.

As noted by the FEDDC, wealth creation occurs when products and services are exported outside of jurisdictional boundaries and money is imported in return. When companies have wages above the local or state average, it raises the standard of living. Local retail and service jobs, although needed, circulate money within the community but do not create wealth for the immediate area unless serving visitors to Deltona/Volusia County or Metro Orlando.

Without an economic development program, the community would grow but not always in the way desired. By targeting and attracting firms that produce high-wage, high-value jobs, which are competed for with other communities, prosperity is increased and the standard of living in Deltona and eastern Volusia County is raised. Without a proactive approach to economic development, growth may result in the City having lower wage, service-oriented jobs and a lower standard of living. The Strategic Development Plan will outline goals, objectives and implementation action steps to achieve the community's goals. In addition, diversification of the local economy with a balanced economy makes the community less vulnerable to industrial sector fluctuations.

By encouraging high levels of capital investment along with high-wage jobs, the tax base is expanded, thereby providing more dollars for local and state governments to provide high-quality services. This new tax base will continue to provide a strong return, especially at the local level, for many decades.

Our world is changing at a rapid pace. Much of that change can be seen in the very types of jobs that are available and those we are trying to attract. Without the effort to diversify by targeting higher-wage jobs, Deltona could fall behind and remain a bedroom community of the Orlando Metro area depend substantially on services for ad valorem tax revenue. The City of Deltona must change its bedroom community status, and that requires a combined effort with state and county governments and local businesses all working together to achieve the results of increased wealth, an expanded tax base, and a higher quality of life for citizens now and in the future.

What is a STRATEGIC Economic Development Plan?

Strategic planning is a visionary process of what an organization, place or group wants to be at some determined point in time. Strategy is the framework that guides those decisions that determine the nature and direction of the process. Strategic planning is the



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development of that framework. The following are definitions used in this Plan to define the elements of strategic planning: goals, objectives, strategies and action steps.

Goal: A long-term organizational target or direction of development. It states what the location wants to become over the next several years. Goals provide the basis for decisions about the nature, scope, and relative priorities of all projects and activities. An example might be:

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

Objectives: A measurable target that must be met on the way to attaining a goal. An example might be:

- Identify and list the barriers to economic growth within the City.

Strategy: The means by which an organization or place intends to accomplish an objective. Identify all alternative approaches, rate them in terms of cost effectiveness, and select a set of strategies that best achieves the level of performance specified in the strategic objective. An example is:

- Establish a more user friendly permitting process.

Action Steps: Identify the specific acts, responsibilities, and funding to accomplish the strategies.

- Place a public service evaluation questionnaire form on all front office counters in permitting departments.
- Responsibility: Growth Management
- Costs: Minor
 - Printing of Form
 - Staff Time for review of Comments

The process of economic development has become complex. At its best, economic development is both research-based and relationship-driven. The major components of this Strategic Plan are expressed in the following areas:

Research & Information

- Research key community factors including demographics, infrastructure, workforce, existing industry base, real estate inventory, tax climate, and quality of life.
- Evaluate the community's assets and weaknesses, including strengths, opportunities, threats, and develop strategies for emphasizing or minimizing them as needed.
- Capitalize on assisting existing companies and growing industry groups.



- Present data (both print and web versions) to prospective companies. Accurate, adequate and accessible data is essential in making the short list when prospects start their decision-making process.

Relationships

- Marketing is key to obtaining inquiries and potential leads. Marketing strategies include:
 - Direct contact with target industries.
 - Trade shows and business missions.
 - Advertisements and advertorials in trade publications.
 - Websites and related links.
 - Relationships with site-selection consultants.
 - Leveraging of area activities for prospect recruitment.
- Ongoing communication with prospects. To become competitive, Deltona's economic development professionals need to coordinate with all leads and prospects that come from the other economic development groups within the County and region and maintain strong ties to project location specialists.

As all economic development professionals know, economic development is a collaborative process.

Facilitating site-specific real estate deals and navigating local and state regulatory issues while demonstrating that transportation and workforce needs are met are important parts of supporting potential business prospects. Economic development agency activities that need to be on the “front lines” for a successful partnership include:

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

Site selection is an elaborate decision process. Business expansion and location decisions are based on evaluations of many factors. Often, corporate executives and their consultants develop complex matrices to compare cost and other factors for twenty or more sites in as many states or locations. A variety of location factors that are most important to businesses must be explored—transportation, labor costs, availability of skilled labor, taxes and incentives, and quality of life, among others.



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The process begins with evaluation of the size of the community by population. Understanding how an area population profile is seen or understood by groups considering relocation or business expansion is key to what is expected of the community's workers.

Succeeding in demonstrating a workforce suitable for meeting the needs of a specific industry is quickly followed by the need for available work sites or facilities. It is critical that these basic resources be in place and available. Much of the challenge is to create and to enhance these resources to ultimately achieve our overall goals of economic development.

Site Selection Criteria for Economic Development

This brief section provides an overview of how corporations and their consultants analyze communities with respect to relocation. The following tables illustrate the relative importance of the various factors affecting where firms choice to relocate or expand.

Table 1 lists the site selection factors of 2005 by relative importance.



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Table 1. Site Selection Factors

	Site Selection Factors			
	Very Important %	Important %	Minor Consideration %	Of No Importance %
Labor				
Availability of skilled labor	58.5	28.7	10.6	2.1
Availability of unskilled labor	16.9	33.7	36.0	13.5
Training programs	12.4	47.2	31.5	9.0
Labor costs	37.3	50.6	8.4	3.6
Low union profile	46.0	31.0	12.6	10.3
Right-to-work state	36.0	33.7	16.9	13.5
Transportation/Telecommunications				
Highway accessibility	57.0	34.4	4.3	4.3
Railroad service	12.0	16.9	30.1	41.0
Accessibility to major airport	12.8	37.2	34.0	16.0
Waterway or oceanport accessibility	9.0	11.2	29.2	50.6
Availability of telecommunications services	37.2	42.6	11.7	8.5
Availability of high-speed internet access	49.4	36.3	7.7	6.6
Finance				
Availability of long-term financing	29.3	27.2	26.1	17.4
Corporate tax rate	49.5	35.5	11.8	3.2
Tax exemptions	54.8	31.2	10.8	3.2
Other				
Proximity to major markets	36.0	47.2	16.9	0.0
Cost of land	24.4	54.7	17.4	3.5
Availability of land	25.0	50.0	21.4	3.6
Occupancy or construction costs	30.2	53.5	14.0	2.3
Raw materials availability	26.7	35.6	27.8	10.0
Energy availability and costs	46.0	36.8	11.5	5.7
Environmental regulations	32.2	38.9	20.0	8.8
Proximity to suppliers	16.7	50.0	25.0	8.3
Proximity to technical university	5.8	24.4	50.0	19.8
Quality of life Factors				
Climate	4.5	42.0	35.2	18.2
Housing availability	12.8	46.5	24.4	16.3
Housing costs	18.8	41.2	23.5	16.5
Health facilities	16.1	46.0	23.0	14.9
Ratings of public schools	15.9	40.9	26.1	17.0
Cultural opportunities	6.8	42.0	35.2	15.9
Recreational opportunities	6.9	37.9	40.2	14.9
Colleges and universities in area	9.2	36.8	35.6	18.4
Low crime rate	25.3	42.5	23.0	9.2

Source: Area Development, Dec. 2005/Jan. 2006, "20th Corporate Survey," and Strategic Planning Group, Inc., 2006

Site selection criteria are continuously changing as technology and the overall economy change. The criteria also differ between industries and those conducting site-selection efforts. The major, site-selection criteria for industry (primarily manufacturing) have shifted in the last year, as shown in Table 2.



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Table 2. Corporate Site Selection Rankings 2004 and 2005

Corporate Site Selection Factors		2004	2005	Change
Ranking				
1	Highway accessibility	90.2	91.4	1.2
2	Labor costs	96.4	87.9	(8.5)
3	Availability of skilled labor	89.1	87.2	(1.9)
4	State and local incentives	87.5	86.0	(1.5)
5	Availability of high-speed internet access	80.7	85.7	5.0
6	Corporate tax rate	84.4	85.0	0.6
7	Occupancy or construction costs	83.6	83.7	0.1
8	Tax exemptions	83.3	83.6	0.3
9	Proximity to major markets	72.7	83.2	10.5
10	Energy availability and costs	85.8	82.8	(3.0)
11	Availability of telecommunications services	82.3	79.8	(2.5)
12	Cost of land	76.6	79.1	2.5
13	Low union profile	75.5	77.0	1.5
14	Availability of land	75.7	75.0	(0.7)
15	Environmental regulations	80.7	71.1	(9.6)
16	Right-to-work state	69.5	69.7	0.2
17	Proximity to suppliers	62.4	66.7	4.3
18	Raw materials availability	64.9	62.3	(2.6)
19	Training programs	50.4	59.6	9.2
20	Availability of long-term financing	63.0	56.5	(6.5)
21	Availability of unskilled labor	59.4	50.6	(8.8)
22	Accessibility to major airport	53.8	50.0	(3.8)
23	Proximity to technical university	32.4	30.2	(2.2)
24	Railroad service	26.9	28.9	2.0
25	Waterway or oceanport accessibility	21.1	20.2	(0.9)
Quality-of-Life Factors		2004	2005	Change
1	Low crime rate	80.2	67.8	(12.4)
2	Health facilities	72.2	62.1	(10.1)
3	Housing costs	64.5	60.0	(4.5)
4	Housing availability	65.8	49.3	(16.5)
5	Ratings of public schools	66.7	56.8	(9.9)
6	Cultural opportunities	51.9	48.8	(3.1)
7	Climate	50.5	46.5	(4.0)
8	Colleges and universities in area	58.1	46.0	(12.1)
9	Recreational opportunities	50.5	44.8	(5.7)

Source: Area Development, Dec. 2005/Jan. 2006, "20th Corporate Survey," and Strategic Planning Group, Inc., 2006

As noted by the publishers of *Area Development* magazine, site-selection consultants have a different set of rankings from those of corporations as shown in Table 3. The difference could partially be explained by the fact that the corporate rankings mainly reflect manufacturing facilities, while site consultant criteria would be more broadly based.



THE CITY OF DELTONA
STRATEGIC ECONOMIC DEVELOPMENT PLAN

Table 3. Consultant Site Selection Ratings 2004 and 2005

Consultant Site Selection Factors		2004	2005	Change
Ranking				
1	Availability of telecommunications services	87.2	96.0	8.8
2	State and local incentives	91.0	95.9	4.9
3	Highway accessibility	92.7	94.0	1.3
4	Labor costs	96.3	93.8	(2.5)
4T	Proximity to major markets	92.6	93.8	1.2
4T	Availability of high-speed internet access	81.8	93.8	12.0
5	Availability of skilled labor	94.4	89.6	(4.8)
6	Availability of land	92.5	89.1	(3.4)
7	Tax exemptions	87.0	86.0	(1.0)
8	Corporate tax rate	77.3	85.7	8.4
9	Occupancy or construction costs	83.9	84.3	0.4
10	Energy availability and costs	77.8	83.7	5.9
11	Environmental regulations	71.2	81.3	10.1
12	Low union profile	78.9	78.7	(0.2)
13	Accessibility to major airport	70.4	77.6	7.2
14	Cost of land	69.1	76.0	6.9
15	Proximity to suppliers	76.9	75.0	(1.9)
16	Right-to-work state	54.0	70.9	16.9
17	Raw materials availability	63.4	63.3	(0.1)
18	Availability of long-term financing	55.7	62.5	6.8
19	Availability of unskilled labor	48.1	60.8	12.7
20	Training programs	58.0	47.8	(10.2)
21	Proximity to technical university	41.8	53.4	11.6
22	Railroad service	19.2	26.0	6.8
23	Waterway or oceanport accessibility	13.2	19.5	6.3
Quality-of-Life Factors		2004	2005	Change
1	Ratings of public schools	61.6	73.0	11.4
2	Low crime rate	67.3	70.8	3.5
3	Housing availability	49.0	68.1	19.1
4	Health facilities	50.9	67.3	16.4
5	Housing costs	57.2	65.9	8.7
6	Colleges and universities in area	64.2	60.4	(3.8)
7	Climate	41.1	53.1	12.0
8	Cultural opportunities	34.5	50.1	15.6
9	Recreational opportunities	39.6	46.9	7.3

Source: *Area Development*, Dec. 2005/Jan. 2006, "20th Corporate Survey," and Strategic Planning Group, Inc., 2006

Table 4 shows the direct comparison/ranking difference between corporate (manufacturing) rankings and site-selection consultants in 2005.



Table 4. Corporate and Consultant Site Selection Rankings – 2005

Site Selection Factors	Corporate Ranking*	Consultant Ranking	Difference
Highway accessibility	1	3	(2)
Labor costs	2	4	(2)
Availability of skilled labor	3	5	(2)
State and local incentives	4	2	2
Availability of high-speed internet access	5	4T	(2)
Corporate tax rate	6	8	(2)
Occupancy or construction costs	7	9	(2)
Tax exemptions	8	7	1
Proximity to major markets	9	4T	(2)
Energy availability and costs	10	10	0
Availability of telecommunications services	11	1	10
Cost of land	12	14	(2)
Low union profile	13	12	1
Availability of land	14	6	8
Environmental regulations	15	11	4
Right-to-work state	16	16	0
Proximity to suppliers	17	15	2
Raw materials availability	18	17	1
Training programs	19	20	(1)
Availability of long-term financing	20	18	2
Availability of unskilled labor	21	19	2
Accessibility to major airport	22	13	9
Proximity to technical university	23	21	2
Railroad service	24	22	2
Waterway or oceanport accessibility	25	23	2
Quality-of-Life Factors			
Low crime rate	1	2	(1)
Health facilities	2	4	(2)
Housing costs	3	5	(2)
Housing availability	4	3	1
Ratings of public schools	5	1	4
Cultural opportunities	6	8	(2)
Climate	7	7	0
Colleges and universities in area	8	6	2
Recreational opportunities	9	9	0
*The majority of corporate responses were from manufacturing facilities. Source: Strategic Planning Group, Inc., 2006			

Steps in Preparing a STRATEGIC Economic Development Plan

The Economic Development Administration (EDA) basically defines the strategic planning process as:

- Analysis—Where are we?
- Vision—Where do we want to be?
- Action Plan—How do we get there?
- Evaluation—How are we doing?



The overall concept is shown below in the Economic Development Pyramid

Figure 1. Economic Development Pyramid



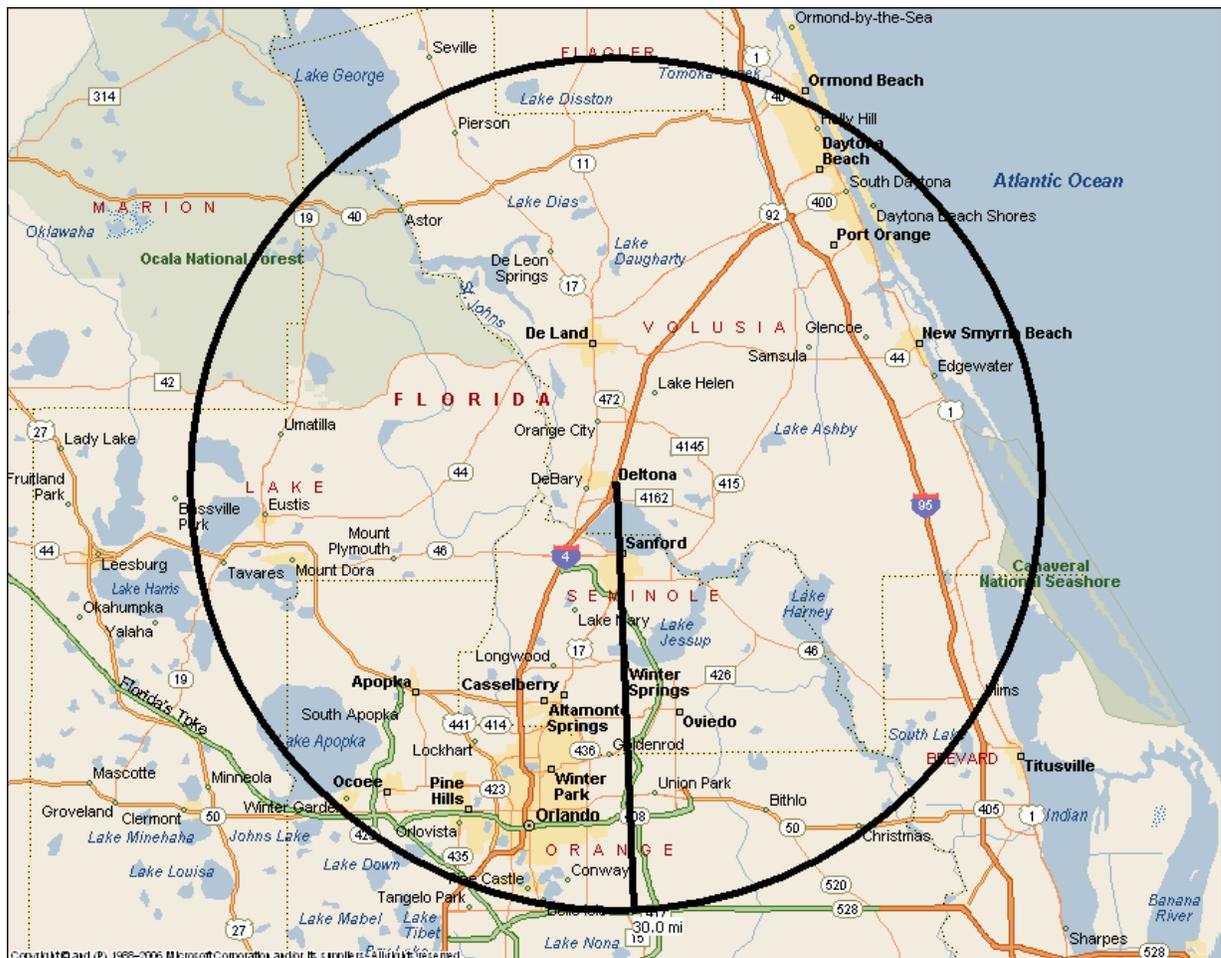
Where are we?

The City of Deltona is located in the western most part of Volusia County and is part of the Daytona Beach, Deltona, and Palm Coast CSA. While located within the Daytona, Deltona Consolidated Statistical Area (CSA), the city has traditionally been economically linked to the Orlando Metro Area, having served as one of that region's major bedroom communities. As shown below, a 30 mile radii of the City includes not only the Orlando metro area but the coastal communities of Volusia County.



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Figure 2. Location of the City of Deltona



The Orlando metro region has been undergoing a series of vision workshops as part of myregion.com. As shown below, Deltona lies within the Central hub of this newly formed region which stretches from Lakeland in the west to the beach communities of Flagler, Volusia and Brevard Counties.



Figure 3 : Myregion Orlando area



Source: www.myregion.com



Who are we? Deltona Socio Economic Profile

Population

According to State of Florida estimates, the City of Deltona had a population of 84,273 as of July 1, 2006 and increase of 14,730 permanent residents since the 2000 Census count.

Table 5: Population Growth 2000-2006

Annual Estimates of the Population : April 1, 2000 to July 1, 2006			
Deltona city	Date	Estimate	Annual Growth
Population Estimates	July 1, 2006	84,273	
	July 1, 2005	82,433	2,710
	July 1, 2004	79,723	3,385
	July 1, 2003	76,338	2,531
	July 1, 2002	73,807	1,906
	July 1, 2001	71,901	1,805
	July 1, 2000	70,096	
April 1, 2000	Estimates Base	69,628	
	Census	69,543	

Source: University of Florida, BEBR 2007; Strategic Planning Group, Inc. 2007

According to the newly release 2006 Census estimates (American Community Survey) the City of Deltona had an estimated population of 85,495 as of 2006, an increase of 15,941 residents since the 2000 US census, ranking Deltona as the second largest city in central Florida as well the largest City in Volusia County.

Table 6 : Surround Cities Population Growth 2000-2006

City/County	2006	2006-2000 Change
Deltona	85,485	15,941
Deland	26,536	5,632
DeBary	18,620	3,061
Orange City	9,416	2,812
Volusia County	503,844	60,501
Sanford	51,227	12,936
Altamonte Springs	43,054	1,854
Seminole County	402,667	55,468
Clermont	22,097	12,759
Leesburg	18,841	2,885
Lake County	276,783	66,256
Orlando	224,055	38,104
Orange County	1,079,524	183,180

Source: American Community Survey, US Census 2007
Strategic Planning Group, Inc., 2007

The City's ethnicity is mixed with approximately 78% being defined as white alone as shown below.



Table 7: Ethnicity – 2005

Estimate		
Total:	85,979	
White alone	67,027	78%
Black or African	6,657	8%
Other	12,295	14%
Hispanic	20,797	24%

Source: U.S. Census Bureau, 2005 American Community Survey

Deltona like most of Florida is comprised of relatively new residents. Based on Census estimates, only 30% of the City's residents were born in Florida; while 9% were born outside the United States.

Table 8: Migration – Place of Birth

Total:	85,979	
Born in state of residence:	26,016	30%
Born in other state in the United States:	45,288	53%
Native; born outside the United States:	7,370	9%
Foreign born:	7,305	8%

Source: U.S. Census Bureau, 2005 American Community Survey

Households

In 2005 there were approximately 31,000 households in Deltona city. The average household size was 2.8 people.

Families made up 74 percent of the households in Deltona city. This figure includes both married-couple families (58 percent) and other families (16 percent).

Non-family households made up 26 percent of all households in Deltona city. Most of the non-family households were people living alone, but some were comprised of people living in households in which no one was related to the householder.



Figure 4: Types of Households in Deltona City, FL in 2005

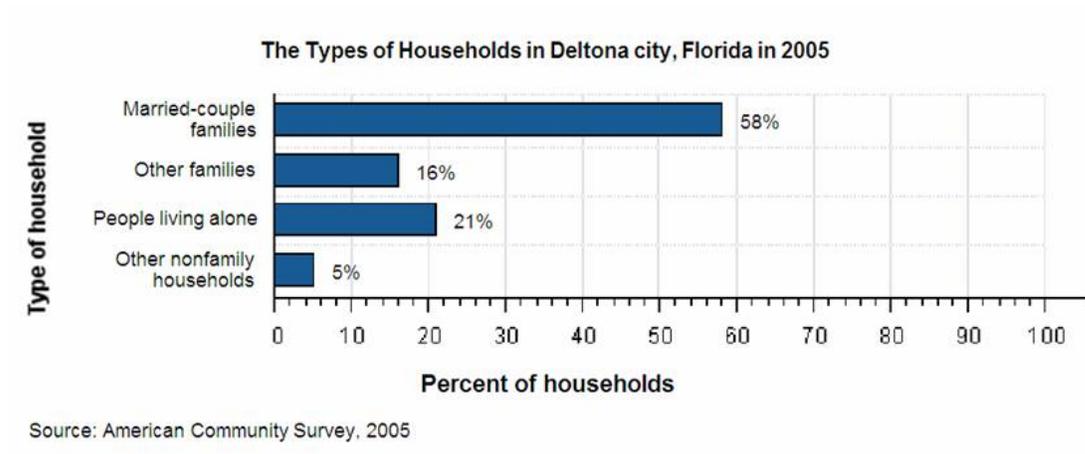
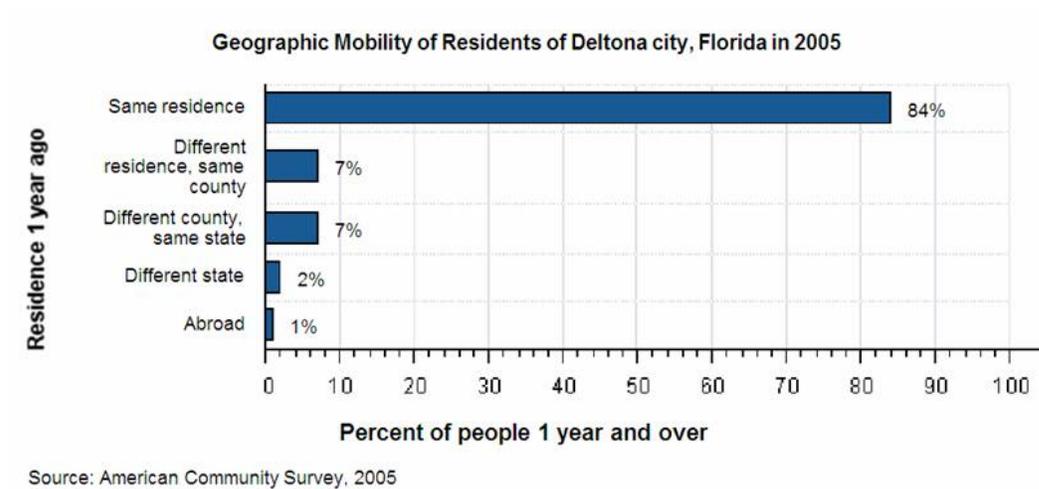


Figure 5: Geographic Mobility of Residents of Deltona City, Florida in 2005



Labor Force

The labor force of Deltona is highly diverse. The largest occupation is Education, health and social services which accounts for 17% of all occupation.



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Table 9: Occupations – 2000

2000 Employment by Occupation	Deltona	Percent
Educational, health and social services:	5,428	17.29%
Retail trade	4,641	14.78%
Construction	3,209	10.22%
Arts, entertainment, recreation, accommodation and food services:	3,080	9.81%
Professional, scientific, management, administrative, and waste management services:	2,965	9.44%
Manufacturing	2,657	8.46%
Finance, insurance, real estate and rental and leasing:	2,290	7.29%
Other services (except public administration)	1,731	5.51%
Transportation and warehousing, and utilities:	1,623	5.17%
Professional, scientific, and technical services	1,510	4.81%
Administrative and support and waste management services	1,455	4.63%
Public administration	1,423	4.53%
Information	1,223	3.90%
Wholesale trade	1,049	3.34%
Agriculture, forestry, fishing and hunting, and mining:	77	0.25%
Total:	31,396	

Source: U.S. 2000 Census; Strategic Planning Group, Inc., 2007

Deltona functions as a bedroom community to the Orlando MSA. Approximately 52% of the workers who reside within the City work outside the County according to the 2000 Census.

Table 10: Job Location – 2000

Total:	30,918	
Worked in state of residence:	30,694	
Worked in county of residence	14,622	48%
Worked outside county of residence	16,072	52%
Worked outside state of residence	224	

U.S. Census Bureau Census 2000; Strategic Planning Group, Inc., 2002

More over, only 16% worked within the City as shown below:

Table 11: Job Location - 2000

Total:	30,918	
Living in a place:	30,918	
Worked in place of residence	4,910	16%
Worked outside place of residence	26,008	84%
Not living in a place	0	

U.S. Census Bureau Census 2000

City of Deltona Economic Census Comparison

Table shows the economic growth sustained by the City of Deltona between 1997 and 2002 according to the US Department of Commerce. The largest growth in employment was in retail trade followed by Professional, Scientific and Technical services.



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Table 12. Comparison of 1997 and 2002 Economic Censuses

Deltona Industry Profile		1997			2002			1997-2002 Change		
Industry Description	NAICS Code	No. of Estab.	Employees	Sales/Receipts \$000	No. of Estab.	Employees	Sales/Receipts \$000	No. of Estab.	Employees	Sales/Receipts \$000
Manufacturing	33-33	0	0	\$0	0	0	\$0	0	0	\$0
Wholesale Trade	42	11	13	\$4,211	10	NA	NA	-1	NA	NA
Retail Trade	44-45	61	721	\$81,923	82	1,129	\$162,193	21	408	\$80,270
Information	51	NA	NA	NA	6	9	NA	NA	NA	NA
Real Estate,Rental,Leasing	53	19	27	\$3,546	22	50	\$6,964	3	23	\$3,418
Prof., Scientific&Tech Serv.	54	37	85	\$7,051	69	325	\$18,897	32	240	\$11,846
Admin, Support, Waste/Remed.	56	25	51	\$4,143	58	150	\$11,276	33	99	\$7,133
Educational Services	61	3	9	\$266	1	NA	NA	-2	NA	NA
Health Care-Social Assist.	62	46	331	\$21,637	68	472	\$40,003	22	141	\$18,366
Arts, Entertain., Recreation	71	1	NA	NA	7	122	\$1,907	6	NA	NA
Accommodations & Food Services	72	24	NA	NA	34	467	\$15,047	10	NA	NA
Other Services	81	34	101	\$5,244	39	NA	NA	5	NA	NA

Source: 1997 and 2002 Economic Census, U.S. Department of Commerce and Strategic Planning Group, Inc. 2007

As of 2006, the City of Deltona had the second lowest tax millage rate of all the municipalities in Volusia County. The 2005 tax millage rates for municipalities and unincorporated areas of Volusia County are shown in Table 13.

Table 13. Tax Millage Rates, 2005

City or County	Total Oper.	Debt Svc.	Total Millage
DeBary	2.50746		19.11096
Deltona	4.15000		20.75350
Flagler Beach	3.00000		21.38150
Orange City	4.87506		21.47856
County - Westside			21.53650
Daytona Beach Shores	3.83700		22.21850
Holly Hill	4.08002		22.46152
Ormond Beach	3.61267	0.54049	22.53466
New Smyrna Beach	4.31030	0.50159	22.54339
Port Orange	4.80000	0.05850	22.59000
DeLand	5.81770	0.22000	22.64120
County - Southeast			22.66450
County - Silver Sands			22.68180
Ponce Inlet	4.37800		22.75950
Port Orange	4.80000	0.05850	23.24000
County - Northeast			23.31450
Pierson	3.80904		23.65454
Daytona Beach	6.70279	0.38467	23.78096
South Daytona	5.54659		23.92809
Edgewater	6.45000	0.06000	24.24150
Lake Helen	5.20000		25.04550
Daytona Beach	6.70279	0.38467	25.46896
Oak Hill	5.26790		26.24140
Daytona Beach	7.70279	0.38467	26.46896

Source: Volusia County Tax Appraisers Office, 2006 and Strategic Planning Group, Inc.

The tax base for the City is highly orientated toward residential development as a basis for its revenues. An evaluation of the City's final 2006 tax roll distribution shows that residential uses contribute 84% of the City's tax revenues with only 3.78% committed to office, retail or industrial uses.

The City's land uses reflect the fact that few jobs are created within the City. Deltona is largely a bedroom community today. As of 2006, approximately 84% of the City's land value is residential.



Table 14: Tax Digest

CITY OF DELTONA 2006		
PROPERTY TYPE	TAXABLE VALUE	%
RESIDENTIAL	2,797,368,241	83.60%
GOVERNMENTAL	4,292	0.00%
TANGIBLE PERSONAL PROPERTY	84,822,623	2.53%
AGRICULTURAL	2,114,215	0.06%
COMMERCIAL & INDUSTRIAL	126,569,898	3.78%
INSTITUTIONAL	5,706,983	0.17%
VACANT	328,161,129	9.81%
OTHER	1,553,810	0.05%
CENTRALLY ASSESSED	0	0.00%
TOTAL TAXROLL----->	3,346,301,191	100.00%
TOTAL REAL PROPERTY----->	3,261,478,568	

Education

Education is an extremely important relocation criterion. It is a measure of a potential skilled labor force as well as a key indicator to where people will move especially those with school age children. Deltona's schools seem to be improving. The current school rates are shown below.

Deltona School Profile:

Deltona HS – C

Deltona MS – B

Deltona ES – A

Regional Growth

While the City of Deltona is within Volusia County, the city, from a social and economic perspective, is really economically connected to the Orlando Metropolitan. It is also one of the faster growing municipalities within this expanded Orlando region.



Table 15: Comparative Growth - 2006

City/County	2006	2006-2000 Change
Deltona	85,485	15,941
Deland	26,536	5,632
DeBary	18,620	3,061
Orange City	9,416	2,812
Volusia County	503,844	60,501
Sanford	51,227	12,936
Altamonte Spring:	43,054	1,854
Seminole County	402,667	55,468
Clermont	22,097	12,759
Leesburg	18,841	2,885
Lake County	276,783	66,256
Orlando	224,055	38,104
Orange County	1,079,524	183,180

Source: American Community Survey, 2007

Volusia County employee commuting patterns (2000 Census) show a net out-migration of almost 24,000 persons according to the Census. The majority of the employment out-migration was to Seminole and Orange Counties.

As of January 2006, Volusia County had a civilian labor force of 241,328 persons; 7,274 or 3% were unemployed. According to the recent Pathfinder Study (2005), an estimated 42,300 persons within the County were underemployed, while an additional 30,000 to 69,000 out-migrated to other counties for employment. Therefore, an employment pool of between 54,200 and 123,200 persons could be available to support new and expanding industry in Volusia County at the present time.

According to national statistics, Florida experienced more employment gains than any other state in 2005 (Table 16).



Table 16. Nonagricultural Employment in the Ten Most Populous States

NONAGRICULTURAL EMPLOYMENT IN THE TEN MOST POPULOUS STATES						
November 2004 - November 2005						
Ranked by Over-the-Year Absolute Change						
Seasonally Adjusted (in thousands)						
Rank	State	November 2004	November 2005 (P)	Over-the-Year Change Number	Over-the-Year Change Rate (%)	
1	Florida	7,585.60	7,840.70	255.1	3.4	
2	California	14,656.40	14,842.80	186.4	1.3	
3	Texas	9,526.80	9,663.20	136.4	1.4	
7	Pennsylvania	5,662.40	5,730.10	67.7	1.2	
8	Illinois	5,806.30	5,872.10	65.8	1.1	
9	New York	8,483.60	8,547.40	63.8	0.8	
10	Georgia	3,900.10	3,959.80	59.7	1.5	
17	New Jersey	4,028.40	4,064.60	36.2	0.9	
34	Ohio	5,418.10	5,429.20	11.1	0.2	
50	Michigan	4,390.10	4,354.80	-35.3	-0.8	
P = Preliminary						

Source: Agency for Workforce Development 2006

Volusia County Employment Growth

Volusia County has traditionally experienced a lag in job growth within the County as compared to its neighbors. A significant percentage of its employment base is employed in the “Orlando Market.” However, as noted by the Milken Institute, when compared nationally, the Daytona Beach metropolitan area ranked 5th in the nation for two years in a row in job growth (Table 16). It is also important to note that the surrounding counties also ranked high in the Milken Ranking, including Melbourne at No. 1 and Orlando at No. 6, demonstrating the strength of the region nationally (Table 17).

Table 17. Best Performing Cities, 2004-2005

Cities	2004	2005
Palm Bay-Melbourne-Titusville, FL	0	1
Fort Myers-Cape Coral, FL	1	2
Naples-Marco Island, FL	0	3
McAllen-Edinburg-Mission, TX	0	4
Deltona-Daytona Beach-Ormond Beach, FL	5	5
Orlando-Kissimmee, FL	0	6
Washington DC-Arlington/Alexandria, VA	0	7
Fayetteville-Springdale-Rogers, AR	7	8
Ft. Lauderdale-Pompano Beach-Deerfield, FL	9	9
Riverside-San Bernardino-Ontario, Canada	8	10
Las Vegas, NV	2	0
Phoenix-Mesa, AZ	3	0
West Palm Beach-Boca Raton, FL	4	0
Sarasota-Bradenton, FL	6	0
Monmouth-Ocean, NJ	10	0

Source: Milken Institute, 2006, Strategic Planning Group, Inc. 2007



Target Industries

Volusia County/Ormond Beach Targeted Industries

The Volusia County Economic Development Department has defined the following seven industrial clusters as their main “targeted industries.”

- Medical Product Manufacturers
- Aviation/Avionic Product Manufacturers
- Marine/Recreational Product Manufacturers
- Automotive Manufacturing
- Customer Service & IT Technology Industries
- Research Development/Manufacturing
- “Green”/Sustainable Industries

Orlando Existing Clusters

- Digital Media
- Modeling, simulation and training
- Optics and photonics
- Aviation/aerospace
- Homeland security/defense
- Financial services technology (fi-tech)
- Information technology
- Agri-technology
- Energy and alternative fuels
- Life science/biotechnology

Seminole County Target Industries

- Research Development and Testing
- Space Technology, Aviation and Aerospace
- Simulation, Modeling and Training
- Laser Technology
- Photonics
- Computer Software
- Computer Hardware
- Medical Labs and Technology
- Communications



Vision – Where Are We Going?

In order to best define where the City of Deltona is going in the future, the City and its Economic Development Board determined that a Five-year Strategic Economic Development Plan would be created to shape the existing and future landscape of the City by being proactive in business retention, expansion, and attraction.

Strategic Planning Group, Inc., working with the City’s Economic Development Department staff, conducted two workshops with the City’s Economic Development Board.

The workshops resulted in the formulation and prioritization of specific objectives and strategies to achieve the goals of the Five-year Strategic Economic Development Plan that will be managed by the City’s Economic Development Department.

Strategic Economic Development Plan

Mission: To shape the existing and future economic fabric of the City of Deltona by being proactive in business retention, expansion, and attraction.

Plan Summary:

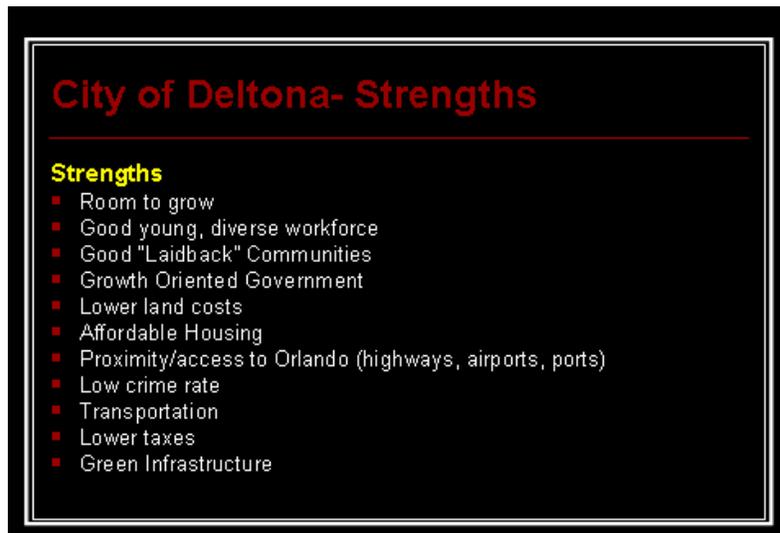
- The Five-year Strategic Economic Development Plan (“ED Plan”) is developed to guide the City of Deltona.
- The goals, objectives, and policies of the ED Plan are designed in the three main areas of economic development; business retention and expansion (business attraction) and redevelopment.
- The ED Plan focuses on four geographic areas: the City as a whole; the SR 472 Activity Center; the Deltona/ Saxon Boulevard Redevelopment area and the SR 415 Development Area.
- The ED Plan is a policy document that City officials, residents, local businesses, and real estate investors should view as a tool in shaping the Community’s future financial viability.



Deltona's Economic Development Strengths and Weaknesses

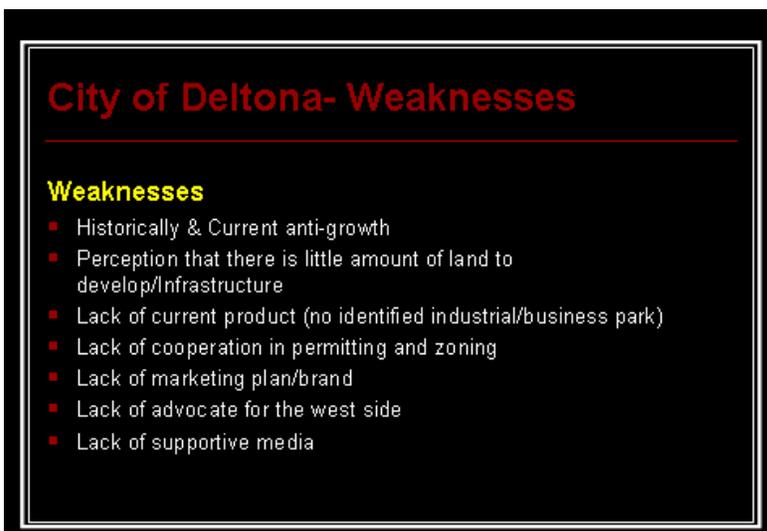
The City's Economic Development Board (DEDB), City Staff and SPG staff held a workshop on August to discuss the City's strengths and weaknesses as it pertains to attracting new jobs to the City. The following figure lists the City's perceived strengths.

Figure 6: Deltona Strengths



Likewise the DEDB developed a list of seven economic development weaknesses that need to be overcome if the City is to be successful in its economic development efforts.

Figure 7: Deltona Weaknesses



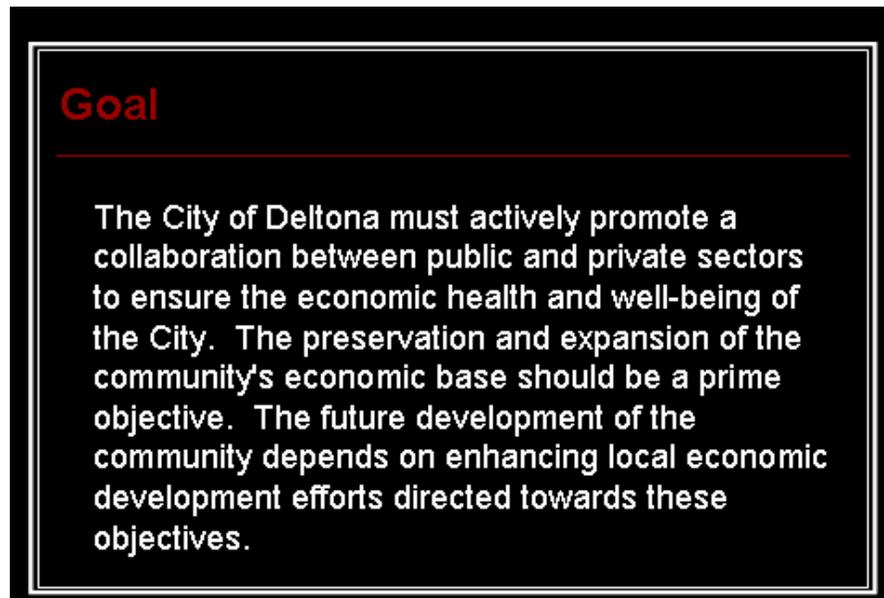


Deltona Economic Development Strategic Plan (2007-12)

Goal

Based on the analysis of the City's Strengths and Weakness, the DEDB, city and SPG staff held a workshop to develop the City's Strategic Action Plan. The overall goal of the City's five year Economic Development Strategic Plan is defined below:

Figure 8: Deltona Economic Development Goal





Objectives and Strategies

The plan calls for nine (9) objectives and seventeen (17) strategies dealing the City as a whole. The following figures show the Objectives and Strategies.

Figure 9: Deltona City-wide Five Year Action Plan

Five Year Strategic Action Plan – Objectives.

Objective 1.1:
Work diligently to enhance the City's reputation regarding its support of economic development.
Strategy:
Develop an economic development "theme" or "brand" for the City

Objective 1.2:
Develop an overall economic development plan that will improve quality of life and increase opportunities of its residents.
Strategy:
Development Economic Development Strategic Plan with the help of an outside consulting group.

Figure 10: Deltona City-wide Five Year Action Plan, cont.

Five Year Strategic Action Plan – Objectives.

Objective 1.3:
Attract new Businesses
Strategy:

1. Define appropriate "target industries" for the City
2. Join Metro Orlando to assist in marketing efforts
3. Develop marketing program aimed at area real estate brokers
4. Develop market program aimed at area/regional developers

Objective 1.4:
Explore economic incentives to assist in the recruitment of business and industry.
Strategy:
Review economic incentives currently being used by surrounding communities/counties



Figure 11: Deltona City-wide Five Year Action Plan, cont

Five Year Strategic Action Plan – Objectives.

Objective 1.5:
Develop an office/light industrial park for business recruitment.
Strategy:

1. Inventory existing vacant land parcels over 25 acres that are currently served by adequate utilities and have proper zoning for non residential development
2. Identify commercial/industrial developers who could be potential prospects
3. Focus development in the 472 and 415 activity centers (see those activity centers for specific strategies)

Objective 1.6:
Develop a retention program for the City
Strategy:
Develop a retention program

Figure 12: Deltona City-wide Five Year Action Plan, cont

Five Year Strategic Action Plan – Objectives.

Objective 1.7:
Develop the framework and partnership to establish at least three economic centers.
Strategy:

1. Develop inventory of currently developable parcels (with adequate infrastructure and zoning) by the three delineated activity centers (472, Deltona/Saxon, and 415/Howland).
2. Develop list of prospective companies and/or developers by activity zone.
3. Update future land use and zoning on high ranked sites if needed.

Objective 1.8:
Develop marketing tools for business recruitment.
Strategy:

1. Create computerized inventory and site selection criteria list using



Figure 13: Deltona City-wide Five Year Action Plan, cont

Five Year Strategic Action Plan – Objectives.

Objective 1.9:
Develop procedures for ensuring cooperation from municipalities, state and federal agencies for economic development projects in the City and in the region.

Strategies:

1. Become members of Metro Orlando and other local/regional economic development organizations
2. Develop communication network with area real estate brokers and developers



Deltona Economic Development Sub-areas

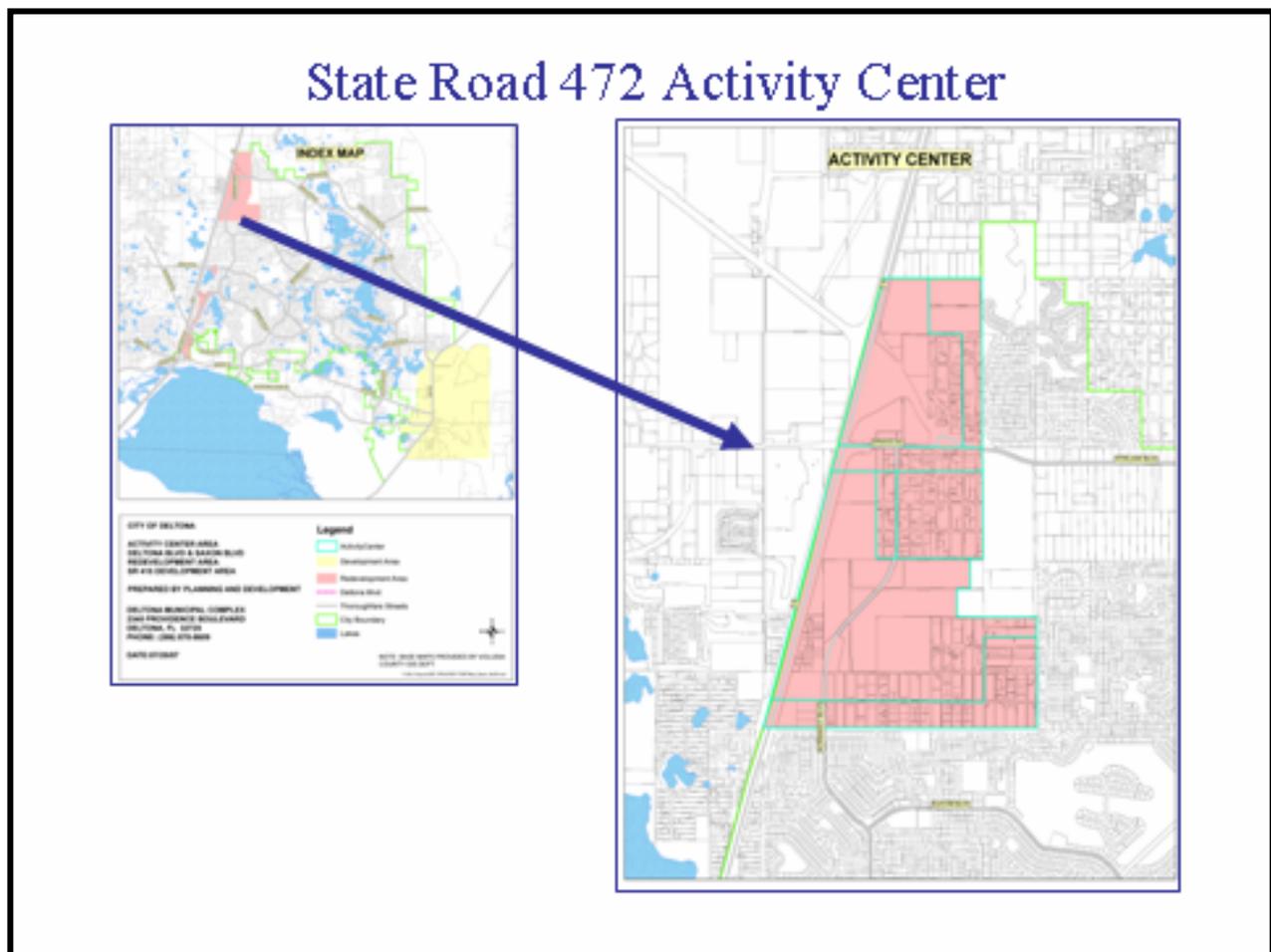
The DEEDB in addition to analyzing the City at large, desired to look into three specific sub-areas that will have a major impact on the City:

- SR 472 Activity Center
- Deltona/Saxon Boulevards Redevelopment Area
- Howland/SR 415 Development Area

SR 472 Activity Center

SR 472 is the City's major economic activity center. It is part of a large 1,824 acre Development of Regional Impact Development covering the four corners of the I-4/SR 472 intersection. Two Cities (Deltona, Deland) plus an unincorporated area of the County fall within its boundaries. Deltona contains the large land holdings at approximately 900 acres.

Figure 14: State Road 472 Activity Center



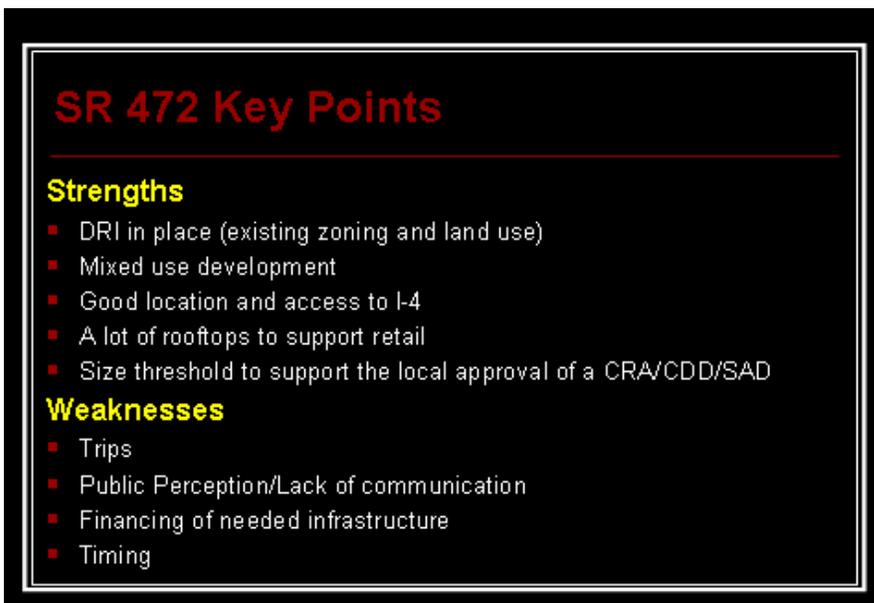


The SR 472 Activity Center as currently planning will contain:

- 5.7 million square feet of Warehouse/Industrial
- 4.4 million square feet of Office
- 1.8 million square feet of Retail
- 266 hotel rooms

During the August 18, 2007 DEDB workshop, the Board, City and SPG staff defined the Activity Centers major strengths and weaknesses as shown below:

Figure 15: SR 472 Key Points – Strengths and Weaknesses



SR 472 Activity Center Economic Development Objectives and Strategies

Based on an analysis of the Activity Area's strengths and weaknesses, the DEDB, City and SPG staff developed five (5) objectives and nine (9) strategies that apply to the SR 472 Activity Center



Figure 16: SR 472 Objectives

SR 472 Objectives

Objective 2.1:
Increase Trip Allocation
Strategy:
Work with State, Regional and local agencies to increase the trip allocation for all of the 472 activity center (critical)
Work with City on concurrency issues related to SR 472

Objective 2.2:
Increase public awareness and support
Strategy:
Develop a marketing/communication strategy to inform local residents and local/regional economic development groups on the importance of the 472 Activity Center

Figure 17: SR 472 Objectives, cont.

SR 472 Objectives

Objective 2.3:
Identify infrastructure funding and promotion
Strategy

1. Define costs of needed public supported infrastructure
2. Apply for appropriate grants to assist in funding
3. Develop list of all funding sources

Objective 2.4:
Gain more developer interests
Strategy

1. Create market tools to sell 472 Activity Center
2. Create market program to promote interest



Figure 18: SR 472 Objectives, cont.

SR 472 Objectives

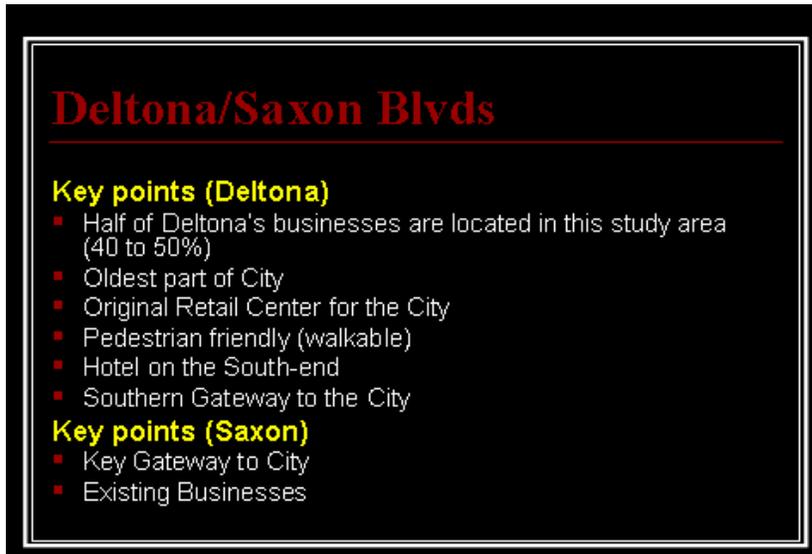
Objective 2.5:
Define target clusters and incentives to develop

Strategy:

1. Identify appropriate target clusters
2. Develop list of incentives and funding sources used by surrounding communities/counties.



Figure 20: Deltona/Saxon Blvds. Key Points



During the August 18, 2007 DEDB workshop, the Board, City and SPG staff defined the Activity Center's major strengths and weaknesses as shown below:

Figure 21: Deltona/Saxon Blvds. Strengths

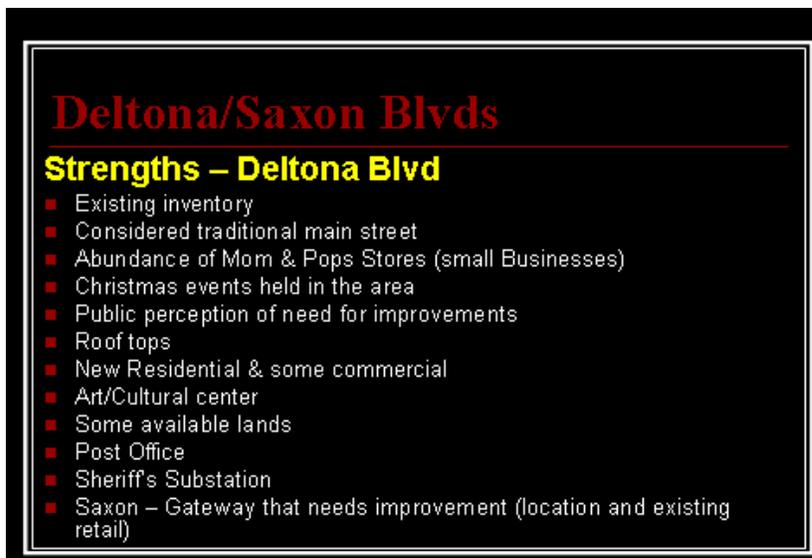
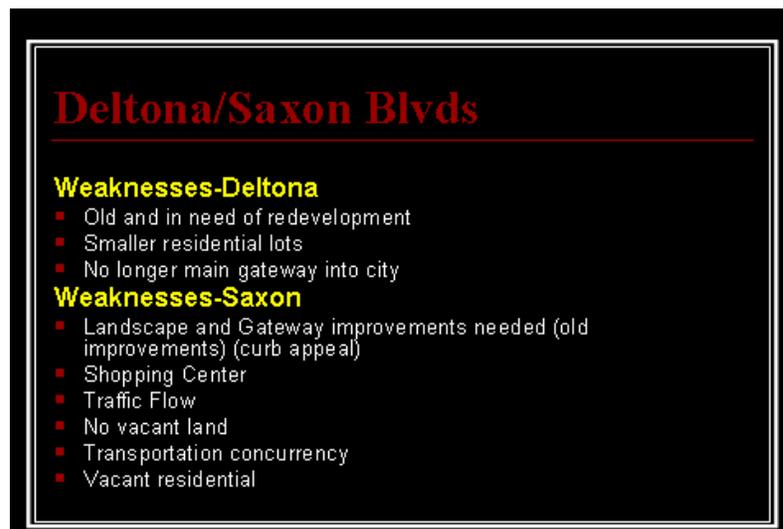




Figure 22: Deltona/Saxon Blvds. Strengths



Figure 23: Deltona/Saxon Blvds. Weaknesses





Deltona/Saxon Redevelopment Economic Development Objectives and Strategies

The DEDB, City and SPG staff, arrived at a consensus of the Economic Redevelopment Objectives and Strategies. A total of nine (9) objectives and 14 strategies were defined for the area as shown below

Figure 24: Deltona/Saxon Blvd Objectives

Deltona/Saxon Blvd Objectives

Objective 3.1:
Work with redevelopment planning firm to identify appropriate businesses and incentives for redevelopment

Strategy:

1. Identify the types of businesses that are best suited for this activity center
2. Participate in all redevelopment workshops

Objective 3.2:
Make Saxon a positive Gateway to Deltona

Strategy:
Ensure that consulting plans for the gateway enhance the economic vitality of the Activity Center

Objective 3.3:
Code Enforcement

Strategy:

1. Communicate to the Planning Board and City Commission the importance of Code enforcement within the city and its activity centers
2. Keep an inventory of buildings violating existing codes

Figure 25: Deltona/Saxon Blvd Objectives, cont.

Deltona/Saxon Blvd Objectives

Objective 3.4:
Identify and promote public-private partnerships (strategies: work with landlords to promoting vacant space)

Strategy:

1. Identify all land owners within activity area
2. Identify all merchants or business owners within the activity area

Objective 3.5:
Develop small business program to address redevelopment (w/DBCC)

Strategy:

1. Identify small businesses in area
2. Identify small businesses that appear to need assist
3. Work/coordinate with DBCC on the development of an assist program

Objective 3.6:
Objective to encourage land assemblage

Strategy:
Identify parcels suitable for assemblage



Figure 26: Deltona/Saxon Blvd Objectives, cont.

Deltona/Saxon Blvd Objectives

Objective 3.7:
Establish redevelopment incentives (façade grants)
Strategy:
Develop list of redevelopment incentives

Objective 3.8:
Addressing the mixed use zoning– large portion of the city's MF development/land use is in Saxon area.
Strategy:
Delineate current Mixed Use zoning opportunities within the activity center

Objective 3.9:
Utilize economic impact analyses – Risk/Reward Analyses in analyzing incentives
Strategy:
Develop an appropriate economic methodology to measure the cost/benefit of using incentives



Howland Boulevard/SR 415 Development Area

Figure 27: Howland/SR 425 Development Area Objectives

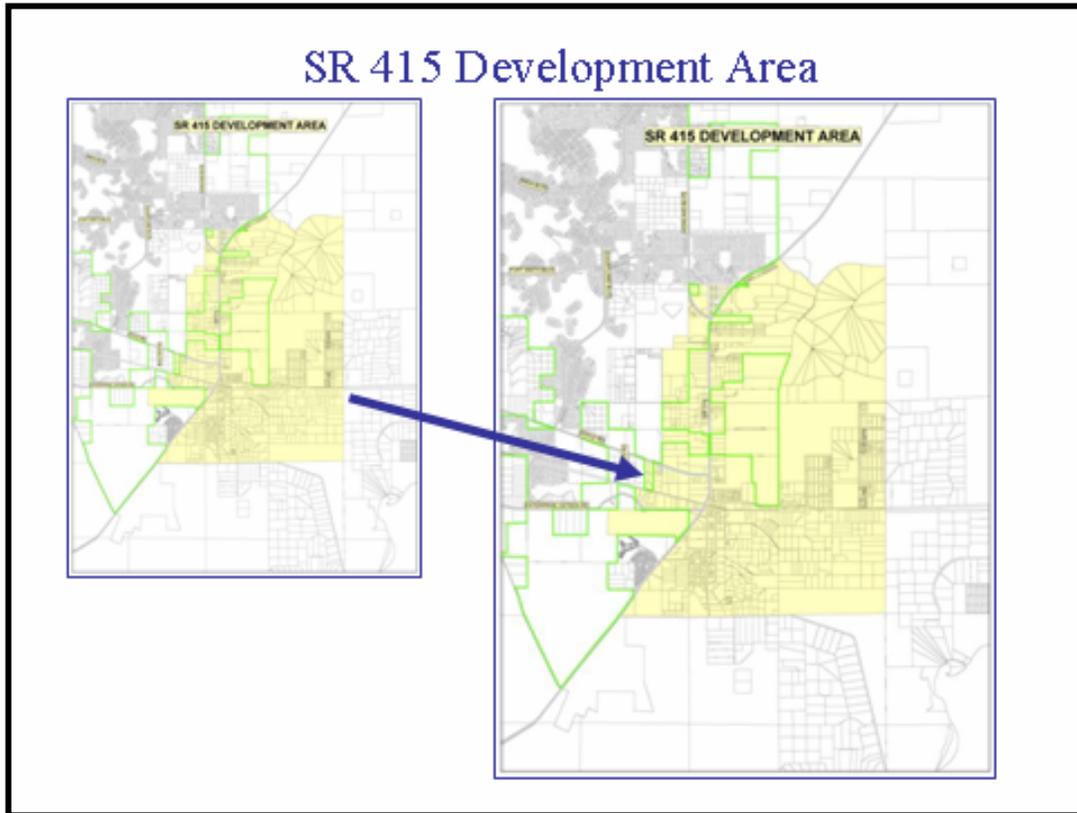




Figure 28: SR 415/Howland Blvd. Key Points

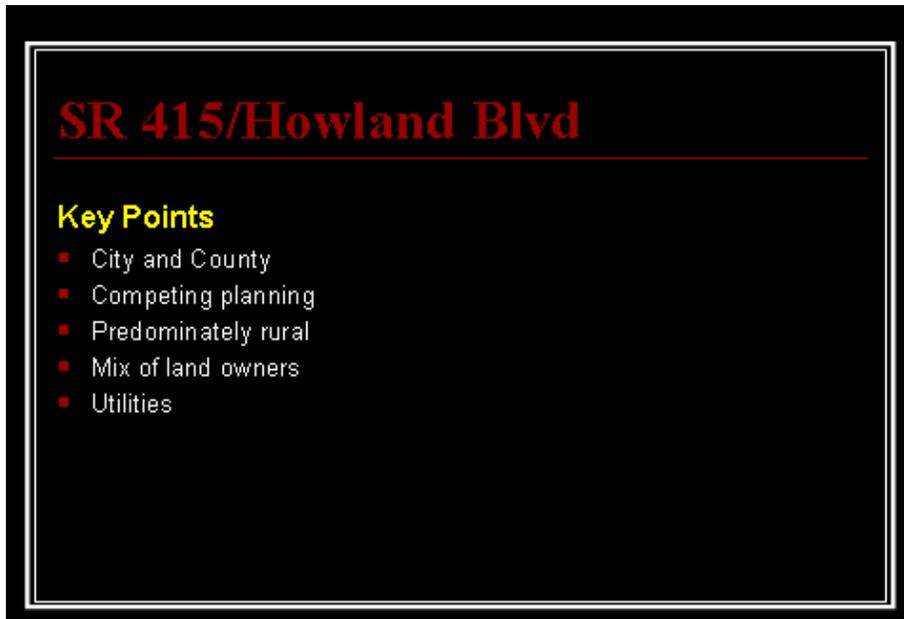


Figure 29: SR 415/Howland Blvd. Strengths and Weaknesses

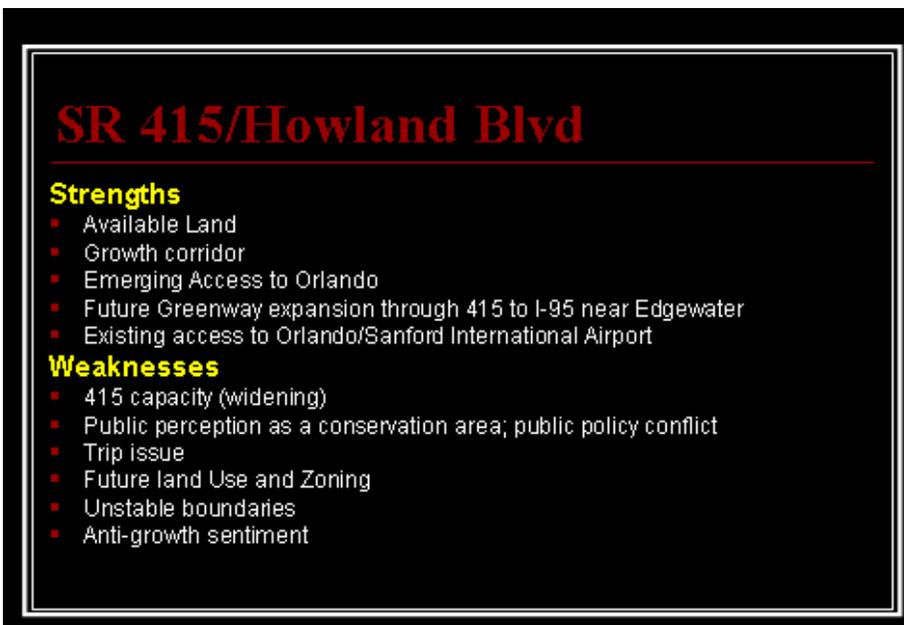




Figure 30: SR 415/Howland Blvd. Objectives

SR 415/Howland Blvd Objectives

Objective 4.1:
Review the City/County draft JPA Plan to determine if it is in the best interest of economic development to the City and make recommendations to the commission

Strategy:
Study the County JPA report and provide comments to City staff and the LPB and BOC.

Objective 4.2:
The City should develop its own plan

Strategy:
If the current plan is flawed, recommend that the City prepare its own plan.

Objective 4.3:
Identification of ED areas (available lands)

Strategy:
Create an inventory of currently developable lands (infrastructure/zoning)

Figure 31: SR 415/Howland Blvd. Objectives, cont.

SR 415/Howland Blvd Objectives

Objective 4.4:
Develop an advocacy group to support the plan

Strategy:

1. Identify individuals and organizations that would support the redevelopment of SR415/Howland Blvd.
2. Prepare marketing tools defining merits of development

Objective 4.5:
Identify and promote public/private partnerships

Strategy:
Same as Objective 4.4 above.



City of Deltona Strategic Economic Development Implementation Plan

The following table(s) defines the various objectives and strategies by responsibility, cost and timeframe. If no costs have been defined, then the effort is assumed to be done by staff.



**THE CITY OF DELTONA
STRATEGIC ECONOMIC DEVELOPMENT PLAN**

Objective	Action Steps	Funding*	Year 1	Year 2	Year 3	Year 4	Year 5
Objective 1.1: Work diligently to enhance the City's reputation regarding its support of economic development.							
Strategy:	Develop an economic development "theme" or "brand" for the City	Staff					
Objective 1.2: Develop an overall economic development plan that will improve quality of life and increase opportunities of its residents.							
Strategy:	Development Economic Development Strategic Plan with the help of an outside consulting group.	\$25,000					
Objective 1.3: Attract new Businesses							
Strategy:	1. Define appropriate "target industries" for the City	DEBAB/Staff					
	2. Join Metro Orlando to assist in marketing efforts	\$TBD					
	3. Develop marketing program aimed at area real estate brokers	DEBAB/Staff					
	4. Develop market program aimed at area/regional developers	DEBAB/Staff					
Objective 1.4: Explore economic incentives to assist in the recruitment of business and industry.							
Strategy:	Review economic incentives currently being used by surrounding communities/counties	DEBAB/Staff					
Objective 1.5: Develop an office/light industrial park for business recruitment.							
Strategy:	1. Inventory existing vacant land parcels over 25 acres that are currently served by adequate utilities and have proper zoning for non residential development	GIS Staff					
	2. Identify commercial/industrial developers who could be potential prospects	DEBAB/Staff					
	3. Focus development in the 472 and 415 activity centers (see those activity centers for specific strategies)	DEBAB/Staff					
Objective 1.6: Develop a retention program for the City							
Strategy:	Develop a retention program	DEBAB / Consultant					
Objective 1.7: Develop the framework and partnership to establish at least three economic centers.							
Strategy:	1. Develop inventory of currently developable parcels (with adequate infrastructure and zoning) by the three delineated activity centers (472, Deltona/Saxon, and 415/Howland).	GIS					
	2. Develop list of prospective companies and/or developers by activity zone.	Staff					
	3. Update future land use and zoning on high ranked sites if needed.	Staff					

* (Staff Time Assumes No Consultant Fees)



**THE CITY OF DELTONA
STRATEGIC ECONOMIC DEVELOPMENT PLAN**

Objective	Action Steps	Funding*	Year 1	Year 2	Year 3	Year 4	Year 5
Objective 1.8: Develop marketing tools for business recruitment.							
Strategy:	1. Create computerized inventory and site selection criteria list using	Staff					
Objective 1.9: Develop procedures for ensuring cooperation from municipalities, state and federal agencies for economic development projects in the City and in the region.							
Strategies:	1. Become members of Metro Orlando and other local/regional economic development organizations	TBD					
	2. Develop communication network with area real estate brokers and developers	Staff					
Objective 2.1: Increase Trip Allocation							
Strategy:	Work with State, Regional and local agencies to increase the trip allocation for all of the 472 activity center (critical)	Staff Consultant \$TBD					
	Work with City on concurrency issues related to SR 472	DEBAB/Staff					
Objective 2.2: Increase public awareness and support							
Strategy:	Develop a marketing/communication strategy to inform local residents and local/regional economic development groups on the importance of the 472 Activity Center	DEBAB/Staff					
Objective 2.3: Identify infrastructure funding and promotion							
Strategy	1. Define costs of needed public supported infrastructure	Staff Consultant \$TBD					
	2. Apply for appropriate grants to assist in funding	Staff					
	3. Develop list of all funding sources	Staff					
Objective 2.4: Gain more developer interests							
Strategy	1. Create market tools to sell 472 Activity Center	Staff					
	2. Create market program to promote interest	Staff					
Objective 2.5: Define target clusters and incentives to develop							
Strategy:	1. Identify appropriate target clusters	Staff					
	2. Develop list of incentives and funding sources used by surrounding communities/counties.	Staff					
Objective 3.1: Work with redevelopment planning firm to identify appropriate businesses and incentives for redevelopment							
Strategy:	1. Identify the types of businesses that are best suited for this activity center	DEBAB/Staff					
	2. Participate in all redevelopment workshops	DEBAB/Staff /Broker					

* (Staff Time Assumes No Consultant Fees)



**THE CITY OF DELTONA
STRATEGIC ECONOMIC DEVELOPMENT PLAN**

Objective	Action Steps	Funding*	Year 1	Year 2	Year 3	Year 4	Year 5
Objective 3.2: Make Saxon a positive Gateway to Deltona							
Strategy:	Ensure that consulting plans for the gateway enhance the economic vitality of the Activity Center	DEBAB/Staff					
Objective 3.3: Code Enforcement							
Strategy:	1.Communicate to the Planning Board and City Commission the importance of Code enforcement within the city and its activity centers	DEBAB/Staff					
	2.Keep an inventory of buildings violating existing codes	Staff					
Objective 3.4: Identify and promote public-private partnerships (strategies: work with landlords to promoting vacant space)							
Strategy:	1.Identify all land owners within activity area	Staff/GIS					
	2.Identify all merchants or business owners within the activity area	Staff					
Objective 3.5: Develop small business program to address redevelopment (w/DBCC)							
Strategy:	1.Identify small businesses in area	Staff					
	2.Identify small businesses that appear to need assist	Staff					
	3.Work/coordinate with DBCC on the development of an assist program	DEBAB/Staff					
Objective 3.6: Objective to encourage land assemblage							
Strategy:	Identify parcels suitable for assemblage	Staff/GIS					
Objective 3.7: Establish redevelopment incentives (façade grants)							
Strategy:	Develop list of redevelopment incentives	Staff Consultant \$25,000					
Objective 3.8: Addressing the mixed use zoning– large portion of the city’s MF development/land use is in Saxon area.							
Strategy:	Delineate current Mixed Use zoning opportunities within the activity center	Staff Consultant \$25,000					
Objective 3.9: Utilize economic impact analyses – Risk/Reward Analyses in analyzing incentives							
Strategy:	Develop an appropriate economic methodology to measure the cost/benefit of using incentives	Consultant \$50,000					

* (Staff Time Assumes No Consultant Fees)



**THE CITY OF DELTONA
STRATEGIC ECONOMIC DEVELOPMENT PLAN**

Objective	Action Steps	Funding*	Year 1	Year 2	Year 3	Year 4	Year 5
Objective 4.1: Review the City/County's JPA Plan to determine if it is in the best interest of economic development to the City and make recommendations to the commission							
Strategy:	Study the City/County Draft JPA report and provide comments to City staff and the LPB and BOC.	Staff					
Objective 4.2: The City should develop its own plan							
Strategy:	If the current plan is flawed, recommend that the City prepare its own plan.	Staff Consultant \$TBD					
Objective 4.3: Identification of ED areas (available lands)							
Strategy:	Create an inventory of currently developable lands (infrastructure/zoning)	Staff					
Objective 4.4: Develop an advocacy group to support the plan							
Strategy:	1. Identify individuals and organizations that would support the redevelopment of SR425/Howland Blvd.	DEBAB/Staff					
	2. Prepare marketing tools defining merits of redevelopment	Staff Consultant \$TBD					
Objective 4.5: Identify and promote public/private partnerships							
Strategy:	Same as Objective 4.4 above.	Staff					

* (Staff Time Assumes No Consultant Fees)