

Team Volusia Economic Development Corporation

# ANNUAL REPORT 2014





# 2014 Team Volusia Investors



## 2014/2015 Officers



**John Wanamaker, CCIM**  
Chair



**Lisa Ford Williams**  
Vice Chair



**Dwight DuRant**  
Secretary



**John Olivari**  
Treasurer



**John Ferguson**  
Immediate Past Chair



**“I am pleased to announce that Team Volusia has met and exceeded its three-year cumulative goals in job creation, capital investment and payroll.”**

The Team Volusia EDC articles of incorporation were filed on July 27, 2010, with Florida's Secretary of State. Following the required organizational set-up for a new economic development organization in December 2011, our public and private sector leadership approved the TVEDC industry sector targets and calendar year goals for 2012, 2013, 2014. I am pleased to announce that Team Volusia has met and exceeded its three-year cumulative goals in job creation, capital investment and payroll. In 2014 alone, TVEDC announced projects that will create 750 projected jobs, and produce \$100,610,000 in capital investment and \$24,099,900 in estimated payroll.

During the 2014 calendar year, TVEDC added \$130,000 in new private sector investment. DuvaSawko and Teledyne Oil & Gas joined as Executive Level investors; Daytona Beach Kennel Club, DME Holdings, LLC, Fairwinds Credit Union and Lohman Apartments joined as Board Level investors; and 14 other investors accounted for an additional \$40,000 in private sector investment. Additionally, the City of Edgewater joined as an Executive Level investor along with the City of Daytona Beach Shores at the Ambassador Level. We end this year with a total of 88 investors including 71 private sector investors, 5 institutions of higher learning, 12 cities and Volusia County.

As Florida's strong economic recovery continues, we are seeing increased lead and project development which is a result of our continuous business recruitment outreach to C-level corporate decision makers and site location consultants globally. Team Volusia's aggressive outreach continues to benefit the visibility of Volusia County as a top business contender. Enterprise Florida inquiries are on the rise as well as leads that have been brought about by Team Volusia's marketing campaign. At the close of 2014, Team Volusia hosted 31 site visits, more than doubling the total site visits of 2013. This important milestone serves as a reminder that we are headed in the right direction as we continue to market Volusia County as a premier business destination.

We appreciate the support of our engaged public and private investor leadership who join us as we raise the economic vitality of Volusia County. A special thanks goes to our Board Chair, John Wanamaker; Vice Chair, Lisa Ford Williams; Secretary, Dwight Durant; Treasurer, John Olivari; and Immediate Past Chair, John Ferguson.



### **John Wanamaker, CCIM, 2014 Chair, Team Volusia EDC**

I am pleased to have completed my first year as Chair of Team Volusia EDC. I am most proud that we are a truly Countywide organization with public and private sector leaders from throughout Volusia County joining together to promote the economic vitality of our entire community. Our model of funding is well conceived since it provides a great leveraging of public and private dollars which allows Team Volusia to identify qualified companies who have an interest in relocating or expanding in Volusia County.

Thanks to the commitment, determination and loyalty of our public and private investors, we've made 2014 a year of accomplishments. Working with Keith and his well trained team, I look forward to continued success in 2015!

# Business Development/Outreach

- FEDC Winter Conference | Florida
- Rolex 24 Familiarization Tour | Florida
- Site Selectors Guild | Colorado
- Team Florida Grapefruit League Signature Event | Florida
- Consultants Mission | California
- Consultants Mission | New York
- Roundtable in the Desert | Arizona
- B2B Mission | New York
- FEDC Annual Conference | Florida
- Southern Economic Development Council | Tennessee
- International Economic Development Council | California
- Consultants Forum | Ohio
- Team Florida Consultant Mission & Event | Georgia
- Team Florida Consultant Mission & Event | Texas
- Team Florida Consultant Mission & Event | New York
- IAMC Spring Professional Forum | North Carolina
- Corenet Global Summit | Washington, DC
- Consultants Forum | Florida
- PoweringFlorida: Illumination | Florida
- IAMC Fall Professional Forum | Canada

## Site Selectors

## International Activities

- Team Florida Mission | Dominican Republic
- CeBIT Trade Show and German Mission | Germany
- Florida-Japan Summit | Florida
- SEUS Japan Joint Meeting in Tokyo | Japan
- Consulates General Meeting | Miami
- Aviation Forum Hamburg | Germany

## Trade Shows

- AMCON | Florida
- ICSC RECON | Nevada
- ICSC RECON | Florida
- Farnborough International Airshow | London



# Business Development / Outreach

## Power & Luxury at the Rolex 24

Expert site consultants, economic development professionals and local executives joined Team Volusia for the 52nd anniversary Rolex 24 at Daytona. "Power & Luxury" was the theme of a 4-day familiarization tour arranged by The Team to garner positive attention for Volusia County and promote the region as an ideal place to expand or relocate a business.

Guests joined local community leaders at Stetson University where the group was addressed by Stetson University President, Dr. Wendy Libby, and had the opportunity to tour Stetson's Roland George Investments Program trading room following the meeting.

Jacoby Development presented a firsthand look at One Daytona - an \$800 million shopping destination project and joint venture proposed by the International Speedway Corporation in partnership with Jacoby - along with a briefing on Daytona Rising, the Speedway's \$400 million renovation project.

A river cruise along the Intracoastal Waterway exposed guests to the attractive executive living amenities the region has to offer, an important consideration when selecting sites for office projects.

Highlighting the weekend, further networking took place with investors and leadership as guests of Team Volusia enjoyed the Rolex 24 race and FANZONE entertainment. During the race festivities, guests took part in NASCAR's Taste of 24 - featuring food from 24 of the area's finest restaurants.

"Many of the consultants were unaware of Volusia's many business advantages and all agreed that the event provided a heightened awareness and improved perception of the region," said Keith. "Consultants were able to network with economic development practitioners, Team Volusia officers, investors and area business leaders, as well as additional key statewide leadership from Enterprise Florida, Florida Power & Light and the Florida Chamber of Commerce."

### Team Volusia Investors/Event Hosts

CareerSource Flagler Volusia  
CEO Business Alliance  
Cobb Cole

Coldwell Banker Commercial AI Group  
Coldwell Banker Commercial Benchmark  
Daytona Regional Chamber of Commerce  
Daytona State College

DeLand Area Chamber of Commerce  
Enterprise Florida, Inc.

Florida Chamber of Commerce  
Florida Power & Light  
Ford Properties  
NASCAR

Olivari & Associates  
Raydon Corporation  
Root Organization  
Stetson University

University of Central Florida  
VMA

Volusia County Schools  
Zev Cohen & Associates



### Attending Consultant Firms

Jones Lang SaSalle  
Mohr Economic Development Services  
Hickey and Associates LLC  
Food Facilities Group  
Ryan  
Cresa

# Business Development / Outreach

## Farnborough International Airshow, United Kingdom



*Keith and Denise at the Team Volusia booth in the Florida Pavilion*

Team Volusia EDC was offered a special opportunity to partner with Enterprise Florida, Inc. ("EFI") at the 2014 Farnborough International Airshow in the UK in mid July. The Farnborough International Airshow, held every two years, is one of the largest organized air shows in the world, attracting over 1,500 exhibitors and 100,000+ attendees. The show takes place over a full week and is dedicated to bringing global aviation and aerospace companies to exhibit existing and new products and discuss the aviation and aerospace industry in a trade show setting.

Team Volusia met one-on-one with executives and consultants of pre-targeted businesses in a face-to-face setting to discuss the many benefits and opportunities of locating or expanding aviation and aerospace companies in Volusia County. Team Volusia also partnered with Embry-Riddle Aeronautical University to market Volusia County's resources and unique advantages for aviation and aerospace companies.



*Florida ranks #2 among states for aviation and aerospace with more than 2,000 companies employing 82,000 Floridians.*

Source: Enterprise Florida, Inc.

## CeBIT Tradeshow Germany

Team Volusia attended CeBIT in Hannover, Germany with Enterprise Florida representatives and select Florida community partners. CeBIT is the world's largest trade fair showcasing digital IT and telecommunications solutions for home and work environments. More than 4,000 exhibitors from over 70 countries participated at CeBIT 2014. The key target groups are users from the IT industry, the wholesale/retail sector, skilled trades, banks, the services sector and government agencies. The trade show was held in the Hannover fairground which is the largest exhibition ground in the world, including 5.3 million square feet of covered indoor space and 27 halls and pavilions.





# Business Development / Outreach

## Site Selectors Guild Annual Conference

Team Volusia attended the 2014 Site Selector Guild Conference in Denver, meeting with 35 internationally acclaimed site selectors. The conference offers economic developers the opportunity to network with a select group of site selectors while also gaining new perspectives on topics such as real estate opportunities, incentive negotiations and workforce development.

A dinner following the opening reception was hosted by Enterprise Florida and included the site selection consultants, Team Volusia and other Florida economic development organizations.

The Site Selectors Guild is the only association of the world's foremost professional site selection consultants. Guild members provide location strategy to corporations across the globe for every industry, sector and function.

*"Attending The Guild gives Team Volusia access to a dynamic network of site selection professionals who facilitate direct contact between corporations seeking guidance in facility placement and qualified site selection companies. It's an invaluable resource."*

~ Keith Norden

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### Consultants Missions: Northern California | New York

These missions are a critical component of Team Volusia as a sales and marketing organization. As we provide this exposure to consultants, we're laying the groundwork for heightened awareness, increased project activity and ultimately business expansion and relocation to our region.

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### Industrial Asset Management Council: North Carolina | Canada

The theme for the event was "See Why Florida Has The Perfect Climate For Business" and produces a networking mix consisting of approximately 30% end users, 30% service providers and 30% EDOs. Executives from companies such as America Manufacturing, Johnson & Johnson Pharmaceuticals Group, The Linde Group, Pfizer, eyerhaeuser and many other large industrial firms attended; and consultants from firms such as Avison Young, Binswanger Services, Inc., Braskem, Charles McSwain Consulting, Jones Lang LaSalle, and many others.

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### Area Development Consultants Forums: Ohio | Florida

Attended by key economic development professionals and nationally recognized consultants, Team Volusia brought attention to Volusia County's business advantages. Discussions ensued regarding several mega projects which are currently underway or pending construction, including Daytona Rising and One Daytona, as well as the commencement of SunRail in DeBary and opportunities surrounding the transportation-oriented district. Top consulting firms present included Akerman, CBRE, CH2M Hill Industrial & Advanced Technology, Cushman & Wakefield, Deloitte Consulting, Ernst & Young and KPMG.

# Boyette Strategic Advisors: Volusia County Site Assessments

Team Volusia EDC reengaged Boyette Strategic Advisors to conduct an assessment of sites and/or buildings located in the six investor cities in East Volusia County. Del Boyette, President and CEO; Tracy Sharp, Chief Operating Officer; and Charlie Sloan, Senior Consultant with Boyette Strategic Advisors visited the area in June. Investor Cities toured included Daytona Beach, Holly Hill, New Smyrna Beach, Ormond Beach, Port Orange and South Daytona. Representatives for each city selected up to two sites in their community for a total of 12 sites reviewed.

The consultants presented to the Team Volusia Board their assessment and recommendations on how best to market each site/building.

Team Volusia was pleased to once again host Boyette Strategic Advisors in Volusia County, as they now have a vast amount of knowledge of sites throughout the county. This information is useful to the consultants for future clients who may have an interest in relocating or expanding into our area.

## Practitioners Council



***“We’re more on the map than ever before, states Joe Mannarino. “They (TVEDC) were very successful in bringing the bakery to U.S. 1.” The bakery is a large manufacturing plant planned for North U.S. 1 that is expected to bring 300 jobs to the area.***

### **Daytona Beach**

Emory Counts

### **Daytona Beach Shores**

Michael Booker

### **DeBary**

Rebecca Hammock

### **DeLand**

Steve Burley

### **Deltona**

Jerry Mayes

### **Edgewater**

Samantha Bishop

### **Holly Hill**

Lynn Dehlinger

### **New Smyrna Beach**

Tony Otte

### **Orange City**

Alison Stettner

### **Ormond Beach**

Joe Mannarino

### **Port Orange**

Wayne Clark

### **South Daytona**

Patty Rippey

### **Volusia County**

Rob Ehrhardt

### **CareerSource Flagler Volusia**

Robin King

### **Daytona State College**

Mary Bruno

### **Daytona State College, Center for Business & Industry**

Frank Mercer

### **Daytona State College, SBDC**

Van Canada

### **Volusia County Schools**

Saralee Morrissey

## Duke Energy Site Readiness Program City of Deltona

McCallum Sweeney, sponsored by Duke Energy and in partnership with Team Volusia, completed an evaluation of the Deltona Commerce Park through the Duke Energy Site Readiness Program. The Deltona Commerce Park is a 260+/- acre site, near the corner of FL-472 and I-4 in Deltona, and is prime for commercial and industrial development. This site assessment from McCallum Sweeney Consulting is an important step to further the marketing efforts of Team Volusia.

Team Volusia would like to thank its investor, Duke Energy, for choosing the Deltona property which brought about a site visit with McCallum Sweeney Consulting, one of the top site selection consulting firms in the nation. The City of Deltona and Volusia County are well positioned to benefit from the increased awareness that this study has brought to the industrial properties throughout the county.

***Deltona Commerce Park, 260 acres located  
along Interstate 4 and State Road 472***



## Direct Mail Campaign



*Keith and Andy Levine,  
President and Chief Creative  
Officer of Development  
Counselors International,  
New York*

Team Volusia aggressively marketed Volusia County through a direct mail campaign which was sent to over 100 nationally recognized consultants and corporate site selectors. Volusia County's assets have been identified in each of the cleverly created pieces (designed by Benedict Advertising and Marketing), including well-known headquarters operations, nationally acclaimed educational institutions, strategic geographic location, a robust manufacturing sector, and outstanding quality of life. In fact, Blue Coast Bakers' owner was drawn to the former US Foods facility near Ormond Beach because of the direct mail campaign to real estate brokers throughout the US.

*"The location of Blue Coast Bakers is evidence that Team Volusia's aggressive marketing and outreach efforts to consultants and corporate site-selectors nationwide is working," says John Wanamaker, chairman of the board, Team Volusia Economic Development Corporation.*

## Automated Sites and Buildings Database

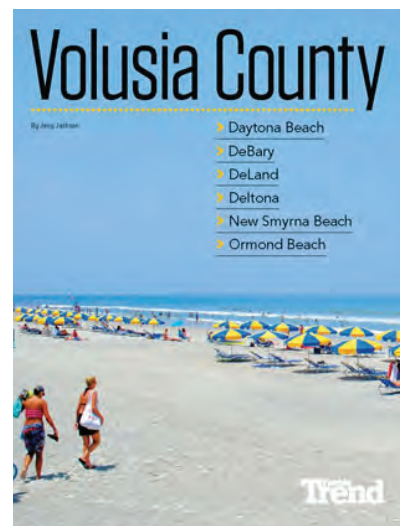
Team Volusia has continued to develop the automated database which allows MLS feeds to automatically populate into the Volusia Sites database on a nightly basis. Volusia Sites feeds directly to the databases within PoweringFlorida.com and eFlorida.com.

## Team Florida Marketing Partnership

Team Volusia is a partner with the Team Florida Marketing Partnership which is supported by a select number of economic development organizations and utility companies. This fund is used for a cadre of marketing initiatives to enhance the recruitment efforts throughout the State of Florida. Team Volusia is an active member of the marketing partnership and regularly participates in their planning sessions and outreach activities.

## Volusia County Showcased in August Issue of *Florida Trend*

Volusia County takes center stage in the August 2014 issue. The impressive amount of support from local businesses and organizations that advertised resulted in a full 26-page section covering many of the most vital areas of Volusia County with detailed descriptions of many of the newly announced mega projects. Andrew P. Corty, president and publisher, notes in his preview of the article that "the level of investment in this county on the Atlantic Ocean is staggering."



<http://www.floridatrend.com/portraits/volusia>

# Goals

PROJECTED				
	CY 2012	CY 2013	CY 2014	3-YEAR CUMULATIVE TOTAL
JOBS	55-85	225-375	225-375	505-835
CAPITAL INVESTMENT	\$1.3M - \$3.8M	\$5.6M - \$16.8M	\$5.6M - \$16.8M	\$12.5M - \$37.5M
PAYROLL	\$2.0M - \$3.08M	\$8.0M - \$13.5M	\$8.0M - \$13.5M	\$18M - \$30M
ACTUAL				
	CY 2012	CY 2013	CY 2014	3-YEAR CUMULATIVE TOTAL
JOBS ANNOUNCED <sup>1</sup>	44	139	750	933
CAPITAL INVESTMENT <sup>1</sup>	\$1,150,000	\$7,079,992	\$100,610,000	\$108,839,992
PAYROLL <sup>1</sup>	\$1,408,000	\$5,888,000	\$24,099,900	\$31,395,900

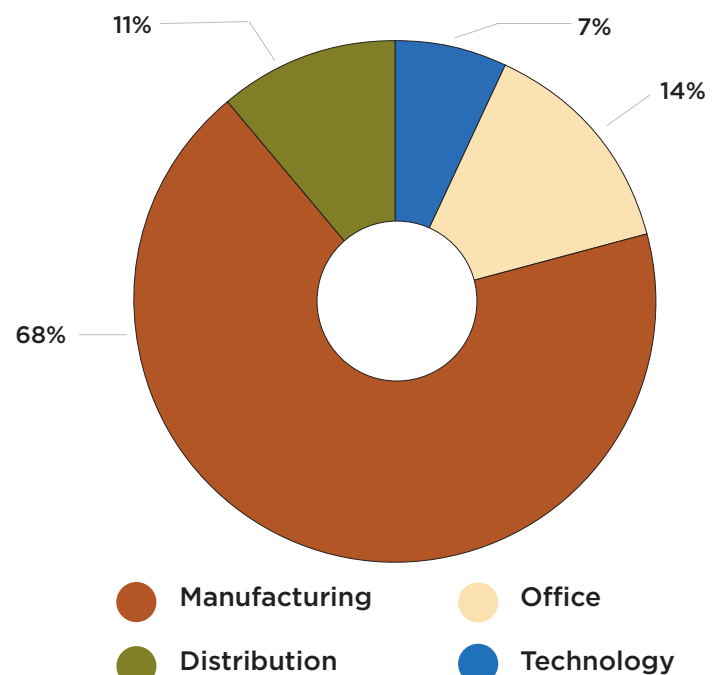
<sup>1</sup>Number of projected jobs, capital investment, payroll over three years approximated by the company.

	CY 2012 TOTAL	CY 2013 TOTAL	CY 2014 YTD
OUTREACH	10	42	30
STATES	3	13	17
COUNTRIES	0	4	5
SITE VISITS	—	15	31
FAM TOURS	1	4	3

## Film and Motion Picture Industry

Since being designated in 2014 by County Council as the Volusia County conduit for film and motion picture inquiries, Team Volusia has assisted with 15 leads. These leads have come about through the Florida Office of Film and Entertainment, as well as referrals and website visits.

## Project Pipeline | Industry



As of 12/31/14

# 2014 Announced Projects

## Economic Impact to Volusia County

**Project Alpha (Trader Joe's)  
Distribution Facility**  
**TABLE 1**

Data	Total
Jobs (over 3 years)	450
Average Annual Wage	\$28,222
Capital Investment	\$88,000,000
Incentive Package	\$5,990,694

Source: Team Volusia EDC

**Project Baker (Blue Coast Bakers)  
Food Processing and Distribution Facility**  
**TABLE 1**

Data	Total
Jobs (over 3 years)	300
Average Annual Wages	\$38,000
Capital Investment	\$12,610,000
Incentive Package	-0-

Source: Team Volusia EDC

**TABLE 2**

Category	Total Impact
Total Employment	1,432
Output (Sales)	\$172,000,000
Gross Domestic Product	\$111,000,000
Personal Income (Wages)	\$48,000,000
Population	336

Source: REMI PI+ East Central Florida Region, December 8, 2014

**TABLE 2**

Category	Total Impact
Total Employment	587
Output (Sales)	\$140,000,000
Gross Domestic Product	\$46,000,000
Personal Income (Wages)	\$27,000,000
Population	319

Source: REMI PI+ East Central Florida Region, December 8, 2014

The East Central Florida Regional Planning Council completed an economic impact analysis for Projects Alpha and Baker to demonstrate the economic impact these projects will have on Volusia County in the future. Table 1 indicates anticipated job creation and capital investment. Table 2 highlights the economic impact to Volusia County relative to direct, indirect, and induced jobs.

The two projects are estimated to contribute \$312M in sales (output) and add \$157M to Volusia County's gross domestic product (GDP). The projects will contribute more than \$75M in personal income and wages. Finally, more than 650 people are estimated to move to Volusia County because of the location of these new projects.

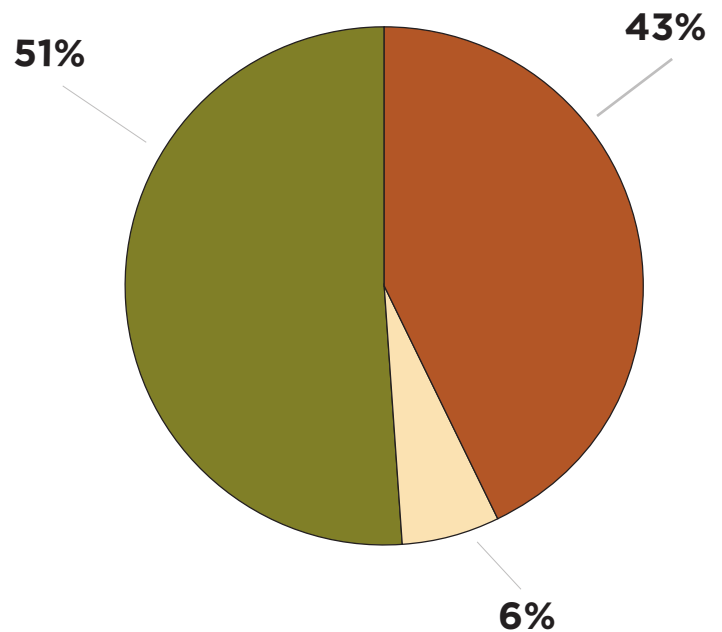




# Financial Statement

## INVESTORS BY TYPE 4th Quarter 2014

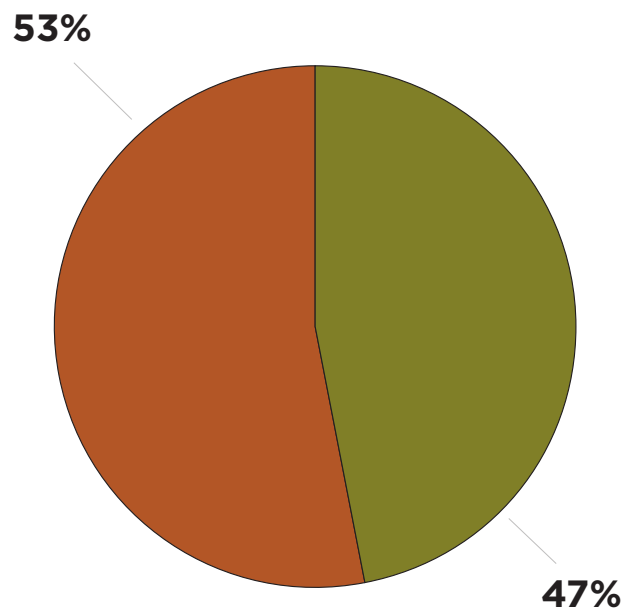
<b>PUBLIC</b> .....	<b>51%</b>
<b>PRIVATE</b> .....	<b>43%</b>
<b>HIGHER ED</b> .....	<b>6%</b>



	No. of Orgs.	Funds	% of Total
<b>Public</b>	12	\$458,154	51.0%
<b>Private</b>	71	\$386,636	43.0%
<b>Higher Ed</b>	5	\$50,000	6.0%
<b>TOTAL</b>	88	\$894,790	100.0%

## STATEMENT OF FINANCIAL POSITION Net Assets - 4th Quarter 2014

<b>BOARD RESTRICTED</b> .....	<b>53%</b>
<b>UNRESTRICTED</b> .....	<b>47%</b>



Reported as of 12/31/14

# Team Volusia Investors

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## EXECUTIVE

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- ◆ CareerSource Flagler Volusia
- ◆ City of Daytona Beach
- ◆ City of DeLand
- ◆ City of Deltona
- ◆ City of Edgewater
- ◆ City of New Smyrna Beach
- ◆ City of Ormond Beach
- ◆ City of Port Orange
- ◆ Daytona Regional Chamber of Commerce
- ◆ DuvaSawko
- ◆ Florida Health Care Plans
- ◆ Florida Hospital Volusia/Flagler Market
- ◆ NASCAR/ISC
- ◆ Olivari & Associates
- ◆ Teledyne Oil & Gas
- ◆ Volusia County
- ◆ Volusia County Schools

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## BOARD

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- ◆ Bethune-Cookman University
- ◆ Boulevard Tire Center
- ◆ Bright House Networks
- ◆ City of DeBary
- ◆ City of Holly Hill
- ◆ City of South Daytona
- ◆ Cobb Cole, P.A.
- ◆ Coldwell Banker Commercial AI Group
- ◆ Council on Aging
- ◆ Daytona Beach Area Association of Realtors
- ◆ Daytona Beach Kennel Club
- ◆ Daytona State College
- ◆ DeLand Area Chamber of Commerce
- ◆ DME Holdings, LLC
- ◆ Embry-Riddle Aeronautical University
- ◆ Fairwinds Credit Union
- ◆ Florida Power & Light
- ◆ Florida Public Utilities
- ◆ Ford Properties
- ◆ Giles Electric
- ◆ ICI Homes
- ◆ Lassiter Transportation Group
- ◆ Lohman Apartments
- ◆ Port Orange/South Daytona Chamber of Commerce
- ◆ Root Organization
- ◆ Stetson University
- ◆ University of Central Florida
- ◆ Zev Cohen & Associates

# Team Volusia Investors

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## PARTNER

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- ◆ City of Orange City
- ◆ Consolidated-Tomoka Land Company
- ◆ Duke Energy
- ◆ New Smyrna Chrysler Jeep Dodge/  
New Smyrna Chevrolet
- ◆ Raydon Corporation
- ◆ SunTrust Bank
- ◆ Swallowtail LLC – Deering Park Center

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## AMBASSADOR

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- ◆ AVCON, Inc.
- ◆ Bank of America
- ◆ BB&T Bank
- ◆ Brent Millikan & Co., P.A.
- ◆ Bruce Rossmeyer's Daytona Harley-Davidson
- ◆ City of Daytona Beach Shores
- ◆ Commercial Construction Inc.
- ◆ Dredging & Marine Consultants, LLC
- ◆ Foley & Lardner LLP
- ◆ Gateway Bank of Florida
- ◆ Hilton Daytona Beach Oceanfront Resort
- ◆ Intracoastal Bank
- ◆ Mainstreet Community Bank of Florida
- ◆ Michael Jiloty, Marketing & Advertising Consultant
- ◆ Merrill Lynch & Co.
- ◆ Ormond Beach Chamber of Commerce
- ◆ PNC Bank
- ◆ Randstad, USA
- ◆ R.C. Hill Mitsubishi
- ◆ Regions Bank
- ◆ Space Coast Credit Union
- ◆ TD Bank
- ◆ The Shores Resort & Spa
- ◆ Tyler Property Management
- ◆ Volusia Flagler Family YMCA
- ◆ Waste Pro
- ◆ Wells Fargo Bank, N.A.

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## FRIENDS

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- ◆ Batten Madewell CPA, LLC
- ◆ Benedict Advertising & Marketing
- ◆ Coldwell Banker Commercial Benchmark
- ◆ Chase Bank
- ◆ CompuSys
- ◆ Cotton Enterprises, LLC
- ◆ JRB of Ormond, Inc.
- ◆ Massey Properties
- ◆ Nova Property Management
- ◆ Reames Employee Benefits Solutions
- ◆ Rice & Rose Law Firm
- ◆ Selby Realty, Inc.



You work 24/7 to move your business.  
So do we.



*International Motorsports Center  
Headquarters of NASCAR, International Speedway Corporation,  
International Motorsports Association and  
Team Volusia Economic Development Corporation*

In the Greater Daytona Area, we understand businesses and their needs. That's why over 400 manufacturers are located throughout the 16 cities of Volusia County. They're drawn by our skilled workforce, outstanding colleges and universities, abundant available land, nearby SunRail / I-4 / I-95 access and our exceptional quality of life. Through a unique government and business partnership, we've worked hard to make doing business here as enjoyable as living here. Our dedicated professionals are available to assist you with your relocation and/or expansion plans. Contact us today and get your business moving, too.

Contact: Keith A. Norden, CEC, President & CEO, at [knorden@tvedc.com](mailto:knorden@tvedc.com) or call 386.265.6332

*Team Volusia Headquarters  
sits at the hub of over \$2.1 billion  
in planned infrastructure and  
development.*



One Daytona Blvd, Suite 240  
Daytona Beach, FL 32114  
[TVEDC.com](http://TVEDC.com)



Team Volusia EDC is an organization dedicated to advancing economic prosperity for the region. Through public/private partnerships, we work to raise the visibility of Volusia County as a premier business destination, create jobs, and enhance the quality of life in Volusia County for generations to come.



**Keith Norden**  
President and CEO



**Denise Mott**  
Director of Business Development



**Matt Chesnut**  
Business Development Manager



**Karen Frye**  
Finance/Office Coordinator



**Diane Larsen**  
Investor Relations



*Business Shines Brighter Here™*

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*[www.tvedc.com](http://www.tvedc.com)*