



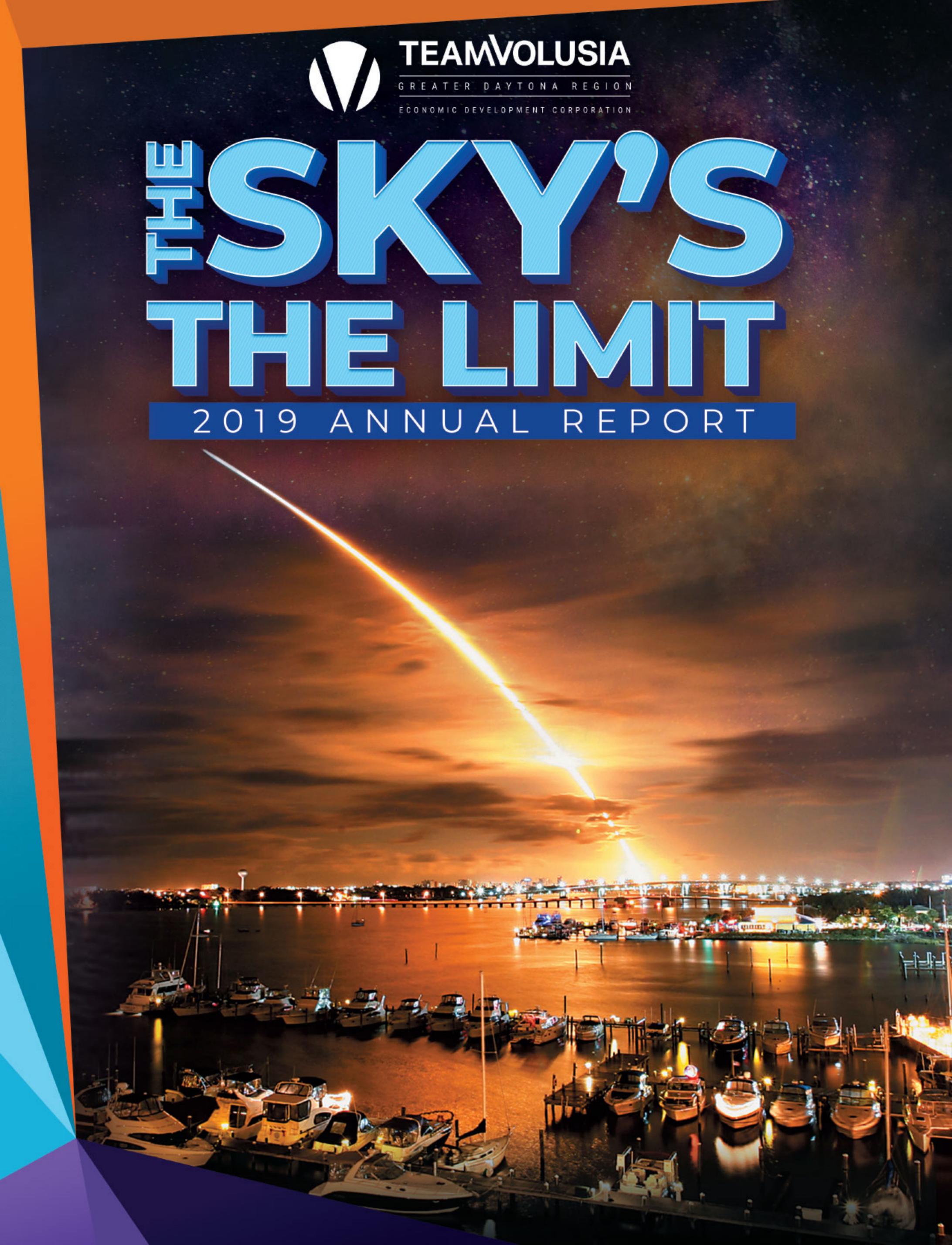
TEAMVOLUSIA

GREATER DAYTONA REGION

ECONOMIC DEVELOPMENT CORPORATION

THE SKY'S THE LIMIT

2019 ANNUAL REPORT





TEAMVOLUSIA

G R E A T E R D A Y T O N A R E G I O N

E C O N O M I C D E V E L O P M E N T C O R P O R A T I O N



Charles Duva, M.D.
Chair



Keith Norden, CEcD

The planets are lining up with Volusia County as the community's profile among the aviation and aerospace industries is soaring. When considering location, education, workforce, government, and community resolve, Volusia County is emerging as a player in the competition for aviation and aerospace projects.

This is not to say that projects in other industries take a back seat. In fact, every project contributes to Volusia County's strength as a competitor for all projects. The announcement by Team Volusia and the City of Deltona for plans of a 1.4 million square foot Amazon.com fulfillment center made news throughout the Southeast. Whether projects are guided by Team Volusia Economic Development Corporation, one of its economic development partners, or the private sector, if our community is under consideration for those projects, the community will remain competitive for future projects. Success is cumulative.

In 2019, several projects landed in Volusia County, and even more continue to evaluate our community as a potential site for relocation or expansion. Economic development activity continues to increase throughout Volusia County. All areas of Volusia County welcomed new companies and/or corporate expansion, jobs and capital investment to their areas.

While indicators support continued economic development success throughout Volusia County, our focus on aviation and aerospace is sharpening. Team Volusia Economic Development Corporation is leading this effort.

Read on for a closer look at Team Volusia's robust activity in 2019, a year in which we were particularly successful in exceeding our goals in the critical areas of capital investment, new job creation and payroll growth.

Team Volusia continues to raise the visibility of Volusia County throughout the world with a variety of outreach activities and innovative marketing strategies. We are excited at the opportunities that lie ahead because we are well-positioned to compete at the highest levels. In fact, the sky's the limit.

Keith Norden, CEcD

Charles Duva, M.D.
Chair

REACHING FOR THE STARS!

THE PLAN FOCUSES ON FIVE KEY AREAS:



ORGANIZATIONAL SERVICES & DELIVERY



BUSINESS RECRUITMENT



MARKETING & COMMUNICATIONS



WORKFORCE & TALENT



INNOVATION & ENTREPRENEURSHIP

NAVIGATING FOR SUCCESS

Team Volusia's program of work is guided by carefully crafted strategies. We follow the meticulous Strategy for Success, adopted in 2017. The plan ensures the community is responsive to the needs of prospective companies in targeted industries through five strategic initiatives highlighted within the plan.



VOLUSIA SITE READINESS PROGRAM

To encourage new industrial development, Team Volusia worked in partnership with Quest Site Solutions, an international engineering and site selection firm. Local real estate professionals, property owners and public partners served on TVEDC's Real Estate Task Force designed to analyze and prioritize site improvements in order to encourage new development within the county.

COMPETITOR INCENTIVE ANALYSIS

TVEDC engaged with Ryan, LLC, an international economic development finance specialist, to complete a competitiveness assessment of Volusia County incentives as compared to other communities inside and outside the State of Florida.



TALENT RECRUITMENT

Based on the ever-expanding role and latest trends within economic development, TVEDC kick started a three-year partnership with Livability Media, a national quality of place and relocation organization to begin a new multimedia campaign that encourages business investment as well as talent recruitment and relocation.

EXPANDING OUR ORBIT!

New to Volusia County

2019 Projects

Each year, Team Volusia Economic Development Corporation works directly with prospective companies and/or site selectors interested in Volusia County as a place for possible expansion or relocation. Prospective companies that have been identified as a good fit for the community comprise our “pipeline.” They include companies in high tech specialty fields such as: aviation and aerospace; logistics; and manufacturing amongst others. In 2019, Team Volusia worked with the following seven companies who have committed to operations in Volusia County:

FUTURE FOODS
DUMPH! PAOW!

Future Foods (Project Restore)

Future Foods Enterprises, LLC, a food manufacturer and importer, has selected Ormond Beach as the site of a new manufacturing and distribution plant. Future Foods specializes in the production of meat substitutes derived from plant-based proteins such as soy, peas and beans. The vegetable protein is formed and can be used in a variety of food applications. Team Volusia EDC worked closely with the City of Ormond Beach Economic Development Department and SVN Alliance throughout the site selection process.

CapX: \$7,400,000 New Jobs: 50 Payroll: \$2,275,000 Location: Ormond Beach



**LOËN
LABORATORIES**
Nature for life

Loën Laboratories USA (Project Compose)

Loën Laboratories makes refined products for humans and animals under tightly controlled sourcing of raw materials and processes. Its team works closely with award-winning doctors and respected veterinarians in research and development disciplines from around the world. One of the company’s consumer brands is the company’s Frey Skin Care line, a wide selection of natural skin care and hair care lotions and oils. Another family of products has been created for animal consumption and focuses on aiding internal issues such as digestion as well as external issues such as hair and skin care. Team Volusia worked closely with the City of South Daytona, the Volusia Manufacturers Association and Selby Realty.

CapX: \$600,000 New Jobs: 10 Payroll: \$600,000 Location: South Daytona

Smart Baking Company (Project Fettle)

Smart Baking Company is a rising star in “smart nutrition,” and is transforming a 50,000 square foot building in DeBary which will become the company’s third manufacturing plant. Smart Baking Company is a market leader in the creation of gluten-free, no carbohydrate, no starch, sugar-free, high protein products, including Smartcakes® and Smartbuns®. The effort to bring Smart Baking Company to Volusia County was led by Coldwell Banker Commercial AI Group, City of DeBary, CareerSource Flagler Volusia and Team Volusia EDC.

CapX: \$6,000,000

New Jobs: 100

Payroll: \$4,000,000

Location: DeBary



Arralis (Project Crater)

Embry-Riddle Aeronautical University worked with partners including Team Volusia in landing Arralis, a new tenant of The John Mica Engineering and Aerospace Innovation Complex, also known as The MicaPlex. The MicaPlex presents a unique collaborative opportunity for business and the university community to develop, refine and bring new products and technological services to the market. Arralis, a global leader in high-tech communications and radar technology, qualifies for this high-tech incubator environment. The announcement was made by university president P. Barry Butler at the 2019 Paris Air Show. Landing this project illustrates Volusia County’s growing presence in the aviation and aerospace industries. It also serves as a catalyst in attracting other companies engaged in rapidly evolving emerging technologies.

CapX: \$800,000

New Jobs: 25

Payroll: \$1,500,000

Location: Daytona Beach



1UP Logistics (Project Pinnacle)

In 2019, a “last mile” distribution center serving Amazon.com was created in Daytona Beach. Service is provided by 1UP Logistics, which provides last-mile delivery service for leading brands that require efficiency and attention to detail. The team operates seven days a week delivering merchandise door to door to customers within the community. Company officials contacted TVEDC to assist with its real estate and talent attraction efforts. Team Volusia worked in partnership with local real estate partners finding a location as well as Daytona State College and CareerSouce Flagler Volusia concerning staffing efforts.

CapX: N/A

New Jobs: 150

Payroll: \$4,800,000

Location: Daytona Beach



Amazon.com (Project Simple)

This project generated a great deal of interest based on its location as well as its impressive size. Team Volusia has been in contact with Amazon executives since 2013 and worked with many partner organizations to help close the deal in 2019. The fulfillment center will be the first tenant in Deltona’s Portland Industrial Park and already has sparked interest from other potential tenants. The Deltona location along the I-4 High Tech Corridor offers the company many practical and strategic advantages. Team Volusia worked closely with Duke Energy, RMA, the City of Deltona as well as county and state officials to make this project a reality.

CapX: \$100,000,000

New Jobs: 500

Payroll: \$15,600,000

Location: Deltona



Extended Stay America (Project Key)

In 2018, Team Volusia began working with a large real estate investment firm to explore possible development opportunities within Volusia County. Throughout the process it was determined that Volusia County would be a good area to invest and develop a number of new limited service hotels. While not a typical target for TVEDC, the company has begun to invest throughout the county. To date, the Ormond Beach facility, which is focused on business travelers, is the first of several new facilities as the investment group is currently in negotiations on additional sites within the county.

CapX: \$12,000,000

New Jobs: 10

Payroll: \$380,000

Location: Ormond Beach

GATEWAY TO TOMORROW!



Team Volusia EDC Booth at ICSC

Throughout the year, Team Volusia continued with its aggressive business recruitment program. The activities focused on TVEDC targeted industries including one on one meetings with corporate decision makers and the nation's top site selectors. Please see below for some of the outreach events attended by Team Volusia staff.

MAINTENANCE/REPAIR/OPERATIONS AVIATION FORUM (MRO) AMERICAS- ATLANTA

TVEDC attended this comprehensive conference program focusing on aircraft maintenance, repair and overhaul.

NATIONAL BUSINESS AVIATION ASSOCIATION (NBAA) - LAS VEGAS

TVEDC attended at this essential three-day event for 25,000 aircraft owners, manufacturers, buyers.

SATELLITE2019 CONFERENCE- WASHINGTON DC

TVEDC exhibited jointly with Space Coast EDC. The show unites aerospace leaders, entrepreneurs, executives, engineers, end-users and enthusiasts together in one place for the largest and most important global connectivity technology event of the year.

DELAND LIGHT SPORT AVIATION SHOWCASE

TVEDC exhibited at this event focused entirely on recreational flying and sport aviation.

PARIS AIR SHOW

TVEDC joined key partners including Enterprise Florida, Space Florida, Florida Power & Light and Embry-Riddle Aeronautical University in the Florida Pavilion at the world's largest air show and forum focusing on global aviation and aerospace industries.

SUN N FUN AEROSPACE EXPO - LAKELAND, FL

TVEDC attended the nation's second largest air show, aviation exposition.

MEDICA MEDICAL DEVICE MANUFACTURING EXPOSITION DUSSELDORF, GERMANY

TVEDC attended and had face-to-face prearranged meetings with corporate decision makers at the world's largest medical device and development forum.

SITE SELECTORS GUILD (SSG) SPRING AND FALL FORUMS

An invitation only gathering of the world's top site selectors and economic development professionals.

INTERNATIONAL ASSET MANAGEMENT COUNCIL (IAMC) PROFESSIONALS SPRING AND FALL FORUMS

Corporate end users and consultants forum focusing on 21st century industrial real estate.

ICSC FLORIDA DEALMAKING CONFERENCE - ORLANDO

TVEDC exhibited at ICSC along with community partners. ICSC provides opportunities to gain information about the most current industry issues with opportunities for deal-making.

SEUS/JAPAN 42ND ANNUAL JOINT MEETING - SAVANNAH, GA

A gathering of delegates from seven Southeastern states and Japan with mutual business interests. Keith Norden serves as Chair of the Florida Delegation of SEUS/JAPAN, Inc.

SOUTHERN ECONOMIC DEVELOPMENT COUNCIL (SEDC) ANNUAL CONFERENCE

A forum for exchange of information among southern economic development professionals and site location consultants. Keith Norden serves on the Board.

ENTERPRISE FLORIDA CONSULTANT MISSIONS

Team Florida in-market site selection consultant networking events to encourage project activity.

LOGISTICS FORUM - COLORADO

A two-way dialogue between economic developers and site consultants that addresses the importance of logistics in a corporation's decision for a new manufacturing distribution and/or warehousing location.

AEROSPACE ALLIANCE ANNUAL MEETING

A forum to promote aerospace industry in Florida, Alabama, Georgia and Mississippi.

AREA DEVELOPMENT (AD) CONSULTANTS FORUM

A forum to discuss economic development trends, strategies and solutions with key site selectors.

FLORIDA ECONOMIC DEVELOPMENT COUNCIL (FEDC)

A comprehensive forum for discussion of issues and opportunities in economic development. Keith Norden is Vice-Chair/Professional Development and an Executive Committee member.



Keith Norden with Delegation Leaders at SEUS/JAPAN



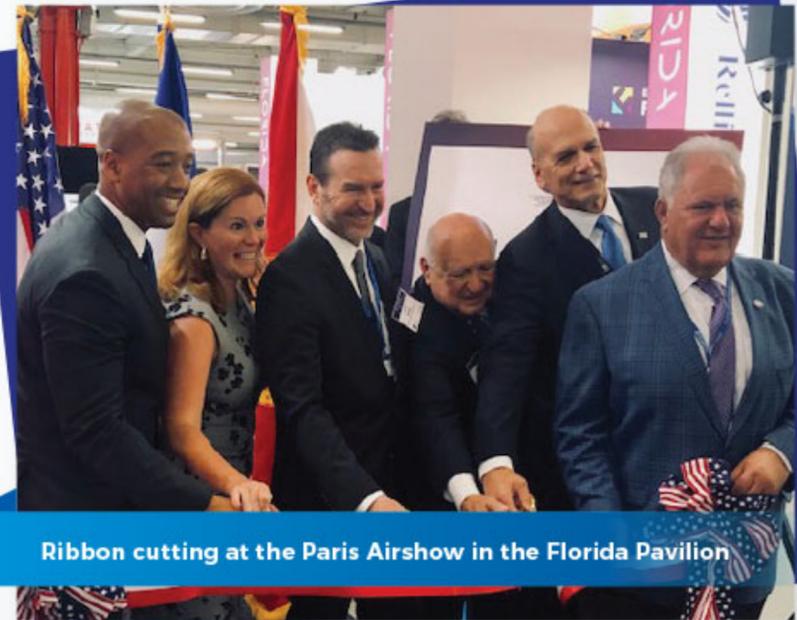
Keith Norden interviewed by Xinhua Media



Keith Norden with Florida attendees at the SEDC Annual Conference



Keith Norden exhibiting at the Paris Airshow with Crystal Stiles, FPL



Ribbon cutting at the Paris Airshow in the Florida Pavilion



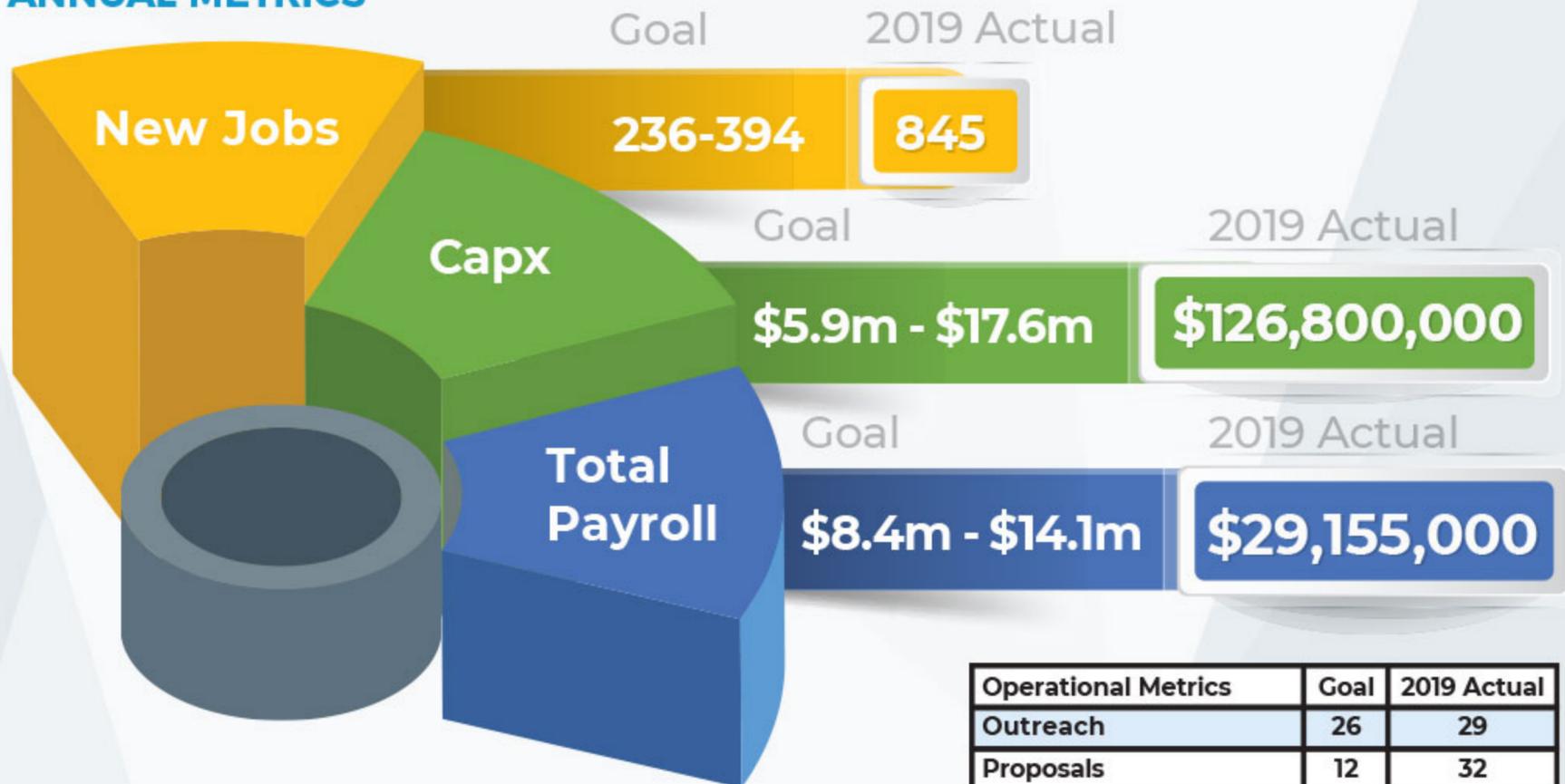
Deana Williams and Heather Shubirg exhibiting at Satellite2019



Chris Wimsatt exhibiting at MRO

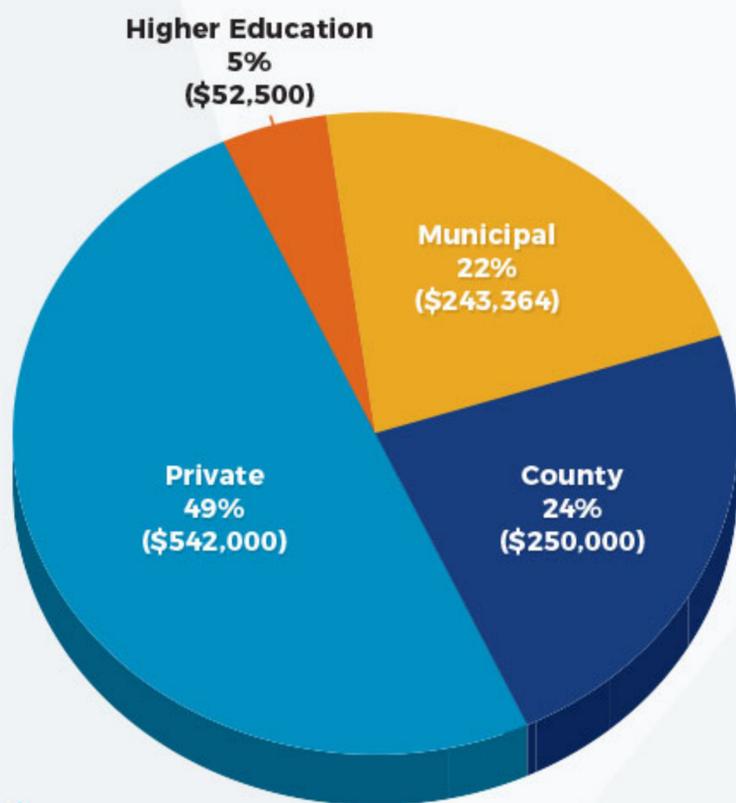
READING THE GAUGES

ANNUAL METRICS

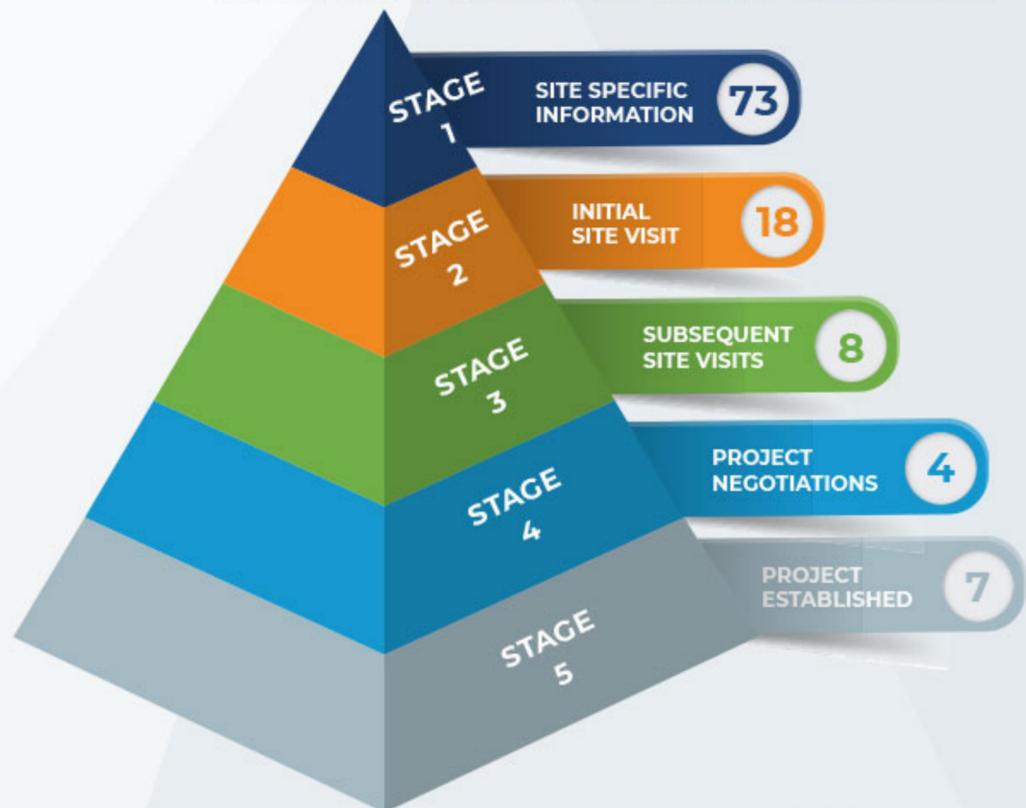


Operational Metrics	Goal	2019 Actual
Outreach	26	29
Proposals	12	32
Site Visits	15	25
Marketing Packages	50	65
Prearranged Meetings	36	60
Film Permit Applications	N/A	31

INVESTORS BY TYPE



BUSINESS DEVELOPMENT PIPELINE



TOTAL ECONOMIC IMPACT

\$157,525,746

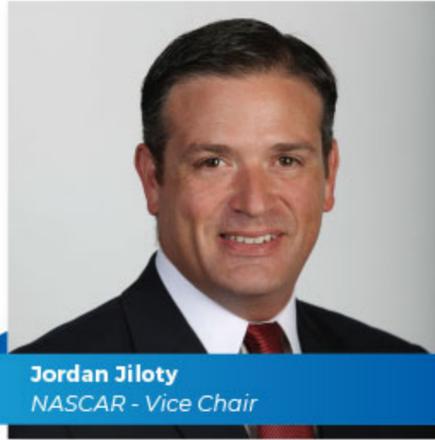
TEAMVOLUSIA
GREATER DAYTONA REGION
ECONOMIC DEVELOPMENT CORPORATION

FLYING WITH THE LEADERS

Over 100 companies, organizations and local governments invest in Team Volusia Economic Development Corporation. They do so because they believe in targeted, strategic economic development to attract new employers and the jobs and capital investment they bring. Team Volusia works in partnership with Volusia County Government, the CEO Business Alliance and area chambers of commerce and local economic development practitioners.



Charles Duva, M.D.
DuvaSawko - Chairman



Jordan Jiloty
NASCAR - Vice Chair



Bob Williams
Halifax Health - Secretary



John Olivari, CPA
Olivari & Associates - Treasurer



George Recktenwald
County Manager



John Ferguson, Esquire
Cobb Cole - Legal Counsel



Dwight DuRant
Zev Cohen - Immediate Past Chair



Lisa Ford Williams
Ford Properties - Past Chair

2019 TEAM VOLUSIA INVESTORS



2019 TEAM VOLUSIA INVESTORS

EXECUTIVE COMMITTEE INVESTORS

Advent Health, Ed Noseworthy
City of Daytona Beach, Jim Chisholm
City of DeLand, Michael Pleus
City of Deltona, Heidi Herzberg
City of Edgewater, Christine Power
City of New Smyrna Beach, Russ Owen
City of Ormond Beach, Joyce Shanahan
City of Port Orange, Jake Johansson
DuvaSawko, Charles Duva, M.D.
Florida Health Care Plans, Dave Schandel
Halifax Health, Bob Williams
NASCAR, Jordan Jiloty
Olivari & Associates, CPA's & Consultants, John Olivari
Teledyne Marine, Mike Read
Volusia County, George Recktenwald
VyStar Credit Union, Ashley Bigg

BOARD INVESTORS

Boston Whaler, Nick Stickler
Boulevard Tire Center, Earl Colvard
CareerSource Flagler Volusia, Robin King
Charter Communications, Karen Skyers
City of DeBary, Erika Benfield
City of Orange City (Volusia City Mgr's Assoc.), Dale Arrington
City of South Daytona, James Gillis, Jr.
Cobb Cole, P.A., John Ferguson
Coldwell Banker Comm. AI Group (At-Large - SW Volusia), John Wanamaker
Council on Aging (At-Large - SE Volusia), Sarah Gurtis
Daytona Beach Area Association of Realtors, Mark Dougherty
Daytona Beach Racing & Card Club, Fred Guzman
Daytona Regional Chamber of Commerce, Nancy Keefer
Daytona State College, Dr. Tom LoBasso
Daytona Tortugas Baseball, Ryan Keur
DeLand Area Chamber of Commerce (At-Large-NW Volusia), Joe Hearn
DME Delivers, Mike Panaggio
Embry-Riddle Aeronautical University, Rodney Cruise
Farmton Deering Park, LLC, David Fuechtman
Florida Power & Light, Linda Webster-Dubea
Florida Public Utilities, Mark Thompson
Ford Properties, Lisa Ford Williams
Giles Electric (At-Large - Halifax), Brad Giles
Hazen Construction, Chad Hazen
ICI Homes, Nellie Lupoli
Keiser University, David Champlin
Lohman Enterprises, Nancy Lohman
LTG, Sans Lassiter
Practitioners Council (2019), Nick Conte
Root Organization, Phil Maroney
Suntrust Bank, Robert Ludlow
Stetson University, Robert Huth
University of Central Florida, Dr. Linda Bradley
Volusia County, Ed Kelley
Zev Cohen & Associates, Dwight DuRant

PARTNER INVESTORS

Bruno & Dinneen, The Relocation Authority
City of Holly Hill
Duke Energy
Fairwinds Credit Union
New Smyrna Chrysler Jeep Dodge/
New Smyrna Chevrolet
Security First
Space Square Florida, LLC
Upham, Inc.

AMBASSADOR INVESTORS

AI Group, LLC
AVCON, Inc.
Bank of America
BB&T Bank
Brent Millikan & Co., P.A. (BMC)
CenterState Bank
City of Lake Helen
City of Daytona Beach Shores
Dredging & Marine Consultants, LLC
Fairfield Inn & Suites by Marriott
Foundation Risk Partners
Gilbane Building Company
Hilton Daytona Beach Oceanfront Resort
Intracoastal Bank
James Moore Certified Public Accountants
Lamar Outdoor Advertising
Marketing & Advertising Consultant
National Office Furniture
Ormond Beach Chamber of Commerce
Pinnacle Signature Group, Inc.
Palmer College of Chiropractic
Realty Pros Assured
Remax Signature
SVN Alliance Commercial Real Estate Advisors
TD Bank
The Daytona, Autograph Collection
Universal Engineering Sciences
Urbanista Realty
Vann Data Services, Inc.
Vision HR, Inc.
Volusia County Chamber Alliance
Waste Pro
Wells Fargo Bank, N.A.
Wharton-Smith, Inc.
Zgraph, Inc.

FRIEND INVESTORS

CBC Benchmark
Cotton Enterprises, Inc.
JRB of Ormond, Inc.
Massey Properties
Nova Property Management
Selby Realty, Inc.

INVESTOR MEETINGS AND EVENTS

These companies, organizations and individuals invest in Team Volusia Economic Development Corporation, demonstrating their support for attracting business and industry.



Chris Wimsatt speaking in West Volusia



Embry-Riddle Welcome Reception for Arralis - TVEDC Project Crater



Jamal Sowell and Dr. Duva August Board Meeting



Marc Hoenstine from Duke Energy Practitioners Meeting



Team Volusia EDC 2019 Annual Meeting



Team Volusia EDC 2019 Annual Meeting



The Kelly's and DuRant's Investor Appreciation Event Daytona Tortugas



December Board Meeting at The Daytona Autograph Collection



Team Volusia EDC Officers - June Board Meeting

TEAM VOLUSIA COMMITTEES

Team Volusia EDC is fortunate to have active committees of actively engaged investors.

Among these committees are:

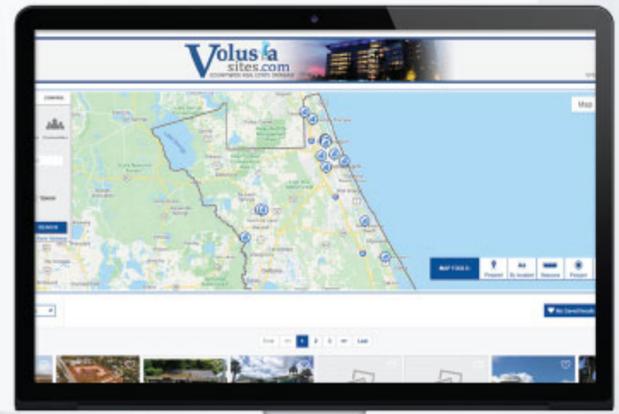
- Executive Committee
- Board of Directors
- Finance and Audit Committee
- By-Laws Committee
- Investor Relations Committee
- Real Estate Task Force
- Compensation Committee
- Marketing Committee
- Nominating Committee
- Practitioners Council
- Strategic Plan Implementation Task Force

MARKETING COMMUNICATIONS

Team Volusia EDC continues to explore different platforms to raise the visibility of Volusia County as a business destination on a variety of media platforms.

Working in partnership with the Daytona Regional Chamber of Commerce and other local partners, TVEDC has developed the Evolve Magazine platform which highlights local stories that affect the business community. Additionally, TVEDC has focused on placemaking and talent attraction efforts utilizing the Livability Media platform.

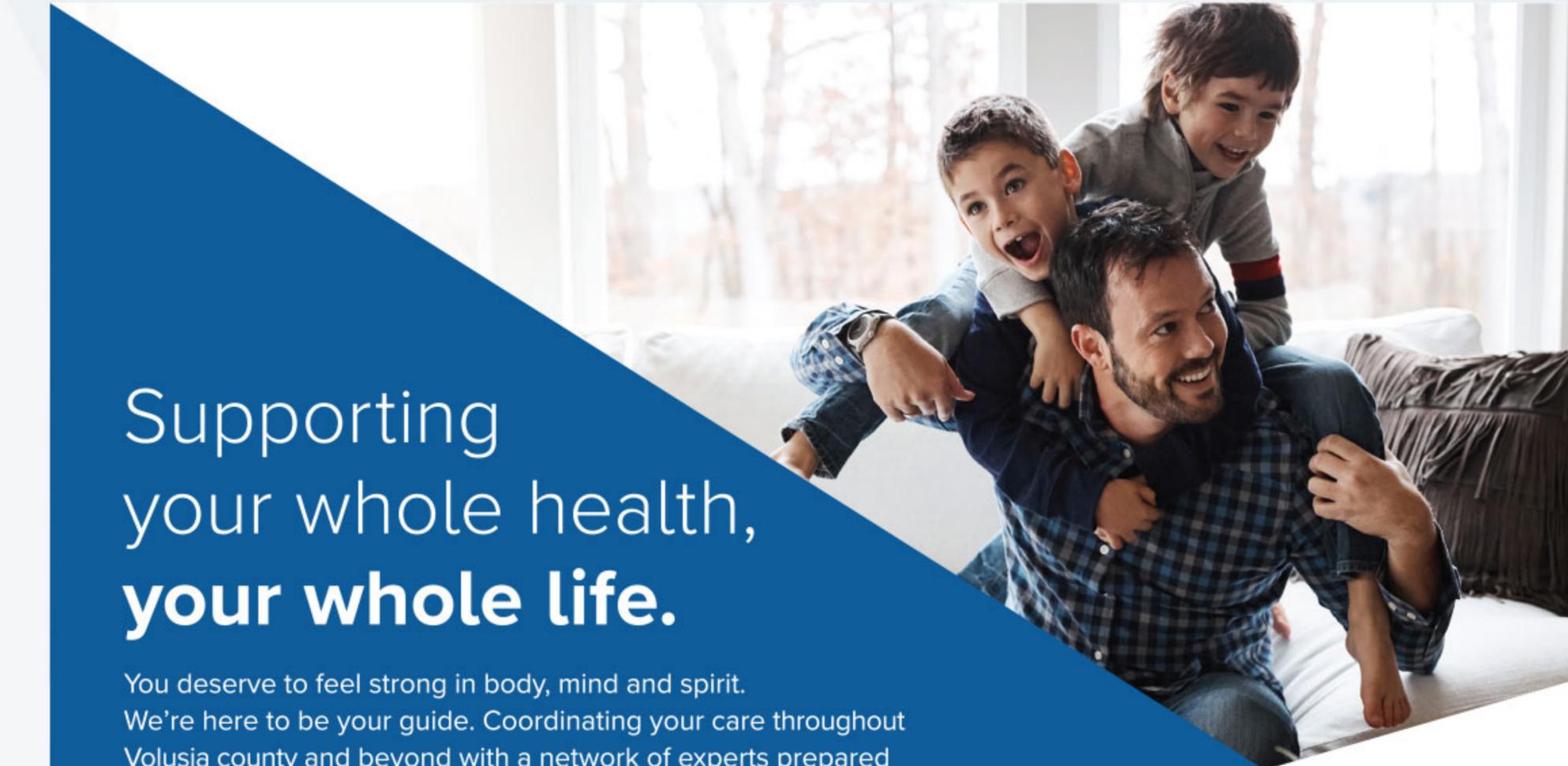
Social media continues to be a valuable tool which helps generate national and global attention promoting Volusia County. Print and online marketing add horsepower to our presence at select trade shows, sales missions and one-on-one meetings. These and other initiatives support many economic development partnerships throughout Volusia County.



VOLUSIASITES.COM

SOCIAL MEDIA METRICS





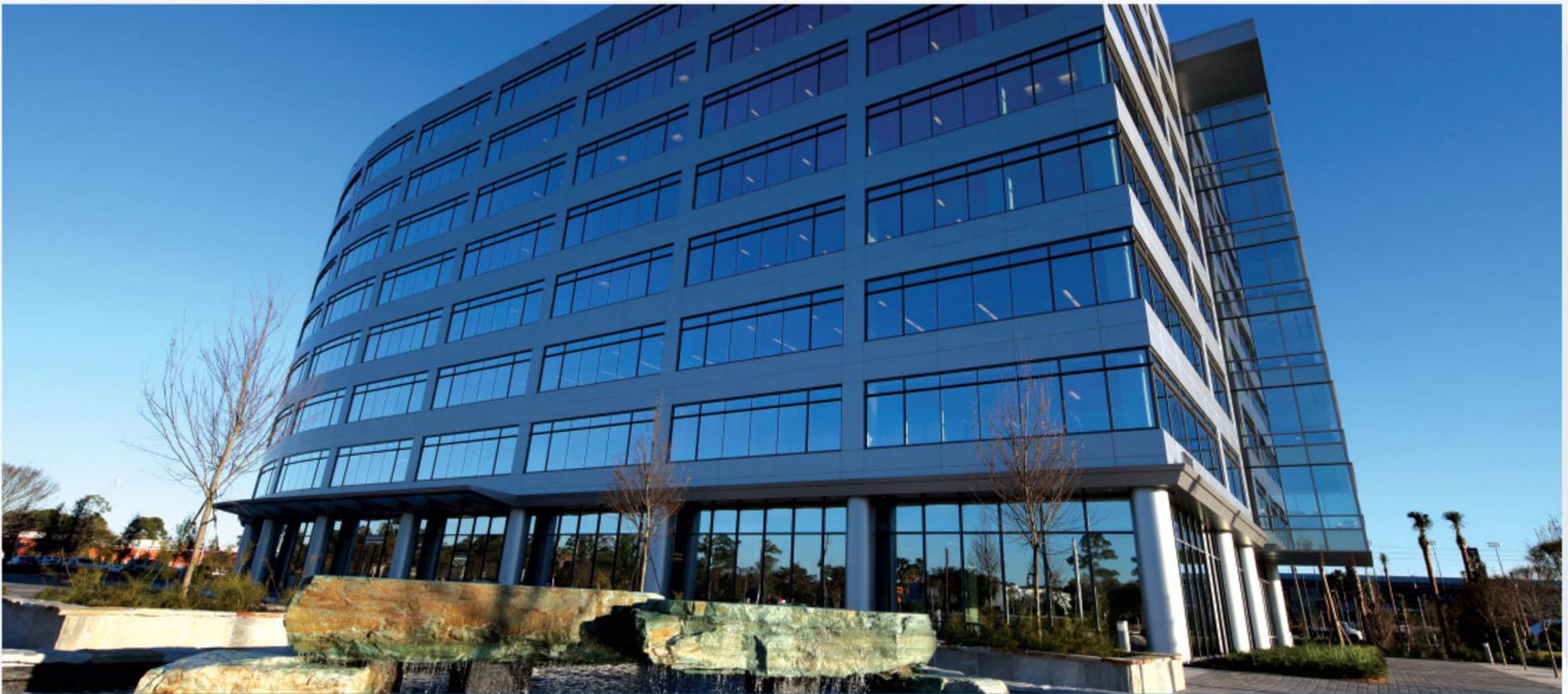
Supporting your whole health, **your whole life.**

You deserve to feel strong in body, mind and spirit. We're here to be your guide. Coordinating your care throughout Volusia county and beyond with a network of experts prepared to see you through every age and every stage.

Learn more at AdventHealthNetworkEastFL.com



AHCFN-20-2288T



PROUD TO SUPPORT TEAM VOLUSIA



PROUD SUPPORTERS OF TEAM VOLUSIA 2020



DuvaSawko offers billing and coding solutions exclusively for Emergency Medicine practices across the United States.

Visit us online today to find out what makes **DuvaSawko** one of Volusia County's **TOP employers!**



Visit Us Online at DuvaSawko.com



Emergency Physicians Serving AdventHealth Volusia/Flagler

Co-Founded in 1976, by **Dr. Charles Duva** and 5 other local ER physicians, EMPros has proudly served the patients of our community 24/7/365 through the hospitals we serve in Volusia & Flagler counties.



Visit Us Online at EMProsOnline.com



OLIVARI & ASSOCIATES

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- **SMALL BUSINESS CONSULTING**
- **ACCOUNTING AND AUDITING SERVICES**
- **WEALTH ACCUMULATION AND ESTATE PLANNING**
- **OVER 35 YEARS OF REPUTABLE SERVICE**

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PLATINUM



GOLD



SILVER





TEAMVOLUSIA

GREATER DAYTONA REGION

ECONOMIC DEVELOPMENT CORPORATION

Team Volusia
Economic Development Corporation
International Motorsports Center
One Daytona Boulevard, Suite 240
Daytona Beach, FL 32114
386.265.6332

OUR MISSION

Team Volusia Economic Development Corporation is a collaborative organization. Working with our partners, we develop strategic economic development activities and business recruitment initiatives to generate more jobs and capital investment in Volusia County.

ABOUT TEAM VOLUSIA EDC

Team Volusia EDC is a public/private not-for-profit corporation founded in 2010. While Team Volusia EDC is an autonomous organization, it works closely with state and county agencies, municipalities, chambers of commerce and other resource partners to achieve county-wide economic goals.

Programs and services are funded in part through a contract with Volusia County Government and many of the county's municipalities. Additional funds are raised from the private sector through membership investment dues, special event revenues and other sources. Today, Team Volusia EDC continues to grow and help increase economic prosperity and diversification throughout Volusia County.

PROFESSIONAL STAFF:

Keith A. Norden, CEcD, President & CEO
Heather Shubirg, Executive Vice President
Chris Wimsatt, CEcD, Vice President / Business Development
Debbie Ott, Executive Assistant / Office Coordinator
Deana Williams, Project Manager
Jen Boggs, Bookkeeper

 @TEAMVOLUSIAEDC |  /TVEDC |  /COMPANY/TVEDC/