



STRATEGIC ECONOMIC DEVELOPMENT PLAN FOR THE CITY OF OVIEDO, FL



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EXECUTIVE SUMMARY

Basile Baumann Prost & Associates, Inc. (BBP), working in association with the City of Oviedo Economic Development Task Force, was retained to develop a Strategic Economic Development Plan for the City of Oviedo.

This Economic Development Plan was formulated in order to assist in: job creation and retention; wealth generation, tax-base diversification, property-value enhancement, and future economic stability and self-sufficiency. This plan was formulated taking into consideration the City's goals and objectives while being sensitive to resident concerns about the impact of economic development on the overall quality of life and community culture and identity.

Regional Strengths

The City of Oviedo, as illustrated throughout this plan, has several regional strengths on which it can build. One of the major advantages the City has is its educated and skilled workforce. The City is rich in key talent and ideas. Oviedo should focus on desirable industry clusters which will increase the number of high growth businesses within the local economy while diversifying the City's tax base.

The City of Oviedo can also benefit economically from its strategic location near a major research University (Central Florida), and its proximity to the major metropolitan area of Orlando. Further, the City's location in the center of a major growing state and its proximity to major highways and airports are advantages to help draw businesses in various industry clusters. The City of Oviedo can use its location as a marketing tool to attract prospects when promoting the economic opportunity that exists within its borders.

Another major strength of the City includes its community support and quality of life. Invested community members have actively participated in the formulation of this plan. Because of this interaction and feedback, our strategies focus on maintaining the quality of life that the City of Oviedo residents desire, while attracting new businesses in order to diversify the tax base and further economic development.

Accomplishment of Economic Development Goals

The 75 recommendations that follow will assist the City of Oviedo to accomplish the original goals established for this plan. Some of the recommendations will concurrently accomplish multiple Oviedo economic development goals. For example, goals pertaining to *Workforce Training* will accomplish both "Wealth Generation" and "Future Economic Stability & Self Sufficiency" goals. To demonstrate how this plan can accomplish the economic development goals of the City of Oviedo, each recommendation is matched with the most appropriate goal. The recommendation numbers match those found in the text of this plan.

**Goal:
Job
Creation
and
Retention**

1. Make “Finance and Insurance” and “Professional, Scientific and Technical Services” Targeted Industry Clusters in Oviedo
2. Fund and Implement an Oviedo Economic Development Department
3. Establish a Business Retention and Growth Program
4. Conduct a Bi-Annual General Business Survey
7. Establish a Business Visitation Program
8. Focus Resources on Key Businesses in Core Industries
12. Create “One Stop” Licensing and Permitting Center for New Business
14. Develop a Handbook Defining the City Permit Process Step-By-Step
20. Prepare an Information Packet for Business Prospects
21. Create a Resources Directory of Economic Development Organizations Complete with Websites to Aid City Economic Development Efforts
26. Promote the City’s Proximity to Several Airports
27. Organize the City’s Industry Recruitment Program around Target Clusters
28. Attend Conferences and Trade Shows in the Target Industry Clusters
29. Establish Sales Teams for the City of Oviedo
44. Promote a New Business Attraction Brand/Profile
45. Incorporate the New Brand/Profile into all Traditional and Non-Traditional Marketing Efforts
46. Establish a Formal System to Track Marketing Impacts
47. Tracking Prospects and Their Final Decision
48. Deliver Marketing Ideas to More Newspapers and Magazines
49. Adopt Policy Statements to Guide Actions When Code Regulatory Incentives are Proposed
50. Complete a Due Diligence Analysis before Offering Incentives
51. Develop a Grant Program to Subsidize Development Meeting Criteria Established by the City
56. Explore the Possibility of Establishing a Build-to-Suit Program
62. Consider the Potential for Non-Monetary Incentives to Spur Desired Development in Specific Areas
64. Promote Established Incumbent Worker Training Programs
65. Establish Relationships with Workforce Florida Councils and Boards
66. Explore Potential State Tax Credits for Company Training
67. Promote the Region’s Workforce Development “One-Stop Center”

**Goal:
Wealth
Generation**

15. Encourage Sector Networking through the Chamber of Commerce
17. Host a Summit of Banks to Discuss Potential Oviedo Community Development Incentives
21. Create a Resources Directory of Economic Development Organizations Complete with Websites to Aid City Economic Development Efforts
52. Make Incentives Contingent on Higher Wages, and Establish “Clawback” Policies
53. Establish Special Utility, Water, Sewer and Reuse Rates for Uses Generating New Desirable Jobs in the City
57. Encourage Lower Income Entrepreneurs to Start Small Businesses through Micro-Enterprise Programs
58. Encourage Local Banks Fully Participate in U.S. Small Business Administration (SBA) Programs
59. Encourage More Banks to Participate in Community Development Loan Programs to Aid Existing Business
64. Promote Established Incumbent Worker Training Programs
65. Establish Relationships with Workforce Florida Councils and Boards
66. Explore Potential State Tax Credits for Company Training
67. Promote the Region’s Workforce Development “One-Stop Center”

**Goal:
Tax-Base
Diversification**

1. Make “Finance and Insurance” and “Professional, Scientific and Technical Services” Targeted Industry Clusters in Oviedo
2. Fund and Implement an Oviedo Economic Development Department
20. Prepare an Information Packet for Business Prospects
27. Organize the City’s Industry Recruitment Program around Target Clusters
28. Attend Conferences and Trade Shows in the Target Industry Clusters
29. Establish Sales Teams for the City of Oviedo
41. Establish a Oviedo Leadership Group for New Business Leaders
44. Promote a New Business Attraction Brand/Profile
45. Incorporate the New Brand/Profile into all Traditional and Non-Traditional Marketing Efforts
46. Establish a Formal System to Track Marketing Impacts
47. Tracking Prospects and Their Final Decision
56. Explore the Possibility of Establishing a Build-to-Suit Program

**Goal:
Property Value
Enhancement**

22. Enhance the City's Technology Capacity
24. Expand Fiber Optic and DSL Capabilities throughout the City
25. Ensure the City is a Leader in Wireless Capabilities
54. Explore the Establishment of an Urban Infill and Redevelopment Area to Spur Development in Desired Locations
62. Consider the Potential for Non-Monetary Incentives to Spur Desired Development in Specific Areas
72. Create an Electronic Database of Available Sites to Promote Local Expansion and New Economic Development Projects
73. Create Site Profiles for and Market the Targeted Development Sites

**Goal:
Future Economic
Stability and Self
Sufficiency**

1. Make "Finance and Insurance" and "Professional, Scientific and Technical Services" Targeted Industry Clusters in Oviedo
2. Fund and Implement an Oviedo Economic Development Department
5. Partner with Outside Organizations to Defer the Cost of Surveys
6. Conduct Targeted Issue Surveys as Needed
9. Provide for Ongoing Evaluation of the Business Visitation Program
10. Conduct Periodic Reviews of the City's Overall Business Climate Relative to Surrounding Jurisdictions
13. Communicate to Relevant City Departments the Importance of their Work in Achieving the City's Economic Development Goals
15. Encourage Sector Networking through the Chamber of Commerce
19. Encourage Development of Small Business Purchasing Pools
22. Enhance the City's Technology Capacity
23. Develop the City's Geographic Information System Capability
24. Expand Fiber Optic and DSL Capabilities throughout the City
25. Ensure the City is a Leader in Wireless Capabilities
26. Promote the City's Proximity to Several Airports
27. Organize the City's Industry Recruitment Program around Target Clusters
28. Attend Conferences and Trade Shows in the Target Industry Clusters
29. Establish Sales Teams for the City of Oviedo
30. Develop a Communications Plan to Implement the Comprehensive Economic Development Plan
31. Identify Internal and External Stakeholders and Determine information Needs
32. Hold Community Economic Development "Road Shows" to Demonstrate the Importance of Economic Development to the Oviedo's Residents

**Goal:
Future Economic
Stability and Self
Sufficiency (cont)**

33. Establish Processes to Support and Assign Responsibility for Communication Tasks
34. Codify Economic Development Efforts into an Economic Development Scorecard
35. Embed the Economic Scorecard into the Mayor’s Annual “State of the City” Address to the Chamber of Commerce.
36. Ensure the Economic Scorecard Includes All Invested Economic Development Parties in The City of Oviedo
37. Develop Advocates in the Entire Community for Economic Development
38. Establish Formal Roles for Advocates
39. Recognize the Contributions of Advocates
40. Promote/Provide Recognition of Local Entrepreneur Success
43. Ensure Community Outreach Results in Two-Way Communication
44. Promote a New Business Attraction Brand/Profile
45. Incorporate the New Brand/Profile into all Traditional and Non-Traditional Marketing Efforts
46. Establish a Formal System to Track Marketing Impacts
47. Tracking Prospects and Their Final Decision
49. Adopt Policy Statements to Guide Actions When Code Regulatory Incentives are Proposed
50. Complete a Due Diligence Analysis before Offering Incentives
51. Develop a Grant Program to Subsidize Development Meeting Criteria Established by the City
52. Make Incentives Contingent on Higher Wages, and Establish “Clawback” Policies
55. Continue to Monitor and Explore Development Fees for Future Adjustments
56. Explore the Possibility of Establishing a Build-to-Suit Program
60. Define where Final Negotiating Authority Lies and Be Clear with Prospects
61. Perform Ongoing Benchmarking of Incentives
63. Focus on the Quality, Not Just the Quantity, of Jobs
64. Promote Established Incumbent Worker Training Programs
65. Establish Relationships with Workforce Florida Councils and Boards
66. Explore Potential State Tax Credits for Company Training
67. Promote the Region’s Workforce Development “One-Stop Center”
68. Create Regional Skills Alliances
69. Ensure Funding, and Publicity, for Workforce Training Continues to Grow at Local Post-Secondary Institutions
70. Offer Financial Incentives to Local College Students in Career Training Programs
71. Promote Workforce Availability Measures
72. Create an Electronic Database of Available Sites to Promote Local Expansion and New Economic Development Projects
73. Create Site Profiles for and Market the Targeted Development Sites
74. Consider Sponsorship of Local Marketing Materials
75. Plan and Budget for New Economic Development Plans Every Five Years

A. OVIEDO ASSESSMENTS AND EVALUATIONS

1. Purpose

The purpose of this study is to prepare a strategic economic development plan for the City of Oviedo, Florida, that will help guide the City's program for the next five years. Basile Baumann Prost and Associates, Inc. (BBP) formulated this strategic plan so that it would:

- be comprehensive and include the City's activities;
- guide the City's overall economic development effort;
- provide specific goals and objectives for the City's economic development program;
- identify roles for key players in the City's economic development efforts; and,
- identify Oviedo sites for a potential target database.

BBP conducted 20 interviews, including community stakeholders and representative staff from several City departments. These contacts, coupled with much in-depth research, provided BBP with many guideposts to follow as it prepared this strategic plan.

Introduction



Economic development can be measured by the economic growth and evolution of a community or region, in this case the City of Oviedo. Economic development promotes changes that enhance the community's economic performance, and that improve/maintain the quality of life in the area. Typical economic development goals include job creation and retention, wealth generation, tax-base diversification, property-value enhancement, and future economic stability and self-sufficiency.

Economic strategies are often effective in enhancing the quality of a community's:

- labor force
- infrastructure
- business and community facilities
- environment
- economic structure
- institutional capacity to support economic development and growth

Before structuring our economic development recommendations for Oviedo, BBP conducted several analyses/studies which are presented in the following sections. These analyses/studies include demographic/market analysis, an assessment of economic factors influencing economic development and an economic base study known as a cluster analysis.

2. Demographic/Market Analyses

The following summary assessment of the current conditions in Oviedo draws largely from a review of available data, previous studies and reports, stakeholder interviews and field investigations.

Key Demographic Trends

The City of Oviedo, located in Seminole County, FL, is approximately 17 miles northeast of Orlando and is considered part of the Orlando metropolitan area. Oviedo's ideal location provides convenient interstate highway access to Jacksonville, Tampa, Miami, Fort Lauderdale, West Palm Beach and Daytona Beach. Oviedo is also in close proximity to all Seminole County cities: Altamonte Springs, Casselberry, Winter Springs, Lake Mary, Longwood and Sanford.



The City of Oviedo is relatively early in its growth and development cycle, as evidenced by recent increases in population. The City's total population in 1990 was 11,114 persons. In 2005, the City's total population has more than doubled to 30,800. Projections suggest that the City's population will increase to 38,538 by the year 2010 and exceed 50,000 by 2025.

Today, the population of Oviedo, when compared to the state and nation, is younger, is less racially and ethnically diverse, and has a higher median income. Median household income in Oviedo continues to outpace both the state and the nation. The large labor force category of professional and technical workers and dual household incomes reflect a healthy workforce and consumer base.

BBP also obtained from ESRI Business Information Solutions (a commercial research firm) a "Tapestry Report" to secure additional demographic details about the City of Oviedo. This type of report is used by businesses to target the type of goods and services likely to be demanded by area residents that are described in "lifestyle clusters".

The LifeMode categories identified in the tapestry report for the City of Oviedo were as follows: Suburban Periphery I (88.4%) and Urban Outskirts I - Boomburbs (11.6%). The Suburban Periphery category is further broken down into seven sub-categories and Oviedo residents fall into three of those sub-categories: Sophisticated Squires (26.3%), Up and Coming Families (42.1%) and In Style (19.9%). The Oviedo LifeMode categories are described below:

Up and Coming Families: represent the second highest growth market—and the youngest of the affluent family markets. These days, residents are more generation X than baby

boom. Despite the change in generations, the profile remains that of young, affluent families with small children. Homes are new with a median value of \$157,000.

Sophisticated Squires: These younger, well-educated families have escaped urban life for cultured country living in low-density, newer developments with a median home value of \$195,000. They hold professional employment positions and have elected to commute to maintain their semirural lifestyles.

In Style: Even though they're in the suburbs, In Style households favor the lifestyle of city dwellers, preferring townhouses to more traditional, single-family homes. These professional couples have careers but few children. Their median age is 37.6

Boomburbs: Growth and families describe Boomburbs neighborhoods, the newest additions to suburbia. Young families living a busy, active lifestyle populate these neighborhoods where the rising home value is nearly \$250,000. Two incomes and two vehicles are supporting and transporting most of these households.

Oviedo's LifeMode category descriptions appear on-target based on the research and interviews BBP has conducted to date. Many of the townhome developers in the Oviedo area have informed the City that the individuals buying the townhomes are single young professionals, young married couples with no children or one child, and senior adults (married and single) who desire to live near their children and grandchildren. This additional demographic data further supports the fact that Oviedo residents are hard-working professionals that value the quality of life in the City of Oviedo.

Housing

Oviedo has experienced strong residential growth over the past 15 years. The City is often referred to as a "bedroom community" since over half of the residents "commute out" of the City for work (see section below). Many families with young children also choose to live in Oviedo because of the excellent public school system and quality of life.

In 2005, approximately 82.7% of the 10,808 housing units in Oviedo were owner-occupied. This percentage is significantly higher than the state average of 63.1%. According to local developers, the demand for new residential construction is still growing in Oviedo. Approximately 90% of the homes in Oviedo are detached single-family units. While nationally, the housing market is experiencing a flux, Oviedo remains a desired area destination according to area real estate brokers due to its strong schools and quality of life.

Workforce and Education Trends

The City's top employers include the retail trade and services sectors, which account for 58% of the businesses located in Oviedo. Top employers include education institutions and libraries, health services, other services, eating and drinking places and food stores. Due to the comparative lack of presence of professional and technical employers in the

City of Oviedo, many residents are forced to “commute out” to other Seminole County cities, Brevard County and Orange County for technical and professional employment. According to the 2000 Census, approximately 56.1% of Oviedo residents worked outside of Seminole County with an average commute of 29.6 miles.

The City’s educational attainment generally exceeds that of the state and the nation. The percentage of persons completing four or more years of college averages approximately 28% in Oviedo, as compared to 14% for the state of Florida. In part, this contrast reflects the City’s proximity to the Orlando metropolitan area and the University of Central Florida (UCF), located in Orange County and the National Aeronautics and Space Administration’s (NASA) Space Coast in Brevard County. Many Oviedo residents are faculty members or are employed at the university in a professional capacity. Several Oviedo residents are also employed at the Central Florida Research Park, NASA or one of the two technology incubators located in the City of Sanford: Central Florida Business Incubation Center and the Seminole Technology Business Incubation Center.



This data further supports the strength of the workforce, education and quality of life present in Oviedo. It is clear that residents are successful, family-oriented professionals.

Household Income and Retail Sales

According to ESRI, the 2005 median disposable income per household in Oviedo was estimated to be over \$55,098. Total retail trade and food and drink sales for the City totaled over \$269 million in 2005. The top industries in the City based on sales and number of businesses for 2005 are listed below:

- Grocery stores
- Other general merchandise stores
- Limited-service eating places

In addition, the City is experiencing an influx of senior residents. As this continues, the City’s median age will also increase as well as the need for senior related services and businesses.

Conclusions

The above data supports the strength of the workforce, spending power of the residents and quality of life present in Oviedo. As previously stated, residents have significant disposable income; however, they must commute to surrounding cities and counties not only to work but also to buy many desired goods and services. Nevertheless, it is clear

that the hard-working residents are successful, family-oriented professionals that value the quality of life in the City of Oviedo.

3. Economic Factors Influencing Economic Development

Introduction

As mentioned previously, several strategies can be considered when preparing an economic development plan. Economic factors, or drivers, in an area will influence the types of strategies that can be pursued. The information in this section will focus on supporting the following three major strategies that arise from the demographic/market analyses completed:

1. business retention and expansion – encouraging existing businesses to stay in the region and expand their operations
2. business attraction - persuading companies either to move from their current location to your region or to open a new facility in your community
3. entrepreneurship assistance – helping entrepreneurs overcome obstacles and providing access to essential resources in hopes of creating, growing and sustaining new companies.

Below we provide an overview of the major economic drivers in the Oviedo area. These particular economic drivers focus on business incubators and research parks.

Business Incubators and Research Parks

The Orlando metropolitan area is home to four major research and business incubators with close proximity to the City of Oviedo. These four facilities serve as economic engines for the counties and cities surrounding them, and provide professional and technical employment opportunities. Most tenants offer high-technology and professional/technical employment opportunities which pay higher wages and drive economic development.

Business incubators and research parks typically serve as a complement to business attraction, retention and expansion strategies. Incubators typically contribute to a region's entrepreneurial base and make the area more attractive to larger companies who are seeking their services/goods. Incubators are also an effective tool in increasing the number of new businesses in a region.

A number of federally funded businesses exist associated with incubators and research parks. Many large federally-funded businesses are located in the Central Florida Research Park; mostly smaller businesses are located in the incubators.

Below we describe each park/incubator and what it has to offer the region:

Seminole Technology Business Incubation Center (STBIC)

STBIC is a joint venture between Seminole County, the Seminole County Port Authority and Seminole Community College and is supported by grants from NASA and the Technological Research and Development Authority.

The incubator is dedicated to growing technology-based businesses and provides an array of services to benefit growing companies. Currently the incubator houses over 20 companies.

The STBIC is located in the High Technology I-4 Corridor in Port Sanford, FL. This ideal location provides direct interstate highway access to other major cities including Orlando, Jacksonville, Tampa, Miami, Fort Lauderdale and Daytona Beach.



The incubator offers 10,500 feet of state-of-the-art office space including:

- Every office has internet access
- 12x12 sized offices and larger
- On-site management
- Secretarial support
- Bookkeeping support
- Management consultants
- Human relations consultants
- Access to a complete business support network of mentors
- Technology cooperative agreements with Technological Research and Development Authority and NASA
- Conference room
- Business consulting
- Marketing assistance
- Development of business plans

STBIC includes a full time office of the Small Business Development Center (SBDC), a sub-center of the UCF Small Business Development Center. SBDC acts as a support agency for STBIC and Central Florida Business Incubation Center.

Central Florida Business Incubation Center (CFBIC)

CFBIC is also located at the Port of Sanford off of I-4. The incubator offers state-of-the-art light manufacturing space and a range of support services to Stage 1 companies (small start-up, entrepreneurial type businesses). The incubator is a partnership between Seminole County, Seminole Community College and the Seminole County Port Authority.

CFBIC offers 37,500 of space in three modern buildings. Tenants include both international and domestic firms.

Current incubator tenants include:

- Alinean
- Applied Simulation Corp.
- Electrodynamics
- ESA, Inc.
- Florida Photonics Cluster
- Gmo.cc.inc
- iBack Office
- iDemandPrinting
- iPurpose
- Light Processing & Technology
- NetLander, Inc.
- PsiloQuest
- Scottish Development International
- STAR Program, UCF
- Truman Group, LLC
- Vshift
- Zaubertek, Inc.
- digibelly, Inc.
- Guardian Solutions, Inc.
- Reason Consulting Systems, Inc.
- Tech Applications
- Tech Solutions

Central Florida Research Park

The Central Florida Research Park is a 1,027 acre campus-like office park. The park is located adjacent to the UCF. Businesses can either purchase land at the research park and build their own facilities or they can lease space for office, office/lab or light manufacturing uses.



The park has 48 buildings and houses 106 companies with approximately 9,500 employees. Tenants in the park are involved with UCF through technology transfer, research, faculty consultations, internships and part-time employment program. Park tenants can contract with UCF for use of computer resources and laboratory facilities.

Current tenants focus on the following industries

and sectors: training systems, optics and lasers, medical equipment, behavioral sciences, diagnostic test equipment, cancer research, electric power generation, and wireless communications. A full list of tenants is found at www.cfrp.org/tenants.html.

Notable tenants include: the Naval Air Warfare Center Training Systems Division (NAWC/TSD), the Air Force Agency for Modeling and Simulation (AFAMS), the Army Simulation, Training and Instrumentation headquarters and the UCF Institute for Simulation and Training. Each year, approximately \$1.4 billion in federal contracts is awarded from the Army and Navy activities in the park.

University of Central Florida Technology Incubator

In late 1999, the University of Central Florida (UCF) opened the UCF Technology Incubator (UCFTI) for business development. The UCFTI has proven very successful over the past 5 years and has garnered recognition for the University and awards from the National Business Incubation Association. Earlier this year, UCF and the Seminole County



Commission entered into a Technology Accelerator Partnership Agreement to sponsor the development of a second business development project to be located near the UCF campus, but across the county line in Seminole County. The UCF has proposed the development of a “business accelerator” project that would provide services and space for businesses that are outgrowing the capacity of the UCFTI but still require assistance prior to operating in an independent mode. Seminole County has pledged the sum of \$300,000 each year for a

three (3) year period (a total of \$900,000) to support the development of the Business Accelerator Project.

In June, the Oviedo City Council directed the city staff to contact the UCFTI and to explore the potential for locating the project inside the City’s corporate limits. The City contacted a local real estate firm that represents a new business park developer in the City and encouraged UCF to work with the Oviedo property owner. That contact proved helpful to the University and the agreement for a multiple year commitment is now being prepared for approval by both parties. The project envisions the development of approximately 13,000 square feet of office and flexible space to be used to house fledgling entrepreneurs, in a fashion similar to that already in operation at the UCF Research Park in Orange County. The site is across the street from the Oviedo City Hall and adjacent to the SR 434 corridor. Construction is expected to get underway late this year with completion in the fall of 2007.

The successful operation of the UCFTI is included as an example of the type of program that the City should encourage in order to further the objectives set forth in this plan

document. Taking advantage of the new business opportunities that arise from the research activities at UCF is one of the more important objectives for the City to pursue in its economic development and business incentive activities.

Conclusions

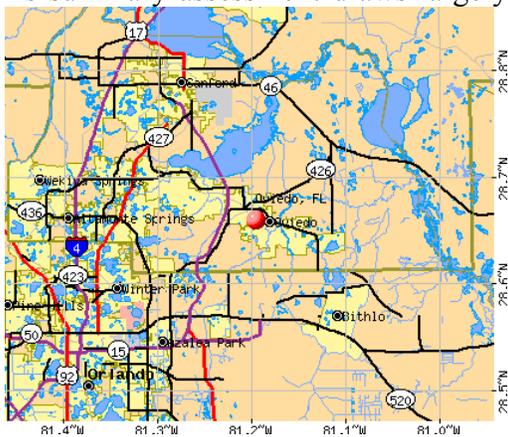
Based on the information presented above and gathered to date, it is logical to assume that high-technology companies; defense contractors specializing in technology training systems and programs; and medical technology companies will be the most notable types of companies attracted to the synergies and shared resources benefits of locating in close proximity to these parks/incubators.

Development of high quality office space in Oviedo targeted to those employers would significantly increase the City's ability to attract these types of companies and create higher-wage, value-added professional jobs within the City limits while diversifying the tax base. The educated workforce of Oviedo and its proximity to these three key facilities make City locations attractive to industries seeking sites in the area.

In addition, other sectors that require high technology, defense and medical services/goods (i.e. hospitals, pharmaceuticals, surgical centers, aeronautical/aerospace, communications) may also find it beneficial to locate in the Oviedo area.

4. Strengths, Weaknesses, Opportunities and Constraints

This summary assessment draws largely from local comments provided during one-on-one interviews and frequent visits with key economic development individuals from the Oviedo economic development community. Through these sources an appreciation was gained of what local officials, residents and major businesses considered important opportunities and constraints to be addressed in an economic development plan for the City of Oviedo.



Listed below are the strengths, weaknesses, opportunities and constraints that residents, and invested economic stakeholders in Oviedo revealed in addition to research of available data that impact economic development activities:

Strengths

- Desirable situation within a major metropolitan area, that provides several cultural and entertainment amenities

- The geographic location in Central Florida that permits access to several major thoroughfares, that provides access to all of Florida: I-4; and US-50 that provides connections to I-95 to the east and I-75 to the west



- Strong international airport is nearby
- Oviedo is in the path of natural development growth from Orlando (as it lies to the Northeast)
- Proximity to educational institutions (including the University of Central Florida and Seminole Community College)
- Overall strong quality of life:

low crime, strong secondary schools, high home values and climate

- Demographics point to a younger and more educated workforce than the national average
- An investment in a ‘new’ downtown that will replace the old downtown, and further increase Oviedo’s attractiveness

Weaknesses

- By many citizens the lack of understanding of what economic development entails...economic development must address the development, expansion and retention of small business, as well as pursuit of key industries, possibly with creative and innovative financing
- Conflict among residents between retail focusing on ‘mom and pop’ scale development or larger retailers.
- Limited public transportation
- Commute patterns, as most residents who are employed work outside of Oviedo
- City permit approval process is lengthy
- Lack of sites for quality commercial uses that have adequate infrastructure
- Traffic congestion impairs the quality of life
- Few opportunities exist for annexation
- Development impact fees are high
- A significant amount of empty space that exists between Oviedo and UCF that competes with Oviedo for future economic development

Opportunities

- New land development code passed in January of 2006, which should aid the permit approval process
- A major hospital that will provide in-patient care will locate in Oviedo
- Active economic development interest

- New downtown established that will replace older one where many structures were not historic and below code

Constraints

- Other municipalities (such as Winter Springs) competing for limited annexation sites such as the Black Hammock area
- Near-zero inventory of available industrial land
- City has not been a focus of County resources in the past

This strategic economic development plan offers a host of recommendations which build on these strengths and opportunities and eliminate or mitigate these weaknesses and constraints. These recommendations are tied to the various facets of the economic development strategies presented.

5. Economic Base Study: Cluster Analysis

In simplest terms, the economic base of a community reflects how a community earns its living. Leaders need a thorough understanding of a community’s economic base in order to make informed decisions that affect their community’s economic growth and development.



Several techniques can be employed to analyze the economic base of a community. Each technique uses raw economic data to derive measurements of the economic health of a community. Comparisons are often drawn between a community’s employment in various economic sectors with state or national averages to help local leaders determine how different or similar their economy is with the “standard” used. These analyses shed light on which economic sectors or industries each community depends upon for jobs or income and what really is driving the local economy at a point in time.



A cluster analysis refers to an assessment of a group of industries that are linked by common product markets, labor pools, knowledge base, similar technologies, supplier chains, specialized services, networks, and research and development and/or other economic ties. Clusters are determined with the use of local labor market information, anecdotal information and employer feedback. By aggregating industries into clusters, economic development professionals can determine appropriate and cross-cutting training needs for multiple firms with similar skill needs, and help derive a market based approach to workforce development. Clustering also establishes industry networks that lead to the dissemination of best practices, process innovations, and joint market or product initiatives.

Employment location quotients are first computed; these quotients measure an industry’s employment concentration in a region relative to some reference. This measure is used to

assess the strength of an industry. Employment location quotients are determined by calculating the percentage of employment within each industry represented within the county, as compared to total county employment in a given time period. The percentage is then compared against the percentage of total employment in that same industry for state and national employment.

An area with a local employment percentage greater than both the state and national average in an industry (a location quotient greater than one) may indicate a possible competitive advantage in developing this industry. The theory is that by employing more workers than the national average, the industry is producing more goods and services than the region alone can consume; thus, the industries export excess product out of the region. This measure also identifies potential target industry clusters in which investments would be likely to yield high returns, i.e. high growth potential, pay higher than average wages, and offer significant competitive advantage, depending on the industry.

An area with an employment percentage less than the state or national average (a location quotient less than one) may indicate that the area has less than its share of activity, or is minimally competitive. Also, such industries generally pay low salaries and their products and services are entirely consumed within the area.

The following table details for the specific Seminole County industries with greater employment percentages per industry than Florida and the nation. A cluster analysis cannot be performed down to the City level. Given the lack of available data at the “city level,” we performed the analysis on Seminole County. This analysis suggests that at least six target clusters *could be* pursued by the City of Oviedo in its economic development efforts. Shading indicates a target industry cluster found in Seminole County.

Industry Code Description	2003 % of Employment: Seminole	2003 % of Employment: Florida	2003 % of Employment: United States
Forestry, fishing, hunting, and agriculture support	0.04%	1.23%	0.17%
Mining	0.01%	1.16%	0.42%
Utilities	0.69%	0.50%	0.63%
Construction	12.27%	6.33%	5.91%
Manufacturing	8.51%	5.80%	13.09%
Wholesale Trade	5.72%	4.78%	5.43%
Retail Trade	18.25%	14.42%	13.77%
Transportation & warehousing	1.11%	3.06%	3.77%
Information	5.00%	2.74%	3.33%
Finance & Insurance	7.17%	5.61%	5.99%
Real Estate & Rental & Leasing	1.91%	2.29%	1.89%
Professional, scientific & technical services	7.00%	6.14%	6.80%
Management of companies & enterprises	1.69%	1.95%	2.67%
Admin, support, waste mgt, remediation services	8.72%	16.94%	7.88%
Educational services	1.74%	1.73%	2.57%
Health care and social assistance	9.59%	12.80%	14.33%
Arts, entertainment & recreation	1.28%	2.26%	1.70%
Accommodation & Food Services	9.30%	10.27%	9.67%

In examining the employment sector of Seminole County, several industry strengths were identified. A key finding is the overall strength of the *Retail Trade* sector. *Retail Trade*, as detailed in demographic and market analysis section earlier, is also one of the top employers in the City of Oviedo.

The second identified cluster for the county is *Construction*. The pace of residential growth in the County and Oviedo in particular, contributes to the high employment rates in this field. Forecasts and data gathered through stakeholder interviews predict continued residential and business expansion in the area. Based on this information the construction industry should see continued growth in the near-term.



A third cluster, *Finance and Insurance*, is suggested by the prominence of the highly-skilled residential population and the increase in banks and financial institutions in the region. Oviedo has experienced an influx of banks over the past few years which reflects the population's skills and white collar employment trends.

The fourth identified cluster for the area was *Professional, Scientific and Technical Services*. This is understandable due to the number of employment opportunities at the two incubators in Sanford and the Central Florida Research Park.

Conclusions

Although *Retail Trade* is a top cluster in the region and top employer in Oviedo, retail job opportunities are not typically viewed as value-added high paying jobs and thus will not be the focus of this economic development study. *Construction* is also a top cluster for the region at this point in time. We do not believe the growth in construction jobs tied to commercial developments will continue to increase in the near future unless additional developable land in the area is marketed for this purpose.

Recommendation 1: Make “Finance and Insurance” and “Professional, Scientific and Technical Services” Targeted Industry Clusters in Oviedo

Finance and Insurance and *Professional, Scientific and Technical Services* were identified as the third and fourth clusters. We believe Oviedo should focus on expanding its *Finance and Insurance* and *Professional, Scientific and Technical Services* employment opportunities.



The *Finance and Insurance* cluster has several professions that make up this category. These professions include: commercial banking; investment banking; securities; securities brokerage; portfolio management; and direct life, health and medical insurance carries among others. The *Professional, Scientific and*

Technical Services further provides additional opportunities to focus on in the development and diversification of the Oviedo economy through high wage professional opportunities. The sub-categories that make up this identified cluster are: legal services; tax preparation; architecture; engineering; testing laboratories; interior design; management consulting; computer system design; advertising; public relations; and veterinary services among others.

The City has the educated workforce to support these industries and many residents already work in these sectors in other Seminole County cities and in the Orlando metropolitan area. These sectors would be ideal marketing targets for the City of Oviedo and would provide the necessary tax base diversification and quality of life improvements the residents seek. Later, suggestions are offered on the types of programs and projects that would capture these target cluster opportunities.

B. ECONOMIC DEVELOPMENT STRATEGIES

1. Existing Business Retention and New Development

The City of Oviedo would benefit from the establishment of a formal “Business Retention and Growth Program” designed to retain existing businesses. This program would in turn attract new development through enhancing the overall Oviedo business environment. This program, in concert with other measures such as enhancing the City’s “technology capacity,” would not only assist new businesses seeking development opportunities, but also help current businesses to obtain new expansion avenues. Increased communication and networking among banks, business, Chamber of Commerce, and sector networking meetings and seminars would foster greater responsiveness.

Recommendation 2: Fund and Implement an Oviedo Economic Development Department

The City government of Oviedo does not have a department dedicated specifically to the economic development of its community. The City Council has, however, authorized the creation of one economic development position within the city. In an area with a growing abundance of economic opportunity near metropolitan Orlando, such an investment is indeed wise. The nature of sound economic development requires the investment of time, effort and monetary resources. The recommended approaches and initiatives listed throughout this document do require an investment of time greater than a single position is designed to accommodate. While this plan does not advocate the specific number of staff to house the economic development department, the scope of programs outlined does warrant consideration of a specific department.

Staff for a proposed economic development department should be experienced in several attributes. They should have a Bachelor’s or advanced degree in public or business administration, planning, economics or a closely related field. Preferably, staff should have developed multiple careers in business development and government work to understand properly the dynamics of interaction between the two parties. Staff will need to: be capable to budget an effective operation; monitor federal, state and local programs; confer with non-profit and for profit organizations, financial institutions and neighborhood groups; and, direct and/or manage project feasibility and funding efforts, among others.

The newly created economic development department must also have its own dedicated website. The features of the department’s website will be outlined throughout the document as individual initiatives and recommendations to mitigate challenges facing Oviedo are outlined.

Recommendation 3: Establish a Business Retention and Growth Program

A community with a strong business outreach program and open dialogue is aware of the needs and hurdles new businesses face as they enter a new environment. Oviedo should establish a formal “Business Retention and Growth Program” designed to retain existing Oviedo businesses. Again, this program will in turn attract new development through the enhancement of the overall Oviedo business environment. This program would not only help current businesses to ascertain new expansion avenues, but enable the City to further assist new businesses that seek development opportunities through relocation as well.



While a larger city, the Yonkers, NY, economic retention program provides several examples relevant to Oviedo. Yonkers emphasizes that its economic development division “works closely with the Yonkers Chamber of Commerce, the local banking community, the utility companies, the various service companies and the not for profits in evaluating needs of the business community.” Yonkers assigns a team dedicated to visiting local businesses and assessing needs. Although the Oviedo Development Services Department performs variations of some of these programs, it does so in an informal manner. Through the City formalizing such a program, it insures the program being ingrained into the city’s culture regardless of natural personnel turnover.

First Steps Needed: Information

The following outlines an action plan for methods to retain and promote the expansion of existing businesses in Oviedo. Along with formalizing these programs and ensuring future continuity, it allows for a greater measurement of a program’s success and needed alteration. The first steps needed are to gather information from area businesses on their needs; then, later efforts can measure the success of the City’s current economic development efforts.

Recommendation 4: Conduct a Bi-Annual General Business Survey

The first step in this program must be the ascertainment of information regarding the local business environment. A survey of Oviedo businesses can identify local business needs. As an example, our initial interviews with invested community stakeholders revealed that such an exchange of information with the City of Oviedo would be welcome and encouraged. These surveys can discover businesses needs regarding expansion:

- is their expansion pushing them outside the City?
- do workforce skills match business needs?
- are City regulations understandable and do they help/hinder business and the community?

With an economic growth hurdle identified, a vibrant, active business network of public and private entities can then work in coordination to develop measures to solve problems. Ascertaining the correct information and discovering and addressing potential issues before businesses relocate for greater space or before government incentives are offered can be the difference in maintaining vibrant communities.

A successful example of a survey program comes from a community organization in southwest Detroit, MI. A survey of existing business and recently departed businesses identified that businesses left the area not for lack of business, but to find buildings of greater size for their expanding businesses. This information allowed the Southwest Detroit Business Association to initiate a program to work with successful businesses to locate appropriate locations to retain these successful businesses.

Recommendation 5: Partner with Outside Organizations to Defer the Cost of Surveys

The sole cost of conducting the business survey does not need to be placed on the City of Oviedo's budget. A partnership with a local non-governmental entity can alleviate some of the costs, while still providing the needed information. In the example from Recommendation 4, the University of Michigan's School of Architecture and Urban Planning conducted the business surveys. Further, Stafford County, VA, a fast growing county in Northern Virginia, partners the University of Mary Washington College of Graduate and Professional Studies based in Stafford County. Students and staff from the University, after consultation with the County's economic development department, conduct standard interviews with identified area businesses and analyze the data.



The Metropolitan Orlando area provides several potential partner entities to conduct these surveys that include: the University of Florida Bureau of Economic & Business Research; University of South Florida Center for Economic Development Research; University of Central Florida University Economic Development Program; Seminole Community College Business & Industry Support Center and Small Business Development Center; Metro Orlando Economic Development Commission; and Enterprise Florida.

Recommendation 6: Conduct Targeted Issue Surveys as Needed

In addition to the regular general business surveys discussed above, more precise surveys of business needs should be conducted to elicit opinions about specific issues. These surveys should be sent to targeted groups of businesses.

A current example could be a survey of the permit approval process. Our interviews with business leaders and developers revealed dissatisfaction with the development process, especially when compared to surrounding jurisdictions. A survey on the permit process

could be sent out to local developers who have applied for commercial building permits within the last two to three years. These surveys will be an important evaluation tool for understanding business perceptions of the economic development environment.

Such a survey can further provide a benchmark for new initiatives undertaken. On January 3, 2006, the City Council adopted revisions to the Land Development Code (LDC) that completely changed the City's development review processes. A survey of developers who have submitted before and after the change would provide feedback with regards to the improvement to the system.

Proposed single issue surveys should be budgeted for without specific title, (i.e. possible title of "Flex Survey"). Such a budgeting item will allow the department the needed flexibility to adjust to unforeseen economic conditions and gather targeted information. For instance, a parcel of land may become available to the city; the budgeted flex survey can then take the City's pulse on desired development.

Recommendation 7: Establish a Business Visitation Program



It is also important to visit the major businesses in the community in person to maintain regular communications and to establish positive relationships with local businesses. BBP interviews with local business leaders indicated that such a program would be well received by the community. In turn, interviews revealed that the business environment of Oviedo has improved recently, and

that such a program would enhance evidence of such progress.

Physically visiting their facility immediately provides some insight into how their businesses are run and this information is invaluable. It also demonstrates the City's interest in working with businesses on their terms. Visitation programs solicit information about the problems and concerns of individual businesses and attempt to identify company specific and area-wide barriers to further business expansion. The City should ask about the companies' operations and identify specific barriers to progress that may be directly attributable to local government conditions and/or policies.

Recommendation 8: Focus Resources on Key Businesses in Core Industries

Even utilizing resources outside the government, assets in the information gathering effort may be limited. Therefore, a working list of 4-6 companies that will receive in-person site visits should be created. These companies should include major employers and representatives of key industry groups (i.e. identified industry clusters the City wants to attract in the future). A list of 4-6 companies suggests an average of one site visit per month. This list will likely evolve and expand over time and should be reviewed on at least an annual basis. Beyond this base, following up with companies that leave the City in order to understand their reasons for relocating is highly recommended.

A suggested list of four local companies to visit should include:

- A. Duda and Sons, Inc.
- Wilmington Finance
- Spinnaker Technology, Inc
- Reiss Environmental, Inc.

Business retention and expansion programs are a fundamental aspect of economic development. If a community's existing businesses are strong and providing jobs, most of the broader economic, social, and community objectives of an economic development effort are more easily achieved.

For this initiative to work, it is vital that the City has the will and the resources to follow-up on problems individual businesses identify through the gathering of information, as well as persistent issues that affect a broad set of businesses (and target industry clusters). The creation of a specific Economic Development Department will aid in solving issues the City becomes aware of through its information gathering process.

Short-Term Information Gathering Action Steps

- a. Conduct site visits with existing Oviedo businesses
- b. Develop a list of companies in the community to be the focus of outreach

Long-Term Information Gathering Action Steps

- a. Conduct a bi-annual survey
- b. Conduct issue specific surveys on an as needed basis

Continual Monitoring of Economic Development Efforts

The City must also gather information through self-evaluation of its own efforts. While this document will provide an overview of such current Oviedo efforts, continual, institutional review efforts should be initiated as well. Feedback regarding Oviedo's efforts will come through site visits and surveys, the department must also be proactive in monitoring and adjusting its structure, programs and efforts to ensure the best economic environment for the City of Oviedo.

Recommendation 9: Provide for Ongoing Evaluation of the Business Visitation Program

The information gathering initiatives this plan advocates are an example of programs the Oviedo Economic Development Department should self-monitor. Business visitation is a time consuming effort. It should be determined whether sufficient gains are achieved for both parties. It is important to evaluate the benefits to both the businesses and the City of the visitation program. Have significant obstacles to business expansion been identified? Have solutions to identified obstacles been implemented? If not, what inhibits

such implementation of solutions? Have new industries emerged and should these businesses be targeted for on-site visits? After a two-year period, the City should assess the need to continue, expand or contract the program.

Recommendation 10: Conduct Periodic Reviews of the City’s Overall Business Climate Relative to Surrounding Jurisdictions

In addition to reviewing its own practices, the City of Oviedo should monitor its business climate in comparison to surrounding jurisdictions. The City currently rates well on key business climate factors beyond those related to customer service and development-related processes. Community stakeholder interviews reveal the City, rightfully, can point to its educated workforce, location and quality of life as positive business location factors. It is a worthwhile exercise, however, to conduct periodic reviews of the competitive environment in other jurisdictions to understand if and how the City’s relative status may change over time. This is especially true in the competitive area where Oviedo is situated. Orlando’s continued expansion northeast in and toward communities hungry for economic development mandates Oviedo’s vigilance.

Through its newly created economic development department, the City could conduct an annual or biannual benchmark of tax rates and fees to monitor changes in competitor locations and identify opportunities or potential threats. This data can be used as part of the marketing/promotion effort (if it remains positive) or to identify further actions the City may take (if problems are identified in the future). To the extent the City begins to compete with other jurisdictions, it will also become necessary to understand regulatory differences among these other localities.

As an example, the Seminole County Economic Development website lists incentives offered by various communities in Seminole County. It is noteworthy that Oviedo is not currently listed, while Altamonte Springs, Casselberry, Lake Mary, Longwood, Sanford and Winter Springs are listed. The City of Altamonte Springs offers development incentives that reduce building and impact fees for qualified new construction projects within the Central Business District. To qualify, commercial and office projects must be at least 100,000 square feet. Mixed-use projects must be at least 150,000 square feet. This knowledge can assist the City with the review of its programs and determine if initiatives are sufficient to compete with surrounding jurisdictions.

Active Government Assistance

Recommendation 11: Continue to Establish a Reputation for Providing a “Good Customer Service” Focus in Order to Foster the Best Business Climate Possible

The business climate goal is critical to the success of the overall economic development strategic plan. If the goal of creating a quality business environment is to be achieved and its concomitant benefits realized, it will be necessary to continue to dedicate appropriate resources to address the issues noted by the business community highlighted

during stakeholder interviews. In the short term, these resources should be geared toward gaining a better understanding of what improvements will yield the most benefits. The City has begun a Customer-Focused Training program to help employees understand the importance of good customer service in fostering a positive business environment. The primary focus of the training sessions is to give employees the tools to become enablers and problem solvers and not regulators.

The City is currently implementing a “Click to Gov” (i.e. e-government) initiatives that which will allow much of the development review and construction processes to be conducted online. Presently, citizens are able to check the status of their building permit, see the status of inspections, and schedule or reschedule upcoming inspections online. A ‘citizen service center’ will soon be created online where Oviedo residents will be able to report various neighborhood issues such as local ‘potholes’ that will be directed to the appropriate agency. In concert with these efforts to streamline the development process and communication, the Oviedo City Clerks office has initiated a process to digitize public records for easier and faster access.

Going forward, additional resources will be needed to implement those strategies. The City should consider:

- providing additional support to economic development “counter clerks” – the front line of customer service
- making professionals/technicians readily available to support the counter clerks
- defining expectations: informing customers up front how the process works, what their responsibilities are, and what the City’s responsibilities are; this includes continuation of pre-application conferences with clients that the City has been doing for some time
- differentiating among customer types to recognize the need for varying levels of service

Naturally, the information provided by surveys and business visitation will eventually provide another list of improvements and enhancements for the City to initiate in the future.

Recommendation 12: Create “One Stop” Licensing and Permitting Center for New Business

A “One-Stop Shop” business center is another avenue to improve the City’s business environment. Comments from development services staff identify their building as their biggest liability in both space and function. They state that the present building is too small and not designed in a customer friendly manner. A new center would decrease time between project conception to completion, improve process clarity, and decrease costs to business and government by providing a single place to obtain development information. For the City of Oviedo, the best case scenario would be to have Development Services, Economic Development, Engineering Services, and Fire

Prevention staffs located in the same building so that its customers only have to go to one place to conduct their business.

Some cities, such as Tulsa, OK, have established a physical center for a one-stop permit and licensing. The center houses representatives of various city departments such as neighborhood inspections, business licenses, and zoning. A “One-Start Center” can also conduct project review meetings allowing businesses to move quickly through the development review process. A virtual, web based “One-Stop Center” can be equally as effective. Such a site would include the aforementioned Development Overview Handbook, downloadable applications, contacts, and be linked from the Oviedo Economic Development page currently under construction. The Economic Development site for the City of Owensboro, KY, demonstrates one approach. This site walks entities through a series of questions like “will your business be operating in Owensboro or the County?” or “will you be using a new or established building?”, and links the user to the correct document.



Recommendation 13: Communicate to Relevant City Departments the Importance of their Work in Achieving the City’s Economic Development Goals

It is critically important that the goals and objectives of relevant City departments are consistent with those of the economic development strategic plan. Discrepancies may limit departments from meeting and exceeding the expectations of their customers, i.e., prospective businesses and investors. The City administration should present to relevant City departments the economic development strategic plan and discuss their role in implementing the plan. The presentation can be part of the ongoing customer-focused training program the City has recently instituted for its employees.

The new economic development strategic plan should be clearly presented in the form of a two-way discussion, allowing staff to share ideas and opinions. Encouraging participation by departments facilitates their “buy in” to the plan, as well as its subsequent successful implementation. If the City does not have the immediate resources to dedicate to this endeavor, the City may need to turn to a private or non-governmental entity. In some jurisdictions, a local Chamber of Commerce, post-secondary institution, or a specific internship opportunity is dedicated to this process.

Performance measures should be incorporated to report the activities and outcomes of this process and inspire people to control the process. They can be used to monitor progress, predict and prevent problems, make improvements, and motivate staff. Appropriate performance measures can propel strategy throughout an organization, enabling departments to understand what the strategy is and how their work and performance are integrally linked to it. Likewise, integrating performance measures into the review process allows progress to be monitored and future improvements and

adjustments to be made to processes. One method of measurement could be to use survey cards to measure customer satisfaction whenever there is interaction between the City and businesses. The survey card could be included with permit packages and other handouts issued to businesses.

Regular department briefings about economic development benchmarks and objectives should be provided to describe how they helped achieve economic development goals. Regular review of the progress towards achieving the economic development objectives and goals reiterates their importance. The briefings should encourage two-way communication and the exchange of ideas among staff and managers, allowing staff to voice ideas and opinions in a structured and, ideally, non-judgmental atmosphere.

Recommendation 14: Develop a Handbook Defining the City Permit Process Step-By-Step

A development process overview handbook provided by the City of Oviedo can improve efficiency while saving the customer and government, time and money. A detailed development handbook providing basic step-by-step information would reduce questions received by staff, freeing time for concrete review and analysis, and enable customers to gather necessary information before submitting applications. This booklet should also be available for download on an enhanced City of Oviedo website.

Many cities are publishing booklets and brochures guiding customers through the land use and construction process. The City of Pinecrest, FL, has available a 24-page booklet, outlining frequently asked questions (When and Why a Variance is Needed), a schedule of critical dates (application deadlines/Planning Commission Meetings), a chart showing who reviews an application (Planning/Fire/Building), a fee schedule, and required forms. Pinecrest makes this available on their website; other municipalities provide an e-mail address to request their handbook.

Economic Development Efforts Beyond Government Organizations

Recommendation 15: Encourage Sector Networking through the Chamber of Commerce



Increased communication between the business community and the City of Oviedo government is one necessary facet to properly gauge the Oviedo economic development environment. A further additional step in the improvement of the economic development environment is through increased communication among its private sector community. A network of local businesses organized by business type should

be created to provide an organized exchange of information, concepts, and ideas between common businesses. These networking efforts by sector should build upon the current Chamber of Commerce efforts in Oviedo.

The Oviedo Chamber of Commerce holds various breakfast, lunch and dinner networking opportunities for all members. The “Taste of Oviedo”, which is held once a year, also provides business-to-business networking opportunities. While these events present an opportunity for members of the business community to interact, more specific events would increase the opportunity for communication between closely related groups. The Chambers’ membership directory includes 17 banks located in the City. Holding “sector networking” meetings could include meetings of just the bank representatives and businesses employing under 25 employees, or seminars by bank representatives on small business loans. These meetings would provide a greater opportunity to facilitate information exchanges between parties of interest.

Recommendation 16: Continue to Build a Connection between The Chamber of Commerce and the City of Oviedo and Other Relevant Chambers

The City and Chamber do not significantly partner in economic development activities, outside of the Taste of Oviedo. Successful communities need non-governmental entities to assist local government in manufacturing and nurturing economic development. Several of the initiatives outlined in this document note the potential for non-government entities (particularly the Chamber of Commerce) to complete and handle certain initiatives.



It is imperative that a close connection between the City government and Chamber of Commerce become established. A summit should be called between the City and Chamber to underscore the need for cooperation for success. The summit should not only include the economic development personnel, but high levels of government to underscore the importance of such cooperation.

Further, the Government Affairs Committee of the Greater Oviedo Chamber of Commerce should expand its role from researching government initiatives to becoming the communication arm of the Chamber with the government. An open, established pipeline communication between the two entities can alleviate future criticisms from business before they develop into major issues that inhibit economic development. Again, the relationship between the two is developing into a stronger partnership, so continued elimination of barriers between the Chamber and City is essential to the success of a future desired economic vision.

In addition, the City must understand that economic development occurs on a regional level as well. Oviedo exists in a dynamic metropolitan area, and as such, relationships

should also be established with area Chamber of Commerce's as well. Additional cooperation can lead to development in one area that can subsequently produce dividends through regional development that will have spin-off effects for the City. The main focus of such regional bridge building should be the Seminole County/Lake Mary Chamber of Commerce and the East Orlando Chamber of Commerce.

Recommendation 17: Host a Summit of Banks to Discuss Potential Oviedo Community Development Incentives

In addition to networking events for local banks, a specific summit between them can advance the economic health and development of Oviedo. A meeting of banks can also provide synergy in establishing partnerships for community loan funds, and also communicate to the City government any assistance needed in becoming eligible for various federal and state programs.

The City of Bowling Green, KY, organized local banks in their area to discuss the potential for establishing a new Community Development Financial Institution. In Wilmington, DE, the North 4th Street Loan Program was established to educate the North 4th Street community about the availability of funds for economic development in the downtown area and specifically along North Fourth Street. A discussion among banks in the City of Oviedo could produce initial discussion of types of development that could easily secure funding and support in its remaining open areas.

Recommendation 18: Host a Local Meeting with the Area SCORE Representative

Chambers of Commerce across the United States provide an opportunity to meet their local Service Corps of Retired Executives (SCORE) representative. A resource partner with the US Small Business Administration, SCORE is a nonprofit association dedicated to assisting small businesses on a variety of questions. Additional information about SCORE in Orlando can be found at www.scoreorlando.org. In fiscal year 2004, SCORE volunteers spent nearly 1.4 million hours helping entrepreneurs. The Orlando SCORE office has a regular calendar of business seminars and workshops along with one-on-one counseling. In addition, the SCORE office in Orlando is open to holding seminars and workshops outside Orlando in surrounding communities for interested parties. Along with publicizing the availability of this resource to area businesses, the interest level in a SCORE seminar in Oviedo should be gauged.

Joint Efforts between Government and Non-Government Entities

Recommendation 19: Encourage Development of Small Business Purchasing Pools

Insurance purchasing pools stand as an additional way to potentially aid small businesses in the City of Oviedo. Purchasing pools allow small businesses to buy insurance together, thus generating some of the advantages enjoyed by large companies such as economies of scale and negotiating power. While a small company purchasing insurance on its own could see its premiums rise from a catastrophic illness, in a larger pool group

the impact on premiums would be spread out. The pools also cut administrative costs. Through economies of scales, administrative costs can be reduced “from 30% - 40% of premiums at small companies, versus 8% to 10% at bigger ones.” Further, purchasing pools allow a choice of plans not usually offered to a single, small business purchaser.

The 2004 Affordable Health Care for Floridians Act provided optional Small Group Purchasing pools for employer groups with 2 to 25 employees. The concept is to allow these small employers to pool together into a group for purposes of purchasing health insurance. The availability of these pools must be publicized to area small businesses, through seminars, website information, and business visits.

Recommendation 20: Prepare an Information Packet for Business Prospects

To encourage entrepreneurs in Oviedo, a comprehensive start-up kit should be offered. In various communities, local economic development departments or the local Chamber of Commerce usually provides them. These booklets detail the government obligations a business will be under, and steps advised to increase the chance of success. The Seminole County Corporate Guide provides some of this information for the area. However, an information packet for business prospects focused solely on the community of Oviedo with additional benefit would assist firms and provide another avenue to market the City.

Kent, OH, offers a substantial booklet to prospective businesses. Their booklet, also available online, includes sections addressing a business plan outline, business taxes, tips for writing a business plan, customer service, online resources, financing programs and incentive programs, among others. The business tax section lists all the potential business taxes and subsequent contacts with corresponding state agencies, while the business plan section identifies what to include and a form for 10 year cost projections. Entities can also charge a small fee to recoup the cost of providing such information; the state of Missouri charges \$15 dollars for a CD-ROM copy of their start-up kit. In addition, some booklets provide contact information to set up a face-to-face meeting between a prospective business and agent in the area. This personal relationship can serve as an opportunity to provide more information as well as sell the business on establishing operations in the City.

King County, home of Seattle which contains a much larger population, offers a broad outline of the data to include in such an information packet. The King County information packet includes: County demographics; an economic profile of King County, including industry profiles; labor market/demographics/wage data; cost of living summaries; tax/incentive/financing information; infrastructure and real estate data; quality of life and education data; and, other topics of business interest. The information packet also includes "Operating a Business in Washington State: A Business Resource Guide", King County maps, Greater Seattle DataSheet, and Washington State Business Tax Profile. Interested parties can request this packet from the King County Economic Development Council.

City government agencies do not always act as the sole provider of such information. Sometimes such data is generated in partnership with an area's Chamber of Commerce. The Greater Oviedo Chamber of Commerce currently provides a link detailing contact information for the government and needed utilities; however, a booklet is not offered through its website. The City of Redding, CA, Chamber of Commerce produces a similar information packet titled a "Business Relocation Packet". For a fee, an entity receives this packet containing information similar to that described in the King County package plus a listing of area schools and colleges, church lists, real estate, and brochures on Redding area services and a pamphlet on starting a business in Redding. When deciding where to locate a business, advanced marketing can catch the eye of a prospective new company early enough to spur continued interest and eventual success.

Recommendation 21: Create a Resources Directory of Economic Development Organizations Complete with Websites to Aid City Economic Development Efforts

Several cities and counties provide links on their economic development web pages for potential developers to obtain information regarding outside sources of funding from state and federal agencies. The Oviedo Economic Development page should have the makings of a well-developed, informative source. To further build on this foundation, the site should add a link for prospective businesses to gather information on regulations and funding. Various cities and counties use different titles for this type of link, such as "business assistance", "related links" and "resources" to aid prospective businesses in becoming successful. Seminole County's website provides some of these links through the category of "Business Links". A new economic development website for the City of Oviedo can expand on this, and *become* the benchmark for providing access to available resources to area businesses.

Van Wert County, OH, has an economic development website with a web link shuttling users to various categories including the state office of Housing and Urban Partnerships (Microenterprise Loan Funds), state Department of Development (grants and loans), local Chamber of Commerce and Community Resources. Their economic development website also includes a link to case studies and reports completed by their Economic Development Office. In addition to these types of links, Oviedo's website could provide direct links to federal programs as well as descriptions of loans offered by the Small Business Administration. Providing links to information on ascertaining funding and economic incentives not only assists businesses but demonstrates the aggressiveness of Oviedo to work with the businesses in their ultimate success.

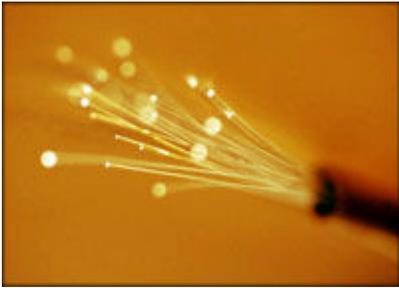
2. Continue the Enhancement of Oviedo Infrastructure

As discussed in the Strengths, Weaknesses, Opportunities and Constraints section, the city of Oviedo's infrastructure capacity, combined with its workforce and location, provides an excellent foundation for continued vibrant economic development. A business locating in Oviedo would find several of the resources available to succeed, as many entities have already discovered. The future economic development course for the

City relies on a further sharpening of its economic development tools, and a focusing on the correct industries that present the greatest return to the City. Among the tools to further develop are the City's technological capabilities.

Recommendation 22: Enhance the City's Technology Capacity

As the City of Oviedo continues to shape its economic development efforts, it must not overlook the importance of enhancing the City's overall technology capacity. Without investments in Information Technology (IT), the City will not be able to attract and retain new business investment and growth.



To accomplish this goal, the City of Oviedo should strive to develop initiatives focused on the continued investment in computers, software, Internet connections, and professional development programs through public schools and community college locations. City-sponsored initiatives will drive the investment in IT leading to education that is technology-rich and provides both students and community members with the opportunities to learn using the latest network connections. Businesses will have increased opportunity to utilize IT to innovate in areas such as production and marketing. In addition, the city offices will benefit from the IT by providing efficiencies in response to the community's needs.

Suggested opportunities for IT growth include:

- Encourage donations by local business of computers for use in public schools
- Partner with local business community to provide high-speed Internet connections to every public school, library and community-college campus
- Expand the technology training curriculum for the City of Oviedo teachers
- The economic development department and areas businesses should foster partnerships within the community and establish volunteers to develop community locations providing no-cost internet access and computer-training opportunities to the public
- Support the City of Oviedo sponsored volunteer programs to teach people how to use communications technology
- Support use of technology tools to assist in the facilitation of Oviedo public school curriculum
- Expand fiber optic and DSL capabilities along desired routes to support the growth of new business sectors such as e-commerce, software engineering and biotechnology

Recommendation 23: Develop the City's Geographic Information System Capability

The City of Oviedo government must develop a city-wide Geographic Information System (GIS) program that is housed in the IT department with qualified programmers and technicians. Available land based information is vital to success of a City economic development program. A city-wide GIS will also enhance the many databases recommended in this report.

GIS is a computer technology that uses a geographic information system as an analytic framework for managing and integrating data; solving a problem; or understanding a past, present, or future situation. GIS has the capability to show through maps present land use, residential density, building heights, demographic and census information across the city along with numerous other attributes. GIS not only allows for identifying parcels available for development, but can aid the economic development community in assessing the state of Oviedo's development and assist in shaping its future vision.

Recommendation 24: Expand Fiber Optic and DSL Capabilities throughout the City

The information technology revolution allows an increasing share of economic activities to remain functionally close (to customers, suppliers, and other parts of an organization) while becoming more physically distant. But for this to work, places need access to broadband telecommunications. As a result, the City should continue working with area broadband providers to ensure that undeveloped parts of the City, areas that are still rural in nature, have high speed broadband connections, particularly for businesses.

Providing the Oviedo residents and businesses with the technology they need to more effectively run their businesses, expand the local economy and build a stronger community relies on the expansion of fiber optic and DSL capabilities. Expanding high-speed internet access will provide businesses and residents with the capability to increase efficiency in numerous areas such as: finding local employment, starting and managing new businesses, developing and learning IT skills, and accessing government services.

In addition to providing Oviedo's businesses and residents with high-speed access, Oviedo's government may also receive an added benefit in the form of reduced cost IT services. As the City's government's IT capabilities expand, the use of public-private partnerships to develop the needed infrastructure should be considered. Through these partnerships the city can provide access to public rights-of-way allowing technology companies to install the infrastructure necessary for enhanced technology to Oviedo residents and businesses. Businesses would then provide the city with reduced or no cost IT services in exchange for the right-of-way use.

Few knowledge-based and information-based companies will locate in an area where they cannot get reasonably priced access to high-speed telecommunications. The City needs to promote policies that encourage the provision of high-speed telecommunications access to both business and households; as noted earlier, efforts should first be concentrated in areas ripe for expansion. This includes having a zoning and planning

regime that: allows “data-hotels” (buildings containing telecommunications equipment); enables telecommunications providers to lay fiber optic cable under the streets; and, ensures that wireless telecommunications receivers can be located needed.

Anecdotal evidence suggests that IT companies like to locate in communities where the rate of Internet use is high. As noted earlier, the City needs to work with the private sector and state and federal governments to ensure schools, community centers, boys and girls clubs, libraries, and other public places provide free public Internet access. But to be effective, the City needs to go beyond just making sure that organizations have the computers, software, and Internet services. Organizations need the training and support necessary to integrate these tools into their programs. In this regard, local governments should work with the private sector. For example, the Morino Institute in Northern Virginia has established a partnership with four community-based groups serving inner-city youth and their families in the District of Columbia. The goal of the program is to provide the expertise to develop the organizational capacity – people, systems, and know-how – to integrate the Internet into their learning and youth-related programs.

Recommendation 25: Ensure the City is a Leader in Wireless Capabilities

Internet wireless capability allows a person with a wireless-enabled computer or personal digital assistant (PDA) to connect to the Internet when in proximity of an access point. There are several reasons to pursue such a capability: to increase internet access among residents, to assist municipal functions and to attract business.



"There's a need for more broadband, so community networks are a great way of using new Wi-Fi technology to do it," said David Hagan, chief executive of Boingo Wireless. Various city officials across the country see Wi-Fi networks as a way to attract businesses and residents, but there are also municipal functions. "In most cities, 50 percent of the public work force is mobile," said Craig Newman, director of municipal broadband for EarthLink. "If you're a fireman, you could have the fastest mobile network available to download the plan of the building you're about to walk into."

Municipal proposals in the works involve private-public partnerships, where a private company offers to fund the deployment of the network and the city offers to lease space on light poles and fiber lines. In some cases, cities are offering to subsidize service. "We've done our homework," said EarthLink's Newman. "We're fairly confident about the cost of these networks." Community groups see citywide Wi-Fi as a way of bridging the "digital divide" between poor and wealthy communities. Further, being a wireless hub could also attract new businesses and fuel growth.

3. Advocacy for Economic Development

To Businesses and Industry

Recommendation 26: Promote the City's Proximity to Several Airports



The City should take advantage of its proximity to airports in the region. Below is a list of the nearby airports including miles from the City and daily air traffic:

- Orlando Sanford Airport (13 miles north of Oviedo)
- Orlando International Airport (26 miles SW)
- Orlando Executive Airport (15 miles SW)

Promoting air service in the vicinity of the City of Oviedo should be highlighted when attracting potential businesses reliant on such services (i.e. professional sectors that may deal with out-of-town clients, etc.). The proximity of the airports should be highlighted in the new information packet for new businesses established by the City of Oviedo in Recommendation 20. Further, it should be a significant point of interest on tours given by sales teams to prospective businesses. Air service can and does benefit professional industries by providing ease of access for businesses to reach and receive clients, and thus further demonstrate the benefits of locating in Oviedo.



Recommendation 27: Organize the City's Industry Recruitment Program around Target Clusters

A cluster of firms, rather than the individual firm, is a much more logical point of economic development assistance. Working with entire clusters of firms is not only more cost effective, but also helps boost the synergies and cross-firm learning that can transform low-performing clusters into high-performing ones.



Again, as established in Section A of this document, the two main target industry clusters for the City of Oviedo are:

- Finance and Insurance
- Professional, Scientific and Technical Services

As a result, whenever possible the City should work with entire clusters of these firms. For example, the City should promote and direct industry leaders to industry training programs offered through state programs and local post secondary institutions related to industry clusters. It should orient other programs, such as business finance, business

assistance, and technology transfer, around clusters. And to the extent that the state supports industry recruitment, it too should compliment a cluster strategy. For example, Missouri is targeting efforts around life science clusters in St. Louis and Kansas City so that both major regions in the state reinforce each other.

Several rules of thumb should be considered as an industrial recruitment strategy built around the City's target clusters is formulated:

- Rule of Thumb 1: *Clusters are spawned, not manufactured* – Clusters are a natural result of economic activity, and only occasionally a result of a planned intervention. But government has been and can be an important catalyst.
- Rule of Thumb 2: *Clusters are economic ecosystems, not membership organizations* – Firms do not have to join anything or trust anyone to be part of a cluster; even with strong associations, free riders are inevitable. But trust and cooperation make clusters stronger.
- Rule of Thumb 3: *Critical mass attracts external economies, cooperation creates external economies* – The minimum number of firms necessary to be a “cluster” is that which will produce external economies. But greater scale provides more advantages.
- Rule of Thumb 4: *Boundaries of clusters are determined by members, and are not constraining* – Boundaries are set by distances people will travel to work, associate, and network; proximity is important. But culture affects propensity to travel.
- Rule of Thumb 5: *Clusters have life cycles* – Stages of development of a cluster shape its needs and interests. For the City of Oviedo, target clusters can be identified by their stage of development, in this case both are in the Growth state:
 - Embryonic
 - Growth (*Finance and Insurance and Professional, Scientific and Technical Services*)
 - Mature
 - Transforming
- Rule of Thumb 6: *Clusters exist within diversified economies* – Clusters operate within larger economies and expand, not restrict, growth opportunities. But successful clusters can propagate new clusters.

A real understanding of clusters requires more than numbers:

- data bases are necessary but insufficient
- input-output value chains are national models, not local realities

- knowledge about causes of relationships is tacit, not published
- firms, not sectors, form clusters

Some clusters are inconspicuous:

- too small to be picked up on radar screens
- do not have industry-based dependencies
- straddle political boundaries
- dominated by micro-enterprises
- cover unusually large geographic areas
- obscured by retail in metro areas

Several actions should be considered by the City for engaging industry:

- establish or recognize organizations that represent cluster as legitimate sources of information
- employ people who speak the language of the industries in the cluster
- formalize communications channels with clusters through organizations
- use organizations to aggregate demand

Eight “do’s and don’ts” of cluster-based economic development are offered:

- don’t force unnatural alliances
- don’t let the public sector dominate cluster organizations
- do invest in collective activities
- don’t expect self-sufficient too quickly
- do organize agencies to match clusters
- don’t neglect small, mature and rural clusters
- do encourage institutions to specialize
- don’t create rigid geographic boundaries

Below are several actions the City of Oviedo should consider for organizing and delivering economic development services. Many of these actions are more fully described in this plan as specific economic development strategies:

- aggregate, collect, sort information by industry cluster
- form cross-agency rapid response teams
- encourage and support multi-firm activity
- establish one-stop shops for services
- develop specialized labor force
- contextualize curricula
- form industry cluster skills centers
- build partnerships between education and cluster organizations
- form regional skills alliances
- support cluster based incubators

- facilitate entrepreneur networks
- brand region and clusters
- build technology cluster centers
- recruit talent
- invest in cluster-relevant R&D
- build cluster-based tech centers/parks
- build incentives for multi-firm proposals into funding programs
- use clusters to recruit firms and people

Changing Beliefs about Economic Development

In the old economy, people believed that:	In the new economy, people believed that:
Being a cheap place to do business was the key.	Being a place rich in ideas and talent is the key.
Attracting companies was the key.	Attracting educated people is the key.
A high-quality physical environment was a luxury that stood in the way of attracting cost-conscious businesses.	Physical and cultural amenities are the key in attracting knowledge workers.
Regions won because they held a fixed competitive advantage in some resource or skill.	Regions prosper if organizations and individuals have the ability to learn and adapt.
Economic development was government-led.	Only bold partnerships among business, government, and the nonprofit sector can bring about change.

Source: <http://www.neweconomyindex.org>

In Section D of this report, several suggested locations in Oviedo are described to which these types of industry clusters should be recruited. Recommendations focus on areas with infrastructure capacity and sufficient available acreage.

Recommendation 28: Attend Conferences and Trade Shows in the Target Industry Clusters

The City should start budgeting for and attending conferences and trade shows geared to the *Finance and Insurance* and *Professional, Scientific and Technical Services* target industry clusters identified in this Plan. A strong personal presence, coupled with the types of information handouts and packets described herein, would go a long way to showcase Oviedo’s attributes and to impress economic prospects that Oviedo is a fine place to conduct business, proactive, and in tune with businesses needs. In five years, these outreach efforts should even include specific international trade shows given the increasingly-global marketplace within which business is conducted.



Recommendation 29: Establish Sales Teams for the City of Oviedo

City of Oviedo “sales teams” tailored to the type of prospect being pursued should meet with prospects who are considering a location or operation in the City. These teams would provide prospects with marketing materials, site profiles, city contacts and any other information relevant to the prospects’ visit or inquiries.



The ability of Oviedo to draw from diverse elements of its economic development community has been demonstrated in the creation of its economic taskforce. The same type of diversity should be used in the creation of its sales teams. Members of these teams should include the Economic Development Director and two others selected from the business community on a case-by-case basis. The sales teams would also be responsible for establishing relationships with the state and others in the Orlando area who are primary movers in the specific industry.

To the Community

Recommendation 30: Develop a Communications Plan to Implement the Comprehensive Economic Development Plan

Oviedo and community leaders have engaged in a lengthy, intensive, and important process which marks a new beginning for economic development in the City. The public must know about this initiative so that they can be aware of the actions of their government and can support those actions. The communication initiative will allow the economic development community to proactively explain their future vision for the City, and methods to achieve it, before uninformed opinions form about it. Without all necessary information, potential opponents of the Plan may seize on one aspect of the plan distracting the community from the entire comprehensive vision.

Since much of the work of economic developers, especially in terms of working with existing businesses, is performed behind the scenes, it is necessary to communicate regularly with stakeholders about economic development activities. Without this communication, it will be easy for residents to assume nothing is being done, and it will become difficult for the City to generate active support for the economic development program. Communication must convey what has been accomplished; what the City has done to make it happen; and, what the benefits are for the various stakeholders, including the general public.

Recommendation 31: Identify Internal and External Stakeholders and Determine information Needs

Different stakeholders have different needs for communication. For instance, the City will be communicating more frequently with and providing more detailed information to

certain stakeholders. As discussed previously, the City will initially be compiling a list of 5-10 businesses in industries the City seeks to attract and grow. Limited resources such as funding and the attention span and interest of stakeholders require that stakeholders only be provided key information. Thus, careful consideration must be given to the information needed by and from each stakeholder group, the frequency of communication, and the means by which communication will occur.

Once the stakeholder classes have been identified, the City must determine which specific individuals within them must be in the communication loop. To do so, the City should consider: who is seen as especially influential in the community? Whose decisions/actions directly affect our work? Who has the ear of the people who can directly affect our work? Who has the ear of people who might affect our work in the future? In those organizations that may need our services, who's going to decide whether to access our services? In those organizations whose cooperation we'll need in the future, who will decide to pursue initiatives?

The proposed economic development department must then gather the requisite information for communication, if such information is not readily available, and confirm the accuracy of that which is. This would include names, titles, addresses, telephone numbers, fax numbers, and email addresses.

There are many means of communication, and the City should select and prioritize those that best serve target audiences. These may include in coordination with non-government entities:

- Regular updates to staff and elected and appointed boards
- Business roundtables
- Newsletters
- E-mails
- Speaking engagements
- Annual economic development scorecard
- Newspaper
- Web site

Later in this section, specific methods to publicize Oviedo's new economic development effort will be discussed.

Recommendation 32: Hold Community Economic Development "Road Shows" to Demonstrate the Importance of Economic Development to the Oviedo's Residents

According to interviews with vested Oviedo community members, it is apparent, that Oviedo's vision of economic development is at times misconstrued in the community. Vocal members of the community object to community efforts at economic growth; they fear additional traffic congestion and sprawl. As one interviewee stated, "Economic Development—we have PLENTY of it here, and don't need anymore." Economic

development road shows can be proactive in detailing the importance of planned economic development to aid in the continued development of the quality of life in Oviedo through reduced commute times and additional, closer amenities.

To further combat a one-sided vision, the City staff can be additionally proactive in presenting plans, ideas, visions and the program to the community in their neighborhoods. These “road shows” at various community centers could explain the benefits of economic development (increased funds for services, an ability to reduce commute times through local employment, etc.) and how current efforts are seeking to alleviate community concerns such as poor design (new design guidelines), sprawl (through concentrating development in infill opportunities) and improved pedestrian environment (the new downtown). After a presentation, staff would take questions from the audience to provide additional information.



Recommendation 33: Establish Processes to Support and Assign Responsibility for Communication Tasks

A schedule for communication, with firm deadlines, should be established. It is easy to delay composing and distributing a newsletter, for example, since it has an internally-imposed deadline, but the sporadic communications would send the message that the City is not on top of things. Responsibility for communication should be assigned to the appropriate individuals, who should solicit input from others regarding the content of messages. For example, a newsletter is intended for multiple audiences, so staff who work with the relevant audiences should be asked for content. One way to ensure deadlines are met, is to set them through the next recommendation.

Recommendation 34: Codify Economic Development Efforts into an Economic Development Scorecard

One approach to formalize the City of Oviedo’s economic development measures, and ensure ease of understanding among the community, is to develop an economic development “scorecard”. This scorecard would list the various goals and products to be accomplished in a given time period. The scorecard would be presented to the City Council at a public hearing to gain feedback and approval of the overall program. Its ease of understanding and viewing would aid economic development efforts. Its one page format would be simple, and small enough, to be published in articles about the City of Oviedo economic development upon its yearly (or quarterly) presentation before the board. Its nature also allows residents to gain a quick glance understanding of the programs to be initiated, the responsibility of those involved (including them) and a designated timeframe.

Recommendation 35: Embed the Economic Scorecard into the Mayor’s Annual “State of the City” Address to the Chamber of Commerce.

As the economic development scorecard would outline desired steps for the upcoming year, it should be placed in the Mayor’s annual “State of the City” address to the Chamber of Commerce. The initial basis for the scorecard would be the recommendations and programs developed in this document. The quarterly report to the City Council and biannual newsletter could provide analysis of steps beyond the simple graphic representation of progress.

Recommendation 36: Ensure the Economic Scorecard Includes All Invested Economic Development Parties in The City of Oviedo

While concerns about putting the Economic Development Department “on the line” may arise, the benefits are significant. The scorecard illuminates the *total* community effort needed for economic development success. The scorecard would identify all facets of city economic development entities (public and those private organizations that have committed resources) and their needed contribution in the upcoming year. An all-inclusive scorecard is also an example of “critical path planning”. This type of planning provides identification of where a program can wither without necessary support, or the critical step on its path to completion.

The City of Snohomish, WA, presents an excellent example of an inclusive scorecard. The City’s full scorecard referenced in the appendix (To be presented with the final report) includes the following:

- *Tasks:* The scorecard outlines the broad tasks necessary to foster economic development and provides subtasks to contribute to that overall task. An example on that scorecard is an overall task of WORKFORCE with corresponding subtasks of: develop job and technical training; recruit day care providers; and, create job listing links with website.
- *Priority:* The scorecard further identifies each subtask as either a high, medium or low priority.
- *Invested Parties:* This scorecard identifies 11 town parties which could impact various economic development efforts and their needed contribution for success. These entities include the City Council, Economic Development Department, School District, private employers and private real estate developers. The parties role in each subtask is noted with either an “A” for approval, “L” for leading role, “P” for major participating role or blank if it is not applicable.
- *Schedule:* The scorecard then lists a four-year schedule indicating when each task is to be completed.

This scorecard further demonstrates future budget needs and an individual program’s relation to the economic development effort as a whole. An example would be funding of a survey to be conducted regarding the City of Oviedo permit process. Under a task of *Benchmark Economic Development Environment*, the subtask could be *Survey Businesses on Permit Process* as a High task to be completed in year one of the scorecard. The Economic Development Department, City Council and private business would be identified as participants. The corresponding roles would be “A” for approval role, “L” for leading management role and “P” for participating role. A sample of this economic development scorecard is shown below, a full example of the City of Snohomish, WA, Economic Scorecard is in the Appendix 1.

		City Council	Planning Commission	Economic Development Department	Community Services/Support Services Departments	Chamber of Commerce	Snohomish County EDC	Washington State CTED, DSHS, MRC etc.	Snohomish School District	Private Employers	Public City residents/property owners	private realtors/developers	Year 1	Year 2	Year 3	Year 4
General																
Establish economic coordinating function	high	A		L	P								x			
Improve Development Procedures	mdm	A	A	L	L	P					P	P	x	x		
Develop GIS database and maps	high			P	L	P	P					P	x	x	x	
Develop website capability and linkages	high			P	L	L	P	P	P	P		P	x			
Bickford																
Create Neighborhood Program and Plan	high	A	A	P	L	P	P			P	P	P	X			
Initiate annexation agreements	mdm	A			P						L			X		
Initiatite packaging/marketing program	mdm			P		L	L	P				L			X	

A = Approval Role
L = Leading Role
P = Major Participating Role

Non-Governmental Economic Development Advocacy

Recommendation 37: Develop Advocates in the Entire Community for Economic Development

Many individuals and entities directly and indirectly affect the economic development effort. The City needs support from the community when executive decisions are being made about resource allocation from the City Council. The community will support these efforts not only from their merit, but through in-depth explanation of how these efforts will improve the community of Oviedo. An active economic development community builds such support not only through its governmental arm, but through community organizations as well.

The efforts of the Oviedo Chamber of Commerce, and the potential of local post-secondary institutions to contribute in community business surveys demonstrate how non-governmental entities can contribute to growing Oviedo's economy. In addition, the Economic Development Taskforce also demonstrates the commitment of Oviedo's community to assist, and see positive change occur. True, some businesses may, for various reasons, refuse to work with the City in its efforts to provide assistance but, first the effort must be made. For many reasons, then, there must be a solid base of advocates for economic development in the community.

Huge commitments are not required from all non-governmental advocates – nor are they reasonable to expect. Rather, the City should have a set of strategies appropriate to different types of advocates and their varying levels of support. First, the number of community members who actively oppose initiatives should be understood. Our initial interviews with community stakeholders indicate some opposition due to concerns over increased traffic. Then, there should be a core who supports economic development and can be called upon to assist in times of need. There should also be several strong advocates who are ongoing active leaders working regularly in conjunction with the City.

To encourage support, strategies should ensure that stakeholders know about the benefits of economic development and the specific activities of the City. Second, they create opportunities for supporters of economic development to become active advocates.

Recommendation 38: Establish Formal Roles for Advocates



The previous communication strategies are designed to create general support among a broad range of people. There will still be a need for a limited number of active advocates that the City can regularly call on for assistance with confidence they will respond. Knowing that they have some responsibility for the economic development effort's success should motivate these advocates to take on increased responsibility when a need arises. Another benefit of “enrolling” these individuals would be that these advocates can serve as powerful representatives of the City outside

formal City activities. Specific action steps could include:

Define specific roles

A variety of options to consider are presented below. The City does not need to implement all of these options, nor do they need to establish all desired levels of service immediately. The level of activity will likely be relatively low at first, but will grow over time as the programs become more established.

Business Liaisons:

The business visitation program could be supported in part by volunteer business liaisons. While City staff would visit key City businesses, volunteer business liaisons could visit those which are the smaller and/or less likely to grow significantly. These would be people who would perhaps commit to one visit per quarter, visiting businesses which were outside of their industry so that fears of revealing sensitive information to competitors would be eliminated. They would be provided with specific “scripts” with which to prompt dialog. Liaisons would be debriefed by City staff post-visit, and all liaisons working on businesses in a specific industry could meet together to discuss the issues raised in their visits twice yearly. This would be a role for a weaker supporter.

Ambassadors:



An ambassador is a representative or messenger. Ambassadors would be a set of people who would be called upon to be citizen representatives of the City. Again, members of the Economic Development Task Force demonstrate such commitment, and perhaps provide a talent pool for such ambassadors. The City needs more ambassadors who can represent the City in a variety of venues and situations as a great place to do business. Such venues might be trade shows, prospect visits, regional meetings or business visitation. Ambassadors would be drawn from both sectors, though primarily the private sector, and represent all industries doing business in the City. The number of Ambassadors would depend on the number of events which they might be called upon to attend; enough should be on board that no Ambassador feels overwhelmed by the responsibilities. Ambassadors would need to be given training and support. If not enough ambassadors volunteer, major businesses could be asked to designate one person for a year to serve. This would be a role for those who are relatively strong supporters.

Advisory Committee Members/Advisors:

Advisory committees could be formed to provide advice on specific aspects of the economic development effort, such as workforce training, business assistance, buildings/sites, development, etc. The formality of these groups could vary but would depend in part on City rules regarding such groups. They could meet regularly (perhaps quarterly), with members being contacted by City staff for advice when necessary. If formal committees would present administrative or political problems, individual advisors could be named in the relevant areas. Individuals whose advice would be desired and trusted would be asked to fill these roles; they would also have to be aware that they would be called upon to support the City in times of need. These would be roles for the strongest supporters.

Recruit individuals to fill these roles

Enthusiasm generated at the City forums that unveil the economic development plan could be harnessed by encouraging participants to commit to fill a role. As an additional incentive, goals for numbers of volunteers could be set and participants challenged to achieve them as a first step in implementing the plan. Recruiting could involve a pitch made as part of speaking engagements.

Train and support advocates

One orientation session could be provided for volunteers for all roles, with role-specific guidance offered in a personal briefing by the staff member overseeing the related program. City staff must follow up with volunteers immediately after events to maintain momentum and commitment.

Continue recruitment

Recruiting should continue at a pace that ensures that sufficient advocates are in place. The City should strive to ensure that all types of Oviedo businesses and industries have at least some representation, even if at the broadest level. Certain businesses may be prevailed upon to designate a person to volunteer, representing that business, though individuals should be encouraged to volunteer if at all possible. “Volunteered volunteers” are usually not enthusiastic about their responsibilities, and the City needs at least somewhat enthusiastic people to make this strategy work. Continual recruitment also allows the economic development department to re-introduce the plan to new ambassadors, and in effect, provoke new positive word of mouth throughout the community.

Seek to maintain and increase commitment and responsibility

Advocates should be made aware of realistic performance expectations, and staff supporting the advocates should monitor their performance. Those advocates who fail to perform should be replaced. Accordingly, those advocates who are at least meeting expectations should be recognized. Those who are excelling and show evidence of a strong commitment to economic development should be encouraged to increase their level of responsibility, though not pressured to do so lest they become uncomfortable and cease or scale back involvement.

Recommendation 39: Recognize the Contributions of Advocates

Advocates who actively support economic development efforts but receive no recognition for their work are unlikely to remain active supporters for long; they will focus on other initiatives for which their contributions are recognized. Recognition programs are usually inexpensive but still achieve great impact: while recognizing and retaining supporters, they present to the community evidence that economic development efforts are happening and that efforts are worth supporting, thus garnering even more

community support. Although this may appear a simple fundamental, and the subsequent steps equally so, formalizing this program will ensure that this base fundamental becomes a continual part of the Oviedo Economic Development program.

Establish processes for recording names, affiliations, and contributions of individuals who contribute to economic development efforts

The first step is to ensure that the City knows the people who are actively supporting economic development efforts. A central database should be kept, perhaps in the same one that contains contact information. Maintaining a record of who has actively supported City efforts will not only facilitate recognition efforts but make clear to the City who is likely to respond to future calls for support when needs arise.

Recognize those individuals and their companies/organizations

“Thank-You” letters from the City’s new Economic Development Department can be sent soon after a one-time contribution has been made. They should be sent as well to those who have ongoing involvement after major milestones, or perhaps once a year.

A once or twice-yearly recognition breakfast, lunch, or dinner to which all advocates who have contributed would be invited is another appropriate gesture. A key City figure could speak for a few minutes to express gratitude, reinforcing to advocates that those at the highest levels appreciate their work. The Oviedo Chamber of Commerce holds similar events and such a recognition program could perhaps be held in conjunction with their efforts. Such an event would have a double function as a sort of pep rally for economic development in Oviedo.

A newspaper advertisement recognizing the individuals and their companies also provides strong recognition. This ad could be placed at calendar year or fiscal year-end praising those who contributed during the year. For maximum effect, and to this add can be placed in the Orlando Sentinel, Oviedo Voice, and/or Seminole Chronicle.

Recommendation 40: Promote/Provide Recognition of Local Entrepreneur Success

The community at large should also be made to feel they are an invested and valued participant in Oviedo’s economic growth. An “Economic Development Volunteer of the Year” should be awarded annually to an individual whose efforts have resulted in a major contribution to the positive growth of the City’s economic base and in a substantial impact on the citizens of the community. The recipient should be someone who has made great efforts to advance in the mission to “create an environment that allows business to succeed and the community to prosper.”

The criteria for the award could include:

- the volunteer exhibits tremendous efforts for the community’s economic development program

- volunteer contributions may be one-time efforts; however, more emphasis is given to an individual that has consistently worked to promote the City
- involvement in other community organizations is viewed as additional consideration for the award, but is not a requirement
- the individual should be honored for efforts that have come to fruition and impacted the community within the six to twelve months directly preceding the year in which they are being honored

Recommendation 41: Establish a Oviedo Leadership Group for New Business Leaders

The City or the Chamber of Commerce should foster a platform for area business leaders to connect and grow as economic development in Oviedo advances. No set age exists for defining a “new” business leader; the goal of establishing such a group is to further networking and professional development. Both of these objectives can aid healthy economic development within the City.

Seminole County has its Leadership Seminole program that focuses on the County. People from Oviedo, including city staff, participate annually in the program. However, Oviedo needs to develop its own community leaders. In discussions with invested members of the community it was revealed that the City has a hard time recruiting residents to serve on city boards and committees. Further, there is a feeling that too many of its residents do not spend enough time in Oviedo to be actively involved in their community. The development of a leadership program for Oviedo will assist in further eliminating apathy and complacency in the development of the community.

The Chamber of Commerce in Sarasota, FL, established a “professionals” group two years ago. The Chamber created this group with the objective of creating a platform “for members to build relationships, enhance their careers, and contribute to the economic development and quality living of Sarasota City.” The Chamber aspires to accomplish this by bringing together young professionals at luncheon seminars with keynote speakers including successful business leaders, and at other regularly scheduled events. Through these meetings, area business leaders may make connections to expand their enterprises and learn techniques to survive the early years of business so they may eventually contribute to a continued healthy Oviedo economic environment.

Recommendation 42: Establish a Network of “Gray Eagles” to Mentor Entrepreneurs and Young Business Leaders

By connecting young business owners and entrepreneurs with established and successful entrepreneurs in the community, knowledge can be transferred and passed on to aid other businesses. The previously mentioned SCORE program is one such avenue to transfer this knowledge; however, often a Chamber of Commerce provides such a service through the establishment of a “Gray Eagles” program connecting young businesses to retired business people in the area. “Gray Eagles” can impart knowledge concerning management, growth, loan sources and other issues new businesses may face.

In addition, some communities turn not just to those retired to mentor businesses in their area. The Gainesville, FL, Chamber of Commerce established a mentoring program between new businesses and current owners. The Chamber connects volunteer mentors with volunteer protégés who are both Chamber members. The Chamber maintains guidelines for mentors that apply. They must be at least a business owner, chief executive officer or senior executive for at least five years, and be willing to donate an average of two hours per month for a minimum of two years. The Chamber touts this program as beneficial to both parties. The protégés receive advice and guidance while the mentors often find they can use their protégés for sounding boards for new ideas. By working with protégés through their problems, they often discover answers to their own business issues.

Recommendation 43: Ensure Community Outreach Results in Two-Way Communication

It should be remembered that communication needs to be two-way. Stakeholders' ideas and concerns about their own needs and thoughts about the economic development strategies are important feedback. The programs outlined above provide an opportunity



to not only promote and frame the vision of economic development for the City of Oviedo but, obtain feedback from citizens and businesses in general. Attention should be paid to ensure that communication channels exist for obtaining feedback. Many of the programs advocated above were also advised to be encased in formal programs to ensure continual use through natural turnover in the economic development community. The road shows and website may provide the most effective forums for interaction. The website may provide the

opportunity for on-line chats by members of the Oviedo development community, and/or provide an ability to take informal surveys of its residents on a regular basis.

4. Marketing Strategies

Recommendation 44: Promote a New Business Attraction Brand/Profile

The development of a logo and slogan is needed to begin marketing Oviedo with business prospects. Branding the City of Oviedo is more than the placement of a tagline or a logo into promotional materials. To brand Oviedo, requires decisions about the type of business that is most desired, and what areas or features will in turn be attractive to these groups.

For some cities, existing perceptions need to be enhanced or erased to launch a credible identity. For the City of Oviedo, the opposite is the case. The brand/profile project seeks to frame how Oviedo is to be presented to a general business community currently

unfamiliar with it. The brand seeks to represent Oviedo's inherent strengths and ambition for the future.

These efforts may require the assistance of a professional marketing firm, outside specialist and/or graphic artist. To increase brand recognition we would recommend distributing the marketing materials with the new City logo and slogan to:

- Business prospects
- Local officials
- Economic development and planning personnel
- Chamber of Commerce

One multi-county area in South Carolina developed a logo that incorporated a four-pronged transportation logistics theme. Its logo stylishly contained an approaching cargo plane, freight truck, floating cargo ship and a train to symbolize the access to various transportation methods from which a local business would have immediate access.

Recommendation 45: Incorporate the New Brand/Profile into all Traditional and Non-Traditional Marketing Efforts

This new brand/profile for Oviedo should be incorporated into all previously discussed promotional material for the City including the marketing booklet, website, approval development handbooks—all facets of the City's promotion of itself. In addition, the City may expand to more unique aspects to differentiate itself. An example of such non-traditional marketing is a calendar demonstrating the opportunity areas of Oviedo and its current assets.

The Pioneer Valley Planning Commission, CT, has been producing a full-color calendar highlighting the region since 2000. The calendars are available free of charge and hang on the walls of public officials, municipal offices, business leaders, academic institutions, and citizens' homes. Each month features photographic images representing the month and season, along with captions identifying their location in the valley. For the City of Oviedo, a calendar could have pictures of prominent areas (such as the new downtown) and photographs of nearby opportunity areas with a map detailing its exact location and contact information with the City.

This small marketing gesture can assist with Oviedo differentiating itself from other northeast Orlando communities, and provide additional promotion of its opportunities. One alternative may be for the City of Oviedo to collaborate with the Chamber of Commerce in the production of a calendar. Such collaboration would allow member businesses to advertise in the calendar, along with publicizing the great assets and beauty of Oviedo. It further demonstrates Oviedo's aggressiveness and innovation in working with business.

Recommendation 46: Establish a Formal System to Track Marketing Impacts

A common theme throughout this document is the availability of information regarding Oviedo businesses and their activities (such as business survey and site visitation). Knowledge of the economic impact of Oviedo's marketing activities, events, businesses and promotional efforts should be known to determine and understand which activities are actually impacting the economic development of the City. A database should be established to monitor efforts as new enterprises contact the City of Oviedo regarding their possible relocation. Among the information to be noted should be how the entity became interested in Oviedo (through a sales team, trade show, article in a newspaper/journal, website information, or their own research). How did the potential business contact the City? How long did it take before a response team/initial meeting took place? Who conversed/met with the potential business?

Recommendation 47: Tracking Prospects and Their Final Decision

The initial interested business entity should further be logged and tracked regarding a final decision. Regardless of whether the entity does or does not locate in Oviedo, an effort should be made to debrief the firm of Oviedo's efforts. To interview a company that had just made such a decision will provide the most-to-date/real evaluation of the City's current business marketing strategies and its strengths and weaknesses. In this way, it can be determined which efforts and/or programs are actually creating a stronger diversified economy within the City. If the company unfortunately chooses to locate in a community similar to Oviedo, a ready-made case study will exist to benchmark Oviedo economic attraction efforts and identify methods for improvement.

Recommendation 48: Deliver Marketing Ideas to More Newspapers and Magazines



The economic development efforts of the City of Oviedo should not wait to be discovered, but rather should be announced to potential partners in local, regional, and national media and relevant parties of interest. As a list of local companies will be compiled to maintain regular contact, so must media contacts be established and maintained. Local, regional and potentially national business reporters, along with identified potential contributors to the area's economic development should be contacted and provided with information on changes/efforts and ultimate successes in the development of Oviedo. To increase brand recognition we recommend distributing marketing collateral to:

- Local, regional and national media
- Business prospects
- Local officials
- Economic development and planning personnel
- Oviedo individual economic development members
- Chamber of Commerce members

Established contacts will make it easier to provide publicity for new business ground breaking, expansion or area in-fill development. If the story can provide information regarding how Oviedo's improved development process, implemented sales teams or economic development website contributed to such development, additional business entities may be attracted to such a dynamic area.

C. SUPPORT FOR ECONOMIC DEVELOPMENT STRATEGIES: INCENTIVES & WORKFORCE DEVELOPMENT

1. Incentives

Through local, state and federal programs, a variety of methods exist to provide economic incentives to spur economic development. These programs can not only spur economic development through job creation, but also can attract desired economic growth to available Oviedo sites. These programs should be pursued by the City government, non-government entities and businesses themselves.

Regulatory Program Incentives

Recommendation 49: Adopt Policy Statements to Guide Actions When Code Regulatory Incentives are Proposed

Oviedo should adopt policy statements to provide a basis for City staff and officials to consider site-specific regulatory incentives to spur desired economic development. Policy statements should identify:

- Where the City wishes to encourage development that is in the best interest of the community
- What types of development the City wishes to encourage
- Types of specific allowances the City will consider

Potential actions to further strengthen incentives in Oviedo can be grouped into short-term and long-term actions. In the short term, the City may focus on those actions that will encourage development on multiple sites, particularly on opportunity sites in the southwest and northeast portion of the City. Those policy statements can then provide additional direction for property owners, developers, City staff and officials with regard to allowable and desired growth in the City.

Recommendation 50: Complete a Due Diligence Analysis before Offering Incentives



Although Oviedo has not traditionally offered incentives to companies interested in locating to the area, it should have a policy in place to measure such incentives if the situation arises. Incentives to recruit companies to the City should not place existing companies and/or taxpayers at a competitive disadvantage. The City should utilize incentives only after due diligence is complete, and should only offer incentives where good business practices have been engaged to support the decision (examining return on investment, partner analysis, credit-worthiness, economic impact).

To come to a final decision regarding potential financial incentives, certain information must be submitted by a potential company in question to City authorities. While naturally different in size, The New York Industrial Development Agency (NYIDA) lists the type of information companies must submit for such analysis. Information required by the NYIDA for companies to submit includes their existing lease terms and status (if applicable), potential real estate alternatives, development and occupancy cost projections for the proposed project, current and projected employment, employee compensation, and financial documents. Information is then analyzed by City staff to assess the economic employment impact compared to any incentives offered.

Since Oviedo is situated near the University of Central Florida and Seminole County Community College, a potential exists for the City to partner with these entities, through possibly their economic or business departments, in analyzing submitted information on a periodic basis. Such a partnership could provide real world experience to the colleges students, with careful oversight by its tenured staff, at a lower cost than putting such a contract out for bid. It is of particular importance not to hinder or impact business throughout the state or region as the City must maintain a strong relationship with state agencies and surrounding governments to pursue other economic development goals.

***Recommendation 51: Develop a Grant Program to Subsidize Development Meeting
Criteria Established by the City***

A grant program to subsidize selected types of development should be formulated meeting criteria established by Oviedo. This program would be in addition to the City participating in Seminole County's grant program. As the economic development community of Oviedo continues to be proactive in its development, a grant program specifically used for Oviedo development should be judiciously installed. This incentive grant program would be a written contractual agreement between the City (or designated local agency) and the new or existing business. Each agreement would be on an individual basis, but would adhere to the overall structure of the grant program.

Items for consideration in authorizing an incentive grant may include:

- The size of the project based upon investment in site development, infrastructure and facilities
- The quantity and quality of employment opportunities
- The type of industrial, commercial and/or retail activities included with the proposed project
- The potential stimulus the project creates for additional development in the vicinity
- Site specific issues that may impact upon local infrastructure responsibilities
- Other issues that may need to be considered relative to an individual project

The City of Roanoke Rapids, NC, uses brief but specific qualifications for commercial industries to be considered before furthering the evaluations. Such qualifications are:

- Minimum size of project: 65,000 square feet of building space
- Minimum # of jobs created: 100 FTE (full-time equivalents)
- Minimum private investment: \$3,000,000

Example: Incentives in Roanoke Rapids, NC

The City of Roanoke Rapids has also established an Industrial Incentive Grant Program to promote business and industrial developments. The City uses criteria to assist them in deciding the appropriate actions for their Economic Development Incentive Grant Program (EDI). In determining whether to make an EDI grant to a project, and if so, the amount of such grant, the City will consider, among other relevant factors, the following matters:

- The total capital investment in the project including site acquisition, site improvement, building cost and equipment.
- The number, type and quality of jobs created.
- Wage levels for jobs created by the project.
- The potential for future expansions and increased employment.
- Site specific issues that impact on public infrastructure expansions, which will stimulate development in areas of the City, which will benefit overall community development.
- Other factors deemed relevant by the City in its discretion.

Qualifications for the EDI are as follows:

- The minimum levels of capital investments are \$2,000,000 for a project on behalf of a company which is a new project in the City, and capital expenditures for expansion of plant and/or equipment (which is not a planned replacement) that results in the addition of \$1,000,000 of assessed value on the tax rolls for a facility existing in the City.
- For new projects, at least 25 new jobs must be created in the City over a period of 3 years. Expansion by companies already present in the City may either create or retain employment.
- The wage levels of the jobs created must represent a competitive improvement for citizens of the City, in relation to the current prevailing wage levels in the Halifax City at the time.

For a project to be considered by the Council for an EDI incentive grant, it must meet the entire above minimum project qualifications. The Council in its discretion on a project-by-project basis may require additional qualifications.

Source: City of Roanoke Rapids Economic Development
http://www.roanokerapidsnc.com/econdev/econ_incentivegrant.html

Recommendation 52: Make Incentives Contingent on Higher Wages, and Establish “Clawback” Policies

If Oviedo provides taxpayer revenues to companies, it should expect the effort to lead to a higher standard of living. Since it is not uncommon for states to provide incentives to firms paying wages much lower than the median wage, the City should tie incentives to a wage floor so that if a certain share of a company’s jobs pay below a certain level, they are not eligible for incentives.

Several states have done this. Kansas allows only businesses that pay wages above average for the industry to take its corporate income tax credit. Rhode Island tied eligibility for its investment tax credit to company wage levels. Minnesota does not provide incentives to businesses that pay below a predetermined wage floor.

Opponents complain that such provisions will deter companies from locating in these states. But in many cases incentives don’t swing the decision, and even if they did, the City should not spend money to lower its standard of living. By focusing incentives on firms with higher paying jobs, the City will also attract companies more in line with the current skills of the City workforce. As outlined later in this section, the State of Florida has strict guidelines for incentives offered at the state level.

In many localities, companies that receive incentives pay no penalty if they move out or downsize, even though the locality originally based its incentive package on a promised number of jobs. For example, in Cincinnati, 14 of 85 companies that received property tax abatements for proposed expansions failed to produce the jobs they promised and did not have to repay incentives. In contrast, in Minnesota, businesses must repay their subsidy if they move out of the state.

Monetary Tax Incentives

Recommendation 53: Establish Special Utility, Water, Sewer and Reuse Rates for Uses Generating New Desirable Jobs in the City

Utility rate incentives could serve as an additional way to attract and retain businesses in Oviedo. Currently, the Florida has the 37th lowest electrical utility rate cost, with the nearby states of Georgia ranked 32nd. Adjusting utility rates further can reduce business operating costs, aid a city’s attractiveness or remove business expansion hurdles. The resulting active business environment can further prevent rate increases for remaining customers otherwise needed through business loss.

A variety of utility incentive programs can spur economic investment. An energy company in Central New York State, CH Energy Group, offers several incentives. An “economic growth incentive rate” exists that “provides a discount of 25 percent per year for six years and additional discounts for another four years to qualified industrial customers who take service directly at substation or transmission voltage levels. In order to qualify, new or existing customers must demonstrate an increased energy consumption

of 500 kilowatts within a 12-month period.” An “economic revitalization rate” also exists that “provides a reduction in electric costs for as long as five years to qualified customers who move into vacant space.”

The City of Austin, TX, incentives include the waiver of water and sewer fees for specific new enterprises if businesses locate in a designated area. These areas are called Desired Development Zones, and such business incentives only apply to specific targeted industries the City is seeking to attract to those locations.

Oviedo should seek preferential utility rates for selected types of businesses from those providers serving the City, including Florida Power and Light, and Progress Energy.

Recommendation 54: Explore the Establishment of an Urban Infill and Redevelopment Area to Spur Development in Desired Locations

Any locality in Florida may create an Urban Infill and Redevelopment Area to stimulate private investment in development project areas. Seminole County established a Community Redevelopment Agency in 1997 to accomplish such tasks within the designated area in Seminole County. While these programs are generally for areas of blight and high vacancy, it should be explored in Oviedo to fully to ensure this tool is not applicable. Oviedo has retained assistance to explore the merits of redevelopment activities in selected areas of the city.



Financing from this program allows cities to create special areas and to make public improvements within those districts that will foster private-sector development. During the development period, the tax base is frozen at the predevelopment level. Property taxes continue to be paid, but taxes derived from increases in assessed values (the tax increment) resulting from new development either go into a special fund created to retire bonds issued to originate the development, or leverage future growth in

the district. This legislation is similar to a TIF (Tax Increment Financing) district plan, although more flexible as it can be more precise in the areas it designates. Since Oviedo does not have large areas in need of redevelopment, but singular, independent ‘infill opportunity locations,’ this program may be more applicable.

An urban infill and redevelopment district is created by the adoption of a plan for redevelopment. The assessed value of the property within the district is then determined according to the last tax roll and represents the “original” (pre-redevelopment) assessed value of the tax increment district. Each of the taxing jurisdictions (municipality, city, school district, and special taxing jurisdiction) continues to receive its share of the taxes collected on the assessed valuation that represents the original assessed value, just as

though the district had never been created and there had been no change in the assessed valuation of the area. When the original assessed value of the district has been certified, the municipality may begin the redevelopment and the tax increment financing process.

The tax freeze lasts for a defined period of time, as set forth in the redevelopment plan. At the end of that period, taxing jurisdictions finally enjoy the benefit of increased property values.

The general procedures for establishing Urban Infill and Redevelopment Area financing is as follows:

1. Prepare a finding of necessity, and establish the boundaries of the district. This finding is normally a very detailed study that demonstrates that the district meets the criteria contained in the state's enabling legislation. This finding has been prepared for selected areas in Oviedo and is under review.
2. Specific redevelopment area boundaries are set and a redevelopment agency is created by resolution or ordinance. The agency may be the governing body of the municipality, or it may be a new agency appointed by the governing body.
3. A development plan is prepared and approved by the agency and the city.
4. The base year is declared following adoption of the plan.
5. The redevelopment agency will solicit developers and enter development agreements

Careful review of the State of Florida's "Growth Policy Act, Section 163.2511 Urban infill and redevelopment" should first be conducted to determine if the desired area(s) meet state statutory requirements.

Recommendation 55: Continue to Monitor and Explore Development Fees for Future Adjustments

The City of Oviedo recently adjusted impact development fees for certain businesses. Impact fees are collected by the City during the permit approval process to assuage costs that will be associated with providing water, sewer lines, roads and public services to the new entities.

The impetus for adjusting business impact fees came from the Economic Development Task Force who noted that the previous impact fees acted as a hindrance to new commercial development. The City Council passed a measure that would reduce impact fees on commercial buildings with corresponding impact fee adjustments on restaurant, retail and new residential. With approval, the impact fees for most 5,000 square foot commercial office building will see a reduction in fees of \$5,000. Further, commercial entities that construct a 25,000 square foot building will see a reduction of \$69,000 in development fees.

As discussed throughout this document, the affect of this impact fee adjustment should be monitored to ensure that infrastructure costs are being maintained by new development, and that impact fees continue to be in line with neighboring competing communities.

Recommendation 56: Explore the Possibility of Establishing a Build-to-Suit Program

In a build-to-suit program, a landlord (in this case, the City) could construct a building to a business' specifications on public land. By assuming construction responsibility, the landlord retains greater control over development, while building efficiently through an existing knowledge of local construction practices and permit requirements.

The resulting development of properties at reduced rates and time, increases their attractiveness to potential businesses. The landlord then leases the property to a business in question. A landlord can also renovate an existing property and make it available to a specific entity. Exceptional care should be exercised not to compete with private enterprises willing to make similar investments.

To date, no prospect that has located in Oviedo has asked the City for this incentive. Several communities use build-to-suit programs to attract new businesses and jobs. In Oviedo, this process could be used as tool to spur the desired kind of development (both business and architectural design) in available locations to set the tone for the next wave of development.

Since its inception in 1981, Pueblo, Colorado's build-to-suit program has been responsible for the creation of 14,000 jobs. An attraction to businesses is how efficiently a partnership with the community can result in ready to go work space. Recently, Pueblo developed 200,000 square feet of industrial park space in 60 days. Companies qualify for this program through using the facilities for the creation of jobs at a certain income level. Pueblo funds their program through a sales tax passed by the voters.

Example: Incentives in Auburn, AL

A very effective incentive that the City of Auburn's Economic Development Department initiates is a Revolving Loan Fund Program (RLF) and a Build to Suit / Lease Back Program. The RLF assists the City's housing efforts along with their Affordable Housing Program in subsidizing mortgages from the RLF.

The RLF is also used to promote quality commercial projects that improve the City's tax base and bring employment opportunities to citizens. The City's investment in industrial development has produced over 4,000 manufacturing jobs and nearly \$244 million in capital investment since 1975. A large portion of the growth in manufacturing employment has taken place since the completion of Auburn Technology Park South in 1994.

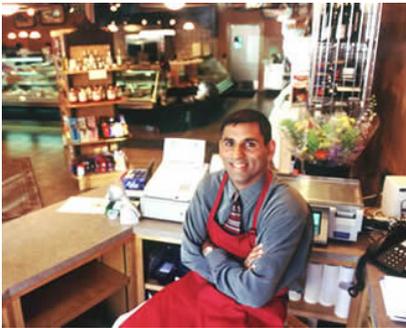
The Build-to-Suit/Lease-Back Program allows the City to purchase property or a building structure for the purpose of preparing the property for development. Depending on the City's financial programs, the City has an option to buy property in the effort to have a company build on the property and lease the property back to the City.

The City needs to make sure the benefits of developing on undeveloped land and/or building a structure will be cost effective in the long term. Since the City will own the property, property taxes are absent. This program allows the City ultimate control over the type of structure and/or zoning on the property.

Source: The City of Auburn, AL, Economic Development Department
<http://www.auburnalabama.org/econdev/econ/html>

Recommendation 57: Encourage Lower Income Entrepreneurs to Start Small Businesses through Micro-Enterprise Programs

Micro-enterprise programs reflect the notion that for some low-income people, access to technical training and small amounts of capital can help them start small businesses. Two-thirds of businesses in the U.S. start with less than \$10,000 in capital, usually from family sources; however, for minorities, women and low income entrepreneurs, access to family capital is limited. These entrepreneurs often are considered too risky for regular banks. Small business and self-employment can help address the mismatch between workers in many inner cities and depressed rural areas and job opportunities in distant suburbs. Small businesses support local services and provide a sense of community – building social capital as well as economic and physical infrastructure. For immigrant groups, self-employment has provided an important way to enter the local economy.



Attention to micro-enterprise as an economic development strategy got its start in developing countries and the model of micro-credit has been replicated widely throughout the world including in low-income, inner-city and rural areas in the US. While micro-enterprises in the developing world can be quite small, the American Enterprise Organization (the trade association of micro-enterprise groups in the US) defines a micro-enterprise as a business with five or fewer employees and which requires less than \$25,000 in start up capital and lacks access to the traditional commercial banking sector.

Micro-enterprise programs recognize that fledgling entrepreneurs need more than credit. Training and technical assistance are key components of these programs (how to develop a business plan, assessing entrepreneurial readiness), as well as efforts to enhance access to markets through joint marketing, participation in trade shows and incubators. Emphasis is also given to asset development, both financial (understanding banking and savings principles, insurance and tax law) and social (networks, support groups, understanding of local economic and political structures).

The Aspen Institute tracks the number of micro-enterprise programs through a survey of Self Employment Loan Programs. The 1997 survey found 328 programs which had helped over 36,000 businesses and provided up to \$126 million in credit. Micro-enterprise programs have traditionally relied on foundations and non-profits for support, government interest has been increasing, especially with the new emphasis on work in welfare reform. Recognition of the potential of micro-enterprise has not captured national attention. The Small Business Administration launched a microloan program in 1992 which has provided close to 8000 loans worth roughly \$80 million.

One criticism of micro-enterprise programs is that the businesses are too small to yield a living wage and too unstable to provide an effective escape from poverty. Most small

businesses fail in the first five years and for micro-enterprises the failure rates may be even higher. Some argue that the loans are too small to help the businesses achieve the scale they need to succeed. Asset requirements, while small, may still exceed those of the poor – especially those who can not afford to take large risks. However, the need to promote asset ownership among residents in low income communities is how widely recognized and local governments can craft economic programs to support this. Asset ownership helps residents develop a stronger stake in their communities which promotes economic and political development.

Recommendation 58: Encourage Local Banks Fully Participate in U.S. Small Business Administration (SBA) Programs



The U.S. Small Business Administration (SBA) provides loans to small businesses for a variety of needs. Approximately 20 million small businesses have received direct or indirect help from SBA programs since its establishment in 1953. SBA's current business loan portfolio of roughly 219,000 loans worth more than \$45 billion makes it the largest single financial backer of U.S. businesses in the nation. The definition of a small business varies from industry to industry as defined by the Small Business Act. The Florida offices of the U.S. Small Business Administration are in Jacksonville and Miami.

Oviedo's businesses may be able to benefit from a variety of loan programs available through the Small Business Administration. Though there are several diverse programs available, the following provides a basic overview of most basic loans offered.

The Basic 7(a) Loan Guaranty serves as the SBA's primary business loan program to help qualified small businesses obtain financing when they might not be eligible for business loans through normal lending channels. It is also the agency's most flexible business loan program, since financing under this program can be guaranteed for a variety of general business purposes. The loan is designed for start-up and existing small businesses, and commercial lending institutions. Individual commercial lending institutions then deliver the loan to the correct institution.

A Basic 7(a) loan can be used for most business purposes including working capital, machinery and equipment, furniture and fixtures, land and building (including purchase, renovation and new construction), leasehold improvements, and debt refinancing (under special conditions).

A Certified Development Company (CDC) under a 504 Loan Program provides long-term, fixed-rate financing to small businesses to acquire real estate, machinery or equipment for expansion or modernization. Typically a 504 project includes a loan secured from a private-sector lender with a senior lien, a loan secured from a CDC (funded by a 100 percent SBA-guaranteed debenture) with a junior lien covering up to 40 percent of the total cost, and a contribution of at least 10 percent equity from the borrower. The maximum SBA debenture generally is \$1 million (and up to \$1.3 million

in some cases). Certified private, nonprofit economic development corporations deliver the individual loans to qualifying companies. Locally, the National Entrepreneur Center (a partnership between the Disney Corporation and the Small Business Administration) offers the benefits of the Small Business Administration's 504 Loan Program.

A Microloan under a 7(m) loan program provides short-term loans of up to \$35,000 to small businesses and not-for-profit child-care centers for working capital or the purchase of inventory, supplies, furniture, fixtures, machinery and/or equipment. Proceeds cannot be used to pay existing debts or to purchase real estate. The SBA makes or guarantees a loan to an intermediary (certified non-profits), who in turn, makes the microloan to the applicant. These organizations also provide management and technical assistance. The loans are not guaranteed by the SBA.

Further, the SBA offers a Loan Prequalification program allowing business applicants to have their loan applications for \$250,000 or less analyzed and potentially sanctioned by the SBA before they are taken to lenders for consideration. The program focuses on the applicant's character, credit, experience and reliability rather than assets. An SBA-designated intermediary works with the business owner to review and strengthen the loan application. The review is based on key financial ratios, credit and business history, and the loan-request terms. The program is administered by the SBA's Office of Field Operations and SBA district offices. The Florida district offices are located in Jacksonville and Miami.

In addition, the Certified Lenders Program (CLP) is designed to provide expeditious service on loan applications received from lenders who have a successful SBA lending track record and a thorough understanding of SBA policies and procedures. Other types of loans available through the SBA include funds for businesses headed by women, minorities or veterans.

Recommendation 59: Encourage More Banks to Participate in Community Development Loan Programs to Aid Existing Business

Capital is critical for economic development, especially in distressed areas where conventional lending is limited. Many local governments operate their own community development loan funds, using them to recycle Community Development Block Grant monies or other federal and state subsidiaries. Such funds can be critical in providing seed financing for main street revitalization programs, micro-enterprise programs or other local small business development.

One of the earliest community development loan programs was established by the Economic Development Administration in 1975. Today there are thousands of community development loan funds. They receive support from private foundations, private banks (as part of meeting Community Reinvestment Act obligations), and from state and federal government programs such as the Small Business Administration, U.S.D.A. and H.U.D. Most of these funds are set up as revolving loan programs to ensure program sustainability. These loan funds are an important source of credit for

small businesses unable to obtain credit from commercial lenders (National Association of Development Organizations).

Loan funds can be sponsored directly by local government or by other civic organizations or financial institutions. These programs usually receive their capital from government or foundation grants and use it to create a revolving loan fund for affordable housing, small business development or construction of community facilities. Loan funds do not have to be directly affiliated with banks or credit unions but often work closely with private bank partners in marketing loan products, reviewing credit worthiness and structuring deals.

In the 1990s, increased federal attention was given to creating more independent community development financial institutions and federal support for technical assistance and capital was made available through the CDFI Fund. Industry estimates are that over 500 independent CDFIs now operate in the US (National Community Capital Association). These CDFIs include banks and credit unions which provide basic financial services to low income customers (check and savings accounts) as well as mortgage and small business loans. Some of these CDFIs have developed venture capital funds to take equity positions in local economic development projects.

Recommendation 60: Define where Final Negotiating Authority Lies and Be Clear with Prospects

A structure in which a political entity has final approval over certain incentives is not uncommon. Many organizations include this check on the process. However, these boards/leadership generally do not involve themselves in negotiations with the prospect, leaving that element to the economic development professionals. In fact, many incentives are applied to all companies that meet the established criteria, eliminating the need for this oversight. Other incentives are discretionary and tend to have a heavy political element.

It is important to clarify the process both internally and externally for prospects to avoid confusion over responsibility and authority. The final negotiating authority is expected to continue to rest with the City Administration and that the City Council will be the entity that will commit City resources in an incentive package. While this strategy is not recommending one approach over another, it does recognize that the incentive negotiating function and authority effectively rests with City leadership.

Recommendation 61: Perform Ongoing Benchmarking of Incentives

To be competitive, it is necessary to monitor, through benchmarking, the incentive programs in other communities. Measures that should be benchmarked, to the extent that information is available, include type and size of incentives available and offered, companies that are offered incentives, companies that expand and relocate into competing regions, and types of requirements and clawback provisions used. Through this benchmarking process, the City can ascertain best practices for offering incentives, i.e.,

what incentives are attracting the types of businesses desired by Oviedo and also assess the competitive position of Oviedo's incentive program relative to competing communities.

Casselberry – The City is willing to partner with Seminole County to create an incentive package for projects on a case-by-case basis.

Lake Mary – The City has worked in partnership with Seminole County to provide incentives for significant projects on a case-by-case basis.

Longwood – The City has worked in partnership with Seminole County to provide incentives for significant projects on a case-by-case basis.

Sanford – The City has worked in partnership with Seminole County to provide incentives for projects on a case-by-case basis.

Winter Springs – The City is willing to partner with Seminole County to create an incentive package for projects on a case-by-case basis for companies located in targeted areas.

State Programs



The State of Florida offers several monetary incentives to spur economic development through its counties, some have been mentioned previously.

Capital Investment Tax Credit

The Capital Investment Tax Credit is an annual credit against the project's Florida corporate income tax for up to 20 years. Eligible projects are those in designated, high-impact sectors (currently silicon technology, biotechnology, biocertain transportation equipment manufacturing or certain information technology facilities) that create at least 100 jobs and invest at least \$25 million in eligible capital costs. Eligible capital costs include all expenses incurred in the acquisition, construction, installation and equipping of a project from the beginning of construction to the commencement of operations. The level of investment and the project's Florida corporate income tax liability for the 20 years following commencement of operations determines the amount of the annual credit. Florida's Corporate Income Tax Rate is 5.5% of apportioned taxable income.

Economic Development Transportation Fund

The Economic Development Transportation Fund, commonly referred to as the "Road Fund," is an incentive tool designed to alleviate transportation problems that adversely impact a specific company's location or expansion decision. The elimination of the

problem must serve as an inducement for a specific company's location, retention, or expansion project in Florida and create or retain job opportunities for Floridians.

Eligible projects include those that facilitate economic development by eradicating location-specific transportation problems (e.g., access roads, signalization, road widening, etc.) on behalf of a specific eligible company (e.g., a manufacturing, corporate/regional headquarters, or recycling facility). Up to \$2,000,000 may be provided to a local government to implement the improvements. The actual amount funded is based on specific job creation and/or retention criteria.

High Impact Performance Grant

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

Qualified Target Industry Tax Refund

The Qualified Target Industry (QTI) Tax Refund incentive is available for companies that create high wage, value added jobs in targeted high value-added industries such as (but not limited to): communications, corporate headquarters, research & development, manufacturing, and electronic equipment. Pre-approved applicants who create jobs in Florida receive tax refunds of \$3,000 per net new Florida full time equivalent job created; \$6,000 in an Enterprise Zone or Rural County. For businesses paying 150 percent of the average annual wage, add \$1,000 per job; for businesses paying 200 percent of the average annual salary, add \$2,000 per job. New or expanding businesses in selected targeted industries or corporate headquarters are eligible.

The State of Florida also offers industry specific incentives for defense contracting, aviation and space industries. These incentives often come with strict requirements regarding eligibility, wage requirements and the number of jobs to be created. An incentive matrix provided by Enterprise Florida is attached in Appendix 2 of this report.

Non-Monetary Incentives

Recommendation 62: Consider the Potential for Non-Monetary Incentives to Spur Desired Development in Specific Areas

Although the specific requirements of the zoning and development regulations are not found to substantially affect the cost of development. Development incentives often appear in the form of site-specific incentives, particularly those that have the affect of reducing the overall cost of development. These are often identified and approved for specific sites. These incentives may include:

- Allowance of developers to pay development impact fees, through negotiation, over a scheduled number of years rather than in one lump sum cost
- Reduced requirements for building setbacks, parking, or greenspace
- Increased building height allowances

An additional example of a non-monetary incentive is permit streamlining. Loudon County, VA, modifies its approval process for targeted industries to promote local development. Loudon County will modify its approval process for appropriate entities in the targeted industries of biotechnology, technology (hardware and software), international business (business with foreign ownership seeking U.S. location), post-high school educational facilities, homeland security and defense contractors, and projects compatible with the operation and future development of Dulles Airport. For qualifying projects, reviewing agencies will move projects to the head of the review lines, a special review team from necessary agencies will be assigned to the project through completion, and the county will work with the entity to establish agreed upon timelines. While extra staff would aid this process, such additional resources are not necessarily needed. Such a process will, however, require strict adherence to established personal scheduling and task assignments in order to accomplish desired streamlined efficiencies.

2. Workforce Development

Recommendation 63: Focus on the Quality, Not Just the Quantity, of Jobs

For more than a generation, many economic development efforts by government have largely been on auto-pilot, relentlessly pursuing the goal of “getting big” and adding more jobs – whenever, wherever, whatever. It didn’t matter if the unemployment rate was low, if some parts of the jurisdiction were booming (with high housing prices and transportation congestion), or if the companies getting incentives provided low-paying, poor-quality jobs and were likely to leave for even greener pastures. The goal was often simple- the more jobs, the better.

But in many places, an approach focused almost exclusively on getting more jobs does little to help residents earn higher incomes and enjoy a better quality of life. The central focus of economic development in Oviedo should not be to simply add new jobs, but rather to boost incomes and create better jobs for all residents. To do this, the chief metric of success used today – job creation – should be replaced with a new one – income growth.

Shifting the goal from getting big to getting prosperous requires shifting the means from trying to get cheap to getting better. Past governmental efforts provided physical infrastructure for factories, gap financing for big industrial projects, and financial and tax incentives to cut the costs for industry. General business costs were kept as low as possible, even if it meant investing less in economic fundamentals like infrastructure and education and scrimping on programs like unemployment insurance.

But following a low-cost, industrial recruitment strategy – cutting taxes and services or offering subsidies in hopes of making the City attractive to companies – is not the path to raising wages and quality of life. Rather than simply trying to be a cheaper place in which to do business, the City should focus on being a better place. This means boosting skills and ensuring a high quality of life that will be attractive to knowledge workers. The following discusses improving the skill level of the local workforce. A later section will detail the principles in sound monetary and non-monetary incentives to develop not solely a high quantity of jobs, but high quality as well.

Local Technical Training Needs

With the highly skilled workforce of Oviedo an assumption can be made that workforce development is not as important here as in other developing cities. That assumption would be incorrect. The needs of Oviedo’s residents, from professional certification programs and advanced education, to basic job entry training programs are all needed to continue growing Oviedo’s most important resource, its residents.



With the education and certification needs of skilled workers changing, workforce development still remains at the forefront. In addition, the ability to attract business entities in the targeted industry clusters of Finance and Insurance and Professional/Scientific/Technical Services will, in part, rest on the flexible local programs working with companies to train and develop an adequate workforce. Further, as these industries rely more extensively on technology (whether it be tracking or monitoring progress, or updating customer files) having a technology knowledgeable workforce can be the deciding factor for an organization’s location decision. The following state and local workforce programs demonstrate how the area’s overall workforce development can grow and expand.

Recommendation 64: Promote Established Incumbent Worker Training Programs



The Oviedo economic development community can build upon established workforce development programs in the area. The State of Florida and the University of Central Florida, and Seminole Community College all have established successful workforce development programs in the area. These programs ensure current workers’ skill levels increase to meet the demands of the global marketplace, and to ensure that as local businesses expand, local residents can take positions of greater responsibility. Again, many of the main elements to formalize an Oviedo workforce training program exist. The effort simply needs to consolidate information and form partnerships to enable companies and potential employees to more easily develop their resources. The development, and publicity of this worker training

program, will also assist the community's pro-business, aggressive attitude toward helping businesses that locate in Oviedo.

Again, several resources currently exist from which to develop a strong worker training program. For the State of Florida, Workforce Florida, Inc. oversees and monitors the administration of the state's workforce policy, programs and services. The Workforce Florida, Inc. system was designed to create partnerships between economic development, workforce development and businesses. Workforce Florida, Inc. was created by Governor Jeb Bush and the Florida Legislature with the passage of the Workforce Innovation Act of 2000 (Chapter 445, Florida Statutes). The programs of Workforce Florida, Inc. have significant potential to aid the City of Oviedo in its workforce development through:

- Financial aid and training programs
- Business incentives
- Local One-Stop Centers, overseen by "Workforce Central Florida"

The workforce development programs established by the University of Central Florida and Seminole Community College are described later in this section.

Recommendation 65: Establish Relationships with Workforce Florida Councils and Boards

The Workforce Florida board is comprised of three standing committees -- Executive, Finance, and One-Stop--and three standing councils. The councils, First Jobs/First Wages, Better Jobs/Better Wages, and High Skills/High Wages, are tasked with developing strategies to target the needs of job seekers and employers across the employment spectrum--from entry into the workforce to cultivating workers to fill coveted high skill/high demand jobs. On an as-needed basis, the board may form task forces or other special groups to focus on specific issues. While the focus of Oviedo's workforce development will be on the enhancement of skills of its already highly skilled workforce, the economic development department must be cognizant to look at the skill levels of all facets of the community.

Councils

First Jobs/First Wages Council promotes successful entry into the workforce through education and job experience, including school-to-work initiatives that enlist business and community support to ensure that students have the educational and occupational skills required to succeed in the workforce. The council also addresses adults entering the workforce for the first time and youth programs related to welfare reform.

Better Jobs/Better Wages Council assists families transitioning from welfare to work and former welfare recipients working in low-wage jobs with limited mobility. The council also includes the Incumbent Worker Training program, which helps employers retrain

and upgrade the skills of their employees to meet the changing demands of the economy and avert layoffs.

High Skills/High Wages Council aligns Florida's education and training programs with higher-paying, high-demand jobs that advance careers, build a more skilled workforce and enhance the state's efforts to attract, grow and expand job-creating businesses. The high skills/high wages strategy is comprised of several initiatives including identifying high-demand, good paying occupations and linking performance to educators who graduate workers for these jobs; targeted industry sectors; regional high skills/high wages committees which bring economic developers, businesses and educators together; and customized training programs--Quick Response and Incumbent Worker--for the state's existing and new-to-Florida businesses.

Local Workforce Boards



While Workforce Florida provides policy, planning and oversight at the state level, 24 regional workforce boards with significant representation from the business community are largely responsible for implementing programs in their communities. The nearest workforce board for Oviedo is located in Lake May. The regional boards name is “Workforce Central Florida”. Each regional board has performance measures and contracts to provide accountability, however, the choice of initiatives and programs it implements are under the local board’s control. This allows for programs to reflect the economic development, business and workforce needs of each particular region of the state.

Recommendation 66: Explore Potential State Tax Credits for Company Training

The State of Florida offers two main workforce incentive programs: Quick Response Training Incentives (QRT) and Incumbent Worker Training Program (IWT).

The Quick Response Training Incentives (QRT) were discussed in the previous section detailing state incentives to exist expanding businesses. Again, the focal point of this program is to partner local post-secondary educational institutions to work with area businesses to develop the needed skills to meet business expansion demands.

Incumbent Worker Training Program (IWT) is a program that provides training to currently employed workers to keep Florida’s workforce competitive in a global economy and to retain existing businesses. The program is available to all Florida businesses that have been in operation for at least one year prior to application and require training for existing employees.

There are several options for Oviedo businesses to participate as training can be provided at several venues. Individual conceived training programs can occur at Seminole Community College, the University of Central Florida, or training programs can occur at a business’s location in Oviedo if more convenient. For the Oviedo area, IWT grants may be used in the future to train finance and insurance employees in new federal and/or

state accounting, insurance and finance regulations. In addition, Oviedo businesses in scientific and technical services industries may use IWT grants on new processes and computer applications.

Recommendation 67: Promote the Region's Workforce Development "One-Stop Center"



Typically, the average citizen has difficulty identifying publicly - supported workforce development programs. Workforce development services in Florida are available primarily through a system of nearly 100 One-Stop Centers designed to provide easy access to diverse services including job placement and training, temporary cash assistance and special support services such as subsidized childcare and transportation. Florida's One-Stop Center

network was established to bring workforce and transition programs together under one physical or "virtual" roof to simplify and improve access for employers seeking qualified workers or training programs for their existing employees and job seekers. The workforce center also provides workforce training to companies on-site, and provides certificates for a variety of programs to assist workers further develop their skills. The area's closest One Stop Center, over seen by Workforce Central Florida, is located in Lake May.

In Maryland, the Anne Arundel Workplace Development Corporation recently opened a One-Stop Career Center in a publicly-accessible area within the Baltimore Washington Thurgood Marshall Airport. The center provides job-seekers a central resource to find out about and apply for jobs in the state. Computers are available for job searches and a link is established to the Maryland Workforce Exchange website. A local community college also provides employers with employee training at the center.

Recommendation 68: Create Regional Skills Alliances

A Regional Skills Alliance (RSA) is an industry led consortium of organizations or companies whereby knowledge and resources are shared to develop long term solutions to chronic workforce development issues, e.g. removing obstacles that keep young people and others out of certain occupations, retrieving professionals or other skilled persons not currently working in their respective fields, developing better trained entrants into the labor force, providing a sufficient flow of new workers for hard-to fill jobs, and reducing turnover.

An example of a Regional Skills Alliance is the Saginaw Midland Bay Works, one of 13 RSAs in Michigan. A number of other states, including Pennsylvania and Wisconsin, are shifting their focus of workforce training efforts to support industry-led skills alliances. For example, area manufacturers formed the Philadelphia Advanced Manufacturers Academy to address a shortage of skilled machinists through a 61-week program set in a modern learning factory environment. Similarly, Indiana worked with the Inland Steel Corporation and its Indiana-based suppliers to form the Indiana Steel Industry Supplier

Training Network. Local jurisdictions play active roles in the creation and co-funding of these alliances by shifting support for training away from individual firms and toward groups of firms and alliances.

Regional Skills Alliances have been under discussion at the federal level since 1998. Several policy studies have been completed by the General Accounting Office at the request of individual members of Congress. Several calls have been heard for the creation of a National Skills Corporation and for the leadership of the Federal Department of Labor to fund industry led skills alliances. To date the department has evinced little interest. Regional Skills Alliances are also very prominent in economic development strategies in England and Germany.

A variation on the RSA is a community consortium formed to address local workforce needs. The consortium generally consists of individual member organizations such as local businesses, community colleges, business and trade associations, chambers of commerce, unions, community based organizations (or an intermediary or convening organization) and school districts. The consortium is based on cooperative relationships among community organizations rather than on formal agreements. Examples of such consortia exist in Austin, TX, Cedar Rapids, IA, Charlotte, NC and Milwaukee WI.

Partner with Local Education Institutions

Recommendation 69: Ensure Funding, and Publicity, for Workforce Training Continues to Grow at Local Post-Secondary Institutions

Oviedo is served primarily by two educational institutions that partner with area businesses to develop and expand the abilities of the area's workforce. Seminole County Community College's SC Corporate College provides assistance in the continued training of the area's workforce. The mission statement of the SC Corporate College is to, "provide customized learning solutions for education, training, and professional development to employers and individuals in Seminole County." The Corporate College succeeds in this initiative through providing contract classes at area businesses on a variety of topics based on Seminole Community College's overall focus. The individual or team certifications the Corporate College offers will further assist in the identified industry clusters of *Finance and Insurance* and *Professional, Scientific and Technical Services*. They are:

- Computer and Networking Technical Certifications Courses
- Insurance Pre-Licensing and Continuing Education Courses approved by the Department of Insurance
- Project Management Courses approved by the Project Management Institute
- Real Estate Courses approved by the Department of Business and Professional Regulations

Further, the SC Corporate College has a location in Oviedo at 2505 Lockwood Boulevard.

In addition, the University of Central Florida (UCF) offers assistance to area business in the development of programs for its employees. UCF's University Economic Development assists in the creation, attraction and retention of high technology-based companies to the Florida High Tech Corridor and the State of Florida. With a primary focus on workforce development, University Economic Development provides economic development consulting services to internal and external constituencies. Further, this division of the University provides one-stop access to relocating or expanding businesses to understand the resources available. A meeting with senior leaders in Electronic Arts and the Dean of UCF's computer science and film school contributed significantly to Electronic Arts expansion in the area. Understanding the needs of Electronic Arts allowed the University to partner with the State of Florida to create the Florida Interactive Entertainment Academy at UCF. The ability of this academy to develop graduates with the skills needed by Electronic Arts, in part, enabled Electronic Arts to expand their local Tiburon Studios from 250 to 750 employees.

Recommendation 70: Offer Financial Incentives to Local College Students in Career Training Programs



Compensation to community college students is a complex undertaking. Students range in age from those just out of high school to adults with many years of experience who are seeking to upgrade their skills or enhance their career opportunities. Assisting community college students financially recognizes the importance of integrating learning with practice. Such support also enhances their work experiences and eases their entry into the workforce, into a career or into a promotion or comparable goal. Students can receive financial incentives that range from scholarships to loans. Scholarships and fellowships are defined as financial aid paid directly to students as scholarships, fellowships, stipends, or dependent allowances. Salaries and wages

charged to sponsored agreements are paid to students who function as college employees while attending school. Other compensation for assigned work can take several forms, such as apprenticeships, co-operative work-study arrangements with a company or industry, or summer internships.

In an apprenticeship, students earn while they learn from and work for an area employer. The employer receives a better - trained employee and the employee offers more to the business operation. A significant portion of the training is on-the-job (OJT) with the company. A smaller portion of the training is job - related education (JRE). The employer and the college customize both the OJT and the JRE curricula. In the meantime, the student-apprentice continues to earn while he/she learns. Upon

completing the community college's curriculum, the student is generally offered a full-time job with the company.

A cooperative work-study program is defined as an academically related work and study experience with business, industry, government or other agencies and organizations. The purpose of the program is to provide students the opportunity to support their academic endeavors with less dependency on student loans. Under this program, the hiring agency is responsible for a percentage of the student employee's hourly wage and the remainder is funded through a state co-op funds. If the hiring agency is so inclined, the student may be offered permanent employment upon completion of his or her studies.

Many companies are in the position to offer full- or part-time, paid summer internships that give college students hands-on opportunities to contribute ideas to challenging projects, to network with company employees and to learn from real-world experiences. Although class commitments take precedence during fall and spring semesters, students are expected to spend ten to twelve weeks full-time with the respective companies. Students may also find the work to be challenging and financially rewarding. Often students join the permanent work force of the company upon graduation.

Not surprisingly, a growing number of community college students are enrolled in career training courses. Yet, while states subsidize enrollment in college-prep courses, many require that students enrolled in non-credit career training courses pay full costs or more. Because they do not get reimbursed or get reimbursed less by the state, colleges have less incentive to develop non-credit programs. As long as there are adequate standards for the non-credit courses (length of the course, connection to employer-based training, etc.), states often reimburse schools for enrollments.

For example, Texas provides full reimbursement for non-credit courses that employers establish or that students take to get ready to go back to work. Oregon reimburses state community colleges for career courses, just as it does for college prep courses. As a result, over 30 percent of Oregon students are in career advancement courses. Georgia's Hope Scholarship allows people to take any course that issues a technical certificate that is recognized by the state. North Carolina subsidizes career education, non-credit courses in order to keep the costs low. Career-oriented, non-credit courses should be placed on a level playing field with credit courses, and ideally work to ensure that non-credit courses are part of certificate programs.

Workforce Development Measures

Recommendation 71: Promote Workforce Availability Measures

As businesses establish themselves and continue to grow in Oviedo, a total program to maintain the quality of life for an available workforce must be addressed. This program should address transportation, housing and day care concerns.

Public transportation helps to alleviate traffic congestion and provides elements of the workforce a cost-effective way to access jobs. Oviedo does have some access to public



transportation for its workforce. The Central Florida Regional Transportation Authority (LYNX) system provides various options for commuters in the area. LYNX has one bus system route that serves Oviedo, the 47 line. While this line serves Oviedo, it does link to other lines through a stop at the University of Central Florida campus to the City's south. The City has often recommended dividing the route into two or more smaller routes to achieve specific purposes. However, LYNX consistently counters that cost and low ridership makes this idea unfeasible. Further, the City does not have the funding capacity to assist LYNX in improving the service. Fares for rides on link are \$1.50 for a one-way fare, \$12 for a weekly pass, and \$38 for a 30 day pass.

Although, the issues facing current public transportation in Oviedo are strong, it should still remain a focus of the economic development efforts. Improved communication between the City, Chamber of Commerce and business community through this economic development plan must be unified in maintaining this route as a foundation for future development. To keep improved public transportation at the forefront, it should be listed as a desired goal in the Economic Development Scorecard (discussed in the next section).

LYNX also offers residents an ability to establish van or car pools to desired destinations. A LYNX VanPool is a group of people who live and work near one another, have similar work schedules and commute to work at the same time each day using a van provided by LYNX. The route, schedule and pick-up/drop-off locations are determined by the driver in cooperation with the other vanpool members. Further, through an application on their website, LYNX will send a commuter a match list with the names of other commuters who wish to carpool. Any commuter registered with LYNX that lives within five miles of the applicant and works within one mile will be included on the commuters match list. Commuters can customize their preferences to include work flexibility, riding only, driving only or sharing driving.

In addition to work commutation costs, adequate workforce housing issues should be addressed. Only 4.6 percent of Oviedo residents live at or below the poverty level (U.S. Census), but workforce housing is always a concern. This issue is of added importance as a more affluent population moves into the City and increases home prices through demand. To spur development of adequate housing for all Oviedo residents, several programs exist. One example can come from benchmarking against another affluent growing City -- Fairfax County, VA.

Fairfax County has established programs for first-time homebuyers and first time senior home buyers. In addition, the Fairfax County website offers posting of affordable dwelling units available for sale to certified eligible first-time homebuyers that is updated weekly. Eligibility is based in part on earning a salary at an established percentage of the Greater Washington metropolitan area population area average. Fairfax County also requires, through its zoning ordinance, residential developments in higher density areas to include affordable units to qualified purchasers.

In addition to transit and housing, Oviedo's residents should be cognizant of day care availability. Awareness and continued support of current centers will aid the Oviedo workforce and in the end aid business. As Oviedo considers potential incentives, benefits to workers should be analyzed as well. Securing on-site day care or partnerships with local private day care centers will aid workforce availability and improve the overall health of the local economic environment as well.

Further, the State of Florida offers a *Day Care Facility Investment Tax Credit*. This program provides for corporations to receive a tax credit for the creation or operation of child care facilities or for payments made to a child care center on behalf of an employee. For company-operated facilities, the tax credit is 50 percent of start-up costs, not to exceed \$50,000 annually and \$50 per month for each child enrolled. For corporate payments to facilities, the credit is 50 percent of the payment not to exceed \$50,000 annually.

D. POTENTIAL ECONOMIC DEVELOPMENT SITES IN OVIEDO

1. Potential Target Sites Database

In support of recommendations in this section of the report, an initial database of potential target sites in the City of Oviedo (see Appendix 3) was created. Thirty-five (35) potential sites for new development or redevelopment were identified during tours of the City and through follow-up discussions with key stakeholders. The 35 identified sites contain over 150 vacant and improved parcels. Parcel specific information was gathered from City provided maps and the Seminole County Property Appraiser website (www.scpafl.org).

The database in Appendix 3 provides the following information for each Site parcel:

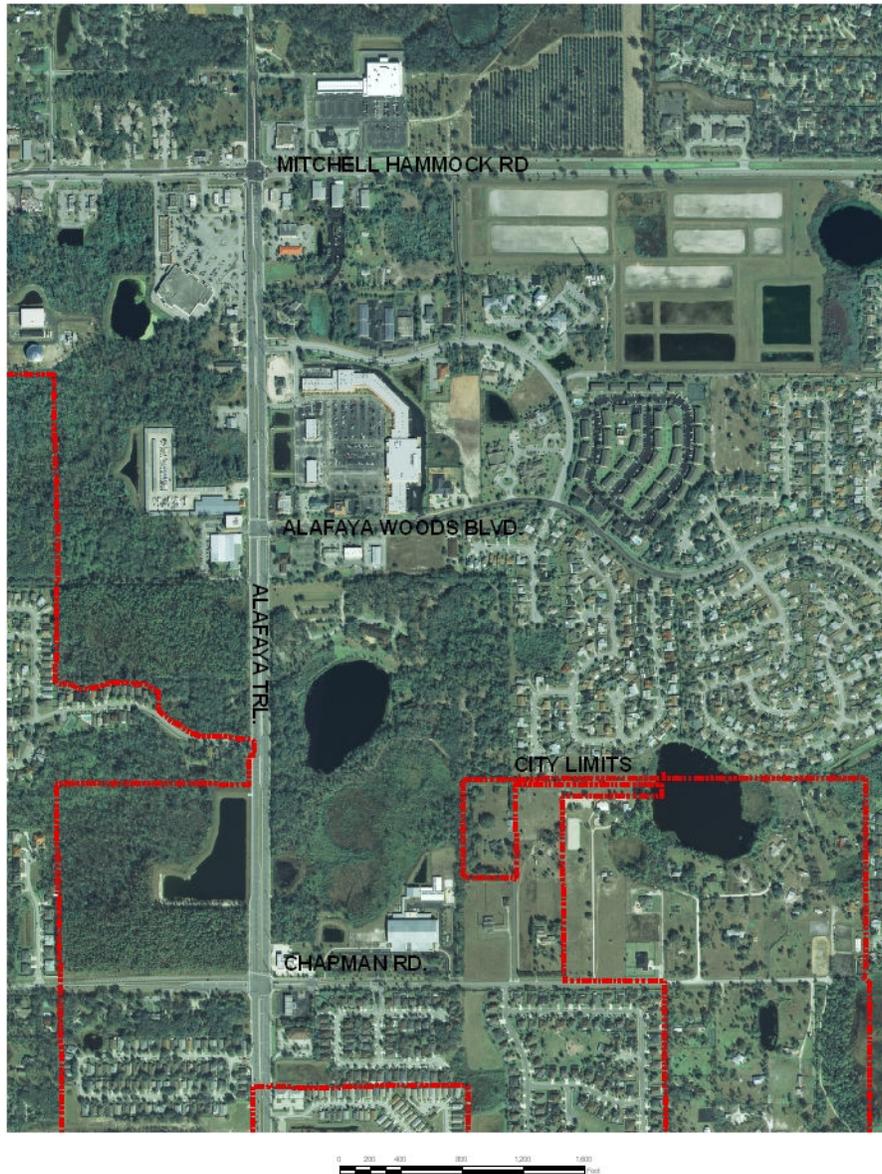
- Site number
- Parcel number
- Parcel address
- Owner
- Facility name or Subdivision name
- Type of structure
- Year built
- Structure square footage
- Land square footage (or other measure)
- Infrastructure*
- 2005 Taxable value
- 2005 Tax bill amount
- Current or Potential Use
- Recommended Use
- Area

** Infrastructure information was gathered from City provided water and sewer utility maps. If water and sewer lines were in close proximity and appeared accessible to a particular site, it was assumed utilities would be available at that particular site. Further analysis would need to be conducted to determine whether or not such utilities are readily available and have the capacity to serve each site.*

The Potential Sites database has been provided as a starting point for the City. Current and/or potential uses are listed for both the vacant and improved parcels. It is recommended that the City determine which potential use (i.e. office, business/technology parks, light industrial, commercial, mixed-use, etc.) would best suit each identified parcel and aid the City in attracting target industries and achieving its tax base diversification goals.

To better assist the City with its efforts, we divided the potential sites into six (6) geographic areas as follows: Alafaya Trail, Downtown, Lockwood/CR419, Marketplace, W. Mitchell Hammock, and Westgate. Recommendations below detail which geographic areas should be pursued in the near-term, mid-term and long-term.

ALAFAYA TRAIL CORRIDOR



Near-term

It is recommended that the City focus on the sites located in the Alafaya Trail, Downtown, and Westgate locations in the near-term due to the condition of land for development, presence of infrastructure and lack of environmental constraints.

Alafaya Trail Area

The Alafaya Trail area is bordered by the area just south of East Chapman Road north to West Mitchell Hammock Road. Alafaya Trail (SR 434) runs through the center of the

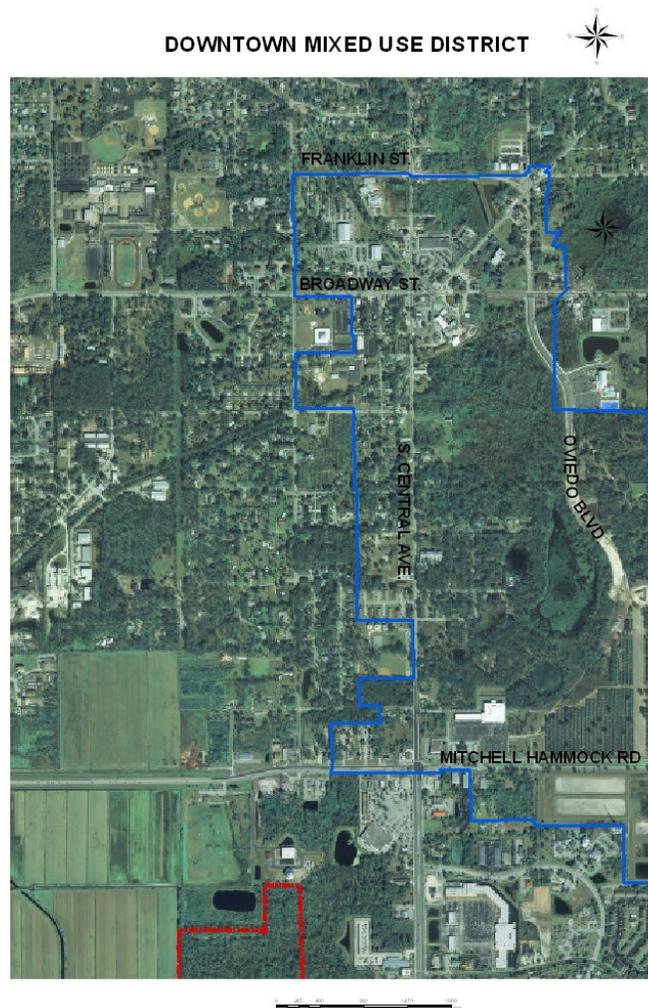
Alafaya Trail area. Based on information gathered to-date, the sites located in the Alafaya Trail area include the following uses: vacant land, commercial, office, light manufacturing, retail, and residential. In accordance with our research and information gathered through discussions with key stakeholders, we recommend the following uses for the Alafaya Trail area: office, retail, commercial, mixed-use and residential.

This 4.5M square foot area (104 acres) contains 28 parcels which all have the requisite infrastructure in place. Of the 28 parcels, 39% have structures. About 36% of those parcels have structures built on or after 1995. The 2005 taxable value of the 28 parcels was \$10,055,958.

Downtown Area

The Downtown area is bordered by the area just north of East Broadway Street south to Alexandria Boulevard. Oviedo Boulevard (f.k.a South Division Street) runs through the center of the Downtown area. To-date, the sites located in the Downtown area include the following uses: vacant land, mixed-use, commercial, hotels, church/religious, municipal, retail, restaurants, light manufacturing, warehouse/distribution, citrus groves and residential. Based on our research and through discussions with key stakeholders, we recommend the following uses for the Downtown area: mixed-use, office, commercial, institutional and residential.

This 7.7M square foot area (178 acres) contains 63 parcels which all have the requisite infrastructure in place. Of the 63 parcels, 49% have structures. About 3% of those parcels have structures built on or after 1995. The 2005 taxable value of the 63 parcels was \$11,104,495.



WESTGATE CORRIDOR



West Gate Area

The West Gate area is bordered by Red Bug Lake Road, North SR 417 and West Broadway Street. As of today, the sites located in the West Gate area include the following uses: vacant land, commercial, medical office, restaurants, light industrial and residential. Based on our research and through discussions with key stakeholders, we recommend the following uses for the sites located in the West Gate area: office, commercial, mixed-use and residential.

This 1.6M square foot area (37 acres) contains 10 parcels of which nine have the requisite infrastructure in place. Of the 10 parcels, five have structures. Only one of those parcels has a structure built on or after 1995. The 2005 taxable value of the 10 parcels was \$1,668,347.

Mid-term

In the mid-term the City should target the sites located in the West Mitchell Hammock and Marketplace areas. The West Mitchell Hammock corridor is a very desirable development area; however, the soil conditions and wetlands issues lead to high development costs and impose limitations on the types of future development. This is why the area is being targeted in the mid-term versus the near-term. The Marketplace area is also desirable with possible retail expansion (i.e. 4th mall anchor), commercial, office, and medical uses.

Long-term

In the long-term the City should consider the remaining sites located in the Lockwood/CR419 area. There are some environmental concerns with these sites (i.e. landfill); however, select sites would provide benefits to those industries seeking light industrial/tech/laboratory facilities.

Recommendation 72: Create an Electronic Database of Available Sites to Promote Local Expansion and New Economic Development Projects

An electronic database of available sites for lease and/or sale should be maintained and distributed to business prospects. The regularly updated database should include site profile criteria such as: location, size, infrastructure, what current structures are located on the site, current zoning classification, access points to major highways and current use.

If the City of Oviedo does not wish to produce a specific Oviedo database immediately, a link should be provided to the Metro Orlando Economic Development Commission (www.orlandoedc.com). The Metro Orlando Economic Development Commission provides this online mapping service in partnership with two of its investors, MapGorilla.com and *The Property Sourcebook*. This on-line feature allows:

- Locate available commercial real estate for sale or lease and view detailed listing sheets for those of interest
- Click-on map features and retrieve associated data
- Query and zoom in on locations using a wide variety of different methods (e.g., address, city, school name, lake name, etc.)
- Select from a variety of pre-defined maps, such as: Available Commercial Space, Floodplains, Soils, Aerial Photos, etc.
- Measure area and perimeter
- Print maps complete with a legend and user specified title
- Create custom maps by selecting from over 50 different layers of information

In addition, some jurisdiction's economic development websites allow for real estate professionals, property owners and managers to submit datasheets for sites and buildings on-line. The Stafford County, VA, economic development website allows this function for invested parties in its area. The site allows submission detailing acreage, utilities, availability, environmental features and contact information. All submissions are subsequently reviewed prior to entry; and inclusion is at the discretion of Stafford County Economic Development. The database is continually updated and forms can also be submitted via mail or fax.

Speed of access to available site information will allow area businesses to expend few initial resources in potential expansion efforts. Further, such a link/system will allow new businesses to discover potential locations with minimal of effort. Again, resources established to assist current local businesses will aid the City in its recruitment of new businesses as these initiatives enhance the total economic environment.

Recommendation 73: Create Site Profiles for and Market the Targeted Development Sites

Near-Term

It is recommended that the City focus on the sites located in the Alafaya Trail, Downtown, and Westgate locations in the near-term due to the condition of land for development, presence of infrastructure and lack of environmental constraints. See Appendix 3 for the specific site numbers and parcels located in the Alafaya Trail, Downtown and Westgate areas.

There are several parcels suitable for commercial, office and mixed-use development located in the Downtown and Alafaya Trail areas. Based on discussions with the City, development of select parcels in these areas could begin immediately.

The Westgate area is a gateway into the City and target industries will find this location beneficial as the path of growth and economic expansion from Orlando comes in this direction. There may be some wetland/soil conditions that need to be addressed in the Westgate area but low intensive commercial is a possibility. The Westgate area does have some industrial uses at this time but additional industrial uses are not recommended and the City should consider redevelopment of the current industrial parcels to make the area more attractive to the target industries.

Mid-Term

In the mid-term the City should target the sites located in the West Mitchell Hammock Road and Oviedo Marketplace areas. The West Mitchell Hammock corridor is a very desirable development area; however, the soil conditions, floodplain, and wetlands issues lead to high development costs and impose limitations on the types of future development. Thus, the area is being targeted in the mid-term versus the near-term. The Oviedo Marketplace area is also desirable with possible retail expansion (i.e. 4th mall anchor), commercial, office, and medical uses.

Long-Term

In the long-term the City should consider the remaining sites located in the Lockwood/CR419 area. There are some environmental concerns with these sites (i.e. landfill); however, select sites would provide benefits to those industries seeking light industrial/tech/laboratory facilities.

Site Profiles

The City should pursue the target cluster industries identified in Section A of the plan and market the identified sites to these target businesses. Specific site information should also be offered to target industries in the form of one-page information brochures on the website. Along with an overview photograph, these sheets should contain information on

size, zoning, and present infrastructure. An example of such information sheets offered by other successful communities is included in Appendix 4.

E. OPERATIONAL BENCHMARKING EXAMPLES

1. Assessment of Existing Efforts

The nature of sound economic development requires investment of time, effort and monetary resources. The recommended approaches and initiatives listed throughout this document require additional funding, particularly regarding current staff time in providing community outreach. While this plan does not specifically advocate the hiring of additional economic development staff, it does note that it may be necessary upon review of implemented programs. However, as noted through the introduction of various initiatives and programs throughout this document, there are methods to reduce costs to the City. For example, the cost of surveying businesses can be done in partnership with a local post-secondary educational institution, and business visitation programs can be developed by seasoned, volunteer members of the Oviedo community. These examples, and others, can work in concert with the below examples to provide a means to reduce the burden placed on the City government itself.

Recommendation 74: Consider Sponsorship of Local Marketing Materials

The future cost of production of the City of Oviedo's high quality promotional materials can be offset by private sponsorships. Done in a tactful manner, acknowledgement of various community sponsors will not detract from the professionalism of the document. Further, it can also demonstrate the economic vitality of the area by demonstrating companies presently represented and potential amenities available.

Recommendation 75: Plan and Budget for New Economic Development Plans Every Five Years

The current market trends now underscore and demonstrate the importance of the professional sector to Oviedo's economic development. The examination of current business trends and City characteristics does clearly point to the identified clusters of and finance and professional business firms. However, economies can change over time due to unforeseen events and therefore must be monitored. The future budgeting of regular economic development plans ensures a formal vigilance to ensure economic relevance.

While the desire for beneficial economic development in Oviedo exists, the current efforts of the economic development community can be significantly improved. The basis of recommendations outlined in the business retention portion of this document deal specifically with current programs lacking in Oviedo's economic development efforts. The City does not have a business visitation program, or conduct surveys of its area businesses, nor produce newsletters or provide a development overview process handbook. In regards to business recruitment, the City does not produce a marketing booklet, send sales teams to trade-shows, or list available properties on its website.

The community of Oviedo is well aware of the economic development expansion emanating from Metropolitan Orlando and the opportunity this presents to develop the community as it desires. The addition of a new downtown area to provide a community anchor and greater sense of place demonstrates the ability of the community to transform itself when it desires. Further, the characteristics that define the community presently, its quality of life, amenities, schools and workforce allow for the development of Oviedo to secure its desired economic vision.

2. Lessons Learned Case Studies

Low-cost examples and case studies have been embedded throughout this plan when economic diversification initiatives have been introduced. Presented below are additional relevant case studies that may aid the City of Oviedo in achieving its economic development goals and objectives.

Cluster Business Visitation

The High Impact Program in Louisville, KY, is a private-public partnership designed to serve a variety of fast-growth and innovative companies overcome obstacles. The program is a public-private partnership designed to identify needs and provide an array of support services to these fast growing companies.

Over the course of a year, officials with the local Louisville government and Chamber of Commerce interviewed local business executives and compiled data on their firms to form the High Impact Program. The program has since provided a number of support activities such as CEO roundtables, networking events and forums for sharing best practices. The director of the program for the Chamber of Commerce stated, “We make a lot of introductions. We broker a lot of relationships through this program to try to get knowledgeable resources attached to whatever their particular need is.” One participant stated the program is a “great idea” as it provides companies with a way to learn about business development and attraction initiatives.

Local Community College Partnering to Spark a Business Park

Established in 1996, the Springfield, MA, Technical Community College (STCC) Technology Park combines attractive lease space for technology-based businesses with the expert faculty and highly skilled graduates of the only technical community college in Massachusetts. Technology-based businesses have been attracted to the Tech Park through its physical resources and location, the attractive historical setting, the proximity to the faculty and graduates of Springfield Technical Community College, and the commitment of the college to economic development.

The Center for Business and Technology (CBT) provides high tech and management development training programs for regional business and industry, with both customized programs for a specific company's needs, and extensive open-enrollment workshops for business professionals. In addition, the Springfield Enterprise Center (SEC) is a small

business incubator featuring customized leases at an affordable rate with shared services, network-ready space, and pro-bono business consulting services. The STCC Entrepreneurial Institute provides credit courses and offers special interest courses and workshops to meet the growing demand for entrepreneurship education. The Student Incubator in the Enterprise Center provides young entrepreneurs with an opportunity to incubate their business while completing their studies.

The STCC Technology Park was awarded the 2001 Excellence in Urban or Suburban Economic Development Award from the Economic Development Administration/U.S. Department of Commerce.

Funding of Improvements/ Marketing

The Main Street Development Corporation in West Orange, FL, offers an affinity credit card, which creates a win-win situation for the municipality and the subscriber. Each time the credit card is used, the township receives 0.75% of the purchase price. A large portion of this money is dedicated to funding downtown revitalization projects. Besides gaining a sense of civic pride, card subscribers receive benefits like no annual fee, and "card miles" that can be applied to any airline with no blackout dates. The card can also be used for long-distance phone service with a flat fee of 12.9 cents per minute regardless of day and time.

Incentives/Redevelopment

The Clearwater, FL, Economic Development Team convinced a large software company to build its world headquarters on a brownfield in the city's downtown. Plans for the new headquarters call for 700 employees in the 180,000 square foot facility. It is expected to generate \$51 million in economic benefits for the city.

The company took advantage of a city program which offers a \$5,000 per new job tax refund for businesses locating in the downtown, plus and an additional \$2,500 to those who choose a brownfield site. The brownfield bonus is supported by an EPA grant. The company also received city grants and loans to remediate the site that is contaminated with fuel.

Improved Technology Infrastructure

The Winchester-Frederick County, VA, Economic Development Commission established the Winchester-Frederick County Integrated Community Network as a business-based network, which is promoting the establishment of the Cyberstreet Technology Zone on the downtown pedestrian mall. City officials believe the community offers high-tech firms the best of two worlds: state-of-the-art telecommunication infrastructure and attractive quality of life in its downtown district. The zone allows qualified business operating in the zone to receive tax advantages. They also benefit from proximity to the Shenandoah Valley Telebusiness Center, which provides sophisticated telecommunications and Internet support. When the city created Cyberstreet, it became

the first city in the state to take advantage of a bill passed in 1996 that lets cities set up enterprise zones and offer up to 10 year tax exemptions to companies in the computer hardware and software, telecommunication, electronic information, and Internet access markets. To qualify, a company must have at least three employees and an investment of \$10,000 or more.

F. IMPLEMENTATION PLAN

Timeline for Implementation of Strategies

To ensure successful implementation of the strategies identified in this Comprehensive Economic Development Plan, preparation should be begin immediately. Any background research or analysis that is necessary to implement the strategies in Quarters 1 and 2 should be conducted as soon as possible. Focus should then shift to the strategies identified in Quarters 3 and 4 and then over the next few years (long-term).

Many of the strategies identified in Quarters 1-4 are also ongoing long-term efforts. For example, “Focus on Quality, Not Just Quantity of Jobs,” “Promote/Provide Recognition of Local Entrepreneur Success,” and “Recognize the Contributions of Advocates”, are long term efforts. These ongoing efforts are labeled below with a “(L)”. The City should adopt and adjust these strategies as necessary as a part of their near-term and long-term economic development goals. The City implementation program should only commence upon the selection and establishment of the one budgeted economic development position in the fiscal year 2006-2007 budget.

The strategies listed below are presented in a detailed manner in sections A-E of the Plan.

Implementation of Strategies Over the Next 24-Months

First Six Months:

- ***Fund and Implement an Oviedo Economic Development Department***
- ***Establish a Business Retention and Growth Program(L)***
- ***Explore the Establishment of an Urban Infill and Redevelopment Area to Spur Development in Desired Locations***
- ***Make “Finance and Insurance” and “Professional, Scientific and Technical Services” Targeted Industry Clusters In Oviedo (L)***
- ***Focus on the Quality, Not Just the Quantity, of Jobs (L)***
- ***Develop a Communications Plan to Implement the Comprehensive Economic Development Plan***
- ***Ensure a Unified Media Message is Presented (L)***
- ***Establish Processes to Support and Assign Responsibility for Communication Tasks***
- ***Communicate to Relevant City Departments the Importance of their Work in Achieving the City’s Economic Development Goals (L)***
- ***Continue to Build a Connection between The Chamber of Commerce and the City of Oviedo (L)***
- ***Encourage Sector Networking through the Chamber of Commerce (L)***

Next Six Months:

- ***Identify Internal and External Stakeholders and Determine information Needs***

- *Develop Advocates in the Entire Community for Economic Development*
- *Establish Formal Roles for Advocates*
- *Adopt Policy Statements to Guide Actions When Regulatory Incentives are Proposed*
- *Create a Resources Directory of Economic Development Organizations Complete with Websites to Aid City Economic Development Efforts*
- *Establish a Network of “Gray Eagles” to Mentor Entrepreneurs and Young Business Leaders*
- *Host a Local Meeting with the Area SCORE Representative*

Year 2:

- *Continue to Establish a Reputation for Providing a “Good Customer Service” Focus in Order to Foster the Best Business Climate Possible (L)*
- *Promote the City’s Proximity to Several Airports (L)*
- *Establish a Formal System to Track Marketing Impacts*
- *Tracking Prospects and Their Final Decision*
- *Hold Community Economic Development “Road Shows” to Demonstrate the Importance of Economic Development to the Oviedo’s Residents (L)*
- *Create an Electronic Database of Available Sites to Promote Local Expansion and New Economic Development Projects*
- *Prepare an Information Packet for Business Prospects*
- *Promote a New Business Attraction Brand/Profile*
- *Attend Conferences and Trade Shows in the Target Industry Clusters (L)*
- *Focus Resources on Key Businesses in Core Industries (L)*
- *Organize the City’s Industry Recruitment Program around Target Clusters*
- *Encourage Lower Income Entrepreneurs to Start Small Businesses through Micro-Enterprise Programs (L)*
- *Establish a Oviedo Leadership Group for New Business Leaders (L)*
- *Promote/Provide Recognition of Local Entrepreneur Success (L)*

Year 3:

- *Complete a Due Diligence Analysis before Offering Incentives (L)*
- *Consider the Potential for Non-Monetary Incentives to Spur Desired Development in Specific Areas*
- *Define where Final Negotiating Authority Lies and Be Clear with Prospects*
- *Recognize the Contributions of Advocates (L)*
- *Explore Potential State Tax Credits for Company Training*
- *Promote Workforce Availability Measures (L)*
- *Promote the Region’s Workforce Development One Stop Center (L)*
- *Conduct Periodic Reviews of the City’s Overall Business Climate Relative to Surrounding Jurisdictions (L)*
- *Establish a Business Visitation Program (L)*
- *Conduct a Bi-Annual General Business Survey (L)*
- *Partner with Outside Organizations to Defer the Cost of Surveys*

- *Establish Sales Teams for the City of Oviedo (L)*
- *Encourage Local Banks to Fully Participate in U.S. Small Business Administration (SBA) Programs (L)*
- *Host a Summit of Banks to Discuss Potential Oviedo Community Development Incentives*
- *Encourage More Banks to Participate in Community Development Loan Programs to Aid Existing Business*

Implementation of Strategies Over the Next 4-5 Years

- *Ensure the Economic Scorecard Includes All Invested Economic Development Parties in The City of Oviedo*
- *Incorporate the New Brand/Profile into all Traditional and Non-Traditional Marketing Efforts.*
- *Develop a Handbook Defining the City Permit Process Step-by-Step*
- *Create “One-Stop” Licensing and Permitting for New Business*
- *Deliver Marketing Ideas to More Newspapers and Magazines*
- *Explore the Possibility of Establishing a Build-to-Suit Program*
- *Encourage Development of Small Business Purchasing Pools*
- *Enhance the City’s Technology Capacity (L)*
- *Expand Fiber Optic and DSL Capabilities throughout the City*
- *Ensure the City is a Leader in Wireless Capabilities (L)*
- *Develop the City’s Geographic Information System Capability (L)*
- *Develop a Grant Program to Subsidize Development Meeting Criteria Established by the City*
- *Make Incentives Contingent on Higher Wages, and Establish “Clawback” Policies*
- *Establish Special Utility, Water, Sewer and Reuse Rates for Uses Generating New Desirable Jobs in the City*
- *Continue to Monitor and Explore Development Fees for Future Adjustments*
- *Perform Ongoing Benchmarking of Incentives*
- *Ensure Funding, and Publicity, for Workforce Training Continues to Grow at Local Post-Secondary Institutions*
- *Offer Financial Incentives to Local College Students in Career Training Programs*
- *Promote Established Incumbent Worker Training Programs*
- *Establish Relationships with Workforce Florida Councils and Boards*
- *Create Regional Skills Alliances*
- *Codify Economic Development Efforts into an Economic Development Scorecard*
- *Embed the Economic Scorecard into the Mayor’s Annual “State of the City” Address to the Chamber of Commerce*
- *Ensure Community Outreach Results in Two-Way Communication*
- *Provide for Ongoing Evaluation of the Business Visitation Program*
- *Plan and Budget for New Economic Development Plans Every Five Years*

Appendix 1

“City of Snohomish, WA Scorecard”

Appendix 2

“Enterprise Florida: Incentive Matrix ”

Appendix 3

“Potential Oviedo Target Site Database”

Appendix 4

“Example Opportunity Site Information Sheets”