

---

# Economic development 2009



Economics ■ Planning ■ Development Consultants

Strategic Planning Group, Inc.  
818 A1A, North | Veranda, Suite 303  
Ponte Vedra Beach, FL 32082  
800-213-PLAN | [www.spginc.org](http://www.spginc.org)



SPG is a leader in Economic Development assisting both the public and private sector to develop relocation plans and incentive programs. SPG staff have served on numerous Economic Development Councils and Agencies to aid with the implementation of numerous Economic Development Plans. SPG has recently developed the Economic Development Strategic Plan for the Cities of Deltona, Ormond Beach and Titusville.

Other recent examples include the Economic Development Strategic Plan for Volusia County, creating a five-year \$100 million program for the County. SPG understands economic development from both industry and community view points. SPG is a nationally recognized site location consultant to private industry as well as an internationally recognized leader in Economic Development. Relevant experience includes:

#### **Florida**

Apopka  
Boynton Beach  
Bradenton  
Brevard  
Citrus County  
Clay County  
Cocoa  
Deltona  
Delray Beach  
Duval County  
Escambia County  
First Coast Region  
Hernando County  
Jacksonville  
Jacksonville Beach  
Lee County  
Leesburg  
Leon County  
Levy County  
Maitland County  
Manatee County  
Marion County  
Monroe County  
Nassau County  
North Miami  
Orlando  
Ormond Beach  
Palm Coast  
Pasco County  
Pensacola  
Polk County  
Putnam County  
Rockledge  
Safety Harbor  
Sarasota  
St. Johns County  
St. Petersburg

#### **Florida (con't.)**

Sumter County  
Titusville  
Tarpon Springs  
Vero Beach  
Volusia County  
Winter Haven  
Withlacoochee

#### **Alabama**

Autauga County  
Calhoun County  
Chilton County  
Coosa River County  
Elmore County  
Etowah County  
Mobile County  
Montgomery County  
St. Claire County  
Shelby County  
Talladega County

#### **Texas**

Corpus Christi  
Dayton  
Galveston  
Ingleside

#### **Georgia**

Atlanta Olympic Committee  
Camden County  
City of Conyers/Rockdale  
County  
Hinesville  
Kingsland  
Rome  
Tifton

#### **Louisiana**

Covington  
Lake Charles

#### **Mississippi**

Biloxi  
Pascagoula

#### **South Carolina**

Central Midlands Council of  
Government

#### **North Carolina**

Washington

#### **California**

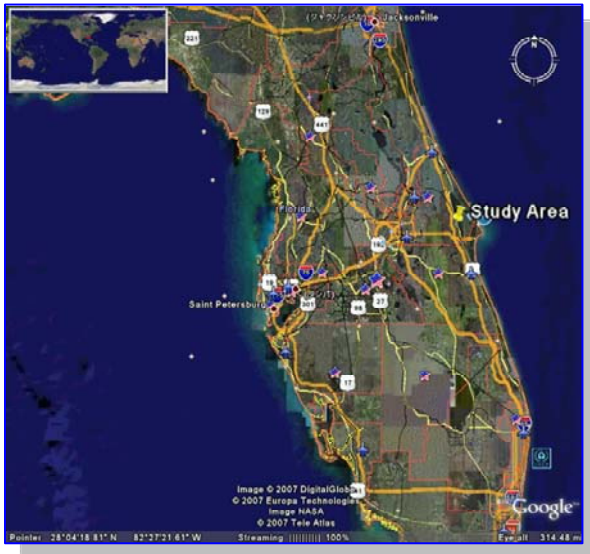
Palmdale  
LA Airport Authority

#### **International**

Alice Springs, Australia  
Darwin, Australia  
Trinidad & Tobago  
Arab Republic of Egypt  
St. Thomas, Virgin Islands  
St. Croix, Virgin Islands  
St. Johns, Virgin Islands  
Curacao, The Netherlands  
Bimini, Bahamas  
Guam, U.S. Territory  
Kingston, Jamaica



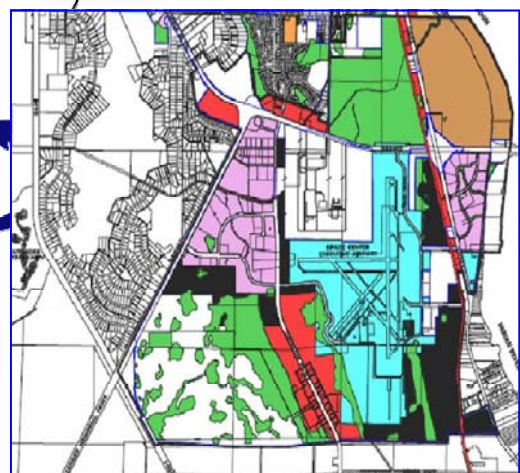
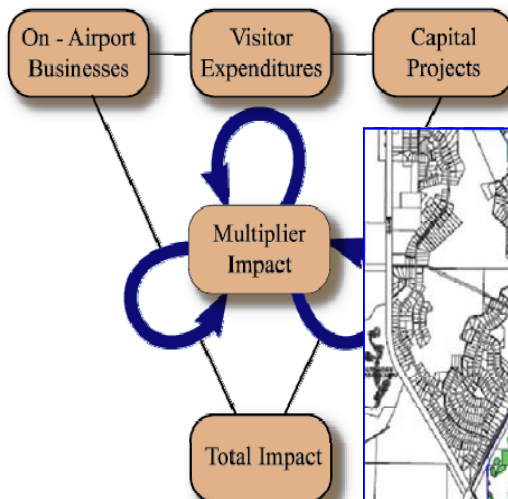
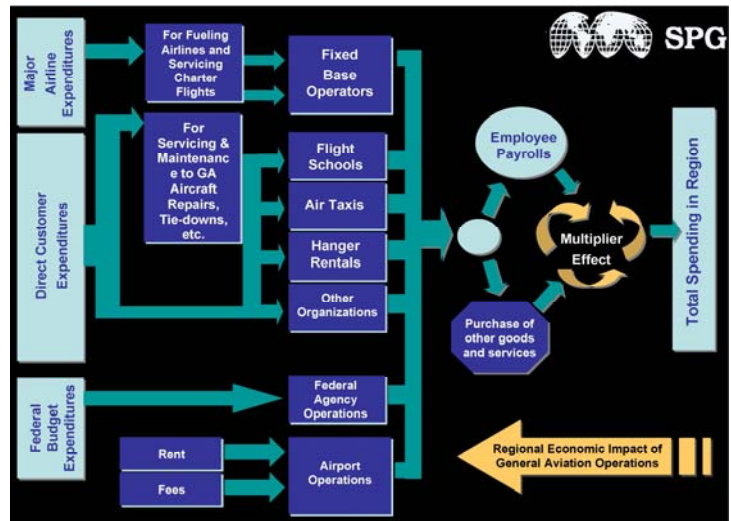
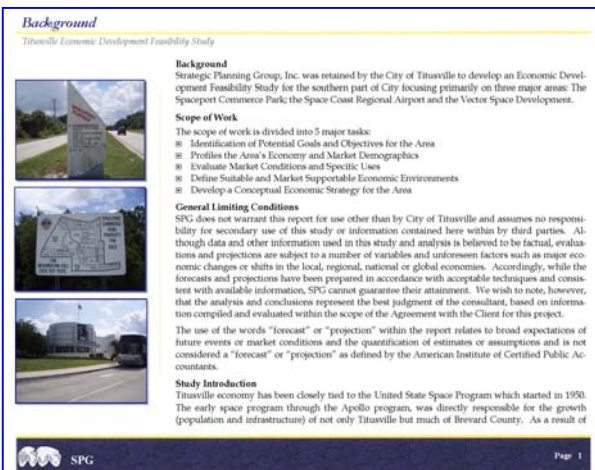
## Titusville, Florida Economic Development Feasibility Study



Client: City of Titusville, FL  
 Contact: Matt Chesnut  
 Time-Frame: 2007; Ongoing  
 Project Manager: Robert Gray, AICP

**Description of Services:** The scope of work was divided into 5 major tasks:

- ◆ Identification of Potential Goals and Objectives for the Area
- ◆ Profiles the Area's Economy and Market Demographics
- ◆ Evaluate Market Conditions and Specific Uses
- ◆ Define Suitable and Market Supportable Economic Environments
- ◆ Develop a Conceptual Economic Strategy for the Area







## Volusia County Economic Development Strategic Program



### FLORIDA

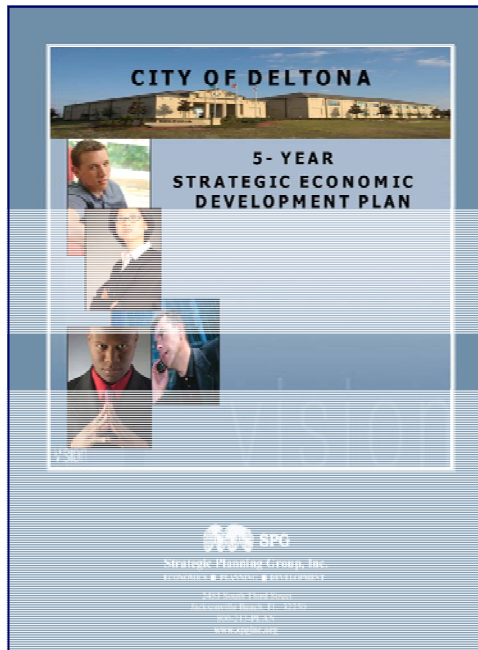
Economic Development Strategic Plan for Volusia County, Florida. The County retained SPG to update its past economic development plans in light of the creation of a new County EDO. SPG conducted over 70 face-to-face interviews, four regional charrettes throughout the County, two County workshops and a final Public Hearing on the Strategic Plan and its implementation program. The County's commitment to economic development increased from \$267,000 to \$2.1 million.

The \$100 million Implementation Plan covers six major goals including: Developing and Implementing a Unified Approach to Economic Development; Business Development and Expansion; Tourism Enhancement and Expansion; Workforce Development; Community Development; and Maintaining and Enhancing the Quality of Life and Environment of Volusia County.

VOLUSIA COUNTY Economic Development Strategic Plan									
Objective	Strategy	Quarter	Year	CY 2002	CY 2003	CY 2004	CY 2005	CY 2006	5 YR total
<b>Goal 1</b>	<b>DEVELOP AND IMPLEMENT A UNIFIED APPROACH TO ECONOMIC DEVELOPMENT</b>			\$1,125,500	\$1,152,500	\$1,031,500	\$999,500	\$1,006,500	\$5,315,500
<b>Objective 1.1</b>	<b>Create Base Line For Identifying Workforce Attributes</b>								
Strategy 1.1.1	Establish a routine reporting process for monitoring area workforce statistics and trends, by 3rd quarter, CY 2002; ongoing	3	2	\$2,000					\$2,000
Strategy 1.1.2	Investigate and monitor annual population migration trends to determine local growth rates, by 2nd quarter, CY 2002; ongoing	3	2	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$10,000
Strategy 1.1.3	Establish a routine reporting process for monitoring average wage trends by industry sector, by 2nd quarter, CY 2002; ongoing	3	2	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000
Strategy 1.1.4	Incorporate and financially support the Senior Corp Of Retired Executives (SCORE) toward providing initial small business counseling for business start-ups, beginning 2nd quarter, CY 2002; ongoing	2	2	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
<b>Objective 1.2</b>	<b>Create Value-Added Employment Opportunities</b>			\$10,000	\$8,000	\$8,000	\$8,000	\$8,000	\$42,000
Strategy 1.2.1	Identify targeted industry sectors that offer value-added employment opportunities by 3rd quarter, CY 2002, ongoing	3	2	\$25,000					\$25,000
Strategy 1.2.2	Establish public policy to set targeted wage parameters that provide value-added guidelines by 3rd quarter CY 2002, ongoing	3	2	\$0	\$0	\$0	\$0	\$0	\$0
Strategy 1.2.3	Establish an inducement program to encourage recruitment of value-added businesses by 3rd quarter CY 2002, ongoing	3	2	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Strategy 1.2.4	Support development projects that create physical facilities that foster value-added employment, ongoing	1	2	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
Strategy 1.2.5	Organize and coordinate a Federal Contractor Procurement Fair to provide local access to federal small business set-asides by 3rd quarter CY 2003, ongoing	4	3			\$20,000		\$20,000	\$40,000
				\$675,000	\$650,000	\$670,000	\$650,000	\$670,000	\$3,315,000
<b>Objective 1.3</b>	<b>Encourage Partnering of Economic Development Activities between County, Cities and Chambers of Commerce</b>								
Strategy 1.3.1	Create a marketing forum to encourage participation of area chambers, cities and county economic development and workforce practitioners by 1st quarter CY 2002; ongoing	2	2	\$18,000	\$5,000	\$5,000	\$5,000	\$5,000	\$38,000
Strategy 1.3.2	Encourage the participation of chamber, cities, county and workforce practitioners in targeted trade shows for business recruitment by 3rd quarter CY 2002; ongoing	4	2	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$60,000
Strategic Planning Group, Inc. 1 800 213 PLAN									



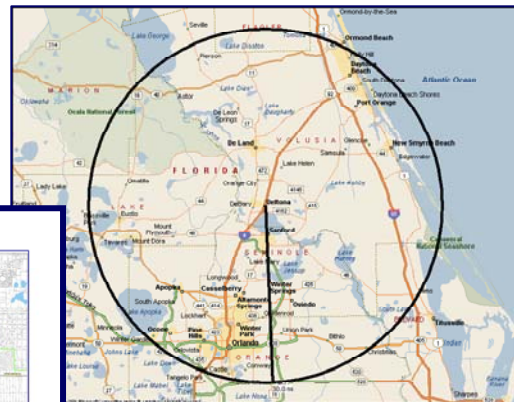
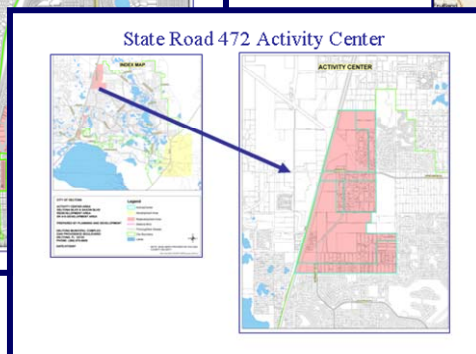
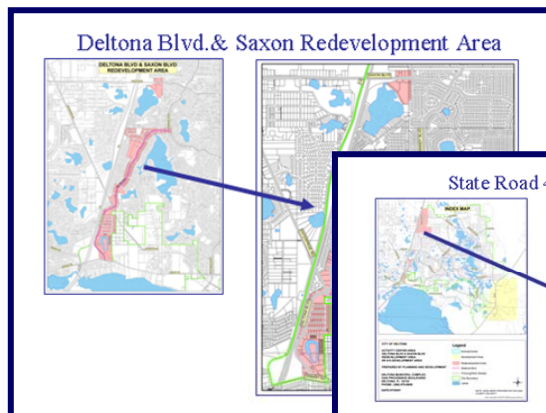
## Deltona Economic Development Plan



Client: City of Deltona  
Contact: Sally A. Sherman  
(386) 878-8853  
Time-Frame: 2007; Ongoing  
Project Manager: Robert Gray, AICP

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

As a part of the work program, SPG developed a socio-economic profile of the City of Deltona, Volusia County, and selected other cities and counties in the regional area for comparative purposes. This work effort was designed to establish an overview of the City. In addition, workshops with the Economic Development Board were held on August 18 and September 10, 2007, to obtain input on community issues, goals, objectives, and strategies for the plan. This effort resulted in a general consensus, refinement, and prioritization of 28 objectives, and 44 strategies.



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



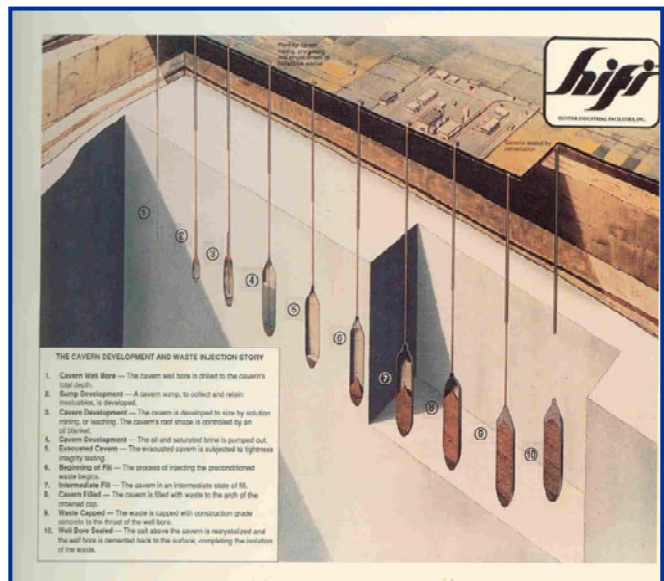
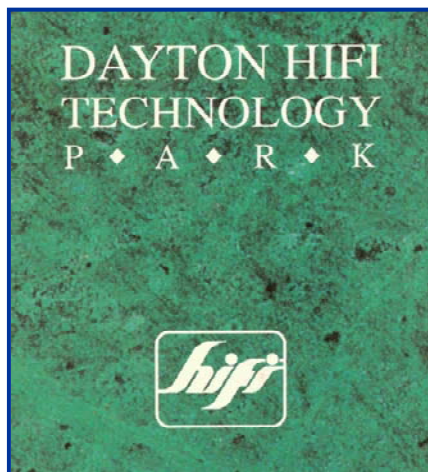
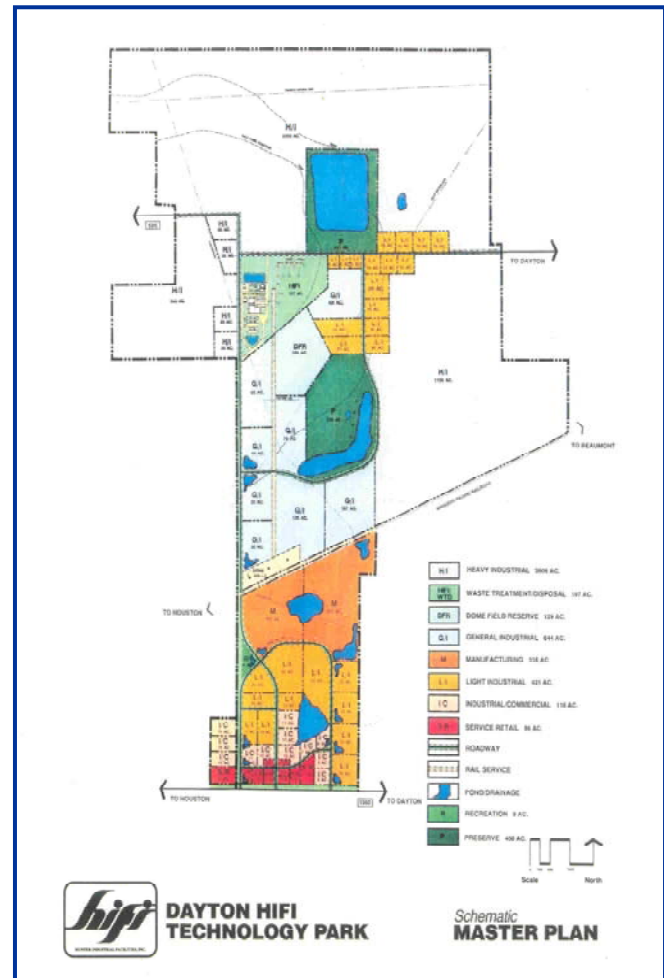
## HIFI COMMERCE PARK: Hunter Industrial Facilities, Inc., Dayton-Houston, Texas

SPG personnel participated as Development Consultant for a 6,000-acre plus, mixed-use, commercial/industrial project featuring on-site disposal and storage of hazardous waste materials in salt dome formation located in Dayton, Texas.

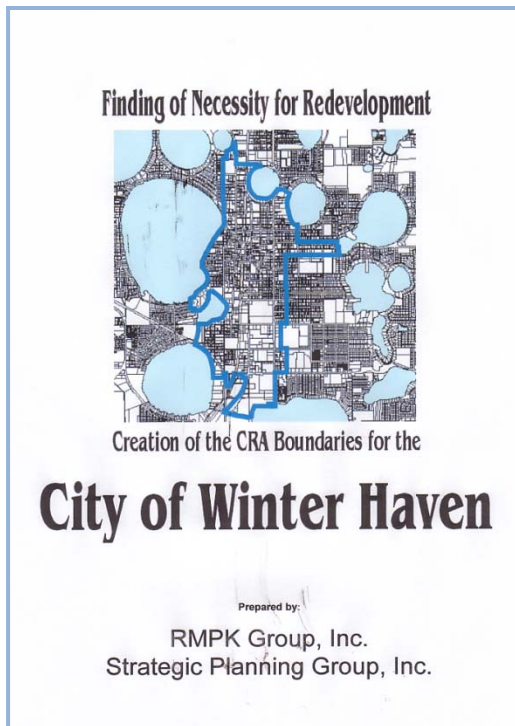
The planning and permitting process spanned a three-year period during which a complete land use development plan, financial plan, marketing program, and regulatory community input process was established and implemented.

Numerous studies were undertaken to establish the community benefits and liabilities associated with the project, including fiscal and employment impact analysis, environmental impacts, social needs assessments, and public safety concerns. Land use planning/re-use industrial identification was provided to determine industries that would be impacted by hazardous waste disposal issues and their particular land use needs.

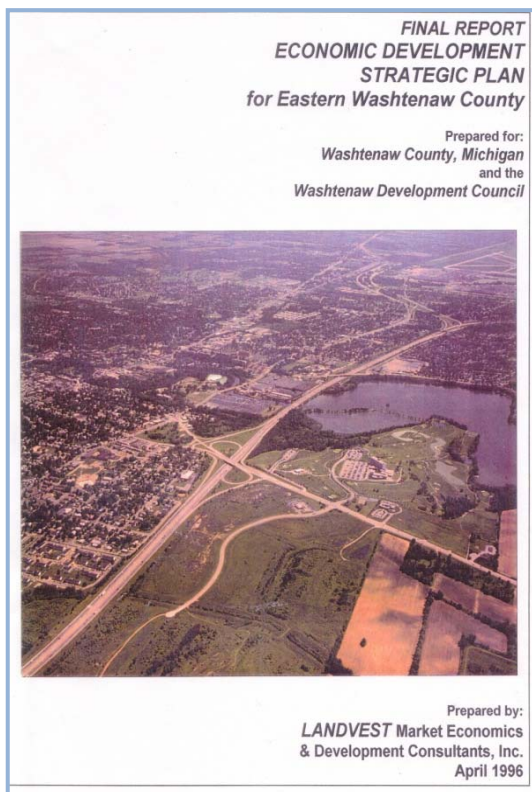
The consultants represented the client and project at major national real estate and environmental trade shows.



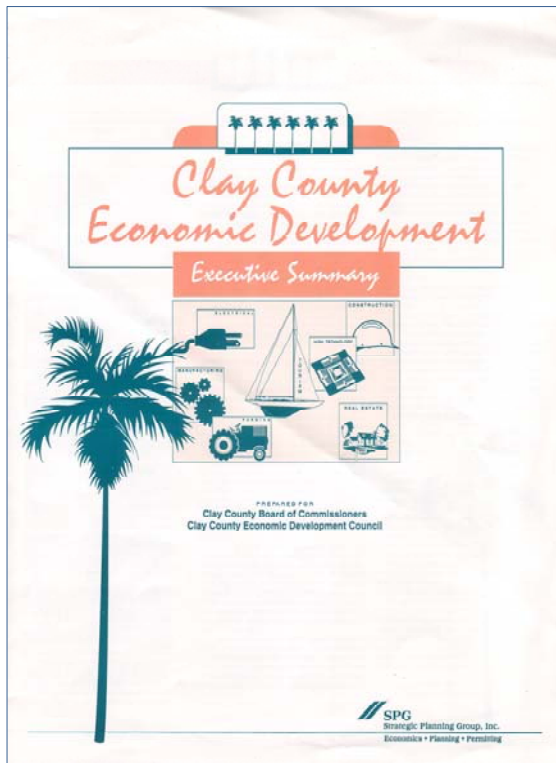




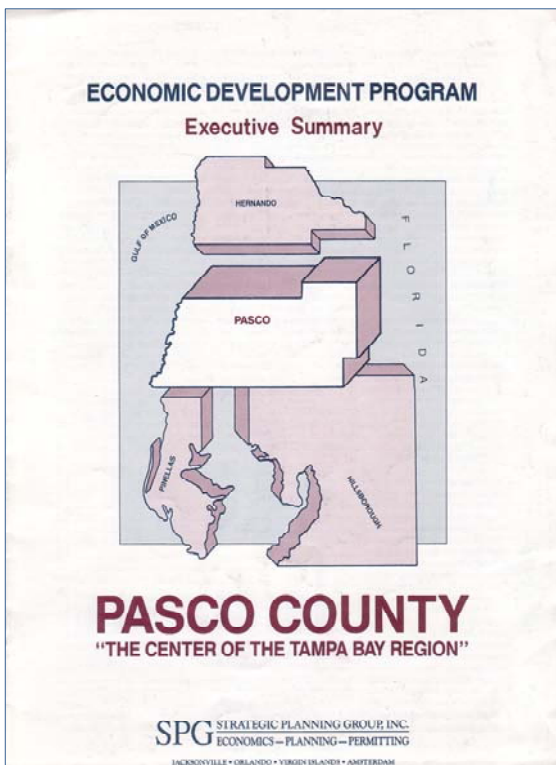
**Winter Have, Florida** Economic Repositioning Strategy, Florida SPG was retained by the City of Winter Haven to develop the baseline data for establishing a new CRA incorporating the City's central business district. SPG developed detailed market and financial data on the CRA's market potential and provided numerous tools to use in implementing the CRA's Master and Strategic Plans.



Landvest, which merged into Strategic Planning Group, Inc., prepared the Economic Development Program for Eastern Washtenaw County, Michigan, funded by an EDA Title IX grant. Washtenaw County was impacted by the closure of the General Motors Willow Run Assembly Plant in 1992. This study was used to redevelop the site and diversify the local economy. The study identified the area's strengths and weaknesses, recommended changes to the local economic development process and provided a target industry analysis used to market the eastern portion of the County.

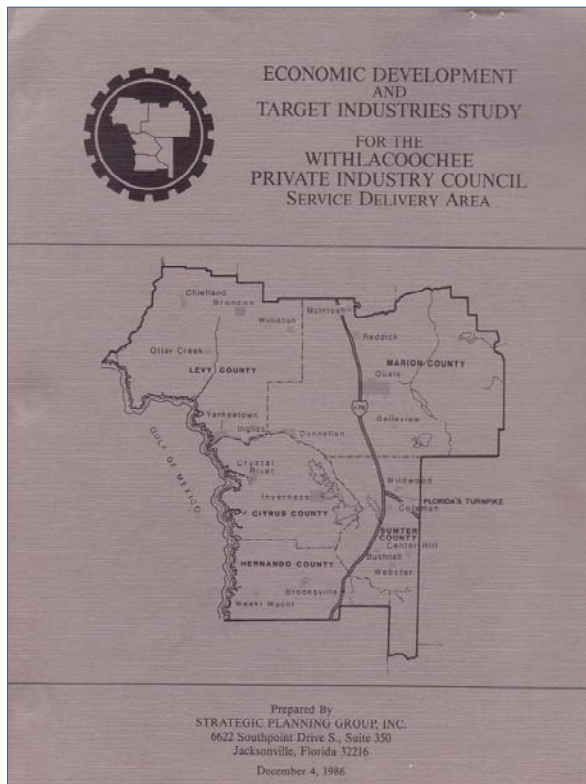


Economic Development Program for Clay County, Florida. SPG was retained by the County Commission and the County's Economic Development Council to prepare a Countywide Economic Development Program to guide the County's Comprehensive Plan. The Plan contained a Business Plan and Target Industry Program to assist the county attract industry and business to the county thereby reducing the daily out-migration of workers to Duval County (Jacksonville). Clay County has recently landed over 7,500 new, high paying jobs as a result of the implementation of the County's strategy.

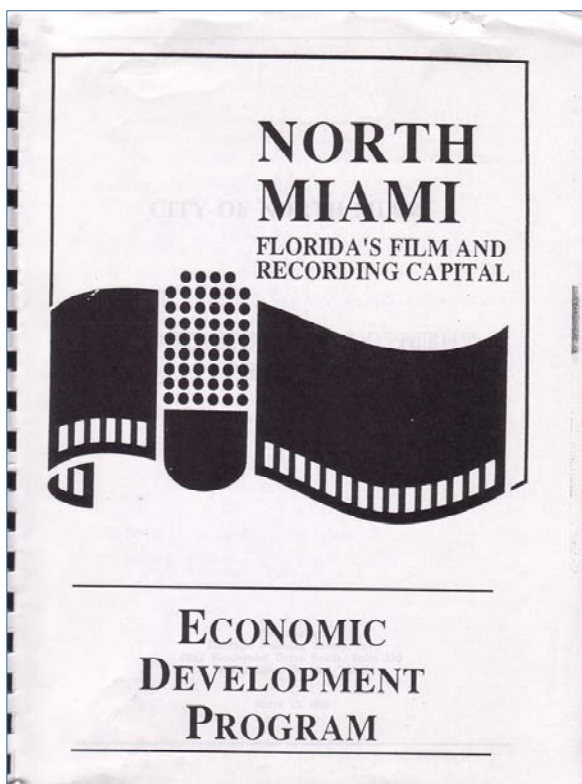


Economic Development Program for Pasco County, Florida. SPG was commissioned by the Economic Development Council of Pasco County to develop an overall Economic Development Strategy for the County. SPG used its proprietary industrial target model to identify potentially targeted industries, to develop the overall strength and weaknesses of the County, and to recommend procedures for correcting deficient areas. An organizational analysis was also conducted and recommendations were given to strengthen the overall economic development procedures of the County. As part of the effort, detailed survey research and interviews were conducted to determine local perceptions and strengths and weaknesses. In addition, surveys and interviews were taken of industries that had looked at Pasco County but had chosen to locate elsewhere.





**Withlacoochee** Regional Industrial Targeting Study, Florida. SPG, utilizing its proprietary industrial targeting model, analyzed each of the region's five counties' (Marion, Sumter, Hernando, Citrus and Levy) potential for industrial development. The study was used by the Private Industry Council to work with each of the counties to develop job training programs to assist in the attraction of new businesses to both the region and individual counties.



Economic Development Program for the **City of North Miami, Florida**. SPG was retained by the City to develop its Economic Development Program, an outgrowth of the City's 2000 **Vision Program**. The City developed a program to increase its share of the State's Film and Recording Capital and began the process of land assemblage to create future commerce parks.



**Tarpon Springs  
Economic Repositioning Program**



Prepared For  
City of Tarpon Springs  
Community Development  
324 E Pine Street  
Tarpon Springs, FL

Prepared For  
**Strategic Planning Group, Inc.**  
Economics • Planning • Redevelopment  
Florida • Virgin Islands • China • Guam • Jamaica

1 (800) 213-PLAN

SPG Group prepared the Economic Repositioning strategy for downtown Tarpon Springs. SPG was responsible for developing an economic repositioning strategy as part of the overall redevelopment planning effort. Other efforts included public participation/and meetings. Cost: \$40,000 – Sub contractor

**STRATEGIC ECONOMIC  
DEVELOPMENT PLAN**



Prepared for:

**City of Ormond Beach  
Economic Development Department**



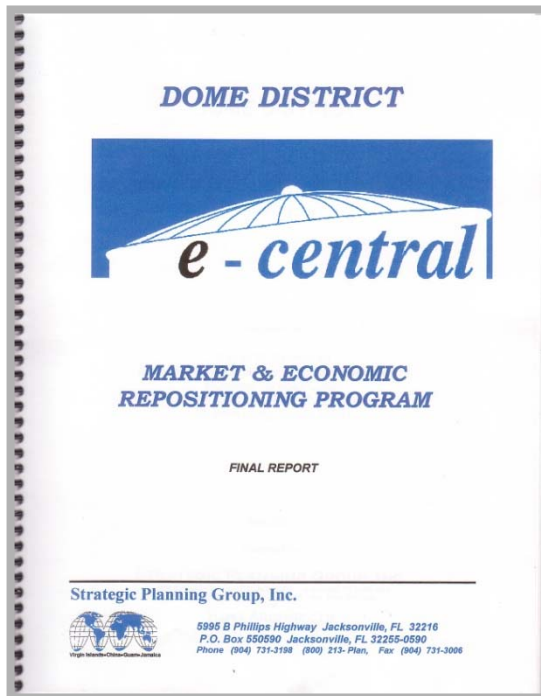
July 17, 2006

Submitted by:

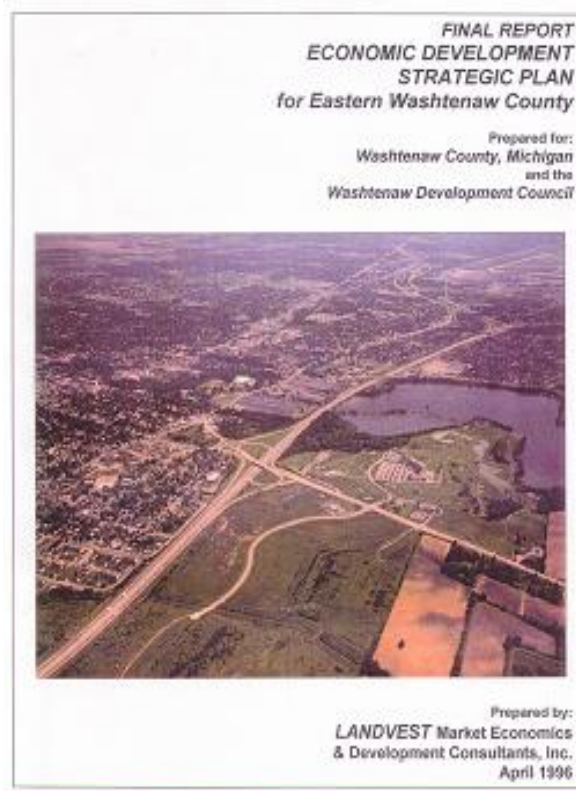


**Strategic Planning Group, Inc.**  
2453 South Third Street  
Jacksonville Beach, FL 32250  
1-800-213-PLAN – 904-339-0150  
[www.spginc.org](http://www.spginc.org)

Ormond Beach Economic Development Strategic Plan- Strategic Planning Group, Inc prepared the highly successful Ormond Beach Economic Development Strategic Plan which was based on a community Vision Process to establish a five year strategic process for the City. SPG continues to assist the City in the implementation of this plan, assist in documenting Fiscal Impacts to the City as a result of growth as well as assisting with the marketing of the program

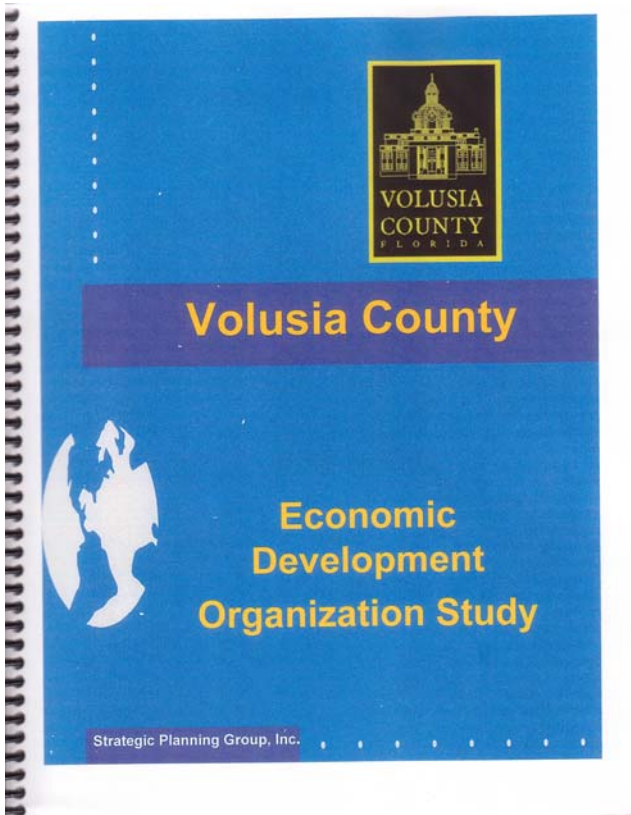


SPG was retained by the City of St. Petersburg to reanalyze the Dome Redevelopment District plan. SPG conducted a detailed economic repositioning program, which resulted in the repositioning of the Dome District from a tourism driven plan to high-technology driven.

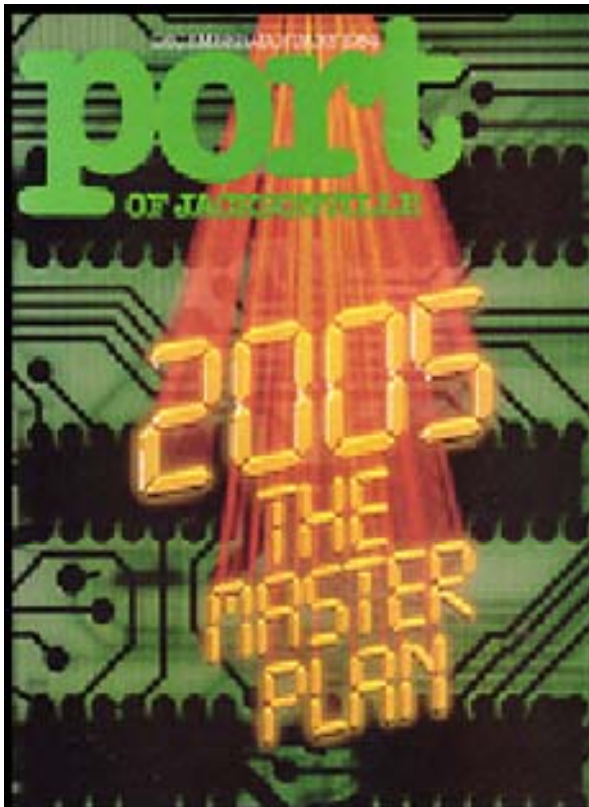


Eastern Washtenaw County, Michigan - Landvest, which merged into Strategic Planning Group, Inc., prepared the Economic Development Program for Eastern Washtenaw County, Michigan, funded by an EDA Title IX grant. Washtenaw County was impacted by the closure of the General Motors Willow Run Assembly Plant in 1992. This study was used to redevelop the site and diversify the local economy. The study identified the area's strengths and weaknesses and recommended changes to the local economic development process and provided a target industry analysis used to market the eastern portion of the County.





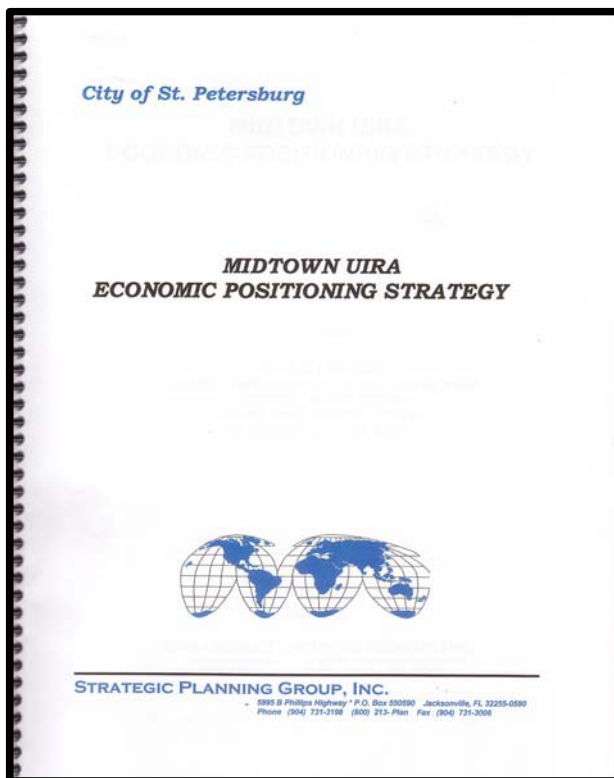
**Economic Development Organization Study for Volusia County, Florida** - SPG was retained by the County Council to analyze how the County as a whole was organized, to conduct economic development and make recommendations for improvement. The Study resulted in the creation of a new Economic Development Organization housed within County Government. As a result of the restructuring economic development responsibilities, County funding for economic development increased from \$264,000 annually to over \$2.1 million annually.



***Port Master Plan for JAXPORT, Jacksonville, Florida.***

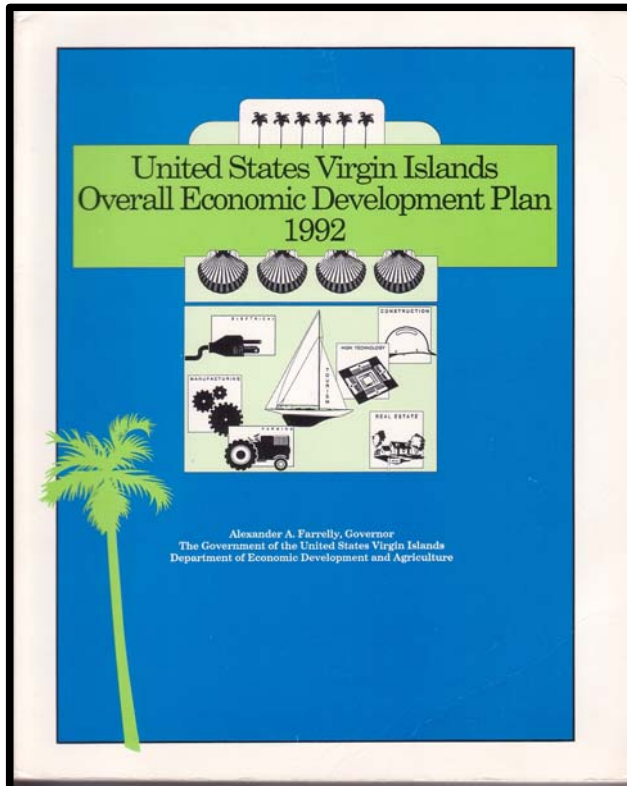
SPG staff directed and prepared the long-term Master Plan, Economic Studies supporting the Master Plan and Bond Studies. The Master Plan included both the Seaport and Airport.

Detailed commodity studies were conducted for bulk, container, ro/ro and break bulk sectors of the seaport. The Master Plan redirected the operations of the Jacksonville Port Authority and created new facilities at Blount Island.



## Florida

***St. Petersburg's UIRA Economic Positioning Program***, - SPG in association with RMPK Group, was retained by the City of St. Petersburg to reevaluate its downtown area, the City's historic African-American neighborhood / community. This five square mile area was reevaluated and SPG prepared a revitalization program aimed at reversing the areas residential base and capturing increased commercial/retail businesses. SPG provided extensive market and demographic statistics including market potential for 1, 3, 5 mile radii as well as estimates of buying potential within the study area as well as its supporting region. Recommendations included developing a strong ministerial alliance, creation of one or more CDCs and mechanisms aimed at increasing the economic development potential of the residents and the area.



## VIRGIN ISLANDS

***Economic Development Strategy, United States Virgin Islands***. SPG was selected after international competition to devise a strategic Economic Development Program for each of the Islands of St. Thomas, St. Croix, and St. John (separate plans). The overall goal of this effort was to develop a realistic plan to diversify and expand local job creation and develop implementation procedures to carry out the program. This program was developed to work in tandem with the Islands Long Range Growth Management Plans; the first attempt to combine Comprehensive Land Planning and Economic Development in the Caribbean.

This project was funded by an EDA grant.



## ECONOMIC DEVELOPMENT

Our staff has participated in over 100 industrial site selection research studies since 1974. These studies have focused on sites ranging in size from less than 100 acres to over 4,000 acres. We have extensive experience in the identification and evaluation of industrial site assets and constraints. SPG is one of only three firms internationally that has developed detailed proprietary economic development and industrial targeting models that can assist governments strategically plan their economic development programs. Our staff has assisted over 40 local and regional governments and public/private agencies create successful economic development strategies resulting in the creation of over 100,000 new jobs and \$14 billion in new capital investment. This experience has been used to help both public and private sector clients embark on successful, financially feasible industrial development programs. Representative examples of our experience in this area are described below:

*Atlanta, Georgia 1996 Olympic Games Initial Fiscal Analysis* - Strategic Planning Group, Inc., partnered with the University of Georgia to assist with the bid for the 1996 Olympics by assessing the economic impact of hosting the Summer Olympic Games in Atlanta. The initial Economic Impact Study concluded that there would be an estimated total output impact of about \$3.5 billion. The Atlanta Committee for the Olympic Games (ACOG) spending accounts for 59%, or approximately \$2 billion, of the total output impact with visitor spending accounting for the remainder.

*Georgia International Horse Park, City of Conyers/Rockdale County* - SPG was commissioned in 1990 to identify the development of a 1,100-acre site. Throughout the study, discussions were held with various civic leaders who indicated a strong need for more recreational facilities within Rockdale County. The City of Conyers and Rockdale County decided to jointly proceed with the planning of a multiuse recreational project for the site.

*Volusia County Economic Development Strategy, Volusia County, Florida*—The County retained SPG to update its past economic development plans in light of the creation of a new County EDO. SPG conducted over 70 face-to-face interviews and four regional charrettes throughout the County, two County workshops and a final Public Hearing on the Strategic Plan and its implementation Program. The strategic plan is based on a strong public-private partnership. The public sector includes the County's 17 municipalities, the County Council, Volusia Council of Governments, The Workforce Development Board, School Board, Hire Education Consortium and local Chambers of Commerce.

*Manatee Economic Development Council Economic Base and Target Industry Study, Manatee County, Florida*—SPG was retained by the Manatee Economic Development Council (EDC) to conduct an Economic Base Study for Manatee County. SPG staff worked closely with the EDC and Manatee County government in the preparation of this study. The project is designed to assist the Economic Development Council with its economic initiative programs and will identify activities needed to maintain a strong and balanced economy through business retention, expansion, and recruitment.

*Economic Development Program for Pasco County, Florida*—SPG was commissioned by the Economic Development Council of Pasco County to develop an overall economic development strategy for the County. SPG used its proprietary industrial target model to identify potential targeted industries, develop an overall strengths and weaknesses study of the County, and recommend procedures to correct deficient





areas. An organizational analysis was also conducted and recommendations were given to strengthen the overall economic development procedures of the County. As part of the effort, detailed survey research and interviews were conducted to determine local perceptions and strengths and weaknesses. In addition, surveys and interviews were taken of industries that had looked at Pasco County, but had chosen to locate elsewhere.

*Economic Development Strategy for the City of North Miami, Florida*—SPG was commissioned to assist the City of North Miami in formulating an economic development strategy/urban redevelopment program for the City. SPG derived a number of alternatives that ranged in accordance with commitment of public investment into the redevelopment program.

*Economic Development Program for the City of Winter Haven, Florida*— SPG was hired by the Greater Winter Haven Chamber of Commerce to develop an overall economic development strategy for the greater Winter Haven area, which includes Winter Haven, Auburndale, and three smaller municipalities. SPG conducted significant survey research and interviews, developed an overall strength and weakness assessment of the City and provided solutions, as well as projected targeted industries that would be most suited to locate within the greater Winter Haven area. SPG also produced a detailed profile which could be used to help market the Winter Haven area.

*Economic Development Program, Polk County, Florida*— SPG, based on its expertise in growth management planning and economic development, was selected by Polk County to develop its' Economic Development Element. The Element is optional as part of the State's Comprehensive Planning (9J-5) process. The study required an analysis of the County's existing Growth Management Plan and the current Economic Development Program. The County had decided that the economic development component would drive the Growth Management Plan. The element combined these two programs into a Growth Management Plan that supported long-term economic development in the County.

*Withlacoochee Private Industry Council Economic Development Strategy and Targeted Industries Study, Withlacoochee Region, Florida*. SPG served as project manager in the preparation of targeted industries studies and economic development strategies for five counties in North Central Florida. SPG also served as economics technical advisor and developed an Industrial Targeting Model to run on IBM microcomputer, trained staff and supervised data gathering to load the model, and conducted model verification. The study was prepared for the Withlacoochee Private Industry Council which is comprised of members representing the counties in partnership with the five-member Consortium of Local Elected Officials. The study assisted the PIC to fulfill its role of providing policy guidance and oversight of job training activities and service in the Service Delivery Area.

*Washtenaw County Economic Development Strategy and Targeted Industries Study, Washtenaw County, Michigan*. (EDA Title IX funded grant). This plan focused on restructuring the county's historic economic base, which was highly dependent on a strong military and automotive industrial base, to a more knowledge-based economy (home to University of Michigan). Resulted in the reuse of the General Motors Willow Run Assembly Plant ( a 2.68 million square foot building).



*Visions 2000 Program, **North Miami, Florida.*** SPG was retained by the City of North Miami to conduct its Visions 2000 program. Duties included performing background research, preparing long-term projections, and acting as facilitator for their Visions Committee.

*Visions 2000 Program, **Putnam County, Florida.*** SPG was commissioned by Putnam County to act as facilitator in its Visions 2000 Program. The Visions Program consisted of numerous meetings in the larger communities around the County and developed a very formal vision of the County within eight topic areas ranging from economic development to intergovernmental coordination. The Visions Program was adopted by the County's Planning Commission and the Board of County Commissioners.

*Economic Development Strategy/Industrial Targeting Study for **Marion County, Florida.*** SPG was hired to assist the Private Industry Council in the formulation of an economic development strategy and industrial targeting program for Marion County, Florida. Using its proprietary industrial targeting model, SPG identified industries that were most adapted to the County. In addition, SPG provided the County with detailed resource analysis and marketing tools to assist in their economic development programs.

*Economic Development Program for Medical and Medically-Related Industries, **First Coast Region, Florida.*** SPG was hired to assist the Mayor of Jacksonville's Economic Development Council and the Jacksonville Private Industry Council develop a strategic, economic development plan to enable the First Coast region of Florida to capitalize on its emergence as a nationally significant medical center. This recognition is the result of Mayo Clinic, Joslin Diabetes Clinic, Nemours Children's Clinic, and the University of Florida Teaching Hospital locating major facilities in the region. SPG developed a program to target biomedical, pharmaceutical, and other medically related industries that would be best suited to the region. In addition, SPG developed institutional programs to strengthen the region's competitive position compared to other national centers such as Boston, Massachusetts; Durham (Research Triangle), North Carolina; Salt Lake City, Utah; and Birmingham, Alabama.

*Model Economic Development Strategy, **Tennessee Valley Authority.*** SPG staff participated in preparation of an economic development strategy used as a model for cities and counties in the TVA region. Mr. Mondae served as the principal author of the Development Impact Assessment Checklist, as well as the technical appendix for the model strategy and technical editor for all documentation.

*Economic Development Strategy and Targeted Industries Study, **City of Cleveland and Bradley County, Tennessee.*** SPG personnel provided an assessment for economic development potential, site suitability analysis, and development impact checklist procedures for evaluating economic development project proposals. SPG was also key participants in the preparation of the regional economic goals setting process ("visioning") for a joint city-county citizens economic committee.

*Economic Development Strategy/Industrial Targeting Study for **Citrus County, Florida.*** SPG was hired to assist the Private Industry Council in the formulation of an economic development strategy and industrial targeting program for Citrus County, Florida. SPG, using its proprietary industrial targeting model, identified industries that were most adapted to the County. In addition, SPG provided the County with detailed resource analysis and marketing tools to assist in their economic development programs.



*Economic Development Strategy/Industrial Targeting Study for **Hernando County, Florida***. SPG was hired to assist the Private Industry Council in the formulation of an economic development strategy and industrial targeting program for Hernando County, Florida. SPG using its proprietary industrial targeting model, identified industries that were most adapted to the County. In addition, SPG provided the County with detailed resource analysis and marketing tools to assist in their economic development programs.

*Economic Development Strategy/Industrial Targeting Study for **Levy County, Florida***— SPG was hired to assist the Private Industry Council in the formulation of an economic development strategy and industrial targeting program for Levy County, Florida. SPG, using its proprietary industrial targeting model, identified industries that were most adapted to the County. In addition, SPG provided the County with detailed resource analysis and marketing tools to assist in their economic development programs.

*Economic Development Strategy/Industrial Targeting Study for **Sumter County, Florida***— SPG was hired to assist the Private Industry Council in the formulation of an economic development strategy and industrial targeting program for Sumter County, Florida. SPG, using its proprietary industrial targeting model, identified industries that were most adapted to the County. In addition, SPG provided the County with detailed resource analysis and marketing tools to assist in their economic development programs.

*Greater Orlando Chamber of Commerce, **Orlando, Florida***-- SPG was retained to assist the Greater Orlando Chamber of Commerce in interviewing its Board members to determine its 1989 agenda and prepare an overall strategic plan for the 1990-95 time period.

*Economic Profile, **Clay County, Florida***— SPG was commissioned by the Clay County Economic Development Council to develop an overall economic profile of the County to assist the EDC in marketing future prospects. SPG conducted an overall strength and weakness analysis of the County, as well as developing computer software/programs to allow the EDC to update future profiles.

*Economic Profile, **St. Johns County, Florida***—SPG was hired to help St. Johns County develop an economic profile for use in marketing future prospects. SPG produced an overall economic profile of the County. SPG has, subsequently, been hired to update the profile on an annual basis.

*Jacksonville Economic Development Study, Jacksonville Chamber of Commerce and the Committee of 100, **Jacksonville, Florida***—This comprehensive study of Jacksonville's ability to attract and maintain viable commercial and industrial development included preparation of a community profile, analysis of the area's strengths and weaknesses, identification of target industries, and a survey of manufacturing firms to collect wage and benefit data. The community profile identifies and evaluates demographic, economic, labor force, transportation, and community service conditions that affect the economic development potential of Jacksonville. The analysis of development strengths and weaknesses identified the actual and perceived liabilities and assets that decision makers (e.g., business executives, professional developers) associate with Jacksonville. The target industries study identified the most appropriate types of industries to be sought for Jacksonville's economic development program, while the wage and benefit survey provided information needed to successfully implement the economic development program.





*Coosa River Industrial Targeting Study, U.S. Army Corps of Engineers, Mobile District, **Mobile, Alabama***—SPG staff developed a computerized industrial targeting model using four-digit SIC codes to facilitate identification and assessment of probable industrial shifts in ten counties resulting from changes in the barge shipping industry. The model matches industry potential with local resources, including energy, transportation, labor force characteristics, site availability, and other variables relevant to attracting industrial investment.

*Lee County Economic Assessment, Economic Development Committee of Lee County, Inc., **Ft. Myers, Florida***— SPG staff was retained by the Economic Development Committee of Lee County, Inc. to provide background information and commentary to guide the Lee County government in developing economic assumptions for a new comprehensive plan. This report assessed and profiled employment and economic components, and examined market characteristics and trends affecting local economic development. Detailed employment projections for the time period from 1985 through 2005 were developed using four different scenarios: moderate change scenario, unconstrained historic trend, constrained historic trend, and adjusted trend. An employment sector analysis was performed to calculate potential manufacturing employment growth, as well as transportation, communications, utilities; and wholesale trade employment opportunities over the time period.

*Industrial Free Trade Zone Analysis, Arab Republic of **Egypt*** — This strategic planning study identified industrial free trade zone development potentials that maximize the economic benefit to Egypt. A cost-benefit analysis which addressed shadow pricing was used to assess the economic feasibility of industrial development at free trade zones, while a fiscal analysis was used to assess the financial benefits the government would realize from development of the free trade zones. An industrial targeting study analyzed the specific opportunities (i.e., market demand, material inventories, labor availability, technology, capital, and raw materials availability) in Egyptian free trade zones for 250 industries to identify 21 of the most suitable target industries.

*BioMedical Economic Development Strategy for the **First Coast, Florida*** - SPG prepared the State of Florida's first Biomedical Economic Development Targeting Study for Jacksonville's Economic Development Council and the Private Industry Council. As a result of the study, Jacksonville worked closely with the University of Florida and Mayo Clinic to strengthen the basic research being conducted with the Region and the Region has developed into one of the State's three biomedical regional "clusters."

*Economic Development Program for **Clay County, Florida*** - SPG was retained by the County Commission and the County's Economic Development Council to prepare a Countywide Economic Development Program to guide the County's Comprehensive Plan. The Plan contained a Business Plan and Target Industry program to assist the County in attracting industry and business, thereby reducing the daily out-migration of workers to Duval (Jacksonville) County. Clay County has recently landed over 7,500 new, high-paying jobs as a result of the implementation of the County's strategy.

**Dayton, Texas - HiFi Tech** - The planning and permitting process spanned a three-year period, in which time a complete, land-use development plan, financial plan, marketing program, and regulatory community input process was established and implemented. Numerous studies were undertaken to establish the community benefits and liabilities associated with the project, including fiscal and



employment impact analysis, environmental impacts, social needs assessments, and public safety concerns. Land-use planning and reuse industrial identification was provided to determine industries impacted by hazardous waste disposal issues and other particular land use needs. The consultants represented the client and project at major, national real estate and environmental trade shows.

***Visions 2000 Program, Putnam County, Florida.*** SPG was commissioned by Putnam County to act as facilitator in its Visions 2000 Program. The Visions Program consisted of numerous meetings in the larger communities around the County, and developed a very formal vision of the County within eight topic areas ranging from economic development, to intergovernmental coordination. The Visions Program was adopted by the County's Planning Commission and the Board of County Commissioners.

***Tarpon Springs, Florida Economic Repositioning Program*** - SPG was part of a team retained by the City to re-evaluate its downtown and develop a new Master Plan for the small CBD. SPG had prepared the historic preservation element of the Dock area, which is the area's major tourist attraction. The reposition program led the City to link the downtown area with the docks to create an overnight tourism destination area and to link the downtown arts colony with the other area attractions.

***Titusville, Florida Economic Development Feasibility Study*** - The scope of work was divided into 5 major tasks: 1) Identification of Potential Goals and Objectives for the Area; 2) Profiles the Area's Economy and Market Demographics; 3) Evaluate Market Conditions and Specific Uses and 4) Define Suitable and Market Supportable Economic Environments.

***Economic Development Organization Study for Volusia County, Florida*** - SPG was retained by the County Council to analyze how the County as a whole was organized, to conduct economic development and make recommendations for improvement. The Study resulted in the creation of a new Economic Development Organization housed within County Government. As a result of the restructuring economic development responsibilities, County funding for economic development increased from \$264,000 annually to over \$2.1 million annually.

***Economic Development Strategic Plan for Volusia County, Florida*** -The County retained SPG to update its past economic development plans in light of the creation of a new County EDO. SPG conducted over 70 face-to-face interviews, four regional charrettes throughout the County and, two County workshops and a final public hearing on the Strategic Plan and its implementation program. The stakeholders included the County's 17 municipalities, the County Council, Volusia Council of Governments, The Workforce Development Board, School Board, Higher Education Consortium, business leaders, citizens and local Chambers of Commerce. The final Implementation Program contained six goals, 37 objectives and 237 strategies defined in detail. All goals, objectives and policies required (over 200), the implementation time frame, responsibilities, cost and funding sources were also defined. It should be noted that there is considerable overlap between goals, objectives and strategies and that responsibility for the objectives/strategies involves a host of public and private stakeholders. The plan could only be successful with cooperation and commitment among all parties.

***Walton County, Florida Economic Analysis*** - Strategic Planning Group, Inc. was retained by Walton County Tourist Development Council to conduct a Tourism Economic Impact Study of the County. Tourism is the single largest economic sector within the county – accounting for approximately 60% of



the county's revenue (including the General Fund and School Board Funds). SPG was able to document the flow of tourism dollars throughout the economy and the importance of using tourism generated revenues to support related facilities and services.

***Winter Haven Redevelopment Plan and Economic Repositioning Strategy, Florida*** - SPG was retained by the City of Winter Haven to develop an economic repositioning study of the City's downtown area. This study resulted in the City establishing a Downtown CRA. The repositioning study demonstrated the need to redevelop the old Winter Haven Mall (which has now been redeveloped) and connect various parts of the downtown area into a coherent and identifiable area.

***Industrial Free Trade Zone Analysis, Arab Republic of Egypt***. This strategic planning study identified industrial free trade zone development potentials that maximize the economic benefit to Egypt. A cost-benefit analysis which addressed shadow pricing was used to assess the economic feasibility of industrial development at free trade zones, while a fiscal analysis was used to assess the financial benefits the government would realize from development of the free trade zones. An industrial targeting study analyzed the specific opportunities (i.e., market demand, material inventories, labor availability, technology, capital, and raw materials availability) in Egyptian free trade zones for 250 industries to identify 21 of the most suitable target industries.

***Economic Development Strategy, United States Virgin Islands***. SPG was selected after international competition to devise a strategic Economic Development Program for each of the Islands of St. Thomas, St. Croix, and St. John (separate plans). The overall goal of this effort was to develop a realistic plan to diversify and expand local job creation and develop implementation procedures to carry out the program. This program was developed to work in tandem with the Islands Long Range Growth Management Plans; the first attempt to combine Comprehensive Land Planning and Economic Development in the Caribbean.

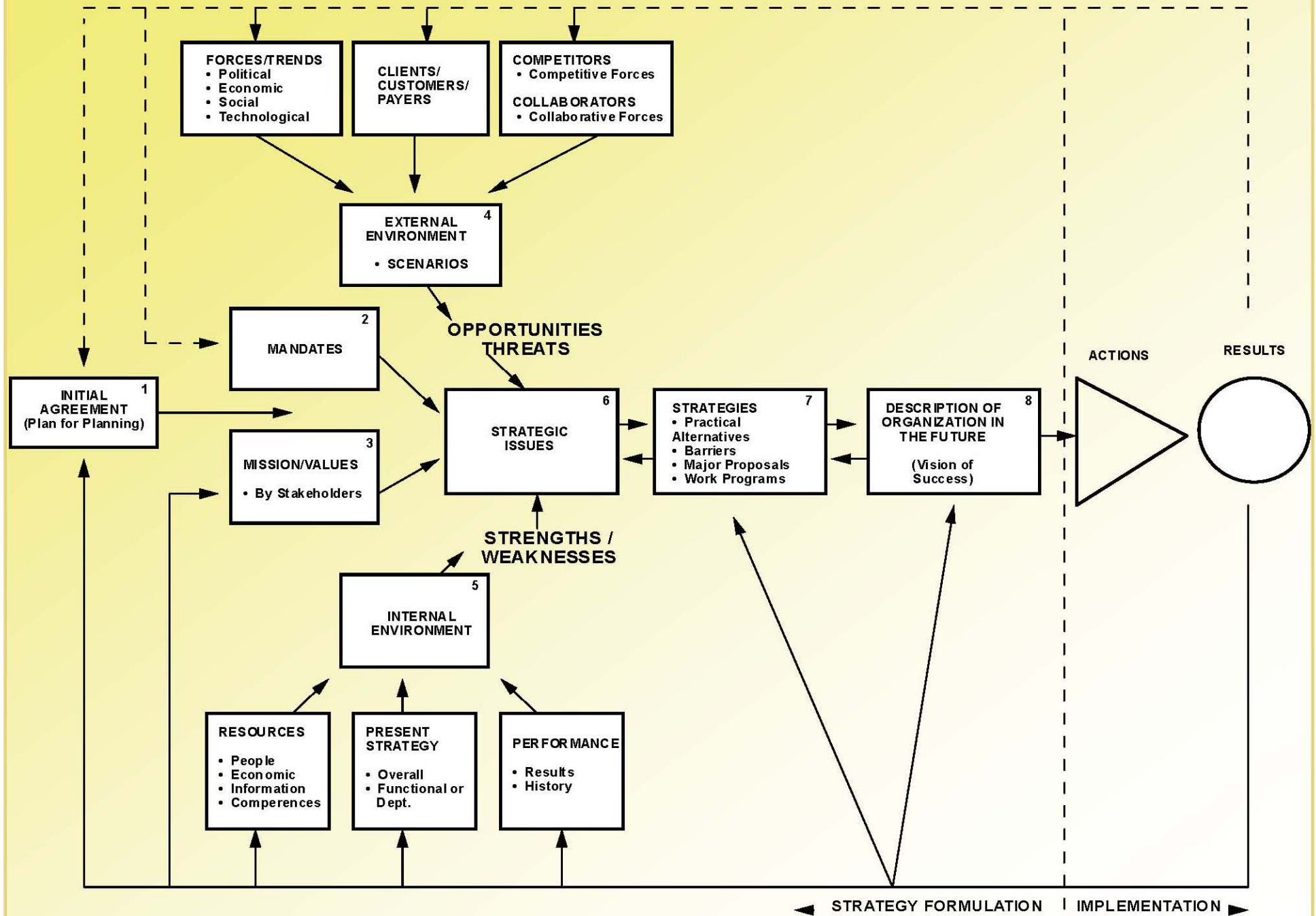
***Fiscal Plan and Economic Impact Analysis, the 1996 Olympic Games in Atlanta, Georgia***. SPG staff served as the co-author of the Fiscal Plan and Economic Impact Analysis for the 1996 Summer Olympic Games held in Atlanta. The study, conducted in conjunction with the University of Georgia, identified the types of expenditures (capital, visitor, etc.) for each year between 1992 and the year of the Games in 1996. SPG has subsequently designed a research program for the Atlanta Committee for the Olympic Games (ACOG) to measure, monitor, and manage the economic impacts over this period.

***Coosa River Industrial Targeting Study, U.S. Army Corps of Engineers, Mobile District, Mobile, Alabama***. SPG Staff developed a computerized industrial targeting model using four-digit SIC codes to facilitate identification and assessment of probable industrial shifts in 10 counties resulting from changes in the barge shipping industry. The model matches industry potential with local resources, including energy, transportation, labor force characteristics, site availability and other variables relevant to attracting industrial investment.

***Ormond Beach Economic Development Strategic Plan***- Strategic Planning Group, Inc prepared the highly successful Ormond Beach Economic Development Strategic Plan which was based on a community Vision Process to establish a five year strategic process for the City. SPG continues to assist the City in the implementation of this plan, assist in documenting Fiscal Impacts to the City as a result of growth as well as assisting with the marketing of the program



# STRATEGIC PLANNING PROCESS



# Economic Development Experience

