

Outline of Seminole County's Economic Development Action Plan (2012 - 2014)

COUNTY VISION

Providing excellent service to create a vibrant community



COUNTY MISSION

To deliver excellent public service that enhances quality of life and addresses our community's needs, now and in the future

Strategy Group

Economic Development Strategies

Implement

- ✓ Initiate and grow an effective business retention and expansion program for existing businesses.
- ✓ Initiate a business recruiting program for attracting new-to-market opportunities, including start-ups.
- ✓ Advance an active and cooperative program focused on promoting redevelopment within the existing urban area.
- ✓ Institute an aggressive community communication program that promotes collaboration.

Coordinate / Lead

- ✓ Coordinate and lead a comprehensive workforce development program supported by a strong public and private education system.

Influence / Advocate

- ✓ Support a comprehensive business infrastructure program.
- ✓ Support a strong multi-modal transportation system.
- ✓ Cultivate a strengthened community development program to ensure that Seminole County remains a great place to live for business owners, employees and their families.



Seminole County Economic Development Action Plan for 2012 – 2014 Executive Summary

STRATEGY GROUP 1 – DIRECT IMPLEMENTATION

Strategy 1: Initiate and grow an effective business retention and expansion program for existing businesses.

Essential Elements

- 1.1: Establish a database of existing businesses by size, type and location.
- 1.2: Assess small business needs through interview and survey.
- 1.3: Coordinate education and training tracks and/or job-training programs that support future-growth businesses.
- 1.4: Use technology to support entrepreneurs and small businesses to facilitate their expansion.
- 1.5: Provide financial expertise and resources to entrepreneurs in targeted industries.
- 1.6: Assist expanding businesses as they assess the adequacy of sites, buildings, infrastructure and energy resources, and support infrastructure expansion plans when appropriate.
- 1.7: Enhance the assistance available to “induce” businesses to retain or expand in Seminole County.

Strategy 2: Initiate a business recruiting program for attracting new-to-market opportunities, including start-ups.

Essential Elements

- 2.1: Encourage and enable start-up businesses in Seminole County.
- 2.2: Lead a new business marketing and recruiting plan to assist businesses enter and relocate to Seminole County.
- 2.3: Develop performance based contracts with Economic Development Partners.

Strategy 3: Advance an active and cooperative program focused on promoting redevelopment within the existing urban area.

Essential Elements

- 3.1: Advance countywide redevelopment efforts through active participation in the planning and development process.
- 3.2: Implement the U.S. 17-92 Community Redevelopment Agency Master Plan Update.

Strategy 4: Institute an aggressive community communication program that promotes collaboration.

Essential Elements

- 4.1: Communicate the County vision and brand.
- 4.2: Strengthen collaboration to communicate Seminole County's advantages.
- 4.3: Establish or support networking, business education, and communication programs.

Strategy Group 1 – Measures	Report Frequency: (Q)uarterly, (A)nnually
Jobs Announced/Retained	Q, A
Capital Invested	Q, A
Square Feet Leased/Purchased	Q, A
Average Wages	Q, A
Existing Business Interviews	Q, A
New Commercial Applications	Q, A
New Prospect Leads	Q, A
Business Data and Analysis Processed	Q, A
US 17-92 CRA Capital Improvements	Q, A
Website Metrics	Q, A
Interlocal Agreements	Q, A

STRATEGY GROUP 2 – COORDINATE / LEAD

Strategy 5: Coordinate and lead a comprehensive workforce development program supported by a strong public and private education system.

Essential Element

5.1: Strengthen the Comprehensive Workforce Development Plan for Seminole County.

Strategy Group 2 – Measures	Report Frequency: (Q)uarterly, (A)nnually
Business Survey Results on Workforce	A
State and National Education Rankings	A
Workforce Education Requests	A
Internship Placements	A

STRATEGY GROUP 3 – ADVOCATE / INFLUENCE

Strategy 6: Support a comprehensive business infrastructure program.

Essential Element

6.1: Establish and monitor a comprehensive business infrastructure program, including surveying for business needs.

Strategy 7: Support a strong multi-modal transportation system.

Essential Elements

7.1: Identify and work for the implementation of important surface transportation improvements that support successful businesses in Seminole County.

7.2: Identify and work for the implementation of air passenger and freight service improvements that support successful businesses in Seminole County.

Strategy 8: Cultivate a strengthened community development program to ensure that Seminole County remains a great place to live for business owners, employees and their families.

Quality of life is vital to economic development. Much of this strategy is reflected in daily operations. Acting as an advocate and facilitator, the Seminole County Economic Development Division will serve to assist business and influence community organizations to enhance the quality of life. It will work with all County Departments and cities to foster a culture supportive of economic development.

Essential Elements

- 8.1: Encourage programs designed to maintain the quality of existing public infrastructure and private development.
- 8.2: Encourage maintenance and improvement of the County Comprehensive Plan and Capital Improvements Plan for the purpose of ensuring future development occurs with an adequate public infrastructure.
- 8.3: Encourage maintenance and improvement to regional programs such as LYNX, MetroPlan Orlando, regional water supply studies and other activities that will ensure the County's quality of life will remain at its high level.
- 8.4: Encourage maintenance and improvement to the work of the cities and other organizations, such as the Sheriff and healthcare institutions, that improve service delivery and reduce costs through cooperation and coordination of services and facilities.
- 8.5: Periodically produce promotional materials that specifically address attributes that contribute to Seminole County's quality of life.

Strategy Group 3 – Measures	Report Frequency: (Q)uarterly, (A)nnually
Unemployment Rate	Q, A
Business Survey Results on Infrastructure	A
Progress on SunRail	A
Progress on Wekiva Parkway	A
MetroPlan Orlando Business Activity Metrics	A
Freight Movement Statistics	A
Foreign Trade Zone Statistics	A
County/City National Ratings ("Best places...")	A

**Seminole County Economic Development Action Plan
Implementation Timing and Point of Contact**

Detailed descriptions of the action items listed below are included in the Action Plan's Support Document	Jul	Aug	Sep	Oct	Nov	Dec	Jan 2013	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan 2014	Feb	Mar	Apr	May	June	Jul	Aug	Sep
	IMPLEMENT																										
Strategy 1: Initiate and grow an effective business retention and expansion program for existing businesses.																											
Element 1.1 Establish a database of existing businesses by size, type and location																											
Action Item 1.1.1 - Existing Business Identification						1-Nov (Initial)							1-Jul (Final)														
Action Item 1.1.2 - Geographic Breakdown Businesses							1-Jan																				
Action Item 1.1.3 - Expedited Permitting Contacts							1-Jan																				
Action Item 1.1.4 - Customer Relationship Management										1-Apr																	
Element 1.2 Assess small business needs through interview and survey																											
Action Item 1.2.1 - Business Outreach Survey Instrument										1-May (Survey)																	
Action Item 1.2.2 - Business Outreach Interview/Consultation																											
Action Item 1.2.3 - Trained Outreach Ambassadors										1-Apr (Target Launch)																	
Action Item 1.2.4 - Analyze and Report Survey Feedback																1-Oct											
Element 1.3 Coordinate education and training tracks and/or job-training programs that support future-growth businesses																											
Action Item 1.3.1 - Incubator Assistance	Ongoing																1-Oct (Funding ends)										
Action Item 1.3.2 - Small Business Promotion	Ongoing																										
Action Item 1.3.3 - Internships and Mentoring													1-Aug (Pilot Program)														
Action Item 1.3.4 - Small Business Advertising																									1-Jul		
Element 1.4 Use technology to support entrepreneurs and small businesses to facilitate their expansion																											
Action Item 1.4.1 - Entrepreneur Website	Ongoing (FLVEC)						Feb Workshop TBD																				
Action Item 1.4.2 - Enhance Internet/Social Media													1-Jul														
Action Item 1.4.3 - Use Internet/Social Media													1-Jul														
Element 1.5 Provide financial expertise and resources to entrepreneurs in target industries																											
Action Item 1.5.1 - Small Business Grants																											
Action Item 1.5.2 - Venture Capital Support													1-Mar (Angel/VC Support)														
Action Item 1.5.3 - Technical Assistance Grants																											
Element 1.6 Assist expanding businesses as they assess the adequacy of sites, buildings, infrastructure and energy resources, and support infrastructure expansion plans when appropriate																											
Action Item 1.6.1 - Property Inventory							1-Apr (Vacant Land Inventory)																				

Seminole County Economic Development Action Plan Implementation Timing and Point of Contact

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	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep
Action Item 1.6.2 - New Development Coordination							1-Feb (Partner Meetings)																				
Action Item 1.6.3 - Permitting Facilitation	Ongoing																										
Action Item 1.6.4 - Interoffice Communication	Ongoing																										
Element 1.7 Enhance the assistance available to "induce" businesses to retain or expand in Seminole County																											
Action Item 1.7.1 - Analyze JGI Performance																											
Action Item 1.7.2 - Adjust Expanding Business Program	Ongoing																										
Action Item 1.7.3 - New Business Programs													1-Jul														
Action Item 1.7.4 - Collaborative Delivery of Services							1-Jan																				
Action Item 1.7.5 - Resources Inventory Promotion							1-Jan																				
Strategy 2: Initiate a business recruiting program for attracting new-to-market opportunities, including start-ups.																											
Element 2.1 Encourage and enable start-up businesses in Seminole County																											
Action Item 2.1.1 - Incubator Support	Ongoing																										
Element 2.2 Lead a new business recruiting plan to assist businesses relocating to Seminole County																											
Action Item 2.2.1 - Utilize MOEDC Business Recruitment	Ongoing																										
Action Item 2.2.2 - Agreement on Industry Sector Targets							1-Jan																				
Action Item 2.2.3 - Input on Permitting/Zoning	Ongoing																										
Action Item 2.2.4 - Compilation of "Inducements"							1-Jan																				
Action Item 2.2.5 - BCA of Incentive Programs							1-Oct - JGI ROI and Stats																				
Element 2.3 Develop performance based contracts with Economic Development Partners.																											
Action Item 2.3.1 - Performance Based Contracts																1-Oct											
Strategy 3: Advance an active and cooperative program focused on promoting redevelopment within the existing urban area.																											
Element 3.1 Advance countywide redevelopment efforts through active participation in the planning and development process																											
Action Item 3.1.1 - Comprehensive Plan Overlay																			1-Jan								
Action Item 3.1.2 - Land Development Code Revisions																1-Oct											
Action Item 3.1.3 - Economic Development Culture	Ongoing																										
Element 3.2 Implement the U.S. 17-92 Community Redevelopment Agency Master Plan Update.	Details and timeframes are available within the US 17-92 Corridor Redevelopment Master Plan Update																										
Strategy 4: Institute an aggressive community communication program that promotes collaboration.																											
Element 4.1 Communicate the County vision and brand																											
Action Item 4.1.1 - Strategic Community Meetings	Ongoing																										

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Action Item 4.1.2 - Marketing Message Implementation												1-Jun																				
Action Item 4.1.3 - New Marketing Message Delivery												1-Jun																				
Action Item 4.1.4 - Define Role in Marketing/Promotion															1-Aug																	
Action Item 4.1.5 - Internal/External Marketing															1-Aug																	
Action Item 4.1.6 - Marketing to Site Selection Firms	Ongoing																															
Action Item 4.1.7 - Work to Rank as "Best ..."							1-Jan																									
Action Item 4.1.8 - Website Development																			1-Jan													
Action Item 4.1.9 - Celebrating Business Success	Ongoing																															
Element 4.2 Strengthen collaboration to communicate Seminole County's advantages																																
Action Item 4.2.1 - Coordinate Economic Development							1-Jan																									
Action Item 4.2.2 - Communicate Manpower Needs																		1-Oct														
Action Item 4.2.3 - MOEDC "RED" Team	Ongoing																															
Element 4.3 Establish or support networking, business education, and communication programs																																
Action Item 4.3.1 - Coordinate a Public Calendar																								1-Apr								
Action Item 4.3.2 - Co-sponsor Events	Ongoing																															
COORDINATE / LEAD																																
Strategy 5: Coordinate and lead a comprehensive workforce development program supported by a strong public and private education system.																																
Element 5.1 Strengthen the Comprehensive Workforce Development Plan for Seminole County																																
Action Item 5.1.1 - Convene Education Stakeholders/Reps.							1-Jan	convene stakeholder group																								
Action Item 5.1.2 - Implement Communication Program													1-Jul																			
Action Item 5.1.3 - Survey ~ Workforce Central Florida													1-Apr	In cooperation with Workforce Central Florida Schedule																		
Action Item 5.1.4 - Business Programs for Students																1-Aug	Pilot Program															
Action Item 5.1.5 - Liaison between Education & Clusters																																
Action Item 5.1.6 - Share Standards Information ~ SCPS																1-Oct																
Action Item 5.1.7 - Education Infrastructure							1-Jan	convene stakeholder group																								
Action Item 5.1.8 - Communicate Success Stories																																
INFLUENCE / ADVOCATE																																
Strategy 6: Support a comprehensive business infrastructure program.																																

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	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep
Element 6.1 Establish and monitor a comprehensive business infrastructure program, including surveying for business needs																											
Action Item 6.1.1 - Assess Infrastructure Needs												1-May (Survey)															
Action Item 6.1.2 - Promotion of Assets												1-Jul															
Action Item 6.1.3 - Recommend Asset Improvement																1-Oct											
Action Item 6.1.4 - High Tech Provision																											
Strategy 7: Support a strong multi-modal transportation system.																											
Element 7.1 Identify and work for the implementation of important surface transportation improvements that support successful businesses in Seminole County																											
Action Item 7.1.1 - Business Transportation Needs												1-May (Survey)															
Action Item 7.1.2 - Wekiva Parkway Support																											
Action Item 7.1.3 - SunRail Support	Ongoing																										
Action Item 7.1.4 - Transportation Plan Improvements																											
Action Item 7.1.5 - Advocate TOD/Mixed Use	Ongoing																										
Action Item 7.1.6 - LYNX Service Improvements	Ongoing																										
Action Item 7.1.7 - Trail System/Network																											
Element 7.2 Identify and work for the implementation of air passenger and freight service improvements that support successful businesses in Seminole County																											
Action Item 7.2.1 - Promote Rail Freight																											
Action Item 7.2.2 - Promote Air Service	Ongoing																										
Action Item 7.2.3 - Promote Foreign Trade Zone/Subzone	Ongoing																										
Strategy 8: Cultivate a strengthened community development program to ensure that Seminole County remains a great place to live for business owners, employees and their families.																											
Element 8.1 Public Infrastructure	Ongoing																										
Element 8.2 Comprehensive Planning	Ongoing																										
Element 8.3 Regional Programs	Ongoing																										
Element 8.4 City, healthcare, and law enforcement	Ongoing																										
Element 8.5 Quality of Life Promotion	Ongoing																										



***Seminole County
Economic Development***

ACTION PLAN

2012 – 2014



County Vision

Providing excellent service to create a vibrant community.

County Mission

To deliver excellent public service that enhances quality of life and addresses our community's needs, now and in the future.

Preface

What's next? The primary aim of Seminole County's Economic Development Action Plan is to answer this important question. With financial resources and an experienced team of professionals in place, the process of implementation begins. This action plan is intended to outline what the Economic Development Division will do over the next twenty-four months (October 2012 to October 2014), explain why it's important, and describe how outcomes will be measured and communicated. Ultimately, enhancing the health and vitality of the Seminole County economy is the overarching goal.

Important groundwork for this initiative occurred in 2011. An Economic Development Task Force comprised of business volunteers, supported by funding from Seminole County, built an economic development strategy for the community (*The Strategic Plan for Economic Development in Seminole County*, August 2011). This Strategic Plan articulated a shared vision upon which this action plan is heavily based. The Strategies and Elements outlined in this action plan represent the implementation element of the Strategic Plan effort.

In addition to the direction and focus provided by the Task Force, Seminole County's Economic Development Action Plan must recognize important attributes of the local economy, such as:

- Outreach and support of small businesses must be expanded. Eighty-eight percent (88%) of all employers in Seminole County have nine employees or less. This includes non-primary¹ businesses that are the lifeblood of every community's "main street" but that typically do not garner much attention in traditional initiatives.
- Support for entrepreneurs will be a central feature, and programs to help start-ups and second-stage companies (employing 10-99 employees) will occupy a prominent place in the overall effort.
- A growth mode focused on redevelopment will be integrated in the action plan. The U.S. 17-92 corridor, and its associated Community Redevelopment Agency, represents an area where an active redevelopment program is operating. However, the need to extend redevelopment tools elsewhere in the county will continue to grow. Support for businesses in redevelopment areas will be dutifully supported by the experienced team of professionals who comprise Seminole County's Economic Development Division.

¹ A primary business is generally defined in economic development as an enterprise that imports money into the local economy through business activity extending beyond local borders. (See *Economic Development 101* by David L. Goetsch, Trafford publishing, trafford.com/08-0040).

- SunRail, one of Central Florida’s newest and most exciting infrastructure assets, will be a new and important focus area for economic development. Investment that compliments transit-oriented development and capitalizes on high-value transportation networks with higher density mixed-use development must be encouraged.

The strategies outlined in this action plan are intended to direct efforts for the coming 24 months; they are also the starting point for a longer term effort that will both prepare and propel the County into the future. For this reason, the action plan is structured in a manner that emphasizes implementation, as follows:

- **Strategies** are broad statements that express economic development priorities. Strategies coincide with objectives contained within the *Strategic Plan for Economic Development in Seminole County*. Strategies are presented according to the level of control Seminole County may have over the item. Accordingly, Strategies are grouped under the categories of ‘direct implementation’, ‘coordinate and lead’, and ‘influence and advocate’.
 - **Elements** of the Strategy are more specific and their implementation is accomplished by completing the associated Action Items.
 - **Action Items** are tasks and activities undertaken to ensure action plan implementation. Successful fulfillment of Action Items ensures that Elements, and ultimately Strategies, are accomplished.

Measures and Deliverables

Given this hierarchy, one measurement of success will be documented by completion of Action Items. Every Strategy, and its associated Action Items, will have either a corresponding *measure* or *deliverable*. Successful implementation can be measured through a positive movement in a “measure,” or the successful completion of a “deliverable.”

Furthermore, the Seminole County Economic Development Division will develop a more frequent reporting system conducted on a quarterly basis. These reports will detail current business and economic activity/trends and enable more frequent monitoring to provide a time series benchmark of performance. These performance benchmarks will be used to assess the effectiveness of implementing this plan’s Action Items. The goal of these reports will be to report on measures that track the realization of the economic development strategy.

Origins

The County's first formalized economic development goals were published in 1991. These goals were incorporated in the Seminole County Comprehensive Plan. These goals focused on strengthening and recession-proofing the local economy through business diversification, attraction of high wage jobs, and the expansion of the non-residential portion of the tax base. An economic development program was formally established in 1993, and a tactical targeted approach was adopted which identified business types and locations within the County that offered the best opportunities for the County to achieve these goals. The Job Growth Incentive (JGI) Program was established in 1995, to incentivize and leverage new job-creating opportunities. The economic development program emphasized a multifaceted approach and included hallmarks such as diversification, a focus on target industries, and the shift of property tax dependence from residential to non-residential properties.

Recent History

In 2010, business and community leaders convened during Leadership Seminole's community visioning process. These leaders identified strategic planning for economic development as a high priority for Seminole County. Supported by funding from Seminole County, a private initiative was launched. An "Economic Development Task Force" was convened and met throughout the first half of 2011 to develop a strategy for the County's continued economic development. The Task Force was comprised of twenty-six volunteer business leaders from Seminole County. They assembled to identify latent economic development needs, including the programs and partnerships important to retain and expand established businesses and to attract new businesses.

A primary conclusion of the Task Force was the need to establish a coordinated approach to economic development involving advice and guidance from the business community, to be implemented by a well-funded team of economic development professionals. The resulting *Strategic Plan for Economic Development (2011)* emphasized the importance of leadership, commitment to existing businesses, partnerships, collaborations, redevelopment and funding based on an assessment of economic development conditions and programs in Seminole County.

The Task Force recommended that business leaders in Seminole County stay involved in economic development activities and work collaboratively with the Board of County Commissioners. As a result, many members of the Task Force committed to continue working

together as an independent Economic Development Advisory Council (EDAC) to monitor the progress of economic development programs in the County. The Economic Development Advisory Council also intends to periodically issue reports to the community regarding these results. The Economic Development Advisory Council consists exclusively of Seminole County business leaders and is privately supported.

The broader Economic Development Task Force recommended a renewed County economic development organization to implement an aggressive economic development program including several critical components:

- Business Retention and Expansion Program for Established Businesses;
- Business Recruiting Program for Attracting New Businesses including Start-Ups and Relocations;
- Rejuvenated Redevelopment Program focused on the US 17-92 Corridor;
- Community Communication Program to promote visioning/branding, collaboration, networking and meaningful reporting of progress with economic development activities;
- Comprehensive Workforce Development Program based on a strong school system benchmarking national standards;
- Comprehensive Business Infrastructure Program;
- Strong Multi-Modal Transportation Plan; and
- Community Development Program to create a great place to live for business owners, employees and their families (*The Strategic Plan for Economic Development in Seminole County*, August 2011).

Guiding Principles for Economic Development in Seminole County (from *The Strategic Plan for Economic Development in Seminole County*, August 2011)

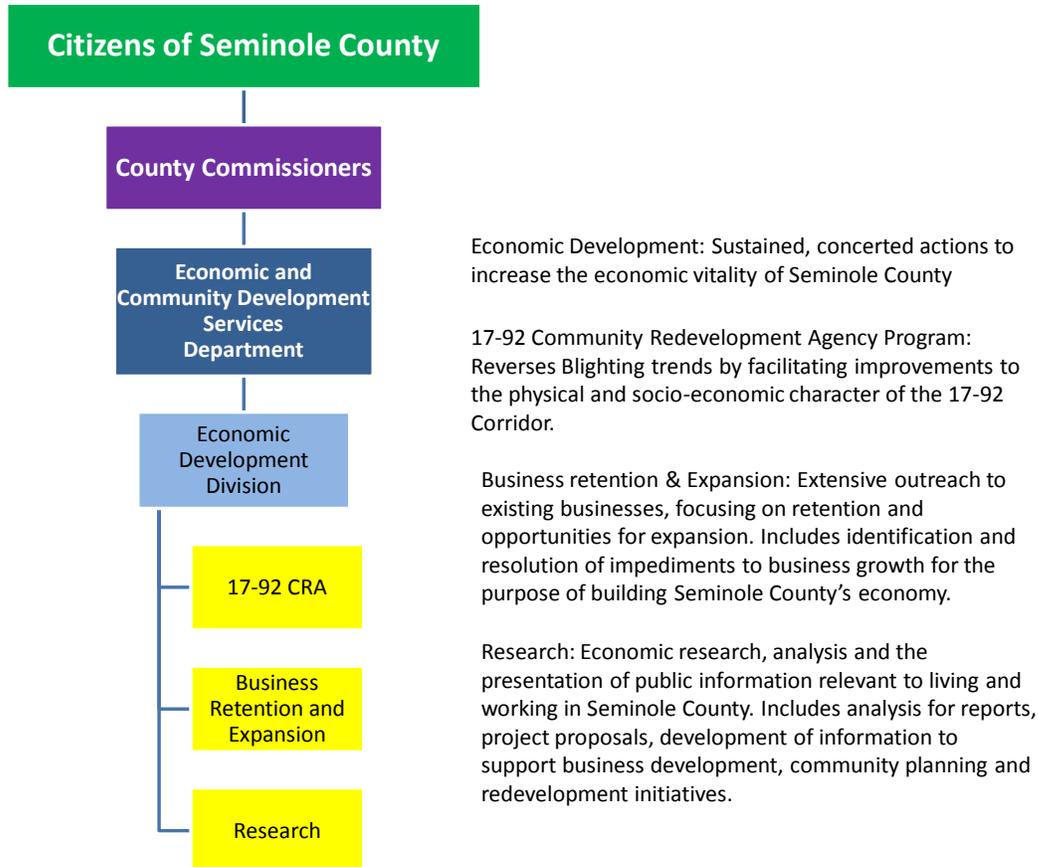
- **Leadership from Business.** Business leaders proposed the above components for *The Strategic Plan for Economic Development in Seminole County*. Twenty Task Force stakeholders committed to organize and continue serving as countywide advisors to promote economic development throughout the County (i.e., EDAC).
- **A System of Partners.** A system that enables and encourages agency partners to communicate, share, and jointly participate in activities and programs is critical. There are many skilled and effective agencies working in the County to increase jobs, incomes and business investment. The county, cities, chambers of commerce, educational

institutions, Workforce Central Florida, and regional economic development organizations should work together in pursuit of the common goal of economic prosperity for Seminole County residents and businesses.

- **Leadership from Local Government.** Seminole County Government, as the entity spanning the entire County, is the natural leader of the countywide effort to coordinate and support professional economic development services. The Seminole County, as leader, bears the heavier responsibility for funding the economic development program, however, all members of the partnership need to invest.
- **Redevelopment.** Redevelopment activities throughout the County are important.
 - Buildings and Sites: As businesses expand and relocate, they need facilities. Established and new business centers, revitalized downtowns and redevelopment areas offer venues for business opportunity and growth.
 - The US 17-92 Community Redevelopment Agency: Successful redevelopment of the US 17-92 Corridor is an important element of the County's economic development program. The Corridor is the central spine of the County, and directly connects Sanford, Lake Mary, Longwood, Winter Springs and Casselberry. It is highly visible, accessible, and well travelled by residents.
 - City/Community Redevelopment Agencies: The individual redevelopment programs located and administered by cities with Community Redevelopment Agencies (CRAs) should continue to be supported and nurtured. Community Redevelopment Agencies currently exist in Altamonte Springs, Casselberry, Oviedo and Sanford.
- **Focus on Entrepreneurs.** Small businesses have always been the largest source of new jobs in America. Small businesses, driven by entrepreneurs, will continue to be the best source of new high-wage, high-value jobs. The County will focus on funding, education, incentives, partnerships, and enhanced communication with start-ups, small established businesses and entrepreneurs as an essential approach to future prosperity.
- **Commitment.** Sustained focus and funding are the essential commitments necessary for success. This commitment has a direct relationship to funding.

Seminole County Economic Development Division Structure

The organizational structure of the Economic Development Division is summarized in the diagram below:



Seminole County re-established its economic development program by assembling a team of professional staff serving specific job functions that are essential to implementing the County's economic development initiative:

- **Director, Economic Development Division** (position filled February 27, 2012)
The director manages the Economic Development Division and is responsible for implementing economic development policies and strategies of the Board of County Commissioners. The director also coordinates with governmental agencies and non-profit groups to ensure economic development services are effectively delivered and orchestrated in Seminole County.

- Manager, Business Development** (existing position)

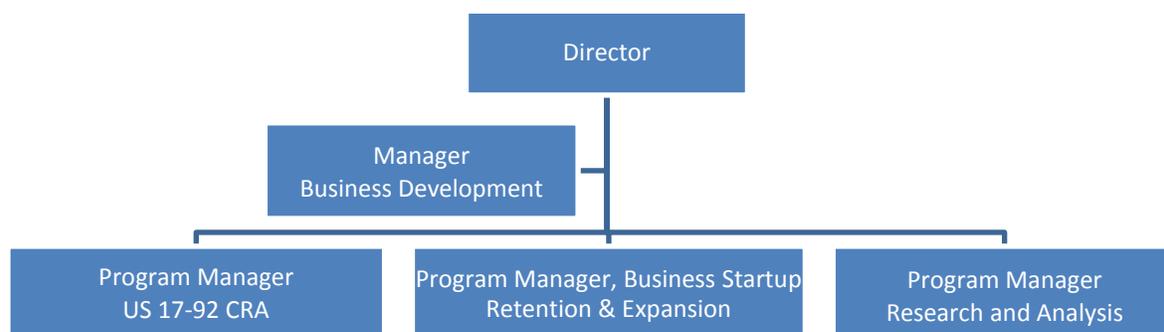
The Economic Development Manager assists with implementation of the overall economic development program. Additionally, the manager is actively responsible for business development and project management.
- Program Manager, US 17-92 Community Redevelopment Agency (CRA)** (position filled February 20, 2012)

The US 17-92 CRA Program Manager is responsible for providing administration, planning and economic development services in a multi-disciplinary role for the US 17-92 Community Redevelopment Area. The manager also guides infrastructure improvements, grant management and promotion, as well as assistance to developers and business owners with regulatory matters.
- Program Manager, Business Start-up, Retention & Expansion** (position filled June 11, 2012)

The program manager of business start-up, retention and expansion is responsible for assisting entrepreneurs and conducting extensive outreach to existing businesses, focusing on retention and opportunities for expansion. One of the Project Manager’s key objectives is to identify and resolve impediments to business growth for the purpose of building the local economy.
- Program Manager, Research & Analysis** (position filled June 18, 2012)

The project manager of research and analysis is responsible for maintaining statistical information on all aspects of living and doing business in the County, including researching and reporting critical trends in the County’s business climate. The Program Manager also conducts analysis for project proposals and develops information to support community redevelopment initiatives. The position serves as primary research contact, responding to internal and external research inquiries.

Figure 1. Organizational Chart



DIRECT IMPLEMENTATION

STRATEGY 1: Initiate and grow an effective business retention and expansion program for existing businesses.

Why it's important

- Keeping existing businesses from moving, helping existing businesses grow, and nurturing small businesses and entrepreneurs is the foundation for all prosperous local economies.
- One of the most cost effective ways to maintain the County's economic base is by retaining and growing local jobs at thriving existing businesses.
- The Economic Development Task Force confirmed through its assessments and reported in the *Strategic Plan for Economic Development in Seminole County* that existing businesses, especially small businesses, are the best resource for creating jobs.
- Retaining existing business is critical to sustainable economic growth. Programs that encourage and enable local businesses to expand are one of the most important elements of the retention program.
- Frequent contact, identification of challenges and opportunities, and follow-up actions are what make an existing business program successful. Professional staff and funding to support an existing business program provide for the frequent and meaningful contact necessary to nurture existing businesses.

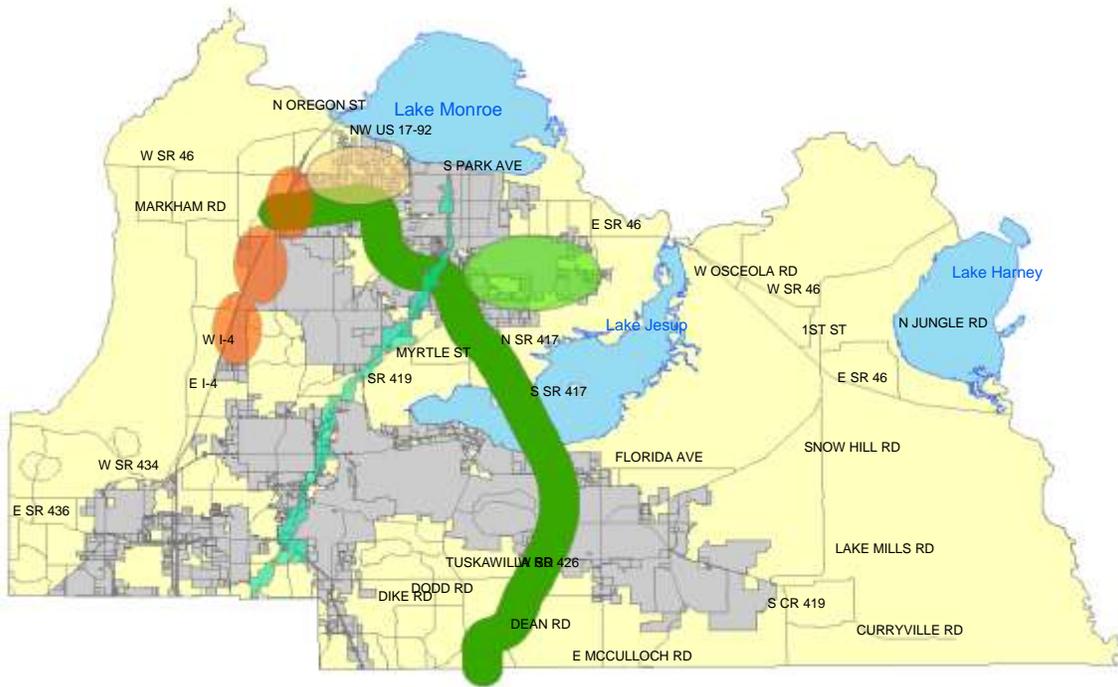
Element 1.1: Establish a database of existing businesses by size, type and location.

Action Item 1.1.1: The Seminole County Economic Development Division will identify all existing businesses in the County and establish priorities for directly contacting them based upon targeted industry sectors and geographic target areas. The Economic Development Division will coordinate the development of a database utilizing data from key agencies such as the Seminole County Tax Collector, Property Appraiser and Metro Orlando Economic Development Commission, state sources and private providers.

Action Item 1.1.2: As a potential means of prioritizing outreach activities, established geographies (**Figure 2**) will be used as one of the criteria for implementing outreach. These economic development target areas include the US 17-92 corridor (defined by the Community

Redevelopment Area), the North I-4 Corridor, the Orlando-Sanford International Airport environs, and SeminoleWAY.

Figure 2.



5 Miles

LEGEND

- Airport Target Area
- North I-4 Target Area - Industrial
- North I-4 Target Area - High Tech
- US 17/92 Target Area
- SeminoleWAY Target Area
- Major Roads

Action Item 1.1.3: The Seminole County Economic Development Division will identify key individuals in local, regional and state business regulatory offices who can help expedite the permitting needs of established and new businesses in the county and cities. The Seminole County Economic Development Division will conduct individual and group meetings with stakeholders in regulatory roles who can help businesses establish themselves more rapidly.

Action Item 1.1.4: The Economic Development Division will acquire or internally develop a Customer Relationship Management (CRM) system. The system should manage interactions with businesses and prospect companies effectively while reducing the cost associated with manual processes (tracking contacts and business information in order to market, communicate and provide business assistance services more effectively).

Element 1.2: Assess small business needs.

Action Item 1.2.1: The Seminole County Economic Development Division will develop survey instruments designed to capture essential information from business. Surveys will be used to determine business needs and assess their overall satisfaction with the business environment in Seminole County.

Action Item 1.2.2: The Seminole County Economic Development Division will contact key businesses, by priority, and conduct surveys about the business, its history in the County and its needs. It will also coordinate survey and outreach efforts with strategic partners such as such as GrowFL, local incubators, the Small Business Development Center and Metro Orlando Economic Development Commission. As a potential means of prioritizing outreach activities, established geographies will be considered as well as targeted industry sectors, including non-primary industries.

Action Item 1.2.3: The Seminole County Economic Development Division will establish a system of trained volunteers through the chambers of commerce who will serve as outreach ambassadors, support the gathering of survey information, and promote business assistance programs. The use of trained business volunteers will effectively increase the number of businesses that can be contacted.

Action Item 1.2.4: The Seminole County Economic Development Division will analyze survey feedback to determine the perceptions of businesses regarding the market for their goods or services in the County, and to discern their most common and crucial needs. Survey results will also help refine the “pro-business” environment in the County; by supporting remedial actions when warranted. Survey results will be reviewed on an annual basis.

Element 1.3: Coordinate education and training tracks and/or job-training programs that support future-growth businesses.

Action Item 1.3.1: The Seminole County Economic Development Division will provide support through grant funding and/or technical and manpower assistance to Seminole County business incubators and “accelerators” as part of the “economic gardening” approach to growing second stage companies within the region. The Economic Development Division will examine

opportunities to facilitate the establishment of incubators/accelerators and small business assistance centers with strategic partners.

Action Item 1.3.2: The Seminole County Economic Development Division will promote and deliver business assistance available through the Small Business Administration (SBA), Small Business Development Centers (SBDC) and the other agencies (such as the Seminole County Library system). This includes working with chambers of commerce to identify small businesses that could benefit from available programs and business resources.

Action Item 1.3.3: The Seminole County Economic Development Division will facilitate internship and mentoring programs that supplement experiences in business incubators and business accelerator programs with “hands-on” support programs. The Seminole County Economic Development Division will establish relationships and provide internship opportunities to education partners such as Seminole County Public Schools, Seminole State College (SSC), and the University of Central Florida (UCF) as well as private post-secondary institutions.

Action Item 1.3.4: The Seminole County Economic Development Division will explore partnerships that enable small businesses to share advertising and training programs, building upon the best practices currently being instituted in other communities.

Element 1.4: Use technology to support entrepreneurs and small businesses to facilitate their expansion.

Action Item 1.4.1: The Seminole County Economic Development Division will establish or support the development of a website for entrepreneurs and small business owners to access educational materials, permit information, and links to other resources such as the U.S. Small Business Administration.

Action Item 1.4.2: The Seminole County Economic Development Division will continually strive to enhance and improve internet-based resources, including interactive and social media resources, in conjunction with strategic partners.

Action Item 1.4.3: The Seminole County Economic Development Division will provide information on the use of social media resources to promote business and develop workforce readiness.

Element 1.5: Provide financial expertise and resources to entrepreneurs in target industries.

Action Item 1.5.1: The Seminole County Economic Development Division will explore grant opportunities in conjunction with County-retained advisors that could potentially fund a new support program, such as a Small Business Investment Fund for start-up businesses.

Action Item 1.5.2: The Seminole County Economic Development Division will co-sponsor and/or support programs such as a Venture Capital Network, to provide information for small businesses about access to funds, venture capital, and other financial resources, and about small business revolving loan funds and similar techniques used to finance new or emerging second-stage companies. Communicating and promoting angel, venture and other types of financial support essential to business creation and growth will be a priority.

Action Item 1.5.3: In order to facilitate the provision of technical assistance to small businesses seeking grants and loans from state and federal agencies, the Seminole County Economic Development Division will provide technical assistance for qualified companies.

Element 1.6: Assist expanding businesses as they assess the adequacy of sites, buildings, infrastructure and energy resources, and support infrastructure expansion plans when appropriate.

Action Item 1.6.1: The Seminole County Economic Development Division will establish an inventory of available property (existing space, sites for development, infrastructure and entitlements) including redevelopment areas such as the US 17-92 Community Redevelopment Area, in conjunction with strategic partners, real estate representatives and online resources. These resources will be web-accessible and integrated within Seminole County Geographic Information Systems (GIS) resources to the greatest extent possible.

Action Item 1.6.2: The Seminole County Economic Development Division will examine and coordinate opportunities for the development of buildings and sites in conjunction with strategic partners, real estate and development representatives and communicate with development and building department peers regularly to identify and promote new projects.

Action Item 1.6.3: The Seminole County Economic Development Division will facilitate, where possible, the permitting process for new sites or buildings to support key expanding local businesses.

Action Item 1.6.4: The Seminole County Economic Development Division will communicate new projects with other county and city departments through regular interoffice processes including special meetings pertaining to more complex, long-term opportunities. Inter-agency meetings will be aimed at communicating needs such as coordinated permitting for expanding businesses.

Element 1.7: Enhance the assistance available to “induce” businesses to retain or expand in Seminole County.

Action Item 1.7.1: The Seminole County Economic Development Division will provide data and analysis regarding the performance of the Jobs Growth Incentive Fund including clearly

understood appraisals based upon cost-benefit analysis, return on investment, and competitive assessments.

Action Item 1.7.2: The Seminole County Economic Development Division will recommend program adjustments to support business development efforts that provide inducements for key companies that wish to expand within the county or the cities (e.g., including networking and forums, employee training, research assistance, or other incentives) with criteria for job creation or dollars invested.

Action Item 1.7.3: The Seminole County Economic Development Division will examine and recommend new programs to support business development, such as a funding program that enables limited direct investment in new business facilities (build-to-suit or speculative specialized buildings) through “stand-by” public/private partnerships.

Action Item 1.7.4: The Seminole County Economic Development Division will work with the city’s economic development program managers and potential business stakeholders to better understand the need for shared services and help craft the ideal collaborative delivery system of services geared towards expansion and relocation.

Action Item 1.7.5: The Seminole County Economic Development Division will coordinate an inventory of inducements and promotion thereof with strategic partners and provide a summary of established plans and resource programs available to local businesses that are proposing to expand.

Strategy 1: Measures and Deliverables

The Seminole County Economic Development Division will prepare and publish an Annual Progress Report with its annual budget request that includes measurements of performance for the following activities:

1. Job and Salary Growth - Completion of a sustainable data base of existing businesses that includes:
 - a. The number of businesses in the County by number of employees and by industry;
 - b. The number of businesses started and closed;
 - c. Contact information of the owner or manager; and
 - d. Annual growth in jobs and payrolls.

2. Incubator Achievements - New employment (number of jobs and wages) and business expansion (dollars invested) resulting from business incubators and business accelerator programs and other “hands-on” support programs will be reported.
3. Business Needs Survey - A survey of the “needs” of existing businesses will report the most critical needs and perceptions of existing businesses. The survey will include:
4. Business Interviews - The number of successful direct contacts with existing businesses, starting with the target list of businesses, will be reported with a summary report of the needs of each business interviewed.
5. Small Business Educational Activities – The Annual Report will include educational and network programs and events offered by small business economic development partners and the number of attendees.
6. Physical Infrastructure - Progress on enhancing public infrastructure committed to support existing and expanding businesses will be reported.
7. New and Redeveloped Sites and Buildings - New site procurement or building activity that incorporates key expanding local businesses will be reported with emphasis on activity in the US 17-92 Corridor and the Community Redevelopment Areas.
8. Education and Training Activity - The Annual Report will include results of meetings with businesses to determine the efficacy of programs provided by Workforce Central Florida, Seminole County Public Schools, Seminole State College, and University of Central Florida for general and specialized education or training initiatives provided to established businesses.
9. Summary of Overall Results - A summary of progress achieved in addressing “pro business” issues identified by survey and direct contact will be reported.

DIRECT IMPLEMENTATION

STRATEGY 2: Initiate a business recruiting program for attracting new-to-market opportunities, including start-ups.

Why It's Important

- It is crucial to the economic future of Seminole County that new business be established in addition to supporting the growth of existing companies. Some existing businesses in the County will relocate, discontinue operations or become economically obsolete. New companies should be recruited or started and grown to replace those that decline or leave. Beyond recruiting new-to-market opportunities, Seminole County must also be attractive to entrepreneurs and start-up businesses to grow and diversify the local economy.
- Business Incubators offer a proven vehicle to nurture new entrepreneurial businesses. The University of Central Florida is the most prominent incubator player; however, success depends on local partners. Seminole County will rely on the leadership and expertise of the University of Central Florida and Seminole State College to establish business incubators. The County will continue to support business incubators with grant funding and economic development expertise as one of the primary vehicles for enabling entrepreneurs to invest in Seminole County.
- New businesses are attracted by most of the same programs and activities employed to support existing and growing local businesses. The county must therefore deliver a consistent message that it is a business friendly environment.

Element 2.1: Encourage and enable start-up businesses in Seminole County.

Action Item 2.1.1: The Economic Development Division will continue to support business incubators with grant funding and/or economic development expertise to expand their services under clear, performance-based contractual relationships for services. The County will continue to seek local partners for new incubator and “accelerator” programs. Support for start-up businesses will focus on programs for incubators and “accelerators” and they will continue to be funded as a partnership between stakeholders.

Element 2.2: Lead a new business recruiting plan to assist businesses relocating to Seminole County.

Action Item 2.2.1: The Economic Development Division will help shape the mission and fully utilize the services of the Metro Orlando Economic Development Commission (EDC) to market and relocate businesses from outside the Orlando Region to Seminole County under a clear performance-based contractual relationship for services.

Action Item 2.2.2: The Economic Development Division will seek consensus among county and city leadership regarding which industry sectors should be “targets” for recruiting. Given these target sectors, the Economic Development Division will provide or help identify the necessary infrastructure and services (i.e. education, workforce training, wage profiles, water supply, broadband capacity, etc.) they require to meet their typical needs.

Action Item 2.2.3: The Economic Development Division will provide input to other Divisions of County government aimed at assuring simple, common and expedited permitting and zoning standards and procedures are offered for existing businesses and new businesses attracted to the County.

Action Item 2.2.4: The Economic Development Division will compile a comprehensive package of “inducements” for recruiting target industries including employee training, education resources, networking, housing choices, facility investments, and incentives.

Action Item 2.2.5: The Economic Development Division will conduct a thoughtful review of Seminole County’s incentive program including goals, limits, and clearly understood cost-benefit analysis, return on investment and competitive offerings. Recommendations will be provided to the Board County Commissioners for consideration and/or adoption as needed.

Element 2.3: Develop performance-based agreements with the strategic economic development partners funded by Seminole County.

Action Item 2.3.1: The Economic Development Division will pursue performance-based agreements with the strategic economic development partners who are funded by Seminole County. The emphasis of these agreements will be mutually agreeable quantitative and/or qualitative measures as well as potential deliverables/events which clearly define the expectations and service relationship with Seminole County.

Strategy 2: Measures and Deliverables

The Seminole County Economic Development Division will submit an annual report with its annual budget request that reports business recruiting activities including measures of activity from the Metro Orlando EDC. Key measures/deliverables may include:

1. Written description of the county's Target Industry Profiles agreed upon by the county and effectively communicated with economic development partners including the cities and the Metro Orlando EDC.
2. Summary of established plans and resource programs within the county and from regional agencies, including the Metro Orlando EDC, used to support or induce new target businesses to locate in the county.
3. Written summary of processes for accommodating needs of re-locating businesses.
4. Written summary of a target industry recruitment package, including all inducements and incentives available.
5. The number of new businesses relocated to Seminole County resulting from multi-party pursuits along with the estimated jobs, capital investment and wages for each completed project.
6. New business participation in established programs such as mentoring and intern programs.

DIRECT IMPLEMENTATION

STRATEGY 3: Advance an active and cooperative program focused on promoting redevelopment within the existing urban area.

Why it's important

- The focus for development for much of Seminole County has shifted from 'greenfield' development to infill and redevelopment. Many vacant, buildable parcels of significant size have already been developed or committed to development during the planning horizon. However, businesses will continue to find Seminole County a desirable place to do business, and the County will need to accommodate their need to locate or expand in the community. This will be accomplished through redevelopment, and experience has shown that successful redevelopment needs to be well-planned and deliberately encouraged.
- Redevelopment is growth, and growth raises unique issues. Oftentimes, redevelopment involves a benefit and cost structure that make progress difficult for the private development industry. For this reason, Strategy 3 is focused on ensuring that redevelopment within Seminole County is encouraged and incentivized. A necessary condition for active redevelopment is that the existing urban area must function in an efficient manner. This means redevelopment is closely linked to a well tuned transportation network that allows ready movement of people and goods/services. This is addressed further in Strategy 7.
- Seminole County and its cities must be active in encouraging redevelopment in targeted redevelopment areas. The County's only multijurisdictional Community Redevelopment Area is located on U.S. 17-92. The U.S. 17-92 Community Redevelopment Area represents a targeted area where redevelopment must be successful.

Element 3.1: Advance countywide redevelopment efforts through active participation in the planning and development process.

Action Item 3.1.1: The Seminole County Economic Development Division will work with the County's Planning and Development Department to further refine and expand the current Energy Overlay contained with the Seminole County Comprehensive Plan. This action item involves expanding the geographic extent of the overlay and making the overlay more user

friendly as an instrument towards encouraging higher density/intensity growth on transportation networks (e.g., roadway arterials and SunRail Station Stops).

Action Item 3.1.2: Facilitate amendments to the County's current Land Development Code (LDC) to a more flexible waiver or exception process in order to permit additional uses within current zoning districts. These amendments should help minimize the need for an outright rezone of property, and thereby facilitate redevelopment. These amendments will identify criteria and performance standards as part of the waiver or exception process.

Action Item 3.1.3: The Seminole County Economic Development Division will work with all County Departments and cities to help foster a culture geared towards economic development in their land use and transportation planning efforts. Particular attention will be given to planning endeavors that promote redevelopment and an expedited permitting process.

Element 3.2: Implement the U.S. 17-92 Community Redevelopment Agency Master Plan Update.

While Strategy 3 includes countywide action items, most of Seminole County's redevelopment focus is concentrated within the U.S. 17-92 Community Redevelopment Area. The U.S. 17-92 Community Redevelopment Area Master Plan underwent a major update that was approved in 2012. Specific Action Items for the U.S. 17-92 Corridor are identified in the Redevelopment Master Plan Update.

Strategy 3: Measures and Deliverables

The Seminole County Economic Development Division will report activities at least annually of which a subset will include redevelopment areas such as the U.S. 17-92 Community Redevelopment Area. Key measures/deliverables may include:

1. Inventory of Sites – Report the number of sites in the portfolios of the County and the cities' redevelopment areas and the state of readiness of each property, along with potential infrastructure needs.
2. Business Interviews/Surveys – Report the number of successful direct contacts with existing businesses in the redevelopment areas and their survey results.
3. Business Development – Report business assistance and services offered in the redevelopment areas as well as new business activity.
4. Physical Infrastructure – Report progress on enhancing public infrastructure to support existing and expanding businesses.

DIRECT IMPLEMENTATION

Strategy 4: Institute an aggressive community communication program that promotes collaboration.

Why it's important

- While economic development outcomes are very local in character and importance, Seminole County's economic development efforts should also be viewed in a regional and global context given the competitive scope of the international economy.
- Seminole County's unique characteristics and assets must not be lost amidst our region's world-wide reputation as a vacation and convention destination. Rather, Seminole County's unique characteristics should be highlighted within the backdrop of this larger reputation.
- A cohesive and aggressive community communication program must be established that clearly focuses on Seminole County's vision and brand.

Element 4.1: Communicating the County Vision and Brand

Action Item 4.1.1: The Seminole County Economic Development Division will organize and communicate the County vision and brand, strengthening its image to advance economic development in Seminole County. The Economic Development Division will participate in the planning and implementation of strategically important community meetings such as the State of the County Annual Meeting and Chairman's Presentation; Orlando Business Journal's Annual Seminole Update; Seminole County Regional Chamber of Commerce quarterly economic development forums; and an annual Seminole County economic development stakeholders' forum.

Action Item 4.1.2: The Economic Development Division will examine past themes, evaluate the potential for re-implementing and/or developing messages including but not limited to a new marketing message aimed at businesses that leverages "Florida's Natural Choice" (i.e., Florida's Natural Choice for Corporate Headquarters"). This brand based should be used in promotional and other communications programs.

Action Item 4.1.3: Prepare a marketing message of the Seminole County Vision and opportunity, including the assets and offerings of the County and the cities. The Economic Development Division will examine printed materials that have been used in the past, evaluate

their potential for re-implementing and/or develop new means of communicating the strategic vision and messages.

Action Item 4.1.4: The Seminole County Economic Development Division will define the role of Seminole County in local and regional marketing and promotional efforts. The Economic Development Division will coordinate efforts beginning with officials from the Seminole County Tourism Division, the Port Authority, the Orlando-Sanford International Airport, the Metro-Orlando Economic Development Commission and additional agencies and stakeholders over time.

Action Item 4.1.5: The Seminole County Economic Development Division will communicate Seminole County's marketing message to constituencies within the County (cities, chambers of commerce, schools, businesses) and to entities outside the County (regional, state, national, and global businesses). The Economic Development Division will develop a communiqué for regular distribution to stakeholders, redefine web resources and implement social media as a key means of communication.

Action Item 4.1.6: The Seminole County Economic Development Division will communicate the marketing message to corporate site selection firms and agencies. The Economic Development Division will develop a communiqué for regular distribution to corporate real estate officials, site selection firms and support the established outreach program of the Metro-Orlando Economic Development Commission.

Action Item 4.1.7: The Seminole County Economic Development Division will identify national and international publications and news outlets that rank communities as "best place to..." and work to be reported as the best place to live, the best place to do business, the healthiest place to live, etc. The Economic Development Division will coordinate media contacts and targeted outreach in partnership with the Seminole County Tourism Division and Metro-Orlando Economic Development Commission.

Action Item 4.1.8: The Seminole County Economic Development Division will establish a state-of-the-art economic development web site and work with the County's Information Technology team to establish new brand standards, providing content regarding the County's brand more effectively.

Action Item 4.1.9: Celebrating business success is vital to bolstering the positive mood of every community. The Seminole County Economic Development Division will continue to participate and contribute to local organizations, such as the chambers of commerce, for the purpose of developing existing business awards and recognition programs, including programs for entrepreneurs.

Element 4.2: Strengthening collaboration to communicate the Seminole County Advantage.

Action Item 4.2.1: Establish a collaborative system between local and regional organizations to communicate and coordinate economic development efforts. The Seminole County Economic Development Division will serve a coordinating role among local and regional economic development programs and activities within Seminole County.

Action Item 4.2.2: The Seminole County Economic Development Division will communicate the need for manpower training programs with the Seminole County School Board, Seminole State College, University of Central Florida (the Educational Institutions) and Workforce Central Florida (see Strategy 5 – Workforce).

Action Item 4.2.3: The Seminole County Economic Development Division will continue to strengthen the County’s partnership with the Metro-Orlando Economic Development Commission and other regional resource groups. The Economic Development Division will participate in the Regional Economic Development (RED) Team and actively communicate Seminole County partnership requirements with the Metro-Orlando Economic Development Commission and other regional resource groups.

Element 4.3: Establish or support networking, business education, and communication programs that will serve existing businesses and demonstrate to prospective businesses that Seminole County is a holistic business community where everyone shares the bounty of a strong market.

Action Item 4.3.1: The Seminole County Economic Development Division will encourage established business organizations to participate in a coordinated report of activities. The Seminole County Economic Development Division will coordinate with stakeholders and develop general guidelines for reporting activity. Efforts will be primarily focused on web-based resources. Intended benefits are to coordinate activities over the calendar year to avoid conflicting events and to build momentum among businesses.

Action Item 4.3.2: Co-sponsor countywide events and participate in countywide events sponsored by others. Collaborative participation in the business community will enhance the role of the chambers of commerce; together they are stronger communicators, educators and advocates for business than they are individually. The Seminole County Economic Development Division will strategically partner with the chambers of commerce to host select events.

Strategy 4: Measures and Deliverables

The Seminole County Economic Development Division will submit an Annual Progress Report with its annual budget request that reports on communication programs; it may include the following measures/deliverables:

1. The number of written agreements for collaboration that exist between the Seminole County Economic Development Division and the cities, Public Educational Institutions, the Metro Orlando Economic Development Commission, Workforce Central Florida, and other business and regional agencies.
2. The number of multi-party proposals presented to prospective new businesses with some combination of the County, the cities, the educational institutions and existing business leaders (e.g. Interlocal agreements between Seminole County and cities to jointly incentivize a project).
3. An assessment survey of the perceptions of outside entities, including site selection consultants, regarding the County's marketing and promotional efforts. This assessment will be based on direct interview of site selection consultants.
4. The number of times Seminole County appears as "the best place to..." in publications with industry credibility.
5. The extent to which cities participate in Seminole County Economic Development Division activities.
6. The number of resolutions adopted by cities that support the results of the countywide visioning and branding efforts.
7. Meaningful periodic reports to the community using public media and venues.
8. Timely publication of the Seminole County Economic Development Division's Annual Progress Report.

COORDINATE AND LEAD

STRATEGY 5: Coordinate and lead a comprehensive workforce development program supported by a strong public and private education system.

Why It's Important

- An available, skilled workforce is the most vital element in the success of every business. A community with a system that consistently produces skilled and knowledgeable people available to business and industry is an attractive location for existing and new businesses.
- The actual quality of the workforce is critical and the communication of its availability to national and global markets is also important. Education is one of the key factors in “quality of life,” especially as businesses look to relocate.
- Seminole County has one of the best public education systems in Florida, which is ranked between 30th and 40th nationally in quality. The education system in the County should continue to improve and be measured by national standards. Because business recruiting is now national in scope, published national education achievement rankings are important economic development tools.
- The Seminole County School System, Seminole State College and the University of Central Florida (the Educational Institutions) already do an outstanding job of preparing students to be productive in the local economy. Workforce Central Florida is an important support and coordinating organization. The existing system should continually improve programs that encourage and prepare students to be successful entrepreneurs.

Coordinating a collaborative workforce development system includes several key themes:

- **National Standards** - The Seminole County education system should continue to be measured by national standards, based on international expectations for competitiveness.
- **Intern and Mentor Programs** – The Seminole County Economic Development Division will facilitate the promotion of internship and mentoring programs between the Educational Institutions and the business community to ensure work-readiness skills and nurture the entrepreneurial spirit.
- **Physical Facilities** – The Seminole County Economic Development Division, with the active support of other departments of County Government, will identify infrastructure needs and support the expansion of the physical facilities of the three Educational Institutions; and

- **Entrepreneurship Programs** – The Seminole County Economic Development Advisory Council will share an important role with the Economic Development Division in emphasizing the importance of teaching entrepreneurship awareness and skills in the schools and throughout the workplace.
- **Responsibilities and Expectations** – The Seminole County Economic Development Division will be responsible for facilitating communication with active support from Workforce Central Florida in determining the manpower needs of existing and new businesses. The educational institutions should be responsible for reviewing and elevating standards. Workforce Central Florida, County and City staffs, regional agencies (such as the Metro Orlando Economic Development Commission) and existing business leaders should support workforce development activities with special attention to intern and mentoring programs due to their effectiveness and direct impact.

Element 5.1: Strengthen the Comprehensive Workforce Development Plan for Seminole County.

Action Item 5.1.1: The Seminole County Economic Development Division will facilitate collaboration between Seminole County Public Schools, Seminole State College, the University of Central Florida and Workforce Central Florida to establish common goals and processes to ensure that education and training programs are oriented to selected target industries and existing businesses.

Action Item 5.1.2: The Seminole County Economic Development Division will organize a task force consisting of representatives from Seminole County Public Schools, the University of Central Florida and Seminole State College for the purpose of implementing an aggressive communication program that embodies the principles of collaboration outlined in Strategy 4 of this Action Plan. This group would be administered by the Economic Development Division.

Action Item 5.1.3: The Seminole County Economic Development Division will work with Workforce Central Florida as it continues to conduct its biannual survey, collecting information and communicating with the business community about manpower needs and include their results in annual progress reports.

Action Item 5.1.4: The Seminole County Economic Development Division will work with Workforce Central Florida, the three Educational Institutions and existing businesses to design and implement on-going internships, mentoring programs and entrepreneurial awareness education for elementary, middle, high school and college students using relationships with leaders from existing businesses in Seminole County.

Action Item 5.1.5: The Seminole County Economic Development Division will serve as the liaison agent between the three Educational Institutions and active business centers in central Florida such as “Medical City,” area hospitals, the Kennedy Space Center, the UCF Research Park and other target industry businesses to promote intern and mentor programs.

Action Item 5.1.6: The Seminole County Economic Development Division will share information with Seminole County Public Schools on national and international standards of quality education and effective means of monitoring performance.

Action Item 5.1.7: The Seminole County Economic Development Division will work with the three Educational Institutions to understand, plan and communicate the provision of infrastructure to support the expansion of physical facilities.

Action Item 5.1.8: The Seminole County Economic Development Division will communicate success stories about the collaboration between business and education to the business community as a means of further encouraging additional participation and to support retention and recruitment programs.

Strategy 5: Measures and Deliverables

The Seminole County Economic Development Division will coordinate with Workforce Central Florida and the three Educational Institutions to provide information for reporting at least annually to the community. It may include:

1. The County and Metropolitan Average Unemployment rate.
2. The number of students in the Seminole County Public School system, Seminole State College and University of Central Florida who find their first job in Seminole County or in one of the surrounding counties.
3. The number of existing and new businesses that take advantage of a local business-specific training program.
4. The results of any existing business surveys indicating the adequacy and readiness of the workforce.
5. The number of internships and mentoring relationships offered by Seminole County businesses.
6. Any improvement or significant changes in Seminole County’s national ranking in education performance.

INFLUENCE AND ADVOCATE

STRATEGY 6: Support a comprehensive business infrastructure program.

Why It's Important

- Business requires infrastructure such as: financial systems that can provide capital; communication systems; workforce development programs; sites and buildings for new offices; warehouses and plants; expedited permitting programs; roads and transit service for employees; and a wide variety of other support systems. Communities that have business friendly environments and sophisticated business infrastructure are more competitive than those without these assets.
- Understanding the importance of services and facilities currently in demand by the business community is essential. Businesses move to where necessary support systems exist. Existing businesses may move out of Seminole County to seek necessary services if they do not exist. Conversely, businesses outside the county may move into Seminole if the necessary systems exist and are attractive or competitive.

Element 6.1: Establish and monitor a comprehensive business infrastructure program.

Action Item 6.1.1: The Seminole County Economic Development Division will identify and assess the full range of infrastructure needed to support businesses based on published standards and by actively surveying Seminole County business needs.

Action Item 6.1.2: The Seminole County Economic Development Division will document existing local and regional assets and include this information in promotional materials.

Action Item 6.1.3: The Seminole County Economic Development Division will recommend an improvement program to provide those assets not meeting current standards.

Action Item 6.1.4: The Seminole County Economic Development Division will work with internet providers and other high-tech infrastructure providers to identify existing assets and to identify needed improvements.

Strategy 6: Measures and Deliverables

The Seminole County Economic Development Division will report on activities such as:

1. Business evaluations/surveys on the adequacy of business infrastructure compared to standards reported in the *Strategic Plan for Economic Development, August 2011*.
2. Available financial resources, venture capital activities and international trade.
3. Requests for workforce education and training; and the successful provision thereof.

INFLUENCE AND ADVOCATE

STRATEGY 7: Support a strong multi-modal transportation system.

Why It's Important

- The transportation system, in all its forms, is the fundamental infrastructure systems of business. A transportation system brings employees to and from work, it conveys the goods and services from vendors and suppliers, it transports products and services to customers and it brings new customers to the community as well.
- Even in the digital age, logistics is critical. Federal Express, United Parcel Service and other delivery firms prosper as a result. Workers still report to a work-site. Streets, highways, buses, commuter rail, airplanes and pedestrian systems are vital for moving people.
- Trucks, trains and airplanes are vital for moving goods. The regional assets available to businesses in Seminole County include two international airports, rail service, Port Canaveral, the Port of Sanford, and regional highway systems that connect Seminole County with the United States and, ultimately, international destinations.
- The economy is increasingly complex due in part to increasingly complex transportation alternatives. Businesses seek to use the very latest transportation innovations in order to reduce costs and provide the best possible customer service. They will take full advantage of multimodal transportation systems where they exist in order to be competitive.
- The County and city governments are responsible for transportation systems and their funding, in addition to state and federal agencies; the Seminole County Economic Development Division is responsible for representing the needs of Seminole County businesses as transportation agencies select priorities and seek funding for business-critical improvement projects. The Economic Development Division is responsible for presenting the needs of local businesses to the transportation planning and implementing agencies, and for supporting transportation initiatives such as the Wekiva Parkway, SunRail and improved air services.

Element 7.1: Identify and work for the implementation of important surface transportation improvements that support successful businesses in Seminole County.

Action Item 7.1.1: The Economic Development Division will identify and assess the full range of transportation improvements needed to support businesses by actively surveying Seminole County business needs and providing information to implementing agencies.

Action Item 7.1.2: The Economic Development Division will support efforts to ensure the Wekiva Parkway is built including participating in working group meetings and serving as an intermediary to the business community to provide input and feedback.

Action Item 7.1.3: The Economic Development Division will support efforts to ensure that SunRail is built, including participating in working group meetings on transit-oriented development and promoting the benefits of Seminole County's transit-oriented locations within the development community.

Action Item 7.1.4: The Economic Development Division will emphasize improvements in the transportation plans of the cities, the County, MetroPlan and Florida Department of Transportation and promote improvements in east-west mobility in the County.

Action Item 7.1.5: The Economic Development Division will advocate development patterns that take advantage of transportation corridors with mixed-use developments and higher density, transit-oriented developments.

Action Item 7.1.6: The Economic Development Division will monitor and recommend the continuation and/or expansion of LYNX service in Seminole County, based on input from business and in a manner that supports the mobility of the workforce.

Action Item 7.1.7: The Economic Development Division will support coordination of local programs to expand the Seminole County Trail System.

Element 7.2: Identify and work for the implementation of air passenger and freight service improvements that support successful businesses in Seminole County.

Action Item 7.2.1: The Economic Development Division will promote the employment of rail for freight service to support Seminole County businesses, especially manufacturing enterprises.

Action Item 7.2.2: The Economic Development Division will promote the benefits of air service between Seminole County and world destinations afforded by two international airports: Orlando Sanford International Airport and Orlando International Airport.

Action Item 7.2.3: The Economic Development Division will promote the benefits of Seminole County's Foreign Trade Zone #250 at the Orlando Sanford International Airport and its associated subzones, as well as the ample commercial property available in close proximity to the airport.

Strategy 7: Measures and Deliverables

The Economic Development Division will report at least annually on important infrastructure issues, such as:

1. Successful implementation of the Wekiva Parkway and SunRail, and how these projects have fostered economic development opportunities.
2. Measures used by MetroPlan to evaluate the safety and efficiency of the regional transportation system in terms of accidents, congestion and trip lengths, with special focus on Seminole County.
3. Extension or initiation of funding programs for new transportation initiatives in Seminole County or that will have important impact on the County.
4. Tons of freight moved in and out of the County by rail, air and/or truck transport.
5. Activity at the Foreign Trade Zones.
6. Results of business surveys indicating unmet transportation needs.

INFLUENCE AND ADVOCATE

STRATEGY 8: Cultivate a strengthened community development program to ensure that Seminole County remains a great place to live for business owners, employees and their families.

Why It's Important

- Businesses must have access to a creative and productive workforce; those with talent can choose their location. Recruiting employees to join its workforce is critical to business; and the lifestyle of the host community is a strong factor in recruiting a skilled workforce.
- A major economic development factor is the quality of the host community measured by neighborhoods, schools, safety and related lifestyle factors. The best talent has options of where to live; as a result targeted businesses locate where they can recruit talent. Building a great place to live benefits existing residents, and it enables the community to be competitive when recruiting high-value businesses.
- Seminole County's lifestyle is excellent; the schools, the parks and natural systems are outstanding and the neighborhoods offer a variety of housing options. The current lifestyle must be maintained, and increasingly, it needs to be measured relative to national rather than statewide standards.

Given quality of life is keystone to economic development, all activity for Strategy 8 is reported as major Elements. It is difficult to identify specific Action Items for this Strategy because much of it is incorporated into the daily operation of an economic development agency. Acting as both a facilitator and advocate, the Seminole County Economic Development Division will serve to assist business and other community organizations enhance the quality of life.

Element 8.1: Encourage maintenance and improvement of programs designed to maintain the quality of existing public infrastructure and private development. This includes the land development code, code enforcement, public right-of-way and property maintenance, capital improvements for repair and replacement of public infrastructure, and similar programs.

Element 8.2: Encourage maintenance and improvement of the County Comprehensive Plan and Capital Improvements Plan for the purpose of ensuring future development occurs with an adequate public infrastructure.

Element 8.3: Encourage maintenance and improvement to regional programs such as LYNX, MetroPlan Orlando, regional water supply studies and other activities that will ensure the County's quality of life will remain at high levels.

Element 8.4: Encourage maintenance and improvement to the work of the cities and other organizations in the County, such as the Sheriff and healthcare institutions, that improve the efficiency of service delivery and reduce costs through cooperation and coordination of services and facilities.

Element 8.5: The Seminole County Economic Development Division will periodically produce promotional materials that specifically address attributes that contribute to Seminole County's quality of life.

Strategy 8: Measures and Deliverables

The Seminole County Economic Development Division will annually report:

1. National ratings of the County and cities as best places in America, such as "the best place to live," "the best place for small businesses," and other categories.
2. National ratings on specific community factors such as health, education and business climate.
3. Efforts made to obtain inclusion in these national rankings.

Crosswalk between the Seminole County Economic Development Action Plan (2012-2014)
and the Strategic Plan for Economic Development in Seminole County

