



# 2015

## TEAM VOLUSIA INVESTORS



## OFFICERS



**John Wanamaker, CCIM**  
Chair



**Lisa Ford Williams**  
Vice Chair



**Dwight DuRant**  
Secretary



**John Olivari**  
Treasurer

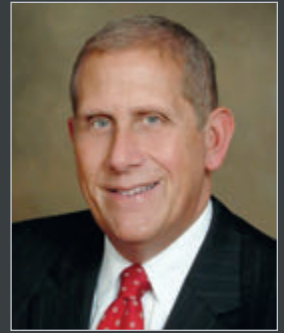


**John Ferguson**  
Immediate Past Chair

## **Keith A. Norden, CECd, President & CEO, Team Volusia EDC**

My sincere thanks goes to our valued public and private sector investors, executive committee and board. Without them and the time and resources they provide, we would be unable to engage in the proactive outreach necessary to showcase Volusia County as a competitive player in the business community.

I am pleased to announce that Team Volusia has once again met and exceeded its annual 2015 goals for jobs and payroll. In 2015, Team Volusia announced projects that will create 536 projected jobs and produce \$5,265,000 in capital investment and \$18,530,760 in estimated payroll. As 2015 came to an end, our strong pipeline included 26 leads and 9 active projects with 1,018 jobs potential which is a result of our business recruitment efforts.



In 2015, eleven new private sector investors joined Team Volusia EDC. Halifax Health joined as an Executive Level investor, Hazen Construction became a new Board Level investor and Swallowtail LLC - Deering Park Center increased from a Corporate Level to Board Level investor. Also, ReMax Signature joined as a Corporate Level investor and AI Group, LLC, Daytona Employment/Macdata, Executive Compensation Group, Ghyabi & Associates, Homebridge Financial Services, Lamar Outdoor Advertising, Page Insurance Agency and Universal Engineering Sciences became Ambassador Level investors. Our private and government sector investors are fully engaged in our program which makes Team Volusia EDC a robust investor-led economic development organization.

To ensure that Team Volusia EDC is using its resources efficiently and focusing its efforts on the industries that offer the community the best possible return on investment, Site Selection Group in Dallas, Texas was hired to evaluate, validate, and focus Team Volusia's current target industries. The study results have validated our current industry targets and identified additional subsets worth further review. The refined targets will allow Team Volusia to pursue industries which more clearly align to our community's assets.

We appreciate the support of our engaged public and private sector leadership who join us as we continue to raise the economic vitality of Volusia County. A sincere thank you goes to our 2015 Board Chair, John Wanamaker; Vice Chair, Lisa Ford Williams; Secretary, Dwight Durant; Treasurer, John Olivari; and Immediate Past Chair, John Ferguson.



## **John Wanamaker, CCIM, 2015 Chair, Team Volusia EDC**

I am pleased and honored to have completed my second year as Chair of Team Volusia EDC. I am most proud of the cooperation that Team Volusia has helped to foster between the public and private sector leaders throughout Volusia County. We are truly a County-wide effort with a well conceived model of funding which provides an outstanding leveraging of public and private dollars which allows Team Volusia to execute its aggressive business recruitment outreach program. This effort not only raised awareness of Volusia County as a premier business destination but also identifies qualified companies who have an interest in relocating or expanding to Volusia County.

Our investors, team members and stakeholders work in concert to win projects regardless of the location within Volusia County. The collaboration which I have witnessed from our investors and community partners exceeds what is experienced in other areas of the country. As a County-wide effort, Team Volusia EDC can market the diverse assets we offer to potential companies.

My special thanks goes to Keith and his hard working, professional team who have helped make 2015 a success. I am often amazed at Team Volusia's robust program and achievements based on the current staff in place. Team Volusia EDC's business recruitment program can be compared to many large regional economic development organizations throughout the United States.

It has been a pleasure to work with Team Volusia, its Board and all of our investors. I am grateful for the support of the other officers who have tirelessly given their time, trust and support to Team Volusia. I am sincerely pleased that working together we have made 2015 a year of accomplishments. I look forward to continued success in 2016!





# 2015

## ANNOUNCED PROJECTS

### T.O.M.I. Aircraft DeLand

DATA	TOTAL
Announced Jobs:	6
Average Annual Wage:	Not Announced
Capital Investment:	Not Announced
Incentive Package:	-0-

(Source: Team Volusia EDC)

#### Economic Impact

CATEGORY	TOTAL IMPACT
Total Employment:	35
Output (Sales):	\$3,402,050
Gross Domestic Product:	\$2,219,603
Personal Income (Wages):	\$5,787,580
Population:	255

(Source: REMI PI+ East Central Florida Region v 1.7)

### Live and Learn Educational Group Ormond Beach

DATA	TOTAL
Announced Jobs:	30
Average Annual Wage:	Not Announced
Capital Investment:	Not Announced
Incentive Package:	-0-

#### Economic Impact

CATEGORY	TOTAL IMPACT
Total Employment:	67
Output (Sales):	\$5,311,278
Gross Domestic Product:	\$3,466,025
Personal Income (Wages):	\$6,764,219
Population:	262

(Source: REMI PI+ East Central Florida Region v 1.7)

### Frontier Communications DeLand

DATA	TOTAL
Announced Jobs:	400
Average Annual Wage:	\$38,606
Capital Investment:	\$3,000,000
Incentive Package:	\$60,000

(Source: Team Volusia EDC)

#### Economic Impact

CATEGORY	TOTAL IMPACT
Total Employment:	584
Output (Sales):	\$38,388,375
Gross Domestic Product:	\$24,906,489
Personal Income (Wages):	\$24,145,639
Population:	254

(Source: REMI PI+ East Central Florida Region v 1.7)

### Total Quality Logistics Daytona Beach

DATA	TOTAL
Announced Jobs:	100
Average Annual Wage:	\$38,606
Capital Investment:	\$600,000
Incentive Package:	\$60,000

(Source: Team Volusia EDC)

#### Economic Impact

CATEGORY	TOTAL IMPACT
Total Employment:	170
Output (Sales):	\$16,183,676
Gross Domestic Product:	\$11,321,833
Personal Income (Wages):	\$10,217,120
Population:	227

(Source: REMI PI+ East Central Florida Region v 1.7)

The East Central Florida Regional Planning Council completed an economic impact analysis for all four announced projects to demonstrate the economic impact these projects will have on Volusia County. The four projects are estimated to contribute \$63 million in sales (output) and add \$42 million to Volusia County's gross domestic product (GDP). The projects will contribute more than \$46 million in personal income and wages annually, and Volusia County can expect a population increase of almost 1,000 people moving to Volusia County as a result of these new projects.

# Goals AND METRICS



## PROJECTED

	CY 2013	CY 2014	CY 2015	3-YEAR CUMULATIVE TOTAL
JOB	225-375	225-375	236-394	686-1,144
CAPITAL INVESTMENT	\$5.6 M - \$16.8 M	\$5.6 M - \$16.8 M	\$5.9 M - \$17.6 M	\$17.1 M - \$51.2 M
PAYROLL	\$8 M - \$13.5 M	\$8 M - \$13.5 M	\$8.4 M - \$14.1 M	\$24.4 M - \$41.1 M

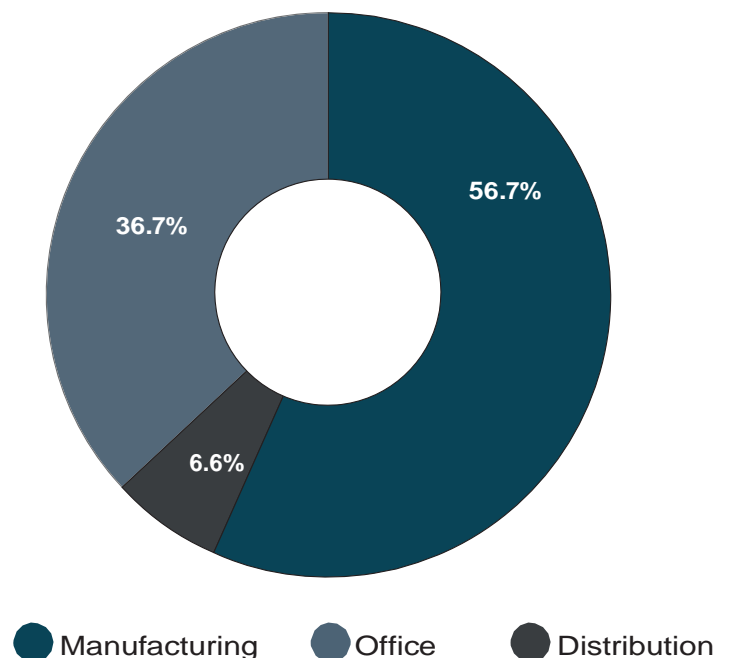
## ACTUAL

	CY 2013	CY 2014	CY 2015	3-YEAR CUMULATIVE TOTAL
JOB ANNOUNCED <sup>1</sup>	139	750	536	1,425
CAPITAL INVESTMENT <sup>1</sup>	\$7,079,992	\$100,610,000	\$3,600,000	\$111,289,992
PAYROLL <sup>1</sup>	\$5,888,000	\$24,099,900	\$19,303,000	\$49,290,900

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

## Project Pipeline | Industry

	CY 2013 TOTAL	CY 2014 TOTAL	CY 2015 TOTAL
OUTREACH	42	30	28
STATES	13	17	8
COUNTRIES	4	5	4
SITE VISITS	15	31	16
FAM TOURS	4	3	2





FEATURED

# *Outreach*



## JANUARY

FEDC Winter  
Conference

IEDC Leadership Summit

## FEBRUARY

Site Selectors Guild

## MARCH

Team Florida Grapefruit  
League Consultant Event

Chicago Consultant  
Mission

## APRIL

Miami Consuls  
General Meetings

IAMC Professional Forum/Team  
Florida Consultant Event

Team Florida IAMC  
Consultant Event

## MAY

New York  
Business-to-Business Mission

Florida-Korea Summit

ICSC RECon

## JUNE

Paris Air Show

Area Development  
Consultants Forum

## JULY

FEDC Conference  
SEDC Annual Conference

Team Florida  
Consultant Mission and  
Event Atlanta

## AUGUST

Team Florida  
Consultant Mission and  
Event New York

ICSC Florida Conference

## SEPTEMBER

Team Florida Consultant  
Mission and Event Chicago

IAMC Professional  
Forum/Team Florida  
Consultant Event

## OCTOBER

FPL Powering Florida:  
Illumination

CoreNet Global Summit/Team  
Florida Consultant Event

## NOVEMBER

NBAA  
Canadian Aerospace and  
Trade Show Mission

I/ITSEC Orlando  
California  
Business-to-Business Mission

## DECEMBER

German Aviation Forum

Area Development  
Consultants Forum

## Team Volusia EDC Markets Aviation and Aerospace Assets in France

Team Volusia EDC was afforded a special opportunity to partner with Enterprise Florida, Inc. (EFI) at the 51st International Paris Air Show in June. Keith Norden participated at this world-renowned air show June 15-19, 2015. The Paris Air Show, held every two years, is the largest organized air show in the world, attracting over 2,300 exhibitors from over 48 countries and 296 official foreign delegations from 91 countries. The show takes place over a full week and is dedicated to bringing global aviation and aerospace companies to exhibit existing and new products.



*L to R Bill Johnson, Florida Secretary of Commerce and President and CEO of Enterprise Florida, Inc.; Florida First Lady Ann Scott, Governor Rick Scott; and Gary Spulak, President of Embraer Aircraft Holding*

Team Volusia EDC arranged for pre-scheduled meetings with the owners/managing directors of 12 international aviation and aerospace-related companies from Brazil, France, Spain, Mexico and New Zealand. The meetings allowed Keith to maximize time spent at the air show, meeting pre-targeted businesses in a face-to-face setting. They discussed the many benefits and opportunities of locating or expanding aviation and aerospace companies in Volusia County.

The Team Volusia exhibit was part of the Florida Pavilion which held the largest number of companies/organizations from any state in the U.S. The exhibit was adjacent to the exhibits of the Beacon Council (Miami/Dade County), JAX USA (the greater Jacksonville area) and Embry-Riddle Aeronautical University. Additionally, Embry-Riddle had a large presence at the show in a separate building. The theme of the Team Volusia exhibit was "We have room for you to grow", with that message on the back wall translated in both French and German. Other graphic messaging included logos of Embry-Riddle Aeronautical University, VMA, Raydon Corporation, Sparton Electronics and Teledyne ODI.



*Olivier Flaisler, Keith Norden, and Gray Swoope, President and CEO VisionFirst Advisors at the Paris Air Show's Team Volusia Booth.*

## Canadian Business-to-Business Mission and 2015 Canadian Aerospace Summit

Canada was Team Volusia EDC's third business-to-business mission for 2015. In November, Keith Norden traveled to Montreal where meetings with more than 10 companies in the aerospace/aviation cluster were scheduled. The purpose was to garner information on the business models of each company and raise Volusia County's visibility as a premier place for business. Montreal has the second heaviest concentration of aviation/aerospace companies in North America. Several companies voiced an interest in learning more about the advantages available to companies with facilities in Volusia County. Many of our community's attributes were presented and several corporate decision makers voiced interest in traveling down to Volusia County to meet with key stakeholders who could discuss their own experience in relocating or expanding to our area.

Florida is home to the second largest number of aviation, aerospace and space establishments in the United States. According to a recent PricewaterhouseCoopers study, Florida ranks first among states for aerospace manufacturing attractiveness. Team Volusia EDC is pleased to assist Volusia County with this important sector.



*L to R Frédéric Bernard, President, CIDEP; Marika Kozachenko, Business Development Manager, Fleet Canada, Inc.; Keith Norden at the 2015 Canadian Aerospace Summit, Ottawa, Canada*

## German Aviation Forum 2015

In December, Keith joined over 500 attendees as they gathered for the Fifth Aviation Forum 2015 in Hamburg. The international conference and exhibition has developed into a key platform for Airbus and other industry leaders. Topics covered a broad spectrum including aerospace supply chains in China, Europe and the United States; consolidation among suppliers; modern manufacturing techniques and more.

Highlights of the forum were tours of the Airbus assembly plant of the Hamburg facility featuring an in-depth focus on the Airbus A-320 and A-380, as well as the Kuehne & Nagel's Logistics Platform for Airbus. Florida has an advantage as being a place where OEM's may be interested in locating due to the location of the new Airbus assembly plant in Mobile, Alabama.

While in Germany, Keith also met with several C-level decision makers and international site location consultants. It's important to continue to connect with these companies and consultants to make them aware of the advantages of a business location in Volusia County. Florida has been ranked as the #1 state for aerospace manufacturing attractiveness by PricewaterhouseCoopers and is already home to more than 2,000 aerospace and aviation companies employing almost 80,000 workers across the state.



*Keith and Destin Wells, Manager, Business Development, Enterprise Florida, Inc.*

# Development

## Team Volusia Invited to Site Selectors Guild Annual Conference

Team Volusia was among the organizations invited to the Site Selectors Guild Annual Conference in February. It's a global forum that limits its guest list so as to achieve balance between attendees and Guild members in attendance, thereby maximizing sales and networking opportunities. Team Volusia President/CEO Keith Norden and Director of Business Development Denise Mott covered the event, which included vital information on these and other topics:

- The state of site selection in 2015 and beyond;
- Characteristics of competitive places for economic investment;
- The impact of creativity and innovation in economic growth;
- Site selection factors, processes and trends; and
- Site selection case studies by corporate officials.

## Industrial Asset Management Council (IAMC) in California

Keith Norden attended the International Asset Management Council (IAMC) Professional Forum in April. IAMC is unique in the industrial real estate industry. It is the only association to carefully balance membership ratios across corporate real estate executives, economic developers and service providers. This allows for an intimate, corporate real estate member-driven culture. The meeting addressed topics relevant to Supply Chain and Corporate Real Estate including: innovation and technology, site selection and real estate optimization. Team Florida partners hosted a dinner event during the conference for consultants and corporate decision makers. Guests from across the US were hosted at an air museum where tours were arranged immediately following dinner. Companies represented included Braskem, Lockheed Martin Corporation, Novartis Pharmaceuticals Corporation. Separate consultant meetings were arranged by Team Volusia immediately following the forum which included Site Selection Guild member RSH Group, as well as Target Industry Prospects (TIP) and CBRE.



## New York Business-to-Business Mission

In May, a three day New York City business-to-business mission was led by Keith Norden. Meetings were scheduled around several key Team Volusia industry sector targets including aviation, advanced manufacturing and office/regional headquarters. All the entities contacted had an interest in learning more about the advantages available to companies operating in Volusia County; Keith was pleased that he could raise awareness of our community as a premier business destination. He used several examples of our existing corporate headquarters including Brown and Brown Insurance, International Speedway Corporation/NASCAR and PGA, as well as our thriving manufacturing facilities including Kingspan, Teledyne ODI, Playtex, and Raydon. Many of the New York firms were impressed with the area's geographic accessibility to major distribution markets, availability of workforce, the number of institutions for higher learning and our County's exceptional quality of life.

An active meeting schedule included Commerzbank, Mobotix, Lufthansa, MAN Capital Corporation and JP Morgan Chase, all of which are within the area's targeted industries and could benefit from a Volusia County location. In addition, Keith met with the managing directors of the European American Chamber of Commerce New York, Verband der Bayerischen Industrie and Deutsch-Amerikanische Handelskammer.



*Keith Norden and Dietmar Rieg,  
CEO, Deutsch-Amerikanische  
Handelskammer*

The New York mission concluded with Keith Norden's participation in an invitation only business seminar presented by the New York office of Alston & Bird LLP in collaboration with the Bucerius Law School. The venue provided him an opportunity to informally discuss and present the assets of our community to over 20 New York area businesses attending the seminar. A seated luncheon concluded with a keynote presentation given by Mr. Bruce Stokes, Director of Global Economic Attitudes with the Pew Research Center.

## International Council of Shopping Centers (ICSC/RECon)

The International Council of Shopping Centers hosted their 2015 RECon convention which is a global convention for the shopping center industry. Denise Mott attended in partnership with TVEDC Chair John Wanamaker to meet with commercial and retail real estate professionals to market key areas around the county that are prime for commercial use.



## International Asset Management Council (IAMC) Fall Forum Hosted in Cleveland

Keith Norden attended the International Asset Management Council (IAMC) Professional Forum in late September. IAMC provides professional and leadership development forums, as well as numerous networking and relationship building opportunities with industry leaders. It is one of the only associations to carefully balance membership ratios across corporate real



*IAMC General Session Keynote Speaker  
Seth Mattison, Workforce Trends Expert*

estate executives, economic developers and service providers. This allows for an intimate corporate real estate member-driven culture. Topics included changing trends and best practices in site selection, workforce, managing up and down the ladder, negotiation and creative innovation. The meeting addressed topics relevant to Supply Chain and Corporate Real Estate and used a variety of keynote speakers who were experts in each of their respective sectors.



Keith and other Team Florida partners joined key Enterprise Florida leadership including Bill Johnson, Florida Secretary of Commerce and EFI President & CEO, at a dinner immediately following the opening reception. The well attended invitation-only event included site location consultants and corporate real estate executives from around the U.S. The dinner provided an outstanding opportunity for networking and relationship building between the Florida hosts and site selectors and corporate real estate executives as the invited guests discover how Florida has the perfect climate for business.



*David P. Hickey, Senior Director, Europe, Hickey & Associates, London, UK and Keith Norden*

## ISCS Florida Conference

Matt Chesnut attended the International Council of Shopping Centers Florida Conference on August 31 at the Orange County Convention Center in Orlando. ICSC holds an annual deal-making conference in Orlando to bring together retailers, site selectors, real estate executives, brokers, and agents to discuss opportunities for retail and commercial development throughout Florida. Over 4,000 people attended this year's conference with approximately 250 exhibitors. Conference attendees had the opportunity to speak with a myriad of commercial developers, retailers, real estate professionals about specific projects within Florida. Team Volusia used the opportunity to discuss with real estate professionals and site selectors the opportunities that are available throughout Volusia County and the exciting growth happening with new jobs that will attract new commercial and retail ventures to the area. Team Volusia recognizes the importance that a vibrant retail sector brings to a community for the quality of life for existing residents and in the attraction of new residents and employers.

## CoreNet Global 2015 Summit North America Held in Los Angeles

In October, Keith Norden attended the CoreNet Global 2015 Summit held in Los Angeles. The summit draws corporate real estate executives and site location consultants from throughout the United States and abroad to a three-day program filled with programs and sessions beneficial to those in business.

An Economic Developers Roundtable was facilitated by Del Boyette, President and CEO with Boyette Strategic Advisors with speakers, Erica Chapman, ESQ, MCR, Vice President of Global Real Estate & Workplace Productivity with Akamai Technologies and Gray Swoope, President & CEO with VisionFirst Advisors, LLC.



*CoreNet Global Opening Session  
Keynote Speaker - Astronaut Garrett Reisman, Current Director of Crew Operations at SpaceX*

On the opening evening of the conference, Team Florida Marketing Partnership sponsored a private dinner and reception for 30 site location consultants and corporate decision makers. Keith Norden joined Bill Johnson, Florida Secretary of Commerce and Enterprise Florida, Inc.

President & CEO and other Team Florida Marketing Partnership investors at the GRAMMY Museum. The evening provided ample time to promote the business advantages of Volusia County and Florida to the invited guests while networking and relationship building with key site selectors and corporate real estate executives.

## NBAA 2015 Business Aviation Convention and Exhibition in Las Vegas

Matt Chesnut attended the National Business Aviation Association (NBAA) 2015 Business Aviation Convention and Exhibition in Las Vegas from November 17-19. The convention brought together 26,000 key aviation contacts from around the world, including current and prospective business aircraft owners, manufacturers and customers into one meeting place to get critical work accomplished. This premier industry event had over 1,000 exhibitors with the latest products and services and nearly 100 side-by-side business aircraft on static display. Matt was joined on this trip by Jay Cassens, Director of Business Development for Daytona Beach International Airport. Matt and Jay met with pre-arranged appointments to discuss the benefits of relocating or expanding businesses in Volusia County. They also took the opportunity to network during the exposition, talking to companies about Volusia County and available opportunities at the five airports in Volusia County.



*Matt Chesnut and Jay Cassens, Director of Business Development, Daytona Beach International Airport at the Embry-Riddle Aeronautical University booth.*

## California Business-to-Business Mission

Keith Norden conducted a business-to-business mission to Southern California in November. Meetings were scheduled around several key Team Volusia industry sector targets including aviation, advance manufacturing, distribution and office/regional headquarters. Keith was pleased to have the opportunity to raise awareness of our community as a premier business destination. Several of the California-based firms were seeking a location for expansion or relocation that would provide a business friendly attitude with lower operating costs. Volusia County and Florida, when compared to Southern California, offers a similar lifestyle with a more cost effective business structure. The corporate decision makers were impressed with the area's geographic accessibility to major distribution markets, availability of workforce, the number of institutions for higher learning and our County's exceptional quality of life. One company even referenced Jet Blue's new non-stop service to New York City from Daytona Beach.

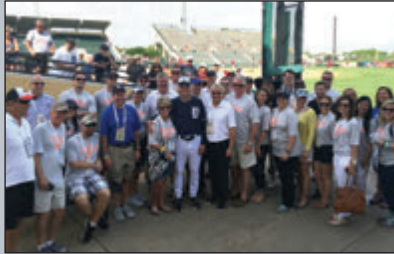
This was the second mission Keith spearheaded this year to California. In April, he extended his time at IAMC to allow for appointments with Southern California site selectors who confirmed a need to organize a business-to-business mission to California later in the year, based on market conditions and the cost of doing business. According to a November 4, 2015 study by Joseph Vranich of Spectrum Location Solutions in Irvine, California, Florida is one of the Top Ten states to which California businesses migrated over the last seven years.

# Partnership



## The Florida Grapefruit League Baseball Scout Experience

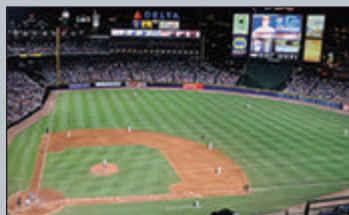
Keith Norden and Denise Mott joined Enterprise Florida, Inc. in hosting the Florida Grapefruit League Baseball Scout Experience, a 3-day event with nationally recognized consultants and Florida economic developers. Bill Johnson, Florida's new Secretary of Commerce and EFI President and CEO was



also in attendance and took part in important discussions alongside the partner organizations. The Grapefruit League Signature Event afforded Team Volusia the opportunity to build relationships with consultants and other economic developers while bringing recognition to Volusia County as a premier business destination.

## Team Florida Consultant Mission and Event in Atlanta

Team Volusia joined Enterprise Florida, Inc. (EFI) during the July Team Florida Consultant Mission and Event in Atlanta. Matt Chesnut attended the event, meeting in boardroom settings with consultants including those



from Binswanger Advisory Services, Inc., CBRE, Cushman & Wakefield, LLP, Ernst & Young, LLP, Jones Lang Lasalle, KPMG, among others.

Consultants discussed the site selection process and provided their perceptions of Florida relative to the location process.

Following a day of formal meetings, Team Volusia assisted EFI in hosting consultants during an Atlanta Braves baseball game in a relaxed atmosphere encouraging relationship building opportunities with nationally recognized industry leaders.

## Team Florida New York Consultant Mission and Event

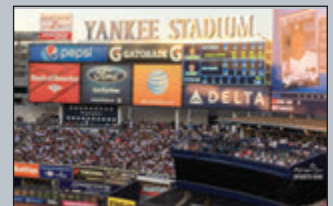
Keith Norden participated in the Team Florida New York Consultant Mission and Event which occurred in August. The consultant mission was divided into four teams of Florida economic developers, which were led by senior Enterprise Florida, Inc. staff. Keith participated in a team that included appointments with senior representatives from the New York offices of BDO, Biggins Lacy Shapiro and E&Y. Other consultant meetings included KLG Advisors, KPMG, Ryan, McGladrey, Deloitte, Pricewaterhouse Coopers, Hickey & Associates, ATLTIOS International and Savillis Studley. The consultants discussed the site selection process and provided their

perceptions of Florida relative to the location process. Many firms are considering a Florida location.

Following a day of meetings, Keith Norden joined Bill Johnson, Florida Secretary of Commerce and President & CEO of Enterprise Florida, Inc. and other Team Florida Marketing Partnership Investors at Yankee Stadium. They hosted over 50 national site location consultants who gathered in an informal setting to encourage relationship building and discussion of opportunities available for their clients in Florida. Keith knew many consultants in attendance, with whom he has long lasting professional relationships. The event afforded him the opportunity to update the consultants on Volusia County and the numerous projects under construction and announced in our community.



*L to R Dennis Donovan, Principal/ Owner of Wadley Donovan Gutshaw Consulting (WDG Consulting), Keith Norden, Katie Burdorf, Principal/ Owner of WDG Consulting at Yankee Stadium*



## Team Florida Chicago Consultant Mission and Event

Keith Norden joined senior leadership of Enterprise Florida, Inc. (EFI) during the September Chicago Consultant mission and event. An organizational dinner kicked off the event, where Team Florida Marketing Partnership investor representatives interfaced with Bill Johnson, Florida Secretary of Commerce and EFI President & CEO, as well as with key members from the Enterprise Florida team.

The next day, participants were placed into four teams which called on numerous Chicago-based site location consultants. Keith's team, lead by John Krug, Enterprise Florida Vice President Business Development, met with key site location consultants at Howard & Howard, Biggins Lacy & Shapiro and Ernst & Young (E&Y). Other teams met with the Chicago offices of Mohr Partners, CBRE, KPMG, DTZ, Cushman & Wakefield, Duff & Phelps, Szatan & Associates, JLL and Grant Thornton.

Later that evening, over 30 site location consultants were entertained at Wrigley Field for a relationship networking event during an exciting game between the Chicago Cubs and the Milwaukee Brewers. The event was hosted by Bill Johnson, Florida Secretary of Commerce and President & CEO of Enterprise Florida, Inc., the senior EFI recruitment team, Keith Norden and other investors of the Team Florida Marketing Partnership.

In addition to the Team Florida mission, Keith arranged additional meetings while in Chicago. He met with Barbra Goering, Senior Vice President with the Miami Corporation, who is Team Volusia's newest Board member, for a tour of the organization's handsome offices in the Wrigley Building followed by lunch. Also, a meeting was held with Cecilia Mowatt, Esq., owner of Chicago-based Strategies In Site, Inc., who is scheduled to be the featured speaker of the 2016 Team Volusia EDC Annual Meeting.

## Aerospace Alliance Summit

Volusia County was proud to be the home of the Aerospace Alliance Spring Summit in April. The event, hosted at Embry-Riddle Aeronautical University, included presentations from aviation and aerospace CEO's and industry leaders across the Southeast region to talk about what is next in the industry. Among presenters were Northrop Grumman's Rick Matthews, Gallup's Jim Clifton, and PricewaterhouseCoopers LLP's Scott Thompson.

## VCARD - FL Real Estate - The Future Looks Bright

Keith Norden and Denise Mott attended the annual VCARD educational program in Ormond Beach this May. The program provided valuable insights about economic issues and real estate trends at national, regional, state, and local levels. Presenters include Vice President and Chief Economist at SunTrust Bank, Gregory Miller, and Volusia County Property Appraiser Morgan Gilreath. Special thanks to the program moderator Nancy Ellen Otte of Century 21 Sundance Realty. Because Florida's population grows by 750 people each day, our area is becoming more and more attractive to developers, investors, and new residents. We continue to gain momentum and strength in our area's economy and real estate markets.

## Team Volusia Highlighted On The Air

In the month of July, Keith Norden was asked to be a guest on several shows to update listeners/viewers on Team Volusia's recent outreach activities. Mr. Norden presented an overview of Team Volusia's participation at the Paris Air Show in Le Bourget, France and the initial results of his scheduled meetings with aerospace/aviation companies. He also spoke about increased lead generation and the current pipeline of projects. Team Volusia was highlighted on shows including Volusia Magazine, Volusia Today and the Mark Bernier Show.

## Central Florida Partnership Board of Directors Meeting "Volusia County Executive Briefing"

During the Central Florida Partnership Board of Directors Meeting, an Executive Briefing on Volusia County was presented. Keith Norden, who is an Ex-officio Board member of the Central Florida Partnership, led the presentation on Team Volusia EDC and highlights of Volusia County. Keith Norden was joined by John Wanamaker, Team Volusia Chair and Partner with Coldwell Banker Commercial AI Group and Robin King, Team Volusia Executive Committee level investor and President of CareerSource Flagler Volusia. In addition, presentations were made by Rick Karl, Volusia County Director of Aviation and Economic Resources, Rodney Cruise, Embry-Riddle Aeronautical University Vice President for Administration, and Joie Chitwood III, President of Daytona International Speedway and Executive Vice President of International Speedway Corporation. Central Florida

Partnership Board of Directors member Dr. Wendy Libby, President of Stetson University, was also there to represent Volusia County. Keith Norden kicked off the Volusia County Executive Briefing by asking Dr. Wendy Libby to share with the entire Board of Directors of the Central Florida Partnership, Stetson University's plans for a cutting-edge Aquatic Center at Lake Beresford. Through the continued generous support of Sandra Stetson, a great-granddaughter of Stetson University's namesake, John B. Stetson, the Aquatic Center will enhance Stetson research at the Institute for Water and Environmental Resilience, which will remain on the Stetson campus. Ms. Stetson's gift of \$6 million makes it possible to build a water research facility and provide a home for the university's women's and men's crew teams. After Keith Norden's brief update on Team Volusia and Volusia County's demographic information, Rick Karl reminded the audience that Jet Blue will begin its non-stop service to the New York area on January 7, 2016. Rodney Cruise of Embry-Riddle Aeronautical University gave an overview of the planned Embry-Riddle Research Park and growth of the university. Mr. Chitwood chose the before and after photos in his presentation to show the amazing progress of construction as well as the overall historical aspect of the speedway.



*Front Row L to R: Joie Chitwood III, Keith Norden, Robin King, John Wanamaker  
Back Row L to R: Rick Karl, Rodney Cruise*

## CareerSource 2nd Annual Regional Business Summit

Matt Chesnut of Team Volusia EDC attended the 2nd Annual Regional Business Summit presented by CareerSource Flagler Volusia, CareerSource Central Florida, and CareerSource Brevard in Orlando on March 29. The Summit focused on human resource legal issues, multigenerational communication in the workplace and a panel discussion on building regional talent incubators. The program offered insights into the region's workforce and an understanding of what resources are needed to help businesses be successful. Speakers at the event included Robin King, President and CEO of CareerSource Flagler Volusia and Team Volusia EDC Executive Committee Member; Jason Meyer, President and CEO of Synergy Billing of Daytona Beach; Cissy Proctor, Chief of Staff of the Florida Department of Economic Opportunity; and Chris Hart IV, President and CEO of CareerSource Florida.

## VMA Manufacturers Showcase

More than 80 exhibitors took part in the Ninth Annual VMA Showcase which was held at the Embry-Riddle Aeronautical University ICI Center on October 1st. With over 1,000 attendees, the showcase hosted a robotics competition featuring teams from area high schools and an art show of works created with machining tools and 3D printers. This annual event highlights manufacturing in Volusia County and is organized by the VMA, the region's number one Manufacturer's Resource. The CEO Business Alliance was a sponsor of the event.



# Targets

## Advanced Manufacturing

- n Transportation Equipment (Aerospace, Aviation, Marine)
- n Computer and Electrical Product Manufacturing
- n Machine Manufacturing
- n Medical Equipment and Supplies
- n Food Manufacturing

## Professional and Business Services

- n Regional Headquarters
- n Customer Service Centers

## Distribution and Warehouse

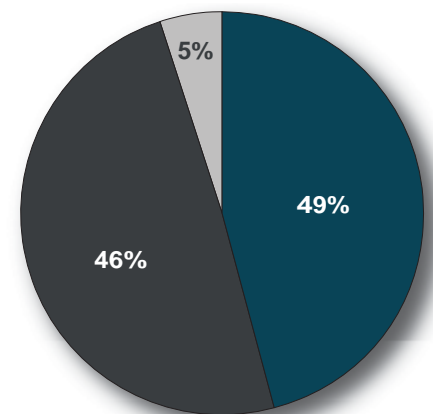
Team Volusia EDC engaged the Site Selection Group of Dallas to perform a review and confirmation of the original target industries currently identified by Team Volusia EDC. The target industries were originally set in the first year of Team Volusia EDC's existence and this was the first review by an outside agency performed on the target industries. The initial target industries were manufacturing, office and regional headquarters, warehouse/distribution/logistic centers, aerospace/aviation and emerging technology.

Site Selection Group, following a review of the existing targets, visited Volusia County to meet with stakeholders in both the public and private sectors. Following their visit, Site Selection Group continued significant data research prior to the refinement and identification of targets.

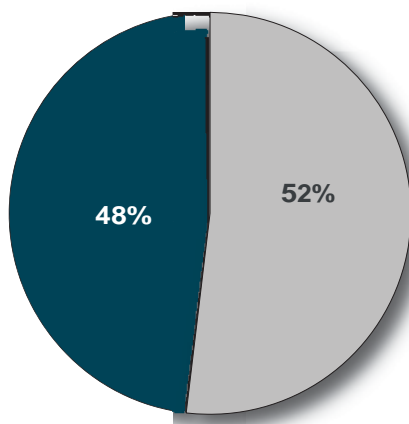
# Financial STATEMENT

## INVESTORS BY TYPE 4th Quarter 2015

PRIVATE.....	46%
PUBLIC .....	49%
HIGHER ED .....	5%



	No. of Orgs.	Funds	% of Total
Private	79	\$458,988	46%
Public	13	\$485,530	49%
Higher Ed	5	\$49,162	5%
<b>TOTAL</b>	<b>97</b>	<b>\$993,680</b>	<b>100%</b>



## STATEMENT OF FINANCIAL POSITION

Net Assets - 4th Quarter 2015

BOARD RESTRICTED .....	52%
UNRESTRICTED .....	48%

Reported as of 12/31/15



## 2016 OFFICERS



**Lisa Ford Williams**  
Chair



**Dwight DuRant**  
Vice Chair



**Dr. Charles Duva**  
Secretary



**John Olivari**  
Treasurer



**John Wanamaker, CCIM**  
Immediate Past Chair



**John Ferguson**  
Legal Counsel

## TEAM VOLUSIA EDC STAFF



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# TEAM VOLUSIA INVESTORS

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## EXECUTIVE

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

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## BOARD

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

# TEAM VOLUSIA INVESTORS

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## PARTNER

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- City of Orange City
- Consolidated-Tomoka Land Company
- Duke Energy
- New Smyrna Chrysler Jeep Dodge/  
New Smyrna Chevrolet
- Raydon Corporation
- Remax Signature
- SunTrust Bank

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## AMBASSADOR

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- AI Group, LLC
- AVCON, Inc.
- Bank of America
- BB&T Bank
- Brent Millikan & Co., P.A.
- Bruce Rossmeyer's Daytona Harley-Davidson
- City of Daytona Beach Shores
- Commercial Construction Inc.
- Daytona Employment/MacData
- Dredging & Marine Consultants, LLC
- Executive Compensation Group
- Foley & Lardner LLP
- Gateway Bank of Florida
- Ghyabi & Associates
- Hilton Daytona Beach Oceanfront Resort
- Home Bridge Financial Services
- Intracoastal Bank
- Lamar Advertising
- Mainstreet Community Bank of Florida
- Michael Jiloty, Marketing & Advertising Consultant
- Merrill Lynch & Co.
- Ormond Beach Chamber of Commerce
- PNC Bank
- Page Insurance Agency
- Randstad, USA
- R.C. Hill Mitsubishi
- Regions Bank
- Space Coast Credit Union
- TD Bank
- The Shores Resort & Spa
- Universal Engineering Sciences
- Volusia Flagler Family YMCA
- Waste Pro
- Wells Fargo Bank, N.A.

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## FRIENDS

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

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



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

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

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

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



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