

EVOLVE

GREATER DAYTONA REGION

BUSINESS AND PROFESSIONAL MAGAZINE

AUGUST 2018

**GROWTH ON
THE RISE! ISSUE**

DIAMONDS IN THE ROUGH: TURNING EYESORES INTO GEMS

*Summit Hospitality Management Group: Abbas
Abdulhussein, Owner/President, Baiji Abdulhussein,
Owner, Efrain Silva, Vice President of Operations,
Junior Abdulhussein, Owner*

CONSOLIDATED TOMOKA: MAKING A DIFFERENCE

DAYTONA STATE NAMES NEW STUDENT CENTER FOR L. GALE LEMERAND

HIGH GROWTH BUSINESSES FROM THE MICAPLEX

A SMART PROJECT COMES TO HOLLY HILL

Hard Rock HOTEL



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DEBBIE CONNORS

TEAM VOLUSIA EDC BOARD OF DIRECTORS,
VOLUSIA COUNTY CHAMBER ALLIANCE



ALLIED BEHIND ECONOMIC DEVELOPMENT

Debra L. Connors is President/CEO of the Port Orange South Daytona Chamber of Commerce. She also has served as a hospital marketing director, the Executive Director of the area American Cancer Society and general manager for Clark Properties. She has a passion for the area as an outstanding place to live and an equally outstanding place to establish or grow a business. Debbie is an active community volunteer, serving on the Board of Directors of the Florida Association of Chamber Professionals, Past President of the Port Orange South Daytona Rotary Club and Port Orange Community Trust, and represents the Volusia County Chamber Alliance on the Team Volusia EDC Board of Directors.

JOE YARBROUGH

CITY MANAGER,
CITY OF SOUTH DAYTONA



CLEAR VIEW FROM THE TOP OF THE HILL

Joe Yarbrough is City Manager of the City of South Daytona and is accredited by the International City/Council Managers Association. After earning his Masters Degree in Public Administration from the University of Tennessee, he began his career in 1976 in Gatlinburg, Tennessee. He is past president of the Florida Managers Association, president of the Volusia Managers Association and has served as a member of the board of directors of the Florida League of Cities. All this contributes to an acute understanding of the complexities of local and regional economic development, explaining why he serves on the Team Volusia Board of Directors.

INVESTOR S



TEAMVOLUSIA

GREATER DAYTONA REGION

ECONOMIC DEVELOPMENT CORPORATION

JOE FORTE

CITY MANAGER,
CITY OF HOLLY HILL



SECOND TOUR OF DUTY

Joe Forte is the city manager of Holly Hill. In fact, he enjoys his responsibilities so much, this is his second tour of duty leading Holly Hill government. He had left for six years to lead neighboring Seminole County government before being recruited to return to Holly Hill. As city manager, Joe is in charge of day-to-day operations, personnel matters, budget development and administration and much more, yet he finds the time to support regional economic development efforts as a member of the Team Volusia Economic Development Corporation.

SARAH F. GURTIS

PRESIDENT AND CEO,
COUNCIL ON AGING



IT TAKES A HEALTHY ECONOMY

Sarah Gurtis is president and CEO of the Council on Aging, an organization of vital importance to area seniors and their families. She landed at COA after having worked with Paul Newman on the creation of Camp Boggy Creek, from its infancy. She has served as General Manager of DAYTONA USA and Director of Sales for Daytona International Speedway and was Senior Vice President of SunTrust Banks for the state of Florida. Sarah knows that it takes a healthy economy for companies and non-profit organizations to succeed. That is why she serves on the Board of Directors of Team Volusia Economic Development Corporation.

SPOTLIGHT

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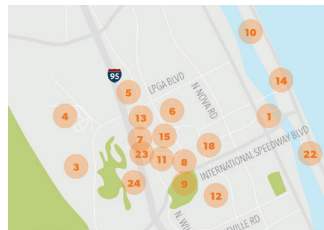
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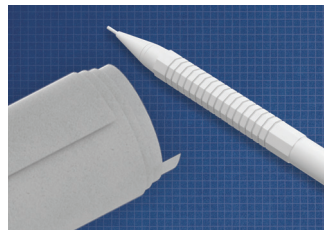
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Daytona Regional

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FROM THE CHAIR & PRESIDENT

As the Chamber works to better communicate the value of our organization beyond the obvious transactional activities like programs, community marketing and events, this issue's theme, *Growth on the Rise!*, helps to articulate the importance of the Chamber's mission to be transformational in advocating for a strong economic and business environment.

As you read through this issue, you will see the work of public and private industry laying a foundation for future success. We clearly understand that not everyone is a fan of growth but we believe that the few examples included in this issue are truly changing the way Daytona Beach and Volusia County is seen through the eyes of investors, new industry and developers.

The Chamber has played varying roles in much of what is featured in this issue. Advocating to move these projects through important development phases, meeting with and hosting prospective business owners, assisting with groundbreaking and community welcome celebrations and most importantly convening the right organizations and individuals to support the needs of attracting, retaining and expanding business and industry. We are consistently a leading partner in our region's economic future.

We have tremendous respect for our hospitality industry and realize their importance as an economic engine. We also believe that attracting and improving our inventory of higher-end accommodations signals that now is the time to invest and be a part of rebranding our area to visitors and potential businesses.

In addition to respecting our culture and draw for tourism, we need to continue to work on attracting higher paying jobs and diversifying our industry. The work of higher education and the investment they are making in training future employees, bringing innovative companies to our area and expanding their footprint is an important part of economic development.

As you read through the issue we hope you will have the same take away we have had in putting this together. The projects highlighted in this edition all have something in common; they are led by visionaries who can see beyond the obstacles and who believe in our future as a premiere destination for business, visitors and our residents.



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 Daytona Regional Chamber of Commerce
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 Daytona Regional Chamber of Commerce

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Tues

****Regional Business Connections "North" Group — Ormond Beach Family YMCA**
8:00am - 9:00am
500 Sterthause Dr., Ormond Beach

***Regional Business Connections "South" Group — Houligan's**
11:45am - 1:00pm
1396 Dunlawton Ave., Port Orange

Wed

***Regional Business Connections Group — Daytona Regional Chamber Board Room**
12:00pm - 1:00pm
126 E. Orange Ave., Daytona Beach

Thur

*****Regional Business Connections Group — Daytona Regional Chamber of Commerce Board Room**
12:00pm - 1:00pm
126 E. Orange Ave., Daytona Beach

Fri

***Regional Business Connections "Southwest" Group - Sugar Mill Country Club**
11:45am - 1:00pm
150 Clubhouse Cir., New Smyrna Beach

KEY

* RSVP to Jami at 386.523.3680 or
Jami@daytonachamber.com

** RSVP to Ken at 386.523.3675 or
Ken@daytonachamber.com

*** RSVP to Nichole at 386.523.3677 or
Nichole@daytonachamber.com



Visit the Daytona Regional Chamber website at DaytonaChamber.com for more information and registration options for these events.

CALENDAR Aug

21 Tues

**** Business After Hours — LPGA International Golf Course**
5:30pm–7:30pm | Cost is \$10 for chamber members with 24-hr advanced RSVP, \$15 day of event, and \$35 for non-members.
1000 Champions Dr., Daytona Beach

24 Fri

**** Nonprofit Roundtable — Daytona Regional Chamber of Commerce**
8:00am–9:30am | Cost is free to nonprofit chamber members.
126 E. Orange Ave., Daytona Beach

Sept

13 Thur

**** Eggs & Issues — LPGA International Congressional District 6 Candidates Forum**
7:30am–9:00am | Cost is \$15 for chamber members with 24-hour advanced RSVP, \$20 day of event, and \$30 for non-members. Sponsored by UCF Daytona Beach, The Daytona Beach News-Journal, and Charter Spectrum. 1000 Champions Drive, Daytona Beach

18 Tues

**** Business After Hours — Rice Law Firm**
5:30pm–7:30pm | Cost is \$10 for chamber members with 24-hr advanced RSVP, \$15 day of event, and \$35 for non-members
222 Seabreeze Blvd., Daytona Beach

21 Fri

**** Business Links Chamber Golf Tournament — Hammock Beach Resort Ocean Course**
8:30am–2:00pm | On the newly restored Ocean Course. Presented by Brown & Brown 200 Ocean Crest Dr., Palm Coast

28 Fri

**** Nonprofit Roundtable — Daytona Regional Chamber of Commerce**
8:00am–9:30am | Cost is free to nonprofit chamber members.
126 E. Orange Ave., Daytona Beach

**Oct
9 Tues**

**** HobNob — Ocean Center**
4:00pm–7:00pm | Cost is \$20 for early bird registration, \$30 from 10/1 to event date. Sponsored by Charter Spectrum, Cobb Cole, and Daytona Beach News-Journal. Additional sponsorship available.
101 N. Atlantic Av., Daytona Beach

11 Thur

**** Eggs & Issues — LPGA International**
7:30am–9:00am | Cost is \$15 for chamber members with 24-hour advanced RSVP, \$20 day of event, and \$30 for non-members. Sponsored by UCF Daytona Beach, The Daytona Beach News-Journal, and Charter Spectrum. 1000 Champions Drive, Daytona Beach

16 Tues

**** Chamber RocktoberShip — Hard Rock Hotel-Daytona Beach**
4:00pm–5:00pm | The perfect time to join the Daytona Regional Chamber as we offer great value and incentives for this annual drive. Free with new membership. RSVP required.
918 N. Atlantic Av., Daytona Beach

16 Tues

**** Business After Hours — Hard Rock Hotel — Daytona Beach**
5:30pm–7:30pm | Cost is \$10 for chamber members with 24-hr advanced RSVP, \$15 day of event, and \$35 for non-members.
918 N. Atlantic Ave., Daytona Beach

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FROM THE PUBLISHER

Volusia County and the Daytona Beach Region are enjoying explosive growth not seen in a long time. We wanted to highlight this growth and shine a spotlight on some examples and a couple of engines. Our cover story, "Diamonds in the Rough: Turning Eyesores Into Gems", is about Summit Hospitality and their launch of the Daytona Beach Hard Rock Hotel. An iconic brand, Hard Rock is not only a welcome addition to the oceanfront but it will also be a magnet for additional investments in our beach communities. But the real story is how the Summit team took the former Desert Inn and transformed it into a "Gem."

John Albright and Consolidated Tomoka have clearly been an engine of growth for the Region and made a real difference. The article on page 16 tells that story. The L. Gayle Lemerand Student Center being built will likely become an iconic structure adding to the other recent investments on International Speedway Blvd. Team Volusia's Chair Dwight DuRant authors our Road Ahead article in this issue. I agree with his statement "Team Volusia is doing its part to fuel the local economy..."

We hope this "Growth On The Rise!" issue instills a sense of pride and accomplishment for what has occurred so far in our community and confidence that we collectively have the ability to maintain our momentum if we continue to work together and support those who are leading the charge.

As a separate note, John Guthrie has agreed to assume the role of Editor beginning with the work that has started to publish our November issue, The Future of Tourism. He has served for the past two years as the Chair of the *EVOLVE* Editorial Advisory Committee. John has a vision for and commitment to the success of *EVOLVE* that is evident and appreciated by us all.



Howard M. Holley

HOWARD M. HOLLEY
Publisher, *EVOLVE*

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COVER STORY

Diamonds in the Rough: TURNING EYESORES INTO GEMS

How Summit Hospitality Management Group Goes Above and Beyond.

by **Susan Keaveney**

It's all about potential." That's what President & CEO Abbas Abdulhussein will tell you about Summit Hospitality Management Group (Summit) and its steady growth in the hospitality industry, most of which is taking place right here in Volusia County.

"Where some people see an eyesore, we see potential," explains Abbas. Having transformed six distressed properties into award-winning hotels and resorts, with two more in the works, Summit's

success doesn't come just from a keen investment strategy; it comes from a relentless pursuit of excellence. It's part of the company's "Above and Beyond" mission to build enduring relationships with guests, team members and the community.

Finding success in the tech industries in the early 1990s, Abbas moved to Florida in 1997 to start a computer distribution company with his brother Mohamedtaki. In 2000, Abbas traveled back to Australia to launch an internet-based communication and banking



company before selling his shares and returning to the Central Florida area. While Abbas and Mohamedtaki's sister Musarrat ran the stateside computer business, the two focused their efforts on commercial and residential real estate development.

In November 2007, the family purchased the Inn on the Beach hotel (1615 S Atlantic Ave., Daytona Beach) at a court auction, and Summit Hospitality Management Group was formed. The property received a top-to-bottom renovation, was reflagged as a Holiday Inn Resort and has received many industry awards since opening in 2011.

Following what proved to be a winning formula, Summit has since purchased and converted several local properties, including the Royal Beach (now an EconoLodge), the Daytona Ocean Sands (Hampton Inn) and the Acapulco Resort, which is now Delta by Marriott, only the second Delta in the United States, boasting Marriott's newest upscale, full-service brand. This

growing collection of properties has earned numerous industry awards – Best of the Best, Renovation of the Year, Best Newcomer of the Year, Quality Excellence, Trip Advisor Top Hotel and Spirit of Care to name just a few.

According to Abbas, "We have always seen the potential in this destination. We hope bringing world-renown brands (Hard Rock) and new-to-market brands (Delta) will help drive awareness among leisure travelers and generate growth in new markets for Daytona."

As Summit's focus has always been to look for the "diamond in the rough," each of the properties they've worked on were distressed with multiple violations, which Summit has turned around into top performers. The shining star in Summit's

impressive portfolio, however, is the recently opened four-star Hard Rock Hotel Daytona Beach, which has erased every trace of the infamous Desert Inn Daytona – once rated the second dirtiest hotel in the United States by TripAdvisor – to become a beacon of change along Daytona's Atlantic shoreline. With initial plans to reflag the property as a Westin, Summit instead seized an opportunity to bring the globally recognized Hard Rock brand to Daytona Beach. Under the careful oversight of Abbas, Junior, Baiji and Efrain, construction began on an extensive multi-million

renovation, with stylish interior furnishings and accents hand-selected by Baiji and Fursiya (a family friend who helped design the other Summit properties) and an executive team assembled by Vice President of



| Guitar Smash - Hard Rock Hotel Daytona Beach

Operations, Efrain Silva.

"We wanted this hotel to be a statement for Daytona Beach," said Abbas. "We recognized this as an opportunity to create something very special for our community and be a catalyst to shift the tide for the area."

Opened on March 1, the new 200-room Hard Rock Hotel Daytona Beach features panoramic ocean views, mid-century modern design, legendary amenities and stylish luxury, putting the hotel at center stage as the destination's newest beachfront hotel and the fourth Hard Rock Hotel in Florida. Adorned with priceless music memorabilia throughout, the music-inspired hotel has introduced Hard Rock's iconic vibe and energetic beat to Daytona, bringing along brand-exclusive amenities and offerings for locals and visitors alike to enjoy.

”

*Where some people see an eyesore,
we see potential ...*



| Promenade Lounge

According to Abbas, each of the hotel's guest rooms and suites radiates a contemporary style ranging from deluxe to Rock Royalty® options, including Hard Rock's signature The Sound of Your Stay™ music amenity program allowing guests to set the mood with complimentary vinyl records or jam out on a Fender guitar in the privacy of their own room. The hotel also features the signature Sessions restaurant, third-floor Wave Terrace for cocktails and live music, and Constant Grind offering hot and cold drinks, quick bites and more in a café setting. The full-service Rock Spa® & Salon, Body Rock® Fitness Center, Hard Rock Roxity Youth Club™ and Rock Shop® complete the overall resort experience. Hard Rock Hotel Daytona Beach also adds to the area's appeal as a meeting destination, with 20,000 square feet of adaptable space ranging from elegant to edgy. Indoors, the hotel's event space can accommodate up to 590 guests, while an expansive oceanfront terrace and private courtyard provide endless outdoor opportunities for special events and meetings.

"Summit is committed to providing exceptional environments for our employees, guests and neighbors to enjoy," said Abbas. "We will continue to identify 'potentials' and to grow in a thoughtful way that's beneficial and meaningful to the community."

A privately held company with headquarters right here in

Daytona Beach, Summit Hospitality Management Group has invested more than \$100 million in local redevelopment, which does not include projects still on the books. In addition to investing locally, the company also hires locally whenever possible. For the Hard Rock project alone, more than 200 tradesmen and contractors and 100-plus professional service outlets – almost exclusively from Volusia County – were employed by Summit. To date, Summit has redeveloped more than 900 guest rooms within Volusia County. The



| Kid's Pool



IHG, Hilton Hotels Corporation, Marriott, Choice and Hard Rock International. Current construction projects include a new build at the St. Augustine Marina for a four-star resort and the recently acquired La Playa Hotel & Resort in Daytona Beach, which is also being converted into an upscale property. Another top-to-bottom renovation, the La Playa is expected to enter the market in 2020 with the third largest pool deck in Daytona Beach. The second project for Summit in St. Augustine, will be Summit's first new build. It will be a multi-use development including two hotels a marina and more along 10 waterfront acres in the Lincoln Village area near San Sabastian Winery.

company currently employs more than 300 amazing rock stars and has even introduced new roles into the hospitality industry with the Vibe Manager and Hotel DJ positions at Hard Rock Hotel Daytona Beach.

With more than 30 years of experience, the company has owned and operated hotels with franchise agreements with



Susan Keaveney is the Director of Marketing for Hard Rock Hotel Daytona Beach. Prior to joining Summit Hospitality in 2017, she was the Director of Marketing at The Shores Resort & Spa. Ms. Keaveney is a graduate of Florida State University.

ROBIN KING

CEO, CAREERSOURCE FLAGLER VOLUSIA



THINGS ARE LOOKING UP AS UNEMPLOYMENT GOES DOWN

As recently as 2010, unemployment in Volusia County exceeded 12%. In Flagler County, the rate was more than 15%. But now rate in both counties is well south of 5%. In fact, so significant have gains in employment been, that CareerSource Flagler Volusia trimmed its own staff since its funding is tied to unemployment. CareerSource CEO Robin King explains that services remain intact as people continue to change from job to job, the underemployed find better positions, and the needs of local companies evolve. It's all part of the economic development eco-system, she explains, and she is eager for her organization to contribute to the community's success. She is also committed to the community's success through her role as a Board Level investor in Team Volusia EDC. She understands the importance of recruiting new companies to the area, and helping local companies grow.



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INVESTOR SPOTLIGHT

CONSOLIDATED TOMOKA: *Making A* **DIFFERENCE**

by **Erika Redding**

Consolidated-Tomoka Land Co. has long been a staple of Daytona Beach. With a storied history of land ownership dating back more than 100 years, the company's land holdings included 25 percent of the Daytona Beach acreage until just a few years ago. But as Volusia County and Daytona Beach continue to experience tremendous progress and economic growth, CTO's significant land ownership presence may be coming to an end—while an increase in population, jobs and business development is just beginning.

Tanger Outlets, Daytona Beach, FL
Photo credit: Consolidated-Tomoka Land Co.



| ICI-Mosaic Development

CTO's new direction is changing the future of Daytona Beach. As of June 2018, the company has approximately 77 percent of its remaining land holdings of approximately 5,600 acres under contract to sell to various buyers. These buyers, who are mostly developers, will become investors in Daytona Beach and Volusia

County—and therefore, a significant part of the area's growth story. CTO estimates the majority of transactions under contract will close in the next few years, which will lead to a healthy increase in new single family and multi-family residential housing options, new shopping and dining venues, and new career opportunities with growing businesses like Brown & Brown, TopBuild, Teledyne Technologies, B. Braun and Costa Del Mar. These new developments are critical in positioning Daytona Beach to attract and retain families, as well as prospective employers and employees.

Since 2012, soon after John Albright took the helm as President and CEO of CTO, the company has sold around 2,685 acres of land that has either been developed or is slated for future development. These buyers will likely have invested more than \$1.5 billion in developments, including the completion of the 630,000-square-foot Trader Joe's distribution center; the 350,000-square-foot Tanger Outlets;



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the 400,000-square-foot distribution center for B. Braun; the 400,000-square-foot retail power center under construction from North American Development Group; the 260-unit apartment complex built by Integra; two new auto dealerships; the first Buc-ee's convenience store to open outside of Texas; and the 1,200-unit Mosaic residential community. Also recently under development is the 3,400-unit Latitude Margaritaville residential community, which sold more 300 homes in its first five months alone, and was recently named the most popular active adult community in the U.S. by 55Places.com.

These developments represent not only billions of dollars in capital investment but also thousands of new jobs and residents. The developments already completed on land sold by CTO since 2012 have created an estimated 3,500 jobs, which is approximately 200 basis points of the unemployment in Volusia County. New employment opportunities such as those from these

new developments have been shown to smooth the "boom bust" cycles of the area's economy, which had been traditionally more reliant on tourism. In addition to the increase in jobs, this new development creates increased property tax revenue for the local government. And with an increased real estate tax base of more than \$1 billion, the additional dollars could help shore up the sometimes-stretched municipal finances.

With new development comes new residents. For the first time in decades, officials in Daytona Beach are anticipating a population growth, with the Latitude Margaritaville and Mosaic developments alone expected to grow the city's population by more than 10 percent. Because the Latitude Margaritaville community is designed for those 55 and older, they generally don't add to the costs of government services like the local school system. Many of these residents have disposable income and an interest in enjoying the amenities of the local area, including



Sands Parc by Integra
Photo credit: Consolidated-Tomoka Land Co.



| B. Braun Exterior

the beaches, speedway, golf options, and even the universities. However, this growth does not come without concerns—particularly about traffic congestion. Developers argue they are paying their share of funds to enhance the current roadways and that it is now up to the county to fulfill road construction needs. Indeed, developers have been required to fund future road construction work before starting their respective developments, and CTO alone has constructed more than \$15 million worth of roads for the city and county over the years.

The hard work and progress in monetizing the CTO's land and reinvesting the proceeds into income-producing assets is evident in CTO's results for 2017. The company considered 2017 an exceptional year in its long history, noting record earnings, a growth in book value per share by 27 percent; a total shareholder return for the year of more than 19 percent; and a rise in their dividend by 50 percent on an annualized basis. In his annual letter to shareholders for 2017, Albright expressed his excitement in the growth of Daytona Beach and CTO's contribution to that growth.

"We believe that Daytona Beach is witnessing a true renaissance of a small beach town, and as ambassadors for this community, we enjoy meeting people and telling this story, over and over again, because it is truly a great story," he wrote. 🌊



Erika Redding is a writer and editor with more than 20 years of published writing experience. She began her career as a staff reporter for a small, weekly newspaper and has spent the last 10 years as a freelance writer and editor for newspapers, magazines and not-for-profit organizations.

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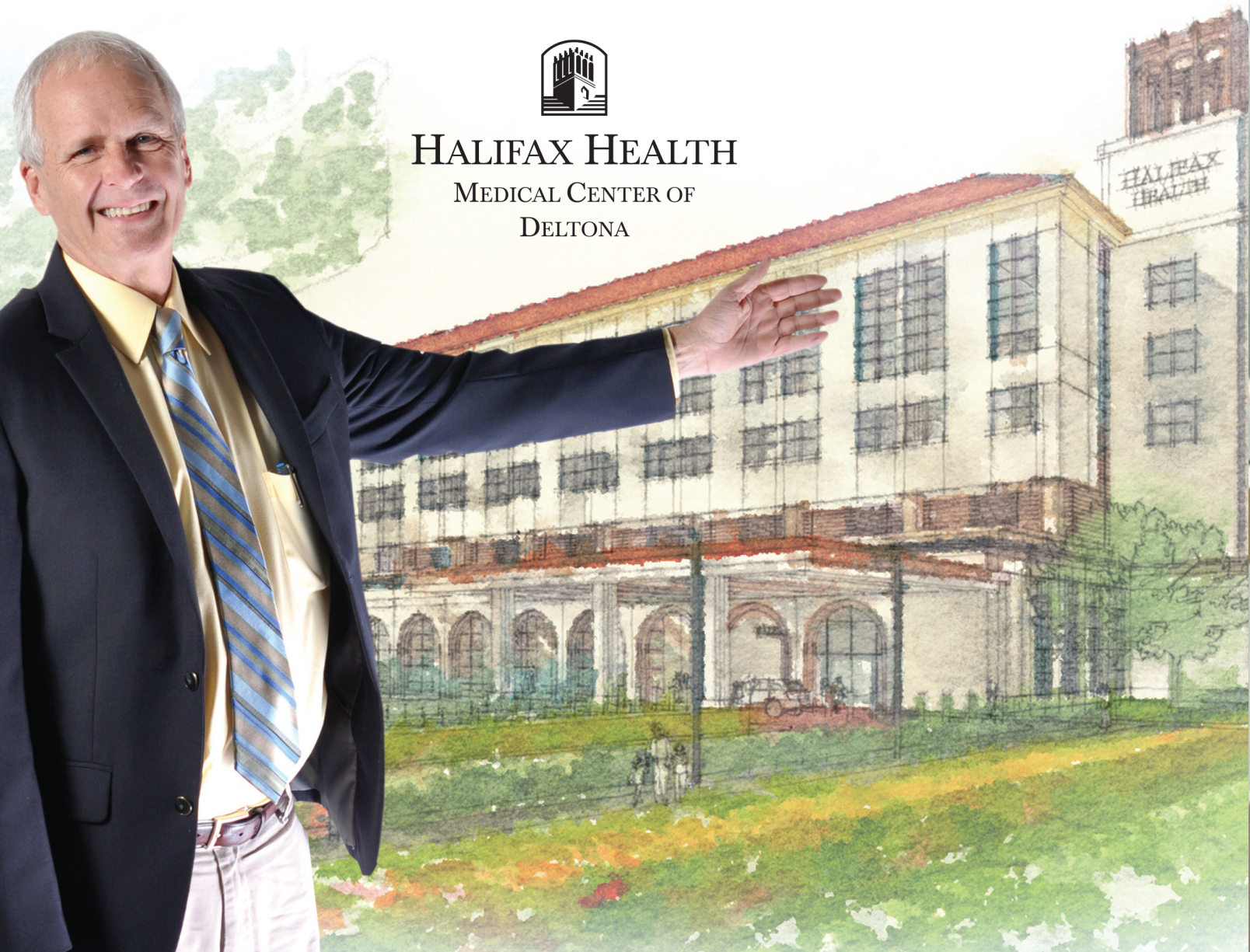
- 
- 1 Brown & Brown Expansion**
Announced Sept. 2017
150,000-200,000 sq ft; 550 jobs
- 2 Security 1st HQ Expansion**
Announced 2018
100,000 sq ft HQ
- 3 Mosaic**
Grand Opening April 2018
1,200 homes
- 4 Latitude Margaritaville**
Grand Opening Nov 2017
1,700 acres; 3,400 homes
- 5 Buc-ee's**
Announced Jan. 2018
34.9 acres, \$33m development with 205 jobs
- 6 B. Braun**
Announced April 2017
400,000 sq ft distribution center
200,000 sq ft manufacturing facility (2016)
- 7 Tanger Outlets**
Opened Nov 2016
114 acres; 350,000 sq ft of retail
- 8 One Daytona**
Opened in 2017
1.1m sf mixed-use development
- 9 Daytona Rising at Daytona International Speedway**
Opened in 2017
\$400 million modernization
- 10 Hard Rock Hotel**
Grand Opening May 2018
- 11 TopBuild Headquarters**
Grand Opening Mar 2017
66,820 sq ft corporate headquarters of publicly-traded company
- 12 JetBlue Comes to Daytona Beach International Airport**
Announced Jan 2017
Direct flights from DAB to New York
- 13 Tomoka Town Center/NADG**
Mixed-Use retail development
170 acres
- 14 Daytona Beach Convention Hotel/Condo**
Announced 2017
1.1m sq ft, \$192m project
- 15 New Costa HQ**
50,000 sq ft expansion
- 16 DaVita Labs Expansion**
Announced 2018
160,000 sq ft Laboratory Expansion; 400 Jobs
- 17 Boston Whaler**
Announced 2018
273,000sf Addition; 350 New Jobs
- 18 Teletech**
Announced 2017
900 jobs, 74,000 sq ft facility
- 19 Dougherty Manufacturing**
Announced 2017
HQ and Manufacturing Expansion; 120 jobs
- 20 Orange City Racing and Card Club**
28,000 sq ft
Entertainment Venue
- 21 Florida Hospital Fish Memorial**
Announced 2018
180,000 sq ft Hospital Expansion in Orange City
- 22 Landshark & Cocina 214**
Opened January 2018
Approx. 6,000 sq ft Restaurants
- 23 Teledyne**
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Oil & Gas Technology Development Center
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100,000 sq ft
- 24 CarMax**
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Auto Superstore
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Chairman, Board of Commissioners
Halifax Health



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A portrait of Eric Peburn, a middle-aged man with short brown hair, wearing a dark pinstripe suit, white shirt, and a blue and yellow striped tie. He is smiling slightly and standing in front of a large window with a view of a city and water.

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Eric Peburn
Executive Vice President & Chief Financial Officer
Halifax Health

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A Smart COMES TO HO

When Jayson Meyer first envisioned a corporate campus for his company, Synergy Billing, he imagined the campus as a thriving place where his team members could work, play and live.

That vision is taking form today in Holly Hill, a small community bordering on Daytona Beach. There, Meyer is creating a 25-acre corporate campus, The Fountainhead at Holly Hill, in a part of the city designated as a Community Redevelopment Area. When completed, the project is expected to reflect a \$25 million investment in the community.

for \$60,000 per acre, with the intent to influence the use of the property. There were no serious proposals until Meyer stepped forward in 2015 to offer the city the same price per acre for which they had purchased the land and buildings. Since then, Meyer and the city of Holly Hill have worked to finalize their agreement and plans for the project, with the city providing some incentives.

First, about that name. A fountainhead is the wellspring from which a river flows. Meyer envisions the campus to be the wellspring from which jobs, education and prosperity flow into Holly Hill and the surrounding community.

The Fountainhead at Holly Hill is hailed as a particularly robust example of smart growth, and there are several characteristics of the project that reinforce that view. One need only turn to Smart Growth America to see that this development adheres to many of the principles that seek to “improve everyday life for people through better development.” These are the principles that are guiding the development team. In fact, this is among the reasons that the Florida Department of Economic Opportunity granted Synergy Billing the opportunity to receive over \$1 million in tax incentives, including a \$213,000 match from Volusia County.

A Mixed-Use Development

A Smart Growth development encourages building homes, employment centers, schools, green space and other amenities near each other. This is in lieu of spreading residential communities, employment and shopping amenities in sprawling sites that are not closely located to each other, necessitating further travel.

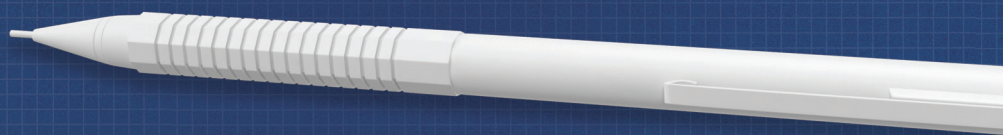
Jayson Meyer reviews plans for The Fountainhead

When Volusia County Schools closed Holly Hill Middle School in 2012, it had never been on the tax rolls of the city or county. Under a previous city administration, Holly Hill purchased the land and two existing buildings



Project HOLLY HILL

by Jeannette Duerr



Building within an existing neighborhood can attract more people to the jobs, homes and businesses already there, while also making the most of public investments in things like water and sewer lines, roads and emergency services.

The plans for The Fountainhead at Holly Hill include the headquarters for Synergy Billing. In addition, the campus will contain the Synergy Career Academy, daycare, dining and fitness facilities, a community health center and 88 units of workforce housing. The site is located on or near public transportation in an urban neighborhood that is facing economic challenges.

The Fountainhead at Holly Hill will ultimately include office space, not only for Synergy Billing's headquarters and the Synergy Career Academy, but also for other businesses that wish to locate there.

Making Use of Compact Design

One of the most important principles of smart design is to make good use of land that has already been developed, a strategy known as compact design. As Smart Growth America

says, "Building within an existing neighborhood can attract more people to the jobs, homes and businesses already there, while also making the most of public investments in things like water and sewer lines, roads and emergency services."

The location of The Fountainhead at Holly Hill in the heart of an urban neighborhood fits this description perfectly. This type of infill development on an underutilized piece of land will take maximum advantage of the services and infrastructure already in place. It is expected to draw even more investment into the community.

Create a range of housing opportunities and choices

Smart Growth America notes that diversifying housing options within existing neighborhoods can give everyone more

choices about where to live.

The housing crisis across America, and in the Daytona Beach area, is well-documented. Including workforce housing in the plan for The Fountainhead is a key component of the development.

This type of housing was first developed in Aspen, Colo., where housing is exceptionally expensive and much land is federally controlled. The first responders, nurses and teachers whose services are needed by the residents and tourists were not able to afford housing in the town. Some hospitality and retail workers were forced to sleep in their cars.

Workforce housing provides an alternative. Workers are able to rent housing based on a percentage of their wages.

Meyer is working with an experienced developer of workforce housing to bring this housing concept to Holly Hill. The apartment homes will be available to both Synergy Billing employees and other members of the community.

Foster distinctive, attractive communities with a strong sense of place

The Fountainhead at Holly Hill will be a unique and interesting place that preserves the sense of community surrounding the project. It will include fitness trails, water features and public art to distinguish it from its neighbors, while welcoming all onto the site. The energy will attract new residents to the community and encourage current property owners to invest in the repairs and maintenance of their homes and businesses.

Direct development toward existing communities and make development decisions predictable, fair and cost-effective.

As Smart Growth America points out: "Developing within existing communities – rather than building on previously undeveloped land – makes the most of the investments we've already made in roads, bridges, water pipes and other



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infrastructure, while strengthening local bases and protecting open space. Regulations, zoning and other public policies sometimes make this approach unnecessarily difficult for developers, however. Local leaders can and should change policy, when necessary, to encourage development within existing neighborhoods.”

The advocacy group adds: “Developers play a crucial role in how towns and cities are built. Many developers want to build walkable, urban places, but are thwarted by restrictive regulations or complicated approval processes. Municipalities interested in encouraging smart growth development can and should examine their regulations and streamline the project permitting and approval process so that development decisions are more timely, cost-effective and predictable for developers. By creating a supportive environment for development of innovative, pedestrian-oriented, mixed-use projects, government can provide smart-growth leadership for the private sector.”

This has certainly been the case for The Fountainhead at Holly Hill. The site is perfectly situated to demonstrate this principle, and the experience of working with the city of Holly Hill and

Volusia County has been instructive for all parties. Meyer says he has learned more in the last three years than he expected and it’s possible that’s true for public officials and staff, as well. What has been clear is that all parties are committed to seeing the project become reality.

Meyer has purchased the first parcel of land. Work to renovate the existing buildings has begun. Neighbors have already commented on the improvement in the appearance of the old buildings.

“It’s been an interesting and exciting process,” says Meyer. “Most of all, it is gratifying to see my vision growing in Holly Hill.”



Jeannette Duerr, APR, is Vice President of Synergy Billing. She has been building relationships for health care and economic development organizations for more than three decades. Jeannette is the President of the Holly Hill Chamber of Commerce and also of the Volusia Flagler of the Florida Public Relations Association.

A photograph of a family of four enjoying a resort pool. A man and a woman are sitting in the shallow end, holding hands with two young children. They are all wearing swimwear and hats. The background shows lounge chairs and palm trees.

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ECONOMIC DEVELOPMENT IN VOLUSIA COUNTY

by **Dwight DuRant, PE**
*Chairman, Team Volusia Economic
Development Corporation*

The pace of business increases exponentially year over year. But in the economic development arena, things seem to happen in the blink of an eye. That means that economic development professionals must leverage every marketing discipline and every outreach initiative to remain competitive.

The executive staff of Team Volusia Economic Development Corporation is keenly aware of this and already is taking steps to ensure it remains a contender for new and expanding companies well into the future. To do anything less would amount to hollow victories.

Amy Liu of the Washington, D.C.-based Brookings Institution, echoed that sentiment in an address to the International Economic Development Council. She said, "Success in economic development in the future calls for putting a regional economy on a trajectory of higher growth that increases the productivity of firms

and workers and raises standards of living for all, thus achieving deep prosperity – growth that is robust, shared, and enduring."

Team Volusia EDC is doing its part to fuel the local economy by implementing three strategies that will help the organization achieve success in the future.

First, Team Volusia EDC practices aggressive outreach, putting the organization's president & CEO Keith Norden and his team in dozens of key forums across the nation and around the world every year. Technology makes it easy and affordable to extract valuable information from various forums, trade shows and sales missions without having to travel to them. However, getting that information in person and interacting with key players one-on-one is priceless and often results in Volusia County being considered for projects. High-touch has a bigger and bigger impact in today's high tech world.

Second, Team Volusia EDC is sharpening its marketing focus on the aviation and aerospace industry. The organization plays a key supporting role in pursuing this marketing segment, working closely with the Volusia County Economic Development Division, which takes the lead on pursuing aviation and aerospace leads. Our geography alone is a strategic advantage to aviation and



**THE
ROAD
AHEAD**

aerospace companies. Being so close to the Space Coast, and at the threshold of Florida's High Tech Corridor, make Volusia County a prime location for aviation and aerospace enterprises. Add Daytona Beach International Airport to the mix and the case for Volusia County becomes compelling.

The third mandate for future success includes collaboration with universities that have long resumes of interaction and partnership with aviation and aerospace companies. Embry-Riddle Aeronautical University in Daytona Beach, Florida International University in Melbourne, and the University of Central Florida in Orlando all have strong aviation and aerospace partnerships, which means they are in frequent contact with many companies and organizations that may want to establish a Central Florida presence for research, development, flight ops or manufacturing. In that instance, we have a great story to share with them.

Team Volusia EDC also collaborates frequently with other area colleges and universities such as Daytona State College, Bethune-Cookman University, Keiser University and Stetson University, Keiser University and others.

While outreach, aviation and aerospace marketing, and collaboration with colleges and universities will help Volusia County remain competitive as the future approaches at warp-speed, other disciplines must not be ignored. The Organization for Economic Cooperation and Development (OECD), which

promotes policies that improve the economic and social well-being of people around the world, calls for economic development organizations to invest in technology and digital infrastructure. This is essential. Oftentimes, Team Volusia's digital footprint can pre-qualify – or pre-disqualify – our community, depending on what a site selector or prospective company is looking for. That is why we are attentive to our online presence. The organization continually upgrades its website and has an active presence on professionally oriented social media. Team Volusia also participates in webinars and other digital offerings and mines data relative to every prospect as well as that prospect's industry.

In short, the road ahead is paved with today's vision of tomorrow's challenges. What we do in the present is an investment in the success we want to achieve in the future. 🌅



Dwight DuRant, P.E., is president of Zev Cohen & Associates, Inc. As such, he oversees the firm's interdisciplinary civil engineering, environmental and urban planning functions. He and his team create real communities, pedestrian-oriented neighborhoods and inviting streetscapes. Dwight also is active in community service, serving as Chairman of Team Volusia Economic Development Corporation.

NICK STICKLER

PRESIDENT, BOSTON WHALER



THE UNSINKABLE LEGEND GROWS

Boston Whaler's parent company, Brunswick Corporation, appointed Nick Stickler president of the venerable manufacturer of legendary "unsinkable" boats in 2016. Since that time, the company has grown significantly, as illustrated earlier this year when the company broke ground on a \$42 million expansion at its Edgewater plant. That ceremony followed – by just a few years – a 58,000 square foot expansion in 2015, which brought the Boston Whaler manufacturing footprint to 364,000 square feet. In celebrating the latest milestone, Stickler cited the dedication of company employees, suppliers and dealers as contributing to the expansion needs. Locally, Boston Whaler supports economic development through its Board Level investment in Team Volusia Economic Development Corporation.



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INVESTOR SPOTLIGHT

DAYTONA STATE

names new student center for

L. GALE LEMERAND

by **Harry Russo**

Sofia Rivas looks across the 84,000-square-foot expanse of Daytona State College's new student center under construction on its main campus. The former student government president and class of 2018 alumna is filled with a combination of pride and gratitude for having been able to play a part in the design and construction of the \$32 million facility slated for completion next spring.

"This is a building where student life will be front and center," she notes. "It will be inviting to all students to participate in social activities and quiet study if they so choose, and will

help foster campus pride. Many student groups participated in brainstorming sessions with the architects, and we are very pleased that they took our ideas into account when designing the building."

During a May 31 ceremony, DSC named the facility in honor of benefactor and former trustee L. Gale Lemerand, marking a formal recognition of Mr. Lemerand's longtime support of the college and its students, including a most recent gift of \$2 million to the Daytona State College Foundation. The gift brings the total to more than \$3 million donated to DSC by the prolific

”

The L. Gale Lemerand Student Center will embody a design and function for modern-era higher education that will focus on student engagement.





DSC celebrated the naming of its new L. Gale Lemerand Student center, currently under construction, during a May 31 special event. From left are class of 2018 alumna and past Student Government Association President Sofia Rivas, DSC District Board of Trustees Chair Forough Hosseini, Mr. Lemerand, DSC Foundation Board President Bobby Thigpen and DSC President Tom LoBasso.

entrepreneur over the years in support of student scholarships and campus growth initiatives, making Mr. Lemerand the college's most generous living benefactor.

"The entire college community is deeply proud and honored to name this new student center for Mr. Gale Lemerand, whose

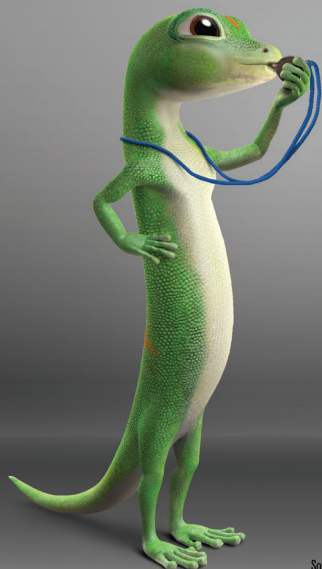
longtime support of Daytona State already is leaving a legacy that will live on for generations and continue to serve countless students," said DSC President Tom LoBasso.

The L. Gale Lemerand Student Center will embody a design and function for modern-era higher education that will focus on student engagement. It will facilitate a paradigm shift in teaching and learning for the 21st century, and will become the focal point of the campus, commanding an impressive presence along International Speedway

Boulevard. A sweeping three-story

coquina stone structure, complete with bronze solar window screens and a 30-foot gateway, will greet visitors. From under a cantilevered east wing, guests and patrons will have views of an outdoor dining area that ties into the campus courtyard and clock tower.

The building will house DSC's library and writing center. Another section will host Career Services, a one-stop resource for career planning and job placement. In addition to these academic



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| L. Gale Lemerand Student center rendering

and student support services, the building also will house a study commons, state-of-the-art classrooms, conference rooms and a large events center.

The facility will serve as a hub for the DSC student life experience, a place to gravitate with friends, to relax and socialize, with offices for student clubs, a game room, a cafeteria and a coffee lounge.

"This will be a place where students can interact with their peers, faculty and college staff, and access the resources and guidance they need to stay on track," noted District Board of Trustees Chair Forough Hosseini. "We know that students who are engaged in college life are more likely to achieve academic success and complete their degrees. This facility is being built with this in mind."

Trustee Hosseini noted that the generosity of people like Mr. Lemerand helps lawmakers take notice when DSC advocates for state capital funding. "Knowing that our community's leaders are serious about being partners in education, helping us achieve the kind of excellence in teaching and learning what our students expect, goes a long way in Tallahassee," she said.

The new student center is but one of the growth initiatives taking place at the 61-year-old institution, which has evolved to become Volusia and Flagler counties' primary source for higher education and workforce training. Others being implemented or in the pipeline include:

- ▶ A new hospitality concentration to the Bachelor of Applied Science in Supervision and Management program. The program is specifically tailored to prepare graduates for

management positions in the region's stalwart hospitality and tourism industry.

- ▶ DSC also has added a new certificate in Hospitality Beverage Science to its epicurean program repertoire, the first of its kind in the state college system. The 36-week program, conducted in the college's

newly constructed beverage science lab, prepares students for a wide range of opportunities in the craft brewing and hospitality beverage markets.


- ▶ The college has received state funding to begin planning and design for a new workforce education facility on its fast-growing Deltona Campus, which will house nursing and other healthcare-related programs, as well as machining and programs tied to West Volusia's burgeoning manufacturing industry.
- ▶ A new Lumina Foundation grant will help the college design a system that recognizes work-based experience and non-traditional business and industry certifications for students to pursue an associate of science degree in Industrial Management Technology (IMT). The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) awarded DSC the grant to work with local industry to develop pathways for employee advancement through education.
- ▶ The college recently opened a new Workforce Training Lab at its New Smyrna Beach-Edgewater Campus. DSC is providing short-term courses that prepare students for careers in the skilled trades, including Fibrous Glass Duct Construction; Exterior Window, Door & Skylight Installation; Fiberglass Shingle Installation; an OSHA 10-Hour Construction Course;



DSC's service area economy receives nearly \$710 million in average annual income due to the activities of the college and its alumni, equaling roughly 6.1 percent of the service area economy.

Vinyl & Fibrous Cement Siding Installation; and Fiberglass Fabrication Boot Camps. "These are intensive courses that can be completed in a few weeks and require no pre-requisites," said Frank Snyder, chair of DSC's School of Workforce Careers. "Some credits also can be applied to our certificate in Building Trades and Construction Design Technology."

certificate programs and serves over 26,000 students annually.

In addition, the institution is an economic powerhouse. DSC's service area economy receives nearly \$710 million in average annual income due to the activities of the college and its alumni, equaling roughly 6.1 percent of the service area economy. 

- ▶ A new associate of science degree in Database Technology will launch this fall.

Founded in 1957 as Florida's first comprehensive junior college, Daytona State today offers more than 100 degree and



Harry Russo is Communications Manager at Daytona State College, as well as a freelance writer and editor. He holds a Master's in Educational Leadership from the University of Central Florida and resides in Palm Coast, Fla. Contact him at Harry.Russo@DaytonaState.edu.

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HIGH GROWTH BUSINESSES *from the* MICAPLEX

by **Jacqueline Bodnar**

It's been referred to as a "game changer" and touted for the high-paying jobs it will bring to the area. Seeing it come to fruition was 10 years in the making, with a price tag of \$21 million. The John Mica Engineering and Aerospace Innovation Complex (MicaPlex), at Embry-Riddle Aeronautical University (ERAU), which opened March 2017, has many people excited about the opportunities the research park and business incubator are providing. The more you learn about what's going on behind the modern, two-story glass-front building, the more you can't help but see how it's going to benefit high-tech growth in the Daytona Beach region.

THE MICAPLEX MISSION

"With a focus on the areas of aviation, engineering, and space, one of the main goals of the MicaPlex and its Technology Business incubator is to accelerate local economic development, scientific discovery, and technology commercialization for emerging businesses," explains Stephanie A. Miller, PhD, MBA, the executive director of Technology Transfer and Research Park Initiatives at MicaPlex. "We want them [businesses] to be successful here in Volusia County, hire locally, and contribute to the betterment of our community."

Already, Censys Technologies Corporation, the only company



to graduate from the incubator so far has become a tenant partner, moving from the incubator to the 1200 foot tenant space to begin manufacturing and selling their products. They have also added seven jobs in the past year which is helping to address one of the concerns many have: that the area loses high-tech graduates to jobs outside of the county. The MicaPlex will help to provide desirable career opportunities in the area for both master's and PhD-level graduates. The MicaPlex currently has five businesses in the incubator, as well as five Resident Partners, and 10 Tenant companies that are in the building.

MORE THAN TALENT

Embry-Riddle has the talent pool that high-tech startups need, but until the MicaPlex was launched, there was little in the way of support. It meant that many likely overlooked investing in the area to start and grow their businesses. The MicaPlex is a research park and as such, they are able to do more than just bring tech startups to the area. MicaPlex can give businesses the tools and support they need to get established and grow

while also providing them with a talent pool of highly skilled graduates. Incubator clients also have access to furnished office space, conference rooms, a business service providers network, and even a fitness center and pool. Clients also have access to partners, including expert help in the areas of legal, accounting, IT, and venture capital investing, with some level of pro bono services being offered. Additionally, incubator clients are provided educational and training opportunities specifically tailored to their needs, including assistance with market research, customer discovery, designing timelines, investor pitch coaching, fundraising and business growth, and human resource



management. They can also participate in events, such as founder talks, CEO forums, investor panel discussions, demo days, as well as have access to extensive networking opportunities.

GROWING HIGH-TECH COMPANIES

The MicaPlex, is a collaboration among business, tenant, resident, and nexus partners designed to create an integrated network aimed at helping startups flourish. Those using the incubator have access to participating companies, university faculty, students, and resident partners. The MicaPlex is currently looking for five additional Nexus Partners, and they have two tenant spaces left.

Interested companies apply to become a partner of the incubator. The applications are reviewed by faculty. They try to leverage the expertise and talent of the faculty, matching at least three technical and three business faculty members that can not only evaluate and provide an opinion on the opportunity, but can also become collaborators.

Some of the business currently under development, or soon to be joining the MicaPlex, include a patent-pending development to make drones safer; creating new graphene and carbon



| MicaPlex event space



The incubator supports startup and early stage companies who are at the research and development intensive phase of their growth process.

nanotube batteries that will be used for next-generation mobile devices and electronic equipment; and the invention of a medical device aimed at helping to reduce healthcare-associated infections.

In addition to the companies involved in the networking, there is a signature competition held at MicaPlex called

“Launch Your Venture.” This year’s winner developed a unique orthopedic knee brace; and last year’s winner established a business to reduce the high cost of keeping gas turbines healthy while increasing the efficiency of power generation. Winners of the competition, which highlights student-run businesses, claim a \$10,000 prize, along with the inspiration to help lead them toward business success.

“This business pitch competition targets university student-led startups developing revolutionary concepts that will change the future of the aviation, aerospace, and engineering industries,” adds Miller.

ADDING TO THE ECONOMY

MicaPlex is slated to help grow the workforce by bringing more high-tech companies interested in investing in the area and hiring local graduates, both of which will add to the local economy. Daytona Beach is growing in many ways and attracting a wide variety of new businesses, but the MicaPlex is set to lead the way in helping to fuel growth specifically in high-tech areas. One of the misconceptions people have about the MicaPlex is

GEORGE RECKTENWALD

INTERIM COUNTY MANAGER,
VOLUSIA COUNTY GOVERNMENT



COMMAND PERFORMANCE.

When Volusia County's manager retired in June, Volusia County Chair went directly to Deputy County Manager George Recktenwald to ask him to serve as Interim County Manager while a national search for the next permanent manager gets underway.

Recktenwald is a 21-year veteran of local government management. He began his career with Volusia County Government in 1997 as Public Works Supervisor and worked his way up to Construction Manager, Road & Bridge Director, Public Works Director. He became Deputy County Manager in 2016.

Along the way, Recktenwald has recognized the importance of strategic economic development and maintains an active interest in the work of Team Volusia Economic Development Corporation.



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INVESTOR SPOTLIGHT

that they believe the companies involved need to be founded by ERAU. In reality, prospective incubator companies and tenant partner companies that do not have an existing relationship with the university are considered as well.

“They do need to be high-tech companies in the aviation, aerospace, and engineering industries with an interest in collaborating and working with ERAU researchers, accessing our

talent by hiring our students as interns and employees, and a need for the unique services that we offer,” adds Miller. “In short, we don’t want to be a landlord, we want to help companies grow and be successful.”

TYPES OF PARTNERSHIPS AND OPPORTUNITIES FOR INVOLVEMENT AT MICAPLEX:

■ **Nexus** – Business leaders helping to influence, and contribute to the success of new high tech startups. They provide their expertise to help find solutions that new startups may encounter.

■ **Resident** – Co-locate their business within the MicaPlex, and support startups by providing a number of pro bono hours to the startups.

■ **Tenant** – Are part of the university community, designing their operation

space within MicaPlex, using the campus facilities, and employing students.

Each level of partnership comes with advantages. Learn more and explore the possibilities and advantages of becoming a partner in the MicaPlex, visit the website at: <https://erau.edu/micaplex/>.



Jacqueline Bodnar is a Volusia County-based writer, who has a master’s degree in professional writing, has had over 3,000 articles published around the world, has written seven books, completed thousands of copywriting projects, and owns several blogs. She can be reached at: www.JacquelineBodnar.com.

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