



# Indian River County 2030 Comprehensive Plan

## Chapter 5

# Economic Development Element

Indian River County Community Development Department

Adopted: October 12, 2010

Supplement #14; Adopted August 16, 2016, Ordinance 2016-008

**Table of Contents**

<b>List of Figures</b>	ii
<b>List of Tables</b>	iii
<b>Introduction</b>	1
<b>Background</b>	1
<b>Inventory of Existing Conditions</b>	2
Geography	2
Demographic Characteristics	3
Market Relationships/Access to Markets	7
Tourism	11
Economic Characteristics	13
Economic Development Trends	19
<b>Identification of the County's Constraints and Potentials</b>	30
Geography	31
Demographic Characteristics	31
Market Relationships/Access to Markets	33
Tourism	34
Economic Characteristics	35
Economic Development Trends	36
<b>Goal, Objectives, and Policies</b>	42
<b>Implementation, Evaluation, and Monitoring</b>	52
Implementation	52
Evaluation & Monitoring	56

**List of Figures**

<u>Figure</u>	<u>Title</u>	<u>Page</u>
5.1	Population Growth Rates by Age Group	6
5.2	Regional Transportation Map	10
5.3	Indian River County Tourist Tax Revenue	13
5.4	Unemployment Trends of Indian River County	15
5.5	Estimated Building Permit Values (2008)	21

**List of Tables**

<u>Table</u>	<u>Title</u>	<u>Page</u>
5.1	Historical Population of Indian River County (1930 - 2009)	3
5.2	Population Projections for Indian River County (2010 - 2030)	4
5.3	Indian River County Population by Age (1995 - 2008)	5
5.4	Median Age	6
5.5	2008 Tourist Facilities in Indian River County	12
5.6	Employment Levels of Tourist Related Industries in Indian River County (2008)	12
5.7	Indian River County Labor Force and Unemployment Rate	14
5.8	Indian River County Labor Force and Unemployment Rate by Month	14
5.9	Indian River County Employment by Major NAICS Division	15
5.10	Indian River County Largest Employers (2009)	17
5.11	Indian River County Wages by Major NAICS Sector	18
5.12	Indian River County Income Levels	19
5.13	Unincorporated Indian River County Building Permit Activity (2006 -2008)	20
5.14	Unincorporated Indian River County Building Permit Estimated Values (2008)	21
5.15	2007 Indian River County Commercial/Industrial Nodes	22
5.16	Economic Development Element Implementation Matrix	52
5.17	Economic Development Element Evaluation Matrix	56

## **Introduction**

The Economic Development Element of Indian River County's Comprehensive Plan is an optional element which is not required by the state. Although not required, the Element is consistent with all the other county Comprehensive Plan Elements as well as with the regional and state plans.

As structured, the Economic Development Element sets forth the county's policies for economic growth and diversification. Like other plan elements, the Economic Development Element includes sections that describe the existing conditions and trends within the county and analyzes those conditions and trends. A section on the potentials and constraints for economic development is also provided. The final section of the element consists of the goals, objectives, and policies which were formulated based on the potentials and constraints within Indian River County's economy.

## **Background**

In 1990, the county approved its first Economic Development Element as part of the overall Comprehensive Plan. The element was based on the county's Overall Economic Development Plan (OEDP) which had been adopted by the Board of County Commissioners in June of 1985.

On July 31, 1985, the Economic Development Administration (EDA) designated Indian River County as a Title IV Redevelopment Area, an action which qualified the county to apply for federal funds for economic development projects. At that time, representatives from the OEDP Committee, along with selected members of the county's Economic Development Committee, were chosen to form the Economic Development Council (EDC).

With its formation, the EDC was given the responsibility of implementing the strategies of the OEDP and improving the community's perception of economic development programs. In implementing the OEDP's strategies, developing economic development projects, and evaluating and revising the OEDP annually, the County Planning Division worked directly with the EDC and OEDP Committee.

In June of 1995, the county adopted an Economic Development Strategy Plan (EDSP). That plan consists of a mission statement, objectives, and strategic actions. The strategic actions represent a careful balance between the county's existing economy, the constraints and potentials of the community and community resources. The EDSP was prepared utilizing an Economic Development Administration grant awarded to Indian River County in 1993.

As part of the comprehensive planning process, Indian River County prepared Evaluation and Appraisal Reports in 1996 and in 2008 to assess the success or failure of its Comprehensive Plan. Each element, including the Economic Development Element, was evaluated to determine if the various objectives were achieved. The 2010 Economic Development Element is based on the conclusions of the 2008 Evaluation and Appraisal Report.

## **Inventory of Existing Conditions**

Overall, there are many factors which influence economic development in an area. These range from physical conditions to demographic characteristics, including existing and projected population levels. This section addresses those factors.

### **Geography**

#### **Climate**

Indian River County has a humid, subtropical climate. According to the United States Geological Survey, Indian River County's average coastal temperature, as measured at the Vero Beach Regional Airport, is 23°C (73.4°F). The temperature further inland, at Fellsmere, is similar. While this average temperature is moderate, the county's afternoon temperatures usually exceed 32°C (90°F) throughout the summer. Freezing temperatures occur occasionally in the coastal areas of the county, but they occur almost annually in the county's inland area.

As measured at the Vero Beach airport, the county's mean annual precipitation is 53.4 inches, while the average precipitation inland at Fellsmere is approximately 57 inches. More than 60% of this total annual rainfall occurs during the summer months.

#### **Topography**

Topographically, Indian River County lies in Florida's coastal lowlands. In Indian River County, these lowlands include several ancient marine terraces, each of which was part of the ocean bottom at a time when the Atlantic Ocean stood much higher. The two terraces which comprise Indian River County are the Pamlico Terrace and the Talbot Terrace.

The Pamlico Terrace covers the area from the county's coast to the western edge of St. Johns Marsh, a distance of approximately 24 miles. This terrace is comprised of three distinct ridges: an offshore bar, the Atlantic Coastal Ridge, and the Ten-mile Ridge. Most of this area is less than 25 feet above sea level.

The offshore bar is the current barrier island. This island reaches a maximum height of approximately 20 feet above sea level. West of the island is the Indian River. Further west and located on the present-day mainland is the Atlantic Coastal Ridge. That ridge, which is a remnant of an offshore bar, was formed in the Pamlico Sea and reaches altitudes of more than 50 feet. West of the Atlantic Coastal Ridge is a flat, trough-shaped area that is analogous to the present Indian River. Adjacent to this is the Ten-mile Ridge, which is a less pronounced sand ridge located approximately

seven miles west of the coastal ridge. The St. Johns Marsh is west of the Ten-mile Ridge and has an elevation of approximately 25 feet.

The second terrace in Indian River County, the Talbot Terrace, begins at the western edge of the St. Johns Marsh. That terrace, which reaches an altitude of approximately 40 feet above sea level, extends into and beyond the northwest corner of the county.

**Demographic Characteristics**

**Historic Population**

Table 5.1 shows the county’s historical population for the years 1930 to 2009. For the entire 1930 to 2009 period, Indian River County’s population increased by 134,751 persons, a 2,004% increase in population over seventy-nine years. In the more recent 1980 to 2009 period, Indian River County’s population increased by 81,579 persons. That 136% increase in population over twenty-nine years exceeded Florida’s population growth rate which was 92.37% during that period.

<b>Table 5.1: Historic Population of Indian River County (1930 - 2009)</b>			
<b>Year</b>	<b>Population</b>	<b>Numerical Increase</b>	<b>% Increase</b>
1930	6,724		
1940	8,957	2,233	33.21%
1950	11,872	2,915	32.54%
1960	25,309	13,437	113.18%
1970	35,992	10,683	42.21%
1980	59,900	23,904	66.41%
1990	90,208	13,766	18.01%
1995	100,375	10,167	11.27%
2000	112,947	12,686	12.65%
2005	130,041	17,094	15.13%
2009	141,475	-192	-0.135%

Source: U.S. Census Bureau and the University of Florida, Bureau of Economic and Business Research.

In 2009, the state's population was estimated to be 18,750,483, an increase of 17.32% since 2000, when the state had a population of 15,982,824. Indian River County's growth rate was 7.94 percentage points higher than the state’s growth rate during that period.

As shown in table 5.1, Indian River County’s population increased from 112,947 people in 2000 to 141,475 in 2009, an increase of 25.26%. This population growth was almost exclusively due to new

residents moving to the county.

With respect to economic development, these population changes indicate that the county is expanding its consumer base. This expansion produces more activity and enhances the area's economy.

**Population Projections**

Table 5.2 displays the population projections for Indian River County from 2010 to 2030. The percentage increase in population over the twenty year projection period is 38.37%, which is 18.46 percentage points lower than the percentage increase experienced in Indian River County over the previous twenty years. This lower projected growth rate can be attributed to several factors, including demographic and economic trends.

<b>Table 5.2: Population Projections for Indian River County (2010 - 2030)</b>			
<b>Year</b>	<b>Population</b>	<b>Numerical Increase</b>	<b>% Increase</b>
2010	142,300		
2015	155,000	12,700	8.92%
2020	169,300	14,300	9.23%
2025	183,400	14,100	8.33%
2030	196,900	13,500	7.36%

Source: Bureau of Economic and Business Research. University of Florida, 2009.

**Components of Population Change**

Table 5.3 displays the numerical and percentage breakdown of the county population by age and over time. As shown in that table, persons aged 65 and older represented the largest share of Indian River County’s population in 1995, 2000, and 2005. In 2008, that age category was second largest to the 45 to 64 year old age category. The implications of having a large share of older persons is an increased demand for services which will increase employment in service industries.

Table 5.3: Indian River County Population by Age (1995 - 2008)										
Year	0-14	Share of Population	15-24	Share of Population	25-44	Share of Population	45-64	Share of Population	65 and Over	Share of Population
1995	16,613	16.57%	9,335	9.31%	24,082	24.02%	21,431	21.38%	28,800	28.73%
2000	17,677	15.65%	10,784	9.55%	25,154	22.27%	26,360	23.34%	32,972	29.19%
2005	19,953	15.34%	13,502	10.38%	26,221	20.16%	34,796	26.76%	35,571	27.35%
2008	21,401	15.11%	14,486	10.23%	27,502	19.41%	39,577	27.94%	38,701	27.32%

Source: Bureau of Economic and Business Research, University of Florida.

As shown in Figure 5.1, all five age groups increased in population between 1995 and 2008. For each time period compared, persons aged 45 to 64 had the largest gain in Indian River County population. The highest increase for this age group occurred between 2000 and 2005. During that time period, this age group increased 32%. That large increase occurred during a time when the County was under a building boom which provided more jobs for this age group.

Between 2000 and 2005 the 15 to 24 age group had the second highest population growth rate at 25.20%, followed by the 0 to 14 age group that had a population growth rate at 12.88%. The increases in population of these two age groups are related to the growth in the 45 to 65 age group. With the recent downturn in the economy, the growth rates of the 45 to 65, 0 to 14, and 15 to 24 age categories have been significantly reduced.

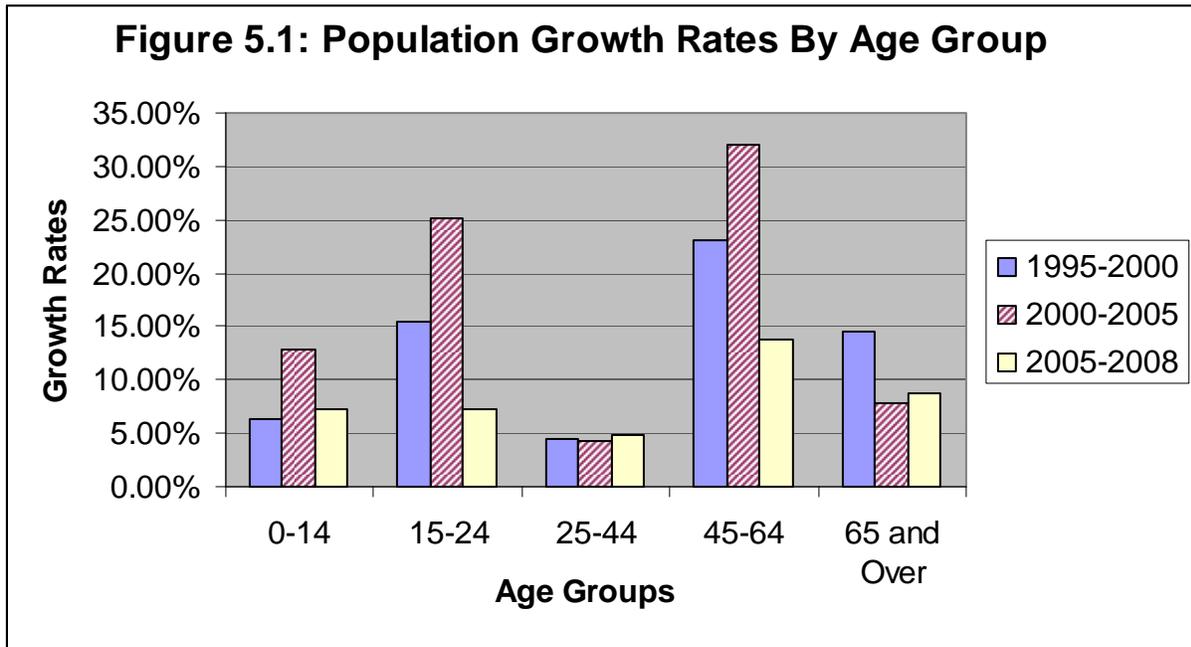


Table 5.4 displays the median age of the population of Indian River County and the State of Florida. In 2007, the median age of Indian River County was 48.4, which was 1.2 years older than the 2000 median age of the County. Indian River County’s median age measure was also higher than the state’s median age measure for all years shown in table 5.4. In 2007, Indian River County’s median age was eight and one-half years higher than the state of Florida’s median age.

	1970	1980	1990	2000	2005	2007
Florida	32.3	34.7	36.3	38.7	39.7	39.9
Indian River County	34.5	39.6	43.8	47.0	47.9	48.4
Gap Between State and IRC Median Age	2.2	4.9	7.5	8.3	8.2	8.5

Source: Bureau of Census, Census of Population; BEBR

As composition of Indian River County’s population continues to shift toward the elderly sector of the population, it can be expected that service industries will continue to dominate the economy of Indian River County.

## **Education**

Currently, the School District of Indian River County is a Grade “A” school district. That is the highest letter grade that can be awarded by the state to a school district. The “A” grade was awarded to the County because of exceptional scores district wide on state standardized tests. Overall, the School District’s district-wide score for the 2008-09 school year placed the County in 17<sup>th</sup> place out of Florida’s 67 counties (top 25%).

Within Indian River County and the surrounding region, there are various universities and technical institutes providing education and research opportunities to county residents and businesses. Several of those higher education institutions offer programs within Indian River County in which students can earn credits toward an associate, bachelor, or masters degree program.

Besides primary, secondary, and higher education, the county also has training programs available. These are coordinated and monitored by CareerSource Research Coast. In 2006/2007, 48 job training programs, approved by Workforce Solution’s Targeted Occupations List, were offered within Indian River County by Indian River State College, the School District of Indian River County, and the Vero Beauty and Massage Institute. These institutions/organizations can specifically tailor training for new and existing businesses in Indian River County based on the businesses’ needs.

## **Housing**

An adequate supply of housing is an important economic development location factor. For both employees and management, adequate housing needs to be available either in the community or nearby.

Presently, the county has a mix of affordable single family and multifamily units. Although housing affordability was an issue in the housing boom period of 2002 to 2005, the overbuilding at that time led to a collapse of the housing market and an increase in housing affordability.

Housing issues related to Indian River County are addressed in the Housing Element of the Comprehensive Plan.

## **Market Relationships/Access to Markets**

Located along the east coast of Florida, approximately two hours north of the major metropolitan areas of South Florida, Indian River County is approximately thirty minutes north of the Fort Pierce-Port St. Lucie MSA, approximately forty-five minutes south of the Palm Bay-Melbourne-Titusville Metropolitan Area, and approximately one hour and forty-five minutes southeast of the Orlando Metropolitan Area.

To some degree, the county's economic future is dependent on its relationship to existing dominant and emerging Metropolitan Statistical Area (MSA) markets. Those markets are large enough and have enough economic momentum to create spillover growth in adjacent non-metropolitan areas. In addition, those markets provide employment opportunities for non-metropolitan area residents who live within a reasonable commuting distance.

With recent improvements in communications technology, many industries no longer have locational constraints. Certain location factors, however, are still important depending on the industry and its production process. For example, a location near a major market is important to industries that have a product that gains weight during the production process (i.e. orange juice), whereas a location near the raw materials source is important to industries that have a product that loses weight during the production process (i.e., iron ore). Increasingly important locational factors are land and wage costs. Tangible factors such as climatic conditions and amenities available in a community also play important roles in the decision making process.

Through globalization, many new markets have opened for American firms. These new markets have increased the opportunity for these firms to expand. At the same time however, many companies have moved some of their operations to other countries where the cost of producing goods and services is less than in the U.S. Ultimately, Indian River County is not just in competition with other counties and regions in the U.S., but also in competition with other countries that may have economic advantages over the U.S. economy. One country that has a competitive financial advantage is China. Due to the cost of labor and a deflated currency, China has lower production costs than the United States.

With respect to foreign trade, the Central Florida Foreign Trade Zone, located in Fort Pierce, provides a duty-free market for certain businesses. The zone includes the St. Lucie County International Airport, the King's Highway Industrial Park, and the St. Lucie West Park of Commerce, with a U.S. Customs and Border Protection office is located at the St. Lucie County Airport. Any business that imports goods to the U.S. for the purpose of supplying that good as a component of another product is eligible to benefit from the Foreign Trade Zone.

### **Transportation**

Road access to existing MSA markets is critical to the future growth of Indian River County. Figure 5.2 shows the Interstate and state routes that link the county to the MSA markets.

For commerce within the state, I-95 is the dominant route. It extends within the state from Miami to Jacksonville. To the North, it extends further up the east coast of the United States to all of the major metropolitan areas either directly or through short segments of connector highway. In Indian River County, there are two interchanges on I-95, one at County Road (CR) 512 in the north part of

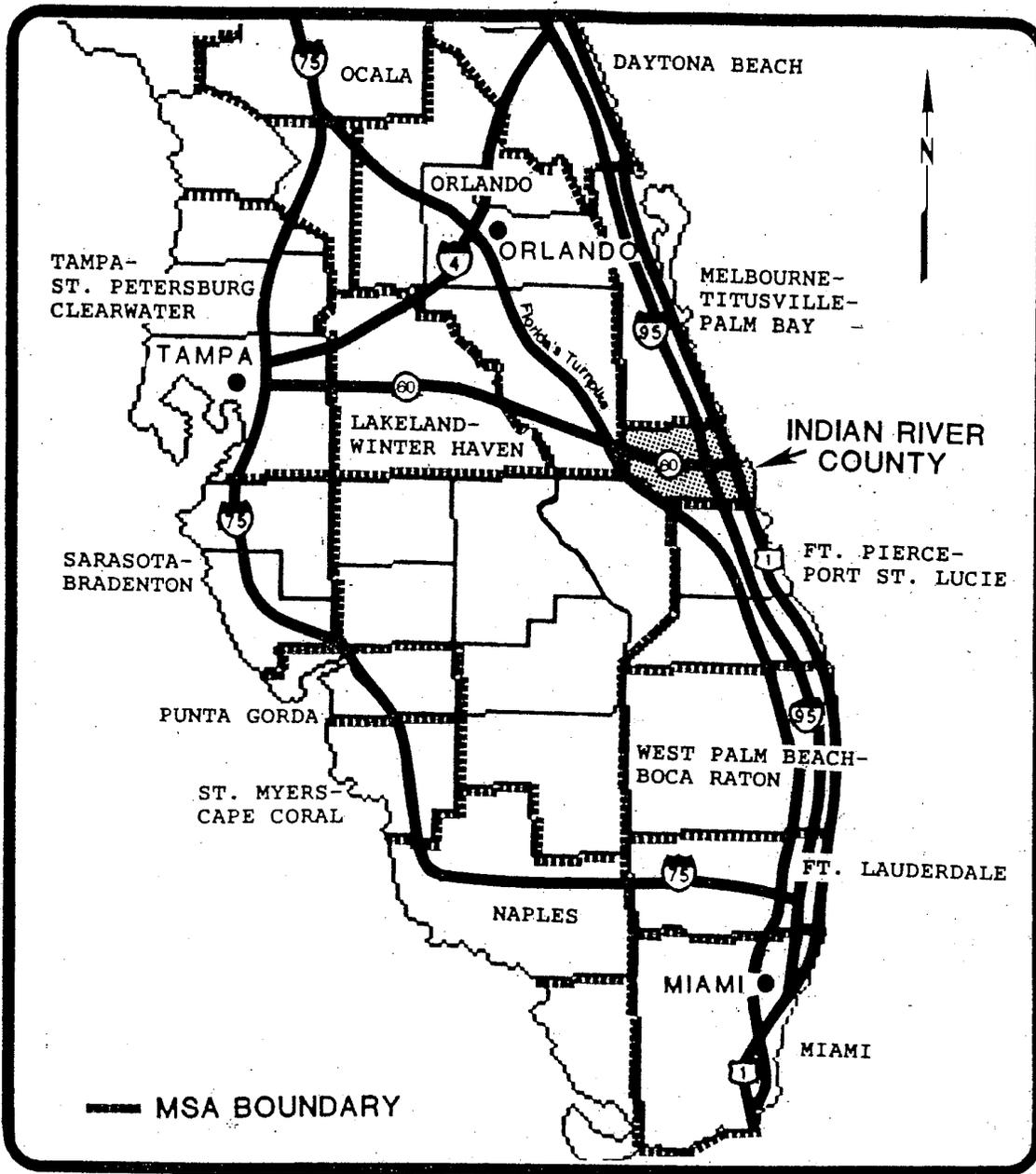
the county and the other at State Road (SR) 60 in the central part of the county. While both existing interchanges are important for future industrial growth in Indian River County, a third interchange is planned for the future at Oslo Road in the south part of the county. When this interchange is ultimately constructed, it will provide direct access to a largely undeveloped industrial area of the County.

Prior to construction of the Interstate system, U.S. #1 was the historical route connecting the U.S. east coast metropolitan areas. It extends along almost the entire east coast of the U.S. In Indian River County, U.S. #1 runs the full length of the county and connects most of the communities within the county to each other.

Extending from Vero Beach in the east portion of the county to Tampa, a major metropolitan area on the west coast of Florida, SR 60 is a major east/west corridor on the Florida, Intrastate Highway system. This route functions as an important east/west connector in the state. In addition, it connects the County to the Florida Turnpike which provides access to markets southward to Miami and northward to Orlando. Recently, SR 60 was expanded from two to four lanes from I-95 to Yeehaw Junction.

Currently, the county has sufficient capacity on its road network to accommodate additional growth. Transportation issues related to Indian River County are addressed in the Transportation Element of the Comprehensive Plan.

Within Indian River County, there is one municipal airport and one regional airport. The municipal airport is in Sebastian and the regional airport is in Vero Beach. While the Vero Beach Regional Airport accommodates a full range of general aviation aircraft up to corporate jets, and is fully certified by the FAA under Part 139, the Sebastian Municipal Airport accommodates both piston aircraft and small corporate jets. Both Vero Beach and Sebastian Airports provide public services to a large economic base of aviation related businesses. Approximately 38 miles north of Indian River County, Melbourne International Airport is the closest commercial airport with scheduled passenger service to major cities.



**FIGURE 5.2**  
**REGIONAL TRANSPORTATION MAP**

Indian River County does have rail service available for freight transport. This service is provided by the Florida East Coast Railway, a freight line that serves the entire east coast of the state. At present, Indian River County does not have passenger rail service available. The closest AMTRAK service is in Okeechobee, approximately one hour and ten minutes to the southwest of Indian River County.

### **Access to Resources**

Currently, Indian River County is served by two electric utility systems. These are Florida Power and Light (FPL) and the City of Vero Beach electric utility system. Currently, FPL offers certain economic incentives, such as off peak hour pricing and its Economic Development Rider program, for businesses. The FPL Economic Development Rider program allows for a reduction in the base demand and energy charges for a new or expanding industrial facility over a five year period. The facility must have an electricity demand of at least 5,000 kW at a single delivery point.

Within the county, natural gas is available from a pipeline that runs just west of I-95 and from a local gas pipeline available for public use that is located along SR 60. The availability of natural gas is a key locational requirement for a wide range of activities from food processing to power generation.

Within the county, there is adequate water and sewer available. While all major county commercial/industrial nodes have access to centralized water and sewer, reuse water is also available from the sewage treatment system for cooling, irrigation, and other non consumptive purposes. Both potable water and sanitary sewer are addressed in detail in their respective sub-elements.

As the country's information and data management systems become increasingly integrated, the telecommunications and fiber optic infrastructure is becoming a more important site location criterion. Currently, Indian River County is participating in a regional fiber optic initiative to connect jurisdictions with fiber optic wire. Fiber optics are likely to become more important in the future to business location decisions.

## **Tourism**

Tourism is important to Florida and is a vital part of the economic strength of Indian River County. In addition to providing jobs, the tourism industry produces tax revenue for the county. In Indian River County, the tourism marketing effort is managed through the Tourist Development Council, a county sponsored agency. The actual marketing is performed by the Tourist Division of Indian River County Chamber of Commerce.

Certain industries, such as Food Services and Drinking Places (NAICS 722), Accommodations (NAICS 497), and Amusement, Gambling and Recreation (NAICS 713), are closely linked to

tourism. Table 5.5 displays the number of licensed hotels and motels in Indian River County and the total number of rooms available to visitors of Indian River County in 2008. Also shown in table 5.5 is the number of licensed food service establishments in Indian River County and total seating capacity for those establishments.

<b>Table 5.5: 2008 Tourist Facilities in Indian River County</b>			
<b>Licensed Hotels &amp; Motels</b>		<b>Licensed Food Service Establishments</b>	
<b>Number</b>	<b>Units</b>	<b>Number</b>	<b>Seating Capacity</b>
34	1,633	328	26,270

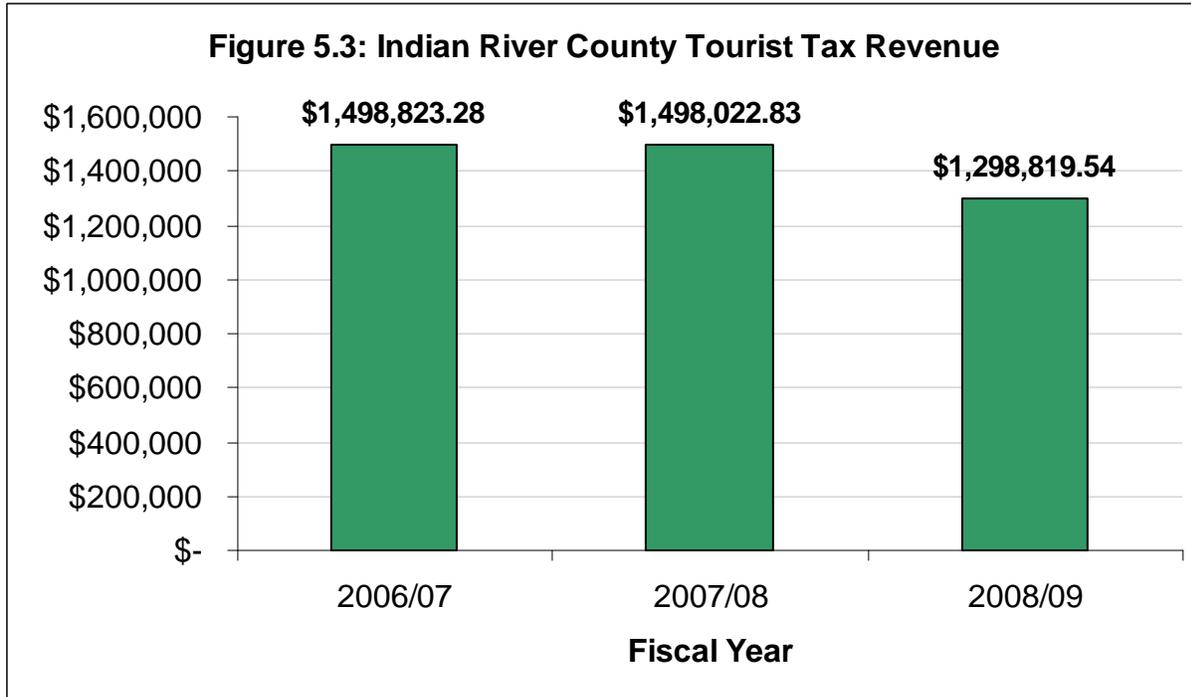
Source: Bureau of Economic and Business Research, 2008 Florida Statistical Abstract, University of Florida, 2008.

Table 5.6 displays the 2008 employment levels of the tourist related industries in Indian River County. While tourist related employment encompasses many more NAICS industries than the three industries listed in Table 5.6, the three industries identified in table 5.6 are considered the most intensely related to tourism activities.

<b>Table 5.6: Employment Levels of Tourist Related Industries in Indian River County (2008)</b>			
<b>NAICS Code</b>	<b>Industry</b>	<b>Number of Employees</b>	<b>Share of Total County Employment</b>
722	Food Services and Drinking Places	3,617	7.37%
721	Accommodation	497	1.01%
713	Amusements, Gambling, and Recreation	1,901	3.88%
Total Primary Tourist Related Employment		6,015	12.26%

Source: State of Florida, Agency for Workforce Innovation, Labor Market Statistics, "Quarterly Census of Employment and Wages" (ES-202), Annual NAICS files, Internet site – <http://www.labormarketinfo.com/Library/QCEW.htm> (accessed December 2009).

Another measurement of tourist activity is the amount of local option tourist tax revenue collected. This tax is derived from transient rental trade, with any rental agreement for a period of six months or less being subject to the tax. As shown in Figure 5.3, tourist tax collected in Indian River County decreased by 13.3% from 2007/08 to 2008/09. Major factors contributing to the decrease in tourist tax revenue in 2008/09 were the loss of the L.A. Dodgers and the recession. In Fiscal Year 2008/09, Indian River County ranked twenty-ninth in tourist tax revenue collections out of the sixty Florida counties with a local option tourist tax.



## Economic Characteristics

### Labor Force/Employment

In any area, the total labor force is normally defined as the number of people of working age (16 thru 65 years old) multiplied by labor participation rates. Table 5.7 displays Indian River County’s total labor force and unemployment rates for the last seven years. Over those seven years, the total labor force increased by 13,042 persons or 27%. During that same period, Indian River County’s unemployment rate increased by 0.20 percentage points. For each of the years listed in table 5.7, Indian River County’s unemployment rate is well above the state of Florida’s unemployment rate.

While Indian River County’s unemployment rate was 2.4 percentage points above the State unemployment rate in 2002, it was 1.9 percentage points above the state average in 2008. That 2008 unemployment rate of 8.1% represented a 2.3 percentage point increase from the county’s 5.8% 2007 rate. For 2009, average annual unemployment rate data are not currently available. Monthly employment data for 2009, however, are available through November 2009. That data show that the recent economic recession has had a significant adverse effect on the county with the November 2009 unemployment rate being 14.6%. A rate which is 5.1 percentage points higher than the county’s November 2008 unemployment rate.

<b>Table 5.7: Indian River County Labor Force and Unemployment Rate</b>			
<b>Year</b>	<b>Labor Force</b>	<b>Average Annual Unemployment Rate for IRC</b>	<b>Average Annual Unemployment Rate for State</b>
2002	49,195	7.9%	5.5%
2003	49,693	8.0%	5.3%
2004	55,398	7.6%	4.8%
2005	57,294	4.6%	3.8%
2006	59,597	4.2%	3.4%
2007	60,439	5.8%	4.1%
2008	62,237	8.1%	6.2%

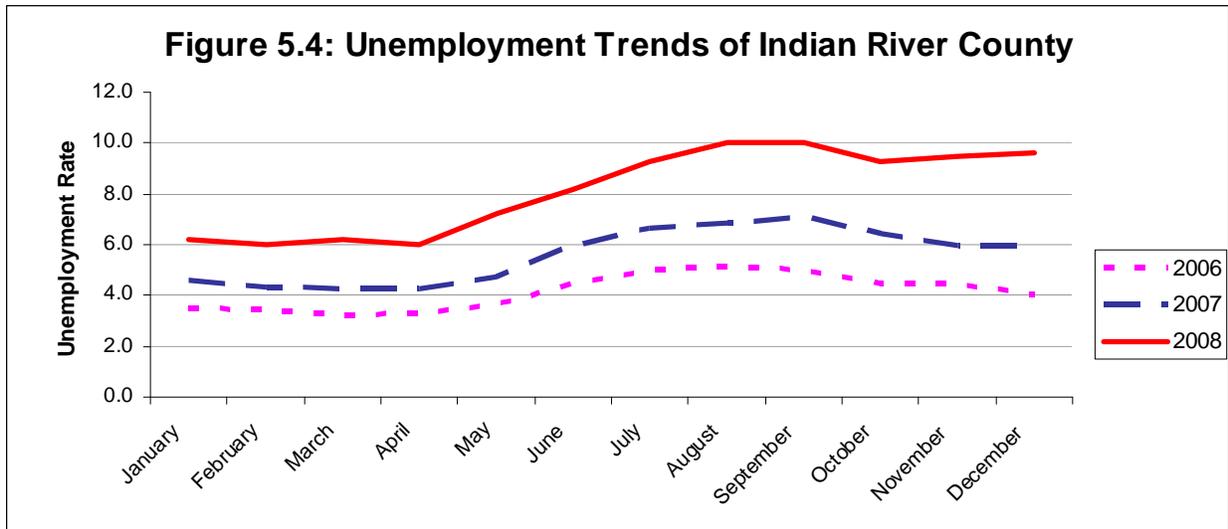
Source: Florida Agency for Workforce Innovation, Bureau of Labor Market Information.

As shown in Table 5.8, Indian River County's total labor force increased by 2,640 persons, or 4.4%, between 2006 and 2008. During that same time, the annual average unemployment rate increased by 4.0 percentage points.

<b>Table 5.8: Indian River County Labor Force and Unemployment Rate by Month</b>									
<b>Month</b>	<b>2006</b>			<b>2007</b>			<b>2008</b>		
	<b>Labor Force</b>	<b>Unemployment</b>	<b>Unemployment Rate</b>	<b>Labor Force</b>	<b>Unemployment</b>	<b>Unemployment Rate</b>	<b>Labor Force</b>	<b>Unemployment</b>	<b>Unemployment Rate</b>
January	58,773	2,114	3.5	62,095	2,842	4.6	62,744	3,913	6.2
February	58,393	2,029	3.4	61,732	2,679	4.3	62,355	3,751	6.0
March	58,892	1,950	3.2	62,332	2,633	4.2	62,617	3,889	6.2
April	58,991	1,992	3.3	62,067	2,614	4.2	62,053	3,719	6.0
May	59,316	2,198	3.6	62,182	2,898	4.7	62,496	4,525	7.2
June	59,864	2,706	4.4	62,576	3,689	5.9	62,289	5,132	8.2
July	60,008	3,035	5.0	62,437	4,132	6.6	62,643	5,822	9.3
August	59,799	3,083	5.1	61,979	4,192	6.8	62,552	6,230	10.0
September	59,869	3,059	5.0	61,893	4,368	7.1	62,026	6,214	10.0
October	59,810	2,682	4.4	61,931	3,939	6.4	61,648	5,762	9.3
November	60,455	2,711	4.4	62,734	3,728	5.9	61,800	5,843	9.5
December	60,989	2,505	4.0	63,214	3,755	5.9	61,614	5,894	9.6
<b>Average</b>	<b>59,597</b>	<b>2,505</b>	<b>4.1</b>	<b>62,265</b>	<b>3,456</b>	<b>5.6</b>	<b>62,237</b>	<b>5,058</b>	<b>8.1</b>

Source: Florida Agency for Workforce Innovation, Bureau of Labor Market Information.

Figure 5.4 displays the unemployment trends in Indian River County for 2006 through 2008. A major trend shown by the graph is the fluctuation in Indian River County’s unemployment due to the dependence of seasonal employment. As shown in that graph, unemployment in Indian River County increases during the summer months every year. That can be attributed to the fact that the citrus and tourist related industries have much higher employment levels during their peak season than their off season.



Source: Florida Agency for Workforce Innovation, Bureau of Labor Market Information.

Table 5.9 displays a breakdown of employment in Indian River County for 2007 and 2008. It also shows the employment growth that occurred between 2007 and 2008. In 2008, the top five employment sectors were service based and represented 56.06% of the Indian River County labor force. This indicates that the county's economy lacks balance and diversity. As the top two NAICS sectors in 2008, the Health Care and Retail Trade sectors accounted for 8,055 jobs and 8,011 jobs, respectively. The remaining top five service sectors were Construction, Accommodations and Food Service, and Public Administration.

NAICS Code	NAICS Sector	2007		2008		Employment Growth (2007-2008)
		Employment	% of Total Employment	Employment	% of Total Employment	
11	Agriculture	2,615	5.28%	2,641	5.38%	1.0%
21	Mining	NA*	NA*	NA*	NA*	NA*
22	Utilities	26	0.05%	21	0.04%	-19.2%
23	Construction	4,676	9.43%	4,167	8.49%	-10.9%
31-33	Manufacturing	2,221	4.48%	2,185	4.45%	-1.6%
42	Wholesale Trade	873	1.76%	867	1.77%	-0.7%

**Table 5.9: Indian River County Employment by Major NAICS Division**

NAICS Code	NAICS Sector	2007		2008		Employment Growth (2007-2008)
		Employment	% of Total Employment	Employment	% of Total Employment	
44-45	Retail Trade	8,179	16.50%	8,011	16.32%	-2.1%
48-49	Transp. & Warehousing	1,009	2.04%	1,013	2.06%	0.4%
51	Information	650	1.31%	662	1.35%	1.8%
52	Finance & Ins.	1,765	3.56%	1,563	3.18%	-11.4%
53	Real Estate	1,086	2.19%	1,133	2.31%	4.3%
54	Professional, Scientific & Tech.	2,258	4.56%	2,191	4.46%	-3.0%
55	Management of Companies	100	0.20%	92	0.19%	-8.0%
56	Administrative & Support & Waste Management & Remediation Services	2,079	4.19%	2,308	4.70%	11.0%
61	Educational Services	NA*	NA*	NA*	NA*	NA*
62	Health Care	7,961	16.06%	8,055	16.41%	1.2%
71	Entertainment & Rec.	2,080	4.20%	2,052	4.18%	-1.3%
72	Accom. & Food Services	3,941	7.95%	4,114	8.38%	4.4%
81	Other Services	1,735	3.50%	1,737	3.54%	0.1%
92	Public Administration	3,204	6.46%	3,164	6.45%	-1.2%
99	Unclassified	NA*	NA*	NA*	NA*	NA*
	TOTAL, EXCLUDING NA	46,458	93.73%	45,976	93.69%	-1.0%
	TOTAL ALL INDUSTRIES	49,564	100.00%	49,074	100.00%	-1.0%
	*NA = Not Available/Not Published					

Source: Florida Agency for Workforce Innovation, Labor Market Statistics, Quarterly Census of Employment and Wages Program (ES-202). In cooperation with the U.S. Department of Labor, Bureau of Labor Statistics.

In Indian River County, the dominance of service employment is due to consumer demand. As would be expected, NAICS service sectors associated with tourism make up a large share of Indian River County service employment.

As shown in Table 5.10, sixteen of the twenty-two major employers in Indian River are in the service industry. Only two of those employers, Piper Aircraft and Novurania of America, are manufacturers. Four of the employers listed in the top twenty-two have major fluctuations in employment depending on the time of year. While Health Care and Social Assistance employers represented four of the top twenty-two major employers in Indian River County, public administration employers represented three of the top twenty-two major employers in the county.

**Table 5.10: Largest Employers in Indian River County (2009)**

Name	NAICS Major Group	Employees			
		Total	Full-time	Part-time	Seasonal
School District of Indian River County	Educational Services (NAICS 61)	2,147	2,147	0	0
Indian River County	Public Administration (NAICS 92)	1,706	1,548	98	60
Indian River Medical Center	Health Care and Social Assistance (NAICS 62)	1,671	1,093	253	325
Publix Supermarkets	Food and Beverage Stores (NAICS 445)	1,104	535	569	0
The New Piper Aircraft	Transportation Equipment Manufacturing (NAICS 336)	700	700	0	0
City of Vero Beach	Public Administration (NAICS 92)	561	489	67	5
John's Island	Accommodation (NAICS 721)	475	250	50	175
Indian River Estates	Health Care and Social Assistance (NAICS 62)	442	222	136	84
Wal-Mart	General Merchandise Stores (NAICS 452)	404	293	111	0
Sebastian River Medical Center	Health Care and Social Assistance (NAICS 62)	380	380	0	0
Visiting Nurse Association	Health Care and Social Assistance (NAICS 62)	348	195	153	0
CVS Warehouse/Distribution	Transportation and Warehousing (NAICS 47-48)	278	325	0	0
Grand Harbor Management	Construction (NAICS 23) & Real Estate (NAICS 531)	312	208	73	31
Disney's Vero Beach Resort	Accommodation (NAICS 721)	300	195	66	39
St. Edwards School	Educational Services (NAICS 61)	218	134	9	75
Sun Ag, Inc.	Agricultural, Forestry, Fishing, and Hunting (NAICS 11)	235	100	0	135
Captain Hiram's Restaurant & Resort	Restaurant/Resort	219	85	134	0
City of Sebastian	Public Administration (NAICS 92)	212	154	58	0
Medical Data System	Collection Agency (NAICS 561440)	186	171	15	0
Flight Safety International	Educational Services (NAICS 611)	155	111	44	0
	Technical and Trade Schools (NAICS 6115)	120	120	0	0
Novurania of America	Boat Manufacturing (NAICS 336612)	219	85	134	0

Source: IRC Chamber of Commerce (January 2009).

### Wages and Income

Table 5.11 displays the annual average wages for the twenty-two major NAICS employment sectors in Indian River County. As shown in Table 5.9 and Table 11, Indian River County does not have much employment in the NAICS sectors, such as the Wholesale Trade sector (1.77% of total county

employment), the Management of Companies sector (0.19% of total county employment) and the Finance and Insurance sector (3.18% of total county employment) with high annual average wages. Instead, Indian River County’s employment is primarily focused in the Retail Trade sector and the Health Care sector. For 2007 and 2008, the Retail Trade sector had the second lowest annual average wage behind only the Accommodations and Food Services sector.

**Table 5.11: Indian River County Wages by Major NAICS Sector**

NAICS Code	NAICS Sector	2007		2008	
		Annual Average Wage	Share of Total County Wages	Annual Average Wage	Share of Total County Wages
11	Agriculture	\$ 25,542	3.76%	\$ 25,571	3.77%
21	Mining	NA*	NA*	NA*	NA*
22	Utilities	\$ 26,413	0.04%	\$ 32,688	0.04%
23	Construction	\$ 36,695	9.65%	\$ 36,140	8.40%
31-33	Manufacturing	\$ 39,398	4.92%	\$ 41,388	5.05%
42	Wholesale Trade	\$ 121,974	5.99%	\$ 171,640	8.30%
44-45	Retail Trade	\$ 24,973	11.49%	\$ 24,713	11.05%
48-49	Transp. & Warehousing	\$ 38,214	2.17%	\$ 40,030	2.26%
51	Information	\$ 50,460	1.84%	\$ 57,237	2.11%
52	Finance & Ins.	\$ 58,638	5.82%	\$ 58,359	5.09%
53	Real Estate	\$ 33,145	2.02%	\$ 29,990	1.90%
54	Professional, Scientific & Tech.	\$ 56,814	7.22%	\$ 54,690	6.69%
55	Management of Companies	\$ 120,249	0.68%	\$ 130,738	0.67%
56	Administrative & Support & Waste Management & Remediation Services	\$ 26,663	3.12%	\$ 26,341	3.39%
61	Educational Services	NA*	NA*	NA*	NA*
62	Health Care	\$ 39,831	17.84%	\$ 39,817	17.90%
71	Entertainment & Rec.	\$ 26,652	3.12%	\$ 28,364	3.25%
72	Accom. & Food Services	\$ 15,994	3.55%	\$ 16,411	3.77%
81	Other Services	\$ 24,489	2.39%	\$ 24,835	2.41%
92	Public Administration	\$ 43,004	7.75%	\$ 44,748	7.90%
99	Unclassified	NA*	NA*	NA*	NA*
	ALL INDUSTRIES	\$ 35,865	100.00%	\$ 36,520	100.00%
	TOTAL, EXCLUDING NA		93.36%		93.93%
	*NA = Not Available				

Source: Florida Agency for Workforce Innovation, Labor Market Statistics, Quarterly Census of Employment and Wages Program (ES-202). In cooperation with the U.S. Department of Labor, Bureau of Labor Statistics.

One of the major determinants of economic vitality in a community is income. Table 5.12 displays the median household income and per capita income for Indian River County. Household income includes the income of the householder and all other persons 15 years old and over in the household, whether related to the householder or not. As shown in Table 5.12, Indian River County’s median

household income increased from \$55,500 in 2006 to \$58,300 in 2009. Among other factors, this increase in the county’s median household income can be attributed to the continued influx of wealthier retirees to the county.

**Table 5.12: Indian River County Income Levels**

Year	Median Household Income	% Change	Per Capita Income	% Change
2006	\$55,500		\$55,817	
2007	\$54,100	-2.52%	\$59,419	6.45%
2008	\$57,000	5.36%	NA	
2009	\$58,300	2.28%	NA	

NA = Not Available

Source: United States Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System (REIS), 1969-2007, Internet site <http://www.bea.gov/regional/reis/default.cfm?selTable=CA1-3&section=2> (accessed December 28, 2009)

As defined, per capita income is the mean average income computed for every man, woman, and child in a particular area. It is derived by dividing the total income of a particular area by the total population in that area. Table 5.12 shows that between 2006 and 2007 the county’s per capita income level increased by 6.45%.

In Indian River County, retail and service establishments benefit from the high per capita income and high median household income levels. Generally, higher income levels enhance economic development by increasing the potential for more retail sales and higher value services.

**Economic Development Trends**

**Citrus Industry**

In recent years, the County's citrus industry has suffered significant losses due to the spreading of citrus canker and citrus greening. While citrus canker is a bacterial disease that causes premature leaf and fruit drop, citrus greening is a bacterial disease that causes citrus trees to produce bitter misshaped fruit and kills trees over the course of a couple of years. In recent years, citrus greening has been spread by an insect called the Asian citrus psyllid. Citrus canker, on the other hand, was widely spread throughout the southern portion of the state from the winds of the 2004 hurricanes.

In 2006, there were 40,191 acres within the County dedicated to growing citrus. At that time, there were also 12 packing houses within the County. Due to the spreading of citrus canker and citrus greening, it is expected that citrus acreage and the number of packing houses will decline even further.

### Building Permit Activity

Table 5.13 displays building permit activity in the unincorporated part of Indian River County for the years 2006 to 2008. Compared to the total number of residential units permitted in 2006, the total number of residential units permitted in 2007 declined by 62.77%. Total permitted commercial/industrial square footage also decreased from 2006 to 2007.

Classification	2006	2007		2008	
	#	#	% Change	#	% Change
Single-Family Units	2,415	965	-60.04%	532	-44.87%
Multi-Family Units	180	11	-93.89%	36	227.27%
Mobile Home Setups	118 replaced 5 new	34 replaced 2 new	-70.73%	9 replaced 6 new	-58.33%
<b>Total Residential Units and Mobile Home Setups</b>	<b>2,718</b>	<b>1,012</b>	<b>-62.77%</b>	<b>583</b>	<b>-42.39%</b>
Commercial/Industrial Sq. ft.	350,058	259,156	-25.97%	329,676	27.21%

Source: Indian River County Building Department.

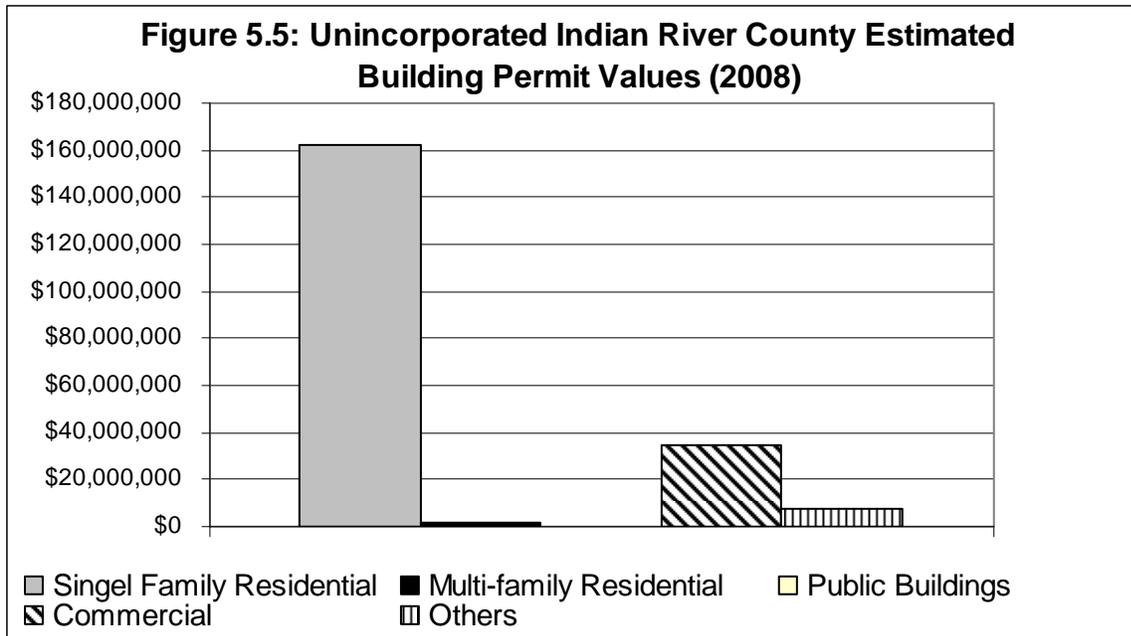
From 2007 to 2008, total residential building permit activity decreased by 42.39%. This decrease was primarily associated with a 44.87% reduction in the number of permits for Single Family residential units. While the number of multi-family units permitted increased by 227.27% from 2007 to 2008, all of those multi-family permits have since expired. As a result, 0 multi-family units permitted in 2008 have actually been constructed.

Although total permitted commercial/industrial square footage increased by 27.21% from 2007 to 2008, this increase is relatively minor in scale and consisted of permits issued for retail facilities (i.e. drug stores, gas station, hotels), office businesses (i.e. doctors offices), and nonprofit organizations (i.e. churches, group homes).

In 2008, single-family residential building permits comprised 79.11% of the value of all building permits issued for the unincorporated part of the county. As shown in table 5.14, the estimated construction cost represented by single family residential building permits totaled \$162,440,218 in 2008. At the same time, the value of commercial building permits in unincorporated Indian River County was \$34,264,863. Figure 5.5 provides a graphic representation of 2008 building cost estimates in the unincorporated portion of Indian River County.

Classification	Estimated Cost
Single Family Residential	\$162,440,218.65
Multi-family Residential	\$1,360,366.68
Public Buildings	\$0.00
Commercial	\$34,264,863.56
Others	\$7,263,931.16
Totals	\$205,329,380.05

Source: Indian River County Building Department.



**Real Estate Market**

Through its twenty-year time horizon, of the Indian River County Comprehensive Plan designates an adequate amount of land for residential, commercial and industrial development. While residentially designated land is located throughout the county’s urban service area, the comprehensive plan divides commercial/industrial land into a total of 34 C/I nodes.

Located along major roadways, the county’s commercial/industrial nodes all have access to centralized water and sewer services. Combined with adequate transportation facilities and other

infrastructure components, the availability of water and sewer services makes those nodes developable for all types of commercial/industrial uses. As shown in Table 5.15, the county’s commercial/industrial nodes comprise 5,537.7 acres, of which 2,376.84 acres are developed.

With more than 2,100 acres of undeveloped land in the county’s commercial/industrial nodes, there is more than enough commercial/industrial property to accommodate demand through the 20 year time horizon of the plan. Besides those 2,100 + acres, additional commercial/industrial land is located within the municipalities.

**Table 5.15: 2007 Indian River County Commercial/Industrial Nodes**

<b>Node Location</b>	<b>Node Acreage (2007)</b>	<b>Node Developed Acreage (2007)</b>	<b>Percent Developed (2007)</b>	<b>Remaining Acreage (2007)</b>
U.S. 1 & Roseland Road	135.04	74.298	55.0%	44.33
Gibson Street	14.51	5.88	40.5%	7.58
U.S. 1/ Sebastian City Limits to Schumann Drive	139.76	25.094	18.0%	81.9
U.S. 1/ Schumann Drive to Breezy Village	136.22	86.27	63.3%	26.74
U.S. 1 & C.R. 510 (north)	283.27	74.65	26.4%	95.37
U.S. 1/ C.R. 510 to Hobart Road	180.77	67.215	37.2%	76.47
C.R. 510 & S.R. A1A	16.19	15.25	94.2%	0.93
C.R. 510 & 62nd Avenue	5.35	2.087	39.0%	2.08
C.R. 512 & C.R. 510	42.16	1.091	2.6%	2.07
I-95 & C.R. 512	274.87	96.71	35.2%	170.55
U.S. 1 / 77th Street to 69th Street	192.44	72.84	37.9%	92.84
U.S. 1/ 69th Street to 57th Street	90.63	42.34	46.7%	23
U.S. 1/ 57th Street to 49th Street	187.75	54.62	29.1%	97.76
U.S. 1/ 49th Street to 38th Lane	161.34	91.57	56.8%	48.29
U.S. 1 & 37th Street/ Medical Node	452.47	217.28	48.0%	107.85
U.S. 1/ Vero Beach City Limits to 8th Street	217.27	194.61	89.6%	15.56
U.S. 1/ 8th Street to 1st Street S.W.	188.06	134.31	71.4%	44.04
U.S. 1/ 1st Street S.W. to 9th Street S.W.	116.04	66.222	57.1%	37.09
U.S. 1/ Oslo Road to 17th Street S.W.	58.94	34.976	59.3%	14.31
U.S. 1/ 17th street S.W. to S. County Line	39.11	19.74	50.5%	17.71
Grand Harbor	31.85	0	0.0%	1.48
Gifford	498.61	174.65	35.0%	261.95
S.R. 60 & 58th Avenue	329.91	257.42	78.0%	55.7
S.R. 60 & I-95	866.65	314.67	36.3%	524.67
Oslo Road & 27th Avenue	61.53	29.276	47.6%	23.98
Oslo Road & 43rd Avenue	90.16	49.68	55.1%	22.78
43rd Avenue & 1st Street S.W.	17.61	12.134	68.9%	2.42
Oslo Road & 74th Avenue	558.74	88.032	15.8%	194.41
Oslo Road	126.33	58.088	46.0%	42.76
Moorings	10.08	7.496	74.4%	0
Roseland Neighborhood	1.77	1.77	100.0%	0
S.R. 60 & 66th Avenue Neighborhood	2.72	2.72	100.0%	0
S.R. 60 & 74th Avenue	2.83	2.83	100.0%	0
County Line & 27th Avenue	6.72	1.016	15.1%	1.31
<b>Total</b>	<b>5,537.70</b>	<b>2,376.84</b>		<b>2,137.93</b>

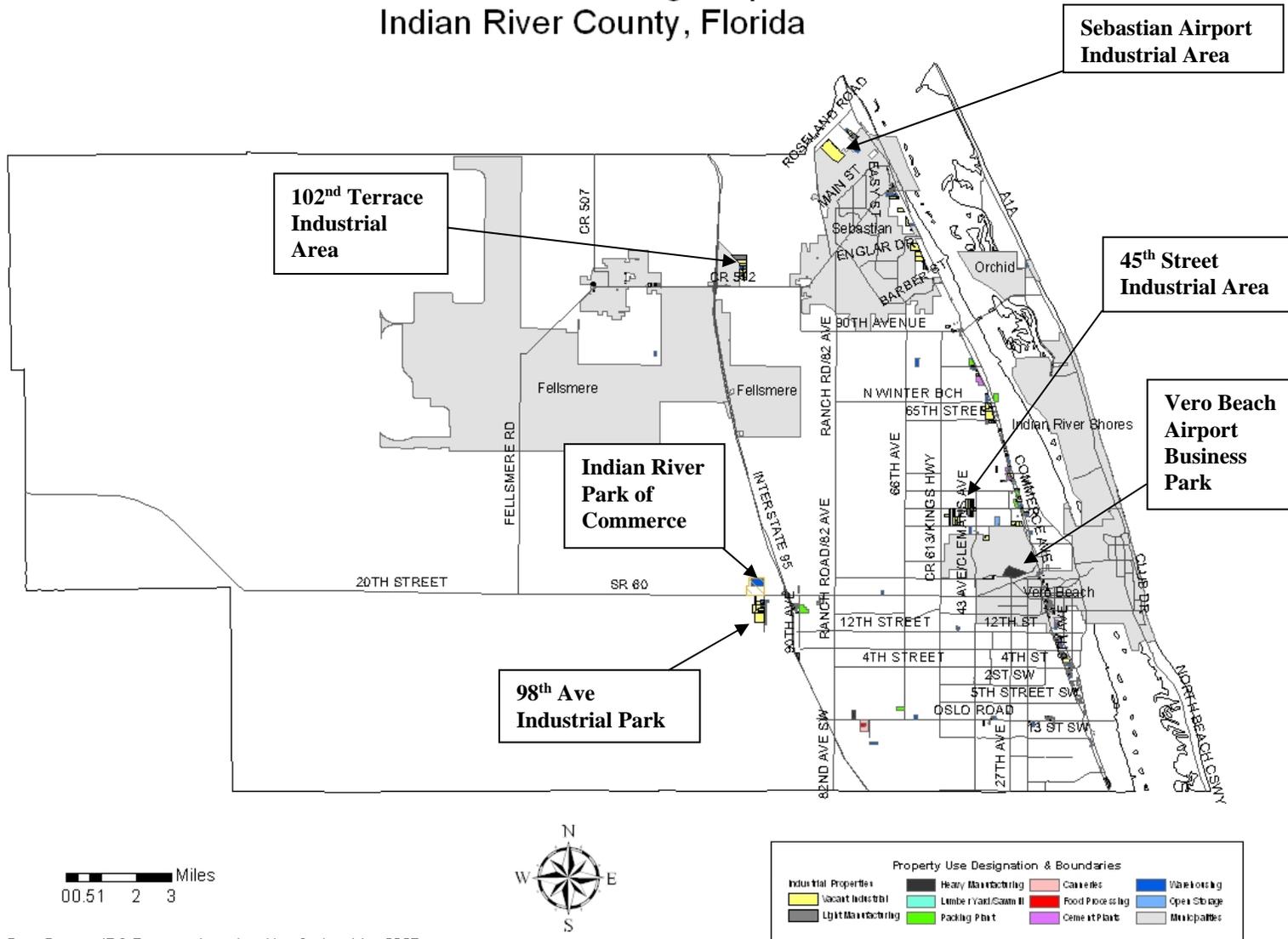
- **Industrial/Warehouse Properties**

Within the County's commercial/industrial nodes and within the municipalities, there are a number of developed general industrial and warehouse areas. The map on the next page depicts the locations of major developed industrial/warehouse areas. As shown, there are many developed industrial/commercial properties along U.S 1 and along the Florida East Coast Railroad. Historically, these were the two main transportation facilities that existed within the County.

There are also concentrations of developed industrial/warehousing properties throughout the County. Those concentrations include, but are not limited to, the Vero Beach Airport Business Park, an area along 41<sup>st</sup> and 45<sup>th</sup> Street, an area east of 58<sup>th</sup> Avenue and west of 43<sup>rd</sup> Avenue, an area near the I-95 and CR 512 interchange, and an area near the I-95 and S.R. 60 interchange.

Even with the amount of developed industrial land, there is a scarcity of vacant, ready-to-occupy industrial building space in Indian River County. Such space, particularly in the 10,000 to 20,000 square foot range, is important for small companies that are planning to relocate. Those small companies, consisting of 10 to 50 employees, are the type of firms that tend to locate in Indian River County.

# Industrial/Warehousing Properties Indian River County, Florida



0 0.51 2 3 Miles



Data Source: IRC Property Appraiser Use Codes, May 2007

- **Hospital/Medical Properties**

In addition to business/industrial parks, the County contains two hospitals with developing medical areas surrounding them. The two hospitals within the County are the Indian River Medical Center and the Sebastian River Medical Center.

Located at the north end of the County just north of the Roseland Road/U.S. 1 intersection, the Sebastian River Medical Center is a 129 bed general medical/surgical hospital. It is part of the County's U.S. 1 and Roseland Road commercial/industrial node. In 2006, that node was 55% developed with commercial uses. Overall, there is an opportunity for additional commercial and medical growth in this node.

The Indian River Medical Center is a 335 bed not for profit hospital located on 37<sup>th</sup> Street between U.S. Highway 1 and Indian River Boulevard. In 2006, the hospital opened a new heart center affiliated with the Duke University Health System, a world leader in cardiac care. The hospital is part of County's U.S. 1 & 37<sup>th</sup> Street Medical commercial/industrial node. In 2006, that node was 48% developed with commercial and medical uses.

**Development Regulations**

The principal land development regulation which affects economic development is the county's Comprehensive Plan. Together, the plan's future land use, transportation, infrastructure, and capital improvements elements all impact the economic future of the county.

Starting in 1985, state law mandated that all development be consistent with local government comprehensive plans. This shifted the emphasis of the development management process from zoning to the Comprehensive Plan. In addition, several other changes occurred in the process. One of the most important was that plan amendments were limited to twice a year. Another was the requirement for local governments to control sprawl. According to state requirements, each plan must include an allocation of land for a reasonable period in the future. That land was then to be included in the development of the plan.

To implement its comprehensive plan, the county adopted a set of land development regulations (LDRs). These LDRs are the basis of the county's project review and permitting systems. As structured, the county's permitting process is automated from the initial application through permitting and certificate of occupancy.

As part of its regulations, the County has eight separate impact fees that it charges to new development. Those impact fees are for Emergency Services, Correctional Facilities, Public Buildings, Law Enforcement, Libraries, Solid Waste, Parks and Recreation, Public Education, and Traffic. Total impact fees for those eight categories range from \$7,519 to \$10,195 for a single

family home, depending upon size. Impact fees are also required for various commercial and industrial uses. Library, School, and Park and Recreation impact fees do not apply to nonresidential uses. Currently, five of the county's eight impact fees are suspended to encourage construction and economic development.

Water and sewer impact fees are established in a separate ordinance. While water impact fees are \$1,300 for each equivalent residential unit, sewer impact fees are \$2,796 for each equivalent residential unit. Deposits are also based on equivalent residential units.

Within the City of Vero Beach, electric impact fees have historically applied. For residential properties, electric impact fees were \$550 per dwelling unit. For commercial/industrial properties, electric impact fees started at \$550 per unit and increased depending on the estimated electricity demand of the proposed land use. On December 16, 2015, the City of Vero Beach suspended electric impact fees pending approval of the Public Service Commission. If the Public Service Commission does not approve the suspension request, the electric impact fees will be charged retroactively.

### **Economic Development Initiatives**

- **Target Industries**

Currently, the Board of County Commissioners offers various financial incentives to target industries to encourage those industries to locate to Indian River County or to expand businesses already in the county. The County's target industries list includes manufacturing and other basic industries. Generally, the target industries are businesses that pay wages near or above the county's annual average wage. By targeting industries that pay higher than average wages, the County intends to improve the standard of living and employment opportunities for county residents.

In 2006, there were 11,188 jobs within the County's targeted industries. Of those target industries, the fastest growing are service industries. While service industries have been growing, only minimal gains have been made in basic/contributory industries (industries that bring money into the local economy by selling their products outside of the county) such as Fabricated Metal Products Manufacturing, Wood Products Manufacturing, Non-metallic Mineral Product Manufacturing, and Plastics and Rubber Products Manufacturing.

Currently, the county offers financial incentives to target industries as follows:

- Qualified Target Industry Tax Refund Program

The Qualified Target Industry Tax Refund Program, administered through Enterprise Florida, provides a tax refund of up to \$5,000 per new job, a bonus of \$2,000 per job if the business falls within a designated high impact sector; \$2,500 per job if the project is located in a designated Brownfield area. To be eligible, the business must create at least ten new jobs in any of the state's target industries and pay an average annual wage of at least 115 percent of the county's average annual wage. For a manufacturing project paying at least 100 percent of the prevailing average wage; the wage requirement may be waived in special circumstances. Locally, the county provides a 20% match of the total taxes refunded. This program is designed to create high value-added jobs and encourage the growth of corporate headquarters and other targeted high value industries.

- Local Jobs Grant Program

This program can apply to a company that creates at least five jobs in the county's target industries. The amount of the grant is based on the number of jobs created and the average salary of those jobs. Each grant application is reviewed by the Board of County Commissioners. The County provides \$3,000 for each new position created that pays from 75% to 99.99% of the County's average annual wage; \$5,000 for each new position created that pays from 100% to 149.99% of the County's average annual wage; and \$7,000 for each new position created that pays 150% or more of the County's average annual wage. In addition, a 10% bonus is provided to businesses that locate within the City of Vero Beach/Indian River County Enterprise Area.

- Impact Fee Financing Program

An impact fee financing program is another incentive offered by Indian River County to encourage development. This program allows financing of impact fees for businesses listed on the county's target industries list.

- Waiving County Utility Deposits

Another incentive offered by Indian River County relates to county utility deposits. With this incentive, the county will guarantee county utility (county water and/or sewer) deposits of up to \$10,000 for businesses meeting certain requirements. Instead of the business paying the deposit amounts up front, the county will pledge funds that can be drawn upon if necessary.

- Special Incentives Granted by the Board Of County Commissioners

The Board of County Commissioners has flexibility to grant special incentives on a case by case basis, based on job creation, wage levels and increased property taxes. Incentives could include the purchase or lease of land, infrastructure improvements, payment or financing of county impact fees, or cash incentives.

In addition to incentives offered by the Board of County Commissioners, there are incentive programs offered by CareerSource Research Coast that can be accessed by employers relocating to the county or existing employers within the county that are expanding. Those incentive programs are as follows:

- Local Training/Grant Assistance

CareerSource Research Coast will provide on-the-job training for employers to offset the costs associated with new hires. The Grant serves as a cost effective way for local employers to hire quality applicants by reimbursing up to 50% of the employee’s salary during their training period.

- Employed Worker Training Grants

CareerSource Research Coast will provide grants to reimburse employers for up to 50% of direct training costs to train current employees in new skills that may lead to greater productivity. The employer chooses the training that meets company needs. Grants may be accessed through CareerSource Research Coast.

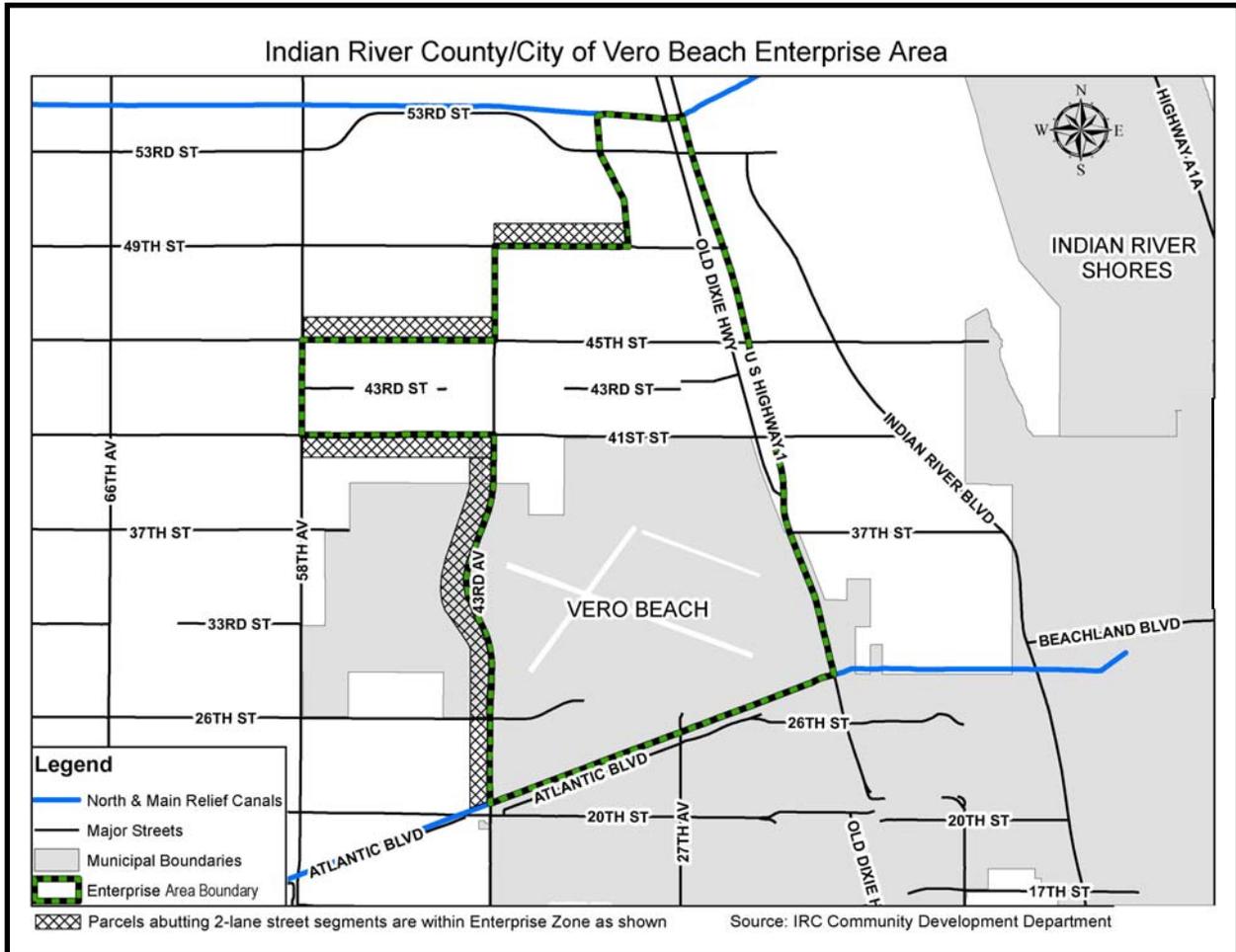
- Recruitment/Assessment Services

At no cost, CareerSource Research Coast will assist businesses in finding qualified candidates who are trained and equipped with the right skills to fill their positions. Professional Recruiters efficiently recruit, screen and refer only qualified applicants to open positions.

### **Indian River County/City of Vero Beach Enterprise Area**

In 2005, the Florida Legislature approved a joint application from Indian River County and the City of Vero Beach to establish an Enterprise Zone (EZ). The EZ encompassed properties in and around the Vero Beach Regional Airport and the adjacent Gifford community. An Enterprise Zone was an area designation approved by the state to encourage new economic growth and investment in distressed areas. The state accomplished this in part by providing tax incentives to residents and businesses within Enterprise Zones. The 2015 Legislature did not reauthorize the program, and the Enterprise Zone program expired 12/31/15. Although the state program expired at the end of 2015, the Indian River County Board of County Commissioners (BCC) determined that it is important for the County to continue to provide a special economic development incentive in the former Enterprise Zone area, consistent with the Gifford Neighborhood Plan Policy that supports such an incentive in the Gifford area. On January 12, 2016, the BCC approved a resolution to continue to

offer a 10% bonus to eligible target industry companies applying for a local jobs grant locating within the newly re-labeled “Enterprise Area”. The “Enterprise Area” encompasses the same geographic area of the former Enterprise Zone.



Florida’s Research Coast Economic Development Coalition

In 1998, a Memorandum of Understanding (MOU) was signed by the primary economic development organizations (EDOs) in Martin, St. Lucie, Okeechobee and Indian River Counties to coordinate economic development efforts as a region. That MOU set the foundation for these primary EDOs and the President/CEO of CareerSource Research Coast to form the “Florida Research Coast Economic Development Coalition” to better promote the economic development objectives of the four counties.

Currently, the Business Development Board of Martin County, the Indian River County Chamber of Commerce, the Economic Development Council of St. Lucie County, the Okeechobee Chamber of Commerce, and CareerSource Research Coast are sharing resources to promote the four counties as a cohesive region. The research coast initiative is building upon recent efforts of all four counties and CareerSource Research Coast to recruit companies involved with the Life Science Industries along with other targeted industries.

### **Identification of the County's Constraints and Potentials**

As with any area, Indian River County has economic development constraints and economic development potentials. Generally, a constraint is a defined characteristic of an area that in some way hinders economic development. Conversely, a potential is a characteristic that supports or encourages economic development. Focusing on the constraints and potentials provides a foundation for the development of objectives and policies relating to economic development.

Central to a community's ability to attract industry and enhance economic development is the perception that outside firms have of that community. According to "An Economic Development Toolbox: Strategies and Methods", published by the American Planning Association and written by Terry Morre, Stuart Mech and James Ebenhoh, companies consider a number of criteria when deciding to locate to a community. Those criteria include:

- Access to , quality of, quantity of, and cost of needed resources and supplies;
- Availability of development ready land and/or buildings (appropriately zoned and supplied with utilities and services);
- Cost and productivity of labor (one of the most important factors);
- Location relative to supplies and markets (less important for knowledge based industries such as the software development industry);
- Availability of public and private infrastructure (roads, water, sewer, airports, cargo facilities, energy systems, and telecommunications);
- Presence of and existing business cluster (available labor pool and access to suppliers that service the cluster);
- Amenities and other quality of life factors (good schools, clean environment, affordable and appropriate housing, and diverse and exciting culture); and
- Government policies (regulations, taxes, and incentives).

In Indian River County, economic development constraints and potentials can affect each of the factors listed. Therefore, identifying constraints and potentials will allow the county to improve the perception that outside firms develop of Indian River County. Generally, the county's economic development constraints and potentials range from the county's geography to its infrastructure.

## **Geography**

### **Climate**

Overall, Indian River County's climate is an economic development potential. While energy costs for firms in Florida are similar to energy costs incurred in other parts of the U.S, the county's tropical climate is a lifestyle attraction that can afford corporate location decisions. Consequently, a location with a year-round tropical climate can be a deciding factor that will influence decision makers to relocate a company to Indian River County.

### **Topography**

Unlike some areas, Indian River County's topography is not characterized by steep slopes or other development constraints. While the flat topography requires various drainage improvements, this does not constitute an economic development constraint.

## **Demographic Characteristics**

### **Quality of Life**

The quality of life in a community is an important consideration for companies planning to relocate. Although the quality of life in Indian River County is excellent, certain constraints do exist. One such constraint is the high seasonal unemployment rate of the county. This high seasonal unemployment rate, which increases the average annual unemployment rate, can create the impression that Indian River County's economy is not stable.

Generally, Indian River County is perceived as having an exceptional quality of life, a potential for economic development. Historically, the county's position has been to guide growth in order to avoid the problems associated with rapid urbanization. This has resulted in low residential densities, large amounts of open space, protected environmental land, and an adequate infrastructure to support development within the county.

Being a coastal area, Indian River County has many recreational amenities that provide opportunities for boating, swimming, and fishing. The county's waterfront areas also provide residents with an aesthetically pleasing place to live.

With a large public park system and a quality cultural environment, the county has diverse opportunities for an area of its size. These characteristics indicate that there is a high quality of life in Indian River County. This constitutes a potential for economic development in the county.

### **Population Growth**

In the past, much of the population growth in Indian River County has occurred in the age groups 45 years and above, including retirees. So while the county's population has grown, this growth has resulted in an older population with a lower percentage of the population in the workforce. Since having a large and diversified labor force is necessary to attract new industry, the growth in the older age cohorts can constitute an economic development constraint for the county.

There are, however, economic development benefits from retirees moving to the County. Because many of those retirees have high incomes, these new residents have more money to spend locally. That benefits various local businesses, including retail and service establishments.

As Indian River County's population increases, the local consumer base expands and that creates economic opportunities for new business establishments to locate in Indian River County. These new business establishments produce more activity and enhance the area's economy.

### **Education**

Within the region, there are various colleges, universities, and technical institutes that provide education and research opportunities to county residents and businesses. Several of these higher education institutions offer programs within Indian River County in which students can earn credits toward an associates, bachelors, or masters degree. In fact, institutions of higher learning, such as Indian River State College and Florida Atlantic University, are now offering classes and degrees in fields that are at the forefront of technology and other similar fields. These education opportunities are economic potentials in that they can improve the quality of Indian River County's labor force.

Another economic development potential is the excellent primary and secondary school system in the county. That system provides a high quality education and an above national performance ranking. Additionally, Indian River State College and the Indian River County School District provide adult educational classes and occupational training for county residents.

Recently, Indian River State College expanded its Mueller Center campus and is planning to add additional campus entrances and buildings/facilities. Those new educational facilities and future planned expansions will have a positive impact on the local economy.

In order to be competitive in a global market, the county must continuously evaluate its education offerings and seek to improve upon them. Going forward, the county should coordinate with the school district, charter schools, and private schools to ensure that they are providing a curriculum focused on science, technology, engineering, and mathematics. In addition, the County should coordinate with CareerSource Research Coast and the Indian River County Chamber of Commerce to regularly identify unmet educational needs for targeted industries and work with education providers to ensure that those needs are met.

## **Housing**

For economic development to occur, an area must have an adequate stock of affordable housing. During the recent housing boom, however, the county did not have a sufficient supply of affordable housing. That situation, however, has now changed.

Currently, there is an excess amount of housing within the county. That excess is due to overbuilding associated with the housing boom between approximately 2003 and 2006. As a result, there is a significant number of affordable residential rental units and affordable homes for purchase in the county. On the other hand, the collapse of the housing market has made it difficult for people to obtain financing for new homes and made it difficult for people to sell their existing homes if they desire to relocate. While the increase in housing affordability is an economic development potential for the county, the financing issue constitutes a constraint.

## **Market Relationships/Access to Markets**

One of the county's economic development constraints is its distance from large, economically diverse metropolitan areas. Because of larger consumer markets and economic linkages, major metropolitan areas provide economic development benefits for adjacent non-metropolitan counties. Compared to other communities, such as Martin County, that are located adjacent to highly populated urban markets, Indian River County is at a competitive disadvantage. Also, Indian River County is not located near resources and supplies that might be utilized within various types of industries (manufacturing, electronics, automotive, etc.) and does not have well established industry clusters.

## **Transportation**

In terms of transportation, Indian River County has various advantages. With its location at the intersection of two major transportation routes, SR 60 and I-95, the county has good roadway linkages both north/south and east/west. This is an economic potential for the county.

Within the county, the current road system operates at or above established levels of service. This is important because highway accessibility has been ranked as an important site location factor by the American Planning Association.

While public rail freight service is available in Indian River County, AMTRAK passenger service is not available in the county. Although this is not likely to be a major factor in the short term, the lack of passenger service may be a more important constraint in the long term.

In terms of aviation, Indian River County has challenges. While the City of Vero Beach has an

excellent airport, the lack of scheduled commercial air service at the Vero Beach Airport is an economic development constraint. Consequently, the closest scheduled commercial air service for county residents and businesses is the Melbourne International Airport, approximately 38 miles to the north.

Through Indian River Transit's GoLine, the county provides limited mass transit services within the county. This mass transit service is growing and providing more service each year; however, it does not have headways as low as mass transit services in large metropolitan areas. This can be seen as a constraint in that workers have to own a car or otherwise rely on someone with a car to get to work.

The intercoastal waterway provides Indian River County with a navigable waterway.

### **Access to Resources**

In Indian River County, there are adequate energy resources to accommodate economic development. In fact, Florida Power and Light offers certain economic incentives, such as off-peak hour pricing and an Economic Rider, for businesses. Natural gas is also available in Indian River County.

According to the American Planning Association, water supply and the availability of necessary support services are factors that a firm considers when making relocation decisions. In Indian River County, there is adequate water and sewer capacity to support any size development. In addition, reuse water is available for cooling, irrigation and other appropriate purposes.

### **Tourism**

Generally, tourism is considered to be a maturing market in Indian River County. Some of the constraints affecting tourism include the erosion of county beaches and the lack of nearby scheduled commercial air service.

Overall, tourism is important to the county's economy. It generates a substantial amount of revenue without a commensurate demand for services.

In the past, the county has been successful at international marketing. This international marketing has focused on eco-tourism, cultural tourism and other niche markets. In the future, cross-selling tourism and economic development can increase both markets.

With more travelers seeking vacations that promise something beyond a prepackaged experience, the county has been marketing cultural tourism. These tourists are more likely to seek out an art museum or a music festival than a shopping district or a theme park. Cultural amenities of Indian River County, such as the Riverside Theatre, the Center for the Arts, the McLarty Treasure Museum,

and the Environmental Learning Center, are important contributors to the continued development of the county's tourism industry.

In Indian River County, tourist amenities that offer economic potential include the Minor League Baseball facility (former Los Angeles Dodgers Spring Training Facility), the North County Pool, and the shooting range. Each of these amenities offers something that is not available in neighboring counties. The Minor League baseball facility supports various sport tournaments and camps and also has a large conference center. The North County pool hosts swimming events such as the State of Florida Special Olympics Aquatics Championship.

Among the most important tourism related amenities in the county is the beaches. To protect the beaches and enhance tourism, the County has adopted a Beach Preservation Plan. That plan is used as a guide to make improvements to area beaches. These beach preservation activities have an overall beneficial effect on housing in the county.

Along with preserving beaches, the County and other agencies such as the St. Johns River Water Management District have actively been preserving natural areas throughout the County. This large amount of preserved environmentally sensitive land is an economic development potential in that the preservation attracts tourists interested in nature and outdoor activities. Going forward, the County should continue to invest in preserving its natural areas and providing public access to those natural areas. Further, the County's tourism policies should focus on marketing the various amenities, particularly the ecotourism amenities, that exist within the County.

## **Economic Characteristics**

### **Labor Force/Employment/Unemployment Trends**

Because the County does not have major industry clusters, it lacks a large supply of qualified labor for potential industries.

With its labor force concentrated in service industries and agricultural industries, the county's employment levels are seasonal, rising in the winter and declining in the summer. This produces high unemployment rates during summer months. Seasonal employment also affects the ability of individuals to earn a year round salary. Because of the seasonality of employment within the County and because of the generally overall high unemployment, Indian River County should when possible, give preference to hiring people/companies who live in or have offices in the County or adjacent Counties.

Generally, economic development incentives offered by the Board of County Commissioners have helped to retain existing industries and attract new industries that offer year round employment. These new and expanding industries have enhanced the local economy as well as improved

employment opportunities for county residents.

### **Wage Rates**

Overall, the County's wage rate is not a constraint. While Indian River County's wage rates are less than Brevard County's and Martin County's, they are higher than St. Lucie County's and Okeechobee County's. Although lower wage rates may create the perception that the county has a lower skilled or less educated labor force, higher wage rates may create the perception that the County is an expensive place to live and establish a business.

In industrial relocation decisions, labor costs have become a significant factor. Along with the southern U.S. in general, Indian River County has lower labor costs than other major urbanized areas in the country. Therefore, labor costs in Indian River County is an advantage regarding economic development.

### **Income**

Generally, the county's high income levels do not reflect the actual economic conditions of all residents in Indian River County. Though the county's per capita income is high, some areas within the county have a low per capita income and a high percentage of persons below the poverty level.

Going forward, the County's policies should be to recruit industries that pay wages near or above the Countywide average wage rate.

## **Economic Development Trends**

### **Citrus Industry**

Although citrus canker and citrus greening are affecting groves in the county, it is estimated that the citrus industry will remain profitable in the future, although infected trees will have to be removed and replaced on a reoccurring basis until cures can be found for the two diseases. As the two diseases spread and as infected trees are removed, production will decline. This will also result in a reduction of citrus jobs and less money coming into the county. This will also have an impact on other businesses within the County, in that less money will be spent on goods and services in the County by the citrus industry and citrus industry employees.

In the future, citrus grove owners will continue to face pressure for developing their land with alternative uses and permanently removing the land from agricultural production. With the decline in the citrus industry, farmers will need to evaluate the land dedicated to citrus and consider other allowed uses for citrus property and how those alternatives will impact the County. This might include growing new types of crops or developing solar farms.

Going forward, the County's policies should support the production of farm products that can be exported from the County. This may include growing feedstocks for bio-fuel production and establishing bio-fuel processing plants.

### **Land Availability/Suitability**

Overall, the County has attractive qualities that certain businesses look for. Among those qualities is the availability of a supply of development ready land.

As structured, the county's Comprehensive Plan allocates sufficient land for residential, commercial, and industrial development. Generally, all of this land has access to the county water and sewer system, adequate transportation facilities, and other urban services.

### **Building Availability/Suitability**

On economic development constraint is a lack of available industrial building space in Indian River County for new industries that want to relocate to the county. While there is sufficient available land for a new or existing business to build a structure to fit their needs, there are few vacant industrial buildings available for new businesses to occupy immediately. In the future, the county should encourage developers to build spec industrial buildings that can accommodate economic development prospects.

### **Industrial/Warehouse Properties**

Currently, the county has a supply of smaller industrial sites within industrial areas and business parks. That can be considered to be an economic potential. Within these areas and parks, small businesses can build facilities relatively quickly. This is because approved and platted industrial/business parks have constructed roads, installed utilities and constructed retention areas. On the flip side, challenges will exist if a new large scale industrial user desires to locate to the County. Currently, there are a limited number of large development ready lots available. In addition, tall industrial buildings are limited by County Land Development Regulations. These are constraints that have the potential to exclude certain new industrial uses. For instance, the recently constructed CVS distribution center could not be built on another site within the County because of height regulations.

Going forward, the County's policies should address the need for additional industrial/business parks that can accommodate large scale industrial development. Further, County policies should accommodate large scale industrial uses. In general, the best locations for large

industrial/warehouse buildings are in close proximity to the County's Interstate 95 interchanges. This is because industrial uses require easy access to major transportation routes. Also, these areas are also somewhat removed from residential areas. Because uses within industrial/business/technology parks can vary, the county should encourage industrial/business/technology park developers to design future parks as planned development projects, whereby park uses can be regulated in such a way as to make the parks attractive to potential end users.

### **Hospital Medical Areas**

While it is generally acknowledged that manufacturing uses bring quality high paying jobs to the community, the medical profession also brings high paying jobs. Similar to industrial, manufacturing, and research and development jobs, medical jobs can, in part, bring money into the community from outside areas and can also help to retain money within the County. That money can then turn over in the local economy a number of times as it is spent and re-spent on food, products, and services. When visitors come to the County for medical services or when residents use insurance for medical procedures, money is brought into the local economy via the medical profession. Money is also retained in the local economy when residents use one of the existing hospitals or surrounding doctor's offices for medical procedures, as opposed to traveling to other hospitals outside of the area.

Encouraging the development of medical uses within the County is an excellent way to build and retain jobs. Where possible, the County should assist the medical sector in its expansion plans. Because of the similarity between the medical and biotech industries and the regional efforts to recruit bio-tech companies, the County should have a policy to market the existing hospital/medical areas to potential biotech industries.

### **Development Regulations**

Compared to other communities, the County's land development regulations are not considered to be an economic development constraint. Through its review processes, the County has established mechanisms to assist development projects. This assistance is provided through the Planner of the Day office and regular pre-application conferences are held that are designed to provide information to potential businesses up front. Also, the county has regulations in place that allow certain development projects to be expedited (based on size and type of use). Qualifying developments can be reviewed and approved at the staff level rather than having to be reviewed by the Planning and Zoning Commission.

For economic development purposes, the county Planning Director is the designated staff contact. In that capacity, he helps targeted businesses through the application and review processes, assisting if there is a slow down in the review process.

Going forward, the County's policy should be to review and evaluate the LDR's on an annual basis to identify possible economic development impediments and to remove those impediments when possible.

## **Economic Development Initiatives**

### **Target Industries**

In the past, the county has recruited target industries as one means of enhancing economic development. Although significant numbers of new jobs have not been created through this strategy, the county was successful in retaining Piper Aircraft when Piper considered relocating.

In the future, the County should continue to recruit industries that will provide quality jobs for area residents, while focusing on new industries that will complement existing established industries within the county and within adjacent counties. While the County's current target industry incentives and marketing activities should be continued, new economic recruitment methods should be reviewed and used by the County as appropriate. This could include having the Economic Development Division of the Chamber of Commerce assist economic development prospects by providing entrepreneurial and management expertise. It could also include, the Economic Development Division facilitating interactions between venture capitalists, lawyers, scientists, entrepreneurs and financiers for new product development and new target industries.

- Target Industries List

Historically, manufacturing has been one of the highest paying industrial sectors. Consequently, manufacturers have been targeted by local jurisdictions for recruitment. In the last decade, however, manufacturing jobs within the United States have declined.

According to Economic Policy Institute Paper #149, written by Josh Bivens, manufacturing within this country is at a competitive disadvantage internationally. As a result, the country has been "hemorrhaging" manufacturing jobs, even while the demand for manufactured goods has been increasing. The paper further states that, between 1998 and 2003, the country lost more than 3,000,000 manufacturing jobs to other countries.

With the globalization that is occurring and the loss of manufacturing jobs, it is important that the County focus its economic development efforts on new and existing industries that provide a competitive advantage, while acknowledging and understanding that there are larger economic forces at play that affect the community and this country.

Both the Indian River County Chamber of Commerce's Economic Development Division and the County's Economic Development Council have recognized this changing economic environment and have worked to refine the county's target industry list. In so doing, the groups concluded that the County's list of target industries should match the State's Target Industry List. That list establishes target industries by clusters of similar uses. Those clusters include: Clean Energy, Life Science, Information Technology, Aviation/Aerospace, Financial/Professional Services, Manufacturing/Warehousing/ Distribution, Emerging Technologies, and Arts, Entertainment, and Recreation.

With respect to Indian River County, several of these clusters exist or are developing within the County or in adjacent counties. While biotechnology clusters are developing in both Palm Beach County and St Lucie County, an existing aerospace center lies to the north in Brevard County. In addition, the County currently has several aviation-related industries that can be targeted for growth.

Going forward, the County should continue to monitor target industries in the County and surrounding counties. Based on that monitoring, the County should prepare an annual target industry report that should be provided to the Indian River County Economic Development Council and to the Indian River County Chamber of Commerce Economic Development Division.

### **Incentives**

In the future, the economic development incentives offered by the county may help attract new businesses and encourage the expansion of existing businesses. Generally, economic development incentives indicate that an area is receptive to economic growth and development. Going forward, the county should continue to evaluate its economic incentives on an annual basis and update them as necessary to retain existing target industries and to attract new target industries. One such update to the County's target industry incentives is the economic development ad valorem tax exemption (tax abatement) program. Residents approved the use of this program via referendum in 2010. The County's tax abatement ordinance authorizes the BCC, at its sole discretion, to grant qualifying businesses an exemption from certain ad valorem taxes (property taxes) for a period of up to 10 years. Those taxes abated are associated with the General Fund, the Municipal Services Taxing Unit (MSTU), and the Emergency Services District Fund. No other taxes, such as School District taxes or taxes levied for the payment of bonds, are affected by tax abatement.

### **Indian River County/City of Vero Beach Enterprise Area**

Recently, development has occurred within older platted industrial areas and within relatively new industrial/business parks. As part of their Capital Improvement Programs, the County and City of Vero Beach should coordinate public infrastructure improvements within the Enterprise Area so that

there is adequate access, water, and sewer to serve vacant developable commercial/industrial lots. The County and City should also continue to work together with the Indian River County Chamber of Commerce to market the Enterprise Area's local jobs grant bonus incentive and available sites to prospective industries.

### **Florida's Research Coast Economic Development Coalition**

Because the County is competing in an increasingly competitive global environment, it is important that the County participate in or otherwise establish regional partnerships with surrounding jurisdictions, schools, and organizations to work cooperatively toward common economic goals. Those regional partnerships are necessary because most industries do not look at jurisdictional boundaries when considering relocating or establishing a new facility. Instead, industries look at entire regions and the amenities that exist or will exist within those regions.

### **Summary**

To improve the standard of living for residents, the County should continue to strengthen and diversify its employment base so that the local economy is not primarily reliant upon low paying service oriented industries. To do so, the County should maintain a multifaceted approach to economic development. This should include:

- Refining the County's existing targeted industry list to be consistent with the State's target industry list, which includes the aviation, aerospace, life sciences (biotech), and specialty health care industries;
- Providing infrastructure to accommodate a growing population base and to accommodate the needs of targeted industries;
- Facilitating the development of large lot industrial parks;
- Providing appropriately zoned land for development by target industries;
- Continuing regional cooperation as part of the "Florida's Research Coast Economic Development Coalition Initiative";
- Promoting the assets of the County to CEOs and CFOs of targeted industries;
- Recognizing the decline in the citrus industry and the need to identify new farm uses for export;
- Maintaining appropriate economic incentives for key manufacturing and target industries (financial incentives, expedited permitting, etc.);
- Marketing the County for tourism;
- Preserving environmental and cultural assets of the community; and
- Identifying and stopping any remaining service industry leakages.

## Goal, Objectives, and Policies

### GOAL

It is the goal of Indian River County to have balanced and orderly economic growth.

### OBJECTIVE 1: Low Unemployment Rate

Through the plan time horizon, the county's average annual unemployment rate will be no more than one percentage point higher than the State of Florida's average annual unemployment rate as reported by the Florida Agency for Workforce Innovation, Labor Market Statistics Center, Local Area Unemployment Statistics Program, in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics (2007 average annual unemployment rate: Florida = 4.0% and Indian River County = 5.8%).

Policy 1.1: The Economic Development Division of the Indian River County Chamber of Commerce and other economic development groups designated by the Board of County Commissioners shall promote the growth of those industries on the county's target industries list (Policy 2.5). The Economic Development Division shall determine the methods to be used to promote the growth of those industries and identify these methods in its annual marketing plan. The results will be presented to the Economic Development Council on a quarterly basis.

Policy 1.2: On an annual basis, the Economic Development Division of the Indian River County Chamber of Commerce and other economic development groups designated by the Board of County Commissioners shall survey local businesses that are included in the county's targeted industries list and have more than ten employees. The purpose of the survey is to identify opportunities and problems associated with local businesses, the type of job training and assistance needed by businesses, businesses willing to expand, businesses considering relocation, and linked businesses. The Economic Development Division and other economic development groups shall report survey results to the Economic Development Council at the first meeting of each calendar year.

Policy 1.3: The Economic Development Division of the Indian River County Chamber of Commerce shall continue to contact businesses, as identified in its marketing plan, to encourage those businesses to consider Indian River County as a possible location. The county's list of targeted industries shall be the Economic Development Division's guide for the type of businesses to contact. On a quarterly basis, the Economic Development Director of the Chamber of Commerce shall report to the Economic Development Council the number of businesses that were contacted, the type of businesses that were contacted, the number of persons employed by each of the businesses, and the result or actions taken from those contacts.

Policy 1.4: The county, the Indian River County Chamber of Commerce, other economic

development groups designated by the Board of County Commissioners, and CareerSource Research Coast shall continue to inform existing and relocating businesses of training programs that are offered by Indian River State College, local high schools, and other training providers. Representatives from these institutions shall be invited to provide an annual report to the Economic Development Council summarizing what type of training assistance was provided to local businesses.

Policy 1.5: As an employer, the county shall advertise job opportunities on the county website.

Policy 1.6: The county shall post request for proposals on DemandStar (<http://www.demandstar.com/>) or similar websites. DemandStar is a website where governments list requests for proposals, bids, and quotes for needed government services.

Policy 1.7: The county shall maintain its existing process of addressing complaints or concerns by business owners. This involves designating the County Planning Director and the Director of Economic Development of the Indian River County Chamber of Commerce to act as facilitators. Both the county and the Chamber of Commerce shall present a report of business complaints and concerns as well as proposed solutions to the Indian River County Economic Development Council.

Policy 1.8: On an ongoing basis, the county, through the Indian River County Chamber of Commerce and other economic development groups designated by the Board of County Commissioners, shall emphasize Indian River County's advantages over other regions as part of marketing efforts. This will include highlighting the County's low crime rate compared to areas like South Florida.

Policy 1.9: By March of every year, the Economic Development Division of the Indian River County Chamber of Commerce shall develop a marketing plan that specifies actions that will be taken during the next fiscal year to market the county's economic development potential. The marketing plan shall provide detailed budget information pertaining to any funds that the Chamber of Commerce is requesting from the Board of County Commissioners for the upcoming fiscal year. Before the marketing plan and request for funds is submitted to the Board, the plan shall be presented to and approved by the Economic Development Council.

Policy 1.10: The Indian River County Chamber of Commerce and other economic development groups designated by the Board of County Commissioners shall promote services provided by the Vero Beach Regional Airport, the Sebastian Municipal Airport, and the Melbourne International Airport in their economic development and tourism marketing efforts.

**OBJECTIVE 2: Diversified Economic Growth**

Between 2010 and 2020, Indian River County will increase the number of jobs in the county's new high wage target industries by 1,000.

Policy 2.1: The County shall focus its industrial/business/technology/research expansion efforts on attracting and expanding clean, small-scale light manufacturing and assembly industries and those industries identified in County target industry studies, as applicable.

Policy 2.2: The county shall encourage the expansion of existing industries and attraction of new industries that are within the target industries list (Policy 2.5) by offering the following county adopted economic development incentives and assistance:

- Local Jobs Grant Program;
- Traffic, Water, and Sewer Impact Fee Financing;
- Utility Deposit Waivers;
- Expedited permitting;
- Maintenance of sufficient infrastructure capacity (roads, water, sewer);
- Provision of Industrial Revenue Bonds;
- Provision of job training through Indian River State College;
- Provision of workforce training incentives from CareerSource Research Coast;
- Assistance with federal or state grant applications (such as Community Development Block Grants);
- State Qualified Target Industry Tax Refund Program; and

Policy 2.3: The county planning division shall track the number of jobs in target industries annually and provide a report to the EDC. The report shall include, but not be limited to, the total number of jobs by NAICS target industry category, the average wage by each NAICS target industry category, the percent and numeric change from the prior year for both the total jobs and their average annual wages. Annual data shall be provided for multiple years.

Policy 2.4: The Indian River County Chamber of Commerce and other economic development groups designated by the Board of County Commissioners shall provide assistance, as needed, to companies during the relocation process and report any actions taken to the Economic Development Council at their regular meetings.

Policy 2.5: The county, in coordination with the Indian River County Chamber of Commerce, shall establish a list of target industries and evaluate this list periodically in order to reflect the current economic needs of the county as well as the actual marketing results. Below, is the list of the county's target industry clusters. For marketing purposes, the County, Indian River County Chamber of Commerce, and other economic development agencies representing the County may use their

resources to market to a much smaller list based on the results of target industry studies, market research, and expert advice.

Clean Energy industry including but not limited to:

- Solar Energy
- Biomass Energy/Biofuels
- Fuel Cells and Hydrogen
- Ocean Energy

Life Sciences industry including but not limited to:

- Biotechnology
- Medical Device Manufacturing
- Pharmaceuticals
- Health Care

Information Technology industry including but not limited to:

- IT Products/Services
- Software Development
- Modeling/Simulation/Training
- Photonics/Lasers/Optics
- Microelectronics
- Telecommunications

Aviation/Aerospace industry including but not limited to:

- Aviation
- Avionics
- Flight Schools

Financial / Professional Services including but not limited to:

- Corporate/Regional Headquarters
- Research and Development

Manufacturing/Warehouse/Distribution

Emerging Technologies including but not limited to:

- Materials Science
- Nanotechnology
- Marine Science

Arts, Entertainment, Recreation including but not limited to:

- Sports Facilities

- Film Locations

Post Secondary Public and Private Educational Institutions

Other clean light industries that have average annual wages that support an innovation economy.

To be eligible for local economic incentives, an industry must meet the target industry criteria established by the state with a focus on those industries that export the majority of products and services outside of Indian River County (as opposed to strictly areas outside of Florida). Currently, the target industry criteria are listed in Section 288.106(1)(o), Florida Statutes.

Policy 2.6: The County shall provide for the issuance of Industrial Development Bonds for new industries.

Policy 2.7: The Economic Development Division of the Indian River County Chamber of Commerce and other economic development groups designated by the Board of County Commissioners shall assist in providing entrepreneurial and management expertise and a well-trained, skilled, and educated workforce to industries that are within the target industries list (Policy 2.5).

Policy 2.8: The County, in cooperation with the Vero Beach Regional Airport, the Sebastian Municipal Airport, the Indian River County Chamber of Commerce and its Economic Development Division, shall actively market airport industrial lots and space and coordinate its marketing plans with the airport's marketing plans.

Policy 2.9: The County, through the Indian River County Chamber of Commerce and its Economic Development Division, shall identify and increase investments needed to enhance a competitive advantage.

Policy 2.10: The County, through the Indian River County Chamber of Commerce and its Economic Development Division, shall facilitate interactions between venture capitalists, lawyers, scientists, entrepreneurs, and financiers for new product development and new target industries within the county.

Policy 2.11: The County shall request Federal and State agencies to expedite permit processing for target industries and to eliminate duplication and streamline permit processing. This shall include submission of letters and e-mails and phone calls to appropriate Federal and State agencies requesting expedited permitting and follow-up communications with these agencies.

Policy 2.12: The County building division shall provide weekend inspection services at cost, based on employee availability and the commercial/industrial tenant's need.

Policy 2.13: The County shall periodically re-evaluate its economic development incentives by

comparing its incentives with incentives offered by other jurisdictions.

Policy 2.14: The County shall periodically compare its impact fees to other counties in the state to determine if County impact fees are competitive for new commercial/industrial development.

Policy 2.15: The Indian River County Chamber of Commerce and other economic development groups designated by the Board of County Commissioners shall develop and provide a community information package for new employees and employers relocating to Indian River County.

Policy 2.16: The County, through its Local Housing Assistance Program, Low Income Housing Tax Credit Program, and other housing programs, shall continue to provide workforce housing in the county.

Policy 2.17: The County will initiate and support voter referendums to establish and maintain an Indian River County economic development tax abatement program.

### OBJECTIVE 3: Maintain Trained Labor Force

Through the plan time horizon, there will be sufficient post secondary (college and technical schools) training programs that meet the needs of the county's target industries.

Policy 3.1: The County, in conjunction with CareerSource Research Coast and the Indian River County Chamber of Commerce, will survey target industries to determine if educational needs are being met (see policy 1.2).

Policy 3.2: The County shall contact four-year colleges, universities, and other training providers to determine the probability of a branch campus or research facility being established in Indian River County. In so doing, the County shall note that it has the ability to offset impact fees for target industries, including these institutions.

Policy 3.3: The County shall support the expansion of the local branch of Indian River State College (IRSC) by providing assistance during the permitting process.

Policy 3.4: The County, through the school district, shall continue to offer adult education classes and occupational training for county residents.

Policy 3.5: The County, through the Indian River County Chamber of Commerce and other economic development groups, shall promote expansion of occupational education programs in the county by demonstrating to the educational institutions a definitive local demand for expanded programs.

Policy 3.6: The County, through the school district, charter schools, and private schools, shall focus on enhancing science, technology, engineering, and mathematics curriculum in K-12 schools.

**OBJECTIVE 4: Facilitate Economic Development**

By 2025, the county and municipalities within the County shall have at least two additional established industrial/business/technology/research parks (for a total of 4 parks) with sufficient land and adequate infrastructure to accommodate new or expanding businesses. At least one of these parks should be developed for Biotech/research/technology industries.

Policy 4.1: The County shall maintain an Indian River County Consortium for Life Science Research and Technology Advancement with appropriate local governments, employment agencies, institutions of higher education and other applicable entities, whose mission shall be to:

1. Promote and support the growth of existing key and emerging economic sectors; and
2. Provide legislative and governmental policies to support economic development; and
3. Make available physical infrastructure to support development, manufacturing, and commercialization of products; and
4. Provide and support emerging technologies; and
5. Leverage the county's current K-12 schools with a focus on enhancing the Science, Technology, Engineering, and Mathematics related foundation for education; and
6. Create a profusion of higher education opportunities within the targeted sectors to enhance our competitive opportunities; and
7. Provide entrepreneurial, management expertise, a well trained, skilled, educated workforce; and
8. Foster a synergy and interaction of venture capital, legal, scientists, entrepreneurs, and financiers to create product development; and
9. Identify and increase investments needed to enhance a competitive advantage; and
10. Provide the awareness, advocacy, and expressed will of stakeholders to support economic development.

Policy 4.2: The County shall maintain its policies, regulations, information, and application forms on the county website.

Policy 4.3: The County shall continue to maintain its database of capacity and demand information for all concurrency related services and facilities. The county will use this database to program capital improvements to ensure that all services and facilities have adequate capacity to accommodate projected growth and development.

Policy 4.4: The County, through its Planned Development process and PD zoning, shall allow industrial/business/technology/research park developers and the county to designate the type of uses appropriate for applicable new industrial/business/technology/research parks.

Policy 4.5: Through the time horizon of the plan, the county shall designate sufficient land on its Comprehensive Plan Future Land Use Map for future commercial/industrial uses and shall provide infrastructure (potable water and roads, and to the extent feasible sanitary sewer) for these lands to facilitate development of industrial/business/technology/research parks within the county.

Policy 4.6: The County shall assist private industrial/business/technology/research park developers to establish industrial/business/research/technology parks at the SR 60/I-95, CR 512/I-95, and Oslo Road/74<sup>th</sup> Ave. commercial/industrial nodes, and at other appropriate locations within the county. Assistance will include providing pre-application meetings to determine needs and requirements of potential industrial/business/technology/research park developers, expediting the permitting process, assisting with appropriate grant applications, and providing information pertaining to available incentives.

Policy 4.7: The County shall, as needed or as part of the Evaluation and Appraisal Report, re-evaluate the size and location of its commercial/industrial nodes. The Commercial/Industrial Data Source document shall be posted on the County's website. This document consists of planning, zoning, and land use information helpful to businesses desiring to relocate.

Policy 4.8: The County shall be pro-active in assisting commercial and industrial developers through pre-application meetings and Technical Review Committee meetings, by reviewing procedures, identifying needed permits, and providing information and providing feedback to applicants to expedite the permitting process. The county shall also assist applicants by providing information on non-county required permits or reviews and provide contact information.

#### OBJECTIVE 5: Intergovernmental Coordination

By 2011, there will be an adopted Interlocal agreement between the County and the municipalities that provides for coordinated economic development funding and economic development activities.

Policy 5.1: The County shall involve all necessary stakeholders needed to approve or assist any economic development project wishing to expand or re-locate within the County so the approval process happens expeditiously.

Policy 5.2: The County, through the Indian River County Chamber of Commerce and its Economic Development Division, shall request that all local governments within the county provide information pertaining to possible site locations for economic development prospects.

**OBJECTIVE 6: Tourism Development**

Through the plan time horizon, tourism will increase within the County to the point that by FY 2014/15 the County's annual local option tourist tax revenue will be at least \$1,600,000 (FY 2007/08 tourist tax revenue = \$1,496,835.35).

Policy 6.1: The County shall provide revenue from the bed tax to the Tourism Division of the Indian River County Chamber of Commerce and other tourism groups designated by the Board of County Commissioners to market eco-tourism and cultural tourism in relation to the county's environmental amenities and cultural offerings. The Tourism Division shall publish advertisements, which market the county's environmental amenities and cultural offerings. A representative of the Chamber of Commerce shall present those advertisements and any results to the Tourist Development Council.

Policy 6.2: The County shall provide Tourist bed tax to the Tourism Division of the Indian River County Chamber of Commerce and other tourism groups designated by the Board of County Commissioners, to partner with local resorts, hotels, and attractions to market the county as a destination. Marketing activities shall include various methods of advertising, promotion, travel shows, personal contacts and building relationships at a regional, national, and an international level. A representative of the Chamber of Commerce shall report to the Tourist Development Council on their marketing actions.

Policy 6.3: The County shall provide Tourist bed tax to the Tourism Division of the Indian River County Chamber of Commerce to collaborate with other tourism groups, environmental, cultural, sports organizations, attractions and event organizers to promote area events, attractions, and Indian River County as a destination resulting in overnight stays in county hotels.

Policy 6.4: The County, through its Comprehensive Plan and Land Development Regulations, shall maintain and/or improve the County's environmental, cultural, and aesthetic characteristics to attract tourists and businesses to Indian River County.

**OBJECTIVE 7: Economic Development Community Acceptance**

Through the plan time horizon, a majority of the County's population will recognize the importance of and support County economic development activities by supporting the County's economic development initiatives, such as tax abatement program referendums, needing voter approval.

Policy 7.1: The county, through the Indian River County Chamber of Commerce, Economic Development Council, and other economic development groups designated by the Board of County Commissioners, shall provide speakers to educate private citizens, service organizations, and special interest groups about the county's economic development positions and strategies.

Policy 7.2: The Indian River County Chamber of Commerce and its Economic Development Division shall continue its efforts to maintain and increase the level of public and private funding support for economic development to be competitive with comparable communities.

## **Implementation, Evaluation, and Monitoring**

### **Implementation**

The implementation of this element involves the actual execution of the economic development element's policies. Table 5.16 states each policy, the type of action required to implement the policy, the entity responsible for taking the action, the timing and whether or not capital expenditures will be required to implement the policy.

The planning department has the overall responsibility for the element's implementation. The planning department also has the responsibility of ensuring that other entities undertake their responsibilities.

<b>Table 5.16: Economic Development Element Implementation Matrix</b>				
<b>Policy</b>	<b>Type of Action</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Capital Expenditure</b>
1.1	Promote the growth of industries	EDD	Ongoing	No
1.2	Survey local businesses	EDD	Annual	No
1.3	Business recruitment	EDD	Ongoing	No
1.4	Promote business training programs	PD/EDD	Ongoing	No
1.5	Advertise employment opportunities locally and on web	BCC	Ongoing	No
1.6	Advertise Request for Proposals	PUD	Ongoing	No
1.7	Address complaints or concerns of business owners	PD/EDD	Ongoing	No
1.8	Compare IRC crime rates with South Florida crime rates	EDD	Ongoing	No
1.9	Develop marketing plan	EDD	Annual	No
1.10	Promote services of local and regional airports	EDD	Ongoing	No
2.1	Attract new industries	EDC/EDD	Ongoing	No
2.2	Provide economic development incentives and assistance	PD	Ongoing	No
2.3	Track Target Industries and Report	PD	Annual	No
2.4	Provide relocation assistance	EDD	Ongoing	No
2.5	Establish and evaluate a list of target industries	PD/EDD	Every two years	No
2.6	Provide Industrial Revenue Bonds	OMB	Ongoing	No
2.7	Provide entrepreneurial and management expertise	EDD	Ongoing	No

**Comprehensive Plan****Economic Development Element**

2.8	Market airport industrial lots and space	CVB Airport/EDD	Ongoing	No
2.9	Identify and increase investments for competitive advantage	EDD	Ongoing	No
2.10	Facilitate development of new products and new industries in County	EDD	Ongoing	No
2.11	Request that Federal and State agencies expedite permitting process	PD	Ongoing	No
2.12	Provide building inspection services on weekends	BD	Ongoing	No
2.13	Re-evaluate economic development incentives	PD	Annually	No
2.14	Reassess impact fee rates	PD	Ongoing	No
2.15	Provide community information package	EDD	Ongoing	No
2.16	Provide incentives for affordable housing projects	PD	Ongoing	No
3.1	Contact four-year colleges and universities	PD	Ongoing	No
3.2	Support IRCC expansion	PD	Ongoing	No
3.3	Offer adult education and occupational training	IRCSA	Ongoing	No
3.4	Promote the expansion of occupational education programs	PD	Ongoing	No
4.1	Establish a Consortium for Life Science Research and Technology Advancement	BCC/COC	2010	No
4.2	Review and evaluate county's land development regulations	PD	Ongoing	No
4.3	Maintain planning department web site	PD	Ongoing	No
4.4	Maintain concurrency database	PD	Ongoing	No
4.5	Allow flexibility of uses in industrial/business/technology parks through the Planned Development process	PD	Ongoing	No
4.6	Designate land for future commercial/industrial uses	PD	Ongoing	No
4.7	Assist private industrial park developers	PD	Ongoing	No
4.8	Re-evaluate commercial/industrial nodes and update C/I Data Source Book	PD	Semi-annual	No
4.9	Provide efficient permitting process	PD	Ongoing	No
5.1	Involve appropriate parties in economic development projects	PD	Ongoing	No
5.2	Request information on available industrial sites	PD/EDD	Ongoing	No
6.1	Market the county's environmental and cultural offerings	TDD	Ongoing	No
6.2	Market county as vacation/recreation area	TDD	Ongoing	No
6.3	Publish advertisement cross-selling tourism and economic development	EDD	Ongoing	No

6.4	Maintain and/or improve county characteristics	PD	Ongoing	No
7.1	Provide speakers to educate private citizens regarding economic development	EDD/PD	Ongoing	No
7.2	Maintain and increase funding for economic development	EDD	Ongoing	No
BCC = Board of County Commissioners CVB = City of Vero Beach EDD = Economic Development Division of Chamber of Commerce IRCC = Indian River Community College OMB = Budget Office TDD = Tourism Division of Chamber of Commerce COC = Indian River County Chamber of Commerce EDC = Economic Development Council PD = County Planning Department PUD = Purchasing Division				

As designated by the Indian River County Board of County Commissioners, the Economic Development Division (EDD) of the Indian River County Chamber of Commerce functions as the official economic development agency for the county and is recognized as such by Enterprise Florida, Inc. (EFI) the state’s economic development agency. Therefore, marketing activities identified in the Economic Development Element are the responsibility of the EDD. The EDD has developed promotional materials designed to attract prospective companies that are relocating or expanding operations and maintains a strong business retention program.

The EDD continues to focus its efforts on developing stronger relationships with site location consultants. Site location consultants represent firms that are actively searching for new locations to accommodate an expansion or relocation of their operations. These professionals also provide valuable insight into the site selection process and can offer communities advice on promoting an area for business attraction. Familiarization tours, or FAM tours, are conducted, where the EDD invites a group of consultants to visit Indian River County to see the benefits our area offers their prospective clients.

Prior to a company executive or the site location consultant scheduling a site visit to Indian River County, the EDD submits a detailed proposal to the company or consultant outlining the properties or buildings that may meet their project needs, along with other attributes that could benefit the prospective company’s operations. During the site visit, the EDD meets with the prospective company or its representative to determine which sites in Indian River County that were previously suggested are most suitable and to discuss incentive programs that could be available to the company. EDD walks the prospective company through the local site location process and facilitates the incentive application process once eligibility is determined. The company’s due diligence process in evaluating all sites under consideration often takes months.

EDD has assisted numerous local businesses in securing incentives and training grants which enabled them to expand their local operations thus creating jobs for local residents. The EDD has developed material, such as the promotional thumb drive, promotional videos, and revamped its website, offering information needed to assist businesses in making their relocation and expansion decisions.

Specific projects implemented by the EDD of the Indian River County Chamber of Commerce include maintaining a business assistance team to help local businesses in dealing with state, regional, and local government agencies; maintaining a list of available commercial/industrial sites in the county, which is also available on the EDD website; and a business visitation program.

## Evaluation & Monitoring

In order to assess the effectiveness of the Economic Development Element, it has to be evaluated and monitored. The element can be evaluated by determining whether the objectives have been met.

Table 5.17 identifies each of the objectives, the measure used to implement these objectives and the timing involved in achieving these objectives.

The planning department staff will be responsible for evaluating and monitoring the Economic Development Element. This will be done on a regular basis.

<b>Table 5.17: Economic Development Element Evaluation Matrix</b>		
<b>Objective</b>	<b>Measure</b>	<b>Timeframe</b>
1	Difference between Indian River County's unemployment rate and the State of Florida's unemployment rate.	2010-30
2	Increased number of target industry jobs	2010 - 15
3	Number of training programs for target industries	2010-30
4	Increase in number of industrial/business/technology/research parks	2015
5	Existence of interlocal agreement between government agencies for coordinated economic development	2011
6	Amount of Tourist tax revenue collected.	FY 2014/15
7	Community support of economic development	2010-30