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EVALUATION AND APPRAISAL REPORT  
FOR THE  
INDIAN RIVER COUNTY  
COMPREHENSIVE PLAN

ECONOMIC DEVELOPMENT ELEMENT  
(ECONOMIC ENHANCEMENT ELEMENT)

2008

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COMMUNITY DEVELOPMENT DEPARTMENT  
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**INTRODUCTION**

The purpose of this section of the Indian River County Comprehensive Plan Evaluation and Appraisal Report is to assess the success or failure of the Economic Development Element of the Comprehensive Plan. This assessment must examine changes in economic development conditions within the county, evaluate achievement of objectives, and identify changes in state requirements affecting the economic development element. Based on this evaluation and appraisal report, the economic development element may need to be updated and revised. This assessment contains the following components:

- Economic development conditions within the county at the time of last major plan update (1995/1996 data)
- Existing economic development conditions within the county (2006/2007 data)
- Analysis of economic development conditions and efforts within the county
- Identification of major issues related to economic development
- Evaluation of economic development element objectives achievement
- Assessment of economic development policy implementation
- Identification of necessary future actions
- Identification of anticipated amendments

A summary of economic development conditions within the county is provided in Appendix "A". These data will enable the county to compare changes in local economic development conditions from the time of the last major plan update to the present and make appropriate revisions to the economic development element as needed.

The economic development element is not a required element of the comprehensive plan; instead, it is an optional element. Other elements of the Comprehensive Plan must address specific data requirements contained in Chapter 9J-5, F.A.C.. There are, however, no specific data requirements for optional elements such as the economic development element.

Although the economic development element was prepared in conjunction with the other elements of the Comprehensive Plan, this element was originally based on the county's adopted Overall Economic Development Plan (OEDP). The OEDP was adopted in June of 1985.

**BASELINE CONDITIONS (1998)**

This section identifies economic development conditions at the time of the last major plan update. That plan update was adopted in 1998; however, the best available data used within the plan update were from 1995/1996. In the last plan update, the economic development conditions analyzed related to population, crime, tourism, employment, income, infrastructure, and building permit activity.

**Population**

According to the U.S. Census, the County's 1990 population was 90,208. The Bureau of Economic and Business Research (BEBR) had estimated Indian River County's 1995 population at 100,375; this was an increase of 10,167 people, or 11.3%, between 1990 and 1995. The median age of the county's population in 1995 was 43.8, which was 6 years older than the median age of Florida's population.

**Employment**

In 1996, the county's annual average employment was 43,208, about 42.3% of the county's total population. The average annual earnings for those employees was \$22,349. In 1996, the county's average annual unemployment rate was 9.2%, while the state's was 5.3%.

In 1996, the service sector (30.96%) and the retail trade sector (23.07%) accounted for over half of the employment (54.03%) in the County. According to the University of Florida, Bureau of Economic and Business Research, the fastest growing sector of the economy, in terms of employment, was the service sector. The finance/insurance/real estate sector provided the highest average annual wage.

**Income**

In 1996, the median household income in Indian River County was \$42,200, while the per capita income was \$31,479.

In 1993, Indian River County ranked the 11th highest of Florida's 67 counties for the cost of living in the state, and 5th in buying power and per capita income. The cost of living index is based on the consumer price index.

**Wages**

The Standard Industrial Classification System (SIC) 2 digit sector that paid the highest average annual wage within the County in 1995 was Finance/Insurance/Real Estate. That sector paid an average annual wage of \$31,690. The second highest paying 2 digit SIC sector was

Government, followed by Manufacturing. Those sectors paid an annual average wage of \$29,836 and \$28,159, respectively.

The four lowest paying SIC sectors were Retail Trade, Agriculture/Fishing/Forestry, Construction and Services. Those sectors paid between \$14,607 and \$23,576 in average annual wages.

### Building Permit Activity

According to County building permit records, 561 single family residential building permits and 285 multi-family residential building permits were issued in unincorporated Indian River County in 1996. In addition, 75 building permits were issued for commercial businesses.

### Tourism

In 1995, there were 44 licensed hotels and motels, containing 2,893 units, within the County. In addition, there were 243 licensed food service establishments, containing 20,456 seats, within the County. Tourist tax revenues for Fiscal Year 1995/96 totaled \$873,394.

### Target Industries

As part of the last EDE update, the County adopted a list of Targeted Industries. That list was to serve as a focal point for the County's economic retention and recruitment efforts. Separately, the County also adopted various local financial incentives for the targeted industries. Those incentives included a local jobs grant program, impact fee financing and a utility deposit waiver program. The local jobs grant program was developed in part to serve as a financial match for the State's Qualified Target Industry (QTI) incentive program. The QTI program provides incentives to state designated target industries that create high paying jobs. That program requires a local match of 20% of the state's total contribution.

In 1998, the County's target industry list consisted of ten industries listed by Standard Industrial Classification System categories. In addition, a general category titled "Other clean light industries that have average annual wages which are above the county-wide average annual wage" was included. This was in recognition of the fact that there may be additional target industries that the County would want to consider offering incentives to. The target industries included:

- SIC Code 0273 Animal Aquaculture
- SIC Code 20 Food and Kindred Products
- SIC Code 27 Printing and Publishing
- SIC Code 34 Fabricated Metal Products
- SIC Code 35 Industrial and Commercial Machinery and Computer Equipment

- SIC Code 37 Transportation Equipment
- SIC Code 47 Transportation Services
- SIC Code 48 Communications
- SIC Code 737 Computer Programming, Data Processing, and other Computer Related Services
- SIC Code 80 Health Services
- Other clean light industries that have average annual wages which are above the county-wide average annual wage

#### Industrial/Business Parks and Areas

In 1998, there were multiple older industrial/business parks and areas within the County containing relatively small parcels of land. These industrial/business parks included the Vero Beach Airport Business Park, the 41<sup>st</sup>/45<sup>th</sup> Street industrial/warehousing area, the 102<sup>nd</sup> Terrace Industrial Area near the I-95 and CR 512 Interchange, and a small industrial area off from 98<sup>th</sup> Avenue, south of State Road 60. The Vero Beach Airport Business Park was nearly built out, while the remaining industrial/business parks and areas were approximately 50% developed. At that time, their development potential was impacted by several limiting factors.

These limiting factors included:

- small parcel/lot sizes;
- distance of the industrial/business parks and areas from major transportation routes;
- presence of wetlands; and
- lack of centralized stormwater retention facilities.

#### Commercial/Industrial Nodes

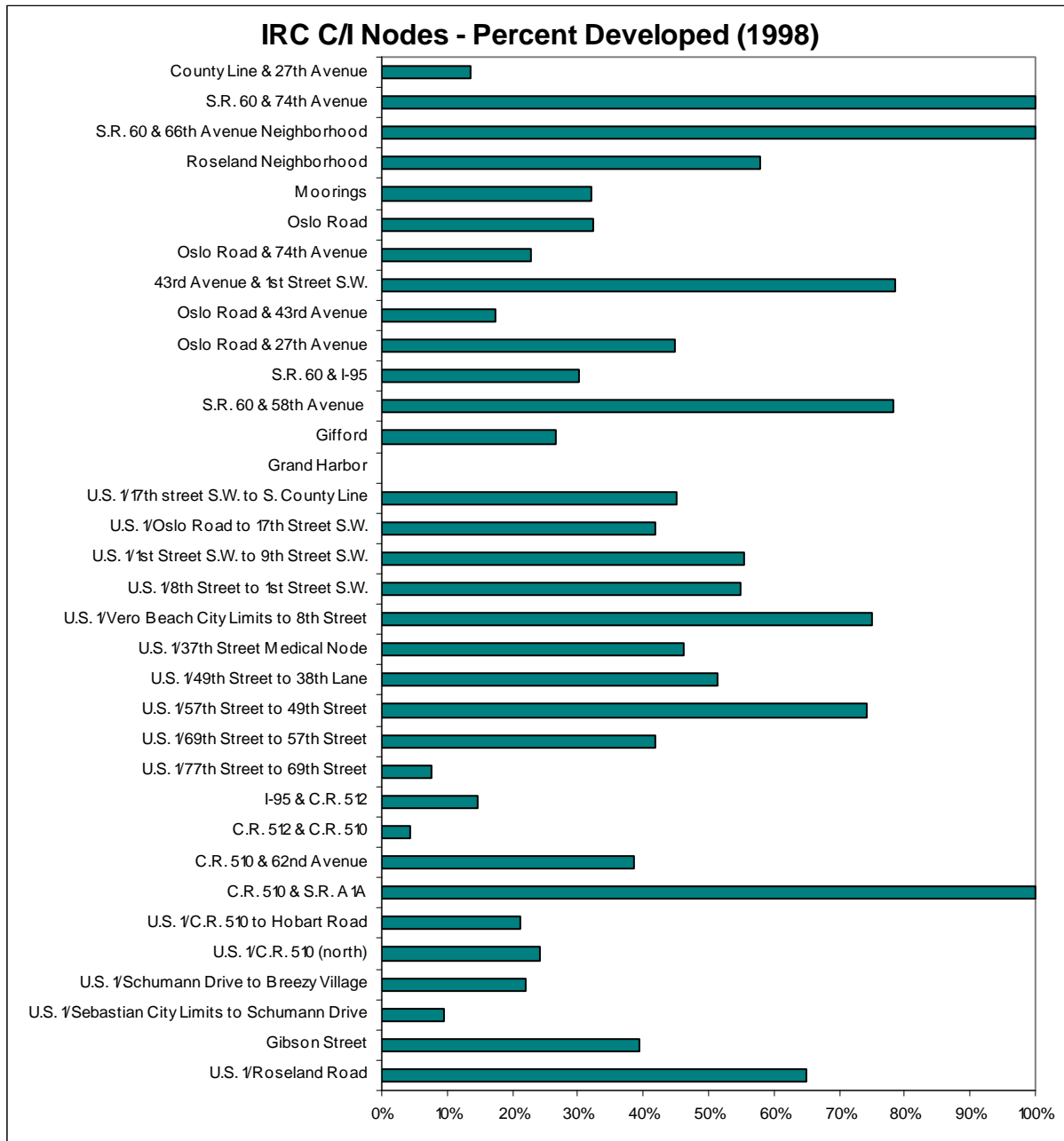
In 1998, the County's Comprehensive Plan designated 34 commercial/industrial (C/I) nodes, containing a total of 6,004 acres. Of those 6,004 acres, only 2,163 acres, or 36% of the total acres, were developed with commercial and/or industrial uses. The remaining 3,841 acres, or 64%, were undeveloped or developed with other noncommercial or nonindustrial uses.

At that time, seven of the C/I nodes were over 70% developed. Those nodes and their percent developed are listed below.

- C.R. 510 and S.R. A1A – 100% developed
- S.R. 60 and 66<sup>th</sup> Avenue – 100% developed
- S.R. 60 and 74<sup>th</sup> Avenue – 100% developed
- U.S. 1/Vero Beach City Limits to 8<sup>th</sup> Street – 74.9% developed
- U.S. 1/57<sup>th</sup> Street to 49<sup>th</sup> Street – 74.1%
- S.R. 60 and 58<sup>th</sup> Avenue – 78.2% developed

- 43<sup>rd</sup> Avenue and 1<sup>st</sup> Street S.W. – 78.6% developed

A chart showing the 1998 percent developed for each of the 34 commercial/industrial nodes is provided below.



**EXISTING ECONOMIC DEVELOPMENT CONDITIONS (2006-2007)**

This section identifies current and recent economic development conditions within the County as listed within Appendix A.

**Population**

According to the U.S. Census, the County's population in 2000 was 112,947. In 2007, BEBR estimated the County's population to be 139,757. Of this population, 90,607 (64.8%) resided in the unincorporated county. The median age of the county population in 2005 was 47.9 years, which was 8 years older than the median age of Florida's population.

**Employment**

In 2007, Indian River County's average annual employment level was 61,149, about 43% of the county's population. In that same year, the county's average annual unemployment rate was approximately 5.5%, while the state's was 3.8%. In 2006, the average annual wage was \$33,915.

In 2006, approximately 16.57% of employees worked in retail related industries. The health care sector and the construction sector rounded out the top three employment sectors in 2006. These sectors had 14.69% and 11.58%, respectively, of county employment as reported by the Florida Agency for Workforce Innovation, Labor Market Statistics, "Quarterly Census of Employment and Wages".

**Income**

In 2006, the median household income in Indian River County was \$55,500. The per capita income was \$49,305.

In 2005, Indian River County ranked 13th highest in the state for the cost of living, and 5th in buying power and per capita income. The cost of living index is based on the consumer price index.

**Wages**

The North American Industrial Classification System (NAICS) 2 digit sector that paid the highest average annual wage within the County in 2006 was Management of Companies and Enterprises. That sector paid an average annual wage of \$106,024. The second highest paying 2 digit NAICS sector was Finance and Insurance, followed by Professional, Scientific and Technical Services. Those sectors paid an annual average wage of \$59,185 and \$55,355, respectively.

The four lowest paying NAICS sectors were Accommodation and Food Service, Agriculture, Other Services (except Public Administration), and Administrative and Support and Waste Management and Remediation Services. Those sectors paid between \$16,215 and \$24,508 in average annual wages.

### Target Industries

In 2005, the County updated its target industry list by replacing all references to the old Standard Industrial Classification (SIC) code with the new North American Industry Classification System (NAICS) code. At that time, three new categories and several subcategories were also added to the County's target industries list. The additional categories included:

- Research and Development in Physical, Engineering, and Life Sciences;
- Warehousing and Storage;
- Finance and Insurance;
- Junior Colleges;
- Colleges, Universities, and Professional Schools; and
- Business Schools and Computer Management Training

The Research and Development in Physical, Engineering, and Life Sciences category was added to the County's target industries list to be consistent with the region's "Research Coast" marketing theme. The addition of several educational subcategories to the County's target industries list was made with the intent to recruit institutions of higher education.

The complete updated list of target industries is listed within Policy 2.6 of the Economic Development Element (see attachment 1).

### Tourism

In 2006, there were 31 licensed hotels and motels within the County. They contained 1,471 units. In addition, there were 305 licensed food service establishments within the County. They contained 22,762 seats within the County.

Since 1993, Indian River County has collected a 3% tax on rooms that are rented for less than a six-month period. This tourist tax is used for beach improvement, tourist promotion and advertising, and improvement of the arts. In February 2001, this tax was increased to 4%. The additional 1% of tourist tax is allocated to debt service for the Spring Training Facility Bonds (Dodgertown).

For Fiscal Year 2005/06, tourist tax revenues totaled \$1,512,513.

### Industrial/Business Parks and Areas

In 2007, many of the lots/parcels within the older industrial/business parks and areas still were undeveloped, and still faced the same development challenges as they did in 1998. Between 1998 and 2007, several new industrial/business parks were developed or are in the planning stages. In fact, there are currently four new industrial/business parks within the County that are being developed or are in the plan review stages.

The four new industrial/business parks are the Indian River Park of Commerce (infrastructure developed), proposed State Road 60 Industrial Park, proposed Vero Business Park, and Indian River Industrial Center (developed). The Indian River Park of Commerce is located on S.R. 60 west of the I-95/ S.R. 60 interchange, while the State Road 60 Industrial Park will be located south of State Road 60 and west of 98<sup>th</sup> Avenue. The Indian River Industrial Center is located on the north side of 41<sup>st</sup> Street, west of 49<sup>th</sup> Avenue and the Vero Beach Business Park is planned nearby on 41<sup>st</sup> street in the Gifford Community, between 28<sup>th</sup> Avenue and 43<sup>rd</sup> Avenue.

With the addition of the two industrial/business parks on State Road 60, and the two industrial/business parks along 41<sup>st</sup> Street, the County will have an adequate supply of development ready sites (approximately 60 lots) for a range of small scale industrial uses. These newer industrial parks will support small buildings, ranging in size from approximately 12,300 square feet to as large as 61,300 square feet. Similar sized buildings could also be located in older industrial areas within the County.

### Commercial/Industrial Nodes

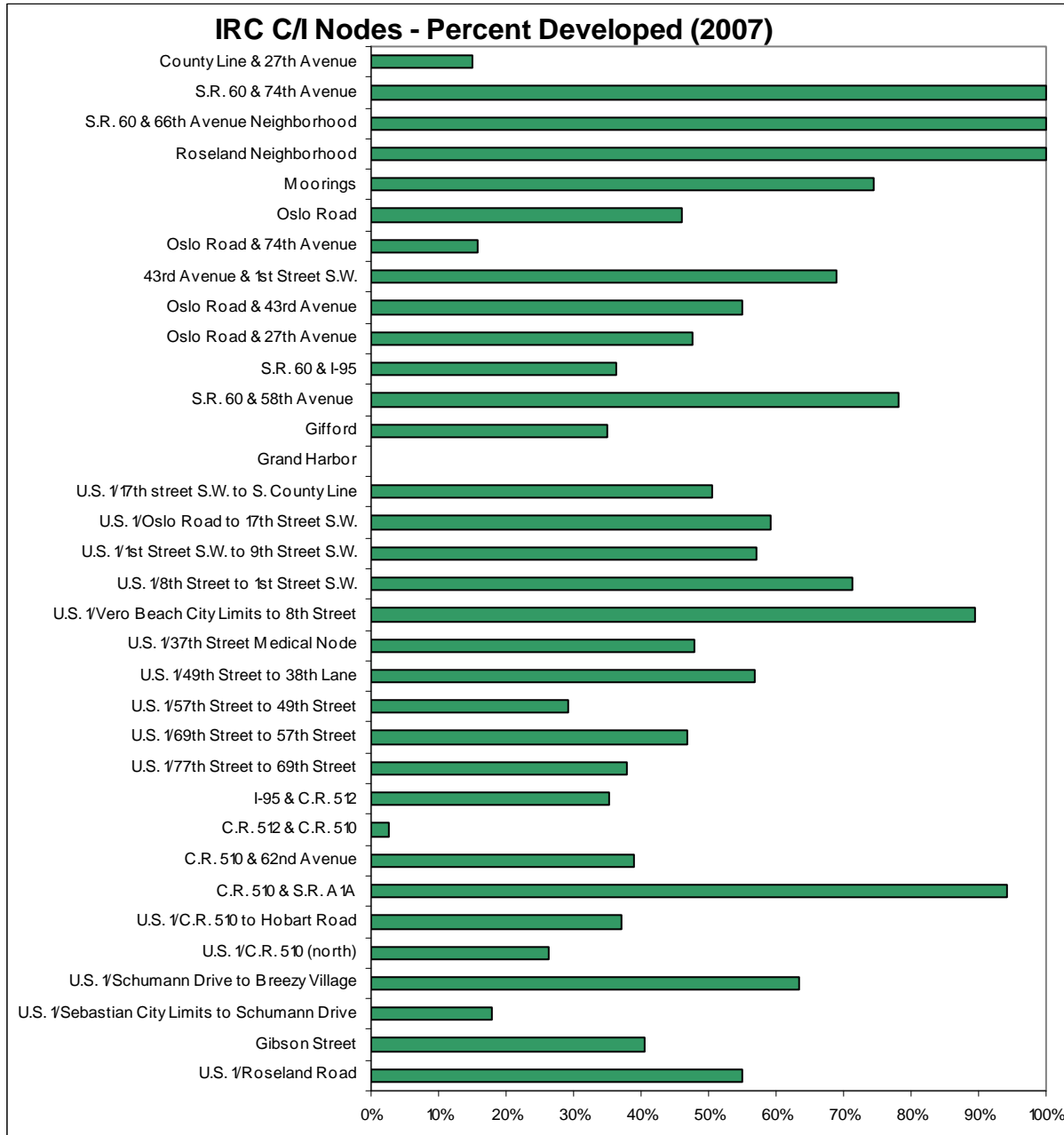
In 2007, the County's Comprehensive Plan designated 34 commercial/industrial (C/I) nodes containing a total of 5,538 acres. Of those 5,538 acres, only 2,376 acres, or 43% of the total acres, were developed with commercial and/or industrial uses in 2006. The remaining 3,162 acres, or 57%, were undeveloped or developed with other noncommercial or nonindustrial uses.

At that time, six of the C/I nodes were over 70% developed, and two industrial nodes were over 60% developed. Those nodes and their developed percentages are listed below.

- Roseland Neighborhood – 100% developed
- S.R. 60 and 66<sup>th</sup> Avenue Neighborhood – 100% developed
- S.R. 60 and 74<sup>th</sup> Avenue – 100% developed
- C.R. 510 and S.R. A1A – 94.2% developed
- U.S. 1/Vero Beach City Limits to 8<sup>th</sup> Street – 89.6% developed
- U.S. 1/8<sup>th</sup> Street to 1<sup>st</sup> Street S.W. – 71.4% developed
- S.R. 60 and 58<sup>th</sup> Avenue – 78.0% developed
- Moorings – 74.4% developed

- 43<sup>rd</sup> Avenue and 1<sup>st</sup> Street S.W. – 68.9% developed
- U.S. 1/Schumann Drive to Breezy Village – 61.5% developed

A chart showing the developed percentage for each of the 34 commercial/industrial nodes is provided below.



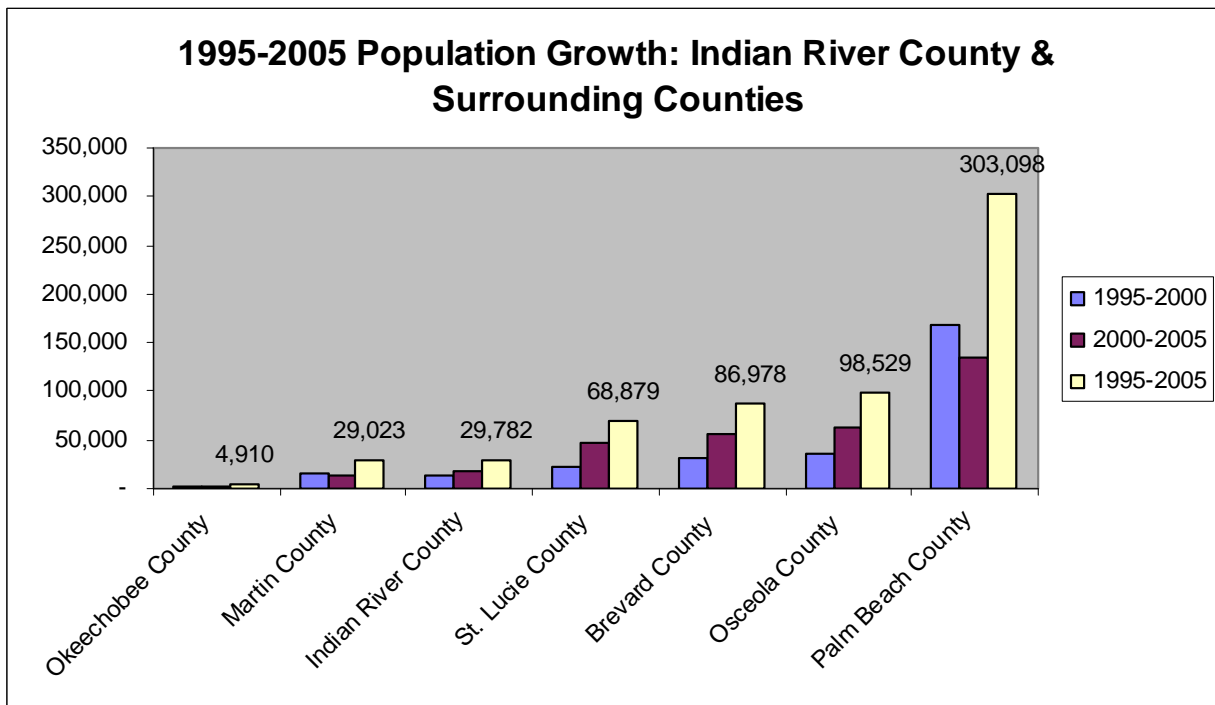
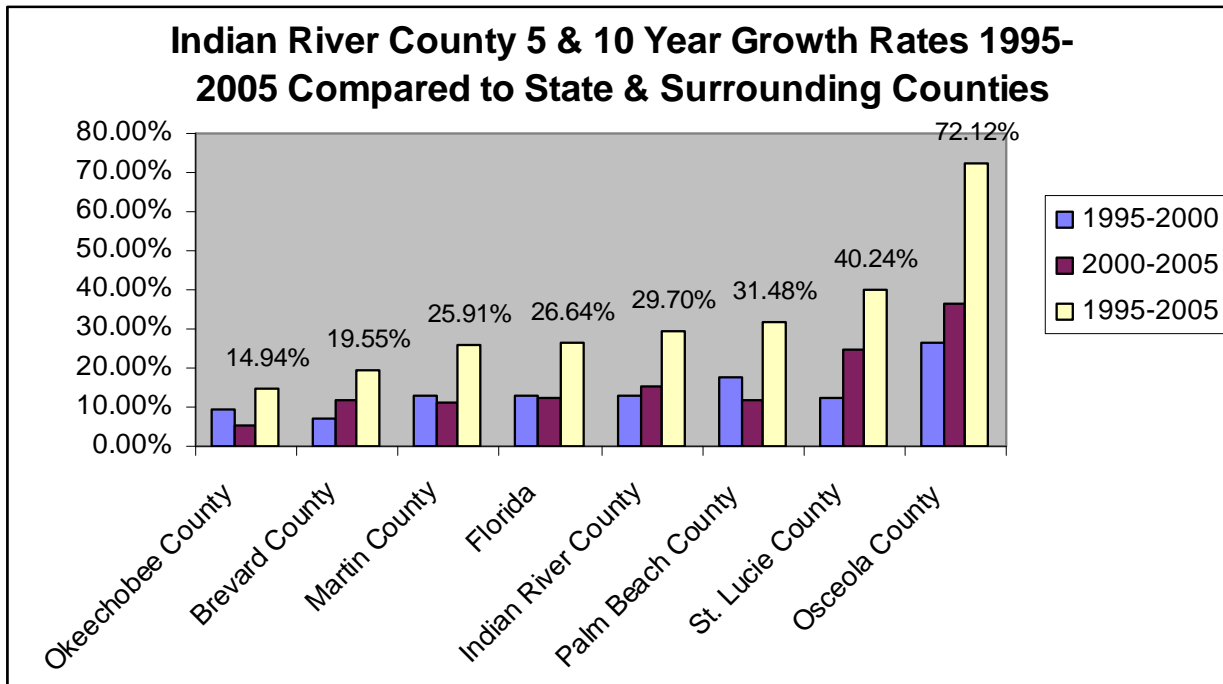
**ANALYSIS**

Comparing economic development conditions at the time of last major plan update with existing conditions provides an indication of changes that occurred between 1995/96 and 2006/07. The following analysis provides that comparison.

**Population**

From 1995 to 2007, Indian River County grew from 100,375 people to 139,757, an increase of 39.2% (39,382 people). This population growth was almost exclusively due to new residents moving to the county. Between 2000 and 2005, the county's population increased by 17,096 people. This increase included the addition of 19,667 people to the county due to net migration and the loss of 2,571 people due to deaths exceeding births.

Between 1995 and 2007, the state's population increased by 29.6% (4,531,050 people). While Indian River County's growth rate outpaced the state's growth rate by 7.4 percentage points between 1995 and 2007, Indian River County's population growth accounted for only 0.87% of the state's population growth between 1995 and 2007. This higher growth rate within the County, as opposed to the state, was due in part to the County's attraction as a retirement community. Compared to the six adjacent and Treasure Coast counties, Indian River County had the 4<sup>th</sup> fastest growth rate during the 1995 to 2005 period; however, Indian River County's actual population increase was significantly lower than other larger counties (see charts on next page). Between 2000-2005, Indian River County's total population increase was 17,096 people. During that time period, Okeechobee County had the lowest population increase with only 1,855 additional people, while Palm Beach County had the highest population increase with 134,709 more people.



In 1995, the percentage of residents within Indian River County that were age 65 or older was 28.7%, as opposed to the state as a whole where only 18.7% of residents were over 65. By 2005,

those percentages had shifted to 27.4% and 17.1%, respectively. These numbers show that there was a decreasing percentage of those 65 years old or older both within the State and within the County between the two time periods; however, the percentage decrease in both cases was small and was likely due in part to the increased jobs in the construction industry that occurred in 2004 and 2005 which brought construction workers to the County that were younger than 65. In 2005, there was still a significantly higher proportion of older residents within the County than within the state.

Even though the percentage of residents within the County that were 65 years old or older decreased between 1995 and 2005, the median age of the County actually increased from 43.8 years to 47.9 years during that same time frame. This was due to the fact that the 45 year old to 64 year old age category increased from 21.38% of the county population to 26.76% of the county population. These data suggest that the County is heavily weighted to retirees and those approaching retirement age and that the County is getting less diverse.

The continued population growth shows that the County is an attractive place to live, particularly for older adults. Because of this, the County population is expected to continue with a higher percentage of older residents than currently are within the County. With respect to economic development, population increases generally create more demand for services and, as a result, produce more service jobs. In Indian River County, the high percentage of older residents indicates that a large percentage of the county's economy will remain service oriented to meet the needs of these older residents who may be retired, near retirement, or working part-time. Some of these older residents may seek employment to supplement their income in retirement, providing an additional workforce to the County.

In the coming years, it is expected that the population of the County will continue to increase at a similar rate as it has increased since 1995. In addition, it is also expected that the percentage of retired residents within the County will increase.

The expectation that the population will increase is based in large part on the historical trend of retirees migrating south and west to the various sunbelt states and the fact that the large "baby-boom" generation is beginning to enter retirement (first baby boomers become eligible for Social Security retirement in 2008). This trend is also being encouraged by the current housing market. With the recent overbuilding of houses within the County and State, there is an excess of housing available. This oversupply has significantly driven down costs, making housing more affordable for relocating retirees. As more retirees continue to move to the County, it is expected that younger families will follow to provide service oriented jobs.

Additional population growth will occur as new industries establish and grow within the County and as existing industries expand their operations. It is expected that the new and expanding industries will encourage more people from outside the County to re-locate here. In addition, the economic expansion that occurs to the north and to the south of the County will have spill over

effects into this county. It can be expected that some of the workers for new and expanding industries in adjacent counties will purchase homes and live within Indian River County.

In conclusion, the county and the municipalities within the County will need to make necessary infrastructure improvements to accommodate new population growth and growth of the various commercial industries. With the increase in retirees and an overall aging of the population, the County will also see an increase in health care related jobs. Most of those health care related jobs will be created in response to the local demand for their service. Given the high concentration of older residents, however, the County may have an opportunity to attract specialty medical facilities that may serve the region or state. Because of this, and because medical jobs are generally high paying, the County should include specialty regional medical/health care related industries on the county's target industries list. With respect to the recent oversupply of housing, the County should aggressively market itself to new industries and industries desiring to relocate. Since affordable homes are a major factor in maintaining a low cost of living within a community, and attracting businesses desiring to relocate.

### **Income**

Another significant change between 1996 and 2006 was the increase in the county's median household income. Median household income is the sum of money income (total pretax cash income earned by persons, excluding certain lump sum payments and excluding capital gains) received during a calendar year by all household members. It includes salary income; net self-employment income; interest, dividends, or net rental or royalty income or income from estates and trusts; Social Security or Railroad Retirement Income; Supplemental Security Income (SSI); public assistance or welfare payments; retirement, survivor, or disability pensions; and all other income. From 1996 to 2006, median household income increased by \$13,300 (31.5%) within the county. This increase in the county's median household income can be attributed, in part, to inflation and increases in salaries.

All except for one year (2001) between 2000 and 2006, the county had higher median household incomes than that of the state (see chart below). This meant that the county's residents, on average, were wealthier than those in the state as a whole and had higher disposable income. This higher income enhances economic development by increasing the potential for more retail sales and higher value services.

| Year | IRC                           | Florida                 | IRC               | Florida           |
|------|-------------------------------|-------------------------|-------------------|-------------------|
|      | Median Household Income (HUD) | Median Household Income | Per Capita Income | Per Capita Income |
| 1996 | \$40,400.00                   | \$40,000.00             | \$31,479.00       | \$23,655.00       |
| 1997 | \$42,200.00                   | \$40,900.00             | \$32,881.00       | \$24,502.00       |
| 1998 | \$42,900.00                   | \$42,400.00             | \$34,608.00       | \$25,987.00       |
| 1999 | \$47,100.00                   | \$45,700.00             | \$35,788.00       | \$26,894.00       |
| 2000 | \$47,700.00                   | \$47,300.00             | \$37,110.00       | \$28,509.00       |
| 2001 | \$48,400.00                   | \$49,400.00             | \$39,470.00       | \$29,273.00       |
| 2002 | \$52,400.00                   | \$51,800.00             | \$39,683.00       | \$29,709.00       |
| 2003 | \$50,900.00                   | \$50,200.00             | \$40,162.00       | \$30,128.00       |
| 2004 | \$52,400.00                   | \$51,900.00             | \$40,677.00       | \$31,469.00       |
| 2005 | \$53,250.00                   | \$52,550.00             | \$41,560.00       | \$34,099.00       |
| 2006 | \$55,500.00                   | \$54,800.00             | \$49,305.00       |                   |

Source: U.S. Department of Housing and Urban Development and U.S. Department of Commerce Bureau of Economic Analysis

Between 2000 and 2005, Indian River County's per Capita Income exceeded that of the state. In fact, the difference between the County and state per capita income far exceeded the difference between county and state median household income. The difference between the County's and State's per capita income was between \$7,000 and \$11,000 for all six years compared. This suggests that there is greater purchasing power within the County than with the state overall.

This additional purchasing power can benefit the County in a number of different ways. Those with increased purchasing power may buy more expensive homes that will in-turn increase the tax base. The increased purchasing power may also lead to greater purchases of products from service based industries; however, if those services are not available within the County, the money may end up getting spent elsewhere. To retain dollars within the County, any leakage of potential dollars spent on services outside of the County should be identified, and if possible those businesses and services should be encouraged to locate within Indian River County.

## Tourism

Figures indicate that in recent years the number of overnight accommodations within the County decreased. Between 1995 and 2006, the number of hotels in Indian River County decreased from 44 to 31, with the number of rooms decreasing from 2,893 to 1,471 (BEBR data). This decrease partly occurred because some hotels were converted into condominiums, partly because of hotel damage from hurricanes Jeanne and Francis in 2004, and partly because of a trend of smaller and older hotels/motels closing.

In the past few years, several hotels along the beach were converted into new uses. For instance, the Beach View hotel was torn down and replaced with a mixed use development, and the former Double Tree Resort is currently being converted into the five star Vero Beach Hotel and Club, a

condominium and hotel project that will have at least 50% of its 88 units available for tourism rentals (similar to the Reef and Driftwood Resorts). Other hotels received significant damage from the two hurricanes in 2004 and, as a result, were out of service for many months. In fact, the Costa D'Este (formerly known as Palm Court Resort Hotel) is undergoing a complete renovation because of the hurricanes of 2004 and will re-open in 2008. That resort, once renovated, will have 94 rooms and 4 suites.

Another reason for the decline in hotel rooms within the County appears to be related to the fact that the state inventory of hotels does not include several area hotels. Both the 56 room Best Western in Sebastian and the 212 room Vero Beach Resort on State Road 60 west of Vero Beach are not accounted for in the state's inventory.

Despite the apparent omissions in state data and the recognition that a few hotels are being rehabilitated, the number of available hotel rooms within the County has declined. Further, the construction of new hotels has not kept up with the decline in hotels within the County. In fact, the Best Western in Sebastian and the Country Inn and Suites at the SR 60/I-95 interchange are the only new hotels that have been constructed in the area since 2004, and those hotels added a combined total of only 121 rooms.

Recently, several applications for new hotels were submitted to the County. This indicates that the number of hotels within the County may soon be increasing; two hotels are being considered near the State Road 60/I-95 Interchange, and two are being considered along Indian River Boulevard, north of the Indian River Medical Center.

Overall, the decline in available hotel rooms within the County decreases the County's ability to provide places to stay for large events that the County, cities, or organizations may desire to host (e.g. Dodger Spring Training games, and state swim meets at the North County Aquatic Center). In addition, the decline in older hotels is removing less expensive priced lodging from the market and driving the overall price of hotel lodging higher. Even with the loss of hotel rooms within the County, the County has not experienced a decrease in its tourist tax revenues from Fiscal Year 1995/96 levels. In fact, the County has nearly doubled its tourist tax revenues, increasing those revenues from \$873,394 in Fiscal Year 1995/96 to \$1,510,870 in Fiscal Year 2005/06. This increase can be attributed to an increase in the average room rate and inflation.

It is expected that future growth in the number of new hotels within the County will be limited in the coming years. This is due in part to the fact that the County is not a major tourist destination and does not attract a huge number of business travelers. It is anticipated that most new hotels within the County will cater to a range of target users, including travelers along Interstate 95, vacationers looking for beaches and relaxation, guests visiting friends and relatives, tourists coming to the area for activities and events, and business travelers. To increase tourist tax dollars, the County should focus its marketing efforts on promoting the County to new areas of the Country and world that are seeking the atmosphere and natural assets that the County has to

offer. This includes the County's beaches, waterways, small town/rural atmosphere, and preserved environmental lands (see below for a discussion on eco tourism).

### Eco Tourism

In recent years, preservation of environmentally and historically significant sites has become a priority of the County. In 1990, the County initiated its efforts with the formation of the County Land Acquisition Advisory Committee and the County Environmental Lands Program. The purpose of the Environmental Lands Program is to protect, restore, and sustain endangered ecosystems and associated rare and endangered species. Secondary objectives for the program are to provide public passive recreation; preservation of open space; groundwater quality protection; flood protection; protection of historic and cultural resources; and general preservation of "quality of life".

To further the purpose of the program, Indian River County voters approved an environmental lands acquisition bond referendum of up to \$26 million dollars in 1992. Through the bond program and cost share efforts with other agencies, the County has acquired nearly 10,000 acres of environmental land. Additional land and historical/cultural sites are currently being acquired through a \$50 million bond approved by County voters in 2004.

From an economic development standpoint, the County, through the County environmental lands program, is actively preserving some of its greatest natural assets and helping to position itself for maintaining a strong base for eco tourism related activities. Those activities include hiking/walking, bird watching, fishing, bicycling, natural photography, nature appreciation, environmental education, wild life viewing, and kayaking/boating. The County should capitalize on its land preservation efforts by:

- continuing to acquire property as a method to preserve the County's existing character that is attractive to residents and tourists alike;
- making public access improvements to the preserved environmental lands; and
- marketing the County's existing and developing environmental assets.

### Tourism Tax

As shown in the Tourist Tax revenue chart and the associated table, tourist tax revenue collections in Indian River County were lowest in Fiscal Year 1997/1998. Revenues then rose to a high in Fiscal Year 2000/01, declined through Fiscal Year 2002/03, rose through Fiscal Year 2004/05 to its highest point, and subsequently declined. This wave pattern is attributed to a number of factors.

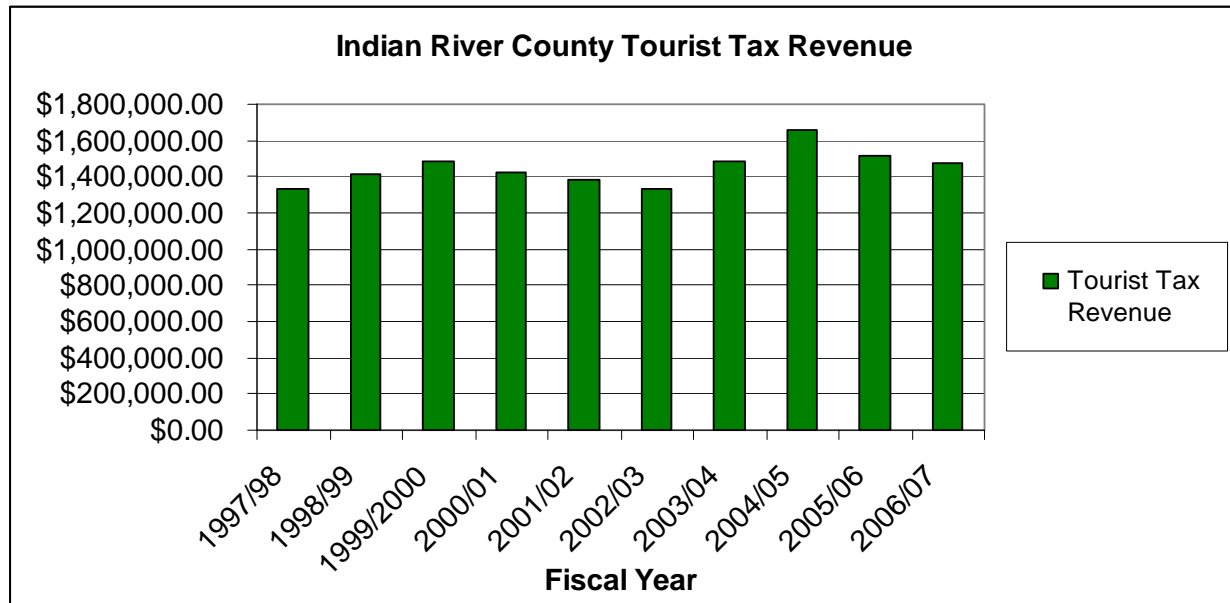
In Fiscal Years 1997/98 through 1999/2000, the national economy was prospering and people were traveling more; thus, tourism tax revenue was on the rise. In Fiscal Year 2000/01, tourist

tax revenue declined due to a slowing economy and the reluctance of tourists to travel after the September 11th terrorist attacks on New York City and Washington D.C. In Fiscal Year 2004/05, tourist tax revenue again peaked. This increase in tourist tax revenue can, in part, be attributed to Hurricanes France and Jeanne. After the hurricanes, rooms were being rented on a regular basis to house construction workers, clean-up crews, people with substantially damaged homes, and others.

Currently, the economy is again slowing, and tourist tax revenues are declining. Overall, it is expected that tourist tax revenues will decline further in Fiscal Year 2007/08 and begin to rebound in the next few years as the economy starts to rebound from the most recent economic downturn.

One factor that has the potential to slow a rebound in tourist tax dollars is the loss of the L.A. Dodgers. After the 2008 spring training season, the Dodgers are expected to relocate to their new spring training facility in Arizona. Although the County is actively seeking a replacement team for the current Dodgers spring training facility within the City of Vero Beach (Dodgertown), it is not clear at the time of this writing what team or use will take over the facility.

| <b>Historical Indian River County Tourist Tax Revenue</b> |                            |                                        |
|-----------------------------------------------------------|----------------------------|----------------------------------------|
| <b>Fiscal Year</b>                                        | <b>Tourist Tax Revenue</b> | <b>% change from Prior Fiscal Year</b> |
| 1997/98                                                   | \$ 1,333,446.12            | NA                                     |
| 1998/99                                                   | \$ 1,411,737.89            | 5.9%                                   |
| 1999/2000                                                 | \$ 1,486,554.55            | 5.3%                                   |
| 2000/01                                                   | \$ 1,419,193.71            | -4.5%                                  |
| 2001/02                                                   | \$ 1,387,527.07            | -2.2%                                  |
| 2002/03                                                   | \$ 1,336,775.75            | -3.7%                                  |
| 2003/04                                                   | \$ 1,482,852.93            | 10.9%                                  |
| 2004/05                                                   | \$ 1,654,413.01            | 11.6%                                  |
| 2005/06                                                   | \$ 1,512,513.78            | -8.6%                                  |
| 2006/07                                                   | \$ 1,470,131.54            | -2.8%                                  |



In conclusion, the County has not seen a substantial increase in tourist tax dollars since 1998. This suggests that there is more to be accomplished in developing the tourism industry within the County. This may involve more targeted efforts in promoting tourism.

### Employment

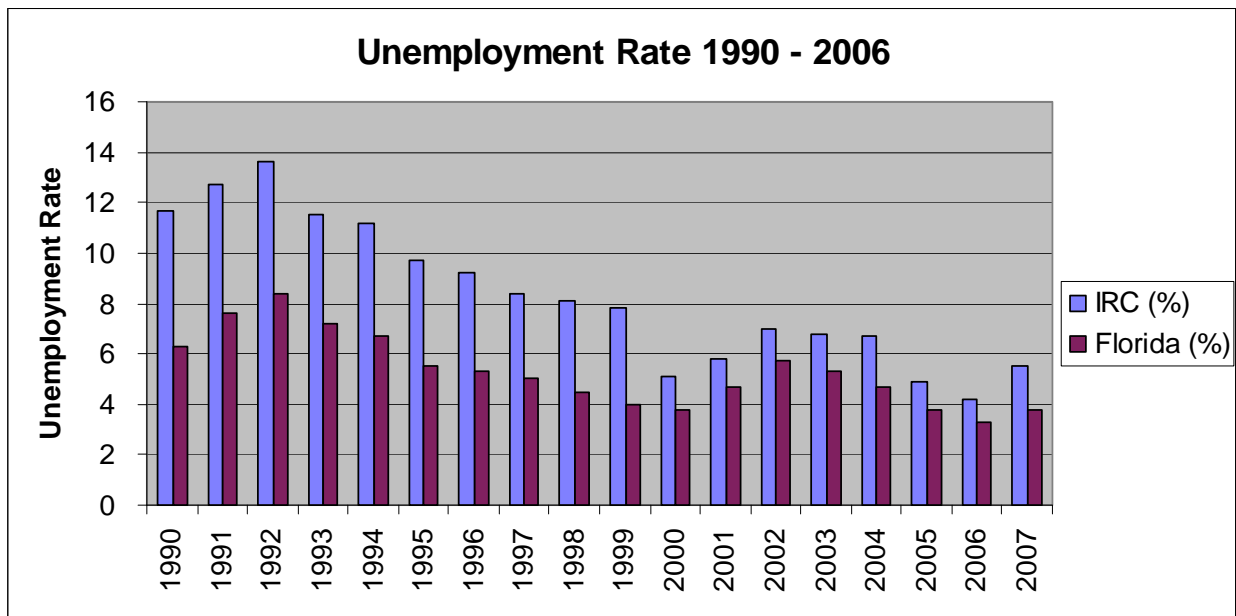
Employment sector data by type of business for 1996 are not directly comparable to employment data by type of business for 2006. This is because the data for these two time periods were collected using two different employment sector classification systems. Through 2000, the Standard Industrial Classification (SIC) system was used in North America for the purpose of reporting wage and employment data. In 2001, the NAICS replaced the SIC system. Because the two systems are not compatible, the analysis section will focus on the new NAICS data starting in 2001, comparing that to NAICS data from 2005.

Between 1996 and 2006, the county's total workforce increased from 43,208 to 61,149. That represented an increase of 17,941 employees. Besides the workforce increase, the percentage of county residents who were in the workforce also increased; it grew from 42.3% in 1996 to 43.8% in 2007. Between the two time periods, the county's average annual unemployment decreased, changing from 8.90% in 1996 to 4.2% in 2006. In fact, the unemployment rate within the County and State has decreased nearly every year since 1996 (see unemployment table and chart below). The difference between the State's unemployment rate and the County's unemployment rate has also decreased from a difference of 3.9% in 1996 to a difference of 0.9% in 2006.

The increase in the percentage of county residents in the workforce and the decrease in the

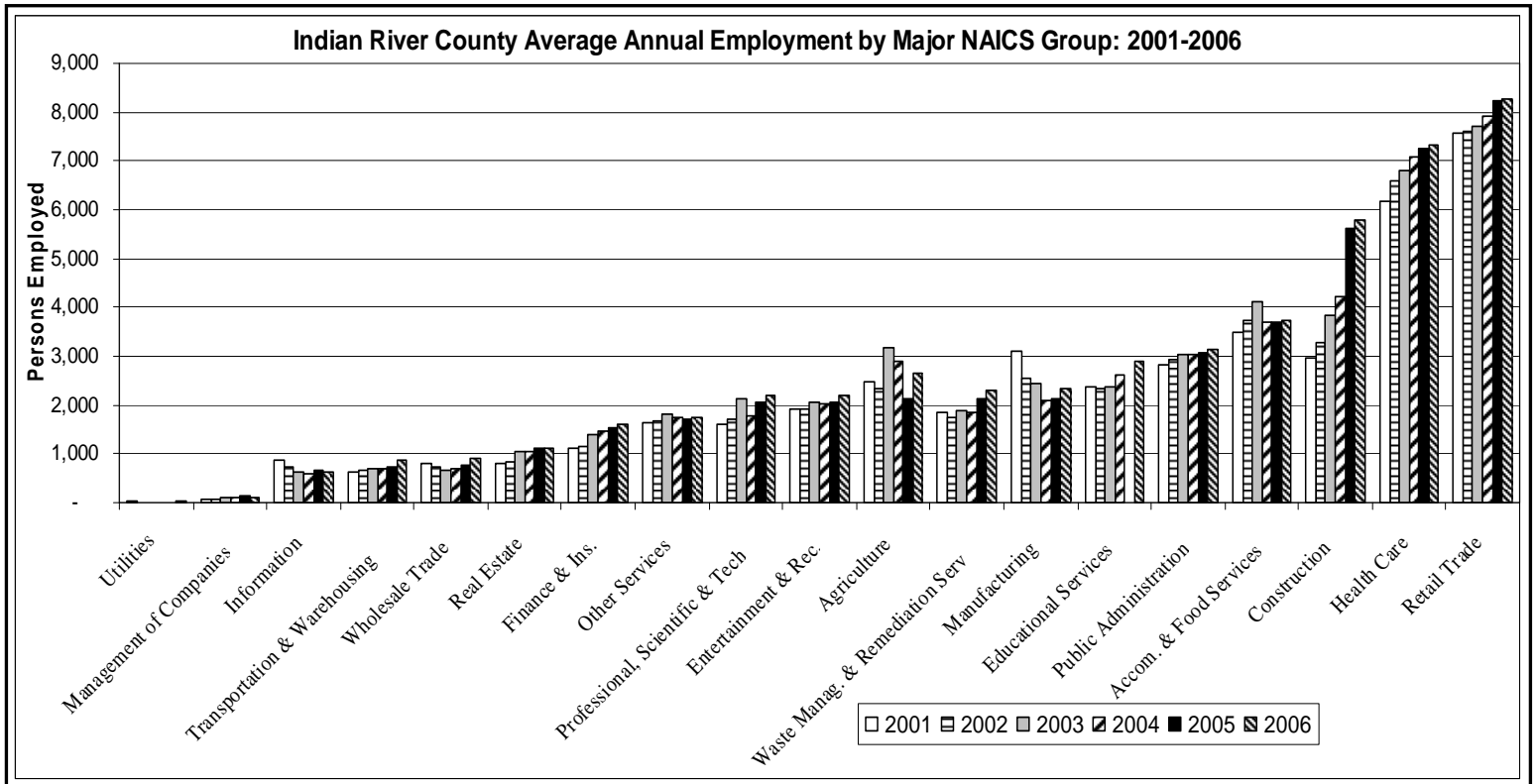
unemployment rate can be attributed to several factors. One such factor was the 2004-2007 booming housing market and the number of available jobs that were created from it. With the current housing slump, however, there is less construction, fewer construction workers, and more unemployment.

| UNEMPLOYMENT RATE |         |             |            |      |         |             |            |
|-------------------|---------|-------------|------------|------|---------|-------------|------------|
| Year              | IRC (%) | Florida (%) | Difference | Year | IRC (%) | Florida (%) | Difference |
| 1990              | 11.7    | 6.3         | 5.4        | 1999 | 7.8     | 4           | 3.8        |
| 1991              | 12.7    | 7.6         | 5.1        | 2000 | 5.1     | 3.8         | 1.3        |
| 1992              | 13.6    | 8.4         | 5.2        | 2001 | 5.8     | 4.7         | 1.1        |
| 1993              | 11.5    | 7.2         | 4.3        | 2002 | 7       | 5.7         | 1.3        |
| 1994              | 11.2    | 6.7         | 4.5        | 2003 | 6.8     | 5.3         | 1.5        |
| 1995              | 9.7     | 5.5         | 4.2        | 2004 | 6.7     | 4.7         | 2          |
| 1996              | 9.2     | 5.3         | 3.9        | 2005 | 4.9     | 3.8         | 1.1        |
| 1997              | 8.4     | 5           | 3.4        | 2006 | 4.2     | 3.3         | 0.9        |
| 1998              | 8.1     | 4.5         | 3.6        | 2007 | 5.5     | 3.8         | 1.7        |



In 2001, the top four employment sectors were retail trade, health care, accommodation and food service, and manufacturing (see chart on next page). By 2006, the manufacturing sector had dropped out of the top four employment sectors and was replaced by construction. In 2006, the top six employment sectors were service based. Consequently, the county's economy lacks

balance and diversity. To maintain a strong economy and provide good paying jobs to residents, the County needs to diversify its employment base. This should be done by focusing on industries that bring outside dollars into the local economy (see the “Economic Development Initiatives” section of this report for a discussion of how desired industries are encouraged to locate to the County).



**Wages**

Similar to employment data, wage data by type of business from 1996 are not directly comparable to wage data by type of business in 2006. This is because the 1996 data and the 2006 data were obtained using two distinctly different industry classification systems. The 2006 data are categorized by North American Industrial Classification System codes, while the 1996 data are categorized by the Standard Industrial Classification System. The wage analysis thus focuses on the time period between 2001 and 2006.

Between 2001 and 2006, four NAICS sectors had significant percentage jumps in their annual average wages. The selected sectors, the percentage growth in annual average wage between 2001 and 2006, and the increase in annual average wage during that time period are as follows:

| <b>NAICS Sector</b>                     | <b>2001 Annual Average Wage</b> | <b>2006 Annual Average Wage</b> | <b>\$ Increase in Annual Average Wage 2001-2006</b> | <b>% Increase in Annual Average Wage 2001-2006</b> |
|-----------------------------------------|---------------------------------|---------------------------------|-----------------------------------------------------|----------------------------------------------------|
| Real Estate                             | \$24,831.00                     | \$31,711.00                     | \$6,880.00                                          | 27.7%                                              |
| Management of Companies and Enterprises | \$64,259.00                     | \$106,024.00                    | \$41,765.00                                         | 65.0%                                              |
| Health Care                             | \$31,682.00                     | \$40,596.00                     | \$8,914.00                                          | 28.1%                                              |
| Professional, Scientific, and Technical | \$41,982.00                     | \$55,355.00                     | \$13,373                                            | 31.9%                                              |

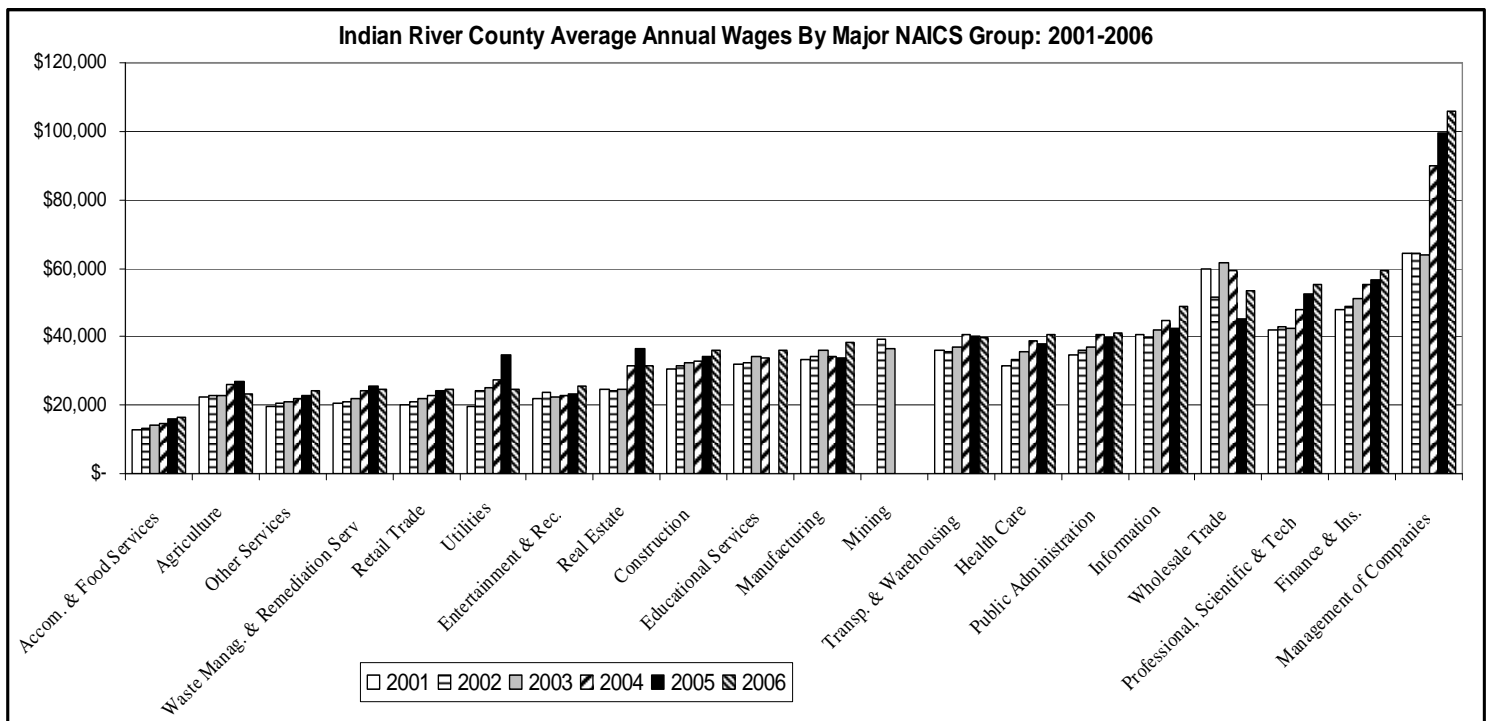
During the same 2001 to 2006 time period, several NAICS sectors had minimal percentage and/or wage gains. Those sectors that had minimal growth in annual average wages include:

| <b>NAICS Sector</b>              | <b>2001 Annual Average Wage</b> | <b>2006 Annual Average Wage</b> | <b>\$ Increase in Annual Average Wage 2001-2006</b> | <b>% Increase in Annual Average Wage 2001-2006</b> |
|----------------------------------|---------------------------------|---------------------------------|-----------------------------------------------------|----------------------------------------------------|
| Wholesale Trade                  | \$59,886.00                     | \$53,270.00                     | - \$6,616.00                                        | -11.0%                                             |
| Transportation & Warehousing     | \$35,852.00                     | \$39,557.00                     | \$3,705.00                                          | 10.3%                                              |
| Arts, Entertainment & Recreation | \$22,116.00                     | \$25,623.00                     | \$3,507.00                                          | 15.9%                                              |
| Educational Services             | \$32,165.00                     | \$36,208.00                     | \$4,043.00                                          | 12.6%                                              |

In 2001, the lowest average annual wages were in the Accommodation & Food Service, Utilities, Other Services, and Arts, Entertainment and Recreation NAICS sectors. By 2005, Utilities and Entertainment and Recreation had moved out of the bottom four and were replaced by Agriculture and Administrative & Support & Waste Management & Remediation Services. Major NAICS sectors and their change in wages from 2001 to 2006 within Indian River County are shown in the chart on the next page.

When reviewed in conjunction with the total employment data, the average annual wage data show that Indian River County is largely a service oriented economy and that those service oriented jobs have low annual average wages. Generally, a service oriented economy will have reasonably priced housing; however, when such an economy is impacted by an influx of people with wealth, housing prices can increase to the point that they are out of reach of local residents.

While affordable housing is discussed in detail within the Housing Element of the Indian River County Comprehensive Plan, it is important to recognize that quality high paying jobs can help to combat the housing affordability issue. For instance, a husband a wife living within the County may currently be working in low paying service industry jobs and have a combined income of \$40,000 to \$50,000 a year. If either the husband or wife were able to find employment within a higher paying industry, their income could increase, and they could then afford to purchase a home that might have previously been out of their reach. Consequently, the County should maintain its existing programs and activities for recruiting high paying industries as a means to increase the standard of living for area residents and as a means to combat the affordable housing issue.



**Target Industries**

Policy 2.6 of the Indian River County Comprehensive Plan Economic Development Element includes a list of “Target Industries” that the County wants to attract and retain. The Target Industries are important to the economic health and well-being of the County in that they provide quality jobs for area residents. Generally, wages are higher in Target Industry jobs than in other jobs within the County, and target industries often create products that can be exported to other parts of the State, Country, and/or World. This has the effect of bringing outside dollars into the County. These outside dollars then get spent within the County, producing additional jobs.

Similar to the wage and employment data comparison, only employment data by NAICS from 2001 to 2006 is directly comparable. In the Total Employment by Target Industry table provided within Appendix C, the County's list of Target Industries and total employment is provided. As shown at the bottom of the Total Employment by Target Industry table, there were 9,674 jobs within the County's targeted industries in 2001. By the year 2006, the number of targeted industry jobs had increased to 11,188. This is an increase of 1,514 targeted industry jobs over a five year period.

While the employment numbers are provided for comparison, it is important to understand that the employment numbers are not all inclusive when they are examined at the NAICS sector level. The target industry data are obtained from the Quarterly Census of Wages and Employment (QCEW/ES-202). This Quarterly Census summarizes industry employment and wage data for all employers covered by state Unemployment Insurance (UI) laws and federal workers covered by the Unemployment Compensation for Federal Employees (UCFE) program.

If there are a small number of employers within a particular NAICS sector in the County, those jobs will be excluded from the list. This is done to protect the confidentiality of businesses. For Indian River County, this exclusion appears to have at least occurred within the Transportation Equipment Manufacturing sector. The Transportation Equipment Manufacturing sector is where Piper aircraft's data would be listed; however, no data are provided in the table for that sector.

A review of the target industry table reveals that, between 2001 and 2006, the target industries that grew the most were service industries, which included Finance and Insurance and Healthcare and Social Assistance. Only minimal gains were 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.

While historically manufacturing jobs have been high paying and have as a result been targeted by local jurisdictions for recruitment, it is important to acknowledge what is happening to manufacturing jobs within the United States. Economic Policy Institute Paper #149, written by Josh Bivens, states that 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 as a total share of demand 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.

On a more positive note, recent economic trends have started to head in a better direction for manufacturing companies within this country. With the recent deflating U.S. dollar, goods manufactured in the United States are becoming more competitive in global and domestic markets. In addition, major industries such as aerospace manufacturing remain strong within the

United States.

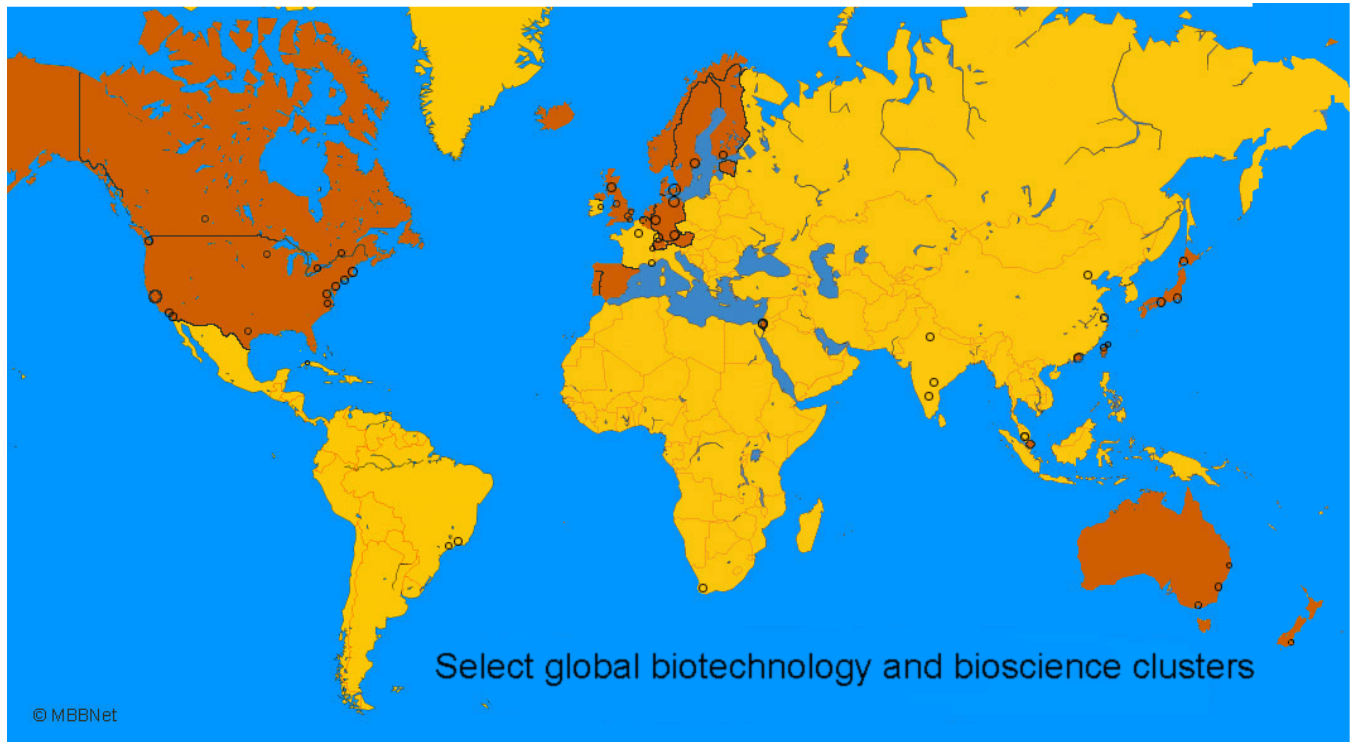
With the globalization that is occurring and the loss of manufacturing jobs, it is important that the County focus its economic development efforts on new and existing industries that provide a competitive advantage, while acknowledging and understanding that there are larger economic forces at play that affect the community and this country. Industries that the County should be focusing its economic development efforts towards are those companies within science and technology sectors and those established industries within the County and region. These include the existing aerospace industry and the newly developing life sciences/biotech industries.

With the aerospace industry, the County has a competitive advantage over other regions of the country because the county is located just south of one of only a few space launch facilities within the world and the aerospace cluster that has developed around the launch facility. This existing aerospace cluster serves as a draw to bring in skilled labor to the area, which existing aerospace/aviation industries within the County can tap into.

One focus of recruitment should be the science and technology sectors because it is these sectors that invent and make new discoveries that can ultimately produce new product that others in the world are not currently producing. It is the spin-off companies from the life science and biotech research that the County would need to attract along with the companies that can produce components that the primary new industries need. This is becoming possible along the Treasure Coast due to the recent success of the State and counties to the south of Indian River County in recruiting several life science/biotech companies (see the “Research Coast” subsection of this report for further discussion).

With respect to the life science and biotech industry, it should be recognized that the County will be competing with other areas of the Country and world, including areas that have well established life science/biotech sectors that already have a competitive advantage over Indian River County. These areas are shown on the map on the next page and within its associated table (Source: University of Minnesota Medical School, website: <http://mbbnet.umn.edu/scmap/biotechmap.html>).

Because the County is competing in an increasingly competitive global environment, it is important that the County participate in regional partnerships with surrounding jurisdictions, schools, and organizations to work cooperatively toward common economic goals. These 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.



Countries colored in brown rank highly in the Growth Competitiveness Index 2004 - 2005, World Economic Forum. Black circles represent select biotechnology and life sciences clusters.

| North America                                                                                                                                                                                                                                                                                                            | Central America / South America                                                 | United Kingdom / Ireland                                                                                                               | Continental Europe                                                                                                                                                                                                                                                                                   | Mideast | Africa                 | Asia                                                                                                                                                                                                                                                                  | Oceania                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| Seattle, USA<br>San Francisco, USA<br>Los Angeles, USA<br>San Diego, USA<br>Saskatoon, Canada<br>*Minneapolis/St. Paul/Rochester USA<br>Austin, USA<br>Toronto, Canada<br>Montreal, Canada<br>Boston, USA<br>New York/New Jersey, USA<br>Philadelphia, USA<br>Baltimore/Washington, DC, USA<br>Research Triangle NC, USA | West Havana, Cuba<br>Belo Horizonte/Rio de Janeiro, Brazil<br>Sao Paulo, Brazil | Glasgow-Edinburgh, Scotland<br>Manchester-Liverpool, England<br>London, England<br>Cambridge-SE England<br>Dublin, Republic of Ireland | Brussels, Belgium<br>Medicon Valley, Denmark/Sweden<br>Stockholm/Uppsala, Sweden<br>Helsinki, Finland<br>Paris, France<br>Biovalley, France/Germany/Switzerland<br>BioAlps, France/Switzerland<br>Sophia-Antipolis, France<br>BioRhine, Germany<br>BioTech Munich, Germany<br>BioCon Valley, Germany | Israel  | Capetown, South Africa | Beijing, China<br>Shanghai, China<br>Shenzhen, China<br>Hong Kong, China<br>Tokyo-Kanto, Japan<br>Kansai, Japan<br>Hokkaido, Japan<br>Taipei, Taiwan<br>Hsinchu, Taiwan<br>Singapore<br>Dengkil, Malaysia<br>New Delhi, India<br>Hyderabad, India<br>Bangalore, India | Brisbane, Australia<br>Sydney, Australia<br>Melbourne, Australia<br>Dunedin, New Zealand |

Definitions

Biotechnology: Biotechnology is the use of cellular and biomolecular processes to solve problems or make useful products. [Biotechnology Industry Organization - BIO]

Bioscience/Life Science: pharmaceuticals, biotechnology, medical devices, R&D in the life sciences. [Devol et al., 2005]

Clusters: Clusters are a geographically proximate group of interconnected companies and associated institutions in a particular field, including product producers, service providers, suppliers, universities, and trade associations. [Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School]

\* Cited no. 8 for Total Life Sciences Current Impact by Devol (2005) defined as pharmaceutical, biotechnology, medical devices, and R&D in the life sciences. Minneapolis/St. Paul/Rochester is principally a medical device cluster.

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### Target Industry Recruitment

Between 1996 and 2007, the County was directly involved in assisting several new targeted industries to locate to the County. Those industries included:

- Novuania (boat manufacturing)
- Macho Products expansion (manufacturing)
- Syngenta expansion (research and development)
- Aeroshade Technologies (airline window shade manufacturing)
- X-Stream Systems (manufacturing)
- Girard Equipment (manufacturing)
- CVS warehouse/distribution center
- Indian River Medical Center Open Heart Surgery expansion
- M.C. Miller enterprises relocation (research headquarters)

The limited number of recruited target industries is in part due to the county's locational disadvantage. The County's major disadvantage is that it is not part of a major metropolitan center, instead being approximately equidistant from West Palm Beach and Orlando. Generally, major metropolitan centers have economic development advantages because they have international airports and established industry clusters. Despite the locational disadvantage, 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.

### Updating the Target Industries List

The Indian River County Chamber of Commerce's Economic Development Division and the County's Economic Development Council recently discussed refining the target industry list. This is in recognition of the fact that the County's target industry list is inclusive, and that the County has only a limited pool of funds to use towards economic development marketing and incentives.

One option discussed is to make the County's target industry list similar to the State's target industry list. That target industry list, however, has seven categories, each with multiple subcategories. The seven categories include:

- Manufacturing Facilities
- Finance and Insurance Services
- Wholesale Trade
- Information Industries
- Professional, Scientific & technical Services
- Management Services
- Administrative & Support Services

The state's target industry list appears to cover a wide range of potential industries. This may be due to the fact that the state's target industry list covers the entire state, an area which is much more economically diverse than any one county. Having a large county target industry list that is consistent with the State's target industry list keeps the door open to allowing the potential for a diverse mix of businesses to develop within the County. Having a diverse mix of businesses allows a community to weather economic downturns that may occur in one or more business categories.

Another option is that the County's target industry list could be refined to be more in-line with specific market niches that exist within the County and that are developing within and around the County. This would involve placing an emphasis on hi-tech industries, including aviation, aerospace, and biotechnology. That strategy would be appropriate because the county is strategically located between a developing biotechnology cluster to the south in both Palm Beach County and St Lucie County and an existing aerospace center to the north in Brevard County. In addition, the County currently has several aviation-related industries that the county can continue to target its efforts towards growing. Specifically targeting a few key industries would allow the County to strategically focus all of its marketing efforts and economic incentives on recruiting desired industries (similar to what is occurring in St. Lucie County). A downside with this approach is the risk of economic downturn in the key industry and/or industries and what that might do to the local economy.

In revising the target industries list, the county needs to consider budgetary issues that will make economic development efforts more difficult. Recently, voters passed a constitutional amendment to reduce taxes. At this time, it is uncertain where budget cuts will be made and

ultimately what funds will be available for local economic development incentive programs.

With the potential for limited county funds, the County should revise its target industries list and concentrate its recruitment and incentive programs on aviation, aerospace, biotechnology and similar high tech industries.

### **Citrus Industry**

In 1996, there were 66,561 acres within the County dedicated to growing citrus. By 2006, the total acres within the County dedicated to growing citrus had declined to 40,191 acres. This is a reduction of 26,370 acres in just ten years (nearly a 40% decline). With the reduction in citrus acreage, the County has also seen a decline in the number of packing houses/facilities during the same timeframe. In the 1996-1997 citrus season, there were 20 packing houses within the County. By the 2006-07 citrus season, the number of packing houses within the County had declined to 12. Due to the spreading of citrus canker and citrus greening, the decline in citrus acreage and the decline in packing houses is expected to continue for some years and then level off.

Citrus canker is a bacterial disease that causes premature leaf and fruit drop. Citrus greening, also a bacterial disease, causes citrus trees to produce bitter misshaped fruit and kills trees over the course of a couple of years. Citrus canker was widely spread throughout the southern portion of the state from the winds of the 2004 hurricanes. According to USDA, 100% of Indian River County citrus acreage will be infected with citrus canker between 2006-2007. USDA also estimates that by 2007-2008 Indian River County will begin to be infected with citrus greening and will be completely infected with citrus greening by 2010-2011.

Although citrus canker and citrus greening will be present, it is estimated that the citrus industry will remain profitable, 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 from selling citrus to others outside of 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.

Consistent with the analysis results reflected above, the County should support the production of farm products that can be exported from the County. This may include growing farm products that may be used for bio-fuel production and the associated establishment of bio-fuel processing plants.

### **Infrastructure**

Providing infrastructure is one of the most significant actions that the County can undertake in economic development. Without appropriate infrastructure, such as roads, and water and sewer, new businesses could not locate to the County.

Because of infrastructure improvements, the county can better accommodate growth and economic development now than in 1995. Since the last major plan update, the county has increased its potable water and wastewater service areas to encompass a larger portion of the county. At present, the county provides potable water and wastewater services to all three of the major commercial/industrial nodes near I-95, thereby allowing future growth within those nodes. Since 1995, county and City of Vero Beach Utilities Departments have also increased the capacities of their potable water plants by 17% and wastewater treatment plants by 10%.

During the 1995 to 2006 period, demand increased 54% for potable water and 25% for wastewater treatment. The significant increase in the demand for water is due to the County's large increase in commercial square footage along SR 60 and the fact that more of the county's population is now being served by municipal water. Combined, the utility system plant capacities exceed present demand, a situation necessary to accommodate future growth. In addition, sewer plant expansions are planned that will increase the County's sewer capacity by 5,150,000 gallons per day by 2009, and water plant expansions are planned that will increase water capacity by an additional 3.97 million gallons per day.

Since plan adoption, the county has improved its transportation level of service by completing various road-widening projects, including the four laning of 58<sup>th</sup> Avenue from 26<sup>th</sup> Street to 9<sup>th</sup> Street SW. In addition, the County is currently widening C.R. 512 from 2 lanes to 4 lanes between Roseland Road and I-95 and widening Oslo Road from 2 lanes to 4 lanes between Old Dixie Highway and 27<sup>th</sup> Avenue. While there are major roads that have been or are currently being improved, there are also roads that need to be improved due to level of service issues.

Currently, State Road 60, west of 66<sup>th</sup> Avenue, needs to be widened, while U.S. 1, 27<sup>th</sup> Avenue, and 43<sup>rd</sup> Avenue also need to be widened to increase capacity. Progress on improving these and other roads has occurred; however, increases in right-of-way acquisition costs and construction costs have impacted the county's road construction program. In response to the capacity issues along State Road 60, the County recently developed a prorated interest fee to finance the widening of a portion of State Road 60 in advance of its planned construction. The interest fee is being charged to all developments that impact SR 60 between 66<sup>th</sup> Avenue and I-95.

Also, the County has long range plans for an Interstate 95 interchange on Oslo Road. In fact, a

preliminary study for that interchange is currently underway by the Florida Department of Transportation to determine if the State should pursue its construction in the immediate future. If this interchange gets approved and constructed, it will provide direct access to a largely undeveloped industrial area of the County.

Although infrastructure is an important component of economic development, it is not addressed in detail in this assessment. Instead, infrastructure issues are addressed in other plan elements or sub-elements. These include the potable water, sanitary sewer, solid waste, drainage, traffic circulation and other appropriate elements or sub-elements of the comprehensive plan.

### **Commercial/Industrial Nodes**

There are 34 Commercial/Industrial Nodes designated within the Indian River County Comprehensive Plan. Commercial/Industrial Nodes are areas along major roadways that are currently developing or that are planned for development with industrial and/or commercial uses. Policies 1.18 through 1.25 of the Indian River County Comprehensive Plan Future Land Use Element detail the designation and expansion standards for commercial/industrial nodes. In addition, Policies 1.8 and 2.3 of the Indian River County Comprehensive Plan Economic Development Element discuss the need to evaluate the land area designated as commercial/industrial nodes and the overall land area within the County designated for commercial/industrial uses.

Indian River County's commercial/industrial nodes, their acreage in 1998 and 2006, their developed acreage in 1998 and 2007, their percent developed in 1998 and 2007, and their remaining acreage in 2007 are provided in the "1998 – 2007 Indian River County Commercial/Industrial Nodes" table on page 35 of this report. In addition, a chart is included after the table showing the percentage developed by commercial/industrial node in 2007.

Between 1998 and 2007, the C/I nodes developed at a slow rate. In 1998, there were 2,163 acres of commercial and industrial developed land within the C/I nodes. By 2007, the developed commercial and industrial node land had increased by 231 acres to a total of 2,394 acres. These 2,394 acres represent only 43% of the total 5,538 acres within the C/I nodes, suggesting that the County has plenty of excess commercial and industrial designated land for years to come. Just examining the total C/I node acreage and the percent developed with commercial and industrial uses, however, does not provide a complete picture of what is occurring with commercial and industrial land within the County. In fact, there are several C/I nodes that are nearly completely developed with commercial and industrial uses (discussed within the existing conditions section of this report). In addition, some of the nodes have developed quite rapidly since 1998, and some of the node boundaries have changed, thereby altering the nodes' total acreage and percent developed; a discussion of both is provided below.

#### Changes in Commercial/Industrial Node Acreage

Since 1998, several commercial/industrial node boundaries have been revised, in some cases reducing the overall size of a node and in other cases reducing the amount of developed acreage within a node. The nodes that had their boundaries revised include:

- U.S. 1 from 69<sup>th</sup> Street to 57<sup>th</sup> Street
- U.S. 1 from 57<sup>th</sup> Street to 49<sup>th</sup> Street
- Oslo Road & 74<sup>th</sup> Avenue

The commercial/industrial node changes increased their efficiency by putting C/I land where it is needed.

#### Fastest Developing Commercial/Industrial Nodes

Several of the commercial/industrial nodes have developed at a faster rate than other commercial/industrial nodes within unincorporated Indian River County. Those commercial/industrial nodes that developed at the fastest rate between 1998 and 2007 include:

- U.S. 1 from Schumann Drive to Breezy Village
- U.S. 1 from 77<sup>th</sup> Street to 69<sup>th</sup> Street
- Gifford
- Oslo Road & 43<sup>rd</sup> Avenue

Overall, the fastest growing nodes are retail/service oriented and reflect new commercial square footage to accommodate nearby residential development. The challenge for the County will be to maintain large industrial nodes. Because landowners want to get immediate yield from their property, they usually do not want to wait years for new industrial uses to acquire their property. Instead, landowners are more inclined to sell their properties to other buyers, such as retail developers and residential developers.

| 1998 – 2007 Indian River County Commercial/Industrial Nodes |                     |                     |                               |                               |                               |                |                          |                          |          |                          |
|-------------------------------------------------------------|---------------------|---------------------|-------------------------------|-------------------------------|-------------------------------|----------------|--------------------------|--------------------------|----------|--------------------------|
| Node Location                                               | Node Acreage (1998) | Node Acreage (2007) | Change in Acreage (1998-2007) | Node Developed Acreage (1998) | Node Developed Acreage (2007) | Acreage Change | Percent Developed (1998) | Percent Developed (2007) | % Change | Remaining Acreage (2007) |
| U.S. 1 & Roseland Road                                      | 138.17              | 135.04              | -3.13                         | 89.71                         | 74.298                        | -15.412        | 64.9%                    | 55.0%                    | -9.9%    | 44.33                    |
| Gibson Street                                               | 14.51               | 14.51               | 0                             | 5.72                          | 5.88                          | 0.16           | 39.4%                    | 40.5%                    | 1.1%     | 7.58                     |
| U.S. 1/ Sebastian City Limits to Schumann Drive             | 139.51              | 139.76              | 0.25                          | 13.43                         | 25.094                        | 11.664         | 9.6%                     | 18.0%                    | 8.3%     | 81.9                     |
| U.S. 1/ Schumann Drive to Breezy Village                    | 145.07              | 136.22              | -8.85                         | 31.99                         | 86.27                         | 54.28          | 22.1%                    | 63.3%                    | 41.3%    | 26.74                    |
| U.S. 1 & C.R. 510 (north)                                   | 283.27              | 283.27              | 0                             | 68.17                         | 74.65                         | 6.48           | 24.1%                    | 26.4%                    | 2.3%     | 95.37                    |
| U.S. 1/ C.R. 510 to Hobart Road                             | 180.44              | 180.77              | 0.33                          | 38.4                          | 67.215                        | 28.815         | 21.3%                    | 37.2%                    | 15.9%    | 76.47                    |
| C.R. 510 & S.R. A1A                                         | 16.19               | 16.19               | 0                             | 16.19                         | 15.25                         | -0.94          | 100.0%                   | 94.2%                    | -5.8%    | 0.93                     |
| C.R. 510 & 62nd Avenue                                      | 5.35                | 5.35                | 0                             | 2.07                          | 2.087                         | 0.017          | 38.7%                    | 39.0%                    | 0.3%     | 2.08                     |
| C.R. 512 & C.R. 510                                         | 45.21               | 42.16               | -3.05                         | 1.97                          | 1.091                         | -0.879         | 4.4%                     | 2.6%                     | -1.8%    | 2.07                     |
| I-95 & C.R. 512                                             | 579.22              | 274.87              | -304.35                       | 85.62                         | 96.71                         | 11.09          | 14.8%                    | 35.2%                    | 20.4%    | 170.55                   |
| U.S. 1/ 77th Street to 69th Street                          | 196.6               | 192.44              | -4.16                         | 15.21                         | 72.84                         | 57.63          | 7.7%                     | 37.9%                    | 30.1%    | 92.84                    |
| U.S. 1/ 69th Street to 57th Street                          | 238.28              | 90.63               | -147.65                       | 99.86                         | 42.34                         | -57.52         | 41.9%                    | 46.7%                    | 4.8%     | 23                       |
| U.S. 1/ 57th Street to 49th Street                          | 187.81              | 187.75              | -0.06                         | 139.21                        | 54.62                         | -84.59         | 74.1%                    | 29.1%                    | -45.0%   | 97.76                    |
| U.S. 1/ 49th Street to 38th Lane                            | 162.41              | 161.34              | -1.07                         | 83.3                          | 91.57                         | 8.27           | 51.3%                    | 56.8%                    | 5.5%     | 48.29                    |
| U.S. 1 & 37th Street/ Medical Node                          | 452.55              | 452.47              | -0.08                         | 209.29                        | 217.28                        | 7.99           | 46.2%                    | 48.0%                    | 1.8%     | 107.85                   |
| U.S. 1/ Vero Beach City Limits to 8th Street                | 222.55              | 217.27              | -5.28                         | 166.78                        | 194.61                        | 27.83          | 74.9%                    | 89.6%                    | 14.6%    | 15.56                    |
| U.S. 1/ 8th Street to 1st Street S.W.                       | 194.14              | 188.06              | -6.08                         | 106.71                        | 134.31                        | 27.6           | 55.0%                    | 71.4%                    | 16.5%    | 44.04                    |
| U.S. 1/ 1st Street S.W. to 9th Street S.W.                  | 114.66              | 116.04              | 1.38                          | 63.57                         | 66.222                        | 2.652          | 55.4%                    | 57.1%                    | 1.6%     | 37.09                    |
| U.S. 1/ Oslo Road to 17th Street S.W.                       | 64.05               | 58.94               | -5.11                         | 26.86                         | 34.976                        | 8.116          | 41.9%                    | 59.3%                    | 17.4%    | 14.31                    |
| U.S. 1/ 17th street S.W. to S. County Line                  | 38.52               | 39.11               | 0.59                          | 17.34                         | 19.74                         | 2.4            | 45.0%                    | 50.5%                    | 5.5%     | 17.71                    |
| Grand Harbor                                                | 31.85               | 31.85               | 0                             | 0                             | 0                             | 0              | 0.0%                     | 0.0%                     | 0.0%     | 1.48                     |
| Gifford                                                     | 498.02              | 498.61              | 0.59                          | 132.14                        | 174.65                        | 42.51          | 26.5%                    | 35.0%                    | 8.5%     | 261.95                   |
| S.R. 60 & 58th Avenue                                       | 329.29              | 329.91              | 0.62                          | 257.47                        | 257.42                        | -0.05          | 78.2%                    | 78.0%                    | -0.2%    | 55.7                     |
| S.R. 60 & I-95                                              | 869.31              | 866.65              | -2.66                         | 261.84                        | 314.67                        | 52.83          | 30.1%                    | 36.3%                    | 6.2%     | 524.67                   |
| Oslo Road & 27th Avenue                                     | 60.08               | 61.53               | 1.45                          | 26.96                         | 29.276                        | 2.316          | 44.9%                    | 47.6%                    | 2.7%     | 23.98                    |
| Oslo Road & 43rd Avenue                                     | 89.2                | 90.16               | 0.96                          | 15.5                          | 49.68                         | 34.18          | 17.4%                    | 55.1%                    | 37.7%    | 22.78                    |
| 43rd Avenue & 1st Street S.W.                               | 17.78               | 17.61               | -0.17                         | 13.98                         | 12.134                        | -1.846         | 78.6%                    | 68.9%                    | -9.7%    | 2.42                     |
| Oslo Road & 74th Avenue                                     | 539.54              | 558.74              | 19.2                          | 122.55                        | 88.032                        | -34.518        | 22.7%                    | 15.8%                    | -7.0%    | 194.41                   |
| Oslo Road                                                   | 126.4               | 126.33              | -0.07                         | 40.86                         | 58.088                        | 17.228         | 32.3%                    | 46.0%                    | 13.7%    | 42.76                    |
| Moorings                                                    | 10.08               | 10.08               | 0                             | 3.23                          | 7.496                         | 4.266          | 32.0%                    | 74.4%                    | 42.3%    | 0                        |
| Roseland Neighborhood                                       | 1.73                | 1.77                | 0.04                          | 1                             | 1.77                          | 0.77           | 57.8%                    | 100.0%                   | 42.2%    | 0                        |
| S.R. 60 & 66th Avenue Neighborhood                          | 2.77                | 2.72                | -0.05                         | 2.77                          | 2.72                          | -0.05          | 100.0%                   | 100.0%                   | 0.0%     | 0                        |
| S.R. 60 & 74th Avenue                                       | 2.8                 | 2.83                | 0.03                          | 2.8                           | 2.83                          | 0.03           | 100.0%                   | 100.0%                   | 0.0%     | 0                        |
| County Line & 27th Avenue                                   | 6.68                | 6.72                | 0.04                          | 0.9                           | 1.016                         | 0.116          | 13.5%                    | 15.1%                    | 1.6%     | 1.31                     |
| <b>Total</b>                                                | <b>6,004.04</b>     | <b>5,537.70</b>     | <b>-466.34</b>                | <b>2,163.40</b>               | <b>2,376.84</b>               | <b>213.44</b>  |                          |                          |          | <b>2,137.93</b>          |

### **General Industrial/Warehouse Properties & Industrial Parks**

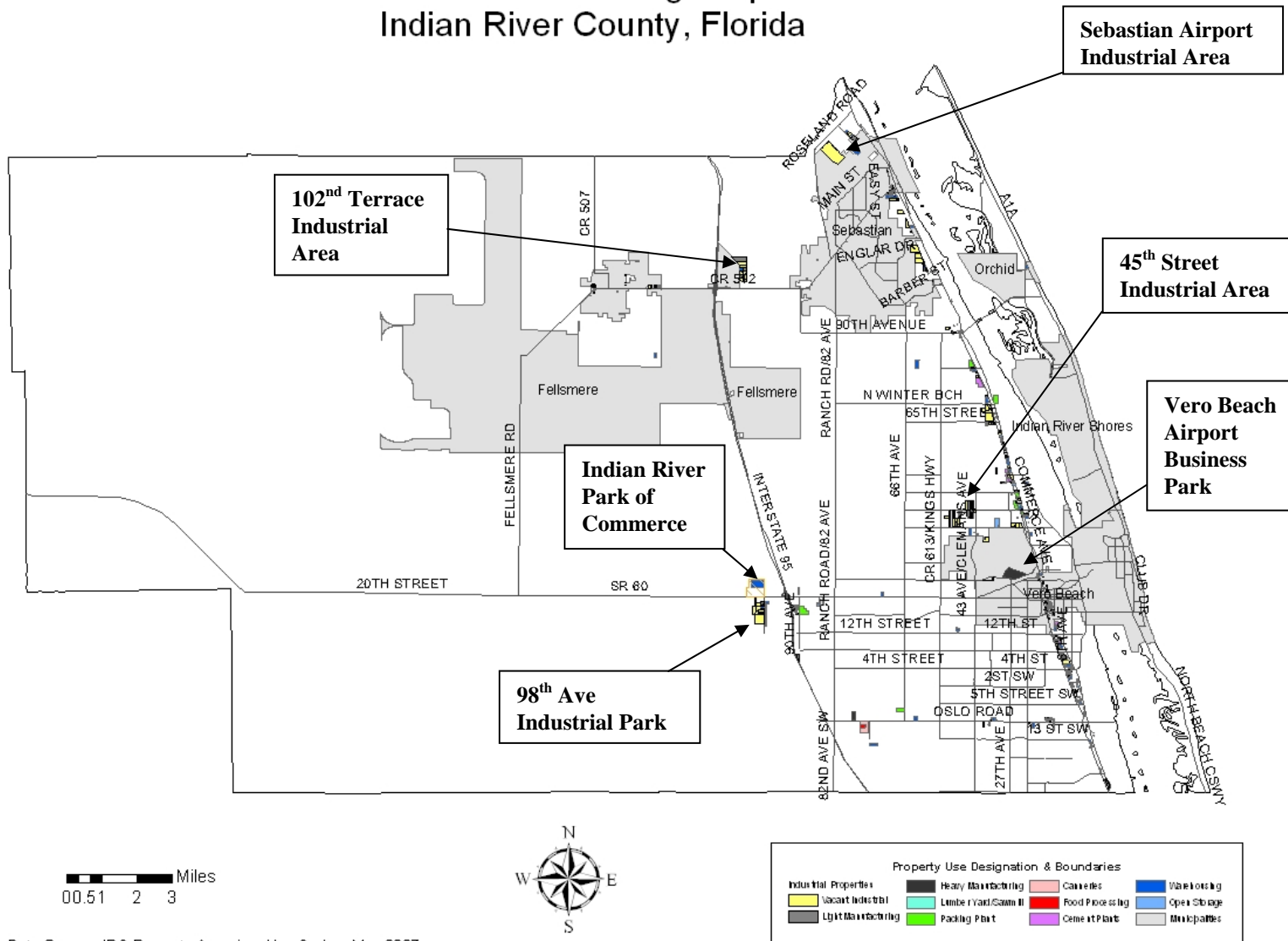
Within the County's commercial/industrial nodes and within the cities near major transportation routes/facilities, there are a number of developed general industrial and warehouse properties. The map on page 37 shows the locations of the developed industrial/warehouse properties. As shown, there is an extensive number of 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.

While there is a supply of smaller industrial sites within the referenced industrial areas and business parks, challenges will exist if a new large scale industrial user desires to locate to the County. One challenge is that tall industrial buildings are limited by County Land Development Regulations. This has 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. Another challenge is that an end user needing large industrial buildings (greater than 60,000 square feet) would have trouble finding development ready land within new industrial/business parks in the County because lots within the new industrial parks are generally intended for relatively small buildings. Additional industrial/business parks should therefore be planned that can accommodate both large scale and small scale industrial development.

Accordingly, the County should maintain policies to assist with the development of a large scale industrial/business park. The assistance may involve appropriately modifying County Land Development Regulations to accommodate large scale industrial uses, and it may involve the County assisting with obtaining grant funds to construct infrastructure for such a facility. 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.

### Industrial/Wareshousing Properties Indian River County, Florida



## **Hospital/Medical Areas**

In addition to having 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 1998, that node was 64.9% developed with commercial uses. By 2006, that node was only 55% developed with commercial uses. This decrease in percent developed was due to changes in land use and loss of acreage due to right-of-way acquisitions. Overall, when the various factors are considered, this node has not significantly grown with new uses since 1996 and there is opportunity for additional commercial and medical growth.

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 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 1998, that node was 46.2% developed with commercial and medical uses. By 2006, the node developed only an additional 1.8% to a total of 48%.

The medical profession brings quality high paying jobs to the community. 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 doctors offices for medical procedures, as opposed to traveling to other hospitals outside of the area.

Encouraging the development of the medical profession 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 within the County. Because of the similarity between the medical and biotech industries, the County should consider marketing the existing hospital/medical areas to potential biotech industries.

## **Economic Development Initiatives**

When deciding to locate to a community, companies consider a number of criteria. 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, these

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).

As referenced in the preceding pages, the county's economy lacks balance and diversity. This is in part due to the fact that the County does not meet some of the important criteria that companies consider when choosing to locate somewhere. For example, the County does not have major industry clusters and hence lacks a large supply of qualified labor for potential industries. In addition, the County is not located near resources and supplies that might be utilized within various types of industries (manufacturing, electronics, automotive, etc.) and the County is not located directly within a major market for products. Hence, the county is at a competitive disadvantage to other communities that have established industry clusters, have an available labor market, and have direct access to resources and markets. Despite these disadvantages, the County has attractive qualities that certain businesses look for. These qualities include an available development ready supply of land and an exceptional quality of life (warm weather, beaches, minimal population density, protected environmental land, etc.).

To maintain a strong economy and provide good paying jobs to residents, the County needs to diversify its employment base. To do this, the county must create an appropriate environment that encourages desired industries to locate to the County and encourages existing desired industries to stay within the County. Common local economic development practice focuses on several activities that together, attempt to do this. As discussed within the above referenced American Planning Association report, these may involve:

- marketing the county to prospective new industries;
- developing a business incubator;
- streamlining development reviews;
- providing venture capital and revolving loan funds;
- providing workforce training and education;
- cooperating and coordinating intraregionally on business recruitment and retention;
- providing infrastructure ready business parks (with the latest technological infrastructure);
- building strong educational systems and institutions;

- establishing desirable level of service standards for various public facilities and maintaining those level of service standards through an effective capital facilities program;
- offering local economic development incentives to desired industries to cover initial moving costs and/or start up costs for a company;

Creating an appropriate economic environment does not guarantee that desired businesses will locate to the County within a set time frame or that desired industries will ever locate to the County. It does, however, set the stage for desired economic development to occur. If the County and/or municipalities were to invest in the development of an industrial/business park and/or a business incubator, for instance, it is possible that the incubator or industrial park could remain vacant for many years to come.

While the County is at a competitive disadvantage to other communities, it is also possible, that with coordinated economic development within the region, new innovative industries will locate to the County. In fact, there are organizations within the area and adjacent areas that are currently working to do just that. For instance, the Workforce Development Board of the Treasure Coast provides workforce training and education coordination for existing and prospective new businesses. St. Lucie County is aggressively recruiting new life science industries (bio-tech) and energy related industries (see discussion below titled “Research Coast”). Also, Indian River College and Florida Atlantic University are pursuing the development of life science and technology education in order to produce students that can work in new technology focused industries.

#### County Economic Development Initiatives

In 1995 and 1996, the Board of County Commissioners created several local financial incentive programs to attract industries to Indian River County or to encourage businesses already in the county to expand. Over the years, those incentives were modified to account for changed conditions. The incentives include offering local jobs grant assistance to targeted industries under the guidelines prescribed by the state's Qualified Target Industry Tax Refund Program, waiving utility deposits for creditworthy industrial businesses, financing impact fees, and offering a local jobs grant program.

Overall, it is not clear that the economic development incentives have actually worked to attract desired businesses and industries to the County. Since the inception of the local economic development incentives, the County has approved only three local jobs grant applications. This is an average of only one local jobs grant for every four years. In addition, the County has not used any of the other local economic development incentives. The low utilization of local economic development incentives is likely in part due to the location disadvantages associated with the County. It is also likely due to the fact that there are a multitude of factors at play when businesses look for a location.

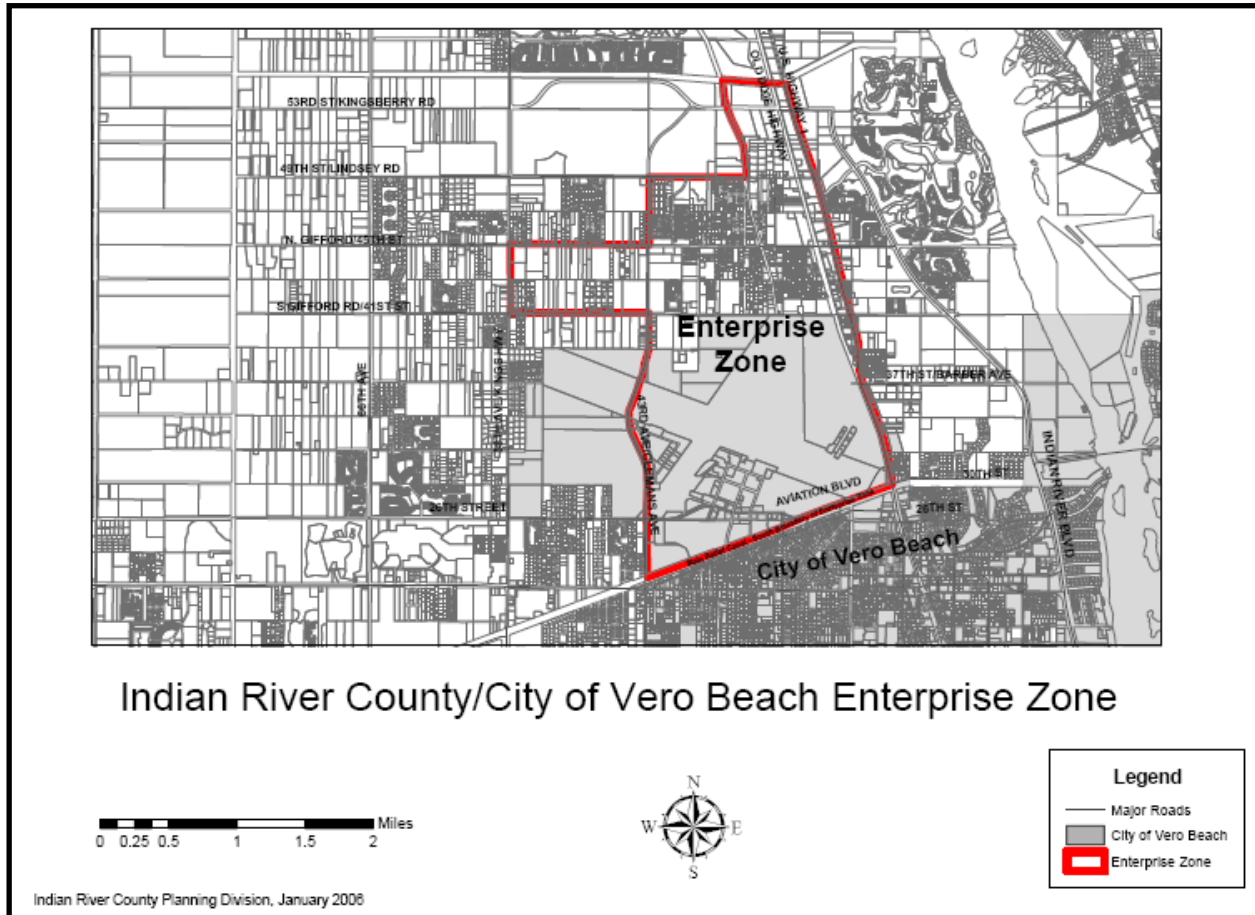
According to the previously referenced American Planning Association report, “Generally,

economic research has shown that most types of incentives have had little significant effect on firm location between regions. For manufacturing industries with significant equipment costs, however, property or investment tax credits or abatement incentives can play a significant role in location decisions”. That document further states that tax rates are not a primary location factor. In fact, tax rates are “usually considered only after corporations have made decisions on labor, transportation, raw materials, and capital costs”. Therefore, the County should continue to offer incentives for those targeted manufacturing businesses that would have significant equipment costs. In addition, the County should focus on its partnerships with the Workforce Development Board and educational institutions to offer labor training for targeted industries and training programs for the local work force and assistance to targeted industries in finding qualified labor. With respect to transportation and capital costs, the County should continue to incorporate appropriate transportation improvements within its Capital Improvements Schedule that will meet the needs of targeted industries. Further, the County should continue to pursue grants and other funding sources to pay for infrastructure needed for new target industries and existing targeted industries that are expanding.

#### *Enterprise Zone*

In 2005, Indian River County and the City of Vero Beach jointly established an Enterprise Zone encompassing properties in and around the City of Vero Beach Municipal Airport and properties within the Gifford Community (see map on next page). An Enterprise Zone is an area designation approved by the state to encourage new economic growth and investment in distressed areas. The state accomplishes this in part by providing tax incentives to residents and businesses within Enterprise Zones. Those tax incentives include:

- Job Tax Credit (Sales Tax and Use Tax Credit or Corporate Income Tax Credit)
- Sales Tax Refund (Refund of Sales Tax Paid on Certain Business Equipment/Materials)
- Property Tax Credit (Applied to Corporate Income Tax)
- Electrical Energy (Sales Tax Exemption on Electrical Energy)
- Community Contribution Tax Credit (Florida Corporate Income Tax, Insurance Premium Tax, or Sales Tax Refund).



With the Enterprise Zone, Indian River County and the City of Vero Beach have the ability to offer state sponsored incentives to local companies. These additional incentives are another tool that the County and City of Vero Beach have at their disposal to help retain and expand existing businesses and help to attract new businesses. Between October 1, 2005 (start of reporting period for the beginning of the City of Vero Beach/Indian River County Enterprise Zone) and September 30, 2007, 10 Building Material Sales Tax Refund applications and 25 Business Equipment Sales Tax Refund applications were submitted to the state. The amount of money invested in Building Materials and Business Equipment and the total amount of refunds requested were as follows:

- \$29,936.00 in Building Material Sales Tax Refunds were requested for businesses investing a total of \$1,500,166.00 in Building Materials used in the Enterprise Zone; and
- 33,248.00 in Business Equipment Sales Tax Refunds were requested for a total investment of \$615,474.00 in Business Equipment.

Additional development is anticipated to occur within the Enterprise Zone with a possible expansion of the Piper Aircraft facility and the increasingly available industrial land within the Enterprise Zone. In fact, the Indian River Industrial Center located on the north side of 41<sup>st</sup> Street, west of 49<sup>th</sup> Avenue, recently was constructed. That industrial/business park consists of 7 lots on 12.5 acres of land. In addition, another industrial/business park is in the planning stages along 41<sup>st</sup> street in the Gifford Community, between 28<sup>th</sup> Avenue and 43<sup>rd</sup> Avenue (Vero Beach Business Park). That business park is proposed to have a total of 15 lots. For further information about these two business parks, please see the discussion under subsection “New Industrial/Business Parks” of this report.

At this time, it is too early to draw conclusions as to the overall effectiveness of the Enterprise Zone because it has not been in place long enough.

As part of their Capital Improvement Programs, the County and City of Vero Beach should coordinate public infrastructure improvements within the Enterprise Zone so that there is adequate access, water, and sewer to 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 Zone’s benefits to prospective industries.

#### Research Coast

In the late 1990’s, a Memo of Understanding (MOU) was signed by the primary economic development organizations in Martin, St. Lucie, Okeechobee and Indian River Counties to coordinate economic development efforts as a region (Okeechobee County has since reorganized its economic development efforts and opted out of the MOU). That memo of understanding set the foundation for Martin County, St. Lucie County, and Indian River County to form the “Florida Research Coast Economic Development Coalition” in 2006 to better promote the economic development objectives of the three Counties.

Currently, the Business Development Board of Martin County, the Indian River County Chamber of Commerce, the Economic Development Council of St. Lucie County and the Workforce Development Board of the Treasure Coast are sharing resources to promote/advertise the three counties as a cohesive region. The research coast initiative is building upon recent efforts of all three counties and the Workforce Development Board of the Treasure Coast to recruit companies involved with the Life Science Industries. In fact, one life sciences company has already located to St. Lucie County and at least two additional life science companies are in the process of locating to St. Lucie County.

Torrey Pines Institute for Molecular Studies, a California based biotech company, has temporarily moved into the new Florida Atlantic University Marine Science Center within Harbor Branch Oceanographic Institution in St. Lucie County. In late 2008, Torrey Pines will re-locate to a permanent 100,000 square foot life sciences research facility that is under construction on 20 acres of land within the Town of Tradition in St. Lucie County. At the time

of this writing, two additional life science companies/organizations announced that they will be joining Torrey Pines in the formation of a Life Science cluster in the Town of Tradition. Those companies/organizations are the Mann Research Center and Oregon Health and Science University's Vaccine and Gene Therapy Institute (VGTI).

With respect to the life science companies locating in St. Lucie County, they were attracted there through a coordinated effort on the part of the business community along with state and local governments. Torrey Pines, for instance, received a combined state and local incentive package of \$88.5 million plus 20 acres of donated land from Tradition developer Core Communities. That financial package requires Torrey Pines to provide 189 jobs within ten years. This equates to a direct financial incentive of \$468,253.97 per job.

Even with the successful recruitment of Torrey Pines, Mann Research Center, and VGTI, it is unclear at this time how much of an impact the Research Coast effort will have upon Indian River County. Coalition partners realize that key bio-tech areas take years, sometimes decades, to fully develop. The efforts of Florida's Research Coast are in the infancy stage, with concentration on branding and name recognition rather than heavy recruitment. The successful recruitment of Torrey Pines, Mann Research center, and VGTI to the region, however, could eventually attract similar companies, and could encourage development of spin-off companies. Even without a major four-year university within its jurisdiction, Indian River County can still maintain a positive influence by positioning itself as a location for those businesses that support the life sciences industry, such as manufacturers or distributors that supply goods and services used within the industry and for those businesses that compliment science and technology. In fact, this process may have already started.

X-Stream Systems Incorporated recently established a research and development facility within Indian River County adjacent to the City of Fellsmere and near the County Road 512/I-95 interchange within the 102<sup>nd</sup> Terrace Industrial area. X-Stream Systems is a high-tech company that is focused on producing "highly penetrating material identification systems". These systems identify substances by examining their molecular structure. The product can be used to identify such things as incorrect drugs in containers, and bombs that might be brought through airports.

Overall, Indian River County is in position to recruit potential spinoff companies from the developing life science cluster in St. Lucie County and to a certain extent attract manufacturing facilities that may be needed to produce the products invented/identified within the life science cluster. The County should ensure that development ready properties are available for the potential spinoff biotech companies and potential spinoff manufacturing companies. Similar to what was done with the Indian River Park of Commerce, the County should identify appropriate locations for business/industrial parks, provide appropriate infrastructure for those industrial/business parks, and expedite project reviews of the industrial/business park(s) and proposed businesses within the industrial/business parks and within other appropriately identified areas of the County.

## **Changes in the Economic Environment**

Since the time of the last major plan update, the county has encountered several unanticipated problems and opportunities. The following is a brief listing of the problems and opportunities.

### **Challenges**

1. New Impact Fees
2. Over Capacity Roads
3. Citrus Canker/Greening
4. Hurricanes of 2004
5. Lack of affordable home insurance/wind storm insurance coverage and availability
6. Lack of affordable housing (between 2004 – 2007)
7. Property Value and Property Tax Increases

### **Unanticipated Opportunities**

1. Indian River County/City of Vero Beach Enterprise Zone creation
2. Research Coast Bio-tech Initiative
3. Update of Economic Development Incentives
4. Water and Sewer Capacity Expansion
5. Indian River Park of Commerce
6. State Road 60 Corridor Improvements
7. Possible bio-fuel opportunities

## **County Visioning**

In July 2004, approximately 180 people participated in a total of seven county visioning workshops held in various locations throughout the County. The workshops were organized as part of the development of the Indian River County Metropolitan Planning Organization's 2030 Long Range Transportation Plan.

Although the visioning process was ultimately focused on the development of the 2030 Long Range Transportation Plan and thus on transportation and land development related issues, input was also received from visioning workshop participants on other topics, including economic development needs of the County. A summary of the economic development related issues, vision, and discussion items as provided by workshop participants are listed below.

### **Key Economic Development Related Issues**

Overall, the economic development related concerns of visioning workshop participants focused on several key issues, including:

- Growth
- Low/fair taxes
- Multigenerational consideration to consider jobs
- Higher paying jobs and jobs where people live
- Clean Industries and Industrial parks
- Affordable Housing
- Business parking issues
- hi-tech and bio-tech industries
- access to an international airport
- access to I-95 via a Micco Road/I-95 interchange and a Oslo Road/I-95 interchange
- higher education opportunities
- economic diversification and an inclusive community wide Economic Development program
- focus on the County's strengths (eco-tourism, citrus industry, fish hatchery etc)

#### **Effect of Statutory & Rule Changes, & Consistency with the State & Regional Plan**

Since the time of plan adoption there have been no changes in Chapter 163, F.S. or rule 9J-5, F.A.C. that affect this element.

The county economic development element is consistent with the state comprehensive plan.

#### **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, which includes:

- Refining the County's existing targeted industry list to focus on a few key industries that have the greatest potential for long term success in the local economy, which industries include 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 "Research Coast 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 to areas of the world that have strong currencies;
- Preserving environmental assets of the community; and
- Identifying and stopping any remaining service industry leakages.

**EVALUATION OF ECONOMIC DEVELOPMENT ELEMENT OBJECTIVES**

Following is an evaluation of the achievement of the Economic Development Element objectives. Attachment 1 lists the current Economic Development Element’s goals, objectives, and policies. As indicated, Objectives 1, 2, 3, 4, and 6 were achieved. Objective 5 was not achieved. Objective 7 cannot be measured.

Under each objective, those policies associated with the objective were assessed to identify those that were implemented and those that were not implemented. Also, each policy was assessed to determine if it directly or indirectly contributed to meeting the corresponding objective. Then, each policy was assessed to determine if it needs to be maintained, revised, or deleted and the reason for revision or deletion.

OBJECTIVE 1 Low Unemployment Rate

**By 2000, the county will have an average annual unemployment rate that is within two percentage points of the State of Florida’s average annual unemployment rate.**

MEASURE - DIFFERENCE BETWEEN COUNTY’S 2000 UNEMPLOYMENT RATE AND THE STATE OF FLORIDA UNEMPLOYMENT RATE

At the time of the last major plan update in 1998, the County’s unemployment rate was 8.1% and the state’s unemployment rate was 4.5%, which was a difference of 3.6%. In 2000, the unemployment rate within the County had declined to 5.1%, while the statewide unemployment rate had declined to 3.8%, a difference of 1.3%. Since the year 2000, the unemployment rate within the county and the state have both remained relatively low. In fact, the County’s unemployment rate has been within or less than 2% of the state’s unemployment rate since the year 2000. The 2% difference occurred in the year 2004 when two separate hurricanes impacted Indian River County.

Objective - ACHIEVED

This is an appropriate objective and should be maintained; however, the objective’s target date should be revised.

| Policy Description      | Action/ Accomplishment        | Is this Policy Implemented? |    | Does this Policy Contribute to Meeting the Objective? |    | Was the Original Policy Appropriate? |    | Should the Policy be Maintained/ Deleted/ Revised? |
|-------------------------|-------------------------------|-----------------------------|----|-------------------------------------------------------|----|--------------------------------------|----|----------------------------------------------------|
|                         |                               | Yes                         | No | Yes                                                   | No | Yes                                  | No |                                                    |
| 1.1) Attract and expand | Several industrial businesses | X                           |    | X                                                     |    | X                                    |    | Revise -                                           |

| Policy Description                                                                                                                                                                                                                                                                    | Action/ Accomplishment                                                                                                                         | Is this Policy Implemented? |    | Does this Policy Contribute to Meeting the Objective? |    | Was the Original Policy Appropriate? |    | Should the Policy be Maintained/ Deleted/ Revised?                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----|-------------------------------------------------------|----|--------------------------------------|----|----------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                       |                                                                                                                                                | Yes                         | No | Yes                                                   | No | Yes                                  | No |                                                                                                                                  |
| clean, small-scale light manufacturing and assembly industries                                                                                                                                                                                                                        | have been established or have expanded, including Xstream Systems, Aeroshade Technologies, and Macho Products.                                 |                             |    |                                                       |    |                                      |    | replace reference to “industrial” with “industrial, technology, and research” and attract industries from target industries list |
| 1.2) Offer economic development incentives and assistance for existing and new targeted industries                                                                                                                                                                                    | Local Jobs Grant, Impact Fee Financing, Utility Deposit Waivers, Expedited Permitting, State QTI program support, and others.                  | X                           |    | X                                                     |    | X                                    |    | Revise – replace reference to IRCC with IRSC and reference workforce training incentives by the WDB                              |
| 1.3) The EDD of the Chamber of Commerce and others designated by the BCC to promote growth of targeted industries                                                                                                                                                                     | Industrial marketing is performed by the EDD through their annual marketing plan. The result of marketing activities are presented to the EDC. | X                           |    | X                                                     |    | X                                    |    | Maintain                                                                                                                         |
| 1.4) The EDD annually survey targeted businesses with more than 10 employees to identify problems & opportunities and report to the EDC the result of the survey in the first meeting of each year.                                                                                   | There was no formal survey conducted by the EDD.                                                                                               |                             | X  |                                                       | X  | X                                    |    | Maintain                                                                                                                         |
| 1.5) The EDD will contact businesses as identified in its marketing plan and encourage them to relocate to the county. The EDD will provide a quarterly report to the EDC with the number of businesses contacted, type of businesses contacted, and the result of actions taken from | Economic Development Director provides report to EDC. However, the policy requires more detailed reporting.                                    | X                           |    | X                                                     |    | X                                    |    | Maintain                                                                                                                         |

| Policy Description                                                                                                                                             | Action/ Accomplishment                                                                                                                                                                                                                                                                                                                                                    | Is this Policy Implemented? |    | Does this Policy Contribute to Meeting the Objective? |    | Was the Original Policy Appropriate? |    | Should the Policy be Maintained/ Deleted/ Revised?                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----|-------------------------------------------------------|----|--------------------------------------|----|-----------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                           | Yes                         | No | Yes                                                   | No | Yes                                  | No |                                                                                                                                         |
| the contacts.                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                           |                             |    |                                                       |    |                                      |    |                                                                                                                                         |
| 1.6) Chamber of Commerce must inform businesses of job training programs. Representative of training program shall be invited to provide annual report to EDC. | Invited community college, jobs and education partnership program (Workforce Development Board of the Treasure Coast, now know as Workforce Solutions) and highschoools to provide reports to EDC summarizing types of assistance provided. Businesses are informed through the Manufacturer’s luncheon, COC newsletter, ED newsletter, NASA visits, press releases, etc. | X                           |    | X                                                     |    | X                                    |    | Revise – replace reference to IRCC with IRSC, reference the role of the WDB and delete the reference to the Jobs and Ed. Partnership    |
| 1.7) County to employ local residents and use local businesses                                                                                                 | Local businesses are utilized as appropriate. Various local contractors were employed with the construction of the County Adm. Buildings, Emergency Services Building, and the Jail Expansion (Those employed include Complete Electric, Miller Elect., Rinker Materials, Communications International).                                                                  | X                           |    | X                                                     |    | X                                    |    | Revise – to emphasize the use of the County website for job advertisements                                                              |
| 1.8) Semi annually reevaluate C/I node size and locations/update commercial/industrial data source annually                                                    | A formal semi-annual re-evaluation was not done. There are more than twice the C/I lands designated on the FLU map than what is needed to serve the 2020 population projections designated on the county’s FLU Map. Evaluation of C/I lands are being done as part of Future Land Use Element EAR                                                                         |                             | X  |                                                       | X  | X                                    |    | Revise to indicate that evaluation of CI nodes will be done as part of EAR or as needed and that the document will be placed on website |
| 1.9) County to provide for issuance of industrial development bonds for new industries                                                                         | The County has an industrial development bond program. Industrial bonds were issued to Ocean Spray in 1997 (\$4 million, active) and XL Vision (\$6 million, paid off). No new industrial development bonds have been issued for industrial                                                                                                                               | X                           |    | X                                                     |    | X                                    |    | Maintain                                                                                                                                |

| Policy Description                                                             | Action/ Accomplishment                                                                                                                                                                           | Is this Policy Implemented? |    | Does this Policy Contribute to Meeting the Objective? |    | Was the Original Policy Appropriate? |    | Should the Policy be Maintained/ Deleted/ Revised? |
|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----|-------------------------------------------------------|----|--------------------------------------|----|----------------------------------------------------|
|                                                                                |                                                                                                                                                                                                  | Yes                         | No | Yes                                                   | No | Yes                                  | No |                                                    |
|                                                                                | properties.                                                                                                                                                                                      |                             |    |                                                       |    |                                      |    |                                                    |
| 1.10) Maintain utility line extension reimbursement policy for oversized lines | Utility line extension policy exists, is being implemented, and has been implemented                                                                                                             | X                           |    | X                                                     |    | X                                    |    | Delete                                             |
| 1.11) Address complaints or concerns of business owners and report to EDC      | Issues identified by businesses have been directed to the County Planning Director and Economic Development Director of the Chamber of Commerce. Issues have been brought to the EDC in the past | X                           |    | X                                                     |    | X                                    |    | Maintain                                           |

All policies under objective 1, except for policies 1.4 and 1.8, were implemented and contributed to meeting the objective. Policies 1.1, 1.2, 1.6, and 1.7 should be revised, while Policy 1.10 should be deleted.

While policy 1.4 was not implemented as part of a regular survey, it was addressed through the county’s established complaint procedures. In those procedures, business concerns are discussed with the Chamber of Commerce and/or the Indian River County Planning Director and brought to the attention of the EDC and EDD as necessary to resolve.

Policy 1.8 should be revised to indicate that the evaluation of all C/I nodes will be done as part of the EAR process or as needed and that the C/I node data source document will be placed on the County website. With the overall slow development of commercial/industrial designated land within the County and the fact that there is an ample supply of C/I designated land, it is not necessary to continuously re-evaluate the entire C/I node database. It may be more beneficial to simply re-evaluate a few key commercial/industrial nodes that contain or are planned for new targeted industrial uses to ensure that there is an appropriate amount of land available for those targeted industries.

Policy 1.1 should be updated to include “technology and research” as types of broad industries that the county should be focusing on in its economic expansion efforts. This policy should also be updated to reference the county’s target industry list (currently policy 2.6).

Both Policies 1.2 and 1.6 should be updated to reflect recent organizational name changes for Indian River Community College and the Workforce Development Board of the Treasure Coast and the roles that they can play in the county’s economic development efforts. Policy 1.7 should be revised to emphasize the use of the County website for County job advertisements.

The only policy recommended for deletion is Policy 1.10. That policy should be deleted because

all main utility lines are now in place, making a re-imbusement policy for installation of oversize utility lines unnecessary.

#### New Policy

In addition to modifying policies, a new policy should be added that requires the County to place request for proposals on DemandStar. DemandStar is a well known destination that companies check for request for proposals to provide services to the county.

#### Overall Assessment of Policies

Through implementation of these policies, with the revisions as identified and addition of a new policy, objective 1 will continue to be achieved; however, policy 7.5 should be moved under objective 1.

#### OBJECTIVE 2: Diversified Economic Growth

**Between 2005 and 2010, Indian River County will increase the number of jobs in the county's target industries by 800 (the Chamber of Commerce will keep track of new jobs created within the target industries list and provide reports annually).**

#### MEASURE – NUMBER OF JOBS IN THE COUNTY'S TARGET INDUSTRIES.

Although this objective is not due until 2010, the number of jobs in the county's target industries increased from 10,808 to 11,188 between 2005 and 2006. This is an increase of 380 jobs in just one year, which suggests that this objective could be met as early as 2008. The new jobs were in the following industries:

| Name of Industry                                                     | Increase in # of Jobs from 2005 to 2006 |
|----------------------------------------------------------------------|-----------------------------------------|
| Fabricated Metal Products Manufacturing                              | 16                                      |
| Machinery Manufacturing                                              | 14                                      |
| Computer and Electronic Product Manufacturing                        | 15                                      |
| Support Activities for Transportation                                | 30                                      |
| Finance & Insurance                                                  | 58                                      |
| Computer Systems Design and Related Services                         | 44                                      |
| Health Care and Social Assistance                                    | 91                                      |
| Research and Development in Physical, Engineering, and Life Sciences | 23                                      |
| Wood Product Manufacturing                                           | 59                                      |
| Nonmetallic Mineral Product Manufacturing                            | 15                                      |
| Plastics and Rubber Products Manufacturing                           | 75                                      |

| Name of Industry                             | Increase in # of Jobs from 2005 to 2006 |
|----------------------------------------------|-----------------------------------------|
| Telecommunications                           | 14                                      |
| Specialized Design Services                  | 15                                      |
| Computer Systems Design and Related Services | 44                                      |
| Scientific Research and Development Services | 23                                      |

With this trend of 380 new jobs per year, it is anticipated that objective 2 will be achieved.

Objective 2 is an important objective and should be retained. The objective's target and target date, however, should be revised to indicate that, between 2010 and 2015, Indian River County will increase the number of jobs in the county's target industries by 1,000.

| Policy Description                                                                                          | Action/ Accomplishment                                                                                                                                                                        | Is this Policy Implemented? |    | Does this Policy Contribute to Meeting the Objective? |    | Was the Original Policy Appropriate? |    | Should the Policy be Maintained/ Deleted/ Revised?                                                                |
|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----|-------------------------------------------------------|----|--------------------------------------|----|-------------------------------------------------------------------------------------------------------------------|
|                                                                                                             |                                                                                                                                                                                               | Yes                         | No | Yes                                                   | No | Yes                                  | No |                                                                                                                   |
| 2.1) Update economic base study (EBS) every 2 years                                                         | The Economic Base Study was prepared in the past, but was not utilized by the county or any other group; therefore, EBS was not updated                                                       |                             | X  |                                                       | X  | X                                    |    | Revise to state that the county will track the # of target industry jobs annually and provide a report to the EDC |
| 2.2) Adopt or revise economic development plan policies, based on economic base study                       | The county's economic development policies have been revised as needed                                                                                                                        | X                           |    | X                                                     |    | X                                    |    | Delete                                                                                                            |
| 2.3) Designate land for future comm/ind uses & provide infrastructure to facilitate dev of ind parks        | Over 5,800 acres of land have been designated for C/I use; 37% of the designated land has been developed for C/I uses. Infrastructure to support C/I lands is provided.                       | X                           |    | X                                                     |    | X                                    |    | Maintain                                                                                                          |
| 2.4) Assist developers to establish Ind Parks at SR 60/I-95, CR 512/I-95 and Oslo Rd/74th Ave and elsewhere | Future Land Use Map has been amended to provide additional C/I lands for SR 60/I95 node. County has worked with a developer to approve and construct the Indian River Park of Commerce at the | X                           |    | X                                                     |    | X                                    |    | Revise to replace the reference to industrial park with industrial/research/technology parks                      |

| Policy Description                                                                                       | Action/ Accomplishment                                                                                                                     | Is this Policy Implemented? |    | Does this Policy Contribute to Meeting the Objective? |    | Was the Original Policy Appropriate? |    | Should the Policy be Maintained/ Deleted/ Revised? |
|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----|-------------------------------------------------------|----|--------------------------------------|----|----------------------------------------------------|
|                                                                                                          |                                                                                                                                            | Yes                         | No | Yes                                                   | No | Yes                                  | No |                                                    |
|                                                                                                          | SR 60 Interchange. Most of C/I land in C.R. 512/I-95 was annexed by City of Fellsmere.                                                     |                             |    |                                                       |    |                                      |    |                                                    |
| 2.5) EDD to develop marketing plan by March of every year specifying actions and budget requests         | EDD prepared marketing plan yearly, submitted to EDC for review and then the BCC for approval                                              | X                           |    | X                                                     |    | X                                    |    | Maintain                                           |
| 2.6) Establish a list of target industries & re-evaluate every 2 years to reflect current economic needs | The Target Industries List was last reviewed and updated in 2007. The EDD and EDC have recently been discussing further refining the list. | X                           |    | X                                                     |    | X                                    |    | Revise                                             |

All policies under objective 2, except for policy 2.1 and 2.2, were implemented and contributed to meeting the objectives. Policy 2.1 should be revised to remove the requirement for an Economic Base Study because an Economic Base Study has not proven to be a valuable economic development tool for the county. In its place, the County should add text requiring the planning division to annually track the number of new jobs created within the County’s target industries list and provide a report to the EDC. Policy 2.2 should be deleted because the reference to the economic base study is no longer relevant with the revisions to policy 2.1. In addition, revisions to the Economic Development Element can be made in response to changing economic conditions. It is not necessary for a policy to state this.

Policy 2.4 should be revised to replace the reference to “industrial parks” with “industrial/research/technology parks”. This reflects the rising importance of technologically based industries to the economy and the importance of research in generating new industries directly within the county.

Policy 2.6 should be revised to include a new more focused target industries list. That list could include technology, aerospace, and biotechnology related industries consistent with recent national, regional, and local economic development trends.

New Policies

A new policy is needed that complements policy 2.4 and the county’s desires to encourage new industries and potential new industries to locate and grow within the county. The new policy should state that the county will study the feasibility of establishing a research/technology park land use designation.

Overall Assessment of Policies

Through implementation of these policies, with the proposed modifications and proposed new policy, objective 2 will continue to be achieved.

OBJECTIVE 3: Skilled Labor Force

**By 2002, Indian River County will have additional educational facilities offering post-secondary education and vocational training.**

MEASURE – NUMBER OF EDUCATION FACILITIES OFFERING POST-SECONDARY EDUCATION AND VOCATIONAL TRAINING.

Since 1998, Indian River Community College (IRCC) has expanded its post secondary educational opportunities. Also, the school board provides vocational training. In 2006/2007, there were 48 job training programs, approved by the Workforce Development Board’s Targeted Occupations List, offered within Indian River County by Indian River Community College, the School District of Indian River County, and the Vero Beauty and Massage Institute (Note: the Workforce Development Board of the Treasure Coast has recently changed their name to Workforce Solutions).

Objective 3 was achieved.

This objective, however, should be revised to put emphasis on providing job training programs, instead of providing post-secondary education. The objective could state that, through the plan time horizon, there will be at least 50 job training programs, approved by the Workforce Development Board of the Treasure Coast, that provide specialized workforce training needed for new and expanding businesses (2006-2007 Regional Targeted Occupational List includes 48 programs within Indian River County and 37 additional programs within Martin and St. Lucie County, approved by the Workforce Development Board of the Treasure Coast).

| Policy Description                                                                                              | Action/ Accomplishment                                                                            | Is this Policy Implemented? |    | Does this Policy Contribute to Meeting the Objective? |    | Was the Original Policy Appropriate? |    | Should the Policy be Maintained/ Deleted/ Revised? |
|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-----------------------------|----|-------------------------------------------------------|----|--------------------------------------|----|----------------------------------------------------|
|                                                                                                                 |                                                                                                   | Yes                         | No | Yes                                                   | No | Yes                                  | No |                                                    |
| 3.1) Contact four-year colleges and universities to determine probability of branch campus or research facility | Not done. The Indian River Community College however, is now providing certain four-year degrees. |                             | X  |                                                       | X  |                                      | X  | Revise                                             |
| 3.2) Support IRCC expansion through permit assistance                                                           | Support is provided as needed.                                                                    | X                           |    | X                                                     |    | X                                    |    | Revise to reflect recent name change               |

| Policy Description                                                      | Action/ Accomplishment                                                                                                    | Is this Policy Implemented? |    | Does this Policy Contribute to Meeting the Objective? |    | Was the Original Policy Appropriate? |    | Should the Policy be Maintained/ Deleted/ Revised? |
|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------------------------|----|-------------------------------------------------------|----|--------------------------------------|----|----------------------------------------------------|
|                                                                         |                                                                                                                           | Yes                         | No | Yes                                                   | No | Yes                                  | No |                                                    |
|                                                                         |                                                                                                                           |                             |    |                                                       |    |                                      |    | for IRCC to Indian River State College             |
| 3.3) School District will offer adult education and vocational training | Adult education programs and vocational training are provided.                                                            | X                           |    | X                                                     |    | X                                    |    | Maintain                                           |
| 3.4) Promote the expansion of vocational education programs             | Vocational training is provided. Local demand for additional programs is identified through the Workforce Develop. Board. | X                           |    | X                                                     |    | X                                    |    | Revise to make it more specific                    |

All policies under objective 3, except for policy 3.1, were implemented and contributed to meeting the objective. Policy 3.1 should be expanded to include other training facilities that could support the county’s economic development activities. Policy 3.2 should be revised to reflect IRCC’s recent name change and transition into a 4 year degree offering institution and 3.4 should be revised to be more specific.

New Policies

New policies for providing specific job training programs should be developed and added under this objective.

Overall Assessment of Policies

Through implementation of these policies, with deletions and additions as identified, this objective will continue to be achieved.

OBJECTIVE 4: Encourage Economic Development

**The county will continue to have policies, regulations, and economic development incentives in effect which encourage economic development.**

MEASURE – EXISTENCE OF INCENTIVES, POLICIES, AND REGULATIONS THAT ENCOURAGE ECONOMIC DEVELOPMENT ACTIVITIES.

Objective 4 was achieved.

The county has policies, regulations and incentives to encourage economic development within the county. This objective, however, is not end result oriented and should be revised to indicate

that, by 2015, the county and municipalities within the county shall have at least two additional established industrial/business/technology parks with sufficient land and adequate infrastructure to accommodate new or expanding businesses. At least one of these parks should be developed for Biotech industries.

| Policy Description                                                                                                                                                            | Action/ Accomplishment                                                                                                                                                                       | Is this Policy Implemented? |    | Does this Policy Contribute to Meeting the Objective? |    | Was the Original Policy Appropriate? |    | Should the Policy be Maintained/ Deleted/ Revised?         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----|-------------------------------------------------------|----|--------------------------------------|----|------------------------------------------------------------|
|                                                                                                                                                                               |                                                                                                                                                                                              | Yes                         | No | Yes                                                   | No | Yes                                  | No |                                                            |
| 4.1) The county through its Comp. Plan and LDRs shall maintain and/or improve its characteristics by providing protection of environmental, cultural, and aesthetic features. | The county comp. plan and LDRs provide protection of environmental, cultural, and aesthetic features.                                                                                        | X                           |    | X                                                     |    | X                                    |    | Maintain                                                   |
| 4.2) Review and evaluate the county's land development regulations for impediments to economic develop.                                                                       | LDRs are reviewed by the Professional Services Advisory Committee (PSAC)                                                                                                                     | X                           |    | X                                                     |    | X                                    |    | Maintain                                                   |
| 4.3) By 2000, the County shall place forms, applications, policies and regulations on a website                                                                               | LDRs, comp. plan and other forms are provided on the county website.                                                                                                                         | X                           |    | X                                                     |    | X                                    |    | Revise to indicate that county shall maintain its website. |
| 4.4) Request that federal and state agencies expedite their permitting process                                                                                                | Request submitted.                                                                                                                                                                           | X                           |    | X                                                     |    | X                                    |    | Revise to request that they expedite target industries.    |
| 4.5) Provide building inspection services on weekends                                                                                                                         | Weekend inspections service is provided as needed.                                                                                                                                           | X                           |    | X                                                     |    | X                                    |    | Maintain                                                   |
| 4.6) By 1998, request that the City of Vero Beach consider off-peak rates for industrial utility users.                                                                       | Request sent to City Utility Dept.                                                                                                                                                           |                             | X  |                                                       | X  | X                                    |    | Revise date                                                |
| 4.7) Reevaluate economic development incentives & compare to others regularly                                                                                                 | Last review of incentives were done in 2007 and incentives were revised.                                                                                                                     | X                           |    | X                                                     |    | X                                    |    | Maintain                                                   |
| 4.8) Reassess roadway, water, and sewer impact fee rates on a regular basis (Reasonable & Equitable)                                                                          | Water and sewer capacity charges have not increased for over 10 years. Traffic impact fees were reassessed in 2005 and 8 add. Impact fees were added. They are now being re-assessed and are | X                           |    | X                                                     |    | X                                    |    | Maintain                                                   |

| Policy Description                                                                                               | Action/ Accomplishment                                                      | Is this Policy Implemented? |    | Does this Policy Contribute to Meeting the Objective? |    | Was the Original Policy Appropriate? |    | Should the Policy be Maintained/ Deleted/ Revised? |
|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------------------------|----|-------------------------------------------------------|----|--------------------------------------|----|----------------------------------------------------|
|                                                                                                                  |                                                                             | Yes                         | No | Yes                                                   | No | Yes                                  | No |                                                    |
|                                                                                                                  | expected to increase as cost of providing facilities increased.             |                             |    |                                                       |    |                                      |    |                                                    |
| 4.9) Maintain concurrency database & program capital improvements for projected growth                           | County maintains its CIE and Concurrency database.                          | X                           |    | X                                                     |    | X                                    |    | Maintain                                           |
| 4.10) IRC Chamber of Commerce shall provide assistance to relocating companies & report actions taken to the EDC | The Chamber of Commerce provides assistance as needed.                      | X                           |    | X                                                     |    | X                                    |    | Maintain                                           |
| 4.11) IRC Chamber of Commerce shall provide a community information package for employees of new companies       | Information package is available through the Chamber of Commerce.           | X                           |    | X                                                     |    | X                                    |    | Maintain                                           |
| 4.12) Provide affordable housing through various programs                                                        | Affordable housing assistance provided through housing assistance programs. | X                           |    | X                                                     |    | X                                    |    | Maintain                                           |
| 4.13) By 1998, request that the Tax Collectors office categorize occupational licenses by NAICS code.            | Request submitted – tax collector’s computer system could not change        |                             | X  |                                                       | X  | X                                    |    | Delete                                             |

All policies under objective 4, except for policy 4.6, were implemented. Policies 4.6 and 4.13 did not contribute to meeting the objective. Since the Tax Collector’s office could not accommodate the requested change, policy 4.13 should be deleted.

Overall Assessment of Policies

Through implementation of these policies, with the deletions as noted, this objective will continue to be achieved. Policies 5.1, 5.2, and 5.3 should be moved to objective 4.

OBJECTIVE 5: Intergovernmental Coordination

**By 2000, the county will have a mechanism in place to ensure cooperation from municipalities, state, and federal agencies for economic development.**

MEASURE – EXISTENCE OF COORDINATION MECHANISMS BETWEEN GOVERNMENT AGENCIES.

No formal coordination mechanisms exist. Objective 5 was not achieved.

This objective is not measurable, and therefore should be revised to state that there will be an adopted interlocal agreement between the county and the cities and towns, which agreement shall provide for coordinated economic development.

| Policy Description                                                                                           | Action/ Accomplishment                                                                                                                   | Is this Policy Implemented? |    | Does this Policy Contribute to Meeting the Objective? |    | Was the Original Policy Appropriate? |    | Should the Policy be Maintained/ Deleted/ Revised? |
|--------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----|-------------------------------------------------------|----|--------------------------------------|----|----------------------------------------------------|
|                                                                                                              |                                                                                                                                          | Yes                         | No | Yes                                                   | No | Yes                                  | No |                                                    |
| 5.1) The county shall involve appropriate parties in economic development projects                           | Appropriate entities are involved.                                                                                                       | X                           |    | X                                                     |    |                                      | X  | Maintain                                           |
| 5.2) Request information from all local gov'ts on possible site locations for economic development prospects | Properties are listed in a commercial/industrial database on the Chamber of Commerce Website (sales, lease, vacant land, and buildings). | X                           |    | X                                                     |    | X                                    |    | Maintain                                           |
| 5.3) Provide an efficient permitting process & assist with non-county permit processes                       | Assistance is provided as needed.                                                                                                        | X                           |    | X                                                     |    | X                                    |    | Maintain                                           |

All policies under objective 5 were implemented. These policies should be maintained because they are instrumental to facilitating economic development within the county.

Overall Assessment of Policies

Policies under objective 5 are appropriate and should be maintained.

OBJECTIVE 6: Tourism Development

**By FY 2000/01, the County’s annual local option tourist tax revenue will be at least \$1,400,000.**

MEASURE – AMOUNT OF TOURIST TAX REVENUE.

In 2000/01, the county collected \$1,419,193 tourist tax. Objective 6 was achieved.

Overall, this is an appropriate objective, in that setting an objective of reaching a certain amount of tourist tax dollars shows that tourism has increased; however, the objective’s target date and target value should be revised. In addition, the wording of the objective should be revised to reflect that what the County really desires to accomplish is increased tourism and that the tourism tax is one way of measuring whether or not the County has actually increased tourism.

| Policy Description                                                                                                               | Action/ Accomplishment                                                                                                      | Is this Policy Implemented? |    | Does this Policy Contribute to Meeting the Objective? |    | Was the Original Policy Appropriate? |    | Should the Policy be Maintained/ Deleted/ Revised? |
|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------|----|-------------------------------------------------------|----|--------------------------------------|----|----------------------------------------------------|
|                                                                                                                                  |                                                                                                                             | Yes                         | No | Yes                                                   | No | Yes                                  | No |                                                    |
| 6.1) Tourism Division to market eco and cultural tourism, publish this and present results to Tourist Development Council (TDC). | Tourist division prepared ads for various publications, developed informational flyers/brochures, and maintained a website. | X                           |    | X                                                     |    | X                                    |    | Maintain                                           |
| 6.2) Market the county as a vacation/recreation area at travel shows & elsewhere, Chamber Rep to Report to TDC                   | Done                                                                                                                        | X                           |    | X                                                     |    | X                                    |    | Maintain                                           |
| 6.3) Publish advertisement of county cross-selling tourism and economic development, COC to present to EDC and TDC               | Advertisement incorporates tourism and economic development.                                                                | X                           |    | X                                                     |    | X                                    |    | Maintain                                           |
| 6.4) By 2000, County shall have a highway beautification plan for along SR 60 and US 1 and at interchanges                       | Corridor plans prepared and are being implemented.                                                                          | X                           |    | X                                                     |    | X                                    |    | Delete and move to Transportation Element          |
| 6.5) Study the possibility of a highway beautification program with emphasis on private participation                            | Not done.                                                                                                                   | X                           |    |                                                       | X  | X                                    |    | Delete and move to Transportation Element          |
| 6.6) County to Fund Projects that Preserve County Beaches                                                                        | Various projects were completed and funded by grants and the tourist tax.                                                   | X                           |    | X                                                     |    | X                                    |    | Delete and move to Coastal Management Element      |

All policies under objective 6, except for policy 6.5, were implemented and contributed in meeting the objective. With respect to policy 6.5, highway beautification was examined as part of the development of corridor regulations. While the potential of establishing a voluntary program of businesses beautifying their road frontages was not considered, it should still be considered and reviewed with businesses and business associations. Although policies 6.4, 6.5, and 6.6 contributed to meeting the objective, each of these policies would be more appropriately placed in other elements of the Comprehensive plan. Policies 6.4 and 6.5 deal with transportation related issues and should be moved to the Transportation Element and policy 6.6 deals with coastal issues and should be moved to the Coastal Management Element.

#### Overall Assessment of Policies

Through implementation of these policies, with revisions as identified, objective 6 will continue to be achieved.

OBJECTIVE 7: Improved Pro-Economic Development Perception

**By 2000, the county will develop an enhanced reputation regarding its support of economic development.**

## MEASURE - AN ENHANCED REPUTATION.

This objective is not measurable and should be revised to state that, by 2020, at least 50% of the County's population will recognize the importance of and support county economic enhancement activities. The revised objective can be measured through the use of surveys.

| Policy Description                                                                                                 | Action/ Accomplishment                                                                                                                                                             | Is this Policy Implemented? |    | Does this Policy Contribute to Meeting the Objective? |    | Was the Original Policy Appropriate? |    | Should the Policy be Maintained/ Deleted/ Revised? |
|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----|-------------------------------------------------------|----|--------------------------------------|----|----------------------------------------------------|
|                                                                                                                    |                                                                                                                                                                                    | Yes                         | No | Yes                                                   | No | Yes                                  | No |                                                    |
| 7.1) Update the 1985 Overall Economic Development Plan every 5 years and prepare annual reports                    | The Treasure Coast Regional Planning Council (TCRPC) prepares and updates the OEDP.                                                                                                | X                           |    | X                                                     |    | X                                    |    | Delete                                             |
| 7.2) Provide speakers to educate citizens, service organizations & special interest groups of County ED strategies | EDD staff and IRC staff have spoken at various engagements.                                                                                                                        | X                           |    | X                                                     |    | X                                    |    | Maintain                                           |
| 7.3) County to promote services of Vero Beach, Sebastian, and Melbourne Airports in ED efforts                     | Various ED publications/ads have been produced. IRC Chamber of Commerce website contains useful information (links to airport websites).                                           | X                           |    | X                                                     |    | X                                    |    | Maintain                                           |
| 7.4) Actively work with the Vero Beach Airport and its marketing plan to market industrial lots and space          | IRC Chamber of Commerce website lists properties for sale and lease.                                                                                                               | X                           |    | X                                                     |    | X                                    |    | Maintain                                           |
| 7.5) Regularly compare IRC crime rates with south florida crime rates                                              | Low crime has been identified in past advertisements.                                                                                                                              | X                           |    | X                                                     |    | X                                    |    | Move under objective 1                             |
| 7.6) Continue to maintain and increase level of public and private funding support for ED                          | The EDD of the Chamber of Commerce is funded in part by private contributions and in part by public contributions. Further, the private sector engages in activities to promote ED | X                           |    | X                                                     |    | X                                    |    | Maintain                                           |

All policies under objective 7, except for policy 7.1, were implemented and contributed to meeting the objective.

#### Overall Assessment of Policies

Policy 7.1 should be deleted, and policy 7.5 should be move to under objective 1. Policy 7.1 should be deleted because the efforts of the Overall Economic Development Plan are duplicated by the County's Economic Development Element and the Treasure Coast Regional Planning Council Comprehensive Economic Development Strategy. Policy 7.5 should be moved under objective 1 because it more appropriately applies to that objective.

### **NEW OBJECTIVE AND POLICIES**

Since an increase in the county's annual average wage is an important economic development indicator, a new objective should be added to the EDE to state that: Through the plan time horizon, the County's Annual Average Wage will be within 10% of the Florida annual average wage (2006 annual average wage: Florida = \$38,497, and Indian River County = \$33,910 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).

New policies under this objective should be added. These policies could state:

- The ED marketing plan shall emphasize attracting industries with high paying jobs
- The County's ED incentives should include providing bonuses to high paying industries

In addition, a policy should be added under Objective 4 that focuses on the development of new farm related products to replace citrus. This is in recognition of the fact that the citrus industry has been declining and it is in recognition of the fact that the citrus industry has been an important export based industry for the County.

### **OVERALL ASSESSMENT OF OBJECTIVES**

The objectives of the Economic Development Element, with the proposed revisions, deletions, and additions, are sufficient to meet the overall intent of the element.

### **FUTURE ACTIONS**

The county must adopt EAR based amendments which update the tables, figures, text, and goals, objectives and policies of the Economic Development Element. Much of the update involves the inclusion of new data.

**ANTICIPATED AMENDMENTS**

The following are the anticipated amendments of the Economic Development Element.

**TABLES AND FIGURES**

All of the Economic Development Element's tables and figures must be updated to reflect current conditions.

**TEXT**

Major portion of the text of the Economic Development Element must be revised with new data including existing conditions and analysis.

**OBJECTIVES AND POLICIES**

Anticipated amendments to the objectives and policies of the Economic Development Element are summarized below.

| Objectives | Policies       | Action (Revision, Deletion, Addition)                                                               |
|------------|----------------|-----------------------------------------------------------------------------------------------------|
| 1          | -----          | Revise objective's target and target date                                                           |
| 1          | 1.1            | Revise                                                                                              |
| 1          | 1.2            | Revise                                                                                              |
| 1          | 1.6            | Revise                                                                                              |
| 1          | 1.7            | Revise                                                                                              |
| 1          | 1.8            | Revise                                                                                              |
| 1          | 1.10           | Delete                                                                                              |
| 1          | New policy     | Add new policy requiring employment opportunities to be placed on DemandStar                        |
| 2          | -----          | Revise objective's target and target date                                                           |
| 2          | 2.1            | Revise                                                                                              |
| 2          | 2.2            | Delete                                                                                              |
| 2          | 2.4            | Revise                                                                                              |
| 2          | 2.6            | Revise                                                                                              |
| 2          | New policy 2.2 | Add new policy to study feasibility of establishing a research/technology park land use designation |
| 3          | ----           | Revise objective's target and target date                                                           |
| 3          | 3.1            | Maintain                                                                                            |
| 3          | 3.2            | Revise                                                                                              |
| 3          | 3.4            | Revise                                                                                              |
| 3          | New policy     | Add new policy for job training                                                                     |
| 4          | -----          | Revise the objective                                                                                |
| 4          | 4.3            | Revise                                                                                              |
| 4          | 4.4            | Revise                                                                                              |
| 4          | 4.6            | Revise date                                                                                         |
| 4          | 4.13           | Delete                                                                                              |
| 4          | New policy     | New policy that focuses on the development of new farm industries                                   |
| 5          | -----          | Revise to state that there will be an adopted interlocal agreement for coordinated ED               |
| 6          | -----          | Revise objective                                                                                    |
| 6          | 6.4            | Delete and move to Transportation Element                                                           |
| 6          | 6.5            | Delete and move to Transportation Element                                                           |
| 6          | 6.6            | Delete and move to Coastal Management Element                                                       |
| 7          | -----          | Revise objective                                                                                    |
| 7          | 7.1            | Delete                                                                                              |
| 7          | 7.5            | Move under objective 1                                                                              |

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| Objectives | Policies     | Action (Revision, Deletion, Addition) |
|------------|--------------|---------------------------------------|
| New Obj.   | -----        | New objective for wages               |
| New Obj.   | New Policies | New policies under wage objective     |

**APPENDIX A**  
**COMPREHENSIVE PLAN EVALUATION AND APPRAISAL REPORT**  
**CONDITIONS AT THE TIME OF LAST MAJOR PLAN UPDATE (1998) AND EXISTING CONDITIONS**  
**ELEMENT: ECONOMIC DEVELOPMENT**

| STATISTIC                                                            | CONDITIONS AT THE TIME OF LAST MAJOR PLAN UPDATE |        |                           |                                                                | EXISTING CONDITIONS (2005-2006) |        |                           | COMMENTS                                                                                             |
|----------------------------------------------------------------------|--------------------------------------------------|--------|---------------------------|----------------------------------------------------------------|---------------------------------|--------|---------------------------|------------------------------------------------------------------------------------------------------|
|                                                                      | DATA                                             | %      | DATA'S CORRESPONDING YEAR | CITATION                                                       | DATA                            | %      | DATA'S CORRESPONDING YEAR |                                                                                                      |
| <i>Demographics of Indian River County</i>                           |                                                  |        |                           |                                                                |                                 |        |                           |                                                                                                      |
|                                                                      |                                                  |        |                           |                                                                | 139,757                         |        | 2007                      |                                                                                                      |
|                                                                      |                                                  |        |                           | University of Florida Bureau of Economic and Business Research | 135,215                         |        | 2006                      |                                                                                                      |
| Total Population                                                     | 100,375                                          |        | 1995                      | University of Florida Bureau of Economic and Business Research | 130,043                         |        | 2005                      | <i>Note:</i> 2005 data are from the Florida Legislature Office of Economic and Demographic Research. |
| Population 0-14 years                                                | 16,613                                           | 16.57% |                           |                                                                | 19,953                          | 15.34% |                           |                                                                                                      |
| Population 15-24 years                                               | 9,335                                            | 9.31%  |                           |                                                                | 13,502                          | 10.38% |                           |                                                                                                      |
| Population 25-44 years                                               | 24,082                                           | 24.02% |                           |                                                                | 26,221                          | 20.16% |                           |                                                                                                      |
| Population 45-64 years                                               | 21,431                                           | 21.38% |                           |                                                                | 34,796                          | 26.76% |                           |                                                                                                      |
| Population 65 years and Over                                         | 28,800                                           | 28.73% |                           |                                                                | 35,571                          | 27.35% |                           |                                                                                                      |
| Median Age, Indian River County                                      | 43.8                                             |        |                           |                                                                | 47.9                            |        |                           |                                                                                                      |
| Median Age, Florida                                                  | 37.8                                             |        |                           |                                                                | 39.7                            |        |                           |                                                                                                      |
|                                                                      |                                                  |        |                           |                                                                |                                 |        |                           |                                                                                                      |
| <i>Population Change Due to Natural Increase &amp; Net Migration</i> |                                                  |        |                           |                                                                |                                 |        |                           |                                                                                                      |
| Natural Increase                                                     | -715                                             | 0%     |                           | University of Florida Bureau of Economic and Business Research | -2,571                          | 0%     | 2005                      | The Proportion of deaths versus births increased between the two time periods                        |
| Net Migration                                                        | 10,768                                           | 100%   |                           | University of Florida Bureau of Economic and Business Research | 19,667                          | 100%   |                           | Net Migration attributed to a greater proportion of population increase than natural increase        |
|                                                                      |                                                  |        |                           |                                                                |                                 |        |                           |                                                                                                      |

| STATISTIC                                                                                                     | CONDITIONS AT THE TIME OF LAST MAJOR PLAN UPDATE |                                  |                           |                                                                      | EXISTING CONDITIONS (2005-2006) |                                  |                           | COMMENTS                                                                 |
|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------|----------------------------------|---------------------------|----------------------------------------------------------------------|---------------------------------|----------------------------------|---------------------------|--------------------------------------------------------------------------|
|                                                                                                               | DATA                                             | %                                | DATA'S CORRESPONDING YEAR | CITATION                                                             | DATA                            | %                                | DATA'S CORRESPONDING YEAR |                                                                          |
| <i>Population Adjacent and Treasure Coast Counties and State</i>                                              |                                                  |                                  |                           |                                                                      | Year                            |                                  |                           |                                                                          |
|                                                                                                               |                                                  |                                  |                           |                                                                      | 2000                            | 2005                             |                           |                                                                          |
| Florida                                                                                                       | 14,149,317                                       |                                  | 1995                      | University of Florida<br>Bureau of Economic and<br>Business Research | 15,982,824                      | 17,918,227                       | 2000 and 2005 as<br>noted |                                                                          |
| Indian River County                                                                                           | 100,261                                          |                                  |                           |                                                                      | 112,947                         | 130,043                          |                           |                                                                          |
| Brevard County                                                                                                | 444,992                                          |                                  |                           |                                                                      | 476,230                         | 531,970                          |                           |                                                                          |
| Martin County                                                                                                 | 112,036                                          |                                  |                           |                                                                      | 126,731                         | 141,059                          |                           |                                                                          |
| Okeechobee County                                                                                             | 32,855                                           |                                  |                           |                                                                      | 35,910                          | 37,765                           |                           |                                                                          |
| Osceola County                                                                                                | 136,627                                          |                                  |                           |                                                                      | 172,493                         | 235,156                          |                           |                                                                          |
| Palm Beach County                                                                                             | 962,802                                          |                                  |                           |                                                                      | 1,131,191                       | 1,265,900                        |                           |                                                                          |
| St. Lucie County                                                                                              | 171,160                                          |                                  |                           |                                                                      | 192,695                         | 240,039                          |                           |                                                                          |
|                                                                                                               |                                                  |                                  |                           |                                                                      |                                 |                                  |                           |                                                                          |
| <i>Crime</i>                                                                                                  |                                                  | % change between years 1990-1995 |                           |                                                                      |                                 | % change between years 2000-2005 |                           |                                                                          |
| Total Crime Index (murder, sexual offenses, robbery, aggravated assault, burglary, larceny, & motor v. theft) | 5,610                                            | 8.96%                            | 1995                      | Florida Department of Law Enforcement                                | 4,740                           | -5.7%                            | 2005                      | Total index crimes decreased by 870 between 1995 and 2005                |
| Crimes per 100,000 population                                                                                 | 5,595                                            | -1.93%                           |                           |                                                                      | 3,644.9                         | -18.1%                           |                           | Crimes per 100,000 population decreased by 1,950.1 between 1995 and 2005 |
|                                                                                                               |                                                  |                                  |                           |                                                                      |                                 |                                  |                           |                                                                          |
| <i>Tourism</i>                                                                                                |                                                  |                                  |                           |                                                                      |                                 |                                  |                           |                                                                          |
| <i>Percentage Distribution of Visitors Traveling by Air to Florida</i>                                        |                                                  |                                  | 1994                      | University of Florida<br>Bureau of Economic and<br>Business Research |                                 |                                  | 2005                      |                                                                          |
| New York                                                                                                      | 1                                                | 12.5%                            |                           |                                                                      | 1                               | 15.8%                            |                           | Increase of 3.3%                                                         |

| STATISTIC                                                                     | CONDITIONS AT THE TIME OF LAST MAJOR PLAN UPDATE |       |                           |                                                                      | EXISTING CONDITIONS (2005-2006) |       |                           | COMMENTS          |
|-------------------------------------------------------------------------------|--------------------------------------------------|-------|---------------------------|----------------------------------------------------------------------|---------------------------------|-------|---------------------------|-------------------|
|                                                                               | DATA                                             | %     | DATA'S CORRESPONDING YEAR | CITATION                                                             | DATA                            | %     | DATA'S CORRESPONDING YEAR |                   |
| California                                                                    | 2                                                | 6.1%  |                           |                                                                      | 2                               | 9.2%  |                           | Increase of 3.1%  |
| New Jersey                                                                    | 3                                                | 5.7%  |                           |                                                                      | 3                               | 7.6%  |                           | Increase of 1.9%  |
| Pennsylvania                                                                  | 4                                                | 5.7%  |                           |                                                                      | 5                               | 5.8%  |                           | Increase of 0.1%  |
| Illinois                                                                      | 5                                                | 5.4%  |                           |                                                                      | 4                               | 6.6%  |                           | Increase of 1.2%  |
| Texas                                                                         | 6                                                | 5.2%  |                           |                                                                      | 8                               | 3.5%  |                           | Decrease of 1.7%  |
| Massachusetts                                                                 | 7                                                | 5.0%  |                           |                                                                      | NA                              | NA    |                           | Dropped from list |
| Ohio                                                                          | 8                                                | 4.3%  |                           |                                                                      | 6                               | 4.5%  |                           | Increase of 0.2%  |
| Michigan                                                                      | 9                                                | 3.9%  |                           |                                                                      | 7                               | 4.1%  |                           | Increase of 0.2%  |
| Georgia                                                                       | 10                                               | 3.8%  |                           |                                                                      | 9-tie                           | 1.7%  |                           | Decrease of 2.1%  |
| North Carolina                                                                | NA                                               | NA    |                           |                                                                      | 9-tie                           | 1.7%  |                           | New to list       |
| Alabama                                                                       | NA                                               | NA    |                           |                                                                      | 10                              | 0.9%  |                           | New to list       |
| South Carolina                                                                | NA                                               | NA    |                           |                                                                      | 11                              | 0.7%  |                           | New to list       |
|                                                                               |                                                  |       |                           |                                                                      |                                 |       |                           |                   |
| <i>Percentage Distribution of Visitors Traveling by Automobile to Florida</i> |                                                  |       | 1994                      | University of Florida<br>Bureau of Economic and<br>Business Research |                                 |       | 2005                      |                   |
| New York                                                                      | 4                                                | 4.9%  |                           |                                                                      | 3                               | 7.6%  |                           | Increase of 2.7%  |
| California                                                                    | NA                                               | NA    |                           |                                                                      | 11                              | 0.7%  |                           | New to list       |
| New Jersey                                                                    | NA                                               | NA    |                           |                                                                      | 6-tie                           | 4.1%  |                           | New to list       |
| Pennsylvania                                                                  | 10                                               | 4.1%  |                           |                                                                      | 10                              | 3.4%  |                           | Decrease of 0.7%  |
| Illinois                                                                      | NA                                               | NA    |                           |                                                                      | 7                               | 3.9%  |                           | New to list       |
| Texas                                                                         | 8                                                | 4.5%  |                           |                                                                      | 6-tie                           | 4.1%  |                           | Decrease of 0.3%  |
| Ohio                                                                          | 2                                                | 5.7%  |                           |                                                                      | 8                               | 3.8%  |                           | Decrease of 1.9%  |
| Michigan                                                                      | 5                                                | 4.7%  |                           |                                                                      | 9                               | 3.6%  |                           | Decrease of 1.1%  |
| Georgia                                                                       | 1                                                | 16.0% |                           |                                                                      | 1                               | 18.6% |                           | Increase of 2.6%  |
| North Carolina                                                                | 3                                                | 5.3%  |                           |                                                                      | 4                               | 5.8%  |                           | Increase of 0.5%  |
| Tennessee                                                                     | 5                                                | 4.7%  |                           |                                                                      | NA                              | NA    |                           | Dropped from list |
| Alabama                                                                       | 7                                                | 4.6%  |                           |                                                                      | 2                               | 7.7%  |                           | Increase of 3.1%  |
| South Carolina                                                                | 9                                                | 4.3%  |                           |                                                                      | 5                               | 5.1%  |                           | Increase of 1.2%  |
|                                                                               |                                                  |       |                           |                                                                      |                                 |       |                           |                   |

| STATISTIC                                                                            | CONDITIONS AT THE TIME OF LAST MAJOR PLAN UPDATE |                |                           |                                                                      | EXISTING CONDITIONS (2005-2006) |           |                           | COMMENTS                           |
|--------------------------------------------------------------------------------------|--------------------------------------------------|----------------|---------------------------|----------------------------------------------------------------------|---------------------------------|-----------|---------------------------|------------------------------------|
|                                                                                      | DATA                                             | %              | DATA'S CORRESPONDING YEAR | CITATION                                                             | DATA                            | %         | DATA'S CORRESPONDING YEAR |                                    |
| <b><i>Origin of Foreign Visitors to Florida</i></b>                                  |                                                  |                |                           |                                                                      |                                 |           |                           |                                    |
| Canada                                                                               | 1,855,000                                        |                | 1994                      | University of Florida<br>Bureau of Economic and<br>Business Research | 2,033,000                       |           | 2005                      | Increase of 178,000 people         |
| Western Europe                                                                       | 1,849,321                                        |                |                           |                                                                      | 2,103,000                       |           |                           | Increase of 253,679 people         |
| South America                                                                        | 1,135,849                                        |                |                           |                                                                      | 497,000                         |           |                           | Decrease of 638,849 people         |
| Caribbean                                                                            | 477,800                                          |                |                           |                                                                      | NA                              |           |                           | Dropped from list                  |
| Mexico                                                                               | 236,518                                          |                |                           |                                                                      | NA                              |           |                           | Dropped from list                  |
| Central America                                                                      | 230,640                                          |                |                           |                                                                      | NA                              |           |                           | Dropped from list                  |
| Other overseas (includes Japan)                                                      | NA                                               |                |                           |                                                                      |                                 | 1,502,000 |                           |                                    |
|                                                                                      |                                                  |                |                           |                                                                      |                                 |           |                           |                                    |
| <b><i>Tourist Facilities in Indian River County</i></b>                              |                                                  |                |                           |                                                                      |                                 |           |                           |                                    |
| Licensed Hotels and Motels                                                           | 44                                               |                | 1995                      | University of Florida<br>Bureau of Economic and<br>Business Research | 31                              |           | 2006                      | Decrease of 13 hotels              |
| Licensed Hotels and Motels - # of units                                              | 2,893                                            |                |                           |                                                                      | 1,471                           |           |                           | Decrease of 1,422 units            |
| Licensed Food Service Establishments                                                 | 243                                              |                |                           |                                                                      | 305                             |           |                           | Increase of 62 food establishments |
| Licensed Food Service Establishments – Seating Capacity                              | 20,456                                           |                |                           |                                                                      | 22,762                          |           |                           | Increase of 2,306 seats            |
|                                                                                      |                                                  |                |                           |                                                                      |                                 |           |                           |                                    |
| <b><i>Employment Levels of Tourist Related Industries in Indian River County</i></b> |                                                  |                |                           |                                                                      |                                 |           |                           |                                    |
| Eating and Drinking Places                                                           | 2,391                                            |                | 1995                      | University of Florida<br>Bureau of Economic and<br>Business Research | 3,260                           |           | 2005                      | Increase of 869 jobs               |
| Hotels & Other Lodging Places                                                        | 667                                              |                |                           |                                                                      | 430                             |           |                           | Decrease of 237 jobs               |
| Amusement & Recreation Services                                                      | 1,285                                            |                |                           |                                                                      | 1,874                           |           |                           | Increase of 589 jobs               |
|                                                                                      |                                                  |                |                           |                                                                      |                                 |           |                           |                                    |
| <b><i>Tourist Tax Revenues Collected in Indian River County</i></b>                  |                                                  |                |                           |                                                                      |                                 |           |                           |                                    |
|                                                                                      | \$873,394                                        |                | FY 1995/96                | Indian River County<br>Office of Management and<br>Budget            | \$1,333,446.12                  |           | 1997/98                   |                                    |
|                                                                                      |                                                  | \$1,411,737.89 |                           |                                                                      |                                 | 1998/99   |                           |                                    |
|                                                                                      |                                                  | \$1,486,554.55 |                           |                                                                      |                                 | 1999/2000 |                           |                                    |
|                                                                                      |                                                  | \$1,419,193.71 |                           |                                                                      |                                 | 2000/01   |                           |                                    |
|                                                                                      |                                                  | \$1,387,527.07 |                           |                                                                      |                                 | 2001/02   |                           |                                    |
|                                                                                      |                                                  | \$1,336,775.75 |                           |                                                                      |                                 | 2002/03   |                           |                                    |
|                                                                                      |                                                  | \$1,482,852.93 |                           |                                                                      |                                 | 2003/04   |                           |                                    |

| STATISTIC                                                                      | CONDITIONS AT THE TIME OF LAST MAJOR PLAN UPDATE |            |                           |                                                                                         | EXISTING CONDITIONS (2005-2006)                                                         |             |                           | COMMENTS                     |      |                                    |
|--------------------------------------------------------------------------------|--------------------------------------------------|------------|---------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-------------|---------------------------|------------------------------|------|------------------------------------|
|                                                                                | DATA                                             | %          | DATA'S CORRESPONDING YEAR | CITATION                                                                                | DATA                                                                                    | %           | DATA'S CORRESPONDING YEAR |                              |      |                                    |
|                                                                                |                                                  |            |                           |                                                                                         | \$1,654,413.01                                                                          |             | 2004/05                   |                              |      |                                    |
|                                                                                |                                                  |            |                           |                                                                                         | \$1,512,513.78                                                                          |             | 2005/06                   |                              |      |                                    |
|                                                                                |                                                  |            |                           |                                                                                         | \$1,470,131.54                                                                          |             | 2006/07                   |                              |      |                                    |
| <i>Labor Force/Employment</i>                                                  |                                                  |            |                           |                                                                                         |                                                                                         |             |                           |                              |      |                                    |
| Labor Force                                                                    | 43,208                                           |            | 1996                      | Florida Department of Labor and Employment Security, Bureau of Labor Market Information | 61,149                                                                                  |             | 2007                      | Increase of 17,941 employees |      |                                    |
| Average Annual Unemployment Rate for Indian River County                       |                                                  | 9.2%       |                           |                                                                                         |                                                                                         | 5.5%        |                           | Decrease of 5%               |      |                                    |
| Average Annual Unemployment Rate for State                                     |                                                  | 5.3%       |                           |                                                                                         |                                                                                         | 3.8%        |                           | Decrease of 2%               |      |                                    |
|                                                                                |                                                  |            |                           |                                                                                         |                                                                                         |             |                           |                              |      |                                    |
| <i>Indian River County Labor Force\Unemployment\Unemployment Rate by Month</i> | Labor Force                                      | Unemployed | Unemployment Rate         | 1996                                                                                    | Florida Department of Labor and Employment Security, Bureau of Labor Market Information | Labor Force | Unemployed                | Unemployment Rate            | 2007 |                                    |
| January                                                                        | 42,102                                           | 3,055      | 7.3%                      |                                                                                         |                                                                                         | 57,743      | 2,729                     | 4.5                          |      | Decrease in Unemploy. Rate of 2.8% |
| February                                                                       | 41,926                                           | 2,464      | 5.9%                      |                                                                                         |                                                                                         | 57,888      | 2,527                     | 4.2                          |      | Decrease in Unemploy. Rate of 1.7% |
| March                                                                          | 42,530                                           | 2,321      | 5.5%                      |                                                                                         |                                                                                         | 58,387      | 2,524                     | 4.1                          |      | Decrease in Unemploy. Rate of 1.4% |
| April                                                                          | 42,425                                           | 2,474      | 5.8%                      |                                                                                         |                                                                                         | 57,875      | 2,468                     | 4.1                          |      | Decrease in Unemploy. Rate of 1.7% |
| May                                                                            | 42,962                                           | 4,094      | 9.5%                      |                                                                                         |                                                                                         | 57,963      | 2,658                     | 4.4                          |      | Decrease in Unemploy. Rate of 5.1% |
| June                                                                           | 43,305                                           | 5,128      | 11.8%                     |                                                                                         |                                                                                         | 57,689      | 3,491                     | 5.7                          |      | Decrease in Unemploy. Rate of 6.1% |
| July                                                                           | 43,503                                           | 5,691      | 13.1%                     |                                                                                         |                                                                                         | 57,525      | 4,062                     | 6.6                          |      | Decrease in Unemploy. Rate of 6.5% |
| August                                                                         | 43,025                                           | 5,356      | 12.4%                     |                                                                                         |                                                                                         | 57,356      | 4,197                     | 6.8                          |      | Decrease in Unemploy. Rate of 5.6% |
| September                                                                      | 43,655                                           | 5,505      | 12.6%                     |                                                                                         |                                                                                         | 57,292      | 4,305                     | 7.0                          |      | Decrease in Unemploy. Rate of 5.6% |
| October                                                                        | 43,749                                           | 4,099      | 9.4%                      |                                                                                         |                                                                                         | 57,236      | 3,957                     | 6.5                          |      | Decrease in Unemploy. Rate of 2.9% |
| November                                                                       | 44,519                                           | 3,268      | 7.3%                      |                                                                                         |                                                                                         | 58,001      | 3,702                     | 6.0                          |      | Decrease in Unemploy. Rate of 1.3% |
| December                                                                       | 44,789                                           | 2,849      | 6.4%                      |                                                                                         |                                                                                         | 58,454      | 3,759                     | 6.0                          |      | Decrease in Unemploy. Rate of 0.4% |
| Annual Average                                                                 | 43,208                                           | 3,859      | 8.92%                     |                                                                                         |                                                                                         | 57,784      | 3,365                     | 5.5                          |      | Decrease in Unemploy Rate of 3.4%  |
|                                                                                |                                                  |            |                           |                                                                                         |                                                                                         |             |                           |                              |      |                                    |

| STATISTIC                                                           | CONDITIONS AT THE TIME OF LAST MAJOR PLAN UPDATE |        |                           |                                                                                                         | EXISTING CONDITIONS (2005-2006) |      |                           | COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------|--------------------------------------------------|--------|---------------------------|---------------------------------------------------------------------------------------------------------|---------------------------------|------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                     | DATA                                             | %      | DATA'S CORRESPONDING YEAR | CITATION                                                                                                | DATA                            | %    | DATA'S CORRESPONDING YEAR |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <i>Indian River County Unemployment Rate</i>                        |                                                  |        |                           |                                                                                                         |                                 | 8.4% | 1997                      |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                     |                                                  |        |                           |                                                                                                         |                                 | 8.1% | 1998                      |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                     |                                                  |        |                           |                                                                                                         |                                 | 7.8% | 1999                      |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                     |                                                  |        |                           |                                                                                                         |                                 | 5.1% | 2000                      |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                     |                                                  |        |                           |                                                                                                         |                                 | 5.8% | 2001                      |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                     |                                                  | 8.92%  | 1996                      | State of Florida, Agency for Workforce Innovation                                                       |                                 | 7%   | 2002                      |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                     |                                                  |        |                           |                                                                                                         |                                 | 6.8% | 2003                      |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                     |                                                  |        |                           |                                                                                                         |                                 | 6.7% | 2004                      |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                     |                                                  |        |                           |                                                                                                         |                                 | 4.9% | 2005                      |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                     |                                                  |        |                           |                                                                                                         |                                 | 4.2% | 2006                      |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                     |                                                  |        |                           |                                                                                                         | 5.5%                            | 2007 |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <i>Indian River County Employment by Industry Type (SIC System)</i> |                                                  |        |                           |                                                                                                         |                                 |      |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Ag/Fishing/Forestry                                                 | 3,865                                            | 10.74% | 1995                      | Florida Department of Labor and Employment Security, Bureau of Labor Market Information, ES-202 Program |                                 |      |                           | 1995 data is available by Standard Industrial Classification Code. 2006 data is available by North American Industrial Classification System (NAICS). Data from these two classification systems are not directly comparable. Data and analysis is therefore provided in the text of the document comparing 2001 NAICS data to 2006 NAICS data. 2001 was the first year that the NAICS system was used for employment data. |
| Construction                                                        | 2,591                                            | 7.20%  |                           |                                                                                                         |                                 |      |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Manufacturing                                                       | 2,113                                            | 5.87%  |                           |                                                                                                         |                                 |      |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Tpt./Comm./Public Utilities                                         | 650                                              | 1.81%  |                           |                                                                                                         |                                 |      |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Wholesale Trade                                                     | 938                                              | 2.61%  |                           |                                                                                                         |                                 |      |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Retail Trade                                                        | 8,304                                            | 23.07% |                           |                                                                                                         |                                 |      |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Finance/Insurance/Real Estate                                       | 1,656                                            | 4.60%  |                           |                                                                                                         |                                 |      |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Services                                                            | 11,143                                           | 30.96% |                           |                                                                                                         |                                 |      |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Government                                                          | 4,602                                            | 12.79% |                           |                                                                                                         |                                 |      |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Information                                                         | NA                                               | NA     |                           |                                                                                                         |                                 |      |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <i>Indian River County Employment by Industry Type (NAICS)</i>      |                                                  |        |                           |                                                                                                         |                                 |      |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Agriculture                                                         |                                                  |        |                           |                                                                                                         | 2,668                           |      |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Mining                                                              |                                                  |        |                           |                                                                                                         | NA                              |      |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Utilities                                                           |                                                  |        |                           |                                                                                                         | 31                              |      |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |

| STATISTIC                                                          | CONDITIONS AT THE TIME OF LAST MAJOR PLAN UPDATE |             |                           |                                         | EXISTING CONDITIONS (2005-2006) |       |                           | COMMENTS |        |                           |
|--------------------------------------------------------------------|--------------------------------------------------|-------------|---------------------------|-----------------------------------------|---------------------------------|-------|---------------------------|----------|--------|---------------------------|
|                                                                    | DATA                                             | %           | DATA'S CORRESPONDING YEAR | CITATION                                | DATA                            | %     | DATA'S CORRESPONDING YEAR |          |        |                           |
| Construction                                                       |                                                  |             |                           |                                         | 5,780                           |       | 2006                      |          |        |                           |
| Manufacturing                                                      |                                                  |             |                           |                                         | 2,323                           |       |                           |          |        |                           |
| Wholesale Trade                                                    |                                                  |             |                           |                                         | 914                             |       |                           |          |        |                           |
| Retail Trade                                                       |                                                  |             |                           |                                         | 8,270                           |       |                           |          |        |                           |
| Transp. & Warehousing                                              |                                                  |             |                           |                                         | 886                             |       |                           |          |        |                           |
| Information                                                        |                                                  |             |                           |                                         | 629                             |       |                           |          |        |                           |
| Finance & Ins.                                                     |                                                  |             |                           |                                         | 1,604                           |       |                           |          |        |                           |
| Real Estate                                                        |                                                  |             |                           |                                         | 1,108                           |       |                           |          |        |                           |
| Professional, Scientific & Tech.                                   |                                                  |             |                           |                                         | 2,215                           |       |                           |          |        |                           |
| Management of Companies                                            |                                                  |             |                           |                                         | 121                             |       |                           |          |        |                           |
| Administrative & Support & Waste Management & Remediation Services |                                                  |             |                           |                                         | 2,306                           |       |                           |          |        |                           |
| Educational Services                                               |                                                  |             |                           |                                         | 2,908                           |       |                           |          |        |                           |
| Health Care                                                        |                                                  |             |                           |                                         | 7,333                           |       |                           |          |        |                           |
| Entertainment & Rec.                                               |                                                  |             |                           |                                         | 2,208                           |       |                           |          |        |                           |
| Accom. & Food Services                                             |                                                  |             |                           |                                         | 3,719                           |       |                           |          |        |                           |
| Other Services                                                     |                                                  |             |                           |                                         | 1,731                           |       |                           |          |        |                           |
| Public Administration                                              |                                                  |             |                           |                                         | 3,145                           |       |                           |          |        |                           |
| <i>Indian River County Major Employers, # of Employees and %</i>   |                                                  |             | 1996                      | Indian River County Chamber of Commerce |                                 |       | 2007                      |          |        |                           |
| School District of Indian River County                             | 2,444                                            | 6.79%       |                           |                                         |                                 | 2,203 |                           |          | 19.04% | Decrease of 241 employees |
| Indian River Memorial Hospital (Indian River Medical Center)       | 1,297                                            | 3.60%       |                           |                                         |                                 | 1,300 |                           |          | 11.24% | Increase of 3 employees   |
| Publix Supermarkets                                                | 695                                              | 1.94%       |                           |                                         |                                 | NA    |                           |          |        | NA                        |
| Wal-Mart                                                           | 657                                              | 1.83%       |                           |                                         |                                 | 449   |                           |          | 3.88%  | Decrease of 208 employees |
| Sun Agriculture, Inc.                                              | 240/650                                          | 0.67/1.81 % |                           |                                         |                                 | 350   |                           |          | 3.03%  | Decrease of 300 employees |

| STATISTIC                              | CONDITIONS AT THE TIME OF LAST MAJOR PLAN UPDATE |             |                           |          | EXISTING CONDITIONS (2005-2006) |        |                           | COMMENTS                                                                                                   |
|----------------------------------------|--------------------------------------------------|-------------|---------------------------|----------|---------------------------------|--------|---------------------------|------------------------------------------------------------------------------------------------------------|
|                                        | DATA                                             | %           | DATA'S CORRESPONDING YEAR | CITATION | DATA                            | %      | DATA'S CORRESPONDING YEAR |                                                                                                            |
| Indian River County Government         | 629                                              | 1.75%       |                           |          | 1,217                           | 10.52% |                           | Increase of 588 employees (2007 data includes all County Employees except Sheriffs Dept.)                  |
| The New Piper Aircraft                 | 617                                              | 1.71%       |                           |          | 1,000                           | 8.64%  |                           | Increase of 383 employees                                                                                  |
| Gracewood Fruit Packing                | 100/600                                          | 0.28/1.67 % |                           |          | NA                              |        |                           | <u>Note:</u> Press Journal reported on Aug. 2, 2006 that the company is closing its packinghouse business. |
| City of Vero Beach Government          | 595                                              | 1.65%       |                           |          | 600                             | 5.19%  |                           | Increase of 5 employees                                                                                    |
| Hale Indian River Groves               | 75/500                                           | 0.21/1.39 % |                           |          | NA                              |        |                           | NA                                                                                                         |
| Dodgertown Complex                     | 250/450                                          | 0.69/1.25 % |                           |          | 255                             | 2.20%  |                           | Decrease of 195 employees                                                                                  |
| Visiting Nurse Association             | 408                                              | 1.13%       |                           |          | 297                             | 2.57%  |                           | Decrease of 111 employees                                                                                  |
| Graves Brothers                        | 60/400                                           | 0.17/1.11 % |                           |          | NA                              |        |                           | NA                                                                                                         |
| John's Island                          | 210/380                                          | 0.58/1.06 % |                           |          | 446                             | 3.86%  |                           | Decrease of 66 employees                                                                                   |
| Sebastian River Medical Center         | 350                                              | 0.97%       |                           |          | 530                             | 4.58%  |                           | Increase of 180 employees                                                                                  |
| Indian River County Sheriff Department | 347                                              | 0.96%       |                           |          | 508                             | 4.39%  |                           | Increase of 161 employees                                                                                  |
| Indian River Estates                   | 300                                              | 0.83%       |                           |          | 442                             | 3.82%  |                           | Increase of 142 employees                                                                                  |
| Winn Dixie                             | 260                                              | 0.72%       |                           |          | NA                              |        |                           | NA                                                                                                         |
| Disney's Vero Beach Resort             | 256                                              | 0.71%       |                           |          | 315                             | 2.72%  |                           | Increase of 59 employees                                                                                   |
| Doctors Clinic                         | 250                                              | 0.69%       |                           |          | NA                              |        |                           | NA                                                                                                         |

| STATISTIC                                              | CONDITIONS AT THE TIME OF LAST MAJOR PLAN UPDATE |                             |                           |                                                                                                         | EXISTING CONDITIONS (2005-2006) |                             |                           | COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------|--------------------------------------------------|-----------------------------|---------------------------|---------------------------------------------------------------------------------------------------------|---------------------------------|-----------------------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                        | DATA                                             | %                           | DATA'S CORRESPONDING YEAR | CITATION                                                                                                | DATA                            | %                           | DATA'S CORRESPONDING YEAR |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Grand Harbor Management                                | NA                                               | NA                          |                           |                                                                                                         | 310                             | 2.68%                       |                           | NA                                                                                                                                                                                                                                                                                                                                                                                                                          |
| St. Edwards School                                     | NA                                               | NA                          |                           |                                                                                                         | 237                             | 2.05%                       |                           | NA                                                                                                                                                                                                                                                                                                                                                                                                                          |
| City of Sebastian                                      | NA                                               | NA                          |                           |                                                                                                         | 211                             | 1.82%                       |                           | NA                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Macho Products, Inc/MDI                                | NA                                               | NA                          |                           |                                                                                                         | 173                             | 1.50%                       |                           | NA                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Flight Safety International                            | NA                                               | NA                          |                           |                                                                                                         | 180                             | 1.56%                       |                           | NA                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Indian River National Bank                             | NA                                               | NA                          |                           |                                                                                                         | 100                             | 0.86%                       |                           | NA                                                                                                                                                                                                                                                                                                                                                                                                                          |
| CVS Warehouse/Distribution                             | NA                                               | NA                          |                           |                                                                                                         | 275                             | 2.38%                       |                           | NA                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Medical Data System                                    | NA                                               | NA                          |                           |                                                                                                         | 171                             | 1.48%                       |                           | NA                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                        |                                                  |                             |                           |                                                                                                         |                                 |                             |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Indian River County Wages by Major SIC Division</b> | Annual Average Wage                              | Share of Total County Wages | 1995                      | Florida Department of Labor and Employment Security, Bureau of Labor Market Information, ES-202 Program | Annual Average Wage             | Share of Total County Wages |                           | 1995 data is available by Standard Industrial Classification Code. 2006 data is available by North American Industrial Classification System (NAICS). Data from these two classification systems are not directly comparable. Data and analysis is therefore provided in the text of the document comparing 2001 NAICS data to 2006 NAICS data. 2001 was the first year that the NAICS system was used for employment data. |
| Ag/Fishing/Forestry                                    | \$17,880                                         | 8.59%                       |                           |                                                                                                         |                                 |                             |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Construction                                           | \$21,885                                         | 7.05%                       |                           |                                                                                                         |                                 |                             |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Manufacturing                                          | \$28,159                                         | 7.40%                       |                           |                                                                                                         |                                 |                             |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Tpt./Comm./Public Utilities                            | \$24,363                                         | 1.97%                       |                           |                                                                                                         |                                 |                             |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Wholesale Trade                                        | \$25,840                                         | 4.40%                       |                           |                                                                                                         |                                 |                             |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Retail Trade                                           | \$14,607                                         | 15.08%                      |                           |                                                                                                         |                                 |                             |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Finance/Insurance/Real Est.                            | \$31,690                                         | 6.52%                       |                           |                                                                                                         |                                 |                             |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Services                                               | \$23,576                                         | 32.66%                      |                           |                                                                                                         |                                 |                             |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Government                                             | \$29,836                                         | 16.09%                      |                           |                                                                                                         |                                 |                             |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Information                                            | NA                                               | NA                          |                           |                                                                                                         |                                 |                             |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Average                                                | \$22,349                                         |                             |                           |                                                                                                         |                                 |                             |                           |                                                                                                                                                                                                                                                                                                                                                                                                                             |

| STATISTIC                                                          | CONDITIONS AT THE TIME OF LAST MAJOR PLAN UPDATE |   |                           |                                                                                                                       | EXISTING CONDITIONS (2005-2006) |   |                           | COMMENTS |
|--------------------------------------------------------------------|--------------------------------------------------|---|---------------------------|-----------------------------------------------------------------------------------------------------------------------|---------------------------------|---|---------------------------|----------|
|                                                                    | DATA                                             | % | DATA'S CORRESPONDING YEAR | CITATION                                                                                                              | DATA                            | % | DATA'S CORRESPONDING YEAR |          |
| <b>Indian River County Wages by Major NAICS Division</b>           |                                                  |   |                           |                                                                                                                       |                                 |   |                           |          |
| Agriculture                                                        |                                                  |   |                           |                                                                                                                       | \$ 23,482.00                    |   |                           | 2006     |
| Mining                                                             |                                                  |   |                           |                                                                                                                       | NA                              |   |                           |          |
| Utilities                                                          |                                                  |   |                           |                                                                                                                       | \$ 24,736.00                    |   |                           |          |
| Construction                                                       |                                                  |   |                           |                                                                                                                       | \$ 36,204.00                    |   |                           |          |
| Manufacturing                                                      |                                                  |   |                           |                                                                                                                       | \$ 38,436.00                    |   |                           |          |
| Wholesale Trade                                                    |                                                  |   |                           |                                                                                                                       | \$ 53,270.00                    |   |                           |          |
| Retail Trade                                                       |                                                  |   |                           |                                                                                                                       | \$ 24,626.00                    |   |                           |          |
| Transp. & Warehousing                                              |                                                  |   |                           |                                                                                                                       | \$ 39,557.00                    |   |                           |          |
| Information                                                        |                                                  |   |                           |                                                                                                                       | \$ 48,677.00                    |   |                           |          |
| Finance & Ins.                                                     |                                                  |   |                           |                                                                                                                       | \$ 59,185.00                    |   |                           |          |
| Real Estate                                                        |                                                  |   |                           |                                                                                                                       | \$ 31,711.00                    |   |                           |          |
| Professional, Scientific & Tech.                                   |                                                  |   |                           |                                                                                                                       | \$ 55,355.00                    |   |                           |          |
| Management of Companies                                            |                                                  |   |                           |                                                                                                                       | \$ 106,024.00                   |   |                           |          |
| Administrative & Support & Waste Management & Remediation Services |                                                  |   |                           |                                                                                                                       | \$ 24,508.00                    |   |                           |          |
| Educational Services                                               |                                                  |   |                           |                                                                                                                       | \$ 36,208.00                    |   |                           |          |
| Health Care                                                        |                                                  |   |                           |                                                                                                                       | \$ 40,596.00                    |   |                           |          |
| Entertainment & Rec.                                               |                                                  |   |                           |                                                                                                                       | \$ 25,623.00                    |   |                           |          |
| Accom. & Food Services                                             |                                                  |   |                           |                                                                                                                       | \$ 16,215.00                    |   |                           |          |
| Other Services                                                     |                                                  |   |                           |                                                                                                                       | \$ 24,018.00                    |   |                           |          |
| Public Administration                                              |                                                  |   |                           |                                                                                                                       | \$ 40,898.00                    |   |                           |          |
|                                                                    |                                                  |   |                           |                                                                                                                       |                                 |   |                           |          |
| <b>Indian River County Income Levels</b>                           |                                                  |   |                           |                                                                                                                       |                                 |   |                           |          |
| Median Household Income                                            | \$40,400.00                                      |   | 1996                      | Florida Housing Finance Agency and the U.S. Dept. of Commerce, Bureau of Economic Analysis, Reg. Economic Information | \$42,200.00                     |   | 1997                      |          |
|                                                                    |                                                  |   |                           |                                                                                                                       | \$42,900.00                     |   | 1998                      |          |
|                                                                    |                                                  |   |                           |                                                                                                                       | \$47,100.00                     |   | 1999                      |          |
|                                                                    |                                                  |   |                           |                                                                                                                       | \$47,700.00                     |   | 2000                      |          |
|                                                                    |                                                  |   |                           |                                                                                                                       | \$48,400.00                     |   | 2001                      |          |
|                                                                    |                                                  |   |                           |                                                                                                                       | \$52,400.00                     |   | 2002                      |          |

| STATISTIC                                                                        | CONDITIONS AT THE TIME OF LAST MAJOR PLAN UPDATE |   |                           |                                                                                                                              | EXISTING CONDITIONS (2005-2006) |   |                           | COMMENTS                                                                                                                                                                              |
|----------------------------------------------------------------------------------|--------------------------------------------------|---|---------------------------|------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                  | DATA                                             | % | DATA'S CORRESPONDING YEAR | CITATION                                                                                                                     | DATA                            | % | DATA'S CORRESPONDING YEAR |                                                                                                                                                                                       |
|                                                                                  |                                                  |   |                           | System                                                                                                                       | \$50,900.00                     |   | 2003                      |                                                                                                                                                                                       |
|                                                                                  |                                                  |   |                           |                                                                                                                              | \$52,400.00                     |   | 2004                      |                                                                                                                                                                                       |
|                                                                                  |                                                  |   |                           |                                                                                                                              | \$53,250.00                     |   | 2005                      |                                                                                                                                                                                       |
|                                                                                  |                                                  |   |                           |                                                                                                                              | \$55,500.00                     |   | 2006                      |                                                                                                                                                                                       |
| Per Capita Income                                                                | \$31,479                                         |   | 1996                      | Florida Housing Finance Agency and the U.S. Dept. of Commerce, Bureau of Economic Analysis, Reg. Economic Information System | \$32,881.00                     |   | 1997                      |                                                                                                                                                                                       |
|                                                                                  |                                                  |   |                           |                                                                                                                              | \$34,608.00                     |   | 1998                      |                                                                                                                                                                                       |
|                                                                                  |                                                  |   |                           |                                                                                                                              | \$35,788.00                     |   | 1999                      |                                                                                                                                                                                       |
|                                                                                  |                                                  |   |                           |                                                                                                                              | \$37,110.00                     |   | 2000                      |                                                                                                                                                                                       |
|                                                                                  |                                                  |   |                           |                                                                                                                              | \$39,470.00                     |   | 2001                      |                                                                                                                                                                                       |
|                                                                                  |                                                  |   |                           |                                                                                                                              | \$39,683.00                     |   | 2002                      |                                                                                                                                                                                       |
|                                                                                  |                                                  |   |                           |                                                                                                                              | \$40,162.00                     |   | 2003                      |                                                                                                                                                                                       |
|                                                                                  |                                                  |   |                           |                                                                                                                              | \$40,677.00                     |   | 2004                      |                                                                                                                                                                                       |
|                                                                                  |                                                  |   |                           |                                                                                                                              | \$41,560.00                     |   | 2005                      |                                                                                                                                                                                       |
|                                                                                  |                                                  |   |                           |                                                                                                                              | \$49,305.00                     |   | 2006                      |                                                                                                                                                                                       |
| <b><i>Building Permit Activity</i></b>                                           |                                                  |   |                           |                                                                                                                              |                                 |   |                           |                                                                                                                                                                                       |
| <b><i>Unincorporated Indian River County Building Permit Activity</i></b>        |                                                  |   |                           |                                                                                                                              |                                 |   |                           |                                                                                                                                                                                       |
| Residential                                                                      | 561 dwelling units                               |   | 1996                      | Indian River County Building Department                                                                                      | 2,415 dwelling units            |   | 2006                      | Increase of 1,854 dwelling units                                                                                                                                                      |
| Multi-family                                                                     | 285 dwelling units                               |   |                           |                                                                                                                              | 180 dwelling units              |   |                           | Decrease of 105 dwelling units                                                                                                                                                        |
| Commercial                                                                       | 75 permits                                       |   |                           |                                                                                                                              | 90 permits                      |   |                           | Increase of 15 permits                                                                                                                                                                |
| <b><i>Unincorporated Indian River County Building Permit Estimated Costs</i></b> |                                                  |   |                           |                                                                                                                              |                                 |   |                           | For 2005 data, the "Other" category includes Miscellaneous permits, Modular Homes, and Mobile Homes. It excludes numerous other categories, including fences, storm damage permits... |
| Residential                                                                      | \$84,165,369                                     |   | 1996                      | Indian River County Building Department                                                                                      | \$581,962,544                   |   | 2006                      | Increase of \$497,797,175                                                                                                                                                             |

| STATISTIC                                       | CONDITIONS AT THE TIME OF LAST MAJOR PLAN UPDATE |   |                           |                                                               | EXISTING CONDITIONS (2005-2006) |   |                           | COMMENTS                 |         |
|-------------------------------------------------|--------------------------------------------------|---|---------------------------|---------------------------------------------------------------|---------------------------------|---|---------------------------|--------------------------|---------|
|                                                 | DATA                                             | % | DATA'S CORRESPONDING YEAR | CITATION                                                      | DATA                            | % | DATA'S CORRESPONDING YEAR |                          |         |
| Multi-family                                    | \$29,422,993                                     |   |                           |                                                               | \$47,252,412                    |   |                           | Increase of \$17,829,419 |         |
| Public Buildings                                | \$1,260,645                                      |   |                           |                                                               | \$0                             |   |                           | Decrease of \$1,260,645  |         |
| Commercial                                      | \$61,277,799                                     |   |                           |                                                               | \$71,776,115                    |   |                           | Increase of \$10,498,316 |         |
| Others                                          | \$4,257,584                                      |   |                           |                                                               | \$25,313,575                    |   |                           | Increase of \$21,055,991 |         |
|                                                 |                                                  |   |                           |                                                               |                                 |   |                           |                          |         |
| <b>C/I Nodes</b>                                | Acreage                                          |   |                           |                                                               | Acreage                         |   |                           | Acreage Change           |         |
| U.S. 1 & Roseland Road                          | 138.17                                           |   | 1998                      | Indian River County<br>Commercial/Industrial<br>Node Databook | 135.04                          |   | 2007                      | -3.13                    |         |
| Gibson Street                                   | 14.51                                            |   |                           |                                                               | 14.51                           |   |                           |                          | 0       |
| U.S. 1/ Sebastian City Limits to Schumann Drive | 139.51                                           |   |                           |                                                               | 139.76                          |   |                           |                          | 0.25    |
| U.S. 1/ Schumann Drive to Breezy Village        | 145.07                                           |   |                           |                                                               | 136.22                          |   |                           |                          | -8.85   |
| U.S. 1 & C.R. 510 (north)                       | 283.27                                           |   |                           |                                                               | 283.27                          |   |                           |                          | 0       |
| U.S. 1/ C.R. 510 to Hobart Road                 | 180.44                                           |   |                           |                                                               | 180.77                          |   |                           |                          | 0.33    |
| C.R. 510 & S.R. A1A                             | 16.19                                            |   |                           |                                                               | 16.19                           |   |                           |                          | 0       |
| C.R. 510 & 62nd Avenue                          | 5.35                                             |   |                           |                                                               | 5.35                            |   |                           |                          | 0       |
| C.R. 512 & C.R. 510                             | 45.21                                            |   |                           |                                                               | 42.16                           |   |                           |                          | -3.05   |
| I-95 & C.R. 512                                 | 579.22                                           |   |                           |                                                               | 274.87                          |   |                           |                          | -304.35 |
| U.S. 1 / 77th Street to 69th Street             | 196.6                                            |   |                           |                                                               | 192.44                          |   |                           |                          | -4.16   |
| U.S. 1/ 69th Street to 57th Street              | 238.28                                           |   |                           |                                                               | 90.63                           |   |                           |                          | -147.65 |
| U.S. 1/ 57th Street to 49th Street              | 187.81                                           |   |                           |                                                               | 187.75                          |   |                           |                          | -0.06   |
| U.S. 1/ 49th Street to 38th Lane                | 162.41                                           |   |                           |                                                               | 161.34                          |   |                           |                          | -1.07   |
| U.S. 1 & 37th Street/ Medical Node              | 452.55                                           |   |                           |                                                               | 452.47                          |   |                           |                          | -0.08   |
| U.S. 1/ Vero Beach City Limits to 8th Street    | 222.55                                           |   |                           |                                                               | 217.27                          |   |                           |                          | -5.28   |
| U.S. 1/ 8th Street to 1st Street S.W.           | 194.14                                           |   |                           |                                                               | 188.06                          |   |                           |                          | -6.08   |
| U.S. 1/ 1st Street S.W. to 9th Street S.W.      | 114.66                                           |   |                           |                                                               | 116.04                          |   |                           |                          | 1.38    |
| U.S. 1/ Oslo Road to 17th Street S.W.           | 64.05                                            |   |                           |                                                               | 58.94                           |   |                           |                          | -5.11   |
| U.S. 1/ 17th street S.W. to S. County Line      | 38.52                                            |   |                           |                                                               | 39.11                           |   |                           |                          | 0.59    |

| STATISTIC                          | CONDITIONS AT THE TIME OF LAST MAJOR PLAN UPDATE |   |                           |          | EXISTING CONDITIONS (2005-2006) |   |                           | COMMENTS       |
|------------------------------------|--------------------------------------------------|---|---------------------------|----------|---------------------------------|---|---------------------------|----------------|
|                                    | DATA                                             | % | DATA'S CORRESPONDING YEAR | CITATION | DATA                            | % | DATA'S CORRESPONDING YEAR |                |
| Grand Harbor                       | 31.85                                            |   |                           |          | 31.85                           |   |                           | 0              |
| Gifford                            | 498.02                                           |   |                           |          | 498.61                          |   |                           | 0.59           |
| S.R. 60 & 58th Avenue              | 329.29                                           |   |                           |          | 329.91                          |   |                           | 0.62           |
| S.R. 60 & I-95                     | 869.31                                           |   |                           |          | 866.65                          |   |                           | -2.66          |
| Oslo Road & 27th Avenue            | 60.08                                            |   |                           |          | 61.53                           |   |                           | 1.45           |
| Oslo Road & 43rd Avenue            | 89.2                                             |   |                           |          | 90.16                           |   |                           | 0.96           |
| 43rd Avenue & 1st Street S.W.      | 17.78                                            |   |                           |          | 17.61                           |   |                           | -0.17          |
| Oslo Road & 74th Avenue            | 539.54                                           |   |                           |          | 558.74                          |   |                           | 19.2           |
| Oslo Road                          | 126.4                                            |   |                           |          | 126.33                          |   |                           | -0.07          |
| Moorings                           | 10.08                                            |   |                           |          | 10.08                           |   |                           | 0              |
| Roseland Neighborhood              | 1.73                                             |   |                           |          | 1.77                            |   |                           | 0.04           |
| S.R. 60 & 66th Avenue Neighborhood | 2.77                                             |   |                           |          | 2.72                            |   |                           | -0.05          |
| S.R. 60 & 74th Avenue              | 2.8                                              |   |                           |          | 2.83                            |   |                           | 0.03           |
| County Line & 27th Avenue          | 6.68                                             |   |                           |          | 6.72                            |   |                           | 0.04           |
| <b>Total</b>                       | <b>6,004.04</b>                                  |   |                           |          | <b>5,537.70</b>                 |   |                           | <b>-466.34</b> |

**APPENDIX B  
COMPREHENSIVE PLAN EVALUATION AND APPRAISAL REPORT  
EVALUATING THE ACHIEVEMENT OF OBJECTIVES**

| OBJECTIVE                                                                                                                                                                                                                                                                                                     | Measurable Target                                    | Conditions at Time of Plan Adoption (1995)                                                                                                                            | Existing Conditions                                                                                                                                           |       |        | Objective Achieved? |    |                                                                                                                                                                                                                      | Comments/Recommended Action                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|---------------------|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                               |                                                      |                                                                                                                                                                       | Year                                                                                                                                                          | State | County | Yes                 | No | Other(s) (Specify)                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>OBJECTIVE 1: Low Unemployment Rate.</b><br/>By 2000, the county will have an average annual unemployment rate that is within two percentage points of the State of Florida's average annual unemployment rate.</p>                                                                                      | Unemployment rate                                    | <p>- 9.8% Average Annual County Unemployment<br/>- 5.5% Average Annual State Unemployment (Difference = 4.3%)<br/>Source: Florida Agency For Workforce Innovation</p> | 2000                                                                                                                                                          | 3.8%  | 5.1%   | X                   |    |                                                                                                                                                                                                                      | <p>In 2000, the county had an average annual unemployment rate 1.3% above the state of Florida. (0.8% above the state of Florida in 2005).</p> <p>This objective should be updated to include a new target year and new target value. This objective should be maintained in its current form or a similar form. The EDC recommends that this objective be revised to stat that the County's unemployment rate will be no more than 1% point higher than the state unemployment rate.</p> |
|                                                                                                                                                                                                                                                                                                               |                                                      |                                                                                                                                                                       | 2001                                                                                                                                                          | 4.7%  | 5.8%   |                     |    |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                               |                                                      |                                                                                                                                                                       | 2002                                                                                                                                                          | 5.7%  | 7.0%   |                     |    |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                               |                                                      |                                                                                                                                                                       | 2003                                                                                                                                                          | 5.3%  | 6.6%   |                     |    |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                               |                                                      |                                                                                                                                                                       | 2004                                                                                                                                                          | 4.7%  | 6.5%   |                     |    |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                               |                                                      |                                                                                                                                                                       | 2005                                                                                                                                                          | 3.8%  | 4.6%   |                     |    |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                               |                                                      |                                                                                                                                                                       | 2006                                                                                                                                                          | 3.3%  | 4.2%   |                     |    |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                               |                                                      |                                                                                                                                                                       | 2007                                                                                                                                                          | 3.8%  | 5.5%   |                     |    |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>OBJECTIVE 2: Diversified Economic Growth</b><br/>Between 2005 and 2010, Indian River County will increase the number of jobs in the county's target industries by 800 (the Chamber of Commerce will keep track of new jobs created within the target industries list and provide reports annually).</p> | Number of jobs in the Counties target industries     | NA                                                                                                                                                                    | <p>In 2005, there were 10,808 target industry jobs in the County. In 2006, there were 11,188 target industry jobs in the County (difference of 380 jobs).</p> |       |        |                     |    | <p>This Objective was revised by the County in 2005. At that time, the objective stated that manufacturing jobs would represent at least 8% of total county employment in 2001. That Objective was not achieved.</p> | <p>The due date for this objective is 2010.</p> <p>With the trend of 380 new jobs per year, this objective will be achieved.</p> <p>This objective should be updated to set a new target date of 2015 and increase the number of additional target industry jobs to 1,000.</p>                                                                                                                                                                                                            |
| <p><b>OBJECTIVE 3: Skilled Labor Force</b><br/>By 2002, Indian River County will have additional educational facilities offering post-secondary education and vocational training.</p>                                                                                                                        | Addition of post-secondary educational opportunities | Indian River Community College (IRCC) Mueller Campus                                                                                                                  | Minor expansions have occurred at IRCC                                                                                                                        |       |        | X                   |    |                                                                                                                                                                                                                      | <p>This objective must be revised to put emphasis on providing job training programs instead of post-secondary education. Workforce Solutions maintains a Targeted Occupations List that it approves and encourages post-secondary institutions to use to identify and offer training programs/classes.</p>                                                                                                                                                                               |
| <p><b>OBJECTIVE 4: Encourage Economic Development</b><br/>The county will continue to have policies,</p>                                                                                                                                                                                                      | Economic Development Incentives                      | In September of 1995                                                                                                                                                  | County has several local economic development incentive programs. They include: 1)                                                                            |       |        | X                   |    |                                                                                                                                                                                                                      | <p>Recently, the EDC reviewed and updated each incentive to reflect changed circumstances.</p>                                                                                                                                                                                                                                                                                                                                                                                            |

| OBJECTIVE                                                                                                                                                                                          | Measurable Target                                                 | Conditions at Time of Plan Adoption (1995)                                                                                                                                               | Existing Conditions                                                                                                                                                                                                                                                                                                                           |                     | Objective Achieved? |  |                                        | Comments/Recommended Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------|--|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                    |                                                                   |                                                                                                                                                                                          | Yes                                                                                                                                                                                                                                                                                                                                           | No                  | Other(s) (Specify)  |  |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| regulations, and economic development incentives in effect which encourage economic development.                                                                                                   |                                                                   | the County began participation in the State's Qualified Target Industry Program (QTI).<br><br>In 1996, the County then adopted all of its local economic development incentive programs. | Local Jobs Grant Program. 2) Traffic Impact Fee Financing Program. 3) Utility Deposit Waivers. 4) Expedited permitting process. 5) Financing of water and sewer impact fees. Incentive programs have seen limited use. Only three local jobs grant agreements have been approved since 1998. None of the other incentives have been utilized. |                     |                     |  |                                        | This objective should be revised to be consistent with the definition of an objective with an end result determined. The objective should be revised to indicate that by 2015, the County and municipalities within the County shall have a total of at least two additional established industrial/business/technology parks with sufficient land and adequate infrastructure to accommodate new or expanding businesses with at least one of the parks developed for Biotech industries. |
| OBJECTIVE 5: Intergovernmental Coordination<br>By 2000, the county will have a mechanism in place to ensure cooperation from municipalities, state, and federal agencies for economic development. | Specific Mechanisms/ Processes for intergovernmental coordination | EDC includes representatives from all municipalities, Sebastian Chamber of Commerce, and other public and private agencies and groups.                                                   | Coordination regularly occurs between jurisdictions as part of normal development review processes. The EDC continues to have members from various groups, public, and private agencies.                                                                                                                                                      |                     | X                   |  | This objective is vague.               | The County partially achieved this objective through its normal development review processes and organizations. No formal mechanism, however, has been established.<br><br>This objective is not measurable, and it is not needed as coordination with other jurisdictions occurs through other objectives and policies. Objective 5 should be deleted.                                                                                                                                    |
| OBJECTIVE 6: Tourism Development<br>By FY 2000/01, the County's annual local option tourist tax revenue will be at least \$1,400,000.                                                              | Local option tourist tax revenue for FY 2000/01                   | FY 1994/95 = \$671,295<br>FY 1995/96 = \$873,394                                                                                                                                         | FY                                                                                                                                                                                                                                                                                                                                            | Tourist Tax Revenue | X                   |  |                                        | Since the Tourist Development Council is in charge of tourism activities, this objective and related policies should be deleted.                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                    |                                                                   |                                                                                                                                                                                          | 2000/01                                                                                                                                                                                                                                                                                                                                       | \$1,419,193         |                     |  |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                    |                                                                   |                                                                                                                                                                                          | 2001/02                                                                                                                                                                                                                                                                                                                                       | \$1,387,527         |                     |  |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                    |                                                                   |                                                                                                                                                                                          | 2002/03                                                                                                                                                                                                                                                                                                                                       | \$1,336,775         |                     |  |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                    |                                                                   |                                                                                                                                                                                          | 2003/04                                                                                                                                                                                                                                                                                                                                       | \$1,482,852         |                     |  |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                    |                                                                   |                                                                                                                                                                                          | 2004/05                                                                                                                                                                                                                                                                                                                                       | \$1,654,413         |                     |  |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                    |                                                                   |                                                                                                                                                                                          | 2005/06                                                                                                                                                                                                                                                                                                                                       | \$1,512,513         |                     |  |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                    |                                                                   |                                                                                                                                                                                          | 2006/07                                                                                                                                                                                                                                                                                                                                       | \$1,470,131         |                     |  |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| OBJECTIVE 7: Improved Pro-Economic Development Perception<br>By 2000, the county will develop an enhanced reputation regarding its support of economic development.                                | Public's perception of county's economic development effort       | General support of Economic Development                                                                                                                                                  | General support for Economic Development                                                                                                                                                                                                                                                                                                      |                     | X                   |  | Objective is vague and not measurable. | This objective is vague and not measurable and should be deleted. By achieving other objectives such as reducing unemployment rates, increasing the average wages, and building additional industrial parks, the County's economic development perception will be enhanced.                                                                                                                                                                                                                |

## APPENDIX C

| <b>Indian River County<br/>Total Employment by Target Industry<br/>2001 - 2006</b> |                   |                         |                         |                         |                         |                         |                     |
|------------------------------------------------------------------------------------|-------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|---------------------|
| <b>Specific Target Industry Categories</b>                                         | <b>NAICS Code</b> | <b>2001<br/>Employ.</b> | <b>2002<br/>Employ.</b> | <b>2003<br/>Employ.</b> | <b>2004<br/>Employ.</b> | <b>2005<br/>Employ.</b> | <b>2006 Employ.</b> |
| Animal Aquaculture                                                                 | 11,251            |                         | 0                       | 0                       | 0                       | 0                       |                     |
| Food Manufacturing                                                                 | 311               | 237                     | 242                     | 206                     | 0                       | 44                      | 30                  |
| Publishing Industries                                                              | 511               | 330                     | 302                     | 316                     | 348                     | 381                     | 376                 |
| Printing and Related Support Activities                                            | 323               | 69                      | 81                      | 86                      | 79                      | 74                      | 50                  |
| Fabricated Metal Products Manufacturing                                            | 332               | 167                     | 282                     | 343                     | 151                     | 158                     | 174                 |
| Machinery Manufacturing                                                            | 333               | 190                     | 139                     | 130                     | 137                     | 120                     | 134                 |
| Computer and Electronic Product Manufacturing                                      | 334               | 97                      | 19                      | 22                      | 22                      | 19                      | 34                  |
| Transportation Equipment Manufacturing                                             | 336               | 0                       | 0                       | 0                       | 0                       | 0                       | 0                   |
| Support Activities for Transportation                                              | 488               | 0                       | 103                     | 112                     | 105                     | 107                     | 137                 |
| Warehousing and Storage                                                            | 493               | 99                      | 0                       | 0                       | 0                       | 25                      | 0                   |
| Broadcasting & Telecommunications                                                  | 513               | 0                       | 0                       | 0                       | 0                       | 0                       | 0                   |
| Finance & Insurance                                                                | 52                | 1,103                   | 1,161                   | 1,386                   | 1,476                   | 1,549                   | 1,607               |
| Computer Systems Design and Related Services                                       | 5,415             | 64                      | 65                      | 77                      | 57                      | 83                      | 127                 |
| Data Processing Services                                                           | 5,142             | 0                       | 0                       | 0                       | 0                       | 0                       | 0                   |
| Health Care & Social Assistance                                                    | 62                | 6,176                   | 6,598                   | 6,798                   | 7,075                   | 7,254                   | 7,345               |
| Research and Development in Physical, Engineering, and Life Sciences               | 54,171            | 72                      | 77                      | 18                      | 45                      | 40                      | 63                  |
| Junior Colleges                                                                    | 6,112             | 0                       | 0                       | 0                       | 0                       | 0                       | 0                   |
| Colleges, Universities, and Professional Schools                                   | 6,113             | 0                       | 0                       | 0                       | 0                       | 0                       | 0                   |
| Business Schools and Computer Management Training                                  | 6,114             | 0                       | 0                       | 0                       | 0                       | 0                       | 0                   |
| Technical and Trade Schools                                                        | 6,115             | 0                       | 0                       | 0                       | 0                       | 0                       | 0                   |
| <b>TOTAL</b>                                                                       |                   | 8,604                   | 9,069                   | 9,494                   | 9,495                   | 9,854                   | 10,077              |

| <b>Other clean light industries that have average annual wages which are above the county-wide average annual wage (Currently Existing Within County)</b> | <b>NAICS Code</b> | <b>2001 Employ.</b> | <b>2002 Employ</b> | <b>2003 Employ</b> | <b>2004 Employ.</b> | <b>2005 Employ.</b> | <b>2006 Employ.</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------|--------------------|--------------------|---------------------|---------------------|---------------------|
| Wood Product Manufacturing                                                                                                                                | 321               | 49                  | 56                 | 54                 | 54                  | 85                  | 144                 |
| Nonmetallic Mineral Product Manufacturing                                                                                                                 | 327               | 101                 | 108                | 101                | 106                 | 105                 | 120                 |
| Furniture and Related Product Manufacturing                                                                                                               | 337               | 73                  | 76                 | 73                 | 97                  | 92                  | 73                  |
| Plastics and Rubber Products Manufacturing                                                                                                                | 326               | 140                 | 113                | 0                  | 98                  | 96                  | 171                 |
| Motion picture and sound recording industries                                                                                                             | 512               | 89                  | 0                  | 0                  | 0                   | 0                   | 0                   |
| Telecommunications                                                                                                                                        | 517               | 304                 | 157                | 90                 | 0                   | 91                  | 105                 |
| ISPs, search portals, and data processing                                                                                                                 | 518               | 36                  | 24                 | 21                 | 38                  | 56                  | 20                  |
| Specialized Design Services                                                                                                                               | 5,414             | 87                  | 86                 | 84                 | 82                  | 152                 | 167                 |
| Computer Systems Design and Related Services                                                                                                              | 5,415             | 64                  | 65                 | 77                 | 57                  | 83                  | 127                 |
| Scientific Research and Development Services                                                                                                              | 5,417             | 72                  | 77                 | 18                 | 45                  | 40                  | 63                  |
| Management of Companies and Enterprises                                                                                                                   | 55                | 55                  | 53                 | 105                | 119                 | 154                 | 121                 |
| <b>Total Other Industries</b>                                                                                                                             |                   | <b>1,070</b>        | <b>815</b>         | <b>623</b>         | <b>696</b>          | <b>954</b>          | <b>1,111</b>        |
|                                                                                                                                                           |                   | <b>Total Jobs</b>   | <b>Total Jobs</b>  | <b>Total Jobs</b>  | <b>Total Jobs</b>   | <b>Total Jobs</b>   | <b>Total Jobs</b>   |
| <b>Total Combined</b>                                                                                                                                     |                   | <b>9,674</b>        | <b>9,884</b>       | <b>10,117</b>      | <b>10,191</b>       | <b>10,808</b>       | <b>11,188</b>       |

Note: Data is from the Quarterly Census of Wages and Employment (QCEW/ES-202), which summarizes industry employment and wage data for all employers covered by state Unemployment Insurance (UI) laws and federal workers covered by the Unemployment Compensation for Federal Employees (UCFE) program.

**ATTACHMENT 1: GOAL, OBJECTIVES, AND POLICIES**

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

**OBJECTIVE 1: Low Unemployment Rate**

**By 2000, the county will have an average annual unemployment rate that is within two percentage points of the State of Florida's average annual unemployment rate.**

Policy 1.1: The county shall focus its industrial expansion efforts on attracting and expanding clean, small-scale light manufacturing and assembly industries.

Policy 1.2: The county shall encourage the expansion of existing industries and attraction of new industries that are within the target industries list (Policy 2.6) by offering the following county adopted economic development incentives and assistance:

- Local Jobs Grant Program;
- Traffic Impact Fee Financing;
- Utility Deposit Waivers;
- Expedited permitting process;
- Water and sewer impact fees financing;
- Maintenance of sufficient infrastructure capacity (roads, water, sewer);
- Provision of Industrial Revenue Bonds;
- Provision of job training through Indian River Community College and the Jobs and Education Partnership program;
- Assistance with federal or state grant applications (such as Community Development Block Grants);
- State Qualified Target Industry Tax Refund Program.

Policy 1.3: 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 industries listed in the target industries list (Policy 2.6). 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 1.4: 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 1.5: 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 1.6: The county, the Indian River County Chamber of Commerce, and other economic development groups designated by the Board of County Commissioners shall continue to inform existing and relocating businesses of training programs that are offered by the Indian River Community College, the Jobs and Education Partnership Program, and local high schools. 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 1.7: As an employer, the county shall notify local residents and local business of any employment or service contract opportunities by advertising job opportunities in the local newspaper and by sending request for proposals to appropriate local businesses. To ensure proper notification, the county's General Services Department shall maintain a list of local businesses and contractors.

Policy 1.8: The county shall on a semi-annual basis re-evaluate the size and location of its commercial/industrial nodes. On an annual basis, the county shall update its Commercial/Industrial Data Source Book. This book consists of planning, zoning, and land use information helpful to businesses desiring to relocate.

Policy 1.9: The county shall provide for the issuance of Industrial Development Bonds for new industries.

Policy 1.10: The county shall maintain its utility line extension reimbursement policy for firms which oversize utility lines consistent with the Indian River County Utilities Master Plan.

Policy 1.11: 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.

OBJECTIVE 2:       Diversified Economic Growth

Between 2005 and 2010, Indian River County will increase the number of jobs in the county's target industries by 800 (the Chamber of Commerce will keep track of new jobs created within the target industries list and provide reports annually).

Policy 2.1: The county shall maintain a current economic base study by updating the study every two years.

Policy 2.2: Based upon the conclusions of each updated economic base study, the county shall adopt appropriate or revise existing economic development plan policies.

Policy 2.3: 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 parks within the county.

Policy 2.4: The county shall assist private industrial park developers to establish industrial 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 park developers, expediting the permitting process, assisting with appropriate grant applications, and providing information pertaining to available incentives.

Policy 2.5: 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 that 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 2.6: The county, in coordination with the Indian River County Chamber of Commerce,

shall establish a list of target industries and evaluate this list at least every two years in order to reflect the current economic needs of the county as well as the actual marketing results. The following is the current North American Industry Classification System (NAICS) list of the county's target industries:

| <u>Industry Description</u>                                                                                     | <u>NAICS Code</u> | <u>SIC Code</u> |
|-----------------------------------------------------------------------------------------------------------------|-------------------|-----------------|
| Animal Aquaculture                                                                                              | 11251             | 0273            |
| Food Manufacturing                                                                                              | 311               | 20              |
| Publishing Industries                                                                                           | 511               | 27              |
| Printing and Related Support Activities                                                                         | 323               | 27              |
| Fabricated Metal Products Manufacturing                                                                         | 332               | 34              |
| Machinery Manufacturing                                                                                         | 333               | 35              |
| Computer and Electronic Product Manufacturing                                                                   | 334               | 35              |
| Transportation Equipment Manufacturing                                                                          | 336               | 37              |
| Support Activities for Transportation                                                                           | 488               | 47              |
| Warehousing and Storage                                                                                         | 493               |                 |
| Broadcasting & Telecommunications                                                                               | 513               | 48              |
| Finance & Insurance                                                                                             | 52                |                 |
| Computer Systems Design and Related Services                                                                    | 5415              | 737             |
| Data Processing Services                                                                                        | 5142              | 737             |
| Health Care & Social Assistance                                                                                 | 62                | 80              |
| Research and Development in Physical, Engineering, and Life Sciences                                            | 54171             |                 |
| Junior Colleges                                                                                                 | 6112              |                 |
| Colleges, Universities, and Professional Schools                                                                | 6113              |                 |
| Business Schools and Computer Management Training                                                               | 6114              |                 |
| Technical and Trade Schools                                                                                     | 6115              |                 |
| Other clean light industries that have average annual wages which are above the county-wide average annual wage |                   |                 |

**OBJECTIVE 3: Skilled Labor Force**

**By 2002, Indian River County will have additional educational facilities offering post-secondary education and vocational training.**

Policy 3.1: The county shall contact four-year colleges or universities to determine the probability of a branch campus or research facility being established in Indian River County.

Policy 3.2: The county shall support the expansion of the local branch of Indian River

Community College (IRCC) by providing assistance during the permitting process.

Policy 3.3: The county, through the school district, shall continue to offer adult education classes and vocational training for county residents.

Policy 3.4: The county shall promote expansion of vocational education programs in the county by demonstrating to the educational institutions a definitive local demand for expanded programs.

OBJECTIVE 4: Encourage Economic Development

**The county will continue to have policies, regulations, and economic development incentives in effect which encourage economic development.**

Policy 4.1: The county, through its Comprehensive Plan and Land Development Regulations, shall maintain and/or improve its characteristics which attract businesses to Indian River County by providing protection for its environmental, cultural, and aesthetic features.

Policy 4.2: The county, through its Professional Services Advisory Committee, shall review and evaluate the county's land development regulations on a regular basis. Any regulations that might impede economic development will be considered and evaluated by the Professional Services Advisory Committee for possible revision.

Policy 4.3: By 2000, the county shall make its policies, regulations, information, and application forms available for the public to access through a county web site on the Internet.

Policy 4.4: The county shall request in writing that Federal and State agencies expedite their permitting processes by eliminating duplication and streamlining permit processing.

Policy 4.5: The county building division shall provide weekend inspection services at cost, based on employee availability and the commercial/industrial tenant's need.

Policy 4.6: By 1998, the county shall request in writing that the City of Vero Beach consider the possibility of providing off-peak rates and volume discounts to industrial utility users.

Policy 4.7: The county shall on a regular basis re-evaluate its economic development incentives by comparing its incentives with incentives offered by other jurisdictions.

Policy 4.8: The county shall ensure that impact fees are reasonable and equitable compared to the impact that new commercial/industrial development will have on the county's roadways and

water and wastewater systems by reassessing impact fee rates on a regular basis.

Policy 4.9: 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 4.10: The Indian River County Chamber of Commerce and other economic development groups designated by the Board of County Commissioners shall provide assistance to relocating companies during the relocation process and afterwards as needed and report any actions taken to the Economic Development Council at their regular meeting.

Policy 4.11: 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 relocating to Indian River County.

Policy 4.12: The county, through its Local Housing Assistance Program, Low Income Housing Tax Credit Program, and other housing programs, shall continue to provide affordable housing in the county.

Policy 4.13: By 1998, the county shall in writing request that the Tax Collector's Office categorize occupational licenses by NAICS code. This new categorization of occupational licenses will provide employment information that is currently not available through any other source.

**OBJECTIVE 5: Intergovernmental Coordination**

**By 2000, the county will have a mechanism in place to ensure cooperation from municipalities, state, and federal agencies for economic development.**

Policy 5.1: The county shall involve appropriate parties in any economic development project so that all entities are properly represented.

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.

Policy 5.3: The county, through pre-application meetings and Technical Review Committee meetings, shall review procedures, identify needed permits, and provide information and 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 6: Tourism Development

**By FY 2000/01, the County's annual local option tourist tax revenue will be at least \$1,400,000.**

Policy 6.1: The Tourism Division of the Indian River County Chamber of Commerce and other tourism groups designated by the Board of County Commissioners shall continue 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 Tourism Division of the Indian River County Chamber of Commerce and other tourism groups designated by the Board of County Commissioners, in cooperation with local resorts and hotels, shall market the county as a vacation/recreation area. Marketing activities shall include advertising, attending travel shows, and maintaining contact with various travel organizations at a national level 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 Economic Development Division and Tourism Division of the Indian River County Chamber of Commerce and other economic development and tourism groups designated by the Board of County Commissioners shall publish advertisements cross-selling tourism and economic development. All such advertisements shall comply with the tourist tax expenditure requirements of Section 125.0104(5), Florida Statutes. A representative of the Chamber of Commerce shall present those advertisements to the Economic Development Council and the Tourist Development Council.

Policy 6.4: By 2000, the county shall have a highway beautification plan in place for the two major interstate interchanges within the county as well as along SR 60 and US #1.

Policy 6.5: The county shall study the possibility of a highway beautification program with emphasis on private participation.

Policy 6.6: The county shall fund projects that preserve Indian River County beaches.

OBJECTIVE 7: Improved Pro-Economic Development Perception

**By 2000, the county will develop an enhanced reputation regarding its support of economic development.**

Policy 7.1: The county shall update the 1985 adopted Overall Economic Development Plan (OEDP) every five years and continue to prepare an annual report of the plan.

Policy 7.2: 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 7.3: 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 Municipal Airport, the Sebastian Municipal Airport, and the Melbourne International Airport in their economic development and tourism marketing efforts.

Policy 7.4: The county, in cooperation with the City of Vero Beach 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 7.5: 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 distinguish Indian River County's location and crime rate from South Florida as part of its marketing efforts.

Policy 7.6: 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.