



REINVENTING YOUR CITY

# Deltona Strategic Economic Development Plan & Implementation

2020 Florida Redevelopment Association (FRA) Award Entry  
Management Programs Creative Partnerships

# Background

- ▶ In August 2018, the City of Deltona hired Redevelopment Management Associates (RMA) to develop a Strategic 5-Year Economic Development Plan for a Business Park and Manufacturing Related Recruitment
- ▶ The city had gathered data prior and determined new targeted industry sectors: Manufacturing and Logistics- including light manufacturing industry, assembly, clean manufacturing, research and development, warehouse, distribution facilities, offices, and allied businesses
- ▶ Deltona, located midway between the cities of Orlando and Daytona Beach, had large areas of vacant land off Interstate-4 (I-4), Central Florida's main transportation corridor. A 240+/- acre area of vacant land was one of the last high-traffic locations along I-4 to yet be developed

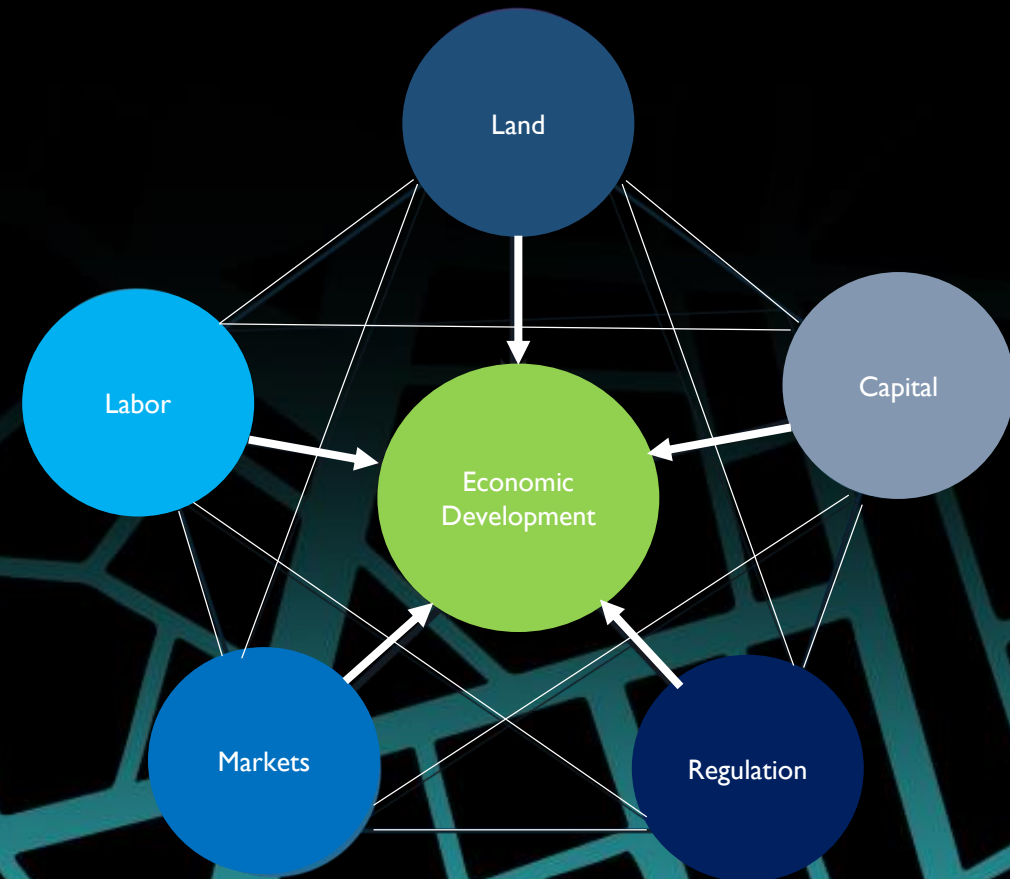




# Process

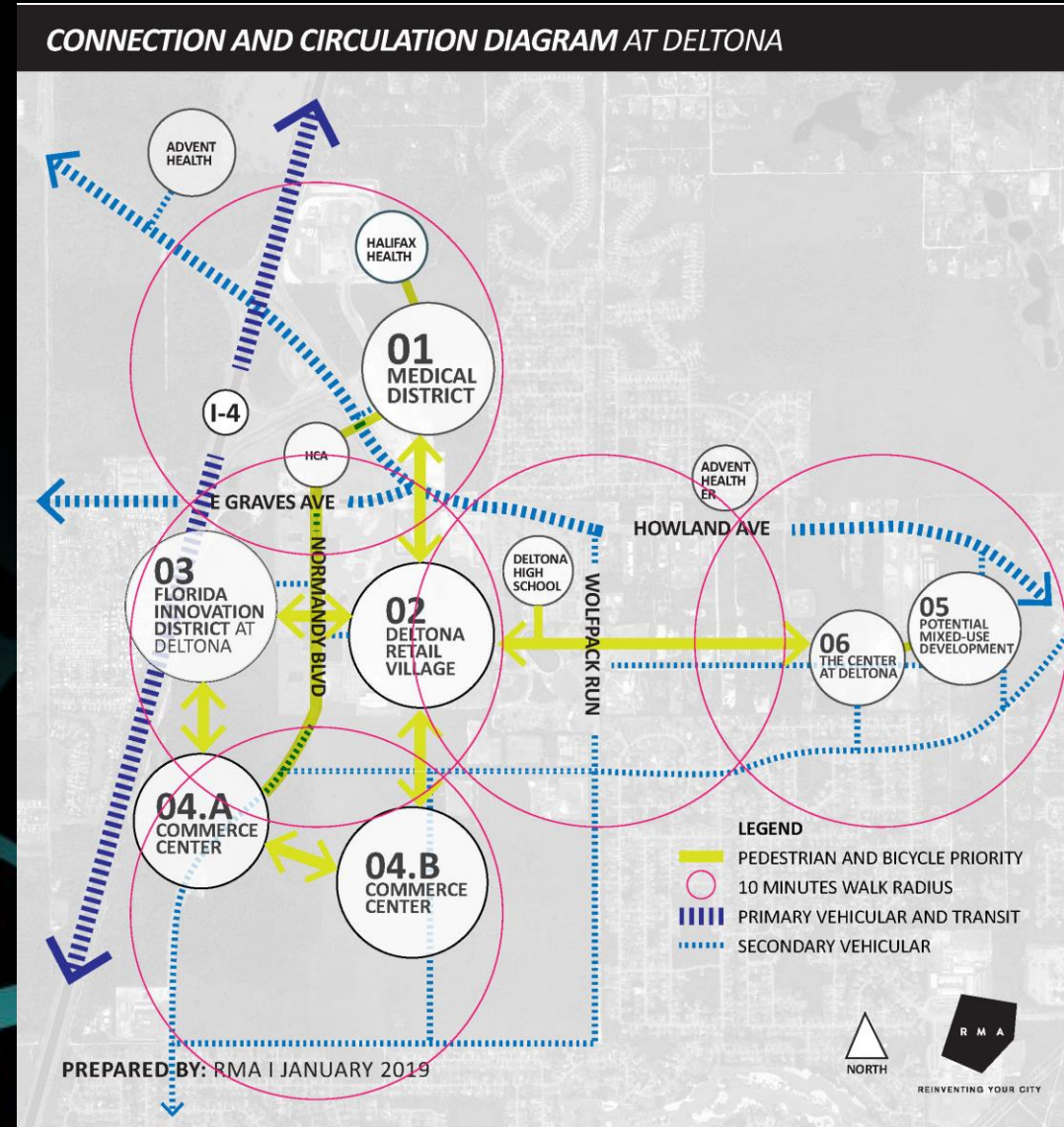
- ▶ RMA's team of professionals took an economic development approach with a real estate-based foundation to develop the Strategic 5-year Economic Development Plan for the City of Deltona by conducting in-depth research on the following :

- ▶ SWOT
- ▶ Available sites
- ▶ Stakeholder Input
- ▶ Local developments
- ▶ Investment drivers
  - ▶ Land
  - ▶ Labor
  - ▶ Capital
  - ▶ Markets
  - ▶ Regulation



# Analysis

- ▶ Deltona is 61 miles from Port Canaveral, soon to be designated a commercial freight port in addition to its well-known cruise ship designation
- ▶ Although the city had an abundance of vacant land that was ripe for development, especially the 240+/- acres off the I-4 exit, the City had not been successful in getting the property owner to the table to discuss development
- ▶ There was already the beginning of a medical cluster across from the 240 +/- acres as well as plans for a retail village on adjacent land
- ▶ Of the approximately 35,000 labor workforce in Deltona, 33,000 were leaving the area for employment
- ▶ The City already had many educational institutions that were offering courses related to manufacturing



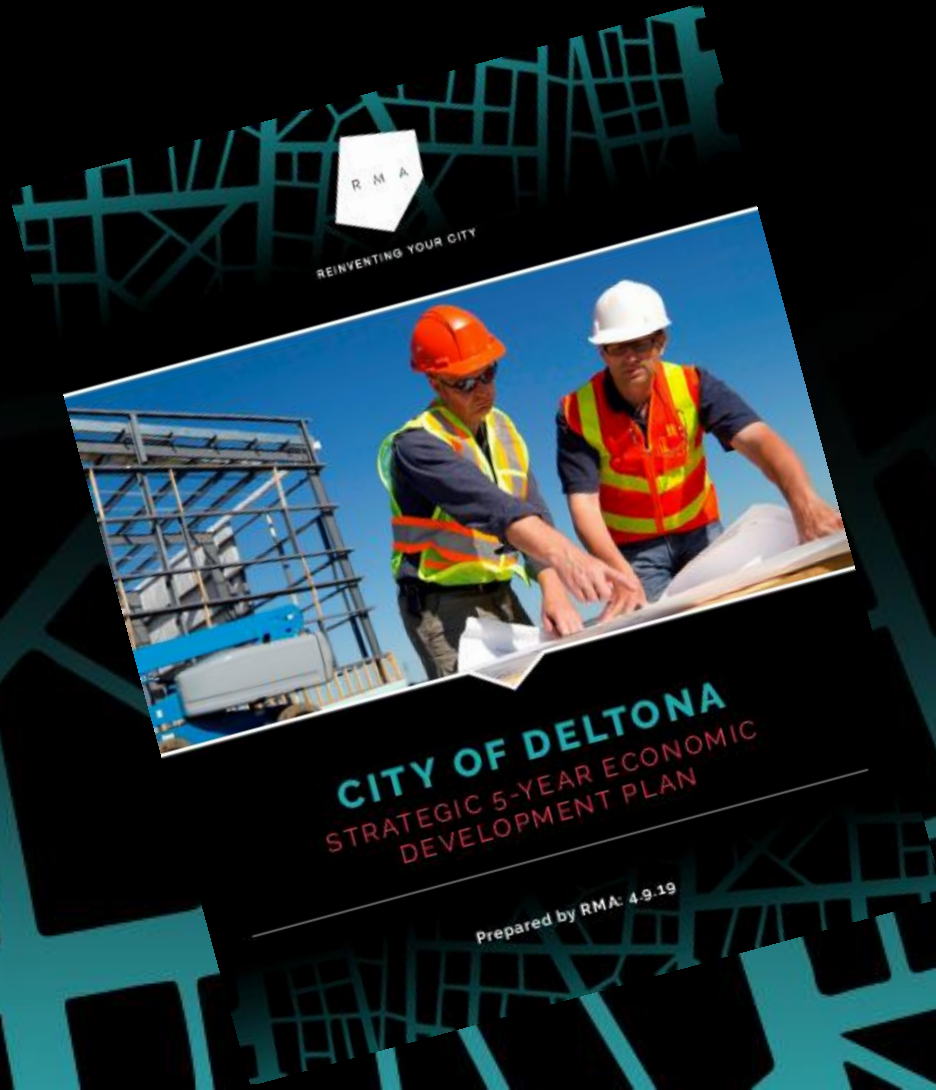


# Business Park Opportunity Site

- ▶ The 240+/- acres area off of I-4 was determined to be the best location for the development of a Business Park
- ▶ 3 Phases of development were recommended with potential uses of: institutional, headquarters, start-up, tech transfer offices, distribution, research facilities, light manufacturing, and affordable workspaces
  - ▶ Innovation District on the northeastern portion
  - ▶ Logistics Center on the western portion
  - ▶ Commerce Center on the southern portion
- ▶ To make this a “shovel-ready” site, certain steps needed to be initiated:
  - ▶ Although the zoning was compatible for industrial development, needed to change the Activity Center Overlay to allow for the recommended uses
  - ▶ Environmental studies completed
  - ▶ Extend natural gas line



# Deltona Strategic 5-Year Economic Development Plan



- ▶ In April 2019, RMA completed the Strategic 5-Year Economic Development Plan for the city that provided strategies and recommendations regarding:
  - ▶ Market Positioning
  - ▶ Opportunity Sites
  - ▶ Art, Culture & Recreation
  - ▶ Connectivity
  - ▶ Marketing & Business Attraction



# Plan Implementation

- ▶ RMA had created a plan that could be implemented, as was evidenced by what happened next
- ▶ As part of analysis for the plan creation, RMA had reached out to some of the opportunity sites' major property owners
- ▶ RMA contacted and set up a series of meetings with the property owner of the large 240+/- acre site, which was a privately-owned investment group out of Australia that had held these properties for more than 40 years. RMA was able to convince the property owner that the parcels should be developed as recommended in the Strategic 5-Year Economic Development Plan
- ▶ An agreement was reached with the owners, and RMA was hired to find a suitable development partner/buyer for the property



# Deltona's Portland Industrial Park

- ▶ Through RMA's extensive real estate connections, a developer was located, interviewed, and selected to develop the first phase of what will be known as Portland Industrial Park
- ▶ RMA's branding services were also utilized to create the logo for the new industrial park
- ▶ RMA brokered the deal between DOT Properties headquartered in Australia and Seefried Industrial Properties, the developer for Amazon. RMA also helped the developer receive approval from the City for a \$2.4 million incentive linked to full-time jobs
- ▶ There were many obstacles including a very compressed time frame to get the property approved for site development; there were environmental issues, rezoning, easements to be negotiated, and billboard contracts to nullify. All of this was done in a 10-month time frame, from start to site plan approval in December 2019





# Amazon

- ▶ The City welcomed the anchor tenant for Deltona's Portland Industrial Park... Amazon
- ▶ A 1.4 million square foot Amazon fulfillment center is being constructed on an 85-acre portion of the new Portland Industrial Park
- ▶ Many agencies are needed to achieve a success like this and the partners in this project included the City of Deltona Economic Development Office, Duke Energy, Department of Economic Opportunity, Career Source, and Team Volusia
- ▶ The project is well underway and scheduled for building completion December 2020



# Results

- ▶ RMA worked their Strategic Economic Development Plan and used their international deal-making services to secure an Amazon distribution center as the anchor for the new Portland Industrial Park in Deltona
- ▶ This deal received national press coverage and promoted Deltona as open for business
- ▶ The City's Economic Development Manager commented “..what they [RMA] accomplished in such a short time span is truly remarkable and will spur additional commercial growth in the City.”



**\$100 million project**  
will be added to the tax base



**500 full-time jobs**  
will be added by 2022 plus seasonal jobs



**\$16+ million**  
average annual payroll plus benefits will be paid

**August 2018**

RMA hired to  
create Plan

**January 2019**

RMA hired as  
Broker by  
Property Owner

**April 2019**

Strategic Economic  
Development Plan  
completed

**May 2019**

Sale Agreement of  
property executed  
by Developer

**December 2019**

City Incentive  
Agreement & Site  
Plan approved

**December 2020**

Amazon Distribution  
Center anticipated  
completion