

# EVALUATION AND APPRAISAL REPORT

## I. ECONOMIC DEVELOPMENT ELEMENT

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Prepared September, 1998, by the Putnam County Planning, Zoning and Building Department  
Updated June, 1999, by the Northeast Florida Regional Planning Council

### I. General Status of the Economic Development Element

Below is an analysis of the Economic Development Element. The analysis is divided into two parts. Part A is an assessment of the background document on which the adopted portion of the element is based. Part B identifies recommended changes to the goals, objectives and policies based on the assessment of the background document and any changes to growth management laws and rules. Please note, further assessment of the objectives and policies is the subject of Section II of this document which includes additional recommendations for amendments to the objectives and policies and provides an assessment of the plan at the date of the EAR.

The assessments in Parts A and B include where appropriate the following:

- < summary statements regarding the data and analysis at time of plan adoption
- < identification of changes in conditions described in the element since plan adoption including current conditions
- < provision of a new existing land use map
- < provision of a new table of existing land uses
- < provision of a new existing traffic circulation map
- < a summary of the condition and quality of all natural resources
- < identification of changes made to the element since adoption of the plan including background information, map changes and amendments to adopted maps and text (see Appendix 1)
- < identification of problems specifically listed in Rule 9J-5.0053(6)(a)4.a.-o.(each element will not include all items listed in a.-o., see Appendix 2)
- < identification of other unanticipated and unforeseen problems and opportunities and their impact on the comprehensive plan
- < statements regarding the effect on the comprehensive plan of changes to the State Comprehensive Plan, Strategic Regional Policy Plan, Rule 9J-5, F.A.C., and Chapter 163, Part II, FS
- < identification of any needed actions to address the issues raised in this section including provision of new, revised, minimum 5-year and minimum 10 year time frames and population projections; updated population projections; new and revised goals, objectives, and policies; revised future conditions maps; new capital improvements element; new monitoring and evaluation procedures; and studies to be completed

**A. Background Document** -The Economic Development Element was adopted as a comprehensive plan amendment on March 25, 1997, by Ordinance 97-05 and became effective on June 3, 1997. Sec. 163.3177(7)(j), FS, lists economic element as an optional comprehensive plan element. There are no specific requirements for the element in Rule 9J-5 F.A.C. The State Comprehensive Plan and the Northeast Florida Strategic Regional Policy Plan contain economic development elements. The Putnam County economic development element contains policies similar to those found in the State and Regional Plan. The data used in the background document was current at the time of element adoption.

*Recommendation - The County will continue to update the data as new data becomes available.*

**Introduction** - This section stresses the importance of strengthening the County's economic condition. A brief description of the County, including size, population, and industries is included.

*Recommendation - Retain*

**Florida's Economy: An Overview** - This section reviews the State economy and business climate. Putnam County's involvement with some State initiatives is mentioned.

*Recommendation - Retain*

**Putnam County Economy** - This section has twelve subsections: Human Resources, Educational Resources, Housing, Employment, Income, Infrastructure, Health Services, Public Finance, Tourism, Public Sector Involvement, Private Sector Participation, and Public/Private Partnership. The subsections include tables and text supporting the tables.

*Recommendation - Update subsection tables and text when new data becomes available.*

The Human Resources subsection describes the County's population growth, population projections, and growth factors. The following tables are included in the section:

Table I.1:	U.S. Census Counts - Putnam County
Table I.2:	Population Projections - Putnam County
Table I.3:	Components of Population Growth 1995-2000 - Putnam County

Other demographics presented in this subsection are the County's age distribution, sex distribution, and population density. The following tables are included in the section:

Table I.4:	Age Distribution by Age Group 1980-2010
Table I.5:	Sex Distribution by Age Group 1980-2010

The Educational Resources subsection describes the County's school enrollment, tax rates and revenue, technical education, and the number of high school graduates and the number of people who continue their education. The following tables are included in the section:

- Table I.6: School Enrollment and Number of Schools 1980-1994
- Table I.7: Age Revenue/Cost per Student 1980-1993
- Table I.8: Education Attainment

The Housing subsection describes the County's households and household size, number of mobile homes, and building permits. The following tables are included in the section:

- Table I.9: Households and Average Household Size 1980-1994
- Table I.10: Mobile Homes and Recreational Vehicles 1980-1994
- Table I.11: Conventional Housing Building Permits 1980-1994
- Table I.12: Building Permit Values 1980-1994

The Employment subsection describes the County's labor force and employees by industry category. The following tables are included in the section:

- Table I.13: Labor Force and Employment 1980-1995
- Table I.14: Employers by Industry Type 1980-1993
- Table I.15: Employment by Industry type 1980-1993

The Income subsection describes the County's personal income, household income, cost of living price index, and commercial banks and savings and loan activity. The following tables are included in the section:

- Table I.16: Per Capita Personal Income 1980-1993
- Table I.17: Household Income 1980-1994
- Table I.18: Price Level Index 1985-1994
- Table I.19: Commercial Banks/Savings and Loan Activity 1980-1993

The Infrastructure subsection describes County transportation and utilities data. The following tables are included in the section:

- Table I.20: Transportation 1994
- Table I.21: Florida Department of Transportation 1996-2001 5-Year Work Plan - Construction in Putnam County

The Health Services subsection describes the County's health services. The following table is included in the section:

- Table I.22: Health Care Services and Practitioners 1980-1992

The Public Finance subsection describes the County's public finances. The following table is included in the section:

Table I.23: Public Finance: Government Revenues/Expenditures per Capita  
1985-1993

The Tourism subsection describes the County's tourism based revenues and Tourist Marketing Plan.

The Public Sector Involvement subsection describes the County's economic incentives and state involvement in County economic development.

The Private Sector Participation in Economic Development subsection describes the mission of the Putnam County Chamber of Commerce.

The Public/Private Partnership subsection discusses the mission of the Committee of 100, formed by the Chamber of Commerce, and the Marketing Plan it produced. The Marketing Plan is enclosed as Appendix A. The Agreement between the County and the Chamber designating the Chamber as the County's economic development representative is included as Appendix B.

*Recommendation - . The Marketing Plan enclosed as Appendix A is still being used. The Agreement included as Appendix B has expired and since been replaced by subsequent contract 99-2, which expires September 30, 1999 at which point it then automatically enters an indefinite automatic extension unless terminated by one of the parties.*

**B. Goals, Objectives and Policies** - The Economic Development Element was adopted as a comprehensive plan amendment on March 25, 1997, by Ordinance 97-05 and became effective on June 3, 1997. Sec. 163.3177(7)(j), FS, lists economic element as an optional comprehensive plan element. There are no specific requirements for the element in Rule 9J-5, F.A.C. The State Comprehensive Plan and the Northeast Florida Strategic Regional Policy Plan contain economic development elements. The Putnam County economic development element contains policies similar to those found in the State and Regional Plan. Goals, Objectives and Policies (GOPs) are analyzed in Part II of the Economic Development Element review below and any changes to the GOPs are recommended in Part II.

*Recommendation - All proposed amendments to the goals, objectives and policies of Putnam County's plan must be reviewed for consistency with the SRPP and the State Plan. This will take place as the amendments to implement the findings in this report are prepared for public hearings.*

## II. Achievement of Economic Development Objectives

Section 9J-5.0053(6)(a)3 of the Florida Administrative Code requires the County to complete an analysis to determine whether or not the objectives adopted in the County's Comprehensive Plan were achieved between December 1991 and June 1999. Below is an analysis of the Economic Development Element objectives. Under each objective is a statement indicating what measure should be used to determine whether or not the objective has been achieved, a status statement regarding what has been done to meet the objective, and a recommendation to retain, amend or delete the objective. Following the analysis of the objective, each policy under the objective is analyzed. The analysis includes a recommendation to retain, amend or delete the policy, and statements regarding how the policy has been implemented.

The Economic Development Element was adopted on March 25, 1997 by Ordinance 97-05 and became effective on June 3, 1997. Chapter 163.3177(7)(j) lists economic elements as an optional comprehensive plan element. There are no specific requirements for the element in Rule 9J-5, F.A.C.

**GOAL I.1.0:** Putnam County shall work to develop a positive business environment by addressing economic issues which are important in facilitating the expansion of the County's economic base.

**Objective I.1.1:** The Putnam County Commission shall annually designate an Economic Development Representative/Agency.

*Measure:* Economic Development Representative/Agency designated

*Status:* The Putnam County Chamber of Commerce has been designated the Economic Development Representative.

*Recommendation:* Retain Objective I.1.1.

**Policy I.1.1.1:** The designated economic development representative shall serve as the lead agency for coordination of County economic development activities.

*Retain Policy I.1.1.1. The Chamber is performing this function.*

**Objective I.1.2:** Annually the County will fund all or part of the implementation of this element through a contractual agreement with a designated representative knowledgeable in economic development. Specific responsibilities shall be set forth in such agreement to ensure compliance with this element and the Comprehensive Plan.

*Measure:* Level of County funding.

*Status:* The County has a contract with the Chamber for this purpose.

*Recommendation:* Retain Objective I.1.2. Add a policy to address public participation in the development of public policy if applicable to this process.

**Policy I.1.2.1:** The County shall develop or contract, within available resources, for the designated representative to develop a three-year marketing plan for attracting appropriate business and industry which shall be updated annually. This program shall be in operation by April 1, 1997.

*Amend Policy I.1.2.1 to provide for annual update only. Marketing Plan was completed March 20, 1996.*

**Policy I.1.2.2:** The County or the designated representative shall accomplish the following work items with the resources available.

1. Develop and maintain an updated inventory of available industrial sites and buildings.
2. Create and maintain a record of available electricity, water, sewer, and natural gas and its cost, by October 1, 1997.
3. Create and maintain an inventory of Putnam County labor force characteristics by October 1, 1997.
4. Create and maintain demographic and statistical Putnam County data for distribution of promotional information by April 1, 1997.

*Amend Policy I.1.2.2 to exclude the dates if the particular resource inventory has been established. Obtain statement from the Chamber regarding completion and maintenance of the inventories.*

**Policy I.1.2.3:** The designated economic development representative shall be responsible for coordination of visits by prospective business and industry representatives and serve as the liaison with governmental agencies. Confidentiality will be maintained in accordance with law and accepted economic development practices.

*Retain Policy I.1.2.3. The Chamber is performing this function.*

**Objective I.1.3:** The County should encourage the use of innovative methods of financing for infrastructure and services, wherever possible, in order to minimize increases in the current and future tax burden.

**Measure:** *Methods used by the County to finance infrastructure and services.*

**Status:** *The County and the Chamber have obtained Federal and State grants for road improvements and Federal and State grants and low interest loans for water and sewer treatment plants in East Palatka.*

**Recommendation:** *Retain Objective I.1.3.*

**Policy I.1.3.1:** The County and the designated economic development representative should initiate efforts and support the efforts of other agencies to obtain grant monies and other funds designed to assist local economic development efforts to increase employment opportunities.

*Retain Policy I.1.3.1. The County and the Chamber have obtained Federal and State grants for road improvements and Federal and State grants and low interest loans for water and sewer treatment plants in East Palatka.*

**Policy I.1.3.2:** Recognizing the current trend towards decentralization or elimination of federal financial assistance for community and economic development projects, the County and/or the designated economic development representative should support and encourage the development of public/private partnerships.

*Retain Policy I.1.3.2. The Chamber and County have entered into a public/private partnership to develop a new industrial park. The development of the park has also required the cooperation of the City of Palatka.*

**Policy I.1.3.3:** The County shall participate in the review and support of grant proposals relating to economic development.

*Amend I.1.3.3. to read: AThe County shall participate in the review of grant proposals and may support proposals relating to economic development.≡ The County has supported the securing of grants to develop the Putnam County Industrial Park and the East Palatka Wastewater treatment plant.*

**Policy I.1.3.4:** The County should encourage the full utilization by businesses and industries of the economic development enhancement programs implemented by the Legislature for the purpose of the development and expansion of permanent job opportunities, especially for the economically disadvantaged, through enterprise zones, tax incentives, community development corporations, and other programs designed to enhance economic and employment opportunities.

*Retain Policy I.1.3.3. The County has used incentives to locate new businesses and to expand existing businesses. The Chamber is involved in many programs designed to enhance economic and employment opportunities.*

**Objective I.1.4:** By January 1, 1998, Putnam County, in coordination with the designated development representative, shall negotiate intergovernmental agreements with County municipal governments, to protect the integrity of existing municipal and county infrastructure and to promote the development of appropriate new infrastructure within planned growth areas of the County to facilitate economic development.

**Measure:** *Existence of intergovernmental agreements.*

**Status:** *Agreements have not been negotiated.*

**Recommendation:** *Amend Objective I.1.4 to change the completion date.*

**Policy I.1.4.1:** The County shall work towards establishing cooperative agreements with municipal governments to provide public water and sewer facilities for unincorporated areas of the County where economic growth is occurring.

*Retain Policy I.1.4.1. According to the Administration Department, no such agreements exist, however, the industrial park property will apply in the coming months.*

**Policy I.1.4.2:** The County shall work with municipalities providing infrastructure services to unincorporated areas to review the feasibility and desirability of annexation of these areas into the servicing municipality.

*Retain Policy I.1.4.2. . No such agreements exist, however, according to the Administration Department, the industrial park property will apply in the coming months*

**Policy I.1.4.3:** The County shall coordinate the expansion and enhancement of the overall transportation network with the economic development representative, the Florida Department of Transportation, and local governments to provide reasonable access to agricultural, commercial, industrial, and business locations throughout the County.

*Retain Policy I.1.4.3. According to Administration, coordination happens on an as needed basis and no agreements exist with municipalities. As the County's designated economic development representative, the Chamber has coordinated with different agencies for economic development projects (i.e. the new industrial park and Delray Stake and Shavings).*

**Policy I.1.4.4:** The economic development representative shall seek a working relationship with railroad companies to maintain active rail lines to service existing and future business and industrial areas.

*Retain Policy I.1.4.4. The Chamber is performing this function.*

**Objective I.1.5:** Putnam County shall implement the objectives and policies of this Economic Development Element through appropriate techniques which include careful evaluation of proposed County actions for conformance with the policies in this Element and land use regulations. All objectives and policies within the Comprehensive Plan shall be considered when making growth management decisions.

*Measure: County actions and developments meet economic development objectives.*

*Status: County's development review procedures address this objective. The draft land development code, to be adopted prior to EAR amendments, includes sections which implement this objective.*

*Recommendation: Retain Objective I.1.5.*

**Policy I.1.5.1:** The County or the designated representative should set forth guidelines for economic development for business and industrial growth matters and coordinate these with the County's Comprehensive Plan and Zoning Ordinances. Such guidelines should be reviewed annually to ensure consistency with this Plan.

*Retain Policy I.1.5.1. The Chamber is performing this function and coordinates with the County Planning staff on Comprehensive Plan and Zoning issues.*

**Objective I.2.1:** All existing business and industry are recognized as vital to the County's economy and the expansion of existing business and industry is an integral component in the diversification of the economic base. The County and the designated economic development representative shall promote the expansion of existing business and industry.

**Measure:** Expansion of existing business and industry.

**Status:** There are businesses and industries expanding in the County. The draft land development code, to be adopted prior to EAR amendments, includes sections which implement this policy.

**Recommendation:** Retain Objective I.2.1.

**Policy I.2.1.1:** The County and its economic development representative should encourage expansion of existing business and industry and/or development of new business and industry in appropriate locations within designated areas in order to maximize the use of existing public services and infrastructure.

*Retain Policy I.2.1.1. The Chamber and County Planning staff coordinate on site locations for expansion that maximize use of infrastructure. Existing businesses have been provided with incentives to assist in their expansions. The draft land development code, to be adopted prior to EAR amendments, includes sections which implement this policy*

**Policy I.2.1.2:** The County through its economic development representative shall encourage the location of business and industry in areas designated for future infrastructure improvements in the County's Public Facilities Element and Capital Improvement Program.

*Amend Policy I.2.1.2 to change reference to Public Facilities Element to Infrastructure. The Chamber coordinates siting new businesses and relocating or expanding existing businesses with the County's Planning staff. The draft land development code, to be adopted prior to EAR amendments, includes sections which implement this policy.*

**Policy I.2.1.3:** Putnam County shall create a positive business climate that provides opportunities for expansion of existing business and industry and the location of new business and industry by taking action to improve those service components which increase the County's competitive position in the marketplace. These improvements include transportation resources, labor supply, available land and buildings, business support services, local government cooperation and the quantity and quality of educational, recreational, and community services.

*Retain Policy I.2.1.3. Various County departments and agencies continue to work to improve the items listed in the policy. The draft land development code, to be adopted prior to EAR amendments, includes sections which implement this policy.*

**Policy I.2.1.4:** The County shall ensure that the Future Land Use Element provides for ample agricultural, commercial, and industrial land uses to allow for a viable economy.

*Retain Policy I.2.1.4. This County Planning staff is working on amending the Future Land Use Map as needed.*

**Policy I.2.1.5:** The County, with its designated economic development representative, shall encourage clustering of major commercial and industrial activities in locations that:

- a. are in close proximity to principle arterials;
- b. have access to utilities (water, sewer, electricity, natural gas, telephone) or to allow for provision of these utilities;
- c. have on-site rail facilities, when appropriate;
- d. have access to mass transit routes;
- e. minimize impacts to the natural environment and adjacent land uses;
- f. have access to barge port facilities, when appropriate.

*Retain Policy I.2.1.5. The Chamber coordinates siting new businesses and relocating or expanding existing businesses with the County's Planning staff. The draft land development code, to be adopted prior to EAR amendments, includes sections which implement this policy*

**Objective I.2.2:** The County, through its designated economic development representative, shall provide and promote lists of programs which are designed to expand and enhance the County's economic base.

**Measure:** *Information available on economic expansion programs.*

**Status:** *The Chamber performs this function.*

**Recommendation:** *Amend Objective I.2.2 to delete Alists of.≡*

**Policy I.2.2.1:** The County shall support the expansion of the Economic Development Program being directed by its designated economic development representative, as needed, to fulfill the needs of targeted business and industry.

*Retain Policy I.2.2.1. The Chamber and the County are in the process of developing a new industrial park. The County purchased the property, is providing match for grants for infrastructure improvements and has budgeted funds for promoting the industrial park.*

**Policy I.2.2.2:** The County shall promote economic diversity and growth by creating an environment which encourages entrepreneurs to engage in business and industrial activities, and also encourages the continuance of a vital agricultural industry.

*Amend Policy I.2.2.2. to include a statement to encourage the teaching of entrepreneurship to interested students and residents. The County's Future Land Use Map includes appropriate areas for business and industrial activities, while keeping the majority of the County in agricultural acreage.*

**Policy I.2.2.3:** The designated economic development representative shall continue programs which assist existing business and industry in expansion efforts.

*Retain Policy I.2.2.3. The Chamber performs this function.*

**Policy I.2.2.4:** The designated economic development representative shall continue programs which encourage and assist in the location of new business and industry which build on the economic base.

*Retain Policy I.2.2.4. The Chamber performs this function.*

**Policy I.2.2.5:** Upon adoption of the Economic Development Element, the County and its designated economic development representative shall develop a strategy to provide financial, or other incentives to assist in the expansion of business and industry.

*Amend Policy I.2.2.5 to delete  $\cong$  upon adoption of the Economic Development Element.  $\cong$  Delete A shall develop  $\cong$  and replace with A shall continue to implement  $\cong$  The County provides economic incentives which are recommended by a committee made up of representatives of the Chamber and the County and considered for approval by the Board.*

**Policy I.2.2.6:** The County Planning Department and the designated economic development representative shall work with organizations representing the commercial, industrial and agricultural industry in Putnam County.

*Retain Policy I.2.2.4. The Chamber and the County perform this function.*

**Policy I.2.2.7:** The County shall continue a program of economic diversification to mitigate the impact of any significant economic downturns of existing business and industry.

*Retain Policy I.2.2.4. The County has a diversified economic base, and is working to expand that base.*

**Objective I.2.3:** The County economy will be diversified through growth in commercial/industrial and business sectors serving tourists, seasonal residents, and retired persons. Putnam County will work actively to provide a desirable environment necessary to attract and retain these businesses while maintaining a high standard of living. Site location factors that will be supported include an exemplary public education system; moderate local tax rates; adequate utilities, improved transportation infrastructure; consistently enforced land use regulations, quality parks and recreation facilities; quality health care; and effective public safety.

**Measure:** *Diversification of economic base and availability of support services.*

**Status:** *The County is continuously working toward achieving a strong, diversified economy with a high standard of living for its residents.*

**Recommendation:** *Retain Objective I.2.3.*

**Policy I.2.3.1:** The County shall vigorously pursue State, and Federal grant funds that may be applicable to recreational and infrastructure improvements as well as other activities which enhance the County's competitive position in attracting new business and industry.

*Retain policy I.2.3.1. The County has obtained grants for infrastructure and recreational*

*improvements.*

**Objective I.2.4:** The County shall, through land use regulations, protect its environmental resources and shall seek to maintain and improve its recreational resources, to provide an attractive environment for businesses and industry and their employees.

**Measure:** *Land use regulations adopted.*

**Status:** *The draft land development code, to be adopted prior to EAR amendments, includes sections which implement this policy*

**Recommendation:** *Retain Objective I.2.4.*

**Policy I.2.4.1:** The County will ensure that the types of new and expanding business and industry in Putnam County will contribute to maintaining a clean environment by meeting all applicable local, state and federal guidelines.

*Retain policy I.2.4.1. The County development review procedures address this policy. The draft land development code, to be adopted prior to EAR amendments, includes sections which implement this policy*

**Policy I.2.4.2:** The Putnam County Board of County Commissioners shall continue to provide appropriate funding to foster promotion of Putnam County as a tourist destination.

*Retain policy I.2.4.2. The Putnam County Tourist Development Council performs this function. . According to Administration, the Putnam County BOCC adopted Ord. 93-21 and 98-24, which levy a Tourist Development Tax to provide funding for the Tourist Development Council.*

**Policy I.2.4.3:** The County through its designated economic development representative will study the feasibility of establishing a destination type attraction and resort facilities to enhance its tourist appeal. The designated economic development representative shall complete the studies and report to the County Commission by June 1, 1998.

*Amend policy I.2.4.2 As recommended by the Chamber of Commerce, amend policy to establish June 2002 as the new target date for the completion of the studies and report to the County Commission. The Chamber also reports that it will, during 1998-1999 be evaluating the feasibility of establishing a Master Plan for the use of Putnam County waterways and waterfront facilities for tourist use. During 2000-2001 the Chamber will be developing the Master Plan.*

**Objective I.2.5:** The County will support the development and expansion of minority owned business and industry, and assist in obtaining funds from appropriate governmental agencies for the development of minority owned business and industrial areas.

**Measure:** *% and numerical increase in the number of minority owned business.*

**Status:** *. The Chamber is unaware of any records that would provide this information.*

**Recommendation:** *Retain Objective I.2.5.*

**Policy I.2.5.1:** The Board of County Commissioners shall continue to ensure that the County's

purchasing policies provide equal access for local and minority owned business.

*Retain policy I.2.5.1. Purchasing policies provide equal access.*

**Policy I.2.5.2:** The County, shall encourage minority-owned businesses to obtain State and Federal funds to promote the development of those businesses and industries.

*Retain policy I.2.5.2. According to the Chamber they perform this function. This information if furnished to any minority owned business upon request.*

**Objective I.3.1:** The County shall facilitate and participate in the coordination of economic development activity in Putnam County by fostering partnerships among educational institutions, government, the Putnam County Chamber of Commerce, utility service providers, and others to enhance development of a positive business, living and working climate.

**Measure:** *Number of County partnerships.*

**Status:** *Administration and the Chamber work with the listed groups. The County has created the Development Authority which meets on an as needed basis and also contracts with the Chamber of Commerce to obtain this goal.*

**Recommendation:** *Amend Objective I.3.1. to add business organizations, trade association and financial institutions. Also delete reference to the APutnam County Chamber of Commerce≡ and replace with Athe County=s designated economic development representative.≡*

**Policy I.3.1.1:** The County shall coordinate economic development and planning efforts with its designated economic development representative and other public and private entities, as required, to share economic growth initiatives.

*Retain Policy I.3.1.1. The Chamber coordinates this effort and County staff participates in growth initiatives.*

**Policy I.3.1.2:** The County through its designated economic development representative will develop and maintain relationships with appropriate state, federal, and local agencies involved in economic development. The resources of private site location consultants will also be utilized.

*Retain Policy I.3.1.2. The Chamber performs this function.*

**Policy I.3.1.3:** The designated economic development representative shall consider nontraditional industries for recruitment.

*Retain Policy I.3.1.3. The Chamber performs this function.*

**Policy I.3.1.4:** The County shall assist the efforts of its designated economic development representative to enlarge the base of industrial support services to recruit and serve major employers.

*Retain Policy I.3.1.4. The County is developing a new industrial park and related infrastructure.*

**Objective I.3.2:** Ensure the allocation of an appropriate quantity of lands that are desirable for commercial and industrial purposes to serve growth needs.

*Measure:* Land available for commercial and industrial growth.

*Status:* The County has initiated Future Land Use Map amendments to provide for appropriate commercial and industrial sites. The draft land development code, to be adopted prior to EAR amendments, includes sections which implement this objective.

*Recommendation:* Amend Objective I.3.2 to read AEnsure the allocation of an appropriate quantity of lands that are desirable for commercial and industrial purposes to serve future growth needs of the County.≡

**Policy I.3.2.1:** The County and its designated economic development representative shall annually review the Future Land Use Element of the Comprehensive Plan to ensure that appropriate quantities of land are available to support actual/projected commercial/industrial growth.

*Retain Policy I.3.2.1. County Planning staff works with the Chamber on this.*

**Policy I.3.2.2:** Ensure the provision and maintenance of sufficient public infrastructure to serve the growth needs of new and expanding business and industry.

*Retain Policy I.3.2.2. County tries to maintain adequate levels of service for all public infrastructure.*

**Policy I.3.2.3:** The County, in consultation with its designated economic development representative shall incorporate land use regulations into the Putnam County development regulations, as specified by Section 163.3202 (1) Florida Statute, to implement the economic development element.

*Retain Policy I.3.2.3. The draft land development code, to be adopted prior to EAR amendments, includes sections which implement this policy*

**Objective I.3.3:** Expand employment opportunities and income earning potential for County residents by ensuring that employment opportunities are available for all residents of Putnam County, with emphasis on employment for those at or near the poverty level.

*Measure:* County unemployment rate by income groups.

*Status:* The Chamber and the County are attempting to get new businesses to locate in Putnam County.

*Recommendation:* Retain Objective I.3.3.

**Policy I.3.3.1:** The County and its designated economic development representative shall encourage the location of business and industry that will utilize the existing labor force and provide competitive salaries.

*Retain Policy I.3.3.1. The Chamber and County are attempting to locate business and industry which will utilize the existing labor force and provide competitive salaries.*

**Policy I.3.3.2:** The designated economic development representative shall coordinate educational, vocational, and technical training opportunities with the needs of new and existing employers.

*Amend Policy I.3.3.2 to add trade associations as one of the opportunities coordinated by the economic development representative.. The Chamber provides this function. Vocational and technical training is available at St. Johns River Community College and St. Augustine Technical Center.*

**Policy I.3.3.3:** The County shall encourage development of competitive employment opportunities and training which will attract and maintain a qualified workforce.

*Retain Policy I.3.3.3 The Chamber provides this function. Vocational and technical training is available at St. Johns River Community College, St. Augustine Technical Center and other job training entities.*

**Policy I.3.3.4:** The designated economic development representative shall monitor underemployment in the county and assist in reducing underemployment through recruitment of targeted business and industry that will utilize and train the local labor force to be the majority of their employees.

*Retain Policy I.3.3.3 The Chamber provides this function.*

**Policy I.3.3.5:** The County and its designated economic development representative shall encourage efforts to attract a Masters Degree level program to Putnam County, and report to the County Commission by June 1, 1997.

*Amend Policy I.3.3.5 to set a new target date as June 2001, per Chamber of Commerce recommendation. Bachelor=s degrees are offered by St. Leo=s College on the St. Johns River Community College campus. They anticipate offering Master=s degrees within two years.*

**Policy I.3.3.6:** The County and its designated economic development representative shall encourage the expansion of existing and new vocational facilities and services.

*Retain Policy I.3.3.6 The Chamber provides this function. Vocational and technical training is available at St. Johns River Community College and St. Augustine Technical Center.*

**Objective I.3.4:** The designated economic development representative shall compile and maintain a Targeted Industries List by December 1, 1997. This list shall be reviewed and updated periodically.

**Measure:** List available and up to date.

**Status:** The Chamber has stated that they have completed the compilation of a Target Industry list.

Target Industries are: paper conversion, fiberglass, concrete products, corrugated cardboard containers, plastics, metal fabrication, water-related (boats, fishing equipment, pool equipment), wood products, and steam-related (pet food, pharmaceuticals, etc.).

**Recommendation:** Amend Objective I.3.4 to . remove the date, as the Chamber of Commerce states that they have complied a Targeted Industries List. Change periodically to bi-annually. In the EAR

*amendments, update objective I.3.4 and supporting policies after reviewing to determine whether or not the language is appropriate for an objective and whether or not the policies are appropriate to implement the objective.*

**Policy I.3.4.1:** The County with its designated economic development representative shall establish and carry out the economic development marketing plan to recruit business and industry and shall incorporate into its annual budget a reasonable sum to fund implementation of the plan. The plan shall be reviewed periodically.

*Retain Policy I.3.4.1. The Chamber is the designated representative in carrying out the economic development program. The County has been providing funds annually.*

**Policy I.3.4.2:** The County through its designated economic development representative will undertake marketing efforts that may include advertising to attract business and industry.

*Retain Policy I.3.4.2. The Chamber provides this function.*

**Policy I.3.4.3:** Industries and businesses that are willing to participate in the training of skilled and unskilled workers through available local training sources, should be given a high priority and encouraged to located in Putnam County.

*Retain Policy I.3.4.3. The Chamber considers this in their efforts to locate new businesses.*