Economic Development Task Force
Tuesday, July 15, 2025 at 8:30 AM

City Commission Chambers
214 Sams Avenue, New Smyrna Beach, Florida 32168

I. CALL TO ORDER

A. Roll Call

II. CONSENT AGENDA

II.A Consider the approval of the meeting minutes from May 20, 2025.

III. PRESENTATIONS

III.A Presentation from Debbie Meihls, President & CEO & Film Commissioner, New Smyrna Beach Area Visitors Bureau. Economic Impact of Tourism and Visitor Profile.
None at this time

IV. PUBLIC PARTICIPATION

V. OLD BUSINESS

V.A Review Economic Development Task Force Duties and Responsibilities
Recommendation to City Commission to be determined

VI. NEW BUSINESS

VII. BOARD MEMBER COMMENTS

VIII. REPORTS AND COMMUNICATIONS

VIII.A Review and Discuss Economic Impact of Aviation and Aerospace
None at this time

VIII.B Review and Discuss Economic Impact of Tourism
None at this time

VIII.C Review Florida Economic Forecast 2024 - 20230
None at this time

VIII.D Director's Report
None at this time

IX. FUTURE AGENDA ITEMS

X. ADJOURNMENT

Pursuant to Florida Statutes 286.0105, if an individual decides to appeal any decision made by the board, agency or commission of the City of New Smyrna Beach with respect to any matter considered at this meeting, a record of the proceedings will be required and the individual will need to ensure that a verbatim transcript of the proceedings is made, which record includes the testimony and evidence upon which the appeal is based. Such person must provide a method for recording the proceedings.

In accordance with the Americans with Disabilities Act, persons needing assistance to participate in any of these proceedings should contact the City Clerk's office in person or by mail at 210 Sams Avenue, New Smyrna Beach, Florida 32168, (386) 410-2630, prior to the meeting.

THE CITY OF NEW SMYRNA BEACH - CRA/ECONOMIC DEVELOPMENT

CONSIDER THE APPROVAL OF THE MEETING MINUTES FROM MAY 20, 2025.

July 15, 2025

Background:
Staff recommends approval.

Findings:
N/A

Fiscal Analysis:
N/A

Strategic Plan Item:
No

Staff Report Created By: Samantha Bergeron - CRA / Economic Development Director

Attachments:

05.20.25 EDTF Minutes.pdf

Economic Development Task Force
Tuesday, May 20, 2025
Meeting Minutes

I. CALL TO ORDER

As duly advertised as required by law, the meeting of the Economic Development Task Force was conducted on Tuesday, May 20, 2025, at the City Commission Chambers, 214 Sams Avenue, New Smyrna Beach, Florida 32168

Chair John Joaquin called the meeting to order at 8:30 am

Present: Chair John Joaquin, Vice Chair Jesse Romero, and Member Charles Tagman,
Absent: Member David McKenna and Member Diana Puhl

II. CONSENT AGENDA

II.A Consider the adoption of the Economic Development Task Force Minutes from the meeting held on April 15, 2025

Motion:
Member Romero moved to approve the meeting minutes from April 15, 2025. Member Tagman seconded the motion, and the motion carried unanimously.

III. PRESENTATIONS

Video of Deering Park Innovation Center and the concept behind it.

IV. PUBLIC PARTICIPATION

Crystal Saylor, a local resident spoke regarding the need to focus on existing commercial properties and how they can be redeveloped**.** She suggested creating an inventory of

vacant commercial spaces as a guide for potential businesses.

Steven Mendygral, Mobility and Parking Director introduced himself.

Member Romero stated that residents should be considered first regarding parking, and the issues facing residential parking. Mr. Mendygral stated he has not had time to consider the issues since this is his first week on the job.

V. OLD BUSINESS

V.A Deering Park Innovation Center Discussion: City Commission Meeting Decision May 13, 2025, Video from Abacoa and Alton Visit Deering Park Shaping the Future of Southeast Volusia – YouTube Next Steps

Chair Joaquin made note that this project was approved by the Planning and Zoning Board, and he felt this project would bring growth and higher paying jobs to the area. He indicated that the city would be affected by traffic coming from Edgewater and trying to stay as a cloistered town with no development will not stop the additional impact to this community, and without the benefit of additional resources. Vice Chair Romero was skeptical of the project and has concerns that a hotel will be built. He spoke about a timeline and how task force members could assist with the process. Mrs. Bergeron explained to the members the reasoning for asking Deering Park to come north to New Smyrna Beach so that we could add industrial spaces with the objective to garner businesses and leads to attract the higher paying jobs to include aviation and aerospace technology.

Mrs. Bergeron showed a presentation that explained the concept behind Deering Park in Edgewater and Deering Park Innovation Center in New Smyrna Beach with comparison to development in South Florida to include Abacoa, Jupiter, Alton, and Palm Beach Gardens. These communities have set benchmarks for balance and sustainability.

Member Tagman spoke of his concerns trusting that the developer/property owner's will do what they say, and he made a comparison to The Villages and the issues regarding the responsibility of overseeing that the original concept stays in place if there is a change in ownership. Chair Joaquin advocated for the property owner/developer.

V.B Review Economic Development Task Force Duties and Responsibilities

Mrs. Bergeron suggested that this item be tabled until the next meeting when all members can be present.

VI. NEW BUSINESS

Vice Chair Romero asked about the Hyatt on 3rd Avenue, the hospital, and the utility building and what is the future for those buildings?

Mrs. Bergeron indicated that the Utilities Commission is not ready for any changes at this time as well as the hospital and the processes that need to be addressed for any type of changes with these properties. She indicated that any changes are not going to happen any time soon.

VII. BOARD MEMBER COMMENTS

None

VIII. REPORTS AND COMMUNICATIONS

Mrs. Bergeron indicated that members have the May 2025 "In the Loop" Economic Development Newsletter in their agenda packet. She explained what information was included in every issue. She also explained how to access the different maps on the city's website and how to navigate them. She mentioned that Volusia Business Resources is bringing a free small business workshop to New Smyrna Beach at the Brannon Center on June 18, 2025, and she asked members to mark their calendars for the Southeast Chamber of Commerce Economic Development Summit which is scheduled for October 23, 2025 at 8:00 am-1:00 pm. Members can suggest items to place on the agenda. She mentioned that on April 22, 2025, the Commission approved the consultant contract with Kimley Horn to update both the Comprehensive Economic Development Strategy as well as the Community Redevelopment Agency Plan. Public meetings will start some time in September for members to add any impute or insights.

IX. FUTURE AGENDA ITEMS

Task members will take the month of June off and reconvene in July.

Motion:

Member Romero moved to take the month of June 2025 off.
Member Tagman seconded the motion, and the motion carried unanimously.

X. ADJOURNMENT

As there was no further business to discuss, Chair Joaquin adjourned the meeting at 9:29 AM.

THE CITY OF NEW SMYRNA BEACH - CRA/ECONOMIC DEVELOPMENT

PRESENTATION FROM DEBBIE MEIHLS, PRESIDENT & CEO & FILM COMMISSIONER, NEW SMYRNA BEACH AREA VISITORS BUREAU. ECONOMIC IMPACT OF TOURISM AND VISITOR PROFILE.

July 15, 2025

Background:

The Southeast Volusia Advertising Authority (SEVAA), also known as New Smyrna Beach Area Visitors Bureau, operates as a 503(C) Non-profit, a political subdivision of Volusia County government under the legal framework of a tourist development council (TDC). In Volusia County, The Ocean Center is designated as the collector of the Tourism Development Tax (TDT) and the Destination Marketing Organization (SEVAA/NSBAVB) is designated at the Convention Development Tax (CDT). Established to promote tourism and economic development in the Southeast Volusia region, SEVAA is governed by the laws and regulations set forth by the State of Florida.

Legal Status

SEVAA functions as a special district under Chapter 125, Part II, Florida Statutes, which outlines the establishment and operations of tourist development councils. Special districts like SEVAA are created to address specific needs within a community, such as promoting tourism, and they possess a distinct legal status separate from other local government entities.

Funding Mechanism

One of the key aspects of SEVAA's legal structure is its funding mechanism. The organization is funded through a designated tourist development tax, also known as the "bed tax" or "tourist tax." This tax is imposed on short-term accommodations, such as hotels and vacation rentals, and the revenue generated is earmarked for promoting tourism and enhancing the local visitor experience.

Board of Directors

SEVAA is overseen by a seven person Board of Directors, whose members are appointed by the Volusia County Council. The composition of the board may include representatives from the tourism industry, local businesses, and community leaders. The board plays a crucial role in making decisions related to the allocation of funds, strategic planning, and the overall direction of SEVAA's initiatives.

Statutory Authority

The legal authority for SEVAA is derived from the Florida Statutes, specifically Chapter 125, Part II, which outlines the powers, responsibilities, and limitations of tourist development councils. This statutory framework empowers SEVAA to engage in marketing and promotional activities, conduct market research, and collaborate with local businesses to enhance the tourism industry within the Southeast Volusia region.

Accountability and Transparency

As a non-profit quasi-governmental entity, SEVAA is accountable to the public and is subject to transparency measures. The organization is typically required to adhere to open meeting laws, allowing the community to stay informed about its activities. Additionally, SEVAA is often required to submit regular reports and financial statements to ensure accountability in the use of tourist development tax revenues.

In summary, the legal structure of the Southeast Volusia Advertising Authority is rooted in the statutory framework of tourist development councils in the State of Florida. Through this structure, SEVAA fulfills its mission of promoting tourism, fostering economic development, and enhancing the overall visitor experience in the Southeast Volusia region.

Findings:
To Be Presented

Fiscal Analysis:
To be presented

Strategic Plan Item:
No

Staff Report Created By: Samantha Bergeron - CRA / Economic Development Director

THE CITY OF NEW SMYRNA BEACH - CRA/ECONOMIC DEVELOPMENT

REVIEW ECONOMIC DEVELOPMENT TASK FORCE DUTIES AND RESPONSIBILITIES

July 15, 2025

Background:

The Economic Development Task Force was established by Resolution 27-22 on June 14, 2022 with a mission of identifying strategies and techniques to achieve the City's economic development strategic goals and objectives.

Discuss items that have been completed, revised and remain

Findings:

To be discussed

Fiscal Analysis:

N/A

Strategic Plan Item:

Yes

Staff Report Created By: Samantha Bergeron - CRA / Economic Development Director

Attachments:

2020 Strategic Plan Summary_July 14 2020.pdf
SEV Economic Development Plan_10.12.22_Latest.pdf
EDTF Duties and Responsibilities 12-11-23.pdf
Final 2019 Plan without attachments.pdf

New Smyrna Beach
2020 Strategic Planning Summary

Final Report July 14, 2020

gai consultants

COMMUNITY SOLUTIONS GROUP

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- Transportation & Circulation 10

Final Report:
July 14, 2020



EXECUTIVE SUMMARY

In December, 2019 the City of New Smyrna Beach held several community conversations with the purpose of gathering Public Input, Staff Perspective and City Commission Review of potential strategic areas of community focus for 2020 and beyond. More specifically, the objective of the City Commission was to identify a framework for high level topics of common interest to the public; strategic to the general community dialogue about the overall direction and future of New Smyrna Beach above the day to day business of government management and budget requirements. The City of New Smyrna Beach utilized the competitive solicitation process to identify an appropriate facilitator for this effort and selected GAI's Community Solutions Group (CSG) to assist.

Working with Staff, CSG developed several tools and techniques to allow for focused community input. This included a series of Commissioner one on one Interviews and a staff round-table discussion on December 3, 2019. This was followed by evening open house Public Meetings on December 5 and 9 at the Brannon Center. The open houses were identical in format: A short presentation, followed by 4 Activity Stations that allowed participants provide information about priorities and concerns in different formats. Finally, additional values, mission and vision statements were submitted to the City by the New Smyrna Beach Residents Coalition. Taken together, all this information was compiled and formatted for presentation and discussion with the City Commission in a full day workshop session on December 12, 2019. At the end of the open session, members of the Public who attended made public comment that the overall discussion was productive and insightful, and these sentiments were echoed by the Commission as successful, and a desirable model for future strategic discussions.

The results of the work focus on five consensus Strategic Topics:

1. **Communication and Trust**
2. **Quality of Life Measures**
3. **Growth Management**
4. **Environment & Resiliency**
5. **Transportation & Circulation**

Following the workshop, the Strategic Topics were developed with Mission Statement language and preliminary goals, outcomes or actions as delineated in the Commission workshop. The City Staff has worked to organize these Strategic Topics and the associated initiatives into a **2020 Strategic Framework** that can serve as a living document to track progress as well as emergent ideas over time. Each Strategic Topic includes categories of Action: Technology, Administrative, Social and Construction. This completed Strategic Framework tool can be tracked and updated over time to allow for the management of the Topics through ongoing progress, benchmarks and metrics.

The balance of this report summarizes the steps and detailed thoughts that came out of these focused discussions in December, 2019 as the City leadership has continued to build the Framework for actions and ongoing program, even in the face of recent challenges with COVID-19 protocols and the associated community stewardship.

Additional detailed information about the results and meeting Presentations can be found in the Appendix

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LISTENING & LEARNING:
COMMUNITY INPUT

On December 5th and 9th, CSG conducted identical 2-hour community input meetings designed to collect community input about fundamental values of New Smyrna Beach. Between the two meetings, over 60 members of the community attended. After a short introduction, the attendees were free participate in 4 Active Input stations that focused on the New Smyrna Beach:



1. **Quality of Life,** captured through a questionnaire:
   a. What does Quality of Life mean to you?
   b. What are the Top Factors that support Quality of Life?
   c. How would you measure Quality of Life?

2. **Desired Community Services,** as measured through a 'spending' exercise that allowed each participant (10) $1 NSB Dollars, to put in one of 7 buckets with notes regarding the need:
   a. Parks (11%)
   b. Public Safety (9%)
   c. Environment (22%)
   d. Infrastructure (25%)
   e. Neighborhoods (18%)
   f. Maintenance (13%
   g. Other (2%)



3. **Communication Strategies** as measured through a questionnaire:
   a. Where do you currently get your information?
   b. What are the most important things to know?
   c. What would be the best way for you to be informed?

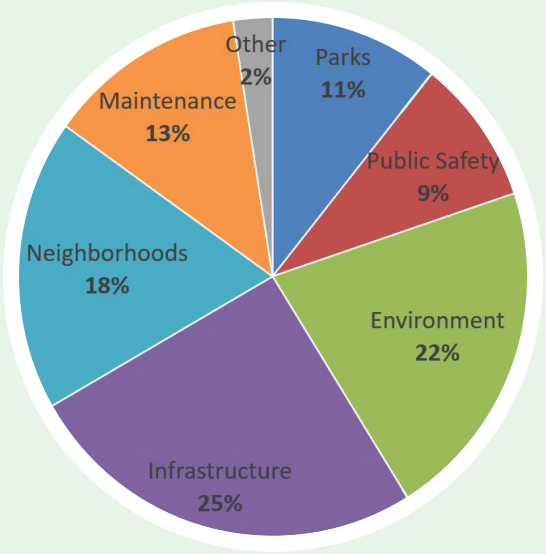
4. **New Smyrna Places,** noted on a live GIS touch screen that allowed participants to make specific input comments at specific geographic locations that were instantly recorded in our 'Story Map'.

The meetings were run in an 'open house' format that allowed participants to arrive on their own schedule during the 2 hour time block, participate as needed and speak directly to the CSG team, while also contributing to the exercises, which often led to productive discussion between residents. The sessions were generally high energy with a lot of conversation and movement.

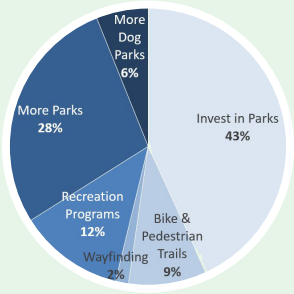




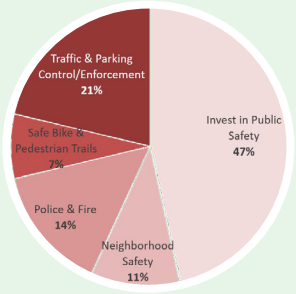
TAX DOLLAR INVESTMENT- PUBLIC ENGAGEMENT ACTIVITY



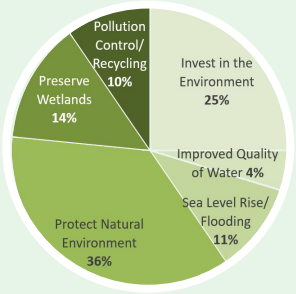
PARKS



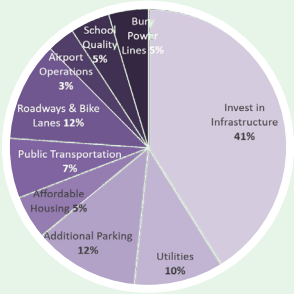
PUBLIC SAFETY



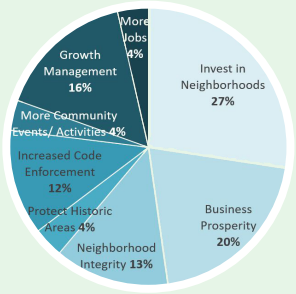
ENVIRONMENT



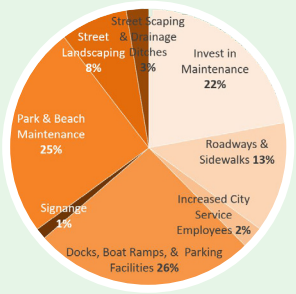
INFRASTRUCTURE



NEIGHBORHOODS



MAINTENANCE

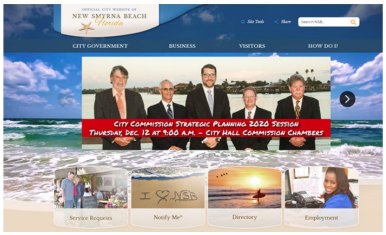


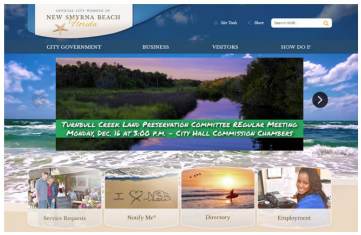
COMMUNICATION STRATEGIES INPUT

Current Information Source:
NSB Website (25%), Local Papers, Email, Facebook

Preferred Source of Information:
Website (23%), Emails, Public Mtg Minutes, Newsletter, Social Media

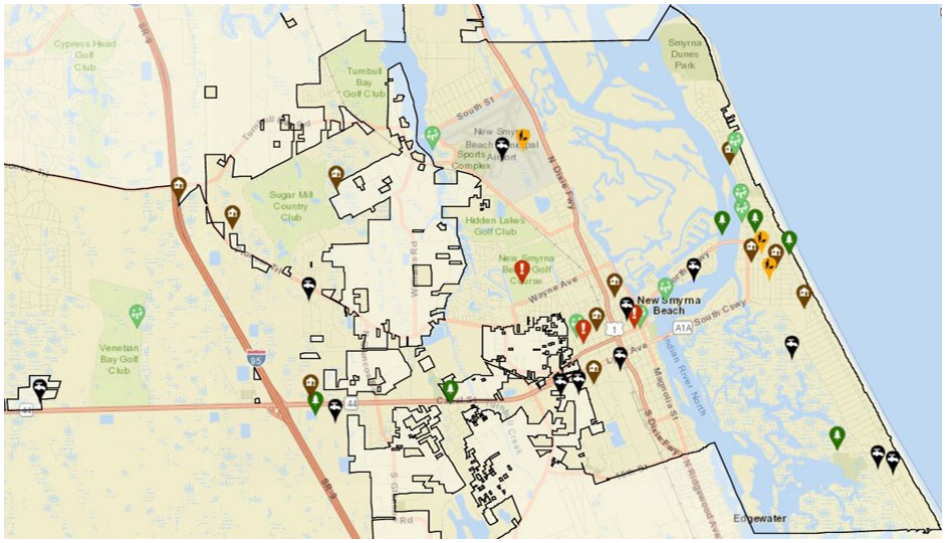
What's Most Important to Know?
New Development and Proposed Projects (29%)
Meeting Minutes / Dates / Locations (23%)
Events Calendar (11%)
How the City is Protecting the Environment (10%)











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LISTENING & LEARNING:
COMMISSION & STAFF INPUT

Parallel to the Public Meetings, the CSG team met individually with each Commissioner, including the Mayor and Vice Mayor for about 45 minutes. Additionally, we conducted a 90-minute roundtable discussion with City Department Heads. These sessions were prefaced by a questionnaire and SWOT analysis for all participants to complete prior to the face to face meetings.

The Questions for discussion during face to face meetings were (in order):

1. What are the 3 most important Strategic Issues to the future of New Smyrna Beach?
2. What are your Goals and Expectations for 2020?
3. How would you measure Progress against your top issues?
4. What are your objectives for this Strategic Planning Process?
5. What input / feedback from the Public is most valuable to you in this Process?
6. Other key thoughts going into the process?
   - Confirmation of Themes?
   - Aspirational Mission Statement by Theme?
   - Measures of Progress by Theme?
   - Broad Vision for the future of New Smyrna Beach?
   - Other?

SWOT Analysis was then completed on Following Page as an exercise:

Please fill in any thoughts you may have about the Strengths, Weaknesses, Opportunities and Threats to the sustainable future of New Smyrna Beach:

This input and the ensuing face to face meetings allowed our team to develop a Table of Top Issues for the Commission and for the Department heads which could become part of the overall picture of Strategic Topics for this effort.

	Issues	Commissioners A	B	C	D	E	Dept. Directors
INFRASTRUCTURE	Parking	•	•			•	•
	Transportation/Traffic	•	•	•	•		•
	Technology Improvements	•					•
	Stormwater				•		
	Affordable Housing		•			•	•
	Eliminate Septic/Extend Sewer Lines				•	•	
	Bike & Pedestrian Network				•		•
ENVIRONMENT	Sea Level Rise		•		•	•	•
	Wetland Management		•		•		
	Open Space Preservation		•		•	•	•
	Pollution Management		•				
	Water Quality				•		•
MAINTENANCE	Consolidate Facilities with UC		•				
	Maintain Public Facilities						•
	Maintain Aging Infrastructure						•
	Replace/Repair Fishing Piers						•
PARKS	Civic Center (Out West)		•				
	Recreation Programming						•
	More Parks						•
PUBLIC SAFETY	Police & Fire Staffing				•		
	Traffic & Parking Enforcement				•		
	Eliminate Open Camping, Panhandling, Vagrancy						•
	Enhance Emergency Response						•

	Issues	Commissioners A	B	C	D	E	Dept. Directors
NEIGHBORHOODS	Growth Management	•		•	•	•	•
	LDR Updates		•	•			•
	Building Elevation		•				
	Attracting Quality Businesses			•			•
	US 1 CRA Redevelopment & Initiatives			•			•
	Encourage Local Small Businesses				•		
	Elimination of Enclaves					•	
	Prioritize Redevelopment						•
COMMUNICATION	Citizen/Customer Satisfaction	•					•
	Public Awareness Campaign	•	•		•		•
	Transparency		•			•	•
	Marketing & Branding		•				
BUDGET & FINANCE	Recession Sustainability	•					
	Maintain Millage Rate		•				
	Pursue Grant Opportunities		•				
	Employee Compensation				•		•
GOVERNMENTAL	Employee Retention & Recruitment				•		•
	Collaborate with UC, County & Neighboring Cities						•
	Departmental Collaboration						•
	Disaster Recovery						•
	Improve Plan & Permit Review Time						•
	Financial Systems & Reporting						•

Additional Community Input:

A final layer of useful input was provided by two groups: The New Smyrna Beach Residents' Coalition (NSBRC) and the Cleveland Focus Group.

This included a strategic Focus on four Top Priorities:

1. Preserving the historic areas of New Smyrna Beach
2. Protecting and expanding the city's small, one-of-a-kind businesses
3. Leveraging current city assets to support robust economic development
4. Defining development in a manner consistent with our small-town image

Detailed recommendations were given for each priority and incorporated into the over community input of the project.

The Cleveland Focus Group consisting of twelve community members representing small business, medical, construction, art, development and manufacturing sectors provided well-articulated Core, Value and Mission statements. These items were accepted by the City Manager and were presented to the City Commission in the December 12 workshop. These further added to the building blocks of the Strategic Framework and resulting Actions found at the conclusion of this document.

NSB CORE VALUE STATEMENT

All who represent the City of New Smyrna Beach are charged with the following Core Values:

I ACT

Integrity: We are honest, trustworthy and ethical in all actions.

Accountability: We take ownership and are responsible for our conduct and decisions.

Communication: We commit to the transparent, timely and collaborative exchange of information which provide opportunities to educate citizens and receive feedback.

Teamwork: We will work together embracing our differences to achieve the common good.

NSB VISION STATEMENT

New Smyrna Beach is an inclusive community where businesses and residents work in joint stewardship to sustain our unique coastal lifestyle, natural resources and cultural vibrance for generation to come.

NSB MISSION STATEMENT

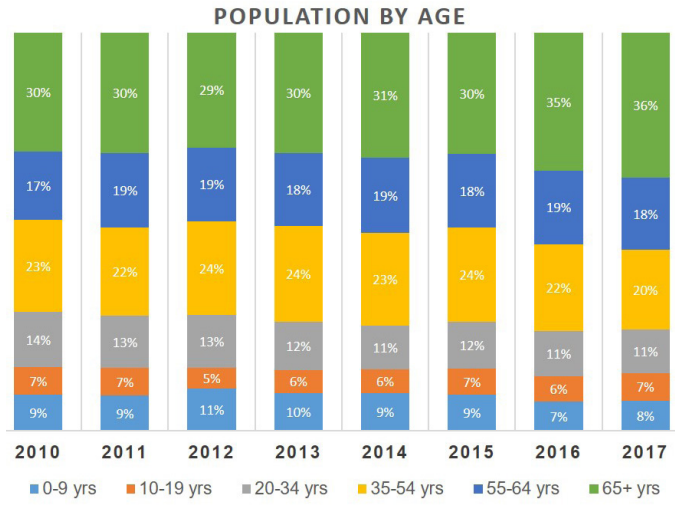
The City of New Smyrna Beach will provide the leadership to achieve our vision in a professional and fiscally responsible manner in order to preserve our unique quality of life and enhance the value of where we live, work, play and conduct business.

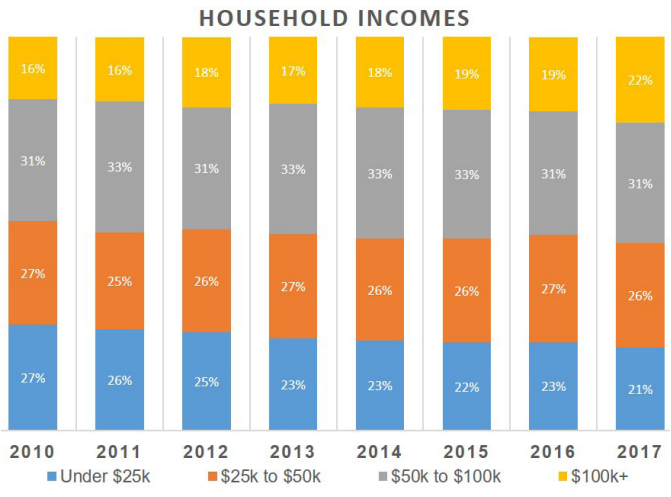
Facilitator Preparation for Workshop:

In addition to collating and tabulating all the community input, CDG also review some high level demographic information to provide a snapshot of the New Smyrna Beach community for reference in the Commission Discussion.

Population Growth

2010	2017	Avg. Annual Growth Rate
22,540	25,103	1.6%





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SYNTHESIS: **COMMISSION WORKSHOP**

Acting as a presenter and facilitator, CSG presented the shared findings of all the community input, including the Public Meetings, Commissioner Interviews and Staff Department Director comments. Six Broad Themes were presented and discussed in detail in a full day work session on December 12, 2019. Each Theme was presented in detail by the Facilitator, and then each commissioner actively engaged in reaction, refinement and starter ideas.

The format for the day was 'Scan, Focus, Act'. SCAN: The input summary findings were reviewed by the facilitator so that each Commissioner was presented with the same information. FOCUS: Allowed each commissioner to speak to the Six Broad Themes with both personal observations and mission driven initiatives. ACT: Narrowed the approach to each of the Themes into specific 'starter ideas' that could be used to build the Strategic Action Plan.

As the afternoon proceeded towards more focused thinking, the 6 Themes were consolidated to 5 Strategic Framework elements, with preliminary actions ('starter ideas'). The public attendees were then given opportunity to comment on the workshop discussion, and there was general consensus regarding the quality of Commission dialogue and that this type of focused, but broad conversation regarding challenges, opportunities and ideas for the City was highly productive. All parties suggested that some additional similar sessions could / should be scheduled to continue to push momentum on key subjects.

LOOKING AT **STRATEGIC FRAMEWORKS** FOR THE CITY OF NEW SMYRNA BEACH

New Smyrna Beach is a community of character and quality that has been established over decades and continues today as a coastal community of choice. The 'challenges' that NSB faces are largely issues of success. The passion that is expressed about opportunities and issues in NSB are a result of a highly engaged community, staff and commission that want the community to continue to be a distinct and special place for future generations. Within the following pages are the combined Framework Topics, with Mission Statement, Discussion Detail and initial Starter Ideas / Actions.



COMMUNICATION



QUALITY OF LIFE



GROWTH MANAGEMENT



ENVIRONMENT



TRANSPORTATION

1. COMMUNICATION & TRUST

a. Mission: New Smyrna Beach will be a community of trust, transparency, inclusion and respect so that potential opportunities and complex issues can be discussed in a thoughtful and balanced way for the future of New Smyrna Beach.

Discussion and Intent:

i. Recognition that there are many trade-offs in virtually any topic affecting NSB, and that solutions need to reconcile many competing interests. Single minded viewpoints often do not adequately represent the true interconnection of environmental, economic, social and cultural factors at hand. The objective of the community, City staff and Commission is to set a fair and constructive platform to discuss the shared future.

b. Starter Ideas / Actions:

i. Significant Social Media and Website reconstruction is nearly ready!

ii. More Regular Commission workshop sessions to discuss Strategic Topics.

iii. Develop a ***Statistically Valid Survey*** to benchmark community attitudes across a range of topics and by sub-areas and demographics, etc. Administer regularly (bi-annual?) to understand trends over time.

iv. Reach out to include the historic Westside neighborhoods.

v. Reach out to better include the new development neighborhoods on I-95/SR 44

vi. Virtual Town Halls via Social Media / Livestreaming.

vii. An ***Interactive City Map*** (story map) of current City projects & initiatives as well as a centralized location for objective, factual information regarding issues of shared concern.

viii. ***Measure*** Social Media and Community Participation.

ix. ***Measure*** Diversity participation, all demographics at public events.

x. Maintain and build the Email Database.



2. QUALITY OF LIFE MEASURES

a. Mission: New Smyrna Beach will preserve and enhance the shared quality of community life across the spectrum of physical / environmental, economic opportunity and social / cultural aspects of the community.

Discussion and Intent:

i. The community consistently references the 'charm and character' of New Smyrna Beach. These characteristics are hard to define because they relate to many diverse perceptions, including: parks and environmental access, scale and style of historic buildings, lively Main Streets with locally owned / authentic retail, walkable streets, community facilities for local use, friendly personal interactions and social fabric, community events, etc.

ii. Quality of Life includes Community Services as well as quality of Communication because these set the tone for shared interactions.

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iii. It is important that the quality of life measures are enjoyed by all members of the community (beachside, land side/town, western development).

iv. There is a fear that these qualities (and others) are threatened by change, and particularly with development growth and environmental degradation.

v. However, for New Smyrna Beach to maintain its character and current levels of service (including vital public safety services), there must be economic viability and long-term fiscal sustainability to fund those services. New Smyrna Beach needs to be competitive in the field for quality employees and services. (Services cost money and NSB has one of the lowest tax rates in Volusia County).

vi. New Smyrna has seen a recent increase in homeless population due (in part) to policies of other jurisdictions.

vii. New Smyrna Beach is viewed by some as 'playing catchup' and not getting in front of difficult issues. This may be due to financial limitations, staff capacity or inability to proactively discuss challenges constructively and move toward viable actions.

viii. While all strategies will require funding, lending rates today are very low.

b. Starter Ideas / Actions:

i. ***Clear metrics*** information on basic City performance data such as police / fire calls, traffic safety, utilities, build permits, etc.

ii. Can we ***develop metrics*** on identified quality of life / character items such as park acreage, water access, historic buildings, tree canopy, bike / ped activity, utilization of community buildings / facilities, etc. and then work to find pops to grow?

iii. Develop a strategic working group regarding homeless issues, services and peer city success models. Services, Programs and Ordinances. This requires a shared / partnered approach (NSB can't lead or fund this issue by itself).

iv. Potential use and water access at the former Administrative Office Building site.

v. Develop programs to support local businesses and/or 'live where you work' programs.

vi. Capitalize on the new western conservation lands acquisition (Turnbull Creek) and explore opportunities for passive ecology-based recreation. Explore other proximate opportunities for parks, trails and conservation lands. Connected natural lands are a priority.

vii. Explore needs to bring additional community services (community center?) to the new western neighborhoods to establish a growing presence of NSB community service as the region develops.



3. **GROWTH MANAGEMENT** (BEACH, TOWN & WEST AREAS)

a. Mission: New Smyrna Beach will accommodate new growth and investment while maintaining its' distinct community character, quality of life and environmental resiliency.

Discussion and Intent:

i. New Smyrna Beach has a long history of concern regarding growth, from both a character & design point of view, as well regarding community impacts (traffic, environmental impacts, access to open space & water).

ii. It is important to recognize that areas of New Smyrna Beach have gone through 'cycles' of investment and disinvestment over decades, and past developments have included areas that

today could be viewed as both 'contributing' or 'not-contributing' to community character. Valuing the physical, economic and social qualities of development have always been a discussion with many shades of grey.

iii. Today, New Smyrna Beach is an attractive and popular location along the Beach, in the traditional Town and along SR 44 and western properties for market-based real estate investment. Many of the western properties have long-vested development rights that are now becoming actionable by the land owners due to regional growth market forces.

iv. That said, there are some areas of New Smyrna Beach that could be viewed as 'underperforming assets', such as portions of the US1 Corridor.

v. The activity in the real estate market and general construction industry has resulted in a challenge for 'attainable' workforce housing in the city. It is difficult for new construction to offer products that are attainable to the middle class. This situation is not confined to New Smyrna Beach.

vi. There is a perception that the City regulatory structure & codes may be out of date and out of step with the emerging trends and activity.

vii. Therefore, the community, staff and leaders recognize that growth is an area that requires thoughtful discussion and proactive efforts to achieve the beneficial outcomes that manage growth, create economic opportunity and services while maintaining character and sense of place for future generations.

b. Starter Ideas / Actions:

i. Update the land development / zoning code (LDC), particularly examining several issues:
   1. Residential and neighborhood design standards, especially for new western development
   2. Required open space and community service elements.
   3. Building Form (including height) as opposed to Density measures
   4. Commercial design, site planning and buffers
   5. Parking requirements

ii. Consider a SR 44 Corridor Plan to address commercial development and character along the corridor.
   1. US1 to Wallace Road is one 'place type'
   2. Wallace Road to I-95 is a different 'place type', and west of I-95 may be a 3rd 'place-type'.

iii. Develop a working group on Attainable Housing. This may be done in conjunction with the LDC work.



iv. Get 'in front' of Western Growth, particularly regarding development standards (LDC) and Community Infrastructure. Possible sector plan?
   1. Community Infrastructure may include: Environmental Open Space, parks and recreation, community services, police / fire, transportation circulation, utility service, etc.
   2. Design Standards may include revised LDC, as well as more detailed visual and written descriptions from the developers regarding their master plans, architectural and landscape features and community character – including early phase implication for community elements.

v. Incorporate Utility Commission representation in strategic planning initiatives in order to better link the ***City Future Land Use vision with the UC delivery strategy.***

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4. ENVIRONMENT & RESILIENCY

a. Mission: New Smyrna Beach will be resilient to Climate Change, Sea Level Rise and other Environmental factors to protect both urban lands and natural ecosystems.

Discussion and Intent:

i. The issues include tidal impacts, storm surge, floodplain protection and stormwater management and water quality as well as native ecosystems and species habitat.

ii. The solutions must 'work with nature' in the sense that natural systems both buffer impacts and also process environmental impacts (such as storm water percolation, aquifer recharge, water quality, erosion, etc.).

iii. The strategy must consider both existing and future development.

iv. The strategy must consider emergency preparedness.

v. While all strategies will require funding, lending rates today are very low.

b. Starter Ideas / Actions:

i. Re-examine resiliency strategy for Coastal flood areas.

1. Examine current base flood elevation projection data and consider what appropriate standards should be for new construction elevation.
2. Identify opportunities for stormwater storage as well as stormwater flow so that potentially flood prone areas have less risk of long-term inundation.
3. Focus work efforts on inboard areas with highest probability for flooding and prolonged inundation.

ii. Examine opportunities for enhanced stormwater treatment and Best Management Practices (BMPs) for water quality prior to outfall, particularly to any rivers or streams.

iii. Develop BMP programs for low impact development, rain gardens, native plants and other techniques to address water quality and stormwater impacts across the City to limit point source impacts. Enhance the visual 'presence' of environmental BMPs to the community.

iv. Potential Stormwater Master Plan (?) to examine opportunities for regional stormwater management facilities that can substantially hold and treat stormwater for large areas, while also functioning as environmental park assets as well as economic development assets (multiple community benefits out of stormwater investments).

v. Connect Quality of Life Strategies with Environmental Resiliency ideas via protection and enhancement of natural features and environmental edges.

vi. Adopt a culture of environmental sustainability as part of the ethos of New Smyrna Beach.

5. TRANSPORTATION & CIRCULATION

a. Mission: New Smyrna Beach will move toward a more balanced, livable and multi-modal solutions to transportation and circulation that is safer and friendlier for pedestrians.

Discussion and Intent:

i. Local and Visitor Traffic continues to be a challenge. Large roads tend to move too fast to pedestrian and bicycle comfort, and smaller streets, particularly on the Beach side tend to be highly congested.

ii. Biking and Walking / Jogging are very popular exercise and recreation, yet local facilities are not fully connected, and some intersections clearly prioritize automobile needs.

iii. Parking is considered a concern, particularly on the Flagler Avenue retail street where space is limited.

iv. There is a perception by some that if one cannot park in front of their destination, there is a 'parking problem'.

v. Because of geography, there are only a few roads that provide regional access (US1 and SR 44) and only two bridge access points across the intracoastal waterway. Limited network concentrates traffic along these 'collector roads' as frustrating congestion points. In addition, these are FDOT roads and designated evacuation routes, so significant modifications are difficult.

vi. Society may be approaching a 'tipping point' with transportation technology where local alternatives may available that would improve conditions (such as rideshare, independent mobility (scooters, bikes), autonomous vehicles, etc.).

vii. There are clearly tradeoffs that New Smyrna Beach must evaluate. Larger, faster roads will serve regional traffic and regional access. Smaller roads will preserve opportunities for enhanced bicycle and pedestrian activity and maintain the scale and character of the existing historic patterns. However, smaller roads will require a community acceptance of slower moving traffic and increase automobile delay in order to preserve safety, pedestrian access and community scale.

b. Starter Ideas / Actions:

i. Enhance Roadway Character, slow driving behavior, increase pedestrian safety:

1. Implement pedestrian, bicycle and character enhancements to its large regional roads, including partnership (LAP funded) dollars with FDOT. This will enhance safety and beautify these large roads.
2. Identify opportunities for new local street sidewalk and bicycle enhancements, as well as opportunities to enhance / reconnect local street network (to distribute traffic).
3. Examine opportunities for Traffic Calming techniques to slow speeds and increase awareness of local character and pedestrian activity. Protect neighborhood safety with traffic calming.
4. Accept a measure of congestion and slow speeds in exchange for safety, beauty and walkability.



ii. Develop comprehensive solutions to Parking

1. Examine opportunities for 'park once' districts that allow for efficient parking and access to multiple locations.
2. Create designated loading zones for the historic retail main streets.
3. Explore partnerships for shared use parking facilities.

iii. Develop pilot projects for multi-modal mobility.

1. Ride Share Assisted Pedal-Bike Share and Scooter Share opportunities.
2. Local Shuttle / Circulators (with partnered funding?) to serve Main Street and Beach areas from targeted public parking.

Following the Drafting of the above Commission Discussion Notes, City Staff worked with the Facilitator to develop a refined Strategic Actions Framework tracker that could be managed as an on-line tool to manage progress against top actions. The Strategic Framework Tracker is also meant to be a 'living document' that can allow for new initiatives to be added to the Strategic Plan and managed towards action. This final Strategic Framework is on the following pages.

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CITY OF NEW SMYRNA BEACH
2020 STRATEGIC PLAN

2020 STRATEGIC PLAN

COMMUNICATION & TRUST

- More specific Commission workshop sessions on these identified strategic topics.
- Newly created city website launched Feb. 20, 2020.
- Develop a Community Survey for benchmarking.
- Facilitate stronger engagement and participation in Westside neighborhood community involvement.
- Facilitate constructive public involvement regarding development west of I-95, balancing community issues.
- Provide options for Virtual Town Halls via Social Media/ Livestreaming.
- Interactive City Map (story map) of current Private and Public Developments.
- Measure and Document Social Media and Community Participation.
- Promote Diversity participation, all demographics at public events.
- Maintain and build the Email Database.

QUALITY OF LIFE MEASURES

- Clear metrics for essential City Services Performance; (police/ fire calls, traffic safety, utilities, build permits, etc.)
- Develop clear metrics for identified Quality of Life/ Character factors (such as: historic buildings, tree canopy coverage, park acreage, utilization of community facilities, etc.)
- Develop a strategic working group and partnerships regarding homeless issues, services and peer city success models.
- Develop long range plan for Administrative Office Building site.
- Develop programs to support local businesses and/ or "live where you work" programs.
- Develop long range plan for Conservation Lands (Turnbull Creek Lands & Existing Lands)
- Explore needs to bring additional community services to the western (I-95) neighborhoods.

GROWTH MANAGEMENT

- Consider a SR 44 Corridor Plan to address commercial development and character along the corridor.
- Update the land development/ zoning code (LDC), particularly examining several issues:
  - 1. Residential and neighborhood design standards, especially for new western development.
  - 2. Required open space and community service elements.
  - 3. Building Form (including height) as opposed to Density measures.
  - 4. Commercial design, site planning and buffers.
  - 5. Parking requirements.
- Develop a working group on Attainable Housing.
- Proactively manage western growth through comprehensive planning, LDR amendments and partnerships between land owners, city and agencies.
- Engage the UC through increased collaboration for strategic and planning initiatives.

DRAFT

ENVIRONMENT & RESILIENCY

- Evaluate resiliency strategy for Coastal flood areas.
  - 1. Examine current base flood elevation projection data and consider what appropriate standards should be for new construction elevation.
  - 2. Identify opportunities for stormwater storage as well as stormwater flow so that potentially flood prone areas have less risk for long-term inundation.
  - 3. Focus work efforts on inboard areas with highest probability for flooding and prolonged inundation.
- Explore opportunities for enhanced stormwater treatment and Best Management Practices.
- Develop BMP programs for low impact development, rain gardens, native plants and other techniques to address water quality and stormwater impacts.
- Update Stormwater Master Plan to explore opportunities for regional stormwater management facilities.
- Promote a Culture of Environmental Sustainability in NSB.

TRANSPORTATION & CIRCULATION

- Enhance Roadway Character and livability.
  - 1. Promote pedestrian, bicycle and character enhancements to state and county roads.
  - 2. Identify opportunities for new local street sidewalk and bicycle enhancements.
  - 3. Pursue opportunities for local street and network connections.
  - 4. Explore opportunities for Traffic Calming techniques city-wide where requested.
  - 5. Accept a measure of congestion and slow speeds in exchange for safety, beauty, and walkability.
- Develop comprehensive solutions to Parking.
  - 1. Examine opportunities for 'park once' districts that allow for efficient parking and access to multiple locations.
  - 2. Create designated loading zones for the historic retail main streets.
  - 3. Explore partnerships for shared use parking facilities.
- Develop projects for multi-modal mobility.
  - 1. Develop program to implement Ride Share (Bike Share and Scooter Share).
  - 2. Continue to develop Local Shuttle to serve the Loop.

ACTION TYPE:

- TECHNOLOGY
- ADMINISTRATION
- SOCIAL
- CONSTRUCTION

JUNE 1, 2020

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Southeast Volusia Economic Development Strategic Plan 2022

Report prepared by East Central Florida Regional Planning Council

Southeast Volusia Economic Development Strategic Plan

2022

ECFRPC June 2022

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EXECUTIVE SUMMARY

The Southeast Volusia (SEV) County region, including the Cities of New Smyrna Beach, Oak Hill, and Edgewater, has unified in efforts to increase regional economic development. To promote collaboration, the SEV Chamber of Commerce conducted two leadership summits to build consensus and a deeper understanding of regional strengths, challenges, and opportunities. These strategic stakeholder engagement events, funded by an EDA Cares grant, included the participation of SEV cities, SEV Chamber of Commerce, Volusia County staff, Team Volusia, Southeast Volusia Manufacturing and Technology Coalition (SEVMTC), Southeast Volusia Advertising Authority, CEO Business Alliance, elected officials, several local businesses, education providers and the East Central Florida Regional Planning Council as discussion facilitators and to provide economic development and technical assistance support. As a result of these summits, and based on the culmination of work prior to and after these events, the SEV region has developed an overarching focal goal to increase and diversify the regional economy, to attract high-wage jobs by retaining and expanding a skillful and quality workforce to interest businesses and specific targeted industries that will provide with those desirable jobs, and that will be suitable for the region to grow and prosper in an innovative, sensible, and thriving way. In addition, this goal aims to protect the region's valuable natural resources and the region's quality of life. Overall, the efforts that facilitate implementation of the established goal provides for the consideration of SEV's people, places, and prosperity, emphasizing comprehensive community resilience building.

This SEV Economic Development Strategic Plan presents a regional analysis of SEV's demographic and occupational characteristics, employment profile, industry competitiveness, economic clusters, and challenges and opportunities. The analysis concludes with the established regional goal, five objectives, and a series of respective strategies and actions that work toward preparing for opportunities, pivoting from threats, addressing weaknesses, and reinforcing strengths to promote and increase regional economic development.



SEV Economic Development Summit, 2022 (Brannon Center)

Acknowledgement

This Economic Development Plan is based on a unified collaboration between the Cities of Edgewater, New Smyrna Beach, and Oak Hill, Volusia County, the Southeast Volusia Chamber, Team Volusia, and the Southeast Volusia Manufacturing and Technology Coalition . This report consists, in part, of information shared by the Southeast Volusia Manufacturing and Technology Coalition and its publications.

PURPOSE AND SCOPE

Combined as one economic community, distinctly dependent on each other yet each very unique, the Southeast Volusia region- composed of the City of New Smyrna Beach, the City of Edgewater, the City of Oak Hill, and Volusia County- has unified to address the challenge of recruiting companies that can help provide high-paying jobs and valuable industry development for the region. Thus, with this challenge in mind and the opportunity that this presents for regional economic growth, these governmental entities have collaborated to establish an economic development goal that aims to diversify the regional economy by attracting high-wage/high-value industries and jobs in those industries that have been identified as most compatible and competitive based on unique regional characteristics.

Southeast Volusia (SEV) is geographically, economically, and socially connected through common commercial, institutional, cultural, and recreational assets. In addition, this community shares valuable resources such as the Mosquito Lagoon, Atlantic seashore, Chamber of Commerce, and the largest contiguous industrial area in the county, to name a few. Hence, the region holds a variety of attractive site characteristics and quality of life attributes for businesses to consider when establishing or relocating their facilities. However, additional contributing factors such as a qualified workforce, accessible and adequate infrastructure, housing availability, vicinity to schools, and healthcare access play an essential role in decision-making processes in economic competitiveness and business development goals. Therefore, the SEV governing bodies have recognized the importance of a strategic plan focused on quality workforce development, funding and infrastructure, resilient and environmentally conscious land use, economic prosperity, and collaborative economic and industry growth efforts. Accordingly, the region will work to promote and propel the established desired goal by preparing for opportunities, pivoting from threats, addressing weaknesses, and reinforcing regional strengths. This plan, in addition, will serve to complement and support efforts from the SEV Manufacturing and Technology Coalition and regional marketing initiatives.

STRATEGIC PLAN GOAL

Continue working as one economic region to diversify the Southeast Volusia regional economy by attracting high-wage/high-value industries and jobs in aviation & aerospace; light (including manufacturing); boat building suppliers & marine equipment and services; medical; and corporate office industries.

REGIONALLY SHARED VISION

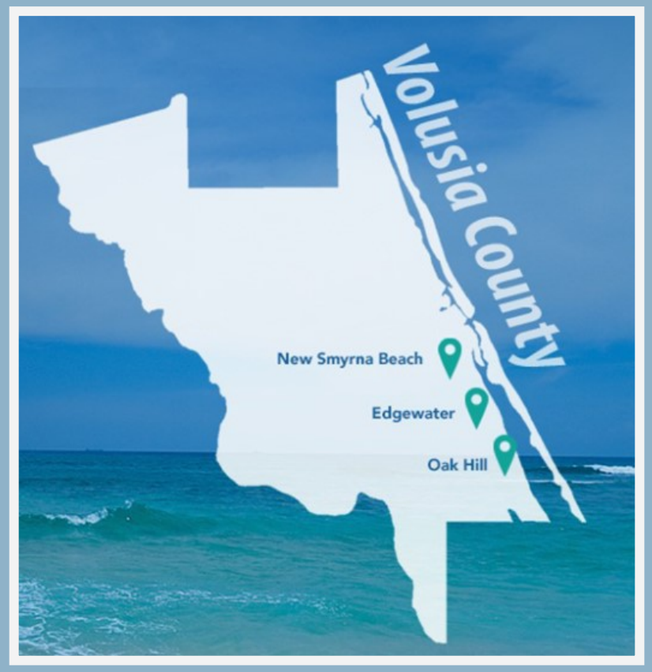
Southeast Volusia is recognized globally as competitive, business-friendly, economically strong community with a high quality of life.

ABOUT SOUTHEAST VOLUSIA (SEV)

Located by the Atlantic Ocean and north of Brevard County, the SEV region holds diverse and attractive characteristics that embrace wide-range economic development opportunities and conditions for overall great quality of life. Based on a SEV Strategic Marketing Plan initiative, the following regional attributes presented in this "About SEV" section have been identified. SEV offers a vast natural environment, world-class tourism/ecotourism experiences, and numerous recreational activities such as art, quality local restaurants, and quaint downtown districts for entertainment and retail.

In terms of education, the region offers excellent STEM program options- Edgewater Elementary Public School (the first elementary school in the State to become STEM) and Burns Sci Tech Charter School (NASA's Speakers Bureau Resource partner) - and quality post-secondary education, such as Daytona State College's New Smyrna Beach-Edgewater Campus. In addition, the region is near the Embry Riddle Aeronautical University campus, which also contributes with technical training and assistance opportunities for community building, workforce development, and industry recruitment.

Along with the many quality-of-life-related attributes, SEV also offers various economic influencing and location attractive qualities for businesses. For instance, the region is well-positioned to serve the aviation and aerospace industry. It is also a hub for boat and composite manufacturing, and it has a notable steel company presence. In addition, the region is also located in a prime area for aerospace supplier companies, near NASA and the Kennedy Space Center. Connectivity is also a key attribute of SEV for the business community. The region offers access to New Smyrna Beach Municipal Airport, Massey Ranch Airpark, Tully RV (private) airstrip, and Blue Ridge Flightpark (private) airport; and near Orlando International Airport (60 miles) and Daytona Beach International Airport.



SEV HIGHLIGHTS

- World class tourism and ecotourism area
- Quality educational opportunities
- Great quality of life components: art, outdoor activities, and quaint downtown districts
- HUB for manufacturing
- Well-positioned to serve the aviation and aerospace industry
- Access and close proximity to airports, port, rail, major connecting roads

ABOUT SEV (CONT.)

In terms of land and water transportation options, SEV has access to highway I-95, SR44 connection to highway I-4, US 1 route, Florida East Coast Railway, deep water Port Canaveral (90 miles away), Port of Jacksonville, Intracoastal Waterway, and soon access to additional and improved traffic arteries and connectors will be available.

Another notable attribute of the SEV region is the availability of site locations for businesses to build or relocate with great opportunities for financial success based on the many qualities previously stated. However, the site readiness and infrastructure availability is limited or slows site development and relocation opportunity. Thus, in order address this constrains, the SEV region has worked over the past years to develop strategies that will enhance area attributes and site readiness, and further promote economic development and industry growth.



Flagler Avenue


Atlantic Center for the Arts


Mosquito Lagoon

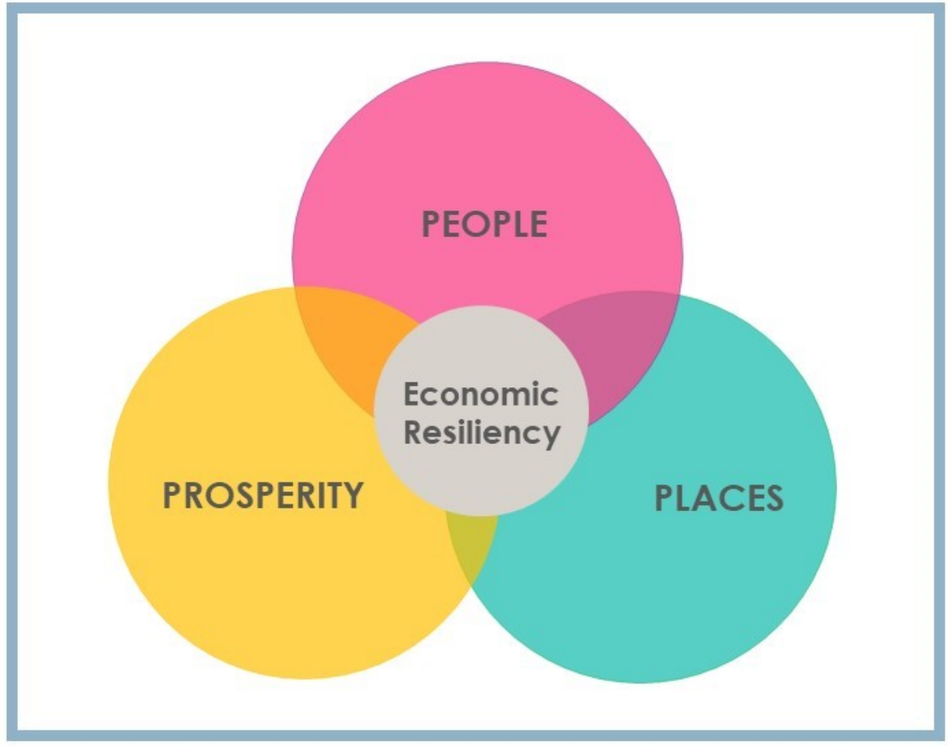
ECONOMIC FRAMEWORK

The East Central Florida Regional Planning Council (ECFRPC) has served as the region's Economic Development District since 2003. Through this partnership with the U.S. Economic Development Administration (EDA), the ECFRPC has helped communities and organizations attract more than $10 million in federal money to fund economic development projects. These include the Applied Aviation and Engineering Hangar at Embry Riddle University ($1 million) and infrastructure improvements to the Daytona Beach International Airport.

In order to access most EDA funding opportunities, economic development projects need to be compliant with the EDD's Comprehensive Economic Development Strategy (CEDS) document. A strategy-driven plan, the CEDS strives to create a resilient regional economy by fostering innovation, competitiveness, and industry diversification. The CEDS is developed with the assistance of a Strategy Committee comprised of members from the private and public sectors including economic development organizations, workforce development agencies, local governments, business leaders, higher education institutions, and private individuals. The East Central Florida CEDS document examines regional demographic and economic trends, measures the region's innovation capacity, identifies competitive industry clusters, and discusses the importance of place-based economics. The most updated version of the plan can be found at www.ecfrpc.org/economic development.

To address economic resiliency, the ECFRPC uses three pillars: People, Prosperity, and Places. The People factor addresses the general needs of the population, workforce, and local organizations to help foster social cohesion, inclusiveness, and community welfare. The Prosperity factor harnesses major industry assets and innovation systems to promote paths of upward social mobility, equity, and inclusive economic development. And finally, the Places factor focuses on the community's natural and built environments, infrastructure, place-based assets, local institutions, and governance systems to attract and retain economic activity, and improve the residents' health and well-being.

Resilience - The ability to *bounce forward*; absorb, recover, and get better in the face of short-term shocks like hurricanes or infrastructure failures and long-term stressors like affordable housing, aging infrastructure, shifting economic trends and climate change.



PEOPLE

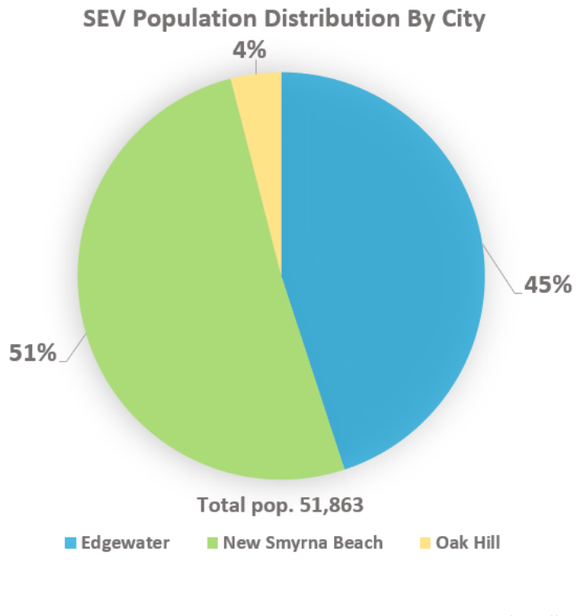
DEMOGRAPHIC CHARACTERISTICS

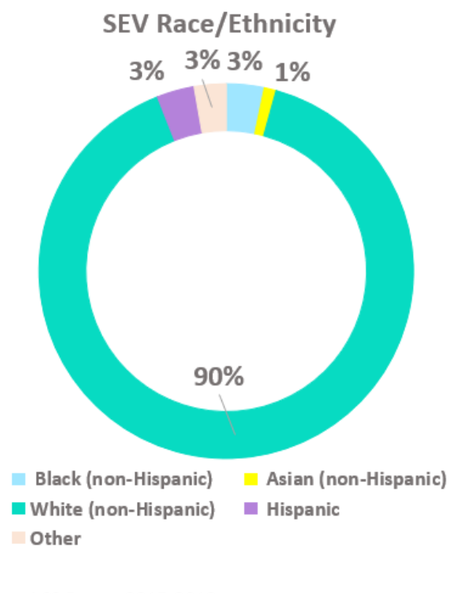
The Southeast Volusia (SEV) region is home to 51,863 people, which represents 10% of the County's population. Over half of the region's residents live within the City of New Smyrna Beach, with another 45% residing in Edgewater. The overwhelming majority of the region's residents are White/Non-Hispanic.

As a region, the female population makes up about 53% of the SEV residents from which 15% (4,098 residents) are 18 years old or younger, and 85% (23,578 residents) are 18 years old or older. The male population constitutes the remaining 47%, from which 14% (3,370 residents) are 18 years old or younger, and 86% (20,817 residents) are 18 years old or older. Fifty-three percent of the region's residents are of working age (18-64). When compared to Volusia, the SEV region has a lower percentage of young residents and a much higher proportion of retirees. The median age for each of the SEV cities is 51.1 in the City of Edgewater, 56.2 in the City of Oak Hill, and 59.3 in the City of New Smyrna Beach. The higher number of retirees within the SEV region explains why it has a lower labor force participation rate when compared to other jurisdictions.

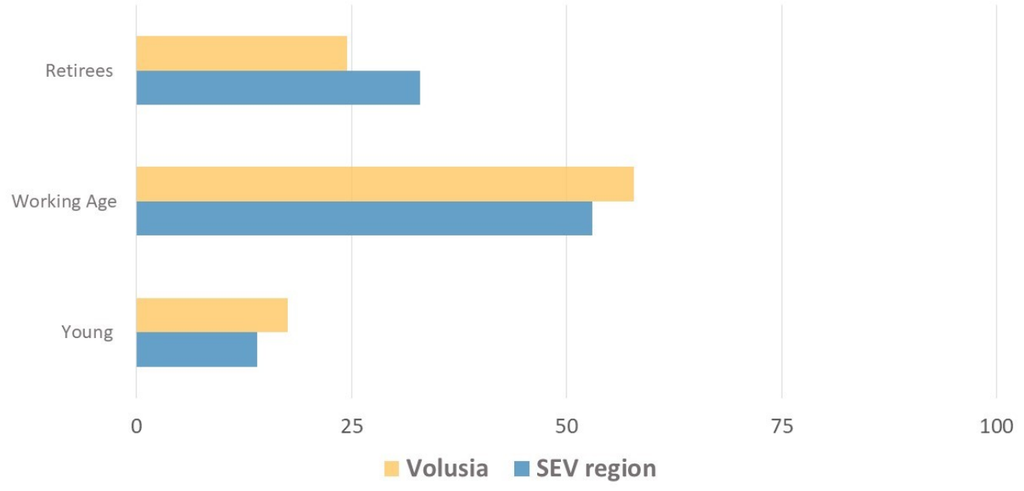
SEV Median Age By City		
Edgewater	New Smyrna Beach	Oak Hill
51.1	59.3	56.2

Source: mySidewalk, US Census ACS 5-year 2015-2019





Source: mySidewalk, US Census ACS 5-year 2015-2019



Source: mySidewalk, US Census ACS 5-year 2015-2019

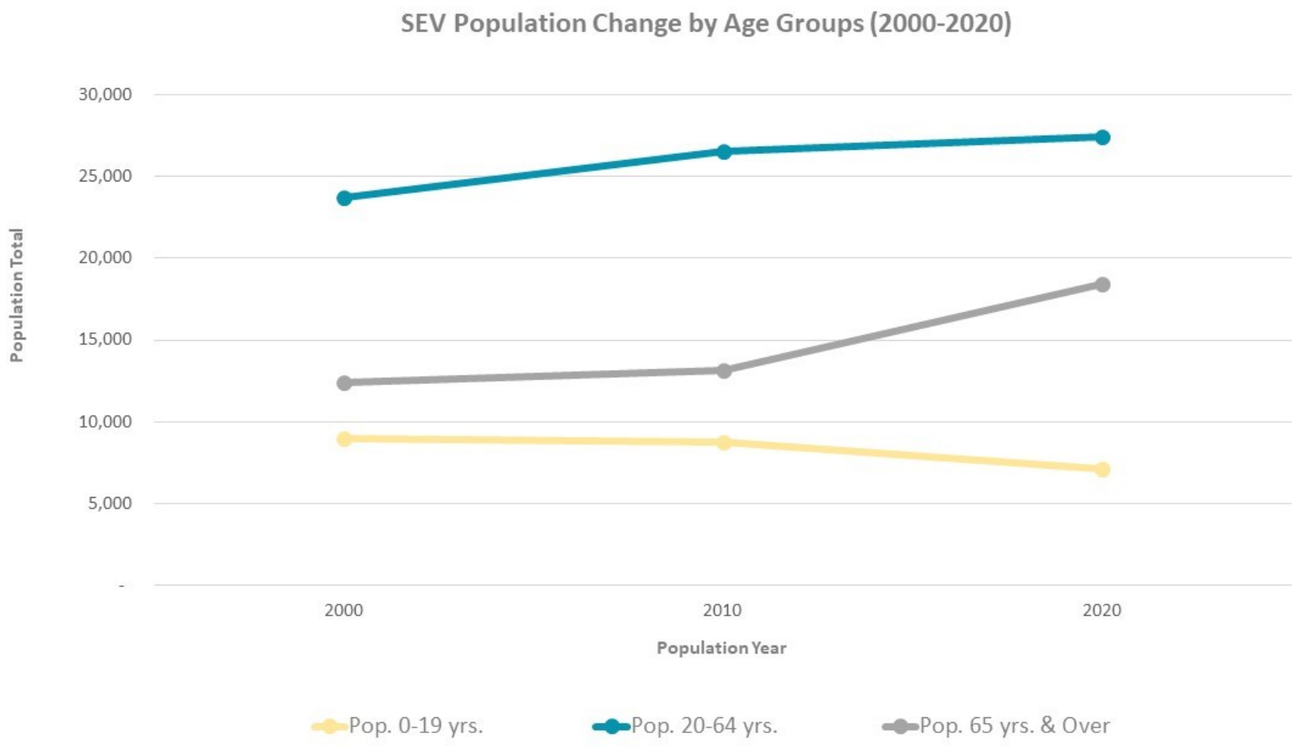
PEOPLE

DEMOGRAPHIC TRENDS

As previously discussed, currently more than half of the SEV region's population is within the working age range . Based on Census numbers, this segment of the population has increased slightly during the past two decades. The region added 3,775 residents between the ages of 20 and 64 during this time period.

While the SEV region's younger population decreased in the last two decades, the number of retirees continued to increase. One reason for this trend might be the construction of a housing stock that caters to retirees, especially those that want to live in the coast. There were almost 6,000 more retirees in 2020 than in 2000. This is a whopping 48 percent increase. On the other hand, the number of younger residents decreased by close to 2,000 people. Rising home prices has probably driven families to other nearby communities.

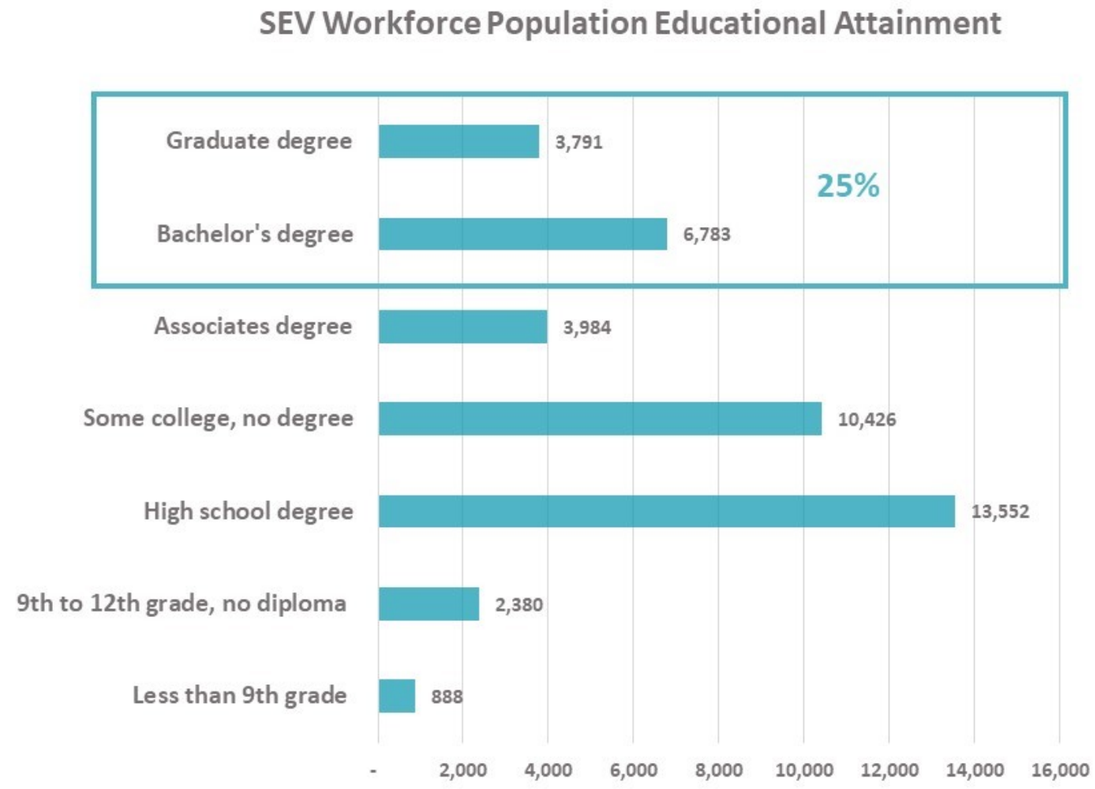
This graying population will have effects on the SEV's economy. Retirees tend to spend their money on health care and consumption services. While region's workforce has remained stable, regional leaders might want to develop more housing and amenities to attract more families to the area.



DEMOGRAPHIC CHARACTERISTICS (CONT.)

In terms of education, SEV compares favorably with both Volusia County and the State of Florida. About 25% of the region's residents have a bachelor's degree or higher. This percentage is higher than the County (24%) but lower than Florida (31%). The SEV region does have a higher percentage of high school graduates and residents with "some college, not degree" than these other jurisdictions. To increase the region's competitiveness, SEV leaders should focus on capacity building for education and workforce development as part of the economic strategies; with this focal component, SEV will be able to attract businesses that provide higher-paying jobs and simultaneously facilitate the retention and expansion of the region.

The region's demographic structure and level of education influence the median household income. At $57,043, the City of New Smyrna Beach has the highest median household income in the SEV area. This income figure is relatively close to the numbers from the State of Florida ($57,073) and much higher than the County ($52,407). Conversely, the median household incomes for the City of Edgewater ($49,878) and the City of Oak Hill ($49,639) are lower than both jurisdictions.



Source: mySidewalk, US Census ACS 5-year 2015-2019

SEV Median Household Income By City		
Edgewater	New Smyrna Beach	Oak Hill
$49,878	$57,043	$49,639

Source: mySidewalk, US Census ACS 5-year 2015-2019

OCCUPATIONAL CHARACTERISTICS

Another useful tool for examining the conditions of employment and the overall labor force is an occupational analysis. An analysis of the region shows that the largest occupation in SEV based on the number of employees is cashiers, with 509 people. Fast food and counter workers (477) and customer service representatives (247) are the region's second and third most common occupations. The mean annual wage for these three occupations is below $30,000. In terms of cashiers and fast-food workers, these occupations have a mean annual income of less than $25,000. Of the 13 biggest occupations by employment, only general and operations managers have a median annual income above $50,000.

An occupations analysis of the region shows that SEV heavily relies on hospitality, indicating a need for economic diversification.

Another way of looking at occupations is by their concentration. Location quotients (LQ) are used to gauge the relative strength of an industry or occupation compared to the national average for that industry. Hence, an occupation with an LQ of more than 1 shows the local strength of an industry over the national average. Of the occupations with the highest LQ within the SEV region, several have a presence in the manufacturing (fiberglass laminators, structural metal fabrication) and leisure and hospitality (host and hostesses, cooks, and waiters and waitresses).

Occupations By Highest Location Quotients By City

SEV City	Occupation	LQ
Edgewater	Fiberglass Laminators and Fabricators	172.30
	Marine Engineers and Naval Architects	27.23
	Motorboat Mechanics and Service Technicians	12.82
Oak Hill	Kindergarten Teachers, Except Special Education	9.04
	Education Administrators, Kindergarten through Secondary	8.13
	Structural Metal Fabricators and Fitters	12.32
New Smyrna Beach	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	4.41
	Waiters and Waitresses	4.16
	Cooks, Restaurant	4.18

Source: JobsEQ, 2021Q4

PROSPERITY

ECONOMIC STRUCTURE

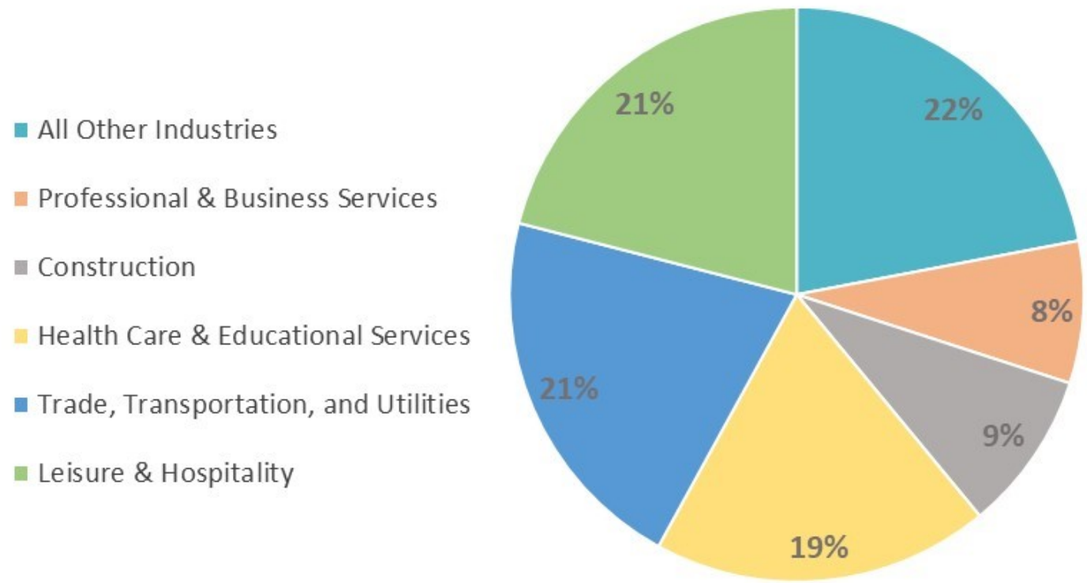
Economic structure is the term used to describe the composition of employment by industry in the local economy. Understanding this dynamic is the first step to analyzing SEV's economic competitiveness. Here it is is important to differentiate between "traded" and "non-traded" industries. The first set of industries drive economic growth because they sell their goods and services outside the region. Moreover, the development of their products is often dependent on national and international supply chains. Examples of traded industries include manufacturers and hotels. On the other hand, non traded industries mainly exist to serve the area's population and thus derive most of their income from the local consumption. These include establishments like supermarkets and barber shops.

According to JobsEQ, the SEV area had close to 15,000 employees in 2021. About 90 percent of these jobs belong to non-traded iand service producing industries. The Trade, Transportation & Utilities (TTU) supers sector comprises 21 percent of all jobs within the region. It includes wholesale and retail trade establishments, transportation companies, and private utilities. The second largest grouping is Leisure and Hospitality. While it includes some traded industries like accommodation, most of the local establishments are in the food services industry. Establishments within the Education and Health Services supersector provide education and medical services to the region's residents. Most of these establishments serve local residents.

When developing an economic development strategy, it is important to focus on strategies to attract more traded industries. These tend to generate more high-wage jobs for the area's residents and tend to have a bigger economic impact.

Industries Difference

Traded Industries	Non-Traded Industries
• Drive Economic Growth	• Provide Local Services
• Export Goods and Services	• Mostly Local Consumption
• National/ International Trends	• Regional Conditions



Source: JobsEQ, 2022

PROSPERITY

LARGEST EMPLOYERS

When addressing business structure, it is also important to know the name and location of the region's largest employers. According to Data Axle/Infogroup, SEV's largest employers are concentrated in the Health Care and Social assistance, Manufacturing, and Retail industries. The majority of these employment sites are located within the City of New Smyrna Beach.

The region's largest employer is Boston Whaler, located in the City of Edgewater, employing an estimated 1300 people. Followed by Advent Health New Smyrna Beach, as the second largest employer. This facility is a 112-bed hospital that employs about 700 people. The facility offers a comprehensive set of medical care services, including urgent and emergency care, cancer, diabetes, heart and vascular, home care, imaging, and lab services, among other services. Another large employer within the health care and social assistance sector is the Oceanview Nursing Rehabilitation Center, a skilled nursing facility. Finally, besides the Coconut Palms Beach Resort, the rest of the large employers are within the retail industry. Five of them are supermarkets.

Besides Boston Whaler boat manufacturing, most of the SEV region's large employers belong non traded industries. Most of these retail establishments pay wages below $15 an hour, which lessen the impact they have in the community. SEV leaders should focus their efforts on attracting large employers within traded sectors where the region is competitive.

Ten Largest Employers in SEV Region

Business Name	Estimated Employees	Industry	City
Boston Whaler	1300	Manufacturing	Edgewater
Advent Health NSB	700	Health Care and Social Assistance l	New Smyrna Beach
Walmart Super Center NSB	207	Retail	New Smyrna Beach
Oceanview Nursing Rehabilitation Center	200	Health Care and Social Assistance l	New Smyrna Beach
Publix Supermarket Edgewater	155	Retail	Edgewater
Coconut Palms Beach Resort	150	Accommodations	New Smyrna Beach
Publix Super Market New Smyrna Beach	150	Retail	New Smyrna Beach
Winn Dixie New Smyrna Beach	140	Retail	New Smyrna Beach
Winn Dixie Edgewater	130	Retail	Edgewater
Home Depot	120	Retail	New Smyrna Beach

Source: Data Axle/Infogroup, 2022

PROSPERITY

MEASURING ECONOMIC COMPETITIVENESS

To identify competitive industries within the SEV region, the ECFRPC used location quotients. This is a ratio that compares the percentage of employment in a particular industry in a local economy to the percentage of employment in the same industry in a reference economy (McLean and Voytek, 2000). The LQ measure is popular because it is easy to understand. A ratio higher than 1 implies that there is an excess capacity in that particular industry. This means that the local economy probably exports these goods and services to other areas. As a destination for both regional tourists and outside visitors, the SEV shows strength on several Leisure and Hospitality sector. However, since the intention of this project is to diversify the region's economy, the ECFRPC focused this analysis on non-service industries within the targeted sectors.

According to JobsEQ, the three cities have a high location quotient (LQ) in the ship and boat building industry, including all types of watercraft manufacturers. The cities of Edgewater and Oak Hill share high LQs in the medical equipment and supplies manufacturing. These establishments manufacture a variety of products, including surgical instruments, medical appliances, and orthodontic goods, among others. In addition, these same cities also have establishments that specialize in manufacturing a variety of metal products. Being home to a municipal airport, the City of New Smyrna Beach has shown a high concentration in the non-scheduled air transportation and the support activities for air transportation industries. The first includes all establishments that transport people and cargo with no regular routes and schedules. The second industry consists of a variety of aviation services, including airport operation, aircraft maintenance, repair, and storage, among others.

The next section of the plan shows a more detailed discussion regarding the number of establishments within these sectors and allied industries.

City	Industry	Targeted Cluster	LQ
Edgewater	Ship and Boat Building	Boats	46.4
	Other Fabricated Metal Product Manufacturing	Boats	3.03
	Medical Equipment and Supplies Manufacturing	Medical	1.81
New Smyrna Beach	Ship and Boat Building	Boats	1.49
	Nonscheduled Air Transportation	Aviation	3.64
	Support Activities for Air Transportation	Aviation	5.64
Oak Hill	Ship and Boat Building	Boats	2.71
	Medical Equipment and Supplies Manufacturing	Medical	1.04
	Architectural and Structural Metals Manufacturing	Manufacturing	23.45

Source: JobsEQ, 2021Q4

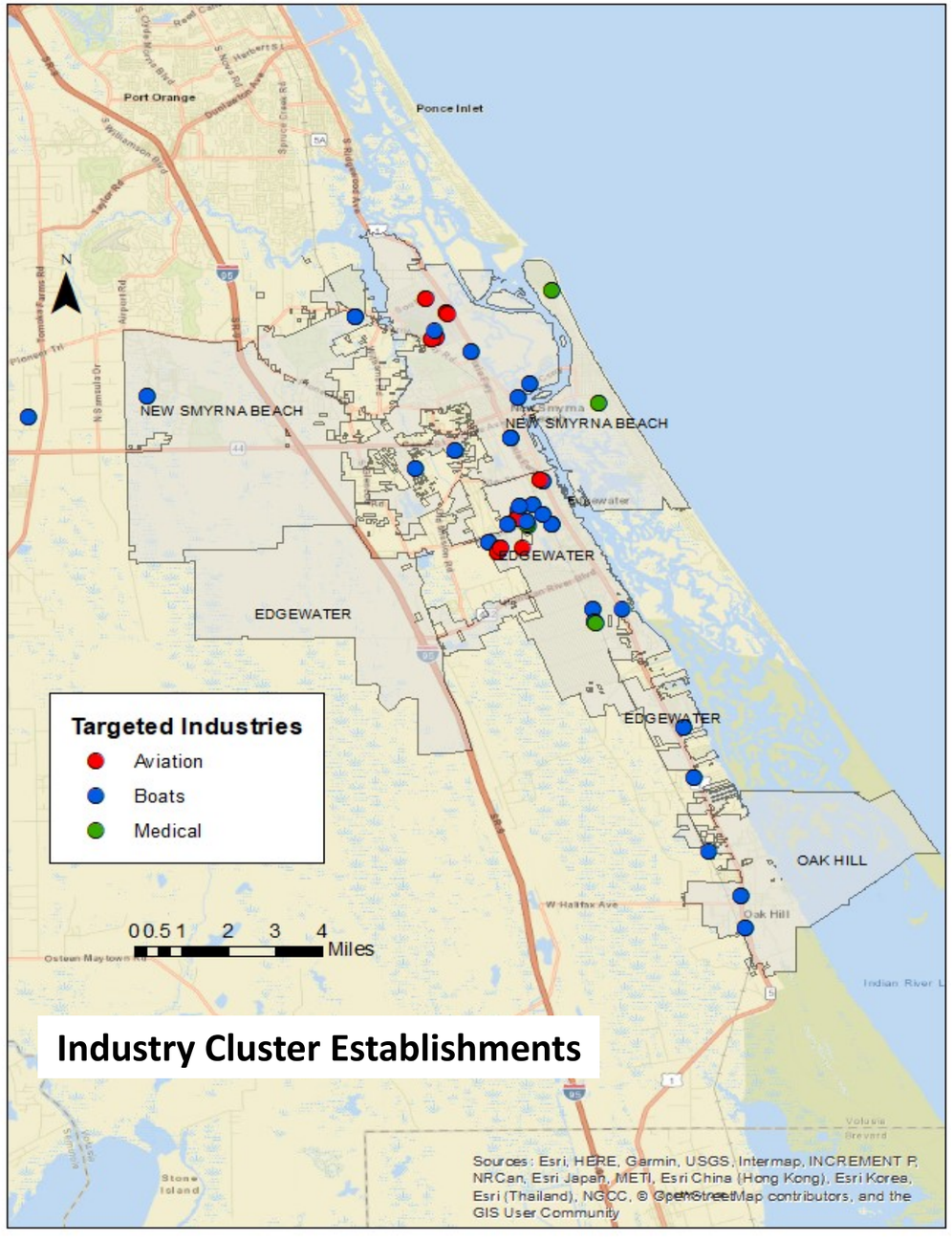
PROSPERITY

ECONOMIC CLUSTERING

Establishments within traded industries and their suppliers tend to agglomerate near each other to achieve economies of scale and gain a competitive advantage. These networks of inter-related businesses are called industry clusters. These firm concentrations are important regional job and wealth generators and are responsible for developing important technological innovations. For this analysis, the ECFRPC used the Data Axle/Infogroup business database to identify businesses that fall within three of the SEV's targeted industries. The ECFRPC found establishments related to the aviation, boats, and medical devices industries, but not corporate headquarters.

The ECFRPC identified 47 businesses employing more than 1,100 people. Sixty-six percent of these establishments belong to the boating industry. This number includes large boat manufacturers and their parts suppliers and repair services. There are also twelve establishments that provide a variety of aviation services. Most of these establishments provide support services to airplanes stationed at the New Smyrna Municipal Airport. Finally, the ECFRPC found four companies that develop medical devices and other health care technologies. Two of them are denture laboratories.

Before developing an economic strategy to attract more businesses within these targeted industries, it recommended for the region to explore how these current businesses could be scaled-up to help them generate more profits and additional jobs.



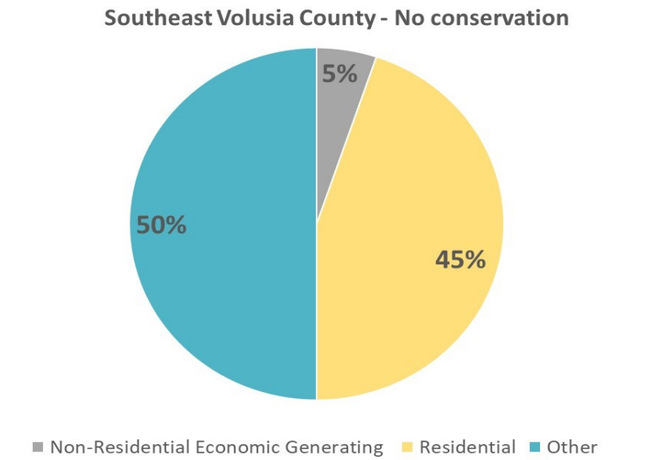
PLACES

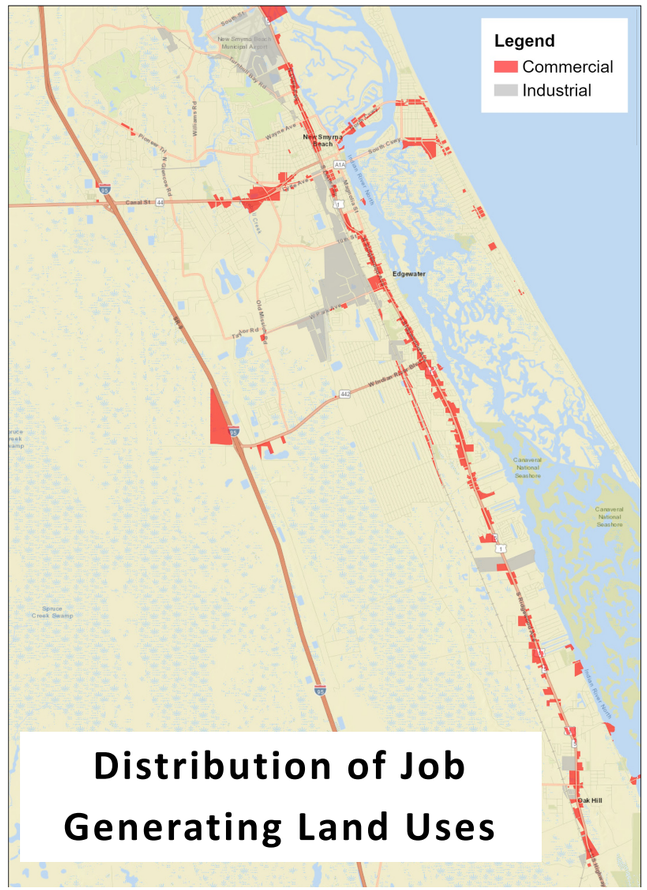
LAND USE PATTERNS

One important factor that is not usually included in economic development discussion is land use. This is mistake, as the community's ability to attract new businesses is highly dependent on the availability of land. For the purpose of this analysis, the ECFRPC divided the region's land uses into three different groups: residential, economic generating, and other land uses.

Similar to other communities across the East Central Florida region, most of the land within the SEV region is used for residential purposes. This group comprises all properties used for single-family, mobile, and multi-family home uses. Residential uses consumes about 45 percent of the land in the SEV area. This amount is heavily influenced by the region's population growth and demand for leisure waterfront properties. Economic generating land uses include all properties that have commercial and industrial designations. The first two land uses mostly serve local consumption industries such as retail and professional services. These tend to be concentrated along major throughfares such as US-1. On the other hand, industrial land is usually reserved for high intensity commercial uses and manufacturing. These uses comprise about five percent of the land within the SEV. Finally, the Other category includes agricultural, recreation, institutional, and mixed-use properties. These uses take about half the land within the SEV region.

In order to increase the SEV's economic prospects, local jurisdictions should strive to have more of a balance between residential and non residential land uses.





Distribution of Job Generating Land Uses

WORKSHOP #1 RESULTS

On May 17, 2021, the Southeast Volusia Chamber of Commerce hosted the Southeast Volusia Economic Development Summit with the purpose of assessing the interest in furthering the collaborative efforts of economic development for the SEV region to include the cities of New Smyrna Beach, Edgewater, Oak Hill and County of Volusia as well as determine what economic development efforts were occurring in the region.

During the workshop section, attendees were asked a series of question to move collaborative efforts forward, the following are the results of this activity.

What is Southeast Volusia's unique selling position/drivers?

- Workforce
- Proximity to Kennedy Space Center
- Land
- Climate
- Training opportunity/workforce development
- Community
- Open for business
- Access (Cape Canaveral, transportation, ports, rail)
- Diversity
- Existing businesses
- Real estate product
- Support programs
- Recreation
- Low cost of living
- Family Orientated
- Available land
- Light industry
- Schools/education
- Infrastructure
- Pad ready
- Quick permitting
- Career and Technical education
- Incentivize new business
- Can do attitude
- Wage increase

Challenges and Diversification - Needs to overcome challenges and enhance diversification as a Southeast Volusia Region:

- Streamlined environmental impact permitting to support quicker, lower-cost development, taking advantage of lower cost acreage.
- Better understanding of what is and is not working § Reduced risk for filling and building spaces
- Method to defer upfront cost
- Streamlined process for municipal staff that integrates day to day operations plus collaboration within the regional economic development initiatives (not piling more requirements and duties on)
- Similar zoning
- Include all the player
- Elected bodies create policies / resolution to work together
- Identify landowners in key property areas and solicit them
- Share standard incentives
- Identify low hanging fruit. No paralysis by analysis
- Get more business partnerships
- Have the planners work together
- A regional permitting process that will be available to be filled out and submitted online
- Overview so within state statute
- Clearly articulate value and ROI of economic development to everyone in the community.
- Adopt comp plan amendments for space overlay
- Understand clear desires of elected § Continue to have these kinds of meetings to move forward and track progress
- Regional incentives package

WORKSHOP #1 RESULTS (CONT.)

Building Consensus - Building consensus for a regional collaboration to capitalize on each community's strength while working collaboratively to overcome the challenges:

- Empowering elected officials to withstand the pushback from those that don't want change.
- Develop MOU for regional process to examine what is working, what is not working from deals that have "failed" – improve from there
- In SE Volusia collaboration and consensus looks like...including all stakeholders, expanding existing businesses, and creating private/public partnerships.
- In MOU agree to apply for EDA grant to develop a Regional Economic Development Strategy (REDS)
- Continuing the collaboration between the cities to build towards the growth of the private and public sector.
- Regional incentives and funding for economic development
- Need a regional economic strategy in writing with a timeline and stick to it and not vacillate with changing political wind
- Regional CEDS
- Better understanding of why we don't land the businesses that we want to recruit
- Major focus on workforce attraction. i.e. tax incentives, sufficient wage, and subsidies to encourage and attract workforce.
- Council and Commission members singing the same tune, knowing how to communicate with the naysayers with facts and positives
- Collaboration and consensus building in SE Volusia looks like business leaders sharing with educational institutions how to prepare the next generation of business owners and managers.
- More joint meetings
- Support our elected officials
- Open dialogue with private and public sectors

WORKSHOP #2 RESULTS

On February 24, 2022, the Second Southeast Volusia Economic Development Summit was held to identify and build consensus around strategies to advance and coordinate economic generating development focusing on the previously identified industries: aviation & aero-space, light industry (including manufacturing), boat building & marine equipment, supplies & services, and medical. Commercial corporate office space was added to this list of targeted industries.

During the workshop section, attendees participated in a map exercise to discuss on where they envision non-residential, economic generating land uses. Refer to discussion notes below and the map to the right for activity results.

Proposal for North

Industrial and commercial zone to connect along Williamson corridor, space between I-95 (transition zone)

- Deering Park North & Deering Park Center- mixed use areas (industrial and commercial)
- Discussion on improvements to Old Mission Rd.
- Between New Smyrna Beach and Edgewater (south of 44)- industrial park (potential)
- Consensus: on the north part of SEV, this would be the bubble supported

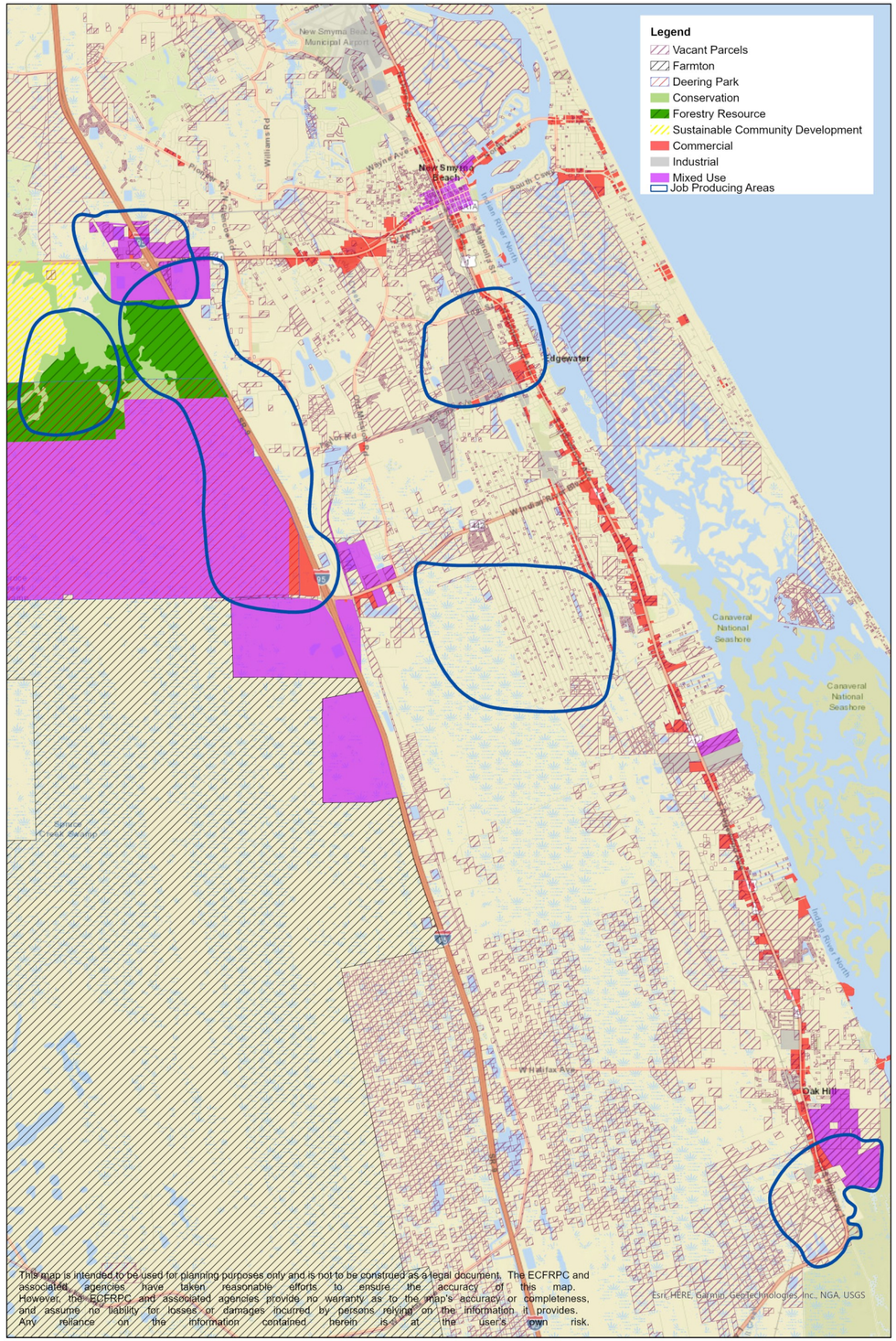
Office spaces can fall under other designation- mix uses for the most part allow for this kind of use.

Proposal for South

Brevard County line and I-95 section and US 1 could be used for manufacturing or commercial area (e.g., space industry)

- SEV Environmental Impacts Study (EIS)- e.g., Shiloh property extension
- There is an opportunity for leveraging, both, environmental initiatives (septic to sewer, etc.) and jobs.

Southeast Volusia FLU and Vacant



PLANNING FOR ECONOMIC DEVELOPMENT

Based on over a year of collaborative and culminating work focused on SEV's regional economic development, local experts have developed a single overarching goal to continue working as one economic region to diversify the economy by attracting identified targeted industries for high-wage/high-value job opportunities. This goal consists of five objectives and multiple respective strategies and actions to prepare the region for existing and new economic opportunities, pivot away from threats, address weaknesses, and reinforce existing strengths to position the region in a more competitive and industry-inviting place.

In May 2021, the Southeast Volusia Chamber of Commerce hosted the first Southeast Volusia Economic Development Summit, where the Chamber, along with the representatives from each of three SEV cities (City of New Smyrna, City of Edgewater, and City of Oak Hill), Volusia County, and the facilitative assistance of the East Central Florida Regional Planning Council, participated in a regional discussion that supports and further moves SEV's economic development collaborative efforts. During this meeting, areas and industries of priority were also identified for focused work. In February 2022, a second summit was held to continue the work. At this summit, city representatives and elected leadership further discussed priorities and concerns, established a vision of work, evaluated regional gaps and needs for increasing the suitability of sites for potential targeted businesses and industries, identified land use options and areas, and identified prospective collaborating partners/stakeholders. The outcomes of these summits have resulted in the established regional economic development goal presented in this document.

Goal

Continue working as one economic region to diversify the Southeast Volusia regional economy by attracting high wage/high value industries and jobs in aviation & aerospace; light (including manufacturing); boat building suppliers & marine equipment and services; medical; and corporate office industries.

Objectives

- **Position the region to maximize the opportunity for state, federal and county funds for infrastructure needs and quality-of-life projects.**
- **Strategically plan land-uses for increasing economic generating opportunities within the Southeast Volusia region that promote sustainable development patterns and a resilient and diverse economic future.**
- **Close the employment training, recruitment, expansion, and retention gap for target industry sectors.**
- **Create a unified and collaborative approach to Southeast Volusia's economic development as a region.**
- **Elevate regional economic prosperity through sustainable and resilient industry growth, diversification, and innovation.**

PLANNING FOR ECONOMIC DEVELOPMENT (Cont.)

It is important to note that in conjunction with these discussions, previous regional economic and strategic marketing plans have been analyzed to complement and promote existing and ongoing regional undertakings, along with fostering new strategies. In addition, the work presented in this plan takes into consideration the efforts that have been established in the regional Reasonable Assurance Plan by incorporating strategies that help promote, prepare, address, and reinforce environmental stewardship for maintaining healthy ecosystems and pivot away from practices that threaten the region's valuable natural resources.

The strategies included to address each of the objectives in this plan take into account and position the region to take action on a variety of priorities that will help advance the regional economy and assist in industry readiness. The priorities covered throughout the objectives include infrastructure development and availability (i.e., water, sewer, stormwater, transportation, broadband, electric and renewable energy, and affordable housing), strategic and reasonable land use, protection and enhancement of quality-of-life attributes (including natural areas conservation), funding opportunities, workforce development, strategic industry growth, innovation and sustainability, and regional collaboration and leadership.

The following section presents the strategy tables in which the work has been laid out for achieving the established regional economic development goal. The strategies proposed are non-exhaustive but help propel existing and new regional endeavors.

The Strategic Plan Considers:

- **Regional strategic marketing initiatives**
- **Regional Reasonable Assurance Plan**
- **Infrastructure needs**
- **Accessibility/Transportation**
- **Strategic and reasonable land use**
  - **Protecting and enhancing quality-of-life attributes**
- **Funding opportunities**
- **Workforce training, innovation, retention, and expansion**
- **Sustainable and resilient industry growth and diversification**
- **Regional collaboration and leadership**

SEV REGIONAL ECONOMIC STRATEGIC PLAN

Goal: Continue working as one economic region to diversify the Southeast Volusia regional economy by attracting high wage/high value industries and jobs in the aviation & aerospace; light industry (including manufacturing); boat building supplies & marine equipment and services; medical; and corporate office industries.

Objective: Position the region to maximize the opportunity for state, federal and county funds for infrastructure needs and quality-of-life projects

Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
1.a. Create a regional infrastructure plan that includes an inventory of potential projects and estimated costs.	1.a.i. Secure funding and hire a consultant to facilitate conversations and develop the infrastructure plan.	2-3 years			
	1.a.ii. Build consensus around infrastructure focus areas to include: water, sewer, stormwater (including green stormwater infrastructure and low impact development), transportation (multimodal, transit, charging stations), broadband/high speed internet, electric, alternative energy–renewable readiness, workforce/affordable housing, etc.	2-3 years			
	1.a.iii. Identify key stakeholders to bring to the table including: utility providers (FPL, NSB Utilities, Florida Public Utilities, Florida Gas Transmission Co., AT&T, Brighthouse/Spectrum, CBN Broadband Network, City and County utility departments), major land owners, transportation entities (River to Sea TPO, VoTran, FDOT, County Transportation Division, FEC Railroad), target industry representative, major employers*, housing representatives (Volusia County Assistance Division, Realtors Association), medical/healthcare service representatives (Florida Hospital, Florida Memorial Hospital Health Park, Halifax Health), Volusia County Schools, permitting agencies (SJRWMD, FDEP), Indian River Lagoon Council, elected leaders and city/county staff.	2-3 years			
	*: SEV Manufacturing & Technology Coalition, SEV County Major Employers webpage: https://www.sevolusia.com/southeast-volusia-county-manufacturers/index				

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Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
1.a. Create a regional infrastructure plan that includes an inventory of potential projects and estimated costs (cont.)	1.a.iv. Create a cohesive multi-modal transportation section within the plan to provide for the movement of goods and people that promotes vibrant economic development while safely, conveniently, and efficiently serving the travel needs of southeast Volusia, protecting the natural environment and preserving the character and history of the region. The plan should provide for the following considerations: downtowns, freight and economic ingress/egress, parking solutions—especially in New Smyrna Beach, new/enhanced multimodal infrastructure, future climate conditions, incorporation of innovative stormwater solutions to improve water quality of the IRL, and others.	2-3 years			
	1.a.v. Develop a prioritized list of regional infrastructure projects and cost estimations for inclusion in the plan that may be used to seek grants , other funding or public private partnership opportunities. The list should include projects necessary to develop industrial park west of I-95 straddling NSB and Edgewater as well as those identified through collaborative efforts undertaken to date including: • Williamson Extension • Widening of Mission Road • Sewer & water extension from Roberts Road to Brevard County line.	2-3 years			
	1.a.vi. Assess the Regional Assurance Plan and identify projects within the southeast Volusia area to be incorporated into the SEV Infrastructure Plan.	2-3 Years			
	1.a.vii. Municipal and county adoption of the plan by resolution.		3-5 years		

SEV REGIONAL ECONOMIC STRATEGIC PLAN

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Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
1.b. Include in the development of the infrastructure plan a grant tracking table to identify potential funding sources, requirements (such as engineering and design, match, etc.), timelines and other considerations.	1.b.i. Identify potential partner(s) to secure grants in order to advance infrastructure development in priority development area(s) identified by leadership and as noted in this plan including the priority area between New Smyrna Beach and Edgewater. Partners could include SEV Chamber of Commerce, SEV cities, R2CTPO, Indian River Lagoon Council, utility partners, Volusia County Schools, Housing developers, private companies/businesses, and others.	2-3 years			
	1.b.ii. Research state and federal grants to fund infrastructure needs including those "outside of the box" – i.e. resilience or water quality grants to create onsite or regional stormwater infrastructure; structure projects as a dig once approach to secure grants that could cover planning or implementation of a number of infrastructure needs on one site at one time.	2-3 years			
1.c. During the collaboration efforts to develop the Infrastructure Plan, work with the City leadership to determine consensus regarding a regional financial mechanism to provide matching dollars for regional infrastructure.	1.c.i Collaborate with elected officials and city managers to determine consensus on an approach which could include a dedicated annual budget line item, increase in stormwater impact fees or other impact fees, a Regional Trust fund or other potential options. Note: Each city may opt to secure the funding through their own means, but at the very least, city and county partners should work to come to consensus regarding dollars allocated every year and how the dollars may be utilized or rolled over to create a growing account for infrastructure projects if not spent in a given year.	2-3 years			
	1..c.ii. Incorporate agreed upon approach into the infrastructure plan and resolution for adoption.		3-5 Years		
	1.c.iii. As housing has been discussed as being "infrastructure", partners should continue to explore the idea of funding an Affordable Housing Trust Fund.		3-5 Years		

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Objective: Strategically plan land-uses for increasing economic generating opportunities within the Southeast Volusia region that promote sustainable development patterns and a resilient and diverse economic future.

Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
2.a. Re-envision corridors/areas to focus future economic generating land-uses (non-residential)	2.a.i. Conduct an audit of the priority areas identified by leadership to focus efforts to increase opportunities for economic generating land uses. This should include infrastructure gaps, vulnerabilities, land-use designations, and socio-economic framework of the area.	2-3 years			
	2.a.ii. Assess growing trends in the manufacturing sector to target industries that will diversify the region's economic future and can operate on smaller parcels or within manufacturing parks and areas identified in the priority areas.	2-3 years			
	2.a.iii. Develop a vision for these areas including potential land use designations, workforce housing, infrastructure needs, future conditions, and target industries.	2-3 years			
	2.a.iv. Work with property owners and jurisdictional planners to identify willing participants in planning tools to secure the future economic land-use on these properties.	2-3 years			
	2.a.v. Update comprehensive plan, zoning and land development codes to solidify incentives, overlays or other identified planning approaches.		3-5 years		
	2.a.vi. Conduct small area design planning as needed to ensure development occurs as desired.		3-5 years		
	2.a.vii. Implement Joint Planning Agreements for these corridors or properties as needed.	2-3 years			
	2.a.viii. Secure various cross-sector partnerships to create the spaces for businesses to scale over time		3-5 years		

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Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
2.b. Examine zoning and land-uses to determine potential for more innovative approaches, beyond mixed use, to facilitate mix of uses including light industrial/commercial/office and residential.	2.b.i. Conduct best practice research for innovative zoning and land use designations that integrate land uses instead of segregation of industrial from other uses. Example: Philadelphia code offers two new classifications, Industrial Commercial Mixed Use (ICMX) and Industrial Residential Mixed Use (IRMX), which focuses on live-work arrangements.	2-3 years			
	2.b.ii. Examine zoning allowances for small scale manufacturing and incubators that could offer classes, fabrication and prototyping tools, electronic/computer equipment, and design software for members.	2-3 years			
	2.b.iii. Identify industries that do not require heavy infrastructure nor generates heavy traffic patterns.	2-3 years			
	2.b.iv. Audit zoning, land development codes and future land uses to determine where barriers exist to innovative allowances, and the potential and appetite for new codes and where these could be implemented .	2-3 years			
	2.b.v. Create an internal process in each community to ensure cross-sectoral communication and involvement in decision-making for planning, natural resources, grant application, and economic development is standard practice.	2-3 years			
	2.b.vi. Research and implement renewable ready codes and sustainable policies and initiatives to encourage the formation and growth of targeted industries and other high wage/ high value job creating businesses, entrepreneurship, creativity, and innovation.		3-5 years		
	2.b.vii. Develop strategies and codes that will allow for future development to contribute towards further enhancing environmental protections without becoming cost-prohibitive and/or unreasonable to the developer such as low impact design requirements and other stormwater management strategies.		3-5 years		

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Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
3.a. Conduct gap assessment of educational and training resources and needs to feed manufacturing industries from high school pipe-line and retraining and expand programs within the region.	3.a.i. Conduct inventory of programs and (re)trainings available in Volusia County high schools, community and technical colleges.	2-3 years			
	3.a.ii. Conduct best practice research for strategies to close training and recruitment gaps in manufacturing industries.	2-3 years			
	3.a.iii. Engage with groups to assist with the training and recruitment of target groups including Volusia County high schools, Burns Science and Technology Charter School, Southeast Volusia School of Science and Technology, Veterans Services, Career Source, major employers, Daytona State College, non-profits specializing in workforce training and placement, religious institutions and other identified stakeholders in the development of strategies and program development and assist in assigning responsible parties and identify partnerships.	2-3 years			
	3.a.iv. Identify and engage training and recruitment target groups including high school students, armed forces retirees, unemployed, underemployed, etc. in the development of strategies and program development.	2-3 years			
	3.a.v. Produce recommendation report for appropriate stakeholders to consider for implementation to include timeframes, responsible party leads for specific actions and partnerships.	2-3 years			

SEV REGIONAL ECONOMIC STRATEGIC PLAN

Goal: Continue working as one economic region to diversify the Southeast Volusia regional economy by attracting high wage/high value industries and jobs in the aviation & aerospace; light industry (including manufacturing); boat building supplies & marine equipment and services; medical; and corporate office industries.

Objective: Close the employment training, recruitment, expansion, and retention gap for target industry sectors.

Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
3.b. Continue to collaborate with stakeholders to assess progress recruitment and training recommendations and identify new partnerships, opportunities and strategies to advance recommendations in Recruitment and Retention Gap Analysis and Strategy Plan.	3.b.i. Continue to host roundtable session(s) to include educational and training entities, elected officials and industry representatives. Key stakeholders include those included in the development of the plan and NextGen Leaders, Burns Science and Technology Charter School, Sacred Heart School, Southeast Volusia School of Science and Technology, New Smyrna Beach High School, Daytona State College, Career Source, etc.		3-5 years		
	3.b.ii. In roundtable sessions, engage in dialogue to continue to identify private – public partnerships, non-profits and other organizations including 501 c(3), faith-based organizations, and others to advance strategies and opportunities to help close the recruitment and retention gap.		3-5 years		
3.c. Develop recruitment, retention, and expansion tools for regional industry growth.	3.c.i. Volusia Business Resources (VBR) and Team Volusia should continue to host the existing website with online resources for business expansion and retention. The Cities, partners and VBR should continue to update this website with new information, partnerships, etc. that emerge from the above engagement.				X
	Note: VBR website https://www.volusiabusinessresources.com & Team Volusia https://www.teamvolusiaedc.com/				
	3.c.ii. Continue efforts and information accessibility for recruitment of new industries and perspective entrepreneurs through easy to access and navigate website and include for example the development of a crosswalk of business installation prerequisites, services available, and infrastructure or resources required from the region to help expedite business residency in SEV.				X
	3.c.iii. Include on the VBR website a regional service provider and business directory by category.	2-3 years			

SEV REGIONAL ECONOMIC STRATEGIC PLAN

Goal: Continue working as one economic region to diversify the Southeast Volusia regional economy by attracting high wage/high value industries and jobs in the aviation & aerospace; light industry (including manufacturing); boat building supplies & marine equipment and services; medical; and corporate office industries.

Objective: Close the employment training, recruitment, expansion, and retention gap for target industry sectors.

Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
3.d. The Chamber should continue to emphasize and market the region's reputation for entrepreneurship and innovation as a regional business identity.	3.d.i. Host annual business meetings to showcase successful local businesses and partnerships.				X
	3.d.ii. Develop a set of marketing material to promote identified the region's entrepreneurship and innovative investment opportunities.				X
	3.d.iii. Continue to promote business technology and resource investment, competitiveness, and excellence through incentives such as innovation awards, recognition programs, funding support, and scoring to help assist with business and regional improvements and create pathways into global recognition.				X
	3.d.iv. Continue collaboration with Volusia County, Team Volusia, and South East Volusia Manufacturing and Technology Coalition (SEVMTC).				X

SEV REGIONAL ECONOMIC STRATEGIC PLAN

Goal: Continue working as one economic region to diversify the Southeast Volusia regional economy by attracting high wage/high value industries and jobs in the aviation & aerospace; light industry (including manufacturing); boat building supplies & marine equipment and services; medical; and corporate office industries.

Objective: Continue the unified and collaborative approach to the Southeast Volusia's economic development as a region

Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
4.a. Continue collaborative meetings and forums with regional planners, economic development staff, stake-holders and local representatives to regularly participate in efforts that address current and future identified issues and priorities at least once a year.	4.a.i. Continue to convene the regional economic leadership taskforce to deliver strong economic leadership and collaboration between all levels of government, industry, and the community. These meetings should be held no less than quarterly to ensure momentum and utilize the group to advance efforts of this plan.				X
	4.a.ii Host a minimum of one leadership forum session per year to focus on targeted collaboration, problem solving and partnership development. The leadership forum should include, as a minimum, elected and appointed government leadership and staff with key industries, academics, non-profits, and other identified stakeholders invited to the table dependent upon the focused discussion of the session. The goal of the leader-ship forum is to discuss and acknowledge economic development gaps and identify and promote opportunities across the region to ensure the region is well placed to grow and respond to economic changes/impacts.	2-3 years			X
4.b. Continue to seek, leverage, and mobilize internal resources and opportunities to build and sustain eco-nomic development and collaboration.	4.b.i. No less than quarterly, city and county planners and economic development staff, SEVMTC, and SEV Chamber should meet to discuss new opportunities, plan implementation progress and continue to collaborate to advance this plan and economic development opportunities, planning efforts and new partnerships. This meeting should be a recurring meeting hosted by the Chamber of Commerce.	2-3 years			
	4.b.ii. In collaboration with the County and cities GIS Department, City/County planners, economic develop-ment staff, and SEVMTC, continue the efforts to create a web-based regional mapping application for use by re-cruitment individuals and organizations, site selection professionals, and economic development practitioners to streamline the process in identifying non-residential development opportunities for targeted industries to locate in the region. The information included in the map should include a minimum zoning, future land use, site size, environmental constraints, utilities, and jurisdiction.	2-3 years			

SEV REGIONAL ECONOMIC STRATEGIC PLAN

Goal: Continue working as one economic region to diversify the Southeast Volusia regional economy by attracting high wage/high value industries and jobs in the aviation & aerospace; light industry (including manufacturing); boat building supplies & marine equipment and services; medical; and corporate office industries.

Objective: Elevate regional economic prosperity through sustainable and resilient industry growth, diversification, recovery planning and innovation

Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
5.a. As resilience and recovery are important regional themes to incorporate into regional and local Comprehensive Economic Development Strategy (CEDS), conduct a vulnerability assessment of the region's economic system and identify strategies to adapt to shocks and stressors.	5.a.i Conduct an assessment of the region's economic system to identify industry conglomerations, industry gaps, supply chain resources, and other identified economic resources and vulnerabilities. This would include interviews with industry leaders to assess resources needs and where they obtain these resources for their operations.	2-3 years			
	5.a.ii. Work with practitioners and industry stakeholders to identify a regionally consistent set of indicators and benchmarks including economic vulnerability indicators to track progress being made in resilient economic development. Research of best practice indicators should occur during this process. This activity could be undertaken as a masters thesis with one of the local universities. Utilize resources found on NADA CEDS Central and US EDA for best practices which includes numerous tools such as National Economic Resilience Data Explorer (NERDE) and Analysis Platform for Risk, Resilience, and Expenditures (APRED).	2-3 years			
	5.a.iii. Update local CEDS plans to incorporate new metrics and ensure identified shocks and stresses are included as they don't stop at geographical or jurisdictional boundaries, making the need to prepare and respond to these events a regional effort. The CEDS planning process is therefore an ideal opportunity to position regions for recovery.		3-5 years		

SEV REGIONAL ECONOMIC STRATEGIC PLAN

Goal: Continue working as one economic region to diversify the Southeast Volusia regional economy by attracting high wage/high value industries and jobs in the aviation & aerospace; light industry (including manufacturing); boat building supplies & marine equipment and services; medical; and corporate office industries.

Objective: Elevate regional economic prosperity through sustainable and resilient industry growth, diversification, recovery planning and innovation

Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
5.b. Create a Business Resilience program at the Chamber to build capacity, provide training opportunities, and engage businesses to foster sustainable and regenerative systems that promote equitable and inclusive practices to better prepare for and respond to shocks and stressors.	5.b.i. Conduct best practice research of other chambers of commerce regarding their role in economic and business resilience and identify programs that could be replicated in Southeast Volusia.	2-3 years			
	5.b.ii. Engage with experts to provide training opportunities for businesses in the region to build capacity and promote diverse business incentives.		3-5 years		
	5.b.iii. Develop a program with incentives for businesses that provide training opportunities, promote resilience and align with local goals/efforts based on transparency and accountable performance, such as, for example, entities who have conducted an analysis of business performance (e.g., B-Impact Assessment) based on governance, workers, community, the environment, and customers impacts.		3-5 years		
	Note: B Corp Impact Assessment digital tool: B Impact Assessment (bcorporation.net)				
	5.b.iv. Create a forum or platform to provide opportunities for Business to Business (B2B) connections for production and supply support especially in supply chain shortages or other disruptions.				X
	5.b.v. Prioritize and promote sustainable business practices such as by-product synergy, building operations efficiency, waste reduction and efficient waste management, and community volunteering programs, among other practices alike that can help protect and enhance the region's natural environment .				X

SEV REGIONAL ECONOMIC STRATEGIC PLAN

Goal: Continue working as one economic region to diversify the Southeast Volusia regional economy by attracting high wage/high value industries and jobs in the aviation & aerospace; light industry (including manufacturing); boat building supplies & marine equipment and services; medical; and corporate office industries.

Objective: Elevate regional economic prosperity through sustainable and resilient industry growth, diversification, recovery planning and innovation

Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
5.c. Increase the number of industries within the region's innovation cluster and clean/green emerging industries to encourage economic diversification and circular economy concepts	5.c.i. Host a symposium or regional economic development summit focused on innovation and emerging technologies across sectors (private, government, community, academia, and clusters) to develop understanding, partnerships, and commitments for innovation.		3-5 years		
	5.c.ii. Develop recommendations, strategies and best practices that provide financial and non-financial incentives for "green" economic growth.	2-3 years			
	5.c.iii. Provide education on opportunities and resources offered by sustainability sector programs and entities such as Social Enterprise/B Corp.	2-3 years			
	Note: B Corp website: https://www.bcorporation.net/en-us/				
	5.c.iv. Investigate partnerships and opportunities to stimulate financial and non-financial development of work/study and apprenticeship programs for green jobs, with emphasis on inclusion for minority groups and disenfranchised youths.	2-3 years			

CONCLUSION

The Southeast Volusia region shall continue to collaborate and actively pursue efforts to help the region promote economic diversification, attract quality businesses and industries, and build an adequate and robust workforce to increase SEV's overall economic development. These efforts will be achieved by addressing, although not limited to, the stated goal and objectives and in collaboration with the organizations and stakeholders identified and presented in this plan. Some of the highlighted strategies, which will be essential for moving plan development forward, are the unified collaboration between the SEV cities and the County, meeting at least once a year to discuss progress and requirements, pursuing funding opportunities, workforce development, and availability and readiness of sites. The outcomes of this work will not only improve the region's economic resilience but will also work to promote people's quality of life and continue to protect, and when possible, enhance, places—the natural and built environment. Furthermore, by working on these community aspects, the region will be better equipped and prepared to face current and future shocks and stressors to the economy. After all, based on the economic impacts of the COVID-19 pandemic, people and businesses must work to foster technology, innovation, adaptability/flexibility, diversification, collaboration, and the sustainable use of resources (economic, natural, and material) to create a community and industry network that is supportive and resilient.

City of New Smyrna Beach (NSB)
Economic Development Task Force (EDTF) Overview:

EDTF Duties and Responsibilities:

- As of November 2023, the (5) EDTF members include: John Joaquin (Chair), Jesus Romero (Vice-Chair), Charlie Tagman, and Richard Chambers. All members must adhere to the Florida Sunshine Law.
- The EDTF was first established by City Resolution 27-22 on June 14, 2022 (see attached resolution), with a mission of identifying strategies and techniques to achieve the City's economic development strategic goals and objectives.
- The EDTF is comprised of up to five members, all who are recommended by the Mayor and City Commission for approval. A majority of the members of the EDTF shall constitute a quorum.
- If a quorum is confirmed, EDTF meetings will be held monthly on pre-scheduled Wednesdays at 5:30 p.m. in the City Commission Chambers
- The Task Force will provide a bi-annual reports to the City Commission each fiscal year for its review, input, and consideration of approval.
- In collaboration with the CRA/Economic Development Director, the Economic Development Task Force will play an integral role in the formation of the city's economic development programs, projects, and marketing initiatives. For the city to be competitive, the EDTF will analyze the city's private-sector commercial/industrial development and job growth efforts.
- The EDTF will provide direction, definition, and clarity to the city's economic development future for today and looking forward to 2033, using 5 focus areas as its guide. Focus areas will include **workforce development**, **infrastructure**, **business climate**, **land development regulations, and commercial/industrial real estate development.**

FY 23/24 Economic Development Task Force goals and objectives include:

- Using the City's Economic Development Strategic Plan and Southeast Volusia Regional Economic Development Strategic Plan as guiding documents, the EDTF identifies elements of the land development regulations in such a way as to encourage potential new commercial and industrial development.
- The EDTF will help with revising and developing innovative city strategies (as needed) that increase **commercial/industrial real estate development** activity and create high-wage jobs as well as new capital investment opportunities in the city.
    - Assist Development Services with review of key LDR, Zoning and Future Land Use amendments that impact businesses and industries.
- The EDTF will offer input on funding programs and options for commercial/industrial development activities.

- Serve as Economic Development ambassadors/advocates.
  - Provide input on **workforce development** strategic initiatives, projects, and programs
  - Provide input on and assist with the development and implementation of a city and regional **infrastructure** development plan that includes funding options for SR 44
    - Prioritize a minimum of 3 sites for City of NSB "Shovel Ready" Marketing program
    - Infrastructure includes utilities, road, and telecommunications
    - Help with development of traffic mitigation strategies that include but are not limited to:
      - Updated SR 44 Corridor Management Plan
        - Short and Long-term intersection improvements
        - Multimodal improvement recommendations
        - Potential future connections
  - Survey business community, community stakeholders (i.e., Citizens), and industry experts on strategic projects, programs, initiatives etc.
  - Hold periodic economic development workshops open to the public, Chamber of Commerce, Business Associations, Commercial Realtors etc. on proposed economic development infrastructure, projects, programs.
  - Provide recommendations to the City Commission, both short term and long term, to improve NSB's market competitiveness.
    - Assist with the development of an updated NSB Economic Development Strategic Plan and Competitiveness Report
  - Develop a "Live Where You Work" Program that improves affordable housing opportunities and NSB's **business climate** by promoting an environment conducive for businesses to relocate, grow, and expand within.
    - Explore Housing Authority's Live Oak property as a Pilot Program and pursue available redevelopment grant opportunities.
    - Support the "Elevate the Vision of Your Business" Marketing Initiative and other economic development marketing initiatives in NSB.
    - Promote extension of city's Tax Abatement Incentive Program until November 2034
      - Help staff inform the public about Tax Abatement Program in advance of the November 2024 election (voter referendum required).
    - Promote new development and redevelopment of existing commercial/industrial properties listed for sale and/or lease
    - Promote CRA's Commercial Façade/Property Improvement Grant Programs

Overall, the EDTF will be committed to leading NSB to a new and sustainable economy and will continue to be at the forefront of solving issues that impact the competitiveness and future of NSB's business climate.

City of New Smyrna Beach

Economic Development Strategic Plan Update

2020

Approved by the City Commission on December 10, 2019

Prepared by the City of New Smyrna Beach Economic Development Advisory Board and Tony Otte, CEcD

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Introduction

Economic Development Plans

The City's first Economic Development Plan is often referred to as the "100 Day Plan". In November, 2009 newly elected Mayor Adam Barringer stated that he would present an Economic Development Plan within 100 days. The Plan was developed by a committee working with the Southeast Volusia Chamber of Commerce – at that time there was no Economic Development Advisory Board or City staff position for Economic Development. The Plan was formally presented to the City Commission by Mayor Adam Barringer on April 13, 2010.

The Introduction to the Plan quotes the Vision Statement that was adopted by the City Commission in December, 2009:

"**We will build an attractive City that offers exceptional opportunities for her citizens and lifestyles that embrace an enhanced quality of life.**

Our walking-friendly City with her beautiful waterways will engender diverse recreational and economic opportunities for people of all ages.

Job opportunities will abound throughout our industrial centers and downtown areas. Beautifully landscaped corridors with attractive signage will refine our City with a well-maintained road system and a transportation network, including train and air transportation.

Our City will boast of sustainable business corridors and office parks. We will possess a hospital district and be a hub for educational enhancement through our schools and colleges.

Through our diligence our City will grow and be a place in which people want to live. Our partnerships with educational institutions, governmental entities, community and cultural groups will further be a testament to being responsive to citizens' needs and proactive in making our vision a reality."

On April 13, 2010 when the Economic Development Plan was presented to the City Commission, the nation was in the throes of "the Great Recession" and the national recession impact was evident in New Smyrna Beach. The City had many prominent vacant and underutilized commercial properties, and perhaps most noticeable were those in the historic "downtown" areas:

- Flagler Ave area – the beachside historic downtown had more than 9 underutilized properties on Flagler Ave. (These 9 properties have all since been renovated*); and

- Canal St Area – the mainland historic downtown area had 17 vacancies in the summer of 2011, and a vacant lot on a prominent corner (SE Orange and Canal) where a retail store building had burned down in 2008 and had been demolished. The large former furniture store building on the SE corner of US 1 and Canal St had been vacant for about 8 years and was distressed. A number of buildings on side streets, such as the Tru-Gas Building on N Orange, was also vacant with plywood covering a broken window**.

One of the plan's recommendations was to create an Economic Development Advisory Board, and the City Commission unanimously approved Resolution 18-10 that established the Board on April 27, 2010. The City Commission made appointments and the new Board held its first meeting in the Coronado Civic Center on June 29, 2010.

The Economic Development Advisory Board was the starting or processing point for many city actions related to economic development, including:

- Changing the City's approach to the operation of the Sports Complex, which now hosts many tournaments and events;

- The Tax Exemption Program approved by the voters in November, 2014;

- The suspension of non-residential impact fees during the recession;

- Recommendations made to the City Commission regarding economic development including Team Volusia agreements, support for Spaceport development, a welcome sign for mariners, the establishment and full participation in the Southeast Volusia Marketing Initiative – now the Southeast Volusia Manufacturing and Technology Coalition, as well as the review of items for the development of the US 1 CRA.

The Economic Development Advisory Board also recommended an Update of the original plan, and the update was approved by the City Commission on March 22, 2016. The Update included a targeted industry list for the City:

- Aviation and Aerospace
- Creative Class, including High Tech
- Light Industry, including Manufacturing
- Medical
- Professional Office, including Corporate Headquarters

- Recreation

The above list of targeted industries is not revised in this Update.

In 2015 the City Commission adopted a Community Redevelopment Agency (CRA) program, the City's second CRA. (The first CRA operated from 1985 until 2015.) Per Volusia County Resolution 2014-164 that authorized the establishment of the CRA:

- The focus for the first ten years of the CRA is the US 1 corridor and the Historic Westside, and
- This CRA is substantially different than the first CRA, with one area being that the resolution in effect prohibits the provision of private property grants and prohibits CRA expenditures for landscaping unless the landscaping is included in a capital project.

Citizen Forums

On March 22, 2014 the City held a day-long public forum to formulate a vision for New Smyrna Beach for the next 25 years. The forum was entitled "Charting Our Course" and it attracted over 100 citizens, who discussed topics suggested by more than 550 citizens who filled out surveys. The results of this effort recommended that the City focus its efforts on the following:

- **The Indian River Lagoon Restoration**
- **Parks and open spaces**
- **The Redevelopment of U.S. 1**
- **A historical preservation vision**
- **The development character on S.R. 44**
- **Economic development/job creation and retention**

During 2018 the city hosted a year - long series of meetings entitled Coastal Community Resiliency. The meetings were well attended, ranging from over 100 to over 400 citizens who listened to speakers and asked questions on a variety of community topics. The results of these meetings were folded into the City's Strategic Action Plan for 2019, with items under the Economic Development heading:

- Prepare an assessment of unused or underutilized properties and develop an approach for utilizing them to enhance local economic resilience
- Continue support of a joint marketing effort to attract aerospace industry to the local area
- Integrate resilience into the next Economic Development Plan Update
- Enhance the Business Retention and Expansion effort for Economic Growth

In 2019 new Mayor Russ Owen initiated an enhanced effort with the Chamber of Commerce to dialogue with business representatives in the City. This effort had a three step approach (results are summarized in the next section; full report in the attachments):

1. A series of monthly meetings arranged by either business type (e.g. Tourism/Hospitality/Art) or geographic area (e.g. Canal St area businesses). The 7 meetings were attended by 133 business representatives (122 unique visitors) who filled out and submitted 48 survey forms. The survey asked the following questions (the full report is in an appendix):
    - Why did you choose New Smyrna Beach?
    - How can the City and Chamber have a positive impact?
    - Any plans to expand in the next 5 years?
    - What are your biggest opportunities/challenges/pain point?
    - Any thought of leaving in the next five years? If so, why?
    - If you could change one thing about New Smyrna Beach…

2. Interviews with Business Representatives

Interviews were conducted by EDAB members, Chamber staff, and City staff with 18 business representatives using the same question format for the monthly meetings above.

3. Providing every business with information on business resources.

In July the City included information on business resources – such as the Chamber of Commerce, SCORE, the Small Business Development Center, and the Florida Virtual Entrepreneur Center – to all 2,500 plus businesses with their Business Tax Receipt invoice. These resources and events are either free or available at a nominal charge.

Summary

This Economic Development Strategic Plan Update is intended to serve as the “action plan” for the implementation of the Vision Statement and other items listed above.

As in the first Plan Update in 2015 The Plan Update is organized into three basic sections:

- Who we are
    - Community indicators and context
    - SWOT Analysis
- Vision: Enhancing who we are and envisioning where we want to be
- Action Plan: How do we get there

The City of New Smyrna Beach is in the enviable position of having a number of highly desirable assets that have brought positive national and international recognition - including the number and quality of small, independent businesses and the relatively small proportion of chain and franchise businesses; the scale and historic character of our built environment; and the beach and our natural environment. The stated intent of this Economic Development Strategic Plan Update is to build on these assets to create a better future for the local economy, better than what would naturally evolve in the absence of the plan. This “better future” does not seek to change New Smyrna Beach into something different, but to introduce some projects to enhance what is now in place to reach our goals and keep the small town feel. The implementation of the plan will be carefully monitored by the Economic Development Advisory Board, with periodic reports to the City Commission.

Footnotes for this section

*The Gnarley Surf Bar building, the NE and NW corners of Flagler and Peninsula Avenues, two new restaurants in buildings immediately west of the property that was vacant and now is the site of the Hampton Inn and Suites Hotel, the property with a vacant residential building that was demolished and a new building housing the Inn on Avenue was constructed, the enclosing of a small historic building with a new building that is Pat Collado’s office, and the rebuilding of a former convenience store to become the Crow’s Nest Restaurant on Buenos Aires);

**Today there is only one chronically vacant building, the small wood-frame building next to Bob’s Automotive.)

Who We Are

New Smyrna Beach is an arts oriented, historic, beach community - an ocean-front destination.

It is where Native Americans lived for thousands of years before Europeans came in 1768. Then in 1887 on the mainland the City of New Smyrna was incorporated, and in 1947 New Smyrna merged with Coronado Beach (on beachside, incorporated in 1924) to form the City of New Smyrna Beach – and provide the two historic, walkable downtowns that were revitalized in the last ten years. (Incorporation dates from Then & Now, New Smyrna Beach, by Zelia V. Sweett).

At the outset it is noteworthy that describing "Who We Are" is a combination of perception and data:

- Perceptions or the "feel" of a location is a reaction to the natural environment and the built environment, which is enhanced by the presence of historic buildings and the presence of art, and interesting places; and

- Data and information, which come to a conclusion in the SWOT Analysis: a listing of Strengths, Weaknesses, Opportunities, and Strengths.

The City has been recognized internationally as an outstanding surfing location - as well as having excellent backwater and offshore fishing, golf, cultural events, and pedestrian-friendly historic areas filled with eclectic shops, art galleries, and restaurants. A short sample of these recognitions includes:

  - One of the Top Ten Spots to Hang Ten by Outside magazine, 2014
  - One of ten best beach towns in Florida by SmarterTravel.com, 2014
  - One of the Coolest Surf Towns, by Travel + Leisure Magazine, 2013
  - One of the World's Top Twenty Surf Towns, by National Geographic Magazine, 2012
  - One of arts towns included in the book, The 100 Best Small Art Towns in America: Where to Discover Creative Communities, Fresh Air, and Affordable Living, by John Villani, 1998.
  - Named multiple times as the favorite beach by the readers of the Orlando Sentinel

It is generally viewed that Tourism is the key economic driver for the City. Recent representative reviews (visitor perceptions) on TripAdvisor described the City as follows:

- Great beach and awesome restaurants nearby!

- The town is so low key and has a great relaxed vibe. There is great food, beaches and hotels.
- Beautiful beach town much more in tune with the environment than the larger areas further north on A1A.
- I think the draw is the laid back atmosphere, small town vibe.
- This is a beautiful area to visit. Nice beach small town with two main streets. One is beachside with small shops, restaurants, very quaint. The other is on mainland also with shops restaurants (sic). They managed to keep the small town feel.

The “relaxed vibe” and “small town feel” is a theme that resonates in describing New Smyrna Beach. It brings both visitors, and also attracts would be entrepreneurs – persons who wish to launch a business - and certain business types that would benefit from locating in a location with those attributes.

The view of Tourism being an economic driver is evidenced by the City’s workforce: The largest industry sector in the City is Accommodation and Food Services employing 2,425 workers. The next largest sectors are Retail Trade (1,991 workers) and Health Care and Social Assistance (1,835 workers). (Economic Overview, City of New Smyrna Beach, full report in the attachments.)

In addition to being a beach community, the City is generally located between between Kennedy Space Center to the South, Daytona Beach to the North, and Orlando to the Southwest, putting the City in the Center of a resource-rich educational and technology triangle:

- Embry-Riddle Aeronautical University, Daytona State, and a branch of the University of Central Florida in Daytona Beach, all with engineering programs; and Bethune-Cookman and Keiser Universities;
- Florida Institute of Technology in Melbourne to the South with an engineering program; and
- The University of Central Florida main campus in Orlando to the Southwest with an engineering program.

A vision of where the City of New Smyrna Beach wants to be must be grounded in the foundation of what the City is today, with an identification of the City’s competitors and a focus on what positively distinguishes the City from its competition.

Every business in the City is annually sent a Business Tax Receipt tax bill, and new businesses must register and be approved before opening (approval procedure includes a zoning review and fire marshal inspection). There are over 2,500 businesses registered, and the number is growing every month – averaging 18 registrations every month for the last six months; however, not all of those are new businesses: some have a new address or have expanded to offer a new service.

The City's Business Tax Receipt office was moved last year from the Finance Department to the Building Department and provided a separate administrator who is now collecting email addresses for businesses (Volusia County business license office also collects email addresses). As an important point of contact, this year's invoice mailing included a flyer on no-charge Business Resources to help business owners get individualized consulting assistance, and information contacts to help them grow their business. It is anticipated that there will be further efforts to reach new businesses through this office.

"What the City is today" can also be described in terms of many different indices, and is presented here in comparison to other large cities in the County:

- The 2010 US Census Count for the City of New Smyrna Beach was 22,464, the fifth largest of the 16 cities in the County. The Bureau of Economic and Business Research at the University of Florida estimates that the 2019 estimate is 27,173, a 20.9% increase, or 2.3% per year.

- New Smyrna Beach has consistently been one of the leaders in Volusia County for the highest number of residential building permits issued over the past several years. The most recent quarterly report issued by the Volusia County Department of Economic Development indicates that there were 187 residential new construction permits issued in New Smyrna Beach in July-September 2019, the highest of any other jurisdiction in the County.

- The Volusia County Property Appraiser reports that New Smyrna Beach has the second highest taxable valuation in Volusia County as compared to other cities, behind Daytona Beach and ahead of Ormond Beach.

- Among the larger cities in Volusia County, New Smyrna Beach has the third highest percentage of residential property share in its city tax roll at 82.8%, behind Daytona Beach Shores (84.4%) and Deltona (85.3%). Of the cities that are usually used for comparisons to New Smyrna Beach:
  - Ormond Beach - residential properties are 70% of their tax base
  - DeLand – residential properties are 56.8% of their tax base

- Port Orange – residential properties are 67.7% of their tax base
- Edgewater – residential properties are 67.5% of their tax base
- Daytona Beach – residential properties are 42.7% of their tax base.

- For the County as a whole using 2019 preliminary tax roll numbers, the residential property share is 67.7%, down from 72.6% in 2013.

- Of the 14 Volusia County cities that have industrial properties, New Smyrna Beach and Deltona each have less than 1% of their tax base from Industrial properties. Of the cities that are usually used for comparisons to New Smyrna Beach:
  - Ormond Beach - industrial properties are 3.4% of their tax base
  - DeLand – industrial properties are 3.5% of their tax base
  - Port Orange – industrial properties are 2.3% of their tax base
  - Edgewater – industrial properties are 6.9% of their tax base
  - Daytona Beach – industrial properties are 3.6% of their tax base.

- In Land Uses per the City's Comprehensive plan and using 2010 data, Commercial Land use is at 5.6% of total land use; industrial is at .7%

- The per capita income in the City is $37,603, compared to Volusia County as a whole at $25,871 and the state of Florida at $28,774.

- The median age in the City is 57.9, compared to Volusia County as a whole at 46.4 and the state of Florida at 41.8.

- The median house value in the City is $230,800, compared to Volusia County as a whole at $149,900 and the state of Florida at $178,700.

- Disconnected Youth – 16-19 year-olds who are not in school, not a high school graduate, and either unemployed or not in the labor force – represent 3.6% in the City, 2.8% in Volusia County, and 3.3% in the state.

- Average annual salaries: $39,585 in the City; $39,563 in Volusia County; $48,746 in the state; and $55,825 in the U.S.

- The average low salaries is slightly mitigated by the cost of living index: 89.8 for the City and Volusia County, with a purchasing power of $44,094.

- Location Quotients indicate industry sectors in which an area has high concentrations of employment versus a larger region that the subject geographic area is a part of, say the state or the nation. The sectors with the largest Location Quotients in the City as compared to the nation are Accommodation and Food Services 2.47, Utilities 1.86, Retail Trade 1.75, and Healthcare 1.18.

- The fastest growing sector is predicted to be Healthcare and Social Assistance with a 1.7% year over year rate of growth, followed by Accommodation and Food Services and Retail Trade. (See report attached from JobEQ)

- The top ten occupations by number of workers in the City are:

    - Food preparation and Serving Related 2,147
    - Office and Administrative Support 1,499
    - Sales and Related 1,465
    - Healthcare Practitioners and Technical 906
    - Management 552
    - Transportation and Material Moving 491
    - Construction and Extraction 460
    - Building & grounds, cleaning, maintenance 456
    - Installation, maintenance, repair 437
    - Personal care & service 421

- From the most recent City audit report, the principal employers in the City are:
    - Advent Health New Smyrna Beach 700
    - Volusia County Public Schools 335
    - City of New Smyrna Beach 263
    - Publix Supermarkets 250
    - Wal Mart 207
    - Ocean View Nursing & Rehab Center 200
    - New Smyrna Beach Utilities Commission 173
    - Winn Dixie Stores, Inc. 140
    - Home Depot 120
    - Sugar Mill Country Club 100

Nine of the ten entities listed were also on this list as of September, 2009.

- Over the last ten years the County's unemployment rate dropped from 11.7% in 2009 and 12.5% in 2010 to 3.8% in 2018 – reflecting the national economic trend (Note: 4% is typically considered full employment).

- It is noteworthy that the Volusia County Schools announced at a meeting held at Edgewater City Hall on June 27, 2018, that while the population in New Smyrna Beach is growing, the projected school population is not. No new schools are planned at this time. (Note: a replacement school building just opened this school year at Chisholm Elementary.)

- The provision of utilities is a huge factor in economic development. In Florida there are several different types of utility providers: investor owned or private company utilities like Florida Power and Light; municipal owned utilities like the Utilities Commission, City of New Smyrna Beach; and Cooperatives like Sumter Electric in Lake and Sumter Counties.

    - Electric, water, wastewater, and re-use water services are provided by the Utilities Commission, City of New Smyrna Beach (UC), a municipal utility that is chartered separately from the City, with the City Commission appointing UC board members, approving the UC annual budget, and approving UC issuance of debt. The UC purchases power from Florida Power and Light, Duke Energy, and the Florida Municipal Power Agency and distributes it to 28,180 electric customers in a 71.9 square mile area, 25% of which are outside the City limits. There are 26,832 potable water customers, 21,644 wastewater customers, and 2,288 re-use customers.

    - Natural Gas service is provided by Florida Public Utilities, a private company with corporate headquarters in Fernandina Beach and working out of the Central Florida East division in DeBary.

- The City is blessed with many transportation assets, including:

    - The New Smyrna Beach Municipal Airport, a control tower airport with a 5,000 foot runway (which allows the Airport to accommodate mid-size general aviation aircraft), and self-serve fuel farm. A March, 2019 report by the Florida Department of Transportation provided this data (please see FDOT summary sheets and airport runway map in an attachment):
        - On-Airport Impacts: $67,442,000
        - Visitor Spending Impacts: $22,930,000
        - Multiplier Impacts: $81,531,000
        - Total employment at the Airport: 1,281
        - Total payroll: $61,700,000
        - Total Output: $171,903,000

    - The airport has a number of aviation businesses that contribute to these impacts including:

- Airgate Aviation, with charters and service to the Bahamas, aircraft maintenance, and a full service FBO.
- American Aero Services, a restoration, maintenance, and inspection facility for aircraft, military vehicles, armor, missiles, and rockets.
- Baker Aviation, specializing in aircraft restoration, maintenance, and repair, and pre-purchase and annual inspections, as well as pick-up and delivery service.
- Epic Aviation Flight Academy, offering commercial pilot training meeting all US and international pilot school standards.

The Airport is facing a "declared distance" restriction on the 5,000 foot runway that is under review by the Federal Aviation Administration. This matter is of concern to many airport users. The Airport also has a new Master Plan under review that calls for Runway 11-29 to be extended from 4,319 feet to 5,000 feet.

- The City has commercial passenger service at nearby international airports in Daytona Beach, Sanford, Melbourne, and Orlando.

- The City is served by major arterials including interstate 95, SR 44, and US 1, as well as Interstate 4 to the west on SR 44. An interchange on I-95 at Pioneer Trail is planned that would greatly enhance connectivity to the Industrial area at the Airport and Tionia Rd locations.

- The City is served by seaports in Cape Canaveral and Jacksonville.

- Although the City's industrial land use and share of tax base is small (less than 1% for both), the industrial areas have a number of companies that have bright futures with the growth in the aviation and aerospace industries in Central Florida – including two composite makers (RiversEdge and Tiger Composites) who serve the marine and/or aviation sectors, and Advanced Machining, a state of the art machine shop.

- Clean Air: The American Lung Association 2018 State of the Air Report cited the Orlando-Deltona-Daytona Beach area (including New Smyrna Beach) as one of the cleanest areas for year round particle pollution.

It is also noteworthy to examine how many workers in the City live in the City, how many City residents leave the City for work, and how many non-residents come into the City to work – and how this compares to other cities in the County. The data is available on the County Economic Development Department website, www.floridabusiness.org.

- New Smyrna Beach has 1,903 residents employed in the City; 7,175 residents employed outside the City, and 6,596 non-residents employed in the City, for a net inflow/outflow loss of 579 (more outflow than inflow).

- Not surprisingly, three cities in Volusia County that have a lower percentage of their tax base in residential property have more inflow that outflow for resident workers: Daytona Beach, Deland, and Orange City.

This data indicates that there is considerable worker movement in the County, and those cities with the highest outflow may use that data to indicate available workers who presumably would rather be working in their City rather than leaving their resident City to go to work.

The New Smyrna Beach Farmers' Market on Sams Ave is open every Saturday morning, rain or shine, from 7 am to 1 pm. The Market is one of the longest running markets in Central Florida, organized over 20 years ago, and offering fresh fruits and vegetables from local farmers. Market organizers estimate the Market attracts over 170,000 visitors each year and generates more than $4 million in business for the Southeast Volusia area.

In 2019 new Mayor Russ Owen initiated an enhanced effort with the Chamber of Commerce to dialogue with business representatives in the City. The information gathered is a useful platform for describing both "Who We Are" and where we want to go as an economic community.

This effort had a three step approach:

1. A series of monthly meetings arranged by either business type (e.g. Tourism/Hospitality/Art) or geographic area (e.g. Canal St area businesses). The 7 meetings were attended by 133 business representatives (122 unique visitors) who filled out and submitted 48 survey forms. The survey asked the following questions, with typical responses noted (the full report is in an attachment):
    - Why did you choose New Smyrna Beach?
        - Grew up here; had family here; it's beautiful!

    - How can the City and Chamber have a positive impact?
        - More activities for networking; events; keep the small town feel, no chain stores; friendly regulatory environment for small business; stop overdevelopment; cut red tape for remodeling and building; more high paying jobs; continue re-hab efforts; Brand US 1 & bring in new businesses; complete I-95 interchange; Keep what we have at the Airport

    - Any plans to expand in the next 5 years?

- Yes

- What are your biggest opportunities/challenges/pain point?
  - Challenges: permitting frustrations, parking, high cost of rent and ownership, maintaining City charm due to more chain stores (keep national franchises limited to certain areas); events block customers; signage regulations, finding employees, city to be more business friendly and move more quickly
  - Opportunities: Great Airport, events bring customers, a great community

- Any thought of leaving in the next five years? If so, why?
  - No

- If you could change one thing about New Smyrna Beach…
  - Keep it small & support small local businesses; better vision & long-range planning; ombudsman to help navigate UC and City regulations.

2. Interviews with Business Representatives

Interviews were conducted by EDAB members, Chamber staff, and City staff with 16 business representatives spread across the City's target industries identified in the previous Plan, and the interviews used the same question format for the monthly meetings above. Typical responses noted frustrations with permitting, asking for assistance in opening new markets and customer opportunities, addressing traffic concerns and the lack of parking capacity, managing City growth, and completion of the Pioneer Trail/I-95 interchange.

3. Providing every business with information on business resources.

As noted above, in July the City included information on business resources – such as the Chamber of Commerce, SCORE, the Small Business Development Center, and the Florida Virtual Entrepreneur Center – to all 2,500 plus businesses with their Business Tax Receipt invoice. These resources are free and the events are either free or available at a nominal charge.

SWOT Analysis

The City's Economic Development Advisory Board completed a SWOT Analysis (listing Strengths, Weaknesses, Opportunities, and Threats) as follows:

STRENGTHS:

1. TOOLS that are in place: Voter-approved Tax Exemption Program, Brownfield designations, Community Redevelopment Agency (see Weaknesses, below)

2. Water Sports – a platform for helping the surfing industry thrive here

3. Water access – utilize the full potential of marinas and all water access for boating: large yacht docking & access, fishing, scuba, boat tours, Surf Museum, Marine Discovery Center, and gain positive international recognition

4. NSB Inlet and access to the sea – potential for many hi-tech and environmental companies that need the access - Develop wave energy production etc.

5. AIRPORT: utilize to its fullest potential per the new Airport Master Plan; combine lots or look for larger inventory, connect and open up Airway "Circle". (Note: Florida is number 2 among states for aviation.)

6. People want to be near the beach, or boat docks to bring their company here

7. Excellent education system

8. Excellent Sports Complex to be marketed

9. Proximity to higher education: Embry Riddle, Stetson, Bethune Cookman, UCF, Daytona State, Keiser

10. Within two hours there are five colleges with engineering programs: Embry Riddle, Daytona State, UCF, Florida Institute of Technology, University of Florida

11. Health Care Improvements – with Advent Health taking over the former Bert Fish facility and bringing more resources, it is anticipated that improvements are coming in the delivery of health care services.

~~12.~~ Large industrial property (180 acres) east of S Myrtle Ave was recently purchased and is being marketed

13. Undeveloped land available west side of I-95 – 180 acre parcel (Snowden family), a portion of which could be a business park. The City's Pre-Application program aids interested expanding or incoming businesses.

14. Cultural Icons: ACA, The Hub, Little Theater, Artist's Workshop, the Mary S. Harrell Black Heritage Museum.

15. Tourism is maintaining itself – City doesn't need to market any further, we have growing momentum that is maintained by SVAA and the Chamber

16. Many want to relocate to NSB for quality of life and start a business near where they live.

17. The Beach: Assets include the beach and the Canaveral National Seashore

18. The most recent study (2013) funded by Volusia County found that New Smyrna Beach attracts tourists who typically have higher incomes than tourists in Daytona Beach.

19. Two revitalized, historic, walkable downtowns.

20. Clean Air: The American Lung Association 2018 State of the Air Report cited the Orlando-Deltona-Daytona Beach area (including New Smyrna Beach) as one of the cleanest areas for year round particle pollution.

WEAKNESSES:

1. As noted above, the City has the third highest percentage of residential property in its tax base of all 16 cities* in Volusia County. This ranking is up from fourth in the previous plan. This indicates that residents are shouldering more of the tax burden than commercial, industrial, and other non-residential properties.

2. Utilities lacking in certain areas, including the lack of central sewer on Tionia Road. With vacant lots zoned industrial for sale, this would force a new owner to use a portion of the property to install and maintain a septic tank and drainfield. Infrastructure on SR 44 and US 1 – need to collaborate with UC to improve or install utilities to encourage business locations there

3. Permitting frustrations reported by business owners, including:
    a. Change of Use procedures which require a new owner of a business property with a permitted use that is different than the previous owner to meet current site requirements – which can include landscaping, parking and site re-configuration, more limited access points which can include new sidewalks and curbs, new fire hydrants, etc. These requirements work against bringing new uses to existing properties in a distressed commercial area such as the US 1 corridor.
    b. Lack of communication: business owners report that they are not notified of action taken on a permit, such as a denial, which adds time to the process.

4. Reliance on Tourism

5. Small businesses do not have access to larger companies in the region to quote on materials needed

6. Limited shovel-ready land available

7. Lack of leasable industrial buildings.

8. Parking Shortage in several areas including the Flagler Ave area particularly during special events

9. Beachgoers parking on Flagler Ave to avoid higher tolls, taking spaces that are normally used by shoppers.

10. SR 44 is clogged with back-ups at certain times by beachgoers.

11. Short supply of “affordable” housing

12. Lack of crosswalks in developing areas, and on Canal St at Orange.

13. Lack of Class A office space

14. Labor Pool: a lack of trained workers, including manufacturing

15. Parking shortage for the hospital.

16. Distressed US1 Corridor

17. Lack of infrastructure in certain areas, such as property across from Walmart, certain sections of SR 44, Historic Westside

18. High paying jobs available

19. Hospital future location

20. Traffic issues on SR 44

21. Aesthetics on SR 44.

OPPORTUNITIES:

1. Redevelopment of US 1 through the US 1 CRA and the approval and implementation of a US 1 Overlay Zone, which would increase the number and variety of permitted uses and capitalize on the opportunity to attract businesses that are currently not allowed, such as food processing and any light manufacturing that does not have noise, dust, or odors detectable outside the building, and does not have exterior storage.

2. Work more closely with Team Volusia to ensure that our assets are understood and that smaller companies - with 5-20 employees – are also recruited.

3. Capitalize on our core strengths

4. The Cultural Arts industry in the City is a key opportunity for growth.

5. Utilize available land at I-95 and 44

6. Develop Airport industrial area

7. Attracting water sport companies, attract hi-tech environmental sea-use companies

8. Recruit R&D and health care related companies – growing with aging population

9. Health care center expansion with Bert Fish/ Florida Hospital-Advent purchase

10. Market the New Civic Center to host events and conferences, with company meeting rooms - this offers more exposure for the City.

11. Research small, quality manufacturing companies looking to move here from other areas

12. Marina and large slip development near downtown

13. Opportunity for collaboration with Volusia County, the Transportation Planning Organization, and the Florida Department of Transportation to resolve traffic access problems.

14. Bed and breakfast and hotels to utilize for conferences, oceanfront/riverfront, downtown

15. Branding: the City should enhance its sense of place through Branding: Explore the Blue Community certification with the brand of the City has highly focused on sustainability ("Blue Smyrna"); focus on our assets including the beach, arts, and history

16. Geosam Capital LLC US Corporate Office has re-located to Venetian Bay, the first of possibly many small corporate offices near the I-95/SR 44 interchange and the outstanding quality of life.

17. The Pioneer Road – I-95 Interchange to be developed.

18. The City to become more business friendly through the permitting process.

19. A number of businesses have already adopted sustainability practices. Adopt a program to recognize those businesses and create a program to encourage more businesses to be sustainable.

20. Market the City as being a sustainable location and apply for recognition that will expand the awareness of New Smyrna Beach as a sustainable place.

21. Recognize both US 1 and SR 44 for future business development and develop creative solutions to address small or odd-shaped lots including assistance with assemblage, more flexible zoning, etc. Work to improve the aesthetics of both areas with median improvements.

22. Attract industry that creates higher paying jobs.

THREATS:

1. The possibility of terminating beach driving and the impact that will have on the business community.

2. Having the look and feel of a place with a large traffic artery, which threatens the New Smyrna Beach sense of place and branding efforts.

3. Need room to grow for industry; Edgewater and DeLand and neighboring cities are our big competition.

4. Inconsistent relationship with Volusia County for cooperation with parking and traffic problems

5. No funds available for grants now to lure incoming businesses

6. Limited State/County funding for local projects

7. Hospital could re-locate. (Note: The “Economic Development Strategic Plan, City of Edgewater, Florida, 2015” notes:

a. On p. 44: “Expansion of health care and medical facilities in the City is a leading need and priority, particularly a community hospital… Current and expected future levels of population in the Edgewater area are such that planning for a new community hospital should begin. Next steps include discussions of needs and opportunities for a community hospital in Edgewater with hospital planners for facilities in the region, such as Florida Hospital and Halifax Health, the largest providers in Volusia County.”
b. Objective 3.3, “Expand health Care and Medical Services”, includes Objective 3.3.3: “Present and discuss the master plan for the new community civic campus with potential health care providers. (ONGOING).” on p. 66)

8. Mr. Otte stated that the airport is a strength but also a threat because of the possibility of the declared distance imposition on runway 7-20 (parallel to South Street).

9. Sea level rise

10. The increasing growth of internet sales and the effect on brick and mortar store locations.

Conclusion

The City of New Smyrna Beach is very well positioned:

- It offers residents a much-revered quality of life in an attractive, natural setting;
- It offers visitors an experience of natural beauty and “authentic Florida” along with revitalized, walk-able historic downtowns, producing a “laid-back” feeling that wins high compliments. These features have produced a high quality of life with a tourism driven economy, and the highest income tourist group (as identified in the Volusia County Tourism Study dated February, 2013).
- It is the home of many successful local, independent small businesses.
- It is an internationally acclaimed surfing location,
- one of the oldest cities in Florida, and
- A center for the arts as the home of the Atlantic Center for the Arts and numerous art galleries.

Through the identification of target industries for existing business expansion, and new business attraction; and a five year Action Plan, there is the expectation that the overall goal of continued good economic growth will be achieved.

The direction the plan is taking is to focus on selected aspects of the local economy for expansion. These selected sectors are believed to:

- Be the best fit for the available land assets
- Be the best fit within the context of existing industry;
- Have the best potential for providing higher wage jobs

*There are actually 17 cities, but Flagler Beach, with 100% residential, is not included.

VISION: ENHANCING WHO WE ARE

In order to fulfill the City Commission mandate for redevelopment of distressed commercial areas, and to expand existing companies and attract new companies with higher paying jobs, it is recommended that existing business expansion efforts and new business attraction efforts focus on business sectors that we already have that offer the best chance for growth. The targeted industry sectors from the 2016 plan are again recommended:

Target Industries for New Smyrna Beach Retention, Expansion, and Recruitment

- Aviation and Aerospace
- Creative Class, including High Tech
- Light Industry, including Manufacturing
- Medical
- Professional Office, including Corporate Headquarters (Note: A public announcement was made on September 25 that Geosam Capital - owners of Venetian Bay and the 900 acre, undeveloped property in the NE quadrant of I-95/SR 44 - is moving its US Corporate Headquarters to New Smyrna Beach with 15 employees.
- Recreation

As a point of reference, the targeted industries for three other economic development agencies are listed below – and some of these have changed since the 2016 plan:

Enterprise Florida – responsible for marketing Florida to attract new businesses

- Cleantech – solar, biofuels, fuel cells, etc
- Life Sciences – biotechnology, medical device manufacturing, pharmaceuticals, health care
- Information Technology – photonics/optics, digital media, software and computer systems, design, computers and microelectronics, telecommunications
- Aviation/Aerospace
- Defense & Homeland Security
- Financial and Professional Services
- Manufacturing
- Headquarters
- Logistics & Distribution

Metro Orlando Economic Development Commission – the lead economic development marketing organization in the Orlando Metropolitan Area (consisting of Orange, Osceola, Seminole, and Lake County) has the following target industries:

- Corporate Headquarters & Regional Offices

- Advanced Manufacturing
- Life Sciences & Healthcare
- Aviation/Aerospace & Defense
- Innovative Technologies

Team Volusia is the public/private organization that is tasked with business recruitment. New Smyrna Beach is a member of Team Volusia. Team Volusia's Target Industries are:

- Aviation & Aerospace
- Advanced Manufacturing
- Customer Support Centers
- Logistics and Distribution
- Entrepreneurship and Innovation
- Headquarters
- Motion Picture and Video Production
- Professionals Services

Following up on Business and Citizen Input, the Plan identifies areas for future Economic Development efforts:

<u>Redevelopment of US 1</u>

(Please see the attachment sections on US 1)

Redevelopment of US 1 is one of the focal points of the first ten years of the CRA; however, the resolution approved by Volusia County effectively prohibits the use of CRA funds for business property improvement grants. US 1 has immediate challenges – as well as opportunities:

- At one time there were five new car dealers on US 1 – now there are none. Four are now used car or boat vendors, and one has several businesses including a roofing company. These uses – almost any uses – are preferable to having vacant properties.

- There are over 100 parcels on US 1 between Canal St and Industrial Park Drive, with 11 Car service businesses, 9 motels, 9 Used Car dealers, and 6 gasoline/convenience stores per a 2017 report. Two of the motels are currently for sale – the Blue Heron (which has an adjacent vacant lot under separate ownership), and the Shangri La. These properties could be purchased by the CRA, but only for use as publicly-owned spaces.

- The movie theatre on S US 1 had been closed and a new theatre operator has renovated the building and it has been re-opened for several years.

- In addition to the former new car dealerships purchased in the past several years, other large properties on US 1 that were for sale that have been purchased include:
    - the FEC property South of Canal St, west of US 1, was purchased several years ago by the Silvestri Group and is now being actively marketed. There has been interest expressed in the parcel at the Southeast corner of SR 44 and Myrtle Ave.
    - the former Daytona Beach Community College building at the southeast corner of Wayne and US 1 was purchased by Dr. Rahesh Ailani who owns other properties on US 1 including his office near Turnbull Bay Rd. This building was perhaps the most distressed location on US 1 due to its size. Dr. Ailani has renovated and re-purposed the building as an Adult Assisted Living Center (no CRA funding).
    - the former collision center building W of US 1 and S of the airport area was purchased several years ago and is now the scooter store that was previously located in leased property at the Northeast corner of US 1 and Faulkner Ave.
    - the former Smyrna Motel in the Southwest corner of US 1 and Turnbull Bay Road was purchased, demolished, and a Dollar General Store was constructed several years ago with an upgraded façade;
- Several prominent properties on South US 1 are now for sale or lease:
    - the former ABC Fine Wine and Spirits store on S US 1;
    - the former Kenny's Liquors at the South end of the New Smyrna Plaza
    - The former Specialty Marine store across from the library
    - The former gas station/convenience store North of the former ABC

The City Commission recently repealed the requirements in place for two years that required landscaping and parking per current requirements for buildings vacant for longer than six months – which in one location would have eliminated about 20 parking spaces… that location remains vacant.

There have been several business proposals for buildings on US 1 that to date have not materialized due to City zoning requirements, or FDOT requirements. In order to make significant progress on US 1 it is imperative that a new zoning district be created to

allow a wider variety of permitted uses and more flexibility in the administration of change of use procedures, parking, landscaping, and signage requirements. Desired new permitted uses include:

- Food processing
- Food and beverage manufacturing
- Light manufacturing to include personal care products
- Light manufacturing that does not include outside storage of either raw materials or finished product, and that does have detectable noise, dust, or odors outside the building

Two other cities in Volusia County – Port Orange (for US 1) and Orange City (for 17-92) have made similar revisions to their Land Development Regulations to encourage commercial redevelopment in their historic commercial corridors.

Other revisions to the Land Development Code requested by business owners include:

- Flexibility in the administration of change of use regulations
- Elimination of landscaping requirements for the sides and rear of properties
- Phased in requirements for frontage landscaping and continued consideration for large potted plants for paved areas.
- Elimination of the requirements for trees as landscape material on US 1 as it blocks signage.

In addition, following these changes in the Land Development Regulations, the Planning Department (or consultant) should conduct a planning session similar to the "neighborhood plans" done for the Historic Westside, Coronado Island, and other neighborhoods. From this effort would come a clear identification of the image and future of US 1 – similar to the effort that started with "the North Causeway area" and developed "Coronado Island".

US 1 is the "historic small business corridor" for the City, and while accurate it may not provide the desired enhanced image for the corridor. This topic deserves further study.

Canal St Area

The identification of "the creative class" is usually credited to work by Richard Florida, who has written several books concerning the shift in the American economy to creative

and knowledge based jobs. The author lists the factors that attract creative class individuals and the jobs they bring, and there are several areas in the City of New Smyrna Beach that fit this description, with perhaps the most prominent being Canal St. At the present time Canal St is best known for its recent redevelopment with new restaurants and shops in a historic commercial, walkable setting. Canal St presently hosts several enterprises that fit the description of creative class and knowledge based businesses, including the following:

- Shok Idea Group – whose website lists the company's product as "branding and media strategies". This company moved to Canal St from Flagler Ave and is located on the second floor of the building owned by Richard Rosedale at the SE corner of Canal and S Orange.

- Architect Jay Pendergast, whose work includes the Total Vision building on the SE corner of US 1 and Canal St; and the Pat Collado real estate office on the NE corner of Flagler and Cooper;

- Anderson Dixon, Engineers

- The HUB on Canal – an arts consortium with studios and gallery space with art for sale;

- Several restaurants in the Canal St area

- NSB Brewery – a micro-brewery.

- Wellness businesses in the 500 block of Canal St and N Orange.

Quoting the 2010 CRA Master Plan Update, "Residential and Employment must return to the downtown to re-establish proximate, sustainable purchasing power to support retail." Recent residential in the Canal St area includes:

- The Tabby House development South of City Hall on Julia St near Canal St has 11 of the 17 mixed-use residential and commercial lots improved or under construction.

- The RiverWalk condominiums on the North Causeway are under construction with over 200 units at buildout, priced in the mid $300ks to over $500k – a short walk from Canal St.

- There are two assisted living facilities near Canal St: Lexington Place on Myrtle Ave at SR 44 offers independent living, assisted living, and memory care services, recently opened. The Alba Court Assisted Living project is

under construction on Washington St near City Hall. The facility will provide 109 beds.

The new Brannon Civic Center provides more opportunities for economic development in the hospitality sector as well as bringing more people to visit the City. Many visitors eventually become residents, and business owners may bring their companies with them. The new Civic Center has the potential to attract business meetings from out of town groups, and there is an opportunity for a boutique hotel in the Canal St area to serve business groups during the week as well as weekend vacationers. Probably for the first time in its history, Canal St now has the full lineup of restaurants and shops to entice visitors without having to rely as much on beachgoers.

There are several possible locations for siting a boutique hotel:

- The presence of Volusia County buildings in the Canal St area, on Riverside Drive from Canal St North to Julia St. The future of these two buildings was a topic of discussion by the Economic Development Advisory Board on September 18, 2013, and it was reported that some Volusia County officials would be open to "starting the conversation" about the future of the county office building at the NW corner of Canal St and Riverside Drive. On the other side of the driveway entrance to the parking lot is another county building, the courthouse serving the area. There has been no substantive discussion on this topic since the subject was reviewed at the 2013 EDAB meeting, and the County courthouse building has been vacant for two years.

- There has been some interest expressed by hotel owners in the possibility of re-purposing the Utility Commission Building on Canal St at Magnolia into a hotel.

South of the Canal St area is the "medical district", the location of Advent Health New Smyrna. Quoting from the 2010 CRA Master Plan Update, "The Hospital is an important community service and employment base that should be supported in its future growth plans and actively engaged by the community to create a healthcare area." The hospital is the largest employer in the City with over 600 employees and a huge presence in the local economy. (See above "Threats", regarding the potential for the hospital to move.)

I-95 and SR 44 area

This area is an "Activity Center" on the Future Land Use Map and as development proposals come forward sites will be rezoned to Planned Unit Development. The

area is bordered to the west by Hughes Road/Hunting Camp Road (over 1 mile west of Airport Road, Venetian Bay), which is the western border of the City limits and the starting point for the Samsula area plan (which maintains the rural character of the Samsula area).

This area has some distinct advantages over the I-95 exits immediately to the north and south:

- The exit to the north, the Port Orange exit, is largely developed.
- The exit to the south in Edgewater is at the intersection of CR 442, which dead ends just west of the exit. There is relatively little development in this area, and it may be a good candidate for distribution centers or other developments related to trucking. (Note: there are two large developments planned for the West side of I-95 at SR 442: Restoration, and Deering Park. The "Economic Development Strategic Plan, City of Edgewater, Florida. P. 32 notes, "There is ample vacant land near the I-95/SR442 interchange to support business and industrial park development and a range of commercial uses. Some of this opportunity on the west side of I-95 will be captured by the proposed Restoration DRI and Deering Park PUD.) The plan notes on P. 29: "The concept of extending SR 442 to SR 415 or even further to the SR 417 GreenWay Expressway has been raised. Those proposals and concepts would greatly improve commuting linkages between Deltona, Orange City, DeBary, or Daytona Beach and Edgewater thus allowing Edgewater to become more integrated into the mainstream of future economic growth in the County."

By contrast, the intersecting road at the New Smyrna Beach exit – SR 44 – is a cross-state highway connecting Crystal River and the Gulf to New Smyrna Beach and the Atlantic Ocean. It is also the route taken for beachgoers from Orlando coming off I-4 further west. FDOT studies show that on weekends traffic counts can increase 40%. Average daily traffic counts on SR 44 vary by location, with some counts near the Old Mission/Wallace intersection further east at 26,500.

Each quadrant of this intersection will be viewed separately:

- Northwest – this area has the Wal-Mart store and 8 available out parcels, as well as a gas station for sale and the 800 acres of property owned by the Utilities Commission, City of New Smyrna Beach (UC). The out-parcels are owned by the Regency Co in Jacksonville and are being prominently marketed at events such as the International Council of Shopping Centers annual conference held in Orlando in August. The UC

property was discussed at the May 21, 2014 meeting of the EDAB and was presented as having significant wetland areas on the site, perhaps over 50%.

- Northeast – this area has two parcels:
    - A 900 acre parcel that occupies most of this quadrant is owned by Geosam Corporation, a Canadian firm that purchased the golf course and undeveloped properties in the Venetian Bay several years ago. The area on SR 44 is being planned for commercial development (including the area East of Sugar Mill Rd), while the Northern section of the property has been zoned and platted for the residential units in the Coastal Woods subdivision.

- Southeast - this area has a commercial subdivision and a vacant property
    - There is a commercial subdivision with eight lots closest to the Interstate. Before the recession there was interest from a hotel developer for a site in this subdivision, but that interest evaporated with the recession. More recently, Florida Hospital (now Advent Health New Smyrna) built a 36,000 sq foot, aesthetically pleasing medical office building on the corner which provides a strong, positive impression to travelers entering the City as to the economic vitality of the City. It links well with the gateway feature immediately to the west which notifies travelers that they are in the City of New Smyrna Beach. Together these landmarks are significant “place-making” features.
    - Adjacent (to the east) of the eight-lot subdivision is a large tract in the city limits that is zoned A-1 for agricultural uses. There have been no inquiries on this site and no plans by the present owner to change from agriculture uses.
    - There is also a vacant gas station – now vacant for several years - for lease.

- Southwest – this property has been actively listed for sale for several years. The family that owns the property has assembled adjoining properties to extend their ownership to the area of the traffic signal installed by Wal-Mart several years ago. The property is zoned PUD, with

the general intention of having typical interchange type businesses fronting SR 44 including a gas station and fast food restaurants, and a RaceTrac gas station opened about 2 years ago, and signs announcing a Holiday Inn Express and a Florida Roadhouse Restaurant have been up for about that long. Property owners have stated they are planning a recreation attraction on the property as well as a conference hotel and a business park. The property's location on the South side of the road makes for convenient in and out turning movements for beachgoers from Orlando coming to SR 44 from I-4 to the west.

Airport

As the data provided above from the recent Florida Department of Transportation Report indicates, the Airport is a strong contributor to the economy of the City and Southeast Volusia. The Airport area includes the Airport Industrial park as well as the industrial areas nearby on Turnbull Bay Rd and Tionia Rd.

The airport has several undeveloped lots and areas along US 1 that are available for development. These are other areas are planned for future uses in the recent update to the Airport Master Plan.

The Airport is facing some challenges listed above including the potential of the "declared distance" to be imposed on the 5,000 foot runway (7-20) that would shorten its available length. This matter is being negotiated by the City and its consultants and the FAA, and one aviation business owner interviewed expressed the view that the City needs to "stand up" for the Airport and preserve what is now in place.

The Update to the Airport Master Plan also recommends the lengthening of runway 11-29 to 5,000 feet.

Development on SR 44

There is a great deal of interest in commercial development on SR 44 between I-95 and Myrtle Ave. In the past 10 years there has been significant development, with the opening of Home Depot, Murphy Gas Station, Dunkin Donuts, ABC Fine Wine and Spirits, the purchase and lease up of the Plaza 44 property (the "shadow stores" adjacent to the former K-Mart), and the AdventHealth Medical Plaza Medical Offices mentioned above. Approvals have been given for the construction of a Hyatt Place Hotel on the site of the former grocery-centered strip center behind Dunkin Donuts on Third Ave, but construction has not yet started. An on-going challenge is the continued vacancy of the former K-Mart building at SR 44 and Old Mission. The redevelopment of that site will require the building to be demolished and a smaller building with parking

taking up much of the former building site to be constructed with Old Mission as the primary entrance.

The SR 44/Glencoe intersection has had two significant development approvals with the opening of the Chrysler Jeep Dodge dealership on 11 acres in the NW quadrant; and the 200 plus unit Beacon luxury apartments under construction on the SW corner. The SE corner continues to be vacant.

This intersection suffered with a lack of sewer until the City and the UC partnered in a Municipal Assessment project several years ago to bring sewer to the area. Such project require the benefiting property owners to pay for their fair share for the cost of the improvements, either at the conclusion of the project or financed (with interest).

It is anticipated that SR 44 will continue to be an area of great interest for commercial development.

The City limits to the West on SR 44 extends to Hughes Rd. At that point the unincorporated area begins and is part of the Volusia County Samsula Local Plan, which extends to west beyond CR 415. The Samsula Local Plan provides strict land use controls in the Samsula area.

Economic Development in the Historic Westside

The Historic Westside at one time had many business locations, typically is residential-styled buildings, but most of these have been gone for many years. Washington Street has some business activity: the Washington Street Crossing Consignors Depot and the art business and barber shop in the Hill Family buildings West of Dimmick St; The Gainous – Wynn Funeral Home constructed a new building several years ago; and it is anticipated that the Alonzo “Babe” James Community Center expansion from several years ago will continue to provide area caterers with more opportunities for catering events.

The area of Dimmick and Julia near Washington have had 8 new affordable housing units constructed in the last four years, with another duplex to break ground in 2020. These units are a partnership between the New Smyrna Beach Housing Authority, Volusia County, and the City. Southeast Volusia Habitat for Humanity has also been active, and a duplex was built with a contribution from the CRA on Sheldon St several years ago.

Concerns in the Historic Westside include the presence of septic tanks and undersized water lines, the need to upgrade the housing stock, the need for a parking lot to be

constructed near Pettis Park (planning is now underway), and the need for an Update of the Historic Westside Neighborhood Plan – the first plan prepared, in 2011.

Beachside

The main attraction for the City's tourism-driven economy is the Beach! Beachside commercial areas include the former downtown for Coronado Beach: Flagler Ave, which has benefitted greatly from the opening of two flag hotels: the Hampton Inn in 2012 and more recently the Springhill Suites by Marriot. A bed and breakfast location that was a CRA project – Inn on the Avenue – also opened several years ago.

Third Ave and South AIA are also commercial locations, and a Hyatt Place hotel project has been approved for the vacant, former grocery store – centered strip center behind Dunkin Donuts. A national coffee shop chain has also expressed interest in being near this site.

In addition to enjoying the beach, surfing and fishing, the City has other beach amenities as well, including Smyrna Dunes Park to the north and the Canaveral Seashore to the South.

Branding the Business Districts

All of the City's Business Districts need to be identified and mapped; and a plan prepared for each district. The plan would list:

- the characteristics in each district that positively distinguish it from other areas
- the assets of the district that are the basis for existing business growth and future business attraction
- the challenges the district faces and how those can be addressed
- the methods for marketing the district to include a district brand, signage, website and social media, and other marketing tools. The development of a district brand follows the example of certain residential districts in the City who have done so:
    - the Westside neighborhood was the first to have a City plan prepared, and residents branded the neighborhood as "the Historic Westside". A photo of the Mary S. Harrell Black Heritage Museum was chosen to be portrayed on neighborhood banners.
    - Another City Plan was prepared for the North Causeway area, and residents chosen "Coronado Island" as their brand.

- if one does not already exist, provide support for the formation of a business group for the district. The purpose of the group is to:
    - keep business owners and managers informed of plans for the district, especially anything that would affect business operations such as capital projects that would impact customers' ability to visit the business location; upcoming changes in regulations; opportunities for marketing and business growth;
    - Give the business owners and managers the opportunity to develop district-specific recommendations such for the City to consider such as Design Guidelines to maintain the scale and enhance the character of the built-environment of the district; and beautification initiatives such as improving landscaping in medians.

General Business Needs

One of the key recommendations of this Plan Update is to assist the existing businesses with information that will help them grow. This can be done in a number of ways:

- The Southeast Volusia Chamber of Commerce offers networking events and training sessions on business topics. It is suggested that the Chamber, the City, or another group host at least one networking event be held monthly, on the same day every month, and ideally at the same location. This would make the event easier for business owners to remember, and it would be best if the location had food and a full range of beverages available for attendees to order and pay for.
- The Chamber also from time to time offers training classes, and it is suggested that the most recent 'lunch and learn" session of "Grow with Google" be replicated to hold a lunch and learn every month or every other month, open to members and non-members.
- The topic of having a "franchise free district" was mentioned at one of the City business meetings. This concept should be researched and vetted with the City Attorney, and provided in a Planning Department report. Many residents now believe there is some sort of prohibition of chain stores and restaurants in the Canal St and Flagler Ave areas, but in fact no such prohibitions exist. The lack of such stores is likely due to small buildings and small lots. One area where the

entrance of chain stores to a historic commercial area can be viewed is Park Ave in Winter Park.

- Small Business Assistance Resources are available from SCORE, the Small Business Development Center at Daytona State, the Florida Virtual Entrepreneur Center (free to New Smyrna Beach entrepreneurs since the City is a member), and other organizations like the Southeast Volusia Chamber of Commerce. These groups represent a wealth of resources which seem to be, from ongoing conversations with business owners, largely unknown. Volusia County is planning to launch a county wide effort to broadcast the availability of these resources.

- In the last ten years the City has participated in two EPA grants that provided 100% funding for environmental contamination studies on specific sites where pollution was suspected. This service is very valuable to property owners and buyers as Phase 1 studies (identifying previous uses and permitting for underground tanks) cost on the order of $5,000, while Phase 2 studies can cost $20,000 or more. City staff is again applying for this funding.

- In addition to providing information, City-wide “shop small” type campaigns are needed to increase sales for brick and mortar stores in the on-going grow of internet sales.

The Market for Business Attraction

In order to attract new businesses in the targeted industry sectors, the City must be aware of what the competition is offering as incentives – the competition being other jurisdictions. In August Team Volusia issued an incentives report listing state incentives as well as a survey of what 11 cities in the County are offering with local incentives. The median number of incentives offered is 6, the number offered by the City of New Smyrna Beach. The most incentives offered was 17 by Ormond Beach. (The survey is in the attachments.)

Working with Partners

The achievement of many recommendations in this Plan Update are, in varying degrees, dependent on having a good working relationship with the City’s Partners, such as Volusia County, Team Volusia, and other agencies including the Federal

Aviation Authority. These relationships need to be nurtured with frequent and open communications.

Conclusion

All of the text to this point indicates the City is very well positioned for a certain type of economic growth: Without many large industrial tracts and many vacant industrial buildings, and with a distressed US 1 corridor and many small businesses looking for new markets, the City needs to focus efforts on:

- Redevelopment
- Economic Gardening: assisting the existing small businesses with stabilizing and expanding – by assisting with permitting, providing referrals to expert services from other agencies, providing With these strengths and opportunities, and mindful of our weaknesses and threats, the City will move forward to accomplish its vision by building on its strengths and capitalizing on its opportunities.
- Assisting new entrepreneurs prepare to launch their businesses.
- Attraction efforts for companies in targeted industries and preparing and marketing sites.

Action Plan

The Action Plan provides a specific guide for accomplishing the goals set forth in the previous section for “Enhancing Our Vision”. This guide identifies the task, the person or group to accomplish the task, and the date for accomplishment. The Annual Report will reflect the accomplishments.

Tasks for CRA/Economic Development staff

1. Prepare a request to revise the Volusia County Delegation of Authority Resolution for the CRA and the Capital Improvements Plan
   Responsible Person: CRA/Economic Development Director and Team Volusia, TPO, and others.
   Schedule: CRA and City Commission in October; County Council in December
   Objectives:

   i. Prepare a request to revise the Volusia County Delegation of Authority Resolution to allow private property grants to be funded with City-contributed dollars by eliminating the requirement that County-contributed dollars must be matched with City-contributed dollars. County-contributed dollars with continue to be restricted to expenditures for Capital Projects; and to eliminate the requirement that landscaping may only be a permitted expenditure if the landscaping is attached to a Capital Project.
   ii. Request a revision of the CRA Capital Improvements Plan to utilize anticipated additional revenue and adjust budget allocations for the Jefferson Ave Parking lot to serve Pettis Park, and increase allocations for business development and affordable housing.

2. Goal: Redevelop three locations on US 1 - principally following the provision of new tools for redevelopment through the US 1 Overlay District and CRA funding authorization for private property grants.

Responsibility: CRA/Economic Development staff

Schedule: On-going

Objectives

a. Support the preparation of the US 1 Overlay Zoning District by the Planning Department.

b. Identify areas where CRA funds can be used for capital improvements to assist a business move into or improve a US 1 location regardless of the provision of new tools.
c. Attract new businesses to vacant locations on US 1.
d. Develop necessary tools including CRA programs to authorize the CRA to award private property grants with City-contributed CRA funds for façade/capital improvement grants, as well as small, independent business lease subsidies; and the preparation of a US 1 Overlay District (both tasks depend on others outside of the CRA/Economic Development Department).
e. Ensure that US 1 sites for sale are listed on www.volusiasites.com, the website managed by Team Volusia.
f. Redevelopment efforts include new uses for existing motels, including possible CRA purchases for small business incubators, or private purchase for dorms, art galleries, or other uses.
g. Continue with the US 1 median plan, seeking FDOT funding in step 2 of the process (FDOT has approved the conceptual landscaping plan in step 1).

3. Goal: Assist in the establishment of three existing in-city business expansions, new business start-ups, or new business locations

Responsibility: CRA/Economic Development Director

Schedule: Calendar year

Objectives:

a. Establish and market a City “Small Business Desk” to provide concierge services for local existing businesses, start-ups, and new businesses to be staffed by existing City employees: the CRA/Economic Development Director (hereinafter called “the Director”), and the Community Resource Coordinator (hereinafter called “the Coordinator”), with assistance as needed by other City staff in the Planning, Engineering, and Building Departments, as well as staff at the Utilities Commission. The Desk will formalize what is currently being done to help existing small businesses and start-ups and provide more intense follow-up. Currently the Director and the Coordinator carry out many such duties including advising local business owners, making arrangements for pre-application meetings, and making referrals to partner agencies such as the Small Business Development Center at Daytona State, SCORE, and the Florida Virtual Entrepreneur Network (example: FLVEC profile from “The Florida Local”).

b. Maintain communication with businesses in targeted sectors and selected large businesses:

a. Send a flyer with Business Resources mailed to all existing businesses with the Business Tax Receipt invoice
b. Visit 100 businesses in targeted areas to learn how the City can have a positive impact and what opportunities and challenges they are currently facing.

c. Strengthen partnerships and work with partners for business expansion and start-up including the Southeast Volusia Chamber of Commerce, the Volusia County Department of Economic Development, SCORE, the Small Business Development Center at Daytona State, the Second Wednesday Club, merchant groups in the City, and CareerSource.

d. Provide Economic Gardening information upon request of any business through partner agencies to assist existing businesses open new markets and increase sales, for example, seeking and providing bidding information for Central Florida aerospace companies to local suppliers.

e. Provide information and general support for any business or activities that will build on the City's reputation in areas that are attractive to Technology entrepreneurs, including food-related activities, environmental sustainability efforts, recreational opportunities, walkability, social gathering places, and inclusivity.

f. Support and encourage the use of surplus business space to be used as co-working space for small businesses.

g. Prepare a video to guide small businesses in launching in New Smyrna Beach.

4. <u>Goal: Increase the number of businesses utilizing sustainability practices and enhance the City's reputation as a resilient, sustainable community</u>

   Responsibility: CRA/Economic Development Director working with the Visitor's Bureau and other partners

   Schedule: Calendar Year
   Objectives:
   a. Create a "green business program"
   b. Market the City as a sustainability focused community – "Blue Smyrna"

5. Goal: Attract new businesses – at least one in our target industry sectors, including short-term schools offering certifications including cooking schools and the arts

   Responsibility: CRA/Economic Development Director working with Team Volusia and the Southeast Volusia Manufacturing & Technology Coalition

   Schedule: Calendar Year

   Objectives:
   a. This is an on-going effort that includes helping new business prospects find and conduct due diligence on potential sites. The Director and Coordinator meet with the prospect and assists them by sending available site locations that would fit their needs, and providing other information including demographic information in 1-3-5 mile rings and traffic counts for a specific site, community profiles, and information on the workforce pipeline and capacity. Partner agencies including the Southeast Volusia Manufacturing & Technology Coalition; Team Volusia; and the CEO Business Alliance.

   b. Ensure that sites for sale are included in www.volusiasites.com.

   c. Continue to work with partners including Team Volusia and the Southeast Volusia Manufacturing & Technology Coalition to market the area, and identify prospects, and follow-up to provide needed information.

6. Goal: Facilitate site development for future commercial and industrial location for at least one site.
   Responsibility: CRA/Economic Development Director
   Schedule: Calendar year

   Objectives:
   a. Prepare and keep current a list of “underutilized properties” where new businesses could locate. Several sites deserve special focus:
      i. The former courthouse building owned by Volusia County on Riverside Dr, which could be the site of a boutique hotel that could serve as the conference hotel for business conferences held at the Brannon Center.
      ii. The 800 ± acres behind and West of Wal-Mart, owned by the Utilities Commission.

iii. The 800 ± acres across SR 44 from Wal-Mart, a portion of which could be used for the development of a business park.
iv. The commercial frontage of the Geosam property along SR 44 East of the I-95 interchange.
v. Two vacant lots (and other vacant lots in the Airport area) zoned Industrial.
vi. Sites for sale or lease on US 1

b. Work with the Planning Department for the development of a library of approved site plan organized by site size. These site plans can help guide potential buyers in determining if a site could be a good fit for their proposed development.

c. This is an on-going effort that includes helping new business prospects find and conduct due diligence on potential sites. The Director and Coordinator meet with the prospect and assists them by sending available site locations that would fit their needs, and providing other information including demographic information in 1-3-5 mile rings and traffic counts for a specific site, community profiles, and information on the workforce pipeline and capacity. Partner agencies including Team Volusia and the CEO Business Alliance.

d. Upon request, assist property owners in the Activity Center Future Land Use Designation at SR 44 & I-95 by providing information to assist in planning and development.

e. Work with Team Volusia to seek partners for the development of speculative industrial buildings.

f. The CRA area has a number of vacant lots that may or may not be suited for development due to being wet or other environmental conditions. If approved, an environmental consultant will be hired to do an assessment.

Note: some of these items are already in process.

7. Goal: Work with Airport staff to support efforts to extend Runway 11-29 as called for in the Airport Master Plan and to maintain the current 5,000 foot length of Runway 7-25, as well as supporting the implementation of the other items in the Airport Master Plan.
Responsibility: CRA/Economic Development
Schedule: Calendar Year

Objectives:

a. Work with the Airport staff as called upon to support efforts to extend Runway 11-29 as called for in the Airport Master Plan and to maintain the current 5,000 foot length of Runway 7-25, as well as supporting the implementation of the other items in the Airport Master Plan.

8. Goal: Increase the number of affordable housing units and improve existing units (either by rehabilitation or demolition and new construction).
   Responsibility: CRA/Economic Development Department
   Schedule: On-going

   Objectives:

   a. Continue to work with the Housing Authority (for rental affordable housing) and SEV Habitat for Humanity (for owner-occupied affordable housing) to acquire property and build affordable housing.
   b. Provide local support for the Housing Authority plan to replace Greenlawn units and/or the utility lines serving those units

9. Work with the SEVM&T Coalition to complete/update the Marketing Plan
   Responsibility: CRA/Economic Development Director and Team Volusia, TPO, and others.
   Schedule: Calendar year
   Objectives:
      i. Work with the SEVM&T Coalition to complete/update the Marketing Plan
      ii. Present the completed/updated plan to the EDAB and City Commission.

10. With the Planning Department, support the Farmers' Market
    Responsibility: CRA/Economic Development Department
    Schedule: On-going

    Objectives:

    a. As needed response to the concerns expressed by the Farmers' Market and resolve problems. The New Smyrna Beach Farmers' Market is one of the longest running such markets in Central Florida.

11. Continue to seek funding for Brownfield Assessment Grant funding

    Responsibility: CRA/Economic Development Department
    Schedule: Annually, On-going

Objectives: City staff is working with a consultant who is preparing the EPA grant application free of charge in the hopes (no guarantee) that they will be considered for the contract to provide environmental site assessments if the grant is funded.

Tasks for EDAB members

1. Goal: Maintain communication with businesses in targeted sectors and selected large businesses

Responsibility: EDAB members

Schedule: Results to be provided for the City's Annual Report.

Objectives: conduct business interviews with 18 businesses in the targeted industry sectors. Interview form to be sent to CRA/Economic development staff.

Tasks for other City Departments

1. Goal: Address Permitting Concerns

   Responsibility: Planning, Engineering, and Building Divisions

   Schedule: Calendar year

   Objectives:

   a. The Building Division is planning to implement new permitting software that will allow on-line applications for building permits and site plan reviews.
   b. Track and review plans and permit applications within a time frame that is considered appropriate.
   c. Permit clerks to thoroughly review the building permit applications for completeness at the time of application submittal including complete contact information.
   d. Notify applicants when a permit is approved or denied.
   e. Explore the use of planning and/or building plan review firms for times when there is an above average number of permit applications.

f. Explore a procedure for “grandfathering” certain types of applications for a new business (for example, a sidewalk café permit with no change in seating from the previous business).

g. Consider implementing a procedure for assigning specific development applications to specific staff members for improved coordination and follow-up.

2. Goal: Approval of a US 1 Overlay District

Responsibility: Planning Department or outsource

Schedule: Calendar year

Objectives:

a. Work with City staff to prepare a list of selected, desired uses for more flexible restrictions the Port Orange model) including a wider array of permitted uses, to include food processing, food and beverage manufacturing, light industrial to include the manufacture of personal care products, that does not have outside storage, dust, noise, or odors (the Orange City model);
b. Change of Use requirements reduced to Building Code and Life Safety Code requirements for selected uses (the Port Orange model)
c. Flexibility for parking requirements: allow off-site parking arrangements within 1,500 feet.
d. Landscaping requirements for change of use: fill in existing street-front landscaping areas within a specified time period not to exceed three years. Trees not required. Owners not required to install landscaping where there is no current landscaped area and not in side or rear areas.
e. Reduced setbacks and heavy landscaping or fencing requirements for dissimilar zoning (e.g. B3 next to Residential)
f. A report on the feasibility of adopting a “franchise free zone”.

3. Increasing Parking Capacity for the US 1, Canal St, and Flagler Ave area

Responsible Person: Planning Department or outsource
Schedule: Calendar year
Objectives – Prepare a report on this subject:

i. Pave the AOB site for parking and provide park enhancements near the water including benches and trees; if used as a marina, include in the agreement the use of an expanded parking area for shuttle patron parking.

ii. Explore with the Marine Discovery Center the use of parking lots for their leased facility, including the provision of free parking for MDC members only, which would increase MDC membership.
iii. Explore the possibility of using a portion of parking fund revenues to contract with a private vendor to operate a shuttle between Canal St and Flagler Ave, to utilize the AOB and MDC lots, and the City Hall area parking spaces. The shuttle would operate only during special events, and the driver would be knowledgeable of area history, events, etc. and would answer patron questions about the area.

4. Goal: Sharing permit information and organizing a library of site plans
Responsibility: Planning, Building, Engineering Divisions
Calendar: on-going
Objectives:
a. Information about permit applications would be shared with all departments. This objective may be resolved with the new building division software.
b. Work with the Planning Department for the development of a library of approved site plan organized by site size. These site plans can help guide potential buyers in determining if a site could be a good fit for their proposed development.

5. Goal: Review the Land Development Code regarding signage
Responsibility: Planning Department or outsource
Calendar: Year
Objectives: Conduct a survey regarding business concerns with signage regulations – including sandwich boards (now in progress), window murals, signage spacing for businesses with large frontage, etc. and determine if revisions are needed to the code.

6. Goal: Propose a Site Plan for a boutique hotel on County property in the Riverside/Canal St area; City Administration to request the County Council to move forward with an RFP
Responsibility: Planning Department or outsource
Schedule: Calendar year
Objectives:
a. Prepare a site plan for a boutique hotel in the same scale of the downtown area to be located on presently owned County property in the area of Riverside Dr/Canal St;

b. City Administration to request the County Council to move forward with an RFP

7. Goal: an approved Historic Westside Neighborhood Plan
   Responsibility: Planning Department outsource
   Schedule: Calendar year
   Objectives:
   a. Update the Historic Westside Neighborhood Plan
   b. Determine the recently annexed areas in the Historic Westside and consider those parcels for inclusion in the CRA (would require an amendment).

8. Goal: Continue a solid working relationship with Volusia County and other Partner officials
   Responsibility: City Administration
   Schedule: On-going
   Objectives: Have frequent and open communications with Volusia County and other Partner officials.

9. Continue to craft and market an accurate image of New Smyrna Beach
   Responsibility: City Administration, New Smyrna Beach Visitors Bureau
   Schedule: On-going
   Objectives: Continue to craft and market New Smyrna Beach with an emphasis on key assets that help form the perception of the community: as supportive of small, independent businesses; as being health-conscious: pedestrian friendly with a growing number of walking and bicycling trails, and a center for medical services; as a long-recognized arts community; and a historic community.

Tasks for Other Organizations

1. Support for Small Business “Shop Small” campaigns
   Responsibility: To be determined
   Schedule: Periodically throughout the year
   Objectives:
a. Increase sales for small businesses.

2. Support for Workforce Training
   Responsibility: Daytona State College, Volusia County School Board, SEV Sci-Tech Charter School
   Schedule: to be determined
   Objectives:

b. Continued improvements in Workforce Education and Training available to Southeast Volusia residents, including programs at New Smyrna Beach High School, SEV Sci-Tech Charter, New Smyrna Beach Middle School, and Daytona State College campus on 10th St

3. Assistance from Team Volusia

Responsibility: Team Volusia, upon request by the City Commission
Schedule: by July 1, 2020
Objectives:

a. Prepare a report on local incentives, a follow-up from the August 2019 report on state incentives, to include the ordinance from each city authorizing the incentives.
b. Prepare a report on specific industry sectors should be targeted for industrial and commercial attraction given the limited available land, and the steps and opportunities for recruitment efforts.

4. Encourage Volusia County to continue to build off-beach parking lots.

Responsibility: Volusia County
Schedule: On-going
Objectives: Off-beach parking is needed as occasionally the beach parking is full and beachgoers must go elsewhere. The need for off-beach parking will grow more acute with sea level rise.

Large Projects: Work with City Administration to seek approval

1. In cooperation with the Utilities Commission:
    i. revise the site plan for the Utilities Commission building: build a surface parking lot or parking garage on the Southside of the building (another pickup point for the special event shuttle); and re-purpose the section of the parking lot fronting Canal St to become an Easterly extension of Christmas Park, and add public restrooms to that extension.
    ii. Bury electric lines in selected areas on US 1 and do not install additional electric poles on US 1.
    iii. Construct re-use lines on US 1 to serve landscaping on business frontages
    iv. Construct a City sewer line on Tionia (a Municipal Assessment Project)
    v. Determine areas with inadequate fire hydrant coverage and provide hydrants and mains as needed
    vi. Replace undersized water lines (for example, in the Historic Westside).

vii. Install City sewer service to areas presently served with septic tanks and connect those locations to City sewer. These areas include commercial properties on West Canal St and residential areas in the Historic Westside.

2. Approach churches in the areas where parking capacity needs to be increased and offer to buy an easement on their parking lots to provide that the lot will be a city-maintained parking lot for as long as the church property is used as a church by that parish, thus allowing the church to have income and continue to use the parking lot. Install signage that the lot is now available for public parking.
3. Explore advanced technology parking systems that use cameras and the customer's cell phone (rather than kiosks). Such advanced systems can provide more options and features such as free parking for two hours and payments required after two hours. An advanced technology parking system is needed to address the parking on Flagler Ave which is having more beachgoer parking since the increased beach ramp fee, and taking away customer parking for shops and restaurants
4. With a portion of parking lot proceeds, hire a shuttle service for special events on Flagler Ave with pick-ups at the Marine Discovery Center (if their property is approved for this use), the AOB, and if needed, Canal St area parking lots. If the service is successful and a market for the service is verified, the service could be expanded.
5. Design and construct a Pedestrian Bridge across US 1 in the Julia Ave Right of Way. In addition to providing needed connectivity from the Historic Westside and the City parking lot at US 1 and Canal St, the bridge would be a design feature and alert motorists to the Historic Canal St area.
6. Purchase property on the West side of US 1 near Canal St and construct additional parking.
7. Explore engaging local architects for a new initiative to offer designs that would anticipate rising waters, such as the designs pioneered in Holland and now being used in elsewhere in this country.
8. Support for Commercial Kitchen Development: New Smyrna Beach is building its reputation as a "foodie paradise", and a place where entrepreneurs and start-ups can thrive. These goals merge in an effort to support the development of a commercial kitchen, a commercially licensed facility that rents time for food preparers to use the facilities. One possible method of support is to examine kitchen city facilities including the women's club and the Alonzo "Babe" James Community

Center and determine if those locations could serve, perhaps with improvements, this purpose.

9. Support for certain Capital Projects to aid Economic Development:
    a. Key Intersection Improvements on US 1 similar to Canal St, in conjunction with FDOT:
        i. 10th St
        ii. Washington
        iii. Wayne
        iv. Turnbull Bay
        v. Industrial Park
        vi. Design features may include: buried electric lines in selected locations; e.g. at improved intersections; entry-way features overhead; improved traffic signal mast arms and lighting fixtures and poles.

    b. US 1 Improvements:
        i. Install wide sidewalks where available ROW width allows
        ii. Median improvements: Landscaping
        iii. Additional Wayfinding signs
        iv. Replacement of the name “Dixie Freeway” with a name more reflective of the desired City image

    c. Encourage the TPO and County to work with the City, Utilities Commission and other stakeholders to confirm the route for the Williamson Extension from Pioneer Trail South to SR 44 and to follow-thru to make plans for the construction and then execute the plans.

    d. Sidewalk, curb, access points, and other capital improvements required for a specific commercial or industrial development.

10. Support for transportation projects:
    a. a route for the Williamson Road section between Pioneer Trail and SR 44, and its construction
    b. the Pioneer Trail.I-95 Interchange
    c. the maintaining of the 5,000 foot length of runway 7-20, and implementation of the Airport Master Plan

d. work with FDOT to resolve beach traffic back-ups on SR 44. Explore signage (for example, at County road 415 to alert motorists from the Orlando area that the New Smyrna Beach beaches are full so they could go North to other Volusia County beaches) and use of the Visitors' Bureau app

11. Explore the use of the AOB property on the North Causeway for a private marina with an oversized parking lot to serve as a shuttle stop.

12. Improvements at the Chamber of Commerce Building:
    a. Installation of an elevator for access to the second floor
    b. Repairs to the sewer lines to improve the operation of the restrooms.

Note: At the October 16, 2019 Economic Development Advisory Board meeting a representative of the New Smyrna Beach Residents' Coalition presented the following list of suggestions for the Action Plan:

- The establishment of the small business desk at city hall
- Creative ideas for parking in the historic commercial district
- US1 Overlay zone for greater development possibilities
- Small business lease subsidies for both new and existing businesses
- Buried electrical lines and poles in select areas
- Like the Boutique style hotel but would like to see the scale of the hotel added to that and to be in the same scale of the downtown area and not the scale of contemporary hotels
- Would like the city to engage the local architects for the new initiative and to offer designs that would anticipate rising waters. Such as the designs pioneered in Holland and now being used in this country.
- Publically recognizing green initiatives by local businesses is something we could be doing immediately for businesses.

These comments are appreciated and have been incorporated into the Plan.

Conclusion

This Economic Development Plan Update is intended to include aggressive but attainable goals, grounded in economic reality and our city's enviable assets. The process of economic development is basically the attraction of investment dollars from existing business and new businesses wanting to locate here. The feasibility of making the investment is evaluated in five categories:

- Land – is there suitable building space or land available?
- Labor – is there an available workforce?
- Capital – will I be able to obtain capital for the business venture?
- Markets – are markets available for my business venture? And
- Regulation – how difficult (including the degree of uncertainty) and time-consuming is it to get my business open?

Quick answers to these five categories:

- Land - for light industry and business parks, as noted in the Plan Update, is limited. The Plan focuses on developing the available sites as quickly as possible.
- Labor – The Plan directs staff to continue working with other partners to accelerate awareness of job opportunities in our area, particularly among non-college bound high school students.
- Capital – There are many established lenders in the City as well as resource agencies such as SCORE and the Small Business Development Center at Daytona State College that provide advice on obtaining capital.
- Markets – The Plan has recommendations for implementing an enhanced Business Retention and Expansion Program, which includes efforts intended to increase awareness of potential markets.
- Regulation – There are a number of recommendations regarding regulation, including permitting and Land Development Code improvements.

The majority of businesses in the City are small businesses. All of the economic development organizations need to focus on continuing to craft the New Smyrna Beach business climate to support our small businesses, redevelop US 1, and attract new businesses that are the right fit for our community. With a clarity of purpose, and all of the partners working together, the future is bright and promising for the City of New Smyrna Beach!

THE CITY OF NEW SMYRNA BEACH - CRA/ECONOMIC DEVELOPMENT

REVIEW AND DISCUSS ECONOMIC IMPACT OF AVIATION AND AEROSPACE

July 15, 2025

Background:

During the May 20, 2025 Task Force meeting, the members requested the Director to provide Economic Impact Reports and Data for the July Meeting.

Attached, is report from the Q2 Volusia County Economic Development report. Also attached, the Bryce Report from 2019 detailing how the communities in Volusia County will fit into attracting companies in the commercial space transportation industry and create jobs.

Findings:

See attached

Fiscal Analysis:

See Attached

Strategic Plan Item:

No

Staff Report Created By: Samantha Bergeron - CRA / Economic Development Director

Attachments:

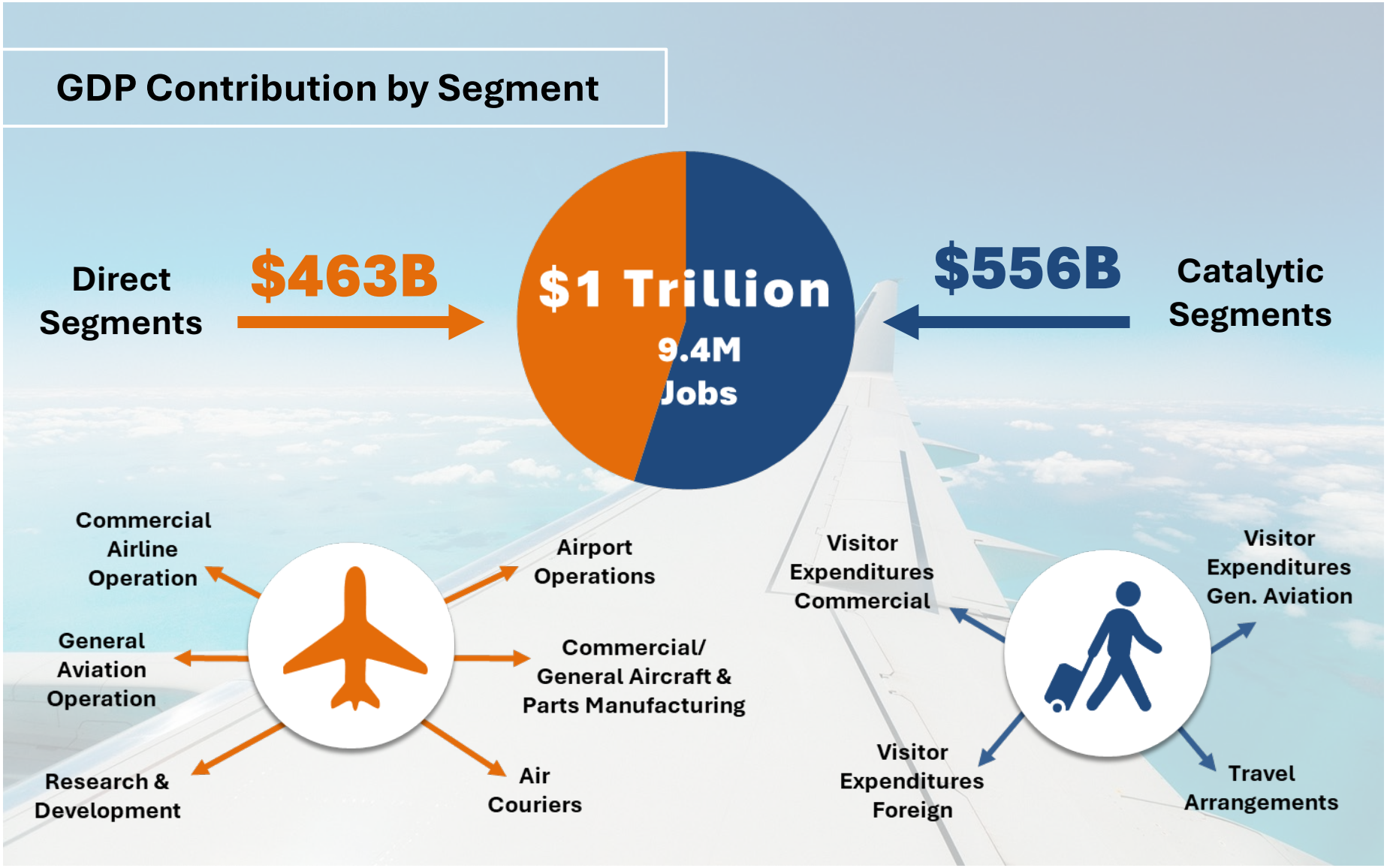
VCED-Q1-2025-Report-for-Web-ADA.pdf
6. Bryce Report Aerospace Report March 2019.pdf


Q1

U.S. Civil Aviation-Related Economic Impact

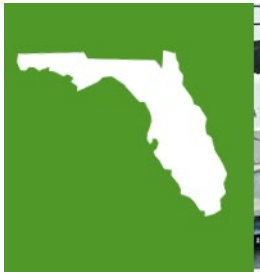
Volusia County FLORIDA ECONOMIC DEVELOPMENT

GDP Contribution by Segment



Source: *Federal Aviation Administration, Economic Impact of U.S. Civil Aviation 2024 Report, https://www.faa.gov/economic-impact*

Florida Aviation System Economic Impact





#1 MRO Establishments

#3 Aircraft Manufacturing Establishments

2000+ Aviation Establishments

700+ Aerospace Establishments

125 Public Use Airports

21 Commercial Service Airports

13 Aviation Related Military Installations

3 Spaceports

141,000+ Employed



$9.8B in Exports

One of the U.S.'s top exporters of aerospace products & parts.



Source: *SelectFlorida powered by FloridaCommerce Aviation & Aerospace Industry Sector Brief. MROs - Maintenance, Repair and Operations.*

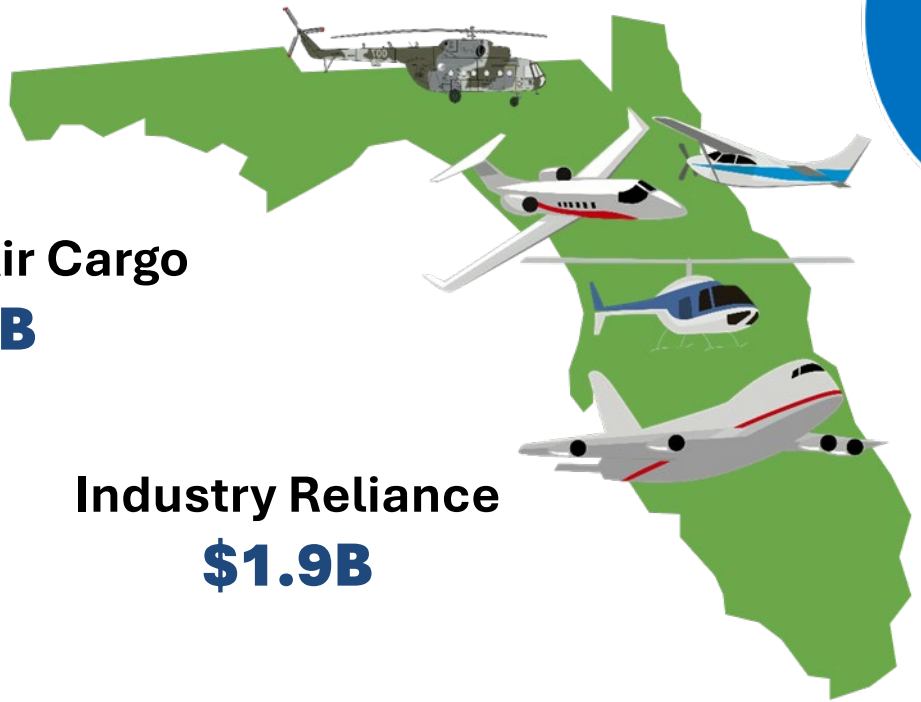
Florida Aviation System Economic Impact

Volusia County FLORIDA ECONOMIC DEVELOPMENT

On Airport
$77.2B

Off-Airport Air Cargo
$150B

Industry Reliance
$1.9B



TOTAL ECONOMIC IMPACT
$336B
2M Jobs

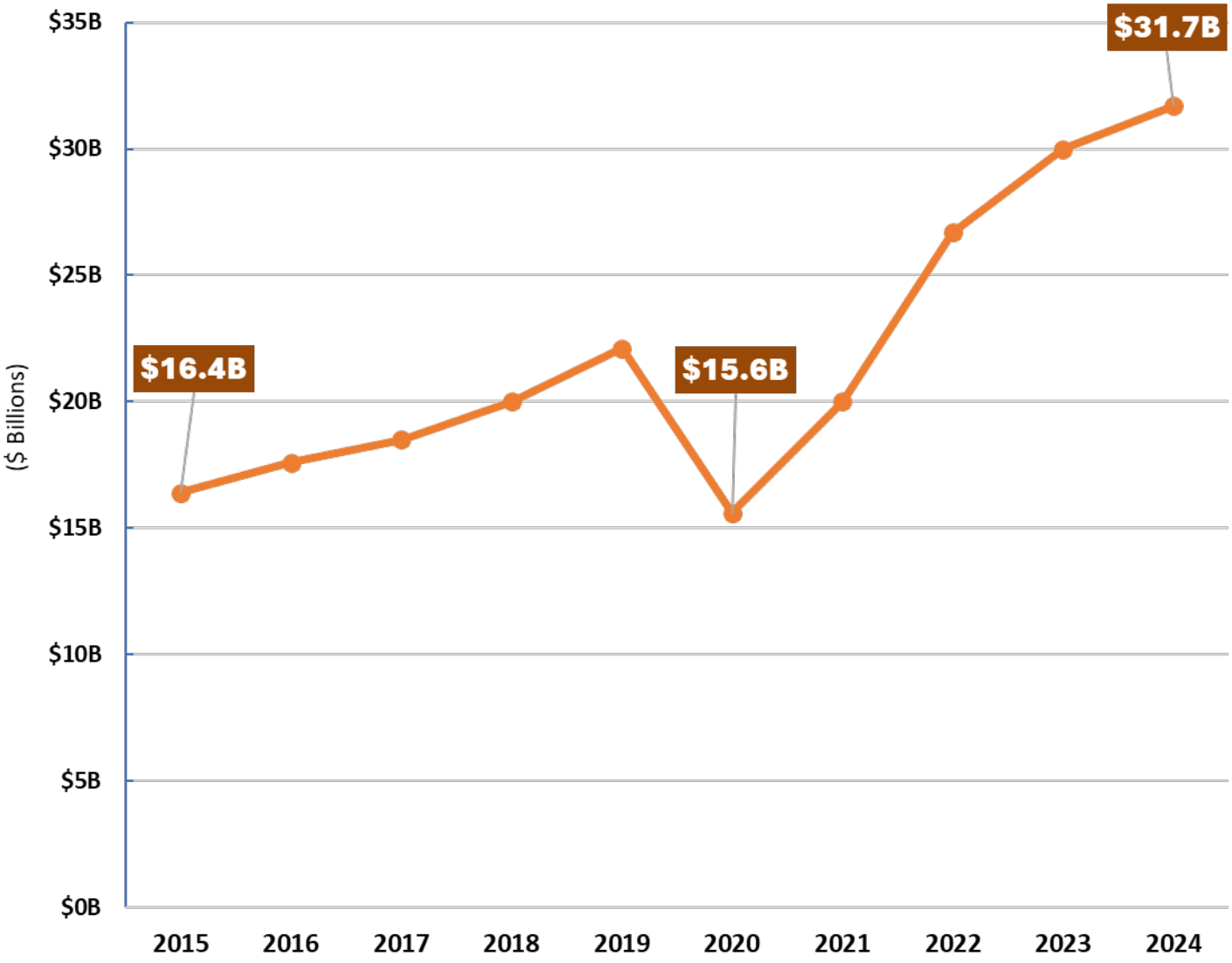
Visitor Spending
$94.4B

Military Aviation
$12.9B

ECONOMIC IMPACT (OUTPUT): The value of sales or receipts and other operating income along with any inventory change (e.g., spoilage, breakage, or theft). It is the equivalent of value added plus the cost of all intermediate inputs (including energy, raw materials, semi-finished goods, and services) that are purchased from all sources/locations.

Source: *FDOT Florida Aviation Economic Impact Study 2022, https://www.fdot.gov/aviation/economicimpact22.shtm*

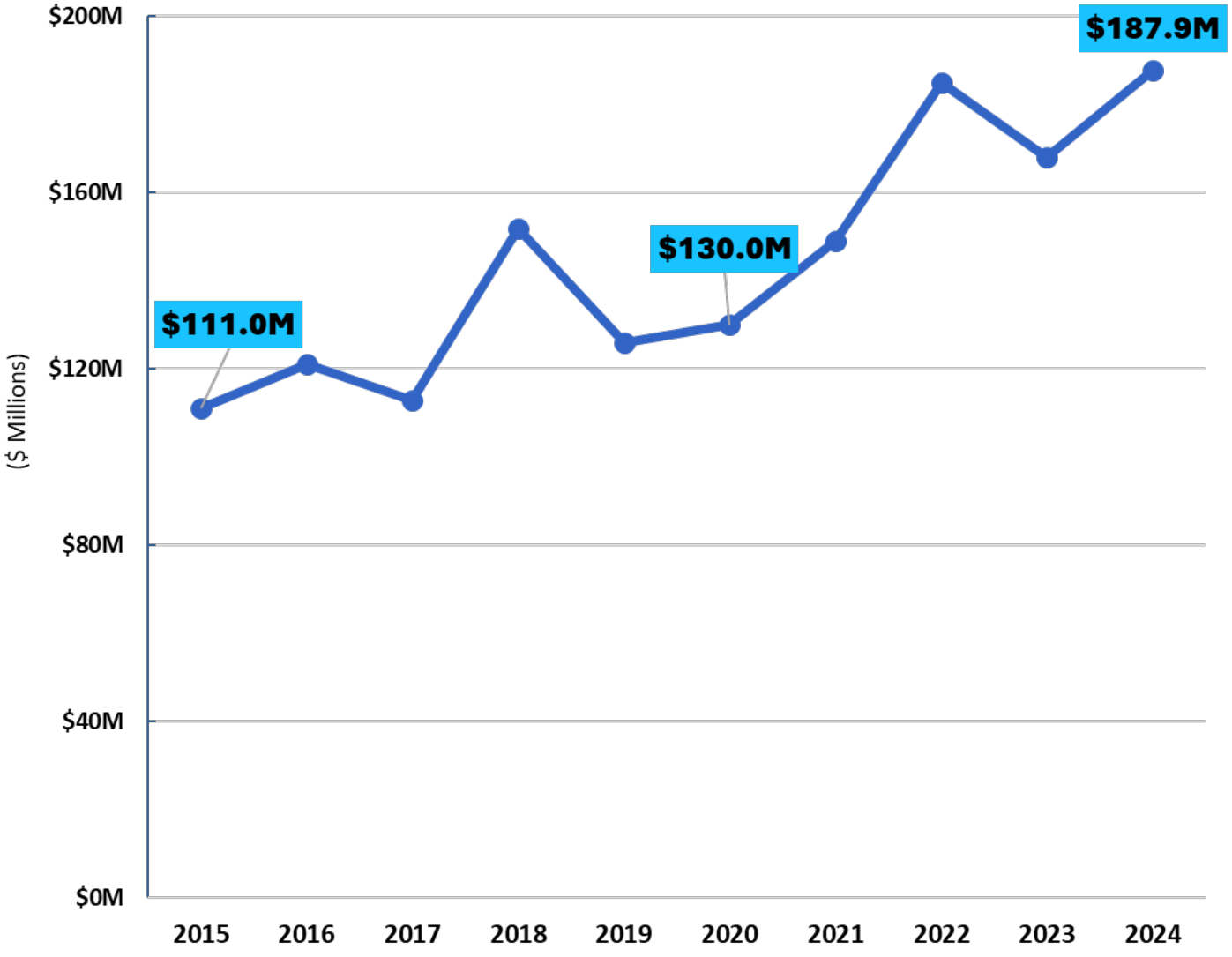
Florida Aviation & Aerospace GDP





Source: *Lightcast Q1 2025 Data Set, April 2025 | U.S. Bureau of Economic Analysis, "CAGDP1 County and MSA gross domestic product (GDP) summary," December 2024*

Volusia County Aviation & Aerospace GDP



Volusia A&A GDP 10-Year Change 2015-2024

69%



Total GDP 10-Year Change 2015-2024

61%

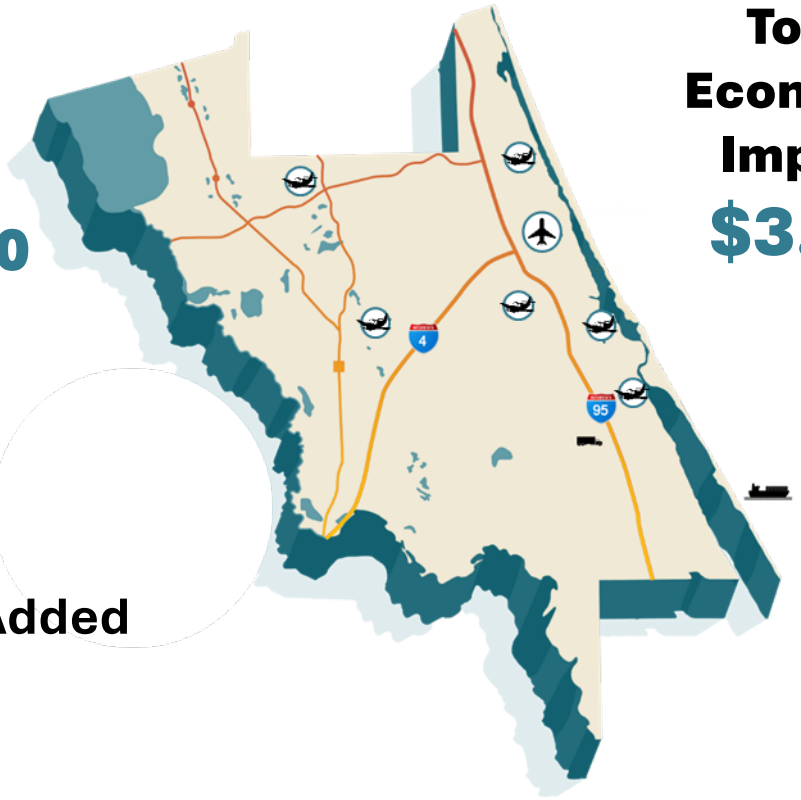
Source: *Lightcast Q1 2025 Data Set, April 2025 | U.S. Bureau of Economic Analysis, "CAGDP1 County and MSA gross domestic product (GDP) summary," December 2024*

Volusia County Aviation System Economic Impact

Jobs
18,000

Payroll
$1.3B

Value Added
$1.3B



Total Economic Impact
$3.9B

Aviation Activities Throughout Volusia County

- Aircraft Maintenance Providers
- Aviation-Related Business Tenants
- Commercial Service Hub
- Corporate/Business Aviation
- Flight Training Programs
- Full Service Fixed-Base Operators (FBOs)
- Law Enforcement Surveillance
- National Defense Activities
- Research & Development Incubators
- Visitor/Business Tenants

JOBS: The sum of full- and part-time employees, and account for the total number of people employed as a result of the airport or company within a defined geography or industry.

PAYROLL: Total compensation for work, including gross wages, salaries, employer-provided benefits and taxes paid to governments on behalf of employees.

VALUE ADDED: Consists of compensation of employees, taxes paid on production and imports, and gross operating surplus. Value added equals the difference between an industry's gross output and the cost of its intermediate inputs.

ECONOMIC IMPACT (OUTPUT): The value of sales or receipts and other operating income along with any inventory change (e.g., spoilage, breakage, or theft). It is the equivalent of value added plus the cost of all intermediate inputs (including energy, raw materials, semi-finished goods, and services) that are purchased from all sources/locations.

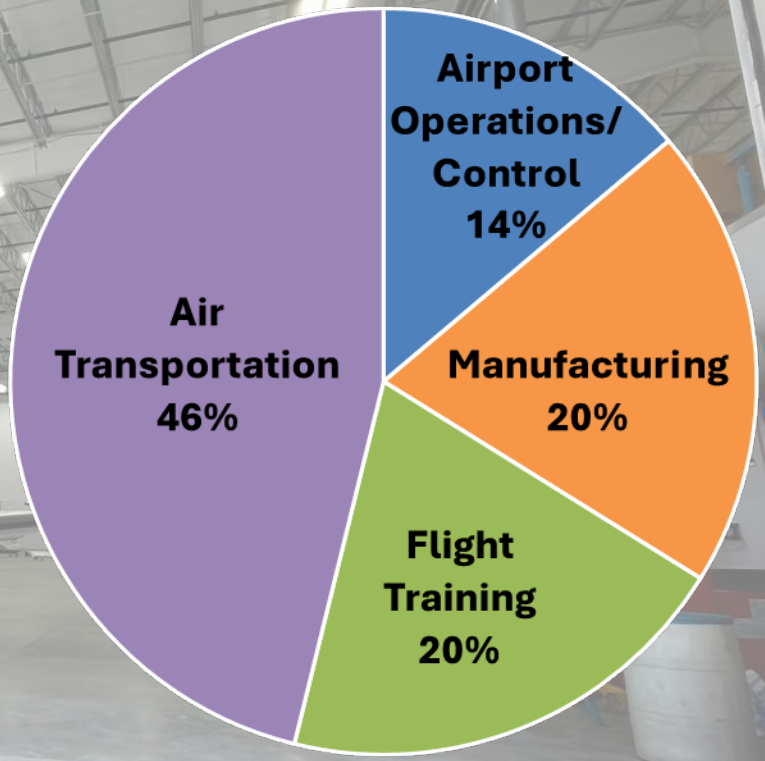
Source: *FDOT Florida Aviation Economic Impact Study 2022, https://www.fdot.gov/aviation/economicimpact22.shtm*

Volusia County Aviation & Aerospace Private Establishments

Business Establishments

64 Total A&A Establishments (2024)

16% Increase from 2015



Source: *Lightcast Q1 2025 Data Set, April 2025 | U.S. Bureau of Economic Analysis, "CAGDP1 County and MSA gross domestic product (GDP) summary," December 2024*

Volusia County Aviation & Aerospace Private Jobs

A & A JOBS	2015	2024	10-Year Change
Volusia County	930	1,572	**69%**
Florida	91,262	145,758	**59%**

TOTAL JOBS	2015	2024	10-Year Change
Volusia County	180,963	211,745	**17%**
Florida	9,132,522	11,035,697	**20%**

MicaPlex Research Park Employment Impact 2017-2024

MICAPLEX
THE JOHN MICA ENGINEERING & AEROSPACE INNOVATION COMPLEX
at the EMBRY-RIDDLE Research Park

220 Jobs Created

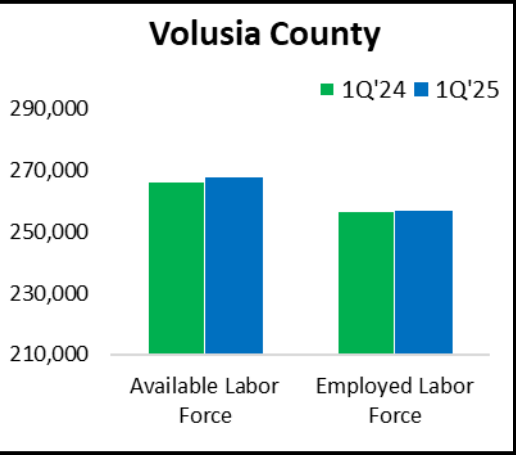
278 Student Internships

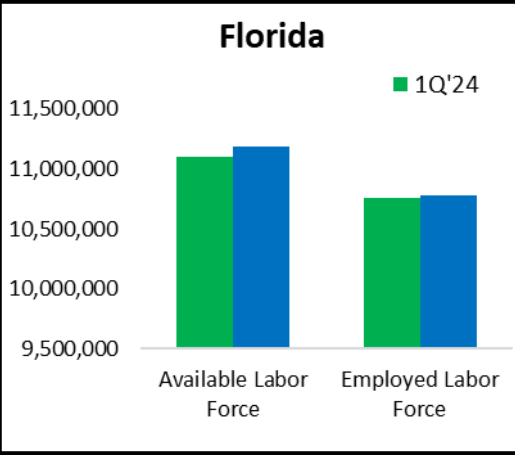
$74K Average Salary

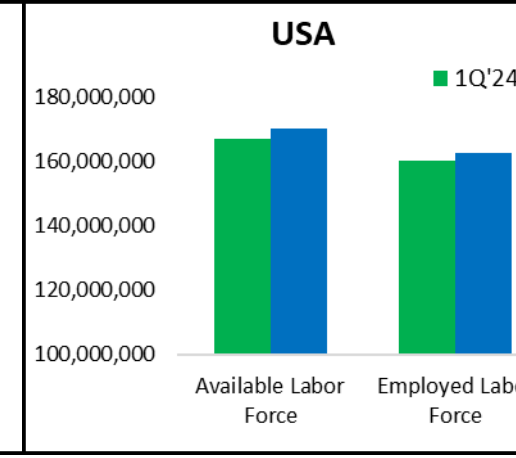
Source: *Lightcast Q1 2025 Data Set, April 2025 | U.S. Bureau of Economic Analysis, "CAGDP1 County and MSA gross domestic product (GDP) summary," December 2024. MicaPlex at Embry-Riddle Aeronautical University Research Park.*

Volusia County, Florida & U.S.A. Quarterly Labor Statistics

	Volusia County				Florida				USA			
Labor Statistics	1Q'24	1Q'25	Net Change	% Change	1Q'24	1Q'25	Net Change	% Change	1Q'24	1Q'25	Net Change	% Change
Available Labor Force	266,355	267,857	1,501	0.6%	11,100,667	11,183,333	82,667	0.7%	167,224,333	170,194,333	2,970,000	1.7%
Employed Labor Force	256,749	256,623	-126	0.0%	10,751,333	10,777,333	26,000	0.2%	160,440,333	162,767,667	2,327,333	1.4%
Unemployed Labor Force	9,606	11,233	1,627	14.5%	349,333	406,333	57,000	14.0%	6,784,000	7,427,000	643,000	8.7%
Unemployment Rate	3.6%	4.2%	-0.6%		3.1%	3.6%	-0.5%		4.1%	4.4%	-0.3%	

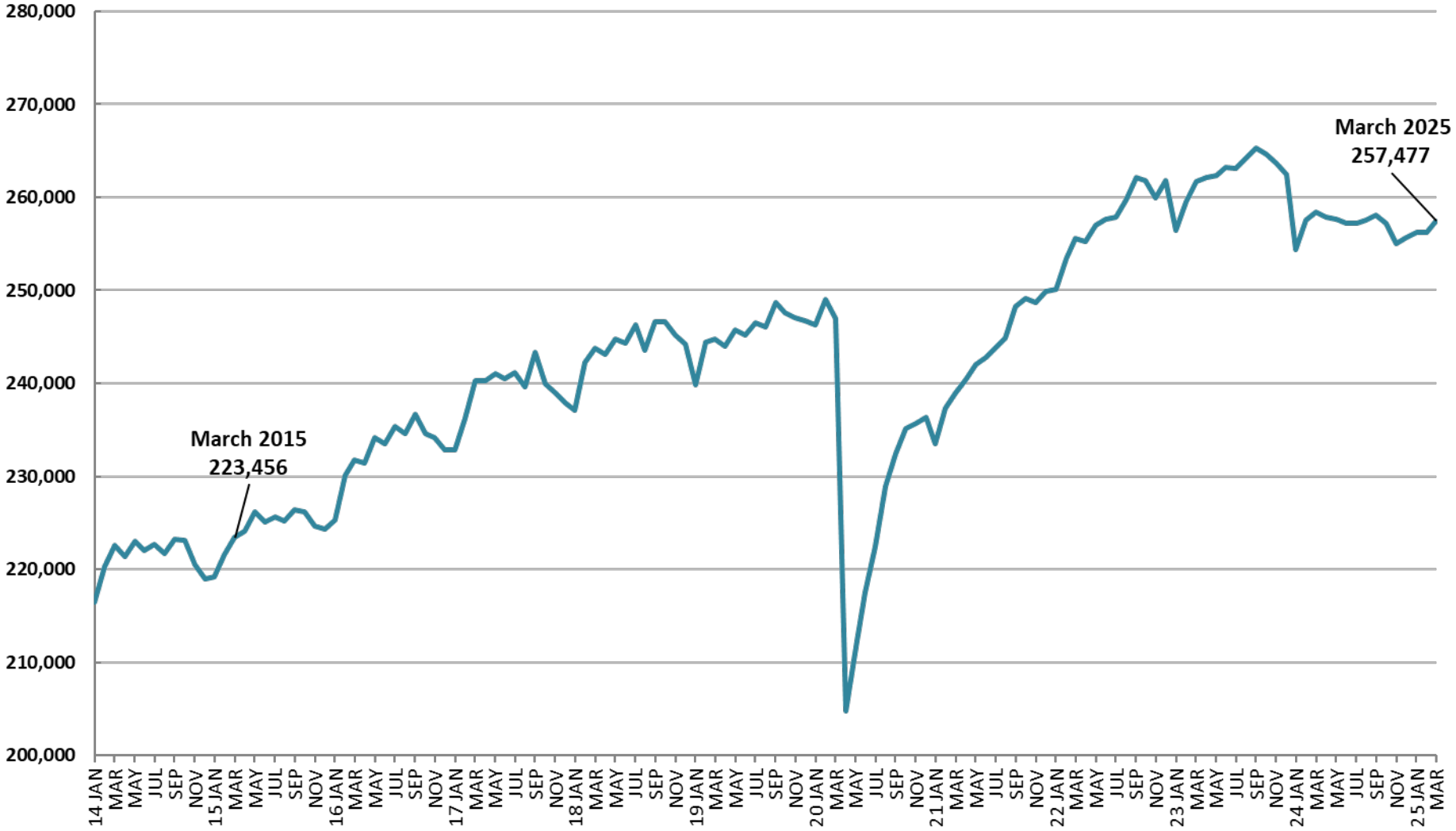






Source: *Florida Commerce, Local Area Unemployment Statistics (LAUS) program*

Volusia County Employment Trend 2014-2025



Source: *Florida Commerce, Local Area Unemployment Statistics (LAUS) program*

Municipal Employment Quarterly Y-o-Y

Volusia County FLORIDA ECONOMIC DEVELOPMENT

Daytona Beach					Deland					Deltona				
1Q 2025	**JAN**	**FEB**	**MAR**	**Avg.**	**1Q 2025**	**JAN**	**FEB**	**MAR**	**Avg.**	**1Q 2025**	**JAN**	**FEB**	**MAR**	**Avg.**
Labor Force	36,528	36,462	36,532	**36,507**	**Labor Force**	17,894	17,889	17,953	**17,912**	**Labor Force**	48,568	48,510	48,631	**48,570**
Employment	34,648	34,642	34,818	**34,703**	**Employment**	17,056	17,053	17,140	**17,083**	**Employment**	46,467	46,458	46,695	**46,540**
Unemployed	1,880	1,820	1,714	**1,805**	**Unemployed**	838	836	813	**829**	**Unemployed**	2,101	2,052	1,936	**2,030**
% Unemployed	5.1%	5.0%	4.7%	**4.9%**	**% Unemployed**	4.7%	4.7%	4.5%	**4.6%**	**% Unemployed**	4.3%	4.2%	4.0%	**4.2%**
1Q 2024	**JAN**	**FEB**	**MAR**	**Avg.**	**1Q 2024**	**JAN**	**FEB**	**MAR**	**Avg.**	**1Q 2024**	**JAN**	**FEB**	**MAR**	**Avg.**
Labor Force	33,328	33,355	33,549	**33,411**	**Labor Force**	17,894	17,889	17,953	**17,912**	**Labor Force**	47,580	47,661	47,826	**47,689**
Employment	31,885	31,978	32,061	**31,975**	**Employment**	17,056	17,053	17,140	**17,083**	**Employment**	45,688	45,822	45,941	**45,817**
Unemployed	1,443	1,377	1,488	**1,436**	**Unemployed**	838	836	813	**829**	**Unemployed**	1,892	1,839	1,885	**1,872**
% Unemployed	4.3%	4.1%	4.4%	**4.3%**	**% Unemployed**	4.7%	4.7%	4.5%	**4.6%**	**% Unemployed**	4.0%	3.9%	3.9%	**3.9%**

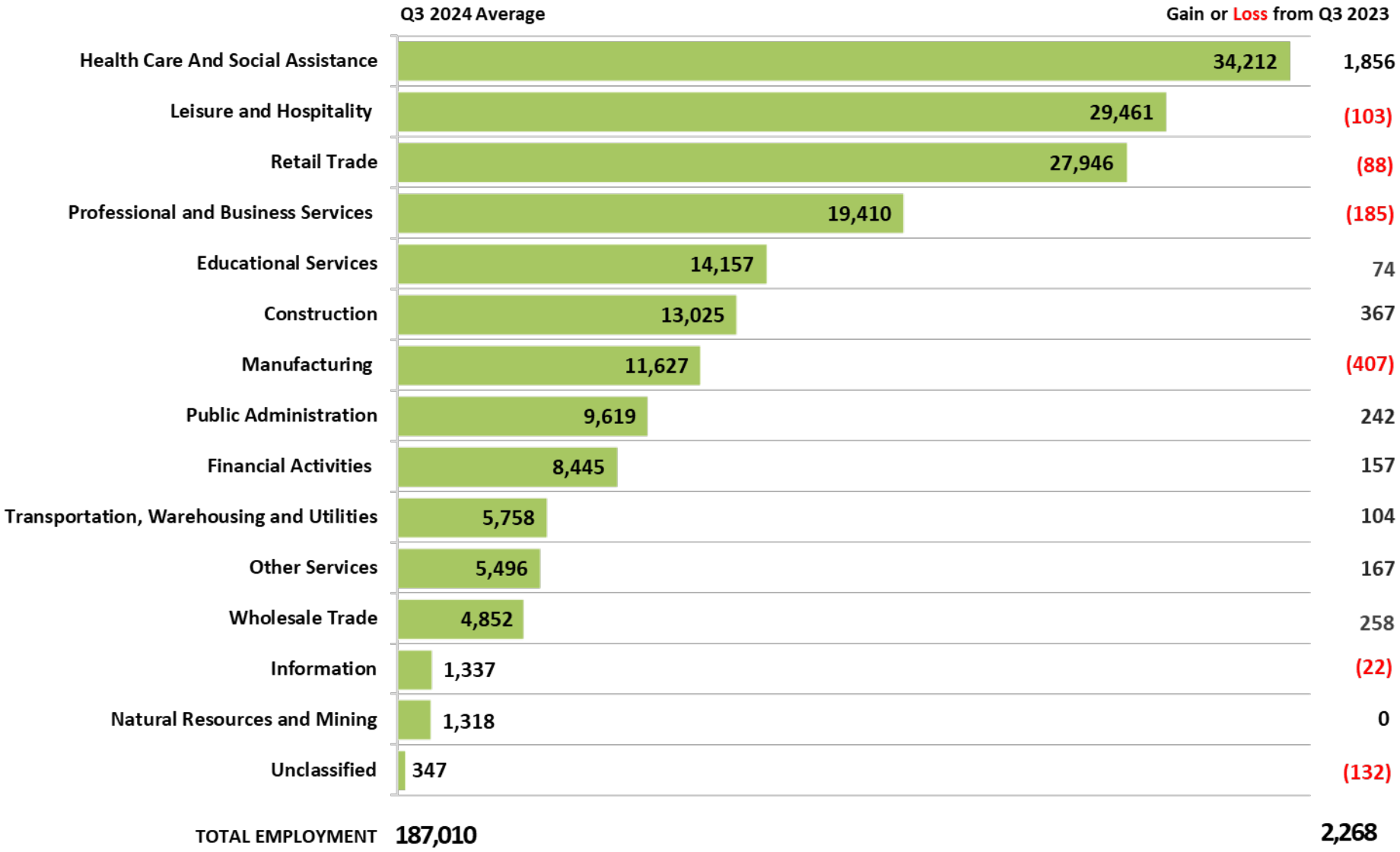
Source: *Florida Commerce, Local Area Unemployment Statistics (LAUS) program*

Municipal Employment Quarterly Y-o-Y

New Smyrna Beach					Ormond Beach					Port Orange				
1Q 2025	**JAN**	**FEB**	**MAR**	**Avg.**	**1Q 2025**	**JAN**	**FEB**	**MAR**	**Avg.**	**1Q 2025**	**JAN**	**FEB**	**MAR**	**Avg.**
Labor Force	14,038	14,026	14,026	**14,030**	**Labor Force**	19,982	19,979	20,018	**19,993**	**Labor Force**	30,934	30,930	30,964	**30,943**
Employment	13,449	13,447	13,515	**13,470**	**Employment**	19,176	19,172	19,270	**19,206**	**Employment**	29,704	29,699	29,850	**29,751**
Unemployed	589	579	511	**560**	**Unemployed**	806	807	748	**787**	**Unemployed**	1,230	1,231	1,114	**1,192**
% Unemployed	4.2%	4.1%	3.6%	**4.0%**	**% Unemployed**	4.0%	4.0%	3.7%	**3.9%**	**% Unemployed**	4.0%	4.0%	3.6%	**3.9%**
1Q 2024	**JAN**	**FEB**	**MAR**	**Avg.**	**1Q 2024**	**JAN**	**FEB**	**MAR**	**Avg.**	**1Q 2024**	**JAN**	**FEB**	**MAR**	**Avg.**
Labor Force	13,092	13,128	13,178	**13,133**	**Labor Force**	21,104	21,157	21,183	**21,148**	**Labor Force**	33,907	34,029	34,118	**34,018**
Employment	12,643	12,680	12,713	**12,679**	**Employment**	20,376	20,436	20,489	**20,434**	**Employment**	32,851	32,948	33,034	**32,944**
Unemployed	449	448	465	**454**	**Unemployed**	728	721	694	**714**	**Unemployed**	1,056	1,081	1,084	**1,074**
% Unemployed	3.4%	3.4%	3.5%	**3.4%**	**% Unemployed**	3.4%	3.4%	3.3%	**3.4%**	**% Unemployed**	3.1%	3.2%	3.2%	**3.2%**

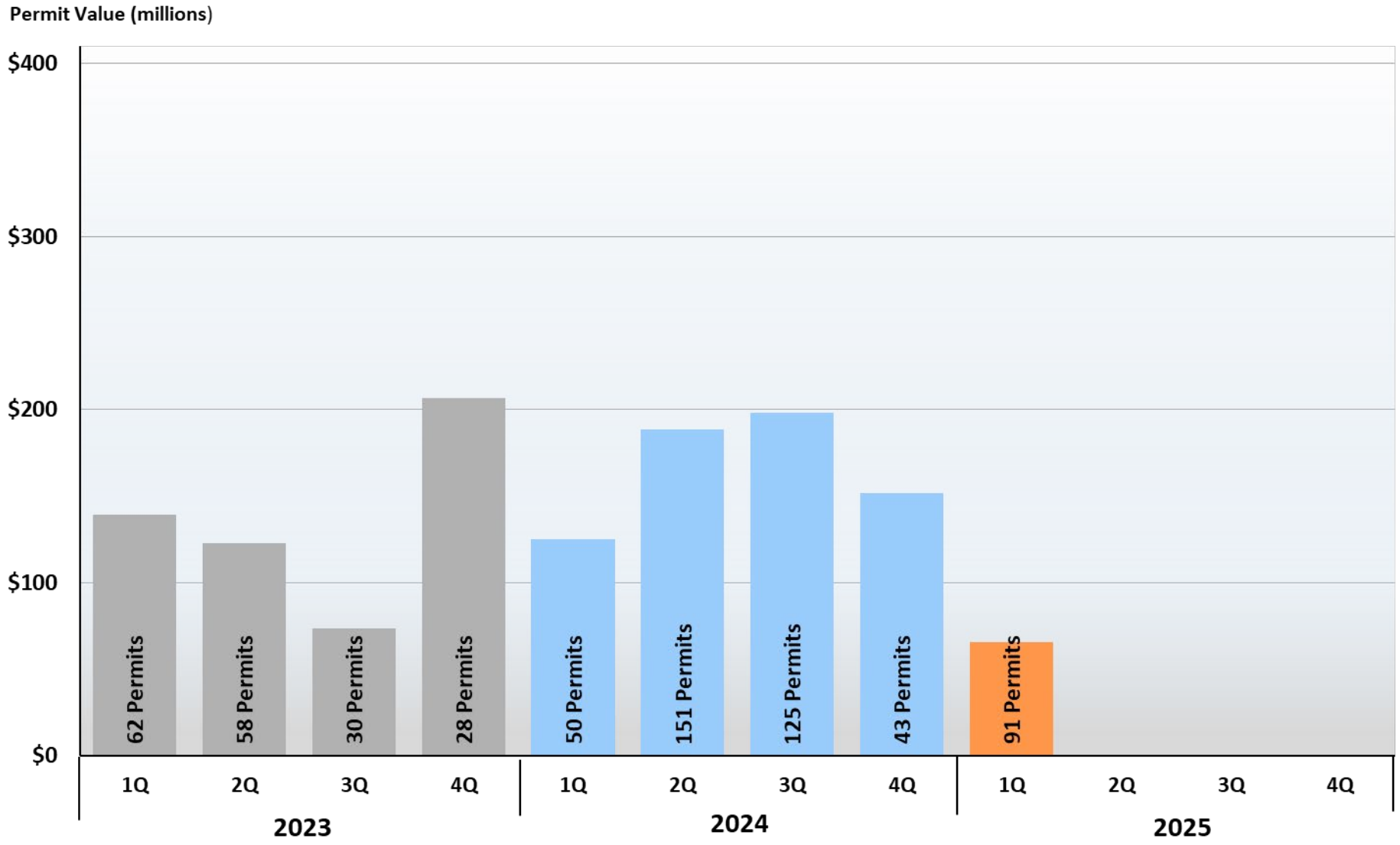
Source: *Florida Commerce, Local Area Unemployment Statistics (LAUS) program*

Employment by Major Industry



Source: *Florida Commerce, Volusia County Quarterly Census of Employment and Wages. Most current quarterly preliminary release.*

Volusia County Commercial New Construction Building Permits



Source: *City and County permit offices reporting new construction activity.*

Volusia County Commercial New Construction Building Permits

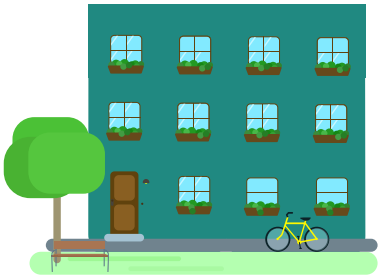
MUNICIPALITIES	1Q 2024 Permits	1Q 2024 $ Value	2Q 2024 Permits	2Q 2024 $ Value	3Q 2024 Permits	3Q 2024 $ Value	4Q 2024 Permits	4Q 2024 $ Value	1Q 2025 Permits	1Q 2025 $ Value
Daytona Beach	8	$22,070,005	40	$134,338,326	16	$101,846,128	8	$57,218,737	10	$20,017,467
Daytona Beach Shores	0	$0	0	$0	0	$0	0	$0	0	$0
DeBary	2	$1,778,000	1	$109,000	0	$0	2	$3,535,438	0	$0
DeLand	23	$32,221,057	49	$21,065,331	72	$24,216,892	19	$46,803,407	45	$8,039,731
Deltona	2	$1,351,516	2	$1,268,513	0	$0	0	$0	3	$8,683,598
Edgewater	3	$1,839,000	52	$15,600,204	20	$6,645,570	1	$1,825,000	0	$0
Holly Hill	2	$1,237,586	1	$10,000,000	3	$11,070,000	2	$12,627,274	0	$0
Lake Helen	0	$0	0	$0	0	$0	0	$0	0	$0
New Smyrna Beach	0	$0	1	$600,000	1	$98,850	0	$0	24	$23,309,102
Oak Hill	0	$0	0	$0	0	$0	0	$0	0	$0
Orange City	0	$0	2	$2,297,197	0	$0	0	$0	4	$2,287,747
Ormond Beach	1	$34,000,000	2	$1,813,006	1	$1,600,000	0	$0	3	$1,826,662
Pierson	0	$0	0	$0	0	$0	0	$0	0	$0
Ponce Inlet	0	$0	0	$0	0	$0	0	$0	0	$0
Port Orange	7	$16,302,411	1	$1,360,000	8	$21,384,144	4	$6,980,639	0	$0
South Daytona	0	$0	0	$0	0	$0	0	$0	1	$850,000
Unincorporated	2	$14,200,302	0	$0	4	$31,108,000	7	$22,809,864	1	$475,000
Totals for Quarter	50	$124,999,877	151	$188,451,577	125	$197,969,584	43	$151,800,359	91	$65,489,308

Source: *City and County permit offices reporting new construction activity.*

Q1 Sector Highlights - New Commercial Construction

Multi-Family

$26.2M



Leisure & Hospitality

$9.1M



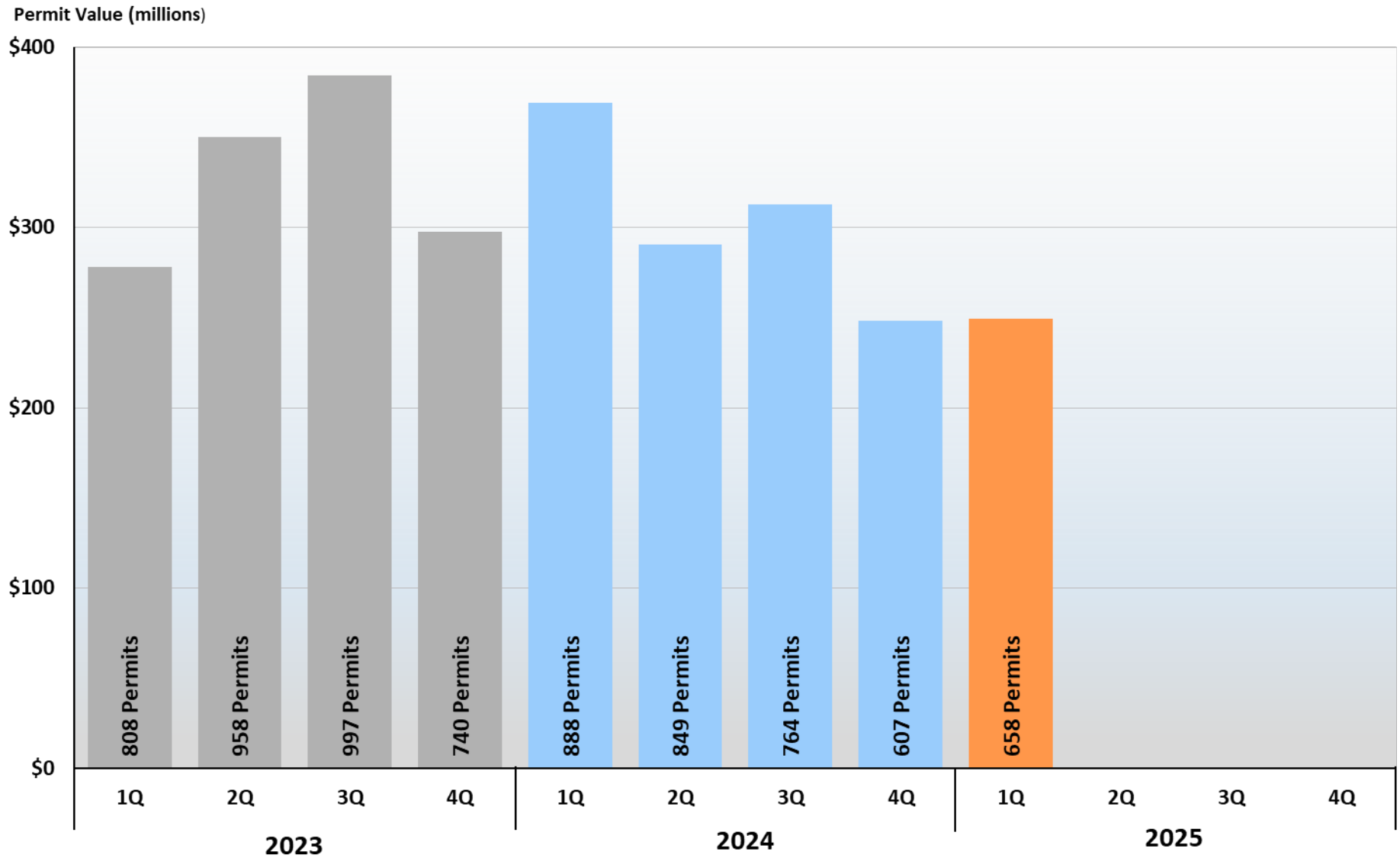
Storage/Retail/Other Services

$8.4M



Note: *Sector totals reflect new commercial construction permits with values of $1 million or higher.*
Source: *City and County permit offices reporting new construction activity.*

Volusia County Residential New Construction Building Permits



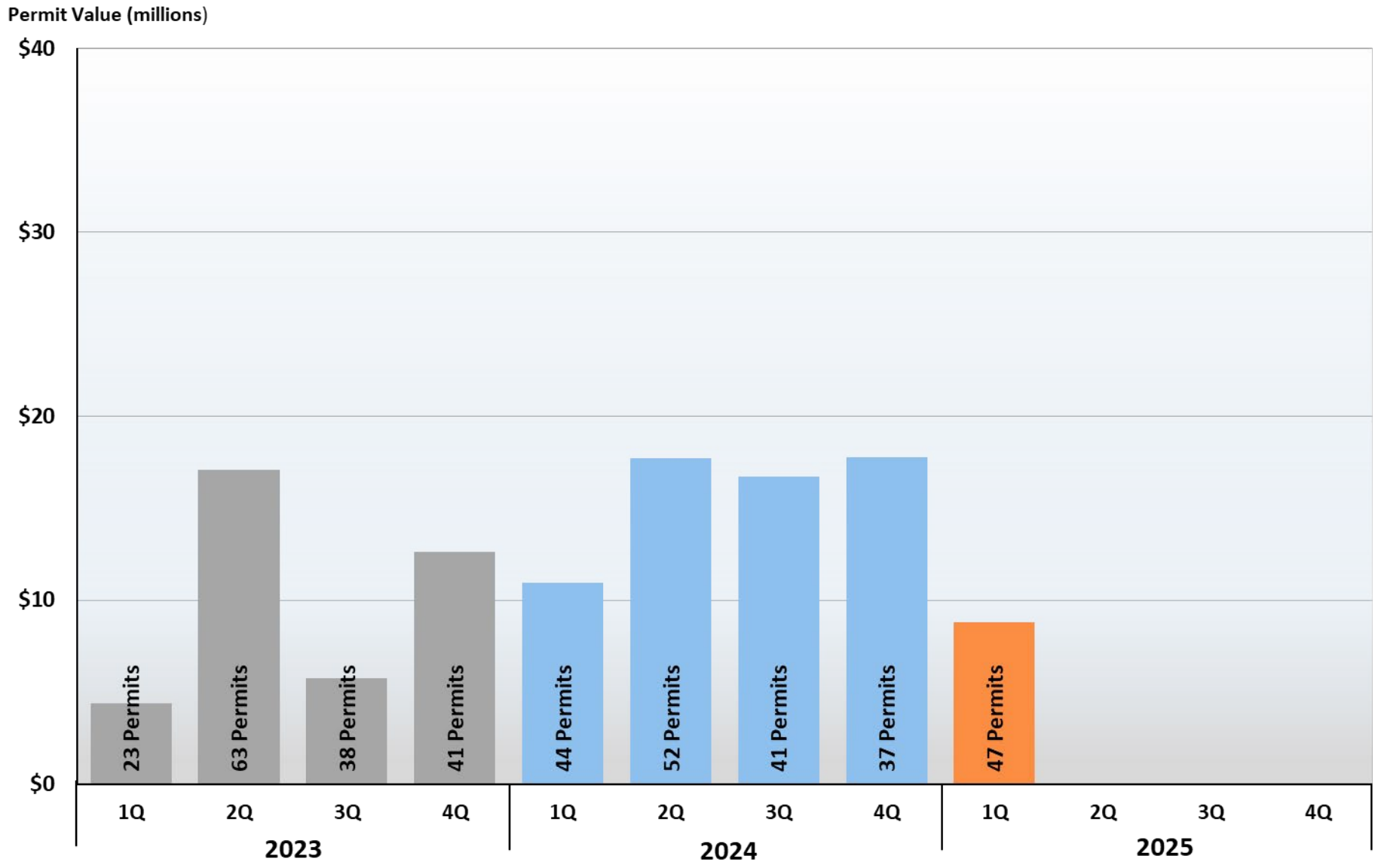
Source: *City and County permit offices reporting new construction activity.*

Volusia County Residential New Construction Building Permits

MUNICIPALITIES	1Q 2024 Permits	1Q 2024 $ Value	2Q 2024 Permits	2Q 2024 $ Value	3Q 2024 Permits	3Q 2024 $ Value	4Q 2024 Permits	4Q 2024 $ Value	1Q 2025 Permits	1Q 2025 $ Value
Daytona Beach	356	$155,345,891	227	$92,842,229	196	$76,366,070	142	$55,559,996	166	$48,229,434
Daytona Beach Shores	1	$599,400	1	$840,000	0	$0	0	$0	0	$0
DeBary	25	$10,663,928	18	$8,793,590	70	$31,321,241	134	$62,091,449	72	$30,673,109
DeLand	105	$39,591,757	222	$41,613,631	141	$58,190,859	83	$30,806,635	85	$33,938,195
Deltona	32	$13,867,320	40	$17,108,927	56	$24,893,661	24	$10,639,053	22	$8,766,309
Edgewater	86	$30,272,526	66	$30,218,865	40	$18,198,389	42	$18,052,946	53	$22,563,733
Holly Hill	4	$710,325	35	$3,871,400	26	$3,004,440	10	$1,735,610	7	$957,170
Lake Helen	3	$1,062,043	4	$1,116,034	3	$1,527,541	3	$1,063,859	4	$2,268,132
New Smyrna Beach	48	$16,447,420	24	$5,184,109	31	$8,868,051	31	$12,211,349	68	$21,182,109
Oak Hill	2	$518,455	6	$1,547,140	2	$497,180	0	$0	1	$350,000
Orange City	32	$11,730,246	6	$1,886,172	16	$5,431,785	4	$609,576	7	$2,264,328
Ormond Beach	39	$16,591,072	35	$14,792,949	38	$14,606,608	47	$20,188,383	86	$39,399,016
Pierson	1	$425,000	0	$0	0	$0	1	$190,000	2	$1,200,000
Ponce Inlet	4	$3,297,000	1	$500,000	0	$0	1	$880,000	0	$0
Port Orange	27	$14,892,985	33	$14,766,910	21	$12,237,361	9	$4,187,427	13	$7,401,593
South Daytona	17	$2,051,335	8	$825,000	9	$1,880,101	0	$0	6	$539,901
Unincorporated	106	$50,957,201	123	$54,091,518	115	$55,294,556	76	$29,696,378	66	$29,217,835
Totals for Quarter	888	$369,023,904	849	$289,998,475	764	$312,317,843	607	$247,912,661	658	$248,950,864

Source: *City and County permit offices reporting new construction activity.*

Volusia County Commercial Redevelopment Permits



Note: *Only redevelopment permits valued at $10,000 or higher are shown.*
Source: *City and County permit offices reporting redevelopment activity.*

Volusia County Commercial Redevelopment Permits

MUNICIPALITIES	1Q 2024 Permits	1Q 2024 $ Value	2Q 2024 Permits	2Q 2024 $ Value	3Q 2024 Permits	3Q 2024 $ Value	4Q 2024 Permits	4Q 2024 $ Value	1Q 2025 Permits	1Q 2025 $ Value
Daytona Beach	5	$1,011,488	3	$494,500	1	$6,401,056	3	$1,010,500	8	$2,340,779
Daytona Beach Shores	0	$0	0	$0	0	$0	0	$0	0	$0
DeBary	0	$0	0	$0	0	$0	0	$0	0	$0
DeLand	11	$4,085,239	19	$5,709,424	21	$4,536,211	18	$11,274,684	11	$3,484,358
Deltona	1	$16,800	0	$0	3	$351,595	0	$0	0	$0
Edgewater	0	$0	0	$0	0	$0	0	$0	0	$0
Holly Hill	0	$0	2	$5,090,000	0	$0	1	$28,000	4	$327,000
Lake Helen	0	$0	0	$0	0	$0	0	$0	0	$0
New Smyrna Beach	18	$1,489,732	9	$856,897	6	$1,903,233	10	$2,694,765	15	$1,952,711
Oak Hill	0	$0	0	$0	0	$0	0	$0	0	$0
Orange City	0	$0	1	$876,000	0	$0	0	$0	0	$0
Ormond Beach	9	$4,339,600	9	$2,727,062	10	$3,514,401	5	$2,754,300	7	$504,529
Pierson	0	$0	0	$0	0	$0	0	$0	0	$0
Ponce Inlet	0	$0	0	$0	0	$0	0	$0	0	$0
Port Orange	0	$0	8	$1,791,748	0	$0	0	$0	0	$0
South Daytona	0	$0	0	$0	0	$0	0	$0	0	$0
Unincorporated	0	$0	1	$150,000	0	$0	0	$0	2	$166,173
Totals for Quarter	44	$10,942,859	52	$17,695,631	41	$16,706,496	37	$17,762,249	47	$8,775,550

Note: *Only redevelopment permits valued at $10,000 or higher are shown.*
Source: *City and County permit offices reporting redevelopment activity.*

VOLUSIA COUNTY ECONOMIC DEVELOPMENT







It's our business to help your business grow.

Volusia County Economic Development is a free resource available to businesses in Volusia County needing assistance with business planning in the areas of:

- Top line revenue growth
- Hiring and training
- Financing/loan opportunities
- Product/facility improvements
- Supply chain issues

The Division specializes in assisting manufacturing and knowledge-based companies with high growth potential that require capital investment (i.e. corporate headquarters, research and development facilities, etc.) and are in targeted industries such as aviation and aerospace, clean tech, financial/ professional services, homeland security/defense, infotech, and life sciences.

The division is a partner with Volusia County's municipalities, educational institutions, chambers of commerce, and economic development stakeholders to promote the growth of new jobs in their communities.

Call our office or visit our website **FloridaBusiness.org** for detailed information about available services.

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FloridaBusiness.org

Volusia County FLORIDA ECONOMIC DEVELOPMENT



Volusia County Commercial Space Supply Chain Characterization

March 27, 2019

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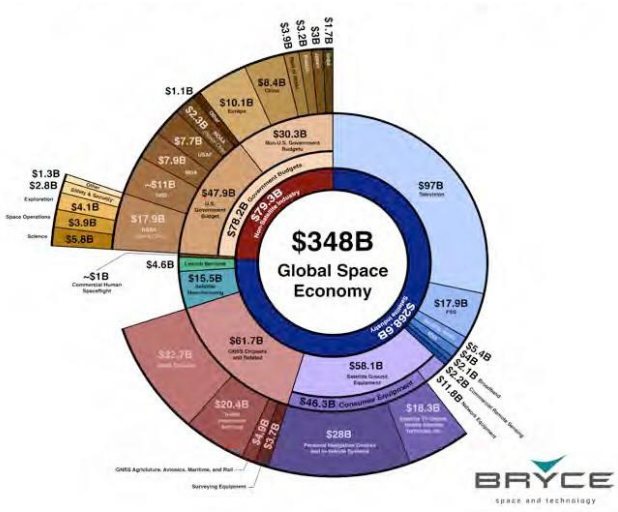
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Executive Summary

This report characterizes the commercial space industry supply chain at Florida's Cape Canaveral Spaceport, which consists of Kennedy Space Center (KSC) and Cape Canaveral Air Force Station (CCAFS) (collectively, the "Cape"), to inform Volusia County's economic development efforts. The report provides an overview of the global space economy and current commercial space activity at the Cape, and identifies trends likely to impact the commercial space industry at the Cape. The report examines the impacts of these trends to the supply chain and provides detailed supplier profiles.

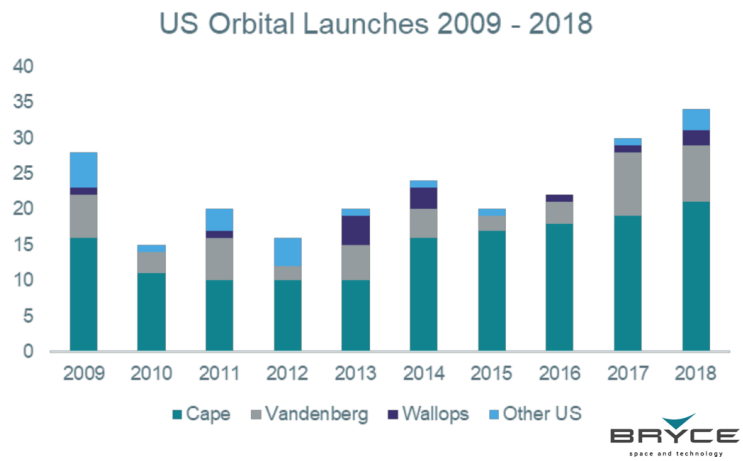
The Global Space Economy. The global space economy has experienced growth across several indicators, including investments, number of launch sites, spacecraft launched and the services they provide, and the rise of new companies providing launch and satellite services. This growth is coupled with a changing supply chain as both legacy and start-up space companies pursue vertical integration, develop the capacity to refurbish launch vehicles, and leverage technology advances such as additive manufacturing.



The 2017 Global Space Economy at a Glance

Significant figures and recent milestones in the global space economy include the following:

- In 2018, the global launch industry recorded the most orbital launches since 1990 (114).
- Since 2000, over 250 venture capital firms have invested more than $13.9B in start-up space companies. More than 20% of this investment is concentrated in three companies with a substantial presence in Florida: SpaceX, OneWeb, and Blue Origin.
- Although the number of launch site options in the U.S. is expanding, all U.S.-based orbital launches last year took place at just three locations: Florida's Cape Canaveral Spaceport, Vandenberg Air Force Base, and Wallops Island, Virginia.



Current Commercial Space Activity at the Cape. The report analyzes current Cape activity in two segments—launch vehicles and spacecraft/cargo—to establish a basis for assessing future activities. The Cape is the United States' most active spaceport, and historically, the vast majority of U.S. launches have occurred from the Cape (see figure above). The vehicles that launch from the Cape include the current workhorses for the U.S. launch industry, SpaceX's Falcon 9 and United Launch Alliance's (ULA's) Atlas V and Delta IV. Additionally, the Cape launched the vast majority of satellites headed to an orbit accessible from the Cape in 2018 (25% of U.S.-launched spacecraft).[1] U.S. Government spacecraft represented 40% of primary payloads (versus secondary, or ride-share payloads) launched from the Cape in 2018, while the remaining 60% of primary payloads were for non-U.S. Government customers, most of which were commercial.

Future Commercial Space Activity at the Cape. Future commercial space activity in Florida is likely to be affected by four major trends in the space industry:

The growing use of smallsats. Small satellites, or smallsats, offer the promise of advanced capabilities at a lower cost and at a lower overall mass (reducing per-satellite launch costs). Existing and emerging commercial space companies are developing increasingly advanced smallsats with a host of use cases, including telecommunications, remote sensing, weather monitoring, and internet-of-things applications. While not all plans will come to fruition, over 10,000 smallsats are currently planned for the next decade, compared to about 2,000 total satellites in orbit today. To date, the Cape has not launched large volumes of smallsats, in part because most smallsats have been remote sensing smallsats requiring an orbit not accessible from the Cape. However, the Cape is home to a significant manufacturer in the emerging smallsat sector, the Airbus/OneWeb factory, and is set to play an important role in this changing market segment.

NASA's reliance on commercial crew and cargo. NASA has transitioned the role of transporting cargo and astronauts to the International Space Station (ISS) to commercial companies through its commercial cargo and crew programs. NASA's commercial cargo and crew missions are, and will remain, a steady stream of demand for the Cape. Sixty-five NASA

[1] Satellites require specific orbits to perform their functions (for example, remote sensing satellites largely operate in polar orbits, while communications satellites have historically required geostationary orbits). Payloads are not typically launched from the Cape to orbits that would require launching over populated areas.

commercial cargo and crew missions are projected between 2019 and 2027. Two companies, SpaceX and Northrop Grumman, currently provide cargo from the Cape to the ISS through NASA's commercial cargo program. Sierra Nevada Corporation, with its Dream Chaser vehicle, will become a third cargo provider in the coming years. SpaceX and Boeing (utilizing United Launch Alliance (ULA) launch vehicles), will soon transport astronauts from the Cape to the ISS through NASA's commercial crew program. These companies all have a presence at the Cape and support a robust network of suppliers locally and across the country. In addition, these providers' presence and existing infrastructure at the Cape are likely to encourage any emerging U.S. orbital tourist activity to launch from the Cape.

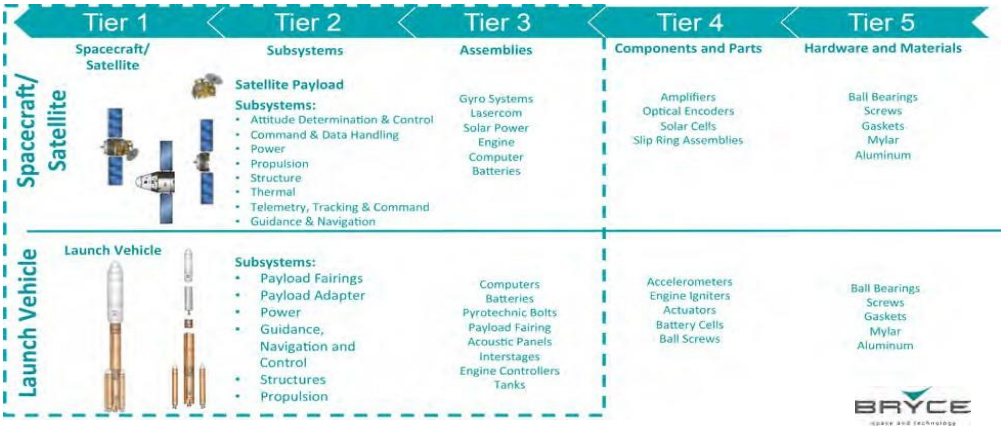
The expanding use of smallsat launch vehicles. Launch vehicles are categorized by the mass they are capable of putting into orbit, with classifications ranging from small to heavy.[2] The significant increase in planned smallsats has been accompanied by an increase in the planned launch vehicles for them: over 40 dedicated smallsat launch vehicles are in some phase of development. In 2019, two of the planned smallsat launch vehicles, Relativity Space and Firefly Aerospace, announced plans to launch from the Cape. Both of these companies plan to begin building facilities and bring new activity to the Cape this year.

The continued use and introduction of new medium- and heavy-class launch vehicles. The majority of launch activity at the Cape is carried out by medium- and heavy-class launch vehicles. These vehicles include SpaceX's Falcon and Falcon Heavy, ULA's Atlas, Delta, and planned Vulcan, Blue Origin's planned New Glenn, and Northrop Grumman's planned Omega. Every major launch vehicle manufacturer, including the companies with a significant current presence at the Cape, is developing new medium- to heavy-class launch vehicles. The replacement of existing vehicles with new ones will change the type of vehicles launching from the Cape, but will not necessarily change the Cape's core tenants or significantly impact the volume of Cape launches.

A related aspect of this trend is the *development of refurbishable vehicles*, a focus of both SpaceX and Blue Origin. Both companies have or are establishing in-house capabilities at the Cape to conduct some refurbishment activities. Beyond decreasing the need to manufacture new vehicles, the impact of refurbishment to the Cape's activity and supply chain are yet to be determined.

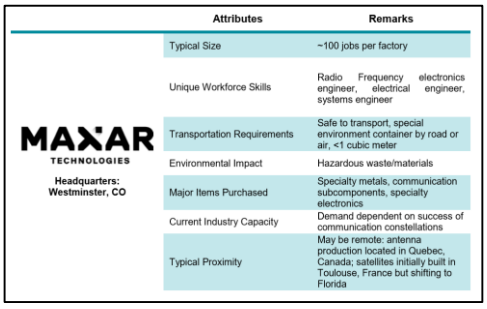
[2] Launch vehicles are divided into four categories by the FAA: Small - Maximum mass capacity is 2,268 kg (5,000 lb.) to low Earth orbit (LEO) or less; Medium - Maximum mass capacity is in the range of 2,269 kg (5,001 lb.) to 5,443 kg (12,000 lb.) to LEO; Intermediate - Maximum mass capacity is in the range of 5,444 kg (12,001 lb.) to 11,340 kg (25,000 lb.) to LEO; and Heavy - Maximum mass capacity is greater than 11,340 kg (25,000 lb.) to LEO.

Supply Chain Characterization and Volusia County Impacts. The trends discussed above will impact the commercial space industry's supply chain at the Cape. This study identifies and discusses the suppliers in these areas at the system, subsystem, and assemblies levels and assesses their potential impacts on Volusia County.



Smallsat supply chain. Smallsats have unique manufacturing requirements, due to their mass and power constraints, leading to the creation of new subsystem products designed specifically for their small form factor. These new product lines may create new supply chain opportunities for companies, and by extension, Volusia County. To date, the Cape has not launched large volumes of smallsats; however, as smallsats are relatively easy to transport, manufacturers are not necessarily drawn to launch site proximity. A more significant factor for Volusia County may be the presence of the Airbus/OneWeb factory at the Cape. This factory is poised to manufacture the 600+ satellites OneWeb telecommunications constellations and may utilize this scale to become a market leader in this high-growth area. As is discussed in further depth in the report, companies have already established facilities at the Cape to supply the OneWeb factory.

Commercial crew and cargo supply chain. Four commercial crew and cargo spacecraft are already launching or expected to launch from the Cape in 2019: SNC's Dream Chaser, Boeing's CST-100 Starliner, and SpaceX's Crew and Cargo Dragon vehicles. NASA's commercial cargo and crew programs will maintain steady activity at the Cape. The relatively advanced phase of development of these spacecraft, however, make it unlikely new local facilities will be required despite the activity around these programs. Recruitment potential for Volusia County would likely require suppliers to relocate existing facilities. If a significant U.S. orbital tourist market develops, it could increase demand for commercial crew and cargo-like services and supply chain inputs.



Example supplier profile. *The report contains profiles of existing and promising Cape systems, subsystems and assemblies suppliers.*

Smallsat launch vehicle supply chain. Many dedicated smallsat launch companies, including

Relativity Space and Firefly Aerospace, are vertically integrated and use additive manufacturing, which changes the materials these companies purchase and the workforce they require. For example, Relativity is planning to manufacture nearly its entire launch vehicle through additive manufacturing. Both Relativity Space and Firefly Aerospace are integrating service offerings, such as payload processing, into full service solutions. Future workforce opportunities are likely to be more concentrated within these companies, rather than in outside suppliers, with supply opportunities for these companies likely to be concentrated in less complex goods such as components, parts, hardware, and materials to manufacture higher tier elements.

Medium- to heavy-class launch vehicle supply chain. Most medium- to heavy-class launch vehicles are developed by more established aerospace companies, leveraging established supply chain partners, with some in-house manufacturing of subsystems. Two such developments, Northrop Grumman's new Omega launch vehicle and ULA's planned Vulcan family, are still formally establishing their supply chains, yet both are likely to utilize historic supply chain partners. Blue Origin is also making major investments in future launch vehicles, including building new facilities at the Cape to support these activities. These developments could lead to continued growth in activity and supply chain opportunities at the Cape as these planned vehicles mature. However, manufacturers' reliance on established supply chain partners means that recruiting companies to Volusia County would likely entail enticing suppliers to relocate existing activities.

Refurbishable launch vehicle supply chain. Proximity requirements likely dictate that refurbishing vehicles will remain a Cape-based activity. Both SpaceX and Blue Origin are refurbishing their own launch vehicles, completing this work at new refurbishment-specific sites on the Cape. As companies are just beginning to operate refurbished vehicles on a regular basis, the total industry demand and capacity for this service remains uncertain.

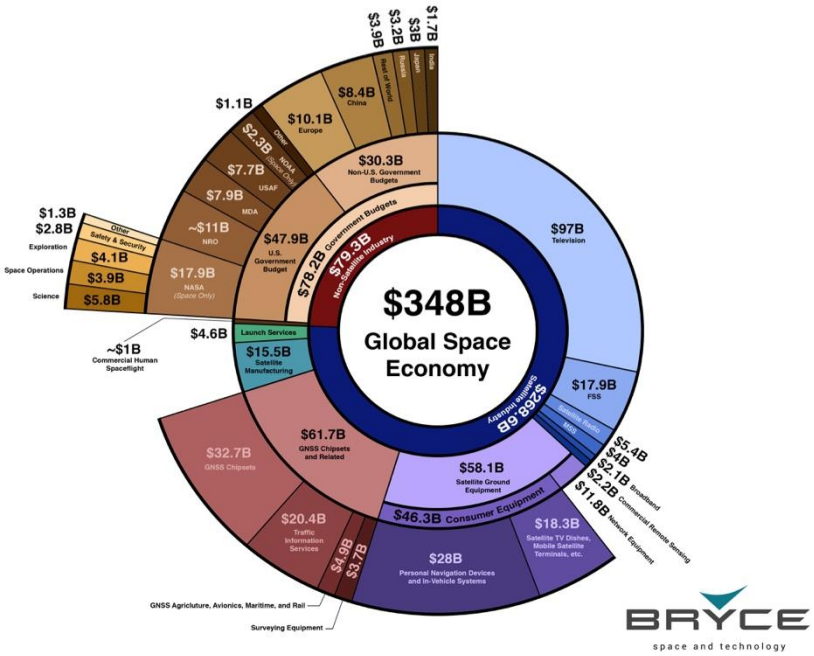
Smallsat manufacturing, commercial crew and cargo, small launch vehicles and new medium- to heavy-class launch vehicles, and refurbishable launch vehicles are the high-growth and trend areas most likely to impact Volusia County's supply chain opportunities. As discussed further in the report, key factors for Volusia County to consider when assessing suppliers in these areas is the maturity of the business models driving the supply chain, the maturity of the supply chain and its component suppliers, and the impact, if any, of proximity to the launch facilities at the Cape.

Established business models in these areas are more likely to be supported by established supply chains and suppliers, likely focusing opportunities for Volusia county on the relocation or establishment of additional facilities by relevant suppliers. Emerging business models likely present a greater opportunity to shape the supply chain and suppliers, but carry the additional risk of being based on business plans that have yet to be proven. *Further discussion and detailed profiles of system, subsystem, and assemblies providers in these areas is provided in the report and appendices.*

Commercial Space Industry Supply Chain Characterization

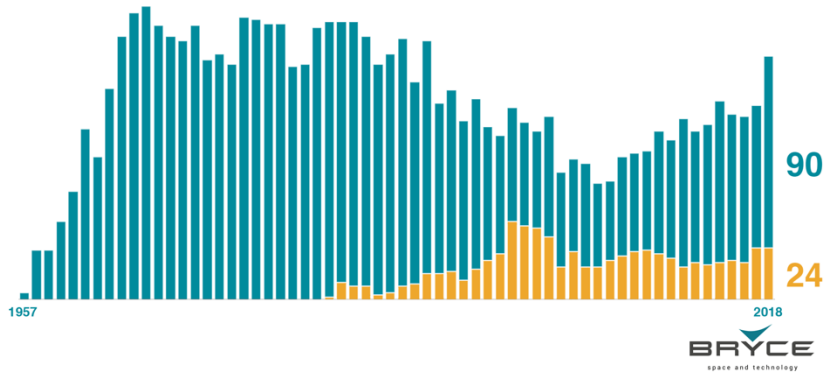
The Global Space Economy

The global space economy has experienced growth across several indicators, including investments, number of launch sites, spacecraft launched and the services they provide, and the rise of new companies providing launch and satellite services. This growth is coupled with a changing supply chain as both legacy and start-up space companies pursue vertical integration, develop the capacity to refurbish launch vehicles, and leverage technology advances such as additive manufacturing.



The 2017 Global Space Economy at a Glance

The satellite industry forms the bulk of the global space economy, with satellite services (~$130B), ground equipment (~$120B), satellite manufacturing (~$16B), and launch (~$5B) comprising the industry in 2017.[3] Government space budgets were estimated at ~$78B in the same year. The satellite industry has seen modest revenue growth over the last few years, with 3% growth estimated from 2016 to 2017.



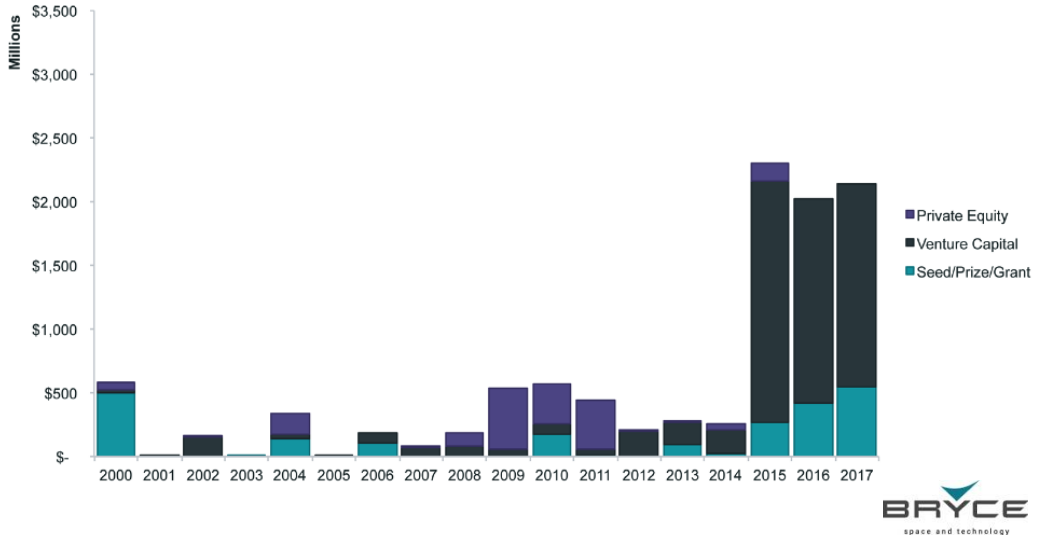
Orbital Launches 1957-2018 by Commercial (Orange) and Non-Commercial (Green).

The global launch industry recorded 114 orbital launches in 2018, the most since 1990. This included 24 commercial launches, 14 from the United States. China recorded the most launches overall, with 39, followed by the United

[3] Data for 2018 not yet available at the time of publication.

States (31)[4], Russia (17), and Europe (11).

Since 2000, the space economy has generated substantial interest from investors. A wide variety of investors, including more than 250 venture capital firms, have invested more than $13.9B in start-up space companies.[5] A significant portion of this growth is concentrated in three companies with a substantial presence in Florida: SpaceX, OneWeb, and Blue Origin each have more than $1B in investments. All three of these companies are assessed in this characterization. In addition, four smaller start-up space firms in Florida have together raised more than $5M in investments. These smaller firms are developing small launch vehicles, producing Earth observation satellite constellations, and pursuing on-orbit satellite servicing.



Magnitude of Investment, Excluding Debt, Acquisitions, and Offerings, by Type (2000-2017).

Along with a growth in investors, there are expanding launch site options for space companies: there are now 12 U.S. launch and reentry sites licensed by the Federal Aviation Administration Office of Commercial Space Transportation (FAA AST). Even with these expanding options, however, all U.S. orbital launches last year took place at just three locations: Florida's Cape Canaveral Spaceport, which consists of Kennedy Space Center (KSC) and Cape Canaveral Air Force Station (CCAFS) (collectively, the "Cape"); Vandenberg Air Force Base (VAFB, the base proper and California Spaceport); and Wallops Island, Virginia, which consists of the Wallops Flight Facility (WFF) and Mid-Atlantic Regional Spaceport (MARS).[6]

[4] U.S. company Rocket Lab also had three launches from New Zealand in 2018.

[5] Bryce defines emerging space companies as companies that began as angel- and venture capital-backed start-ups and have one of the following four business lines: (1) Manufactures satellites, launch vehicles, or other space-based systems, (2) Manufactures satellite ground equipment, (3) Provides services that rely on these systems, such as satellite TV, radio, and broadband, (4) Provides analytic services based on data collected extensively from space-based systems, either alone or in combination with terrestrial systems.

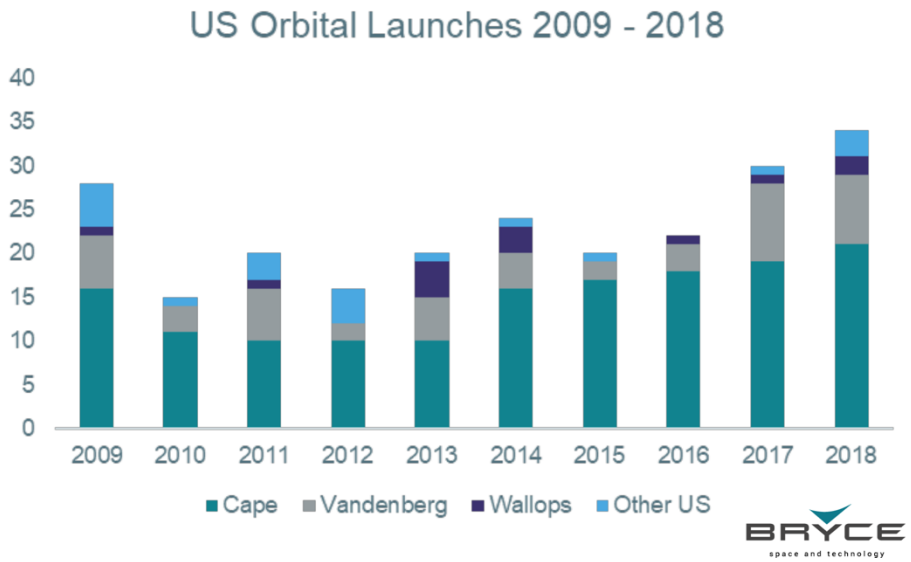
[6] In 2018 the U.S. licensed three launches by a U.S. company that occurred outside the U.S. (Rocket Lab launches from New Zealand). Note that Cape Canaveral Spaceport is the area composed of KSC and CCAFS. Some assets at both installations are owned and/or managed by Space Florida for commercial use.



These three sites are also attracting future business with start-up space companies. All three sites have announced launch agreements with start-up companies offering dedicated smallsat launch services. Many of these start-up companies plan to operate from multiple launch sites. At least two start-up space companies have established their own launch sites for either testing, operations, or both. Both companies—SpaceX and Blue Origin—operate from the Cape, but also use private launch sites in Texas. Of note, neither of these Texas sites is licensed by FAA AST as a commercial launch site, or counted in lists of commercial launch sites, because the sites will be used exclusively by the companies themselves and will not host multiple launch service providers.

Current Commercial Space Activity at the Cape

Understanding the current commercial space activities at the Cape is the first step in analyzing future Cape activity and its impact on the supply chain. This section analyzes current Cape activity in two segments—launch vehicles and spacecraft/cargo—to establish a basis for discussing future activities.



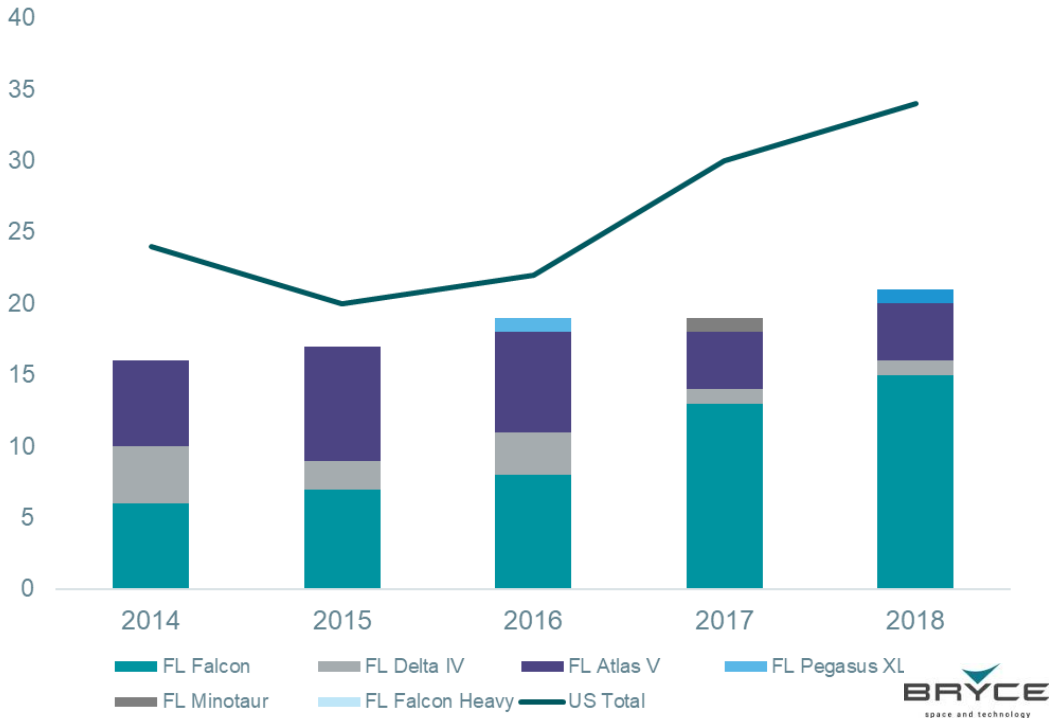
The Cape is the Most Active U.S. Launch Site

Note: "Other U.S." includes FAA-licenced launches by Rocket Lab (Rocket Lab launched three times from New Zealand in 2018)

Launch Vehicles

Launch vehicles are categorized by the mass they are capable of putting into orbit, with classifications ranging from small to heavy.[7] Historically, the vast majority of U.S. launches occur from the Cape, and these have mainly been of medium- and heavy-class launch vehicles. The medium and heavy launch vehicles that launch from the Cape include SpaceX's Falcon 9 and Falcon Heavy and United Launch Alliance's (ULA's) Atlas V and Delta IV. All of these vehicles also launch (or have plans to launch in the case of the Falcon Heavy) from the United States' other major launch site, VAFB

[7] Launch vehicles are divided into four categories by the FAA: Small - Maximum mass capacity 2,268 kg (5,000 lb.) to low Earth orbit (LEO) or less; Medium - Maximum mass capacity is in the range of 2,269 kg (5,001 lb.) to 5,443 kg (12,000 lb.) to LEO; Intermediate - Maximum mass capacity is in the range of 5,444 kg (12,001 lb.) to 11,340 kg (25,000 lb.) to LEO; and Heavy - Maximum mass capacity is greater than 11,340 kg (25,000 lb.) to LEO.



Florida Launches by Vehicles and Total U.S. Launches (2014-2018).

SpaceX's Falcon 9 represents a growing portion of the Cape's—and the world's—launches. The Falcon 9 is likely to continue launching from the Cape over the next decade. Since its first launch in 2010, the Falcon 9 has launched from the Cape 68 times, including 18 launches that used refurbished boosters. The Falcon 9 carries national security, NASA, and commercial payloads to orbit, transports cargo to the International Space Station (ISS), and is poised to begin crewed missions to the ISS in 2019. The Falcon 9 was used for the first time to carry the Crew Dragon (in a test flight without a crew) to the ISS on March 2, 2019.[8] The Falcon Heavy also had its debut launch from KSC in 2018 and is slated to continue launching from the Cape. The Department of Defense (DoD) and commercial satellite operators Arabsat, Inmarsat, Intelsat, and ViaSat have contracted with SpaceX for flights aboard Falcon Heavy vehicles.

After the Falcon 9, Atlas V and Delta IV launches have accounted for the most launches from the Cape, accounting for almost one-half (94) of the Cape's launches since the two vehicles were introduced (in 2002). [9] In the coming year, ULA plans to use the Atlas V to launch Boeing's CST-100 Starliner spacecraft to the ISS from the Cape. ULA has announced that both the Atlas V and the Delta IV will be replaced by ULA's Vulcan family beginning in 2021. Vulcan is also slated to launch from the Cape.

[8] As of March 11, 2019.
[9] As of March 11, 2019.

A growing class of planned launch vehicles are dedicated smallsat launch vehicles. Over 40 smallsat launch vehicles are in service or under development. Companies developing these vehicles are seeking to capitalize on projected demand for smallsats (discussed in subsequent sections). While there were 68 small vehicle launches worldwide in the last five years, the Cape has hosted three small vehicle launches (a 2017 Minotaur IV launch and Pegasus XL launches in 2013 and 2016) to date. Announcements in the first months of 2019 indicate smallsat launch vehicles may be a growing business for the Cape: two start-up small launch companies (Relativity Space and Firefly Aerospace) announced plans for new facilities at the Cape to support their Terran-1 and Alpha vehicles, respectively, in the first months of 2019.

Spacecraft and Cargo

The Cape launched the vast majority of satellites that were seeking an orbit accessible from the Cape in 2018 (25% of U.S.-launched spacecraft).[10] Spacecraft launched from the Cape can be divided into two broad operator categories: U.S. Government spacecraft, which represented 40% of primary payloads (versus secondary, or ride-share payloads) launched from the Cape in 2018, and non-U.S. government (mostly commercial) spacecraft.

The Cape launches an average of 12 U.S. government payloads per year, which tend to be a steady source of launch demand for the Cape. Forty percent of U.S. government missions launched from the Cape are DoD missions, and another forty percent are NASA missions. Intelligence missions (fifteen percent) and meteorology missions (five percent) make up the remaining U.S. government-sponsored missions.

In the past 5 years, KSC/CCAFS has launched 60 government missions

- 24 DoD missions, including 9 GPS satellites
- 23 NASA missions, including 17 missions to resupply the ISS
- 9 Intelligence agency missions
- 4 NOAA satellites

There are two primary types of non-U.S. government satellites: Commercial communications satellites and commercial remote sensing (such as Earth imaging) satellites. Commercial communications satellites enable many services including television, satellite radio, and satellite broadband. Commercial remote sensing satellites focus sensors on Earth to gather data for geographic analysis, national security missions, meteorology, climatology, and other uses. Large communications satellites are typically launched from the Cape to a geosynchronous Earth orbit (GEO). In 2018, all GEO commercial communications satellites that launched from the United States launched from the Cape. The commercial communications satellite market is currently undergoing a transition that may impact the Cape's future commercial GEO launches. Historically, commercial communications satellites have been large GEO satellites that require the launch of replacements on fairly predictable cycles. Changing consumer preferences and emerging smallsat options are creating uncertainty in the large GEO satellite market. This trend, and its impacts on the Cape, is discussed further in the section on smallsats. Remote sensing satellites are not typically launched from the Cape as they generally require a type of orbit – a polar orbit – less accessible from the Cape.

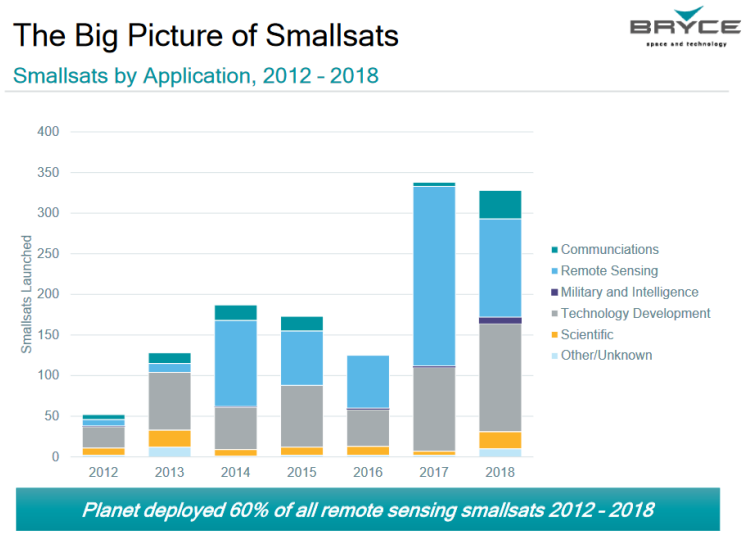
[10] Satellites require specific orbits to perform their functions. For example, remote sensing satellites largely operate in polar orbits, while communications satellites have historically required geostationary orbits. Payloads are not typically launched from the Cape to orbits that would require launching over populated areas.

Future Commercial Space Activity in Florida

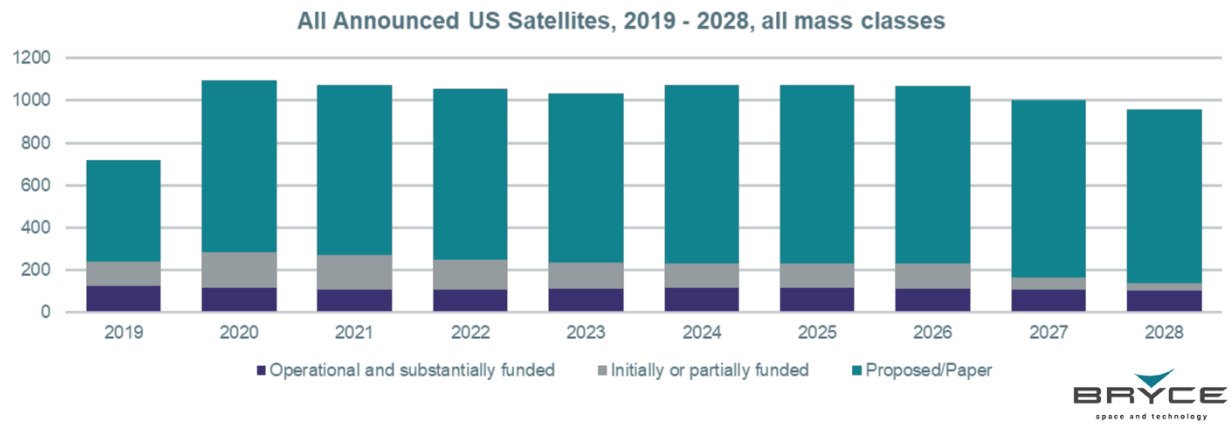
Future commercial space activity in Florida is likely to be affected by four major trends in the space industry: the growing use of smallsats, NASA's reliance on commercial crew and cargo, the continued use and introduction of new medium- and heavy-class launch vehicles, and expanding use of smallsat launch vehicles. This section analyzes current product development and market validation signs in each area.

Smallsats

Small satellites, or smallsats, offer the promise of advanced capabilities at a lower cost and at a lower overall mass (benefiting launch costs). A wide variety of existing and emerging commercial space companies are developing increasingly advanced smallsats with a host of use cases, including telecommunications, remote sensing, weather monitoring, and internet of things applications. More than 1,300 smallsats have launched since 2012. To date, the Cape has not historically launched large volumes of smallsats, in part because most smallsats to date have been remote sensing smallsats requiring an orbit not accessible from the Cape.



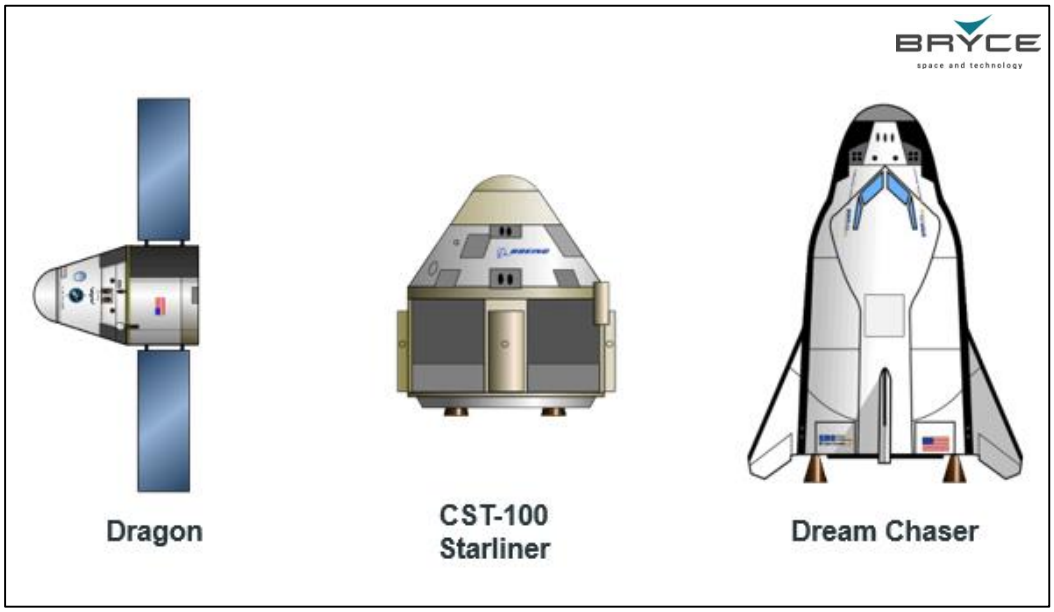
Most smallsats launched to date have been to support constellations of remote sensing smallsats. These satellites are dominated by two constellations, owned and operated by Planet and Spire Global, respectively, that account for two-thirds of commercial smallsats. Looking forward, more than 30 companies have announced plans to develop and manufacture smallsat constellations in the next decade. While all of these plans will not come to fruition, more than 10,000 smallsats are planned to launch over the next decade. Despite these plans, the majority of these satellites are not backed with significant funding. This number includes "megaconstellations" of communications smallsats designed to enable global internet connectivity. Two planned telecommunications megaconstellations are OneWeb, with a factory at the Cape, and SpaceX's Starlink constellation, with manufacturing in the state of Washington.



All Satellites Announced by a U.S. Provider, 2019-2028.

These proposed systems can be categorized as 1) proposed but have not secured meaningful funding, 2) initially or partially funded, and 3) operational and/or substantially funded. Smallsats in the first category are the least likely to come to fruition. Smallsats in the third category, those that expand a current operational system and have substantial funding, are the most likely to come to fruition. For most of the satellites in the second category, initially or partially funded, it is too early to tell whether they will succeed—these companies are in the midst of finalizing and testing their business cases. An example of a constellation in the second category is OneWeb, which still requires substantial additional investment to complete its constellation. The success or failure of this second category of companies may impact the development of other smallsat constellations and the dedicated small launch vehicle market.

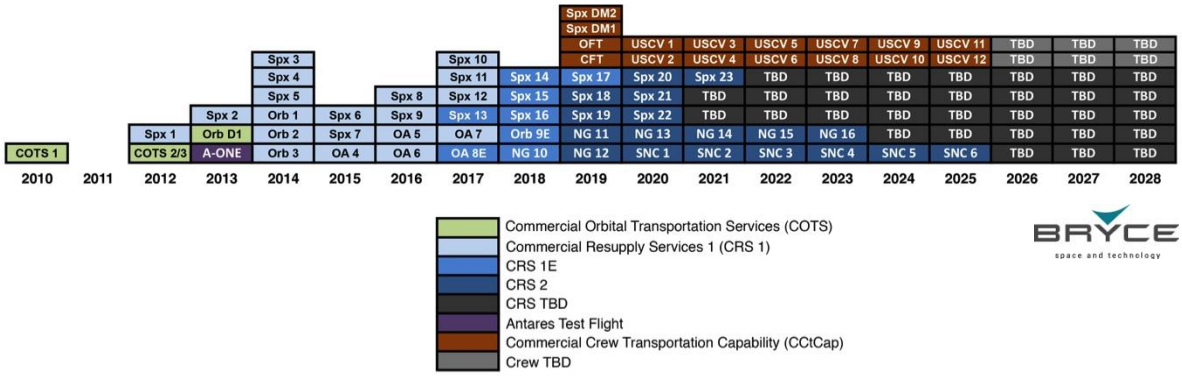
Commercial Cargo and Crew



Examples of NASA's Commercial Crew and Commercial Cargo Vehicles.

NASA has transitioned the role of transporting cargo and astronauts to the ISS to commercial companies through its commercial cargo and crew programs. NASA's commercial cargo missions are, and will remain, a steady stream of demand for the Cape. Two companies currently launch cargo missions from the Cape to the ISS, SpaceX and Northrop Grumman. A third company, Sierra Nevada Corporation (SNC), has a commercial cargo vehicle in advanced phases of development and plans to begin launching cargo from the Cape in 2020. Additionally, NASA astronauts will soon be transported from the Cape to the ISS on NASA commercial crew missions. Two commercial crew vehicles, SpaceX's Dragon Crew Capsule and Boeing's CST-100 Starliner, are in advanced phases of development and expected to enter service this year. A test version of SpaceX's Dragon Crew Capsule was successfully launched to the ISS on March 2, 2019.

Commercial crew and cargo missions will provide a steady stream of future demand for the Cape because they are required to support NASA's human space presence on the ISS and likely to be consistently funded by the U.S. government. There are sixty-five NASA commercial crew and cargo missions projected between from 2019 to 2027. The figure below shows the distribution of commercial cargo and crew missions to the ISS that have taken place from 2010 through 2018 and that NASA is planning for 2019 to 2028.



NASA's Planned Commercial Crew and Cargo Missions to ISS (2010-2028).

In addition to commercial crew and cargo missions to the ISS, NASA's future plans involve the development of a space station-like "Gateway" in the vicinity of the Moon. Current plans include the use of commercial vehicles to bring hardware and supplies to the Gateway. As these plans develop, they could increase the planned launches from the Cape.

In addition to NASA's projected orbital crew requirements, these providers' presence and existing infrastructure at the Cape are likely to encourage any emerging U.S. orbital tourist activity to launch from the Cape. Several companies have plans to enter the emerging space tourist market, and SpaceX and Boeing commercial crew vehicles are likely to be the transportation providers should this market emerge. If the market emerges, it may require new tourist support facilities at the Cape.

Dedicated Smallsat Launch Vehicles

Launch vehicles are categorized by the mass they are capable of putting into orbit, with classifications ranging from small to heavy.[11] The significant increase in planned smallsats has been accompanied by an increase in the planned launch vehicles for them: over 40 dedicated smallsat launch vehicles are in some phase of development.

Some dedicated smallsat launch companies are founded in and investing in Florida. In 2019, two new launch companies, Relativity Space and Firefly Aerospace announced plans to launch from the Cape. Relativity Space announced a 20-year lease to develop a launch facility at the Cape. Relativity Space reports it will launch its first rocket, Terran-1, from the Cape in 2020. Firefly Aerospace, another emerging smallsat launch company, announced plans to construct a $52M facility at the Cape. Firefly Aerospace announced this facility will be able to produce 24 of its Alpha launch vehicles per year and plans to begin launching from the Cape in 2021. Firefly has not announced when its Cape factory will open. Additionally, two Florida start-ups, Aphelion Orbitals and Mishaal Aerospace, are developing dedicated smallsat launch vehicles.

The long-term success of dedicated smallsat launch vehicles depends on the demand created by the smallsat market for launches and these companies' ability to meet schedule and cost goals. Dedicated smallsat launch vehicles are likely to be competitive launch options in four launch scenarios: launching small operational constellations, launching small sets of technology demonstration satellites, launching small parts of big constellations that require multiple orbital planes, and launching replacements for existing smallsats. The next two years are a key period for the smallsat launch market as smallsat companies' launch demands solidify and multiple dedicated smallsat launch companies prepare for their first flights. In the meantime, contracts with governments and satellite operators may provide early indicators of market demand. Initial contracts have been awarded under NASA's Venture Class Launch Services (VCLS) program to Rocket Lab and Virgin Orbit. The European Space Agency (ESA) has also awarded five small launch vehicle study contracts. Additional notable contract awards include:

- **Virgin Orbit**: DoD's Space Test Program, SITAEL, Cloud Constellation Corporation, Sky and Space Global, Planet, and OneWeb.
- **Vector:** Finland-based ICEYE, which plans to deploy nearly 20 remote sensing satellites.
- **Rocket Lab**: In addition to its successful launches for Spire Global, GeoOptics, DARPA, and NASA, Rocket Lab has announced contracts with Planet, Spaceflight Industries, and Moon Express.

Medium- to Heavy-Class Launch Vehicles

The majority of launch activity at the Cape is carried out by medium- and heavy-class launch vehicles. These vehicles include SpaceX's Falcon and Falcon Heavy, ULA's Atlas, Delta, and planned Vulcan, Blue Origin's planned New Glenn, and Northrop Grumman's planned Omega. Every major company in this sector, including the companies with a significant current presence at the Cape (ULA, SpaceX, Northrop Grumman, and Blue Origin), is developing new

[11] Launch vehicles are divided into four categories by the FAA: Small - Maximum mass capacity 2,268 kg (5,000 lb.) to low Earth orbit (LEO) or less; Medium - Maximum mass capacity is in the range of 2,269 kg (5,001 lb.) to 5,443 kg (12,000 lb.) to LEO; Intermediate - Maximum mass capacity is in the range of 5,444 kg (12,001 lb.) to 11,340 kg (25,000 lb.) to LEO; and Heavy - Maximum mass capacity is greater than 11,340 kg (25,000 lb.) to LEO.

medium- to heavy-class launch vehicles. In many cases, companies plan to retire an existing launch vehicle while transitioning a replacement vehicle. ULA, for example, is replacing its Atlas V and Delta IV vehicles with the Vulcan. These replacements will change the type of vehicles launching from the Cape, but are unlikely to change the Cape's core tenants or significantly impact the volume of Cape launches.

Launch Complex 39 (LC-39) will continue to be used in the years ahead sustaining a rich legacy of spaceflight that begins with Apollo. LC-39A will be used by SpaceX to support launches of the Falcon 9 for crewed launches and the Falcon Heavy. The company will continue to use LC-40 for non-crewed missions. SpaceX's use of its Texas launch site under development remains to be seen. SpaceX's Elon Musk has stated that Falcon and Falcon Heavy launches will remain at the Cape and Vandenberg, while SpaceX's future Super Heavy Rocket / Starship (formerly BFR) will launch from its Texas facility. SpaceX plans to continue to use the Cape to support government and crewed missions.

LC-39B will be used for NASA's Space Launch System (SLS) and may be used by Northrop Grumman's OmegA vehicle. Assets used to support launches from LC-39, such as the Vehicle Assembly Building (VAB) and Mobile Launch Platforms (MLP), will support SLS and potentially OmegA.

For some of these new launch vehicles, it is too early to see if they will succeed or fail. Government contracts can be early signs of potential success or failure: every successful launch company to date has had the government as a tenant. Contracts for national security missions, awarded under the competitive National Security Space Launch (NSSL) program (formerly the Evolved Expendable Launch Vehicle program), are one such indicator. The NSSL program aims to assure launch access for national security missions, and since 2002 it has been responsible for 75 successful launches placing more than $50B worth of national security satellites into orbit. The most recent award under this program came in October 2018, with $2B for vehicle development contracts to Blue Origin, Northrop Grumman, and ULA for the New Glenn, OmegA, and Vulcan vehicles, respectively. All of these companies have or are planning Cape operations.

NASA's Launch Services Program (LSP), managed at KSC, will also continue to be used for procurement of launch services supporting agency missions. LSP contracts are awarded to launch service providers offering any class of launch vehicle, though most are for medium- to heavy-class vehicles. LSP also oversees awards of VCLS to providers of dedicated smallsat launch vehicles and the CubeSat Launch Initiative (CSLI), which provides a means for identifying rideshare launch opportunities aboard U.S. government vehicles to non-government cubesat operators.

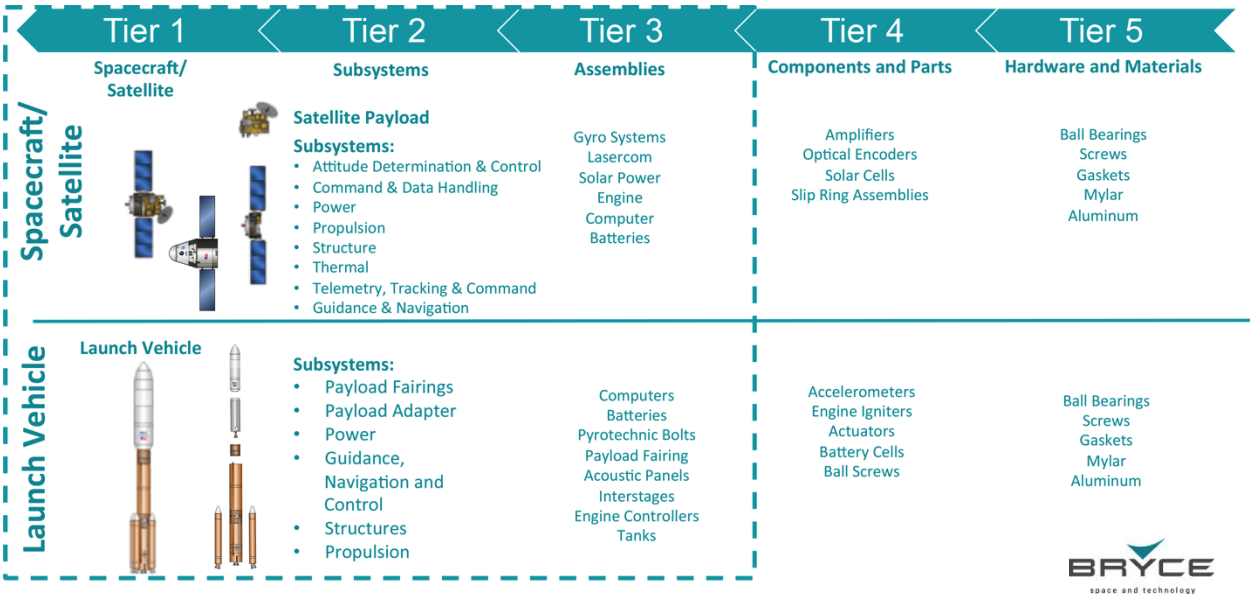
Refurbishable Launch Vehicles

Refurbishing vehicles decreases the need to manufacture new vehicles. Two key companies with a Cape presence, SpaceX and Blue Origin, have or are developing refurbishable launch vehicles and are investing in new Cape facilities to support these vehicles. In 2018, SpaceX announced plans to expand its facilities at KSC to "streamline operations to launch, land and re-fly [the] Falcon family of rockets." In 2018, Blue Origin announced an additional $60M testing and refurbishment facility at KSC's Exploration Park and managed by Space Florida. Additionally, Orbiter Processing Facilities (OPF) used during the Space Shuttle era have been repurposed under lease agreements with KSC to support government and commercial vehicles requiring routine refurbishment. OPF-1 and OPF-2 are used by the USAF, with contractor

support from Boeing, to refurbish the X-37B orbital spaceplane. OPF-3 is used by Boeing to maintain its CST-100 Starliner spacecraft. Beyond decreasing the need to manufacture new vehicles, it is unclear at this time to what extent refurbishable vehicles will impact the Cape's activity and supply chain in the long term.

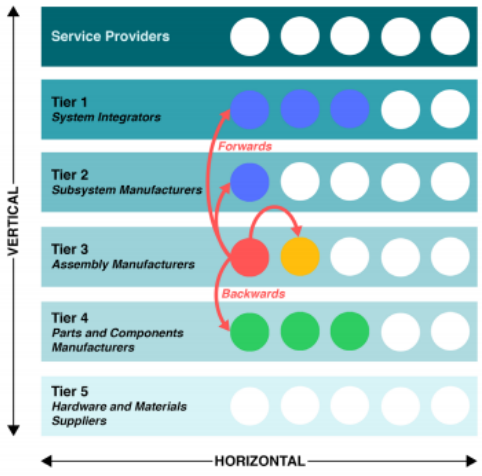
Supply Chain Characterization and Volusia County Impacts

The trends discussed above will likely have impacts on the commercial space industry supply chain. The supply chain can be characterized by using a five-tier map where each tier describes the relative complexity of products. The suppliers in the trend and high-growth areas are described in this report at the system, subsystem, and assemblies levels.



Vertical Integration

Some start-up space firms, including many launch companies such as SpaceX, Blue Origin, Relativity Space, and Firefly Aerospace, are vertically integrated. Vertically integrated firms internalize significant pieces of their supply chain, manufacturing elements spanning multiple industry tiers. Additionally, vertically integrated firms frequently produce several different technologies within one tier: most vertically integrated launch companies produce many of their own systems, subsystems, and assemblies. For example, SpaceX manufactures launch vehicles and spacecraft across all tiers, from system integration to additive manufacturing of basic hardware, and manufactures all of its own subsystems—integrating horizontally within a tier. This means that vertically integrated companies frequently do not purchase systems, subsystems, or assemblies. However, even these companies still purchase lower tier items, such as components, parts, hardware, and materials, to manufacture higher tier elements. The specific components, parts, hardware, and materials purchased by vertically integrated companies are predicated by the companies' supply chain and manufacturing strategy. Bryce examined the supply chain for two potentially high-growth vertically integrated companies with recent Cape



announcements, Relativity Space and Firefly Aerospace. Relativity Space additively manufactures 95% of their Terran-1 rocket, using their custom designed 3D metal printer. Though Relativity is pursuing this highly automated process to ultimately enable its vision of printing rockets on Mars, its product strategy significantly impacts, and simplifies, its supply chain. Aside from the printer, the primary inputs for Relativity's manufacturing process are the metal alloys (aluminum and nickel) used to feed the printer. Relativity also purchases the limited number of components, parts, hardware, and materials—for example, electronics and turbo pump bearings—that it does not print.

Firefly Aerospace is using a vertically integrated supply chain to carefully manage costs, and the major Firefly investor has made statements indicating it is pursuing further vertical integration through mergers and acquisitions. Firefly fabricates vehicle subsystems and assemblies, including its avionics, propulsion systems, and structures, using both additive and traditional manufacturing techniques. A major Firefly Investor, Noosphere Ventures, has said it is seeking to acquire component suppliers in the near future to further integrate the supply chain and control more of the value chain.

Companies such as Firefly and Relativity are emerging businesses and their final manufacturing plans are still in development. Discussions with these companies as they solidify manufacturing plans could be valuable to Volusia County.

Smallsats Supply Chain

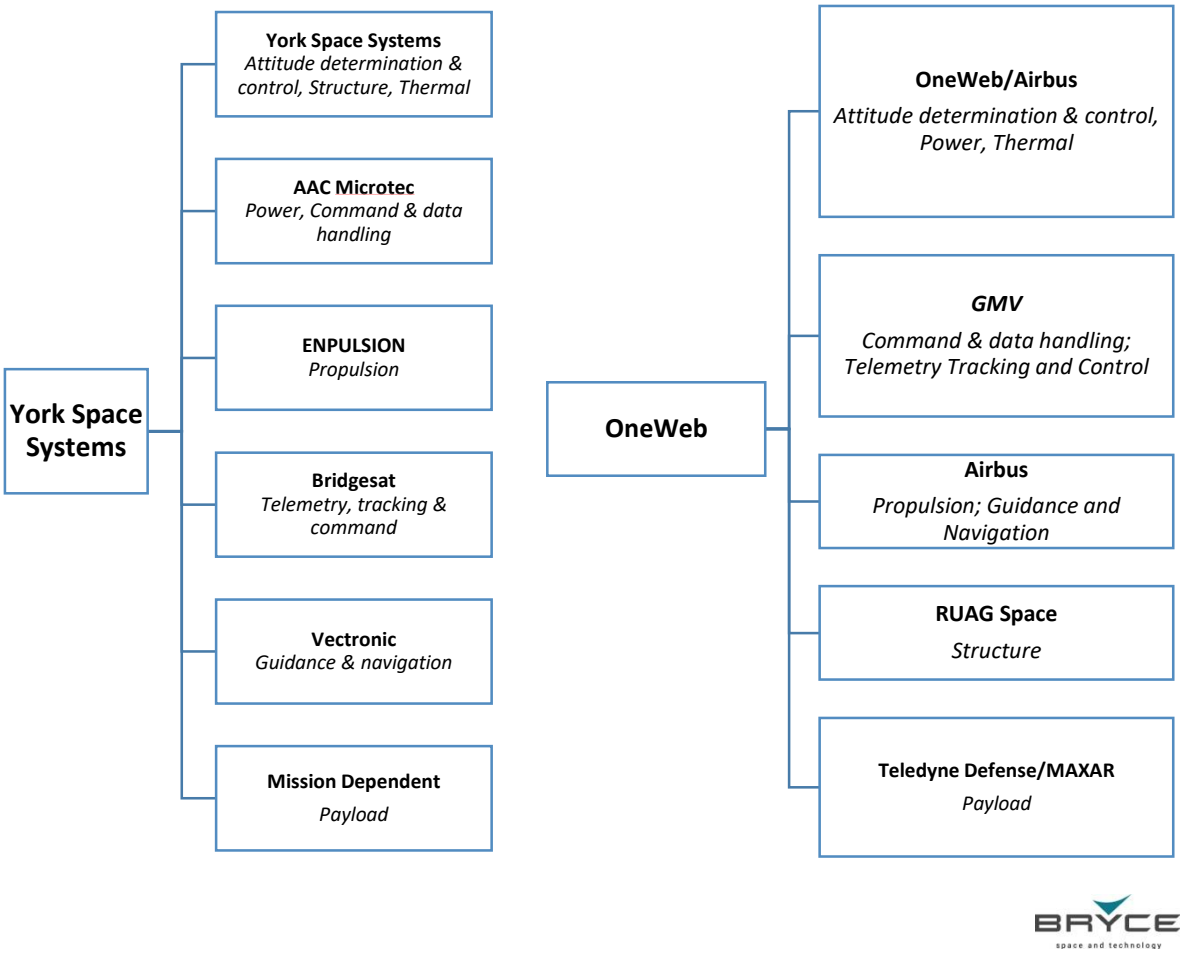
Smallsats have unique manufacturing requirements, due to their mass and power constraints, which is leading to the creation of new subsystem products designed specifically for this small form factor. These new product developments may create new supply chain opportunities for companies, and by extension, Volusia County.

To date, the Cape has not launched large volumes of smallsats; however, as smallsats are relatively easy to transport, manufacturers are not necessarily drawn to launch site proximity. For example, OneWeb satellites are manufactured in Florida but planned for launch from French Guiana and other locations. A more significant factor in recruiting smallsat suppliers for Volusia County may be the presence of the Airbus/OneWeb factory at the Cape. This factory is poised to manufacture the 600+ satellites comprising the OneWeb telecommunications constellations and may utilize this scale to become a market leader in this high-growth area.

There is early evidence that proximity to this factory is motivating some smallsat subsystem and component suppliers to relocate. RUAG, a Swiss company, recently collocated with OneWeb in Florida to manufacture the structures for OneWeb satellites. RUAG sales and marketing director Niklas Boman told *SpaceNews* that "being geographically close to the satellite assembly, integration and test facility or the launch base has a huge impact on the overall business case." This may be especially true of companies, such as RUAG, that provide high-volume components. For example, a single satellite may require a few thousand structural mounting components, which becomes significant considering OneWeb's planned 600+ satellites.

To characterize the smallsat supply chain Bryce developed a subsystem level supply chain for two types of smallsat manufacturers: OneWeb (Florida), which manufactures large constellations of the same type of smallsats, and York Space Systems (Colorado), a start-up manufacturer that

makes smallsats for a wide range of uses and operators (below).



Major component suppliers of York Space Systems and OneWeb.

Of the diverse set of subsystem providers used by OneWeb and York Space Systems, some are established aerospace companies, such as Airbus and RUAG. These established companies already provide significant support to many parts of the aerospace industry, from launch vehicles and large satellites, and have developed specific subsystems for the smallsat market. Other suppliers used by OneWeb and York, such as Enpulsion, are newer companies that focus specifically on manufacturing smallsat subsystems. Supplier profiles for representative subsystem (Enpulsion) and assembly (Maxar) providers of potentially high-growth products for smallsats are below. Additional supplier profiles are included in the appendices.

	Attributes	Remarks
MAXAR TECHNOLOGIES **Headquarters: Westminster, CO**	Typical Size	~100 jobs per facility
	Unique Workforce Skills	Radio Frequency electronics engineer, electrical engineer, systems engineer
	Transportation Requirements	Safe to transport, special environment container by road or air, <1 cubic meter
	Environmental Impact	Hazardous waste/materials
	Major Items Purchased	Specialty metals (e.g. aluminum, titanium, ferrous alloys), communication subcomponents (e.g. antennae), specialty electronics (e.g. space-certified chipsets, interface devices)
	Current Industry Capacity	Demand dependent on success of communication constellations
	Typical Proximity	May be remote: antenna production located in Quebec, Canada; satellites initially built in Toulouse, France but shifting to Florida

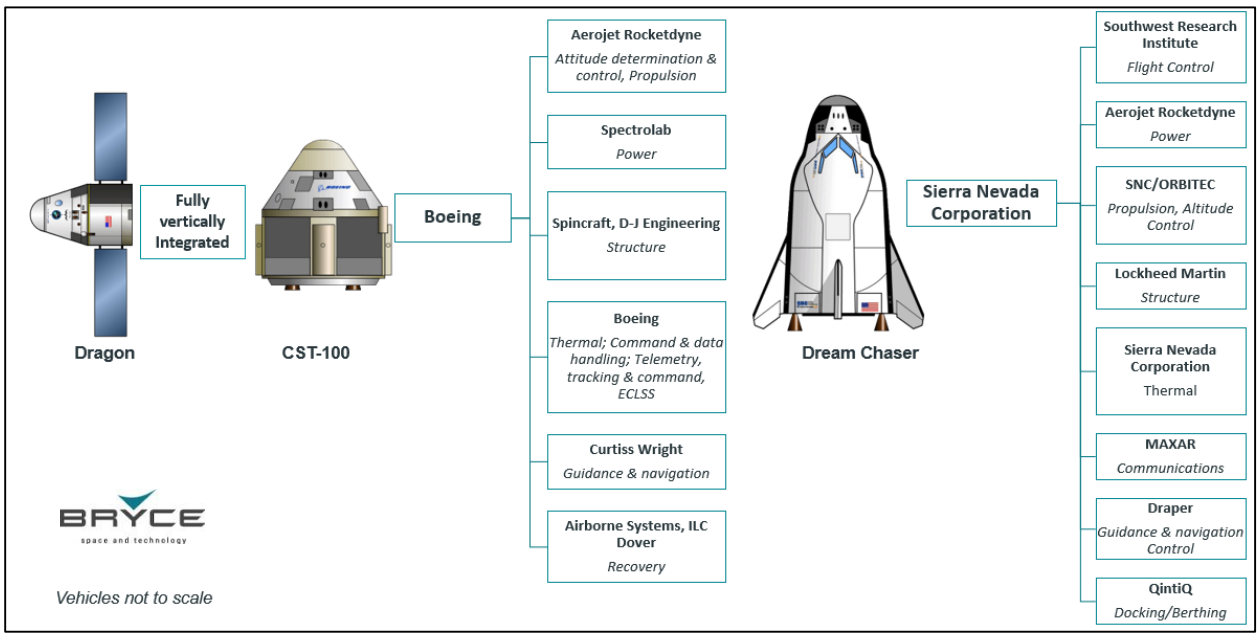
	Attributes	Remarks
ENPULSION **Headquarters: Wiener Neustadt, Austria**	Typical Size	Fewer than 50 jobs per facility
	Unique Workforce Skills	High energy physics
	Transportation Requirements	Safe to transport and <1 cubic meter
	Environmental Impact	Hazardous waste/materials
	Major Items Purchased	Specialty metals (e.g. indium, stainless steel), specialty tools
	Current Industry Capacity	Smallsat industry is growing, but not all smallsats require (ex. CubeSats)
	Typical Proximity	Remote (from Austria to USA)

Profile of Smallsat Component Suppliers Maxar and Enpulsion.

When assessing smallsat suppliers, Volusia County should consider three characteristics of the current smallsat industry in addition to relevant company specifics. First, business plans that use smallsats as the predominate platform for providing satellite services are an emerging business model, but they are generally addressing an established market (for example, providing satellite telecommunications). These new models present opportunities to shape the supply chain and suppliers, but also carry the risk of being based on business plans that have yet to be proven. Established demand for satellite services indicate a basis for their success. Second, smallsat manufacturers leverage both existing and emerging space industry suppliers. Emerging suppliers may be more flexible in establishing manufacturing locations, but existing suppliers may be more stable businesses that supply multiple parts of the space industry. Finally, smallsat manufacturing does not need to be near launch sites. As previously discussed, Volusia County's proximity to key system manufacturers, such as Airbus/OneWeb, may be as beneficial in recruiting future companies than proximity to launch sites.

Commercial Crew and Cargo Supply Chain

Four commercial crew and cargo spacecraft are already launching or expected to launch from the Cape in 2019: SNC's Dream Chaser, Boeing's CST-100 Starliner, and SpaceX's Crew and Cargo Dragon vehicles. Bryce characterized the supply chain of all four vehicles. Both of SpaceX's vehicles, like all of its launch vehicles, use vertically integrated supply chains. While SpaceX purchases components, parts, hardware, and materials, such as aluminum and titanium, to support this manufacturing, it does not purchase subsystems. Bryce's profile of SpaceX is included in the systems section.



Commercial Crew and Cargo Supply Chain.

NASA's commercial cargo and crew programs will maintain steady activity at the Cape. The relatively advanced phase of development of these spacecraft, however, makes it unlikely new local facilities will be required despite the activity around these programs. Recruitment

potential for Volusia County would likely require suppliers to relocate existing facilities. Bryce characterized potential primary and potential high-growth suppliers for commercial crew and cargo missions. Additional profiles are included in the appendices.

	Attributes	Remarks
SIERRA NEVADA CORPORATION **Headquarters: Sparks, NV**	Typical Size	800-900 jobs (Colorado Dream Chaser facility)
	Unique Workforce Skills	Rocket engine engineer/design, and flight software design
	Transportation Requirements	Air, rail, road for movement of components to other facilities and launch site, 7 meters x 9.1 meters
	Environmental Impact	Hazardous waste/materials
	Major Items Purchased	Composites, Subsystems (e.g. Guidance Navigation and Control, composite structures)
	Current Industry Capacity	Commercial Cargo contract secured, in competition with other ISS servicers
	Typical Proximity	Remote assembly (CO) integration occurs at launch site

	Attributes	Remarks
DRAPER **Headquarters: Cambridge, MA**	Typical Size	100-200 jobs per facility
	Unique Workforce Skills	Guidance, navigation, and control engineer; positioning, navigation, timing engineer
	Transportation Requirements	Safe to transport, possible specialized environmental containers, <1 cubic meter
	Environmental Impact	Hazardous waste/materials
	Major Items Purchased	Electronic components, materials, computer equipment, machine tools
	Current Industry Capacity	Existing and emerging launch vehicles and space vehicles may increase demand
	Typical Proximity	Close proximity

SNC and Draper Supplier Profiles.

Key factors for Volusia County in assessing potential supply chain opportunities associated with commercial crew and cargo activities are the relatively established nature of these manufacturers and supply chains; the flexibility in integration location; and the potential emerging opportunities associated with vehicle refurbishment and, potentially, with orbital tourism. The relatively advanced phase of development of commercial crew and cargo spacecraft means that most suppliers are already in place, and therefore there is not necessarily an incentive for suppliers to create new facilities to support commercial crew and cargo manufacturing needs.

Recruitment potential for Volusia County would likely require suppliers to relocate existing activities. For example, SNC is the newest provider, but their supply chain is also relatively established. Some commercial crew and cargo vehicle manufacturers integrate their vehicles prior to shipping them to launch sites – SNC integrates the Dream Chaser in Colorado. This flexibility may limit the proximity advantage for Volusia County in recruiting new commercial crew and cargo suppliers. Refurbishment of these spacecraft may present future opportunities if providers, in seeking efficiencies, employ subcontractors for various maintenance needs. These needs were not found at present. Finally, if a significant U.S. orbital tourist market develops, it could increase demand for commercial crew and cargo-like services and supply chain inputs. Significant tourist demand could also generate requirements for tourist and visitor training and support facilities.

Smallsat Launch Vehicles Supply Chain

As previously discussed, many emerging smallsat launch companies, including Relativity Space and Firefly Aerospace, use a vertically integrated supply chain enabled at least in part by additive manufacturing. These companies purchase components, parts, hardware, and materials, such as nickel and electronics, to support their manufacturing, but do not purchase subsystems. Since these companies do not purchase subsystems, subsystem level supply chain maps were not developed for these vehicles. Supplier profiles of Relativity and Firefly are below.

	Attributes	Remarks
FIREFLY AEROSPACE **Headquarters: Cedar Park, TX**	Typical Size	170 jobs at facility
	Unique Workforce Skills	Additive and precision manufacturing
	Transportation Requirements	No special requirements, highway transportable
	Environmental Impact	Hazardous waste/materials
	Major Items Purchased	Specialty metals, materials and chemicals, (e.g. carbon composites, copper, nickel)
	Current Industry Capacity	Small launch vehicle market evolving, but unlikely that demand can support all small launch vehicles currently in development
	Typical Proximity	Remote, payload integration at launch site

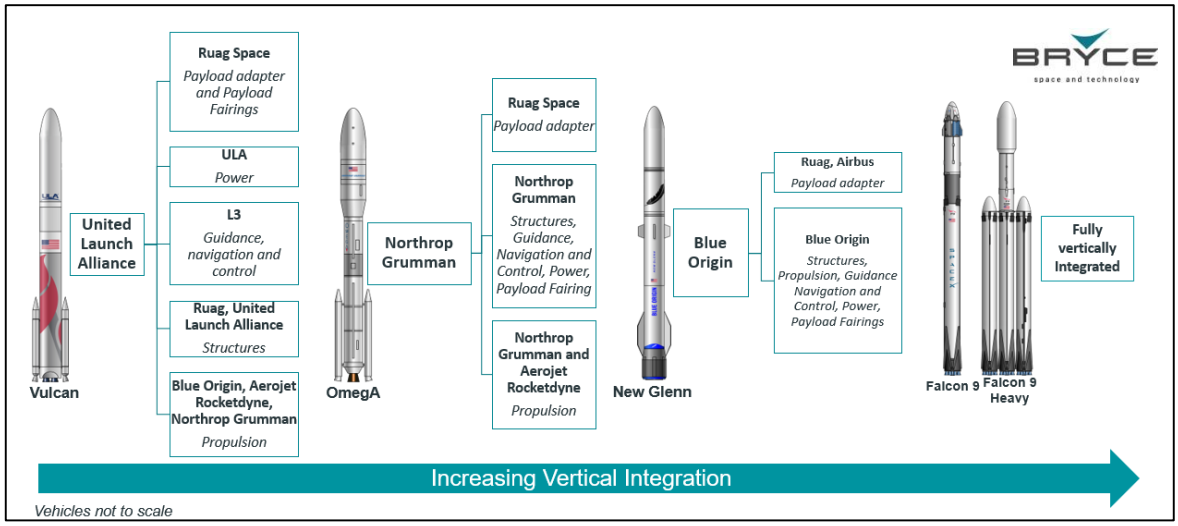
	Attributes	Remarks
Relativity **Headquarters:** **Los Angeles, CA**	Typical Size	60 jobs, currently advertising 100+ positions at facility
	Unique Workforce Skills	Automation, machine learning, additive manufacturing
	Transportation Requirements	Manufacturers at launch site
	Environmental Impact	Hazardous waste/materials
	Major Items Purchased	Metals, for example aluminum and nickel alloys, electronics, turbo pump bearings
	Current Industry Capacity	Small launch vehicle market evolving, but unlikely that demand can support all small launch vehicles currently in development
	Typical Proximity	Plans to manufacture on the Cape

Firefly Aerospace and Relativity Space Supplier Profiles.

Both companies' supplier profiles demonstrate the effects of their vertical integration and the growing prominence of additive manufacturing. As more companies across the space sector pursue both vertical integration and additive manufacturing, these companies could provide leading indicators of future employee and materials requirements.

Both Relativity Space and Firefly Aerospace are also integrating service offerings, such as payload processing, into full service solutions. Relativity Space's new Cape factory will have payload processing capabilities bringing another piece of launch services into its value chain. Firefly Aerospace recently announced a partnership with York Space Systems to provide a complete product solution that includes services from spacecraft manufacturing to launch and downlink services.

Volusia County has several key factors to consider in assessing potential small launch vehicle supply chain opportunities. First, this current set of small launch vehicles are based on a new business model designed to meet the schedule needs of an emerging smallsat market. Emerging small launchers, such as Relativity and Firefly, see opportunities to be more cost competitive than the previous generation of small launch vehicles by leveraging evolving manufacturing techniques, such as additive manufacturing. However, given the high number of small launchers in development and continued price pressure from medium to heavy launchers, these business models remain to be proven. Further, most emerging companies are using vertically integrated supply chains, and leveraging additive manufacturing, in ways that will impact supply chain opportunities for Volusia County. Given that these companies are still in the development



Medium/Heavy Launch Vehicle Supply Chain.

stage, Volusia County may gain important insight into small launch vehicle companies' long-term viability and supply chain plans through continued conversations with these companies.

Medium- to Heavy-Class Launch Vehicle Supply Chain

Most medium- to heavy-class launch vehicles are developed by more established aerospace companies, typically utilizing more traditional supply chain partners, with some in-house manufacturing of subsystems. Subsystem level supply chain profiles for launch vehicles with significant investments at the Cape are below.

Most medium- to heavy-class launch vehicles are developed by more established aerospace companies, leveraging established supply chain partners, with some in-house manufacturing of subsystems. Two such developments, Northrop Grumman's new Omega launch vehicle and ULA's planned Vulcan family, are still formally establishing their supply chains, yet both are likely to utilize historic supply chain partners. Blue Origin is also making major investments in future launch vehicles, including building new facilities at the Cape to support these activities. These developments could lead to continued growth in activity and supply chain opportunities at the Cape as these planned vehicles mature. However, manufacturers' reliance on established supply chain partners means recruitment potential for Volusia County would likely require suppliers to relocate existing activities. Below are supply chain profiles for Aerojet Rocketdyne and RUAG, both market leaders for their particular subsystems and assembly and subsystem suppliers for emerging medium- to heavy-class launch vehicles.

	Attributes	Remarks
AEROJET ROCKETDYNE **Headquarters: El Segundo, CA**	Typical Size	800 jobs at propulsion facility; 400 jobs at energetics facility
	Unique Workforce Skills	None identified (materials scientists, engineering and processing)
	Transportation Requirements	Safe to transport, <10 cubic meters
	Environmental Impact	Hazardous waste
	Major Items Purchased	Specialty metals, materials, and chemicals (e.g. Hydroxyl-terminated polybutadiene, graphite-epoxy, nickel alloy, stainless steel, aluminum, titanium alloys), specialty tools
	Current Industry Capacity	Expected shift in demand from supplying stage engines for Atlas/Delta to boosters for SLS and spacecraft thrusters
	Typical Proximity	May be remote

	Attributes	Remarks
RUAG Aerospace Defence Technology **Headquarters: Bern, Switzerland**	Typical Size	60 jobs at FL facility
	Unique Workforce Skills	3D modeling
	Transportation Requirements	Safe to transport, 5.5 meters long
	Environmental Impact	Minimal impact
	Major Items Purchased	Composite materials, specialty tools, Aluminum, carbon fiber, plastic sheets, resin
	Current Industry Capacity	Currently expanding facility to meet demand, may change if refurbishing/recovery becomes common
	Typical Proximity	Co-located, but may be remote

Aerojet Rocketdyne and RUAG Supplier Profiles.

Both established and emerging companies are developing new medium to heavy launch vehicles to address the existing medium to heavy launch market. Although the market overall is established, it is yet to be seen whether the market can accommodate all of the existing and planned launch vehicles. While these new vehicles may generate some supply chain transitions and opportunities, both the established and emerging companies' medium and heavy launch suppliers at the Cape have established supply chains. Recruitment potential for Volusia County would likely require suppliers to relocate existing activities. These opportunities may also be limited to lower value suppliers as these companies' higher value engine manufacturing activities occur elsewhere, such as SpaceX's facility in California and Blue Origin's planned facility in Alabama.

Refurbishable Launch Vehicle Supply Chain

Proximity requirements of refurbishing vehicle likely dictate that this will remain a Cape-based activity. Both SpaceX and Blue Origin are refurbishing their own launch vehicles, completing this work at new refurbishment-specific sites on the Cape. As companies are just beginning to operate refurbished vehicles on a regular basis the total industry demand and capacity for this service remains uncertain. This strategy potentially limits supply chain opportunities for Volusia County, unless these companies shift to include outside servicers for this activity in the future.

	Attributes	Remarks
SPACEX **Headquarters: Hawthorne, CA**	Typical Size	300-500 jobs in Florida
	Unique Workforce Skills	Precision manufacturing, mission operations logistics, refurbishment evaluation/maintenance
	Transportation Requirements	Highway in special truck – 70m length, specialized boats (barges)
	Environmental Impact	Hazardous waste/materials from assembly and integration, some from launch
	Major Items Purchased	Specialty metals, materials, and chemicals (e.g. graphite-epoxy, nickel alloy, stainless steel, aluminum, titanium alloys, helium, nitrogen), manufacturing systems, propellants (e.g. liquid oxygen, rocket grade kerosene, dinitrogen tetroxide, monomethyl hydrazine), carbon fiber, aluminum, titanium
	Current Industry Capacity	Steady growth in recent years
	Typical Proximity	Manufacture and assembly remote, integration occurs at launch site

	Attributes	Remarks
BLUE ORIGIN **Headquarters: Kent, WA**	Typical Size	~300-400 jobs expected in Florida with additional Florida facility
	Unique Workforce Skills	Flight control & mission operations
	Transportation Requirements	Specialized needs due to dimensions (7m diameter, 96m length—length may be reducible)
	Environmental Impact	Hazardous waste/materials from assembly and integration, some from launch
	Major Items Purchased	Specialty metals, materials, and chemicals (e.g. graphite-epoxy, nickel alloy, stainless steel, aluminum, titanium alloys) manufacturing systems (Ingersoll Mongoose), propellant (e.g. liquid oxygen, liquefied natural gas)
	Current Industry Capacity	Precursor government contracts secured, contracts with a few commercial customers, will compete with heavy vehicles
	Typical Proximity	Engine manufacturing in Alabama, final assembly and some manufacturing at launch site

SpaceX and Blue Origin Supplier Profiles.

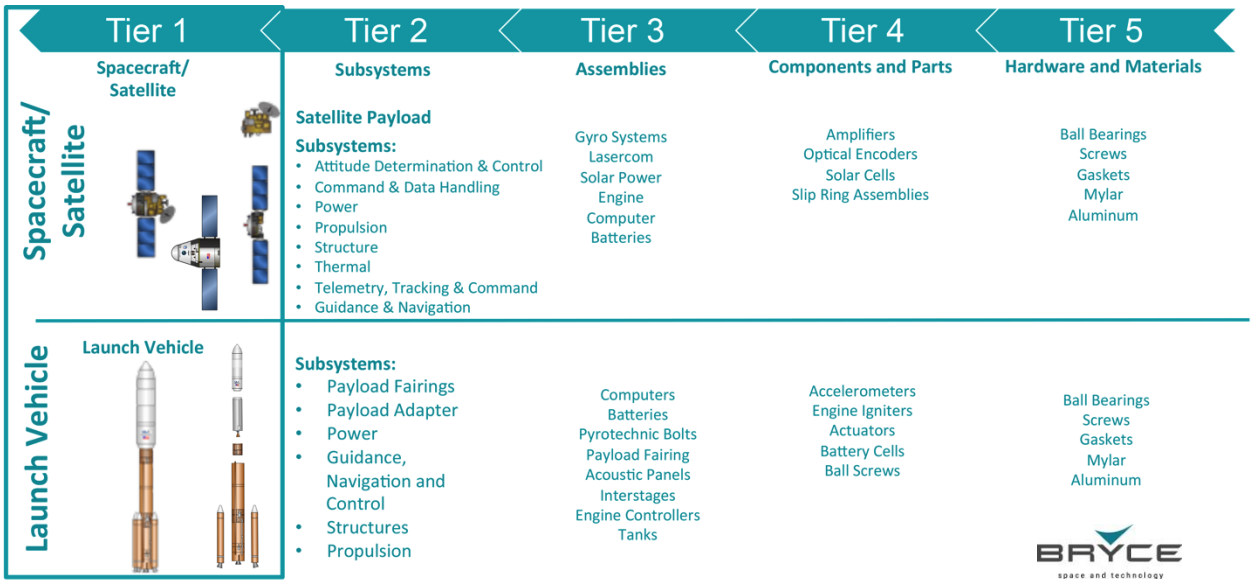
Appendix – Additional Supplier Profiles

Bryce developed supplier profiles for potentially high-growth systems, subsystems, and assembly providers. These profiles characterize suppliers' typical size, unique workforce skills, transportation requirements, environmental impact, major items purchased, current industry capacity, and typical proximity to launch sites. For unique workforce skills, the profile only includes workforce skills that are unique to that supplier in comparison to other aerospace manufacturing suppliers. For instance, most suppliers require aerospace, quality, and production engineers. For the purposes of these profiles these are not identified as unique workforce skills.

Utility needs of spacecraft and launch systems, subsystems, and assemblies manufacturers are considered as a whole, rather than applying specific utility needs to each supplier or supplier type as utility data was not consistently publicly available at the individual supplier level. Available data on recently built or approved plants, including SpaceX and Blue Origin's new Cape facilities, indicate that these facilities fit within available Cape energy infrastructure and did not require specialized utility infrastructure beyond that which would be required of any large new manufacturing facility. Further, a review of manufacturing energy consumption survey data indicates that many spacecraft and launch system manufacturers' utility requirements fall in line with those of other major industries that fabricate metals, plastics, machinery and electrical equipment. Space industry manufacturers that make products using nonferrous metals (primarily aluminum, but also other metals, such as zinc) may have higher energy requirements as these metals require more energy intensive manufacturing processes.

Systems Supplier Profiles

Bryce developed supplier profiles for the high-growth categories identified throughout this analysis: Smallsats, commercial crew and cargo vehicles, dedicated smallsat launch vehicles, and new medium- to heavy-class launch vehicles.



Launch Providers with Existing Cape Investments

System Manufacturer	SpaceX	Blue Origin	ULA	Northrop Grumman
System	Falcon 9, Falcon Heavy	New Glenn	Atlas V, Delta IV, Vulcan	OmegA
Typical Size	300-500 jobs in Florida	~300-400 jobs expected in Florida with additional Florida facility	Fewer than 1,000 jobs per facility	500 jobs in mid-2018, planning increase to 1,000 by 2020 (OmegA program)
Unique Workforce Skills	Mission operations logistics, refurbishment evaluation/maintenance	Flight control & mission operations	Flight control & mission operations	Flight control & mission operations
Transportation Requirements	Highway in special truck – 70m length, specialized boats (barges)	Specialized needs due to dimensions (7m diameter, 96m length – length may be reducible)	Typically specialized cargo aircraft, Delta IV by ship	Air, rail (for booster segments) for movement of components to other facilities and launch site
Environmental Impact	Hazardous waste/materials from assembly and integration, some from launch	Hazardous waste/materials from assembly and integration, some from launch	Hazardous waste/materials from assembly and integration, some from launch	Hazardous waste/materials from assembly and integration, some from launch
Major Items Purchased	Specialty metals, materials, and chemicals (e.g. graphite-epoxy, nickel alloy, stainless steel, aluminum, titanium alloys, helium, nitrogen), manufacturing systems, propellants (e.g. liquid oxygen, rocket grade kerosene, dinitrogen tetroxide, monomethyl hydrazine)	Specialty metals, materials, and chemicals (e.g. graphite-epoxy, nickel alloy, stainless steel, aluminum, titanium alloys) manufacturing systems (Ingersoll Mongoose), propellant (e.g. liquid oxygen, liquefied natural gas)	Subsystems (e.g. propulsion – helium and propellant tanks, rocket engines, solid boosters, composite and metal structures – tank domes, avionics – telemetry GNC, payload adapters, payload fairings) specialty tools, propellant (e.g. liquid oxygen, liquid hydrogen, rocket grade kerosene)	Subsystems (e.g. payload adapter, propulsion – third stage engine, structures – graphite epoxy composite), propellant (e.g. hydroxyl-terminated polybutadiene, liquid oxygen, liquid hydrogen)
Current Industry Capacity	Steady growth in recent years	Precursor government contracts secured, contracts with a few commercial customers, will compete with heavy vehicles	Existing government launch provider, limited commercial contracts; future plans to extend commercial launch opportunities	Will compete with existing medium/heavy vehicles
Typical Proximity	Manufacture and assembly remote, integration occurs at launch site	Engine manufacturing in Alabama, final assembly and some manufacturing at launch site	Manufacturing likely remote, final assembly & integration at launch site	Manufacture may be remote, final assembly & integration at launch site

Emerging Small Launch Vehicles with Announced Cape Investments

System Manufacturer	Relativity Space	Firefly Aerospace
System	Terran-1	Alpha
Typical Size	60 jobs, currently advertising 100+ positions at facility	170 jobs at facility
Unique Workforce Skills	Automation, machine learning, additive manufacturing	Additive and precision manufacturing
Transportation Requirements	Manufacturers at launch site	No special requirements, highway transportable
Environmental Impact	Hazardous waste/materials	Hazardous waste/materials
Major Items Purchased	Specialty metals, materials, and chemicals (e.g. carbon composites, copper, nickel)	Metals, for example aluminum and nickel alloys, electronics, turbo pump bearings
Current Industry Capacity	Small launch vehicle market evolving, but unlikely that demand can support all small launch vehicles currently in development	Small launch vehicle market evolving, but unlikely that demand can support all small launch vehicles currently in development
Typical Proximity	Plans to manufacture on the Cape	Remote, payload integration at launch site

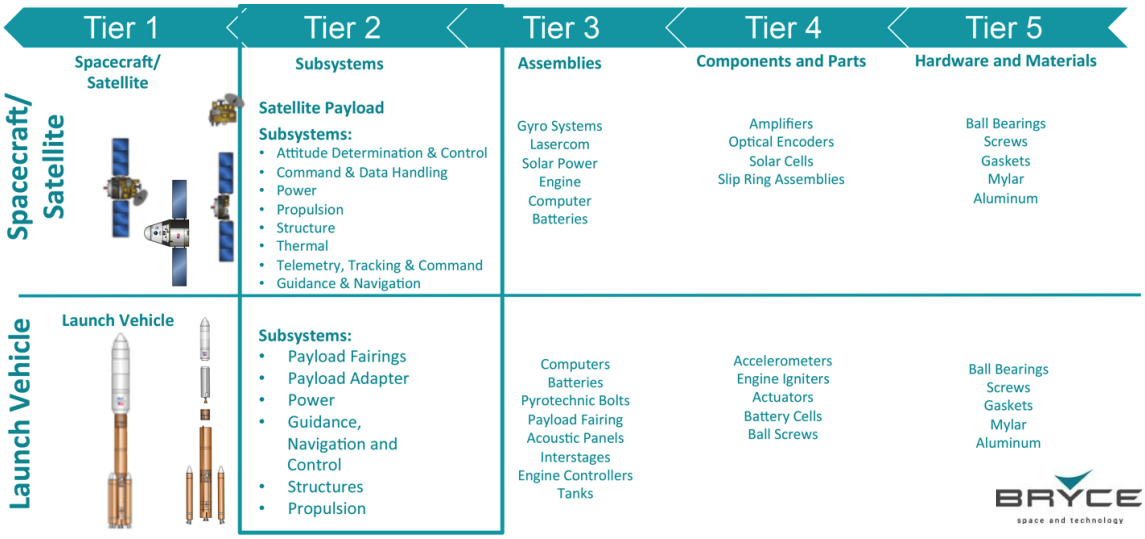
Emerging Payload Providers with Existing Cape Facilities

System Manufacturer	OneWeb
System	OneWeb satellite
Typical Size	250 jobs
Unique Workforce Skills	Payload system engineer, propulsion assembly and test; guidance navigation and control engineer; radio frequency system engineer
Transportation Requirements	Transportable by road or air in special environment container, <150kg and <25 cubic meters
Environmental Impact	Hazardous waste/materials
Major Items Purchased	Subsystems, such as solar cells, momentum wheels, electronic components computer equipment, and machine tools
Current Industry Capacity	OneWeb constellation 600 satellites over 3-5 years. Satellite industry as of 2018: 20 - 30 satellites of OneWeb mass class per year.
Typical Proximity	Manufactured in Florida, launched from multiple locations including French Guiana and possibly Mojave, CA via Virgin Orbit

Commercial Crew and Cargo Vehicles

System Manufacturer	SpaceX	Boeing	SNC
System	Dragon	CST-100 Starliner	Dream Chaser
Typical Size	300-500 jobs in Florida	Up to 550 jobs (anticipated)	800-900 jobs (Colorado Dream Chaser facility)
Unique Workforce Skills	Mission operations logistics	Data science, computer programmer,	Rocket engine design and flight software design
Transportation Requirements	Highway, 8.1 meters x 4 meters	Safe to transport, limited by volume (~5m diameter & length)	Air, rail, road for movement of components to other facilities and launch site, 7 meters x 9.1 meters
Environmental Impact	Hazardous waste/materials	Hazardous waste/materials	Hazardous waste/materials
Major Items Purchased	Specialty metals (e.g. aluminum, Inconel, titanium), materials, and chemicals (e.g. NTO/MMH, carbon composite), EOS additive manufacturing systems	Specialty metals (e.g. aluminum alloy, stainless steel), specialty chemicals (e.g. polyether-ketone), subsystems (e.g. propulsion, thermal, ECLSS, recovery, etc.)	Composites (e.g. carbon composites, TUFROC, aluminum alloy), subsystems (propulsion, avionics, thermal, etc.)
Current Industry Capacity	Commercial Cargo/Crew contracts secured, in competition with other ISS servicers	Commercial Crew contracts secured, in competition with other ISS servicers	Commercial Cargo contract secured, in competition with other ISS servicers
Typical Proximity	Remote assembly, integration occurs at launch site	Assembled and integrated at launch site	Remote assembly (CO) integration occurs at launch site

Subsystems Supplier Profiles



Bryce developed profiles for representative suppliers for each type of spacecraft or launch vehicle subsystem used in smallsats, commercial crew and cargo vehicles, dedicated smallsat launch vehicles, and new medium- to heavy-class launch vehicles. Commercial crew and cargo systems require unique subsystems to support their missions. Bryce developed profiles for Environmental Control and Life Support System (ECLSS) and Recovery System to characterize these needs.

Payload Subsystems

Subsystem Manufacturer	RUAG	Maxar/MDA	Draper	Advanced Cooling Technologies
Subsystem	Structure	Command & Data Handling Systems	Guidance & Navigation	Thermal
Typical Size	60 jobs at FL facility	~100 jobs per factory	100-200 jobs per facility	200 jobs at facility
Unique Workforce Skills	3D modeling	Guidance, navigation and control engineer, thermal engineer, synthetic aperture radar solutions engineer	Guidance, navigation, and control engineer; data analytics; data scientist; positioning, navigation, and timing engineer	Thermal engineer, materials scientist
Transportation Requirements	Safe to transport and <1 cubic meter	Safe to transport, special environment container by road or air, <1 cubic meter	Safe to transport, possible specialized environmental containers, <1 cubic meter	Safe to transport and <1 cubic meter
Environmental Impact	Minimal impact	Hazardous materials/waste	Hazardous materials/waste	Hazardous materials/waste
Major Items Purchased	Metals (aluminum, ferrous alloys), precision tools, Aluminum, carbon fiber, plastic sheets, resin	Electronic components (space-certified chipsets), computer equipment, machine tools	Electronic components (space-certified chipsets), materials (carbon composite), computer equipment, machine tools	Specialty chemical solutions (PTFEs, kapton, ammonia, ethane), specialty metals (copper), precision tooling systems
Current Industry Capacity	Growing	Depends on satellite mass class; smallsat constellations may require thousands of units	Existing and emerging launch vehicles and space vehicles may increase demand	CubeSat industry growing, and thermal controls necessary for many CubeSats
Typical Proximity	May be remote but opening new locations near systems manufacturers	Remote, Canada to Florida	Close proximity	Remote (Lancaster, PA to global)

Payload Subsystems (continued)

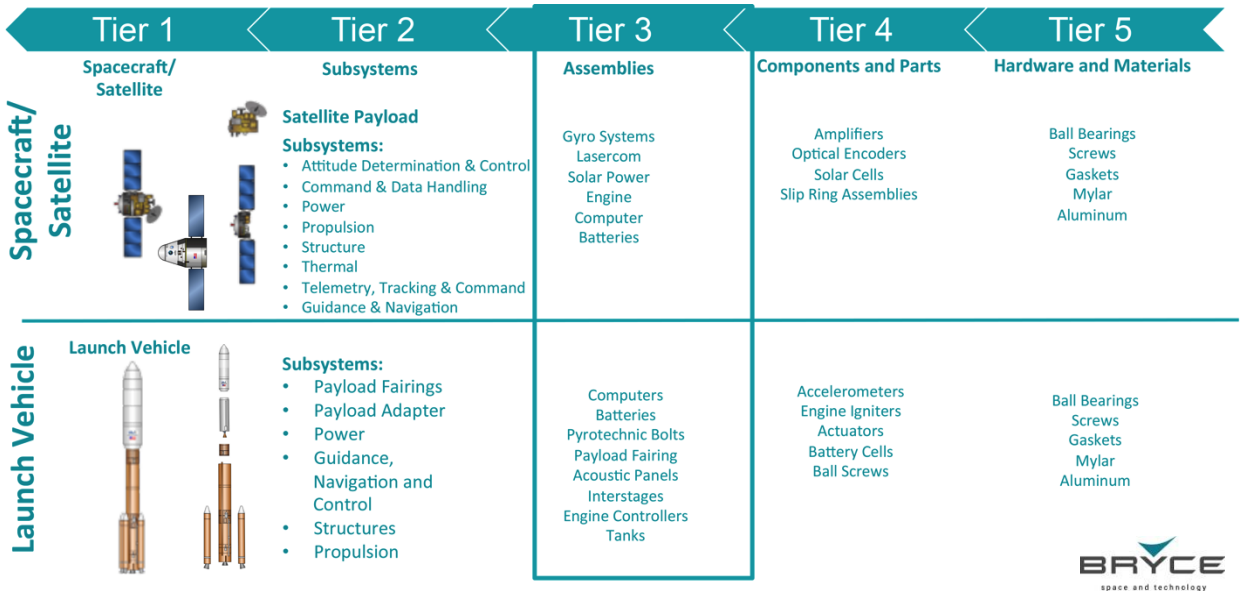
Subsystem Manufacturer	Aerojet Rocketdyne	Jacobs	Enpulsion	Oceaneering
Subsystem	Power	Recovery	Propulsion	ECLSS
Typical Size	400 jobs at energetics facility	Fewer than 250 jobs at facility (multiple products)	Fewer than 50 jobs at facility	More than 100 jobs at facility
Unique Workforce Skills	None identified	Piping engineering	High-energy physics	Fluid engineering
Transportation Requirements	Safe to transport, variable dimensions	Safe to transport and <1 cubic meter (packed)	Safe to transport and <1 cubic meter	Safe to transport, variable dimensions. Testing apparatuses may not be transportable
Environmental Impact	Hazardous waste/materials	Minimal impact	Hazardous waste/materials	Hazardous waste/materials
Major Items Purchased	Specialty metals, materials, and chemicals (Hydroxyl-terminated polybutadiene, graphite-epoxy, nickel alloy, stainless steel, aluminum, titanium alloys), specialty tools	Specialty fabrics (polyester, nylon, Kevlar), parachute system subcomponents	Specialty metals (indium, stainless steel), specialty tools	Specialty fabrics (Dacron, neoprene, Kevlar, Mylar. Nylon, etc.), robotic components, specialty metals (nickel alloy, stainless steel)
Current Industry Capacity	Expected stable demand for larger satellites and growing demand for smallsats	Slight increase in demand due to maturation of Commercial Cargo/Crew, then stable demand	Smallsat industry is growing, but not all smallsats require (ex. CubeSats)	Industry has sufficient capacity unless major growth in human spaceflight
Typical Proximity	May be remote	Remote (Texas to Tier 1 site)	Remote (from Austria to USA)	May be distant from launch site, must be near spacecraft assembly



Launch Subsystems

Subsystem Manufacturer	ULA	L3	Moog	RUAG	Aerojet Rocketdyne
Subsystem	Structure	Guidance, Navigation and Control/Attitude Determination and Control	Payload Adapter	Payload Fairings	Power/Propulsion
Typical Size	Fewer than 1,000 jobs per facility	~800 jobs space & sensors division	~300 jobs at facility (multiple products)	60 jobs at Florida facility	800 jobs at propulsion facility; 400 jobs at energetics facility
Unique Workforce Skills	Materials scientist	None identified	None identified	3D modeling	None identified
Transportation Requirements	Dimensions vary, safe to transport by highway or air	Small and safe for transport by highway or air	Safe to transport, diameter usually <2 meters	Safe to transport, <1 cubic meter	Safe to transport, variable dimensions
Environmental Impact	Hazardous materials/waste	Hazardous waste/materials	Minimal impact	Minimal impact	Hazardous waste/materials
Major Items Purchased	Subsystems (propulsion – helium and propellant tanks, rocket engines, solid boosters, composite and metal structures – tank domes, avionics – telemetry GNC, payload adapters, payload fairings) specialty tools, propellant (liquid oxygen, liquid hydrogen, rocket grade kerosene)	Computer component (circuit boards, microchips, space-certified chipsets, star trackers, gyro systems, antennae, control interfaces etc.)	Metals, specialty tools, lightweight conductive alloy, semi elastic plastics	Composites, specialty tools, aluminum, carbon fiber, plastic sheets, resin	Specialty metals, materials, and chemicals (Hydroxyl-terminated polybutadiene, graphite-epoxy, nickel alloy, stainless steel, aluminum, titanium alloys), specialty tools
Current Industry Capacity	At capacity, company meets needs of own launch vehicles (vertical production)	Limited spacecraft avionics demand met, may also support aviation demand	Demand currently growing, RUAG (competitor) recently expanded facilities	Currently expanding facility to meet demand, may change if refurbishing/recovery becomes common	Expected stable demand for larger satellites and growing demand for smaller satellites
Typical Proximity	May be remote	May be remote	May be remote	Co-located, but may be remote	May be remote

Assemblies Supplier Profiles



Bryce developed assembly profiles for likely high-growth assemblies for smallsats, commercial crew and cargo vehicles, dedicated smallsat launch vehicles, and new medium- to heavy-class launch vehicles. Bryce specifically focused on assemblies that are high value or that have new requirements arising from their use in the high-growth areas identified throughout this report.

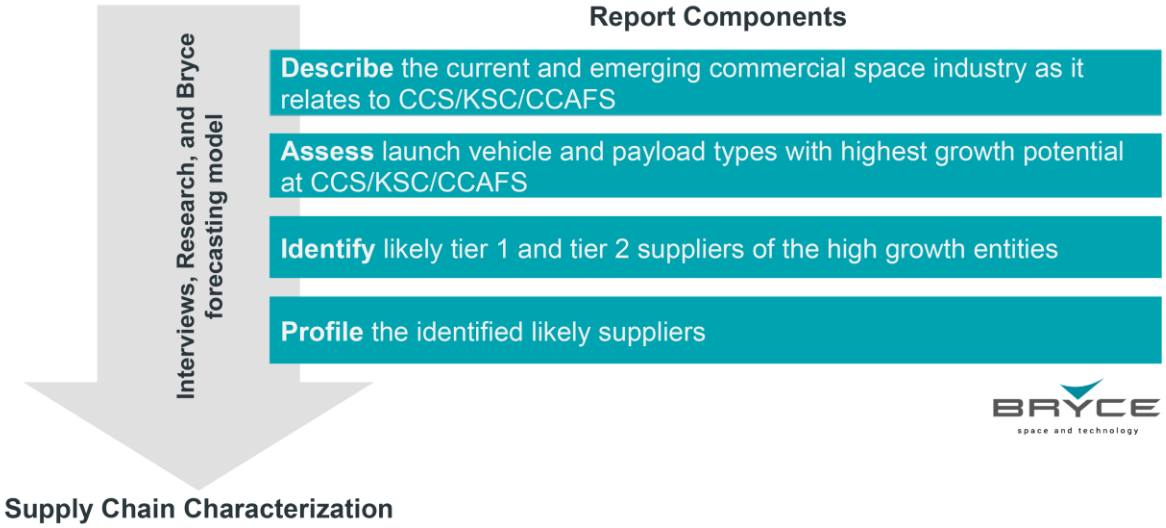
Payload Assemblies

Assembly Manufacturer	Honeywell	BridgeSat	Spectrolab	Busek
Assembly	Gyro Systems	Lasercom	Solar power	Engine
Typical Size	Fewer than 750 jobs per facility	Fewer than 20 jobs per facility	Fewer than 500 jobs per facility	~50 jobs
Unique Workforce Skills	Flight control, optical science	Optical science, electrical engineer, atmospheric science	Solar cell assembly engineer; automated process	Electro thermal propulsion engineer; micro propulsion engineer; Material scientist; nanotechnology specialist
Transportation Requirements	Safe to transport, durable, <1 cubic meter	Safe to transport, <1 cubic meter	Safe to transport, but fragile, requires special environment container by road, sea, or air	Safe to transport, but fragile, requires special environment container by road, sea, or air
Environmental Impact	Hazardous waste/materials	Hazardous waste/materials	Hazardous waste/materials	Hazardous waste/materials
Major Items Purchased	Laser systems, circuit boards, precision tooling	Laser systems, circuit boards, precision tooling, interface components	Semiconductor material, gallium arsenide; structural materials; specialized glass	Structural materials (non-magnetic alloy), metals (bismuth, zinc, magnesium, ferrous alloy) gases (xenon, argon, iodine, krypton), machine tools, electronic components, computer & test equipment, software
Current Industry Capacity	Expected to grow with emerging satellite market	Lasercom market expected to grow, rate unknown	Industry can support current demand of 200-400 payloads launched into orbit, most equipped with solar cells of some size	Industry can support current demand of 200 -300 smallsats launched into orbit annually
Typical Proximity	May be remote	May be remote	May be remote	May be remote

Launch Vehicle Assemblies

Assembly Manufacturer	EaglePicher Technologies	Honeywell	Chemring Energetic Devices
Assembly	Battery	Computer	Pyrotechnic Bolts
Typical Size	Less than 500 employees per facility (multiple products)	600-750 jobs per facility	250-400 per factory
Unique Workforce Skills	None identified	None identified	Energetic physics, pyrotechnic engineers
Transportation Requirements	Safe to transport, generally <1 meter dimensions	Safe to transport, generally <1 meter dimensions (for launch vehicles/payloads)	Transportable with general pyrotechnic restrictions, generally <1 meter dimensions
Environmental Impact	Hazardous waste/materials	Minimal. Has policies to reduce greenhouse gas emissions.	Hazardous waste/materials
Major Items Purchased	Specialty metals (nickel, lithium, copper, silver, zinc) and chemicals (chloride, cadmium, sulfur, hydrogen), specialty tools (battery production)	Integrated circuits and microprocessors, circuit boards and related hardware.	Precision machining tools, zirconium, potassium perchlorate, ceramics, O-rings, Inconel 718 alloy
Current Industry Capacity	Recently expanded production	Industry meets current demand	Industry meets current demand
Typical Proximity	Remote (MO to AL/FL)	Remote (AZ to many locations)	Remote (CA to many locations)

Study Methodology



To characterize the launch and satellite supply chain and inform Volusia County's economic development efforts, Bryce utilized its internal datasets and forecast models and conducted interviews and desk research. Bryce's approach resulted in a supply chain characterization with the following components outlined in this report:

- Description of the current and emerging commercial space industry as it relates to the Cape
- Assessment of launch vehicle and payload types with the highest growth potential at the Cape
- Identification of likely Tier 1 and Tier 2 suppliers of the high-growth entities
- Profiles of the identified likely suppliers

To complete each component, Bryce conducted the following specific activities.

Description of the current and emerging commercial space industry as it relates to the Cape. Bryce used its proprietary datasets, which include comprehensive information on the launch industry and a database of start-up space activity, and recently conducted assessments of the small launch vehicle market, small satellite market, and suppliers to those markets to develop initial descriptions of the industry. Bryce examined aerospace industry trade association reports and data, published research and reports, industry publications and commentary, and press reports and statements to further inform the report.

Assessment of launch vehicle and payload types with the highest growth potential at the Cape. Bryce identified launch and payload/cargo companies with significant past or planned investments at the Cape. Bryce then used its satellite and launch forecasting models to identify vehicles and payloads likely to launch from the Cape. Finally, Bryce reviewed aerospace industry trade association reports and data, published research and reports, industry publications and commentary, and press reports and statements seeking to identify other potential payloads or launch missions that had future announced plans at the Cape.

Identification of likely Tier 1 and Tier 2 suppliers of the high-growth entities. Bryce focused on characterizing the supply chain for high-growth systems, and the subsystems and assemblies that comprise those systems. Bryce utilized historical data and publicly available documentation of future space industry engagements to identify the high-growth markets, and then evaluated probable candidates for inclusion into the future supply chain based on forecasted growth and viability as a potential member of the Cape economy.

Profiles of the identified likely suppliers. Bryce created profiles of suppliers likely to be of greatest interest to Volusia County. Profiles were developed to provide Volusia County with essential information for assessing the benefit of collaborating with a profiled supplier or supplier type. Bryce examined aerospace industry trade association reports and data, published research and reports, industry publications and commentary, and press reports and statements; examined economic reporting of businesses; and conducted interviews to gather further information on the facility and supply chain profiles.

THE CITY OF NEW SMYRNA BEACH - CRA/ECONOMIC DEVELOPMENT

REVIEW AND DISCUSS ECONOMIC IMPACT OF TOURISM

July 15, 2025

Background:

During the May 20, 2025 Economic Development Task Force meeting, the members requested data regarding the economic impact of tourism on our community. Attached, please find the 2024 Visitor Profile and Economic Impact Report from the Southeast Volusia Advertising Authority aka New Smyrna Beach Visitor's Bureau.

Findings:

See attached

Fiscal Analysis:

See attached

Strategic Plan Item:

No

Staff Report Created By: Samantha Bergeron - CRA / Economic Development Director

Attachments:

SVAA Visitor Profile 2024-06132025135338.pdf



2024 VISITOR PROFILE

TOURISM BRINGS MORE THAN VISITORS

TOURISM TOUCHES YOU

Economic Impact
$420 Million

Direct Visitor Spending
$389 Million

State and Local Taxes Paid by Visitors
$23.6 Million

Local Jobs Supported
2,828

Each Visitor Equals
$829
In Economic Impact

Each Visitor Equals
$767
In Revenue Per Stay

Every Household Saved
$455
In Tax Dollars Per Year

179
Visitors Equal
1 Job

Local taxes from tourism helped pay for programs important to all Southeast Volusia County residents:

Environmental Programs | Infrastructure | Schools | Arts & Culture | Public Safety

A BROADER LOOK AT TOURISM IMPACT

2024	Total Visitors	Economic Impact	Jobs Supported
United States	2.4 Billion	$2.9 Trillion	18.0 Million
Florida	142.9 Million	$127.7 Billion*	2.1 Million*
Volusia County	4.5 Million	$5.5 Billion	39,900
S.E. Volusia County	506,900	$420.1 Million	2,828

*Represents 2023 information

VISITOR PROFILE FOR CALENDAR YEAR 2024

Household Income	Average Age	Family	Couple	Fly	Drive
$89,100	53.4	26%	50%	23%	77%

TOP 5 Florida Feeder Markets (DMA)

(% of Calendar Year 2024 Florida Visitors

01	Orlando/Daytona Beach/ Melbourne	34.5%
02	Tampa/St. Petersburg	19.2%
03	Jacksonville-Brunswick	18.5%
04	Miami/Ft. Lauderdale	10.7%
05	West Palm Beach/ Ft. Pierce	7.2%

TOP 5 Domestic Feeder Markets (DMA)

(% of Calendar Year 2024 Domestic Visitors

Source: Arrivalist

01	New York City	7.9%
02	Atlanta	7.2%
03	Philadelphia	4.3%
04	Detroit	3.2%
05	Greenville/Spartanburg Asheville	2.6%

MARKET INDICATORS FOR CALENDAR YEAR 2024

Total Number of Visitors	Average Party Size	Average Length of Stay	Room Nights
506,900	2.7	5.4	596,000

Average Occupancy	Average Daily Rate	Revenue Per Avaialable Room
48.9%	$183.39	$91.30

2024 results differ from 2023 based on new research methodology

ECONOMIC IMPACT THROUGH TOURISM PROMOTION

Mission – Building responsible tourism to elevate economic vitality and quality of life.

Vision – Inspiring memorable coastal chic experiences for residents and visitors.

Brand Promise – Market the destination in its authentic style and continue to protect the destination's assets through sustainable tourism.

OUR VALUES

We Serve – We are committed to promoting the ultimate New Smyrna Beach Area experience. We put our heart and soul into it.

We Protect – We are committed to responsible growth and sustainable tourism. We are stewards of the resources entrusted to us.

We Share – We welcome collaboration and working inclusively across all levels. We respect and support one another.

We Own – We take ownership of our actions. We are professional and transparent. We empower ourselves to get things done.

We Beach – We embrace a laid-back lifestyle. We seek transformative experiences for residents and visitors.

OUR STRATEGIC PILLARS

- Develop more experiences for visitors to connect with Southeast Volusia
- Develop districts throughout the area to draw visitors with distinct offerings
- Focus on enhancing placemaking options to support economic development & tourism
- Enhance transportation and mobility options to move visitors throughout the area
- Evolve and expand tourism industry support and collaboration

OUR LEAVE NO TRACE SEVEN PRINICPLES

1. Plan Ahead and Prepare
2. Stick to Trails
3. Dispose of Waste Properly
4. Be Careful with Fire
5. Leave It As You Find
6. Respect Wildlife
7. Share our Beaches, Waterways and Trails

KEEP IT Like New

LEAVE NO TRACE

TOURISM TOUCHES YOU

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THE CITY OF NEW SMYRNA BEACH - CRA/ECONOMIC DEVELOPMENT

REVIEW FLORIDA ECONOMIC FORECAST 2024 - 20230

July 15, 2025

Background:
A Florida TaxWatch Report Q1 2025

Findings:
See Attached

Fiscal Analysis:
See Attached

Strategic Plan Item:
No

Staff Report Created By: Samantha Bergeron - CRA / Economic Development Director

Attachments:

FLORIDA ECONOMIC FORECAST 2024 - 2030 FL TAX WATCH.pdf

FLORIDA ECONOMIC FORECAST

2024 - 2030

Florida TaxWatch

Q1 2025



2025

Overcast with light showers



2026

Variable clouds, sunbreaks in the afternoon



2027

Afternoon thunderstorms



2028

Clouds thinning toward evening



2029

Skies clearing, warm front arriving



2030

Mostly sunny and settled

Introduction

Fueled by a strong global presence in tourism, trade, and real estate development, Florida's economy has grown to nearly $1.5 trillion. Despite this impressive growth, Florida slipped from the fifteenth largest economy in the world to the sixteenth.[1] Florida entered 2025 with strong growth trends, ranking number one in terms of economic growth. One question to be answered is whether Florida's impressive economic growth is sustainable over the next several years.

This is the first, for calendar year 2025, in a series of quarterly Florida TaxWatch economic forecasts. The data upon which these forecasts are based are provided through a partnership with the Regional Economic Consulting Group ("REC Group"), a research-based consulting firm that provides economic studies to help guide and inform business leaders and policy makers. Each quarter, beginning in the first quarter (Q1) of calendar year 2025, the REC Group provides Florida TaxWatch with annual data on the following:

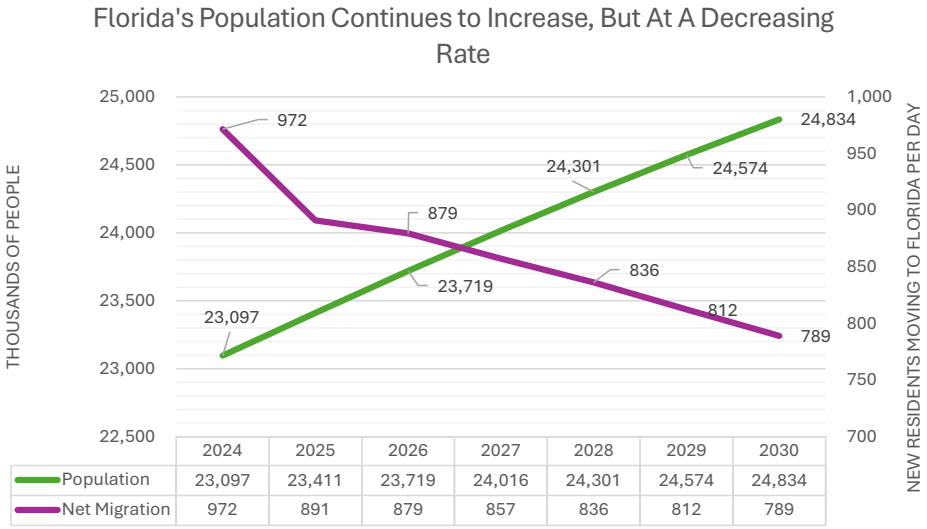
- Population—Florida's resident population;
- Net Migration—the flow of population moving into Florida minus the flow of population moving out of Florida;
- Total Non-Farm Employment—the number of workers in Florida's economy, excluding proprietors, private household employees, unpaid volunteers, farm employees, and unincorporated self-employed;
- Unemployment Rate—the number of unemployed persons as a percentage of the workforce;
- Florida Gross Domestic Product (GDP)—the total market value of goods and services produced;
- Florida Real GDP—the total market value of goods and services produced, adjusted for price changes;
- Personal Income Per Capita—the total statewide income divided by the population; and
- Total Visitors—the total number of visitors coming to Florida.

Florida TaxWatch will use the REC Group data (which uses past trends and current data to project future conditions) to prepare a forecast of Florida's economy through 2030. Florida TaxWatch will use 2024, the last full year for which data are available, as a baseline for this forecast.

Population and Net Migration

As shown in Figure 1, Florida's population is projected to increase by about 1.4 million people (from 23.4 million to 24.8 million) from 2025 to 2030. Although the state's overall population is projected to continue to increase, the number of people moving to Florida each day is projected to decrease from 972 in 2024 to 789 in 2030. This reflects a shift in the balance between people moving into Florida and people moving out of Florida. The current growth rate of population is 1.6 percent and is projected to decrease to 1.1 percent by the end of 2030. As Florida's net migration decreases from 972 new residents each day to 891 over the next year (a negative 8.3 percent growth rate), the population will continue to increase, but at a decreasing rate.

Figure 1.



	2024	2025	2026	2027	2028	2029	2030
Population	23,097	23,411	23,719	24,016	24,301	24,574	24,834
Net Migration	972	891	879	857	836	812	789

Source: REC Group

1 Florida Chamber of Commerce, "Florida's Economy Shows High Growth, Dips One Spot to 16th Largest Global Economy," retrieved from https://www.flchamber.com/floridas-economy-shows-high-growth-dips-one-spot-to-16th-largest-global-economy/, accessed on January 8, 2025.

The projected decrease in the growth rate of population and decrease in net migration into the state can be attributed in large part to Florida's past growth and the problems that come with it. An abundance of natural amenities, low cost of living, and no personal income tax have fueled Florida's rapid growth over the past several decades, as the number of people moving into Florida increased and the number of people moving out of Florida remained steady.

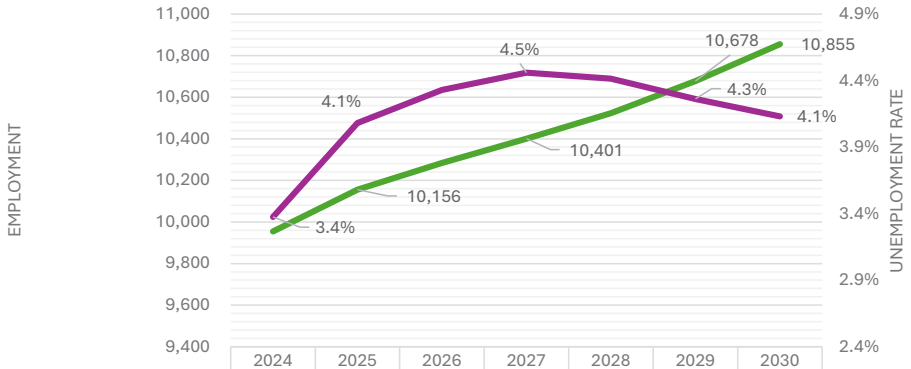
Recently, an increasing number of Floridians is leaving the state, often citing increased costs of living, rising property taxes, rising property and automobile insurance, rising housing costs, and more frequent and severe weather events, as reasons for leaving. Top destinations for those leaving Florida are either Georgia, Texas, Tennessee or North Carolina, states with no personal income tax and/or a lower cost of living than Florida.[2]

Employment

As shown in Figure 2, the number of employed Floridians is projected to increase from almost 10.0 million in 2024 to 10.9 million in 2030. During this same period, Florida's unemployment rate is projected to increase from 3.4 percent in 2024, slowly, to 4.1 percent in 2030. Unlike the 2024 Q4 forecast – where the unemployment rate was consistently increasing, this forecast shows an increase until 2027 and then a gradual decrease until 2030. The projected unemployment rate for 2025 as of Q1 2025 is 0.7 percentage points higher than reported in Q4 2024.

Figure 2.

Employment Is Increasing At A Slower Rate, Unemployment Will Rise Before Decreasing



	2024	2025	2026	2027	2028	2029	2030
Employment	9,954	10,156	10,283	10,401	10,523	10,678	10,855
Unemployment Rate	3.4%	4.1%	4.3%	4.5%	4.4%	4.3%	4.1%

Source: REC Group

As of January 2025, there are 1.25 job openings for every unemployed worker.[3] This indicates that there are not enough unemployed people to fill all of the current job openings. The projected increase in the unemployment rate from 2024 to 2030 can be attributed in large part to the actions of the Federal Reserve to attempt to rein in inflation through higher interest rates.[4] Given the Federal Reserve's role in achieving sustainable employment rates, when unemployment rates become too high, interest rates are lowered as a way to stimulate job creation. Conversely, when unemployment rates become too low,[5] interest rates are increased as a way to stem inflation. It is important to note that since September 2024, the Federal Reserve lowered its interest rate by one whole point, to between 4.25 and 4.50 percent. These are the first rate-cuts in more than four years and comes on the heels of 11 rate hikes dating back to March 2022.[6]

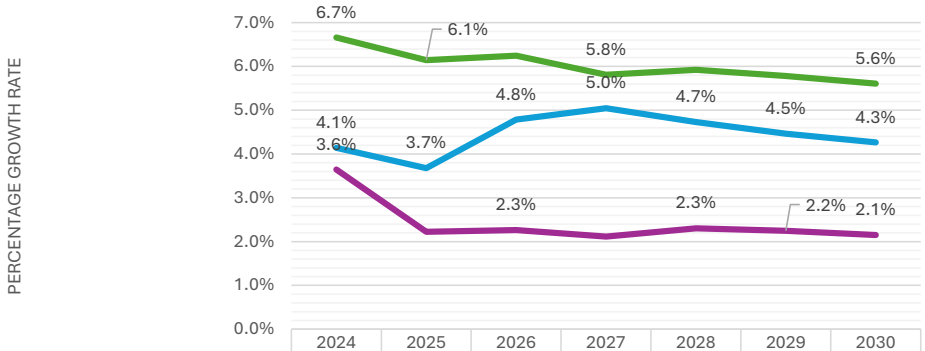
2 Fox13News, "Why are people flocking from Florida in record numbers?," retrieved from https://www.fox13news.com/news/why-people-flocking-from-florida-record-numbers, accessed on May 16, 2025.
3 U.S. Bureau of Labor Statistics, "Florida Jobs Openings and Labor Turnover – January 2025," retrieved from https://www.bls.gov/regions/southeast/news-release/jobopeningslaborturnover_florida.htm#:~:text=In%20January%2C%20Florida%20had%20377%2C000,have%20averaged%20355%2C000%20per%20month., accessed on May 16, 2025.
4 Office of Economic and Demographic Research, "Florida: An Economic Overview," January 22, 2024.
5 The "full employment" unemployment rate is presumed to be about four percent.
6 Todd Campbell – The Street, "Goldman Sachs revamps Fed interest rate cut, recession forecast," retrieved from https://www.thestreet.com/fed/goldman-sachs-resets-interest-rate-cut-forecast-recession-outlook#:~:text=The%20Fed%20is%20trapped%20in,supporting%20jobs%20but%20increasing%20inflation., accessed on May 19, 2025.

GDP and Income Growth

All the factors mentioned so far—population, migration, employment, and unemployment—ultimately affect the economy of Florida. As shown in Figure 3, Florida had a real GDP growth rate of 3.6 percent in 2024; projected to decrease to 2.1 percent by 2030. Comparing the difference in the growth rate of Florida's GDP and real GDP, one can see that the difference is becoming smaller in the long run. This suggests that the rate of inflation is expected to increase until 2027, before decreasing in the coming years.

Figure 3.

Florida's Personal Income and Overall Economy Will Continue to Grow, But At Lower Rates



	2024	2025	2026	2027	2028	2029	2030
Florida GDP	6.7%	6.1%	6.2%	5.8%	5.9%	5.8%	5.6%
Florida Real GDP	3.6%	2.2%	2.3%	2.1%	2.3%	2.2%	2.1%
Personal Income Per Capita	4.1%	3.7%	4.8%	5.0%	4.7%	4.5%	4.3%

Source: REC Group

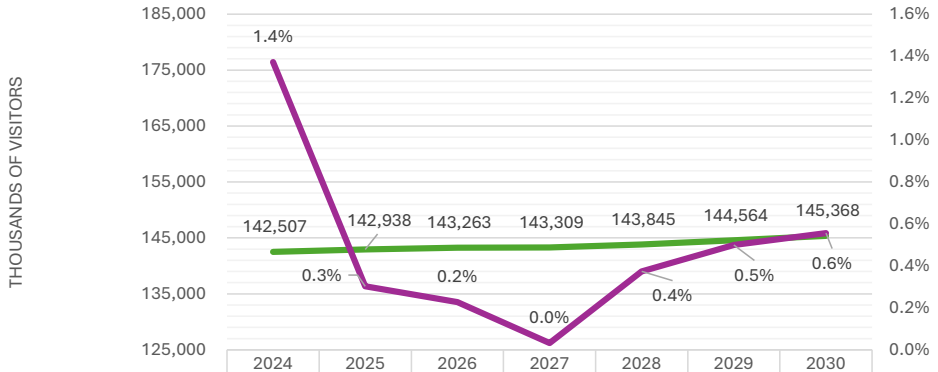
In terms of personal income per capita, Figure 3 shows a 0.9 percentage point increase, from 4.1 percent to 5.0 percent, through 2027, followed by a decline back to 4.3 percent through 2030. This projection differs from Q4 2024 (which showed a sharp increase followed by a gradual decrease), showing that the spending capabilities of Floridians will show slow changes in the coming years. This change in the purchasing power of Floridians will be a result of changing inflation in the state.

Tourism

Tourism plays a major role in Florida's economy. Visitors from all over the world come to experience Florida's spectacular natural features, theme parks, and other natural and man-made attractions. An impact study conducted by the Florida Restaurant and Lodging Association in 2023 estimated 156.9 million visitors spent a record $131 billion, an average of $359 million per day. Tourism directly supports 2.1 million jobs and is responsible for $76.4 billion in employee wages. Thanks to tourism and the revenue tourism generates, every Florida household saves $1,910 a year on state and local taxes.[7] As shown in Figure 4, tourism is projected to increase through 2030. The growth rate of visitors in the state is expected to see a sharp drop in 2025, after which it further decreases to zero before rising to 0.6 percent by 2030.

Figure 4.

The Number of Visitors to Florida Continue to Increase At Low Growth Rates



	2024	2025	2026	2027	2028	2029	2030
Total Visitors	142,507	142,938	143,263	143,309	143,845	144,564	145,368
Total Visitor Growth	1.4%	0.3%	0.2%	0.0%	0.4%	0.5%	0.6%

Source: REC Group

In 2024, Florida had a record number of visitors to the state – totaling more than 142.9 million. Although Florida's tourism industry continues to grow, it is projected to take a hit this year, as a possible result of uncertainty regarding new trade policies. The overall dip in total visitor growth rate through 2030 is a result of long-term reversion – meaning that it portrays a return to a growth rate which was normal to Florida pre-pandemic.

7 Florida Restaurant & Lodging Association, "Florida Again Shatters Tourism Records; Posts Highest Visitation Numbers in State History in 2023," retrieved from https://frla.org/news-release/florida-again-shatters-tourism-records-posts-highest-visitation-numbers-in-state-history-in-2023/, accessed on January 8, 2025.

Florida Economy vs U.S Economy

Looking at Table 1 and Table 2, Florida's economy is expected to grow at around the same rate as the U.S. economy in most aspects. The U.S. economy is forecasted to have a real GDP growth rate of 2.6 percent in 2025 declining to 1.7 percent in 2029. Florida's real GDP growth rate is forecasted to be 0.4 percentage points lower than the national rate in 2025 and in the long-term forecast, remaining a little above two percent until 2030.

Additionally, Florida's unemployment rate also remains below the national rate throughout the next five years; while both the U.S. rate and Florida rate remain above 4.1 percent through 2030, Florida is consistently a little lower than the national average in unemployment rate.

Personal income growth, which determines the spending capacity of the population, gradually decreases at the national level. At the state level, we see a drop in 2025, followed by an increase through 2027 before it cools down again. As of 2024, Florida's income growth was lower than the national growth rate of 5.3 percent, at 4.1 percent; however, it is projected to be higher than the national rate from 2027 through 2030.

Table 1. Summary of the U.S. Economic Forecast 2024 - 2029[8]

	2024	2025	2026	2027	2028	2029
U.S. Economic Growth	2.8%	2.6%	2.1%	2.2%	1.9%	1.7%
Thousands of New Jobs	2,076	1,536	660	876	684	684
Unemployment Rate	4.0%	4.4%	4.6%	4.4%	4.5%	4.6%
Income Growth[9]	5.3%	5.0%	5.0%	4.4%	4.2%	4.2%
Source: Deloitte Insights and TD Economics						

Overall, Florida's economic growth pattern matches or surpasses the national economic growth pattern in most economic indicators for the next five years.

Summary

Overall, Florida's economy is now set to return to pre-pandemic growth rates over the next six years, after experiencing high economic growth in the past three years. Florida's economic growth through 2030 is summarized in Table 2.

Table 2. Summary of Florida's Economic Forecast 2024 - 2030

	2024	2025	2026	2027	2028	2029	2030
Florida's Economic Growth	3.6%	2.2%	2.3%	2.1%	2.3%	2.2%	2.1%
Thousands of New Jobs	200.3	201.2	127.8	117.6	121.9	155.0	177.4
Unemployment Rate	3.4%	4.1%	4.3%	4.5%	4.4%	4.3%	4.1%
Income Growth	4.1%	3.7%	4.8%	5.0%	4.7%	4.5%	4.3%
Source: REC Group							

Florida's economic growth, expressed as real GDP, will continue to grow through 2030, albeit at a reduced rate. The number of new jobs available in Florida is projected to decline until 2027 before rising again. The unemployment rate follows the same pattern, increasing until 2027 before gradually decreasing. This can be, in part, attributed to the easing GDP of Florida after 2027.

Overall, Table 2 reflects a projected slowdown in the rate of growth of Florida's economy through 2030, showing pre-pandemic growth rates. The economic experts that comprise the state's Revenue Estimating Conference attribute this primarily to the transition of businesses and consumers from a high inflation/high-interest rate environment to more normal conditions. There is a possibility of more drastic changes to be projected as a result of ongoing uncertainty regarding international trade agreements.

8 Deloitte Insights, "United States Economic Forecast Q1 2025 – Figure 18," retrieved from https://www2.deloitte.com/us/en/insights/economy/us-economic-forecast/united-states-outlook-analysis.html, accessed on May 19, 2025.
9 TD Economics, "Forecast Tables," retrieved from https://economics.td.com/ca-forecast-tables#lt-us, accessed on March 3, 2025.

About Florida TaxWatch

As an independent, nonpartisan, nonprofit taxpayer research institute and government watchdog, it is the mission of Florida TaxWatch to provide the taxpayers of Florida and public officials with high quality, independent research and analysis of issues related to state and local government taxation, expenditures, policies, and programs. Florida TaxWatch works to improve the productivity and accountability of Florida government. Its research recommends productivity enhancements and explains the statewide impact of fiscal and economic policies and practices on citizens and businesses.

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All Florida TaxWatch research is done under the direction of Dominic M. Calabro, President, CEO, Publisher & Editor.

The findings in this Report are based on the data and sources referenced. Florida TaxWatch research is conducted with every reasonable attempt to verify the accuracy and reliability of the data, and the calculations and assumptions made herein. Please contact us if you believe that this paper contains any factual inaccuracies.

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THE CITY OF NEW SMYRNA BEACH - CRA/ECONOMIC DEVELOPMENT

DIRECTOR'S REPORT

July 15, 2025

Background:

Upcoming Workshops, Summits, Events

1.SEV Chamber Business After Hours Hometown News at The General Public House July 15, 2025

2. SEVMTC Bridging Finance & Operations Workshop July 22, 2025

3. SEV Chamber Business Round Table July 23, 2025

4. VCARD Implementing Volusia County's New Voluntary Low Impact Development Practices July 24, 2025

5. Space Symposium & Expo Cape Canaveral August 22, 2025

6. Southeast Volusia Economic Development Summit October 23, 2025 from 8 am - 12 noon

Findings:

N/A

Fiscal Analysis:

N/A

Strategic Plan Item:

No

Staff Report Created By: Samantha Bergeron - CRA / Economic Development Director