



**Economic Development Task Force
Tuesday, April 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 [Approve meeting minutes from March 18, 2025](#)
Motion to approve minutes from March 18, 2025 meeting

III. PRESENTATIONS

IV. PUBLIC PARTICIPATION

V. OLD BUSINESS

- V.A [Update and report from the Inter-City Tour to Abacoa and Alton; examples of "Live, Work, Play" developments similar to the proposed Deering Park Innovation Center](#)
- V.B [Discuss the Volusia Innovation Challenge that was held on March 27, 2025](#)
- V.C [Review Economic Development Task Force Duties and Responsibilities](#)

VI. NEW BUSINESS

VI.A [Update and Report for Volusia Days in Tallahassee](#)
To be discussed

VI.B [Update New Smyrna Beach Utilities Western Land Workshop held on April 14, 2025](#)
None at this time

VII. BOARD MEMBER COMMENTS

VIII. REPORTS AND COMMUNICATIONS

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

APPROVE MEETING MINUTES FROM MARCH 18, 2025

April 15, 2025

Background:

Motion to approve minutes from March 18, 2025 meeting

Findings:

N/A

Fiscal Analysis:

N/A

Strategic Plan Item:

No

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

Attachments:

[03.18.25 EDTF Minutes final.pdf](#)



**Economic Development Task Force
Tuesday, March 18, 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, March 18, 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, Member Charles Tagman, and Member Diana Puhl,

Absent: Member David McKenna

II. CONSENT AGENDA

II.A Consider the adoption of the Economic Development Task Force Minutes from the meeting held on February 18, 2025

Motion:

Member Romero moved to approve the meeting minutes from February 18, 2025. Member Tagman seconded the motion, and the motion carried unanimously.

III. PRESENTATIONS

None

IV. PUBLIC PARTICIPATION

None

V. OLD BUSINESS

V.A Review the results from the Business Survey

Samantha Bergeron, CRA/Economic Development Director presented an overview of how the survey was distributed and the incentives offered by the Chamber of Commerce to those who completed the survey. Out of the 3000+ surveys that were sent, there were 66 responses, which is an increase from past mailouts. Mrs. Bergeron stated that she had an excel spreadsheet that she would provide to the members explaining the data gathered.

Mrs. Bergeron advised the task force members that they are the advocate for the city and to be the voice that brings corporate headquarters of businesses to the city, and particularly Deering Park.

V.B Review SEV Chamber of Commerce Inter-City Tour of Abacoa and Alton in Jupiter, Florida April 10, 2025

Chair Joaquin spoke about taking the 2+ hour tour and the concept of what Deering Park could look like. Despite the concerns of flooding and traffic, there are amenities and a diversified tax base, in addition to housing. The management company for the project offered a conceptual representation of Deering Park.

V.C Volusia County Innovation Challenge March 27, 2025 – Registration is Free and required for free parking.

Economic Development Director Samantha Bergeron informed members that she was one of the coaches for the event and encouraged members to attend the event.

VI. FUTURE AGENDA ITEMS

Discuss updated data presented to the Commissioners from the March 25, 2025, City Commission Workshop.

VII. BOARD MEMBER COMMENTS

Discussion regarding Deering Park and the potential problems, most importantly, stormwater runoff, as well as the benefits to include: types of jobs that could be created; businesses that the city would like to attract; keeping our young people in New Smyrna Beach with higher paying jobs, and the lessons learned from Venetian Bay.

VIII. REPORTS AND COMMUNICATIONS

April 1, 2025, Brannon Center Job Fair.

X. ADJOURNMENT

As there was no further business to discuss, Chair Joaquin adjourned the meeting at 9:36 AM.

THE CITY OF NEW SMYRNA BEACH - CRA/ECONOMIC DEVELOPMENT

UPDATE AND REPORT FROM THE INTER-CITY TOUR TO ABACOA AND ALTON; EXAMPLES OF "LIVE, WORK, PLAY" DEVELOPMENTS SIMILAR TO THE PROPOSED DEERING PARK INNOVATION CENTER

April 15, 2025

Background:

The Southeast Volusia Chamber of Commerce organized a day trip to Abacoa and Alton near Jupiter and Palm Beach Gardens on April 10, 2025. The trip offered valuable insights, best practices, and lessons learned and how these are being applied to the proposed Deering Park Innovation Center.

Findings:

To be discussed

Fiscal Analysis:

none

Strategic Plan Item:

Yes

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

Attachments:

[Inter-City Tour Invite.pdf](#)



SOUTHEAST VOLUSIA
CHAMBER OF COMMERCE
NEW SMYRNA BEACH • EDGEWATER • OAK HILL

INTER-CITY



10 April

TRIP TO ABACOA + ALTON

The SEV Chamber Advocacy and Economic Development Committee is planning an Inter-City Tour of Abacoa and Alton in Jupiter, Florida.

This is an exclusive opportunity to explore two planned communities where quality of life meets live, work, play. This trip offers how valuable insights, best practices, and lessons learned are being applied to Deering Park in Southeast Volusia.

- Time: 8:00 a.m. – 6:00 p.m.
- Departure at 7:45 a.m. from Fire Association parking lot at 2616 Hibiscus Dr., Edgewater
- Cost: \$85 per person
- Includes: Motorcoach transportation and lunch.
- Contact Stephanie Ford, 386-428-2449, sford@sevchamber.com



**SCAN TO
REGISTER**



RSVP

APRIL 3, 2025

SPONSORED BY:

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*One or more elected officials, Economic Development Task Force members, or city staff may be in attendance.

THE CITY OF NEW SMYRNA BEACH - CRA/ECONOMIC DEVELOPMENT

DISCUSS THE VOLUSIA INNOVATION CHALLENGE THAT WAS HELD ON MARCH 27, 2025

April 15, 2025

Background:

The Volusia Innovation Challenge finals were held on March 27, 2025. This was a business pitch competition for early-stage innovators and business owners who are ready to launch or scale-up their venture in Volusia County.

Findings:

The winners were:

Beyond Bounds Studios - 1st Place

Mr. Market - 2nd Place

Bee Well therapeutics - People's Choice Award

Fiscal Analysis:

none

Strategic Plan Item:

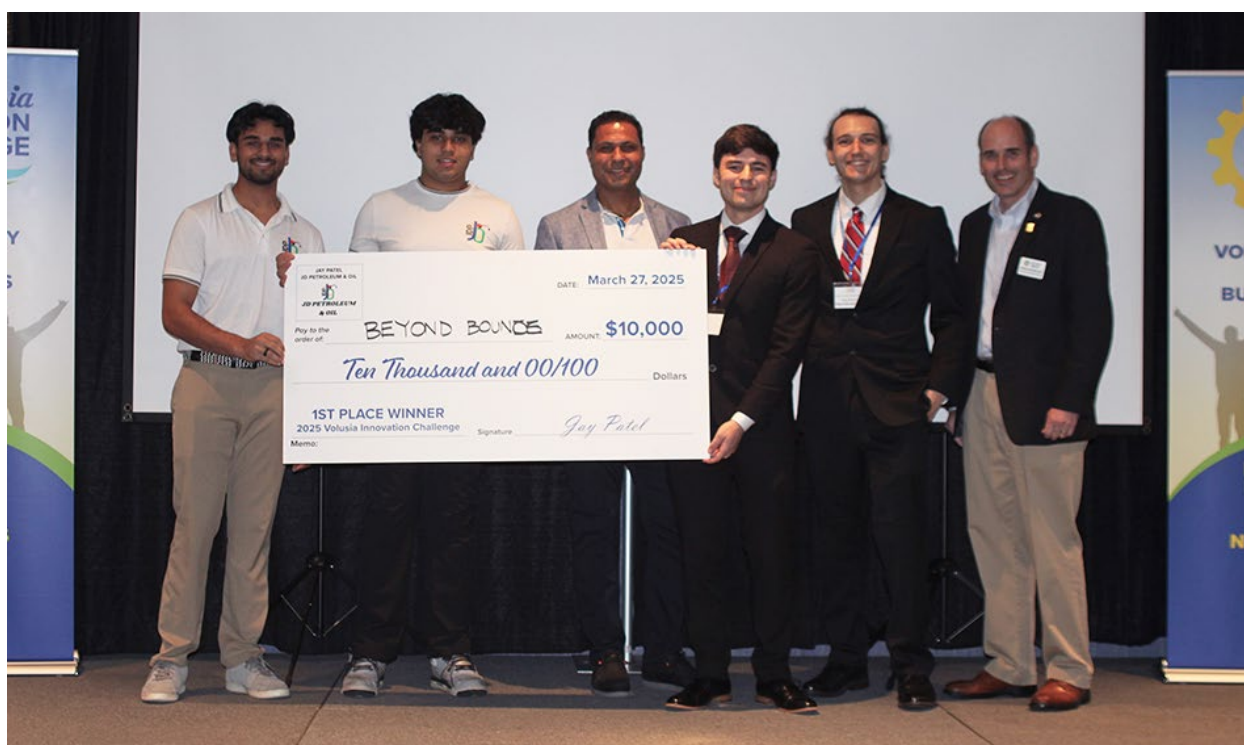
No

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

Attachments:

[VIC Winners Announcement.pdf](#)

Beyond Bounds Wins Volusia Innovation Challenge



Online game development company [Beyond Bounds Studios](#) won first place in the 2025 Volusia Innovation Pitch Competition and Innovation Challenge at the Ocean Center on March 27.

Beyond Bounds founders Lucas Cohen and Paul Moody took home the top prize of \$10,000 after describing their success in developing Tangohost, a custom server, game hosting, and management solution; and Titanborn, the first fully voice-activated and animated mass multiplayer online role-built game using the Vanilla Minecraft platform. They will also receive one year of space and mentoring at the Volusia Business Incubator to help grow their venture.

“This was an amazing opportunity, and the prize money will help us skyrocket our company,” Cohen told the panel of five judges and spectators. “We’re going to be able to pivot here being part of the Volusia Business Incubator, and I am grateful to be part of this event.”

Taking second place and a \$5,000 prize was [Mr. Market](#), developer and distributor of an engaging table-top family game that teaches financial principles to children as young as seven.



Those attending the event cast their vote for the People's Choice Award of \$2,000, which was presented to [Bee Well Therapeutics](#), manufacturer and distributor of a beeswax-infused topical therapy system that enhances the effectiveness of over-the-counter and prescription creams, ointments, and lotions.



“The Volusia Innovation Challenge embodies our strong belief in Volusia County’s thriving community of innovators and entrepreneurs,” said Brian Rademacher, chair of the Volusia Innovation Challenge Organizing Team. “With the support of Volusia Business Resources, we are ready and eager to help them flourish in our region. Events like this will go a long way in promoting and growing our innovation ecosystem throughout Volusia.”

The Volusia Innovation Challenge is an annual business pitch competition launched in 2014 to encourage and assist inventors from Volusia County’s colleges and universities. Today, the challenge has been expanded to include creators and aspiring entrepreneurs from across the county who are ready to launch or grow their business venture. The challenge is a program of Volusia Business Resources, a countywide partnership dedicated to connecting businesses with helpful online resources at any stage of their enterprise’s growth.

THE CITY OF NEW SMYRNA BEACH - CRA/ECONOMIC DEVELOPMENT

REVIEW ECONOMIC DEVELOPMENT TASK FORCE DUTIES AND RESPONSIBILITIES

April 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



COMMUNITY
SOLUTIONS
GROUP



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Quality of Life Measures	7
Growth Management	8
Environment & Resiliency	10
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

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:

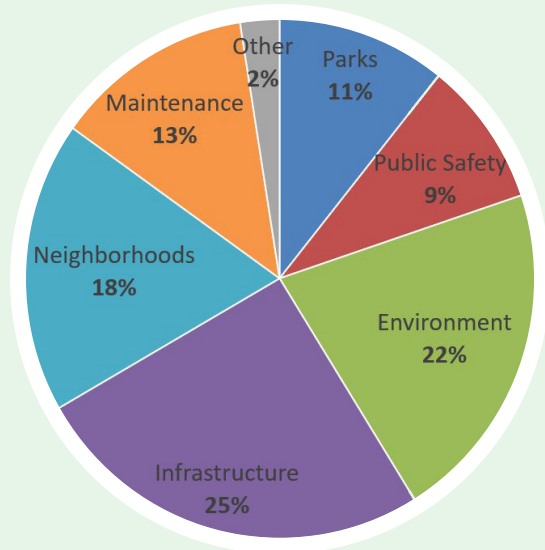
- 1 **Quality of Life**, captured through a questionnaire:
 - a. What does Quality of Life mean to you?
 - b. What are the Top Factors that support Quality of Life?
 - c. How would you measure Quality of Life?
- 2 **Desired Community Services**, as measured through a 'spending' exercise that allowed 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'.



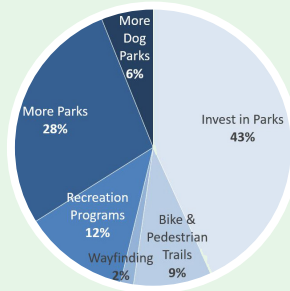
The meetings were run in an 'open house' format that allowed participants to arrive on their own schedule during the 2 hour time block, participate as needed and speak directly to the CSG team, while also contributing to the exercises, which often led to productive discussion between residents. The sessions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



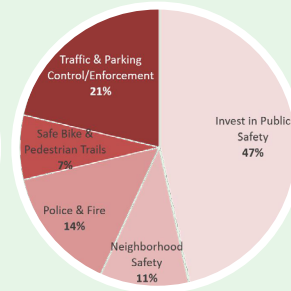
TAX DOLLAR INVESTMENT- PUBLIC ENGAGEMENT ACTIVITY



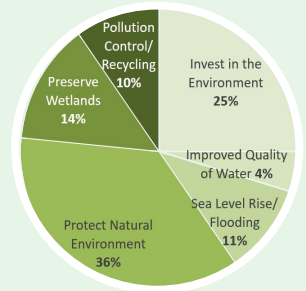
PARKS



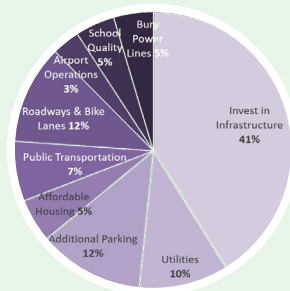
PUBLIC SAFETY



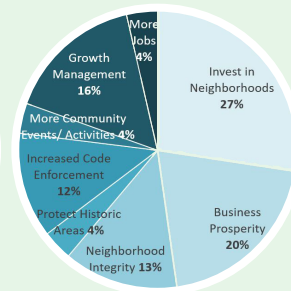
ENVIRONMENT



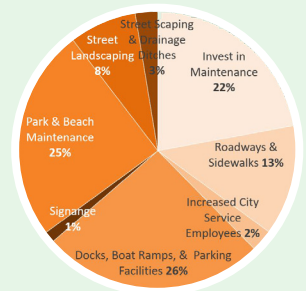
INFRASTRUCTURE



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

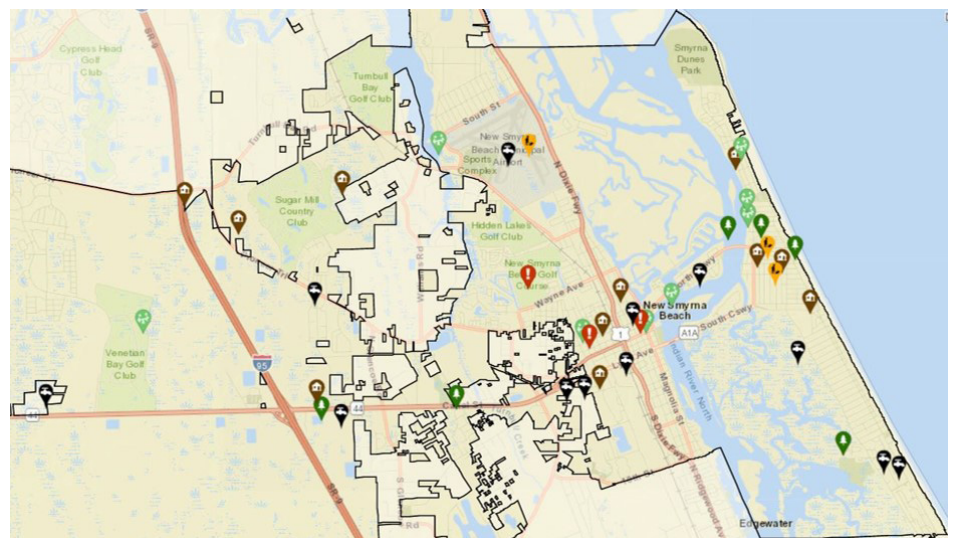
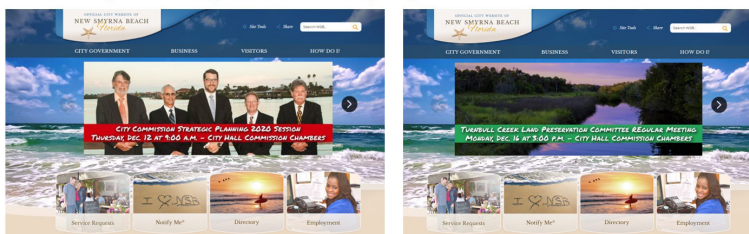
What's Most Important to Know?

New Development and Proposed Projects (29%)

Meeting Minutes / Dates / Locations (23%)

Events Calendar (11%)

How the City is Protecting the Environment (10%)



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?

- Confirmation of Themes?
- Aspirational Mission Statement by Theme?
- Measures of Progress by Theme?
- Broad Vision for the future of New Smyrna Beach?
- Other?

6. Other key thoughts going into the process?

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					Dept. Directors
		A	B	C	D	E	
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					Dept. Directors
		A	B	C	D	E	
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	•				•	•
BUDGET & FINANCE	Marketing & Branding	•					
	Recession Sustainability	•					
	Maintain Millage Rate	•					
	Pursue Grant Opportunities	•					
GOVERNMENTAL	Employee Compensation				•		•
	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.

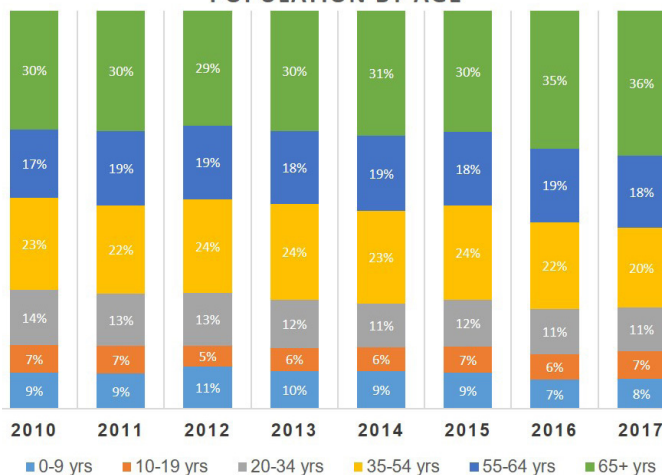
Facilitator Preparation for Workshop:

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.

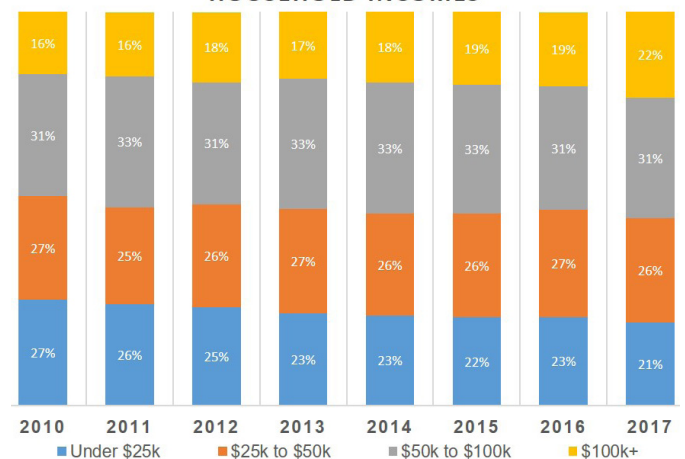
Population Growth

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

POPULATION BY AGE



HOUSEHOLD INCOMES



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.



- 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.***





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 be 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.



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



SOUTHEAST VOLUSIA
MANUFACTURING & TECHNOLOGY COALITION
VOLUSIA COUNTY, FLORIDA USA



TEAMVOLUSIA
GREATER DAYTONA REGION



CEO BUSINESS ALLIANCE



Report prepared by East Central
Florida Regional Planning Council



**Southeast Volusia Economic Development
Strategic Plan**

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.



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

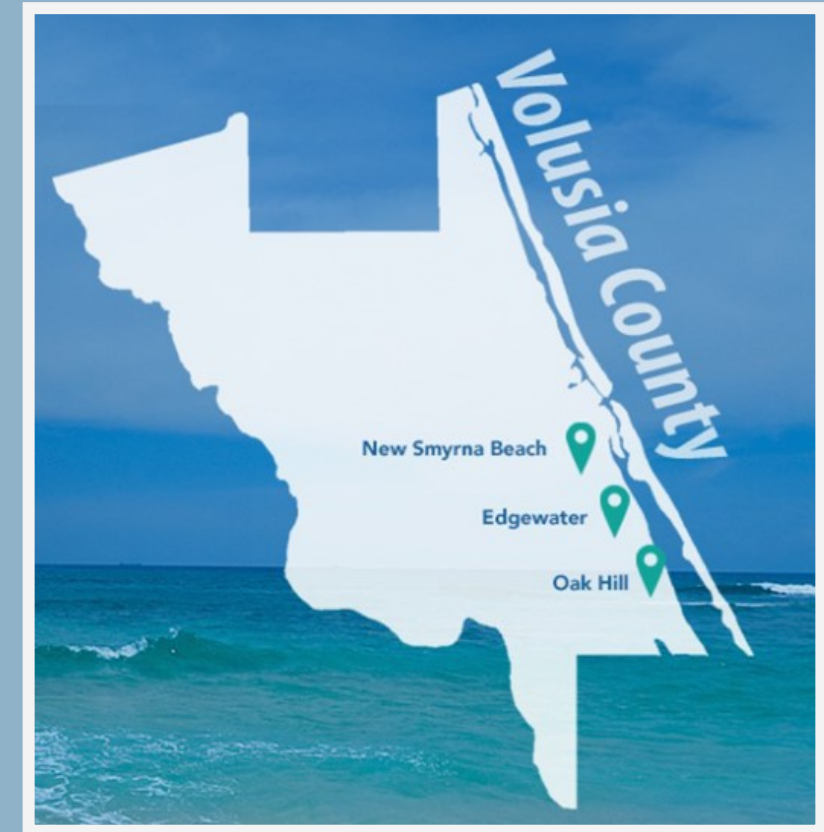
Southeast Volusia is recognized globally as competitive, business-friendly, economically strong community with a high quality of life.

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.



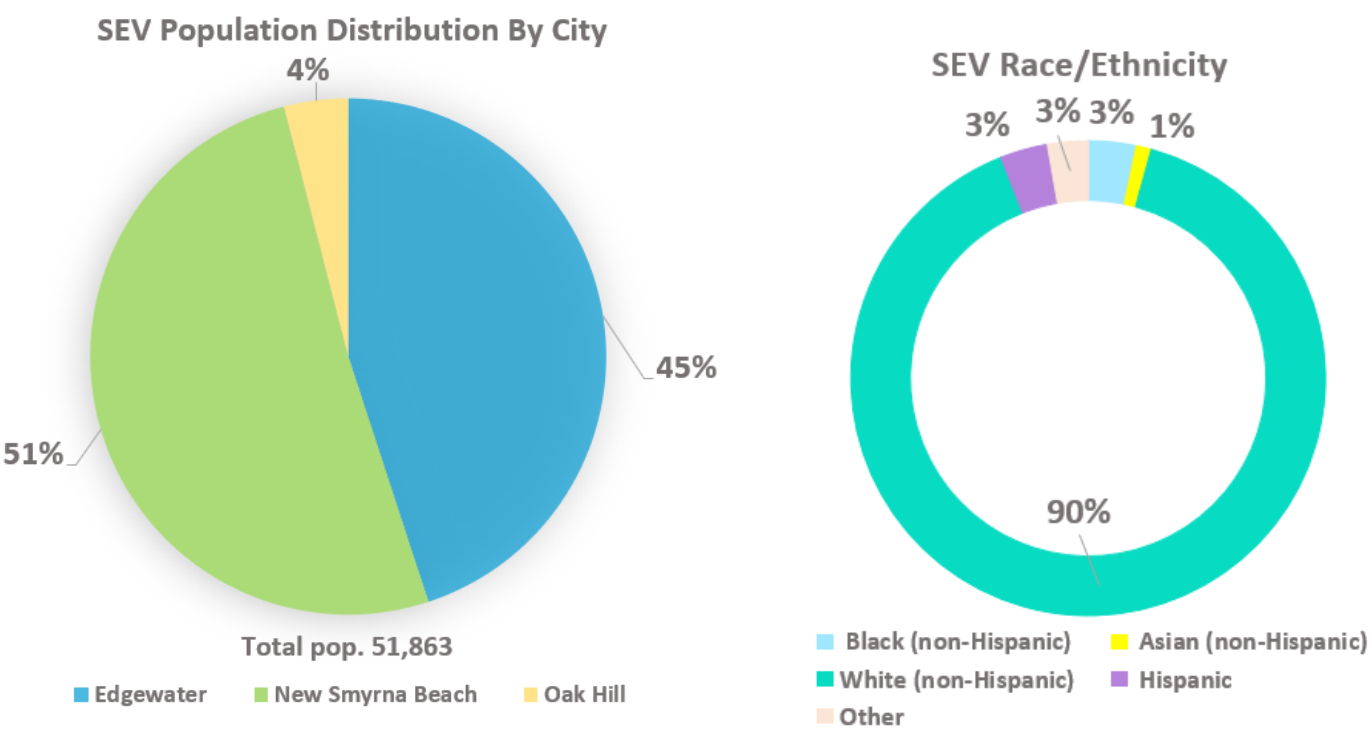
DEMOGRAPHIC CHARACTERISTICS

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.

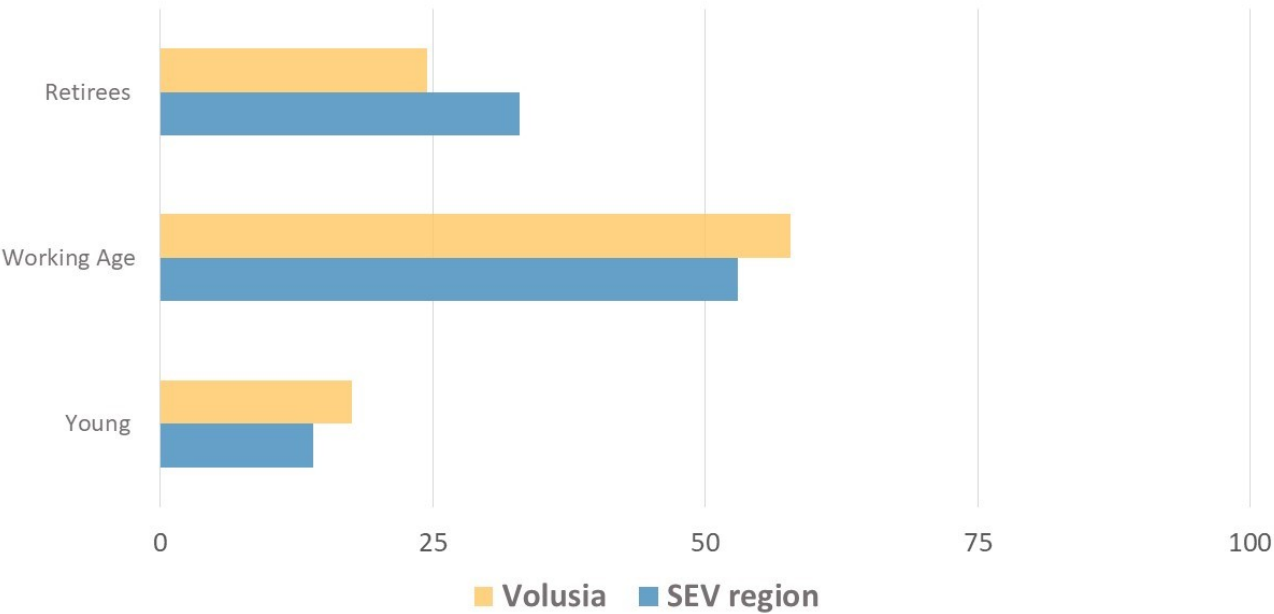
As a region, the female population makes up about 53% of the SEV residents from which 15% (4,098 residents) are 18 years old or younger, and 85% (23,578 residents) are 18 years old or older. The male population constitutes the remaining 47%, from which 14% (3,370 residents) are 18 years old or younger, 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



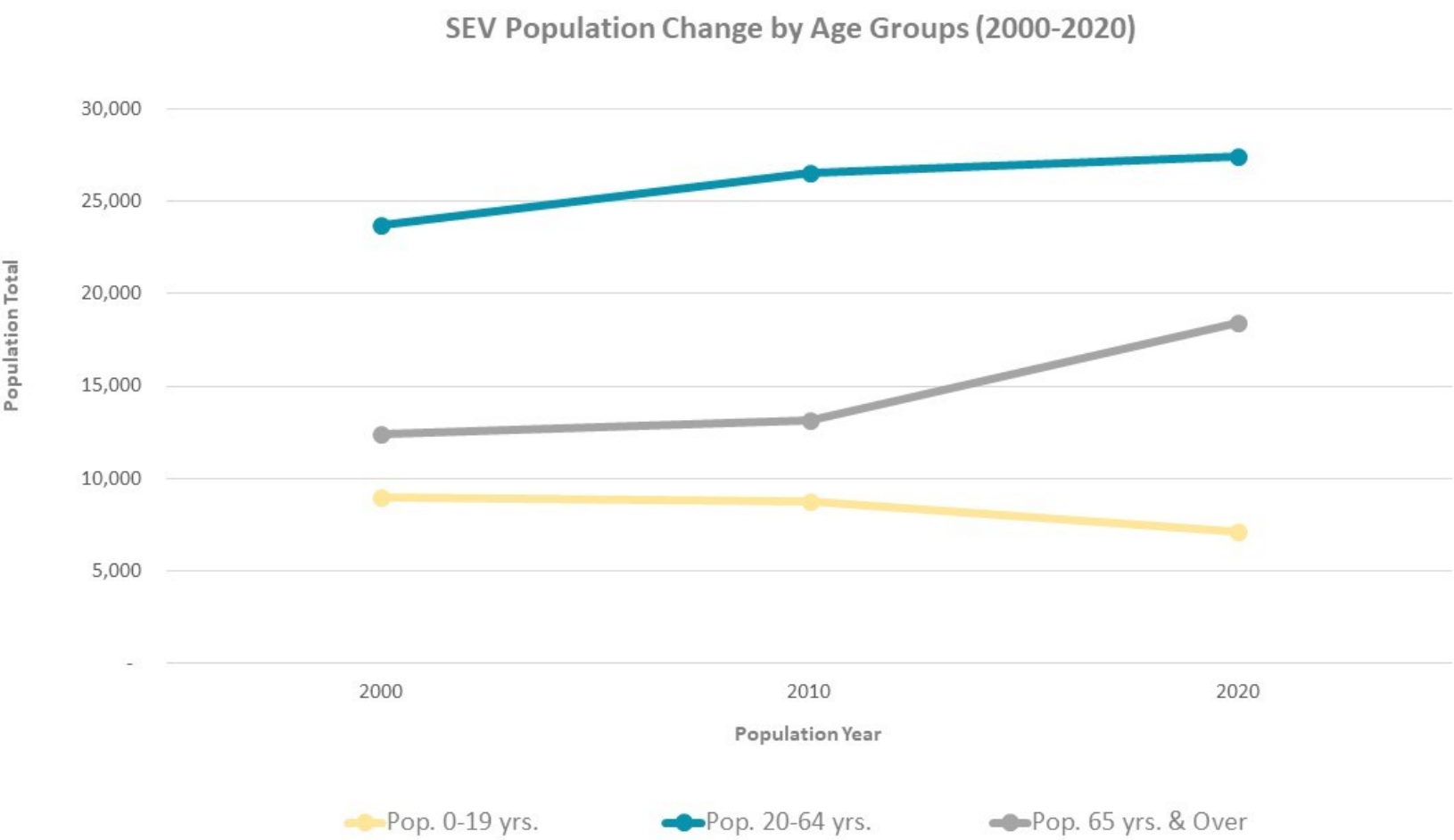
Source: mySidewalk, US Census ACS 5-year 2015-2019

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.

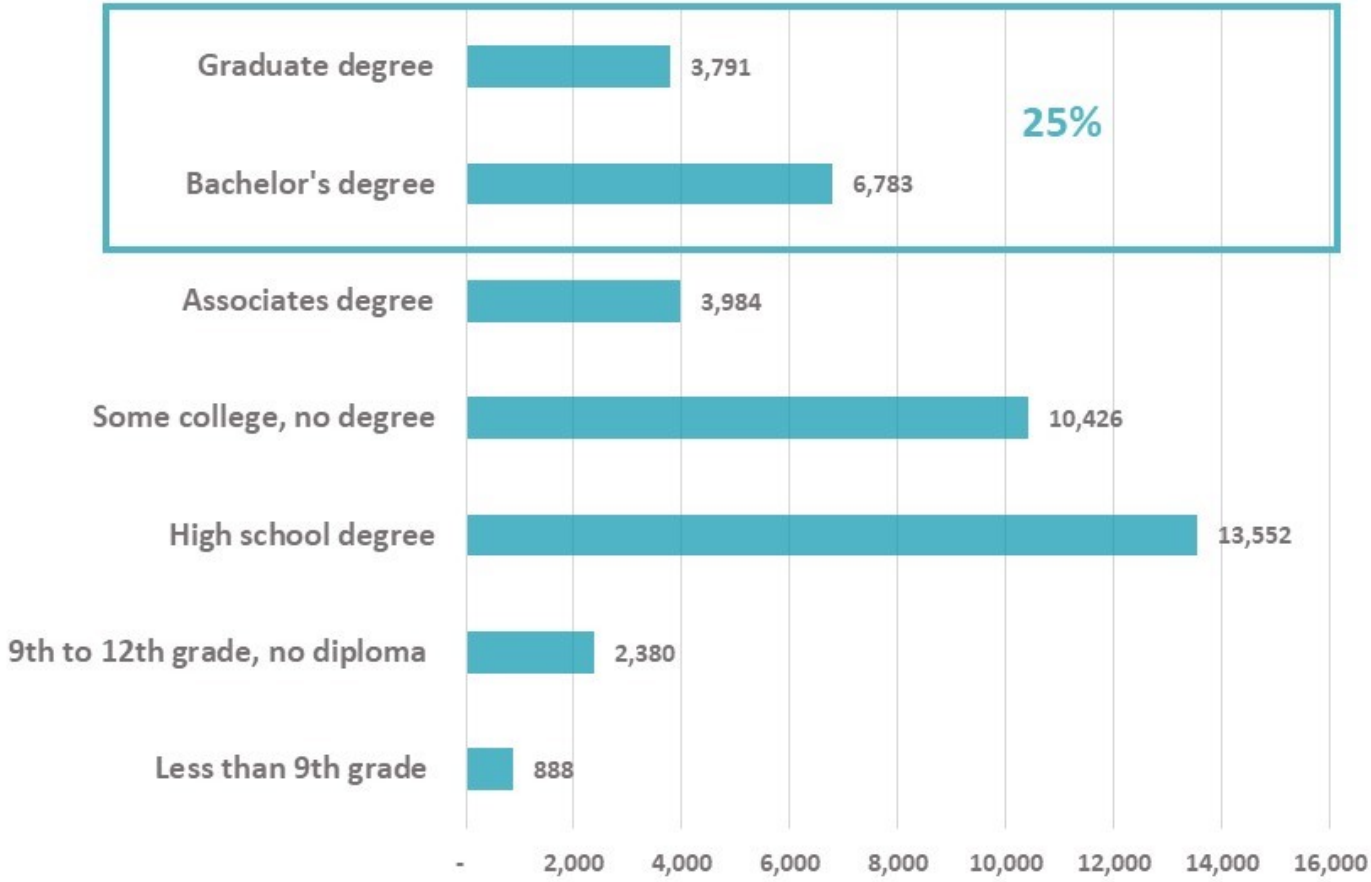


DEMOGRAPHIC CHARACTERISTICS (CONT.)

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.

SEV Workforce Population Educational Attainment



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

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 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.

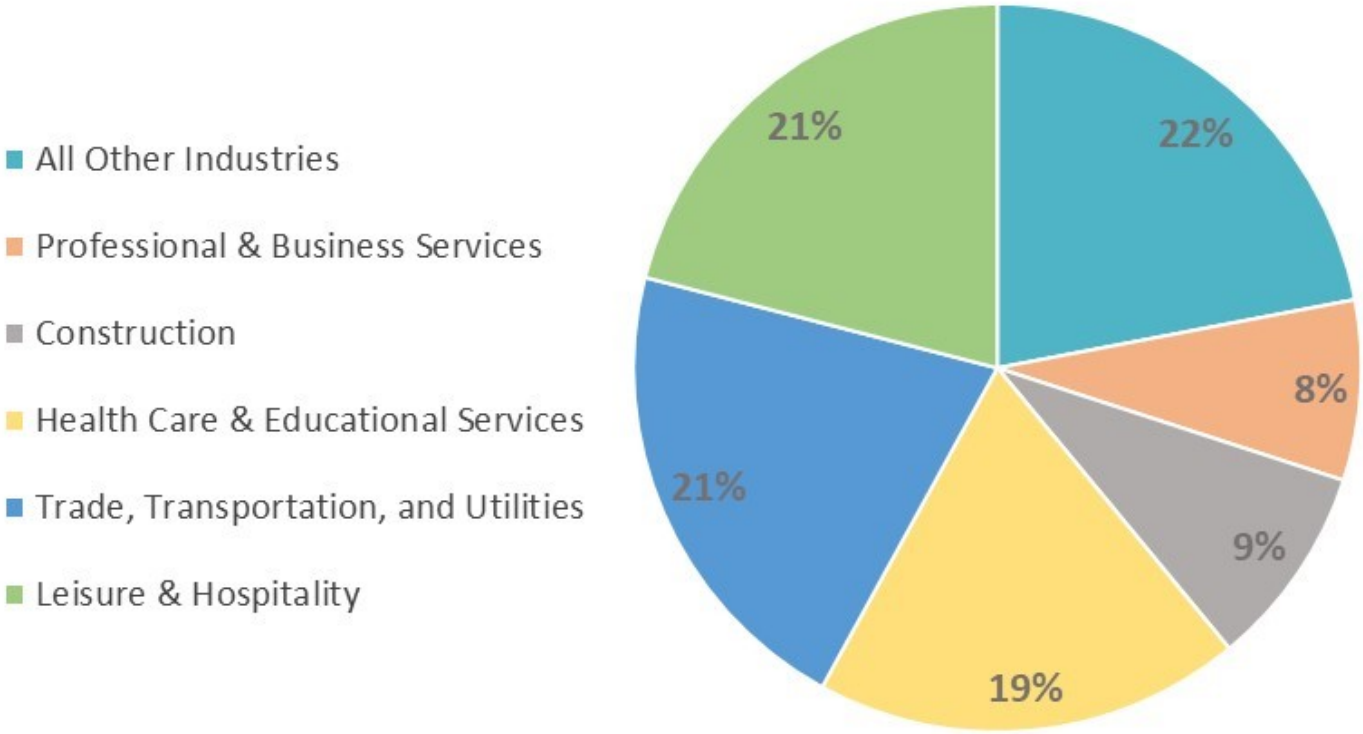
Industries Difference

Traded Industries

- Drive Economic Growth
- Export Goods and Services
- National/ International Trends

Non-Traded Industries

- Provide Local Services
- Mostly Local Consumption
- Regional Conditions



Source: JobsEQ, 2022

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 I	New Smyrna Beach
Walmart Super Center NSB	207	Retail	New Smyrna Beach
Oceanview Nursing Rehabilitation Center	200	Health Care and Social Assistance I	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

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

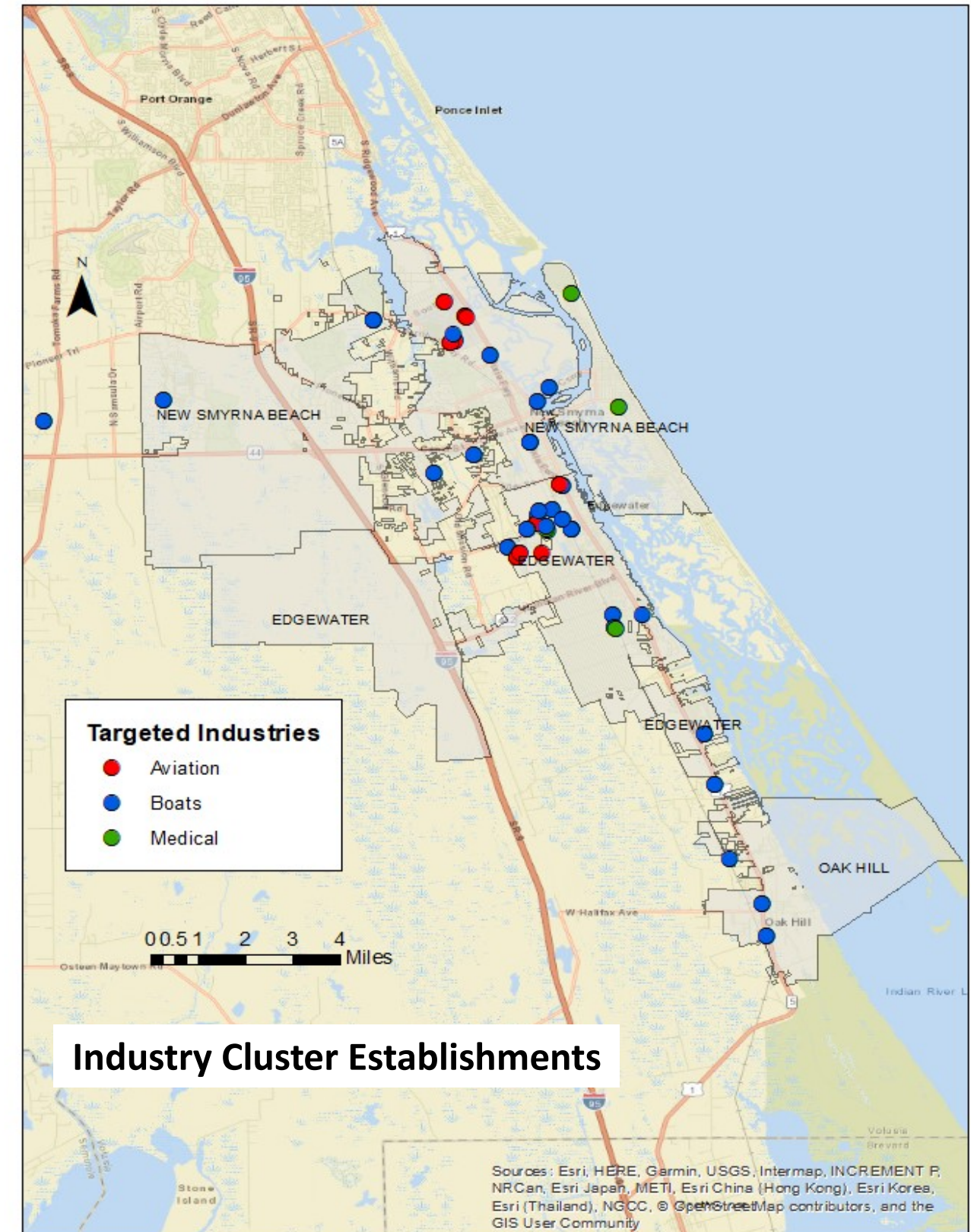
Source: JobsEQ, 2021Q4

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.



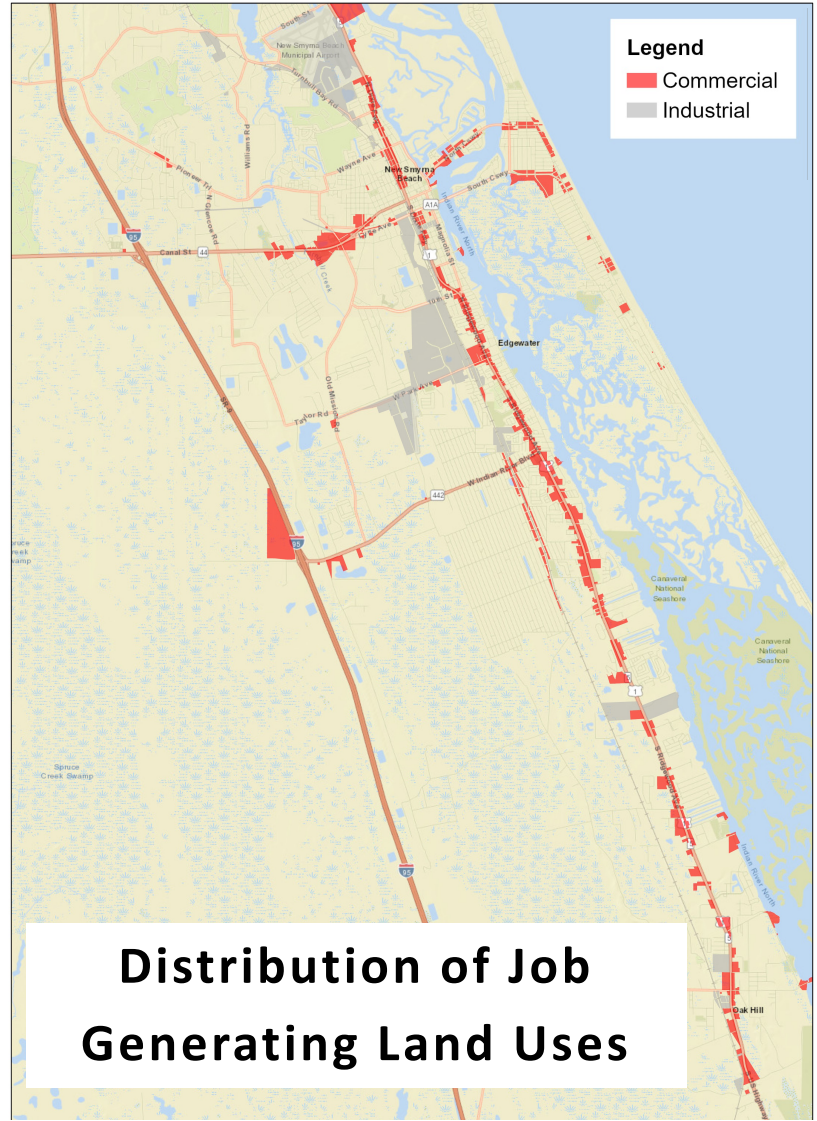
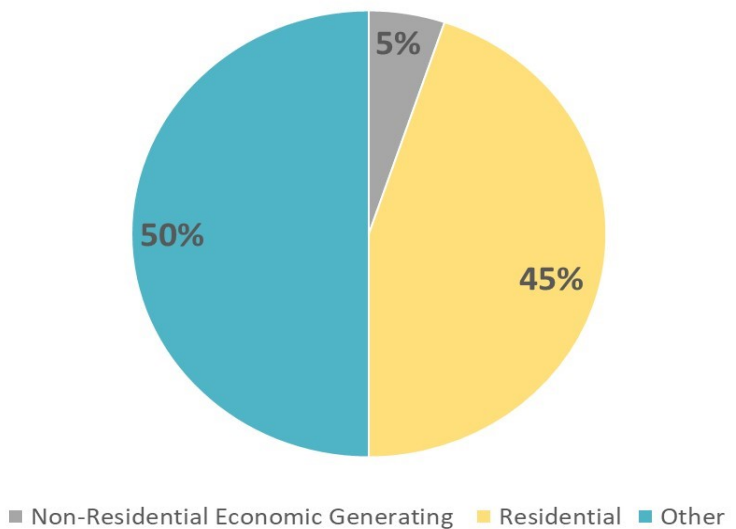
LAND USE PATTERNS

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.

Southeast Volusia County - No conservation



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 & aerospace, 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

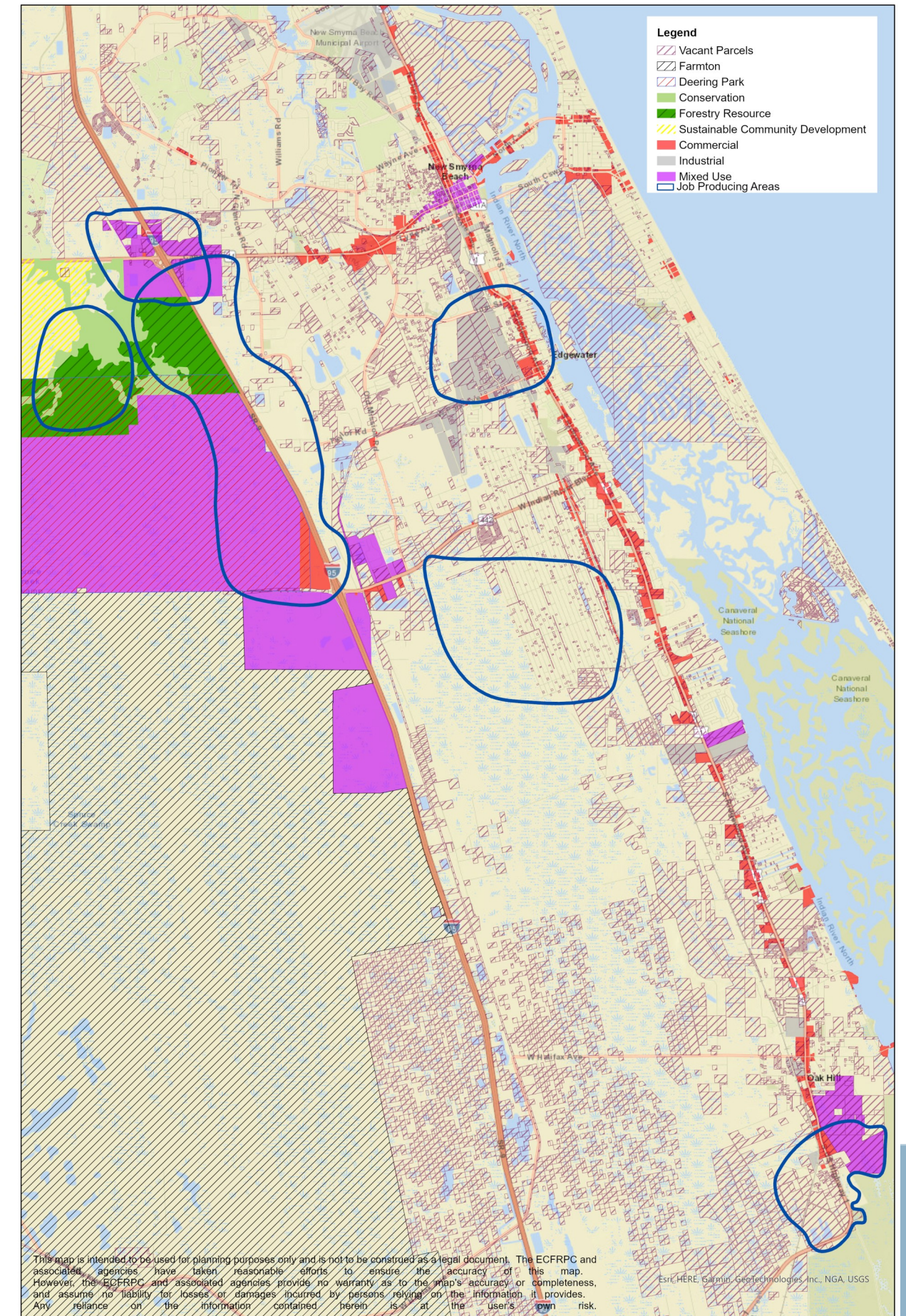
Office spaces can fall under other designation- mix uses for the most part allow for this kind of use.

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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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 (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		

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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		

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: 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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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.a. Conduct gap assessment of educational and training resources and needs to feed manufacturing industries from high school pipeline 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

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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 Re-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
	<u>Note:</u> 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			

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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, stakeholders 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 leadership 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 economic 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 development staff, and SEVMTC, continue the efforts to create a web-based regional mapping application for use by recruitment 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 than 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:

Redevelopment of US 1

(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 and 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 will 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. Goal: Increase the number of businesses utilizing sustainability practices and enhance the City's reputation as a resilient, sustainable community

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 $\pm$ 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

UPDATE AND REPORT FOR VOLUSIA DAYS IN TALLAHASSEE

April 15, 2025

Background:

The Daytona Beach Regional Chamber coordinates Volusia Days every year during the Legislative Session in Tallahassee. The SEV Chamber of Commerce and others partner with this trip. Volusia Days offers a unique experience that affords the Volusia County Chambers of Commerce and community partners to deliver our 2025 legislative priorities directly to the Volusia County Delegation during the 2025 session in Tallahassee.

Findings:

To be discussed

Fiscal Analysis:

None

Strategic Plan Item:

No

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

THE CITY OF NEW SMYRNA BEACH - CRA/ECONOMIC DEVELOPMENT

UPDATE NEW SMYRNA BEACH UTILITIES WESTERN LAND WORKSHOP HELD ON APRIL 14, 2025

April 15, 2025

Background:

- New Smyrna Beach Utilities (“NSBU”) faces considerable costs for needed updates and replacements of some of its existing facilities.
- The headquarters building at 200 Canal Street (“HQ”) will require extensive renovation and upgrades if it is to continue to house HQ and administrative operations.
- The Swoop Street fleet maintenance building needs to be replaced and moved from its site on City-owned land needed for boat ramp parking.
- The Smith Street water field operations building is obsolete and does not have sufficient room for NSBU Staff. The potable water holding tank and pumping station will remain on this key water system site.
- NSBU will have to invest more than \$25M to renovate HQ and to relocate fleet maintenance and build a new operations center.
- In lieu of renovating HQ and purchasing property for fleet maintenance and water operations, NSBU is considering a plan to consolidate operations at its Western Complex and to sell its headquarters building on 200 Canal Street (“Plan”).

Findings:

N/A

Fiscal Analysis:

N/A

Strategic Plan Item:

No

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

Attachments:

[NSB Utilities Western Land Concept.pdf](#)

OVERVIEW OF WESTERN LAND

- 909 total acres
- 236 current uses for fire station, ponds, etc.
- 674 net available acres
 - 223 upland acres
 - 451 wetland acres
- Zoning
 - 659 acres A1
 - 15 acres I2
- Future Land Use
 - 659 acres Agricultural Resource & Conservation
 - 12 acres Industrial
 - 3 acres Water Treatment Plant

