



**CITY OF NEW SMYRNA BEACH
ECONOMIC DEVELOPMENT ADVISORY BOARD
MEETING AGENDA**

TUESDAY, JULY 20, 2010 – 6:00 P.M.

**CORONADO CIVIC CENTER
150 SOUTH PINE STREET, NEW SMYRNA BEACH, FLORIDA**

- A. CALL TO ORDER:
- B. ROLL CALL:
- C. APPROVAL OF MINUTES:
- D. UPDATE ON THE ECONOMIC DEVELOPMENT ACTION ITEMS LIST
- E. PRIORITIZATION OF ACTION ITEMS
- F. BOARD MEMBER COMMENTS:
- G. ADJOURNMENT:

Pursuant to *Florida Statutes 286.0150*, if an individual decides to appeal any decision made by the Economic Development Advisory Board 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) 424-2112, prior to the meeting.

**ECONOMIC DEVELOPMENT ADVISORY BOARD
MINUTES
JUNE 29, 2010**

The Economic Development Advisory Board (EDAB) held its first meeting on Tuesday, June 29, 2010 at the Coronado Civic Center, Flagler Avenue, New Smyrna Beach, Florida. Mayor Adam Barringer called the meeting to order at 6:00 p.m.

ROLL CALL:

The following members answered to roll call:

Jill Carlton
Adam Barringer
Paul Mayer
Arlen Stauffer
Bill Hall

Jack Holcomb arrived at 6:10p.m. Randy McHenry was absent.

Present were Planner Jake Baker, CRA Director Tony Otte, City Attorney Frank Gummey; and members of City staff, the public, and press.

CITY ATTORNEY COMMENTS:

City Attorney Frank Gummey discussed the State's Sunshine Laws, focusing on the requirements of public records and open meetings. He informed the EDAB that all written communications, whether letters, emails, and any other written communication regarding economic development could be open to inspection by anyone in the public for any reason. He noted that public records requests would be handled by the City Clerk. He then explained that an open meeting is any communication between EDAB members, whether in person, by phone, email, or through an intermediary. He said two members could communicate, but it would have to be on a matter other than economic development, and that being seen with another EDAB member could subject the members to criticism by the public, and a possible investigation by the State Attorney's Office if someone thought something suspicious was transpiring. He suggested that if two or members do meet, that notes be taken so there is a written record of what was discussed. He also stated that if the members do have to meet, the meeting must have reasonable notice given, the meeting must be open to the public and easily accessible, and minutes from the meeting must be produced.

REVIEW OF BOARD DUTIES AND RESPONSIBILITIES:

Mayor Barringer discussed his reasons for establishing the EDAB, and asked each of the members to describe why they wanted to be on the Board. Jill Carlton spoke first, and said she sees a need for economic growth in the City so there are abundant job opportunities, and that she wanted to contribute to the well being of the community. Jack Holcomb stated that he has made a substantial investment in the community, and

49 felt that there has not been much progress in the development of the City during the ten
 50 years he has operated his business on US1. Mayor Barringer noted that economic
 51 development was one of the major components of his mayoral campaign, and he was
 52 committed to fulfilling that pledge. Paul Mayer stated that he had over thirty-five years of
 53 experience in the economic development field, working for various cities, counties, and
 54 countries. He elaborated that the function of government is to provide for the safety,
 55 health, and welfare of the community, and that a city's economic health is an important
 56 part of that. Arlen Stauffer stated that he has been a New Smyrna Beach resident for
 57 many years, and has been involved with both Bert Fish and the airport, and that the
 58 City's economic development is the most important item to focus on for the next ten
 59 years. Bill Hall stated that he has lived in New Smyrna Beach for the better part of his
 60 life, and has seen a lot transpire over the years. He stated that from his perspective of
 61 being a former educator, without good schools New Smyrna Beach will never be able to
 62 attract a business of any size. City staff member Jake Baker stated his educational
 63 background, and noted that he has always had an interest in the economic development
 64 aspect of city planning. Community Redevelopment Agency (CRA) Director Tony Otte
 65 noted his professional experience, and stated that he was glad to be there.

66
 67 **REVIEW OF THE CITY ECONOMIC DEVELOPMENT PLAN:**

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 69 Mayor Barringer discussed the Action Items, as approved by the City Commission.
 70 These items include:
 71

Goal 1: Advance Image & Culture Performance Measures
Advance Image & Culture Task
1. Assess current image of City
2. Identify core image to be used, implement Citywide
2. Promote business friendly City to current and future developers, landowners and business community
3. Communicate new vision internally, city wide
4. Review current governing documents to ensure support of responsible economic development
Goal 2: Organizational Development Performance Measures
Organizational Development Tasks
1. Create an Economic Development Advisory Board (EDAB)
2. Determine option to fund/house an Economic Development Director (EDD)
3. Create private/public partnership
4. Inform public of economic activities
Goal 3: Streamline Processes Performance Measures
Streamline Processes Tasks
1. Review current policies and procedures in place for business assistance (expansion, relocation, start-up)

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2. Amend policies and/or procedures that impede business assistance and permitting process
3. Create an open and transparent permitting process, utilizing technological advancements
Goal 4: Expansion of Tourism Performance Measures
Expansion of Tourism Tasks
1. Stimulate the development of hotel and convention facilities
2. Create a hospitality training program
3. Implement a hospitality training program
4. Measure and communicate economic impact of tourism on the local economy
5. Create database of tourists
6. Develop a list/calendar of existing events
7. Create a list of potential (new) events
Goal 5: Geographical & Cluster Analysis Performance Measures
Geographical & cluster analysis Tasks
1. Classify and characterize areas for growth/infill etc.
2. Develop a list of cluster industries and companies to target
3. Downtown revitalization plan
4. Survey/visit existing businesses determine unmet community needs
5. Create Comprehensive Health Care Plan
6. Identify & market vacant and underutilized industrial space
7. Codify and market incentives for business expansion and start-up
8. Create waterfront master plan
9. Market vacant riverfront property
Goal 6: Business Retention and Expansion Performance Measures
Business Retention and Expansion Performance Measures
1. Identify and publicize existing support services available to businesses
2. Identify access to financial assistance (loans, grants etc.) for businesses
3. Complete a business registry and database
4. Create a City/Chamber systematic call and visitation plan
Goal 7: Business Recruitment Incentives Performance Measures
Business Recruitment Incentive Performance Measures
1. Identify best practices for business recruitment
2. Codify incentives for business start-up or relocation to the area
3. Add content rich information to the Economic Development section on the city's web site, (link for SEV Chamber)
4. Contact influences within the community
5. Identify all funding and grant opportunities available
6. Identify sites that meet economic development goals that need improvement
7. Work with UC on infrastructure assessment
8. Develop high impact partnerships for innovative growth
9. Strengthen relationship with workforce training, local colleges and universities

Goal 8: Culture, Arts and Natural Resource Performance Measures
Culture, Arts and Natural Resource Tasks
1. Identify local entities and organization dedicated to natural resource conservation
2. Identify potential resources for asset preservation
3. Improve signage
4. Establish business incubator at old high school site
5. Create art overlay district
6. Evaluate viability and interest in small amphitheater, band shell at riverfront park
7. Determine funding for cultural and art related events
Goal 9: Annexation Performance Measures
Annexation Tasks
1. Identify land for future annexation
2. Identify "ideal" city boundaries
3. Inventory infrastructure needs and demands
Goal 10: Airport Growth & Expansion Performance Measures
Airport Growth & Expansion Tasks
1. Evaluate and take action on full-time Airport Manager
2. Create best practices for airport operations
3. Partner with private developers for growth at airport
4. Develop and implement airport industry targeting plan
5. Evaluate the benefits of fixed based operations

72
 73 Upon completing review of the Action Items, the Mayor asked each of the EDAB
 74 members for their comments on the plan. Jill Carlton stressed that the City needed to
 75 diversify the types of jobs available in the City, because we are too reliant on tourism
 76 related jobs. Jack Holcomb said that the "low hanging fruit" should be identified, so we
 77 can accomplish some things quickly. The Mayor concurred with this statement, and
 78 requested the EDAB focus on determining what the City's biggest opportunities are, and
 79 to bring forward their suggestions at the next meeting. Paul Mayer noted that, from his
 80 professional experience, there is sometimes a need for confidentiality when dealing with
 81 prospective businesses looking to locate in a city. He also stressed the need for a point
 82 person for the EDAB within the City, and Mayor Barringer stated that City staff member
 83 Jake Baker is to be that person. Arlen Stauffer said it seems the Economic
 84 Development Plan is to be an evolving document, as certain aspects of the Plan will be
 85 determined to be more important, and that the a lot of the ability of the EDAB to be
 86 successful is dependent on the City's ability to commit resources to economic
 87 development. He also noted the need to quickly let prospective businesses know where
 88 they can locate. Discussion followed on how this happened in the past, and how the
 89 City is developing a list of available properties both City-and privately-owned, to help
 90 match prospective businesses with available land, and streamline the permitting
 91 process. Other topics discussed included how to track the success rate of landing new
 92 businesses, and how best to coordinate with the Chamber and key City employees
 93 regarding new business leads. Bill Hall noted that he toured the City of Port Orange with

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94 their City Manager about ten years ago, and he said all the areas that were pointed out
95 to him as going to be developed for a particular use happened, and that they had a
96 detailed plan and that they followed through with it.

97

98 **ESTABLISH A MEETING SCHEDULE FOR 2010:**

99
100 The Mayor suggested future meetings be held at 6:00p.m. on the third Tuesday of each
101 month. There were no objections to the proposed time.

102

103 **BOARD MEMBER COMMENTS:**

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105 Commissioner Plaskett said she thought that one of the areas that needed attention
106 was US 1, and in particular the intersection with Canal Street. Discussion followed on
107 what people considered to be some of the things stifling redevelopment of US1.
108 Commissioner Reiker noted that tourism is the City's leading industry, and that the
109 beachside has been very busy of late. She also noted that Fernandina Beach would be
110 a good City to emulate, and that there is potential for economic development around the
111 Airport.

112

113 **ADJOURNMENT:**

114

115 With there being no further business, the meeting was adjourned at 7:45 p.m.

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ITEM D. UPDATE ON THE ECONOMIC DEVELOPMENT ACTION ITEMS LIST

Table 1. Action Item Timeline – As Presented in Plan			
ACTION ITEM	Benchmark rks	IMPLEMENTING AGENCY	STATUS?
Goal 1: Advance Image & Culture Performance Measures			
Advance Image & Culture Task			
1. Assess current image of city	3Q 2010	Economic Development Department, Economic Development Advisory Board (EDAB)	
2. Identify core image to be used, implement citywide	4Q 2010	Economic Development Department (EDD), EDAB, CM	
3. Promote business friendly city to current and future developers, landowners and business community	2Q 2010	City Commission (CC), City Manager (CM), Planning (PZ), EDD	A new organizational culture has been implemented: more helpful and customer-service oriented.
4. Communicate new vision internally, city wide	3Q 2010	CC, CM, EDD, EDAB	Articles in the News-Journal, and the Observer
5. Review current governing documents to ensure support of responsible economic development	3Q 2010	EDAB, Planning & Zoning Board, CM	A consultant for a Form-based Code is scheduled to be hired on September 28.
Goal 2: Organizational Development Performance Measures			
Organizational Development Tasks			
1. Create an Economic Development Advisory Board (EDAB)	2Q 2010	CC, CM, CA, City Clerk	1st meeting held 6/29/10
2. Determine option to fund/house an Economic Development Director (EDD)	2Q 2010	EDAB, CC, CM and City Attorney (CA)	Options to be presented to the Economic Development Advisory Board (EDAB)
3. Create private/public partnership	4Q 2010	EDD, EDAB	Hotel agreement provides incentives; other CRA assistance to businesses through grants.
4. Inform public of economic activities	2Q 2010	IT, EDAB, CM & EDD	City Website; and articles in the News-Journal and Observer re Economic

Goal 3: Streamline Processes Performance Measures				Plan
Streamline Processes Tasks				
1. Review current policies and procedures in place for business assistance (expansion, relocation, start-up)	2Q 2010	CM, PZ		The CRA is considering a new program for rent subsidies for new tenants
2. Amend policies and/or procedures that impede business assistance and permitting process.	3Q 2010	EDAB, CM, PZ, EDD		The Building Department has revised selected procedures
3. Create an open and transparent permitting process, utilizing technological advancements	2Q 2011	EDD, EDAB, CM, PZ		New permitting in FY 10-11 budget, dependent on permit fees increase
Goal 4: Expansion of Tourism Performance Measures				
Expansion of Tourism Tasks				
1. Stimulate the development of hotel and convention facilities	4Q 2010	EDD, EDAB, CM, CRA		The City Commission approved the hotel development agreement on June 22.
2. Create a hospitality training program	4Q 2010	EDD, EDAB, SEVCC, SEVAA		
3. Implement a hospitality training program	1Q 2011	EDD, EDAB, SEVCC, SEVAA		
4. Measure and communicate economic impact of tourism on the local economy	1Q 2011	EDD		
5. Create database of tourists	2Q 2011	EDD		
6. Develop a list/calendar of existing events	4Q 2010	EDD		
7. Create a list of potential (new) events	4Q 2010	EDD		The CRA recently approved 7 new events proposed on Flagler Ave and a "Plein Air" event downtown.
Goal 5: Geographical & Cluster Analysis Performance Measures				
Geographical & Cluster analysis Tasks				
1. Classify and characterize areas for growth/infill etc.	4Q 2010	EDD		The new CRA Master Plan update has specific data on selected infill sites.
2. Develop a list of cluster industries and	1Q 2011	EDD		

companies to target				
3. Downtown revitalization plan	2Q 2011	EDD, CRA		The CRA has awarded grants to downtown businesses such as Southern Trends and PanHeads Pizza. Badcock building grant application for incentives is being developed.
4. Survey/visit existing businesses determine unmet community needs	2Q 2011/annually	EDD, SEVCC		
5. Create Comprehensive Health Care Plan	2Q 2011	EDD, Bert Fish		
6. Identify & market vacant and underutilized industrial space	2Q 2011	EDD		Staff is preparing a list of leasable spaces in the CRA to be listed on the City website
7. Codify and market incentives for business expansion and start-up	3Q 2010	EDD, CRA, CM, CC		A new rent subsidy program was discussed by the CRA in July; other programs will be presented in August. Three existing CRA commercial programs and other potential funding sources are listed on the City website.
8. Create Waterfront master plan	4Q 2010	EDD		
9. Market vacant riverfront property	3Q 2010	CM, CRA		
Goal 6: Business Retention and Expansion Performance Measures				
Business Retention and Expansion Tasks				
1. Identify and publicize existing support services available to businesses	4Q 2010	EDD, CRA, PZ		CRA staff organized a meeting of downtown property owners to discuss leasing strategies
2. Identify access to financial assistance (loans, grants etc.) for businesses	4Q 2010	EDD, CRA, PZ		CRA grants are listed on the City website
3. Complete a business registry and database	4Q 2010	EDD		
4. Create a city/chamber systematic call and visitation plan	1Q 2011	EDD & SEV Chamber of Commerce		
Goal 7: Business Recruitment Incentives Performance Measures				

Business Recruitment Incentive Tasks			
1. Identify best practices for business recruitment	4Q 2010	EDD	
2. Codify incentives for business start-up or relocation to the area	4Q 2010	EDD, CRA	The proposed rent subsidy program will be presented to the CRA in August.
3. Add content rich information to the Economic Development section on the city's web site, (link for SEV Chamber)	4Q 2010	EDD, IT	An Economic Development section has been added to the City website.
4. Contact influencers within the community	4Q 2010	EDD, EDAB, CC	EDAB formed.
5. Identify all funding and grant opportunities available	4Q 2010	EDD, PZ, CM, Volusia County (VC) Economic Development Department	In addition to the CRA grants, other funding and information sources are listed on the Economic Development section of the City website. The City is also using US EPA Brownfields funds to assess contaminated sites.
6. Identify sites that meet economic development goals that need improvements	1Q 2011	EDD	The CRA Master Plan updates identifies a number of sites, such as the Badcock Bldg.
7. Work with UC on infrastructure assessment	4Q 2010	EDD, Utilities Commission of New Smyrna Beach (UC)	City staff is meeting with UC staff on this topic.
8. Develop high impact partnerships for innovative growth	3Q 2010	EDD, CM, CC, CRA	City staff has initiated meetings with the UC, Hospital, and County.
9. Strengthen relationship with workforce training, local colleges and universities	1Q 2011	EDD	The City Manager met with Workforce personnel on Business and Industry.
Goal 8: Culture, Arts and Natural Resource Performance Measures			
Culture, Arts and Natural Resource Tasks			
1. Identify local entities and organization dedicated to natural resource conservation	1Q 2011	EDD	
2. Identify potential resources for asset preservation	1Q 2011	EDD	
3. Improve signage	2Q 2011	EDD, CRA, Public Works (PW)	A Wayfinding system is a key recommendation in the CRA Master Plan Update. The consultant's contract will be presented to the City

				Commission for approval in August.
4. Establish business incubator at old high school site	4Q 2011	EDD, FWC, CM		Demolition and Renovation moving forward through ECHO grant.
5. Create art overlay district	2Q 2010	EDD, PZ, PZ		Planning is underway. The ordinance creating the district is scheduled for presentation to the City Commission by end of 2010.
6. Evaluate viability and interest in small amphitheater, band shell at riverfront park	2Q 2011	EDD, CRA		City staff proposed review as part of Riverside Park Master Plan update.
7. Determine funding for cultural and art related events	2Q 2011	EDD, CRA		CRA makes grants and aids funding available to support the arts.
Goal 9: Annexation Performance Measures				
Annexation Tasks				
1. Identify land for future annexation	3Q 2010	PZ		The Planning Department has begun this study.
2. Identify "ideal" city boundaries	3Q 2010	PZ, CC, VC		The Planning Department has begun this study.
3. Inventory infrastructure needs and demands	3Q 2010	PZ, UC, Police Department (PD) and Fire Department (FD)		Capital Improvement Plan (CIP) annual update to be adopted by City Commission on September 28.
4. Work with county council on annexation initiatives	3Q 2010	CM, CC, VC, CA		
5. Implement annexation initiatives	2Q 2011	CC, CM, CC, City Clerk		
Goal 10: Airport Growth & Expansion Performance Measures				
Airport Growth & Expansion Tasks				
1. Evaluate and take action on full time airport manager	4Q 2010	CM		Options to be evaluated with Airport Advisory Board and EDAB.
2. Create best practices for airport operations	2Q 2011	Airport manager (AM)		
3. Partner with private developers for growth at airport	2Q 2011	AM		
4. Develop and implement airport industry targeting plan	2Q 2011	AM		

5. Evaluate the benefits of fixed based operations	3Q 2011	AM	

Economic Development Advisory Board

Prioritization Ballot

Action Items: “100 Day” Economic Development Plan

Please vote for the goals in rank order of priority, with #1 being the goal with the highest relative priority and #10 being the goal with the lowest relative priority.

GOAL

PRIORITY

Goal 1: Advance Image & Culture

Goal 2: Organizational Development

Goal 3: Streamline Processes

Goal 4: Expansion of Tourism

Goal 5: Geographical & Cluster Analysis

Goal 6: Business Retention and Expansion

Goal 7: Business Recruitment Incentives

Goal 8: Culture, Arts and Natural Resources

Goal 9: Annexation

Goal 10: Airport Growth & Expansion

ATTACHMENTS

(Additional material not on the agenda)

1. Memo for the June 8 CRA meeting on the proposed Washington Street Business Incubator Project. Note: A presentation made by the Hill family at the July CRA is available upon request.
2. Agenda item dated June 17 from the Volusia County Council meeting regarding the University of Central Florida (UCF) Business Incubator, and the Team Volusia partnership.
3. Presentation material on the UCF Business Incubator program
4. An example of business prospects provided by Volusia County, dated July 12.
5. A draft copy of the CRA Master Plan Update. Note: the draft is undergoing final revisions.

**CITY OF NEW SMYRNA BEACH
AGENDA MEMORANDUM
COMMUNITY REDEVELOPMENT AGENCY**

SUBJECT: Washington Street Business Incubator Project

AUTHORIZED BY: Tony Otte

CONTACT: _____

AGENDA DATE: 6/8/10

REGULAR

CONSENT

MOTION/RECOMMENDATION:

Following discussion, approval of the concept and direction to staff to move ahead

BACKGROUND:

The CRA Master Plan Update includes a project for the Washington Street Business Incubator, to be located in the building at the corner of Washington and Dimmick St. There is currently a barber shop operating in this building. Years ago the building also featured a restaurant, a dance hall, and a beauty salon.

CRA staff has had several conversations concerning this project with two of the four building owners, the adult children of Mr. and Mrs. Hill, who are now deceased. The project would have two simultaneous tracks:

1. The Business Academy – this academy would offer classes to anyone who wanted to open their own business. Classes would cover such topics as basic accounting, business operations, permits, taxes, and business law. It is anticipated that this activity would be paid for out of the Partnership section of the Master plan update, and that SCORE and other local groups as well as DSC would be contacted to provide training. The graduates of these classes would be contacted for possible participation in the business incubator.
2. The renovation of the building at Washington and Dimmick St. There are basically two options for the renovation of a building:
 - a. contract with an architect, who prepares plans, and then go to bid for a general contractor; or

- b. issue a Request for Qualifications for general contractors with their own architects and with experience in the revitalization of older buildings, and then get bids from the general contractors who have been pre-qualified.

I believe that the prequalification of general contractors, and then getting bids, would be the most cost-effective method for this project. The invitation for bid would be prepared with the assistance of the building official.

Before going out for bids, there will also need to be some discussion on the types of business activities that will be acceptable. Many of the uses permitted in the Mixed Use (Central Business District) would be considered for this building, including:

- Appliance Repair shop
- Bakeries
- Barber and Beauty shops
- Ceramic shops
- Day care centers
- Convenience store
- Dance school
- Florist
- Gift shop
- Hardware store
- Hobby/craft store
- Professional office: income tax service, real estate, attorney, etc.
- Jewelry store
- Restaurants (specific types in ordinance)
- Tailor shop
- Travel agencies
- Upholstery shop
- Video rental

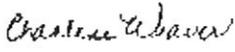
FISCAL IMPACT:

Unknown at this time. Once bids are received, a project budget can be developed. There is \$300,000 in the Master Plan Update allocated this project. It is anticipated that other funds (from the "Partnership" line item in the Master Plan, allocated at \$200,000) would be used. It is important to note that these amounts may change if the SE Volusia Hospital District is exempted from the CRA by the City Commission.

OTHER OPTIONS:

To be identified.

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June 17, 2010		AGENDA ITEM		Item 06
<input type="checkbox"/> Ordinance		<input type="checkbox"/> Resolution		<input checked="" type="checkbox"/> Other
Department: Aviation and Economic Resources		File Number: VC-1276108488780-A		
Division: Economic Development				
Subject: Volusia Business Incubation Program and Team Volusia Economic Development Program				
Account Number(s): x x for \$0.00				
Total Item Budget: N/A				
Staff Contact(s): Rick Karl Phone: 248-8030 ext. 8318				
<p>Summary/Highlights: On May 6, 2010, the County Council approved the concept of the business incubator program and authorized staff to negotiate a contract with the University of Central Florida (UCF). The initial program was for a three year term. Costs to set up and manage the program are attached, with the first year costing \$271,917. In addition, there will be capital costs of approximately \$1.3 million to renovate a building located at the Daytona Beach International Airport. Staff is requesting authorization to negotiate a contract with UCF for a term of 3 years at a not to exceed price as attached. The contract will be brought before council for final approval.</p> <p>The county council also met with Team Volusia representatives to discuss partnering with the business community to enhance the economic development efforts in Volusia</p>				
<p>Recommended Motion: Council direction.</p>				
Charlene Weaver, CPA, CFO Director Financial and Administrative Services - CFO 	OMB No Signature Present Approved as to Budget Requirements	Legal  Approved as to Form and Legality	Betty Holness County Manager's Office  Approved Agenda Item For: June 17, 2010	
<p>Council Action:</p> <input type="checkbox"/> Approved as Recommended <input type="checkbox"/> Approved With Modifications <input type="checkbox"/> Disapproved <input type="checkbox"/> Continued Date:		<p>Modification:</p>		

Summary/Highlights Continued:

county. Team Volusia requested funding of \$83,333 in FY 10 and \$250,000 for FY 11. Staff seeks direction regarding entering into a contract with Team Volusia up to these amounts.

Budget Estimate Phase I

			Year 1	Year 2	Year 3	Total
Staff	rate	benefits				
Site manager	70,000	23,765	93,765	96,578	99,475	289,818
Part time assistant	33,000	11,204	44,204	45,530	46,895	136,629
Total staff			<hr/> 137,969	142,108	146,371	426,447
Annual operating Costs						
security			2,000	2,000	2,000	6,000
telephone, fax, IT			14,000	14,000	14,000	42,000
paper / office supplies			2,500	2,500	2,500	7,500
Local Travel			4,000	4,000	4,000	12,000
Training (travel and fees -conferences)			5,000	5,000	5,000	15,000
Event hosting			3,000	3,000	3,000	9,000
Marketing materials			6,000	6,000	6,000	18,000
Janitorial			5,500	5,500	5,500	16,500
Copy services			3,000	3,000	3,000	9,000
Utilities - Electricity			21,000	21,000	21,000	63,000
Total annual cost			<hr/> 203,969	208,108	212,371	624,447
Equipment			25,000	10,000	2,500	37,500
Common Furniture			30,000			30,000
Total Year 1 Cost			<hr/> <hr/> 258,969	218,108	214,871	691,947
Admisitrative costs			12,948	10,905	10,744	34,597
Total Costs			<hr/> <hr/> 271,917	229,013	225,614	726,544

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Soulie, Claudia

From: Philip Ehlinger [pehlinger@co.volusia.fl.us]
Sent: Thursday, July 15, 2010 3:58 PM
To: Soulie, Claudia
Cc: Brangaccio, Pam; Frederick Karl
Subject: Volusia County Incubator
Attachments: Startup Volusia -4 27.pdf

A copy of our presentation to the County Council is attached.

The agreement with UCF will require a funding commitment for management and operations of at least \$250,000 per year for 3 years in addition to the costs of the facility renovation.

We are certainly willing to see how we might work together on this with the City.

Phil

Phil Ehlinger
Director
Economic Development
County of Volusia
Office: 386-248-8048
Cell: 386-566-7695
Fax: 386-238-4761
Internal Extension: 8386

Startup Volusia

Business Incubator

A proposal describing how Volusia County, its five universities and its sixteen municipalities can collaborate to jumpstart small startup business development and create sustainable jobs for the entire region.

April, 2010

Department of Aviation and Economic Resources
Volusia County, Florida
700 Catalina Drive, Suite 300
Daytona Beach, Florida 32114
(386) 248-8030

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Regional Support Team:	6

Executive Summary

Since 1985, small businesses have generated 64 percent of net new jobs in the United States. Over the past several decades, business incubators have proven to be an effective tool in fostering the creation of successful small businesses. In fact, in 1980 there were 12 incubators in the US, today there are over 1100. These incubators service over 27,000 small businesses a year, resulting in an additional 100,000 jobs per year and generate approximately \$17 billion per year in revenue.

Of the various types of incubators, the academic and scientific business incubator is the most logical model to pursue for Volusia County because of the five universities located within the county. This type of incubator is a non-profit model that focuses on the commercialization of technology generated by academic research, and the income generated by the jobs created by high tech companies are generally much higher than the average wage of the region.

This proposal describes an initial three year project for the **Startup Volusia** Business Incubation Program. Volusia County would be the lead agency and serve as the facilitator to coordinate interlocal cooperation among the universities and the municipalities that wish to participate in the program. The county's existing "economic gardening" efforts, which assists existing small companies expand to their next level of prosperity, will continue to be enhanced and developed as the incubator program succeeds over time and creates sustainable businesses that wish to expand.

The Basics

Business incubators date back to 1959 when Joe Mancuso sought to help the community of Batavia, N.Y. which was facing more than 20% unemployment as a result of the closing of Massey-Ferguson, the largest company in the area. The shut down left an 850,000 square foot complex vacant, and the Mancuso family purchased the facility and placed Joe, then a hardware store manager, in charge of using the facility to create jobs and make money. After a futile attempt to rent the entire space, Mr. Mancuso decided to divide the area and support smaller businesses, ranging from a charitable organization to a chicken company. "We were out on the road a lot of the time, trying to interest investors and attract companies to the center," he once said, "and in a joking way, because of all the chickens, we started calling it 'the incubator.'"

The concept of business incubators gained some notoriety in the decades that followed, and even fell into disfavor during the late 1990's. Some of the companies that arose during the boom that preceded the "dot bomb" crash arose out of such business incubators. However, many of the so called incubators were simply providing free rent and moral support to fledgling entrepreneurs with no real sustainable business plan.

What is a business incubator?

A business incubator is a proven economic development and job creation mechanism. According to a recent US Economic Development Administration report, for every \$10,000 it invested in an incubator project 46-69 jobs were created.

Specifically, an incubator is a program designed to accelerate the growth and success of entrepreneurial companies through an array of business support resources and services that could include physical space, capital, coaching, common services, and networking connections.

The most common goals of incubation programs are creating jobs in a community, enhancing a community's entrepreneurial climate, retaining businesses in a community, building or accelerating growth in a local industry, and diversifying local economies.

How does it work?

Incubator clients are accepted into the program after completing a formal application and evaluation process. Acceptance usually means that a startup: is a for-profit in a growth industry, has a marketable product or service, has strong job creation potential, has a business plan, will locate the office of the President/CEO in the incubator facility, and has management that is willing to accept assistance from the program and its partners.

The formal incubation process takes place through a series of strategic and tactical working sessions. The strategic sessions are designed to help define the company business, market and capital strategies and to build the business plan. Expertise and resources are identified for the company to utilize in addressing tactical needs as they are identified through the strategy sessions or through other informal interactions with Incubator staff and advisors.

Graduation takes place when a client has achieved a level of financial and corporate growth that enables them to leave the incubator and enter the second stage of corporate growth. This process usually takes a start-up company 18-36 months.

Four Incubator Models

Incubator models vary depending the communities and markets they serve. The first model is the Local Economic Development Incubator (non-profit), the second is the Academic and Scientific Incubator (non-profit), the third is the Corporate Incubator (For profit) and the fourth is the Private Investors' Incubator (For profit). See Attachment A

About 94 percent are nonprofit organizations focused on economic development and job growth and 6 percent for-profit entities, usually set up to obtain returns on shareholders investments. Of those 54 percent are "mixed-use," assisting a range of early-stage companies, 39 percent focus on technology businesses, about 4 percent focus on service businesses, serve niche markets or assist other types of businesses and 3 percent serve manufacturing firms.

The model that is ultimately chosen by an incubator developer is usually determined by a feasibility study which helps determine if a project has a solid market, a sound financial base and strong community support – all critical factors in an incubator's success.

Roles and Responsibilities

Incubator management (a university operator) is responsible for recruiting and evaluating new clients and mentoring and advising existing clients. Management will also employ and manage onsite staff. Staff will ensure that the incubator offers adaptable space, flexible leases, shared reception, office equipment, conference rooms, and other business support services.

The County and the local universities & colleges will be the primary investors in the business incubator. We believe that the Florida High-Tech Corridor will also invest. Volusia County would be the lead agency and serve as the facilitator to coordinate interlocal cooperation among the universities and the municipalities that wish to participate in the program.

History in Volusia County

In May of 2004, County Council approved Volusia County Department of Economic Development's request to create and fund the Advanced Technology Center Entrepreneurial Center (ATCec). The ATCec was designed to provide transitional technology startups a professional environment to build their company while providing private office space, conference rooms, and access to basic business services at an affordable price. The ATCec hosted six startups during its three years of operation. The ATCec was closed at the end of its lease as the college needed the space for more classrooms.

An Academic Model for Success

The UCF Business Incubator Program is a university-driven, economic development model that is community-based, long-term and publically funded. Leadership, partnership and collaboration between UCF, county and city governments, the Florida High Tech Corridor Council, R&D resources and a network of service providers have resulted in a sustainable and replicable incubator model. The program currently boasts eight incubator facilities throughout Central Florida and has become a crucial economic development driver in the region and state. Since its founding in 1999, the UCF Business Incubation Program has helped more than 130 emerging companies create over \$500 million in annual revenue and more than 1600 new jobs with an average salary of \$59,000.

County Sponsor

Funding \$250,000 per year for three years, which amount would be subject to reduction depending on the contributions of the higher education partners and the Florida High-Tech Corridor.

UCF Management

Sample Management Agreement (Attachment B)

Universities Provide Subject-Matter Expertise/ Technology Transfer

Embry-Riddle letter of support

Facility

The primary location being considered is the former flight kitchen adjacent to the International Terminal at DBIA. This facility contains approximately 11,000 square feet, and has not been used since 1992. Demolition, new partitioning, new roof and air handlers would be required. A preliminary estimate for this work would be approximately \$1.2 million. The creation of this office space would be an excellent investment for the long term for if the incubator operation were to move in the future, the space would be a revenue source for the airport.

Leadership Team

Volusia County Leadership Team:

Mary Anne Connors – Deputy County Manager
Rick Karl – Director of Aviation and Economic Resources
Phil Ehlinger – Director of Economic Development

Business Programs Leadership Team:

University of Central Florida

Tom O'Neal, Ph.D., Office of Research & Commercialization
Edward L. Schons, Director of University Economic Development

Stakeholder Partners (to date):

Embry-Riddle Aeronautical University
Daytona State College

Regional Support Team:

Randy Berridge, President
Florida High Tech Corridor

Attachment A:

Source: "Best Practices for Managing Incubators", Rahul Patwardan, IndiaCo

	Local Economic Development Incubators	Academic and Scientific Incubators Indiaco Model	Corporate Incubators	Private Investors' Incubators Indiaco Model
GOAL	Non-profit	Non-profit	For Profit	For Profit
MAIN ACTIVITY	Generalists	High-Tech	High-Tech	High-Tech
OBJECTIVES	<ul style="list-style-type: none"> - job creation - re-industrialisation / revitalisation - economic development - support to particular target groups or industries - development of SMEs and clusters 	<ul style="list-style-type: none"> - commercialisation of technologies - development of entrepreneurial spirit - civic responsibility - image - new sources of finance 	<ul style="list-style-type: none"> - to develop entrepreneurial spirit among employees – keep talents - monitoring - access to new technologies and to new markets - profits 	<ul style="list-style-type: none"> - profits by selling stocks from a portfolio of companies allowing to risks to be spread. - co-operation between companies within the portfolio
TARGETS	<ul style="list-style-type: none"> - small commercial craft or service companies. - In some cases, high-tech companies. 	<ul style="list-style-type: none"> - projects internal to institutions prior to company creation - external projects 	<ul style="list-style-type: none"> - internal and external projects, generally related to the activity of the company. 	<ul style="list-style-type: none"> - technological start-ups generally ICT related
OFFERING	<ul style="list-style-type: none"> - hosting and shared services - administrative assistance - consulting <p><u>Eventually</u> :</p> <ul style="list-style-type: none"> - coaching –training-networking - access to financing 	<ul style="list-style-type: none"> - concept testing - technical advice and support - intellectual property advice - seed capital - basic management advice <p><u>Eventually</u> :</p> <ul style="list-style-type: none"> - access to business angels and venture capitalists - access to industrial networks - strategic advice - coaching 	<ul style="list-style-type: none"> - financial resources - prototype and market testing - access to commercial markets <p><u>Eventually</u> :</p> <ul style="list-style-type: none"> - long-term strategic partnership - Access to multiple competencies 	<ul style="list-style-type: none"> - management and strategy advice - supply of one or several types of financing and search of complementary financing. - personal networks <p><u>Eventually</u> :</p> <ul style="list-style-type: none"> - hosting and administrative assistance - legal services, public relations, recruiting, etc...

		- hosting		
	Local Economic Development Incubators	Academic and Scientific Incubators	Corporate Incubators	Private Investors' Incubators
KEY PROBLEMS	<ul style="list-style-type: none"> - durability –lack of stability of resources - quality of management and provided-services - highly dependent on the quality of the manager - governance, risk of conflicts about the objectives, bureaucratic red-tape, time spent in negotiating with the different partners. 	<ul style="list-style-type: none"> legitimate inside the institution - legal status, governance, independence and operational flexibility. - income sources - management quality - access to external resources and network . 	<ul style="list-style-type: none"> - Strategic position of the incubator for the corporate structure. - management independence and ability to mobilize internal resources. - Durability of the mission of the incubator - conflicts about the objectives between the owners / the managers of star-up and the company. 	<ul style="list-style-type: none"> quality of projects sourcing - level and conditions of the incubator payment in comparison with provided services . - valorisation of the incubator's participation at the entry and the liquidation. - durability of the incubator
TRENDS	<ul style="list-style-type: none"> - regular development. - increasing territorial coverage 	<ul style="list-style-type: none"> - rapid development under the aegis of public programs. 	<ul style="list-style-type: none"> - testing of the concept in numerous companies - likely to develop 	<ul style="list-style-type: none"> - high levels of consolidation and restructuring of the sector. - still looking for a successful model.

ATTACHMENT B

PROJECT FUNDING AGREEMENT

THIS PROJECT FUNDING AGREEMENT FOR _____ (hereinafter referred to as the "Agreement") is made and entered into this _____ day of __ 2010 by and between Volusia County, Florida, a municipal corporation existing under the laws of the State of Florida (hereinafter referred to as the "City"), with its principal place of business which is _____, and the University of Central Florida Research Foundation, Inc., a 501(C)(3) direct support organization of the University of Central Florida which supports the research and sponsored program activities of faculty, staff and students, (hereinafter referred to as "UCFRF"), with its principal place of business which is 12201 Research Parkway, Suite 501, Orlando, Florida.

WITNESSETH

WHEREAS, the City finds that it is in the best interest of its residents and the local economy to invest in programs and projects which introduce new business and industry which diversifies the economy, creates new employment and higher wage opportunities for its residents and promotes advances in research and technology; and

WHEREAS, in 1999 UCFRF initiated and opened the UCF Technology Incubator (UCFTI) which was named the National Business Incubation Association's "Top Incubator of the Year" in 2004, and to date has served more than 100 emerging technology companies, which in turn have generated more than two hundred million dollars in annual revenues and over 800 new jobs in the Central Florida region; and

WHEREAS, since the opening of UCFTI, UCFRF has partnered with local governments in Orange, Seminole and Volusia Counties to create additional business and technology incubator facilities in Central Florida; and

WHEREAS, the City wishes to provide certain funding to UCFRF, in accordance with this Agreement, for the purpose of developing a Business, Technology and Research Incubator (Project) located within the incorporated city limits of the City _____, Florida, and that UCFRF wishes to accept said funding and work with the City by providing the management as well as other services relating to the development and operation of said incubator facility

NOW, THEREFORE, for and in consideration of the mutual covenants, terms and conditions set forth herein below, the City and UCFRF agree as follows:

Section 1. Authority.

Both parties assert that they have the legal authority to perform their respective duties under this Agreement.

Section 2. Recitals. The above recitals are true and correct and form a material part of this Agreement upon which the parties have relied.

Section 3. General Purpose and Description of the Project. The general purpose of this Agreement is for the City to provide funding to UCFRF for the establishment and operation of the Project, and to memorialize the agreement and understanding of the Parties as to their respective duties and responsibilities as it relates to this undertaking. The Project will be a general business, technology and research incubator with assistance in funding by the City and established and operated by UCFRF. The project is an economic development tool designed to accelerate the growth and success of entrepreneurial companies through business support resources and services developed by the incubator management offered in the incubator and through a network of contacts. Companies utilizing the services of the Project have the potential to create jobs and economic improvement for the community, develop and commercialize new technologies, strengthen the local and regional economies, increase the ad valorem tax base for the City and to expand the electric customer base for the City. The Project will provide management guidance, technical assistance consulting to young and growing companies and will provide access to office space, meeting rooms, shared equipment, technology support and assistance in obtaining financing necessary for the company's growth. Clusters of companies working in an incubator atmosphere derive strength from working with one another, thus encouraging innovation. The goal of the Project is to produce successful companies that will graduate from the Project financially viable and freestanding.

Section 4. Term of Agreement. The term of this Agreement shall begin on the effective date of this agreement and end on the last day of the fifth year of UCFRF's occupancy of the Project Facility as described in Section 5 of this Agreement, unless otherwise terminated at an earlier date.

Section 5. Project Facility. UCFRF shall lease for a term of five years, approximately 8,000 to 10,000 square feet space in a building to be constructed in the _____. If it is determined that current funding is insufficient to fund a space of this size, either party may terminate this agreement with thirty (30) days notice to the other party. Said termination must occur prior to the disbursement of any funds as set forth in Section 8 of this Agreement. UCFRF and the developer of the building shall design the Project Facility to include office space for the facility management, project clients and tenants along with common areas such as shared meeting rooms, lab space and areas for shared equipment and support services. The design of the facility shall be made part of the lease agreement by and between the building developer/owner and UCFRF. Said lease agreement shall be reviewed by the Project Advisory Board which is described in Section 7 of this Agreement and approved by the City.

Section 6. Project Staff. UCFRF shall hire one professional incubator manager and one administrative assistant. This staffing is consistent with the incubator models for their existing incubator facilities. The Project Staff shall be UCFRF employees and will be hired under UCFRF policies and procedures.

Section 7. Project Advisory Board. The City and UCFRF shall establish a Project Advisory Board for the purpose reviewing operations and funding, to assist and help create a working synergy between the facility and existing local business and industry and to provide general support to the Project Staff. At a minimum the board shall be comprised of two members appointed by the St. Cloud City Council, two members appointed by UCFRF, one of which shall be the professional incubator manager, or his or her designee, one member appointed by OUC, one member appointed by the St. Cloud-Greater Osceola Chamber of Commerce and a representative of the Owner/Operator of the building. Rules and procedures for the board shall be established by the board, as soon as practical and as deemed necessary after the board's first meeting. The board shall meet as frequently as is required to accomplish the purposes contained herein, however not less than two (2) times per year. In addition, UCRF shall allow one (1) member appointed by the City to be a part of the existing UCRF Incubator Board, which oversees all of the incubators operated by UCFRE.

Section 8. Project Funding Provided by City. The maximum funding provided by the City for the entire term of this agreement shall not exceed XXXXX (\$XXX). The funding provided by the City shall be cumulative for the entire term and shall be paid to UCFRF. Said funding shall be used solely for expenses incurred for the staffing and operations which are directly related to the project facility. Operations shall include but not be limited to, rental, utilities, supplies and Tenant build out not covered by the landlord. Disbursement of the funding shall be as follows:

UCFRF shall notify the City in writing of its intent to occupy the facility at least sixty (60) days prior to the anticipated occupancy date. City shall disburse XXX (\$XXX) thirty (30) days prior to the determined occupancy date. The City reserves the right to inspect the facility to confirm and verify the anticipated occupancy date.

Each year thereafter, within sixty (60) days after acceptance by City of the accounting statement as set forth in Section 9 of this Agreement, the City shall disburse to UCFRF an amount of XXXX (\$XXXXX) for that year's expenses.

Nothing contained in this Agreement herein shall prevent the City or UCFRF from seeking funding from other sources for purposes to include but not be limited to expanding the Project, offsetting operating costs, the purchase of tangible assets or specialized consulting costs for the Project Facility or the City obtaining grants or other available funding to offset funding already committed or issued by the City.

Section 9. Accounting Requirements. UCFRF agrees to maintain accurate accounting information and financial records regarding the Project in conformity with generally accepted accounting principles. The City shall have the right, at its own expense, and upon reasonable notice to conduct an audit of records and accounting procedure during normal business hours at the office of UCFRF where said records are stored. No later than thirty (30) days prior to the first year of operation anniversary date and each year's anniversary date thereafter, UCFRF shall submit to the City a financial statement for the Project Facility and its operation for the current year. Said financial statement shall contain a report specific to the use of City funds.

Section 10. Force Majure. In the event UCFRF or the City fail to satisfy a requirement of this Agreement in a timely manner due to a hurricane, flood, tornado, a war, major upheaval or other acts of God or force majeure, then said party shall not be in default hereunder; provided, however, that performance shall recommence upon such event ceasing its effect.

Section 11. Indemnity. To the extent permitted by law and without waiving any sovereign immunity it may enjoy, UCFRF assumes any and all risks of personal injury and property damage attributable to the negligent acts or omissions of UCFRF and its officers, employees, servants and agents thereof while acting within the scope of their employment by UCFRF. To the extent permitted by law and without waiving any sovereign immunity it may enjoy, the City assumes any and all risks of personal injury and property damage attributable to the negligent acts or omissions of the City's officers, employees, servants and agents or other persons acting or engaged to act by the City in furtherance of the obligations of the City under this agreement.

Section 12. Insurance. Beginning thirty (30) days prior to occupancy of the Project Facility and continuing for the remaining term of this Agreement, UCFRF shall maintain general liability insurance as is customary and usual for facilities similar in nature to the Project Facility. The City acknowledges that UCFRF is self funded for liability for both public and property. UCFRF shall also provide workers' compensation coverage for all employees of the Project. UCFRF shall provide the City certificates of insurance and a written verification of all insurance covering the Project Facility at least thirty (30) days prior to occupancy.

Section 13. No Waiver of Regulatory Authority. UCFRF acknowledges and agrees that the City is one of the governmental jurisdictions responsible for issuing permits related to the construction of the Project Facility and that nothing in this Agreement constitutes or is intended to operate as a waiver of such regulatory authority.

Section 14. Compliance with Laws and Regulations. In performing under this Agreement, the City and UCFRF shall abide by all applicable laws, statutes, ordinances, rules and regulations pertaining to, or regulating the performance set forth herein, including those now in effect and hereafter adopted. Any material violation of said laws, statutes, ordinances, rules or regulations shall constitute a material breach of this Agreement, and shall entitle the non-violating party to terminate this Agreement immediately upon delivery of written notice of termination to the violating party.

Section 15. Third Parties. This Agreement is solely for the benefit of the City and UCFRF, and no right, nor any cause of action, shall accrue to or for the benefit of any third party.

Section 16. Assignment. This Agreement, and the rights and privileges established by it, shall not be assigned or transferred in whole or part by either party without the advanced written consent of the other party, which consent may be granted or withheld in that party's sole discretion, and any attempted assignment or transfer without

the other party's consent shall be null, void and of no legal effect.

Section 17. Modification of Agreement. Any waiver, alteration or modification of any part or provision of this Agreement, or the cancellation or replacement of this Agreement shall not be valid unless in writing and executed by both parties.

Section 18. Validity, Performance, Venue and Enforcement of Agreement. The laws of the State of Florida shall govern the validity, performance and enforcement of this Agreement. Venue shall be Orange County, Florida. The invalidity or unenforceability of any provision of this Agreement shall not affect or impair any other provision.

Section 19. Time. Time is of the essence in this Agreement and this provision shall apply to all terms and conditions contained herein.

Section 20. Notices. Whenever either party desires to give notice to the other, notice may be sent to:

City:

UCFRF: University of Central Florida
 Office of Research and Commercialization
 Attn: Kim Smith
 12201 Research Parkway, Suite 501 Orlando,
 Florida 32826-3246

Either party may change by written notice as provided herein, the addresses or persons for receipt of notices. All notices shall be effective upon receipt.

Section 21. No Partnership. Nothing in this Agreement shall be construed to establish an agency, partnership or joint venture relationship between the City and UCFRF.

Section 22. Default. If either party is found by the other to be in default of any terms or provisions of this Agreement, the party not in default must notify the party in default in writing. Said default shall be remedied or brought into compliance by the party in default within thirty (30) days receipt of the notice. In the event the defaulting party fails to timely correct or remedy the event of default, unless the time to cure period is extended in writing by the non-defaulting party, the non-defaulting party may declare the Agreement in default and pursue any remedy available by law or equity against the defaulting party.

Section 23. Headings. All sections and descriptive headings in this Agreement are inserted for convenience only and shall not effect the construction or interpretation hereof.

Section 24. Severability. If any provision, term or clause of this Agreement is determined to be invalid or unenforceable by a court of competent jurisdiction, shall be severable, the remainder continuing in full force and effect, but only to the extent that the

remainder does not become unreasonable or otherwise contrary to the purpose and intent of this Agreement.

IN WITNESS WHEREOF, the City and UCFRF have hereunto executed this Agreement for the purposes herein expressed. Said agreement shall take effect on the day and year first written above.

VOLUSIA COUNTY

UNIVERSITY OF CENTRAL FLORIDA:
RESEARCH FOUNDATION INC.

Name
Title

Name
Title

Date

Date

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Volusia County Department of Economic Development
Profile of business recruitment prospects & projects
Monday, July 12, 2010

72. Prospect Alpha Yankee (EF): Jun10 Out-of-state company is looking to replace and expand its current specialized vehicle assembly facility by purchase of an existing building with 280,000 to 390,000 square feet of combined office and production space located on 25 to 40 acres of land. Other requirements include: 24 foot ceiling clearance, paved parking for 600 and minimum of 10 acres of fenced storage. Employment of 300 is estimated at start-up; decision date is 1st qtr, 2011.

UPDATES: 07/07/10-No proposal was provided as there is no pre-existing building that meets the stated requirements. No further action is planned; prospect will be removed as of 07/16/10.

71. Prospect Alpha X-Ray: Jun10 Out-of-state company that manufactures medical devices is considering a relocation initiative designed to support consolidation of existing manufacturing facilities and projected revenue growth. Firm estimates they will need 50,000 square feet with expansion potential to 80,000 square feet, and could hire 50 or more employees. The availability of specific skills sets and a comprehensive incentive package will be critical factors. Company timeline and decision matrix is still taking shape, and they are also considering the state of NC.

70. Prospect Alpha Whiskey: Jun10 International company is looking for a 30,000 square foot, build to suit, facility to be located in SW Volusia County designed to consolidate existing FL locations. They are seeking a 10 to 15 year lease, and could hire 10 employees. Critical needs include enough land for adequate maneuvering room of semi-tractor trailers and future expansion of the facility. Selection of a site is to be made in 2010, with opening of the facility in 2011.

69. Prospect Alpha Victor (EF): Jun10 International company wants to develop, construct and operate a recycling plant in Florida. The firm is planning to lease an existing building of 80,000-100,000 square feet on approximately 9 acres. Capital investment could be \$3.5 million with employment estimated at 30 to 50 over 1 to 5 years, respectively. Stated decision date is no later than 3rd quarter 2010 with planned 'in-operation' date of 2nd quarter 2011. **UPDATES:** 06/04/10-Response was sent.

68. Prospect Alpha Uniform (EF): May 10 Out-of-state company plans to develop, construct and operate a 32.5 MW photovoltaic solar panel manufacturing plant. Company strongly prefers to lease a 300,000 square foot building but will consider build to suit. Site should be within one hour of an international airport with easy access to interstate highways, near an electrical substation and near technology and academic communities involved in renewable energy. Employment at start up and in five years is 108, with planned in operation date of 2nd qtr 2011. **UPDATES:** 06/02/10-Response was sent.

67. Prospect Alpha Tango (EF): Apr10 Out-of-state consultant is assisting a U.S. company who seeks a domestic assembly & production facility for lighting materials as part of relocating production from China. Company will consider communities in the 'Sunbelt states' that offer fully air conditioned buildings of 25,000 to 30,000 square feet (10,000 sq ft of production, 11,000 sq ft of warehouse with 24 ft clear ceiling height, and 3000 sq ft for office/testing room). Another critical need is "the ability to compete with other communities with added local inducements and incentives". Employment is expected to be 300 with an estimated average wage below \$30,000. **UPDATES:** 05/06/10-Response was sent.

66. Prospect Alpha Sierra (EF): Apr10 Out-of-state consultant is seeking a building for a “plug & play” call center. Company wants to lease an existing facility 20,000 to 40,000 square feet that will support 200 employees. Average wage is \$23,000 and decision date is the end of April 2010. [UPDATES: 04/19/10-Response was sent. 05/21/10: Site consultant states they were able to show that Florida was the only choice and are in the process of narrowing down the sites.](#)

65. Prospect Alpha Quebec (EF): Apr10 Out-of-state consultant has a call center client seeking minimum of 18,000 square feet of “plug & play” space that would allow for growth to 35,000 sq ft. Lease is preferred and a decision is expected to support a planned “in-operation” date of 2nd or 3rd quarter, 2010. Start-up employment is 150-200 at average hourly wage of \$10. “The facility details are paramount with this client”. [UPDATES: 04/16/10-Response was sent.](#)

64. Prospect Alpha Papa (EF): Apr10 Out-of-state provider of call center operations wants to establish a regional center of excellence that will serve as their training and management center. Building needs are for 10,000 to 15,000 square feet of Class B or Class C office space; 3 to 5 year lease term is preferred. Other specifications include parking for 150 employees; bathrooms to code for 150 people; electrical/data room with its own HVAC; telecommunications room (CAT 6 cabling preferred). Site must be within 5-10 minutes of major highway and within 45 minutes of a major airport (direct flights to Boston preferred). Bilingual workforce is required. Company is also considering TX, UT & AZ, and has a planned “in operation” date no later than 12/31/10. [UPDATES: 4/20/10: Response was sent.](#)

63. Prospect Alpha Oscar: Mar10 Out-of-state company that manufactures medical devices is developing an expansion initiative to support projected revenue growth. Firm estimates they will need 60,000 square feet and could hire 50 or more new employees – the availability of specific engineering skills sets will be a critical factor. Company is planning to make a decision within 12 months and is considering locations in IL, TX, FL, Puerto Rico and Mexico. [UPDATES: 06/11/10-Company is still in the process of collecting information about their target locations, and has recently added ‘acquisition’ to the list of options they are considering.](#)

62. Prospect Alpha November (EF): Mar10 Out-of-state company that manufactures cosmetics, pharmaceuticals and medical device products is seeking a 45,000 to 50,000 square foot building (10,000 for office, 2500 for clean room, 35,000 for manufacturing & warehouse). Other critical needs include local inducements or incentives, and the ability to attract the ‘pharma’ skills needed for research and manufacturing. Employment estimated to be 118, with ‘in-operation’ date in 3rd quarter 2010. [UPDATES: 03/18/10-Response was sent.](#)

61. Prospect Alpha Mike (EF): Mar10 Out-of-state company wants to move their commercial bakery operation closer to their Southeastern U.S. market. This firm is seeking a 40,000 to 70,000 square foot former bakery facility with 25-30 foot ceilings, 10 truck bays and natural gas utilities. Employment is approximately 50, and their decision date is “ASAP”. [UPDATES: 03/10/10-Response was sent.](#)

60. Prospect Alpha Juliet (EF): Feb10 Out-of-state company wants to locate a woody biomass generation plant in FL. Heavy truck traffic and a constant noise level of 80dB will accompany this operation. The ideal site is 20 acres (10 minimum) with close proximity to: a). existing electrical substation or high voltage transmission line (Progress Energy is preferred), b).one or more wood suppliers, and c).good access for heavy truck traffic (20 loads per day). Employment estimated at 25. Company’s objective is to lease or purchase the land in 2-3 months. [UPDATES: 02/19/10-Response was sent. 02/26/10-A member of the site evaluation team has responded with questions. 03/05/10-A company representative wants to learn more about the suitability of sites in](#)

West Volusia. 03/12/10-Representative is visiting Central FL week of March 15, to include Volusia County. 03/19/10- Company's representatives remain interested in Central FL, including Volusia County, but are still working to develop confidence in the availability of a sustainable supply of wood providers in addition to understanding the site costs associated with constructing a biomass plant. 07/02/10-Company states they now have contracts to "build woody biomass power generating capacity" and that "Volusia County remains near the top of prospective sites".

59. Prospect Alpha India (EF): Feb10 Out-of-state producer of steel & aluminum accessories is considering relocation of a light manufacturing facility. Company seeks to lease 50,000 square feet (46K production & 4K office) of EXISTING Class A- or Class B-type industrial space that offers natural gas utilities, is located on/near the water, and has reasonable access to Interstate highways and a seaport (less than 1 hr). Employment is estimated at 100 over 5 years and incentives are a "critical" need. The planned 'in operation' date is in 2011. [UPDATES: 02/18/10-Response was sent.](#)

58. Prospect Alpha Hotel (EF): Feb10 Out-of-state company that manufactures airport ground support equipment is searching the southern U.S. for sites to relocate their corporate office and production facility. This firm is seeking an EXISTING facility of 75,000 square feet that is expandable to 100,000 sq ft. Ceiling height requirement is 32 feet clear, and a minimum of 2 loading docks are required. Employment estimated at 86 positions over 2 shifts, with a planned 'in operation' date of Q3, 2010. [UPDATES: 02/17/10-Response was sent. 4/9/10: Company is considering TX and OK.](#)

57. Prospect Alpha Golf (EF): Jan10 Out-of-state company that provides aircraft maintenance and overhaul, pilot training, and engineering services is looking for a 130,000 sq foot hangar that is on an airport with a 10,000 foot runway. Client is willing to consider the hangar on a 5,000 foot runway within 15 minutes drive time of the 10,000 foot runway but the airport must be able to accommodate flight training. Client prefers to retrofit or expand an existing hangar but will consider build to suit. Employment estimated at 200 high wage positions with an earliest 'in operation date' of late Q3/early Q4, 2010. [UPDATES: 02/02/10-Response was sent.](#)

52. Prospect Alpha Bravo: Oct09 Out-of-state manufacturer is looking for an existing 25,000 square foot manufacturing facility with room for expansion to 50,000 square feet. Unique utility requirements include 480-volt, 3-phase power and natural gas. Purchase and lease-to-purchase will be considered. Site selection in East Central Florida is planned for December, 2009 with 1st quarter 2010 operational status. Projected employment is 75 by year 3. [UPDATES: 10/30/09 Prospect has reviewed available options in our area, as well as in other parts of FL, and is now focused on a site in New Smyrna Beach and one in Brevard County. 12/04/09-Client company continues to consider 2 FL locations, but has reduced projected employment to 45 persons. 02/26/10-The company is waiting to close on their expected financing deal. 4/1/10-County Council has approved a resolution that would provide the local financial support for 125 jobs as part of a pending application for business incentives from the QTI Tax Refund program. 07/01/10 -The State of Florida has approved the company's application for the QTI Tax Refund program.](#)

43. Prospect Texas: Jun09 In-state company is seeking to lease an existing 50,000 square foot facility with an open floor plan in the Southeast U.S. Their core competency is the research, development and manufacturing of diagnostic kits for the medical industry. Facility should allow for expansion up to 100,000 square feet; the firm expects to narrow the search this summer with a decision in 4th quarter. Initial employment numbers are 30-35 with growth numbers to be determined. [UPDATES: 7/24/09-Consultant engaged by the company will be assessing Volusia County's ability to "recruit and retain talent with the appropriate skill sets". 7/31/09-Consultant](#)

appears ready to “drill down” to the next level with regards to workforce and properties available in Volusia County. 9/4/09-Consultant is preparing for mid-Sept board meeting that is expected to create “short list”. 10/2/09-The consultant is reporting that a recent meeting of the board of directors resulted in the relocation initiative being placed "on-hold". It appears that internal politicking continues on which is the best consideration; an International or a U.S. region. 12/11/09-Consultant states this initiative is “still on hold pending an uptick in sales”.

19. Prospect Maine: Oct08 Out-of-state manufacturer is seeking a 150 acre tract of land on which to locate a 1.5 million square foot distribution center. Site options must include easy Interstate access and should not be constrained by existing highways with lower levels of service. Prospect would employ 450+ workers; timeframe is 24-36 months. UPDATES: 11/10/08-Site consultant is conducting due diligence on 6-7 separate Volusia County sites, in addition to sites in the greater Orlando and the greater Atlanta areas. 11/14/08-Site consultant has completed another site review meeting with client; they remain interested in a few Volusia County locations. 12/5/08-Site consultant has met with City of Deltona officials. 2/27/09-Consultant states the next client meeting is scheduled for March. 5/5/09-Consultant states that project is “still active but not likely to regain momentum until 2010”.

2. Prospect Alaska: Apr08 Out-of-state manufacturer of material handling and packaging systems is seeking a location to construct a 75,000 square foot production and distribution facility. Company requires fully permitted and shovel ready location and plans on employing up to 50 personnel. Sites were considered in DeLand, Port Orange, Daytona Beach and Ormond Beach; focus has been narrowed to Daytona and Ormond Beach. Decision timing is 18-24 months UPDATES: 10/27/08-South Daytona site was shown to prospect. 11/10/08-Prospect has re-visited Ormond site and is re-evaluating their original building layout. 3/6/09-Prospect is forecasting flat or declining revenue for 2009; this initiative has been placed on-hold. 5/15/09-Consultant has shared that the decision maker is revisiting this initiative. 11/20/09-Consultant states that owner has asked for information about a site in Deland. 3/5/10- Prospect has requested additional information about a site in DeLand. 4/23/10-Prospect has submitted a bid on Lot 1 at Deland Crossing Industrial Park. The bid appears to meet all of the qualifications and will go before County Council for approval. 05/07/10-County Council has approved a resolution that would provide the local financial support for 39 new jobs and 11 retained jobs as part of a pending application for business incentives from the QTI Tax Refund program. 06/11/10-The State of Florida has approved the company’s application for the QTI Tax Refund program.

Project A: 2006 Out-of-state manufacturer of automotive components has decided on a Daytona Beach location to construct a 50,000 square foot production facility. Project has been delayed due to a delay in contract award by major vendor. Project plans to employ up to 40 personnel.

Project B: 2006 Out-of-state manufacturer of automotive after-market components has selected a DeLand location in which to construct 62,000 square feet of production and show room space. Official grand opening held July 31-August 1, 2009.

Project C: 2009 International manufacturer of custom motorcycle equipment has chosen an Ormond Beach location totaling 10,000 square foot, including show room space. This firm will be located near Destination Daytona. They expect to employ up to 15 personnel and are planning to be open for business in Feb09.

Project D: 2009 Out-of-state manufacturer is opening a steel cart refurbishing operation in Volusia County. Owners have selected a 30,000 square foot space in the Edgewater area and anticipate 12+ employees at start. Owners have closed on the building, and are in business.

Project E: 2009 Out-of-state company that refurbishes aviation equipment has leased an 18,000 square foot facility in Ormond Beach. This firm expects to begin operations in early June and anticipates having 5 or more employees.

Project F: 2009 In-state manufacturer of a new alternate energy solution has leased a 70,000 square foot site in DeBary. Owner plans to relocate the existing business within 2 months, to include most of their current workforce. Company forecast is to grow to 250 employees in 3 yrs.

Project G: 2009 In-state company has signed long-term lease for a 10,000 square foot location at Destination Daytona and is renting classroom space at Wyotech. The firm has received County & State approvals for QTI performance grant and anticipates adding 50 employees within 3 years.

Project H: 2009 Out-of-state company has signed an option to purchase property west of Deland to establish a rail-served distribution yard adjacent to CSX tracks. This firm will use conveyor systems to unload aggregate from railcars into stockpiles; employment #'s expected to be 5-10.

Project I: May 2010 Out-of-state company has announced its decision to locate in Daytona Beach, and expects to make an initial capital investment of \$400,000 with commitments to add 22 jobs over 3 years.

PROSPECTS REMOVED or ADVANCED

- 56. Prospect Alpha Foxtrot: Jan10 [Removed 03/19/10](#).
- 55. Prospect Alpha Echo (EF): Jan10 [Removed 04/16/10](#).
- 54. Prospect Alpha Delta: Dec09 [Removed 05/28/10](#).
- 53. Prospect Alpha Charlie (EF): Dec09 [Removed 12/18/09](#).
- 51. Prospect Alpha Alpha (EF): Oct09 [Removed 11/13/09](#).
- 50. Prospect Wyoming: Oct09 [Advanced to "project" status 12/18/09](#).
- 49. Prospect Wisconsin: Sep09 [Advanced to "project" status 05/21/10](#).
- 48. Prospect West Virginia (EF): Sep09 [Removed 11/20/09](#).
- 47. Prospect Washington (EF): Aug09 [Removed 09/25/09](#).
- 46. Prospect Virginia: Jul09 [Removed 09/11/09](#).
- 45. Prospect Vermont: Jul09 [Advanced to "project" status 08/14/09](#).
- 44. Prospect Utah (EF): Jul09 [Removed 07/31/09](#).
- 42. Prospect Tennessee: Jun09 [Advanced to "project" status 09/18/09](#).
- 41. Prospect South Dakota (EF): Jun09 [Removed 04/16/10](#).
- 40. Prospect South Carolina (EF): Jun09 [Removed 06/26/09](#).
- 39. Prospect Rhode Island (BDP): Jun09 [Removed 07/2/09](#).
- 38. Prospect Pennsylvania (EF): Apr09 [Removed 01/22/10](#).
- 37. Prospect Oregon (EF): Apr09 [Removed 09/4/09](#).
- 36. Prospect Oklahoma: Apr09 [Advanced to "project" status 06/5/09](#).
- 35. Prospect Ohio: Apr09 [Removed 12/11/09](#).
- 34. Prospect North Dakota (EF): Mar09 [Removed 05/1/09](#).
- 33. Prospect North Carolina (BDP): Feb09 [Removed 05/15/09](#).
- 32. Prospect New York (BDP): Feb09 [Removed 09/11/09](#).
- 31. Prospect New Mexico (BDP): Feb09 [Removed as of 11/13/09](#).
- 30. Prospect New Jersey (BDP): Feb09 [Removed 02/20/09](#).

29. Prospect New Hampshire (BDP): Feb09 Removed 02/20/09.
28. Prospect Nevada: Jan09 Advanced to "project" status 02/20/09.
27. Prospect Nebraska (EF): Jan09 Removed 03/20/09.
26. Prospect Montana: Dec08 Removed 08/14/09.
25. Prospect Missouri: Dec08 Removed 04/16/10.
24. Prospect Mississippi: Dec08 Removed 03/6/09.
23. Prospect Minnesota (EF): Nov08 Removed 02/20/09.
22. Prospect Michigan (EF): Nov08 Removed 11/25/09
21. Prospect Massachusetts (EF): Nov08 Removed 02/20/09.
20. Prospect Maryland: Nov08 Removed 06/5/09.
18. Prospect Louisiana: Oct08 Removed 12/12/08.
17. Prospect Kentucky: Oct08 Removed 11/21/08.
16. Prospect Kansas: Oct08 Advanced to "project" status 01/16/09.
15. Prospect Iowa (EF): Oct08 Removed 03/20/09.
14. Prospect Indiana: Sep08 Removed 04/16/10.
13. Prospect Illinois (EF): Sep08 Removed 11/7/08.
12. Prospect Idaho: Sep08 Removed 11/25/09.
11. Prospect Hawaii: Oct08 Removed 02/20/09.
10. Prospect Georgia: Aug08 Removed as of 11/13/09.
9. Prospect Florida: Aug08 Removed 02/20/09.
8. Prospect Delaware (EF): Aug08 Removed 12/12/08.
7. Prospect Connecticut (EF): Jul08 Removed 11/14/08.
6. Prospect Colorado: Mar08 Removed 08/14/09.
5. Prospect California: Jun08 Removed 01/16/09.
4. Prospect Arkansas (EF): Mar08 Removed 10/31/08.
3. Prospect Arizona: Sep07 Removed 06/5/09.
1. Prospect Alabama: Aug08 Removed 02/13/09.

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New Smyrna Beach

CRA Master Plan Update

Project Report | January 2010



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- Commissioner J.S. Grasty – Zone 2
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To all of the residents, business owners, and other vested parties who took time out of their busy schedules to meet with us and attend presentations. Your hospitality and input was invaluable in the development of this CRA Master Plan Update. Our sincerest appreciation to everyone who contributed ideas and time to this planning process.



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New Smyrna Beach

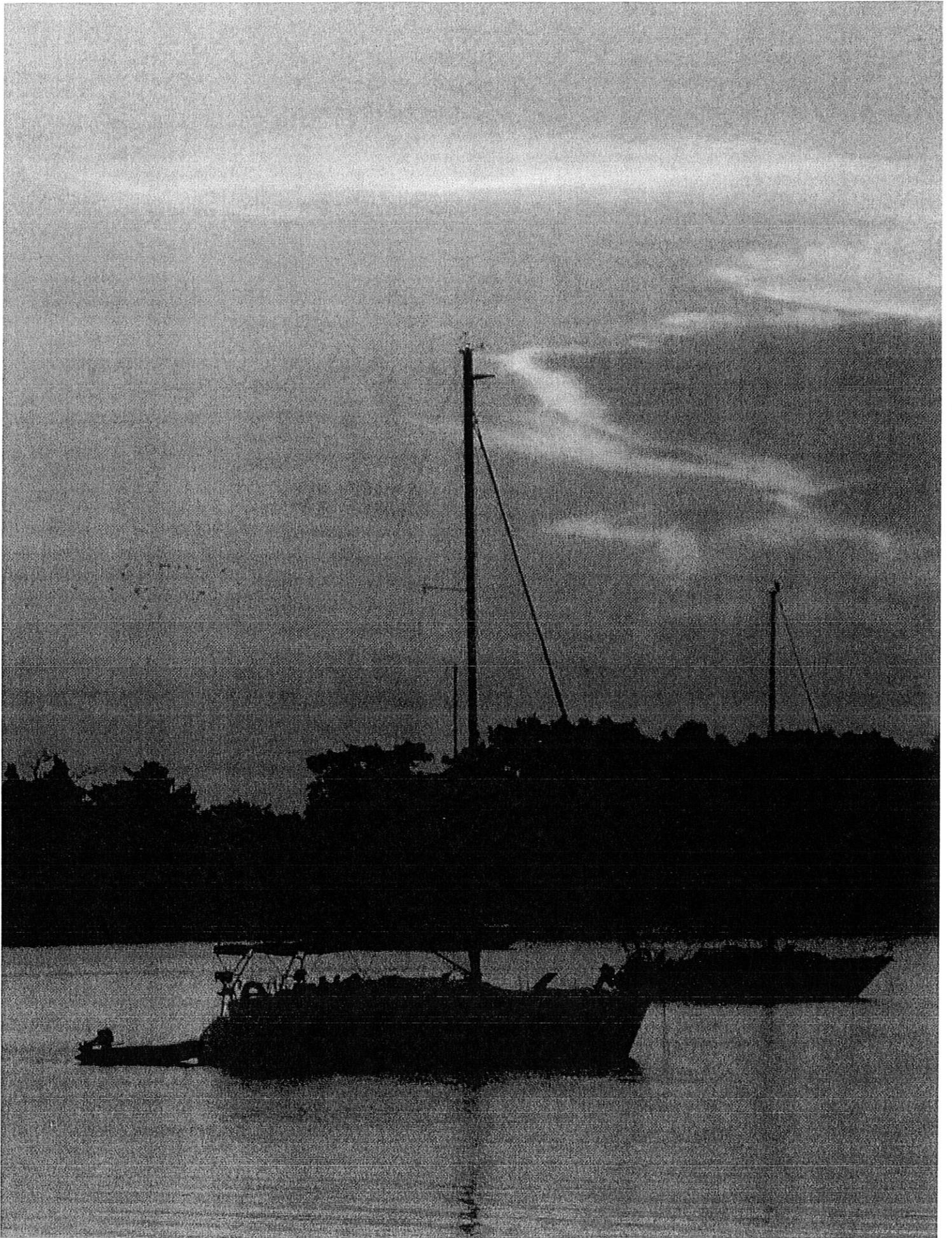
CRA Master Plan Update

Project Report | January 2010

Prepared for:



COMMUNITY
REDEVELOPMENT
AGENCY



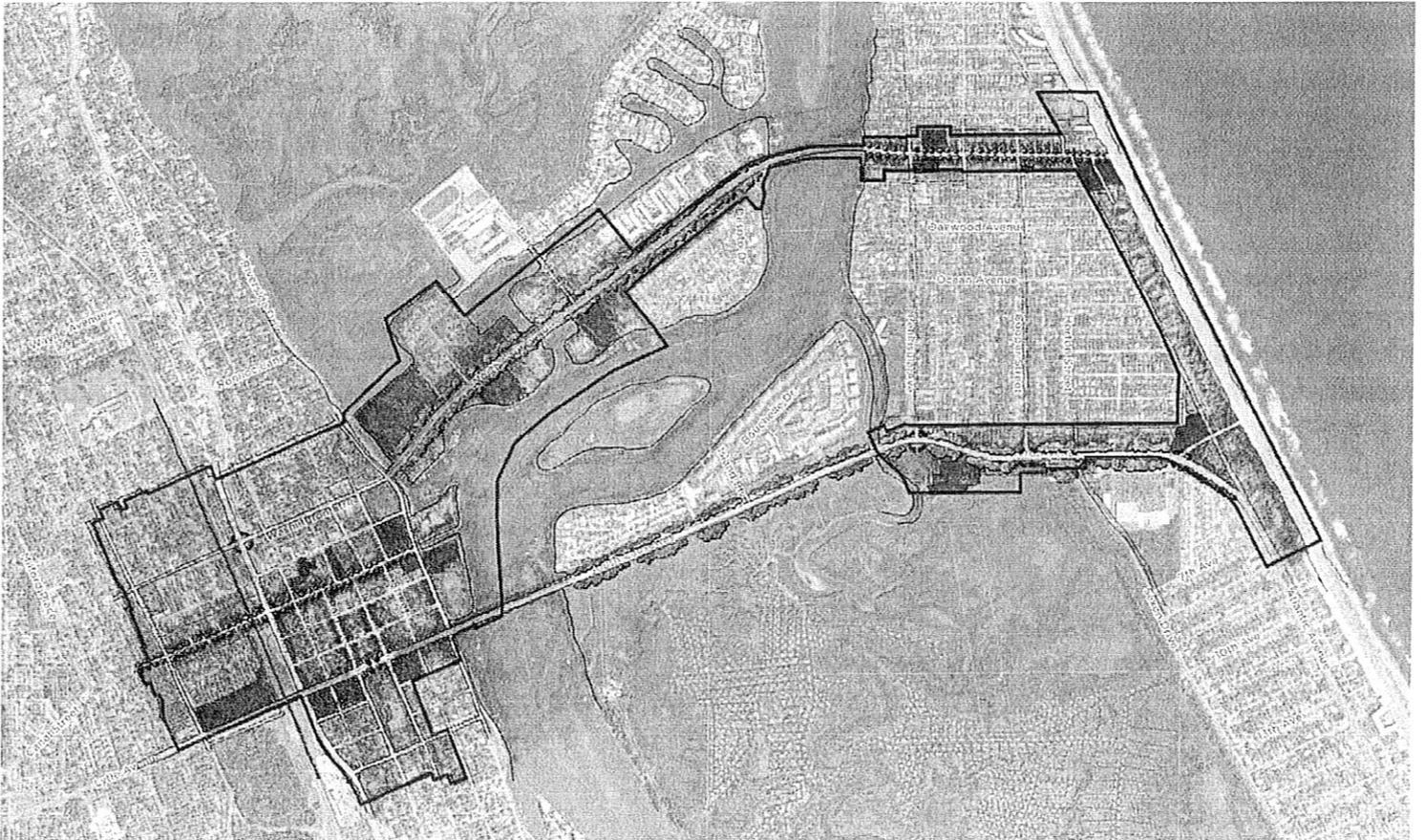
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01

Executive Summary and Project Overview

New Smyrna Beach CRA Planning Boundary



The Master Plan identified a wide range of recommendations that included Capital Improvements, Policy/Partnership, Investment Facilitation and Marketing.

Executive Summary

The downtown New Smyrna Beach CRA covers a historic, cultural and social landscape that provides a rich character and sense of place for the entire east Volusia region, and is well known throughout Florida and the Eastern seaboard of the United States.

Working collaboratively, the CRA Board and staff, City Commission and staff, business community and local residents participated in a nine month process to identify issues and strategies which will drive public and private investment in the CRA area over the next five years. The process is a guided discussion designed to focus numerous points of **Input** into **Themes** forming the basis of strategic **Frameworks**, which drive a prioritized **Action** list. For the New Smyrna Beach CRA, the Strategic Frameworks are critically important as they will guide both current and future initiatives:

- **Strengthen the Neighborhoods**
- **Support the Main Streets**
- **Create a Healthcare District**
- **Broaden the Tourism Market**
- **Enhance the Green and Blue Infrastructure**
- **Connect the Community**

Regarding action plan initiatives, the most significant 'new idea' coming out of the Master Plan process is simply the recognition that bricks and mortar public infrastructure investments alone are not enough to facilitate redevelopment – particularly in a challenging and competitive environment. 'Build it and they will come' is often misrepresented as an end to itself. Updated public infrastructure, while very important, often serves only to 'set the table' – creating a desirable address for investment. There are critically important additional steps to actually leverage the investment and create activity.

Successful redevelopment authorities take an active role in bringing 'Feet to the Street', creating positive energy while directly facilitating investment through engagement and collaboration with private interests. Two separate market analyses of this area indicated untapped retail purchasing power and residential investment opportunity. However, both studies identified barriers and challenges associated with realizing these opportunities. The New Smyrna Beach CRA (in collaboration with the City, Utility Commission, Volusia County and Bert Fish Medical Center) can and should take a dynamic role in leading these efforts within a productive and partnering environment.

Therefore, using the Frameworks as an organizing element, the Master Plan identified a wide range of recommendations that included **Capital Improvements, Policy/Partnership, Investment Facilitation and Marketing**. These ideas were organized into an Action List which was evaluated and ranked in two joint City Commission / CRA Board work sessions. The Action List comprises priority initiatives fitting within the projected 5 year CRA budget as well as other important activities which could be pursued should additional funding or future years come into consideration.

Through the planning process, New Smyrna Beach's elected officials, staff, citizens and stakeholders have provided leadership regarding the important role of the CRA within the City – and recognized the importance of partnerships, including **Volusia County** and the **Bert Fish Hospital** who are critical funding and strategic partners. A continued open minded and guided approach to leadership and project facilitation will be paramount for the recommendations of the CRA Master Plan Update to effectively leverage public policy and investment into new forms of economic development, investment and activity. Given this direction, the future of New Smyrna Beach is very bright.

Project Purpose

The City of New Smyrna Beach Community Redevelopment Agency (CRA) commissioned Glatting Jackson Kercher Anglin / AECOM to prepare a master plan update and implementation strategy for the New Smyrna Beach CRA area. The Glatting Jackson / AECOM design team included land use planners, landscape architects, transportation designers, and urban designers. In addition to the internal Glatting/AECOM team, Robert Charles Lesser & Co. (RCLCO), Gibbs Planning Group, and RMPK, Inc. have provided market, retailing, and funding evaluations, respectively.

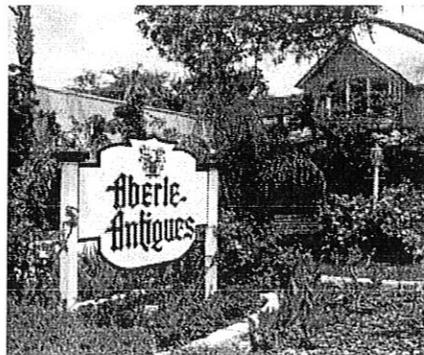
The work was given particular focus towards identifying economic development opportunities, public projects and policy initiatives which can maintain and enhance the existing character of place by directly benefitting the local business community, adjacent residential and regional desirability. The plan puts in motion a number of ideas which are both feasible today and relevant beyond the May 9, 2015 sunset date, given the CRA maintains discussions with Volusia County and Bert Fish Medical Center to evaluate the mutual benefits of renewing the CRA designation and partnership.

CRA Background

The City of New Smyrna Beach, Florida, is a coastal community in eastern Volusia County, located south of Daytona Beach and north of Cape Canaveral. New Smyrna Beach has a population of over 22,000 residents but also serves as a destination point for countless visitors throughout the year, who come to enjoy the area's beaches as well as the historic downtown areas. The character of the community is best represented by the City's slogan "Catch the Charm." The goal of the City is to "enhance" the charm while making strategic and timely public improvements within the various business districts.

The New Smyrna Beach Community Redevelopment Area was created in 1985 to provide for the revitalization of the downtown areas, including Canal Street on the mainland and Flagler Avenue on the beachside. The original Redevelopment Plan was updated in 1995 to evaluate its goals, objectives and direction, and to update the capital improvements schedule and management plan. Since that time, a number of projects have been successfully implemented, including the Canal Street and Flagler Avenue Streetscapes, City Marina, Flagler Avenue Boardwalk, and various parks and parking facilities.

Today, the CRA is focused on translating those investments into new economic activity while continuing to accomplish strategic public enhancements. This 'translation' objective has driven a focus on **partnerships and collaboration** which can result in new CRA initiatives to facilitate local business and private development.



Guiding Vision Statements

As part of the CRA Master Plan Update, the team worked with participants to develop some guiding language to assist in providing focus for efforts during the project. These statements help to maintain the focus of all the public input, technical data and brainstorming ideas concerning the CRA's "reason for being". These statements were fluid and evolved as the project progressed.

Project CRA Mission Statement:

To Maintain and Enhance the Retail and Service Centers that are the Character amenity for the entire City and surrounding region.

Project CRA Strategy:

To identify and Implement Public Investments or Policy that will induce quality private investment response in order to reach the desired character and economic potential of the area.

Project Regional Benefit:

To perpetuate the long term viability of cultural and economic resources for the purposes of permanent and temporary residents, and to make environmentally responsible use of existing infrastructure and natural assets.

Community Vision

In any comprehensive and inclusive process, the input and opinions collected are numerous and wide ranging. Often, one issue is linked to another and there is a significant challenge to discuss about the specific parts in a way that reconciles relationships and connects to the whole. This process used several organizational systems to group issues into broad subject matter that could be discussed holistically, while making reference where appropriate to detail issues.

During the Issues and Opportunities portion of the work where large amounts of input was taken, the project steering committee and planning team established several "Citizen-based Themes" that provided the template for subsequent Strategic Frameworks and recommended Actions. The Themes and associated input are more fully detailed in Section 2 Citizen Driven Process.

Neighborhood Character – Desire to keep the small beach town scale, quiet streets, mix of housing types, and integration of arts and cultural community. New residential will be facilitated through re-investment and quality new development that is in-character with New Smyrna Beach.

Five Main Streets (West Canal/East Canal, Flagler Ave., US1-Dixie Hwy, 3rd Avenue) – Each has its own role as a retailing and service venue that facilitates economic activity within some context of community activity, pedestrian bicycle activity and the movement of vehicles. The presence of locally owned businesses is very important to the unique feel of New Smyrna Beach.

Bert Fish Hospital – 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.

Hospitality – "High Quality" beach town character hospitality uses need to be expanded to provide accommodations for visitors and enhance the success of the retail businesses and recreational opportunities, while respecting adjacent residential neighborhoods.

Public Open Space and Cultural Venues – Existing open space and recreational facilities are popular, but need to be reinvested in and enhanced. The City lacks a significant event space for the performing arts, large events (weddings graduations) and could likely support more activity based on its Arts Community.

Redevelopment/Reinvestment – Significant redevelopment and reinvestment opportunities exist, but the approval process is difficult, unclear and time consuming. A general lack of cooperation by the governing entities leads many developers to look elsewhere (suburbs or other cities).

Frameworks for Change

Building on the Themes, the master plan organized several Strategic Frameworks to form the structure for new ideas. The many implementation ideas (Actions) were comprised of specific Capital Improvements, Policy & Partnerships, Investment Facilitation, and Marketing & Promotion initiatives –aligned to one or more of the Frameworks, often with multiple benefits to the community. (The magnitude of these benefits in support of the Frameworks provided a significant part of the rationale for the subsequent project prioritization list). The Strategic Frameworks are more fully detailed in Section 5 -Frameworks for the Future.

Strengthen the Neighborhoods – Initiatives include; street infrastructure and corridor enhancement projects, design standards, workforce housing, code enforcement, infusion of the Arts, and investment grants

Support the Main Streets – Initiatives include; additional parking capacity, streetscapes, retailing 'best practices', comprehensive wayfinding and signage, key parcel redevelopment, incentive programs, a Main Street Coordinator, outreach to Bert Fish Medical Center, marketing and promotion, and targeted business recruitment.

Create a Healthcare District – Initiatives include; pedestrian enhancements, parking, stronger partnership with the hospital, incentives for residential and medical office development, and marketing.

Broaden the Tourism Market – Initiatives include; branding "The Loop", additional parking, wayfinding, gateway enhancements, strategic hotel development, incentives, and outreach.

Enhance the Green and Blue Infrastructure – Initiatives include; Seawall and boardwalk park enhancements, streetscapes, drainage solutions, parking fees, enhanced maintenance, public access to the water, and promotion of events.

Connect the Community – Initiatives include; wayfinding, sidewalk and bike lane enhancements, reconfiguration of the Canal Street and SR 44 split, West Side enhancements, and alternative transportation modes.

Action / Priorities Matrix

The compilation of projects recommended by the Glatting Jackson / AECOM team was assembled as a list of implementation initiative recommendations for consideration in capital improvement planning and budgeting. The list composes a "menu" of projects and an initial budgeting framework which is foreseen as a precursor to further detailed design and planning.

The Action / Priorities Matrix provided on the following page is predicated on all of the citizen driven input and collaborative work sessions with the CRA Board and City Commission. This project listing was prioritized based upon the projects feasibility, redevelopment impact, and benefit to multiple Strategic Frameworks. These prioritized projects were matched with the anticipated future budget projections for the remaining life of the CRA

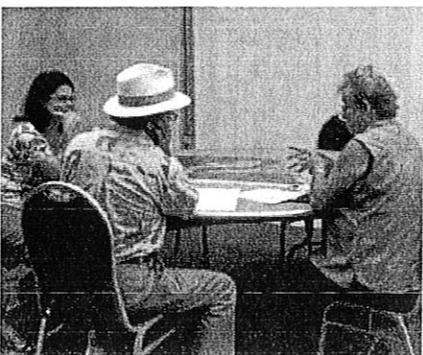
Action / Priorities Matrix

CRA Initiatives	Joint City/ CRA MTG Priority 11.17.09	Comments
Development Assistance & Incentives	A	Specific program elements TBD by CRA Board
Policy & Partnership Funding	A	Specific program elements TBD by CRA Board
Marketing & Promotion Funding	A	Specific program elements TBD by CRA Board
Flagler Avenue Boardwalk Park	A	Possible grant opportunities
Signage / Wayfinding	A	CRA district wide
CorMeth Parking	A	Possible grant opportunities
Washington Street Business District	A	Possible grant opportunities
Washington Street Improvements	A	Possible grant opportunities
North Atlantic Avenue Improvements	A	Tied to Esther Street Park
Esther Street Park	A	Tied to North Atlantic Imps. legal requirement including new parking, beach access
Medical Services District Improvements	A	In partnership with BFMC
Flagler Avenue Parking	B	Additional parking in Flagler Ave. area
North Causeway Improvements	B	Landscape & trail beautification
Gateway Landscaping & Beautification	B	Annual landscape enhancement budget
SR44 Crossing Treatments (6)	B	Pedestrian & beautification enhancements
Medical District Parking	B	Possible joint use BFMC
Riverside Park Seawall / Lighting	B	Initial budget repairs
Streetscape Canal Neighborhoods	B	Pedestrian lighting, walks, trees
Canal Street Parking	B	Additional parking in Canal area
Myrtle Avenue Infrastructure Project	B	Streetscape north of Canal
SR44 & West Canal Street Gateway	C	City lead
Transit Subsidy	C	Assistance to pedicabs, electric cars
Marina / Boardwalk Expansion	C	Open views, access to marina
3rd Avenue Streetscape	C	Palm trees, crossings, etc.
Water Taxi Subsidy	C	
3rd Avenue Gateway	C	To reinforce entry / exit
Mainland Splash Park	C	West neighborhoods
Myrtle Avenue Traffic Calming	C	South of Canal for cut-thru traffic
Canal Street Underground Electric	C	Partner with Utilities Commission
Julia Street Project	C	Added per Lynne Plaskett

02

Citizen Driven Process

The CRA assembled a steering committee consisting of community leaders and constituents actively engaged in the current issues. The committee included business owners, downtown residents, developers, professionals, and local institutions.



Process

The goal of the New Smyrna Beach CRA Master Plan Update was to prepare a shared community vision which embraced both the specific concerns of the local residents and more broad contemporary urban design principles. Glatting Jackson / AECOM assimilated community input, technical design evaluation, and shared principles of urban design to produce an implementable working master plan. The approach was to facilitate an iterative process that progressively funnels many points of **Input**, into **Themes** that can relate strategic **Frameworks** which will ultimately drive a prioritized **Action** list.

Technical Evaluation

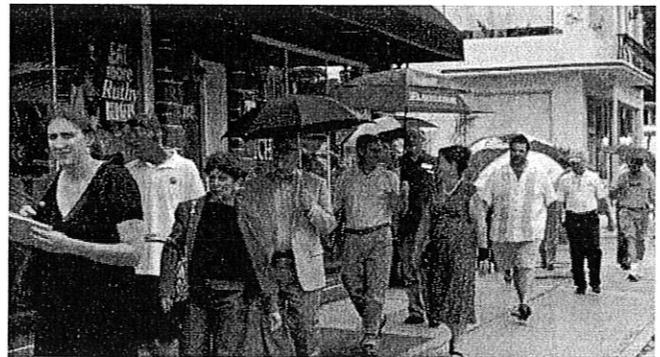
In the initial stages of the project, the Glatting Jackson Team studied physical aspects of the CRA and the adjacent areas. The Team took inventory of existing information provided by the City, provided an analysis of the existing conditions, and prepared a Findings Technical Memorandum which is attached as an appendix to this report.

Community Involvement

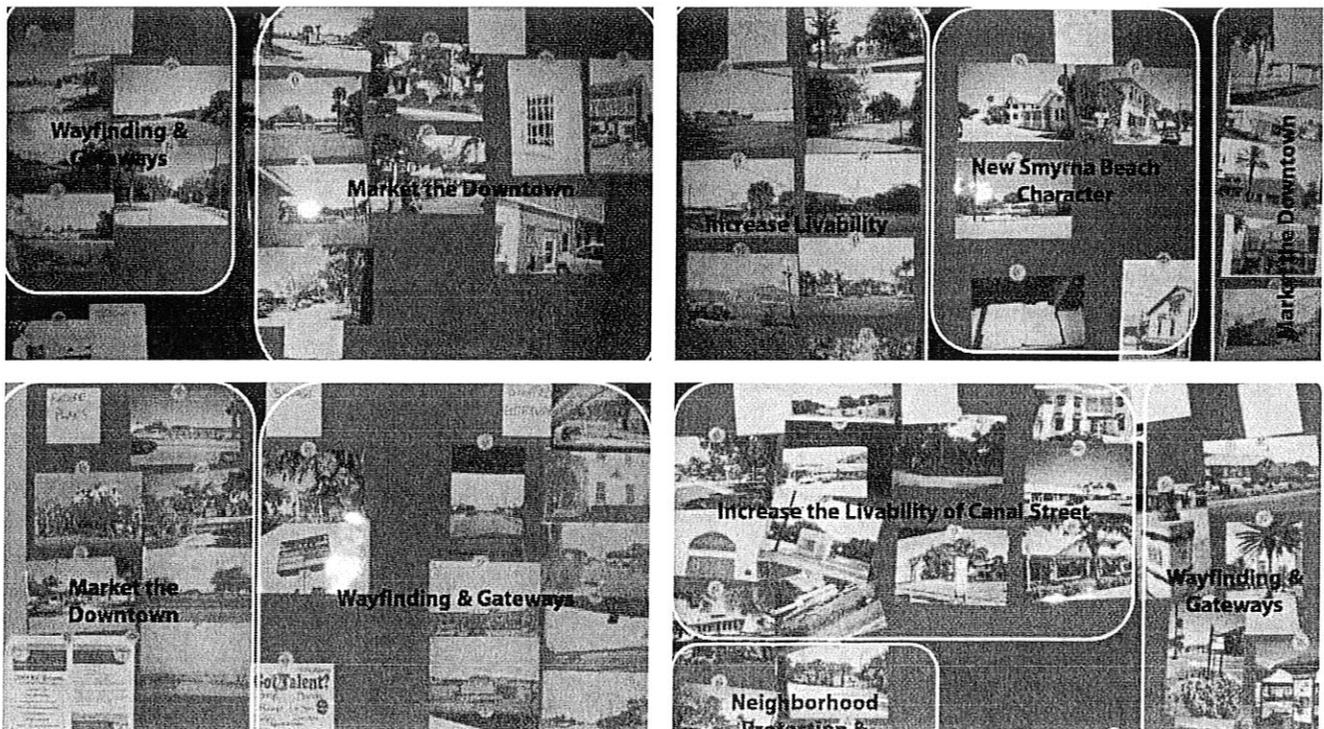
The CRA assembled a steering committee consisting of community leaders and constituents actively engaged in current issues. The committee included business owners, downtown residents, developers, professionals, and local institutions. The steering committee established the basic themes under which Glattig Jackson engaged the overall community in several public meetings. Specific input and collaboration steps included:

- One on One interviews with a number of local stakeholders, including each of the CRA Board Members and City Commissioners,
- Steering Committee meetings and camera exercise,
- Issues & Opportunities Workshop and Findings Technical Memorandum,
- Bob Gibbs Retailing Analysis, Lecture and Report,
- RCL Co Market Analysis,
- Creation of citizen-based themes,
- Three joint City Commission and CRA Board meetings; including a 'walking audit' covering the study area,
- Design and Implementation Workshop with specific recommendations,
- City Commission/CRA Board collaboration on prioritized initiatives for the remaining CRA Budget Years, and
- Project Website

The core values, or citizen-based themes, which precipitated from the public involvement exercises provided the basis for the planning and design recommendations prepared by Glattig Jackson.



Seven themes emerged from discussions with stakeholders, city staff, and the public-at-large. Collectively, the issues were vetted in public meetings and each theme represents a wide cross-section of community perspective including residents, business owners, boaters, shoppers, and developers. The following themes are the backbone of the master plan recommendations.



01 Neighborhood Character

Likes

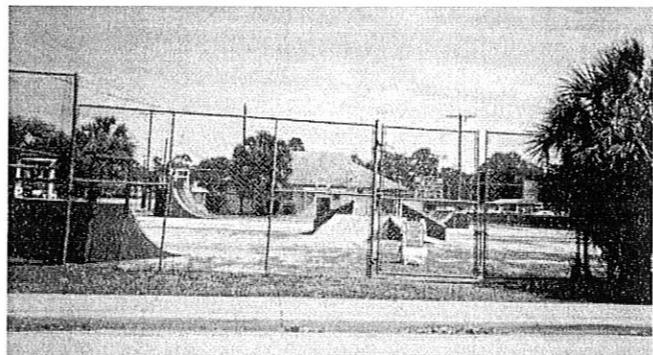
- Small town / beach town scale
- Quiet streets
- Mix of housing types
- Mix of 2nd and 3rd homes
- Historic architecture
- Integration of arts/cultural community

Dislikes

- Conflicting architecture
- Height transitions
- Dilapidated buildings / vacant lots
- West side drug/crime issues, neighborhood stabilization needed
- Not enough for kids to do

Preliminary Ideas

- Direct cash subsidy for new housing units delivered
- Workforce housing subsidy
- Code re-write (form based for all areas of CRA, if not City)
- Art in key visible areas (waterfront, parks, gateways, retail districts)



02 Five Main Streets

(West Canal/East Canal, Flagler, US1, 3rd Avenue)

Likes

- Stable market
- Different roles / services for each retailing venue
- Historic/traditional main streets
- Events and activities (farmers market, parades, art shows, car shows, etc)
- Historic buildings
- Small town, locally owned social fabric

Dislikes

- Stagnant market
- 'my neighbor doesn't get it' (inconsistency among retailers)
- Parking/access
- Poor wayfinding /access – no gateways, poor visual appearance on regional roads
- Dilapidated buildings / or quiet properties
- Fear / concern about regional competition
- Reduced services (want more small grocery, daily needs services)
- Neighborhood impacts
- Difficult reinvestment / redevelopment environment (businesses have moved)
- Lack of clear central location for all Main Street information (too much 'word of mouth')
- Separation from hospital

Preliminary Ideas

- Land assembly (several areas)
- Hire a Main Street Coordinator (for Flagler and Canal)
- Stronger partnerships between businesses
- Take initiative on improvement projects
- Self-policing on proper "Rules of Retailing"
- Moderate streetscape enhancements on 3rd Ave
- Events support



03 Connectivity / Walkability

Likes

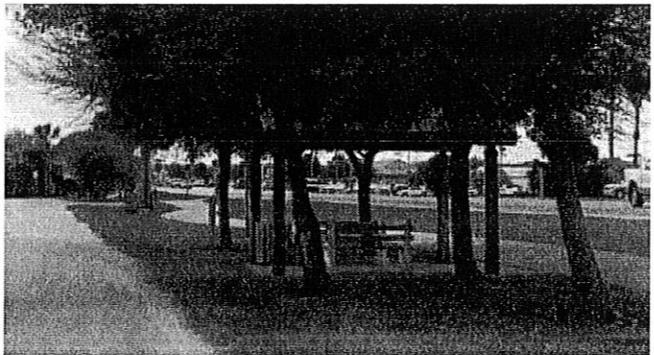
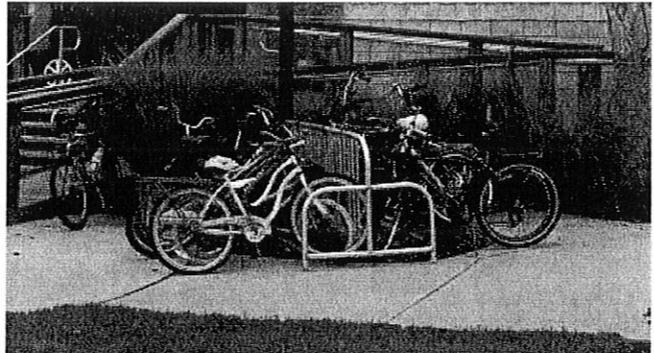
- Bike lanes / trails
- Beach access
- Main streets (very walkable)
- Walkable neighborhoods and open space
- Boat tours / Water Taxi

Dislikes

- Regional roads act as barriers to retail, separate neighborhoods and are unsightly
- SR 44 is a highway (non-stop bypass) to the south beach area
- Main Streets very separated from each other
- Separation of Hospital to Canal Street
- Lack of crosswalks
- Lack of sidewalks on west side
- Lack of wayfinding

Preliminary Ideas

- Transit vehicles subsidy – motorized golf cart ‘jitneys’ or pedicabs?
- SR 44 pedestrian crossing improvements
- City wide gateway elements/enhancements (especially at key large road intersections)
- City-wide wayfinding
- Possible re-configuration of the SR 44 ‘split’
- Water Taxi Subsidy – advertisement and expand



04 Bert Fish Hospital

Likes

- Community service
- Employment base
- Potential for a 'Medical District'
- New expansion buildings
- Potential for Canal Street

Dislikes

- Stagnant/unsightly property
- Fear of incompatible development (size/scale) with neighborhood
- Access to hospital
- Access to proximate retail
- Fear of losing the hospital
- Concern (on the part of the hospital) that the CRA is not focused on the Hospital

Preliminary Ideas

- Hospital area parking
- Hospital area land assembly and development assistance
- Hospital area pedestrian/street improvements/wayfinding
- SR 44 crossing improvements



05 Hospitality

Likes

- Riverside hotel (B&B)
- Condos on beach / family feel
- Want more hospitality options / marketing diversity
- Want potential of increased spending by hotel users
- 'Nice' hotel bar / restaurant
- No hotels on the beach

Dislikes

- Neighborhood compatibility issues
- Low rent/low quality places
- Unsightly parking (garages or surface lots)
- No hotels on the beach

Preliminary Ideas

- Need a place for events / weddings / graduation, etc
- Brannon Center redevelopment
- Potential large hotel on the North Causeway
Administrative Office Building Site
- Flagler Avenue infill



06 Public Open Space and Cultural Venues

Likes

- Riverside park (heavily used, looks nice)
- Brannon Center (big service to seniors and community)
- Beach Parking
- Fishing
- Boat tour is popular
- Boat ramp is popular
- Marine Discover Center will bring intellectual focus on New Smyrna Beach
- Community theater

Dislikes

- Boardwalk area is missed opportunity with unsightly dated structures
- Esther Street flooding and public property remains unresolved
- Uncertainty on what to do with the marine discover center site
- Water Taxi doesn't dock in the canal
- Brannon Center feels 'dated', may be missed opportunity for an updated activity center
- Boat ramp attracts lots of parked cars, trash, debris with very little income to retailers
- Need a performing arts facility
- Need new opportunities for art / artisans in community

Preliminary Ideas

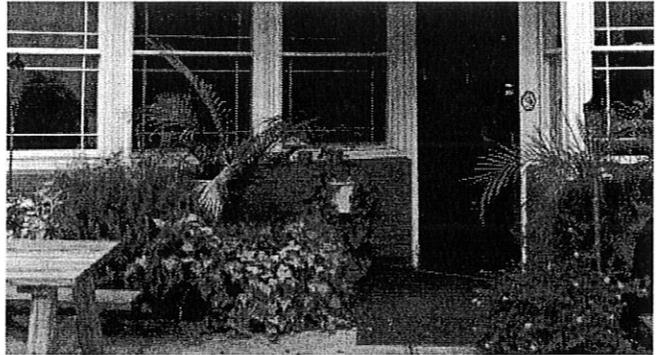
- Boardwalk/seawall area (dune restoration, park, parking lot, including restrooms, etc)
- Boat ramp area (the whole property could be improved, possibly in conjunction with a boardwalk) and CRA/City could look at charging a small fee
- Balloon festival (2nd weekend after New Year's Eve)
- Create a regional attraction for boaters (New Smyrna Beach Boat Fest?)



07 Redevelopment / Reinvestment

Likes

- Interest in special hotel opportunity
- Interest in new restaurants / services
- Several large sites available
- Several small / incremental sites
- Potential of Brownfield sites at historic rail/depot area
- Opportunities NOW for incremental infill, lofts, restaurant
- Opportunities NOW for hotels
- Reinvestment on Flagler, Flip Flops success.
- Restored historic buildings



Dislikes

- Unclear development standards
- Parking constraints (real/perceived)
- Utility constraints (still need to confirm)
- Bookend properties on Canal are quiet/out of business
- Loss of bike/cycle shop on Canal
- Poor linkage to Hospital employment / visitor base
- Concerns about character change
- Concerns about competition
- Lack of clear development 'ombudsman'
- Lack of incentives / partnering approach from City, CRA or Utility Commission
- Limited activity in last 15 years

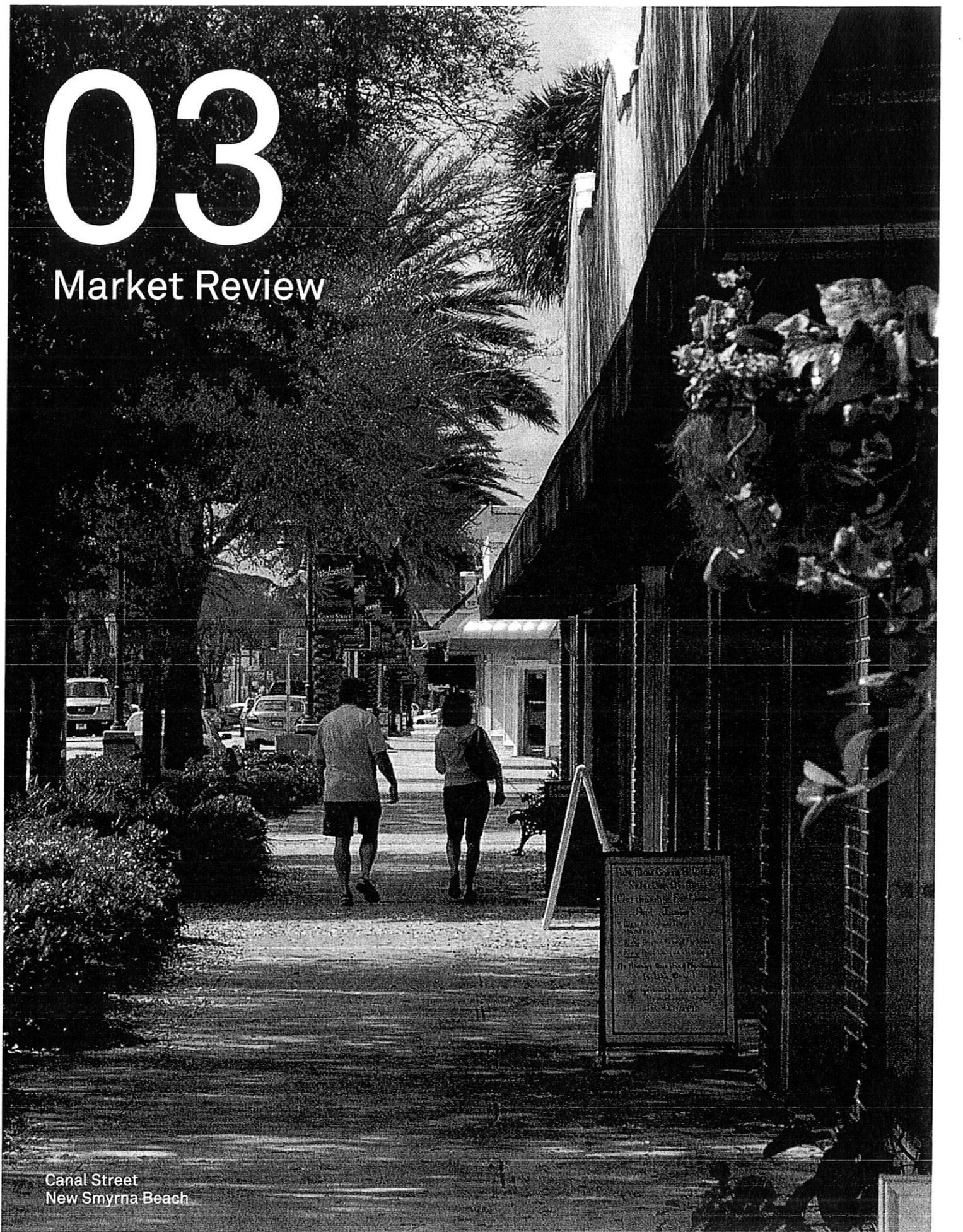


Preliminary Ideas

- Land assembly (several areas)
- Fill out the Canal Street district – focus on filling in the “missing teeth” (vacant land) and infuse residential
- Brannon Center Redevelopment
- Incentive programs (including loan subsidy program)
- Direct cash subsidy for new housing units delivered
- Workforce housing subsidy
- Economic Development Coordinator, at least for CRA
- Consolidate parking

03

Market Review



Canal Street
New Smyrna Beach

The goal was to collect objective information which could indicate how the 'market' looks at New Smyrna Beach and the CRA.

Background and Objectives

Glattig Jackson / AECOM included two market professionals on the team to review and comment on current or potential activities. While the design team interacted with these professionals, they did not influence their analysis. The goal was to collect objective information which could indicate how the 'market' looks at New Smyrna Beach and the CRA. Gibbs Planning Group was retained to comment on the state of the Main Street retailing environment. RCLCO was retained to provide a market analysis for the New Smyrna Beach Community Redevelopment Area, eventually providing site specific program recommendations.

Additionally, RCLCO analyzed four selected sites, creating outline development programs that address the appropriate market position, achievable prices associated with that positioning, density appropriate for target market audiences, absorption potential, and timing given current market conditions. Once sites were selected, RCLCO prepared a schedule of land sales revenues based on the estimated absorption, timing, and residual land values at each site.

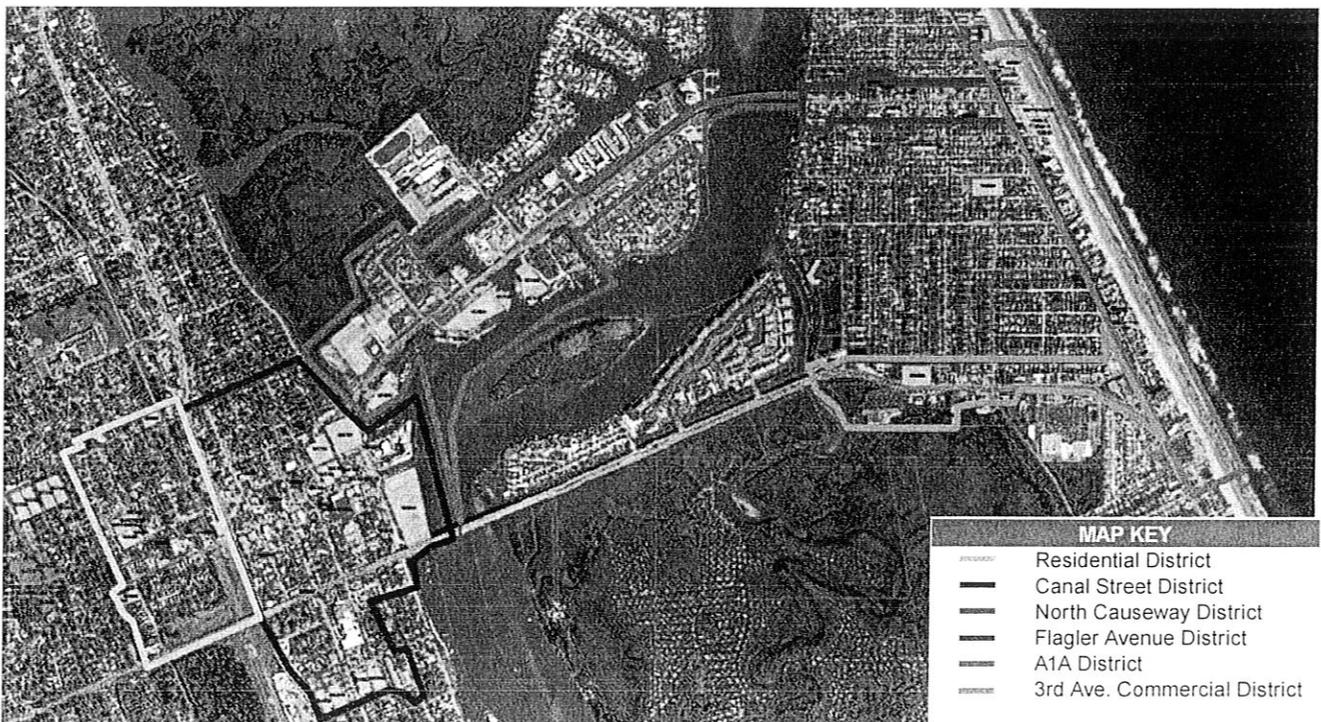
It is important to note, that in some cases, the anticipated cost of the land and cost of construction could not be supported by the likely end user / purchase price, indicating that without some outside incentive, those properties/projects are 'upside down'. Equally significant, however, is the recognition that some property owners may have unrealistic expectations for their property value (particularly coming out of the aberrant 2003-2006 market cycle) which are not in line with the likely price point of new construction going forward.

RCLCO's complete preliminary market findings and site specific program recommendations are provided in the appendices of this report.

Preliminary RCL Co Market Findings

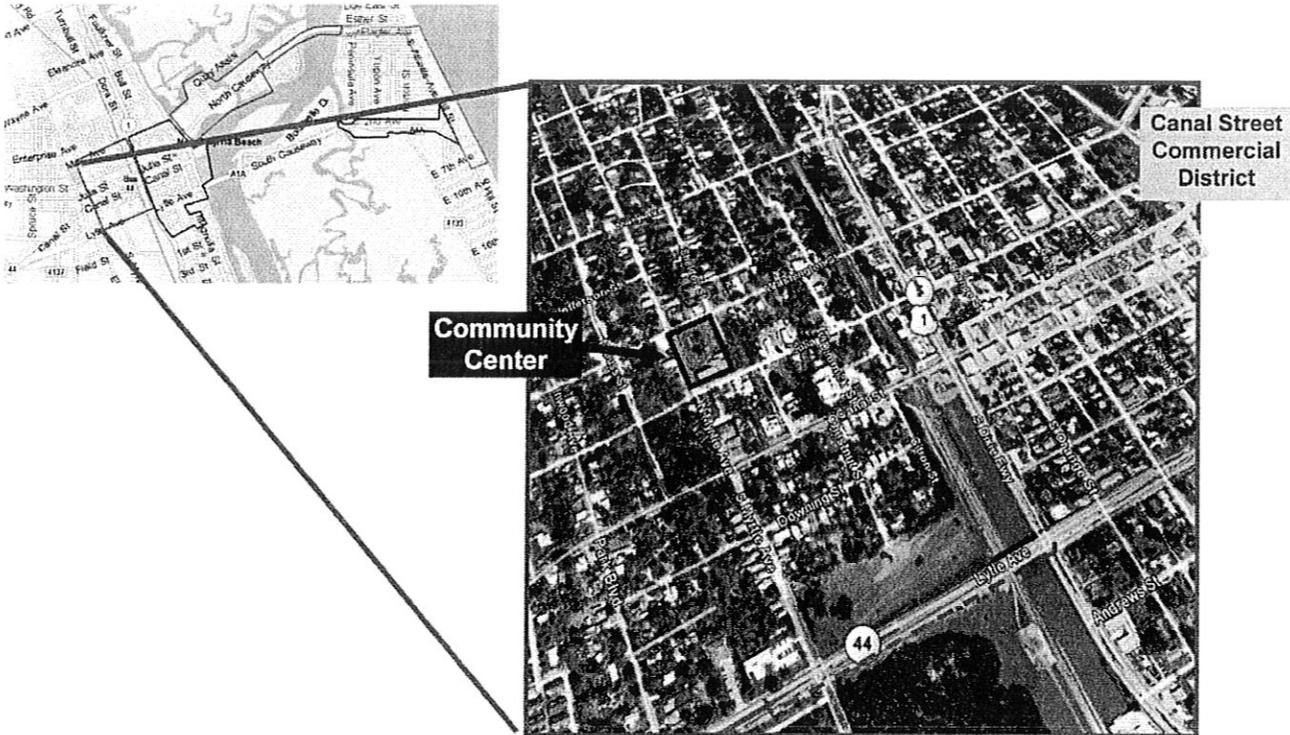
Despite current market conditions, employment and population projections indicate the current economic crisis will pass in the next 2-3 years – now is the time for the CRA to get in position for the next upturn by appropriately planning sites with economic development potential. The CRA has been losing market share to other areas in New Smyrna Beach (particularly the suburban corridors) yet is well-positioned from a market perspective to capture more of this demand. The CRA is comprised of districts defined by their own unique character each with its own special strengths and challenges. Capitalizing on these attributes will allow for complementary development opportunities in each area that will strengthen values for the CRA overall.

The New Smyrna Beach CRA is comprised of several districts that stretch from the ocean to the inland historic downtown area. Each of these districts offers its own unique strength.



¹ Districts defined based upon character of surrounding development

The Residential District



Although current land uses in the Residential District are most challenging, there are opportunities for redevelopment

Strengths

- Well-located near hospital and Canal Street Commercial District
- Strong access to US 1 and Canal Street
- Community Center centrally located in residential area

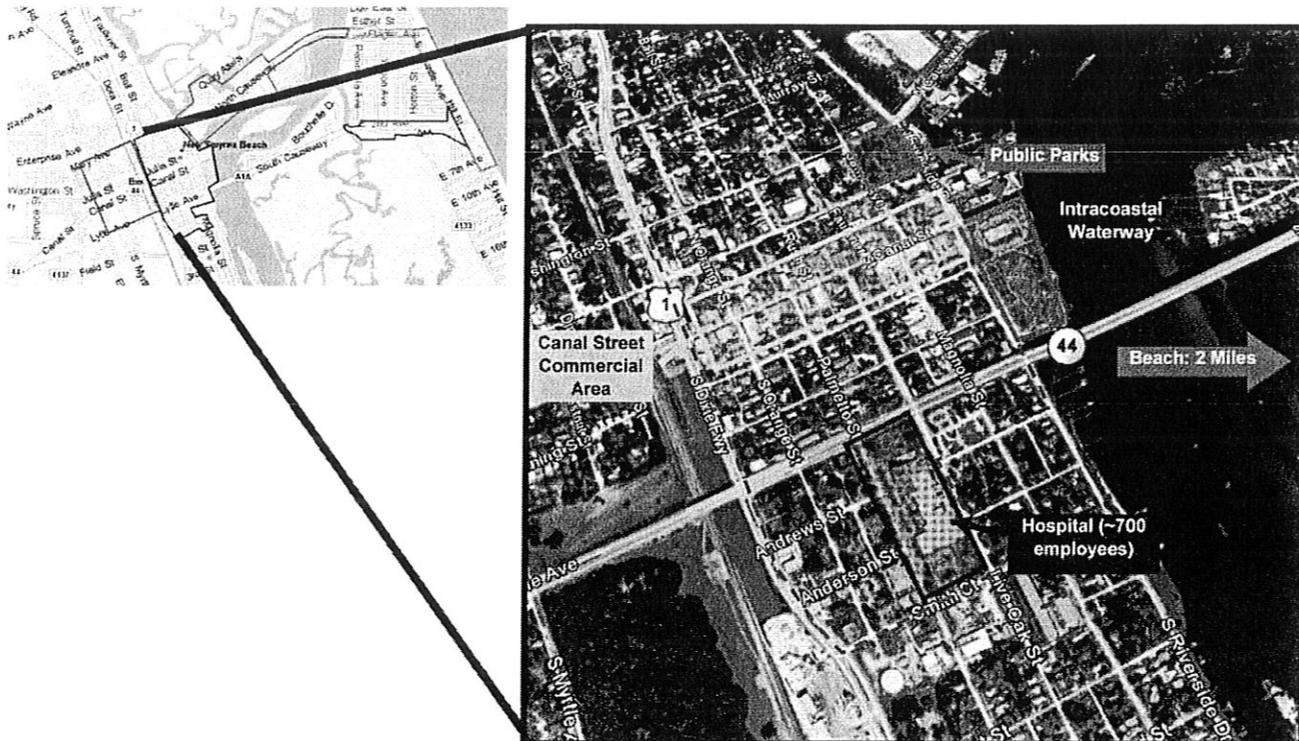
Threats

- Predominantly lower income residential land uses
- Older commercial uses do not blend well with neighboring Canal Street
- Lowest home values within the CRA
- Safety is a concern
- Railroad tracks could make it difficult to connect the Residential District to Canal Street

Opportunities

- Strong traffic counts on US 1 could potentially support retail development
- Opportunity to build off Community Center - help build the social structure of the neighborhood
- Construct affordable / work force housing

Canal Street District



A strong employment base provides several development opportunities for the Canal Street District

Strengths

- Contains Bert Fish Memorial Hospital, a major employer
- Contains Canal Street Historic Downtown, a historic downtown area that offers several dining options and specialty shops
- Has two well-maintained public parks
- Area offers multiple views of the Intracoastal Waterway
- Several government offices located in the area, providing additional employment
- Strong access to both the South and North Causeways

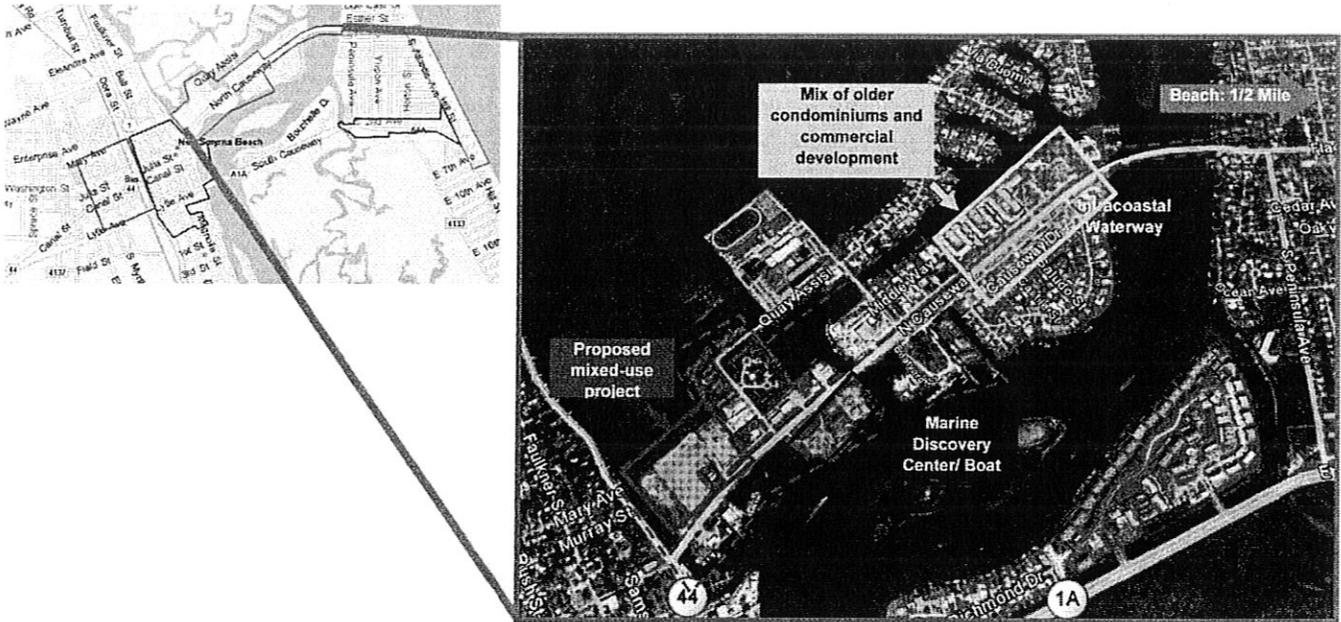
Threats

- Lack of connection between Hospital and Canal Street Commercial
- Area south of hospital is rundown and industrial
- US-1 Commercial is older and less appealing than Canal Street
- Area along US-1 and SR 44 is not walkable

Opportunities

- Potential to work with the hospital on synergistic development opportunities (e.g. supportive retail, residential, etc.)
- Capitalize on the high daytime population from office users to support retail
- Create a stronger connection from downtown to the waterfront

North Causeway District



Undeveloped land with water orientation makes the North Causeway District appealing for high-value development

Strengths

- Strong Intracoastal Waterway orientation
- Surrounding residential areas are appealing; strong home values
- Less congested than South Causeway
- Located near the Flagler Avenue Commercial District, a popular tourist area
- Proposed new mixed-use development at northwest corner of the district
- Municipally-owned marina

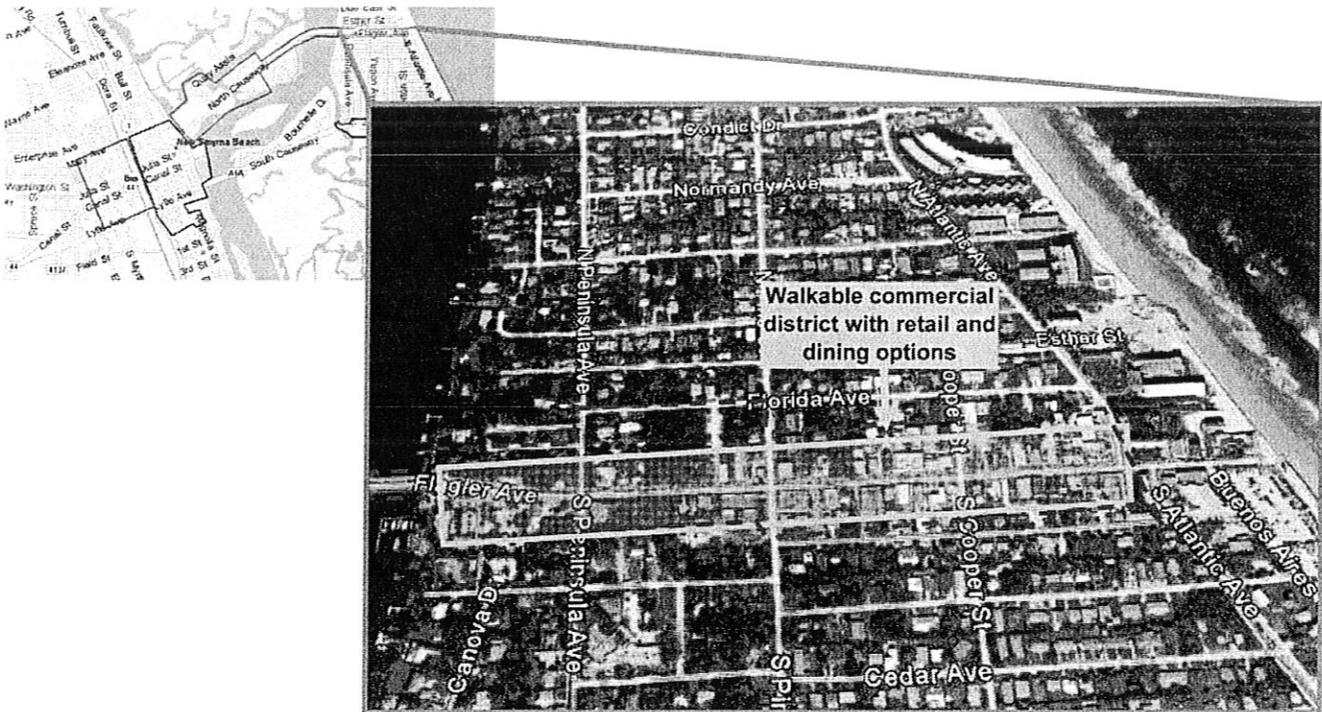
Threats

- South Causeway more popular route to beach
- No retail and services within the area

Opportunities

- Capitalize on excellent Intracoastal Waterway orientation
- Significant undeveloped large parcels of land

Flagler Avenue District



The Flagler Avenue District is currently a thriving retail district that caters to tourists; parking solutions could increase the retail potential of the district

Strengths

- Thriving retail district
- Popular tourist destination
- Strong beach orientation
- Favorable surrounding residential uses

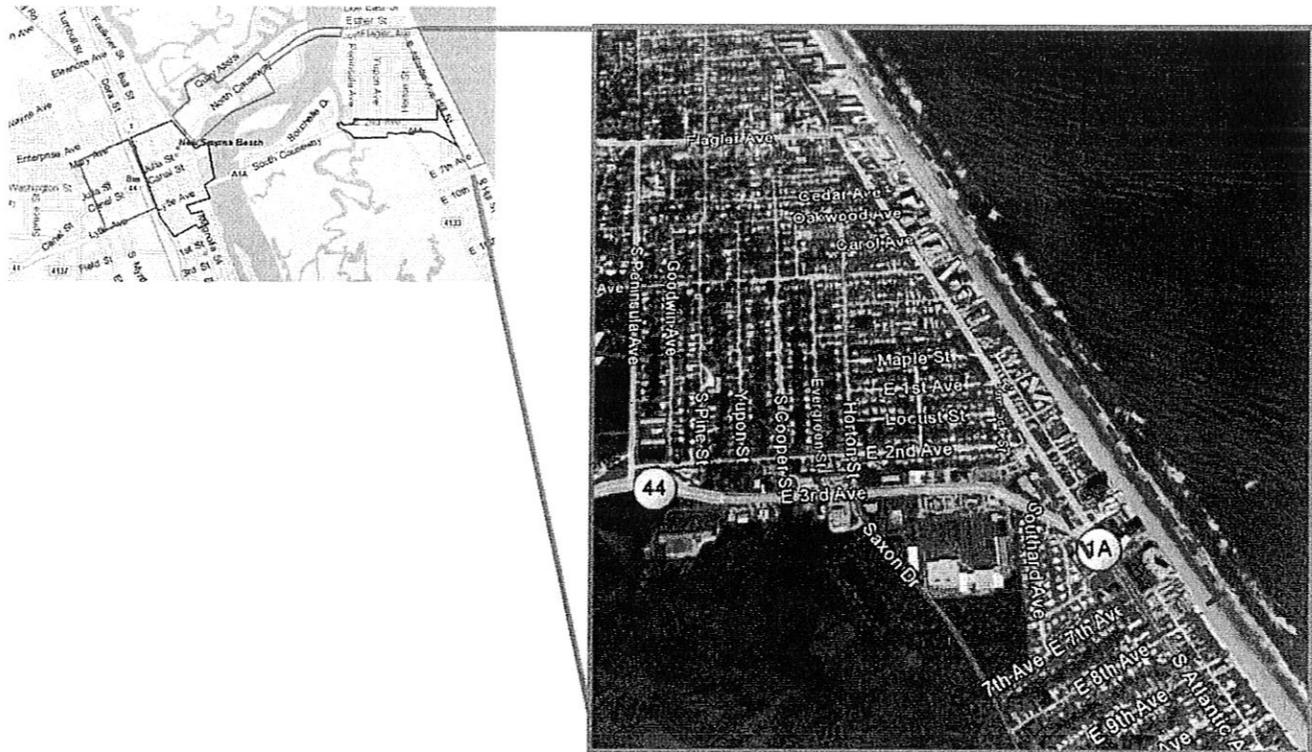
Threats

- Lack of parking for retail patrons
- Area feels congested
- Thin strip leaves little opportunity for significant development

Opportunities

- Creating parking solutions would help retail tenants
- Utilize pedestrian foot traffic to attract retail tenants

A1A District



Due to its unique ocean orientation, the A1A District has potentially the highest valued property within the CRA

Strengths

- Developable oceanfront parcels
- Strong beach orientation
- Strong A1A frontage
- Connects two major commercial areas (3rd Avenue & Flagler Avenue)
- Multiple public beach entry points

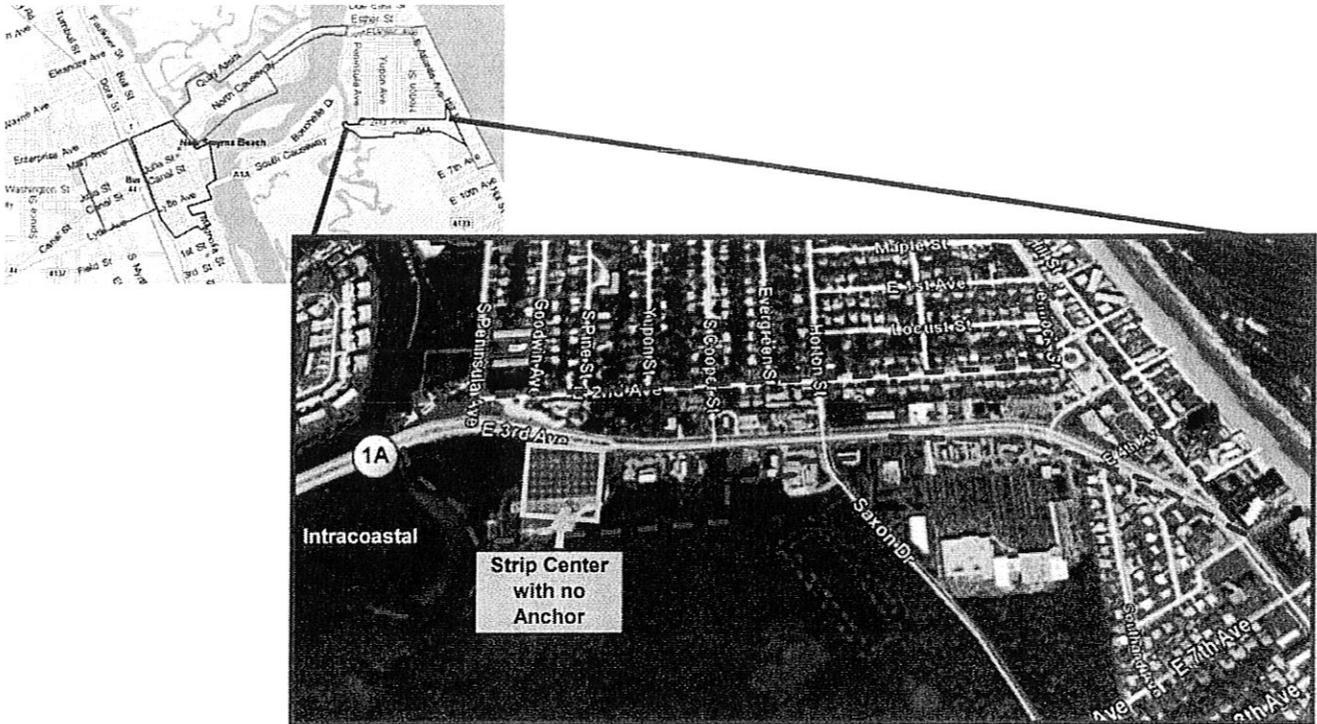
Threats

- Current uses are predominantly older condominium product

Opportunities

- Potentially the highest valued property within the CRA

Third Avenue Commercial District



Despite lacking connectivity, the Third Avenue Commercial District has the opportunity to utilize its strong traffic counts and proximity to the beach to drive retail development

Strengths

- Very high traffic counts
- Strong 3rd Avenue frontage
- Intracoastal water orientation
- Dense surrounding residential area

Threats

- Current commercial uses are old
- High levels of congestion
- Not pedestrian oriented
- Anchor tenant space vacant in strip center

Opportunities

- Redevelop older strip centers to increase appeal of 3rd Avenue
- Make the area more pedestrian friendly
- Increase connectivity from 3rd Avenue to the beach

Preliminary Assessment of Development Opportunity by Land Use and District

The table below indicates the potential development opportunity for each District analyzed by RCLCO in their preliminary assessment. Factors influencing the development opportunities include existing investment, future market projections, and typical development requirements/financials. This analysis indicates that some areas may need development incentives or partnerships in order for a specific land use product to be realized.

LAND USE	WEST SIDE RESIDENTIAL DISTRICT	CANAL STREET DISTRICT	NORTH CAUSEWAY DISTRICT	FLAGLER AVENUE DISTRICT	A1A DISTRICT	3RD AVENUE COMMERCIAL CORRIDOR
RESIDENTIAL	X*	XX	XXX	XXXX	XXXX	X
RETAIL	XX	XXX	XX	XXXX	XX	XXXX
HOTEL AND EVENT SPACE	X	XXX	XX	XXX	XXXX	XX
SMALL PROFESSIONAL SERVICE OFFICE	X	XXXX	X	XX	X	X

X = Limited or no development opportunity, XXXX = Strong development opportunity

* Opportunity for affordable / workforce housing increases with partnering / financial assistance

Site Specific Program Recommendations

Building on the preliminary market assessment, CRA staff and the Glatting Jackson team identified four sites that are most ideal for future re-development. RCLCO analyzed these sites to; determine the appropriate market position, achievable prices associated with that positioning, density appropriate for target market audiences, absorption potential, and timing given current market conditions. The four sites included;

West Side Residential Sites

Two scenarios

- Single Family Detached
- Duplex

Market Opportunity

- Strong; Demand exceeds supply

Level of Incentives Needed to Spur Development

- Moderate to Strong

Potential Incentives

- Interest free down payment assistance through the CRA (in addition to SHIP down payment assistance)
- Money towards down-payment for those that live in and/or work in the CRA (i.e. Kissimmee provides \$10,000 through grants)
- Reduced or waived land costs through CRA participation
- Adjusted zoning/density regulations to better reflect housing requirements.



The Badcock Building

Two scenarios

- Retail – new construction
- Retail – renovation

Market Opportunity

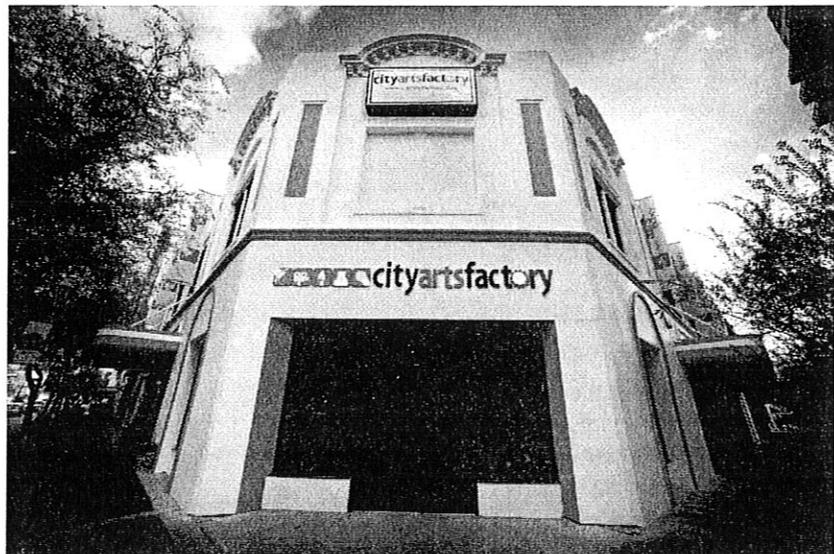
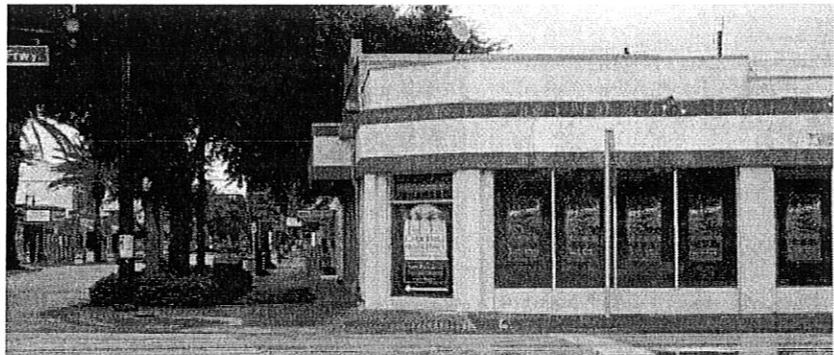
- Retail – new construction: Limited in the short term
- Retail – renovation: Moderate, although rent subsidies may be required

Level of Incentives Needed to Spur Development

- Retail – new construction: Moderate to High
- Retail – renovation: Low to Moderate

Potential Incentives

- Façade or interior renovation assistance
- Mortgage subsidy for at least the first year
- Offsite parking
- Opportunity for local arts anchor



Top: Badcock Building,
New Smyrna Beach

Bottom: City Arts Factory,
Orlando, Florida

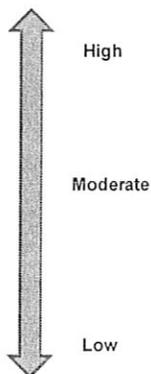
The Bert Fish Medical Center Sites

Five scenarios

- Garden Apartments, Surface Parked
- Townhomes
- Retail and Medical Office
- Apartments with Structured Parking
- Assisted Living Facility

Scenario	Product	Market Opportunity
5	Assisted Living Facility	Moderate
4	Apartments with Structured Parking	Moderate
3	Retail and Medical Office (Speculative Space)	Limited
2	Townhomes	Limited
1	Apartments with Surface Parking	Strong (however site will not support)

Level of Incentives Needed



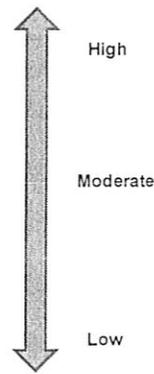
North Causeway Administrative Office Building Site

Four scenarios

- Garden Apartments with Surface Parking
- Apartments with Structured Parking
- Hotel and Retail
- Condominiums

Scenario	Product	Market Opportunity
4	Condos	Limited (short term)/Moderate (mid to long term)
3	Hotel and Retail	Strong (Hotel) /Moderate (Retail)
2	Apartments with Structured Parking	Moderate
1	Apartments with Surface Parking	Strong

Level of Incentives Needed



It is important to note that these scenarios are not intended to be hard and fast development analysis that can be ‘taken to the bank’ as a development pro-forma. Rather, they were quick studies to identify order of magnitude development parameters and to flush out the types of issues that would likely be relevant to certain development forms across a cross section of parcels around town. In all cases, the team identified that it is highly likely that modified zoning and land development standards could better position the land with rights more amenable to the market, while assuring character based design within a more easily accessed format to private development interests.

Additionally, it is noted that in nearly any envisioned redevelopment, utility service and building department services will be an important component of the development pro-forma and collaboration between CRA, City and Utilities Commission will be critical. Most development that will occur in historic areas such as the CRA will be incremental and simply cannot afford protracted processes and delays, or single handedly overcome needed retrofits to area infrastructure. This plays directly to the competition between ‘downtown’ and the suburban corridors which is discussed in Section 4 - Synthesis.

Gibbs Planning Group Retailing Analysis

Gibbs Planning Group (GPG) was commissioned by the City of New Smyrna Beach to conduct an independent third party analysis of the historic Canal Street, Flagler Avenue and west Canal Street commercial districts. The purpose of GPG's observations and recommendations is to explore potential opportunities and to increase commerce and retail sales in these historic areas. During this analysis GPG visited the general New Smyrna Beach region on May 11-15, 2009, touring each of the commercial areas, the surrounding shopping centers and neighborhoods. GPG also met with downtown property owners, business owners, the Chamber of Commerce, elected officials and city staff to gain insight into the local demographics and market preferences, and to hear their suggestions for the study area. GPG's recommendations are summarized below and the complete report recommendations are provided in the appendices of this report.

Overview

The CRA shopping areas consist of an interesting collection of small boutique stores and restaurants that appeal to local residents and recreational shoppers. However, the economic viability of the City's commercial areas is challenged. While some retailers have steady sales and

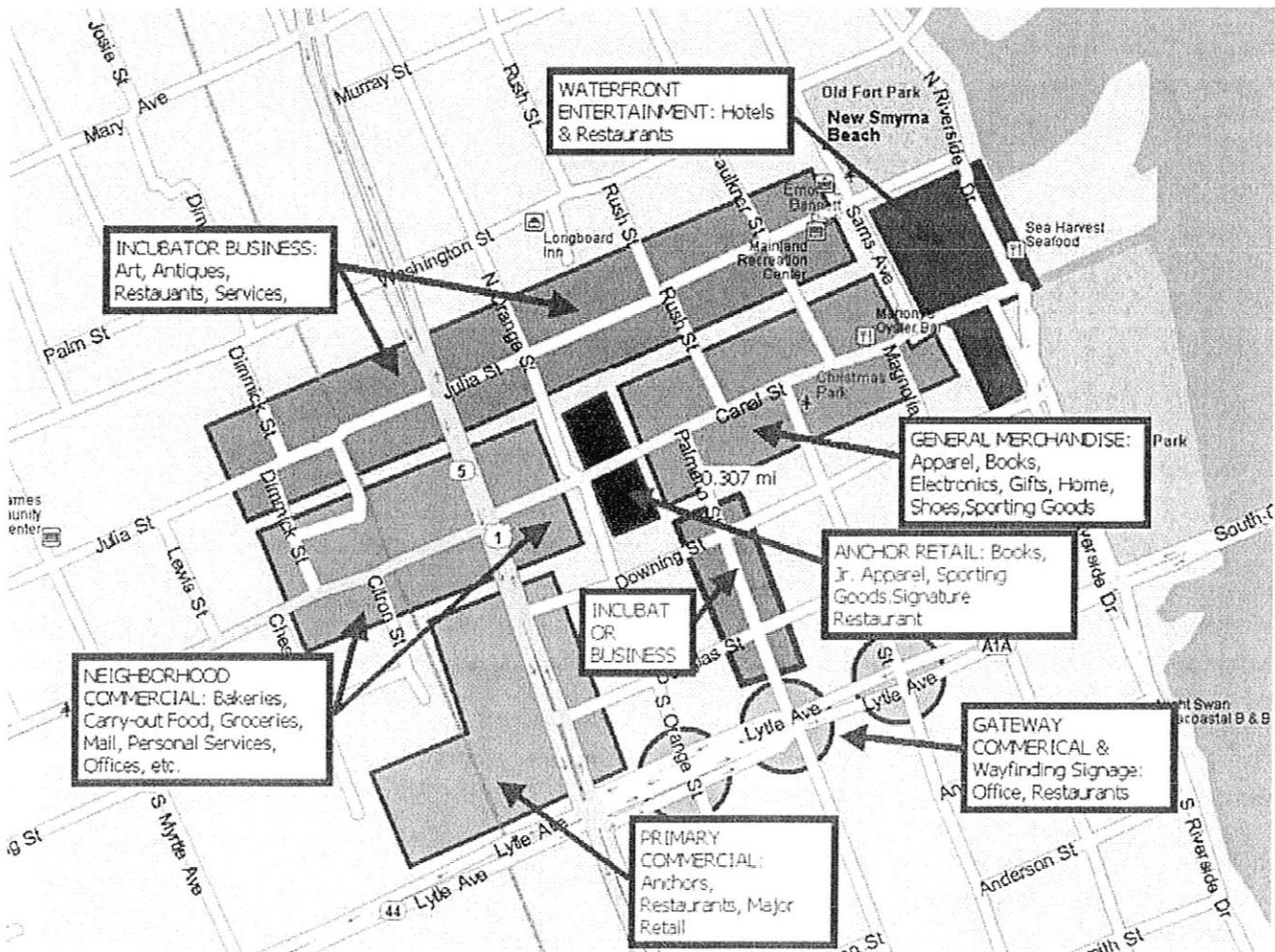
profits, many of New Smyrna Beach's specialty stores report declining sales, resulting in an unsustainable business model.

This study finds that the greater New Smyrna Beach community is generally underserved for many of its primary commercial goods and services, resulting in a potential to support up to 895,000 square feet of new retail development. This market growth potential is being artificially suppressed by non-market factors such as zoning, land use entitlements and a general public opposition to popular modern retailers and restaurants. Additional retail and restaurant development in or near New Smyrna Beach's commercial districts could improve sales for existing businesses by capturing residential and visitor spending that is leaving the region. For example, a new fishing equipment store that recently opened on Canal Street has had a strong opening by filling an unmet market void. Additional retail and restaurant development is needed for New Smyrna Beach's three historic commercial areas to be economically sustainable. Restricting new commercial growth to protect a few specific businesses is shortsighted and counterproductive for the region's economy as a whole.



General Recommendations

- New Smyrna Beach's three historic commercial districts should attempt to establish individual niches that complement each other, and attempt to better serve the needs and desires of the residents, visitors and employees.
- As much as possible, the three commercial areas should attempt to retain their existing unique retail mix, while attracting new businesses that service local residents and tourists.
- The City should seek brands and price points that appeal to New Smyrna Beach's residents, workers and tourists.
- The City should develop an incentive to relocate first level office uses from prime retail corners.



Canal Street Recommendations

- Expand Canal Street's neighborhood services, and return it to its historic role as New Smyrna Beach's primary shopping destination.
- Continue to promote office and governmental uses along Canal Street (upper building levels preferred).
- Attract hotels along Canal Street's waterfront
Note, these new hotels should be located within an easy walking distance of New Smyrna Beach's historic shopping districts.
- Encourage new appropriately sized and scaled hotels.
- Attract new neighborhood retailers such as banks, bakeries, carry-out food, florists, personal service, groceries, mail centers and restaurants along the western end of Canal Street (U.S. 1 – Rush).
- Establish a general merchandise core of apparel, books, home furnishings, jewelry, sporting goods and shoes along the Canal's central area. Seek junior anchor stores along Canal Street's central area (Rush to Live Oaks).
- Promote restaurants and hotels along the waterfront (eastern) edge of Canal Street. Relocate existing governmental offices at the northwest corner of Riverside and Canal.

Flagler Avenue Recommendations

- Continue to reinforce Flagler Avenue's niche as a resort and tourist destination.
- Promote additional unique apparel stores, art galleries, restaurants, specialty gift shops and unique shops.
- Encourage new appropriately sized and scaled hotels.

West Canal Street Recommendations

- Attract businesses that reinforce the needs of the local residents such as carryout food, groceries, personal care, restaurants and neighborhood goods and services along Canal (Chestnut to U.S. 1), and along Washington and Julia Streets.
- Encourage and assist new start up businesses from local residents.
- Seek day care, medical, real estate and local service businesses.

Other Recommendations

GPG has provided other recommendations related to the following subjects. Detailed descriptions of these recommendations can be found in the appendices of this report.

- Small Business Operations
- Business Improvement & Recruitment
- Parking
- Building Facades
- Performance Measurements
- Tourism Expenditures
- Business Improvement District
- Marketing
- Wayfinding Signage
- Store Business Practices
- Store Maintenance

Commercial Demand

GPG estimates that presently New Smyrna Beach has the potential to support up to an additional 895,000 square feet of restaurant and retail growth. This opportunity reflects New Smyrna Beach's substantial residential, employment and tourism demographics, combined with its quality historic character. Note that this figure is higher than RCLCO's estimate that only included demand generated from the City itself.

This additional commercial development could have generated up to \$420 million in annual retail and restaurant sales in 2009, representing captured consumer spending that is presently leaking outside of New Smyrna Beach. Expanding New Smyrna Beach's market share will require numerous management and physical improvements to be implemented by both the private and public sectors.

04

Synthesis



Infrastructure Enhancement

+

Private Investment

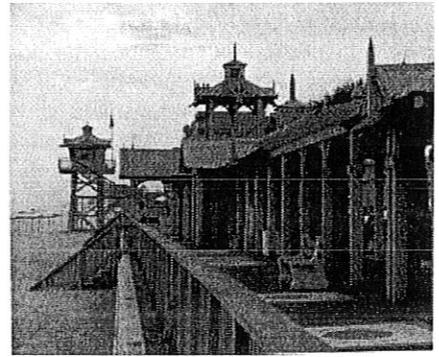


There is an untapped market potential for the area in virtually every business category.

Summary of Findings

Following the public input sessions, development of the Themes and reviewing the market studies, there were a number of collaborative meetings and workshop sessions (including the CRA Board and City Commission) to discuss the input, establish meaning and direction. Glatting Jackson / AECOM prepared a summary technical memo with several 'Findings' that provided comment as well as direction on several salient observations and issues:

- New Smyrna Beach has a physically attractive and culturally rich downtown fueled by the strong commitment of numerous resident business owners and community leaders who love the 'Small Town' activity and character.
 - The community envisions continued enhancement of the downtown social, cultural and economic activity & diversity while maintaining downtown's exciting character, but is widely divided in how to achieve this result.
 - It is more difficult to develop in downtown than in the suburbs. This is due to a variety of factors common in many historic Main Streets within regional growth areas.
 - Many of the existing businesses would not be commercially viable under conventional business modeling or market conditions. Many of the existing downtown businesses operate under special conditions (such as ownership of their building/low rent payments, low profit requirements, etc) that would not be possible for new investment or business owners to easily replicate.
 - The existing regulatory and policy structures are not well aligned with the downtown development uses or forms. As a result, the Merchants feel highly disenfranchised and the area is 'known' as being very difficult to implement new investment. (example: very little significant new private investment constructed during two recent building booms over a 15 year period of time).
 - There is an untapped market potential for the area in virtually every business category. There is a specific desire for 'Staple' commercial uses such as; grocery, clothing, restaurants, bank, mail, etc.
 - The realization of the potential is being inhibited by several factors which are generally controlled by the community.
 - Continued enhancement of activities in downtown will require additional strategies (some of which have already commenced) to engage the development community in new and dynamic ways.
 - Parking will continue to be an issue for discussion. Canal Street currently contains plenty of on-street and public / off street facilities, however, the CRA should seek opportunities to partner with development to increase the overall supply. Flagler Avenue has some parking deficit towards the east side, primarily driven by Beach visitors. New capacity can be achieved thru currently planned park enhancements and an enhancement of the Boardwalk Park, Esther Street Park, Jessamine Lot Expansion, and Cormeth Shared parking. Significant redevelopment opportunities may require structured parking in the future and should be taken into consideration when designing surface parking.
- BFMC will require more parking over time, and discussions have included the possibility for a parking deck which would both facilitate new development as well as 'clean up' the unsightly parking block immediately east of the hospital as well as many of the sporadic lots in the area. (see Appendix).



Challenges and Opportunities for Downtowns

Many of the issues identified in New Smyrna Beach are related to underlying challenges common to many historic downtowns. Several significant, but related events have occurred in the last fifty years that caused the deterioration of downtowns across the United States, and promoted new investment in outlying suburban areas. A discussion of this evolution reveals several critical factors that must be addressed in order to reverse the trend and bring vitality back to downtown.

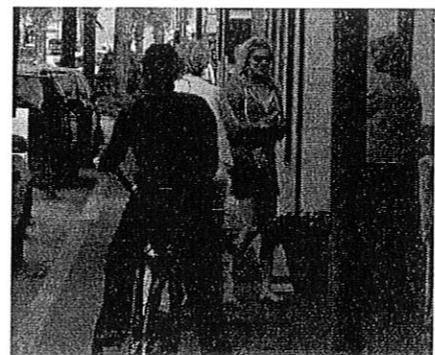
Changes in transportation patterns to better access growth opportunities in outlying areas has been one of the most important factors affecting land use and downtowns. In New Smyrna Beach, the realignment and expansion of both US 1 and SR 44 have drastically de-emphasized the historic Orange Street, Canal Street and Flagler Avenue retail centers as the new highways are primarily designed to facilitate high speed through-traffic to new residential opportunities. These transportation changes happened at roughly the same time as many downtowns de-emphasized residential and jobs in the downtowns, particularly near 'dirty' industrial areas, in favor of 'clean' greenfield settings. Ultimately, the trend towards reduced downtown industrial in the United

States left a legacy of dysfunctional property and vacated residential neighborhoods. As historic downtowns faced decades of population loss and capital flight associated with these changes, many of the basic 'staple' commercial uses relocated to follow the new residential – and that retail began to package itself at a much larger scale commensurate with broader, lower density trade areas that could only be accessed by car. For many small towns and cities, the economic and social transformations of the last fifty years have left their once-thriving downtowns foundering and struggling to remain relevant.

The good news for downtowns is that today, with many large suburban areas now constructed, the fundamental 'sameness' and transportation dysfunction of the built-out suburban environment is creating a renewed interest in the character, human scale and individuality of historic downtowns. Small scale pedestrian oriented, urban places with diverse housing choices, proximity to work and shopping and unique public realm of parks and natural areas is growing in popularity as a lifestyle choice. These characteristics have always been mutually consistent with many of the most popular second home and tourism destinations. And even for those who choose to live in more suburban locations, they often identify strongly with the character downtown as being part of their 'address'. Therefore, the potential value and benefit of reinvesting in downtowns is significant.

Unfortunately for downtowns, it is often fundamentally easier to develop in the suburbs. Land is generally less expensive and available lots are large (allowing for ample, inexpensive parking), utility and roadway infrastructure is usually newer, access to roads with a lot of 'trips' satisfies retail investors, and zoning approvals are often less stringent due to the lack of physical character or NIMBY's to respond to. These factors, and others, make suburban growth generally easier on both the private sector and public sector to administer with generally predictable returns. However, in many cases, suburban development may not have as much 'upside' for long term increased value because it does not enjoy the unique character, specialization and adaptability to change as downtown.

In order to realize the unique potential of the downtown areas, the fundamental issues associated with the demise of downtowns must be addressed. Transportation patterns, while not reversible, must be tamed, with better access, choices and visibility to downtown. Residential and Employment must return to the downtown to re-establish proximate, sustainable purchasing power to support retail. Daily needs retail must be reincorporated into the downtown. This is often challenging because these uses have grown to develop primarily in large format, suburban patterns that cannot be accommodated on Main Street, and which may threaten physical character or economic viability of unique Main Street activities. Nevertheless, it is important for more of these uses to be at least near downtown to shift the shopping and circulation patterns to locations near to the historic center. Infrastructure must be re-established, often after decades of disinvestment because downtown was not growing. Buildings are often older, with expensive building code compliance issues and a public desire to decoratively enhance the historic character. And the Public Realm must be an attractive and superior alternative to what can be found in the suburbs.



**Main Street Bank, Inc. & Citrus Sports
with Polk County Sports Marketing
Present**



**TOUR DE TOW
ROAD TOUR & TWILIGHT CRITERIUM**

**A two day cycling event including a three distance
On-Road Cycling Tour on Saturday and
a Florida Cup Point Series Twilight Criterium
featuring Pro Cyclists from all over the southeastern
United States on Saturday and Sunday.**

Saturday the 5th Central & Main Street 7:00 am Registration 8:00am - 65 & 35 Mile Road Tour 8:15am - 18 Mile Family Fun Ride Criterium Starts at 2:00 - 9:30 pm Main Street Kids Bike Rodeo 4:00-6:00 Sofa Kings 6:00-9:00 Bring your lawn chair and come hang.	Sunday the 6th Criterium Starts 8:00am - 3:00pm Main Street Bring a picnic lunch or visit one of our Downtown Restaurants. Entertainment Come and see some exciting cycling.
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**Labor Day Weekend
September 5th & 6th Saturday & Sunday
For more info call 688-649-1624**

There are also many non-physical things, activities which would be helpful towards the goals of increased activity:

- **Marketing, Branding and Events** are critical to downtowns – to create activity in emergent areas and to compete with much larger and more organized advertising campaigns of the national retailers found in suburban centers.

- **Land Development Codes and Building Permit processes**, which are typically geared towards decades of conventional suburban zoning, must be re-written to be conducive to in-town development without being so complex or confusing that new development is driven to the simpler suburban alternative.

- **Strategic Land Assembly** is critical to create parcels large enough to accommodate redevelopment and its associated parking.

- **Organizations** such as Main Street, CRA or independent Merchants Groups - *properly funded and coordinated* - provide critical management structures to provide comparable functions to the well organized Property Management groups found in large suburban developments

- **Dynamic incentives** are often necessary to entice both individuals and small businesses to 'take the risk' in markets that are not fully established or in environments which are inherently more expensive or complex.

Partnerships are critical because without single, large land owners to comprehensively fund the solutions to - many individual players will be needed to accomplish new projects. Further it is important to note that most downtown development is accomplished by small, individual developers or property owners who have limited resources and less ability to survive a protracted process with unclear timeframes or requirements.

Downtowns are often critiqued in the face of these partnerships, because even small downtown projects are typically highly visible. Yet, suburbs often receive significant incentives to develop through the policies and new infrastructures which are put in place to facilitate new growth. Downtowns, which have been disinvested for so long, need new attention and tools to reposition themselves as not only competitive with the suburbs, but as attractive alternatives for a development and finance community that has 50 years of engrained experience doing 'conventional' projects. New tools and bold leadership are required.

Essential Elements for Downtown

The New Smyrna Beach CRA Master Plan Update Process has facilitated a dialogue about the character areas of the community. In order to foster the kind of vital, active and character driven downtown many participants have desired there are some essential elements for change, including:

Increased Residential (permanent and temporary) Development

- Support and enhance existing neighborhoods
- Provide varied residential development opportunities
- Include quality rental properties
- Broaden hospitality options
- Special incentives for high-quality West Side residential infill

Increased Activity

- More people living in the downtown
- More activities after 5pm
- Continued / frequent EVENTS in the downtown areas for both permanent and temporary residents as well as others within the region

Improved Coordination

- Improved communication efforts between NSB groups
- Improved coordination between Main Street Merchants
- Clear delineation/mutual understanding of respective missions & responsibilities
- Partner with the Utilities Commission regarding utility and infrastructure development
- Collaboration between CRA, City, UC, BFMC and Volusia County towards a common vision – reinvestment in downtown.

Shift from Regulation to Facilitation

- Recognize that urban development is inherently more complex than suburban development
- Seek to facilitate desired development projects of all sizes
- Cater to small development as well as large ‘developers’
- Update or change land development regulations to focus on “form” instead of “use”
- Create a more diverse incentives program to entice both individual property owners and larger organizations to invest.

Downtown Development Recruitment

- Develop a targeted business recruitment effort
- Coordination with Bert Fish Medical Center on infill office and residential potential and retail synergy
- Recognize the importance (and needs) of small scale development (and developers)
- Incentivize / catalyze activity
- Get quality movement on key parcels, especially the FEC properties, Dunn Lumber, “Penny-Saver”, Administrative Office Building site, and other critical properties.
- Support initiatives to re-establish rail transit in the area, including a station at/near the Historic Canal Street/Rail intersection.

05

Frameworks for the Future

While this plan identifies a need for continued physical improvements, the results of this plan include a much stronger emphasis on policy revisions, re-commitment to partnerships, dynamic incentive packages, and stronger marketing/events programs.

Synthesis: Vision + Design Frameworks

The New Smyrna Beach CRA Master Plan Update is a vehicle for discussing the community's shared vision and identifying initiatives to achieve that vision. Synthesizing the many points of input, the Citizen Based Themes evolved into a set of six Strategic Frameworks, as a flexible armature for achieving the community vision over the long term. The Strategic Frameworks include:

- Strengthen the Neighborhoods
- Enhance the Main Streets
- Create a Healthcare District
- Broaden the Tourism Market
- Enhance the Green and Blue Infrastructure
- Connect the Community

Specific Action Items and Design Concepts are presented for each Framework. The Actions are organized into four typologies:

- Capital Improvements
- Policy & Partnerships
- Investment Facilitation
- Marketing & Events

It is important to note that some of the ideas appear in more than one Framework area, and this 'multiple benefit' characteristic became one of the important criteria points for prioritizing the final Action List.

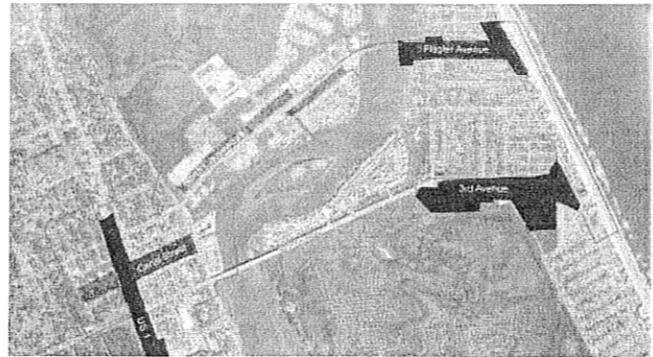
Historically, much of the CRA program was geared towards capital projects. While this plan identifies a need for continued physical improvements, the results of this plan include a much stronger emphasis on policy revisions, re-commitment to partnerships, dynamic incentive packages, and stronger marketing/events programs.

Not all of these elements (such as the new Incentives package) have been fully developed as part of this project, however, budget numbers were developed based on successful comparable models reviewed by the participants (see Incentives Memorandum, Appendix). This was based both on internal stakeholder discussion, as well as interviews and case study review with other successful CRA directors in small and medium sized cities.

01 Strengthen the Neighborhoods



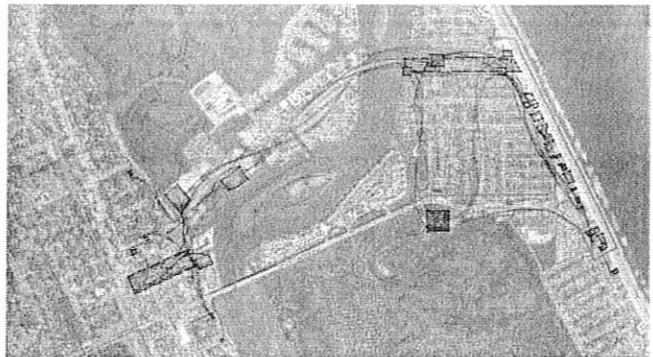
02 Enhance the Main Streets



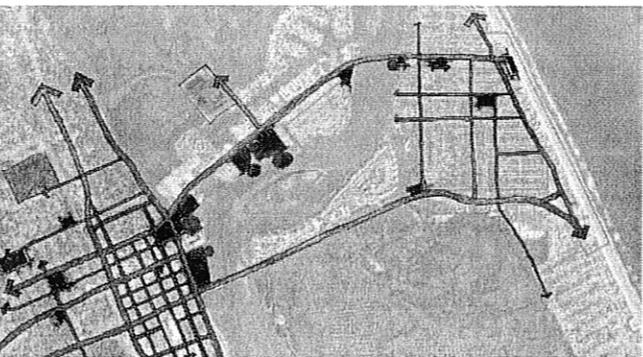
03 Create a Healthcare District



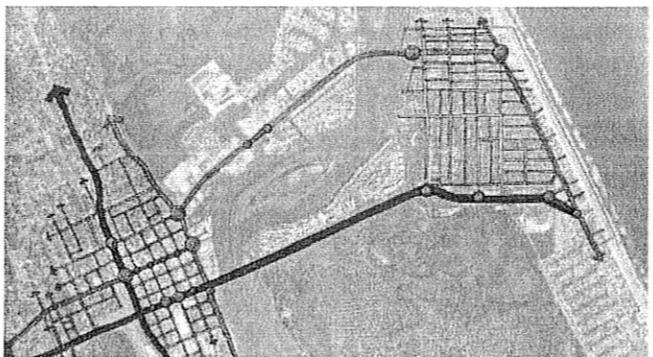
04 Broaden the Tourism Market



05 Enhance the Green and Blue Infrastructure



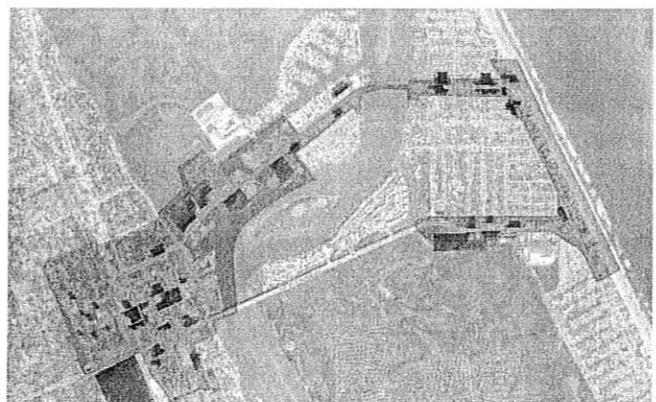
06 Connect the Community



Opportunity Sites

There are numerous opportunity sites for redevelopment within the CRA. Strategic initiatives like incentives, partnerships and facilitation will be key to realizing their highest and best use.

- Administrative Office Building
- Pennysaver Site
- Winn Dixie Plaza
- Badcock Building Site
- West side residential infill sites
- County Administration site
- Brannon Center site, Flagler Avenue sites, Medical Area Parking Lot, Smith Street Utility site



Strong Communities are invariably defined by strong neighborhoods. The basic infrastructure or “bones” need to be strong in order for a neighborhood to be healthy and active. Infill residential, streetscapes, utilities upgrades, and design standards are examples of these “bones”.



01 Strengthen the Neighborhoods

Capital Improvements

- Mary Street Infrastructure Project (underway)
- West Canal Street Infrastructure Project (underway)
- Myrtle Street Infrastructure Project (street, traffic calming, sewer)
- Enhance Washington Street Gateway corridor
- Annual Budget for Sidewalk Crossings, Lighting and Trees
- Washington Street Business District
- Utility Capacity

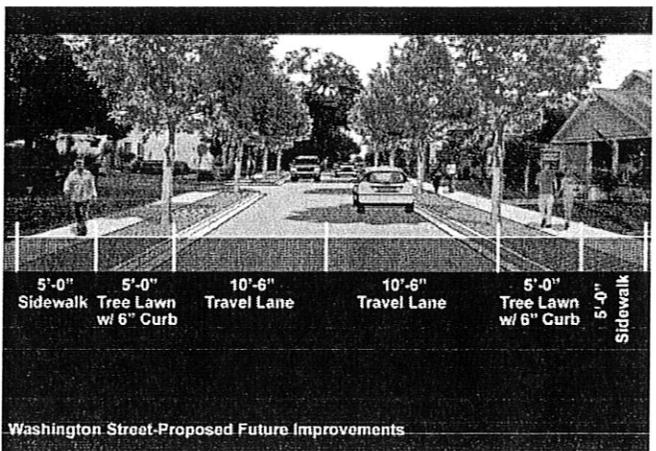
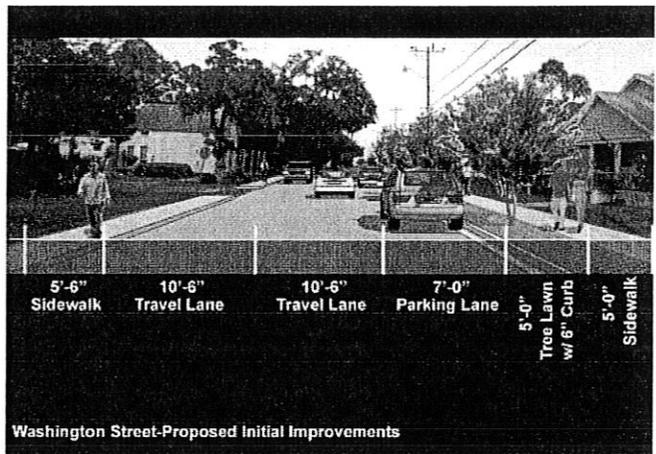
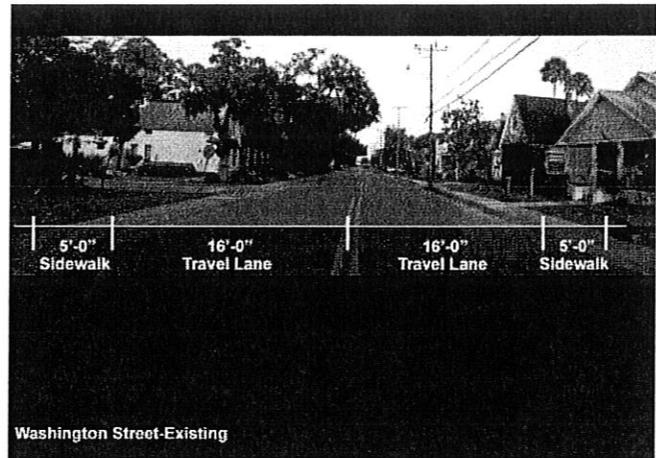
Policy & Partnerships (successful community example)

- Code enforcement (Delray Beach)
- Design Standards/Code Revisions (Eustis)
- Consider an Arts District overlay with incentives (Bradenton)
- Bonus Densities Program (Orlando)
- Revise Land Development Code to better serve infill housing (Orlando)
- Limit future commercial intrusion into residential (Orlando)
- Examine Housing Program Approaches – Option to develop/expand a Local Housing Organization to facilitate new units at attainable price. (Winter Park Land Trust)

Investment Facilitation (example community)

- Paint/Upkeep Grants (Kissimmee)
- Residential Investment Grants (Kissimmee)
- Impact fee assistance
- Art in key visible areas: waterfront, parks, gateways, retail districts, etc. (Lakeland)
- Arts Village Concepts / Events? (Bradenton)

This corridor serves the dual role of neighborhood connector and regional beach gateway. The existing large travel lanes, small sidewalks, intrusive utilities and lack of trees are easily addressed in incremental steps.



Washington Street Streetscape (Gateway to Beach and Neighborhoods)



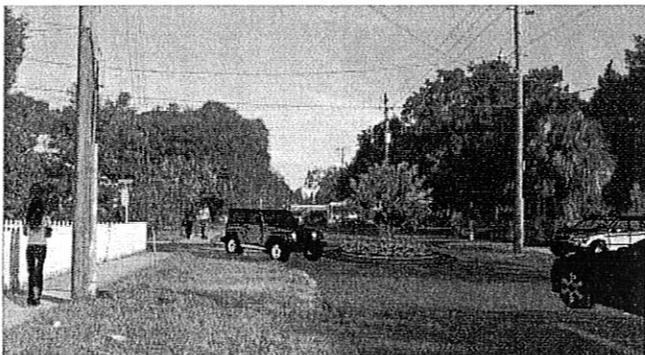
Washington Street Business District

Concepts include : purchase and renovation of historic commercial building to create business incubator; streetscape, sidewalks and utility burial; infill residential accomplished through housing assistance program



Infill Residential

Various forms of infill residential are possible, particularly if the cost of land can be reduced. On Julia Street, the CRA owns several properties which would accommodate many forms of residential. New design standards could better guide the form of new buildings.



Neighborhood Traffic Calming

Neighborhood Traffic Calming has been successfully implemented in New Smyrna Beach. A mini-circle on South Myrtle would calm traffic linking between Canal and SR44.



Property Improvement Incentives

Incentives such as paint vouchers will assist homeowner based enhancements, beautifying the neighborhood and increasing a sense of pride of place and property.

Main Streets are the economic heart of the CRA. Active main streets are indicators of downtown economic health. Main Streets should welcome and excite its patrons thru events, partnerships, and a diverse retailing environment. Programs and partnerships to bring “feet to the street” and assist small business investment.



02 Support the Main Streets

Capital Improvements

- Parking on Canal / Flagler
- 3rd Avenue and North Causeway Streetscapes
- Drainage issues on Flagler
- Gateway Enhancements
- Wayfinding Signage to better identify the historic main streets, neighborhoods, BFMC, and key cultural destinations

Policy (Successful Community example)

- Design Standards/Code Revisions (Eustis, Lakeland)
- Bonus Densities Program (Orlando)
- Streamline Development Approval Process and Assistance (Lakeland, Eustis)
- Support strategic property redevelopment (Eustis)
- Consider future use of FEC Property
- Support Main Street Activities and Promote ‘Best Practices’ retailing (Bartow, Orlando, Kissimmee)
- Support Comprehensive Wayfinding / Signage (Bartow, Orlando, Bradenton)

Investment Facilitation

- Incentives Program including Cash and Loan Subsidy (Sanford)
- Strategic Partnering / Incentives for key parcels (Bartow, Kissimmee)
- Fund a Main Street Coordinator (Bartow, Orlando)
- Market Available Sites (Sanford)
- Increased Façade Grant activity – outreach to ‘quiet’ sites (Kissimmee)

Marketing and Events

- Outreach to BFMC, Condos and Hospitality regarding Events
- Develop the ‘Circle’ geography (Canal-Flagler AIA-SR44 with visible iconography, streetscape and a comprehensive calendar of activities with clear funding sources and responsible parties. (Lakeland, Bartow)
- Develop a ‘Buy Local’ Program for CRA Businesses (Orlando)
- Recruit key businesses / uses that can act as a regional draw (Delray Beach, Bartow)

Procedures

The loan applicant must submit documentation to the CRA detailing the materials to be purchased as well as details concerning the proposed loan. If approved by the CRA Board, the CRA will then issue a letter approving the amount subject to certain stipulations.

Once the loan is approved, the applicant must submit details to the CRA the amount of the subsidy will be based and the amount will be released to the applicant as soon as possible to the extent of the loan.

The CRA must be notified should the applicant be unable to make payments in the context of the business model if the applicant is the tenant.

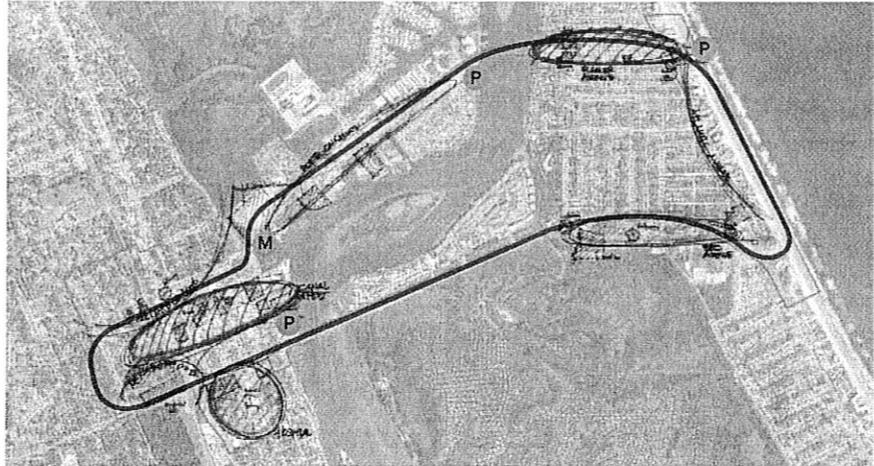
An example of how the program will work

A building owner needs to rehabilitate a structure at a cost of \$150,000. A tenant has a 20-year lease at a 6% interest rate for 20 years. The CRA would offer a loan subsidy of \$45,000 (deferring the difference between the 20-year payments required for a 4.5% loan and a 1% loan into the owner's account). The program account would debit at the rate of \$1,250 for each month over the 36-month period, as long as



Branding the District

The “circle” is a geography of significant streets (driven by bridges and historic Main Streets) which links all of the character places within the CRA. The “circle” could be marketed as a place for shopping, festivals and events, such as road races and cycling exhibitions. The “circle” can also be reinforced through consistent district wayfinding, pedestrian treatments and landscape.



Redevelopment Example : Volusia County Site, Brannon Center, Bellsouth Site

Canal Street and Riverside Drive is a significant ‘Main & Main’ intersection for the downtown. The properties at this location have aging buildings that are not particularly active on the ground floor, or contributing towards the goal of increased residential. The above diagrams illustrate mixed use development opportunity on all 3 sites. The county site could accommodate new county buildings and maintain the historic Chamber of Commerce while incorporating retail and residential. The Brannon Center could be rebuilt as a waterfront hotel with publicly available meeting space.

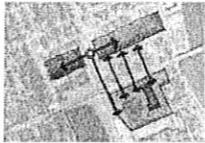


“Pennysaver” site

This property, if combined with the adjacent public parking lot could easily accommodate new mixed use development. Incentives and Design Standards would assist in guiding this opportunity.



Healthcare Districts provide for community well-being and are significant economic engines. Bert Fish Medical Center is an important employment and industry base located downtown. Healthcare Districts need infrastructure for related medical development and continued investment from practicing physicians.



03 Create a Healthcare District

Capital Improvements

- District Branding with Signage and Wayfinding
- Sidewalk and Crossing Enhancements to calm traffic and improve walkability
- Andrews and Palmetto Enhancements and Infrastructure
- SR 44 Crossing Improvements
- Parking Garage (Andrews or Live Oak) with a mixed use project

Policy

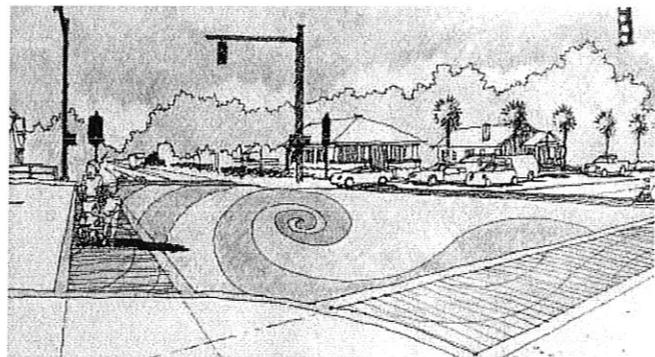
- Design Standards/Code Revisions (Orlando)
- Streamline Development Approval Process and Assistance (Lakeland)
- Strategic/Regular 'Directors' meetings with BFMC (Ocoee)
- Support strategic property and Medical Office redevelopment (Ocoee)
- Support / Recruit teaching opportunity
- Support downtown residential, including ALF Senior Housing
- Approval process 'dream team' (Orlando)
- Support eventual relocation of Smith Street backup utilities
- Support nearby Hotel uses (Orlando)

Investment Facilitation

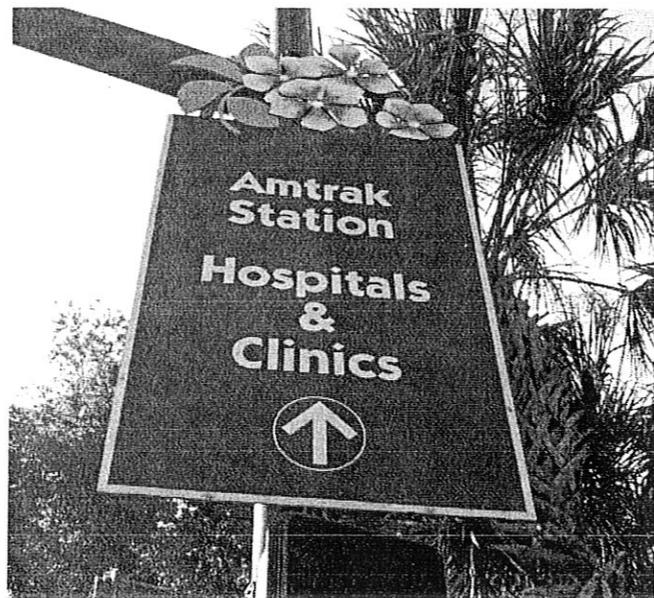
- Incentives Program for Residential and Medical Office (Kissimmee, Orlando)
- Strategic Partnering / Incentives for key parcels (Kissimmee, Orlando)

Marketing and Events

- Special opportunities for BFMC employees, patients or visitors
- District signage / branding
- Promote Healthy Living at NSB – 'Healthiest Beach Community'
- Outreach to Doctors regarding investment opportunities and needs

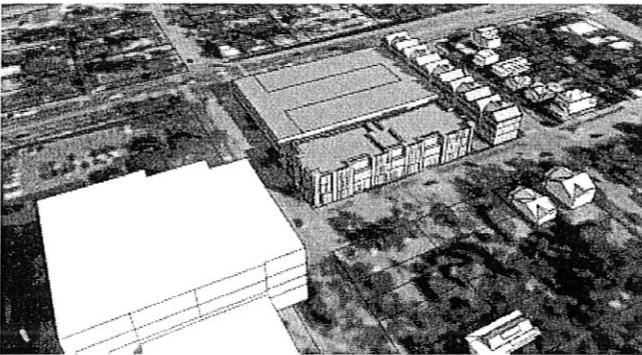
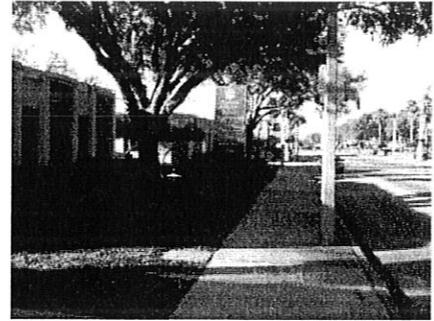
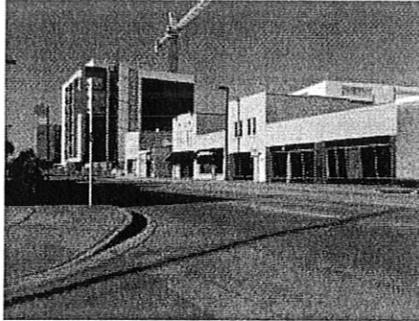


SR44 and Palmetto intersection pedestrian crossing enhancements would provide a sense of character to this harsh intersection while emphasizing and entry point into the Hospital area.



Hospital Partnerships

The City of Orlando has been working strategically with both Florida Hospital and Orlando Health to assist in campus development and to leverage the economic development potential of these significant economic engines. The Florida Hospital Health Village and Orlando South Downtown District Plans are yielding early results. Kissimmee and Ocoee are additional examples of communities beginning collaborative Healthcare District planning.



There are several properties east and west of the main hospital building that are ideal for new medical office and clinical development, possibly in conjunction with work-force residential and/or structured parking.

Many of the streets are served by minimal infrastructure or streetscape; this condition could be improved proactively, or in conjunction with a specific project through CRA, UC, City and BFMC partnership.

Revisions to the Land Development / Zoning Code and design standards could also better support a mixed use, urban development opportunity.



The Main Street merchants should provide outreach to Medical District patients, employees and visitors to capture this dining and shopping audience.



New Smyrna Beach is a major beach-side tourism destination. Embracing this through economic development, signature events, and marketing will enhance the viability of the Main Streets. Promoting the “Charm”, means maintaining and enhancing the offerings to potential visitors, who can support the CRA Main Street retailing establishments that define historic New Smyrna Beach.



04 Broaden the Tourism Market

Capital Improvements

- Landscape / Branding of the Loop Geography
- Potential Utility Upgrades if needed
- Assist with Parking Capacity
- Wayfinding on the ‘Loop’
- Street / Gateway improvements at Canal/44 and 3rd Atlantic

Policy

- Design Standards/Code Revisions
- Streamline Development Approval Process and Assistance
- Support strategic Hotel property redevelopment with minimized neighborhood impacts
- Consider Hotel / Height near the beach
- Consider Hotel uses for Flagler, Administrative Office Building Site on North Causeway, and Canal sites

Investment Facilitation

- Incentives Assistance with Assembly and/or Impact Fees
(Kissimmee, Orlando)

Marketing and Events

- Outreach to Hospital Visitors (Orlando)
- Outreach to Family rentals via events, activities, programs
(Delray Beach)
- Special opportunities for BFMC employees, patients or visitors (Orlando/Disney)
- District signage / branding (Orlando)
- Outreach to Doctors re-investment opportunities / needs
(Orlando, Ocoee)

In order to expand the tourism “net”, the following recommendations are provided :

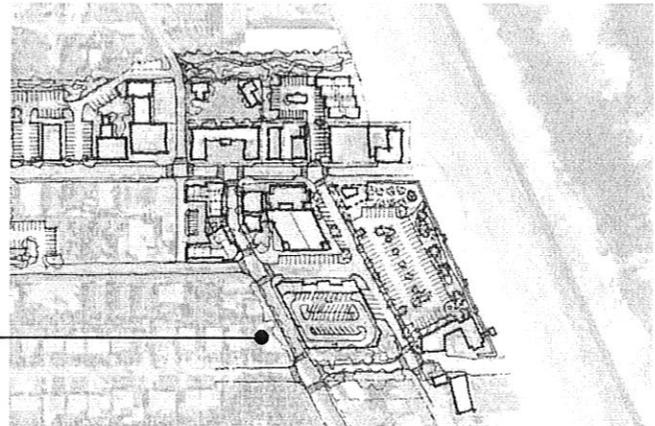
- Attract “Flag” Hotel to provide more short-stay / high turnover visitor accommodations to support singles / couples who typically employ a higher discretionary spending at restaurants and retail establishments
- Increase permanent and temporary residents to support retail and services
- Market key opportunity sites for redevelopment
- Consider modifying regulatory policies to incentivize high quality tourist related development and establish design standards to ensure development form is consistent with the character of New Smyrna Beach
- The mission is not to significantly alter New Smyrna Beach’s status as a family oriented destination, but to carefully broaden its offerings to a wider audience

The Design Team identified and studied potential development scenarios (i.e. Residential, Hotels and Mixed use) on key opportunity sites within the “New Smyrna Beach Circle”. These include Flagler Boardwalk Park, Flagler Avenue, North Causeway Administrative Office Building (AOB) site, Brannon Center, Volusia County site, Pennysaver site, 3rd Avenue Winn Dixie site as well as other sites within the CRA.

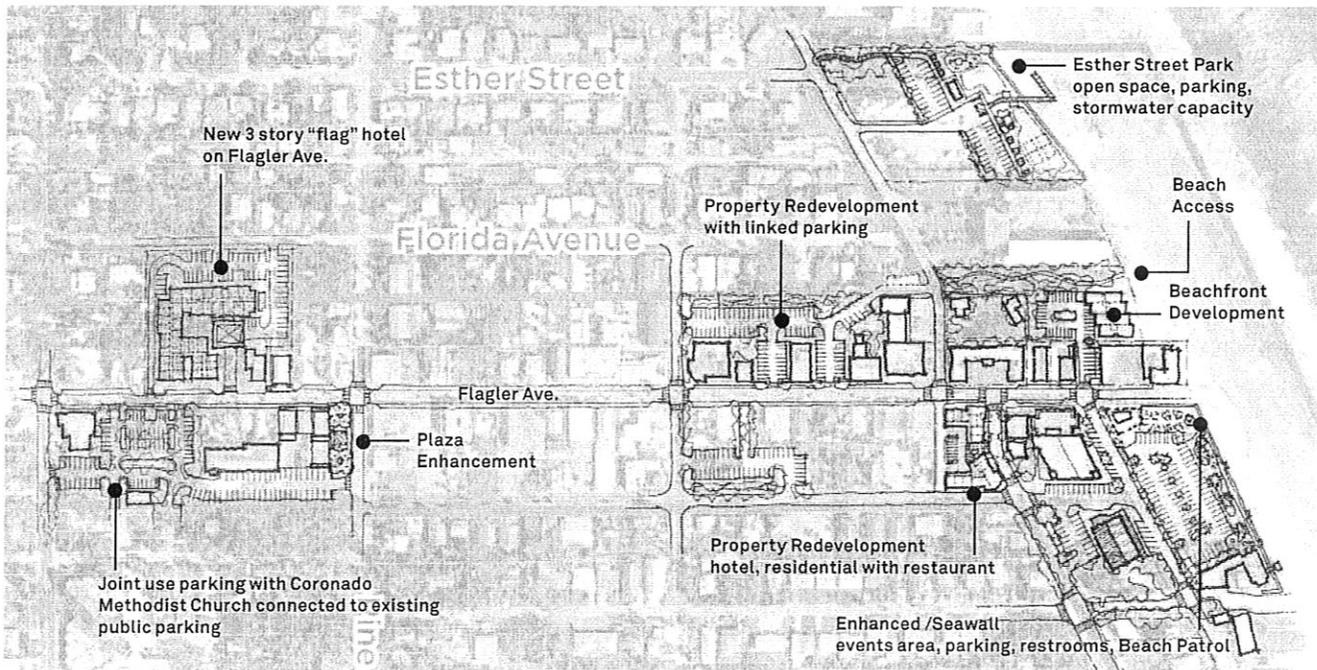
Conceptual Flagler Avenue enhancements



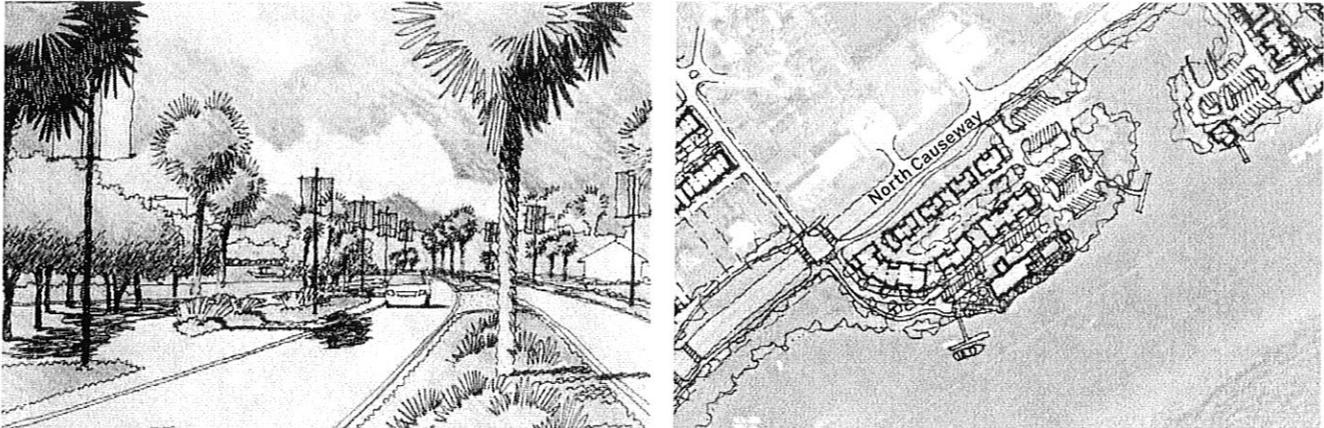
Option for structured parking in partnership with new property redevelopment.



Conceptual Flagler Avenue enhancements with Flagler Boardwalk Park structured parking

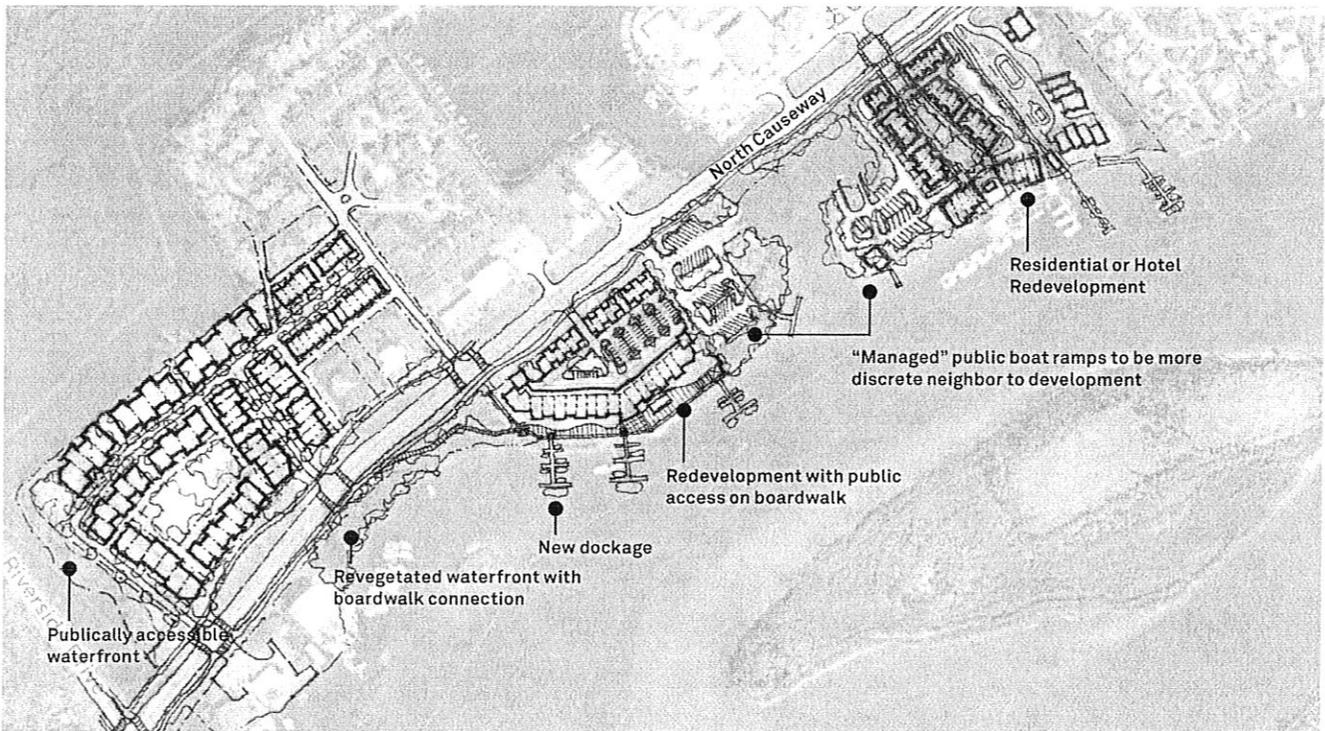


Conceptual North Causeway enhancements (Townhome option)



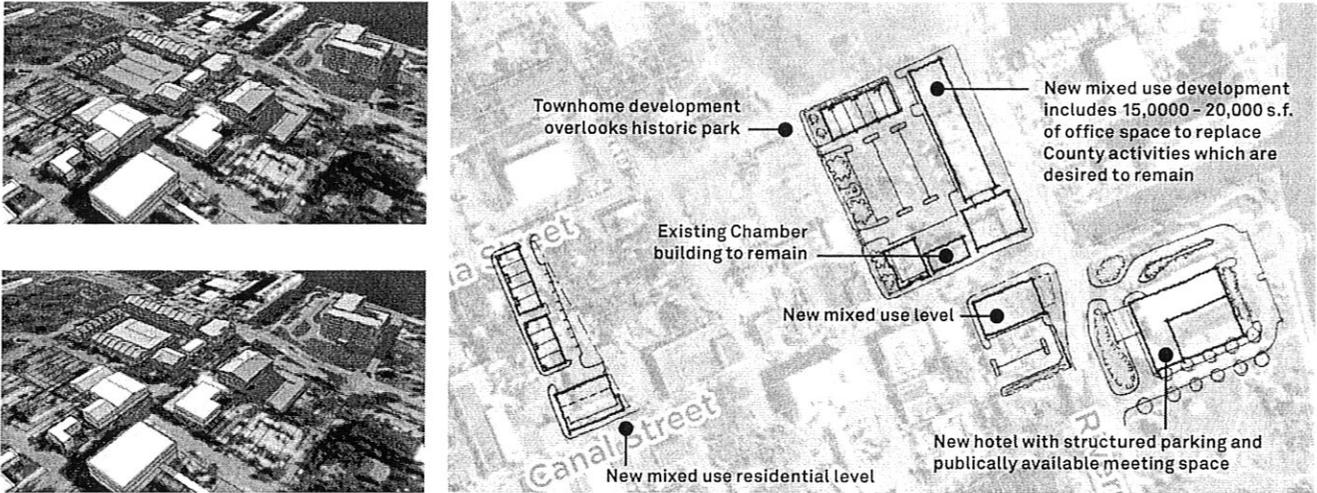
Alternate development layout with Townhomes and increased public access, boat dock and restaurant

Conceptual North Causeway enhancements (Hotel option)

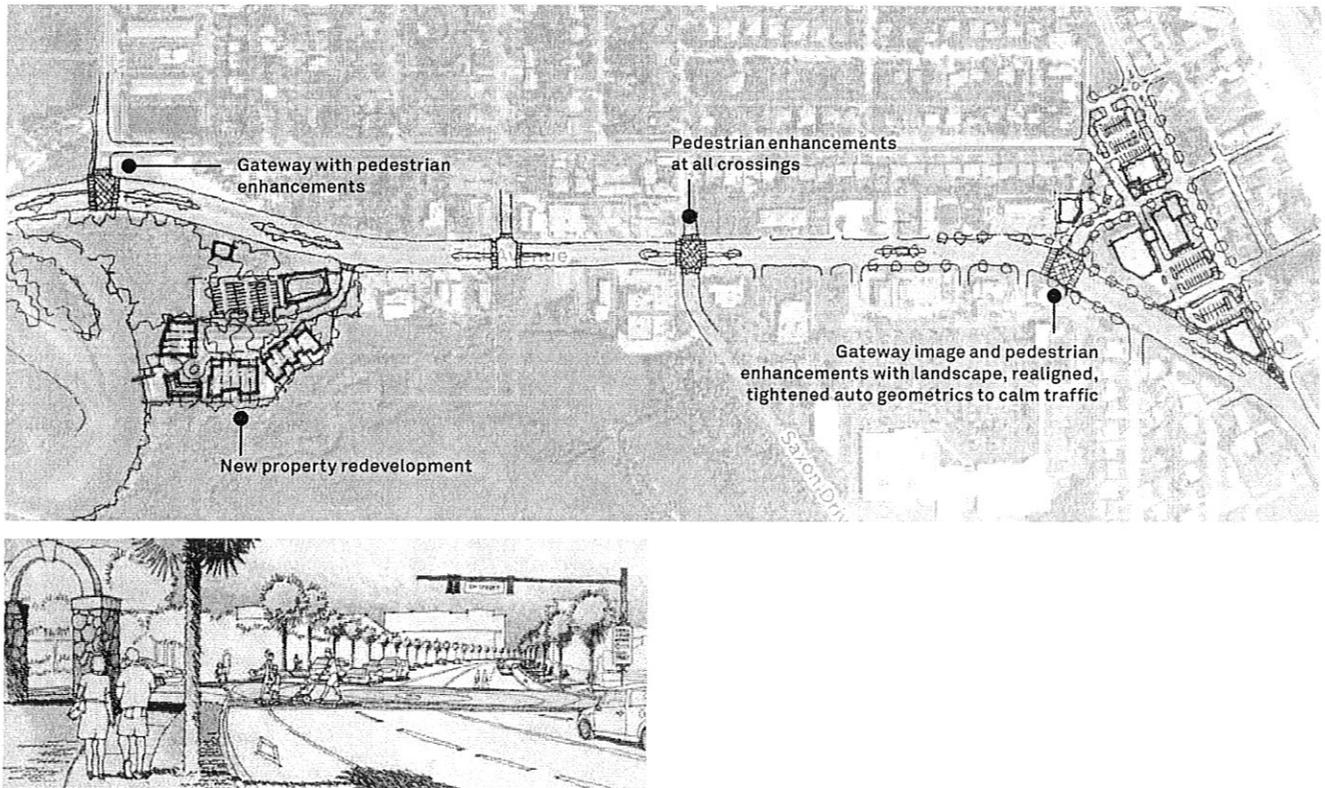


Property redevelopment in "Village" format with connections to Causeway and adjacent parcels.

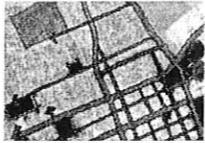
Conceptual Canal Street enhancements



Conceptual 3rd Avenue corridor enhancements



Active places require recreational amenities to compliment the residential and retail areas. Enhancements to the CRA's blue and green infrastructure infuse character and sense of place throughout the community. These places are memorable to locals and visitors alike for "event" days and "every" days.



05 Enhance the Green and Blue Infrastructure

Capital Improvements

- Flagler Avenue Parking Improvements
- Seawall and Boardwalk Park Enhancements
- Esther Street Park drainage and parking
- Potential Marina / Boardwalk Expansion w cleared views to water
- Streetscape / Bike Lane Striping on key roads
- Enhance the 'Loop' Brand identity / trail system

Policy

- Consider Parking Fees at Public Boat Ramp
- Consider other nominal parking fees
- Increase maintenance / staff for CRA parks/streets
- Consider expansion / public access at Marina and AoB redevelopment
- Maintain Water Taxi – possible increased tie-up / access at Riverfront Park
- Collaborate with County on new/consolidated lifeguard Beach safety station and restrooms
- Consider an Arts overlay District with incentives

Investment Facilitation

- Incentives Assistance with Assembly and/or Impact Fees

Marketing and Events

- Increased events and promotion of New Smyrna as healthiest community thru biking, running, boating, fishing, surfing, ecotourism
- Promote the Arts in New Smyrna with Events and Promotions (Bartow, Bradenton, Lakeland, Sanford)

The Gulf Coast's Largest Arts District
Where Artists Live and Work

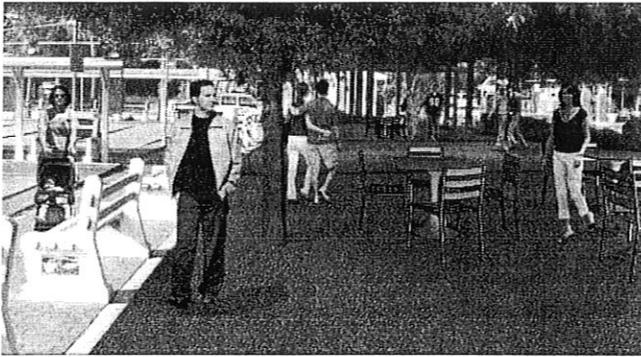
Village of the Arts

Artwalk - First Friday - 6-9:30 PM & First Saturday 11 AM - 4 PM
Most galleries open Oct. - May, Friday & Saturday, 11 AM - 4 PM
call 941-747-0823 for gallery tours & information

Over 35 galleries

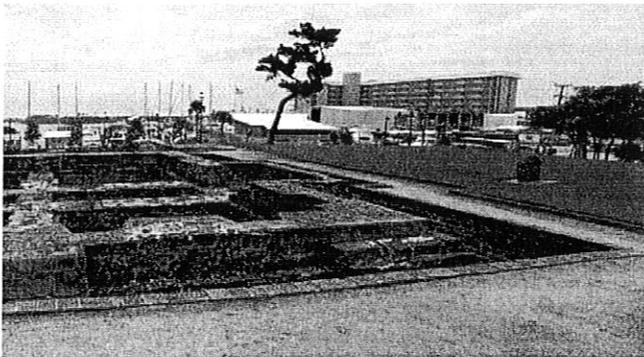
- Affordable fine art, furniture
- Jewelry, clothing & antiques
- Inviting book shops
- Charming cafés

BRADENTON, FLORIDA



Enhancement of Coronado Plaza to be more open, multi-functional and attractive gathering space in the middle of the Flagler Main Street shopping.

New Smyrna Beach can provide cultural resources and its unique geography to the cycling, running, surfing, fishing, boating and ecotourism communities.



The workshop concept for Flagler Boardwalk Park represents a significant gathering space that is a node of activity between Beach and Main Street.

Features include: rebuilt seawall, new restrooms, administrative building, strolling and seating areas along the wall, increased pedestrian access, organized shell rock parking, multi purpose event/gathering space, iconic art opportunity, open views to ocean, xeric/dune planting, graphics and adjacent property investment redevelopment.



Areas can only grow and prosper if the community knows what is available and feels that everything is readily accessible. Connecting the community to the resources of the City and all its Frameworks will spur many direct and indirect benefits. This includes non-physical “relationship” or “program” connections, as well as physical connections to link activity areas.



06 Connect the Community

Capital Improvements

- Wayfinding
- Crossings at SR 44, US1, 3rd Ave, North Causeway
- Sidewalk and Bike Lane Improvements
- Reconfigure Canal / SR 44 split

Policy

- Consider possibly 'slip' road off of Myrtle / SR 44
- Promote enhancements on Canal west of Myrtle
- Evaluate better use of the water taxi as an ongoing use, possibly privatizing.

Marketing and Events

- Brand the 'Loop' and conduct Events using that Geography
- Develop a 'Pedicab' or Motorized Jitneys for inexpensive, fun point to point transit (especially in conjunction with Hotel / Restaurants / Beach / Neighborhoods (Orlando))
- Increase marketing nationally, regionally and locally – especially the local family rentals and seasonal condos.
- Outreach to Bert Fish Medical Center for employee, patient, and visitor needs.

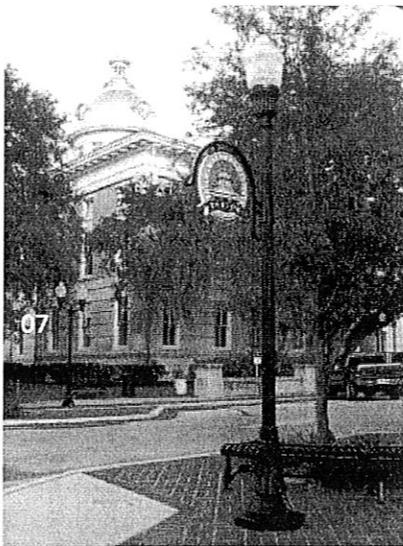
Connection through partnership. As an example, the CRA and Utilities Commission could work together to enhance the contribution of this important building to the Main Street retailing experience, while preserving this important Downtown employment base and service.



Wayfinding

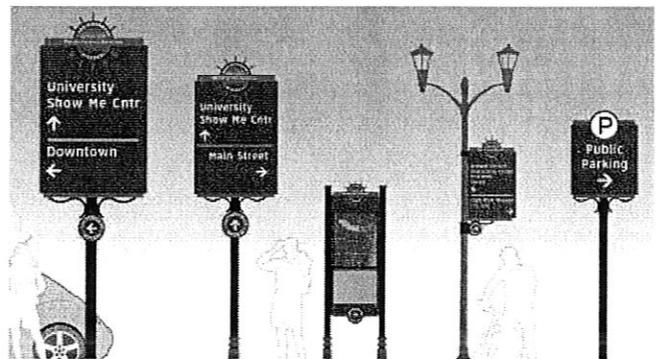
Consistent graphics can both link and brand the community in ways that provide immediate character and marketing value. New Smyrna Beach struggles to make all of its character places and community features visible and accessible, particularly to visitors who are being “pushed” along US1 and SR44 because of the FDOT design configuration and speed of the roads and bridges.

A family of sign/graphics, with well-conceived “Wayfinding Logic” can brand the “circle” and route visitors to all the major points of interest from every approach direction. Experienced professionals can implement these systems within FDOT right-of-way.



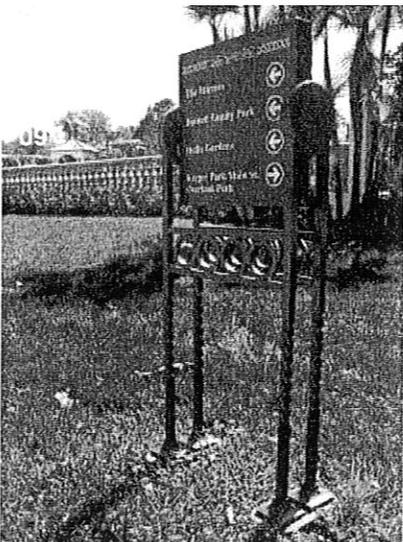
Top Left: City of Bartow downtown signage

Bottom Left: City of Lakeland pedestrian directional signage

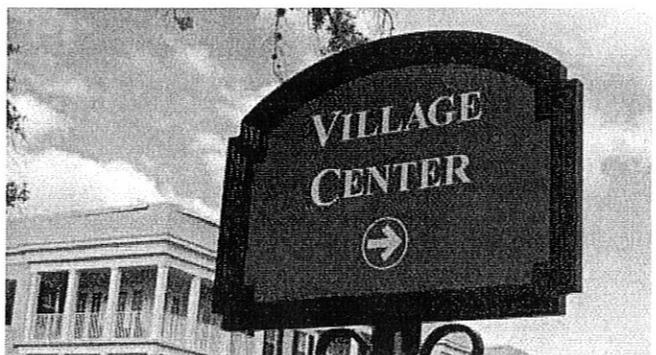


Top Right: Family of wayfinding signage

Middle Right: City of Bartow wayfinding kiosk



Bottom Right: Baldwin Park Village Center (Orlando) vehicular directional signage



Gateways and Walkable Streets

The New Smyrna Beach CRA area is linked by a series of regional roads which both bring people to the community, yet function to push cars quickly through without stopping. Further, these roadways significantly divide character activity areas, separating neighborhoods, medical, main street and open space assets.

From a property redevelopment point of view, these corridors bring significant traffic, but their character and appearance is not easily conducive to quality, mixed-use, urban format development. Moreover, their overall character significantly degrades the walking and bicycling safety of the areas and generally contributes to an unlivable blighted appearance.

All the major FDOT corridors could be enhanced with landscape and pedestrian improvements, and updated design standards could better guide quality new investment.

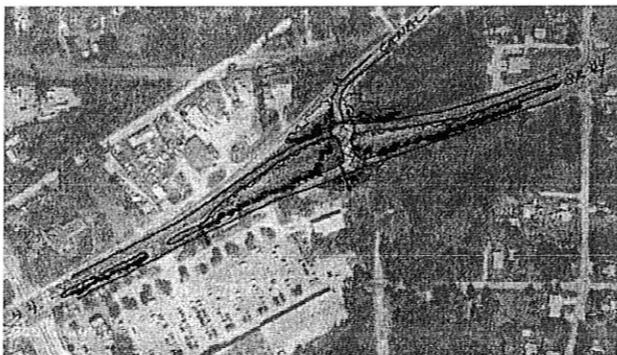
However, it is of paramount importance to address many of the key intersections. Each of these locations are **decision points** for travelers, **linkage points** within the community, and **image points** for future development. In general, these areas should be "traffic calmed" with reduced asphalt width through removal of unnecessary turn lanes, clear pedestrian crossings, attractive landscape to beautify the roadways, treated with vertical gateway markers, wayfinding signage, attractive pavement, colors and lighting/signalization.

Major Gateways include:

- SR 44 at Canal Street, Myrtle Avenue, Palmetto and Live Oak
- Third Avenue at Atlantic Avenue (at Walgreens)
- US 1 at Washington, Canal, and Smith

Minor/additional important crossings include:

- SR 44 at Orange Ave, Magnolia, North Riverside, Peninsula, and Saxon
- Washington Street at Myrtle Avenue and North Riverside
- US1 at Andrews



Right: SR 44 and Canal Street intersection redesign. SR44 has diverted away from Canal Street. Modifications to emphasize Canal Street and slip lane as well iconic gateway feature into Downtown New Smyrna Beach

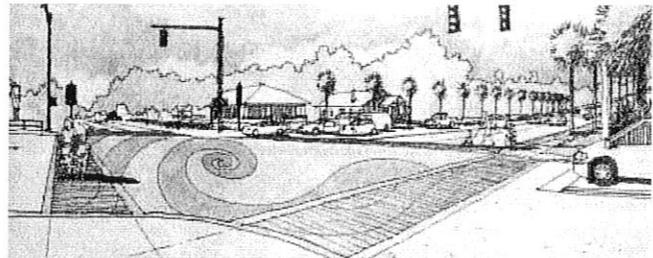
Bottom: Road network connectivity and key intersections (decision points)



Gateway Concepts indicate clearly marked pedestrian facilities, landscape, gateway monuments, narrowed asphalt, graphics and signage



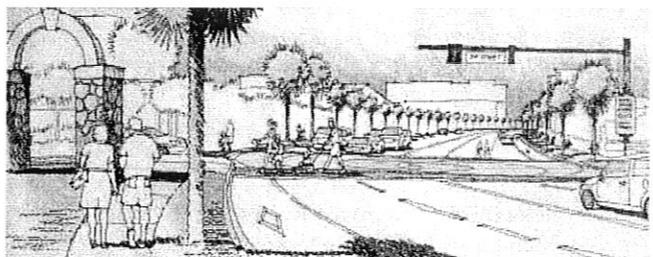
SR44 and Palmetto : Before



SR44 and Palmetto enhancements : After



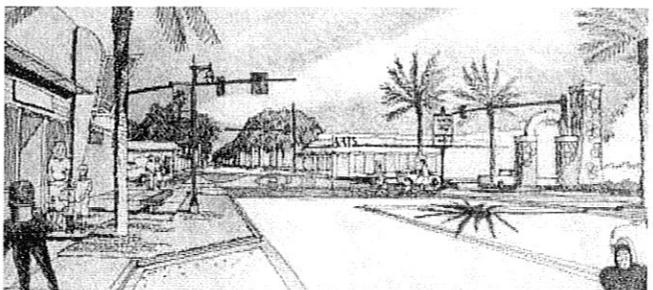
3rd Avenue Gateway : Before



3rd Avenue Gateway enhancements : After



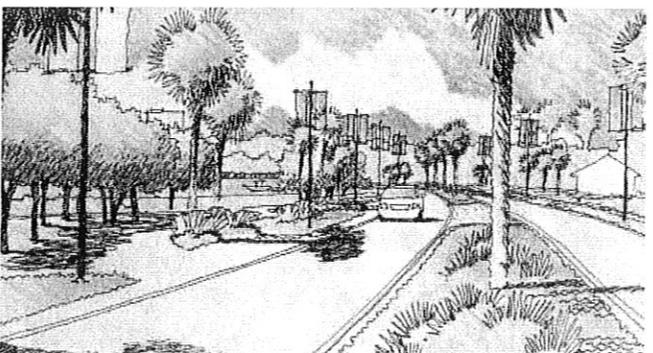
West Canal and US 1 : Before



West Canal and US 1 enhancements : After



North Causeway : Before



North Causeway enhancements : After

Compilation:

Building Recommendations toward a Prioritized Action List

Following the collection of design ideas and strategic recommendations for each Framework area, the master planning team began assembling all the ideas for evaluation by the City Commission and CRA Board. All the recommendations for Capital Improvements, Policy, Investment Facilitation and Marketing/Events were compiled into a master list. In many cases, a given recommendation (such as wayfinding signage or refined design standards) appeared as necessary to more than one of the Frameworks. Therefore, the composite list was presented to the Commission and CRA Board with several evaluation points including: Relevance to one or more Frameworks; Partnership potential, matching/leveraging potential; potential economic/fiscal impact; Feasibility for Implementation. The composite list of Recommendations is listed below.

Capital Improvements

(existing budgeted and funded projects)

Redevelopment Plan Update
West Canal Streetscape/Drainage South Orange
Streetscape/Parking
Dunn Lumber Site Environmental Cleanup and Landscape
Soutwest Corner of US1/Canal FEC Landscape Lease
Historic Restoration Program
Coronado Civic Center
Mary Avenue Streetscape
Flagler Avenue Boardwalk
North Atlantic Avenue Improvements
Riverside Park Seawall/Lighting

(potential projects for prioritization)

Flagler Avenue Boardwalk Park and Parking
Medical Services District Improvements
Flagler / Jessamine Parking
Canal Street Parking
Washington Street Improvements
Cormeth Parking
Esther Street Park and Parking
North Causeway Landscape Image Enhancements
Canal Street Utility Underground
Mainland Splash Park
Signage/Wayfinding throughout CRA
3rd Avenue Gateways
Annual Budget Misc Beautification
Streetscape Canal Residential Neighborhoods
SR 44 Intersection Crossing Treatments (6)
Medical District Parking
SR 44 & West Canal Street Gateway
Transit Subsidy (Motorized Jitneys?)
Water Taxi Subsidy
Myrtle Avenue Traffic Calming
Myrtle Avenue Infrastructure Project

Washington Street Business Incubator
3rd Avenue Corridor Landscaping / Palms
Volusia County Administration Site
Marina/Boardwalk expansion

Investment Facilitation

Development Assistance (per year)
Development Incentives (per year)

Policy & Partnerships

Arts Overlay District
Planning / Engineering Studies
Housing Program Participation
Form-Based Code/Design Standards
Enhanced Code Enforcement/Policing
Streamlined Development Approval Process
Outreach to BFMC regarding strategic projects
Outreach to County regarding strategic projects

Marketing & Promotion

Main Street Coordinator (events funded per year)
Public Art (funded per year)
Economic Development Coordination

- Marketing of Available Sites
- Enhanced Business Recruitment
- Development Approval Assistance

Brand the "New Smyrna Circle" CRA geography
Consistent Marketing of NSB
Promote Eco-tourism Market
Promote "Healthy Living" marketing
Promote Cycling, Fishing and Surfing
Promote Arts Community
Market CRA incentive programs

New Programs and Policies for the New Smyrna Beach CRA

As stated in this report, one of the key findings of the master planning effort is the need to develop more dynamic programs and policies to both facilitate and assist future investment while leveraging existing activities. In short, bricks and mortar capital projects are not enough on their own to achieve the CRA goals established in the original Finding of Necessity or realize the objectives outlined in this plan. Therefore, the master planning process compiled benchmark comparison information of successful activities employed by peer CRA's to assist redevelopment. These collateral examples and case studies are included in the Appendix.

For the purpose of establishing an Action List, it was deemed important to provide a candidate list of Incentive programs and Policy Collaboration employed other CRA's that would be relevant to New Smyrna Beach. The following lists of activities are deemed suitable and appropriate for consideration for inclusion in Programs that should be developed for the CRA. In order to budget for these elements, several communities (including Kissimmee, Lakeland and Sanford) were benchmarked for funding allocation towards these endeavors. When the CRA has more fully designed its Programs, the budgets may be fine tuned to match. **However, it was deemed significant that when all the potential 'Action Items' were prioritized, the development and implementation of new Policies and Programs received strong support and top level ranking from both the City Commission and CRA Board.**

Development Incentives/Assistance Programs

Candidate Tools designed to provide flexible assistance for prospective investment

Impact Fee Assistance
 Matching Façade, Sign and Building Revitalization Grants
 "Dark" Window Replacement Grants
 Landscape Improvement Grants
 Local Consulting Services Reimbursement
 TIF Rebates
 CRA Low/No Interest Loans
 CRA Deferred Interest Loans
 Redevelopment/Development Assistance
 Paint Vouchers
 Conversion to Owner Occupancy
 Live Where You Work Grant
 Public Service Housing Assistance
 Business Relocation Assistance
 Water Taxi Subsidy
 Myrtle Avenue Traffic Calming
 Myrtle Avenue Infrastructure Project

Policy / Partnership Activities

Additional Collaboration / Development opportunities and ideas

City/CRA Wayfinding Partnership
 Collaboration with County on Lifeguard station/ maintenance building
 Collaboration with County on County Administration site
 Property Redevelopment
 Penny Saver Redevelopment Assistance
 Brannon Center Redevelopment (long term)
 Collaboration with Habitat for Humanity
 Community Land Trust (some funds from CRA)
 NSB Banking Consortium
 FEC Railroad Property Development Facilitation
 Create a "Buy Local" Program"
 Strategic Meetings with Hospital
 Strategic Meetings with Utilities Commission
 Hospitality Investment
 Maintenance Staff
 Graduated Density Bonuses
 Downtown Residential Infill Policy
 Expedited Approval Processing, simplified Building permit services processes
 Support Senior Housing
 Replace Smith Street facility

Examples of Successfully Implemented Programs, Incentives and Policy

In the Appendix, the design team has identified several successful examples of communities and activities which may be applicable to a specific opportunity in the New Smyrna Beach CRA. It is a recommendation of this report that New Smyrna Beach and the CRA reach out to these and other communities to identify "lessons learned" and applications for the CRA. Cited CRA's include:

- Bradenton (Arts, Wayfinding)
- Kissimmee (Main Street, Incentive Program, Development Partnering)
- Lakeland (Development Services, Arts, Neighborhood Enhancement, Parks)
- Bartow (Arts, Wayfinding, Events, Main Street, Incentives)
- Delray Beach (Zoning Ordinances, Business Recruitment)
- Sanford (Property Loan Assistance, Design Guidelines)
- Eustis (Form-base Code)
- Orlando (Neighborhood Enhancement, Hospital Partnership, Utilities Partnering, Buy Local Program, Wayfinding, Design Guidelines)
- Winter Park (Neighborhood Enhancement, Community Land Trust, Wayfinding)

Implementation Strategy

The compilation of projects recommended by the Glatting Jackson / AECOM team was assembled as a list of implementation initiative recommendations for consideration in capital improvement planning and budgeting. The list composes a "menu" of projects and an initial budgeting framework which is foreseen as a precursor to further detailed design and planning.

The initial list of projects was reviewed and prioritized by both the CRA Board and the City Commission during a joint workshop. The CRA Board and staff has fine-tuned this initial project prioritization list and prepared a draft budget for review and approval that has reconciled project overlaps, created the new 'programs', and will fund the projects prioritized by the joint CRA Board/City Commission workshop.

The CRA Board stated during the workshop that it has to be an important initiative of the City to continue the CRA past 2015 in partnership with the County and the Hospital in order to continue providing programs and projects that enhance the economic vitality of the City of New Smyrna Beach. The full economic potential of the CRA area will not be realized in the next five years, particularly given the current market downturn, the extent of the remaining opportunities that the Area has at its disposal and the ongoing need for partnership and leadership to realize those opportunities.

CRA Budget

In order to understand the general budget parameters for the remainder of the CRA (2010 thru 2015), the following current and estimated CRA budget funding table (presented below) was included in the project prioritization exercise. The existing CRA funds and a very conservative estimate of future CRA funds, which utilizes a declining taxable revenue forecast for the next two years, establishes the total CRA funding of approximately \$22 million dollars thru the year 2015.

Current and Estimated CRA Budget Funding

ESTIMATED CRA BUDGET FUNDING	ESTIMATED TOTAL COST
Current CRA Funds (2009 Ending Balance)	\$10,000,000
Estimated Future CRA Funds (2011-2015)	\$12,000,000
Funding Subtotal	\$22,000,000
Existing CRA Admin/Operating (2010-2015)	\$6,731,378
Existing CRA Debt Service/Transfers (2010-2015)	\$1,365,060
Approximate Estimated Available Funds Through 2015 for Capital Projects	\$13,903,562

1. The current annual CRA administrative and operational budgets were used to estimate the total remaining CRA administrative and operation expenses.

2. Annual Debt service of \$341,265 is scheduled to sunset at the end of future year 2013.

The result is over \$13 million dollars estimated to be available for new programs and capital projects including projects already underway. It is important to note that this amount is simply an order of magnitude amount based upon several assumptions.

Action / Priorities Matrix

The results of the project prioritization discussion at the joint City Commission and CRA Board meeting identified project priorities and potential funding sources. Using the initial ranking of the scored prioritization projects, the group identified their highest and lowest priorities using "A" as the highest priorities, "B" as medium priorities, and "C" as the lowest priorities. The new 'programs' were ranked as the first three priorities. These programs will consist of a menu listing of initiatives related to incentivizing redevelopment and developed by the CRA Board and staff.

In subsequent efforts, the CRA Board and staff refined the Action/Priorities Matrix to develop the resulting CRA Budget as summarized in the following table.

A Strategic Funding Plan was prepared by RMPK funding which summarized potential funding opportunities, timing, example projects, and priority funding strategies for specific projects identified in the New Smyrna Beach CRA Master Plan. These potential funding opportunities may provide financial assistance for projects mostly through grants, similar to the Environmental Protection Agency (EPA) Brownfield Grant awarded to the CRA for environmental site assessment. RMPK's complete Strategic Funding Plan is provided in the appendices of this report.

CRA Budget March 11, 2010

Priority	Recommendation	Description	Estimated Budget	Potential Funding Sources (Other notes in parentheses)
A	Development Assistance & Incentives <i>Example Initiatives are provided in Section 5, Frameworks for the Future</i>	CRA Board and staff should prepare a budget package of incentive initiatives utilizing the comparables provided in this document and appendices that support the Frameworks for the Future.	\$1,695,562	(Specific program elements TBD by CRA)
A	Policy & Partnerships <i>Example Initiatives are provided in Section 5, Frameworks for the Future</i>	CRA Board and staff should seek to collaborate with other agencies to leverage CRA funding, hold strategic meetings with key investment stakeholders, and seek to modify regulatory policy to facilitate development activities.	\$200,000	(Specific program elements TBD by CRA)
A	Marketing & Promotion <i>Example Initiatives are provided in Section 5, Frameworks for the Future</i>	CRA Board and staff should seek to collaborate with other agencies to leverage CRA funding, hold strategic meetings with key investment stakeholders, and seek to modify regulatory policy to facilitate development activities.	\$500,000	(Specific program elements TBD by CRA)
A	Flagler Avenue Boardwalk Park	Replacement of existing structure with more natural landscaping and hardscape elements, seawall modifications, parking lot reorganization, and open-air event space.	\$2,000,000	CPI, LWCF, FRDAP, RTP, Florida Urban Forest Health Initiative (FUFHI), American Dermatology Academy (ADA)
A	Signage and Wayfinding	Branded and strategic signage and user wayfinding system throughout the CRA	\$300,000	
A	CorMeth Parking	Coordination and creation of shared-parking lot on CorMeth property	-	EECBG, FUFHI
A	Washington Street Business District	Development of a business incubator and programs for local startup businesses	\$300,000	EECBG, CDBG, EDA, RTP, FUFHI, Transportation Enhancement Program
A	Washington Street Improvements	Streetscape and landscape improvements, parking lane(s), - Riverside Dr to Myrtle Ave	\$1,000,000	
A	North Atlantic Avenue Improvements	Drainage improvements to address flooding issues	-	
A	Esther Street Park	Oceanfront park, retention, # parking, recreation and restroom facilities	\$935,000	CPI, LWCF, Florida Recreation Development Assistance Program, ADA
A	Medical Services District Improvements	Streetscaping, traffic calming, pedestrian safety, landscaping improvements on key streets	\$1,000,000	
A	Flagler Avenue Parking	Additional public parking in the Flagler Ave area (Acquisition & development)	-	EECBG, FUFHI
B	North Causeway Improvements	Streetscape improvements, landscape improvements	-	
B	Gateway Landscaping & Beautification	Annual sidewalk, lighting and trees, street crossing improvements for CRA gateway corridors	\$65,000	U&CF, OTTED, Florida Urban Forest Health Initiative
B	SR 44 Crossing Treatments	Intersections of Myrtle, Live Oak, Palmetto, Peninsula, Saxon/Horton, & Atlantic Ave	-	
B	Medical District Parking	Assistance with surface or structured parking with BFMC	-	
B	Riverside Park Seawall / Lighting	Park design, existing seawall refurbishment and enhanced lighting	\$1,000,000	LWCF, Waterways Assistance (FIND)
B	Streetscape Canal Neighborhoods	Pedestrian lighting, safety, connectivity and circulation improvements	-	TEP, Highway Beautification Program, Florida Urban Forest Health Initiative
B	Canal Street Parking	Additional public parking in the Canal Street area	-	EECBG, Florida Urban Forest Health Ini.
B	Myrtle Avenue Infrastructure Project	Streetscaping, traffic calming (mini-circles), connectivity	\$500,000	
	West Canal Streetscape		\$1,000,000	
	Mary Avenue Streetscape		\$1,600,000	
	South Orange Ave Streetscape		\$1,200,000	
	Julia and Faulkner Parking Lot		\$5,000	
	Flagler Dunes Parking Lot		\$58,000	
	Chamber Restoration Project		\$200,000	
	CRA Parking		\$51,400	
	Public Art		\$13,600	
	Contingency		\$200,000	
	Funds reallocated to operating budget		\$80,000	

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