



**CITY OF NEW SMYRNA BEACH  
ECONOMIC DEVELOPMENT ADVISORY BOARD MEETING AGENDA  
WEDNESDAY, FEBRUARY 16, 2011 – 6:00 PM  
CITY COMMISSION CHAMBERS  
210 SAMS AVE., NEW SMYRNA BEACH, FLORIDA**

**1. CALL TO ORDER**

**2. ROLL CALL**

**3. CONSENT AGENDA – Approval of Regular EDAB Meeting January 19, 2011**

**4. PRESENTATION**

- A. City Website Report by Joe Mikos
- B. Daytona State College Class Project - Business Plan to operate/market the Sports Complex

**5. OLD BUSINESS**

- A. Goals for 2011
- B. Review of Proposed sewer project on SR 44 from S. Wild Orange Dr to S. Glencoe Rd.

**6. NEW BUSINESS**

None

**7. BOARD MEMBER COMMENTS**

**8. REPORTS AND COMMUNICATIONS**

- A. Director's Report
- B. Copy of RCLCO's Market Outlook – Winter 2011

**9. FUTURE AGENDA ITEMS**

- A. Review of the potential for development on SR 44 by Paul Mayer
- B. Marketing of Airport Properties

**10. 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 Community Redevelopment Office in person or by mail at 210 Sams Avenue, New Smyrna Beach, Florida 32168, (386) 424-2265, prior to the meeting.

# ***CONSENT AGENDA***

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**CITY OF NEW SMYRNA BEACH  
ECONOMIC DEVELOPMENT ADVISORY BOARD (EDAB)  
REGULAR MEETING MINUTES  
JANUARY 19, 2011  
City Hall Commission Chamber, New Smyrna Beach, FL**

Mayor Adam Barringer called the meeting to order at 4:00 p.m.

**ROLL CALL:**

The following members answered to roll call:

Mayor Barringer  
Jill Carlton  
Jack Holcomb  
Randy McHenry  
Arlen Stauffer  
Paul Mayer  
Bill Hall (Ex Officio)

Also present were City Manager Pam Brangaccio; CRA Director Tony Otte; CRA Administrative Assistant Claudia Soulie, Mr. Tom Kohler with Real Estate Consultants; members of City staff and the public.

**APPROVAL OF MINUTES** – Regular EDAB Meeting December 7, 2010

**Mr. Mayer made the motion to approve the December 7, 2010 EDAB minutes as written; seconded by Mr. McHenry. Motion carried unanimously on roll call vote.**

**OLD BUSINESS**

- a. Review of the Top Priorities for 2011 and creation of a work plan

Mr. Otte introduced Mr. Tom Kohler with Real Estate Research Consultants and stated that staff had invited Mr. Kohler to facilitate the review of the EDAB's top priorities and to assist in formulating a work plan. Mr. Otte continued that this agenda was comprised of information that resulted from discussions at previous EDAB meetings.

Mr. Otte informed the EDAB that he, Mr. Kohler and the City Manager had met to discuss how to turn the established goals into action items to achieve the highest level of success. Mr. Otte gave a summary of the work staff had done thus far in accomplishing the EDAB's goals.

Ms. Brangaccio stated that staff was working hard on the goals that they had immediate control over and informed the EDAB that several joint meetings and workshops have been arranged between various City Boards and the City Commission.

ECONOMIC DEVELOPMENT ADVISORY BOARD  
JANUARY 19, 2011 MINUTES

48 Mayor Barringer felt that the EDAB had accomplished Goal 2 “Organizational Development and  
49 Performance Measures”, as they were now a fully functioning Board.

50

51 A brief discussion ensued about the City’s website and Mr. Otte stated that Mr. Holcomb had  
52 volunteered the use of his consultant to analyze the City’s website for its “user friendliness” for  
53 business owners, as well as efficiency, and that a report would be brought forward at the next  
54 EDAB meeting.

55

56 Mr. Holcomb felt that the EDAB needed to focus on eliminating existing zoning problems in  
57 order to facilitate the process that businesses have to go through. He also felt that the City’s  
58 infrastructure on SR 44 and US1 needed to be ready to accommodate the businesses the City  
59 wishes to attract.

60

61 Mr. McHenry stated that the City needed to be clear on what kind of incentives they were willing  
62 to offer.

63

64 Ms. Carlton suggested that the City needs a liaison, a contact person that would help businesses  
65 through the process of complying with all City regulations and that this person’s contact  
66 information should be listed on the website.

67

68 Mr. Mayer felt that the City has been taking steps in the right direction as far as working with  
69 new businesses.

70

71 Ms. Brangaccio commented on the City Commission’s actions pertaining to the rezoning of  
72 parcels on S. Atlantic Ave. for possible hotel use and gave a brief summary of their top 10  
73 priorities. The priorities include items such as stabilizing existing neighborhoods, increasing  
74 downtown densities, and creating of Request for Proposals for sale, lease and development of  
75 city properties.

76

77 A brief discussion ensued about the City Commission approving the expansion of the special  
78 parking requirements for Canal Street and the need for additional parking lots. The possibility of  
79 eliminating parking requirements altogether was also discussed, along with the temporary waiver  
80 of City Fire and Police impact fees and CRA Parking lease fees.

81

82 Mayor Barringer stated that a meeting would be scheduled with the City Commission to really  
83 bring to light what the EDAB does and what their goals are. Ms. Brangaccio agreed and felt that  
84 this will be a terrific opportunity for staff to discuss topics such as infill and historic preservation  
85 as well as how to define Economic Development.

86

87 Mr. Kohler stated that, in his professional opinion, he would define Economic Development to  
88 be a total image of self perception as to what a community should be. Mr. Kohler continued that  
89 this was a comprehensive package that included business attraction, retention of existing  
90 businesses, job creation, urban design, and quality of education. Mr. Kohler felt that great  
91 leadership and education made for a successful community and that the focus should rest on a  
92 few major projects that could be completed within a five (5) year timeframe. Mr. Kohler stated  
93 that it was important to keep the Hospital in its current location or to be sure to find a

ECONOMIC DEVELOPMENT ADVISORY BOARD  
JANUARY 19, 2011 MINUTES

94 replacement to avoid an empty lot, in the event they do decide to relocate. Mr. Kohler suggested  
95 being proactive with the FEC property and the old Rinker site and felt that Canal Street, more  
96 specifically the Brannon Center site, would be a great location for a hotel. Mr. Kohler also  
97 commented on

- 98
- 99 • Neighborhood stabilization/ Historic preservation
  - 100 • Establishing partnerships (find common goals to work on together)
  - 101 • Airport (maximize non-aviation real estate assets)
  - 102 • Focused goals (start narrowing down, have staff focus on regulatory items)
  - 103 • Specific project creation (divide them in 1 – 2 year, 2 – 5 year timeframes; and  
104 infrastructure needs)
  - 105 • Establish a parking system (parking enforcement necessary, meters not recommended,  
106 possible fines to fund parking system and not to go into general fund)
  - 107 • Don't become complacent (quality versus convenience)
  - 108 • Work with large developers to “customize” their buildings to fit in
- 109

110 A brief discussion ensued about the most perceived frustration to opening a business.

111

112 Mr. Mayer suggested combining goals 6, 7 and 5 into one goal as there was a certain overlap of  
113 items and moving it between Goal 4 and Goal 1. Mr. Mayer also felt that Goal number 2 had  
114 been accomplished.

115

116 Mayor Barringer stated that the City's image was advancing, as he was recently approached by  
117 contractors who complemented Planning staff.

118

119 Ms. Brangaccio informed the EDAB that Planning staff has scheduled a public workshop to open  
120 the channels of communication and to recapture businesses that may have had a bad experience  
121 in their relocation efforts. Ms. Brangaccio stated that an informal lead tracking system of those  
122 prospects has been in place, but that it needed to be formalized.

123

124 Mr. Stauffer agreed that Goal 6 and 7 were similar, but that Goal 5 (Geographical & Cluster  
125 Analysis Performance Measures) was different to him, as it contained more visioning instead of  
126 the “nuts and bolts” process. A brief discussion ensued on what was considered “clusters”.

127

128 Mr. Kohler stated that the EDAB needed to target their incentives by areas that they wanted to  
129 “activate”. He suggested putting a “feeder” business on Canal Street and to identify the City's  
130 assets.

131

132 Mr. Holcomb felt that Canal Street, US1 and SR 44 should be some of the areas of the EDAB's  
133 focus. Mayor Barringer suggested inviting the new CEO of the Hospital to an EDAB meeting.

134

135 A brief discussion ensued about economic development being a comprehensive package that  
136 includes providing adequate child care opportunities for shift workers; some established EDAB  
137 goals being well underway to being accomplished; goals that the EDAB should focus on next;  
138 and school sports being a big industry.

139

ECONOMIC DEVELOPMENT ADVISORY BOARD  
JANUARY 19, 2011 MINUTES

140 Further discussion revolved around taking specific actions in regards to inviting the new Hospital  
141 CEO to an EDAB meeting and suggesting the possible uses of FEC property include a nurse's  
142 school.

143  
144 \*\*\* BREAK\*\*\*

145  
146 Mayor Barringer resumed the meeting with a discussion on possible projects the EDAB could  
147 envision for the former Administrative Office Building site at 160 N. Causeway (currently  
148 advertised through an RFP) and that the proposed new CRA should include US1.

149  
150 Mayor Barringer commented on the City Commission's reaction when he presented the EDAB's  
151 visioning goals pertaining to the Brannon Center and a Senior Center and suggested the EDAB  
152 redefine its goals for presentation to the City Commission at a future joint workshop.

153  
154 A discussion ensued about the EDAB's prior motion to determine who owns the Brannon Center  
155 site and Mr. Kohler felt that it was not really important who owned the property, but that the  
156 focus should be on how the City can obtain control to use it. Mr. Kohler gave examples of  
157 properties which municipalities are using and drawing revenue from, without owning them.

158  
159 Mayor Barringer stated that he would present the EDAB's request for a title search on the  
160 Brannon Center site again to the City Commission. Mr. Mayer suggested also asking them to  
161 authorize staff to create a Request for Proposal for this site. A brief discussion ensued if an RFP  
162 might be a little premature.

163  
164 Mr. Mayer stated that based on the original design of the Airport, Airway Circle just stopped and  
165 should be completed to exit at the new Police Station, as he felt that this could open up  
166 development opportunities by adding more sites.

167  
168 Mr. Stauffer felt that the Airport was not marketed adequately from a Tourism standpoint (tourist  
169 flying in with planes) and he commented on other Airports where their Fixed Base Operators  
170 (FBO) act as a liaisons to meet and greet arriving tourists. Discussion ensued about full-time  
171 airport staff and a marketing person and ways to make the airport more successful. Ms.  
172 Brangaccio suggested a joint meeting with the Airport Advisory Board. Mr. Kohler stated that  
173 his firm had been hired by several local cities to do an Airport analysis.

174  
175 Mr. Holcomb stated that the EDAB should look into marketing the Sports Complex and the  
176 potential revenues that this can bring. Discussion ensued.

177  
178 Mayor Barringer summarized that the EDAB decided to focus on the following goals:

- 179  
180 1. Hotel on Canal Street/Riverside Dr.  
181 2. Hospital District (possible hospital relocation or retention on current site, Nurse's school)  
182 3. FEC/US1/CRA  
183 4. Airport (ways to make it more attractive to fly in; marketing properties to use it to its fullest  
184 potential; create partnerships with Embry Riddle and Airport Advisory Board)  
185 5. Ballfields (Sports Complex)

ECONOMIC DEVELOPMENT ADVISORY BOARD  
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186 Mr. Kohler stated that the EDAB needed to come up with profiles for each of the five items to  
187 determine where the projects were as of today, where they were trying to take them and what the  
188 required steps were. Mayor Barringer asked Mr. Otte to create these profiles.

189  
190 A brief discussion ensued about the City Commission’s top ten goals and that the EDAB should  
191 get notified of substantial action/completion of any of these goals. Mr. Otte noted this request.

192  
193 The EDAB agreed to have staff invite the new Hospital CEO to the next EDAB meeting and the  
194 Airport Advisory Board after that. Ms. Brangaccio felt that representatives from Daytona State  
195 College would be great candidates to come to a future EDAB meeting to talk about South East  
196 Volusia Youth Sports. Mr. Holcomb agreed.

197  
198 **ADJOURNMENT:**

199  
200 There being no further business, the meeting was adjourned at 7:23 p.m.

# ***PRESENTATION***

## EDAB AGENDA ITEM SUMMARY

Department Making Request: EDAB Staff

Meeting Date: February 16, 2011

Action Item Title: City Website Report by Joe Mikos

Agenda Section: Consent \_\_\_\_\_ Public Hearing \_\_\_\_\_ Special Items   x  

### Summary Explanation and Background

Mr. Jack Holcomb has volunteered his website consultant to perform an analysis of the City's website. Mr. Mikos will make a presentation of his findings and recommendations.

### Recommended Action/Motion:

Review Mr. Mikos' website analysis with focus on his recommendations on page 9 of 15 and endorse their implementation.

Funding Analysis: Budgeted \_\_\_\_\_ If not budgeted, recommend funding account:

N/A

### Exhibits Attached:

1. Mikos Consulting Website Analysis dated 10/11/10

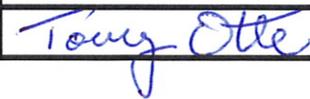
Reviewed By:

Name

Signature

CRA Director

Tony Otte



Commission Action

Prepared for  
City of New Smyrna Beach  
10-19-2010

# Website Analysis



MIKOS  
Consulting

[www.mikosconsulting.com](http://www.mikosconsulting.com)

**Date** October 19, 2010

**Consumer Name** City of New Smyrna Beach

**Project Name** Website Analysis

<b>Contacts</b>	City Contact(s) Tony Otte CRA Director City of New Smyrna Beach (386) 424-2265 <a href="mailto:totte@cityofnsb.com">totte@cityofnsb.com</a>	Mikos Consulting Contact(s) Joe Mikos 386.576.3890 <a href="mailto:joe@mikosconsulting.com">joe@mikosconsulting.com</a>
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**Objective** The objective of this document is to identify high-level usability trends with the City of New Smyrna Beach's website, specifically the Economic Development and Community Development areas.

In addition, this document will also outline specific concerns with recommendations to create a more functional and usable web site for the City of New Smyrna Beach's marketing efforts.

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## Evaluation

Overall, the City's website is good. Good being defined as:

- Visually pleasant
- Full of content
- Updated frequently

Compared to other city websites, the City of New Smyrna Beach has a much better look and feel. There are however some places where the site should be improved. These include:

- Layout of the homepage and visual content on the landing page
- Overall navigation
- The display of content both textual and graphical

The Recommendations section of this document will outline specific items that should be addressed. The following section outlines the analysis and discusses statistics generated by the City's website. The statistics provide a foundation of data that illustrates the website's performance.

## Web Site Analytics

The City of New Smyrna Beach hosts their website through a vendor called CivicPlus. CivicPlus, through their offering, provides website analytics using software titled Urchin. Urchin is a website analytical tool that was created by Google and is used to provide website performance statistics such as visitors, most popular pages, etc.

Website analytical tools can provide a wealth of information on how a website performs within defined periods of time. The most popular analytics are:

- Number of visitors
- Number of unique visitors
- Bounce rate
- Top content
- Location of visitor
- Web browser used by visitor
- Keywords used to find web site

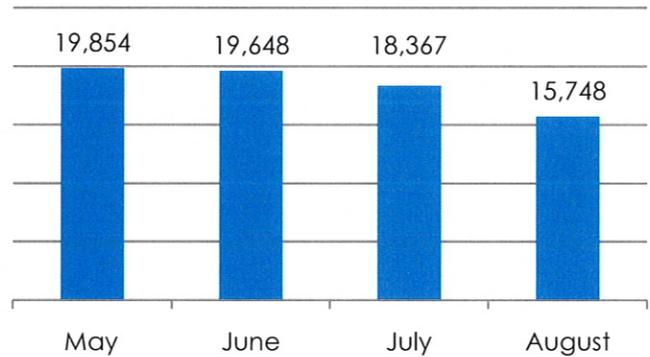
There are many other analytical factors that can be reviewed; however, this base data set can provide a well-rounded summary of how your web site is performing and where you may need to improve website usability or content.

The following website statistics were generated for the period of May 1<sup>st</sup>, 2010 through August 31, 2010.

### Website Visitor Numbers

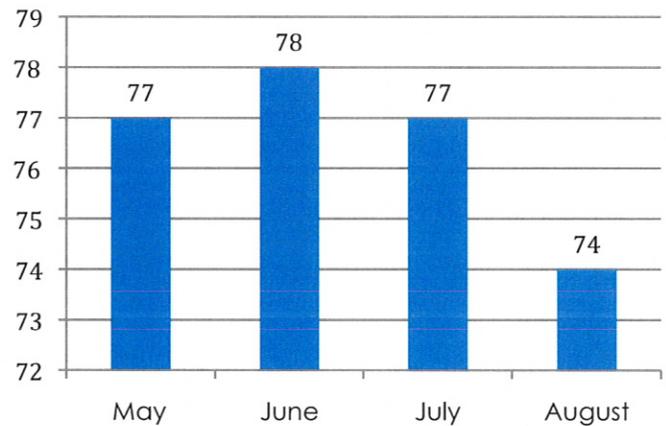
Between May 1, 2010 and August 31, 2010 the City averaged a little over 18,000 visitors per month, which is approximately 600 visitors per day. Of the total number of visitors 55,974 were unique, meaning that they were tracked as having visited the site for the first time.

May	June	July	August	TOTAL	Unique Visitors
19,854	19,648	18,367	15,748	73,617	<b>55,974</b>



Approximately 3,500 visitors were returning visitors meaning that they had visited the City's website previously and had not cleared any of their web browser cache or history. A little over three quarters of the monthly visitors to the City's website are new visitors or had previously visited but their web browser cache and history were deleted.

**percentage of visitors that are new**

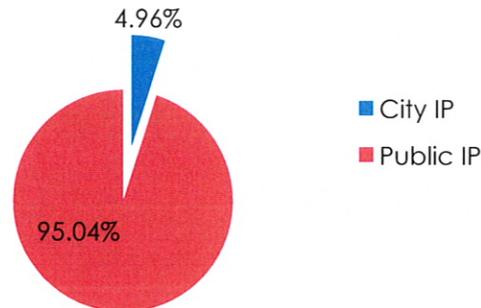


**Website Visitor Numbers Analysis**

The City of New Smyrna Beach's website has a high number of monthly visitors. Of those visitors approximately 75% of them are visiting the website for the first time.

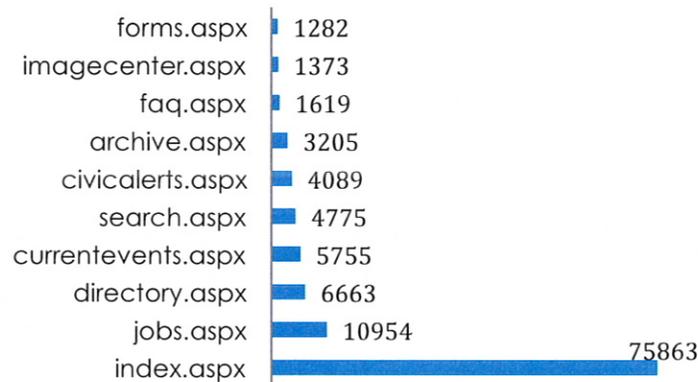
During this same period, the amount of total hits on the website from City employees is just below 5% while the hits from the public were 95%. This shows that 95% of the total traffic on the City's website comes from networks (BellSouth, AT&T,

etc.) that are visitors outside of the City's network.



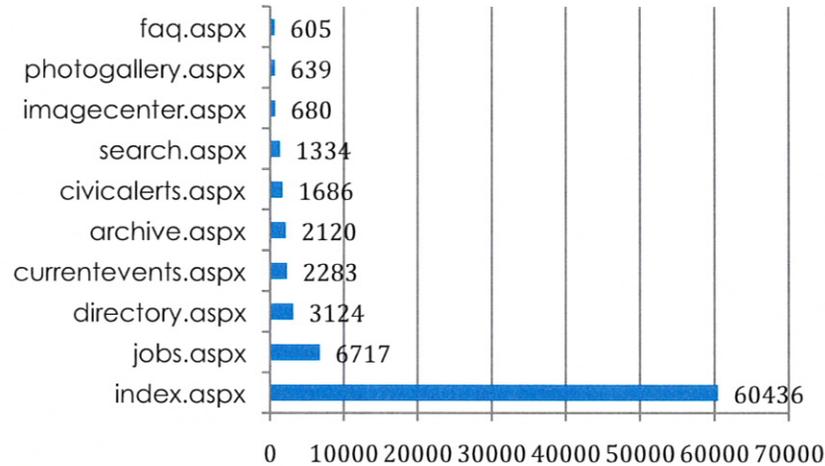
### Top Pages Viewed

The following graph shows the top pages visited on the City's website. The number one page is the homepage (index.aspx.) Not all of the pages are self-describing but you can clearly see that other pages visited on the website reduces significantly. The jobs page is second and then the directory, current events page and finally the search results page rounding off the top five.



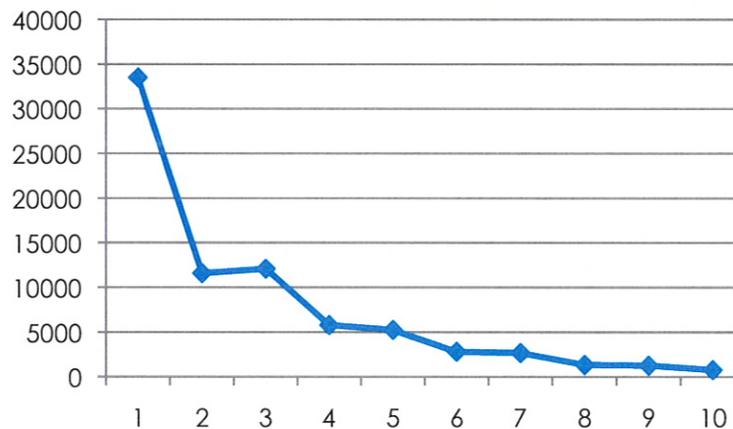
### Top Exit Pages

The following graph shows the top pages where visitors exited the City's website. The number one page is the homepage (index.aspx) and then the top five nearly mirrors the top pages viewed. The high number of people leaving the website from the homepage is a major concern.



### Number of Pages Viewed

The next graph shows how many visitors viewed 1 versus multiple website pages. As you can see from the graph nearly half of the visitors that come to the site only view 1 page. Then the number of visitors that actually view multiple pages on the website drastically decreases. This again is a major concern.

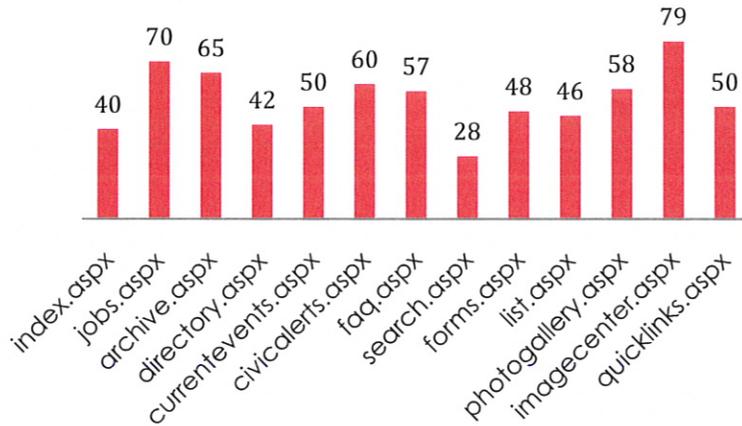


Taking the above three pieces of data; top pages, top exit and number of pages viewed it is clear that the majority of visitors, approximately 50%, come to the website, look at the homepage and then leave. This can be attributed to several factors:

1. They came to the City's website in error
2. They found exactly what they wanted on the homepage, news & announcements
3. They didn't see what they needed or gave up looking

**Top Bounce Rate for Website Pages**

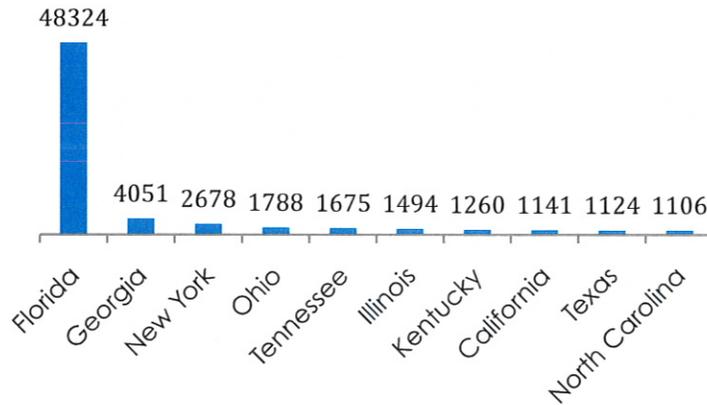
Bounce rate, according to Google Analytics, is "the percentage of single-page visits (i.e. visits in which the person left your site from the entrance page). Bounce Rate is a measure of visit quality and a high Bounce Rate generally indicates that site entrance (landing) pages aren't relevant to your visitors.

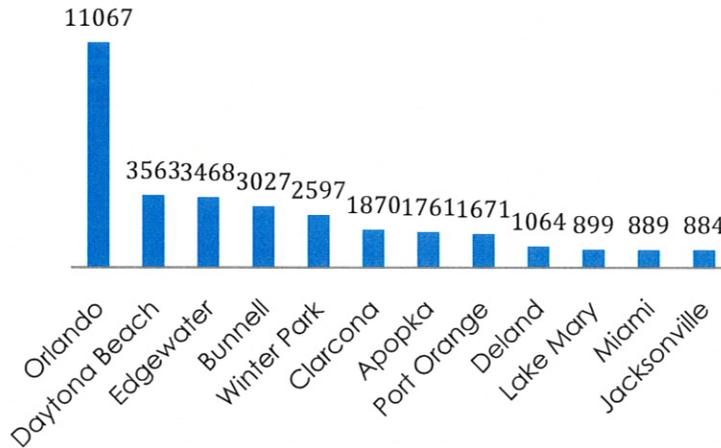


As you can see the average bounce rate across these 13 pages is a little over 53%. Generally speaking, these high bounce rates means that the City's website has low relevance to visitors.

**Visitor Demographics**

The following two graphs show the demographic spread for the visitors to the City's website. These pieces of data show you the concentration of the location from where visitors originated.





**Web Site Analytic Highlights**

**High number of monthly visitors**

**GOOD**

The number of monthly visitors is fairly high. Compared to surrounding cities New Smyrna Beach is on par or has more monthly visitors. The online tool compete.com was used to review surrounding cities and approximate the City's visitors versus other cities.

**High number of unique visitors**

**GOOD**

The number of unique visitors is high which means you have a good number of new visitors to your site on a month-to-month basis. This allows the City to reach a large audience while targeting City specific goals.

**High number of visitors outside the City's network**

**GOOD**

This number shows us that the primary audience for the website is the general public. The City's staff is not inadvertently skewing visitor numbers from the City's network.

**High number of homepage only visitors**

**BAD**

The trend of visitors that come to the City's site and only view the homepage and leave is bad. The City is losing the opportunity to have multiple page visitors and direct visitors to possible City marketing strategies. The pages for community development and economic development do not show any viable traffic patterns. Either visitors cannot find these pages or have no idea what information they provide.

**High number of bounce rates**

**BAD**

The high number for the bounce rate across all of the pages shows that the site's content should be addressed. Visitors are not reaching the City's

website by chance; nearly all of the keyword search terms have some variation of New Smyrna Beach. Therefore, the content is not providing relevancy to the visitor.

#### High number of local, within 200 miles, visitors

#### GOOD & BAD

The trend in visitor demographics is good and bad. The high number of local Florida visitors shows us that the City's website is relevant to the local population. The lower out of state number, although positive that out of state visitors are viewing the site, shows us lower interest from outside the state or the inability for out of state visitors to find the City of New Smyrna Beach's website among all the other city websites.

#### Website Strategies and Best Practices

The following section will discuss some of the basic best practices and guidelines for websites and in particular government websites. It will also point out specific areas of the current City website where changes should be made for a more effective online experience.

#### General Guidelines

- *3 second/3 click rule*

This particular guideline is a general web practice used industry wide. Studies have been conducted that when building a website you should be able to capture the visitor's attention within 3 seconds or within 3 clicks of your website. If not, no matter how good your website may look or how important the information on your site may be you will most likely lose the visitor.

Many government websites follow this practice and the federal government includes it as a best practice for government websites<sup>1</sup>. When reviewing the City's website statistics you can see how this guideline could help visitors. Right now visitors are coming to the homepage but only half click on another link.

- *Information Architecture*

Information architecture is how you structure the content and navigation of your site. It is the foundation of the website and is used by visitors to complete their tasks. The information architecture should be designed around your audience and not based on the organization<sup>2</sup>.

The City's current website navigation is badly structured in a mixed fashion. Part organization, part service related and part community. The presentation can be confusing and visitors most likely have a difficult time finding what they are looking for.

<sup>1</sup> firstgov.gov &

[http://www.usa.gov/webcontent/documents/Determining%20Content%20and%20Taxonomy%20August\\_2005.ppt](http://www.usa.gov/webcontent/documents/Determining%20Content%20and%20Taxonomy%20August_2005.ppt)

<sup>2</sup> <http://www.usa.gov/webcontent/usability/ia.shtml>

In addition to the architecture, the navigation should remain consistent across the website. Currently, sub-pages sometime have navigation on the left and sometimes do not. In some sections the navigation changes on the left when within a content area. In other areas navigation opens a new windows or goes to another website. This is bad navigation and should be changed.

- *Structured Content*  
Content should be written and displayed in a manner that is understandable and navigable. This not only includes making the language clear and simple but also providing consistent and understandable mechanisms for navigating between pages<sup>3</sup>.

The City's website content is fair. There is good use of titles and content sections. However, some of the content could be written so that it is more understandable and more useful. Some pages contain listing of links to other websites with no clear communication as to why they are there. On other pages some links open up new browser windows for the same website, this should not happen. In addition, some pages could use better organization of content with linking to sub-pages. For the Economic Development pages specifically, there needs to be better content on what exactly economic development is, why it important, etc. There needs to be a clear link between that and the CRA if there is one. If the City wishes to feature locations, whether residential or commercial, then the presentation should be improved.

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**Recommendations** This last section will outline specific changes that should be made to the City's website; overall and to the Economic Development section.

These recommendations do not state that the current website is bad, or that City staff is not doing their job. In fact the City is in a good position and staff has made appropriate changes that they are capable of doing with the tools provided to them.

These changes are recommended to provide a more visible, usable and efficient website that will provide a better user experience and a better marketing tool for the City. These are also not 'silver bullet' types of changes. Website content must be updated frequently; especially the homepage, and web analytics need to be monitored to continue adjusting to visitor expectations. These changes are a first step, having a good website is an evolving process which requires continual development.

The overall strategy for the website should invite visitors to explore the content of the site. The site should provide calls to action to specific targets that can then be

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<sup>3</sup> <http://www.w3.org/TR/1999/WAI-WEBCONTENT-19990505/#context-and-orientation>

tracked via the analytic software. The home page should allow the visitors to easily identify the organization and find information. The home page is also the first opportunity for the City to display strategic marketing messages to each visitor type; business, visitor, resident, etc.

1. Title the website correctly. Currently the website just has New Smyrna Beach with the seal. It should read City of New Smyrna Beach with the seal, see Appendix A.
2. Change the homepage header so that it is consistent with all sub-pages. There is no reason to have a different header on the homepage, make it consistent across the entire site, this will also release valuable real estate on the homepage for additional content, see Appendix B.
3. Change the navigation to an audience based system:
  - Home
  - Residents
  - Business
  - Visitors
  - City
  - ContactSee Appendix C. In addition, eliminate the left side buttons (Emergency Services, Services Request, etc.), they are not being used, move to right and include high traffic links.
4. Add better content to the homepage. The current feel is a bit stuffy, possibly add a Mayor's Corner where he can discuss specific City items. Add some welcome text, invite visitors into the website. Use some visual cues to direct visitors to specific areas, see Appendix D.
5. Change and add better content to sub-pages. Provide more details, Economic Development for example, with action oriented cues such as pictures, etc., see Appendix E.

APPENDIX A



City of New Smyrna Beach - Official Website

http://www.cityofnsb.com/

sign up for our newsletter SUBMIT

**New Smyrna Beach**

SEARCH home city business visitors residents contact

Looking to relocate? retirement ♦ business ♦ new job  
**WHY NEW SMYRNA BEACH! >**

Commercial Properties

**MAYOR'S CORNER**

10/15/2010  
I recently had the pleasure of doing something really fun and fancy for the City. It was great to see so many folks at the event enjoying the food and company of the community. These events help bring us together to build a better New Smyrna Beach.  
[read more](#)

**Welcome to the City of New Smyrna Beach**

The second oldest city in Florida, New Smyrna Beach has something for everyone. Whether you are looking to sun bath on our 13 miles of white sand beach or stroll our streets to shop for antiques, New Smyrna will welcome you with our hometown charm. [read more](#)

**OUR VISION**

The City of New Smyrna Beach is committed to providing valuable services to our residents, business owners and visitors to create a strong and successful community. [read more](#)

**News and Announcements**

**Drug Enforcement Administration's - "National Take Back Initiative"**  
The Police Department is participating in this program by providing an anonymous collection site. On Saturday, September 25th from 8:00am to 4:00pm there will be a collection site open at the NSB Police Department, located at 1400 N. Dixie Freeway. [Read on...](#)

**Department of Community Affairs:**  
[Notice of Intent for the 06-1 Amendment Package](#)  
[Notice of Intent for the 08-1 Amendment Package](#)

**September 2010**

S	M	T	W	T	F	S
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	1	2

Tue, Sep. 21  
[Tour of properties](#)

Tue, Sep. 21  
[Economic Development Advisory Board \(EDAB\) meeting](#)

Thu, Sep. 23  
[Public Workshop - CDBG Splash Pa](#)

Tue, Sep. 28  
[City Commission Regular Meeting](#)  
[\[VIEW ALL\]](#)

**CITY DIRECTORY >**

**JOB OPPORTUNITIES >**

**BID OPPORTUNITIES >**

**COMMUNITY EVENTS >**



Appendix B



City of New Smyrna Beach - Official Website

http://www.cityofnsb.com/ Google

**Consistent header with newsletter sign up box**

sign up for our newsletter **SUBMIT**

**City of New Smyrna Beach**

Looking to relocate?  
retirement ♦ business ♦ new job  
**WHY NEW SMYRNA BEACH! >**

**Commercial Properties**

**MAYOR'S CORNER**



10/15/2010  
I recently had the pleasure of doing something really fun and fancy for the City. It was great to see so many folks at the event enjoying the food and company of the community. These events help bring us together to build a better New Smyrna Beach.  
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S	M	T	W	T	F	S
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5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	1	2

Tue, Sep. 21  
[Tour of properties](#)

Tue, Sep. 21  
[Economic Development Advisory Board \(EDAB\) meeting](#)

Thu, Sep. 23  
[Public Workshop - CDBG Splash Pa](#)

Tue, Sep. 28  
[City Commission Regular Meeting](#)

[\[VIEW ALL\]](#)

**CITY DIRECTORY >**

**JOB OPPORTUNITIES >**

**BID OPPORTUNITIES >**

**COMMUNITY EVENTS >**



Appendix C



The screenshot shows the City of New Smyrna Beach official website. The browser address bar displays 'http://www.cityofnsb.com/'. The website header includes the city logo, the name 'City of New Smyrna Beach', and a 'sign up for our newsletter' button. A yellow box labeled 'Audience based navigation' highlights the navigation menu with links for 'home', 'city', 'business', 'visitors', 'residents', and 'contact'. Below the navigation is a search bar and a 'SEARCH' button. The main content area features several sections: 'Looking to relocate?' with a 'WHY NEW SMYRNA BEACH!' link; 'Commercial Properties'; 'MAYOR'S CORNER' with a photo of the mayor and a date of 10/15/2010; 'Calls to action' with a yellow box; 'Welcome to the City of New Smyrna Beach' with a paragraph and a 'read more' link; 'OUR VISION' with a paragraph and a 'read more' link; 'Drug Enforcement Administration's - "National Take Back Initiative"' with a paragraph and a 'Read on...' link; 'Department of Community Affairs' with two links for 'Notice of Intent for the 06-1 Amendment Package' and 'Notice of Intent for the 08-1 Amendment Package'; and a 'September 2010' calendar with a list of events including 'Tour of properties', 'Economic Development Advisory Board (EDAB) meeting', 'Public Workshop - CDBG Splash Pa', and 'City Commission Regular Meeting'. A yellow box labeled 'Move buttons for high access pages' highlights a vertical menu on the right with buttons for 'CITY DIRECTORY', 'JOB OPPORTUNITIES', 'BID OPPORTUNITIES', and 'COMMUNITY EVENTS'. A video player is visible at the bottom right of the page.

Appendix D



The screenshot shows the official website of the City of New Smyrna Beach. A yellow callout box highlights several key components designed to invite visitors to learn more:

- Navigation and Search:** A search bar and a menu with links for home, city, business, visitors, residents, and contact.
- Hero Section:** A large banner image of a beach event with the text "Welcome to the City of New Smyrna Beach" and a "read more" link.
- Mayor's Corner:** A section featuring a photo of the Mayor and a recent update dated 10/15/2010, with a "read more" link.
- News and Announcements:** A section titled "News and Announcements" featuring a headline about the "National Take Back Initiative" with a "read more" link.
- Community Events:** A calendar for September 2010 and a list of upcoming events such as "Tour of properties" and "City Commission Regular Meeting".
- Utility Links:** A sidebar with quick links for "CITY DIRECTORY", "JOB OPPORTUNITIES", "BID OPPORTUNITIES", and "COMMUNITY EVENTS".
- Visual Elements:** A video player with a play button and a US flag is highlighted in the bottom right corner.

Appendix E

City of New Smyrna Beach – Economic Development  
http://www.cityofnsb.com/economicdevelopment

sign up for our newsletter **SUBMIT**

City of **New Smyrna Beach**

search our site... **SEARCH** home city business visitors residents contact

You are here: [Home](#) > [Departments](#) > Economic Development

### Economic Development

#### Overview

The City of New Smyrna Beach will strive to enhance the City's quality of life through the creation and preservation of healthy businesses and good jobs. We want to accomplish this mission by working with companies that are looking to start a new business, expand an existing business, or relocate a business to New Smyrna Beach.

For additional information, please contact:

- Tony Otte, CRA Director at 386-424-2265 or email [totte@cityofnsb.com](mailto:totte@cityofnsb.com)

#### Calendar of Events

**Tue, Sep. 21**  
Tour of properties

**Tue, Sep. 21**  
Economic Development Advisory Board (EDAB) meeting

**Tue, Oct. 19**  
Economic Development Advisory Board (EDAB) meeting

[view all](#)

#### WHY NEW SMYRNA BEACH!

**QUICK INFORMATION**

Population - 23,631  
Households - 11,366  
Median Age - 56.2  
Median Household Income - \$43,429

**LEASABLE SPACES**

- 132 Canal St. New Smyrna Beach  
Sherry Secki (386) 428-7781  
[132.canal@gmail.com](mailto:132.canal@gmail.com)  
[MAP IT](#)
- 112 Sams Avenue New Smyrna Beach  
Mike Brewer (386) 423-5504  
[brewerpa1@aol.com](mailto:brewerpa1@aol.com)  
[MAP IT](#)
- 399 Canal St. New Smyrna Beach  
Richard Crunkilton (386) 428-4073  
[MAP IT](#)
- 221 Canal St. New Smyrna Beach  
Bob Wiley (386) 690-4200  
[1marlin7777@aol.com](mailto:1marlin7777@aol.com)  
[MAP IT](#)
- 310 Julia St. New Smyrna Beach  
Bob Garrigues (386) 427-5557  
[MAP IT](#)

see more

**Economic Development Plan**

- [Draft](#)

**Action Item Goals**

- [Powerpoint Presentation](#) presented to the City Commission 4/13/10
- [Timeline](#)
- [Timeline Chronological](#)

**Quick Links**

Florida Division of Corporations (FDC) - Through the FDC you can register a

## EDAB AGENDA ITEM SUMMARY

Department Making Request: EDAB Staff

Meeting Date: February 16, 2011

Action Item Title: Daytona State College Class Project - Business Plan to operate/market the Sports Complex

Agenda Section: Consent \_\_\_\_\_ Public Hearing \_\_\_\_\_ Special Items   x  

### Summary Explanation and Background

Mr. Jack Holcomb asked Mr. Lee G. Kenyon, Daytona State College Marketing/Business professor to assign, as a Class Project, the creation of a business plan for a not-for-profit group to operate the Sports Complex, and market the facility for special events. Professor Kenyon and a few of his students will be present to give a summary (marketing efforts interest).

### Recommended Action/Motion:

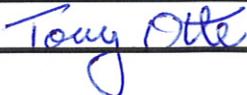
Review the Business Plan and discuss its viability.

Funding Analysis: Budgeted \_\_\_\_\_ If not budgeted, recommend funding account:

N/A

### Exhibits Attached:

1. South East Volusia Youth Sports – Business Plan (Phase 1)

Reviewed By:	Name	Signature
CRA Director	Tony Otte	

Commission Action

# Southeast Volusia



# Youth Sports

This Business Plan (Phase 1) has been developed by the students in the Bachelor of Applied Science in Supervision and Management Program at Daytona State College. The information in this document is for the sole use of the intended parties and is not for general distribution. The findings in this report are meant for educational purposes, and provide no guarantee, representation or warranty, express or implied.

Further information may be obtained at 386-506-3557.

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Company Description.....	Page 9
Marketing and Sales Strategies.....	Page 12
Services Provided.....	Page 13
Operations.....	Page 14
Management and Ownership.....	Page 15
Funds Required and Their Uses.....	Page 20
Financial Data.....	Page 24

## Executive Summary

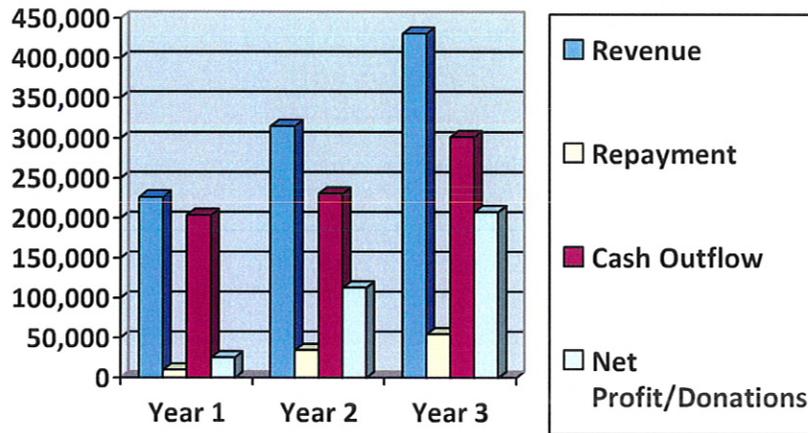
Southeast Volusia Youth Sports (SoVoYS) will be a not-for-profit organization located in New Smyrna Beach, Florida and dedicated to ensuring youth sports programs continue to be available for area children. We will provide a sustainable program that will require commitments from the City of New Smyrna Beach (City), area residents, and local businesses. SoVoYS will partner with the City to guarantee area children have the opportunity to participate in sports.

Due to economic conditions, cities nationwide are cutting services, including youth sports programs, to maintain a balanced budget. The City of New Smyrna Beach is no exception. Often, one of the first areas affected by budget cuts is funding of youth sports programs and other youth activities. Cities are progressively finding it necessary to reduce or eliminate these programs, so that funding for core services including public safety are not affected. No one wants to see the youth in the area lose such a valuable extracurricular activity. Youth sports are important activities that teach respect, commitment, teamwork, and much more. According to Jon Davis of the Chicago Tribune, "Studies in the United States, Canada and the United Kingdom suggest a direct relationship between youth sports and reduced youth crime rates. A Canadian survey of such studies, released last year, lists "several rationales as to why youth sport reduces youth crime, including keeping kids busy while developing self-esteem, teamwork, athletic and decision-making skills."

SoVoYS will reorganize the current registration process to reduce the cost associated with operating the program. We will obtain off-the-shelf, youth sports management software designed for internet management of registrations, fundraising, scheduling, and tournaments. The software will reduce the time required to manage the sports which will allow more time for relationship building and fundraising. As a 501 (3)(c) Not-for-Profit organization, we will work with local volunteers not only to continue youth sports in the area, but we believe we can improve the youth sports programs. An initial set-up fund of \$100,000 will be required to fund the organization in the short-term. We would also request participation from the City in the "real maintenance" of the sports complex; an annual investment of approximately \$200,000. In return, the City would retain the field rental fees collected throughout the year. The first two years, the funds generated will cover the operational costs. In the third year, the organization plans to host nine tournaments in addition to other fundraising efforts. This will put the organization in a position to pay back the loan for the start-up fund. In the fourth year, a contingency fund will be established as a buffer for unexpected events.

The requested contribution from the City will ensure area children can play sports. What the City will gain is reduced budget costs, improved quality of living for its citizens, increased traffic for its businesses, and increased tax revenues. According to a report by Josh Weinfuss (July, 2010) of the News Herald, "The sports tourism industry brings in close to \$40 million annually...to Panama City Beach." In the article, Richard Sanders, the vice president of sports marketing for Panama City Beach Convention and Visitors Bureau, states each youth sports team usually

occupies nine rooms. According to the Florida Sports Foundation, \$143 per adult and \$72 for children is spent for accommodation per night. The Ocala Style Magazine reported a four-day baseball event last year brought in 345 participants and 690 adult spectators, which generated \$494,040. A two-day soccer event had 1,080 participants and 1,620 adult spectators, generating \$928,260. Based on an eighteen-person team, the baseball tournament hosted approximately twenty teams, and the soccer tournament hosted approximately sixty teams. These results were produced during some of the hardest economic times. The reduction in budget funds will come from reallocating the City’s staffing expenses, and reducing operating expenses associated with running the programs. Southeast Volusia Youth Sports will hold various fundraisers including tournaments, silent auctions, and participating in community events. These funds will cover the operating expenses of the organization and will also be utilized to purchase updated equipment for the teams. The revenue, cash outflow, and net profits for the first three years are shown below.



Southeast Volusia Youth Sports wants to bring youth sports to a new level in Volusia County. We believe that in order to become a successful not-for-profit organization, we must attain certain objectives and follow our mission and vision statements. Some of the objectives are:

- To provide a quality sports program by improving the existing program at a manageable growth rate. We will begin by managing the City’s youth programs for New Smyrna Beach, Edgewater, and Oak Hill. After the first year, we will offer to provide our registration and scheduling services to other organizations such as Pop Warner and PAL. Combining resources will enhance the program and offer athletes better fields and equipment than if each club had to obtain their own scheduling software and manage the registration process.
- To organize successful fundraisers, so that the organization will be able to operate with little to no assistance from the City of New Smyrna Beach. In the first year, there will be

three tournaments, three fundraisers, and a sponsorship drives. Our projected revenue at the end of the third year will be over \$575,000.

- To organize successful tournaments, so that the youth in the area are allowed to play competitively against other youth. These tournaments should not only bring revenue to the businesses within the area, but they should also help to fund the youth sports programs.

The service that Southeast Volusia Youth Sports offers is centralized management of the youth sports programs. These programs offer youth in the area an opportunity to play competitive sports against players of their own age in a safe learning environment.

- The Mission of Southeast Volusia Youth Sports is to provide all children of Southeast Volusia County an opportunity to play sports regardless of his or her experience, religion, race, or their parent's financial status. Southeast Volusia Youth Sports shall provide the necessary leadership, training, and support to make sports a positive learning experience for all children involved.
- The vision of Southeast Volusia Youth Sports is to provide a comprehensive youth sports program in the Volusia County area that offers organized district, state, and national tournaments, so that the youth in our area will have the opportunity to compete against teams from other areas. Southeast Volusia Youth Sports wants to attract teams from other areas, so that these teams will come and stay in the New Smyrna Beach area and enjoy our community. This is our way of giving back to the City and business community that support our programs year round.
- The keys to success for Southeast Volusia Youth Sports are to get the community involved in youth sports, work with businesses to provide a quality youth sports program, and organize tournaments that bring visitors into our community.
- Southeast Volusia Youth Sports plans to work with the other organizations in the area offering youth sports, such as YMCA, PAL and Pop Warner. We will not duplicate the sports offered by these organizations; we will actually assist these organizations with scheduling and registering.

Southeast Volusia Youth Sports is led by experienced local businessmen and sports enthusiasts Kenny Kane and Mark Pernell.

Mr. Pernell brings years of experience in youth sports to the table including his experience as Athletic Director for New Smyrna Beach Pop Warner. Over the years, he has developed an extensive network consisting of players, parents, and coaches. These relationships and his experience give him the understanding of what it will take for the organization to be successful.

Mr. Pernell is committed to ensuring the success of the organization. For the first two years, Mr. Pernell will donate his time without monetary compensation. Additionally, efforts to conduct a golf tournament fundraiser are already under way. Furthermore, volunteer databases are being established to ensure the necessary volunteers are available for all of Southeast Volusia Youth Sports activities.

Mr. Kane will also be instrumental to the success of Southeast Volusia Youth Sports. His marketing experience at NASCAR provides the expertise to reach sponsors, athletes, parents, and coaches. At NASCAR, Mr. Kane was successful at developing innovative ways to provide the “NASCAR experience” to the fans and increase NASCAR’s bottom line. His marketing experience includes the ability to reach people across all demographics through multiple advertising venues including the media, the internet, and networking. These abilities will contribute to executing the organization’s mission. Additionally, Mr. Kane’s demonstrated commitment to youth sports will drive his desire to ensure the success of Southeast Volusia Youth Sports.

## **Market Analysis**

### ***Industry Description and Outlook***

Youth sports programs historically have been recession-proof. Over the past two years; however, the economy has resulted in cuts to some of these programs, while others have had to close their doors. Programs facing the largest financial difficulties are programs funded by tax dollars. SoVoYS will reduce the tax dollars needed to maintain the program by utilizing volunteers and implementing fundraising programs. The organization plans to diversify funding sources to avoid being reliant on one funding source. We will draw funding from registrations, sponsorships, fundraisers, and tournaments. Each year, we will continue to add tournaments based on their ability to fulfill a market need. We will track annual events and adjust schedules or events to keep up with market changes. Our marketing specialist has a proven track record and the experience to structure our programs to produce returns in tough times. Additionally, we will create a contingency fund in the fourth year, after the start-up loan has been satisfied. This fund will allow the organization to function when unexpected expenses occur.

Holding tournaments that attract teams from outside the area have an economic benefit to the community. Southeast Volusia Youth Sports plans to grow with the economic recovery. In the first year, the complex will host three tournaments which are projected to produce \$45,000 in profits. By the third year, incremental increases to registrations, fundraisers, sponsorships and tournaments are projected to generate \$200,000 in profits.

Research shows one of the greatest areas of concern for a youth sports organization is mismanagement. To prevent financial mismanagement, receipts will be required for reimbursements, and the board will have to approve major purchases. Financial transparency will

be maintained through monthly finance reports submitted at the board meetings, and the books will be available for review.

### *Target Markets*

SoVoYS's services will include managing baseball, softball, football, and soccer teams; organizing and running tournaments; fundraising; and obtaining sponsorships. According to a report by the National Council of Youth Sports, the national average of participation in all sports programs and activities is 66% for boys and 34% for girls. Based on available census data, participation in the New Smyrna Beach areas youth sports programs is only 19%. There is a large potential for increased participation. To encourage greater participation in youth sports, we will expand the registration efforts by going to schools and other venues to promote youth sports in the area.

The primary target market for the teams will be the children and parents. Parents may or may not be the reason that a child wants to sign up for a sports team, but they are the ones paying for equipment and registration, and the ones responsible to bring the kids to practice and games. We will provide extracurricular activities for their children in a safe environment to participate in sports, such as football, soccer, or baseball, as well as track and field tournaments. From a very young age; a positive environment, an opportunity to make new friends, and a healthy approach to competition and sportsmanship will be provided to the children. Being members of organized youth sports teaches children to follow rules and make educated decisions. Youth sports organizations do not tolerate or condone any illegal drug use, and in fact, keep kids away from any environment where they will be exposed to such behavior. Because of the important health benefits, values, and skills organized sports teach children; these programs must remain available in the community.

The target market for tournaments will include local and out-of-area teams. Some teams are not as concerned with the cost of the tournament. They are there for the competition and are interested in playing high-caliber teams. To reach this market, the tournament should include a larger team trophy, t-shirts, and other memorabilia. Other teams may be more cost conscious. To reach this market, the awards would be smaller and other items may not be offered. Regardless, the tournaments have to be well organized and tournament packets have to include necessary information to ensure the athletes and their guests will return to the area. Surveys by SportsEvents magazine show the quality and availability of a tournament is the most important factor in event selection.

The focus for fundraising efforts will primarily be individuals although businesses may also assist monetarily or by providing items, services, or a venue for a fundraiser. Some of the best fundraisers are golf tournaments and silent auctions. Many golf tournaments reportedly raise \$10,000 to \$20,000. Based on community pledges for support, the SoVoYS planned golf

tournament is expected to raise \$20,000. Silent auctions typically report earnings of \$18,000 to \$50,000. One factor that has been attributed to the success of an auction is a required minimum bid, which encourages participation. Additionally, donors may be more apt to contribute to future events.

Sponsors will consist mainly of local businesses. In addition, national companies and individuals may sponsor individuals or teams. Some companies such as Dick's Sporting Goods donate equipment to youth sports teams. Dick's Sporting Goods advertises their company will provide equipment for over one million athletes. National companies such as Nike, Walmart, Sonny's BBQ, and Outback Steak House, typically will sponsor tournaments. Team sponsors typically contribute \$300, while league sponsors usually contribute \$1,000.

### ***Competition***

Some of our competition within the community includes the YMCA, Pitch 2 Fast, West Volusia Youth Baseball, the National Softball Association, and Ormond Beach Soccer Club. Our local competition is not limited to our current competition; every organization with ample facilities has the potential to host tournaments. Southeast Volusia Youth Sports' strategic plan includes partnering with local sports organizations to share the opportunities within the community because they offer programs that we do not, like basketball and swimming. For example, we could partner and advertise with the YMCA. We send them swimmers and basketball players, and they would advertise some of our programs offered, including tournaments.

The City of Port Orange recently completed construction on Coraci Park Sports Complex. The City is currently discussing sponsoring competitive traveling teams, and becoming affiliated with Little League. New Smyrna is in a position to initiate area tournaments. Fast action is the key for New Smyrna to capitalize on this opportunity. However, Port Orange could become the hub for youth sports for the area rather than a partner.

We must partner with every organization we can. If we work together as a community, we can develop a sustainable program that will bring in teams from other cities and states. This will help us compete against other organizations throughout the state that offer youth sports tournaments. We will need to focus forming alliances within the community and develop the best practices to develop a sustainable organization that will maintain and grow organically. Combining resources and creating economies of scale will allow Southeast Volusia Youth Sports to decrease the overall costs. With one entity maintaining the team management software for the area, the cost will decrease.

## **Company Description**

Southeast Volusia Youth Sports is a Not-for-Profit 501(c)(3) organization dedicated to the New Smyrna Beach, Edgewater, and Oak Hill communities. The sports we organize consist of

baseball, softball, flag football, and soccer. Working as a liaison between the City of New Smyrna Beach, the schools, the County, and other youth sports organizations will ensure that the youth in the area are given the opportunity to play selected sports, learn skills and sportsmanship, and fair competition.

Through business partnerships, businesses in the area will benefit from SoVoYS as well. Restaurants will have the opportunity to advertise through sponsorship and at tournaments. Some of the participants will then dine at these establishments. If a restaurant wishes to sponsor our event, we could make the event ticket include a coupon for that restaurant (such as, show this ticket stub at restaurant for 15% off your bill). This relationship benefits all involved: the restaurant will get additional business; we will get the sponsorship. The same type of activity can be done with hotels in the area. Many of the teams participating will be from out of town. Any hotel that wants to sponsor the event will have a similar opportunity as the restaurant did where guests can stay at a discounted rate.

SoVoYS's success also hinges on the support from the New Smyrna Beach Visitors Bureau. There are several qualifiers that determine if event marketing will be funded by the Visitors Bureau. Requirements include the ability to track overnight accommodations, the timing of the event, whether or not the event projects a positive image, the projection of long-term growth, references and background information, and providing a minimum 50% of the funding. SoVoYS's tournaments will meet those requirements. We will reserve room blocks for tracking booking for overnight accommodations, tournaments will be planned around other area events, youth sports project a positive image, we plan to gradually increase the number over the years which will provide long-term growth, we will commit to assuming 50% of the funding, and we will have the required references and background information which will show our ability to get the job done.

A partnership with the Central Florida Sports Commission (CFSC) will also be instrumental in developing tournaments. The CFSC is a great resource for assistance in arranging, managing, marketing, and general support services. They have been involved in assisting events throughout Central Florida. Additionally, they provide reports about area events which include hotel room nights booked, tax recovery, and economic impact. Their expertise will allow us to draw on their experience and marketing ability to promote our tournaments.

Volunteers will be paramount to the success of the program. Southeast Volusia Youth Sports will be responsible for recruiting volunteers to assist with the operation of the youth sports programs. We will be working with schools and other organizations to obtain volunteers. Since high school graduates are required to complete volunteer service hours, each year we will have a new pool of volunteers. We can also look to other organizations and senior groups to recruit volunteers with experience working events. This group could serve as trainers for the incoming volunteers.

Southeast Volusia Youth Sports will conduct various fundraisers to support the operation of the organization and the funding of youth sports programs. Fundraisers will be held throughout the year. The initial fundraisers will include a golf tournament, a silent auction, a crawfish boil, and a track and field meet. We plan to begin our fundraising efforts in the first quarter with a golf tournament. The golf tournament is expected to bring in \$20,000.

We plan to conduct tournaments to raise money and to allow the youth in the area to compete with youth from other areas of the country. The first fundraising tournament will be a 7-on-7 football tournament. Tournament revenue sources will include concession sales, providing game photos/DVDs, parking fees. We will have many teams playing against each other in tournaments, and the ultimate winner will receive a cash prize to their team for athletic needs. This, like the golf tournament, will be a great way to raise funds and get our name out there. The tournaments and meets will be the focus of the organization's efforts.

Applications will also be submitted for various grants. Grant writing provides an opportunity to collect money for the youth sports programs with minimal outside effort. This can be a laborious process, so teaming with others in the area that already write grants and know the specifics of these proposals will be important.

The youth sports programs will be held on fields owned by the City of New Smyrna Beach, located on Sunset Drive just off Turnbull Bay Road in New Smyrna Beach, Florida. This 68 acre park features one football field, three softball fields, three soccer fields, four youth baseball fields, and one multi-purpose field.

The seasons for games will follow the current schedules established by the City. Tournaments and fundraisers would be strategically organized to have minimal, if any, impact on the scheduled games. The tournaments would be planned around established tournaments and fundraisers within the state. This will allow Southeast Volusia Youth Sports to have the best draw without affecting other organizations fundraising efforts.

Southeast Volusia Youth Sports is an organization committed to community. Our desire is to maintain the sports programs, so all children will have the opportunity to participate and grow. Our organization will be able to run the youth sports programs at a significant savings to the City. Salaries are minimal for the projected four employees, and they will be primarily funded through self-generated earnings, not the City's budget.

Through our organized fundraising, we will be able to continue to offer youth sports programs. We plan to use many volunteers to make the programs attractive to the youth in the area. By offering programs that are comparable to the programs offered now, but with several improvements, we plan to increase the participation rate. We will provide more equipment to grow the programs, and better equipment to insure safety.

Southeast Volusia Youth Sports fundraising efforts will give all children an opportunity to play sports, even if their family is not financially able. Children will receive scholarships which parents will offset with volunteer hours.

### **Marketing and Sales Activities**

There is no need to advertise outside of this area because it would not be practical for children from other areas to play regular season sports in Southeast Volusia, since they would have to attend practices, games and meetings in our area. We plan to work with schools, churches and businesses to reach the children in this area using recruiting posters and speaking spots. Advertising on the internet, local radio, and television stations will constitute our paid advertising expenses. Tournament advertising will have to take a different approach because we have to reach out to teams outside of our area. This will be done on our website, social media, and other tournament websites, and in conjunction with the NSB Visitors Bureau. Mr. Kane will be instrumental in the development of the campaign and it is anticipated student volunteers will design the web pages.

Southeast Volusia Youth Sports' main target market for the sports program is area children. The message will have to be delivered through avenues that will reach that market. Involvement with schools will be the focus of the marketing efforts for this group. Students can be approached to join teams and be volunteers. Additional advertising venues may include churches, after school programs, and local venues that cater to children. Furthermore, Southeast Volusia Youth Sports could partner with others such as karate instructors or music instructors to reach potential athletes and volunteers. We plan to have volunteers visit the local schools and make presentations to get children interested in playing sports. We will send fliers home with the kids, so that their parents get the information for their children to play sports. Fliers will be sent home to players at the end of their sports season giving them information on their next season, plus information on the other sports. We will also make calling efforts to last season's participants to ensure their repeat business.

The most successful form of advertising is word-of-mouth advertising. People will hear about us and people will talk about us. We need to keep their opinions positive to create positive word of mouth advertising. To ensure the best possible service, Southeast Volusia Youth Sports will conduct surveys of the athletes, parents, coaches, and area businesses. Additionally, the web site and Facebook page will have links for contacting the administrative staff as well as the board members. We will be working to serve all of our customers, internal and external to ensure we deliver the best possible program.

Advertising has to be done at strategic times throughout the year. We need to advertise before the beginning of each sports season. This will allow parents time to plan for the expense and time

commitments. We will utilize free public service announcements provided by local cable, television, and newspaper media to build awareness of the program.

A golf tournament has been set for April, 2011. This will be a great way to get our name out, and raise funds for the program. Another fundraising effort will be a crawfish boil. People will have a great time while learning about the programs. We will partner with one of the local restaurants to provide their facility to host the event. This will provide the restaurant with great exposure and income, and SoVoYS will receive a percentage of sales as a donation.

## **Services Provided**

### ***Benefits to our sports programs***

In the third year, SoVoYS will begin donating money back into the sports programs. This money can be used for numerous reasons including updating equipment and upgrading the sports complex.

### ***Provide opportunities and exposure for exceptional players***

Sports programs teach children sportsmanship, which will help them to work better with other children, adults and even their parents. We encourage the teaching of values like honesty, motivation, and teamwork; while emphasizing the importance of following rules and playing fair. We will recognize all youth and reward them not only for winning, but for demonstrating good sportsmanship and playing together as teams. We will work with area schools and colleges to allow recruiters opportunities to see and talk with our players, so that our player's skills may be assessed. We want our children to have the opportunity to play sports in high school, college, and on AAU teams.

The competitive tournaments will provide opportunities for exceptional players to compete against other top ranked players from out of the area. We plan to provide tournaments for flag football teams, adult sports clubs, track and field, and other competitive sports that aren't as widely recognized to have a place to compete. The goal is to offer tournaments, in addition to those already offered in the state, so participants will have more opportunities to compete.

### ***Pride and recognition within your community***

The newspaper covers a lot of the local sports stories. Having larger, more organized programs should help these games make the news. Our children and their families will be proud to be involved in sporting programs that make the news and have the potential to become known within the community.

### ***Seasonal programs for the community***

We will continue to offer all of the seasonal sports programs already offered by the City of New Smyrna Beach, such as baseball, softball, football and soccer, for our local youth. The tournaments, which will be held within these sports seasons, are focused on generating funds to put back into the sports programs. Moreover, tournaments will create interest within the community that could grow the number of participants in the seasonal sports programs. The increased number of tourists that come into New Smyrna Beach as a result of the tournaments will have a twofold affect. First, to provide a positive image and increased visibility of what the area has to offer. Second, they will provide customers for area businesses.

### ***Benefits to local businesses***

When we have tournaments and events, these events will bring tourists to the town, which means money for other local businesses. Host cities all around the country boast about the economic impact youth sporting events have on their area. For example, Ocala Magazine reported a baseball tournament with 345 participants and 690 spectators brought in nearly \$500,000 for room reservations alone. We don't just have a game going on here; we have an economic contribution that will prove its worth. Additionally, discount cards would drive more customers to businesses. Furthermore, based on their level of sponsorship, businesses could be recognized and provide advertising on the web site, Facebook page, at the fields, and in the programs. This additional exposure would reach not only the visitors, but also the locals that support the businesses year-round.

### ***Brings communities together, teaches diversity***

We live in a diverse society. One where color, race, origin is irrelevant to not only sports, but to everyday life. We teach our teams how to get along with everyone on and off the field. Kids will work together with new people, and make new friends.

## **Operations**

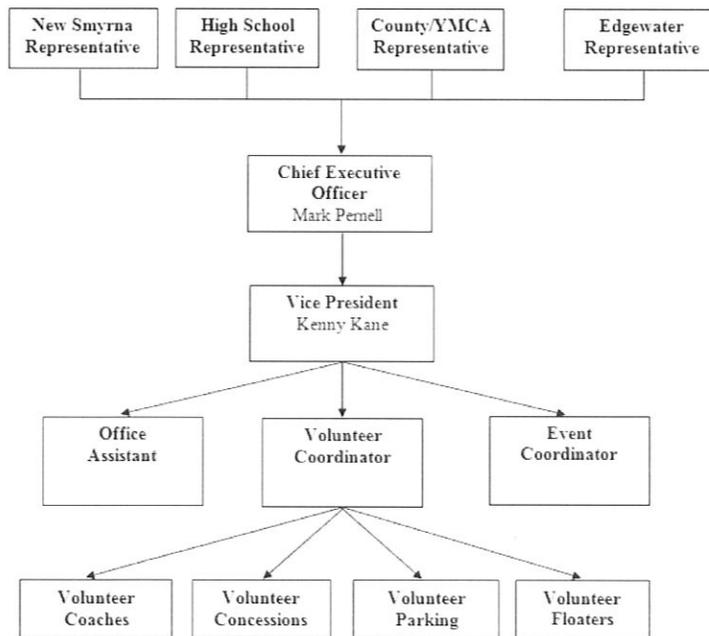
Currently, many youth sports teams require registration at an event, such as the "sign-up day". At SoVoYS, we will have multiple, simplified forms of registration. One of the easiest ways to register will be through our website. Here you will find an online registration form that allows you to not only fill out the information about your child, but also pay the registration fee online. Our office will also be open to register and pay in person. In addition, there will be various days throughout the year where you can register your child during school events and community events. After registration has closed and teams have been established, we will put an announcement through our website, email, and Facebook so parents and players can print the meeting, practice, and game schedules for their team. Our website aims to be user friendly, informative, and representing an "everything you need" resource for SoVoYS. We will provide a way to contact the staff or board members and host a discussion board for frequently asked questions.

One of our staff members, Mr. Kane, has very good ties with NASCAR. He will be able to provide us with additional fund raising opportunities. We have already been told we will be able to sell NASCAR tickets as a fundraiser for South East Volusia Youth Sports. Mr. Kane has names of people who work with local businesses that can help us in sponsoring events or tournaments.

South East Volusia Youth Sports remains more of a service provider than a consumer. We are providing services to our consumers. Our main provider is the City of New Smyrna Beach. They are providing us with the fields that we need in order to play. They are providing us with the football, soccer, track fields, etc. We need volunteers to provide us the staffing needed to make the experience enjoyable for all participants including their selves. We will have concession stands during tournaments and games that that be subcontracted if it is economically advantageous.

### Management and Ownership

The management team encompasses seasoned managers who have extensive experience with youth sports, while the Board will be made up of community officials and stakeholders. Job Descriptions have been provided as a framework for the activities for each responsibility area.



### Job Descriptions

#### *Board of Directors*

- Determine the organization's mission and purpose. It is the board's responsibility to create a statement of mission and purpose, and to review it periodically for accuracy and validity. This statement should set out the organization's goals, means, and primary constituents served. Each board member should fully understand and support it.
- Select the organization's chief executive, then appoint, review, and (if necessary) dismiss that individual. The board must also ensure that the chief executive, who has responsibility for the administration of the organization, receives the moral and professional support he or she needs to further the organization's goals.
- Ensure effective organization planning. As steward of the organization, the board must actively participate with the staff in an overall planning process, and assist in implementing the plan's goals. The board should help management to develop business plans, policy objectives, business strategies, and priorities.
- Ensure adequate resources. One of the board's foremost responsibilities is to provide adequate resources for the organization to fulfill its mission. The board should work in partnership with the chief executive and development staff to raise funds from the community.
- Manage resources effectively. The board, in order to remain accountable to its donors and the public, and to safeguard its tax-exempt status, must assist in developing the annual budget and ensuring that proper financial controls are in place.
- Determine, monitor, and strengthen the organization's programs and services. The board's role in this area is to determine which programs are the most consistent with an organization's mission, and to monitor their effectiveness. By constantly reviewing the organization's work, the board ensures the organization's capacity to carry out its programs.
- Enhance the organization's public standing. The board is the organization's primary link to the community. Clearly articulating the organization's mission, accomplishments, and goals to the public, as well as garnering support from members of the community, are important elements of a comprehensive public relations strategy.
- Ensure legal and ethical integrity and maintain accountability. The board is ultimately responsible for ensuring adherence to legal standards and ethical norms. The board must establish pertinent policies and procedures (e.g., personnel policies, grievance procedures), and adhere to provisions of the organization's bylaws and articles of incorporation.
- Recruit and orient new board members, and assess board performance. The board must select new board members and orient them to their responsibilities, and the organization's history, needs, and challenges. By evaluating its performance, the board can recognize its achievements and determine which areas need to be improved. As the organization grows and improves, the governing board must also evolve to meet changing needs and circumstances.

### **Chief Executive Officer**

#### *Planning*

- Creates annual operating plans that support strategic direction set by the board and correlate with annual operating budgets; submits annual plans to the board for approval.
- Collaborates with the board to define and articulate the organization's vision and to develop strategies for achieving that vision.

- Develops and monitors strategies for ensuring the long-term financial viability of the organization.
- Develops future leadership within the organization.

#### *Management*

- Promotes a culture that reflects the organization's values, encourages good performance, and rewards productivity.
- Hires, manages, and fires the human resources of the organization according to authorized personnel policies and procedures that fully conform to current laws and regulations.
- Oversees the operations of organization and manages its compliance with legal and regulatory requirements.
- Creates and maintains procedures for implementing plans approved by the board of directors.
- Ensures that staff and board have sufficient and up-to-date information.
- Evaluates the organization's and the staff's performance on a regular basis.

#### *Financial Management*

- Oversees staff in developing annual budgets that support operating plans and submits budgets for board approval.
- Prudently manages the organization's resources within budget guidelines according to current laws and regulations.
- Ensures that staff practices all appropriate accounting procedures in compliance with Generally Accepted Accounting Principles (GAAP).
- Provides prompt, thorough, and accurate information to keep the board appropriately informed of the organization's financial position.

#### *Marketing and PR*

- Manage advertising opportunities in other programs, in the press, and at area venues.
- Organize the availability of company members for media/PR events as necessary.
- Oversee content, production and distribution of all marketing and publicity materials (posters, program, flyers, mail outs, brochures etc) with vice president.
- Manage press development.
- Co-ordinate the invitation of potential future promoters and supporters of the company.

#### *Community Relationships*

- Serves as the primary spokesperson and representative for the organization.
- Assures that the organization and its mission, programs, and services are consistently presented in a strong, positive image to relevant stakeholders.
- Actively advocates for the organization, its beliefs, and its programmatic efforts.
- Acts as a liaison between the organization and the community, building relationships with peer organizations when appropriate.

#### *Programmatic Effectiveness*

- Oversees design, delivery, and quality of programs and services.

- Stays abreast of current trends related to the organization's products and services and anticipates future trends likely to have an impact on its work.
- Collects and analyzes evaluation information that measures the success of the organization's program efforts; refines or changes programs in response to that information.

#### *Fund Raising*

- Serves as a primary person in donor relationships and the person to make one-on-one fund raising solicitations.
- Develops fund raising strategies with the board and supports the board in fund raising activities.
- Oversees staff in the development and implementation of fund raising plans that support strategies adopted by the Board.
- Oversees staff in the timely submission of progress reports for funders.

The Chief Executive Officer will make an annual salary of \$45,000. The salary was based off of a Recreation Manager in Daytona Beach. The average annual salary was taken from Indeed.com. This is a full time position.

#### **Vice President**

- Work side-by-side in all areas with the CEO.
- Confer with board members, other executives and subordinates to review goals, resolve problems and determine strategic direction.
- Analyze data and decide on methods of achieving the organization's priorities in their field of responsibility.
- Develop policies and create budgets.
- Appoint subordinates such as department heads or managers and delegate appropriate responsibilities to them.

The Vice President will collect a salary of \$35,000 a year. This is a potential risk for the company. The individual that has committed himself to this position has agreed to not collect a salary for the first two years of operation. In the event he has to back out of this position and we have to fill it with a new candidate, we would likely have to pay them from day one, which would cause us to end the first year at a negative balance, and would ultimately take us longer to pay back our initial capital injection, or would cause us to not be able to donate back into the sports programs until the end of year three.

#### **Office Assistant**

- Answer telephones and transfer to appropriate staff member.
- Meet and greet clients and visitors.
- Create and modify documents using Microsoft Office.
- Perform general clerical duties to include but not limited to: photocopying, faxing, mailing, and filing.

- Maintain hard copy and electronic filing system.
- Sign for and distribute UPS/Fed Ex/Airborne packages.
- Research, price, and purchase office furniture and supplies.
- Coordinate and maintain records for staff office space, phones, parking, company credit cards and office keys.
- Setup and coordinate meetings and conferences.
- Collect and maintain inventory.
- Support staff in assigned project based work.
- Provide office orientation for new employees and volunteers.
- Setup accommodation for company visitors.
- Collect, input and file registration paperwork.
- Other duties as assigned.

An Office Assistant in Daytona Beach, FL make an average annual salary of \$23,000 (Indeed.com). I reduced this to \$22,800, earning an hourly rate of \$11.88. This is a part time position, \$950.40/month.

### **Volunteer Coordinator**

- Recruiting new volunteers through community outreach and free advertising opportunities within the schools and youth sports programs.
- Interview applicants and train new volunteers.
- Creating and filling schedules for organizational.
- Contact volunteers regarding available opportunities.
- Produce a monthly volunteer email newsletter to discuss upcoming events and ongoing activities, detailing volunteer activities and recognizing certain volunteers.
- Write reports for management, recommending changes that would help the program.
- Schedule coverage for events.
- For large events, create separate committees.
- Schedule volunteers to represent the organization at expos, seminars and other community programs.
- Maintain a volunteer database and keep track of individual volunteer activities.
- Reward volunteers for special achievements with thank-you notes and gift items.

Volunteer Recruitment Coordinator in Daytona Beach, FL makes an average annual salary of \$21,000 (Indeed.com). This is going to be a part-time position in our company. That decreases the salary to \$10,500, making the monthly gross pay \$875 from an hourly rate of \$10.94.

### **Event Coordinator**

#### *Fundraising*

- Soliciting major donors involving one-on-one meetings with the biggest supporters of the organization
- Grant writing
- Annual solicitation campaigns of individuals who are solicited, either by letter, phone or in person and asked for a donation

- Send out press releases for the organization's events and handle all of the publicity from the organization's activities
- Come up with a sound budget projecting profits as a whole.
- Look at the organization's overall budget and make sure that the projected goals will cover the expenses of the organization

#### *Tournaments*

- Provide strong customer service to tournament sponsors and fulfillment of sponsor benefits.
- Provide on-site coordination on the day(s) of the tournament for areas of responsibility.
- Identify vendors for special events and negotiate with vendors to obtain favorable terms and conditions. Provide general oversight to vendors and administer vendor contracts.
- Maintain on-going communications with tournament manager and team members to assure that all are apprised of activities, progress, areas of concern, etc.
- Maintain appropriate databases, spreadsheets etc., in support of areas of responsibility.
- Provide general direction and supervision to interns, volunteer coordinator, vendors and others during the event.
- Develop miscellaneous creative design materials used to promote the tournament and or provide information to sponsors.

A Marketing Sales Field Representative in Daytona Beach makes an average annual salary of \$32,000 (Indeed.com). We rounded down to \$31,200. This is a part time position. The monthly gross pay is \$1,300 from an hourly rate of \$16.25.

### **Funds Required and Their Uses**

The Southeast Volusia Youth Sports Organizations will need a capital injection of \$100,000. These funds will be used as follows:

<b>START UP STATEMENT</b>	
<b>Fixed Operating Expenses</b>	
Wages and Salary	9,576
FICA Taxes Social Security 6.2%, Medicare 1.45%	843
Rent	2,500
Utilities	600
Phone/Internet Bundle	253
Insurance	584
Legal and Professional Fees	1,000
Dues and Subscriptions	5
Office Supplies	100
Postage and Delivery	25
Repairs and Maintenance	100
Supplies	200
Travel	35
<b>Total Start-up Expenses</b>	<b>8,402</b>
<b>Start Up Assets</b>	
Office Equipment & Furniture	5,000
Pre-Opening Salaries and Wages	5,000
Legal and Accounting Fees	2,000
Rent Deposit	5,000
Utility Deposit	500
Supplies	500
Advertising and Promotions	2,000
Licenses	500
<b>Total Start Up Assets</b>	<b>20,500</b>
<b>Cash Required</b>	
Fixed Operating Expenses	8,402
Total Start Up Expenses	20,500
<b>Total Cash Required</b>	<b>28,902</b>
<b>Funding</b>	
Start-up Funding	100,000
<b>Total Funding</b>	<b>100,000</b>
<b>Opening Day Cash Balance</b>	<b>79,500</b>

The funds that we receive will help us to begin hosting tournaments and special events that will make us profitable by the second year. By the end of year three, the investors will have been paid back the initial \$100,000 capital injection. The youth sports programs that register with us will have received \$15,000 in donations by the end of the third year.

There are multiple events that we plan to host throughout the year while the sports complex is not in use. These events include tournaments, which we expect to make a minimum of \$8,016 over a two day period. This number is based on twenty teams participating in the event, playing a minimum of four games apiece. The numbers below are based on a football or soccer tournament, which requires more referees than a baseball or softball tournament. We expect to make a larger profit hosting track and field, softball or baseball, and other events that require fewer officials.

The success of these tournaments is also dependent upon how well we establish relationships with others that are able to promote our endeavors. We need to work side by side with the Sports Commission, our local tourism board, and other cities within the state that hold similar tournaments at the same time. The goal is not to compete with already established entities.

<b>TOURNAMENTS (Bases on 20 Teams)</b>	
<b>Tournament Expenses</b>	
Insurance	\$700
Referees: \$50/game x 2 x 80 games + \$400	8,400
Banners: \$100 x 10	1,000
Signs: \$25 x 20	500
EMT/Police: \$40/hr x 16 hrs x 2 each	2,560
Trophies: 1st, 2nd, 3rd	300
Merchandise	1,524
<b>Total Tournament Expenses</b>	<b>\$14,984</b>
<b>Tournament Profits</b>	
Tickets: \$5 x 600	\$3,000
Team Registration: \$300 x 20	6,000
Concession: 20% of sales	1,500
Merchandise: Shirts, Hats, DVDs, Photography	2,500
Sponsorship: \$500 x 20	10,000
<b>Total Tournament Assets</b>	<b>\$23,000</b>
<b>Net Profit</b>	<b>\$8,016</b>

Other financial opportunities include fundraisers and community events, such as the Crawfish Boil previously mentioned. The potential to earn money is greater at these events, however it depends solely how actively involved the community is. They need to show up at the events, and they need to be willing to purchase the products that are being sold by the sports organizations (i.e. coupon books, wreaths at Christmas, Eco-friendly cleaning products, car washes, silent auctions, etc.) as well as the time of year they are held. Below are some potential fundraisers and events and the profits they could make:

<b>EVENTS/FUNDRAISERS</b>	
Community Event (Fair, Crawfish Boil, etc.)	\$20,000
Discount Card (600 players participating)	46,800
Healthy Planet (1000 medium sized orders)	10,850
Car Wash with Pre-Paid Tickets	2,000

Another source of income is the registration \$35 fee we charge. This fee allows all of the teams' access to the donations that will be offered throughout the year from the profits made hosting tournaments and events. We have also allowed for discounts and scholarships for parents that are unable to pay all or part of the fees included in playing these sports. In return, the parents donate their time and volunteer at games, events, and tournaments throughout the year.

<b>REGISTRATION</b>			
	Number of Teams	Participant Count	Fee Profits
<b>Fall Leagues</b>			
Football	6	195	\$6,825
Baseball	24	100	3,500
Soccer	25	300	10,500
Softball	6	90	3,150
AAU Baseball	3	36	1,260
Fast Pitch	7	80	2,800
Volleyball	2	25	875
<b>TOTAL</b>			<b>\$28,910</b>
<b>Winter Leagues</b>			
Flag Football	24	216	\$7,560
<b>TOTAL</b>			<b>\$7,560</b>
<b>Spring Leagues</b>			
Baseball	24	312	\$10,920
Football	6	120	4,200
Soccer	16	200	7,000
Track & Field	1	25	875
Fast Pitch	8	90	3,150
<b>TOTAL</b>			<b>\$26,145</b>
<b>Summer Leagues</b>			
Softball	6	90	\$3,150
Dodge ball	9	90	3,150
<b>TOTAL</b>			<b>\$6,300</b>
<b>YEAR END TOTAL</b>			<b>\$68,915</b>

The last form of revenue that we expect to collect is from grants. Many grants you have to resubmit your application year after year. Some, however, once you have been rewarded, you continue to receive year after year. Below are a list of grants and their amounts rewarded:

<b>GRANTS</b>	
Responsible Sports	\$2,500
Baseball Tomorrow	39,000
Sunshine State Games	11,000
FL Department of Education, Office of Healthy Schools	2,500

This organization will begin building a cash reserve after the start-up loan is repaid to the City. There are a number of risks involved in this organization. One such risk includes the profits made at tournaments. These numbers are solely based upon number best projections and estimates. Other organizations involved in these types of events regard that information as proprietary and would not release any financial information to us. We were told that baseball is one of the highest paying tournaments, along with track and field. Our research shows that girls' tournaments have a better turn out because fewer people are hosting girls' events, and the whole family tends to attend. Another interesting opportunity for revenue generation that we got good feedback on is hosting paintball tournaments and model plane events.

Another risk would be the grants. If we are counting on them for our financial stability, it's not money that can be guaranteed. The organizations rewarding the grants can discontinue their

grant programs, and some require the requester to re-apply each year. Some grants do not allow an organization to receive additional grants after the first year.

### Financial Data

For the first two years, management elected not to take a salary and to donate their time into this endeavor. This is a potential risk for the company. In the event one of the key people has to back out of their position, we have to fill the position with a new candidate that would likely collect a salary from day one. This would cause us to end the first year at a negative balance, and would ultimately take us longer to pay back our initial capital injection. It could cause us to not be able to donate back into the sports programs until the end of year three.

The figures in the financial data have been collected through quotes and estimates found within the industry. The rent, for example, is for a small office space within a shopping complex. To be in a more desirable Canal Street location, it could cost considerably more.

**Southeast Volusia Youth Sports**  
**Required Start-Up Funds for a New Business or**  
**Opening Balance Sheet for an Existing Business**

Required Start-Up Funds	Amount	Totals	Depreciation	Notes	
<b>Fixed Assets</b>					
Real Estate	\$ -				
Buildings	-		20.00 years		
Leasehold Improvements	-		7.00 years		
Equipment	-		7.00 years		
Furniture and Fixtures	2,000		5.00 years		
Vehicles	-		5.00 years		
Other Fixed Assets	-		5.00 years		
<b>Total Fixed Assets</b>		<u>2,000</u>			
<b>Operating Capital</b>					
Pre-Opening Salaries and Wages	5,000				
Prepaid Insurance Premiums	-				
Beginning Inventory	-				
Legal and Accounting Fees	2,000				
Rent Deposits	1,500				
Utility Deposits	500				
Supplies	-				
Advertising and Promotions	-				
Licenses	-				
Other Initial Start-Up Costs	-				
Working Capital (Cash On Hand)	89,000				
<b>Total Operating Capital</b>		<u>98,000</u>			
<b>Total Required Funds</b>		<u>\$ 100,000</u>			
Sources of Funding	Amount	Totals	Loan Rate	Term in Months	Monthly Payments
Owner's Cash Injection	100.00%	100,000			
Outside Investors	0.00%	-			
<b>Additional Loans or Debt</b>					
Commercial Loan	0.00%	-	9.00%	84.00	\$0.00
Commercial Mortgage	0.00%	-	9.00%	240.00	\$0.00
<b>Total Sources of Funding</b>	100.00%	<u>\$ 100,000</u>			<u>\$0.00</u>

**Southeast Volusia Youth Sports  
Salaries and Wages**

Salaries and Related Expenses	#	Assumptions	Wage Base	Monthly	Year One	Year Two	Year Three
Percent Change						3.00%	3.00%
<b>Salaries and Wages</b>							
Owner's Compensation	0			\$ -	-	-	-
Salaries	1			3,750	45,000	46,350	47,741
<b>Wages</b>							
Full-Time Employees	2			4,878	58,531	60,287	62,096
Estimated Hours Per Week		40.00					
Estimated Rate Per Hour		\$ 14.07					
Part-Time Employees	1			948	11,378	11,719	12,070
Estimated Hours Per Week		20.00					
Estimated Rate Per Hour		\$ 10.94					
Independent Contractors				-	-	-	-
<b>Total Salaries and Wages</b>	<b>4</b>			<b>9,576</b>	<b>114,909</b>	<b>118,356</b>	<b>121,907</b>
<b>Payroll Taxes and Benefits</b>							
Social Security		6.20%	\$ 102,000	594	7,124	7,338	7,558
Medicare		1.45%		139	1,666	1,716	1,768
Federal Unemployment Tax (FUTA)		0.80%	\$ 7,000	19	224	224	224
State Unemployment Tax (SUTA)		2.70%	\$ 7,000	63	756	756	756
Employee Pension Programs		0.00%		-	-	-	-
Worker's Compensation		0.30%		29	345	355	366
Employee Health Insurance		0.00%		-	-	-	-
Other Employee Benefit Programs		0.00%		-	-	-	-
<b>Total Payroll Taxes and Benefits</b>				<b>843</b>	<b>10,115</b>	<b>10,389</b>	<b>10,672</b>
<b>Total Salaries and Related Expenses</b>				<b>10,419</b>	<b>125,024</b>	<b>128,745</b>	<b>132,578</b>

**Southeast Volusia Youth Sports  
Fixed Operating Expenses**

Fixed Operating Expenses	Monthly	Year One	Year Two	Year Three
Percent Change			3.00%	3.00%
<b>Expenses</b>				
Advertising	\$ 760	9,120	9,394	9,675
Car and Truck Expenses	-	-	-	-
Commissions and Fees	-	-	-	-
Contract Labor	-	-	-	-
Credit Card and Bank Charges	-	-	-	-
Customer Discounts and Refunds	-	-	-	-
Dues and Subscriptions	2	24	25	25
Entertainment	-	-	-	-
Insurance (Liability and Property)	584	7,008	7,218	7,435
Internet	-	-	-	-
Legal and Professional Fees	1,000	12,000	12,360	12,731
Office Expenses	100	1,200	1,236	1,273
Postage and Delivery	25	300	309	318
Rent (on business property)	2,500	30,000	30,900	31,827
Rent of Vehicles and Equipment	-	-	-	-
Repairs and Maintenance	100	1,200	1,236	1,273
Supplies	200	2,400	2,472	2,546
Telephone and Communications	253	3,036	3,127	3,221
Travel	35	420	433	446
Utilities	600	7,200	7,416	7,638
<b>Total Expenses</b>	<b>6,159</b>	<b>73,908</b>	<b>76,125</b>	<b>78,409</b>
<b>Other Expenses</b>				
Depreciation	33	400	400	400
Interest				
Commercial Loan	-	-	-	-
Commercial Mortgage	-	-	-	-
Line of Credit	-	-	-	-
<b>Total Other Expenses</b>	<b>33</b>	<b>400</b>	<b>400</b>	<b>400</b>
<b>Total Fixed Operating Expenses</b>	<b>6,192</b>	<b>74,308</b>	<b>76,525</b>	<b>78,809</b>





**Southeast Volusia Youth Sports  
Balance Sheet - Year One**

	<u>Base Period</u>	<u>End of Year One</u>
<b>Assets</b>		
<b>Current Assets</b>		
Cash	89,000	112,438
Accounts Receivable	-	-
Inventory	-	-
Prepaid Expenses	9,000	6,000
Other Current	-	-
<b>Total Current Assets</b>	<u>98,000</u>	<u>118,438</u>
<b>Fixed Assets</b>		
Real Estate	-	-
Buildings	-	-
Leasehold Improvements	-	-
Equipment	-	-
Furniture and Fixtures	2,000	2,000
Vehicles	-	-
Other Fixed Assets	-	-
<b>Total Fixed Assets</b>	<u>2,000</u>	<u>2,000</u>
Less: Accumulated Depreciation	-	400
<b>Total Assets</b>	<u><u>100,000</u></u>	<u><u>120,037</u></u>
<b>Liabilities and Owner's Equity</b>		
<b>Liabilities</b>		
Accounts Payable	-	-
Notes Payable	-	-
Mortgage Payable	-	-
Line of Credit Balance	-	-
<b>Total Liabilities</b>	<u>-</u>	<u>-</u>
<b>Owner's Equity</b>		
Common Stock	100,000	100,000
Retained Earnings	-	20,038
Dividends Dispersed	-	-
<b>Total Owner's Equity</b>	<u>100,000</u>	<u>120,038</u>
<b>Total Liabilities and Owner's Equity</b>	<u><u>100,000</u></u>	<u><u>120,037</u></u>

**Southeast Volusia Youth Sports  
Year End Summary**

	<u>Year One</u>	%	<u>Year Two</u>	%	<u>Year Three</u>	%
<b>Income</b>						
Product/Service Registrations	69,720		73,206		80,527	
Product/Service Tournaments	75,000		132,500		170,750	
Product/Service Fundraisers	77,650		136,265		149,892	
	-		-		-	
<b>Total Income</b>	<u>222,370</u>	100.00%	<u>341,971</u>	100.00%	<u>401,168</u>	100.00%
<b>Cost of Sales</b>						
Product/Service Registrations	-		-		-	
Product/Service Tournaments	-		-		-	
Product/Service Fundraisers	-		-		-	
	-		-		-	
<b>Total Cost of Sales</b>	<u>-</u>	0.00%	<u>-</u>	0.00%	<u>-</u>	0.00%
<b>Gross Margin</b>	<u>222,370</u>	100.00%	<u>341,971</u>	100.00%	<u>401,168</u>	100.00%
<b>Total Salary and Wages</b>	125,024	56.22%	128,745	37.65%	132,578	33.05%
<b>Fixed Business Expenses</b>						
Advertising	9,120		9,394		9,675	
Car and Truck Expenses	-		-		-	
Commissions and Fees	-		-		-	
Contract Labor	-		-		-	
Credit Card and Bank Charges	-		-		-	
Customer Discounts and Refunds	-		-		-	
Dues and Subscriptions	24		25		25	
Entertainment	-		-		-	
Insurance (Liability and Property)	7,008		7,218		7,435	
Internet	-		-		-	
Legal and Professional Fees	12,000		12,360		12,731	
Office Expenses	1,200		1,236		1,273	
Postage and Delivery	300		309		318	
Rent (on business property)	30,000		30,900		31,827	
Rent of Vehicles and Equipment	-		-		-	
Repairs and Maintenance	1,200		1,236		1,273	
Supplies	2,400		2,472		2,546	
Telephone and Communications	3,036		3,127		3,221	
Travel	420		433		446	
Utilities	7,200		7,416		7,638	
<b>Total Fixed Business Expenses</b>	<u>73,908</u>	33.24%	<u>76,125</u>	22.26%	<u>78,409</u>	19.55%
<b>Other Expenses</b>						
Amortized Start-up Expenses	3,000		3,000		3,000	
Depreciation	400		400		400	
Interest						
Commercial Loan	-		-		-	
Commercial Mortgage	-		-		-	
Line of Credit	-		-		-	
Taxes	-		-		-	
<b>Total Other Expenses</b>	<u>3,400</u>	1.53%	<u>3,400</u>	0.99%	<u>3,400</u>	0.85%
<b>Net Income</b>	<u>20,038</u>	9.01%	<u>133,700</u>	39.10%	<u>186,781</u>	46.56%



**Southeast Volusia Youth Sports  
Balance Sheet - Year Two**

	<u>End of Year One</u>	<u>End of Year Two</u>
<b>Assets</b>		
<b>Current Assets</b>		
Cash	112,438	249,538
Accounts Receivable	-	-
Inventory	-	-
Prepaid Expenses	6,000	3,000
Other Current	-	-
<b>Total Current Assets</b>	<u>118,438</u>	<u>252,538</u>
<b>Fixed Assets</b>		
Real Estate	-	-
Buildings	-	-
Leasehold Improvements	-	-
Equipment	-	-
Furniture and Fixtures	2,000	2,000
Vehicles	-	-
Other Fixed Assets	-	-
<b>Total Fixed Assets</b>	<u>2,000</u>	<u>2,000</u>
Less: Accumulated Depreciation	400	800
<b>Total Assets</b>	<u><u>120,037</u></u>	<u><u>253,738</u></u>
<b>Liabilities and Owner's Equity</b>		
<b>Liabilities</b>		
Accounts Payable	-	-
Notes Payable	-	-
Mortgage Payable	-	-
Line of Credit Balance	-	-
<b>Total Liabilities</b>	<u>-</u>	<u>-</u>
<b>Owner's Equity</b>		
Common Stock	100,000	100,000
Retained Earnings	20,038	153,738
Dividends Dispersed	-	-
<b>Total Owner's Equity</b>	<u>120,038</u>	<u>253,738</u>
<b>Total Liabilities and Owner's Equity</b>	<u><u>120,037</u></u>	<u><u>253,738</u></u>



**Southeast Volusia Youth Sports  
Balance Sheet - Year Three**

	End of Year Two	End of Year Three
<b>Assets</b>		
<b>Current Assets</b>		
Cash	249,538	439,719
Accounts Receivable	-	-
Inventory	-	-
Prepaid Expenses	3,000	-
Other Current	-	-
<b>Total Current Assets</b>	252,538	439,719
<b>Fixed Assets</b>		
Real Estate	-	-
Buildings	-	-
Leasehold Improvements	-	-
Equipment	-	-
Furniture and Fixtures	2,000	2,000
Vehicles	-	-
Other Fixed Assets	-	-
<b>Total Fixed Assets</b>	2,000	2,000
Less: Accumulated Depreciation	800	1,200
<b>Total Assets</b>	253,738	440,519
<b>Liabilities and Owner's Equity</b>		
<b>Liabilities</b>		
Accounts Payable	-	-
Notes Payable	-	-
Mortgage Payable	-	-
Line of Credit Balance	-	-
<b>Total Liabilities</b>	-	-
<b>Owner's Equity</b>		
Common Stock	100,000	100,000
Retained Earnings	153,738	340,519
Dividends Dispersed	-	-
<b>Total Owner's Equity</b>	253,738	440,519
<b>Total Liabilities and Owner's Equity</b>	253,738	440,519

**Southeast Volusia Youth Sports  
Breakeven Analysis**

	Dollars	Percent
<b>Breakeven Analysis</b>		
Annual Sales Revenue	\$ 222,370	100.00%
Cost of Sales	-	0.00%
<b>Gross Margin</b>	222,370	100.00%
Salaries and Wages	125,024	
Fixed Operating Expenses	74,308	
<b>Total Fixed Business Expenses</b>	199,332	
Breakeven Sales Calculation	199,332	100.00%
Breakeven Sales in Dollars	\$ 199,332	

# ***OLD BUSINESS***

**MEMORANDUM**  
**FROM THE OFFICE OF THE CITY MANAGER**

**To:** Economic Development Advisory Board  
**From:** Pam Brangaccio, City Manager *PBS*  
**Re:** Economic Development Board Top 5 Objectives for 2011  
**Date:** February 11, 2011

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- **Support Canal Street revitalization, through development of a hotel property (Priority expressed for the Brannon Center property)**

**Current Status:**

The EDAB expressed support for the 2010 CRA revised Redevelopment Plan which speaks to better utilization of the ICW waterfront for a hotel property to support the revitalization of Canal Street.

**Action Steps:**

The City Commission, at their meeting of January 25<sup>th</sup>, requested that the City Attorney provide a legal opinion regarding the ownership of the Brannon Center site. This opinion would drive the next action steps regarding this project.

- **The revitalization of US1, and the development of the FEC property (explore all options including new CRAs for these two areas)**

**Current Status:**

With regards to the 180 acres, Mr. Jose Gonzalez, Vice President, Flagler Development met with City staff and individual City Commissioners in the fall of 2010. Their interest appears to be tied to the future of light rail and a "TOD" transit-oriented development. Also in 2010, a local representative for FEC worked with the City staff on an EAR-based Comprehensive Plan amendment to create a new "Mixed Use" category for Industrial land use properties, similar to a TOD.

### **Action Steps:**

Discussions will begin with the County on the redevelopment of US1, and will also continue with Flagler Properties regarding the 180 acres, as we move through the EAR-based Comprehensive Planning adoption process in March 2011. There were concerns noted in the State's agencies' EAR comments with increased densities on the FEC property, regarding impact on school concurrency and transportation. These issues are being addressed by FEC representatives working with City staff, for presentation to the City Commission on March 29<sup>th</sup>.

With regards to US1, on January 29<sup>th</sup> the CRA and Planning & Zoning Board participated in a bus tour of Ormond Beach, Daytona Beach, and South Daytona Beach (which included presentations by these cities on tools to support US 1 development issues). Entryway features and median landscaping are also under conceptual design for US 1, south and north at the City boundaries.

A meeting has been scheduled with Volusia County staff on US1 CRA concepts, and the 180 acres to review the steps and process within the framework of the revised CRA ordinances approved by the County in January 2010. The revisions impact new CRAs, limiting the length of a new CRA; limiting County participation to specific projects or economic development objectives; and capping the County CRA contribution to not exceed the City's millage. Of note, the proposed CRA for the City of Edgewater includes US 1 to the southern NSB boundary.

- **Hospital District**

### **Current Status:**

Southeast Volusia Healthcare District was granted a one-year exemption from contributing to the existing City CRA for FY 10-11. After the exemption was granted the CRA budget was amended to exclude CRA monies for improvements within the district. In the interim, a new management contract was signed for Bert Fish and a new CEO hired for the hospital. The hospital continued with a major renovation of a former bank building on South US 1 for administrative offices, and hosted the Chamber of Commerce membership in January.

### **Action Steps:**

The new Bert Fish CEO has been invited to attend an EDAB meeting to discuss the hospital's future plans, and has scheduled meetings with the Mayor and City Manager in early March as well. It is anticipated that dialogue will begin on future partnership items.

- **City Airport**

**Current Status:**

The Airport has a number of vacant, underutilized sites with a commercial/industrial land use and zoning. One of the goals of the EDAB is to recruit compatible aviation and non-aviation job creation business prospects for the New Smyrna Beach Municipal Airport.

**Action Steps:**

An inventory is being finalized of the existing vacant properties, as well as commercial buildings available for the City's website, as well as Team Volusia. In addition, the FY 11-12 City Budget process will explore the financial feasibility of adding a contractual marketing position to assist with business prospects for these parcels. One new parcel available is the old Police Station building, which will be demolished and cleared to market for commercial utilization, through a RFP process. In addition, the City received FAA and FDOT grants for resurfacing of the runways; extension of the taxiway; construction of new hangers; and a fuel farm. The Airport Advisory Board is also reviewing having a contractual FBO to manage the fuel farm and provide additional amenities for individuals utilizing the airport.

- **Sports Complex**

**Current Status:**

The City maintains and operates the multiuse Sports Complex and plays hosts to numerous community leagues and the Volusia School Board. The Complex has not been actively marketed for regional tournament events, and became an issue within the City's General Fund Budget, as the maintenance budget was exceeding \$600,000. That budget has been reduced to \$493,147 for FY 11-12 (staffing levels from 5 to 3 positions and operating and capital expenditures) but now there are concerns on the level of maintenance provided, within a reduced budget. The City has recently gone out for private bids for maintenance of the facility, and there is also community conversion on forming a not-for-profit organization to maintain, manage, and market the complex.

**Action Steps:**

At the February 16<sup>th</sup> EDAB meeting, a presentation will be made by Daytona State College of an overview for options for the maintenance, management and marketing of the complex. The City Commission will be the next step, as the FY 11-12 Budget Prep begins in reviewing all options for the Sport Complex.

## EDAB AGENDA ITEM SUMMARY

**Staff Member Making Request:** Tony Otte

**Meeting Date** February 16, 2011

**Action Item Title:** Review of Proposed Sewer Project on SR 44, from S. Wild Orange Dr to S. Glencoe Rd.

**Agenda Section:** Consent\_\_\_\_\_ Public Hearing\_\_\_\_\_ Special Items\_\_x\_\_

### Summary Explanation and Background

At several previous meetings the subject of the need for centralized sewer service on the south side of SR 44 has been mentioned. This new service would be needed to serve a proposed location for "ABC Fine Wine and Spirits", as well as adjacent properties.

City staff has received an estimated cost to construct an extension of the municipal sanitary sewer system to serve the area on the south side of SR 44 from just west of Wild Orange Dr to just east of Glencoe Rd. The total estimated cost is \$498,397.25 (please see the attached schedules).

Staff is in the process of identifying options for obtaining the financing for this project. One option would be to allocate the cost and assess the property owners who benefit from the improvement.

Staff will make a presentation on this item and requests that the EDAB determine if it wants to make a recommendation to the City Commission on this matter.

### Recommended Action/Motion:

Staff requests that the EDAB determine if it wants to make a recommendation to the City Commission on this matter.

**Funding Analysis:** Budgeted\_\_\_\_\_ If not budgeted, recommend funding account: x  
This project is not budgeted. Any options requiring City expenditures would have to include a recommendation for the source of City funds.

### Exhibits Attached:

Schedules prepared by Zev Cohen & Associates (engineers)

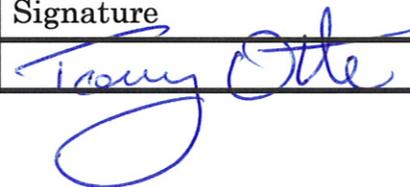
**Reviewed By:**

**Name**

**Signature**

CRA Director

Tony Otte





**ZEV COHEN**  
**& ASSOCIATES, INC.**  
Main Office: Ormond Beach  
St. Augustine • Amelia Island • Edgewater

300 Interchange Blvd  
Ormond Beach, FL 32174  
386-677-2482 • Fax: 386-677-2505  
Website: www.ZevCohen.com

**CONSULTING ENGINEERS**  
**VILLAGE SQUARE MASTER SEWER DESIGN**  
**ZC 5225**  
**ENGINEER'S OPINION OF COST**  
**GLENCOE TO WILD ORANGE**  
**PROJECT TOTALS**

<b>ITEM</b>	<b>AMOUNT</b>
SITE PREPARATION	\$ 29,006.25
SEWAGE COLLECTION SYSTEM	\$ 391,416.00
MISC	\$ 77,975.00
<b>PROJECT TOTAL</b>	<b>\$ 498,397.25</b>

ESTIMATOR: RMH  
DATE: January 13, 2011

**ZEV COHEN & ASSOCIATES, INC.**  
**CONSULTING ENGINEERS**  
**VILLAGE SQUARE MASTER SEWER DESIGN**  
**ZC 5225**  
**ENGINEER'S OPINION OF COST**

**SITE PREPARATION**

<b>ITEM</b>	<b>QTY</b>	<b>UNITS</b>	<b>EST. PRICE</b>	<b>TOTAL</b>
CLEARING ;GENERAL	1.0	LS	\$15,000.00	\$ 15,000.00
SITE RESTORATION	1	LS	\$ 4,000.00	\$ 4,000.00
REPLACE SIDEWALK	500	LF	\$ 4.50	\$ 2,250.00
EROSION CONTROL/SILT FENCE	6,205	LF	\$ 1.25	\$ 7,756.25
			<b>TOTAL</b>	<b>\$ 29,006.25</b>

**ZEV COHEN & ASSOCIATES, INC.**

**CONSULTING ENGINEERS**

**VILLAGE SQUARE MASTER SEWER DESIGN**

**ZC 5225**

**ENGINEER'S OPINION OF COST**

**SEWAGE COLLECTION SYSTEM**

<b>ITEM</b>	<b>QTY.</b>	<b>UNITS</b>	<b>EST. PRICE</b>	<b>TOTAL</b>
8" GRAVITY, PVC DR 26	2,868	LF	\$ 29.50	\$ 84,606.00
MANHOLE 10'-12' DEEP, 4' DIA.	1	EA	\$ 4,000.00	\$ 4,000.00
MANHOLE 6'-8' DEEP, 4' DIA.	11	EA	\$ 2,650.00	\$ 29,150.00
MANHOLE 8'-10' DEEP, 4' DIA.	2	EA	\$ 3,100.00	\$ 6,200.00
6" DIRECTIONAL DRILL	1,415	LF	\$ 38.00	\$ 53,770.00
TAPPING SLEEVE W/ BOX	1	LS	\$ 3,200.00	\$ 3,200.00
6" SDR-11 FITTINGS	1	LS	\$ 2,500.00	\$ 2,500.00
PUMP/LIFT STATION	1	EA	\$ 155,000.00	\$ 155,000.00
JACK AND BORE	276	LF	\$ 125.00	\$ 34,500.00
6" FORCE MAIN, SDR-11	180	LF	\$ 28.00	\$ 5,040.00
6" CHECK VALVE W/ VAULT	1	EA	\$ 3,500.00	\$ 3,500.00
6" GATE VALVE W/ BOX	2	EA	\$ 975.00	\$ 1,950.00
AIRRELEASE VALVE ASSEMBLY	2	EA	\$ 4,000.00	\$ 8,000.00
<b>TOTAL</b>				<b>\$ 391,416.00</b>

**ZEV COHEN & ASSOCIATES, INC.**  
**CONSULTING ENGINEERS**  
**VILLAGE SQUARE MASTER SEWER DESIGN**  
**ZC 5225**  
**ENGINEER'S OPINION OF COST**

**MISC**

<b>ITEM</b>	<b>QTY.</b>	<b>UNITS</b>	<b>EST. PRICE</b>	<b>TOTAL</b>
SOD, SEED & MULCH	1	LS	\$ 5,475.00	\$ 5,475.00
MOBILIZATION	1	LS	\$ 5,000.00	\$ 5,000.00
SURVEY STAKING/AS-BUILTS	1	LS	\$ 5,000.00	\$ 5,000.00
TESTING	1	LS	\$ 8,000.00	\$ 8,000.00
ENGINEERING	1	LS	\$52,000.00	\$ 52,000.00
TRAFFIC CONTROL	1	LS	\$ 2,500.00	\$ 2,500.00
			<b>TOTAL</b>	<b>\$ 77,975.00</b>

MISC

# ***REPORTS AND COMMUNICATIONS***

## Director's Report

### February 16, 2011

1. Response to Team Volusia Prospects: The County Department of Economic Development and Team Volusia provide a list of prospects on a weekly basis. Please find attached a recent response to Team Volusia. (Attachment 1)
2. New Programs: The CRA budget contains a line item for Business Development and Assistance in the amount of \$1.3 million. There is not a specific program attached to these funds, and the CRA and the City Commission met in joint session on January 12, 2011 with a consultant from the University of Central Florida Institute of Government to discuss the development of a program. There are two approaches to this topic:
  - a. Advertise that funding is available and seek applications with general guidance as to the types of projects to be accepted, anticipated funding amounts per project, and a deadline for the submission of applications; or
  - b. Develop one or more specific programs, with specific guidelines similar to the format used for the existing CRA programs.

The latter approach was chosen at the January 12, 2011 meeting, with direction given to follow the CRA Master Plan Update for the development of locational guidelines, and the types of businesses to be incentivized. This information is summarized in the Plan on pp. 36-37. A copy of two new draft programs under discussion is attached. (Attachment 2)

3. Brownfields – Marissa Moore has taken over for Jake Baker in the administration of this program. The Florida Department of Environmental Protection is in the process of securing a contractor to remove containments from the Dunn site. Other sites with program activities are at the airport and in the CRA area.
4. Properties for Development:
  - a. The property at 160 N. Causeway (the former wastewater treatment plant site, more recently the site of the Marine Discovery Center) is being offered for development, through sale or lease. A Request for Proposals (RFP) is being advertised on the City website, Demandstar, and Loopnet. The deadline for proposals is 2 pm March 7, 2011.
  - b. The City Commission is scheduled to review a draft RFP at their February 22 meeting to offer the shuffleboard court property across from City Hall for development through sale or lease. This property is 1.4± acres and includes the shuffleboard courts, the adjacent building, the parking lot (former skate park, tennis courts), and the fire station. The group using the shuffleboard courts has merged with the group on Flagler Ave and will begin using those newly refurbished courts next season.
  - c. The City Commission has approved two RFPs for Real Estate Brokerage services, one for residential properties and one for commercial properties. The RFPs are due to the City on March 7, 2011 at 2 pm. It is anticipated that surplus City properties that do not require development agreements could be sold using the services of Realtors.

Otte, Tony

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**From:** Otte, Tony  
**Sent:** Monday, January 31, 2011 1:28 PM  
**To:** Samuel Goodwin  
**Cc:** Brangaccio, Pam  
**Subject:** Response to today's Prospects Report

Sam,

Here is the New Smyrna Beach response to today's PROSPECTS REPORT:

1. There are two prospects looking for a hotel property. The city currently has for sale a beautiful 5 acre property at 160 N Causeway on the Intra-Coastal Waterway. A full information package is on the City website (cityofnsb.net) and on Loopnet. We are receiving proposals until March 1. I am actively marketing this beautiful and wonderfully positioned property and would be happy to answer any questions.
2. There are two prospects (numbers 21 and 8) looking for office space (7 – 10,000 square feet, and 1,200 – 2,500 square feet respectively). I have the following:
  - a. the building at 1600 N Dixie Freeway is vacant and available for lease as an office space – 1,600 sq feet;
  - b. the second floor of the building at 2650 N Dixie Freeway has about 7,000 square feet of office space available for lease;
  - c. there is an 11,000 sq foot office building at the SE corner of Canal and Magnolia for sale, beautifully remodeled
  - d. there are a number of converted houses on the NSB Board of Realtors' site: nsbmls.com
3. Prospects 16, 15, 14, 7, and 5 are looking for manufacturing space from 5,000 – 35,000 square feet. I believe that the following buildings are available for lease:
  - a. 1496 Airway Circle – 48,804 sq feet
  - b. 1510 Airway Circle – 50,094 sq feet
  - c. 1531 Airway Circle – 87,120 sq feet, with a taxiway to runways at the NSB Airport – the former Pharmex building
  - d. 3 units at 1585, 1589, and 1593 Industrial Drive
4. Three buildings on Tionia that are 50,000 square feet or above for sale: 1601, 2609, and 1674. I am getting additional information on these buildings.

I will be happy to get additional information on any of these. Thanks! Tony

Tony Otte, CRA Director  
City of New Smyrna Beach  
[totte@cityofnsb.com](mailto:totte@cityofnsb.com)  
Phone: office (386) 424-2160  
cell (386) 566-3941

### CRA AGENDA ITEM SUMMARY

Staff Member Making Request: Tony Otte

Meeting Date: February 2, 2011

Action Item Title: CRA Master Plan Business Incentive Programs: the "Opportunity RFP Program" (presented below); and a program to be presented separately by Steve Dennis

Agenda Section: Consent \_\_\_\_\_ Public Hearing \_\_\_\_\_ Special Items x

#### Summary Explanation and Background

On January 12, 2011 the CRA and City Commission held a special joint meeting and discussed the formulation of a business development incentives program. Elements of the program discussed included the following:

1. The present CRA grant programs are available throughout the CRA. It was suggested by the consultant from the Institute of Government that special incentives should be offered in the areas that the CRA wants to re-develop. Therefore, there needs to be location criteria. The areas discussed at the meeting were:
  - The Administrative Office Building (AOB) site (160 N. Causeway)
  - Julia and Sams Ave (mixed-use)
  - Canal St, and the riverside
  - Flagler Ave
  - The Florida East Coast Railway (FEC) property (note: This 180 + acre property is located in the SW corner of US 1 and Canal St. Only a relatively small portion of the property (from Canal St to Lytle Ave/SR 44) is located within the CRA district.)
  - The Badcock building
  - The Historic Westside

Note: Since The AOB site and the Julia and Sams site are owned by the City and will be the subject of a Request for Proposals, it is anticipated that incentives will be negotiated specifically for the development of those sites, similar to the process used for the sale of the lots on Florida Ave and the Hampton Inn agreement.

2. Secondly, what types of businesses do we want to incentivize? The development of the CRA Master Plan Update included two market analyses and produced a list of recommendations listed on p. 36 and 37 of the plan. The specific business types listed include:

#### East Canal

- Attract new neighborhood retailers such as banks, bakeries, carry-out foods, florists (there is a new florist shop), personal service, groceries, mail centers, and restaurants along the western end of East Canal Street (US 1 to Rush);
- Establish a general merchandise core of apparel, books, home furnishings, jewelry (we have a jewelry store) sporting goods and shoes along Canal Street's central areas.
- Promote restaurants and hotels along the waterfront (eastern) edge of Canal St. relocate existing governmental offices at the northwest corner of riverside and Canal.
- Develop an incentive to relocate first level office uses from prime retail corners.

## Summary Explanation and Background continued

### Flagler Avenue

- Promote additional unique apparel stores, art galleries, restaurants, specialty gift shops and unique shops.

### West Canal (Historic Westside)

- Attract businesses that reinforce the needs of the local residents such as carryout food, groceries, personal care, restaurants, and neighborhoods and services
- Seek day care, medical, real estate, and local service businesses.

3. Staff recommends a new program with these elements as follows:

- a. The CRA Master Plan Business Incentives Program would be activated by the CRA and City Commission voting to take a block of funds (say \$200,000) from the Business Development Assistance line item in the CRA budget and allocate the amount to a grant program. CRA staff would then publish a Request for Proposals (RFP) advertisement and market the availability of the funds. The RFP would contain the goal of the program; program guidelines; the evaluation of proposals through a scoring system with points given by reviewers for the ability of each proposal to reach program goals and a calendar including the deadline for submission.
  - b. The program is termed an "Opportunity RFP" program since the CRA and City Commission reserve the right to reject any and all proposals (RFP: Request for Proposals). It is anticipated that the award of incentives through this program will be done through a negotiated contract, and therefore there can be no expectation on the part of an applicant that since they meet the program eligibility guidelines that they will received funding. Awards will be based on a number of factors and this program provides applicants with the "opportunity" to apply for and negotiate a contract with the CRA/City for funding.
  - c. The program availability would be well publicized to encourage a number of high quality applications.
  - d. If the CRA Master Plan Business Incentive Program is judged to be a success, it could be repeated, or changed as needed.
4. Goal: The goal of the program is to encourage the development and expansion of business types as cited in the CRA Master Plan Update, in the locations cited in the CRA Master Plan Update.
5. Program Requirements
- a. Proposals must be for locations as cited in the CRA Master Plan Update (stated above).
  - b. Proposals must provide a minimum of one-fourth of the total project cost to match the CRA funds being requested, with higher points being given in the scoring evaluation for projects with a 50/50 match.
  - c. The business owner must submit a business plan to the Small Business Development Center at Daytona State College and be interviewed by the Director of the Center. The Director will provide an opinion on the viability of the project.

**Summary Explanation and Background** continued

6. Proposals would be evaluated with the following point system:
- a. A business type in the location cited in the Plan 40 points
  - b. A restaurant 20 points
  - c. An independent retail establishment 10 points
  - d. An existing business proposing to expand 15 points
  - e. Matching amount of funds provided:
    - i. The total project is 50% CRA, 50% match 25 points
    - ii. The total project is 66.5% CRA, 33.5 match 20 points
    - iii. The total project 75% CRA. 25% match 15 points

7. Use of Funds

- a. Funds shall only be used for fixed improvements to an existing ~~the~~ building where the business is located (or going to be located) for the purpose of expansion, or to change the use of a building or building space for the business purpose. Funds cannot be used for business equipment, operating expenses, or to make building repairs that would be normally expected of the building owner (such as roof or air conditioning repairs.) An exception would be made for the renovation of buildings that have been vacant for more than three years.
- b. Funds may be used for both interior and exterior building improvements, including interior renovation to expand restaurant seating or to create additional retail space.
- c. Funds may be used for parking and driveway improvements, and signage.
- d. Funds may be used in conjunction with the Independent Business Move-In Program.
- e. It is anticipated that the projects reflecting the locations and types of businesses recommended in the CRA Master Plan Update would receive the highest amount of funding. The amount of funding for any particular proposal would be at the discretion of the CRA and the City Commission.
- f. General Conditions similar to the existing CRA programs, including no work commencing before grant award, awards being contingent on ownership of the building or an executed lease, that improvements shall be designed and constructed to complement the overall character of the building, that grants will not be provided to non-profit organizations, that renovations require two estimates from licensed contractors, that property taxes must be current, permits obtained as appropriate, etc. These requirements will be specified in the final program description. Progress payments may be allowed as negotiated in the agreement.

**Recommended Action/Motion:** Direct staff to bring the final program description to the March 3, 2011 meeting reflecting the CRA discussion.

**Funding Analysis:** Budgeted x If not budgeted, recommend funding account: Line item 120.51.515.51502.5830.03, Development Assistance and Incentives, with a balance of \$1,379,533.

**Exhibits Attached:**

CRA Master Plan Update, pp. 36,37

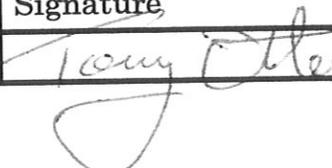
**Reviewed By:**

**Name**

**Signature**

CRA Director

Tony Otte

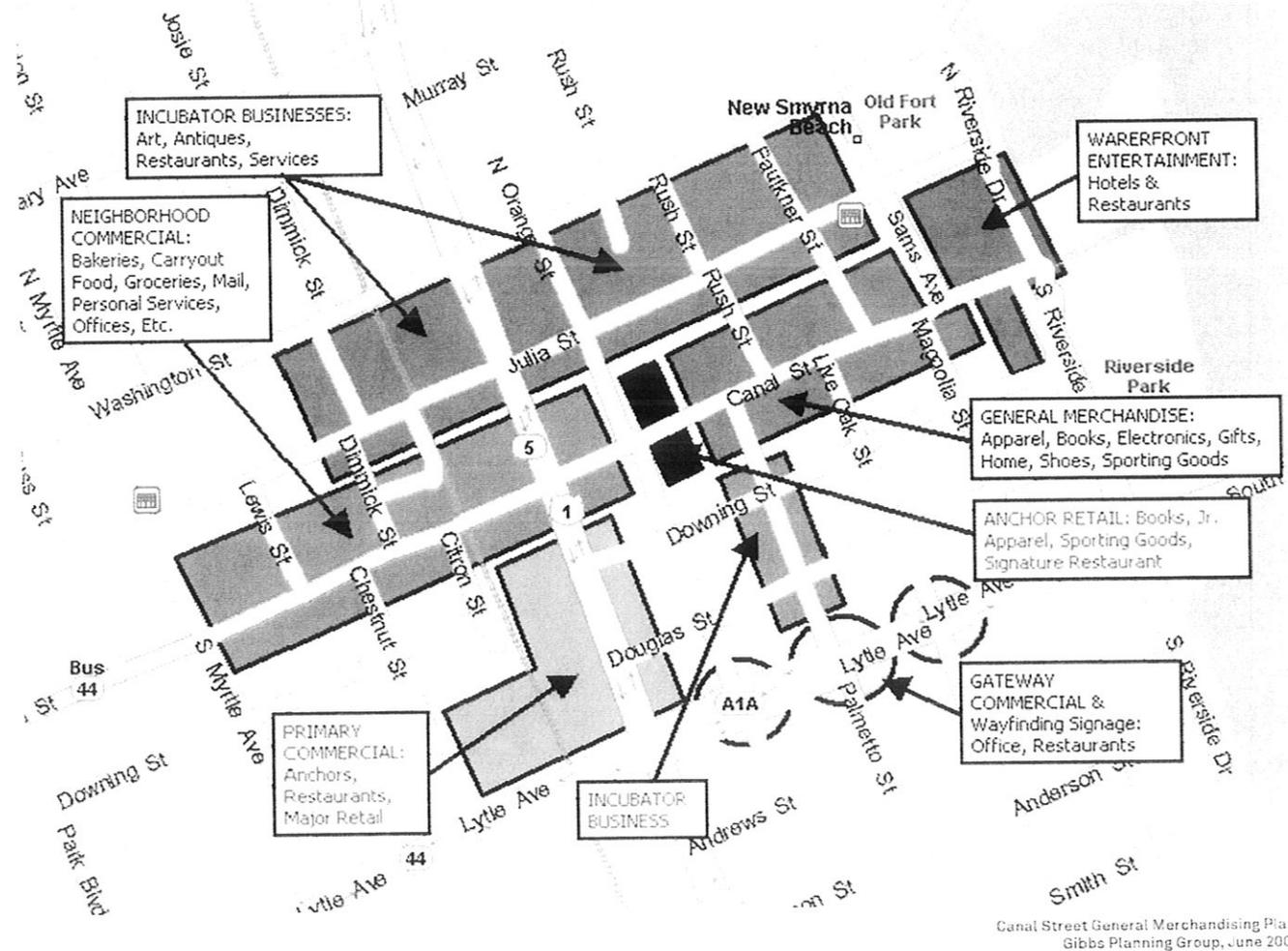


Commission Action

**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.

The original Gibbs Planning Group analysis indicated the potential for incubator businesses on Washington Street and neighborhood commercial on East Canal Street to Myrtle Avenue. Subsequent community discussion has confirmed that these two corridors should support these type of uses.



Canal Street General Merchandising Plan, Gibbs Planning Group, June 2009

### East 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 East 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 (Myrtle Ave. to U.S. 1), and along Washington and Julia Streets west of U.S. 1.
- 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.



## COMMUNITY REDEVELOPMENT AGENCY

CITY OF NEW SMYRNA BEACH  
210 SAMS AVENUE  
NEW SMYRNA BEACH, FLORIDA 32168



# CRA HOSPITALITY MATCHING GRANT PROGRAM

## Introduction

The Community Redevelopment Agency, in its Master Plan update has identified a number of “Essential Elements for Downtown” among them is the need to “Broaden Hospitality Options”. Hospitality/Tourism is our core industry, with accommodations and restaurants leading the way as “destinations” for our visitors and citizens alike. In addition, these two activities provide 7 day and after 5pm operations both of which are critical to bringing additional visitors and citizens into the core areas.

For purposes of this grant, the CRA defines “Hospitality” as accommodations and restaurants in the Redevelopment area. Accommodations may include, but are not limited to, hotel, motel, condominium and bed & breakfast. Restaurants may include, but are not limited to, food establishments with seating, bars who prepare and serve food, bars that adjoin or are attached to food establishments under a single business name.

## Program Objectives

The primary objective of the grant is to:

- Assist existing Hospitality businesses expand their hospitality facilities/activities/venues;
- Encourage the development of new hospitality businesses facilities/activities/venues in locations not currently in use;
- Develop hospitality activities/venues not currently experienced by our visitors.

The program is intended to stimulate renewed interest in the core areas, to preserve the traditional retail district and establish the CRA area as a location for convenient pedestrian/visitor commercial activities over extended hours of operation.

## Project Goals

Specific goals of the CRA Hospitality Matching Grant Program include:

1. The elimination of blighting influences and the prevention of further deterioration of commercial properties in the CRA area.
2. To encourage the development of specialty restaurants and accommodations within the CRA area, particularly in the core areas and those who have extended hours of operations.
3. To encourage the development of cross marketing opportunities between hospitality businesses and other business activities.
4. To encourage the development of multiple businesses activities on major streets to function as anchors in the core areas.
5. To encourage the preservation of existing employment or the creation of new employment in the core areas.
6. To encourage the utilization of existing building stock within the CRA area, with emphasis on the core areas.
7. To encourage the utilization of existing vacant land within the CRA area.

## Program Guidelines

1. Applicants should provide documentation indicating:
  - a. What business operations are currently being performed.
  - b. What additional business operations will be proposed.
  - c. What increases in revenues, number of visitors/guests/customers will be achieved with the proposed project.
  - d. What markets are currently being served and what changes the proposed project will have on those markets or new markets.
  - e. What number of jobs are preserved or created.
  - f. What cross marketing opportunities with other local businesses, if any, are created by the proposed project.
2. **No work for which a grant is sought shall commence until authorized by the CRA**
3. Funds to perform general repairs and/or construction to comply with current city, county and state codes to occupy the building shall be allocated on a first come first served basis and only one (1) grant shall be awarded per structure
4. Tenants must provide written consent from the building/property owner.
5. **Applications must be submitted to CRA staff at least three (3) weeks prior to the CRA meeting date (CRA meets every first Wednesday of the month).**
6. A Grant for a new or relocating business may be awarded contingent upon the applicant providing an executed lease agreement for the property for which the grant is sought within ninety days (90) of grant approval. Applicable only if tenant is applicant.
7. Project must commence within ninety (90) days and be completed within 365 days of CRA approval.
8. This is a reimbursement grant program. All grant funds will be awarded on a 50/50 matching funds basis not to exceed \$50,000. (example: Total approved project cost by applicant \$60,000 – CRA grant match maximum \$30,000; example Total approved cost by applicant \$125,000 – CRA grant match maximum \$50,000)
9. Improvements/ Repairs shall be designed, constructed and maintained to compliment the architectural features of the building and shall be in harmony with overall character.
10. No grants shall be awarded to government owned properties, to tenants within government owned properties, non-profit organizations, or residential conversions
11. Construction and repairs for which a grant is sought requires two (2) estimates from architects or licensed contractors (applicants who are licensed contractors may not submit their own estimate)
12. Applicant is responsible for obtaining any permits required to design and construct the project **and the costs of permitting fees shall not be included in the CRA grant funding**
13. Any unapproved changes may void the Grant (at the discretion of the CRA)
14. The applicant is required to attend an on-site meeting with CRA staff, the Chief Building official and Planning Staff at the property for which the grant is sought. Applicant is responsible for providing access to the interior of the building.

15. Upon CRA grant approval, applicant will be required to place signage recognizing the CRA participation (furnished by the CRA) and viewable to the general public, for the duration of the project
16. Applicant and Property Owner (if not applicant) agree to maintain the completed project in its approved design for a period of three (3) years from the date of completion.

### Program Procedures

1. Only completed applications including all supporting documentation will be accepted, including but not limited to detailed information on the proposed business, proposed hours of operation, projections on hospitality impacts due to expanded uses or
2. Completed applications must include two (2) estimates from an architect or licensed contractor related to the proposed building improvements
3. CRA staff reviews program applications for compliance with submittal requirements
4. CRA staff schedules an on-site meeting with the Chief Building Official, Planning staff and the applicant.
5. CRA staff schedules compliant program applications for the next available regular CRA meeting agenda, which occur on the first Wednesday of each month
6. Upon approval by the CRA Commissioners, a letter of commitment is provided to the applicant, however no work shall start until written notice is received from CRA staff
7. Applicant is responsible for obtaining any permits required to construct the project and funds received as part of the CRA program ~~shall not be used for permit and/or design fees~~
8. Applicant must submit paid invoice(s) to CRA staff for reimbursement with indication from the contractor certifying that they have been paid in full for the work as submitted
9. Reimbursement – This grant is a reimbursement program, the applicant will have two options for reimbursement
  - a. Upon inspection of the completed project by CRA staff, and verification that all project construction tasks have received final inspection and approval by Building Department staff, the applicant will be reimbursed the grant awarded or 50% of the total approved project costs, not to exceed the CRA maximum reimbursement amount \$50,000.
  - b. Upon inspection and approval by building Department staff of each task/phase, the applicant may submit proof of inspection and approval by building Department staff and paid invoices for project costs for that task/phase for reimbursement. Upon verification of an inspection and approval by building Department staff and paid invoices by CRA staff, the applicant may be reimbursed up to 50% of the paid project cost for that task/phase. The total reimbursement may not exceed the awarded amount or up to 50% of the total cost not to exceed \$50,000.
10. CRA reserves the right to grant additional funds to targeted projects that they believe will have a significant positive impact on the CRA area

## Eligibility Requirements

The program shall be available to anyone meeting the program eligibility requirements, and no one shall be denied the benefits of the program because of race, color, national origin, or sex. Applicants must comply with the following criteria and submit a complete application containing all required submittals. Approval of applications by the CRA will be based on the consistency of the proposed project with the goals of the adopted CRA Redevelopment Plan.

1. Property for which the grant is sought must be located within the CRA district
2. It is not the intent of the CRA to engage in any revitalization activities that require vacating property within the CRA district. However, special conditions, such as relocation due to business expansion may be considered at the discretion of the CRA.
3. The applicant must be the owner of the building, although a tenant may qualify upon written consent by the owner of the building
4. Governmental entities, tenants of government owned buildings, non-profit organizations, and residential conversions are not eligible
5. Property taxes, both City and County, must be current
6. Proposed business must commit to hours of operation that extend beyond 5:00PM and preference will be afforded to businesses who propose a commitment to extend hours of operation beyond 7:00PM and/or add additional days of operation.
7. Business must be a permitted use as outlined in the City of New Smyrna Beach Land Development Code and meet the intent of the zoning code

### Florida Building and National Electric Code related items include, but are not limited to:

- Floor repairs and upgrades
- Installation of Heating unit
- Hot water heater
- Bathroom repairs and upgrades
- Exhaust hood
- Commercial Sinks
- Grease trap
- Electrical upgrades
- Wall/Ceiling repairs and upgrades
- Fire sprinkler system

This list of items is a reference only and final eligibility will be determined during the on-site meeting with the Chief Building Official.

Hospitality Matching Grant Check list – (CRA Approval required prior to any repair/renovation work commencing)

- 1. Located within the CRA District
- 2. First Grant for this structure (Only one Grant shall be awarded per structure)
- 3. Not a Government owned property, non-profit organization or residential conversion
- 4. New or existing business locating to CRA District (Does not leave another property within the CRA district vacant)
- 5. Completed application form
- 6. Written Consent from the property owner (if applicable)
- 7. Two (2) Project estimates from licensed contractors or architects (if applicant is licensed contractor, he or she may not submit their own estimate)
- 8. Hours of operation extend beyond 5:00 p.m. with preference given to businesses who propose a commitment to extend hours of operation beyond 7:00 p.m., additional business days of operation, current activities, expanded activities.
- 9. Hospitality” data, demonstrating increases in revenues, visitors/citizens/customers increases, changes in markets or additional markets and preservation or creation of jobs..
- 10. Permitted use as outlined in the City of New Smyrna Beach Land Development Regulations (to be determined by Planning and Zoning Department)
- 11. Property taxes, both City and County, must be current
- 12. Upon CRA grant approval, applicant will be required to place signage recognizing the CRA participation (furnished by the CRA) and viewable to the general public, for the duration of the project
- 13. On-site meeting set for \_\_\_\_\_ at \_\_\_\_\_

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## RCLCO MARKET OUTLOOK Winter 2011

### Is the Real Estate Recovery Gaining Traction?

The recovery of the global real estate markets should continue to broaden and gain traction through the balance of 2011, although the much anticipated acceleration of this recovery will be constrained by tepid job growth and a lack of consumer confidence. Demand is growing for property of all types. Prices and property values should continue to trend up during 2011 and may rise more rapidly in the second half of the year. Availability of debt capital will increase more rapidly as underwriting becomes easier, and developers will perceive an opportunity to be "back in business" as asset pricing approaches replacement value in key sectors.

### **Also of Interest**

View [The Arizona Housing Market Outlook](#) presented January 27th at the ULI Arizona Trends Conference by Gadi Kaufmann

View [Metro Cores: Sustaining and Creating the Places Where Jobs Grow](#) presented January 25th at the IEDC Conference in San Diego by Gregg Logan

View [Post Recession Housing Trends and Consumer Preferences](#) presented November 11th on live RCLCO webcast by Melina Duggal and Charles Hewlett

### **Upcoming Industry Events**

February 9-10 2011  
**Gadi Kaufmann**, *Organizer*  
2011 RCLCO CEO Summit  
Laguna Beach, California

February 10 2011  
**Shyam Kannan**, *Speaker*  
The Coalition for Smarter Growth, Tribeca at Camp Springs By Branch Avenue Metro – The Market Potential of Transit-Oriented Development in Prince George's County  
Camp Springs, Maryland

February 22 2011  
**Shyam Kannan**, *Keynote Speaker*  
ULI Triangle District Council - Demographics in the Triangle: Implications for Future Growth  
Raleigh, North Carolina

February 23 2011  
**Melina Duggal**, *Panelist*  
Florida Chamber's 27th Annual Growth Management, Energy, Climate Change & The Environment Short Course – Florida 2060  
Orlando, Florida

### **Questions or Comments?**

Laura Cole, Vice President  
240-396-2340  
[lc@rclco.com](mailto:lc@rclco.com)



**Department of Economic Development**

*On the economic scene*

a weekly economic development briefing from the Volusia County Department of Economic Development

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**RELOCATING  
your business to  
Volusia County**

- About Volusia County and our cities
- 'On the economic scene' weekly update
- Statistics, key reports
- Who WE are
- Business properties
- Business assistance
- Business financing
- Industry profiles
- Employment support
- Index to site

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February 7, 2011

**FOURTH QUARTER ECONOMIC ANALYSIS SHOWS VOLUSIA READY TO GROW** – The Volusia County Division of Economic Development last week presented its quarterly economic update to the Volusia County Council and to the public. Looking at the latest quarterly numbers (fourth quarter of 2010), Volusia County's workforce grew slightly, but unemployment remained at about 12 percent. Of that number, about a third are new or re-entrants to the job market. Industry sector employment increased in the healthcare and hospitality segments, while employment in most other segments stabilized. Residential home permits increased 16 percent from 2009, while commercial permits increased in 2010 by more than \$20 million and in the number of projects by 31 percent. The Employers Association of Florida reported in its latest survey that 55 percent of employers surveyed expect increased sales in 2011, 51 percent of those surveyed expect to increase pay to their employees, and 32 percent indicated they will be hiring during the coming year. The Q4 employment and permitting statistics will be available on the Economic Development website.

**MEDICAL TRADE SHOW SPACE AVAILABLE** – Volusia County Economic Development sponsors a pavilion of Volusia manufacturers at the Medical Device & Manufacturing (MD&M) trade show in New York each June. One space remains available. If your company is interested in displaying products to more than 6,000 medical companies, join Command Medical, American Industrial Plastics and Florida Production Engineering and take advantage of this unique trade show at a bargain price. For information, call Paul Mitchell at 386-248-8048 or email: [pmitchell@co.volusia.fl.us](mailto:pmitchell@co.volusia.fl.us).

**BRING A MEETING HOME TO VOLUSIA COUNTY'S OCEAN CENTER** – There is a lot of discussion in the news recently on how best to market the county's expanded Ocean Center. Each of us can be an effective salesperson when it comes to the organizations we belong to and support. Make your mark by helping to get events at the Ocean Center. More events mean more hotel rooms booked, more restaurant diners, and continued revitalization of the Daytona Beach oceanfront. Contact Lori Hunter at 386-254-4512 to give her information on your organization, or email it to her at: [lhunter@oceancenter.com](mailto:lhunter@oceancenter.com).

**APPLICATIONS BEING ACCEPTED FOR UCF'S DAYTONA BEACH INCUBATOR** – Although the UCF business incubator at Daytona Beach International Airport will not be completed until the end of May, interested entrepreneurs can start the application process now, and actually can be accepted into the program before the building opens. Applications are available on the UCF website: [incubator.ucf.edu](http://incubator.ucf.edu). The Daytona Beach site is not listed on the form, but clearly write it in. For more information, and/or assistance, call Paul Mitchell at 386-248-8048.

**BUSINESS CENTER COMING TO DAYTONA BEACH INTERNATIONAL AIRPORT** – Volusia County Economic Development, in partnership with Daytona Beach International Airport, is constructing a center for business travelers on the concourse at the airport. After clearing TSA, business travelers will find wi-fi and printer/copier/fax availability. The center is expected to open this spring. In the meantime, if you need a space to meet a customer or conduct business, one is available for limited use by business travelers on the concourse. Stop at the Volusia County Economic Development office on the second floor of the terminal or call 386-248-8048 for availability.

**FORUM TO FOCUS ON BUSINESS GROWTH ISSUES** – The Small Business Development Center at Daytona State College is hosting a forum presented by the Florida Office of Small Business Advocates to get feedback for our elected officials in Tallahassee on business growth issues. The forum is open to the public and will be March 9 from 9 a.m. to 12 p.m. at Daytona State College, building 110, room 112. For more information, call Ned Harper at 386-506-4723.

**QUOTE OF THE WEEK** – "Experience is the name everyone gives to their mistakes." – Oscar Wilde

**NEWS ITEMS WANTED!** – Please send your business news items to Dave Byron, Volusia County Community Information Director, 123 W. Indiana Ave., DeLand, 32720-4612, by fax at (386) 822-5072 or by e-mail at [dbyron@co.volusia.fl.us](mailto:dbyron@co.volusia.fl.us).