

**Economic Development Summit
Saturday October 22nd, 2011
9:00 AM- 3:00 PM
City Commission Chamber**

**Group #1 Airport Business Parks
(Pedro Leon, Facilitator & Rhonda Walker, Reporter)**

Initial step should be to have an inventory of properties by:

- Identifying their value
- Assess the layout of the property, access strengths and weaknesses, and marketability
- Synergy-identify existing businesses that may compliment potential businesses or offer partnership opportunities
- Marketability
- Available infrastructures
- Available housing

Identify the workforce to be used as a marketing tool by establishing:

- Characteristics
- Blue or White collar

Market the area as a desirable destination by placing priority on the areas advantages. Market the Airport as an asset to the industrial park and gateway for economic growth.

- Show the vital role that aviation can play within the manufacturing industry

Needed improvements to make the industrial area more desirable:

Airport-

- Fixed Base Operator
- Fuel Farm
- Runway improvements including an extension of runway 11/29 to promote corporate aircraft.

Roadways and utilities infrastructure capacity and/or expansion

Establish partnerships to promote growth and development between:

- Cities and County/ SEVAA
- Cities and Educational Institutes (ERAU, UCF, etc.)
- Cities and Businesses/Property Owners
- Cities and Master Developer (consider an RFP for a developer to accelerate projects

Evaluate the waiver of impact fees against the cost of new growth and the needed capacity to sustain that growth.

Utilize current major events and the new Trails and Rails project to entice potential businesses to the area.

Establish a CRA district for the US1 corridor. First impressions created by the appearance of US1 could possibly discourage potential businesses from relocating to the area.

Evaluate different marketing strategies and determine a course of action.

Market airport and link our trails to Edgewater Balloon festival

Inventory all properties ranking marketing

Group # 2 Business Retention/Expansion/Recruitment -Incentives/ Finance **(Phil Ehlinger, Facilitator & Khalid Resheidat, Reporter)**

The group agreed that at the present time retention of existing businesses is the most important factor given the status of the economy at this time. This is should be the goal for 2-3 years.

Survey of Existing businesses: The SE chamber of commerce has an already a survey out to all businesses.

- What are their priorities?
- What are their needs?
- What are their suggestions?
- How could we help?

Plan of Action:

- Formulating a plan and what sources are available? Where we are now? What are the problems and how do we solve them? What are our goals?
- Establish a time frame for this action plan.

- Establish procedure and task force (hot rod team).
- Work with the chamber since they know the businesses very well.
- Help businesses to lay a foundation.
- Use your occupational license as a tool to reach and educate the existing and new businesses.
- Internal system from Chamber, county, city and business; rapid response team to respond to their needs and questioning.
- Communication with businesses is a must.
- Create a check list for different projects.
- Assist existing and new businesses with marketing, book keeping, and management.
- Help and assist home businesses to move into a brick and mortar if they want too. Sometimes, moving into a brick & mortar is not feasible for some type of businesses.
- Assist existing and new businesses with grant available from different sources whether it's federal, state, county, or local.
- Expand the incubator into regional program to SE Volusia. The county is in the process of contracting with a consultant for a feasibility study (West side, SE side). \$25,000.00 was approved for that. It takes 60-120 days to complete. It takes approximately 3 years for business to graduate.
- Establish the scholarships program like other counties and cities for businesses.
- Maintain open line of communications with all Chambers, counties, and cities.
- Should we formalize the process for retention/expansion of business?
- Brownfield (some time it does sweet the pot) / local match
- Talk to building owners to lower their rent to keep buildings occupied rather than being vacant. Make property owners especially vacant buildings of available grants to beatify and enhance their buildings.
- Make all businesses are aware of the grants available. You might have to go door to door.
- Create a check list for different impact fees.
- Have a team (City & Chamber) visit businesses on a regular bases.
- Develop solutions with partners; city, chamber, county, and businesses and show how important partnership is.
- Ask the customer what they need and how we can help and serve you better?
- Follow up program by the team. This is very important.

Training:

- Training employees for businesses, county, and city on how to deal with customers.
- Customer service is the most important issue in business.
- Training businesses on marketing, book keeping, and management.

- Helping businesses with their business plan if they don't have one.
- Work force / work force Florida.
- Incubator/ contracting with UCF

Education:

- Education plays important role in keeping business alive and healthy.
- Education for both City and business staff.
- Teach businesses on cost parameters of a business.
- Use the occupational license as a tool to teach existing and new businesses on programs, incentives, grants, etc.

FEC property:

- Some members of the group raised the issue of the FEC property. The concern is the businesses on Canal Street need to be sustained before the development of the FEC property.

Financing:

- What would the city and or county do in terms of financing?
- How do we look on loan action? It's very complicated process and how do we administer it?
- SBA has loosened their requirements considerably.

Business Expansion:

- What happened if the business wants to expand?
- Work with establish team Chamber, City, County, and businesses to assist and help.

Incentives:

- How do we get the incentives program out? Use the website; use your task force (hot rod team).

Important questions:

- How do you help existing businesses with more business such as Realtors, lenders, etc?
- How do we get more businesses?

Side notes:

Entrepreneur Academy/recruited volunteers to mentor businesses.

Communication - what do businesses want and need for assistance? Need a rapid response team and implement ASAP through education when bus re ups occupancy licenses and what resources are available. Follow-up to ensure assistance has been given. FEC property - include existing businesses in discussion. Business tips. Tell store owners how they can get incentives. Create a formalized system and action plan

Group #3 - Enhancement of Transportation Corridors and Future Infrastructure Needs

(Marty Black, Facilitator & Gail Henrikson, Reporter)

Discussion generally centered on the US 1 Corridor, as that was identified as the area most in need of improvements. To that end, the following specific items were discussed:

Projects/Needs Identified:

1. **Need to attract outside funding:** It was generally agreed that the CRA could not fund the improvements needed, nor should the CRA be responsible for funding all of the required or desired infrastructure and beautification improvements.
2. **FEC Property:**
 - a. Discussion about the proposed spine road and exit ramps from State Road 44 leading north and south into the site. The spine road would connect Canal Street to Edgewater's industrial park.
 - b. The spine road would also provide a parallel reliever road to US 1. This would be particularly beneficial when 10th Street is blocked because of the train.
 - c. There are significant entitlements in place on this property, including up to 40 residential units per acre and up to 50 million square feet of non-residential building area.
 - d. Access is the primary issue affecting this site. This includes connections to Canal Street, Edgewater and US 1.
 - e. Development of the site would provide additional commerce opportunities to the Historic Westside Neighborhood, as well as other downtown residents.
 - f. The proposed CRA for the FEC site would connect to the proposed Edgewater CRA, which begins at Edgewater's north city limits (10th Street).

- g. The City and FEC need to begin the process of establishing the new CRA for the FEC property now. It was suggested that the City may want to sunset the existing CRA early and start any new CRA now, while property values are low.
- h. The proposed spine road could also contain a bicycle path that would tie into the Edgewater rails/trails bicycle path. This path could then terminate at Canal Street or could tie into future phases of the City of New Smyrna Beach's multi-use trail. This would create a multi-modal project that might be eligible for congressional appropriates.
- i. Development of the FEC property would enhance access to Edgewater's industrial park.
- j. Restoration of passenger rail service could spark development of the FEC property, and play a vital role in the rejuvenation of Canal Street.

3. Daytona State College:

- a. The college is apparently looking at specializing its campuses. It was suggested that medical studies would be appropriate for this campus given its proximity to the Bert Fish Medical Center.
- b. The creation of jobs will be critical to obtaining funding, particularly at the federal level.

4. State Road 44:

- a. The lack of sewer along the corridor was discussed.
- b. There is no long-term funding plan from either the UC or the City to extend sewer service to this area of the City.
- c. The group questioned whether there was a mismatch between the activities of the UC and what its mission should be.
- d. The consensus of the group was that the City should continue to request that the UC focus on infrastructure issues that would complement the City's on-going economic development efforts.

5. Visual Enhancement of US 1:

- a. Edgewater is currently pursuing options to enhance landscaping along US 1.
- b. The two cities should coordinate their efforts in order to provide visual consistency in the corridor. This is particularly important as there is not buffer or separation between the two cities and they appear to be one continuous municipality to drivers along the corridor.

6. State Road 442:

- a. This corridor really has three distinct sections:
 - i. Old core (US 1 through Florida Shores)
 - ii. Conservation area west of Florida Shores)
 - iii. Interchange with I-95

- b. Each of these sections would require a different approach to infrastructure, beautification and development.

7. Processes:

- a. Both cities need to continue to streamline the development approval process.
- b. Each of the three major corridors (SR 44, SR 442 and US 1) should be branded.
- c. Expedite development approvals along these corridors to encourage new development and redevelopment.
- d. Reduce the number of public hearings required for approvals and provide staff with more administrative authority to approve projects.

8. Geographic Advantage:

- a. Edgewater and New Smyrna Beach are geographically located in a strategic position for distribution to south Florida. Companies recently in contact with the City have indicated that they do not want to locate further south than Titusville.
- b. This also provides an advantage for manufacturing plants that are considering locating in this area.
- c. This is a role for the interchange areas in Edgewater and New Smyrna Beach, which may want to focus on locating manufacturing and distribution centers in those areas.

9. Concurrency:

- a. Creating a traffic concurrency exception area will be key, particularly along US 1, in encouraging new development.
- b. It may be possible to place a charter school on the FEC property to encourage residential development.

10. UC Parcel at SR 44 and I-95:

- a. A question was raised as to how this site, at one of the City's major entryways, would be used to stimulate economic development and create jobs.

Group #4 - Retail Marketing Tourism
(Bill Neron, Facilitator & Donna Banks, Reporter)

Retail:
Branding

- ✓ Slogan or tag line
Decorative license plates for the front of the car
T-shirts “Ask Me About NSB” or “Follow Me To NSB” or “In NSB Common Courtesy Counts”
- ✓ Hats
- ✓ Assist a small business to do nothing but NSB paraphernalia
- ✓ Make sure every graduating senior has a T-shirt that says “As I seek my future, I’ll remember NSB is my home”

Government Side of Retail

- ✓ Stream line the permitting process by having a list of everything you need for each permit requested, so that perspective business owners will not have to visit City hall more than one or two times “One Stop Shop”
- ✓ Better customer service in all city and retail locations “Common Courtesy Counts”
- ✓ Vision meetings with residents, the college, the hospital on a their own turf by having introduction of City Staff Night also have a day where the staff goes to the schools for introduction, particularly the Mayor and the City Manager. Have the schools do an assembly of sorts.
- ✓ Consider mixed use commercial/residential buildings
- ✓ Review land use and guide lines. More flexibility in codes
- ✓ Involve local specialist on all local land use opportunities
- ✓ Planning – Begin with the end in mind.

Marketing/Tourism

- ✓ Return to marketing countries like Canada and the colder states
- ✓ Do more press releases on everything from festivals to dance recitals
- ✓ Better signage and message center
- ✓ Retain a public communications officer/marketing specialist
- ✓ Become part of the E-alert and code red systems
- ✓ Public education on all projects in more layman language
- ✓ More Florida resident incentives to stay in NSB, i.e., stay Friday and Saturday and get Sunday for ½ price. Florida residents only (heads in beds)
- ✓ Take advantage of the ¼ page offered by the Observer for free

Branding Tavares; evaluate our end goal - do we know? What about codes, land use and disconnects and Tallahassee reduced role. Solving disconnects will move us forward faster.

Communication is key. Success comes when information is readily available. Common courtesy counts.

In Tavares customer service with respect is critical. Better signage. Engage local people in plans and use their suggestions. Pride in what you have and figure out what we want to be when we grow up

Group #5 - Medical Campus Retention & Expansion
(Linda Breum, Facilitator & Pat Drosten, Reporter)

Create a boundary - two tiers

First tier cleanup industrial. Extend doctor office parking garage on shell lot on east side of hospital. Medical district to include Edgewater and New Smyrna Beach on US 1, tie into Canal Street skyway across SR 44. Stipends for hospital employees to live, exercise and wellness facility with Hospital District. Appearance - attract more doctors; building appearance; assisted living facilities on US1; medical offices work well with residential; tie in with FEC on east side of railroad

Abundance of medical offices outside the district. Incentives to bring them to the district.

Keep small town feeling while improving perception of services.

Hospital is very much a visible part of community. Making that areas appearance more professional looking would help community as a whole.

Making the hospital and surrounding area more homey (boutique hospital) and utilizing vacant properties and buildings would improve perception.

Parking garage would make it more patient friendly and make it look more professional.

Facilitate feeling of security for potential and existing residents.

Making a more defined hospital district would attract more medical businesses to the area.

Pedestrian friendly, health and wellness promotion.

Medical uses much less invasive to residentially adjoined properties.

Possibility of a partnership between City and hospital for fitness programs.

Former 24hr fitness building on us 1 was mentioned as possible location. The owner has approached both the city and this hospital about acquiring the property. Development of exercise and wellness center.

Florida healthcare facility in Edgewater was discussed as well as well workforce incentive at the city of Edgewater.

Establish boundary lines - include other service/complementary businesses ie. Restaurants, retail,

Better pedestrian access, crossing sr44. Walk way over? Skyway?

Boundaries clean up industrial area south of hospital, Washington to the north, magnolia to the east, Edgewater fl health care facility to the to the south, us 1 to the west. Tie cities together and assist in redevelopment of us 1. Branding as Edgewater / New Smyrna Beach Medical District.

Need for continuing/assisted care facilities. Many opportunities in the Described district area. Conversion of mom and pop hotels and individual residential homes for adult care facilities.

Hospital has the responsibility for recruitment of new medical personnel for ancillary services.

Possibly partnering with a developer to develop existing vacant property for medical office uses.

Stipend for medical personnel to live within district area?

Group #6 - Workforce Development
(Rick Fraser, Facilitator & Tabitha Russell, Reporter)

Encourage the Chamber of Commerce to set up a Mentorship Committee (possibly including representatives from Edgewater, New Smyrna Beach, The Center for Business Excellence, the School Board and the Chamber) to recruit mentors for a mentoring program.

Identify, categorize and publicize a list of all available educational resources (colleges, trade schools and work training programs) for the community.

Recommend and support the Embry Riddle Partnership Program with New Smyrna Beach High School which would include funding sources.

Develop a work internship program between local businesses and the community.

Each City's Economic Development Advisory Board shall determine their targeted industries and identify training/educational needs.

There are many resources that businesses don't generally know about. Need to market their services. We should start up mentoring programs - New Smyrna Beach High School. Identify what industries we have; a good shot at Edgewater - composites industry New Smyrna Beach - healthcare

**ECONOMIC DEVELOPMENT SUMMIT
(City Manager's Notes)**

Dr. Sean Snaith, Facilitator/Director of Institute for Economic Competiveness
University of Central Florida
Saturday, October 22, 2011

Economic recovery model gravy bowl recovery model from 2009..playing out through 2011 2.8% is his best guess on recovery from quarter 111 2011 People just stop spending within a recession...leads to pent up demand!..I.e. If income is raising then spending should raise as well. But labor market is pushing downward..nationally is worst than flA...10% plus...pressure is building up...bursts of spending...end of 2010 was an example of spending being up...then 2011 downward.

Home Equity has been destroyed so people save more...spend less...so economy down.

1 year worth of GNP was the personal wealth wiped out in 2009.

Housing market wealth down from 13.2 to 6.1 trillion from 2005 to 2010..no sign of recovery in home equity market...it's not the great depression era...we will not be changed forever..we are not changing a mini age of saving...we are getting more practical.

Debt downgrade...oil prices were up...all weighed down the 2011 economy...double dip coming? All factors chipping away at the base..Dorian gray deal with the devil...are the sins starting to show for this recovery? Cut taxes, spent recovery monies, Feds have done everything they can in USA. The more rapid the response...the more rapid the recovery...twist and shout is twist and doubt.

2% or less in growth forecasts..businesses holding tight through elections of 2012.

CPI includes energy and food..as those items can rise and fall on non inflation factors.

Consumers are bummed out...not since 1980. 13% inflation and 6% unemployment.

The sky mall approach to USA forecasts...policies that sounded good on plane!

Sky mall policies..

TARP and Foreclosure Prevention Act to address mortgages at were underwater ARRA...shovel ready projects for infrastructure Health Care reform and HIRE act 2010 American jobs act We ate all curled up in a ball...waiting it out in terms of the economy.

Greece is not that important to USA...but they were worried about the Europe market Question...do we veer off the road to be Greeks...make an orderly exit and reform tax structure and rein in the entitlement pgms...social security and Medicare.

FLORIDA...Siamese twins of real estate and labor market...doesn't matter which comes first in terms of recovery of state...either will work for recovery to occur...market is the main battle in the real estate..housing market is a war...while do we help the ones that we can not save...about the people who keep paying and have seen their worth go underwater.

Not until 2014 in terms of growth in Florida...2012 and 2013 are curl up years.

2012...some small gains in labor market up...construction market will stay down Growth market in health and education...boomers will need more health care..

Two or more years down still in local govts...as new lower appraisals come in for homes..

Population growth will stay at 1 percent or less...prices still going downward...unemployment rates will stay high, but leisure and hospitality are up...pent up demand for vacation time in USA. International tourism is up.

Paddle your little webbed feet hard...but cruise liner is not going to be impacted.

How do we get ready as small City levels...prepare for growth, look at processes and procedures, assist local businesses as much as we can, economic growth will be also driven by international business...you can make

a difference, we can take the right steps..partnerships ate the answer to access the economic development scenio.

Lifelong education and training and monies spent on K to 12. Jobs will change and how we approach a change in careers is most important to individuals. Tax revenues will be needed to support the education improvements...he also mentioned police and fire funding.

Recipe for economic development has numerous ingredients ...we must be willing to try.