

"100 Day" Economic Development Plan

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## Introduction

### Background

The City of New Smyrna Beach Economic Development Plan is the result of an intense research and planning process, which included the involvement of many stakeholders, and an extensive economic overview and analysis of the state, county and city.

In November of 2009, a private effort was initiated to facilitate the economic development strategic planning effort. To begin the study, an in-depth review of economic programs, resources, prior and current studies that exist have been reviewed. Meetings were held with city and county officials, key economic development and businesses leaders, and other community stakeholders.

The team conducted research including examination of strength's,

weaknesses, opportunities, threats and trends (SWOTT Analysis), an economic assessment, cluster analysis, a review of economic development organizations and programs, and benchmarking to similar cities.

A few key existing and developing plans provided guidance to certain sections of this plan. These are mentioned in the report, and include Strategic Economic Development for the City of Deltona, 2007-2012. Strategic Plan for Economic Development "Roadmap to Florida's Future", Sustainable Governance, Volusia County Economic Development Plan, Florida & Metro Forecast 2009-2013, Hunter Interest's Inc. report for Bert Fish Medical Center and references to the upcoming Glatting Jackson Study. These

processes, studies, and plans offer an important foundation off of which to build effective and comprehensive economic development strategies.

Throughout November and December 2009, and January 2010, ongoing meetings with various focus groups were organized to learn the needs of the business community and to gain feedback. Comments and continued research were integrated to develop and draft this Economic Development Plan. Members of the City Commission will receive and review the draft plan in March of 2010.

### **Strategic Vision**

A sustainable strategic vision represents the basic values of an organization. "The vision specifies what an organization stands for, where it plans to go, and how it plans to get there" (Bearden, Ingram & Laforge, 2001).

The intent of this Sustainable Economic Development Strategic Plan is to identify specific actions and programs to enable the City to achieve its vision. In December 2009, the City Commission adopted the following vision:

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

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

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

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

*Through our diligence our City will grow and be a place in which people want to live. Our partnerships with educational institutions, governmental entities, community and cultural groups will further be a testament to being responsive to citizens' needs and proactive in making our vision a reality" (City Commission Vision, 2009).*

A business orientated planning task force created its vision for the city, which embodies similarities to that of the City Commission, which is as follows:

*New Smyrna Beach is a small town with a dynamic, vibrant, and charming culture that maintains small town*

*values, but has the conveniences of a larger city. It is one that embraces its historical culture while being future orientated and ecologically conservative. It maximizes current assets, and creates/maintains well-paying careers capable of providing for its residents' futures. It's government is efficient, responsible and responsive to its citizenry, engages in partnerships with private enterprise and governmental entities, and provides for the continued prosperity for its community.*

And finally, a private citizen shared his vision for the city. This vision embodies components and similarities to that of the City Commission's vision and of the planning task force:

*"New Smyrna Beach will be a thriving, friendly, and hospitable town to both its residents and visitors. Its city*

*government will set the example for cost effectiveness and priority response to the needs of all of its citizens. This, while at the same time recognizing its heritage and history, capitalizing on its natural resources and seaside location, maintaining fiscal control, and maximizing its return on investment on infrastructure and development (Palmer Wilson, 2010)."*

To reach the vision for our city, the economic development plan would build upon the City's economic assets, take advantage of the opportunities, while working to strengthen the weaknesses and minimize threats, while constantly scanning the environment for trends. Ideally, the city should increase employment and educational opportunities, facilitate the growth and expansion of light industry, business, commercial corridor and hospital

district. It should improve the quality of life of all residents, expand the tax base, further promote and develop the business districts, develop our intracoastal waterway, and position the City as a great place to live, work, and prosper.

The Strategic Plan is organized by key economic development goals. Each goal is supported with objectives and strategies. Each goal also includes defined performance measures and benchmarks, along with the key agency or agencies to oversee implementation. The goals presented in this plan are directives, and presented to The City Commission for review.

The plan sets forth 10 economic development goals with supporting objectives and strategies for the City. The Performance Measures Schedule (by Completion Date) presents a timeline for each goal as an accountability function

for the City. The most important and necessary action to achieve the presented goals is the immediate review of this plan by the City Commission. The next priority is Organizational Development. An Economic Development Advisory Board must be established to effectively oversee immediate implementation of this Plan. The yet to be established Economic Development Department is referred to in this plan as a key implementing and coordinating agency.

### **Updating the Plan**

The Economic Development Plan is a living document. The plan often discusses the Glatting Jackson study, projects, programs, or actions that will be developed in the future. These 10 goals serve as the framework for the City to build upon. Also, as economic and social conditions evolve in the City, so must the plan. The City and the

Economic Development Advisory Board will establish a schedule for reviewing and updating the plan on a regular basis.

### **Publicizing the Plan**

The success of the strategic plan relies on the participation of City agencies, municipal leaders, business leaders, community representatives, and all of the city's residents, including the local media. The strategic plan can be a unifying force in the city, one that brings unity at all levels to forward a shared vision for sustainable economic growth. To do so, the plan must reach a wide audience, requiring the City and supporting agencies to publicize the plan once approved on their web site.

The following pages begin with a current state of economic conditions in the state, county and within the city, followed by an outline of the goals, objectives, and strategies. These are further explained and are accompanied

by performance measures in the body of the document.

## Current Economic Conditions

### Florida's Economy

*The following information about Florida's economy is based in part on the report that was adopted by the Legislative Budget Commission on September 15, 2009 and the Florida & Metro Forecast published by the Institute for Economic Competitiveness, University of Central Florida.*

Florida has been one of the fastest growing states since the industrial revolution. However, the decline in new home construction and the real estate market correction has caused the state to endure a decline in 2009 with a negative outlook for 2010. Florida is not the only state to experience a deceleration in economic growth, yet it was one of the hardest hit.

Florida's Gross Domestic Product (GDP) is a sum of all the goods and services produced or exchanged within the state. This is one of the key economic measures for the comparison of states. In 2005, Florida ranked 2<sup>nd</sup> in the nation and in 2006, Florida kept pace to the national growth level. After adjusting for inflation, Florida's growth in GDP ranked 48th in the nation in 2008. Losses in the construction sector account for a significant portion of the decline.

Personal income growth, as it relates to changes in salaries and wages over the past year, has been declining. This is a key factor in determining the health of a state. Other key measures are job growth and the unemployment rate. While Florida led the nation in

2005 in these key areas, the state is now worse than the national averages, with serious problems. Over the last year, the only sector to gain jobs among Florida's major industries was Health Services.

The drastic changes in employment measures are related to the housing market and the tightening of the credit market. The increase of unsold houses has all but halted residential construction activity, indicated by the decrease in building permits. Existing single-family home sales ended the fiscal year nearly 50% below 2005, while the home prices continue a steep decline.

The housing market correction has brought increased unemployment in the construction, mortgage and real-estate fields, as well as related businesses and industries such as: appliances, carpeting, and other durable goods used to equip houses. Mortgage delinquencies and foreclosures are now as common as high unemployment rates, exceeding that of national levels. Employment figures have changed expectations to the downside, and economic weakness will likely persist for a longer period of time. According to the latest nationwide data, Florida is losing jobs at a greater pace than the nation. The state's job losses began with the construction downturn, however all sectors have been affected. Unemployment is projected to increase into 2010 and then stabilize in 2011-12. Job restoration in the construction, manufacturing, information and government sectors will lag behind the other areas.

Florida's unemployment rate is expected to reach almost 12% and remain above 10% through 2012. The high unemployment rate impacts the retail market as consumers have less disposable income to spend. Unemployment is expected to recover in 2013, at which time real disposable income "may" begin to grow. The word may is used, because

of the uncertainty about future taxes on the federal and state level, and the amount of income that would be needed to cover these costs.

Home prices increased faster than gains in income creating a market of "innovative" financing arrangements. This made Florida extremely vulnerable to the housing market bust and interest rate risks. In 2006, almost half of all mortgages in the state were considered "innovative" (interest only and pay option ARM). Essentially, easy, cheap and innovative credit arrangements enabled people to buy homes that previously would have been denied. The surging demand for housing created an opportunity for builders and developers to embark on construction projects, which are now left unfinished and incomplete. While the national inventory of homes is close to 10 months, Florida's excess supply of homes is approximately 400,000, (an inventory of 50,000 is good). Subtracting the "normal" inventory and using the most recent sales experience, the state will need significant time to work off the current excess – at least until mid 2011 and likely longer.

Foreclosures have compounded Florida's unsold inventory of homes. Originally related to mortgage resets and changes in financing terms that placed owners in default, recent increases have been boosted by the continually growing number of unemployed. The Florida economy is unlikely to turn around until new construction rebounds, which won't happen until the inventory is reduced, not expected in 2010 or 2011.

A construction rebound is unlikely until the latter half of 2011, perhaps never returning to the boom of 2005-06. As the availability of financing for commercial real estate tightens and loan losses mount, growth in private commercial construction is projected to fall another again this year. Public construction activity dropped 16% in

2009 and will continue to decline as tax revenues decline. Growth will return slowly over the next three years.

Population growth has been the state's primary engine of economic growth. However, as previously mentioned, population growth has significantly slowed. The most recent data from April 1, 2008 to April 1, 2009 indicates that the state's population has actually declined by approximately 58,000 residents. While some may have expected this decline, it should represent a change in economic strategy for political leaders. Growth in population was how local economies prospered with little planning or effort. As the demand for new construction increased, so did the need for goods and services. This economic activity generated sales tax, property tax and various types of revenue associated with construction, such as permitting fees, impact fees and assessments.

The current recession has caused more people to leave the state in search of employment and/or more affordable living conditions. In 2010, growth is expected to reflect only the state's natural increase, not migration from other states. Population growth will rebound by 2012, but the economic generator for Florida must evolve to include an investment in education and innovation.

According to Tim Center, Vice President of sustainability initiatives for the Tallahassee based Collins Center for Public Policy, along with expert opinion, Florida's population is expected to double by 2060.

### Volusia County's Economy

Volusia County represents 16 cities, including "world famous" Daytona Beach, with a population of approximately 520,000 residents. Changes in population follow similar

trends affecting the state and continue to be influenced by the net-migration of residents. In 2007, the county became home to approximately 30,000 new residents, while in 2009, population decreased by approximately 5,000 residents.

Volusia County has relied heavily on population growth, housing starts, tourism and some agriculture as the main economic drivers. The economic downturn has had a negative impact on Volusia County's economic health, indicated by the housing bust, population decline and a reduction in tourism, resulting in an unemployment rate of 12.5%, significantly more than the state and national average. Additionally, Volusia County has one of the lowest average annual wage rates in the state.

The median price of a resold home in Volusia County plummeted from \$219,000 in 2006 to \$131,163 in 2009, with increases in home foreclosures, ranking Volusia County among the highest in the state. These key economic indicators are further supported with a decline in residential and commercial building permits.

#### New Smyrna Beach's Economy

New Smyrna Beach is a unique city located on the shores of the Atlantic Ocean in Central Florida. With a sub-tropical climate, abundant natural environmental assets and a rich history, it has become a quiet haven for tourists, small business and families. Ocean, inlet, river, lagoon, marshes, mangroves, Intracoastal Waterway and productive agriculture lands/wetlands surrounding the City all contribute to its lush beauty.

Similar to the state and county economies, New Smyrna Beach has relied on population growth, and the traditional business clusters as the engine for economic growth, including tourism, marine and construction. The beach is lined with condos, and

businesses relying upon the winter residents and seasonal tourists for economic vitality. This has led to a hospitality community that is service orientated and reliant on a strong economy, which is proving to be unsustainable.

The City of New Smyrna Beach has approximately 24,000 residents. However, the population size changes based on seasonal trends. Located both on the mainland and a 13 mile-long island, the city is bisected by the Indian River/Intracoastal Waterway. The Canal Street Historic/Business District on the mainland riverfront is lined with art galleries, antique stores, restaurants and shops. This area has many historic homes and buildings of architectural interest. The downtown riverfront is home to the City Marina, the Brannon Community Center and Riverfront Park.

Known for its commitment to the arts (named as one of the “America’s Top Small Cities for the Arts”), the City is home to the Atlantic Center for the Arts, Arts on Douglas, The Harris House, The Artists Workshop and The Little Theater. Cultural arts, special events and festivals play a significant role in tourism and the quality of life for our residents.

Two causeways provide access to the island known as "beachside" and beach. The North Causeway leads to Flagler Avenue, a popular visitor destination of restaurants, boutique shops and nightlife with history as a tourist destination extending back into the 1800’s. The South Causeway, which is the main thoroughfare connecting the mainland and beachside, brings residents and visitors to many dining, entertainment and shopping opportunities as it crosses the waterway & estuary and turns south into Atlantic Avenue.

## Demographics

As stated, the population of New Smyrna Beach residents is approximately 24,000, with 39% over the age of 60. Of the year-round residents, approximately 92% are White, 6.3% are African American, and the remaining are Hispanic and other ethnicities (Source: 2000 Census). The average household income is higher in New Smyrna Beach than the County as a whole, with \$47,307 per annum compared to \$43,875.

## Education

New Smyrna Beach enjoys access to many high-performing educational institutions. Local public schools serving the K-12 population (approximately 63,400 county-wide in school year 2009-10) have all received a grade of “A” from the State of Florida based on FCAT (Florida Comprehensive Academic Test) scores and other measurements. These schools are Chisholm Elementary, Read-Pattillo Elementary, Coronado Elementary, New Smyrna Beach Middle School and New Smyrna Beach High School. Some students in the northwest portion of the city are zoned to Creekside Middle School and Spruce Creek High School. These are also rated “A” and Spruce Creek High School is known for its outstanding International Baccalaureate Program. High-performing private and charter schools are part of our local educational system.

The opportunity for individuals to attend public and private higher education institutions within our community abound with the following choices: Daytona State College, University of Central Florida, Bethune-Cookman University, Embry-Riddle Aeronautical University, Stetson University, Keiser College, University of Phoenix and Nova Southeastern University. In addition to these accredited colleges, Volusia County

has technical schools as well, serving a broad range of student's educational interests, such as aviation, security, hospitality, and cosmetology.

### Economic Base

Tourism is the area's single largest industry because of our beaches, river and access to the inlet. The attraction to the beach will be a continual draw for guests from around the world. New Smyrna Beach is a vacation destination for residents of West Volusia and Metro Orlando. Over the years, these vacationers eventually become residents and constitute a large percentage of ownership of island condominiums and homes. Not only does New Smyrna Beach cater to visitors from the around the state and nation, it is a popular tourist destination for a large number international visitors.

New Smyrna Beach and the vicinity of Southeast Volusia are famous for water sports. The 13 miles of beaches boast a habitat for surfing, swimming, sunbathing, boating and fishing, the barrier island is separated from Daytona Beach by Ponce Inlet, which permits boaters and fishermen access to the Atlantic Ocean from the Indian River/Intracoastal Waterway. The southern part of our barrier island is home to the pristine Mosquito Lagoon and 57,000-acre Canaveral National Seashores Park, said to be the Nation's longest stretch of remaining undeveloped seashore. Smyrna Dunes Park, at the northern tip of the island, features a 1.5 mile boardwalk loop around the inlet through pristine nature and coastal dunes.

A substantial number of popular attractions and theme parks are within driving distance and include: Walt Disney World, Universal Studios, SeaWorld, Daytona

International Speedway, St. Augustine, Kennedy Space Center as well as state and Federal parks and preserves.

The hospitality industry plays a vital role in the local economy, and while tourism remains the largest segment of our local economy, there are other sectors expanding that hold promise for higher paying jobs and continued growth. Bert Fish Memorial Hospital is the area's largest private sector employer in the area and represents a growing medical sector that will require a skilled workforce at all levels, including but not limited to, global care centers, assisted living facilities, dialysis centers, cardio-vascular disciplines, etc. Of critical importance will be maintaining our hospital in the face of other outside pressures.

Other segments of our economy that have traditionally received little attention, but offer promise for a sustainable future for growth are aviation, marine manufacturing, alternative environmental technologies and commercial opportunities (other than retail). While not directly related to tourism, companies that relocate or expand typically do so because they have been exposed to our seaside community.

It is important to note that greater than 50% of local employment is in the public sector. This over reliance on government provided and tax-payer funded employment (education, law enforcement, city/county/federal employees etc) underscores the need for private sector support and expansion.

## Strengths, Weaknesses, Opportunities, Threats and Trends Relevant to Economic Development

"The overall evaluation of a business's strengths, weaknesses, opportunities and threats is considered a SWOT analysis. The SWOT analysis consists of an analysis of the external and internal environment" (Kotler, 2002). More contemporary analysis of the external environment includes trends in the marketplace that potentially have an impact on the organization (SWOTT Analysis). The internal analysis looks at the strengths and weaknesses of which the organization has control over. The external environment looks at opportunities, threats and trends created by the "environment" to which the organization has little control.

The external factors that an organization must monitor are macro-environmental forces (demographic-economic, technological, political-legal and social-cultural) and significant micro-environmental forces (customers-residents, competitors-other municipalities, suppliers), which affect the organization's ability to be successful (Kotler, Bowens & Mackens, 2008).

### Strengths

Just as in an organization, a city's strengths are the resources and capabilities that can be used as a "competitive advantage," and are internal. These are what give our city superior value and benefits to residents, businesses and visitors.

- Natural resources, beach, intercoastal waterway, natural preserves and climate.
- Historic, charming, business district.
- Municipal airport.

- Proximity to other tourist destinations.
- Recreational/Outdoor Activities: boating, fishing, surfing, swimming, sunbathing, kayaking, golf, cycling and running.
- Small town charm. People helping one another.
- Cultural Character: Atlantic Center for the Arts, Artists' Workshop, Little Theatre, Arts on Douglas, Harris House.
- Separate entertainment district.
- Proximity to I-95 and I-4.
- Updated public Sports Complex.
- Safe, relaxed environment relatively free of crime and unseemly elements.
- Accessible public and private education system, both K-12 and higher ed.
- Availability of land for future development (private and public).
- Highly rated tourist destination.
- Shift in municipality's outlook towards new development with new management and new commission.
- Recognition of the necessity of having a climate that supports existing businesses and rewards their growth and success year around.
- Qualified City staff.
- Large pool of qualified citizens willing to volunteer.
- Community pride.
- Favorable demographics.
- Large inventory of housing.

- Growing community hospital.
- Churches.
- Community Redevelopment Agency's plan from Glatting Jackson to identify redevelopment goals.
- Availability of overlay zones to promote and attract desirable business growth and expansion.

### Weaknesses

The absences of certain strengths are considered weaknesses. A city's weaknesses are the resources and capabilities that are considered a "competitive disadvantage," and are internal. These are what detract from our city's value and benefits to residents, businesses and visitors. These are internal to an organization, and while the strengths of the city have been highlighted above, the weaknesses must be pointed out and overcome with concerted effort to 'reshape our limitations' that have gradually put our city at a competitive disadvantage.

- No planned economic development efforts.
- Concerns about the operations of the Utilities Commission.
- Comprehensive Plan and Land Development Regulations not in sync with each other.
- Lack of agreement on a business philosophy between residents and city officials.
- Not enough hotel space near historic & tourist areas.
- Lack of restaurants, bars & upscale retail on Canal Street.
- Inadequate signage, including that for way-finding.
- Imbalance of seasonal vs. year-round residents.

- Need for a business driven focus that will bring NSB a closer relationship with its neighbors but not change the good “assets.”
- Lack of communication between existing Municipal and other government entities: City, CRA, UC, City Commission, County.
- Outdated and unenforceable ordinances and restrictions.
- No official historic Main Street or historic district designation that will allow eligibility for grants or other monies.
- No vision or plan and lack of capital to allow expansion of Hospital district.
- Lack of parking in commercial areas.
- Limited public access to inter-coastal waterway (parks, boat ramps, etc.).
- Underdeveloped and inefficient use of water front areas.
- No incentives for expanding existing businesses or bringing in new business.
- Poor communication between City staff and users of City services.
- Lack of first class office space.
- Lack of employment opportunities.
- Lack of resources dedicated to grant writing.
- Barriers and impediments to change.
- Fear of thinking “outside the box.”
- Lack of leadership.

Opportunities:

The external analysis may provide opportunities for success probability that the organization has little to no control over. The most successful organizations are ones that

generate the greatest value and sustain it over time. As George T. Land once ventured “All Nature is either Growing or Dying”. As a city, we must be committed to spend resources for continual growth, or relegate ourselves to inaction and neglect, and become another ‘perishable commodity’.

- Contiguous land available for annexation.
- Expanded tax base leads to lower property taxes for all and improved services.
- Grant funding through Brownfields, ECO, and Historic Districts.
- Support and resources from Volusia County Economic Development Department.
- Partnering with surrounding cities.
- Increase in baby boomer population relocating to warmer climates.
- Desire and commitment to protect historic and natural assets.

#### Threats

An external environmental threat is a challenge posed by unfavorable trends or developments that will negatively affect an organization or entity such as a city.

- Voter approval of Amendment 4 in November 2010, requiring an election every time a change is desired to the Comprehensive Land Use Plan, will effectively shut down growth and development.
- No state funding for projects.
- Housing prices and tax revenues.
- Lack of financing.
- Business failures; poor overall business climate.
- Lower personal incomes.
- Separation of public and private entities, each pursuing own agenda.

- Competition with surrounding cities, Port Orange, Edgewater (Restoration and Woodhaven).
- Overregulation by the state.
- Not enough hotel space to accommodate visitors.
- Lack of restaurants, bars & upscale retail on Canal Street (threat to economic growth).
- Lack of parking in commercial areas (threat to development).
- No convention hotel (threat to business and tourism).
- No designated “Arts” District.
- Possibility of climate change.
- Hurricanes and other destructive acts of nature, such as red tide and beach erosion.
- Pollution of waterways.
- Inlet dredging.
- Unfunded state mandates.

### Trends

A trend is a relatively constant movement of a variable over a period of time. Trends can take place over a short or prolonged period of time. For example, the aging of America is a trend that has been taking place since the early 1900's, when only 13% of the population was over the age of 65. It is expected that by 2050, the percentage of Americans over the age of 65 will be 25%.

- Aging population.
  - Retiring baby boomers moving to warmer climates.
  - Increase in need for medical services and health care as the population ages.

- Health, wellness and preventative care.
- Acceptance of technological advancements. Such as social media and electronic communication.
- Economic turmoil
  - Declining state and local population.
  - Decrease in consumer spending.
  - Lower personal income levels.
- National increase in enrollment at higher learning institutions.
- Increase in bed tax revenues in Volusia County for past year, according to the Southeast Advertising Authority.
- Green technology and environmental awareness
- Discount retail and prices
- Affordable alcohol
- Parental outsourcing
  - Tutoring, test prep & driving schools

#### Economic Development Plan Mission

To develop and implement a measurable Economic Development plan that molds and shapes our existing economic framework and responsible growth.

#### Goals

1. Create and advance the image and culture of the City of New Smyrna Beach as a place where the private business sector, government and community

come together as a prosperous and special place to do business, live, work, visit, invest and grow.

2. Create an Economic Development organization.
3. Create a streamlined, transparent, and customer orientated government process required to start-up, relocate or expand a business.
4. Support efforts to expand tourism through venues and support systems creating additional, sustainable economic development activities.
5. Identify geographical areas and compatible businesses & industries that meld with our vision for New Smyrna Beach (Cluster Analysis).
6. Create a system of support to enhance our economic base and existing business.
7. Create mechanisms, including incentives and workforce training, to attract and recruit diverse, responsible business to our community.
8. Assure the conservation of our cultural and natural assets, including the arts community.
9. Create a plan for annexation of appropriate, contiguous geographical areas.
10. Recognize the airport as a key city asset and embrace aviation for sustainable economic growth

**Goal 1:**

**Create and advance the image and culture of the City of New Smyrna Beach as a place where the private business sector, government and the community come together as a prosperous and unique place to do business, live, work, visit, invest and grow.**

**Rationale:** It is necessary to create a comprehensive community culture that is open and receptive to business development and projects that image of our community to compatible businesses that are willing to pave the way to appropriate expansion and growth.

**Objective 1.1. Assess the current image of the City, as perceived by visitors/tourists, business people and political leaders and activists.**

Strategy 1.1.A. Meet with the organizations that are key to our tourism, business and political efforts together with those affected by those organizations; conduct focus groups on and a survey of the perceived image(s) of New Smyrna Beach.

Strategy 1.1.B. Review the materials, programs, marketing and advertising currently in place and their effectiveness at promoting the perceived image(s) of New Smyrna Beach.

**Objective 1.2. Determine a core image to be used on a common basis.**

Strategy 1.2.A. Analyze the research gathered within the surveys and focus groups discussed within this plan to understand what effect the current efforts and images have on the perceived image of the community.

Strategy 1.2.B. Develop a contemporary image for New Smyrna Beach that conveys to the community, visitors and businesses that the business sector, government and the community work together to foster and promote business,

life, work, guest, investment and growth environment and experience.

**Objective 1.3. Expand the image to be incorporated in the overall promotional and marketing activities throughout the City, both public and private sectors.**

Strategy 1.3.A. Develop a program to encourage public or private entities, both tourism and non-tourism, to use the core image in their marketing and advertising efforts.

Strategy 1.2.B. Use common logos and themes as communication tools to direct inquiries to lead tourism agencies.

**Objective 1.4. Develop an image of NSB that promotes a sustainable business-friendly atmosphere that is safe and reliable for investment.**

**Objective 1.5. Capitalize on our resources, both natural and man made, to ensure the continued image as a safe and thriving community in which to raise a family, invest, do business and enjoy the quality of life.**

**Objective 1.6. Assess and address the existing culture of the city government, its departments, sub-agencies, advisory boards and other volunteers in order to ensure attitudes and behaviors that are customer-friendly and deliver service with results in a timely fashion.**

Strategy 1.6.A. Identify the cultural barriers to economic development that exist within local government and the community. Utilize both existing staff and private sector in this audit effort.

Strategy 1.6 B. Develop and implement a benchmarked plan to change the culture and remove barriers that impede economic development to one of customer service and achieving results.

**Objective 1.7. Review, amend and update as necessary the governing documents of the city and its agencies to ensure support for responsible economic development.**

Strategy 1.7.A. Begin immediately to review and update the state-required Comprehensive Land Use Plan. (This must be completed prior to November 2010.)

Strategy 1.7.B. Appoint a task-force to review the City Charter and make recommendations for improvements that would increase the efficiency and effectiveness of government and reflect support of responsible economic development. (This must be accomplished within the timeframes necessary to include on the 2010 General Election ballot.)

Strategy 1.7.C. Review and amend the applicable statutes, ordinances and rules/regulations that authorize and control activities and responsibilities of government sub-agencies and advisory boards.

**Goal 1: Advance Image & Culture Performance Measures**

<b>Advance Image &amp; Culture Task</b>	<b>Benchmarks</b>	<b>Implementing Agency</b>
1. Assess current image of city	3Q 2010	Economic Development Department, EDD Advisory Board
2. Identify core image to be used, implement citywide	4Q 2010	Economic Development Department, EDD Advisory Board, CM
2. Promote business friendly city to current and future developers, landowners and business community	2Q 2010	City Commission, city manager, development services, EDD
3. Communicate new vision internally, city wide	3Q 2010	City Commission, city manager, EDD, ED Advisory Board
4. Review current governing documents to ensure support of responsible economic development	3Q 2010	ED Advisory Board, P&Z Board, City Manager

**Goal 2:**

**Develop a responsible and responsive Economic Development organization to oversee and implement an approved plan, coordinate activities with volunteers and work cooperatively with development staff from the county and surrounding municipalities.**

**Rationale:** Economic Development is most likely to happen when the atmosphere is decidedly welcoming and actively promoted. An organization, with the specific purpose of economic development, will be in the best position to market and execute the vision of the city's elected and private leadership. The organization can address economic development outside of the bureaucracy and allow for the creation of a proactive and goal-oriented atmosphere.

**Objective 2.1. Create an economic development organization.**

Strategy 2.1.A. Establish an official Economic Development Board constituted of five volunteers; one appointed by the Mayor and one appointed by each of the City Commissioners. Appointees do not have to be residents within the current boundaries of the City, but must reside in an area that is contiguous to the city boundaries, be actively involved in business or otherwise affiliated with the economic success of the City.

Strategy 2.1.B. Create a job description for an economic development director, determine the best method of identifying and hiring an individual to take this position, and identify sources of funding for the position.

Strategy 2.1.C.(Option A) Fund the Economic Development Director with a city grant and house within an independent, private organization.

Strategy 2.1.C.(Option B) Hire an Economic Development Director and "house" within the city, answer to the City Manager

Strategy 2.1.D. Identify city staff to interface with the private sector economic development effort.

Strategy 2.1.E. Identify volunteers and organizations to support the economic development efforts (eg. SCORE).

**Objective 2.2. Create effective working partnerships between the public and private sectors.**

Strategy 2.2.A. Ensure that private sector and public sector economic development staff are in regular communication and have a shared understanding of the goals and actions.

Strategy 2.2.B. Engage in ongoing communication with the Mayor, the City Commission and the City Manager.

Strategy 2.2.C. Partner with the ongoing County, Edgewater and Daytona-Metro economic development efforts.

**Objective 2.3. Ensure that the community is kept informed of and has opportunities to be involved in economic development efforts.**

Strategy 2.3.A. Prominently display notifications of economic development efforts, activities and (when appropriate) prospects on the City and Chamber of Commerce Websites and with local media.

Strategy 2.3.B. Provide regular updates to the City Commission and advisory boards.

Strategy 2.3.C. Provide an ongoing stream of information to local organizations for sharing with membership, including reproducing in newsletters or placement on Web Sites.

Strategy 2.3.D. Provide effective staff and volunteers as speakers to local organizations, clubs and homeowners associations.

## Goal 2: Organizational Development Performance Measures

<b>Organizational Development Tasks</b>	<b>Benchmarks</b>	<b>Implementing Agency</b>
1. Create an Economic Development Advisory Board (EDAB)	2Q 2010	City Commission, CM, city Attorney, City Clerk
2. Determine option to fund/house an Economic Development Director (EDD)	2Q 2010	EDAB, City commission, CM and City Attorney
3. Create private/public partnership	4Q 2010	EDD, EDAB
4. Inform public of economic activities	2Q 2010	IT, EDAB, CM & EDD

**Goal 3:**

**Create a streamlined, transparent, and user-friendly government process required to start-up, relocate or expand a business (including a home based business).**

**Rationale:** Entrepreneurs, business people, developers and investors gravitate towards permitting and licensing systems that are user friendly. Creating a streamlined, transparent, and user friendly permitting and licensing process will promote the startup of new businesses, the relocation of existing businesses to our city and the expansion of existing businesses within our city. If the system in our city is cumbersome and not user friendly these entities are less likely to pursue local market opportunities, instead focusing efforts on more user friendly municipalities.

**Objective 3.1. Review and identify city policies and procedures currently in place that are required to start-up, relocate or expand a business.**

Strategy 3.1.A. Identify and clarify the different types of processes required. (i.e. Whether or not it is a Class I or Class II site review or if only Building Dept. review is necessary or if current zoning requires a variance that must be voted on by the city council).

Strategy 3.1.B. Identify the policies that each department follows to process each application. Review procedures that departments follow to communicate their findings with other departments.

Strategy 3.1.C. Identify policies and/or regulations that restrict the expansion of existing businesses.

Strategy 3.1.D Identify the necessity of inter-departmental communication within this process.

Strategy 3.1.E. Conduct workshops with existing business groups and city representatives to problem-solve such policies.

**Objective 3.2. Identify & amend policies and procedures that impede and/or duplicate the permitting process.**

Strategy 3.2.A. Review the applications that have been processed within the previous 6-12 months.

Strategy 3.2.B. Identify the most common plan review comments created during the plan review process.

Strategy 3.2.C. Connect the most common plan review comments to the Land Development Regulations and identify whether the information required by the LDR is easily and readily accessible and the instructions are easy to follow.

Strategy 3.2.D Create a time-line of the applications processed over the previous 6-12 months to identify areas where the process stagnates.

**Objective 3.3. Recommend changes to current policies and procedures required to start-up, relocate or expand a business, identify new policies and procedures to streamline the process, implement in order to create an open and transparent permitting process.**

Strategy 3.3.A. Eliminate any processes that may duplicate department procedures.

Strategy 3.3.B. Create a set of application documents that reference the Land Development Regulations for specific sections that pertain to the process.

Strategy 3.3.C. Create a flow chart system that assists the applicant in following the plan review and application process.

Strategy 3.3.D. Create specific requirements for inter-departmental communication to expedite the application and eliminate those that impede the process.

Strategy 3.3.E. Implement a computerized tracking system that can locate an application within the plan review process (i.e. within what department is the application located at a given time).

Strategy 3.3.F. Identify specific personnel tasked with communicating to the applicant regarding the progress of the application.

Strategy 3.3.G. Implement an on-line “Smart Plan” application process that may be observed and monitored by the applicant so that they may react in a timely manner to changes or alterations needed in the site/building plan.

Strategy 3.3.H. Evaluate the efficiency of the PRC (Plan Review Committee), considering elimination, allowing each application to proceed directly to each department head for comments or questions. These comments or questions will be in turn delivered back to the applicant for revisions and resubmission for permit. This will eliminate the time incurred by the deadline for submission and the wait for monthly meetings.

Strategy 3.3.I. Develop flexibility in the implementation and collection of impact fees.

Strategy 3.5.D. Develop an expedient timeline for the permitting process.

**Goal 3: Streamline Processes Performance Measures**

<b>Streamline Processes Tasks</b>	<b>Benchmarks</b>	<b>Implementing Agency</b>
1. Review current policies and procedures in place for business assistance (expansion, relocation, start-up)	2Q 2010	CM, development services
2. Amend policies and/or procedures that impede business assistance and permitting process.	3Q 2010	EDAB, CM, development services, EDD
3. Create an open and transparent permitting process, utilizing technological advancements	2Q 2011	EDD, EDAB, CM, Development Services

**Goal 4:****Support efforts to expand tourism through venues and support systems**

**Rationale:** Tourism has been the cornerstone of the local economy since the early 1900's. Our 13 miles of beaches, Intracoastal Waterway, Mosquito Lagoon and sub-tropical climate will continue to attract tourists from across the globe. Florida will host an estimated 90 million visitors in 2010, accounting for 1.3 million jobs and \$3.7 billion in tourism/recreation tax.

Specific to the local economy, our 13 miles of beaches serve as an economic engine by attracting in-state and out-of-state tourists, whose spending creates employment and income for local residents. "Impacts of tourism spans beyond the immediate area of the beach because not all beach-going tourists stay on the beachside. Furthermore, businesses in the local community are supplied by businesses in nearby metropolitan areas. Retirees, many of whom declare Florida as their state of residence, are also attracted to Florida's beaches. These residents contribute to Florida's economy because their spending is based on retirement incomes that have been accumulated out-of-state" (Murley, Alpert, Stronge, Dow, 2005).

**Objective 4.1. Stimulate the private development of short-term hotel accommodation space as well as convention services and facilities.**

Strategy 4.1.A. Identify geographic areas for the development of hotel accommodations and convention facilities.

Strategy 4.1.B. Contact current land owners, realtor and brokers to determine property and land values.

Strategy 4.1.C. Communicate with private developers, using available resources.

**Objective 4.2. Improve the visitors experience to encourage investment in other areas of our economy through a program of “Hospitality Training” available to local businesses, which includes exposure to other segments of our local economy.**

Strategy 4.2.A. Partner with the Southeast Volusia Advertising Authority, the Southeast Volusia Chamber of Commerce, Merchants on Flagler, Canal Street Merchants, Florida Restaurant Association and related agencies to create a hospitality training program.

Strategy 4.2.B. Identify businesses and organizations that would benefit from the hospitality training program and host educational seminars to stimulate interest in other segments of our economy.

**Objective 4.3. Develop a profile to measure the economic impact of tourism annually and make this information available for all business entities for their usage in planning and development.**

Strategy 4.3.A. Partner with the Volusia County Economic Development Department and the Southeast Volusia Advertising Authority to determine how tourism is measured on a local level.

Strategy 4.3.B. Implement a system to consistently measure the impact of tourism and communicate this to the existing and perspective business community.

**Objective 4.4. Develop a system to codify reoccurring visitors and their possible conversion to a resident or business owner.**

Strategy 4.4.A. Work with local businesses and organizations to create a database of visitors coming to the area.

Strategy 4.4.B. Using database management techniques, communicate to visitors about upcoming events, to stimulate repeat visits.

**Objective 4.5. Expand existing and develop new events, which are compatible with the vision and mission of the City.**

Strategy 4.5.A. Codify events that have recur annually, biannually or monthly.

Strategy 4.5.B. With the use of focus groups, benchmarking similar cities and communicating with members from different sectors of the business community, develop a list of new events that would complement our vision and mission for the city.

**Goal 4: Expansion of Tourism Performance Measures**

<b>Expansion of Tourism Tasks</b>	<b>Benchmarks</b>	<b>Implementing Agency</b>
1. Stimulate the development of hotel and convention facilities	4Q 2010	EDD, EDAB, CM and CRA
2. Create a hospitality training program	4Q 2010	EDD, EDAB, SEVCC, SEVAA
3. Implement a hospitality training program	1Q 2011	EDD, EDAB, SEVCC, SEVAA
4. Measure and communicate economic impact of tourism on the local economy	1Q 2011	EDD
5. Create database of tourists	2Q 2011	EDD
6. Develop a list/calendar of existing events	4Q 2010	EDD
7. Create a list of potential (new) events	4Q 2010	EDD

**Goal 5:**

**Identify geographical areas and compatible businesses/industries that are consistent with our vision for New Smyrna Beach (cluster analysis).**

**Rationale:** By identifying specific geographical areas for development, entering and relocating businesses will have guidance from a related business community about areas appropriate specific for growth within their industry.

**Objective 5.1 Classify and characterize areas based on Infrastructure, transportation links, geography, infill capability, sustainability and smart growth precepts.**

Strategy 5.1.A. Evaluate zoning maps and future land use maps to determine what is currently allowable near major arterial roads and transportation systems.

Strategy 5.1.B. Work with the Utilities Commission to assess current infrastructure to determine extent, locations and services provided.

Strategy 5.1.C. Determine prospective locations as to infill or Greenfield development

Strategy 5.1.D. Provide a prioritized list of sites that are developable based the projected needs for those sites and contact the landowners, expressing interest in assisting in the development process

Strategy 5.1.E. Codify existing and potential commercial areas (cluster analysis)

- Airport area – Area includes Aviation related industries (i.e. flight schools, aircraft maintenance & repair, aircraft storage, etc.), possible hospitality,

commercial marine, ecotourism, arts and art tourism. Target area as a possible location for free trade sub-zone.

- U.S.1 corridor – Area has Tourism (U.S.1 motels), Commercial, and is bordered by some residential multi-family.
- Railroad District – Currently used for Railroad, zoned industrial
- State Road 44 – Currently commercial, retail, residential, agricultural, planned communities.
- Washington Street – Business incubator, retail, services.
- 3<sup>rd</sup> Avenue area – Commercial, Retail, Tourism.
- N. Causeway Area – Business Professional, Restaurant, Possible future. hospitality, Single and Multi Residential.
- Flagler Avenue – Tourism, Retail, Restaurant, Hospitality.
- Hospital District – Medical, commercial, residential.
- Canal Street-Retail, restaurant, professional services, mixed-use including residential.

**Objective 5.2. Develop a list of targeted industries or specific business classifications that would be appropriate for the aforementioned areas.**

Strategy 5.2.A. Survey existing businesses and the industrial community to create a cluster analysis of business classifications that would serve as the initial target list for recruitment.

Strategy 5.2.B. Prioritize targeted list, based on current economic factors, availability of desired resources, workforce and incentives. Work with the Volusia County Economic Development Department on direct mailers and lists for recruitment.

Strategy 5.2.C. Codify incentives that are available to expanding businesses or prospective businesses.

**Objective 5.3. Revitalize Downtown and Canal Street building upon architectural and historical resources to attract residential and business development.**

Strategy 5.3.A. Develop Pedestrian Bike connection to River.

Strategy 5.3.B. Enhance public and green spaces including the construction of an amphitheater or band shell at Riverfront Park or Old Fort Park

Strategy 5.3.C. Program additional cultural and entertainment events

Strategy 5.3.D. Create a Parking Solution allowing for multi-use for business, residential and event use. Parking Solution will provide connectivity to and within proposed Medical district.

Strategy 5.3.E. Identify buildings for renovation/redevelopment and/or vacant land with the goal of highest and best use. Contact private developers with incentives.

Strategy 5.3.F. Review Glatting Jackson study for recommendations pertaining to downtown revitalization.

**Objective 5.4. Identify demand for products and services not currently available locally and determine whether a local business could be expanded or otherwise redirected to meet that demand.**

Strategy 5.4.A. Survey consumers and existing businesses to determine needs, wants and desires.

Strategy 5.4.B. Visit similar cities to identifying potential business for expansion within our community.

**Objective 5.5. Expand the Health Care District to make the best use of existing assets, evaluate infrastructure and facilities for the future, identify and recruit new sources of service and merge all into a Comprehensive Health Care Plan for the community.**

Strategy 5.5.A. Launch a Comprehensive Health Care Committee (CHCC) of health care professionals, businesspeople and city officials whose function is to establish needs, current resources and form a plan in accord with BFMC's future and the CRA's study recommendation.

Strategy 5.5.B. Include in the CHCC work plan the methods and resources for creating incentives for healthcare providers, recruiting services needed in the area, expanding existing Patient Care Education Programs and assisting with construction of new facilities and infrastructure, as needed.

**Objective 5.6. Enhance usable industrial space and/or redeploy obsolete industrial space for more productive uses.**

Strategy 5.6.A. Identify and inventory all privately and publicly owned vacant industrial space.

Strategy 5.6.B. Promote retention and development of light manufacturing businesses, through survey and visitation by City staff.

Strategy 5.6.C. Promote city's transportation (road, rail and air), distribution and logistics capabilities for prospective companies.

**Objective 5.7. Attract additional retail business and promote the growth of existing retail businesses.**

Strategy 5.7.A. Identify businesses compatible with the proposed development area. Consider the utilization of a firm that specializes in Customer Analytics, retail site matching and recruitment such as Buxton ([www.buxtonco.com](http://www.buxtonco.com)). See relate case studies located at [http://www.buxtonco.com/case\\_studies.asp](http://www.buxtonco.com/case_studies.asp)

Strategy 5.7.B. Determine incentives for the proposed project and develop an incentive plan to attract and retain retail businesses in select development area.

Strategy 5.7.C. Advertise and implement incentives.

**Objective 5.8. Develop public land along city's riverfront and stimulate private development within targeted sites along riverfront area.**

Strategy 5.8.A. Through community meetings and consultation with similar waterfront cities, develop a Riverfront Master Plan, from the south causeway to the inlet. Determine the costs and potential funding opportunities for the Riverfront Master Plan.

Strategy 5.8.B. Identify all the vacant riverfront property (public and private) for commercial development. Contact potential developers for interest in riverfront development opportunities.

Strategy 5.8.C. Determine the zoning, permitting, land development codes and potential economic incentives for each of the properties identified.

Strategy 5.8.D. Move forward with grants for seawall repair, riverfront dockage and mooring field development.

### Goal 5: Geographical & Cluster Analysis Performance Measures

<b>Geographical &amp; cluster analysis Tasks</b>	<b>Benchmarks</b>	<b>Implementing Agency</b>
1. Classify and characterize areas for growth/infill etc.	4Q 2010	EDD
2. Develop a list of cluster industries and companies to target	1Q 2011	EDD
3. Downtown revitalization plan	2Q 2011	EDD, CRA
4. Survey/visit existing businesses determine unmet community needs	2Q 2011/annually	EDD, SEVCC
5. Create Comprehensive Health Care Plan	2Q 2011	EDD, Bert Fish
6. Identify & market vacant and underutilized industrial space	2Q 2011	EDD
7. Codify and market incentives for business expansion and start-up	3Q 2010	EDD, CRA, CM, City Commission
8. Create Waterfront master plan	4Q 2010	EDD
9. Market vacant riverfront property	3Q 2010	CM, CRA

**Goal 6:****Create a system of support to enhance our economic base and existing business.**

**Rationale:** Local Businesses are key contributors to the local economy and tax base. Cumulatively, they employ the greatest number of workers, and generate most new jobs and capital investments in an area. Business retention and expansion (BRE) efforts to support existing businesses are, therefore, the foundation of effective economic development. Businesses will overcome obstacles and remain in New Smyrna Beach provided that their issues are identified and addressed. It is crucial to keep in communication with the business community. Visitation and call programs provide such information and insights, establish relationships with businesses, and offer businesses information on how the City can assist them. Furthermore, visitation and call programs identify at-risk companies, or those that are considering closing or relocating. Visits typically occur at the firm's local headquarters or branch office, and periodically at city hall.

This type of program has proven successful in the cities of Port Orange and South Daytona. A core team comprised of the City, the Chamber and Workforce Development visit businesses and conduct surveys to gain insight on their needs and possible growth opportunities within their "niche" of business.

**Objective 6.1. Identify and publicize existing support and services available to business.**

Strategy 6.1.A. Review all programs in place and identify any need for additional services to support business.

Strategy 6.1.B. Develop a plan of informing the community of support available using print, electronic media, and other forms of mass communication.

**Objective 6.2. Identify and publicize the availability of loans, grants and additional funds for the business community.**

Strategy 6.2.A. Identify and attempt to build a coalition of banks, lending institutes and private lenders favorable to making business loans locally.

Strategy 6.2.B. Encourage local investors and venture capitalists to invest in NSB businesses with favorable rates.

Strategy 6.2.C Publicize entities, information and guidelines for existing grants and funds available through government.

**Objective 6.3. Develop and Implement a call and visitation program partnered between public and private parties to identify businesses make contacts and respond to feedback.**

Strategy 6.3.A. Create and maintain a business registry and comprehensive data base that will be retained and updated at least annually.

Strategy 6.3.B. Develop a systematic business visitation and call program to identify business needs.

Strategy 6.3.C Establish an annual business survey to help identify sector, size and location of firms; and track data over time.

**Goal 6: Business Retention and Expansion Performance Measures**

<b>Business Retention and Expansion Tasks</b>	<b>Benchmarks</b>	<b>Implementing Agency</b>
1. Identify and publicize existing support services available to businesses	4Q 2010	EDD, CRA, Development services
2. Identify access to financial assistance (loans, grants etc.) for businesses	4Q 2010	EDD, CRA, Development services
3. Complete a business registry and database	4Q 2010	EDD
4. Create a city/chamber systematic call and visitation plan	1Q 2011	EDD & SEV Chamber

**Goal 7**

**Create mechanisms, including incentives and workforce training, to attract and recruit diverse, innovation, responsible business to our community.**

**Rationale:** Communities throughout the nation are competing for sustainable private sector growth that offers high paying jobs without contaminating the environment. In order to be competitive, this Economic Development Plan must recognize and put into place the “magnets” that would draw business to our community, help them start up and help them stay prosperous. Furthermore, innovation is a core principal of growth. Entrepreneurs and technology firms as innovators have the potential to make contributions to the local economy, including the generation of new, high-paying jobs.

**Objective 7.1. Identify and develop a plan to actively recruit business and industry compatible with the Economic Development Plan.**

Strategy 7.1.A. Extensively research successful economic recruitment/expansion efforts from similar communities for best practices in order to ensure the greatest chance of short term, medium term and long- term results.

Strategy 7.1.B. Evaluate the local condition and availability of those elements generally recognized as attractors to companies considering relocating and prepare to provide substantial information, including comparisons with other areas of the state and country. (Such elements include quality of life issues: lifestyle, entertainment, affordable housing, quality of education, healthcare, climate, crime; business issues: available markets, transportation, ready workforce, ease and cost of start-up, taxes, local regulations, etc.)

Strategy 7.1.C. As previously mentioned, implement incentives that have been proven attractive to targeted industries.

Strategy 7.1.D. Develop and implement a Fast Track Process to expedite the relocation and/or start-up of the most desirable qualifying target businesses.

Strategy 7.1.E. Develop a content-rich web site, linked to the SEV Chamber site, City of New Smyrna Beach site and other natural partnership web sites, including local media, that gives full information on the community, targeted businesses, government cooperation, processes and procedures, incentives for qualifying business, etc.

Strategies 7.1.F. Identify and contact individuals within our area who have access to decision makers within targeted existing businesses and industries and seek their involvement and assistance.

Strategy 7.1.G. Identify and evaluate the state and federal economic development incentives available. Some of these may include Enterprise zones, Foreign Trade Zones, Qualified Industry Tax Refunds, High Impact Performance Grants, Qualified Defense Contractor Tax Refunds, Capital Investment Tax Credits and Road Infrastructure Incentives.

Strategy 7.1.H. Identify available resources to advertise in targeted trade magazines and otherwise promote the lifestyle of our city and surrounding areas in support of economic development.

**Objective 7.2. Carefully review sites designated for economic development efforts as to changes and improvements that may be required for the targeted usage of the properties.**

Strategy 7.2.A. Assess compatibility with the Comprehensive Land Use Plan and Zoning Laws. Revise as necessary.

Strategy 7.2.B. Identify areas as within the designated sites that need environmental clean-up, become knowledgeable about restoration processes and available outside state and Federal funding, and proceed with clean-up, as possible.

Strategy 7.2.C. Assess potential infrastructure needs and have city agencies prepared with recommendations, plans, and appropriate advance improvements where possible.

Strategy 7.2.D. Pre-permit sites for sale or lease where feasible.

**Objective 7.3. Develop high impact partnerships and cooperative agreements with public and private sector organizations and agencies (e.g. Cities of Edgewater, Port Orange, Volusia County Economic Development Council, Daytona-Metro Development Project, Stetson, BCC, ERAU, DSC, etc.) that are actively engaged in area economic development or have a significant impact on the success of economic development (e.g. Utilities Commission, Advertising Authority, Tourist and Convention Bureau, etc.)**

**Objective 7.4. Develop and/or strengthen communication, partnerships and cooperative agreements with local public schools, higher education and workforce development agencies to help ensure a ready employee pool and a supportive community.**

Strategy 7.4.A. Identify and evaluate current workforce and technical training opportunities within local educational institutions and agencies.

Strategy 7.4.B. Work in partnership with existing programs to strengthen those ongoing programs, which support the necessary workforce for the economic development targets.

Strategy 7.4.C. Through existing agencies and institutions, develop a “Quick Response” training process whereby targeted businesses and industries whose workforce needs cannot met by existing training opportunities or current workforce availability (for example, a large number of specially trained employees needed for start-up).

### **Goal 7: Business Recruitment Incentives Performance Measures**

<b>Business Recruitment Incentive Tasks</b>	<b>Benchmarks</b>	<b>Implementing Agency</b>
1. Identify best practices for business recruitment	4Q 2010	EDD
2. Codify incentives for business start-up or relocation to the area	4Q 2010	EDD, CRA
3. Add content rich information to the Economic Development section on the city's web site, (link for SEV Chamber)	4Q 2010	EDD, IT
4. Contact influencers within the community	4Q 2010	EDD, EDAB, City Commission
5. Identify all funding and grant opportunities available	4Q 2010	EDD, Development services, CM, Volusia County Economic Development Department
6. Identify sites that meet economic development goals that need improvements	1Q 2011	EDD
7. Work with UC on infrastructure assessment	4Q 2010	EDD, Utilities Commission
8. Develop high impact partnerships for innovative growth	3Q 2010	EDD, CM, City Commission, CRA
9. Strengthen relationship with workforce training, local colleges and universities	1Q 2011	EDD

**Goal 8:**

**Assure the conservation and enhancement of our cultural and natural assets, including the arts community.**

**Rationale:** The beauty and recreational aspects of our natural environment along with our arts community and other cultural assets provide our community with a unique character. Using these assets to help draw in and inspire economic growth while ensuring their protection is to our advantage. The art community provides direct economic benefits through jobs, investments, tax revenues, and stimulates the local economy through tourism, events and consumer purchases. The art community also provides other benefits, such as assisting the construction industry with creative insight and providing volunteer opportunities for the elderly population while introducing children to classes and instruction. Arts and cultural events enhance the quality of life, and are an important complement to our charming community.

**Objective 8.1. Strengthen community organizations and government entities dedicated to preserving, protecting and enhancing our assets.**

Strategy 8.1.A. Identify all entities with a natural and vested interest in conserving our natural and cultural assets.

Strategy 8.1.C. Develop educational opportunities to enhance community understanding of the value of our natural and cultural assets utilizing a variety of means, including “open house” tours.

**Objective 8.2. Identify additional resources for community assets preservation and enhancement efforts.**

Strategy 8.2.A. Identify sources of fees or revenues that could be dedicated to the support of needed natural and cultural resources projects.

Strategy 8.2.B. Identify local, state and federal grants available for natural and cultural resource conservation.

**Objective 8.3. Improve access and signage directing residents and tourists to our cultural attractions.**

Strategy 8.3.A. Work with government and marketing entities to develop signs on directing residents and visitors to our major attractions.

Strategy 8.3.B. Establish a natural and cultural resources gateway center specializing in all the opportunities for engagement in activities, events and attractions in the area.

Strategy 8.3.C. Complete a macro plan for enhanced traffic flow systems directing visitors and residents to our assets including public access systems that encourage visitors and residents to engage in asset related activities (bike trails to parks, kayak trails, water tour and sport fishing business, time coordinated public tour and transportation systems, parking facilities and signage identifying access points to our assets.

**Objective 8.4. Establish a natural resources-based business incubator at the Mosquito Lagoon Marine Enhancement Center (FWC facility at old HS site).**

Strategy 8.4.A. Work with City, County, federal and state marine natural resources organizations, university and research and development businesses to develop a plan incorporating university and government marine research and joint business entrepreneurial ventures in the community using the Mosquito Lagoon Marine Enhancement Center as the magnet facility.

Strategy 8.4.B. Develop a plan to identify and recruit compatible businesses and industries.

**Objective 8.5. Enhance the art community, continuing to attract globally recognized artists and create programs to meet industry needs and stimulate business development.**

Strategy 8.5.A: Create an Art Overlay district encompassing Canal Street, Flagler Avenue and Art Center Rd. This overlay is considered a cottage industry.

Strategy 8.5.B: Work with the art community including the Atlantic Center for the Arts, SEVAA, Harris House, Arts on Douglas, Canal Street Merchants, and Marc Montesson to ensure the success of existing events while planning for expansion.

Strategy 8.5.C: Assist in the support of events through marketing funds, permitting, city resources and supplies.

**Objective 8.8 Evaluate the viability of a small amphitheater, band shell and/or stage for ongoing performances along our beautiful waterfront.**

Strategy 8.8.A: Identify locations for a small amphitheater, band shell and/or stage on the waterfront.

Strategy 8.8.B: Determine if the proposed locations fit within the community redevelopment area. Determine the costs of construction and maintenance. Identify potential funding opportunities.

**Objective 8.9. Advance the partnership between the City and arts/entertainment community to fully inform the public to the vast diversity of cultural events in NSB and contribute to their expansion and growth.**

Strategy 8.9.A. Organize CRA marketing funds to assist the promotion of existing and expanded art shows, music venues, street festivals, celebrations and events that bring visitors to our community.

Strategy 8.9.B. Assist in the support of events through reasonable permits and fees, use of city equipment, ease of street closures for events, and other measures to insure success.

### **Goal 8: Culture, Arts and Natural Resource Performance Measures**

<b>Culture, Arts and Natural Resource Tasks</b>	<b>Benchmarks</b>	<b>Implementing Agency</b>
1. Identify local entities and organization dedicated to natural resource conservation	1Q 2011	EDD
2. Identify potential resources for asset preservation	1Q 2011	EDD
3. Improve signage	2Q 2011	EDD, CRA, Public Works
4. Establish business incubator at old high school site	4Q 2011	EDD, FWC, CM
5. Create art overlay district	2Q 2010	EDD, Development services, Planning & Zoning
6. Evaluate viability and interest in small amphitheater, band shell at riverfront park	2Q 2011	EDD, CRA
7. Determine funding for cultural and art related events	2Q 2011	EDD, CRA

**Goal 9:**

**Create a plan for annexation of those geographical areas that are contiguous with or enclosed by current city boundaries in order to raise the tax base and provide a logical, contiguous land mass that is our City.**

**Rationale:** Annexation offers significant benefits, including increased levels of essential services to residents, a more diverse and larger tax base, and coordination and consolidation of local area resources and services, including those for economic development. Annexation increases a city's size and population, and in some instances raises its level of political influence, prestige, and ability to attract desirable commercial and industrial development as well as employment opportunities. Annexation often increases the city's ability to attract grant funding.

**Objective 9.1. Identify land for future annexation.**

Strategy 9.1.A. The city will work through the planning department to identify "enclaves" for annexation. The city may annex small enclaves of ten acres or less through an interlocal agreement with Volusia County. (Enclaves are areas of unincorporated property that are completely surrounded by the city). If the County and City agree that it is in the best interest of the governmental agencies and the affected owners, they may elect to participate in an interlocal agreement to incorporate the property into the city.

Strategy 9.1.B. Identify city boundaries that would be appropriate based on the state rules for annexation as they apply to our city: the property must be contiguous, it must be "reasonably compact" and the property must also make sense in terms of the services we must provide as a resident.

**Objective 9.2. Work with the Utilities Commission to determine financial impact of annexation and infrastructure needs.**

Strategy 9.2.A. The existence of quality infrastructure throughout and surrounding the City is important to ensuring a healthy environment and vigorous economy. The City will team with UC and sister cities to inventory the current infrastructure and identify needs.

Strategy 9.2.B. With the assistance of the utilities commission, create a plan to develop necessary infrastructure to enable and ensure high quality private development.

Strategy 9.2.C. Meet with police and fire and public works to determine service requirements for additional area and population

**Objective 9.3.** Work with county council and county manager as partners in annexation of unincorporated property.

**Objective 9.4.** Communicate benefits of annexation to affected property owners.

**Objective 9.5.** Annexation by referendum, if affected property owners want to be annexed into the city.

### **Goal 9: Annexation Performance Measures**

<b>Annexation Tasks</b>	<b>Benchmarks</b>	<b>Implementing Agency</b>
1. Identify land for future annexation	3Q 2010	Development services
2. Identify "ideal" city boundaries	3Q 2010	Development services, city commission, county council
3. Inventory infrastructure needs and demands	3Q 2010	Development services, UC, Police and Fire
4. Work with county council on annexation initiatives	3Q 2010	CM, city commission, county council, city attorney
5. Implement annexation initiatives	2Q 2011	City commission, CM, city attorney, city clerk

**Goal 10**

**Recognize the airport as a key city asset and embrace general aviation for sustainable economic growth.**

**Rationale**

The economic impact of the airport is a measure of the benefits it provides to our community. These benefits include the jobs, wages, expenditures and training that takes place at the airport. They also include the effects of these expenditures in moving from the airport and through the community, enhancing overall economic activity. Finally, economic benefits also include the intangible effect the airport has on business and personal decisions such as relocation. Relocation decisions may be based on airport availability and are intangible and difficult to quantify. The New Smyrna Beach airport is a general aviation contributor to our city, providing a fixed-based operation, former charter service, fuel supply, aircraft maintenance and refurbishment, recreational flying and flight-training. The airport is a city asset and contributes tax dollars and will continue to be a sustainable revenue source.

**Objective 10.1 Identify pros and cons of hiring an onsite, full-time airport manager for operations and business development.**

Strategy 10.4A: Contact ERAU for expert advice on airport management.

Strategy 10.4.B: Identify similar size airports that have dedicated managers to determine the advantages and disadvantages to onsite management.

**Objective 10.2 Create best practices for airport operations and aviation expansion**

Strategy 10.2.A. Employ a benchmarking and best practices system with similar size airports throughout the country (eg. Winter Haven, Sebring, Lakeland, and Ormond Beach).

Strategy 10.2.B Determine economic incentives specifically related to aviation and evaluate their effectiveness for implementation within the airport district to foster economic gardening of existing aviation businesses as well as attracting new aviation firms.

**Objective 10.3 Partner with private developers to stimulate development to meet growing aviation tenant needs at airport**

Strategy 10.2.A: Support plan to develop new hangar space

Strategy 10.2.B: Partner with private developers for additional airport development

**Objective 10.4 Develop and Implement an Aviation Industry Targeting Plan**

Strategy 10.4.A: Identify agencies and schools (including Volusia Economic Development Department, Florida Aviation Trades Association, North Florida Business Aviation Association, FONSBA, ERAU and Epic Aviation) to promote New Smyrna Beach City resources to businesses in the aviation/aerospace cluster and direct specific resources to those industries and businesses.

Strategy 10.4.B: Identify aviation businesses to target for relocation to out city. Develop direct mailer with the aid of the Volusia Economic Development Department and begin marketing campaign.

Strategy 10.3.C Contact ERAU for expert advice on the economic growth as it relates to aviation.

**Objective 10.5 Identify cost benefits of a fixed based operation with fueling**

Strategy 10.5.A: Contact ERAU for expert advice on fixed base operations.

Strategy 10.5.B: Identify similar size airports that have fixed base operations/fueling to determine the advantages and disadvantages for our airport.

### **Goal 10: Airport Growth & Expansion Performance Measures**

<b>Airport Growth &amp; Expansion Tasks</b>	<b>Benchmarks</b>	<b>Implementing Agency</b>
1. Evaluate and take action on full time airport manager	4Q 2010	CM
2. Create best practices for airport operations	2Q 2011	Airport manager
3. Partner with private developers for growth at airport	2Q 2011	Airport manager
4. Develop and implement airport industry targeting plan	2Q 2011	Airport manager
5. Evaluate the benefits of fixed based operations	3Q 2011	Airport manager

## **Conclusion**

As stated earlier, the Economic Development Plan for the City of New Smyrna Beach is a living document with the primary purpose of serving as a blueprint for developing strategies to encourage sustainable economic growth. The key word here is “sustainable.”

New Smyrna Beach has assets that make it unique as a city and community, even by Florida standards. Yes, it has expanse of the Atlantic Ocean and the pristine beach. Its other big asset is the Intracoastal Waterway with immense opportunity and potential growth for marina, commercial and recreational uses well beyond what is presently utilized. The Intracoastal, along with Mosquito Lagoon, also provides for jobs through eco-tourism and environmental and educational facets.

Further expansion of the city’s western borders into unincorporated Volusia County through annexation means more opportunities for expanding residential and commercial development, especially west of Interstate 95, and along the State Road 44 corridor, where “magnets” through the larger box scores will lead to expanded commercial opportunities. The New Smyrna Beach Municipal Airport, with its various businesses is ripe for further development.

While the City continues to find ways to hold down spending, two critical personnel positions necessary to drive these opportunities are an economic development director and a full-time airport manager, as mentioned in this report. The creation of an Economic Development advisory board is important as well to provide input and community oversight.

Changing the culture and perception of closed government is equally as important as developers and small businesses are welcomed as partners in the City’s economic growth.

The arts, historic districts, downtown and West Side community are all important assets.

The strongest asset of all is the people of New Smyrna Beach. Preserving their quality of life while providing for sustained economic growth is what underscores the mission and directive of municipal government.