



November DRAFT

**City of New Smyrna Beach
Economic Development
Plan Update
2015**

Table of Contents

- Introduction
- Who we are
 - Current Economic Conditions
 - SWOT Analysis
- Vision: Enhancing who we are and envisioning where we want to be
 - Vision Statements
 - Review of Opportunity Areas including I-95/SR 44 area
- Action Plan: How do we get there
- Conclusion
- Attachments

Introduction

The City's first Economic Development Plan is often referred to as the "100 Day Plan". In November, 2009 newly elected Mayor Adam Barringer stated that he would present an Economic Development Plan within 100 days. The Plan was developed by a committee working with the Chamber of Commerce – at that time there was no Economic Development Advisory Board or City staff position for Economic Development Director. The Plan was formally presented to the City Commission by Mayor Adam Barringer on April 13, 2010.

The Introduction to the Plan quotes the Vision Statement that was adopted by the City Commission in December, 2009:

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

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

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

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

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

On April 13, 2010 when the Economic Development Plan was presented to the City Commission, the nation was in the throes of "the Great Recession". During such time the problems faced by the City were much different than in 2015: perhaps most noticeable were the underutilized properties and vacancy rates in the historic "downtown areas":

- Flagler Ave area – the beachside historic downtown had more than 9 underutilized properties, and these 9 properties have all been renovated with new tenants (Gnarley Surf Bar, the NE and NW corners of Flagler and Peninsula

Avenues, two new restaurants immediately west of the hotel, the hotel property, the Inn on Avenue, Pat Collado's office, the Barracuda's Restaurant); and

- Canal St area – the mainland historic downtown area had 17 vacancies in the summer of 2011, and a vacant lot on a prominent corner where a retail store building had burned down in 2008 and had been demolished. Today there are only a few vacancies including newly renovated spaces in the former Tru-Gas Building on N. Orange.

One of the plan's recommendations was to create an Economic Development Advisory Board, and the City Commission unanimously approved Resolution 18-10 that established the Board on April 27, 2010. The City Commission made appointments and the new Board held its first meeting in the Coronado Civic Center on June 29, 2010.

The Economic Development Advisory Board was the starting or processing point for many city actions related to economic development, including:

- Changing the City's approach to the operation of the Sports Complex, which now hosts many tournaments and events;
- The Tax Exemption Program approved by the voters in November, 2014;
- The suspension of non-residential impact fees during the recession;
- Recommendations made to the City Commission regarding economic development including Team Volusia agreements, support for Spaceport development, a welcome sign for mariners, as well as the review of items for the development of the US 1 CRA

On March 22, 2014 the City held a day-long public forum to formulate a vision for New Smyrna Beach for the next 25 years. The forum was entitled "Charting Our Course" and it attracted over 100 citizens, who discussed topics suggested by more than 550 citizens who filled out surveys. The results of this effort recommended that the City focus its efforts on the following:

- **The Indian River Lagoon**
- **Parks and open spaces**
- **The Redevelopment of U.S. 1**
- **A historical preservation vision**
- **The development character on S.R. 44**
- **Economic development/job creation and retention**

It was noted that the Indian River Lagoon brings many economic benefits to the City. With that notation, more than half of the items directly address economic development topics.

On December 12, 2014 the City Commission formulated goals for 2015. The list included specific economic development goals, as follows:

- 1. Develop and Economic Development Plan for I-95 Interchange to support future business park development**
- 2. Redevelop US 1**
- 3. Attract Aviation Businesses to the Airport**
- 4. Attract Businesses with Higher Wage Jobs on SR 44 and the Western Corridor**
- 5. Create New and Retain Current Jobs**

This Economic Development Plan Update is intended to serve as the “action plan” for the implementation of the goals listed above. The preparation of the Plan follows the preparation and adoption of the US 1 CRA Master Plan and the phase out of the original 1985 CRA.

In 2015 the EDAB focused on completing an update, which is intended to keep the plan a dynamic and useful guide for action. The Plan Update is organized into sections:

- Who we are
 - Current Economic Conditions
 - SWOT Analysis
- Vision: Enhancing who we are and envisioning where we want to be
 - Vision Statements
 - Review of Opportunity Areas including I-95/SR 44 area
- Action Plan: How do we get there
- Conclusion

The City of New Smyrna Beach is in the enviable position of having a number of highly desirable assets that have brought positive national and international recognition. The stated intent of this Economic Development Plan Update is to build on these assets to create a better future for the local economy, better than what would naturally evolve in the absence of the plan. This “better future” does not seek to change New Smyrna Beach into something different, but to introduce some projects to enhance what is now in place to reach our goals. The implementation of the plan will be carefully monitored by the Economic Development Advisory Board, with periodic reports to the City Commission. The plan will be evaluated at least annually, beginning in November 2016, and adjustments will be made to ensure the plan’s continued relevance. The annually adjusted plan will be the Economic Development Department’s Annual Program of Work.

Who We Are

New Smyrna Beach is a beach community, an ocean-front destination. Residents and visitors alike value the quiet, quaint atmosphere of New Smyrna Beach. The City has been recognized internationally as an outstanding surfing location - as well as having excellent backwater and offshore fishing, golf, cultural events, and pedestrian-friendly historic areas filled with eclectic shops, art galleries, and restaurants. A short list of these recognitions includes:

- One of the Top Ten Spots to Hang Ten by Outside magazine, 2014
- One of ten best beach towns in Florida by SmarterTravel.com, 2014
- One of the Coolest Surf Towns, by Travel + Leisure Magazine, 2013
- One of the World's Top Twenty Surf Towns, by National Geographic Magazine, 2012
- One of arts towns included in the book, The 100 Best Small Art Towns in America: Where to Discover Creative Communities, Fresh Air, and Affordable Living, by John Villani, 1998.
- Named multiple times as the favorite beach by the readers of the Orlando Sentinel

A vision of where the City of New Smyrna Beach wants to be must be reasonably grounded in the foundation of what the City is today, with an identification of the City's competitors and a focus on what distinguishes the City from its competition.

"What the City is today" can be described in terms of many different indices, and is presented here in comparison to six other cities in the County: Edgewater, Port Orange, Ormond Beach, Deland, Daytona Beach, and Deltona (see attached schedule):

- The 2010 US Census Count for the City of New Smyrna Beach was 22,464, the fifth largest of the 16 cities in the County. The Bureau of Economic and Business Research at the University of Florida estimates that the 2014 estimate is 23,834, a 6% growth rate. New Smyrna Beach has consistently been one of the leaders in Volusia County for the number of building permits issued over the past several years.
- Tax base with the highest percentage of residential values
- The highest median value of owner-occupied homes
- Second highest annual average household income
- Second highest percentage of Bachelor's degrees

- Fourth highest for the number of available commercial/industrial sites listed on Volusiasites.com

Specific comparisons to other cities: Tax Base

- New Smyrna Beach has the third highest percentage of residential property share in its city tax roll among the 16 cities in Volusia County, at 83%. For the County as a whole using 2013 numbers, the residential property share is 72.6%. (This information is available on the Volusia County Property Appraiser's website: <http://vcpa.vcgov.org/charts2015.html>)
- Despite being known for its commercial locations, NSB is 5th lowest in commercial property value share among the 16 cities in Volusia County at 10%. For the county as a whole the number is 9.3%
- Of the 13 Volusia County cities that have industrial properties, New Smyrna Beach is tied with Oak Hill for having the lowest city tax roll share for industrial properties, at 1%.
- In Land Uses per the City's Comprehensive plan and using 2010 data, Commercial Land use is at 5.6% of total land use; industrial is at .7%

SWOT Analysis

The City's Economic Development Advisory Board completed a SWOT Analysis (listing Strengths, Weaknesses, Opportunities, and Threats) as follows:

STRENGTHS:

1. TOOLS that are in place: Tax Incentives and Brownfield designation, CRA
2. Water Sports – help the surfing industry thrive here, utilize full potential of marinas and all water access: large yacht docking & access, fishing, scuba, boat tours, Surf Museum, Marine Discovery Center, positive international recognition
3. NSB Inlet and access to the sea – potential for many hi-tech and environmental companies that need the access - Develop wave energy production etc.
4. AIRPORT: utilize to its fullest potential, combine lots or look for larger inventory, connect and open up Airway "Circle". (Note: Florida is number 2 among states for aviation.)
5. People want to be near the beach, or boat docks to bring their company here
6. Excellent education system – with excellent Sports Complex to be marketed further, close proximity to DSC, Embry Riddle, Bethune Cookman, UCF
7. Health Care District – Florida Hospital and Bert Fish working out agreements, assisted living center being built on SR44 and a new ALF proposed on US 1
8. Utilize FEC property (now for sale) – approximately 180 acres designated as Industrial Mixed Use on the City's future land use map, right downtown – perfect for professional offices and light manufacturing, develop train station for passenger service, connects to Edgewater Industrial Park at 10th St., could feed into the hospital district and Canal St.
9. Health Care District – Florida Hospital and Bert Fish working out agreements, assisted living center being built on SR44
10. Utilize FEC property (now for sale) – hundreds of acres zoned industrial, right downtown – perfect for professional offices and light manufacturing, develop train station for passenger service, connects to Edgewater Industrial Park at 10th St., could feed into the hospital district and Canal St.
11. Undeveloped land available west side of I-95 - 1,500 acre parcel (O'Reilly family) with parcels perfect for R&D high-tech companies, other property at 44 and I-95 also residential
12. City "Ready" program for interested expanding or incoming businesses
13. Cultural Icons: ACA, The Hub, Little Theater, Artist's Workshop
14. Tourism is maintaining itself – City doesn't need to market any further, we have growing momentum that is maintained by Team Volusia, SVAA and the Chamber
15. Many want to relocate to NSB for quality of life and start a business near where they live
16. Assets include the beach and the Canaveral National Seashore

17. The County-funded Tourism Study found that New Smyrna Beach attracts tourists who typically have higher incomes than tourists in Daytona Beach.

WEAKNESSES:

1. Reliance on Tourism - Build up other sectors: look at what INVENTORY we have, polish our product to attract – and DEFINE OUR VISION for what types of businesses we are looking for – Light manufacturing, office park etc. with higher paying job opportunities
2. Limited shovel-ready land
3. Infrastructure on SR 44 and US 1 – need to collaborate with UC to improve or install utilities to encourage business locations there
4. Parking Shortage & road systems:
 - a. failing with traffic problems from beachgoers – 111,000 last year just at the Flagler ramp. Police presence is very limited and DUI is common. It will eventually drive people from NSB if something isn't done. In addition, at times high tide closes the Flagler Ave beach ramp.
 - b. Poor traffic circulation at times on SR 44, Canal St, the North Causeway, and Flagler Ave
5. Short supply of “affordable” housing for first-time home buyers (not Section 8).
6. Lack of crosswalks in developing areas
7. Lack of Class A office space
8. Labor Pool: a lack of trained workers for manufacturing

OPPORTUNITIES:

1. Redevelopment of US 1 through the US 1 CRA
2. Capitalize on our core strengths (above)
 - a. The Cultural Arts industry in the City is a key opportunity for growth.
 - b. utilize available land at I-95 and 44
 - c. develop Airport industrial area
 - d. attracting water sport companies, attract hi-tech environmental sea-use companies
 3. Recruit R&D and health care related companies – (growing with aging population)
 4. Health care center and expansion with Bert Fish/ Florida Hospital purchase
 5. New Civic Center to host events and conferences, with company meeting rooms - this offers more exposure for the City.
 6. Research small, quality manufacturing companies looking to move here from other areas
 7. The Cultural Arts industry in the City is a key opportunity for growth.
 8. Marina and large slip development near downtown
 9. Opportunity for collaboration with Volusia County and the Florida Department of Transportation to resolve traffic access problems.

10. Bed and breakfast and hotels to utilize for conferences, oceanfront/riverfront, downtown
11. Branding: the City should enhance its sense of place through Branding;
12. Geosams Capital LLC announced on September 25 that their US Corporate Office would be re-locating to New Smyrna Beach. This is a key marketing opportunity to market the City as a location for corporate offices due to the availability of land to be developed at the I-95/SR 44 interchange and the outstanding quality of life.

THREATS:

1. Having the look and feel of a place with a large traffic artery, which threatens the New Smyrna Beach sense of place and branding efforts
2. Need room to grow for industry; Edgewater and DeLand and neighboring cities are our big competition
3. Inconsistent relationship with Volusia County for cooperation with parking and traffic problems
4. No funds available for grants now to lure incoming businesses
5. Limited State/County funding for local projects – City Manager has been aggressive in looking, but maybe we can hire someone to lobby for us in Tallahassee
6. Lack of central sewer service on portions of SR 44.
7. Hospital may re-locate.

With these strengths and opportunities, and mindful of our weaknesses and threats, the City will move forward to accomplish its vision by building on its strengths and capitalizing on its opportunities.

The City of New Smyrna Beach is unique. It is an internationally acclaimed surfing location, one of the oldest cities in Florida, and a center for the arts as the home of the Atlantic Center for the Arts and numerous art galleries. These features have produced a high quality of life with a tourism driven economy, and the highest income tourist group (as identified in the Volusia County Tourism Study dated February, 2013). However, the City Commission is seeking balance – more high wage jobs to offset the wages for the majority of wages in the tourism industry.

Through the identification of target industries for existing business expansion, and new business attraction; and a five year Action Plan, there is the expectation that this goal will be achieved.

City Economic Drivers

One important way to view the local economy is to analyze the City's workforce. Typically this is done by comparing the proportions of various sectors of the workforce

of the City with those same proportions for a larger group to which the City belongs, such as the County or the state. For example, if the proportion of health-care workers is higher in the City total workforce than the proportion of health-care workers in the County's total workforce, then healthcare is deemed to be a strong component of the City workforce and a candidate for expansion. This analysis provides a basis for selecting target industries – targets for City efforts to assist with business expansions, and the attraction of supporting businesses or new businesses in that sector.

Employment (workforce) Data

The latest employment data has been provided by Career Source Flagler Volusia for the 32168 and 32169 zip codes. This data indicates that in 2013 there were 10,122 jobs in New Smyrna Beach. The description of the job and the percentage of the total are as follows:

Retail Trade	20
Health Care	16
Accommodation	14
Construction	10
Other services	8
Administrative	7
Government	5
Real Estate	4
Professional	4
Finance	3
Arts, Entertainment	2
Manufacturing	2
Transportation	2
Wholesale Trade	1
Crop and Animal	1
Information	1
Educational Services	1

(please see complete table in appendix)

Regarding specific jobs, the 25 jobs with the highest number of employees in New Smyrna Beach are:

Waiters and Waitresses	434
Retail Salespersons	499
Cashiers	481
Secretaries	307
Registered Nurses	304
Building Cleaning	211
Cooks	216
Fast Food	220
First-Line Supervisors	185

Stock Clerks	195
Grounds Maintenance	148
Office Clerks	163
Nursing, Psychiatric	155
Laborers	147
Customer Service	163
Driver. Sales Workers	131
Maintenance	119
Miscellaneous	124
Receptionists	117
Supervisors of Food	95
Bookkeeping	104
Real Estate Brokers	83
Dishwashers	81
Construction Labor	78
Health practitioners	87

It is noteworthy that the top three job categories are Waiters and Waitresses, Retail salespersons, and cashiers, a reflection of the hospitality and retail based economy.

Typically, the identification of target industries begins with the calculation of a “location quotient”, which compares the concentration of different industry sectors in an area to the concentration of those same industry sectors in a larger reference group; in this case it would be appropriate to compare the city concentrations to the county. This calculation appears on an attached schedule, and the industry sectors with higher (than the County as a whole) concentrations in the City, as measured by employment, are as follows:

- Retail Trade – reflecting the high number of business licenses for retail noted below;
- Health Care and Social Assistance - the presence of the Bert Fish Medical Center, the Florida Hospital medical offices, and numerous physicians’ offices;
- Accommodation and Food Services, and Retail Trade – reflections of the impact of the tourism industry;
- Real Estate and Rental and Leasing – many beachside condos are rented to tourists, and the City has high property values which may account for the significant presence of real estate employment;
- Administrative and Support and Waste Management and Remediation Services – this concentration reflects the location of a recycling businesses and a waste management company
- Construction – reflecting the number of construction-related companies
- Finance and Insurance – reflecting the banks and insurance offices in the City
- Transportation and Warehousing – this may be a reflection of employment at car dealers, boat dealers, and the FEC rail yard

- Other Services (except Public Administration) reflecting service businesses in general in the City

The presence of those sectors listed above is measured by employment. Looking at the number of individual businesses with business tax receipts, the industry sectors with over 100 listings are as follows:

1. Professional and Business: 424 licenses
2. Retail: 314 licenses
3. Accommodations: 1 – 5 Rentals: 378 licenses
4. Subcontractors: 172 licenses
5. Restaurant: 143 licenses

This data is also reflected in the list of the City’s “Principal Employers” (please see the list in the attachments). The top five are:

Bert Fish Medical Center:	680
Volusia County Public Schools:	335
Publix Supermarkets (2 locations):	301
City of New Smyrna Beach:	223
Wal Mart	215
New Smyrna Beach Utilities Commission	173
Ocean View Nursing & Rehab Center	170
McDonald’s (3 locations)	146
Winn Dixie Stores, Inc.	143
Home Depot	120

Of the top ten employers, the industry sectors represented are:

- Retail 4
- Health 2
- Education 1
- Government 1
- Utilities 1
- Restaurant 1

For the purposes of this Economic Development Plan Update, the calculation of location quotients reveals what is already well – known: that New Smyrna Beach has a well-established concentration of tourism/hospitality and retail businesses, as well as medical due to the presence of the Bert Fish Medical Center and numerous physicians’ offices. The direction the plan is taking is to focus on selected aspects of the local economy for expansion. These selected sectors are believed to:

- Be the best fit for the available land assets
- Be the best fit within the context of existing industry;
- Have the best potential for providing higher wage jobs

VISION: ENHANCING WHO WE ARE

At the June 17, 2015 meeting, the EDAB emphasized the importance and continuing relevance of the Vision statement adopted by the City Commission in December, 2009, which is listed above.

In order to fulfill the mandate for higher paying jobs, the following areas offer the best chance for meeting that goal:

- Facilitate the expansion of “creative class” and high-tech jobs
- Facilitate the expansion and location of companies with jobs related to light manufacturing and aviation

Target Industry Overview

Below are the target industry selections for several different organizations:

Enterprise Florida – responsible for marketing Florida to attract new businesses

- Cleantech – solar, biofuels, fuel cells, etc
- Life Sciences – biotechnology, medical device manufacturing, pharmaceuticals, health care
- Information Technology – photonics/optics, digital media, software and computer systems, design, computers and microelectronics, telecommunications
- Aviation/Aerospace
- Homeland Security/Defense
- Financial and Professional Services
- Manufacturing
- Corporate Headquarters

Metro Orlando Economic Development Commission – the lead economic development marketing organization in the Orlando Metropolitan Area (consisting of Orange, Osceola, Seminole, and Lake County) has the following target industries:

- Business Services
- Advanced Technologies
- Aviation, Aerospace, and Defense
- Film & Digital Media
- Life Sciences & Healthcare

Team Volusia is the public/private organization that is tasked with business recruitment. New Smyrna Beach is a member of Team Volusia. Team Volusia’s Target Industries are:

- Aviation & Aerospace
- Headquarters/ Research & Development

- Manufacturing

The 2010 Economic Development Plan for the City did not identify target industries, and described the need for that task as follows:

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.

Target Industries for New Smyrna Beach Retention, Expansion, and Recruitment

- Aviation and Aerospace
- Creative Class, including High Tech
- Light Industry, including Manufacturing
- Medical
- Professional Office, including Corporate Headquarters (Note: A public announcement was made on September 25 that Geosam Capital - owners of Venetian Bay and the 900 acre, undeveloped property in the NE quadrant of I-95/SR 44 - is moving its US Corporate Headquarters to New Smyrna Beach with 15 employees.
- Recreation

Redevelopment of US 1

Redevelopment of US 1 is one of the focal points of the first ten years of the new "US 1 CRA. US 1 has immediate challenges and opportunities:

- Two of the three new car dealers have moved from US 1 to SR 44, and the third new car dealer has recently announced plans to move to SR 44 and has listed the dealership property on US 1 for sale. A fourth new car dealer was forced to change to boat sales and used cars when Suzuki stopped selling new cars in the US.
- The movie theatre on S US 1 had closed, but a new theatre operator has renovated the building and the theatre has re-opened.
- Several large properties on US 1 that were for sale have recently been purchased:
 - the FEC property South of Canal St, west of US 1, has been purchased by the Silvestri Group.
 - the former Daytona Beach Community College building S of Wayne, E of US 1, with the new owner planning an Assisted Living Center;
 - the former collision center building W of US 1 and S of the airport area is now the scooter store that was located in leased property at US 1 and Faulkner Ave.
- Several prominent properties on US 1 are now for sale or lease:
 - the former ABC Fine Wine and Spirits store on S US 1;
 - the vacant Chevrolet dealership across from the Airport; and
 - the Chrysler-Jeep-Dodge dealership (still in use) at the SW corner of US 1 and Industrial Park Rd.
- At one time there was a grocery store on US 1 (in a now vacant building that most recently housed the ABC Fine Wine and Spirits location, which moved to SR 44.) At this time there is no grocery (defined as a store offering fresh produce) on US 1. The closest grocery stores are on SR 44 beachside and on SR 44 w of Old Mission/Wallace Rd. A Sav-a-Lot franchisee was looking at a vacant store on S US 1.

The US 1 Master Plan and Capital Improvements Plan includes funds for “Economic Development and Business Location Support”, as well as “Streetscape and Pedestrian Safety Improvements.” A possible target for CRA property acquisition could be the small, deteriorating motels on US 1.

Canal St Area

The identification of “the creative class” is usually credited to work by Richard Florida, who has written several books concerning the shift in the American economy to creative and knowledge based jobs. The author lists the factors that attract creative class individuals and the jobs they bring, and there are several areas in the City of New Smyrna Beach that fit this description, with perhaps the most prominent being Canal St. At the present time Canal St is best known for its recent redevelopment with new restaurants and shops in a historic commercial, walkable setting. Canal St presently hosts several enterprises that fit the description of creative class and knowledge based businesses, including the following:

- Shok Idea Group – whose website lists the company’s product as “branding and media strategies”. Curiously, this company moved to Canal St from Flagler Ave two years ago. The company is located on the second floor of the new building owned by Richard Rosedale at the SE corner of Canal and S Orange.
- Weatherflow – this office of a larger corporation provides weather related information to clients, including clients who need data on wind activity. Richard Rosedale approached staff about four years asking for staff assistance in attracting this company to a second floor location on Canal St near N. Orange. The company representative explained that they were looking for a location where his employees could leave work and enter an area filled with walkable shops and restaurants, and energized by patrons and pedestrians. The company had been located in a building on W Canal St and was considering the E Canal location or space on the second floor at the Port Orange Pavilion. City staff gathered and provided information on both sites, and the company chose Canal St.
- Architect Jay Pendergast
- Anderson Dixon, Engineers
- The HUB on Canal – an arts consortium with studios and gallery space with art for sale;
- My Creative Space – providing a studio for non-artists to create artistic works;

- NSB Brewery – a micro-brewery.

Quoting the 2010 CRA Master Plan Update, “Residential and Employment must return to the downtown to re-establish proximate, sustainable purchasing power to support retail.” The City recently closed on the White Challis development property, and it is hoped that will encourage more infill residential development. The Canal St area has some vacant office spaces (including the former Tru-Gas building on N Orange and the former Image Today building on Julia) that can be marketed for these types of uses.

The recent City Commission decision to move forward with the demolition of the Brannon Center and the construction of the new Civic Center provides more opportunities for economic development in the hospitality sector as well as bringing more people to visit the City. Many visitors eventually become residents, and business owners may bring their companies with them. The new Civic Center has the potential to attract business meetings from out of town groups that would look first to the Canal St area for accommodations.

Another potential opportunity is the presence of Volusia County buildings in the Canal St area, on Riverside Drive from Canal St North to Julia St. The future of these two buildings was a topic of discussion by the Economic Development Advisory Board on September 18, 2013, and it was reported that some Volusia County officials would be open to “starting the conversation” about the future of the county office building at the NW corner of Canal St and Riverside Drive. On the other side of the driveway entrance to the parking lot is another county building, the courthouse serving the area. There has been no substantive discussion on this topic since the subject was reviewed at the 2013 EDAB meeting cited above.

South of the Canal St area is the “medical district”, the location of Bert Fish Medical Center (referred to here as “the hospital”). Quoting from the 2010 CRA Master Plan Update, “The Hospital is an important community service and employment base that should be supported in its future growth plans and actively engaged by the community to create a healthcare area.” The hospital is the largest employer in the City with over 600 employees. The hospital is an independent entity that is currently in partnership negotiations with Florida Hospital. (Note: Florida Hospital has opened a 32,000 sq ft medical office facility last year on SR 44 at I-95. The facility is a distinctive, aesthetically pleasing building that makes a dramatic, positive statement for visitors entering the City on SR 44.) The outcome of the negotiations need to be followed closely for potential opportunities and impacts for the local economy.

I-95 and SR 44 area

This area is an “Activity Center” on the Future Land Use Map and as development proposals come forward sites will be rezoned to Planned Unit Development. The area is bordered to the west by Hughes Road/Hunting Camp Road (over 1 mile west of Airport Road, Venetian Bay), which is the western border of the City limits and the starting point for the Samsula area plan (which maintains the rural character of the Samsula area).

This area has some distinct advantages over the I-95 exits immediately to the north and south:

- The exit to the north, the Port Orange exit, is largely developed.
- The exit to the south in Edgewater is at the intersection of CR 442, which dead ends just west of the exit. There is relatively little development in this area, and it may be a good candidate for distribution centers or other developments related to trucking.

By contrast, the intersecting road at the New Smyrna Beach exit – SR 44 – is a cross-state highway connecting Crystal River and the Gulf to New Smyrna Beach and the Atlantic Ocean. It is also the route taken for beachgoers from Orlando coming off I-4 further west. FDOT studies show that on weekends traffic counts can increase 40%. Average daily traffic counts on SR 44 vary by location, with some counts near the Old Mission/Wallace intersection further east at 26,500.

Each quadrant of this intersection will be viewed separately:

- Northwest – this area has the Wal-Mart store and 9 out parcels, as well as a gas station for sale and the 800 acres of property owned by the Utilities Commission, City of New Smyrna Beach (UC). The out-parcels are owned by the Regency Co in Jacksonville and are being prominently marketed at events such as the International Council of Shopping Centers annual conference held in Orlando in August. The UC property was discussed at the May 21, 2014 meeting of the EDAB and was presented as having significant wetland areas on the site, perhaps over 50 %.
- Northeast – this area has two parcels:
 - One land-locked parcel that is in the city limits owned by Sheldon Rubin. This parcel is adjacent to I-95 north of SR 44 and was part

of a larger parcel at one time. There is a PUD in place for that parcel.

- A 900 acre parcel that occupies most of this quadrant was recently purchased by Geosam Corporation, a Canadian firm that purchased the golf course and undeveloped properties in the Venetian Bay over a year ago. Geosam representatives have prepared an annexation request for second reading in December, 2015. The project is bringing over the approved Volusia County residential and commercial uses.
- Southeast - this area has a commercial subdivision and a vacant property
 - There is a commercial subdivision with eight lots closest to the Interstate. Before the recession there was interest from a hotel developer for a site in this subdivision, but that interest evaporated with the recession. More recently, Florida hospital built a 36,000 sq foot, aesthetically pleasing medical office building on the corner which provides a strong, positive impression to travelers entering the City as to the economic vitality of the City. It links well with the gateway feature immediately to the west which notifies travelers that they are in the City of New Smyrna Beach. Together these landmarks are significant “place-making” features.
 - Adjacent (to the east) of the eight-lot subdivision is a large tract in the city limits that is zoned A-1 for agricultural uses. There have been no inquiries on this site and no plans by the present owner to change from agriculture uses.
- Southwest – this property has been actively listed for sale for several years. The family that owns the property has assembled adjoining properties to extend their ownership to the area of the traffic signal installed by Wal-Mart several years ago. The property is zoned PUD, with the general intention of having typical interchange type businesses fronting SR 44 including a gas station and fast food restaurants, and light industrial further south from the frontage lots.

The entire 180 acre property is for sale, and the owners are also working to develop at least the first phase of the property and have had interest expressed by both fast food and gas station firms. The property’s location

on the South side of the road makes for convenient in and out turning movements for beachgoers from Orlando coming to SR 44 from I-4 to the west.

The possibility of having light industrial and corporate office locations in this area was discussed with several resource persons, including staff members of Team Volusia and the Department of Economic Development at Volusia County, as well as several career commercial realtors. Several persons mentioned that corporate office locations were doubtful, as New Smyrna Beach is not a primary location for corporate offices.

Another person mentioned that it would be easier to identify what uses are not wanted at this interchange – including distribution centers and other high traffic generators – and combine this with a form-based approach to regulate the size and appearance of buildings. The uses allowed would be more open, with regulations prohibiting the outside storage of raw materials or finished goods.

Airport

The Airport is a strong contributor to the economy of the City and Southeast Volusia. The Airport area includes the Airport Industrial park as well as the industrial areas nearby on Turnbull Bay Rd and Tionia Rd; and restaurants nearby. The Florida Department of Transportation website has a table listing the annual economic impact of general aviation airports, and the following information is provided for area general aviation airports:

Airport	Total Employment	Total Payroll	Total Output
• New Smyrna Beach	887	\$26,942,000	\$100,426,000
• DeLand	2,613	\$68,482,000	\$243,097,000
• Ormond Beach	518	\$17,830,000	\$51,929,000
• Flagler County Airport	613	\$17,766,000	\$61,125,000
• Pierson	4	\$96,000	\$324,000

The airport has several undeveloped lots and areas along US 1 that are available for development. A consultant has been hired (Phil Jufko of Michael Baker International) to update The Airport Master Plan, and the update will include the development of

additional lots in the Airport Industrial Park. The plan update is scheduled to be completed in the fourth quarter of 2016.

Development on SR 44

There is a great deal of interest in commercial development on SR 44 between I-95 and Myrtle Ave. In the past 10 years there has been significant development, with the opening of Home Depot, Murphy Gas Station, Dunkin Donuts, ABC Fine Wine and Spirits, the purchase and lease up of the Plaza 44 property, and the Florida Hospital Medical Office mentioned above. There are also challenges, with the closing and continued vacancy of the K-Mart store and the continued vacancy of the other spaces in the center where the Outback Restaurant is located. The Outback plaza location was recently listed with a local commercial broker and is actively being marketed.

It is anticipated that SR 44 will continue to be an area of great interest for commercial development. Recently the property at the SE corner of Glencoe and SR 44 was re-zoned, Phase I being a gas station, with other uses planned. This area – from Glencoe on the west to an area past the ABC store on the east – has had difficulty developing due to a lack of readily available central sewer service. The City Commission has addressed this difficulty by approved a municipal assessment district in the area and taking the first step of hiring an engineering firm to design the central sewer infrastructure. The engineer's schedule calls for completing the design work and receiving permits by the end of the 2015 calendar year. The Utilities Commission has inserted the project in their FY 15-16 budget for 100% reimbursement through the assessment district.

The City limits to the West on SR 44 extends to Hughes Rd. At that point the unincorporated area begins and is part of the Samsula Local Plan, which extends to west beyond CR 415 (please see attached map). The Samsula Local Plan provides strict land use controls in the Samsula area.

Economic Development in the Historic Westside

The Historic Westside at one time had many business locations, but most of these are now gone. It is anticipated that the expanded Alonzo "Babe" James Community Center will provide area caterers with more opportunities for catering events. There has been some inquiries in properties on Dimmick, between Washing and Julia, which is zoned

Mixed Use, for remodeling an existing building to house a restaurant. Residential remains the primary land use for the Historic Westside.

The Beach

The main attraction for our tourism-driven economy is the Beach! In addition to enjoying the beach, and surfing and fishing, we have other beach amenities as well, including Smyrna Dunes Park to the north and the Canaveral Seashore to the South. One new hotel opened on Flagler Ave in December of 2012, and the City Commission has approved the zoning for a new beachside hotel in September, 2105.

ACTION STRATEGIES

The following action strategies are recommended to implement the City Commission’s goals for Economic Development:

In General:

- In order to implement Economic Development goals contained in the 25 year vision (“Charting Our Course”) goals, the City Commission’s 2015 goals, as well as the Economic Development goals contained in the US 1 CRA Master Plan, there needs to be continued funding for an Economic Development Director to work with the Economic Development Advisory Board and City staff.
- This section lists economic development goal statements and action steps that are SMART: specific, measurable, aggressive and attainable, results-oriented, and timely. The “results-oriented” approach differentiates between the activities, outputs, and efforts; and the desired outcome of the efforts that will indicate that the goal has been successfully achieved.

1. Develop an Economic Development Plan for I-95 Interchange to support future business park development

Tasks	Agency*
<p>a. Prepare a Detailed Plan for the development of the I-95/SR44 Interchange that includes:</p> <ul style="list-style-type: none"> • a technical evaluation of the site (including available infrastructure), • a marketing evaluation of the site (including workforce, availability of business services, and access to transportation); and • recommendations for land uses and target industries. <p>Strategies to include working with property representatives, City and Utilities Commission staff, Team Volusia, and County DOED; evaluating development in other emerging cities/areas such as the Lake Nona development for</p>	CityEcDev

<p>formulating recommendations for land uses; and contacting developers from those cities/areas to consider NSB. Report will follow the format of the McCallum Sweeny report on the Deltona Activity Center (included in the appendix).</p> <p>Anticipated Outcome: Private development of at least one Business Park by 2019, with at least six targeted businesses located there employing at least 60 people by 2025.</p> <p>Report Deadline: December 31, 2016.</p>	
---	--

2. Redevelop US 1

Tasks	Agency*
<p>a. Comp Plan and Code Review for Older US 1 Commercial Properties: The owners of lots fronting on US 1 have expressed concerns for the difficulty of developing and expanding commercial buildings. A request will be made to the Planning Department Staff review the Comprehensive Plan and Land Development Code and prepare a report that identifies problems in regards to developing lots fronting US 1, including a comparison of other cities on US 1 and their land development codes in regard to US 1. The report will make recommendations for addressing the problems, and reference the solutions used in other cities on US 1. At least two public meetings will be held and property owners would be noticed. Revisions to consider will include increased landscape material in reduced setbacks (including the front setback), procedures to increase the feasibility for lot assemblage. This review will recognize the importance of landscaping in maintaining the New Smyrna Beach sense of place. Following the report, an ordinance adopting recommended changes will be presented. If adopted, Economic Development staff will alert US 1 property owners via mail and/or flyers to the changes and offer to provide staff assistance in preparing for redevelopment.</p> <p>Desired Outcome: Redevelopment on US 1. At least two landowners will complete redevelopment efforts in the year following the revision to the Land Development code.</p> <p>Report Deadline: December, 2016. Code Revision Deadline: December, 2017. Outcome Deadline: December, 2018.</p>	<p>Planning Dept.</p>
<p>b. Economic Development staff will work with the owners of tired, deteriorated selected properties to seek innovative uses with consideration for senior housing. A report will be issued on this effort.</p> <p>Anticipated Outcome: Private re-development of at least one commercial property by 2018.</p> <p>Report Deadline: December 31, 2016.</p>	<p>CityEcDev</p>
<p>c. Utilize funds from the New US 1 CRA to improve the appearance of buildings and properties on US 1. Staff will prepare a CRA program description and submit it to the CRA and City</p>	<p>CityEcDev</p>

<p>Commission for approval. If approved, staff will publicize the availability of the program through a press release and will contact the owners of the buildings with the greatest need to explain the problem.</p> <p>Anticipated Outcome: Façade improvements to at least six commercial buildings by December, 2018.</p> <p>Program to be submitted to the CRA by June, 2016.</p>	
<p>d. Prepare a Detailed Plan for the development of the FEC property that includes:</p> <ul style="list-style-type: none"> • a technical evaluation of the site (including available infrastructure), • a marketing evaluation of the site (including workforce, availability of business services, and access to transportation); and • recommendations for land uses and target industries. <p>Strategies to include working with property representatives, City and Utilities Commission staff, Team Volusia, and County DOED; evaluating development in other emerging cities/areas such as the Lake Nona development for formulating recommendations for land uses; and contacting developers from those cities/areas to consider NSB. Report will follow the format of the McCallum Sweeny report on the Deltona Activity Center (included in the appendix).</p> <p>Anticipated Outcome: Private development of at least one Business Park by 2019, with at least six targeted businesses located there employing at least 60 people by 2025.</p> <p>Report Deadline: December 31, 2016.</p>	CityEcDev
<p>e. Designation of a brownfield area to encourage redevelopment through the tax exemption program: Voters in November 2014 approved the City property tax exemption program. The program provides property tax exemptions for commercial and industrial property improvements that meet eligibility criteria. There are reduced criteria for properties located in</p>	CityEcDev

<p>a City-designated brownfield area.</p> <p>Staff will prepare and process the designation of properties in the area of US 1 including property in the US 1 CRA as a City-designated brownfield. Through the reduced eligibility requirements for properties in a designated brownfield area for the property tax exemption program, it is anticipated that use of the tax exemption program will be encouraged and properties will be redeveloped.</p> <p>Anticipated Outcome: At least one property will utilize the tax exemption program as a result of the new brownfield designation.</p> <p>Deadline: the new brownfield designation will be approved by December, 2016, and the tax exemption program will utilized by a business by December, 2018.</p>	
<p>f. Focus on Opportunity Sites: Identify properties that represent major opportunities – such as the former Daytona Beach Community College building, Chevrolet dealership, and the FEC property. Major capital investment and/or new tenants for these properties, especially the former DBCC building, is likely to encourage redevelopment of adjacent properties (which was the case on Canal St: once the three largest vacant buildings were filled, adjacent vacant properties filled up as well). It is recommended that City staff approach the owners of the opportunity sites and offer to assist in providing information to prospective buyers or tenants, and discuss what types of businesses would be best suited for the property. Other assistance, such as CRA grant funds, brownfield funds (if the property is in a designated brownfield), and tax exemption availability will be explored with each property owner (eligibility depending on the number of jobs created and meeting other criteria)</p> <p>Anticipated Outcome: At least one identified Opportunity Site to be redeveloped by December 31, 2019</p> <p>Report on prospective Opportunity sites to be submitted to the EDAB by June, 2016; and the CRA in the following month.</p>	<p>CityEcDev</p>
<p>j. Recruit a grocery store to the US 1 area. Presently there is no grocery store in the US 1 area. CRA staff has attended the International Council of Shopping Center and discussed available sites with Aldi (who has announced plans to open a store at SR 44</p>	<p>City EcDev</p>

<p>& Colony Park Rd) and Sav-a-Lot. There has been interest expressed in a store location near the Library on US 1, but there has not been an announcement. Staff will identify a list of grocers and will begin a marketing campaign to inform the grocers of available sites on US 1.</p> <p>Anticipated Outcome: a grocery will open for business on US 1.</p> <p>Deadlines: the grocer list will be developed in January, 2016 and information on available sites will be gathered in February and sent to grocers in March, with follow-up monthly for six months.</p>	
---	--

3. Attract Aviation Businesses to the Airport

Tasks	Agency*
<p>a. Prepare a detailed report following the format of the McCallum Sweeney report in the appendix for property available at the Airport for commercial/service or industrial development that is preferably aviation/aerospace related. The report will be in compliance with the Airport Master Plan or, when available, the updated Airport Master Plan. (Note: this report will include all sites appropriate for light industry including sites outside the Airport area.)</p> <p>Anticipated Outcome: at least one lot will be developed for a business at the Airport.</p> <p>Deadlines: the report will be due June 30, 2016, and the new business will received a building permit or will move in by December 31, 2017.</p>	<p>CityEcDev</p>
<p>b. Airport Marketing</p> <p>Economic development staff will meet in the first month of each calendar year quarter to with the Airport Manager to select aviation-related manufacturing and spaceport-related companies that will be sent airport marketing material.</p> <p>Anticipated outcome: at least one aviation-business will be recruited to open at the Airport by December, 2018.</p> <p>Deadlines: a quarterly report on marketing efforts will be presented to the EDAB and the Airport Advisory Board.</p>	<p>CityEcDev</p>

<p>f. At the conclusion of the Airport Master Plan Update in 2016, the Economic Development Director will work with the Airport Manager, the City Engineer, and Utilities Commission staff to prepare a report to identify those lots that are not currently available but could be made available for commercial/service or industrial businesses at the airport. The report will include several optional lot configurations and cost estimates for the construction of infrastructure (including paved streets, water, sewer, electric, re-use, and gas utilities, and common/shared stormwater facilities). The report will also make recommendations concerning any non-airport industrial park-related facilities that are currently located on property that could be made available for commercial/service or industrial businesses.</p> <p>Anticipated Outcome: At least one lot previously unavailable for business use will be made available by December 31, 2018.</p> <p>Deadline: The report will be complete by June 30, 2016. Property will be developed by December 31, 2017. A least one new business will locate on a newly available lot by December 31, 2018.</p> <p>Funding: Substantial costs will be incurred in the design and construction of utilities and streets. Achievement depends on the acquisition of funds. It is anticipated that potential funding sources include FDOT, FAA, EDA, and City funds.</p>	<p>CityEcDev</p>
--	-------------------------

○ **Attract Businesses with Higher Wage Jobs on SR 44 and the Western Corridor**

Tasks	Agency*
<p>a. The City needs to adopt a brand and tag line that can be used in marketing the City has a great place to do business. The historic areas of the City are part of the NSB Waterfront Loop and have been successfully marketed. The City needs to hire an advertising firm to prepare a brand and tag line that captures the City's "cool vibe" while acknowledging that the City is a place where businesses – especially small independent businesses - thrive. The NSB Waterfront Loop was a suggestion from the consultant who prepared the Wayfinding signage system for the City.</p> <p>Anticipated Outcome: a consultant will be hired and a new brand and tag line will be adopted by the City Commission.</p> <p>Deadline: The City Commission will be asked to consider this request by March 31, 2016. A consultant will be hired by September 30, 2016. The new brand and tag line will be presented to the City Commission for adoption by March 31, 2017.</p> <p>Funding: Achievement depends on the acquisition of funds. It is anticipated that the potential funding source would be the City General Fund.</p>	<p>CityEcDev</p>
<p>b. The City needs to prepare and adopt a corridor plan for SR 44. A proposal for a SR 44 Corridor Review Plan to be done in house by Planning Department staff will be presented to the City Commission to outline current Land Development Code requirements and make recommendations as to Code revisions. The report will seek to balance the need for buffering and landscaping with the needs of businesses that wish to locate there. At least two public meetings will be held and property owners would be noticed. Revisions to consider will include increased landscape material in reduced setbacks (including the front setback) or increased setbacks with reduced landscaping as well as the requirements by the Utilities Commission for additional utility setbacks. This review will recognize the importance of landscaping in maintaining the New Smyrna Beach sense of place. Following the report, an ordinance adopting recommended changes will be presented. If adopted, Economic Development staff will alert SR 44 property owners via</p>	<p>City Planning Staff</p>

<p>mail and/or flyers to the changes and offer to provide staff assistance in preparing for redevelopment.</p> <p>Desired Outcome: Future development on SR 44 would be in compliance with new guidelines that would not require numerous variances and would provide an aesthetically pleasing property improvement. At least one new development would be in place by the deadline below.</p> <p>Report Deadline: December, 2016. Code Revision Deadline: December, 2017.</p> <p>Outcome Deadline: a new development in compliance with the new guidelines by December, 2018.</p>	
<p>c. Design guidelines: The City needs to have design guidelines, more stringent in the historic areas and less stringent in the other areas, to ensure that the New Smyrna Beach sense of place is not negatively impacted by existing building improvements or by new building construction. A proposal for the preparation of design guidelines will be presented to the City Commission. The proposal would update the existing design guidelines that have been used to review past CRA grant applications in the Flagler Ave and Canal St areas. At least two public meetings will be held and property owners would be noticed. Following the report, an ordinance adopting the recommended design guidelines will be presented. City staff will alert property owners via advertisements and by other means to the changes. (Note: there were several occasions where the plan for a proposed building improvement as part of a CRA grant had to be revised to comply with the design guidelines.)</p> <p>Desired Outcome: Future development in the historic areas , following adoption of the design guidelines, would be in compliance with new guidelines</p> <p>Report Deadline: December, 2016. Code Revision Deadline: December, 2017.</p> <p>Outcome Deadline: a new development in compliance with the new guidelines following the December, 2017 adoption.</p>	<p>City Planning Department</p>
<p>d. Flexible solutions need to be found to address the lack of central water and sewer service on portions of SR 44, with the City working with the Utilities Commission. The City had addressed this need in the area from Hidden Pines to Glencoe</p>	<p>CityEcDev City Engineering</p>

<p>on the south side of SR 44, with a municipal assessment district and easements provided by 17 benefitting property owners.</p> <p>Economic Development Staff, working with Planning Department and Utilities Commission staff, will prepare a report to identify those areas of the City with vacant commercial land that are potential building sites that are not readily served with City water and sewer utilities. The report will make recommendations for addressing the lack of services, and prioritize the areas to be addressed. At least two public meetings will be held and property owners would be noticed.</p> <p>Desired Outcome: The areas on SR 44 with the highest potential for near term non-residential development will be served with City water, sewer, and electric utilities with the deadlines set below. At least one landowner will complete site development efforts in the year following the provision of utilities.</p> <p>Report Deadline: June, 2016. Acquisition of Easements: June, 2017. Design of Facilities Deadline: December, 2018. Construction of Facilities Deadline: December, 2019. Outcome Deadline: December, 2020</p> <p>Funding: Achievement depends on the availability of funds for the construction of services. It is anticipated that the potential funding source would be the creation of an assessment district by the City Commission, or funding by the Utilities Commission.</p> <p>Note: it is acknowledged that the design of utility services will require the acquisition of utility easements from property owners. For the provision of City sewer service on SR 44 between Hidden Pines Blvd and Glencoe Rd, easements were needed from 17 property owners, which took two years to acquire. One year is provided above for easement acquisition.</p>	
<p>e. Provide Real-time traffic reporting and Additional Parking Capacity to provide faster access to beachside during times of high-traffic volumes.</p> <p>There is an existing County app to provide motorists with real-time traffic information, the feasibility of directing motorists to use an alternative route during the highest traffic volume periods, (such as turning off SR 44 onto Glencoe, to Pioneer Trail, to W</p>	<p>CityEcDev</p>

Canal, to US 1, to Washington), and for use of shuttles for special events with parking in the Canal St area and possibly at the Marine Discovery Center.

In addition, the use of the Votran Flex-bus service needs to be considered to determine if the existing service would be suitable, especially for visitors staying on A1A to visit events on Flagler Ave.

Desired Outcome: Backups on SR 44 during high traffic volume periods are eliminated and event-goers can use an app to know where parking is available; if not available in the Flagler Ave area, event-goers will be guided to convenient parking and ride a shuttle. The shuttle experience will be a pleasant and positive experience, a fun part of the event experience.

Report Deadline: June, 2016.

App and shuttle (hired vendor) availability: June, 2017.

○ **Create New and Retain Current Jobs**

<p>a. Economic Gardening through a Business Retention and Expansion (BR&E) Program: An EDAB sub-committee will prepare a report for the organization and implementation of an NSB Business Retention and Expansion Program. It is anticipated that the program will be a joint effort of the City, Chamber, and SCORE, utilizing volunteers to call on businesses throughout the year to obtain information on the City's business climate and what the City and its partners can do to improve the business climate, as well as assisting individual businesses with expansion or assisting businesses that are struggling. Businesses that are at risk of leaving will also be identified and efforts to retain the business will be implemented. A quarterly report on Program efforts will be provided to the EDAB and City Administration.</p> <p>Desired Outcome: Small business owners and large business managers will have regular contact with City and Chamber representatives and be aware of available assistance for expansion.</p> <p>Strategy start: June, 2016. Report Deadline: January, 2017. Program implementation: June, 2017.</p>	<p>CityEcDev</p>
<p>b. Re-use of certain Canal St properties: Explore with Volusia County the feasibility of re-locating their offices from the current locations in the Canal St area in order to make those locations available for new, private development that would complement the Canal St business district. The chair of the EDAB would lead this effort, working with the Volusia County Council District 3 Council member. A report would be prepared by the CRA/Economic Development Director with recommendations for new locations for the Volusia County facilities.</p> <p>Desired Outcome: The Volusia County offices and courthouse annex would be housed in new, more efficient, and conveniently located facilities. The buildings that housed those facilities would be demolished and proposals would be solicited for private development. A developer would be selected and a building would be constructed that complements the Canal St business mix such as a hotel or mixed use building with retail or restaurant on the first floor, professional office on the second floor, and residential on the third and fourth floors.</p> <p>Strategy start: January, 2016.</p>	<p>CityEcDev</p>

<p>Report Deadline: January, 2017. Outcome Deadline: December, 2022.</p>	
<p>e. Evaluate opportunities for the “creative class” and create a marketing outreach particularly for the Canal St. and the US 1 area. The CRA/Economic Development Director will form an ad hoc “Creative Class Committee” potentially consisting of representatives from Atlantic Center for the Arts, the Hub on Canal, and “Creative Class” business representatives and formulate a strategy to attract and sustain creative class businesses in New Smyrna Beach. At a minimum the City website will include a page with information to address the needs of creative class businesses and have a list of leasable spaces that are typically of interest to creative class businesses or links to such websites. Similar information will also be included on the City’s Facebook page. The group will meet at least quarterly.</p> <p>Strategy start: January, 2016. Page on City website and information on Facebook: January, 2017.</p>	<p>CityEcDev</p>
<p>f. Sustain and strengthen partnerships with Partnership groups, as follows:</p> <ul style="list-style-type: none"> • Team Volusia – City participation in the Practitioners’ meetings and Executive Committee meetings • Volusia County DOED – City staff attendance at the quarterly meetings and a monthly conference (in-person or phone discussion to ensure coordination of efforts) • Southeast Volusia Chamber of Commerce – City staff attendance and reporting at the monthly economic development meetings and a monthly conference • Bert Fish Medical Center – quarterly conference with CEO • SCORE – quarterly conference • Daytona State College Small Business Development Center – quarterly conference • CEO Business Alliance quarterly conference • Embry-Riddle Aeronautical University <p>Strategy Start: January, 2016 Outcome: Each agency will be familiar with the City’s Economic Development program of work.</p>	<p>CityEcDev</p>

<p>g. Set a joint meeting for the first quarter of 2016, and the first quarter of each year thereafter with the Economic Development Boards of Edgewater and Oak Hill; engage with those cities for shared opportunities. Topics for discussion shall include the availability of workforce training at the Daytona State College branch campus on Tenth St; and the filling of manufacturing job vacancies and programs at NSB High School to alert students to such opportunities. An on-going example of a shared opportunity is the annual business summit held in November, which in its fourth year is being held for the first time (2015) in Edgewater. The summit is open to all business representatives in Southeast Volusia.</p> <p>Strategy start: First meeting to be held in the first quarter of 2016 Outcome: identify and implement programs that would have a greater impact if conducted as a group under the heading of Southeast Volusia.</p>	<p>CityEcDev</p>
<p>r. Work to maximize the use of the civic center on Riverside Dr. for business conferences. The new center will accommodate 600 occupants. This will be accomplished by:</p> <ol style="list-style-type: none"> 1. prominently listing the availability of the new civic center space on the city webpage including a link to the SVAA for a listing of accommodations. 2. Sending information on the availability to business groups around the County 3. Becoming a partner with the Daytona Area Visitors and Convention Bureau and providing notice of the availability of the space, since the Ocean Center needs the availability of smaller venues in the County for booking so as not to book meetings that will not fully utilize the space available at the Ocean Center. <p>Strategy Start: January, 2016 Outcome: The new civic center will host six business bookings in the first year.</p>	<p>CityEcDev</p>
<p>w. A trolley system. In 2017 a “Loop” trolley will be evaluated by the City. The report will consider grant sources, an operational partnership with Votran, and potential routes. At least one potential route for a trolley could be a connection between Flagler Ave and the Canal St area via the North Causeway; or a full loop, connecting Third St and West Canal and the Historic Westside with Canal St and Flagler Ave. Parking lots and pick-up points could be arranged along the route. There have been experiments in the past few years with CRA-funded shuttle vans during certain Flagler Ave events. CRA staff believes that when the shuttle parking/pick-up points on the North Causeway are</p>	<p>CityEcDev</p>

<p>well-identified with on-site signage, as well as advance publicity on shuttle availability, the use of the shuttle vans is increased. CRA staff has conducted a preliminary inquiry on the subject of trolley systems in historic areas, and the results indicate that in many cases the trolley is operated by the public transit provider in that area. It is CRA staff's understanding that at one time there was a trolley system operated by VOTRAN on A1A between Ormond Beach and Daytona Beach, with a portion of the funding coming from the Advertising Authority in that area. This and other options need to be explored to determine if a trolley system can be established and funded (see attachment on trolleys).</p> <p>Strategy Start: June, 2017 Report Deadline: June, 2018 Outcome: A trolley system will be implemented in 2020, depended on funding. Funding: FDOT grant for capital costs, funding from the City and participating businesses for operational costs. It is anticipated that a contractor (e.g. Votran) would operate the trolleys.</p>	
<p>x. On-going marketing of the City to attract the attention of business owners: the City webpage and Facebook page will market the City as an internationally recognized surf location and a "work where you play" location. Add data content to the economic development page on the City website and all social media used by the City; and follow-up these efforts with monitoring analytics on the viewing of the information to be reported monthly. Data to be added includes a user-friendly map that users can point and click on specific commercial and industrial properties for further information.</p> <p>Strategy Start: March, 2016 Outcome: At least one new business location as a result of the marketing.</p>	CityEcDev
<p>aa. Every year use the Business Tax Receipt mailout to alert business owners to available services and opportunities available at no charge through the City (including the City Ready program, tax exemption program, information that can assist with business planning such as the number and average income of</p>	CityEcDev

<p>households near a business location, traffic counts, etc.)</p> <p>Strategy Start: on-going Outcome: An increase in the utilization of the City Ready program for existing businesses.</p>	
<p>dd Formation of a non-profit, small business lending organization for business start-ups and existing business expansions to provide loans of up to \$15,000 to approved businesses in the City. The organizations would be funded through a consortium of established lenders and private donations. A member of the EDAB and representatives of participating lending institutions would sit as the loan committee.</p> <p>Strategy Start: June, 2106, with meetings with every lender in the City to gauge interest in the program. Program implementation: June, 2017 Outcome: At least one loan made in 2018.</p>	
<p>ee Annual recommendations to the City Commission for needed transportation improvements. The EDAB will set a meeting each year to make recommendations to the City Commission on plans and schedules being considered by the River to Sea Transportation Planning Organization. One topic of review could be the extension of Williamson from Pioneer Trail to SR 44. This review will be tied to the annual concurrency report prepared by the City Planning Department.</p> <p>Strategy Start: the first such meeting will be held in 2106 and scheduled to coincide with comment periods for TPO plans. Desired Outcome: The EDAB makes recommendations on all major transportation planning in the City, and the recommendations are implemented.</p>	
<p>ff Development of a Medical Village at Bert Fish Medical Center.</p> <p>For several years Bert Fish Medical Center has been working on an acquisition agreement with a larger hospital system. The possibility of a move from the current location is noted as a threat in the SWOT analysis above, and is critical since the Bert</p>	

Fish Medical Center is the largest employer in the City with over 600 employees. The 2010 CRA Master Plan recommended the implementation of a “medical village” with improved connections to Canal St. These plans were not implemented due to the on-going negotiations at the hospital.

A group of City representatives needs to have a series of meetings with the new hospital administration to see how the City can help the hospital plan for its future at its current location. There are new opportunities to be reviewed, including the de-commissioning of the Smith St electrical generation plant, and the recent purchase and new ownership of the FEC property to the west of US 1.

Strategy Start: City representatives immediately send a letter requesting a meeting with Florida Hospital representatives as soon as possible.

Desired Outcome: Renovation and Expansion of the existing hospital building as one component of a “medical village”, to included plans for additional physicians’ offices, other medical offices, and housing for hospital employees, with enhanced, walkable connections to Canal St.

hh Adoption of a City Business Incentive Program. The City of Ormond Beach utilizes a City Economic Development Incentive Program under Florida Statute 166.021 (8) (a)-(d) which gives authority for cities to create economic development programs. As evidenced in a recent agreement between the City and a company recruited to the Ormond Beach industrial park from New York state, the program has three elements:

- A payment per job created, much like the state Qualified Target Industry program. In the subject agreement the payment is \$1,000 per job created. A portion of the job creation payment satisfies the 20% match required for the state QTI program, which is usually paid by Volusia County. The County is not a party to the subject agreement.
- A payment to reimburse a portion of capital investment made by the company, including equipment and building improvements. In the subject agreement, it is based on a ratio of \$12.83 reimbursed for every \$1,000 of eligible investment by the company.
- A reimbursement of city property taxes paid over 5 years for building improvements and capital investment.

The City of Ormond Beach has had significant success with this program. It is funded with General Fund \$\$ and with the proceeds of lot sales in their industrial park.

Strategy Start: begin development in January, 2016

Adoption: June, 2016

Outcome: A business taking advantage of the program by September, 2017.

Conclusion

This Economic Development Plan Update is intended to include aggressive but attainable goals, grounded in economic reality and our city's enviable assets. The process of economic development is basically the attraction of investment dollars, and the feasibility of making the investment is evaluated in five categories:

- Land – is there suitable land available?
- Labor – is there an available workforce?
- Capital – will I be able to obtain capital for the business venture?
- Markets – are markets available for my business venture? And
- Regulation – how difficult (including the degree of uncertainty) and time-consuming is it to get my business open?

Quick answers to these five categories:

- Land - for light industry and business parks, as noted in the Plan Update, is limited. The Plan focuses on developing the available sites as quickly as possible.
- Labor – The Plan directs staff to continue working with other partners to accelerate awareness of job opportunities in our area, particularly among non-college bound high school students.
- Capital – There are many established lenders in the City as well as resource agencies such as SCORE and the Small Business Development Center at Daytona State College that provide advice on obtaining capital. In addition, the Plan makes a recommendation that is intended to provide another source of Capital.
- Markets – The Plan has a section on implementing Business Retention and Expansion Program, which includes efforts intended to increase awareness of potential markets.
- Regulation – The 2010 Economic Development Plan spoke to the need to improve the City's building permitting process, this goal has been accomplished by the City through partnership with the Volusia Builders' Association.

The majority of businesses in the City are small businesses... and small businesses play a significant role in the national economy. Forbes Magazine contributor Rebecca O. Bagley said (5.12.12) that small businesses have a big impact – “We often hear that small businesses are the engines of job creation in the United States. Their value and the role they play in our economy is sometimes underestimated because, they are in fact, small. But the truth is there’s nothing small about the impact they have on our economy... there are between 25 million and 27 million small businesses in the U.S. that account for 60 to 80 percent of all U.S. jobs.’

The future is bright and promising for the City of New Smyrna Beach!

Appendices