



# City of New Smyrna Beach Economic Development Strategic Plan Update 2020

Approved by the City Commission on December 10, 2019

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# Introduction

## Economic Development Plans

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 Southeast Volusia Chamber of Commerce – at that time there was no Economic Development Advisory Board or City staff position for Economic Development. 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" and the national recession impact was evident in New Smyrna Beach. The City had many prominent vacant and underutilized commercial properties, and perhaps most noticeable were those in the historic "downtown" areas:

- Flagler Ave area – the beachside historic downtown had more than 9 underutilized properties on Flagler Ave. (These 9 properties have all since been renovated\*); 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 (SE Orange and Canal) where a retail store building had burned down in 2008 and had been demolished. The large former furniture store building on the SE corner of US 1 and Canal St had been vacant for about 8 years and was distressed. A number of buildings on side streets, such as the Tru-Gas Building on N Orange, was also vacant with plywood covering a broken window\*\*.

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, the establishment and full participation in the Southeast Volusia Marketing Initiative – now the Southeast Volusia Manufacturing and Technology Coalition, as well as the review of items for the development of the US 1 CRA.

The Economic Development Advisory Board also recommended an Update of the original plan, and the update was approved by the City Commission on March 22, 2016. The Update included a targeted industry list for the City:

- Aviation and Aerospace
- Creative Class, including High Tech
- Light Industry, including Manufacturing
- Medical
- Professional Office, including Corporate Headquarters

- Recreation

The above list of targeted industries is not revised in this Update.

In 2015 the City Commission adopted a Community Redevelopment Agency (CRA) program, the City's second CRA. (The first CRA operated from 1985 until 2015.) Per Volusia County Resolution 2014-164 that authorized the establishment of the CRA:

- The focus for the first ten years of the CRA is the US 1 corridor and the Historic Westside, and
- This CRA is substantially different than the first CRA, with one area being that the resolution in effect prohibits the provision of private property grants and prohibits CRA expenditures for landscaping unless the landscaping is included in a capital project.

### Citizen Forums

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 Restoration**
- **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**

During 2018 the city hosted a year - long series of meetings entitled Coastal Community Resiliency. The meetings were well attended, ranging from over 100 to over 400 citizens who listened to speakers and asked questions on a variety of community topics. The results of these meetings were folded into the City's Strategic Action Plan for 2019, with items under the Economic Development heading:

- Prepare an assessment of unused or underutilized properties and develop an approach for utilizing them to enhance local economic resilience
- Continue support of a joint marketing effort to attract aerospace industry to the local area
- Integrate resilience into the next Economic Development Plan Update
- Enhance the Business Retention and Expansion effort for Economic Growth

In 2019 new Mayor Russ Owen initiated an enhanced effort with the Chamber of Commerce to dialogue with business representatives in the City. This effort had a three step approach (results are summarized in the next section; full report in the attachments):

1. A series of monthly meetings arranged by either business type (e.g. Tourism/Hospitality/Art) or geographic area (e.g. Canal St area businesses). The 7 meetings were attended by 133 business representatives (122 unique visitors) who filled out and submitted 48 survey forms. The survey asked the following questions (the full report is in an appendix):
  - Why did you choose New Smyrna Beach?
  - How can the City and Chamber have a positive impact?
  - Any plans to expand in the next 5 years?
  - What are your biggest opportunities/challenges/pain point?
  - Any thought of leaving in the next five years? If so, why?
  - If you could change one thing about New Smyrna Beach...

## 2. Interviews with Business Representatives

Interviews were conducted by EDAB members, Chamber staff, and City staff with 18 business representatives using the same question format for the monthly meetings above.

## 3. Providing every business with information on business resources.

In July the City included information on business resources – such as the Chamber of Commerce, SCORE, the Small Business Development Center, and the Florida Virtual Entrepreneur Center – to all 2,500 plus businesses with their Business Tax Receipt invoice. These resources and events are either free or available at a nominal charge.

## Summary

This Economic Development Strategic Plan Update is intended to serve as the “action plan” for the implementation of the Vision Statement and other items listed above.

As in the first Plan Update in 2015 The Plan Update is organized into three basic sections:

- Who we are
  - Community indicators and context
  - SWOT Analysis
- Vision: Enhancing who we are and envisioning where we want to be
- Action Plan: How do we get there

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 - including the number and quality of small, independent businesses and the relatively small proportion of chain and franchise businesses; the scale and historic character of our built environment; and the beach and our natural environment. The stated intent of this Economic Development Strategic 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 and keep the small town feel. The implementation of the plan will be carefully monitored by the Economic Development Advisory Board, with periodic reports to the City Commission.

Footnotes for this section

\*The Gnarley Surf Bar building, the NE and NW corners of Flagler and Peninsula Avenues, two new restaurants in buildings immediately west of the property that was vacant and now is the site of the Hampton Inn and Suites Hotel, the property with a vacant residential building that was demolished and a new building housing the Inn on Avenue was constructed, the enclosing of a small historic building with a new building that is Pat Collado’s office, and the rebuilding of a former convenience store to become the Crow’s Nest Restaurant on Buenos Aires);

\*\*Today there is only one chronically vacant building, the small wood-frame building next to Bob’s Automotive.)

# Who We Are

New Smyrna Beach is an arts oriented, historic, beach community - an ocean-front destination.

It is where Native Americans lived for thousands of years before Europeans came in 1768. Then in 1887 on the mainland the City of New Smyrna was incorporated, and in 1947 New Smyrna merged with Coronado Beach (on beachside, incorporated in 1924) to form the City of New Smyrna Beach – and provide the two historic, walkable downtowns that were revitalized in the last ten years. (Incorporation dates from Then & Now, New Smyrna Beach, by Zelia V. Sweett).

At the outset it is noteworthy that describing “Who We Are” is a combination of perception and data:

- Perceptions or the “feel” of a location is a reaction to the natural environment and the built environment, which is enhanced by the presence of historic buildings and the presence of art, and interesting places; and
- Data and information, which come to a conclusion in the SWOT Analysis: a listing of Strengths, Weaknesses, Opportunities, and Strengths.

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 sample 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

It is generally viewed that Tourism is the key economic driver for the City. Recent representative reviews (visitor perceptions) on TripAdvisor described the City as follows:

- Great beach and awesome restaurants nearby!

- The town is so low key and has a great relaxed vibe. There is great food, beaches and hotels.
- Beautiful beach town much more in tune with the environment than the larger areas further north on A1A.
- I think the draw is the laid back atmosphere, small town vibe.
- This is a beautiful area to visit. Nice beach small town with two main streets. One is beachside with small shops, restaurants, very quaint. The other is on mainland also with shops restaurants (sic). They managed to keep the small town feel.

The “relaxed vibe” and “small town feel” is a theme that resonates in describing New Smyrna Beach. It brings both visitors, and also attracts would be entrepreneurs – persons who wish to launch a business - and certain business types that would benefit from locating in a location with those attributes.

The view of Tourism being an economic driver is evidenced by the City’s workforce: The largest industry sector in the City is Accommodation and Food Services employing 2,425 workers. The next largest sectors are Retail Trade (1,991 workers) and Health Care and Social Assistance (1,835 workers). (Economic Overview, City of New Smyrna Beach, full report in the attachments.)

In addition to being a beach community, the City is generally located between between Kennedy Space Center to the South, Daytona Beach to the North, and Orlando to the Southwest, putting the City in the Center of a resource-rich educational and technology triangle:

- Embry-Riddle Aeronautical University, Daytona State, and a branch of the University of Central Florida in Daytona Beach, all with engineering programs; and Bethune-Cookman and Keiser Universities;
- Florida Institute of Technology in Melbourne to the South with an engineering program; and
- The University of Central Florida main campus in Orlando to the Southwest with an engineering program.

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

Every business in the City is annually sent a Business Tax Receipt tax bill, and new businesses must register and be approved before opening (approval procedure includes a zoning review and fire marshal inspection). There are over 2,500 businesses registered, and the number is growing every month – averaging 18 registrations every month for the last six months; however, not all of those are new businesses: some have a new address or have expanded to offer a new service.

The City's Business Tax Receipt office was moved last year from the Finance Department to the Building Department and provided a separate administrator who is now collecting email addresses for businesses (Volusia County business license office also collects email addresses). As an important point of contact, this year's invoice mailing included a flyer on no-charge Business Resources to help business owners get individualized consulting assistance, and information contacts to help them grow their business. It is anticipated that there will be further efforts to reach new businesses through this office.

“What the City is today” can also be described in terms of many different indices, and is presented here in comparison to other large cities in the County:

- 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 2019 estimate is 27,173, a 20.9% increase, or 2.3% per year.
- New Smyrna Beach has consistently been one of the leaders in Volusia County for the highest number of residential building permits issued over the past several years. The most recent quarterly report issued by the Volusia County Department of Economic Development indicates that there were 187 residential new construction permits issued in New Smyrna Beach in July-September 2019, the highest of any other jurisdiction in the County.
- The Volusia County Property Appraiser reports that New Smyrna Beach has the second highest taxable valuation in Volusia County as compared to other cities, behind Daytona Beach and ahead of Ormond Beach.
- Among the larger cities in Volusia County, New Smyrna Beach has the third highest percentage of residential property share in its city tax roll at 82.8%, behind Daytona Beach Shores (84.4%) and Deltona (85.3%). Of the cities that are usually used for comparisons to New Smyrna Beach:
  - Ormond Beach - residential properties are 70% of their tax base
  - DeLand – residential properties are 56.8% of their tax base

- Port Orange – residential properties are 67.7% of their tax base
  - Edgewater – residential properties are 67.5% of their tax base
  - Daytona Beach – residential properties are 42.7% of their tax base.
- For the County as a whole using 2019 preliminary tax roll numbers, the residential property share is 67.7%, down from 72.6% in 2013.
- Of the 14 Volusia County cities that have industrial properties, New Smyrna Beach and Deltona each have less than 1% of their tax base from Industrial properties. Of the cities that are usually used for comparisons to New Smyrna Beach:
    - Ormond Beach - industrial properties are 3.4% of their tax base
    - DeLand – industrial properties are 3.5% of their tax base
    - Port Orange – industrial properties are 2.3% of their tax base
    - Edgewater – industrial properties are 6.9% of their tax base
    - Daytona Beach – industrial properties are 3.6% of their tax base.
- 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%
- The per capita income in the City is \$37,603, compared to Volusia County as a whole at \$25,871 and the state of Florida at \$28,774.
- The median age in the City is 57.9, compared to Volusia County as a whole at 46.4 and the state of Florida at 41.8.
- The median house value in the City is \$230,800, compared to Volusia County as a whole at \$149,900 and the state of Florida at \$178,700.
- Disconnected Youth – 16-19 year-olds who are not in school, not a high school graduate, and either unemployed or not in the labor force – represent 3.6% in the City, 2.8% in Volusia County, and 3.3% in the state.
- Average annual salaries: \$39,585 in the City; \$39,563 in Volusia County; \$48,746 in the state; and \$55,825 in the U.S.
- The average low salaries is slightly mitigated by the cost of living index: 89.8 for the City and Volusia County, with a purchasing power of \$44,094.

- Location Quotients indicate industry sectors in which an area has high concentrations of employment versus a larger region that the subject geographic area is a part of, say the state or the nation. The sectors with the largest Location Quotients in the City as compared to the nation are Accommodation and Food Services 2.47, Utilities 1.86, Retail Trade 1.75, and Healthcare 1.18.
- The fastest growing sector is predicted to be Healthcare and Social Assistance with a 1.7% year over year rate of growth, followed by Accommodation and Food Services and Retail Trade. (See report attached from JobEQ)
- The top ten occupations by number of workers in the City are:
  - Food preparation and Serving Related 2,147
  - Office and Administrative Support 1,499
  - Sales and Related 1,465
  - Healthcare Practitioners and Technical 906
  - Management 552
  - Transportation and Material Moving 491
  - Construction and Extraction 460
  - Building & grounds, cleaning, maintenance 456
  - Installation, maintenance, repair 437
  - Personal care & service 421
- From the most recent City audit report, the principal employers in the City are:
  - Advent Health New Smyrna Beach 700
  - Volusia County Public Schools 335
  - City of New Smyrna Beach 263
  - Publix Supermarkets 250
  - Wal Mart 207
  - Ocean View Nursing & Rehab Center 200
  - New Smyrna Beach Utilities Commission 173
  - Winn Dixie Stores, Inc. 140
  - Home Depot 120
  - Sugar Mill Country Club 100

Nine of the ten entities listed were also on this list as of September, 2009.

- Over the last ten years the County's unemployment rate dropped from 11.7% in 2009 and 12.5% in 2010 to 3.8% in 2018 – reflecting the national economic trend (Note: 4% is typically considered full employment).

- It is noteworthy that the Volusia County Schools announced at a meeting held at Edgewater City Hall on June 27, 2018, that while the population in New Smyrna Beach is growing, the projected school population is not. No new schools are planned at this time. (Note: a replacement school building just opened this school year at Chisholm Elementary.)
  
- The provision of utilities is a huge factor in economic development. In Florida there are several different types of utility providers: investor owned or private company utilities like Florida Power and Light; municipal owned utilities like the Utilities Commission, City of New Smyrna Beach; and Cooperatives like Sumter Electric in Lake and Sumter Counties.
  - Electric, water, wastewater, and re-use water services are provided by the Utilities Commission, City of New Smyrna Beach (UC), a municipal utility that is chartered separately from the City, with the City Commission appointing UC board members, approving the UC annual budget, and approving UC issuance of debt. The UC purchases power from Florida Power and Light, Duke Energy, and the Florida Municipal Power Agency and distributes it to 28,180 electric customers in a 71.9 square mile area, 25% of which are outside the City limits. There are 26,832 potable water customers, 21,644 wastewater customers, and 2,288 re-use customers.
  
  - Natural Gas service is provided by Florida Public Utilities, a private company with corporate headquarters in Fernandina Beach and working out of the Central Florida East division in DeBary.
  
- The City is blessed with many transportation assets, including:
  - The New Smyrna Beach Municipal Airport, a control tower airport with a 5,000 foot runway (which allows the Airport to accommodate mid-size general aviation aircraft), and self-serve fuel farm. A March, 2019 report by the Florida Department of Transportation provided this data (please see FDOT summary sheets and airport runway map in an attachment):
    - On-Airport Impacts: \$67,442,000
    - Visitor Spending Impacts: \$22,930,000
    - Multiplier Impacts: \$81,531,000
    - Total employment at the Airport: 1,281
    - Total payroll: \$61,700,000
    - Total Output: \$171,903,000
  
  - The airport has a number of aviation businesses that contribute to these impacts including:

- Airgate Aviation, with charters and service to the Bahamas, aircraft maintenance, and a full service FBO.
- American Aero Services, a restoration, maintenance, and inspection facility for aircraft, military vehicles, armor, missiles, and rockets.
- Baker Aviation, specializing in aircraft restoration, maintenance, and repair, and pre-purchase and annual inspections, as well as pick-up and delivery service.
- Epic Aviation Flight Academy, offering commercial pilot training meeting all US and international pilot school standards.

The Airport is facing a “declared distance” restriction on the 5,000 foot runway that is under review by the Federal Aviation Administration. This matter is of concern to many airport users. The Airport also has a new Master Plan under review that calls for Runway 11-29 to be extended from 4,319 feet to 5,000 feet.

- The City has commercial passenger service at nearby international airports in Daytona Beach, Sanford, Melbourne, and Orlando.
- The City is served by major arterials including interstate 95, SR 44, and US 1, as well as Interstate 4 to the west on SR 44. An interchange on I-95 at Pioneer Trail is planned that would greatly enhance connectivity to the Industrial area at the Airport and Tionia Rd locations.
- The City is served by seaports in Cape Canaveral and Jacksonville.
- Although the City’s industrial land use and share of tax base is small (less than 1% for both), the industrial areas have a number of companies that have bright futures with the growth in the aviation and aerospace industries in Central Florida – including two composite makers (RiversEdge and Tiger Composites) who serve the marine and/or aviation sectors, and Advanced Machining, a state of the art machine shop.
- Clean Air: The American Lung Association 2018 State of the Air Report cited the Orlando-Deltona-Daytona Beach area (including New Smyrna Beach) as one of the cleanest areas for year round particle pollution.

It is also noteworthy to examine how many workers in the City live in the City, how many City residents leave the City for work, and how many non-residents come into the City to work – and how this compares to other cities in the County. The data is available on the County Economic Development Department website, [www.floridabusiness.org](http://www.floridabusiness.org).

- New Smyrna Beach has 1,903 residents employed in the City; 7,175 residents employed outside the City, and 6,596 non-residents employed in the City, for a net inflow/outflow loss of 579 (more outflow than inflow).
- Not surprisingly, three cities in Volusia County that have a lower percentage of their tax base in residential property have more inflow than outflow for resident workers: Daytona Beach, Deland, and Orange City.

This data indicates that there is considerable worker movement in the County, and those cities with the highest outflow may use that data to indicate available workers who presumably would rather be working in their City rather than leaving their resident City to go to work.

The New Smyrna Beach Farmers' Market on Sams Ave is open every Saturday morning, rain or shine, from 7 am to 1 pm. The Market is one of the longest running markets in Central Florida, organized over 20 years ago, and offering fresh fruits and vegetables from local farmers. Market organizers estimate the Market attracts over 170,000 visitors each year and generates more than \$4 million in business for the Southeast Volusia area.

In 2019 new Mayor Russ Owen initiated an enhanced effort with the Chamber of Commerce to dialogue with business representatives in the City. The information gathered is a useful platform for describing both "Who We Are" and where we want to go as an economic community.

This effort had a three step approach:

1. A series of monthly meetings arranged by either business type (e.g. Tourism/Hospitality/Art) or geographic area (e.g. Canal St area businesses). The 7 meetings were attended by 133 business representatives (122 unique visitors) who filled out and submitted 48 survey forms. The survey asked the following questions, with typical responses noted (the full report is in an attachment):
  - Why did you choose New Smyrna Beach?
    - Grew up here; had family here; it's beautiful!
  - How can the City and Chamber have a positive impact?
    - More activities for networking; events; keep the small town feel, no chain stores; friendly regulatory environment for small business; stop overdevelopment; cut red tape for remodeling and building; more high paying jobs; continue re-hab efforts; Brand US 1 & bring in new businesses; complete I-95 interchange; Keep what we have at the Airport
  - Any plans to expand in the next 5 years?

- Yes
- What are your biggest opportunities/challenges/pain point?
  - Challenges: permitting frustrations, parking, high cost of rent and ownership, maintaining City charm due to more chain stores (keep national franchises limited to certain areas); events block customers; signage regulations, finding employees, city to be more business friendly and move more quickly
  - Opportunities: Great Airport, events bring customers, a great community
- Any thought of leaving in the next five years? If so, why?
  - No
- If you could change one thing about New Smyrna Beach...
  - Keep it small & support small local businesses; better vision & long-range planning; ombudsman to help navigate UC and City regulations.

## 2. Interviews with Business Representatives

Interviews were conducted by EDAB members, Chamber staff, and City staff with 16 business representatives spread across the City's target industries identified in the previous Plan, and the interviews used the same question format for the monthly meetings above. Typical responses noted frustrations with permitting, asking for assistance in opening new markets and customer opportunities, addressing traffic concerns and the lack of parking capacity, managing City growth, and completion of the Pioneer Trail/I-95 interchange.

## 3. Providing every business with information on business resources.

As noted above, in July the City included information on business resources – such as the Chamber of Commerce, SCORE, the Small Business Development Center, and the Florida Virtual Entrepreneur Center – to all 2,500 plus businesses with their Business Tax Receipt invoice. These resources are free and the events are either free or available at a nominal charge.

## 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: Voter-approved Tax Exemption Program, Brownfield designations, Community Redevelopment Agency (see Weaknesses, below)
2. Water Sports – a platform for helping the surfing industry thrive here
3. Water access – utilize the full potential of marinas and all water access for boating: large yacht docking & access, fishing, scuba, boat tours, Surf Museum, Marine Discovery Center, and gain positive international recognition
4. NSB Inlet and access to the sea – potential for many hi-tech and environmental companies that need the access - Develop wave energy production etc.
5. AIRPORT: utilize to its fullest potential per the new Airport Master Plan; combine lots or look for larger inventory, connect and open up Airway “Circle”. (Note: Florida is number 2 among states for aviation.)
6. People want to be near the beach, or boat docks to bring their company here
7. Excellent education system
8. Excellent Sports Complex to be marketed
9. Proximity to higher education: Embry Riddle, Stetson, Bethune Cookman, UCF, Daytona State, Keiser
10. Within two hours there are five colleges with engineering programs: Embry Riddle, Daytona State, UCF, Florida Institute of Technology, University of Florida
11. Health Care Improvements – with Advent Health taking over the former Bert Fish facility and bringing more resources, it is anticipated that improvements are coming in the delivery of health care services.
12. Large industrial property (180 acres) east of S Myrtle Ave was recently purchased and is being marketed
13. Undeveloped land available west side of I-95 – 180 acre parcel (Snowden family), a portion of which could be a business park. The City’s Pre-Application program aids interested expanding or incoming businesses.

14. Cultural Icons: ACA, The Hub, Little Theater, Artist's Workshop, the Mary S. Harrell Black Heritage Museum.
15. Tourism is maintaining itself – City doesn't need to market any further, we have growing momentum that is maintained by SVAA and the Chamber
16. Many want to relocate to NSB for quality of life and start a business near where they live.
17. The Beach: Assets include the beach and the Canaveral National Seashore
18. The most recent study (2013) funded by Volusia County found that New Smyrna Beach attracts tourists who typically have higher incomes than tourists in Daytona Beach.
19. Two revitalized, historic, walkable downtowns.
20. Clean Air: The American Lung Association 2018 State of the Air Report cited the Orlando-Deltona-Daytona Beach area (including New Smyrna Beach) as one of the cleanest areas for year round particle pollution.

#### WEAKNESSES:

1. As noted above, the City has the third highest percentage of residential property in its tax base of all 16 cities\* in Volusia County. This ranking is up from fourth in the previous plan. This indicates that residents are shouldering more of the tax burden than commercial, industrial, and other non-residential properties.
2. Utilities lacking in certain areas, including the lack of central sewer on Tionia Road. With vacant lots zoned industrial for sale, this would force a new owner to use a portion of the property to install and maintain a septic tank and drainfield. Infrastructure on SR 44 and US 1 – need to collaborate with UC to improve or install utilities to encourage business locations there

3. Permitting frustrations reported by business owners, including:
  - a. Change of Use procedures which require a new owner of a business property with a permitted use that is different than the previous owner to meet current site requirements – which can include landscaping, parking and site re-configuration, more limited access points which can include new sidewalks and curbs, new fire hydrants, etc. These requirements work against bringing new uses to existing properties in a distressed commercial area such as the US 1 corridor.
  - b. Lack of communication: business owners report that they are not notified of action taken on a permit, such as a denial, which adds time to the process.
4. Reliance on Tourism
5. Small businesses do not have access to larger companies in the region to quote on materials needed
6. Limited shovel-ready land available
7. Lack of leasable industrial buildings.
8. Parking Shortage in several areas including the Flagler Ave area particularly during special events
9. Beachgoers parking on Flagler Ave to avoid higher tolls, taking spaces that are normally used by shoppers.
10. SR 44 is clogged with back-ups at certain times by beachgoers.
11. Short supply of “affordable” housing
12. Lack of crosswalks in developing areas, and on Canal St at Orange.
13. Lack of Class A office space
14. Labor Pool: a lack of trained workers, including manufacturing
15. Parking shortage for the hospital.
16. Distressed US1 Corridor
17. Lack of infrastructure in certain areas, such as property across from Walmart, certain sections of SR 44, Historic Westside

18. High paying jobs available

19. Hospital future location

20. Traffic issues on SR 44

21. Aesthetics on SR 44.

#### OPPORTUNITIES:

1. Redevelopment of US 1 through the US 1 CRA and the approval and implementation of a US 1 Overlay Zone, which would increase the number and variety of permitted uses and capitalize on the opportunity to attract businesses that are currently not allowed, such as food processing and any light manufacturing that does not have noise, dust, or odors detectable outside the building, and does not have exterior storage.
2. Work more closely with Team Volusia to ensure that our assets are understood and that smaller companies - with 5-20 employees – are also recruited.
3. Capitalize on our core strengths
4. The Cultural Arts industry in the City is a key opportunity for growth.
5. Utilize available land at I-95 and 44
6. Develop Airport industrial area
7. Attracting water sport companies, attract hi-tech environmental sea-use companies
8. Recruit R&D and health care related companies – growing with aging population
9. Health care center expansion with Bert Fish/ Florida Hospital-Advent purchase

10. Market the New Civic Center to host events and conferences, with company meeting rooms - this offers more exposure for the City.
11. Research small, quality manufacturing companies looking to move here from other areas
12. Marina and large slip development near downtown
13. Opportunity for collaboration with Volusia County, the Transportation Planning Organization, and the Florida Department of Transportation to resolve traffic access problems.
14. Bed and breakfast and hotels to utilize for conferences, oceanfront/riverfront, downtown
15. Branding: the City should enhance its sense of place through Branding: Explore the Blue Community certification with the brand of the City has highly focused on sustainability (“Blue Smyrna”); focus on our assets including the beach, arts, and history
16. Geosam Capital LLC US Corporate Office has re-located to Venetian Bay, the first of possibly many small corporate offices near the I-95/SR 44 interchange and the outstanding quality of life.
17. The Pioneer Road – I-95 Interchange to be developed.
18. The City to become more business friendly through the permitting process.
19. A number of businesses have already adopted sustainability practices. Adopt a program to recognize those businesses and create a program to encourage more businesses to be sustainable.
20. Market the City as being a sustainable location and apply for recognition that will expand the awareness of New Smyrna Beach as a sustainable place.
21. Recognize both US 1 and SR 44 for future business development and develop creative solutions to address small or odd-shaped lots including assistance with assemblage, more flexible zoning, etc. Work to improve the aesthetics of both areas with median improvements.

22. Attract industry that creates higher paying jobs.

THREATS:

1. The possibility of terminating beach driving and the impact that will have on the business community.
2. 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.
3. Need room to grow for industry; Edgewater and DeLand and neighboring cities are our big competition.
4. Inconsistent relationship with Volusia County for cooperation with parking and traffic problems
5. No funds available for grants now to lure incoming businesses
6. Limited State/County funding for local projects
7. Hospital could re-locate. (Note: The “Economic Development Strategic Plan, City of Edgewater, Florida, 2015” notes:
  - a. On p. 44: “Expansion of health care and medical facilities in the City is a leading need and priority, particularly a community hospital... Current and expected future levels of population in the Edgewater area are such that planning for a new community hospital should begin. Next steps include discussions of needs and opportunities for a community hospital in Edgewater with hospital planners for facilities in the region, such as Florida Hospital and Halifax Health, the largest providers in Volusia County.”
  - b. Objective 3.3, “Expand health Care and Medical Services”, includes Objective 3.3.3: “Present and discuss the master plan for the new community civic campus with potential health care providers. (ONGOING).” on p. 66 )
8. Mr. Otte stated that the airport is a strength but also a threat because of the possibility of the declared distance imposition on runway 7-20 (parallel to South Street).
9. Sea level rise
10. The increasing growth of internet sales and the effect on brick and mortar store locations.

## Conclusion

The City of New Smyrna Beach is very well positioned:

- It offers residents a much-revered quality of life in an attractive, natural setting;
- It offers visitors an experience of natural beauty and “authentic Florida” along with revitalized, walk-able historic downtowns, producing a “laid-back” feeling that wins high compliments. 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).
- It is the home of many successful local, independent small businesses.
- 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.

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 the overall goal of continued good economic growth will be achieved.

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

\*There are actually 17 cities, but Flagler Beach, with 100% residential, is not included.

# **VISION: ENHANCING WHO WE ARE**

In order to fulfill the City Commission mandate for redevelopment of distressed commercial areas, and to expand existing companies and attract new companies with higher paying jobs, it is recommended that existing business expansion efforts and new business attraction efforts focus on business sectors that we already have that offer the best chance for growth. The targeted industry sectors from the 2016 plan are again recommended:

## 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

As a point of reference, the targeted industries for three other economic development agencies are listed below – and some of these have changed since the 2016 plan:

### 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
- Defense & Homeland Security
- Financial and Professional Services
- Manufacturing
- Headquarters
- Logistics & Distribution

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:

- Corporate Headquarters & Regional Offices

- Advanced Manufacturing
- Life Sciences & Healthcare
- Aviation/Aerospace & Defense
- Innovative Technologies

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
- Advanced Manufacturing
- Customer Support Centers
- Logistics and Distribution
- Entrepreneurship and Innovation
- Headquarters
- Motion Picture and Video Production
- Professionals Services

Following up on Business and Citizen Input, the Plan identifies areas for future Economic Development efforts:

#### Redevelopment of US 1

(Please see the attachment sections on US 1)

Redevelopment of US 1 is one of the focal points of the first ten years of the CRA; however, the resolution approved by Volusia County effectively prohibits the use of CRA funds for business property improvement grants. US 1 has immediate challenges – as well as opportunities:

- At one time there were five new car dealers on US 1 – now there are none. Four are now used car or boat vendors, and one has several businesses including a roofing company. These uses – almost any uses – are preferable to having vacant properties.
- There are over 100 parcels on US 1 between Canal St and Industrial Park Drive, with 11 Car service businesses, 9 motels, 9 Used Car dealers, and 6 gasoline/convenience stores per a 2017 report. Two of the motels are currently for sale – the Blue Heron (which has an adjacent vacant lot under separate ownership), and the Shangri La. These properties could be purchased by the CRA, but only for use as publicly-owned spaces.
- The movie theatre on S US 1 had been closed and a new theatre operator has renovated the building and it has been re-opened for several years.

- In addition to the former new car dealerships purchased in the past several years, other large properties on US 1 that were for sale that have been purchased include:
  - the FEC property South of Canal St, west of US 1, was purchased several years ago by the Silvestri Group and is now being actively marketed. There has been interest expressed in the parcel at the Southeast corner of SR 44 and Myrtle Ave.
  - the former Daytona Beach Community College building at the southeast corner of Wayne and US 1 was purchased by Dr. Rahesh Ailani who owns other properties on US 1 including his office near Turnbull Bay Rd. This building was perhaps the most distressed location on US 1 due to its size. Dr. Ailani has renovated and re-purposed the building as an Adult Assisted Living Center (no CRA funding).
  - the former collision center building W of US 1 and S of the airport area was purchased several years ago and is now the scooter store that was previously located in leased property at the Northeast corner of US 1 and Faulkner Ave.
  - the former Smyrna Motel in the Southwest corner of US 1 and Turnbull Bay Road was purchased, demolished, and a Dollar General Store was constructed several years ago with an upgraded façade;
- Several prominent properties on South US 1 are now for sale or lease:
  - the former ABC Fine Wine and Spirits store on S US 1;
  - the former Kenny's Liquors at the South end of the New Smyrna Plaza
  - The former Specialty Marine store across from the library
  - The former gas station/convenience store North of the former ABC

The City Commission recently repealed the requirements in place for two years that required landscaping and parking per current requirements for buildings vacant for longer than six months – which in one location would have eliminated about 20 parking spaces... that location remains vacant.

There have been several business proposals for buildings on US 1 that to date have not materialized due to City zoning requirements, or FDOT requirements. In order to make significant progress on US 1 it is imperative that a new zoning district be created to

allow a wider variety of permitted uses and more flexibility in the administration of change of use procedures, parking, landscaping, and signage requirements. Desired new permitted uses include:

- Food processing
- Food and beverage manufacturing
- Light manufacturing to include personal care products
- Light manufacturing that does not include outside storage of either raw materials or finished product, and that does have detectable noise, dust, or odors outside the building

Two other cities in Volusia County – Port Orange (for US 1) and Orange City (for 17-92) have made similar revisions to their Land Development Regulations to encourage commercial redevelopment in their historic commercial corridors.

Other revisions to the Land Development Code requested by business owners include:

- Flexibility in the administration of change of use regulations
- Elimination of landscaping requirements for the sides and rear of properties
- Phased in requirements for frontage landscaping and continued consideration for large potted plants for paved areas.
- Elimination of the requirements for trees as landscape material on US 1 as it blocks signage.

In addition, following these changes in the Land Development Regulations, the Planning Department (or consultant) should conduct a planning session similar to the “neighborhood plans” done for the Historic Westside, Coronado Island, and other neighborhoods. From this effort would come a clear identification of the image and future of US 1 – similar to the effort that started with “the North Causeway area” and developed “Coronado Island”.

US 1 is the “historic small business corridor” for the City, and while accurate it may not provide the desired enhanced image for the corridor. This topic deserves further study.

### 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”. This company moved to Canal St from Flagler Ave and is located on the second floor of the building owned by Richard Rosedale at the SE corner of Canal and S Orange.
- Architect Jay Pendergast, whose work includes the Total Vision building on the SE corner of US 1 and Canal St; and the Pat Collado real estate office on the NE corner of Flagler and Cooper;
- Anderson Dixon, Engineers
- The HUB on Canal – an arts consortium with studios and gallery space with art for sale;
- Several restaurants in the Canal St area
- NSB Brewery – a micro-brewery.
- Wellness businesses in the 500 block of Canal St and N Orange.

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.” Recent residential in the Canal St area includes:

- The Tabby House development South of City Hall on Julia St near Canal St has 11 of the 17 mixed-use residential and commercial lots improved or under construction.
- The RiverWalk condominiums on the North Causeway are under construction with over 200 units at buildout, priced in the mid \$300ks to over \$500k – a short walk from Canal St.
- There are two assisted living facilities near Canal St: Lexington Place on Myrtle Ave at SR 44 offers independent living, assisted living, and memory care services, recently opened. The Alba Court Assisted Living project is

under construction on Washington St near City Hall. The facility will provide 109 beds.

The new Brannon 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, and there is an opportunity for a boutique hotel in the Canal St area to serve business groups during the week as well as weekend vacationers. Probably for the first time in its history, Canal St now has the full lineup of restaurants and shops to entice visitors without having to rely as much on beachgoers.

There are several possible locations for siting a boutique hotel:

- 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, and the County courthouse building has been vacant for two years.
- There has been some interest expressed by hotel owners in the possibility of re-purposing the Utility Commission Building on Canal St at Magnolia into a hotel.

South of the Canal St area is the “medical district”, the location of Advent Health New Smyrna. 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 and a huge presence in the local economy. (See above “Threats”, regarding the potential for the hospital to move.)

#### 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. (Note: there are two large developments planned for the West side of I-95 at SR 442: Restoration, and Deering Park. The “Economic Development Strategic Plan, City of Edgewater, Florida. P. 32 notes, “There is ample vacant land near the I-95/SR442 interchange to support business and industrial park development and a range of commercial uses. Some of this opportunity on the west side of I-95 will be captured by the proposed Restoration DRI and Deering Park PUD.) The plan notes on P. 29: “The concept of extending SR 442 to SR 415 or even further to the SR 417 GreenWay Expressway has been raised. Those proposals and concepts would greatly improve commuting linkages between Deltona, Orange City, DeBary, or Daytona Beach and Edgewater thus allowing Edgewater to become more integrated into the mainstream of future economic growth in the County.”

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 8 available 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:
  - A 900 acre parcel that occupies most of this quadrant is owned by Geosam Corporation, a Canadian firm that purchased the golf course and undeveloped properties in the Venetian Bay several years ago. The area on SR 44 is being planned for commercial development (including the area East of Sugar Mill Rd), while the Northern section of the property has been zoned and platted for the residential units in the Coastal Woods subdivision.
- 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 (now Advent Health New Smyrna) 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.
  - There is also a vacant gas station – now vacant for several years - for lease.
- 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 a RaceTrac gas station opened about 2 years ago, and signs announcing a Holiday Inn Express and a Florida Roadhouse Restaurant have been up for about that long. Property owners have stated they are planning a recreation attraction on the property as well as a conference hotel and a business park. 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.

### Airport

As the data provided above from the recent Florida Department of Transportation Report indicates, 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.

The airport has several undeveloped lots and areas along US 1 that are available for development. These other areas are planned for future uses in the recent update to the Airport Master Plan.

The Airport is facing some challenges listed above including the potential of the "declared distance" to be imposed on the 5,000 foot runway (7-20) that would shorten its available length. This matter is being negotiated by the City and its consultants and the FAA, and one aviation business owner interviewed expressed the view that the City needs to "stand up" for the Airport and preserve what is now in place.

The Update to the Airport Master Plan also recommends the lengthening of runway 11-29 to 5,000 feet.

### 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 (the "shadow stores" adjacent to the former K-Mart), and the AdventHealth Medical Plaza Medical Offices mentioned above. Approvals have been given for the construction of a Hyatt Place Hotel on the site of the former grocery-centered strip center behind Dunkin Donuts on Third Ave, but construction has not yet started. An on-going challenge is the continued vacancy of the former K-Mart building at SR 44 and Old Mission. The redevelopment of that site will require the building to be demolished and a smaller building with parking

taking up much of the former building site to be constructed with Old Mission as the primary entrance.

The SR 44/Glencoe intersection has had two significant development approvals with the opening of the Chrysler Jeep Dodge dealership on 11 acres in the NW quadrant; and the 200 plus unit Beacon luxury apartments under construction on the SW corner. The SE corner continues to be vacant.

This intersection suffered with a lack of sewer until the City and the UC partnered in a Municipal Assessment project several years ago to bring sewer to the area. Such project require the benefiting property owners to pay for their fair share for the cost of the improvements, either at the conclusion of the project or financed (with interest).

It is anticipated that SR 44 will continue to be an area of great interest for commercial development.

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 Volusia County Samsula Local Plan, which extends to west beyond CR 415. 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, typically is residential-styled buildings, but most of these have been gone for many years. Washington Street has some business activity: the Washington Street Crossing Consignors Depot and the art business and barber shop in the Hill Family buildings West of Dimmick St; The Gainous – Wynn Funeral Home constructed a new building several years ago; and it is anticipated that the Alonzo “Babe” James Community Center expansion from several years ago will continue to provide area caterers with more opportunities for catering events.

The area of Dimmick and Julia near Washington have had 8 new affordable housing units constructed in the last four years, with another duplex to break ground in 2020. These units are a partnership between the New Smyrna Beach Housing Authority, Volusia County, and the City. Southeast Volusia Habitat for Humanity has also been active, and a duplex was built with a contribution from the CRA on Sheldon St several years ago.

Concerns in the Historic Westside include the presence of septic tanks and undersized water lines, the need to upgrade the housing stock, the need for a parking lot to be

constructed near Pettis Park (planning is now underway), and the need for an Update of the Historic Westside Neighborhood Plan – the first plan prepared, in 2011.

### Beachside

The main attraction for the City's tourism-driven economy is the Beach! Beachside commercial areas include the former downtown for Coronado Beach: Flagler Ave, which has benefitted greatly from the opening of two flag hotels: the Hampton Inn in 2012 and more recently the Springhill Suites by Marriot. A bed and breakfast location that was a CRA project – Inn on the Avenue – also opened several years ago.

Third Ave and South AIA are also commercial locations, and a Hyatt Place hotel project has been approved for the vacant, former grocery store – centered strip center behind Dunkin Donuts. A national coffee shop chain has also expressed interest in being near this site.

In addition to enjoying the beach, surfing and fishing, the City has other beach amenities as well, including Smyrna Dunes Park to the north and the Canaveral Seashore to the South.

### Branding the Business Districts

All of the City's Business Districts need to be identified and mapped; and a plan prepared for each district. The plan would list:

- the characteristics in each district that positively distinguish it from other areas
- the assets of the district that are the basis for existing business growth and future business attraction
- the challenges the district faces and how those can be addressed
- the methods for marketing the district to include a district brand, signage, website and social media, and other marketing tools. The development of a district brand follows the example of certain residential districts in the City who have done so:
  - the Westside neighborhood was the first to have a City plan prepared, and residents branded the neighborhood as “the Historic Westside”. A photo of the Mary S. Harrell Black Heritage Museum was chosen to be portrayed on neighborhood banners.
  - Another City Plan was prepared for the North Causeway area, and residents chosen “Coronado Island” as their brand.

- if one does not already exist, provide support for the formation of a business group for the district. The purpose of the group is to:
  - keep business owners and managers informed of plans for the district, especially anything that would affect business operations such as capital projects that would impact customers' ability to visit the business location; upcoming changes in regulations; opportunities for marketing and business growth;
  - Give the business owners and managers the opportunity to develop district-specific recommendations such for the City to consider such as Design Guidelines to maintain the scale and enhance the character of the built-environment of the district; and beautification initiatives such as improving landscaping in medians.

### General Business Needs

One of the key recommendations of this Plan Update is to assist the existing businesses with information that will help them grow. This can be done in a number of ways:

- The Southeast Volusia Chamber of Commerce offers networking events and training sessions on business topics. It is suggested that the Chamber, the City, or another group host at least one networking event be held monthly, on the same day every month, and ideally at the same location. This would make the event easier for business owners to remember, and it would be best if the location had food and a full range of beverages available for attendees to order and pay for.
- The Chamber also from time to time offers training classes, and it is suggested that the most recent 'lunch and learn" session of "Grow with Google" be replicated to hold a lunch and learn every month or every other month, open to members and non-members.
- The topic of having a "franchise free district" was mentioned at one of the City business meetings. This concept should be researched and vetted with the City Attorney, and provided in a Planning Department report. Many residents now believe there is some sort of prohibition of chain stores and restaurants in the Canal St and Flagler Ave areas, but in fact no such prohibitions exist. The lack of such stores is likely due to small buildings and small lots. One area where the

entrance of chain stores to a historic commercial area can be viewed is Park Ave in Winter Park.

- Small Business Assistance Resources are available from SCORE, the Small Business Development Center at Daytona State, the Florida Virtual Entrepreneur Center (free to New Smyrna Beach entrepreneurs since the City is a member), and other organizations like the Southeast Volusia Chamber of Commerce. These groups represent a wealth of resources which seem to be, from ongoing conversations with business owners, largely unknown. Volusia County is planning to launch a county wide effort to broadcast the availability of these resources.
- In the last ten years the City has participated in two EPA grants that provided 100% funding for environmental contamination studies on specific sites where pollution was suspected. This service is very valuable to property owners and buyers as Phase 1 studies (identifying previous uses and permitting for underground tanks) cost on the order of \$5,000, while Phase 2 studies can cost \$20,000 or more. City staff is again applying for this funding.
- In addition to providing information, City-wide “shop small” type campaigns are needed to increase sales for brick and mortar stores in the on-going grow of internet sales.

### The Market for Business Attraction

In order to attract new businesses in the targeted industry sectors, the City must be aware of what the competition is offering as incentives – the competition being other jurisdictions. In August Team Volusia issued an incentives report listing state incentives as well as a survey of what 11 cities in the County are offering with local incentives. The median number of incentives offered is 6, the number offered by the City of New Smyrna Beach. The most incentives offered was 17 by Ormond Beach. (The survey is in the attachments.)

### Working with Partners

The achievement of many recommendations in this Plan Update are, in varying degrees, dependent on having a good working relationship with the City’s Partners, such as Volusia County, Team Volusia, and other agencies including the Federal

Aviation Authority. These relationships need to be nurtured with frequent and open communications.

## **Conclusion**

All of the text to this point indicates the City is very well positioned for a certain type of economic growth: Without many large industrial tracts and many vacant industrial buildings, and with a distressed US 1 corridor and many small businesses looking for new markets, the City needs to focus efforts on:

- Redevelopment
- Economic Gardening: assisting the existing small businesses with stabilizing and expanding – by assisting with permitting, providing referrals to expert services from other agencies, providing 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.
- Assisting new entrepreneurs prepare to launch their businesses.
- Attraction efforts for companies in targeted industries and preparing and marketing sites.

# Action Plan

The Action Plan provides a specific guide for accomplishing the goals set forth in the previous section for “Enhancing Our Vision”. This guide identifies the task, the person or group to accomplish the task, and the date for accomplishment. The Annual Report will reflect the accomplishments.

## Tasks for CRA/Economic Development staff

1. Prepare a request to revise the Volusia County Delegation of Authority Resolution for the CRA and the Capital Improvements Plan  
Responsible Person: CRA/Economic Development Director and Team Volusia, TPO, and others.  
Schedule: CRA and City Commission in October; County Council in December  
Objectives:
  - i. Prepare a request to revise the Volusia County Delegation of Authority Resolution to allow private property grants to be funded with City-contributed dollars by eliminating the requirement that County-contributed dollars must be matched with City-contributed dollars. County-contributed dollars will continue to be restricted to expenditures for Capital Projects; and to eliminate the requirement that landscaping may only be a permitted expenditure if the landscaping is attached to a Capital Project.
  - ii. Request a revision of the CRA Capital Improvements Plan to utilize anticipated additional revenue and adjust budget allocations for the Jefferson Ave Parking lot to serve Pettis Park, and increase allocations for business development and affordable housing.
  
2. Goal: Redevelop three locations on US 1 - principally following the provision of new tools for redevelopment through the US 1 Overlay District and CRA funding authorization for private property grants.

Responsibility: CRA/Economic Development staff

Schedule: On-going

Objectives

- a. Support the preparation of the US 1 Overlay Zoning District by the Planning Department.

- b. Identify areas where CRA funds can be used for capital improvements to assist a business move into or improve a US 1 location regardless of the provision of new tools.
  - c. Attract new businesses to vacant locations on US 1.
  - d. Develop necessary tools including CRA programs to authorize the CRA to award private property grants with City-contributed CRA funds for façade/capital improvement grants, as well as small, independent business lease subsidies; and the preparation of a US 1 Overlay District (both tasks depend on others outside of the CRA/Economic Development Department).
  - e. Ensure that US 1 sites for sale are listed on [www.volusiasites.com](http://www.volusiasites.com), the website managed by Team Volusia.
  - f. Redevelopment efforts include new uses for existing motels, including possible CRA purchases for small business incubators, or private purchase for dorms, art galleries, or other uses.
  - g. Continue with the US 1 median plan, seeking FDOT funding in step 2 of the process (FDOT has approved the conceptual landscaping plan in step 1).
3. Goal: Assist in the establishment of three existing in-city business expansions, new business start-ups, or new business locations

Responsibility: CRA/Economic Development Director

Schedule: Calendar year

Objectives:

- a. Establish and market a City “Small Business Desk” to provide concierge services for local existing businesses, start-ups, and new businesses to be staffed by existing City employees: the CRA/Economic Development Director (hereinafter called “the Director”), and the Community Resource Coordinator (hereinafter called “the Coordinator”), with assistance as needed by other City staff in the Planning, Engineering, and Building Departments, as well as staff at the Utilities Commission. The Desk will formalize what is currently being done to help existing small businesses and start-ups and provide more intense follow-up. Currently the Director and the Coordinator carry out many such duties including advising local business owners, making arrangements for pre-application meetings, and making referrals to partner agencies such as the Small Business Development Center at Daytona State, SCORE, and the Florida Virtual Entrepreneur Network (example: FLVEC profile from “The Florida Local”).
- b. Maintain communication with businesses in targeted sectors and selected large businesses:

- a. Send a flyer with Business Resources mailed to all existing businesses with the Business Tax Receipt invoice
  - b. Visit 100 businesses in targeted areas to learn how the City can have a positive impact and what opportunities and challenges they are currently facing.
  - c. Strengthen partnerships and work with partners for business expansion and start-up including the Southeast Volusia Chamber of Commerce, the Volusia County Department of Economic Development, SCORE, the Small Business Development Center at Daytona State, the Second Wednesday Club, merchant groups in the City, and CareerSource.
  - d. Provide Economic Gardening information upon request of any business through partner agencies to assist existing businesses open new markets and increase sales, for example, seeking and providing bidding information for Central Florida aerospace companies to local suppliers.
  - e. Provide information and general support for any business or activities that will build on the City's reputation in areas that are attractive to Technology entrepreneurs, including food-related activities, environmental sustainability efforts, recreational opportunities, walkability, social gathering places, and inclusivity.
  - f. Support and encourage the use of surplus business space to be used as co-working space for small businesses.
  - g. Prepare a video to guide small businesses in launching in New Smyrna Beach.
4. Goal: Increase the number of businesses utilizing sustainability practices and enhance the City's reputation as a resilient, sustainable community

Responsibility: CRA/Economic Development Director working with the Visitor's Bureau and other partners

Schedule: Calendar Year

Objectives:

- a. Create a "green business program"
- b. Market the City as a sustainability focused community – "Blue Smyrna"

5. Goal: Attract new businesses – at least one in our target industry sectors, including short-term schools offering certifications including cooking schools and the arts

Responsibility: CRA/Economic Development Director working with Team Volusia and the Southeast Volusia Manufacturing & Technology Coalition

Schedule: Calendar Year

Objectives:

- a. This is an on-going effort that includes helping new business prospects find and conduct due diligence on potential sites. The Director and Coordinator meet with the prospect and assists them by sending available site locations that would fit their needs, and providing other information including demographic information in 1-3-5 mile rings and traffic counts for a specific site, community profiles, and information on the workforce pipeline and capacity. Partner agencies including the Southeast Volusia Manufacturing & Technology Coalition; Team Volusia; and the CEO Business Alliance.
  - b. Ensure that sites for sale are included in [www.volusiasites.com](http://www.volusiasites.com).
  - c. Continue to work with partners including Team Volusia and the Southeast Volusia Manufacturing & Technology Coalition to market the area, and identify prospects, and follow-up to provide needed information.
6. Goal: Facilitate site development for future commercial and industrial location for at least one site.

Responsibility: CRA/Economic Development Director

Schedule: Calendar year

Objectives:

- a. Prepare and keep current a list of “underutilized properties” where new businesses could locate. Several sites deserve special focus:
  - i. The former courthouse building owned by Volusia County on Riverside Dr, which could be the site of a boutique hotel that could serve as the conference hotel for business conferences held at the Brannon Center.
  - ii. The 800 ± acres behind and West of Wal-Mart, owned by the Utilities Commission.

- iii. The 800 ± acres across SR 44 from Wal-Mart, a portion of which could be used for the development of a business park.
  - iv. The commercial frontage of the Geosam property along SR 44 East of the I-95 interchange.
  - v. Two vacant lots (and other vacant lots in the Airport area) zoned Industrial.
  - vi. Sites for sale or lease on US 1
- b. Work with the Planning Department for the development of a library of approved site plan organized by site size. These site plans can help guide potential buyers in determining if a site could be a good fit for their proposed development.
  - c. This is an on-going effort that includes helping new business prospects find and conduct due diligence on potential sites. The Director and Coordinator meet with the prospect and assists them by sending available site locations that would fit their needs, and providing other information including demographic information in 1-3-5 mile rings and traffic counts for a specific site, community profiles, and information on the workforce pipeline and capacity. Partner agencies including Team Volusia and the CEO Business Alliance.
  - d. Upon request, assist property owners in the Activity Center Future Land Use Designation at SR 44 & I-95 by providing information to assist in planning and development.
  - e. Work with Team Volusia to seek partners for the development of speculative industrial buildings.
  - f. The CRA area has a number of vacant lots that may or may not be suited for development due to being wet or other environmental conditions. If approved, an environmental consultant will be hired to do an assessment.

Note: some of these items are already in process.

- 7. Goal: Work with Airport staff to support efforts to extend Runway 11-29 as called for in the Airport Master Plan and to maintain the current 5,000 foot length of Runway 7-25, as well as supporting the implementation of the other items in the Airport Master Plan.

Responsibility: CRA/Economic Development

Schedule: Calendar Year

Objectives:

- a. Work with the Airport staff as called upon to support efforts to extend Runway 11-29 as called for in the Airport Master Plan and to maintain the current 5,000 foot length of Runway 7-25, as well as supporting the implementation of the other items in the Airport Master Plan.

8. Goal: Increase the number of affordable housing units and improve existing units (either by rehabilitation or demolition and new construction).

Responsibility: CRA/Economic Development Department

Schedule: On-going

Objectives:

- a. Continue to work with the Housing Authority (for rental affordable housing) and SEV Habitat for Humanity (for owner-occupied affordable housing) to acquire property and build affordable housing.
- b. Provide local support for the Housing Authority plan to replace Greenlawn units and/or the utility lines serving those units

9. Work with the SEVM&T Coalition to complete/update the Marketing Plan

Responsibility: CRA/Economic Development Director and Team Volusia, TPO, and others.

Schedule: Calendar year

Objectives:

- i. Work with the SEVM&T Coalition to complete/update the Marketing Plan
- ii. Present the completed/updated plan to the EDAB and City Commission.

10. With the Planning Department, support the Farmers' Market

Responsibility: CRA/Economic Development Department

Schedule: On-going

Objectives:

- a. As needed response to the concerns expressed by the Farmers' Market and resolve problems. The New Smyrna Beach Farmers' Market is one of the longest running such markets in Central Florida.

11. Continue to seek funding for Brownfield Assessment Grant funding

Responsibility: CRA/Economic Development Department

Schedule: Annually, On-going

Objectives: City staff is working with a consultant who is preparing the EPA grant application free of charge in the hopes (no guarantee) that they will be considered for the contract to provide environmental site assessments if the grant is funded.

### **Tasks for EDAB members**

1. Goal: Maintain communication with businesses in targeted sectors and selected large businesses

Responsibility: EDAB members

Schedule: Results to be provided for the City's Annual Report.

Objectives: conduct business interviews with 18 businesses in the targeted industry sectors. Interview form to be sent to CRA/Economic development staff.

### **Tasks for other City Departments**

1. Goal: Address Permitting Concerns

Responsibility: Planning, Engineering, and Building Divisions

Schedule: Calendar year

Objectives:

- a. The Building Division is planning to implement new permitting software that will allow on-line applications for building permits and site plan reviews.
- b. Track and review plans and permit applications within a time frame that is considered appropriate.
- c. Permit clerks to thoroughly review the building permit applications for completeness at the time of application submittal including complete contact information.
- d. Notify applicants when a permit is approved or denied.
- e. Explore the use of planning and/or building plan review firms for times when there is an above average number of permit applications.

- f. Explore a procedure for “grandfathering” certain types of applications for a new business (for example, a sidewalk café permit with no change in seating from the previous business).
- g. Consider implementing a procedure for assigning specific development applications to specific staff members for improved coordination and follow-up.

## 2. Goal: Approval of a US 1 Overlay District

Responsibility: Planning Department or outsource

Schedule: Calendar year

Objectives:

- a. Work with City staff to prepare a list of selected, desired uses for more flexible restrictions (the Port Orange model) including a wider array of permitted uses, to include food processing, food and beverage manufacturing, light industrial to include the manufacture of personal care products, that does not have outside storage, dust, noise, or odors (the Orange City model);
- b. Change of Use requirements reduced to Building Code and Life Safety Code requirements for selected uses (the Port Orange model)
- c. Flexibility for parking requirements: allow off-site parking arrangements within 1,500 feet.
- d. Landscaping requirements for change of use: fill in existing street-front landscaping areas within a specified time period not to exceed three years. Trees not required. Owners not required to install landscaping where there is no current landscaped area and not in side or rear areas.
- e. Reduced setbacks and heavy landscaping or fencing requirements for dissimilar zoning (e.g. B3 next to Residential)
- f. A report on the feasibility of adopting a “franchise free zone”.

## 3. Increasing Parking Capacity for the US 1, Canal St, and Flagler Ave area

Responsible Person: Planning Department or outsource

Schedule: Calendar year

Objectives – Prepare a report on this subject:

- i. Pave the AOB site for parking and provide park enhancements near the water including benches and trees; if used as a marina, include in the agreement the use of an expanded parking area for shuttle patron parking.

- ii. Explore with the Marine Discovery Center the use of parking lots for their leased facility, including the provision of free parking for MDC members only, which would increase MDC membership.
- iii. Explore the possibility of using a portion of parking fund revenues to contract with a private vendor to operate a shuttle between Canal St and Flagler Ave, to utilize the AOB and MDC lots, and the City Hall area parking spaces. The shuttle would operate only during special events, and the driver would be knowledgeable of area history, events, etc. and would answer patron questions about the area.

4. Goal: Sharing permit information and organizing a library of site plans

Responsibility: Planning, Building, Engineering Divisions

Calendar: on-going

Objectives:

- a. Information about permit applications would be shared with all departments. This objective may be resolved with the new building division software.
- b. Work with the Planning Department for the development of a library of approved site plan organized by site size. These site plans can help guide potential buyers in determining if a site could be a good fit for their proposed development.

5. Goal: Review the Land Development Code regarding signage

Responsibility: Planning Department or outsource

Calendar: Year

Objectives: Conduct a survey regarding business concerns with signage regulations – including sandwich boards (now in progress), window murals, signage spacing for businesses with large frontage, etc. and determine if revisions are needed to the code.

6. Goal: Propose a Site Plan for a boutique hotel on County property in the Riverside/Canal St area; City Administration to request the County Council to move forward with an RFP

Responsibility: Planning Department or outsource

Schedule: Calendar year

Objectives:

- a. Prepare a site plan for a boutique hotel in the same scale of the downtown area to be located on presently owned County property in the area of Riverside Dr/Canal St;

- b. City Administration to request the County Council to move forward with an RFP

**7. Goal: an approved Historic Westside Neighborhood Plan**

Responsibility: Planning Department outsource

Schedule: Calendar year

Objectives:

- a. Update the Historic Westside Neighborhood Plan
- b. Determine the recently annexed areas in the Historic Westside and consider those parcels for inclusion in the CRA (would require an amendment).

**8. Goal: Continue a solid working relationship with Volusia County and other Partner officials**

Responsibility: City Administration

Schedule: On-going

Objectives: Have frequent and open communications with Volusia County and other Partner officials.

**9. Continue to craft and market an accurate image of New Smyrna Beach**

Responsibility: City Administration, New Smyrna Beach Visitors Bureau

Schedule: On-going

Objectives: Continue to craft and market New Smyrna Beach with an emphasis on key assets that help form the perception of the community: as supportive of small, independent businesses; as being health-conscious: pedestrian friendly with a growing number of walking and bicycling trails, and a center for medical services; as a long-recognized arts community; and a historic community.

**Tasks for Other Organizations**

**1. Support for Small Business “Shop Small” campaigns**

Responsibility: To be determined

Schedule: Periodically throughout the year

Objectives:

- a. Increase sales for small businesses.

**2. Support for Workforce Training**

Responsibility: Daytona State College, Volusia County School Board, SEV Sci-Tech Charter School

Schedule: to be determined

Objectives:

- b. Continued improvements in Workforce Education and Training available to Southeast Volusia residents, including programs at New Smyrna Beach High School, SEV Sci-Tech Charter, New Smyrna Beach Middle School, and Daytona State College campus on 10<sup>th</sup> St

3. Assistance from Team Volusia

Responsibility: Team Volusia, upon request by the City Commission

Schedule: by July 1, 2020

Objectives:

- a. Prepare a report on local incentives, a follow-up from the August 2019 report on state incentives, to include the ordinance from each city authorizing the incentives.
- b. Prepare a report on specific industry sectors should be targeted for industrial and commercial attraction given the limited available land, and the steps and opportunities for recruitment efforts.

4. Encourage Volusia County to continue to build off-beach parking lots.

Responsibility: Volusia County

Schedule: On-going

Objectives: Off-beach parking is needed as occasionally the beach parking is full and beachgoers must go elsewhere. The need for off-beach parking will grow more acute with sea level rise.

**Large Projects: Work with City Administration to seek approval**

1. In cooperation with the Utilities Commission:

- i. revise the site plan for the Utilities Commission building: build a surface parking lot or parking garage on the Southside of the building (another pickup point for the special event shuttle); and re-purpose the section of the parking lot fronting Canal St to become an Easterly extension of Christmas Park, and add public restrooms to that extension.
- ii. Bury electric lines in selected areas on US 1 and do not install additional electric poles on US 1.
- iii. Construct re-use lines on US 1 to serve landscaping on business frontages
- iv. Construct a City sewer line on Tionia (a Municipal Assessment Project)
- v. Determine areas with inadequate fire hydrant coverage and provide hydrants and mains as needed
- vi. Replace undersized water lines (for example, in the Historic Westside).

- vii. Install City sewer service to areas presently served with septic tanks and connect those locations to City sewer. These areas include commercial properties on West Canal St and residential areas in the Historic Westside.
2. Approach churches in the areas where parking capacity needs to be increased and offer to buy an easement on their parking lots to provide that the lot will be a city-maintained parking lot for as long as the church property is used as a church by that parish, thus allowing the church to have income and continue to use the parking lot. Install signage that the lot is now available for public parking.
3. Explore advanced technology parking systems that use cameras and the customer's cell phone (rather than kiosks). Such advanced systems can provide more options and features such as free parking for two hours and payments required after two hours. An advanced technology parking system is needed to address the parking on Flagler Ave which is having more beachgoer parking since the increased beach ramp fee, and taking away customer parking for shops and restaurants
4. With a portion of parking lot proceeds, hire a shuttle service for special events on Flagler Ave with pick-ups at the Marine Discovery Center (if their property is approved for this use), the AOB, and if needed, Canal St area parking lots. If the service is successful and a market for the service is verified, the service could be expanded.
5. Design and construct a Pedestrian Bridge across US 1 in the Julia Ave Right of Way. In addition to providing needed connectivity from the Historic Westside and the City parking lot at US 1 and Canal St, the bridge would be a design feature and alert motorists to the Historic Canal St area.
6. Purchase property on the West side of US 1 near Canal St and construct additional parking.
7. Explore engaging local architects for a new initiative to offer designs that would anticipate rising waters, such as the designs pioneered in Holland and now being used in elsewhere in this country.
8. Support for Commercial Kitchen Development: New Smyrna Beach is building its reputation as a "foodie paradise", and a place where entrepreneurs and start-ups can thrive. These goals merge in an effort to support the development of a commercial kitchen, a commercially licensed facility that rents time for food preparers to use the facilities. One possible method of support is to examine kitchen city facilities including the women's club and the Alonzo "Babe" James Community

Center and determine if those locations could serve, perhaps with improvements, this purpose.

9. Support for certain Capital Projects to aid Economic Development:
  - a. Key Intersection Improvements on US 1 similar to Canal St, in conjunction with FDOT:
    - i. 10<sup>th</sup> St
    - ii. Washington
    - iii. Wayne
    - iv. Turnbull Bay
    - v. Industrial Park
    - vi. Design features may include: buried electric lines in selected locations; e.g. at improved intersections; entry-way features overhead; improved traffic signal mast arms and lighting fixtures and poles.
  - b. US 1 Improvements:
    - i. Install wide sidewalks where available ROW width allows
    - ii. Median improvements: Landscaping
    - iii. Additional Wayfinding signs
    - iv. Replacement of the name “Dixie Freeway” with a name more reflective of the desired City image
  - c. Encourage the TPO and County to work with the City, Utilities Commission and other stakeholders to confirm the route for the Williamson Extension from Pioneer Trail South to SR 44 and to follow-thru to make plans for the construction and then execute the plans.
  - d. Sidewalk, curb, access points, and other capital improvements required for a specific commercial or industrial development.
10. Support for transportation projects:
  - a. a route for the Williamson Road section between Pioneer Trail and SR 44, and its construction
  - b. the Pioneer Trail.I-95 Interchange
  - c. the maintaining of the 5,000 foot length of runway 7-20, and implementation of the Airport Master Plan

- d. work with FDOT to resolve beach traffic back-ups on SR 44. Explore signage (for example, at County road 415 to alert motorists from the Orlando area that the New Smyrna Beach beaches are full so they could go North to other Volusia County beaches) and use of the Visitors' Bureau app
11. Explore the use of the AOB property on the North Causeway for a private marina with an oversized parking lot to serve as a shuttle stop.
  12. Improvements at the Chamber of Commerce Building:
    - a. Installation of an elevator for access to the second floor
    - b. Repairs to the sewer lines to improve the operation of the restrooms.

Note: At the October 16, 2019 Economic Development Advisory Board meeting a representative of the New Smyrna Beach Residents' Coalition presented the following list of suggestions for the Action Plan:

- The establishment of the small business desk at city hall
- Creative ideas for parking in the historic commercial district
- US1 Overlay zone for greater development possibilities
- Small business lease subsidies for both new and existing businesses
- Buried electrical lines and poles in select areas
- Like the Boutique style hotel but would like to see the scale of the hotel added to that and to be in the same scale of the downtown area and not the scale of contemporary hotels
- Would like the city to engage the local architects for the new initiative and to offer designs that would anticipate rising waters. Such as the designs pioneered in Holland and now being used in this country.
- Publically recognizing green initiatives by local businesses is something we could be doing immediately for businesses.

These comments are appreciated and have been incorporated into the Plan.

## **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 from existing business and new businesses wanting to locate here. The feasibility of making the investment is evaluated in five categories:

- Land – is there suitable building space or 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.
- Markets – The Plan has recommendations for implementing an enhanced Business Retention and Expansion Program, which includes efforts intended to increase awareness of potential markets.
- Regulation – There are a number of recommendations regarding regulation, including permitting and Land Development Code improvements.

The majority of businesses in the City are small businesses. All of the economic development organizations need to focus on continuing to craft the New Smyrna Beach business climate to support our small businesses, redevelop US 1, and attract new businesses that are the right fit for our community. With a clarity of purpose, and all of the partners working together, the future is bright and promising for the City of New Smyrna Beach!