



**City Commission Workshop  
Thursday, December 15, 2022 at 9:00 AM**

**City Commission Chambers  
214 Sams Avenue, New Smyrna Beach, Florida 32168**

**I. CALL TO ORDER**

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**II. PUBLIC PARTICIPATION**

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**III. PRESENTATIONS**

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- III.a [Presentation: Southeast Volusia Regional Economic Development Strategic Plan](#)

**IV. WORKSHOP**

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- IV.a [Parking issues discussion on Flagler Ave and Canal Street.](#)
- IV.b [Update on Capital Improvements projects.](#)
- IV.c [Update on Strategic Plan.](#)
- IV.d [City Commission general discussion.](#)

**V. COMMISSION COMMENTS**

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**VI. ADJOURNMENT**

Pursuant to Florida Statutes 286.0105, if an individual decides to appeal any decision made by the board, agency or commission of the City of New Smyrna Beach with respect to any matter considered at this meeting, a record of the proceedings will be required and the individual will need to ensure that a verbatim transcript of the proceedings is made, which record includes the testimony and evidence upon which the appeal is based. Such person must provide a method for recording the proceedings.

In accordance with the Americans with Disabilities Act, persons needing assistance to participate in any of these proceedings should contact the City Clerk's office in person or by mail at 210 Sams Avenue, New Smyrna Beach, Florida 32168, (386) 410-2630, prior to the meeting.

# THE CITY OF NEW SMYRNA BEACH - CRA/ECONOMIC DEVELOPMENT

## PRESENTATION: SOUTHEAST VOLUSIA REGIONAL ECONOMIC DEVELOPMENT STRATEGIC PLAN

December 15, 2022

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### **Background:**

At the direction of each SEV City Commission/Council, the Southeast Volusia (SEV) Cities of Edgewater, New Smyrna Beach, and Oak Hill Economic Development practitioners have continued a collaboration with Volusia County, SEV Chamber of Commerce, Southeast Volusia Manufacturing and Technology Coalition (SEVMTC), Team Volusia EDC, New Smyrna Beach Utilities, Visit New Smyrna Beach, CEO Business Alliance and East Central Florida Regional Planning Council (RPC) on a joint regional comprehensive economic development strategy that focuses on the Southeast Volusia region.

On May 17, 2021, and February 24, 2022, the SEV Chamber and East Central Florida RPC worked with each city's economic development practitioners to facilitate a joint meeting between the three SEV cities and the aforementioned partners. Subsequently, the East Central Florida RPC compiled input received at those joint meetings and worked with stakeholders to develop an initial SEV Regional Comprehensive Economic Development Strategic (CEDS) Plan.

Primarily, this regional CEDS plan focuses on supporting an environment conducive to increasing value added higher paying jobs, assisting in the expansion of the commercial and industrial property tax base, and encouraging a more resilient economic future and quality of life within the SEV region. This plan also positions the SEV region to competitively apply for a variety of state and federal grant opportunities that support the following activities including but not limited to:

- Infrastructure improvements
- Workforce training facilities
- Industrial parks
- Business incubators
- Various economic development studies

### **Findings:**

This initial plan will not be static. It will be subject to amendment over time based on the

direction of each respective City Commission or Council. Also, other factors such as industry trends, market data, community needs, and available funding resources will also evolve the strategy.

On October 25, 2022, the City Commission approved Resolution 66-22 which approved the initial Regional Economic Development Strategic Plan. The plan will direct staff to continue work on the implementation of practical economic development goals and objectives that advance the shared economic development-based vision of the SEV region.

Staff recommends that the City Commission continue the implementation of the SEV Regional Comprehensive Economic Development Strategic Plan.

**Fiscal Analysis:**

There is no fiscal impact.

**Strategic Plan Item:**

Yes

Staff Report Created By: Christopher Edwards

**Attachments:**

[SEV Economic Development Plan\\_10.12.22\\_Latest.pdf](#)

[2022 SEV Reg ED Strategic Plan Executive Summary 2022-10-12.pdf](#)

[Resolution No. 66-22 SEV Economic Dev. Strategic Plan.pdf](#)

# Southeast Volusia Economic Development Strategic Plan 2022



**TEAMVOLUSIA**  
GREATER DAYTONA REGION



CEO BUSINESS ALLIANCE



**SOUTHEAST VOLUSIA**  
MANUFACTURING & TECHNOLOGY COALITION  
VOLUSIA COUNTY, FLORIDA USA



Report prepared by East Central  
Florida Regional Planning Council



**Southeast Volusia Economic Development  
Strategic Plan  
2022**

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## EXECUTIVE SUMMARY

The Southeast Volusia (SEV) County region, including the Cities of New Smyrna Beach, Oak Hill, and Edgewater, has unified in efforts to increase regional economic development. To promote collaboration, the SEV Chamber of Commerce conducted two leadership summits to build consensus and a deeper understanding of regional strengths, challenges, and opportunities. These strategic stakeholder engagement events, funded by an EDA Cares grant, included the participation of SEV cities, SEV Chamber of Commerce, Volusia County staff, Team Volusia, Southeast Volusia Manufacturing and Technology Coalition (SEVMTC), Southeast Volusia Advertising Authority, CEO Business Alliance, elected officials, several local businesses, education providers and the East Central Florida Regional Planning Council as discussion facilitators and to provide economic development and technical assistance support. As a result of these summits, and based on the culmination of work prior to and after these events, the SEV region has developed an overarching focal goal to increase and diversify the regional economy, to attract high-wage jobs by retaining and expanding a skillful and quality workforce to interest businesses and specific targeted industries that will provide with those desirable jobs, and that will be suitable for the region to grow and prosper in an innovative, sensible, and thriving way. In addition, this goal aims to protect the region's valuable natural resources and the region's quality of life. Overall, the efforts that facilitate implementation of the established goal provides for the consideration of SEV's people, places, and prosperity, emphasizing comprehensive community resilience building.

This SEV Economic Development Strategic Plan presents a regional analysis of SEV's demographic and occupational characteristics, employment profile, industry competitiveness, economic clusters, and challenges and opportunities. The analysis concludes with the established regional goal, five objectives, and a series of respective strategies and actions that work toward preparing for opportunities, pivoting from threats, addressing weaknesses, and reinforcing strengths to promote and increase regional economic development.



SOUTHEAST VOLUSIA  
MANUFACTURING & TECHNOLOGY COALITION  
VOLUSIA COUNTY, FLORIDA USA



TEAMVOLUSIA  
GREATER DAYTONA REGION



CEO BUSINESS ALLIANCE



SEV Economic Development Summit, 2022 (Brannon Center)

### Acknowledgement

This Economic Development Plan is based on a unified collaboration between the Cities of Edgewater, New Smyrna Beach, and Oak Hill, Volusia County, the Southeast Volusia Chamber, Team Volusia, and the Southeast Volusia Manufacturing and Technology Coalition. This report consists, in part, of information shared by the Southeast Volusia Manufacturing and Technology Coalition and its publications.

## PURPOSE AND SCOPE

Combined as one economic community, distinctly dependent on each other yet each very unique, the Southeast Volusia region- composed of the City of New Smyrna Beach, the City of Edgewater, the City of Oak Hill, and Volusia County- has unified to address the challenge of recruiting companies that can help provide high-paying jobs and valuable industry development for the region. Thus, with this challenge in mind and the opportunity that this presents for regional economic growth, these governmental entities have collaborated to establish an economic development goal that aims to diversify the regional economy by attracting high-wage/high-value industries and jobs in those industries that have been identified as most compatible and competitive based on unique regional characteristics.

Southeast Volusia (SEV) is geographically, economically, and socially connected through common commercial, institutional, cultural, and recreational assets. In addition, this community shares valuable resources such as the Mosquito Lagoon, Atlantic seashore, Chamber of Commerce, and the largest contiguous industrial area in the county, to name a few. Hence, the region holds a variety of attractive site characteristics and quality of life attributes for businesses to consider when establishing or relocating their facilities. However, additional contributing factors such as a qualified workforce, accessible and adequate infrastructure, housing availability, vicinity to schools, and healthcare access play an essential role in decision-making processes in economic competitiveness and business development goals. Therefore, the SEV governing bodies have recognized the importance of a strategic plan focused on quality workforce development, funding and infrastructure, resilient and environmentally conscious land use, economic prosperity, and collaborative economic and industry growth efforts. Accordingly, the region will work to promote and propel the established desired goal by preparing for opportunities, pivoting from threats, addressing weaknesses, and reinforcing regional strengths. This plan, in addition, will serve to complement and support efforts from the SEV Manufacturing and Technology Coalition and regional marketing initiatives.

### STRATEGIC PLAN GOAL

Continue working as one economic region to diversify the Southeast Volusia regional economy by attracting high-wage/high-value industries and jobs in aviation & aerospace; light (including manufacturing); boat building suppliers & marine equipment and services; medical; and corporate office industries.

### REGIONALLY SHARED VISION

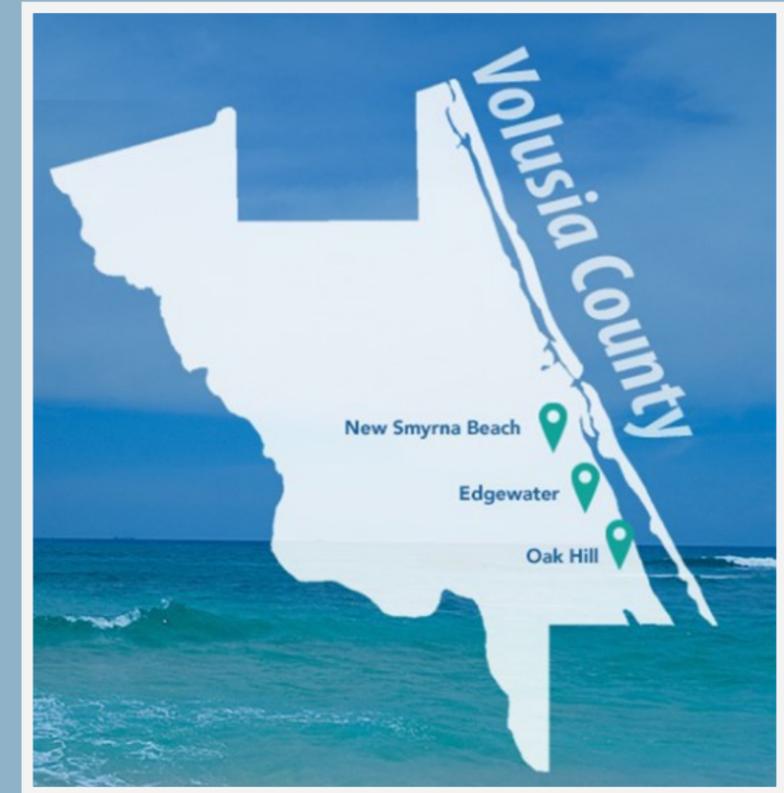
Southeast Volusia is recognized globally as competitive, business-friendly, economically strong community with a high quality of life.

## ABOUT SOUTHEAST VOLUSIA (SEV)

Located by the Atlantic Ocean and north of Brevard County, the SEV region holds diverse and attractive characteristics that embrace wide-range economic development opportunities and conditions for overall great quality of life. Based on a SEV Strategic Marketing Plan initiative, the following regional attributes presented in this “About SEV” section have been identified. SEV offers a vast natural environment, world-class tourism/ecotourism experiences, and numerous recreational activities such as art, quality local restaurants, and quaint downtown districts for entertainment and retail.

In terms of education, the region offers excellent STEM program options- Edgewater Elementary Public School (the first elementary school in the State to become STEM) and Burns Sci Tech Charter School (NASA’s Speakers Bureau Resource partner) - and quality post-secondary education, such as Daytona State College’s New Smyrna Beach-Edgewater Campus. In addition, the region is near the Embry Riddle Aeronautical University campus, which also contributes with technical training and assistance opportunities for community building, workforce development, and industry recruitment.

Along with the many quality-of-life-related attributes, SEV also offers various economic influencing and location attractive qualities for businesses. For instance, the region is well-positioned to serve the aviation and aerospace industry. It is also a hub for boat and composite manufacturing, and it has a notable steel company presence. In addition, the region is also located in a prime area for aerospace supplier companies, near NASA and the Kennedy Space Center. Connectivity is also a key attribute of SEV for the business community. The region offers access to New Smyrna Beach Municipal Airport, Massey Ranch Airpark, Tully RV (private) airstrip, and Blue Ridge Flightpark (private) airport; and near Orlando International Airport (60 miles) and Daytona Beach International Airport.



## SEV HIGHLIGHTS

- ◆ World class tourism and ecotourism area
- ◆ Quality educational opportunities
- ◆ Great quality of life components: art, outdoor activities, and quaint downtown districts
- ◆ HUB for manufacturing
- ◆ Well-positioned to serve the aviation and aerospace industry
- ◆ Access and close proximity to airports, port, rail, major connecting roads

# ABOUT SEV (CONT.)

In terms of land and water transportation options, SEV has access to highway I-95, SR44 connection to highway I-4, US 1 route, Florida East Coast Railway, deep water Port Canaveral (90 miles away), Port of Jacksonville, Intracoastal Waterway, and soon access to additional and improved traffic arteries and connectors will be available.

Another notable attribute of the SEV region is the availability of site locations for businesses to build or relocate with great opportunities for financial success based on the many qualities previously stated. However, the site readiness and infrastructure availability is limited or slows site development and relocation opportunity. Thus, in order address this constrains, the SEV region has worked over the past years to develop strategies that will enhance area attributes and site readiness, and further promote economic development and industry growth.



Flagler Avenue



Atlantic Center for the Arts



Mosquito Lagoon

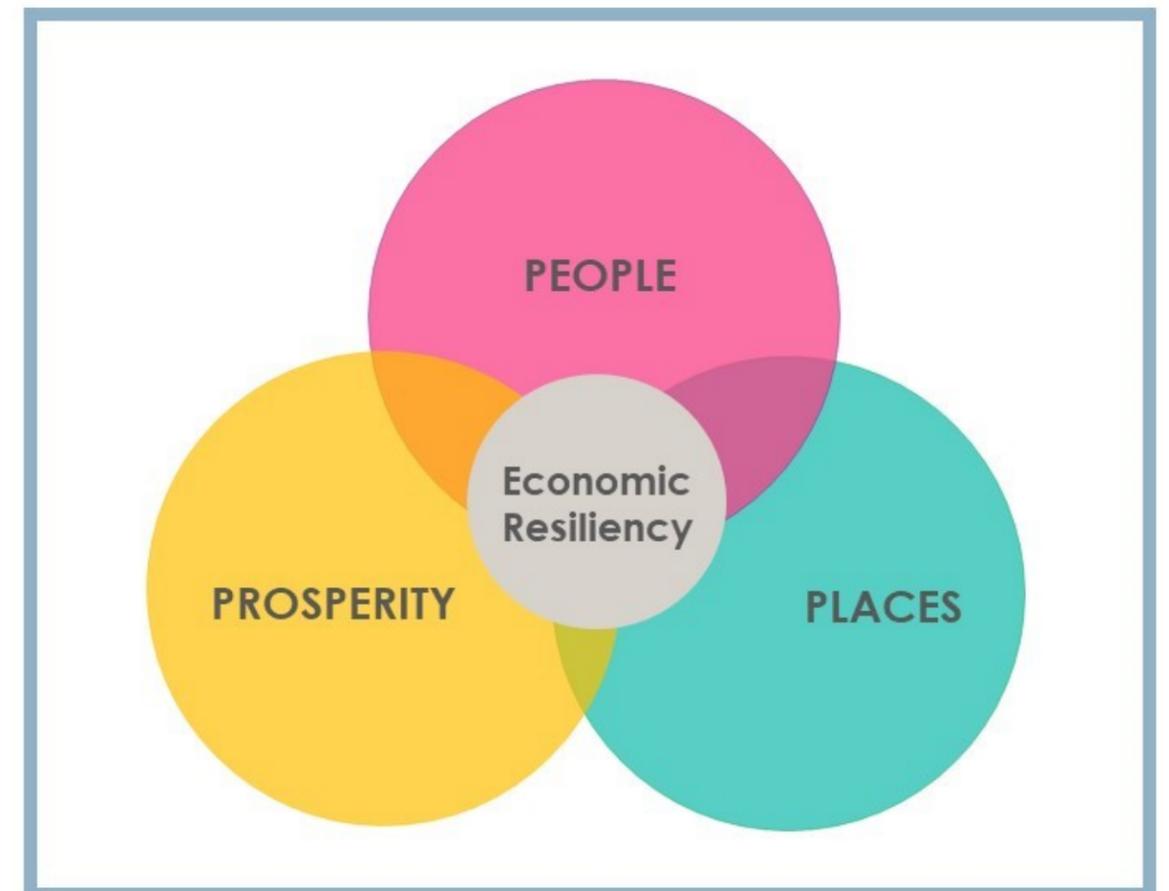
# ECONOMIC FRAMEWORK

The East Central Florida Regional Planning Council (ECFRPC) has served as the region's Economic Development District since 2003. Through this partnership with the U.S. Economic Development Administration (EDA), the ECFRPC has helped communities and organizations attract more than \$10 million in federal money to fund economic development projects. These include the Applied Aviation and Engineering Hangar at Embry Riddle University (\$1 million) and infrastructure improvements to the Daytona Beach International Airport.

In order to access most EDA funding opportunities, economic development projects need to be compliant with the EDD's Comprehensive Economic Development Strategy (CEDS) document. A strategy-driven plan, the CEDS strives to create a resilient regional economy by fostering innovation, competitiveness, and industry diversification. The CEDS is developed with the assistance of a Strategy Committee comprised of members from the private and public sectors including economic development organizations, workforce development agencies, local governments, business leaders, higher education institutions, and private individuals. The East Central Florida CEDS document examines regional demographic and economic trends, measures the region's innovation capacity, identifies competitive industry clusters, and discusses the importance of place-based economics. The most updated version of the plan can be found at [www.ecfrpc.org/economic-development](http://www.ecfrpc.org/economic-development).

To address economic resiliency, the ECFRPC uses three pillars: People, Prosperity, and Places. The People factor addresses the general needs of the population, workforce, and local organizations to help foster social cohesion, inclusiveness, and community welfare. The Prosperity factor harnesses major industry assets and innovation systems to promote paths of upward social mobility, equity, and inclusive economic development. And finally, the Places factor focuses on the community's natural and built environments, infrastructure, place-based assets, local institutions, and governance systems to attract and retain economic activity, and improve the residents' health and well-being.

**Resilience** - The ability to *bounce forward*; absorb, recover, and get better in the face of short-term shocks like hurricanes or infrastructure failures and long-term stressors like affordable housing, aging infrastructure, shifting economic trends and climate change.



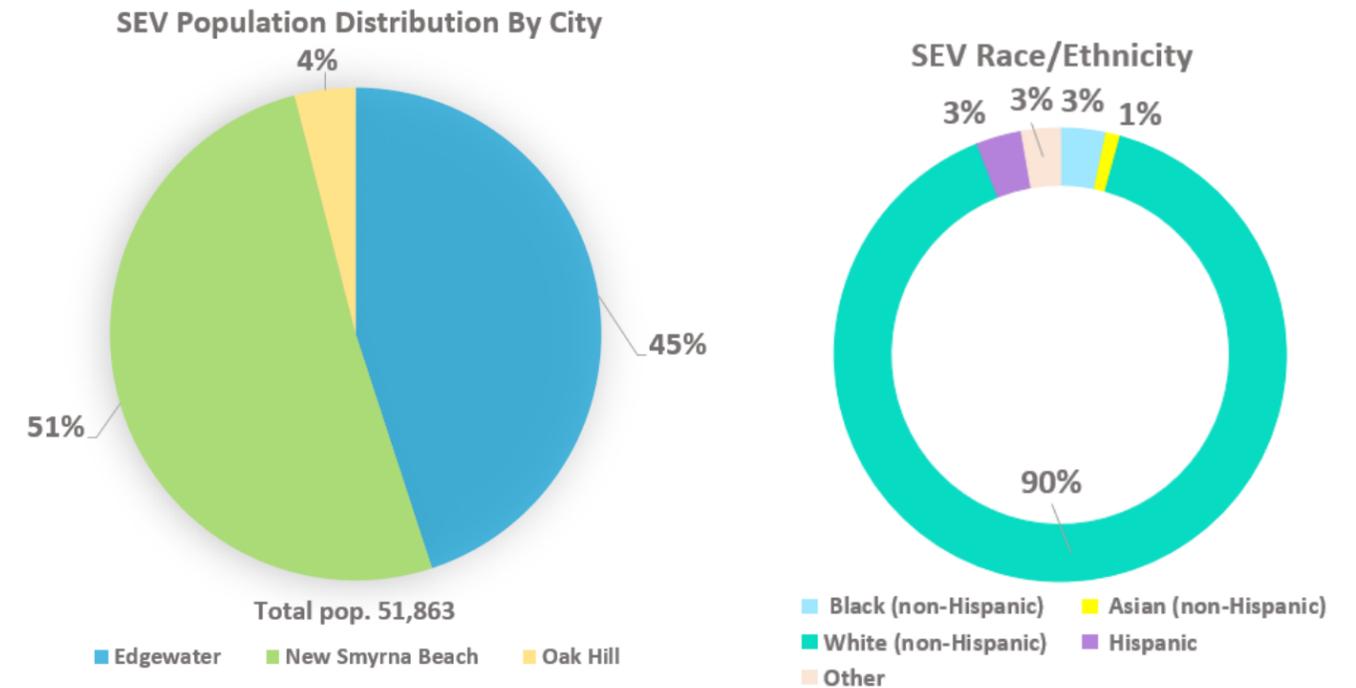
## DEMOGRAPHIC CHARACTERISTICS

The Southeast Volusia (SEV) region is home to 51,863 people, which represents 10% of the County’s population. Over half of the region’s residents live within the City of New Smyrna Beach, with another 45% residing in Edgewater. The overwhelming majority of the region’s residents are White/Non-Hispanic.

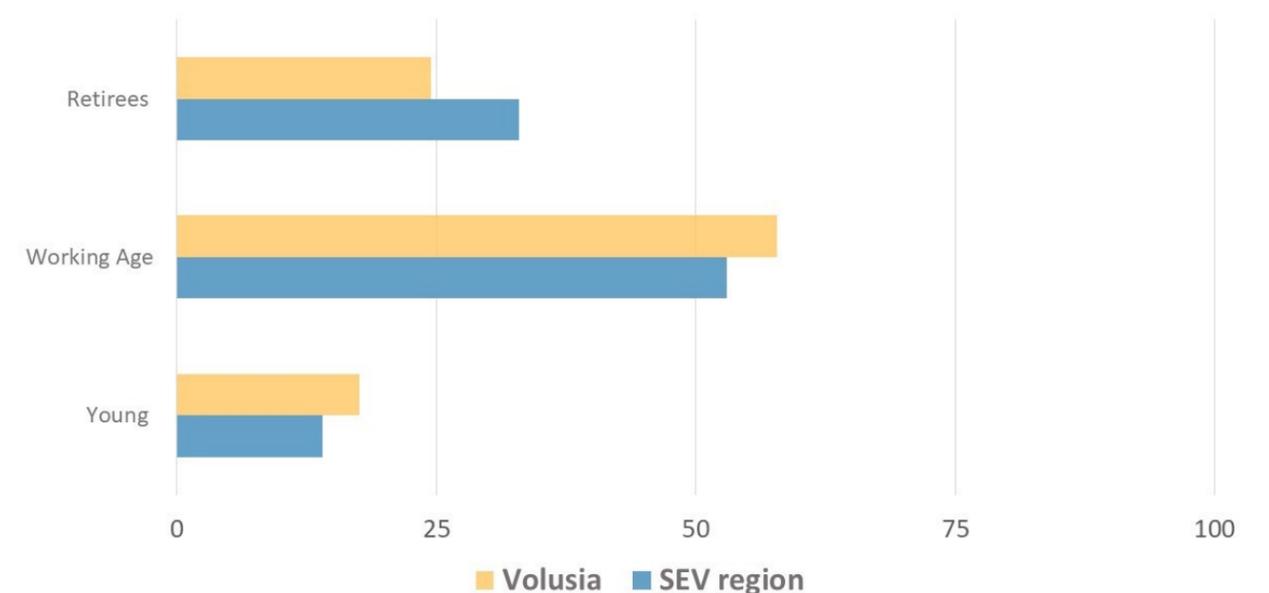
As a region, the female population makes up about 53% of the SEV residents from which 15% (4,098 residents) are 18 years old or younger, and 85% (23,578 residents) are 18 years old or older. The male population constitutes the remaining 47%, from which 14% (3,370 residents) are 18 years old or younger, and 86% (20,817 residents) are 18 years old or older. Fifty-three percent of the region’s residents are of working age (18-64). When compared to Volusia, the SEV region has a lower percentage of young residents and a much higher proportion of retirees. The median age for each of the SEV cities is 51.1 in the City of Edgewater, 56.2 in the City of Oak Hill, and 59.3 in the City of New Smyrna Beach. The higher number of retirees within the SEV region explains why it has a lower labor force participation rate when compared to other jurisdictions.

SEV Median Age By City		
Edgewater	New Smyrna Beach	Oak Hill
51.1	59.3	56.2

Source: mySidewalk, US Census ACS 5-year 2015-2019



Source: mySidewalk, US Census ACS 5-year 2015-2019



Source: mySidewalk, US Census ACS 5-year 2015-2019

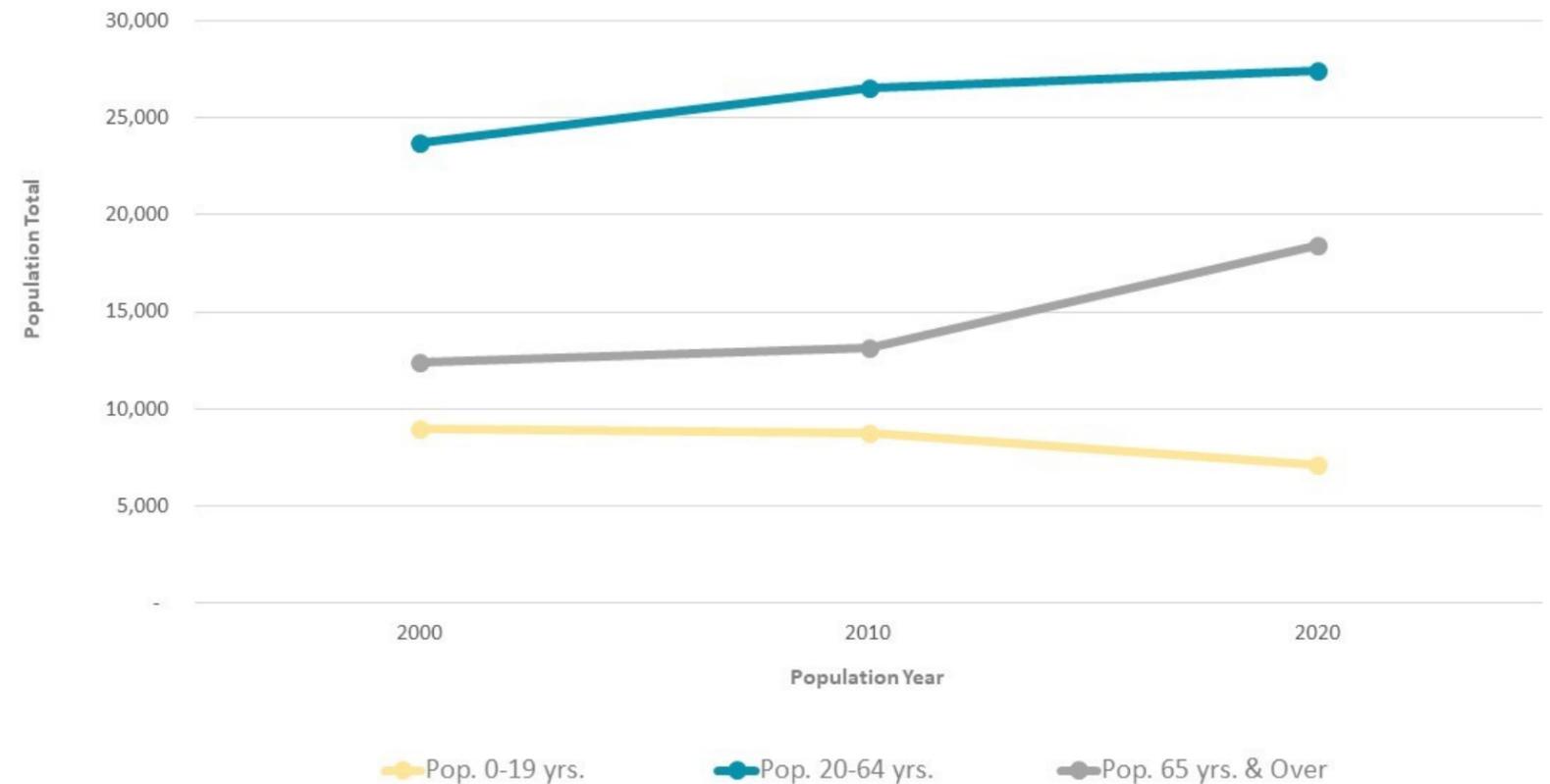
## DEMOGRAPHIC TRENDS

As previously discussed, currently more than half of the SEV region's population is within the working age range. Based on Census numbers, this segment of the population has increased slightly during the past two decades. The region added 3,775 residents between the ages of 20 and 64 during this time period.

While the SEV region's younger population decreased in the last two decades, the number of retirees continued to increase. One reason for this trend might be the construction of a housing stock that caters to retirees, especially those that want to live in the coast. There were almost 6,000 more retirees in 2020 than in 2000. This is a whopping 48 percent increase. On the other hand, the number of younger residents decreased by close to 2,000 people. Rising home prices has probably driven families to other nearby communities.

This graying population will have effects on the SEV's economy. Retirees tend to spend their money on health care and consumption services. While region's workforce has remained stable, regional leaders might want to develop more housing and amenities to attract more families to the area.

SEV Population Change by Age Groups (2000-2020)

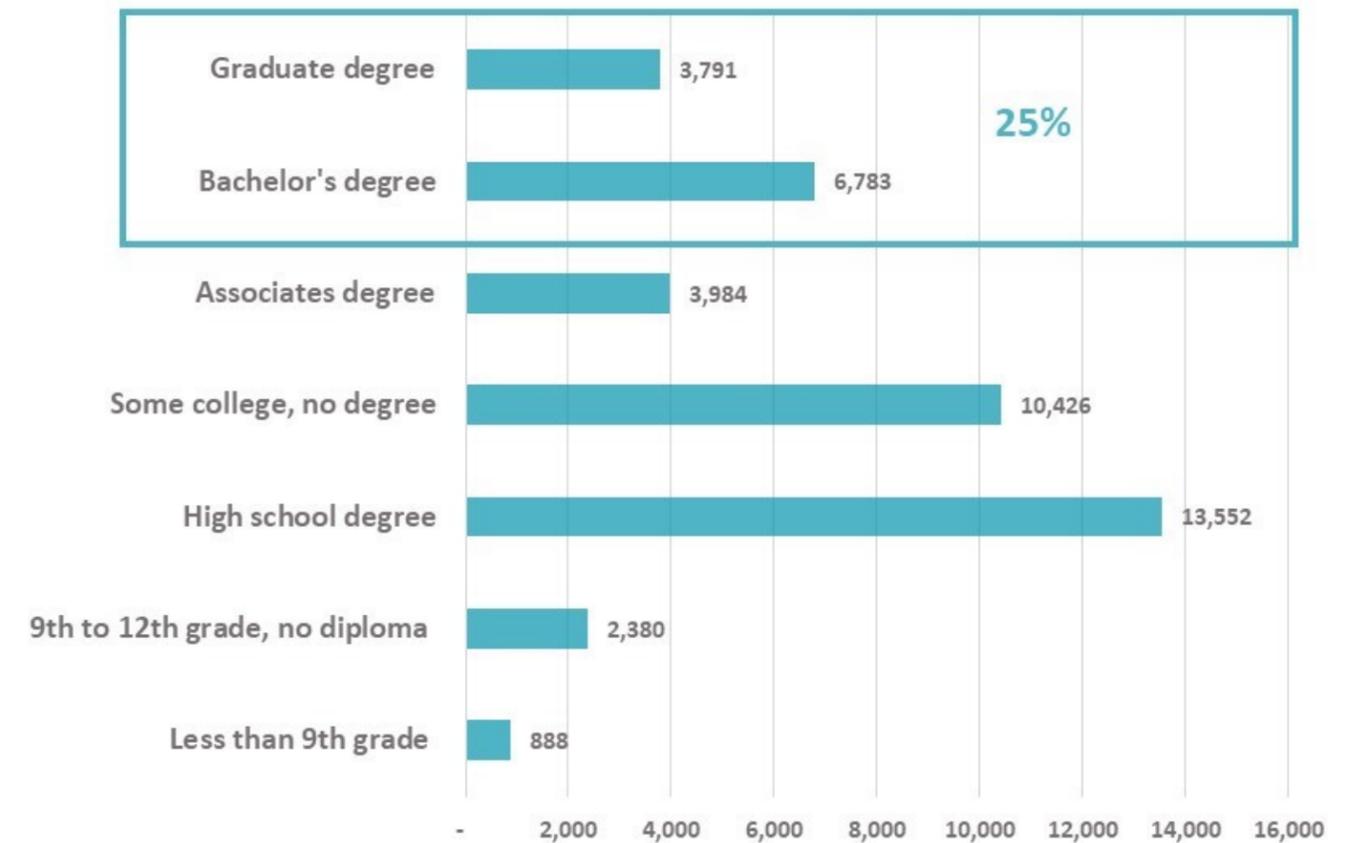


## DEMOGRAPHIC CHARACTERISTICS (CONT.)

In terms of education, SEV compares favorably with both Volusia County and the State of Florida. About 25% of the region’s residents have a bachelor’s degree or higher. This percentage is higher than the County (24%) but lower than Florida (31%). The SEV region does have a higher percentage of high school graduates and residents with “some college, not degree” than these other jurisdictions. To increase the region’s competitiveness, SEV leaders should focus on capacity building for education and workforce development as part of the economic strategies; with this focal component, SEV will be able to attract businesses that provide higher-paying jobs and simultaneously facilitate the retention and expansion of the region.

The region’s demographic structure and level of education influence the median household income. At \$57,043, the City of New Smyrna Beach has the highest median household income in the SEV area. This income figure is relatively close to the numbers from the State of Florida (\$57,073) and much higher than the County (\$52,407). Conversely, the median household incomes for the City of Edgewater (\$49,878) and the City of Oak Hill (\$49,639) are lower than both jurisdictions.

SEV Workforce Population Educational Attainment



Source: mySidewalk, US Census ACS 5-year 2015-2019

SEV Median Household Income By City

City	Median Household Income
Edgewater	\$49,878
New Smyrna Beach	\$57,043
Oak Hill	\$49,639

Source: mySidewalk, US Census ACS 5-year 2015-2019

## OCCUPATIONAL CHARACTERISTICS

Another useful tool for examining the conditions of employment and the overall labor force is an occupational analysis. An analysis of the region shows that the largest occupation in SEV based on the number of employees is cashiers, with 509 people. Fast food and counter workers (477) and customer service representatives (247) are the region’s second and third most common occupations. The mean annual wage for these three occupations is below \$30,000. In terms of cashiers and fast-food workers, these occupations have a mean annual income of less than \$25,000. Of the 13 biggest occupations by employment, only general and operations managers have a median annual income above \$50,000.

An occupations analysis of the region shows that SEV heavily relies on hospitality, indicating a need for economic diversification.

Another way of looking at occupations is by their concentration. Location quotients (LQ) are used to gauge the relative strength of an industry or occupation compared to the national average for that industry. Hence, an occupation with an LQ of more than 1 shows the local strength of an industry over the national average. Of the occupations with the highest LQ within the SEV region, several have a presence in the manufacturing (fiberglass laminators, structural metal fabrication) and leisure and hospitality (host and hostesses, cooks, and waiters and waitresses).

Occupations By Highest Location Quotients By City		
SEV City	Occupation	LQ
Edgewater	Fiberglass Laminators and Fabricators	172.30
	Marine Engineers and Naval Architects	27.23
	Motorboat Mechanics and Service Technicians	12.82
Oak Hill	Kindergarten Teachers, Except Special Education	9.04
	Education Administrators, Kindergarten through Secondary	8.13
	Structural Metal Fabricators and Fitters	12.32
New Smyrna Beach	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	4.41
	Waiters and Waitresses	4.16
	Cooks, Restaurant	4.18

Source: JobsEQ, 2021Q4

# PROSPERITY

## ECONOMIC STRUCTURE

Economic structure is the term used to describe the composition of employment by industry in the local economy. Understanding this dynamic is the first step to analyzing SEV's economic competitiveness. Here it is important to differentiate between "traded" and "non-traded" industries. The first set of industries drive economic growth because they sell their goods and services outside the region. Moreover, the development of their products is often dependent on national and international supply chains. Examples of traded industries include manufacturers and hotels. On the other hand, non-traded industries mainly exist to serve the area's population and thus derive most of their income from the local consumption. These include establishments like supermarkets and barber shops.

According to JobsEQ, the SEV area had close to 15,000 employees in 2021. About 90 percent of these jobs belong to non-traded and service producing industries. The Trade, Transportation & Utilities (TTU) supersector comprises 21 percent of all jobs within the region. It includes wholesale and retail trade establishments, transportation companies, and private utilities. The second largest grouping is Leisure and Hospitality. While it includes some traded industries like accommodation, most of the local establishments are in the food services industry. Establishments within the Education and Health Services supersector provide education and medical services to the region's residents. Most of these establishments serve local residents.

When developing an economic development strategy, it is important to focus on strategies to attract more traded industries. These tend to generate more high-wage jobs for the area's residents and tend to have a bigger economic impact.

### Industries Difference

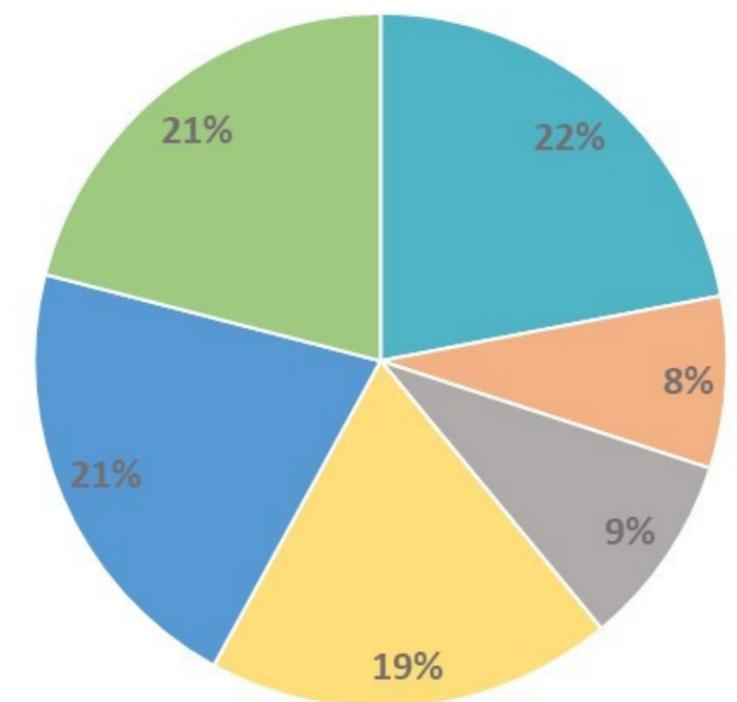
#### Traded Industries

- Drive Economic Growth
- Export Goods and Services
- National/ International Trends

#### Non-Traded Industries

- Provide Local Services
- Mostly Local Consumption
- Regional Conditions

- All Other Industries
- Professional & Business Services
- Construction
- Health Care & Educational Services
- Trade, Transportation, and Utilities
- Leisure & Hospitality



Source: JobsEQ, 2022

## LARGEST EMPLOYERS

When addressing business structure, it is also important to know the name and location of the region’s largest employers. According to Data Axle/Infogroup, SEV’s largest employers are concentrated in the Health Care and Social assistance, Manufacturing, and Retail industries. The majority of these employment sites are located within the City of New Smyrna Beach.

The region’s largest employer is Boston Whaler, located in the City of Edgewater, employing an estimated 1300 people. Followed by Advent Health New Smyrna Beach, as the second largest employer. This facility is a 112-bed hospital that employs about 700 people. The facility offers a comprehensive set of medical care services, including urgent and emergency care, cancer, diabetes, heart and vascular, home care, imaging, and lab services, among other services. Another large employer within the health care and social assistance sector is the Oceanview Nursing Rehabilitation Center, a skilled nursing facility. Finally, besides the Coconut Palms Beach Resort, the rest of the large employers are within the retail industry. Five of them are supermarkets.

Besides Boston Whaler boat manufacturing, most of the SEV region’s large employers belong non traded industries. Most of these retail establishments pay wages below \$15 an hour, which lessen the impact they have in the community. SEV leaders should focus their efforts on attracting large employers within traded sectors where the region is competitive.

Ten Largest Employers in SEV Region

Business Name	Estimated Employees	Industry	City
Boston Whaler	1300	Manufacturing	Edgewater
Advent Health NSB	700	Health Care and Social Assistance I	New Smyrna Beach
Walmart Super Center NSB	207	Retail	New Smyrna Beach
Oceanview Nursing Rehabilitation Center	200	Health Care and Social Assistance I	New Smyrna Beach
Publix Supermarket Edgewater	155	Retail	Edgewater
Coconut Palms Beach Resort	150	Accommodations	New Smyrna Beach
Publix Super Market New Smyrna Beach	150	Retail	New Smyrna Beach
Winn Dixie New Smyrna Beach	140	Retail	New Smyrna Beach
Winn Dixie Edgewater	130	Retail	Edgewater
Home Depot	120	Retail	New Smyrna Beach

Source: Data Axle/Infogroup, 2022

## MEASURING ECONOMIC COMPETITIVENESS

To identify competitive industries within the SEV region, the ECFRPC used location quotients. This is a ratio that compares the percentage of employment in a particular industry in a local economy to the percentage of employment in the same industry in a reference economy (McLean and Voytek, 2000). The LQ measure is popular because it is easy to understand. A ratio higher than 1 implies that there is an excess capacity in that particular industry. This means that the local economy probably exports these goods and services to other areas. As a destination for both regional tourists and outside visitors, the SEV shows strength on several Leisure and Hospitality sector. However, since the intention of this project is to diversify the region’s economy, the ECFRPC focused this analysis on non-service industries within the targeted sectors.

According to JobsEQ, the three cities have a high location quotient (LQ) in the ship and boat building industry, including all types of watercraft manufacturers. The cities of Edgewater and Oak Hill share high LQs in the medical equipment and supplies manufacturing. These establishments manufacture a variety of products, including surgical instruments, medical appliances, and orthodontic goods, among others. In addition, these same cities also have establishments that specialize in manufacturing a variety of metal products. Being home to a municipal airport, the City of New Smyrna Beach has shown a high concentration in the non-scheduled air transportation and the support activities for air transportation industries. The first includes all establishments that transport people and cargo with no regular routes and schedules. The second industry consists of a variety of aviation services, including airport operation, aircraft maintenance, repair, and storage, among others.

The next section of the plan shows a more detailed discussion regarding the number of establishments within these sectors and allied industries.

City	Industry	Targeted Cluster	LQ
Edgewater	Ship and Boat Building	Boats	46.4
	Other Fabricated Metal Product Manufacturing	Boats	3.03
	Medical Equipment and Supplies Manufacturing	Medical	1.81
New Smyrna Beach	Ship and Boat Building	Boats	1.49
	Nonscheduled Air Transportation	Aviation	3.64
	Support Activities for Air Transportation	Aviation	5.64
Oak Hill	Ship and Boat Building	Boats	2.71
	Medical Equipment and Supplies Manufacturing	Medical	1.04
	Architectural and Structural Metals Manufacturing	Manufacturing	23.45

Source: JobsEQ, 2021Q4

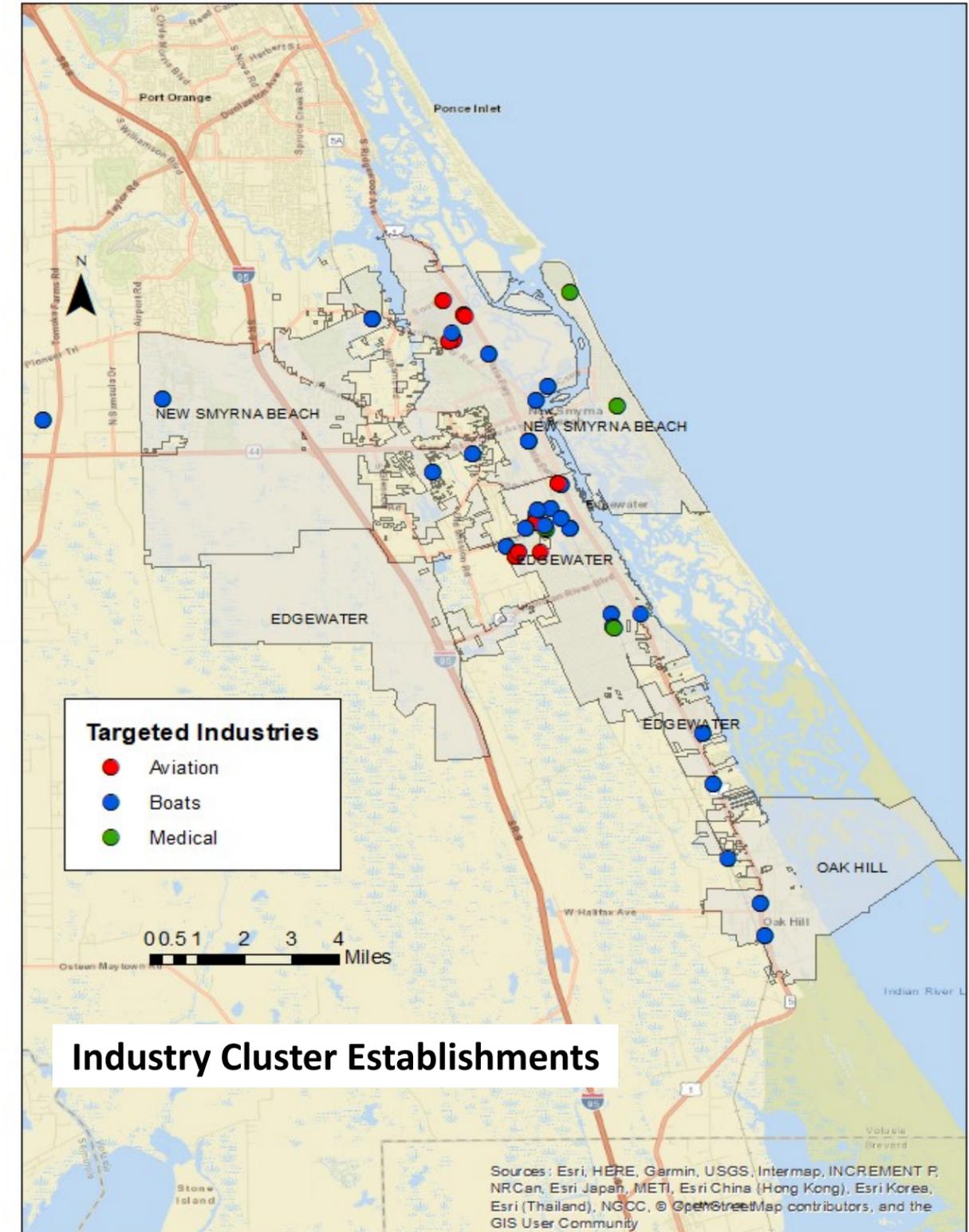
# PROSPERITY

## ECONOMIC CLUSTERING

Establishments within traded industries and their suppliers tend to agglomerate near each other to achieve economies of scale and gain a competitive advantage. These networks of inter-related businesses are called industry clusters. These firm concentrations are important regional job and wealth generators and are responsible for developing important technological innovations. For this analysis, the ECFRPC used the Data Axle/Infogroup business database to identify businesses that fall within three of the SEV's targeted industries. The ECFRPC found establishments related to the aviation, boats, and medical devices industries, but not corporate headquarters.

The ECFRPC identified 47 businesses employing more than 1,100 people. Sixty-six percent of these establishments belong to the boating industry. This number includes large boat manufacturers and their parts suppliers and repair services. There are also twelve establishments that provide a variety of aviation services. Most of these establishments provide support services to airplanes stationed at the New Smyrna Municipal Airport. Finally, the ECFRPC found four companies that develop medical devices and other health care technologies. Two of them are denture laboratories.

Before developing an economic strategy to attract more businesses within these targeted industries, it recommended for the region to explore how these current businesses could be scaled-up to help them generate more profits and additional jobs.



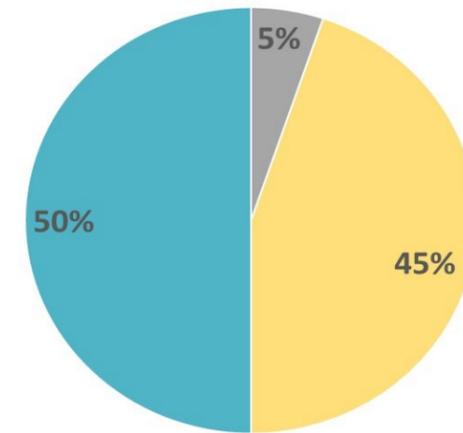
## LAND USE PATTERNS

One important factor that is not usually included in economic development discussion is land use. This is mistake, as the community's ability to attract new businesses is highly dependent on the availability of land. For the purpose of this analysis, the ECFRPC divided the region's land uses into three different groups: residential, economic generating, and other land uses.

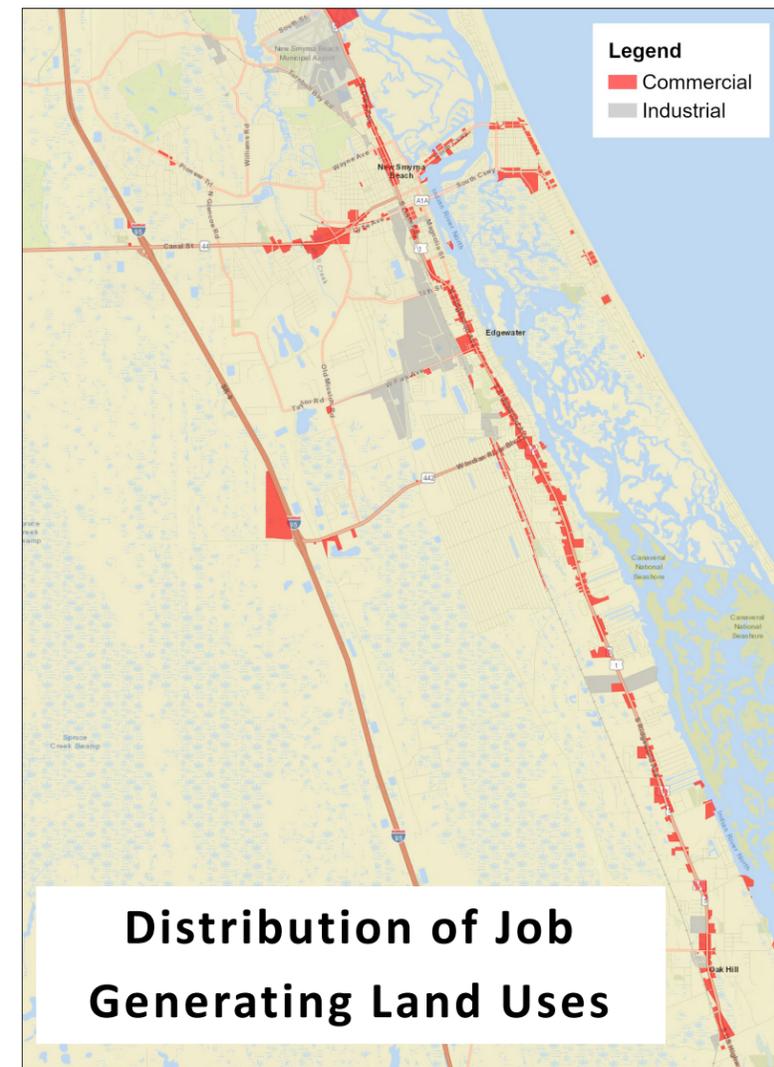
Similar to other communities across the East Central Florida region, most of the land within the SEV region is used for residential purposes. This group comprises all properties used for single-family, mobile, and multi-family home uses. Residential uses consumes about 45 percent of the land in the SEV area. This amount is heavily influenced by the region's population growth and demand for leisure waterfront properties. Economic generating land uses include all properties that have commercial and industrial designations. The first two land uses mostly serve local consumption industries such as retail and professional services. These tend to be concentrated along major throughfares such as US-1. On the other hand, industrial land is usually reserved for high intensity commercial uses and manufacturing. These uses comprise about five percent of the land within the SEV. Finally, the Other category includes agricultural, recreation, institutional, and mixed-use properties. These uses take about half the land within the SEV region.

In order to increase the SEV's economic prospects, local jurisdictions should strive to have more of a balance between residential and non residential land uses.

Southeast Volusia County - No conservation



■ Non-Residential Economic Generating ■ Residential ■ Other



## WORKSHOP #1 RESULTS

On May 17, 2021, the Southeast Volusia Chamber of Commerce hosted the Southeast Volusia Economic Development Summit with the purpose of assessing the interest in furthering the collaborative efforts of economic development for the SEV region to include the cities of New Smyrna Beach, Edgewater, Oak Hill and County of Volusia as well as determine what economic development efforts were occurring in the region.

During the workshop section, attendees were asked a series of question to move collaborative efforts forward, the following are the results of this activity.

### ***What is Southeast Volusia's unique selling position/drivers?***

- Workforce
- Proximity to Kennedy Space Center
- Land
- Climate
- Training opportunity/workforce development
- Community
- Open for business
- Access (Cape Canaveral, transportation, ports, rail)
- Diversity
- Existing businesses
- Real estate product
- Support programs
- Recreation
- Low cost of living
- Family Orientated
- Available land
- Light industry
- Schools/education
- Infrastructure
- Pad ready
- Quick permitting
- Career and Technical education
- Incentivize new business
- Can do attitude
- Wage increase

### **Challenges and Diversification - Needs to overcome challenges and enhance diversification as a Southeast Volusia Region:**

- Streamlined environmental impact permitting to support quicker, lower-cost development, taking advantage of lower cost acreage.
- Better understanding of what is and is not working § Reduced risk for filling and building spaces
- Method to defer upfront cost
- Streamlined process for municipal staff that integrates day to day operations plus collaboration within the regional economic development initiatives (not piling more requirements and duties on)
- Similar zoning
- Include all the player
- Elected bodies create policies / resolution to work together
- Identify landowners in key property areas and solicit them
- Share standard incentives
- Identify low hanging fruit. No paralysis by analysis
- Get more business partnerships
- Have the planners work together
- A regional permitting process that will be available to be filled out and submitted online
- Overview so within state statute
- Clearly articulate value and ROI of economic development to everyone in the community.
- Adopt comp plan amendments for space overlay
- Understand clear desires of elected § Continue to have these kinds of meetings to move forward and track progress
- Regional incentives package

## WORKSHOP #1 RESULTS (CONT.)

### ***Building Consensus - Building consensus for a regional collaboration to capitalize on each community's strength while working collaboratively to overcome the challenges:***

- Empowering elected officials to withstand the pushback from those that don't want change.
- Develop MOU for regional process to examine what is working, what is not working from deals that have "failed" – improve from there
- In SE Volusia collaboration and consensus looks like...including all stakeholders, expanding existing businesses, and creating private/public partnerships.
- In MOU agree to apply for EDA grant to develop a Regional Economic Development Strategy (REDS)
- Continuing the collaboration between the cities to build towards the growth of the private and public sector.
- Regional incentives and funding for economic development
- Need a regional economic strategy in writing with a timeline and stick to it and not vacillate with changing political wind
- Regional CEDS
- Better understanding of why we don't land the businesses that we want to recruit
- Major focus on workforce attraction. i.e. tax incentives, sufficient wage, and subsidies to encourage and attract workforce.
- Council and Commission members singing the same tune, knowing how to communicate with the naysayers with facts and positives
- Collaboration and consensus building in SE Volusia looks like business leaders sharing with educational institutions how to prepare the next generation of business owners and managers.
- More joint meetings
- Support our elected officials
- Open dialogue with private and public sectors

## WORKSHOP #2 RESULTS

On February 24, 2022, the Second Southeast Volusia Economic Development Summit was held to identify and build consensus around strategies to advance and coordinate economic generating development focusing on the previously identified industries: aviation & aerospace, light industry (including manufacturing), boat building & marine equipment, supplies & services, and medical. Commercial corporate office space was added to this list of targeted industries.

During the workshop section, attendees participated in a map exercise to discuss on where they envision non-residential, economic generating land uses. Refer to discussion notes below and the map to the right for activity results.

### Proposal for North

Industrial and commercial zone to connect along Williamson corridor, space between I-95 (transition zone)

- ◇ Deering Park North & Deering Park Center- mixed use areas (industrial and commercial)
- ◇ Discussion on improvements to Old Mission Rd.
- ◇ Between New Smyrna Beach and Edgewater (south of 44)- industrial park (potential)
- ◇ Consensus: on the north part of SEV, this would be the bubble supported

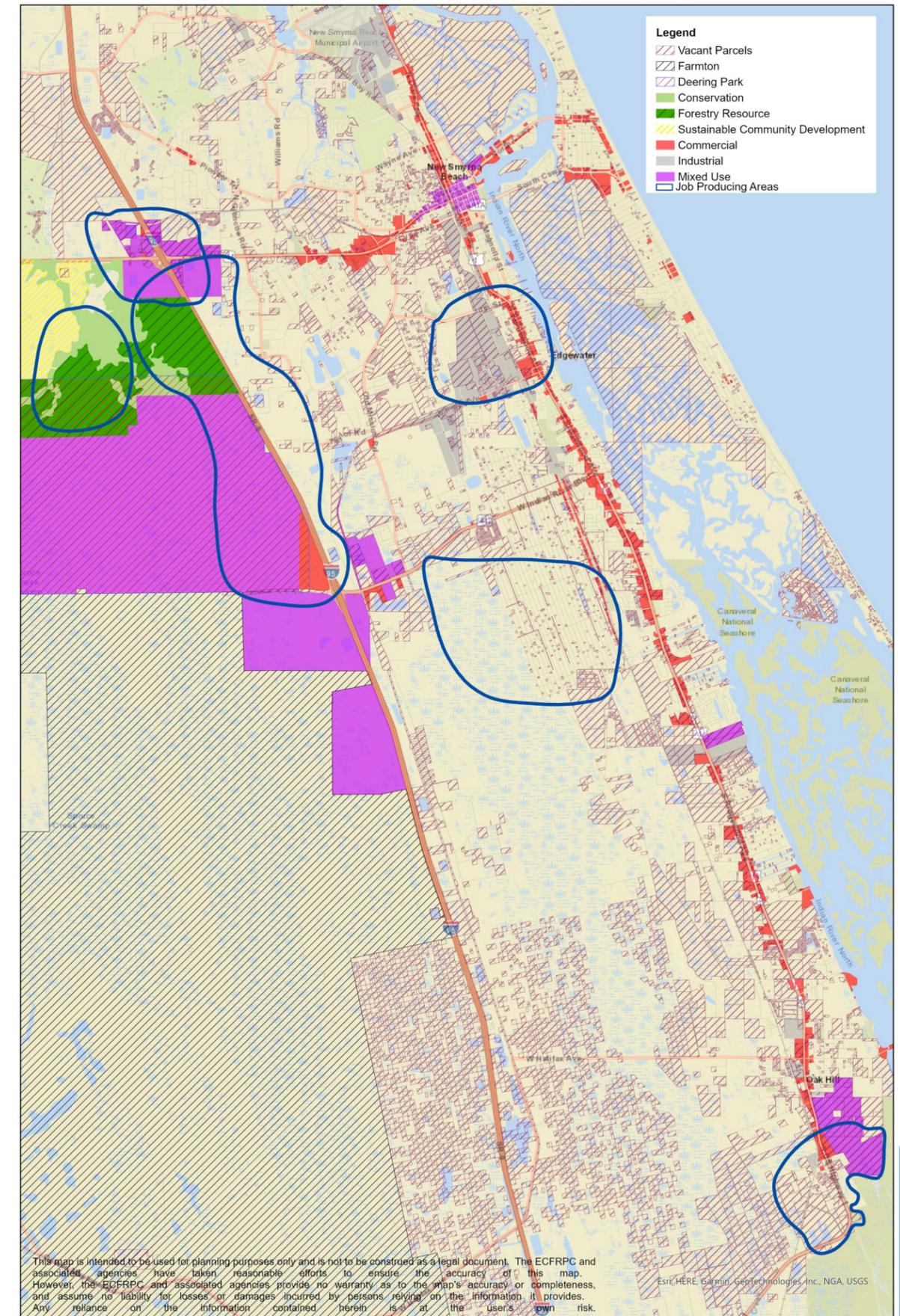
Office spaces can fall under other designation- mix uses for the most part allow for this kind of use.

### Proposal for South

Brevard County line and I-95 section and US 1 could be used for manufacturing or commercial area (e.g., space industry)

- ◇ SEV Environmental Impacts Study (EIS)- e.g., Shiloh property extension
- ◇ There is an opportunity for leveraging, both, environmental initiatives (septic to sewer, etc.) and jobs.

## Southeast Volusia FLU and Vacant



# PLANNING FOR ECONOMIC DEVELOPMENT

Based on over a year of collaborative and culminating work focused on SEV's regional economic development, local experts have developed a single overarching goal to continue working as one economic region to diversify the economy by attracting identified targeted industries for high-wage/high-value job opportunities. This goal consists of five objectives and multiple respective strategies and actions to prepare the region for existing and new economic opportunities, pivot away from threats, address weaknesses, and reinforce existing strengths to position the region in a more competitive and industry-inviting place.

In May 2021, the Southeast Volusia Chamber of Commerce hosted the first Southeast Volusia Economic Development Summit, where the Chamber, along with the representatives from each of three SEV cities (City of New Smyrna, City of Edgewater, and City of Oak Hill), Volusia County, and the facilitative assistance of the East Central Florida Regional Planning Council, participated in a regional discussion that supports and further moves SEV's economic development collaborative efforts. During this meeting, areas and industries of priority were also identified for focused work. In February 2022, a second summit was held to continue the work. At this summit, city representatives and elected leadership further discussed priorities and concerns, established a vision of work, evaluated regional gaps and needs for increasing the suitability of sites for potential targeted businesses and industries, identified land use options and areas, and identified prospective collaborating partners/stakeholders. The outcomes of these summits have resulted in the established regional economic development goal presented in this document.

## Goal

Continue working as one economic region to diversify the Southeast Volusia regional economy by attracting high wage/high value industries and jobs in aviation & aerospace; light (including manufacturing); boat building suppliers & marine equipment and services; medical; and corporate office industries.

## Objectives

- ◆ Position the region to maximize the opportunity for state, federal and county funds for infrastructure needs and quality-of-life projects.
- ◆ Strategically plan land-uses for increasing economic generating opportunities within the Southeast Volusia region that promote sustainable development patterns and a resilient and diverse economic future.
- ◆ Close the employment training, recruitment, expansion, and retention gap for target industry sectors.
- ◆ Create a unified and collaborative approach to Southeast Volusia's economic development as a region.
- ◆ Elevate regional economic prosperity through sustainable and resilient industry growth, diversification, and innovation.

# PLANNING FOR ECONOMIC DEVELOPMENT (Cont.)

It is important to note that in conjunction with these discussions, previous regional economic and strategic marketing plans have been analyzed to complement and promote existing and ongoing regional undertakings, along with fostering new strategies. In addition, the work presented in this plan takes into consideration the efforts that have been established in the regional Reasonable Assurance Plan by incorporating strategies that help promote, prepare, address, and reinforce environmental stewardship for maintaining healthy ecosystems and pivot away from practices that threaten the region's valuable natural resources.

The strategies included to address each of the objectives in this plan take into account and position the region to take action on a variety of priorities that will help advance the regional economy and assist in industry readiness. The priorities covered throughout the objectives include infrastructure development and availability (i.e., water, sewer, stormwater, transportation, broadband, electric and renewable energy, and affordable housing), strategic and reasonable land use, protection and enhancement of quality-of-life attributes (including natural areas conservation), funding opportunities, workforce development, strategic industry growth, innovation and sustainability, and regional collaboration and leadership.

The following section presents the strategy tables in which the work has been laid out for achieving the established regional economic development goal. The strategies proposed are non-exhaustive but help propel existing and new regional endeavors.

## The Strategic Plan Considers:

- Regional strategic marketing initiatives
- Regional Reasonable Assurance Plan
- Infrastructure needs
- Accessibility/Transportation
- Strategic and reasonable land use
  - Protecting and enhancing quality-of-life attributes
- Funding opportunities
- Workforce training, innovation, retention, and expansion
- Sustainable and resilient industry growth and diversification
- Regional collaboration and leadership

# SEV REGIONAL ECONOMIC STRATEGIC PLAN

**Goal:** Continue working as one economic region to diversify the Southeast Volusia regional economy by attracting high wage/high value industries and jobs in the aviation & aerospace; light industry (including manufacturing); boat building supplies & marine equipment and services; medical; and corporate office industries.

**Objective:** Position the region to maximize the opportunity for state, federal and county funds for infrastructure needs and quality-of-life projects

Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
1.a. Create a regional infrastructure plan that includes an inventory of potential projects and estimated costs.	1.a.i. Secure funding and hire a consultant to facilitate conversations and develop the infrastructure plan.	2-3 years			
	1.a.ii. Build consensus around infrastructure focus areas to include: water, sewer, stormwater (including green stormwater infrastructure and low impact development), transportation (multimodal, transit, charging stations), broadband/high speed internet, electric, alternative energy–renewable readiness, workforce/affordable housing, etc.	2-3 years			
	1.a.iii. Identify key stakeholders to bring to the table including: utility providers (FPL, NSB Utilities, Florida Public Utilities, Florida Gas Transmission Co., AT&T, Brighthouse/Spectrum, CBN Broadband Network, City and County utility departments), major land owners, transportation entities (River to Sea TPO, VoTran, FDOT, County Transportation Division, FEC Railroad), target industry representative, major employers*, housing representatives (Volusia County Assistance Division, Realtors Association), medical/healthcare service representatives (Florida Hospital, Florida Memorial Hospital Health Park, Halifax Health), Volusia County Schools, permitting agencies (SJRWMD, FDEP), Indian River Lagoon Council, elected leaders and city/county staff.	2-3 years			

\*: SEV Manufacturing & Technology Coalition, SEV County Major Employers webpage: <https://www.sevolusia.com/southeast-volusia-county-manufacturers/index>

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**Objective:** Position the region to maximize the opportunity for state, federal and county funds for infrastructure needs and quality-of-life projects

Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
1.a. Create a regional infrastructure plan that includes an inventory of potential projects and estimated costs (cont.)	1.a.iv. Create a cohesive multi-modal transportation section within the plan to provide for the movement of goods and people that promotes vibrant economic development while safely, conveniently, and efficiently serving the travel needs of southeast Volusia, protecting the natural environment and preserving the character and history of the region. The plan should provide for the following considerations: downtowns, freight and economic ingress/egress, parking solutions—especially in New Smyrna Beach, new/enhanced multimodal infrastructure, future climate conditions, incorporation of innovative stormwater solutions to improve water quality of the IRL, and others.	2-3 years			
	1.a.v. Develop a prioritized list of regional infrastructure projects and cost estimations for inclusion in the plan that may be used to seek grants , other funding or public private partnership opportunities. The list should include projects necessary to develop industrial park west of I-95 straddling NSB and Edgewater as well as those identified through collaborative efforts undertaken to date including: <ul style="list-style-type: none"> <li>Williamson Extension</li> <li>Widening of Mission Road</li> <li>Sewer &amp; water extension from Roberts Road to Brevard County line.</li> </ul>	2-3 years			
	1.a.vi. Assess the Regional Assurance Plan and identify projects within the southeast Volusia area to be incorporated into the SEV Infrastructure Plan.	2-3 Years			
	1.a.vii. Municipal and county adoption of the plan by resolution.		3-5 years		

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Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
1.b. Include in the development of the infrastructure plan a grant tracking table to identify potential funding sources, requirements (such as engineering and design, match, etc.), timelines and other considerations.	1.b.i. Identify potential partner(s) to secure grants in order to advance infrastructure development in priority development area(s) identified by leadership and as noted in this plan including the priority area between New Smyrna Beach and Edgewater.  Partners could include SEV Chamber of Commerce, SEV cities, R2CTPO, Indian River Lagoon Council, utility partners, Volusia County Schools, Housing developers, private companies/businesses, and others.	2-3 years			
	1.b.ii. Research state and federal grants to fund infrastructure needs including those “outside of the box” – i.e. resilience or water quality grants to create onsite or regional stormwater infrastructure; structure projects as a dig once approach to secure grants that could cover planning or implementation of a number of infrastructure needs on one site at one time.	2-3 years			
1.c. During the collaboration efforts to develop the Infrastructure Plan, work with the City leadership to determine consensus regarding a regional financial mechanism to provide matching dollars for regional infrastructure.	1.c.i Collaborate with elected officials and city managers to determine consensus on an approach which could include a dedicated annual budget line item, increase in stormwater impact fees or other impact fees, a Regional Trust fund or other potential options.  Note: Each city may opt to secure the funding through their own means, but at the very least, city and county partners should work to come to consensus regarding dollars allocated every year and how the dollars may be utilized or rolled over to create a growing account for infrastructure projects if not spent in a given year.	2-3 years			
	1.c.ii. Incorporate agreed upon approach into the infrastructure plan and resolution for adoption.		3-5 Years		
	1.c.iii. As housing has been discussed as being “infrastructure”, partners should continue to explore the idea of funding an Affordable Housing Trust Fund.		3-5 Years		

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**Objective:** Strategically plan land-uses for increasing economic generating opportunities within the Southeast Volusia region that promote sustainable development patterns and a resilient and diverse economic future.

Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
2.a. Re-envision corridors/areas to focus future economic generating land-uses (non-residential)	2.a.i. Conduct an audit of the priority areas identified by leadership to focus efforts to increase opportunities for economic generating land uses. This should include infrastructure gaps, vulnerabilities, land-use designations, and socio-economic framework of the area.	2-3 years			
	2.a.ii. Assess growing trends in the manufacturing sector to target industries that will diversify the region’s economic future and can operate on smaller parcels or within manufacturing parks and areas identified in the priority areas.	2-3 years			
	2.a.iii. Develop a vision for these areas including potential land use designations, workforce housing, infrastructure needs, future conditions, and target industries.	2-3 years			
	2.a.iv. Work with property owners and jurisdictional planners to identify willing participants in planning tools to secure the future economic land-use on these properties.	2-3 years			
	2.a.v. Update comprehensive plan, zoning and land development codes to solidify incentives, overlays or other identified planning approaches.		3-5 years		
	2.a.vi. Conduct small area design planning as needed to ensure development occurs as desired.		3-5 years		
	2.a.vii. Implement Joint Planning Agreements for these corridors or properties as needed.	2-3 years			
	2.a.viii. Secure various cross-sector partnerships to create the spaces for businesses to scale over time		3-5 years		

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Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
2.b. Examine zoning and land-uses to determine potential for more innovative approaches, beyond mixed use, to facilitate mix of uses including light industrial/commercial/office and residential.	2.b.i. Conduct best practice research for innovative zoning and land use designations that integrate land uses instead of segregation of industrial from other uses. Example: Philadelphia code offers two new classifications, Industrial Commercial Mixed Use (ICMX) and Industrial Residential Mixed Use (IRMX), which focuses on live-work arrangements.	2-3 years			
	2.b.ii. Examine zoning allowances for small scale manufacturing and incubators that could offer classes, fabrication and prototyping tools, electronic/computer equipment, and design software for members.	2-3 years			
	2.b.iii. Identify industries that do not require heavy infrastructure nor generates heavy traffic patterns.	2-3 years			
	2.b.iv. Audit zoning, land development codes and future land uses to determine where barriers exist to innovative allowances, and the potential and appetite for new codes and where these could be implemented .	2-3 years			
	2.b.v. Create an internal process in each community to ensure cross-sectoral communication and involvement in decision-making for planning, natural resources, grant application, and economic development is standard practice.	2-3 years			
	2.b.vi. Research and implement renewable ready codes and sustainable policies and initiatives to encourage the formation and growth of targeted industries and other high wage/ high value job creating businesses, entrepreneurship, creativity, and innovation.		3-5 years		
	2.b.vii. Develop strategies and codes that will allow for future development to contribute towards further enhancing environmental protections without becoming cost-prohibitive and/or unreasonable to the developer such as low impact design requirements and other stormwater management strategies.		3-5 years		

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**Objective:** Close the employment training, recruitment, expansion, and retention gap for target industry sectors.

Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
3.a. Conduct gap assessment of educational and training resources and needs to feed manufacturing industries from high school pipeline and retraining and expand programs within the region.	3.a.i. Conduct inventory of programs and (re)trainings available in Volusia County high schools, community and technical colleges.	2-3 years			
	3.a.ii. Conduct best practice research for strategies to close training and recruitment gaps in manufacturing industries.	2-3 years			
	3.a.iii. Engage with groups to assist with the training and recruitment of target groups including Volusia County high schools, Burns Science and Technology Charter School, Southeast Volusia School of Science and Technology, Veterans Services, Career Source, major employers, Daytona State College, non-profits specializing in workforce training and placement, religious institutions and other identified stakeholders in the development of strategies and program development and assist in assigning responsible parties and identify partnerships.	2-3 years			
	3.a.iv. Identify and engage training and recruitment target groups including high school students, armed forces retirees, unemployed, underemployed, etc. in the development of strategies and program development.	2-3 years			
	3.a.v. Produce recommendation report for appropriate stakeholders to consider for implementation to include timeframes, responsible party leads for specific actions and partnerships.	2-3 years			

# SEV REGIONAL ECONOMIC STRATEGIC PLAN

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Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
3.b. Continue to collaborate with stakeholders to assess progress recruitment and training recommendations and identify new partnerships, opportunities and strategies to advance recommendations in Recruitment and Retention Gap Analysis and Strategy Plan.	3.b.i. Continue to host roundtable session(s) to include educational and training entities, elected officials and industry representatives. Key stakeholders include those included in the development of the plan and NextGen Leaders, Burns Science and Technology Charter School, Sacred Heart School, Southeast Volusia School of Science and Technology, New Smyrna Beach High School, Daytona State College, Career Source, etc.		3-5 years		
	3.b.ii. In roundtable sessions, engage in dialogue to continue to identify private – public partnerships, non-profits and other organizations including 501 c(3), faith-based organizations, and others to advance strategies and opportunities to help close the recruitment and retention gap.		3-5 years		
3.c. Develop recruitment, retention, and expansion tools for regional industry growth.	3.c.i. Volusia Business Resources (VBR) and Team Volusia should continue to host the existing website with online resources for business expansion and retention. The Cities, partners and VBR should continue to update this website with new information, partnerships, etc. that emerge from the above engagement.				X
	<u>Note:</u> VBR website <a href="https://www.volusiabusinessresources.com">https://www.volusiabusinessresources.com</a> & Team Volusia <a href="https://www.teamvolusiaedc.com/">https://www.teamvolusiaedc.com/</a>				
	3.c.ii. Continue efforts and information accessibility for recruitment of new industries and perspective entrepreneurs through easy to access and navigate website and include for example the development of a crosswalk of business installation prerequisites, services available, and infrastructure or resources required from the region to help expedite business residency in SEV.				X
	3.c.iii. Include on the VBR website a regional service provider and business directory by category.	2-3 years			

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Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
3.d. The Chamber should continue to emphasize and market the region’s reputation for entrepreneurship and innovation as a regional business identity.	3.d.i. Host annual business meetings to showcase successful local businesses and partnerships.				X
	3.d.ii. Develop a set of marketing material to promote identified the region’s entrepreneurship and innovative investment opportunities.				X
	3.d.iii. Continue to promote business technology and resource investment, competitiveness, and excellence through incentives such as innovation awards, recognition programs, funding support, and scoring to help assist with business and regional improvements and create pathways into global recognition.				X
	3.d.iv. Continue collaboration with Volusia County, Team Volusia, and South East Volusia Manufacturing and Technology Coalition (SEVMTC).				X

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**Objective:** Continue the unified and collaborative approach to the Southeast Volusia’s economic development as a region

Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
4.a. Continue collaborative meetings and forums with regional planners, economic development staff, stakeholders and local representatives to regularly participate in efforts that address current and future identified issues and priorities at least once a year.	4.a.i. Continue to convene the regional economic leadership taskforce to deliver strong economic leadership and collaboration between all levels of government, industry, and the community. These meetings should be held no less than quarterly to ensure momentum and utilize the group to advance efforts of this plan.				X
	4.a.ii Host a minimum of one leadership forum session per year to focus on targeted collaboration, problem solving and partnership development. The leadership forum should include, as a minimum, elected and appointed government leadership and staff with key industries, academics, non-profits, and other identified stakeholders invited to the table dependent upon the focused discussion of the session. The goal of the leadership forum is to discuss and acknowledge economic development gaps and identify and promote opportunities across the region to ensure the region is well placed to grow and respond to economic changes/impacts.	2-3 years			X
4.b. Continue to seek, leverage, and mobilize internal resources and opportunities to build and sustain economic development and collaboration.	4.b.i. No less than quarterly, city and county planners and economic development staff, SEVMTC, and SEV Chamber should meet to discuss new opportunities, plan implementation progress and continue to collaborate to advance this plan and economic development opportunities, planning efforts and new partnerships. This meeting should be a recurring meeting hosted by the Chamber of Commerce.	2-3 years			
	4.b.ii. In collaboration with the County and cities GIS Department, City/County planners, economic development staff, and SEVMTC, continue the efforts to create a web-based regional mapping application for use by recruitment individuals and organizations, site selection professionals, and economic development practitioners to streamline the process in identifying non-residential development opportunities for targeted industries to locate in the region. The information included in the map should include a minimum zoning, future land use, site size, environmental constraints, utilities, and jurisdiction.	2-3 years			

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**Objective:** Elevate regional economic prosperity through sustainable and resilient industry growth, diversification, recovery planning and innovation

Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
<p>5.a. As resilience and recovery are important regional themes to incorporate into regional and local Comprehensive Economic Development Strategy (CEDS), conduct a vulnerability assessment of the region’s economic system and identify strategies to adapt to shocks and stressors.</p>	<p>5.a.i Conduct an assessment of the region’s economic system to identify industry conglomerations, industry gaps, supply chain resources, and other identified economic resources and vulnerabilities. This would include interviews with industry leaders to assess resources needs and where they obtain these resources for their operations.</p>	2-3 years			
	<p>5.a.ii. Work with practitioners and industry stakeholders to identify a regionally consistent set of indicators and benchmarks including economic vulnerability indicators to track progress being made in resilient economic development. Research of best practice indicators should occur during this process. This activity could be undertaken as a masters thesis with one of the local universities. Utilize resources found on NADA CEDS Central and US EDA for best practices which includes numerous tools such as National Economic Resilience Data Explorer (NERDE) and Analysis Platform for Risk, Resilience, and Expenditures (APRED).</p>	2-3 years			
	<p>5.a.iii. Update local CEDS plans to incorporate new metrics and ensure identified shocks and stresses are included as they don’t stop at geographical or jurisdictional boundaries, making the need to prepare and respond to these events a regional effort. The CEDS planning process is therefore an ideal opportunity to position regions for recovery.</p>		3-5 years		

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**Objective:** Elevate regional economic prosperity through sustainable and resilient industry growth, diversification, recovery planning and innovation

Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
5.b. Create a Business Resilience program at the Chamber to build capacity, provide training opportunities, and engage businesses to foster sustainable and regenerative systems that promote equitable and inclusive practices to better prepare for and respond to shocks and stressors.	5.b.i. Conduct best practice research of other chambers of commerce regarding their role in economic and business resilience and identify programs that could be replicated in Southeast Volusia.	2-3 years			
	5.b.ii. Engage with experts to provide training opportunities for businesses in the region to build capacity and promote diverse business incentives.		3-5 years		
	5.b.iii. Develop a program with incentives for businesses that provide training opportunities, promote resilience and align with local goals/efforts based on transparency and accountable performance, such as, for example, entities who have conducted an analysis of business performance (e.g., B-Impact Assessment) based on governance, workers, community, the environment, and customers impacts.		3-5 years		
	<b>Note:</b> B Corp Impact Assessment digital tool: <a href="https://www.bcorporation.net">B Impact Assessment (bcorporation.net)</a>				
	5.b.iv. Create a forum or platform to provide opportunities for Business to Business (B2B) connections for production and supply support especially in supply chain shortages or other disruptions.				X
5.b.v. Prioritize and promote sustainable business practices such as by-product synergy, building operations efficiency, waste reduction and efficient waste management, and community volunteering programs, among other practices alike that can help protect and enhance the region’s natural environment .				X	

# SEV REGIONAL ECONOMIC STRATEGIC PLAN

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**Objective:** Elevate regional economic prosperity through sustainable and resilient industry growth, diversification, recovery planning and innovation

Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
5.c. Increase the number of industries within the region’s innovation cluster and clean/green emerging industries to encourage economic diversification and circular economy concepts	5.c.i. Host a symposium or regional economic development summit focused on innovation and emerging technologies across sectors (private, government, community, academia, and clusters) to develop understanding, partnerships, and commitments for innovation.		3-5 years		
	5.c.ii. Develop recommendations, strategies and best practices that provide financial and non-financial incentives for “green” economic growth.	2-3 years			
	5.c.iii. Provide education on opportunities and resources offered by sustainability sector programs and entities such as Social Enterprise/B Corp.	2-3 years			
	<b>Note:</b> B Corp website: <a href="https://www.bcorporation.net/en-us/">https://www.bcorporation.net/en-us/</a>				
	5.c.iv. Investigate partnerships and opportunities to stimulate financial and non-financial development of work/study and apprenticeship programs for green jobs, with emphasis on inclusion for minority groups and disenfranchised youths.	2-3 years			

# CONCLUSION

The Southeast Volusia region shall continue to collaborate and actively pursue efforts to help the region promote economic diversification, attract quality businesses and industries, and build an adequate and robust workforce to increase SEV's overall economic development. These efforts will be achieved by addressing, although not limited to, the stated goal and objectives and in collaboration with the organizations and stakeholders identified and presented in this plan. Some of the highlighted strategies, which will be essential for moving plan development forward, are the unified collaboration between the SEV cities and the County, meeting at least once a year to discuss progress and requirements, pursuing funding opportunities, workforce development, and availability and readiness of sites. The outcomes of this work will not only improve the region's economic resilience but will also work to promote people's quality of life and continue to protect, and when possible, enhance, places—the natural and built environment. Furthermore, by working on these community aspects, the region will be better equipped and prepared to face current and future shocks and stressors to the economy. After all, based on the economic impacts of the COVID-19 pandemic, people and businesses must work to foster technology, innovation, adaptability/flexibility, diversification, collaboration, and the sustainable use of resources (economic, natural, and material) to create a community and industry network that is supportive and resilient.

# Southeast Volusia Regional Economic Development Strategic Plan

A Regional Partnership Initiative  
Executive Overview



# Created Through Broad Partnership

- Southeast Volusia Chamber of Commerce
  - Southeast Volusia Manufacturing Technology Coalition
  - City of Edgewater
  - City of New Smyrna Beach
  - City of Oak Hill
  - Volusia County
  - Team Volusia
  - CEO Business Alliance
  - Southeast Volusia Advertising Authority
  - East Central Florida Regional Planning Council
- 
- Other Key Participants
    - New Smyrna Beach Utilities
    - Local Business
    - Local Residents
    - Education Providers



# Extensive Development Process

## Convening Key Stakeholders

- SEVMTC Commitment Resolution - 2018
- Engagement/EDA CARES Grant with ECFRPC - 2020
- SEV ED Summit 1 - May 17, 2021
- New Smyrna Beach Economic Development Workshop – October 28, 2021
- City/County Zoning and FLU mapping technical team workshop - July 12, 2022
- SEV ED Summit 2 - February 24, 2022
- Monthly SEV Chamber Economic Development Meetings
- Monthly ECFRPC meetings

## Key Resources Utilized

- Mosquito Lagoon RAP – Reasonable Assurance Plan (Water Quality Infrastructure)
- Stakeholder Economic Development Plans (Cities, County, Team Volusia)
- SEVMTC Marketing Plan
- ECFRPC Collaborative Development Process



# Achieved Consensus On Common Goals

## The focus of this economic development initiative

- Ensure value-added higher paying jobs for today and future generations
- Expand commercial property tax base reducing the burden on local residents
- Ensure the wealth and resilient economic future of our communities
- Improve the quality of life for all

## Work together in a collaborative regional approach

- Recognize the Southeast Volusia geographic unity
- Leverage the unique assets and competitive strengths of each city in the region
- Create jobs by facilitating the creation, expansion and diversification of targeted clean businesses and industries
- Provide a skilled and quality workforce for these diversified businesses to create community economic resilience during times of national and global economic ups and downs
- Protect the region's valuable natural resources and the region's quality of life

## Position the region to compete for state and federal grant funding

- Grants for infrastructure improvements, workforce training facilities, industrial parks, business incubators and associated required planning studies



# Deliverables Included With The Plan

Published  
Comprehensive 34  
Page Plan Document

**Southeast Volusia Economic Development Strategic Plan 2022**

**WORKSHOP #2 RESULTS**

**SEV REGIONAL ECONOMIC STRATEGIC PLAN**

Strategies	Actions	Time Frame			
		Short-term	Mid-term	Long-term	Not certain
1.1. Create a regional infrastructure plan that includes an inventory of potential projects and estimated costs.	1.1.1. Secure funding and hire a consultant to facilitate conversations and develop the infrastructure plan.	2-3 years			
	1.1.2. Build consensus around infrastructure focus areas to include water, sewer, stormwater (including green stormwater infrastructure and low impact development), transportation (multimodal), transit, (charging stations), broadband/high speed internet, electric, alternative energy-renewable readiness, workforce/affordable housing, etc.	2-3 years			
1.2. Identify key stakeholders to bring to the table including utility providers (FL, NGS utilities, Florida Public Utilities, Florida Gas Transmission Co., AT&T, Brightline/Spectrum, CBN Broadband Network, City and County utility departments), major retail owners, transportation centers (Bass to Sea TRV, Volusia, Volusia County Transportation Division, FIC Railroad), light industry representatives, major employers*, housing representatives (Volusia County Affordable Housing, Harbor Associates), medical/healthcare service representatives (Florida Hospital, Florida Memorial Hospital Health Park, Halifax Hospital), Volusia County Schools, permitting agencies (DPR/MD, FDEP), Indian River Lagoon Council, elected leaders and city/county staff.	1.2.1. Build consensus around infrastructure focus areas to include water, sewer, stormwater (including green stormwater infrastructure and low impact development), transportation (multimodal), transit, (charging stations), broadband/high speed internet, electric, alternative energy-renewable readiness, workforce/affordable housing, etc.	2-3 years			
	1.2.2. Identify key stakeholders to bring to the table including utility providers (FL, NGS utilities, Florida Public Utilities, Florida Gas Transmission Co., AT&T, Brightline/Spectrum, CBN Broadband Network, City and County utility departments), major retail owners, transportation centers (Bass to Sea TRV, Volusia, Volusia County Transportation Division, FIC Railroad), light industry representatives, major employers*, housing representatives (Volusia County Affordable Housing, Harbor Associates), medical/healthcare service representatives (Florida Hospital, Florida Memorial Hospital Health Park, Halifax Hospital), Volusia County Schools, permitting agencies (DPR/MD, FDEP), Indian River Lagoon Council, elected leaders and city/county staff.	2-3 years			

Includes plan narrative in outline format

- Framework
- Working document
- Can evolve over time

Program Management  
Excel Spreadsheet

- Work Plan
- Track Progress
- Strategies
- Detailed Actions
- Time Frames
- Progress Status
- Notes

**SEV Strategic Plan**

**Objectives and Strategy**

1. Foster the region to maximize the opportunity for state, federal and county funds for infrastructure needs and quality of life projects.

2. Create a regional infrastructure plan that includes an inventory of potential projects and estimated costs.

3. Build consensus around infrastructure focus areas to include water, sewer, stormwater (including green stormwater infrastructure and low impact development), transportation (multimodal), transit, (charging stations), broadband/high speed internet, electric, alternative energy-renewable readiness, workforce/affordable housing, etc.

4. Identify key stakeholders to bring to the table including utility providers (FL, NGS utilities, Florida Public Utilities, Florida Gas Transmission Co., AT&T, Brightline/Spectrum, CBN Broadband Network, City and County utility departments), major retail owners, transportation centers (Bass to Sea TRV, Volusia, Volusia County Transportation Division, FIC Railroad), light industry representatives, major employers\*, housing representatives (Volusia County Affordable Housing, Harbor Associates), medical/healthcare service representatives (Florida Hospital, Florida Memorial Hospital Health Park, Halifax Hospital), Volusia County Schools, permitting agencies (DPR/MD, FDEP), Indian River Lagoon Council, elected leaders and city/county staff.

**SEV Regional Economic Strategic Plan**

Objectives	Strategies	Time Frame	Status	Notes
1.1. Create a regional infrastructure plan that includes an inventory of potential projects and estimated costs.	1.1.1. Secure funding and hire a consultant to facilitate conversations and develop the infrastructure plan.	2-3 years	Unknown	Anticipate 18-24 months to develop objective
	1.1.2. Build consensus around infrastructure focus areas to include water, sewer, stormwater (including green stormwater infrastructure and low impact development), transportation (multimodal), transit, (charging stations), broadband/high speed internet, electric, alternative energy-renewable readiness, workforce/affordable housing, etc.	2-3 years	Unknown	
1.2. Identify key stakeholders to bring to the table including utility providers (FL, NGS utilities, Florida Public Utilities, Florida Gas Transmission Co., AT&T, Brightline/Spectrum, CBN Broadband Network, City and County utility departments), major retail owners, transportation centers (Bass to Sea TRV, Volusia, Volusia County Transportation Division, FIC Railroad), light industry representatives, major employers*, housing representatives (Volusia County Affordable Housing, Harbor Associates), medical/healthcare service representatives (Florida Hospital, Florida Memorial Hospital Health Park, Halifax Hospital), Volusia County Schools, permitting agencies (DPR/MD, FDEP), Indian River Lagoon Council, elected leaders and city/county staff.	1.2.1. Build consensus around infrastructure focus areas to include water, sewer, stormwater (including green stormwater infrastructure and low impact development), transportation (multimodal), transit, (charging stations), broadband/high speed internet, electric, alternative energy-renewable readiness, workforce/affordable housing, etc.	2-3 years	Unknown	*SEV Manufacturing & Technology Coalition, SEV County Major Employers webpage: <a href="https://www.volusia.com/southeast-volusia-county-manufacturing">https://www.volusia.com/southeast-volusia-county-manufacturing</a>
	1.2.2. Identify key stakeholders to bring to the table including utility providers (FL, NGS utilities, Florida Public Utilities, Florida Gas Transmission Co., AT&T, Brightline/Spectrum, CBN Broadband Network, City and County utility departments), major retail owners, transportation centers (Bass to Sea TRV, Volusia, Volusia County Transportation Division, FIC Railroad), light industry representatives, major employers*, housing representatives (Volusia County Affordable Housing, Harbor Associates), medical/healthcare service representatives (Florida Hospital, Florida Memorial Hospital Health Park, Halifax Hospital), Volusia County Schools, permitting agencies (DPR/MD, FDEP), Indian River Lagoon Council, elected leaders and city/county staff.	2-3 years	Unknown	



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# Plan Regional Analysis Topics

- SEV's demographic and occupational characteristics
- Employment profile
- Industry competitiveness
- Economic clusters
- Challenges and opportunities.
- Establishes regional goals
- Five key objectives, and a series of respective strategies and actions for:
  - Preparing for opportunities
  - Pivoting from threats
  - Addressing weaknesses
  - Reinforcing strengths



# Organized Around 5 Key Objectives

1. **Regional infrastructure** planning
2. Re-envision geographic corridors/areas to focus on economic generating land-uses (non-residential) and examine **zoning and land-uses** to determine potential for more innovative approaches, beyond mixed use, to facilitate mix of uses including light industrial/commercial/office and residential
3. **Education and workforce** development opportunities
4. Action plans for ongoing **collaboration**
5. Initiatives to elevate the region's **resilience** and ability to **recover** from state, national and global economic events



# Wide Recognition For This Collaboration



Dr. Kent Sharples – CEO Business Alliance

*“The efforts of this unique collaboration are empowering the Volusia County economic development community with a consistent Southeast Volusia vision enabling us to improve our opportunity to bring high paying jobs to the region.”*

1. Recognition from the local Economic Development Community
2. Highlighted in the local newspaper business section
3. Plan received national award nomination

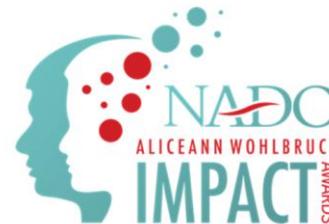
## Ready to launch: As space industry grows, officials see opportunities for Volusia County



**Clayton Park**

The Daytona Beach News-Journal

Published 9:46 p.m. ET Nov. 14, 2021



**Congratulations! Your organization has received a 2022 NADO Aliceann Wohlbruck Impact Award!**



# Next Steps

- Cities pass resolutions to accept plan
- Cities direct staff to:
  - Commit time and effort to continue to work on this collaborative initiative
  - Commit to engage and align appropriate individual economic development activities with this regional initiative
  - Commit to help revise this working/ongoing regional plan as local initiatives evolve
- Cities empower SEV Chamber of Commerce as the lead facilitator/convener of this initiative going forward



# Southeast Volusia Regional Economic Development Strategic Plan

Thank You



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**RESOLUTION NO. 66-22**

**A RESOLUTION OF THE CITY OF NEW SMYRNA BEACH,  
FLORIDA ADOPTING AND IMPLEMENTING THE  
SOUTHEAST VOLUSIA REGIONAL ECONOMIC  
DEVELOPMENT STRATEGIC PLAN; PROVIDING FOR  
CONFLICTING RESOLUTIONS; AND PROVIDING AN  
EFFECTIVE DATE.**

**WHEREAS,** the City Commission adopted Resolution 56-21, expressing support for the development of a comprehensive economic development strategy involving the cities of Edgewater, New Smyrna Beach, Oak Hill, and Volusia County, in conjunction with the East Central Florida Regional Planning Council, County of Volusia Economic Development Department, Team Volusia EDC, Southeast Volusia Chamber of Commerce and Southeast Volusia Manufacturing and Technology Coalition, Inc.; and

**WHEREAS,** all of the interested entities have worked together over the last year to create the Southeast Volusia Regional Economic Development Strategic Plan, including other community partners such as the Southeast Volusia Advertising Authority, CEO Business Alliance, New Smyrna Beach Utilities, at joint regional planning sessions on May 17, 2021 and February 24, 2022; and

**WHEREAS,** the Economic Development staff has worked diligently on this plan and have reviewed the plan and finds it is in the best interests of the City to adopt the plan and participate in the implementation of the plan.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF NEW SMYRNA BEACH, FLORIDA:**

**SECTION 1: Adoption.** The Southeast Volusia Regional Economic Development Strategic Plan is hereby adopted by the City of New Smyrna Beach.

**SECTION 2: Implementation.** The City Commission further directs city staff to continue to work with all the interested parties as one Southeast Volusia Economic Region to achieve the goals and objectives of the Southeast Volusia Regional Economic Development Strategic Plan.

**SECTION 3:** All resolutions or parts of resolutions in conflict herewith are hereby repealed.

**SECTION 4:** This resolution shall take effect immediately upon adoption.

**APPROVED AS TO FORM AND CORRECTNESS:**

  
\_\_\_\_\_  
**CARRIE AVALLONE**  
City Attorney

**DATE:** 10/17/2022

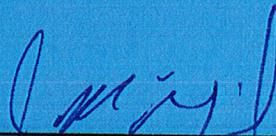
Ordinance No. 66-22 of the City of New Smyrna Beach, Florida, was introduced before the City Commission at its Regular Meeting on October 11, 2022, and read by title only. The Second Reading and Public Hearing of the proposed Ordinance would be conducted at the Regular Meeting on October 25, 2022.

Ordinance No. 66-22 was read by title only at the Regular Meeting held by the City Commission on October 25, 2022, Motion was made by Vice Mayor McGuirk, and seconded by Commissioner Hartman, that Ordinance No. 66-22 be adopted on second and final reading, the vote thereon being as follows:

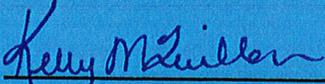
MAYOR RUSS OWEN	Yes
VICE MAYOR JASON MCGUIRK	Yes
COMMISSIONER JACOB D. SACHS	Yes
COMMISSIONER MICHAEL KOLODY	Yes
COMMISSIONER RANDY HARTMAN	Yes

The City Clerk noted the passage of Ordinance No. 66-22 in the minutes of this meeting by its title only and recorded the same in full in the Ordinance Records of the City.

The Mayor of the City of New Smyrna Beach has hereunto set his official signature, duly attested by the City Clerk, and has caused the Official Seal of said City to be hereunto affixed for the purpose of authenticity as required by law.

  
\_\_\_\_\_  
As Mayor of the City of New Smyrna  
Beach, Florida

(OFFICIAL SEAL)

  
\_\_\_\_\_  
As City Clerk of the City of  
New Smyrna Beach, Florida

ORDINANCE NO. 66-22

THE CITY OF NEW SMYRNA BEACH - CITY CLERK'S OFFICE

PARKING ISSUES DISCUSSION ON FLAGLER AVE AND CANAL STREET.

December 15, 2022

---

**Background:**

The discussion will include the following:

- Discussion of past parking studies for each area.
- Potential legislative changes.
- Discussion of physical improvements.
- Discussion of programmatic solutions.
- Discussion of cost and funding for each proposal.

**Fiscal Analysis:**

.

**Strategic Plan Item:**

Yes

Staff Report Created By: Kelly McQuillen - City Clerk

THE CITY OF NEW SMYRNA BEACH - CITY MANAGER'S OFFICE

UPDATE ON CAPITAL IMPROVEMENTS PROJECTS.

December 15, 2022

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**Background:**

Current Status on Capital Improvement Project as of 12/5/2022 in attached PDF.

**Fiscal Analysis:**

N/A

**Strategic Plan Item:**

Yes

Staff Report Created By: Todd Alexander - Capital Projects Manager

**Attachments:**

[CIP 12-5-2022.pdf](#)

Phase/Category	Project Name:	Status:	Notes:	Project Manager:	Architect/ Engineer:	Contractor/ Vendor:	Original Project Estimate:	Adopted City Budget:	Approved Budget Amendment:	Final Project Cost (Forecast):	Funding Source (1):	Funding Source (2):	Funding Source (3):	Design Completion Date (Planned vs. Actual):	Bid/Procurement Date (Planned vs. Actual):	Construction Start Date (Planned vs. Actual):	Contract Completion Date (Planned vs. Actual):
<b>Archive Projects</b>																	
Airport Projects	Airfield Signage Rehab Project Part b/b	Construction is about 50% complete.	Signage is the second part of the Airfield Marking/Signage Project.								FDOT 80%	City 20%					
Airport Projects	Backup AWOS - Design and Construction	PO has been issued to RVA. RVA has responded with a schedule showing delays due to availability of microchips and electronics.	Updated 1/18/21	Arvin Weese - Airport Manager	Gordon Reynolds	TBD	\$35,000			\$50,000	FAA 100%			Sep-21	March 15 2022	May 15 2022	
Airport Projects	Taxiway C Rehabilitation Phase 1 & 2	The project is complete. However, we are waiting grant closeouts due to the Wildlife plan and AWOS project still ongoing.	Updated 12/29/21	Arvin Weese - Airport Manager	GAI Consultants		\$273,610 - Design / \$2.28 Million - Construction			\$307,840 - Design / \$ 2.71 Million - Construction (includes all phases)	FAA (100%)			May '21	June '21	December '21	July '22
Airport Projects	Taxiway A Rehabilitation	Design is underway. We have submitted construct grant application to FAA and FDOT.	Design Project FY 22 - Reconstruction of pavement, modernization of fillet geometry, taxiway lighting, lighted windcone, pavement markings, stormwater.	Arvin Weese - Airport Manager	GAI Consultants	TBD	\$175,000	TBD	TBD	TBD	FAA 90% (if approved)	FDOT 5% (if approved)	Local 5% (if approved)	FY22	FY 22	FY 23	FY 23
Airport Projects	Airport Administration & Maintenance Facility-Design (Complete) & Construction (Pending)	Discuss new design with city management.	No Significant Update 9/9/21	Arvin Weese - Airport Manager	C&S - Kerrick Steigmeyer	To be confirmed - awaiting funding	\$192,342 - Design / 1.35 Million Construction			\$237,612 - Design / 2.0 Million Construction	FDOT (80%)	City (20%)					
Airport Projects	Fuel Farm Improvement	Survey and geotech is complete, waiting on geotech results. 1st draft of the schematic design is expected soon.	Additional Product Tank and Modernization of Fuel Farm Equipment	Arvin Weese - Airport Manager	AVCON - Pending CCNA Amendent	GAI - Jack Thompson	\$200,000	TBD	TBD	TBD	FDOT 80% (if approved)	Local 20% (if approved)	N/A	FY 22	FY 22	FY 22	FY 22
Airport Projects	T-Hangar F Rehabilitation	100% submittal has been received and is being reviewed.	Design/Construct Rehabilitation of revenue producing T-Hangar	Arvin Weese - Airport Manager	AVCON	TBD	\$410,000	TBD	TBD	TBD	FDOT 80% (if approved)	Local 20% (if approved)	N/A	FY 22	FY 22	FY 22	FY 22
Airport Projects	Wildlife Hazard Management Plan (WHMP)	We are currently applying for depredation permit which will allow us to deter nuisance wildlife.	Updated 2/2022	Arvin Weese - Airport Manager	Michael Baker International	Mariben Andersen	\$50,000			\$20,000	FAA 100%			1-Oct-21	No Bid for planning document under CCNA.	November '21	March '22
Airport Projects	RFP for Airport Land Lease Development	Working on Re-Add and Spec.		Dir. CRA & Economic Dev. - Chris Edwards							Funding Not Required				11-Mar-22		
<b>Concept (Pending Funding)</b>																	
Concept (Pending Funding)	Hazard Mitigation Grant (HMGP) - Project #2	Byrdson Services has been awarded the project. NTP is pending.	Elevation of (3) homes (Benefit Cost Analysis Approach) - original request was for (4) homes. (1) home dropped out and has been approved by FEMA.	City Engineer - Kyle Fegley	Pegasus Engineering		\$2,000,000 - FY21/22 (Pending Potential Loan #2 and bid (sales results))						Loan - TBD		November 21, 2021 (planned) vs. March 2, 2022 (actual)		
Concept (Pending Funding)	Hazard Mitigation Grant (HMGP) - Project #3	Bid documents are at 95%, working on pre-manufactured homes as a valid alternative. In process of confirming the footprint of each structure.	Demolition and Re-build of (17) Homes	City Engineer - Kyle Fegley	Pegasus Engineering		\$2,000,000 - FY21/22 (Pending Potential Loan #2)										
Concept (Pending Funding)	Remodel property and Fire Station #50	Met Gary, Steve and Ken on site to review property and building condition. Building is in very poor shape and minimal savings can be achieved by retaining/remodeling. Considering demo and new building.	1400 Lytle Ave., New Smyrna Beach	CIP Manager - Todd Alexander													
Concept (Pending Funding)	Skate Park Expansion	After pre-app meeting decision made to not rezone.		Dir. Leisure Services - Robert Salazar	Team Pain												
Concept (Pending Funding)	Track resurfacing at Sports Complex	Under contract with NIDY, expected late Dec. or early Jan. start date.		Dir. Leisure Services - Robert Salazar		The NIDY Sports Construction Company		\$500,000.00		\$500,000.00							
Concept (Pending Funding)	27th Ave ADA Ramp	27th Street Ramp Bulkhead wall received significant damage from Hurricane Nicole, DMC is developing a proposal for evaluating the damage developing an alternative design to address both the ADA ramps, Beach Access stairs and the bulkhead wall.		Dir. Maintenance Ops - David Ray	DMC		\$187,500										
Concept (Pending Funding)	Pickleball Courts Paige Park	Next steps is to get direction from commissioners - on pending hold for next fiscal year		Dir. Leisure Services - Robert Salazar													
<b>Design (Funded)</b>																	
Design (Funded)	Maintenance Operations - Relocation Plan	Bid opening 11/29/2022 - currently in evaluation phase. Evaluations due 12/9/2022	Smith Street Relocation Plan	Dir. Maintenance Ops - David Ray	Concept Design - Michelle Vallance		\$550,000 + Solar (\$300,000)	FY 21/22 - \$550,000 (2021 Loan #1 Regions) - Solar is currently being accessed in future Loan #2.			Line of Credit - \$550,000						
Design (Funded)	Corbin Park - Stormwater Master Plan - Design	Submitted to SWMD for grant funding (1/3 cost share). Draft proposal received from Tetra Tech for design scope. Next step is to take to City Commission for approval in April 2022. Amend proposal amend to add place Turnbull Creek section.		City Engineer - Kyle Fegley													
Design (Funded)	Historic Westside - Stormwater Master Plan - Design	Entering into agreement with Tetra Tech for design. Have PO to start. Consultant working toward preliminary design efforts. Looking to get Concept within next 2 weeks for review.		City Engineer - Kyle Fegley	Tetra Tech												Stormwater Fund
Design (Funded)	Turnbull Creek Management Plan Improvements	Parker Mychenburg delivered 90% plans in Review. 100% plans expected mid Jan. 2023. Currently undergoing structures design.		Dir. Leisure Services - Robert Salazar	N/A	TBD	\$150,000	FY21 Budget: \$150,000	N/A	TBD							
Design (Funded)	Golf Course - Maintenance Building	Received Engineering for building permit. Submitting permit application Mid December.		Dir. Maintenance Ops - David Ray			\$29,000	FY 21-22 - \$29,000			General Fund						
Design (Funded)	City Hall (Existing) Office Adjustments	Moving forward with plan to reno floor plan.	In progress. City attorney office is in final stages and should be completed by 12/9/2022	CIP Manager - Todd Alexander			\$25,000	FY 21-22 - \$25,000			\$25,000						
Design (Funded)	North Atlantic - Drainage Project	Design complete, working on bid documents. Waiting on Vulnerability grant from DEP to move forward with project.	Design & Construction of Proposed Exfiltration System	City Engineer - Kyle Fegley	Mead & Hunt		\$102,000 (Design Only)										FY20-21 - Small Stormwater Projects 2021 Loan #1 - Regions Bank
Design (Funded)	Barracuda Blvd - Roadway Improvement (from traffic signal to base of bridge)	In design, currently at 60% plans. Expect plans in for review beginning Jan 2023. Working with FDOT for Landscaping Permit.		City Engineer - Kyle Fegley	Mead & Hunt			FY 21/22 - \$250,000									

Phase/Category	Project Name:	Status:	Notes:	Project Manager:	Architect/ Engineer:	Contractor/ Vendor:	Original Project Estimate:	Adopted City Budget:	Approved Budget Amendment:	Final Project Cost (Forecast):	Funding Source (1):	Funding Source (2):	Funding Source (3):	Design Completion Date (Planned vs. Actual):	Bid/Procurement Date (Planned vs. Actual):	Construction Start Date (Planned vs. Actual):	Contract Completion Date (Planned vs. Actual):	
Design (Funded)	Spyglass - Pier Removal (or Replacement)	On hold until further direction is given		Dir. Maintenance Ops - David Ray	DMC		\$19,500	FY 20/21 - \$19,500		\$19,500	Capital Projects Fund (302) - \$19,500							
Design (Funded)	Rocco Park - Pier Replacement	Working on Plans update and go out for advertisement beginning of year.		CIP Manager - Todd Alexander	DMC		\$30,000	FY 20/21 - \$30,000		\$30,000	Capital Projects Fund (302)			Feb-21	March 2021 vs. June 2021 (new target)			
Design (Funded)	AOB Site Improvements	Received F.I.N.D.grant document for execution, taking to Commission for consent 11/22/2022		CIP Manager - Todd Alexander	City Engineering - Peter Youseff	Various		\$50,000			Parking Fund - \$50,000				Feb-22	March/April 2022	Oct-22	
Design (Funded)	Marina Bathroom Upgrade	On Hold until further notice		CIP Manager - Todd Alexander	Architecture Studio - Roland Sosa		\$20,000 (Design) \$60,000 (Construction)	FY 19/20 - \$20,000 (Design) FY 20/21 - \$65,000 (Construction) FY 21/22 - \$120,000 (Pending - Carryforward for Construction)		\$17,400 (Design) \$120,000 (Construction)	City Marina (408)			Rebid Required:	Rebid: January 2022 (Planned)	TBD	TBD	
Design (Funded)	Washington St. (Riverside to US1)	Waiting 60% Plans. Requesting schedule from DRMP new PM Todd White.		City Engineer - Kyle Fegley	DRMP	TBD	\$3,400,000 - Total Project Cost Estimate	FY20/21 - \$400,000 - Design Only		TBD	FDOT - \$1,020,000	Transportation Impact Fees (13%) - \$1,020,000	\$1,360,000 to be split between: Loan (TBD), UCN5B (TBD), and ARPA (TBD)	TBD	TBD	TBD	TBD	
<b>Bidding &amp; Award</b>																		
Bidding & Award	Median Landscape Improvements (SR 44 & US1)	VerdeGo awarded contract, need CEI under contract, DRMP will perform the CEI work. On Dec. 13th consent agenda.		Dir. Maintenance Ops - David Ray	S&ME		\$1,120,300			\$1,120,300	FDOT - \$770,300	Loan - \$150,000	CRA - \$200,000		Advertise by TBD.	Q2 of 2022		
Bidding & Award	Barracuda Blvd Bridge Replacement	Received 100% plans for Bulk Head wall replacement - still schedule to start construction Dec. 2022		City Engineer - Kyle Fegley	FDOT - Managing Design Consultant	FDOT - Managing Future CEI & Contractor	\$2,915,094 - Initial estimate \$3,932,779 - Updated estimate (early 2022)	FY 19/20 - \$295,000 \$73,750 City/ \$221,250 FDOT FY 20/21 - \$760,000 (\$190,000 City/ \$570,000 FDOT) FY21/22 - \$3,000,000 (2021 Loan #1)		\$4,365,012 - (Updated 12/18/20)	FDOT - \$3,242,336 (Updated 12/18/20)	City - \$1,122,676 - (Updated 12/18/20)			FDOT completed bid opening on Bid opening value was \$ 4,388,956.40 - Target award date was 3/30/22	May-22		
Bidding & Award	Marina Dock repairs	Advertised for Contractor 12/2/2022 bids due on 1/5/2023	100% Plans received 9/15/2022	CIP Manager - Todd Alexander	Taylor Engineering	TBD												
Bidding & Award	Hazard Mitigation Grant (HMG) - Project #1	Request has been submitted to DEM for additional need for funding on each home due to existing foundation concerns. Staff has received unofficial approval for additional funding needs. Formal agreement forthcoming. Contractor has signed the construction contract for this project. Formal approval of contract to be presented to City commission at future meeting once formal approval from DEM & FEMA is received. Meeting with residence forthcoming in order to begin this project. Wtg formal amendment from DEM.	Original Elevation of (8) homes; (3) homes have dropped out.	City Engineer - Kyle Fegley	Pegasus Engineering	Ducky Johnson House Movers	\$1,566,924	\$1,566,924 - FY20/21 \$2,000,000 - FY21/22 (Pending)			Hazard Mitigation Grant - \$1,175,193	Stormwater Fund - \$515,000	Loan - TBD				September 2022 - deadline for FEMA funding	
Bidding & Award	Indian River Stormwater Project (RAP)	In final stages of Construction. Looking to wrap up early, end of July.	Diversion Structure	City Engineer - Kyle Fegley	Michael Baker International	Built-Rite	\$675,000 - (\$437,506 - Design / \$237,500 - Construction)	\$1,000,000			Stormwater Fund			April (Planned) / June 2021	June (Planned) / January 14, 2022 (Bid Opening Date)	Mar-22		
Bidding & Award	Building Department Temporary Parking at Washington and Faulkner	Bids received; JBI Const. \$277,547.80, Gregori Const. \$409,337.20. On Dec. 13th Commission consent agenda.	301 Faulkner Sreet	CIP Manager - Todd Alexander	TEDS	TBD	170,390 (Construction only)				TBD							
Bidding & Award	Old Fort Wall - Restoration & Stabilization	On Dec. 13th consent agenda.		CIP Manager - Todd Alexander	GLE Architects			FY 20/21 - \$180,000 FY 21/22 - \$900,000 (Special Category State Grant)				State Grant Award - \$900,000						
Bidding & Award	Woman's Club Stabilization & Restoration	On Dec. 13th consent agenda		CIP Manager - Todd Alexander	Bentley Architects + Engineers		\$535,000	FY 20/21 - \$535,000 + FY21/22 - \$600,000 (Special Category State Grant) + FY22/23 500,000		\$1,135,000	General Fund - \$267,500	ECHO - \$267,500	State Grant - \$600,000	11/10/2021 - Purchase Order/Notice to Proceed Provided to Bentley. Design schedule states: Following NTP will be as follows (133 calendar days): •50% Construction Docs: 60 days - Target completion (Feb. 18, 2022) •City Review: 14 days - Target completion (Mar. 4, 2022) •90% Construction Docs: 30 days - Target completion (April 4, 2022) •City Review: 14 days - Target completion (April 18, 2022) •Final Construction Docs: 15 days - Target completion	May-22			

Phase/Category	Project Name:	Status:	Notes:	Project Manager:	Architect/ Engineer:	Contractor/ Vendor:	Original Project Estimate:	Adopted City Budget:	Approved Budget Amendment:	Final Project Cost (Forecast):	Funding Source (1):	Funding Source (2):	Funding Source (3):	Design Completion Date (Planned vs. Actual):	Bid/Procurement Date (Planned vs. Actual):	Construction Start Date (Planned vs. Actual):	Contract Completion Date (Planned vs. Actual):
Bidding & Award	5th Street Bridge Replacement	ITB 03-21-ENG. Advertised 10/3/2022. Prebid meeting 10/20/2022. Bids due 12/9/2022. Bid Opening 12/9/2022.		City Engineer - Kyle Fegley	DRMP		\$2,516,531	FY 19/20 - \$760,949 (TBD City/ TBD FOOT) FY 20/21 - \$670,000 (\$167,500 City/ \$502,500 FOOT) FY 21/22 - \$1,920,000 (2021 Loan)		\$ 3,417,645.37 - (Updated 12/18/20)	FOOT 5 2,563,234.78 - (Updated 12/18/20)	Capital Projects Fund - \$ 854,410.60 - (Updated 12/18/20)		November 2021 (submitting for final reimbursement)	March 14, 2022 - out to bid target April 2022 - Bid opening date	May/June 2022	FY 2022
Bidding & Award	CURRENT BID SCHEDULE - AVAILABLE HERE	See attachment below for updates on planned or active bids. Also available below is a link to ProcureNow for further details on posted bids.															
<b>Construction</b>																	
Construction	Babe James - Shade Structure	Construction is 90% complete. Artificial Turf had to be re-done do to poor initial install. Finish week of 12/5/2022. Shade structure is awaiting final inspection.	Installation of Shade Sail for Playground and Seatwall	CIP Manager - Todd Alexander	N/A	Top Line Recreation	\$95,099	\$145,099		\$135,005.56	CDBG - \$95,099	CRA - \$50,000 (if required)		Feb-21	April 2021(planned) May (actual)	July 2021 (planned) October 20, 2021 NTP	September 2021(planned) February 28, 2022
Construction	Gateway I-95 Landscaping	Trees are all planted. Both the north and south walls are getting pressure washed and painted. Plants will be installed after completion of painting.		Dir. Maintenance Ops - David Ray				FY21/22 - \$40,000			General Fund						
Construction	Dog Park at Sport Complex	Dog Park Complete. Opened 10/27/22		Dir. Maintenance Ops - David Ray			\$30,000										
Construction	Artificial Turf - Babe James Playground	Currently schedule to start construction 9/26/2022 - 3-4 day to complete.		CIP Manager - Todd Alexander			\$95,789				CDBG - NTP Received 12/27/2021			N/A	Issue Invitation to Bid Notice - Feb. 3, 2022 Pre-Bid Meeting - Feb. 11, 2022 @11:00am Deadline for Written Questions - Feb 18, 2022 @ 5:00pm Deadline for Posting Addenda - Feb. 22, 2022, 5:00pm Bid Opening - March 3, 2022 @ 3:00pm	Construction to commence after Shade Systems is installed. Target start date is August 15, 2022	
Construction	Traffic Signal - SR 44 at Canal/Station 50	NTP thur. 7th, reviewing shop drawings and in pre-construction activities.		City Engineer - Kyle Fegley	TEDS / DRMP (CEI)	TCD	\$500,000	FY19/20 - \$500,000 FY20/21 - Carryforward FY21/22 - Carryforward \$423,000		\$662,662 - construction contract amount for TCD. Will need additional funding for CEI and post-design engineering services from TEDS. All funded by transportation impact fees.	Transportation Impact Fees - \$500,000			February 2021(Planned) vs. August 2021 (Tentative)	March 2021(planned) vs October 2021(Actual)		
Construction	South St - Sidewalk	ITB 26-22-ENG. Contract was awarded to Sanderson Concrete at the September 27, 2022 meeting.		CIP Manager - Todd Alexander	Mead & Hunt		\$68,842 - Design Only				2005 General Obligation Bond (303 account)						
Construction	7th St - Sidewalks	ITB 26-22-ENG. Contract was awarded to Sanderson Concrete at the September 27, 2022 meeting.		CIP Manager - Todd Alexander	Mead & Hunt		\$43,696 - Design Cost Only				2005 General Obligation Bond (303 account)						
<b>Archive Projects</b>																	
Archive Projects	Contract Renewals for Planners	Renewals completed week of 1/25/22															
Archive Projects	Historic Westside - Stormwater Master Plan - Feasibility Study	Feasibility Study complete - proposal for design services received.		City Engineer - Kyle Fegley	Tetra Tech		\$250,000 - Design Only	FY19/20 - \$250,000 FY20/21 - Carryforward FY21/22 - Carryforward			Stormwater Fund - \$250,000			October 2021 - Feasibility Study			
Archive Projects	Hope Avenue - Drainage Project	Utilities installed, pump installed. Site restoration underway and final close out paperwork. Substantially complete as of 3/3/22 CIP Update.		City Engineer - Kyle Fegley	Parker Mynchenberg	HydroService	\$131,625 (Pump and overall construction) - \$45,000 (Utilities)				FY20-21 - Small Stormwater Projects			Dec-21	Complete - Design/Build Approach was pursued.	Mid-January 2022	
Archive Projects	Corbin Park - Stormwater Master Plan - Feasibility Study	Reviewing proposed options for improvements and determine next steps. Public Meeting held Wed. January 19, 2022 @ 6pm Hidden Pines Clubhouse. Feasibility phase is complete. Design phase to follow.		City Engineer - Kyle Fegley	Tetra Tech		\$250,000 - Design Only	FY19/20 - \$250,000 FY20/21 - Carryforward			Stormwater Fund - \$250,000						
Archive Projects	Buena Vista Park - Pier Replacement	Targeting Completion for October 28, 2021. Substantial Completion walk through held 10/14/21. Formal completion was 10/29/21 - Reimbursement through FIND is underway.		Dir. Maintenance Ops - David Ray	DMC	Brother's Construction, Inc.	\$698,400	FY 20/21 - \$698,400		\$ 491,687.30 - Contract Award; plus \$57,000 in engineering/design costs	Capital Projects Fund - \$398,400 (\$274,333.75 actual 50/50 split)	F.I.N.D. - \$300,000 (\$274,333.75 actual 50/50 split)		Jan-21	February 13, 2021 (Out of Bid) March 23, 2021 (Bid Opening) April 27, 2021 (Commission Award)	June 21, 2021 (NTP)	December 21, 2021 (Target)
Archive Projects	RFQ for Architects 16-21- ENG	Four firms awaiting commission approval	Under evaluation - in process for reschedule														
Archive Projects	Jefferson St. Parking Lot	The project is now complete and a ribbon cutting ceremony has been scheduled for August 11th at 10am.	Addition of (17) parking spaces along Jefferson St.	City Engineer - Kyle Fegley	City Engineering Team	D&W Paving, Inc	\$250,000	\$282,607 - CRA		\$282,607	CRA - \$282,607					Jan-21	30-Jul-21
Archive Projects	Road Resurfacing	Substantially Complete		Dir. Maintenance Ops - David Ray	N/A	Halifax Paving	\$700,000	FY 20/21 - \$700,000		\$700,000	Capital Projects Fund - \$700,000			N/A - Piggyback		Apr-21	

Phase/Category	Project Name:	Status:	Notes:	Project Manager:	Architect/ Engineer:	Contractor/ Vendor:	Original Project Estimate:	Adopted City Budget:	Approved Budget Amendment:	Final Project Cost (Forecast):	Funding Source (1):	Funding Source (2):	Funding Source (3):	Design Completion Date (Planned vs. Actual):	Bid/Procurement Date (Planned vs. Actual):	Construction Start Date (Planned vs. Actual):	Contract Completion Date (Planned vs. Actual):
Archive Projects	North Causeway Bike Path	Under Construction - Asphalt has been removed currently installing root barriers. Repaving complete April 2021.		Dir. Maintenance Ops - David Ray		P&S Paving	\$125,000 (trending under)				General Fund						
Archive Projects	Wildlife Hazard Assessment (WHA)	Project Completed -Received FAA Approval 10/16/2019					\$99,993			\$99,993	FAA (90%)	FDOT (8%)	City (2%)				
Archive Projects	Terminal Apron & South Hangar Apron and Taxi Lane	Project completed in September 30, 2020.					1381102.94			\$1,381,102.94	FAA (90%)	FDOT (8%)	City (2%)				
Archive Projects	Pettis Park Basketball Courts	Graphics remain to be placed on the courts. Substantially Complete. Ribbon Cutting forthcoming - early February 2021.		Dir. Leisure Services - Robert Salazar		NIDY				\$140,000	CDBG - \$93,460	General Fund - \$36,540					
Archive Projects	City Hall Annex	Project received Certificate of Occupancy on Friday August 6, 2021. Currently in Close-Out Phase.		CIP Manager - Todd Alexander	GLE Architects	A.G. Pifer Construction	\$4,719,456			\$ 4,922,941 (Updated 4/21/2021); includes CO #6	Capital Project Fund - \$2,371,182 General Fund - \$7,295.54 (thru CO #6; Updated 04/21/2021)	Building Fund - \$1,548,274 + \$196,189.61 (pending thru CO #6; Updated 04/21/2021)	ECHO - \$800,000		Mar-19		October 2020 (original) 06/22/2021 (current) 08/06/2021 (actual)
Archive Projects	Inwood Avenue - Sidewalk	Complete		City Engineer - Kyle Fegley	City Engineering Team - Peter Youseff	TBD	\$22,400				General Fund - \$22,400						
Archive Projects	Railroad Avenue Project	Construction to commence week of 1/25/2021 - project completed 1/29/2021.	Paving of Railroad Avenue	Dir. CRA & Economic Dev. - Chris Edwards												1/25/2021	1/29/2021

THE CITY OF NEW SMYRNA BEACH - CITY MANAGER'S OFFICE

UPDATE ON STRATEGIC PLAN.

December 15, 2022

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**Background:**

Strategic Action Items updated as of 12/5/2022 in attached PDF.

**Fiscal Analysis:**

N/A

**Strategic Plan Item:**

Yes

Staff Report Created By: Todd Alexander - Capital Projects Manager

**Attachments:**

[SAP Updates 12-6-22.pdf](#)

Category:	Item:	Current Action:	Notes:	Assignee:	Action By:	Action By (2):	Action By (3):	Estimated Cost:	Funding Source:
<b>On-Going Efforts</b>									
On-Going Efforts	CT.1) More specific Commission workshop sessions on these identified strategic topics	Next workshop sometime mid Aug.	Look to discuss in Dec. during Qtr Workshop	Khalid Resheidat	City Manager	City Clerk		Staff Time	
On-Going Efforts	GM.5) Engage the UC through increased collaboration for strategic and planning initiatives.	Meeting will be scheduled late Fall.	Looking to schedule next meeting - to discuss city projects. Work on joint meeting with UC after first of year - Jan/Feb for joint meeting.	Khalid Resheidat	City Manager				
On-Going Efforts	TC.2.2) Create designated loading zones for the historic retail main streets.	Pilot Program implemented and making adjustments based on community input. Continuing to work closely with delivery companys and business owners for strategic delivery timeframes/days. Added (3) additional loading/unloading zones. City staff will continue to improve delivery operation in general.	On going - still working on delivery times and zones. Working with Parking Ambassador to find additional loading and unloading zones.	Khalid Resheidat	Police Chief	City Manager			
On-Going Efforts	CT.4) Facilitate stronger engagement and participation in Westside neighborhood community involvement	Limited attendance at monthly standing meetings. Will continue to encourage community to remain involved.	Met with Pastor Pete reopen dialogue - on going dialogue looking to go out to survey the community in near future Looking to have meeting after Thanksgiving - Jan to engage with neighborhood.	Khalid Resheidat	City Manager	Police Chief		\$15,000	
On-Going Efforts	CT.10) Promote Diversity participation, all demographics at public events.	Staff to continue to communicate important items publicly for resident awareness in order to attend proper public meetings. This will also be tracked with "CT.4 - Facilitate stronger engagement and participation in Westside neighborhood community involvement"	Chris and Irma to take over	Chris Edwards					
On-Going Efforts	TC.1.1) Promote pedestrian, bicycle and character enhancements to state and county roads	Partner with TPO, County, & FDOT to advance connectivity programs throughout the City.	On going - Attending TPO (virtually or in-person), County & FDOT. Combining - TC.1) Enhance Roadway Character and livability.	Kyle Fegley	Development Services				
<b>Priority #1</b>									
Priority #1	QM.2) Develop Clear Metrics for identified Quality of Life / Character factors (such as: historic buildings, tree canopy coverage, park acreage, utilization of community facilities, etc)	Staff to review current in-house data amongst departments and determine what information is readily available to track. Meeting held to dive deeper on an overall work plan for this item. Sample data report to be prepared for initial presentation to the City Commission by June 2022 for hopes to adopt with next years fiscal year.	Draft Report submitted June 2022 - no comments received.	Phillip Veski	Public Information Officer			\$60K - is included in cost for CT.3 Benchmarking Survey	
Priority #1	GM.2) Update the land development / zoning code (LDC), particularly examining several issues.	Implement LDR Revisions to address items 1-5 as noted. #5 Parking Requirement to be addressed after requested workshops. Consultant was hired for assistance with #5. Items addressed by updating PUD, which is scheduled for P&Z on July 18. Landscaping will be updated with consultant (beginning July 2022). Height is a separate ordinance (#3) being handled by Assistant City Manager/DDS.	1.) Residential and neighborhood design standards, especially for new western development. 2.) Required open space and community service elements. 3.) Building Form (including height) as opposed to Density measures. 4.) Commercial design, site planning and buffers. 5.) Parking requirements. On going - breaking out into smaller pieces should have results in a couple of months	Ron Neibert	Development Services			\$25,000 - \$50,000 - To be funded in future Strategic Planning Initiatives. Landscape consultant is under \$25K.	Planning & Parking Fund
Priority #1	ER.2) Explore opportunities for enhanced stormwater treatment and Best Management Practices for water quality prior to outfall, particularly to any rivers or streams.	Benchmark City Stormwater standards against municipal industry leaders in Stormwater management; update City standards accordingly. Intend to highlight City's current standards as compared to other similar City Standards.		Kyle Fegley	Engineering				Stormwater Fund
Priority #1	TC.1.2) Identify opportunities for new local street sidewalk and bicycle enhancements.	Currently working to construct known locations as previously identified on Planning Map attached. Implement projects as funding allows.	Working with FDOT on East Coast Greenway Trail ext. to connect Myrtle to US 1 via South St. north of the Airport.	Todd Alexander	Capital Improvement Project Manager	Engineering		\$50,000 - \$100,000	
<b>Priority #2</b>									
Priority #2	TC.2.3) Explore partnerships for shared use parking facilities.	On going effort working with local businesses and stakeholders.	Combining with TC 2.1	Ron Neibert	Development Services			Staff time	Any funding requirements are tracked under GM.2
<b>Priority #3</b>									
Priority #3	QM.3) Develop a strategic working group and partnerships regarding homeless issues, services and peer city success models. Dec Workshop agenda item.	Need to change title and develop new plan		Khalid Resheidat	City Manager	Police Chief	City Attorney		SE Volusia Cities (NSB, Edgewater, Oak Hill, Port Orange), Churches, Business, County

Category:	Item:	Current Action:	Notes:	Assignee:	Action By:	Action By (2):	Action By (3):	Estimated Cost:	Funding Source:
Priority #3	ER.4) Update Stormwater Master Plan to explore opportunities for regional stormwater management facilities.	Completing current budgeted Regional Stormwater Master Plans (Historic Westside and Corbin Park). Overall update of to Citywide Stormwater Master Plan to be budgeted for Future consideration. Intend to fund via American Rescue Plan a study for North Beach Stormwater Master Plan and to update the Citywide Master Plan. Proposal request underway from consultant.	Commission approved the proposal for Tetra Tech need design status	Kyle Fegley	Development Services	Engineering		\$200,000 (For Consultant)	Stormwater Fund/ American Rescue Plan (TBD)
<b>Communication &amp; Trust</b>									
Communication & Trust	CT.5) Facilitate constructive public involvement regarding development west of I-95, balancing community issues	Hold Public Meeting west of I-95 to discuss concerns and needs. Need to determine meeting date/location at future date. Potential Town Hall meeting to be established early 2022.	Still working schedule Town Hall meeting (Hartman) to discuss opportunities - Combined with QM.7	Khalid Resheidat	City Manager	Assistant City Manager	Public Information Officer	\$10,000	
Communication & Trust	CT.7) Interactive City Map (story map) of current Private and Public Developments.	Staff currently updates monthly for City website Development Activity Report.	Public development map prototype online. Change in scope being evaluated; needs defined workflow.	Phillip Veski	Public Information Officer			Staff Time	
<b>Quality of Life Measures</b>									
Quality of Life Measures	QM.4) Develop long range plan for Administrative Office Building site.	Waiting for correspondence from F.I.N.D.	F.I.N.D. grant application recieved - Taking to Nov. 22nd Commission Meeting for consent.	Todd Alexander	City Manager	Capital Improvement Project Manager		Staff Time	Parking Fund/ F.I.N.D.
Quality of Life Measures	QM.5) Develop programs to support local businesses and/or 'live where you work' programs.	Economic Development Director to work with the Economic Development Task Force once members are approved by City Commission and a meeting schedule is established.	Next step meeting with economic development board.	Chris Edwards	Economic Development Director			\$20,000	
Quality of Life Measures	QM.6) Develop long range plan for Conservation Lands (Turnbull Creek Lands & Existing Lands)	Currently in Acquisition Phase. Next phase will be to determine usage and management of acquired land. Turnbull Creek Committee meeting was held 2/28/22 to review properties still available as well as current conditions of potential improvements that may be occurring due to prior acquisitions. Management Plan being implemented (May 20, 2022).	Still in acquisition phase, no willing sellers. Approach those individuals for conservation easement. Need realtor to rep City.	Ron Neibert	Development Services	City Manager		\$200,000	
Quality of Life Measures	QM.8) Discuss ideal programs to support local businesses and/or "live where you work" programs with newly appointed Economic Development Task Force at the next available meeting			Chris Edwards					
<b>Growth Management</b>									
Growth Management	GM.1) Consider a SR 44 Corridor Plan to address commercial development and character along the corridor.	Review and Update the Zoning & LDR along SR 44 Corridor with consideration of distinct standards by segment by providing specific design guidelines.	I believe this is complete, per Robert M.	Chris Edwards	Development Services			Staff time	
Growth Management	GM.3) Develop a working group on Attainable Housing.	List of vacant city properties was presented to the City Commission for consideration of affordable housing locations. Next step will be to address the disposition. RFP for Property Acquisition or for Non-Profit Organizations is in development. Explore the feasibility of partnering with the Community Land Trust Program.	Update to come in April, update RFP. City has take vacant prop. to commission, Ron to work with Shey and Bob to develop RFP.	Khalid Resheidat	City Manager			Staff time	
<b>Environment &amp; Resiliency</b>									
Environment & Resiliency	ER.3) Develop BMP programs for low impact development, rain gardens, native plants and other techniques to address water quality and stormwater impacts.	Evaluate current BMP Program and consider other options available to enhance water quality. To be tracked with ER.2 in Priority #1	To be tracked with ER.2 in Priority #1 - consultant reviewing LDR for storm water management. Defining scope and in process of retaining our consultant	Kyle Fegley	Engineering				
Environment & Resiliency	ER.5) Promote a Culture of Environmental Sustainability in NSB.	Partnership with Marine Discovery Center to prepare a Sustainability Plan to promote a culture of Environmental Sustainability. Green building requirements to be revisited as it pertains to LDR requirements.	On going - Developing proposal for scope for green initiatives.	Ron Neibert	Development Services	City Manager		\$50,000	
<b>Transportation &amp; Circulation</b>									
Transportation & Circulation	TC.1.3) Pursue opportunities for local street and network connections.	Identify and require connections where needed and appropriate.	On hold waiting on future direction	Kyle Fegley	Development Services				
Transportation & Circulation	TC.3.2) Continue to develop Local Shuttle to serve the Loop.	Waiting future direction	On hold wtg future direction	Todd Alexander	Capital Improvement Project Manager				
<b>Completed</b>									

Category:	Item:	Current Action:	Notes:	Assignee:	Action By:	Action By (2):	Action By (3):	Estimated Cost:	Funding Source:
Completed	TC.3) Develop projects for multi-modal mobility.	Refer to TC.3.1 - TC.3.2 for subtasks	Refer to TC.3.1 - TC.3.2 for subtasks						
Completed	TC.2) Develop comprehensive solutions to Parking		Refer to TC.2.1 - TC.2.3 for subtasks						
Completed	TC.1.5) Accept a measure of slower speeds and commute time in exchange for safety, beauty and walkability.		to be tracked with efforts associated with TC.1.1 - TC.1.4						
Completed	CT.2) Newly created city website launched Feb. 20, 2020.	Continue to update and improve City website.			Public Information Officer			Staff Time	
Completed	ER.1) Evaluate resiliency strategy for Coastal flood areas.	Efforts will continue to be implemented and new projects identified annually.	1.) Examine current base flood elevation projection data and consider what appropriate standards should be for new construction elevation. 2.) Identify opportunities for stormwater storage as well as stormwater flow so that potentially flood prone areas have less risk of long-term inundation. 3.) Focus work efforts on inboard areas with highest probability for flooding and prolonged inundation.	Derek Burr	Development Services				
Completed	TC.1.4) Explore opportunities for Traffic Calming techniques city-wide where requested.	Adopted by Commission meeting on June 22, 2021.		Derek Burr	Development Services	Police Chief		TBD - for potential installation cost	General Fund
Completed	CT.8) Measure and Document Social Media Participation.	Social Media tracking report to be developed and published monthly.			Public Information Officer			TBD	

THE CITY OF NEW SMYRNA BEACH - CITY CLERK'S OFFICE

CITY COMMISSION GENERAL DISCUSSION.

December 15, 2022

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**Background:**

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**Fiscal Analysis:**

N/A

**Strategic Plan Item:**

No

Staff Report Created By: Kelly McQuillen - City Clerk